

SRPC REGIONAL PLAN SUBCOMMITTEE MEETING

Friday, February 20, 2026 from 10:30 a.m. - 11:30 a.m.

Hybrid Meeting (Conference Rm 1A, SRPC Office & via Zoom)

In accordance with RSA 91:A, the Commission requires a minimum of an in-person quorum. To organize this, the Commission staff will confirm the necessary in-person attendance. It is the preference of the Commission that others participate via Zoom, however, guests may attend the meeting at the SRPC Office. All participants, both in-person and virtual, can communicate contemporaneously. View the remote access information below.

Meeting URL: <https://us02web.zoom.us/j/83773252229>

Meeting ID: 837 7325 2229

Telephone-only Access: +1 646 558 8656

These instructions have also been provided at www.strafford.org. If anybody is unable to access the meeting, please email mtaylorfetter@StraffordRPCnh.gov or call 603-994-3500.

Agenda Item	Time	Pre-Meeting Task/Notes
1) Welcome and Introductions	10:30-10:35am	
2) Review of November Minutes	10:35-10:40am	Review draft minutes
3) Review Master Plan Summary and Outreach Findings Summary	10:40-10:55am	Review meeting packet materials
4) Feedback on draft thematic areas	10:55-11:10am	Review preliminary outreach findings and prepare to share feedback at meeting <ul style="list-style-type: none"> • Do these drafted themes reflect from the outreach findings? • Are there any gaps or missing topics? • Should any items be restructured?
5) Discussion on Climate Addendum	11:10-11:25am	Discuss strategies for bridging the regional plan and the climate addendum.
6) Citizen's Forum	11:25-11:30am	



7) Adjourn	11:30am	
------------	---------	--

Reasonable accommodations for people with disabilities are available upon request. Include a detailed description of the accommodation you will need along with your contact info. Please make your request as early as possible; allowing at least 5 days advance notice. Last minute requests will be accepted but may be impossible to fill. Please call (603) 994-3500 or email srpc@StraffordRPCnh.org.

RULES OF PROCEDURE

Strafford Regional Planning Commission
Strafford Metropolitan Planning Organization, and
Strafford Economic Development District

Meeting Etiquette

Be present at the scheduled start of the meeting.

Be respectful of the views of others.

Ensure that only one person talks at a time. Raising your hand to be recognized by the chair or facilitator is good practice.

Do not interrupt others or start talking before someone finishes.

Do not engage in cross talk.

Avoid individual discussions in small groups during the meeting. When one person speaks, others should listen.

Active participation is encouraged from all members.

When speaking, participants should adhere to topics of discussion directly related to agenda items.

When speaking, individuals should be brief and concise when speaking.

The Strafford Regional Planning Commission & Metropolitan Planning Organization holds both public meetings and public hearings.

For public meetings, guests are welcome to observe, but should follow proper meeting etiquette allowing the meeting to proceed uninterrupted. Members of the public who wish to be involved and heard should use venues such as Citizen Forum, Public Hearings, Public Comment Periods, outreach events, seminars, workshops, listening sessions, etc.



SRPC Regional Comprehensive Plan Subcommittee

Meeting 5

Friday, November 21, 2025 | Conference Room 1A

Mr. Polizzotti called the meeting to order at 10:38am.

Members Present

Steve Brown, Dover
Katrin Kasper, Lee
Mike Lehrman, Durham
Paul Rasmussen, Durham
Sarah Wrightsman, Newmarket

Remote Members

None

Staff Present

Mike Polizzotti
Mark Davie

Review of September Minutes

Ms. Wrightsman motioned to cancel the December meeting. Mr. Brown seconded the motion. The vote was unanimous in favor.

Ms. Kasper moved to approve the September meeting minutes. Ms. Wrightsman seconded. The vote was unanimous in favor.

Outreach Summary

Mr. Polizzotti recalled the Regional Plan outreach efforts including the survey and seven outreach events.

In response to the survey, Mr. Brown referenced a survey held in Bowling Green, Kentucky that utilized Google Jigsaw (sensemaker) to obtain 8,000+ responses for a community of 72,000+.

Mr. Polizzotti expressed concern for staff capacity and expenses of outreach and lessons learned from the *Forward Thinking* plan. Ms. Kasper suggested acknowledging this in the outreach summary or documentation that is produced. Mr. Polizzotti described the planning board discussions that are planned or have occurred in November and December. Mr. Brown reported Dover hopes to have this on their December or January planning board agenda. Mr. Polizzotti recalled the discussion held with the Barrington planning board.

Regional Plan Themes

Mr. Polizzotti recounted the master plan reviews completed by SRPC staff, starting with the land use and environmentally related chapters of the 18 municipalities. Mr. Brown reports Dover's new land use chapter will be released soon. The group discusses community vibrancy in the three cities compared to towns but also the communities with an established downtown (Newmarket, Durham, maybe Farmington).

The January 2026 meeting of this subcommittee was discussed; some may need to reschedule or discuss all-virtual attendance. Members discussed meeting outside the office since most of this group is representative of communities in the south of the region. Staff will work out details.

Mr. Brown and Ms. Wrightsman expressed wanting to highlight the "un-siloing" of housing, land use, and open space master planning in communities and the region. Philosophically, we can choose to see them as competing or interdependent. Mr. Rasmussen recalled Durham as an example. Mr. Lehrman stated the vocal minorities need addressing. Mr. Brown recalled the Bowling Green example from before, where it was found there was as much as 80% agreement on some issues when there was such large participation. Can this be a playbook for engagement for the communities? Ms. Wrightsman suggested "intercept"-style engagement rather than dedicated meetings, workshops, or events. Mr. Rasmussen recalled interacting with a resident who may not have been interested in serving on a board but instead wanted to be a positive "force" at a public meeting. Ms. Kasper described how gender impacts the ways people like to engage or feel that they can or should engage.

Next Steps

Mr. Polizzotti explained the timeline of *Forward Thinking*, including wrapping up outreach and moving into drafting of themes according to the timelines set by EDA and FHWA for those topic areas. Mr. Davie shared that SRPC was awarded \$25,000 by the New Hampshire Charitable Foundation for the climate action addendum to *Forward Thinking*. Ms. Kasper asked about forest health and the potential for wildfires as topics to be addressed. Mr. Brown shared that street trees are being taken down in downtown Dover because of emerald ash borer. Mr. Lehrman and Mr. Rasmussen asked if others are having water table and sea water intrusion issues.

Mr. Polizzotti and Mr. Davie stated they will have an outreach deliverable, with consistent theming established for the entirety of the plan. Mr. Rasmussen offered to look into an alternative venue in Durham.

Adjourn

Ms. Kasper wished all a happy Thanksgiving. She motioned to adjourn at 11:19. Mr. Brown seconded. The vote was unanimous in favor.

FORWARD **THINKING**

A Comprehensive Plan for the Strafford Region

Outreach Compilation & Common Themes

Regional Comprehensive Plan

Metropolitan Transportation Plan

Comprehensive Economic Development Strategy

Accepted: _____

STRAFFORD
Regional Planning Commission

Table of Contents

Transportation Findings	1
Alternatives to Driving	2
Trails	3
Housing Impacts	5
Equity (Aging Population & Families)	7
Safety	8
State of Good Repair	10
Economic Development Findings	11
Place-Based Economic Growth & Promoting Economic Vibrancy	12
Supporting the Workforce, Small Businesses, and Entrepreneurship	14
Preserving Community Feel & Highlighting Access to Recreation and Natural Assets as Economic Drivers	16
Land Use & Environment Findings	17
Infrastructure Availability	18
Balanced Spaces	20
Historic Resources & Town Centers	21
Community & Regional Character	22
Housing	24
Resilience	25
Recreation	25
Equity	25
Outreach Methods	27
Why is <i>Forward Thinking</i> divided into three sections?	30
Appendices.....	32

Transportation Findings

Alternatives to Driving

There is still an overwhelming reliance on private vehicles in our region, despite being relatively “transit-rich” for New Hampshire. The SRPC region has access to two fixed-route bus networks, paratransit, rail service, and several volunteer driver programs. However, as with other areas of the state, there is a gap in east-west connections, particularly to the major employment centers of Concord and Manchester.

The age breakdown of the feedback SRPC received makes the lack of alternatives apparent, with older adults and those under 35 increasingly desiring a car-free, car-light, or car-flexible lifestyle. The lack of transportation alternatives impacts older adults in our rural northern and western communities. Even where volunteer driver programs exist, many are intended for non-emergency medical appointments only.

When sorted by age group, no respondents under the age of 25 and only 25% of those age 25 to 34 selected “roads” as a priority for transportation in the region (Q21), the two lowest of any age cohort. In turn, these two cohorts selected “public transit” the most often, with 100% of those under 25 and 72% of those between 25 and 34. Those who have lived in the region 5 years or less chose roads last (14%). Note that only 9 respondents under the age of 25 responded to this question.

Further, biking is not perceived as safe on many of the rural roads between communities.

From the Survey

“Why can’t we have Route 4, Route 9, and Route 101 commuter buses?”

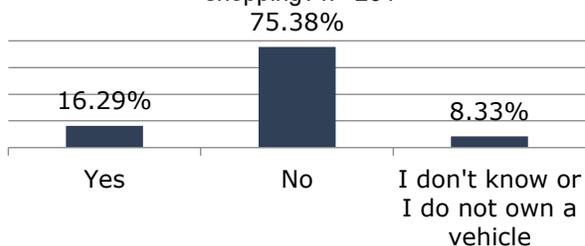
Workshop Reflections

Commissioners suggested a greater emphasis on collaboration between COAST and UNH Wildcat transit.

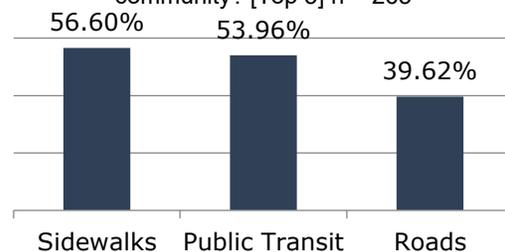
Workshop Reflections

Buses may have reliability improved when they are visible or given priority in the local streetscape.

Q18. If you were not able to access a vehicle, would you be able to accomplish most daily tasks, such as work, school, childcare, or shopping? n = 264



Q21. What transportation options do you believe should be prioritized in your community? [Top 3] n = 265

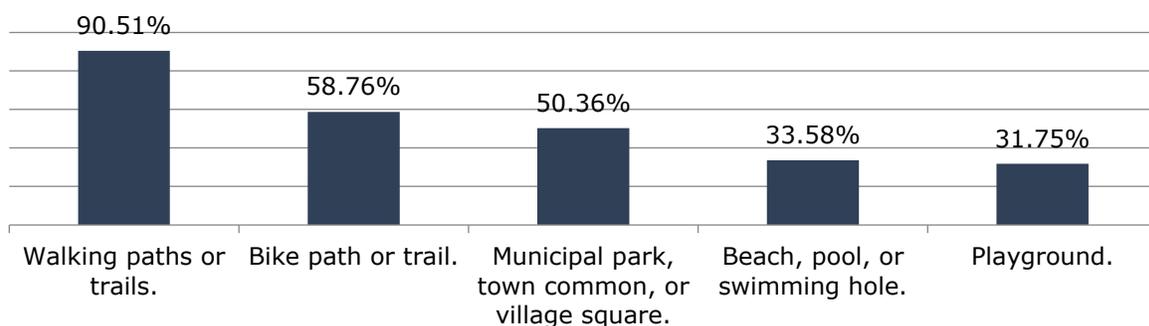


Trails

Trails are a major topic of the local master plans of the region. There is a desire to incorporate trails as a recognized, formal asset of the transportation network with its own planning and programming as any surface road would have. This is in contrast to a historical view of trails as optional or purely for recreational purposes.

<p>Newmarket's 2025 Transportation Vision states, "Trails and walking routes strengthen community bonds by interconnecting with neighborhoods and greenspaces."</p>	<p>One goal of Barrington's 2023 Transportation chapter suggests, "expand the local trail network and increase its interconnectivity."</p>
<p>One goal of Farmington's 2021 Transportation chapter suggests, "Provide and maintain safe non-motorized trail connections between employment centers, Town services, the Village District, schools, recreation and open space areas, and residential neighborhoods."</p>	<p>Although not a broad theme or goal, Rochester's 2020 Transportation Chapter has several specific trail connectivity improvement action items.</p>
<p>Several of Dover's master plan chapters refer to the Community Trail and plans for additions to the network, such as a companion path to the Bellamy River. The implementation strategies suggested have detailed recommendations for volunteerism, removal of invasive species, and incorporation of local art.</p>	<p>Milton's 2017 update to its master plan recommends, "Provide for and proactively manage a town greenway or trail system with trails that protect resources, are sensitive to property owners, and provide for recreational activities."</p>

Q8. Which types of outdoor recreation are most important to have within walking distance of your home? Select all that apply. [Top 5] n = 274.



The above graph (Q8) is a selection from all the available choices. "Walking paths and trails" was the resounding first choice for desired recreation to have within walking distance, for all age groups. "Bike path or trail" was second for all survey responses, but differed in ranking among age groups. Over 35% of favorite spots for recreation (Q6) in the region were a specific trail.

Workshop Reflections

Commissioners and other regional advocates described trail networks varying from town to town. The region does not have as many miles of rail trail as central and southwestern New Hampshire. Durham-Newmarket and Rochester-Barrington are examples of pairs of municipalities that have voiced interest in inter-community trails. The scope of maintaining a committee, working group, or similar and investigating purchasing ROW and the stipulations of easements is quite burdensome. Wayfinding and signage for an individual preserve or parcel is difficult to plan as it is, let alone an entire network for a municipality or the region.

From the Survey

“...I would rather efforts be focused on building a regional network of separated paths that isolates bikes from high speed traffic on busy thoroughfares.”

From the Survey

“Critical need for more affordable/work force housing in areas where public transit and/or bike trails exist, including housing choices for individuals with disabilities.”

From the Survey

“Shared use paths along roadsides that can function as sidewalks, bike lanes, and travel lanes for people in wheelchairs or using other mobility devices. To me it makes sense to provide a multi-benefit approach for cost/maintenance/repair/access reasons rather than separate bike lanes or sidewalks that might not be accessible. (I am not anti-sidewalk or anti-bike lane, I am very pro-both, but I think shared use paths are the most beneficial while using the least amount of land & money.”

Housing Impacts

It is impossible to discuss housing without discussing transportation. Survey commentary was largely concerned with housing prices, sprawl, and visual impacts of new construction. Discussion with municipal leadership, commissioners, and partner organizations and service providers has been centered on in-migration to the state and region, lifestyle choices and resulting expectations of communities, and expenses to municipalities.

Sidewalks and public transit were the first- and second-ranked transportation priority in the survey, respectively (Q21). The State of New Hampshire provides very little funding for public transit. This leaves municipalities that desire public transit services to provide matching funds on their own, leaving very little room for deviations or expansions on the part of the providers.

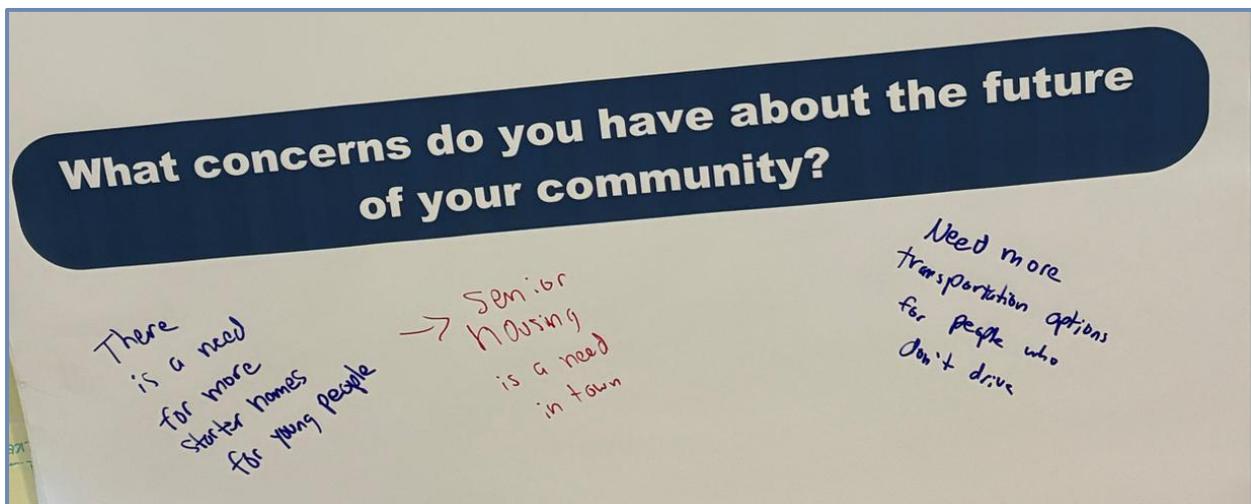


Figure 1 - One response to a Forward Thinking poster at a community event reads, "Need more transportation options for people who don't drive." Source: SRPC.

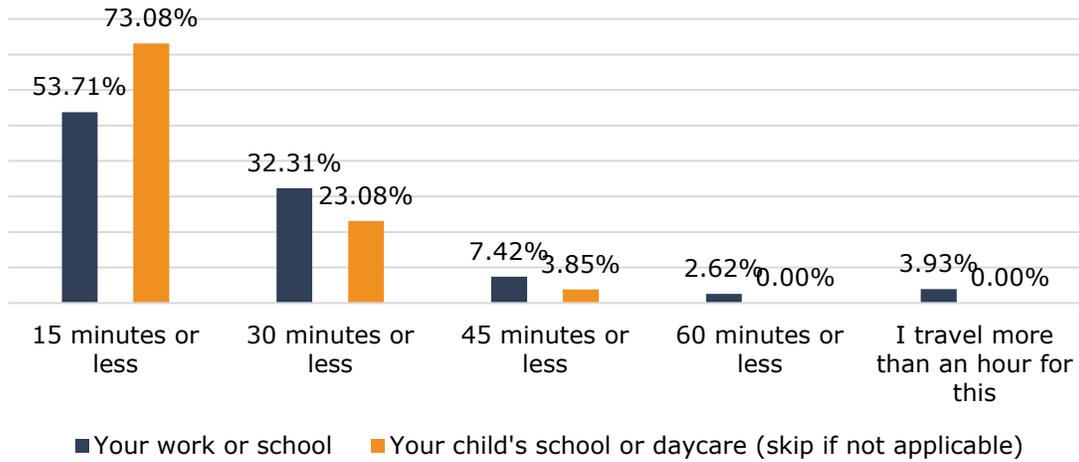
Workshop Reflections

Sidewalk maintenance is the responsibility of the municipality under RSA 231:113. Local planning boards stated that it has made their communities resistant to requiring sidewalks in new developments.

Workshop Reflections

For rural communities that recognize the need for transit for vulnerable populations, there is little incentive to encourage Transit-Oriented Development (TOD) and similar when there is an expectation of rural character or community members are willing to drive long distances for services.

Q16. How much time do you currently spend traveling to the following (one way)? n = 265



In Q16 above, SRPC asked about commuting times. 40% of respondents or more indicated 30 minutes or less was acceptable for commuting or retrieving groceries or prescriptions. Most survey respondents (50% or more) preferred that a child’s school or daycare remain within 15 minutes.

From the Survey

“This area is frustrating, because I don't get to make decisions like this about willingness to commute to dining/medical/rec/groceries/ etc. when choosing housing. I have to choose entirely based on what on affordability and landlords. I have worked for the Dover municipality for 5 years and lived there for the same length of time, but I cannot afford to live by myself in Dover. Further, my partner and I cannot even afford to live in a 2bed in Dover.”



Figure 2 - Condos in Newmarket. Source: NHHFA.

Equity (Aging Population & Families)

Demographic shifts in our region have translated into impacts to transportation access at all age levels. As in “Alternatives to Driving” above, there are few options for those without a vehicle in our northern and western communities, which particularly impacts older adults. Where COAST fixed route transit is available in the region, demand for door-to-door paratransit is rising rapidly, adding costs to COAST. Opinions are divided on vanpool services for non-medical trips from a municipality or multiple municipalities. Some municipalities are not certain that enough residents would use such a service. Others are not confident in their ability to maintain funding for a vanpools or are hesitant to take on any liabilities associated with the service.

For families, SRPC commissioners anecdotally reported increased driving of children to school, though data on this topic is difficult to obtain.

From the Survey

“Frisbee Urgent Care; Lab; GPs; and PT services left lovely Sanbornville facility. It is sorely missed! Drs in area have long waiting lists. Population increased however our health services are strained; specialists are 50-60 minutes plus away which is very hard on people, especially in a snowstorm.”

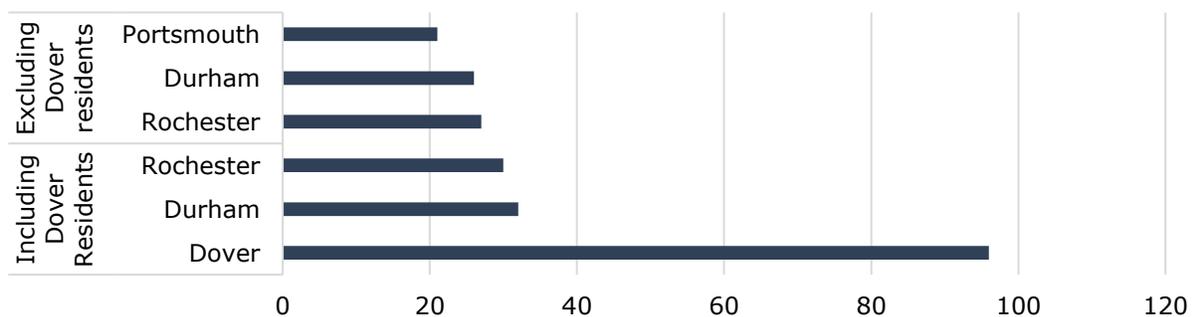
From the Survey

“Handicapped accessible public transit to locations beyond the area served by the excellent COAST paratransit system,” in response to “What transportation options do you believe should be prioritized in your community?”

From the Survey

“Continue and increase support public transportation (COAST),” in response to “Do you believe the region should work to promote specific industries, sectors, or businesses?”

Q2. Which community do you primarily work in? [Top 3] n = 298



Safety

Outreach indicated that safety remains a priority for SRPC communities. It is frequently a discussion topic within SRPC's two main transportation advisory bodies, the full commission and the Technical Advisory Committee. Municipal leaders report swings in speeding and unsafe behaviors based on tourism throughout the year. There is increased awareness that visual "cues," such as roundabouts and curb extensions, may be more proactive measures than simply reducing speed limits. Rural communities reflected that simply widening shoulders for bicycles encourages speeding by drivers. Further, reducing speed limits may stretch the resources of local police by necessitating their presence to monitor speeds.

