

# **Kingston Community Profile Report**

**Kingston, New Hampshire  
October 22 & 23, 1999**

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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 adopted by the University of New Hampshire Cooperative Extension Profile and are the "tools" of the community self-assessment.

### Creating a Community Profile in Kingston

Respectfully Submitted by Electra "Ellie" Alessio, Co-Chair

#### **History:**

Kingston Planning Board and Historic District Commission decisions in 1997-98 exposed diverging opinions on whether the town should restrict and limit commercial/industrial growth or whether the town should embark on a more solicitous endeavor to stimulate development.

In January 1998, the Planning Board was proposing several zoning changes that would further restrict business growth and development in Kingston. Several business people attended the hearings where discussions began on where and how to "grow" the town. Three community/business people were then asked to work with the Planning Board on updating the Master Plan.

At a subsequent session of the review of the Master Plan, Glenn Greenwood, Circuit Rider for Rockingham County Planning Commission, told us about the Community Profile Project offered by UNH Cooperative Extension. We became very excited at the prospect of an event that would allow us to talk about the issues facing our community and to reach consensus on how to direct growth issues impacting Kingston.

**Organization:**

The Planning Board named the Co-Chairs and asked the Selectmen to approve the nominations and to endorse the project, which they did. Co-Chairs Amy Alberts and Ellie Alessio met with Judy Bush of UNH Cooperative Extension to get an overview of the work that needed to be done. The Co-chairs then chose the Steering Committee members based on their work within the community.

The first official meeting was held on May 18, 1999. Phil Auger from UNH Cooperative Extension joined the committee to act as the resource person for the project, which was named Envision Kingston. Responsibilities were divided as follows:

- Co-Chairs - Amy Alberts, Ellie Alessio
- Treasurer - Bart Noyes
- Recording Secretary - Cheryl Hurley
- Corresponding Secretary - Kathy Carson
- Site Logistics - Bart Noyes
- Child Care/Transportation - Kathy Carson, Don Briggs
- Registration - Marilyn Bartlett
- Publicity - Glenn Coppelman
- Photographer - Norm Hurley
- Facilitators/Scribes - Mike Chambers
- Historian - Dave Ingalls
- Fund Raising - Ellie Alessio, Norm Hurley
- Invitations - full committee

The Committee met weekly through June, took a break in July, and met almost weekly until the profile event, which was held October 22, and 23, 1999.

**Participant Recruitment:**

The Committee worked diligently to ensure that every neighborhood was informed about the event and were invited to participate. A series of press releases were generated in May through October. A grid depicting all the streets/roads in Kingston was developed. Invitation lists were generated that represented all neighborhoods. In all, 1,257 people were invited through 703 invitations that were direct mailed. In addition, an invitation to every community member was printed for three consecutive weeks in *the Carriage Towne News*. Other area papers including the *Eagle Tribune* and *Rockingham County Newspaper* also carried articles on the event. Committee members attended a meeting of every major club and organization in the town to inform the public about the event and to encourage them to attend. Approximately 130 people attended the event.

**Facilitation:**

Fifteen of the 20 facilitators and scribes were Kingston residents. They were: Bill Timmons, Debbie Thompson, Natalie Timmons, Natasha Leonard, Danielle Genovese, Sheila Briggs, George Schiller, Carol Brickett, Judy Oljey, Martha Burnham, Mary Mercurio, Mary Logan, Sandra Lewis, Mike Chambers, and Peter Sullivan.

Additional support was given by Mary Magnusson, President of the Bakie Elementary School PTA and member of the Kingston Recreation Commission, who sent home several information pamphlets to parents; Bettie C. Ouellette, Town Clerk and Tax Collector who sold some of the tee shirts; Steven M. Lester who hand addressed the invitations; Elaine Van Dyke who co-ordinated the dessert pot luck; Dr. Jim Weiss, Superintendent of Schools for Sanborn; and Karen Quintal, Director of Food Services for Taher Foods.

**Sponsors:**

The Committee recognized the need to raise funds to support the project. We did not think that a potluck supper would work but did ask participants to bring a dessert on Friday evening. We worked closely with Karen Quintal, Food Service Director for the School District, to develop nutritious meals and refreshments that fell within our financial resources. We also needed to fund the cost to print and mail the invitations. Businesses were sent a direct mail solicitation asking for support. We also generated press releases that asked the general public for support.

Family Bank was a prime sponsor. They purchased 100 tee shirts for the Committee to sell to the public. In all, \$2,468.00 was raised. Appreciation is extended to the following businesses and individuals: Carriage Towne News, Walter S. Clark & Sons, Community Bank & Trust, Dutch Ophthalmic, Excalibur Security, Ltd., Family Bank, Harry's Franconia Fuel, Kingston Insurance, Northland Forest Products, Ram Printing, Taher Foods, Waterline Industries, Lee Bartlett, Police Chief Don Briggs, Elizabeth Bixby, Patricia and Stanley Bondelevich, Kenneth and Carol Briggs, William and Cheryl King, Larry and Carol Rich, David Welch, and Brian Woodworth.

In addition, appreciation is extended to the following groups and organizations who also supported Envision Kingston: DJ Bakie Elementary School, Friends of Kingston Open Space (FOKOS), Kingston Lions Club, Kingston Board of Selectmen, Kingston Town Clerk's Office, Kingston Volunteer Firemen's Association, Nichols Memorial Library, and UNH Cooperative Extension.

**Follow-Up:**

The Steering Committee has already met once to review the event. Committee members have decided to participate in each of the six follow-up action groups and will continue to meet quarterly to keep information between and among the groups flowing. The Committee will also meet when we receive the report from UNH to review how best to disseminate the information.

# UNH Cooperative Extension

## Kingston Community Profile - Envision Kingston

D.J. Bakie Elementary School

October 22 & 23, 1999

### Agenda

#### Friday Evening

**6:00 Sign-In & light supper**

**6:30 Welcome to Envision Kingston**

- Overview of Community Profile Process
- Who is here?

#### **Mosaic and Vision**

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

#### **Kingston: A Historical Perspective -**

- Where has Kingston been?

**7:45 Presentation of Community Profile components**

- 1) Effective Community Leadership: *A Broader Definition*
- 2) Informed Citizen Participation: *More Than Voter Turn-Out*
- 3) Intergroup Relations: *Celebrating Diversity Within the Community*
- 4) Keeping Our Cultural Heritage Strong: *Arts, Festivals and Celebrations*
- 5) Education and Social Services: *Meeting our Citizens' Needs*
- 6) Community Infrastructure: *The Basics that Serve Our Needs*
- 7) Natural Resources Base: *Water, Energy and Materials*
- 8) How the Community Looks and Feels: *Village, Farm and Forest*
- 9) Economic Vitality: *Stability through Diversity*
- 10) Local Business, Local Wealth: *Re-Circulating Money Within the Community*

**8:00 Small group discussions of components** (Small group facilitators)

Random assignments to small groups, one component per group

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

**9:30 Formal adjournment**

## Saturday

**8:00 Coffee and check-in**

**8:30 Small group reports**

- Each of the ten small groups report to the large group, five minutes each.

**9:15 Selection of key issues**

- Discussion to refine list of 50+ keys issues down to about 10, based on consensus.

**Individual selection of key issues**

- Participants select small group/issue to work on.

**9:45 Break**

**10:00 Small groups meet for key issue discussions**

- 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

**11:45 Report back from small groups**

**12:15 Lunch and voting**

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

**1:15 Individual selection of project development groups**

**Break**

**1:20 Project development - small groups (small group facilitators)**

- Goals and objectives
- Potential obstacles, solutions
- Action steps
- Resources needed
- Principal leadership
- Timeline
- Coordinator, first step

**3:10 Where do we go from here? - full group**

- Action format - task forces or full body.
- How to communicate with each other and the community.
- Future meetings
- Who should be included?

**3:30 Adjourn**

# Kingston Community Profile

## Friday Evening

The Kingston Community Profile was conducted at D.J. Bakie Elementary School over two days: Friday evening, October 22 and all day Saturday, October 23, 1999. About 120 participants attended on Friday, and about 90 people on Saturday. The list of attendees was slightly different each day.

The event began Friday with a soup and sandwich supper. Judith Bush, Extension Educator, Strengthening New Hampshire Communities Project Coordinator, 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 work, and how we get our primary source of information. 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 Kingston like today?**

Beautiful high school campus	No city lights!!!!
Nice quiet little town	Seeing generations come and stay here
Trees	Kingston Days
The kids	Lack of affordable housing
Rock Rimmon Hill	Community newspaper
Feeling safe	Dedicated town workers - all departments
The lake	Ethnic diversity
Friendly people	No noise
Our Police Department	Need lights
School system	Good restaurants
The natural resources and summer camps	Support of veterans is strong
Homes in historic district	Open space
Youth activities	State park
Landfill	Used car lots
Fire Department	Churches
Local theater company	Ridgewood Association
How people come together in tragedies	The Library
Approachable and hard working	Volunteerism
legislators	Recreation for adults
Ambulance Department	Recreational trail systems

Lot of people that care

Joining of South Kingston and  
Kingston Friendly people and Kingston  
Plaza  
Community gathers on the Plains  
The Plains  
The ponds and lakes

Knowing a lot of people  
Sense of neighborhood  
Our location  
Good neighbors

## **What do we want Kingston to be like in the future?**

Controlled residential expansion with a  
blend of responsible businesses  
Industrial park away from residential  
areas  
Senior center  
Maintain what we like now -  
open spaces between homes  
Retirement housing  
Protecting aquifers  
Sidewalks around the Plains  
Ice skating in the winter on the Plains  
and concerts in the summer  
Usable bandstand  
Implement Rockingham Planning  
Commissions affordable housing plan  
More school sports and activities  
Maintain rural character  
Grocery store  
Business development plan  
Working farms  
Less or no used car lots  
Televised Planning and Zoning Board  
meetings  
Implement UNH Cooperative  
Extension's Teen Assessment  
Program  
Watercraft control  
Port-a-Potty at dam  
Opportunity to walk in schools in the  
winter  
Community center  
Favorable tax plan for elderly  
Define and develop public water source

New highway garage and fire station  
Preserve rural quality  
Restore sense of community - bring more  
unity to the town  
Complete recreation facilities at  
fairgrounds  
Have the best education system we can  
Opportunities for parenting classes  
Have condos  
More day care centers  
Annual children's festival where we  
celebrate children on the Plains  
Better communication between town and  
school  
Less talk, more action  
Everyone kill their television  
A mechanism to identify kids at risk  
and work with them  
Hire a town manager  
Return to the town meeting format  
Do away with SB-2  
Bring back the fair and the bonfires  
Preserve the heritage we already have  
More use of town owned land for  
recreational purposes  
A grocery store  
A coffee house that serves more than  
drip coffee and serves as a cultural center  
for youth groups and all ages  
Community television center  
A sense of community pride  
Higher voter turnout  
A new auditorium with new stage for

Movie theater	activities
Recycling where every household participates	No property taxes
Implement research-based substance abuse programs	Greater cooperation between community groups
The death of NIMBY (Not In My Backyard)	No neon signs around the Plains
Adequate meeting facilities	Need a red light at intersection of Route 125 and New Boston Road
Enough money to pay for the wish list!	Public Kindergarten
A new High School	Recreation Center and ballfield, enough for youth and adults
Protecting the woodlands	More people to get involved
Getting the state to adequately fund education	New library
Local communication infrastructure	Protecting the small lakes from over population
Routes for trucks other than around the center	Accessible public transportation

## Historical Presentation

Dave Ingalls gave a historical presentation of Kingston, including photographs.

