

Chapter One

Vision and Principles, Key Issues, Goals and Action Recommendations

Sustainability Vision and Principles¹

In our region, our goal is to work together as a regional unit made up of 13 municipalities to create a vibrant and quality living environment. We value and protect our environment both built and natural, and desire to enrich our region by facilitating collaborative and long term decision making which promotes a sustainable future. We believe that a sustainable future can be achieved through fiscally sound and socially responsible planning and development decisions that enhance the ecology, economy, efficiency, mobility and health of our region. As a regional planning commission we desire to improve and sustain quality of life for all citizens by:

- Preserving our rural, suburban, and urban character and creating a sense of place.
- Promote and maintain public welfare and safety through local, community, and regional resources and services.
- Expanding our commercial and industrial tax base to sustain necessary public infrastructure, services and facilities.
- Creating a welcoming environment for new job growth and businesses, while maintaining the region's unique characteristics and quality of life.
- Acting as good stewards of all our natural resources to sustain our way of life.
- Promoting the region as a community of inclusion with affordable housing
- Promoting innovative sustainable development by use of smart growth principles and mixed use zoning.
- Encouraging compact community centers and villages through mixed/multi-use areas where people can live, work, and play all within walking distance of their home.
- Building connected communities through social networking, accessibility and mobility for all modes of communication (broadband) and transportation, including walking and biking.
- Facilitating energy conservation, efficiency and alternative forms of energy,
- Promoting public health through wise food choices and local food production and distribution.
- Balancing open space and residential and commercial/industrial development.

¹ Adaptation of *The Five Legs of Sustainability* from the American Public Works Association Center for Sustainability; the Bedford, NH Master Plan; and the Natural Step Framework.

- Fostering collaboration and partnerships, including the sharing of resources among neighboring communities to meet the growing needs of all the region's municipalities.

Key Issues, Goals and Policies and Action Recommendations

Existing and Future Land Use

Key Findings and Issues

The SNHPC Region is the largest populated region of the state and is now home to 261,262 residents as recently reported by the 2010 U.S. Census. This is slightly less than 263,389 residents reported by the NH OEP for the region in 2009.

The region is projected to add more than 30,000 residents over the next ten years (2020 NHOEP). Despite the current economic downturn, the region is consuming land at a steady and constant rate.

In 1995, approximately 38 percent of the region was developed. By 2009, the total amount of developed acres increased to 44 percent. At this rate, we estimate that roughly 156,487 acres or approximately 50 percent of the region will be developed by 2015. Of this total, there will be approximately 63,000 acres of non-residential developed land and 102,821 acres of residential developed land. This will leave roughly 145,973 acres or 50 percent of the region as open/undeveloped lands.

The total amount of industrial developed land continues to experience a steady decline. Between 2000 and 2009 there was a large decrease of 11.5 percent.

The total amount of commercially developed lands experienced the greatest percentage increase over this nine-year period (141.1 percent) of any land use classification, jumping from 4,050 acres in 2000 to 9,766.5 acres in 2009.

Overall Goal

Promote a cohesive regional land use pattern that is founded on sound planning principles and is regionally diverse, sustainable, and equitable to all communities. Encourage business and residential development patterns that are sustainable and discourage sprawl.

Agriculture

Key Findings and Issues

Currently there are approximately 615 farms and 50,238 acres of agricultural lands in Hillsborough County; 583 farms and 64,642 acres in Merrimack County; and 594 farms and 33,570 acres in Rockingham County. In total, there are approximately 1,792 farms and 148,450 acres of farmland in all three counties.

The largest threat to agricultural sustainability and the protection of existing farmland and highly productive soils within our region is increasing land consumption.. The lack of agriculture-specific zoning which can protect these lands contributes to one of the most pressing issues for New Hampshire's agriculture industry - the rapidly diminishing supply of farmland.

While the SNHPC region ranks high in agricultural sales, as evidenced by Hillsborough and Rockingham Counties' high national ranking of direct sales, providing for sustainable agriculture practices and protecting farmland in the future will require local zoning actions.