For policy solutions, Dover is the only community with a complete streets policy in the region.

Workshop Reflections

Commissioners and local advocates are interested in obtaining funding for Rectangular Rapid Flashing Beacons, transitions to all-walk phase intersections, protected bike lanes, complete streets projects, and demonstration projects.

Workshop Reflections

Commissioners and local advocates suggested that all 18 SRPC communities should identify one safety action they can partake in.

From our Communities' Master Plans

Rochester's 2020 Transportation Chapter includes this action item: "Improve bus stops and access along Route 108 near apartments"

From the Survey

"Need Sidewalks along 108 in Dover, Madbury, Durham."

Workshop Reflections

The Wakefield and Milton planning boards described how their communities are often a day-trip destination. This has impacts on Route 16 traffic, which has had road safety audits completed in the past, and Route 125, where motorists often divert to.

From our Communities' Master Plans

Wakefield's 2011 Transportation Chapter reads: "...the Wakefield Planning Board finds the routes that are designated as regional and state bike routes to be currently unsafe and deficient for bicycle travel due to the large amount of volume on these routes and lack of what they see as adequate facilities. The Town is interested in having bike paths that are more set off from the road and therefore safer and more user-friendly for all and would like the Share the Road signs removed until bicycle lanes are built to safe specifications."

Workshop Reflections

Farmington and Rochester leadership are anxious to find a solution to the at-grade crossing of the Farmington Recreational Rail Trail at Route 11. Farmington may see safety improvements as an economic development tool for the Town, in addition to work already completed along the Route 11 corridor, including scoping the addition of sidewalks and a zoning audit.

Workshop Reflections

The Barrington Planning Board would be interested in studying means of bolstering the town's trail network to eliminate the need for children to walk along routes 9 and 125.

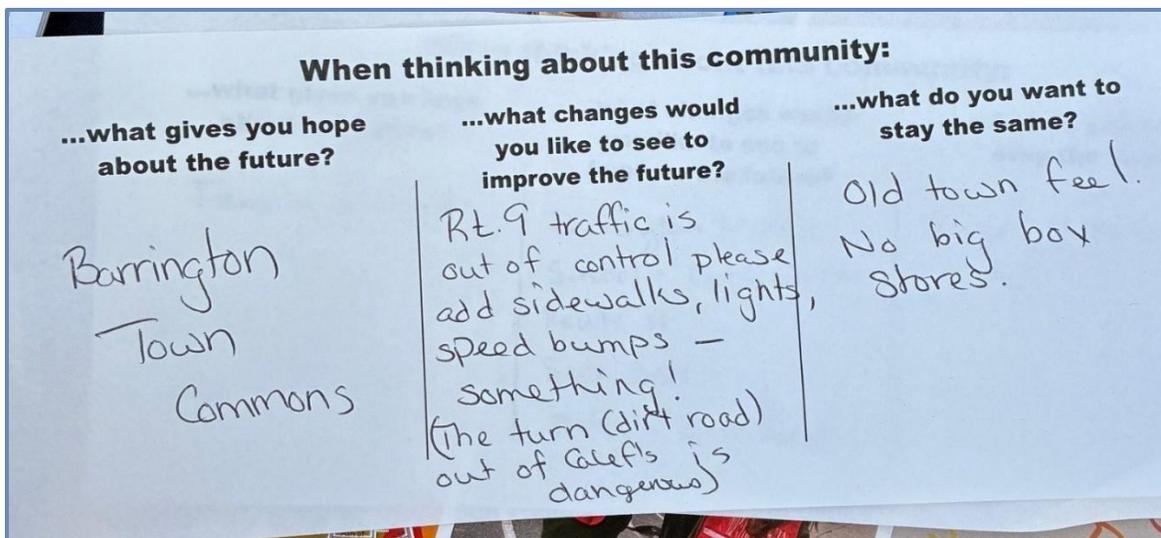


Figure 3 - One response to a Forward Thinking poster at a community event reads, "Rt. 9 traffic is out of control, please add sidewalks, lights, speed bumps - something!" Source: SRPC.

State of Good Repair

As with any level of government, SRPC municipalities and transit providers lamented that maintenance is a necessary, but often unattractive, facet of the transportation network. Municipalities expressed that they are expected to take on an all-time high share of the costs, while also feeling discouraged or cynical about the State of New Hampshire's Ten Year Plan process. There was minimal commentary from community members or survey respondents specifically regarding maintenance of roads and other aspects of the transportation network.

SRPC has been monitoring the findings and recommendations from the state and other regional planning commissions' freight plans, as they pertain to the wear and tear of the regions' roads.

From our Communities' Master Plans

Northwood's 2024 Natural Resources & Water Resources Chapter recommends: **"Develop a Town policy to prohibit all-terrain vehicles (ATV)s on Class VI Roads."**

From our Communities' Master Plans

Newmarket's 2025 Transportation Chapter has this goal: **"Capitalize on wetlands and other natural systems that help protect built infrastructure."**



Figure 4 - Whittier Street in Dover, during an SRPC traffic count. Source: SRPC.

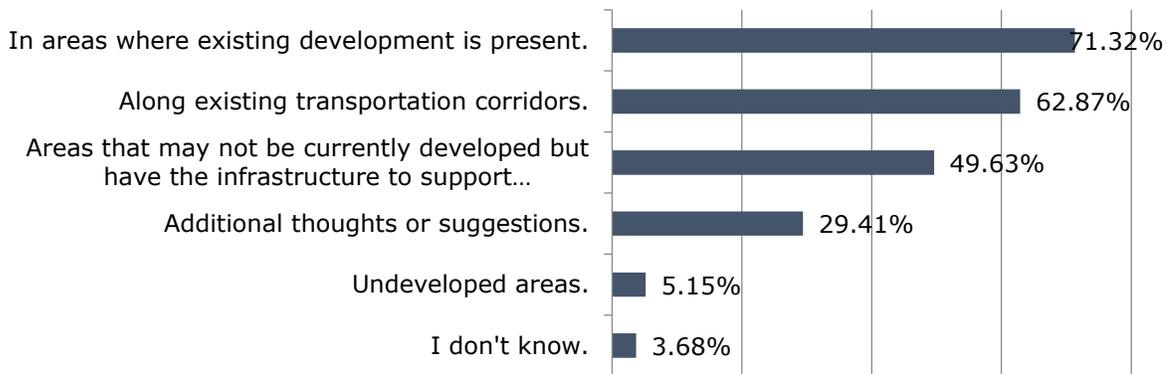
Economic Development Findings

Place-Based Economic Growth & Promoting Economic Vibrancy

Economic development in the region that prioritizes reinvestment into existing places, infill development, and adaptive reuse and redevelopment in existing downtowns and along already developed corridors are preferences indicated throughout our outreach efforts. Prudent and thoughtful development patterns that leverage existing infrastructure and developed areas not only preserve existing undeveloped areas, but also allow for a more efficient use of existing infrastructure including roadways and utilities.

In the regionwide survey, respondents indicated that they favored development in already developed areas, with 71% supporting this approach. Additionally, over two thirds of respondents also indicated that development should be centered on existing transportation corridors, and nearly half of respondents also noted that undeveloped areas that have access to existing infrastructure and utilities should be areas where new development is focused. Other preferences noted by participants in the open responses highlighted increasing density in build areas and preserving undeveloped and agricultural spaces.

(Q6) Where should development occur in the region? Select all that apply. n = 272



Another question within the region-wide survey asked respondents about the challenges they perceive that are facing the region's economy. Less than 10 percent of respondents indicated that limited spaces for new businesses was a challenge.

Focusing new development that drives the economy in areas where existing development is present also aids in the promotion of community vibrancy. Feedback gathered during our workshop held in April 2025 centered around leveraging existing built places for redevelopment rather than building new sites in undeveloped places.

Workshop Reflections

Workshop participants repeatedly emphasized redevelopment of existing sites over the building of new places, including examples such as the Lilac Mall in Rochester, former Liberty Mutual complex in Dover, and GE/Aclara in Somersworth.

Master plans from municipalities throughout the region highlight the importance of prioritizing redevelopment and reuses of existing built assets to support downtown revitalization and redevelopment. Local master plans also highlight leveraging innovative tools, like 79-E and TIF districts, to fund and incentivize investments in existing build spaces.

From our Communities' Master Plans

Rochester's 2023 Strategic Economic Development Plan recommends: **"...the city may consider the possibility of expanding the currently defined [79-E] geographic boundaries beyond the downtown."**

From our Communities' Master Plans

Barrington's 2018 Economic Development chapter recommends: **"Consider the use of Tax Increment Financing to support future infrastructure improvements in the town center or a future industrial park."** The Town did go on to implement a TIF district in 2024.



Figure 5 - Dover Children's Festival, year unknown. Source: SRPC.

Supporting the Workforce, Small Businesses, and Entrepreneurship

Economic resilience throughout the region is dependent on having diversity in the businesses and industries that the region hosts, and by ensuring the workforce is skilled and supported. Ensuring that technical assistance for small businesses is leveraged, resources and financing are available, and the workforce has access to affordable housing, childcare, and other needs are key to promoting a strong regional economy

The Strafford region hosts a diverse assortment of businesses ranging from highly-specialized manufacturers to a robust mix of small, locally-owned businesses. Existing businesses of all sizes and specialties were highlighted as a key existing resource in the region, and efforts to support them and foster an environment of entrepreneurship were identified as priorities.

Workshop Reflections

During the April 2025 workshop, participants highlighted small businesses as a major regional strength, but also discussed that existing resources to support businesses (and navigating these resources) may be fragmented.

From our Communities' Master Plans

Strafford's 2023 Economic Development chapter recommends: "Promote small agribusiness and explore ways to support small agribusiness retail operations."

Supporting businesses, especially smaller businesses, through efforts that connect them with technical assistance, financing, and other opportunities is a way to promote business development and growth throughout the region. Participants at the April 2025 workshop highlighted that coordinated efforts for economic development, and improvement economic development capacity in smaller communities, would be beneficial.

Workshop Reflections

The idea of an Economic Development Circuit Rider, or creating other capacity for communities that do not have the resources for their own economic development professional, was highlighted at the April 2025 workshop as an action for coordinated and thoughtful economic development activities in smaller communities.

In addition to supporting the development and growth of businesses throughout the region, supporting the workforce was also highlighted as a priority. Throughout the region, constraints that individuals and families face are centered around many issues including the availability and affordability of housing and childcare. Over

three-quarters of survey respondents indicated that housing costs and availability are a challenge facing the region’s economy. Additionally, nearly half of respondents indicated that limited access to childcare was a significant challenge. Identifying and implementing strategies that improve access and affordability of both housing and childcare will ensure that individuals and families will be able to stay and participate in the economy. A third of respondents indicated that a limited number of workers to fill available jobs may be constraining the region’s economy, and ensuring that childcare and housing are attainable may help attract more people to the region’s workforce.

(Q25) What do you believe are the biggest challenges to the economy and economic development of the region? Select all that apply. [Top 5] n = 265

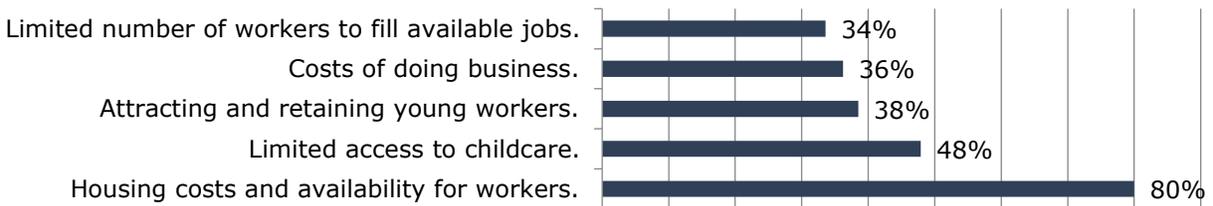


Figure 6 - NYU graduate students conduct their presentation on the 2024-25 childcare project to the full commission at the Rochester Child Care Center. Source: SPRC.

Preserving Community Feel & Highlighting Access to Recreation and Natural Assets as Economic Drivers

Leveraging the region’s diverse natural and cultural resources in thoughtful ways that promote stewardship, education, and recreation will support the existing tourism economy, support local businesses, and promote economic activity throughout all communities (including smaller communities throughout the region). Throughout our review of local master plans and the feedback gathered at the April 2025 workshop; preserving, connecting, and highlighting natural areas and recreation assets were identified as priorities. While also contributing the quality of life throughout our region, the natural and recreation spaces in our communities can also act as economic drivers that support local businesses and community vibrancy.

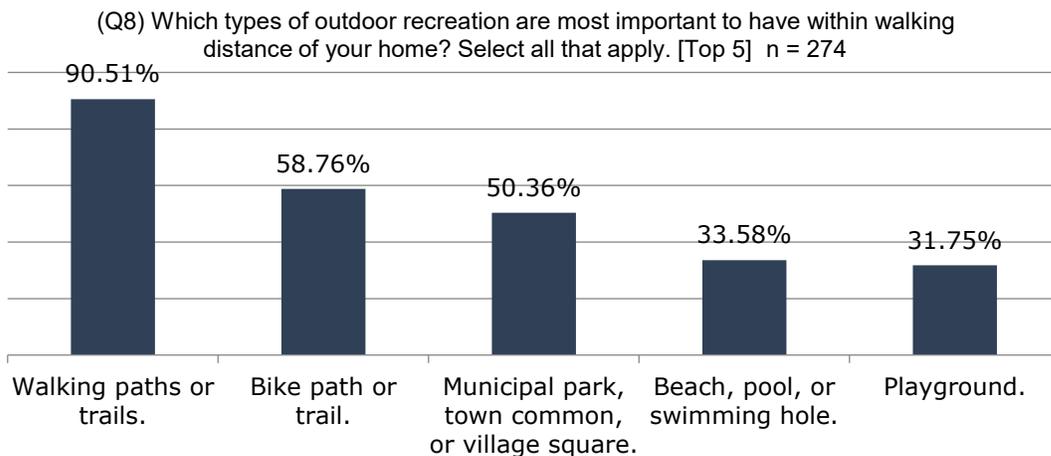
Workshop Reflections

Conversations envisioning stronger connections between natural areas and town centers, through wayfinding, multimodal paths, and more, were highlighted as ways to draw visitors and support local commerce.

From our Communities’ Master Plans

Communities including Milton, Newmarket, Northwood, and Barrington frame outdoor recreation, trails, and natural resources as key economic assets that can be leveraged and stewarded.

The region-wide survey also identified that respondents highly value have recreational opportunities in close proximity. Over 80 percent of respondents indicated that having walking paths or trails nearby to their homes was important, and over half indicated the same for bicycle paths and trails.



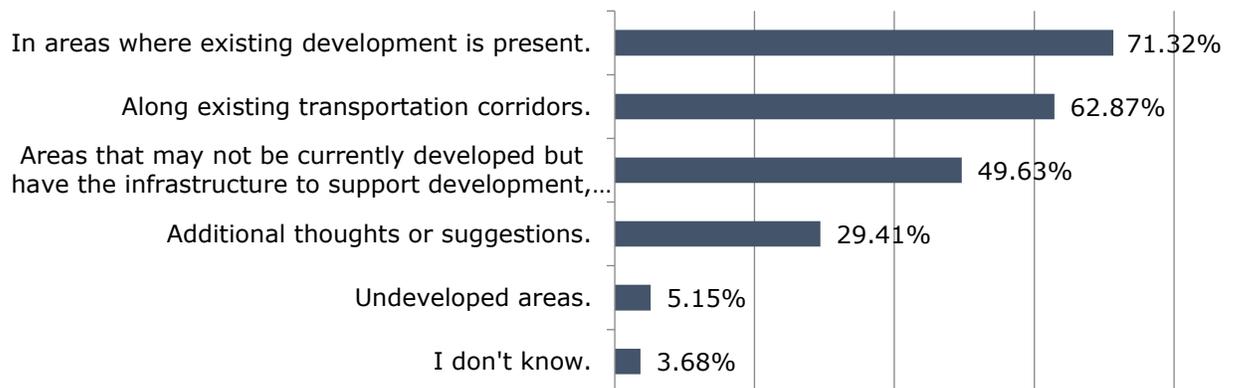
Land Use & Environment Findings

Infrastructure Availability

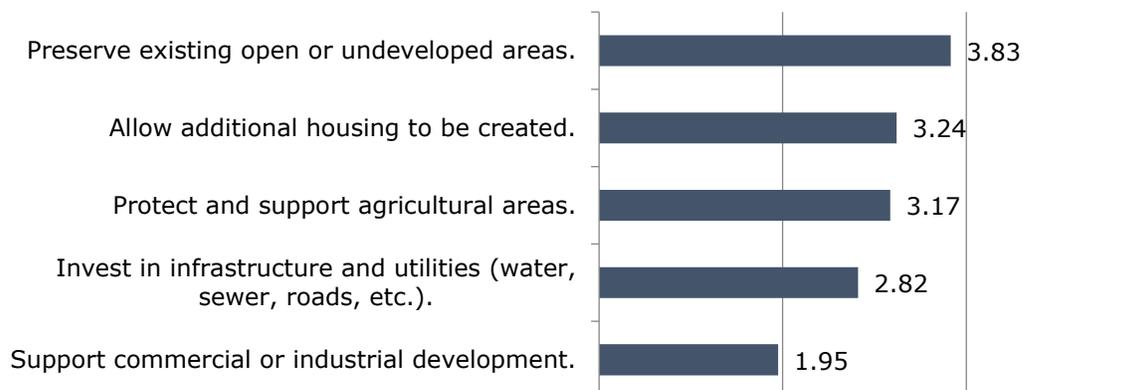
Discussions with municipal leaders have revealed that even where there is desire for new and innovative housing types – in both existing town centers and as brand-new development – municipalities in New Hampshire are faced with limited utilities and transportation infrastructure capacity. New data shows that less than 6% of land in New Hampshire is connected to both sewer and water connections. Communities with established urban cores, like the three cities, Durham, Farmington, and Newmarket, can use the sewer and water availability to their advantage to encourage development in a particular area. For communities with a suburban and village-center character, the capital cost of water and sewer infrastructure that could allow for density that would reduce the cost of municipal services and preserve rural areas is prohibitive. This same challenge of new municipal infrastructure exists for communities wanting to attract commercial, industrial, or business opportunities to balance tax bases. This was recognized by a small minority of survey responses and discussion with the public at tabling events.

71% of responses suggested that development occur in already developed areas, but only 30% wished to invest in new infrastructure as a first- or second-choice priority.

Q6. Where should development occur in the region? Select all that apply. n = 272



Q7. Rank the following by importance to you [weighted score]. n = 272



From the Survey

“The region should avoid building new infrastructure for transportation, water, and sewer to support new developments. Taking advantage of our current public investments to support new private investment is a much more valuable strategy that allows our region to increase its return on those public investments, making the municipality more financially resilient. Also, avoid development along corridors dedicated to transportation, unless you want to reduce the usefulness of productive movement from those transportation investments.”

From the Survey

“Building more roads increases runoff and a burden on the infrastructure ie- PD, FD, and Highway crews”

From the Survey

“Transportation Corridors can become hubs for infrastructure connection supporting mixed use & multi-family housing, as well as becoming wildlife-friendly corridors! We can totally use transportation corridors as a means for replanting native species/pollinator habitats through roadside vegetation management & landscaping for multi-family dwelling land uses. I think we should maximize co-benefits along transportation corridors and utilize the potential of locations where utilities co-occur to support more housing. This could also lead to shared-use paths/protected bike lanes and sidewalks suitable for connecting housing & employment with shorter, multi-modal commutes.”



Figure 7 - New 55+ housing in Northwood. Source: SRPC.

Balanced Spaces

Survey respondents were very vocal about greenspace, recreational assets, waterways, and thoughtful development that respects these. Commissioners and partner organizations highlighted the importance of partnering with regional land trusts and conservation entities for identifying sensitive areas and enhancing public outreach. Secondly, commissioners and partner organizations suspected that recreational assets can serve as a “launch” point for identifying the characteristics the community looks for in preservation and as a tool for directing attention to particular areas that should be preserved. Related, several of the outreach methods for *Forward Thinking* revealed an interest in both indexing and promoting municipal ownership of land for conservation.

From the Survey

“Make it more attainable to increase development in town and city centers, greater or no height limits, multi-family units, TIFs, etc”

From the Survey

“...more commerce in Barrington to offset tax burden for residential development with increased school budget, but keeping rural nature of community by developing along route 125”

(Q7) Rankings related to infrastructure, by section of the region. N =272

SRPC Northern Communities ¹	SRPC Central Communities ²	SRPC Southern Communities ³
1. Preserve existing open or undeveloped areas.	1. Preserve existing open or undeveloped areas.	1. Preserve existing open or undeveloped areas.
2. Protect and support agricultural areas.	2. Allow additional housing to be created.	2. Protect and support agricultural areas.
3. Allow additional housing to be created.	3. Invest in infrastructure and utilities.	3. Allow additional housing to be created.

¹ Wakefield, Brookfield, Middleton, New Durham, Milton, Farmington.

² Strafford, Barrington, Rochester, Somersworth, Dover, Rollinsford.

³ Northwood, Nottingham, Lee, Madbury, Durham, Newmarket.

Historic Resources & Town Centers

Municipal leaders and planning boards reflected on contemporary conservation and development tools that have found success in our region, such as RSA 79-E, TIF districts, transferring of development rights, and CDBG grants. The SRPC region has a diverse range of communities, many of which have an established, core downtown or town center as a result of being among the oldest communities in New England and from having origins in mills. From the survey and conversation with the communities, many of the favorite businesses in our region are those in these distinct town and village centers.

Several land use chapters of master plans called for enhancement to downtowns, historic mill districts, and village centers. This appears to be for a variety of reasons, including preserving historic sites, preventing sprawl development, driving a base for local businesses, and more.

