



# Dunbarton Community Profile

## 2015

May 1 & 2



University of New Hampshire  
Cooperative Extension

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UNH Cooperative Extension brings information and education into the communities of the Granite State to help make New Hampshire's individuals, businesses, and communities more successful and its natural resources healthy and productive. For 100 years, our specialists have been tailoring contemporary, practical education to regional needs, helping create a well-informed citizenry while strengthening key economic sectors.

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### Our Focus Areas:

Food &  
Agriculture



Natural  
Resources



4-H Youth  
& Families



Community &  
Economic Development



The Community Profile is a process by which communities take stock of where they are today and develop an action plan for how they want to operate in the future. The process provides a method for citizens to affirm community strengths, find collaborative approaches to meet challenges creatively, and manage change. One of the major outcomes of the Community Profile is increased citizen participation in the community.

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## Acknowledgements

# Thank you!

Thank you to all who made the Dunbarton Community Profile such a huge success.

### **Dunbarton Steering Committee**

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### **Local Merchants and Businesses**

Boloco  
Bread and Chocolate  
Chanticleer Gardens  
Constantly Pizza  
Dunkin Donuts  
Hannaford  
Market Basket  
Panera  
Sam's Club

The Community Profile model was developed with the assistance of:

University of Vermont Cooperative Extension; University of New Hampshire Cooperative Extension; Vermont Department of Housing and Community Affairs; Upper Valley Lake Sunapee Regional Planning Commission; Tufts University, Center for Environmental Management, Consortium for Regional Sustainability; New Hampshire Charitable Foundation; Vermont Community Foundation; Sustainable Seattle; University of Vermont Center for Rural Studies; Community Innovations; The Upper Valley: 2001 & Beyond Steering Committee.

## Summary

The Dunbarton Steering Committee for the Community Profile was formed in January 2015 with the charge of planning the Community Profile event. Initial committee volunteers met with UNH Cooperative Extension staff to learn about the Community Profile and discuss ways to attract committee volunteers representing a variety of town interests and perspectives. The Community Profile event date was set for May 1 and 2, 2015 and the Steering Committee met twice a month from January through April to plan, prepare and market the event with UNH Cooperative Extension providing staff support. The Community Profile was funded by the Dunbarton Selectmen.

The Steering Committee adopted a format using the 6 components of a strong community as drawn from the National Civic League and adapted by UNH Cooperative Extension. These components are important to any successful community. These components make a community work well now and sustain the cultural, economic and environmental health and vitality for the long-term future. The 6 components are informed citizen participation and community leadership; fostering healthy families, individuals, and youth and lifelong learning; community services, facilities and utilities and transportation; economic vitality and growth and development; sense of community and recreation and cultural heritage; working landscape and the natural environment.

The Dunbarton Community Profile was promoted throughout the town with brochures, postcards and letters to every household, town website, social media, and word of mouth. The Steering Committee arranged for the location; promoted the event; organized the food and beverages; and set up the sessions.

The Steering Committee received a two-hour training led by UNH Cooperative Extension on the basics of facilitation and recording or scribing and on the specific facilitation role for the Community Profile. Community members were also invited and participated in the training. The Community Profile small group discussions were facilitated by these trained community volunteers. The Community Profile process included the following components:

- Mosaic and Vision developed by all participants gathered together
- Historical overview presented by community resident Bill Zeller
- 6 Components of a successful community were presented
- 5 Key Issues: Small group facilitated discussion on each of the 6 component areas where the groups brainstormed the strengths, challenges and future. (Friday evening)
- 6 Key Themes: All participants worked to review the 30 keys issues from Friday's discussions and agreed on common themes. (Saturday morning)
- 3 Priority Projects or Opportunities: Participants selected a theme they wanted to discuss in small groups where they defined the problem, identified solutions and selected 3 priority projects or opportunities in each group.
- Voting: All participants were given the opportunity to *vote* for their priority within each theme.
- Action Groups: Once opportunities and projects were chosen, participants started the process of putting plans into action by defining the project, determining contact process and planning the next meeting date and time.



## Publicity and Marketing

The Steering Committee for the Dunbarton Community Profile was responsible for the publicity, marketing and outreach for the event. All committee members were responsible for planning the outreach efforts, publicizing the event and promoting it to their neighbors, co-workers, family and friends in Dunbarton.

The Steering Committee developed marketing materials, including a postcard and letter mailed to all residential addresses. A brochure was available at the library and town offices. In addition, the Dunbarton Public Library provided Community Profile information on the library's website and Facebook page. The Profile was also publicized on the town website. Steering committee members contacted groups in Dunbarton to make sure community members were aware of the Profile and encouraged to participate.

## Facilitation of the Community Profile

Facilitation is an important component to the Community Profile. Trained facilitators are used in the small group discussions to help the group meet its objectives by guiding it through the Community Profile process. This allows the participants to focus on the issues they came to discuss. The facilitator is trained to provide neutral guidance and helps the group arrive at decisions related to the topic discussed.

The Steering Committee received a two-hour training led by UNH Cooperative Extension on the basics of facilitation and recording or scribing and on the specific facilitation role for the Community Profile. Community members were also invited and participated in the training, including several volunteers from Goffstown and Bow.

Steering Committee members and trained community member volunteers facilitated and recorded the small group discussions (Friday evening and Saturday early morning). The facilitators established the ground rules for participants; created a collaborative working environment; ensured everyone had the opportunity to participate and brought closure to each topic so the process could move ahead. Scribes recorded all responses on easel paper for the group to see and as the record for the discussion. All responses are documented in the following pages of this report.

## Outcome

67 Dunbarton community members participated in the Friday or Saturday session and 30 people attended both sessions for a total of 97 participants. 29 community members committed to working on four new action groups which will begin to implement the projects or opportunities identified. 11 Steering Committee members learned new leadership skills and put them into action by organizing the Community Profile. 17 Community members received training on facilitation skills which can be used in other community settings. The community issues, opportunities and priorities for Dunbarton are detailed in this report. Dunbarton participants demonstrated a strong commitment to their community, creating a vision and working together to address opportunities and fulfill the vision.

## Voting Results: Priority Projects and Solutions

The Community Profile process was successful at identifying priority projects in Dunbarton and identifying action groups to work on the priorities, based on input and voting of all profile participants.

