

Appendix A: 2004 Livable Walkable Communities Toolkit

TABLE OF CONTENTS

LISTING OF ATTACHMENTS	- 2 -
FORWARD	- 3 -
INTRODUCTION TO THE LWC TOOLKIT	- 4 -
Frequently Asked Questions.....	- 4 -
LWC Project Timeline.....	- 5 -
About the LWC Toolkit.....	- 5 -
ROLES AND RESPONSIBILITIES: ESTABLISHING THE LWC COMMUNITY COALITION	- 6 -
Effective Community Leadership.....	- 6 -
Establishing the LWC Steering Committee.....	- 6 -
LWC Leadership Training.....	- 7 -
Mobilizing Your Community: Establishing an LWC Community Coalition.....	- 7 -
<i>About the LWC Community Coalition</i>	- 7 -
<i>What Type of coalition is LWC?</i>	- 8 -
<i>What is needed to build an LWC coalition?</i>	- 8 -
<i>Steps for building an LWC coalition</i>	- 8 -
<i>Sustaining the LWC coalition</i>	- 9 -
<i>Asset Mapping: Roles Different Community Groups Can Play</i>	- 9 -
Action Plan Committee.....	- 9 -
Project Marketing & Promotions.....	- 10 -
Facilitation of LWC Community Meetings & Workshops.....	- 10 -
PRESENTING THE VISION: ENGAGING COMMUNITY MEMBERS & STAKEHOLDERS	- 11 -
“Presenting the Vision” Community Meeting.....	- 11 -
Identifying Your Audience.....	- 11 -
Announcing the Event.....	- 12 -
Equipment & Other Needs.....	- 12 -
Process Questions.....	- 13 -
Recruiting LWC Action Plan Volunteers.....	- 13 -
LOOKING AT THE BIG PICTURE: COMMUNITY ASSESSMENT & ACTION PLANNING	- 14 -
Baseline Assessment: What You Have In Place.....	- 14 -
Mapping Trails and Linkages Community Workshop.....	- 15 -
<i>Purpose & Outcomes</i>	- 15 -
<i>Initial Planning</i>	- 16 -
<i>Marketing</i>	- 18 -
<i>Pre-Event Preparations</i>	- 18 -
<i>Day of Event</i>	- 19 -
Assessment Scorecard Community Workshop.....	- 21 -
<i>Purpose & Outcomes</i>	- 21 -
<i>Initial Planning</i>	- 21 -
<i>Marketing</i>	- 22 -
<i>Pre-Event Preparations</i>	- 22 -
<i>Day of Event</i>	- 23 -
Action Plan Community Workshop.....	- 25 -
<i>Purpose & Outcomes</i>	- 25 -
<i>Initial Planning</i>	- 26 -
<i>Marketing</i>	- 26 -
<i>Pre-Event Preparations</i>	- 27 -
<i>Day of Event</i>	- 27 -
Linking Your Community with Action Plan Implementation Resources.....	- 29 -
<i>Preparation of the LWC Action Plan First Draft by LWC Coordinator</i>	- 29 -
<i>Preparation of the LWC Action Plan First Draft by LWC Committees</i>	- 29 -
Action Plan Implementation Community Meeting.....	- 32 -
<i>Purpose & Outcomes</i>	- 32 -
<i>Initial Planning</i>	- 33 -
<i>Marketing</i>	- 33 -
<i>Pre-Event Preparations</i>	- 33 -
<i>Day of Event</i>	- 34 -

LISTING OF ATTACHMENTS

Copies of all attachments are included at the end of this Toolkit. They are also included on the enclosed compact disc for easy printing and reproduction.

- Attachment A: Sample LWC Project Timeline**
- Attachment B: Guidelines for the LWC Steering Committee & LWC Meeting Minutes Form**
- Attachment C: Action Plan Committee Roles & Responsibilities**
- Attachment D: Sample Presenting the Vision Meeting Agenda**
- Attachment E: Sample Presenting the Vision Press Release**
- Attachment F: Sample Presenting the Vision Flyer**
- Attachment G: LWC Community Meeting Sign-In Sheet**
- Attachment H: LWC Action Plan Volunteer Flyer**
- Attachment I: LWC Baseline Data/Community Assessment by Category**
- Attachment J: LWC Map Request Form**
- Attachment K: Sample Mapping Trails & Linkages Media Advisory**
- Attachment L: Sample Mapping Trails & Linkages Flyer**
- Attachment M: Sample Mapping Trails & Linkages Workshop Agenda**
- Attachment N: Mapping Trails & Linkages Facilitator Instructions**
- Attachment O: Mapping Trails & Linkages Response Form**
- Attachment P: Working Group Signs**
- Attachment Q: LWC Action Items Form**
- Attachment R: Sample Assessment Scorecard Workshop Agenda**
- Attachment S: LWC Impact Feasibility Grid**
- Attachment T: Sample LWC Action Steps**
- Attachment U: Sample Action Plan Workshop Agenda**
- Attachment V: Action Plan Facilitator Instructions**
- Attachment W: LWC Community Action Plan**
- Attachment X: LWC Community Resource Guide**
- Attachment Y: Action Plan Coordinator Instructions**
- Attachment Z: Sample Action Plan Implementation Workshop Agenda**

FORWARD

Livable, Walkable Communities (LWC) was developed by New Hampshire Celebrates Wellness, a not-for-profit organization whose mission was to improve the health and well being of the people of New Hampshire. *NHCW strived to accomplish its goals by mobilizing, training and supporting leaders from schools, worksites, older adult organizations, municipalities and communities to bring health initiatives back to their organizations and their communities.*

Funding for the development of the LWC Community Toolkit was made possible by a grant from the New Hampshire Charitable Foundation:

New Hampshire Charitable Foundation

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Website: www.nhcf.org

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UNH Cooperative Extension
The Jordan Institute
NH Office of Energy and Planning
NH Regional Planning Commissions
Foundation for Healthy Communities
NH Department of Health & Human Services, Division of Public Health Services, Nutrition & Health Promotion Section
Division of Disease Prevention & Health Promotion
NH Developmental Disabilities Council
NH Department of Transportation
Local Government Center

The LWC Toolkit was evaluated by a panel of experts for construct, content validity, and readability.

INTRODUCTION TO THE LWC TOOLKIT

The LWC Toolkit is a resource for improving the livability and walkability of New Hampshire communities. An underlying goal is to increase rates of physical activity throughout the state. Through a process of community engagement and assessment of the built-environment (e.g. pedestrian access and safety), the LWC Program brings together citizens and stakeholders to develop and act on specific strategies to improve your community's livability and walkability. The focus is on the following 11 categories:

Health

Safety

Destinations & Linkages

Open Space & Recreation

Environment & Natural Resources

Historic Preservation

Vibrant Economy

Housing

Village Center/Downtown

Aesthetics

Social Connects

Provided in the LWC Toolkit are user-friendly tools in three areas that will assist in the construction of your community's LWC Action Plan:

- ✓ Roles & Responsibilities: Establishing the LWC Community Coalition
- ✓ Presenting the Vision: Engaging Community Members & Stakeholders
- ✓ Looking at the Big Picture: Community Assessment & Action Planning

Frequently Asked Questions

How can we become a livable, walkable community and still maintain our rural character?

The LWC Toolkit is designed to assist in identifying priority areas and implementing an action plan specific to your community. The project should proceed with the consensus of the community to ensure that desired community character is maintained. Always remember your goals and community vision as you work toward becoming a Livable, Walkable Community.

What if we only want to complete one piece of the Toolkit?

The goal of LWC and the Toolkit is to get communities implementing action steps as quickly as possible. If your community is able to implement actions steps in only one LWC category or priority area, success has been achieved. Remember to celebrate your success!

Who funds our action steps toward becoming more livable & walkable?

Funds for projects in specific categories may be available through organizations/agencies listed in the **LWC Community Resource Guide**. Communities must contact those organizations to learn more about funding opportunities.

Are there other agencies, organizations, or programs that can help us meet our goals?

Refer to the LWC Community Resource Guide to identify the agency/organization best able to address your goals. The Resource Guide designates the type of support offered – funding, outreach, technical, informational.

What communities have become livable, walkable communities?

LWC has worked with Meredith, Wolfeboro, Littleton and Hanover, Nashua, New Boston, Deerfield, and Berlin-Gorham, all of which have implemented steps to become more livable and walkable.

LWC Project Timeline

Your community's LWC project consists of two distinct phases:

Phase I: LWC Toolkit Implementation (up to 1-year for completion)

During this phase, the LWC Coordinator and representatives will work with your community to develop a Community Coalition and complete all components of the LWC Toolkit. The end product is your community's LWC Action Plan. The time frame required for completion depends on your community's readiness and the scope of the project.

Attachment A includes a sample timeline for this phase of the project.

Phase II: LWC Action Plan Implementation (1 or more years for completion) – Once your community's LWC Action Plan is complete, your Community Coalition will be responsible for its implementation. The time frame required for completion depends on such factors as: 1) availability and commitment of community members; 2) scope of action steps (e.g. policy changes and brick and mortar projects will take longer to complete than programming initiatives); 3) ability to obtain necessary funding; 4) necessity of city/town zoning and planning changes. Like many community improvement projects, the LWC implementation phase is essentially a continual process of improving and maintaining your community's livability and walkability.

About the LWC Toolkit

The Toolkit includes all of the information needed for 1) *PRESENTING THE VISION* to your community, 2) identifying LWC leaders, establishing committees and designating *ROLES & RESPONSIBILITIES*, and 3) *LOOKING AT THE BIG PICTURE* to gather baseline data, conduct assessment, map destinations and linkages, and develop an action plan. The LWC Coordinator and various LWC representatives will provide guidance and assistance throughout Phase I of the LWC project.

Following are overall guidelines for using the LWC Toolkit. Specific instructions and ready-to-use documents and forms are included as hard copy attachments and on the enclosed compact disk.

ROLES AND RESPONSIBILITIES: ESTABLISHING THE LWC COMMUNITY COALITION

Your community's LWC project begins with the identification of project leaders and the formation of committees to manage the project. In addition, now is the time to begin engaging and mobilizing your community. Like laying a sturdy foundation for a house, establishing a strong LWC Community Coalition will ensure the success of your project. The elements of your Community Coalition are:

- **Effective Community Leadership**
- **Establishing the LWC Steering Committee**
- **LWC Leadership Training**
- **Mobilizing Your Community: Establishing an LWC Community Coalition**
- **Action Plan Committee**
- **Project Marketing & Promotions**
- **Facilitation of LWC Community Meetings & Workshops**

Effective Community Leadership

The LWC Coordinator, representatives and Toolkit will guide you through the process of becoming a Livable, Walkable Community. **Your community is responsible for doing the actual work.** The LWC project will grow and thrive only if the following two elements are in place:

1. Strong leaders who are fully committed to all components of the LWC project and dedicated to the ongoing improvement of the community.
2. Active and diverse citizen participation in the LWC Community Coalition throughout all phases of the LWC project, from initial visioning to community assessment to action plan development and implementation.

LWC project leaders will serve on your committees and will be responsible for the development and implementation of the action plan. They should be representative of the diverse interests and demographics of your community, knowledgeable of what factors are important to effective future community development, and understand potential project challenges. They must have the desire and ability to contribute to the mobilization, firm engagement, empowerment and sustainability of the LWC Community Coalition. Such individuals should: 1) have the ability to impact your community's policy making; 2) have access to necessary funding, technical and other project resources; 3) keep LWC Community Coalition members active and involved; 4) chair LWC committees; and, 5) use creativity to solve problems and keep the project moving forward. Finally, the LWC leadership will be responsible for the ongoing recruitment and training of new leaders for seamless continuation of the project.

Establishing the LWC Steering Committee

The first step in the LWC project is to establish your community's LWC Steering Committee. The Steering Committee is the driving force behind the LWC project. These individuals are ultimately responsible for ensuring effective execution of all components of the project. **The Steering Committee Chairperson will be your community's direct liaison to the LWC Coordinator and**

representatives. The LWC Coordinator and representatives will provide instruction on using the LWC Toolkit, LWC Leadership Training and guidance through Phase I of the project.

The Steering Committee is responsible for:

- ✓ Selecting a Steering Committee chairperson & officers.
- ✓ Establishing a Steering Committee meeting format & meeting as often as is necessary to complete the LWC Project Timeline & implement the LWC Action Plan.
- ✓ Establishing an LWC Community Coalition.
- ✓ Collaborating with other community groups & organizations.
- ✓ Marketing the overall LWC Project.
- ✓ Promoting all LWC meetings & workshops.
- ✓ Recruiting large & small group facilitators for LWC workshops.
- ✓ Establishing an Action Plan Committee.
- ✓ Ensuring that a workable LWC Action Plan is developed & that community volunteers are committed to implementing each action step.
- ✓ Along with the Action Plan Committee, overseeing Action Plan development & implementation & ensuring that the project remains active.

Once the Steering Committee is established, the chairperson will contact the LWC Coordinator to schedule the first meeting.

Attachment B includes guidelines for selecting Steering Committee members, roles, responsibilities, meeting minutes form and other documents to assist in maintaining an effectively operating Steering Committee.

LWC Leadership Training

The LWC Coordinator will coordinate a date and time to conduct a LWC Leadership Training Workshop for the Steering Committee. The purpose of the training is to provide instruction in the use of the LWC Toolkit. The leadership training will prepare the Steering Committee members to manage all aspects of the LWC project.

Mobilizing Your Community: Establishing an LWC Community Coalition

Establishing a representative LWC Community Coalition is one of the most important steps to becoming a Livable, Walkable Community. Building the Community Coalition is a process that will evolve through the various community meetings and workshops that are a part of LWC Toolkit. It involves the bringing together of citizens, stakeholders and community groups to share ideas, conduct assessments, identify action items and participate in action plan implementation.

About the LWC Community Coalition

What is the LWC Community Coalition?

Your LWC Community Coalition should include any citizen, stakeholder and community group that is interested in playing a hands-on, active role in enhancing your community's livability and walkability.

Why build a coalition?

- ✓ To get associations, agencies, organizations, and citizens to work together towards a common goal.
- ✓ To collaborate with and support existing community organizations.
- ✓ To create initiatives defined by citizens and stakeholders.

Should coalition partners have similar goals and interests?

Ideally, the LWC coalition will consist of a diverse makeup of citizens, stakeholders and community groups. The varying ideas, skills, interests and experiences of coalition partners will enhance the overall richness and outcomes of the LWC project. If the LWC project targets a specific neighborhood within the community, it is important that the Community Coalition include residents from within the neighborhood. As a result, your community will become a more enjoyable place to live and work.

What Type of coalition is LWC?