<p>Newmarket's 2025 comprehensive update to the town's master plan was majorly focused on infill planning, with a chapter dedicated to the town's downtown riverfront, and heavy public participation sought for strategies to enhance the "gateway" areas outside of the downtown.</p>	<p>Businesses engaging with Dover's 2023 update to the city's Vision chapter reflected, "The [Cocheco] Mills courtyard is under-utilized, we should do something with the space."</p>
<p>A goal from Farmington's 2021 Economic Development chapter: "Revitalize the Village Center District to be a place that provides convenient services for Town residents and provides amenities and attractions for visitors in a pedestrian-safe attractive environment."</p>	<p>Rollinsford's 2011 Future Land Use chapter suggests, "Investigating the conversion of space in the mills to residential condominiums in an effort to revitalize the businesses in downtown Rollinsford. Any future residential uses in the mills would need to be carefully examined to ensure that the need for added municipal services does not increase as a result."</p>

Workshop Reflections

Commissioners municipal staff lauded the successes of programs such as 79-E, CDBG, and Housing Champions.

Community & Regional Character

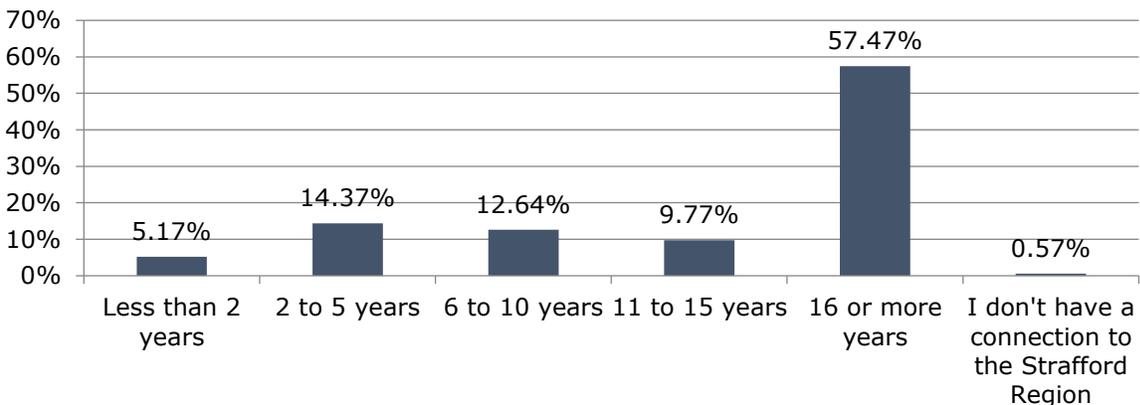
The changing demographics of New Hampshire and the greater Seacoast region had major influence on the input SRPC received. Concrete data on where individuals are “from” and recent relocations are not easily obtained, so much of the input is qualitative or even anecdotal, from survey comments, commissioners, and other sources. Despite this, there was a recurring theme of different expectations among age groups and people who are “from” the region or “not from” the region.

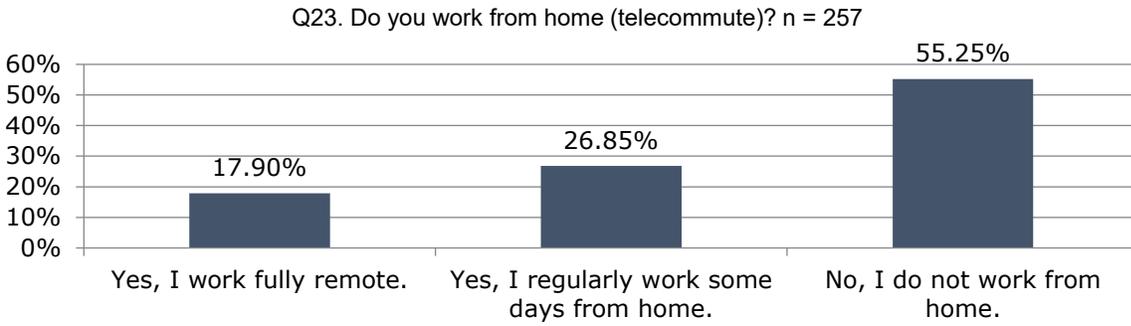
Northern New England is still realizing the impacts of transitions to remote work during the pandemic, although data on remote work and relocations across state lines is difficult to source. For the *Forward Thinking* survey, longevity or amount of time living in the region had little impact on self-reported remote work status. All groups reported 40-50% remote working some or all of the time.

Over time, SRPC has heard that the region is a draw for the outdoors, with no shortage of commentary on this in all forms of outreach completed for *Forward Thinking*. The State of New Hampshire has noticed, with its economic development agencies having launched a major recreation campaign recently. The region comes with the added attractions of being within 1 to 2 hours of metropolitan Boston for medical care, employment and higher salary potential, and transit hubs – major draws for all age groups. Survey responses and conversations with community members similarly illustrated that “bigger” outdoor destinations in the Lakes Region and White Mountains are found within the same distance of our region. In the survey, “recreation” was the destination respondents were most likely to be willing to travel more than an hour for.

One fault of the survey is that SRPC did not include questions or response options regarding retirement or being retired. This may have led to confusion in responding to questions regarding commuting and remote work. Another note is that SRPC did not differentiate “affiliation” with the region, having asked “How long have you, lived, worked, or had any connection to the Strafford Region?”

Q3. How long have you, lived, worked, or had any connection to the Strafford Region?
N = 348





From the Survey

“Folks don’t want to lose any conservation areas, they move here for the stars, the clean air, the quiet back roads, and wish to preserve areas for the wildlife.”

From the Survey

“Breakaway/Flight Cafe. Support young business owners!” –A response to “What is your favorite local business in the region?”



Figure 8 - SRPC trail counter on the Cotton Valley Rail Trail in Brookfield. Source: SRPC.

Housing

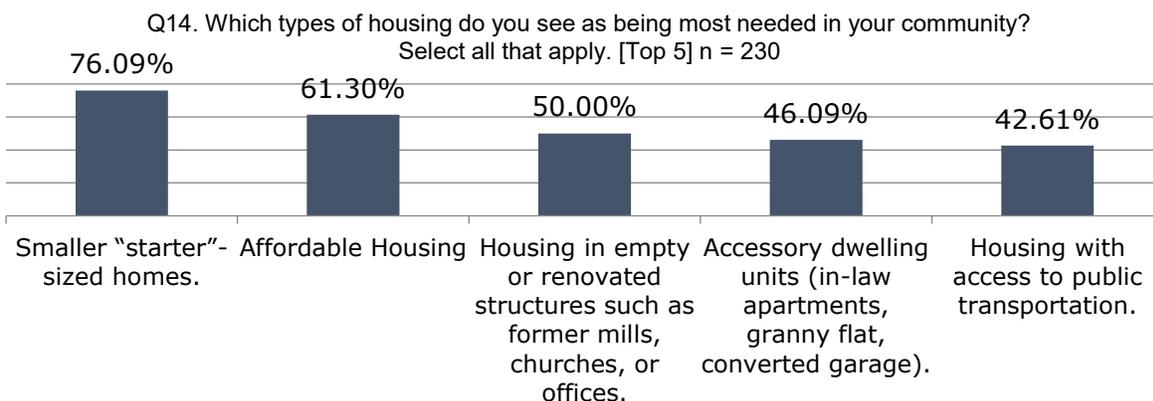
Fifty-five percent of survey respondents indicated that “people moving into the region who can afford higher prices” are impacting availability and pricing in the region. No one group stands out as selecting this option more often than another. Newcomers to the region (affiliation of less than 5 years) were more likely to respond that “local attitudes or opposition” were impacting housing. For housing costs, survey respondents who rent (n = 27) believed an “affordable” 1-bedroom rental to be \$1,056 and an affordable purchase price of a single-family home to be \$277,625.

Across all outreach methods, participants and respondents agreed that housing that is not adaptable to aging in place is exacerbated by a lack of transportation options and communities or neighborhoods with poor connectivity.

(Q9-Q12) Perceived Housing Affordability.			
“What do you consider to be an affordable _____?” (average)	All responses (n = 263)	Age under 35 (n = 38)	Age 65 and older (n = 69)
...monthly rent for a 1-bedroom home or apartment?	\$1,202	\$1,009	\$1,331
...monthly rent for a 2-bedroom home or apartment?	\$1,642	\$1,446	\$1,765
...affordable monthly mortgage payment?	\$1,834	\$1,486	\$1,843
... affordable purchase price for a home?	\$337,644	\$294,676	\$363,294

Workshop Reflections

One SRPC commissioner felt that a rapidly expanding rental market in response to unaffordable homes for purchase has not included enough rental homes for families, with 3 or 4 bedrooms.



Resilience

From the Survey

“Stop building on waterways. Science tells us climate change is going to make a big impact in this area and it seems illogical to me that so many new buildings keep popping up along the water. Those are the first places that will be affected.”

From our Communities’ Master Plans

Dover’s 2025 master plan progress check suggests: “Explore the feasibility of installing solar panels on multiple City-owned building, the adaptive reuse of existing brownfields/Superfund sites for solar arrays.”

Recreation

Workshop Reflections

In contrast to destinations of the Lakes Region, White Mountains, and coastal communities, many SRPC communities see themselves as day-trip destinations, from metropolitan Boston and other areas of southern New Hampshire.

Workshop Reflections

Municipal leaders are anxious for their communities to utilize any benefits, funding, or incentives put forward by the State in their new RecReady campaign and any other tourism-related strategies.

Equity

Workshop Reflections

Commissioners and partner organizations see that the planning community in New Hampshire is close and maintains regular and efficient communications. They are enthusiastic about sustaining momentum to bring more voices to the table.

Workshop Reflections

Commissioners suggested SRPC reserve a seat on the commission for a UNH student.

Workshop Reflections

“I think the bigger towns... get very stuck in the process, like, ‘There’s a way to do a meeting’ and I think the small towns are more relational and more open to these conversations... I feel like they [big communities] often are excluding lots of people more than including people.” -SRPC Commissioner.

Outreach Methods

Through 2025, the Strafford Regional Planning Commission conducted outreach for the *Forward Thinking* Regional Comprehensive Plan through several methods.

Type	Measure of Engagement
Regionwide Survey	353 responses
Regional Plan Subcommittee	7 members from 6 communities
Community Events	7 events in 5 communities
Commissioner Interviews	5 interviews
Staff Review of Region's Master Plans	18 summaries of master plans
Planning Board Workshops	8 workshops
Partner and Commissioner Workshop	21 attendees
Social Media (LinkedIn and Facebook)	20 posts, totaling 69 reactions or impressions

Regionwide Survey

The *Forward Thinking* survey questions were developed by staff, with inspiration from the other comprehensive plan updates at the regional planning commissions in New Hampshire. Some of the survey content was influenced by recent outreach conducted for master plan work in several of our communities. It was also influenced by the Regional Housing Needs Assessment, another regionwide plan completed by SRPC in 2022. A full list of the questions asked are found as an appendix in this document. The survey was open from January to July 2025 and hosted on SurveyMonkey.

Regional Plan Subcommittee

The Regional Plan Subcommittee was formed to help guide staff in developing outreach and reviewing plan content. While the members are from our southern communities, they represent a cross section of urban communities like Dover, and rural communities like Northwood. The committee's kickoff meeting was in June 2025 and will continue to meet monthly until the adoption of the plans.

Community Events

SRPC staff wished to hear from community members directly to capture nuances not found in a survey or through conversation with municipal leadership. SRPC was able to "table" at seven events in five of the communities in August and September 2025. Northern, central, and southern communities were included, as well as urban and rural. To spark conversation, staff printed poster boards with provoking questions about volunteerism, community character, and similarities and differences with neighboring communities.

Notably, several members of the community came to events for the sole purpose of engaging with SRPC!

Commissioner Interviews

SRPC conducted staff interviews as a featured item in the Newsletter in 2018 and 2019. These interviews asked staff members about their hobbies, favorite music and television, and other "light" questions. As many new staff and commissioners

have joined SRPC since that time, staff proposed restarting this series with commissioners. There were three primary purposes. Staff wished to get to know commissioners, both new and veteran. Staff also wished to gain a deeper understanding of what draws a community member to volunteer their time with a regional planning commission for future recruitment efforts. Finally, for the regional plan update, all wished to investigate the partnerships that exist between individual communities in our region. These were sporadic throughout 2025. Staff hope to continue interviews beyond *Forward Thinking* and expand the opportunity to municipal staff.

Staff Review of Master Plans

While not a form of direct outreach, the staff review of all 18 municipal master plans was useful for identifying common goals and noting the evolution of goals and trends over many years. The oldest master plan in the region is that of Rollinsford, last updated in 2011, although individual chapters of some master plans in our region are even older. Many whole or partial master plans have been updated in 2025, such as those of Brookfield, Madbury, Nottingham, Newmarket, Northwood, Nottingham, and Somersworth.

Community	Most Recent Update Year	Most Recent Update Type	Community	Most Recent Update Year	Most Recent Update Type
Lee (pending)	2026	Full	Rochester	2024	Partial
Dover (pending)	2026	Partial	Durham	2023	Partial
Brookfield	2025	Full	Strafford	2023	Full
Madbury	2025	Partial	Middleton	2022	Full
Newmarket	2025	Full	Farmington	2021	Full
Northwood	2025	Partial	Milton	2017	Partial
Nottingham	2025	Partial	New Durham	2017	Full
Somersworth	2025	Partial	Wakefield	2014	Partial
Barrington	2024	Partial	Rollinsford	2011	Partial

Planning Board Workshops

In discussion with the Subcommittee and SRPC staff circuit riders, the *Forward Thinking* staff team determined that state funding and assistance, housing and tax base, and climate change were among the most pressing contemporary planning concerns in our communities. The *Forward Thinking* team elected to investigate further and sought conversation with the planning boards of communities in the region. Staff and subcommittee members had a particular interest in regional collaboration and how communities perceive themselves in relation to their neighbors. SRPC held discussions with the planning boards of _ communities between November 2025 and January 2026.

Partner & Commissioner Workshop

SRPC had hinted at a regional plan update at the June 2024 Annual Meeting and later at the first-ever Commissioner 101 in November 2024, with passive engagement activities seeking input on regional identity. However, the first formal,

dedicated event for *Forward Thinking* was a workshop held in April 2025 for commissioners, municipal staff, and partner organizations. For the land use, transportation, and economic development program areas, staff facilitated a Strengths, Opportunities, Aspirations, and Results (SOAR) brainstorm session that resulted in actions to place on a feasibility-impact matrix. The event was attended by 21 individuals representing eight municipalities and three partner organizations.

Social Media

As with all SRPC programs, projects, notices of funding opportunities, and organizational updates, *Forward Thinking* content was added to SRPC's Facebook and LinkedIn rotation. The 20 posts included survey updates, announcements that SRPC staff would be at community events, and other relevant information. SRPC will continue providing updates on *Forward Thinking* through its social media channels.

Why is *Forward Thinking* divided into three sections?

Transportation

The Transportation Chapter of *Forward Thinking* serves doubly as the newest iteration of the Metropolitan Transportation Plan (MTP) or long-range transportation plan. SRPC is a federally designated metropolitan planning organization (MPO) that advocates for the transportation needs of local communities in urban areas of 50,000 or more. SRPC is one of four RPCs in New Hampshire with such a designation. MPOs are required to produce a metropolitan or long-range transportation plan regularly that scopes projects and needs for a 20 to 30 year horizon.

As with all work SRPC conducts as an MPO, the outreach conducted for the transportation arm of *Forward Thinking* is intended to follow the “3 Cs” approach to planning; it is continuous, cooperative, and comprehensive. MPOs have flexibility with the outreach they conduct for long-range plans. For *Forward Thinking*, SRPC was interested in capturing a “snapshot in time” of the transportation needs of 2025 and how they interplay with the economic and land use realities of our region. USDOT has begun suggesting added emphasis on housing as part of transportation planning for MPOs, and this synergizes well with the intent of a regional comprehensive plan like *Forward Thinking*.

While outreach for MTPs can guide particular attention toward place-specific improvements or a particular project, it also serves as a forum for naming transportation themes or general trends that are specific to a region. Using the outreach methods from above, SRPC was able to identify the resounding themes, trends, requests, phenomena, likes, dislikes, and relationships with other quality of life aspects of our region. The final project list and associated cost estimates from this Transportation Chapter/MTP will be sorted by the goal areas below.

Economic Development

The region’s next five-year Comprehensive Economic Development Strategy (CEDS) for 2026-2030 will act as the economic development chapter of *Forward Thinking*. As a federally designated Economic Development District (EDD), SRPC is charged with developing and maintaining a five-year vision for regional economic development. The CEDS is a strategic plan for regional economic development that helps guide regional priorities and coordinate actions that advance economic development and resilience. The CEDS is developed through a collaborative, stakeholder-driven process and fully updates every five years, with yearly progress updates.

Components of a CEDS include:

- Summary background of economic conditions in the region and a thorough analysis of regional strengths, opportunities, challenges, and vulnerabilities
- A vision, goals, and action plan to implement strategies for regional economic development and resilience
- A prioritized list of regional projects (Priority Projects List) that support the strategy and vision of economic development and resilience established in the document

Environment, Land Use, and Housing

SRPC has the most flexibility with the Environmental, Land Use, and Housing topics within *Forward Thinking*. Strategic regional planning is a process for examining current environmental, social, economic, and structural conditions in a region and for considering future changes in order to identify actions that will sustain or enhance quality of life for its residents. While some factors informing this process can be regarded individually, successful implementation requires careful consideration of the interactions among them.

As defined by RSA 36:45, the duty of the regional planning commission is to:

“...prepare a coordinated plan for the development of a region, taking into account present and future needs with a view toward encouraging the most appropriate use of land, such as for agriculture, forestry, industry, commerce, and housing; the facilitation of transportation and communication; the proper and economic location of public utilities and services; the development of adequate recreational areas; the promotion of good civic design; and the wise and efficient expenditure of public funds.”

Appendices

- Commissioner Interview Questions
- 4/11 Feasibility-Impact Results
- Planning Board Workshop Flyer and Questions
- Survey Questions and Results

A. Commissioner Interview Questions

1. What is your background in? Where did you go to college or what trade are you in?
2. What is/was your current day job/trade?
3. What is your role in your municipality, if any?
4. Are you from the Strafford region?
5. How did you find your way to SRPC?
6. What makes you come back?
7. What role(s) do you serve in? (TAC? Commission? Chair? Vice Chair?)
8. How long have you served?
9. What is an SRPC project or effort that you enjoyed working on or was popular with your community?
10. Are there particular SRPC projects, topics, or efforts that you would have liked to learn more about while they were in process?
11. Does your municipality respond to SRPC updates when you present them? Are they interested and engaged? Do they feel that they are just checking off a box?
12. What can the small towns learn from the big towns and vice versa?
13. What partnerships are you aware of that would be beneficial? Which other organizations are you involved with?
14. Where is your favorite natural spot in the region?
15. Pets? Hobbies? Anything else you'd like to share?

STRATEGIES
EC-Dev-CR

ACTION?

ITEMS

SHORT TERM (1-2 yrs)

Evolve Collab.

→ See ** score, SBDC
→ SCS in person, annual SRP networking w/ a collab. task to tackle.
- commissioners as ambassadors

bus. engaged in meeting Hsg.

build pub participation processes

Zoning reform

→ highlight case studies & opportunities

MEDIUM TERM (2-5 yrs)

YIGBY

advertise rec. opportunities

incubator

Partner w/ UNA Business school? Retired professors & professionals + tech. schools
→ score, SBDC

Support Homeowners to be come creators too

Braunfields

→ use current & continue to fund prog.

LONG TERM (5+ yrs)

Use town land to build housing

Freight Infra.

Water/sewer

Complete Streets

Low Feas
High Imp

reduce close the gap
btwn. hsg ↑ and
income ↑

H-H

✓ Drownfields
Rider.

✓ Build public
participatory processes
(challenge of broad representation)
✓ Use town owned land
to build housing

HIGH

Support Community

✓ Hsg. Zoning reform mod/mod

- co housing
- intergenerational hsg

Strengthen into
HUB / comm's
Journalism

✓ YIGBY
Incubator

Ec. Dev. Circuit Rider.

✓ Evolve SEDS → strengthen
collab betwn. orgs/entities

Fund Hsg. Progs
Fund Hsg. Progs

✓ build sewer
& water

franchise
child care
✓ incubator

✓ businesses engaged
in meeting hsg.

FEASIBILITY →

✓ Railroads → Freight infra.

✓ advertise recreation app.

PIO's - indiv.
munis.

✓ Support Home owners
to become Home
creators (ADUs)

LOW

✓ Complete Streets
Bicycle connections

LOW

HIGH Feas
Low Imp.

IMPACT

Seacoast Econ. Dev. Stakeholders
Growth - we are all growing
Quality of life - access to mtns., ocean cities

Great Bay - Tourism, attraction, aquaculture, eco-syst. services

transp. corridors - train to Bos
Safe region - don't have to lock the doors - esp. rural areas.

Large Employers - Hospitals, Lanza, PINSY
UNH + GBCC - educated workforce experience to help businesses grow.

High Earnings | Exceptional downtown
good governance | Arts, sm. bus. support

Strengths

Need to make land more avail. for a mix of dev. & housing.
- availability varies by muni

Redevelopment of underused manuf. buildings → some can be transformed create incubator space

More support for sm. businesses - marketing

GBCC @ Pease + Roc. Lilac Mall → not used much

Liberty in Dev.

SPDC - trying to get out there opp for bigger tech. & higher paying GE / Aclara bldg in SOM

Support more child care - affordability & access

Access to Health Care Services (trend is to consolidation) despite high. level of service we are considered medically underserved?

Opportunities

* Civic engagement in small communities
* Aspirations
↑ ALL communities

Accessible Health care throughout the region - maintain & grow distributed services → primary care avail. in N. Region

EVERYONE IS HOUSED

Better connections btwn outdoor rec & communities / centers create better access to Rec.

Econ. Dev. Staff avail. to small towns.

Communication Channel & revitalized journalism hub

More Businesses to think like Harmony Homes

Results

advertise rec. & resources already available & educate on preservation!

Econ. Dev. Circuit Rider @ SRPC

Redev. of Brownfields

Public Info. Officers in Cities like Roc.

Aff. Housing

Infra. improvements

Taxes ↓ & people understand them

More people participating & more towns using participatory processes

Enough Aff. Childcare

Protection of Waterways

HIGH

Keeping POP up to date

Non-profits

Improve w/ UH
= Increase relationship
= Improve relationship w/ schools in the region

Identification of funding sources = grant writing
= New grant identification
= monitor to qualification
= Grant reviews
= scope of work
= adapting to new

Planning Staff
engaging w/ elementary schools
expanding education partnerships

= Collaborate w/ planners in the region to coordinate on land use decisions in the region
(Council of Governments)

Improve civic engagement to allow a greater diversity on land use decisions.
- town
- public meetings

= Move to implement etc.
= Committee to not rely solely on grant funding

Open space
= long-term maintenance w/ funding
= balance growth w/ preservation

FEASIBILITY

BRING BACK CIVICS IN SCHOOL

= linking regional land trusts w/ local conservation commissions
(see plan)
= determine under utilized public properties that may benefit from regional help

= Source data on school enrollment + teacher retention + recruitment
↳ include other essential services (police/fire)

= Provide education on economic impacts of loss in water resources
= Government hook

Working with state organization

Maintaining utility infrastructure

Funding sources for future conservation

LOW

getting people to work to level new policies to be created

Public education of climate change impacts
? municipalities concern for buried infrastructure

LOW

HIGH

IMPACT

Inter community Planning Staff
Collaboration.

