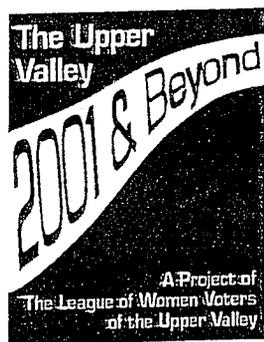
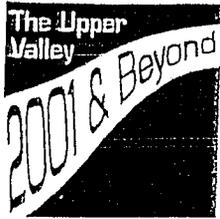


2001 10

HAVERHILL COMMUNITY PROFILE REPORT



Haverhill, New Hampshire
March 15 & 16, 1996



Haverhill Community Profile Steering Committee

Haverhill, New Hampshire

TO: *Haverhill Community Profile Participants*

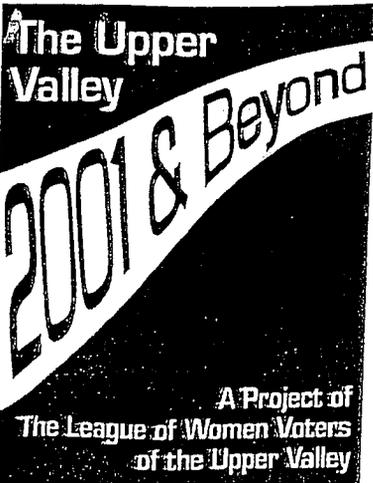
FROM: *The Haverhill Community Profile Steering
Committee*

THANK YOU for participating in the Community Profile weekend on March 15 and 16, 1996. The exercise of identifying characteristics of our community provides both a vision for the future of Haverhill and an action plan to implement that vision.

This report summarizes the work of the weekend and identifies aspects of our community that are worth preserving and those that we should work to change.

We believe that the weekend was successful in expressing different perspectives on and hopes for Haverhill's future. We look forward to your continued participation in implementing that vision.

*Mike Ackerman
Glenna Ackerman
Stephen Campbell
John Farnham
Annemarie Godston
Joel Godston
Jay Holden
Brenda Jewett
Martha Steenburgh
Deborah Upton
Ron Upton
Jimmy Walker
Ruth Wellington
Karen Whalen
Lynn Wheeler*



Dear Haverhill Community Members:

Those of us involved with The Upper Valley: 2001 & Beyond would like to express how much we enjoyed working with you in offering a Community Profile to Haverhill. We are pleased with the success of the event. We hope that it was rewarding for you and helped to strengthen the sense of community.

2001 COMMITTEE:

- Betty Porter, Norwich*
- Charlotte Faulkner, Hanover*
CO-CHAIRS
- Delia Clark, Taftsville*
COORDINATOR
- Ann Crow, Etna*
- Geoff Dates, Hartland*
- Harrison Drinkwater, Enfield*
- Phil Friedman, Etna*
- Barbara Jones, Grantham*
- John Kuhns, Etna*
- Bin Lewis, Grantham*
- Norm Marshall, Thetford*
- Lilla McLane-Bradley, Hanover*
- Deecie McNelly, Fairlee*
- Walter Paine, Enfield Center*
- Bob Rosenblum, Norwich*
- Barry Schuster, Lebanon*
- Mike Smith, Lyme*

This comprehensive report of Haverhill's Profile includes much detail from your hard work over the day and a half. We hope the good ideas and thoughtful perspectives recorded here will have continuing influence in the years to come. As our communities move toward and beyond the year 2001, collective dreams, goals, and action plans, such as those you have created here, will help lead us toward the kind of future we desire.

Although the primary goal of the Community Profile is to assist communities in addressing their own needs, we hope some of you will be interested in working toward a collective vision of the Upper Valley through the Valley VitalSigns initiative. In part, Haverhill's success in reaching its goals will depend on the entire Upper Valley's ability to achieve regional goals.

Here's to our successful future endeavors!

With warm regards,

Betty Porter, Co-Chair

Charlotte Faulkner, Co-Chair

- EX-OFFICIO
- REGIONAL PLANNING COMMISSIONS:
- TWO RIVERS OTTAQUECHEE
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INTRODUCTION

Overview of The Upper Valley: 2001 & Beyond

The Upper Valley: 2001 & Beyond, sponsored by the League of Women Voters of the Upper Valley, is a project designed to create the best possible legacy for future generations. Drawing from innovative approaches successfully utilized in other areas of the United States, The Upper Valley: 2001 & Beyond enlisted the help of a geographically-diverse group of civic and business leaders in devising a model which encourages community-wide involvement in developing tools for assessing and promoting sustainability on a regional basis.

Sustainability is not just about economic vigor or a healthy environment, although both are aspects we care about. Nor is it just about cultural or social vitality. Sustainability means considering each of these in light of the others; the goal is to find the right long-term dynamic balance between them.

The project has two major components: The Community Profile and Valley VitalSigns.

Community Profiles

Community Profiles are planned to bring residents together for a day and a half to evaluate their community, share hopes for the future and shape some action plans to achieve goals they identify as important for their town. The process blends the strongest elements of a Vermont economic development model called *Take Charge* with a New Hampshire model known as a *Civic Profile*.

Each community forms a Steering Committee of 6 to 12 residents which organizes the event, recruits participants, enlists 20 facilitators to lead the small group discussions, raises money to pay for mailing, advertising and other related costs, solicits donations from town businesses and organizations, and records the discussions of the citizens. The Upper Valley: 2001 & Beyond provides each community with assistance in planning the event, a professional facilitator to lead the program, and \$250 in matching funds.

The Community Profile draws heavily on the collective wisdom of the participants who share in the decision-making process. It provides a method for citizens to affirm community strengths, identify concerns and problems, and then to structure collaborative approaches to meet these challenges, set directions for the future, and manage change.

Community Profiles are designed to meet the following goals:

- Develop a fundamental community consensus around a shared vision for the community's future,
- Achieve greater effectiveness by utilizing cooperative and collaborative approaches to decision making,
- Invite active participation in the community from those not currently involved in order to expand the leadership pool,
- Learn to share information in more effective and productive ways,
- Develop more effective coordination between various groups within a community, and
- Achieve a renewed spirit and sense of community.

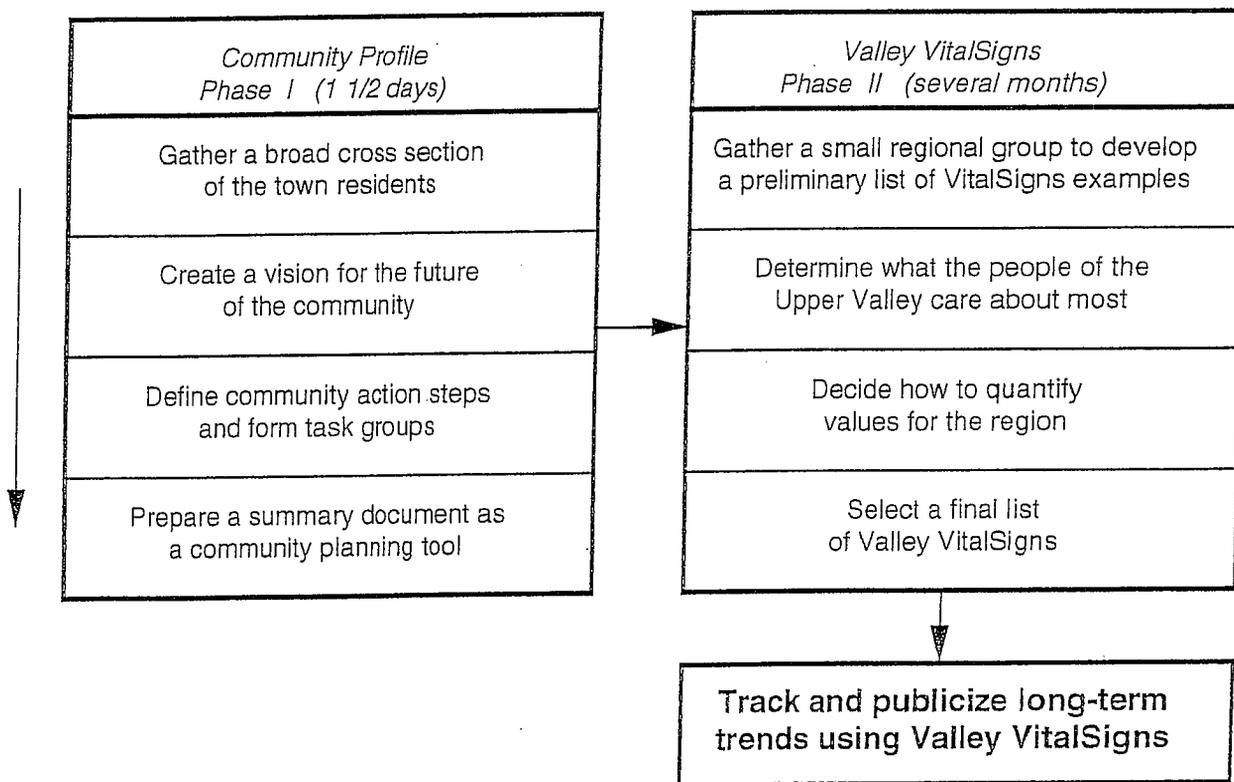
Valley VitalSigns

As individual communities complete their Profiles, a regional process starts to identify Valley VitalSigns. VitalSigns are quantifiable bits of cultural, economic, and environmental information chosen for their value in helping to monitor the health of the Upper Valley as a region. They are used much as a physician uses vital signs to help assess a person's physical condition,

Valley VitalSigns will be tracked and publicized over the coming years to increase awareness of how our region is faring. Monitoring will reveal trends and provide reliable information on which to base sound decisions. As an example, if economic stability were a goal, a useful Valley VitalSign to monitor might be the percentage of residents owning local businesses. Similarly, if sustaining agricultural land were a goal, a useful VitalSign might be the number of profitable working farms and their total acreage.

To determine which Valley VitalSigns will be monitored, a broadly representative group of volunteers is working together to determine which interests are most widely shared, as recorded in the summaries from each Community Profile, and to decide which VitalSigns best address these concerns.

The Upper Valley: 2001 & Beyond



CREATING A COMMUNITY PROFILE IN HAVERHILL

History

The idea to create Haverhill's Community Profile actually began in late October of 1995 when Town Manager Glenn English was urged by Selectman Michael Graham to attend a "Valley VitalSigns" workshop sponsored by the Upper Valley 2001 & Beyond Committee. The Valley VitalSigns is a project of the committee sponsored by the League of Women Voters of the Upper Valley. Their goal is to establish vital signs of the socio-economic-cultural-environmental health of the entire Upper Valley region of New Hampshire and Vermont.

During participation in this regional workshop, Town Manager English became aware of the fact that this same group offered their expertise to facilitate "community profiles" for any interested towns on both sides of the Connecticut River.

In his report back to the selectboard, English proposed the idea of a community profile event for the Town of Haverhill. The selectboard enthusiastically responded that this type of project was exactly what the town officials needed to get an accurate reading on the concerns, interests, goals, and dreams of the town's people for the present and the future. Delia Clark of the 2001 Committee was invited to a subsequent selectboard meeting and described in detail the purpose, goals, and mechanics of doing a profile for the town. The selectboard quickly named a steering committee of Haverhill residents who represented a broad spectrum of the community, and dedicated funding for the project in the town budget. A media blitz ensued to explain the idea to the public, and we were off and running with a budget and a steering committee of 15 volunteers who would actually be responsible for organizing and running the entire event.

Organization

The Town of Haverhill charged the Community Profile Steering Committee to organize the event. The initial meeting of the committee occurred on January 8, 1996, approximately 10 weeks ahead of the planned event. At this meeting, in addition to selecting the dates for the event and becoming familiar with the details of "what was needed to be successful" (courtesy of Delia Clark), the committee members took on specific responsibilities. These included Annemarie and Joel Godston, co-chairs; Martha Steenburgh and Jimmy Walker, treasurers; Ruth Wellington, secretary; Steve Campbell, final report; Brenda Jewett, Debbie Upton, Steve Campbell, Glenna Ackerman, and Karen Whalen, invitation, publicity, and registration; Ron Upton, food; Jay Holden and Mike Ackerman, logistics of the site; Debbie Upton and Lynn Wheeler, small group facilitator coordinators; Brenda Jewett, child care; John Farnham, transportation; Glenn English, local government liaison; Joel Godston, historian; and Delia Clark and Steve Pruyne, 2001 and Beyond coordinators. There were six Steering Committee meetings held before the event and one meeting held after.

Participant Recruitment

To ensure that their Profile was truly a profile of the entire community, the Steering Committee made every effort to include a broad cross-section of Haverhill residents in the event. In addition to current civic leaders and activists, people who don't usually participate in community affairs were invited to the upcoming Profile. No group or individual was excluded as a potential participant. It was to be an inclusive, rather than an exclusive process. The Steering Committee identified over 200 individuals to invite personally to the Community Profile.

Letters were sent to each of the individuals, and announcements of the Profile were posted around town and in local newspapers to ensure that all interested persons could attend the event. As the list

of people agreeing to participate grew, the Committee made sure that a broad cross-section of the community would be there. Personal phone calls increased the number and diversity of participants. In the end, 85 people participated in Haverhill's Community Profile.

Facilitation

The Steering committee also asked some community members to act as facilitators for the small group meetings of the Profile. Delia Clark led the large group sessions, but additional people were needed to see that 1) everyone would get a chance to speak in the small groups, 2) the topic would be fully addressed; and 3) that the notes would be accurately recorded. On March 5, the facilitators participated in a two-hour training session.

Follow-up

The Steering Committee debriefed the event on the evening of March 20. All members felt the event was a huge success. A summary press release about the event and a "Fact Sheet" about the initial meetings of the four projects to be undertaken was given to six area newspapers and to radio station WYKR. It also appears in the Appendix of this report. This final report was drafted, proof-read by several members of the Committee, presented to the Haverhill Selectboard, sent to all attendees, and made available to other community members. A total of 200 copies were printed. The Committee plans to be available to assist and be a resource for the four committees that were formed during the Profile.

