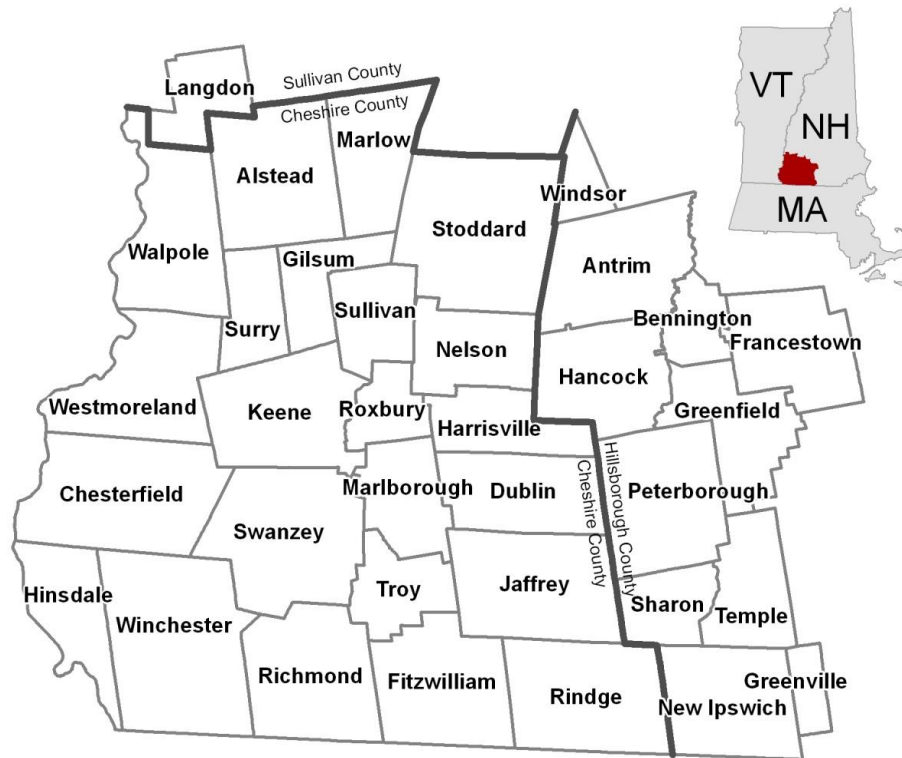
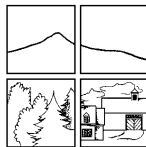


Comprehensive Economic Development Strategy for Southwest New Hampshire



January 2015



SWRPC

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¹ Since the inception of the CEDS, membership of the committee has changed. We appreciate the contributions made by both current and past committee members to this on-going effort.

Table of Contents

LIST OF TABLES	IV
LIST OF FIGURES	V
EXECUTIVE SUMMARY.....	VII
NEEDS DETERMINATION.....	VII
CEDS PROCESS.....	VII
STATE OF THE REGION ANALYSIS.....	VIII
ACTION PLAN.....	VIII
<i>Vision</i>	viii
<i>Goals, Objectives and Tasks</i>	ix
<i>Projects</i>	xv
<i>Evaluation</i>	xix
I. INTRODUCTION.....	1
1. PURPOSE.....	1
2. SOUTHWEST REGION.....	1
II. CEDS PROCESS.....	3
1. ADVISORY COMMITTEE.....	3
2. WORK PROGRAM.....	3
3. PLANNING PROCESS.....	4
4. ORGANIZATIONAL AND MUNICIPAL REPRESENTATION.....	5
5. PROJECT FUNDING.....	7
6. SOUTHWEST REGION PLANNING COMMISSION (SWRPC).....	7
III. STATE OF THE REGION.....	8
1. BACKGROUND.....	8
A. <i>Historic Development Patterns</i>	8
B. <i>Population and Socio-Economic Conditions</i>	9
C. <i>Education</i>	19
D. <i>Health Resources</i>	22
E. <i>Housing</i>	23
F. <i>Land Use</i>	34
G. <i>Infrastructure</i>	40
H. <i>Natural Resources</i>	48
2. REGIONAL ECONOMY.....	48
A. <i>Employment</i>	48
B. <i>Innovative Strengths</i>	75
C. <i>Employers</i>	77
D. <i>Tourism</i>	80
E. <i>Unemployment</i>	83
F. <i>Major Layoffs and Plant Closures</i>	85
G. <i>Regional Economy Conclusions</i>	87
3. EVALUATION OF REGIONAL ISSUES.....	88
A. <i>Strengths and Opportunities</i>	88
B. <i>Weaknesses and Threats</i>	89
C. <i>Community Survey</i>	92
D. <i>External Forces</i>	92
E. <i>Future Economic Development</i>	92
F. <i>Partners and Resources for Economic Development</i>	96
1. VISION STATEMENT.....	101
2. GOALS, OBJECTIVES AND TASKS.....	102

V. ACTION PLAN	107
1. TASKS RANKING	107
2. PROJECT RANKING CRITERIA.....	112
3. PRIORITY PROJECT LIST AND IMPLEMENTATION SCHEDULE.....	118
4. SHORT-TERM PRIORITY PROJECT DESCRIPTIONS.....	122
VI. EVALUATION.....	130
1. EVALUATION METHODOLOGY.....	130
2. EVALUATION OF CEDS IMPLEMENTATION PROCESS	130
A. Levels of Participation.....	130
B. Data Development & Dissemination.....	131
C. CEDS Marketing & Outreach	131
3. EVALUATION OF GOALS AND OBJECTIVES.....	132
4. EVALUATION OF CEDS PRIORITY PROJECTS.....	136
5. ANALYSIS OF REGIONAL ECONOMY.....	136

List of Tables

Table 1: CEDS Advisory Committee	6
Table 2: Population 1970-2010	9
Table 3: Population Projections 2010-2040	11
Table 4: 2010 Population Age Breakdown.....	13
Table 5: 2010 Race and Ethnicity.....	15
Table 6: 1990-2011* Median Household and Per-Capita Income.....	16
Table 7: 1980-2011* Poverty Rate by Individual.....	18
Table 8: 2011* Highest Level of Educational Attainment (Persons 25 Years and Older)	20
Table 9: 2010-2011 School Year Dropout Rates for Grades 9-12.....	21
Table 10: Regional Post-Secondary Educational Institutions.....	22
Table 11: 2000-2011* Single-, Two-, Multi-Family and Manufactured Homes	24
Table 12: 2000 and 2010 Southwest Region Housing Unit Vacancy Rates	26
Table 13: 2000 and 2010 Housing Unit Vacancy Rates	27
Table 14: 2000 and 2011* Southwest Region Median Home Values	28
Table 15: 2000 and 2011* Median Home Values	29
Table 16: 1990-2012 Median Home Purchase Prices for Southwest New Hampshire*	30
Table 17: 2000 and 2011* Median Gross Rent	32
Table 18: 2000 and 2011* Southwest Region Median Gross Rents.....	33
Table 19: Department of Housing and Urban Development 2014 Fair Market Rents	33
Table 20: 2000 Municipal Property Valuation	35
Table 21: 2010 Municipal Property Valuation	36
Table 22: 1980-2010 Municipal Equalized Tax Rates (Full Value Tax Rate)	39
Table 23: 2011 Southwest Region Jobs by Distance	40
Table 24: 2000 and 2011* Place of Work and Residence	41
Table 25: 2000 and 2011* Travel Time to Work	42
Table 26: 2013 Municipal Infrastructure (1/2)	46
Table 27: 2000 Employed Civilian Population by Industry Type (1/3).....	50
Table 28: 2011* Employed Civilian Population by Industry Type (1/3)	53
Table 29: 2000-2011* Change of Employed Population by Industry (1/2).....	56
Table 30: 2002 - 2012 Location Quotient (Compared to United States)	63
Table 31: 2002-2012 Location Quotient (Compared to New Hampshire)	65
Table 32: 2000-2011* Southwest Region Shift-Share Analysis.....	68
Table 33: 2012 Cheshire County Private Sector Leading Industry Clusters	71
Table 34: 2012 Cheshire County Private Sector Selected Industries.....	72

Table 35: 2012 Hillsborough County Private Sector Leading Industry Clusters.....	72
Table 36: 2012 Southwest Region Largest Employers.....	79
Table 37: FY 2010 and FY 2012 Traveler Spending by Travel Region (in Millions).....	81
Table 38: 2011/2012 Estimated Traveler Spending by NH Travel Region and Season (in Millions).....	81
Table 39: 2011/2012 Visitor Trips and Overnight Visitor Trips by Region (in Millions).....	81
Table 40: 2011/2012 Traveler Spending for Lodging by Region and Season (in Millions).....	82
Table 41: 2011/2012 Paid Lodging Utilization by NH Travel Region.....	82
Table 42: 2002-2012 Unemployment Rates.....	84
Table 43: Summary of Regional Issues.....	91
Table 44: Industry Projections 2010-2020 Southwest Planning Region (North American Industrial Classification System).....	94
Table 45: Occupational Projections 2010-2020 Southwest Planning Region (Standard Occupational Classification).....	95
Table 46: Partners and Resources by Issue.....	96
Table 47: Tasks Ranked by Goal.....	108
Table 48: Tasks Ranked by Priority.....	110
Table 49: Project Ranking Criteria.....	114
Table 50: Priority Project Short-Term List.....	118
Table 51: Priority Project Planning List.....	121

List of Figures

Figure 1: Southwest New Hampshire.....	2
Figure 2: Population Growth and Projections, 1980-2010 and 2010-2040.....	12
Figure 3: Income Growth 1990-2011*.....	17
Figure 4: 1980-2011* Poverty Rate.....	19
Figure 5: 2011* Educational Attainment of Persons 25 Years and Older.....	21
Figure 6: 2000-2011* Growth of Housing Supply.....	25
Figure 7: 2000 and 2010 Housing Unit Vacancy Rates.....	26
Figure 8: 2000 and 2011* Median Home Values.....	28
Figure 9: Median Purchase Price of Primary Homes in Southwest Region, 1990-2012*.....	31
Figure 10: 2000 and 2011* Median Gross Rents.....	33
Figure 11: 2010 Municipal Commercial/ Industrial Property Valuation.....	36
Figure 12: 1980-2010 Municipal Equalized Tax Rates.....	38
Figure 13: 2000-2011* Travel Time to Work Increase.....	43
Figure 14: 2000 Employed Civilian Population by Industry Type.....	58
Figure 15: 2011* Employed Civilian Population by Industry Type.....	59
Figure 16: 2000-2011* Percent Change of Employed Population by Industry.....	60
Figure 17: 2000-2011* Southwest Region Job Growth.....	61
Figure 18: 2012 Location Quotient (Compared to United States).....	63
Figure 19: 2002-2012 Location Quotient Change (Compared to United States).....	64
Figure 20: 2012 Location Quotient (Compared to New Hampshire).....	66
Figure 21: 2002-2012 Location Quotient Change (Compared to New Hampshire).....	67
Figure 22: 2000-2011* Southwest Region Shift-Share Analysis.....	69
Figure 23: 2012 Cheshire and Hillsborough Counties Leading Industry Clusters by Employment.....	74
Figure 24: 2001-2011 New England Utility Patents per 100,000 Residents in 2010.....	75
Figure 25: 2001-2011 Southwest Region Number of Patents per Year.....	76
Figure 26: 2013 Southwest Region Firm Size Distribution.....	77
Figure 27: 2013 Southwest Region Total Employment (Percent) by Business Size.....	78
Figure 28: Southwest Region Total Employment by Average Weekly Wage.....	79
Figure 29: FY 2010 and FY 2012 Changes in Traveler Spending by Region.....	80

Figure 30: 2002-2012 Southwest Region Annual Unemployment Rates	83
Figure 31: Covered Employment and Wages Employment (2005-2012).....	85
Figure 32: Covered Employment and Wages Work Sites (2005-2012)	86
Figure 33: Industry Projections 2010-2020 Southwest Planning Region (North American Industrial Classification System)	93

Executive Summary

Needs Determination

Severe job losses in Southwest New Hampshire since 2000 encouraged economic development stakeholders in the Region to begin discussions concerning the preparation of a regional economic development strategy. Between July 2000 and June 2004, the Region with a population of 98,538 had lost at least 1,188 jobs – an average of 297 lost jobs a year. More than half of the positions were lost in the manufacturing sector. The unemployment rate in the Region had increased from 2.9% in 2000 to 3.4% by June 2004.

The Region's economic development stakeholders viewed these trends as a need for a regional solution – a solution that can help the Region control its destiny and protect its competitive advantage in New England and the global economy.

With the active support of the New Hampshire Department of Resources and Economic Development, New Hampshire Community Development Finance Authority, Public Service of New Hampshire, Monadnock Business Ventures and Monadnock Economic Development Corporation, the Southwest Region Planning Commission (SWRPC) received economic adjustment assistance from the Economic Development Administration (EDA) to prepare a Comprehensive Economic Development Strategy (CEDS) for Southwest New Hampshire.

CEDS Process

The CEDS process began with a kick-off meeting of SWRPC's Economic Development Advisory Committee (EDAC) on January 30, 2004 when EDAC agreed to serve as the CEDS Advisory Committee. Subsequently, the Committee met eleven times to develop a Comprehensive Economic Development Strategy for Southwest New Hampshire. The Committee held two additional public meetings to inform the public about the CEDS effort and to receive input from economic development stakeholders in the Region. More than 250 invitations each were mailed for these meetings and the invitees included federal, state and local elected officials, planning board members, bankers, planning and community development staff, neighborhood organizations, social service agencies, economic development entities, housing authorities, business organizations, utility officials and interested citizens. These Committee and public meetings were supplemented by input from experts in such fields as workforce development, vocational training and housing. The Committee also conducted other public involvement activities, including press releases and presentations to various organizations, agencies and civic groups. In addition, an online survey soliciting responses regarding economic issues and various other related questions further informed the CEDS effort. The input provided by these individuals and groups created the basis for the CEDS document and its components, including the State of the Region chapter, the Evaluation of Regional Issues and the Action Plan. The final CEDS document was endorsed by the Advisory Committee on February 4, 2005 and by the Board of Directors of the Southwest Region Planning Commission on February 14, 2005. The US Economic Development Administration (EDA) approved the CEDS in April, 2005.

Since April 2005, the chief economic development activity related to the CEDS has been to build the support necessary to translate the tasks envisioned in the strategy from the printed document to the acting economy of the Region. To this end, CEDS activities have followed three primary lines of work: 1) increasing awareness of, and interest in, the CEDS process and vision, 2) composing annual Work Plans to track economic development activities in the Region, annually evaluating progress towards the goals envisioned in the CEDS, and 3) securing funding to facilitate the administrative demands of implementing and monitoring the strategy.

State of the Region Analysis

The CEDS Advisory Committee developed the State of the Region Analysis using federal, state and local documents and data as well as through the input of various participants in the process. The State of the Region analysis initially presents a description of the region and its people, infrastructure (transportation, water, sewer, and telecommunications systems) and environmental issues. The document then summarizes the regional economy, touching on those elements necessary for a thriving marketplace – business and job opportunities, education and training, housing and transportation, citizen participation and government. In essence, the document provides a balanced approach to economic development and quality of life issues.

As documented in the minutes for the State of the Region analysis sessions, the economic strengths and opportunities of this Region include its skilled workforce in some industry sectors, its north-south highway network, its regional organizations, its citizens' involvement, its tax structure, and its tourism resources. The Region's weaknesses and threats include the loss of high-paying manufacturing jobs, as well as challenges related to affordable housing, local business control and access to investment capital, regional thinking and perspective, adequate water and sewer infrastructure, local zoning, a research institution, and the cost of doing business in the Region.

Action Plan

The CEDS Advisory Committee developed the Action Plan on the basis of the State of the Region analysis and includes the vision, goals, objectives and tasks, and projects sections. The Action Plan covers a period of five years and is broken down into short-term (one to two years), medium-term (two-five years) and long-term (5+ years) projects. The terms provide a time frame for projects that are expected to take the respective years to begin construction or implementation.

Vision

Today the Southwest Region is a prosperous, attractive place to live and work. The Region has a clear unique identity and is a cohesive community within the larger central New England "neighborhood." The Region also enjoys strong civic and economic connections with New England, the Nation and beyond. This is also the future envisioned in this CEDS.

Creativity, innovation, effectiveness, accountability, and adaptiveness will be hallmarks of both private and public enterprise in the Southwest Region. These attributes apply equally to traditional New England lifestyles—including agriculture, forest industries, and the arts—as well as to cutting-edge technologies and the global market place. Private and public activity will foster equally economic enterprise, environmental protection, and conservation of our cultural heritage—not seeking to transform the landscape, but preserve our greatest assets.

Residents will enjoy a unique, prosperous and healthful quality of life that is characterized by diverse opportunities for employment, housing, education, and civic participation.

A strong Regional community is characterized by:

- low crime rate,
- diverse housing opportunities,
- volunteerism and participation in local affairs,
- honoring cultural and historical heritage,
- vitality of downtowns and village centers,
- coordinating community development efforts,
- cultural and recreational opportunities,
- preserving open space, and
- balancing preservation, conservation and development.

A competitive Regional economy is characterized by:

- cooperation among municipalities,
- quality infrastructure,
- strong educational and vocational opportunities,
- supporting and retaining local business,
- recruiting new business,
- promoting entrepreneurship,
- diverse job opportunities, and
- environmentally friendly business practices.

Goals, Objectives and Tasks

The Comprehensive Economic Development Strategy (CEDS) for Southwest New Hampshire attains this vision by establishing eight goals and related objectives and tasks that reflect the input of the meeting participants and involved individuals and groups. The Goals, Objectives and Tasks and their respective ranks of priority, as outlined in the CEDS, are as follows:

GOALS	OBJECTIVES, TASKS (incl. Term)	Rank
Goal A: Maintain a high-quality labor force.	Objective: Provide workers with the skills to meet the needs of local business.	
	<u>Task:</u> Start an initiative to address workforce skills and to assess employer needs and provide required training. Term: Short	13
	<u>Task:</u> Strengthen programs for teaching basic technology skills to high school students. Term: Medium	17
	Objective: Ensure the availability of skilled workers to meet development demand.	
	<u>Task:</u> Recruit local youth and college students through apprenticeship and internship programs with Regional employers. Term: Medium	23
	<u>Task:</u> Recruit trained personnel in demand occupations from outside the Region. Term: Long	26
	Objective: Create employment opportunities that protect and raise workers' standard of living.	
Goal B: Prepare for future development	Objective: Ensure a healthy balance of residential, commercial, and industrial develop-	

GOALS	OBJECTIVES, TASKS (incl. Term)	Rank
	ment, agriculture, forestry, and open space (“Smart Growth”).	
	<u>Task:</u> Assist municipalities in reviewing zoning and other regulations regarding the location of potential future development. Term: Short	9
	<u>Task:</u> Promote the NH Main Street Program, including the principles of historic preservation and context-sensitive design. <u>Term:</u> Medium	24
	Objective: Provide information to municipalities about the costs and benefits of different types of development.	
	<u>Task:</u> Assist municipalities in updating their impact fee schedules. Term: Medium	35
	Objective: Support a quality transportation system, both locally and regionally, to provide capacity for desired economic development.	
	<u>Task:</u> 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. Term: Medium	36
	<u>Task:</u> In collaboration with NHDOT and other entities, improve road conditions and access management to support safe and efficient movement of people and goods. Term: Long	37
	Objective: Modernize and maintain public and private infrastructure, including water, sewer, communications and schools, to meet future demand.	
	<u>Task:</u> Assess and inventory the capacity and quality of existing municipal infrastructure and facilities. Term: Short	32
	<u>Task:</u> Promote municipal infrastructure and facility capacity expansion and improvement	21

GOALS	OBJECTIVES, TASKS (incl. Term)	Rank
	<p>where necessary. Term: Medium</p> <p><u>Task:</u> Encourage the adoption of local capital improvement programs to upgrade and modernize municipal infrastructure and facilities. Term: Medium</p> <p><u>Task:</u> Promote Tax Increment Financing districts as a means for improving and modernizing municipal infrastructure and facilities. Term: Medium</p> <p><u>Task:</u> Encourage utility and telecommunication providers to participate in an infrastructure inventory for determining development need capacities. Term: Medium</p>	<p>33</p> <p>34</p> <p>28</p>
Goal C: Balance housing opportunities with trends in income, employment and community character.	<p>Objective: Provide housing for all residents, including type, location and cost.</p> <p><u>Task:</u> Assess Regional housing needs. Term: Short</p> <p><u>Task:</u> Update master plans and zoning regulations to address housing needs. Term: Medium</p> <p><u>Task:</u> Encourage the rehabilitation and construction of all housing types. Term: Long</p> <p>Objective: Support private and public housing development activities that provide affordable owner-occupied and renter-occupied homes and apartments.</p>	<p>29</p> <p>19</p> <p>25</p>
Goal D: Strengthen the economic base.	<p>Objective: Promote diverse types of economic activities.</p> <p><u>Task:</u> Promote the virtue of engaging in business activities. Term: Short</p> <p><u>Task:</u> Strengthen programs that educate entrepreneurial start-ups about business planning, market research and other sound business practices. Term: Short</p>	<p>27</p> <p>2</p>

GOALS	OBJECTIVES, TASKS (incl. Term)	Rank
	<p><u>Task:</u> Establish business incubators and programs to provide low-cost rent, shared services, flexible financing and other appropriate services. Term: Short</p>	1
	<p><u>Task:</u> Support and retain businesses, including innovative firms in export-oriented industry sectors. Term: Medium</p>	10
	<p><u>Task:</u> Recruit businesses, including export-oriented companies, from outside the Region. Term: Long</p> <p>Objective: Strengthen the tourism industry.</p>	16
	<p><u>Task:</u> Create the position of a Regional tourism coordinator. Term: Medium</p>	7
	<p><u>Task:</u> Develop marketing strategies to attract visitors to the Region. Term: Medium</p>	11
	<p><u>Task:</u> Enhance opportunities for outdoor recreation (e.g. kiosks, markers, trail blazing system, bike and boat rentals etc). Term: Medium</p>	6
	<p><u>Task:</u> Establish Regional visitor center. Term: Long</p> <p>Objective: Encourage creativity, innovation and cooperation in business and industry.</p>	8
	<p><u>Task:</u> Strengthen those individuals, organizations and businesses that help provide a creative environment and strengthen the Regional economy. Term: Short</p>	4
	<p><u>Task:</u> Create working group of such organizations as economic development corporations, chambers of commerce and UNH Cooperative Extension for coordination of activities. Term: Medium</p>	12
	<p><u>Task:</u> Encourage research collaboration between the Region's institutions of higher education and employers.</p>	3

GOALS	OBJECTIVES, TASKS (incl. Term)	Rank
	<p>Term: Medium</p> <p><u>Task:</u> Establish an institution for focusing on research activities consistent with the economic goals of the Region.</p> <p>Term: Long</p>	14
Goal E: Support climate for helping business to create a diverse range of employment opportunities.	<p>Objective: Remove unnecessary barriers for business development.</p>	
	<p><u>Task:</u> Assist municipalities in reviewing zoning and other regulations regarding the location, required lot sizes and the diversity of business types permitted.</p> <p>Term: Short</p>	15
	<p><u>Task:</u> Help municipalities in planning commercial and industrial development in areas with existing infrastructure (e.g. roads, water, sewer).</p> <p>Term: Short</p>	22
	<p><u>Task:</u> Increase the number of shovel-ready industrial sites.</p> <p>Term: Medium</p>	31
	<p><u>Task:</u> Strengthen organizations that provide business support, such as economic development corporations, chambers of commerce, Monadnock Business Incubator Network etc.</p> <p>Term: Long</p>	5

GOALS	OBJECTIVES, TASKS (incl. Term)	Rank
Goal F: Promote the concept of Regionalism.	Objective: Strengthen regional organizations and promote public awareness of regional issues and solutions.	
	<u>Task:</u> Coordinate work of regional organizations and agencies. Term: Short	18
	<u>Task:</u> Educate the public on the benefits of regional coordination and collaboration. Term: Medium	20
	<u>Task:</u> Create a point of reference that serves as a clearing house for Regional economic development activities and resources. Term: Short	43
Goal G: Strengthen local governments.	Objective: Encourage a high level of volunteerism.	
	<u>Task:</u> Broaden the number of citizens involved in municipal government. Term: Short	38
	<u>Task:</u> Promote awareness among volunteers about their responsibilities. Term: Short	41
	Objective: Ensure responsible and effective municipal decision-making.	
	<u>Task:</u> Encourage municipalities to hire professional staff for particular municipal positions. Term: Medium	44
	<u>Task:</u> Provide technical training for elected officials and professional staff. Term: Medium	30
	<u>Task:</u> Promote inter-municipal resource sharing regarding staff, facilities, equipment and other municipal functions. Term: Medium	39

GOALS	OBJECTIVES, TASKS (incl. Term)	Rank
Goal H: Strengthen the quality of health services.	Objective: Ensure access to and sufficient capacity of health services to serve citizens of all income levels.	
	Task: Support medical task forces for assessing the need for health services in the Region. Term: Short	40
	Task: Establish local branches of regional health providers, including doctors and RNs. Term: Medium	42

Projects

As part of the CEDS process, an inventory of projects, both underway and planned, in the SWRPC Region has been created. 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 - to differentiate between those for which implementation is imminent or underway, and those which are in the early planning stages of development. The listing of the CEDS projects in this manner will help separate out those projects that are more fully developed in concept from those that are currently in the more formative stages. The projects are summarized according to project name, project description, 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. Through the Annual CEDS Updates, the Advisory Committee will also summarize the changes in projects that take place from year to year and their placement on the appropriate list.

The projects identified as short-term and those identified as in the planning stages are as follows:

Short-Term Priority Projects

Project Name	Project Description	Project Proponent	Total Cost ²	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

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

Short-Term Priority Projects con't

Project Name	Project Description	Project Proponent	Total Cost ³	Funding Source(s)	Goals Ad-dressed
Jaffrey Park Theatre	Restoration and development of downtown property	Park Theater, Town of Jaffrey, Franklin Pierce University	\$1,900,000	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
Jaffrey Civic Center	ADA accessibility improvements (handicap elevator)	Jaffrey Civic Center	\$260,000	Private donations, Grant funding	B, D
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, <i>Potential</i> 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

³ Total Cost values have been updated from the 2005 CEDS to reflect the most current estimates.

Short-Term Priority Projects con't

Project Name	Project Description	Project Proponent	Total Cost ⁴	Funding Source(s)	Goals Addressed
NH FastRoads	Broadband infrastructure expansion	UNH, Network New Hampshire Now (NNHN), NH CDFA, MEDC, WCNH.net	\$5,500,000 ; 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/ AR-RA 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 Andrim	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 (commercial and residential) space	MBV, MEDC, Town of Jaffrey, Webster St. LLC, Larry & Stephen Thibeault	\$1,100,000	CDIP, MBV RLF, Private Sources, with other resources to be defined	D, C
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

⁴ Total Cost values have been updated from the 2005 CEDS to reflect the most current estimates.

Project/ Program Planning List con't

Project Name	Project Description	Project Proponent	Total Cost	Funding Source(s)	Goals Addressed
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	TBD	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
Hinsdale, NH Brattleboro, VT Bridge	Infrastructure improvement; replacement of 2 existing but functionally obsolete bridges over the Connecticut River with a new bridge downstream.	Towns of Hinsdale, NH and Brattleboro, VT, NH DOT, VTTrans	\$36.3 million	NH DOT, State of Vermont	A, B, D, E, F, H
Jaffrey Dogleg	Infrastructure improvement; re-configuration of the US 202/NH 124 dogleg	Town of Jaffrey, NH DOT	\$6,950,000	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.	Towns of Stoddard, Antrim, and Hillsborough, NH DOT	\$2,250,000	NH DOT	A, B, D, E, F,

Evaluation

The Evaluation chapter outlines how the CEDS Advisory Committee will evaluate the Region's annual performance under the CEDS program. The Evaluation section reflects how well the CEDS Advisory Committee and the economic development stakeholders in the region have performed based upon the performance measurements established through this section. The Evaluation section describes the evaluation methodology. The areas to be evaluated on a quantitative and qualitative basis are the levels of participation, data development & dissemination, CEDS marketing and outreach, the eight goals, and the CEDS projects. This evaluation framework will enable the CEDS Committee to conduct a self-evaluation on an annual basis, identify areas that need to be improved or changed and revise the annual CEDS update accordingly.

I. Introduction

1. Purpose

A Comprehensive Economic Development Strategy (CEDS) for the Southwest Region will benefit the Region in a number of ways. The coordination of regional economic development stakeholders and municipal officials through the CEDS Advisory Committee will help promote viable economic development projects and initiatives. A broad Regional perspective is ensured through a diverse CEDS Advisory Committee representing municipalities, organizations and agencies throughout the region.

These projects and initiatives will address recent job losses by targeting business expansion and retention and, ultimately, job creation across the Region. A vibrant Regional economy relies on the strength of its businesses to contribute to the local, regional, and state economy, and to employ skilled, well-paid workers who, in turn, invest their income back into the Regional marketplace. In addition, the development of a CEDS and subsequent approval by the US Economic Development Administration (EDA) will allow EDA Public Works and Economic Development grants to flow to the Region to help fund the final design and implementation of the identified priority projects.

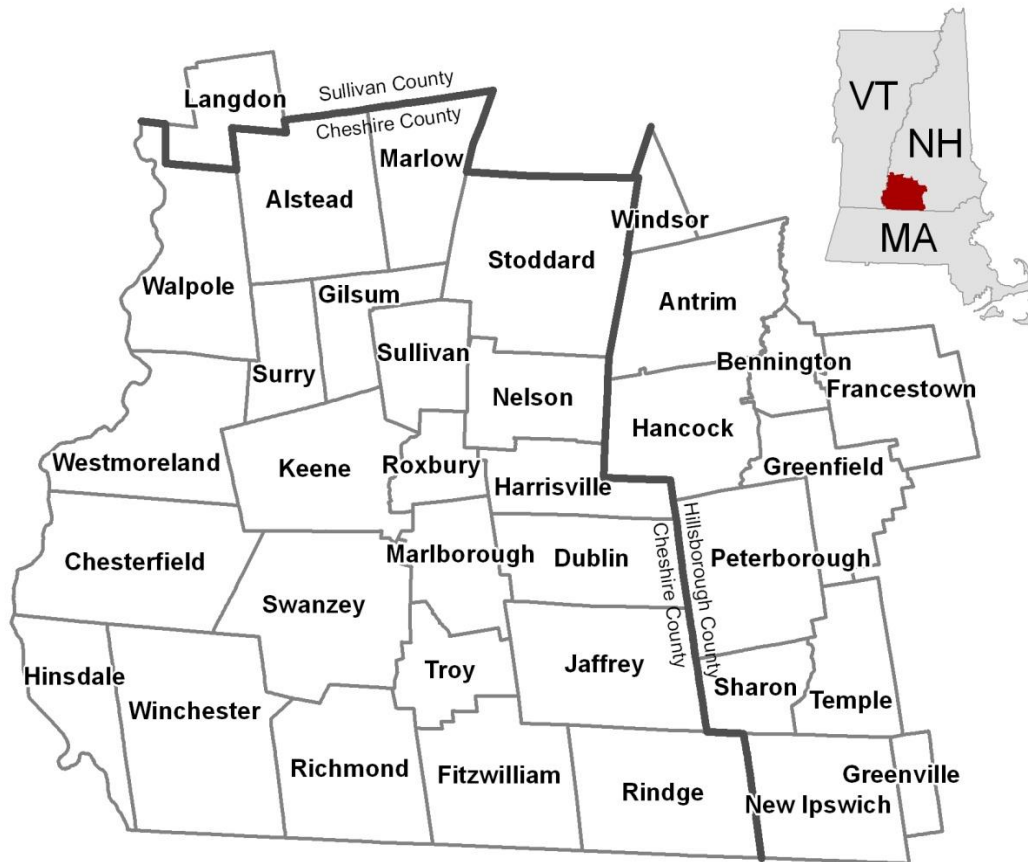
Economic development initiatives identified and prioritized by the CEDS Advisory Committee such as industrial building restoration, commercial and industrial park development, and infrastructure expansion, will help improve the Regional economy and will have a significant impact on job creation and retention. The CEDS Advisory Committee is also charged with identifying private sector investment sources as projects move towards implementation. The broad representation of stakeholders on the CEDS Advisory Committee helps in identifying private sector investment. It is anticipated that significant private sector investment will result from the network of economic development stakeholders built through the process of identifying Regional initiatives.

The development of a CEDS brings together various stakeholders to discuss issues, impacts, and opportunities for economic development in the Southwest Region. The CEDS process provides an important forum for facilitating Regional cooperation as the idea is brought forth of the “collaborative advantage” afforded to towns by working together for economic development in a Regional context.

2. Southwest Region

The project area for the development of a Comprehensive Economic Development Strategy is the Southwest Region Planning Commission’s (SWRPC) planning region. It includes 35 municipalities comprising all 23 towns of Cheshire County, eleven towns of western Hillsborough County and one town in Sullivan County (*see map below*).

Figure 1: Southwest New Hampshire



II. CEDS Process

1. Advisory Committee

To prepare a Comprehensive Economic Development Strategy for the Southwest Region and to accomplish this task in a fashion consistent with the direction of EDA, the Southwest Region Planning Commission's Board of Directors established the CEDS Advisory Committee. Staff services for the CEDS Advisory Committee are provided by the Southwest Region Planning Commission.

The Advisory Committee is made up of representatives from various sectors, such as public leadership, economic and business development, employment and training, and community organizations (see member list on page 5). The current CEDS Advisory Committee membership represents the major interests of the community and reflects the demographic and socioeconomic profile of the Region's population. To ensure that viewpoints of all sectors of the community are considered in the future, efforts will be made by the Advisory Committee to further diversify the interests represented by reaching out to those groups and organizations that represent residents that are traditionally underrepresented in local decision making processes.

Each Advisory Committee member identified his or her field of interest (see member list on page 5) and provided direct input to the CEDS and reviewed the document to ensure effectiveness and feasibility of its components.

2. Work Program

To prepare the Comprehensive Economic Development Strategy for Southwest New Hampshire, the CEDS Advisory Committee developed a Work Program to guide the work of the Committee. The below outlined Work Program tasks covered the first 12-14 months of work:

Task 1: Establish CEDS Advisory Committee

- Organize stakeholders.
- Develop committee work program.

Task 2: Analyze the Region

- Collect background socio-economic, geographic, and demographic data.
- Address such issues as the state of the regional economy, external trends and forces.

Task 3: Develop Action Plan

- Develop vision statement, goals and objectives.
- Set priorities for goals and objectives.
- Prioritize projects, programs and activities.
- Identify partners and resources for projects, programs and activities.
- Develop implementation schedule.

Task 4: Evaluate CEDS Process

- Develop outline of evaluation procedure, criteria and benchmarks.

Task 5: Endorse CEDS Document

It is intended to staff the CEDS Advisory Committee beyond the one-year time frame, to update the CEDS document on an annual basis and to revise the CEDS every five years.

3. Planning Process

The CEDS process began with a kick-off meeting of SWRPC's Economic Development Advisory Committee (EDAC) on January 30, 2004 when EDAC agreed to serve as the CEDS Advisory Committee. Subsequently, the Committee met eleven times to develop a Comprehensive Economic Development Strategy for Southwest New Hampshire. During these meetings, which were facilitated by SWRPC, the members of the Advisory Committee discussed the socioeconomic character of the Region, attributes and concerns of importance, and ways to strengthen the regional economy. The Committee conducted an analysis of the strengths, weaknesses, opportunities and threats (SWOT) that may directly or indirectly impact the regional economy. The SWOT analysis was based on an in-depth analysis of the state of the region prepared by SWRPC staff. Committee meetings were supplemented by input from experts in such fields as workforce development, vocational training and housing. Through these deliberations and discussions, the Advisory Committee outlined a preliminary vision for the Region and developed preliminary goals, objectives and tasks.

In May 2004 and January 2005, the Advisory Committee held two public meetings to inform the public about the CEDS effort and to receive input from economic development stakeholders in the Region. More than 250 invitations each were mailed for these meetings and the invitees included federal, state and local elected officials, planning board members, bankers, planning and community development staff, neighborhood organizations, social service agencies, economic development entities, housing authorities, business organizations, utility officials and interested citizens. The Advisory Committee also conducted other public involvement activities, including press releases and presentations to various organizations, agencies and civic groups. In addition, an online survey soliciting responses regarding economic issues and various other related questions further informed the CEDS effort.

Both, the input provided by these individuals and groups and the work of the CEDS Advisory Committee created the basis for developing the vision for the Region and outlining and prioritizing goals, objectives and tasks. Through public outreach, the Advisory Committee also solicited proposals for projects and programs that will help in implementing the goals and objectives. As a result, various municipalities and organizations from throughout the Region identified potential projects and programs which the Advisory Committee prioritized according to project consistency with goals and objectives, local support, readiness, and other parameters. To better guide the CEDS process in the future, the Advisory Committee developed process evaluation criteria.

The final CEDS document was endorsed by the Advisory Committee on February 4, 2005. Following this action, the Advisory Committee presented its findings and recommendations to the Board of Directors of the Southwest Region Planning Commission for their consideration. The CEDS was unanimously endorsed by the Board at their February 14, 2005 meeting. The final CEDS document was submitted to the US Economic Development Administration (EDA) for their review in March 2005.

The CEDS document has been updated twice since its original adoption in 2005. In 2007 there was a maintenance project update performed to ensure the CEDS document remained both current and user-friendly. This update also included goal-evaluation revisions approved by the Committee during the prior year.

In 2013 the socioeconomic and demographic data in the CEDS document was updated to reflect the 2010 Census and American Community Survey data. This update did not include revisions to the goals and objectives contained within the CEDS document. The updated CEDS document was then adopted in January of 2015.

On a periodic basis, the Southwest Region Planning Commission's Economic Development Advisory Committee serving as the CEDs oversight committee, will consider new projects and programs for inclusion in the CEDS document. The process works by 1) putting out a call for nominations of projects and programs, 2) staff review of nominations using established criteria, 3) committee assessment of the results of staff review, 4) discussion and corresponding action by the committee, and 5) based on committee action, incorporate new projects and programs within the CEDS document accordingly.

4. Organizational and Municipal Representation

The Comprehensive Economic Development Strategy Advisory Committee is comprised of members who represent a broad variety of organizations, agencies and municipalities from throughout Southwest New Hampshire. The Advisory Committee membership is maintained and occasionally revised to ensure representation across the 35 municipalities of the Southwest Region. Representatives of the following organizations are members of the CEDS Advisory Committee:

Table 1: CEDS Advisory Committee

Committee member:	Affiliation:	Representing the following sectors:	Interest in regional issues:
Bob Baker	Keene State College, Director of Continuing Education	Employment and training	Quality of life, Educational system, Labor force
Keith Thibault	Southwestern Community Services, Development Director	Community organization	Local government, Developable land, Housing
Glenn Coppelman, <i>Ex-Officio</i>	NH Community Development Finance Authority	Economic development	State perspective
Brian Foucher	Owner, WiValley Inc.	Economic and business development	Business development, Infrastructure development, Broadband Access and Availability
Jack Dugan	Monadnock Economic Development Corporation, President	Economic and business development	Economic base, Quality of life, Regional perspective
Bob Harcke	Hinsdale Industrial and Commercial Development Commission,	Economic and business development	Economic development
H. Greg Johnson	Town of Swanzy	Economic and business development	various
Lisa Murray	Franklin Pierce University	Employment and training	Quality of life, Educational system, Labor force
John M. Pratt	Town of Walpole, Cheshire County Commissioner	Public leadership (municipal and state governance)	Tax structure, Local government, Educational system
Chris Wellington, <i>Ex-Officio</i>	Department of Resources & Economic Development	Economic development	State perspective
Morris Klein	Town of Hinsdale	Public leadership (municipal governance)	Retail and commercial development
Ted Whippie	Town of Winchester	Public leadership (municipal governance)	Tax Structure, Senior Housing, Large Scale Retail
Ralph Wentworth	Town of Troy, Industrial Development Authority, Chairman	Economic and business development, Public leadership (municipal governance)	Economic base, Regional perspective, Tax structure
Jen Risley	Monadnock Buy Local	Economic and business development	Local business development
Judy Tomlinson	Town of Dublin	Economic and business development	various

5. Project Funding

A coalition of local, state and federal partners helped funding the CEDS effort. This diversity not only leverages more resources for the project, it also provides for a healthy momentum and balance of interest.