Overall Goal

Protect agricultural lands for existing and future generations to continue to provide a sustainable food supply for the residents of the region. Allow for and promote small scale agriculture in inner-city and suburban areas.

Cultural and Historic Resources

Key Findings and Issues

The SNHPC region is rich with history and contains numerous significant cultural resources that go unprotected.

Many municipalities have Historic Societies in place and have begun efforts to create Historic District Commissions or Heritage Commissions, but very few communities have put into practice the various preservation tools permitted by state statutes.

To be successful, historic preservation planning must be proactive and communities must be committed and fully supportive of its preservation goals. However, many towns have not fully used the tools readily available to them. This has been due to lack of funding, staff and resources.

Overall Goal

Actively preserve and protect the region's historic and cultural resources so that we keep our local history alive and our communities can retain their historic and cultural qualities.

Economic Development

Key Findings and Issues

In 2009, New Hampshire ranked nationally as the fifth healthiest state in the nation, the third most livable state and boasted the nation's lowest crime rate. In addition, in 2008 the state had the lowest poverty rate in the nation, and as of 2010 is now ranked seventh in terms of per capita personal income among all 50 states.

Despite the positive economic indicators, the region has suffered much like the rest of the nation due to the recent recession and financial crisis. Property values have declined, foreclosures have increased, good paying jobs are hard to find, and the region and many of its municipalities have lost population.

The construction and building industry has been especially hard hit. As a result, there has been a steep drop off in the issuance of total residential building permits in the region. In 1998 permits peaked around 1,600 issued, to just over 400 permits in 2008. In addition, the region's municipalities are facing lower tax revenues and financial resources to pay for necessary services, facilities and growing share of many state mandated programs, such as retirement and highway costs.

Despite these negative trends, there has been positive growth in a number of industries, including health services and health related occupations. The region is beginning to see an uptick in construction contracts in non-residential activity and development.

To sustain the economy now and in the future, it is critical that the region and all of its municipalities work together to seek balanced growth and development to broaden the local tax base and respect and strengthen quality of life, community character, and the environment. This includes recognition of the need to support start-up of small companies, expand incubator resources, innovative businesses, the creative arts, green technologies and local sustainable/agricultural economies.

Overall Goal

Implement greater economic development planning in order to sustain and improve the overall economic health and well-being of the region. Encourage municipalities to coordinate regionally in their economic development plans.

Energy

Key Findings and Issues

As the region moves and transitions to the new economy, it will become increasingly important that our region has diversified and inexpensive energy choices. In addition, our current zoning regulations and patterns of development must be more conducive to energy conservation, efficiency and the growth of alternative forms of energy. Encouraging smart growth and development principles and educating citizens and developers about best practices in energy efficient construction and the use of energy-efficient equipment is essential in reducing energy demand and expanding this diversification.

While volatile fuel and gasoline prices are placing added stress on the region's economy, this volatility is at the same time increasing market opportunities for more sustainable energy conservation and alternative sources of energy. Higher density and compact development patterns, village and mixed use development offer sustainable living environments which require less energy and commuting. Wind energy, solar power, natural gas, and electric cars as well as the use of less energy intensive lighting, heating and cooling systems must be promoted, deployed and expanded within the region.

Implementation of these and other energy measures can be strengthened when integrated with federal, state and local programs dealing with other region-wide issues such as land use, air quality, transportation, housing, economic development, and other issues at the forefront of the Southern New Hampshire Planning Commission's efforts to make our region a healthier and more sustainable place to live.

Overall Goal

Promote the development of local and regional sustainable and renewable energy sources, including alternative fuels. Promote energy conservation in our region. Encourage municipalities to share information in new energy technologies.

Housing

Key Findings and Issues

While New Hampshire's population is growing and the state's overall national ranking in personal capita income has been improving year-to-year, area incomes within the SNHPC region have not kept pace with the overall rising cost of home ownership. Affordable housing is needed within the region, and it needs to reflect a mix of housing types for all income levels.