LWC falls into the following four categories:

1. Program-oriented Coalition: Purpose is to create new programs to spin off to existing associations and organizations or to modify existing programs. (i.e. collaborate with a conservation commission to address natural resource protection).
2. Policy-oriented Coalition: Purpose is to instigate larger policy-level change (e.g. legislation, ordinances, funding policy, etc.). An example includes the incorporation of LWC action items into the community's Master Plan.
3. Behavioral-oriented Coalition: Purpose is to enhance community awareness of issues, practices, and beliefs (i.e. the importance of engaging in physical activity to improve health, decrease traffic and decrease pollution).
4. Partnership-oriented Coalition: Simply to establish a relationship with other entities for the purpose of sharing information and resources (i.e. collaborate with physician's offices for the purpose of prescribing physical activity for patients).

What is needed to build an LWC coalition?

- ✓ Community Readiness
- ✓ Intentionality (clear goals, objectives, and action plans)
- ✓ Membership
- ✓ Leadership
- ✓ Resources
- ✓ Relationships
- ✓ Technical Assistance

Steps for building an LWC coalition

1. Begin with a mission or a goal.

2. Identify key stakeholders (may be made up of informal and/or formal community/organizational leaders).
3. Solicit citizen input to articulate goals and objectives (via community forum, etc.).
4. Conduct Assessment (inventory of assets, what's been done, and what needs to be done).
5. Begin Planning and Prioritizing Actions/Tasks.
6. Implement.

Sustaining the LWC coalition

LWC follows the Community Ownership approach to sustaining the community coalition. Marketing, promotions, community meetings and workshops, and action plan development and implementation are all focused on mobilizing the community to claim ownership of LWC project activities. LWC will provide the tools and guidance, but it is **your community members who will do the hands-on work.**

Asset Mapping: Roles Different Community Groups Can Play

Asset Mapping can enhance the activities of the Community Coalition, especially if your coalition is not as strong as you would like. Asset Mapping may be useful if the Community Coalition is too small or not representative of the community or neighborhood being served by the LWC project. It involves identifying and collaborating with other community groups that can contribute to the LWC project (i.e. an already established trails committee that has knowledge of local trails and access points). The LWC Coordinator will assist you in determining if Asset Mapping is a technique that would be valuable to your project.

A PowerPoint presentation called *Asset Mapping: Locating the Gifts in Your Community* has been developed by the *University of New Hampshire* and is available for viewing at:

www.ecnh.unh.edu/asset.ppt

The University of New Hampshire Cooperative Extension *Strengthening New Hampshire Communities* program can provide additional resources and support with Asset Mapping. Strengthening New Hampshire Communities may be contacted at:

(603) 862-5046 or www.ceinfo.unh.edu

Action Plan Committee

The Steering Committee will spearhead the formation of an Action Plan Committee whose role is to lead the development and implementation of your community's LWC Action Plan.

Attachment C includes guidelines for organizing the Action Plan Committee, along with committee member roles and responsibilities.

Project Marketing & Promotions

The use of effective marketing and promotional strategies are important to the overall success of your community's LWC project. It would be helpful to have one Steering Committee member with experience in public relations and who is connected to your community's media outlets.

Soon after your Steering Committee is established, you should prepare a media advisory and initial press release for distribution to media outlets that: 1) announces the LWC project; 2) introduces your Steering Committee members; 3) introduces preliminary project goals; 4) invites community members to participate in the upcoming LWC community meetings and workshops; and, 5) prompts community members to look for future announcements about the project.

You will find instructions and recommendations for marketing each community meeting and workshop in the following sections of this Toolkit. Included as attachments are sample media advisories, press releases and flyers.

Tips for Success in Marketing LWC Community Meetings & Workshops:

- ✓ Announce meetings in advance.
- ✓ Have each committee member tell five friends about the events.
- ✓ Post flyers around town.
- ✓ Submit articles to newspapers/newsletters.
- ✓ Include ALL stakeholders.
- ✓ Always thank participants.
- ✓ Always acknowledge volunteer support.
- ✓ Consider asking high school students to baby-sit and offer rides to seniors and disabled residents so all interested community members can participate.
- ✓ FEED AND THEY WILL COME!

Facilitation of LWC Community Meetings & Workshops

Large and small group facilitators will be required for the various LWC community meetings and workshops. An LWC representative and representatives of your Steering Committee will perform large group facilitation. Your Steering Committee is responsible for recruiting volunteer facilitators and scribes/recorders to lead small group activities during each of the workshops. Specific instructions for these individuals are provided elsewhere in the Toolkit. Facilitators will receive facilitation training from an LWC representative prior to the workshops.

Overall Tip for Facilitating Community Meetings:

- ✓ Be inclusive
- ✓ Encourage participation
- ✓ Be prepared for possible conflict
- ✓ Record all concerns and ideas
- ✓ Stay focused
- ✓ Set time limits
- ✓ Refer to suggestions gathered during the in assessment workshops

PRESENTING THE VISION: ENGAGING COMMUNITY MEMBERS & STAKEHOLDERS

“Presenting the Vision” Community Meeting

An initial “Presenting the Vision” community meeting will help to get citizens and stakeholders behind and actively involved in the LWC project. Most people value a vibrant and healthy community to live in, the preservation of unique community characteristics, and enhanced opportunities for physical activity and recreation for their children and themselves. A strong kick-off event allows you to present the LWC vision and the vital impact the LWC project will have on the future health of your community. This section contains recommendations in the following areas for making your “Presenting the Vision” event a success:

- **Identifying Your Audience**
- **Announcing the Event**
- **Equipment & Other Needs**
- **Process Questions**
- **Recruitment of LWC Project Volunteers**

The key elements of the meeting include presentation of the LWC Slideshow and an open discussion of concerns and ideas around your community’s livability and walkability. The “Presenting the Vision” meeting can be set up through the following steps:

1. Coordinate a date and time for the meeting with the LWC Coordinator who will present the LWC Slideshow.
2. Identify and reserve a meeting location. The facility should be large enough to hold up to one hundred people or more to ensure all interested community members are able to participate (e.g. large meeting hall or school gymnasium). Contact your city/town offices, library, schools, or local businesses for space availability.
3. Announce the event via flyers, press releases, and any other methods that will work for your community.
4. Specially invite key stakeholders – government officials & department heads, other community leaders, business owners, developers, builders, contractors, members of other community/civic groups such as the conservation commission, etc.
5. Gather equipment/materials.
6. Develop a meeting agenda (see **Attachment D** for sample).

Identifying Your Audience

- ✓ Local government officials
- ✓ Architects
- ✓ School Board & committee members
- ✓ Churches
- ✓ Developers/Builders/Contractors

- ✓ Fitness program operators
- ✓ Homeowners
- ✓ Youth
- ✓ Business Owners
- ✓ Public Health/Health Care
- ✓ Seniors
- ✓ Disabled
- ✓ Others

Remember, support for your LWC efforts will build over time. Do not be discouraged if initial meetings are low in attendance. The important thing is to build the strong support of those who are engaged.

Announcing the Event

Develop and submit a press release (see **Attachment E** for sample) to local newspapers, newsletters, church bulletins, schools, local radio stations, or other media that can get word to residents in your town. Additionally, develop a flyer (see **Attachment F** for sample) to post in the town store, gas stations, coffee shops, hardware store, restaurants, post office, store windows, along Main Street, or any other places that might catch the eye of community members. Include at least two Steering Committee contacts with phone numbers in all announcements in case people have questions, need directions, etc. Be sure to recognize the **support of the New Hampshire Celebrates Wellness Livable, Walkable Communities Program** in all publicity and promotional materials.

Equipment & Other Needs

Unless otherwise specified, NHCW will bring an LCD projector and laptop for presenting the Slideshow. The Steering Committee is responsible for providing volunteers for set-up and the following equipment and handouts:

- ✓ Registration table and table for refreshments (if provided).
- ✓ Sign-in sheet & pens for registration table (**Attachment G**) – important for recruitment of LWC committee members and mobilizing your Community Coalition.
- ✓ Copies of local LWC project overview for registration table – including contact information for Steering Committee chairperson & other appropriate individuals.
- ✓ Copies of meeting agenda for registration table.
- ✓ LWC Brochures for registration table (provided by LWC).
- ✓ Copies of LWC Action Plan Volunteer flyers for registration table & elsewhere (**Attachment H**).
- ✓ Flip chart w/paper & markers for recording participant comments.
- ✓ Refreshments (Feed and They Will Come!).

Process Questions

When Presenting the Vision, the following questions will encourage discussion of concerns and/or desires for becoming a livable, walkable community:

1. What are the destinations in your community that people travel to?
(city/town center, schools, work, grocery, post office, parks, etc.)
2. What are the linkages for getting to those destinations?
3. What modes of transportation are currently utilized to reach desired destinations?
(walking, biking, auto, horseback, etc.?)
4. What modes of transportation would community members prefer to be using?
5. What are the barriers for reaching desired destinations?

Recruiting LWC Action Plan Volunteers

Community volunteers are needed to assist the Action Plan Committee and play an active role in the implementation of the LWC Action Plan once it is complete. LWC meetings are an excellent opportunity to ask for Action Plan volunteers. Throughout the LWC project, community members will be asked to volunteer for LWC projects.

Attachment H includes a sample flyer that can be used to recruit volunteers at LWC meetings and elsewhere.

LOOKING AT THE BIG PICTURE: COMMUNITY ASSESSMENT & ACTION PLANNING

Now that you have begun to mobilize your community, you are ready to move on to LWC assessment and action planning. Along with the guidance of the LWC Coordinator and representatives, this section of the LWC Toolkit will help you complete the following:

- **Baseline Assessment: What You Have in Place**
- **Mapping Trails and Linkages Community Workshop**
- **Assessment Scorecard Community Workshop**
- **Action Plan Community Workshop**
- **Linking Your Community with Action Plan Implementation Resources**
- **Action Plan Implementation Community Meeting**

Baseline Assessment: What You Have In Place

Assessing your community's baseline provides initial data for measuring future progress towards becoming a Livable, Walkable Community. Baseline assessment will assist in developing preliminary action steps for overcoming barriers to livability and walkability. The preliminary action steps will then be updated in future LWC community workshops.

With guidance from the LWC Coordinator, the Steering Committee will select from the following tools to complete the baseline assessment. The Steering Committee will share final results with the LWC Coordinator. Each of these tools may be utilized again at any point in the future to measure the impact of the LWC project.

1. *LWC Baseline Data/Community Assessment by Category (Attachment I)*
This tool will allow measurement of your community's status within each of the LWC categories. Any Steering Committee members may be assigned to complete the assessment. Depending upon the background and expertise of Steering Committee members, the community's planning department or Regional Planning Commission (RPC) may need to be consulted for responses to assessment questions.
2. *Walking and Biking Audits*
Walking and biking audits provide information about pedestrian and bicycle access throughout your community. The following tools are maintained by the *Pedestrian and Bicycle Information Center* with funding from the *U.S. Department of Transportation* and the *Centers for Disease Control and Prevention*.

You can access the Walkability Checklist at the following website:

www.walkinginfo.org/pdf/walkingchecklist.pdf

You can access the Bikeability Checklist at the following website:

www.bicyclinginfo.org/bikeability_checklist.htm

Procedures for completing the Walkability and Bikeability checklists:

- a. Assign any Steering Committee members and volunteers to complete the task.
- b. Select a number of key destinations and their routes to assess within the LWC project area (e.g. city/town center, downtown, schools, town parks and beaches, recreation areas, performing arts centers, etc.). It is not necessary that all possible destinations and routes within your community be audited. The purpose is to get a general sense of the project area's walkability and bikeability.
- c. Identify the routes to be assessed for walkability and bikeability.
- d. The following will assist with identifying typical destinations and walking or biking routes that Steering Committee members and volunteers may use:
 - From home to work.
 - From home to school.
 - From home or work to city/town center.
 - From home or work to city/town park(s).
 - From home or work to city/town recreation areas.
 - Recreational biking, walking or jogging routes.
- e. When you download the PDF files, you will find that the actual checklists are located on page 2 of the Walkability Checklist and pages 2 and 3 of the Bikeability Checklist.
- f. Print and make copies of the checklists and give to each committee member and volunteer that will be conducting the audits. You can also choose to have committee members and volunteers conduct audits in groups.
- g. Complete one checklist for each walking and biking destination.

3. *Walkable Neighborhood Routes Survey & Walk-to-School Classroom Survey*

Both surveys, plus additional tools, are available through the KidPower! Walk & Wheel Safety Program, a program of the NH Department of Health & Human Services, Division of Public Health Services, Nutrition & Health Promotion Section at:

www.dhhs.nh.gov/dhhs/nhp/library/training+material/kidpower.htm

Mapping Trails and Linkages Community Workshop

Purpose & Outcomes

What is the Mapping Trails & Linkages Community Workshop?

A public forum for assessing usage, condition, and accessibility of sidewalks, trails and other pedestrian, bike and public transportation linkages to key destinations within your community (e.g. town center, recreation areas, schools, etc.).

Who Should Participate?

All interested citizens and stakeholders should be encouraged to participate including community leaders, parents, children, seniors, neighborhood committees and others.

What are the core activities of the Mapping Trails & Linkages Workshop?

Participants will work in facilitated small groups with large, writable maps to identify common destinations and barriers to reaching them on foot, bike or as a disabled citizen. The small group sessions are followed by a facilitated large group discussion to define possible action items for the LWC project.

Mapping Trails & Linkages was designed to help communities and neighborhoods identify where people go and how they get there. Maps of common destinations and routes for getting to those destinations will provide community decision-makers (planning boards, conservation commissions, and others) with a tool for making choices that best support the needs of the community. **Maps will enable decision-makers to maintain opportunities for residents to engage in a variety of recreational activities including walking, biking, cross-country skiing, snow shoeing and horseback riding, among others, and to access destinations via biking and walking.**

Common destinations might include the following:

- ✓ Town/city hall and offices
- ✓ Post office
- ✓ Schools
- ✓ Places of worship
- ✓ Town parks and beaches
- ✓ Transfer station/recycling center
- ✓ **Public transportation routes (bus, rail)**
- ✓ Community center
- ✓ Library
- ✓ Commercial/retail centers
- ✓ Performing arts centers
- ✓ Athletic facilities/recreational areas
- ✓ Funeral home
- ✓ Restaurants, coffee shops, cafes, bars
- ✓ Places of employment

These and other locations important to the community or neighborhoods are identified through local knowledge of community members during the workshop.

The Mapping Trails & Linkages workshop will assist in producing the following outcomes:

- ✓ Engagement of community members in the LWC project.
- ✓ Completed maps of the project area depicting common destinations, existing trails and routes, and desired trails and routes.
- ✓ List of barriers to reaching common destinations on foot or bike.
- ✓ Identification of action items to overcome the barriers.

