



UNIVERSITY *of* NEW HAMPSHIRE  
COOPERATIVE EXTENSION

# **SANBORNTON COMMUNITY PROFILE REPORT**

**Sanbornton, New Hampshire  
April 27 & 28, 2001**

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## **OVERVIEW OF COMMUNITY PROFILES**

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. Whether the issue is a quality school system, an air pollution problem, lack of adequate affordable housing or solid waste disposal, the need for effective problem-solving skills is the same. A community must have strong leaders, from all sectors, who are able to work together with informed involved citizens to reach agreement on issues. The Community Profile assists communities to develop their problem-solving ability. It is a self-evaluation tool that draws heavily on the collective wisdom of the participants and is not a test or a comparison between communities. It provides a method for citizens to affirm community strengths, identify concerns and problems, and then to help a community structure collaborative approaches to meet these challenges creatively, set directions for the future, and manage change.

The original Civic Profile emerged from the Governor's Commission on New Hampshire in the 21st Century as a process and a mechanism that communities could use to strengthen their civic infrastructure. The National Civic League, along with several university studies, identified those qualities that make a community work - that help communities plan for the future and survive such dramatic change as extreme population growth, plant shut-downs or military base closings.

In 1995, the League of Women Voters in the Upper Valley, working with UNH Cooperative Extension and UVM Cooperative Extension, identified ten key qualities that help a community to work well now and sustain its social, economic, and environmental health for the future. This is the model that was adapted by the University of New Hampshire Cooperative Extension Profile and are the "tools" of the community self-assessment.

## Creating a Community Profile in Sanbornton

**The Chapel Valley 4-H Club presented the History of Sanbornton in the form of a play and the story goes:**

**Narrator:** Tonight at Sanbornton Elementary School where the downtown of Sanbornton once existed. Chapel Valley 4-H Club has spent their weeks gathering together a fun, enjoyable play to maybe educate you, the public, on what Sanbornton was once like years ago. In the scene that stands behind me the year is 1834. The meeting house that is pictured here no longer exists. It used to be around the corner on Tower Hill Road beside the Cemetery. Our actors in this scene include Candice who is playing Mabel, Lisa who is Mrs. Meenigan, and Laura who plays Lucy. I'm Heather, your Narrator. And now, without further ado the play shall begin.

**Candice:** Hello Mrs. Meenigan. It's sad that this is our last meeting here until the new meeting house is built down the road. It should look very nice next to Woodman's Academy though.

**Lisa:** I agree, Mabel. Now our cemetery may not get as many visitors. The deceased deserve more respect than that.

**Candice:** That would be a shame as there is so much of our past here. My grandfather knew Daniel Sanborn and he told me stories about the early days of Sanbornton.

**Lisa:** Yes, I've heard many stories about Daniel Sanborn, too he did a lot for the town. He was a great man, someone for the youth of today to look up to.

**Candice:** Yes. I heard his family moved here when his wife was about to give birth to their ninth child. What a long trip that must have been for her. Sore on the body that's for sure.

**Lisa:** I think they have 16 children in all. Did you know at one point, Daniel Sanborn was Town Clerk, Justice of the Peace, and Captain of the Minute Men during the Revolutionary War?

**Candice:** I had heard that. The first people to settle must have been very strong. They did a lot of work to clear their land and build the first roads. I heard it took them 2-3 years just to clear a couple acres of land for planting. It's hard to imagine this town square was once all wildernesses.

**Lisa:** Also, all those tragedies they endured! I'm thinking of the poor family that lost all their children on that cold day in 1810 when the temperature dropped to 40 degrees below zero.

**Candice:** Yes, life was not easy then or now for that fact. Well, hello Lucy.

**Laura:** Hello Mabel, Hello Mrs. Meenigan, isn't it a relief that Andrew Lovejoy's Great Store is just down the road and is so successful. It's nice to be able to get supplies without having to travel too long or too far.

## Scene 2

**Narrator:** Now we come to another scene in Sanbornton Center: the day of Andrew Lovejoy's Store closing in 1856. Gathered around are local farmers and their wives and fellow townsfolk trying to get the last of the quickly dwindling supplies.

The supplies are not the only things disappearing, but businesses are, too. Over the past few years, as the railroad comes into the part of town we now know as Tilton, the "downtown of Sanbornton" moves from this location to down by the railroad and the rivers.

Carlee will join us in this scene as the shopkeeper's helper and I play a local farmer.

**Heather:** Hey Lucy what's left on the shelves for flour?

**Laura:** Not much everything's going fast. It's over there. Did you bring the eggs?

**Heather:** Yep, top quality fresh today.

**Candice:** Howdy, Lucy! Got that calico with the pretty purple flowers?

**Laura:** It's over there.

**Candice:** It's really going to be a drawback having to travel all the way down to Sanbornton Bridge to get supplies.

**Laura:** I know what you mean about traveling. Things are really changing. Our Center has changed so much. It's also sad to see people leaving to try their luck farming out west.

**Candice:** I know what you mean.

**Lisa:** Hello ladies, nice day today. What a meeting we had last night in the meeting house! There's a lot of talk about the Sanbornton Bridge area by the rivers separating from our town. I think they want to call the area Tilton. Well I just came to pick up some taffy for the kids' birthday.

**Laura:** I didn't know that. I did hear that there's a lot of talk about the war with the southern states brewing. I know a lot of young men are going to enlist to fight to preserve the Union if it comes to it.

**Carlee:** Here's the taffy for Mrs. Meenigan.

**Lisa:** Well see you all later.

**Candice:** Well I better get going, too. See ya later. I'm headed over to the blacksmith shop to shoe my horse.

## Scene 3

**Narrator:** We are here today at Taylor's Blacksmith Shop in the late 1800s. Joining us in this scene is Rory, playing Blacksmith Taylor. Since we last visited Sanbornton much has changed.

The “downtown” section of Sanbornton has broken away forming a new town called Tilton at the junction of the Pemmi and the Winnepesaukee Rivers. The Civil War is now over. 256 Sanbornton men served in the war. Many returned injured or not at all. Sanbornton’s population is dropping dramatically. Yet being off the railway’s beaten track, Sanbornton remains a rural community that thrives on agriculture and neighborly support. As the motor car has yet to be developed the blacksmith shop does a great business.

**Lisa:** Hello Sue. I’d like to shoe my horse today.

**Carlee:** Come on in.

**Lisa:** Thanks.

**Carlee:** How is your horse Bessy doing today?

**Lisa:** Good but that long haul to Tilton sure tires her out now. I sure miss Lovejoy’s Great Store.

**Heather:** Remember when there used to be 2 hat shops, a slaughterhouse, a tavern and a tinsmith here at the center of town?

**Laura:** I do. It’s so quiet around here now. The Center of Sanbornton sure has changed. Before you know it we won’t have enough students to fill the Academy and we’ll be turning it into a library.

**Carlee:** Thank goodness horses don’t change as much as this town has.

**Lisa:** Are you ready for Bessy? Mr. Taylor.

**Narrator:** Little would they know that the 1900s would come to change their lives and town even more. The next century would bring the World Wars, the automobile and with that, highways and Exit 20.

This ends our brief glimpse into Sanbornton history.

Thank you for being a great audience and coming to help your town in the Community Profile. We wish you well in your planning for Sanbornton’s next century.

***UNH Cooperative Extension***  
**Sanbornton Community Profile**  
**Sanbornton Central School**  
**April 27 & 28, 2001**  
**Agenda**

Friday Evening

**6:00 Sign-In & Spaghetti Dinner**

**7:00 Welcome**

- Overview of Community Profile Process
- Who is here?

**Historical Overview - Chapel Valley 4-H Club**

- Where has Sanbornton been?

**Mosaic and Vision**

- What is Sanbornton like now?
- What do we want Sanbornton to be like in the future?

**8:15 Presentation of Community Profile components**

- 1) Effective Community Leadership
- 2) Informed Citizen Participation
- 3) Sense of Community
- 4) Fostering Healthy Families, Individuals and Youth
- 5) Lifelong Education and Learning
- 6) Community Services, Facilities, and Utilities
- 7) Recreation and Cultural Heritage
- 8) Working Landscape and Natural Environment
- 9) Economic Vitality
- 10) Growth and Development
- 11) Transportation

**8:30 Break/Move into small groups**

**8:45 Small group discussions of components (Small group facilitators)**

Random assignments to small groups, one component per group

- Strengths of Sanbornton in the component area
- Weaknesses of Sanbornton in the component area
- What would you like to see in the future?
- What are the 5 key issues that need to be addressed?

**10:00 Formal adjournment**

Saturday

**9:00 Coffee and check-in**

**9:30 Small group reports**

- Each of the eleven small groups report to the large group, three minutes each.

**10:15 Selection of key issues - participants select small group/issues**

**10:45 Break**

**11:00 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 3 projects to bring to the full group

**12:45 Lunch and voting**

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

**2:15 Individual selection of project development groups**

**2:20 Project Development: small groups**

- Principal leadership
- Resources needed
- Potential obstacles/solutions
- Action steps and timeline

**4:10 Full group: report back from small groups**

- Thank you's
- Coordination of follow-up efforts

**4:30 Adjourn**

# **Sanbornton Community Profile**

## ***Friday Evening***

The Sanbornton Community Profile was conducted at Sanbornton Central School over two days: Friday evening, April 27, 2001 and all day Saturday April 28, 2001. About 104 participants attended on Friday, with 50 people attending on Saturday. The list of attendees was slightly different each day.

The event began Friday with a spaghetti dinner given by the Sanbornton Grange. Judith Bush gave us an overview of the profile process and an introduction to the goals for the two days. A community profile is something like a potluck supper - a feast of ideas. Its goal is strengthening community involvement; its key idea is sustainability - balancing economic and environmental factors while thinking about the impacts of our actions for the next seven generations.