- Open Space
 - Trails
 - Fishing

Cooperation between developers, land owners, & community

• Balance between Commercial + Open Space

• Good understanding of land use + implications of development.

• Waterways / public education of stewardship

• Shared

Service agreements

• UNH/Cooperative Extension

STRENGTHS

ASPIRATIONS

• Increased local/Regional knowledge of Rec. Locations

• Encourage new housing development while mitigating impacts to waterways

• Planning for climate change impacts

• In-fill development / Missing Middle Housing

• Managing public access (pollution/trash, etc)

• Engage w/ land trusts

• Capital improvement planning

• Liason between UNH/representation on Commission

• Adaptive reuse (Malls/empty office space)

• Inter Regional collaboration to plan for open space protection of land coming out of current use

Relationship with Community Land Trusts
UNH Cooperative Extension

Adaptive Reuse of Commercial properties

Municipally Owned Land

OPPORTUNITIES

RESULTS

Develop our economy and create job opportunities to young people and families through smart growth

In fill development + creation of missing middle housing

UNH Rep on SRPE Commission

HIGH Feasibility

ID 1
TRAFFIC CALMING ACTION FOR EACH COMMUNITY

OUTREACH + SUCCESS STORIES

RRFBs (LIT CROSSWALKS)
ON DEMAND FLASHING/CROSSWALKS

100% COMPLETE STREETS

ZIPCAR RIDE SHARE RESEARCH

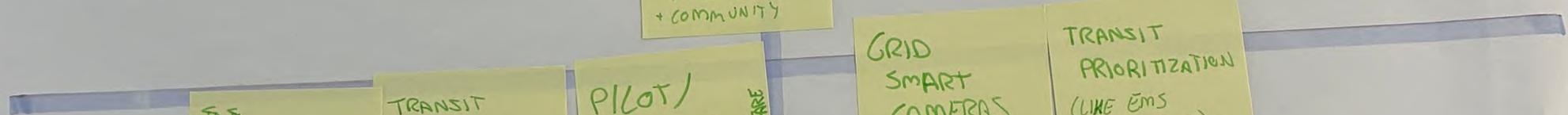
MUNICIPAL RESPONSIBILITY FOR SIDEWALKS

SCHOOL BUS STUDY?

UTILIZING EV CHARGERS FOR CREATING THIRD SPACE + COMMUNITY

PROTECTED BIKE LANES

DEMONSTRATION PROCESS



EASEMENTS FOR TRAILS
WHICH ONES HAVE RESTRICTIONS?

TRANSIT "TRAINING" PROGRAM/STAFF MEMBER

PILOT/ FIRST-TIME RIDER PROGRAMS
* w/ PUNCH CARD
FOR REDUCED FARE

GRID SMART CAMERAS

TRANSIT PRIORITIZATION (LIKE EMS PRE EMPTION)
RT. 9 WEEKS!

LOW Feasibility

TRANSITION WILD CAT to ON-CAMPUS ONLY

INCREASED COST SERVICE

NON MEDICAL SENIOR TRIPS/OUTINGS VAN SHARE
CHARITABLE GIVING?

EMPLOYER PROVIDED TRANSPORT

WAYFINDING BETTER TRAIL SIGNAGE

PEOPLE WATER TAX!

LOW Impact

HIGH Impact

Trampe

TRI CITY COLLABS

COAST

C&J

DEMAND RESPONSE (TRIP LINK / READRIDES)

MINIMUMS
↓
LOWER COST FOR CITY + DEV?

FARE FREE DAYS

DIVERSITY OF DIFFERENT TRANSP. OPTIONS

AMTRAK

EXISTING HWY NETWORK + INTERREG. CONNECTIONS

ENCOURAGING TOD + DEVS ASKING FOR NEW BUS STOP

EVOLVING TECHNOLOGY (AVS? vehicle-to-intel?)

CULTURAL CUES

EQUITABLE PIE CHART WHY IS THE HWY SPENDING A LARGE SLICE

RT WES DUH

HOW TO TURN WILDCAT + COAST tag team into a partnership

REENTER TRANSP. NEEDS

STRENGTHS

OPPORTUNITIES

CHOICES

ASPIRATIONS

RESULTS

MONITORING REG vs LOCAL vs DEMAND RESPONSE for transit

TRANSITION ~~way~~ to campus only?

Committing to reduced vehicle miles

ZIPCAR

BIKE LANES

EBIKES / BIKE HUBS

PARK & RIDE COMMUTER LOTS (BY TOWN CONTR??)

POST ITS ARE NOT COLOR CODED ALL RANDOM

What do my town's planner and planning board do?

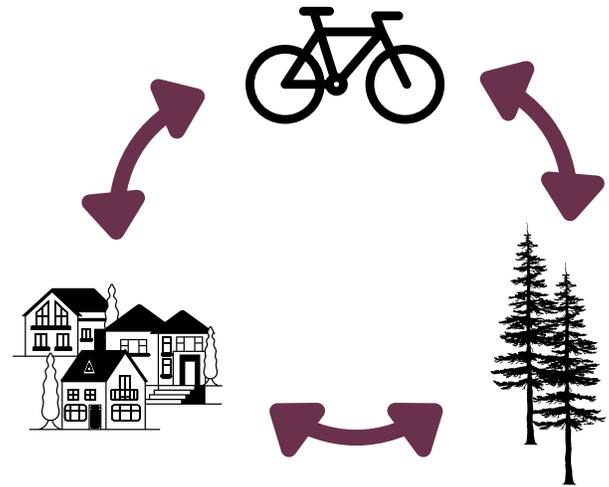
Your city or town has its own powers to do things like zone land, make site-specific decisions through the planning board, and make a master plan that acknowledges your community's unique history and layout.

The planner or planning board can then look at decisions through the lens of resources, utilities, neighborhoods, taxes, and more.

What do regional planning commissions do?

Natural and economic features, like lakes, mountains, and where people commute to and from, don't often match up with our city and town boundaries. But someone still needs to note how these things impact multiple communities.

This is where regional planning commissions come in. Regional planning commissions can share best practices and current events in multiple places and advocate for funding while our municipalities retain their local authority.



What's the big deal?

Your planning board adopts a master plan for your community. The Regional Planning Commission also issues a master plan. This new 2026 comprehensive plan for the Strafford Region will...

- Identify conservation priority areas across multiple communities and potential recreation links.
- Advocate for filling transportation gaps and greener commuting.
- Enhance the small business environment by addressing regional influences like workforce and tourism.

But first, we need to know...

...What's happening in our communities?

1. How would you describe your community's identity?

2. What do you view as your community's 'role' in our region?

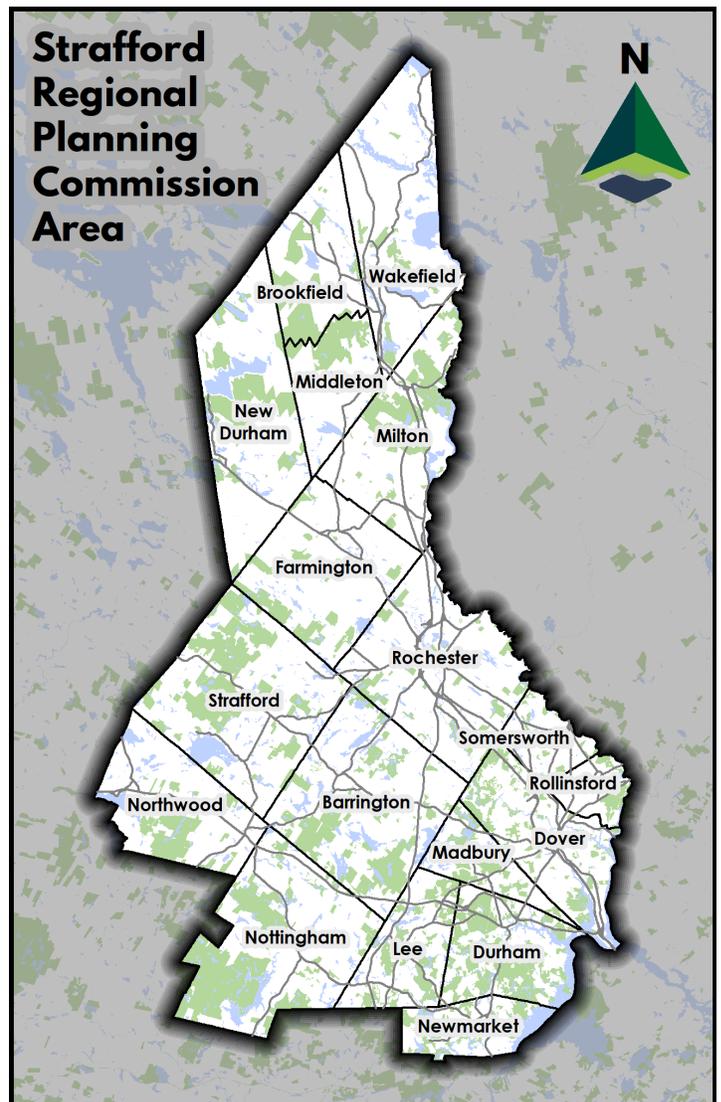
3. What are your community's priorities for...

- housing
- land use
- transportation
- economic development?

4. Do these priorities align with those of your neighboring cities and towns?

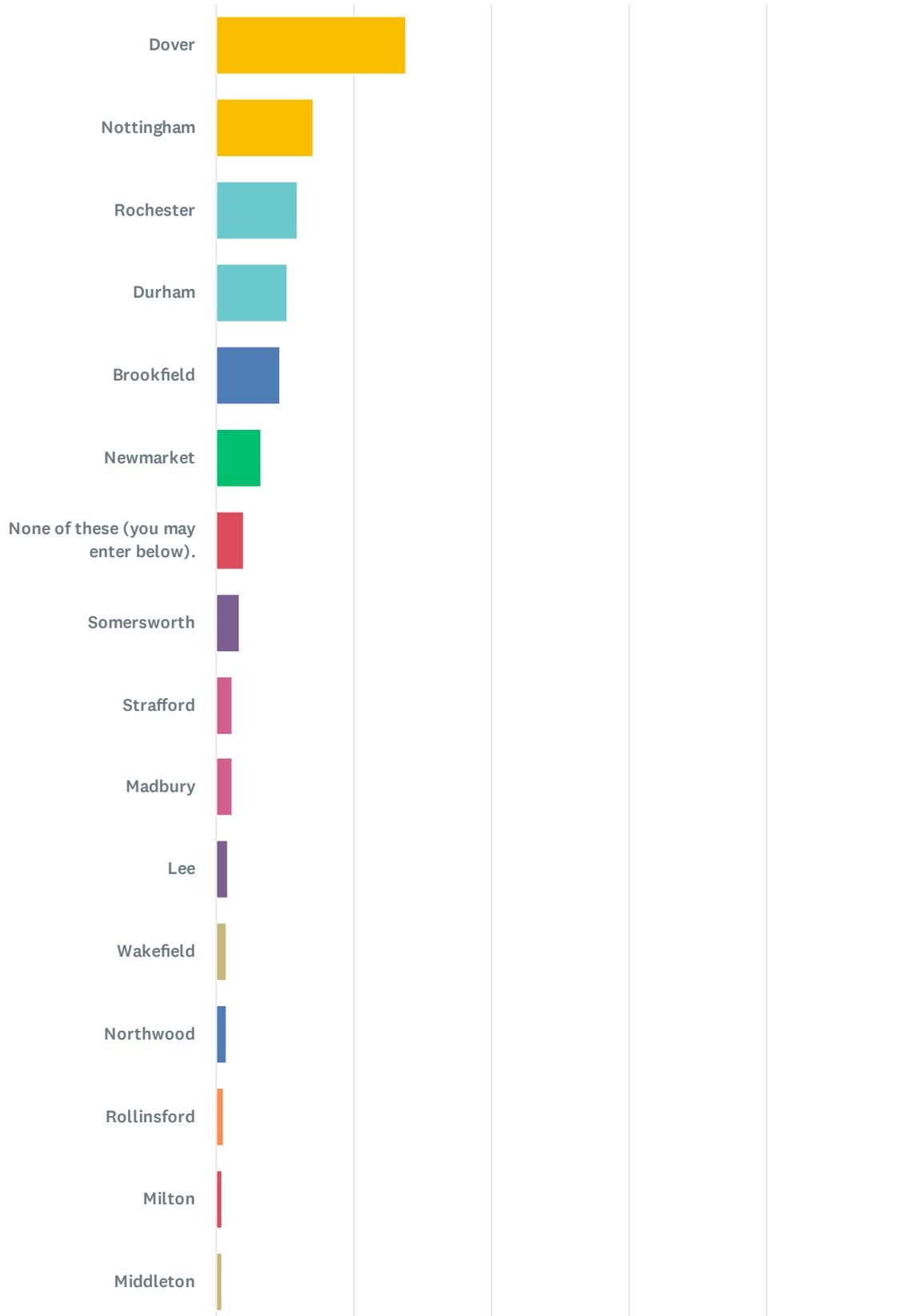
5. What progress has your community made toward any of these goals? What is enabling or hindering progress?

6. What are you most excited for in your community's near and long-term future?

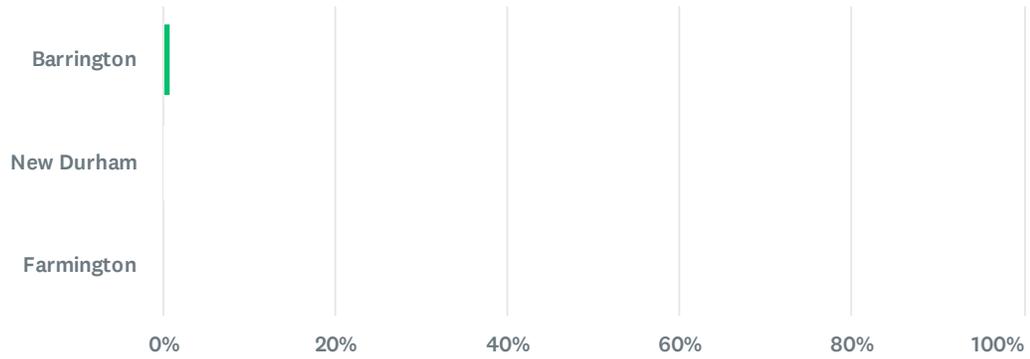


Q1 Which community do you live in?

Answered: 349 Skipped: 4



Forward Thinking: A Comprehensive Plan for the Strafford Region



^ Collapse

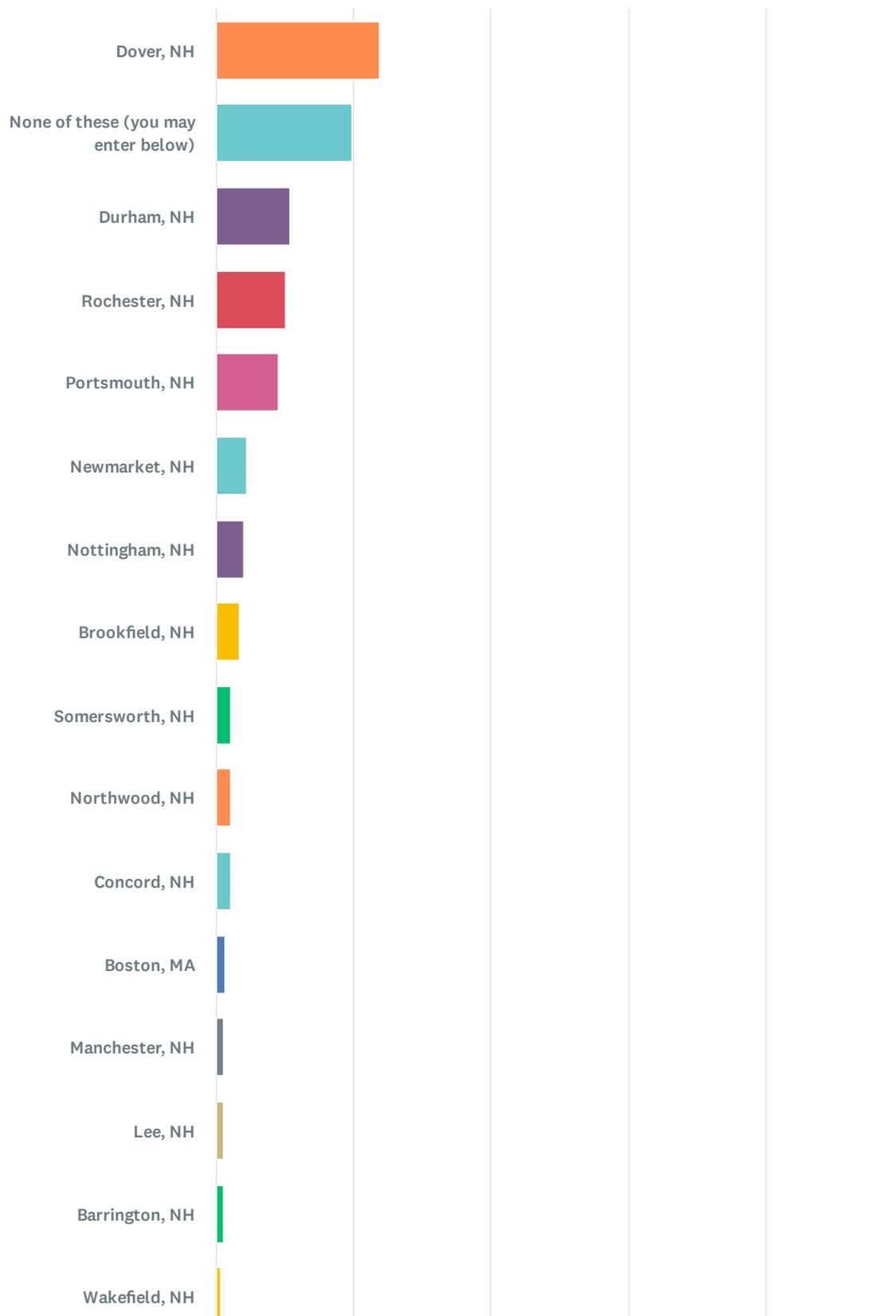
Answer Choices	Percentage	Responses
● Dover	27.51%	96
● Nottingham	14.04%	49
● Rochester	11.75%	41
● Durham	10.32%	36
● Brookfield	9.17%	32
● Newmarket	6.59%	23
● None of these (you may enter below). Show responses	4.01%	14
● Somersworth	3.44%	12
● Strafford	2.29%	8
● Madbury	2.29%	8
● Lee	1.72%	6
● Wakefield	1.43%	5
● Northwood	1.43%	5
● Rollinsford	1.15%	4
● Milton	0.86%	3
Total		349

Forward Thinking: A Comprehensive Plan for the Strafford Region

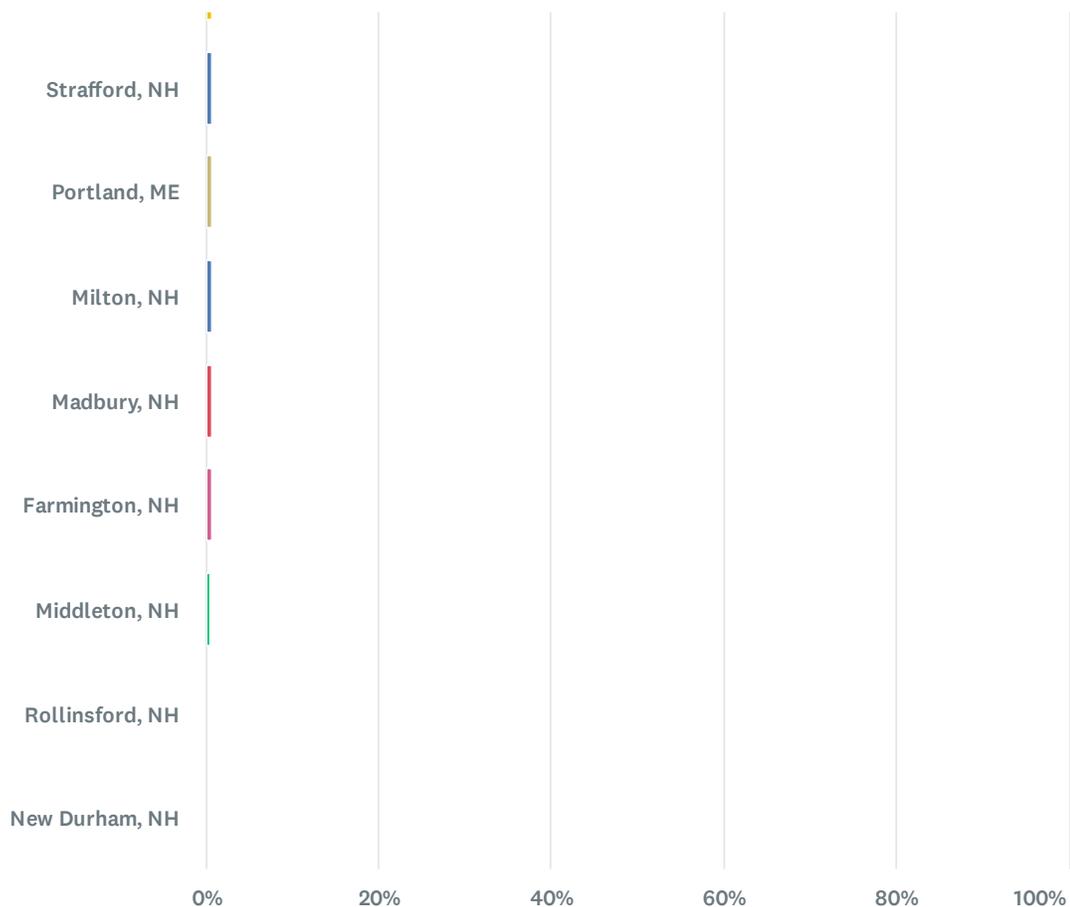
Answer Choices	Percentage	Responses
● Middleton	0.86%	3
● Barrington	0.86%	3
● New Durham	0.29%	1
● Farmington	0%	0
Total		349

Q2 If applicable, which community do you primarily work in?