- Re-invigorate project to renovate town hall
- Develop Village Ventures
- Formal sanctioned town communications committee
- Continue conservation efforts
- Revitalize recreation committee
- High speed internet—talk to Granite State Communications, Dunbarton Telephone Company, Eversource, Selectmen tech committee
- Develop town economic development committee
- High speed internet—decide on business model for ownership
- Walkable village center and walkable places
- Create housing and services for seniors
- Community survey
- Better utilization of school space
- Study possibility of safety complex project
- Coordination of existing communications resources

## Action Groups

1. Continue Conservation Efforts
2. Develop Village Ventures
3. Communications
4. Reinvigorate Town Hall Project



## Agenda

### Friday, May 1, 2015: 5:30 – 9:00 PM

**5:30 Doors open; sign in and potluck**

**6:00 Welcome (Cafeteria)**

- Overview of Community Profile Process  
Ken Koerber

**6:30 Mosaic and Vision**

- Historical overview – a glance at Dunbarton's past Bill Zeller
- Dunbarton today demographically
- What is Dunbarton like now? Sue Cagle
- What do we want Dunbarton to be like in the future?

**7:30 Introduce the Small Group Discussion and Ground Rules**

Informed Citizen Participation and Community Leadership; Fostering Healthy Families, Individuals, and Youth and Lifelong Learning; Community Services, Facilities, and Utilities and Transportation; Economic Vitality and Growth and Development; Sense of Community and Recreation and Cultural Heritage; Working Landscape and the Natural Environment

Random assignments to small groups, 1 component per group.

**7:40 Move into small groups**

**7:50 Small Groups Convene**

- Strengths of Dunbarton in the component area
- Challenges of Dunbarton in the component area
- What would you like to see in the future?
- What are the five key issues that need to be addressed?

**9:00 Back in Gymnasium: What to expect Saturday and Adjournment**

### Saturday, May 2: 8:45 AM – 2:00 PM

**8:45 Doors open and check-in**

**9:00 Small group reports**

- Each of the 6 small groups report to the large group, 3 minutes each

**9:45 Selection of key issues - participants select small group/issues**

**10:15 Small groups meet for key issue discussion**

- Define the problem or opportunity
- Project goals - identify what you want to accomplish
- Identify potential projects/solutions
- Evaluate potential projects using impact-feasibility grid
- Select three projects to bring to the full group

**11:50 Full Group:**

- Reports back from small groups 3 minutes each

**12:10 Voting and lunch**

- Which projects do you think we should move forward on?
- What is the most important project for Dunbarton right now?

**12:45 Large group: Results of voting and Selection of Action Groups**

- Who needs to be involved (agencies/individuals)
- Record member's contact information on sheet provided
- Set a first meeting

**1:00 Action group initial meeting**

**1:30 Next steps and wrap up**

**2:00 Adjourn**



## Dunbarton 2015 – How we see our community **NOW**.

- True bedroom community
- Proto-typical NH community
- Geographically isolated
- Small businesses
- Automobile dependent
- Hilly
- Diverse population
- Politically divided
- Desirable place to live
- Historical town
- Dispersed
- Centralized between Concord and Manchester
- Transition
- Rural
- Rich with artisans
- Historic
- Vision-divided
- Tight school community
- Rich in ecological resources
- No high speed internet
- Own telephone company with fast service –pick your own number
- Large homeschool population
- No cable
- No TV signal
- No internal town communication, e.g. newspaper
- Little opportunity to bump into neighbors
- Dependent on other communities
- Two formal church communities
- We get a lot done (some people)
- Very little economic development
- Zoning is 5 acre minimum; creates small town environment
- High town meeting participation on important issues
- Low crime
- No Starbucks or Dunkins
- Beautiful place to walk
- Don't come out for some things (big money issues – yes)
- Church involved in community
- No place for seniors to downsize in Dunbarton
- High volunteerism
- Lack of activities/programs for kids: meet at school but that's it...no place for kids to play
- Empathetic people
- Parts greater than whole
- Rural-but no working farms
- Good library
- No easy way for young people to connect
- Daffodil program – 100,000 bulbs

## Dunbarton – How we envision our **FUTURE.**

- Walkable community
- Central meeting space; e.g. small/central place to get together, coffee shop
- More recreational activities for kids
- Modern infrastructure-cable, internet
- Sidewalks to center of town and to school
- Open spaces protected
- Upstairs in town hall finished to use for meeting space
- Communication like a newsletter
- Return of Pegs Tavern
- More for adults/seniors to do
- More programs to bring whole community together
- Town wide newsletter – electronic and paper
- Attention to Clough State Park
- Support local food production
- People come together for long-term shared vision of the future
- A way for seniors and moderate income folks to have a voice on equitable and ongoing basis
- Promotion of sustainable agriculture
- Community gardens
- Renovation of school playground
- Growing/seeking out volunteers and leaders
- Helping to grow existing assets
- Signage, marketing of nature trails

### The Mosaic

We spent a few minutes meeting each other, learning how long we lived in town, some history and current demographics. We were then asked to offer descriptions of what our town was like right now and what we would like it to be like in the future. Adjectives and phrases were called out and recorded on easels at the front of the room labeled

**NOW and FUTURE.**

## 6 Components of a Strong Community

After we developed a mosaic for Dunbarton and digested some of the history, Sue Cagle of UNH Cooperative Extension introduced us to the idea of discussing Dunbarton within the framework of 6 qualities which can be used to profile a community. These topics, drawn from the work of the National Civic League and adapted by UNH Cooperative Extension, are important components of any successful community. These components make a community work well now and sustain the cultural, economic and environmental health and vitality for the long-term future.



All Profile participants were randomly assigned to one of the 6 component groups on Friday night and had a facilitated discussion on the strengths, challenges and future of each topic as related to Dunbarton. Transcribed notes for each group follow and document the ideas and comments of individual group members.

# Informed Citizen Participation and Community Leadership

**Small Group Discussion Leader:**  
Mike Smith  
**Recorder:**  
Sally Smith

## Group 1 – Informed Citizen Participation and Community Leadership

### Brainstorm Frame:

In a healthy community, citizens actively participate through voting in local elections, serving on local boards, attending public hearings, and being involved in civic organizations and community activities. All citizens need to develop knowledge and skills to contribute to community life. Shared problem solving and planning for the future as a community increases local pride and commitment.

Healthy communities have, and develop, public leaders who work together to enhance the long-term future of the community. Community leadership must be responsive, honest, efficient, enlightened, fair and accountable. It should have the ability to bring the community together to participate in open, neutral dialogue on important issues.