## Community Profile Ten Components

After we developed a mosaic and vision for Kingston, Judith Bush introduced us to the idea of discussing Kingston within the framework of 10 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: A Broader Definition
2. Informed Citizen Participation: More Than Voter Turn-Out
3. Intergroup Relations: Celebrating Diversity Within the Community

### Community Infrastructure

4. Keeping Our Cultural Heritage Strong: Arts, Festivals and Celebrations
5. Education and Social Services: Meeting our Citizens' Needs
6. Community Infrastructure: The Basics that Serve Our Needs

### Environment

7. Natural Resources Base: Water, Energy and Materials
8. Working Landscape: Village, Farm and Forest

### Economy

9. Economic Vitality: Stability through Diversity
10. Local Business, Local Wealth: Re-Circulating Money Within the Community

Next, 10 small groups of approximately 10 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 to consider the statements listed below in order to begin the discussion. Participants were asked to list the strengths of Kingston as they saw them, and then to list its weaknesses. 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 which need to be addressed in the town. These were brought back to the whole group and highlighted in five-minute summations presented by a member of each small group.

## **1. Effective Community Leadership: A Broader Definition**

(Facilitator: Bill Timmons; Recorder: Debbie Thompson; Participants: Steve Briggs, Gordon Bakie, Glenn Coppelman, Gail Ramsey, David Welch, Muriel Ingalls, Elaine Van Dyke, Madelyn Ouellette, Sheila Whittier, Bonnie Jeanne Cockerline.)

### 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.

### Statements a community should consider:

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

### Group Response: Community Leadership Strengths

- Diversity.
- Commitment.
- Persistence.
- Smells good.
- Concerns of leaders.
- Ability to control destiny.
- Care of the volunteers.
- Neighborhood organization.
- Accessibility to town officials.
- Local newspaper: our voice as well as its.
- Maintain community meeting, “ dump”, “ coffee shop” to talk freely/socially.
- Community cable communication.
- Non-profits have collectively determined the needs of the community.
- Town groups regionally tied to other groups.

#### Group Response: Community Leadership Concerns

- Need more youth involvement.
- Not enough youth opportunities.
- Not enough youth outlets.
- Hard to get people to serve/different people.
- Knowledge disadvantage.
- Lack of professional leadership.
- Missing educational opportunities.
- More people but less volunteers.
- Time demands on peoples’ schedules.
- Lack of turn-out this evening.
- Surprise of turn-out.
- Crony-ism.
- Burnout.
- Lack of connection.
- People who are not involved.
- Not attracting new volunteers.
- Communicating/education.
- General lack of knowledge of required positions.
- Lack of motivation.
- Conscience/ignorant.
- Not using resources.
- Losing small town atmosphere.

#### Community Leadership: Vision for the Future:

- Keep/retain small town atmosphere.
- Don’t create a city with movie shows, food store, etc.
- Increase in individuals to participate.
- Host training sessions for leadership positions.
- Letting people know of upcoming issues/“Welcome Wagon.”

- Find a way to connect people from all over town.
- Increase people's ownership of the town.
- Establish neighborhood.
- How do you connect these neighborhoods?
- Create opportunity for people to gather.
- Make town opportunities appealing.

### Key Issues for Now and the Future

1. Increase community involvement.
2. Increase sense of belonging throughout the town.
3. Increase communication/awareness of positions/issues/affairs.
4. Maintain small town atmosphere.
5. Maintain local control while utilizing professional expertise and resources.

## **2. Informed Citizen Participation: More Than Voter Turn-Out**

(Facilitator: Natalie Timmons; Recorder: Terri Schoppmeyer; Participants: Rosalie Grenon, Michael Higgins, Dave Ingalls, Karyn Maxwell, Joe Thompson, Carol Welch, Linda Sanborn, Corinne Lester.)

### 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.

### Statements a community should consider:

- Citizens know how the system works.
- It is easy for newcomers to learn how to get involved in the community.
- People can find out what is going on in the community.
- We have a \_\_\_\_ level of volunteerism and philanthropy in the community. The best and weakest areas are \_\_\_\_\_ .
- Citizens are actively involved in major projects.
- Citizens volunteer to serve on local boards and committees.
- Participation is proactive instead of reactive.
- Civic organizations and local businesses actively contribute to community functions.
- Citizens have the information they need to make good decisions.

- There is both adequate and balanced media coverage of local events and issues.
- Local committees and boards communicate well with each other and the public and with other boards and committees throughout the region.
- Local citizens are actively involved in civic and business organizations and clubs that involve interaction with residents of neighboring communities.
- Civic education efforts involve the entire community.
  - Schools, churches, youth and civic groups provide citizen education and promote community service.

#### Group Response: Strengths in Citizen Participation

- Solidarity - community that communicates.
- Strength in experienced volunteers.
- Dedicated volunteers.
- Pride in Kingston.
- Very active community (i.e. Kingston Days).
- Organized participation.
- Politically active community.
- Aware, informed of state political issues.
- Strong political influence.
- Take time to call their representatives.
- Most elected positions in town are full.
- Knowledgeable about the town.

#### Group Response: Concerns about Citizen Participation

- Don't know how to volunteer on committees. How do we find out about them?
- Lack of new ideas.
- Lack of "new blood."
- Appearance of cliques.
- Preconceived ideas of committees.
- Lack of knowledge about town projects.
- Need more volunteers - sense of "we" and "them."
- Lack of connection between groups.
- Lack of common visions/goals.
- Lack of knowledge of how systems work.
- No straight line for certain procedures to get answers for things that town has control over the unwritten rules.
- Lack of town standards; lack of communication of those standards.
- Lack of communication among different town departments.
- Town needs to start acting like a business.
- Lack of continuity among town positions (i.e. if current employee left job, how would new employee know what to expect, who to communicate with?).
- Lack of specific guidelines among town departments.
- Low voter turnout, all ages.
- Mistake not to have town meeting.
- Have to fight for financial support for "whatever."

- Participation is reactive, although would like to be proactive.
- SB2.
- When people see a money vote, they vote “no.”
- Voters not informed.
- Uninformed and become desperate, backsliding.
- Needs more communication to be informed.
- Elections have been based on popularity.

#### Informed Citizen Participation: Vision for the Future:

- Information night.
- Places to post (publicly) information - Town Hall, schools, libraries, website.
- Kingston cable - greater access.
- Develop a website.
- Curator for museum and organized system.
- Professional town leaders (i.e. for grant writing, for financial management, knowledge about municipal government) - a professional would be looking ahead/a vision.
- Establish criteria for town leadership.
- Financial controller.
- A common social community center for all ages.
- Coffeehouse serving as a community center, community information, activities, socialize.
- Bakery - business opportunity for social/civic interaction.
- Use of fairgrounds - make the most of town lands.
- New ways of communicating.
- More committees/more people to become the committees.
- Make volunteerism FUN, eliminate intimidation.

#### Key Issues for Now and the Future

1. The need to develop professional town leaders to run the town as a business and keep the vision of the town.
2. Communicating! (Volunteer opportunities, how to participate in town government, how to access municipal procedures, between down departments).
3. Find ways to make volunteering more appealing and accessible in order to get more volunteers.
4. Eliminate SB2 and resurrect the town meeting.
5. Develop a common vision and goals for Kingston.

### 3. Intergroup Relations: Celebrating Diversity Within the Community

(Facilitator: Natasha Leonard; Recorder: Rollie Barnaby; Participants: Gerald LeBlanc, Ellie Alessio, Bob McPhee, Malinda McPhee, Tony Whitcomb, Kathy Houghton, Jim Weiss, Marilyn Bartlett, Dave Grenon, Sally Cockerline.)

#### 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 provides 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.

#### Statements a community should consider:

- There is adequate communication 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..
- Groups like the above are involved in identifying community goals and in resolving community issues.
- All groups have skills to become involved in the community.
- Formal and informal forums exist for sharing ideas and resolving public issues.
- Collective decisions which represent broad input are reached and implemented.
- Groups cooperate in resolving broad disputes.
- Small, specific conflicts do not escalate into larger issues.
- The community deals with critical issues before they become crises.
- The self image of the community is a positive one.
- Social and cultural diversity are celebrated in the community.

#### Group Response: Strengths in Intergroup Relations

- Core of people involved in all or most of our organizations - creates good communication.
- Strong sense of community in Ridgewood and other subdivisions.
- "Kingston Days".
- Present community groups are good, but all need more people.
- Community groups support each other.
- Easy to get involved in groups.
- Strong community organizations that are very generous.
- When people are in need the town organizations help.
- The people that are involved are extremely dedicated.
- "Newcomers" can get involved easily. This is getting better in the last 10 years.
- Excellent town fire, emergency response, police and highway departments.

- Where else can you drive along the road and the police chief waves at you? Town employees are friendly.
- Town members look out for each other.
- Problems in town - can work out solutions when personalities are removed.
- Town clerk is very helpful above usual. Town clerk has information.
- People that leave come back.
- People "open minded" towards diversity.
- Good senior services.
- Town welfare officer.
- Lions Club.
- Police.
- Merry Seniors.
- Strong senior service network.
- Transportation.

#### Group Response: Concerns about Intergroup Relations

- Core of people involved in all or most of our organizations.
- Gap in communication between town departments (starts at top).
- Town government is unfriendly to new businesses; also to existing businesses.
- Shortage of people involved in town organizations/committees, etc. Same people involved.
- "Burn out" in the core group of people that do all the work.
- Need new blood in organizations.
- Too many people mind other people's business.
- No sense of community in some areas of town.
- Sense of "fiefdom" in many organizations or town committees.
- Move to regulate "silent businesses."
- Town Board meetings are not televised.
- Lack of information from school and town board/committees.
- No one comes to town/school board/committee meetings.
- No social or cultural diversity.
- No organization to promote diversity.
- Economic isolation towards some groups.
- Barriers between economic groups.
- Many people don't know about available services.

#### Intergroup Relations: Vision for the Future:

- Improve communication.
- Clearinghouse for all information from town organizations/boards (committee of committees).
- Improve communication between organization/boards, etc.
- "Welcome Wagon" something to educate newcomers.
- Town manager could help bring information together (hired).
- Televising town board/committee meetings.
- Bridge gap between schools and town.

- Improve meeting places.
- Need for new meeting places.
- Need new library/community center.

#### Key Issues for Now and the Future

6. To create a sense of community; develop/build a community center.
7. Outreach organization to recruit people for community involvement.
8. Communication pipeline between school and municipality.
9. Open lines of communication between all organizations and the general public.
10. Make citizens aware of all services available to them.