Answered: 298 Skipped: 55



Forward Thinking: A Comprehensive Plan for the Strafford Region



^ Collapse

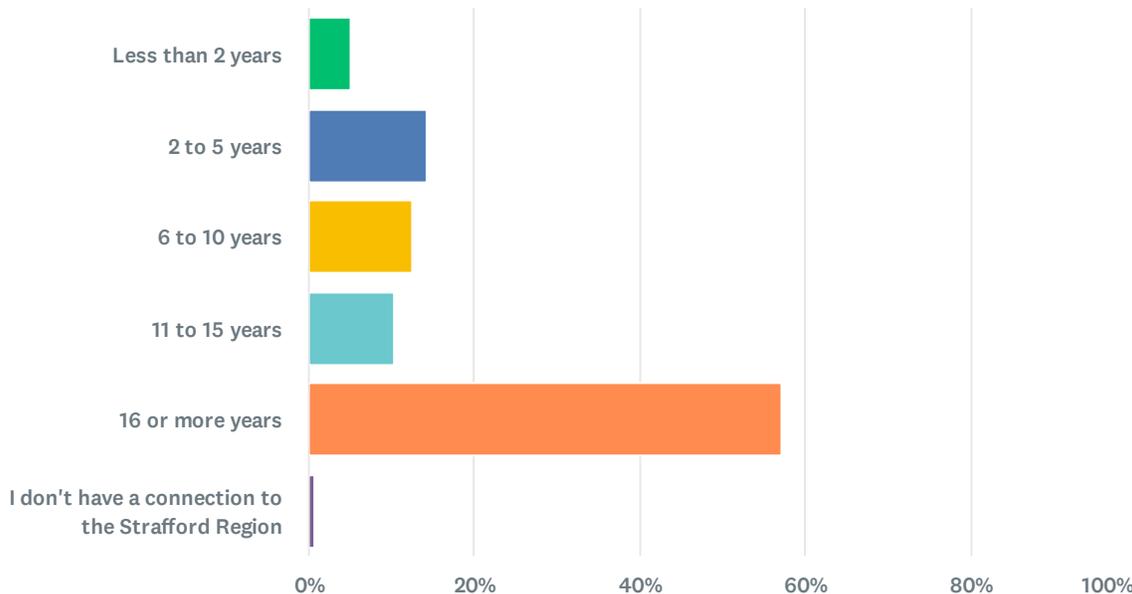
Answer Choices	Percentage	Responses
● Dover, NH	23.83%	71
● None of these (you may enter below) Show responses	19.80%	59
● Durham, NH	10.74%	32
● Rochester, NH	10.07%	30
● Portsmouth, NH	9.06%	27
● Newmarket, NH	4.36%	13
● Nottingham, NH	4.03%	12
● Brookfield, NH	3.36%	10
Total		298

Forward Thinking: A Comprehensive Plan for the Strafford Region

Answer Choices	Percentage	Responses
 Somersworth, NH	2.01%	6
 Northwood, NH	2.01%	6
 Concord, NH	2.01%	6
 Boston, MA	1.34%	4
 Manchester, NH	1.01%	3
 Lee, NH	1.01%	3
 Barrington, NH	1.01%	3
 Wakefield, NH	0.67%	2
 Strafford, NH	0.67%	2
 Portland, ME	0.67%	2
 Milton, NH	0.67%	2
 Madbury, NH	0.67%	2
 Farmington, NH	0.67%	2
 Middleton, NH	0.34%	1
 Rollinsford, NH	0%	0
 New Durham, NH	0%	0
Total		298

Q3 How long have you, lived, worked, or had any connection to the Strafford Region?

Answered: 350 Skipped: 3



Answer Choices	Percentage	Responses
● Less than 2 years	5.14%	18
● 2 to 5 years	14.29%	50
● 6 to 10 years	12.57%	44
● 11 to 15 years	10.29%	36
● 16 or more years	57.14%	200
● I don't have a connection to the Strafford Region	0.57%	2
Total		350

Q4 What is your favorite local business in the region and why? Please include the town or location in your response.

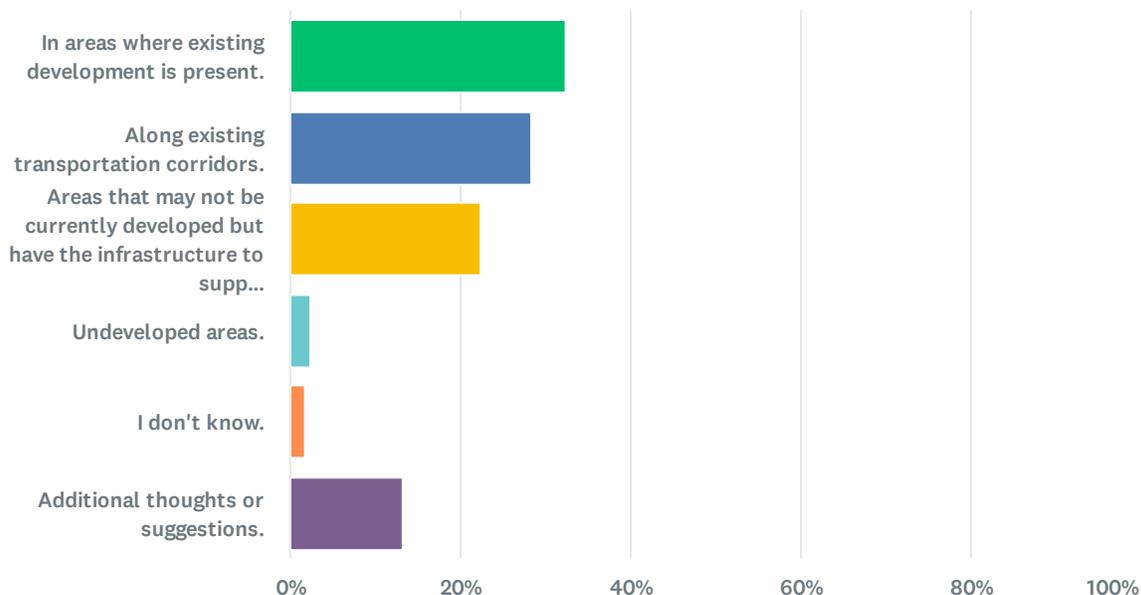
Answered: 247 Skipped: 106

Q5 What is your favorite spot for recreation in the region and why? Please include the town or location in your response.

Answered: 247 Skipped: 106

Q6 Where should development occur in the region? Select all that apply.

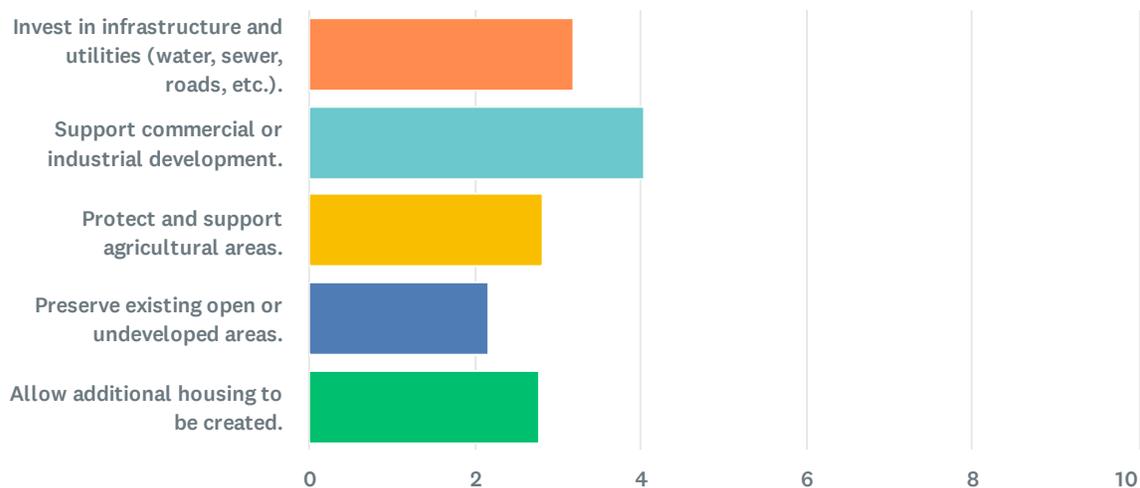
Answered: 274 Skipped: 79



Answer Choices	Percentage	Responses
● In areas where existing development is present.	32.34%	196
● Along existing transportation corridors.	28.22%	171
● Areas that may not be currently developed but have the infrastructure to support development, such as water and sewer connections.	22.28%	135
● Undeveloped areas.	2.31%	14
● I don't know.	1.65%	10
● Additional thoughts or suggestions. Show responses	13.20%	80
Total		606

Q7 Rank the following by importance to you.

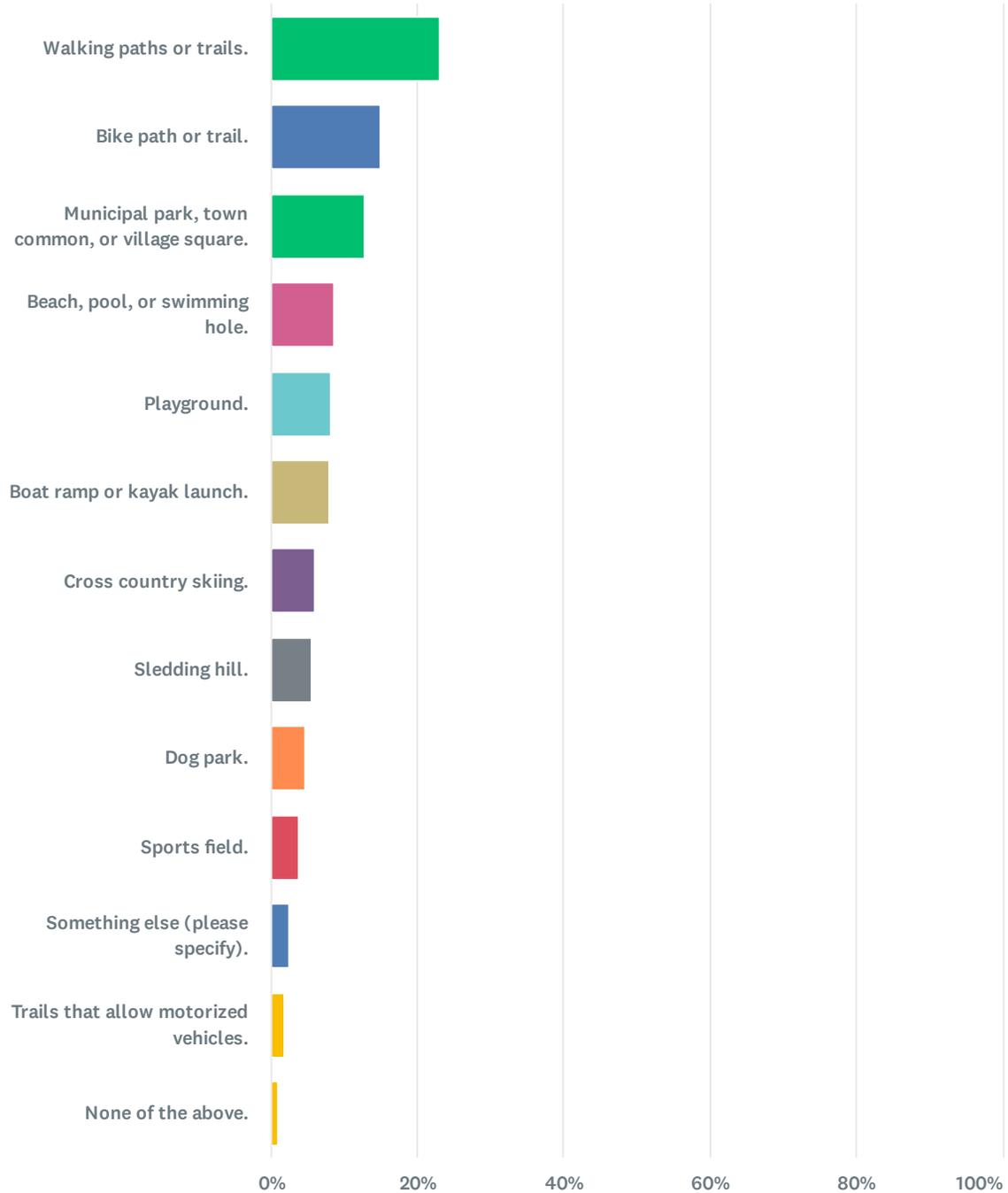
Answered: 274 Skipped: 79



	● 1	● 2	● 3	● 4	● 5	Total
Invest in infrastructure and utilities (water, sewer, roads, etc.).	9.85% 27	19.34% 53	31.02% 85	22.26% 61	17.52% 48	274
Support commercial or industrial development.	5.11% 14	7.66% 21	11.31% 31	28.83% 79	47.08% 129	274
Protect and support agricultural areas.	9.85% 27	37.96% 104	22.99% 63	18.25% 50	10.95% 30	274
Preserve existing open or undeveloped areas.	47.08% 129	18.98% 52	13.87% 38	10.58% 29	9.49% 26	274
Allow additional housing to be created.	28.10% 77	16.06% 44	20.80% 57	20.07% 55	14.96% 41	274
						1370

Q8 Which types of outdoor recreation are most important to have within walking distance of your home? Select all that apply.

Answered: 276 Skipped: 77



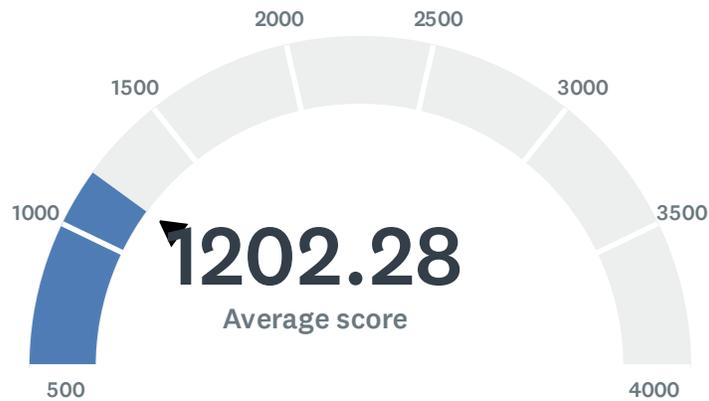
^ Collapse

Forward Thinking: A Comprehensive Plan for the Strafford Region

Answer Choices	Percentage	Responses
● Walking paths or trails.	23.08%	249
● Bike path or trail.	14.92%	161
● Municipal park, town common, or village square.	12.79%	138
● Beach, pool, or swimming hole.	8.62%	93
● Playground.	8.06%	87
● Boat ramp or kayak launch.	7.88%	85
● Cross country skiing.	5.93%	64
● Sledding hill.	5.38%	58
● Dog park.	4.54%	49
● Sports field.	3.71%	40
● Something else (please specify). Show responses	2.41%	26
● Trails that allow motorized vehicles.	1.85%	20
● None of the above.	0.83%	9
Total		1079

Q9 What do you consider an affordable monthly rent for a 1-bedroom home or apartment? Use the slider or enter manually.

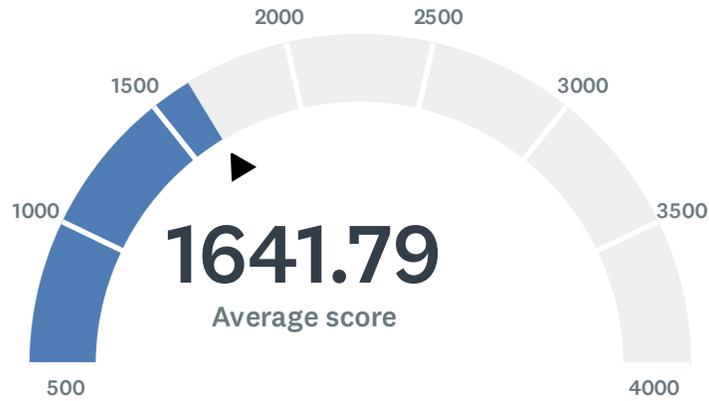
Answered: 263 Skipped: 90



Basic statistics ⓘ				
Minimum	Maximum	Median	Mean	Standard Deviation
500.00	4,000.00	1,200.00	1,202.28	386.06

Q10 What do you consider an affordable monthly rent for a 2-bedroom home or apartment? Use the slider or enter manually.

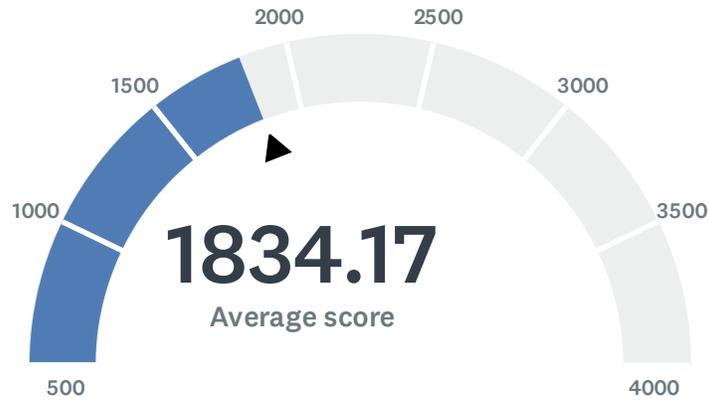
Answered: 262 Skipped: 91



Basic statistics ⓘ				
Minimum	Maximum	Median	Mean	Standard Deviation
500.00	3,400.00	1,600.00	1,641.79	449.36

Q11 What do you consider an affordable monthly mortgage payment? Use the slider or enter manually.

Answered: 259 Skipped: 94



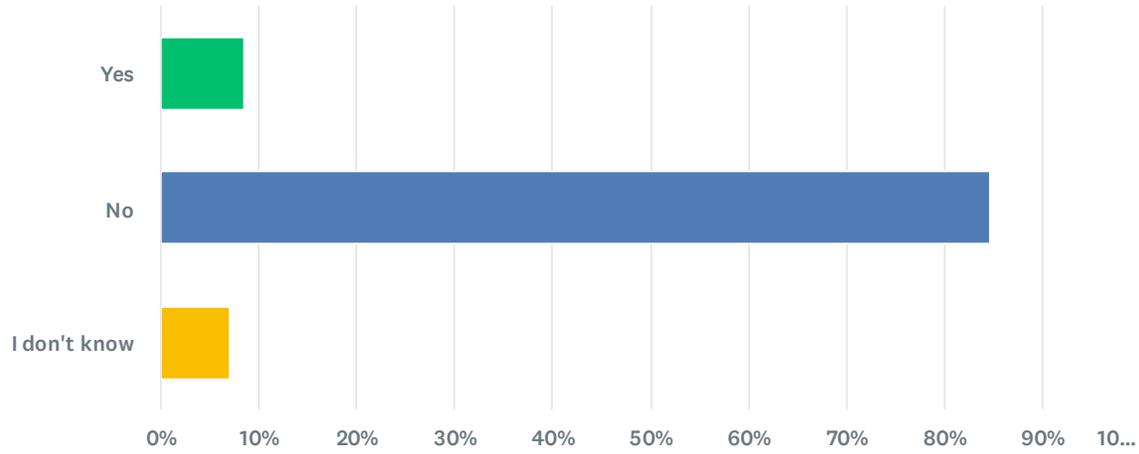
Basic statistics ⓘ				
Minimum	Maximum	Median	Mean	Standard Deviation
500.00	3,500.00	1,850.00	1,834.17	577.71

Q12 What do you consider to be an affordable purchase price for a home?

Answered: 259 Skipped: 94

Q13 Do you think there is enough housing at an affordable price in your community?

Answered: 273 Skipped: 80



Answer Choices	Percentage	Responses
● Yes	8.42%	23
● No	84.62%	231
● I don't know	6.96%	19
Total		273

Q14 Which types of housing do you see as being most needed in your community? Select all that apply.

Answered: 230 Skipped: 123

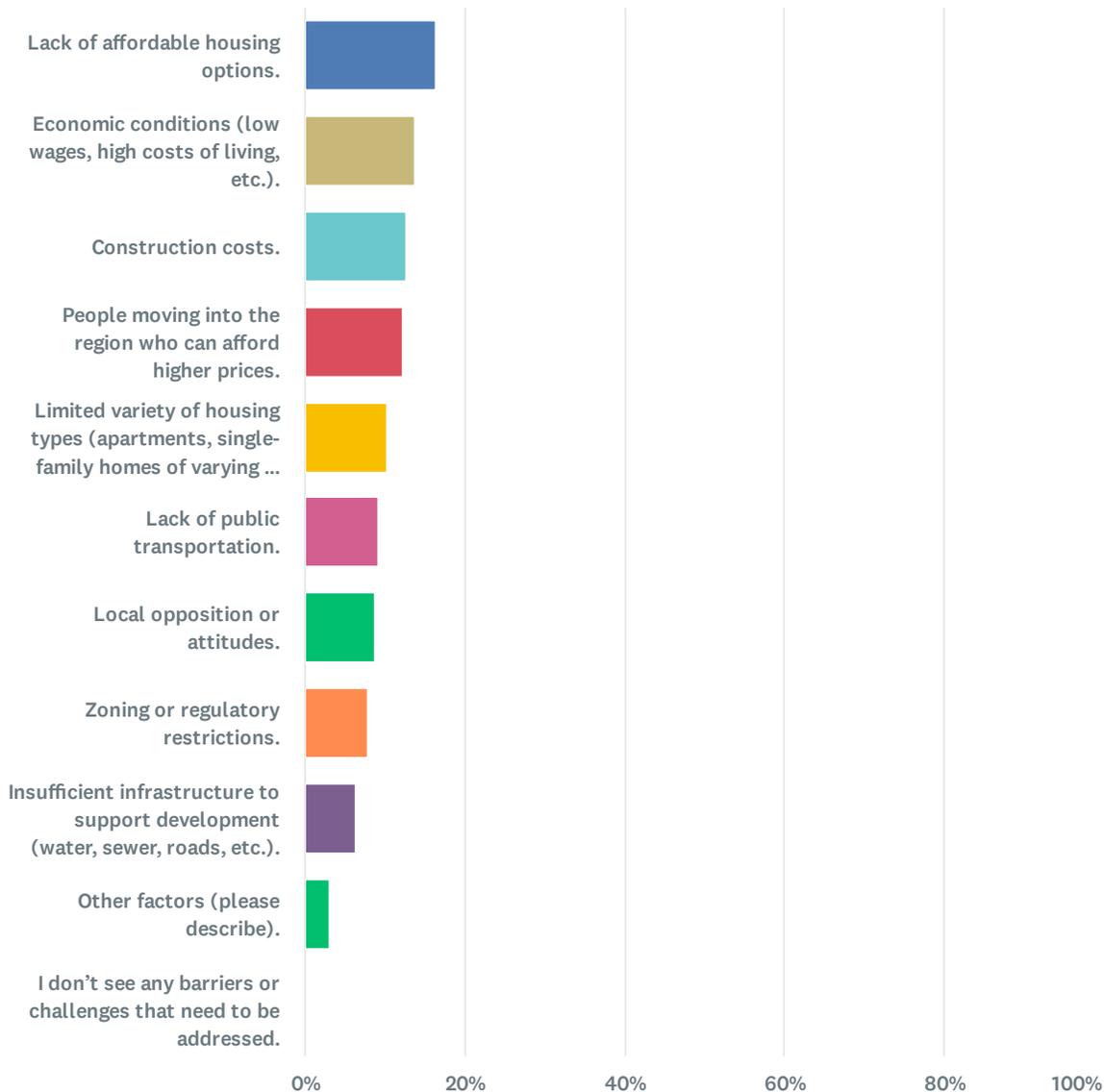
Forward Thinking: A Comprehensive Plan for the Strafford Region

^ Collapse

Answer Choices	Percentage	Responses
 Smaller “starter”-sized homes.	14.29%	175
 Affordable Housing	11.51%	141
 Housing in empty or renovated structures such as former mills, churches, or offices.	9.39%	115
 Accessory dwelling units (in-law apartments, granny flat, converted garage).	8.65%	106
 Housing with access to public transportation.	8.00%	98
 Accessible housing for people with disabilities.	7.35%	90
 Single-family homes.	7.18%	88
 Mixed-use development (housing combined with commercial or retail space).	7.02%	86
 Duplexes.	5.88%	72
 Townhomes.	5.63%	69
 Multifamily homes (4+ units).	5.39%	66
 Senior/age-restricted housing.	4.73%	58
 Triplexes or "Triple-Deckers".	3.02%	37
 Something else (please specify). Show responses	1.96%	24
 Affordable housing.	0%	0
Total		1225

Q15 What barriers or challenges to housing availability and affordability do you see in the region? Select all that apply.

