

UNIVERSITY OF
NEW HAMPSHIRE
COOPERATIVE / EXTENSION

GREAT NORTH WOODS



COMMUNITY PROFILE REPORT

The Northern Communities of New Hampshire & Vermont
June 22 & 23, 1997

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OVERVIEW OF COMMUNITY PROFILES

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

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

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

CREATING A COMMUNITY PROFILE IN THE GREAT NORTH WOODS

History & Organization

The Upper Connecticut Valley Hospital (UCVH), as part of its community outreach program, established a Community Coalition in 1995.

The hospital had previously completed a comprehensive needs assessment in 1994 and the survey conclusions clearly supported the fact that good health is dependent on not only access to traditional health services but also on other factors which contribute to the well-being of members of the community. These factors include the environment (clean air, clean water, sustainable forest, etc.), the economy (jobs, stable economic based, etc.), and social services (high quality education, appropriate and accessible health and human services, etc.). Many of the needs identified during the assessment process related back to behavioral health issues. For example, the UCVH service area was found to have the highest rate in NH of chronic alcoholism, sedentary lifestyle, high cholesterol, non seatbelt use and smoking. By assembling an Advisory Committee during the needs assessment process, it was also learned that many of the agencies and volunteer groups in the UCVH service area from NH and VT were duplicating one another's efforts.

The Community Coalition was assembled and given the charge of thinking through the following issues:

- ◆ duplication of services; and
- ◆ if a body should be established to review health and economic data and then prioritize goals that would lead to betterment of the citizenry.

As the Community Coalition proceeded with finding appropriate data bases, reviewing other models and thinking through the charge of the group, it was decided in 1996 that the Coalition must engage in two efforts:

- ◆ A formal Civic Profiling process that would include many members of the "community"; and
- ◆ The selection of a project from that process which would have a high probability of success and making it a reality.

The Community Coalition agreed to contact UNH Cooperative Extension in Durham in hopes that they would assist in facilitating the Civic Profile as they had successfully done in other New Hampshire communities.

It was decided to fast track the process. In April, Deanna Howard, CEO, UCVH and Suzanne Collins, Coös County Administrator agreed to co-chair the "Great North Woods Community Profile". By June 22nd, 100 community members representing a broad spectrum of constituencies throughout the North Country (defined as the UCVH service area) were hosted at the Balsams for a day and a half of Civic Profile Sessions. This was the first time that the Civic Profile had been tried on a regional basis and there was a great deal of excitement about this.

Coincidental with the Civic Profile process was an initiative supported by the North Country Chamber of Commerce to designate the northernmost part of our State as the "Great North Woods". Local leaders, such as Steve Barba, hoped to convince the NH Department of Resources and Economic Development (DRED) to carve out a seventh tourist region for New Hampshire. All promotional material disseminated by DRED would be changed in recognition of "The Great North Woods" region.

Participant Recruitment

To ensure that their Profile was truly a profile of the entire community, the Coalition made every effort to include a broad cross-section of Great North Woods residents in the event. In addition to current civic leaders, people who don't usually participate in community affairs were invited to the upcoming Profile. No group or individual was excluded as a potential participant. It was to be an inclusive, rather than an exclusive process. The Coalition identified over 150 individuals to invite personally to the Community Profile.

These individuals represented various constituencies from Pittsburg, Clarksville, Stewartstown, Colebrook, Columbia, Dixville, Errol and Stratford in New Hampshire and Canaan, Lemington and Bloomfield in Vermont.

Letters were sent out to each of the individuals (see Appendix I), and announcement of the Profile was featured as a front-page article in the "News and Sentinel", a local weekly newspaper. Anyone interested was urged to attend the event. As the list of people agreeing to participate grew, the Committee made sure that a broad cross-section of the community would be there. In the end, one hundred (100) people participated in the Great North Woods Community Profile. Coincidentally, that's the number the Balsams had agreed to provide meals and lodging for.

Facilitation

The Coalition also asked some community members to act as facilitators for the small group meetings of the Profile. Delia Clark led the large group sessions, but additional people were needed to see that 1) everyone would get a chance to speak in the small groups, 2) the topic would be fully addressed, and 3) that the notes would be accurately recorded. On June 12, the facilitators participated in a two-hour training session held at the Upper Connecticut Valley Hospital.

Follow-up

The Coalition members agreed at the close of the summit on June 23rd to take the summer off! During the summer this final report was drafted, proofread by the co-chairs of the Profile, and printed.

Copies were distributed to all members of the Coalition who will meet in September to comment on the report prior to its finalization. Copies will be presented to the Selectboards from each town represented, to UCVH Board Members and to all attendees. Copies will be made available to other interested community members. The four committees established at the conclusion of the Summit will report to the Community Coalition and will have coalition members serving on the committees. It is projected that each committee will periodically report its progress to the coalition group so that resources can be supervised.

UNH Cooperation Extension

The Great North Woods Community Profile

The Balsams Grand Resort

June 22 & 23, 1997

Agenda

Sunday Evening

- 4:00 Sign-In, Hotel Registration**
- 4:30 Welcome to the Great North Woods**
·Overview of Community Profile Process
·Who is here?
- 5:00 Keynote Address - Steve Barba, Managing Partner, The Balsams**
- 5:45 Community Profile Overview - Delia Clark, UNH Cooperative Extension**
Mosaic and Vision
·What is **The Great North Woods** like now?
·What do we want **The Great North Woods** to be like in the future?
·How does **The Great North Woods** compare?
- 6:45 Dinner (Hale Room)**
- 8:00 Presentation of Community Profile components**
1)Effective Community Leadership: *A Broader Definition*
2)Informed Citizen Participation: *More Than Voter Turn-Out*
3)Intergroup Relations: *Celebrating Diversity Within the Community*
4)Keeping Our Cultural Heritage Strong: *Arts, Festivals and Celebrations*
5)Education and Social Services: *Meeting our Citizens' Needs*
6)Community Infrastructure: *The Basics that Serve Our Needs*
7)Natural Resources Base: *Water, Energy and Materials*
8)Working Landscape: *Village, Farm and Forest*
9)Economic Vitality: *Stability through Diversity*
10)Local Business, Local Wealth: *Re-Circulating Money Within the Community*
- 8:15 Small group discussions of components (Small group facilitators)**
Random assignments to small groups, one component per group
·Strengths of **The Great North Woods** in the component area
·Weaknesses of **The Great North Woods** in the component area
·What would you like to see in the future?
·What are the 5 key issues that need to be addressed?
- 9:30 Formal adjournment**

Monday

6:30 Complimentary Coffee

7:30 Breakfast (Hale Room)

9:00 Small Group Reports

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

9:50 Selection of Key Issues

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

10:30 Break

10:45 Small Group Discussions

- Participants select small group/issue to work on.

12:30 Lunch (Hale Room)

1:30 Meeting Resumes - Report Back from Small Groups

- Define the problem or opportunity
- Project goals - identify what you want to accomplish
- Identify potential projects/solutions
- Evaluate potential projects using impact-feasibility grid
- Select 3 projects to bring to the full group

2:00 Voting and a Break

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

2:50 Individual selection of project development groups

3:00 Project development - small groups (small group facilitators)

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

4:30 Where do we go from here? - full group

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

5:00 Adjourn

The Great North Woods Community Profile

Sunday Evening

The Great North Woods Community Profile was conducted at The Balsams Grand Resort over two days: Sunday evening, June 22, 1997, and all day Monday, June 23, 1997. About 95 participants attended on Sunday, with 100 people attending on Monday. The list of attendees was slightly different each day.

The event began Sunday with a brief welcome from Deanna Howard and Suzanne Collins, co-chairs of this event. Steve Barba, keynote speaker, rallied the group with energy, speaking of qualities that make the Great North Woods special. Delia Clark gave us an overview of the profile process and an introduction to the goals for the two days. A community profile is something like a potluck supper - a feast of ideas. Its goal is strengthening community involvement; its key idea is sustainability - balancing economic and environmental factors while thinking about the impacts of our actions for the next seven generations.

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

THE MOSAIC - The Great North Woods today.

beauty	overpopulated
remote	clear
resilient	diverse
peaceful	income
cold	resourceful
inspirational	multi-skilled
unique	fishable/huntable
logging	blackflies
snowmobiles	mud
open land	independence
border region	hard workers
ancestors	creative
"your word counts"	frost heaves
enterprising	expensive
traditional	fun-loving
unpredictable weather	current use
lakes	farming
aging population	family values
economically depressed	good education
proud	attractive retirement area
one road in - one road out	lousy roads
low drop-out rates	good health services

unlocked doors
imported talent
lack of good jobs for youth
proximity to colleges
depletion of natural resources
generation gap
Champion
Androscoggin River
Indian Stream Republic
loss of regulation
high suicide rate
nothing to do for children
cabin fever
hand tied flies
The Balsams
hot/humid/wet
relaxing
safe
changing
pristine
yankee
isolated
bear
gardening
bilingual
contrary
high auto mileage
log trucks
pride
forests
private ownership
posted land
beautiful sunsets
declining main streets
high property taxes
5 seasons - mud
main-streamed disabled
snowmobiling
proximity to Canada & 2 other states
lack of respect for land
Eddie Nash's
parades
Umbagog Wild. Refuge
Columbia Bridge
high cancer rate
lack of cultural events
education & self-worth
4-wheeling

flatlanders
distance learning
losing old country ways
vastness
lakes & ponds
paper co. lands
CT River
CT Lakes
paper mills
interacting of various religions
declining population
SADD - light deprivation syndrome
wood fires
ecumenical choir
Sugar on Snow
wild
home
familiar/know each other
hardy/hearty
all-season
Christmas trees
moose
birds
mountains
thrifty
self-sufficient
sustainable
Christmas tree scented
fly fishing
forests
skiing
targeted
politically ignored
big sky
sense of community
no traffic lights
visionaries
golf
loss of farms
roadside litter
1st in Nation voting
pride in sports teams
maple syrup
alcohol/drug problems
divorces
The GNW Comm. Summit
quilting
motorcycle weekend

moose festival
moose alley
sleigh rides
hometown stores & banks

church bazaars
Nash Stream
panning gold

THE VISION - What is your vision of The Great North Woods for the future?

