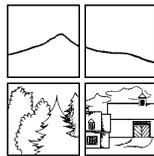


Annual Report

Comprehensive Economic Development Strategy for Southwest New Hampshire



June 30, 2015



SWRPC

Southwest Region Planning Commission
37 Ashuelot Street
Keene, New Hampshire 03431
www.swrpc.org

Prepared with the support of the
Economic Development Administration, U.S. Department of Commerce
and other partners.

Acknowledgements

The Southwest Region Planning Commission recognizes the following partners in advancing the Comprehensive Economic Development Strategy for Southwest New Hampshire:

Resource Partners:

NH Department of Resources and Economic Development
NH Community Development Finance Authority
NH Office of Energy and Planning
Public Service of New Hampshire
NH Department of Environmental Services
Monadnock Economic Development Corporation
Southwest Region Planning Commission

Committee Members:

Bob Baker, Co-Chair	Keene State College
Keith Thibault, Co-Chair	Southwestern Community Services, Inc.
Jack Dugan	Monadnock Economic Development Corporation
Brian Foucher	WiValley, Inc.
Bob Harcke	SWRPC Board of Directors, Town of Westmoreland
Morris Klein	Town of Hinsdale
H. Greg Johnson	Town of Swanzy
Lisa Murray	Dir. of University Relations & Creative Services, Franklin Pierce University
Jack Pratt	Cheshire County Commissioners
Jen Risley	Monadnock Food Co-op
Judy Tomlinson	Town of Dublin
Ted Whippie	Town of Winchester
Ex-Officio	
Glenn Coppelman	NH Community Development Finance Authority
Chris Wellington	NH Department of Resources & Economic Development

Table of Contents

ACKNOWLEDGEMENTS	II
1. ADJUSTMENTS TO THE CEDS	1
2. ECONOMIC DEVELOPMENT ACTIVITIES AND SIGNIFICANT CHANGES IN THE REGION’S ECONOMIC CONDITIONS FROM JULY 2013 TO JUNE 2015	1
3. EVALUATION OF EFFECTIVENESS IN MEETING GOALS DURING CURRENT REPORTING PERIOD	8
EVALUATION OF CEDS IMPLEMENTATION PROCESS	8
Levels of Participation	8
Data Development & Dissemination	8
CEDS Marketing & Outreach	9
EVALUATION OF PROGRESS TOWARD GOALS	9
Goal A: Maintain a high-quality labor force.....	9
Goal B: Prepare for future development.....	10
Goal C: Balance housing opportunities with trends in income, employment and community character.	11
Goal D: Strengthen the economic base.....	13
Goal E: Support climate for helping business to create a diverse range of employment opportunities.	14
Goal F: Promote the concept of Regionalism.....	14
Goal G: Strengthen local governments.....	15
Goal H: Strengthen the quality of health services.....	16
EVALUATION OF CEDS PRIORITY PROJECTS	16
Current Project Descriptions.....	16
New Project Descriptions	23
Priority Project Evaluation Criteria	24
4. CEDS ADVISORY COMMITTEE AGENDAS, MINUTES, AND FORUM ANNOUNCEMENTS:	25
CONTINUED DEVELOPMENT AND MAINTENANCE	38
PRIORITY PROJECT LIST	39
WORK PLAN FRAMEWORK.....	44
2015/2016 WORK PLAN	44

1. Adjustments to the CEDS

Now nine years since its inception, the Comprehensive Economic Development Strategy (CEDS) for Southwest New Hampshire continues to expand awareness of the process and local participation. The methods necessary to facilitate the CEDS process continue to develop in accord with regional needs and demands which are a result of national and even worldwide business development.

Adjustments to the CEDS process over the past reporting period vary but the vision put forth within the original 2005 document remains with the general focus on economic development and job expansion.

Our 2007 evaluation produced a CEDS document in a revised format; one that is easy to read. The CEDS Committee and staff believe that a simple approach in documentation of the process and projects is a way to maintain a document that the business interests and the general public can utilize with ease. Further streamlining of the goals, objectives and tasks was identified as an effort still required and was addressed in the 2008-2009 Annual Report Work Plan.

The CEDS document was further revised in 2014-2015. This revision allowed for the CEDS document to reflect updated socioeconomic and demographic data as provided through the 2010 U.S. Census and American Community Survey.

This document covers the period from July 2013 through June 2015. Since the previous annual report was submitted there has been continued promotion of the CEDS Public Involvement Plan through distribution of the CEDS brochure, updates to the CEDS portal within the Commission's web site, and inclusion of the "CEDS program" within a Guiding Change compact disc as a companion program with others such as Brownfields, Innovative Land Use Planning Techniques, Geographic Information Systems (GIS), Transportation Planning, and Energy Planning. These materials were delivered to each Town in the region. The CEDS was also included as the Economic Development chapter of the Regional Plan that was developed through the Monadnock Region Future Initiative.

No new priority projects or programs were added during the reporting period.

In our effort to keep the CEDS document as extensive and current as possible descriptions of the economic conditions and nominated projects within the Region have been updated. Priority Projects have been monitored and put through the eligibility criteria described in the CEDS document; sections referring to these projects have been updated to account for the current status of these efforts.

2. Economic Development Activities and Significant Changes in the Region's Economic Conditions from July 2013 to June 2015

Since the previous annual report was submitted, Committee members and staff have acted to promote and further the goals envisioned in the CEDS. Activities directly related to the CEDS process from July 2013 to June 2015 include:

- The CEDS Advisory Committee held three dedicated meetings on October 4, 2013, December 20, 2013, and April 11, 2014. Agendas and minutes are referenced in the "Evaluation" section.
- The updated membership of the CEDS Advisory Committee provides for active participation. The Committee roster contains a cross-section of the Regional

community and members provide various viewpoints that keep the ongoing CEDS process vital, relevant and effective.

Staff Activity in relation to the CEDS process includes:

- SWRPC staff contributed to the State-wide NH Broadband Mapping and Planning Program (NHBMPP). This ongoing program is a 5-year, multi-agency effort to map areas in the state that are currently served by the state's 70+ broadband providers. The effort will yield a mapped inventory of existing and planned broadband assets, as well as a view of locations in New Hampshire where there is either no or inadequate coverage. In addition to the mapping activities, the NHBMPP includes a 4-year planning component that will incorporate the information collected by the mapping activities into regional broadband plans throughout New Hampshire.
- SWRPC staff administered a number of Community Development Block Grants that brought needed services and jobs to the region.
- *Promote the CEDS and its related themes through direct outreach with Boards of Selectmen, Planning Boards, Chambers of Commerce and other formal organizations.*
 - Outreach for broadband issues included the "Broadband Forum" held at the Historical Society of Cheshire County on September 25, 2013.
 - SWRPC staff conducted 8 focus groups with municipal staff and board members on a variety of topics including economic development, energy, housing, natural resources, public health, transportation, water infrastructure, and working landscapes during the fall of 2013 in conjunction with the Monadnock Region Future Initiative.
- *Planning for Future Development*
 - Municipal planning for future development.
 - Master Plans
 - Greenfield Master Plan: review and updates to the following sections: Economic Development, Population & Housing, Transportation, Conservation & Preservation, Existing Land Use, Future Land Use, Construction Materials.
 - Hinsdale Master Plan: review and update to the Housing & Population section.
 - Ordinances/Regulations
 - Assisted the Town of Greenfield in developing a Neighborhood Heritage District.
 - Outreach/Education/Collaboration
 - SWRPC staff hosts Planners Roundtable quarterly meetings of planning staff from around the region to discuss topics of interest.
 - Completed updates of Hazard Mitigation Plans for the towns of Greenfield, Greenville, Temple, Bennington, and Frankestown.
 - Completed an update of the Town of Gilsum Emergency Operations Plan.

- SWRPC staff presented Stormwater Management programs and funding opportunities to the Town of Fitzwilliam.
- Completed a Livability Plan for the Town of Marlborough.
- SWRPC staff continues to update information for the Southwest Region Information System, including tax parcel updates for a number of towns in the region.
- SWRPC staff served as a co-chair of Heading for Home, and also served as a member on its Planning Group and Executive Committee. Staff also assisted in organizing the Heading for Home's Community and Business Leaders Breakfast in November 2013.
- Broadband infrastructure planning for future development.
 - Since 2010, SWRPC staff has been working with the University of NH and the state's other Regional Planning Commissions to biannually update information on the types of broadband technology and service available to Community Anchor Institutions in the region. This information is shared periodically with the National Telecommunications Information Administration for inclusion in the National Broadband Map.
 - In the spring of 2011, SWRPC began work on the NH Broadband Planning Program, a component of the NHBMP that is focused on the development of a regional broadband plan for each region of the state. At the conclusion of this four year initiative, the NH Office of Energy and Planning will integrate the nine regional plans prepared by the state's Regional Planning Commissions into one statewide broadband document.
 - SWRPC formed the Southwest Broadband Stakeholder Group (SWBSG) in September of 2011, to assist with the development of the Southwest Regional Broadband Plan. This diverse group of stakeholders meets quarterly and has worked with staff to identify the need for and barriers to broadband deployment in the region as well as potential strategies for addressing these barriers.
 - In early 2012, SWRPC started work on the NH Rural Addressing Project, an initiative to develop a statewide database containing the spatial locations of 40,000 households in rural Census Blocks. This project was completed in the fall of 2013.
 - To better understand the broadband needs and opportunities of the education, local government, health care, public safety, economic development and communications sectors, SWRPC conducted a series of six focus group meetings and interviews between the fall of 2012 and winter of 2013.
 - In late September of 2013, SWRPC released the draft Southwest Region Broadband Plan for public review and comment. This draft Plan, which can be accessed at www.swrpc.org/broadbandplan, outlines proposed goals, objectives and strategies for addressing the needs for and challenges to broadband availability and adoption in the Region. SWRPC staff and members of the SWBSG presented on the components of this draft Plan and responded to questions from the public at a Broadband Forum on September 25, 2013 at the Historical Society of Cheshire County in Keene.

- In June 2013, SWRPC staff began the Municipal Broadband Verification Project, which is aimed at improving the accuracy of the broadband availability data collected by the NHBMP. This project concluded in the early fall of 2013.
 - On May 16, 2014 SWRPC staff attended the NH Broadband Conference at the Grappone Center in Concord, which featured a wide array of workshops on initiatives to improve broadband access and utilization in New Hampshire. During the Conference, SWRPC staff led a session describing the state's regional broadband planning initiative.
 - *Planning for Redevelopment*
 - SWRPC Brownfields Program provided assistance for the following sites in the region:
 - The Old Keene City Landfill, a 30 acre site located at 560 Main Street in Keene, benefitted from Phase II assessment services paid for by the SWRPC Brownfields Assessment Program (\$32,860) and City of Keene. The purpose of the assessment was to identify the suitability of the site for a light industrial redevelopment proposal brokered by Monadnock Economic Development Corporation (MEDC). During this time period, it was discovered that additional assessment and clean up planning were needed. MEDC successfully won additional assessment funds through a Targeted Brownfields Assessment Grant from Environmental Protection Agency Region 1 during this period (\$115,000).
 - SWRPC partnered with NH Department of Environmental Services' (NHDES) MtBE remediation program to prepare for the assessment and clean up the former Four Corners Store in Richmond. The action resulted in the removal of 960 tons of grossly contaminated soil from the site and transported to a regulated landfill in July of 2014. The cost of the brownfields assessment, paid for by the SWRPC Brownfields Assessment Program, was \$48,169. The removal action paid for by NHDES was a clean-up investment of approximately \$150,000.
 - SWRPC Brownfields Program facilitated redevelopment activities at the following sites in the region:
 - Jaffrey's Park Theatre received \$550,000 in tax credits from the Community Development Finance Authority to assist in its construction of a new performing arts center. On December 13th, 2013 the Park Theatre demolished the old Park Theatre building after arranging the storage of important Art Deco architectural features of the older theatre. Additional fundraising for the new structure was done during the reporting period.
 - A new owner purchased the former Bedard's Auto Center and has opened a storage area for their landscaping business on the site. Much of the site has been cleaned up and structures have been repaired.
 - *Regional Transportation Planning*
 - Highway/Bridge Project Activity during the reporting period included the following projects:

- Stoddard-Hillsborough: NH 9 from joint east of Granite Lake Rd. in Stoddard to a joint west of NH 31N in Hillsboro.
 - Nelson: Nelson Road reclaim of state roadway.
 - Westmoreland: NH 12 Pavement & Bridge rehabilitation from S. Village Rd. north 3.6 miles to north of the junction of NH 63.
 - Chesterfield/Westmoreland/Keene: NH 9 from Friedsam Rd in Chesterfield to NH 101 in Keene.
 - Winchester - Swanzey: NH 10 replace of bridge 152/181 over Ashuelot River.
 - District 4: Resurfacing of various locations in the Southwest Region.
 - Keene- Roxbury/Swanzey: NH 9, from joint west of NH 10, east approximately 2.6 miles to approximately 650' east of Keene-Roxbury town line.
 - Rindge: US 202 & Forristal Road; intersection safety improvement project through HSIP.
 - Rindge: Cathedral Road rehabilitation of roadway.
 - Keene: NH9/NH10/NH12 rehabilitation of three bridges in Keene.
 - Keene: NH12/NH101 rehabilitation of NH12/NH101 over Ashuelot River bridge in Keene.
 - A new Intercity Bus Route began in March 2014, providing direct service from Keene to Boston on Fridays and Sundays. The bus also makes stops in Brattleboro, VT and Nashua, NH.
 - Hinsdale re-funded the Connecticut River Transit fixed route service that connects Hinsdale to Brattleboro.
 - One season of traffic research was successfully completed.
 - Began a study of the NH Route 12 South Corridor.
 - The Monadnock Region Transportation Management Association (MRTMA) activities include the implementation of the Rack It Up Program, a bicycle cost-share program that was piloted during this time period. \$5,000 of New Hampshire Charitable Foundation money was used to leverage \$4,467 of private and public dollars to fund the project creating 90 new bicycle parking spaces in the City of Keene.
 - The Monadnock Region Coordinating Council (MRCC) continued another year of expanding volunteer driver services through a new Federal Transit Administration eligible activity called Purchase of Services.
- *Energy Planning*
 - In January 2014, SWRPC co-sponsored a free “Button Up NH” Weatherization Workshop in Keene to provide homeowners and others interested in building energy efficiency with information and techniques to help save money on home energy use.
 - SWRPC staff collaborated on the Air Quality Education and Outreach Campaign to increase awareness about small particulate air pollution in Southwest New Hampshire.
 - *Monadnock Region Future*
 - In February of 2012, SWRPC commenced Monadnock Region Future, a three-year initiative to update the regional plan for Southwest New Hampshire. This regional effort is part of the statewide program, Granite State Future, made up of the nine regional planning commissions (RPCs) in the state and a wide range of statewide agencies and organizations.

- Since the start of the program, SWRPC staff have participated in monthly executive committee and program managers meetings with other RPC leadership and staff from across the state.
 - In early 2012, SWRPC staff began its participation on Granite State Future's Technical Advisory Subcommittees, which are composed of RPC staff and statewide partners and organized around six livability principles.
 - In July of 2012, SWRPC staff established a Regional Leadership Team, representing a broad cross section of the region's communities and interests, to help shape and promote the regional planning process. This team meets bimonthly in conjunction with SWRPC's Board of Directors regularly scheduled meetings.
 - Since the summer of 2012, SWRPC staff have organized and facilitated extensive public outreach and engagement activities throughout the region to identify regional needs and priorities and to involve diverse publics in the planning process. Outreach efforts during the reporting period include conducting 8 focus groups on a variety of topics including economic development, energy, housing, natural resources, public health, transportation, water infrastructure, and working landscapes during the fall of 2013. SWRPC also co-sponsored a statewide household survey facilitated by the UNH Survey Center during the summer of 2013.
 - SWRPC has been actively working on developing the regional plan and its components, which include a long range transportation plan; housing needs assessment; comprehensive economic development strategy; environmental plan; water infrastructure plan; energy efficiency and green building plan; fair housing equity assessment; climate change impact assessment; and, scenario planning.
- *Community Development Activities*
 - SWRPC staff provided assistance for the grant writing and/or administration of the following Community Development Block Grants
 - In December 2013, the Town of Troy was awarded \$12,000 for a feasibility study to investigate ADA compliance issues at the Town Hall.
 - In December 2013, the Town of Jaffrey was awarded \$12,000 on behalf of the Forest Park Tenants' Association to investigate infrastructure needs at the cooperative.
 - In October 2013, the Town of Hinsdale was awarded \$500,000 to implement infrastructure improvements at the Oak Hill Acres Cooperative. This project will benefit at least 47 households, 82% of which are low or moderate income.
 - In April 2014, the Town of Winchester was awarded \$500,000 to contribute to a project that will result in the renovation of the 30 units known as Wedgewood Duplexes. Once the project is completed, the project will be known as Woodcrest Housing. This project will benefit 100% low and moderate income households.
 - Other Grant Activities:
 - SWRPC staff completed a 604(b) grant through the Clean Water Act for a Nutrient Loading Study of Lake Warren in Alstead, NH.