Answered: 229 Skipped: 124



^ Collapse

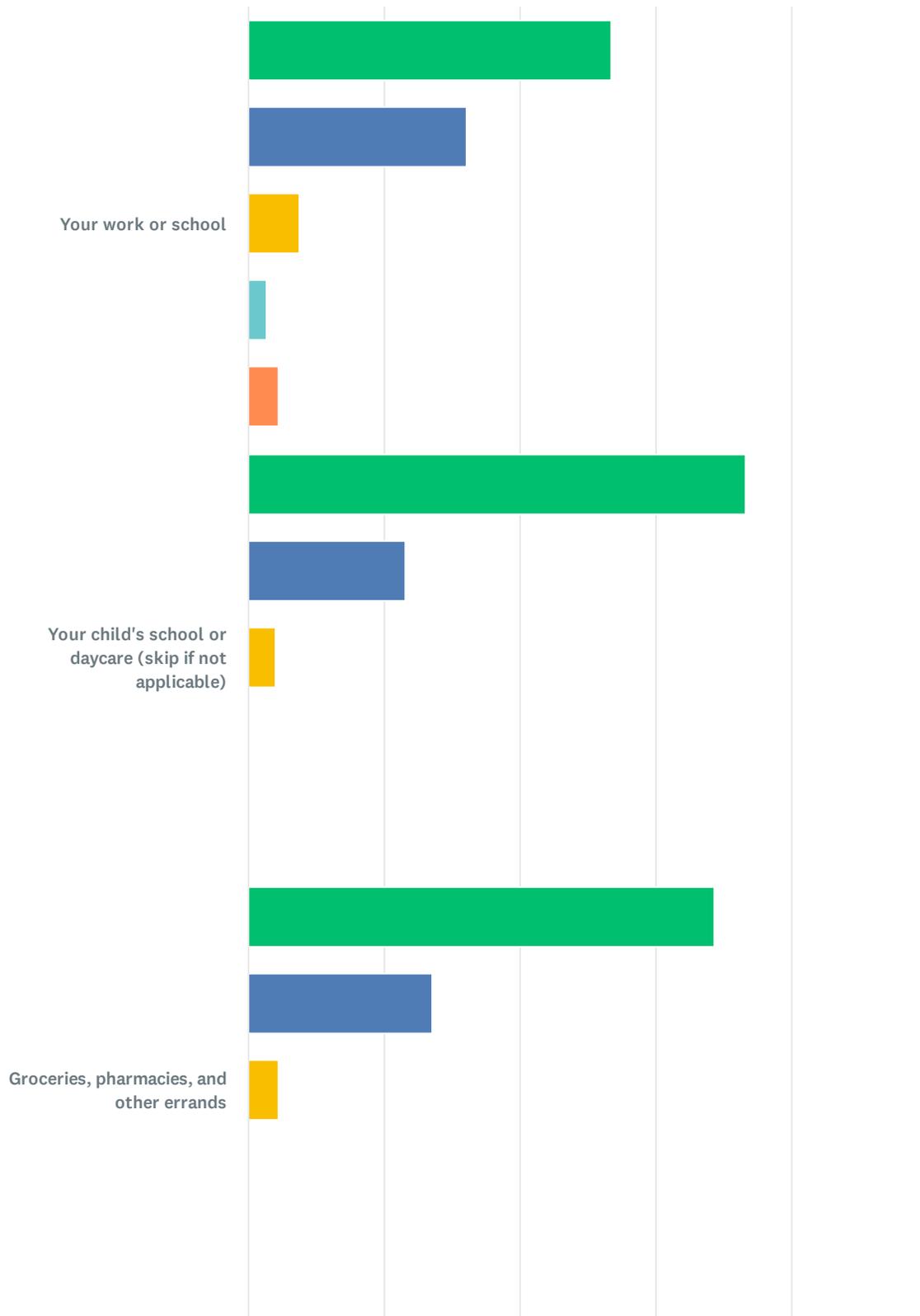
Answer Choices	Percentage	Responses
● Lack of affordable housing options.	16.28%	170
Total		1044

Forward Thinking: A Comprehensive Plan for the Strafford Region

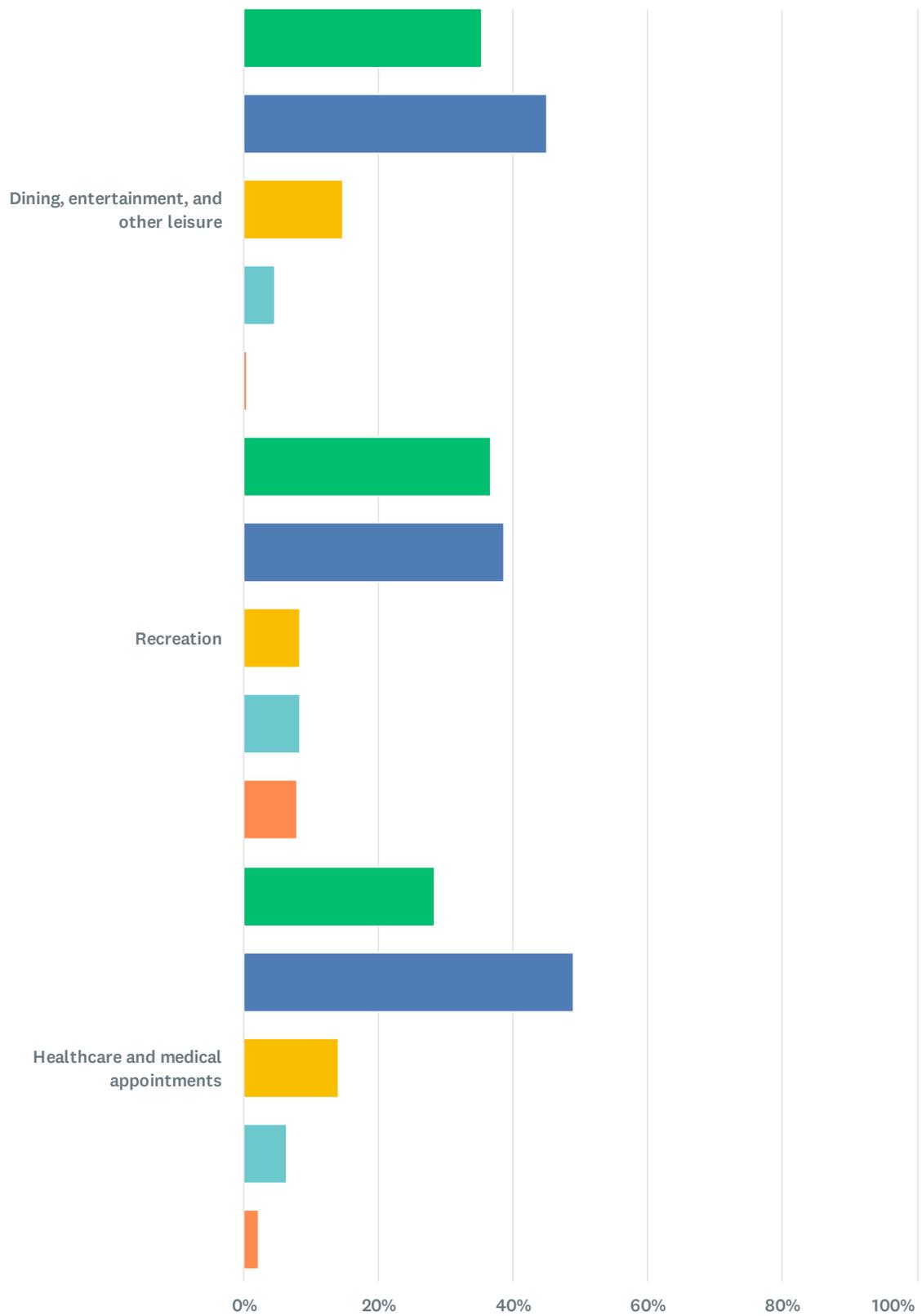
Answer Choices	Percentage	Responses
● Economic conditions (low wages, high costs of living, etc.).	13.70%	143
● Construction costs.	12.55%	131
● People moving into the region who can afford higher prices.	12.16%	127
● Limited variety of housing types (apartments, single-family homes of varying sizes, townhouses, condos, senior housing, etc.).	10.15%	106
● Lack of public transportation.	9.20%	96
● Local opposition or attitudes.	8.72%	91
● Zoning or regulatory restrictions.	7.85%	82
● Insufficient infrastructure to support development (water, sewer, roads, etc.).	6.42%	67
● Other factors (please describe). Show responses	2.97%	31
● I don't see any barriers or challenges that need to be addressed.	0%	0
Total		1044

Q16 How much time do you currently spend traveling to the following (one way)?

Answered: 267 Skipped: 86



Forward Thinking: A Comprehensive Plan for the Strafford Region



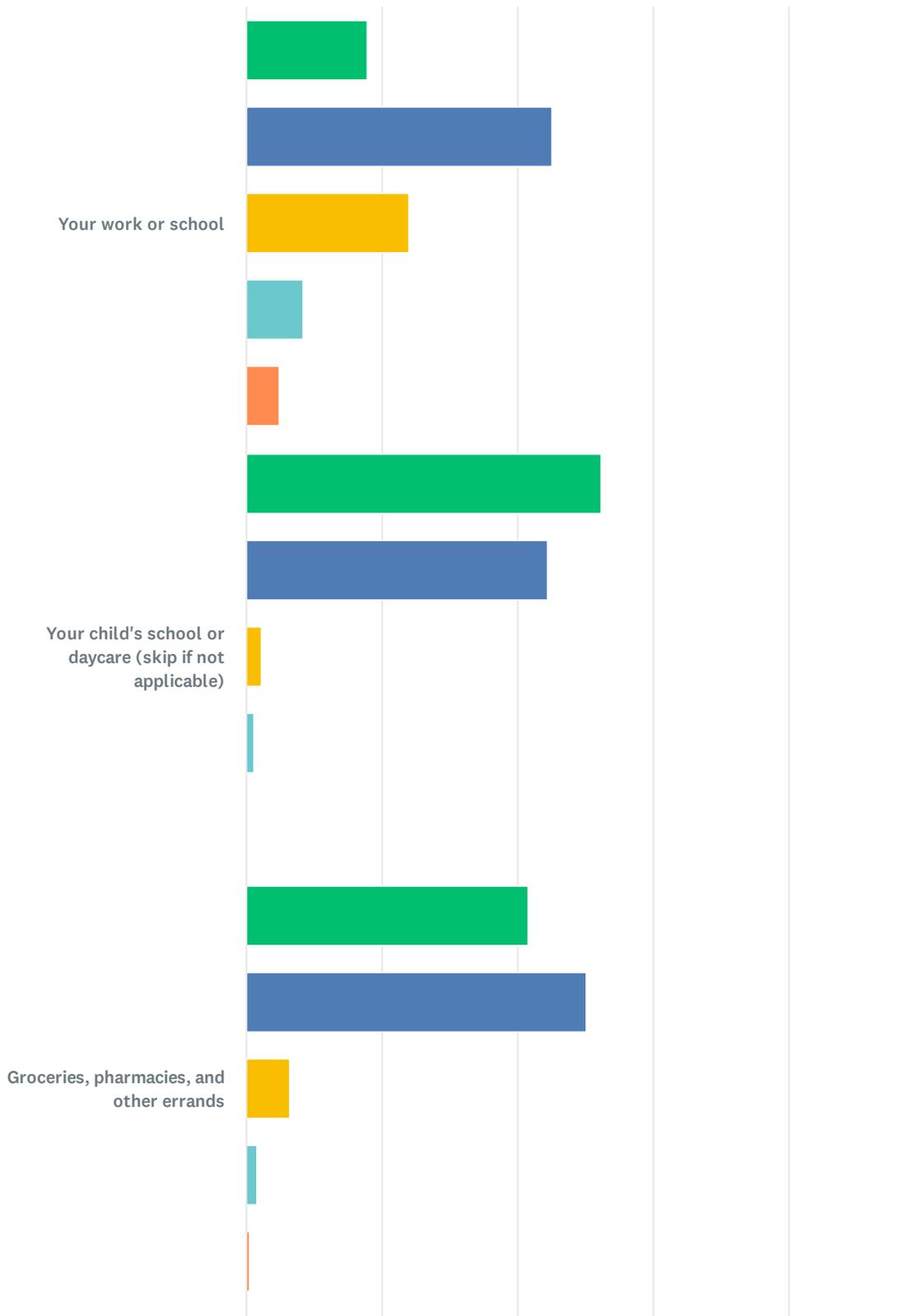
^ Collapse

Forward Thinking: A Comprehensive Plan for the Strafford Region

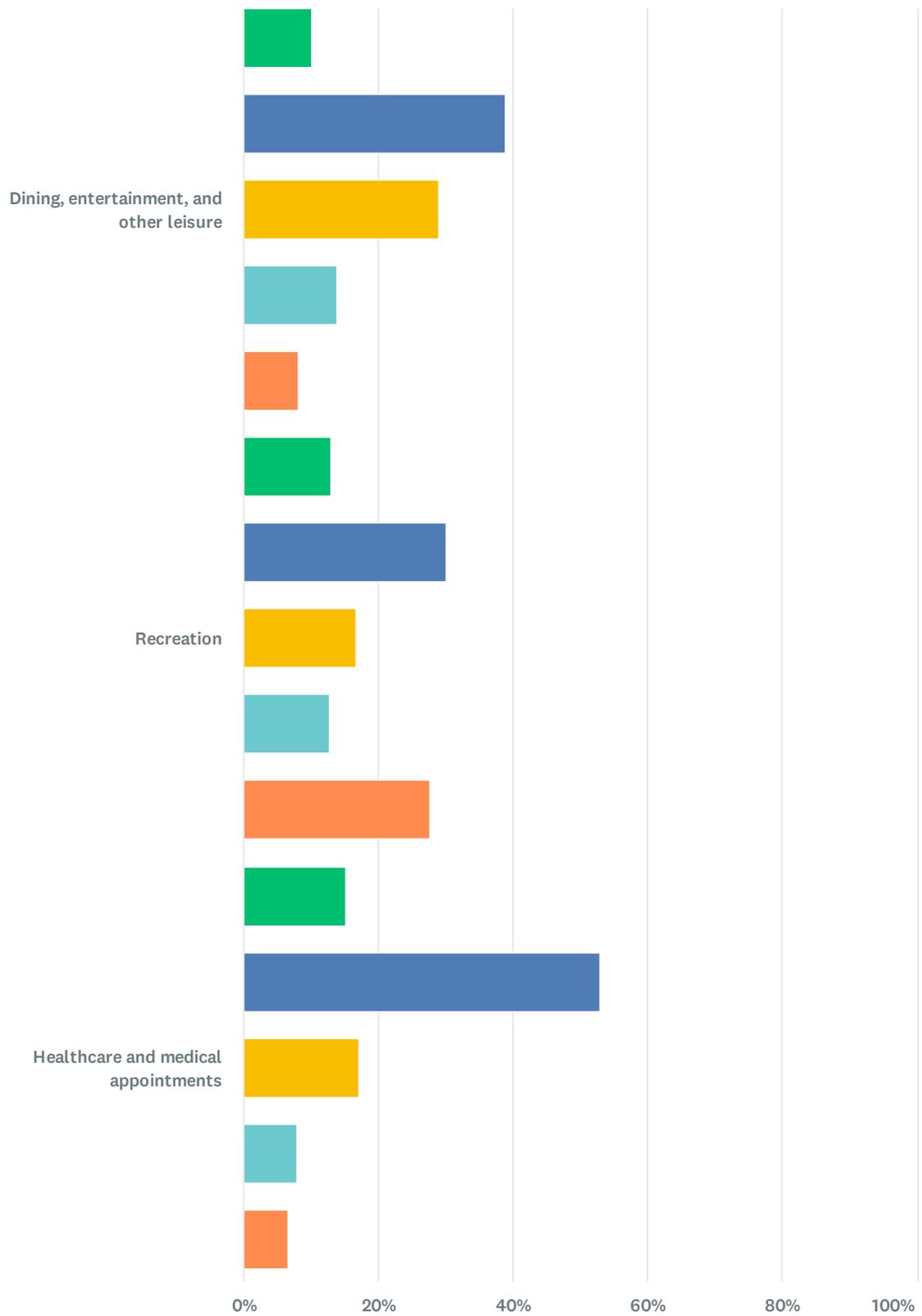
	● 15 minutes or less	● 30 minutes or less	● 45 minutes or less	Total
Your work or school	53.48% 123	32.17% 74	7.39% 17	230
Your child's school or daycare (skip if not applicable)	73.08% 57	23.08% 18	3.85% 3	78
Groceries, pharmacies, and other errands	68.54% 183	26.97% 72	4.49% 12	267
Dining, entertainment, and other leisure	35.34% 94	45.11% 120	14.66% 39	266
Recreation	36.76% 93	38.74% 98	8.30% 21	253
Healthcare and medical appointments	28.30% 75	49.06% 130	13.96% 37	265

Q17 What is the maximum amount of time you are willing to travel to the following (one way)?

Answered: 264 Skipped: 89



Forward Thinking: A Comprehensive Plan for the Strafford Region



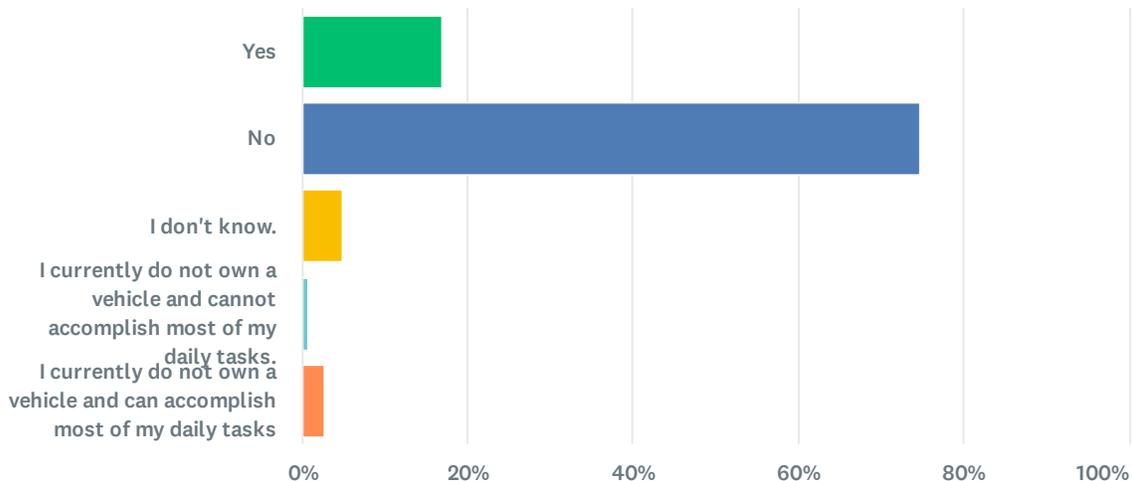
^ Collapse

Forward Thinking: A Comprehensive Plan for the Strafford Region

	● 15 minutes	● 30 minutes	● 45 minutes	● 60 minutes	Total
Your work or school	17.90% 41	44.98% 103	24.02% 55	8.30% 19	229
Your child's school or daycare (skip if not applicable)	52.22% 47	44.44% 40	2.22% 2	1.11% 1	90
Groceries, pharmacies, and other errands	41.44% 109	50.19% 132	6.46% 17	1.52% 4	263
Dining, entertainment, and other leisure	10.04% 26	39.00% 101	28.96% 75	13.90% 36	259
Recreation	13.04% 33	30.04% 76	16.60% 42	12.65% 32	253
Healthcare and medical appointments	15.27% 40	53.05% 139	17.18% 45	8.02% 21	262

Q18 If you were not able to access a vehicle, would you be able to accomplish most daily tasks, such as work, school, childcare, or shopping?