A growing concern is that the continued high cost of home ownership in the SNHPC Region could jeopardize future economic growth. In order to attract families and jobs,

communities need to offer and provide more affordable housing opportunities, both rental and owner occupied, for all income levels.

Overall Goal

Promote and encourage an adequate and diverse supply of quality housing affordable to all income levels in the region, including workforce housing.

Natural Resources

Key Findings and Issues

While there are many natural resources located within the SNHPC region – lakes, streams, wetlands, forests, agricultural, and ecologically important wildlife and habitats, many of these resources are under significant development pressures. Staffing of many state environmental programs, wetlands, comprehensive shoreland protection, and protected river programs are being cut back due to budgetary constraints. Therefore, there is and will continue to be a growing responsibility and need for greater local participation in natural resources management and protection.

Many municipal conservation, parks and forest/agricultural commissions and the like are having to take on greater responsibilities in wetlands protection and natural resource management. Land trusts and other non profit organizations are also expanding within the region and experiencing greater roles in conservation as many of these resources cross municipal boundaries.

Protecting the natural environment is a both an economic development and a quality of life planning issue. Greater emphasis needs to be placed on promoting sustainable development, low impact development, and wise resource use at all levels of government. Watershed-based conservation plans offer a unique regional and local opportunity to meet this need and promote greater cooperation and consistency.

Overall Goal

Encourage protection of the region's natural resources for existing and future generations.

Natural Hazards

Key Findings and Issues

The Southern New Hampshire Planning Commission region is susceptible to all forms of natural hazards with the exception of volcanic eruptions.

Communities in the region are aware of these risks and nearly all have completed individual community-based hazard mitigation plans. Emergency Management Directors have also joined together in participating in the development of a region-wide community preparedness plan.

Hazard mitigation planning and sustainability are mutually dependent – hazard mitigation planning leads to more sustainable communities and vice-versa. By employing the mitigation techniques and strategies identified in these plans, communities can make themselves safer during natural disasters.

Overall Goal

Work to protect and respond to its citizens and visitors, critical support services and essential facilities and infrastructure from the potentially devastating outcomes of all natural hazards.

Open Space and Recreation

Key Findings and Issues

Protecting open space and conservation lands help guide growth and development to areas that are the most appropriate and cost-effective for municipalities to serve.

The viability of working farms and forests can be protected to balance community character and economic growth and local employment.

Communities that curb sprawl and implement smart growth principles, including land preservation, spend considerably less money than those municipalities with sprawl. Cost of Community Services Studies demonstrate that open space and recreation enhance property values and over time contribute to the stability of community tax rates by requiring fewer services.

Residents in municipalities with more permanently protected land pay fewer property taxes than municipalities with fewer permanently protected lands.

Protecting open space must be approached for the public good of all citizens in mind, including the landowner(s) who own the land to be protected.

Overall Goal

Protect open space and recreation for people to enjoy the outdoors and enhance opportunities to protect land and curb sprawl.

Public Facilities and Services

Key Findings and Issues

School funding continues to be an issue within the region and a hot topic among the region's communities. The cost of providing quality education is an increasing expense for municipal budgets as well. Local property taxes, bonds and other state and federal school aid provides the bulk of school funding for many communities. However, there is nothing more important to sustaining the region's economic growth and improving the lives of the region's children than the provision of quality education.

While many new school facility improvements have been built in the past due to increasing enrollment and building capacity concerns, the need for new school construction may not be a critical issue in the future due to trending declining enrollment and the cost of construction. School officials and SAUs will continuously need to monitor local population and development trends and work to maintain and update existing facilities. Impact fees can continue to be used as necessary to offer communities additional assistance in helping to pay for necessary facility improvements as a result of new growth and increasing enrollments.

While funding and improving local schools facilities and programs is a top public priority, how to pay for these needs will continue to become a serious issue unless alternative forms of taxes and revenues are generated. Greater cooperation and sharing of resources among communities may also be necessary.

Overall Goal

Work to foster mutually supportive arrangements between communities for the provision and sharing of essential services, facilities and equipment.

