

**City of Keene**  
**New Hampshire**

**MASTER PLAN STEERING COMMITTEE**  
**MEETING MINUTES**

**Tuesday, February 6, 2024**

**6:00 PM**

**Council Chamber,  
City Hall**

**Members Present:**

Harold Farrington, Chair  
Alex Henkel, Vice Chair  
Joe Walier  
Cody Morrison  
Leatrice Oram  
Josh Meehan (Zoom)  
Elizabeth Wood  
Emily Lavigne-Bernier  
Joe Perras  
Sparky Von Plinsky, IV  
Juliana Bergeron  
Mayor Jay Kahn, Alternate  
Councilor Philip Jones, Alternate  
Councilor Catherine Workman, Alternate  
(Voting)  
Kenneth Kost, Alternate (Voting)

**Staff Present:**

Amanda Palmeira, Assistant City Attorney  
Jesse Rounds, Community Development  
Director  
Mari Brunner, Senior Planner  
Evan Clements, Planner

**Members Not Present:**

Armando Rangel  
Councilor Michael Remy

**1) Call to Order & Roll Call**

Ms. Brunner called the meeting to order at 6:02 PM and conducted roll call.

**2) Election of Chair & Vice Chair**

A motion by Ms. Bergeron to elect Mr. Farrington as Chair was duly seconded by Mr. Henkel. The motion carried unanimously on a roll call vote. Chair Farrington began leading the meeting. He appreciated the vote of confidence and was honored to be working with all of these community leaders.

A motion by Chair Farrington to elect Mr. Henkel as Vice Chair was duly seconded by Ms. Bergeron. The motion carried unanimously on a roll call vote.

**3) Presentation from City Attorney's Office on Public Bodies & NH Right-to-Know Law**

Chair Farrington welcomed the Assistant City Attorney, Amanda Palmeira, to discuss NH's Right-to-Know Law: RSA 91-A. This law exists to guarantee public transparency through open meetings and open records. Questions can be directed to her, or the City Attorney, Tom Mullins. Ms. Palmeira discussed four critical points about public meetings from the RSA for the Committee to be aware of:

1. Public notice
  - a. City Staff handle this requirement to notify the public of meetings 24-hours in advance.
  - b. It is important for the public's business to be conducted in a noticed, appropriate setting.
2. Quorum
  - a. For this Committee, the quorum is 7 members.
  - b. A quorum is required to discuss or vote on any official business during a public meeting.
3. Communicating contemporaneously within jurisdiction
  - a. This means more than just the quorum of members being in the same room. It could also mean communication via phone or email.
  - b. Communication between a quorum of members—whether in person or via technology (e.g., phone or email)—without proper public notice forms a public meeting and violates RSA 91-A.
    - i. A meeting is *not* formed, for example, if a quorum of members is gathered socially and not discussing official business.
  - c. It is important for Committee members to email any questions or materials via City Staff members (do not send to whole Committee directly) and to *not* use "reply-all" when emailing, which constitutes an un-noticed quorum.
4. Charge
  - a. This Committee has a very limited charge (listed in the meeting packet) to create a specific output, the Master Plan.
  - b. The Committee should remain focused on this specific charge, and not delve into other issues, like zoning, planning, or community development.

Ms. Palmeira continued, explaining that there are provisions in the RSA for the Committee to receive legal advice, for example, in a non-public session. The reasons for these sessions are very specifically to deal with highly confidential matters, and Ms. Palmeira did not envision the need for this Committee to have a non-public session. Committee members should alert City Staff of any potentially confidential matters.

Public records and disclosure are also an important component of RSA 91-A. Any documents used by this Committee would presumably be a part of the governmental record and therefore subject to public disclosure. An exemption from public disclosure could be personal notes written during a meeting (including digital notes) or the circulation of drafts.

Most of the details Ms. Palmeira discussed were listed in the Committee's Rules of Procedure, included in the meeting agenda packet. Committee members should review these rules.

Councilor Jones questioned quorum and remote participation. Ms. Palmeira explained that remote participation is allowed, but for remote members to participate and vote, a quorum must be present at the physical, advertised meeting location.

**4) Adoption of Rules of Procedure**

A motion by Mr. Perras to adopt the Rules of Procedure as presented was duly seconded by Mr. Von Plinsky. The motion carried unanimously on a roll call vote.

**5) Adoption of 2024 Meeting Schedule**

Meetings will be held on the first Tuesday of each month at 6:00 PM in the Council Chamber. The March meeting was changed to March 12 to accommodate the consultants.