- US Department of Commerce, Economic Development Administration
- NH Department of Resources and Economic Development
- NH Community Development Finance Authority
- NH Office of Energy and Planning
- NH Department of Environmental Services
- Public Service of New Hampshire
- Monadnock Economic Development Corporation
- Monadnock Business Ventures
- Southwest Region Planning Commission

6. Southwest Region Planning Commission (SWRPC)

SWRPC, which provides staff services to the CEDS Advisory Committee, is one of nine regional planning commissions in New Hampshire and covers a 35-town area Southwestern New Hampshire. SWRPC's mission is "[t]o work in partnership with the communities of the Southwest Region to promote sound decision-making for the conservation and effective management of natural, cultural and economic resources." To this end, SWRPC employs a staff of full time professionals who possess a diverse range of planning related background and experience. Planning areas covered by SWRPC are community and economic development, transportation and natural resource planning, local planning assistance and geographic information systems.

III. State of the Region

1. Background

A. Historic Development Patterns

The Region is located in the southwestern part of New Hampshire and includes 35 municipalities comprising all 23 municipalities in Cheshire County, 11 municipalities in western Hillsborough County and 1 municipality in Sullivan County. In 2010, 102,313 people lived in 46,040 households in the 1,007-square-mile Region. Population density region-wide has grown from 65 persons per square mile in 1970 to 102 persons per square mile in 2010.

Historic development patterns in the Ashuelot and Contoocook river valleys - separated by the Monadnock Highlands - create a socio-economic geography of two sub-regions. One is dominated by Keene as an employment, commercial, and population center at the intersection of NH Routes 9, 10, 12, and 101, while the other is a more linear configuration of population centers in Rindge, Jaffrey and Peterborough, all of which lie along the US Route 202 corridor. The Region is as socio-economically connected with Vermont and Massachusetts as with other parts of New Hampshire. While development within the Southwest Region is effected by local regulations, services and infrastructure, it is driven by the central New England economy of the Merrimack Valley in New Hampshire and central and eastern Massachusetts.

Since the 17th Century, the economy of the Southwest Region has changed from agriculture and forestry to village industry to regional manufacturing, high tech industry and business. The appearance of the landscape and the distribution of the Region's population have changed dramatically over time. Technology in transportation and communications have been major catalysts for regional economic trends. The arrival of the railroad opened new markets for the Region's farm, forest and manufacturing products in the 19th Century. Soon after, the railroad opened the Midwest's vast agricultural wealth, rendering New England's agricultural production insignificant. Manufacturing disappeared from many parts of the Region during the mid-1900's, often relocating to southern states, the rust belt and foreign countries. Lately, highways, high levels of personal mobility, and telecommunications are bringing new industry and employees to the Region.

Today, the Region's economy is much more than the businesses located within individual towns: indeed, most workers do not work in the town in which they live. Many residents travel outside the Region each day for work, many to the Merrimack Valley and eastern Massachusetts. The Region's business and industry community is very diverse, including machine tooling, high-tech manufacturing and electronics, medical, publishing, insurance and warehousing/trucking. Tourism is a vital industry here in the "Currier and Ives Corner" of New Hampshire.

B. Population and Socio-Economic Conditions

Population

According to the 2010 Census, the Southwest Region¹ has a population of 102,313. Since 1980, the Region's population has grown by 56%. This is 22% less than the average for the state of New Hampshire, but consistent with the national trend. Parts of Hillsborough, Merrimack, and Rockingham and Strafford Counties accounted for most of the growth the state has experienced in the most recent decade (73% between 2000 and 2010). The Southwest Region is not part of the state's highest-growth area, accounting for 6.1% of New Hampshire's total population increase between 2000 and 2010.

The Southwest Region is rural in character. Its largest municipality is Keene with a population of 23,409 in 2010. Between 2000 and 2010, ten communities experience a decline in their total population. Communities that experienced the strongest growth were Stoddard (32.8%), New Ipswich (18.9%), Langdon (17.4%), and Nelson (15%). The Region increased in population 5.1% over the same time period (Table 2).

Table 2: Population 1970-2010

	1970	1980	1990	2000	2010	Change 1970- 2010	Change 2000- 2010
United States	203,302,031	226,542,199	248,709,873	281,421,906	308,745,538	52%	10%
New Hampshire	737,681	920,610	1,109,252	1,235,786	1,316,470	78%	6.5%
Cheshire County	52,364	62,116	70,121	73,825	77,117	47%	4.5%
Hillsborough County	223,941	276,608	335,838	380,841	400,721	79%	5.2%
Sullivan County	30,949	36,063	38,592	40,458	43,742	41%	8.1%
Southwest Region	65,771	78,910	91,721	97,391	102,313	56%	5.1%
Alstead	1,185	1,461	1,721	1,944	1,937	64%	-0.4%
Antrim	2,122	2,208	2,360	2,449	2,637	24%	7.7%
Bennington	639	890	1,236	1,401	1,476	131%	5.4%
Chesterfield	1,817	2,561	3,112	3,542	3,604	98%	1.8%
Dublin	837	1,303	1,474	1,476	1,597	91%	8.2%
Fitzwilliam	1,362	1,795	2,011	2,141	2,396	76%	11.9%
Francestown	525	830	1,217	1,480	1,562	198%	5.5%
Gilsum	570	652	745	777	813	43%	4.6%
Greenfield	1,058	972	1,519	1,657	1,749	65%	5.6%
Greenville	1,587	1,988	2,231	2,224	2,105	33%	-5.4%
Hancock	909	1,193	1,604	1,739	1,654	82%	-4.9%
Harrisville	584	860	981	1,075	961	65%	-10.6%
Hinsdale	3,276	3,631	3,936	4,082	4,046	24%	-0.9%
Jaffrey	3,353	4,349	5,361	5,476	5,457	63%	-0.3%
Keene	20,467	21,449	22,430	22,563	23,409	14%	3.7%
Langdon	337	437	580	586	688	104%	17.4%
Marlborough	1,671	1,846	1,927	2,009	2,063	24%	2.7%
Marlow	390	542	650	747	742	90%	-0.7%
Nelson	304	442	535	634	729	140%	15.0%
New Ipswich	1,803	2,433	4,014	4,289	5,099	183%	18.9%
Peterborough	3,807	4,895	5,239	5,883	6,284	65%	6.8%

¹ Note: Throughout this document, Southwest Region is interchangeable with Region.

	1970	1980	1990	2000	2010	Change 1970- 2010	Change 2000- 2010
Richmond	287	518	877	1,077	1,155	302%	7.2%
Rindge	2,175	3,375	4,941	5,451	6,014	177%	10.3%
Roxbury	161	190	248	237	229	42%	-3.4%
Sharon	136	184	299	360	352	159%	-2.2%
Stoddard	242	482	622	928	1,232	409%	32.8%
Sullivan	376	585	706	746	677	80%	-9.2%
Surry	507	656	667	673	732	44%	8.8%
Swanzy	4,254	5,183	6,236	6,800	7,230	70%	6.3%
Temple	441	692	1,194	1,297	1,366	210%	5.3%
Troy	1,713	2,131	2,097	1,962	2,145	25%	9.3%
Walpole	2,966	3,188	3,210	3,594	3,734	26%	3.9%
Westmoreland	998	1,452	1,596	1,747	1,874	88%	7.3%
Winchester	2,869	3,465	4,038	4,144	4,341	51%	4.8%
Windsor	43	72	107	201	224	421%	11.4%

Source: United States Census Bureau Decennial Census, 2010

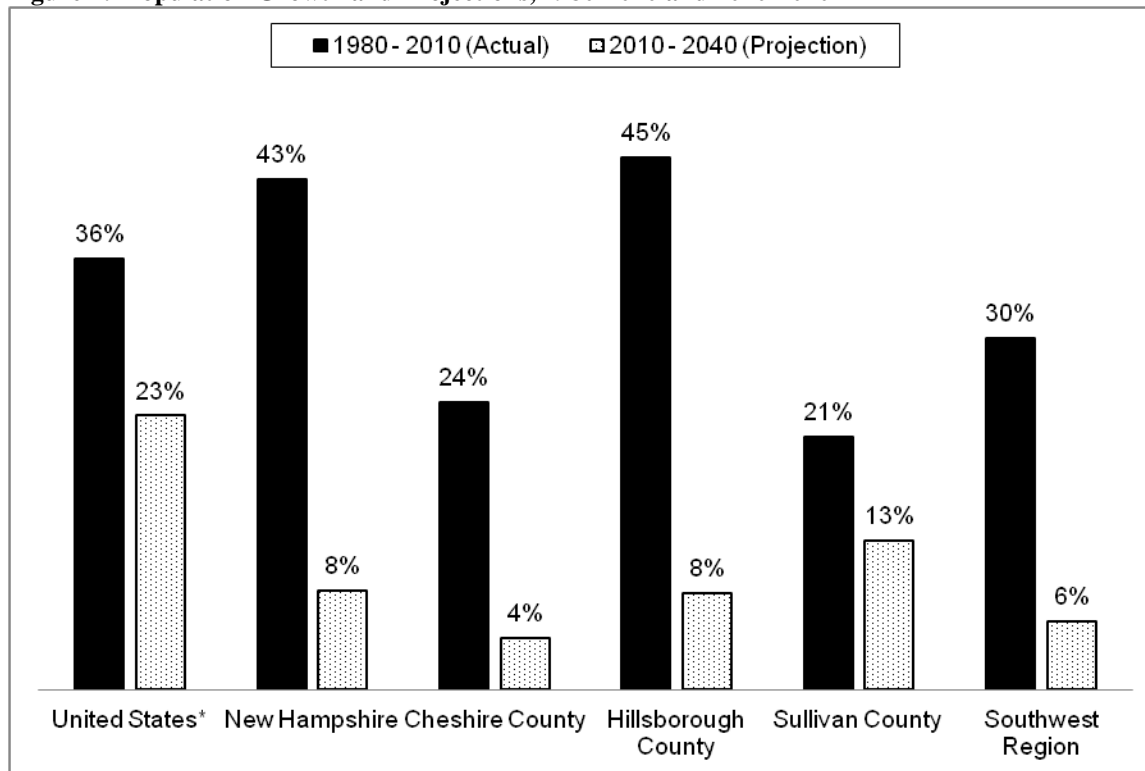
The most recent projections from the New Hampshire Office of Energy and Planning anticipate a 5-6% increase in population in the Southwest Region from 2010 to 2040. This is a significant departure from the last ten years of growth, which also measured about five percent. These 30-year projections indicate both dramatically lower population growth and some declining populations over the short and long terms (Table 2, Figure 2). Fourteen municipalities, including Keene, are projected to experience a decrease in population over the short term, between 2010 and 2015. Nine municipalities are projected to experience a decrease in population over the long term, between 2010 and 2040. Population projections for municipalities within the Region range from an expected 27% increase in Stoddard to a 13% decrease in Harrisville.

Table 3: Population Projections 2010-2040

	Census	OEP Projections						Change
	2010	2015	2020	2025	2030	2035	2040	2010-2040
New Hampshire	1,316,470	1,330,834	1,359,836	1,388,884	1,412,041	1,425,357	1,427,098	8%
Cheshire County	77,117	77,128	78,052	79,085	79,861	80,381	80,471	4%
Hillsborough County	400,721	405,380	414,356	423,117	429,776	433,266	433,381	8%
Sullivan County	43,742	44,511	45,492	46,650	47,840	48,724	49,249	13%
Southwest Region	102,313	102,815	104,506	106,101	107,310	108,062	108,168	6%
Alstead	1,937	1,890	1,866	1,890	1,909	1,921	1,923	-1%
Antrim	2,637	2,698	2,789	2,848	2,893	2,916	2,917	11%
Bennington	1,476	1,494	1,528	1,560	1,585	1,598	1,598	8%
Chesterfield	3,604	3,557	3,551	3,598	3,633	3,657	3,661	2%
Dublin	1,597	1,625	1,672	1,694	1,711	1,722	1,724	8%
Fitzwilliam	2,396	2,476	2,587	2,621	2,646	2,664	2,667	11%
Francestown	1,562	1,583	1,620	1,654	1,680	1,694	1,694	8%
Gilsum	813	814	824	835	843	849	850	5%
Greenfield	1,749	1,772	1,814	1,853	1,882	1,897	1,898	8%
Greenville	2,105	2,011	1,934	1,974	2,005	2,022	2,022	-4%
Hancock	1,654	1,584	1,529	1,561	1,585	1,598	1,599	-3%
Harrisville	961	880	809	819	827	833	834	-13%
Hinsdale	4,046	3,938	3,874	3,926	3,964	3,990	3,994	-1%
Jaffrey	5,457	5,326	5,257	5,326	5,379	5,414	5,420	-1%
Keene	23,409	23,332	23,531	23,842	24,076	24,233	24,260	4%
Langdon	688	728	772	792	812	827	836	21%
Marlborough	2,063	2,045	2,052	2,079	2,100	2,113	2,116	3%
Marlow	742	723	712	722	729	733	734	-1%
Nelson	729	762	805	816	824	829	830	14%
New Ipswich	5,099	5,455	5,879	6,003	6,097	6,147	6,148	21%
Peterborough	6,284	6,405	6,595	6,734	6,840	6,896	6,898	10%
Richmond	1,155	1,170	1,199	1,215	1,227	1,235	1,237	7%
Rindge	6,014	6,175	6,411	6,496	6,559	6,602	6,609	10%
Roxbury	229	220	213	216	218	219	220	-4%
Sharon	352	343	336	343	349	352	352	0%
Stoddard	1,232	1,364	1,513	1,533	1,548	1,558	1,560	27%
Sullivan	677	626	582	589	595	599	600	-11%
Surry	732	747	770	780	788	793	794	8%
Swanzey	7,230	7,294	7,446	7,545	7,619	7,668	7,677	6%
Temple	1,366	1,383	1,414	1,444	1,466	1,478	1,479	8%
Troy	2,145	2,193	2,268	2,298	2,320	2,335	2,338	9%
Walpole	3,734	3,724	3,759	3,809	3,846	3,871	3,875	4%
Westmoreland	1,874	1,899	1,946	1,972	1,992	2,004	2,007	7%
Winchester	4,341	4,348	4,406	4,464	4,508	4,537	4,543	5%
Windsor	224	233	245	250	254	256	256	14%

Source: New Hampshire Population Projections, Fall 2013, New Hampshire Office of Energy and Planning

Figure 2: Population Growth and Projections, 1980-2010 and 2010-2040



Sources: *New Hampshire Population Projections, Fall 2013, New Hampshire Office of Energy and Planning*

**United States Census Bureau 2012 National Population Projections Middle Series*

Age Cohorts

According to the 2010 Census, the largest age group in the Southwest Region was the 50-59 year age group, followed by the 40-49 year and 10-19 year age groups. Age group patterns throughout the Region were very similar to those for the state of New Hampshire (Table 4).

In Keene and Rindge, the 20-29 year age groups were the largest in comparison to other municipalities, followed by the 10-19 year age groups (Table 4). The City of Keene has a relatively large number of college-age residents, some of whom attend one of three institutions of higher education: Keene State College, Antioch New England Graduate School, and River Valley Community College. Similarly, the Town of Rindge is home to 2,267 students attending Franklin Pierce University.

Table 4: 2010 Population Age Breakdown

	Total	0-9	10-19	20-29	30-39	40-49	50-59	60-69	70-79	80+
United States	308,745,538	40,550,019	42,717,537	42,687,848	40,141,741	43,599,555	41,962,930	29,253,187	16,595,961	11,236,760
New Hampshire	1,316,470	147,562	178,240	157,667	153,503	210,590	208,686	139,130	71,360	49,732
Cheshire County	77,117	7,895	10,802	11,152	8,037	10,867	12,001	8,585	4,603	3,175
Hillsborough County	400,721	49,412	54,861	48,910	51,322	65,965	60,283	37,486	18,840	13,642
Sullivan County	43,742	4,834	5,277	4,345	4,951	6,679	7,301	5,486	2,897	1,972
Southwest Region	102,313	10,711	14,427	13,556	10,613	14,832	16,355	11,455	6,039	4,325
% of Region	100%	10.5%	14.1%	13.2%	10.4%	14.5%	16.0%	11.2%	5.9%	4.2%
Alstead	1,937	206	238	195	216	282	336	267	131	66
Antrim	2,637	268	406	239	280	438	471	301	150	84
Bennington	1,476	187	235	181	182	248	239	130	48	26
Chesterfield	3,604	347	448	316	337	605	705	507	231	108
Dublin	1,597	166	199	133	164	236	309	245	91	54
Fitzwilliam	2,396	267	281	224	264	366	475	325	133	61
Francestown	1,562	128	237	101	140	263	321	217	93	62
Gilsum	813	79	95	94	91	122	163	101	37	31
Greenfield	1,749	187	241	202	183	324	307	186	68	51
Greenville	2,105	257	298	220	233	326	363	245	96	67
Hancock	1,654	140	179	132	109	236	351	262	161	84
Harrisville	961	62	95	72	66	126	236	194	67	43
Hinsdale	4,046	444	519	417	489	642	668	498	234	135
Jaffrey	5,457	691	734	605	579	811	826	626	343	242
Keene	23,409	2,037	3,798	4,973	2,253	2,840	2,833	2,072	1,351	1,252
Langdon	688	72	91	52	75	103	112	112	46	25
Marlborough	2,063	213	241	229	253	285	369	232	159	82
Marlow	742	61	77	64	66	136	160	112	49	17
Nelson	729	56	103	86	55	116	139	100	51	23
New Ipswich	5,099	769	820	590	617	759	834	409	212	89
Peterborough	6,284	640	838	537	549	917	975	745	467	616
Richmond	1,155	155	152	104	109	182	225	128	68	32
Rindge	6,014	637	1,146	1,243	521	737	814	581	230	105
Roxbury	229	18	31	22	23	32	52	33	13	5
Sharon	352	33	37	27	41	52	74	53	27	8
Stoddard	1,232	143	139	74	150	199	198	172	109	48
Sullivan	677	65	76	72	85	112	129	93	33	12
Surry	732	80	55	59	89	107	155	102	58	27
Swanzey	7,230	791	856	840	842	1,115	1,215	818	482	271
Temple	1,366	115	213	102	150	247	262	181	58	38
Troy	2,145	272	275	280	310	324	321	207	104	52
Walpole	3,734	401	489	363	368	588	622	459	261	183
Westmoreland	1,874	159	202	195	179	283	353	212	149	142
Winchester	4,341	545	553	492	528	621	698	501	219	184
Windsor	224	20	30	21	17	52	45	29	10	0

Source: United States Census Bureau Decennial Census, 2010

Race and Ethnicity

The Southwest Region, similar to the state of New Hampshire, is significantly less diverse than the nation as a whole. According to the 2010 Census, about 97% of the people in the Region identify themselves as White, 1.32% as Hispanic or Latino (any race), 0.72% as Asian, 0.35% as Black or African and 0.26% as American Indian and Alaska Native (Table 5). The City of Keene has the highest percentage of non-white population in the Region, followed by Rindge, Stoddard, and Swanzey.

Table 5: 2010 Race and Ethnicity

	Total population	White	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Hispanic or Latino	Other Race
United States	308,745,538	223,553,265	38,929,319	2,932,248	14,674,252	540,013	50,477,594	19,107,368
New Hampshire	1,316,470	1,236,050	15,035	3,150	28,407	384	36,704	12,062
Cheshire County	77,117	74,239	390	193	921	19	1,090	275
Hillsborough County	400,721	362,153	8,298	961	12,954	140	21,241	8,276
Sullivan County	43,742	42,421	185	129	271	5	493	117
Southwest Region	102,313	98,726	495	244	1,114	29	1,453	351
% of Region	100%	97.14%	0.35%	0.26%	0.72%	0.02%	1.32%	0.25%
Alstead	1,937	1,890	2	11	6	0	16	1
Antrim	2,637	2,568	7	5	10	1	31	4
Bennington	1,476	1,438	6	1	9	0	13	6
Chesterfield	3,604	3,517	8	6	20	0	38	15
Dublin	1,597	1,549	4	4	12	1	28	7
Fitzwilliam	2,396	2,315	3	9	15	1	16	2
Francestown	1,562	1,513	4	2	8	0	17	11
Gilsum	813	796	2	1	6	0	5	1
Greenfield	1,749	1,710	8	3	11	0	16	1
Greenville	2,105	2,041	13	10	2	4	47	5
Hancock	1,654	1,611	6	1	13	0	17	4
Harrisville	961	944	5	0	3	0	6	3
Hinsdale	4,046	3,903	22	10	22	11	56	14
Jaffrey	5,457	5,248	20	9	65	2	90	18
Keene	23,409	22,314	144	42	474	1	372	109
Langdon	688	679	1	3	2	0	11	1
Marlborough	2,063	2,002	8	1	18	0	29	5
Marlow	742	727	0	4	0	0	14	3
Nelson	729	712	0	0	4	0	10	0
New Ipswich	5,099	4,990	12	9	16	4	88	7
Peterborough	6,284	6,039	46	11	112	1	86	26
Richmond	1,155	1,124	3	9	3	0	27	2
Rindge	6,014	5,747	80	9	54	0	77	27
Roxbury	229	221	0	0	2	0	3	0
Sharon	352	342	1	0	7	0	4	1
Stoddard	1,232	1,178	9	15	7	0	20	1
Sullivan	677	668	1	0	4	0	3	0
Surry	732	716	1	0	10	0	4	1
Swanzey	7,230	6,939	23	12	125	2	107	29
Temple	1,366	1,341	0	6	2	0	28	10
Troy	2,145	2,080	17	16	19	1	28	1
Walpole	3,734	3,632	10	7	19	0	50	9
Westmoreland	1,874	1,844	7	5	9	0	13	6
Winchester	4,341	4,173	21	23	24	0	78	21
Windsor	224	215	1	0	1	0	5	0

Source: United States Census Bureau Decennial Census, 2010

Income

The median household income of \$62,526 in the Southwest Region in 2011 was approximately 3.3% lower than the New Hampshire average of \$64,664, but higher than the national average of \$52,762. According to the 2007-2011 American Community Survey 5-Year Estimates, six municipalities in the Region were below the national average of \$52,762 (Gilsum, Keene, Temple, Hinsdale, Windsor, and Winchester). Median household income levels ranged from \$41,298 in the Town of Winchester to \$88,167 in the Town of New Ipswich (Table 6).

The per capita income of \$30,020 in the Southwest Region in 2011 was about 7.2% lower than the New Hampshire average of \$32,357, but higher than the national average of \$27,915. Twenty-one municipalities were above the national average and 14 towns were below the national average (Table 6).

Table 6: 1990-2011* Median Household and Per-Capita Income

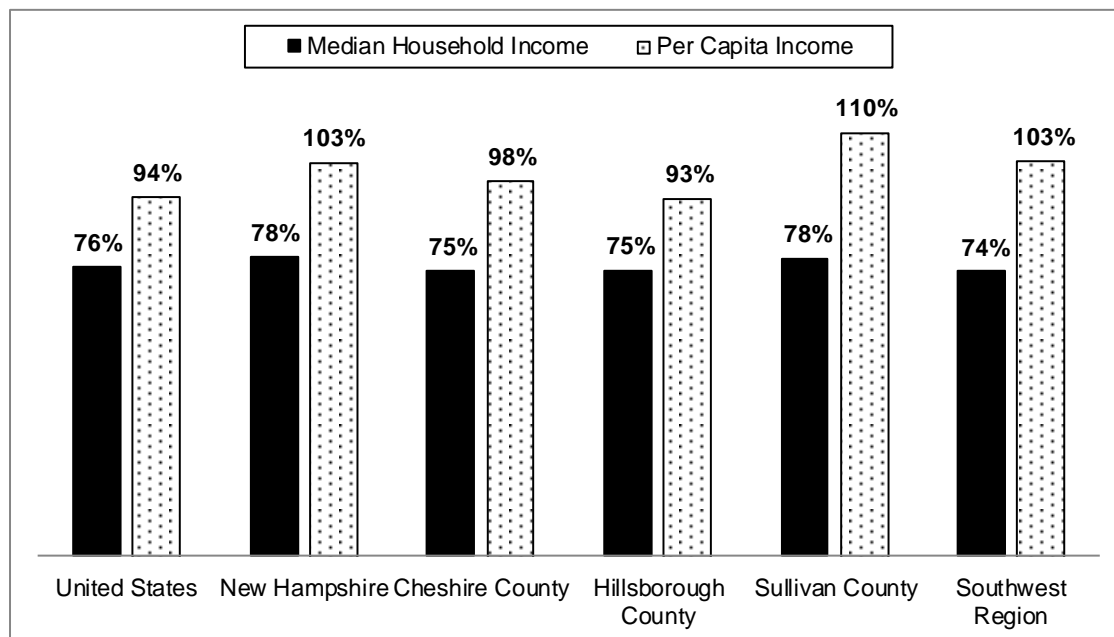
	Median Household Income 1990	Median Household Income 2000	Median Household Income 2011*	Per Capita Income 1990	Per Capita Income 2000	Per Capita Income 2011*
United States	\$30,056	\$41,994	\$52,762	\$14,420	\$21,587	\$27,915
New Hampshire	\$36,329	\$49,467	\$64,664	\$15,959	\$23,844	\$32,357
Cheshire County	\$31,648	\$42,382	\$55,241	\$13,887	\$20,685	\$27,459
Hillsborough County	\$40,404	\$53,384	\$70,591	\$17,404	\$25,198	\$33,653
Sullivan County	\$29,053	\$40,938	\$51,678	\$12,935	\$21,319	\$27,223
Southwest Region (Average)	\$35,418	\$47,623	\$62,526	\$14,669	\$22,091	\$30,020
Alstead	\$30,956	\$43,191	\$54,500	\$13,236	\$20,444	\$26,941
Antrim	\$37,246	\$45,677	\$59,798	\$14,197	\$18,978	\$27,613
Bennington	\$34,375	\$46,150	\$60,625	\$13,357	\$19,675	\$28,190
Chesterfield	\$38,000	\$51,351	\$80,727	\$15,412	\$25,051	\$40,655
Dublin	\$41,917	\$52,150	\$60,583	\$17,972	\$27,028	\$29,828
Fitzwilliam	\$35,988	\$48,125	\$66,542	\$14,324	\$23,127	\$33,416
Francestown	\$46,316	\$64,259	\$75,938	\$20,903	\$28,942	\$36,265
Gilsum	\$34,821	\$43,359	\$51,447	\$13,774	\$20,955	\$25,768
Greenfield	\$40,057	\$48,833	\$71,667	\$15,107	\$19,895	\$32,293
Greenville	\$33,302	\$39,545	\$53,945	\$13,925	\$17,901	\$22,306
Hancock	\$41,318	\$55,000	\$71,250	\$18,903	\$29,445	\$40,369
Harrisville	\$35,000	\$48,625	\$57,639	\$14,726	\$25,397	\$40,225
Hinsdale	\$26,753	\$36,124	\$47,621	\$12,127	\$16,611	\$23,905
Jaffrey	\$32,549	\$45,033	\$56,333	\$15,206	\$21,412	\$30,439
Keene	\$31,235	\$37,033	\$48,441	\$14,246	\$20,544	\$25,631
Langdon	\$34,205	\$42,083	\$69,583	\$13,040	\$24,572	\$29,222
Marlborough	\$31,383	\$44,904	\$60,500	\$14,066	\$19,967	\$27,903
Marlow	\$32,212	\$45,000	\$56,917	\$11,624	\$18,810	\$23,605
Nelson	\$34,750	\$41,250	\$63,558	\$18,079	\$31,625	\$33,767
New Ipswich	\$40,325	\$53,939	\$88,167	\$13,759	\$20,210	\$30,453
Peterborough	\$40,179	\$47,381	\$68,469	\$19,144	\$26,154	\$39,520
Richmond	\$36,328	\$49,141	\$66,964	\$14,753	\$21,174	\$29,436
Rindge	\$33,538	\$50,494	\$65,046	\$11,303	\$18,495	\$23,642
Roxbury	\$40,500	\$49,375	\$58,125	\$13,174	\$21,124	\$30,957
Sharon	\$45,250	\$66,250	\$72,083	\$20,487	\$29,478	\$40,988
Stoddard	\$31,705	\$37,639	\$70,208	\$12,369	\$19,617	\$30,624
Sullivan	\$31,083	\$51,058	\$78,611	\$12,990	\$21,143	\$27,938
Surry	\$41,364	\$56,964	\$68,250	\$15,972	\$24,277	\$36,543
Swanzey	\$29,747	\$44,819	\$55,901	\$14,458	\$20,150	\$27,548

	Median Household Income 1990	Median Household Income 2000	Median Household Income 2011*	Per Capita Income 1990	Per Capita Income 2000	Per Capita Income 2011*
Temple	\$41,792	\$56,500	\$48,056	\$14,488	\$21,897	\$29,377
Troy	\$29,511	\$41,875	\$54,833	\$11,638	\$17,323	\$25,482
Walpole	\$27,679	\$44,673	\$61,806	\$15,100	\$23,295	\$25,894
Westmoreland	\$38,583	\$55,875	\$75,474	\$14,734	\$24,488	\$30,871
Winchester	\$28,196	\$37,364	\$41,298	\$11,086	\$16,012	\$21,640
Windsor	\$31,458	\$45,750	\$47,500	\$13,737	\$17,966	\$21,447

Source: United States Census Bureau 1990, 2000 Decennial Census, *2007-2011 American Community Survey 5-Year Estimates. Figures were not adjusted for inflation.

Since 1990, median household income has risen slightly less in the Region compared to the national and state averages (Figure 3). Over the same period, per capita income increased the same amount as it did in New Hampshire. However it is evident that there are still significant disparities between individual municipalities.

Figure 3: Income Growth 1990-2011*



Source: United States Census Bureau 1990 Decennial Census, *2007-2011 American Community Survey 5-Year Estimates. Figures were not adjusted for inflation.

Poverty

According to the United States Census Bureau, in 2011, all but three municipalities in the Southwest Region were below the national poverty rate for individuals of 14.3%: Keene, Rindge, and Winchester. The average poverty rate in the Region was 6.8%, significantly less than the state figure of 8.0%. The poverty rate in the Southwest Region ranges from 1.7% in the Town of Franconia to 22.7% in the Town of Winchester. In the City of Keene - the Region's most populous municipality - 15.5% of residents live below the poverty level. Throughout the Region, 12 municipalities are below and 23 municipalities are above the average regional poverty rate (Table 7).

Table 7: 1980-2011* Poverty Rate¹ by Individual

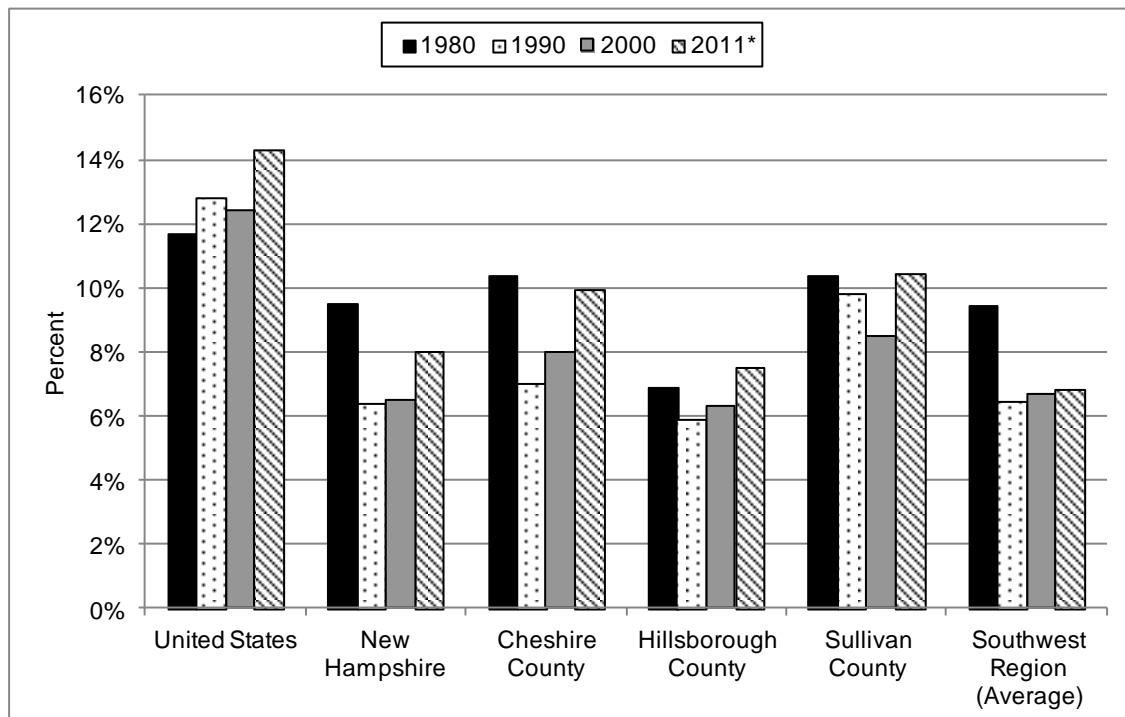
	1980	1990	2000	2011*
United States	11.7%	12.8%	12.4%	14.3%
New Hampshire	9.5%	6.4%	6.5%	8.0%
Cheshire County	10.4%	7.0%	8.0%	9.9%
Hillsborough County	6.9%	5.9%	6.3%	7.5%
Sullivan County	10.4%	9.8%	8.5%	10.4%
Southwest Region (Average)	9.5%	6.4%	6.7%	6.8%
Alstead	13.3%	5.6%	7.9%	2.8%
Antrim	10.5%	8.1%	11.5%	4.9%
Bennington	8.3%	8.4%	7.9%	5.9%
Chesterfield	6.2%	6.2%	4.5%	1.9%
Dublin	16.3%	4.8%	10.6%	6.8%
Fitzwilliam	9.8%	5.6%	6.7%	4.2%
Francestown	9.1%	3.8%	3%	1.7%
Gilsum	9.7%	4.5%	7%	7.6%
Greenfield	11.2%	7.2%	5.4%	9.6%
Greenville	7.5%	6.9%	7.4%	11.4%
Hancock	7.7%	4.2%	3.8%	4.7%
Harrisville	10.6%	3.7%	5.7%	2.7%
Hinsdale	8.1%	8.3%	6.4%	6%
Jaffrey	6.3%	4.0%	7.8%	4.9%
Keene	10.2%	8.1%	10.7%	15.5%
Langdon	6.1%	4.2%	3.8%	5.2%
Marlborough	7.1%	5.4%	3.5%	4.7%
Marlow	8.8%	14.7%	4.1%	5.7%
Nelson	17.6%	8.5%	12.2%	10.4%
New Ipswich	9.5%	5.9%	7.1%	2.2%
Peterborough	7.2%	5.2%	9.1%	3.9%
Richmond	11.4%	3.0%	7.6%	4.8%
Rindge	8.7%	3.3%	7.6%	17.2%
Roxbury	10.1%	0.0%	0.9%	6.1%
Sharon	11.0%	7.6%	3.8%	4.7%
Stoddard	7.5%	6.4%	8.6%	4.8%
Sullivan	11.1%	6.8%	4.5%	9.9%
Surry	8.2%	5.9%	1.8%	2.8%
Swanzy	6.3%	8.2%	5.4%	4%
Temple	4.5%	6.5%	6.4%	12.4%
Troy	14.5%	5.9%	7.9%	9.7%
Walpole	8.5%	7.4%	6.1%	7.3%
Westmoreland	7.4%	4.9%	2.5%	3.8%
Winchester	21.4%	12.7%	12%	22.7%
Windsor	0.0%	13.2%	12.3%	4.8%

*Sources: Unites States Census Bureau Decennial Census 1980, 1990, and 2000. *2007-2011 American Community Survey (ACS) 5-Year Estimates.*

¹ To determine a person's poverty status, the Census Bureau compares the person's total family income in the last 12 months with the poverty threshold appropriate for that person's family size and composition. If the total income of that person's family is less than the threshold appropriate for that family, then the person is considered "below the poverty level," together with every member of his or her family. If a person is not living with anyone related by birth, marriage, or adoption, then the person's own income is compared with his or her poverty threshold.

When compared to 1980, the poverty rate in the Southwest Region has significantly decreased - from 9.5% down to 6.8%. However, national and statewide trends shows an increase over the last 10 and 20 year periods (Figure 4).

Figure 4: 1980-2011* Poverty Rate



Sources: U.S. Census Bureau Decennial Census 1980, 1990, and 2000. *U.S. Census Bureau American Community Survey (ACS) 5-Year Estimates 2007-2011

C. Education

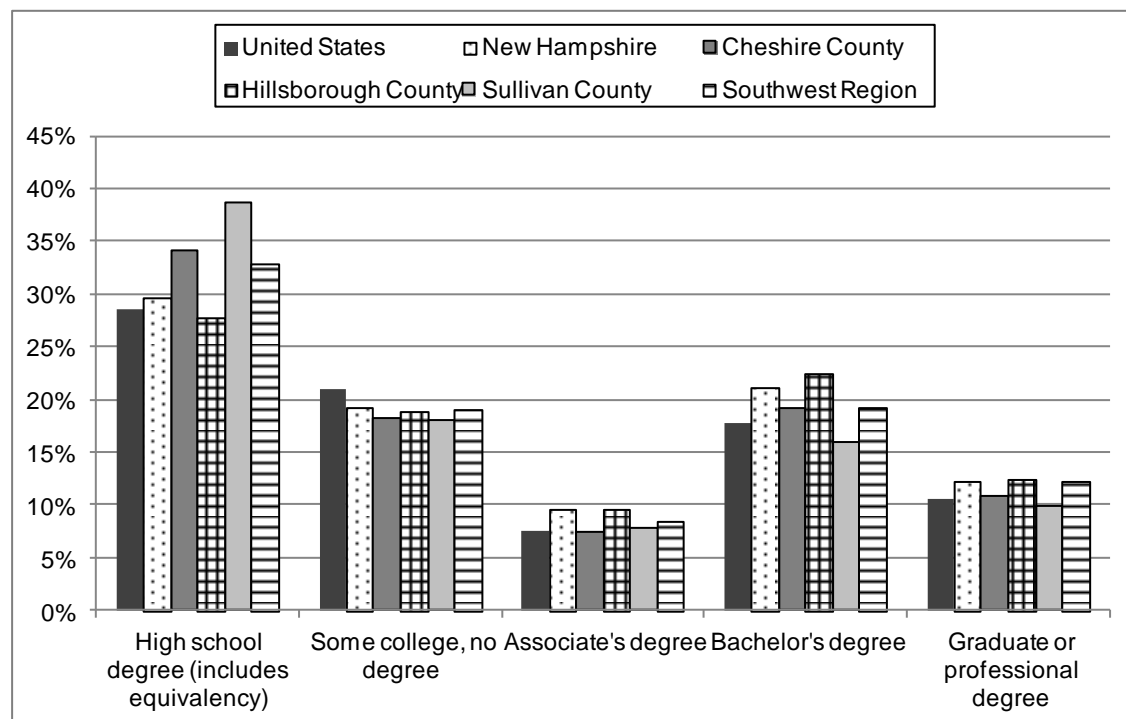
In the Southwest Region, 39.6% of adults 25 or older have an associate's degree or higher. This exceeds the national figure of 35.8%, but falls slightly below the state figure of 42.6% (Figure 5). Of persons 25 years of age or older, 32.8% possess a high school diploma or GED as their highest level of educational attainment (nationally: 28.6%), 19.2% have a Bachelor's Degree (nationally: 17.7%) and 12.0% received graduate, doctorate or professional degrees (nationally: 10.5%). Communities with lower educational attainment include Winchester, Gilsum, and Hinsdale, which have relatively high percentages of high school graduates, but relatively low percentages of graduates with higher education when compared to other Southwest Region communities (Table 8).