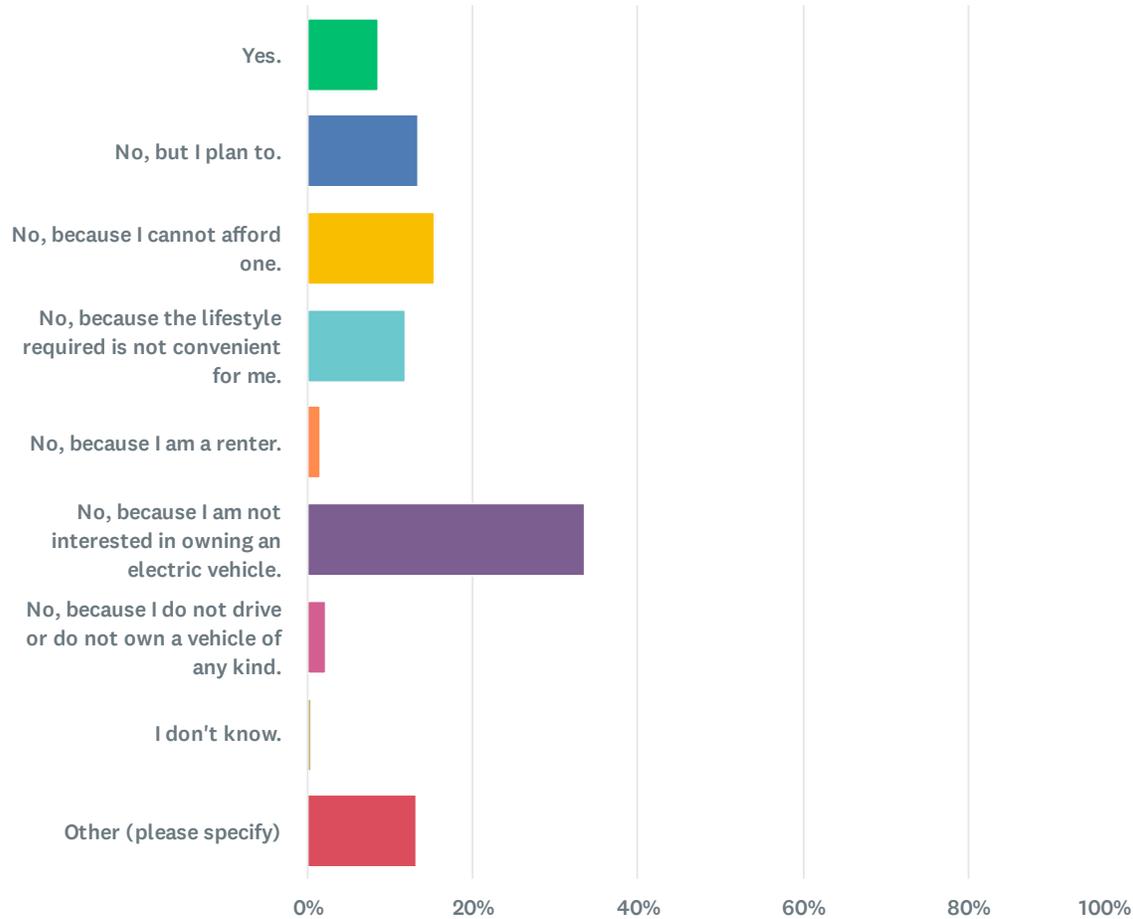
Answered: 266 Skipped: 87



Answer Choices	Percentage	Responses
● Yes	16.92%	45
● No	74.81%	199
● I don't know.	4.89%	13
● I currently do not own a vehicle and cannot accomplish most of my daily tasks.	0.75%	2
● I currently do not own a vehicle and can accomplish most of my daily tasks	2.63%	7
Total		266

Q19 Do you own an electric vehicle?

Answered: 268 Skipped: 85



^ Collapse

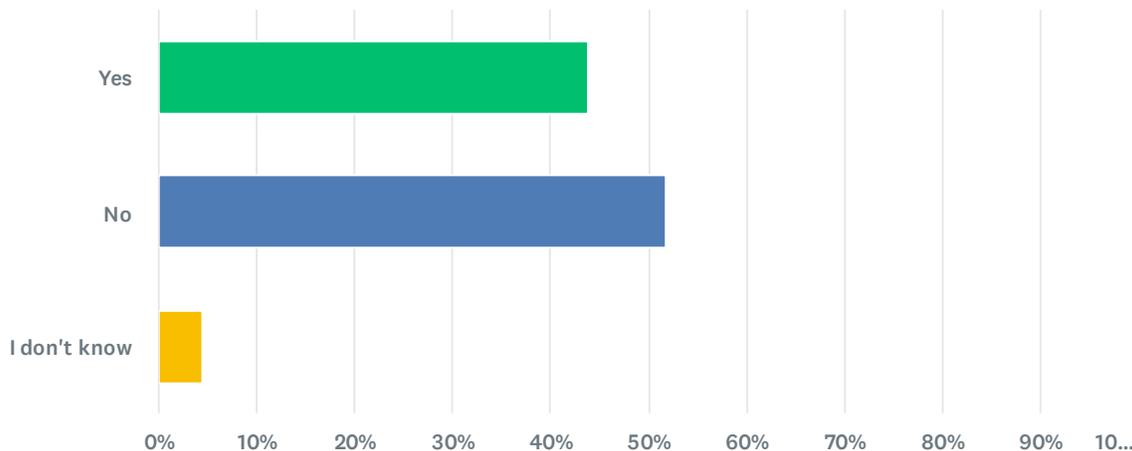
Answer Choices	Percentage	Responses
● Yes.	8.58%	23
● No, but I plan to.	13.43%	36
● No, because I cannot afford one.	15.30%	41
● No, because the lifestyle required is not convenient for me.	11.94%	32
● No, because I am a renter.	1.49%	4
Total		268

Forward Thinking: A Comprehensive Plan for the Strafford Region

Answer Choices	Percentage	Responses
 No, because I am not interested in owning an electric vehicle.	33.58%	90
 No, because I do not drive or do not own a vehicle of any kind.	2.24%	6
 I don't know.	0.37%	1
 Other (please specify) Show responses	13.06%	35
Total		268

Q20 Do safe walkways, sidewalks, trails, or something else exist in your community that allow an individual to walk to school or work?

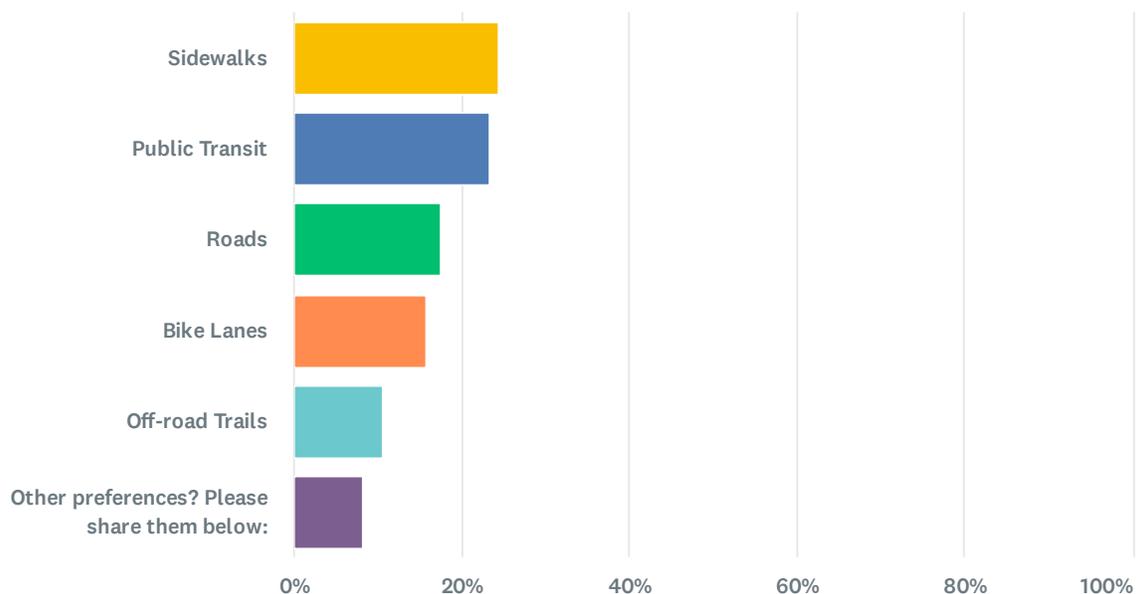
Answered: 267 Skipped: 86



Answer Choices	Percentage	Responses
● Yes	43.82%	117
● No	51.69%	138
● I don't know	4.49%	12
Total		267

Q21 What transportation options do you believe should be prioritized in your community? Feel free to be as specific as you would like if selecting "Other preferences".

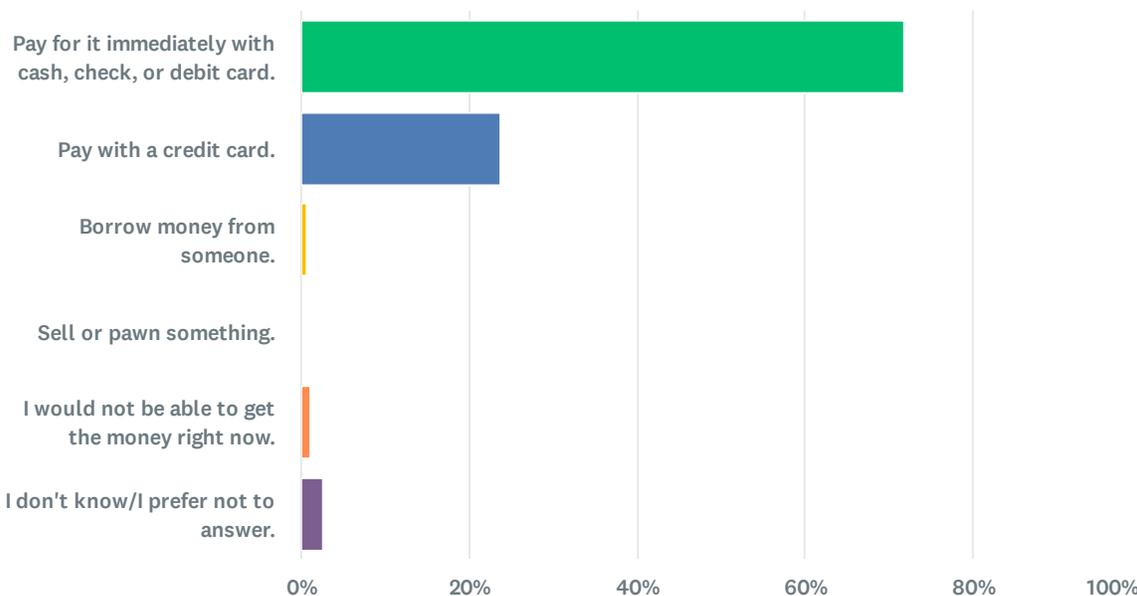
Answered: 267 Skipped: 86



Answer Choices	Percentage	Responses
● Sidewalks	24.51%	150
● Public Transit	23.37%	143
● Roads	17.48%	107
● Bike Lanes	15.85%	97
● Off-road Trails	10.62%	65
● Other preferences? Please share them below: Show responses	8.17%	50
Total		612

Q22 How would you or your household manage an unexpected financial emergency? Suppose you had to come up with \$400 for such an emergency, which of the following best describes how you would handle such a situation? Remember, the survey is confidential and you are not required to answer this question.

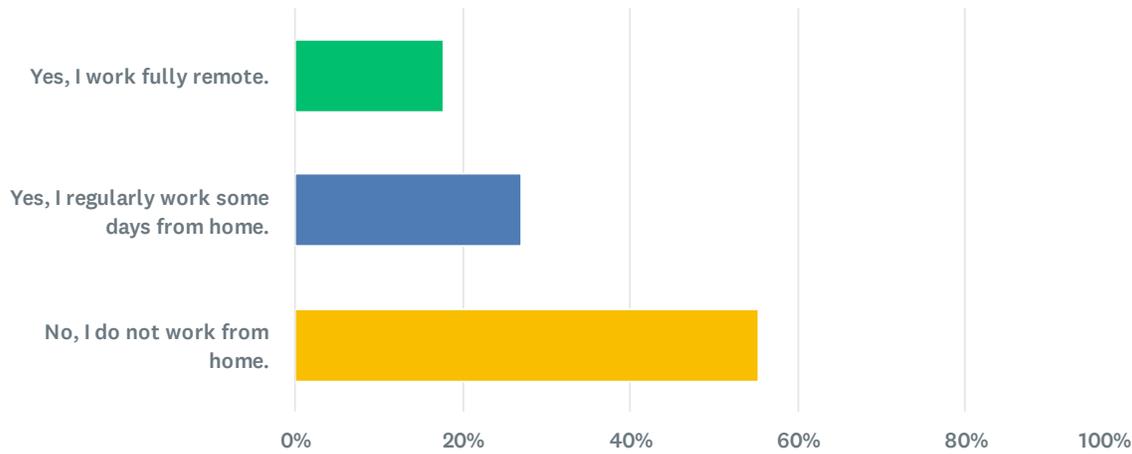
Answered: 266 Skipped: 87



Answer Choices	Percentage	Responses
● Pay for it immediately with cash, check, or debit card.	71.80%	191
● Pay with a credit card.	23.68%	63
● Borrow money from someone.	0.75%	2
● Sell or pawn something.	0%	0
● I would not be able to get the money right now.	1.13%	3
● I don't know/I prefer not to answer.	2.63%	7
Total		266

Q23 Do you work from home (telecommute)?

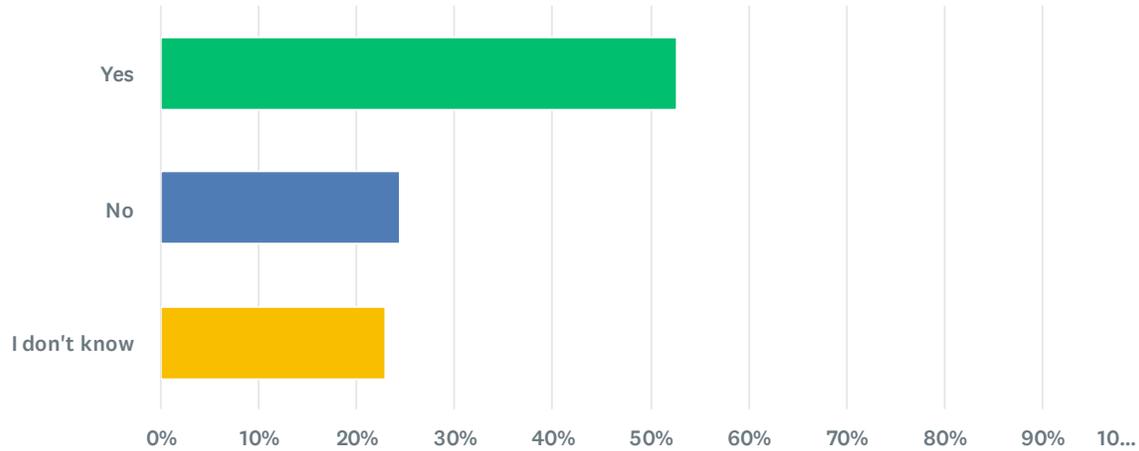
Answered: 259 Skipped: 94



Answer Choices	Percentage	Responses
● Yes, I work fully remote.	17.76%	46
● Yes, I regularly work some days from home.	27.03%	70
● No, I do not work from home.	55.21%	143
Total		259

Q24 Do you feel the economy in the region is doing well or is strong at this time?

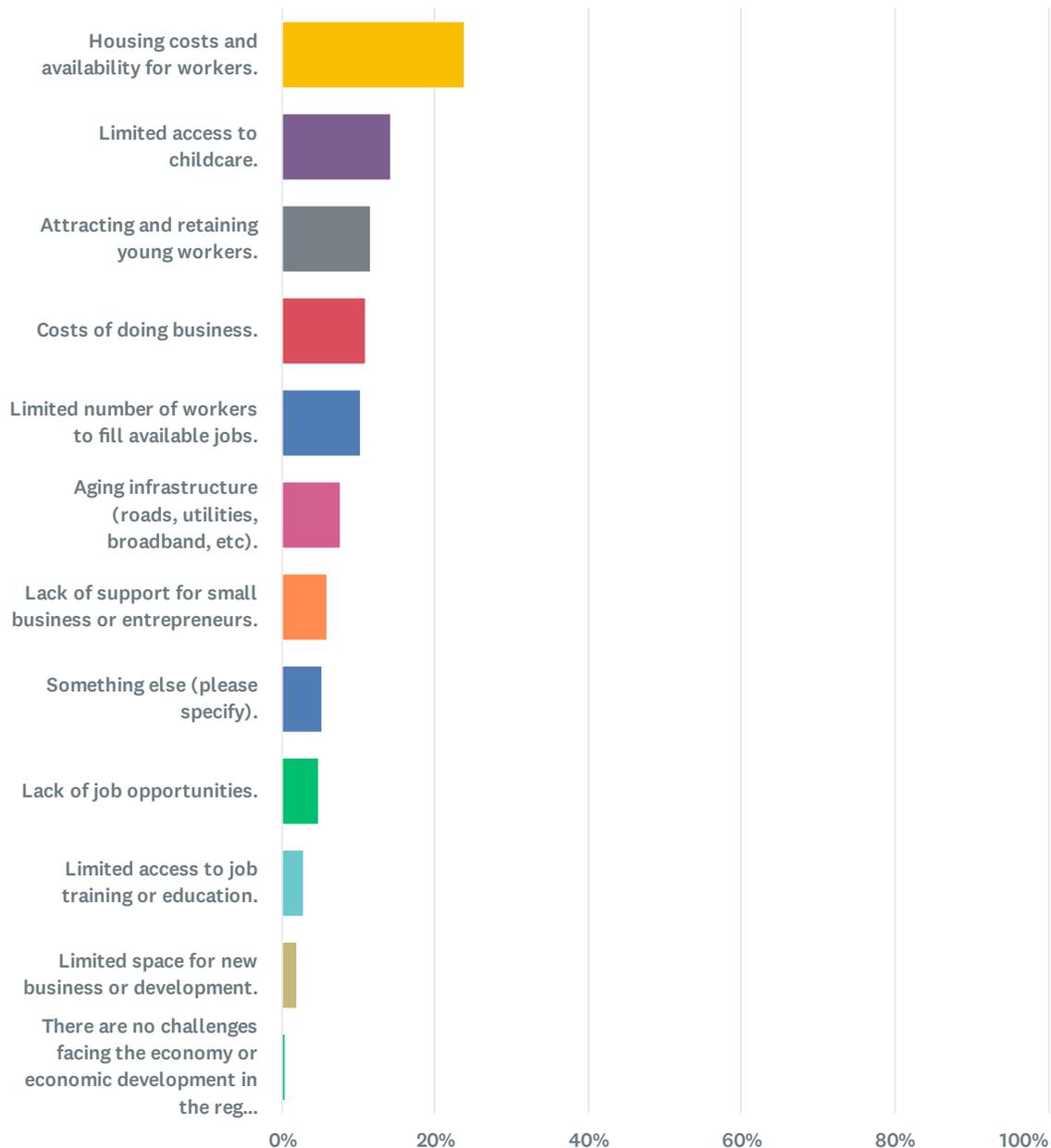
Answered: 266 Skipped: 87



Answer Choices	Percentage	Responses
● Yes	52.63%	140
● No	24.44%	65
● I don't know	22.93%	61
Total		266

Q25 What do you believe are the biggest challenges to the economy and economic development of the region? Select all that apply.

Answered: 267 Skipped: 86



^ Collapse

Answer Choices	Percentage	Responses
Total		886

Forward Thinking: A Comprehensive Plan for the Strafford Region

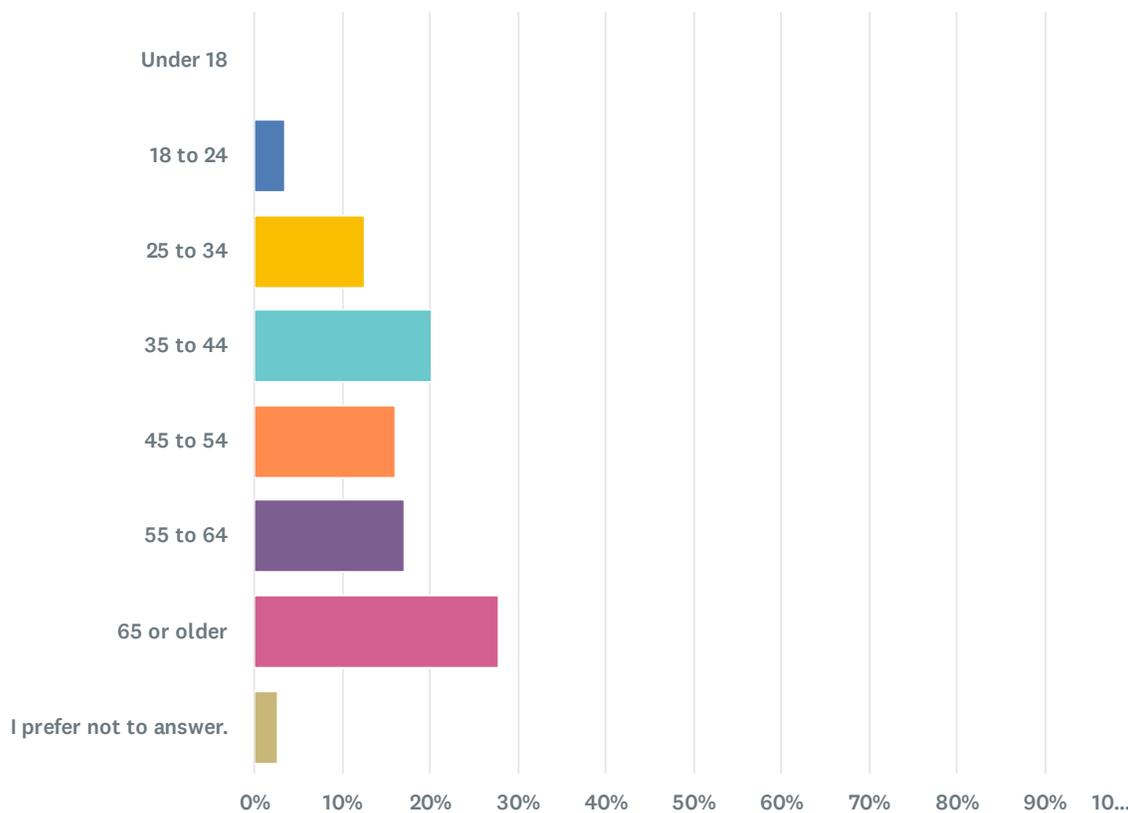
Answer Choices	Percentage	Responses
● Housing costs and availability for workers.	23.93%	212
● Limited access to childcare.	14.33%	127
● Attracting and retaining young workers.	11.51%	102
● Costs of doing business.	10.84%	96
● Limited number of workers to fill available jobs.	10.27%	91
● Aging infrastructure (roads, utilities, broadband, etc).	7.67%	68
● Lack of support for small business or entrepreneurs.	5.98%	53
● Something else (please specify). Show responses	5.30%	47
● Lack of job opportunities.	4.74%	42
● Limited access to job training or education.	2.93%	26
● Limited space for new business or development.	2.03%	18
● There are no challenges facing the economy or economic development in the region.	0.45%	4
Total		886

Q26 Do you believe the region should work to promote specific industries, sectors, or businesses? If yes, which ones?