A motion by Ms. Oram to adopt the 2024 meeting schedule was duly seconded by Councilor Workman. The motion carried unanimously on a roll call vote.

**6) Mayor's Remarks**

Chair Farrington welcomed remarks from Mayor Kahn.

The Mayor began by thanking the Committee members for agreeing to participate. Anyone who had been a part of a master planning process would know how important the documents are as a guide for the future. By Statute, the Master Plan should be updated every 10 years, but the Mayor said it should have a vision beyond those 10 years. Mayor Kahn commented on why he thought Chair Farrington and Vice Chair Henkel were ideally suited for these roles. He recalled that Chair Farrington is also the Chair of the Keene Planning Board, and as such, will communicate about the Master Plan (MP) to City Council. Thus, it was appropriate for Chair Farrington to lead this Committee as well. Mayor Kahn said that he had known Vice Chair Henkel since he was in high school with the Mayor's son. The Mayor felt that Vice Chair Henkel's presence on this Committee was apt because he is the President of a multi-generational business in Keene, Electronic Imaging Materials.

The Mayor's role in this process is to be a leader and spokesperson, while the City Manager, Elizabeth Dragon, would be responsible for implementing the MP. Mayor Kahn asked the

Committee members to speak about their goals for this process. The lead consultant from Future IQ, David Beurle, also asked the Committee to comment on what expertise they bring to this process.

Chair Farrington began, reiterating that his role was as Chair of the Planning Board. Personally, he grew up in Spofford and attended Keene High School. After college, he followed jobs outside of Keene because they were more attractive. His family returned to Keene in 2017. His goal for this Committee is to deliver the legally required sections of the MP, which is a vision for the community, as well as a plan for future land use. While this was his focus, he hoped for many other deliverables. He hoped the Committee would be as creative and strategic as possible, while keeping with the aggressive timeline, without spreading the Committee too thin.

Councilor Jones noted that he was a part of the search Committee that chose Future IQ as the MP consultants. He is a long-term City Councilor and was the Chair of the City's Planning, Licenses, and Development Committee during the last MP process. Thus, he feels that he knows what mistakes to avoid this time.

Ms. Bergeron's educational background was in housing and design. Her family has owned a construction business in Keene since 1909. When interest rates were high and few were spending on housing in the 1970s, she became a financial planner with Northwestern Mutual on Washington Street. Ms. Bergeron lives on Main Street. She thinks Keene is a very vibrant and wonderful community and she would do anything to help keep it that way.

Vice Chair Henkel grew up in Keene. His first experience with the City Council at age 8 or 9 was when his Cub Scout group developed and presented a concept for converting the railroads into the Rail Trail, which he was excited to see move forward into the great trail system Keene now has 40 years later. He has a long-term connection with the valuable long-term planning in Keene.

Mr. Von Plinsky has a degree in landscape architecture. He has lived in Keene for 10 years and is the Chair of the Keene Conservation Commission. His goal is to ensure that the environment and wildlife surrounding Keene are represented in the MP. He said Keene is a great place to live, and one reason his family settled here was because of the special environment, which he wants to protect.

Mr. Kost is also a landscape architect. For most of his career, he worked with large engineering firms on government planning projects. He also serves on the Planning Board. Mr. Kost is involved with the Monadnock Interfaith Project, which is currently focused on affordable housing. He understood the value of the MP process. He added that he moved to Keene to be closer to his children in Amherst, MA, and said Keene is an attractive place to live.

Mr. Walier has lived in Keene since 1977. He was privileged to participate in Keene's Economic Development Committee and help to resolve challenges. He hopes to be of help on this Committee too.

Ms. Oram is the Chief of Staff at Keene State College (KSC). She is also the parent of a child who attends Keene Public Schools. She is a homeowner on Main Street and has lived in Keene since 2011 (worked in Keene for 22 years). She is experienced in strategic planning in the institutional and private sectors. Ms. Oram participated in the strategic planning for both KSC and the Keene Public Library. She hopes the MP will be realistic, grounded, and representative of the community.

Mr. Perras is newer to Keene has served as the new CEO of Cheshire Medical Center for the last 6 months. Since moving, he had been blown away by how incredible Keene is. He thought that a growing and vibrant healthcare system would be critical to the community's overall health and wellbeing. He was thrilled to be serving on this Committee, especially as he was seeking housing in Keene for his family to move from VT.