wildlife
lower taxes
assisted living facility
cooperation between tourism & local businesses
multi-use festival
cross-country ski-trails
radio & TV station
regional airport
unlocked doors
more rail service - fewer tracks
good jobs
water quality
improved school facilities
more activities for the elderly
entrepreneurism in school system

no teen pregnancy
youth centers
enforced traffic & DWI laws
maple trees & flowers
nature study center
family values
local school
swimming pool
theater
land preservation
clean businesses & air
more school to work
interactive telecommunications
keep current use
historic preservation
more self respect
art center
affordable health care
personal health management
Increase volunteerism
coop. between tourism & forest products indus.
good P.E.G. studio
lower tax rates

interpretion center
wise use movement
statewide recycling program
publicizing the North Country
regional/vocational center
small college
keep it pristine
drug free schools
decreased smoking rates
bring back the bus service
more diversified economic opportunities
no litter
no hungry students
user fees
1-stop shopping ctr. for all social
services in community
less loitering
summer programs for youth & elderly
more support for parents & parents-to-be
more care of parents for children's future
parks and bike paths
community center
computer networking
heritage trails
public trans./better roads
private ownership
tourism
more vocational ed.
marketing outlets
retain management of own lands
stop exporting youth
ban satellite dishes
recreation facility
local health care
less government interference
more programs for youth
public access to private land
coop. between towns
more hiking trails

restore safe current multiple use of trails
 centralized promotion of GNW
 able to run car at store when -30
 front porches
 healthy local business competition
 less violence
 daycare ctr. for elderly & young
 planned development
 no TV
 our children
 spelling bees
 reactivate old granges
 center for the arts
 fitness center
 more support for small businesses
 birds

 allow land owners to be stewards of own land

comm. health & wellness resource ctr.
 accurate weather reporting
 build community trust
 MacDonald's (MacHealthy)
 Increase value - added to timberland
 lakes with fish
 less alcohol (a lot)
 more nurses
 eagles
 historic preservation
 geography bees
 more spirituality
 pride in our property
 youth camp
 juvenile substance abuse awareness
 multiple use & sustained yields for logging
 industry
 shoot-out the all-night lights

COMMUNITY PROFILE TEN COMPONENTS

After we developed a mosaic and vision for **The Great North Woods**, **Delia Clark** introduced us to the idea of discussing **The Great North Woods** within the framework of 10 qualities which can be used to profile a community. These topics, drawn from the work of The National Civic League and adapted by UNH Cooperative Extension are important components of any successful community. These components make a community work well now and sustain the cultural, economic and environmental health and vitality for the long-term future.

Civic Infrastructure

1. Effective Community Leadership: A Broader Definition
2. Informed Citizen Participation: More Than Voter Turn-Out
3. Intergroup Relations: Celebrating Diversity Within the Community

Community Infrastructure

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

Environment

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

Economy

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

Next, 10 small groups of approximately 10 people each were randomly formed, one group for

each of the components. The small groups adjourned to various rooms where facilitators lead the groups in their discussions and recorders made notes on more large tablets. Each group considered the definition of their component and was asked the questions below in order to begin the discussion. Participants were asked to list the strengths of the region as they saw them, and then to list its weaknesses. Next the groups gave some thought to the problems and issues they thought were important to the region's future. Finally, each group was asked to identify five key issues which need to be addressed in the region. These were brought back to the whole group and highlighted in five-minute summations presented by a member of each small group.

1. Effective Community Leadership: A Broader Definition

(Participants: B. Lamontagne, E. Johnson, M. Gardocki-Washburn, J. Burrill, L. Enman, B. Bromage, E. Roth, S. Arnold & M. McGill)

Statement of Purpose

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

Questions to think about

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

Committee Response: Community Leadership Strengths

- willing to work w/new people coming into organizations
- good attitude about area-more effective
- not personalizing
- businesses owned & run by people from the area
- influx of new people's ideas lend strength to leaders
- patience
- good mediators
- focus on strengths of individuals/community rather than weaknesses
- good mentor

- good visionary
- advise young people toward future
- good motivators of other people-not just selves
- advising/listens well-empowers
- hard working people
- when disasters/spec. needs occurs – good organization to address this
- if leaders don't know – they are not afraid to ask
- a lot of looking toward future – long range planning
- people working together toward common goal
- the lay & business community working together
- leaders are good listeners
- commitment that people have made to stay in area – longevity
- good school syst. provides good leaders
- making everyone feel welcome
- people that will follow through to end of project & beyond
- willing to invest time & money
- leaders know who to call on w/in community for help
- highly motivated people who are interested in community of all ages
- skilled base of people
- dedication in civic groups – varied in many aspects of community
- stay w/these groups/organizations
- volunteerism is high
- best leaders are not necessarily highly ed but have good common sense approach
- leadership groups work together – organize to help each other toward common goal
- leadership groups have pride in community
- leaders know people on more individual basis – can meet needs better
- leaders network
- small area – people understand things similarly(commonality)

Committee Response: Community Leadership Concerns

- lack of vision
- no mtgs. Held in area – have to travel far – geography
- no formal training to educate leaders – have to wing it
- too many fires – too few buckets – have to fight fires first
- listening to gossip
- leaders are overburdened w/responsibilities so they burnout
- independence – don't seek help sometimes when we need it
- some leaders are unable to separate their personal feelings about a community member in order to use their expertise
- over-involved in too many organizations – spread too thin – others think you don't care
- don't get mixing of ideas because of the above
- some leaders feel under valued & under appreciated – so hard to get people to play leader roles
- general public has lack of knowledge of rules, laws, regulations
- people don't have enough time
- not enough people involved
- leaders who don't want growth

- leaders who don't want change
- fear of the unknown
- lack of decision making
- public leadership – lack of appreciation of law & regulation
- not good public speakers
- public leaders sometimes risk their private interests to become involved
- some leaders don't want to move ahead – stuck in 1950's
- lack of self-discipline
- not encouraging/welcoming youth to become involved
- public leaders - difficulty getting information quickly – lack of access to legal information
- public leaders often work for no pay or very little

Community Leadership: Vision for the Future:

- will need leaders who can look at whole picture & realize if financial base is going to sustain – will have to look to diversify economic base
- should participate in program called “Leadership NH”
- involve young people when in high school – so they choose to come back
- focussed education
- need more highly ed & skilled population b/c of all laws & regs.
- very computer literate
- continuing education
- promoting interest in a leadership position
- tele-conferencing
- leadership support group
- utilizing former leaders for support & expertise
- more paid positions
- more sharing between towns – esp. those who are smaller w/less resources
- monetary sharing
- go into schools & have classes on – critical thinking, public speaking, public laws/regs., civic responsibility
- wide range of people should be encouraged to take leadership positions
- promote more volunteerism in all organizations

Key Issues for Now and the Future:

1. Economy – will need leaders who can look at the whole picture & realize that if the financial base is going to sustain this area, we will need to diversify our economic base.
2. Need vision for the future; need to be receptive to change & new ideas that will encompass the entire “Great North Woods area.”
3. Educate & mentor current & future leaders about computer literacy knowledge of how to access information, civic personality, and critical thinking skills.
4. Promote involvement of people & volunteerism.
5. Ability to negotiate & mediate in a professional manner.

2. Informed Citizen Participation: *Increasing Involvement & Volunteerism*

(Participants: C. Hodgdon, P. Nugent, P. McGuire, B. Pierce, M. Gagnon, D. Zavotsky, J. Harrigan, N. Chenevert & S. Lane)

Statement of Purpose

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

Questions to think about

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

Committee Response: Strengths in Citizen Participation

- towns small enough to allow flow of information/person to person
- seen as "North Country" by others
- knowledge of individuals
- interaction of sports teams because area follows all teams
- tribal sense of belonging & of need: if we don't do it - no one else will
- good base of people who volunteer such as: Kiwanis, Border Lions, Chamber, VFN's, American Legion, Churches
- community events/Sugar on Snow bring people together; people volunteer to do this/creates opportunity for politicians...
- community pride in our environment
- strong support from businesses to allow employees to be volunteers

- strong support from businesses to educational: boy scouts, various groups, fundraisers
- strong sense of town rallying when someone's in trouble/need
- when you volunteer you are helping someone you know...know of...personal
- we see ourselves as community – crosses town lines

Committee Response: Weaknesses

- economically depressed area – we lack depth of financial resources
- families – social/financial/physical restraints on working families prohibit move/enough volunteerism
- lack of employers providing on-site day care, time transportation – time together physically would help with above
- lack of knowledge of system of volunteerism and how system works
 - “I have nothing to offer”
 - “male oriented”
 - people do not know what system offers volunteers/county – as resources for them to use
 - people too proud to ask for help
- remoteness
 - distance, safety/wildlife
 - considered “hicks”
- do not know how to get involved
- penchant for privacy on part of newcomers
- distance from basic shopping needs, sometimes we lose valuable people uses time/elderly – this creates need for volunteers

Citizen Participation: Vision for the Future

- encourage class teaching volunteerism – beginning K/intrinsic rewards...parents should begin at home – very young/by doing (modeling)
- recognition and reward volunteers better “Recognition Week” or some such – GNW
- combine all volunteers in award week
- clearing house for volunteers
 - needs-wants-resources come together expand R.S.V.P.
- more events – more gathering opportunities – allows for more volunteering
- regional “volunteers needed” bulletin board – central – in papers – allows people to acknowledge that they could contribute
- resource directory in GNW area – lists who is available – hobby, professions, possible presenters – recognizes special attributes if individuals as well
- volunteerism is not substitute for every gov't program
- volunteerism perceived as receiving handouts/welfare/negative associations

Key Issues for Now and the Future:

1. Teach volunteerism as well as knowledge of the system.
2. Recognize & reward volunteers. GNW week.
3. Resource Directory
 - individuals know where to go to find a volunteer
 - volunteers know where, when they are needed

4. Balance remoteness with many positive aspects
 - sustainability
 - networking
 - service clubs
5. Build on sense of belonging, self-worth, knowing you are helping a "known" person.
 - appeal to tribal sense

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

(Participants: P. Bergeron, J. Forty, M. Bigney, M. Gray, J. Daley, M. Sielicki, S. Young, J. Riffon & G. Lefebvre)

Statement of Purpose

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

Questions to think about

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

Committee Response: Strengths in Intergroup Relations

- Moose festival – this is a core issue shared of how to get along
- caring, curiosity, genuine
- bilingual – people step up once aware
- when some is down, help is there
- whole community helps – neighbors, churches, family, friends
- economic develop.
- personal way of helping
- community coalition
- common history (traditions tie people together)
- friendly
- local parades
- getting younger people involved in politics

- people want to know what's going on in town
- tourism committee
- tolerant, accepting of people with different needs & disabilities
- have an educated open-mind
- desire to be educated

Committee Response: Concerns about Intergroup Relation

- not ignoring the elderly – bring them out in the community, with so much to give/share
- outsiders not respecting local property
- fear of change
- openness/communication between different groups – chamber, etc.
- think about present – not past & go to future
- burnt out club members, afraid to volunteer with a lot of responsibility
- rivalry among towns – starts in schools
- planning for tomorrow
- not territorial, ours
- to get groups to work together
- town cooperation
- “clicks” in each town
- interbred ignorance
- regional vs. indiv. towns w/programs
- not open to accepting new people & ideas
- not treating new people – like flatlanders
- regional newspapers
- anybody not respecting property/land
 - visitors
 - locals
 - flatlanders
- fear to be connected, need trust
- ability to get along but no one willing to take that step to get along in a group
- limited people volunteering
- volunteers may be afraid to be shot down
- fear to talk the 1st couple of years when move here

Intergroup Relations: Vision for the Future

- one big Chamber of Commerce w/all groups
- get all individual groups together & work on event in 1 town, ex.: parade in Colebrook only
- begin cooperation w/kids – adults as role models
- coordinate 1 big event yet keep individual identities – pull & share manpower
- get schools, high school kids involved in civic
- better communication
- may increase membership w/kids starting
- educate children w/cooperation & show the right thing to do
- need respect
- play group for all towns (talent show was successful)
- school-to-work program is good

- get kids on tourism committee, snowmobile club, chamber, etc.
- get a leader as kid to join

Key Issues for Now and the Future:

1. Regionalize our efforts, work "our region" together not individualized. (Colebrook, Clarksville, Pittsburg, Errol, etc.)
2. Respect other people's ideas/open mindedness.
3. Getting youth's involvement in local affairs.
4. Communication, education to prevent lack of information sharing among all towns in region.
5. Cooperation that's open ended with parents, kids, athletes, elderly, all diverse groups & backgrounds.