We spent a few minutes meeting each other, learning how long we had lived in town, where we live in town, where we work, and how many of us had children in the schools. 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 large easels labeled "NOW" and "FUTURE" at the front of the room. Here are the results:

### **THE MOSAIC - What is Sanbornton like today?**

- Golf course
- Stable 2<sup>nd</sup> home property
- Lively Town meetings
- A few preschools/day care
- Sand pits
- Sunday lunch for seniors
- Community willing to support education
- Girl/Boy Scouts
- Easy commute to Concord/Laconia/Plymouth
- No in-town coffee gathering place
- Hunting
- No trailer parks
- Sense of community
- Population of 2581
- Supporting Police Department
- Bedroom community
- Quiet
- It's growing
- Stone walls
- Has a dairy farm
- Friendly
- Blueberries, apples, raspberries, strawberries
- Elementary School

- Dirt roads
- Pride and history
- San Boni School
- Interstate access
- Doesn't have Exit 20
- Whole lot of cemeteries
- Library new addition
- A store
- Many square miles
- Historic District
- Borders on large lake
- 911
- A spring
- Excellent recreation department and volunteers
- Dedicated Highway Department
- LCIP (Land Conservation Incentive Program) large parcel of land
- 2<sup>nd</sup> growth forest
- Enthusiastic involvement in town business
- Lots of horses
- Great cross country skiing
- Space for running - drivers nice - road activities
- Rural
- Don't have to lock doors
- Caring
- Changing
- Views
- Beautiful hiking and swimming
- Recycling center
- 2 lakes
- Number of churches
- Recreation
- Bears, moose, wild turkeys
- Moulton's band
- Historical Society
- Modern fire and ambulance service
- Few businesses by the bridge
- A Grange
- Veteran's Memorial
- Most beautiful center of town in New Hampshire
- Lots of hills
- Designed, protected open space
- Frost heaves
- Sanbornton Boulder
- Steele Hill Resort
- A park
- A couple of bee keepers
- No diversity/homogenous
- Lots of llamas

- Lack of developable, commercial space
- Devoted volunteer Fire Fighters and EMT
- Designated trout pond
- Well attended town meeting
- Volunteer church groups
- Airstrip
- The Heritage Trail runs through town by river
- 4-H clubs
- Great birding with eagles
- Light pollution
- Snowmobile club
- PTO
- Evolving senior housing for moderate income
- Need space for town government
- Birth rate lags behind death rate
- Lots of new houses

### **THE VISION - What do we want Sanbornton to be like in the future?**

- More faith and trust in local government when voted in
- Bicycle friendly roads
- Bigger library
- Bike trail
- Solar and wind generated electricity
- Ten times more social capital
- Living in harmony
- A few dirt roads
- More support for home schooling
- Less violence
- Controls on light population
- Year round activities at town park
- Clean up homes (junk cars, etc.)
- Street lights in villages
- Snowy winters
- Wildlife
- Native Center
- Real mix of ages in community
- Healthy respect for elderly
- Clean lakes
- All public buildings handicap accessible
- Transportation for elderly and handicapped
- Sustainable agriculture
- Arcade
- Improved middle/high school
- Ethnic diversity
- Healthy respect between age groups
- Respect for privacy
- Less government control of private property
- Many natural resources

- Keep the same
- Diversified economy to support town
- Local train service
- Forests
- More job opportunities
- Dirt roads
- Safe
- Middle/High School
- Decent road from Exit 20 to Route 3
- Better state roads
- Town meetings
- Fewer and more gas efficient cars
- Open and honest town government
- Lower speeds on dirt roads
- Frost heaves
- No Exit 20
- Lower and more equitable tax system
- All roads paved
- Working farms
- Less city folk
- More diversified population
- Open accessible government
- Better news coverage
- Classical music group
- Vibrant community social center
- An involved community
- Fewer spring water
- Less hostility
- City sewerage
- A few sidewalks
- Dirt trails through roads
- More re-built stone walls and fields
- Vibrant neighborhood
- Education for youth on recreational vehicles
- No hunting on Sunday
- Protection of most important natural resources
- No federal subsidized housing
- Still be able to leave doors unlocked
- Public, private and home schools
- A place where everyone can afford to live
- No need for a traffic light anywhere
- Real mix of ages
- Healthy respect for elderly
- Less street lights
- No roadside trash
- Affordable housing for everyone
- Volunteerism
- A farmer's market

- A bike path
- A town high school
- Full time fire department
- Still hope grandchildren can see view
- See Kearsarge without a tower

## **COMMUNITY PROFILE ELEVEN COMPONENTS**

After we developed a mosaic and vision for Sanbornton, and digested some of the census data, Judy Bush introduced us to the idea of discussing Sanbornton within the framework of 11 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.

### **Civic Infrastructure**

1. Effective Community Leadership
2. Informed Citizen Participation
3. Sense of Community

### **Community Infrastructure**

4. Fostering Healthy Families, Individuals, and Youth
5. Lifelong Education and Learning
6. Community Services, Facilities, and Utilities

### **Environment**

7. Recreation and Cultural Heritage
8. Working Landscape and Natural Environment

### **Economy**

9. Economic Vitality
10. Growth and Development
11. Transportation

Next, 11 small groups of approximately six people each were randomly formed one group for each of the components. The small groups adjourned to various rooms where facilitators lead the groups in their discussions and recorders made notes on more large tablets.

Each group considered the definition of their component and was asked the questions below in order to begin the discussion. Participants were asked to list the strengths of Sanbornton as they saw them, and then to list its concerns. 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 on Saturday morning.

# 1. Effective Community Leadership

Facilitator: D. Foudriat

Recorder: R. Laflam

Participants: Raymond Copley, Catherine Glib, Terry Hersh, Jane Gloss, Bob Fisher, Bob Laflam

## Statement of Purpose:

The public, private and non-profit sectors must all develop leaders who can cooperate with each other in enhancing the long-term future of the community. Leadership must be responsive, honest, efficient, enlightened, fair and accountable. Leaders should be representative of their community, and should have both a grasp of the community's problems and the ability to envision an economically secure, environmentally sound and socially viable future. Leaders should be attuned to the potential to exploit opportunities and to solve problems of the community by cooperating with other neighboring communities.

## Questions to think about:

- Is there active leadership in all three sectors in the community: public, private and non-profit?
- Do leaders seek out the interests and ideas of local citizens?
- Do they represent diverse community interests (age and gender groups, length of time they have resided in the community, etc.)?
- Do leaders demonstrate knowledge, accountability, professionalism, and innovation?
- Is leadership results-oriented?
- Do leaders demonstrate long-range (20+ years) thinking? Do they understand the impacts of their actions on the long term health and vitality of the community?
- Are leaders willing to consider and utilize alternative methods for delivering services, and to undertake regional solutions where appropriate?
- Do all three sectors actively recruit, train, and empower new leaders?
- Do leaders have a common forum to discuss issues with other leaders in the region?
- How do region-wide policy conflicts get resolved?

## Group Response--Strengths:

- Leaders accessible and supportive (934 initiative)
- Strong Girl Scout leadership
- People responsive to issue
- Strong volunteer support
- Work for common good for whole town
- Great town clerk
- Source of community leadership is the people
- Neighbor networking
- Support and involvement in personal and town issues
- Town clerk-initiated voting educational seminar for youth
- Strong recreational leadership (all ages)
- Police Relief Association

## Group Response--Concerns:

- Weak youth involvement in town government
- More accountability to the people
- Divisiveness in resolving town problems

- Need for complete and independent audit
- Community crying out for leadership and accountability
- Limited resources and external constraints
- Lack of full time leadership/management
- Lack of openness honesty causes friction
- Lack of long term plan
- Failure to comply with existing master plan
- Non-compliance with existing policies
- Limited participation in town meeting
- Increasing stress on tax rate
- Micro management of town departments
- Lack of Selectmen meeting agenda
- Absence of one Selectman at critical meetings

Vision for the Future:

- A town manager
- Taxpayers' money used efficiently
- Balanced, controlled growth
- An ethics committee
- Annual audit out for competitive building
- Strong community inputs

Key Issues for Now and the Future:

1. Divisiveness in resolving town problems.
2. Need for complete and independent audit.
3. Lack of openness/honesty causes friction.
4. Failure to comply with existing master plan.
5. Non-compliance with existing policies.

**2. Informed Citizen Participation**

Facilitator: Scott Beckett      Recorder: Sean Goodwin  
 Participants: Ralph Carter, Estelle Miller, Fran Cerar, Tom Salatiello

Statement of Purpose:

If a community is to be strong, citizens must participate through voting in local elections, serving on governmental boards, attending public hearings and being active in civic organizations. Declining ability of government to meet community needs means that philanthropy and volunteerism become even more important. All citizens need to develop knowledge and skills to contribute to community life. All sectors within a community -- private, public, and nonprofit -- must each take responsibility for the community's civic education and generate and share information with the public. Sharing in problem solving and planning for the future as a community increases pride in the community and can result in an ethic of giving and sharing as a way of life.

### Questions to think about:

- Do citizens know how the system works?
- Is it easy for newcomers to learn how to get involved in the community?
- How do people find out what is going on in the community?
- What is the level of volunteerism and philanthropy in the community? Which are the best areas and which are the weaker areas?
- Are citizens actively involved in major projects?
- Do citizens volunteer to serve on local boards and committees?
- Is participation pro-active or reactive?
- Do civic organizations and local businesses actively contribute to community functions?
- Do citizens have the information they need to make good decisions?
- Is there both adequate and balanced media coverage of local events and issues?
- How well do local committees and boards communicate with each other and the public and with other boards and committees throughout the region?
- Are local citizens actively involved in civic and business organizations and clubs that involve interaction with residents of neighboring communities?
- Do civic education efforts involve the entire community?
- Do schools, churches, youth and civic groups provide citizen education and promote community service?