The following instructions will assist you in planning and implementing the Mapping Trails & Linkages Community Workshop.

Initial Planning

1. Securing & Preparing Base Maps

Number of maps required: Community members will be working in small groups of 10-15 each. One base map will be required for each small group.

A base map provides a platform on which destinations and linkages can be identified. It should include your community's municipal boundaries, roads, water bodies (lakes and streams), conservation/protected lands, and railroads (if applicable). **It may be helpful to pre-identify and label key destinations on the base maps to help expedite the work of small groups.** Information gathered from the Baseline Assessment will assist with pre-identifying destinations.

Maps can be obtained from town offices, municipal planning departments, or Regional Planning Commissions. The **Map Request Form (Attachment J)** will assist in requesting maps. Town offices/city hall maintain paper maps of municipal boundaries, roads, and railroads. Town offices/city hall with GIS capabilities often will have digital maps as well. Regional Planning Commissions and some municipal planning departments can produce paper maps using available GIS data.

Municipal planning boards, conservation commissions, land trusts, or other committees may also have access to base maps.

2. Securing Additional Reference Materials

It may be helpful to have additional maps and materials on hand for reference purposes. Contact your town offices/city hall, planning board, regional planning commission, conservation commission and/or land trust for copies.

Possible additional maps and materials may include:

- ✓ Tax map
- ✓ Recreational trails
- ✓ Cultural/historic sites and resources
- ✓ Aerial photos
- ✓ Blown-up maps of high density areas (particular neighborhoods, village centers or downtowns)

3. Secure Date & Location

The Steering Committee will schedule a workshop date and time, reserve a location, and schedule approximately three hours for conducting the activity. One hour is for set-up and clean-up; the workshop itself should take two hours. Saturday mornings are a good time, however, it is important to consider the needs of the community when setting a date and time. The facility should be large enough to hold up to one hundred people or more to ensure all interested community members are able to participate (e.g. large meeting hall or school gymnasium). The facility should also have enough breakout rooms/space to accommodate work groups of 10-15 each.

4. Recruit Small Group Facilitators & Recorders

The Steering Committee will recruit volunteers to be trained by an LWC representative as small group facilitators and recorders for the mapping portion of the meeting. One facilitator and one recorder are required for each work group of 10-15 each.

Marketing

Once date, time, and location are set, the Steering Committee should write a **Media Advisory** (see **Attachment K** for sample) and **Press Release** announcing the event. Submit these to local newspapers, newsletters, church bulletins, school announcements, local radio stations, or other media that can get word to residents in your town. Additionally, develop a flyer (see **Attachment L** for sample) to post in the town store, gas stations, coffee shops, hardware store, restaurants, post office, store windows, along Main Street, or any other places that might catch the eye of community members. Be sure to include at least two Steering Committee contacts with phone numbers in all announcements in case people have questions, need directions, etc.

Pre-Event Preparations

1. Meeting Layout

The facility should have a large room for large group assembly and smaller breakout areas/rooms for conducting the small group mapping activity. The number of required rooms will be based on anticipated meeting attendance. A meeting layout or sketch may help the Steering Committee with planning and set up of the meeting rooms. The layout should include such areas as 1) location for registration/sign-in table; 2) general assembly area with locations for participant seating, flip charts and other equipment for general facilitators; and, 3) breakout rooms with locations for signs, mapping stations (long table), and seating for small group facilitators and participants.

2. Meeting Refreshments & Babysitting

Consider a local coffee shop, bakery or restaurant to donate refreshments or have organizing team members bring treats to maintain participant motivation! Also, consider asking high school students to baby-sit and offer rides to seniors or disabled residents so all interested community members can participate.

3. General Supplies & Materials

- Registration table (to be located outside entrance to general assembly room) and table for refreshments and supplies (if provided).
- Sign-in sheet & pens for registration table (**Attachment G**).
- Copies of local LWC project overview for registration table.
- Copies of LWC Action Plan Volunteer flyers for registration table & elsewhere (**Attachment H**).
- Copies of meeting agenda for registration table (see **Attachment M** for sample).
- LWC Brochures for registration table.

4. General Assembly & Mapping Station Supplies

The general assembly area will need 2 flip charts with paper and markers and a table for the front of the room.

The following will be required for each small group mapping station:

- Base map.
- Acetate overlay – enough to cover each map (acetate is available at graphic design and art supply stores).
- Masking tape for taping acetate to maps and attaching maps to tables.
- 1 long table for each work station for placement of maps.
- Chairs to be placed around each mapping station table for participants and facilitators.
- Permanent (non-water based) markers (black, green, blue and red – one of each per map).
- **Mapping Trails & Linkages Facilitator Instructions (Attachment N)** and **Mapping Trails & Linkages Response Form (Attachment O)** – an LWC representative will provide training of small group facilitators during the day of the meeting before the meeting starts.
- Working group signs (**Attachment P**).

Day of Event

1. Set-Up

Steering Committee members and other volunteers should arrive at least one-half hour prior to the workshop. Set up all materials, supplies and equipment in appropriate locations. Tape maps with acetate covers and working group signs in appropriate locations near each mapping station. Designate two or more Steering Committee members or volunteers to greet participants as they arrive and make sure they sign in. Small group facilitators will be trained during this time by an LWC representative.

2. The Workshop

a. Welcome & Introduction

- 1) Thank participants for coming & for their willingness to share their concerns for improving physical activity & recreational opportunities within their community.
- 2) Provide introductions & acknowledgements of organizers.
- 3) Provide a brief LWC & project overview.
- 4) Provide a project update with outcomes from any previous meetings.
- 5) Explain the agenda for the day.
- 6) Ask participants to give a show of hands for their preferred mode of physical activity/recreation or preferred mode of bike-pedestrian/public transportation commuting (see descriptions on Working Group signs in Attachment P).
- 7) Ask participants to share some of their concerns for safely engaging in physical activity or recreation in the community.
- 8) Record suggestions & concerns on the flip chart, & post results for participants to refer to throughout the meeting.

- 9) Briefly explain the objectives & procedures for the mapping activity.
- 10) Ask participants to go to the labeled work stations based on their preferences from item 7) above. Explain that they may have overlapping preferences, but to choose a work station based on their area of greatest interest in terms of improving livability and walkability. After participants have moved to the work stations, large group facilitators may even out the size of work groups by asking for a specified number of volunteers to move from one station to another to achieve preferred work group size (e.g. no more than 10-15 participants per station).

b. Small Group Activity

Small group facilitators will instruct participants at the mapping stations on how to complete the following:

- 1) Mapping of key destinations, routes and barriers.
- 2) Clarification of barriers and identification of action items on the Mapping Trails & Linkages Response Form.

The recorders will record all findings on the Mapping Trails & Linkages Response Form.

Participants will be told they have 45 minutes to complete the activity and then periodically notified of the time by the large group facilitators so they stay focused throughout. When time is up, participants will be asked to go back to the general assembly area for large group evaluation and discussion.

c. Large Group Evaluation

- 1) The LWC Coordinator will ask each breakout group to take 5 minutes to summarize their findings/conclusions (action items) for the larger group.
- 2) A Steering Committee member will record the action items on a flip chart.
- 3) After all small groups have reported, the LWC Coordinator will ask the large group to identify any additional priority areas or action items & a Steering Committee member will record them on the flip chart.
- 4) Completed Mapping Trails & Linkages Response Forms will be collected from each working group.

d. Wrap-up

- 1) Ask participants to share any last concerns.
- 2) Inform participants of upcoming LWC workshops & meetings (*Assessment Scorecard Workshop, Action Plan Workshop and Action Plan Implementation Meeting*). Encourage participants to attend all remaining meetings.
- 3) Remind people to put their names/contact information on the sign-in sheet so they can stay informed & to sign up as Action Plan Volunteers.
- 4) Thank participants again for coming & for their involvement.
- 5) Provide a handout with contact information for appropriate Steering & Action Plan Committee members in case of additional questions, concerns, or suggestions following the meeting.

e. Clean-up/Follow-up

Following the meeting, the Action Plan Committee will meet to develop a written summary of action items identified during the workshop. The **LWC Action Items Form (Attachment Q)** may be used for this purpose. The summary should be forwarded to the Steering Committee and LWC Coordinator prior to the next Community Workshop.

Assessment Scorecard Community Workshop

Purpose & Outcomes

What is the Assessment Scorecard Community Workshop?

A public forum for assessing your community's status in each of eleven LWC categories. This tool will help identify priority areas for improving opportunities for physical activity and recreation, and can be a supplement to your community's overall long-term planning efforts.

Who Should Participate?

All interested citizens should be encouraged to participate. Be sure to invite community leaders including representatives from the Planning Board, Board of Selectmen, Conservation Commission, Historical Society, and other community groups to lend their expertise to completing the Scorecard

What is the core activity of the Assessment Scorecard Workshop?

Workshop participants will each complete the Assessment Scorecard survey and engage in facilitated discussion to identify LWC action items. The outcomes will augment action items identified during the Mapping Trails and Linkages Workshop.

The following instructions will assist you in planning and implementing the Assessment Scorecard Community Workshop.

Initial Planning

1. Selection of Appropriate Assessment Scorecard

There are three versions of the Scorecard – urban, community and rural. The LWC Coordinator will work with you to select the appropriate version for your community. The LWC Coordinator will then provide you with an Assessment Scorecard, customized for your community. You will then make copies for participants attending the workshop. Specific implementation instructions are found at the beginning and end of the Assessment Scorecard.

2. Secure Date & Location

The Steering Committee will schedule a date and time, reserve a location, and schedule approximately two hours for conducting the activity. One-half hour is for set-up and clean-up; the workshop itself should take one and one-half hours. Saturday mornings are a good

time, however, it is important to consider the needs of the community when setting a date and time. The facility should have an assembly room large enough to hold up to one hundred people or more to ensure all interested community members are able to participate (e.g. large meeting hall or school gymnasium). If a combined large group-small group workshop format is selected, the facility should also have enough breakout rooms/space to accommodate work groups of 10-15 each.

3. Recruit Small Group Facilitators & Recorders (if a small group format is utilized)

If a combined large group-small group format is selected, the Steering Committee will recruit volunteers to be trained by an LWC representative as small group facilitators and recorders. One facilitator and one recorder are required for each work group of 10-15 each.

Marketing

Refer to the instructions for marketing the Mapping Trails & Linkages Workshop on page 18. All marketing materials (media advisories, press releases, flyers, etc.) will need to be adapted for the Assessment Scorecard Workshop.

Pre-Event Preparations

1. Meeting Layout

The number of required rooms will be based on anticipated meeting attendance and whether the meeting will be conducted entirely in large group or in a combined large group-small group format. The layout should include such areas as 1) location for registration/sign-in table; 2) general assembly area with locations for participant seating, flip charts and other equipment for general facilitators; and, 3) if needed, small group rooms with locations for signs and seating for small group facilitators and participants.

2. Meeting Refreshments & Babysitting

Consider a local coffee shop, bakery or restaurant to donate refreshments or have organizing team members bring treats to maintain participant motivation! Also, consider asking high school students to baby-sit and offer rides to seniors or disabled residents so all interested community members can participate.

3. General Supplies & Materials

- Registration table (to be located outside entrance to general assembly room) & table for refreshments & supplies (if provided).
- Sign-in sheet & pens for registration table (**Attachment G**).
- Copies of local LWC project overview for registration table.
- Copies of meeting agenda for registration table (see **Attachment R** for sample).
- LWC Brochures for registration table.
- Copies of LWC Action Plan Volunteer flyers for registration table & elsewhere (**Attachment H**).

- Copies of completed Action Item Forms from last community meeting for registration table.
- Copies of Assessment Scorecard to be handed out to participants at the registration table.

4. General Assembly & Breakout Room Supplies

The general assembly area will need a flip chart with paper and markers and a table for the front of the room. A copy of the Assessment Scorecard is needed for recording of priority action items.

If the workshop includes a breakout session, the following will be required for each breakout room:

- Masking tape for attachment of signs.
- Chairs for facilitator, recorder & participants.
- A copy of the Assessment Scorecard for each small group facilitator – an LWC representative will provide training of small group facilitators during the day of the meeting before the meeting starts.
- Working group signs (**Attachment P**).

Day of Event

1. Set-Up

Steering Committee members and other volunteers should arrive at least one-half hour prior to the workshop. Set up all materials, supplies and equipment in appropriate locations. Designate two or more Steering Committee members or volunteers to greet participants as they arrive and make sure they sign in. Small group facilitators will be trained during this time by an LWC representative.

2. The Workshop

a. Welcome & Introduction

- 1) Thank participants for coming & for their willingness to share their concerns for improving physical activity & recreational opportunities within their community.
- 2) Provide introductions & acknowledgements of organizers.
- 3) Provide a brief LWC & project overview.
- 4) Provide a project update with outcomes from all previous workshops & meetings.
- 5) Explain the agenda for the day.
- 6) Briefly explain the workshop objectives, provide instructions for use of the Assessment Scorecard, then:

Option 1: If working in large group format only:

- 1) Ask participants to complete the Assessment Scorecard where they are seated.
- 2) The facilitator will then engage participants in a discussion of priority areas in accordance with Assessment Scorecard instructions.

- 3) All suggested action items will be recorded on the flip chart by a Steering Committee member.
- 4) The top three priority items will be recorded on the last page of a copy of the Assessment Scorecard by a Steering Committee member.

Option 2: If working in combined large group-small group format:

- 1) Ask participants to give a show of hands for their preferred mode of physical activity/recreation or preferred mode of bike-pedestrian/public transportation commuting (see descriptions on Working Group Signs in Attachment P).
- 2) Ask participants to go to the labeled work stations based on their preferences. Explain that they may have overlapping preferences, but to choose a work station based on their area of greatest interest in terms of improving livability and walkability. After participants have moved to the work stations, large group facilitators may even out the size of work groups by asking for a specified number of volunteers to move from one station to another to achieve preferred work group size (e.g. no more than 10-15 participants per station).
- 3) Small group facilitators will ask participants to complete the Assessment Scorecard.
- 4) Small group facilitators will then engage participants in a discussion of priority areas in accordance with Assessment Scorecard instructions. All suggested action items will be noted by the recorder on the recorder's copy of the Scorecard. The top three priority items will be recorded on the last page of the recorder's Scorecard.