Leaders should be representative of their community and be able to envision an economically secure, environmentally sound and socially viable future. Leadership should empower community members to assist in resolving community issues.

### Statements a community should consider:

- Our leadership actively recruits, trains, and empowers new leaders.
- Leadership represents diverse community interests (age and gender groups, length of time they have resided in the community, culture, etc.).
- Community leadership demonstrates knowledge, accountability, professionalism, innovation, and is results-oriented.
- Leaders involve local citizens in identifying community goals and resolving community issues.
- Leaders demonstrate long range (20+ years) thinking. They understand the impacts of their actions on the long term health and vitality of the community.
- Citizens know how the system works and it is easy for newcomers to learn how to get involved in the community.
- People can find out easily what is going on in the community.
- Schools, churches, youth and civic groups provide citizen education and promote community service.
- Citizens are actively recruited and involved in major projects.
- Participation and leadership is proactive instead of reactive, facing community issues before they become crises.
- Civic organizations and local businesses actively contribute to community functions.
- Local committees and boards communicate well with each other, the public, and with boards and committees throughout the region.

## Strengths

- Good place to raise family
- Good neighbors
- Quiet, peaceful
- Safe family environment
- Good police department
- Good for lifetime sports
- Very rural accessible
- Good participation of parents in schools
- Good garden club
- Access to leadership
- Consistent calendar
- Nice library
- High level of volunteerism
- Active church
- Good food bank
- Church vestry for meetings
- Good sense of history

## Challenges

- Not convenient for volunteering
- Isolated
- Used to have an active field
- Lack of volunteers: sports, children's activities
- Struggle for volunteers' communication
- Publications
- Support a store
- "Not in my backyard"
- Part time rec person
- Cost
- Open space in town hall to be used
- No welcome for newcomers
- Need opportunities for fundraisers
- Need a town website upgrade

## Vision for the Future

- Organize 13 wonders of Dunbarton hike
- Group participation
- Recreation committee more active
- Better way to get word out to everyone
- Sidewalks
- Bring more people to the center
- Band concerts
- Coffee shop
- Mom/pop store
- Athletic field in town
- Find a way to bring back teams: adult, children
- Open second story of town hall
- Facilities to accommodate senior citizens

# Fostering Healthy Families, Individuals, and Youth and Lifelong Learning

**Small Group Facilitator::**

Cindy Bagley

**Recorder:**

Chris Keeley

**Spokesperson::**

Andrea Douglas

## Group 2 – Fostering Healthy Families, Individuals, and Youth and Lifelong Learning

Brainstorm Frame:

Support services such as adequate child day care, comprehensive after-school, youth, teen, and senior programs, preventative health and substance abuse programs, parenting and family support programs, and effective human service networks help strengthen the social fabric of a community. Aided by effective communication, compassionate leadership, active citizen participation, and inter-group cooperation, a comprehensive package of supportive services will enable a community to nurture healthy community members.

Programs of higher education and lifelong learning provide local businesses with a pool of trained employees. Other formal and informal learning opportunities allow community members to discover hidden talents and develop an array of interests and skills. Lifelong learning allows citizens to manage their lives more effectively in a changing economy and to participate in increasingly complex municipal operations with greater knowledge and skill.

**Statements a community should consider:**

- There are \_\_\_\_\_ local and/or regional programs available addressing the social issues of our youth, teens, seniors, parents, and families.
- The health and social services are accessible, adequate, and provided in an equitable manner.
- The three sectors (public, private, and nonprofit) work together to provide a comprehensive package of programs.
- There is adequate information about the available services and many community members utilize them.
- Many of the services allow families to participate together.
- Educational opportunities are easily accessible and provided equitably.
- Lifelong educational opportunities, including formal and informal academic, vocational, artistic, and spiritual, meet the community's needs.
- The level and quality of adult literacy programming in the community is \_\_\_\_\_.
- The public school facilities adequately meet community members' needs.
- There is a(n) \_\_\_\_\_ level of quality preschool and daycare opportunities in the community.
- There is good communication and cooperation between the municipal government and the local public school board.
- The community supports and values high quality K-12 public school education.
- There is a support network for community members who home-school their children.



## Strengths

- Groups definition of healthy: Always being challenged, well fed, best with what we have, balance, caring for environment
- Dunbarton library-have resources, need classes and summer reading program
- School's "Roots" garden club for youth, teens
- Have many artisans, mentors. Lots of knowledge (need to institutionalize it)
- Girl/Boy scout programs (includes younger teens)
- Youth sports
- Enrichment programs at school, with artisans
- Intergenerational programs
- Church – all ages programs, holiday concert, coffee house
- Old Home Day
- Arts in the common
- Halloween
- Blessing of the animals
- PTO does good job
- Theatre Kapow – artist training retreat and drawing lessons (teens to adult)
- Men's coffee chat

## Challenges

- Communication – of events, resources, calendars, no Facebook page (that teens would choose), could promote via web links
- Space – for clubs to meet
- DES communications work, but when kids graduate, then lose contact. Students go to Bow.
- Music/Dance – people go to Concord, Goffstown
- Lack of clubs for common interests
- Hard to find outlet for kids free time
- Sense of place, community
- Students leave for education, extra-curricular
- Need more interaction/opportunities
- Need to leave town for lifelong learning
- More resources in town, but people don't know about them
- Community center overbooked with school programs
- No activities for seniors, or transportation options

## Vision for the Future

- International language club
- Space...space....space
- Cross generational communication tools: monthly, weekly
- Mentors hosting workshops
- A community resource inventory
- Better transportation to programs
- Leadership
- People in town common
- A coffee shop
- Renovated town hall
- Friendships, people know neighbors
- Cohesive community

# Community Services, Facilities, Utilities and Transportation

**Small Group Facilitator:**  
Dan Layne  
**Recorder:**  
Kay Layne  
**Group spokesperson:**  
Bob Ray

## Group 3 – Community Services, Facilities, Utilities and Transportation

### Brainstorm Frame:

Community provides many essential facilities and services to its members - public facilities such as municipal buildings, schools, sidewalks, roads, libraries, a recycling center, and cemeteries, and services and utilities such as police, fire, ambulance, highway maintenance, water, and sewer. These key functions consume the majority of tax dollars and sharply influence the community's quality of life.

Roads get most of us where we need and want to go, and most people drive their own cars for convenience. However, more vehicles sharing the roads results in increased highway maintenance, air pollution, and traffic congestion. Alternatives to automobile travel include pedestrian and bicycle travel, and bus and rail transportation.

