



Master Plan Steering Committee

AGENDA

Tuesday, February 6, 2024

6:00 PM

City Hall, 2nd Floor Council Chambers

- I. Call to Order and Roll Call
- II. Election of Chair and Vice Chair
- III. Presentation from City Attorney's Office on Public Bodies and NH Right to Know Law
- IV. Adoption of Rules of Procedure
- V. Adoption of 2024 Meeting Schedule
- VI. Mayor's Remarks
- VII. Introduction to Future IQ consultant team and discussion about the Master Plan update project
- VIII. New Business
- IX. Next Meeting: Tuesday, March 12, 6:00 PM

City of Keene
NEW HAMPSHIRE

MASTER PLAN STEERING COMMITTEE

Rules of Procedure

1. **Meetings:** Meeting times and dates are to be determined by members of the Master Plan Steering Committee (hereinafter “Board”). All meetings must be open to, and accessible by, the public. Meeting times and locations will be posted at least twenty-four (24) hours in advance of any such meeting in two (2) appropriate places, one of which may include the City’s website in accordance with RSA 91-A:2.

2. **Minutes:** Minutes of such meetings shall be kept in accordance with RSA 91-A:2, and shall include the following: the name of the Board; date, time and location of the meeting; the members present; the members absent; the time that the meeting was called to order and by whom; motions or other actions taken including who made the motion and who seconded; who voted and how; who recused and the reason for recusal, and whether the action passed or failed; the names of persons appearing before the Board; the subject matter discussed; the time the meeting adjourned; the name of the minute taker. If there is no minute taker specifically assigned to the Board, the Chair shall designate an appropriate individual for this purpose. Within 5 days of the close of the meeting of the Board, the minute taker shall submit the draft minutes to the Staff Liaison for the Board, who shall review the draft minutes and may make such corrections as are necessary to ensure that information required to be included in the minutes of such meetings is accurate. Examples of appropriate corrections include spelling of names, grammar, citations, and technical jargon. In no case shall a correction alter what was said or discussed at the meeting, or the result of any action taken. All corrections shall be made with “track changes” or a similar feature turned on so that Board members are aware of any such corrections. If extensive revisions are being requested by a member, the Board should conduct the review at the end of the regular agenda items. Once approved, meeting minutes shall be immediately filed with the City Clerk.

3. **Quorum:** A quorum shall consist of a majority of the total eligible number of members that may be appointed to the Board, either under state law or by City Code, regardless of the number of members actually appointed. Board business shall not be conducted in the absence of a quorum. An available alternate member shall be appointed by the Chair in the absence of a regular member to form a quorum, and shall be appointed by the Chair at any time in the absence of any regular member. Unless the appointed alternate member becomes unable to continue to participate, the alternate member so appointed should continue to serve in the place of the absent regular member if a matter under consideration by the Board extends over multiple meetings, and/or until that matter has been completed. A quorum of the Board shall always be physically present at the location specified in the public notice, and no Board business shall be conducted through email or other electronic communication that does not allow the public to hear, read or otherwise discern the meeting discussion. A member may participate by telephone or other electronic communication when the member’s attendance is not reasonably practical, the reason for absence is stated in the minutes, and all participants, including the public, are able to hear, read and discern the meeting discussion. Email communications among the Board or between the Board and Staff Liaison shall be used only for the transmittal of administrative matters such as

scheduling or the transmittal of information to be acted upon at the public meeting. Board business shall not be conducted in any manner other than at a duly noticed public meeting.

4. **Elections:** At the first meeting of the new calendar year the Board shall elect, by simple majority, a Chair and a Vice-Chair.

5. **Presiding Officer:**

- A. The Chair shall preside over the meeting and call the members to order.
- B. In case of absence of the Chair, if a quorum is determined to be present, the Board shall proceed with the Vice-Chair acting as the presiding officer.
- C. In the event that both the Chair and Vice-Chair are absent, and if a quorum is determined to be present, the Board shall proceed to elect a Board member, by majority vote of those present, as Temporary Chair of the meeting until the presiding officer appears.

6. **Right of Floor:** The Chair shall control the meeting. When recognized by the Chair, a member of the Board or the public, shall respectfully address the members of the Board and shall confine themselves to the question under debate, avoid personal comments, and refrain from impugning the motives of any other individual's argument or vote. The Chair shall act on all proper motions for which there is a second. A motion to call the question shall require two-thirds (2/3) vote and is not debatable.

7. **Order of Business:** The business of all regular meetings shall be transacted in the following order:

- A. Call to order.
- B. Roll call of attendance.
- C. Acceptance of minutes of preceding meeting.
- D. Board business on meeting agenda.
- E. New business
- F. Adjournment.

8. **Meeting Agenda:** The meeting agenda shall be prepared by the Staff Liaison on consultation with the Chair, or in the absence of a Staff Liaison, by the Chair. Items to be placed on the meeting agenda must be received by the Staff Liaison a minimum of five (5) business days prior to the scheduled meeting. No subject matter that is not on the agenda shall be discussed at the meeting, but shall be referenced under New Business and shall be placed on the agenda for discussion at the next regular meeting.

9. **Communications:** Communications to be introduced to the Board must be signed by the person introducing the same, either by hand or scanned and submitted electronically, must give his or her residential address or mailing address, if different, at which he or she can be notified of meetings, and telephone number, if available. Communications not containing all of the above will not be accepted by the Staff Liaison, or by the Chair, and will not be placed on the agenda of the Board. Communications addressed to a Board member of a personal or argumentative nature shall not be introduced in the meeting. Any email communication directly to a member of the

Board relating to a matter before the Board must be provided to Staff Liaison, or to the Chair, for compliance with this paragraph and for inclusion in the record. If the Board decides to submit a written memorandum on a matter before it to the City Council, it shall direct the Staff Liaison to draft the memorandum for review and approval by the Chair prior to submission to the City Council.

10. **Order of Business - Out of Order:** The Chair may permit any item of business to be taken out of the regular order as set by the agenda unless there is an objection by a Board member in which case a majority of the Board may vote to take the item out of order.

11. **Reports:** When required, the Board shall issue a Majority Report as “Informational” or as a Recommendation to the Planning Board based on the findings of the Board. A simple majority of the quorum shall be sufficient for the report.

12. **Tie Vote:** In case of a tie vote on any motion or recommendation, said motion or recommendation shall be deemed defeated.

13. **Reconsideration:** After the decision of any question, any member who voted with the prevailing side may move for reconsideration for that action at the next regular meeting of the Board. For the purposes of this Rule, the next regular meeting of the Board shall be the next regularly scheduled meeting of the Board which is at least ten (10) days after the meeting of the Board at which the decision to be reconsidered occurred. The Board member shall submit a written notice and the question shall be placed on the agenda in accordance with these Rules of Procedure (“Rules”). A motion to reconsider shall require a majority vote of the Board members present. If the motion to reconsider is approved, then the matter shall be before the Board for further discussion and appropriate action. After a motion for reconsideration has once been acted on, no other motion for reconsideration thereof shall be made. If the original vote is sustained at the next regular meeting as defined herein, the Board shall have no further right of reconsideration on the question.

14. **Conflict of Interest:**

- A. Every member present when a question is placed before the Board shall vote thereon, except when the member has a conflict of interest in the matter as defined by Chapter 2, Article VI, Conflict of Interest, of the City Code of Ordinances, and Section 25, Communications, of the Charter of the City of Keene. A conflict may exist when a Board member’s spouse, civil union partner, parent, child, or other member of the Board member’s immediate family has a conflict. A conflict exists when a business or individual has a matter before the Board and the Board member is employed by the business, or is otherwise a party in interest. If the conflict becomes known prior to a Board meeting, the Board member shall file the written particulars of the conflict of interest with the Staff Liaison for inclusion on the Board agenda. If the conflict becomes known to the Board member during a meeting, the Board member should immediately disclose the particulars of the conflict of interest. The question of whether or not a conflict exists will then be decided by a majority vote of Board members present. When such a conflict exists, the member having the conflict shall be recused and shall be prohibited from

participating in the discussion and shall not vote on the matter. No Board member having a conflict of interest may discuss the matter in which they have a conflict with any other Board member in any other place or any other time.

- B. Any Board member having reasonable grounds to believe that another Board member has a conflict of interest may raise the issue on their own motion. The question will then be decided as set forth above.

15. **Non-Public Session:** City Boards and Commissions may not enter a non-public session without prior notice to, and the presence of, City Staff at the meeting. In the event of a requirement to enter into non-public session, a majority of members present at a Board meeting may, by roll call, vote to go into non-public session in accordance with RSA 91-A:3. The motion shall state the specific statutory basis relied upon for the non-public session. All persons who are not Board members qualified to participate in the discussion shall leave the meeting, unless specifically requested to remain. Minutes of the non-public sessions shall be taken and the minutes shall be publicly disclosed within seventy-two (72) hours unless, by recorded vote of two-thirds (2/3) of the members present, the minutes are sealed in accordance with RSA 91-A:3, III. The minutes of any non-public meeting shall be designated as such and shall be filed with the City Clerk no more than seventy-two (72) hours after the meeting.

16. **To Amend Rules:** These Rules may be amended or new Rules adopted by a two-thirds (2/3) vote of all members appointed to the Board. The public meeting notice shall state that a proposal to amend the Rules is included on the meeting agenda. Proposed amendments shall be submitted in writing at a regular Board meeting, but shall not be acted upon until the next regular meeting of the Board. An amendment to the Rules shall become effective upon passage.