Councilor Workman came to Keene 15 years ago when her parents moved to Troy. She grew up in Boston. She fell in love with Keene because it has the best of both city and country life, with a lot of recreational activities. When she ran for City Council in 2019, she acknowledged that Keene needs to grow as a city and community. Still, she thought this Committee would need to be conscientious about the pace at which the City grows. In that growth, it is important not to lose what makes the City unique. Councilor Workman also mentioned her professional background in social services, with a significant focus on affordable housing, and a fair and equitable community for all.

Ms. Wood is a life-long resident of Keene. When her parents moved to GA in 2004, she chose to stay in Keene and attended KSC. She owns a home in Keene, and she is the owner of 21 Bar & Grill, just off Main Street. She is also raising kids in this community, and is particularly happy to serve on this Committee because the results will be a part of her children's future. She also hoped to help represent the downtown business community.

Mr. Morrison moved to Keene two years ago after growing up in NH. He studied finance and public management, and he is currently the leader of the Monadnock Economic Development Corporation (MEDC). Approximately 10% of Keene's property tax base and 12% of the regional workforce is represented by MEDC. He has participated in strategic planning throughout his career in various capacities—both non-profit and municipal. Mr. Morrison was particularly excited to be a part of this Committee, given that he is a relative newcomer to Keene. He understands that the decisions made by this Committee will set the course for his family and others for many years to come.

Ms. Lavigne-Bernier has long-term roots in Keene, with her grandparents still living in the City. Her parents also grew up in NH, with her father's farmhouse at Surry Dam and her mother's

farmhouse at Otter Brook. She and all of her siblings chose to settle in this area with their families. Ms. Lavigne-Bernier helps to run Prime Roast on Main Street. Her focus on this Committee is partly as a parent in Keene seeking childcare and education. She looks forward to adding to this group and learning from her fellow Committee members as Keene moves into the future.

Mr. Meehan is the Executive Director of Keene Housing and has lived in Keene for approximately 12 years. He is really looking forward to the MP process. He felt that a part of his role on the Committee would be as a voice for those we do not always hear from as this has been his professional focus for 25 years. He explained that Keene Housing houses some of Keene's lowest income people. Despite serving approximately 1,000 people per year, there are still 1,500 people on the waiting list who are tied to Keene or an adjacent community, in addition to 3,000 people on the waiting list overall. He noted that he wants to advocate for those on the wait list through the MP. He is also a parent raising his children in Keene.

Mayor Kahn appreciated the talent and diversity within this Committee. He encouraged the Committee members to represent the interests that might seem on the edge of everyone's thoughts, but which should be considered and carried into the future. For background, the Mayor said he came to Keene when appointed as Vice President of Finance and Planning at KSC. At the time, KSC did not have a MP, so one was enacted, and it took several years to be grounded. Without an active MP, it was necessary to start from scratch. KSC considered the capacity of the campus, how much it could grow, and the programs and services that should be offered. They also considered how much money to invest to meet capacity goals and sustain the programs. One goal was to resemble and support the best of what Keene had already planned in its downtown. He thought this Committee was working toward something emblematic and reflective of the community.

Next, Mayor Kahn shared some ways he thought the City could benefit from this process. The City is beginning its review of the Capital Improvement Program (CIP). Every two years, the City Council reviews the CIP, which outlines the program for between \$30 million–\$60 million on capital improvements in the City. The City competes for federal funds to support its infrastructure and development. The City also depends on the State of NH for funding to facilitate waterway, dam, and roadway improvements. This all results in an average of \$45 million in capital expenditures per year over the course of 10 years.

Mayor Kahn added that this Committee also needs to consider the tax base. A key component of the consulting team is a focus on economic development. Keene's population has not grown in the previous 20 years and even might have decreased. Further, NH and Keene have an aging population, and there are concerns about maintaining a sufficient local workforce. He also touched on the issue of childcare, which many Committee members listed as a priority.

Mayor Kahn said another challenge is keeping people in the community. He thought internships and apprenticeship programs (e.g., at Cheshire Medical) are important and should be encouraged.

It is essential to continue attracting people to Keene, but available housing is required. The City's tax base at this time is \$2.2 billion, with 60% coming from residential properties, 20% commercial developments, 10% utilities, and 10% retail. So, it is clear that housing is a critical component. The City needs to know whether it has the infrastructure to support additional housing for an increased workforce.

During the MP process, the Mayor thinks it will be important to understand the City's employment demographics and the sectors with the most aging employees. Keene has several businesses that employ greater than 500 people, like Cheshire Medical, KSC, and C&S. It is important to understand how the City can support these growing businesses. He has spoken with some business owners about a survey of the downtown businesses to understand what would most complement their local business success. He added that virtual work has been brought to Keene by some younger professionals and the infrastructure for that work will be important over the next 10 years.