The Upper Valley: 2001 & Beyond

Haverhill Community Profile

Woodsville High School

March 15 & 16, 1996

Agenda

Friday Evening, March 15

- 5:30 **Sign-In, Pot-Luck Supper**
- 6:30 **Welcome**
Overview of 2001 project, Valley VitalSigns
Overview of Community Profile Process
- 6:40 **Who is here?**
- 6:45 **Mosaic and Vision**
What is Haverhill like now?
What do we want Haverhill to be like in the future?
- 7:15 **How does Haverhill compare?**
Presentation of census data
- 7:45 **Presentation of Community Profile Components**
Effective Community Leadership: A Broader Definition
Informed Citizen Participation: More Than Voter Turn-Out
Intergroup Relations: Celebrating Diversity Within the Community
Our Cultural Heritage: Arts, Festivals and Celebrations
Education and Social Services: Meeting Our Citizens' Needs
Community Infrastructure: The Basics that Serve Our Needs
Natural Resource Base: Water, Energy and Materials
Working Landscape: Village, Farm and Forest
Economic Vitality: Stability through Diversity
Local Business, Local Wealth: Circulating Money Within the Community
- 8:15 **Small Group Discussions of Components** (Small group facilitators)
Random assignments to small groups, one component per group
- Strengths of Haverhill in the component area
- Weaknesses
- What would you like to see in the future?
- What are the 5 key issues that need to be addressed?
- 9:30 **Adjourn**

Saturday, March 16

- 8:45 **Coffee and check-in**
- 9:00 **Small group reports**
Each of the 10 small groups report to the large group, five minutes each
- 9:50 **Selection of Key Issues**
Discussion to refine list of 50+ Key Issues down to about 10, based on consensus
- 10:25 **Individual selection of Key Issue**
Participants select small group/issue to work on
- 10:30 **Break**
- 10:45 **Small groups meet for Key Issue discussion** (Small group facilitators)
- Define the problem or opportunity
- Project goals - identify what you want to accomplish
- Identify potential projects/solutions
- Evaluate potential projects using impact-feasibility grid
- Select three projects to bring to the full group
- 12:15 **Lunch**
- 1:00 **Report Back from Small Groups**
- 2:00 **Voting**
Which project do you think we should move forward on?
Which is the most important project for Haverhill right now?
- 2:15 **Individual selection of project development groups**
Break
- 2:30 **Project development - Small groups** (Small group facilitators)
- Goals and objectives
- Potential obstacles, solutions
- Action steps
- Resources needed
- Principal leadership
- Timeline
- Coordinator, first step
- 4:00 **Where do we go from here? - Full group**
- Haverhill's role in UV: 2001 and Valley Vital Signs
- Action format - task forces or full body
- How to communicate with each other and the community
- Future meetings (including VitalSigns meetings)
- Who should be included?
- 4:30 **Adjourn**

HAVERHILL'S COMMUNITY PROFILE

Friday Evening

The Haverhill Community Profile was conducted at the Woodsville High School over two days: Friday evening March 15 and all day Saturday March 16. About 85 participants attended on Friday, with 55 people attending on Saturday. The list of attendees was slightly different each day.

The event began Friday evening with a potluck supper. Plates and drinks were donated by local businesses. After filling up on a wide variety of delicious foods, the participants met together in the gymnasium of the Community Building. Joel Godston opened with a tribute to Selectman Rich Kinder, who had passed away suddenly the previous day.

Delia Clark then 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 impact of our actions for the next seven generations.

We spent a few minutes meeting each other, learning how long we had lived in town, where we live in the town, where we work, and how many of us had children in the schools. We were then asked to offer descriptions of what our town was like right now and what we would like it to be like in the future. Adjectives and phrases were called out and recorded on large easels labeled "NOW" and "FUTURE" at the front of the room. Here are the results:

THE MOSAIC - What is Haverhill like today?

divided	lack of shopping competitiveness (groceries & clothing) ✓
small town	
big town	too many trucks and automobiles
growing town	bad roads ✓
rural	too many auto parts shops
in need of jobs	white community
lack of recycling facilities ✓	historic covered bridge ✓
poor / no public transportation	scattered and inadequate facilities
lack of decent child care facilities	White Mountains
poor communication between groups	welcoming community
historical buildings ✓	vacant buildings
socio-economic diversity	river
strong volunteerism ✓	family life
emergency services in hospital	democratic
historical	caring community
natural beauty	losing business
conservative	church groups
friendly	excellent schools
losing farms ✓	improving health care
supportive	questionable schooling
high taxes	in need of recreation for kids
agricultural	hospital
peaceful	in need of recreation for senior citizens ✓
lack of cultural facilities ✓	good libraries ✓

THE VISION - What do we want Haverhill to be like in the future?

finish numbers for 911 ✓
river recreational opportunities ✓
more intergenerational opportunities ✓
more volunteers (different people!) ✓
more adult education
graphic map of area for business ✓
complete area map of roads ✓
map showing trails
increased, affordable education
magnet for right business
low crime rate
encourage tourism ✓
keep downtown center of Woodsville intact ✓
making connections - local, state, regional,
national, global
making town of Woodsville more attractive ✓
general store in Haverhill Corner
eliminate mud season & black flies!
indoor swimming pool
wide variety of health care services
maintaining airport ✓
improved services & facilities for seniors ✓
keep river healthy ✓
policing of unsafe buildings in community ✓
increased opportunities for volunteers of all ✓
ages
improved outdoor recreation ✓
community that supports rather than picks at
each other

a Haverhill that thinks as one town
coordination of all activities
open for new business ✓
youth & adults educated for 2000+
reinvent train
consolidation of duplicated town services
a place our children want to come back to
more job opportunities
a town with a new town history
top notch schools
theater (both)
higher paying jobs
better roads ✓
upgrade utilities for industries ✓
planned
maintain small town flavor
strong economy
cohesive (more)
retain natural beauty
salvation from urban blight
preserve historic character ✓
community that cares about all its citizens
restoration of old buildings ✓
recreation facility for all ages ✓
reasonable taxes
no strip malls
seven-generation mentality
increased cultural activity ✓
public transportation

TOWN STATISTICS

Next Town Manager Glenn English presented statistical data to help answer the question "Where is Haverhill now?" The graphs and charts were prepared by Maureen Hart from US census data and were made available by Upper Valley 2001 & Beyond. They showed population patterns, employment data, education, and income distribution in Haverhill and surrounding towns back as far as the 1700's. These charts are included in the Appendix of this report.

COMMUNITY PROFILE TEN COMPONENTS

After we developed a mosaic of and vision for Haverhill, and digested some of the census data, Delia Clark introduced us to the idea of discussing Haverhill 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 The Upper Valley: 2001 & Beyond 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. Inter-Group 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. Physical Infrastructure and Services: The Basics That Serve Our Needs

Environment

7. Use of Natural Resources: Water, Energy, and Materials
8. How the Community Looks and Feels: Village, Farm, Forest

Economy

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

Next, 10 small groups of approximately eight people each were randomly formed, one group for each of the components. The small groups adjourned to various classrooms in the high school, where facilitators led the groups in their discussions and recorders made notes on more large tablets. Each group considered the definition of their component and was asked the questions below in order to begin the discussion. Participants were asked to list the strengths of Haverhill 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.

Here are the statement of purpose of each group and some questions that helped start the discussions. Following are the verbatim notes taken by the recorders in the various groups:

1. Effective Community Leadership: A Broader Definition

Statement of purpose

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

Questions to think about

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

Committee Response: Community Leadership Strengths

- Strong change in attitude, much stronger, more forward thinking, looking toward the future, looking to address not just needs but possibilities.
- Leadership has been able to achieve high-powered goals, ie recognize the community needed better medical services, built a hospital and continued to staff and maintain it. Also able to create an excellent fire protection service.
- No sense of corruption in leadership.
- Leaders in community / community becoming more open to new leaders in the community.
- Opportunity for public service exists.
- Town manager and school board members that connect with statewide resources.
- Town manager that leads town.
- Town manager willing to take proper risk.
- Forward thinking attitude / upbeat attitude at town meeting.
- Education community forward thinking.
- Our leaders know when to go "outside" for help - not egotistical - looking in better interest of people
- Town moderator able to run an efficient and effective town meeting.
- Volunteer leadership from our community at large.
- "Good Ole Boys" do positive things for the community.
- Senior citizens / Episcopal Church provides meals for community.
- Individuals know they can contact other individuals for assistance.
- Nonpublic and public sectors have effective leaders; ie town meeting; public leaders effective and responsible.

Committee Response: Community Leadership Concerns

- Good Ole Boy mentality. Give a lot financially but overpowering opinions that take away a sense of democracy.
- Underrating capabilities of person's ability to be a leader - not looking beyond the "traditional leaders" - people underrating themselves - society underrating people.
- Clique leadership
- Not enough leaders - in the volunteer section, nonprofit sector, ie PTA. The ones we have are good but too much is asked of them.
- Ditto in the public sector.
- Opportunity for public service there, but too much is expected for no pay - and thus no one is volunteering, eg two spaces open on planning board.

- Leaders not able to effectively delegate (easier to do it yourself, or unable to ask for help).
- Expect too much from town selectmen.

Committee Response: Community Leadership Vision for the Future

- Adult education to help give potential leaders the tools to lead.
- Individuals can put time and energy into drawing in new businesses and development, ie sewer project.
- Leaders that look to the future and look outside of the community.
- Leaders that can teach the community - ie educate the public why certain things cost so much.
- Leaders that can speak the language of the community.
- Have a greater number of leaders.
- Leaders that are more open-minded.
- Eliminate "NIH" (Not Invented Here).
- Search out other successful communities (that are or were similar to us) and learn from them.
- Have professional provide direction as opposed to seeking direction from untrained individuals.
- Give town manager and selectmen room to take proper risks and long-range programs, ie bike trail, sewer, assessment (utilities), all risks.

Committee Response: Key Issues for Now and the Future

1. Give selectmen and town manager ability to take proper risks and to seek long range planning, ie continue sewer project, trails project, utility assessment.
2. Reduce power of "Good Ole Boys."
3. Continue the change in attitude, look toward the future, address possibilities in programs and facilities (not just needs), ie continue to support bike trails, town marketing, sewer / infrastructure enhancement projects.
4. Make future leaders by encouraging people who underrate themselves and by looking beyond traditional leaders.
5. Put more time and energy into drawing in new businesses and supporting existing businesses.

2. Informed Citizen Participation: More than Voter Turn-Out

Statement of Purpose

If a community is to be strong, citizens must participate through voting in local elections, serving on government 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 non-profit--must each take responsibility for the community's civic education and generate and share information with the public. Sharing in problem solving and planning for the future as a community increases pride in the community and can result in an ethic of giving and sharing as a way of life.

Questions to Think About

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

Committee Response: Strengths in Citizen Participation

- Good idea to have a welcome wagon.
- Motivated individuals can find out what is going on through neighbors, stores, Chamber of Commerce, town clerk.
- Town meeting.
- At least we have local papers and know the publishers.
- *ShoCase* announces meetings of the public without charge to the recipient. Same goes for *North Country News*.
- WYKR offers local coverage. We could get more.
- Transportation for senior citizens.
- Local businesses very supportive of volunteer civic projects.
- Encourage sense of one community of Haverhill.
- Integration of Mt. Lakes into the town.
- Continued projects such as 2001.
- Town manager provides leadership we did not have before.
- The whole town increasingly receptive to new thinking.

Committee Response: Concerns about Citizen Participation

- Summer residents have difficulty being involved in community.
- Lack of easily available information about the community. Activities and resources, churches and recreation.
- Need better attendance at budget meetings, school board, hearings.
- Hard to get volunteers.
- We do not have a volunteer checklist.
- Lack of editorial leadership in local weekly papers.
- Few candidates run for office.
- Hard to get people to serve.
- Intimidation factor from a specific group with bully mentality, ie "Good Ole Boys."
- ~~Inadequate thanks to public servants who have served well.~~
- Need more positive acknowledgement of public service.
- Transient population not getting involved.

Citizen Participation: Key Issues for Now and the Future

1. Unification of the Town of Haverhill. "Think as one town."
2. Availability of civic information.
3. Encourage civil civic discourse.
4. Encourage participation in civic and community organizations by all age groups.
5. Positive leadership from all segments of the community: newspapers, radio, organizations, businesses.

3. Inter-Group Relations: Celebrating Diversity Within the Community

Statement of Purpose

A community is made up of many 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.

Questions to Think About

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

Committee Response: Strengths in Intergroup Relations

- Town meeting.
- Acceptance with natives and community organizations.
- Communication from full-time resident vs part-time.
- Volunteer fire department.
- Garden groups.
- Collaborative community.
- Haverhill Economic Comm. BO. (business's).
- Town / precinct planning boards.

- Opportunity to participate.
- Coordinated health system (hospital).

Committee Response: Concerns about Intergroup Relations

- Inter community relationships.
- New resident connections.
- Groups are not diverse enough.
- Need a welcome wagon.

Intergroup Relations: Visions for the Future

- Welcome wagon.
- Newspaper - calendar of events, articles.
- Define common issues in local community centers (precincts).

Intergroup Relations: Key Issues for Now and the Future

1. Foster informal discussion groups.
2. Recreational director (town).
3. Welcome program - "welcome wagon."
4. Performing arts group.
5. Increase interest and activities in the performing arts and other community activities - 4th of July parade, Haverhill Fair - with special emphasis on youth.

4. Keeping our Cultural Heritage Strong: Arts, Festivals and Celebrations

Statement of Purpose

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

Questions to Think About

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

Committee Response: Strengths in Cultural Areas

- Strong 4th of July, lot of involvement, bring community together.
- North Haverhill Fair - unifying force - 4-H, Agric. Farming Com., crafts, entertainment, all socio-economic groups.
- Desire for participation in dancing. Willing to pay cost reasonable.
- Garden walk - high interest.
- Sports minded com.
- Flea market: crafts. Held on the common.
- Concerts on common.
- Historical Society - Heritage - puts on events.
- North Country Chorus - St. Luke's concerts.
- Available events.

Committee Response: Concerns about Cultural Areas

- View of public toward school events as *only* school opportunities.
- Validate the importance of programs across whole board.
- Paths of groups doing similar projects that do not cross.
- Not use historical values to full extent.
- No civic arts group.
- Exposure of children to arts.
- Narrow scope of cultural expectation.
- Poor exposure of events to public.
- No arts committee.
- Hits very narrow small group of people.
- Perception of community to importance of cultural events.
- Communication of available lessons in dance / arts.