Public Utilities and Communication

Key Findings and Issues

In many of the rural towns in our region where municipal water and sewer systems are not economically feasible, larger lot sizes are necessary to accommodate private well and septic systems based on underlying soil conditions. This pattern of rural development often creates sprawl and additional transportation, public utility and other infrastructure costs. Smart community planning and utility expansion must work together to encourage compact development patterns and facilitate growth in areas which can be readily served.

Manchester, Derry, Hooksett, and Londonderry all have extensive municipal sewer systems designed to meet current community needs. While these treatment systems operate well, many of these systems are quickly approaching capacity and will need to be improved and expanded to address the future growth of the region as well as new

development pressures resulting from the expansion of I-93. Paying for these improvements is expensive and requires federal and state funding to supplement local bonds and fees.

Another important and costly utility is stormwater. Stormwater runoff is the most significant source of pollution among the nearly 40 percent of US water bodies surveyed that do not meet water quality standards. This holds true within the SNHPC region as well, and greater utility planning will be needed to address this issue in the future. While almost all the region's planning boards have stormwater management regulations in place as part of the town's set of land use regulations, many of these regulations lack basic low impact development best management practices which are effective in addressing this issue.

Other ongoing public utility issues among the region's communities include the cost and operation of solid waste collection and disposal, septage disposal and recycling. All of the region's communities have transfer stations in place to collect, condense, and transfer the solid waste of the town. With increasing trash tonnage and pay-per-ton disposal fees charged by solid waste treatment centers, solid waste disposal expenses in general have escalated. In addition, maintaining existing agreements for the disposal and treatment of septage and solid waste is a critical need of all the region's municipalities.

Finally, while the region has a broad spectrum and market for communications, telephone, internet and wireless services, in order to attract businesses to the region and increase tax revenues, municipalities need to break down barriers and expand franchise agreements to continue to promote these markets and expand the service and availability of these private communications companies within the region.

Overall Goal

Support local and regional efforts to provide greater accessibility to public utilities and infrastructure for all residences, businesses and government bodies. Support the provision of adequate public utilities, and encourage more advanced communication systems throughout the region to facilitate economic development.

Transportation

Key Findings and Issues

Municipalities within the Southern New Hampshire planning region face extreme challenges in planning, developing and financing necessary transportation improvements and projects on tight budgets as the number of vehicles on the road continue to increase. Federal and state transportation funding is declining, and it is becoming much more competitive and difficult to place transportation projects on the State's Transportation Improvement Plan (TIP).

At the same time, while gasoline prices continue to rise, a substantial proportion of traffic in the region is created by commuters who live far distances from where they work and have no other means of travel and mobility to work.

As a result, the region is looking toward more sustainable transportation alternatives to mitigate current excessive traffic demands and expand mobility and accessibility. This includes multi-modal planning for passenger rail, public transit, and bicycle and pedestrian modes of travel.

Maintaining the region's existing transportation infrastructure as well as maintaining and expanding existing public transit services and facilities is an ongoing public challenge. Heavy fluctuation of year-to-year Manchester Transit Authority (MTA) ridership due to route reductions and fare increase adjustments reflect yearly budget needs. The popularity of public transit facilities is expected to increase by 2035 within the region due to population growth, development of higher density, mixed use projects, marketing efforts by the MTA, increased costs of personal vehicle travel, concerns for congestion and safety, and improved transit schedules and coach comfort.

Overall Goal

Provide a safe, energy-efficient, and convenient multi-modal transportation system to provide the region's residents the ability to readily and economically access goods and services. Provide a transportation system will support the desired regional development pattern.