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

(Participants: J. Kennett, C. Aubee, G. Hulse, G. Devost, J. Lefebvre, U. Johnson, R. Gregg, T. Hurlbert & S. Collins)

Statement of Purpose

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

Questions to think about

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

Committee Response: Strengths in Cultural Areas

- Music festivals
- Home days – Pittsburg
- Guide Show – Pittsburg
- Stewartstown Day
- Sugar Social – Canaan
- Historical Society Programs – Oral History
- International book loan – Canaan & Canada
- Kenneth Poore Family Museum
- Dairy Month (June)
- Moose Festival
- Motorcycle Blessing
- Shrine

- Colebrook Days
- Fourth of July Parade
- Memorial Day Parade
- Snowmobile Events
- Three Bridges Drama – Ensemble
- Church Christmas Sale
- Grange Chicken Pie
- Wild Game Dinner
- Local Artists & Author
- North Country Community Band
- Annual Railroad Ride
- Local Musical Groups
- Native American Heritage
- Ecumenical Church Programs
- Regional Art Shows
- Canada Week – Pittsburg
- Sports – hockey, basketball
- Boating
- Strawberry Festival
- Fishing Derbys
- Brunswick Springs
- Dixville Notch Race
- The Balsams
- First in Nation Primary
- Indian Stream Republic Heritage
- Children’s Dance Troupe – Pittsburg

Committee Response: Concerns about Cultural Areas

- lack of French cultural events
- absence of higher education campus
- lack of art center
- no school has necessary stage space for culture
- lack of school education – appreciation for culture
- eroded base of local history
- lack of historical preservation plan of local buildings
- losing artifacts
- plan for getting regional history
- lack of celebrating our heritage

Cultural Areas: Vision for the Future

- need to expand appreciation of our culture & heritage
- Cultural Heritage Festival:
 - dance
 - logging
 - crafts
 - farming
 - history

- oral history
- story telling
- foods
- drama
- sporting events
- calendar of events – Yankee promotion
- internet promotion
- arts center
- woods resource center – history & marketing
- Poore Farmstead used as cult. center?
- federal private foundation grant?
- break through territorial turf
- beautification efforts in all towns

Key Issues for Now and the Future:

1. Money
2. Volunteers
 - a. participants
 - b. leaders
 - c. organization
3. Focus on:
 - a. events
 - b. a center (physical plant)
 - c. local/area history
4. Build a North Country Family
 - a. breakdown barriers to cooperation
 - b. work collaboratively
5. Promotion
 - a. new and old events
 - b. obvious info center

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

(Participants: R. McAllister, S. Cross, J. Dalton, P. Hicks, J. Chase, S. White, L. Rappaport & S. Stoddard)

Statement of Purpose

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

Questions to think about

- Are education and social services provided equitably?
- What services does the community provide to its neediest citizens?

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

Committee Response: Strengths in Education and Social Services

- civic capacity/volunteers, interest groups
- community supports schools
- concerned, care, volunteers in supporting community(elderly)
- agencies, ie: DARE, Headstart, Child Find, MIMS
- youth want to be part of the infrastructure
- great volunteer fire dept., ambulance
- great # of services for size of area
- town meeting
- elderly housing, meals on wheels, Home Health Care(Colebrook)
- uneven social services on a regional basis
- kindergarten
- G.N.W. conference
- regional social service provider meetings
- local availability of emergency counseling, ie: crisis situations

Committee Response: Concerns about Education and Social Services

- lack of programs for the youth
 - no youth center
 - no parks, playgrounds, pool, movie theaters, theater, recreation park
- community center (arts)
- latch-key kids – parents are working, kids have no one at home, no where to go
- loss in extended community family
- some schools close doors to kids during the summer – no summer programs!
- Gov't requirements are hindering teachers' ability to teach
- no programs for gifted children in schools
- graduate requirements are too low
- social services are too spread out, needs single point of contact
- not enough coordination or motivation of effort to bring community together
- drug/alcohol probs.
- Parenting skills

Education and Social Services: Vision for the Future

- community center
- single source contact for service agencies
- entrepreneurial classes for youth – all grades – let kids develop their talents
- youth programs
- rec. parks

- parenting classes
- increase ed. standards
- programs for gifted children
- advanced communication – inter/intra net
- continuous education
- expand school facilities - availability

Key Issues for Now and the Future:

1. Regional Community Center – pool, youth program, theater, art, parenting classes, etc.
2. Single point of contact of social services – S.P.O.C.
3. Inter-graded Educational Services
 - V.I.T. Center
 - Inter/Intra Net
 - Continuous Education
 - Greater utilization of capital facilities
 - Service directory
 - Un-encumber teachers: paperwork reduction
4. Recreational parks
 - Playgrounds
 - Camps, day camps
 - Walking, rollerblading, trails, etc.
5. Interfaith Council - Establish community connections

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

(Participants: E. Katz, B. Lyera, M. Dalton, G. Jannenga, H. Connary, E. Haynes, R. Pinette, D. Howard & W. Young)

Statement of Purpose

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

Questions to think about

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

- Are officials professional and entrepreneurial in meeting public facility needs?
- Are appropriate physical connections being made, such as public transportation between housing and job (or shopping) sites?

Committee Response: Strengths in Infrastructure

- Recycling in most (all?) towns
- UCVH
- water quality/quantity
- schools (buildings) K-12
- library facilities
- police/fire departments
- emergency services (physical)
- elderly housing
- freedom express
- ski area / ice rinks (recreation)
- snowmobile trails
- wilderness
- paper company road
- rural character of roads
- mountain bike trails
- hiking trails
- Ethan Allen/Balsams
- hydro systems/dams
- tourist accommodations
- main street

Committee Response: Concerns about Infrastructure

- aging buildings – cost
- non-enforcement of build. codes
- road maintenance (routine)
- absence of coordinate water
- main st. – quality control
- littering awareness
- inadequate opportunities to dispose of hazardous/toxic materials
- ill-conceived government regs.
- inadequate funding/manpower
- inability to share resources across towns
- inadequate political lobbying
- no infrastructure for youth services, rehab/recreation
- same is true for all age groups

Infrastructure: Vision for the Future:

- fair shake from state, federal gov'ts
- regional community ctr. that offers 1-stop shopping for soc. Services
- infrastructure that allows/encourages sharing
- close-up post secondary education ctr.
- regional media (radio-tv)

Key Issues for Now and the Future:

1. Water quality & pollution control
2. Comm. serv. Infrastructure
3. Regional media expansion into TV and radio
4. Less government interference
5. "Main Street" preservation

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

(Participants: E. Gooch, M. Roy, G. Parker, J. Maxwell, D. Shallow, F. Coffin, K. McKinnon, Sue Collins & E. Hamilton)

Statement of Purpose

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

Questions to think about

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

Committee Response: Strengths in the Natural Resource Base

- beautiful forests, unpolluted water, not overpopulated
- our natural resources draw people & make this area
- abundant sand, gravel, rocks
- private ownership by large owners (e.g. paper companies)
- better stewardship & forest management
- small land owners have also been good stewards w/o regulation
- plentiful bugs, fish, etc.
- better deer, moose herds than 35 yrs. ago
- climate responsible for larger, hardier deer, lumber, trees
- prime animal life
- isolation
- dams provide energy; manmade & natural lakes – large
- towns built along rivers & lakes
- plentiful water
- native respect for the woods – trash along the roads bothers us

- wildlife provide food. Corn as feed crop
- many have own vegetable garden
- make do, raise own, don't waste, yankee ingenuity
- forest products industry provides jobs
- snow brings snowmobiles – year-round economy
- drinkable water (where beavers aren't)
- north woods areas gaining wide recognition as a priceless resource
- Champion does timber management well
- the scenery
- there is a limited amount of wilderness

Committee Response: Concerns about the Natural Resource Base

- beavers defecating in the streams
- collisions with moose/deer
- insufficient appreciation of bears, moose as wild by tourists
- inadequate representation in Concord special north woods needs
- revenues for F&G don't come back
- spring roads/weather accentuate isolation
- darkness/SAD
- short growing season
- electricity is expensive
- we don't get sufficient benefit from power
- recycling has resulted in surreptitious dumping in the woods & major inconvenience in getting rid of some products
- recycling doesn't take advantage of private initiative/enterprise
- insufficient transport systems
- acid rain from away – but isn't a major problem
- logging/farming are the only easily available jobs for youths
- there is only a limited amount of wilderness

The Natural Resource Base: Vision for the Future:

- slow growth – but sufficient to keep towns alive
- maintenance of large open tracts of land by land owners – emphasize ability to protect
- sustainable thru farm/forest management; energy management – and develop career opportunity for youth; guide services
- local control of our own destiny
- balance trees & open vistas
- balance between public & private agendas
- special places inventoried & protected
- symbiosis between trees & tourism

Key Issues for Now and the Future:

1. Share, but protect our natural resources
Listen to the concerns of others
2. Guide growth that fits the area
3. Use education to make possible adversaries our partners.

Communicate our specialness – using regional cooperation & identity to influence state policy. Insure our progeny carry on the heritage.

4. Encourage small entrepreneurs to support natural resources.
5. Own our energy generators to broaden our economic base.

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

(Participants: L. Chappell, S. Connary, D. Covill, F. Foss, K. Carney, H. Roy, E. Johnson, B. Shallow & L. vonDohrmann)

Statement of Purpose

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

Questions to think about

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

Committee Response: Strengths in Working Landscapes

- water supply – headwaters, clean
- crystal clear lakes
- no billboards
- undeveloped
- forests
- wildlife
- natural beauty
- clean air
- four seasons
- recycling (mandatory)
- beautiful area
- wild vegetation
- wild flowers
- edible plants (useful plants)
- maple trees

- fir & spruce
- mountains
- green up
- adopted highways
- extension service
- farms
- current use – important for individual ownership
- good winter road conditions
- no loss days of school

Committee Response: Concerns about Working Landscapes

- septic systems – none or failed
- development
- no planning board
- loss of farms
- high taxes (detrant to fixing up house)
- lack of garden club
- property tax system stinks
- lack of town vision
- lack of town planning
- not teaching how to care for environment in schools
- junk cars – no license
- unsightly areas should be policed more
- lack of plan to save family farm
- complicated tax system that people can't understand & administrate
- bad road conditions
- lot of littering
- electrical line chipping (mess)
- pot holes
- total electrical system - this area outvoted at state level
- small population
- can't compete w/southern part of state
- untapped water power resources
- losing revenues because of selling dams
- subdivision
- untapped wind power

Working Landscapes: Vision for the Future:

- regional leadership
- people pulling together
- regional planning board
- controlled subdivisions
- harness of natural resources
- education in schools on state government
- education in schools on environment and nat. resources
- each town have natural resource centers and somehow interrelated
- everybody has to compromise

- trails – hiking, biking, skiing, snowmobile
- users' fees
- managed, maintained trails
- schools involved in trail bldg.
- tax credit for landowners w/ trails on their land

Key Issues for Now and the Future:

How the Community Looks & Feels

1. Incentive for open access to private lands with owners' permission.
2. Preservation and use of farms, forests and rivers.
3. Need for equitable tax system and equal representation.
4. Education for appreciation – natural resource centers.
5. Regional vision!