Table 8: 2011* Highest Level of Educational Attainment (Persons 25 Years and Older)

	Population 25 years and over	High school degree (includes equivalency)	Some college, no degree	Associate's degree	Bachelor's degree	Graduate or professional degree
United States	202,048,123	28.6%	21.0%	7.6%	17.7%	10.5%
New Hampshire	901,420	29.5%	19.1%	9.5%	21.0%	12.1%
Cheshire County	51,291	34.1%	18.3%	7.4%	19.2%	10.9%
Hillsborough County	271,021	27.6%	18.7%	9.5%	22.3%	12.3%
Sullivan County	31,324	38.6%	18.0%	7.8%	16.0%	9.8%
Southwest Region	68,676	32.8%	19.0%	8.4%	19.2%	12.0%
Alstead	1,297	32.9%	18.1%	11.7%	21.2%	11.6%
Antrim	1,904	35.8%	22.0%	9.8%	13.1%	8.3%
Bennington	882	31.9%	27.1%	7.9%	17.3%	9.1%
Chesterfield	2,599	26.5%	17.8%	7.9%	25.7%	15.1%
Dublin	1,093	34.1%	19.1%	9.9%	18.1%	13.0%
Fitzwilliam	1,848	35.0%	18.4%	8.8%	20.2%	10.3%
Francestown	1,193	19.1%	19.4%	8.8%	29.1%	18.6%
Gilsum	449	53.7%	12.2%	6.9%	12.2%	7.1%
Greenfield	1,049	27.1%	17.3%	10.3%	24.2%	10.7%
Greenville	1,587	42.7%	22.2%	6.9%	8.4%	2.3%
Hancock	1,282	20.2%	16.0%	8.2%	31.1%	21.5%
Harrisville	696	18.4%	18.8%	6.3%	33.0%	19.1%
Hinsdale	3,083	46.0%	18.6%	7.3%	6.6%	4.7%
Jaffrey	3,844	30.4%	22.1%	5.9%	23.2%	8.5%
Keene	14,188	29.3%	19.1%	6.1%	22.5%	13.2%
Langdon	499	38.5%	13.0%	9.0%	19.8%	13.4%
Marlborough	1,548	25.8%	19.0%	8.7%	15.5%	15.4%
Marlow	699	42.3%	16.2%	12.2%	12.4%	8.7%
Nelson	591	18.1%	19.3%	7.8%	32.3%	22.0%
New Ipswich	3,010	29.9%	23.6%	7.8%	18.2%	10.6%
Peterborough	4,605	17.8%	11.9%	7.2%	31.9%	25.5%
Richmond	787	32.5%	17.2%	10.4%	18.3%	13.0%
Rindge	3,151	36.8%	23.2%	9.7%	13.3%	8.9%
Roxbury	190	35.8%	24.7%	10.0%	13.7%	9.5%
Sharon	292	16.1%	27.7%	9.6%	24.7%	18.2%
Stoddard	768	36.6%	11.6%	8.5%	16.7%	16.3%
Sullivan	494	39.1%	17.0%	9.5%	15.4%	8.5%
Surry	608	24.5%	25.7%	12.2%	21.7%	10.7%
Swanzey	5,035	33.5%	16.0%	7.0%	21.2%	10.0%
Temple	983	32.9%	24.8%	6.9%	14.8%	10.9%
Troy	1,275	39.0%	18.3%	11.2%	15.2%	3.6%
Walpole	2,495	37.2%	18.4%	6.6%	23.8%	9.7%
Westmoreland	1,542	32.7%	16.9%	7.7%	19.5%	14.2%
Winchester	3,011	56.1%	10.5%	4.9%	6.3%	5.1%
Windsor	99	40.4%	20.2%	4.0%	11.1%	14.1%

Source: *U.S. Census Bureau American Community Survey 2007-2011 5-Year Estimates

Figure 5: 2011* Educational Attainment of Persons 25 Years and Older



Source: *U.S. Census Bureau American Community Survey 2007-2011 5-Year Estimates Table S1501

Eight school districts serve the Southwest Region's 35 municipalities. Those school districts are: Contoocook Valley, Fall Mountain Regional, Hillsboro-Deering Cooperative, Hinsdale, Jaffrey-Rindge Cooperative, Keene, Mascenic Regional, and Monadnock Regional. For the 2010-2011 school year, four of these school districts experienced drop-out rates were higher than the state's average of 1.19% (Table 9).

Table 9: 2010-2011 School Year Dropout Rates for Grades 9-12

School District	New Hampshire Annual Counts					
	Fall 2010 Enrollment	Early Exit Non-Graduates				Dropouts Only
		Earned GED ¹	Enrolled in College ²	Dropped Out ³	Total	
New Hampshire	62,974	418	7	751	1,176	1.19%
Contoocook Valley	949	0	0	6	6	0.63%
Fall Mountain Regional	600	0	0	8	8	1.34%
Hillsboro-Deering Cooperative	473	6	0	6	12	1.27%
Hinsdale	190	1	0	0	1	0.00%

¹ These are students that exited high school during the 2010-2011 school year but subsequently received a GED certificate from the State of NH. Only students that voluntarily granted access to their high school transcripts have been counted on in this report. Any student who did not grant access to their transcripts or who received a GED from another state could not be verified and therefore have been counted as "Dropped Out."

² These are early exit students who enrolled in at least one college course. National Clearing House data, which contains enrollment verification for 92% of two and four year college students in the United States, was used to identify enrollment. College students who have been earned their GED have been counted as GED only. They are not double counted.

³ Dropouts are early exit non-graduates that have not been identified as either receiving a GED or enrolling in college.

Jaffrey-Rindge Cooperative	515	3	0	4	7	0.77%
Keene	1,599	9	0	23	32	1.43%
Mascenic Regional	402	0	0	0	0	0.00%
Monadnock Regional	610	2	0	18	20	2.92%

Source: New Hampshire Department of Education, 2012

The Region is home to four institutions of higher education: Keene State College, Antioch New England Graduate School, Franklin Pierce University, and River Valley Community College (Table 10). Vocational training and continuing education is offered by these institutions as well as the Monadnock Training Council and several school districts throughout the area.

Table 10: Regional Post-Secondary Educational Institutions

School	Type	Fall 2012 Enrollment	Degrees
Keene State College	Four-year liberal arts college	5,605	B.A., B.S., B.F.A., B.M., M.S., M.Ed.
Antioch New England Graduate School	Graduate school	1,000	M.A., M.A., Ph.D.
Franklin Pierce University	Four-year liberal arts college	2,267	B.A., B.S., M.B.S., M.S.
River Valley Community College	Two-year community college	1,094	A.A., Certificate

Source: Official School Websites

D. Health Resources

The Region has two medical centers: Cheshire Medical Center / Dartmouth-Hitchcock in Keene and Monadnock Community Hospital in Peterborough.

A member of the Dartmouth-Hitchcock Network, Cheshire Medical Center / Dartmouth-Hitchcock is a 169-bed, acute care health organization that serves as the referral center for Southwest New Hampshire, North Central Massachusetts and Southeast Vermont. Cheshire Medical Center is joined with Dartmouth-Hitchcock Keene, a multi-specialty group practice with over 60 physicians representing 25 five primary care and specialty areas. Dartmouth-Hitchcock Keene includes satellite offices in the communities of Jaffrey, Walpole and Winchester, New Hampshire.

Affiliated with the Capital Region Healthcare system in Concord, Monadnock Community Hospital serves the Greater Peterborough area with a 62-bed acute care facility. The hospital staff includes over 125 primary care and specialty care physicians. In addition to the inpatient services, a wide variety of outpatient services are available including pulmonary, cardiac and physical rehabilitation; 24-hour emergency care; a fully equipped laboratory; and, an extensive radiology department. The primary care services network provides a wide range of primary and behavioral health care services for individuals and families with offices in Peterborough, Jaffrey, New Ipswich and Antrim.

E. Housing

Between 2000 and 2011, the total number of homes of any type in the Southwest Region rose by approximately 11%. The total number of single-family homes increased at the same rate, and comprise 71% of all housing units. Mobile homes experienced a decrease in quantity by 7% in the Region. The inventory of multi-family and two-family homes each increased by 17% (Table 11). The Southwest Region experienced slower growth of single-family homes compared to the state-wide average for New Hampshire but experienced much higher growth of two-family and multi-family units (Figure 6).

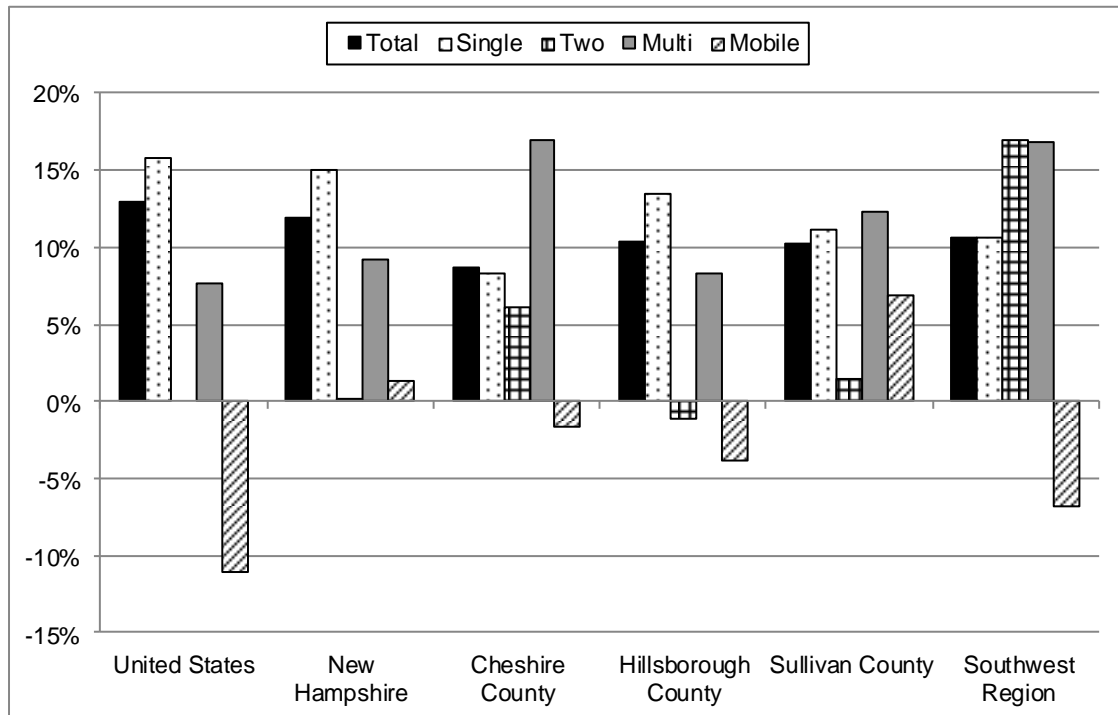
In Keene, Hinsdale, and Greenville, nearly half of the housing units are two-family, multi-family, or mobile homes, whereas the state and Southwest Region figures are around 30%. Keene, Peterborough, and Marlborough have the highest percentages of two-family or multi-family homes at 43.7%, 33.3%, and 30.4%, respectively (Table 11).

Table 11: 2000-2011* Single-, Two-, Multi-Family and Manufactured Homes

	2000					2011*				
	Total	Single	Two	Multi	Mobile	Total	Single	Two	Multi	Mobile
United States (In Millions)	116	76	5	26	9	131	88	5	28	8
New Hampshire	547,024	365,532	35,664	109,499	35,544	611,916	420,455	35,690	119,618	36,034
Cheshire County	31,876	22,363	2,040	5,071	2,370	34,662	24,234	2,164	5,933	2,331
Hillsborough County	149,961	92,340	13,344	40,606	3,611	165,465	104,794	13,191	43,970	3,473
Sullivan County	20,158	13,970	1,089	3,017	2,061	22,231	15,535	1,105	3,387	2,204
Southwest Region	41,670	29,762	2,549	6,305	2,995	46,080	32,939	2,981	7,369	2,791
% of Region	100%	71%	6%	15%	7%	100%	71%	6%	16%	6%
Alstead	950	756	31	48	110	971	824	10	49	88
Antrim	1,160	907	63	134	56	1,386	1,028	157	153	48
Bennington	635	457	56	81	41	658	446	21	137	54
Chesterfield	1,632	1,472	59	60	35	1,770	1,583	15	138	34
Dublin	686	636	20	8	22	793	739	13	29	12
Fitzwilliam	1,074	877	48	29	116	1,255	1,021	17	103	114
Francestown	656	636	8	8	4	743	690	38	9	6
Gilsum	323	279	17	0	27	278	266	3	0	9
Greenfield	640	559	30	31	20	694	589	25	55	25
Greenville	918	333	118	174	293	960	456	107	158	239
Hancock	814	733	32	27	22	875	779	59	18	19
Harrisville	698	635	27	8	28	739	677	30	8	24
Hinsdale	1,714	953	81	253	427	1,955	993	163	257	542
Jaffrey	2,352	1,555	100	533	164	2,416	1,666	129	472	149
Keene	9,295	4,808	1,069	2,972	446	9,810	5,131	994	3,289	396
Langdon	266	222	2	3	39	305	264	13	0	28
Marlborough	893	634	98	126	35	1,009	645	145	162	57
Marlow	387	337	5	0	39	463	422	11	0	30
Nelson	404	390	8	4	2	493	453	14	16	10
New Ipswich	1,449	1,199	37	106	103	1,725	1,532	0	181	12
Peterborough	2,509	1,689	138	658	18	3,065	2,044	296	725	0
Richmond	432	399	6	2	25	497	482	0	4	11
Rindge	1,863	1,630	36	115	82	2,268	1,727	57	372	112
Roxbury	91	80	3	0	8	101	94	2	0	5
Sharon	160	157	3	0	0	172	169	3	0	0
Stoddard	939	906	7	2	18	1,096	1,046	0	10	40
Sullivan	294	247	13	9	25	299	266	9	0	24
Surry	302	272	5	0	20	362	340	3	9	10
Swanzey	2,818	2,060	116	377	265	3,089	2,354	124	397	214
Temple	464	406	19	12	27	717	590	98	0	29
Troy	778	509	57	112	100	834	516	50	176	92
Walpole	1,592	1,203	100	233	56	1,529	1,135	167	188	39
Westmoreland	618	606	0	4	8	747	706	13	15	13
Winchester	1,741	1,119	134	176	312	1,888	1,148	195	239	306
Windsor	123	101	3	0	2	118	118	0	0	0

Source: U. S. Census Bureau 2000 Decennial Census, *American Community Survey (ACS) 2007-2011 5-Year Estimates

Figure 6: 2000-2011* Growth of Housing Supply

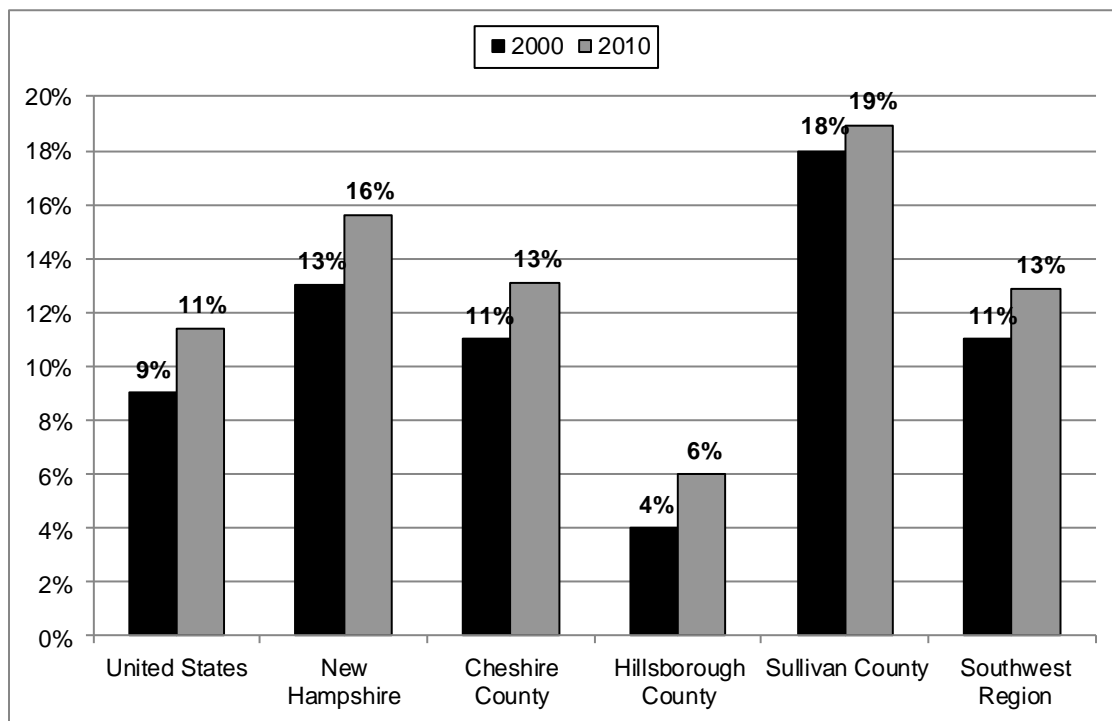


Source: U.S. Census Bureau 2000 Decennial Census, *American Community Survey (ACS) 2007-2011 5-Year Estimates Table B25024

Vacancy Rate

Since 2000, the vacancy rate has increased in the Southwest Region, meaning that a larger percentage of homes and housing units were unoccupied or not rented in 2010 (Figure 7, Table 12). These figures include the census categories: unoccupied rentals, for sale, sold but not occupied, seasonal, and all other vacant. The regional vacancy rate of 13% is lower than the state figure of 16% and higher than the national average (11%). According to the 2010 data, the municipality with the lowest vacancy rate was Surry. Towns with some of the highest vacancy rates, likely reflecting the percentage of seasonal residences, include Harrisville, Nelson, Stoddard, and Windsor (Table 13).

Figure 7: 2000 and 2010 Housing Unit Vacancy Rates



Source: U.S. Census Bureau 2000, 2010 Decennial Census

Table 12: 2000 and 2010 Southwest Region Housing Unit Vacancy Rates

	2000	2010
Municipal High	57%	52%
Municipal Median	11%	12%
Municipal Low	1%	4%

Source: U. S. Census Bureau 2000, 2010 Decennial Census

Table 13: 2000 and 2010 Housing Unit Vacancy Rates

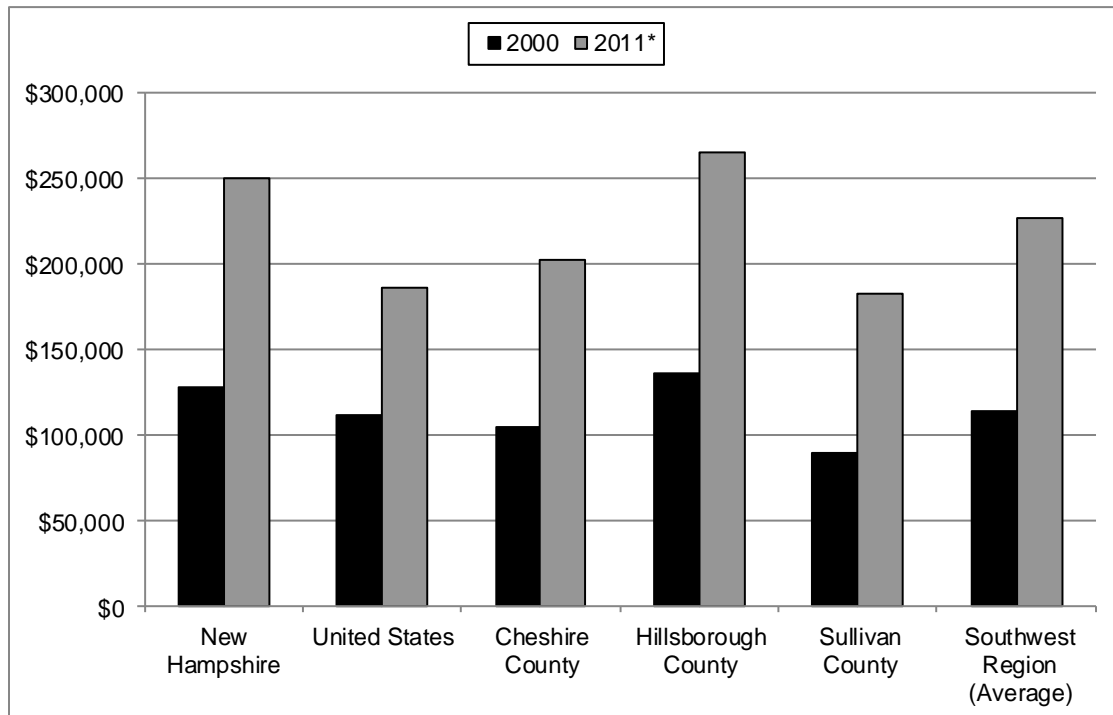
	Total Housing Units (2000)	Vacant (2000)	Vacancy Rate (2000)	Total Housing Units (2010)	Vacant (2010)	Vacancy Rate (2010)
United States	115,904,641	10,424,540	9%	131,704,730	14,988,438	11%
New Hampshire	547,024	72,418	13%	614,754	95,781	16%
Cheshire County	31,876	3,577	11%	34,773	4,569	13%
Hillsborough County	149,961	5,506	4%	166,053	10,587	6%
Sullivan County	20,158	3,628	18%	22,341	4,215	19%
Southwest Region	41,670	4,618	11%	46,040	5,923	13%
Alstead	950	169	18%	991	182	18%
Antrim	1,160	228	20%	1,329	274	21%
Bennington	635	83	13%	666	102	15%
Chesterfield	1,632	266	16%	1,802	343	19%
Dublin	686	126	18%	785	165	21%
Fitzwilliam	1,074	238	22%	1,257	284	23%
Francestown	656	104	16%	755	145	19%
Gilsum	323	24	7%	378	52	14%
Greenfield	640	77	12%	699	81	12%
Greenville	918	39	4%	933	72	8%
Hancock	814	108	13%	864	140	16%
Harrisville	698	249	36%	695	249	36%
Hinsdale	1,714	92	5%	1,827	146	8%
Jaffrey	2,352	232	10%	2,547	313	12%
Keene	9,295	340	4%	9,719	667	7%
Langdon	266	30	11%	306	24	8%
Marlborough	893	67	8%	946	80	9%
Marlow	387	105	27%	408	97	24%
Nelson	404	151	37%	460	157	34%
New Ipswich	1,449	99	7%	1,916	160	8%
Peterborough	2,509	163	6%	2,956	243	8%
Richmond	432	53	12%	492	75	15%
Rindge	1,863	361	19%	2,224	419	19%
Roxbury	91	1	1%	101	11	11%
Sharon	160	26	16%	164	20	12%
Stoddard	939	539	57%	1,044	542	52%
Sullivan	294	19	6%	309	35	11%
Surry	302	23	8%	324	14	4%
Swanzy	2,818	152	5%	3,205	248	8%
Temple	464	20	4%	542	39	7%
Troy	778	42	5%	932	65	7%
Walpole	1,592	102	6%	1,715	139	8%
Westmoreland	618	42	7%	680	43	6%
Winchester	1,741	184	11%	1,932	243	13%
Windsor	123	64	52%	137	54	39%

Source: U. S. Census Bureau Decennial Census 2000, 2010

Median Home Values

According to the U.S. Census Bureau, the average of the median home values increased by 100.9% between 2000 and 2011* in the Southwest Region. This is in sharp contrast to the national increase in median home values of 66.5% and comparable to the state-wide increase of 96.1% over the same time period (Figure 8, Table 14, Table 15). Due to real estate market volatility between these sampling periods, additional data sources, including the New Hampshire Housing Finance Authority (NHHFA) should be utilized when considering current trends and trajectories. Based on sales data provided by the NHHFA, the peak in home values seen in Figure 9 is comparable to average median home value for the region identified in Table 14.

Figure 8: 2000 and 2011* Median Home Values



Sources: U. S. Census Bureau Decennial Census 2000, *U.S. Census Bureau American Community Survey (ACS) 2007-2011 5-Year Estimates. Figures were not adjusted for inflation.

Table 14: 2000 and 2011* Southwest Region Median Home Values

	2000	2011*
Municipal High	\$168,900	\$332,800
Municipal Average	\$113,431	\$227,291
Municipal Low	\$66,300	\$138,500

Sources: U. S. Census Bureau Decennial Census 2000, *U.S. Census Bureau American Community Survey (ACS) 2007-2011 5-Year Estimates
Figures were not adjusted for inflation.

Table 15: 2000 and 2011* Median Home Values

	2000	2011*	Change 2000-2011*
New Hampshire	\$127,500	\$250,000	96.1%
United States	\$111,800	\$186,200	66.5%
Cheshire County	\$104,100	\$202,600	94.6%
Hillsborough County	\$135,500	\$265,100	95.6%
Sullivan County	\$89,600	\$182,700	103.9%
Southwest Region (Average)	\$113,431	\$227,291	100.4%
Alstead	\$91,100	\$196,800	116.0%
Antrim	\$97,100	\$198,800	104.7%
Bennington	\$97,800	\$177,300	81.3%
Chesterfield	\$133,800	\$260,000	94.3%
Dublin	\$168,900	\$280,600	66.1%
Fitzwilliam	\$99,200	\$196,000	97.6%
Francestown	\$146,500	\$299,700	104.6%
Gilsum	\$96,300	\$169,100	75.6%
Greenfield	\$124,300	\$240,700	93.6%
Greenville	\$66,300	\$160,700	142.4%
Hancock	\$165,200	\$299,600	81.4%
Harrisville	\$131,600	\$275,300	109.2%
Hinsdale	\$84,300	\$138,500	64.3%
Jaffrey	\$105,500	\$218,700	107.3%
Keene	\$100,800	\$197,700	96.1%
Langdon	\$103,800	\$222,200	114.1%
Marlborough	\$92,300	\$196,500	112.9%
Marlow	\$91,600	\$184,100	101.0%
Nelson	\$120,100	\$262,200	118.3%
New Ipswich	\$120,700	\$246,800	104.5%
Peterborough	\$129,900	\$250,100	92.5%
Richmond	\$120,200	\$215,200	79.0%
Rindge	\$113,200	\$239,300	111.4%
Roxbury	\$119,200	\$257,800	116.3%
Sharon	\$156,300	\$332,800	112.9%
Stoddard	\$115,700	\$241,500	108.7%
Sullivan	\$95,500	\$204,900	114.6%
Surry	\$128,900	\$241,800	87.6%
Swanzy	\$103,400	\$194,200	87.8%
Temple	\$138,600	\$320,600	131.3%
Troy	\$89,100	\$163,900	84.0%
Walpole	\$118,000	\$239,200	102.7%
Westmoreland	\$137,800	\$259,500	88.3%
Winchester	\$82,100	\$143,600	74.9%
Windsor	\$85,000	\$229,500	170.0%

*Sources: U. S. Census Bureau Decennial Census 2000, *U.S. Census Bureau American Community Survey (ACS) 2007-2011 5-Year Estimates.
Figures were not adjusted for inflation.*

According to the New Hampshire Housing Finance Authority, the median home purchase price for all homes sold in Southwest Region in 2012 (the most recent complete year of data) was \$165,000 - an increase of 2.5% over the 2011 median home purchase price. Following the national recession of the early 1990s, home purchase prices rose steadily between 1995 and 2005 in the Southwest Region. In 2007, a second recession led to an unprecedented collapse of median home values which in 2012, showed the first annual increase since 2007 (Table 16, Figure 9).

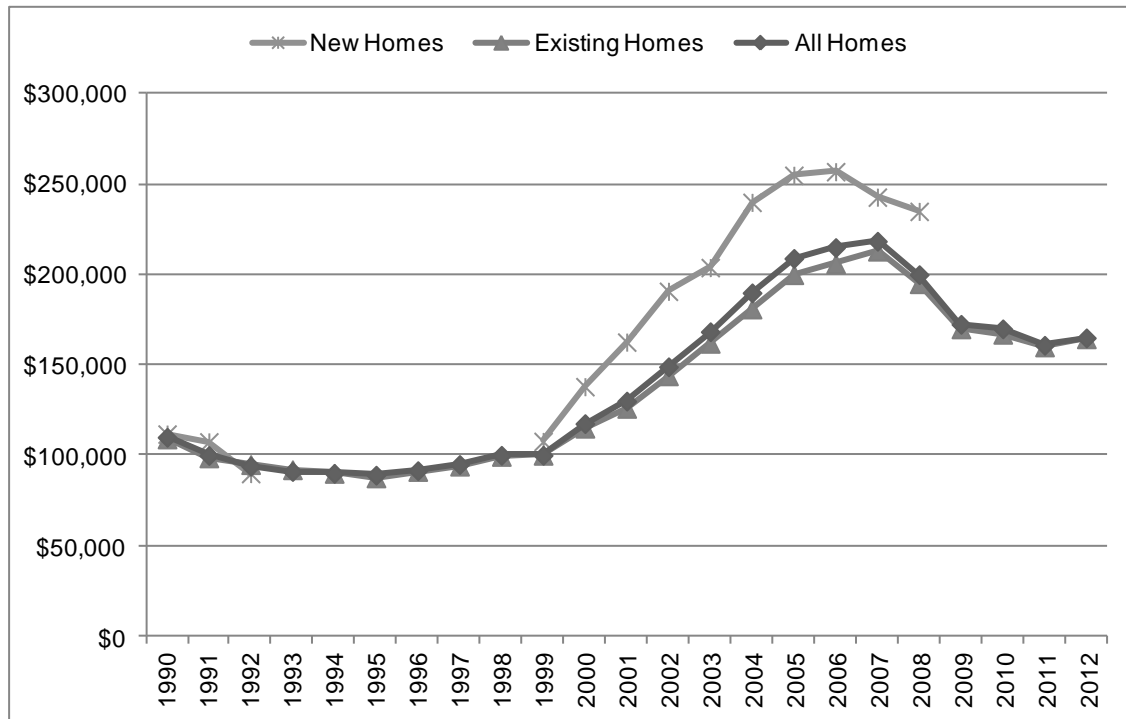
Table 16: 1990-2012 Median Home Purchase Prices for Southwest New Hampshire*

Year	All Homes		Existing Homes		New Homes		Single Family Detached		Condominiums	
	Median Purchase Price	Sample Size	Median Purchase Price	Sample Size	Median Purchase Price	Sample Size	Median Purchase Price	Sample Size	Median Purchase Price	Sample Size
2012	\$165,000	813	\$164,500	786	*	27	\$167,500	761	\$142,000	52
2011	\$160,900	713	\$160,000	690	*	23	\$162,500	678	*	35
2010	\$170,000	733	\$167,000	691	*	42	\$170,000	671	\$165,500	62
2009	\$172,500	818	\$170,000	770	*	48	\$175,000	766	\$153,000	52
2008	\$200,000	735	\$195,000	659	\$235,000	76	\$199,933	672	\$203,000	63
2007	\$218,500	905	\$213,000	789	\$242,900	116	\$224,000	818	\$168,000	87
2006	\$215,000	1219	\$206,000	1080	\$257,000	139	\$221,000	1111	\$158,000	108
2005	\$209,000	1399	\$200,000	1224	\$255,000	175	\$215,900	1288	\$159,900	111
2004	\$189,933	1417	\$181,000	1214	\$240,000	203	\$195,000	1298	\$155,000	119
2003	\$168,400	1361	\$162,000	1165	\$203,933	196	\$172,533	1242	\$138,500	119
2002	\$149,000	1319	\$144,000	1177	\$190,775	142	\$154,000	1209	\$100,000	110
2001	\$130,000	1222	\$126,000	1134	\$162,650	88	\$133,467	1129	\$90,000	93
2000	\$117,533	1352	\$115,000	1254	\$138,000	98	\$119,900	1267	\$85,000	85
1999	\$100,000	1213	\$100,000	1122	\$107,670	91	\$103,000	1128	\$82,500	85
1998	\$100,000	883	\$99,400	835	*	48	\$100,000	848	*	35
1997	\$94,900	1129	\$94,000	1099	*	30	\$95,000	1059	\$74,000	70
1996	\$91,500	594	\$91,056	559	*	35	\$93,900	527	\$84,000	67
1995	\$89,000	684	\$87,500	644	*	40	\$89,900	600	\$79,900	84
1994	\$90,000	715	\$90,000	677	*	38	\$91,000	683	*	32
1993	\$91,048	724	\$92,000	691	*	33	\$92,421	672	\$80,000	52
1992	\$94,000	584	\$94,857	519	\$89,905	65	\$94,857	539	*	45
1991	\$99,905	453	\$98,571	391	\$107,429	62	\$99,905	422	*	31
1990	\$110,000	431	\$109,048	328	\$111,750	103	\$110,000	378	\$109,048	53

Source: NH Dept. of Revenue, PA-34 Dataset, Compiled by Real Data Corp. Filtered and analyzed by New Hampshire Housing.

*Note: Calculations based on a sample size of less than 50 are highly volatile and not considered valid. Data includes only homes for primary occupancy, data does not include land, multifamily homes, seasonal or vacation property, or manufactured homes.

Figure 9: Median Purchase Price of Primary Homes in Southwest Region, 1990-2012*



Source: Source: NH Dept. of Revenue, PA-34 Dataset, Compiled by Real Data Corp. Filtered and analyzed by New Hampshire Housing.

*Note: Calculations based on a sample size of less than 50 are highly volatile and not considered valid. Data includes only homes for primary occupancy, data does not include land, multifamily homes, seasonal or vacation property, or manufactured homes.

Median Gross Rents

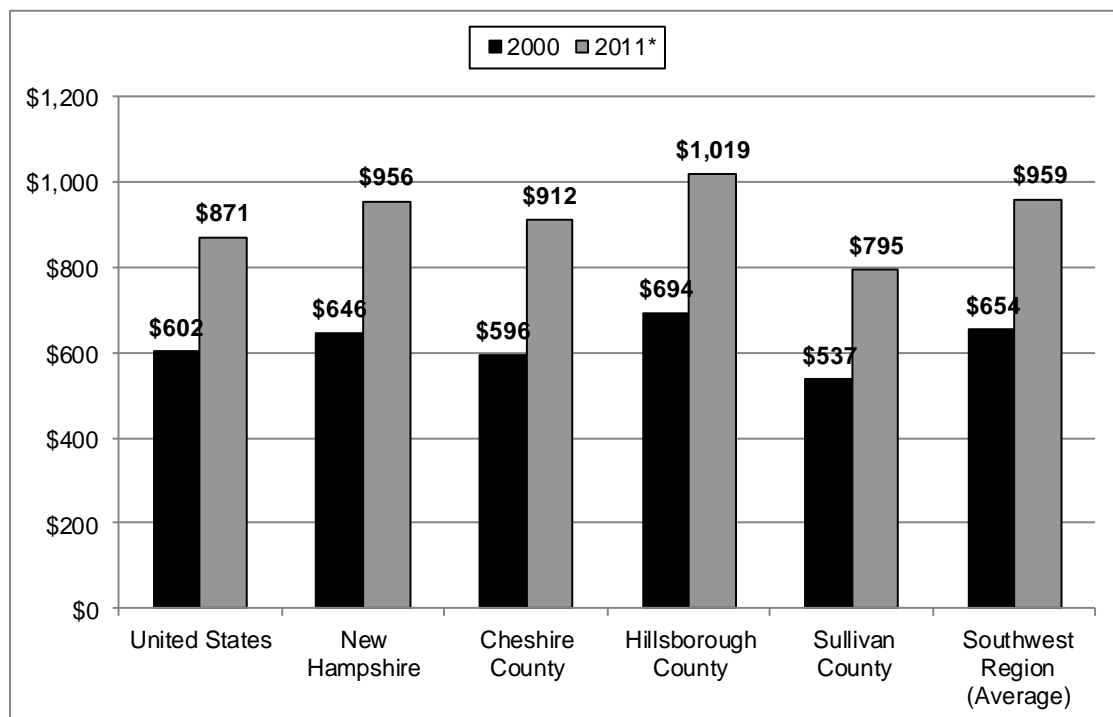
Median gross rents, which include contract rent and utility payments, increased by 47% in the Southwest Region between 2000 and 2011. This increase in the average median cost was slightly lower than the state-wide median and slightly higher than the change in the national median. The increase in median gross rent in Cheshire County, exceeded both the national and statewide trends (Table 17, Figure 10).

Table 17: 2000 and 2011* Median Gross Rent

	2000	2011*	Change 2000-2011*
United States	\$602	\$871	45%
New Hampshire	\$646	\$956	48%
Cheshire County	\$596	\$912	53%
Hillsborough County	\$694	\$1,019	47%
Sullivan County	\$537	\$795	48%
Southwest Region (Average)	\$654	\$959	47%
Alstead	\$617	\$792	28%
Antrim	\$483	\$904	87%
Bennington	\$630	\$921	46%
Chesterfield	\$631	\$854	35%
Dublin	\$675	\$1,080	60%
Fitzwilliam	\$669	\$951	42%
Fracestown	\$821	\$1,016	24%
Gilsum	\$668	\$950	42%
Greenfield	\$687	\$725	6%
Greenville	\$570	\$591	4%
Hancock	\$608	\$1,159	91%
Harrisville	\$760	\$910	20%
Hinsdale	\$496	\$818	65%
Jaffrey	\$542	\$774	43%
Keene	\$622	\$962	55%
Langdon	\$606	\$930	53%
Marlborough	\$615	\$1,036	68%
Marlow	\$620	\$1,225	98%
Nelson	\$550	\$967	76%
New Ipswich	\$597	\$734	23%
Peterborough	\$672	\$929	38%
Richmond	\$650	\$1,182	82%
Rindge	\$676	\$1,105	63%
Roxbury	\$975	\$1,179	21%
Sharon	\$900	\$1,313	46%
Stoddard	\$706	\$973	38%
Sullivan	\$659	\$981	49%
Surry	\$950	\$1,019	7%
Swanzey	\$556	\$965	74%
Temple	\$794	\$1,184	49%
Troy	\$541	\$828	53%
Walpole	\$504	\$752	49%
Westmoreland	\$679	\$975	44%
Winchester	\$567	\$913	61%
Windsor	\$580	N/A	N/A

Source: U.S Census Bureau 2000 Decennial Census, *2007-2011 American Community Survey 5-year Estimates

Figure 10: 2000 and 2011* Median Gross Rents



Source: U.S. Census Bureau 2000 Decennial Census, *2007-2011 American Community Survey 5-year Estimates

Table 18: 2000 and 2011* Southwest Region Median Gross Rents

	2000	2011*
Municipal High	\$975	\$1,313
Municipal Average	\$654	\$959
Municipal Median	\$631	\$957
Municipal Low	\$483	\$591

Source: 2000 Decennial Census, 2007-2011 American Community Survey 5-year Estimates

Fair Market Rent values published by U.S. Housing and Urban Development for counties in the Southwest Region set the fair market rent for a two bedroom apartment is currently \$972 in Cheshire County. Only two towns, New Ipswich and Greenville, fall in Nashua, NH HUD Metro fair market rent area (Table 19).

Table 19: Department of Housing and Urban Development 2014 Fair Market Rents

	Efficiency	One-Bedroom	Two-Bedroom	Three-Bedroom	Four-Bedroom
Cheshire County	\$614	\$737	\$972	\$1,211	\$1,583
Hillsborough County	\$710	\$753	\$907	\$1,132	\$1,297
Sullivan County	\$660	\$752	\$917	\$1,242	\$1,263
Nashua, NH HUD Metro FMR Area	\$809	\$919	\$1199	\$1612	\$1871

F. Land Use

Development of the Southwest Region prior to the 20th Century was largely driven by the distribution of natural resources which supported agriculture, lumber, and hydro-powered industry. The development patterns of village centers, widely dispersed farms and other rural housing established in those early years persist as the foundation for contemporary land use. Today, a greater density of residential development is dispersed throughout the Region. There is very little agriculture. A variety of manufacturing and businesses reside along highways and in downtowns. The development of highways and availability of cars have extended individuals' range for daily activity to more than 75 miles from home. The regional economy and high demand for access to "rural" living by professionals and laborers alike has created an increasingly suburban development pattern throughout much of the Region.

Many homes are owner-occupied, detached single-family homes on two or more acres dispersed along paved municipal roads and secondary state routes. Multi-family housing is limited primarily to areas with municipal water and sewer systems. Manufactured housing is found in all of the towns, either on individual lots, in parks, or both. Homes in Planned Unit Developments and Cluster/Open Space Developments are a very small percentage of the Region's residential development. Traditional village centers persist today only as residential enclaves while commerce, services and employment tend to be centralized near a handful of downtown areas, such as Keene, Jaffrey and Peterborough.

Strip development is a growing concern throughout the Region. It is economically attractive for commercial developers and business owners due to low construction costs, but the visual effects and the traffic generated conflict with many residents' visions for their communities. Generalized as "sprawl," this low density roadside development pattern also challenges Main Street commercial prosperity.

The total land area of the Southwest Region is about 660,000 acres. Residential, commercial, industrial, and public/semi-public uses and roads, occupy about 10% of that total. Another 13% of the total area is protected from development by deed restrictions. The natural physical conditions found on almost 60% of the total land area pose limitations or special challenges to development either by invoking environmental regulations as with wetlands or shorelines, or by physical difficulties as with floodplains, steep slopes or rock outcroppings. This leaves about 17% or 112,200 acres of the Region undeveloped and suitable for development.

Most of the Region is zoned for low density residential use (one to five acre lots) with many different provisions for businesses and small industry, by Special Exception, that vary from town to town.

Dedicated commercial use districts tend to be located adjacent to major state highways. Most existing downtowns and villages are zoned for high density residential and in many cases mixed residential and commercial use. Many of the Region's larger lakes are surrounded by high-density residential and seasonal use districts. A few towns have large lot (up to 20 acres) residential districts intended to preserve economically viable timber stands and preserve the scenic qualities of forested hilltops and ridgelines. Several towns have small isolated use districts dedicated for industry.

By using property valuation as an indicator of local land use, the data shows an uneven distribution of residential and commercial/industrial land uses in the municipalities in the Region. According to the New Hampshire Department of Revenue Administration, Keene has the highest ratio of commercial/industrial land use when compared to residential uses: 53%, followed by Peterborough with 27% and Greenville with 24%. Many other communities use little or no land for commercial and industrial purposes and nearly even municipality experienced a decline in this ratio (Table 20, Table 21, Figure 11).