State of the Regional Economy

While CEDS-supporting activities over the past year have been wide-ranging, conditions in the regional economy have reflected the effects of the national and worldwide economic downturn. The United States entered a recession in December 2007, according to the National Bureau of

Economic Research. On the National level, unemployment rose from 5.2% to 8.6% between March 2008 and April 2009. During this same time, New Hampshire's unemployment rose from 3.9% to 6.4%.

Unemployment in the Southwest Region's communities fell and rose over the course of the past reporting period. However, the Southwest Region's unemployment levels are still lower than the national unemployment level. More recent unemployment data for the region is found in the table below.

Due to the State's and the Region's sparse population in comparison to other states and regions, unemployment percentages for New Hampshire tend to provide lower proportions. As indicated above, this situation is still the case. Unemployment within the Southwest Region tends to echo and chart slightly below the State's average and is prone to seasonal adjustments. The typical "non-seasonally adjusted" unemployment percentages between March 2014 and June 2014 follow:

Labor Force and Unemployment, Not Seasonally Adjusted - SWRPC Region				
Date	Civilian Labor Force	Employed	Unemployed	Unemployment Rate (%)
Mar 2014	53,510	50,906	2,604	4.8
Apr 2014	53,132	50,891	2,241	4.2
May 2014	53,213	50,843	2,370	4.4
June 2014	53,266	50,929	2,337	4.3

Source: Economic and Labor Market Information Bureau, NH Employment Security

Labor Force and Unemployment, Not Seasonally Adjusted, New Hampshire				
Date	Civilian Labor Force	Employed	Unemployed	Unemployment Rate (%)
Mar 2014	744,451	708,120	36,331	4.9
Apr 2014	739,585	707,587	31,998	4.3
May 2014	742,530	710,186	32,344	4.4
June 2014	750,902	718,490	32,412	4.3

Source: Economic and Labor Market Information Bureau, NH Employment Security

Labor Force and Unemployment, Not Seasonally Adjusted, United States				
Date	Civilian Labor Force	Employed	Unemployed	Unemployment Rate (%)
Mar 2014	155,627,000	145,090,000	10,537,000	6.8
Apr 2014	154,845,000	145,767,000	9,079,000	5.9
May 2014	155,841,000	146,398,000	9,443,000	6.1
June 2014	156,997,000	147,104,000	9,893,000	6.3

Source: Economic and Labor Market Information Bureau, NH Employment Security

Since the adoption of the CEDS, events impacting jobs and the regional economy including business closings have been observed. During the most recent reporting period, the following businesses closed or were otherwise impacted:

Company/ Base Closure	State	No. of Employees	Date
Frameworks/Antrim	NH	11	4/30/2014
Shaws/Keene	NH	Unknown; 453 statewide	9/2/2013

This table does not represent a complete list of business closures and layoffs in the region. This information was provided by staff at the New Hampshire Department of Resources and Economic Development.

3. Evaluation of Effectiveness in Meeting Goals during Current Reporting Period

This section provides an evaluation of the CEDS program over the past reporting period. The evaluation focuses on: the CEDS Implementation Process, the CEDS Goals and the CEDS Priority Projects.

EVALUATION OF CEDS IMPLEMENTATION PROCESS

The three critical components of the CEDS Implementation Process are the Levels of Participation, Data Development and Dissemination and CEDS Marketing & Outreach.

Levels of Participation

Participation in the CEDS Advisory Committee meetings is critical to the growth and success of the program. Attraction, recruitment and outreach draw a broad range of community representatives with a stake in economic development to serve on the CEDS Advisory Committee and to participate in public meetings.

During the reporting period no new members joined the CEDS Advisory Committee.

The CEDS Advisory Committee and staff met a total of three times from July 2013 to June 2014. The meetings and their attendance were as follows:

- October 4, 2013 - 9 committee members attended
- December 20, 2013 - 5 committee members attended
- April 11, 2014 - 9 committee members attended

The evaluation criteria for meeting attendance listed in the CEDS states that 6-9 attendees make for 'good' attendance while 10 or more attendees make for "excellent" attendance. At this time attendance is "good".

The Committee did not co-sponsor any forums during the last reporting period.

Data Development & Dissemination

SWRPC provides data to the general public and local communities on an ongoing basis. Data offerings connected to the CEDS complement the efforts SWRPC already makes to keep the public and member communities apprised of new data that impacts the Region. Among the data provided are the U.S. Census, local and regional traffic counts, labor market information, housing affordability information and GIS maps. SWRPC provides this information by personal consultation, telephone, mail and on its web site: www.swrpc.org.

The CEDS evaluation criteria say 25 or more requests for information is excellent. From July 1, 2013 to June 30, 2014 alone, the SWRPC well exceeded this standard by fielding at least 12 requests per month. Requests for information were in the following categories:

- Broadband accessibility in Southwest New Hampshire
- Community Development Block Grants and other funding sources
- The CEDS
- Demographic data
- Geological data
- Geographic Information System (GIS) analysis and maps, including requests for tax parcel mapping

- Housing
- State and local regulations
- Requests involving information from the *Innovative Land Use Planning Techniques* manual
- Traffic data, transportation plans and transit opportunities

CEDS Marketing & Outreach

Marketing and outreach efforts for the CEDS were continued this year with the Commission continuing membership with the National Association of Development Organizations.

The Commission continues promoting the Public Involvement Plan with distribution of the CEDS brochure, the overview materials for CEDS programs, and updating of the Community and Economic Development portal on the Commission's web site. Information posted on the website includes the CEDS document, a listing of partner agencies as well as a link to the US Economic Development Administration's web site.

The purpose of the brochure is to briefly describe the CEDS and then to offer ways in which people can engage in the process. The brochure encourages readers to attend CEDS sponsored forums, to contact the Advisory Committee via SWRPC with thoughts and concerns about the local economy, and to share information about their own project or program that might be of help supporting the CEDS vision. The CEDS program overview materials include the CEDS brochure, a CEDS Frequently Asked Questions (FAQs), a CEDS Fact Sheet, a set of CEDS Project Examples, a list of the CEDS Priority and Planning Projects, and finally a CD of the CEDS planning document.

In addition to these efforts, perhaps the most effective outreach process is the ongoing connection with proponents of each project and program listed in the annual Work Plan. Monitoring these projects means that proponents are contacted throughout the year, strengthening the relationship between economic development practitioners, entrepreneurs, community and business representatives, and those striving to ensure the CEDS remains relevant to the regional economy.

Two to three presentations or events for the purposes of CEDS Marketing and Outreach fall in the 'good' evaluation criteria category defined in the CEDS. The CEDS program reporting period rates with a good to excellent evaluation regarding marketing and outreach.

EVALUATION OF PROGRESS TOWARD GOALS

Below are the eight CEDS goals, each followed by a description of progress in the last year based upon the updated evaluation criteria described in the originating 2005 CEDS.

Goal A: Maintain a high-quality labor force.

The CEDS evaluation criteria for Goal A focus on two aspects: the number of active programs providing labor force training (including entrepreneur training programs, internship programs, and vocational programs) and the number of people enrolled in those programs. The criteria specify five or more programs and 100 or more enrollees to be 'excellent.' Southwest New Hampshire easily exceeds both these standards.

Part of maintaining a high-quality labor force is to match prospective employees to available jobs. Job Fest a program run largely through the Monadnock Center for Successful Transitions, offers training courses for high school students to learn the skills they will need to successfully find, apply for, interview for, and land a position. Job Fest furthers the opportunities of its attendees by gathering local employers into a job fair setting so students can put their new skills to use.

Training programs to increase job skills in the Region include coursework and internship programs available at four post-secondary institutions. These institutions are River Valley Community College (for the Keene to Claremont region), Antioch New England Graduate School, Keene State College, and Franklin Pierce University. Continuing education courses for incumbent workers in the Region are available from both Keene State College and the Keene School District.

The Keene School District's Community Education program is now offering courses through its Technical and Enrichment Programs with a focus on Machining Processes, Plumbing and Electrical trades. Upon a student's successful completion of Machining Processes the student then has the opportunity to interview with any number of these companies within the Region. The Keene School District's Community Education program is working with River Valley Community College to develop a pathway into the Advanced Machine Tool Certificate program currently offered by the college at its Keene Academic Center.

For entrepreneurs, the Region also hosts a variety of training opportunities. Counseling for business owners can be obtained from the Small Business Development Center housed at Keene State College, as well as from New Hampshire Micro Credit and New Hampshire Works. The Hannah Grimes Center offers a variety of workshops such as sales training, course work on the Fundamentals of Entrepreneurship and an Angel Investors program.

Goal B: Prepare for future development.

The CEDS evaluation criterion for this goal calls for a count of municipal capital improvement, transportation, and zoning and land-use regulation activities related to future development. Work on twelve or more such activities falls in the 'excellent' evaluation criteria category for this goal; in the past year the Southwest Region far surpassed this benchmark.

In terms of municipal planning for future development, in the past year Master Plan assistance is being worked on in the towns of Greenfield and Hinsdale. The Southwest Region Planning Commission provided planning technical assistance for ordinances and regulations in the town of Greenfield.

Healthy activity continues in the Region's Tax Increment Finance Districts within the Towns of Antrim, Jaffrey, Keene, Hinsdale, Peterborough, and Swanzey.

In the past year, development in the Region has continued with commercial and industrial development activities in areas with existing infrastructure. Projects fulfilling this description include: the continued and expanded development of the Keene Downtown Railroad Land (headed by the Monadnock Economic Development Corporation, the City of Keene, and with SWRPC Brownfields assistance). To date, the Senior Housing has been completed; a 100-room Marriott Hotel has been completed; a mixed-use commercial and housing building at 51 Railroad Street has been completed. In addition, the Wright Silver Polish Building was purchased, added to the Railroad Land project, sub-divided in to two condominiums and has been completed and sold. The Monadnock Food Co-op was completed in 2013. There is room for two more additional buildings on the Keene Downtown Railroad Land; the total investment anticipated when the build-out is complete is \$55 million.

Other projects in this category include the redevelopment of Troy Mills (headed jointly by a grass-roots non-profit and a for-profit development firm) and the redevelopment of the Antrim Mill (headed by the Antrim Mill Corporation in collaboration with the Town of Antrim).

Regional transportation planning activities during the reporting period have the Rack It Up program implemented by the Monadnock Regional Transportation Management Association. The MRCC continued another year of expanding volunteer driver services through a new Federal Transit Administration eligible activity called Purchase of Services. Highway and bridge projects were completed in the towns of Stoddard, Nelson, Rindge, Chesterfield, Keene, Swanzey, Roxbury, and Winchester. A Road Safety Audit was completed for the town of Swanzey.

Significant progress was made with regards to addressing the availability of broadband in the region during the reporting period. The NH Broadband Mapping and Planning Program is well underway. SWRPC has worked with project partners to biannually update the availability of broadband technology and service available to Community Anchor Institutes. SWRPC staff completed the Rural Addressing Project. The Broadband Stakeholder Group has continued to meet, and work is nearly complete on the regional broadband plan. Numerous broadband-related public forums were also held during the reporting period.

Goal C: Balance housing opportunities with trends in income, employment and community character.

According to the New Hampshire Office of Energy and Planning’s “Current Estimates and Trends in NH’s Housing Supply,” there were 193 permits issued for the construction of residential units in the Southwest Region in 2010.

Based on this aggregate data the Region rates as “needs improvement” when measured against the CEDS evaluation criteria. However, it should be noted that the housing market is suffering from a major slowdown, so it should be no surprise residential building permits are down from the 540 issued in the Southwest Region back in 2005.

The second criterion for Goal C asks whether the median rental housing cost is affordable to median income households in that rental housing costs require less than 30% of a family’s income. Viewing Table 1, it is clear that for a 2-bedroom and a 4-bedroom apartment, the fair market rent is affordable for households earning the median family income. While the availability of affordable housing is a concern, the Region rates as “good” in respect to the CEDS evaluation criteria.

Table 1

County	2011-2013 American Community Survey Median Family Income	
	<i>Median</i>	<i>30% of Median</i>
Cheshire	\$69,182	\$20,755
Hillsborough	\$84,577	\$25,373
Sullivan	\$67,621	\$20,286

County	2014 Fair Market Rent for 2 Bedroom Apartment	
	<i>Per Month</i>	<i>Per Year</i>
Cheshire	\$972	\$11,664
Hillsborough	\$907*	\$10,884*
Sullivan	\$917*	\$11,004*

County	2014 Fair Market Rent for 4 Bedroom Apartment	
	<i>Per Month</i>	<i>Per Year</i>
Cheshire	\$1,583	\$18,996
Hillsborough**	\$1,297*	\$15,564*
Sullivan	\$1,263*	\$15,156*

Sources: US Census Bureau - American Community Survey 2011-2013 Estimates; US Department of Housing and Urban Development

* Includes those portions of Hillsborough and Sullivan County outside of the SWRPC Service Area

** * Hillsborough County Fair Market Rent does not include Manchester, NH HUD Metro FMR Area or Nashua, NH HUD Metro FMR Area

The third criterion states that at the time of evaluation, the annual average sale price, as collected from Realtor Association data, will be compared to US Department of Housing and Urban Development (HUD) median income figures for the same time period as available at the time of evaluation. Using the average 30-year fixed interest rate for that time period, based on a 20% down payment, and disregarding property taxes or any additional home ownership costs, the income and price figures will be examined to see if a median income household can afford monthly mortgage payments on the average home sale price.

The most recent purchase price data available from the New Hampshire Housing Finance Authority (www.nhhfa.org) reports that for the data collected for 2013, the median purchase price of all homes in the Southwest Planning Region was \$165,000 (based on a sample size of 919 units). A descriptive breakdown of this total follows:

Table 2

Type	Median Purchase Price	Sample Size
All Homes	\$165,000	919
Existing Homes	\$165,000	890
New Homes	*	29
Non-Condominiums	\$168,000	844
Condominiums	\$147,000	75

*Calculations based on a sample size of 50 or less are highly volatile and not considered valid.

Data from the Federal Home Loan Mortgage Corporation reveals that the average interest rate for a 30-year fixed, conventional mortgage was around 3.98% in 2014. Plugging this average percentage rate and median purchase price, less a 20% estimated down payment yields an estimate of a \$660 monthly payment (\$165,000 - a 20% down payment = \$132,000; principle at 4.39% interest over 30 years).

A monthly payment of \$629 over a 12 month period equals a total of \$7,548. This estimate illustrates an affordability baseline and does not account for mortgage and property insurance payments, property tax payments and the cost of utilities.

The CEDS evaluation criteria for Goal C state that an “affordable” home will require less than 30% of a family’s income. Median Family Income data from the US Census Bureau - American Community Survey 2011-2013 Estimates is displayed in Table 3 below. Comparing these figures to the \$7,548 figure calculated above, it would appear that mortgage payments on median priced homes within the Region are affordable for those earning the Median Income for each respective county.

Table 3

County	2011-2013 American Community Survey Median Family Income	
	<i>Median</i>	<i>30% of Median</i>
	Cheshire	\$69,182
Hillsborough	\$84,577	\$25,373
Sullivan	\$67,621	\$20,286

Source: US Census Bureau - American Community Survey 2011-2013
Estimates

Goal D: Strengthen the economic base.

The first criterion for Goal D asks for the net annual number of new businesses in the Region in the past year. Progress on this criterion will be gauged through the number of “establishments” reported in the US Bureau of Labor Statistic’s Quarterly Census of Employment and Wages (QCEW). The QCEW includes all work sites covered by state or federal unemployment insurance laws, which on average is reported to cover 98% of wage and salaried civilian employment. The QCEW is currently reported annually. At the time of this report, annual figures are available for 2012 and 2013.

Table 4

	Private (Non-Government) Establishments in SWRPC Region
2013 Annual	2,501
2012 Annual	2,506

Source: Quarterly Census of Employment and Wages; US Bureau of Labor Statistics
Through the NH Economic and Labor Market Information Bureau

According to the most recent data available from the QCEW, in 2012 the QCEW averaged 2,506 private (non-government) establishments in the 35 municipalities comprising the Southwest Region. In 2013 the average number was 2,501; unfortunately showing a decrease of 5 establishments. Evaluating based on the annual and quarterly decreased number of establishments falls in the ‘Needs Improvement’ category. Please note that for one town in the Southwest Region, the number of establishments is too small so that data does not meet disclosure standards.