9. Economic Vitality: *Stability through Diversity*

(Participants: S. Barba, P. Champagne, I. Katz, C. Masson, J. Carney, B. Gooch, A. Coppinger, C. Jordan & V. Bunnell)

Statement of Purpose

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

Questions to think about

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

Committee Response: Strengths in Economic Vitality

- positive work ethic
- availability of labor

- location – a place to get “away from” urban
- potential for upward mobility
- little “social cost” assoc. w/productivity (uncongested & unspoiled)
- natural compatability w/tourism
- safe & friendly place to work
- familiarity w/area
- neighbors helping neighbors
- geo. position towards future potential
- proximity to natural resources

Committee Response: Concerns about Economic Vitality

- not enough school support for the non-college bound
- lack of optimism to use college degree
- narrow market for opportunity
- need to ship in/out resource and/or product
- infrastructure
- taxes
- wage scale
- no school to work program
- fluctuating economy/seasonal
- lack of accommodations during peak tourist/use seasons (e.g. skidooring)
- need to develop creative hospitality
- regional marketing

Economic Vitality: Vision for the Future:

Diversification

- encourage the local talents
- get the word out!
- more “NH Cooks” and “I Have a Story” type programs
- encourage a N. Country label
- more networking
- “The GNW has a Story”
- marketing
- more apprenticeship programs thru schools
- further develop the school to work programs – exploring road blocks/regs.
- more understanding of common strengths

Key Issues for Now and the Future:

1. Promote common regional assets & entrepreneurial diversification.
2. Promote local/small town lifestyle.
3. Student/educators/bs. – connections/linking
4. Infrastructure (but no interstate!)
5. Continue/maintain/but also utilize the natural setting

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

(Participants: S. Belknap, B. Routhier, F. Bond, P. Allen, P. Davis, F. Sytek, F. Bigney & S. Mills)

Statement of Purpose

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

Questions to think about

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

Committee Response: Strengths in Local Business

- stand behind product – service
- good work ethic
- \$1 spent in town passes thru 10 hands before it leaves i.e., waitress – sitter – grocery – stock
- people give good credit – trustworthy
- many Main St. Colebrook businesses local owned
- most agricultural business locally owned, schools, x-mas trees, Balsams, Tillotson H.C., Blue Seal, Agway, hospital, 1st Colebrook. Except: Bonneville & Codet
- impact local environment: x-mas trees, tourism, ski-dooing, sports, logging, construction/roads
- county/state as employers: state roads, liquor store, nursing home, jail, fish & game, state garage
- federal as employers: post office, Border Patrol, customs, law
- balance between environment & economics
- great forest land - #1 resource – private land owners and big business, i.e. Champion, Mead, Boise
- majority owners know customers personally
- loyalty of business to customers & vice versa
- friendliness
- natural & agricultural resources
- business more conscientious for customers
- business more conscientious for each other
- professional respect – self respect
- local creative talent could be built on

- generalists as opposed to specialists
- multi-task capability
- quality of services & products

Committee Response: Concerns about Local Business

- don't keep the people working on product from start to finish, i.e., we ship logs, don't mill, don't utilize resources, let work go – we miss big broad process
- don't have type of business to employ young people
- need new business in area
- lack of communication (high tech, etc.)
- need something for young people to come back to
- lack of skilled professional workers
- too many regulations - jump thru too many hoops
- good programs like school to work jeopardized because of above
- transporters have to have professional drivers license!
- long distances to travel for an education
- high interest rates locally – business have to go out of town
- entrepreneurs w/o capital are discouraged as opposed to encouraged
- struggle with environmentalists, outsiders moving in on our forest land
- lack of cooperation between forest industry, tourism, environmentalists, agi. land
- lack of cooperation between the towns
- local businesses should publicize & capitalize on their local ownership
- lack of knowledge about other services/business
- no info booth – open
- people don't make conscious decision to support other local business
- products more expensive here
- cost up to transport products in
- geographic location remote
- businesses can buy products at Wal-Mart cheaper than they can buy from distributors
- low pay scale – non competitive
- utilization of forest products exported, logs shipped, no value added in log form

Local Business: Vision for the Future:

- low interest loans
- forest/agricultural based business should be supporters/given priority
- lower business taxes
- donation pool for local charity
- local opportunities for students to experience vocation training
- more local marketing
- beautification of homes, Main St., businesses
- pride in property
- landscaped planned public properties
- trains re-instituted – passenger service
- bus re-instituted – passenger service
- community health/wellness/resource center
- business wellness programs
- healthy forests

- better roads & an E/W highway
- quality of life
- balance of environment & economics
- less welfare-dependant people
- more jobs for welfare-dependant people

Key Issues for Now and the Future:

1. Balance between outside support & local support for business.
2. Improved transportation system.
3. Community Health/Wellness Resource Center.
4. Because the fabric of our heritage is agriculture & forest, we are moving into tourism, our forest and agriculture community needs to support tourism & vice versa. Yield: HAPPY CAMPERS!
5. Planning for attracting compatible high quality businesses

Monday Morning

Everyone reassembled bright and early Monday morning in the **Hale Room at the Balsams**, where we were greeted by hot coffee, tea and a breakfast buffet. There were a few folks there who had not been present Sunday evening and they soon felt the enthusiasm of the rest of the group. Similarly, a few members of the Sunday night small groups were missing. However, most of the people were stalwarts who had signed on for both days. After breakfast, we moved to the Ballroom.

The 10 easels from the small groups of the night before were arrayed across the front of the room, each bearing a list of the five key issues for that topic area. Our working day began with short presentations from a member of the each of the groups, explaining the group's list. Delia then presented us with her version of a condensed list of 10 overarching issues which she felt had come up repeatedly in various ways in the small group lists. The entire group worked together to evaluate and refine this list. After some discussion, 8 key issues emerged as important to study for the future of **The Great North Woods**. This list is presented below along with some of the related ideas that were mentioned.

Key Issues

1. **Regional Identity** – maintain rural character and small-town lifestyle, main street preservation, local history, promote sense of belonging to GNW, enforcement of building codes, drug/alcohol abuse.
2. **Volunteerism** – citizen involvement, civic responsibility, youth involvement and service, resource directory.

3. **Economic Growth** – balance guided growth with preservation, entrepreneurial networking opportunities, diversification, strategic vision, expand economic base, promote GNW, regional assets, education for business skills.
4. **Infrastructure** – transportation and communication links, internet center, interactive TV, Roads, buses, trains, media expansion, bike trails.
5. **Education** – quality vocational trades training, computer literacy, school to work, schools life-long learning, critical skills, cooperation, intergrated services, inter-town shared resources, training for resource use of GNW/and utilization, substance abuse/values
6. **Natural Resource Protection** – access to private lands, education for appreciation of natural resource, preservation & use of farms, forests, rivers, parks, water quality.
7. **Regional Cooperation & Communication** – single point of contact, parenting, social services, recreation camps & parks, interfaith council, respect for diverse ideas, health and wellness, regional community center, state policy.
8. **Recreation** – hiking, biking, rec. trails, parks, camps, youth programs, community center.

PROJECT IDENTIFICATION AND EVALUATION

After a short mid-morning break, participants each chose which of the 8 key issues they would like to discuss further and broke into small groups accordingly. Each topic attracted enough people to form a small working group.

The task of each group was to think about problems that existed in each area and then to brainstorm possible solutions/answers to the issue identified. We did that by thinking out loud for half an hour or so about "problems" and "goals." Then we suggested solutions, from practical to fanciful to idealistic. The next step was to evaluate the reality of each possible solution/project using the following impact/feasibility grid.

IMPACT: How much will it matter?	High			
	Moderate			
	Low			
		Low	Moderate	High

FEASIBILITY: How possible is it in our community?

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

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

Key Issue #1 – Regional Identity

(Participants: G. Jannenga, F. Sytek, W. Young, A. Brosseau, J. Dalton, S. Collins, E. Gooch, G. Hulse, R. Gregg, C. Jordan & V. Bunnell)

Clarification of the goals/problems to be addressed

- “Up above Down below”
- natural identity
- can recognize each town’s unique history/ID
- see the big picture among communities while retaining independence
- change concept Pittsburg does not equal Colebrook; but Pittsburg/Colebrook/Canaan are part of North Country
- volunteering to cosm. Upgrade
- regional process to make economically viable use of old/historic bldgs. (e.g. Monadnock House, Grammar School)
- maintain character when building new
- pro-active historical societies (& interconnect among)
- instilling sense of local history in schools
- retain what brings the tourists to begin with
- lack of sufficient communication among/about events(regionally)
- remove power lines from Main Str. (pl)
- make use of existing bldgs.
- hold unto physical structures & enhance
- keep alive downtown businesses
- don’t tax cosmetic upgrades!

Possible Solutions

- regional network of volunteers
 - keep breaking down “territorial”-ness
 - x-town volunteers for any particular event
- communicate among groups (as to needs)
- coordination of events
- information booth
- instilling sense of history/school programs outside of the school room
- communication schools/existing programs, projects
- involve local people in bringing information into the schools
- interactive/interconnected TV
- educate information out to newcomers about regions history
- poor state of record-keeping/indexing

Project Goals

This category was not completed by group.

Project Evaluations:

High Impact/High Feasibility

- information booth - +adv. of it!