17. **Creation of Subcommittees:** The Board may create subcommittees as necessary to assist in its operations, which shall be advisory to the Board. Subcommittees shall be created by vote of the Board for a stated purpose, identifying the specific Board members appointed, with the purpose and membership included in the minutes of the Board. Non-Board members shall not be appointed to subcommittees. Subcommittees are public bodies under RSA 91-A, and are subject to all of the requirements applicable to the Board under the foregoing Rules of Procedure, including prior public notice of meeting dates, times and meeting locations which are accessible to the public, and keeping and submitting appropriate minutes within the time periods stated above.

18. **Rules of Order - Roberts Rules of Order** shall govern points of order not covered herein.

Adopted this ____ day of _____, 2024.

MASTER PLAN STEERING COMMITTEE

_____, Chair



Master Plan Steering Committee

2024 Meeting Schedule

All meetings are scheduled for the 1st Tuesday of each month at 6:00 PM in the 2nd Floor Council Chambers of City Hall unless otherwise noted with an asterisk (*). Meeting dates, times and location are subject to change.

February 6, 2024

***March 12, 2024**

April 2, 2024

May 7, 2024

June 4, 2024

July 2, 2024

August 6, 2024

September 3, 2024

October 1, 2024

November 5, 2024

December 3, 2024

Exhibit A – Scope of Services

1. Project Overview

The City of Keene, NH (“the City”) seeks to hire a qualified consultant or consultant firms to assist the Planning Board, a special Master Plan Project Steering Committee, City staff, and City Council in preparing an update to the City’s 2010 Comprehensive Master Plan (CMP).

This update will be done in two phases, beginning with a renewal of Keene’s Community Vision. Public involvement and input will be a critical component of this phase, with a focus on neighborhood engagement throughout the City and strategic visioning around the future of Keene’s downtown and growth areas/nodes. In the second phase, each of the 2010 CMP’s multiple topic-oriented chapters will be examined and updated to reflect current community priorities. Throughout the process, citizens and community partners will be asked to join with the City to identify priorities and establish a list of goals and action steps for implementation. This input will inform the development of an actionable implementation section that will outline and prioritize strategies for achieving the Plan’s updated goals and objectives.

This project is anticipated to take place over a period of eighteen months. Funding will support professional services and materials to organize and facilitate public engagement activities, collecting and analyzing current demographic and socioeconomic data and historical trends, the development of updated plan language, the development of existing and future land use maps, and the reorganization and graphic layout of a revised document.

2. Background

The City of Keene is a community of 23,437 residents located in the southwestern corner of New Hampshire near the borders of Vermont and Massachusetts. The City serves as the county seat and economic and cultural hub for the predominantly rural Monadnock Region. Keene is also home to three higher education institutions, nonprofit and human services organizations, and the region’s major hospital.

The City of Keene has made it common practice to take new and creative approaches toward solving community challenges. The City continues to be recognized within the state, nation, and internationally for its innovative, practical efforts and solutions to contemporary issues. These issues include climate change, community sustainability, and resiliency.

Keene’s current Comprehensive Master Plan (CMP), adopted in 2010, began in 2008 with an award-winning “Community Vision.” The CMP embodies the community’s vision of how the city and region could and should be for future generations. This plan is a guide to assist the community and City government in making decisions to move the community forward toward a more sustainable and resilient Keene. The 2010 CMP covers a broad scope of twenty-one topic areas, ranging from “Community Sustainability” to “Economic Development”, “Community Health & Wellness” to “Climate Change”. The process to develop this Plan involved extensive

public outreach and engagement, through which over 2,000 people participated in community forums, focus groups, and/or study circles.

It is now 13 years later, and many aspects of Keene's economic, environmental, and social context have changed. The community is actively engaged in conversations regarding several major community development issues that should be taken into consideration with this planning effort, including:

- **Housing** – Keene has identified housing as a critical challenge for many years, and it is now at the crisis stage, affecting the local economy and workforce retention and recruitment. A recent Housing Needs Assessment report concluded that, over the next ten years, Keene will need new, improved, or alternative housing arrangements for over 4,200 households in addition to a need for approximately 1,400 new housing units. In addition, homelessness is a growing issue, and Keene has seen a recent surge as the pandemic-era restriction on evictions ended.
- **Economic Development** – Keene continues to strive for a vibrant local economy that provides living wage job opportunities for residents, maintains a high diversity of business and industry, and creates a healthy balance among industrial, commercial, institutional, and residential uses. Major economic issues include attracting and retaining a skilled workforce, addressing the need for quality housing options, creating living wage job opportunities, and taking advantage of emerging opportunities such as outdoor tourism.
- **Downtown Infrastructure** – The Keene downtown area is the economic engine for the community and represents the spirit and place of Keene. Some elements of Keene's downtown utility infrastructure, including water, sanitary sewer, stormwater, electrical, telecommunication, and gas, date back to over 120 years and are in critical need of improvement. The City has budgeted funds in the Capital Improvement Program to replace this infrastructure and reconstruct the streetscape. This project is currently in the design phase, with construction expected to begin in 2025 and last for three years.
- **Climate Resilience** – Major flooding events have occurred in Keene over the past couple of decades, placing a strain on local infrastructure and causing major damage to private property. Other climate-related impacts include an increasing number of high-heat days, changing winter precipitation patterns and deteriorating snow conditions, and negative impacts on air quality. Building resilience to these impacts in order to protect human health, mitigate economic impacts, and protect the quality of our natural environment remains a high priority for the community.
- **Sustainable Energy Supply** – In 2019, the Keene City Council adopted a resolution to transition to 100 percent renewable electricity by 2030 and 100 percent renewable energy for heating, cooling, and transportation by 2050. The City was an early adopter of Community Power in New Hampshire, offering residents and businesses an electricity supply option that is competitive and includes voluntary renewable energy above the state RPS requirement.

3. Project Schedule

It is anticipated that the services under this proposed contract would start in January 2024. The expected project completion date is July 2025. The City reserves the right to revise the following tentative schedule:

Date (2023)	Milestone
Oct. 4	RFQ Issued
Nov. 3	Proposals due by 4:00 pm
Nov. 15, 16, & 17	Interviews
Nov. 21	Presentation to Finance, Organization, and Personnel Committee
Dec. 7	To City Council for Approval
Dec. 14	Contract signed by City Manager

4. Project Scope

I. PHASE I: KEENE COMMUNITY VISION & COMMUNITY SNAPSHOT

The first phase of the Master Plan update will involve robust public outreach and engagement in order to successfully conduct a community-wide visioning process. The updated Keene Community Vision should build upon previous visioning efforts and will help guide the development of the full Master Plan update. Particular focus will be given to neighborhood engagement to ensure that a representative cross-section of the community is involved in a meaningful way throughout the visioning process. During this phase, the “Community Snapshot” will be updated to reflect current data and trends, including the integration of housing data from the City of Keene Housing Needs Assessment Report that was completed in June of 2023.

It is anticipated that this phase of the project will take approximately nine months (January-September 2024). Tasks for this phase will include the following:

A. Project Management and Coordination

1) Project Work Plan and Kick-off Meeting

The consultant will develop a detailed work-plan for the project, including a revised scope of work and project schedule. The consultant will schedule a virtual project initiation meeting with the City’s Technical Advisory Committee to review the draft work plan with the project team. This meeting will include:

- Introduction of the project team and their respective responsibilities
- Review of the work plan and schedule
- Discussion about project goals

2) Project Steering Committee & Technical Advisory Committee

A special Steering Committee appointed by the Planning Board will advise the consultant and City staff throughout this process. The Project Steering Committee will meet monthly. In addition, a technical advisory committee of City staff will be

appointed by the City Manager to provide input on topics such as transportation, public infrastructure, public safety, emergency preparedness and resilience, municipal facilities and services, and parks and recreation. The Technical Advisory Committee will meet monthly or as needed. The consultant is expected to attend all Steering Committee meetings and all Technical Advisory Committee meetings throughout the course of the project (attendance may be virtual).

3) Ongoing Coordination and Communication

Throughout the project, the Consultant will communicate routinely with lead City staff to coordinate and confirm details and materials of each task and related deliverables. The consultant shall anticipate a minimum of bi-weekly check-ins with City staff and provide updates on progress toward key deliverables. This task also includes monthly invoicing and overall project management.

B. Community Outreach & Engagement

1) Community Engagement Strategy

The Consultant, with input from the Technical Advisory Committee and the Project Steering Committee, will develop a community engagement plan/strategy that includes a timeline outlining key points in which the public will be involved, how this involvement will occur, and how the public can access and share information. The plan shall also include a variety of methods and strategies to reach a broad and representative cross-section of the community. Particular attention should be given to strategies to engage population groups that have historically been underrepresented in city planning initiatives (e.g., youth, older adults, low-income, non-native English speakers, those with limited access to transportation, ethnic minorities, and people with special medical needs).

2) Project Website

The consultant should maintain a project website linking directly to the City of Keene website that provides information and consistent updates in a user-friendly and engaging format. The program website should include platforms for interactive participation in order to garner feedback from residents who are not able or willing to attend in-person events.

C. Analyze Existing Conditions & Past Trends.

This task will involve researching and analyzing existing land use and development patterns, environmental constraints, and the Land Development Code to establish existing conditions, as well as identify issues and opportunities. The following topics should be addressed: historic and archaeological resources, natural resources (water resources, agricultural land, forests, wildlife corridors/greenway connections), population and demographics, economy, housing, recreation, transportation, public facilities and services, public safety, fiscal capacity and capital investment, existing land use, future land use, public health, and regional coordination.