### Group Response--Strengths:

- Combined church outreach
- Citizen willingness to participate
- Library
- Schools
- Quarterly town newsletter
- Makes effort to spread word
- Good volunteerism with diversity
- Parks and Recreation
- Participation welcome
- Active recruitment
- Citizens outgoing and inclusive
- Expanded hours for town hall and transfer state for convenience
- Great people
- Socially diverse; open minded
- Like nature of community as is
- Active social and volunteer groups
- Active committees
- Cooperation between groups
- Close knit community "small town"
- Town you want to live in
- Town meeting

### Group Response--Concerns:

- Communication
- Don't have town newspaper
- Lack of centralized reporting
- Lack of local events on a calendar
- Web site and e-mail?
- Use of public cable station
- School district participation
- Poorly run school meeting (annual)
- Inter-governmental communication boards, departments, etc.
- Anger
- Citizen to government
- Citizen to citizen
- Lack of understanding of local government
- Trust
- Short-term visions
- Money for infrastructure

### Vision for the Future:

- Lengthen term of long-term goals
- Plan for future sooner
- Electronic info sharing
- Media exposure

### Key Issues for Now and the Future:

1. Anger reduction.
2. Responsible behavior.
3. Improved communication.
4. Continue diverse involvement.
5. Volunteerism.

## **3. Sense of Community**

Facilitator: Debbie Lynch      Recorder: Heather Goodwin  
Participants: Peter Dascoulias, Ann Busack, Joe Gray, Gordon Kempe

### Statement of Purpose:

A community is made up of different people with different interests, experiences and backgrounds. These characteristics may divide a community into natural groups but there must be cooperation among them if the community is to work well. Increasing social complexity presents challenges to reaching consensus or resolving conflicts but also provide opportunities for cultural enrichment. As disagreements arise, neutral forums and processes are needed where all opinions can be heard and consensus encouraged. In addition, programs are needed to increase communication and understanding of different perspectives among groups and within the community as a whole.

### Questions to think about:

- How much communication is there among diverse interest groups in the community such as natives/newcomers, summer/year round residents, young parents/retirees, as well as business community, commuters, etc.?
- Are such groups involved in identifying community goals and in resolving community issues?
- Do all groups have skills to become involved in the community?
- Do formal and informal forums exist for sharing ideas and resolving public issues?
- Are collective decisions, which represent broad input, reached and implemented?
- Do groups cooperate in resolving broad disputes?
- Do small, specific conflicts escalate into larger issues?
- Does the community deal with critical issues before they become crises? How is this done?
- How would you define the self-image of the community? Is it a positive one?
- How is social and cultural diversity celebrated in the community?

### Group Response--Strengths:

- Reputation of the town
- Smallness (town vs. city)
- Deep history (Runnel's book on Sanbornton history)
- Tradition
- Geography (beautiful area)
- Friendly people
- Old Home Day
- Historical Society
- Moulton's Band
- People have community pride
- Farms
- Historical District

### Group Response--Concerns:

- Lack of communication--need of more regular town newsletter and or communication device (town office hours, public events, welcome wagon, etc.)
- Spreading out geographically creates some lack of community
- Perceived geographical clicks
- Lack of openness in town government "should be representatives/voice of the people"
- More positive welcome for community volunteers
- To keep agricultural farm land
- Lack of community involvement commitment
- Secretiveness from town government
- Better note-taking documentation of public town meetings boards, etc.

### Vision for the Future:

- Weekly newspaper article focusing on town events meeting (i.e. Sandwich article in Laconia Citizen--Sanbornton used to have a writer too)
- Website
- Centrally socialize more often (i.e. Old Home Day, picnics, breakfasts, more Moulton's Band concerts or bring in other bands for weekly summer concerts, more adult senior citizen recreation trips involving senior citizens) picnics/breakfasts/more Moulton's proceeds to Old

### Home Day?

- School utilized for more community events
- More info to families without children at SCS
- Buildings more user-friendly and accessible
- Careful planning for zoning agriculture of town
- S.A.L.T. (Sanbornton Agricultural Land Trust)
- Restored “Old Town Hall”
- Town groups easily accessible
- Town groups communicate to one another
- Town community clean-up day
- Volunteerism and openness
- Keeping history heritage alive
- Sidewalks - bike path

### Key Issues for Now and the Future:

1. Town communication—web site, newspaper articles, more regular town newsletters, open government communication, welcoming wagon, town offerings.
2. Year-round town social events; utilize Sanbornton Central School, other events to build up to Old Home Day.
3. Maintain rural nature of community with careful planning/zoning.
4. Town history/heritage--Historical Society, Moulton’s Band, Runnel’s book.
5. Volunteerism/community activism.

## **4. Fostering Healthy Families, Individuals and Youth**

Facilitator: Jerry Westcott

Recorder: Candace Hoyt

Participants: Joanne Dover, Edward Towney, Ken Reichstein, Helmut Busack

### Statement of Purpose:

Most communities face a variety of challenging social issues, such as substance abuse, domestic abuse, poverty and other concerns related to the elderly, youth and families. Addressing these concerns effectively takes the coordinated efforts of the public, private and nonprofit sectors. 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.

### Questions to think about:

- 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 work together to provide a comprehensive package of programs.
- The majority of programs are of \_\_\_\_\_ quality.
- Community services are “cradle to grave”, addressing the entire age spectrum of the community.

- Local government provides an array of services for the community's neediest members.
- There is adequate information about the available services and many community members utilize them.
- Many of the services allow families to participate together.
- Local government is responsive to emerging needs of community members.
- Local government considers and utilizes alternative methods of service delivery.

#### Group Response--Strengths:

(Note: this group was based on different age groups not Strengths and Concerns listed according to issues)

- Need more parental involvement in sports and community
- Lacking place for teens and kids to talk and interact with supervision (transportation maybe at school gym or town hall regional?)
- Wouldn't be practical for middle/high school in Sanbornton because of low child population
- Higher expectation at regional schools
- SSHC  
Sanbornton has: Meals on Wheels; close sense of CAP; community health and hospice; community visiting nurses
- More contact with all seniors--no matter what health
- Database of people who do community service on a non-profit, non-political web page
- More community care involvement
- Have casual community meetings about town issues (not always major)

#### Key Issues for Now and the Future:

1. Affordability and availability of housing for seniors.
2. Expand after-school and weekend activities for youth.
3. More community communications and round table meeting.
4. Local gathering place for teens with supervision.
5. Expand social opportunities for adults.

## **5. Lifelong Education and Learning**

Facilitator: Les Normen

Recorder: Chris Hobby

Participants: Daniel Swain, Maureen Robinson, Susan Sleeper, Chris Hobby, Bruce Kneuer, Phil Bodwell

#### Statement of Purpose:

All citizens have a need for food, clothing, shelter, and for the education of their children. Although some needs are met by local, state, and federal programs, caring communities still keep a neighborly eye on fellow citizens. Things like pre-school programs, youth services, low-income housing, after-school extracurricular youth programs, and preventive health and substance abuse programs help to strengthen the social foundations of a community.

#### Questions to think about:

- Are education and social services provided equitably?
- What services does the community provide to its neediest citizens?
- Does the community, through its schools or other programs, offer counseling on parenting or family relationships?

- What local or regional programs or services are offered? What are needed? For daycare/substance abuse/recreational/youth counseling?
- Are these services adequate? Are they well utilized? Under-utilized?
- Are school programs adequate for the community's needs?
- Is school planning forward thinking and open to regional solutions?
- Does local government address qualitative concerns about service?
- Does government consider and utilize alternative methods of service delivery?

#### Group Response—Strengths:

- Half day Kindergarten/preschools
- Home-schooling
- Diversity of education environments: preschool, Montessori, Sant Boni, Sanbornton Public, small classes, better physical plan
- 4-H Clubs
- Easy access to education opportunities outside of Sanbornton: PSC, techs, Notre Dame, UNH, Dartmouth, Vocational. Ag. at Winnisquam

#### Group Response—Concerns:

- Funding deadlock
- Mediocre High School and Middle School
- Low paid teachers, poor physical plant, unenthusiastic teachers, disciplinary problems
- Unequal access to quality education
- High in-state tuition to public Universities
- Expansive private schools
- Not enough adult education available
- Lack of responsiveness to Sanbornton by regional School Board
- No future plan for school growth
- Private school drains from public schools
- Small turnout at annual school meeting

#### Vision for the Future:

- Increased diversity in education choices
- Apprentice programs
- Mandatory preschool
- Full-day kindergarten
- Voluntary preschools available
- 100% literacy
- Tutoring available to all
- Better educational funding system
- More choice in adult education programs at the library
- Better paid/accountable teachers
- Support effective creativity in teachers
- Limited class and school size

### Key Issues for Now and the Future:

1. Local control of public schools in Sanbornton district K-12.
2. Expanded preschool and Kindergarten opportunities.
3. More pay, respect, support and accountability for creative, effective teachers.
4. Increased community networking for life-long learning.
5. Increased diversity in educational choices.

## **6. Community Services, Facilities, and Utilities**

Facilitator: Anne Getchell

Recorder: Mary Ahlgren

Participants: May Ahlgren, Greg and Juniper Sanderson, Jackie Sandstrom, Dick Leclerc, Clinton Pickering

### Statement of Purpose:

Public buildings, schools, sidewalks, sewers, roads, and the public water support -- are basic to the existence of a community. They absorb most tax dollars and sharply influence the community's quality of life.