Answered: 143 Skipped: 210

Q27 What is your age?

Answered: 262 Skipped: 91



^ Collapse

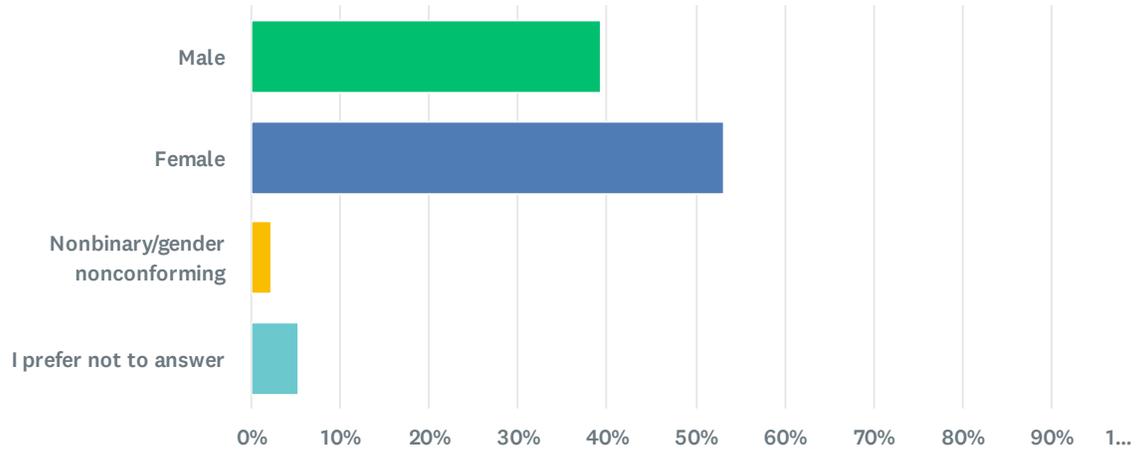
Answer Choices	Percentage	Responses
● Under 18	0%	0
● 18 to 24	3.44%	9
● 25 to 34	12.60%	33
● 35 to 44	20.23%	53
● 45 to 54	16.03%	42
● 55 to 64	17.18%	45
Total		262

Forward Thinking: A Comprehensive Plan for the Strafford Region

Answer Choices	Percentage	Responses
● 65 or older	27.86%	73
● I prefer not to answer.	2.67%	7
Total		262

Q28 What is your gender?

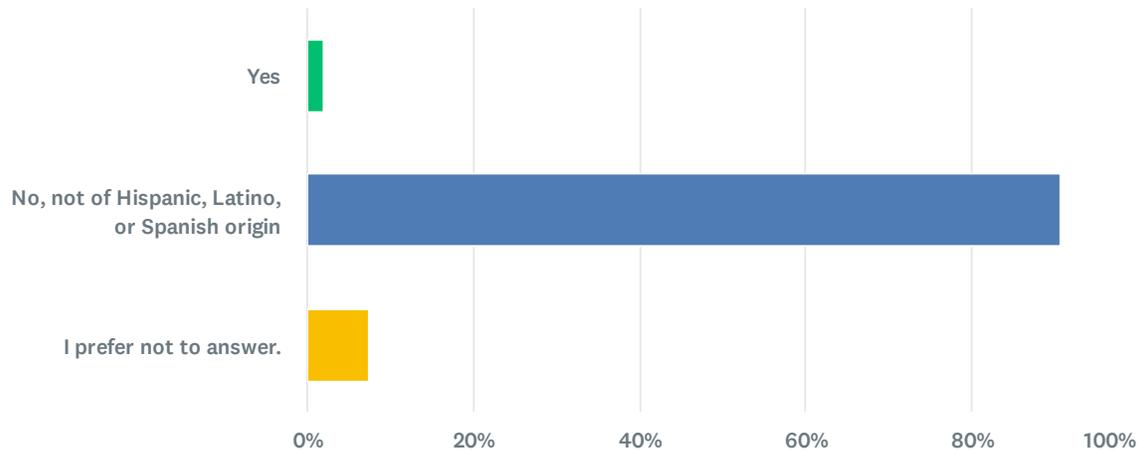
Answered: 260 Skipped: 93



Answer Choices	Percentage	Responses
● Male	39.23%	102
● Female	53.08%	138
● Nonbinary/gender nonconforming	2.31%	6
● I prefer not to answer	5.38%	14
Total		260

Q29 Are you of Hispanic, Latino, or Spanish origin?

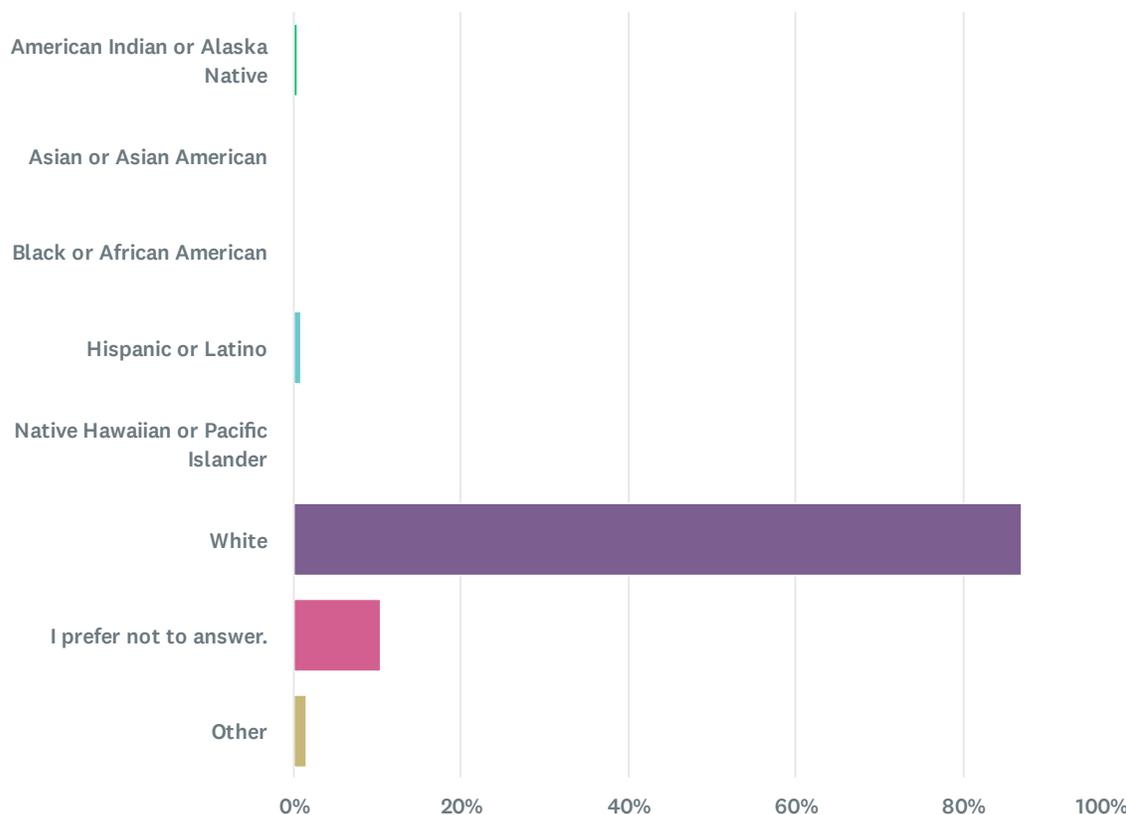
Answered: 259 Skipped: 94



Answer Choices	Percentage	Responses
● Yes	1.93%	5
● No, not of Hispanic, Latino, or Spanish origin	90.73%	235
● I prefer not to answer.	7.34%	19
Total		259

Q30 What is your race?

Answered: 261 Skipped: 92



^ Collapse

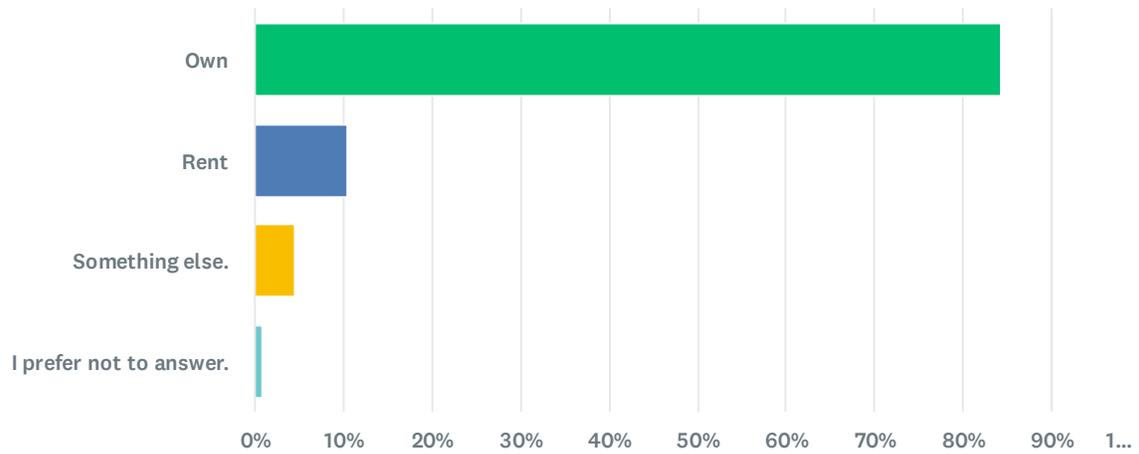
Answer Choices	Percentage	Responses
● American Indian or Alaska Native	0.38%	1
● Asian or Asian American	0%	0
● Black or African American	0%	0
● Hispanic or Latino	0.77%	2
● Native Hawaiian or Pacific Islander	0%	0
● White	86.97%	227
Total		261

Forward Thinking: A Comprehensive Plan for the Strafford Region

Answer Choices	Percentage	Responses
● I prefer not to answer.	10.34%	27
● Other Show responses	1.53%	4
Total		261

Q31 Do you own or rent your home?

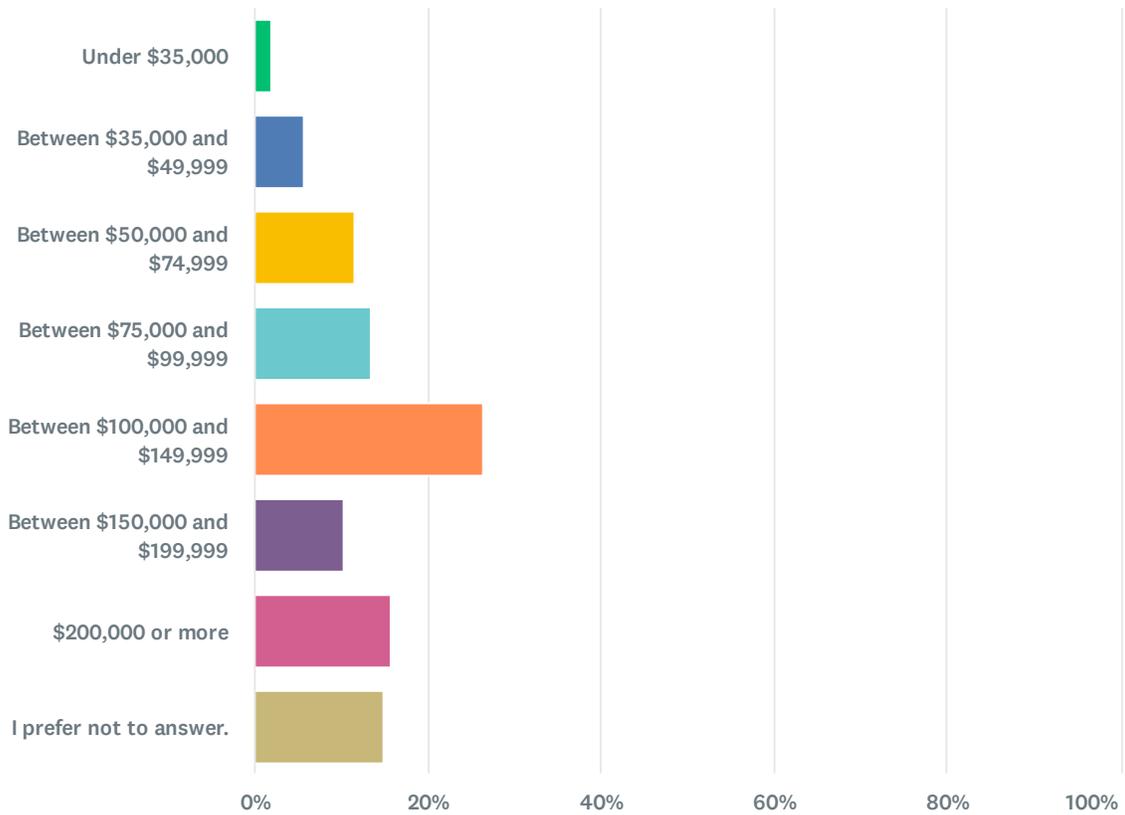
Answered: 261 Skipped: 92



Answer Choices	Percentage	Responses
● Own	84.29%	220
● Rent	10.34%	27
● Something else.	4.60%	12
● I prefer not to answer.	0.77%	2
Total		261

Q32 What is your household's annual income?

Answered: 261 Skipped: 92



^ Collapse

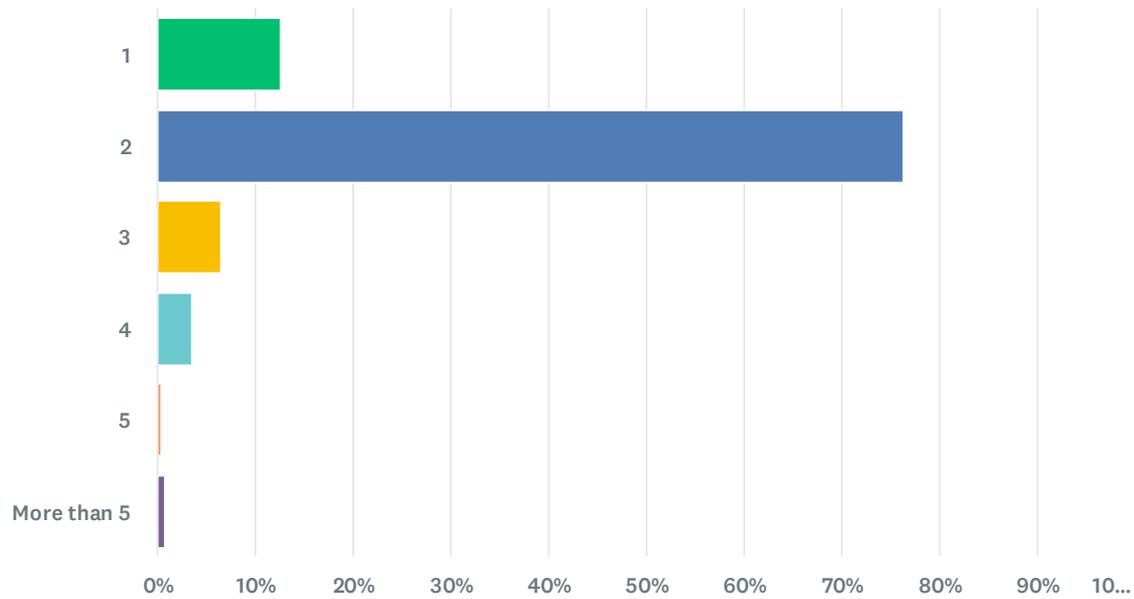
Answer Choices	Percentage	Responses
● Under \$35,000	1.92%	5
● Between \$35,000 and \$49,999	5.75%	15
● Between \$50,000 and \$74,999	11.49%	30
● Between \$75,000 and \$99,999	13.41%	35
● Between \$100,000 and \$149,999	26.44%	69
● Between \$150,000 and \$199,999	10.34%	27
Total		261

Forward Thinking: A Comprehensive Plan for the Strafford Region

Answer Choices	Percentage	Responses
● \$200,000 or more	15.71%	41
● I prefer not to answer.	14.94%	39
Total		261

Q33 How many adults (including you) live in your household?

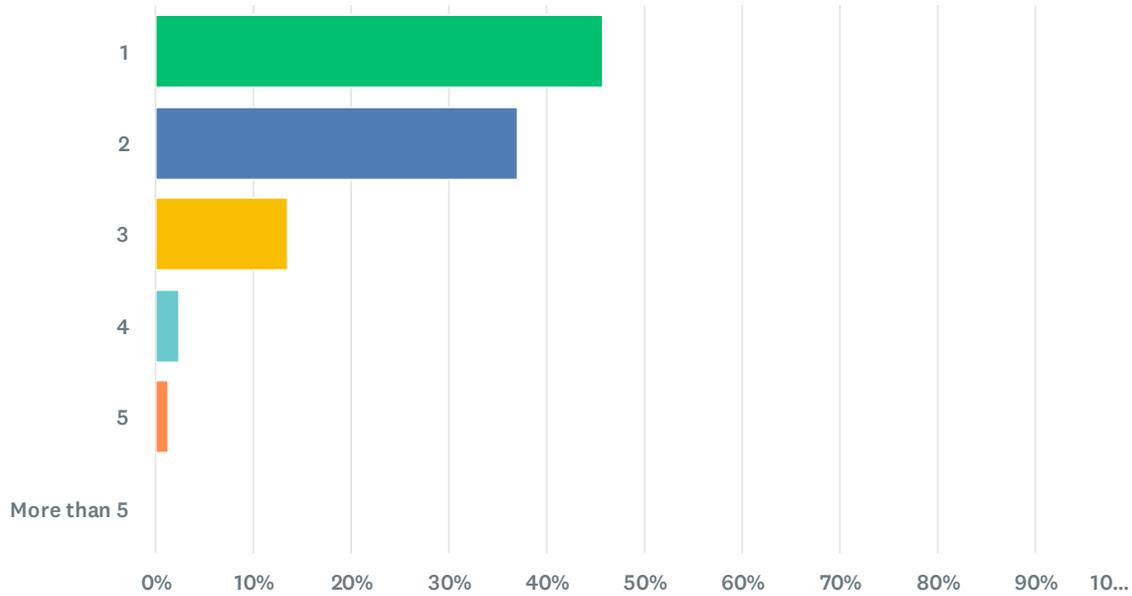
Answered: 261 Skipped: 92



Answer Choices	Percentage	Responses
● 1	12.64%	33
● 2	76.25%	199
● 3	6.51%	17
● 4	3.45%	9
● 5	0.38%	1
● More than 5	0.77%	2
Total		261

Q34 How many children live in your household?

Answered: 81 Skipped: 272



Answer Choices	Percentage	Responses
● 1	45.68%	37
● 2	37.04%	30
● 3	13.58%	11
● 4	2.47%	2
● 5	1.23%	1
● More than 5	0%	0
Total		81

Forward Thinking

Summary of Local Master Plan Reviews

Staff Review of Master Plans

SRPC staff reviewed all master plans of the region’s 18 municipalities and have provided high-level summaries of the local visions for Land Use/Environment, Housing, Transportation, and Economic Development. The oldest master plan in the region is that of Rollinsford, last updated in 2011, although individual chapters of some master plans in our region are even older. Almost half of SRPC communities conducted whole or partial master plan updates in 2025. These communities were Brookfield, Dover, Lee, Madbury, Newmarket, Northwood, Nottingham, and Somersworth.

Community	Most Recent Update Year	Most Recent Update Type	Community	Most Recent Update Year	Most Recent Update Type
Lee (pending)	2026	Full	Rochester	2024	Partial
Dover (pending)	2026	Partial	Durham	2023	Partial
Brookfield	2025	Full	Strafford	2023	Full
Madbury	2025	Partial	Middleton	2022	Full
Newmarket	2025	Full	Farmington	2021	Full
Northwood	2025	Partial	Milton	2017	Partial
Nottingham	2025	Partial	New Durham	2017	Full
Somersworth	2025	Partial	Wakefield	2014	Partial
Barrington	2024	Partial	Rollinsford	2011	Partial

Common Themes Across Local Master Plans

Environment, Land Use, and Housing

Over time, there is an increased consideration for **striking a “balance” of conservation with development** in SRPC communities within the 18 master plans. Some housing, land use, natural resources, or other related chapters originating in the late 1990s and 2000s have discussion and recommendations pertaining to “development” generally, using tone or phrasing such as “*over-development*” for emphasis. This evolves, with master plans beginning to recommend **mixed-income, mixed-density, and mixed-use approaches** that are intended to mitigate sprawl in the late 2000s and 2010s. Here, there is more descriptiveness that specifies *housing, commerce, business*, and types of development. In the 2020s, master plans have begun to place emphasis **on recreation as part of conservation and open space** conversations. When the community describes greenspace in the context of how they are able to recreate within them, more **nuance** appears, rather than calls for blanket protections and recommendations to pause building permits, for example. This is particularly evident in the communities that express desire for mixed-use town centers. This appears to be done to mitigate the impact of sprawling commercial development and not only low-density residential development.

Transportation

Transportation chapters of the region's master plans have evolved to call for multi-modal approaches over time. Older transportation chapters of the 1990s and 2000s are rather slim, with recommendations pertaining to safe routes to school and particular "problem" intersections and corridors. Starting with early 2010s plans, there is greater emphasis on **traffic data**, in contrast to more broad previous statements regarding tourism. From here, there is increasing discussion regarding the **demographic makeup of the region**, with focus on the UNH populations who are often **without vehicles and the increase in older adults who rely on paratransit or volunteer driver programs**. More recently, there is detailed discussion or recommendations regarding access to **Amtrak** in Dover, Durham, and Exeter, and intercity bus service from **C&J**. Some transportation chapters attempt to evaluate who may have relocated to the region during and after the pandemic, with implications for **remote working and the viability of living without a vehicle here**.

Economic Development

Some master plans of the region forego an economic development chapter. Over time, economic development planning and programming has taken on a truly unique form for each of the 18 communities. Some communities discuss economic development in the context of the built form, such as an aversion to strip development, as one example. The SRPC communities with greater influences from **tourism** often discuss **local business**, with a preference for identifying them as "small" businesses for emphasis, taking on an almost protective tone in some plans. Often, the larger of the communities or those which have undergone a more recent master plan update, discuss implications for demand on **municipal services** and regional influences **beyond town and city borders**, such as **housing, workforces, and healthcare**.