D. Master Plan Content: Community Vision

The consultant will work with the Project Steering Committee and the Technical Advisory Committee to complete a community-wide visioning process that builds upon previous city visioning efforts. The visioning process shall be informed by extensive public outreach and involvement as described above, as well as existing plans and studies relevant to the Community Vision content. For this task, the consultant should plan on a minimum of five public engagement meetings, events, or other in-person activities to inform the community's vision. These may include neighborhood meetings, focus groups, visioning sessions, or other methods to collaborate directly with the public and garner input on core values. In addition, the consultant should conduct digital engagement through a website or online survey to supplement in-person outreach activities.

The final community vision should identify and analyze emerging trends and community issues, articulate core community values, and include a "core values" statement. The final product will be a general community-wide vision based on the community's identified core values and will be incorporated into the updated Master Plan.

E. Master Plan Content: Community Snapshot

The Keene Community Snapshot is intended to provide an overview of current statistics and trends that have a bearing on future development and/or community goals. Topics covered in the community snapshot shall include, but not be limited to existing land use and land use trends, population and population growth rates, income and employment, poverty, educational attainment, housing, commuter trends, recreational resources, public health, and the culture/arts economy.

This task will involve collecting demographic and socio-economic data using data sources such as the US Census and American Community Survey as well as integrating detailed housing data from the City of Keene Housing Needs Assessment Report that was completed in June of 2023. The final product will be a written summary with illustrative graphs, charts, and tables and will be incorporated into the updated Master Plan.

II. PHASE II: COMPREHENSIVE PLAN AND FUTURE LAND USE MAP

The second phase of the Master Plan Update will involve developing updated plan language, including an executive summary and an implementation plan, the reorganization and graphic layout of the plan, the development of updated future land use maps, and the preparation of print and digital versions of the final plan. The goal is to build off the success of the previous comprehensive master plan update to create an innovative long-range plan that will serve the community for the next 10-15 years while also addressing the projected long-term needs of the community.

It is anticipated that this phase of the project will take approximately ten months (October 2024-July 2025). Tasks for this phase will include the following:

A. Develop Outline for Master Plan.

The consultant shall work closely with city staff and the Steering Committee to establish consensus on a document outline prior to developing a first draft. The outline may follow the same format as the existing plan; however, the consultant should also explore alternative document outlines/organizational structures for staff and the Steering Committee to consider. In addition, the consultant shall work with city staff and the Steering Committee to identify any sections of the existing CMP that require major revisions or updates to reflect current community priorities, data, and trends. These sections should be identified in the document outline.

B. Prepare and review drafts of revised / updated Master Plan content.

The consultant, with assistance and input from city staff, shall prepare drafts of the different Master Plan sections for city staff review. Following staff review, these drafts shall be presented to the Steering Committee for further review and feedback. Draft sections to be prepared include the following:

- Topic-oriented chapters – Prepare revised drafts of the existing CMP’s 21 topic-oriented chapters. These chapters may be combined, renamed, or otherwise reorganized as part of the overall update.
- Land Use Section – Produce maps to illustrate the CMP, including an existing land use map showing existing conditions and a future land use map that illustrates the proposed location, extent, and intensity of future land use. These maps shall be accompanied by a narrative describing existing and desired future land use.
- Implementation plan – Draft an implementation plan with input from City staff and the Steering Committee. The Implementation Plan should include a list of high-level goals accompanied by a breakdown of actionable steps that can be taken by the city and stakeholders to achieve the envisioned goals. The Implementation Plan should also include established measurable benchmarks for the city to monitor its progress in achieving these goals.
- Executive summary – Prepare an executive summary document that can be used as a stand-alone document to provide an overview of the Master Plan update.

C. Prepare final draft Master Plan for review and adoption.

A final draft of the updated Comprehensive Plan with a future land use map, implementation plan, and executive summary shall be prepared in a cohesive and user-friendly format. The Plan should be written in a way that conveys the messaging and themes of the Plan to the average reader.

This task shall include graphic design and document layout, including the development of illustrations, tables, and figures that enhance the readability of the document and convey specific concepts and goals, as well as producing the layout for the final plan.

III. FINAL DELIVERABLES

- A. Community Vision Statement and associated core values, goals, and outcomes.
- B. Ten bound copies of the Final Comprehensive Master Plan and all appendices.
- C. Electronic versions of the final Comprehensive Master Plan, Land Use Maps, Implementation Plan, and Executive Summary in both PDF and editable format.
- D. Three large format copies of the Future Land Use Map(s).

5. Submission requirements

Proposals should be provided in six (6) identical copies and should address the following items:

- Demonstration of the firm's qualifications and experience with public engagement and updating community master plans;
- Samples (including printed and/or web-based) that demonstrate experience in developing materials for similar projects;
- Description of the experience and qualifications of staff and any subcontractors that will be undertaking work throughout the course of the contract;
- A project organization chart that includes the roles of lead consultants and subcontractors (if applicable) and outlines the team's responsibilities (including project manager and specific task assignments and staff);
- Description of related work experience coordinating public participation processes and working with municipal officials;
- Demonstration that the firm can comply with the required schedule and scope of services;
- Description of a methodology / approach for project management and responding to the scope of services contained herein;
- Description of methodology/approach for identifying primary and other stakeholders (both individuals and groups), soliciting their participation, and keeping them engaged throughout the process.
- A cost proposal for all work described under the Scope of Work, broken down by task with an overall not-to-exceed bid price for completing the project. The cost proposal shall include a current rate sheet along with your proposed overall project cost and any/all fees related to the project requirements, including but not limited to travel, meetings, technology, public and stakeholder engagement, presentations, advertisements, publications, or similar. All foreseeable rates/costs, including any escalation or contingency terms, should be included; unidentified rate charges or increased costs will be the responsibility of the Consultant.
- Names, address, phone number, and contact person of at least three references.

6. Selection Criteria and Process

A Selection Committee assembled by the City will review all statements and may select a number of firms to conduct formal presentations and interviews either in person or by videoconference. The following criteria will be used by the Selection Committee to evaluate each statement. Incomplete submissions not meeting these selection requirements will be considered non-responsive.

- Understanding of the project and overall project approach
- Professional qualifications, experience, and capabilities of the consultant
- Experience of supervisory/lead personnel
- Proposed approach to soliciting meaningful public input and public participation
- A competitive and reasonable cost proposal
- Capacity to perform work on time
- Successful completion of a similar scope of work
- References
- Clarity of statement

The Selection Committee shall recommend the finalist to the City Council. The City of Keene reserves the right to request additional information following a review of the initial submission. Selection of a consultant shall be on a non-discriminatory basis without regard to race, color, national origin, sex, age, or handicap.

CITY OF KEENE, NH
RFQ NO. 02-24-06
COMPREHENSIVE MASTER PLAN UPDATE

NOVEMBER 1, 2023
PROPOSAL

COMPREHENSIVE
MASTER PLAN
UPDATE



Submitted by:
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www.future-iq.com

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612-757-9190

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1.0 Cover Letter



Create Future Intelligence®

Future iQ, Inc.
P.O. Box 24687
Minneapolis, MN 55424

November 1, 2023

Yves P. Gakunda
City of Keene
3 Washington Street, 2nd Floor
Keene, NH 03431

RE: RFP No. 02-24-06 for Comprehensive Master Plan Update

Dear Mr. Gakunda,

Future iQ has partnered with Jon Stover & Associates (JS&A) and WGI to present this proposal to serve as the consultant team to develop the Comprehensive Master Plan Update for Keene.

[Future iQ](#), [JS&A](#) and [WGI](#) share a commitment to deliver personal, innovative, and customized projects on time and on budget. Future iQ and JS&A recently partnered on the creation of a Comprehensive Plan for the City of Smithville, Missouri. Future iQ has strong globally proven visioning and public engagement processes, JS&A brings certified planning credentials and deep relevant economic development experience especially in downtown areas, and WGI is a national design, engineering, and transportation services firm leading in technology-based solutions. We believe this combination will lead to a Comprehensive Master Plan Update that can be supported by Keene community members and stakeholders and will authentically reflect the vision and overarching aspirations for the city. All of the team members presented have the ability to support the workload required, both on site and virtually, to make this project a success.

It would be our privilege to work with the City of Keene on this initiative. As requested in the RFP, we provide a 90-day guarantee on the terms of this proposal. Please contact me for clarifications. Thank you for your consideration.

Yours sincerely,

A handwritten signature in black ink that reads "David Beurle".

David Beurle, CEO
Future iQ, Inc.
Tel: 612-757-9190
Email: david@future-iq.com

2.0 Consultant Qualifications

2.1 Firm Background – About Future iQ

[Future iQ](#) is a small, privately owned global research and consulting company headquartered in Minneapolis, Minnesota. Founded in 2003, Future iQ’s global footprint brings a broad perspective and delivers transformational customized solutions to our clients. With nine staff members and four strategic partners, Future iQ’s clients span North America, Europe, and Australia. Please click on the links in the Snapshot to explore Future iQ’s specializations.

Snapshot of Future iQ

Expertise

- [City and Urban Planning](#)
- [Regional Planning](#)
- [Organizational and Corporate Planning](#)
- [Tourism Destination Development](#)
- [Economic and Workforce Development](#)
- [Defense Sector Engagement](#)
- [Industry Planning and Analysis](#)

Methodology

- [Scenario-Based Strategic Planning and Visioning](#)
- [Stakeholder and Community Engagement](#)
- [Data Visualization](#)
- [Customized Foresight Research](#)
- [FutureiQ Mapper – Network & Supply Chain Mapping](#)
- [The Future Game](#)
- [Future iQ Creative](#)

Foresight Research

- [Cities of the Future](#)
- [Future of Urban Living](#)
- [The Future of Food](#)
- [Future of Tourism](#)
- [The Next Industrial Revolution](#)
- [Future of Manufacturing](#)

For more information, please visit Future iQ’s website at:
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Highlight Relevant Project Experience

This project will explore complex issues to develop a forward-thinking Comprehensive Master Plan that unifies, strengthens, and advocates for the community of Keene in new ways. Examples of Future iQ's [project reports](#) and various [foresight research reports](#) can be found on the [Future iQ website](#) and on Future iQ's stakeholder [Research Laboratory](#). Below are recent highlight projects that are relevant to this project.