### Questions to think about:

- What schools and other public facilities exist in the community?
- What facilities or services are needed?
- Are public water sources protected?
- How does the community handle disposal of its wastes?
- Does the town have a plan for financing the maintenance, expansion and replacement of its public facilities? Is it open to regional solutions for future infrastructural needs?
- Is there adequate housing available for elderly or disabled individuals? For people of lower income?
- Are public buildings such as schools and town hall adequate for our needs? Are they accessible to people with disabilities? Are they energy efficient?
- Do officials address qualitative concerns about facilities and systems and utilize alternative methods of service delivery?
- Are officials professional and entrepreneurial in meeting public facility needs?
- Are appropriate physical connections being made, such as public transportation between housing and job (or shopping) sites?

### Group Response—Strengths:

- Adequate Fire and EMT--all services
- Adequate police departments for size of community
- Low crime rate
- Libraries are adequate
- Adequate elementary schools
- Supportive community toward schools
- Recreation opportunities are good
- Supportive current use and available open lands
- Water system quality and quantity maintained adequately
- Great recycling system
- Good town office, police, and fire departments (buildings)
- Good road maintenance and facilities

- Adequate lights on roads
- Active Historical Society--beautiful building
- Active Grange organization
- Access to 93, 127, state highways
- Adequate road system for population density
- Adequate capital reserve

Group Response—Concerns:

- Road surfaces (frost heaves) are state maintained
- Ice on dirt roads
- Roads were never correctly built for modern travel
- No definable center of town in terms of meeting place
- No community gathering place
- Nice town hall, but under-utilized
- Lack of safe biking and walking on all roads
- Lack of sidewalks, biking, horse lane to ensure safety (from School Street and 132 to town offices)
- Lack of encouragement for carpooling
- Lack of public transportation
- Trash on the roads--lack of cleanup or enforcement of law
- No trash removal services
- Lack of enforcement and posting for speed limits
- Lack of modern communication facilities (DSL, cable, and telephone) in certain areas
- Cable
- Lack of septic in library, church and old town hall
- Police station facilities in adequate
- No community theater, chorus
- Inadequate regulations to light population
- No space for community fair
- Enforcement of local limit on bridges

Vision for the Future:

- Community gathering space (fairgrounds, festivals)
- Clearer sense of what town departments do who?
- Communication
- Town website
- Geneology facility in library
- Park and ride
- Integrated ski, bike, hike etc.--no motorized vehicles
- Well-maintained road
- Adequate facilities for fire, police, and town offices
- Maintain old atmosphere
- Energy efficiency in mind in all buildings

### Key Issues for Now and the Future:

1. Infrastructure as it relates to: state roads (conditions, alternative travel - trails for bike, walking, horse, etc., safety enforcement - signs, shoulders, etc.).
2. Community gathering place: renovation of town hall so it is able to have functions take place in it. Town Hall is currently being under-utilized.
3. Improve facilities for police department.
4. Continue to upgrade the telecommunication infrastructure.
5. Maintain rural character through regulations i.e. limit road lighting, historic district, scenic roads.

## **7. Recreation and Cultural Heritage**

Facilitator: Esther Cowles

Recorder: Nina Gardner

Participants: Linda Salateller, Robert Bodwell, Mona L. Smith, Susan Garner, Rueva (Eva) Dunn, Olie Nowe

### Statement of Purpose:

The cultural life of a community can be a strong source of pride for citizens. Arts, theater, local festivals and celebrations all reflect and build a community's positive sense of itself and strengthen the fabric of all social interactions within the community.

### Questions to think about:

- What ways does the community celebrate itself?
- What are the special cultural centers, events and festivals within the community?
- Are these events well-known within the community? Outside the community?
- Does the community preserve and enhance what is special and unique about its cultural heritage?
- Are children encouraged to participate in cultural events?
- Are citizens part of larger regional cultural events?
- 

### Group Response—Strengths:

- Active Historical Society --school programs
- Active library
- Diverse and active recreation program
- Sanbornton Mountain range--all ours to explore free and never crowded
- Lots of trails for snowmobilers, horses, hiking and snowshoeing—it's the role of the Snowmobile Club to keep trails open (Heritage Trail)
- Sponsor activities throughout the year
- Lots of places to go fishing and canoeing
- Quiet Hermit Lake
- Well maintained beaches
- Flood control area
- Heritage Trail--Indian re-enactment will return in 2002 which is a wonderful opportunity
- Lost of hunting space
- Golf course events at Steel Hill Resort (2 total)
- Good support for baseball and soccer
- Moulton's Band (100+ years old)
- Ice hockey on local ponds

- Christmas tree lighting and caroling
- Old Home Days
- Swimming lessons and programs
- Lots of un-posted land
- Government land stays open
- Several conservation areas that can't be developed
- 1800 hours of recreation usage in this school building by community
- Sanbornton Bay Association activities--lots of church group suppers and other things
- PTO activities at school
- Town-wide newsletter
- Pow Wows
- Grange
- 4-H Clubs
- Scouts--Girls and Boys
- Town Park
- Baseball fields
- Near other cultural centers (i.e. Concord, Plymouth, Laconia, Gilford and Tilton)
- Access to Tilton School skating rink
- Senior outings --bus tours
- Steele Hill fireworks memberships via timeshare
- Bay Circle
- Cooperative Extension
- ABC Quilts
- Senior citizen housing

Group Response—Concerns:

- Lots of protected land--limits affordable housing and opportunities for young people
- Very little for high school (teenagers) to do
- Publicity about opportunities not very good, especially if residents have no children in school
- More openness of use for school facilities--access of pet usage (dog training classes) in Central School
- No cleared public skating place
- More beach parking
- Few cultural activities
- No facility for plays--need to restore the Town Hall, its stage and balcony seating, even a ticket room
- Protection of all hilltops from development before they are gone
- Winter is long season with not much to do
- Restore Market Day and or a town-wide fair
- Laconia Citizen no longer has Sanbornton column. They don't cover our activities due to our lack of circulation
- Not frequent enough town newsletters
- Not enough people to keep fields mowed and open. Soon they will close in
- Don't know what is going on culturally at Sant Boni School. They do wonderful things we don't know about and might be able to attend if invited
- Lack of volunteer leaders for scouting, coaching , 4-H
- People working outside the home
- Organized adult horse club

- Access to town park needs to be improved
- Town is geographically divided by the Bay, North Sanbornton Square, Chapel, I-93, Gaza
- Renew Old Home Day - parade, dinner, activities, church service
- Lack of nice tasteful restaurants, coffee shops, bakery, bookstore, no fast food, strict zoning limitations, state regulations

Vision for the Future:

No information available

Key Issues for Now and the Future:

1. Renovate and restore Town Hall for cultural center for the town to include programs for everyone.
2. Publicity/communication in getting the word out about what is going on and available. Have to find ways to overcome existing problems so what we have going on is known about. Find “welcome wagon”. We have lots of good active groups.
3. Lack of activities designed for high school/middle school age kids. “There is nothing to do in town.”
4. Continue to promote organized outdoor recreational activities and individual opportunities in town along intergenerational lines.
5. Generate a town-wide event involving all organizations as a means of building community and identifying existing opportunities in town, such as a community potluck. Could be centered at 4 town centers and hosted annually. Create system to build involvement and leadership.

## **8. Working Landscape and Natural Environment**

Facilitator: Omer Ahern, Jr. Recorder: Peter Hibberd

Participants: Karen Bordeau, Katy Kannaly DeCarteret, Brian Galiagher, Ginny Peterson, Omer C. Ahern, Jr.

Statement of Purpose:

The natural assets of a community consist of places of natural beauty that contribute significantly to the quality of the residents. Streams, rivers, walking trails, working farms, clean air, pastures and open land help determine a community's personality. They contribute to the everyday pleasures of a community life. A sustainable community practices effective management of natural assets so as not to undermine their existence or ability to function over time.

Questions to think about:

- What are your town's special water and land sites?
- Is there a broad community interest and participation in maintaining these?
- How healthy are the natural systems within the community?
- What stresses are the local economy and population putting on those natural systems?
- Are there ways to increase the resilience of the local natural systems to allow them to respond to adverse or changing conditions?
- Are current systems, such as waste management, handled in a way that preserves the integrity of natural systems in the community without damaging the integrity of natural systems elsewhere?
- Are the existing businesses environmentally sound?
- Are the public water sources protected?

### Group Response—Strengths:

- Some steps taken to encourage farms: llamas, cows, goats, sheep and fruit
- Adopted study to identify prime wet lands
- Limited horse power on Lake Hermit
- Introduction of recycling center
- Large blocks of undeveloped land--how do we encourage more?
- Documented deer/yard habitat areas
- Young people moving to town wanting to maintain the environment
- Clean environment
- Rural undeveloped land--diversification of lands forest, lakes, etc.
- Long-term residents that care about the town's environment
- Some positive regulations to protect environment--prime wetland, etc.
- Not a lot of traffic--we like dirt roads because it slows down traffic
- Sense of "feeling safe" for the children
- Clean lakes

### Group Response—Concerns:

- Newcomers want more changes (more paved roads)
- Building on open "farm lands"--need to protect them
- Fragmentation of habitat
- Building more on class VI roads --How to restrict it? Planning board?
- Cost of land for new farmers to buy land to start up
- Clarification of how people are allowed to build in "non buildable areas"--criteria not strict enough
- Need to make it economically feasible to attract new population coming to town
- NH tax structure does not encourage new farms
- Lack of educating people on the dollars and cents (sense) of open space
- Tax and spending too high which discourages more open spaces--rethink priorities

### Vision for the Future:

- Maintain our co-existence with nature, even with growth (change)
- Increase "greenways"--reach out to abutting towns to see how we can proceed in consent with them
- Financial support--form town to work with/other "matching fund" groups
- Change in tax structure so that people can continue to make a living from the lands
- Review guidelines of the town to ensure they change with whatever changes occur
- No industrial park

### Key Issues for Now and the Future:

1. Identify, maintain and increase openspace and greenways--provide financial support, public education and governmental framework to implement.
2. Make it more economically feasible for current residents to remain and encourage new residents to be attracted to come in.
3. More diversified agriculture.
4. Ensure the integrity of our clean water (lakes).
5. Maintain our natural environment through community involvement.