#### **4. Keeping Our Cultural Heritage Strong: Arts, Festivals and Celebrations**

(Facilitator: Dannielle Genovese; Recorder: Sheila Briggs; Participants: Stacey Mailloux, Carol McCarron, Norm Hurley, Nancy Ross, Barry Phillips, Judd Lukas, Scott Johnson, Russell Prescott, Craig Federhen.)

#### 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.

#### Statements a community should consider:

- The community celebrates itself in many different ways, including \_\_\_\_\_.
- There are special cultural centers, events and festivals within the community.
- These events are well known within and outside the community.
- The community preserves and enhances what is special and unique about its cultural heritage.
- Children are encouraged to participate in cultural events.
- Citizens are part of larger regional cultural events.

#### Group Response: Strengths in Cultural Areas

- Kingston Days.
- Library - children's programs.
- Encore Theater.
- Farmer's market.
- Santa Claus parade.
- Fourth of July.
- Indian festival.
- Lions' cow patty.
- Opening day baseball season parade.

- Easter egg hunt on Plains.
- Lighting of Christmas tree.
- Adult education.
- Annual blood drive.
- Yard sales.
- Ham and bean dinners.
- Christmas Fair.
- Ecumenical services.
- 10K and 5K road race.
- Drugs Are Dangerous (DAD) events.
- Halloween activities.

#### Group Response: Weaknesses in Cultural Areas:

- Lack of theater for children.
- Lack of senior activities.
- Lack of senior- child interactions.
- Under-use of Plains.
- Lack of awareness of school events.
- Lack of community involvement with cultural events.
- Citizens' involvement.
- More passes to outside art/cultural events/places.
- Public awareness increases use of passes to outside art/cultural events/places.
- Lack of bus trips.
- Too organized special events.
- Lack of social dances.
- Lack of Fourth of July events as in past.
- Route 125 is a barrier to getting to events in town.

#### Cultural Areas: Vision for the Future

- Cultural center.
- Meeting space.
- Equipment availability.
- Tie school/community cultural center.
- Resources.
- Grants/taxes.
- More utilization of Plains.
- More town social events.
- Transportation for those who need it.
- Youth programs.
- Skateboard park.
- Bandstand - new and larger.
- Band concerts.
- Reinvent Kingston's Fourth of July.
- Providing more activities for seniors and children together.
- Senior teaching youth arts of their day.

- Seniors sharing knowledge of Kingston's history.
- Arts and Activities Director.
- More space for Kingston Museum and increased hours.
- Increased effort to preserve, identify, and protect historical landmarks.

### Key Issues for Now and the Future

1. Arts/Cultural Director.
2. School/community interaction.
3. Revival of Kingston's social events, i.e. 4<sup>th</sup> of July dances, band concerts, etc.
4. Space/facility including bandstand.
5. Historic preservation.

## **5. Education and Social Services: Meeting our Citizens' Needs**

(Facilitator: George Schiller; Recorder: Phil Auger; Participants: Robert Johnston, Kathy Brosnan, Cathlen Daenz, Susan Prescott, Amy Alberts, Sandra Seaman, Judy Huber, Gail Phillips, Jared Greene.)

### 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.

### Statements a community should consider:

- Education and social services are provided equitably.
- The community provides services to its neediest citizens.
- The community, through its schools or other programs, offers counseling on parenting or family relationships.
- Local and/or regional programs or services are offered to meet citizen's needs: such as daycare/substance abuse/ recreational/youth counseling.
- Services are adequate and well utilized.
- School programs are adequate for the community's needs.
- School planning is forward thinking and open to regional solutions.
- Local government addresses qualitative concerns about service.
- Government considers and utilizes alternative methods of service delivery.

### Group Response: Strengths in Education and Social Services

- Delivering education services well.
- Food pantry.
- Offering parenting classes.
- Drugs Are Dangerous (DAD) Inc. is available.
- Donations are available through social services.
- Town contributes financially to a number of social programs - voted each year.
- The town is socially responsible.
- Swap shop for anyone.
- Schools require community service at all grade levels.
- There are numerous recreational opportunities for youth.
- Public officials are approachable.
- Police chief very good with youth.
- Ditto Fire Department.
- There's a friendliness in the whole police force.
- Library offers a lot and Recreation Department.

### Group Response: Concerns about Education and Social Services

- Services for elderly are in need of review - transportation and food/meals.
- Weak in meeting needs of many less fortunate people.
- Social services warrant articles sometimes get voted out.
- Electorate not well informed.
- The press does not meet the needs of the voters.
- Inadequate publicity/awareness of local government.
- Youth counseling is inadequate.
- Town is socially irresponsible - low income housing, creating alternative land use patterns, few condominiums.
- Town isn't using town-owned land enough - plus rails, etc.
- Selectmen won't take stands on controversial issues.
- School planning not forward thinking - no kindergarten.
- School Board doesn't communicate.
- No delivery of information.
- Techniques of communicating haven't changed with the town's changing needs and conditions.
- Folks try to participate but hit road blocks and get discouraged.
- Not enough people participate.

### Education and Social Services: Vision for the Future

- Better services for elderly.
- Build a community center serving entire community, not just youth.
- Don't build the community center on the Plains.
- Find better ways to communicate; improve communications.
- Published list of services available including state; quarterly, not just town report.
- Aggressive delivery of information - email, television, website.
- School planning and programs based on need not funding.

- Fix state funding problem.
- Center of communication.
- Grant research.

### Key Issues for Now and the Future

1. Improve services to youth and elderly.
2. Improve accessibility and delivery of information through all media.
3. Build and support a community center for the entire community.
4. Selectmen won't take stands on controversial issues.
5. School planning and programs should be based on need, not funding.

## **6. Community Infrastructure: The Basics that Serve Our Needs**

(Facilitator: Carol Brickett; Recorder: Judy Oljey; Participants: Pat Bondelevitch, Dorothy Wagner, Cynthia Burke, Carol Ann Johnston, Bill Seaman, Charlotte Greene, Kurt Baitz, Sandy Foy, Dennis Huber.)

### 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.

### Statements a community should consider:

- Schools and other public facilities exist in the community.
- Other services such as \_\_\_\_\_ are needed.
- Our public water sources are protected.
- Our community does a great job handling disposal of its wastes.
- The town has a plan for financing the maintenance, expansion and replacement of its public facilities. It is open to regional solutions for future infrastructural needs.
- There is adequate housing available for elderly or disabled individuals. For people of lower income.
- Public buildings such as schools and town hall adequate for our needs. They are accessible to people with disabilities and are energy efficient.
- Officials address qualitative concerns about facilities and systems and utilize alternative methods of service delivery.
- Our officials are professional and entrepreneurial in meeting public facility needs.
- Appropriate physical connections are being made, such as public transportation between housing and job sites.

### Group Response: Strengths in Infrastructure

- There is open land available for expansion while still protecting natural resources.
- We have extremely capable and qualified individuals in town as well as help from county/UNH Cooperative Extension programs.
- We have strong town police, fire, and highway departments.
- Small community schools.
- Volunteerism.
- Youth activities/recreation.
- Curbside recycling.
- Small businesses - familiarity and local people.
- Public officials/Boards who care about the town.
- Feeling of safety.
- Plains/bandstand kept up and focal point for town activities.

### Group Response: Concerns about Infrastructure

- All public buildings and schools need updating to meet ADA (Americans with Disabilities Act) standards.
- High school needs space - really need new school.
- Library - new/more space, ADA requirements.
- Need affordable housing - less than \$100,000 and need for elderly housing.
- No plan for landfill - where will waste go to and at what cost?
- Need better/more complete and more participation.
- Need for traffic light at Depot and Main Streets by library, and New Boston Road and Route 125.
- Do away with Senate Bill 2.
- Televised meetings of all town boards so the public can make informed decisions.
- Schools and community cooperative planning.
- Schools able to be used for recreational purposes.
- Do more for teenagers.
- Need for strong facility plan, k-12 school system.
- Lakeshore/other septic plan to protect our water - both recreational and consumable.
- Sidewalks/bike paths/walking trails.
- Technology and cable for Internet providers - clarify cable issues.
- Air conditioned multi-use auditorium - community center.
- Building plan coordinated to encompass needs of everyone.
- There should be no favoritism in town politics - treat everyone equally.
- Accessible public transportation to fill the needs of youth and elderly residents.
- Better communication between town Boards and Historic District Commission and homeowners.

### Key Issues for Now and the Future

1. Coordinated facilities planning
  1. Master Plan for growth
    - schools k-12

- library
- town offices/buildings
- 2. Funding for above
- 2. Environmental issues
  - 1. Landfill
    - closure
    - waste disposal alternative
  - 2. Water quality issues
- 3. Safety
  - 1. Traffic lights
  - 2. Sidewalks
  - 3. Community/center of town street lighting
  - 4. Public transportation
- 4. Utilize available technology
  - 1. Televised meetings of all boards
  - 2. Cable for Internet accessibility
- 5. Community issues
  - 1. Political equity for all
  - 2. Better communication between boards/officials/citizens
  - 3. Community center with better recreational facilities for all ages
  - 4. Do away with SB2.

## **7. Natural Resources Base: Water, Energy and Materials**

(Facilitator: Martha Burnham; Recorder: Mary Mercurio; Participants: Susan Fogarty, Joanne Lambert, Megan Thurnquist, Bruce Anderson, Kevin Burke, Betsy Bixby.)

### Statement of Purpose

Natural resources are materials from nature that maintain and enhance a community. This includes food, fuel, and materials used in everyday life. A sustainable community attempts to balance the rate at which renewable resources are consumed with the rate at which they are renewed. Dependence upon nonrenewable resources is minimized as much as is feasible. A sustainable community also attempts to reduce the amount of waste and emissions produced by increasing energy efficiency, and tries to minimize the effect of wastes that are created

### Statements a community should consider:

- The community has recently inventoried its natural resource base.
- Some of these resource feature are unique or some way important regionally or statewide.
- Natural resources and open space play an important economic role in the community.
- Critical resources are being negatively impacted by competing land uses.

- Huge steps have been taken to provide regulatory controls to assure the continued availability of these resources.
- A few steps have been taken to provide long term land protection to assure functioning natural resource systems.
- The community has addressed regional natural resource features and issues with surrounding communities.
- A large percentage of waste generated is recyclable and recycled.

#### Group Response: Strengths in the Natural Resource Base

- Natural aquifer.
- Abundance of water resources - lakes, rivers, ponds.
- Ecological diversity - 50% wetlands, watershed - protects from overbuilding.
- A lot of wildlife.
- Forested land.

#### Group Response: Concerns about the Natural Resource Base

- High iron in water.
- Not self-sustaining.
- Polluted lake.
- Beavers.
- Oxidation in lakes.
- Lack of knowledge about living on water.
- Boat traffic.
- Heavy salt on roads.
- Increase waste stream.
- The need to drive everywhere for everything.

#### Key Issues for Now and the Future

1. Improve and protect water resources.
2. Responsible development.
3. Maintain significant percentage of town land as green space.
4. Recycling.
5. Salting roads?