- **City of Smithville, Missouri** [Comprehensive Plan](#) Facilitated by Future iQ and JS&A, this original comprehensive planning project was built on the community's [visioning and strategic planning](#) process that Future iQ also facilitated. The plan involved the strategic economic development of unique character areas and StoryMaps of each identified area of the City. The strategic pillars that emerged from the original strategic planning process were instrumental building blocks of the Comprehensive Plan. Two areas for further study that emerged from the comprehensive planning process were the need for a [Parks and Recreation Master Plan](#), as well as a [Transportation Master Plan](#).
- **Unified Government of Wyandotte County-Kansas City, KS** [Economic Development Strategy](#) Facilitated by Future iQ in partnership with JS&A, this current project will help lead Kansas City, Kansas, into the future with inventive thinking, new ideas, economic strategic tools and approaches, and implementable policies and action plans. The resulting Economic Development Strategic Plan aims to bolster all neighborhoods and engender economic prosperity in an equitable manner.
- **City of Edina, Minnesota** [Vision Edina](#) and [Nodes and Modes Bridging to Comprehensive Plan](#) After facilitating the Edina's strategic visioning process, Future iQ led a bridging planning process that coupled together neighborhood development with multimodal transport connections. The concept guided the city's comprehensive planning process as the community sought to enhance the city's characteristics and community fabric, while at the same time embracing urban renewal and targeted redevelopment.
- **New England Regional Defense Industry Collaboration** [NERDIC](#) - Future iQ is currently contracted as Project Manager for this collaborative defense industry focused initiative covering the six New England states that make up the New England Collaborative. This project is building regional alignment and a regional approach to addressing issues such as Industry 4.0 technology uptake, cybersecurity preparedness and workforce solutions.
- **State of Vermont, VT** [Vermont Forest Future Strategic Roadmap](#) – Future iQ is working with the State of Vermont on a robust public engagement process to identify opportunities to help Vermont chart a path forward to protect the long-term viability of its forest-based businesses. The process will identify actionable strategies that strengthen, modernize, promote, and protect Vermont's forest products sector and the broader forest economy.
- **City of Essex Junction, VT** [Vision and Strategic Action Plan](#) Future iQ is currently facilitating this visioning and strategic planning project. The visioning will include transparent, deep and robust community engagement that will lead into the strategic planning process. The Strategic Action Plan will define priorities and guide decision making over the next five years.

2.2 Firm Background – About JS&A



Jon Stover & Associates (JS&A) works with public, private, and nonprofit organizations to bridge the gap between the very different worlds of local policy, business, urban design, community interest, and real estate development. As Economic Development Consultants, we inform, develop, and implement strategies to strengthen a place economically, visually, and socially.

A certified business enterprise (CBE) located in the District of Columbia, JS&A specializes in economic and real estate analysis, market analysis, economic impact analysis, forming neighborhood and commercial revitalization strategies, and implementing strategic opportunities to bolster local economies.

Founded in 2009, JS&A has completed hundreds of projects around the country for town, city, and state agencies, nonprofit organizations such as Main Streets and Business Improvement Districts, and private developers and business owners.

Official Firm Name: Stover & Associates LLC (DBA Jon Stover & Associates)
Location: 1701 Rhode Island Avenue NW, Office 02-121 Washington DC 20036
Contact: (202) 695-4956 | jstover@stoverandassociates.com

For more information about our firm, team, and previous experience, visit www.jonstoverandassociates.com.

Our Affiliations

Main Street America Allied Member
International Downtown Association
American Planning Association
Responsible Hospitality Institute
Staff Certified by the American
Institute of Professional Planners

Recent Publications

Measuring Impact for Main Street Transformation: A Practitioner's Guide. Co-Authored with National Main Street Center (2018).

Firm Information

Organization Structure: Corporation
Number of Full-Time Employees: 5
Years in Business: 13



2.3 Firm Background – About WGI



An award-winning and nationally recognized firm, WGI has more than 650 employees in 25 offices in 9 states. WGI takes great pride in providing consulting services to more than 300 public, private, and community-based clients across the country, where we consistently commit to exceptional service, superb work products, and continuing a five-decade tradition of being engaged, passionate, responsive, accountable, creative, and inspired. WGI is excited about the opportunity to work with the client and its stakeholders to bring our expertise, skills, and passion for great planning and design through teamwork, organization, and strong leadership.

Planning, Design, and Policy Experts

Planning is a balancing act between the physical, cultural, historical, and economic impacts on a community. WGI's planners and designers have the necessary expertise, credentials, and creativity to manage these often-divergent interests and create comprehensive solutions for both public and private stakeholders. We work daily on creating new and updated comprehensive plans, area and master plans, subdivision and land development regulations, and feasibility and planning reports across the United States for our clients to bring their community's vision to life.

Tailored Approach

With a multidisciplinary approach, we can assist at all project levels, from visioning, research, and analysis to design, project management, guidance to leadership and local agencies, and implementation. Our approach is adaptable and can be easily modified to best suit the needs of each project task and the client. The team's involvement goes beyond traditional planning documents and brings forth an enthusiasm for developing clear, innovative, and implementable initiatives, strategies, and designs relative to your abilities and resources. We have refined our approach to community outreach and public engagement over the years into a highly effective and comprehensive strategy.

Website: <https://wginc.com>



HARDEVILLE COMPREHENSIVE PLAN UPDATE

Jasper/Beaufort Counties, South Carolina

WGI established and led a team to update the City's Comprehensive Plan consistent with the South Carolina Comprehensive Planning Enabling Act. After the full review, four of the nine elements were updated: Community facilities, future land use, transportation, and priority investment (capital improvements). A series of outreach efforts and prioritization exercises were conducted throughout the process. The City of Hardeeville was additionally provided with a set of financially feasible implementation plans to plan for its future growth.

The future land use element analyzed development trends, evaluated existing conditions and formulated goals, objectives, and policies. Plan highlights included a future land use-zoning matrix, transformation of the small downtown into a walkable town center, development of a municipal complex, a greenway and trails system, an annexation strategy, the parks master plan, and an infill workforce housing program. The team addressed utilities, public safety and municipal services, and county, state, and private services. The utility systems and capacity analysis evaluated water, electric, service, natural gas, solid waste and recycling, and communications. WGI analyzed the freight network, including rail, passenger rail, local and regional transit; hurricane evacuation routes; and existing and future road capacity. New goals, objectives, and policies were provided, emphasizing alternative mobility modes and complete streets. Capital improvements were prioritized based on population and nonresidential growth projections; a detailed financial analysis; long-range forecasts for tax and user-fee revenues; goals, objectives, and policies; and a short-, medium-, and long-term capital investment program.

PROJECT HIGHLIGHTS:

- Analysis of freight network
- Public outreach
- Utility systems and capacity analysis
- Comprehensive Planning

REFERENCE:

City of Hardeeville
 Michael Czymbor
 City Manager
 205 Main Street
 Hardeeville, South Carolina 29927
 p. 843.784.2231
 e. mczymbor@hardeevillesc.gov

PROJECT DATES:

April 2018 - February 2019

SERVICES PROVIDED:

Comprehensive Planning

TOTAL COST:

Design: \$100K



3.0 Project Team

The client-facing Future iQ, JS&A, WGI team members presented in this proposal have significant experience working on visioning, economic development, strategic and comprehensive planning projects. We recognize that this project requires significant periods for intensive workloads and our team availability will allow sufficient team resources to be deployed, both on-site and/or virtually, and for data analysis and report preparation.

The proposed team members are an experienced and reliable team, with a complementary mix of required skills in:

- Highly developed critical thinking capacity in the areas of economic development, transportation analysis, strategic future planning, visioning, and foresight research
- Knowledge and experience with cities, State agencies, municipalities, corporations, regional entities, and non-profit organizations
- Significant work experience in urban, regional, and rural economies
- Project management and stakeholder workshop facilitation

Project Director David Beurle will be the primary contact person for the duration of this project. Below are the proposed team members. All team member resumes are available upon request. Please see **Appendix A** for the Project Director and leaders of each firm.