Overall Summary of Issues and Goals	
Issues	Goals
<i>Existing and Future Land Use</i>	Promote a cohesive regional land use pattern that is founded on sound planning principles and is regionally diverse, sustainable, and equitable to all communities. Encourage business and residential development patterns that are sustainable and discourage sprawl.
A. Consumptive Growth Patterns	<p>A1 - Support existing municipal centers/compact growth patterns that discourage sprawl.</p> <p>A2 - Guide growth to sustainable areas suitable for development of land and availability of existing infrastructure.</p> <p>A3 - Promote a diversity of land uses to support and strengthen local tax base.</p> <p>A4 - Promote and implement form-based zoning and regionally consistent zoning ordinances.</p>
<i>Agriculture</i>	Protect lands for agriculture for existing and future generations to continue provide a sustainable food supply for the residents of the region. Allow and promote for small scale agriculture in inner-city and suburban areas.
B. Sustainable Food Production	<p>B1 - Make zoning more agriculturally friendly.</p> <p>B2 - Reduce development pressures on existing agricultural lands and agricultural important soils.</p> <p>B3 - Support/promote buy local/food to school programs/CSA and agricultural education programs, farmers markets and community gardens.</p>
<i>Cultural and Historic Resources</i>	Actively preserve and protect the region's historic and cultural resources to keep our local history alive and retain our historic and cultural qualities.

C. Protection of Cultural Resources	<p>C1 - Conduct local inventories of existing cultural resources.</p> <p>C2 - Promote/ seek state legislative actions to allocate greater funding and resources to the region to preserve local historic and cultural resources.</p> <p>C3 - Encourage zoning for historic districts.</p>
<i>Economic Development</i>	<p>Implement greater economic development planning in order to sustain and improve the overall economic health and well-being of the region.</p> <p>Encourage municipalities to coordinate regionally in their economic development plans.</p>
D. Balanced Economic Growth	<p>D1 - Encourage redevelopment of existing residential, commercial, and industrial areas where there is existing public infrastructure.</p> <p>D2 - Support regional and local centers by channeling growth toward them and providing the ingredients needed for successful mixed use.</p> <p>D3 - Provide creative financial and affordable capital for business growth through public/private partnerships.</p>
<i>Energy</i>	<p>Promote the development of local and regional sustainable and renewable energy sources, including alternative fuels. Promote energy conservation in our region. Encourage municipalities to share information in new energy technologies.</p>
E. Efficiency and Alternative Sources of Energy	<p>E1 - Encourage developers to use integrated materials, technologies, and energy saving construction practices in the sustainability, design and construction of commercial and residential buildings.</p> <p>E2 - Provide continued education on sustainable and energy efficient opportunities.</p> <p>E3 - Promote energy initiatives that will reduce fuel consumption and expand alternative energy opportunities.</p>
<i>Housing</i>	<p>Promote and encourage an adequate and diverse supply of quality housing affordable to all income levels in the region including workforce housing.</p>

F. Diverse and Affordable Housing Stock	<p>F1 - Ensure accessibility to mixed use and affordable housing</p> <p>F2 - Support public-private partnerships to assist in construction of affordable and workforce housing.</p> <p>F3 - Support incentives for investment in reuse and redevelopment of existing structures.</p>
<i>Natural Resources</i>	
G. Conservation/ Natural Resource Protection	<p>G1 - Encourage balanced land use regulations to allow growth while protecting existing natural resources.</p> <p>G2 - Promote sustainable development and wise resource use.</p> <p>G3 - Support a regional comprehensive conservation plan of natural resources.</p>
<i>Natural Hazards</i>	
H. Hazard Mitigation and Emergency Planning	<p>Work to protect and respond to its citizens and visitors, critical support services and essential facilities, and infrastructure from the potentially devastating outcomes of all natural hazards.</p> <p>H1 - Improve emergency preparedness within the local communities through effective planning that meets federal standards.</p> <p>H2 - Raise awareness of current Hazard Mitigation Plans.</p> <p>H3 - Improve communication and cooperation between state and local entities on matter of hazard mitigation and regional preparedness planning.</p>
<i>Open Space and Recreation</i>	
Protect open space and recreation for people to enjoy the outdoors and enhance opportunities to protect land and curb sprawl.	