Lastly, Mayor Kahn said the MP needs to have an assessment built into it. How will the City know if it is successful? He hoped the Committee would consider not only recommendations, but also identify what the milestones of success will be and how to adjust if conditions/needs evolve. The Mayor looks forward to working on this process.

**7) Introduction to the Future IQ Consultant Team & Discussion About the Master Plan Update Project**

The Committee welcomed the consultants from Future IQ, David Beurle and Heather Branigin, who have worked with City Staff over the previous few weeks to start this process. Mr. Beurle is originally from Australia. He founded Future IQ 20 years ago; it is a research and consulting company interested in future trends and helping clients. He said Keene would need to think about the intersection of future trends with the City's aspirations, and how to design a pathway forward to achieve the City's preferred future, which accounts for the rapidly changing world. Mr. Beurle appreciated Mayor Kahn's comments about how a comprehensive MP can be an enabling tool for a community to make the right decisions for the future. Future IQ has many technical experts on staff, with specialties in economic development, sustainability, and more. During the March meeting, Mr. Beurle will be present in Keene to talk about the methodology and timeline for this effort.

Mr. Beurle continued by discussing the context for this MP process. He said it could certainly be a mundane effort, given that it can be very technical. However, he hopes for this process to garner a community conversation that activates the community in thinking about strategic positioning, values, and the kind of community Keene wants to be in the future. While it is essential to have a strong technical foundation on Future IQ's team, Mr. Beurle said he is delighted by the diverse expertise and experiences represented on this Committee. He believes that progressing through the planning process correctly can be incredibly transformational, unleashing a lot of creativity and potential. He believes that this consulting team has the ability

to help lead this process with enthusiasm and excitement, helping to uncover the community's deeper aspirations for the future. He commented about leading a similar process in OH that led to great success.

Mr. Beurle asked the Committee members to speak about—from their individual perspectives—how they would measure the success of this process for the community.

Ms. Lavigne-Bernier began. After serving for three years on the Planning Board, she felt she had learned a lot about Keene. When considering a healthy and successful community, she thought about housing. As a young homeowner, she knows how challenging it is to find money to renovate an old home in a community surrounded by others who want to do the same. She struggled seeing old, beautiful buildings in Keene dilapidated and feels that some support is needed to bring those homes back to life, in addition to supporting new infrastructure. She thought both housing and childcare were essential to keep young families in Keene and attract more professionals.

Mr. Morrison thought a measure of success would be an overall more accessible community. He agreed about focusing on housing, childcare, and the workforce. He also recommended changes that could allow others to engage with the community from an ownership/stakeholder perspective, with consideration of things like accessory dwelling units and childcare. MEDC is working on family-based childcare, which can lower the burden and lessen the cost of entry for entrepreneurs looking to start a childcare business. This program helps to engage underserved populations and demographics that do not have the wealth or status to initiate these opportunities on their own.

Ms. Wood hoped for a more approachable MP. Master Planning does not sound fun or exciting, which can make it hard to get the community's attention. She agreed that it would be necessary to involve many sectors like childcare, housing, workforce, homelessness, and more. She hoped this Committee would be open and listen to all varying perspectives and consider everything brought to the table. Like others on the Committee, she was also focused on childcare. Her hope was for KSC graduates to choose to stay living in Keene, but noted that the City must be captivating enough to make graduates want to stay and contribute to the economy and workforce. She wants the City and this process to be more approachable and inviting.

Councilor Workman is the Chair of the Monadnock Diversity, Equity, Inclusion, and Belonging (MDEIB) Coalition. When talking about diversity, she wanted to consider diversity of population, but also diversity of housing stock. She was also focused on community engagement, noting that in her experience, the City tries to get the message out and hear from a diversity of voices in the community. Still, it tends to be an echo chamber, and she hoped to hear more diversified opinions from the community. Councilor Workman had also been reviewing the 2010 MP, and she noted that there was a lot of disconnect amongst community members due to intersectionality of themes that can at times feel like they are competing. She hoped to clarify these issues in the MP update.