## 9. Economic Vitality

Facilitator: Elaine DeMello

Recorder: Brenda Carey

Participants: Jean Surowiec, Evelyn Auger, Neal Shartar, Mark Latham, Lauder Miller

### Statement of Purpose:

The need to maintain flourishing workplaces is of great importance to communities. A sustainable community includes a variety of businesses, industries, and institutions which are environmentally sound, financially viable, provide reasonable wages and benefits to workers, and provides those workers with opportunities to develop their skills through training, education, and other forms of assistance to prepare for the community's future needs. Government, businesses and public service organizations are all important in attracting new investment and in developing new businesses that suit the character of the community.

### Questions to think about:

- What types of businesses, industries, and institutions make up the economic base of the community? of the region?
- How diverse is the economic base? Is one sector or one employer dominant or is there a wide variety of sectors and employers?
- Are the existing businesses environmentally sound?
- Are there locally available education opportunities to provide residents with skills that match the needs of local businesses?
- What business services are lacking in the community?
- What types of jobs are available to residents in terms of security, wage levels, skill levels, and benefits?
- Do wages allow the majority of the population to enjoy a reasonable life style?

### Group Response—Strengths:

- Strong Planning Board--recognizing that we haven't looked at all our needs. We need to look at things compatible with community and try to make things work e.g. home businesses vs. tire warehouse
- Mean travel time to work is 24 minutes--quick commute
- Wage earners within reasonable commuting distance to other places--neighboring for work to earn a livable wage
- People have a rural community
- Many in-home businesses not visible as a business in community
- Sanbornton has a lot of land farming
- Community supports development of in-home businesses
- There are currently some businesses that support the community e.g. Steele Hill Resort
- Sanbornton does not have high tech businesses--industry
- Lots of commercial buildings neighbor Sanbornton--potential for using these resources
- Sanbornton is doing well despite not having industrial base--comparable tax burden
- Economic vitality is not great (industrial) making it attractive
- No "Main Street" for community activity
- Interstate access to I-93 "easy"

### Group Response—Concerns:

- It's a shame most people work outside community
- People not able to learn their wage in this town
- Sanbornton does not have high tech businesses industry
- People don't want the businesses in "their backyard"
- Separation of Tilton/Franklin from Sanbornton--look industrial
- If you are not already here, it's "hard to get here"
- Lots of growth--not balanced
- Expensive
- Expensive waterfront
- Not enough available
- Exclusive community
- Losing farms--land
- Farms not economically viable
- Very little agricultural activity (food)
- No community center to gather without a group
- No "Main Street" for community interaction
- Have made potential commercial land residential
- People are afraid of change
- Conflicts between "old timers" and new residents
- Image of "rural" is important
- Overwhelming desire of community to remain rural
- Does not want to support industry

### Vision for the Future:

- Be sustainable (globally) live locally think globally
- Think about how to nurture community here
- Land returned to sustainable agricultural use
- Supportive of a return to agricultural use
- Farms as a by-product of daily living
- High tech would be welcome--that is not fuel burning
- Getting businesses that fit into rural look
- Economic growth is compatible with community values
- Preserve and encourage rural setting
- "Develop" ruralness
- Develop compatible businesses to rural setting

### Key Issues for Now and the Future:

1. Easy access to outside employment--recognition of interdependence with other communities.
2. Has a comparable tax burden to area communities despite a considerably smaller industrial base. (NH Community Profiles 2000 edition state document).
3. Develop compatible businesses that preserve and encourage rural setting.
4. Be supportive of local businesses.
5. Think locally act globally/act globally think locally; education, social, environment, generations, impact.

## 10. Growth and Development

Facilitator: Arlene Taranow      Recorder: Jack Potter

Participants: Susan Dymont, Eliza Leadbeater, Sheryl Anderson, Pat Cerar

### Statement of Purpose:

Local control of businesses is important to the economic health of a community. The more often money circulates within the community before leaving, the more the community benefits. Locally controlled businesses allow employees to have a voice in the decisions that affect them.

### Questions to think about:

- What percent of the community's businesses, industries and organizations are locally owned?
- What percent of the community's businesses, industries and organizations have linkages to the local environment, social structure or economy?
- To what extent do local businesses purchase products from each other?
- What additional business services are needed that could be locally provided and locally owned?
- Is there an adequate supply of locally owned locally controlled credit available for local businesses?
- Do employees have a voice in the decisions of their employer?
- Is there a reasonable distribution of wealth across the population or is there a wide gap between the haves and the have-nots. How has this distribution changed over time?

### Group Response—Strengths:

- Sanbornton Senior Housing project
- Pyareo Home--assisted living private
- “Mother in law” apartment allowed within present zoning—need Selectmen approval
- Non-traditional housing is built on for assisted living, family members in need, non-family members--it’s a strength if it’s broadly interpreted
- Homes can be rented--ready market for rentals
- Land use regulations exist, lot of sentiment for open space, nod toward cluster housing--Sanbornton Area Land Trust
- Recreation area developed for children
- Historic District is an asset
- Remain rural--keep commercial growth in Laconia and Tilton
- 10 mph motor limit on Hermit Lake
- Zoning board of adjustment allows home occupation

### Group Response—Concerns:

- “Nursing homes” not available in Sanbornton
- Assisted living homes limited to one
- Sanbornton Senior Housing is federally funded and not limited to Sanbornton residents
- Starter homes are limited
- No low income housing--virtually non-existent
- Lack of affordable housing leads to a lack of diversity (economic)--affordable housing is approximately 31% of individual’s income
- Gap between espoused values--we love farms but tax them out of existence or don’t assist them

- Gap between spoken zoning of the past and today. Sanbornton Historic District, Sanbornton Square, increased density housing not allowed, lack of neighborhoods, lack of transportation, lack of accessibility
- Impacts positive community togetherness
- Limits on shared sewer/water
- Sewage systems around the lakes
- Telecommunications infrastructure limited to geographic areas

#### Vision for the Future:

- Farmers Market, community gathering, library addition, deli/coffee shop
- Attitudes that would support (type of mind set that would support) a farmer's market and community products valuing a sense of community
- Engaged community-building, social capital and educational system that promotes community, development--growth, health, and participation—volunteers and citizens helping citizens
- Increased focus on children's education with sustained support (school growth holding steady)
- Support elderly population--moderate taxes on elderly, don't drive elderly to sell out
- Keep education costs and tax impact on elderly in balance
- More intergenerational contact

#### Key Issues for Now and the Future:

1. Need to increase focus on children--focus on funding education without affecting someone's home, especially elderly.
2. Attitudes that support rural community: assist farms to continue to thrive, balance rural desire with desire to be close knit (proximity), clusters are good/strip mall type development bad.
3. Affordable housing--approximately 31% of individuals income, elderly housing.
4. Impact on environment: sewerage around lakes, loons on Hermit Lake.
5. Reformed tax structure.

## **11. Transportation:**

Facilitator: Paul Singero                      Recorder: Lorri Jeslings-Plasited  
 Participants: Guy Giunta, Joanne Caplice, Annette Sincero

#### Statement of Purpose:

Sanbornton's strategic location and economic importance bring many people to live, work, and shop here. 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 road results in increased highway maintenance, air pollution, and traffic congestion. Alternatives to automobile travel include pedestrian and bicycle travel, and bus and rail transportation.

#### Group Response--Strengths:

- Walking, bicycling, jogging
- Roads
- Less pollution

Group Response--Concerns:

- Roads
- Frost heaves--poor State and Town roads
- Speeding
- Walking with the traffic
- No headlights in poor visibility conditions (rain, fog, snow)
- Tailgating
- Rolling through stop signs
- Litter

Vision for the Future:

- Move organized and routine patrolling for speeders
- Low speed limit on Route 132 by post office
- Caution signs/blinking light by post office
- Elderly transportation and meals
- Upgrade road system/tar trouble spots
- Park and ride at Exit 22
- Walking, jogging and bike trail

Key Issues for Now and the Future:

1. Reduction of speed by post office.
2. Education of pedestrians walking, jogging (face traffic).
3. Littering.
4. Elderly transportation/Meals on Wheels.
5. Upgrade road system/tar trouble spots.

## ***Saturday Morning***

Everyone reassembled bright and early Saturday morning in Sanbornton Central School, where we were greeted with hot coffee and tea and delicious baked goods. There were a few folks there who had not been present Friday evening and they soon felt the enthusiasm of the rest of the group. Similarly, a few members of the Friday night small groups were missing. However, most of the people were stalwarts who had signed on for both days.

The 11 easels from the small groups of the night before were arrayed across the front of the room, each bearing a list of the five key issues for that topic area. Our working day began with short presentations from a member of the each of the groups, explaining their group's list. Judith Bush then presented us with her version of a condensed list of overarching issues, which she felt, had come up repeatedly in various ways in the small group lists. The entire group worked together to evaluate and refine this list. After some discussion, 4 key issues emerged as important to study for the future of Sanbornton. This list is presented below.

### **Key Issues**

Educating Youth

Sense of Community

Community Leadership and Communication

Future Growth and Development

## PROJECT IDENTIFICATION AND EVALUATION

After a short mid-morning break, participants each chose which of the 4 key issues they would like to discuss further and broke into small groups accordingly. Each topic attracted enough people to form a small working group.

The task of each group was to think about problems that existed in each area 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.

	High			
<b>IMPACT:</b> How much will it matter?	Moderate			
Low				
		Low	Moderate	High
		<b>FEASIBILITY: How possible is it in our community?</b>		

We copied this grid onto a piece of large easel paper and 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. Verbatim notes from each of the groups are presented below.