<p>I. Sustaining Rural Character</p>	<p>I1 - Promote interconnections of protected open space, recreation lands, and trails. I2 - Encourage communities to promote smart growth through conservation development. I3 - Create public spaces to provide for civic and cultural gatherings. I4 - Promote both public and private support for development and maintenance of publicly owned recreation resources.</p>
<p><i>Public Facilities and Services</i></p>	<p>Work to foster mutually supportive arrangements between communities for the provision and sharing of essential services, facilities and equipment.</p>
<p>J. Sustaining Facilities and Services</p>	<p>J1 - Seek municipal agreements in sharing services, equipment and resources. J2 - Explore alternative funding and/or privatization opportunities. J3 - Support coordination between municipalities to reduce overlap of services. J4 - Maintain police and fire protection services for public health and safety.</p>
<p><i>Public Utilities and Communication</i></p>	<p>Support local and regional efforts to provide greater accessibility to public utilities and infrastructure for all residences, businesses and government bodies and the provision of adequate public utilities to facilitate economic development.</p>
<p>K. Improved Accessibility and Public Health</p>	<p>Enhance more advanced communication systems throughout the region. K1 - Support coordination and expansion of water, wastewater and land use planning among municipalities. K2 - Improve public health and the environment through public infrastructure. K3 - Promote development where public utilities are less costly to provide.</p>

<i>Transportation</i>	Provide a safe, energy-efficient, and convenient multi-modal transportation system that provides people within the region the ability to readily and economically access goods and services. Provide a transportation system will support the desired regional development pattern.
L. Multi-modal	<p>L1 - Educate the public on the interrelated impacts of land use and transportation.</p> <p>L2 - Support coordination of public transportation services to provide a cohesive service.</p> <p>L3 - Promote higher density, transit oriented development.</p>

Goals, Targets, Actions		
Goals	Indicators and Targets	Programs and Actions
A1 - Support existing municipal centers/compact growth patterns that discourage sprawl.	Developed Acres per person	GIS/ Land Use Files
A2 - Guide growth to sustainable areas suitable for development of land and availability of existing infrastructure.	Acres of mixed use zones; Number of new village zoning districts; Number of Transit Oriented Developments	Local Zoning
A3 - Promote a diversity of land uses to support and strengthen local tax base.	Percent of Residential taxpayers versus Commercial/Industrial	Local MS1
A4 - Promote and implement form-based zoning and regionally consistent zoning ordinances.	Model Ordinances	American Planning Association and New Urbanism Resources
B1 - Make zoning more agriculturally friendly.	Acres of Agricultural Districts	Local Zoning
B2 - Reduce development pressures on existing agricultural lands and agricultural important soils.	Percent of Agriculture untouched versus new development	GIS/ Land Use Files
B3 - Support/promote buy local/food to school programs/CSA and agricultural education programs, farmers markets and community gardens.	Local Agriculture Sales	Agriculture Census
C1 - Conduct local inventories of existing cultural resources	Number of inventoried historic resources	Local Heritage/Historic Commission
C2 - Promote/ seek state legislative actions to allocate greater funding and resources to the region to preserve local historic and cultural resources.	Amount of funding increased in local budgets	Local Budget
C3 - Encourage zoning for historic districts.	Acres of Historic Districts	Local Zoning

	Developed Acres	GIS/ Land Use Files
D1 - Encourage redevelopment of existing residential, commercial, and industrial areas where there is existing public infrastructure.		GIS/ Land Use Files
D2 - Support regional and local centers by channeling growth toward them and providing the ingredients needed for successful mixed use.	Acres of Mixed Use developed, new commercial and industrial	GIS/ Land Use Files, Local MSI
D3 - Provide creative financial and affordable capital for business growth through public/private partnerships.	Total dollars gained through partnerships	Local Economic Development
E1 - Encourage developers to use integrated materials, technologies, and energy saving construction practices in the sustainability, design and construction of commercial and residential buildings.	Number of ordinances/zoning or subdivision regulations that require or promote energy saving construction practices	Master Plans, Local Zoning
E2 - Provide continued education on sustainable and energy efficient opportunities.	Number of events/trainings/programs for energy efficiency education	ETAP, NHOEP, LECs / Sustainability Committee, Chamber of Commerce
E3 - Promote energy initiatives that will reduce fuel consumption and expand alternative energy opportunities.	LEED Green Building Design and Performance Standards	Clean Cities Coalition, Rebuild NH, Cities for Climate Action, High Performance Schools
F1 - Ensure accessibility to mixed use and affordable housing.	Number of multi modal transit routes offered adjacent to mixed use and affordable housing	Regional Transit Authority, Local Housing
F2 - Support public-private partnerships to assist in construction of affordable and workforce housing.	Acres of affordable and workforce housing built through partnerships	Local Housing
F3 - Support incentives for investment in reuse and redevelopment of existing structures.	Identification of potential projects of existing buildings	Master Plan Policies and Zoning