Mr. Perras echoed the others. He added that for him, success would be population growth in Keene and Cheshire County. In NH, demographics outside of the seacoast and southern NH (Concord/Manchester/Nashua) are daunting from a workforce perspective. He shared that there are 14,000 healthcare jobs within 100 miles of Dartmouth Hitchcock Medical Center in Lebanon, with 4,000 of them being nursing positions. At Cheshire Medical Center, there were just under 200 open positions at this time; he imagined that if half of those were from four-person families, it could bring close to 1,000 new people to Cheshire County. However, there is not enough housing in Keene for that increased workforce (there is free childcare on site for staff at Cheshire Medical). Mr. Perras thought that any outcome of this Committee should be focused on immigration of people to Keene. He echoed Councilor Workman's sentiment about the need for a diverse, welcoming workforce. He had been blown away by the sense of community in Keene (e.g., its many popular events and festivals), and he could envision the great potential for the community.

Ms. Oram said that from a practical standpoint, strategic planning can be a very staid process. She thought that 10 years was a really long-range strategic plan, so she wanted to see built-in points of reflection, reassessment, and pivoting if needed (e.g., at 3, 5 and 7 years). Additionally, she did not hear many on the Committee representing the arts and creator community in Keene. She said there is a huge creative economy in this area, and she hoped to see that reflected.

Mr. Walier agreed with other comments that planning ahead can be like the chicken and the egg. He thinks that Keene needs housing, industry, and jobs. He thought it was strange that there was not more emphasis or forward thinking on retaining new medical residents at Cheshire Medical. He agreed that Keene needs to grow. When Mr. Walier came to Keene, the population was approximately 23,000 people, and it has grown little since. While surrounding communities have grown, Keene is still the hub, which needs to be planned for.

Mayor Kahn echoed Mr. Walier's sentiment that while Keene is less than 20% of the total Cheshire County population, it remains the dominant employer. He hopes the consultants will dig into the employment data, which he thought could be revealing. He said Keene grows during the day, but shrinks during the night. He also called for making transportation cheaper and easier, despite little money coming from the State for transportation and road upgrades. The Mayor noted that many entities in the City (e.g., School District and KSC) were engaged in master planning. He thought it would be important to collaborate so all of those MPs link and work toward shared goals for the City. He also thought it was important to consider the thousands of people who visit Keene during its many festivals and celebrations, supporting the downtown merchants. Mayor Kahn also prioritized determining what type of housing would best support the goals for downtown; perhaps, for example, downtown might not be the best place to concentrate affordable housing. Because he believes that foot traffic will best sustain the downtown businesses, he also thought it would be important to match-up the people, housing, educational opportunities, and economic vitality of the City.

Mr. Kost talked about the NH population aging downward, with statistics showing that by 2050, there will be a much smaller and older population. He thought that was a scary prospect when considering the future viability of Keene. He does not want to see Keene in decline like many other cities across the nation. He agreed with the need to attract young families to Keene. He recalled another statistic that 1,400 housing units are needed in Keene alone, just for the people who live in Keene today, which Mr. Kost called daunting. He thought it will be important to spend a lot of time considering land use and where to build. Serving on the Planning Board, he knows that many value the more rural districts of Keene and do not want to see those parts of the City developed. If possible, he suggested spending time trying to understand what parts of the City could be developed, while balancing the protection of what exists in the City already. Mr. Kost added that many people learn well visually, so he encouraged more graphics and images in the MP than dense paragraphs of text. Mr. Beurle agreed about including more visual material.

Mr. Von Plinsky stated that he has always found growth to be a silly measure of success for a community, because there is only so much room to grow. He said Keene can keep growing, but it will not change the number of acres available in the City. He cited examples from around the nation of smaller towns being swallowed by miles of strip malls and apartment complexes. He did not contest that Keene needs to attract younger workers, but he wants to ensure this process does not lead to growth for growth's sake. He hopes growth will be proposed in the right places for Keene. In this process, he also hopes for engagement with those who know the environment around Keene, as there are many working to protect that environment who should have a voice in this effort.

Vice Chair Henkel wanted to think about providing a voice to everyone by including physical and virtual engagement. While the Committee is comprised of an impressive range of different perspectives, he thought there were even more viewpoints to engage in this effort. At the end of this process, he would measure success by the number of new conversations across the City that help to create a shared vision for the future.