The second criterion for Goal D asks that business incubators in the Region be identified, along with each incubator’s industry sector of activity, the number of tenants they currently host, and the success rate of their graduates. Information gathered for all incubators in the region is considered ‘good.’

One flourishing incubator in our area is the Hannah Grimes Incubator in Keene. Until recently, the Hannah Grimes offered six full-time offices and one office devoted to associate members who could use it up to 30 hours per month. The Hannah Grimes incubator has consistently operated near capacity. Recently, Hannah Grimes completed renovations that allowed them to expand to 15 business incubator offices. Businesses participating in the incubators range from technology firms to business services, counseling services, and business to business suppliers. In addition, the Hannah Grimes Center has moved to a new location on Church Street in Keene. This move allowed for the development of the Hannah Grimes Center for Nonprofits to open in their former space. This Nonprofits Center offers the same services as the business incubators, but is tailored for the needs of nonprofit organizations.

The Whiton Incubator was designed for 15 spaces including a warehouse. Though it was reported in 2009 that the Whiton Incubator was operating near capacity, it should be noted that in 2011 the Whiton Building was sold to a Lawrence-based manufacturing firm. The company, New England Products (NEP), is a manufacturing/distribution company that specializes in outdoor seat cushions and accessories for the hunting and stadium industries. This project was funded in part by a Community Development Block Grant, and led to the creation of 11 new jobs. While several tenants have leased space from NEP and remain within the Whiton Building, it is no longer an incubator.

Emerging incubator facilities include the Dunning Building in Walpole, and the Historic Harrisville Project. The Dunning Building in Walpole represents a \$750,000 investment - helped by a Community Development Block Grant and the Bank of New Hampshire - to restore an existing building into usable office space. The project began in April of 2005, and continues at the present time. MEDC, the task leader for this project, reports that at the time of this CEDS Annual Report, three companies are leasing space within the building. Space is being listed as market rate rents to grow businesses.

It was reported in the 2008 Annual Report that the only other incubator that had been operating in the Region, the Webster Street Incubator in Jaffrey, closed after opening its doors in 2004. It has since been purchased by a private developer who is working to fill the building with tenants.

Goal E: Support climate for helping business to create a diverse range of employment opportunities.

The first criterion for Goal E counts the annual major municipal business related land-use regulation and policy updates. In terms of municipal planning for future development, in the past year Master Plan assistance has been provided in the towns of Greenfield and Hinsdale.

The second criterion for Goal E counts the number of businesses initiated by public-private partnerships; again, the cut-off for the excellent category is five such projects. In the past year, the Region has also experienced activities in promotion of commercial and industrial development in areas with existing infrastructure. Active projects fulfilling this description include:

- Continued development of the Keene Downtown Railroad Land (headed by the Monadnock Economic Development Corporation (MEDC), the City of Keene, and with SWRPC Brownfields assistance);
- Continued development of Troy Mills (headed jointly by a grass-roots non-profit and a for-profit development firm with both public and private funding);
- Continued redevelopment of the Antrim Mill (headed by the Antrim Mill Corporation in collaboration with the Town of Antrim);
- Continued redevelopment of the Dunning Building in Walpole (headed by MEDC with support from the Town of Walpole);
- Continued redevelopment of the Cheshire Mill in Harrisville (headed by Historic Harrisville with support from MEDC, the Town of Harrisville, and Cheshire County);
- Continued efforts to renovation of the Jaffrey Park Theater (headed by the Park Theater with support from Franklin Pierce University, and the Town of Jaffrey);
- Business development in Tax Increment Finance Districts in Antrim, Jaffrey, Keene, Hinsdale, Peterborough, and Swanzey.

Goal F: Promote the concept of Regionalism.

The evaluation criterion for Goal F state that five or more annual presentations or events on Regionalism can be considered excellent. Forums or events during the reporting period include a

public forum on the draft Regional Broadband Plan at the Historical Society of Cheshire County in September 2013; and the Richmond Four Corners Community Conversation held on June 21, 2014. Additionally, SWRPC held a series of eight focus group in the fall of 2013 to identify regional needs, challenges and opportunities for the Monadnock Region Future Initiative. Other regionally-based meetings over the past year have included 3 SWRPC dinner meetings (in October 2013, February 2014, and June 2014) and five meetings of the Economic Development Advisory Committee in October 2013, December 2013, and April 2014. Through the auspices of SWRPC advisory committees, meetings have also taken place to discuss transportation, natural resources, and brownfields issues in the Region.

While well into the ‘excellent’ category, this count does not include many more meetings of a regional nature likely sponsored by other organizations operating in Southwest New Hampshire.

Goal G: Strengthen local governments.

The first criterion for Goal G asks for the number of annual training sessions for municipal volunteer and professional staff (5+ is excellent); the second criterion asks for the annual number of municipal volunteer and professional staff trained each year (75+ is excellent).

The Municipal Law Lecture Series run by the New Hampshire Local Government Center (LGC) offers three lectures each fall. These lectures were delivered in six locations around the state, including the Southwest Region. The LGC estimates 450 people from around the State attend the lecture series each year. Other workshops held by the LGC throughout the year offer training for moderators of town meetings, city and local officials (particularly selectmen), officials in charge of budgeting, and officials involved with maintaining public roads.

Another training program associated with the Southwest Region is the New Hampshire Selectperson’s Institute offered by the Keene-based Antioch New England Institute in partnership with the LGC that is held at different locations around the state each spring and fall. The Selectperson’s Institute annually offers four day-long sessions covering topics from the responsibilities of selectmen to specifics in open space and land protection, media strategies, partnership building, and financial budgeting. Since the program’s inception in 1999, over 200 people have passed through the training program.

While not specifically associated with the Southwest Region, elected officials of the Region have the option to attend the New Hampshire Office of Energy and Planning’s Planning and Zoning Conference, held in the spring of each year. This conference offers sessions on topics pertinent to local planning and zoning boards. Each of the conferences is customarily attended by over 100 participants from around the state.

The three Municipal Law Lectures, four Selectperson’s Institute sessions, and two NH OEP conferences easily surpass the five or more sessions categorized as ‘excellent’ in the CEDS. Similarly, the collective number of attendees is well over the 75 categorized as ‘excellent.’

Southwest New Hampshire hosts at least 14 examples of inter-municipal resource-sharing ventures, which easily surpasses the five or more agreements or projects stipulated by the third criterion for Goal G to be ‘excellent.’ Inter-municipal resource-sharing agreements and collaborative projects abound in Southwest New Hampshire. Waste-products seem to be a likely source of this kind of collaboration. The Keene Regional Wastewater Treatment Plant serves Marlborough and Swanzey as well as its namesake community. Bennington sends its wastewater to a treatment facility in Antrim, and North Walpole sends its wastewater across the state line to Bellows Falls, Vermont. Troy is in the process of locating its new water facility in Jaffrey. The Keene Solid Waste Transfer

Station and Recycling Center also hosts hazardous waste collection days in which a number of regional municipalities participate.

Inter-municipal resource-sharing also occurs in areas of law, such as with the prosecutor shared between Jaffrey and Peterborough. Since 1962, the towns of the Region have benefited from a shared Mutual Fire Aid system. In the field of education, twelve school administrative units collectively serve 40 municipalities in Southwest New Hampshire.

Goal H: Strengthen the quality of health services.

The CEDS Advisory Committee has yet to address the issue of health services. Subsequent CEDS updates will revisit the issue because of its importance for the prosperity of the Region. A project that has been underway and will be followed in subsequent CEDS updates is the Healthy Monadnock 20/20 project. Healthy Monadnock 20/20 is an initiative of Cheshire Medical Center/Dartmouth-Hitchcock Keene intended to make Cheshire County the healthiest county in the nation by the year 2020.

Additionally, SWRPC staff serves as a member on the Monadnock Council for Healthier Communities. This should assist in integrating health services with the CEDS activities.

EVALUATION OF CEDS PRIORITY PROJECTS

Current Project Descriptions

Regional Business Incubators

Business incubators are created to provide affordable space, direct technical assistance, value-added professional services, and shared resources to new and developing businesses. They support the CEDS goals to maintain a high-quality labor force, strengthen the economic base, and support a climate for helping business to create a diverse range of employment opportunities. The primary incubator in the Southwest Region is the Hannah Grimes Center, located at 25 Roxbury Street in downtown Keene. Emerging incubator facilities include the Dunning Building in Walpole, and the Historic Harrisville Project.

The Hannah Grimes Incubator was originally a part of the Monadnock Region Business Incubator Network, dating back to November 2003. The Hannah Grimes Center assumed operations of the incubator as of January 2006 and was able to purchase the facility during the fall of 2007. Initial funding came from a Community Development Block Grant (CDBG), Community Development Investment Program tax credits, private donations, and the Savings Bank of Walpole. Hannah Grimes Marketing and Development was able to purchase the facility through donations and a capital campaign. Incubator office space, which includes full-time as well as part-time “associate” level opportunities, has been full since April 2006. Around that time, Hannah Grimes completed renovations that allowed them to expand to 15 business incubator offices. In addition, the Hannah Grimes Center has moved to a new location on Church Street in Keene. This move allowed for the development of the Hannah Grimes Center for Nonprofits to open in their former space. This Nonprofits Center offers the same services as the business incubators, but is tailored for the needs of nonprofit organizations. The Hannah Grimes Center underwent further renovations during 2014, including the addition of eight new incubator office spaces and a second conference room. The cost of this renovation project was \$805,650.

The Dunning Building in Walpole represents a \$750,000 investment, helped by a Community Development Block Grant and the Bank of New Hampshire, to restore an existing building into usable office space. The project began in April of 2005, and continues to the present time. There

are two existing tenants with approximately 20,000 square feet available for lease. Space is being listed as market rate rents to grow businesses.

The Historic Harrisville Project is turning a former brownfields factory into usable commercial/industrial space. The project is identified in Harrisville's 2000 Master Plan. Cheshire Mills I and II were renovated with CDIP, LCHIP, funds from CDFR as well as private donations, and have been rented out. Renovations of the storehouse for the Cheshire Mills, known as the "Temple Project," are approaching completion. Currently a few smaller projects and site work remain, but the majority of the project is complete. Work remaining is mainly in the form of creating spaces to suit tenants. In mid-December 2014, Historic Harrisville received a grant from New Hampshire's Land and Community Heritage Investment Program (LCHIP) to rehabilitate the Trip Hammer Shop, a small two-story brick building at the southern end of the Cheshire Mills Complex. Built in 1844 or earlier and purchased by Cheshire Mills in 1859, it is the oldest structure on the mill site and was initially used as a machine shop. Timber frame, roofing, masonry, and carpentry work will begin early in the spring of 2015. When completed, it will provide two apartments for Historic Harrisville's affordable housing program. At the time of this report the Cheshire Mills is about 75% leased.

On June 4, 2013, the Federal Energy Regulatory Commission (FERC) issued an order allowing Historic Harrisville Inc. to redevelop the hydroelectric capability that powered Cheshire Mills for nearly 100 years. The approval came in the form of an Exemption from Licensing, since the project is small (under 5 megawatts) and uses an existing dam. Winning this approval was a 3-year-plus process. Also, an application to the Public Utilities Commission (PUC) renewable energy generation program won approval during 2014. The grant enables Historic Harrisville to install pellet boilers that will help heat the Cheshire Mills Complex by providing heated water through the mill's existing distribution system. When installed and fully functioning, the pellet boilers will reduce energy costs by replacing some of the fossil fuels used with a source of renewable energy. This biomass project, along with the reestablishment of waterpower as a source of electricity for the mill, will move Historic Harrisville forward in its efforts to conserve energy and reduce its carbon footprint.

The Webster Incubator in Jaffrey has become temporarily discontinued. The Incubator building originally required an investment of \$1,100,000 from the Community Development Investment Program, Monadnock Business Venture's Revolving Loan Fund (MBV has since been absorbed by MEDC), and private resources to get up and running, and to mitigate the building's brownfield status (a remedial action plan for the Brownfield program has been completed). The building is listed on the supporting projects list under Goal E, Objective 1 and Task 2, as the W. W. Cross Building Redevelopment project. Recently the building has been purchased by Larry & Steven Thibeault. The site is zoned General Business, which allows for mixed residential and commercial uses.

Troy Mills Redevelopment

In January 2006, the Town of Troy approved re-zoning the land associated with the former Troy Mills complex from "industrial" to "residential/commercial" to support a more feasible array of redevelopment options for the property. Throughout 2006 and 2007, a municipal authority called the Troy Mills Redevelopment Group worked with Troy Blanket Mills, a private developer, to redevelop the mill complex into a mixed-use facility with condominiums, retail space, and entertainment venues. The redevelopment will require cleaning up hazardous substances remaining from the property's former industrial uses. The NH Department of Environmental Services agreed to provide \$2.4 million through three successive low-interest loans from the State's Brownfields Revolving Loan Fund to facilitate the clean-up. The total projected cost for the Troy Mills

Redevelopment is anticipated to reach \$30,000,000; these funds will come from a combination of grants, private investments, and tax credits.

The economic downturn of 2008 negatively impacted the redevelopment of Troy Mills. Removal of roofs just north of the brick mill and west of the marketplace has been completed, and work is continuing northward with further roof removal and demolition of associated structures. Funds from the Brownfields Program were used to remove a large underground storage tank from the Troy Mills site in 2010. To the extent possible, all materials that are considered useable during some stage of redevelopment are being recycled rather than being sent to a landfill. The demolition will remove the "heat island" effect of a large expanse of roofs and benefit the environment in other ways as well. For example, the impervious roof areas removed will be replaced by grassed areas, swales and a water storage feature, thereby reducing the rate and amount of stormwater runoff to the Ashuelot River. The Troy Mills Redevelopment Group has also accomplished the successful submittal of a subgrant application to the NH Department of Environmental Services (NHDES) and the Environmental Protection Agency (EPA) under ARRA for \$400,000. This subgrant was used to complete the exterior environmental investigations and clean-up of the Troy Mills as part of the approved Remedial Action Plan.

In 2013, a plan to save the historic structures and also to create a sustainable food distribution hub was proposed. The plan would transform the 19-acre, 300,000-square-foot complex into a network of operations to include hydroponic production of vegetables and fish, onsite educational and research opportunities, a warehouse for regional distribution of locally grown food, a community kitchen and farm-to-table restaurant. Although this proposal has not come to fruition, the Troy Redevelopment Group continues to seek options for the site. The project supports the CEDS goals to prepare for future development; balance housing opportunities with trends in income, employment and community character; strengthen the economic base; and support the climate for helping to create a diverse range of employment opportunities.

Antrim Mill Redevelopment

The former Goodell Factory in Antrim is being transformed into the "Antrim Mill" business complex. The development plan began in response to a visioning process held by the Town, and the redevelopment is supported in Antrim's current Master Plan. The Goodell Factory at one time made cutlery, necessitating a clean-up of the lead-polluted site before redevelopment could occur. With this clean-up now complete, part of the former shop floor space has been converted to office space. The Main Street Office Building has been rehabilitated and offers commercial space for up to six tenants. Among the tenants include the Antrim Community/Teen Center, a health and wellness office, graphic designer, internet/technology and building systems. The Town has granted a variance to allow for 28 residential units, and Rick Monahan Architects has developed a preliminary framework for these units. The total cost anticipated for the Antrim Mill Redevelopment is expected to reach up to \$2.5 million. The Antrim Mill supports the CEDS goals to prepare for future development; balance housing opportunities with trends in income, employment, and community character; strengthen the economic base, and support a climate for helping business to create a diverse range of employment opportunities.

Downtown Keene Railroad Land Development Project

In the heart of downtown Keene, MEDC is working to construct mixed use (commercial and residential) buildings, provide green space, construct at-grade parking spaces reserved for tenants and visitors to the site, relocate and realign the existing bike path, and pay for infrastructure improvements that support the project. The project will ultimately develop seven acres of land that once was the center of activity for the rail industry in the Monadnock Region. The development plan came in response to a public request for proposals issued by the City. The total cost for the

project is estimated to reach \$55,000,000. Funding for the project comes from the New Hampshire Community Development Finance Authority (CDFA) through its CDBG program, USDA Rural Development, MEDC's Revolving Loan Fund, a Keene Tax Increment Finance District, a NH Business Finance Authority Guarantee, MEDC procured bank loans, a Green Cap loan, and SWRPC administered Brownfield funds. The project will create new jobs and the income of the new tax increment district will benefit Keene. In addition, the entire Region will benefit from a revived, pedestrian-oriented and small-business focused downtown neighborhood in Keene as the cultural and economic center of the Southwest Region.