Participants will be told they have 45 minutes to complete the activity and then periodically notified of the time by the large group facilitators so they stay focused throughout. When time is up, participants will be asked to go back to the general assembly area for large group evaluation and discussion.

b. Evaluation

- 1) The LWC Coordinator will ask each group to report on their action items for the larger group.
- 2) A Steering Committee member will record the action items on a flip chart.
- 3) After all small groups have reported, the facilitator will ask the large group to identify any additional priority areas or action steps.
- 4) The LWC Coordinator will then ask the large group to identify the top 3 priority items.
- 5) A Steering Committee member will record these on the flip chart.
- 6) Completed Scorecards will be collected from all participants and small group facilitators.

c. Wrap-up

- 1) Ask participants to share any last concerns.
- 2) Inform participants that an *Action Plan Workshop* will be scheduled at which their input from the *Mapping Trails & Linkages* and *Assessment Scorecard* activities will

be included in the development of the community's LWC Action Plan. Tell them that this meeting will be followed by an *Action Plan Implementation* kick-off meeting. Encourage participants to attend all remaining meetings.

- 3) Remind people to put their names/contact information on the sign-in sheet so they can stay informed & to sign up as Action Plan Volunteers.
- 4) Thank participants again for coming & for their involvement.
- 5) Provide a handout with contact information for appropriate Steering & Action Plan Committee members in case of additional questions, concerns, or suggestions following the meeting.

d. Clean-up/Follow-up

Following the meeting, the Action Plan Committee will meet to develop an updated written summary of action items. Action items identified during the Scorecard workshop will be combined with action items summarized from the Mapping workshop and recorded on the **LWC Action Items Form (Attachment Q)**. The summary should be forwarded to the Steering Committee and LWC Coordinator at least two weeks prior to the Action Plan Community Workshop.

Action Plan Community Workshop

An LWC Action Plan will help your community move toward implementing Action Steps as quickly as possible.

Visible changes will help your community:

- ✓ Maintain motivation
- ✓ Build project support
- ✓ Engage other community members
- ✓ Implement additional Action Steps
- ✓ Find reasons to Celebrate!

Purpose & Outcomes

What is the Action Plan Community Workshop?

All of your community's hard work during the assessment phase will be utilized during the Action Plan Workshop. The outcome will be the prioritization of action items identified during the assessment workshops. The information gained from this workshop will assist in the development of your community's final LWC Action Plan.

Who Should Participate?

Invite anyone who participated in previous workshops and meetings and promote the event community wide. Your community's LWC Action Plan should be developed with input from any and all community members willing to participate. You should also invite representatives from agencies or organizations whose services are likely to be requested during Action Plan implementation (Department of Transportation, Regional Planning Commission, Local Planning Department, DPW etc.). Inviting local merchants/business owners will assist in engaging their support as you begin to implement your Action Plan.

What is the core activity of the Action Plan Workshop?

Participants will work in a combined large group-small group format to review and prioritize the action items identified during the community assessment workshops. Facilitated discussion will assist in converting action items into achievable short- and long-term action steps designed to meet the needs of your community. Finally, a community *Action Plan Implementation Meeting* will be scheduled to finalize and launch the implementation of your Action Plan.

The following instructions will assist you in planning and implementing the Action Plan Workshop.

Initial Planning

1. Secure Date & Location

The Steering Committee will schedule a date and time, reserve a location, and schedule approximately three hours for conducting the activity. One hour is for set-up and clean-up; the workshop itself should take three hours. Saturday mornings are a good time, however, it is important to consider the needs of the community when setting a date and time. The facility should have an assembly room large enough to hold up to one hundred people or more to ensure all interested community members are able to participate (e.g. large meeting hall or school gymnasium). The facility should also have enough breakout rooms/space to accommodate work groups of 10-15 each.

2. Recruit Small Group Facilitators & Recorders

The Steering Committee will recruit volunteers to be trained by an LWC representative as small group facilitators and recorders. One facilitator and one recorder will be required for each breakout group of 10-15 each.

3. Action Plan Formats

All action plan formats will have been prepared in advance of the workshop by the LWC Coordinator. The **LWC Impact Feasibility Grid (Attachment S)** will be used by small groups to prioritize action steps. **Action Items** identified during your community's Mapping Trails & Linkages and Assessment Scorecard Workshops will serve as the basis for action plan development.

Sample LWC Action Steps are included in Attachment T.

Marketing

Refer to the instructions for marketing the Mapping activity beginning on page 18. All marketing materials (media advisories, press releases, flyers, etc.) will need to be adapted for the Action Plan Workshop.

Pre-Event Preparations

1. Meeting Layout

The facility should have a large assembly room and smaller breakout areas/rooms for conducting the large and small group sessions. The number of required rooms will be based on anticipated meeting attendance. The layout should include such areas as 1) location for registration/sign-in table; 2) general assembly area with locations for participant seating, flip charts and other equipment for general facilitators; and, 3) breakout rooms with locations for signs, flip charts and seating for small group facilitators and participants.

2. Meeting Refreshments & Babysitting

Consider a local coffee shop, bakery or restaurant to donate refreshments or have organizing team members bring treats to maintain participant motivation! Also, consider asking high school students to baby-sit and offer rides to seniors or disabled residents so all interested community members can participate.

3. General Supplies & Materials

- Registration table (to be located outside entrance to general assembly room) & table for refreshments & supplies (if provided).
- Sign-in sheet & pens for registration table (**Attachment G**).
- Copies of local LWC project overview for registration table.
- Copies of meeting agenda for registration table (see **Attachment U** for sample).
- LWC Brochures for registration table.
- Copies of LWC Action Plan Volunteer flyers for registration table & elsewhere (**Attachment H**).

4. General Assembly & Breakout Room Supplies

The general assembly area will need a flip chart with paper and markers and a table for the front of the room.

The following will be required for each breakout room:

- Masking tape for attachment of signs.
- Chairs for facilitator, recorder and participants.
- **LWC Impact Feasibility Grids** (provided by the LWC Coordinator) and **Action Plan Facilitator Instructions (Attachment V)** for each small group facilitator – an LWC representative will provide training of small group facilitators during the day of the meeting before the meeting starts.
- Working group signs (**Attachment P**).

Day of Event

1. Set-Up

Steering Committee members and other volunteers should arrive at least one-half hour prior to the workshop. Set up all materials, supplies and equipment in appropriate locations. Designate two or more Steering Committee members or volunteers to greet participants as they arrive and make sure they sign in. Small group facilitators will be trained during this time by an LWC representative.

2. The Workshop

a. Welcome & Introduction

- 1) Thank participants for coming & for their willingness to share their concerns for improving physical activity & recreational opportunities within the community.
- 2) Provide introductions & acknowledgements of organizers.
- 3) Provide a brief LWC & project overview.
- 4) Provide a project update with outcomes from all previous workshops & meetings.
- 5) Explain the agenda for the day.
- 6) Ask participants to give a show of hands for their preferred mode of physical activity/recreation or preferred mode of bike-pedestrian/public transportation commuting (see descriptions on Working Group Signs in Attachment P).
- 7) Briefly explain the objectives & then provide instructions for the Action Plan activity.
- 8) Ask participants to go to the labeled work stations based on their preferences. Explain that they may have overlapping preferences, but to choose a work station based on their area of greatest interest in terms of improving livability and walkability. After participants have moved to the work stations, large group facilitators may even out the size of work groups by asking for a specified number of volunteers to move from one station to another to achieve preferred work group size (e.g. no more than 10-15 participants per station).

b. Small Group Activity

Small group facilitators will provide participants with instructions in accordance with the training they received prior to the workshop.

Participants will be told they have 45 minutes to complete the activity and then periodically notified of the time by the large group facilitators so they stay focused throughout. When time is up, participants will be asked to go back to the general assembly area for large group evaluation and discussion.

c. Large Group Evaluation

- 1) The LWC Coordinator will ask each group to review their completed Impact Feasibility Grids with the large group (e.g. state each action item & its ranking).
- 2) A Steering Committee member will record the findings on a flip chart.
- 3) Following each small group's report, the LWC Coordinator will engage the large group in discussion about which items should be considered for inclusion in the final Action Plan & which should not. The large group will also be asked to identify each item as short- or long-term in terms of anticipated completion time.

- 4) A Steering Committee member will record the feedback next to the items on the flip chart.
 - 5) After all groups have reported, the LWC Coordinator will ask the large group for any additional concerns & ideas.
 - 6) All completed **LWC Impact Feasibility Grids** will be collected from the small group facilitators.
- d. Wrap-up
- 1) Give participants the date & time for the LWC Action Plan Implementation Community Meeting & encourage them to attend. Explain that this meeting will provide an opportunity for community members to see the completed LWC Action Plan, to get actively involved with its implementation, & to formally launch it into action.
 - 2) Remind people to put their names/contact information on the sign-in sheet so they can stay informed & to sign up as Action Plan Volunteers.
 - 3) Provide a handout with contact information for appropriate Steering & Action Plan Committee members in case of additional questions, concerns, or suggestions following the meeting.
 - 4) Thank participants again for coming & for their involvement.
- e. Follow-up

Refer to instructions for preparing the first draft of the LWC Action Plan in the next section. The completed Action Plan will be brought to the Action Plan Implementation Meeting. The first draft will serve as a key resource, along with the LWC Baseline documents that have already been developed, in measuring your community's progress towards improving its livability and walkability. The completed Action Plan should be forwarded to the LWC Coordinator prior to the Action Plan Implementation Meeting.

Linking Your Community with Action Plan Implementation Resources

The final three steps in the completion of your community's LWC Action Plan include:

- ✓ Development of the first draft of the Action Plan by the LWC Coordinator.
- ✓ Action Plan/Steering Committee meetings to further develop the first draft of the Action Plan, including the research and identification of resources needed for completing each action step, timeline and other action plan items.
- ✓ Schedule and conduct the Action Plan Implementation Community Meeting.

Preparation of the LWC Action Plan First Draft by LWC Coordinator

Following the Action Plan Workshop, the LWC Coordinator will begin development of the first draft of the **LWC Community Action Plan** using **Attachment W**. The LWC Coordinator will then give the first draft to the Action Plan Committee for further preparation before the Action Plan Implementation Community Workshop.

Preparation of the LWC Action Plan First Draft by LWC Committees

The Action Plan and Steering Committees are responsible for identifying the “Resources Needed”, “Responsible Parties”, “Targeted Completion Date” and “Celebration Events/Activities” and including them on the first draft of the Action Plan. The updated first draft will then be shared with the LWC Coordinator before the Action Plan Implementation Meeting. The LWC Coordinator will be available to help you link your community to resources. The committees will also select committee members and other volunteers to coordinate the implementation of appropriate sections of the Action Plan.

Instructions for these activities are included below.

1. What types of Resources will My Community Need?

The overall categories of resources and support needed for completing your Action Plan may include:

- ✓ Technical assistance (e.g. motorized and pedestrian transportation planning services to assist with LWC traffic calming and pedestrian safety efforts).
- ✓ Information or data (e.g. local traffic and pedestrian safety statistics for presentations to local planning board and government officials).
- ✓ Funding (e.g. access to Community Development Block Grant funds to assist with funding of brick and mortar projects).

Within the above categories, national, state, county and local resources may be needed for completing each of your community’s action steps. State and national resources include such organizations as the *Center for Land Conservation Assistance*, *Department of Transportation* and *Jordan Institute/NH Minimum Impact Development Partnership*. Most of these resources can be found in the **LWC Community Resource Guide (Attachment X)**. Regional and county resources may include your *Regional Planning Commission* or your regional or local *Main Street Center*. You may find some of these resources in the LWC Community Resource Guide, while others will need to be researched by your Action Plan Committee. Local resources may include your *Town/City Planning Department*, *Department of Public Works* or *Department of Recreation*.

2. How does My Community Identify Necessary Resources?

a. Identification of Resources through the LWC Community Resource Guide

The Community Resource Guide includes contact information for agencies and organizations throughout the state that can offer informational, technical, or outreach services to help communities achieve their goals for becoming a livable, walkable community. It is divided into two sections. The first lists agencies and organizations by LWC category according to the type(s) of services they can offer communities. The second lists them alphabetically, to quickly lead your community to an agency or organization you are interested in working with.

Agency and organization listings include address, phone, fax, contact person, email, website, and mission; as well as community services the agency/organization can provide, along with resources they have available for communities to use in implementing action steps.

b. Identification of Additional Resources

Action Plan and Steering Committee members will most likely need access to resources not found in the Community Resource Guide. Most of these include local municipal resources and services. Examples include:

- ✓ Board of Selectmen or Aldermen
- ✓ Community Development
- ✓ Economic Development
- ✓ Master Plan Implementation Committee
- ✓ Mayor's Office
- ✓ Parks & Recreation
- ✓ Planning
- ✓ Police
- ✓ Public Works

Examples of local committees, associations, coalitions and other community stakeholders/resources include:

- ✓ Bike & Recreation Path Committee
- ✓ Conservation Commission or Council
- ✓ Historic or Improvement Society
- ✓ Neighborhood Associations
- ✓ Parks & Recreation Board
- ✓ Running or Biking Club
- ✓ Schools Association
- ✓ Trails Association

3. Selecting Action Plan Implementation Coordinators

Action Plan Implementation Coordinators are responsible for overseeing work on each of the action steps. They will coordinate your community's Action Plan Volunteers. Action Plan Implementation Coordinators are appointed by the Action Plan and Steering Committees. Coordinators may be members of the Action Plan and Steering Committees or they may come from the list of Action Plan Volunteers that has been compiled to date. It is important that these individuals have leadership skills and can dedicate appropriate time to the project.

One way to assign action steps to Action Plan Implementation Coordinators is to do so by the LWC category into which they fall (e.g., Health, Safety, Destinations/Linkages, etc.). The LWC Coordinator can assist you with this process.

4. Designation of Responsible Parties on the Action Plan

Action Plan and Steering Committee members will contact individuals who have signed-up to be Action Plan Volunteers and specially invite them to the Action Plan Implementation Community Meeting. During the community meeting the volunteers will have the opportunity to select the action steps on which they will work. Their names will then be

recorded on a supplement to the completed Community Action Plan as “Responsible Parties” for the action steps they selected.

5. Designation of Targeted Completion Dates on the Action Plan

Short- or long-term designations were given to action items during the Action Plan Community Meeting. Action Plan and Steering Committee members will use this information to identify a “Targeted Completion Date” for each action step on the first draft of the Action Plan. It may be helpful to contact representatives of the designated resource organizations to establish realistic completion dates for many action items.

6. Identification of Celebration Events on the Action Plan

For every Action Step completed, your community should find ways to celebrate. Recognition of key players through press releases or an annual awards ceremony are examples of the many ways your community can Celebrate Your Success and acknowledge the support of community members in achieving desired goals. Committee members can record ideas next to action steps on the first draft of the Action Plan. By celebrating your successes, both large and small, your community will build and maintain motivation for completing all of the action steps.

The sky is the limit in Celebrating Your Success, so be sure to share your wacky, inventive, and smile cracking ideas with Livable, Walkable Communities so we can pass them on to other New Hampshire communities!