### Statements a community should consider:

- Public facilities and services such as \_\_\_\_\_ are needed in our community.
- The community's road system is adequate and well-maintained. The use of traffic controls (signs, lights, speed limits, police, etc.) is well-planned and coordinated.
- Our public water sources are protected.
- Our community does a great job of reducing, recycling and disposing of its wastes.
- The town has a plan for financing the maintenance, expansion and replacement of its public facilities.
- The community is open to regional solutions for future infrastructural needs.
- Public buildings such as schools and town offices are adequate for our needs.
- Public buildings are accessible to people with disabilities and are energy efficient.
- The community is easy to travel around by foot and bicycle.
- Officials address qualitative concerns about facilities and systems and utilize alternative methods of service delivery.
- Appropriate physical connections exist, such as public transportation between housing and job sites.
- The levels and quality of emergency services - fire, police, and ambulance - are\_\_\_\_\_.
- The community encourages carpooling, and helps make it work for people by providing information and accessible parking areas.
- Parking is adequate in the commercial areas.
- Tradeoffs, such as maintenance, pollution, and congestion are considered when widening main roads or building new roads.

## Strengths

- Active Conservation Commission
- Police department
- Volunteer fire department
- PTO
- Community events
- Silver Birch 4-H club
- Library
- Churches
- School
- Transfer station – recycling
- Telephone company
- Great swap shop
- Highway department
- Cemetery well maintained
- Food pantry
- Trails
- Energy committee
- Halloween trick or treat
- Garden club
- Daffodil program

## Challenges

- Hard to get a cemetery plot
- Communication – email
- No central meeting space
- Route 13: noise, safety – can't cross even in town center, speed-logging trucks, driveway exit issues, no sidewalks or crosswalks
- Pages Corner is terrible – stop sign issues
- No high speed internet
- FIOS – fiber optic
- Trail maintenance
- Implementation of community profile Master Plan
- Community services – no recreation options for kids or seniors
- Maintenance and identification of trails
- Parking issues
- School building
- Outdated website
- No elderly transportation (or disabled or low income)
- Cover for swap shop
- Newsletter needed: what is going on
- Fire house in need of attention
- No respect at town meeting
- Protocol at selectman's meeting

## Vision for the Future

- Walkable town center: crosswalks, sidewalks, speed limits
- High speed internet
- Communications vehicle: email, weekly newsletter
- Slow traffic between town offices and school
- Crosswalk at church
- Resource map of recreation areas trails
- Mills, crosswalk, signage
- Renovation of town hall upper floor
- Library and town hall stewardship
- Road side open space protection
- Planters
- Community investment in facilities upkeep
- Solar arrays on town office and school (larger solar array on school)
- Geothermal for town hall
- Covered shed for swap shop

# Economic Vitality and Growth and Development

**Small Group Facilitator:**

Norman Roberge

**Recorder:**

Karen Heise

**Group spokesperson:**

Heidi Pope

## Group 4 – Economic Vitality and Growth and Development

Brainstorm Frame:

The private, public and non-profit sectors are all important in attracting new investment and in developing new businesses that suit the character of the community and meet its needs. A community can more effectively manage its growth through the prudent use of local zoning ordinances and planning regulations that guide how land is divided, used, and developed. These tools allow the community to regulate the development of residential areas, commercial districts, and the town center.

A healthy community includes access to a variety of environmentally sound and successful businesses, industries, and institutions that provide reasonable wages and benefits to workers, engage in family-friendly policies, provide workers with opportunities to develop marketable skills, and contribute to the overall well-being of the community. Another important factor in the development of a healthy community is the diversity of housing. This encompasses availability, affordability, and location, all of which affect the lives of community members, especially the elderly, disabled, and low-income families.

**Statements a community should consider:**

- A variety of businesses, industries, and institutions make up the economic base of the community and the region, such as \_\_\_\_\_.
- There are locally available educational opportunities to provide residents with skills that match the needs of local businesses.
- Local government works well with the local businesses to enhance the economic vitality of the community.
- There are business services lacking in the community, such as \_\_\_\_\_.
- Community members patronize downtown businesses on a regular basis and value the local businesses.
- Wages allow the majority of the population to enjoy a reasonable lifestyle.
- The community's zoning and planning regulations are updated regularly and reflect a broad spectrum of residents' vision of the community in 5, 10, and 20 years.
- There is adequate affordable and rental housing for the elderly and disabled, young families and/or single-parent families.
- Land use regulations and land protection efforts are preserving an adequate amount of open space in the community and areas of natural beauty and historic importance are well protected.

## Strengths

- New gas station
- Proximity to 2 important cities
- About 190 businesses
- Trades person related businesses in town
- Earnings coming from out of town
- Rural character (5 acre lots)
- Culture
- Zoning: Old Fort developments: ex. Allows closer proximity and smaller lots/more affordable
- More neighborly and open lands
- Coffee house at church

## Challenges

- Few businesses
- 190 business services out of town
- Trades and crafts but not many job opportunities
- High average income skews available service possibilities
- Need to generate in town income
- Outgoing money going out of town
- Need high speed internet- would enable more in town jobs
- Cell coverage
- Rural character equals a technical challenge
- Rural - lack of density vs. privacy
- One acre better?
- Zoning mix?
- Rural leads to disregard for others
- Lack of time for town workers to update website
- Need more widespread internet
- Lack of opportunity for face to face interaction
- Electronics business never replaced
- Tax income vs. big business negatives

## Vision for the Future

- Large green company in town: issues- zoning, employees
- Real coffee shop
- Artisan venue
- Maker spaces
- Menshed and Womenshed
- Local newspaper
- Town website (better)
- Business website (in town)
- Business owner/craftsmen fair: made in "Dunbarton"
- Forum for face to face interaction (especially newcomers)
- Need business in town: big or small?
- Incubator for business (especially food business)

# Sense of Community and Recreational and Cultural Heritage

**Small Group Facilitator:**  
Durwood Sargent  
**Recorder:**  
Deb Foster  
**Group spokesperson:**  
Margaret Walkins

## Group 5 – Sense of Community and Recreational and Cultural Heritage

### Brainstorm Frame:

A sense of community is an intangible yet vital component of a healthy community. It encompasses elements such as image, spirit, character and pride, along with processes such as communication, inter-group relations, and networking. A community is made up of different people with different interests, experiences and backgrounds. Increased communication and understanding of different perspectives among groups and within the community as a whole is an important factor in establishing a sense of community.