MEDC was able to purchase the J.A. Wright building in Keene when it became vacant, which was added to the Keene Railroad Land Development project. The facility now hosts Southwestern Community Services which is the Community Action Program for the Region. In addition, four buildings have completed construction as of this Annual Report. One is a 28-unit senior housing apartment building. The second is a mixed-use building that will have eight residential condominiums and three commercial condominiums. Construction of the third building, a 100-room Courtyard Marriott hotel, has also been completed. The Monadnock Market Food Co-operative completed construction and opened in 2013; with 14,000 square feet and employing over 25 individuals, it is an excellent addition to the site and represents a \$4 million dollar investment. There are still three buildable lots remaining to be developed; all three sites are under agreement at this time.

A second phase to this development is in the preliminary stages and will be associated with the City of Keene's Industrial Heritage Trail which links business and services to further define the downtown center. Phase II also includes additional infrastructure improvements to streets and sidewalks, with total investment of approximately \$10,900,000. Phase III of the project, with an investment of some \$15 million, will include the construction of market-rate rental housing and additional public infrastructure.

The Downtown Keene Railroad Land Development Project supports the CEDS goals to maintain a high-quality labor force; prepare for future development; balance housing opportunities with trends in income, employment and community character; strengthen the economic base, and support a climate for helping business to create a diverse range of employment opportunities.

Jaffrey Park Theatre

This project entails the restoration of the 1929 Park Theatre building in downtown Jaffrey to create a multi-purpose entertainment space capable of hosting live performances and films, as well as meetings of town, school, and local civic organizations. The project is supported in Jaffrey's current Master Plan.

In early 2006, a 501(c)3 organization formed by a local, grass-roots committee succeeded in raising the funds to purchase the theater building. As of mid-June 2013, the project changed to the demolition of the theater and construction of a new building. The SWRPC Brownfields Assessment Program completed the Phase II Environmental Site Assessment (ESA) for the theater in June 2013. The ESA included a geophysical survey to determine if a suspected underground storage tank (UST) was present on the site, some soil boring advancement and monitoring well installation to inspect an area of underground soil and water near a neighboring gas station, and a limited hazardous materials assessment on the structure's roof materials. As a result of the ESA, a 2,000 gallon UST was discovered on the site and subsequently removed using Brownfields Assessment Program funds. The cost of this assessment and removal was approximately \$35,000. The building demolition took place in the fall of 2013 and construction on the building is scheduled to begin in the fall of 2015.

Fundraising efforts are currently underway to enable the building restoration. A total of \$2.5 million is anticipated to be needed to complete the project. According to a feasibility study, the economic benefits of the project will be in the range of four million dollars during the first five years of operation. The Jaffrey Park Theater Project supports the CEDS goals to prepare for future development; strengthen the economic base, and support a climate for helping business to create a diverse range of employment opportunities.

Jaffrey Civic Center

The Jaffrey Civic Center is seeking to add an elevator to make its facilities ADA accessible. Adding the elevator will ensure all residents can participate in the myriad cultural opportunities associated with this public space. In addition to the arts and civic programs offered by the Civic Center, increasing accessibility would also allow everyone to access the Jaffrey Historical Society, which operates out of the same building as the Civic Center.

The Jaffrey Civic Center Project supports the CEDS goal to prepare for future development. The total cost for the project is anticipated to reach \$260,000; funding will come from a combination of grant sources and private donations. The project is currently working on fundraising and looking at other potential solutions.

Advanced Industrial Park Wastewater Treatment Plant

The Town of Jaffrey is seeking to upgrade its facilities with an advanced, industrial park wastewater treatment plant so that it may comply with EPA regulations. This project supports the CEDS goal of preparing for future development; it also supports the retention of hundreds of local jobs in companies dependent on town infrastructure.

At the March 24, 2007 Town Meeting, Jaffrey voters authorized the Town to borrow \$12,840,840 to build a new plant; an additional \$530,160 in borrowed funds were authorized to cover elements of the project already undertaken, including designing the new facility. Additional funding came from EDA, EPA, USDA, NH DES revolving loan funds, user fees and taxes. Construction on the Industrial Park Water Treatment Plant has been completed; however additional funding from the EDA was pursued for the Stone Arch Bridge Industrial Park water line extension. The preliminary architectural work was completed for this phase of the project in 2011. The Stone Arch Bridge Industrial Park water line extension project was completed in 2013 and the water mains work in the Stone Arch Bridge District was matched by TIFD funds. The total cost of the Stone Arch Bridge Industrial Park water line project is approximately \$1.6 million.

Tax Increment Finance District Related Infrastructure Improvement Projects

Tax Increment Finance Districts (TIF) have been formed in a number of municipalities for the purposes of financing local infrastructure projects. TIF Districts support the CEDS goal of preparing for future development.

Current TIF projects related to infrastructure improvement include a water line extension associated with the Stone Arch Bridge in Jaffrey; water, sewer, and road improvements associated with the Monument Road Industrial Park in Hinsdale; and road improvements associated with the in Swanzy. The water line extension in Jaffrey was completed in 2013.

In Hinsdale, efforts are underway to attract more businesses to the TIF District to increase the funds available for infrastructure improvements. The Monument Road Industrial Park, which is a 400-acre business park in Hinsdale is located within the Town's TIF District. The Town of Hinsdale approved the appropriation of more funds from the capital reserve fund at a Town Meeting in 2013.

In Swanzey, the first phase of the planned road construction is complete, and planning is underway to prepare for the second phase. Within the Swanzey TIF District, which is located within the Town's Industrial Park, construction of the new 36,000 ft² state-of-the-art Moore Nanotechnology manufacturing facility has been completed.

Downtown Antrim Water Flow Improvement

The Town of Antrim will be investing \$120,000 to perform water flow improvement projects in their community. A new water line on Summer Street and work on North Main Street have been completed. Work remains to be done on Highland Avenue; this project is identified in the Capital Improvement Plan for the Town.

As of this reporting period, the project for Highland Avenue and Pleasant Street has altered to work on the drainage and water flow. A warrant article for \$40,000 for the engineering work was presented at the 2013 Town Meeting and passed. The funds for the project will be coming from the general operations account. It is unknown at this time when the work will begin or how long it will take to complete. This project supports the CEDS goal of preparing for future development.

Rindge Broadband Initiative

The Rindge Telecommunications Committee draws members from a variety of local stakeholders, including Town officials as well as interested citizens. Franklin Pierce University, which is located in Rindge, helps facilitate and provides technical expertise to the Committee. The goal is to increase access for Rindge residents and businesses. This project supported the CEDS goal of preparing for future development.

The Town of Rindge Telecommunications Committee has reached a standstill in their effort to bring high speed internet capabilities to local residences, due to a lack of funding. As of this report, this project is no longer being pursued.

Age Restricted Active Adult Housing Initiative

Franklin Pierce University has been actively considering adding an age-restricted, active-adult housing community on a portion of the University's land holdings in the Town of Rindge. This project supports the CEDS goal to balance housing opportunities with trends in income, employment and community character.

Rindge, along with the State of New Hampshire as a whole, is experiencing an increase in the average age of its population. The Housing Initiative undertaken by Franklin Pierce addresses this trend by providing a housing opportunity geared toward the anticipated booming age bracket. The University intends the development to provide more than simply a place to live, as residents of the new units will be encouraged to engage with the University community through a variety of academic, athletic, and cultural opportunities.

As of this report, this project is no longer being pursued.

Winchester Wastewater Improvements

This project was moved from the Planning list to the Short-term Priority Projects list during the current reporting period. This project has two phases and is being funded with ARRA, a SRF loan, and property taxes. Phase I started in May 2010 and is nearly complete. The total cost for Phase I is \$3.9 million. Phase I encompassed the majority of the project, and included new clarifiers, newly

designed oxidation ditches, new septic receiving facility, new centrifuge, new headworks and watering equipment, new tanks and pumps, an electrical update, and a new generator. Phase II is estimated to cost \$545,500 and includes the demolition of the old headworks, addition of new influent pumps, clarifier covers, lining of the oxidation ditches, ionization for new headworks, upgrades to the lab facilities, and upgrades to the air systems.

The Town determined that the centrifuge that was installed is smaller than the required size and has caused the Town to go to court to remedy the situation. The installation of a larger centrifuge is the final part of this phase of the project. The completion of the project is contingent on the results of the court case and the installation of the larger centrifuge. As of this report, this matter is still in litigation.

NH FastRoads

The NH FastRoads project is a collaborative effort of the New Hampshire Community Development Finance Authority, the Monadnock Economic Development Corporation, the thirty-five towns of the Southwest Region, and WCNH.net (the eight towns of west central New Hampshire). The goal of the effort is to help ensure that the businesses, institutions, and residents of the Region have adequate broadband infrastructure to support jobs and sustainable economic development. The FastRoads project compliments the NHBMP as its focus is deployment of broadband infrastructure.

As of the time of this report, this project is complete. The 161 middle-mile, fiber-optic broadband network and 86 miles of last-mile fiber connections run through western New Hampshire. This powerful broadband network connects 19 towns from Orford, NH through to Rindge, NH on the Massachusetts border. It provides fiber to the premises of 233 Community Anchor Institutions in 19 towns and 1,300 homes in Rindge and Enfield, NH. They have partnered with Sovernet, WiValley Fiber, BayRing Communications and FirstLight to provide the internet access.

Cheshire County Courthouse Expansion

As part of its efforts to keep all Cheshire County and current State court functions in the City of Keene, Cheshire County, the City of Keene and Monadnock Economic Development Corporation partnered together to expand the existing courthouse building at 12 Court Street by building vertically on the existing site. This addition included three levels including a level for the District Court, a level for the Superior Court and a ground-level parking lot.

The project has been completed. It opened on December 16, 2013.

Hinsdale, NH-Brattleboro, VT Bridge, NH DOT Project # 12210

This NH-VT project seeks to replace two functionally obsolete bridges built in 1920 with a new functional bridge downstream. The project has been on the Ten Year Transportation Plan since the 1980s, but was stricken from the Plan during the most recent update of the TYP. The current bridges restrict over-limit vehicles from easily accessing Hinsdale, Winchester and other area communities, including some of the SWRPC Region's more challenged communities. The existing bridges would be preserved to be used for pedestrians, bicyclists and for emergency vehicle access. SWRPC views this bridge as a key connector to our region's economic lifeline, Interstate 91. Shutting down just one of the existing bridges would result in forcing bridge users wanting to get from the centers of Hinsdale and Brattleboro to take detours of 16 miles north to Chesterfield via NH 63 (one of Cheshire County's poorest condition roads) or 25 miles south via Northfield, Massachusetts. SWRPC estimates that 35% of Hinsdale's residents use the bridges to commute to

work and approximately 16% of Hinsdale's non-resident employees use the bridge to commute to work.

The regional impact of this project on the regional target budget due to inflation is now \$45.7 million. It is in the Ten Year Plan and would be scheduled to be completed in 2022. This cost only includes the share of the cost for New Hampshire. Additional project costs are programmed by Vermont including project work currently programmed in Vermont's State Transportation Improvement Plan. The project manager for Vermont has indicated that funding is in place, but its programming is contingent on New Hampshire programming funds to the project. Leveraging Vermont investment by committing NH funds will be key to advancing the project.

Jaffrey Dogleg Project, NH DOT Project # 16307

This project would reconfigure the dogleg intersection at US 202 (Peterborough Street/Main Street/River Street), NH 124 (Main Street/Turnpike Road), NH 137 (North Street), Stratton Road, and Blake Street by installing a roundabout and providing an alternate bridge crossing over the Contoocook River. The project will alleviate congestion to Jaffrey's downtown during peak hours, improve geometrics for tractor trailer trucks traveling into the Region from Southern New England, and open up possibilities for providing new downtown parking, sidewalks and other transportation enhancements to the downtown. This project is an example of a community that is serious about advancing this project. The Town has developed an impressive campaign in ensuring public support and solid scope-level engineering to address its goals for reducing congestion and improving the downtown. The regional impact of this project is now \$9.1 million. It is scheduled to be completed in 2020. Preliminary engineering has begun on this project.

Stoddard-Antrim-Hillsborough NH 9 ROW Purchase, NH DOT Project #16073

This project includes capacity, safety improvements and acquisition of access of right of way from just east of NH 123 to the westerly end of the Hillsborough Bypass in order to improve roadway geometrics and alignment and preserve capacity. The 9+ mile stretch of NH 9 between Stoddard and Hillsborough is the only remaining developable portion of roadway between Vermont and I-89 that is not protected by controlled access or limited access by the State. Since Cheshire and western Hillsborough counties are not served by interstate highways, keeping NH 9 controlled access is vitally important in order to safeguard east-west mobility in the Region. This will also protect the significant investments made in NH 9 over the years in particular between the Connecticut River and Keene as well as the Nelson and Hillsborough Bypass projects. Though it will be important to also safeguard NH 101, the mobility functionality of that facility is already severely compromised by curb cut and road development. Approximately 5,760 vehicles use the highway daily. This project has a cost estimate of \$2.25 million.

As of this report, the Stoddard-Antrim-Hillsborough project is no longer in the State's Ten Year Transportation Improvement Plan. It currently remains a high priority for the Southwest Region Transportation Advisory Committee.

New Project Descriptions

During the current reporting period, no new projects were added to the CEDS Priority Projects listing.

Priority Project Evaluation Criteria

The first CEDS evaluation criterion for priority projects specify that three or more projects being initiated fall in the 'excellent' category. Since the 2006 CEDS Report, seven projects have moved from the Priority Project Planning list to the Priority Project Short-Term list. This movement indicates activity on these projects is current and implementation is either underway or imminently expected. Over the past year, no new projects have been added to the Priority Project lists. It is anticipated that a number of new projects will be added during the upcoming year.

The second evaluation criterion for priority projects refers to the number of projects completed within the preceding year. Projects that were completed during the reporting period include the NH DOT Chesterfield Welcome Center and the Monadnock Community Market Cooperative. With two projects completed by the end of this report period, there is good news that on the evaluation criteria, a number of projects completed during the reporting period fall into the excellent range.

4. CEDS Advisory Committee Agendas, Minutes, and Forum Announcements:

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

October 4, 2013

12:00 Noon

Southwest Region Planning Commission, 37 Ashuelot Street, Keene, NH

AGENDA

Lunch will be provided

- I. Welcome and Introductions
- II. Approval of Minutes of May 10, 2013
- III. Comprehensive Economic Development Strategy for Southwest New Hampshire
 - A. CEDS Annual Report June 2013
 - B. Southwest Region CEDS Update
- IV. Monadnock Region Future Focus Group Discussion: Regional Economic Development
- V. Other Matters
- VI. Next Meeting - December 20, 2013
- VII. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

MINUTES

October 4, 2013

Present: Bob Baker, Co-Chair; Keith Thibault, Co-Chair; Brian Foucher; Bob Harcke; H. Greg Johnson; Jack Pratt; Jen Risley; Chris Wellington; Ted Whippie.

Staff members present: Rebeckah Bullock, *Community Development Specialist*; and Tara Germond, *Senior Planner*.

I. Welcome and Introductions

Co-Chair Keith Thibault called the meeting to order at 12:00 p.m. and introductions were made.

II. Approval of Minutes of May 10, 2013

The minutes of May 10, 2013 were approved by unanimous vote.

III. Comprehensive Economic Development Strategy for Southwest New Hampshire (CEDS)

A. CEDS Annual Report June 2013

Rebeckah Bullock gave a brief presentation on the June 2013 CEDS Annual Report, which was completed by staff and submitted to the Economic Development Administration (EDA). She noted that proper stewardship of the CEDS document involves certain maintenance activities. Among these activities is the preparation of an annual report to the EDA. The Annual Report presents an overview of changes from the previous year including new projects or programs that were added to the CEDS, more recent demographic and economic data and updated information on existing projects. Rebeckah Bullock's presentation highlighted significant data and project updates that were included in the 2013 Annual Report. She noted that three new priority projects were added to the CEDS in the previous year. These projects include the NH Route 119 bridge project, which connects Hinsdale, NH to Brattleboro, VT; the Jaffrey Dogleg project, which involves the reconfiguration of US Route 202 and NH Route 124 in downtown Jaffrey; and the Stoddard-Antrim-Hillsborough NH Route 9 right of way purchase project. In addition, two projects on the CEDS priority short-term list were completed in the past year. These projects include the Monadnock Community Market Cooperative and the NH Department of Transportation Welcome Center in Chesterfield.

B. Southwest Region CEDS Update

Rebeckah Bullock reported that staff has worked on a demographic data update to the CEDS document over the past few months. She explained that the update will focus on demographic and socioeconomic data at this time due to the lack of funding sources for a more extensive update. A draft of the updated document will be made available to the committee for review before the end of the calendar year.