## **Key Issue #1 Educating Youth**

Facilitator: Anne Getchell

Recorder: Jack Potter

Participants: Lauder Miller, Estelle Miller, Katy Kanndy-DeCarteret, Sean Goodwin, Peter Dasoulias, Heather Goodwin

### Clarification of the problem/issue to be addressed:

- Focus on early education
- What skills do we want Sanbornton school children to accomplish
- Retention of quality teachers and effective programs
- Physical education environment/facility
- No preschool in Sanbornton
- Reading grade level is lacking--not meeting standards. Need tutoring, parental notification and involvement
- Communication from School Board back to citizens

### Possible Solutions:

- Get all district schools on BEST schools initiative (or self study)
- Emphasize acceptable standards across the board
- Focus on pre-kindergarten (ages 3-5), Head start, Early 0-3, Public preschool
- Gifted talented program, expand existing program to include integrated arts
- Teacher retention - compensation benefits, professional respect, provide tools - technology to go forward in today's world future
- Involve entire community in youth education - utilize resources within town, tutors and mentors (doesn't cost tax \$), after school, weekends
- Accountability - parents, students, school, community

### Project Goals:

- Preschool - head start
- Reading skills (3 R's)
- Pay level parity - compensation, benefits

### Project Evaluations:

#### High Impact/High Feasibility

- Focus on pre-kindergarten 3-5, head start, early to 3, public pre-school

#### High Impact/Moderate Feasibility

- Expand existing gifted talented program (include integrated arts)
- Teacher retention - compensation benefits, professional respect, provide tools technology to go forward in today's world and future

#### High Impact/Low Feasibility

- Get all district schools on BEST schools initiative (or self study)
- Involve entire community in youth education - utilize resources within town, tutors - mentors doesn't cost tax \$, after school, weekends
- Acceptable standards across the board
- Accountability - parents, students, school, community

Moderate Impact/High Feasibility

None

Moderate Impact/Moderate Feasibility

None

Moderate Impact/Low Feasibility

None

Low Impact/High Feasibility

None

Low Impact/Moderate Feasibility

None

Low Impact/Low Feasibility

None

## **Key Issue #2 Sense of Community**

Facilitator: Deborah Lynch

Recorder: Heather Hoyt

Participants: Candice Leach, Jean Surowiec, Joanne Dover, Jackie Sandstrom, Bob Fisher, Joe Gray, Jim Karwoski, Mary Ahlgren, Lori Budington

### Clarification of the problem/issue to be addressed:

- Sides of town don't meet
- Outdoor recreation encourages people meeting
- Common desire for rural character
- Community wide communication device
- Something (letter) that is regularly scheduled
- Town lacking in education (assumptions)
- Youth opportunities (support)
- Collaborating with existing groups
- Establishing a place for people to go (common gathering area)
- Making people aware of places
- Intergenerational town park
- Expand intergenerational activity opportunities
- Renovate buildings for space for activities
- Availability of town history
- Encourage (communicate) participation in Historical Society

### Possible Solutions:

- Renovate town hall and improve (septic) (water) comply with regulations
- Community cleanup day
- Coordination of cleanup day
- Community calendar or bulletin board
- Town website
- Development of town park

- Fairs and parades
- Expanding Old Home Day
- Market Day
- Holiday events
- Regularly scheduled events
- Variety in the events
- Farmer's Market
- Walking tours
- Historical landmarks
- Maps on trails
- Beautifying with agriculture (flowers, stonewalls, etc.)
- Workshops
- Each local club takes a month to sponsor
- Personal profiles (who's who, Sanbornton - front porch)
- Groups responsible for their own web page

Project Evaluations:

High Impact/High Feasibility

- Fairs, parades, expanding Old Home Day
- Workshops

High Impact/Moderate Feasibility

- Development of town park
- Holiday events
- Regularly scheduled event
- Variety events in town
- Market Day farmers

High Impact/Low Feasibility

- Community events calendar or bulletin board with coordinator, newsletter, website, and call-in recorded message
- Renovate and improve Town Hall
- Community clean-up day

Moderate Impact/High Feasibility

None

Moderate Impact/Moderate Feasibility

None

Moderate Impact/Low Feasibility

- Beautifying with agriculture

Low Impact/High Feasibility

- Personal profile of townspeople

### Low Impact/Moderate Feasibility

- Walking tours of Sanbornton

### Low Impact/Low Feasibility

None

## **Key Issue #3 Community Leadership and Communication**

Facilitator: Sumner Dole

Recorder: S. Beckett

Participants: Bruce Kneuer, Ralph S. Carter, Evelyn Auger, Peter F. Thompson, Jane Gass, Don Foudriat, Joe Damath, Guy J. Giunta Jr., Terry L. Hersh, Christine Thompson, Virginia M. Foudriat, Bob Laflam, Dick Leclerc, Ken Reichstein, Pete Dascoulias

### Clarification of the problem/issue to be addressed:

- Communication Government to resident, resident to resident, resident to government
- Community networking
- Foundation for communication? Church, fire support, Girl Scouts, Police support, 4-H, Grange, Transfer station
- People to people new forms of communicating
- Listening Issues
- Anger reduction
- Town split
- Communication noise, chatter
- Honesty and openness
- Win/Lose court battles
- WIN-WIN
- Mediation with professional mediator
- Issue first not personalities
- Ground rules for community, disagreements, board to applicant
- Attitude, multiply communities
- Negative comments
- Horizontal communication
- Sanbornton 2001 Event
- Perception vs. interpretation of the law gray areas
- Flatlander discrimination
- Lack of town identity awareness, disjointed
- Lead from the top leaders need to set good example
- Acceptance of others cultural, diversity, racial diversity
- Town leaders represent all residents
- Town leaders need respect form community and need to show respect as well
- Perception vs. reality
- Earn respect honestly openness
- Celebrate commonness, a likeness--Americans common
- Trust
- Master Plan follow existing plans, capital plans, flexibility, responsiveness
- Mediation grievance fewer groups
- Mutual agreements
- Communities are diverse
- Be respectful/courteous

- Follow the methods, procedures, rules, and education
- Problem restoration board, Selectmen personalize issues
- Don't take things personally
- Divided community
- Lack of honesty and openness

Possible Solutions:

- Meditation
- Better horizontal communication (improve newsletter)
- Town-wide council (Board Representative)
- Listening sessions
- Public meeting notices (with agendas)
- Selectman's meeting should follow Robert's rules and RSA's
- Public participation--everyone
- Hire mediators to settle current cases
- Personal board (citizen-run)
- Full audit town books
- Establish hiring practices
- Rules apply to everyone
- On-line access to all available
- Email list-serves
- Town website/email to board members with bulletin boards (free store e.g. at special sites)
- Calendar of events
- Town ethics committee
- Town newsletter
- Volunteer reporter to all media
- Accessibility of town facilities
- Better posting of minutes
- Respectful courteous equal application of State laws and ordinances
- Communication

Project Evaluations:

High Impact/High Feasibility

- Hire mediators
- Improve communication through mediation

High Impact/Moderate Feasibility

- Community newsletter
- Better horizontal communication, improve town newsletter
- Need community forum listening session
- Appoint committee member personnel grievance board
- Hire a professional town manager
- Hire best qualified

#### High Impact/Low Feasibility

- Handicap accessible
- Town ethics committee
- Recognition of equality--rules apply to all
- Adherence to Robert's Rules and RSA's
- Better communications
- Put all legally available public documents on-line
- Better posting of town minutes
- Be respectful
- Equal application of town rules and RSA's
- Full town audit of the books
- Better public notification of town committee meetings and agendas
- Establish town council

#### Moderate Impact/High Feasibility

- Need to disseminate to media outlets

#### Moderate Impact/Moderate Feasibility

- A volunteer town reporter
- Town website and or community bulletin board

#### Moderate Impact/Low Feasibility

None

#### Low Impact/High Feasibility

None

#### Low Impact/Moderate Feasibility

None

#### Low Impact/Low Feasibility

None

### **Key Issue #4 Future Growth and Development**

Facilitator: Les Norman

Recorder: Omer C. Ahern Jr.,

Participants: Susan Garner, Marie Westcott, Daniel Swain, Robert Bodwell, Paul & Annette Sincero, Cindy Taylor, Olie Howe, Eva Dunn, Karen Bordeau, Ginny Peterson, Essther Cowles, Omer C. Ahern Jr.

#### Clarification of the problem/issue to be addressed:

- Developments should help maintain and enhance our natural resources, economic feasibility of rural enterprises
- Control by zoning and enforcing zoning for the whole town
- Do we want to keep Sanbornton a "bedroom community"?
- We have natural surroundings and a lot of growth
- We do not want to grow ourselves out of what makes us special - ruralness
- Keep contiguous large tracts of land
- Farming open space is an attribute - wildlife
- Preserve/preservation vs. conservation keep the distinction between the two

- Businesses that are compatible with our rural landscape to be protected
- Zoning as currently practiced works against protecting our landscape
- Businesses that can be walked to
- Enhance the notion of village centers
- Conflict between growth and development vs. staying a bedroom community
- Preserve nature of our environment
- Maintain our differences
- Home businesses will not bring new tax \$ to our community
- Broader notion of development/home occupation--make you're living as your home allows flexible schedule, be more involved in community
- We are growing - decide now to make the right choices
- Home businesses are more a part of the community than "big" business--less disruption of our "peace"
- Better to have stores and business outside of Sanbornton--it is better to drive 1/4 to 1/2 hour
- Light pollution we don't have it?