Recreational and cultural activities nurture the body and soul of a community - individual and team sports, outdoor activities, art, crafts, music, dance, theater, holidays, festivals, and celebrations. Recreational opportunities allow community members to experience and appreciate the community's diversity of natural and human resources. Cultural activities reflect and build a community's positive sense of itself and strengthen the fabric of social interactions within the community.

### Statements a community should consider:

- There is adequate communication among diverse groups in the community such as natives/newcomers, summer/year round residents, young parents/retirees, as well as business community, commuters, etc.
- Community members often put aside their differences to work for the common good of the community.
- Formal and informal forums exist for sharing ideas and resolving public issues.
- Our community celebrates itself in many different ways, including \_\_\_\_\_.
- There is a wide array of recreational opportunities available to community members.
- There are special cultural centers, events and festivals within the community.
- There is a high level of awareness about and accessibility to available recreational opportunities.
- Our cultural events bring together and celebrate the community's diverse population.
- Many of the recreational opportunities allow community members to experience the community's natural resources.
- The community preserves and enhances what is special and unique about its cultural heritage.
- Children, youth, and seniors are encouraged to participate in cultural events.
- Citizens are part of larger regional cultural events.



## Group 5 – Sense of Community and Recreational and Cultural Heritage

### Strengths

- Older population participates more
- Library and church tries to bring people together
- PTO is active and a pipeline to parents with email network
- Church does a good job with email network and garden club and conservation commission
- Town Crier – Concord Monitor – good correspondent
- 20 volunteers to renovate bathrooms in school
- Civil groups have cooperation between each other
- Cross over with participation between groups
- Men's coffee chat group
- Library book club
- Attend selectman meetings – public – video taping
- Every Sunday church service – time to promote town events
- Old Home Day – annually
- Arts on common – to raise money
- Trail maps on website
- Dunbarton – geographic center of new England
- General John Stark Day – 4th Monday of April
- Memorial Day essay contest
- Christmas concert at church
- Fireman's chicken barbeque in June
- 100,000 daffodils planted for 250th
- Halloween parade and common trick or treat
- Ham and bean dinner
- PTO sponsors harvest moon supper, Easter egg hunt and breakfast
- Basketball program for kids
- Recreation committee programs for kids and adults
- Hiking, snowshoeing trails
- Geocaching group
- Ponds –fishing, kayaking opportunities available
- Gun club
- Golf club –tournaments
- Conservation commission hike of the month
- Celebrating 250th anniversary

### Challenges

- Advertising is too boring
- No cultural center in town
- Little agriculture
- Preserving lots of open spaces
- Not much available for age bracket between kids and seniors
- Can't keep teens in town
- No scholarships for Dunbarton seniors
- Have people go through town but no reason to stop
- John Stark scenic highway – not bringing attention
- No coffee shop in center of town
- Size of library and space for community meeting is lacking
- People without email are excluded from news
- No local newspaper coverage
- Weak cell phone service
- No cable, no broadband
- No way to bring people together outside of what has been listed
- No year round space
- No access to upstairs of town hall as a central meeting space
- No central commercial/retail center

- East side of town never comes into town
- West size of town goes to Manchester
- People don't read flyers, don't expect anything
- When children leave 6th grade, children become invisible, lose touch
- No theatre to use for plays, drawing or other organizations
- Suitcase community creates no time for anything to participate
- Get younger people to participate in town events
- Get families involved – all going out of town
- No communication forum

## Vision for the Future

- Desire for central social gathering place to bring year round to experience community activities
- Senior center for gathering place – teens, other groups, in or near center of town
- Church 2<sup>nd</sup> floor available for gathering
- Web page – electronic water cooler
- Free newspaper mailed to home
- Art school in center of town
- Farmers market in center of town
- Community gardens
- Celebrate 7-12<sup>th</sup> graders
- More knowledge on teen activities to keep connected –what are they doing
- Teen activities in firehouse or community center, celebrate with live music
- On Old Home Day, each organization have a table, advertise to residents, encourage club recruitment, come see what is available to get involved.



# Working Landscape and the Natural Environment

**Small Group Facilitator:**

Jo Hendry

**Recorder:**

Bill Doherty

**Group spokesperson:**

Brad Connolly

## Group 6 – Working Landscape and the Natural Environment

Brainstorm Frame:

Natural resources and historical assets of a community contribute significantly to the quality of life for residents and play an integral part in defining community character. Streams, rivers, walking trails, working farms, forests, clean air, historic buildings and bridges, wildlife, and open land help determine a community's personality and contribute to the everyday pleasures of community life. A sustainable community recognizes the importance of these assets and takes appropriate measures to assure their continuance.

**Statements a community should consider:**

- The community has recently inventoried its natural resource base.
- There is broad community interest and participation in protecting key natural resources and historical assets.
- Steps have been taken to provide long term land protection to assure functioning natural resource systems.
- The local economy and population are putting stresses on those natural resource systems.
- There are ways to increase the resilience of the local natural resources systems to allow them to respond to diverse or changing conditions, such as \_\_\_\_\_.
- Current systems, such as waste management, are handled in a way that preserves the integrity of natural systems in the community without damaging the integrity of natural systems elsewhere.
- Existing businesses are environmentally sound.
- Public water sources are protected.
- Some of these natural resource features are unique or some way important regionally or statewide.
- Natural resources and open space contribute to the economic vitality of the community.
- Critical resources are being negatively impacted by competing land uses.
- Steps have been taken to establish regulatory controls and promote voluntary actions to assure the continued availability of natural resources.
- The community has addressed regional natural resource features and issues with surrounding communities.