- Recognize & foster the francophile connection

High Impact/Moderate Feasibility

- instilling sense of history
- getting teams together
- school to work programs outside of the school room
- involve local people
- bringing information to the schools
- communications schools, existing programs, projects
- communicate among groups (as to need)
- cultural
- historical
- adv. - what's needed

High Impact/Low Feasibility

- regional network of volunteers
- breaking down territories
- x-town volunteers - particular town

Key Issue #2 - Volunteerism

(Participants: B. Pierce, K. Carney, G. Devost, P. Nugent, J. Chase, E. Roth, B. Shallow & L. vonDorhmann)

Clarification of the problem/issue to be addressed

- too many jobs, too few people
- same people always volunteering
- motivate others to volunteer, call them, education in schools
- time
- two person income families
- people don't know where help is needed (youth & elderly)
- lack of directory
 - on how to volunteer
 - where to volunteer
 - education
 - no list of jobs available
- lack of direction & education as involved in volunteerism
- lack of time

Possible Solutions

- G.N.W. Grant Writer
- grant to fund (paid) volunteer program director
- form a regional volunteer directory committee
- "volunteer" office in S.P.O.C.
- local newspaper/phone to update needs
- form a volunteer brd. To oversee
- method to continue funding

Project Goals

- central resource center which includes volunteer regional coordinator

- G.N.W. Grant Writer & Administrator
- printed regional volunteer directory
 - how to volunteer
 - where to volunteer
 - list of jobs, needs
- somebody go into schools and make students/teachers aware of volunteer programs
- community education of volunteerism
- working w/social services in s.p.o.c.
- volunteers for volunteers

Project Evaluations:

High Impact/High Feasibility

- Method to continue funding
- G.N.W. Grant Writer
- Grant to fund volunteer program administrator (paid)
- Local newspaper/phone to update needs

High Impact/Moderate Feasibility

- Volunteer office in s.p.o.c.
- Board of directors to oversee administrator (volunteers)
- Regional Directory Committee

Key Issue #3 – Economic Growth

(Participants: L. Chappell, B. Bromage, G. LaPerle, C. Aubee, J. Simpson, B. Lamontagne, J. Shallow, H. Roy, R. Pinette, P. Davis, J. Kennett, L. Enman, F. Coffin, S. Buteau & L. Barker)

Clarification of the problem/issue to be addressed

- score – resources for businesses “mentors” (existing & start up)
- opportunities for networking
- lack of facilities – physical plant
- area-wide economic development group
- research – why do businesses come/not come?
 - what kind of businesses do we want?
 - what businesses already exists?
 - stable economic base in addition to tourism
- tax incentives
- promote lifestyle and image
- “quality of life”
- promoting “healthy” lifestyles – farming/preservation, agri-business, rapid-growth forests
- mega trends in the broader market?
- What do we have for resources that fit?
- Where is the market for our products?
- Within the G.N.W., what are the changing trends?

Possible Solutions

- G.N.W. information center
- G.N.W. inventory

- bulletin board
- piggy-backing attractions – logging operation, maple sugaring, fish hatchery
- see products start-to-finish
- promoting unique natural resources that are not well known - “hidden treasures”(user fees for maintenance)
- Northern Forest Heritage Park - Berlin
- Coös County revolving loan fund (in process)
- value added manufacturing in G.N.W. rather than out of area
- improve infrastructure
- electrical cost up! Wind? Water? Natural Gas?
- ALL UTILITIES
- G.N.W. ownership

Project Goals

- clean industry year round
- balance guided growth with preservation (industry vs. tourism)
- entrepreneurial networking opportunities
- diversification, strategic vision
- expand eco-base
- promote G.N.W. regional assets
- education for business skills (including cottage industries) as support for existing industries
- replacing jobs lost
- tourist attractions/jobs
- job opportunity
- dev. econ. base funding
- social programs

Project Evaluations:

High Impact/High Feasibility

Develop reg. strategy for incentives
 Research
 Promotion to businesses marketing
 Conduct business with Canada
 Hidden & know treasures

High Impact/Moderate Feasibility

Value added products
 Electric power
 Revolving loan fund
 Facilities

Moderate Impact/Moderate Feasibility

Improv. Infrastructure

Moderate Impact/Low Feasibility

Create/promote family attractions = job creation

Key Issue #4 - Infrastructure

(Participants: T. Hurlbert, S. Barba, L. Rappaport, R. McAlister, B. Lyera, K. McKinnon, P. McGuire, P. Allen, M. Gardocki-Washburn, J. Harrigan & E. Hamilton)

Clarification of the problem/issue to be addressed

- accessibility (+/-)
- make better use of what we have
- controlling change
- change in quality not quantity
- where is funding?
- what leads to decline of "main streets" (lots of expertise on this issue)
- awareness of what we already have & how to better use
- bring things we like, get rid of dislikes, improve what we want to be
- truly aware & active as possible
- need to be aware of geog & beauty
- infrastructure which supports uniqueness
- rail to trails project
- want to match infrastructure to industries we want
- remoteness an asset
- explore entrepreneurial tendencies that are here already

Possible Solutions/Project Goals

- study on decline of business districts
- enforcement of bldg. codes/help promote vocational ed and trades
- radio station
- rails to trails
- direct connection to internet/free
- impt. how we market/promote ourselves
- market & promote summertime use of snowmobile trails for non-motorized
 - trails are a vital part of area
- recreation easement
- increase use of schools for multi-uses & increase coop.
- we can't all (ea. town) do everything
- w/enhancements schools could be used for new purposes (e.g. community center)
- identify and share competencies we have - for ourselves & to attract
- summer theater
- access to pbr and pbtv
- expand interactive tv for more variety in learning
- instead of widening roads, widen shoulders for tour biking
- expand school to work program instead of building new buildings
- we are under-utilizing our present diversity
- nurture excellence
- we need a way for local investors to invest in our own community needs
- vehicle for identifying excellence
- deregulation to enable transportation of students
- values should drive infrastructure
- train freight service - think hard before eliminating

Project Evaluations:

High Impact/High Feasibility

Snowmobile trails for non motor use
Identify core competency
Expand school to work program
Human/Nurturing facilitation & expertise

High Impact/Moderate Feasibility

Marketing & promotions – snowmobile trails
Enhance bike touring
Study why small towns downtown suffered decline – North Country Council
Expand interactive TV to offer more variety in learning
Get a local radio station
Physically enhance schools to serve a broader spectrum of uses
Recreation easement
Insure vitality of trail system

High Impact/Low Feasibility

Direct free connect to Internet

Moderate Impact/High Feasibility

Multiple use of schools and inter-school cooperation

Moderate Impact/Moderate Feasibility

Rails to trails

Moderate Impact/Low Feasibility

Support local summer theater
Bldg. code enforcement
PBS / NPR PEG studio
Deregulation of student transport

Low Impact/Low Feasibility

Trade/VOC center

Key Issue #5 - Education

(Participants: P. Hicks, F. Foss, S. Young, B. Routhier, P. Champagne, J. Maxwell, H. Connary, M. Gray, E. Johnson, N. Chenevert & S. Lane)

Clarification of the problem/issue to be addressed

Group did not address this specific item.

Possible Solutions

- scholarships
 - exam competition – history, language
 - anyone attending college gets some \$
 - incentive

- coordinator
- financial planning
 - guidance counselor – shared knowledge
- awareness of local resources & interests
 - educating students outside school walls/interdiscipline
 - coordinator
 - access telecomm./hosp./GNW
 - tie all schools together
- open schools
 - summer – students + adults (12 mo. access)
 - evenings
 - committees – proposals for school boards
 - community members as teachers
 - academic competition – inter-school
 - generation mixing/activities
 - mini courses/mixed generation
 - child-care available/ R.S.V.P.
 - school to work experience – business in schools
 - student council credits
 - student tutoring
 - coordinator
 - friendly environment
- high school diploma – to work
 - relevancy
 - hands on – interest to students – involved in activity
 - possible return for higher education
 - need to acquire more skills for job security
 - positive outlook, attitude/teachers & students
 - focus

Project Goals

- high expectations & standards by all!
- positive feedback & encouragement
- open schools – more than 7 hours a day
 - adult ed. reasonably priced
 - parenting skills
- continuing education 14+
 - computer skills
 - mentor group – new teachers, volunteers, “grandparenting” in school
- education
 - sex education earlier, too
 - work ethics responsibility
 - substance abuse prevention taught early
 - trades
 - apprenticeships
 - career exploration
 - school to work K-12 – business must communicate specific skills

- scholarships
- church
- investments
- fund – voucher system with \$ from published local history books
- basic education needs
 - computer
 - interview process
 - change
 - calculations
 - how to dress – adults & students
 - education – needs to be valued
- open-mindedness needed in schools
- communication – school – teacher – parent – students

Project Evaluations:

Group did not address these specific items.

Key Issue #6 – Natural Resource Protection

(Participants: M. Dalton, B. Gooch, E. Haynes, M. Roy, C. Hodgdon, J. Daley, J. Carney, S. Belknap, C. Masson, Senator F. King, S. Stoddard & S. Miller)

Clarification of the problem/issue to be addressed

- access to public lands
- education for appreciation of natural resources
- preservation & use of farms, forests, rivers, parks
- water quality
- Northern Forest Alliance – land maps & acquire large chunks of land – 10 million acres – NY, VT, NH, ME
 - Pittsburg, Umbagog Refuge, northern forest proposal
 - outside area: Champion, IP, AMC, NWF
- control of own land
- Phillip Brook example – trails & lg land comp
- people can't afford to keep large tracts of land -- needs more incentive
- current use not enough
- small landowner needs to be as important as large landowners
- Rt. 3 gas line – easement – town gets \$, ? if landowner gets \$ that really compensates them?

Possible Solutions

- education about poor practices & what is a good practice
- promote sustainable forestry
- education from refuge to the local public
- refuge – advisory board to go to Feds & get more cooperation
- encourage Feds to use & hire local citizens
- expand refuge PGM & functions
- info ctr. include “how to use” the land & welcome ctr.
- input in tourist info center
- work/influence on rest area – north of Colebrook as its expanded to interpretation ctr.

- hunting/fishing license \$ - part come back from Fish & Game
- educate new landowners about Hx of open land
- regional heritage commission, i.e. classify lands, if open land & member of h.c. you get user fee from h.c. because h.c. can charge use fees
- user fees for lakes, rivers, ponds
- user fee to pay for emergency rescue
- purchase local dams as they become available
- test lakes & ponds as know base line of quality of the water
- tourism – interpretation center (free), trails signs related to forestry, logging
- use of land for snowmobiling – want to control land – but with options
- user fee ?solution? so can keep land open for fishing, hunting, snowmobiling
- keep land open – current use structure (NH – tax break)
- up posted lands
- cont' multiple use of lands
- local people need to know they are controlled by large companies as long as eco. viable --- support large land owners so there can be public use of land

Project Goals

- forest product industry needs to be protected
- incentive to landowners need to be recognized by state(pop. part of state) that GNF have available
- cong. delegation needs to fund their mandates
- hydrodams – power generators who will own
- use fee in national forests – why can't Champion be able to do the same
- user fees for water & \$ kept local

Project Evaluations:

High Impact/High Feasibility

Natural resources – solutions

Interpretation center – teach visitors about the local forests

Promote sustainable forestry

Increased education on proper land use, sustainable forestry, ethics

High Impact/Moderate Feasibility

Change laws so user fees are more doable

Financial (local) support

Larger tax breaks for landowners, farmers, etc.

High Impact/Low Feasibility

Acquisition of power generating dams by the region

Hunting, fishing license fees to be returned to landowners (some)

Regional heritage commission – people who join can charge user fees as part of this “commission”, if their land is open to use.

User fees for hunting/fishing/hiking/canoeing

Moderate Impact/Low Feasibility

Encourage Feds to hire locals for working at the Umbagog N.W.R.