IV. Monadnock Region Future Focus Group Discussion

Staff member Tara Germond noted that staff have been conducting a series of focus groups on various topics for the Monadnock Region Future initiative. She noted that the purpose of this

meeting, which would serve as the economic development focus group, would be to identify the most significant economic development issues facing the Southwest Region and the challenges to and opportunities for addressing these issues. A summary of the themes, challenges and opportunities discussed by the group are included as an attachment. The first section of this attachment provides an overview of the primary themes discussed by participants. This section is followed by the detailed notes taken during this focus group discussion.

VI. Other Matters

Rebecca Bullock asked the group if the proposed meeting time, which was discussed at the previous meeting as the third Friday of the month for March, June, September and December, still works well for all. Group members agreed to adhere to the decided upon schedule for future meetings.

VII. Next Meeting

The next meeting of EDAC was scheduled for December 20, 2013.

VIII. Adjourn

Meeting adjourned at 2:00 p.m.

Respectfully submitted,

Tara Germond
Senior Planner

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

December 20, 2013

12:00 Noon

Southwest Region Planning Commission, 37 Ashuelot Street, Keene, NH

AGENDA

Lunch will be provided

- I. Welcome and Introductions
- II. Approval of Minutes of October 4, 2013
- III. Comprehensive Economic Development Strategy for Southwest New Hampshire
 - A. Presentation: Southwest Region CEDS Update
 - B. Discussion of CEDS Update
- IV. Regional Economic Development Themes, Challenges, and Opportunities
 - A. Recap of Monadnock Region Future Focus Group Discussion
 - B. Identifying Strategies for Moving Forward
- V. Other Matters
- VI. Next Meeting - March 21, 2013
- VII. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

MINUTES

December 20, 2013

Present: Bob Baker, Co-Chair; Brian Foucher; Bob Harcke; Lisa Murray; Chris Wellington.

Staff members present: Rebeckah Bullock, *Community Development Specialist*; Tara Germond, *Senior Planner*; Tim Murphy, *Executive Director*; Henry Underwood, *Planning Technician*.

I. Welcome and Introductions

Co-Chair Bob Baker called the meeting to order at 12:05 p.m. and introductions were made.

II. Approval of Minutes of October 4, 2013

The minutes of October 4, 2013 were approved by unanimous vote.

III. Comprehensive Economic Development Strategy for Southwest New Hampshire

A. Southwest Region CEDS Update

SWRPC staff Rebeckah Bullock and Henry Underwood provided a brief presentation on the data sources and several key findings of the most recent Comprehensive Economic Development Strategy (CEDS) update. Henry Underwood summarized some of the major sources of data, including the U.S. Census Bureau, Bureau of Labor Statistics, the N.H. Employment Security (NHES) Employment, the Labor Market Information Bureau, and others. Rebeckah Bullock summarized major demographic and economic statistics, including population growth, unemployment, median home purchase price, and industry sector employment.

Following the presentation, Rebeckah Bullock opened the meeting up for discussion about the presentation highlights and CEDS update. Regarding industry projections, provided by NHES, Brian Foucher asked about growth in construction, which was projected to grow 17.5% between 2010 and 2020. This indicated strong growth, compared with an increase of 6.9% in total employment over the same time period. SWRPC staff replied that projected growth in the construction sector was attributed primarily to new jobs in the Specialty Trade Contractors subsector, which includes plumbers, roofers, masons, and other trades. NHES expects a rebound in these occupations statewide.

Lisa Murray asked what can be done to alter some of the projections depicted in the presentation. Tim Murphy said that this concern is interconnected with issues involving housing and transportation, which are two factors inherently related to the regional economy. Likewise, the changing needs of our region's demographic composition. He stated that the data should serve as a basis for the goals, objectives and strategies contained in the document. Lisa Murray suggested the Southwest Region could benefit from marketing to bring more tourism to the area.

Brian Foucher asked if there was anything Franklin Pierce University or Keene State College do to track jobs and where students go following their academic careers. Bob Baker said that Keene State College does look at changes in student employment and noted that half of the students are from out of state. He also promoted the usefulness of experiential learning as a chance for volunteer/internship opportunities and eventual job placement.

Lisa Murray commented that jobs have to be there for recently graduated students to take. Furthermore, Franklin Pierce University educates more students from Massachusetts than from New Hampshire. Lisa Murray observed that many higher paying jobs exist elsewhere, too.

Chris Wellington mentioned that economic development marketing exists statewide and out of state to promote travel and tourism. The NH Department of Resources and Economic Development meets with young professional groups to retain recent graduates in the NH workforce. Chris Wellington commented on usefulness of internship programs, in particular, the one at Keene State College. He also emphasized the recent desires of younger workers for flexible time, smaller apartments, and other lifestyle changes. The Stay Work Play program accomplishes this in part by paying back some tuition to NH colleges through an arrangement with certain businesses. Their Executive Director, Kate Luczko, could become a valuable resource to promote retention of recently educated adults in the Southwest Region and New Hampshire labor forces.

Referring back to the completed updates to the CEDS, Tim Murphy reiterated that the portions of the document updated were quantitative. The goals and strategies of the document, for example, have not been revisited or changed at this time. He explained that SWRPC staff members are on a path to get this finished, and there are some portions yet to complete. Tim Murphy asked the meeting attendees how they would like to handle the remaining quantitative updates, and when they would like to see the document again since the group may not be able to reconvene until late March or sometime in April.

Lisa Murray asked how various groups, including the arts community, could reference the document. Tim Murphy responded that SWRPC staff can assist with this, depending on the specific need. He also commented that the CEDS serves as the economic development component of a larger regional plan. The document serves two purposes: as a standalone plan and tool recognized by the U.S. Economic Development Administration and others, and as the economic development plan component of the Monadnock Region Future regional plan.

Bob Baker commented that the Plan provides a lot of important data. He was particularly interested in the trend in Cheshire County poverty rates, which have increased. Tim Murphy talked about issues and challenges involved with the cycle of poverty and insufficient economic opportunity. He explained that he recently participated in an initiative sponsored by the Monadnock United Way that recognized the issue of poverty in terms of upstream and downstream variables. Upstream variables include poverty, limited education, and compromised healthcare access. Downstream factors are the resulting effects of poverty and limited education, like reduced income and negative economic and health outcomes. Tim Murphy also discussed child readiness, and the need for early childhood education. Bob Baker was pleased to hear that Tim Murphy has been part of this United Way initiative. Tim Murphy encouraged the group to think and talk about proactive measures we can take to ensure a vibrant future.

IV. Regional Economic Development Themes, Challenges, and Opportunities

A. Recap of Monadnock Region Future Focus Group Discussion

Tara Germond provided the meeting attendees with a summary of the Monadnock Region Future Focus Group discussion that took place at the last meeting. She explained that she would like to talk to the group today about strategies in terms of programs and action items to address identified challenges. Focus groups have played an important role in the development of a regional plan by bringing together knowledgeable parties from the sectors relevant to chapters of the Plan.

Tara Germond provided a summary of the major themes related to economic development in the Region that were discussed at the focus group. Some of the main concerns identified were the need

to encourage economic diversification, the impact of changing demographics, the need to increase regional economic competitiveness, the importance of education to economic development, and the need to maintain and expand infrastructure and access to services.

Attendees were asked to identify potential strategies to address the concerns and needs listed above. A list of the strategies identified is listed below.

- Support and expand the Region's 'aging in place' and 'healthy aging' programs such as Monadnock at Home.
- Address opportunities for the healthcare industry. Planning for an aging population can be viewed as an opportunity for this industry. There is a need to attract services that support and provide care to older populations.
- Investigate how our region compares to our neighbors, both demographically and socioeconomically, and identify potential opportunities for collaboration or partnership. Examine connections with the 'Knowledge Corridor' in Connecticut and Massachusetts as well as connections with Windham County in Vermont and Franklin County in Massachusetts.
- Identify how our region compares to other regions in the state with receiving support from the Workforce Investment Act or other services/funding offered by the state for economic development.
- Share information and case studies on NH RSA 79-E, the Community Revitalization Tax Credit, with the Region's municipalities.
- Support collaborative efforts between industry and other sectors, such as education and the arts. There is value in encouraging different sectors to support each other in creative and innovative ways.
- Support efforts to ensure the maintenance and development of infrastructure connecting the Region to destinations to the south and east and to maintain access to I-91. Advocate that I-91 is as important a western connection as I-93 to the east.
- Identify and develop bus and transit opportunities to connect the Region east to Manchester and Boston.
- Identify the amenities and infrastructure needed to attract and sustain businesses and industries to the region that will offer well-paying jobs. Look to the NH Seacoast region as an example.
- Support efforts to establish, 'Gigabyte Keene' through promotion and education; Share case studies of other areas (Gigabyte Kansas City) that have had success with this type of initiative.
- Promote and identify efforts to support and encourage local business/enterprise such as Monadnock Buy Local.
- Identify ways to support economic viability and sustainability of working landscapes/agriculture, and culture/arts in the region.
- Better promote cultures/arts, local food, working landscapes initiatives.
- Use the Monadnock Farm and Community Coalition as a model for planning and enhancing local food networks and hubs.
- Support the development and use of Arts Alive regional calendar of events and website.
- Promote the management of and protection of prime agricultural lands in the region and promote as advantage.
- Identify opportunities to connect younger generations (by promoting region to research/agriculture schools) to potential opportunities in farming, agriculture, working landscapes, etc. within the region.

Bob Harcke suggested the importance of looking to larger geographic regions as a means to compare and inform economic activities. Tim Murphy commented that the Southwest Region has strong connections to Massachusetts, Vermont, Connecticut, and other destinations on the I-91 highway and rail corridor, especially to the south. These facilities, including roads and bridges, are essential economic ties between economic regions. Lisa Murray reiterated previous comments

about healthcare, increased educational attainment, and meeting the needs of an aging population. Tim Murphy added that healthcare professionals are an important public health need for the Southwest Region. He suggested attendees think about advantages of synergies present in our larger region. Lisa Murray suggested collaborative efforts between industry, education, and the arts would be supportive of this strategy.

Brian Foucher mentioned recent activity by Pioneer Valley RPC in Massachusetts working to expand rail service beyond Fitchburg which is currently the end of the line. Bob Harcke recalled a planning commission meeting that discussed extending rail across the New Hampshire-Massachusetts state line to the Vermont border. Tim Murphy said that Tim Brennan of the Pioneer Valley RPC is a long-time advocate for rail service. Also in the spirit of regional cooperation, Tim Murphy has worked with other planning commissions to consider the closure of the Vermont Yankee facility in Vernon, Vermont. In some ways, he pointed out, the Southwest Region has more in common economically with points to the south than to other parts of New Hampshire.

Lisa Murray suggested additional attention be given to our airports in the region. Additionally, the Southwest Region lacks public transportation to the east and west. Tim Murphy commented that recent interstate bus services have low ridership. A service offered by Thomas Transportation, that targeted the student population in the greater Keene area, did not receive enough patronage to continue operation. The service went directly to Boston, and required advance reservations. Lisa Murray and Bob Baker noted they were not aware of this service.

Brian Foucher suggested a technology effort that could be nicknamed “Gigabit Keene.” Efforts around the country and around the world have utilized high speed internet service as a way to promote economic activity by attracting new business. Brian Foucher used the example of Google’s fiber infrastructure competition, which resulted in widespread adoption and investment in Kansas City, KS and Kansas City, MO. The service offers basic internet for free (5Mbps download, 1Mbps upload speeds), 1,000 Mbps or “gigabit” speeds for \$70/month, and 1,000 Mbps internet connectivity with television service for \$120/month. He suggested that stakeholders investigate how this infrastructure investment has impacted the economic vitality of the area and consider the concept for our region.

Bob Baker mentioned the existing international ownership of business in the Southwest Region. Brian Foucher cited the efforts of the New Hampshire Innovation Commercialization Center (NH-ICC), whose goals include high-paying private-sector jobs and accelerate the growth of early stage companies by providing training, support, and a network of resources. He commented that other groups have utilized high-speed internet as a stimulus for economic growth.

Tim Murphy asked about employer needs and training programs to meet those needs. Bob Baker replied that Keene State College utilizes a unique collaboration between the school and employers to facilitate student placement. He asked the group to consider the return our region gets on state tax payments, and the benefit from the Workforce Investment Act, which helps U.S. companies find skilled workers by assisting adults with their careers. He expressed concern that we may not be fully utilizing state resources for the benefit of education.

Tim Murphy asked members for their thoughts on business ownership in the Southwest Region, particularly the loss and erosion of local ownership. He asked if growing local business was important, and what strategies could facilitate this goal. Rebeckah Bullock suggested the Monadnock Buy Local movement as an example of an effort to maintain investment in our local economy. Tim Murphy also asked attendees how the region’s working landscape was defined. For example, preserving a working landscape, local agriculture, or similar use shows a strong connection to the region’s cultural and economic heritage.

Brian Foucher mentioned a housing development, sited on a working farm, which combined new construction with a membership model that directly supported the farmer. Lisa Murray commented that our region's strong sense of community could be utilized to support both agriculture and artists. She observed, that artists are often not effective at marketing themselves. Models that directly connect the consumer and the producer may also be effective for communities. Rebeckah Bullock suggested the Monadnock Community Farm Coalition, the Monadnock Food Co-op, farmer's markets, and other promotion of local food as successful examples.

Tim Murphy commented on an incredible agricultural resource in the Southwest Region, the Connecticut River Valley, which features highly productive farm land. Tim Murphy asked the attendees to consider preserving and capitalizing on this value as opposed to subsidizing farming done in other areas. Self-reliance could also provide economic benefits in the form of price protection. Rebeckah Bullock noted that farming and residential activities are not necessarily mutually exclusive. Lisa Murray suggested these assets as a potential inspiration for young professionals, for example agricultural degree students or similar graduates.

Tim Murphy thanked attendees for their participation and input. Tara Germond reminded the committee that the goals of the CEDS will not be updated at this time and that today's discussion will provide important material for its integration with the Regional Plan.

V. Other Matters

Tim Murphy asked meeting attendees how the committee should be engaged as the quantitative updates to the CEDS document are finalized by SWRPC staff. The committee authorized SWRPC staff to complete updates at their discretion since it represents objective data. Tim Murphy commented that to keep the document valid, it will need the support of the committee. Bob Harcke complimented staff on current work and supported updates at the discretion of SWRPC. Tim Murphy reminded attendees that the document is frequently updated and revised.

VI. Next Meeting – March 21, 2014

The next meeting was scheduled for March 21, 2014 at 12:00 p.m.

VII. Adjourn

The meeting was adjourned at 2:00 p.m.

Respectfully submitted,

Henry Underwood
Planning Technician

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

April 11, 2014

12:00 Noon

Southwest Region Planning Commission, 37 Ashuelot Street, Keene, NH

AGENDA

Lunch will be provided

- I. Welcome and Introductions
- II. Approval of Minutes of December 20, 2013
- III. Presentation: Southwest New Hampshire Broadband Plan
- IV. Speaker: Kate Luczko, Executive Director of Stay Work Play New Hampshire
- V. Comprehensive Economic Development Strategy for Southwest New Hampshire: Potential Projects and Programs
- VI. Vermont Yankee Closure and Decommissioning - Update
- VII. Other Matters
- VIII. Next Meeting - June 20, 2014
- IX. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

MINUTES

April 11, 2014

Present: Keith Thibault, Co-Chair; Bob Harcke; Greg Johnson; Morris Klein; Lisa Murray; Jack Pratt; Jen Risley; Chris Wellington; Ted Whippie.

Staff members present: Rebecca Baldwin, *Office Manager*; Rebeckah Bullock, *Community Development Specialist*; Tara Germond, *Senior Planner*.

Guest: Kate Luczko, Stay Work Play New Hampshire

I. Welcome and Introductions

Co-Chair Keith Thibault called the meeting to order at 12:00 p.m. and introductions were made.

II. Approval of Minutes of December 20, 2013

The minutes of December 20, 2013 were approved by unanimous vote.

III. Presentation: Southwest New Hampshire Broadband Plan

Staff member Tara Germond provided a presentation on the Southwest New Hampshire Broadband Planning initiative. She referred to a handout that provided an overview of the project that began in 2011 and included the formation of a Broadband Stakeholders Group that has assisted with the assessment of regional broadband needs and barriers through focus groups, surveys and public forums. She went on to explain that broadband which was once thought of as a luxury is now considered a basic need that requires more reliable and consistent service. Some of the barriers and challenges that have been identified in this region are relatively low development density, state and federal regulations, and cost. The Plan contains forty-six strategies that are centered around twelve objectives. A goal that has been identified for this Region is for every building to have access to broadband at an affordable cost. Staff is currently working with the NH Office of Energy and Planning to integrate similar plans from each of the regional planning commissions into one statewide document. She noted that the draft Southwest NH Broadband Plan is posted on the Planning Commission's website and encouraged members to review it and contact her with any comments. Co-Chairman Thibault asked if the broadband needs are similar throughout the state. Tara Germond responded that there exist regional similarities and differences and that the needs of the Upper Valley Region are the most consistent with those in our Region. She noted that a NH State Broadband Conference has been scheduled to take place on May 16th and encouraged members to attend.