Cultural Areas: Visions for the Future

- Arts Council. Town controlled, to bring villages together. Delegating - make use of other towns' cultural events. Summer music programs. Winter music programs. Publicize. Money - state 50% if can find work in schools, public performance. Seek funding. Literary - book sessions. All encompassing.
- Libraries. More function, broader sense. Cultural opportunities, children's activities. More unified library system.
- More cultural sharing by communities.
- Lack of opportunities for further education that is enriching and affordable. Liberal arts, not basic.
- Maintain momentum and tradition of cultural events that are presently successful, ie North Haverhill Fair, agriculture, 4-H, crafts, 4th of July parade.
- Historical commission that works with town management to preserve historical value.
- Provide structure to increase - promote historical aspects of our community.
- Tie all historical / cultural aspects to increase economic development.
- Encourage Bed & Breakfasts, river use.
- Organize trips using cultural events of other towns. Hood Museum. Validate cultural events.
- Images program in school.
- Nurture and value cultural interest with more marketing, encourage small business to encourage arts, integrate libraries as central unit to bring information to all communities.
- Develop arts council.

- Build up historical parts of community for tourism and cultural awareness and use. Ladd St. School, 4th July Parade, N. Haverhill Fair, Haverhill Common, covered bridge, garden walks, Heritage Trail, (21 corner stones).
- Integrate cultural and historical events with tourism.

Cultural Areas: Key Issues for Now and the Future

1. Maintain a tradition of our historical and agricultural heritage, ie Fair, 4th of July parade, Heritage Trail, Garden Walk, North Country Chorus.
2. Encourage small businesses that promote the arts, ie dance studios, art galleries, craft shops, coffee houses.
3. Develop an Arts Council. Paid and volunteers to show commitment from town. Organize and publicize existing and future events. Attract cultural events into town. Put together trips for community members to attend outside events. To promote and develop cultural awareness in community.
4. Integrate cultural and historical events and places to promote tourism.
5. Use all the above to increase cultural awareness to improve community development and widen our economic base.

5. Education and Social Services: Meeting Our Citizen's Needs

Statement of Purpose

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

Questions to Think About

- Are educational and social services provided equitably?
- What services does the community provide to its neediest citizens?
- Does the community, through its schools or other programs, offer counseling on parenting or family relationships?
- What local or regional programs or services are offered? What are needed? For daycare/substance abuse/recreational/youth counseling?
- Are these services adequate? Are they well utilized? Under-utilized?
- Are school programs adequate for the community's needs?
- Is school planning forward thinking and open to regional solutions?
- Does local government address qualitative concerns about service?
- Does government consider and utilize alternative methods of service delivery?

Committee Response: Strengths in Education and Social Services

- Housing for senior citizens.
- SR transportation.

- YR program.
- Youth leagues.
- Volunteer coaches - adult, student.
- SR volunteers - RSVP.
- Volunteers at Grafton County Jail.
- Adult Ed.
- Cottage Hospital.
- Youth Diversion - diversion vs courts, family and child counseling.
- D.A.R.E.
- Substance abuse program.
- J.A.G. - Jobs for NH graduates not going to college.
- Day care.
- Plenty of gyms, ballfields.
- Meals on Wheels.
- Hospice program.
- Community meals.
- Teen dance (monthly).

Committee Response: Concerns about Education and Social Services

- Lack of SR center / daycare.
- Lack of recreation director.
- Lack of entertainment facilities.
- Lack of adequate baseball fields, numbers and maintenance.
- Lack of affordable adult computer education.
- Lack of sports equipment and uniforms. Lack of funding, too many fund-raisers.
- Lack of A.P. (advanced placement) programs.
- Lack of YR Center.
- Lack of public transportation.

Education and Social Services: Visions for the Future

- Why couldn't we have grandparent program? (values)
- Olympic-size indoor pool.
- Self-sustaining (financially) rec program for all ages.
- More public transportation.
- Economic environment that would support single-income families.
- Return to two-parent families.
- Fuller churches.

Education and Social Services: Key Issues for Now and the Future

1. Recreation: Indoor pool, recreation program / facilities.
2. Transportation. Lack of public transportation connecting the town.
3. Cultural / Entertainment facility.
4. Affordable adult computer education.
5. More community involvement and support.

6. Community Infrastructure: The Basics That Serve Our Needs

Statement of Purpose

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

Questions to Think About

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

Committee Response: Strengths in Infrastructure

- Complete school system.
- Community Building open to non-school groups.
- Natural and scenic beauty.
- Beautiful river valley which is productive agriculturally.
- Low crime rate - good police force.
- High competence of road crew.
- Greatest volunteer fire departments.
- Great ambulance and EMT service.
- Diversification of medical facilities and doctors.
- Great services at the Grafton County Complex.
- New building for middle school, updated buildings for other schools and town offices.
- Opportunities for economic development.
- Unifying all the citizens of the community toward common goals.
- Opera block - good model of public grant money use.

Committee Response: Concerns about Infrastructure

- Not much public transportation.
- Hard to start a new enterprise.
- Need to attract wider volunteerism and involvement.
- Poor PR.
- Need for coordination and planning on community events.
- Not making enough use of public buildings.
- Town officials and volunteer groups don't always interact.
- Lack of a permanent senior citizen center.

- Lack of a youth center - what about getting there?
- Low wages.

Infrastructure: Visions for the Future

- More industry.
- Keep agricultural flavor and agriculture.
- Keep our water unpolluted.
- Skilled and educated workforce for the global age. Keep up to date.
- PR about airport.
- Senior center, youth center.
- Use of Morrill Building.

Infrastructure: Key Issues for Now and the Future

1. Maintain what we now have and make better use of public buildings for seniors and youth.
2. Maintain and upgrade quality of our water supply.
3. Better sidewalks and more public transportation.
4. Townwide plan for sewer system.
5. Seek grants and use PR to get the above done.

7. Natural Resource Base: Water, Energy and Materials

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 on 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.

Questions to Think About

- What percent of the energy used by the community is renewable versus nonrenewable?
- What opportunities exist for local sources of renewable energy?
- What problems are associated with existing patterns of energy use?
- Do energy conservation programs exist within the community?
- To what extent does the local community rely on local sources of food, fuel, and materials?
- How does the community handle disposal of its wastes?
- What percent of waste generated is recyclable and recycled?
- What opportunities exist for reducing that amount of waste generated to begin with?

Committee Response: Strengths in the Natural Resource Base

- quality water.
- woodstove use.
- individual conservation programs exist.
- extension service has information.
- private contractors are available for waste removal.
- have a recycling center in Bath, will have a recycling center at Middle School.
- don't dump raw sewage in River.
- drinking water has improved.
- people have own vegetable gardens.
- farmers' markets.
- people use own wood.
- bottled gas.
- own milk products.
- sewer treatment plant was updated.

Committee Response: Concerns about the Natural Resource Base

- would like "Four Corners" in Woodsville.
- we used to be more self-sufficient - need to go back to that.
- markets don't buy enough local products.
- supply vs demand.
- off-season greenhouses - not enough.
- oil / coal is not a local product.
- conflict in utilizing / extracting minerals.
- how to utilize by-products.
- questionable use of fertilizer by farmers vs sludge.
- lack of choices for alternate energy sources.
- no encouragement to conserve energy (no incentive)
- lack public awareness of what extension services offer.
- recycling in Bath expensive.
- stinky smell of sewer plant.

The Natural Resource Base: Visions for the Future

- More research to find better water sources - other than groundwater.
- Town underlaid with sand, not clay.
- Aquifer water - safe and plentiful.
- Energy lines all underground - poles and cables removed from in front of beautiful buildings.
- Efficient, cheap and plentiful waste disposal.
- Recycling should be more economically feasible.
- Deposit on bottles / cans.
- Lower costs on landfills to discourage illegal dumping.
- Have a "dump" (or alternative) like we had 25 years ago.
- Have an incinerator, community provided.
- Dogs / cats - proper elimination of animal waste.

The Natural Resource Base: Key Issues for Now and the Future

1. Disposal and recycling of garbage / waste and sewage.
2. Develop and protect our water supplies / sources.

3. Encourage more use of farmers' markets.
4. Encourage diversified farming through resources, education, and revitalizing older resources.
5. Bury all power lines and poles.

8. Working Landscape: Town, Farm, Forest

Statement of Purpose

The natural assets of a community consist of the places of natural beauty that contribute significantly to the quality of life 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 community life. A sustainable community practices effective management of natural assets so as not to undermine their existence or ability to function over time.

Questions to Think About

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

Committee Response: Strengths in Working Landscapes

- safer
- Mom can safely take a walk.
- CT River - a lot cleaner.
- as little girls we could not swim in the river.
- interest in river, bring back the salmon.
- state - taken over.
- interest group and then community gets involved.
- town benefits from these initiatives.
- not many large boats.
- John Wolter's trails - committed to saving the land (primitive camping).
- no strip malls.
- land is not posted so folks can ski, hike, walk.
- better testing of water.
- water is treated and tested locally.
- sewer system in Woodsville is here at home.
- land looks good so the tourists come, but what do they do when they come here?
- legislation - 25 feet from the river for development.
- trying to eliminate waste problems through septic systems.
- metered for sewer.
- businesses that need lots of water will not come here because of meters.

- carwash is recycling water.
- no golf courses.

Committee Response: Concerns about Working Landscapes

- don't drink water in Woodsville.
- sewer and sewage is an issue.
- septic tanks that run into the river.
- what do tourists do on a rainy day?
- no overnight camping at Bedell Bridge.
- teenagers using land for partying so everyone is excluded from camping.
- Haverhill has a water ban every year.
- precinct meetings - who is in the precincts.
- pollution of septic systems.
- no boat trips.
- aware of river but not much access.
- not much attention.
- lived here my whole life and never been on the river.
- can get in the river, but not back out.
- steep slopes, tough access.
- boat launches are terrible - canoes OK.
- lack of campsites.
- those who own land do not have money to develop.
- not sure what the agencies are doing - no public access.
- each part of town has different problems in the water.
- rumor of meat-packing industry moving to town.
- we need some kind of industry but not big smoke stacks.
- limited resource.
- no one is building.
- can't live for \$4.25 / hour.
- impossible to keep track of all forested land.
- no places to hunt / posted.
- recreation opportunities lessened because of a few problems.
- stereotype of snowmobilers.

Working Landscapes: Visions for the Future

- more jobs.
- keep the beauty of area / clean air
- business that isn't minimum wage, not factory work.
- industries that look nice.
- computer age.
- software manufacturing.
- Internet - people working in homes to make money.
- places to spend some money.
- public transportation.
- quality of septic systems.
- aquifer restoration.

Working Landscapes: Key Issues for Now and the Future

1. Regulation / Legislation (forest management and water protection).
2. Sewer / septic (up to date).

3. Nonaccessibility of the river for recreation activities (boat launches, swimming). Bedell Bridge.
4. Limited camping facilities, bike and hiking trails. (Maintenance / public support).
5. Water usage (metered vs unmetered).

9. Economic Vitality: Stability through Diversity

Statement of Purpose

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

Questions to Think About

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

Committee Response: Strengths in Economic Vitality

- Educational level high enough to attract new business.
- Strong work ethic.
- Pride in Product.
- Local ownership with roots in the community.
- Health services strong.
- Having county seat here.
- Being a farming community.
- Good public works to support business - police, fire, precinct, water, sewer.
- Haverhill Economic Coordinating Committee.
- Industrial park - already there.
- Good jobs in the schools.
- Airport.
- North Country Council.
- Major routes for travel - 302, 10, 25.

Committee Response: Concerns about Economic Vitality

- lack of jobs.
- industrial park needs tenants, sewage.
- lack of townwide planning / direction.
- lack of zoning.
- lack of public transportation.
- lack of professional opportunities.
- low paying jobs.

Economic Vitality: Visions for the Future

- Companies responsible to Haverhill, environmentally and economically.
- We want to see more diverse businesses.
- More tourism.
- Industrial park utilized.
- Packet to sell our town.

Economic Vitality: Key Issues for Now and the Future

1. Jobs, jobs, jobs that provide living wages and benefits.
2. Development of industrial park.
3. Economic development plan.
4. Utilize master plan.
5. Proper attention to infrastructure.

10. Local Businesses, Local Wealth: Circulating Money Within the Community

Statement of Purpose

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

Questions to Think About

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

Committee Response: Strengths in Local Business

- Grocery stores.
- Banks.
- Parts stores.
- Car dealerships.
- Newman lumber
- Hospital.
- County home.
- Opera Block.
- Timberland.
- Churches.
- Retail lumber yards.
- Contractors.
- Growing businesses.
- Long term businesses.
- Healthcare jobs.

Committee Response: Concerns about Local Business

- expand recreational and historical opportunities that are there through tourism.
- not enough competitive pricing, ie clothing, cars, and groceries.
- getting people to spend money locally.
- product availability.
- not enough enticing of local businesses toward local customers.
- lack of public transportation.

Local Business: Visions for the Future

- more business brought in to fill empty buildings.
- one or two "clean" type of small manufacturing plants.
- promote and protect recreational and tourism opportunities.
- protect local agricultural base.
- protect historical base, ie develop museum.
- develop public transport system.

Local Business: Key Issues for Now and the Future

1. Local business needs to entice local customers.
2. Develop and expand tourism through historical and natural resources (agriculture).
3. Develop public transport system, ie taxi, bus, train.
4. Need for two light, clean, small manufacturing plants.
5. Need more retail products and services.

After these small group discussions each group selected one member to present their five key issues to the full group the following morning. Each group entrusted their notes to one member who passed them on to the facilitator for safe keeping. We adjourned for the evening, to return in the morning to continue the good work we had begun.

Saturday Morning

Everyone reassembled bright and early Saturday morning in the Community Building gym, where we were greeted by hot coffee and tea and delicious baked goods. There were a few folks there who had not been present Friday evening and they soon felt the enthusiasm of the rest of the group. Similarly, a few members of the Friday 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 each of the groups, explaining their group's list. Delia then presented us with her version of a condensed list of 10 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, eight key issues emerged as important to study for the future of Haverhill. This list is presented below along with some of the related ideas that were mentioned.