Action Plan Implementation Community Meeting

Purpose & Outcomes

What is the Action Plan Implementation Meeting?

The Action Plan Implementation Meeting is an opportunity for your community to: 1) celebrate all of the hard work that has been completed up to this point; 2) recruit additional Action Plan Volunteers; 3) commit volunteers to actively assisting with the completion of specific action steps; and, 4) officially launch the implementation phase of the LWC project.

Who Should Participate?

The event should be promoted community-wide as an opportunity to showcase the Action Plan and recruit others to assist with implementation. You should also invite representatives from agencies or organizations whose services are likely to be requested during Action Plan implementation (Department of Transportation, Regional Planning Commission, Local Planning Department, DPW etc.). Ask the Mayor or other important community representatives to speak briefly in support of the project. Invite the media to cover the event.

What are the core activities of the Action Plan Implementation Meeting?

Steering and Action Plan Committee members will present the first draft of the Action Plan to meeting attendees. Action Plan Volunteers will be assigned to work on specific LWC projects

and meet in small groups with Action Plan Coordinators to map out strategies for completing LWC projects.

Initial Planning

1. Secure Date & Location

The Steering Committee will schedule a date and time, reserve a location, and schedule approximately two and one-half hours for conducting the activity. One-half hour is for set-up and clean-up; the workshop itself should take two hours. Saturday mornings are a good time, however, it is important to consider the needs of the community when setting a date and time. The facility should have an assembly room large enough to hold up to one hundred people or more to ensure all interested community members are able to participate (e.g. large meeting hall or school gymnasium). The facility should also have enough breakout rooms/space to accommodate the separation of the large group into smaller work groups of 10-15 each.

2. Prepare Action Plan Coordinators for Facilitating Small Group Sessions

In advance of the meeting, the LWC Coordinator will provide **Action Plan Coordinator Instructions (Attachment Y)** for Action Plan Coordinators to review. The LWC Coordinator will also provide additional training on the day of the meeting before the meeting starts.

3. Action Plan Formats

All action plan formats will have been prepared in advance of the workshop by the LWC Coordinator and Action Plan and Steering Committees.

Marketing

Refer to the instructions for marketing the Mapping activity beginning on page 18. All marketing materials (media advisories, press releases, flyers, etc.) will need to be adapted for the Action Plan Implementation Workshop.

Pre-Event Preparations

1. Meeting Layout

The facility should have a large assembly room and smaller breakout areas/rooms for conducting the large and small group sessions. The number of required rooms will be based on anticipated meeting attendance. The layout should include such areas as 1) location for

registration/sign-in table; 2) general assembly area with locations for participant seating, flip charts and other equipment for general facilitators; and, 3) breakout rooms with locations for signs, flip charts and seating for small group facilitators and participants.

2. Meeting Refreshments & Babysitting

Consider a local coffee shop, bakery or restaurant to donate refreshments or have organizing team members bring treats to maintain participant motivation! Also, consider asking high school students to baby-sit and offer rides to seniors or disabled residents so all interested community members can participate.

3. General Supplies & Materials

- Registration table (to be located outside entrance to general assembly room) & table for refreshments & supplies (if provided).
- Sign-in sheet & pens for registration table (**Attachment G**).
- Copies of local LWC project overview for registration table.
- Copies of meeting agenda for registration table (see **Attachment Z** for sample).
- LWC Brochures for registration table.
- Copies of LWC Action Plan Volunteer flyers for registration table & elsewhere (**Attachment H**).

4. General Assembly & Breakout Room Supplies

The general assembly area will need a flip chart with paper and markers and a table for the front of the room. In advance of the meeting, the Action Plan Committee will use the first draft of the Action Plan to prepare individual flip chart pages that include the following information (the LWC Coordinator may be consulted for assistance):

- Each flip chart page will have the title of an LWC category at the top.
- Action steps for each category will be listed underneath the title.
- Use as many flip chart pages as are necessary for each category.

These pages will be taped to the front of the general assembly room and used to assist in breaking Action Plan Volunteers into work groups.

The following will be required for each breakout room:

- Chairs for facilitator & participants.
- Copy of first draft of **LWC Community Action Plan** & copies of **Action Plan Coordinator Instructions** (already provided to Action Plan Coordinators by the LWC Coordinator).

Day of Event

1. Set-Up

Steering and Action Plan Committee members and other volunteers should arrive at least one-half hour prior to the workshop. Set up all materials, supplies and equipment in appropriate locations. Designate two or more Steering Committee members or volunteers to

greet participants as they arrive and make sure they sign in. Action Plan Coordinators will be trained during this time by the LWC Coordinator.

2. The Workshop

a. Welcome & Introduction

- 1) Thank participants for coming & for their commitment to improving physical activity & recreational opportunities within the community.
- 2) Provide introductions & acknowledgements of organizers.
- 3) Provide a brief LWC & project overview.
- 4) Provide a project update with outcomes from all previous workshops and meetings.
- 5) Explain the agenda for the day.
- 6) Briefly explain the objectives & then provide instructions for the Action Plan Implementation small group activity.
- 7) Ask participants who have already signed-on as Action Plan Volunteers to raise their hands. Tell them that they will soon be directed to go to work stations where they will work with Action Plan Coordinators on strategies for completing LWC projects.
- 8) Ask for additional people to sign-on as Action Plan Volunteers. Tell them they can also go to the work stations where they can sign-up as Action Plan Volunteers and participate in the small group work.
- 9) Thank the remaining attendees & tell them they are excused. However, they may sign-up at any time in the future to assist with LWC projects by getting in touch with the Steering Committee chairperson.
- 10) Break the remaining participants, your community's Action Plan Volunteers, into work groups to complete the Action Plan:
 - a. Describe the LWC categories included on the Action Plan & some examples of action steps within each; each category will represent a work group – use flip chart pages to illustrate.
 - b. Introduce the Action Plan Coordinators in charge of each category – have them stand by the flip chart pages that represent the categories for which they are responsible.
 - c. Ask Action Plan Volunteers to select a category to be involved with for Action Plan implementation.
 - d. Ask them to go to the coordinators who represent their categories of interest; this will be their work group for the duration of the LWC project.
 - e. Have work groups go to their work areas for the small group activity.

After participants have arrived at their work stations, large group facilitators may even out the size of groups by asking for a specified number of volunteers to move from one station to another to achieve preferred work group size (e.g. no more than 10-15 participants per station).

b. Small Group Activity

Action Plan Coordinators will provide Action Plan Volunteers with instructions in accordance with the training they received prior to the workshop.

Participants will be told they have 45 minutes to complete the activity and then periodically notified of the time by the large group facilitators so they stay focused throughout. When time is up, participants will be asked to go back to the general assembly area for large group evaluation and discussion.

c. Large Group Evaluation

An LWC representative will facilitate this part of the meeting with assistance from organizing team members.

- 1) The facilitator will ask each group to report on their outcomes & any challenges or roadblocks they discovered regarding their completion of their section of the Action Plan.
- 2) A Steering or Action Plan Committee member will record the findings on a flip chart.
- 3) The large group will discuss recommendations for overcoming challenges.
- 4) After all groups have reported the facilitator will congratulate the groups for their hard work.
- 5) The Action Plan Committee will collect all completed **LWC Community Action Plans**.

d. Wrap-up

- 1) Thank participants for coming & wish them luck in completing their LWC Action Plan.
- 2) Discuss how community members will continue to be informed (in addition to informing people through Celebrations), such as at work group meetings &/or an annual Town Meeting, etc.

e. Follow-up

Following the meeting, the Steering and Action Plan Committees will consolidate all notes from the work groups into a working community LWC Action Plan document. This document will then be copied, distributed to Action Plan Coordinators and shared with Action Plan volunteers.

Congratulations!
Your community's LWC Action Plan is now complete.
The rest is up to your community.

Attachment A: Sample LWC Project Timeline

TASK	MONTH												
	1	2	3	4	5	6	7	8	9	10	11	12	13
Establish LWC Steering Committee	→												
1 st Steering Committee meeting			•										
Establish Action Plan Committee		→											
Prepare for & market “Presenting the Vision” meeting			→										
“Presenting the Vision” meeting					•								
Recruit Action Plan Volunteers				→									
Conduct baseline assessment													
Prepare base maps for Mapping Trails & Linkages workshop					→								
Prepare for & market Mapping Trails & Linkages workshop					→								
Mapping Trails & Linkages workshop							•						
Prepare for & market Assessment Scorecard workshop							→						
Assessment Scorecard workshop									•				
Prepare for & market Action Plan workshop								→					
Action Plan workshop										•			
Select Action Plan Coordinators										→			
Prepare for & market Action Plan Implementation workshop										→			
Action Plan Implementation workshop												•	
Action Plan implementation begins													→

Attachment B: LWC Steering Committee Guidelines (Page 1 of 4)

I. Organizing the LWC Steering Committee

Your community is responsible for developing the LWC Steering Committee. The Steering Committee should be made up of 8 to 20 interested, skilled and dedicated individuals. The process may begin with the individual(s) or organization who initially hired the LWC Program. Initial tasks include: 1) recruit a Steering Committee chair; 2) develop a list of prospective committee members; 3) contact prospective individuals and ask them to serve on the committee; 4) strive to achieve diversity of committee membership (business leaders, members of other civic groups, minority, elderly, youth, unemployed, disabled, etc.); and, 5) schedule the first committee meeting with LWC Coordinator present.

Additional methods for recruiting members include asking local businesses and organizations to recommend people and notifying the community through public announcements.

II. Characteristics of LWC Steering Committee Members

- ✓ Concerned about the future of the community and express a desire to play an active role in the project.
- ✓ Understand the goals and objectives of the LWC project and willing to commit to regular meetings (once a month or more for one or more years).
- ✓ Represent the diversity of your community – seniors, youth, business owners, government officials, conservationists, school representatives, etc.
- ✓ Effective community leadership skills.
- ✓ Local knowledge of the community and its citizens.
- ✓ Possess a variety of interests, talents and skills.
- ✓ Objectivity and the ability to be team players.

III. Overall LWC Steering Committee Roles & Responsibilities

A. Steering Committee Officers

Chairperson – Acts as liaison to LWC Coordinator and representatives; prepares meeting agendas; schedules and chairs meetings; participates on other committees and LWC projects as appropriate.

Treasurer – Maintains any funds collected on behalf of the LWC project; develops budgets for meetings, activities and events; disburses revenues and expenses; supervises fundraising activities and in-kind donations; participates on other committees and LWC projects as appropriate.

LWC Steering Committee Guidelines (Page 2 of 4)

Secretary – Distributes Steering Committee meeting minutes and agendas; keeps meeting minutes; maintains sub-committee lists; sends acknowledgements to LWC supporters; participates on other committees and LWC projects as appropriate.

B. Possible Sub-committees & Additional Steering Committee Responsibilities

Marketing & Promotions – Responsible for all activities related to promoting the overall LWC project and publicizing community meetings, workshops and events, including: media advisories; press releases; PSAs; letters to the editor; development of flyers and posters; getting media representatives to events; communicating with VIPs. Specific recommendations for promoting each of the community meetings and workshops are included in the LWC Toolkit on pages 12, 18, 22, 27 and 33.

Workshop & Meeting Coordination – Responsible for overseeing the preparation and set-up of all LWC community meetings and workshops, including: procurement of locations and equipment; preparation of meeting documents and forms; recruiting small group activity facilitators; arranging for food and refreshments; arranging on-site babysitting; arranging and publicizing transportation for elderly and disabled participants; recruiting volunteers to assist with meeting set-up and breakdown; supervising meeting set-up and breakdown; handling all other site logistics; handling registration of meeting participants; taking photographs during events; etc.

Fundraising – responsible for requesting funds and in-kind donations to support all LWC meetings and activities.

Follow-up after Community Meetings & Workshops – The Steering Committee is responsible for completing all post meeting activities for each of the community meetings and workshops as described in the LWC Toolkit.

IV. Specific LWC Steering Committee Chairperson & Member Responsibilities

A. Chairperson

Length of Commitment – Phase I of the LWC project, LWC Community Action Plan development, may take up to one-year to complete. Phase II: LWC Community Action Plan Implementation, may take months or even

LWC Steering Committee Guidelines **(Page 3 of 4)**

years to complete. It is best to have continuity in the chairperson position. If this individual is replaced, Steering Committee members should be considered as successors first.

Meeting Preparation – Includes securing meeting locations, scheduling of meetings, notification of Steering Committee members well in advance, and preparation of agendas.

Meeting Facilitation – Includes:

- ✓ Opening the meeting and reviewing the agenda and past meeting minutes.
- ✓ Keeping the meeting on track.
- ✓ Encouraging participation from everyone & not letting members dominate discussion.
- ✓ Understanding committee member interests & skills & delegating accordingly.
- ✓ Being prepared to manage conflict.
- ✓ Working to gain consensus on decisions, knowing when to make decisions & summarizing discussions & decisions.
- ✓ Before closing, summarizing major decisions; setting the next meeting date, time, & focus; & reviewing tasks & responsible parties for the next meeting.

Engaging Committee in Projects & Tasks – Includes:

- ✓ Preparing an orderly agenda & approach to accomplishing goals.
- ✓ Identifying specific tasks to be completed with completion time frames, needed resources & expected outcomes.
- ✓ Delegating projects & tasks according to members' interests, skills, knowledge & expertise.
- ✓ Recognizing members for their work.
- ✓ Following through with members to assist, support, encourage & ensure accountability.

B. Committee Members

Understanding the LWC Project & the Steering Committee's Purpose – Overall information about the LWC project is included on pages 4 and 5 of the LWC Toolkit. The purpose of the committee is described beginning on page 6. Major responsibilities of Steering Committee members include: 1) attending the *LWC Leadership Training* (described on page 7); 2) developing and sustaining the *LWC Community Coalition* (page 7); and, 3) organizing the *LWC Action Plan Committee* (page 9).

LWC Steering Committee Guidelines
(Page 4 of 4)

Meeting Participation – It is important for Steering Committee members to:

- ✓ Attend as many meetings as possible & be on time.
- ✓ Take time to prepare before each meeting including reviewing agendas and completing assignments.
- ✓ Participate actively by being enthusiastic, expressing your ideas clearly, listening to others, encouraging others to participate, not complaining, helping to keep the meeting on track, and staying engaged.
- ✓ Be supportive of committee decisions.
- ✓ Understand that at times members may play a leadership role, and at others, a supporting role.

Attachment C: Action Plan Committee Guidelines (Page 1 of 3)

I. Organizing the LWC Action Plan Committee

The Steering Committee is responsible for assembling an Action Plan Committee of between 12 and 20 members whose role is to lead the development and implementation of your community's LWC Action Plan. The committee may include representatives of the Steering Committee, but should also include additional community members.