IV. Speaker: Kate Luczko, Executive Director of Stay Work Play New Hampshire

Kate Luczko, Executive Director of Stay Work Play New Hampshire provided information on her organization that was founded in 2007 and has a goal to help find ways to encourage young people to stay in the state. She provided an in depth review of the organization's website that targets 20-30 year olds and focuses on topics such as how to start a business and how to find an internship. The website serves as a source for networking and includes a calendar of events taking place throughout the state. She also described several programs that her organization sponsors such as

the Stay Work Play Challenge Grant which is a student loan repayment program, the Talent and Internship Summit that will bring together representatives from both business and higher education, and the Rising Stars Awards Competition. It was noted that the current state of the economy is helping to keep young people from leaving the state because they can't afford to move away from home. Morris Klein noted that one of the major reasons that young people leave the state is that they can get better wages elsewhere. Vice-Chairman Thibault noted that we need to find a way to encourage young people to look at other parts of the state rather than just where their schools are located. Upon graduation when they can't find employment in the immediate area where they went to school they often leave the state. He suggested some sort of a scavenger hunt that would encourage students to visit other areas within the state. Morris Klein suggested hosting a job fair that invites young people from places like Boston and New York to visit the state. Kate Luczko responded that her organization has been more involved with retention rather than recruitment but encouraged EDAC members to contact her with any comments or suggestions.

V. Comprehensive Economic Development Strategy for Southwest New Hampshire: Potential Projects and Programs

Staff member Rebeckah Bullock explained that it is time to solicit nominations for community projects to be considered for inclusion in the Comprehensive Economic Development Strategy for Southwest NH (CEDS). She noted that the next meeting which is tentatively set for June will be dedicated to discussing nominated projects and programs. Staff will then score potential projects and bring the results to a future EDAC meeting for endorsement to have them entered into the CEDS document.

VI. Vermont Yankee Closure and Decommissioning - Update

Rebeckah Bullock reminded staff of the presentation that Tim Murphy gave at the last meeting regarding the Vermont Yankee Closure and Decommissioning. She noted that approximately 200 workers in the region will be affected by the closure and in addition to the immediate job loss, we can expect a ripple effect on the economy with regard to secondary job loss in the retail and service sectors, a decreased volunteer base, the local tax base, and the real estate market. Staff has been communicating with local and state officials in an attempt to coordinate a meeting to share information and discuss the issues. Co-Chairman Thibault asked if there is a specific timeline for various events associated with the closure. Morris Klein noted he has heard that there is a five year plan and once it goes into effect any employee not involved with the closure will be laid off immediately. Chris Wellington noted that DRED has been involved in coordinating rapid response efforts and will have a mini job fair for those who will be unemployed. It was noted that Entergy would like to retain employees but that would involve them relocating to other facilities in different parts of the country. He went on to explain that the first round of layoffs will take place in March 2015 and will involve 1/3 of the workforce. DRED is attempting to get a list of the exact number of employees who will be laid off and what their job categories are in an attempt to try to assist with job placement at other businesses within the state. Jack Pratt asked if anyone knows how many of the jobs are strictly nuclear related and Morris Klein said he believes about 25%. Chris Wellington noted the best scenario would be to find jobs for people that would allow them to remain in their current homes and the next best would be to help them relocate within the state. Bob Harcke noted that the Town of Hinsdale has 100 acres available for development that might help alleviate some of the problem.

VII. Other Matters

No other matters were brought before EDAC at this time.

VIII. Next Meeting

The next meeting was tentatively scheduled for June 20, 2014 at 12:00 p.m.

IX Adjourn

The meeting was adjourned at 2:00 p.m.

Respectfully submitted,

Rebecca I. Baldwin
Office Manager

5. Work Plan for July 1, 2015 to June 30, 2016

Continued Development and Maintenance

On behalf of the Comprehensive Economic Development Strategy for Southwest NH (CEDS) Advisory Committee staff intends on conducting the follow activities during the course of the next year:

- Organize and carry out four or more CEDS Advisory Committee meetings. Assure Committee membership is representative of the diverse range of stakeholders in the Southwest Region.
- Organize and conduct at least two public forums to be sponsored by the Advisory Committee on developments directly related to the CEDS. The Committee will seek to partner with other active groups in holding these public forums so as to broaden community interests.
- Under the direction of the Committee, SWRPC staff will apply for an EDA Technical Assistance Grant. This grant will support SWRPC staff in continuing the development of the CEDS.

Maintenance items that Staff intends on pursuing for the CEDS follow:

- 1) Continue development of the Goals, Objectives and Tasks represented within the CEDS document.
- 2) To assist in promoting more interest in the CEDS for Southwest New Hampshire, specifically in generating more projects for possible nomination, and to facilitate the process and review of submitted projects, develop and implement a CEDS Project Submission Form for proponents who seek projects to nominate to complete and submit to the CEDS Advisory Committee.
- 3) Continue to promote the CEDS and its related themes through direct outreach with Boards of Selectmen, Planning Boards, Chambers of Commerce and other formal organizations. Specifically pursue the goal of conducting formal outreach with the five (5) Chambers of Commerce in the Southwest Region annually and continue the outreach to the Region's municipalities.
- 4) Assist and coordinate the flow of information and grant funding opportunities, with a particular focus on economic development-related initiatives to the Region's municipalities.
- 5) Engage the CEDS Advisory Committee to further revise the CEDS project nomination criteria that should include the goal to achieve a criterion that offers increased flexibility and inclusion of projects brought forth by community representatives. Key elements for further consideration will include the extent of sustainable qualities such as social purpose, multiplier effect and green (LEED certified) building practices. During the 2008/2009 Work Plan period, review criteria related to Job Quality and Smart Growth was added to the CEDS Evaluation Review Criteria. A number of additional items were discussed, but require further research. It is proposed that, in addition to the items noted above, the following items will be researched and discussed over the next year as part of a further revision to the CEDS Project Nomination Criteria:

- a. Determining during project reviews if the creation of the jobs from that project would lead to secondary/tertiary jobs, e.g., has a high economic employment multiplier.
 - b. Do the proposed jobs associated with the proposed project involve retraining of existing workers in the Southwest Region? (versus relocation of new employees to the area for the positions)
 - c. Do the proposed salaries for new jobs offer a “living wage”?
 - d. Does the project contribute to advancing the job training needs of the Southwest Region?
 - e. Taking into account workforce housing considerations.
 - f. Taking into account childcare considerations.
- 6) Further engage the CEDS Advisory Committee to seek projects for nomination that promote smart growth in respect to established centers and nodes of development as routine practice in reaction to increasing energy costs, as well as projects that meet the Smart Growth Principles for New Hampshire.
 - 7) Continue the development of a formal dialogue with the State of New Hampshire and its appropriate divisions as well as Federal representatives to pursue the opportunity for the Region to gain Economic Development District designation on behalf of the US EDA.
 - 8) An update of the socioeconomic and demographic data in the CEDS.

Priority Project List

As part of the CEDS process, an inventory of projects, both underway and planned has been updated. This inventory was developed through input provided by municipalities, non-profit development corporations and other economic development stakeholders. Projects are organized in two lists: short-term and planned. The listing of the CEDS projects in this manner separates projects that are developed in concept and budget from those that are currently in the formative planning stages. The projects are summarized according to project name, project description, and project proponent, total cost, funding sources, term, start date and the CEDS goals addressed.

These projects and others will be continually reviewed by the Southwest Region CEDS Advisory Committee for general consistency with the goals and objectives of the CEDS. The projects identified as short-term are shown in the first table and those identified as in the planning stages are shown in the following table. The information in the following tables has been updated to reflect the most current information as of June 30, 2015.

Short-Term Priority Projects

Project Name	Project Description	Project Proponent	Total Cost ¹	Funding Source(s)	Goals Addressed
Troy Mills Redevelopment	Renovation and development of industrial building complex in Troy, NH	Troy Redevelopment Group, Private Investors	\$1,000,000 initial; \$30,000,000 total projected	CDBG, TIF, Historic Tax Credit, USDA RD, Private sources	B, C, D, E
Downtown Keene Railroad Land	Mixed-use re-development of former rail yard.	City of Keene, MEDC	\$55 million	CDBG, USDA RD, MEDC RLF, TIF, NH BFA, NH CDFA CDIP, Green Gap Loan, Brownfields Assessment Funds, Private Sources	A, B, C, D, E
Jaffrey Park Theatre	Restoration and development of downtown property	Park Theater, Town of Jaffrey, Franklin Pierce University	\$2,500,000	NH CDFA Tax Credits, grant funding, private donations	A, B, D, E
Stone Arch Bridge Industrial Park water line extension	Infrastructure improvement (water)	Town of Jaffrey	\$1,600,000	TIF; Possible USDA/RD and/or EDA	B
Downtown water flow improvement	Infrastructure improvement (water)	Town of Antrim	\$120,000	Town Water reserves	B
Monument Road Industrial Park	Infrastructure improvement (water, sewer, roads)	Town of Hinsdale, Hinsdale EDC, MEDC	\$2,000,000 total over several years	TIF, CDBG	B
Swanzey Industrial Park	Infrastructure improvement (road)	Town of Swanzey	\$3,000,000 ; \$60,592 in 2006	TIF	B
Antrim Mill (former Goodell factory)	Mixed-use development	Town of Antrim	\$2-\$2.5M (estimate)	Private, some support from TIFD	B, C, D, E
Historic Harrisville	Basic repairs; Enhancements and historic Cheshire Mill	MEDC, Cheshire County. Town of Harrisville	Project cost to date: \$4,060,689	CDFA, LCHIP, private donations.	A, B, D, E

¹ Total Cost values have been updated from the 2005 CEDS to reflect the most current estimates.

Short-Term Priority Projects *continued*

Project Name	Project Description	Project Proponent	Total Cost ²	Funding Source(s)	Goals Addressed
Jaffrey Civic Center	ADA accessibility improvements (handicap elevator)	Jaffrey Civic Center	\$260,000	Private donations, Grant funding	B, D
Rindge Broadband Initiative	Effort to bring high speed internet opportunities to residential customers	Rindge Telecommunications Committee, Private Companies	To be determined Investments have been made by two Private Companies	Private Sources, Potential Grant Funds	B
Age Restricted Active Adult Housing Initiative	Creation of housing opportunities for seniors	Franklin Pierce University, Town of Rindge	To be determined	Private Sources, CDBG Potential	C
NH FastRoads	Broadband infrastructure expansion	UNH, Network New Hampshire Now (NNHN), NH CDFA, MEDC, WCNH.net	\$5,500,00; part of a \$44.5 million project	NNHN grant, private cash, in-kind funding, CDBG.	A, B, D, E, F
Cheshire County Courthouse Expansion	Expansion of existing courthouse	Cheshire County, City of Keene, MEDC	\$10,800,000	CDIP tax credits, New Markets Tax Credits, loans from two banks and Cheshire County, and Tax Increment Financing from the City of Keene	B, D, E, F, G
Winchester Wastewater Improvements	Improvements to municipal wastewater facility	Town of Winchester/ NH DES	\$4,445,500	Property Taxes/SRF Loan/ ARRA Funds	B

Project/ Program Planning List

Project Name	Project Description	Project Proponent	Total Cost	Funding Source(s)	Goals Addressed
Stormwater management system	Infrastructure improvement	Town of Peterborough	\$15,000,000 (Estimate)	To be determined	B
Great Brook River Walk	Downtown enhancement	Town of Antrim	Project is on hold, no cost estimate available at this time	To be determined	B
WW Cross Building Redevelopment	Redevelopment of former Brownfield site into mixed use	MBV, MEDC, Town of Jaffrey, Webster St. LLC,	\$1,100,000	CDIP, MBV RLF, Private	D, C

² Total Cost values have been updated from the 2005 CEDS to reflect the most current estimates.

	(commercial and residential) space	Larry & Stephen Thibeault		Sources, with other resources to be defined	
Attraction of Retail Development	Encouraging retail establishments to locate in a specified corridor	Franklin Pierce University, Town of Rindge	To be determined	Private Sources, CDBG Potential	D, E
Colonial Theatre Sustainability	Investments to support the sustainability of the Colonial Theatre.	Colonial Theatre/City of Keene/NH DRED	\$5,000,000	Fundraising , membership dues, donations, theatre revenues, potential grants	B, D, E
ArtsAlive! Collaborative	Encouraging the development of an infrastructure that will sustain, promote, and expand access to arts and cultural resources in the Monadnock Region.	Collaboration of local arts and cultural groups	\$35,213.19	TBD	A, B, C, D, E, F
NH Broadband Mapping and Planning Program	Multi-year, multi-agency effort to map broadband access in NH and develop regional broadband plans	UNH, the nine Regional Planning Commissions, NH DRED	\$2,400,000	National Telecommunication and Information Administration funding.	A, B, D, E, F

Project/ Program Planning List *continued*

Project Name	Project Description	Project Proponent	Total Cost	Funding Source(s)	Goals Addressed
Hinsdale, NH Brattleboro, VT Bridge	Infrastructure improvement; replacement of 2 existing but functionally obsolete bridges over the Connecticut River with a new bridge downstream. Scheduled to be completed in 2022.	Towns of Hinsdale, NH and Brattleboro, VT, NH DOT, VTrans	\$45.7 million	NH DOT, State of Vermont	A, B, D, E, F, H
Jaffrey Dogleg	Infrastructure improvement; reconfiguration of the US 202/NH 124 dogleg. It is scheduled to be completed in 2020. Preliminary engineering has begun on this project.	Town of Jaffrey, NH DOT	\$9.1 million	NH DOT	A, B, D, E, F,

Stoddard-Antrim-Hillsborough NH 9 ROW Purchase	Infrastructure improvement; purchase of ROW access rights and minor capacity and safety improvements on NH Rte 9. The Stoddard-Antrim-Hillsborough project is no longer in the State's Ten Year Transportation Improvement Plan, though it currently remains a high priority for the Southwest Region Transportation Advisory Committee	Towns of Stoddard, Antrim, and Hillsborough, NH DOT	\$2,250,000	NH DOT	A, B, D, E, F,
--	---	---	-------------	--------	----------------

Work Plan Framework

This Work Plan focuses on several initiatives taking place across the Southwest Region that are representative of the CEDS vision. Work Plan projects and programs are identified through contacts with regional economic development stakeholders and are approved for inclusion in the Work Plan by the CEDS Advisory Committee. Projects and programs on the Work Plan are monitored throughout the year, and the list is updated on an annual basis. As time passes, it is expected that completed or discontinued projects will exit the list, to be replaced by new efforts. On the whole, it is expected that the list will grow from year to year as the network among regional economic development stakeholders becomes stronger and stronger, and as the promotion of the CEDS reaches a greater and greater portion of the general public.

2015/2016 Work Plan

An important part of the CEDS process was the development of a master inventory of projects. While the inventory contains projects in the planning stages and projects currently underway, it is important to note that the inventory is not absolute or finite. It is adaptable and subject to evaluation leading to change, additions and deletions. **Due to a shortage of dedicated funds for this Annual Report, only a limited update of this section was completed.** Much of the information contained below is reflective of the Annual Report completed in 2009. SWRPC staff is working towards developing a more streamlined method to manage the update of this information.

Projects outlined in this section are based upon the Committee’s knowledge and foresight of regional economic trends and how these trends can address the Region’s needs in a positive manner aligned with the overall vision of the CEDS. The plan’s Goals, Objectives, Tasks and specific projects are formatted as follows:

GOAL: Name and description of CEDS goal.

OBJECTIVE 1: Description of the objective under the goal



TASK 1: Description of task follow by it ranked within the CEDS document and map location.

PROJECT # 1: Name of project.

Task Leaders: Listing of task leaders

Investment: Identified funding investment

Resources: Identification of resources to be utilized.