Low Impact/High Feasibility

Form a Umbagog Wildlife Refuge Advisory Board
Get cooperation from the federal gov't

Low Impact/Low Feasibility

Educate new landowners about the need to keep their land open for public use.
User fees for emergency rescue.
User fees for lakes, rivers, ponds (access)

Key Issue #7 – Regional Cooperation & Communication

(Participants: S. Arnold, F. Bigney, E. Katz, M. Sielicki, E. Johnson, J. Forty, S. Cross & E. Pearson)

Clarification of the problem/issue to be addressed

- educating youth toward community – more open minded – cooperation
- how do we make individual town needs a regional reality?
- towns people need to be more involved. Bottoms up!
- drug & alcohol problems need to be addressed regionally
- too much free time & not enough activity
- too much free time & not enough education
- educate youths about risks of drugs & alcohol – “There’s a better way”
- programs like DARE could be included in community center
- win kids over with positive role models
- stress management tools for dealing with problems casually
- health problems are effected by activity includes alc/drugs/cig
- physical activity
- gym time very hard to get
- no place to do activities in the winter
- centralized referral person – 1-800-HELP
- resources such as directory underutilized
- problems getting the work out about resource directory
- apathy
- info not perceived as valuable unless it’s needed
- no place to bike
- who’s financially accountable
- where’s pool fund?
- camps, parks, rec areas & programs needed w/structured programs
- how could this be funded? staffed?
- recreational center? director? volunteers
- financially sustaining once initialed
- everything in one building – who pays? who runs?
- substantial financial problem
- worry about cooperation w/towns – people
- feeling ownership w/centralized center/building
- everything in community is fragmented
- people don’t know where to go
- people coming into town don’t know where to go
- problem distributing info to everyone
- a lot of health problems

- problems accessing health care – health suffers
- definition: fragmented care – hospital on end of town, mental health other wk, FP, CA, center – physical placement of services
- communication: where services are
- confusion w/names of services
- are all services listed & how?
- schools locked in summer
- where's leadership for poor?

Possible Solutions

- community rec center w/director & structured programs
- could be funded w/grants
- classes for adults & kids in region
- good director could make or break reg. ctr.
- mini-courses – stenciling, exercises, dance, multi-generational
- ski-doo trails to bike trails
- outdoor pool
- schools open in summer for programs
- community center & everything else springs off
 - base for drug & alcohol
 - courses/programs self esteem
 - cooperation – teach youth cooperation
 - central point of access/contact (SPOC)
- in long run, community center would affect/reduce many problems in our area
- education, jobs could all be addressed w/community center
- work on youth & adults now w/preventative efforts

Project Goals

- townspeople need to be more involved
- win kids over w/positive role models
- stress-management tools for dealing w/problems casually
- single point of contact (SPOC)
 - social services
 - parenting, etc.
- camps, parks, interfaith council
- respect for diverse ideas
- health & wellness
- regional community center
- state policy
- too much paperwork bogged down

Project Evaluations:

Group did not use the grid – the following items were their findings:

- community center for further education benefit for latch key kids
- outdoor pool
- satellite programs from center to a VIT(Vermont Interactive TV) site in their town or transport to site. Satellite center could get people to cooperate together; get more people

involved; a common project. People may feel more confident within their "circle" & then may grow more confident to branch out regionally.

- informational summit with all towns leadership in the area to share info discussed here
- place for drug/alcohol prevention
- community recreation center with director
- futuristic vision – strategic plan
- classes for adults & kids
- summit of health & human services to update the resource manual
- health & human services exhibition day with a craft fair
- consortium of health & human services to coordinate services & provide continuum
- youth camps, day camps w/director – organized summer programs
- offered structured programs
- work on youth & adults now w/preventative efforts
- center would give reason for people to pull together
- combined recreation & community center for youth to the elderly & offices
- ski-doo trails to mtn. bikes (club maintained)

Key Issue #8 - Recreation

(Participants: F. Bond, A. Coppinger, J. Burrill, D. Covill, M. Gagnon, P. Bergeron, G. Parker, J. Lefebvre, H. DeBlois, S. White, S. Connary, I. Katz, J. Riffon & G. Lefebvre)

Clarification of the problem/issue to be addressed

- hiking, biking, snowmachine trail use in summer/winter
- regional community rec center
- broaden term
- 2 components: indoor/outdoor
- parks in our communities
- things you do to enjoy free time & place to do them
- particular/specific interest
- clubs not just sports – ex. art/drama/music
- fosters family values

Recreation is a broad term with both indoors/outdoors, with things we do in our free time in various places. All ages included, NO age barriers. Can be both individualized or in groups.

Possible Solutions

- concrete ways to provide recreation
- regionalize/combine groups/local gov't to deal with issues of landowners
- to protect landowners from liability to allow recreation
- to get legislatures to broaden laws
- series of signs marking trails for hiking & biking, not just snowmobiles
- get more active people involved, need a nucleus to work on this topic, limited volunteers
- poll young adults for interests to offer some opportunities
- identify accessible tracts of land for hiking & biking
- join adults & young adults to help create a young group w/things to do
- public information sharing
- organize bikers into a group similar to snowmobilers to cover costs of maintenance of trails & liability

- completing Heritage Trail, Commerce Trail
- utilization of places in summer w/schools
- build a volunteer regional/centralized community center
- develop a nature center (Nash Stream???)
- rollerblading/skateboarding trails
- "a place to hang out"
- get more education on liability to reduce fear
- leisure/"Y" center
- update present groups to meet interest/needs of today – ex. B/G Scouts
- utilize sm. landowners for recreation

Project Goals

- things to do for locals & visitors
- hospitality
- recognize 2 types of tourists
- being a group member
- contact groups – Boys/Girls Scouts
- to identify unmet needs
- to attract people; determine how to draw others in as well as give things to do for people here, all ages esp. teenagers /young adults
- to work with landowners to overcome barriers – involving local gov't/businesses
- letting public know lands are private & is a privilege to use these lands
- what can young people do?
 - community center
 - snowmachine trails utilized for mountain biking
 - movie theaters
 - recreation center/summer camp
 - entertainment
 - drop in facilities, informal to meet

Project Evaluations:

High Impact/High Feasibility

Regionalize – combine groups/local government to deal with issues
 Get more active people involved, need a nucleus to work on this topic
 Broaden laws

High Impact/Moderate Feasibility

Leisure/"Y" center
 A place to hang out
 Build a regional-centralized community center
 Scheduled vs. individual
 Transportation – trains? shuttle bus?

Moderate Impact/High Feasibility

Public information sharing
 Marking trails
 Identify accessibility

Utilize sm/lrg landowners for rec.
To get legislatures to broaden laws
Education on liability to reduce fear

Moderate Impact/Moderate Feasibility

Complete Heritage trail
Utilization of places (trails) in summer
Rollerblading/skateboarding

Low Impact/High Feasibility

Develop a nature center/visitor center

Monday Afternoon **PROJECT SELECTION**

We returned to the large group after lunch break. A member of each small group presented the projects that the group had come up with. **Delia Clark** led a short discussion about whether some projects overlapped and could be combined with other closely related ones. In the list of projects below, the ones which were combined or dropped from consideration are enclosed in brackets. [.....]

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

Key Issue #1 – Regional Identity

1. [A.G.N.W. – Regional information booth (w/restrooms wld be nice)(French & friendly)]
Vote 6.1
2. [Regional Communication Bank – history education, bldg preservation, information & volunteers , resource umbrella (one-stop resource).] Vote 2.3
3. Enhance regional history (& sense of) w/in schools, including the French connection.
35 votes.

Key Issue #2 - Volunteerism

1. G.N.W. Grant Writer. 44 votes.
2. [Regional Volunteer Committee] Vote 5.2
3. Volunteer Information Center/Outreach. 20 votes.

Key Issue #3 – Economic Growth

1. [Build on what we have!
Promote hidden treasures & well-known resources.] Vote 6.1
2. Develop a regional business strategy.
ID pockets of excellence; link to broader financing; research/database; marketing;
cooperating with Canada; being visionary. 52 votes.
3. Addressing energy needs!
Electricity, gas, hydropower, wind, solar.
Local ownership
9 votes.

Key Issue #4 - Infrastructure

1. [Insure the vitality of the trail (snowmobile) system to 3 season non-motorized use.
Explore opportunity to modify road shoulders for tours – biking (possible exploration of
recreational easement)] Vote 8.2
2. [Create a continuing process for identifying pockets of excellence for economic
opportunity and link to broader financing mechanisms.] Vote 3.2
3. Expand from school-to-work programs – to more formal ed. opportunities:
apprenticeships, business/school partnerships, mentoring, job shadowing, etc. 15 votes.

Key Issue #5 - Education

1. Open the schools – school to work experience, child care, mini courses, student tutoring,
high expectations, community members as teachers, generation mixing, 12-month access
to schools & academic competition – inter school. 36 votes
2. Regional Volunteer Committee & Directory – prepare plans, present to school boards,
present to selectmen, GNW coalition. 16 votes
3. [Local Resources & Interests] Vote 7.2

Key Issue #6 – Natural Resources

1. Interpretation Center – teach visitors about natural forests, history, sustaining forests,
regional information booth, restrooms, bilingual. 64 votes
2. [Local financial support and larger tax breaks for landowners & farmers, etc.
Change laws so user fees are possible.] Vote 8.2
3. Increased education: proper land use, sustainable forestry, ethics. 4 votes.

Key Issue #7 – Regional Cooperation & Communication

1. [Information meeting to introduce & seek support from leadership & townspeople a proposal for a regionally based community health/wellness/recreation resource center. Establish regional oversight committee.]
Vote 7.2
2. A health wellness recreation resource center. (SPOC) would provide: indoor/outdoor pool; satellite programs, prevention programs (spec. drug & alcohol); walking track; director for recreation programs; classes for adults & kids; multi-generational social interaction structured programs, jobs, etc....
74 votes
3. Meeting of Health & Human Service providers to establish focus consortium to better coordinate, provide & facilitate access to regional services.
1 vote.

Key Issue #8 - Recreation

1. [Indoor/Outdoor regionalized, centralized recreational and information center.]
Vote 7.2
2. Multi-use of public, private entities for year round recreational use. Explore opportunities to modify road shoulders for 3-season trail system for tour biking.
55 votes
3. Marketing and communicating information of all recreational opportunities.
4 votes

ACTION STEPS

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

Strategic Business Plan
Recreation/Multi-Use
Health Wellness/Recreation Center
Interpretive Center

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

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

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

#1 - Strategic Business Plan

(Participants: C. Aubee, J. Kennett, J. Burrill, B. Brommage, H. DeBlois, R. McAllister, G. LaPerle, B. Lamontagne, B. Gooch, P. Davis, L. Enman, F. Coffin, S. Barba, D. Shallow, K. McKinnon, B. Lyera, S. Belknap, J. Simpson, M. Gardocki-Washburn, Sue Collins & S. Buteau)

Existing Initiatives

- Chambers of commerce
- Economic Development Corp.
- Snowmobile clubs
- GNW Regional Association
- NH Business Directory
- Business & industry associations
- North Country Council
- DRED
- NH Municipal
- Coös County Revolving Fund (CDBG)
- Northern Forest Alliance
- US Fish & Wildlife Serv.
- Timberland Owners Assn.
- Conn. Lake Tourist Assn.
- Conn. River - Joint Comm.
- NH Campground Assn.
- Office of Travel & Tourism
- Fish & Game (NH & VT)
- Forest Society
- Sta-North
- Audubon Soc.
- NCIC
- UNH Cooperative Ext.
- NHSA - NH Snow Assn.
- VT Assn. Snow Travelers
- All Church Assns.