## 8. Working Landscape: Village, Farm and Forest

(Facilitator: Mary Logan; Recorder: Claudia Boozer-Blasco; Participants: Ernie Landray, Dick Gerrish, Asta Day, Gerry Lambert, Francine Heitz, Mike Johnson.)

### 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.

### Statements a community should consider:

- Our town's special water and land sites are \_\_\_\_\_
- There is broad community interest and participation in maintaining these natural assets.
- Our natural systems within the community are healthy.
- The local economy and population are putting stresses on those natural systems.
- There are ways to increase the resilience of the local natural systems to allow them to respond to adverse or changing conditions, such as \_\_\_\_\_.
- Current systems, such as waste management, are handled in a way that preserves the integrity of natural systems in the community without damaging the integrity of natural systems elsewhere.
- Existing businesses are environmentally sound.
- Public water sources are protected.

### Group Response: Strengths in Working Landscapes

- Plains provides focus for the town.
- Many activities occur on the Plains, yet a need for more.
- Plains is important for community activities.
- Currently much of landscape is in good shape.
- An opportunity exists to be pro-active about our landscape - to preserve what we have.
- Have an active Conservation Commission.
- Small town atmosphere.
- Good variety of assets - lakes, open space, walking trails, etc.
- The character hasn't changed with growth.
- Route 125 by-passes the town - allows for residential character.
- Don't need stores/malls because we are an oasis - close to the big shores/support services.
- Aquifer is a source of water for many communities.
- Development is discouraged around ponds/lakes.
- Village atmosphere - few sidewalks, street lights.
- Lakes and ponds provide recreational activities.
- Carriage Town Plaza supports small town businesses.

### Group Response: Concerns about Working Landscapes

- Conservation Commission needs more support in volunteers and professionals.
- Development is discouraged around ponds/lakes.
- We don't have a comprehensive plan for preserving.
- We are the regional dump/landfill - will this affect the aquifer?
- We don't have a comprehensive plan for developing.
- We don't have plans for affordable housing as a fair share of the county - young families or retired have to move.
- Entering town from south on Route 125 is out of character with rest of town.
- Need balance to protect natural assets and preserve individual landowner rights.
- Aquifer restricts our building, development, and community activities.
- As population/traffic increases, there are safety concerns, e.g. no sidewalks, street lights.
- Big farms have been parceled out for development - loss of open spaces.
- May not be a sufficient level of community interest in preserving natural spaces - people may not be interested until it is gone.
- A sense of apathy - "I'm going to be gone in seven years."
- People may take the natural landscape for granted.
- We are at the saturation point with available land for growth without affecting the character/small town feel.
- We don't have broad public awareness of scope and condition of natural assets.
- Don't know risk factors/unintentional consequences of additional development.

### Working Landscapes: Vision for the Future

- Maintain Kingston Historical District.
- More revenue from business/commercial income to offset taxes.
- Designated areas for business development.
- Town consciously sets aside large sums of money to preserve natural resources.
- Coordination with Master Plan and conservation of natural resources.
- Seamless natural resource environment - e.g. walking path all through town.
- "Sturbridge Village of Southern New Hampshire" in the 21<sup>st</sup> century.

### Key Issues for Now and the Future

1. Comprehensive analysis of aquifer and its relationship to the community.
2. Preserving rural character including historic district and Plains (continue and expand activities).
3. Need for developing master plan to preserve water resources, open space, trails, village character, and development of Route 125 as relates to town character.
4. Need to understand risk factors and unintended consequences of development on natural resources.
5. Need to increase public awareness and interweave the knowledge and use of natural assets into the community.

## 9. Economic Vitality: Stability through Diversity

(Facilitator: Tanna Lewis; Recorder: Mike Chambers; Participants: Bob Morse, Mark Heitz, Ellen Faulconer, Rick Russman, Bridget Barry, Bart Noyes, Brad Maxwell.)

### 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.

### Statements a community should consider:

- Many types of businesses, industries, and institutions make up the economic base of the community and the region, such as \_\_\_\_\_.
- We have a diverse economic base. No one sector or one employer dominates; there is a wide variety of sectors and employers.
- Existing businesses are environmentally sound.
- There are locally available education opportunities to provide residents with skills that match the needs of local businesses.
- There are business services lacking in the community, such as \_\_\_\_\_.
- There are many types of jobs available to residents in terms of security, wage levels, skill levels, and benefits, examples \_\_\_\_\_.
- Wages allow the majority of the population to enjoy a reasonable life style.

### Group Response: Strengths in Economic Vitality

- Central location - I-95, Route 101, Route 125.
- Income opportunities by location.
- Bedroom community.
- Smaller businesses.
- In-home businesses.
- Smaller stores.
- Available land - on Route 125, 3 parcels, retail with low impact on resources.
- Light industrial on Route 125.
- Potential for zoning on light industrial.
- Natural resource industries.
- Recreational businesses.
- Tourism - campgrounds, lakes, trails.
- Inviting atmosphere - existing amenities.
- Lack of sales tax.
- Traffic.
- Local bank.

### Group Response: Concerns about Economic Vitality

- Location - major routes.
- Town water, sewer.
- Residential and commercial are mixed.
- Lack of commercial zoning.
- Lack of adequate commercial zoning.
- High water table - aquifer.
- Environmental restrictions.
- Barrel factory - landfill.
- Climate - winters - costly labor.
- Lack of code enforcement officer.
- Education is disconnected from town's economic base.
- Limited access to major routes.
- Lack of Economic Development Committee.
- Restrictive ordinances - signage, lot sizes, aquifer.
- No retail outlets - food, hardware - no support.
- Lack of personnel and volunteers.

### Economic Vitality: Vision for the Future

- Zoning.
- Town manager/administrator.
- Light manufacturing.
- Looking closer at recreation and tourism.
- Expanded tax base you can't see.
- Stay the same.
- Industrial park.
- Rules for cottage (home) businesses and industry.
- Will stay varied.

### Key Issues for Now and the Future

1. Re-zoning (for the tax base you can't see).
2. Town Administrator - code compliance person.
3. Establish a "Chamber of Commerce-type business group."
4. Manage Route 125 and Route 111 access.
5. Managing growth and services.

## **10 Local Business, Local Wealth: Re-Circulating Money Within the Community**

(Facilitator: Peter Sullivan; Recorder: Nada Haddad; Participants: David Ramsey, Diane Eadie, Kevin Schea, Lynne Merrill, Toot Wentzell, Doris Noyes, Gloria Parsons, Don Pope, Scott Ouellette.)

### 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.

### Statements a community should consider:

- A large percentage of the community's businesses, industries and organizations are locally owned.
- A large percentage of the community's businesses, industries and organizations have linkages to the local environment, social structure or economy.
- To a large extent, local businesses purchase products from each other.
- There are additional business services needed that could be locally provided and locally owned.
- There is an adequate supply of locally owned, locally controlled credit available for local businesses.
- Employees have a voice in the decisions of their employer.
- There is a reasonable distribution of wealth across the population with a small gap between the haves and the have-nots. This distribution has changed over time.

### Group Response: Strengths in Local Business

- Biggest strength is location: Route 125.
- Recreation ability - brings people in town seasonally if not year round - e.g. ice cream.
- Looking at commercial properties need business to offset the growth but need good planning.
- We have a good infrastructure: roads, police and fire departments.
- People are part of the infrastructure as potential employees.
- Community pride translates into good employees.
- Have a good aquifer; businesses have good water quality.
- Attractive quality of life.
- There is a mixture of businesses.
- Good school system but it can grow better.
- Good parking area around businesses, therefore no parking tickets.
- Farms and timberland provide watershed area. They bring income in town.
- People are still here if there is a reason to stay, e.g. job opportunities.
- Low crime.
- Aesthetic beauty to attract businesses (close to Boston, airport, skiing, etc.).

### Group Response: Concerns about Local Business

- Need a grocery store.
- Need discount store.

- Need second bank - no competition right now.
- Need clean industry with employees to recirculate money in the community to support schools, taxes.
- Town people don't want to give up.
- Farm and open space are fading away.
- Kids leaving because we are in the boonies.
- Adequate zoning is lacking to attract new businesses.
- Too much red tape - it is hard for businesses to stay.
- There are too many obstructions.
- Don't have high speed Internet access, e.g. Media One, which is a big problem in attracting big businesses.
- Business wants to be together → no industrial park (zoned industrial).
- Lack of consistency of functioning/operating in town government.
- The competition is from out of state.
- Same families have controlled what gets developed or not.
- Changing something on the Planning Board is very hard.
- There is not much direction given on the Planning Board and some Board members may have strong personalities.

#### Local Business: Vision for the Future

- Should have a good planner - an employee well trained and whom people can trust.
- Will have to give up something from the rural character if we are going to attract new businesses.
- Good planner - to make good plan and retain rural character.
- We should have good compromise - develop area yet keeping rural character.
- Have a plan in place so town people have more control.
- Joint effort with different municipalities.
- Be more proactive in land development.
- Get a professional planner.

#### Key Issues for Now and the Future

1. Proactive zoning.
2. Keep the character of the town.
3. Create a paid planning position to facilitate businesses through the process (be an advocate).
4. Develop a Chamber of Commerce.
5. Modern technology/communication.

# Saturday Morning

Everyone reassembled bright and early Saturday morning in the D.J. Bakie Elementary School where we were greeted by hot coffee. 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 10 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 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, seven key issues emerged as important to study for the future of Kingston:

## Key Issues

1. Proactive community planning
2. Community communication
3. Sense of community
4. Community leadership
5. Preserving rural character
6. Protecting natural resources
7. Economic development

## Project Identification and Evaluation

After a short mid-morning break, participants each chose which of the seven 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.

<b>IMPACT:</b> How much will it matter?	High			
	Moderate			
	Low			
		Low	Moderate	High

**FEASIBILITY: How possible is it in our community?**

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

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

of the groups proposed a combination of proposals. Verbatim notes from each of the groups are presented below.

### 1. Proactive Community Planning

(Facilitator: Bill Timmons; Recorder: Debbie Thompson; Participants: Dave Grenon, Gerald LeBlanc, Norm Hurley, Cheryl Hurley, Tony Whitcomb, Bob Morse, Kevin Schea, Charles Bradley, Bob McPhee, Kevin Burke, Sandra Foy, Ruth Magnusson, Ellie Alessio, Megan Thurnquist, Tanna Lewis, Mike Johnson, Marilyn Bartlett, Ben Bixby.)

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

- Part of/develop a solution that maintains today's character for years to come.
- Reach consensus between environmental and development interests.
- Identify area for business that maintains rural character.
- Define development.
- Identify business that fit into the plan - cement plant? used cars?
- Identify issues that impact tax base/revenue generation versus depletion.
- Take inventory of what makes versus unique.
- No economic feasibility study.
- Constraints of all natural resources.