Key Issues

- * 1. Unity of the Town. Communication - friendly, civic; avoid duplication of services; town government including diversity.
- * 2. Community Leadership and Participation. Volunteer opportunities; civic information; social needs; welcome; citizen participation in local government.
- * 3. Development and coordination of recreation activities and facilities; pool; access to river; shared among villages.
- * 4. Arts and cultural education and events. Amateur and lessons; adult education; outside performers. Community celebrations: traditional, historical, fairs, parades, garden walks, heritage trail, tourism.
5. Natural resources. Recycling, forests, natural resources, open space.
6. Public Transportation. Sidewalks and trails.
7. Strengthen local economic opportunities. Broaden involvement in economic development; industrial park; attract industry; retail services.
- * 8. Schools. Improve quality.

PROJECT IDENTIFICATION AND EVALUATION

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

*Impact:
How much
will
it matter?*

High			
Moderate			
Low			
	Low	Moderate	High

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

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

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

1. Unity of the Town

Clarification of the problem/issue to be addressed

Isolation - geographically and representation

Culture - Natives vs newcomers. Apathetic (Change) (Flatlanders). Possessiveness.

Communication - Lack of community calendar, lack of school calendar

2 Community Leadership and Participation

Clarification of the problem/issue to be addressed

Info is needed to participate in a community.

Lack of motivation in attending civic meetings or participating in civic activities.

Meetings appear to be exclusive... leadership not reaching out.

Local media could show more effective leadership.

More info needed to publicize volunteer opportunities.

A limited volunteer pool.

Volunteers may not seem appreciated.

Lack of awareness of senior needs or needs of all segments of community.

Possible Solutions

Non-commercial, people-driven welcoming program.

Town fact sheet.

Newspaper column of volunteer opportunities.

Social services inter-action.

Community agency / association.

Risk-taking editors.

Volunteer training opportunities.

Volunteer appreciation day.

Consciousness-raising for board members.

Community forum on bi-annual / annual basis.

Thank-you event for community leaders.

Leadership outreach

Issue analysis in media - impartial.

Talent discovery.

Community civics class - Community Day

Glenn English column in the newspaper.

Glenn English WYKR program.

Theme events like Water Day (Fairgrounds)

Interaction between schools and community.

Invite prospective community members to your meeting.

Be inclusive and rep. on steering committees.

Project Evaluations

Moderate Impact/High Feasibility

Community agencies / associations. Social Services interaction consortium. Invite prospective community members to your meeting. Leadership outreach.

Moderate Impact/Moderate Feasibility

Issue analysis in media. Talent discovery. Volunteer training opportunities.

Moderate Impact/Low Feasibility

Inclusive and representational on steering committees. Risk-taking editors. Glenn English in newspaper and on radio.

Low Impact/High Feasibility

Volunteer appreciation day. Thank you events.

Low Impact/Moderate Feasibility

Interaction between schools and community

Low Impact/Low Feasibility

Consciousness raising for board members.

3. Recreation Activities and Facilities

Clarification of the problem/issue to be addressed

Most programs school related, develop town-wide programs.

Lack of multi-age programs.

Lack of facilities: Indoor pool, Seasonal facilities.

No town rec director.

Lack of funding.

Lack of sharing of existing facilities / coordination.

Transportation.

No access to river.

Project Goals

Establishment of Rec Committee to define guidelines to hire rec director and establish possible town-wide program to be presented at 1997 town budget. (Grants, funding, etc.)

Research and identify funding for new and existing programs (town-wide).

Boat launches (new and existing facilities).

River park and trails (new and existing facilities).

Possible Projects / Solutions

Recreation Director / Coordinator plus recreation committee.
Funding - local, grants, private.
Expand existing facilities, ie cover Woodsville pool.
New facilities - boat launch, skating rink (indoor), river park w/trails, rec center.
Centralized field complex.

Project Evaluation

High Impact / High Feasibility

Expand existing facilities, rec director/committee, new facilities, funding.

High Impact / Moderate Feasibility

Rec Center.

Low Impact / Moderate Feasibility

Centralized field complex.

4. Arts and Cultural Events and Education

Clarification of the problem / issue to be addressed

Lack of knowledge of what is available.
Not enough advertising - better circulation of papers (home delivery).
Lack of cultural events in educational system for music, dance, art.
Funding.
Housing for performers.
Awareness of need and importance of Art in Education.
Maintaining our historical structures such as Covered Bridge, Alumni Hall, etc.
Need a council on the arts.

Opportunity

We have artists in the community.
We have wonderful historic buildings with potential for tourist attraction.
Newsletter - Arts section.
Could collaborate groups with common interests (by effective communications).
Info on arts could be included in "welcome packages" to new town members.
Council on Arts / other groups with common interests could have regular meetings.

Project Goals

Arts Council - to make sure there are year around events / activities.
Formulate networks - invite people to contribute new ideas.
Utilize physical historical structures.
Get the word out - telephone, newsletter.
Art awareness - broaden definition and scope of "Art."

Possible Projects / Solutions

Arts Council - create by putting out a newsletter with specific information. Educate through publication. *North Country News* to provide an arts section.
Restore and maintain historical structures (covered bridge / Alumni Hall).
Theater group for children in summer.
Community Band.
Year around celebrations / festivals / markets
Integrate artist's work in local businesses / buildings. "Small exhibits."

Project Evaluation

High Impact / High Feasibility

Small exhibits in local buildings, arts council, *N. Country News* arts section, year around celebrations.

High Impact / Moderate Feasibility

Children's summer theater, Community Band.

High Impact / Low Feasibility

Restore / maintain historic structures.

5. Natural Resources

Clarification of the problem/issue to be addressed

River problem - erosion of banks (dams or natural causes).
Agricultural land should be saved - pressure on farmers to sell, would be great to save, farmers themselves are aging and don't necessarily have next generation ready to take over, no incentive to farm... selling is \$\$\$.
Dairy farms on river are for sale.
Problem with no one maintaining farming land when development rights are sold.
No local market for farmers to sell produce locally - big store won't take "little bits" of produce.
Need to encourage diversity of crops.
Fragmentation of open land, river, farms and forests. Terrible for wild life.
Weakness of zoning and lack of knowledge of local laws. Lack of enforcement.
Need for recycling project in town.
Agriculture and forestry are similar in problems they face.
Wise use, no over-harvesting. Being too clean; the old stuff help next "crop" of trees.
Is there supervision of forestry practises?
Lack of enforcement of good forestry practices.
Lack of education as to proper forest management.
Need watchdog group for state and national forests.

Possible Solutions

Recycling - Must be easy. Private company sends school bus to various places in town - doesn't cost a dime. Town each (sic) Multiple dropoffs - make it easy. Must be able to be neat. Mobile unit. How about Fairlee group coming here. (Saving landfill.) Adult ed.

River - To erosion problems (dam, boat, erosion, natural). Support ongoing committee. Educate citizens. Be aware of what's going on in soil conservation groups. Need a local group.

Agriculture - New generation of farmers. Farmers need to retire - farm can contribute. Need alternatives. Rejuvenate FFA. Scholarships to Ag schools, colleges. Ag courses in high school - promotion. Have to stop taxing real estate. Adult ed.

Forestry - Ag course in high school - promotion. Enforcement. Public education that's correct. Be sure we don't lose current use program. Have to stop taxing real estate. Adult ed.

Project

A committee to support town recycling by making the recycling more accessible, creating and policing more drop-off points, creating a mobile recycling unit.

6. Public Transportation

Problem or Opportunity

Non-existent presently.

Senior citizen vans - door-to-door, doctor's, senior's meals, haircuts, drug store.

Not only seniors - physically handicapped.

Vans used four days / week.

Lots of families with no or one car which makes it hard to keep jobs.

No sidewalk on Central Street on Woodsville from racquet club to Butson's.

Lack of safe places to walk.

Heaviest traffic (Ames) with no sidewalk.

Railroad bed does *not* go to Woodsville Elementary.

Not included in "trial" to include branch to school.

No sidewalk by Haverhill Corner on Route 10 - bits and pieces.

North Haverhill kids *can* walk or bike to school.

With idea of industrial park (125 people) will add to unsafe situations.

Brainstorming

Taxi.

Transportation committee (Freedom Express in Littleton).

Van service.

Encourage local bus owners to use more often.

Use senior van on off days.

Use school bus / vans for adults after or weekends.

Run bus through Mountain Lakes, Bath, North Haverhill, for *all* kids, adults in accordance with community events.

Late bus - for after school activities / dances / practices.

Organize carpooling.

Ride-share (on our own). How about organize?

Car-pooling.

Safe sidewalks within precincts or along state roads.

Safe sidewalks connecting Grafton Motors to Red Mill Plaza in Woodsville, Route 10 in Haverhill Corner, Route 116 from Route 10 to North Haverhill Middle School.

Safe crosswalks.

Combination of taxi / bus.

Project Evaluation

High Impact / High Feasibility

Use senior van off days, bus schedule with comm. activities, late bus, transportation committee.

High Impact / Moderate Feasibility

Safe sidewalks.

Moderate Impact / Moderate Feasibility

Bus owners use buses more, carpooling, use school buses/vans for adults.

Moderate Impact / Low Feasibility

Combo of bus / taxi, van service.

Low Impact / Moderate Feasibility

Ride-sharing.

Low Impact / Low Feasibility

Taxis.

7. Local Economics

Define the Problem or Opportunity

Don't do as much as we should for tourism and recreation.

Don't have enough places to work.

Need a critical mass.

Need year round employment.

Project Goals

Look into other opportunities besides the industrial park.

Brainstorming

Incubator business.

Utilize airport log for mailing.

Get SCORE to hold sessions here.

Support for inventors.

Encourage people to utilize the USDA.

Utilize master plan.

Develop Chamber of Commerce.

Lists of property available.

Publicity - Marketing of existing businesses.

Town promoter

Work with neighboring towns to attract tourism and promote it.

Project Evaluation

High Impact / High Feasibility

Chamber of Commerce, list of available property.

High Impact / Moderate Feasibility
Publicity, marketing of existing businesses.

High Impact / Low Feasibility
Town promoted

Moderate Impact / Moderate Feasibility
Incubator business, make master plan available, work with neighboring towns for tourism.

Low Impact / High Feasibility
Inventors, SCORE, Airport logs for mailings.

Low Impact / Moderate Feasibility
Utilize USDA.

8. Schools

Define the Problem or Opportunity

Respect for the concerns of parents, need for listening well, for discussion in private, more openness to outside world.

Enriching our core curriculum through ...

Is school system meeting the needs of a diverse group of students / parents?

Union vs administrators vs parents vs teachers instead of working as a team.

Higher community expectations of appropriate social behavior.

Parental, employers, and community responsibility and concern for youth rather than leaving it all to the school.

Brainstorming

Keep the public informed of the good things happening in our schools.

Great potential, new facilities. Make it better.

Fix things as they need fixing.

Publicize good teachers.

Things have gotten better, but...

Possible Solutions

School forum to address issues and concerns.

Broaden participation of diverse groups, i.e. parents, teachers, business people.

Prepare students and adults to meet the challenges of the 21st century.

Involve senior citizens in our schools: crossover influences, people involvement, make it attractive for grandparents to share their experiences / wisdom, i.e. WW II veterans telling of their war experiences.

Mechanism to educate parents about fed and state reg. so that they can become proactive advocates.

Discipline issue needs to be addressed.

Community council to assist support of schools and all educational processes.

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. Delia Clark 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. [...]

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

Group 1: Unification of Town

1. **More Personal Involvement.** Selectman's Council, (village representative meets quarterly with town manager and selectmen). 16 votes.
2. **Establish Welcome Wagon Program.** For all residents - newcomers, visitors, tourists. Community calendar. Welcome program and Fact Sheet. 31 votes.
3. [Establish townwide support for recreational activities and facilities. Recreational coordinator.]

Group 2: Leadership / Community Participation

1. [Welcoming Program.]
2. [Town Fact Sheet]
3. **Theme Events.** Like Water Day. Community civics day/class. Once or twice a year. 4 votes.

Group 3: Recreation

1. **Establishment of a Rec. Committee** to define guidelines to hire a rec. director and establish a townwide rec. program to be presented at the 1997 Town Meeting. Grants, funding, user fees. 53 votes.
2. [Expand and improve existing facilities (indoor and outdoor) to accommodate townwide recreation. Needs: (1) cover pool, (2) JRM building, (3) Revive Monteau, (4) VFW field, (5) Community field.]
3. [New Facilities: (1) boat launch, (2) skating rink (indoor/outdoor), (3) river park / trails.]

Group 4: Arts and Cultural Education / Community Celebrations

1. **Create an "Arts Council."** Network of people to promote art education and information to the public. 28 votes.
2. **Restore and Maintain Historical Structures.** The [Woodsville] covered bridge, Alumni Hall. 12 votes.
3. **Community Band.** 5 votes.

Group 5: Protection of Natural Resources

1. **Recycling:** A committee to support town recycling by making recycling more accessible, creating and policing more drop-off points, creating a mobile recycling unit. 22 votes.
2. **Tax System:** A committee to organize a forum on the tax system, designed to create a tax system that is less dependent on property tax, and is more equitable to land owners, educators, and farmers. (Forestry and Ag.) 17 votes.
3. **Farmers:** Create a committee that supports a new generation of farmers in the Haverhill area by supporting educational opportunities such as excellent farming programs in our high school, scholarships for young persons seeking advanced agricultural education and adult education opportunities. 6 votes.

Group 6: Public Transportation

1. **Transportation Committee.** Responsible for researching and coordinating: ride share, carpooling, use of school busses for extracurricular activities, dances, and other teen activities. Save parents from taxi-driving. 7 votes.
2. **Safe Sidewalks** (safety issue). Main routes: US302 in Woodsville, NH10 in Haverhill Corner, NH116 from NH10 to HCMS. Work with State of New Hampshire to make this happen. 21 votes.
3. **[Senior Citizen Van.** Utilize van during idle times to transport other community members.]

Group 7: Economic Vitality

1. **Chamber of Commerce.** 20 votes.
2. **Business Incubator.** 1 vote.
3. **Partnership with other towns to promote common interests (tourism).**

Group 8: Schools

1. **School Forum.** Educate parents about the ramifications of politics. Involve senior citizens in schools - crossover influence. Involvement of teachers in communities. Academic excellence. 33 votes.
2. [Show and Tell on Technology. Prepare students and adults for the 21st century.]
3. [Create a **Community Council to Assist the Educational Process.** Ability to control behavior.]