## Strengths

- Community concern about ground water contamination stopped new gas station
- Stopped chicken farm
- People sell eggs and flowers all over
- Past history had more generosity to purchase conservation land
- Diligent zoning board and oversight
- Cluster zoning available
- Volunteer planting and maintaining public areas
- Wildlife corridor transmission lines and utility easement
- Black brook, Grassmore brook, Harry brook, cuts through south of town
- Forest with trails, town maintained, used spring and fall
- Strong conservation commission to maintain natural resources
- Minimal light pollution
- Water bodies
- Commitment to preventing spread of milfoil

## Challenges

- Need to purchase conservation land
- Dumping and improper dumping, Kimball Pond
- Gas station, ground water contamination
- Clough State Park needs support
- Railroad bridge repair
- Maintain ground water quality
- Where are all the trails and walking paths?
- Website improvement for communication
- Education about natural resource history, guided tours
- Get volunteers to help on school trips to find out about town
- Mindful about “5” acre zoning because of school system costs
- Balance tax costs by controlled development
- Encourage contribution of land for green space
- Beaver dam preservation and maintenance

## Vision for the Future

- Play area for kids besides at school-examples in Bow and other nearby towns
- Naming of trails, using website to report and educate
- Telephone tree for seniors
- Community garden
- Bring back pastures

# 5 Key Issues by Group

6 Small groups were randomly formed, one group for each of the components. The small groups adjourned to various rooms where trained community facilitators led the groups in their discussions and recorders made notes on large tablets. Each group considered the definition of their component and examined the statements to be considered for their component to begin the discussion. Participants were asked to list the strengths of Dunbarton as they saw them, and then to list its challenges. Next the groups gave some thought to the problems and issues they thought were important to the town's future. Finally, each group was asked to identify five key issues that need to be addressed by the town. These were brought back to the whole group and highlighted in three-minute summations presented by a member of each small group Saturday morning.

## 5 Key Issues by Group

### Group 1

#### Informed Citizen Participation and Community Leadership

1. Central meeting space
2. Better town communications: newsletter, website
3. Recreation/community forum
4. Economic development (general store, coffee shop)
5. Fostering leadership and mentoring

### Group 3

#### Community Services, Facilities, Utilities, and Transportation

1. Communications: weekly newsletter
2. Walkable town center
3. High speed internet
4. Central meeting space
5. Investing in community infrastructure; school, firehouse, town building maintenance, engage the community

### Group 2

#### Fostering Healthy Families, Individuals and Youth and Lifelong Learning

1. "Space"
2. Communication: multigenerational, between groups
3. Community based clubs and classes
4. Needs assessment
5. Asset inventory and management

### Group 4

#### Economic Vitality and Growth and Development

1. Communication technology
2. Intrapersonal communications, including newspaper, website, advertising
3. Maker Space: for business, artisans, food, crafts
4. Encourage businesses to come to town (?); big or small?
5. Coffee house, social gathering spot; jazz; blues

## 5 Key Issues (cont'd)

### Group 5

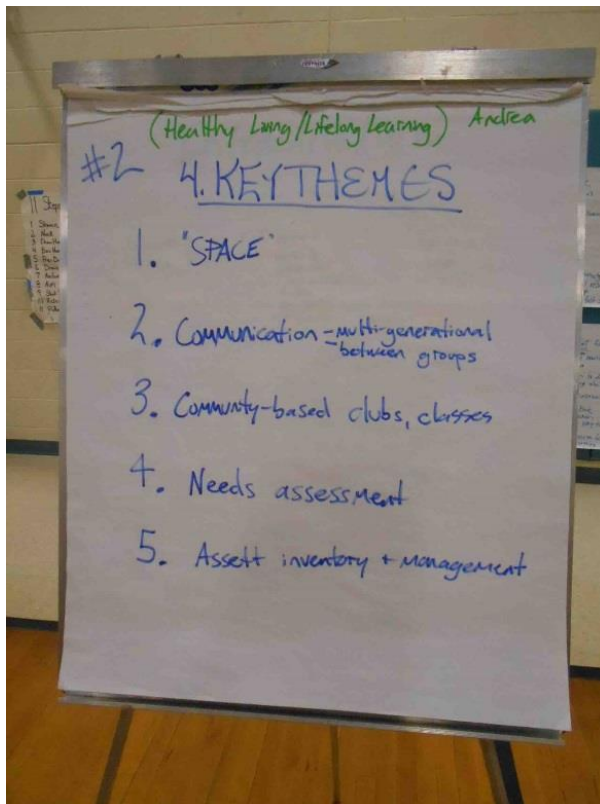
#### Sense of Community and Recreational and Cultural Heritage

1. Communication improved-face to face, written, email
2. Meeting place centrally located
3. Keep youth in town engaged and recognized
4. Getting more people involved in town
5. Recreation park with picnic tables, fitness stations, tennis courts, swimming pool, strengthen relationship with Clough State Park

### Group 6

#### Working Landscape and the Natural Environment

1. Dissemination of information related to natural and historical resources (website presence)
2. Protect what we have, make wise choices for what we need (aesthetics)
3. How to develop infrastructure plan and implementation strategy (master plan)
4. Funding for acquisition of conservation and recreation land
5. Funding for oversight against dumping and harm to environment





# 6

Key  
Themes

Saturday morning opened with 6 easels from the Friday night small groups displayed across the front of the room, each bearing a list of the key issues or opportunities for that topic area. This portion of the day began with short presentations from a member of each of the groups, explaining their group's list. The 30 key issues or opportunities were reviewed by the entire group who worked together to evaluate and refine this list as there were common themes. After some discussion, 6 themes emerged as important to study for the future of Dunbarton. This led to setting the 5 small group sessions with participants freely choosing the group they wanted to participate in.

## Six Key Themes

- 1. Engagement and Leadership \***
- 2. Recreation and Natural Resources**
- 3. Communications**
- 4. Infrastructure**
- 5. Community Meeting Space**
- 6. Economic Development**

\*Community Profile participants voted to eliminate the first theme, engagement and leadership as a separate theme. The participants agreed that engagement and leadership was an important theme and that it should be discussed as a part of the other key themes. This led to the development of 5 small group sessions in which participants could choose the group they wanted to participate in.