#### Possible Solutions

- Better understand aquifer and its constraints.
- Identify what development opportunities are available within the aquifer.
- Assign groups to inventory all resources - aquifer, surface water, roads, ponds, wetlands, open space.
- Spending money? Where? Are there plans to guide?
- Provide a report of funds.
- Grow the tax base (real).
- Identify growth opportunities outside the aquifer.
- Hire professional planner.
- Establish long range plan for the town, 5-10-20 years.
- Services planning for future growth.
- Develop job criteria for professional planner.
- Define the risk/cost benefit analysis.
- Watch external influences, e.g. Newton, Danville.
- Develop impact fee.
- Implement premature development plan.

#### Project Evaluations

##### High Impact/High Feasibility

- Identify growth opportunities outside the aquifer.
- Get a handle on the aquifer and its constraints.
- Develop job criteria for professional planner.

##### High Impact/Moderate Feasibility

- Identify what development opportunities are available within the aquifer.
- Grow the real tax base.

➤ Establish long range plan for Kingston, 5-10-20 years.

➤ Hire a professional planner.

#### High Impact/Moderate-Low Feasibility

➤ Define the risk/cost benefit analysis.

#### High Impact/Low Feasibility

➤ Assign groups to inventory all resources - aquifer, surface water, roads, ponds, wetlands, open space.

#### Moderate Impact/High Feasibility

➤ Look at where we spend our money. Are there plans to guide?

➤ Provide report of funds - where we get it, where we spend it.

#### Moderate Impact/Moderate Feasibility

➤ Develop impact fee.

#### Moderate Impact/Low Feasibility

➤ Services planning for future growth.

➤ Watch external influences, e.g. Newton, Danville.

#### Low Impact/Low Feasibility

➤ Implement premature development plan.

## **2. Community Communication**

(Facilitator: Michael Chambers; Recorder: Natalie Timmons; Participants: Bob Johnston, Stacey Mailloux, Charlotte Greene, Dick Gerrish, Dorothy Wagner, Bart Noyes, Jim Weiss, Karyn Maxwell, Kathleen Sweeney, Peggy Goetz, Mary Magnusson, Nancy Ross.)

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

- School - parents, town management, seniors, general public, media.
- Town - inter-department, social organization, community members, business leaders, media.
- Social/civic organizations - town, schools, general public, youth, seniors, media.
- Vehicles for communicating
  - Internet
  - newspapers
  - community newsletter
  - cable television bulletin board
  - school fliers
  - community bulletin board
  - television station
  - radio stations
  - small groups
  - public forums on periodic basis
  - cable coverage of events

- telephone
- telephone bulletin board
- Welcome Wagon
- special event

### Possible Solutions

- Communications coordinator: facilitate inter-department communication, to media, to citizens, grassroots (fliers, etc.), foster interest in high speed Internet access.
- Quarterly community newsletter: list civic groups, department information, personal/people information and highlights.
- Negotiate a senior page in Carriage Towne News.
- Visual representation (map/web) of groups and contacts: organizational chart, flow chart.
- Welcome Wagon "approach."
- Make Bakie/school flier more broadly available.
- Make minutes/agendas more broadly available.
- Place to hold meeting - possibly community center, for all public meetings.
- Stop diversion of funds of cable, television tax - save it for cable only purposes, escrow it.
- Develop website and email newsletters.
- Action planning and implementation.
- Research preferred communication channels. How do people like to get their information? -
- Target schools
  - public forums
  - advisory board
  - information night
  - encourage cross department participation and communication
  - when you attend a function, identify yourself and who/what you represent.
- Town (target group)
  - communicate who is who in town
  - publicity announcement with photos
  - name tags
  - town manager - hire one to apply for grants and add consistency - could be communication coordinator until we hire one.
  - Welcome Wagon concept.
  - give school/town brochures to Realtors (could sponsor booklet) to give to new residents.
  - church bulletins.
  - procedures - written processes.
- Target social/civic
  - Welcome Wagon
  - describe mission and who they want for members
  - what's in place already

- press releases
- determine what is being done
- quarterly newsletter
- dialogue nights - youth/school/government/elderly
- what are risk factors and needs?

## Project Evaluations

### High Impact/High Feasibility

- Town Manager
- Welcome Wagon
- Quarterly community newsletter - list civic groups, department information
- Negotiate a senior page in Carriage Towne News
- Publicity and photos of town officials
- Name tags and/or business cards
- Stop diversion of funds of cable television
- Make a list of all organizations and contacts

### High Impact/Moderate Feasibility

- Central place to hold all meetings - community center
- Communication Coordinator:
  - facilitate inter-department communication
  - to media
  - to citizens
  - grassroots - fliers, etc.
  - foster interest in high speed Internet access.

### High Impact/Low Feasibility

- Telephone bulletin board

### Moderate Impact/High Feasibility

- Procedures and written processes
- Community bulletin board
- Make school fliers more available
- Make minutes/agendas more available
- Develop website and email newsletter

### Moderate Impact/High-Moderate Feasibility

- Church bulletin

### Moderate Impact/Moderate Feasibility

- Cable television
- Cable coverage of all meetings

### Low Impact/High Feasibility

- Small group/public forums

### 3. Sense of Community

(Facilitator: Natasha Leonard; Recorder: Mary Logan; Participants: Bridget Barry, Gail Phillips, Francine Heitz, Linda Sanborn, Doris Noyes, Muriel Ingalls, Judy Huber, Joanne Lambert, Joe Thompson, Kay Reardon, Kathy Houghton, Kathleen Sweeny, Peggy Goetz.)

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

- Sense of belonging - various groups need a voice.
- Community Center
- Lack of central gathering point for all people.
- Lack of sense of community due to geographic delineations.
- Lack of time for participating in community.
- Lack of knowledge regarding volunteerism.
- Lack of central informational center.

#### Define Problem

- The need for improved sense of community, i.e. more comprehensive bringing together more groups (children, elderly, teens) - expand volunteer base.

#### Possible Solutions

- Build Community Center.
- Host activities in other geographic areas (other than Plains), e.g. block parties.
- Cook out on the Plains.
- Ice skating on the Plains.
- Develop E.T. Landing.
- Community garden (Garden Club).
- Community newsletters.
- Community directory.
- Directory of volunteer organizations - community resource list.
- Welcome Wagon.
- Community daycare/senior center.
- Town transportation.
- Coordination of existing community/school services.
- Increase publicity of community events.
- Hire Community Services Director/Recreation Director.
- Seek examples from other towns (community activities). Inter-town cooperation for resources.
- Utilize cable more.
- More trips and information for existing trips (outside of school hours).
- Adult athletic leagues.
- Questionnaire sent to churches and other organizations to gather information on activities and needs.
- Communication about adult education in schools.
- Creation of outdoor clubs - biking, hiking, etc.
- Creation of sidewalks, biking trails.

- Eliminate roads and expand Plains area.
- Increase/expand use of the Plains and be responsible for cleaning up after.
- Volunteer mentoring program - personal outreach.
- Community directory of everyone - Internet and paper.

## Project Evaluations

### High Impact/High Feasibility

- Develop E.T. Landing.
- Cook out on the Plains.
- Ice skating on the Plains.
- Host activities in other geographic areas (other than Plains), e.g. block parties.
- Build Community Center.
- Community newsletters.
- Community directory.
- Community daycare/senior center.
- Increase publicity of community events.
- Utilize cable more.
- Questionnaire sent to churches and other organizations to gather information on activities and needs.
- Communication about adult education in schools.
- Creation of outdoor clubs - biking, hiking, etc.
- Increase/expand use of the Plains and be responsible for cleaning up after.
- Volunteer mentoring program - personal outreach.

### High Impact/High-Moderate Feasibility

- Community garden.

### High Impact/Moderate Feasibility

- Coordination of existing community/school services.
- Creation of biking trails and wooden foot paths.

### High Impact/Low Feasibility

- Town transportation.
- Hire Community Services Director/Recreation Director.

### Moderate Impact/High Feasibility

- Seek examples from other towns (community activities). Inter-town cooperation for resources.
- Garden Club - Beautification Committee.

### Moderate Impact/Moderate Feasibility

- More trips and information for existing trips (outside of school hours).
- Adult athletic leagues.

### Moderate Impact/Moderate-Low Feasibility

- Create a Welcome Wagon.

### Moderate Impact/Low Feasibility

- Creation of sidewalks.
- Eliminate roads and expand Plains area.
- Community directory of everyone - Internet and paper.

## 4. Community Leadership

(Facilitator: Dannielle Genovese; Recorder: Sheila Briggs; Participants: Carol McCarron, Mark Heitz, David Welch, Ken Briggs, Asta Day, Ellen Faulconer, Sally Cockerline.)

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

- Not enough time or communication for personnel to deal efficiently with all problems currently facing Kingston and its residents.
- Town growth = leading to more difficult problems therefore need professional expertise.
- Asking too much of part-time volunteer boards.
- Non-active complainers.
- Training of volunteers.
- Limit size of boards.
- People's limited time.
- More state and federal regulations.
- Thoughts of new people sometimes not welcomed by present board members.
- Need to revamp town ordinances up to date.
- Lack of information of person's knowledge of procedures/regulations.
- Apathy and anger of individual's power to make a difference.
- Alienation.
- Time of town officials is limited.
- Sense of fairness.

### Possible Solutions

- Hire town administrator - full time, assist Board of Selectmen, to day-to-day business, apply for grants, report to Board of Selectmen, interact with all boards, town's "ambassador." Goal - Selectmen have more time to deal with residents and develop policies.
- Encourage training of boards.
- Personal seeking out of new people → may be two-edged sword.
- Limit terms of board members → may lead to no members.
- Rotate volunteers on boards.
- Communication via: television, mini town forum, awareness that any resident may speak under "new business" at Selectmen meetings.
- Involvement of inspectors on regular basis to answer residents' questions.
- Youth trained in meeting protocol - "Roberts Rules of Order."

- State representatives be available on regular basis (Selectmen's forum).
- Volunteers to commit some time to town.

### Project Evaluations

#### High Impact/Moderate Feasibility

- Hire town administrator - full time, assist Board of Selectmen, to day-to-day business, apply for grants, report to Board of Selectmen, interact with all boards, town's "ambassador." Goal - Selectmen have more time to deal with residents and develop policies.
- Encourage training of boards.

#### High Impact/Low Feasibility

- Volunteers to commit some time to town.

#### Moderate Impact/High Feasibility

- Involvement of inspectors on regular basis to answer residents' questions.
- Forums with inspectors for town questions.

#### Moderate Impact/Moderate Feasibility

- Personal seeking out of new people → may be two-edged sword.
- Youth trained in meeting protocol - "Roberts Rules of Order."

#### Low Impact/Low Feasibility

- Limit terms of board members → may lead to no members.
- Rotate volunteers on boards.

## 5. Preserving Rural Character

(Facilitator: George Schiller; Recorder: Phil Auger; Participants: Ernie Landry, Cynthia Burke, Bonnie Jeanne Cockerline, Judd Lukas, Toot Wentzell, Steve Briggs, Anthony Gotti, Betsy Bixby, Bruce Anderson, Craig Federhen, David Ramsey, Dave Ingalls, Sheila Whittier, Madelyn Ouellette, Scott Ouellette, Elaine Van Dyke.)