ACTION STEPS

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

Establish Welcome Wagon Program
Establishment of a Rec. Committee
Create an "Arts Council"
School Forum

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

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

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

Establish Welcome Wagon Program [later named "Community Connections"]

Action Steps

- Fact Sheet: Hospital / Health Services, emergency services, schools, town offices, churches, service organizations, recreational facilities, clubs
- Map
- Bulletin Board
- Personal Contact: pot luck suppers, landlords

Principle Leadership

- Allianora Rosse, 989-5522
- Mary Campbell, Co-coordinator, 989-5574
- Steve Campbell, 989-3361
- Mary Mudge, Co-coordinator, 989-5622
- Marilyn Seminerio, 989-5976

Time Line

- First committee meeting: Thursday, March 28, 7-9 PM, Allianora Rosse's house, Court Street, Haverhill Corner

Establishment of a Recreation Committee

Goals and Objectives

- Develop plan to present to selectboard / town manager. Committee of three persons.
- Develop year-round townwide programs
- Include *all* age groups
- Town recreation director (year round)
- Determine existing programs and facilities
- Explore all funding avenues

Potential Obstacles

- Liability
- Develop good PR with existing programs (Woodsville YR, Mountain Lakes YR, Haverhill Rec., Olivarian YR, North Haverhill)
- Communication / Permission
- Town survey - what would you want offered?

Leadership

- Edith Shapiro
- Ron Upton
- Jay Holden

Action Steps

- Implement Committee: set date to get started, determine existing facilities / programs / people, explore funding, town survey, check master plan for ideas, explore state / federal resources, invite speaker from existing town program to guide us.
- First meeting: Wednesday, March 27, 7:30 PM, Woodsville Fire Station.
- Coordinator

Establish an "Arts Council"

Goals and Objectives

- Find a network of people to promote art education and information to the public throughout the year on a regular basis, not just because of a special occasion
- Find a central location where people of similar interests could meet, teach, set up summer programs, and recreate
- Gather together interested people and divide people up into different divisions of the arts: music, dance, theater, graphic arts, etc.
- Funding
- Make arts accessible to everyone (non-threatening environment). Make everyone feel welcome.
- Cover more area than just Haverhill ("within driving distance")

Potential Obstacles

- Money (lack of)
- Lack of facilities
- Lack of exposure
- Perceived elitism (snobbism)

Useful Resources

- Guidance from NH Council on the Arts
- Friends of the Hopkins Center
- Publicity
- People willing to put in time
- Haverhill Master Plan (call Glenn English)
- Contact Whitefield / Weathervane
- Contact Lincoln / North Country Council on the Arts
- Contact Littleton Opera House

People Interested

- Keita Colton (353-4890), Lee Kryger (747-3087), Sheila Brill (747-3916), Steve Campbell (989-3361), Maggie Fallon, Stephanie Saffo, Bernie Marvin, David Heintz, Dale Feid, Bert Dodson, Trina Hyman, Tom Stocker, Phyllis McKenna (989-5910), Glenna Ackerman (787-6176).

Action Steps

- Come up with a name and logo design
- Publicize formation of Council for organizational meeting
- Research to identify grant money, resources, procedure
- Coordinate activities with local groups to avoid duplication
- Newsletter
- Establish a steering committee. First meeting to be Tuesday, April 9, 7 PM, SAU 23 meeting room, Old Courthouse, Woodsville. Contact person: Sheila Brill (747-3916).

School Forum

Goals and Objectives

- Hold school forum
- Have format of 2001 and Beyond used for "school issues"
- With an outside person (find one)
- Broaden participation of citizenry in this school forum (how to attract people?)
- Do it in one day
- We need a steering committee to include: each area of Haverhill, home schooling representative, senior citizens, non-involved parents, involved parents (one from each school), two or three student representatives from WHS and HECC. (We want a wide range of groups.)
- Community vision for the schools
- Direction: Where do we want to go?

Resources

- Print
- Internet
- Phone Calls
- Social agencies

Time Line

- Press release
- School Board meeting, Thursday, March 21, 7 PM
- First Steering Committee meeting, Monday, April 1, 7 PM
- School forum in the fall - promoted and prompted by the citizens

CONCLUSION

Each small group reported back their plans to the entire group. The full group discussed next steps to keep up momentum from the Profile, with each group appointing someone to maintain contact with the Haverhill Profile Steering Committee. The day ended with a short discussion of Valley VitalSigns.

The meeting adjourned at 4:40 PM.

APPENDIX

Haverhill Community Profile Participants

Glenna & Mike Ackerman	Gunnar & Lee Kryger
Charlene Aldrich	Bernie Marvin
Anne Baird & Stephen Campbell	Phyllis & Tim McKenna
Robert & Thelma Belyea	Kyle & Melissa Michael
Katharine Blaisdell	Kathi Mitchell
Sheila Brill	Arthur & Mary Mudge
Maureen Byrne	Linda Nelson
Mary Campbell	Carol Norcross
Isabel Carson	Marjorie Page
Edith Celley	Priscilla & Walter Parker
Delia Clark	Phyllis Porter
Bob Clifford, Jr.	Steve Pruyne
John & Shirley Cobb	David Rives
Keita Colton	Mary Ann Robinson
Barry & Betty Crites	Allianora Rosse
Deborah & Scott Edwards	Regis Roy
Glenn English	Gary & Marsha Scruton
Margaret Fallan	Marilyn & Steven Seminerio
Bertha & John Farnham	Michael Severino
Jacques Finlay	Edith Shapiro
Tammy Fortier	Lillian Snellman
Wayne Fortier	Dennis & Sandra Solinsky
Donna Gaylord	Archie & Martha Steenburgh
Annemarie & Joel Godston	Doug Teschner
Mike Graham	Deborah & Ron Upton
Sarah Greenwood	Ruth & Steve Wellington
Beverly & Donald Hasbrouck	Karen & Steve Whalen
Jay & Sylvia Holden	Lynn Wheeler
Brenda Jewett	Darlene Williams
Reita Jones	Margie Wilson
David Keith	Lara Wolter

Haverhill Community Profile Facilitators

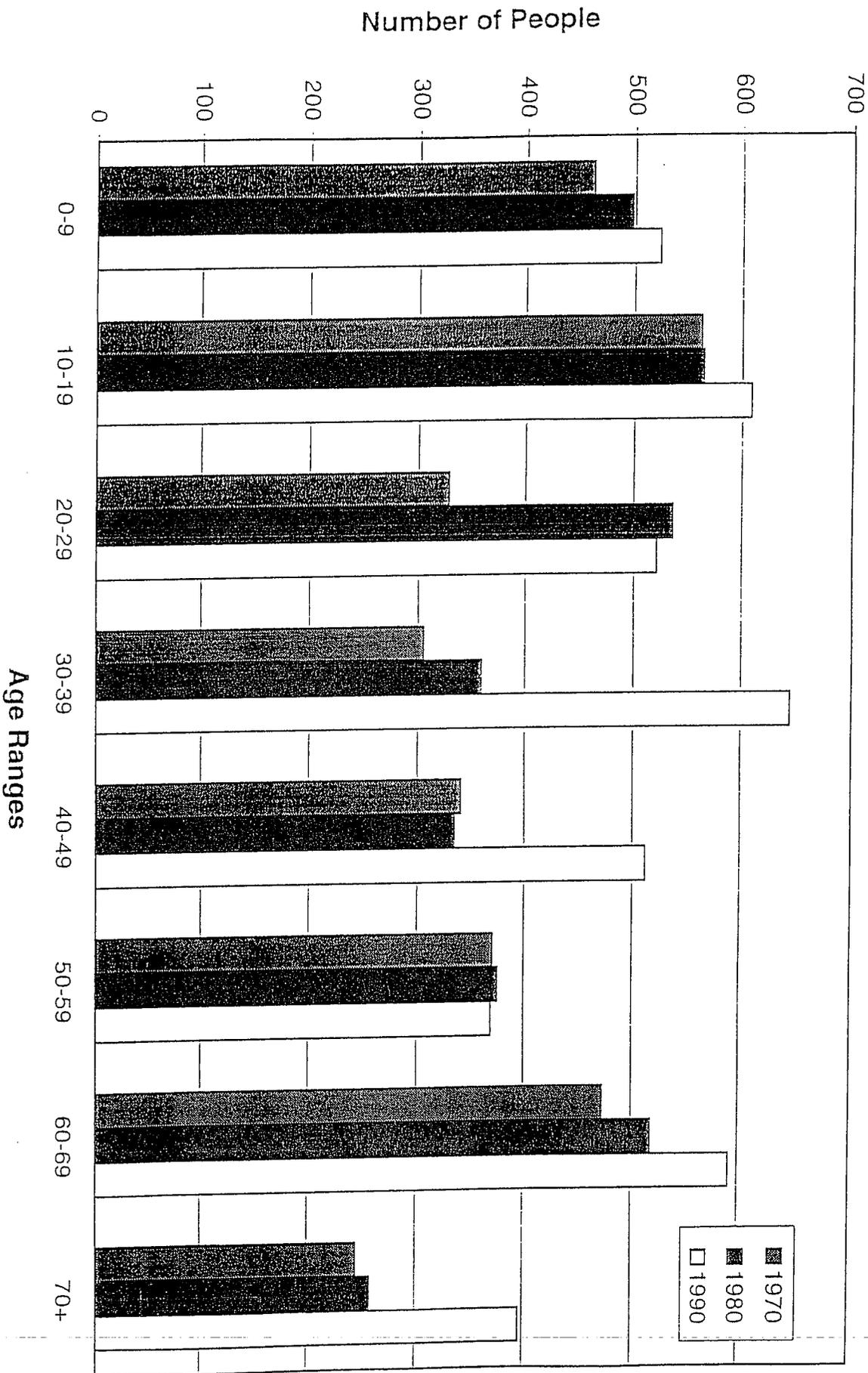
Sheila Brill	Marge Page
Mary Campbell	Steve Pruyne
John Cobb	Regis Roy
Jacque Finlay	Sandy Solinsky <i>MT LARCUS</i>
Wayne Fortier	Martha Steenburgh
Sara Greenwood <i>UNIVERSITY</i>	Deb Upton
Joel Godston	Ruth Wellington
Jay Holden	Karen Whalen <i>WV</i>
Lee Kryger	Margie Wilson
Kathi Mitchell	Lara Wolter <i>E. HAV.</i>

Haverhill Community Profile Steering Committee

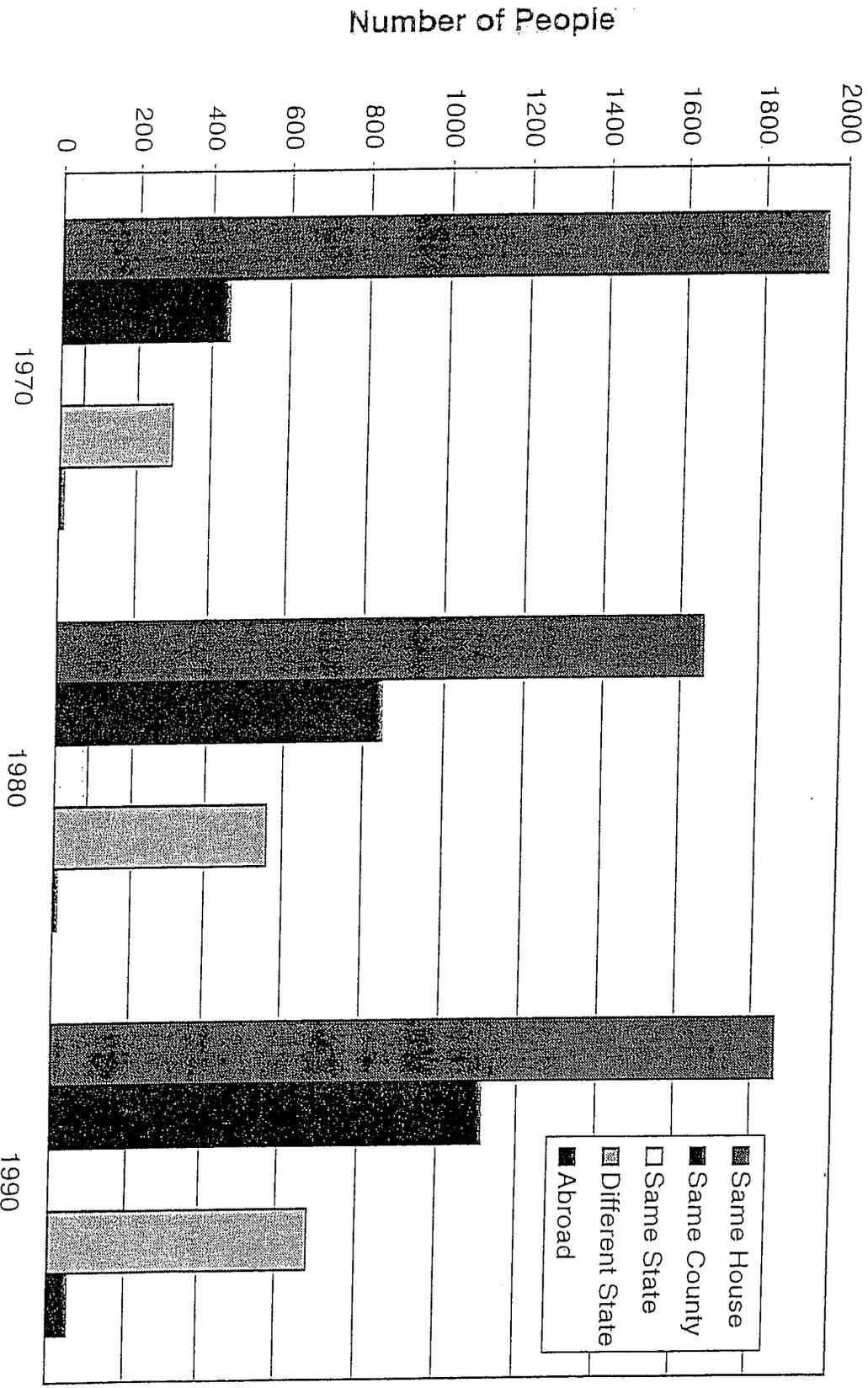
Glenna Ackerman
Mike Ackerman
Stephen Campbell
John Farnham
Annemarie Godston
Joel Godston
Jay Holden
Brenda Jewett