Recruitment of committee members should begin as soon as possible. The first LWC community meeting, "Presenting the Vision", will provide an excellent opportunity to engage committee members. You can also seek committee members from existing community groups or organizations that share similar goals with the LWC project (e.g. conservation committee, neighborhood associations, etc.), by asking local businesses to recommend people, and notifying the community through public announcements.

Attachment E: LWC Action Plan Volunteer flyer will assist you in informing interested citizens about the roles and responsibilities of the Action Plan Committee.

The Action Plan Committee must be fully formed and a chairperson selected before the first LWC assessment workshop, either "Mapping Trails & Linkages" or "Assessment Scorecard".

II. Characteristics of LWC Action Plan Committee Members

- ✓ Concerned about the future of the community and express a desire to play an active role in the project.
- ✓ Understand the goals and objectives of the LWC project and willing to commit to regular meetings (once a month or more for one or more years).
- ✓ Represent the diversity of your community – seniors, youth, business owners, government officials, conservationists, school representatives, etc.
- ✓ Effective community leadership skills.
- ✓ Local knowledge of the community and its citizens.
- ✓ Possess a variety of interests, talents and skills.
- ✓ Objectivity and the ability to be team players.

LWC Action Plan Committee Guidelines (Page 2 of 3)

III. LWC Action Plan Committee Roles & Responsibilities

A. Action Plan Committee Officers

Chairperson – Acts as liaison to the LWC Steering Committee; prepares meeting agendas; schedules and chairs meetings; participates on other committees and LWC projects as appropriate.

Secretary – Distributes Steering Committee meeting minutes and agendas; keeps meeting minutes; maintains sub-committee lists; sends acknowledgements to LWC supporters; participates on other committees and LWC projects as appropriate.

B. Action Plan Committee Chairperson & Member Responsibilities

1. Chairperson

Refer to **Attachment D: LWC Steering Committee Roles & Responsibilities**, Section IV for instructions.

2. Committee Members

Understanding the LWC Project & Action Plan Committee's Purpose – Overall information about the LWC project is included beginning on page 4 of the LWC Toolkit. Action Plan Committee members must be willing to make a strong commitment to stay involved with the LWC project over the long haul. The committee's overarching purpose is to ensure that a workable Action Plan is developed representing the needs of the entire community and that the LWC project maintains forward momentum until it is complete. Major responsibilities include: 1) preparing all action plan formats between LWC workshops; 2) developing a final action plan document; 3) identifying necessary resources for completing the action plan, 4) recruiting additional community members to assist with action plan implementation, 5) serve as Action Plan Coordinators; and, 6) monitor the outcomes of action plan implementation. Specific assignments for the Action Plan Committee are included in the LWC Toolkit on pages:

- Page 21, Section e.
- Page 25, Section d.
- Page 30, "Preparation of the LWC Action Plan First Draft by LWC Committees" section.
- Page 36, Section e.

LWC Action Plan Committee Guidelines
(Page 3 of 3)

Meeting Participation – It is important for Action Plan Committee members to:

- ✓ Attend as many meetings as possible & be on time.
- ✓ Take time to prepare before each meeting including reviewing agendas and completing assignments.
- ✓ Participate actively by being enthusiastic, expressing your ideas clearly, listening to others, encouraging others to participate, not complaining, helping to keep the meeting on track, and staying engaged.
- ✓ Be supportive of committee decisions.
- ✓ Understand that at times members may play a leadership role, and at others, a supporting role.

Attachment D: Sample Presenting the Vision Meeting Agenda

**Presenting the (Community Name) Livable, Walkable
Community Vision Meeting
(date), (time)**

AGENDA: (1 hr)

- I. Introduction (5 minutes)**
- II. LWC Slideshow (15 minutes)**
- III. Discussion of Primary Concerns (25 minutes)**
- IV. Action Steps/Next Steps (10 minutes)**
- V. Wrap-Up (5 minutes)**

Attachment E: Sample Presenting the Vision Press Release

PRINT ON TOWN LETTERHEAD

From: Town of XXXXX
Contact: Joan Smith
Phone: 555-5555
Fax: 777-7777

To: Local Newspaper
Attn: Editor (call for name)
Phone: 888-8888
Fax: 999-9999

PRESS RELEASE

LIVABLE, WALKABLE COMMUNITIES

Save the date June 4! Plan to attend a presentation and enter into a discussion about how XXXXX can begin to work toward creating an even more livable walkable community. A LWC is a place where people of all ages and abilities can easily and safely enjoy walking, bicycling and other forms of recreation.

What might this mean to XXXXX? It could mean that we would have trails, multi-use paths and bikeways connecting parts of town. It could mean that we could safely walk in places other than the road. It could mean that our children could walk to and from school safely. It could mean that we would have more opportunities to get out and move creating healthier children and , promote local economic health, and support increased health and wellness for their citizens.

Livable, Walkable Communities protect their environment, provide informal places to meet and hence increase their social capital, respect their heritage, promote local economic health, and support increased health and wellness for their citizens.

What will it mean for XXXXX? What do you want it to mean for XXXXX? Come to the June 4 meeting, at the XXXXX Community School Library at 7:30pm, see the presentation, enter into discussion with other XXXXX citizens about how to begin creating a more livable walkable community for XXXXX.

This is sponsored by a state-wide coalition of planning, environmental, medical, conservation, transportation and governmental organizations and citizens that support the concepts of livable walkable communities. The coordinating organization is NH Celebrates Wellness. If you would like more information, please contact Joan Smith at 555-5555.

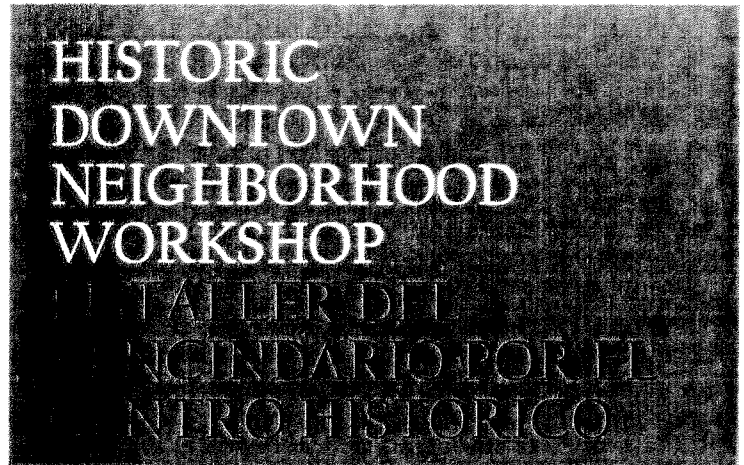
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Attachment F: Sample Presenting the Vision Flyer

Do you want to make your neighborhood a safer,
more walkable place to live and work?
Help map the future of your neighborhood at the . . .

¿ Quiere usted hacer su vecindario más seguro,
un mayor lugar para caminar, para vivir y trabajar ?
Ayude planear el futuro de su vecindario en el . . .

Study area/La área del estudio



Come give us your input so that all community members can safely walk, bike and participate in their favorite physical activity

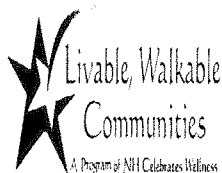
When: Thursday, June 10, 2004

Where: Ledge Street Elem. School

Time: 7:00 to 9:00 p.m.

- Refreshments will be served
- Spanish translation
- CITYBUS service to Ledge St. School- Call 880-0100 x203

Sponsored by:



... AND A PARTNERSHIP OF NASHUA'S
COMMUNITY LEADERS, SOCIAL SERVICE
PROVIDERS, AND CITY AGENCIES

81 - Appendix A 2012
For more information contact:
Karen Berchtold
City of Nashua Planning Dept., 589-3111

Attachment G: LWC Community Meeting Sign-In Sheet

***Livable, Walkable Communities
(Community Name) Sign-In Sheet***

Meeting Date: _____

<i>Name</i>	<i>Affiliation</i>	<i>Address</i>	<i>Phone</i>	<i>Email</i>	<i>Mailing List?</i>
					Yes / No
					Yes / No
					Yes / No
					Yes / No
					Yes / No
					Yes / No
					Yes / No
					Yes / No
					Yes / No

Attachment H: LWC Action Plan Volunteer Flyer

Be a (town name) Livable, Walkable Communities Action Plan Volunteer!

What is a Livable, Walkable Communities Action Plan volunteer?

A Livable Walkable Communities Action Plan volunteer is any community member who wants to be actively involved in making (town name) a more pedestrian friendly and healthier place to live.

What is a Livable, Walkable Community or LWC?

A Livable, Walkable Communities or LWC helps to promote physical activity through community design. LWCs are places where people of all ages and abilities can easily and safely enjoy walking, bicycling and other forms of recreation.

Can you tell me more about the LWC project in (town name)?

LWC is a program of New Hampshire Celebrates Wellness (NHCW). Currently NHCW representatives are working with (town name) to develop a LWC Action Plan. A series of community meetings and workshops are being conducted that allow community members to provide input and become active in making (town name) a LWC. Once the LWC Action Plan is developed, community volunteers will be needed to work on specific LWC projects.

What is an example of an LWC Project that I could get involved with?

Some LWC projects can be completed quickly, while others may take months or even years to complete. "Brick and mortar" projects will take the longest to complete because they may involve a process of town and/or county and state approvals, funding, planning and construction. The following are examples of projects in which Action Plan volunteers can get involved:

- *Improving the condition of sidewalks in specific areas of town.*
- *Creating a continuous river walk through town.*
- *Developing a town Trails Map for distribution to the public.*
- *Adding or improving pedestrian crosswalks to make school zones safer.*

How do I get involved?

You are welcome to attend any of the LWC meetings and workshops and you can sign up at the meeting. Look for community announcements publicizing the meetings. You can also contact your LWC Steering Committee chairperson, (name), at (phone number) or (email address) to sign-up or to ask any questions.

Attachment I: LWC Baseline/Community Assessment by Category

LIVABLE WALKABLE COMMUNITIES
Baseline Data/Community Assessment by Category

Geographical Area (describe boundaries): _____

OVERALL QUESTIONS

How many miles are traveled by auto versus on foot/bike?	
How many miles are there of bike lane, sidewalks, paths, and trails compared to miles of	
Number of trips that are less than a mile traveled by auto versus walking/biking?	

AESTHETICS

How many town beautification projects does your community currently have? Please list.	
Does your community have initiatives that promote attractive landscaping? Please describe.	

DESTINATIONS/LINKAGES

Are key destination points (nodes, town center, neighborhood, village) interconnected? Please list gaps.	
Are homes, workplaces, schools, stores, recreation areas and other key destinations located close together?	

LIVABLE WALKABLE COMMUNITIES
Baseline Data/Community Assessment by Category

Can you get to key destinations such as, homes, work, schools, and stores by walking? Biking? Please describe barriers.	
---	--

DESTINATIONS/LINKAGES (con't.)

Can you park your car in your town center/downtown and walk to key destination points?	
Does your community have multi-use trails and paths and are they mapped? Please elaborate.	
Are trails and paths accessible during winter? During other seasons? Please elaborate.	
Do you have paths, trails, and/or public transportation that connect your community to surrounding communities? Please describe.	
Does your community promote a connected grid of streets?	
How many water access points do you have?	
Does your community offer public transportation for reaching key destinations?	

ENVIRONMENTAL ISSUES

Does your community encourage mixed-use development?	
--	--

LIVABLE WALKABLE COMMUNITIES
Baseline Data/Community Assessment by Category

Does your community have a Natural Resources Inventory?	
Does your community have an active conservation commission, land acquisition or other municipal committee to address natural resource protection issues?	

HEALTH

Does your master plan/community vision/ordinances include information on LWC?	
Does your community follow the LWC practices outlined in its master plan/vision/ordinances?	

HEALTH (con't.)

Does your community have programs that encourage walking (walk your child to school, a Wellness Team for the community or school, Historic Trails, etc.)?	
What recreational facilities do you have? Do you want? Please list.	
What is your pedestrian count?	
What is your bicyclist count?	
What percentage of your sidewalks are accessible for people with disabilities?	
What percent of your children walk to school?	
What percent of adults own a bike, skates, etc.?	

HISTORIC PRESERVATION

Has your community conducted a Historic Resources Inventory?	
--	--

LIVABLE WALKABLE COMMUNITIES
Baseline Data/Community Assessment by Category

Does your community have an active historical society, historic preservation or other municipal committee to address historic preservation?	
How many vacant buildings can be found in historic districts within your community?	

HOUSING

How many housing units are located in the downtown core?	
Does your community have a mix of housing types that support the needs of the community (including affordable/workforce, multi-family, single family, apartments and/or	
Has your community adopted any regulations regarding mixed housing types in new developments?	
Is senior housing located within walking distance of necessary services (grocery, post office, etc.)?	
What percentage of your neighborhoods have cul-de-sacs?	

OPEN SPACE

Does each neighborhood or district have at least one park or playground?	
What percentage of your community consists of open space?	
What percentage of your open space is viable and accessible?	
Are parks, playgrounds and other open spaces accessible by walking and/or biking? Please Describe.	
Do publicly- and privately-owned spaces with public access within your community provide recreational opportunities (hunting, fishing, hiking, nature observation, snow shoeing, cross country skiing, etc.)?	
Does the community have a plan for acquiring and linking conservation lands?	

LIVABLE WALKABLE COMMUNITIES
Baseline Data/Community Assessment by Category

Has your community established a minimum goal for the percentage of public land to be placed in permanent protection?	
Does your community promote voluntary conservation of privately-owned land?	
Has your community adopted regulations to require publicly accessible open space in new developments?	

SAFETY

What percentage of your sidewalks is in good condition?	
What is the condition of your sidewalks in winter? Please describe.	

SAFETY (con't.)

Does your community have requirements or regulations for creating sidewalks along new roads?	
Does your community have requirements for lighting along sidewalks, pathways and/or trails?	
Does your community maintain its trails and paths?	
Are roads throughout the community designed to ensure safety of walkers, bicyclists and others?	
Does your community have programs to educate its drivers about pedestrian safety?	

LIVABLE WALKABLE COMMUNITIES
Baseline Data/Community Assessment by Category

Does your community have safe walking routes to each of your schools?	
---	--

SOCIAL CONNECTIONS

Does your community have a civic leadership or other committee that works to promote interaction among residents?	
Does your community host annual events or celebrations intended to bring residents together?	
What percentage of your community serves on volunteer boards or committees?	
Does your community have public meeting places where residents can informally gather with neighbors, family or friends (coffee shops, parks, etc)?	
Does your community have formal public places where residents can host or gather for organized meetings and events (town/city offices, library, other)?	