# Recreation and Natural Resources

**Small Group Facilitator::**  
Mike Smith  
**Recorder:**  
Sally Smith

## Group 1 – Recreation and Natural Resources

### Brainstorming

- Old Home Day
- Christmas tree lighting
- July 4<sup>th</sup> fireworks
- Newcomer tea
- Booklet of resources, website
- Funding for recreation committee
- Engagement of citizens
- Should be recreation/natural resource committee
- Dedicated park

### Projects and Solutions

- Walkable downtown
- Sidewalks-federal grants
- Revisit recreation commission
- Conservation commission resource directory
- Newcomer tea
- Relationship with Clough State Park
- Maintain and continue acquisition of open spaces

# Communications

**Small Group Facilitator:**

Dan Layne

**Recorder:**

Kay Layne

## Group 2 – Communications

### Brainstorming

- High speed internet: Dunbarton phone, GSI, selectmen, Comcast
- Universal communication needed: paper – transfer station – schools, library, mass mailing, internet, linking websites
- Central communication team – media team facilitator (multiple cooks)
- “Watercooler” – Blog type website
- Survey – door to door, with a personal payoff to homeowner
- Ad based newspaper – meet with New Boston paper
- Funneling information – coordination of existing information, with deadlines
- Online calendar – interactive
- Town communications functionary
- Push-pull system for getting/disseminating information: drop off box for this information, town Facebook page
- Identify and use all media
- Chamber of Commerce
- Men’s coffee group broadened
- Fundamental avenues for engagement
- Dunbarton social group: goal is meeting other people
- List of Facebook groups
- Dunbarton yard sale
- Formal communications sanctioned town committee: minutes to be put on website
- Funding information analysis and dissemination: Library, schools, selectmen
- Volunteers
- Remote access in participation
- Online newsletter – universal – post or blog, posts are reviewed, moderator
- Monthly printout available
- Broadcast – links to
- Individual from each local organization

### Projects and Solutions

- Community survey
- Formal sanctioned town committee
- Coordination of existing resources
- Chamber of commerce (or similar)
- Town communications functionary
- Broadcast (or video) of public meetings
- Ad supported newspaper
- High speed (fiber) internet
- Identify and use all media

# Infrastructure

**Small Group Facilitator:**

Jo Hendry

**Recorder:**

Bill Doherty

**Spokesperson**

Jessica Baker

## Group 3 – Infrastructure

### Brainstorming

- People do not feel connected

### Projects and Solutions

- High speed internet
- Walkable center
- Alternative connection building
- Cellphone coverage
  - 1) What we have: asset inventory to what we need
  - 2) High speed internet: how to implement
  - 3) Master plan
    - a. Internet
    - b. Walking center
    - c. Invest in maintenance
- High speed internet
  - 1) Talk to: Granite State Communications, Dunbarton Telephone, selectmen, Eversource
  - 2) Analysis of what we have for speed
  - 3) Who invests, who benefits, utility poled: town or private?
  - 4) Examine technology
  - 5) Engage town committees
- Walkable center
  - 1) Need design for coverage
  - 2) Define center
  - 3) Inventory of “ad hoc” centers and usage at present
  - 4) Analysis of safety of used walk ways
  - 5) Determine options on state highway usage
  - 6) State highway speed – through center
- Content type for internet
- Addressing infrastructure improvements by
- Structure analysis of government policy
- Examining process by which we come to choices
- Choosing tool

# Community Meeting Space

**Small Group Facilitator:**  
Durwood Sargent  
**Recorder:**  
Karen Heise  
**Spokesperson**  
Rick Antonia

## Group 4 – Community Meeting Space

### Brainstorming

- Immediate need for space
- Cost an important factor
- Longer term solution including funding sources
- Location near existing center of town
- School classroom: issues to be solved
- Congregational church space (handicap issues)
- Town hall: cost/handicap issues
- Activity space: e.g. art/dancing/music/senior center/youth group
- Shed: space for making and sharing
- New bigger library space to include space for these needs
- Alternative uses of town hall
- Episcopal church space

### Projects and Solutions

- Build new safety complex
- Use old safety complex for town offices then use town office building for meeting space
- Build new library
- Reinvigorate committee to affect town hall (2nd floor) project
- Church thrift shop/coffee shop
- Private home space (issues: access/parking)
- School classrooms

# Economic Development

**Small Group Facilitator::**

Cindy Bagley

**Recorder:**

Chris Keeley

**Spokesperson**

Pat Murphy

## Group 5 – Economic Development

### Brainstorming

- Need a continuum of housing opportunities, close to town center
- Desire for business – “not in my backyard”
- Business needs to meet character of town
- Senior living, independent living, 55+ living –all very different
- Economic development can be both “to offset tax base” and also “to enhance quality of living” e.g. coffee shop or book store
- Town would need to vote on zoning for desired business type
- Day care, small retail, country convenience, agriculture/retail, restaurants (all 25% + “yes” in 2004 Master Plan survey of desired businesses)
- Need high traffic to sustain retail
- Goals of Economic Development:
  - To bring people to the center of town
  - To serve people of Dunbarton
  - To reflect character of town
  - To protect character of town

### Projects and Solutions

- Develop a business directory
- Koerbers- Village Ventures
- Create a commercial zoning committee
- Promote sustainable businesses
- Create a thrift and gift store
- Be proactive in recruiting appropriate businesses
  - e.g. approach state economic development authorities
- Engage state reps to get their support for Dunbarton’s desired economic development
- Develop senior, independent living
- Explore technology and entrepreneurial ventures



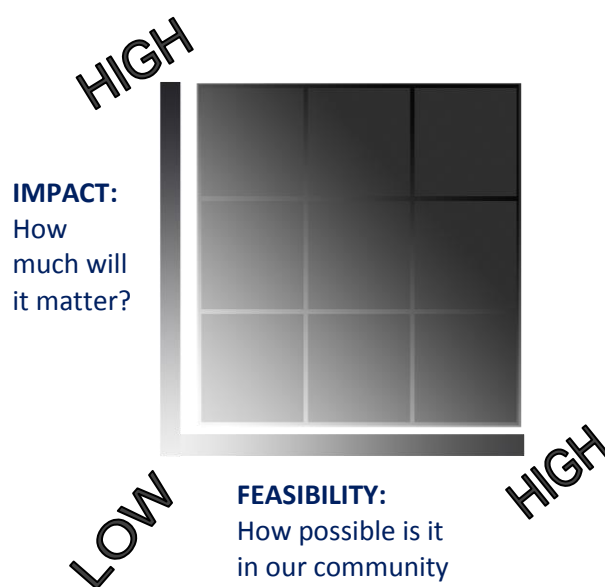
# Project Identification and Evaluation

## Project Identification and Evaluation

Participants each chose which of the 5 key themes they would like to discuss further and broke into small groups accordingly. Each topic attracted enough people to form a small working group. The large group voted to add the theme “engagement and leadership” to all of the other key themes. The task of each group was to think about problems that existed in each theme and then to brainstorm possible solutions/answers to the issue identified. We did that by thinking out loud for half an hour or so about “problems” and “goals.” Then we suggested solutions, from practical to fanciful to idealistic. The next step was to evaluate the reality of each possible solution/project using the following impact/feasibility grid.

### The Impact/Feasibility Grid

We copied each of our proposed solutions onto sticky notes. For each solution, the group decided together what the feasibility and impact of the solution would be. Then we placed the sticky note in the appropriate box.