Team Member	Title	Role
David Beurle	CEO and Founder, Future iQ	Project Director, Facilitation, Strategy Development
Adam Bentley	Research Strategist, Future iQ	Research and Strategy Development
Celine Beurle	COO, Future iQ	Project Coordination, Communications
Heather Branigin	VP, Foresight Research, FiQ	Project Coordination, Foresight Research
Cheryl Wheeler	Community Engagement Specialist, Future iQ	Community and Stakeholder Engagement
Brittany Rempe	Creative Director, Future iQ	Communications, Portal & Report Design
Walter Paixao-Cortes	Data Engineer, Future iQ	Data Analysis and Data Visualization
Jon Stover	Managing Partner, JS&A	Lead Planner, Economic and Impact Analysis
Leslie Gray, AICP	Vice President, JS&A	Physical and Land Use Planning, Economic Analysis, Community Dev.
Aaron King	Director, JS&A	Lead Economic Development Analyst
Andrew Crozier, AICP	Sr. Urban Designer, WGI	Urban Development and Design
Courtney Powell	Planning Manager, WGI	Comprehensive Planning Specialist
Kevin Cann, PE	Project Manager, WGI	Stormwater Mgmt. Systems Specialist
Lisa Nisenson	VP, Mobility & Connected Communities, WGI	Mobility and Smart City Urban Planning
Tyler Tornese	Planner, WGI	Planning, Transportation Specialist

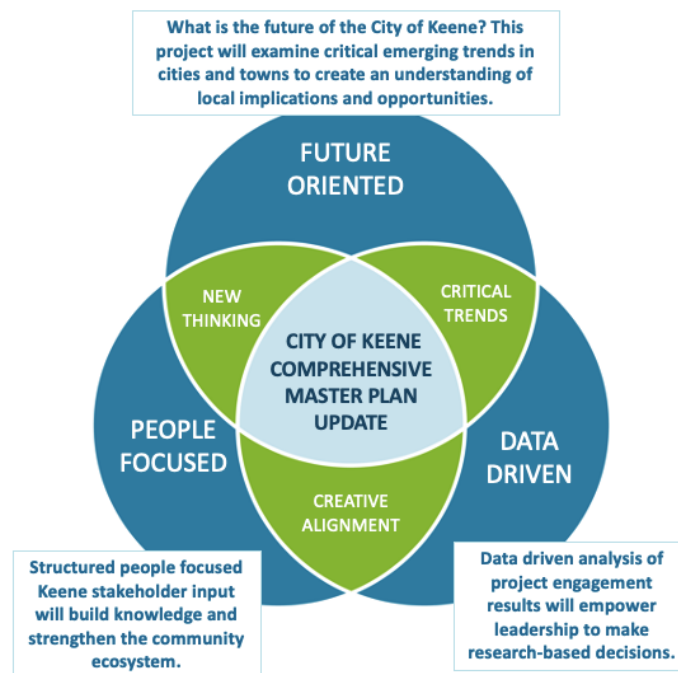
4.0 Approach

4.1 Methodological Approach

We understand that the City of Keene has changed significantly since 2010, and that this is an important point in time to consider the future trajectory of the community. Future iQ, JS&A, and WGI bring global and national perspectives to visioning and comprehensive planning that are invaluable to local interests. For Keene, this means access to a wealth of knowledge and experience in the development of planning initiatives for cities, counties, organizations, regions, and global corporations in both rural and urban areas. This project team will use this experience to guide and inform this project and will work with Keene leadership to develop comprehensive, future-oriented, sustainable, and implementable recommendations and goals to support the new Keene Comprehensive Master Plan Update. These actions will balance priorities across the important dimensions specific to Keene and incorporate future-focused, innovative global and local best practices.

Our **planning methodology** is based on three primary principles:

- A **‘future orientation’** principle is particularly important to take account of rapidly emerging environmental, technological, and societal trends.
- The **‘data driven’** principle ensures our plans are built on solid research and information. Presentation of the quantitative survey and Think-Tank findings are presented using data visualization platform where results can be filtered and viewed in a myriad of ways.
- The **‘people focused’** principle is important to build support for the vision and goals, and to harness the best possible input into actionable plan formulation.



4.2 Phase 1: Community Vision and Community Snapshot

4.2.1 Stage 1: Initial Planning, Research, and Project Set-Up

This project will begin with a kick-off meeting between our project team and Keene staff to establish a final **project work plan and schedule** that provides a detailed explanation of the overall process plan and more clearly defines roles, tasks, timelines, and responsibilities throughout the project. The **Community Engagement Plan** for this project phase will be flexible and tailored to fit the broad needs of Keene’s many stakeholder groups, with additional focus on developing strategies to gather input from population groups that have historically been underrepresented in city planning initiatives.



During stage one, Future iQ will create unique online [project portal](#). The **project portal (website)** serves as a central location where stakeholders can go to find updated project information, take surveys, participate in discussion boards, view survey results and data visualization, reports, and notices. The portal is a critical piece of the **Communications Plan** for the project that will include marketing, **unique project branding**, materials, and other methods of publicity (such as social media posts, articles, etc) necessary to increase recognition, build credibility and deepen understanding of the visioning and comprehensive planning process, its objectives, and outcomes within the Keene ecosystem. For examples of our unique project branding that includes logos, flyers, and other materials, please visit the [FiQ Research Lab](#).

This project is an opportunity for the City of Keene to create an innovative and forward-looking Comprehensive Master Plan that will support and guide the city’s development well into the future. In stage 1, the project team will begin an **existing conditions analysis and a review of past trends**. The analysis will delve into the city’s background and recent significant planning efforts and historical context to learn what has already been done, and current conditions.

This project team will schedule weekly **project meeting calls** with our client contact throughout the duration of the project. It is our firm belief that regular communications keep communication lines open and add to the transparency of the planning process. The project team will meet at least monthly with the Master Plan Steering Committee and the Technical Advisory Committee. These important advisors will serve as ambassadors of the project to the community.

4.2.2 Stage 2: Community Engagement

Community outreach and stakeholder engagement are cornerstones of this project team’s visioning and comprehensive planning methodology. The project team will begin stage two with **key stakeholder interviews** to gather personal insights and thoughts on current conditions and future development in Keene. This is intended to provide background information for the project team, and to promote the city-wide visioning and comprehensive planning processes on

the project portal. This will familiarize community members and key stakeholders with the project team and ensure ‘buy in’ on the comprehensive planning process from the start. Our team will provide a recommended stakeholder list to the city that will encourage city-wide participation. We will also launch the **Community Survey #1** that will analyze community stakeholder sentiment and assess appetite for change and future readiness. The project team will work closely with city staff to distribute the survey as widely as possible. The results of the survey will be posted on the project portal using a **data visualization platform** ([Data Visualization Example](#)).

In stage two, the project team will complete the existing conditions analysis and review of past trends. The information will be compiled into a **Community Snapshot Report** and used for reference throughout the visioning and comprehensive planning process.

Future iQ specializes in **studying and understanding larger emergent trends** and influences that are re-shaping both rural and urban areas. This future-oriented lens guides stage two as it creates the building blocks of the vision for Keene’s future development using a [scenario-based planning methodology](#). Using trend research, industry analysis, and expectations about city and regional development drivers, this methodology will enable community stakeholders to explore the impacts and consequences of a range of different future paths as they participate in two 3-4 hour in-person **Keene Future Think-Tank Workshops** ([Think-Tank example](#)). The methodology being proposed is more in-depth than a SWOT analysis and will lead to the clarification of a preferred vision and preliminary strategic pillars for development in the city that will serve as the foundation for Keene’s Strategic Community Vision. The results from the survey and Think-Tank will be compiled in **the Keene Future Think-Tank Report** and posted on the project portal ([Think-Tank Report example](#)).

Following the Think-Tank, the project team will facilitate **community visioning sessions**. These sessions will seek input from community stakeholders on the preferred vision that emerged from the Think-Tank process and to begin to set key strategic focus areas for the community.

4.2.3 Stage 3: Plan Development and Report

Following the Think-Tank, the project team will seek to further engage community stakeholders on a city-wide basis. A second **Community Survey** will be administered to seek input on the preferred vision that emerged from the Think-Tank process and to seek input on potential Strategic Pillars. Team members will also host a roundtable with the Master Plan Steering Committee and Technical Advisory Committee members to develop the Strategic Pillars of the new Strategic Community Vision for Keene.



The **Focus Group** sessions held during stage three will serve to build out the strategies and action steps of the Strategic Community Vision. The strategies will be formulated under the Strategic Pillars of the plan. The pillars represent the major theme or topic areas that underpin

the preferred future for Keene. These emerge from the scenario planning and community stakeholder engagement process. Focus Group participants will develop the key actions under each pillar that support the vision for the city.

Following the Focus Groups, the project team will draw together all information to draft the first draft of the Keene Strategic Community Vision. The team will use this opportunity to work with the city staff and committee members to plan for sustainability and resiliency by developing realistic, implementable action strategies. This will involve careful synthesis of all research, engagement results, reports, and analysis into the **Keene Strategic Community Vision**. The final Plan will be presented to the City Council and used to inform the upcoming comprehensive planning process.

4.3 Phase 2: Comprehensive Master Plan and Future Land Use Map

4.3.1 Stage 1: Project Planning

As in phase 1, phase 2 will begin with a meeting between our project team and Keene staff to establish a final **project work plan and schedule** for phase 2 that provides a detailed explanation of the overall process plan and more clearly defines roles, tasks, timelines, and responsibilities throughout the project. The **Community Engagement Plan** for this phase will be take into consideration the previous phase’s delivery and will also be mapped out for the duration of phase 2. Communications for the project will continue to use the project portal for community outreach, and the project team will continue to meet with the Steering and Technical Advisory Committees on a monthly basis.

4.3.2 Stage 2: Analysis and Task Force Work

Following the community visioning phase, the project team will help city staff to create Task Force groups centered around the Strategic Pillars that emerged from the visioning process. Concurrently, the project team will conduct an **analysis of the Comprehensive Plan sections** to begin updating its specified elements. This process will involve refining community goals, priorities, and policies to reflect the updated vision and planning process. Our team will work together to incorporate the existing conditions analysis to understand the community's shared vision for the future, and work with the Steering and Technical Advisory Committees to identify goals, needs, and opportunities. This analysis and conversations will allow our team to work collectively to ensure findings and recommendations are appropriate and aspirational yet achievable within the coming 10 -15 years.