#### Possible Solutions:

- We want home businesses
- No more industrial development in town
- Need to revise zoning to limit development of "cluster" zoning
- Limit building permits per year--fairness to property owner?
- ID large blocks of land to maintain/conserv
- Tools (ecological) for Planning Board to use to protect lands
- Follow the "Master Plan"
- Tools to classify land to prevent development, litmus test, criteria to be met, physical land condition, slope, and soil types
- Impact fees for developers
- Maintain the N.E. Dairy Compact
- Modify tax codes
- Pass "Right to Farm" ordinance
- Support current Ag and Forest based businesses in town
- Prioritize what "open space" to protect
- Create a funding source to protect land--ID to protect
- Educate LO's about available land protection tools
- Keep "current use" in place
- Home business limitations size and live there
- Limit development - commercial to commercial, residential to residential, industrial to nowhere else!!!! except "small" sawmills
- No strip malls
- No industrial parks

#### Project Goals:

- Review and revise town Master Plan to provide tools and define how and where we want to grow/develop--evaluate the balance among commercial development and residential development and open space
- ID, prioritize and attempt to protect conserve open space including lakes (water and working landscape)

- Support · Ag and Forest based businesses in town - farmers market, SALT brochure supportive dairy compact, pass a “right to farm” ordinance

Project Evaluations:

High Impact/High Feasibility

- Limit building permits per year - legal?
- Limit residential development
- Attempt to protect/conservate large blocks of land
- Modify tax code

High Impact/Moderate Feasibility

- Create a funding source to protect priority land through current use change tax

High Impact/Low Feasibility

- Identify tools for PB to use to protect lands
- Identify large blocks of land to maintain and conserve
- Follow the Master Plan--how did premature development arise
- Tools to classify lands to prevent development/physical conditions
- Educate landowners about available land protection tools
- Prioritize what open space to protect
- No more industrial development
- No strip malls
- No industrial parks
- Keep current use taxation in place
- Impact fees for developers
- Support current agriculture and forest based businesses in town
- Pass right to farm ordinance
- Support Northeast Dairy Compact

Moderate Impact/High Feasibility

None

Moderate Impact/Moderate Feasibility

- Allow home businesses

Moderate Impact/Low Feasibility

None

Low Impact/High Feasibility

None

Low Impact/Moderate Feasibility

None

Low Impact/Low Feasibility  
None

## ***Saturday Afternoon*** **PROJECT SELECTION**

We returned to the large group after lunch break. A member of each small group presented the projects that the group had come up with. Judy Bush led a short discussion about whether some projects overlapped and could be combined with other closely related ones.

Every participant received five adhesive dots to use to "vote" on projects they thought were important for Sanbornton to work on right away. Each voter could place as many dots as they wished by any project, distributing their five votes as they pleased. The projects receiving the most votes would then be discussed in small groups. The list of project ideas follows. The number of votes each received is also noted.

### **Key Issue #1 Educating Youth**

1. Involve entire community in youth education--utilize resources within town (mentors/tutors), emphasize acceptable standards across the board, get all district schools on best schools initiative, accountability (parents/students/school/community) doesn't cost tax \$. (14 votes)
2. Promoting teacher retention--compensation/benefits, professional respect, provide tools/technology to go forward to today's world and future, expand existing gifted talented program to include integrated arts. (10 votes)
3. Focus on early education; pre-kindergarten ages 3-5; early to age 3; Headstart; public pre-school; reading recovery K-1; chapter 1 K-8; K-plus/readiness/transition. (6 votes)

### **Key Issue #2 Sense of Community**

1. Develop Town Park (votes not known at time of report)
2. Establish a community events coordinating team (votes not known at time of report)

### **Key Issue #3 Community Leadership and Communication**

1. Hire mediator (17 votes)
2. Town web site with email, community bulletin board, newsletter (17 votes)
3. Greater posting of meetings-- agenda and distribution of minutes. (3 votes)

## **Key Issue #4 Future Growth and Development**

1. Revise and review town Master Plan to provide tools and define how and where we want to grow/develop, evaluate the balance among commercial development, residential development, and open space. (4 votes)

### **ACTION GROUPS**

After the voting, the group decided to focus in on the top 4 projects. These were:

#### **Full Town Audit**

#### **Renovate Town Hall**

#### **Support Ag and Forest Based Businesses**

#### **ID, Prioritize and Attempt to Protect/Conserve**

Participants once again self-selected themselves into small groups according to the project that interested them most. Each group was asked to define the following:

- Critical Steps to Implementation
- Resources Needed
- Principal Leadership (group or individual)
- Potential Obstacles with Possible Strategies to Overcome Them
- Timeline for Implementation
- Action Step Coordinator

Some of the groups used these steps as a way to focus their discussions and notes, while others did not. Hence, the reports that follow are in a number of different formats:

#### **Full Town Audit (42 votes)**

Facilitator: Scott Beckett

Recorder: Heather Hoyt

Participants: Joe D., Jane Gass, Chris Thompson, R. Thompson, Guy Giunte, Ralph Carter, Brian Gallagher, Evelyn Auger, Peter Dascoulias, Sean Goodwin

##### Critical Steps to Implementation:

- Know exactly how money is spent
- New company to audit
- Complete all departments
- More objective
- Re-educate
- Other firms can come in
- Establish a letter of engagement
- Re-establish how we do our own bookkeeping
- 3-5 year contract (initial audit 1<sup>st</sup> year)
- Cost town less
- Review should be performed in front of budget committee and Selectmen
- Years 2-5 area focus (letter of engagement)
- New auditor

- Joint meetings for Selectmen and budget committee for selection and reporting
- Know who is doing audit
- Different auditor
- Public meeting
- Someone from state to come and educate the public
- Private auditor

Resources Needed:

- Newspaper (Chris Thompson)
- Telegram
- TV
- Town Newsletter
- Radio
- Budget and Selectmen's minutes

Principal Leadership:

- Selectmen and Budget Committee
- Cooperative effort
- (Formal) Public Meeting
- Community input (prior to final)

Potential Obstacles:

- Cost
- Approximately 7,000 toward expense
- Balance would have to be appropriated
- Cooperation from the boards
- New accountant firm

Timeline for Implementation:

- Vote by budget committee and Selectmen for action
- Establish basic outline for bid
- Establish the time frame, make sure it fits with appropriations
- How to pay for it

Action Step Coordinator:

Not available at time of report

**Renovate Town Hall (37 Votes)**

Facilitator: Les Norman

Recorder: Candice Leach

Participants: Dick Leclerc, Bob Fisher, Jackie Sandstrom, Lori Budington, Jean Surowiec, Katy Kannaly-DeCarleret, Joe Gray, Paul and Annette Sincers

Once complete what would it be:

- Have a theater balcony
- Be a community center
- Have historic qualities
- Septic, plumbing, running water, heat, reinforced floors up to code
- Community function hall, intergenerational

- Painting and maintenance
- Parking lots
- Pedestrian access from school to hall
- One shared septic system for 3 buildings on site
- Main goal--a community center and function hall

Critical Steps to Implementation:

- Library expansion
- Church expansion
- Minor maintenance on hall
- Morse land offered to church
- Some money already voted

Resources Needed:

- Financial resources--see obstacles and solutions notes
- Building materials
- Construction donations
- Community Volunteers
- Human resources - see leadership notes
- State historical and preservation group

Principal Leadership:

- Town representative--building needs committee
- Church/Library trustees
- Building professional
- Community members
- Historic building professionals
- Grant writer

Potential Obstacles:

- Septic system needed--3 buildings on site, no land
- Share septic with other buildings--easement on neighbors land
- Financial resources: money already voted, tax payers, grants, community block grants, historic grants
- Bringing up to code: full inspection, architect, accessibility, bathrooms, structural
- Parking, lighted walkways, path from school to hall
- More utilities: stage, balcony, kitchen, storage (voting booths), alarm system (fires)

Timeline for Implementation:

- First meeting before the end of May
- Check to see who's volunteering by the end of week
- Form sub-committee by end of June
- Consensus of goals/needs by July
- Aggressive goal by next town meeting to ask for town funding March 2002
- Completion by Fall 2002

Action Step Coordinator - Lori Budington and Katy Kannaly-Decarteret setting up and facilitating the meeting, Andy will bring historical information, Wednesday, May 23, 2001 at 7:00 PM at Town Library

1. Review existing plans
2. Form a committee
3. Financial research, grants
4. What money is available from town vote
5. Insure project outcome (define goal) business plan
6. Future plans, policies after renovation
7. Enlist needed professionals

## **Support Ag and Forest Based Businesses (31 votes)**

Facilitator: Debbie Lynch

Recorder: Omer C. Ahern Jr.

Participants: Robert Bodwell, Elaine Swain, Eliza Leadbeater, Mary Ahlgren, Heather Goodwin, Omer C. Ahern Jr.