VIBRANT ECONOMY

Does your community have an economic development plan, included in or separate from the Master Plan?	
Does your community have an economic development committee/organization (Chamber of Commerce, other)?	
Does your community encourage mixed-use development where appropriate?	

VILLAGE CENTER OR DOWNTOWN

Do you have a downtown or town center?	
Are necessary services located in downtown or town center (including post office, grocery, pharmacy, retail/shopping, hardware, bank, library, town/city hall, others)?	
Does your community have a plan for maintaining and improving the downtown or town center to encourage and support local businesses?	

LIVABLE WALKABLE COMMUNITIES
Baseline Data/Community Assessment by Category

Does your community have any annual events designed to bring people into the village center or downtown?	
--	--

LIVABLE WALKABLE COMMUNITIES
Baseline Data/Community Assessment by Category

Attachment J: LWC Map Request Form

Livable, Walkable Communities

MAP REQUEST FORM

FROM:
Town/City:

Date:

To:
Fax:
Attention:

Fax Number:

Contact Person:

Phone:

Dear

In order to complete an assessment of our community's *livability* and *walkability*, our community is requesting the following maps for a *Mapping Physical Activity* community assessment exercise:

Base Map that includes:

Roads & Trails

Surface Waters

Wetlands

Conservation/Protected Areas

Snowmobile Trails

Other Known Recreation Trails

We need three (3) copies of the Base Map. In addition, we need one (1) copy of the Base Map with a Topography layer, and one (1) copy of a Base Map with an aerial photos layer.

Please feel free to contact the above listed contact person for our community if you have any questions regarding this request. Thank you for your support.

Sincerely,

Attachment K: Sample Mapping Trails & Linkages Media Advisory

PRINT ON TOWN LETTERHEAD

From: Town of XXXXX
Contact: Joan Smith
Phone: 555-5555
Fax: 777-7777

To: Local Newspaper
Attn: Editor (call for name)
Phone: 888-8888
Fax: 999-9999

MEDIA ADVISORY

Who: Residents of XXXXX

What: Community-Wide Event - Mapping Physical Activity Community Exercise

When: Saturday, October 22, 2005
9:00 – 11:00am

Where: Parish Hall Meeting Room (Behind the Exxon Station on Route 10)

Community member will engage in an exercise around Mapping Physical Activity in order to identify priority areas for making the community more livable and walkable. Part of a series of meetings to help direct the community toward implementing positive changes to improve safety, health, economy, and other aspects of the community. All residents invited to participate. Will be interactive and informative. Organized by volunteer community members.

Contact Joan Smith at 555-5555 for more information.

#####

Attachment L: Sample Mapping Trails & Linkages Flyer

COMMUNITY-WIDE EVENT

Participate In:
**LIVABLE, WALKABLE COMMUNITIES
MAPPING TRAILS & LINKAGES
ACTIVITY**

Come Share Your Priorities for Safely
Engaging in Physical Activity & Recreation

Saturday, October 22, 2002

9:00 – 11:00 AM*

Parish House Meeting Room

Give your input as we identify priority areas for
ensuring all community members can safely engage
in their choice of physical activities.

For more information, contact Sally Smith (555-4444) or

Tom Jackson (555-3333).

***This event is being coordinated by a volunteer committee of concerned
community members, and is supported by the NH Celebrate Wellness Livable,
Walkable Communities program.***

(*Baby-sitters and rides for seniors/others available upon request).

Attachment M: Sample Mapping Trails & Linkages Workshop Agenda

**(Community Name) – Livable, Walkable Communities
Mapping Trails & Linkages Community Workshop
(date), (time)**

AGENDA: (2 hours)

- I. Welcome & Introduction (20 minutes)
 - A. Thank You for Participating
 - B. Introductions of Organizers
 - C. Livable, Walkable Communities Overview
 - D. (Community Name) Project Overview
 - E. Update from Meeting 1
 - F. Agenda for the Day
 - G. Initial Large Group Participant Input
 - 1) Physical & Recreational Activity Interests
 - 2) Barriers to Physical Activity
 - E. Mapping Activity Overview & Go to Small Group Mapping Stations

- II. Small Group Mapping Activity (45 minutes)
 - A. Instructions for Completing Mapping Activity
 - B. Mapping Trails & Linkages
 - C. Identifying Priority Areas & Action Items

- III. Large Group Evaluation (45 minutes)
 - A. Small Group Summaries
 - B. Identification of Priority Areas & Short & Long Term Goals
 - C. Final Discussion

- IV. Wrap-Up (10 minutes)
 - A. Other LWC Forums & Where We Go from here
 - B. Call for Volunteers for LWC Project Involvement
 - C. Meeting Adjourned

Attachment N: Mapping Trails & Linkages Facilitator Instructions

Livable, Walkable Communities Mapping Trails & Linkages Facilitator Instructions (Page 1 of 2)

Work Group Facilitator Name: _____

Recorder Name: _____

I. Introduction

- A. Briefly introduce yourself to the group members and have members briefly introduce themselves (share names and where they live).
- B. Explain the purposes of the mapping activity and provide instructions.

Purposes

- 1) To identify common destinations people go to on the map (e.g. schools, parks, town center, businesses, recreation areas, etc.).
- 2) To identify existing and desired pedestrian, bike and public transportation routes (e.g. sidewalks, bike lanes, trails, bus routes, etc.).
- 3) To identify existing and desired trails and paths for engaging in physical activity and recreation (e.g. walking, running, biking, cross country skiing, snowshoeing, snowmobiling, ATVing, etc.).
- 4) To identify specific barriers to reaching destinations or engaging in physical activity and recreation (e.g. lack of sidewalks, no bike lanes, unsafe pedestrian road crossings, desired trail crosses privately owned land, traffic-pedestrian safety issues, etc.).
- 5) To identify specific action items for overcoming each barrier.

Instructions

- 1) We will complete a mapping activity in which you will be asked to visually illustrate destinations, routes and barriers on the map. You should think about these items from both an existing and future development perspective.
 - 2) We will record specific barriers on this Mapping Trails & Linkages Form and brainstorm for action items to overcome them.
 - 3) We have 45 minutes to complete these two activities. Afterwards, we will go back to the large group area and report our findings along with the other work groups.
- C. Ask for a volunteer from the group to present the work group summary to the large group. If no one volunteers, the facilitator will do this.

Livable, Walkable Communities
Mapping Trails & Linkages Facilitator Instructions
(Page 2 of 2)

II. Mapping Activity

Ask the group to respond to the questions below by drawing them on the map overlay:

1. Where on the map are the places or destinations you go to by vehicle, on foot or bike, or by public transportation? (use black marker) – Circle destinations that are already labeled on the map. Label any additional destinations with the marker on the appropriate locations of the map.
2. What sidewalks, trails or routes would you use to get to these destinations as a pedestrian or bicyclist, on public transportation, or use for physical activity or recreational purposes? (use blue marker) – Be sure to mark and label where necessary.
3. What barriers are there to reaching these destinations via walking, biking, other forms of pedestrian access or public transportation? (use red marker) – Be sure to label barriers.

Using the designated colors, have participants record their responses on the map. Encourage group members to participate by drawing the destinations and linkages they use.

Ask the recorder to record and specifically describe all barriers on the **Mapping Trails & Linkages Response Form**.

III. Specifying Barriers & Identifying Action Items for Overcoming Them

1. Ask the recorder to record all of the following responses on the Mapping Trails & Linkages Response Form.
2. Review with participants to ensure all barriers are accounted for on the Mapping Trails & Linkages Response Form. Ensure all important details are included (e.g. description of problem, location, street names, etc.).
3. Ask participants to identify specific action items for overcoming each barrier. Also ask them to describe each action item as short- or long-term in terms of estimated completion time.
4. At the end of 45 minutes, bring the group back to the large group assembly area (large group facilitators will remind you of the time).

Attachment O: Mapping Trails & Linkages Response Form

Work Group Facilitator Name: _____

Recorder Name: _____

LWC BARRIER	ACTION ITEMS	SHORT-OR LONG-TERM

LWC BARRIER	ACTION ITEMS	SHORT-OR LONG-TERM

LWC BARRIER	ACTION ITEMS	SHORT-OR LONG-TERM

LWC BARRIER	ACTION ITEMS	SHORT-OR LONG-TERM

Attachment P: Working Group Signs

ROADS

Mostly use roads or sidewalks for physical activity & exercise:

WALKERS, RUNNERS,
ROAD BICYCLISTS,
OTHERS

OFF-ROADs

Mostly use off-road trails & paths for physical activity, exercise & recreation:

**MOUNTAIN BICYCLISTS,
SNOWSHOERS, CROSS-
COUNTRY SKIERS,
ATV/SNOWMOBILERS,
OTHERS**

COMMUTERS

Mostly use roads, sidewalks, trails & public transportation for getting from one place to another.

Attachment Q: LWC Action Items Form

LWC Workshop Name: _____

Date of Workshop: _____

LWC BARRIER	ACTION ITEMS	SHORT-OR LONG-TERM

**Attachment R: Sample Assessment Scorecard Workshop Agenda
(for large group only format)**

**(Community Name) – Livable, Walkable Communities
Mapping Trails & Linkages Community Workshop
(date), (time)**

AGENDA (2 hours):

- I. Welcome & Introduction (30 minutes)**
 - A. Welcome & Thank You for Participating**
 - B. Introductions of Organizers**
 - C. (Community Name) Project Overview**
 - D. Livable, Walkable Communities Overview**
 - E. Update from Previous LWC Workshops & Meetings**
 - F. Agenda for the Day & Assessment Scorecard Instructions**

- II. Individual Completion of Scorecard (25 minutes)**

- III. Large Group Evaluation (55 minutes)**
 - A. Discuss Results from Each LWC Category**
 - B. Identify all Priority Areas**
 - C. Identify Top 3 Priorities**
 - D. Final Discussion**

- IV. Wrap-Up (10 minutes)**
 - A. Dates & Times of Upcoming LWC Workshops & Meetings & Where We Go from here**
 - B. Call for Volunteers for LWC Project Involvement**
 - C. Meeting Adjourned**

**Attachment R: Sample Assessment Scorecard Workshop Agenda
(for combined small group – large group format)**

**(Community Name) – Livable, Walkable Communities
Mapping Trails & Linkages Community Workshop
(date), (time)**

AGENDA (2 hours & 10 minutes):

- I. Welcome & Introduction (30 minutes)**
 - A. Welcome & Thank You for Participating**
 - B. Introductions of Organizers**
 - C. (Community Name) Project Overview**
 - D. Livable, Walkable Communities Overview**
 - E. Update from Previous LWC Workshops & Meetings**
 - F. Agenda for the Day & Assessment Scorecard Instructions**
 - G. Small Group Activity Overview & go to Workstations**

- II. Small Group Activity (45 minutes)**
 - A. Instructions for Completing Small Group Activity**
 - B. Individual Completion of Scorecard**
 - C. Identify all Priority Areas**
 - D. Identify Top 3 Priorities**

- III. Large Group Evaluation (45 minutes)**
 - A. Small Group Summaries**
 - B. Large Group Consensus on Top 3 Priorities**
 - C. Final Discussion**

- IV. Wrap-Up (10 minutes)**
 - A. Other LWC Workshops & Meetings & Where We Go from here**
 - B. Meeting Adjourned**

Attachment S: LWC Impact Feasibility Grid

LWC Category: _____

	Action Item/Project	Est. Time
1		
2		
3		
4		
5		

IMPACT	High			
	Med			
	Low			
		Low	Med	High

FEASIBILITY

Estimated Completion Time Key: ST – Short-Term (1 year or less)
 MT – Mid-Term (1 to 3 years)
 LT – Long-Term (3 years or longer)

Attachment T: Sample LWC Action Steps

LIVABLE, WALKABLE COMMUNITIES: Sample Action Steps – All Categories (Page 1 of 4)

AESTHETICS

1. Encourage local stakeholders to expand sidewalk areas, and plant trees, use planters, benches, and street sidewalk furnishings
2. Create refuge spots with re-circulating water fountains and landscaping in high density areas
3. Calm traffic with landscaping
4. Improve outdoor lighting
5. Start an Adopt-A-Spot program
6. Promote attractive landscaping with a “most beautiful garden” or other contest
7. Use density incentives and performance standards to ensure quality design without being prescriptive
8. Create pocket parks
9. Use native species when planting
10. Promote parks/trails through Rec. Dept.
11. Create Heritage Walks/Garden Tours/audio tapes
12. Encourage community gardens

DESTINATIONS/LINKAGES

1. Connect existing neighborhoods
2. Create walking tour brochures connecting destinations with open spaces
3. Join DOT/community design charettes prior to road expansion/improvements
4. Research and identify town-wide trail networks for pedestrians, bicyclists, and horse riding using local master plans; and have those networks connect with others in adjacent towns
5. Identify the best bike routes in town, and promote development of a bikeway network, linked to other towns
6. Provide functional multi-use paths and off road trail networks
7. Consider using abandoned rail corridors as pedestrian/bike trails
8. Maintain trails in winter to encourage use
9. Change subdivision and site plan review regulations to require any new development to have a functional walking system within the proposed site or subdivision that connects to other sites and provides places to meet or sit
10. Design streets to discourage cut through and speeding while maintaining connections
11. Identify connecting routes from in town open space to outside of town space
12. Increase access to open space from where people are (work, school, etc)
13. Integrate/link open spaces with destination points

ENVIRONMENTAL ISSUES

1. Create walking tour brochures to familiarize people with local natural resources and wildlife worthy of preserving and conserving
2. Create and audio tour that integrates history, environment, flora/fauna, social issues
3. Intensify use of vacant space to decrease new development
4. Change planning board, zoning ordinances, and subdivision and site plan review regulations to encourage mixed-use
5. Use density incentives and performance standards to ensure quality design without being prescriptive

6. Identify and permanently protect lands critical to: wildlife habitat and travel corridors; water and air quality; working landscapes of forestry and agriculture; and, rural character with a goal of placing at least 25% of municipality in permanent protection

**LIVABLE, WALKABLE COMMUNITIES:
Sample Action Steps – All Categories
(Page 2 of 4)**

7. Develop regulation mechanism that provides incentives to protect local, state, and national treasures
8. Reclaim brown fields/dumps to create open/public spaces
9. Use native species when planting