A **Comprehensive Plan Survey** will be conducted to gather input from the community in preparations for the **Task Force Focus Group** meetings that will be held to develop the specific chapters in the comprehensive plan.

4.3.3 Stage 3: Plan Development

The project team will begin stage 3 with a **Public Open House session** to gather community input on the draft Comprehensive Plan framework that the Task Forces develop in stage 2. **Online discussion boards** around important community topics will also be posted on the project portal to further encourage dialogue and community input. The project team will compile the public input from the Open House session, comprehensive plan survey, and online discussion boards in a Summary Report.

Stage 3 will involve synthesizing all data from the visioning process, surveys, discussion board, community stakeholders, Task Forces, and other sources to support the **first draft of the Plan's chapters and recommendations**. During this phase, our team will work collectively with the city's staff and Committees to develop a framework to guide decision-making for future land uses. This decision-making framework will allow our team to assess the opportunities, strengths, weaknesses, and threats of different land use scenarios. Understanding that future land uses will generate differing fiscal implications on the city, this approach helps develop the reasoning and rationale for these decisions and balances community sentiment. We intend to work collectively with the Committees to understand the broader impacts associated with decision options and will work collaboratively through this process. Generating this framework and incorporating the city's expertise on municipal costs allows for meaningful and exciting conversations with city leadership and community stakeholders, adding a layer of meaning to our recommendations.

This phase also includes developing a draft of the **Future Land Use Map** – a foundational element of the Comprehensive Master Plan Update. Our process for developing the Future Land Use Map consists of the following steps:

- In-depth conversations with appropriate city staff members to understand current development patterns, areas targeted for development prior to the comprehensive planning process, and present and projected service areas of public infrastructure.
- Leverage the decision-making framework generated during this phase to provide recommendations and scenarios for the Future Land Use Map – articulating the implications of different scenarios.
- Interim draft(s) of the Future Land Use Map reflecting various future and targeted development scenarios. We intend to work through these initial drafts and options with the Committees and city staff and gain appropriate feedback.
- Generating online StoryMap(s) highlighting areas of change to easily allow community members to understand the proposed Future Land Use Map while creating an exciting engagement tool for stakeholders.
- Eliciting public feedback and commenting digitally through the portal, in conversations during the Committee and Task Force meetings and presentation(s), and publicly posting the Future Land Use Map in City Hall or another appropriate location.

- Obtaining existing GIS shapefiles. This will allow us to build upon the existing geospatial data of the city and/or county, allow for current and future land use calculations, and provide the final Future Land Use Map as a shapefile for the city.

City staff, Committee members, Task Force members, and community stakeholders will be able to review content on the project portal throughout the planning process to ensure that the Comprehensive Master Plan update reflects the desire and intent of the stakeholders and best practices. The Final **Future Land Use Map** will be provided as part of the final Comprehensive Master Plan Update.

The last step in stage 3 will involve creating the **Implementation Matrix** included as the final chapter of the Keene Comprehensive Master Plan. This implementation matrix provides the framework for achieving the community's vision. Organized by strategic pillars of the Comprehensive Master Plan, the matrix highlights implementation strategies, or action steps, for each of the identified strategic pillar goals. Key stakeholders, relevant stakeholders and players, priority, and timeframe are included for each action step to guide the coming years' implementation process. This framework encourages accountability to make the community's vision a reality, and it will be inclusive of all stakeholders, reflecting the notion that the Comprehensive Master Plan is both the city and the community's document.

StoryMaps

Our team values clear communication that prioritizes helping stakeholders understand the current conditions and opportunities for the future. In many communities, undertaking a comprehensive planning effort is a new experience for many residents, and many community residents may not understand land planning realities and terminology related to density, protected areas, and development patterns. We believe all stakeholders should be equipped to participate in conversations and understand the discussions and implications. We are excited to incorporate interactive **digital StoryMaps** into our Project Lab Portal and engagement sessions. Our StoryMaps function as exploratory websites where stakeholders can scroll through annotated and interactive maps and satellite imagery. We believe StoryMaps are optimal over drone footage for this planning purpose. Here are a few examples of prior completed StoryMaps:

- [Smithville Comprehensive Plan Future Land Use Changes StoryMap](#)
- [Smithville Comprehensive Plan Visioning Character Areas StoryMap](#)
- [Smithville Parks and Recreation Planning StoryMap](#)

4.3.4 Stage 4: Final Plan and Presentation

Final steps in the comprehensive planning process will gather input on the draft plan from city staff, City Council, Committees, Task Forces, and the public. If necessary, this will include a review period where the draft Plan is available for comment on the project portal, and a hard copy will be made available at City Hall (as permitted). Project team members will also use this opportunity to work with the city and others to make sure the implementation strategy plans for fiscal sustainability and equity by developing realistic, achievable targets. The Plan will be updated with the understanding that it must be adaptable to current conditions over time including considerations for the next planning process.



Our team will work with the City of Keene and the necessary agencies in New Hampshire to ensure that the City of Keene's Comprehensive Master Plan satisfies all comprehensive plan requirements by the State of New Hampshire and that recommendations align with any relevant state growth management plans. The final Comprehensive Master Plan will be presented by the Project Director to city staff, City Council, Committees, and Task Forces at a public **Future Summit**.

Accountable Implementation

Importantly, the Future iQ, JS&A, and WGI team values creating plans that are action-oriented and implementable to ensure that our clients have the ability to incrementally execute decisions over time to achieve the desired collective vision. Our philosophy follows the American Planning Association's latest standards for Comprehensive Plans. We will ensure that Keene's Comprehensive Master Plan Update will be best positioned for implementation by understanding the collective community goals and vision, developing objectives that support these goals, focusing policies to guide decision making, and articulating actions to carry out the Comprehensive Master Plan.



4.3 Project Schedule

The following chart outlines key tasks and suggested periods of activities. This timeline reflects the relative emphasis of activity. Work on several the key deliverables will occur in parallel to allow the phases to be completed within this project timeline. We will work with Keene staff to create a timeline that incorporates the specific needs of the city and remains flexible over the course of the project.

Phase 1: Community Vision and Community Snapshot

Key Stage	Key Deliverables	J	F	M	A	M	J	J	A	S
Stage 1: Initial Planning, Research, and Project Set-Up	Project work plan and kick-off meeting	■								
	Create online project portal/website; project branding	■								
	Engagement and Communication Plans	■								
	Begin existing conditions analysis	■	■							
	Monthly meetings with Master Plan Steering Committee & Technical Advisory Committee	■	■	■	■	■	■	■	■	■
Stage 2: Community Engagement	Community Survey #1		■	■	■					
	Key stakeholder interviews		■	■	■					
	Data visualization on portal			■	■	■				
	Existing Conditions Snapshot Report			■	■	■				
	Keene Future Think-Tank Workshop				■	■				
	Keene Future Think-Tank Report				■	■				
	Community Visioning Sessions					■	■			
Stage 3: Plan Development & Report	Community Survey #2						■			
	Strategic Pillar Roundtable with Steering Committee and TA Committee						■			
	Focus Groups to develop Strategic Pillars						■	■		
	Draft and develop final Keene Strategic Community Vision							■	■	
	Presentation of Keene Strategic Community Vision to City Council									■
Ongoing	Weekly meetings with client liaison; written summary updates	■	■	■	■	■	■	■	■	■
	Project portal updates	■	■	■	■	■	■	■	■	■
	Engagement and Communication Plans implementation	■	■	■	■	■	■	■	■	■

Phase 2: Comprehensive Master Plan and Future Land Use Map

Key Stages	Key Deliverables	O	N	D	J	F	M	A	M	J	J
Stage 1: Project Planning	Update planning schedule and work plan	■									
	Engagement and Communication Plans	■									
	Continue monthly meetings with Steering and Technical Advisory Committees	■	■	■	■	■	■	■	■	■	■
Stage 2: Analysis and Task Force Work	Create Task Force for each Strategic Pillar	■	■								
	Analysis of 2010 Comprehensive Master Plan	■	■								
	Comprehensive Plan Survey		■	■							
	Task Force Focus Groups to develop Comprehensive Plan Chapters			■	■	■					
Stage 3: Plan Development	Public Open House session to gather community input on Comp Plan Framework					■					
	Online discussion boards					■	■	■			
	Compilation of public input on Comprehensive Plan elements; Summary Report					■	■				
	Develop draft chapters and recommendations					■	■	■			
	Develop framework for Future Land Use						■	■	■		
	Develop Future Land Use Map, StoryMap(s)						■	■	■		
	Task Force meetings to vet draft chapters							■	■	■	
	Draft Implementation Matrix								■	■	■
Stage 4: Final Plan and Presentation	Draft Comprehensive Plan review by City staff, Committees, City Council; revisions incorporated								■	■	■
	Future Summit presentation of final designed version of the Keene Comprehensive Master Plan Update									■	■
Ongoing	Weekly meetings with city staff; written updates	■	■	■	■	■	■	■	■	■	■
	Project portal updates	■	■	■	■	■	■	■	■	■	■
	Engagement and Communication Plans implementation	■	■	■	■	■	■	■	■	■	■

5.0 Cost Proposal

Future iQ operates on a **fixed-price delivery**. The fees below include all travel, accommodation costs and overheads for the Project Director and all staff. We assume that Keene will provide venues for workshop sessions and presentations, as required. **Please note that our fees and project plan are flexible and easily scalable depending on the needs of the City of Keene.**