### Critical Steps to Implementation:

- To preserve our open space
- Make it viable for agriculture and forest based landowners to make a living--in light of tax structure and land use regulations
- Active Farmer's Market.
- Encourage and support new agriculture enterprises
- Communicate what resources are available to the farmers and agriculture businesses
- Help/assist farmers in communicating to the community what they have to offer/sell
- Communicate the value of open space and successful farm rural enterprises in Sanbornton to newcomers
- Actively encourage 4-H
- Town based agriculture support/interest group
- Local workshops to teach newcomers to agriculture "Each one teach one"
- Implement a calendar of events

### Resources Needed:

Existing:

- SALT
- FFA - Winnisquam Regional School District
- 4-H
- Local Land and Conservation Trusts
- NH LCHIP and Barn Preservation
- Farm Service Agency (FSA)
- UNH Cooperative Extension
- Belknap County Farm Bureau
- Harmony Grange
- Current Use Taxation
- Beginning Farmers Program
- RC&D - Americorps
- Northeast Dairy Compact
- Belknap County Conservation District
- Place to meet - new renovated Town Hall

- People to get involved
- Financial resources
- Location for Farmers Market - recycling center, Library
- Consider existing farmers needs
- Obtain existing farmers input

Principal Leadership:

- Who should be asked to join this group? Sanbornton Residents who are a cross section of community
- Belknap County Conservation District
- Reps from all groups on list
- Diversified age group--young to old

Potential Obstacles:

- Money
- Uninformed legislators/government officials
- Tax structure - property taxes, estate and inheritance taxes
- Newcomers and others to a community who do not understand the farm/forestry community
- Unrealistic attitudes
- Local land use ordinances that are not farm/agriculture/rural friendly

Solutions:

- Enact a "Right to Farm ordinance"
- Community education
- Revise/reform tax structure and establish a town committee to investigate tax structure
- Revive "Agriculture Festival"
- Revise zoning to make it more agriculture/forest/open space friendly
- Build a readily accessible resource list

Timeline for Implementation:

Next meeting: Monday, May 7, 2001, Town Offices (with hope) 7:00 PM

Convener: Omer C. Ahern, Jr. 536-2674

- Focusing on three out of eleven goals; Farmer's Market, resource/database for agriculture/forestry enterprises, establish town based agriculture/forestry support/interest group

Action Step Coordinator:

Omer C. Ahern Jr., May 30, 2001

- Implement "Farmer's Market" this year (2001)
- Communicate info to the community - develop a widely distributed resource list
- Establish town based agriculture support interest group
- Town based agriculture groups
- Utilizing existing O's and new volunteers, grange, SALT, 4-H
- Find a place and time--obtain permission (town)
- Consult with current agriculture farm enterprises as to needs
- Consult successful existing Farmer's Markets and with David Seavey from UNH Cooperative Extension Office
- Advertise it

- DO IT!

## **ID, Prioritize and Attempt to Protect/Conserve (30 votes)**

Facilitator: Anne Getchell

Recorder: Jack Potter

Participants: Susan Dymont, Ken Reichstein, Marie Westcott, Daniel Swain, Karen Bordean, Susan Garner, Ginny Peterson

### Critical Steps to Implementation:

- Develop visual (landscape map) habitat, forest coverage, ag land
- Protect/conserv (working landscape): high priority is open space, lakes/water
- Involve groups: SALT, Conservation Commission, Community, Winn. Lake Assoc.
- Cost benefit study - lake front, open space, commercial, number house starts

### Existing Initiatives:

- SALT
- Conservation Commission
- Winn. Lake Association
- Lakes Region Planning Commission
- Town owned lots - March 2001 town meeting
- Inter-town conservation discussions
- Greenways - SALT initiative
- Criteria - SALT initiative
- Implemented open space zoning
- "Open space": lakes/working landscape educational programs, enviro camp
- N.E. Dairy Compact

### Resources Needed:

- Land protection assistance center
- Groups already noted
- Information/publications/data
- UNHCE/UNH/N.E. Grad Schools
- State agencies - Fish and Game, Natural Heritage, Dept. of Ag/DRED/DES, BCCD
- Private boarding schools
- Grants
- Town budget

### Principal Leadership:

- SALT
- Conservation Commission
- Winn. Lake Assoc.
- Selectmen, Planning Board, Conservation Commission
- Involved landowners
- COVERTS Cooperators, tree farmers, Mohawk Trail Riders, trail rights, likes lay monitors
- Lawyer Pro Bono
- Youth programs/projects - 4-H, Scouts
- Real Estate
- Seniors

Potential Solutions:

- \$5k of land use change monies goes to Conservation Commission
- Benefactors purchase development rights

Potential Obstacles:

- Money
- Perception of impact to tax base
- Non-partisan study
- LRCT/LCHIP advisors
- SPACE/SPNEF advisors
- Lack of citizen involvement/perceptions
- Communication/education
- Advocacy

Action Step Coordinator:

- Form committee coalition (3 months)
- 6 May SALT meeting
- Build database standards (6 months)
- Develop criteria (6 months)
- Cost/benefit study (9 months)
- Collect minutes of existing groups
- Periodic reporting (6 months)
- Move under Conservation Commission (12 months)
- Warrant article to increase Conservation Commission land use change monies (March 2002)
- Set up first meeting SALT, Conservation Commission
- Jack Potter 528-1990
- Dan Swain 527-1254
- Fran Belcher 286-7715
- Esther Cowles
- Tom Morrison 524-9083
- Karen Bordeau 934-2380
- July 01 1<sup>st</sup> Sunday 3:00 PM, location Shaker Woods Farm Com.

## **CONCLUSION**

Each small group reported back their plans to the entire group. The full group discussed next steps to keep up the momentum from the Profile, with each group appointing someone to maintain contact with the Sanbornton Profile Steering Committee.

The meeting adjourned at 4:30 PM.

## Appendix

### Sanbornton Community Profile Participants

Don Foudriat	Raymond Caplice	Katy DeCarleret
Ginny Foudriat	Joanne Caplice	Kennaly DeCarleret
Paul Sincero	Dick Leclerc	Mason Robinson
Annette Sinero	Tom Salatiello	Patricia Ryan
Omer C. Ahern, Jr.	Barbara Laughy	Dan Ryan
Jerry Westcott	Mac Gilman	Bob Bouvier
Anne Getchell	Marge Gilman	Pete Dascoulias
Arlene Torcrow	Nina Gardner	Joanne Dover
Elaine DeMello	Lurana Joslyn	Bruce Blau
Esther Cowles	Everett Joslyn	Catherine Gilb
Mark Latham	Jane Goss	Faith Tobin
Sean Goodwin	Cindy Taylor	Bill Tobin
Heather Goodwin	Mary Ahegren	Johnny VanLord
Robert M. Bodwell	Chris Thompson	Mike Laughy
Karen Bordeau	Peter Thompson	Susan S.
Ruth McDonald	Jean Surowiec	Fletcher Lakey
Candice Leach	Eva Dunn	Neal Sharter
Phil Bodwell	Bruce Kneuer	Carl L
Elizabeth Cotsibas	Brian Gallagher	Susan Bayer
George Currier	Ed Tierney	Daniel Swain
Richard Currier	Lauder Miller	Deborah Lynch
Martha Wilson	Larry Hersh	Okie Howe
Les Norman	Jackie Sandstrom	Fran Cerar
Ralph Carter	Mona Smith	Bradley Laughley
Joe Gray	Nancy Stephens	Rev. Bob Fisher
Linda Salatello	Donna Dascoulias	Chris Hobby
Evelyn Auger	Sandy Leighton	Ken Reichstein
Pat Cerar	James Kawocki	Helmut Busack
Aron Busack	Eliza Leadbeater	
	Guy Giunta, Jr.	

**Appendix note as after thoughts: (Action Group Full Town Audit)**

Facilitator – Scott Beckett      Scribe – Heather Hoyt

**Letter Outline**

Mrs. Bush,

I attended the Steering Committee meeting, 5/16/01, at the Sanbornton Town Hall and talked with Barbara Hunter. She advised me that in order to include the detailed Report Out sheet I have provided, each member of the action group must review it and confirm it's accuracy.

I have visited with all of the group participants and requested that they review the document and add their signature in agreement that I have accurately reflected the action of the group. I have provided a copy of the Report Out Sheet to each of the group members.

Thank you again for including this more detailed account of the afternoon session in the final report. I am confident that it will offer those reading the report a more complete picture of what was discussed in the small group.

Regards,  
Scott Beckett

**Report Out Sheet**

The following people have signed the above statement see next page:

An action focus group of 10 residents entered into a spirited discussion regarding the need for a **Full Town Audit**.

The group was comprised of Budget Committee Members, a sitting Selectman, a former Selectman, a town employee and several concerned citizens.

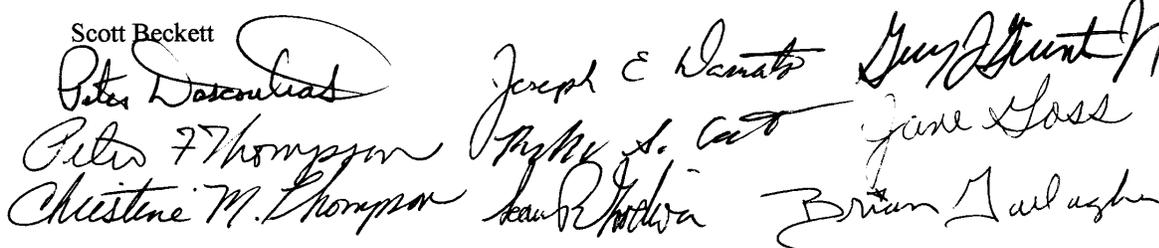
In that the topic was not one that a group of interested residents could bring to fruition an action plan was outlined as follows.

1. A motion will be brought before the Board of Selectmen to generate a "request for bids" to be offered to interested accounting firms to provide accounting services to the town.
2. A motion will be offered at the Budget Committee meeting to work collaboratively with the Board of Selectmen to define the "request for bids" by outlining the term of the contract (terms of 3 to 5 years have been suggested), and the scope of the audit focus.
  - a. 1<sup>st</sup> year, full department by department, line by line audit to establish a baseline and insure accuracy and compliance in record keeping.
  - b. Subsequent years, determine size of sampling and areas of focus.
3. The Budget Committee and the Board of Selectmen will work together to review bids and determine to which accounting firm the award will be made. It was suggested that a new accounting firm should be selected.
4. In the interest of the continuing theme of "Open Communication" a resident volunteered to monitor meeting plans and make available to the local print media (and possibly the local cable television provider), dates and times of upcoming joint meetings for the purpose of interested citizen attendance.

In light of recent events within the community and the emotionally charged nature of the topic, I believe that a positive result has already been achieved. In this forum, we were able to bring together members of the community with strong, diverse, opinions and discuss a course of action that can establish or re-establish a sense of confidence and trust in our community's leaders.



Scott Beckett



Scott Beckett

*This is an accurate account of the results. Although I did not and do not agree with some of the conclusions, as they were manipulated, I do agree this is the info as presented.*  
Evelyn Auger