Martha Steenburgh
Deborah Upton
Ron Upton
Jimmy Walker
Ruth Wellington
Karen Whalen
Lynn Wheeler

Haverhill Population Age Groups



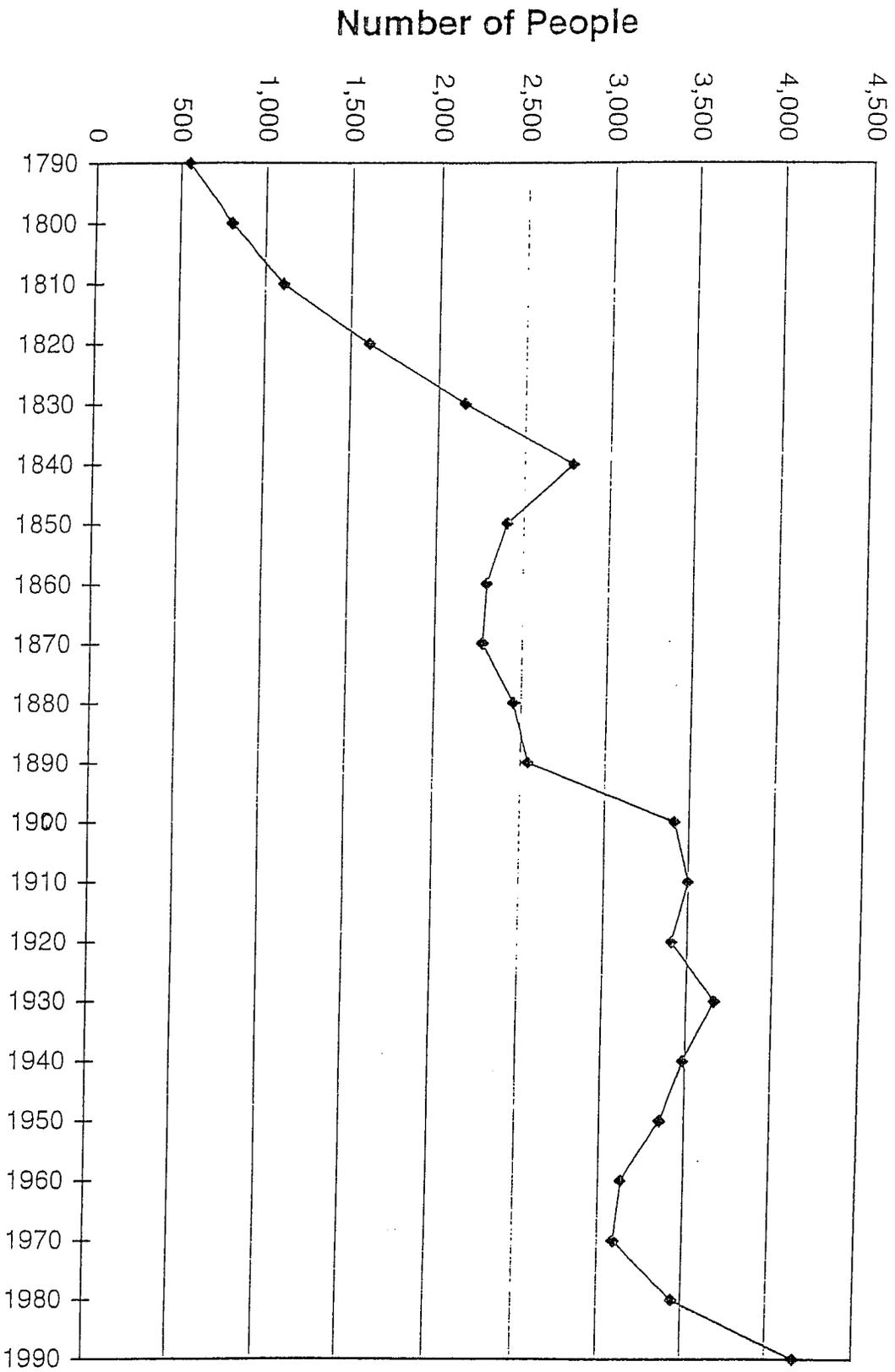
Where Haverhill Residents Lived 5 Years Ago