Table 20: 2000 Municipal Property Valuation

	Gross valuation	Total Residential Value / Gross valuation (%)	Total Commercial + Industrial Value / Gross valuation (%)	Remaining Value / Gross valuation (%)	Ratio Commercial/ Industrial Value to Residential Value (%)
SWRPC	\$4,773,972,135	79%	17%	3%	22%
Alstead	\$76,061,635	93%	3%	2%	3%
Antrim	\$93,631,563	86%	10%	3%	12%
Bennington	\$62,201,693	82%	13%	5%	16%
Chesterfield	\$245,516,672	88%	10%	1%	11%
Dublin	\$136,900,040	89%	9%	1%	10%
Fitzwilliam	\$125,299,100	89%	7%	3%	8%
Francestown	\$92,175,609	94%	3%	1%	3%
Gilsum	\$27,630,412	89%	6%	2%	7%
Greenfield	\$84,895,639	89%	8%	1%	8%
Greenville	\$45,884,441	68%	29%	3%	42%
Hancock	\$119,449,913	95%	3%	1%	3%
Harrisville	\$82,277,980	95%	3%	1%	4%
Hinsdale	\$154,141,324	65%	17%	18%	26%
Jaffrey	\$217,498,793	78%	19%	2%	24%
Keene	\$1,033,704,100	63%	36%	2%	57%
Langdon	\$30,563,506	85%	10%	2%	12%
Marlborough	\$81,988,140	86%	12%	2%	13%
Marlow	\$31,679,113	87%	6%	3%	6%
Nelson	\$53,059,089	97%	1%	1%	1%
New Ipswich	\$184,439,769	91%	6%	2%	7%
Peterborough	\$350,060,847	70%	28%	1%	40%
Richmond	\$53,485,594	93%	0%	4%	1%
Rindge	\$255,615,783	76%	21%	2%	28%
Roxbury	\$12,594,674	93%	0%	1%	0%
Sharon	\$23,431,334	95%	0%	1%	0%
Stoddard	\$122,496,528	97%	1%	1%	1%
Sullivan	\$23,569,923	94%	1%	2%	1%
Surry	\$41,208,100	95%	2%	1%	2%
Swanzey	\$259,005,668	84%	14%	1%	17%
Temple	\$68,831,926	95%	1%	2%	1%
Troy	\$76,868,779	76%	16%	7%	21%
Walpole	\$204,896,972	76%	17%	6%	23%
Westmoreland	\$99,456,230	90%	7%	1%	7%
Winchester	\$140,576,821	80%	16%	3%	20%
Windsor	\$15,133,998	98%	0%	2%	0%

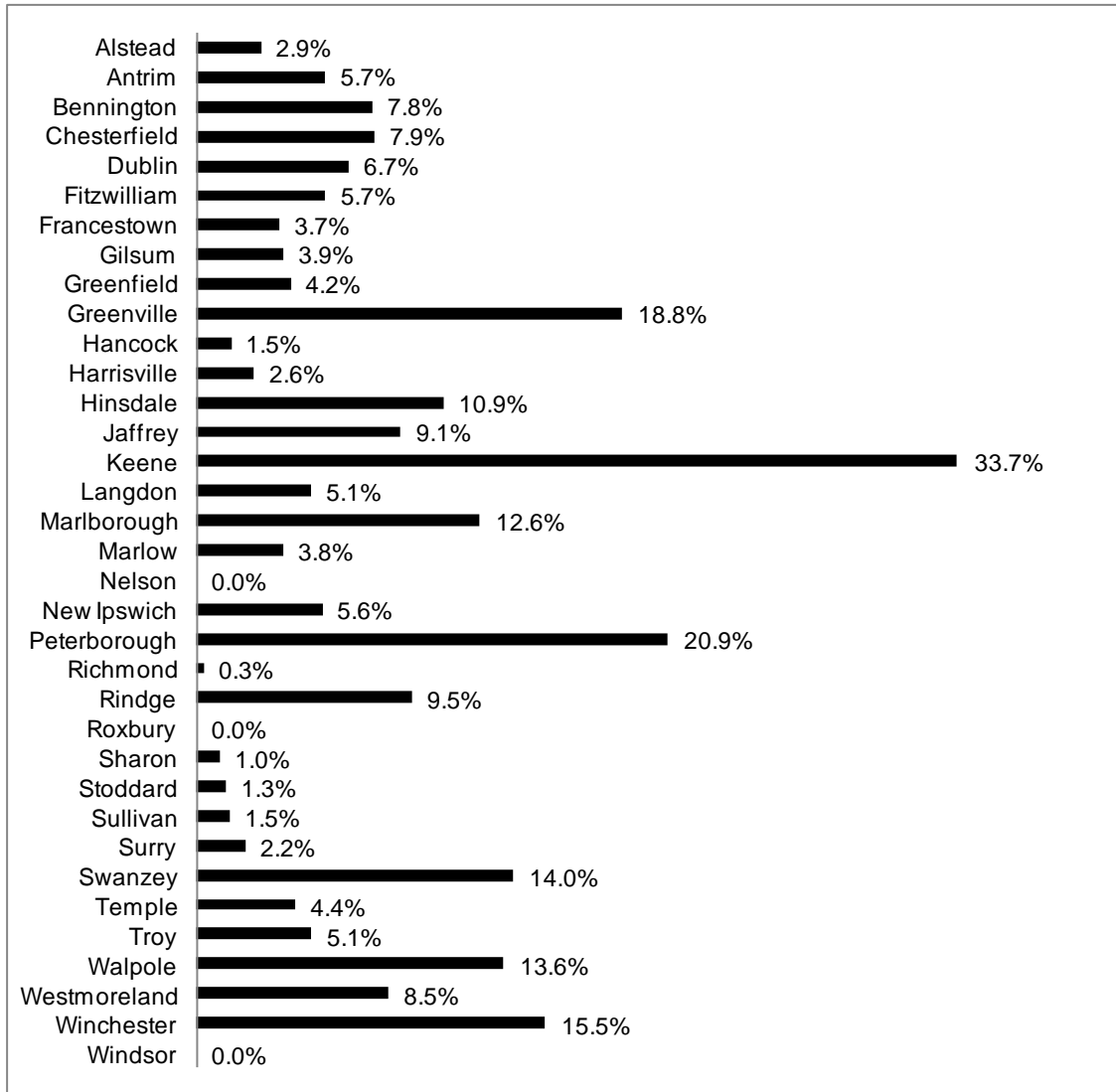
Source: NH Department of Revenue Administration

Table 21: 2010 Municipal Property Valuation

	Gross valuation	Total Residential Value / Gross valuation (%)	Total Commercial + Industrial Value / Gross valuation (%)	Remaining Value / Gross valuation (%)	Ratio Commercial/ Industrial Value to Residential Value (%)	Change Ratio Commercial/ Industrial Value to Residential Value (%): 2000-2010
SWRPC	\$9,985,692,613	83%	14%	4%	16%	-6%
Alstead	\$176,965,268	95%	3%	2%	3%	-19%
Antrim	\$255,246,310	90%	6%	4%	6%	3%
Bennington	\$113,056,850	89%	8%	3%	9%	-3%
Chesterfield	\$560,747,288	91%	8%	1%	9%	-7%
Dublin	\$255,915,271	91%	7%	2%	7%	-4%
Fitzwilliam	\$306,683,071	82%	6%	12%	7%	-3%
Francestown	\$210,624,339	94%	4%	2%	4%	-4%
Gilsum	\$64,603,940	92%	4%	4%	4%	1%
Greenfield	\$156,376,722	93%	4%	3%	4%	-3%
Greenville	\$135,034,246	78%	19%	3%	24%	16%
Hancock	\$274,326,950	96%	2%	2%	2%	-40%
Harrisville	\$213,157,742	96%	3%	1%	3%	0%
Hinsdale	\$349,838,366	60%	11%	29%	18%	14%
Jaffrey	\$451,958,880	90%	9%	1%	10%	-16%
Keene	\$1,908,045,600	64%	34%	3%	53%	29%
Langdon	\$68,828,866	92%	5%	3%	6%	-51%
Marlborough	\$210,043,540	85%	13%	2%	15%	3%
Marlow	\$63,517,127	93%	4%	3%	4%	-9%
Nelson	\$121,094,027	98%	0%	2%	0%	-6%
New Ipswich	\$415,866,941	92%	6%	2%	6%	5%
Peterborough	\$691,676,861	78%	21%	1%	27%	20%
Richmond	\$103,664,560	95%	0%	5%	0%	-40%
Rindge	\$557,162,768	89%	10%	1%	11%	10%
Roxbury	\$24,961,810	96%	0%	4%	0%	-28%
Sharon	\$54,253,756	96%	1%	3%	1%	1%
Stoddard	\$280,483,050	96%	1%	2%	1%	1%
Sullivan	\$55,930,587	94%	1%	4%	2%	1%
Surry	\$81,681,108	95%	2%	2%	2%	1%
Swanzy	\$582,320,064	83%	14%	3%	17%	15%
Temple	\$151,796,734	93%	4%	3%	5%	-12%
Troy	\$130,232,553	85%	5%	10%	6%	5%
Walpole	\$443,036,384	82%	14%	5%	17%	-4%
Westmoreland	\$205,334,667	88%	9%	3%	10%	-13%
Winchester	\$284,244,034	80%	15%	5%	19%	12%
Windsor	\$26,982,333	98%	0%	2%	0%	-20%

Source: NH Department of Revenue Administration

Figure 11: 2010 Municipal Commercial/ Industrial Property Valuation



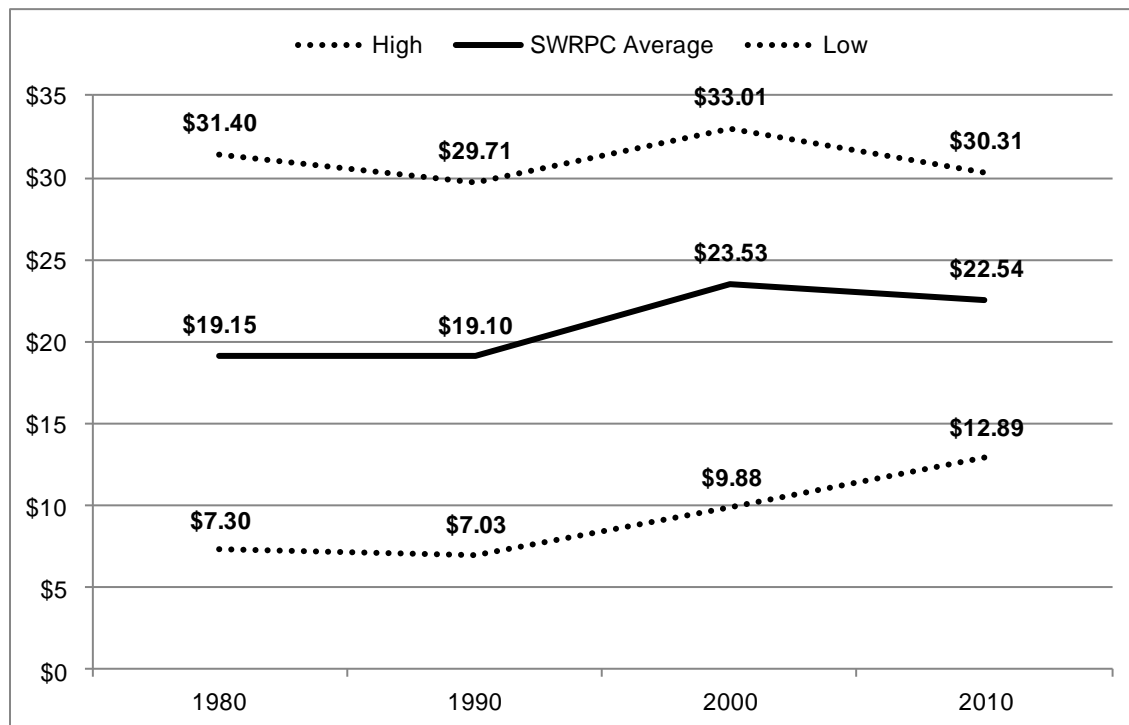
Source: NH Department of Revenue Administration

Note: Ratio to residential property valuation does not include other valuations such as rights-of-way and utilities.

Tax Rates

Equalization is the process by which the New Hampshire Department of Revenue Administration (DRA) makes adjustments to each municipality's locally assessed values to calculate the estimated 100% market value of the municipality, also referred to as the full value tax rate. According to the DRA, the average equalized tax rate in the Southwest Region increased by 18% between 1980 and 2010.¹ The data show a narrowing range of taxation levels between the municipalities in the Region (Table 222, Figure 12). The increase after 1990 is partially due to the introduction of a state education property tax which is assessed and collected by local municipalities.

Figure 12: 1980-2010 Municipal Equalized Tax Rates



Source: New Hampshire Department of Revenue Administration

¹ When dealing with property values statewide, varying local assessment levels between towns create an imbalance. The process to accomplish this is called "equalization," whereby adjustments are made to each municipality's locally assessed values to calculate the estimated market value.

Table 22: 1980-2010 Municipal Equalized Tax Rates (Full Value Tax Rate)

	1980	1990	2000	2010	Change 1980-2010
Cheshire County (Average)	\$22.30	\$20.43	\$23.88	\$24.32	9%
Hillsborough County (Average)	\$22.00	\$20.08	\$21.30	\$21.03	-4%
Sullivan County (Average)	\$20.00	\$20.74	\$24.52	\$20.93	5%
SWPRC (Average)	\$19.15	\$19.10	\$23.53	\$22.54	18%
Alstead	\$19.30	\$22.08	\$26.14	\$25.84	34%
Antrim	\$21.00	\$23.13	\$24.50	\$24.43	16%
Bennington	\$17.90	\$23.14	\$27.05	\$25.61	43%
Chesterfield	\$14.90	\$14.99	\$22.18	\$16.92	14%
Dublin	\$15.50	\$13.52	\$22.31	\$21.39	38%
Fitzwilliam	\$14.80	\$18.51	\$24.22	\$26.87	82%
Francestown	\$17.00	\$16.50	\$24.22	\$23.60	39%
Gilsum	\$18.40	\$23.14	\$25.07	\$26.05	42%
Greenfield	\$23.70	\$19.64	\$22.87	\$20.86	-12%
Greenville	\$29.80	\$29.71	\$31.31	\$21.99	-26%
Hancock	\$15.20	\$15.81	\$23.65	\$19.00	25%
Harrisville	\$15.20	\$16.21	\$20.79	\$14.28	-6%
Hinsdale	\$20.70	\$22.77	\$22.10	\$24.80	20%
Jaffrey	\$20.30	\$20.45	\$23.49	\$26.79	32%
Keene	\$31.40	\$25.55	\$32.27	\$30.31	-3%
Langdon	\$21.20	\$21.48	\$24.97	\$24.60	16%
Marlborough	\$29.40	\$24.25	\$27.32	\$25.53	-13%
Marlow	\$23.20	\$18.00	\$33.01	\$21.83	-6%
Nelson	\$16.30	\$15.33	\$22.31	\$19.09	17%
New Ipswich	\$19.50	\$23.16	\$16.90	\$19.87	2%
Peterborough	\$17.20	\$18.65	\$27.63	\$23.55	37%
Richmond	\$10.70	\$19.89	\$24.04	\$25.24	136%
Rindge	\$16.40	\$17.41	\$20.52	\$23.06	41%
Roxbury	\$17.50	\$13.63	\$22.48	\$20.50	17%
Sharon	\$15.00	\$13.13	\$19.79	\$21.50	43%
Stoddard	\$8.30	\$8.58	\$11.92	\$12.89	55%
Sullivan	\$28.40	\$25.22	\$31.17	\$25.46	-10%
Surry	\$20.60	\$14.91	\$16.66	\$14.86	-28%
Swanzey	\$22.30	\$20.48	\$24.65	\$24.39	9%
Temple	\$22.00	\$24.36	\$21.40	\$21.37	-3%
Troy	\$22.90	\$24.00	\$29.21	\$28.29	24%
Walpole	\$14.30	\$15.47	\$18.91	\$20.74	45%
Westmoreland	\$16.70	\$16.57	\$20.50	\$19.11	14%
Winchester	\$26.10	\$21.65	\$28.05	\$26.26	1%
Windsor	\$7.30	\$7.03	\$9.88	\$22.15	203%

Source: Department of Revenue Administration

G. Infrastructure

Transportation

State and municipal road development has followed land development. Many roads are simply “dirt roads that got paved,” and in some cases colonial log roads and dry-masonry stone bridges persist under modern pavement and steel. Major State highways serve as Main Streets for twelve of the Southwest Region’s 35 towns.

The Region’s population is highly mobile, as most residents work and shop outside their towns of residence. According to the United States Census Bureau Center for Economic Studies, about 43% of workers in Southwest Region towns worked less than 10 miles from their home (Table 23).

Table 23: 2011 Southwest Region Jobs by Distance

	Count	Share
Total Primary Jobs	41,417	100%
Less than 10 miles	17,814	43%
10 to 24 miles	11,335	27%
25 to 50 miles	6,761	16%
Greater than 50 miles	5,507	13%

Source: U.S. Census Bureau. 2013. OnTheMap Application. Longitudinal-Employer Household Dynamics Program. <http://onthemap.ces.census.gov/>
Notes: Unemployment Insurance Wage Record jobs only, straight line measurements do not reflect road mileage

The rate of workers commuting to another county for work decreased by 4% between 2000 and 2011, while the total number of workers who did not work at home increased by 1.8%, to 48,075 (Table 244). Overall, 76% of the labor force (16 years of age and older) that did not work at home worked within the county of residence in 2011. The numbers for the Southwest Region closely match the national average, but exceed those for the state. Nearly every municipality experienced a decrease in the percentage of workers who worked in their county of residence, indicating that many workers are taking jobs farther from home. This trend is also replicated at the state and national levels. As expected, workers living in the City of Keene and in towns immediately adjacent commute less to other counties than those who live at the periphery of the Region (Table 24).

Table 24: 2000 and 2011* Place of Work and Residence

	Total Labor Force not working at home (2000)	Worked in county of residence (2000)	% of Total (2000)	Total Labor Force not working at home (2011*)	Worked in county of residence (2011*)	% of Total (2011*)
United States	124,095,005	94,042,863	76%	133,598,438	101,187,364	73%
New Hampshire	613,258	426,058	69%	641,724	440,093	65%
Cheshire County	35,566	28,611	80%	36,482	29,978	77%
Hillsborough County	191,917	142,472	74%	197,578	140,858	67%
Sullivan County	19,150	12,578	66%	20,701	12,441	57%
Southwest Region	47,234	37,970	80%	48,075	39,383	76%
Alstead	967	777	80%	825	659	71%
Antrim	1,182	981	83%	1,310	939	69%
Bennington	776	660	85%	708	567	74%
Chesterfield	1,722	1,235	72%	1,604	1,238	67%
Dublin	658	453	69%	759	476	56%
Fitzwilliam	1,134	862	76%	1,295	952	68%
Francestown	713	623	87%	801	785	85%
Gilsum	385	340	88%	298	312	93%
Greenfield	827	740	89%	628	624	84%
Greenville	1,063	756	71%	1,136	860	69%
Hancock	788	669	85%	748	659	76%
Harrisville	547	456	83%	470	386	78%
Hinsdale	2,139	867	41%	1,921	868	44%
Jaffrey	2,652	1,866	70%	2,624	2,028	69%
Keene	10,741	9,791	91%	11,005	10,268	89%
Langdon	318	122	38%	351	143	37%
Marlborough	1,037	999	96%	1,156	1,002	84%
Marlow	383	320	84%	388	304	72%
Nelson	307	262	85%	392	365	80%
New Ipswich	1,931	1,362	71%	2,115	1,495	63%
Peterborough	2,562	2,235	87%	3,059	2,502	75%
Richmond	505	429	85%	522	411	72%
Rindge	2,327	1,452	62%	2,549	1,651	59%
Roxbury	134	123	92%	123	116	88%
Sharon	184	138	75%	166	142	70%
Stoddard	469	351	75%	479	360	68%
Sullivan	402	360	90%	371	314	78%
Surry	375	350	93%	438	406	90%
Swanzy	3,326	3,085	93%	3,759	3,473	89%
Temple	608	579	95%	482	623	95%
Troy	1,031	903	88%	968	923	88%
Walpole	1,632	1,217	75%	1,659	1,215	64%
Westmoreland	797	658	83%	943	812	81%
Winchester	1,896	1,455	77%	1,934	1,439	73%
Windsor	97	88	91%	89	66	74%

Source: U.S. Census Bureau 2000 Decennial Census, *2007-2011 American Community Survey (ACS) 5-Year Estimates Table B08130

Although a lower percentage of workers are employed in their county of residence, most workers throughout the Region need less than 20 minutes to commute to work. However, commuting trip lengths in 2000 and 2011 indicate that a greater percentage of workers, particularly in Cheshire County are making short and medium length trips as opposed to trips exceeding 40 minutes. This finding is contrary to the statewide trend, where the percentage of workers commuting over 40 minutes increased significantly from the 2000 level (Figure 13). About half of Southwest Region municipalities experienced a decrease in the number of workers taking these long commutes (Table 255).

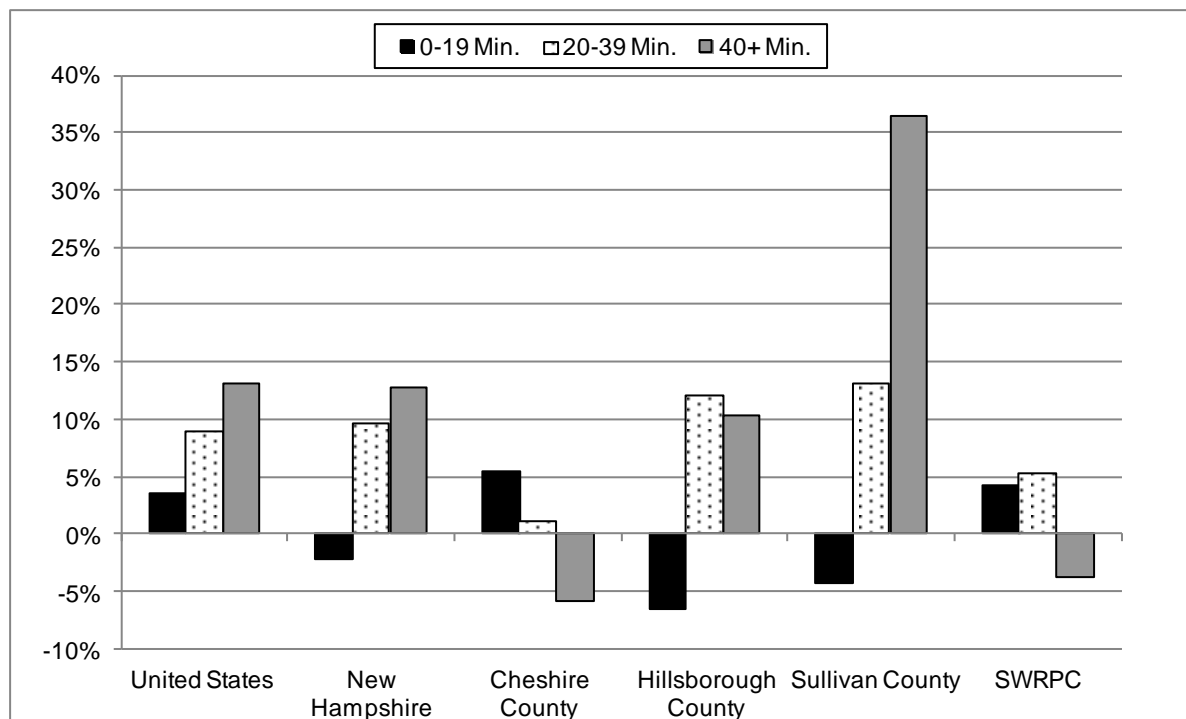
Table 25: 2000 and 2011* Travel Time to Work

	0-19 Minutes (2000)	20-39 Minutes (2000)	40 and more Minutes (2000)	0-19 Minutes (2011*)	20-39 Minutes (2011*)	40 and more Minutes (2011*)	Change in # of Workers Com- muting 0-19 Minutes	Change in # of Workers Com- muting 20-39 Minutes	Change in # of Workers Com- muting 40+ Minutes
United States (in millions)	56	45	23	58	49	26	4%	9%	13%
New Hampshire	288,000	206,792	118,466	281,736	226,417	133,571	-2%	9%	13%
Cheshire County	19,878	10,995	4,693	20,951	11,116	4,415	5%	1%	-6%
Hillsborough County	90,329	62,951	38,637	84,438	70,511	42,629	-7%	12%	10%
Sullivan County	9,246	7,115	2,789	8,851	8,046	3,804	-4%	13%	36%
SWRPC	24,531	14,318	7,766	25,547	15,056	7,472	4%	5%	-4%
Alstead	297	521	149	200	414	211	-33%	-21%	42%
Antrim	487	409	286	501	397	412	3%	-3%	44%
Bennington	404	208	164	213	181	314	-47%	-13%	91%
Chesterfield	916	626	180	994	522	88	9%	-17%	-51%
Dublin	342	218	98	437	199	123	28%	-9%	26%
Fitzwilliam	338	569	227	269	735	291	-20%	29%	28%
Fracestown	121	274	318	153	350	298	26%	28%	-6%
Gilsum	170	139	76	125	133	40	-26%	-4%	-47%
Greenfield	326	287	214	190	200	238	-42%	-30%	11%
Greenville	242	448	373	206	604	326	-15%	35%	-13%
Hancock	445	205	138	402	236	110	-10%	15%	-20%
Harrisville	171	308	68	108	283	79	-37%	-8%	16%
Hinsdale	1,139	717	283	1086	675	160	-5%	-6%	-43%
Jaffrey	1,589	626	437	1496	562	566	-6%	-10%	30%
Keene	8,035	1,736	970	8554	1710	741	6%	-1%	-24%
Langdon	154	98	66	142	153	56	-8%	56%	-15%
Marlborough	640	315	82	777	268	111	21%	-15%	35%
Marlow	70	232	81	87	187	114	24%	-19%	41%
Nelson	133	123	51	109	223	60	-18%	81%	18%
New Ipswich	563	635	733	726	865	524	29%	36%	-29%
Peterborough	1,556	488	518	1764	746	549	13%	53%	6%
Richmond	60	327	118	107	292	123	78%	-11%	4%
Rindge	1,127	667	533	1224	778	547	9%	17%	3%
Roxbury	85	32	17	71	37	15	-16%	16%	-12%
Sharon	68	69	47	95	33	38	40%	-52%	-19%
Stoddard	80	262	127	92	232	155	15%	-11%	22%
Sullivan	194	146	62	198	113	60	2%	-23%	-3%
Surry	200	146	29	277	131	30	39%	-10%	3%

	0-19 Minutes (2000)	20-39 Minutes (2000)	40 and more Minutes (2000)	0-19 Minutes (2011*)	20-39 Minutes (2011*)	40 and more Minutes (2011*)	Change in # of Workers Com- muting 0-19 Minutes	Change in # of Workers Com- muting 20-39 Minutes	Change in # of Workers Com- muting 40+ Minutes
Swanzy	2,158	769	399	2313	1128	318	7%	47%	-20%
Temple	229	185	194	178	144	160	-22%	-22%	-18%
Troy	377	521	133	364	470	134	-3%	-10%	1%
Walpole	746	673	213	900	603	156	21%	-10%	-27%
Westmoreland	413	284	100	432	439	72	5%	55%	-28%
Winchester	598	1,038	260	731	982	221	22%	-5%	-15%
Windsor	58	17	22	26	31	32	-55%	82%	45%

Source: U.S. Census Bureau 2000 Decennial Census, *2007-2011 American Community Survey 5-Year Estimates

Figure 13: 2000-2011* Travel Time to Work Increase



Source: U.S. Census Bureau 2000 Decennial Census, *American Community Survey (ACS) 5-Year Estimates 2007-2011

The Southwest Region Transportation Plan 2007 Update, produced by the Southwest Region Planning Commission, reports 513 miles of state roads (Classes I, II and III) and 1,349 miles of municipal roads (Classes IV and V) in the Southwest Region.

In the Southwest Region, NH 9, NH 101 and NH 12 south of Keene to the Massachusetts border are designated as part of the National Highway System and constitute approximately 85 of the 794 miles of National Highway System in New Hampshire.

The Southwest Region roadway network includes 477 bridges (structure greater than ten feet in length) of which 209 are state-owned, 262 are municipally-owned, three are owned by the US Army Corps of Engineers and three are owned by railroad companies.

Although the Southwest Region lacks high capacity arterial highways, the Region has reasonable access to Boston, Connecticut, and even New York City through nearby interstate highways. Interstates 89, 91 and 93 can be reached from most parts of the Region via Routes 9, 10, 12, 101 or 119 within an hour.

Three international airports are also within convenient driving range: Manchester International Airport (55 miles), Logan International Airport in Boston (95 miles), and Bradley International Airport in Hartford, CT (95 miles).

Public transportation in the Southwest Region consists of private bus companies, private taxi and charter transportation companies, airport shuttle services, community service shuttle providers and fixed route public bus services in the City of Keene, Hinsdale and Walpole. Of the three public transit systems in the Region, only the Hinsdale system is designed for commuting to work. Although other community service transportation options are available throughout the Region, many of these services are designed for specific human service clientele and provide very limited service.

Private transportation provider Greyhound Bus Lines offers service to White River Junction, VT and Springfield, MA where bus transfers may be made to Montreal, New York and Boston. One northbound and one southbound bus pass through the Keene Transportation Center in downtown Keene each day. There are several other transportation services that offer intra-city, inter-city, hospital and airport service from Keene for the general public, seniors and the handicapped.

Safe pedestrian sidewalk access within the region tends to be limited to village center areas in the Region. Several of the denser population centers (Antrim, Keene, Peterborough, Winchester, Hinsdale, North Walpole, Greenville and Jaffrey) have sidewalk networks. Keene has designed and constructed a pedestrian-oriented downtown where pedestrians are buffered from traffic, and traffic is restricted on side streets. Several communities have expanded their sidewalk infrastructure in the last three years including Bennington, Dublin, Keene and Winchester.

Aside for observed increases in the numbers of bicyclists in Keene during warmer months, bicycles have not been widely used for daily transportation in the Region. However, several recent strategic improvements to bicycle infrastructure, including improvements to segments of the Cheshire Rail Trail in Swanzey and Keene, as well as a new multiuse trail bridge over NH 9/10/12 and new bike lanes and sharrows in Keene, have made some parts of the Region more welcoming to bicyclists.

Most freight transportation moving in and out of the Region occurs by truck. However, the Region does have active railroad, including the New England Central Railroad that passes through Walpole as well as the Milford-Bennington Railroad that passes through Bennington and Greenfield. Two small airports, principally used for general and recreational aviation purposes, are located in the region at the Dillant-Hopkins Airport in Swanzey and the privately owned Silver Ranch Airport in Jaffrey.

Water and Sewer

The municipal water and sewer infrastructure in the Region reflects its rural nature. Parts of 17 of the 35 towns are served by municipal water suppliers. Twelve municipalities have sewer systems, ten of which also have a wastewater treatment plant (Table 26).

Electric Supplier

All but two towns, Walpole and Langdon, are served by Public Service of New Hampshire (PSNH). Other electric utility suppliers include Granite State, NE Power, NH Electric Coop, and Liberty Utilities, who operated in 5 Southwest Region municipalities (Table 26).

Communication Network

Fairpoint Communications has a presence in nearly every Southwest Region community. Smaller providers that also provide telecommunications solutions include TDS Telecom, Granite State Telephone, Sovernet, and others. Made possible by modern internet protocols, telephone service is offered through a cable or other telecommunications companies that have not traditionally offered this service. Cellular phone signals are received in 34 towns, 10 of which experience partial or limited reception. Frankestown does not have cellular phone access. High speed internet access is available in every town, but depends on customer location and the provider technology serving the area. Customers can receive high speed internet service from a telephone company, cable company, fixed wireless, mobile wireless, and satellite providers (Table 26).

Table 26: 2013 Municipal Infrastructure (1/2)

Municipality	Electric Supplier	Natural Gas / Propane Supplier	Water Supplier	Sewer System	Municipal Wastewater Treatment Plant	Telephone Company	Cable Television Access	Cellular Phone Access	Business High Speed Cable Internet Service	Residential High Speed Cable Internet Service
Alstead	PSNH; Granite State; NE Power	None	Private wells	Private septic	No	Fairpoint	Yes	Yes	Limited	Limited
Antrim	PSNH	None	Antrim Water Department	Municipal	Yes	TDS Telecom	Yes	Yes	Yes	Yes
Bennington	PSNH	None	Bennington Water Department	Municipal	No	TDS Telecom	Yes	Yes	Yes	Yes
Chesterfield	PSNH	None	Private wells	Private septic	No	Fairpoint	Yes	Yes	Limited	Limited
Dublin	PSNH	None	Private wells	Private septic	No	Fairpoint	No	Yes	Limited	Limited
Fitzwilliam	PSNH	None	Fitzwilliam Village Water; private wells	Private septic	No	Fairpoint	Limited	Limited	Limited	Limited
Francestown	PSNH	None	Francestown Village Water Co.	Private septic	No	Fairpoint	Yes	No	Yes	Limited
Gilsum	PSNH	None	Private wells	Private septic	No	Fairpoint	Yes	Limited	Yes	Yes
Greenfield	PSNH	None	Private wells	Private septic	Yes	Fairpoint	No	Yes	Limited	Limited
Greenville	PSNH	None	Municipal	Municipal	Yes	Fairpoint	Yes	Yes	Yes	Yes
Hancock	PSNH	None	Hancock Water Works	Private septic	No	Fairpoint	Yes	Yes	Yes	Yes
Harrisville	PSNH	None	Private wells	Private septic	No	Fairpoint	Yes	Yes	Yes	Yes
Hinsdale	PSNH	None	Hinsdale Water Department	Municipal	Yes	Fairpoint	Yes	Yes	Yes	Yes
Jaffrey	PSNH	None	Jaffrey Water Works	Municipal	Yes	Fairpoint	Yes	Yes	Yes	Yes
Keene	PSNH	Keene Gas Corp	Keene Water Department	Municipal	Yes	Fairpoint	Yes	Yes	Yes	Yes
Langdon	Granite State; NH Electric Coop	None	Private wells	Private septic	No	Fairpoint	Limited	Yes	Yes	Limited
Marlborough	PSNH	None	Marlborough Water Works	Municipal	No	Fairpoint	Limited	Yes	Limited	Limited
Marlow	Granite State; PSNH; NH Electric Coop	None	Private wells	Private septic	No	Fairpoint	Limited	Yes	Limited	Limited

Table 26: 2013 Municipal Infrastructure (2/2)

Municipality	Electric Supplier	Natural Gas / Propane Supplier	Water Supplier	Sewer System	Municipal Wastewater Treatment Plant	Telephone Company	Cable Television Access	Cellular Phone Access	Business High Speed Cable Internet Service	Residential High Speed Cable Internet Service
Nelson	PSNH	None	Private wells	Private septic	No	Fairpoint	Yes	Yes	No	No
New Ipswich	PSNH	None	Private wells	Private septic	No	Comcast	Yes	Limited	Limited	Limited
Peterborough	PSNH	None	Peterborough Water Works	Municipal	Yes	Fairpoint	Yes	Yes	Limited	Limited
Richmond	PSNH	None	Private wells	Private septic	No	Fairpoint	Limited	Limited	Limited	Limited
Rindge	PSNH	None	Private wells	Private septic	No	Fairpoint	Limited	Limited	Limited	Limited
Roxbury	PSNH	None	Private wells & City of Keene	Private septic	No	Fairpoint	Limited	Limited	Limited	Limited
Sharon	PSNH	None	Private wells	Private septic	No	Fairpoint	No	Limited	Yes	Yes
Stoddard	PSNH	None	Private wells	Private septic	No	Fairpoint	No	Limited	Limited	Limited
Sullivan	PSNH	None	Private wells	Private septic	No	Fairpoint	Limited	Limited	Yes	Yes
Surry	PSNH; Granite State	None	Private wells; Surry Village Water	Private septic	No	Time Warner; Fairpoint	Yes	Yes	Yes	Yes
Swanzey	PSNH	None	North Swanzey Fire Precinct; West Swanzey Water Co.	Private septic & municipal	Yes	Fairpoint	Yes	Yes	Yes	Limited
Temple	PSNH	None	Private wells	Private septic	No	Fairpoint; TDS	Limited	Yes	Yes	Yes
Troy	PSNH	None	Troy Water Works	Private septic & municipal	Yes	Fairpoint	Yes	Yes	Yes	Yes
Walpole	Liberty Utilities	None	N. Walpole/Walpole Water	Private septic & municipal	No	Comcast; Fairpoint	Yes	Yes	Yes	Yes
Westmoreland	PSNH	None	Private wells	Private septic	No	Fairpoint	Yes	Yes	Yes	Yes
Winchester	PSNH	None	Winchester Water Department	Private septic & municipal	Yes	Fairpoint	Yes	Yes	Yes	Yes
Windsor	PSNH	None	Private wells	Private septic	No	Granite State	Yes	Limited	Yes	Yes

Source: NH Department of Employment Security

H. Natural Resources

The Region is characterized by a hilly terrain, a scattering of mountains, and river valleys. Most major population centers are on terraces and flood plains in the valleys of the Connecticut, Ashuelot, Contoocook and Cold Rivers.

The landscape of the Southwest Region is mostly forested with rural and suburban residential development dispersed between village centers. The vast majority of the Region's land area has one house for every ten or more acres. The bulk of the forested land is privately owned. About 15% of the Region's land area is encumbered against development through deed restrictions, conservation easements and public ownership for protection - including Mount Monadnock and New Hampshire's largest State Park, 13,000-acre Pisgah State Park.

The soils in the hilly and mountainous areas of the Region are loamy and range from gently sloping to very steep. Stones and boulders cover most areas of these soils. Some areas have been cleared for farming. The soils on the tops of high hills and mountains are often shallow or moderately deep to bedrock. The soils on lower side slopes are commonly very deep to bedrock. These soils range from poorly drained to excessively drained. The major limitations of these soils for farm and non-farm use are complex slope patterns, stones and boulders on the surface, shallow depth to bedrock, the seasonal high water table, slow permeability, and the hazard of erosion.¹

The soils in the major stream valleys are nearly level to very steep and sandy or loamy. They range from excessively drained to very poorly drained. The soils that are nearly level or gently sloping, well drained or moderately well drained, and loamy are suited for farming.

Climate

Throughout the Southwest Region, winters are cold and summers are moderately warm with occasional hot spells. Mountains are usually cooler than the lower areas. Precipitation is well distributed throughout the year and is usually adequate for all crops. Winter snows occur frequently, occasionally as blizzards, and cover the ground most of the season. The winter average temperature is 24 degrees Fahrenheit. The average seasonal snowfall is 68 inches.

Recreation

There is a wide variety of outdoor recreation in the Region. For boating, fishing and swimming there are 194 Great Ponds in the Southwest Region, all of which allow public access for boating, and many of which have public town beaches. Six State Parks and fourteen State Forests have hiking trails, boat access and picnic areas. An extensive network of trails throughout private lands provides a full range of four-season challenge levels from a Sunday afternoon family picnic to days-long trekking by hiking, horseback riding, skiing, biking, and snowmobiling. There is an exceptional series of trails along former railroad beds crisscrossing the Region.

2. Regional Economy

A. Employment

The employed civilian population over the age of 16 increased from 50,058 to 53,287 between 2000 and 2011 (Table 27, Table 28), an increase of approximately 6.5%. This rate exceeded the rate of population growth over a similar time period, 5.1% between 2000 and 2010 (Table 29).

¹ US Department of Agriculture, Soil Conservation Service, Soil Surveys of Cheshire County (1989), Hillsborough County – Western Part (1985) and Sullivan County, New Hampshire (1983).

Between 2000 and 2011, employment levels fluctuated in the five largest industry sectors in the Southwest Region. Total employment increased 6% or 3,229 jobs. The largest sector in 2000 remained so in 2011: educational services, health care, and social assistance increased in size from 10,907 jobs to 14,790 jobs, an increase of 36%. The second largest employer in 2000, the manufacturing sector, decreased 16% from 9,499 employees to 7,936 employees. Employment in the retail trade sector held relatively steady, decreasing from 6,816 to 6,669, or 2%. The construction sector increased employment from 3,704 to 4,259, or 15%. New as the fifth largest sector by employment, the arts, entertainment, and recreation, and accommodation and food services sector increased in size by about 35% from 2,887 to 3,906 employees (Figure 16).