Dates: July 1 to June 30 (Annually)

LIST OF ACRONYMS:

ARRA	American Recovery and Reinvestment Act
CDBG	Community Development Block Grant
CDFA	Community Development Finance Authority
CDIP	Community Development Investment Program (Tax Credits)
CGP	Competitive Grant Program
CROP Zone	Community Reinvestment Opportunity Program (CROP)
DES	NH Department of Environmental Services
DOT	NH Department of Transportation
DRED	NH Department of Resources and Economic Development
EDA	United States Economic Development Administration
EDI	Economic Development Initiative (US Dept. of HUD)
EPA	United States Environmental Protection Agency
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
GKCC	Greater Keene Chamber of Commerce
HFA	NH Housing Finance Authority
HTC	Historic Tax Credit
IRP	Intermediary Revolving Loan Program (US Dept. of Agriculture-Rural Development)
MBV	Monadnock Business Ventures
MEDC	Monadnock Economic Development Corporation
OEP	NH Office of Energy and Planning
PBA	Planning Board Assistance
RLF	Revolving Loan Fund
SCS	Southwestern Community Services
TAC	Transportation Advisory Committee
NHTE	New Hampshire Transportation Enhancement Program
TIFD	Tax Increment Finance District
USDA-RD	United States Dept. of Agriculture-Rural Development

GOAL A: Maintain a high-quality labor force.

OBJECTIVE 1: Provide workers with the skills to meet the needs of local business.

TASK 1: Start an initiative to address workforce skills and to assess employer needs and provide required training.
Ranked 13th within the CEDS plan development as a short term goal.

PROJECT # 1: Keene Community Education

Task Leaders: Keene School District Adult Education Division; Regional businesses are partners in the matching initiative and provide employees and/or space for the adult enrichment classes.

Investment: \$550,000

Resources: Self-Sustaining through Student Fees and Grants

Dates: Ongoing

PROJECT # 2: Job Fest: Introducing Regional High School Students to Regional Employers, and Providing Training Workshops in Job-Finding Skills

Task Leaders: Monadnock Center for Successful Transitions, Regional School Districts, Greater Keene Chamber of Commerce, Regional Social Service Organizations

Investment: In-Kind Donations of time, transportation, location, etc.

Resources: Monadnock Center for Successful Transitions, Regional School Districts, Greater Keene Chamber of Commerce, Regional Social Service Organizations

Dates: Held annually

PROJECT # 3: Institute of Aircraft Maintenance

Task Leaders: Community College System of New Hampshire, NH DOT

Investment: Total investment unnamed at this time

Resources: Phase 1: Feasibility study funded by GSA grant; Phase 2: Architectural work and program oversight. Contingent upon the receipt of Federal funds and matching funds from business and industry;
Phases-3-5: Undetermined

Dates: Phase 1: 2002-2007; Phases 2-5: Undetermined

OBJECTIVE 2: Ensure the availability of skilled workers to meet development demand.

PROJECT # 1: Financial Education and Assistance in Securing Affordable and Reliable Transportation

Task Leaders: Bonnie CLAC

Investment: Total investment unnamed at this time

Resources: Grant funding, small amount from enrollment fees *and donations*

Dates: August 2003 - Present

TASK 1: Recruit local youth and college students through apprenticeship and internship programs with Regional employers.
Ranked 23rd within the CEDS plan development as a medium term goal.

PROJECT # 1: Internship Program

Task Leaders: Keene State College

Investment: Undetermined

Resources: Student resources, Employer stipends, Grand funding

Dates: Ongoing

PROJECT # 2: Internship Program

Task Leaders: Antioch New England Graduate School

Investment: Undetermined

Resources: Student resources, Employer stipends, Grand funding

Dates: Ongoing

PROJECT # 3: Internship Program

Task Leaders: Franklin Pierce University

Investment: Undetermined

Resources: Student resources (financial aid, student loans, direct payment, etc.), Employer stipends, Tuition fees, Grand funding

Dates: Ongoing; The internship program began shortly after the institution's founding in 1962.

GOAL B: Prepare for Future Development

OBJECTIVE 1: Ensure a healthy balance of residential, commercial, and industrial development, agriculture, forestry, and open space (“Smart Growth”).

TASK 1: Assist municipalities in reviewing zoning and other regulations regarding location of potential future development.

Ranked 9th within the CEDS plan development as a short term goal.

PROJECT # 1: Local Planning Assistance (For DRIs, Site Plan Reviews, Regulation Reviews, Warrant Reviews, etc.)

Task Leaders: SWRPC

Investment: \$10,000 (Approximate)

Resources: Municipal Member Dues, Targeted Block Grant, Applicant’s charged by Towns for Staff review

Dates: July 1 to June 30 (Annually)

PROJECT # 2: Municipal Master Plan Development

Task Leaders: SWRPC, Town of Fitzwilliam

Investment: Undetermined at this time

Resources: Municipal Fees, Citizen Volunteers

Dates: Undetermined at this time/Potentially to begin in 2009

PROJECT # 3: Municipal Master Plan Development

Task Leaders: SWRPC, Town of Walpole

Investment: \$1,500

Resources: Municipal Fees, NH DES, NH DOT, Citizen Volunteers

Dates: Project is scheduled to be completed by December 2009.

PROJECT # 4: Technical Support (Planning Board calls, meetings, training sessions, etc.)

Task Leaders: SWRPC

Investment: \$35,000

Resources: Municipal Member Dues

Dates: July 1 to June 30 (Annually)

PROJECT # 5: ILU (Innovative Land Use)/REPP (Regional Environmental Planning Program) Training

Task Leaders: SWRPC

Investment: \$25,000

Resources: State of New Hampshire

Dates: Ongoing

PROJECT # 6: Watershed Restoration Planning Project

Task Leaders: The Natural Conservancy, SWRPC

Investment: \$6,500

Resources: NH DES

Dates: September 2008 to December 2009

PROJECT # 7: Housing and Conservation Planning Program

Task Leaders: Moosewood Ecological, SWRPC

Investment: \$5,000

Resources: NH OEP

Dates: October 2008 to March 2010

PROJECT # 8: Community Conservation Partnership

Task Leaders: Monadnock Conservancy, SWRPC

Investment: \$7,500

Resources: Municipal Member Dues

Dates: Ongoing

PROJECT # 9: Municipal Master Plan Development

Task Leaders: SWRPC, Town of Hinsdale

Investment: \$2,500

Resources: Municipal Fees, Citizen Volunteers

Dates: May 2009 to December 2009

PROJECT # 10: Tax Mapping Updates

Task Leaders: SWRPC

Investment: \$5,000

Resources: Municipal Fees

Dates: July 1 to June 30 (Annually); In the past year, tax mapping updates were done for the towns of Dublin, New Ipswich, Hinsdale, and Roxbury.

OBJECTIVE 3: Support a quality transportation system, both locally and regionally, to provide capacity for desired economic development.

TASK 1: In collaboration with NHDOT and other entities, support a system of diverse transportation modes by incorporating sidewalks and bicycle lanes into street and highway design, as well as by developing a regional public transportation system. *Ranked 36th within the CEDS plan development as a medium term goal.*

PROJECT # 1: Jamison Avenue Sidewalk and Crosswalk Project

Task Leaders: Town of Antrim

Investment: \$85,000 (estimated)

Resources: Safe Routes to School; Local Funds

Dates: 2009 - 2010

PROJECT # 2: Bennington Village Pedestrian Improvements

Task Leaders: Town of Bennington

Investment: \$700,000

Resources: Transportation Enhancement Funds, Local Funds, ARRA

Dates: 2008

PROJECT # 3: Dublin Main Street/NH 101 Traffic Calming (Phase 1)

Task Leaders: Town of Dublin, NH DOT

Investment: \$317,444

Resources: FHWA Earmark, Local Funds

Dates: 2009

PROJECT # 4: Trail Bridge over NH Rtes. 101 and 12 in Keene

Task Leaders: NH DOT

Investment: \$713,920

Resources: Federal and State Funds, Earmark Funding

Dates: 2009 - 2010

PROJECT # 5: Cheshire Branch Rail Trail Improvements

Task Leaders: SWRPC, SWRPC Transportation Advisory Committee, City of Keene

Investment: \$66,000

Resources: Transportation Enhancement Funds

Dates: Ongoing, Construction set to begin in 2010

PROJECT # 6: School Street Sidewalk Reconstruction

Task Leaders: Town of Troy

Investment: \$99,678

Resources: Municipal Funds

Dates: 2009 - ?

TASK 2: In collaboration with NHDOT and other entities, improve road conditions and access management to support safe and efficient movement of people and goods. *Ranked 37th within the CEDS plan development as a long term goal.*

PROJECT # 1: Local Access Management Implementation

Task Leaders: SWRPC

Investment: \$13,000

Resources: State Planning and Research-FHWA

Dates: Completed

PROJECT # 2: Road Expansion

Task Leaders: Monadnock Community Hospital (MCH), Town of Peterborough Business Development Office

Investment: \$1,500,000

Resources: TIFD, MCH, CDBG

Dates: March 2007 to December 2009

PROJECT # 3: Road Expansion

Task Leaders: Town of Hinsdale, Hinsdale Industrial Development Corporation,

Investment: \$2,000,000

Resources: TIFD, CDBG, and Private Investment

Dates: March 2007 to December 2010

PROJECT # 4: Travel Demand Management for Keene

Task Leaders: SWRPC

Investment: \$36,500

Resources: FHWA; NH Charitable Foundation; US EDA; OEP; NH DES; Local Funds

Dates: 2009 - 2011

PROJECT # 5: Bridge Replacement

Task Leaders: Town of Walpole, NH DOT, Context Sensitive Solutions

Investment: \$3,265,000

Resources: State of New Hampshire

Dates: 2012

PROJECT # 6: New Ipswich; NH Route 123

Task Leaders: New Ipswich, SWRPC, NH Dept. of Transportation

Investment: \$3,172,000

Resources: NH DOT; SRSP

Dates: Ongoing

PROJECT # 7: Downtown Road Improvements (Route 202/124 "Dogleg" / Realignment in Downtown Jaffrey

Task Leaders: Town of Jaffrey, Jaffrey Economic Development Council, NH DOT

Investment: Estimated cost of \$3M - \$6M
Resources: DOT, Grant Funds, tax revenue, TIFD funds
Dates: To occur within the next 10 years
PROJECT # 8: Improvements to Intersection of NH Rtes. 9, 10, 12, and 101 in Keene

Task Leaders: NH DOT
Investment: \$2,500,000
Resources: Federal and State Funds
Dates: 2009
PROJECT # 9: Improvements to Cobb Hill Rd Intersection with NH 123 in Alstead

Task Leaders: NH DOT
Investment: \$1,760,555
Resources: Federal Highway Emergency Funds (25% State Match)
Dates: 2007 - 2008
PROJECT # 10: Bridge from just east of NH 12A/NH 123 to just west of NH 123A in Alstead

Task Leaders: NH DOT
Investment: \$2,000,000
Resources: Federal Highway Emergency Funds (20% State Match)
Dates: 2007 - 2009
PROJECT # 11: Improvements to NH 123A just downstream of Vilas Pool Dam in Alstead

Task Leaders: NH DOT
Investment: \$122,766
Resources: FEMA, State Funds
Dates: 2008
PROJECT # 12: Bridge replacement next to Millott Green in Alstead

Task Leaders: NH DOT

Investment: \$367,200

Resources: Federal Highway Emergency Funds (20% State Match)

Dates: Advertised 5/29/07; Construction 2008-2009

OBJECTIVE 4: Modernize and maintain public and private infrastructure, including water, sewer, communications and schools, to meet future demand.

TASK 2: Promote municipal infrastructure and facility capacity expansion and improvement where necessary. *Ranked 21st within the CEDS plan development as a medium term goal.*

PROJECT # 1: Downtown Water Flow Improvement

Task Leaders: Town of Antrim

Investment: \$120,000

Resources: Town Water Reserves

Dates: ongoing

PROJECT # 2: Advanced Industrial Park Wastewater Treatment Plant

Task Leaders: Town of Jaffrey

Investment: \$12,840,840 authorized by Town to build new plant

Resources: User fees, general fund; Possible funding sources: USDA RD, EPA, EDA, SRF and State Assistance.

Dates: Substantial completion: April 25, 2009; Final Completion: June 24, 2009.

PROJECT # 3: Broadband Initiative

Task Leaders: Rindge Telecommunications Committee and a 2 Private Companies, Rindge Board of Selectmen, Rindge Planning Board, Franklin Pierce College

Investment: Investments have been made by two private companies

Resources: Private Investment, potential grant funds

Dates: Ongoing

PROJECT # 4: Squantum Well Development

Task Leaders: Town of Jaffrey
 Investment: \$3,000,000
 Resources: Water User Fees, Tax Revenue
 Dates: To be completed by 2011

PROJECT # 5: Winchester Wastewater Improvements
 Task Leaders: Town of Winchester/NH DES
 Investment: \$4,445,500
 Resources: Property Taxes/SRF Loan/ARRA Funds
 Dates: Phase I started May 2010; completion scheduled for fall 2011.
 Phase II scheduled for spring-summer 2012.

TASK 4: Promote Tax Increment Financing Districts as a means for improving and modernizing municipal infrastructure and facilities.
Ranked 34th within the CEDS plan development as a medium term goal.

PROJECT # 1: Town of Antrim- Main Street TIFD

Task Leaders: Town of Antrim
Investment: Phase 2 Cost Estimated at \$300,000; Average annual TIF funds estimated at around \$100,000
Resources: Designated Property Tax Revenue
Dates: Phase 2: Start in 2009 - 2010

PROJECT # 2: Town of Jaffrey Downtown TIFD

Task Leaders: Town of Jaffrey
Investment: \$205,382
Resources: Designated Tax Revenue
Dates: 1999 - Ongoing

PROJECT # 3: Town of Jaffrey Stone Arch Bridge Tax Increment Financing District: Water Supply and Distribution

Task Leaders: Town of Jaffrey, Economic Development Corporation

Investment: \$133,000 for 2005-2006; \$1,600,000 total
Resources: Designated Tax Revenue, possible USDA/RD or EDA
Dates: 1999 - Ongoing

PROJECT # 4: Monument Road Industrial Park

Task Leaders: Town of Hinsdale EDC
Investment: \$2,000,000; total over several years
Resources: Designated Property Tax Revenue
Dates: 2003 - Ongoing

PROJECT # 5: Greater Downtown Peterborough TIFD

Task Leaders: Town of Peterborough
Investment: Roughly \$40,000 funds brought in during 2008
Resources: Designated Property Tax Revenue
Dates: Ongoing

PROJECT # 6: West Peterborough TIFD

Task Leaders: Town of Peterborough
Investment: Roughly \$230,000 in funds brought in during 2008
Resources: Designated Property Tax Revenue
Dates: Ongoing

PROJECT # 7: Town of Swanzey TIFD

Task Leaders: Town of Swanzey
Investment: \$68,265
Resources: Designated Property Tax Revenue
Dates: 1999 - Ongoing

GOAL C: Balance housing opportunities with trends in income, employment and community character.

OBJECTIVE 1: Provide housing for all residents, including type, location and cost.

TASK 1: Assess Regional housing needs.
Ranked 29th within the CEDS plan development as a short term goal.

PROJECT # 1: Heading for Home, Rural Housing Coalition

Task Leaders: Greater Keene Chamber of Commerce, Private Sector, SWRPC, SCS

Investment: \$55,000

Resources: NH Workforce Housing Council, Membership Fees, Monadnock Community Foundation, NH Housing, NH Charitable Foundation, SWRPC, Citizen Volunteers

Dates: Ongoing

TASK 2: Encourage the rehabilitation and construction of all housing types.
Ranked 25th within the CEDS plan development as a long term goal.

PROJECT # 1: Monadnock Township (Home Ownership Initiative, 20 Workforce Housing Units)

Task Leaders: Southwestern Community Services (SCS)

Investment: \$680,000

Resources: NH CDFA; CDIP Tax Credits, US Department of HUD; EDI

Dates: February 2006 to February 2009; Project not completed; Money has been raised, and SCS is seeking an appropriate site.

PROJECT # 2: Railroad Square Senior Housing

Task Leaders: Southwest Community Services (SCS), MEDC, City of Keene

Investment: \$5,385,000

Resources: Low Income Housing Tax Credits (LIHTC), CDBG

Dates: Project is nearing completion and occupancy is set for July 1, 2009.

PROJECT # 3: Payson Village Senior Housing Development

Task Leaders: Southwest Community Services (SCS), Town of Rindge

Investment: \$3,900,000

Resources: CDBG, Federal Home Loan Bank of Boston grant, and LIHTC equity; land donated by Town of Rindge

Dates: Groundbreaking expected in April 2010

PROJECT # 4: Age Restricted Active Adult Housing Initiative

Task Leaders: Franklin Pierce University, Town of Rindge

Investment: To be determined

Resources: Private Investment and CDBG Potential

Dates: 2010 to 2012

GOAL D: Strengthen the Economic Base

OBJECTIVE 1: Promote diverse types of economic activities.