HEALTH

1. Create walking tour brochures (historical, natural resources, wildlife, etc.)
2. Redesign roads in the vicinity of schools to allow any child living within a mile to walk or bike to school
3. Identify the best bike routes in town, and promote development of a bikeway network, linked to other towns
4. Research and identify town-wide trail networks for pedestrians, bicyclists, and horse riding using local master plans; and have those networks connect with others in adjacent towns
5. Create bicycle friendly roads by providing four foot-wide minimum clean, smooth, shoulders on each side of all state highways, with marked bike lane, and provide dedicated crossings of major highways for bike/pedestrian users
6. Ensure that all bridges are open to cyclists and pedestrians, and provide dedicated space for their use
7. Maintain trails in winter to encourage use
8. Change subdivision and site plan review regulations to require any new development to have a functional walking system with the proposed site or subdivision
9. Site senior housing near services, and provide linking sidewalks and trails
10. Increase access to open space from where people are (work, school, etc)
11. Start a "Walk your Child to School" campaign
12. Start a walking program for seniors
13. Create a Wellness Team
14. Start a media blitz encouraging biking
15. Implement NH Safe Kids/Walk Your Child to School
16. Create Heritage Walks/Garden Tours/audio tapes
17. Ask the town Rec. Dept to do a "center of town parade" to bring people to the areas of town where there are sidewalks
18. Promote local walks sponsored by organizations (Heart, Breast, Cancer, Diabetes)
19. Create a Community Task Force to address these issues
20. Explore, promote indoor winter walking (malls, senior center)
21. Develop rewards for walking – i.e. police chief hands out car ride in cruiser
22. work with enforcement community for bike/ped education
23. Start a home/school PE program
24. Partner school with nursing homes walking
25. Develop a continuity activities year round calendar
26. Ask physicians in community to do posters
27. Make walking trails/maps available – city/town website, leaflet in local paper
28. Tap into other groups like snow-mobile clubs for multi-use
29. Sponsor a special Olympics/disabilities
30. Participate in March into May
31. Participate in school/comm. Initiative "10,000 Steps"
32. Get programs outside in parts

33. Encourage community gardens
34. Promote community sport/rec events

LIVABLE, WALKABLE COMMUNITIES: Sample Action Steps – All Categories (Page 3 of 4)

HISTORIC PRESERVATION

1. Assure that downtown zoning and village centers support historic patterns (i.e. parking standards, lot sizes, setbacks)
2. Create walking tour brochures (historical)
3. Create and audio tour that integrates history, environment, flora/fauna, social issues
4. Intensify use of vacant space (for school or community classes, businesses, or city/town operations)
5. Develop regulation mechanism that provides incentives to protect local, state, and national treasures

HOUSING

1. Connect cul-de-sacs with public access (NASHUA EXAMPLE??)
2. Connect existing neighborhoods
3. Use density incentives and performance standards to ensure quality design without being prescriptive
4. Change planning board, zoning ordinances, and subdivision and site plan review regulations to encourage mixed-use
5. Change subdivision and site plan review regulations to require any new development to have a functional walking system within the proposed site or subdivision that connects to other sites and provides places to meet or sit
6. Site senior housing near services, and provide linking sidewalks and trails

OPEN SPACE

1. Create walking tour brochures connecting open spaces and trails with destinations
2. Adjust or reduce acreage requirements for school/other facilities
3. Intensify use of vacant space (for school or community classes, businesses, or city/town operations)
4. Change planning board, zoning ordinances, and subdivision and site plan review regulations to encourage mixed-use
5. Create pocket parks
6. Foster relationships with owners of key undeveloped parcels
7. Identify and permanently protect lands critical to: wildlife habitat and travel corridors; water and air quality; working landscapes of forestry and agriculture; and, rural character with a goal of placing at least 25% of municipality in permanent protection
8. Identify and protect open space within denser areas
9. Identify connecting routes from in town open space to outside of town space
10. Identify urban/actively used open space
11. Adopt cluster development ordinances (and improve to allow more public access)
10. Reclaim brown fields/dumps to create open/public spaces
12. Increase access to open space from where people are (work, school, etc)
13. Integrate/link open spaces with destination points

SAFETY

1. Calm traffic with landscaping
2. Improve outdoor lighting (appropriate scale, full cutoff)
3. Develop and implement long-term maintenance plan/funding design to minimize maintenance (sidewalks, curbs, trails, etc.)

4. Join DOT/community design charettes prior to road expansion/improvements
5. Change road requirements to allow narrower travel ways and walkways to be separated from existing travel ways

**LIVABLE, WALKABLE COMMUNITIES:
Sample Action Steps – All Categories
(Page 4 of 4)**

6. Change road requirements to require pedestrian friendly intersections using traffic calming practices such as flared sidewalks, raised medians, and landscaped refuge islands, and mid-block crossings where useful
7. Redesign roads in the vicinity of schools to allow any child living within a mile to walk or bike to school
8. Redesign appropriate roads to incorporate the Institute of Transportation Engineers Bikeway Standards
9. Create bicycle friendly roads by providing four foot-wide minimum clean, smooth, shoulders on each side of all state highways, with marked bike lane, and provide dedicated crossings of major highways for bike/pedestrian users
10. Ensure that all bridges are open to cyclists and pedestrians, and provide dedicated space for their use
11. Post “warning” (hunters) and “hours of operation” signs for trail users
12. Design streets to discourage cuts through and speeding while maintaining connections
13. work with enforcement community for bike/ped education

SOCIAL CONNECTS

1. Connect existing neighborhoods
2. Create and audio tour that integrates history, environment, flora/fauna, social issues
3. Encourage local stakeholders to expand sidewalk areas, and plant trees, use planters, benches, and street sidewalk furnishings
4. Create refuge spots with re-circulating water fountains and landscaping in high density areas
5. Create/add pocket parks
6. Ask the town Rec. Dept to do a “center of town parade” to bring people to the areas of town where there are sidewalks

VIBRANT ECONOMY

1. Intensify use of vacant space
2. Research and identify town-wide trail networks for pedestrians, bicyclists, and horse riding using local master plans; and have those networks connect with others in adjacent towns
3. Provide secure bicycle parking for employees and customers
4. Change planning board, zoning ordinances, and subdivision and site plan review regulations to encourage mixed-use
5. Site senior housing near services, and provide linking sidewalks and trails
6. Ask the town Rec. Dept to do a “center of town parade” to bring people to the areas of town where there are sidewalks

VILLAGE CENTER WITH FACILITIES

1. Become a Main Street Community and/or follow the Main Street model
2. Intensify use of vacant space
3. Adjust or reduce acreage requirements for school facilities
4. Provide secure bicycle parking for employees and customers
5. Change planning board, zoning ordinances, and subdivision and site plan review regulations to encourage mixed-use
6. Site senior housing near services, and provide linking sidewalks and trails

Attachment U: Sample Action Plan Workshop Agenda

**(Community Name) – Livable, Walkable Communities
Action Plan Community Workshop
(date), (time)**

AGENDA (2 hours & 20 minutes):

- I. Welcome & Introduction (25 minutes)**
 - A. Thank You for Participating**
 - B. Introductions of Organizers**
 - C. Livable, Walkable Communities Overview**
 - D. (Community Name) Project Overview**
 - E. Updates from Previous LWC Workshops & Meetings**
 - F. Agenda for the Day & Meeting Objectives**
 - G. Small Group Activity Overview & go to Workstations**

- II. Small Group Action Plan Activity (45 minutes)**
 - A. Instructions for Prioritizing Action Items**
 - B. Select Individual to Present to Large Group**
 - C. Prioritize Action Items**

- III. Large Group Evaluation (60 minutes)**
 - A. Small Group Summaries**
 - B. Large Group Selection of Action Items**
 - C. Final Discussion**

- IV. Wrap-Up (10 minutes)**
 - A. Date & Time of LWC Action Plan Implementation Workshop
& Where We Go from here**
 - B. Call for Volunteers for LWC Project Involvement**
 - C. Meeting Adjourned**

Attachment V: Action Plan Facilitator Instructions

Livable, Walkable Communities Action Plan Facilitator Instructions (Page 1 of 2)

Work Group Facilitator Name: _____

Recorder Name: _____

I. Introduction

- A. Briefly introduce yourself to the group members and have members briefly introduce themselves (share names and where they live).
- B. Explain the purposes of the action planning activity and provide instructions.

Purposes

- 1) To develop a LWC Action Plan from which our community will work towards becoming more livable and walkable.
- 2) To prioritize action items that were identified during our community's assessment workshops.
- 3) To develop specific ACTION STEPS for improving access to existing and desired pedestrian, bike and public transportation routes (e.g. sidewalks, bike lanes, trails, bus routes, etc.).
- 4) To develop specific ACTION STEPS for eliminating barriers to reaching destinations or engaging in physical activity and recreation (e.g. improve sidewalks, add bike lanes, make pedestrian road crossings safer, increase access to desired trails across privately owned land, etc.).
- 5) To create an Action Plan document that will assist in measuring our community's progress towards becoming more livable and walkable.
- 6) To engage more community members in the LWC Action Plan implementation process.

General Instructions

- 1) We will complete an action planning activity in which you will be asked to assist in prioritizing LWC action items that were identified during previous community workshops. Our goal is to define specific actions and rank them in terms of priority so that our community can become more livable and walkable.
- 2) Hand out a copy of the Impact Feasibility Grid packet to each small group member.
- 3) Our group will focus on prioritizing and estimating completion times for action items in the LWC category of (state category name on top of the Impact Feasibility Grid).

**Livable, Walkable Communities
Action Plan Facilitator Instructions
(Page 2 of 2)**

- 4) We have 45 minutes to complete the action planning activity. Afterwards, we will go back to the large group area and report our findings along with the other work groups.
- C. Ask for a volunteer from the group to present the work group summary to the large group. If no one volunteers, the facilitator will present the summary.
- II. Action Plan Activity
- A. The facilitator will lead the group through the activity using the following instructions:
- 1) For the first action item, let's discuss the potential overall impact and feasibility using the Impact Feasibility Grid:
 - a. What would be the impact? Think of the level to which the action item will improve the following factors within our community: overall quality of life; access and safety for pedestrians, bicyclists and others; physical activity levels for citizens; preservation of open space; access to recreation areas and parks; traffic congestion in town center and other areas; historic preservation, etc.
 - b. What would be the feasibility? Think of our community's ability to realistically execute the action item. In other words, what is the likelihood that our community can successfully acquire the necessary resources (financial, people, volunteers, technical, stakeholder support, zoning approvals, etc.), to carry out the action item?
 - 2) After discussion, record the number of the action item on the grid based on where its impact and feasibility intersect. For example, if an action item ranks "high" on impact and "medium" on feasibility, it will be recorded in the box representing the top row and middle column of the grid).
 - 3) Now, let's estimate the time we think it will take to complete the action item (refer to the key at the bottom of the Impact Feasibility Grid and record the appropriate response – ST, MT or LT – next to the action item.
 - 4) Repeat the above for each action item.
- B. The recorder will record the group's responses on the Impact Feasibility Grid.
- C. At the end of 45 minutes, bring the group back to the large group assembly area (large group facilitators will remind you of the time).

Attachment W: LWC Community Action Plan

**(COMMUNITY NAME) – LIVABLE, WALKABLE COMMUNITIES
WORK PLAN**

Date: _____ LWC Category: _____ **Action Plan**
 Coordinator: _____

Project	Action Steps	Resources Needed	Celebration Event/Activity	Responsible Parties	Targeted Completion Date	Date Completed

Attachment X: LWC Community Resource Guide

(Omitted as resources are now out of date in 2012. Please see resources cited in the updated 2012 Livable Walkable Communities Toolkit, Section I)

Attachment Y: Action Plan Coordinator Instructions

Livable, Walkable Communities Action Plan Coordinator Instructions (Page 1 of 2)

LWC Action Plan Category: _____

Action Plan Coordinator Name: _____

Recorder Name: _____

I. Introduction

- A. Briefly introduce yourself to the group members and have members briefly introduce themselves (share names and where they live).
- B. Explain the purposes of the action planning activity and provide instructions.

Purposes

- 1) To finalize the LWC Action Plan from which our community will work towards becoming more livable and walkable.
- 2) To review and discuss strategies for implementing our group's ACTION STEPS.
- 3) To assign specific responsibilities to group members for completing action steps.
- 4) To schedule future group meetings to review our progress towards implementing action steps.
- 5) To engage more community members in the LWC Action Plan implementation process.

General Instructions

- 1) The Action Plan Coordinator will take the flip chart page with the group's LWC category and action steps and escort the group to the breakout area. The flip chart page will be used for group members to refer to during the small group discussion.
- 2) Explain that the role of the group today is to develop and document specific strategies for carrying out the action steps assigned to our group.
- 3) We will also determine who will be responsible for working on each action step.
- 4) Ask for a volunteer to record notes from the discussion on the Meeting Minutes form.

Livable, Walkable Communities
Action Plan Coordinator Instructions
(Page 2 of 2)

- 5) We have 60 minutes to complete the action planning activity. Afterwards, we will go back to the large group area and report our findings along with the other work groups.
- C. After the small group activity is completed, the Action Plan Coordinator will present the work group summary to the large group.
- II. Action Plan Activity
- A. The facilitator will lead the group through the activity using the following instructions:
- 1) Let's review the first action item (read the item out loud to the group). Ask the following questions to prompt discussion and get commitments from group members to work on action steps:
 - a. What are the steps required to complete this action step? Ask the group to consider the nature of the action step when responding (e.g. the action step itself; estimated completion time; resources needed, etc.). The recorder will record the responses on the Meeting Minutes form.
 - b. Who would like to work on this action step? Record the names of volunteers under the "Responsible Parties" column on the action plan. Group members may volunteer for as many action steps as they would like.
 - 2) Repeat the above for each action item until completion strategies and Responsible Parties are identified for each action step.
- B. At the end of 60 minutes, bring the group back to the large group assembly area (large group facilitators will remind you of the time).

Attachment Z: Sample Action Plan Implementation Meeting Agenda

**(Community Name) – Livable, Walkable Communities
Action Plan Implementation Community Workshop
(date), (time)**

AGENDA (2 hours & 20 minutes):

- I. Welcome & Introduction (25 minutes)**
 - A. Thank You for Participating**
 - B. Introductions of Organizers**
 - C. Livable, Walkable Communities Overview**
 - D. (Community Name) Project Overview**
 - E. Updates from Previous LWC Workshops & Meetings**
 - F. Agenda for the Day & Meeting Objectives**
 - G. Small Group Activity Overview & go to Workstations**

- II. Small Group Action Plan Activity (60 minutes)**
 - A. Instructions for Finalizing the Action Plan**
 - B. Identify Strategies for Completing each Action Step**
 - C. Identify Responsible Parties for each Action Step**

- III. Large Group Evaluation (45 minutes)**
 - A. Small Group Summaries**
 - B. Large Group Discussion of any Challenges & Roadblocks to Completing Action Steps**

- IV. Wrap-Up (10 minutes)**
 - A. Next Steps**
 - B. Meeting Adjourned**