Table 27: 2000 Employed Civilian Population by Industry Type (1/3)

	Total	Agriculture, forestry, fishing and hunting, and mining Industry	% of Total	Construction	% of Total	Manufacturing	% of Total	Wholesale Trade	% of Total
United States	129,721,512	2,426,053	2%	8,801,507	7%	18,286,005	14%	4,666,757	4%
New Hampshire	650,871	5,837	1%	44,269	7%	117,673	18%	23,426	4%
Cheshire County	38,065	551	1%	2,637	7%	7,181	19%	1,710	4%
Hillsborough County	202,366	840	%	12,494	6%	41,534	21%	7,820	4%
Sullivan County	20,483	365	2%	1,394	7%	5,045	25%	592	3%
Southwest Region	50,058	771	2%	3,704	7%	9,499	19%	2,074	4%
Alstead	1,068	53	5%	123	12%	210	20%	30	3%
Antrim	1,269	14	1%	107	8%	253	20%	59	5%
Bennington	804	32	4%	55	7%	191	24%	31	4%
Chesterfield	1,870	13	1%	125	7%	259	14%	134	7%
Dublin	747	23	3%	53	7%	115	15%	15	2%
Fitzwilliam	1,213	7	1%	128	11%	280	23%	60	5%
Francestown	805	25	3%	62	8%	104	13%	22	3%
Gilsum	392	5	1%	40	10%	93	24%	21	5%
Greenfield	884	15	2%	60	7%	197	22%	32	4%
Greenville	1,097	11	1%	84	8%	352	32%	53	5%
Hancock	890	18	2%	62	7%	109	12%	11	1%
Harrisville	600	5	1%	43	7%	109	18%	16	3%
Hinsdale	2,237	14	1%	91	4%	445	20%	228	10%
Jaffrey	2,803	48	2%	208	7%	723	26%	66	2%
Keene	11,408	29	%	522	5%	1,812	16%	429	4%
Langdon	339	22	6%	41	12%	69	20%	10	3%
Marlborough	1,124	23	2%	92	8%	294	26%	20	2%
Marlow	404	15	4%	35	9%	91	23%	20	5%
Nelson	349	3	1%	27	8%	56	16%	12	3%
New Ipswich	2,090	45	2%	303	14%	444	21%	62	3%
Peterborough	2,802	14	%	181	6%	428	15%	55	2%
Richmond	559	8	1%	43	8%	120	21%	31	6%
Rindge	2,546	28	1%	297	12%	548	22%	111	4%
Roxbury	134	3	2%	8	6%	27	20%	5	4%
Sharon	204	6	3%	34	17%	26	13%	0	0%
Stoddard	507	16	3%	51	10%	106	21%	13	3%
Sullivan County	437	9	2%	32	7%	100	23%	10	2%
Surry	396	5	1%	18	5%	59	15%	17	4%
Swanzey	3,516	26	1%	227	6%	650	18%	162	5%
Temple	707	16	2%	73	10%	116	16%	25	4%
Troy	1,083	5	%	53	5%	326	30%	34	3%
Walpole	1,811	136	8%	146	8%	218	12%	105	6%
Westmoreland	849	43	5%	69	8%	111	13%	46	5%
Winchester	2,012	34	2%	206	10%	429	21%	125	6%
Windsor	102	2	2%	5	5%	29	28%	4	4%

Table 27: 2000 Employed Civilian Population by Industry Type (2/3)

	Total	Retail Trade	% of Total	Transportation and warehousing, and utilities	% of Total	Information	% of Total	Finance and insurance, and real estate and rental and leasing	% of Total
United States	129,721,512	15,221,716	12%	6,740,102	5%	3,996,564	3%	8,934,972	7%
New Hampshire	650,871	89,089	14%	27,006	4%	17,478	3%	40,731	6%
Cheshire County	38,065	5,268	14%	1,461	4%	983	3%	2,519	7%
Hillsborough County	202,366	26,786	13%	9,028	4%	6,168	3%	13,645	7%
Sullivan County	20,483	2,733	13%	657	3%	328	2%	800	4%
Southwest Region	50,058	6,816	14%	1,803	4%	1,379	3%	3,028	6%
Alstead	1,068	105	10%	28	3%	40	4%	41	4%
Antrim	1,269	170	13%	41	3%	29	2%	50	4%
Bennington	804	129	16%	10	1%	31	4%	16	2%
Chesterfield	1,870	261	14%	84	4%	49	3%	128	7%
Dublin	747	76	10%	29	4%	23	3%	35	5%
Fitzwilliam	1,213	152	13%	46	4%	26	2%	72	6%
Francestown	805	92	11%	33	4%	33	4%	54	7%
Gilsum	392	38	10%	21	5%	22	6%	22	6%
Greenfield	884	96	11%	16	2%	36	4%	26	3%
Greenville	1,097	190	17%	26	2%	38	3%	21	2%
Hancock	890	111	12%	31	3%	44	5%	48	5%
Harrisville	600	81	14%	21	4%	21	4%	26	4%
Hinsdale	2,237	279	12%	127	6%	23	1%	98	4%
Jaffrey	2,803	406	14%	93	3%	107	4%	108	4%
Keene	11,408	1,862	16%	320	3%	346	3%	949	8%
Langdon	339	56	17%	9	3%	3	1%	13	4%
Marlborough	1,124	134	12%	23	2%	18	2%	61	5%
Marlow	404	57	14%	17	4%	4	1%	14	3%
Nelson	349	47	13%	11	3%	18	5%	26	7%
New Ipswich	2,090	162	8%	92	4%	39	2%	96	5%
Peterborough	2,802	436	16%	53	2%	105	4%	155	6%
Richmond	559	70	13%	30	5%	5	1%	33	6%
Rindge	2,546	280	11%	67	3%	111	4%	122	5%
Roxbury	134	18	13%	5	4%	0	0%	2	1%
Sharon	204	17	8%	0	0%	6	3%	9	4%
Stoddard	507	65	13%	9	2%	24	5%	17	3%
Sullivan County	437	56	13%	15	3%	11	3%	23	5%
Surry	396	45	11%	15	4%	4	1%	46	12%
Swanzey	3,516	510	15%	204	6%	44	1%	377	11%
Temple	707	84	12%	31	4%	30	4%	15	2%
Troy	1,083	121	11%	48	4%	7	1%	60	6%
Walpole	1,811	216	12%	133	7%	44	2%	110	6%
Westmoreland	849	99	12%	41	5%	14	2%	39	5%
Winchester	2,012	290	14%	74	4%	22	1%	110	5%
Windsor	102	5	5%	0	0%	2	2%	6	6%

Table 27: 2000 Employed Civilian Population by Industry Type (3/3)

	Total	Professional, scientific, and management, and administrative and waste management services	% of Total	Educational services, and health care and social assistance	% of Total	Arts, entertainment, and recreation, and accommodation and food services	% of Total	Other services, except public administration	% of Total	Public administration	% of Total
United States	129,721,512	12,061,865	9%	25,843,029	20%	10,210,295	8%	6,320,632	5%	6,212,015	5%
New Hampshire	650,871	57,369	9%	130,390	20%	45,001	7%	27,780	4%	24,822	4%
Cheshire County	38,065	2,221	6%	8,303	22%	2,297	6%	1,981	5%	953	3%
Hillsborough County	202,366	20,905	10%	36,503	18%	12,314	6%	8,392	4%	5,937	3%
Sullivan County	20,483	1,210	6%	4,436	22%	1,153	6%	1,048	5%	722	4%
Southwest Region	50,058	3,424	7%	10,907	22%	2,887	6%	2,488	5%	1,278	3%
Alstead	1,068	68	6%	262	25%	42	4%	49	5%	17	2%
Antrim	1,269	103	8%	292	23%	88	7%	38	3%	25	2%
Bennington	804	58	7%	178	22%	37	5%	20	2%	16	2%
Chesterfield	1,870	120	6%	451	24%	112	6%	78	4%	56	3%
Dublin	747	72	10%	199	27%	31	4%	62	8%	14	2%
Fitzwilliam	1,213	75	6%	227	19%	63	5%	34	3%	43	4%
Francestown	805	117	15%	168	21%	39	5%	22	3%	34	4%
Gilsum	392	21	5%	58	15%	17	4%	27	7%	7	2%
Greenfield	884	83	9%	208	24%	51	6%	41	5%	23	3%
Greenville	1,097	89	8%	139	13%	43	4%	29	3%	22	2%
Hancock	890	107	12%	232	26%	36	4%	49	6%	32	4%
Harrisville	600	47	8%	169	28%	31	5%	17	3%	14	2%
Hinsdale	2,237	97	4%	512	23%	166	7%	117	5%	40	2%
Jaffrey	2,803	159	6%	502	18%	136	5%	210	7%	37	1%
Keene	11,408	635	6%	2,743	24%	966	8%	454	4%	341	3%
Langdon	339	27	8%	60	18%	6	2%	15	4%	8	2%
Marlborough	1,124	75	7%	254	23%	41	4%	64	6%	25	2%
Marlow	404	25	6%	69	17%	12	3%	19	5%	26	6%
Nelson	349	22	6%	81	23%	22	6%	17	5%	7	2%
New Ipswich	2,090	191	9%	387	19%	115	6%	91	4%	63	3%
Peterborough	2,802	311	11%	696	25%	124	4%	170	6%	74	3%
Richmond	559	32	6%	104	19%	36	6%	24	4%	23	4%
Rindge	2,546	201	8%	497	20%	83	3%	132	5%	69	3%
Roxbury	134	5	4%	32	24%	4	3%	15	11%	10	7%
Sharon	204	24	12%	61	30%	8	4%	5	2%	8	4%
Stoddard	507	36	7%	95	19%	17	3%	40	8%	18	4%
Sullivan	437	14	3%	95	22%	29	7%	32	7%	11	3%
Surry	396	24	6%	107	27%	21	5%	22	6%	13	3%
Swanzy	3,516	209	6%	607	17%	169	5%	261	7%	70	2%
Temple	707	83	12%	149	21%	38	5%	27	4%	20	3%
Troy	1,083	54	5%	195	18%	88	8%	66	6%	26	2%
Walpole	1,811	123	7%	454	25%	89	5%	10	1%	27	1%
Westmoreland	849	59	7%	217	26%	35	4%	48	6%	28	3%
Winchester	2,012	48	2%	373	19%	87	4%	183	9%	31	2%
Windsor	102	10	10%	34	33%	5	5%	0	0%	0	0%

Source: U.S. Census Bureau Decennial Census 2000, *American Community Survey (ACS) 5-Year Estimates 2007-2011

Table 28: 2011* Employed Civilian Population by Industry Type (1/3)

	Total	Agriculture, forestry, fishing and hunting, and mining Industry	% of Total	Construction	% of Total	Manufacturing	% of Total	Wholesale Trade	% of Total
United States	141,832,499	2,669,572	2%	9,642,450	7%	15,281,307	11%	4,158,689	3%
New Hampshire	695,066	5,783	1%	50,944	7%	89,286	13%	21,798	3%
Cheshire County	39,983	340	1%	2,887	7%	5,906	15%	1,729	4%
Hillsborough County	213,830	1,184	1%	14,459	7%	32,574	15%	6,987	3%
Sullivan County	22,574	334	1%	1,577	7%	3,726	17%	548	2%
Southwest Region	53,287	558	1%	4,259	8%	7,936	15%	2,094	4%
Alstead	946	9	1%	156	16%	142	15%	58	6%
Antrim	1,462	21	1%	180	12%	230	16%	51	3%
Bennington	783	19	2%	72	9%	70	9%	16	2%
Chesterfield	1,915	0	0%	67	3%	227	12%	177	9%
Dublin	856	0	0%	57	7%	152	18%	17	2%
Fitzwilliam	1,407	0	0%	124	9%	337	24%	25	2%
Francestown	945	53	6%	91	10%	93	10%	16	2%
Gilsum	345	19	6%	54	16%	69	20%	13	4%
Greenfield	757	13	2%	74	10%	108	14%	20	3%
Greenville	1,254	4	0%	146	12%	359	29%	29	2%
Hancock	907	5	1%	76	8%	88	10%	36	4%
Harrisville	516	14	3%	34	7%	77	15%	11	2%
Hinsdale	1,998	25	1%	156	8%	351	18%	91	5%
Jaffrey	3,009	25	1%	314	10%	602	20%	70	2%
Keene	11,855	50	0%	559	5%	1,162	10%	537	5%
Langdon	392	8	2%	47	12%	49	13%	33	8%
Marlborough	1,206	15	1%	103	9%	239	20%	20	2%
Marlow	449	20	4%	50	11%	66	15%	18	4%
Nelson	462	10	2%	39	8%	68	15%	2	0%
New	2,448	34	1%	356	15%	430	18%	36	1%
Peterborough	3,374	20	1%	214	6%	473	14%	92	3%
Richmond	592	18	3%	51	9%	122	21%	39	7%
Rindge	2,860	15	1%	188	7%	419	15%	33	1%
Roxbury	133	0	0%	14	11%	18	14%	6	5%
Sharon	209	0	0%	32	15%	26	12%	5	2%
Stoddard	547	14	3%	46	8%	88	16%	7	1%
Sullivan	403	25	6%	27	7%	22	5%	3	1%
Surry	452	0	0%	54	12%	34	8%	8	2%
Swansey	3,964	0	0%	192	5%	867	22%	267	7%
Temple	684	41	6%	63	9%	96	14%	27	4%
Troy	1,105	0	0%	184	17%	162	15%	37	3%
Walpole	1,948	21	1%	119	6%	300	15%	132	7%
Westmoreland	1,004	38	4%	71	7%	108	11%	47	5%
Winchester	2,011	22	1%	228	11%	274	14%	111	6%
Windsor	89	0	0%	21	24%	8	9%	4	4%

Table 28: 2011* Employed Civilian Population by Industry Type (2/3)

	Total	Retail Trade	% of Total	Transportation and warehousing, and utilities	% of Total	Information	% of Total	Finance and insurance, and real estate and rental and leasing	% of Total
United States	141,832,499	16,336,915	12%	7,171,438	5%	3,256,311	2%	9,738,275	7%
New Hampshire	695,066	91,614	13%	27,572	4%	15,579	2%	46,218	7%
Cheshire County	39,983	5,139	13%	1,634	4%	617	2%	2,213	6%
Hillsborough County	213,830	27,088	13%	9,360	4%	5,290	2%	16,260	8%
Sullivan County	22,574	2,891	13%	630	3%	423	2%	1,171	5%
Southwest Region	53,287	6,669	13%	2,024	4%	995	2%	2,792	5%
Alstead	946	105	11%	25	3%	4	0%	64	7%
Antrim	1,462	248	17%	44	3%	18	1%	25	2%
Bennington	783	97	12%	44	6%	31	4%	30	4%
Chesterfield	1,915	227	12%	169	9%	45	2%	55	3%
Dublin	856	106	12%	14	2%	24	3%	30	4%
Fitzwilliam	1,407	143	10%	38	3%	28	2%	72	5%
Francestown	945	84	9%	61	6%	20	2%	39	4%
Gilsum	345	48	14%	10	3%	7	2%	19	6%
Greenfield	757	104	14%	14	2%	26	3%	40	5%
Greenville	1,254	156	12%	64	5%	57	5%	14	1%
Hancock	907	83	9%	22	2%	45	5%	74	8%
Harrisville	516	65	13%	6	1%	12	2%	12	2%
Hinsdale	1,998	300	15%	142	7%	18	1%	35	2%
Jaffrey	3,009	266	9%	168	6%	13	0%	227	8%
Keene	11,855	1,886	16%	401	3%	279	2%	692	6%
Langdon	392	80	20%	7	2%	3	1%	0	0%
Marlborough	1,206	133	11%	29	2%	9	1%	34	3%
Marlow	449	79	18%	15	3%	14	3%	35	8%
Nelson	462	37	8%	5	1%	7	2%	42	9%
New	2,448	198	8%	17	1%	72	3%	97	4%
Peterborough	3,374	392	12%	100	3%	90	3%	217	6%
Richmond	592	51	9%	40	7%	3	1%	15	3%
Rindge	2,860	289	10%	106	4%	29	1%	97	3%
Roxbury	133	18	14%	10	8%	0	0%	15	11%
Sharon	209	26	12%	4	2%	1	0%	7	3%
Stoddard	547	19	3%	53	10%	13	2%	19	3%
Sullivan	403	66	16%	3	1%	7	2%	38	9%
Surry	452	64	14%	20	4%	18	4%	50	11%
Swanzey	3,964	493	12%	103	3%	0	0%	336	8%
Temple	684	59	9%	13	2%	11	2%	34	5%
Troy	1,105	137	12%	14	1%	12	1%	67	6%
Walpole	1,948	230	12%	78	4%	45	2%	98	5%
Westmoreland	1,004	88	9%	68	7%	6	1%	64	6%
Winchester	2,011	289	14%	117	6%	24	1%	97	5%
Windsor	89	3	3%	0	0%	4	4%	2	2%

Table 28: 2011* Employed Civilian Population by Industry Type (3/3)

	Total	Professional, scientific, and management, and administrative services	% of Total	Educational services, and health care and social assistance	% of Total	Arts, entertainment, and recreation, and accommodation and food services	% of Total	Other services, except public administration	% of Total	Public administration	% of Total
United States	141,832,499	14,942,494	11%	31,927,759	23%	12,779,583	9%	6,960,820	5%	6,966,886	5%
New Hampshire	695,066	69,684	10%	164,336	24%	55,410	8%	29,098	4%	27,744	4%
Cheshire County	39,983	2,497	6%	11,115	28%	3,222	8%	1,728	4%	956	2%
Hillsborough County	213,830	25,109	12%	45,737	21%	13,940	7%	8,914	4%	6,928	3%
Sullivan County	22,574	1,761	8%	6,128	27%	1,698		933	4%	754	3%
Southwest Region	53,287	3,740	7%	14,790	28%	3,906	7%	2,201	4%	1,323	2%
Alstead	946	57	6%	261	28%	36	4%	14	1%	15	2%
Antrim	1,462	123	8%	416	28%	31	2%	57	4%	18	1%
Bennington	783	73	9%	215	27%	41	5%	34	4%	41	5%
Chesterfield	1,915	163	9%	526	27%	156	8%	71	4%	32	2%
Dublin	856	61	7%	221	26%	92	11%	42	5%	40	5%
Fitzwilliam	1,407	100	7%	358	25%	69	5%	55	4%	58	4%
Francestown	945	162	17%	196	21%	43	5%	23	2%	64	7%
Gilsum	345	4	1%	55	16%	16	5%	24	7%	7	2%
Greenfield	757	110	15%	129	17%	49	6%	46	6%	24	3%
Greenville	1,254	52	4%	261	21%	36	3%	59	5%	17	1%
Hancock	907	89	10%	272	30%	63	7%	16	2%	38	4%
Harrisville	516	49	9%	157	30%	22	4%	49	9%	8	2%
Hinsdale	1,998	88	4%	449	22%	200	10%	123	6%	20	1%
Jaffrey	3,009	68	2%	758	25%	312	10%	156	5%	30	1%
Keene	11,855	565	5%	3,700	31%	1,235	10%	461	4%	328	3%
Langdon	392	15	4%	119	30%	18	5%	7	2%	6	2%
Marlborough	1,206	79	7%	408	34%	71	6%	44	4%	22	2%
Marlow	449	23	5%	111	25%	3	1%	6	1%	9	2%
Nelson	462	46	10%	125	27%	9	2%	66	14%	6	1%
New	2,448	223	9%	756	31%	65	3%	95	4%	69	3%
Peterborough	3,374	271	8%	1,075	32%	292	9%	76	2%	62	2%
Richmond	592	16	3%	156	26%	26	4%	20	3%	35	6%
Rindge	2,860	182	6%	1,103	39%	222	8%	101	4%	76	3%
Roxbury	133	10	8%	21	16%	7	5%	10	8%	4	3%
Sharon	209	34	16%	45	22%	15	7%	9	4%	5	2%
Stoddard	547	76	14%	157	29%	34	6%	9	2%	12	2%
Sullivan	403	14	3%	123	31%	23	6%	44	11%	8	2%
Surry	452	36	8%	101	22%	29	6%	28	6%	10	2%
Swanzy	3,964	330	8%	856	22%	264	7%	138	3%	118	3%
Temple	684	81	12%	173	25%	19	3%	44	6%	23	3%
Troy	1,105	98	9%	220	20%	110	10%	33	3%	31	3%
Walpole	1,948	233	12%	421	22%	115	6%	102	5%	54	3%
Westmoreland	1,004	80	8%	294	29%	47	5%	60	6%	33	3%
Winchester	2,011	119	6%	534	27%	124	6%	72	4%	0	0%
Windsor	89	10	11%	18	20%	12	13%	7	8%	0	0%

Source: US Decennial Census 2000, *US Census American Community Survey 5-Year Estimates 2007-2011

Table 29: 2000-2011* Change of Employed Population by Industry (1/2)

	Total	Agriculture, forestry, fishing and hunting, and mining Industry	Construction	Manufacturing	Wholesale Trade	Retail Trade	Transportation and warehousing, and utilities
United States	9%	10%	10%	-16%	-11%	7%	6%
New Hampshire	7%	-1%	15%	-24%	-7%	3%	2%
Cheshire County	5%	-38%	9%	-18%	1%	-2%	12%
Hillsborough County	6%	41%	16%	-22%	-11%	1%	4%
Sullivan County	10%	-8%	13%	-26%	-7%	6%	-4%
Southwest Region	6%	-28%	15%	-16%	1%	-2%	12%
Alstead	-11%	-83%	27%	-32%	93%	0%	-11%
Antrim	15%	50%	68%	-9%	-14%	46%	7%
Bennington	-3%	-41%	31%	-63%	-48%	-25%	340%
Chesterfield	2%	-100%	-46%	-12%	32%	-13%	101%
Dublin	15%	-100%	8%	32%	13%	39%	-52%
Fitzwilliam	16%	-100%	-3%	20%	-58%	-6%	-17%
Francestown	17%	112%	47%	-11%	-27%	-9%	85%
Gilsum	-12%	280%	35%	-26%	-38%	26%	-52%
Greenfield	-14%	-13%	23%	-45%	-38%	8%	-13%
Greenville	14%	-64%	74%	2%	-45%	-18%	146%
Hancock	2%	-72%	23%	-19%	227%	-25%	-29%
Harrisville	-14%	180%	-21%	-29%	-31%	-20%	-71%
Hinsdale	-11%	79%	71%	-21%	-60%	8%	12%
Jaffrey	7%	-48%	51%	-17%	6%	-34%	81%
Keene	4%	72%	7%	-36%	25%	1%	25%
Langdon	16%	-64%	15%	-29%	230%	43%	-22%
Marlborough	7%	-35%	12%	-19%	0%	-1%	26%
Marlow	11%	33%	43%	-27%	-10%	39%	-12%
Nelson	32%	233%	44%	21%	-83%	-21%	-55%
New	17%	-24%	17%	-3%	-42%	22%	-82%
Peterborough	20%	43%	18%	11%	67%	-10%	89%
Richmond	6%	125%	19%	2%	26%	-27%	33%
Rindge	12%	-46%	-37%	-24%	-70%	3%	58%
Roxbury	-1%	-100%	75%	-33%	20%	0%	100%
Sharon	2%	-100%	-6%	0%	NC	53%	NC
Stoddard	8%	-13%	-10%	-17%	-46%	-71%	489%
Sullivan	-8%	178%	-16%	-78%	-70%	18%	-80%
Surry	14%	-100%	200%	-42%	-53%	42%	33%
Swanzy	13%	-100%	-15%	33%	65%	-3%	-50%
Temple	-3%	156%	-14%	-17%	8%	-30%	-58%
Troy	2%	-100%	247%	-50%	9%	13%	-71%
Walpole	8%	-85%	-18%	38%	26%	6%	-41%
Westmoreland	18%	-12%	3%	-3%	2%	-11%	66%
Winchester	0%	-35%	11%	-36%	-11%	0%	58%
Windsor	-13%	-100%	320%	-72%	0%	-40%	NC

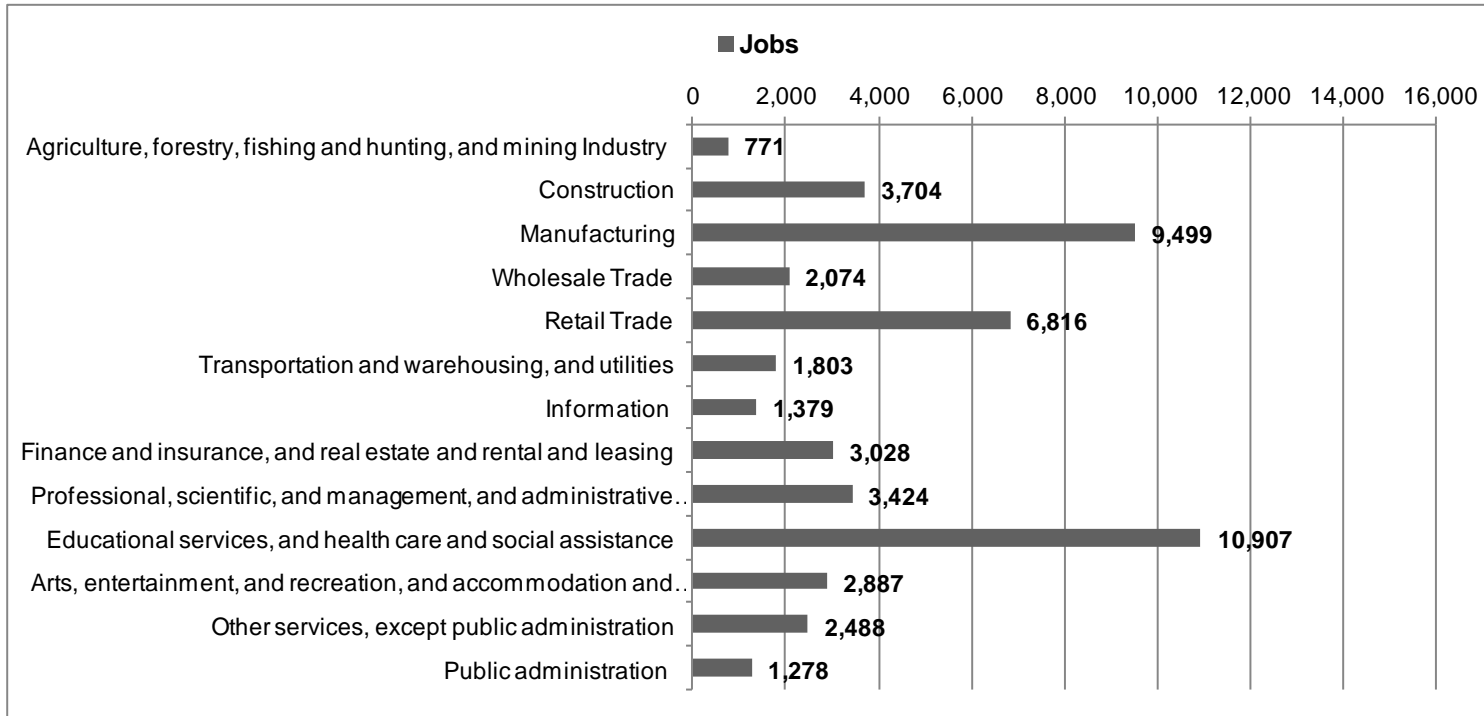
Source: US Decennial Census 2000, *US Census American Community Survey 5-Year Estimates 2007-2011
(NC) Not Calculable

Table 29: 2000-2011* Change of Employed Population by Industry (2/2)

	Total	Information	Finance and insurance, and real estate and rental and leasing	Professional, scientific, and management, and administrative and waste management services	Educational services, and health care and social assistance	Arts, entertainment, and recreation, and accommodation and food services	Other services, except public administration	Public administration
United States	9%	-19%	9%	24%	24%	25%	10%	12%
New Hampshire	7%	-11%	13%	21%	26%	23%	5%	12%
Cheshire County	5%	-37%	-12%	12%	34%	40%	-13%	0%
Hillsborough County	6%	-14%	19%	20%	25%	13%	6%	17%
Sullivan County	10%	29%	46%	46%	38%	47%	-11%	4%
Southwest Region	6%	-28%	-8%	9%	36%	35%	-12%	4%
Alstead	-11%	-90%	56%	-16%	0%	-14%	-71%	-12%
Antrim	15%	-38%	-50%	19%	42%	-65%	50%	-28%
Bennington	-3%	0%	88%	26%	21%	11%	70%	156%
Chesterfield	2%	-8%	-57%	36%	17%	39%	-9%	-43%
Dublin	15%	4%	-14%	-15%	11%	197%	-32%	186%
Fitzwilliam	16%	8%	0%	33%	58%	10%	62%	35%
Francestown	17%	-39%	-28%	38%	17%	10%	5%	88%
Gilsum	-12%	-68%	-14%	-81%	-5%	-6%	-11%	0%
Greenfield	-14%	-28%	54%	33%	-38%	-4%	12%	4%
Greenville	14%	50%	-33%	-42%	88%	-16%	103%	-23%
Hancock	2%	2%	54%	-17%	17%	75%	-67%	19%
Harrisville	-14%	-43%	-54%	4%	-7%	-29%	188%	-43%
Hinsdale	-11%	-22%	-64%	-9%	-12%	20%	5%	-50%
Jaffrey	7%	-88%	110%	-57%	51%	129%	-26%	-19%
Keene	4%	-19%	-27%	-11%	35%	28%	2%	-4%
Langdon	16%	0%	-100%	-44%	98%	200%	-53%	-25%
Marlborough	7%	-50%	-44%	5%	61%	73%	-31%	-12%
Marlow	11%	250%	150%	-8%	61%	-75%	-68%	-65%
Nelson	32%	-61%	62%	109%	54%	-59%	288%	-14%
New	17%	85%	1%	17%	95%	-43%	4%	10%
Peterborough	20%	-14%	40%	-13%	54%	135%	-55%	-16%
Richmond	6%	-40%	-55%	-50%	50%	-28%	-17%	52%
Rindge	12%	-74%	-20%	-9%	122%	167%	-23%	10%
Roxbury	-1%	NC	650%	100%	-34%	75%	-33%	-60%
Sharon	2%	-83%	-22%	42%	-26%	88%	80%	-38%
Stoddard	8%	-46%	12%	111%	65%	100%	-78%	-33%
Sullivan	-8%	-36%	65%	0%	29%	-21%	38%	-27%
Surry	14%	350%	9%	50%	-6%	38%	27%	-23%
Swanzy	13%	-100%	-11%	58%	41%	56%	-47%	69%
Temple	-3%	-63%	127%	-2%	16%	-50%	63%	15%
Troy	2%	71%	12%	81%	13%	25%	-50%	19%
Walpole	8%	2%	-11%	89%	-7%	29%	920%	100%
Westmoreland	18%	-57%	64%	36%	35%	34%	25%	18%
Winchester	0%	9%	-12%	148%	43%	43%	-61%	-100%
Windsor	-13%	100%	-67%	0%	-47%	140%	NC	NC

Source: US Decennial Census 2000, *US Census American Community Survey 5-Year Estimates 2007-2011
(NC)Not Calculable

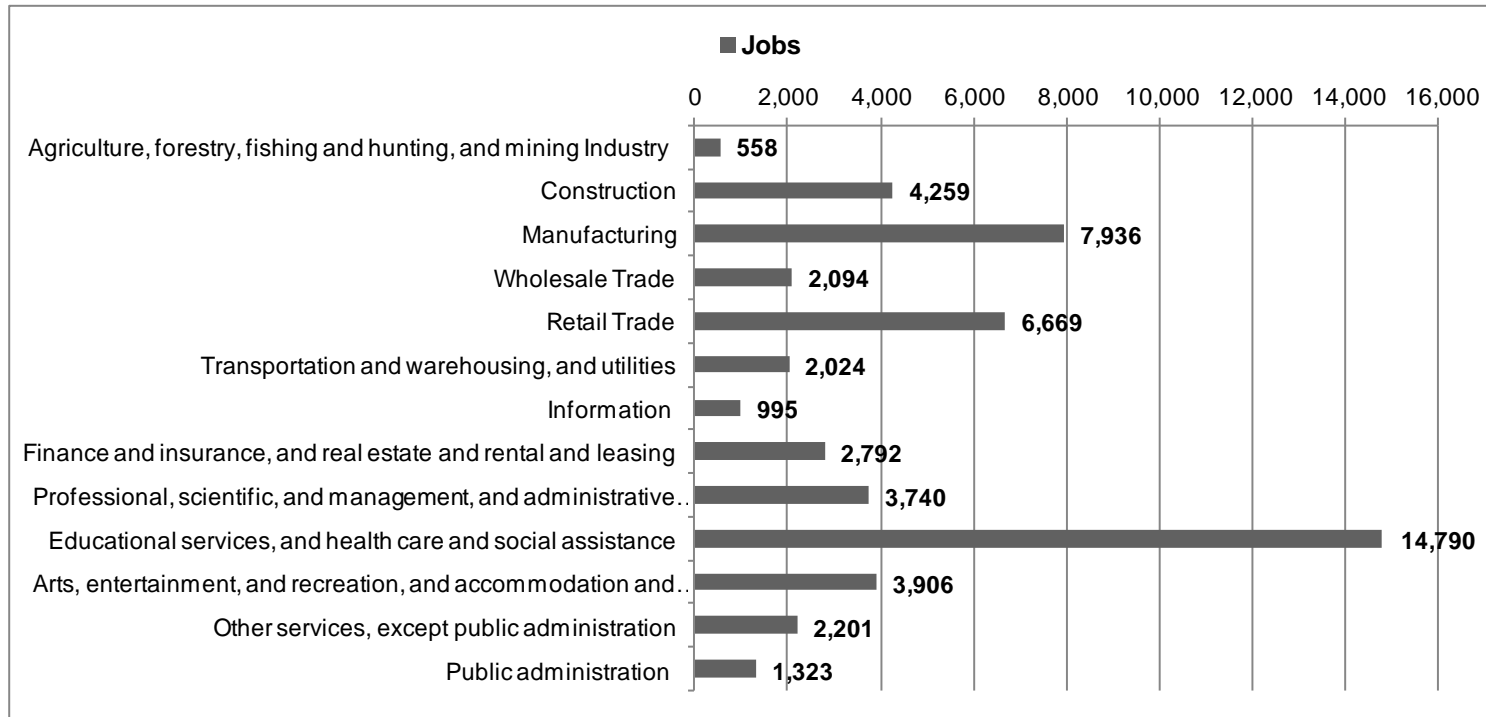
Figure 14: 2000 Employed Civilian Population by Industry Type



Source: U.S. Census Bureau 2000 Decennial Census

Note: Includes Employees 16 Years of Age and Over

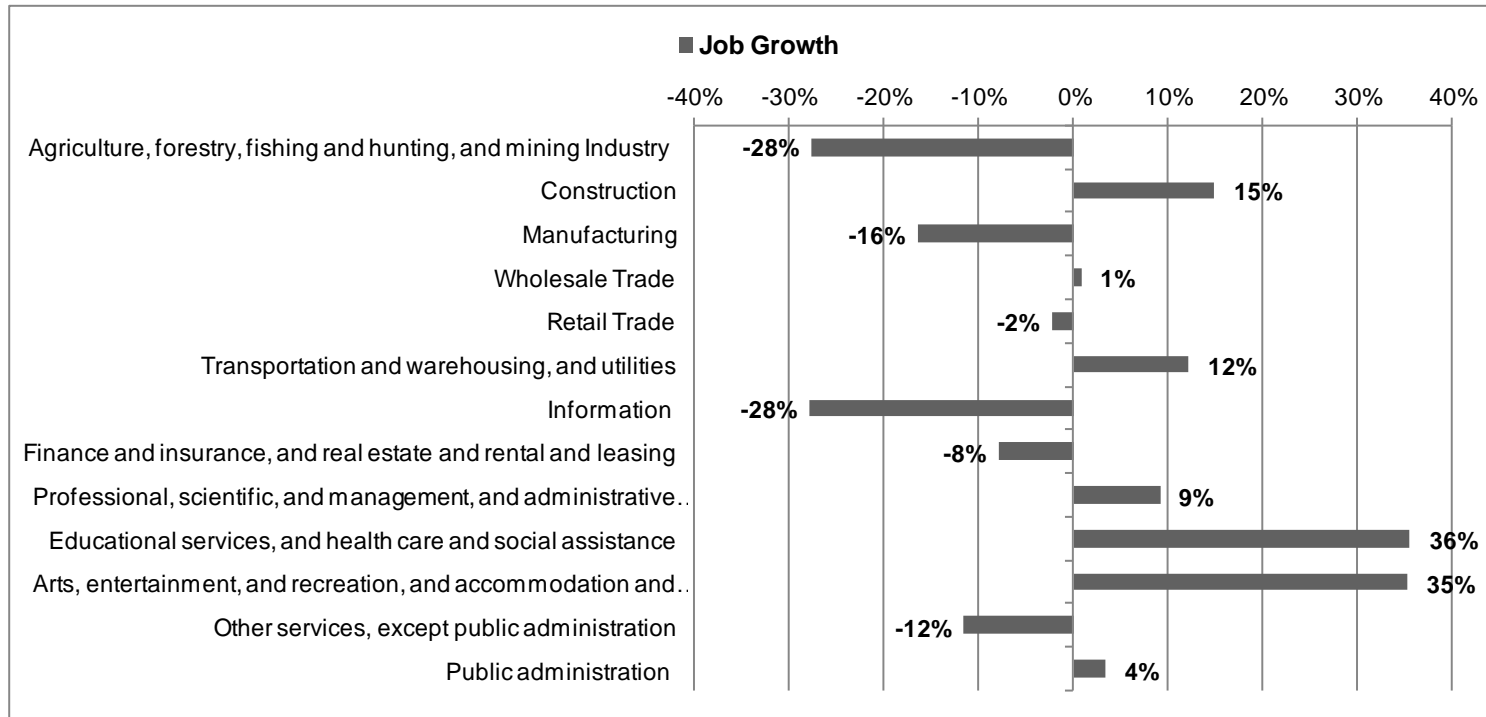
Figure 15: 2011* Employed Civilian Population by Industry Type



*Source: U.S. Census Bureau American Community Survey 5-Year Estimates 2007-2011

Note: Includes Employees 16 Years of Age and Over

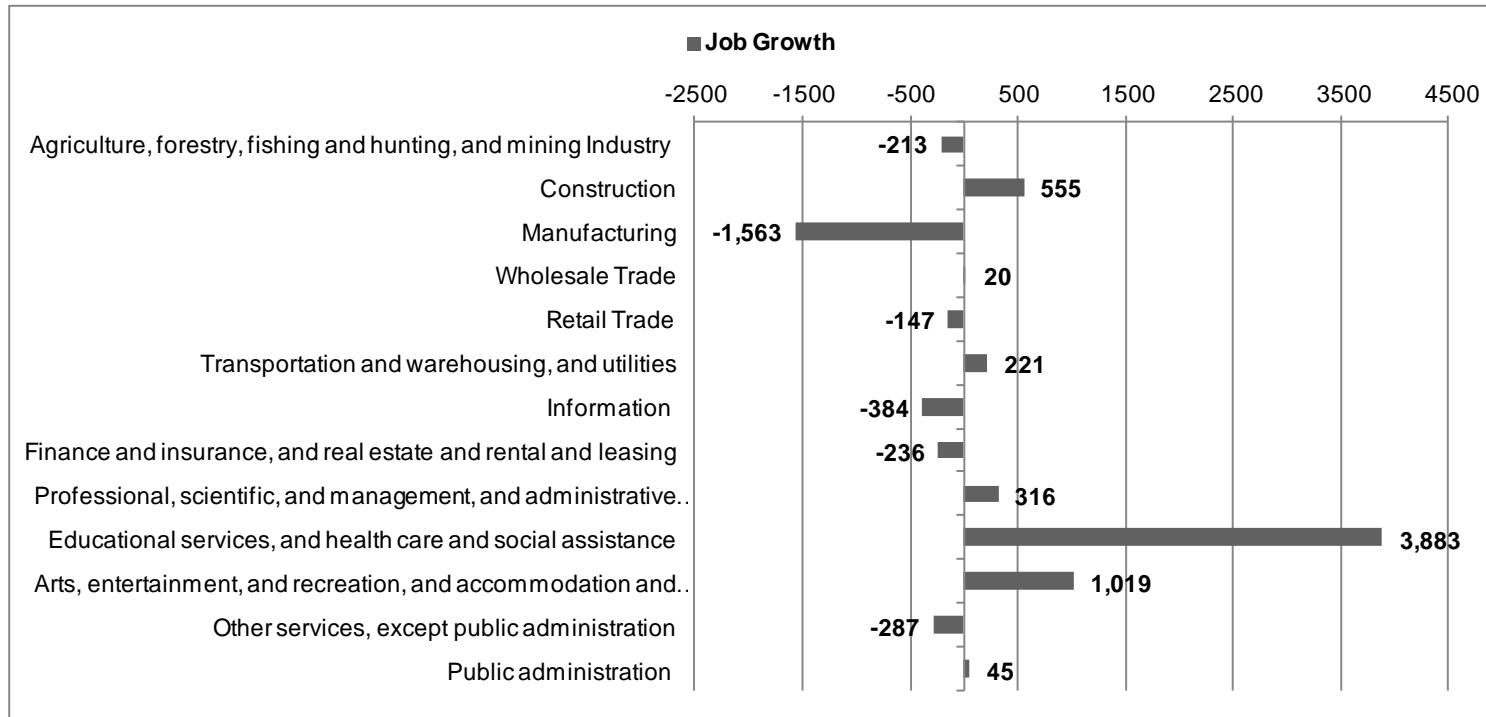
Figure 16: 2000-2011* Percent Change of Employed Population by Industry



Source: U.S. Census Bureau 2000 Decennial Census, *U.S. Census Bureau American Community Survey 5-Year Estimates 2007-2011

Note: Includes Employees 16 Years of Age and Over

Figure 17: 2000-2011* Southwest Region Job Growth



Source: U.S. Census Bureau 2000 Decennial Census, *U.S. Census Bureau American Community Survey 5-Year Estimates 2007-2011

Note: Includes Employees 16 Years of Age and Over

Industry Strengths: Location Quotient

One way to examine the strength of a particular industry sector is the location quotient (LQ). The location quotient measures an area's industry sector concentration by employment numbers relative to a larger area. A LQ above 1.0 indicates an industry is more concentrated in the smaller area, i.e. the Southwest Region, than in the larger area, i.e. the nation. A LQ below 1.0 indicates a weaker concentration and a LQ around 1 indicates similar concentration. An employment concentration above 1.0 may reflect a specialization or strength in that industry. An LQ below 1.0 may indicate that the industry is not meeting the local demand for goods and services in the area and therefore, they are being imported. Location quotients were calculated for Bureau of Labor Statistics supersectors¹ and NAICS sectors as follows:

$$LQ_i = \frac{e_i^t / e_T^t}{E_i^t / E_T^t}$$

e_i^t = regional employment in industry i in year t

e_T^t = total regional employment in year t

E_i^t = national employment in industry i in year t

E_T^t = total national employment in year t

When compared to the employment make-up of the United States, several trends emerge. Southwest Region Counties have high LQ for the manufacturing supersector, indicating a specialization. Education and health services, the industry of employment growing most rapidly in the Southwest Region, employs a proportion of the workforce comparable to that of the entire U.S. workforce. Location quotients were calculated to compare sector specialization to the U.S. workforce (Table 30, Figure 188) and to the state of New Hampshire workforce (Table 31, Figure 20).