### Possible Solutions

- Visual orientation for new residents.
- Stop cutting up farms for houses.
- List of what we believe we are preserving.
- Have a preservation plan.
- Growth planning.
- Managing our growth.
- Protecting our natural resources, specifically lakes and town forests.
- More opportunities to socialize (dances, concerts, etc.) <not all on Plains>.
- Evaluate the role of the Historic Commission.
- Consistently and effectively apply policies needed to retain community character.
- Reduce noise pollution on lakes, roads, and trails; improved enforcement.
- Minimize light pollution.

- Sidewalks, bike paths, trails.
- Conservation easements on town land.
- Controls on industrial/commercial locations - make them unobtrusive.
- Finding ways to increase our natural resources.
- Community center which is truly a community center.
- New resident information in specific districts/sensitive areas.
- Make north section of Plains an outdoor community center.
- Welcome Wagon.
- Policing/monitoring/protecting of natural resources; controlled use of lake boats and motor vehicles.
- Create a heritage commission (a sort of historic district covering the whole town).
- Provide incentives/compensation to protect undeveloped open space.
- Find better ways of controlling speed on roads.
- Eliminate permanent flea markets and car sales in residential areas (visual pollution).
- Rewards/incentives for people who maintain the rural character.
- Pursue scenic roads designation.
- Move old bandstand to south end of Plains and build new one on north end.
- When businesses change hands require adherence to standards.

## Project Evaluations

### High Impact/High Feasibility

- List of what we believe we are preserving.
- Have a preservation plan.
- Controls on industrial/commercial locations - make them unobtrusive.
- Conservation easements on town land.
- Community center which is truly a community center.
- Create a heritage commission (a sort of historic district covering the whole town).
- Provide incentives/compensation to protect undeveloped open space.
- Pursue scenic roads designation.

### High Impact/Moderate Feasibility

- Stop cutting up farms and large tracts for houses.
- Growth planning.
- Managing our growth
- Protecting our natural resources, specifically lakes and town forests.
- More opportunities to socialize (dances, concerts, etc.) <not all on Plains>.
- Welcome Wagon.

### High Impact/Low Feasibility

- Visual orientation for new residents.
- Evaluate the role of the Historic Commission.
- Consistently and effectively apply policies needed to retain community character.
- Reduce noise pollution on lakes, roads, and trails; improved enforcement.
- Sidewalks, bike paths, trails.
- New resident information in specific districts/sensitive areas.
- Find better ways of controlling speed on roads.
- Eliminate permanent flea markets and care sales in residential areas (visual pollution).
- Rewards/incentives for people who maintain the rural character.
- When businesses change hands require adherence to standards.

### Moderate Impact/Low Feasibility

- Minimize light pollution.
- Finding ways to increase our natural resources.
- Make north section of Plains an outdoor community center.
- Policing/monitoring/protecting of natural resources; controlled use of lake boats and motor vehicles.

### Low Impact/Low Feasibility

- Move old bandstand to south end of Plains and build new one on north end.

## 6. Protecting Natural Resources

(Facilitator: Carol Brickett; Recorder: Judy Oljey; Participants: Diane Eadie, Brian Goetz, Jared Greene, Susan Fogarty, Stephanie Giannetti, Gail Ramsey, Jim Mercurio, Al Magnusson, Gerry Lambert, Dennis Huber.)

### Possible Solutions

- Landfill/solid waste:
  - transfer station?
  - contract outside?
  - eliminate outside source dumping to prolong use by town.
  - recycling "pay as you throw" \$/bag to increase recycling.
  - large item pick up - specified.
  - recycling center.
- Recycling:
  - involve schools/public buildings.
  - support Bakie paper drive.
  - educate the public.
  - get extra buckets.
  - sidewalk cardboard and more plastic pickup.
  - town compost pile.

- self-supporting recycling center complete with chipper; sell back/ give back to town.
- develop a plan/committee to visit other sites, find out about possibilities and funding.
- integrated transfer station (collaborative).
- incinerator?
- Aquifer - defined by United States Geological Survey study. Two shapes/ definitions of aquifer; recent study = more and larger areas than known before. Main body from Greenwood Lake to Kingston Lake to Powwow River/Pond to Country Pond. Also, approximately 2/3 of town in current definition of "aquifer/watershed."
  - have map and description available in layman's terms - fact sheets.
  - increase community awareness of and importance of aquifer.
  - make information about aquifer accessible.
  - Kingston bottling facility?
- Three watersheds - Exeter River = top 1/4; Powwow River = middle half; Little River = bottom 1/4; 2-edged sword - public says it wants to know but then boards see little involvement by citizens.
- Newsletters with town information (monthly).
- Inserts in Carriage Towne News.
- Website for Town of Kingston with page for each town department/board.
- Protection of green space and surface water:
  - information on superfund status.
  - educate public and service providers (Chemlawn) about chemicals/water/ location.
  - public awareness of lawn treatment and fertilization.
  - eliminate fertilization of town Plains.
  - town sewerage system.
  - accessible information on shoreline protection.
  - revitalized or created pond associations to regulate usage.
  - community-wide mailings regarding environmental issues.
  - involved "health inspector" - natural resource person - professional help?
  - septic inspection and awareness.
- Salting roads:
  - new additive requires less use.
  - pavement composition, new paving materials (tires).
  - look at alternatives to salting - sand/ash (accumulation), recycle sand.
  - State involvement - Dept. of Transportation study of road maintenance/salt.
  - Class 5 road regulations.
  - do we have "no-salt" zones? Look at other communities.
  - limitation of pavement.

## Project Evaluations

### High Impact/High Feasibility

- Transfer station.
- Contract outside for waste removal.
- “Pay as you throw” program to increase recycling.
- Large item pick up - specified.
- Recycling education - involve schools/public buildings, schools and town/public education.
- Get extra recycling buckets.
- Sidewalk cardboard and more plastic pickup.
- Have map and description of aquifer available in layman’s terms - fact sheets.
- Make information about aquifer accessible.
- Increase community awareness of and importance of aquifer.
- Newsletters with town information (monthly).
- Inserts in Carriage Towne News.
- Website for Town of Kingston with page for each town department/board.
- Information on superfund status.
- Educate public and service providers (Chemlawn) about chemicals/water/location.
- Public awareness of lawn treatment and fertilization.
- Eliminate fertilization of town Plains.
- Town sewerage system.
- Accessible information on shoreline protection.
- Revitalized or created pond associations to regulate usage.
- Community-wide mailings regarding environmental issues.
- Involved “health inspector” - natural resource person - professional help?
- Septic inspection and awareness.
- Pavement composition, new paving materials (tires).
- Look at alternatives to salting - sand/ash (accumulation), recycle sand.

### High Impact/Moderate Feasibility

- Eliminate outside source dumping at landfill to prolong use by town.
- Develop a plan/committee to visit other sites, find out about possibilities and funding.
- Protection of green space.

### High Impact/Low Feasibility

- Self-supporting recycling center complete with chipper sell back/give back to town.
- Incinerator?

### Moderate Impact/High Feasibility

- Recycling center - physical setup with divided bins.
- New additive for salting roads requires less use.
- State involvement - Dept. of Transportation study of road maintenance/salt.
- Class 5 road regulations.

- Do we have “no-salt” zones? Look at other communities.
- Limitation of pavement.

#### Moderate Impact/Moderate Feasibility

- Town compost pile

#### Moderate Impact/Low Feasibility

- Integrated transfer station (collaborative).

#### Low Impact/High Feasibility

- Support Bakie paper drive.

#### Low Impact/Moderate Feasibility

- Kingston bottling company - market water. Question about the current quality of water in aquifer.

### 7. Economic Development

(Facilitator: Pete Sullivan; Recorder: Glenn Coppelman; Participants: Lynne Merrill, Rick Russman, Amy Alberts, Mike Higgins, Brad Maxwell, Russell Prescott, Martha Burnham.)

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

- Tax base.
- Lack of plan to attract business.
- Zoning - lack of for business.
- Need inventory of suitable areas for business.
- Need economic development position/town administrator.
- Need promotional materials.

#### Possible Solutions

- Industrial park.
- Limited retail.
- Land set aside.
- Appropriate zoning including frontage road utilization.
- Business Development Committee.
- Practice controlled growth.
- Coordinate large landowners.
- Identify appropriate business types.
- Town Administrator/Economic Development Director.
- Socially and environmentally responsible businesses.
- Pride of ownership.
- ACT NOW!
- Coordinate with adjoining towns.
- Public relations - building community awareness.

#### Project Evaluations

##### High Impact/High Feasibility

- Establish Business Development Committee.
- Hire/query town administrator.
- Public relations - build community awareness.

High Impact/Moderate Feasibility

- Court environmentally sound/high employment businesses.
- New zoning plan.
- Work on establishing an industrial park.

High Impact/Low Feasibility

- Setting land aside.

Moderate Impact/Low Feasibility

- Coordinate large landowners.

Low Impact/Low Feasibility

- Coordinate with adjoining towns (Brentwood).

## **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. Judith Bush led a short discussion about whether some projects overlapped and could be combined with other closely related ones. In the list of projects below, the ones which were combined or dropped from consideration are enclosed in brackets. [.....]

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.

1. Proactive Community Planning
  1. Grow the real tax base while defining the risk/benefits of all development while implementing a long range plan, 5-10-20 years. 45 votes.
  2. [Hire a professional town planner with specific job criteria. Vote 4-1]
  3. Better understand the aquifer and its constraints and identify growth opportunities inside and outside the aquifer. 35 votes.
2. Communication
  1. [Town manager - responsible for serving as communication coordinator, handling and organization community outreach activities. Vote 4-1]

2. Community Center. 62 votes.
3. [Identifying and communicating existing resources. Vote 3-2]
3. Sense of Community
  1. [Build Community Center - hire director, provision of transportation. Vote 2-2]
  2. Organize and communicate town activities - strengthen awareness of all media including newsletter, cable, website, town directory, questionnaire, Welcome Wagon, town calendar. 34 votes.
  3. Better utilization of existing resources....trails, sidewalks, community gardens, E.T. Landing, town forests, existing, town facilities, athletic leagues. 21 votes.
4. Community Leadership
  1. Hire a town administrator. 56 votes.
  2. Training of town boards/volunteers. 9 votes.
  3. Regular forums with town/state leaders. 2 votes.
5. Preserving Rural Character
  1. Increase protected open space (water, farms, large tracts, forested, etc.) through conservation easements, town and private, land donations, town established incentives. 58 votes.
  2. [Growth planning and management - control industrial/commercial locations and appearance, consistently and effectively apply policies (current and future), community center for all. Vote 1-1]
  3. Develop a preservation plan - inventory, define characteristic of Kingston's rural character, possible historic/heritage commission. 33 votes.
6. Protecting Natural Resources
  1. Institute a new study for solid waste management including/featuring increased recycling, composting annual town clean-up, "pay-as-you-throw" transfer station and then implement the program. 32 votes.
  2. Establish a water protection and usage plan for surface water (multi-dimensional) (i.e. surface water non-groundwater in future) - shoreline protection/fund Associations, salt, pesticide, fertilizer impact, road composition, town sewage, superfund site updates. 25 votes.