Resources Needed

- Develop a "northern currency"
- Barter/trade clearinghouse

- Human resource survey
- Business resource survey
- Newsletter
- Stable communities/area

What are our resources/gaps?

- The database
- Community visitation
- Linkages -?

Principal Leadership

- Joan Shatney
- Beecher Falls
- Champion
- Bill Altenburg
- NCC - Preston Gilbert
- School Admin./Teachers
- Sen. King
- GNW Delegation members
- Ray Burton
- Community reps. w/ lists of businesses/resources
- Chambers - business directory

GNW - 14 Towns

- Develop a regional business strategy!
- Research data-base
- Marketing
- Coop. with Canada
- Being Visionary
- I.D. pockets of Excellence
- Link to broader financing

Timeline for Implementation

Sept. 1997 @ Citizens Bank

Action Step Coordinator

Stephen Barba

#2 - Recreation/Multi-Use

(Participants: G. Devost, P. Bergeron, K. Carney, C. Masson, S. White, E. Haynes, P. McGuire, J. Harrigan, T. Hurlbert, P. Nugent, C. Hodgdon, A. Coppinger, D. Covill, J. Riffon & V. Bunnell)

Goals

- GNW as world class area for hiking, biking, and all else
- Involving both tourists & locals.
- Sub-issues:
 - Mapping of trails
 - what's open/what's not
 - vis-à-vis larger landowners
- GNW sub-group approach/work w/Chambers & tourist groups
- Expand use of existing trails
- What are scenic highway/by-way & related groups doing?
- Duplication of efforts?
- Liability issue to landowners
- Users going beyond scope of permission

Who Should Be Here?

- IMBA
- Chamber powers
- Granite State Wheels
- Bike Center operator @ Balsams (Dave Nesbitt)

Resources Needed

- More wk w/landowners
- Keep a dialogue going
- Clearing house for problems a.w.a. queries
- Who's responsible for trail (multi-use aspect) maintenance? Groups, bike clubs?
- Inventory landowners & other trails in existence
- Phillips Brook – check w/their clinic on hiking/biking trail creation
- Resources for betterment of road shoulders for bike paths.

Solutions

- Look into ins. for landowners – similar to what state skidoo trail set-up offers for other activities.(See how ski industry handles)
- Also general hold-harmless laws
- Check registration for mtn. bikes to generate fees.

- Pick the brain of the Balsams.

Timeline for Implementation

7:00 p.m. Wednesday, August 13th

Possible Colebrook Public Library or UCVH Conf. Room

- Chris Hodgdon – call maker
- Andy – info from Coös Tr.
- JDH – shoulder issue
- PLN – check w/Dave Nesbitt

#3 - Health Wellness Recreation Resource Center

(Participants: S. Lane, I. Katz, S. Connary, B. Routhier, F. Bond, E. Roth, E. Pearson, M. Sielicki, E. Katz, P. Allen, J. Forty, L. vonDohrmann, L. Rappaport, E. Johnson, M. Gagnon, S. Young, J. Lefebvre, L. Chappell, J. Maxwell, G. Lefebvre, S. Cross, B. Shallow, S. Arnold, E. Johnson, W. Young, N. Chenevert, D. Howard & F. Bigney)

Critical Steps to Implementation

Issues – strategic session

Next steps – survey, create a meeting agenda @ next meeting

Location

Larry will get info on options for locations for next meeting

At next meeting this group to flesh out agenda & have director of Whole Village come to speak to us.

Blandine will contact Whole Village.

A group of 4-5 meets w/each town prior to planning.

Subcommittee draft agenda for meeting.

Resources Needed

- Some money available.
- Regional concept – excellent opportunity for funding.
- Tapping private foundations.
- Developing a regional committee.
- Contract w/someone w/community development experience
- Local talent labor.
- Americorps volunteers.
- AARP

Inventory of Resources

- Swimming pool money (approx. \$68,000)
- Coord. & services for health/wellness programs

- Plans for skateboard.
- Police Athletic League
- Pittsburg Summer Programs
- Strong baseball/basketball/softball league
- Canaan Adult Softball League
- Canaan Rec. Park Day Camp
- Accessible church funds
- Forever Young - older adult exercise program
- Snowmobile Clubs = \$
- Gifford
- Hospital involvement - grant \$15,000 - land
- State money CDBG \$
- Law Enforcement \$

Principal Leadership

- Selectmen from all towns.
- Hospital
- Users from all towns need to be involved to include kids, elderly, etc.
- Ray Burton
- County
- Law Enforcement Community
- Community Coalition
- Tap hardworkers who are not necessarily heavy hitters.
- Low profile but well-informed persons.
- Use schools for distribution of information.
- Clergy
- Select people
- Community agencies
- School Administrator
- Area resource Group
- Other elected officials VT & NH
- Work facilities

Potential obstacles

- Political - where should it go? Who should be in charge?
- Money - already other major fundraising projects going on.
- Very clearly drawn lines between towns.
- Finding a good grant writer.

- Project coordinator.
- Time - need to see an end in sight for people to commit.
- Transportation.
- Revenues to sustain it.
- Multi-community involvement.
- Trying to get word out.

Action Step Coordinator

Francine Bigney

#4 - Interpretive Center

(Participants: F. Sytek, S. Collins, E. Gooch, J. Chase, A. Brosseau, F. King, J. Carney, J. Daley, R. Gregg, P. Hicks, F. Foss, R. Pinette, M. Dalton, H. Connary, M. Gray, M. Roy, H. Roy, P. Champagne, G. Jannenga, G. Hulse, G. Parker, C. Jordan & S. Lane)

- Teach visitors about natural forests, Hx, sustainable forests.
- Regional info booth.
- Restrooms
- Bilingual
- NVDA - May have \$ available
- One stop source
- Teach local people what is available
- Central focal point of coordination to people in area & to people coming in to the area.
- Visitors could schedule vacations around one of "our" events.
- Building/location (important) - below Rt. 26? Columbia
- Regional Concept - railroad in Stratford is available & town is already looking to fix it up.
- Rt. 3 House (Col) town has taken over - 2.4 acres.
- Ctr. in NY in woods - wetlands, ponds, trails.
- 2 Interpretation Ctrs - from feds due to Co. Refuge - need to be reminded & may be a partner - Conn. Headwaters
- Location - visibility
- Sims Stream - cabins Colebrook - dual purpose site
- Canada/local connection? Placement
- Parking lot for liquor store

What is in Ctr?

- Info on area, what's going on in area
- Restrooms
- Different from rest area.
- Right piece of land – can get out take walk & be able to see something, & office for info.
- Paid day staff & vol.
- Stuffed local animals, displays, and nature trails.
- Theme areas
- Bilingual – clear name so function is clear.
- Communicate to tourists/PR/ads.
- Detailed information on “local sites” that are hidden – in display & directions to get there – description – maps
- Arrange tours with landowners' permission
- Local crafts displayed & where to buy rotating exhibits & crafts persons doing their work.
- All seasons.
- Comprehensive & regional: audio/visual, outdoor/indoor, snacks, museum, exhibits, draw.
- Something to do on rainy day.
- Broad tent so can get \$ from other sources.
- Web site.
- Educate about cultural Hx so save forests. GNW culture needs to be saved.
- Floor space & land space – so can expand building; winter/summer outdoor – 10 acres; work & storage space; search for ARGA is key.
- Native American - French Heritage
- Network w/schools (bank of information)
- Blue sky concept – dream what we want

Timeline for Implementation

Next Meeting: Wednesday, August 6, 1997, 7-9 p.m.
Colebrook Public Library

Action Step Coordinator

Sylvia Collins – 237-5758 (H)
237-4097 (W)

CONCLUSION

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

The meeting adjourned at **5:00 p.m.**

APPENDIX

Great North Woods Community Profile Participants

Paul Allen	Robert Gregg
Steve Arnold	Eugenia Hamilton
Charlie Aubee	John Harrigan
Stephen Barba	Elaine Haynes
Larry Barker	Parker Hicks
Sherry Belknap	Chris Hodgdon
Paul Bergeron	Deanna Howard
Fran Bigney	Bud Hulse
Marc Bigney	Terry Hurlbert
Forrest Bond	Ginger Jannenga
Willard Bromage, Jr.	Elaina Johnson
Avis Brosseau	Eric Johnson
Vickie Bunnell	Ursula Johnson
Jean Burrill	Charles Jordan
Sue Buteau	Emily Katz
Jesse Carney	Ian Katz
Karen Carney	Jules Kennett
Pete Champagne	Senator Fred King
Linda Chappell	Beno Lamontagne
Joan Chase	Sharon Lane
Norma Chenevert	Guy Laperle
Delia Clark	Jared Lefebvre
Francis Coffin	Gerri Lefebvre
Suzanne Collins	William Lyera
Sylvia Collins	Chris Masson
E. Harlan Connary	Jean Maxwell
Sheila Connary	Russell McAllister
Andy Coppinger	Maureen McGill
David Covill	Priscilla McGuire
Shelley Cross	Kathleen McKinnon
Joseph Daley	Sharon Miller
Judy Dalton	Paul Nugent
Merrill Dalton	Gene Parker
Perley Davis	Ellie Pearson
Holly Deblois	Robert Pierce
Gloria Devost	Richard Pinette
Larry Enman	Larry Rappaport
Judy Forty	Julie Riffon
Fred Foss	Erin Roth
Martin Gagnon	Beth Routhier
Mary Gardocki-Washburn	Hampton Roy
Elinor Gooch	Millie Roy
Robert Gooch	Blandine Shallow
Melanie Gray	Dan Shallow

Mike Sielicki
John Simpson
Sam Stoddard
Frances Sytek

Liz vonDohrmann
Sharon White
Sonya Young
Winston Young
Diane Zavotsky

Great North Woods Community Profile Facilitators

Steve Arnold
Larry Barker
Fran Bigney
Vickie Bunnell
Sue Buteau
Norma Chenevert
Sue Collins
Sylvia Collins
Shelley Cross
Eugenia Hamilton
Deanna Howard
Terry Hurlbert

Charles Jordan
Sharon Lane
Gerri Lefebvre
Maureen McGill
Sharon Miller
Julie Riffon
Blandine Shallow
Sam Stoddard
Liz vonDohrmann
Winston Young

Great North Woods Community Profile Steering Committee

The UCVH Community Coalition:

Paul Allen
Steve Barba
Francine Bigney
Bill Bromage
Dr. Joe Capobianco
Norma Chenevert
Sue Collins
Harlan Connary
Kim Daley
Dr. John Fothergill
Deanna Howard
Rev. Bud Hulse

Eric Johnson
David King
Sharon Lane
Russell McAllister
Rosemary Riendeau
Julie Riffon
Mike Sielicki
Adele Woods
Fran Coffin
Burnham Judd
Beno Lamontagne
Robert Dyckes

THE GREAT NORTH WOODS COMMUNITY SUMMIT

On the Trail to the Future:
The First Step

Date: June 22 and 23, 1997

Place: The Balsams Hotel, Dixville Notch

A SPECIAL INVITATION

The "Great North Woods", in case you are not familiar with the expression, includes the towns of Pittsburg, Clarksville, Stewartstown, Colebrook, Columbia, Dixville, Errol, & Stratford in New Hampshire and Canaan, Lemington, Norton & Bloomfield in Vermont.