During the decade between 2002 and 2012, fluctuating economic conditions affected the employment numbers for industries in the Southwest Region and the nation as a whole. Statewide, the information super-sector and the professional and businesses service sector experienced the largest change in composition over this time period when compared to U.S. employment. Similar trends appeared when making comparisons between Southwest Region counties and the State (Table 30, Figure 199).

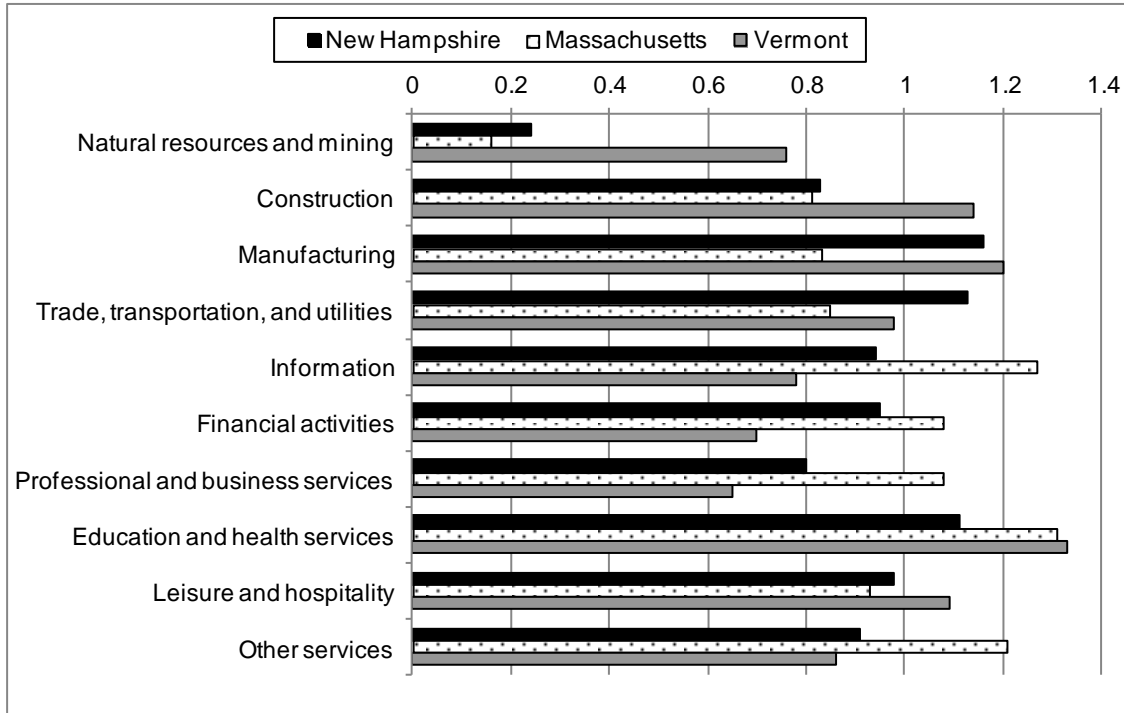
¹ For purposes of analysis, the US Economic Classification Policy Committee aggregated NAICS sectors into groupings called "Super-sectors."

Table 30: 2002 - 2012 Location Quotient (Compared to United States)

NAICS Super-sectors	New Hampshire			Massachusetts			Vermont		
	2002	2012	% Change	2002	2012	% Change	2002	2012	% Change
Natural resources and mining	0.31	0.24	-22.6%	0.19	0.16	-15.8%	0.78	0.76	-2.6%
Construction	0.86	0.83	-3.5%	0.81	0.81	0.0%	0.97	1.14	17.5%
Manufacturing	1.15	1.16	0.9%	0.88	0.83	-5.7%	1.17	1.2	2.6%
Trade, transportation, and utilities	1.13	1.13	0.0%	0.88	0.85	-3.4%	1.01	0.98	-3.0%
Information	0.79	0.94	19.0%	1.15	1.27	10.4%	ND	0.78	NC
Financial activities	0.93	0.95	2.2%	1.13	1.08	-4.4%	0.73	0.7	-4.1%
Professional and business services	0.7	0.8	14.3%	1.1	1.08	-1.8%	0.56	0.65	16.1%
Education and health services	1.14	1.11	-2.6%	1.34	1.31	-2.2%	1.33	1.33	0.0%
Leisure and hospitality	1.05	0.98	-6.7%	0.92	0.93	1.1%	1.2	1.09	-9.2%
Other services	0.93	0.91	-2.2%	1.05	1.21	15.2%	ND	0.86	NC
Unclassified	0.73	0.22	-69.9%	NC	NC	NC	NC	NC	NC

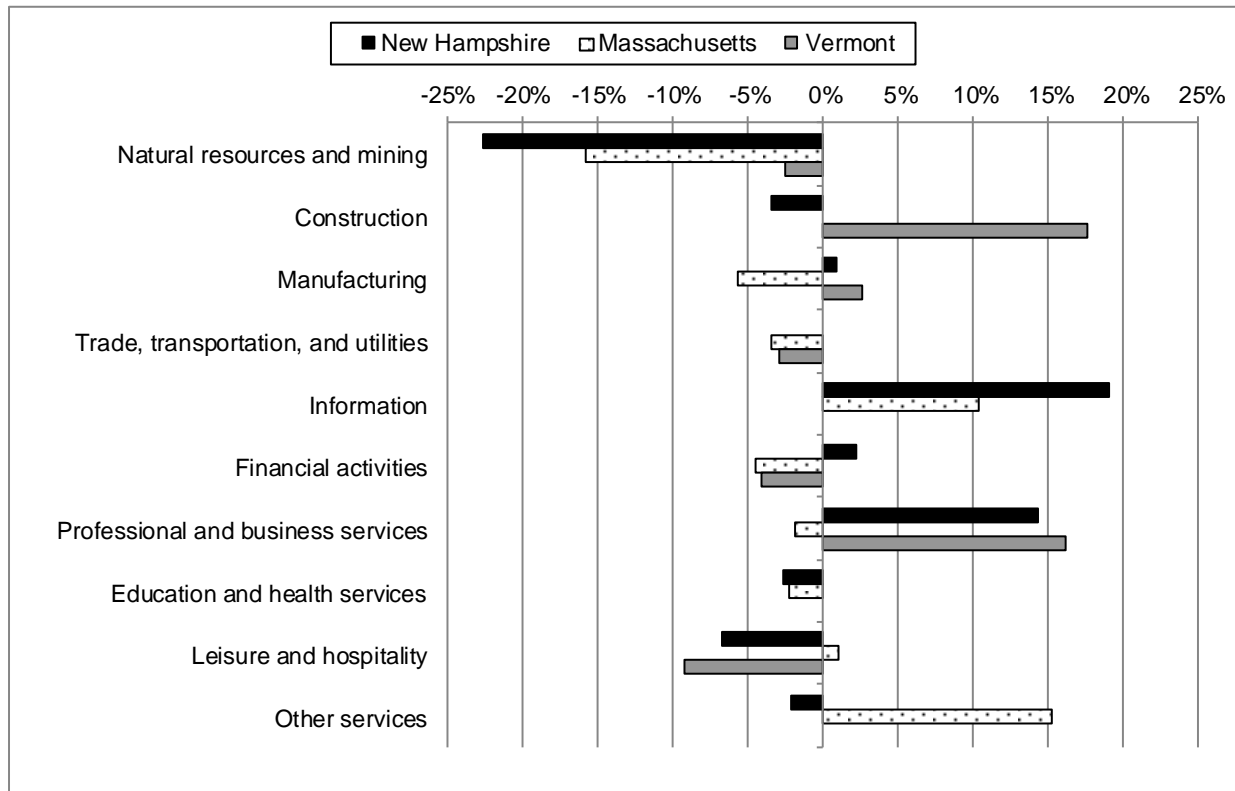
Source: United States Department of Labor Bureau of Labor Statistics Quarterly Census of Employment and Wages
 (NC) Not Calculable
 (ND) Not Disclosable

Figure 18: 2012 Location Quotient (Compared to United States)



Source: United States Department of Labor Bureau of Labor Statistics Quarterly Census of Employment and Wages

Figure 19: 2002-2012 Location Quotient Change (Compared to United States)



Source: United States Department of Labor Bureau of Labor Statistics Quarterly Census of Employment and Wages

When compared to the role Southwest Region counties play in the New Hampshire economy there are several other notable observations. Over the 10-year period between 2002 and 2012, the goods-producing supersector industries of natural resources and mining, construction, and manufacturing were mixed. There was a sharp decrease in natural resources and mining within Hillsborough and Sullivan counties, but not Cheshire County, which nearly retained the same composition of natural resources and mining jobs compared to the industry mix of the state. The manufacturing sector in Cheshire County, already employing a greater percentage of workers in this industry, increased from 1.54 to 1.58. The construction supersector also experience a noticeable increase in specialization compared with the state. Emerging service industries in the information and professional and business services supersectors experienced strong growth, even though they employ fewer workers, as a percentage of total workers, than the state composition (Table 31).

Table 31: 2002-2012 Location Quotient (Compared to New Hampshire)

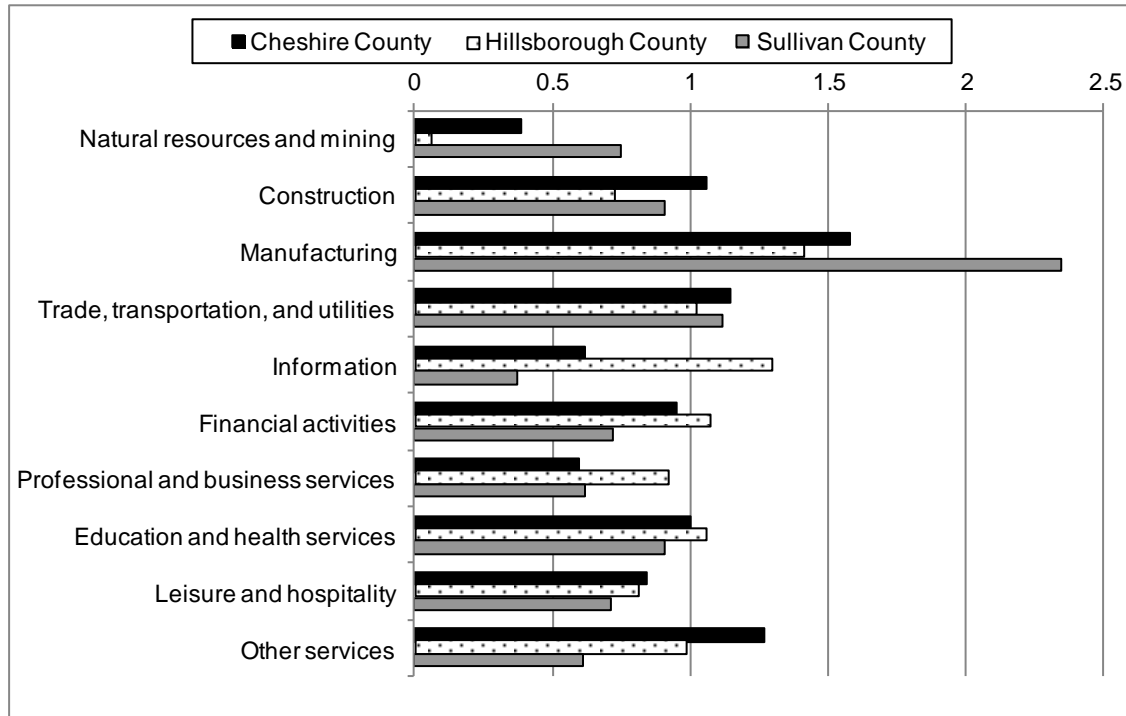
NAICS Supersectors	Cheshire County			Hillsborough County			Sullivan County		
	2002	2012	% Change	2002	2012	% Change	2002	2012	% Change
Natural resources and mining	0.41	0.39	-4.9%	0.1	0.06	-40.0%	1.41	0.75	-46.8%
Construction	0.94	1.06	12.8%	0.75	0.73	-2.7%	0.84	0.91	8.3%
Manufacturing	1.54	1.58	2.6%	1.43	1.41	-1.4%	2.28	2.35	3.1%
Trade, transportation, and utilities	1.01	1.15	13.9%	1.03	1.02	-1.0%	1.05	1.12	6.7%
Information	0.53	0.62	17.0%	1.01	1.3	28.7%	ND	0.37	NC
Financial activities	1.17	0.95	-18.8%	1.11	1.07	-3.6%	0.71	0.72	1.4%
Professional and business services	0.49	0.60	22.4%	0.76	0.92	21.1%	0.28	0.62	121.4%
Education and health services	1.10	1.00	-9.1%	1.07	1.06	-0.9%	1.11	0.91	-18.0%
Leisure and hospitality	0.94	0.84	-10.6%	0.84	0.81	-3.6%	0.61	0.71	16.4%
Other services	1.14	1.27	11.4%	0.95	0.99	4.2%	0.71	0.61	-14.1%
Unclassified	0.28	0.09	-67.9%	0.38	0.04	-89.5%	ND	0.29	NC

NAICS Sectors	Cheshire County			Hillsborough County			Sullivan County		
	2002	2012	% Change	2002	2012	% Change	2002	2012	% Change
NAICS 11 Agriculture, forestry, fishing and hunting	ND	ND	NC	0.12	0.08	-33.3%	ND	ND	NC
NAICS 21 Mining, quarrying, and oil and gas extraction	ND	ND	NC	0.06	0.04	-33.3%	ND	ND	NC
NAICS 22 Utilities	ND	0.44	NC	0.72	0.45	-37.5%	1.12	1.04	-7.1%
NAICS 23 Construction	0.94	1.06	12.8%	0.75	0.73	-2.7%	0.84	0.91	8.3%
NAICS 31-33 Manufacturing	1.54	1.58	2.6%	1.43	1.41	-1.4%	2.28	2.35	3.1%
NAICS 42 Wholesale trade	0.63	0.84	33.3%	0.9	0.85	-5.6%	0.48	0.58	20.8%
NAICS 44-45 Retail trade	1.33	1.47	10.5%	1.19	1.22	2.5%	1.46	1.53	4.8%
NAICS 54 Professional and technical services	0.37	0.34	-8.1%	0.91	0.98	7.7%	0.32	ND	NC
NAICS 55 Management of companies and enterprises	0.74	2.15	190.5%	0.7	1.05	50.0%	0.27	ND	NC
NAICS 56 Administrative and waste services	0.55	0.47	-14.5%	0.64	0.82	28.1%	0.26	0.93	257.7%
NAICS 61 Educational services	1.76	1.31	-25.6%	1.18	1.15	-2.5%	1.55	1.22	-21.3%
NAICS 62 Health care and so-	1.01	0.95	-5.9%	1.06	1.05	-0.9%	1.05	0.87	-17.1%

cial assistance									
NAICS 48-49 Transportation and warehousing	ND	0.53	NC	0.64	0.6	-6.3%	0.28	0.43	53.6%
NAICS 51 Information	0.53	0.62	17.0%	1.01	1.3	28.7%	ND	0.37	NC
NAICS 52 Finance and insurance	1.36	1.08	-20.6%	1.19	1.17	-1.7%	0.69	0.78	13.0%
NAICS 53 Real estate and rental and leasing	0.61	0.56	-8.2%	0.88	0.78	-11.4%	0.76	0.55	-27.6%
NAICS 71 Arts, entertainment, and recreation	0.97	0.62	-36.1%	0.69	0.81	17.4%	ND	0.55	NC
NAICS 72 Accommodation and food services	0.94	0.88	-6.4%	0.87	0.81	-6.9%	ND	0.73	NC
NAICS 81 Other services, except public administration	1.14	1.27	11.4%	0.95	0.99	4.2%	0.71	0.61	-14.1%
NAICS 99 Unclassified	0.28	0.09	-67.9%	0.38	0.04	-89.5%	ND	0.29	NC

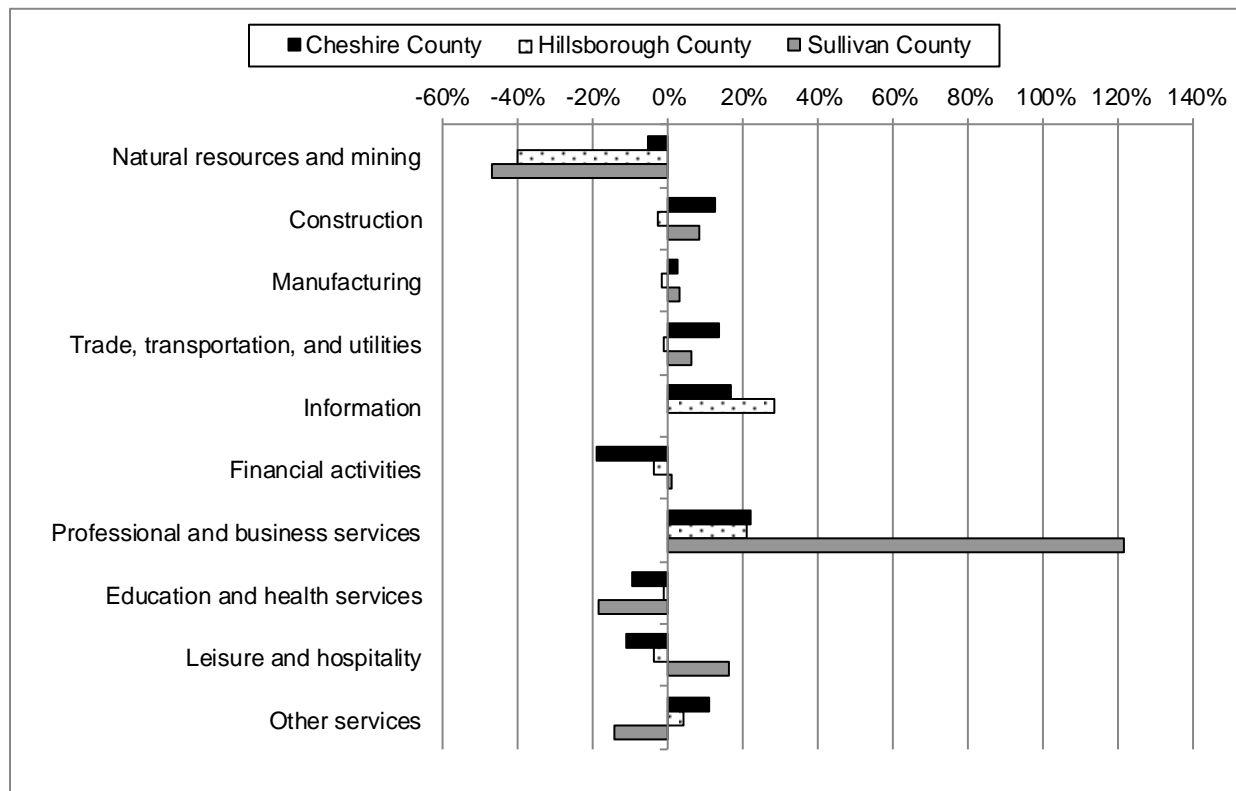
Source: United States Department of Labor Bureau of Labor Statistics Quarterly Census of Employment and Wages
 (NC) Not Calculable
 (ND) Not Disclosable

Figure 20: 2012 Location Quotient (Compared to New Hampshire)



Source: United States Department of Labor Bureau of Labor Statistics Quarterly Census of Employment and Wages

Figure 21: 2002-2012 Location Quotient Change (Compared to New Hampshire)



Source: United States Department of Labor Bureau of Labor Statistics Quarterly Census of Employment and Wages

Industry Strengths: Shift-Share Analysis

Another way to examine the strength of a particular industry sector is the Shift-Share Analysis. Similar to the location quotient, the shift-share analysis measures an area's industry sector concentration by employment numbers relative to a larger area. Shift-share analysis, however, determines expected job growth in an area over time, i.e. the Southwest Region between 2000 and 2011, assuming that the regional economy grows at the same rate as the economy of a larger area, i.e. the nation between 2000 and 2011.

A shift-share analysis breaks down regional employment growth into three components: 1) National Share, 2) Industry Mix, and 3) Regional Shift. The National Share component is the share of regional job growth attributable to growth of the national economy. For example, if the agriculture industry sector increased in the Southwest Region at the rate total employment did in the United States, about 9.3%, we would have experienced an increase of about 72 jobs (Table 32). The Industry Mix component describes the growth of an industry attributable to the overall composition of industries in the Southwest Region. The Industry Mix component of 5 for agriculture indicates that the Southwest Region has 5 more jobs than would be expected if the industry composition were identical to the Nation's. The Regional Shift component helps identify leading and lagging industries by quantifying the number of jobs attributable to the relative specialization of the Southwest Region industry compared to the specialization of industries at the national level. The combination of these three components equals the total change in jobs (Table 32).

The growth differential shows how expected growth compares to actual growth. It shows that during the period from 2000 to 2011 the Southwest Region retained and created 5% more jobs than expected in the Construction sector than the nation as a whole, 12% more in Educational services, and health care and so-

cial assistance, and 10% above the national average in Arts, entertainment, and recreation, and accommodation and food services.

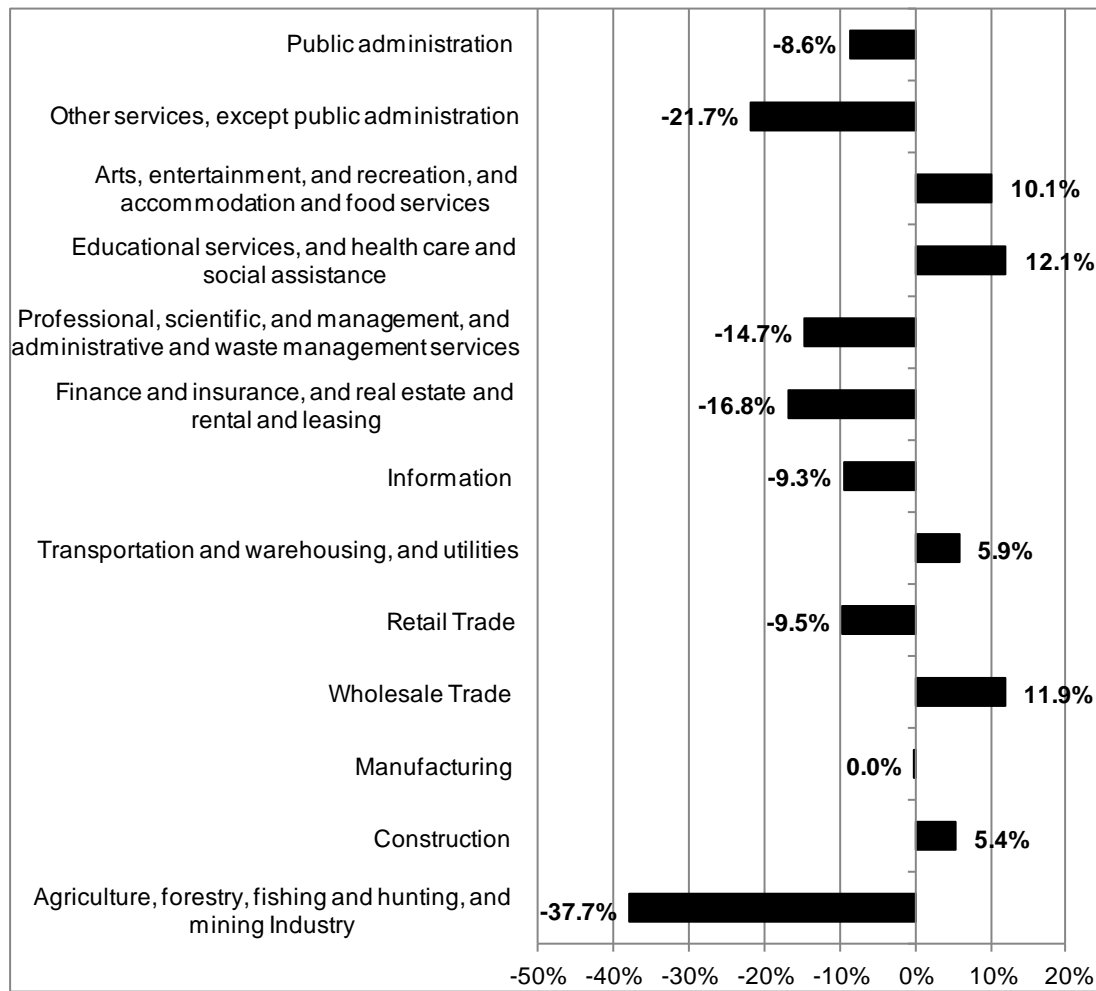
The agriculture, forestry, fishing and hunting, and mining industry sectors in the Southwest Region were 37.7% below the national trend in retaining and creating jobs in that field, and the Region was 16.8% below in finance, insurance and real estate and 14.7% below in Professional, scientific, and management, and administrative and waste management services. These growth differentials suggest that the Region could be losing jobs in these fields at a faster rate than in the rest of the country (Table 32, Figure 22).

Table 32: 2000-2011* Southwest Region Shift-Share Analysis

Industry Sector	National Share	Industry Mix	Regional Shift	Shift Share	Actual Growth Rate		SWRPC Growth Differential
					US	SWRPC	US
Total Labor Force	4,673	-878	-567	3,229	9.3%	6.5%	-2.9%
Agriculture, forestry, fishing and hunting, and mining Industry	72	5	-290	-213	10.0%	-27.6%	-37.7%
Construction	346	8	201	555	9.6%	15.0%	5.4%
Manufacturing	887	-2,448	-2	-1,563	-16.4%	-16.5%	0.0%
Wholesale Trade	194	-419	246	20	-10.9%	1.0%	11.9%
Retail Trade	636	-137	-646	-147	7.3%	-2.2%	-9.5%
Transportation and warehousing, and utilities	168	-53	106	221	6.4%	12.3%	5.9%
Information	129	-384	-129	-384	-18.5%	-27.8%	-9.3%
Finance and insurance, and real estate and rental and leasing	283	-10	-508	-236	9.0%	-7.8%	-16.8%
Professional, scientific, and management, and administrative and waste management services	320	498	-502	316	23.9%	9.2%	-14.7%
Educational services, and health care and social assistance	1,018	1,550	1,315	3,883	23.5%	35.6%	12.1%
Arts, entertainment, and recreation, and accommodation and food services	270	457	293	1,019	25.2%	35.3%	10.1%
Other services, except public administration	232	20	-539	-287	10.1%	-11.5%	-21.7%
Public administration	119	36	-110	45	12.2%	3.5%	-8.6%

Sources: United States Census Bureau 2000 Decennial Census, *2007-2011 American Community Survey 5-Year Estimates

Figure 22: 2000-2011* Southwest Region Shift-Share Analysis



Sources: United States Census Bureau 2000 Decennial Census, *2007-2011 American Community Survey 5-Year Estimates

Industry Strengths: Leading Industry Clusters

An industry cluster analysis identifies those local and regional industry groupings that possess or show promise of competitive advantage.¹ According to an industry cluster analysis by Professor Ross Gittel, the five leading clusters in Cheshire County are: food establishments, health services, professional and technical services, retail stores and wholesale trade² (Table 33). Currently, the leading industry cluster with the most workers is food establishment, with 1,842 jobs and an average annual wage of \$15,318. Employment in high-paying sectors such as high-technology and related services, although not selected as a leading industry cluster, employed 1,494 in 2012, with an average annual wage of \$69,260 (Table 34).

In Hillsborough County the five leading clusters are: crafted and component part manufacturing, construction trades, food establishments, high-technology and related services, and health services (Table 35). The economy of Hillsborough County, in contrast to Cheshire County, includes 13,679 jobs in the high-technology and related services sector with an annual average wage of \$82,430 (Table 35). It is employment opportunities in such sectors as computer systems design (\$107,061) and software publishing (\$127,498) that create high paying jobs in Hillsborough County. The manufacturing of high-technology products, part of the crafted and component part manufacturing sector, with annual average wages of \$76,911 currently employs 15,239 workers in Hillsborough County.

¹ Industry clusters are concentrations of similar industries that gain performance advantages through co-location. The competitiveness of a region is based on the capacity of industries to become embedded in a geographically concentrated network of companies, institutions, customers and complementarities. Industry clusters are formed when competitive advantages entice the growth, relocation or development of similar industries into a locale. In turn, industry clusters strengthen competitiveness by increasing productivity, stimulating innovative new partnerships, even among competitors, and presenting opportunities for entrepreneurial activity.

² Prof. Ross Gittel of the UNH Whittemore School of Business and Economics prepared an Industry Cluster Analysis for Cheshire and Hillsborough Counties in 2004. The Analysis uses the NAICS-based industry classification system. All industry sectors that were considered in the composite ranking – using employment levels and concentration and growth, wage levels and growth, and the number of establishments and growth during 1998 and 2004 – had 1% or more of county employment.

Table 33: 2012 Cheshire County Private Sector Leading Industry Clusters

2012 NAICS Code	Industry	Employment	Location Quotient*	Avg. Annual Wage	Firms
	Wholesale Trade				
423	Merchant wholesalers, durable goods	299	0.43	\$56,706	38
4244	Grocery and related product wholesalers	622	3.52	\$50,917	10
	TOTAL	921	1.975	\$53,812	48
	Professional & Technical Services				
5611	Office administrative services	262	2.49	\$74,145	19
541	Professional and technical services	651	0.34	\$71,679	169
5613	Employment services	161	0.21	\$37,822	11
	TOTAL	1,074	1.01	\$61,215	199
	Health Services				
6241	Individual and family services	270	0.83	\$26,734	20
6231	Nursing care facilities, skilled nursing	547	1.34	\$29,273	9
6216	Home health care services	305	1.05	\$26,189	5
6214	Outpatient care centers	160	1.01	\$30,765	11
	TOTAL	1,282	1.06	\$28,240	45
	Retail Stores				
4441	Building material and supplies dealers	429	1.71	\$32,086	21
4521	Department stores	918	2.47	\$20,643	7
453	Miscellaneous store retailers	210	1.08	\$21,237	38
448	Clothing and clothing accessories stores	130	0.38	\$20,334	24
	TOTAL	1,687	1.41	\$23,575	90
	Food Establishments				
722511	Full-service restaurants	1,109	0.95	\$16,826	62
722513	Limited-service restaurants	733	0.82	\$13,809	52
	TOTAL	1,842	0.89	\$15,318	114
	Five-Cluster Totals	6,806		\$36,432	496
	County-Wide Totals	27,149		\$41,277	1,969
	Five Clusters as % of County Totals	25.1%		88.3%	25.2%

Source: United States Department of Labor, Bureau of Labor Statistics, Quarterly Census of Employment and Wages

*Compared to United States

Table 34: 2012 Cheshire County Private Sector Selected Industries

2012 NAICS Code	Industry	Employment	Location Quotient*	Avg. Annual Wage	Firms
	High Technology & Related Services				
5112	Software publishers	ND	ND	ND	1
5511	Management of companies and enterprises	1,057	2.15	\$97,350	20
5415	Computer systems design & related services	90	0.23	\$80,901	29
517	Telecommunications	62	0.3	\$72,137	8
5411	Legal services	124	0.45	\$58,092	24
5613	Employment services	161	0.21	\$37,822	11
	TOTAL	1,494	0.67	\$69,260	92
	Crafted & Component Part Manufacturing				
3345	Measuring, medical, control instruments manufacturing	22	0.22	\$54,266	3
333	Machinery manufacturing	1,755	6.52	\$61,388	17
3344	Semiconductor & other electronic component manufacturing	ND	ND	ND	1
335	Electrical equipment, appliance & component manufacturing	NC	NC	NC	0
332	Fabricated metal product manufacturing	917	2.66	\$46,074	23
	TOTAL	2,694	3.13	\$53,909	43

Source: United States Department of Labor, Bureau of Labor Statistics, Quarterly Census of Employment and Wages

*Compared to United States

(ND) Not Disclosable

(NC) Not Calculable

Table 35: 2012 Hillsborough County Private Sector Leading Industry Clusters

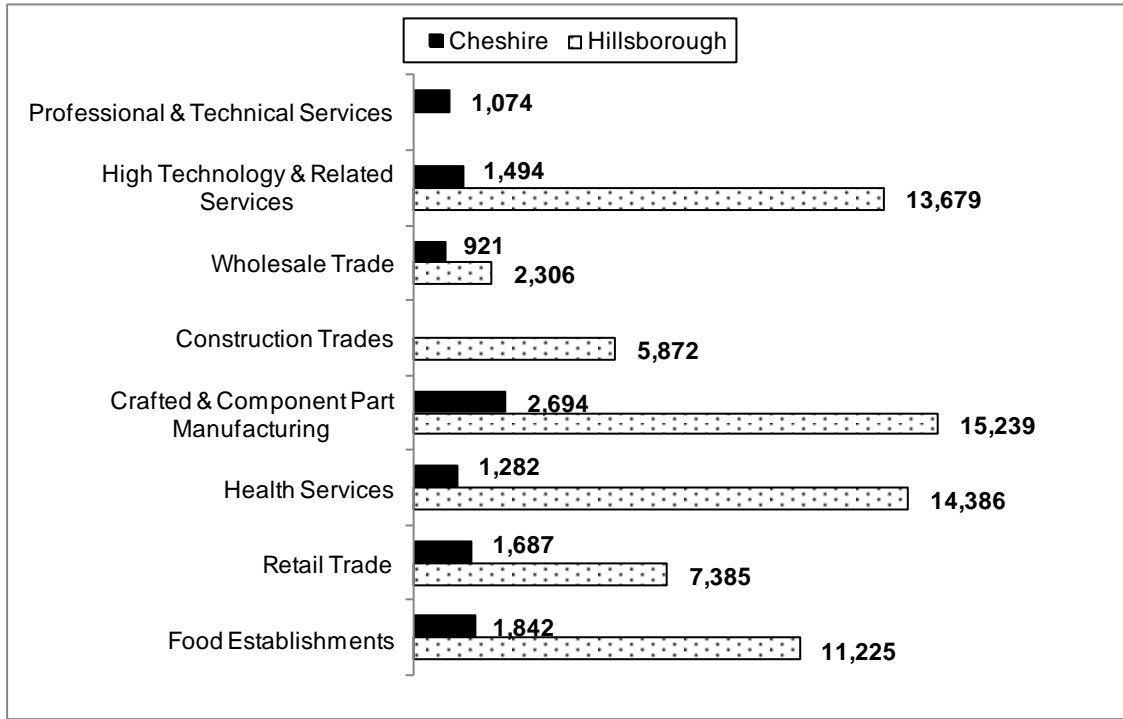
2012 NAICS Code	Industry	Employment	Location Quotient*	Avg. Annual Wage	Firms
	High Technology & Related Services				
5112	Software publishers	1,612	3.76	\$127,498	49
5511	Management of companies & enterprises	3,171	1.05	\$70,195	129
5415	Computer systems design & related services	3,463	1.41	\$107,061	448
517	Telecommunications	1,854	1.44	\$78,729	46
5411	Legal services	1,634	0.96	\$82,943	265
5613	Employment services	3,557	0.75	\$28,156	114
	TOTAL	13,679	1.56	\$82,430	1,002
	Wholesale Trade				
4234	Commercial equip. merchant wholesal-	1,056	1.13	\$129,420	

	ers				60
424	Merchant wholesalers, nondurable goods	1,250	0.42	\$52,827	89
	TOTAL	2,306	0.78	\$91,124	149
	Construction Trades				
236	Construction of buildings	1,340	0.72	\$54,524	263
238	Specialty trade contractors	4,532	0.86	\$50,981	719
	TOTAL	5,872	0.79	\$52,753	982
	Crafted & Component Part Manufacturing				
3345	Electronic instrument manufacturing	5,965	9.87	\$100,386	41
333	Machinery manufacturing	1,214	0.73	\$89,529	51
3344	Semiconductor and electronic component mfg.	3,393	5.87	\$66,063	69
335	Electrical equipment and appliance mfg.	1,569	2.79	\$73,983	21
332	Fabricated metal product manufacturing	3,098	1.46	\$54,595	117
	TOTAL	15,239	4.14	\$76,911	299
	Health Services				
6211	Offices of physicians	4,241	1.17	\$94,578	259
6221	General medical and surgical hospitals	7,590	1.14	\$50,949	5
6231	Nursing care facilities	2,555	1.02	\$31,568	27
	TOTAL	14,386	1.11	\$59,032	291
	Retail Trade				
444	Building material and garden supply stores	2,038	1.16	\$34,187	119
4521	Department stores	2,694	1.18	\$18,943	24
448	Clothing & clothing accessories stores	2,653	1.26	\$17,879	210
	TOTAL	7,385	1.20	\$23,670	353
	Food Establishments				
722511	Full-service restaurants	6870	0.96	\$18,576	311
722513	Limited-service eating places	4355	0.79	\$13,657	328
	TOTAL	11,225	0.88	\$16,117	639
	Seven-Cluster Totals	70,092		\$57,434	3,715
	County-Wide Totals	167,116		\$53,862	11,644
	Five Clusters as % of County Totals	41.9%		106.6%	31.9%

Source: United States Department of Labor, Bureau of Labor Statistics, Quarterly Census of Employment and Wages

**Compared to United States*

Figure 23: 2012 Cheshire and Hillsborough Counties Leading Industry Clusters by Employment



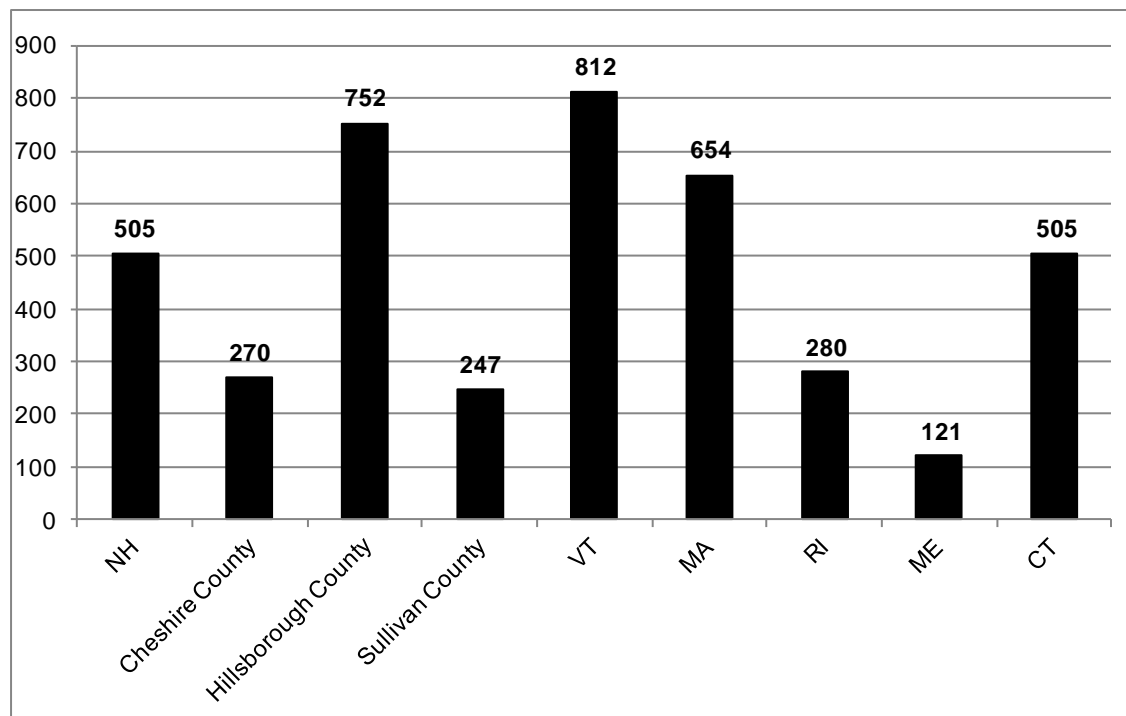
Source: Table 33, Table 34, Table 35

Note: Leading industry clusters do not always share the same subsectors

B. Innovative Strengths

Another way to determine the economic strength of a region is to identify the areas of innovation. The degree of innovation can be expressed in the number of issued utility patents, also known as “patents for inventions,” issued to individuals and organizations, and account of 90 percent of patent documents in recent years. As defined by the United States Patent and Trademark Office, these patents are issued for the invention of a new and useful process, machine, manufacture, or composition of matter, or a new and useful improvement thereof, it generally permits its owner to exclude others from making, using, or selling the invention for a period of up to twenty years. Cheshire and Sullivan counties each were awarded fewer patents per 100,000 residents, than the third Southwest Region county of Hillsborough (Figure 24, Figure 25).