3.[Establish an aquifer management program through further study to ensure availability as a future resource. Vote 1-3.]

7. Economic Development

1.[Hire economic development director/town administrator. Vote 4-1]

2.[Create zones for environmentally sound/high employment businesses.  
Vote 1-1]

3.Re-establish Business Development Committee. 13 votes.

## Action Steps

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

**1. Planning**

2.Community Center

3.Aquifer

4.Town Administrator

5.Preserving Open Space

6.Communication

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:

- Goals and objectives
- Existing initiatives
- Potential obstacles and solutions
- Leadership
- Resources needed
- Action steps
- Timeline
- First step

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:

1. Grow the Tax Base...

(Facilitator: Bill Timmons; Recorder: Debbie Thompson; Participants: Steve Briggs, Ellie Alessio, Madelyn Ouellette, Scott Ouellette, Mike Johnson, Russell Prescott, Charles Bradley, Bob Morse, Ben Bixby, Dave Grenon, Brian Goetz, Rick Russman, John Whittier.)

### Goals and Objectives

- Stabilize/lower tax rate.
- Reach consensus between environmental issues and business development.

- Proactively attract investment (business/housing) compatible with this consensus.
- Preserve green space and current use lands; incentives for.
- Attract environmentally sound high employment business.
- Identify potential areas of development.
- Revisit current zoning.
- Look to other communities as models.
- Preserve residential property values.
- Preserve Kingston's assets.
- Minimize lights, noise, traffic.
- We don't want to look like Plaistow.

### Benefits

- Financial.
- Tax.
- Self-sustaining within borders.
- Maintain community character.
- Employment.
- Desirable place to live.
- Local services.

### Risks

- Growth/population.
- Pollution.
- Noise.
- Lights.
- Financial.
- Environmental.
- Crime.
- Schools.

### Planning Initiatives

- .Envision Kingston.
- Master Plan.
- New zoning (future).
- Executive summary of today send to each resident.
- Building needs - community/school.
- School/education funding.
- Historic District Commission.
- Selectman activities.

### Potential Obstacles

- Fear of change.
- NIMBY - Not In My Back Yard.
- Apathy.
- No follow-up.

- Time crunch/lack of planning.
- Too much reliance on volunteers.
- Lack of compliance/enforcement.
- Inadequately defined zoning.
- No clearly defined procedures to move business in town.
- No recruitment of business.

### Resources

- Seed money.
- Town planner/administrative assistant.
- Current database, tax maps, zoning.
- Public support.
- Rocking County Planning Commission.
- Local experts/volunteers.
- Industry experts.

### Leadership

- Town meeting/voters.
- Planning Board.
- Selectmen.
- School Board.
- P.A.C.E./media.
- Kingston Business Development committee.
- State agency - Department of Resource and Economic Development (DRED).
- Real estate/contractors.
- Friends of Kingston Open Space (FOKOS) and Historic District Commission.
- Conservation Commission.

### Action Steps

- Complete Master Plan.
- Compile resource data.
- Review/update Master Plan.
- Inform public about Master Plan.
- Identify current position/bench marks.
- More volunteers.
- More time spent on Master Plan.
- Support for professional assistance.
- Make zoning changes based on Master Plan.
- Determine town's role in development - private and municipal.

### Timeline

- Yesterday.
- Master Plan → February 2001 - review and update.
- Support for professional assistance → March 2000.
- Inform public about Master Plan → January 2000.

- Current position →

### Steps for November Meeting

- Scott - copy of Master Plan.
- Bob - summary of Town Report.
- Ellie - publish meeting
- Everyone - tell friends/neighbors about meeting.

### First Meeting

- Thursday, November 11, 1999, 7:00 p.m.
- Firehouse
- Convener: Bill Timmons, 642-3081

## 2. Community Center

(Facilitator: Michael Chambers; Recorder: Natalie Timmons; Participants: Cynthia Burke, Doris Noyes, Charlotte Greene, Tony Whitcomb, Bob McPhee, Francine Heitz, Joanne Lambert, Judy Huber, Bridget Barry, Marilyn Bartlett, Lynne Merrill, Linda Sanborn, Kathleen Sweeney, Jim Weiss, Stacey Mailloux, Mary Magnusson, Scott Johnson, Dick Gerrish.)

### Functions of Center

- Youth, at-risk youth, seniors, teens, adults.
- Gathering place.
- Meeting place.
- Programming - age appropriate.
- Inter-generational activities/programs.
- Communication center.
- Places teens can work and volunteers.
- Hot lunches/dinners.
- Handicapped accessible.
- Place to celebrate the arts.
- Stage for theater.
- Athletic programs.
- Fitness programs.
- Social activities.
- Dances.
- Be a coordination/communication center - a place to funnel information and programs through.
- Daycare.
- Adult daycare/social - intergenerational..
- Hobby/enrichment programs.
- Mentoring.
- Resource center - library, information, Family Focus.
- Cyber-café.
- Bulletin board/message board/information center.
- Calendar.
- Central place for coordinating volunteer training, information and programs.

- FUN.

### Goals and Objectives

- Increase community involvement.
- Place to have fun - culturally, athletically, enrichment.
- Socialize.
- Retain and build loyal community members - make them want to stay.
- Centralization of services and information.
- Reduce juvenile delinquency through programming.
- Safe place to be.
- Place for all ages.
- Place for all interests - athletics, cultural, arts, health.
- Adult education and all ages - community skills, sharing skills.
- Sense of purpose through participation.

### Existing Initiatives

- Current High School facilities planning - may free up potential space if High School is moved.....
- Kingston Fairgrounds site.
- Library planning - possible "joint" effort, integration.
- Town management/hall space.
- YMCA Camp Lincoln.
- Funding available (for teens at risk).
- See what other centers are out there.

### Potential Obstacles/Solutions

- Money - how to fund.
- Coordination of efforts (see above).
- Who will run it?
- Control issues.
- Collaborate with area towns (Newton).
- Site - where?

### Resources

- Millionaires.
- Sponsors.
- Landowners with space?
- Planned giving programs.
- Grants.
- Bonds.
- Existing buildings/land.
- Experts.
- Other community center representatives - pick their brains.
- In-kind donations.

- Contractors.
- Federal, state or county? Find out what is available.

### Leadership

- Town millionaires - "show us the money!"
- Out-of-town millionaires.
- Business (sponsorship/leadership).
- People who'll benefit - representatives from youth, teens, adults, businesses, seniors.
- Representatives from each civic organization and department.
- Expert in grants/grant writing.
- Contact in New Hampshire Charitable Foundation.
- Political representatives/leaders.
- Children's Trust Fund.
- Educators.
- Representatives from other community centers.

### Action Steps

- Make friends with a millionaire.
- Enthusiasm.
- Educate community as to the need for it and why its worthy.
- Establish steering committee.
- Eliminate SB2.
- Coordinate activities and common goals between groups - get all the groups together - school, YMCA, community center, library, Fairgrounds.
- Find money!
- Cost/benefit analysis.
- Available resources analysis - what do we already have, what are the gaps?
- Research other community centers.
- Justify "WIIFM" (What's In It For Me?) - proactive education of needs/benefits.
- Well written Warrant Article - the ask, establish/support a committee, then to fund (at later date), support research for alternative funding.
- Final report - disseminate today's report.

### Timeline

- First month - Envision report completed.
- Second month - establish committee.
- Six months - research: cost benefit; what are specific needs/goals; what other towns do; possible financial/funding sources.
- Nine months - develop "Educate the Community" plan - inter-department/civic groups.
- September '00 - March '01 - Implement the Community-Education plan - seek advocate, opinion leaders.
- January '01 - Warrant Article, signatures
- March '01 - vote.

- March/April '01 - establish community center advisory committee - representatives of many interests to oversee activities.
- April - June '01 - Hire a Director - warrant article (January - March '01), advertise position, hire and orient (ongoing funding and grants).
- July '01 - grand opening - have fun!
- July '02 - evaluate the effectiveness of Community Center.

### First Steps

- Another public forum to share results of Envision Kingston - UNH facilitate session. Friday is a good night.
- Share plan - 5 people.
- Mass-produce report and share with all citizens - mass-mail, Boy Scouts deliver.
- Bring 2 people to public forum.
- Determine members and establish committee.

### First Meeting

- January 7, 2000, 6:30 p.m.
- Library
- Convener: Tony Whitcomb, 642-8099

### 3. Aquifer

(Facilitator: Natasha Leonard; Recorder: Participants: Jared Greene, Dennis Huber, Gerry Lambert, Mark Heitz, Kevin Schea, Norm Hurley, Betsy Bixby, Glenn Coppelman.)

### Goals and Objectives

- Clearly identify aquifer what we can place on the aquifer (business?) without having problems in order to broaden the tax base.
- Identify what it is in order to protect it and other actions.
- Considerations for protections of the aquifer.
- Understand the current rules that apply to the aquifer and why they exist as they do.
- Update aquifer protection ordinance to bring up to current technology.
- Identify what can be done outside the aquifer for growth and development.
- Balance protection and growth.

### Existing Initiatives

- There is an aquifer protection ordinance.
- Aquifer is defined by United States Geological Survey delineation studies.
- Map currently exists which describes the aquifer.
- Conservation Commission is a local resource for information on the aquifer.
- Zoning codes overlap with the aquifer protection ordinance.
- Environmental Protection Agency (EPA) and federal laws offer protection.

### Potential Obstacles and Solutions

- Zoning codes - some of them are an obstacle and some of them are a solution.
- Need to fine-tune the aquifer protection ordinance - example - some businesses may be permitted today because there is different technology and advances.

- Style of management and closure of landfill is an obstacle and solution - it's in a "bad" spot - monitoring has helped determine the current impacts.
- Closure and remediation of superfund site is a solution.
- Identify business types we want inside the aquifer.
- Fertilizers, septic systems, etc. already exist - are an obstacle. The process of remediating this will be a solution.
- Identify cumulative impacts to the surface water and aquifer.
- Working with neighboring towns.

### Leadership

- Planning Board.
- Conservation Commission.
- "New" town administrator.
- Board of Selectmen.
- Representatives from other towns.
- Department of Resources and Economic Development (DRED).
- Regional Planning Commission.
- Economic/business network.
- Independent engineering firm.

### Resources

- Office of State Planning.
- Independent engineering firm.
- Realtors.
- Economic development organization.
- Grant - Environmental Protection Agency (EPA).
- Community members who have technical expertise.
- UNH - Water Resources.
- Local businesses.
- DRED.
- Regional Planning Commission.
- Taxes.
- Tap the water resource - aquifer - itself.

### Action Steps and Timeline

- Identify people in town who have resources and expertise.
- Advertise in Carriage Towne News - who has expertise that can assist.
- All Boards - Planning, Conservation - ask people who have expertise to get involved (October-November 1999).
- Talk to the two people responsible for United States Geological Survey study and understand the rationale (November, 1999).
- Identify those who want to work on the issue - possibly change the ordinance or change the zoning (December, 2000).
- Explore the cost of hiring an engineering firm to do a study (January, 2000).
- Education/communication of issue to the community, e.g. general informational session to bring everyone up to speed on the current status/maps (February, 2000).