We are a unique area with our own special history, culture, education, recreation, businesses, homes, government, healthcare, and of course, scenery. We came into existence over 200 years ago and now as we approach the Year 2000 it is an appropriate time to take stock and determine our common goals for the future. There are dozens of organizations just waiting to come in and decide our destiny for us. We all agree that no one can decide better than WE CAN! We need a PLAN!

Since the Community Profile Program is designed to accommodate 100 participants, call to make your reservation or request further information today. Registering early guarantees you a "seat at the table". Mention "The Great North Woods" when you call so that our receptionists will send your call to the right person!

Deanna Howard, Co-Chair at UCVH 237-4971 or
Sue Collins, Co-Chair at Coos County 246-3321

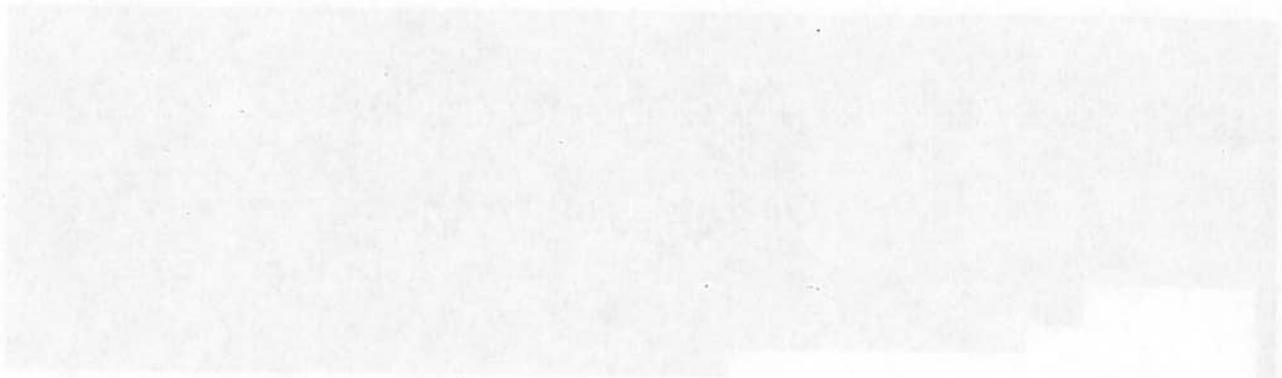
You are cordially invited to spend a day and a half at the Balsams. This time will be devoted to evaluating our community today, building a common vision and goals for the future, and planning action projects for tomorrow. MEALS AND LODGING ARE GENEROUSLY PROVIDED BY THE BALSAMS.

As a citizen with special skills you can make our community profile project a success.

A brochure describing the "Community Profile" concept with more details is enclosed. Please review it and accept our invitation to attend.



RSVP by June 6, 1997



Date: June 22 and 23, 1997

Place: The Belmont Hotel, Dixville Notch

You are cordially invited to spend a day and a half at the Belmont. This time will be devoted to evaluating our community today, building a common vision and goals for the future, and planning action projects for tomorrow. More information is available at the Belmont.

As a citizen with special skills you can make our community profile project a success.

A brochure describing the "Community Profile" concept with more details is enclosed. Please review it and accept our invitation to attend.



The "Great North Woods," in case you are not familiar with the expression, includes the towns of Dixville Notch, Starktown, Colbyton, Columbia, Dixville Notch & Stratford in New Hampshire and Cannon, Lemington, Horton & Woodbury in Vermont.

We are a unique area with our own special history, culture, education, recreation, business, and government. We have come into existence over 200 years and our way of life is an important part of our heritage. We are waiting to take the next step and determine our common goals for the future. There are dozens of organizations just waiting to take a role in our destiny for us. We all agree that to one day decide our destiny. WE

CALL! We need a PLAN!

Belmont Hotel, Co. Clerk at UICM / 337-4971 or
The Collier Co. Clerk at Co. Clerk / 337-3321

RSVP by June 6, 1997

Its the people who live here that make it the special region that it is...and will continue to be....PEOPLE LIKE YOU!

OUR AGENDA continues

Monday, June 23:

- 7:30 Breakfast. You may also use this time to check out of room.
- 9:00 Small Group Reports.
- 9:50 Selection of Key Issues.
- 10:30 Break. Room check out if you didn't at breakfast time.
- 10:45 Small Group Discussion.
- 12:30 Lunch.
- 1:30 Report Back from Small Groups.
- 2:30 Voting and Break.
- 2:50 Selection of Project Development Groups.
- 3:00 Small Group Discussion.
- 4:30 Full Group Discussion: Where Do We Go From Here?
- 5:00 Adjourn!

Fulfilling our commitment to future generations.

An over-arching consideration of doing a Community Profile is to reach consensus on how we can take positive action to improve the health and well-being of the people who live in the Great North Woods.

WHAT MIGHT SOME OF OUR KEY ISSUES OR CRITICAL AREAS BE FOR OUR "COMMUNITY"?

Things we once took for granted, like our working forests, are increasingly influenced by global events. As we face the 21st Century, the significance of working together as a regional community is indisputable. In order to solve problems, share resources and plan for the future, individuals and communities must reach out to one another with understanding and respect. We want to bring our communities together, foster change if necessary and renew the spirit of the Great North Woods.

Roll up your sleeves, work with your neighbors and friends and make an impact. The regional community our children inherit depends on our vision for the economy, jobs, education, social & human services, and most of all, QUALITY OF LIFE.



THE GREAT NORTH WOODS COMMUNITY SUMMIT

The Balsams Grand Resort Hotel
June 22-23, 1997



ON THE TRAIL TO THE FUTURE:
THE FIRST STEP

COMMUNITY SUMMIT



INTRODUCTION

The Upper Connecticut Valley Hospital, as part of its community outreach program, established a Community Coalition in 1995. Coalition members included representatives from schools, business, government, health providers and clergy. The purpose in coming together was to understand the problems of our northern region and find opportunities to improve. Through this process, Coalition members felt that a more comprehensive process was needed to address the most important issues we currently face and to determine the willingness to work together to solve our problems. The Coalition members unanimously agreed on a "COMMUNITY PROFILING PROCESS".

SO WHAT IS A COMMUNITY PROFILE?

It is a day and a half assembly of interested local people who represent the whole spectrum of the community meeting together to evaluate how their community - our region - functions today. It is an opportunity for the homeowners, apartment dwellers, business owners, parents, factory workers, students, senior citizens, to join together and define common problems and common goals for our Great North Woods. Think of it as a wonderful opportunity for you to be heard, for you to take part, and for you to make a difference in planning action projects to make a common vision a reality.

On the trail to the future... the first step.

The towns of **THE GREAT NORTH WOODS** are all part of a great region.

This is a chance for us to work together, to make life better, and to make a difference.

OUR AGENDA

Sunday, June 22:

- 4:00 Arrival, Registration with Hotel, Settling into Rooms & Profile Program Registration.
- 4:30 Welcome to the Great North Woods Community Profile Process - Deanna Howard & Suzanne Collins, Co-Chairs.
- 4:45 Keynote Address - Lew Feldstein, CEO, New Hampshire Charitable Foundation.
- 5:45 Community Profile Overview Who is Here? Mosaic & Vision.
- 6:45 Dinner.
- 8:00 Presentation of Profile Components.
- 8:15 Small Group Discussion.
- 9:30 Adjoin until Morning!

Typically, communities who engage in this process have about 100 people participate. Won't you?

SPECIAL THANKS FROM THE COMMUNITY COALITION TO...

*Warren Pearson, Stephen Barba, and Chef Phil
Learned of The Balsams Grand Resort Hotel
for their overwhelming hospitality and
generosity.*

*UNH Cooperative Extension and Delia Clark
for making this program possible. Our facili-
tators and scribes for wearing two hats!*

*Dennis Joos, Editor, The News and Sentinel,
for the great front page story that helped us
get the word out about the Summit to
members of the community.*

*Robin Putnam, Administrative Assistant to
Deanna Howard and Linda Harris, Administra-
tive Assistant to Sue Collins for coordinating
the reservations and for your support.*

*You, the 100 community volunteers who shared
your ideas in order to make a difference to
the communities of the GREAT NORTH
WOODS!*



The Great North Woods Community Summit

The Balsams Grand Resort Hotel
June 22 & 23, 1997



ON THE TRAIL TO THE FUTURE: the first step....

Sunday, June 22, 1997

- 4:00 p.m. Arrival, Registration with Hotel, Settling into Rooms, Summit Registration (Theatre Salon)
- 4:45 p.m. Welcome to the Great North Woods Community Profile - Deanna Howard & Suzanne Collins, Co-Chairs (Theatre)
- 5:00 p.m. Keynote Address - Steve Barba, Managing Partner, *The Balsams*
- 5:45 p.m. Community Profile Overview - Delia Clark, UNH Cooperative Extension (Who is Here? Mosaic & Vision.)
- 6:45 p.m. Dinner (Hale Room)
- 8:00 p.m. Presentation of Profile Components (Ballroom)
- 8:15 p.m. Small Group Discussions (Ballroom, Sun Room, Ballot Room, Wood Room)
- 9:30 p.m. Adjourn until Morning!
(Hotel Entertainment Posted in Lobby - you are welcome to join in!)

Monday, June 23, 1997

- 6:30 a.m. Complimentary Coffee (Sun Room)
- 7:30 a.m. Breakfast (Hale Room) (You may also use this time to check out of your room)
- 9:00 a.m. Summit continues..Small Group Reports (Ballroom)
- 9:50 a.m. Selection of Key Issues
- 10:30 a.m. Break (Coffee, sodas & *Veryfine* Juices served in the Captain's Study & Sun Room)
- 10:45 a.m. Small Group Discussions (Ballroom, Sun Room, Ballot Room, Wood Room)
- 12:30 p.m. Lunch (Hale Room)
- 1:30 p.m. Meeting Resumes (Ballroom) Report Back from Small Groups
- 2:30 p.m. Voting and Break (Coffee, sodas & *Veryfine* Juices served in the Captain's Study & Sun Room)
- 2:50 p.m. Selection of Project Development Groups (Ballroom)
- 3:00 p.m. Small Group Discussion (Ballroom, Sun Room, Ballot Room, Wood Room)
- 4:30 p.m. Full Group Reconvenes (Ballroom)
- 5:00 p.m. Where Do We Go From Here?
Summit Adjourns!