Ms. Bergeron noted that her husband is from Europe, and when visiting for long durations, they have never had to rent a car because there is transportation available at every level—trams, trains, busses, etc. Many people walk and spaces are being expanded for bicycles and scooters, reducing the lanes for vehicle traffic. She agreed that Keene only has so many acres to build on, and that Keene needs to be friendly to its surrounding towns, which at a certain point would become bedroom communities. She added that all types of housing should be considered, including apartments and small homes that might not require as much debt to obtain. Ms. Bergeron thought that a component of this should be educating the community on the various different possibilities for the future of Keene. She also represents this region on the NH Council on the Arts and the National Endowment for the Arts. She recalled working on Keene's arts corridor with MEDC, as the arts bring a lot of money to NH. She also recalled the Governor pointing out that an artist/creator could spend \$12,000/month on a loft in Boston, or much less for a much bigger one in Keene. She agreed that Keene needs growth, but not just for growth's sake.

Councilor Jones talked about how the demographics in Keene are changing. Regarding economic development, since the last MP was adopted, Keene lost the world headquarters for Kingsbury, Markem Imaje, Timken Precision, Peerless Insurance, and the Grange. Keene's economy is changing, and Councilor Jones thinks it should become a small business economy. He thought the City's mixed-use zoning was helping some in this regard. Councilor Jones added that he looks forward to the ascertainment process and public engagement, which was critical during the last MP process. Lastly, he said one of the most important parts of this whole process is implementation, because otherwise the MP is just a piece of paper.

Mr. Meehan advocated for this being a very inclusive process—thinking about people who work long hours, are stretched thin already, and live a life of scarcity. He did not think affordable housing alone would be enough, as there are community members with other stressors in their lives who are therefore hard to engage in a process like this. So, Mr. Meehan hopes the consultants and Committee will be thoughtful about these challenges, while recognizing that there is little chance of capturing *everyone's* voice. Still, he hopes there will be an earnest effort. He also encouraged the Committee to be comfortable working with difficult data and looking at negative trends that exist today. Being comfortable with that discomfort will help lead the Committee in the right directions. Mr. Meehan recalled earlier comments about needing housing that is affordable to people with very high salaries (like doctors); he said it was important to understand these leverage points in the community that might not be clear right now—connecting problems with solutions, which he hopes this MP process will foster. Lastly, regarding development and growth, Mr. Meehan agreed with points about mindful density—a balance between needing people to move to Keene while wanting to preserve the outdoor spaces they value.

Chair Farrington said that to him, success would be very deep and broad engagement within the City of Keene and working hard to ensure all of those ideas are represented. He added that Keene does not need to reinvent the wheel, and there are best practices from other communities that he hoped the consultants would contribute. Chair Farrington also thought it would be important for the Committee to be very clear on its assumptions about future trends, particularly population demographics. The State of NH published projections for the population of Keene and Cheshire County by 2050; Keene would peak in 2030 and decline through 2050. He wondered how to break out of that cycle and have a bigger City.

During community engagement, the Committee will need to understand that Keene has changed very little over time. Chair Farrington also commented on the role of City government in the community and what people want from the municipal government. He thought it would be important to clearly articulate that—like the comment on bedroom communities—it is important to expand Keene's horizon to the neighboring communities and develop win-win scenarios. He had heard from community members in Swanzey that they do not want more Keene workers living there, so he thought it would be important to incentivize Swanzey welcoming Keene

workers. He agreed with the Mayor that it will be important to mesh the various community master plans that are in progress.

Mr. Beurle appreciated all the comments and would use them to prepare for the March meeting.

Mayor Kahn asked about the timeline for data collection so the Committee can be helpful and guide the consultants to important sources. This should be process-oriented and data driven. Mr. Beurle replied that data collection had begun by reviewing historical City documents. By March, they should have a plan to incorporate the data into this process, which the Committee will weigh-in on. He agreed with the Chair about being clear on assumptions.

Mr. Walier asked if there was merit in reviewing the 2010 MP to glean any insights or comparisons. The Community Development Director, Jesse Rounds, thought it was an excellent point. He was happy to prepare a presentation on the 2010 MP, which was very well received by the community, but some areas fell short and it will be important to review those in an effort to improve.

**8) New Business**

This is left on the agenda so that if something arises during or after a meeting that the Committee wants to discuss at a future meeting, this would be the proper time to raise those points so they can be added to the next agenda.

The Community Development Department Staff would prepare a presentation on the 2010 MP for the next meeting: what worked, what did not, and where implementation stands now.

**9) Next Meeting: Tuesday, March 12, 2024, at 6:00 PM**

Mr. Beurle will be physically present in Keene at the next meeting.

**10) Adjournment**

There being no further business, Chair Farrington adjourned the meeting at 7:42 PM.

Respectfully submitted by,  
Katrinya Kibler, Minute Taker  
February 13, 2024

Reviewed and edited by,  
Megan Fortson,  
Planning Technician