G1 - Encourage balanced land use regulations to allow growth while protecting existing natural resources.	Acres of new development versus conservation land	GIS/ Land Use Files
G2 - Promote sustainable development and wise resource use.	Application of Smart Growth Principles	Master Plan Policies and Land Use Regulations
G3 - Support a regional comprehensive conservation plan of natural resources.	A completed inventory and management plan of natural resources in the region	Regional Planning Agency, Local Planning, Conservation Commissions
H1 - Improve emergency preparedness within the local communities through effective planning that meets federal standards.	Number and type of outreach efforts including local events, TV/Radio spots, online resources, etc...	SNHR CPP, EMDs, NH HSEM
H2 - Raise awareness of current Hazard Mitigation Plans.	Number of different entities contacted and participating in Hazard Mitigation Planning Process	EMDs, Local Planning Boards/ Depts
H3 - Improve communication and cooperation between state and local entities on matter of hazard mitigation and regional preparedness planning.	Number of meetings/ trainings held by the state for local entities on hazard mitigation and regional preparedness planning	NH HSEM, Local EM, Local Planning Boards/ Depts
I1 - Promote interconnections of protected open space, recreation lands, and trails.	Number of open spaces connected, Number of trails developed	Participation and adoption of Regional Trail Coalition Plan
I2 - Encourage communities to promote smart growth through conservation development.	Acres of conservation development, new open space, and conservation land acquired by the municipality	Local Planning, Conservation Commissions, GIS
I3 - Create public spaces to provide for civic and cultural gatherings.	Acres of public space developed	GIS/ Land Use Files
I4 - Promote both public and private support for development and maintenance of publicly owned recreation resources.	Seek public and private funding for local and state recreation resources	NRPA Standards per 1,000 population, Grants, CIP, Bonds, TIFD

J1 -	Seek municipal agreements in sharing services, equipment and resources.	Number of agreements made and amount of resources saved	Municipal Mangers/Administrators
J2 -	Explore alternative funding and/or privatization opportunities.	TIFD/ CIP Projects	Bonds and grants, NH DES Revolving Loan Program
J3 -	Support coordination between municipalities to reduce overlap of services.	Reduction in tax dollars, cost savings	Inter-Municipal Agreements, RSA 53-A
J4 -	Maintain police and fire protection services for public health and safety.	Number of employees per 1,000 population	State and Local Police and Fire Association
K1 -	Support coordination and expansion of water, wastewater and land use planning among municipalities.	Regional and municipal specific plans	Agreements, Contracts for Services, Impact Fees
K2 -	Improve public health and the environment through public infrastructure.	Identify target areas	Master Plan Policies
K3 -	Promote development where public utilities are less costly to provide.	Existing Service Area Mapping	GIS/ Master Plan Policies
L1 -	Educate the public on the interrelated impacts of land use and transportation.	Number of meetings/ trainings held by the Regional and local entities on land use and Transportation	Regional Planning Agency, Regional Transit Authority, Local Planning, Local Transportation
L2 -	Support coordination of public transportation services to provide a cohesive service.	Regional Transportation Plan Policies	Establishment of TMAs, Regional Transit Authority
L3 -	Promote higher density, transit oriented development.	Number of Transit Oriented Developments, Number of Acres per Building	Sustainable Programs, Master Plan Policies