Phase 1 Pricing – Community Vision and Community Snapshot

Key Stage	Key Deliverables	Proposed Costs
Stage 1: Initial Planning, Research, and Project Set-Up	• Project work plan and kick-off meeting	\$1,000
	• Create online project lab portal/website and project branding	\$3,000
	• Engagement and Communications Plans	\$3,000
	• Begin existing conditions analysis	\$4,000
	• Monthly progress meetings with Master Plan Steering Committee and Technical Advisory Committee	\$6,000
Stage 2: Community Engagement	• Community Survey #1	\$3,000
	• Key stakeholder interviews	\$2,000
	• Data visualization on portal	\$3,000
	• Existing Conditions Snapshot Report	\$7,000
	• Keene Future Think-Tank Workshop	\$9,000
	• Keene Future Think-Tank Report	\$5,000
	• Community Visioning Sessions	\$6,000
Stage 3: Plan Development and Report	• Community Survey #2	\$3,000
	• Strategic Pillar Roundtable with Steering Committee and Technical Advisory Committee	\$1,500
	• Focus Groups to develop Strategic Pillars	\$6,000
	• Draft and develop final Keene Strategic Community Vision	\$6,000
	• Presentation of Keene’s Strategic Community Vision to City Council	\$1,500
SUBTOTAL	STAGE 1 FIXED PRICE PROPOSAL	\$70,000

Proposed Phase 1 payment schedule:

- 25% on signing of contract
- 25% on completion of phases 1, 2, and 3

Phase 2 Pricing – Comprehensive Plan and Land Use Map

Key Stages	Key Deliverables	Proposed Costs
Stage 1: Project Planning	<ul style="list-style-type: none"> Update work plan and planning schedule Engagement and Communications Plans Monthly progress meetings with Plan Advisory Committee 	\$1,000 \$3,000 \$6,000
Stage 2: Analysis and Task Force Work	<ul style="list-style-type: none"> Create Task Force for each Strategic Pillar Analysis of 2010 Comprehensive Master Plan Comprehensive Plan Survey Task Force Focus Groups to develop Comprehensive Plan Chapters 	\$1,000 \$6,000 \$3,000 \$6,000
Stage 3: Plan Development	<ul style="list-style-type: none"> Public Open House session to gather community input on Comp Plan Framework Online discussion boards Compilation of public input on Comp Plan elements; Summary Report Develop draft chapters and recommendations Develop framework for Future Land Use Develop Future Land Use Map, StoryMap (s) Task Force meetings to vet draft chapters Draft Implementation Matrix 	\$6,000 \$2,000 \$3,000 \$22,000 \$4,000 \$8,000 \$6,000 \$8,000
Stage 4: Final Plan and Presentation	<ul style="list-style-type: none"> Draft Comprehensive Plan review by City staff, Committees, City Council; revisions incorporated Future Summit presentation of final designed version of the Keene Comprehensive Master Plan Update 	\$2,000 \$3,000
SUBTOTAL	STAGE 2 FIXED PRICE PROPOSAL	\$90,000
TOTAL	PHASE 1 AND PHASE 2 FIXED PRICE PROPOSALS COMBINED	\$160,000

Proposed Phase 2 payment schedule:

- 20% on completion of phases 1, 2, 3 and 4

6.0 Appendices

6.1 Appendix A: Key Staff Member Resumes

6.1.1 Project Director, David Beurle, CEO, Future iQ

RÉSUMÉ



david@future-iq.com

David Beurle is a world-renowned strategist, futurist, researcher and practitioner. As founder and CEO of Future iQ, David is a pioneer and expert in creating new and innovative future planning approaches for use in community, regional, industry, organizational and government settings. David has pioneered the application of scenario planning within regions, industry and corporations around the world. David created the Future Game™, a global planning and workshop tool that has been used in over 600 workshops across 10 countries. As CEO of Future iQ, David has led global projects across 4 continents and has written a number of foresight papers: future-iq.com/foresight-research.

Having worked in the field of organizational and regional economic and community planning for over 20 years, his work has won numerous awards. David has the major role in all of Future iQ's projects as lead project manager. More details on David's work can be seen at davidbeurle.com.

EDUCATION

Bachelor Degree in Agricultural Science, University of Sydney, 1984

EMPLOYMENT

Founder & CEO Future iQ, USA & Europe, 2003 – Present

Principal Adviser, Minister for Primary Industries, Western Australia, 1991 – 2000

Rangeland Scientist, Western Australian Department of Agriculture, 1985-1991

PHILANTHROPIC WORK

Board Director, Western Australian Community Foundation, 2003-2005

Founding member, Plant-Based Product Council, USA, 2019

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DAVID BEURLE B.S.C. AGR

CHIEF EXECUTIVE OFFICER

RECENT PROJECT EXPERIENCE

- Littleton Comprehensive Economic Development Strategy, Colorado, 2023
- Unified Government Economic Development Strategic Plan, Kansas, 2023
- Vermont Future Forest Strategic Roadmap, Vermont, 2023-2024
- New England Regional Defense Industry Collaboration, New England, 2019-2024
- Transforming Tomorrow Together – Greater Mankato 2040, Minnesota, 2022-2023
- Flint Hills Regional Council Sustainability Plan and Roadmap, Kansas, 2023
- Smithville Schools District Strategic Plan, Missouri, 2023
- Florida Network Mapping, Florida, 2022
- Vision Romulus, Our Community, Our Future, Michigan, 2022
- Transforming Together Tomorrow - Greater Mankato, Minnesota, 2022
- Moab - Tomorrow Together, Utah, 2022
- The Future of Well Being Foresight Project, Minnesota, 2021-2022
- Envision East Central Iowa, Iowa, 2021-2022
- University City Community Vision, Missouri, 2021-2022
- Northern Forest Rural Tourism Academy, New England, 2021-2022
- City of Smithville Transportation Plan, Missouri, 2021-2022
- Town of Falmouth Vision & Values, Maine, 2020-2021
- The Middle Georgia Innovation Project, Georgia, 2020-2021
- City of Smithville Comprehensive Plan, Missouri, 2020
- Park City Community Vision & Strategic Action Plan, UT, 2019-2020
- NOHDA Community Survey 2019-2020
- ECC Medical/Well-Being Strategic Marketing Plan & Economic Development Plan, Minnesota, 2016-2019
- Tillamook County Strategic Vision & Action Plan, Oregon, 2018-2019
- National Association of Development Organizations, Washington, D.C., 2018-2019
- Future of Urban Living Think Tank, St Georges House, Windsor Castle, UK, 2018-2019
- Middle Georgia Regional Defense Industry Economic Diversification Project 2017-2018
- City of Coppell, TX, Community Visioning, 2018-2019
- Maine Woods, Tourism Impact Study, 2017-2018
- City of San Diego Defense Industry Economic Development Plan, California, US, 2016-2018
- North Coast, Oregon, Tourism Destination Management, 2018-2019
- New Hampshire Aerospace & Defense Consortium, Strategic Action Plan, 2017-2018
- Hilton Head Island, South Carolina, Community Visioning Project, 2016-2017
- University of MN, Future of Midwest Agriculture, 2016-2017
- Task Force LIMA Defense Initiative, Ohio, US, 2015-2017

RECENT PUBLICATIONS

- Vermont Forest Future Think-Tank Report, 2023
- Flint Hills Regional Council Think-Tank Report, 2023
- Vision Romulus Strategic Action Plan Report, 2023
- Moab Vision & Strategic Action Plan, 2023
- Florida Adventure Travel Network Final Report, 2022
- Vision Romulus Think-Tank Report, 2022
- The Future of Wellbeing, Minnesota, 2022
- The Future of Manufacturing in Illinois, 2022
- Envision East Central Iowa Final Report, 2022
- University City Community Vision Final Report, 2022
- Town of Falmouth Vision & Values Final Report, 2022
- The Middle Georgia Innovation Corridor Report, 2021
- City of Smithville Parks & Recreation Master Plan, 2021
- The Holding Space: A Guide for Partners in Tribal Research, 2020
- The Future of Urban Living, 2019
- The Future of Tourism, 2018
- The Next Industrial Revolution, 2018
- The Future of Midwest Agriculture, 2017-2018
- The Future of Manufacturing, 2016
- The Future of Food, 2016
- Economics of Collaboration, 2015
- Cities of the Future, 2015

RECENT KEYNOTE PRESENTATIONS

- SMART Manufacturing Conference, Pennsylvania, October 2022
- ITB Berlin Travel Trade Show, Berlin, March 2022
- The Mahoosuc Way Summit, Maine, February 2022
- Aggregate Producers of Wisconsin Annual Convention, Wisconsin, December 2021
- Ohio Food Summit, Ohio, USA, March 2020
- Greater Mankato Annual Summit, Minnesota, USA, March 2020
- New North Regional Summit, Wisconsin, USA, December 2019
- New Hampshire PTAC Conference, NH, USA, December 2019
- Institute of Directors (IoD) Annual Conference, Gleneagles, Scotland, October 2019
- E.P.I.R.C Manufacturing Conference, PA, USA, October 2019
- City of Smithville Youth, Missouri, USA, September 2019
- AgFutures 2035 Conference, Perth, Australia, August 2019
- Agricultural Symposium keynote, Emmetsburg, Iowa, USA, March 2019
- Wisconsin Integrated Resource Management Conference, Stevens Point, Wisconsin, USA, February 2019
- The Future of Urban Living Consultation, St George's House, Windsor Castle, UK, December 2018

6.1.2 Leslie Gray, AICP, Vice President, JS&A



Leslie Gray, AICP Vice President

*Project Role: Project
Manager*

Education

*Columbia University
Masters of Science
in Urban Planning*

*University of Cincinnati
Bachelor of Science
in Architecture*

Affiliations

*American Institute of
Certified Planners
American Planning Association
Commercial Real Estate Women*

Speaking Engagements

*"Reimagining the Pallet of Downtown
Life" Sociable City Summit (2023)*

*"Rules of Thumb for Retail Viability",
Main Street NOW, Boston (2023)*

*Great Lakes Main Street Conference
(2019)*

*"Breaking the Black Box of Economic
Impact." Main Street NOW,
Seattle (2019)*

*National Main Street Center Training
Webinar with Main Streets (2018)*

*"Growth and Adaptation of a Main
Street." Main Street NOW,
Kansas City (2018)*

*"The Numbers Are In. Learn the
Economic Impact of Your Main Street
Program." Main Street NOW,
Pittsburgh (2017)*

*"The Power of Tracking Your Main
Street's Economic Performance."
Main Street NOW, Milwaukee (2016)*

Experience

*Land Use Planner
Bayer Becker
Cincinnati, Ohio*

Leslie Gray, AICP, a Columbus area native, specializes in the intersection between economic analysis, physical planning, and community development. Ms. Gray has completed economic analyses and economic development strategies for a range of clients across different sectors and geographies, from site-specific, regional, and nationwide analysis. Her professional experience also includes fiscal and economic impact analysis, market analysis, site feasibility studies, land use and zoning analysis, master planning, corridor studies, community planning, and plan implementation strategies. She has also developed property inventories and real estate databases for neighborhood-serving nonprofits, city agencies, and state economic development agencies.