- Hire an engineering firm to identify areas that can be used and what can't be used (April-May, 2000).

### First Step

- Host discussion meeting - November 10, 1999 - Planning Board, Conservation Commission, Selectmen, town departments, committees, and interested residents.

### First Meeting

- Wednesday, November 10, 7:00 p.m.
- Town Hall or Fire Station
- Convener: Diane Eadie, 642-3186

### 4. Hire a Town Administrator

(Facilitator: Dannielle Genovese; Recorder: Sheila Briggs; Participants: Kevin Burke, Ellen Faulconer, Carol McCarron, Dave Welch.)

### Goals and Objectives

- Convincing voters of need.
- Define position.
- Pros and cons.
- To put Board of Selectmen in policy making.
- Have town run as a business (more efficiently).

### Potential Obstacles and Solutions

- Obstacle - cost of salary  
Solutions - grants, negotiating contracts, savings on town costs, i.e. health insurance, leverage services, increase tax base.
- Obstacle - change.  
Solutions - education/information (no change in form of government).
- Obstacle - attracting qualified, experienced candidate.  
Solutions - see first set of solutions.

### Leadership

- Representatives from as many of the following as possible.
- Board of Selectmen.
- Moderator.
- Department heads.
- Community groups - Lions, PTA, civic groups, etc.
- Budget Committee.
- Town employees.
- All advocates from Envision Kingston.
- School Committee.
- Guest speaker who has been through with good results.

### Resources

- Committee to study and recommend hiring of town administrator.
- Meeting place.
- Board of Selectmen - warrant article.
- Communication via new articles, Board of Selectmen meetings, speaking at civic group meetings.
- Civic groups.

### Action Steps

- Goal - to pass warrant article at hire town administrator.
- Select committee.
- Leader organize first meeting.
- Board of Selectmen representation.
- Call other municipalities for job description (New Hampshire Municipal Association).
- Spread the word.

### Timeline

- October 23 - choose leader, Ellen Faulconer, 642-4453.
- October 23 - choose first meeting: November 3, 7:00 p.m. at Town Hall conference room.
- October 27 - contact potential members, article in paper.
- January 8-15, deadline for warrant articles.

### First Meeting

- Wednesday, November 3, 1999, 7:00 p.m.
- Town Hall conference room
- Convener: Ellen Faulconer, 642-4453

## 5. Preserving Rural Character

(Facilitator: Pete Sullivan; Recorder: Martha Burnham, Participants: Dave Ingalls, Toot Wentzell, Muriel Ingalls, Kay Reardon, Mary Logan, Susan Fogarty, Bruce Anderson, Craig Federhen, Andrea Bonner, Kathy Houghton, Ernie Landry.)

### Goals and Objectives

- Develop relationships with other entities with same goals.
- Setting up separate committees for each effort.
- Continue to increase the capital reserve.
- Get current use change tax proposal passed.

### Existing Initiatives

- Three plans for three forests. Management, selective cutting, establish trails.
- Conservation Commission.

- Diagnostic feasibility initiative on Great Pond with a report.
- Citizens voted to set capital reserve fund to preserve open space/large tracts.
- FOKOS (Friends of Kingston Open Space) - initiate warrant articles to allocate funds.
- Current use change tax.
- Shoreline Protection Act.

### Potential Obstacles

- Lack of information/education on importance.
- concern of citizens by impact on taxes.
- Lack of organization/sponsors to carry out existing initiatives or reports.
- Lack of integration of efforts.
- Disconnect of individual rights.

### Potential Solutions

- Marketing/education/information.
- Soliciting help from community groups.
- Grants/donations.
- Conservation easements by private owners and by town.
- Encourage higher membership in Conservation Commission.

### Leadership

- Friends of Kingston Open Space.
- Selectmen.
- Conservation Commission.
- Abutters.
- Grant writer.

### Resources

- Increased membership (human resources).
- More money - grants, donations, warrant articles, change tax.
- Professionals - Rockingham County Planning Commission, UNH Cooperative Extension, state agencies.

### Action Steps

- More media exposure.
- Identify land parcels that can be encouraged to be preserved.
- Get current use change act passed.
- Initiate warrant articles for capital reserve fund.
- Attend Selectmen's meeting.
- Organize a committee to act on diagnostic feasibility plan for Great Pond.
- Ask Selectmen/develop written proposal to Selectmen to establish an oversight group.
- Renew emphasis to add to membership of existing groups.
- Need an open forum with special speaker.

### First Step

- Write proposal to Selectmen to appoint a citizens' task force to oversee the preservation of and increase of open space.

### First Meeting

- Before November 15, 1999
- Dave & Muriel Ingalls' House
- Convener: Muriel Ingalls, 642-3156

## 6. Communication

(Facilitator: Carol Brickett; Recorder: Judy Olje; Participants: Sally Cockerline, Bonnie Jeanne Cockerline, Dorothy Wagner, Bart Noyes, Elaine Van Dyke, Nancy Ross.)

### Goals and Objectives

- Creation of directory of town, state and public officials and services (with digitized photographs?). Weblink to school or library.
- Community calendar.
- Community newsletter; issue -oriented; town manager/administrator responsibility.
- Creation of video for new residents (access at library).
- Brochure available at several location (businesses in town?).
- Town cable state more info?
- Goal = one tool for information presented in several formats.
- Content list - public officials, town boards, town/state services available, civil organizations, churches, schools, youth groups, veterans' club/services.
- Develop a quarterly newsletter for scheduled events/meetings for school and town and civic organizations.
- Establish (the Gloria Parsons) Town Leadership Council where a representative of each organization would express their goals and services offered and resources needed.

### Potential Obstacles

- People.
- Money.
- Commitment - follow-up and continuity.
- Availability of technology.
- Keeping people motivated.

### Leadership and Resources

- The Gloria Parsons Town Leadership Council.
- Graphic designer/desktop publishing expertise (volunteers).
- Techno-nerds (the experts, usually kids - High School project?).
- Grant writer.
- Funding from public to private sector.

- Carriage Towne News for distribution.
- Warrant article.

### Action Steps

- Proposal to Selectmen to set up a communication committee to enact our goals with the intent that eventual responsibility would fall to town administrator.
- Form committee.
- Form Leadership Council (GPLC).
- Ensure publication of quarterly newsletter and method of distribution.
- Identify resources.

### Timeline

- Meet to create proposal by 11/15/99.
- Present proposal (public forum/"open mike" night?) by 12/06/99.
- Proposal acceptance date by 12/13/99.
- Present warrant article for formation of committee and funding by mid-January, 2000.

### First Meeting

- Meet to create proposal by November 15<sup>th</sup>.
- Convener: Elaine Van Dyke, 642-4741.

## **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.

The meeting adjourned at 3:30 p.m.

# Appendix A

## Kingston Community Profile Participants

Amy Alberts	Brian Goetz	Bob Morse
Ellie Alessio	Peggy Goetz	Bart Noyes
Bruce Anderson	Anthony Gotti	Doris Noyes
Kurt Baitz	Charlotte Greene	John Oljey
Gordon Bakie	Jared Greene	Judy Oljey
Marilyn Bartlett	Dave Grenon	Madelyn Ouellette
Bridget Barry	Rosalie Grenon	Scott Ouellette
Ben Bixby	Eric Heitz	Gloria Parsons
Elizabeth Bixby	Francine Heitz	Gail Phillips
Pat Bondelevitch	Mark Heitz	Barry Phillips
Andrea Bonner	Michael Higgins	Don Pope
Charles Bradley	Kathy Houghton	Russell Prescott
Carol Brickett	Judy Huber	Susan Prescott
Don Briggs	Dennis Huber	Gail Ramsey
Ken Briggs	Joyce Hughes	David Ramsey
Sheila Briggs	Cheryl Hurley	Liz Rankin
Steve Briggs	Norm Hurley	Kay Reardon
Kathy Brosnan	Bev Ingalls	Elizabeth Ross
Janet Bumpus	Bob Ingalls	Nancy Ross
Ron Bumpus	David Ingalls	Peter Ross
Cynthia Burke	Muriel Ingalls	Richard Russman
Kevin Burke	Michael Johnson	Linda Sanborn
Martha Burnham	Scott Johnson	Christine Sanford
Andy Carace	Carol Ann Johnston	Kevin Schea
Nancy Carace	Robert Johnston	George Schiller
Bill Carson	Gerry Lambert	Bill Seaman
Kathy Carson	Joanne Lambert	Sandra Seaman
Michael Chambers	Ernest Landry	Renee Sebetes
Bryan Clark	Gerald LeBlanc	Brian Shaw
Donna Clark	Natasha Leonard	Mel Shaw
Skip Clark	Corinne Lester	Peter Sullivan
Bonnie Jeanne Cockerline	Tanna Lewis	Kathleen Sweeney
Earl Cockerline, Jr.	Mary Logan	Debbie Thompson
Sally Cockerline	Judith Lukas	Joe Thompson
Glenn Coppelman	Al Magnusson	Megan Thurnquist
Cathlen Daenz	Mary Magnusson	Natalie Timmons
Asta Day	Ruth Magnusson	William Timmons
Diane Eadie	Stacey Mailloux	Elaine Van Dyke
Mary Edgar	Karyn Maxwell	Dorothy Wagner
Ellen Faulconer	Bradley Maxwell	Carol Welch
Craig Federhen	Carol McCarron	David Welch
Susan Fogarty	Malinda McPhee	Toot Wentzell
Sandra Foy	Robert McPhee	Jim Weiss
Dannielle Genovese	Jim Mercurio	Anthony Whitcomb
Dick Gerrish	Mary Mercurio	John Whittier
Arthur Gianetti	Lynne Merrill	Sheila Whittier
Stephanie Giannetti	Peter Morrissey	Richard Wilson

Kingston Community Profile Steering Committee

Amy Alberts	Michael Chambers	David Ingalls
Ellie Alessio	Glenn Coppelman	Peter Lane
Phil Auger	Cheryl Hurley	Bart Noyes
Marilyn Bartlett	Norm Hurley	Dave Welch
Kathy Carson		

Kingston Community Profile Facilitators

Phil Auger	Dannielle Genovese	George Schiller
Rollie Barnaby	Nada Haddad	Pete Sullivan
Claudia Boozer-Blasco	Natasha Leonard	Terri Schoppmeyer
Carol Brickett	Tanna Lewis	Debbie Thompson
Sheila Briggs	Mary Logan	Bill Timmons
Martha Burnham	Mary Mercurio	Natalie Timmons
Michael Chambers	Judy Oljey	

UNH Cooperative Extension Staff

Nancy Adams	Nada Haddad
Phil Auger	Terri Schoppmeyer
Rollie Barnaby	Julie Simpson
Claudia Boozer-Blasco	Robyn Wojtusik
Judith Bush	