Source: US Census

Prepared by Maureen Hart March 15, 1996

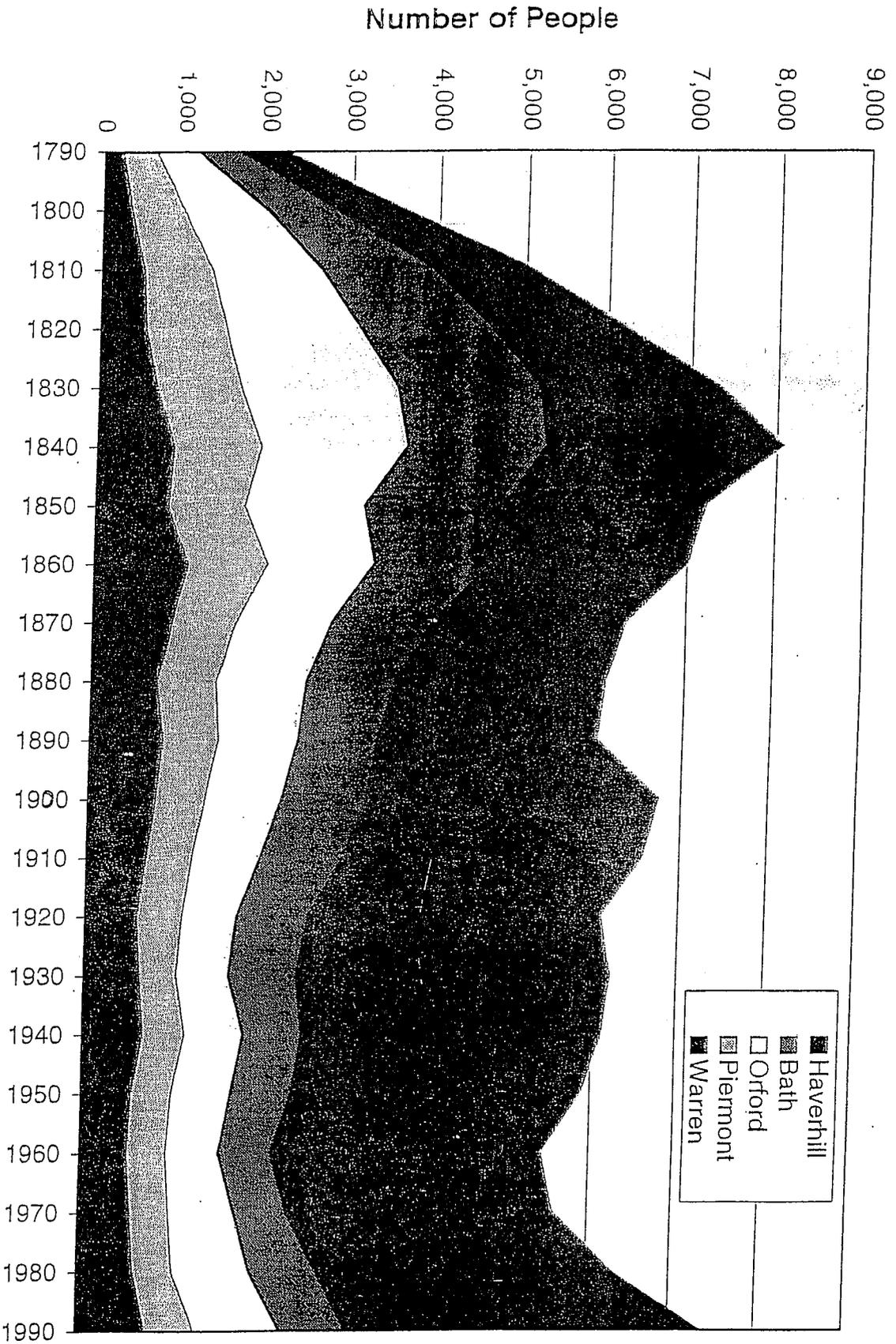
Haverhill Population 1790 to 1990



Source: NH State Planning Office; US Census Data

Prepared by Maureen Hart March 15, 1996

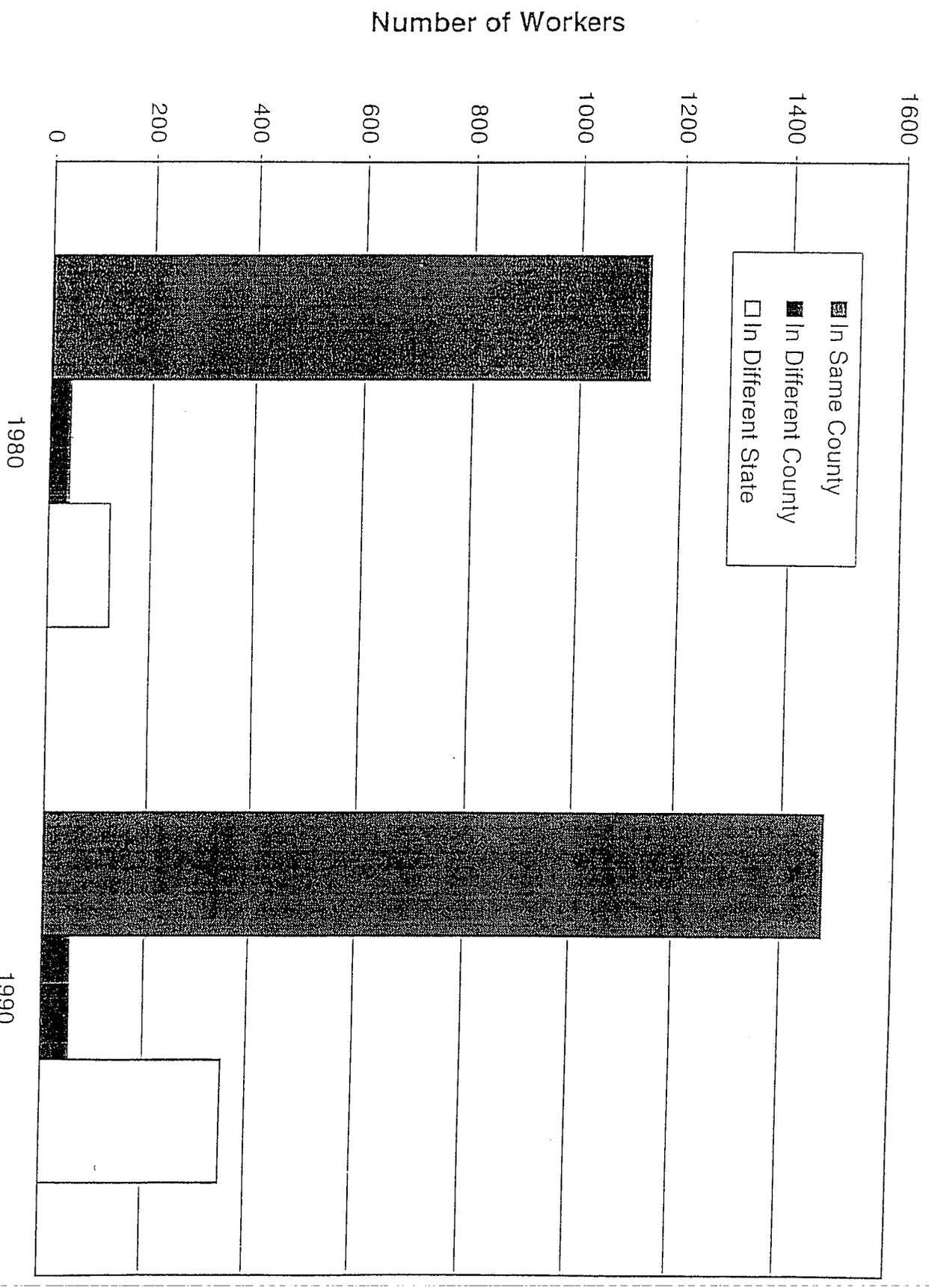
Haverhill Area Population 1790 to 1990



Source: NH State Planning Office; US Census Data

Prepared by Maureen Hart March 15, 1996

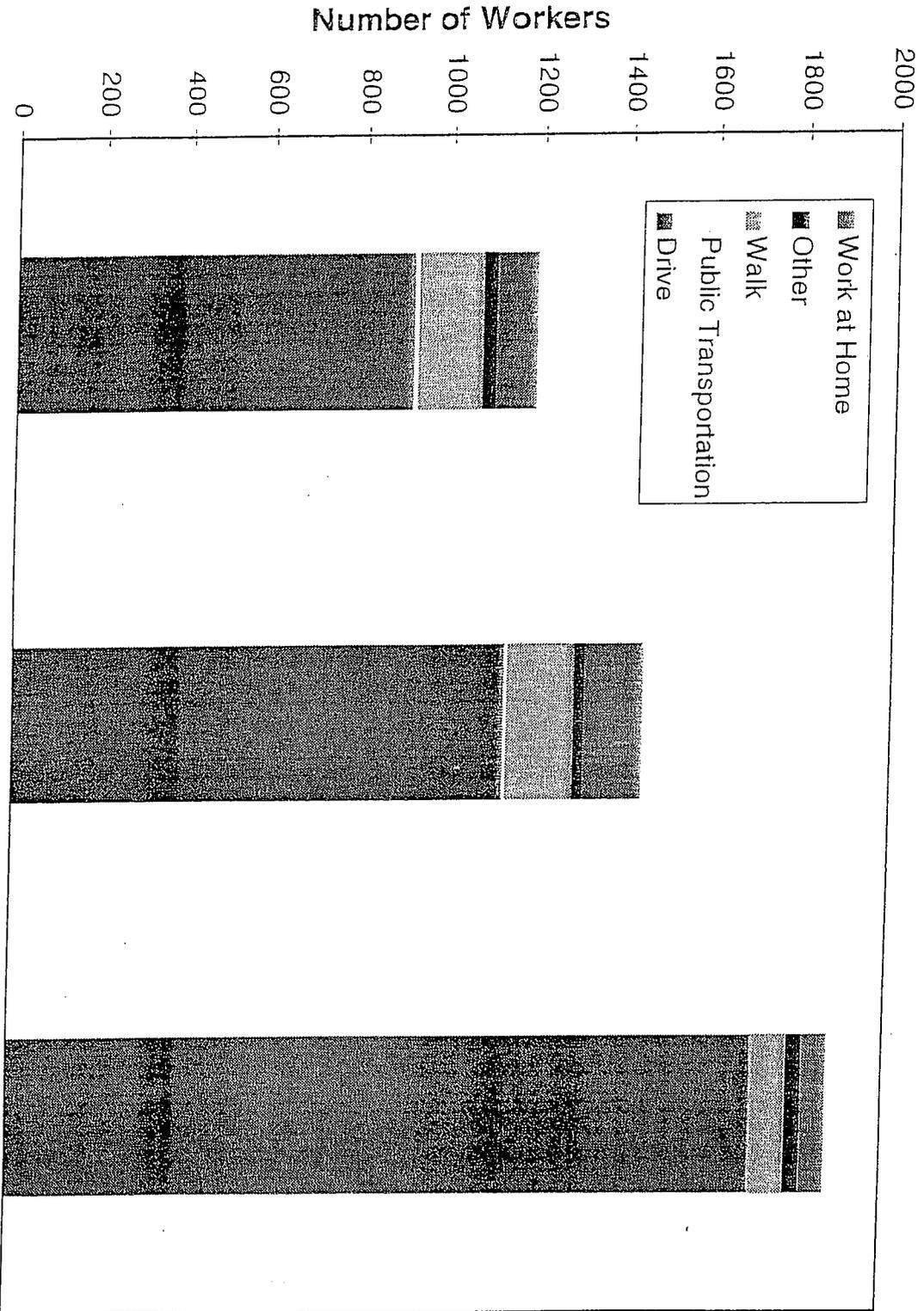
Where Haverhill Residents Work



Source: US Census

Prepared by Maureen Hart March 15, 1996

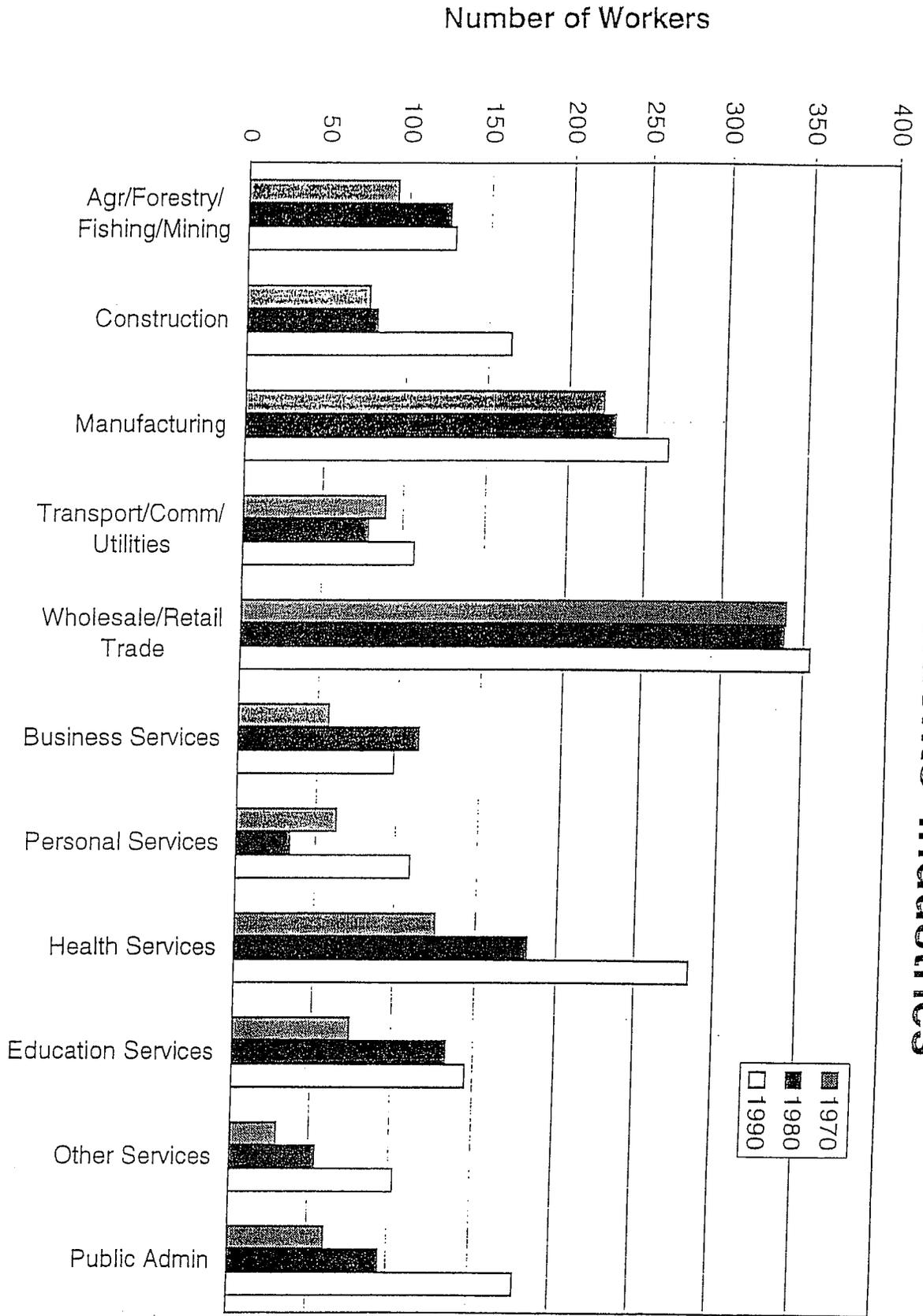
Haverhill - Getting to Work



Source: US Census

Prepared By Maureen Hart March 15, 1996

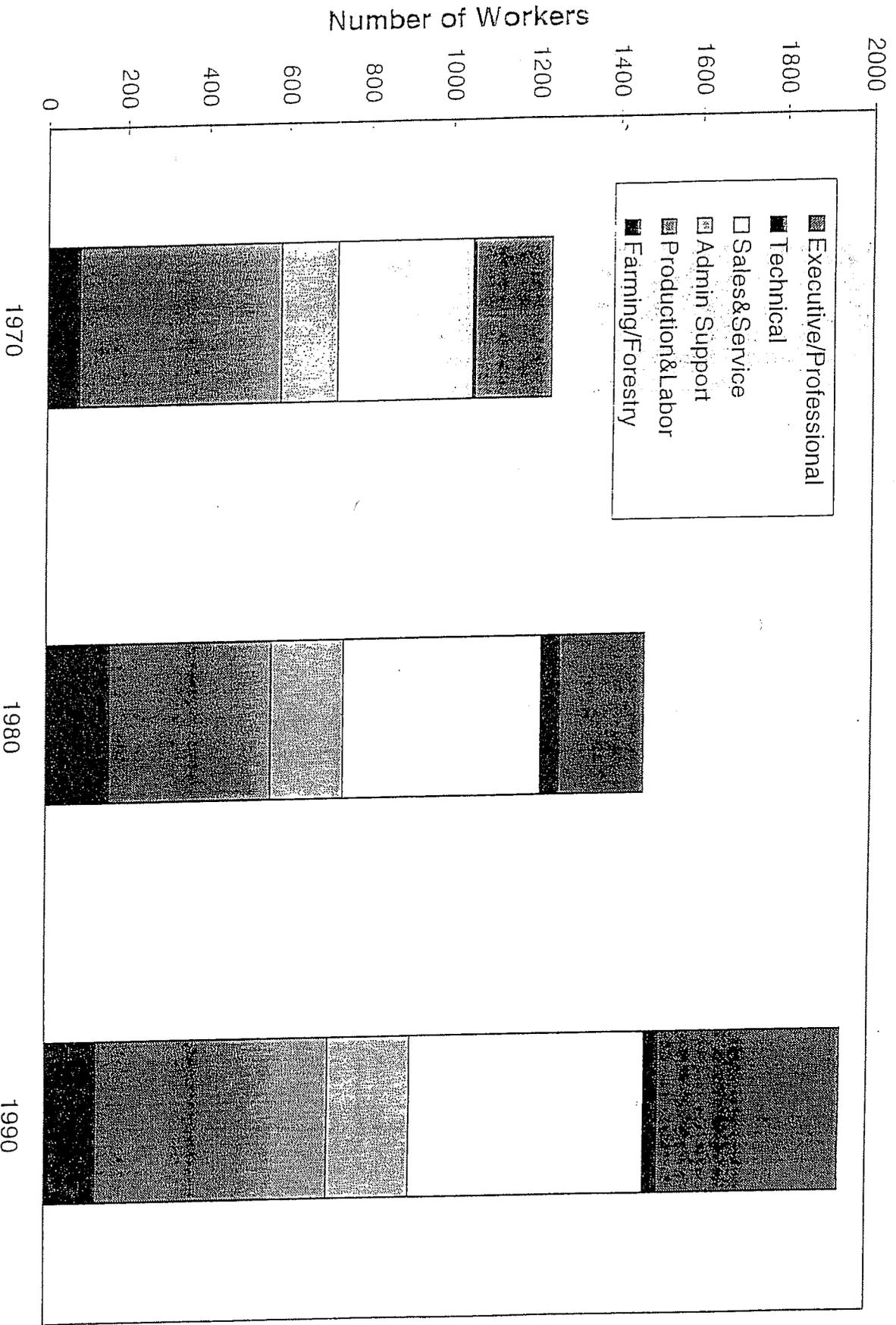
Haverhill Residents' Industries



Source: US Census

Prepared by Maureen Hart March 15, 1996

Haverhill Professions

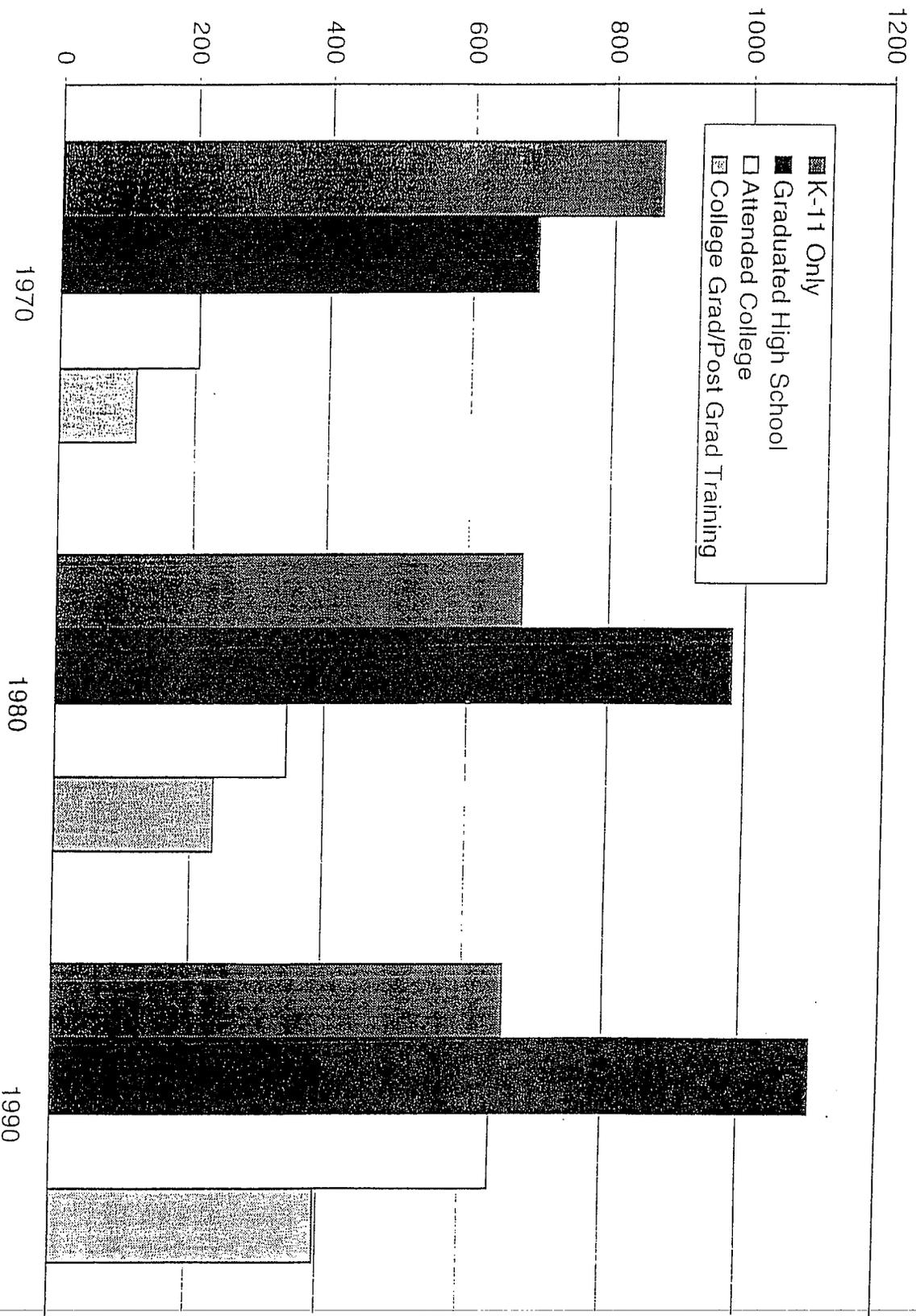


Source: US Census

Prepared by Maureen Hart March 15, 1996

Level of Education in Haverhill

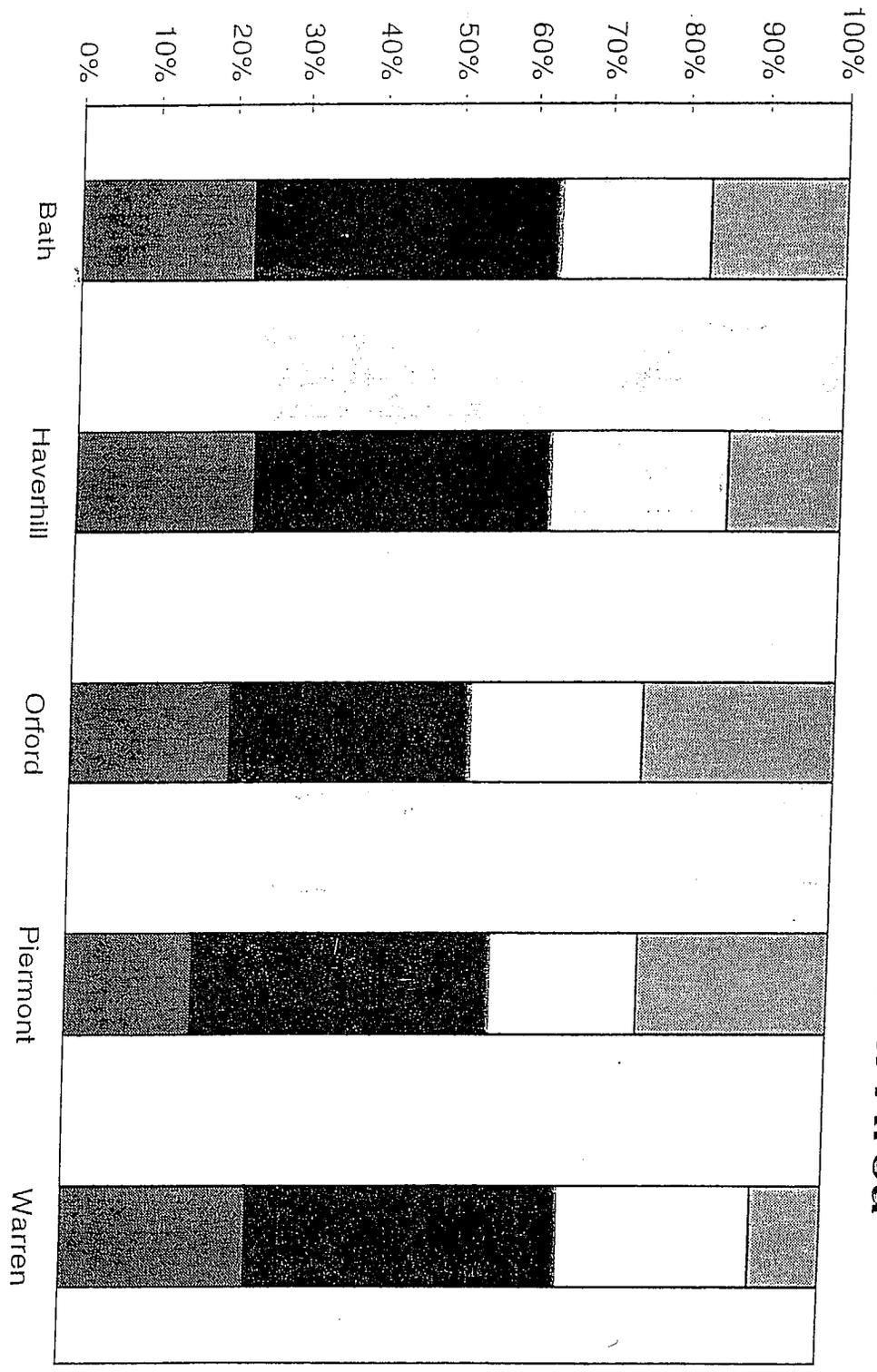
Number of People over 25 years old



Source: US Census

Prepared by Maureen Hart March 15, 1996

1990 Education in Haverhill Area

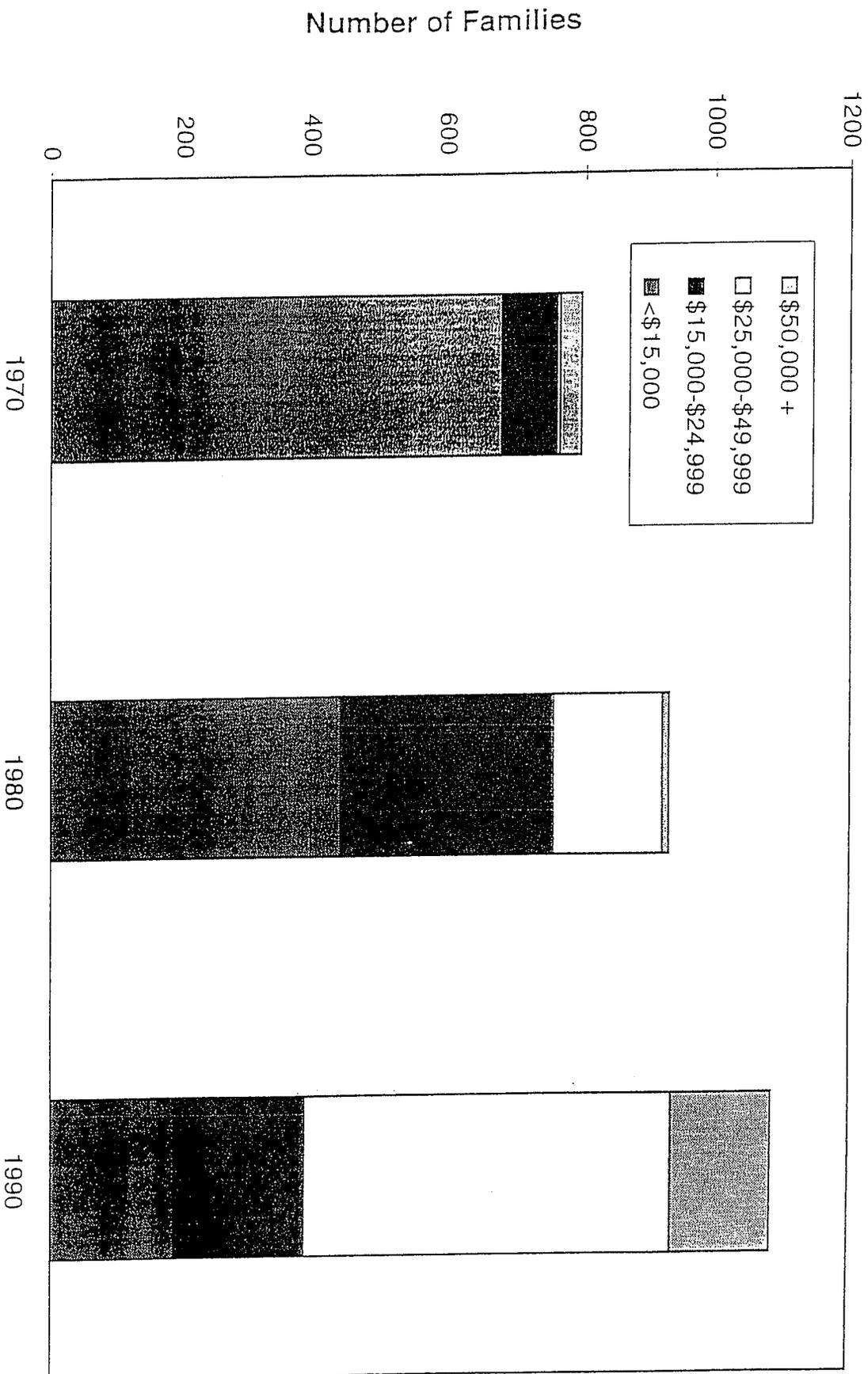


Source: US Census

College Grad/Post Grad Training
 Attended College
 Graduated High School
 K-11 Only

Prepared by Maureen Hart March 15, 1996

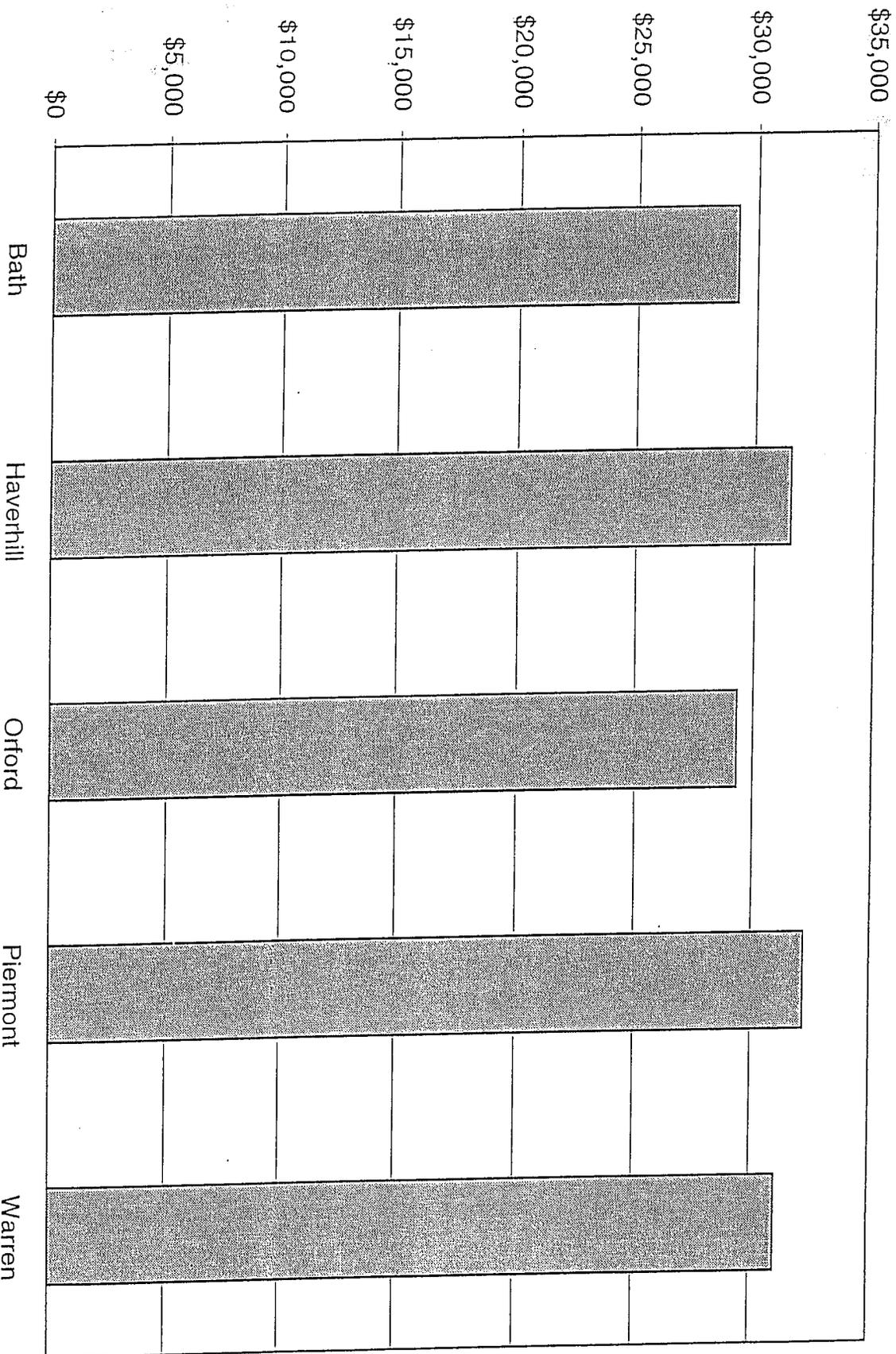
Haverhill Family Income



Source: US Census

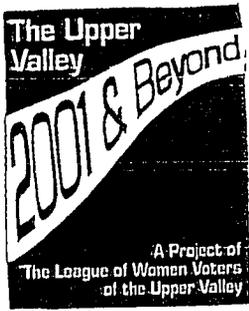
Prepared by Maureen Hart March 15, 1996

Median Family Income



Source: US Census

Prepared by Maureen Hart March 15, 1996



The Upper Valley: 2001 & Beyond Haverhill Community Profile

March 15, 1996

Welcome Participants!

Thank you for your participation in the Haverhill Community Profile. You are investing a day and a half of your life in the future of this community. We believe that Haverhill will benefit for many years to come from your efforts.

The Steering Committee would like to thank Delia Clark, of the League of Women Voters of the Upper Valley, and her intern, Steve Pruyne, for their assistance throughout the planning stages of the Profile. Although Delia has participated in numerous Profiles throughout the Upper Valley, her continuing enthusiasm for her topic is an inspiration to all of us. Thank you, Delia and Steve!