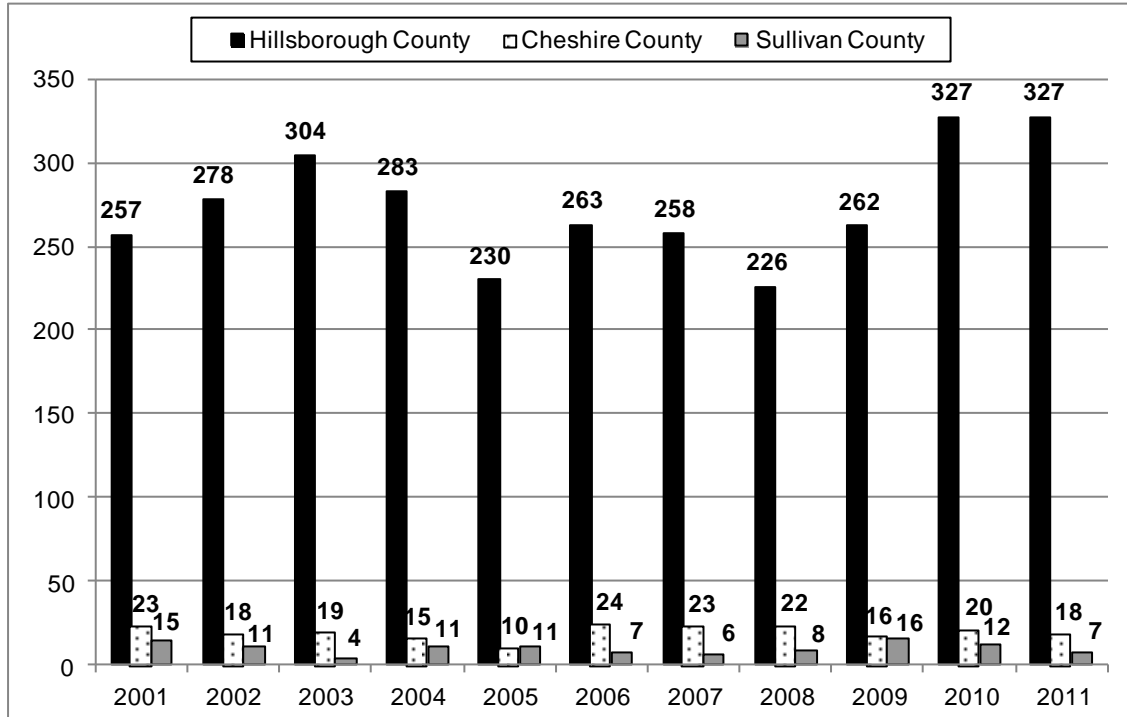
Figure 24: 2001-2011 New England Utility Patents per 100,000 Residents in 2010



Source: US Patent and Trademark Office and 2010 U.S. Census

Note: Patent origin is determined by the residence of the first-named inventor.

Figure 25: 2001-2011 Southwest Region Number of Patents per Year

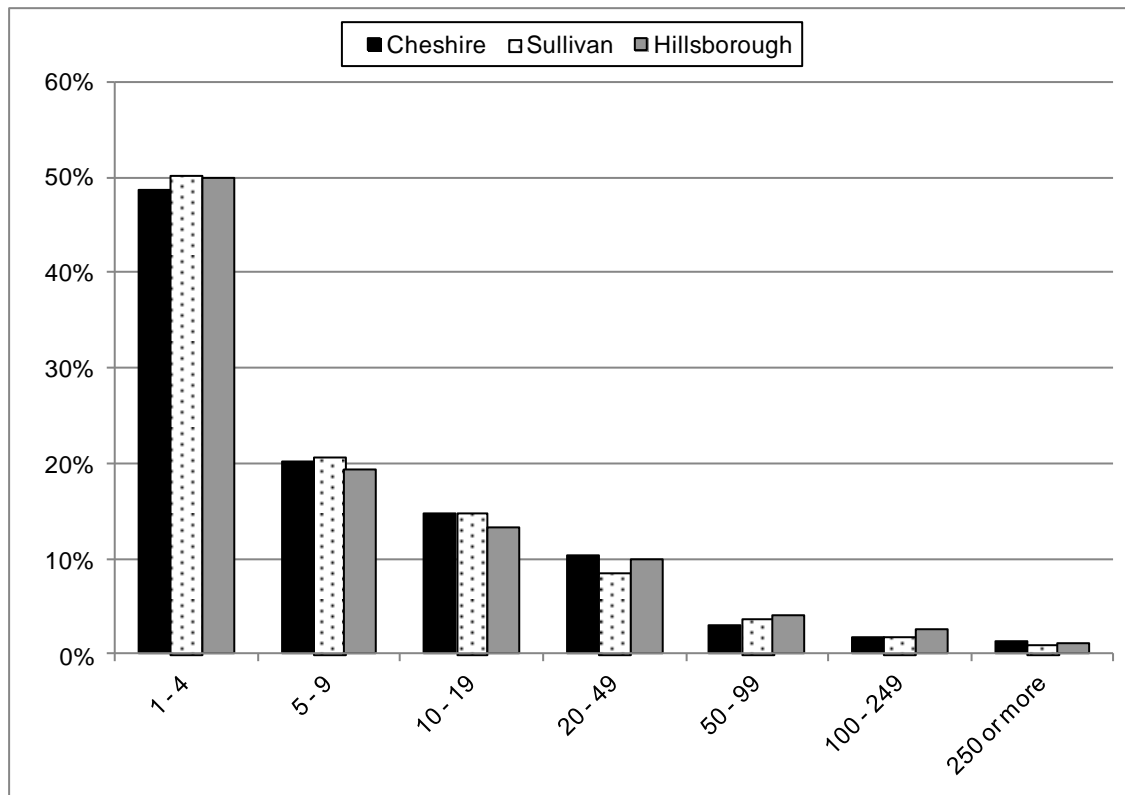


Source: US Patent and Trademark Office and 2010 U.S. Census

C. Employers

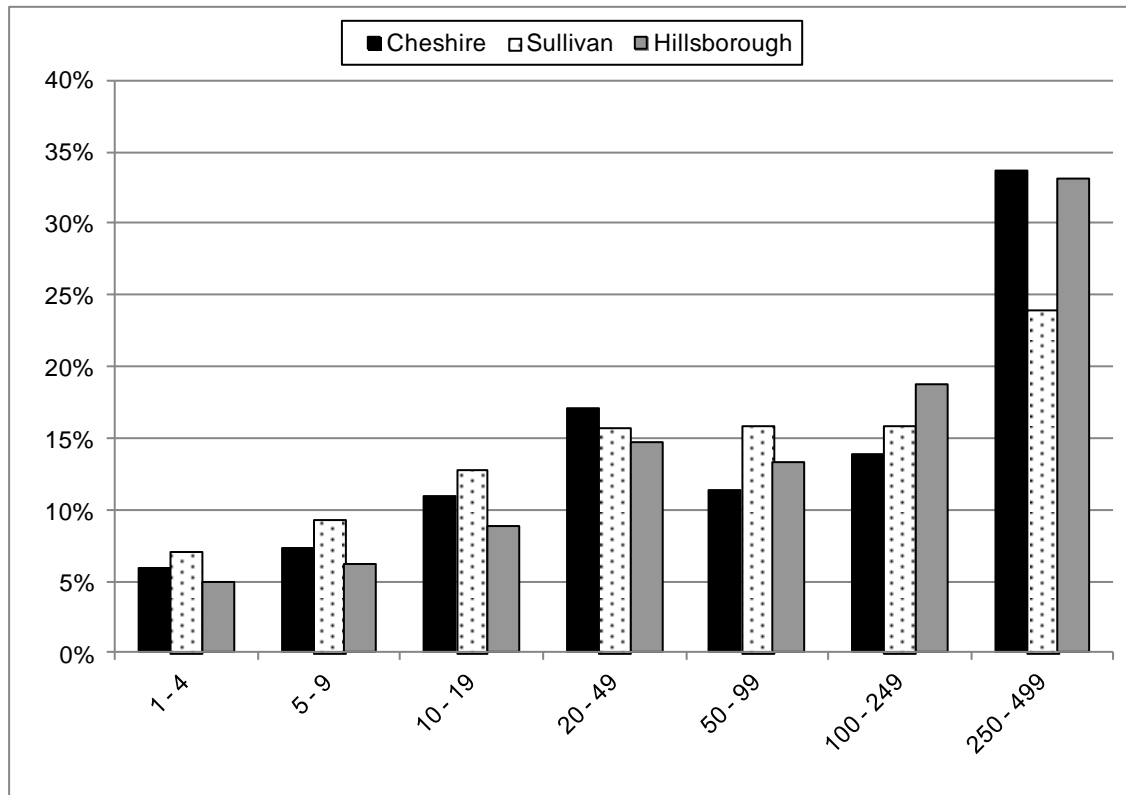
As of the first quarter of 2013, 41.1% of Cheshire County employment was in a firm with fewer than 50 employees. In Sullivan County, 45.5% of employment was in a firm with fewer than 50 employees. In Hillsborough County, which has a number of very larger employers, 34.7% of workers were employed at a firm with fewer than 50 employees. Despite differences in total employment, the three counties in the Southwest Region have a similar composition of business sizes. About half of the businesses in each county have between 1 and 4 employees, 20% have 5 to 9 employees, and 15% have between 10 and 19 employees, et cetera (Figure 26). However, firms over 100 employees in size employ about half of all employees, in Cheshire, Sullivan, and Hillsborough counties (Figure 27).

Figure 26: 2013 Southwest Region Firm Size Distribution



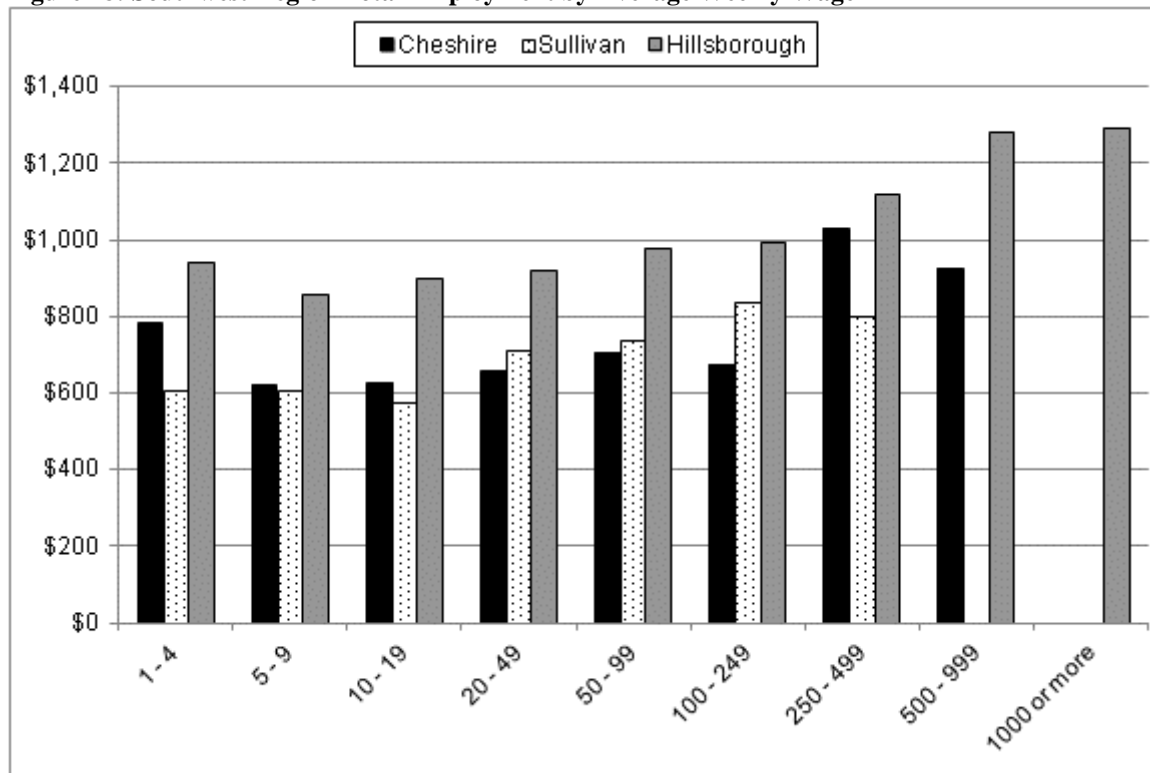
Source: 2013 January Employment, Economic and Labor Market Information Bureau, New Hampshire Employment Security (includes private plus government)

Figure 27: 2013 Southwest Region Total Employment (Percent) by Business Size



Source: 2013 January Employment, Economic and Labor Market Information Bureau, New Hampshire Employment Security (includes private plus government)

Figure 28: Southwest Region Total Employment by Average Weekly Wage



Source: 2013 First Quarter Employment, Economic and Labor Market Information Bureau, New Hampshire Employment Security (includes private plus government)

Despite recent losses in the manufacturing sector in the Southwest Region, 5 of the 20 largest employers were manufacturing companies. New businesses to the largest employers include Education and Health-related industries (Table 366). Nine of the top 20 largest employers are located in Keene, three Peterborough, and three were in Jaffrey.

Table 36: 2012 Southwest Region Largest Employers

# Employees	Industry	Business	Town
1000 +	Health care services	Cheshire Medical Center/Dartmouth Hitchcock Clinic-Keene	Keene
500 - 999	Wholesale foods	C & S Wholesale Grocers	Keene
500 - 999	Brain injury rehabilitation center	Crotched Mountain	Greenfield
500 - 999	Education	Keene State College	Keene
500 - 999	Education	Keene School District	Keene
500 - 999	Industrial filters	Millpore Corporation	Jaffrey
500 - 999	Health care services	Monadnock Community Hospital	Peterborough
500 - 999	Hospital supplies	Smith Industrial Medical Systems	Keene
500 - 999	Precision Bearings	NH Ball Bearings	Peterborough
500 - 999	Insurance services	Liberty Mutual/Peerless Insurance Company	Keene
250 - 499	Industrial marking equipment	Imaje Corporation	Keene
250 - 499	Education	Monadnock Regional School District	Swanzy
250 - 499	Insurance services	National Grange Mutual Insurance	Keene
250 - 499	Mini & precision bearings	TimKen Super Precision	Keene
250 - 499	Medical tubing	TFX Medical Inc.	Jaffrey
250 - 499	Food warehouse	United Natural Foods	Chesterfield

250 - 499	Education	Franklin Pierce University (Rindge campus)	Rindge
250 - 499	Supermarket	Market Basket	Rindge
250 - 499	Education	Peterborough Public School System	Peterborough
250 - 499	Education	Jaffrey-Ringe School District	Jaffrey

Source: New Hampshire Employment Security

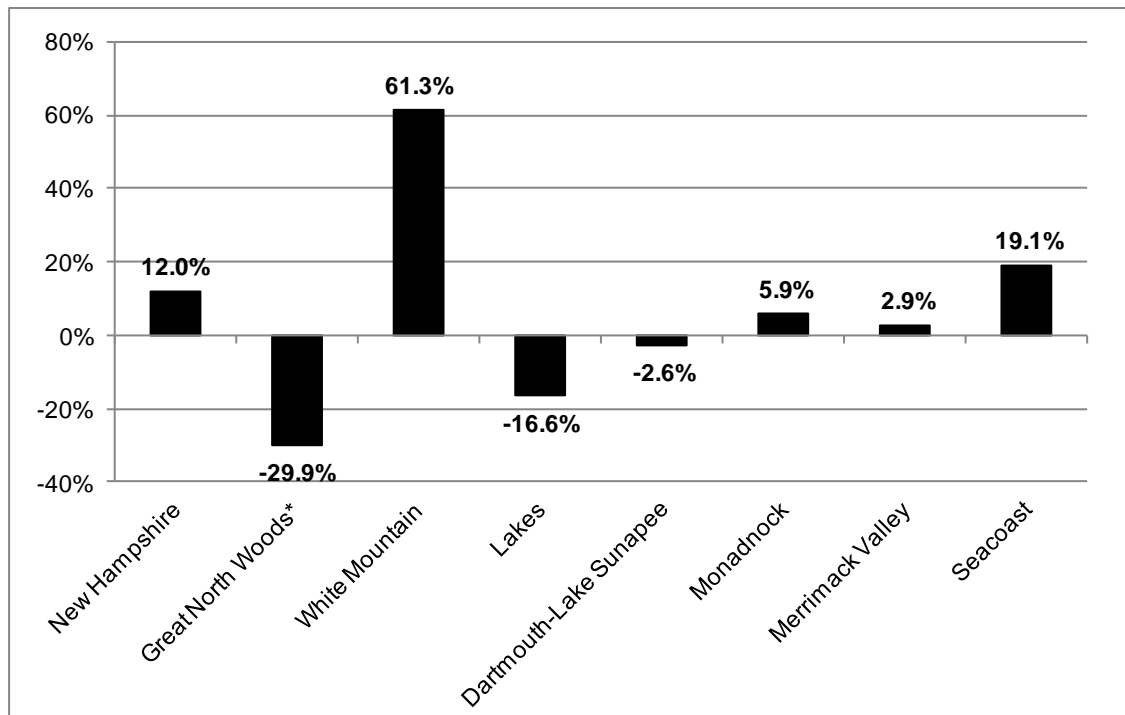
D. Tourism

According to the Institute for NH Studies (INHS) at Plymouth State College, during fiscal year (FY) 2012, 34.2 million travelers and tourists visited New Hampshire and spent \$4.42 billion (Table 37). According to the same report, this estimated direct traveler spending supported additional sales of \$2.1 billion in supply industries (indirect spending by travelers). Earnings of the workers in the tourism industry and its supply industries supported additional sales of \$7.3 billion (induced spending by travelers). In sum, the total contribution to the state's economy of the traveler spending (direct, indirect and induced) was \$13.8 billion.

The direct spending of \$4.42 billion is an increase of 12.0 percent over the FY 2010 level, due to a slow but steady economic recovery from the recent recession during FY 2010. The direct spending by travelers was 6.9 percent of gross state product, up from 6.6 percent in FY 2010. According to Dr. Daniel S. Lee, INHS, this spending indicates that the travel and tourism industry increased at slightly faster rate than the rest of the state's economy between FY 2010 and FY 2012. The Monadnock Region ranked 5th in total traveler spending, visitor trip, and overnight visitor trips, and 6th for traveler spending on lodging (Table 37, Table 38, Table 39, Table 40).

In contrast to these findings, the Monadnock Region ranks first in terms of off-season (non-summer) lodging occupancy (Table 41). The Region achieves about 88% of its summer paid lodging figure in the fall, 61% of that figure in the spring, and 66% of that figure in the winter. The overall average off-season capacity utilization is about 78% of the summer high.

Figure 29: FY 2010 and FY 2012 Changes in Traveler Spending by Region



Source: The Institute for NH Studies, Plymouth State University of the University System of New Hampshire

* The estimate for Great North Woods in FY 10 does not include sales of BALSAMS since it was estimated by a new model that reflects new information including the closure of BALSAMS. Thus, the true percent change for the region is worse than the reported figure by as much as the loss of the Grand Resort.

Note: Fiscal Year: July 1 to June 30

Table 37: FY 2010 and FY 2012 Traveler Spending by Travel Region (in Millions)

	FY 2010	FY 2012	% Change	FY 2012 Rank
New Hampshire	\$3,943	\$4,417	12.0%	
Great North Woods*	\$118	\$83	-29.9%	7
White Mountain	\$687	\$1,108	61.3%	2
Lakes	\$630	\$526	-16.6%	4
Dartmouth-Lake Sunapee	\$212	\$206	-2.6%	6
Monadnock	\$232	\$246	5.9%	5
Merrimack Valley	\$1,288	\$1,325	2.9%	1
Seacoast	\$775	\$923	19.1%	3

Source: The Institute for NH Studies, Plymouth State University of the University System of New Hampshire

* The estimate for Great North Woods in FY 10 does not include sales of BALSAMS since it was estimated by a new model that reflects new information including the closure of BALSAMS. Thus, the true percent change for the region is worse than the reported figure by as much as the loss of the Grand Resort.

Note: Fiscal Year: July 1 to June 30

Table 38: 2011/2012 Estimated Traveler Spending by NH Travel Region and Season (in Millions)

	Summer 2011	Fall 2011	Winter 11-12	Spring 2012	Total	Percent	Rank
New Hampshire	1,768.9	1,042.8	825.4	779.8	4,416.8	100.0%	
Great North Woods	35.8	19.3	17.7	10.2	83.0	1.9%	7
White Mountain	426.1	286.1	244.8	151.2	1,108.3	25.1%	2
Lakes	245.9	122.3	82.7	75.5	526.5	11.9%	4
Dartmouth-Lake Sunapee	75.9	49.9	46.1	34.1	206.1	4.7%	6
Monadnock	92.5	57.3	46.1	49.9	245.8	5.6%	5
Merrimack Valley	493.6	305.8	244.1	281.1	1,324.6	30.0%	1
Seacoast	399.1	202.0	143.9	177.7	922.6	20.9%	3
Percent	40.1%	23.6%	18.7%	17.7%	100.0%		

Source: The Institute for NH Studies, Plymouth State University of the University System of New Hampshire

Table 39: 2011/2012 Visitor Trips and Overnight Visitor Trips by Region (in Millions)

	Visitor Trips	Rank	Overnight Visitor Trips	Rank
New Hampshire	34.22		9.19	
Great North Woods	0.32	7	0.2	7
White Mountain	4.82	3	2.92	1
Lakes	3.19	4	1.46	4
Dartmouth-Lake Sunapee	1.2	6	0.46	6
Monadnock	2.5	5	0.47	5
Merrimack Valley	12.95	1	2.07	2
Seacoast	9.24	2	1.61	3

Source: The Institute for NH Studies, Plymouth State University of the University System of New Hampshire

Table 40: 2011/2012 Traveler Spending for Lodging by Region and Season (in Millions)

	Summer 2011	Fall 2011	Winter 11-12	Spring 2012	Total	Percent	Rank
New Hampshire	241.4	152.4	109.4	96.8	600.1	100.0%	
Great North Woods	7.5	4.3	4.2	2.4	18.4	3.1%	7
White Mountain	79.1	49.4	39.7	25.9	194	32.3%	1
Lakes	38.2	17.1	10.3	9.5	75	12.5%	4
Dartmouth-Lake Sunapee	11.1	7.1	5.7	4.4	28.4	4.7%	5
Monadnock	8.9	7.8	5.4	5.9	27.9	4.6%	6
Merrimack Valley	50.2	40.3	30.6	30.5	151.6	25.3%	2
Seacoast	46.4	26.5	13.6	18.2	104.7	17.5%	3
Percent	40.2%	25.4%	18.2%	16.1%	100.0%		

Source: The Institute for NH Studies, Plymouth State University of the University System of New Hampshire

Table 41: 2011/2012 Paid Lodging Utilization by NH Travel Region

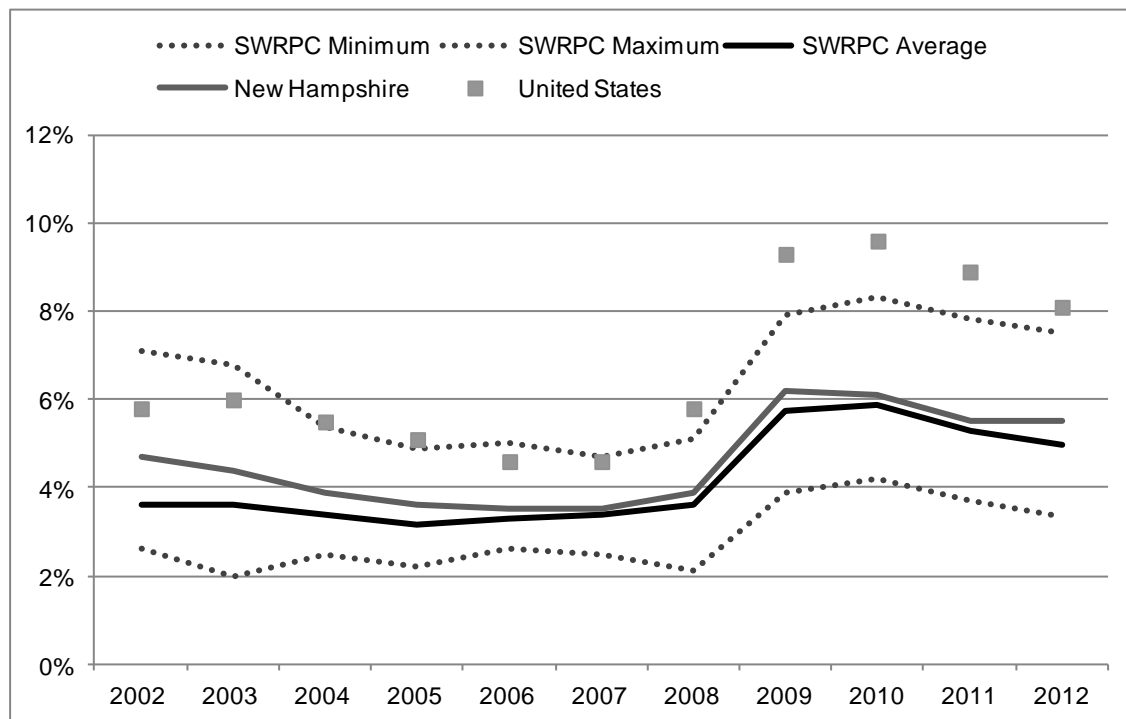
	Summer 2011	Fall 2011	Winter 11-12	Spring 2012	Average	Rank
Great North Woods	100%	56.8%	55.8%	31.2%	61.0%	5
White Mountain	100%	62.5%	50.2%	32.8%	61.4%	4
Lakes	100%	44.7%	26.9%	24.9%	49.1%	7
Dartmouth-Lake Sunapee	100%	64.1%	51.6%	39.9%	63.9%	3
Monadnock	100%	87.6%	60.5%	66.3%	78.6%	1
Merrimack Valley	100%	80.1%	60.9%	60.7%	75.4%	2
Seacoast	100%	57.2%	29.2%	39.2%	56.4%	6
Average	100%	64.9%	47.0%	41.8%	63.4%	

Source: The Institute for NH Studies, Plymouth State University of the University System of New Hampshire

E. Unemployment

The unemployment rate refers to the percentage of the labor force (persons 16 and over) that is jobless, but looking for work. Simply put, if a person is not employed or looking, they are not part of the work-force, and not part of an unemployment rate calculation. In the Southwest Region, the average unemployment rate from 2002 to 2012 was 4.2%, with a high of 5.9% in 2010 and a low of 3.2% in 2005. For the same time period, a lower percentage of people in the Region were unemployed compared to the average unemployment rate for the State (Figure 30, Table 42). In 2012, Sharon had the lowest unemployment rate, and Greenville had the highest. The City of Keene - a regional economic center - averaged 3.9% unemployment. Despite the overall positive picture when compared to state-wide numbers, individual municipal unemployment rates varied throughout the Region (Figure 30, Table 42).

Figure 30: 2002-2012 Southwest Region Annual Unemployment Rates



Sources: United States Bureau of Labor Statistics, New Hampshire Employment Security Economic and Labor Market Information Bureau

Table 42: 2002-2012 Unemployment Rates

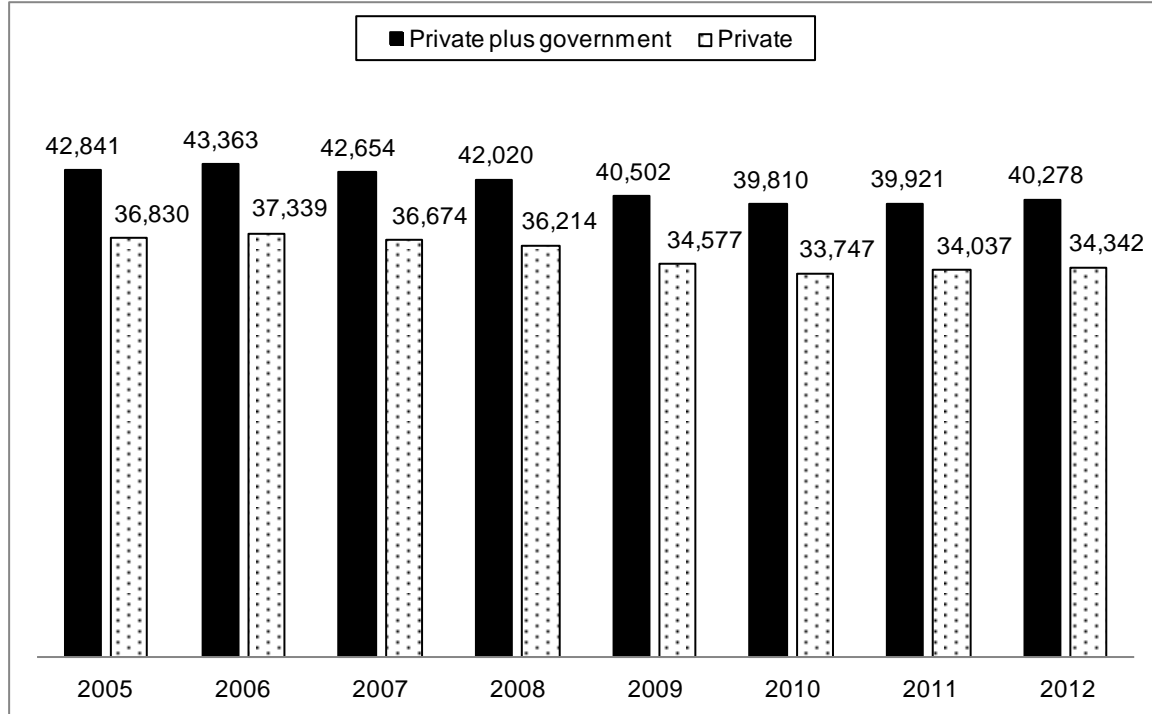
	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	Average
United States	5.8%	6.0%	5.5%	5.1%	4.6%	4.6%	5.8%	9.3%	9.6%	8.9%	8.1%	6.7%
New Hampshire	4.7%	4.4%	3.9%	3.6%	3.5%	3.5%	3.9%	6.2%	6.1%	5.5%	5.5%	4.6%
Southwest Region	3.7%	3.7%	3.5%	3.3%	3.3%	3.5%	3.7%	5.8%	6.0%	5.3%	5.3%	4.2%
Alstead	4.3%	4.2%	2.9%	3.4%	3.1%	3.2%	3.4%	4.7%	5.6%	4.8%	4.9%	4.0%
Antrim	3.7%	3.2%	3.2%	3.2%	3.1%	3.3%	4.2%	7.0%	6.6%	5.2%	5.7%	4.4%
Bennington	3.4%	2.9%	3.5%	3.1%	3.3%	2.9%	3.8%	6.4%	6.7%	5.6%	5.1%	4.2%
Chesterfield	2.7%	3.2%	3.1%	2.9%	3.1%	3.1%	3.0%	5.3%	5.3%	4.7%	4.7%	3.7%
Dublin	3.1%	2.9%	3.3%	3.4%	3.3%	3.5%	4.0%	6.3%	5.7%	5.1%	4.5%	4.1%
Fitzwilliam	4.6%	3.8%	3.6%	3.9%	3.9%	4.1%	4.1%	6.1%	5.9%	5.9%	4.9%	4.6%
Francestown	4.0%	3.9%	4.0%	3.4%	3.4%	3.3%	3.8%	5.0%	5.6%	5.5%	5.1%	4.3%
Gilsum	4.4%	3.6%	3.5%	3.0%	3.4%	2.5%	3.2%	6.5%	8.0%	5.9%	5.3%	4.5%
Greenfield	3.9%	3.5%	2.9%	2.7%	3.0%	3.0%	3.4%	6.1%	5.6%	5.1%	5.2%	4.0%
Greenville	7.1%	6.8%	5.4%	4.8%	4.7%	4.7%	5.1%	7.9%	8.3%	7.8%	7.5%	6.4%
Hancock	3.3%	3.8%	3.6%	2.8%	3.0%	2.8%	3.1%	4.5%	5.1%	4.6%	4.0%	3.7%
Harrisville	2.6%	2.8%	2.9%	2.3%	3.0%	3.0%	2.8%	4.0%	4.4%	4.7%	4.7%	3.4%
Hinsdale	3.4%	3.7%	4.2%	2.8%	2.6%	4.2%	4.3%	6.9%	8.0%	6.5%	6.4%	4.8%
Jaffrey	4.4%	4.6%	4.1%	3.8%	3.8%	4.1%	4.5%	6.8%	7.2%	5.5%	5.9%	5.0%
Keene	3.3%	3.4%	3.1%	3.0%	3.1%	3.2%	3.4%	5.3%	5.3%	5.0%	5.0%	3.9%
Langdon	2.6%	3.0%	3.1%	2.9%	2.6%	3.0%	3.4%	4.8%	4.8%	4.3%	3.7%	3.5%
Marlborough	3.7%	3.7%	2.8%	2.7%	3.0%	3.2%	3.2%	5.7%	4.9%	4.1%	4.3%	3.8%
Marlow	2.7%	3.0%	3.2%	2.9%	3.6%	4.1%	3.5%	5.7%	5.7%	7.1%	5.1%	4.2%
Nelson	2.7%	2.2%	2.7%	2.4%	3.1%	2.9%	3.1%	4.4%	4.4%	3.7%	3.9%	3.2%
New Ipswich	4.7%	4.5%	3.9%	4.0%	3.9%	3.9%	4.2%	6.7%	6.5%	7.0%	6.1%	5.0%
Peterborough	3.9%	4.5%	3.7%	3.6%	3.5%	3.6%	3.9%	5.8%	5.9%	5.0%	5.1%	4.4%
Richmond	2.6%	2.6%	3.2%	3.1%	3.8%	3.4%	3.8%	5.4%	5.2%	4.6%	5.6%	3.9%
Rindge	4.6%	5.1%	4.7%	4.9%	5.0%	4.7%	5.1%	6.7%	7.1%	7.0%	6.8%	5.6%
Roxbury	2.8%	2.9%	2.8%	2.8%	3.4%	3.3%	2.7%	4.7%	4.5%	6.7%	4.3%	3.7%
Sharon	2.9%	2.0%	3.0%	3.0%	3.4%	2.5%	4.0%	5.9%	4.2%	3.7%	3.3%	3.4%
Stoddard	2.6%	2.2%	3.0%	2.8%	2.7%	3.1%	3.1%	3.9%	4.9%	4.1%	4.2%	3.3%
Sullivan	3.8%	3.3%	2.6%	3.2%	2.7%	2.8%	2.7%	5.6%	7.1%	5.4%	4.6%	4.0%
Surry	3.1%	2.7%	2.7%	2.2%	2.8%	2.8%	2.1%	4.9%	4.7%	4.1%	4.4%	3.3%
Swanzey	3.4%	3.5%	3.2%	2.9%	3.0%	3.6%	3.5%	5.8%	6.2%	5.0%	5.0%	4.1%
Temple	3.8%	4.5%	3.3%	2.7%	2.7%	2.8%	3.2%	5.1%	6.1%	4.8%	5.2%	4.0%
Troy	4.3%	4.6%	3.3%	3.7%	3.6%	3.7%	4.5%	7.3%	6.4%	5.1%	5.0%	4.7%
Walpole	2.8%	2.9%	3.1%	3.0%	3.1%	2.9%	3.3%	5.1%	5.9%	4.6%	4.3%	3.7%
Westmoreland	3.2%	3.0%	2.5%	2.9%	2.9%	3.1%	2.8%	3.9%	4.4%	3.7%	4.0%	3.3%
Winchester	4.6%	4.5%	4.7%	4.3%	4.1%	4.5%	4.6%	7.2%	7.5%	6.4%	6.2%	5.3%
Windsor	2.8%	5.6%	3.4%	2.6%	3.4%	3.5%	4.4%	6.9%	5.6%	6.4%	4.9%	4.5%

Source: New Hampshire Employment Security Economic and Labor Market Information Bureau

F. Major Layoffs and Plant Closures

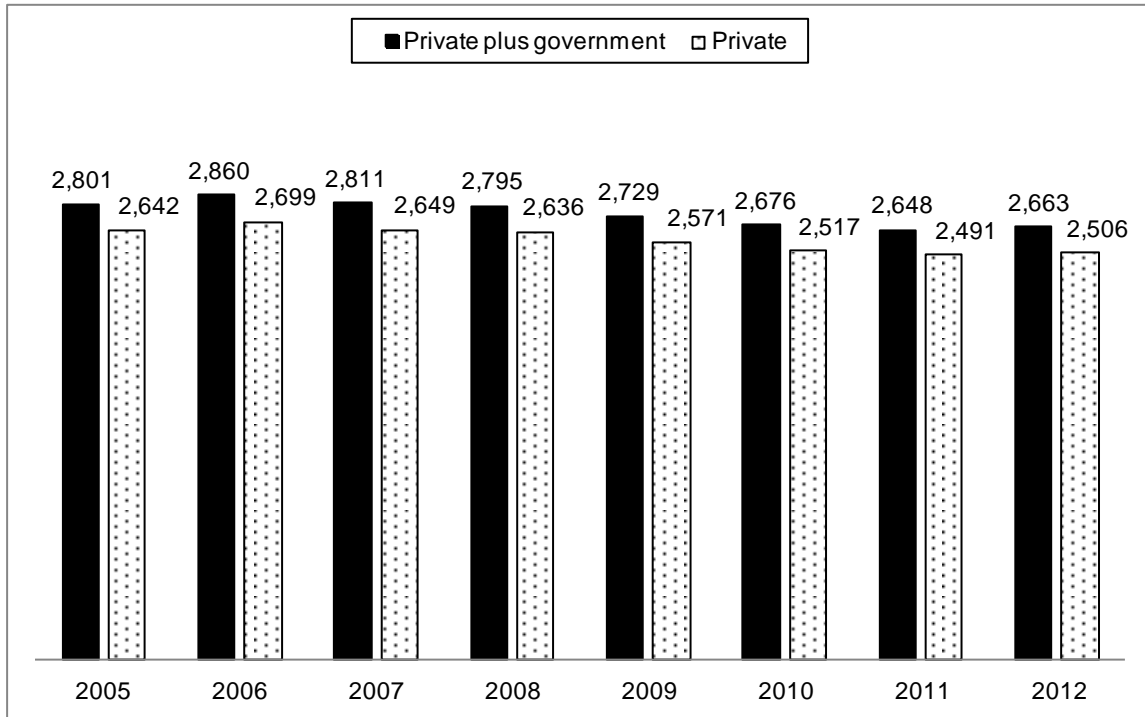
Following a recent recession, private sector employment in the Southwest Region dropped abruptly. From 2006 through 2010, both annual employment and number of work sites or firms dropped each year. 2011 marked the first full year of increased employment.