Based on the grid, each group chose three solutions and wrote them up as proposals on their easel to be presented to the large group. Some groups chose only proposals with high impact/feasibility ratings, while others chose projects from a variety of ratings. Small projects, which were highly feasible but of low impact, were favored by those who wanted to start small and accomplish something quickly. Long term, difficult projects had advocates who were willing to commit to longer struggles with high rewards. Many of the groups proposed a combination of proposals.

# 3

## Projects or Solutions

Each of the 5 small groups retreated to their rooms and following self-introductions the group went to work to more clearly defining the issue or opportunity. Next, they identified goals and what they wished to accomplish, followed by a list of potential projects or solutions. These potential projects were then listed individually on sticky notes, and one-by-one were evaluated, and following consensus, were placed on a grid indicating their potential impact as well as their feasibility. Finally, again through consensus, the top 3 goals or opportunities were listed for presentation to and voting by the entire group of participants.

### 3 Projects or Solutions

#### Group #1 – Recreation and Natural Resources

1. Revitalize recreation committee
  - Research relationship with Clough State Park
  - Adult activities
2. Walkable Village Center Cross walks
  - Sidewalks
3. Continue Conservation efforts
  - Educate
  - Create resource directory
  - Acquire open space

#### Group #4 – Community Meeting Space

1. Re-invigorate project to renovate the town hall
2. Better utilization of school space
3. Study possibility of safety complex project

#### Group #2 – Communications

1. Coordination of existing resources
2. Formal sanctioned town communications committee
3. Community survey

#### Group #5 – Economic Development:

1. Develop Village Ventures:
  - ( e.g. Koerber project, coffee shop, thrift shop, gifts)
2. Develop town economic development committee
  - Approach state representatives, be proactive, etc.
3. Create housing and services for seniors

#### Group #3 – Infrastructure

1. High speed internet
  - Talk to Granite State Communications, Dunbarton Telephone Company, Eversource, Selectmen tech committee
2. Walkable places
  - Needs – inventory – analysis – design
3. High speed internet
  - Decide on business model for ownership
    - Public
    - Private

# WHICH ARE THE MOST IMPORTANT PROJECTS/OPPORTUNITIES/SOLUTIONS FOR DUNBARTON RIGHT NOW?

## Voting: Most Important Projects or Solutions.

We returned to the large group to hear from a member of each small group who presented the 3 projects or solutions that each group had come up with.

Each participant was given 3 sticky dots to represent their vote for the opportunity they identified with most under each of the five categories. The large group facilitator inquired with participants to determine if any of the projects or solutions could be combined. The participants were ready to make individual choices and they voted!

## Voting Results: Priority Projects and Solutions

# of votes

- 17 Re-invigorate project to renovate town hall
- 15 Develop Village Ventures
- 14 Formal sanctioned town communications committee
- 11 Continue conservation efforts
- 10 Revitalize recreation committee
- 9 High speed internet—talk to Granite State Communications, Dunbarton Telephone Company, Eversource, Selectmen tech committee
- 7 Develop town economic development committee
- 6 High speed internet—decide on business model for ownership
- 5 Walkable village center and walkable places
- 5 Create housing and services for seniors
- 2 Community survey
- 1 Better utilization of school space
- 1 Study possibility of safety complex project
- 0 Coordination of existing communications resources

# Action Groups

After the voting, Action Groups were created to address the top four issues identified by all profile participants. Participants self-selected into Action Groups of interest to them. Action Groups met to exchange contact information, identify a group leader, identify who else might be involved with the topic and to plan a first meeting.

Action Groups will begin meeting during the summer of 2015. The participants below signed up for Action Groups at the Community Profile event. For an updated list contact the Town of Dunbarton.

## Group 1 – Continue Conservation Efforts

Rachel Goldstein  
Kris Hanson  
Mark Antoinia

René Ouellet  
Nancy Goldstein

## Group 2 – Develop Village Ventures

Cindy Bagley  
Ken Koerber  
Susan Koerber  
Pat Murphy  
Eleanor Kimball

Janet Learned  
Art Learned  
Bernhard Piwczyk  
Lori Wamser  
Heidi Pope

## Group 3 – Communications

Chanti Labrecque  
Nancy Lang  
Stephanie Klements  
Andrea Douglas  
Norman Roberge  
Bob Ray

Katie McDonald  
Jo Hendry  
John Stevens  
Brian Pike  
Colleen Fitz  
Mike Baker

## Group 4 – Reinvigorate Town Hall Project

Rick Antonia  
Phil Kimball

Leslie Hammond  
Margaret Watkins

**For more information, or to become involved, please contact:**

Ken Koerber, Steering Committee Chair, [kckoerber@gsinet.net](mailto:kckoerber@gsinet.net)  
Town of Dunbarton, 603-774-3541

# Dunbarton Community Profile Participants

Rick Antonia  
Mark Antonia  
Cindy Bagley  
Jessica Baker  
Michael Baker  
Bradford Connolly  
Tiffany Dodd  
Olivia Dodd  
Bill Doherty  
Andrea Douglas  
Colleen Fitz  
Deb Foster  
Tom Groleau  
Nancy Goldstein  
Rachel Goldstein  
Leslie Hammond  
Maggie Hammond  
Ashlyn Hammond  
Kris Hanson  
Karen Heise  
Jo Hendry  
Ed Hendry  
Stephanie Herlihy  
Maggie Johnson  
Phil Kimball  
Eleanor Kimball  
Steph Klements  
Susan Koerber  
Chanti Labrecque  
Nancy Lang  
Mark Lang  
Don Larsen  
Roberta Lavey

Matt Lavey  
Dan Layne  
Kay Layne  
Janet Learned  
Art Learned  
Colleen Madden  
Mert Mann  
Katie McDonald  
Anne Morrill  
Pat Murphy  
Linda Nickerson  
Renee Ouellet  
Brian Pike  
Carol Piwczyk  
Bernie Piwczyk  
Heidi Pope  
Stephen Pope  
Bob Ray  
Norman Roberge  
Patty Shearin  
Mike Shearin  
Mike Smith  
Sally Smith  
John Steven  
Dan VanKalken  
Judy VanKalken  
Heidi Virta  
Mark Wamser  
Lori Wamser  
Margaret Watkins  
Anne Zeller  
Bill Zeller

\*This list was derived from Community Profile event sign-in sheets.