With much appreciation to you all,

The Haverhill Community Profile Steering Committee

Mike Ackerman
Glenna Ackerman
Steve Campbell
John Farnham
Annemarie Godston
Joel Godston
Jay Holden
Brenda Jewett
Martha Steenburgh
Deborah Upton
Ron Upton
Jimmy Walker
Ruth Wellington
Karen Whalen
Lynn Wheeler

The Upper Valley: 2001 & Beyond

Haverhill Community Profile Agenda

A Project of the League of Women Voters of the Upper Valley

Woodsville High School

March 15 - 16, 1996

Friday Evening

5:30 PM Sign in, Pot luck supper

6:30 PM Welcome

- ◆ Overview of 2001 project, Valley VitalSigns.
- ◆ Overview of Community Profile Process.
- ◆ Who is here?

6:45 PM Mosaic and Vision

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

7:15 PM How does our Haverhill compare?

- ◆ Presentation of census data.

7:45 PM Community Profile Components

- ◆ Effective Community Leadership: *A Broader Definition*
- ◆ Informed Citizen Participation: *More than Voter Turn-Out*
- ◆ Intergroup Relations: *Celebrating Diversity within the Community*
- ◆ Cultural Heritage: *Arts, Festivals & Celebrations*
- ◆ Education and Social Services: *Meeting our Citizens' Needs*
- ◆ Community Infrastructure: *The Basics that Serve our Needs*
- ◆ Natural Resource Base: *Water, Energy and Materials*
- ◆ Working Landscape: *Village, Farm and Forest*
- ◆ Economic Vitality: *Stability through Diversity*
- ◆ Local Business, Local Wealth: *Circulating Money within the Community*

Group	1	Room	2
	2		11
	3		13
	4		15
	5		12
	6		14
	7		16
	8		17
	9	French Pond	
	10		18

8:15 PM Small Group Discussions of Components (Small group facilitators)

- ◆ Random assignments to small groups, one component per group.
- ◆ Strengths of Haverhill in the component area.
- ◆ Weaknesses.
- ◆ What would you like to see in the future?
- ◆ What are the 5 key issues that need to be addressed?

9:30 PM Formal adjournment

Don't forget:

⇒ *Child care is in the library!*

⇒ *To take home your potluck dish!*

⇒ *To leave your lunch order form or to bring a lunch on Saturday!*

Saturday's agenda is on the other side.