TASK 2: Strengthen programs that educate entrepreneurial start-ups about business planning, market research and other sound business practices.
Ranked 2nd within the CEDS plan development as a short term goal.

PROJECT # 1: NH Small Business Development Center at Keene State

Task Leaders: NH Small Business Development Center

Investment: Annual operating budget approximately \$100,000

Resources: Small Business Administration, State of New Hampshire, University System of New Hampshire, Grant funding, Private funding, Program sponsorship

Dates: Ongoing—Program has been in operation for about 25 years so far

PROJECT # 2: Monadnock SCORE, Chapter 379

Task Leaders: SCORE, Small Business Administration

Investment: \$2,000-\$3,000 per year; most investment is through hours donated by volunteer counselors

Resources: State and District Grants, Workshop Fees, Volunteers

Dates: Monadnock Chapter started in the 1980s – Ongoing

PROJECT # 3: NH Works, Keene

Task Leaders: Workforce Opportunity Council

Investment: Undetermined
Resources: Workforce Investment Act Funds
Dates: Ongoing

TASK 3: Establish business incubators and programs to provide low-cost rent, shared services, flexible financing and other appropriate services.
Ranked 1ST within the CEDS plan development as a short term goal.

PROJECT # 1: Hannah Grimes Center, 25 Roxbury St. Keene

Task Leaders: Hannah Grimes, MEDC
Investment: \$689,400
Resources: CDBG, CDIP, Private Donations, Savings Bank of Walpole
Dates: Completed

PROJECT # 2: Dunning Building (Walpole)

Task Leaders: MEDC, Town of Walpole
Investment: \$750,000
Resources: CDBG, Bank of New Hampshire, Private Sources
Dates: Completed

PROJECT # 3: Whiton Incubator/Building (Peterborough)

Task Leaders: Monadnock Economic Development Corporation (*MEDC*);
Town of Peterborough; New England Products
Investment: \$211,000; \$220,000 is subject of a CDBG Application.
Resources: CDIP, MEDC RLF, Private Sources; CDBG
Dates: 1994 - Ongoing

PROJECT # 4: Historic Harrisville

Task Leaders: Historic Harrisville, MEDC, Town of Harrisville, Cheshire County
Investment: Phase 1: \$600,000 (Complete) Project Cost to date: \$4,060,689
Resources: CDFA (with MEDC), LCHIP, Save America's Treasure grant, private donations.

Dates: Ongoing; Phases I, II, and III have been completed.

TASK 5: Recruit businesses, including export-oriented companies, from outside the Region.
Ranked 16th within the CEDS plan development as a long term goal.

PROJECT # 1: Jaffrey Business and Economic Development

Task Leaders: Town of Jaffrey

Investment: \$50,000

Resources: Town of Jaffrey

Dates: 1996 to Present

PROJECT # 2: Attraction of Retail Development

Task Leaders: Franklin Pierce University, Town of Rindge

Investment: To be determined

Resources: Private Investment and CDBG Potential

Dates: Ongoing

OBJECTIVE 2: Strengthen the tourism industry.

TASK 1: Create the position of a Regional Tourism Coordinator.
Ranked 7th within the CEDS plan development as a medium term goal.

PROJECT # 1: Hire a Regional Tourism Coordinator

Task Leaders: GKCC, Monadnock Travel Council, NH DRED

Investment: No investment of funding at the time of preparing Work Plan.

Resources: Various

Dates: Ongoing effort

OBJECTIVE 3: Encourage creativity, innovation and cooperation in business and industry.

TASK 2: Create working group of such organizations as economic development corporations, chambers of commerce and UNH Cooperative Extension for coordination of activities.
Ranked 12th within the CEDS plan development as a medium term goal.

PROJECT # 1: Town of Rindge Economic Development Strategy and Plan

Task Leaders: Town of Rindge Economic Development Committee, Town of Rindge, Franklin Pierce University, Rindge Chamber of Commerce

Investment: To be determined

Resources: Public and Private Resources

Dates: September 2006 - Ongoing

OBJECTIVE 3: Encourage creativity, innovation and cooperation in business and industry.

TASK 1: Strengthen those individuals, organizations and businesses that help provide a creative environment and strengthen the Regional economy.
Ranked 4th within the CEDS plan development as a short term goal.

PROJECT # 1: Jaffrey Park Theatre

Task Leaders: Park Theater, Town of Jaffrey, Franklin Pierce University

Investment: \$1,700,000

Resources: Grant funding, Private donations

Dates: 2005 - present

PROJECT # 2: Jaffrey Civic Center ADA Accessibility

Task Leaders: Jaffrey Civic Center

Investment: \$260,000

Resources: Private donations, Grant funding

Dates: Still planned to occur within the next 2 years

GOAL E: Support climate for helping business to create a diverse range of employment opportunities.

OBJECTIVE 1: Remove barriers for business development.

TASK 1: Assist municipalities in reviewing zoning and other regulations regarding the location, lot sizes and the diversity of business types permitted.

Ranked 15th within the CEDS plan development as a short term goal.

PROJECTS # 1 -10: Local Planning Assistance, Municipal Master Plan Development, Technical Support, other-related Planning Projects and Programs and Tax Parcel Mapping

Task Leaders: SWRPC, Towns of Fitzwilliam, Surry and Walpole, Others.

Please see section covering Goal B, Objective 1, Task 1 for the complete list of projects

TASK 2: Help municipalities in planning commercial and industrial development in areas with existing infrastructure (e.g. roads, water, and sewer).

Ranked 22nd within the CEDS plan development as a short term goal.

PROJECT # 1: City of Keene- Downtown Railroad Land Development

Task Leaders: City of Keene, MEDC

Investment: \$25,000,000

Resources: CDBG, Rural Development IRP, MEDC RLF, TIFD, Private Investment, Bank Loans, NH Business Finance Authority Guarantee, Brownfields Assessment Funds

Dates: Ongoing

PROJECT # 2: Troy Mills Redevelopment

Task Leaders: Troy Redevelopment Group, Private Investor(s)

Investment: \$1,000,000 initial; \$30,000,000 total projected

Resources: Private Investment, Grant Funding, Tax Credits

Dates: January 2006 - Ongoing

PROJECT # 3: Antrim Mill

Task Leaders: Antrim Mill Corporation, Town of Antrim

Investment: \$2,000,000 - \$2,500,000 (Approximate)

Resources: TIFD, Private Investment

Dates: Ongoing

PROJECT # 4: WW Cross Building Redevelopment

Task Leaders: Webster St. LLC, MBV, MEDC, Town of Jaffrey, Larry & Stephen Thibeault

Investment: \$1,100,000

Resources: CDIP, MBV RLF, Private Sources

Dates: Undefined

TASK 3: Increase the number of shovel-ready industrial sites
Ranked 31st within the CEDS plan development as a long term goal.

PROJECT # 1: Hill Property: Development of the Cheshire County Jail

Task Leaders: Cheshire County

Investment: \$37,000,000

Resources: County funds for jail

Dates: Construction on jail began in 2008

TASK 4: Strengthen organizations that provide business support, such as economic development corporations, chambers of commerce etc.
Ranked 5th within the CEDS plan development as a long term goal.

PROJECT # 1: MEDC – Operation and Management of a Revolving Loan Fund

Task Leaders: MEDC, NH CDFA

Investment: \$7,739,511

Resources: Revolving Loan Funds

Dates: Ongoing

PROJECT # 2: Angel Investor Program

Task Leaders: The Hannah Grimes Center and the NH SBDC

Investment: To be determined

Resources: Private investment

Dates: Launched in 2007 (Four investments made to date)

PROJECT # 3: NH Small Business Development Center at Keene State

Task Leaders: NH Small Business Development Center

Please see section covering Goal D, Objective 1, Task 2

PROJECT # 4: Monadnock SCORE

Task Leaders: Monadnock SCORE

Please see section covering Goal D, Objective 1, Task 2

PROJECT # 5: NH Works, Keene

Task Leaders: Workforce Opportunity Council

Please see section covering Goal D, Objective 1, Task 2

GOAL F: Promote the concept of Regionalism

OBJECTIVE 1: Strengthen regional organizations and promote public awareness of regional issues and solutions.

TASK 2: Educate the public on the benefits of regional coordination and collaboration.
Ranked 20th within the CEDS plan development as a medium term goal.

PROJECT # 1: Southwest Region Planning Commission

Task Leaders: Southwest Region Planning Commission

Investment: Yet to be Determined

Resources: Federal, State, and Local Grants and Contracts, Member Dues

Dates: 1971 – Ongoing

TASK 3: Create a point of reference that serves as a clearing house for Regional economic development activities and resources.
Ranked 43rd within the CEDS plan development as a short term goal.

PROJECT # 1: Develop and Implement a Comprehensive Economic Development Strategy.

Task Leaders: SWRPC and its Economic Development Advisory Committee

Investment: \$320,000 (Approximate)

Resources: US EDA, NH DRED, NH OEP, NH DES, NH CDFA, PSNH, MEDC, MBV, SWRRPC

Dates: January 2004 – Ongoing

GOAL G: Strengthen local governments.

OBJECTIVE 1: Encourage a high level of volunteerism.

TASK 1: Broaden the number of citizens involved in municipal government.
Ranked 38th within the CEDS plan development as a short term goal.

PROJECT # 1: Walpole Leadership Academy

Task Leaders: Chuck Bingaman, Town of Walpole

Investment: Undetermined

Resources: Walpole Grange, Walpole Foundation, Walpole American Legion Post

Dates: Annually

PROJECT # 2: Leadership Monadnock

Task Leaders: Greater Keene Chamber of Commerce, Antioch New England Institute

Investment: \$15,000

Resources: Student Fees

Dates: Annual Program; First program was held in 1997

TASK 2: Promote awareness among volunteers about their responsibilities.
Ranked 41st within the CEDS plan development as a short term goal.

PROJECT # 1: Municipal Law Lecture Series

Task Leaders: NH Local Government Center

Investment: Total annual estimate is variable depending on the number of lecturers involved; each lecturer is paid \$2,000 for their participation in the series. Investment also comes in the form of

LGC Staff time in terms of communications, legal input, and coordination.

Resources: NH Local Government Center Membership Dues

Dates: Ongoing

PROJECT # 2: Local Officials Workshops (for towns; held each year) and City Officials Workshops (for cities; held every other year)

Task Leaders: NH Local Government Center

Investment: Undetermined

Resources: NH Local Government Center

Dates: Ongoing

PROJECT # 3: Workshop for Town Meeting Moderators

Task Leaders: NH Local Government Center

Investment: Undetermined

Resources: NH Local Government Center

Dates: Ongoing

PROJECT # 4: Budget Workshop

Task Leaders: NH Local Government Center

Investment: Undetermined

Resources: NH Local Government Center

Dates: Ongoing

PROJECT # 5: NH Public Works Academy

Task Leaders: UNH Technology Transfer Center

Investment: Undetermined

Resources: UNH, NH DOT, US DOT, FHA

Dates: Ongoing

PROJECT # 6: Selectperson's Institute

Task Leaders: Antioch New England Institute, NH Local Government Center

Investment: \$20,000

Resources: Antioch New England Institute is contracted to run the program by the Local Government Center Property Liability Trust. The program is held at the Local Government Center offices in Concord, NH.

Dates: Ongoing; Active since 1999

OBJECTIVE 2: Ensure responsible and effective municipal decision-making

TASK 3: Promote inter-municipal resource sharing regarding staff, facilities and equipment. *Ranked 39th within the CEDS plan development as a medium term goal.*

PROJECT # 1: Jaffrey – Peterborough Shared Prosecutor

Task Leaders: Jaffrey, Peterborough

Investment: \$125,700 (\$62,700 from Jaffrey, \$63,000 from Peterborough based on 2009 Town Budgets)

Resources: Municipal Taxes

Dates: Fiscal Year 2009

PROJECT # 2: Town of Troy Water Facility Replacement

Task Leaders: Town of Troy, Located in the Town of Jaffrey

Investment: \$1,350,000

Resources: NH DES, CDBG, US EPA

Dates: Fiscal Year 2006 through 2009

PROJECT # 3: Keene Regional Wastewater Treatment Plant

Task Leaders: Towns of Keene, Marlborough, and Swanzey; Troy and West Swanzey have separate plants, but are still part of the regional collaboration that began in 1967 to try to create shared wastewater facilities.

Investment: Engineering contract estimated at \$2.7 million to be awarded in 2011 for updates to help attain compliance with low phosphorus limits by April 2014.

Resources: Local Contributions through User Fees, State Revolving Fund Loan, potential for grants.

Dates: Online as of 1985; Ongoing

PROJECT # 4: Shared Waste Water System

Task Leaders: Towns of North Walpole and Bellows Falls

Investment: Walpole paid \$115,658.70 to Bellows Falls in 2008 for wastewater treatment

Resources: Town Funds

Dates: Ongoing

PROJECT # 5: Shared Waste Water System

Task Leaders: Towns of Antrim and Bennington

Investment: Bennington paid \$21,738 to Antrim in 2005 for wastewater treatment; Antrim's water/sewer expenditures for the same year were \$377,289

Resources: Town Funds

Dates: Ongoing

PROJECT # 6: Solid Waste Transfer Station and Recycling Center-Household Hazardous Waste Program

Task Leaders: City of Keene

Investment: \$70,000 (Approximate Annual Cost)

Resources: Grant Funding, Billing to Participating Towns, City of Keene's Solid Waste Fund

Dates: Began in 1997 - Ongoing

PROJECT # 7: Mutual Fire Aid System

Task Leaders: Towns of Southwest New Hampshire

Investment: Total Budget \$1,342,173 for 2009 before any revenue.

Resources: Compilation of municipal funds; Cheshire County pays for their towns and towns outside the County are billed separately

Dates: Planning process began in 1958; Operations began in 1962; Still ongoing

PROJECT # 8: Contocook Valley School District, School Administrative Unit #1

Task Leaders: Towns of Antrim, Bennington, Dublin, Frankestown, Greenfield, Hancock, Peterborough, Sharon, and Temple

Investment: 2008-2009 Budget: \$42,511,821

Resources: Local, State, and Federal Funds; District Assessment

Dates: Ongoing

PROJECT # 9: School Administrative Unit #29

Task Leaders: Towns (and School Districts) of Chesterfield, Harrisville, Keene, Marlborough, Marlow, Nelson, and Westmoreland

Investment: Collective annual budget from the 7 school districts is approximately \$88,200,722; the 2008/2009 Budget for the overarching administration provided by the SAU is \$2,573,405.

Resources: Local, State, and Federal Funds; District Assessment

Dates: Ongoing

PROJECT # 10: Fall Mountain School District, School Administrative Unit #60

Task Leaders: Towns of Acworth, Alstead, Charlestown, Langdon, and Walpole

Investment: 2008-2009 Budget: \$25,916,915

Resources: Local, State, and Federal Funds; District Assessment

Dates: Ongoing

PROJECT # 11: School Administrative Unit #34

Task Leaders: Towns of Hillsboro, Deering, Washington, and Windsor

Investment: 2008-2009 Budget: \$21,132,679

Resources: Local, State, and Federal Funds; District Assessment

Dates: Ongoing

PROJECT # 12: School Administrative Unit #93

Task Leaders: Towns of Fitzwilliam, Gilsum, Sullivan, Swanzey, Richmond, Roxbury, Troy.

Investment: Monadnock School District: 11/12 Budget: \$34,019,500

Resources: Local, State, and Federal Funds; District Assessment

Dates: Ongoing

PROJECT # 13: Jaffrey-Rindge School District, School Administrative Unit #47

Task Leaders: Towns of Jaffrey and Rindge
Investment: 2008-2009 Budget: \$20,877,806
Resources: Local, State, and Federal Funds; District Assessment
Dates: Ongoing

PROJECT # 14: Mascenic School District, School Administrative Unit #87

Task Leaders: Towns of Greenville, and New Ipswich
Investment: 2008-2009 Budget: \$16,343,995
Resources: Local, State, and Federal Funds; District Assessment
Dates: Ongoing

PROJECT # 15: School Administrative Unit #94

Task Leaders: Town of Winchester.
Investment: Winchester School District: 11/12 Budget: \$11,135,000
Resources: Local, State, and Federal Funds; District Assessment
Dates: Ongoing

PROJECT # 16: School Administrative Unit #92

Task Leaders: Town of Hinsdale
Investment: Hinsdale School District: 11/12 Budget: \$11,868,197
Resources: Local, State, and Federal Funds; District Assessment
Dates: Ongoing

PROJECT # 17: School Administrative Unit #91

Task Leaders: Town of Surry
Investment: Surry School District: 11/12 Budget: \$1,253,480
Resources: Local, State, and Federal Funds; District Assessment
Dates: Ongoing