

# Strategic Plan Review & Revision Process Kickoff Meeting

Keene Valley Library Meeting Room

May 13, 2026

7 PM



The current strategic plan is located here on the town website:

[https://www.townofkeeneny.com/wp-content/uploads/2021/06/SKM\\_C22721060913520.pdf](https://www.townofkeeneny.com/wp-content/uploads/2021/06/SKM_C22721060913520.pdf)

## **Community Master Planning Strategic Plan Review and Revision 2026**

The Town of Keene Strategic Plan was adopted June 8, 2021. The strategic plan provided guidance for the town board to undertake projects, win grant funding, and resulted in a number of successful projects that benefit the community and lots of progress towards improving the quality of life in Keene. In the process of developing the plan, many issues were identified but not addressed and many more have come into focus in the 5 years since the plan was adopted. Based on the time that has passed, the successes we have achieved, and the pressure of pending issues, it is time to revisit the strategic plan and update its guidance.

The stakeholder driven process we used to develop the 2021 plan was very effective. Over 100 people volunteered their time to generate ideas and turn those ideas into a focused plan that had clear priorities. Community members have the best understanding of the issues and are motivated to frame clear solutions and goals that fit Keene. The process for reviewing and revising the strategic plan in 2026 will be similar and will seek to get residents involved.

This process is intended as a review and revision of our existing plan and not the creation of an entirely new plan. Progress on issues identified in the 2021 plan, such as housing and short-term rentals, will be evaluated and next steps will be outlined. Issues that were identified but didn't make it into the 2021 plan will be discussed now. The prime example of this is planning for the sustainability of volunteer emergency and fire services. New projects that have been identified and are under discussion will be developed. Examples of this are sidewalks, the community center, and road and culvert resiliency planning.

The process will be guided by a steering committee made up of members of the town board, school board, planning board, and residents. The steering committee will define topics/issues, establish working groups for each issue or topic, and manage the flow of ideas and information. The working groups will each focus on a specific topic or issue, research and develop recommendations for that issue, and submit a draft to the steering committee. The goal is for the town board to pass an updated strategic plan that will guide town efforts to address the issue. The Strategic Plan is an essential document to guide decision making and to qualify for funding to carry out projects.

### **Timeline**

#### **May & June 2026**

1. Community Meeting: It's time to review & revise the 2021 Strategic Plan. Discuss goals, timeline, and role of community members in driving the process.
2. Recruit volunteers for Steering Committee
3. Initial Steering Committee meeting: Begin planning the scope of the update & review timeline

### July & August 2026

1. Recruit working groups for the individual topics/issues
2. Working groups meet and map out their process/steps/goals

### August, September, October 2026

1. Working groups carry on with work
2. Steering Committee meets to process any material submitted by working groups, answer questions, provide directions, help carry on the process
3. End of September: Working groups submit draft recommendations to Steering Committee

### November & December 2026

1. Steering Committee reviews draft recommendations & requests additional input as needed.
2. Steering Committee forwards recommendations to the Town Board for review.

### January 2027

Town Board votes on adoption of updated Strategic Plan.

### **Strategic Plan Revision Steering Committee Mission**

1. Provide leadership throughout the process
2. Facilitate communication between community members, working groups, and the town board
3. Make decisions regarding scope and focus to guide working groups
4. Serve as leaders or facilitators of some of the working groups
5. Compile, collate, and summarize information developed in the work groups
6. Produce recommendations for the town board to consider for adoption in the revised Strategic Plan.
7. Composed of 6-10 volunteers
  - a. Town board (2 members)
  - b. Planning board
  - c. School board
  - d. residents

### **Working Groups Mission**

1. Focus on a specific topic/issue as identified by the Steering Committee.
2. If the topic is currently included in the 2021 Strategic plan, evaluate the progress made so far; develop recommendations for future work, if needed; and revise goals or benchmarks.
3. If the topic is new to the Strategic plan, describe the scope of the issue; research existing or potential ideas for addressing the issue; make recommendations and identify goals for inclusion in the revised strategic plan.