Relevant Project Experience

2030 Smithville Comprehensive Plan | *Smithville, Missouri*
City of Smithville

Coral Gables Economic Development Strategy | *Coral Gables, FL*
City of Coral Gables, FL

Lake Worth Arts and Cultural Economic Development Strategy | *Lake Worth, Florida*
Lake Worth Community Redevelopment Association

Middlebury Downtown Master Plan | *Middlebury, Vermont*
Town of Middlebury

City of Boynton Beach Economic Development Strategy | *Boynton Beach, Florida*
City of Boynton Beach

Maryville Downtown Master Plan | *Maryville, Tennessee*
City of Maryville

Farragut Town Center Master Plan | *Farragut, Tennessee*
Town of Farragut

Kansas City Economic Development Strategic Plan | *Kansas City, Kansas*
Unified Government of Wyandotte County and Kansas City

Downtown East Small Area Plan | *Washington, DC*
DC Office of Planning

Impact of New River Gorge National Park and Economic Development Strategies | *New River Gorge, West Virginia* | *National Parks Conservation Association*

Cleveland Park Market Analysis, Retail Enhancement Strategies, and Implementation | *Cleveland Park Main Street, Washington DC* | *Cleveland Park Business Association*

Sodus Point Market Analysis and Retail Attraction Strategy | *Sodus Point, New York*
Village of Sodus Point

Indian River Lagoon Impact Assessment | *St. Lucie County, Florida*
WTL+a, Treasure Coast Regional Planning Council

Haiti Street / Eva Walker Park Neighborhood Housing Study | *Warrenton, Virginia*
HDAdvisors and Fauquier County Habitat for Humanity

6.1.3 Kevin Cann, PE, Project Manager, WGI



PROJECT MANAGER

Kevin has experience in an array of services including the analysis and design of stormwater management systems of major interstate and interchange systems, as well as municipal alignments and intersections. His design experience involves both conventional and design-build projects. These project types incorporate the open and closed conveyance and treatment of surface water runoff. His treatment experience includes a quality and quantity evaluation of pre-post development retention and detention discharge comparison to meet regulatory permitting requirements. Kevin also has completed a variety of studies to resolve deficient stormwater management systems by retrofitting solutions. His design experience extends across the state of Florida within Districts 2, 3, 4, and 5 of the Department of Transportation, while his regulatory compliance exposure includes SJRWMD, SFWMD, and SWFWMD. His software knowledge includes MicroStation_ORD, ICPR, ASAD, HEC-RAS, HY-8, ArcGIS, CSLE, and BMPTRAINS.



**Kevin
Cann, PE**

RELEVANT EXPERIENCE

SR 429 (Western Beltway) Existing Roadway Conditions Assessment Report (ERCAR), MP 0.0 to MP 5.3, Osceola County, FL, Florida's Turnpike Enterprise. This project included preparation of an ERCAR for the Florida's Turnpike Enterprise's SR 429 Western Beltway, from MP 0.0 to MP 5.3 in Osceola County. The scope of work consisted of a detailed analysis of existing roadway conditions with respect to design standards and safety of the roadway, bridges, drainage, signing, and other miscellaneous project components. The result of the assessment was summarized and recommendations for roadway and safety improvements were made based on practical design and feasibility to construct.

GEC Contract Embedded Senior Engineer Support, Clay County, FL, Clay County Board of County Commissioners, Drainage Engineer. Kevin assisted the County in FEMA Grant applications for funding projects to identify and resolve flooding problems, including responding to agency requests for additional information. A supplement was added to assist Clay County Engineering with miscellaneous tasks on an as-needed basis. Engineering support services include conceptual drainage design and engineer cost estimation for the completion of grant applications to FEMA. Once these grants are approved, the County will receive funds to repair flooding issues.

I-10 Widening from I-295 to I-95 Design-Build, Duval County, FL, FDOT District 2, Drainage Engineer. Kevin was responsible for drainage design. This project involves widening I-10 from west of I-295 to I-95 from a six-lane divided urban interstate to a 10-lane divided urban interstate. The project limits extend from approximately 3,700 feet west of the I-295 interchange (Section 72270 MP 15.5) to approximately 1,900 feet east of Stockton Street (Section 72270 MP 21.4). The proposed widening of I-10 from Lane Avenue to I-95 and associated ramps shall consist of 9.5 inches of concrete pavement. The widening from west of I-295 to Lane Avenue shall match the adjacent flexible pavement. Twelve bridges will be widened and the Cedar River bridge culvert under I-10 and the eastbound off-ramp at Lane Avenue will be replaced. The existing bridge culvert was replaced with a three-barrel 10-foot by 10-foot bridge culvert. Additional stormwater management components include the construction of linear dry retention and detention facilities. The design also included retrofitting numerous intersecting closed storm drain networks. The regulatory design included the standard presumptive criteria, as well as nutrient loading reduction requirement.

SR 10 (US 90) from East of Willow Street to Madison County Line, Jefferson County, FL, FDOT District 3, Drainage Engineer. This resurfacing, restoration, and rehabilitation (RRR) project consisted of resurfacing of SR 10 (US 90) from east of Willow Street to the Madison County line. The 1.2 miles of urban typical section included an on-street parking analysis and ADA, pedestrian lighting, and drainage improvements. The 10-mile rural typical section included the replacement of a bridge culvert and box culvert, intersection reconstruction, signalization, drainage improvements, and signing and pavement marking.

REGISTRATIONS:

Professional Engineer, FL,
#PE77549, 2014

EDUCATION:

Master of Engineering, Civil
Engineering - Water
Resources - University of
Florida, 2013

Bachelor of Science, Civil
Engineering - University of
North Florida, 2005

YEARS OF EXPERIENCE

TOTAL: 20

OFFICE LOCATION: JACKSONVILLE

6.2 Appendix B: Firm References

1. **City of Smithville, Missouri** [Comprehensive Plan](#) This original comprehensive planning project was built on the community’s visioning and strategic planning process. The plan involved the strategic economic development of unique character areas and StoryMaps of each identified area of the City. Future iQ and JS&A worked together on this project. This reference may be used for both firms.

Reference Contact: Cynthia Wagner, City Administrator, City of Smithville
107 W. Main Street, Smithville, MO 64089
Tel: 816-532-3897 Email: cwagner@smithvillemo.org

2. **City of Edina, Minnesota** [Vision Edina](#), [Nodes and Modes Bridging to Comprehensive Plan](#) After facilitating the City of Edina’s strategic visioning process, Future iQ led a bridging planning process that coupled together neighborhood development (Nodes) with multimodal transport connections (Modes). The concept guided the City’s comprehensive planning process as the community sought to enhance the characteristic and community fabric, while at the same time embracing urban renewal and targeted redevelopment.

Reference Contact: Scott Neal, City Manager, City of Edina
4801 W. 50th Street, Edina, MN 55424
Tel: 952-826-0401 Email: sneal@edinamn.gov

3. **State of Vermont**, [Vermont Forest Future Strategic Roadmap](#) The Vermont Department of Forests, Parks, and Recreation (FPR) has begun a robust public engagement process through 2023 to identify opportunities to help Vermont chart a path forward to protect the long-term viability of forest-based businesses – and the many benefits they provide to the state’s environment, economy, and quality of life. The outcome of this process will be the VT Forest Future Strategic Roadmap which will identify actionable strategies to strengthen, modernize, promote, and protect Vermont’s forest products sector and the broader forest economy.

Reference Contact: Danielle Fitzko, Director of Forests, Department of Forests, Parks, and Recreation State of Vermont, Montpelier, VT
Tel: 802-598-9992 Email: danielle.fitzko@vermont.gov

4. **Middle Georgia Regional Planning, GA** [Creating an Innovation Corridor](#) This Innovation Corridor is the outcome of a 2-year 11-county regional visioning and strategic planning project led by Future iQ. Planning centered around the evolution of Robins Air Force Base and explored how the regional ecosystem needs to evolve to create a future competitive niche in an era of rapidly increasing industry 4.0 technologies and digital transformation.

Reference Contact: Angie Gheesling, Executive Director
Development Authority of Houston County, Warner Robins, GA 31088
Cell: 478-550-2650 Email: gheesling@houstoncountyga.net