Figure 31: Covered Employment and Wages Employment (2005-2012)



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

Figure 32: Covered Employment and Wages Work Sites (2005-2012)



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

G. Regional Economy Conclusions

The five largest industry sectors of employment for residents of the Southwest Region, including non-private sector industries, were: 1) educational services, and health care and social assistance (14,790, 28% total), 2) manufacturing (7,936, 15% total), 3) retail trade (6,669, 13% total), 4) construction (4,259, 8% total), and 5) Arts, entertainment, and recreation, and accommodation and food services (3,906, 7% total). Together, the top five employment sectors total 71% of jobs in the Southwest Region. Since the 2000 Census, losses in the manufacturing sector were offset by strong growth in the educational services, and health care and social assistance sector, which added 3,833 jobs, more than all other sectors combined. The two smallest sectors of employment, including agriculture, forestry, fishing and hunting, and mining and information, both experienced losses of about 30% since the 2000 Census. During the recent recession, employment rates rose sharply in 2008, from 3.7% to a high of 6.0% in 2010. Historically, the Southwest Region has maintained higher labor participation than the state figures, if only slightly.

An analysis of 2012 Bureau of Labor Statistics annual wage data indicate a strong specialization in manufacturing when compared to the industry distribution of jobs by sector both nationally and statewide.

When compared to the United States, Southwest Region employment in Construction, Wholesale Trade, Transportation and Warehousing, Educational Services, and Arts, Accommodations and Food Services all exceeded national growth rates considerably (Table 32). When compared to the total economy of New Hampshire, Cheshire, Hillsborough and Sullivan counties continued to demonstrate their relative specialization in manufacturing. More specifically, both the machinery manufacturing and fabricated metal product manufacturing subsectors showed the strongest specialty, accounting for over 2,500 jobs and 40 firms in Cheshire County.

Between 2000 and 2011, the total labor force grew more slowly than did the national labor force (6.5% versus 9.3%). However, the Southwest Region's population also grew more slowly (5.1% versus 10% between 2000 and 2010). Educational services, health care, and social assistance emerged as the highest growth sector (35.6%) and the sector adding the largest number of jobs between 2000 and 2011 (3,883), exceeding the national industry growth rate by 12.1%. Growing at nearly the same rate (35.3%), Arts, entertainment, and recreation, and accommodation and food services added 1,019 jobs between 2000 and 2011, primarily in accommodations and food services, which also exceeded growth at the national level. Construction was another industry with strong growth that contributed 555 new jobs and exceeded national growth by 5.4%.

Despite the continued loss of jobs, 1,563 between 2000 and 2011, manufacturing is still an important export-oriented industry sector in the Southwest Region. Furthermore, jobs in this sector declined at the same rate as was observed for the nation (about 16.5%). Over the same time period, employment in educational services, health care and social assistance surpassed the combined growth of all other categories, adding 3,883 jobs between 2000 and 2011. Although the composition of Southwest Region industry employment is constantly in flux, it is of utmost importance to further strengthen export-oriented businesses in the Region, in particular highly innovative export-oriented businesses. The three businesses that are among the twenty largest companies and the most innovative firms in the Region are Millipore Corporation, Smith Industrial Medical Systems, and New Hampshire Ball Bearings. These and other export-oriented businesses support the Region's economic base by import-

ing additional wealth from consumers outside the Region. In addition, workers employed in these export-oriented firms generally earn more than workers in similar firms that are less export-oriented.

The majority of workers in the Southwest Region, however, do not work in the export-oriented sectors of the Regional economy. In fact, an industry cluster analysis shows that most employment opportunities in the Southwest Region are lower-paying professional and customer service jobs and that high-technology jobs are relatively rare when compared to the high-growth centers of Hillsborough County located outside the Southwest Region.

In the Southwest Region, 6 of the 20 largest employers are manufacturing companies, 6 are school districts or institutions. Just ten years ago, there were ten manufacturing companies, and school districts or institutions. Three of the top seven firms provide health care services: Cheshire Medical Center, Crotched Mountain, and Peterborough Community Hospital. Although these larger firms (greater than 250 employees) employ a third of all workers, the vast majority of businesses (70%) employed fewer than 10 workers in 2013.

Tourism is an important industry sector in the Southwest Region. Statewide, the Institute for New Hampshire Studies determined that about 34.2 travelers and tourists visited New Hampshire and spent \$4.42 billion in fiscal year 2012. Of that, \$241.7 million was spent in the Southwest Region, the majority on rooms and meals. Although not the largest tourism market area in the state, the occupancy rates for the Region's hotels, motels and inns are more consistent throughout the year than observed in other parts of New Hampshire. There are still opportunities for attracting larger numbers of tourists to the Region, thereby strengthening the Region's economic base.

3. Evaluation of Regional Issues

During recent decades, the Southwest Region has witnessed changes in population, economic activity and income. Projections indicate that the Region's population will change further over the next two decades. The challenge for the Region is to balance demographic pressures with demands for economic and community development, housing, transportation, infrastructure, and the protection of natural resources. In sum, the task that lies before the Southwest Region is to preserve the level of quality of life that the Region has enjoyed in recent years. The following section, by focusing on strengths, weaknesses, opportunities and threats (SWOT), addresses the Region's ability to cope with present and future demands.

A. Strengths and Opportunities

1) A skilled workforce is important for our regional economic strength.

The Region is fortunate to have a highly skilled workforce for most of its industry sectors. The workforce's education and skills, however, need to be improved to sustain current and future economic trends. The high quality of life throughout the Region attracts new workers to our municipalities. More housing construction would further guarantee the level of workforce quality and quantity currently enjoyed by the Region.

2) The Region has access to larger transportation networks.

The Region is well-connected to major urban areas through the federal highway system, in particular through I-91. East-west traffic, however, relies heavily on lower-classification highways. National and International airports are located within 100 miles. Direct access to the railroad network is not available.

3) Regional economic development is the focus of several organizations.

There are at least five organizations in our Region directly involved in regional economic development. The following agencies have developed numerous programs to this end: Monadnock Economic Development Corporation, Southwestern Community Services, Southern New Hampshire Services and Southwest Region Planning Commission. Many of their programs benefit businesses by giving planning assistance, financing advice, managerial and logistical support. Strengthening those programs will further develop opportunities for business retention and attraction.

4) A high level of public involvement in local governance and planning.

Volunteers are the backbone of local government throughout the Region. A strong sense of community is a major factor in inspiring residents to participate in local affairs. Efforts should be made to broaden the number of citizens involved in municipal government and to educate them about their responsibilities.

5) New Hampshire is a state of small government and low taxes.

Compared to other states, New Hampshire state and county governments are smaller in terms of the number of civil servants and have fewer rights to tax their citizens. The absence of sales and state income taxes is advantageous for consumers. This fact needs to be more publicized in other parts of the country to replenish our pool of qualified workers.

6) Tourism as a source of revenue has not been used to its fullest extent.

Our Region is blessed with an abundance of natural beauty and recreational opportunities. Nevertheless, tourism is often underestimated as a source of local income. This is in part due to the fact that our Region is in close proximity to high-volume tourism areas in New Hampshire and Vermont that seemingly possess more noticeable landmarks, such as the White Mountains or Green Mountains. We should consider overcoming this perception by marketing our Region from a tourism perspective.

B. Weaknesses and Threats

1) The Region is losing high-paying manufacturing jobs.

During the four years prior to the original drafting of this document, the Southwest Region lost at least 903 manufacturing jobs, or 8% of its manufacturing work force. Replacing those jobs with similar high-paying jobs has become a challenge. Moreover, because of a nation-wide decline in the manufacturing sector, the economic composition of the Region will most likely continue to change. The retention, extension and attraction of businesses providing higher-paying jobs in other sectors will help to diversify the Regional economy.

2) There is a loss of local business control.

In recent years, the number of locally owned businesses has declined. Many local businesses are now managed from offices outside the Region. Furthermore, many locally owned businesses are suppliers to larger, out-of-region companies.

3) Doing business has become more expensive and difficult.

In recent years, businesses benefited from relatively low costs for labor and land and low taxes. This may change once the amount of cheap and strategically located land decreases due to ongoing development. Because of rising public expenditures, property and corporate taxes may also increase. If not replenished, the pool of skilled local workers will dry up soon. Soaring utility costs will put additional pressure on local businesses.

4) There is a growing housing shortage.

When compared to Boston and other parts of eastern and southern New England, housing prices and rents are relatively low throughout the Region. The housing market, however, is very tight. This is due to a gradual increase in population and to insufficient home construction, which affects residents from all income groups. A reflection of this situation is the low vacancy rate for both owner-occupied and renter-occupied homes. This housing shortage might prevent the growth of the labor force needed to accommodate development demands.

5) Access to investment capital has become more difficult.

Because of mergers, financial institutions have lost their local character. As a consequence, the traditionally close relationship between local banks and businesses has weakened. Information about financing options has also become more difficult to obtain.

6) Land zoned for commercial and industrial use and reuse is often unsuitably located.

Although there are a sufficient number of parcels zoned for commercial and industrial uses in most towns, they are often located in areas without access to major transportation routes and isolated from each other in separate pockets.

7) Infrastructure in many towns needs to be improved.

The condition of infrastructure (roads, sewer and water) in many towns is unsatisfactory, due in part to public resistance to increased expenditures for maintenance and upgrades. This situation is not conducive for sustaining or expanding economic development activities. Investments in telecommunication infrastructure (e.g. broad-band internet access) should also be made to keep pace with other markets.

8) The lack of a research institution weakens economic development efforts.

Despite a number of colleges in the Region, the lack of a research institution is an obstacle to innovation and specialization. For example, the close relationship between Dartmouth-Hitchcock Medical Center and local companies has been crucial for establishing the Hanover-Lebanon area as an important bio-technology center. Geographic proximity of academic research and industrial activity is essential for accelerating economic development and successfully competing with other regions.

9) Local governance and planning is often unconcerned about regional needs.

Regional considerations frequently take a backseat to political and budgetary pressures at the local level. Consequently, many municipalities pursue goals that are not coordinated with neighboring communities.

Table 43: Summary of Regional Issues

Regional Issue		Strength	Weakness	Opportunity	Threat
Labor force	Education/ Skills	x	x	x	
	Availability	x			x
	Wages	x			
Transportation	Highways	x	x		
	Air	x			
	Rail		x		
Local infrastructure	Improvements & upgrades		x	x	
Housing	Availability		x	x	
	Prices	x			x
	Rents		x	x	
Educational system	Quality	x	x	x	
Economic base	Local control/ ownership		x	x	
	Business support/ retention	x	x	x	
	Financing sources		x	x	
	Diversification	x		x	
	Creative economy	x		x	
	Tourism potential		x	x	
	Availability		x	x	
Employment	Diversity		x	x	
	Income		x	x	
	Sales and income	x	x	x	
Tax structure	Property and corporate		x		x
	Costs		x		
Utilities	Costs		x		
Developable land	Suitability		x	x	
	Availability	x			x
	Zoning		x	x	
	Development fees		x		x
	Tax Increment Financing	x		x	
Quality of life		x			x
Research institution	Potential		x	x	
Regional perspective	Regional Organizations	x			
	Public awareness		x	x	
Local government	Volunteerism	x		x	x
	Resources		x	x	
Health services	Access	x			
	Capacity	x			

Source: CEDS Advisory Committee SWOT Analysis

C. Community Survey

A community survey was developed to better understand public attitudes with regard to economic development.¹ The survey used the issues of importance identified during the SWOT exercise as a starting point to develop questions and receive feedback from the public at large. Most respondents ranked Quality of Life, the Educational System and Labor Force as the three most important issues, whereas Transportation, Tax Structure and Housing were on the bottom of the scale. A majority of respondents chose the Natural Environment, Historic/Rural Character and Cultural Activities as the main reasons to live in the Southwest Region of New Hampshire. When asked about the future, of highest concern were Transportation, Housing, and Tax Structure – issues also responsible for the majority of suggestions for improvements. When asked to identify critical issues affecting the Region on their own, most respondents listed Labor Force, Tax Structure, Smart Growth and Historic Preservation.

D. External Forces

The largest influence on the Southwest Region's economy is the larger U.S. economy. With the ongoing decline in manufacturing jobs, this Region's former pay-rate advantage is declining. Future concerns include the types of jobs being created and the rates of pay for these jobs.

Another issue impacting the Region is the high cost of energy, particularly electricity, gasoline and home heating oil. These costs place companies at a disadvantage in this Region because of high winter heating costs, generally long commute times of workers, and distance from more concentrated urban markets. Given the ongoing activities in the Middle East and the current lack of local, renewable energy alternatives, energy costs are likely to be of increasing concern in years to come.

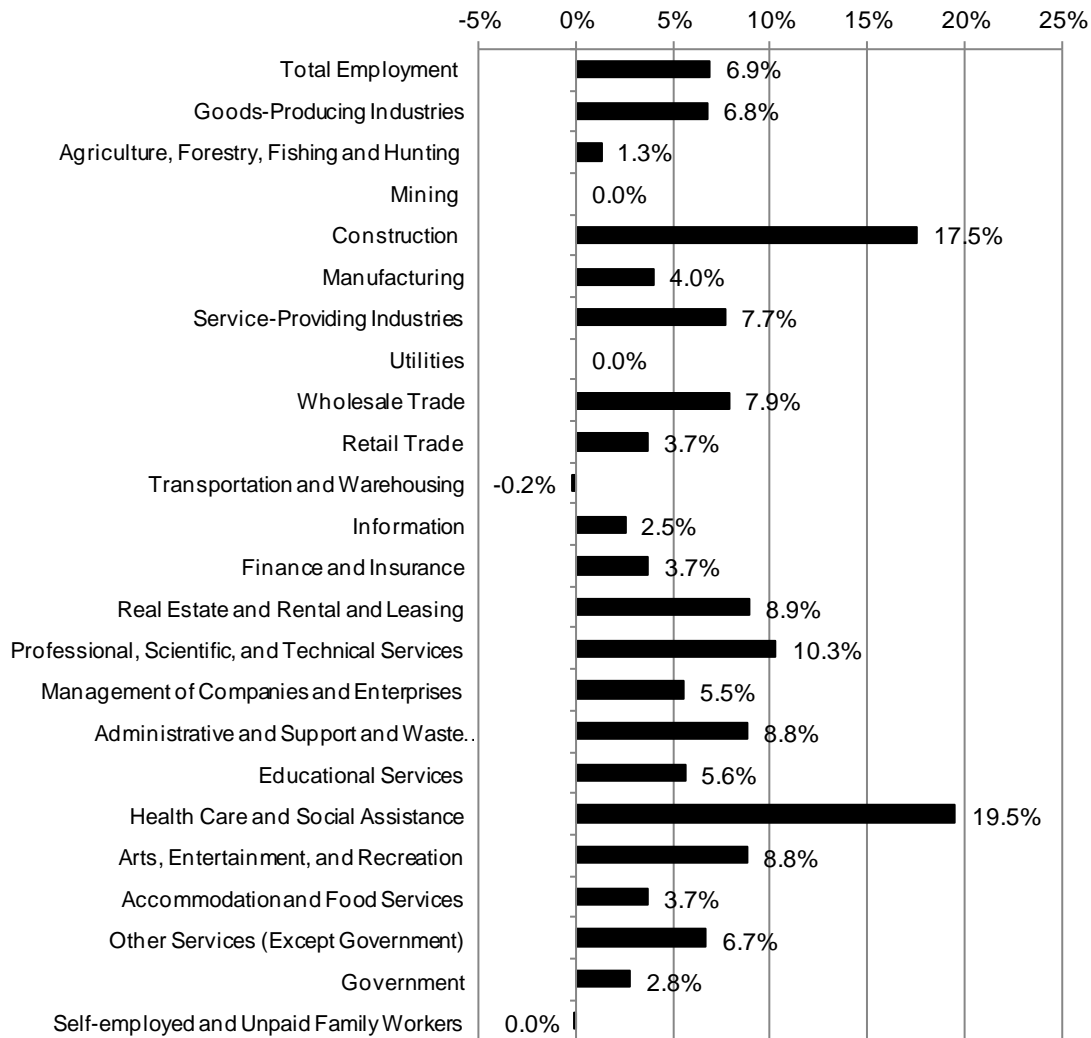
A lack of housing puts this Region at a competitive disadvantage with other parts of New England by preventing the in-migration of well-trained and high-skilled workers. High housing costs in the economic centers of the Region also increase travel-to-work times for those in low-paying jobs and force them to pay more for gasoline. Once the Region starts to address the lack of housing, it will help address other, related problems.

E. Future Economic Development

According to New Hampshire Employment Security projections, the highest increases will come from the health care and construction industries by 2010 (Table 44, Figure 33). The healthcare and social assistance sector includes Standard Occupational Classification (SOC) major groups like Healthcare Practitioners and Technical Occupations (18% growth), Healthcare Support Occupations (19.5% growth), and Community and Social Services Occupations (14.9% growth) (Table 45).

¹ The questionnaire contained four substantive questions and several questions on the background of the respondents. The questionnaire was available online at the SWRPC website for 16 weeks and received 67 responses. The majority of the respondents lived in Keene and Harrisville (68%), was between the ages of 46 and 85, had been living in the Region for more than 11 years and did not have children in school. While the responses give some insight to opinions in the Region, due to the rate of response the information should be used only as a supplement to other findings.

Figure 33: Industry Projections 2010-2020 Southwest Planning Region (North American Industrial Classification System)



Source: New Hampshire Employment Security, Industry Projections by Planning Region 2010 -2020 (January 2013)

Table 44: Industry Projections 2010-2020 Southwest Planning Region (North American Industrial Classification System)

	Industry	Estimated 2010	Projected 2020	2010-2020 Change	
				Numeric	Percent
Code	Total Employment	44,803	47,891	3,088	6.9%
101000	Goods-Producing Industries	8,879	9,479	600	6.8%
11	Agriculture, Forestry, Fishing and Hunting	1,006	1,019	13	1.3%
21	Mining	11	11	0	0.0%
23	Construction	2,028	2,383	355	17.5%
31-33	Manufacturing	5,834	6,066	232	4.0%
102000	Service-Providing Industries	32,373	34,862	2,489	7.7%
22	Utilities	<i>n</i>	<i>n</i>	<i>n</i>	<i>n</i>
42	Wholesale Trade	1,309	1,412	103	7.9%
44-45	Retail Trade	5,765	5,978	213	3.7%
48-49	Transportation and Warehousing	893	891	-2	-0.2%
51	Information	672	689	17	2.5%
52	Finance and Insurance	1,714	1,778	64	3.7%
53	Real Estate and Rental and Leasing	314	342	28	8.9%
54	Professional, Scientific, and Technical Services	808	891	83	10.3%
55	Management of Companies and Enterprises	1,028	1,085	57	5.5%
56	Administrative and Support and Waste Management Services	1,089	1,185	96	8.8%
61	Educational Services	4,983	5,263	280	5.6%
62	Health Care and Social Assistance	6,208	7,417	1,209	19.5%
71	Arts, Entertainment, and Recreation	512	557	45	8.8%
72	Accommodation and Food Services	2,864	2,970	106	3.7%
81	Other Services (Except Government)	2,013	2,148	135	6.7%
	Government	2,129	2,189	60	2.8%
	Self-employed and Unpaid Family Workers	3,551	3,550	-1	0.0%

Source: New Hampshire Employment Security, Industry Projections by Planning Region 2010 -2020 (January 2013)

Table 45: Occupational Projections 2010-2020 Southwest Planning Region (Standard Occupational Classification)

	Occupational Group	2010 Employment	2020 Projected	Numeric Change	Percent Change	Average Annual Openings		
						Growth	Replacement	Total
Major Group	Total Employment	44,803	47,891	3,088	6.9%	344	1,052	1,396
11-0000	Management Occupations	3,444	3,515	71	2.1%	11	72	83
13-0000	Business and Financial Operations Occupations	1,572	1,704	132	8.4%	13	34	47
15-0000	Computer and Mathematical Occupations	687	796	109	15.9%	11	15	26
17-0000	Architecture and Engineering Occupations	451	471	20	4.4%	2	11	13
19-0000	Life, Physical, and Social Science Occupations	149	160	11	7.4%	0	4	4
21-0000	Community and Social Services Occupations	891	1,024	133	14.9%	13	18	31
23-0000	Legal Occupations	162	167	5	3.1%	0	3	3
25-0000	Education, Training, and Library Occupations	3,744	3,989	245	6.5%	26	80	106
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	929	940	11	1.2%	3	25	28
29-0000	Healthcare Practitioners and Technical Occupations	2,525	2,979	454	18.0%	45	51	96
31-0000	Healthcare Support Occupations	1,300	1,553	253	19.5%	25	18	43
33-0000	Protective Service Occupations	547	578	31	5.7%	3	15	18
35-0000	Food Preparation and Serving Related Occupations	3,195	3,340	145	4.5%	17	114	131
37-0000	Building and Grounds Cleaning and Maintenance Occupations	1,678	1,760	82	4.9%	8	30	38
39-0000	Personal Care and Service Occupations	1,487	1,745	258	17.4%	25	31	56
41-0000	Sales and Related Occupations	5,025	5,265	240	4.8%	25	163	188
43-0000	Office and Administrative Support Occupations	7,053	7,189	136	1.9%	30	153	183
45-0000	Farming, Fishing, and Forestry Occupations	262	272	10	3.8%	1	8	9
47-0000	Construction and Extraction Occupations	2,453	2,724	271	11.0%	28	52	80
49-0000	Installation, Maintenance, and Repair Occupations	1,474	1,602	128	8.7%	15	34	49
51-0000	Production Occupations	3,929	4,113	184	4.7%	26	78	104
53-0000	Transportation and Material Moving Occupations	1,846	2,005	159	8.6%	17	43	60

Source: New Hampshire Employment Security, Occupational Projections by Planning Region 2010 -2020 (January 2013)

F. Partners and Resources for Economic Development

The implementation of the CEDS will depend to a large extent on the partnerships fostered between economic development stakeholders in the Region, and on the willingness of federal and state partners to supplement the limited resources available at the regional and local levels. This Region has an extensive history in making public/private partnerships work. On many occasions, federal and state dollars have been combined with private, non-profit and local funds to move projects forward.

Who are the economic development stakeholders in the Region that will implement the CEDS? What federal or state agencies will these economic development stakeholders be appealing to? To a large extent the implementation of the CEDS will build upon the long-established relationships in the Region between the regional economic development stakeholders and their financial and programmatic partners at the federal and state levels. The following tables identify the major players at the Regional and local, federal and state levels that will be involved in the implementation of the CEDS. Ideally, we will be striving to encourage other economic development stakeholders to participate in the process and to play a role in helping the Region attain its goals through funding provided by federal and state agencies new to the region. This listing of partners and resources for economic development is not a complete list, but, rather, a summary of the various partners.

Table 46: Partners and Resources by Issue

Housing
Cheshire Housing Trust Contoocook Housing Trust Heading For Home Keene Housing Authority Southern NH Services Southwestern Community Services
Economic Development (commercial and industrial)
Antrim Chamber of Commerce Better Business Bureau Greater Keene Chamber of Commerce Greater Peterborough Chamber of Commerce Hannah Grimes Center Hannah Grimes Marketplace Jaffrey Chamber of Commerce Monadnock Economic Development Corporation Municipal Economic Development Advisory Committees NH Business and Industry Association NH Department of Resources and Economic Development Rindge Chamber of Commerce SCORE—Counselors to America’s Small Businesses US Department of Commerce, Economic Development Administration US Housing and Urban Development US Small Business Development Center

Education & Training
Antioch New England Graduate School Franklin Pierce University Keene State College River Valley Community College School Administrative Units (SAU)
Community Development
NH Community Development Finance Authority NH Department of Transportation NH Main Street Center NH Office of Energy and Planning Southwest Region Planning Commission UNH Cooperative Extension
Transportation, Utilities & Infrastructure
City Express (HCS) Monadnock Connect NH Department of Transportation Pathways for Keene Public Service of NH
Travel & Tourism
Antrim Chamber of Commerce Connecticut River Joint Commission Greater Keene Chamber of Commerce Greater Peterborough Chamber of Commerce Jaffrey Chamber of Commerce Monadnock Travel Council NH DRED Division of Parks and Recreation Rindge Chamber of Commerce
Environment
Harris Center for Conservation Education Monadnock Conservancy NH Department of Environmental Services NH Department of Resource and Economic Development Society for the Preservation of NH Forests US Environmental Protection Agency

Arts & Heritage
Apple Hill Center for Chamber Music ArtsAlive! Collaborative Colonial Theater Historical Societies/ Heritage Commissions MacDowell Colony Monadnock Folklore Society NH Association of Conservation Commissions NH Department of Cultural Resources NH Preservation Alliance Park Theater Corporation Peterborough Players Sharon Arts Center The Moving Company Thorne-Sagendorf Gallery of Keene State College
Social Services
Dartmouth Hitchcock Medical Center—Keene Monadnock Area Psychotherapy and Spirituality Services Monadnock Collaborative Monadnock Developmental Services Monadnock Family Services Southwestern Community Services
Private Grantmakers & Foundations
New Hampshire Charitable Foundation Monadnock Region NH Charitable Foundation NH Community Loan Fund NH Endowment for Health Putnam Foundation
Private Lenders
Bank of America Bank of New Hampshire Charter One Bank Citizens Bank Connecticut River Bank GFA Federal Credit Union Lake Sunapee Bank Ocean National Bank Savings Bank of Walpole TD Bank

Government, Public Grantmakers & Lenders

MicroCredit New Hampshire NH Community Development Finance Authority NH Housing Finance Authority NH Business Finance Authority NH Land and Community Heritage Investment Program NH Business and Industry Association US Department of Commerce, Economic Development Administration USDA Rural Development US Department of Housing and Urban Development US Department of Health and Human Services US Environmental Protection Agency

Communications

3G Wireless Argent Communications Armarius Press Bauhan Publishing Beaver Wood Association Business NH Magazine Carl Olson Enterprises Cheshire Net Accounting Cheshire Network Service CK Jensen Communications Cobblestone Publishing Comcast Connell Communications Inc. Consensus Technology Country Press CTC Communications Corporation David R Godine Publisher Equine Journal Fairpoint Communications Fall Mountain Internet Service G4 Communications Gurney Publishing Service Helmets Publishing Inc. Homes & Land Magazine Interval Shop Keene Sentinel Kennedy Information, LLC Laurin Publishing LocalNet Corporation Monadnock Ledger Monadnock Radio Group Monadnock Shopper News

Motorola Inc.
Musicplayer
National Building News
New Hampshire FastRoads
Old Colony Sound Lab
Peterborough Transcript
Radius North Communications
S Lapalme Designs
Sensors Buyers Guide
Systems & Communications Sciences
Tactics Group Intl
TDS
Time Warner
US Cellular, Inc.
Verizon
Web Ryders
WHDQ
WiValley
WKNE
World Path Internet Service
WSSH
WYRY
WZBK
WZSH

IV. Vision, Goals, Objectives and Tasks

1. Vision Statement

Today the Southwest Region is a prosperous, attractive place to live and work. The Region has a clear, unique identity and cohesive community within the larger central New England neighborhood. At the same time, the Region enjoys strong civic and economic connections with New England, the Nation and the rest of the globe. This is also the future envisioned in the CEDS.

Creativity, innovation, effectiveness, accountability, and adaptiveness will be hallmarks of both private and public enterprise in the Southwest Region. These attributes apply equally to cutting-edge technologies, the global market place and traditional New England lifestyles, including agriculture, forest industries and the arts. Private and public activity will foster equally economic enterprise, environmental protection, and conservation of our cultural heritage, seeking not to transform the landscape, but preserve our greatest assets.

Residents will enjoy a unique, prosperous and healthful quality of life characterized by diverse opportunities for employment, housing, education, and civic participation.

A strong Regional community is characterized by:

- low crime rate,
- diverse housing opportunities,
- volunteerism and participation in local affairs,
- honoring cultural and historical heritage,
- vitality of downtowns and village centers,
- coordinating community development efforts,
- cultural and recreational opportunities,
- preserving open space, and
- balancing preservation, conservation and development.

A competitive Regional economy is characterized by:

- cooperation among municipalities,
- quality infrastructure,
- strong educational and vocational opportunities,
- supporting and retaining local business,
- recruiting new business,
- promoting entrepreneurship,
- diverse job opportunities, and
- environmentally friendly business practices.

2. Goals, Objectives and Tasks

The Comprehensive Economic Development Strategy (CEDS) for the Southwest Region will accomplish this Vision by establishing eight goals—as well as related objectives and tasks—reflecting the results of the strength, weaknesses, opportunities and threats analysis conducted by the CEDS Advisory Committee and additional public input. The goals, objectives and tasks are as follows:

Goal A: Maintain a high-quality labor force.

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

Task: Start an initiative to address workforce skills and to assess employer needs and provide required training.

Term: Short

Task: Strengthen programs for teaching basic technology skills to high school students.

Term: Medium

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

Task: Recruit local youth and college students through apprenticeship and internship programs with Regional employers.

Term: Medium

Task: Recruit trained personnel in demand occupations from outside the Region.

Term: Long

Objective: Create employment opportunities that protect and raise workers' standard of living.

Goal B: Prepare for future development.

Objective: Ensure a healthy balance of residential, commercial, and industrial development, agriculture, forestry, and open space ("Smart Growth").

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

Term: Short

Task: Promote the NH Main Street Program, including the principles of historic preservation and context-sensitive design.

Term: Medium

Objective: Provide information to municipalities about the costs and benefits of different types of development.

Task: Assist municipalities in updating their impact fee schedules.

Term: Medium

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

Task: 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.

Term: Medium

Task: In collaboration with NHDOT and other entities, improve road conditions and access management to support safe and efficient movement of people and goods.

Term: Long

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

Task: Assess and inventory the capacity and quality of existing municipal infrastructure and facilities.

Term: Short

Task: Promote municipal infrastructure and facility capacity expansion and improvement where necessary.

Term: Medium

Task: Encourage the adoption of local capital improvement programs to upgrade and modernize municipal infrastructure and facilities.

Term: Medium

Task: Promote Tax Increment Financing districts as a means for improving and modernizing municipal infrastructure and facilities.

Term: Medium

Task: Encourage utility and telecommunication providers to participate in an infrastructure inventory for determining development need capacities.

Term: Medium

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

Objective: Provide housing for all residents, considering type, location and cost.

Task: Assess Regional housing needs.

Term: Short

Task: Update master plans and zoning regulations to address housing needs.

Term: Medium

Task: Encourage the rehabilitation and construction of all housing types.

Term: Long

Objective: Support private and public housing development activities that provide affordable owner-occupied and renter-occupied homes and apartments.

Goal D: Strengthen the economic base.

Objective: Promote diverse types of economic activities.

Task: Promote the virtue of engaging in business activities.

Term: Short

Task: Strengthen programs that educate entrepreneurial start-ups about business planning, market research and other sound business practices.

Term: Short

Task: Establish business incubators and programs to provide low-cost rent, shared services, flexible financing and other appropriate services.

Term: Short

Task: Support and retain businesses, including innovative firms in export-oriented industry sectors.

Term: Medium

Task: Recruit businesses, including export-oriented companies, from outside the Region.

Term: Long

Objective: Strengthen the tourism industry.

Task: Create the position of a Regional tourism coordinator.

Term: Medium

Task: Develop marketing strategies to attract visitors to the Region.

Term: Medium

Task: Enhance opportunities for outdoor recreation (e.g. kiosks, markers, trail blazing system, bike and boat rentals etc).

Term: Medium

Task: Establish Regional visitor center.

Term: Long

Objective: Encourage creativity, innovation and cooperation in business and industry.

Task: Strengthen those individuals, organizations and businesses that help provide a creative environment and strengthen the Regional economy.

Term: Short

Task: Create working group of organizations such as economic development corporations, chambers of commerce and UNH Cooperative Extension for coordination of activities.

Term: Medium

Task: Encourage research collaboration between the Region's institutions of higher education and employers.

Term: Medium

Task: Establish an institution for focusing on research activities consistent with the economic goals of the Region.

Term: Long

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

Objective: Remove unnecessary barriers for business development.

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

Term: Short

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

Term: Short

Task: Increase the number of shovel-ready industrial sites.

Term: Medium

Task: Strengthen organizations that provide business support, such as economic development corporations, chambers of commerce, Monadnock Business Incubator Network etc.

Term: Long

Goal F: Promote the concept of Regionalism.

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

Task: Coordinate work of regional organizations and agencies.

Term: Short

Task: Educate the public on the benefits of regional coordination and collaboration.

Term: Medium

Task: Create a point of reference that serves as a clearing house for Regional economic development activities and resources.

Term: Short

Goal G: Strengthen local governments.

Objective: Encourage a high level of volunteerism.

Task: Broaden the number of citizens involved in municipal government.

Term: Short

Task: Promote awareness among volunteers about their responsibilities.

Term: Short

Objective: Ensure responsible and effective municipal decision-making.

Task: Encourage municipalities to hire professional staff for particular municipal positions.

Term: Medium

Task: Provide technical training for elected officials and professional staff.

Term: Medium

Task: Promote inter-municipal resource sharing regarding staff, facilities, equipment and other municipal functions.

Term: Medium

Goal H: Strengthen the quality of health services.

Objective: Ensure access to and sufficient capacity of health services to serve citizens of all income levels.

Task: Support medical task forces for assessing the need for health services in the Region.

Term: Short

Task: Establish local branches of regional health providers, including doctors and registered nurses.

Term: Medium

V. Action Plan

The Action Plan has been developed on the basis of the CEDS Advisory Committee's analysis of the Southwest Region's strengths, weaknesses, opportunities and threats; the Committee's regional vision developing work; and the Committee's identification of goals, objectives and tasks. The Action Plan covers a period of five years wherein the goals are broken down into Short-Term, Medium-Term and Long-Term objectives and tasks. SWRPC solicited projects from communities and economic development stakeholders and reviewed the submitted projects based upon the criteria developed by the Advisory Committee. These projects were determined to contribute to the economic growth of the Region and to meet at least one of the goals identified. The aspiration is to receive project funding from a variety of federal, state, local, non-profit and private resources in order to move this Region toward accomplishing its vision.

The Action Plan describes the Task Ranking Criteria, the Project Ranking Criteria and includes the Project list.

1. Tasks Ranking

The members of the CEDS Advisory Committee conducted a task ranking exercise. The results of that exercise are presented in the following two tables. The first table "Task Ranked by Goal" presents the tasks and the total score for each task. The second table "Tasks Ranked by Priority" presents Tasks in the numeric order of the scores, with the highest score being ranked the highest priority.¹⁶

¹⁶ Methodology: Goals, Objectives and Tasks were printed on posters. In a first round, the CEDS Committee members attached up to ten "sticky dots" to those goals, objectives and tasks that they considered important. In a second round, the CEDS committee members attached up to ten additional "sticky dots" to those tasks that they considered instrumental for accomplishing the Vision.

The score for each task is the total number of "dots" allotted to the goal, objective and task. For example, hypothetically, if Goal A received four dots, the first Objective under Goal A received one dot, and Task 1 under that Objective received 10 dots and Task 2 under that Objective received 5 dots, the score for Task 1 would be $4+1+10=15$ and Task 2 would be $4+1+5=10$.

Table 47: Tasks Ranked by Goal

Goal	Objective	Task		Points
A	1	1	Start an initiative to address workforce skills and to assess employer needs and provide required training.	16
		2	Strengthen programs for teaching basic technology skills to high school students.	13
	2	3	Recruit local youth and college students through apprenticeship and internship programs with Regional employers.	11
		4	Recruit trained personnel in demand occupations from outside the Region.	10
B	1	1	Assist municipalities in reviewing zoning and other regulations regarding the location of potential future development.	17
		2	Promote the NH Main Street Program, including the principles of historic preservation and context-sensitive design.	11
	2	4	Assist municipalities in updating their impact fee schedules.	7
		5	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.	6
	3	6	In collaboration with NHDOT and other entities, improve road conditions and access management to support safe and efficient movement of people and goods.	5
		7	Assess and inventory the capacity and quality of existing municipal infrastructure and facilities.	7
	4	8	Promote municipal infrastructure and facility capacity expansion and improvement where necessary.	12
		9	Encourage the adoption of local capital improvement programs to upgrade and modernize municipal infrastructure and facilities.	7
		10	Promote Tax Increment Financing districts as a means for improving and modernizing municipal infrastructure and facilities.	7
		11	Encourage utility and telecommunication providers to participate in an infrastructure inventory for determining development need capacities.	8
		1	Assess Regional housing needs.	8
C	1	2	Update master plans and zoning regulations to address housing needs.	13
		3	Encourage the rehabilitation and construction of all housing types.	10
		1	Promote the virtue of engaging in business activities.	9

Goal	Objective	Task		Points
D	1	2	Strengthen programs that educate entrepreneurial start-ups about business planning, market research and other sound business practices.	21
		3	Establish business incubators and programs to provide low-cost rent, shared services, flexible financing and other appropriate services.	23
		4	Support and retain businesses, including innovative firms in export-oriented industry sectors.	17
		5	Recruit businesses, including export-oriented companies, from outside the Region.	14
		6	Create the position of a Regional tourism coordinator.	18
	2	7	Establish Regional visitor center.	18
		8	Develop marketing strategies to attract visitors to the Region.	18
		9	Enhance opportunities for outdoor recreation (e.g. kiosks, markers, trail maintenance, bike and boat rentals etc).	17
		10	Strengthen those individuals, organizations and businesses that help provide a creative environment and strengthen the Regional economy.	20
		11	Create working group of such organizations as economic development corporations, chambers of commerce and UNH Cooperative Extension for coordination of activities.	17
		12	Encourage research collaboration between the Region's institutions of higher education and employers.	21
		13	Establish an institution for focusing on research activities consistent with the economic goals of the Region.	15
		1	Assist municipalities in reviewing zoning and other regulations regarding the location, required lot sizes and the diversity of business types permitted.	14
	1	2	Help municipalities in planning commercial and industrial development in areas with existing infrastructure (e.g. roads, water, sewer).	11
		3	Increase the number of shovel-ready industrial sites.	8
		4	Strengthen organizations that provide business support, such as economic development corporations, chambers of commerce, Monadnock Business Incubator Network etc.	19
		1	Coordinate work of regional organizations and agencies.	13
	1	2	Educate the public on the benefits of regional coordination and collaboration.	13
		3	Create a point of reference that serves as a clearing house for Regional economic development activities and resources.	8

Goal	Objective	Task		Points
		1	Broaden the number of citizens involved in municipal government.	4
G	1	2	Promote awareness among volunteers about their responsibilities.	2
		3	Hire professional staff for particular positions.	2
	2	4	Provide technical training for elected officials and professional staff.	7
		5	Promote inter-municipal resource sharing regarding staff, facilities and equipment.	2
		1	Support medical task forces for assessing the need for health services in the Region.	2
H	1	2	Establish local branches of regional health providers, including doctors and RNs.	1

Table 48: Tasks Ranked by Priority

Rank	Goal	Objective	Task	Term
1	D	1	Establish business incubators and programs to provide low-cost rent, shared services, flexible financing and other appropriate services.	Short
2	D	1	Strengthen programs that educate entrepreneurial start-ups about business planning, market research and other sound business practices.	Short
3	D	3	Encourage research collaboration between the Region's institutions of higher education and employers.	Medium
4	D	3	Strengthen those individuals, organizations and businesses that help provide a creative environment and strengthen the Regional economy.	Short
5	E	1	Strengthen organizations that provide business support, such as economic development corporations, chambers of commerce etc.	Long
6	D	2	Enhance opportunities for outdoor recreation (e.g. kiosks, markers, trail maintenance, bike and boat rentals etc).	Medium
7	D	2	Create the position of a Regional tourism coordinator.	Medium
8	D	2	Establish Regional visitor center.	Long
9	B	1	Assist municipalities in reviewing zoning and other regulations regarding the location of potential future development.	Short
10	D	1	Support and retain businesses, including innovative firms in export-oriented industry sectors.	Medium
11	D	2	Develop marketing strategies to attract visitors to the Region.	Medium
12	D	3	Create working group of such organizations as economic development corporations, chambers of commerce and UNH Cooperative Extension for co-ordination of activities.	Medium
13	A	1	Start an initiative to address workforce skills and to assess employer needs and provide required training.	Short

Rank	Goal	Objective	Task	Term
14	D	3	Establish an institution for focusing on research activities consistent with the economic goals of the Region.	Long
15	E	1	Assist municipalities in reviewing zoning and other regulations regarding the location, required lot sizes and the diversity of business types permitted.	Short
16	D	1	Recruit businesses, including export-oriented companies, from outside the Region.	Long
17	A	1	Strengthen programs for teaching basic technology skills to high school students.	Medium
18	F	1	Coordinate work of regional organizations and agencies.	Short
19	C	1	Update master plans and zoning regulations to address housing needs.	Medium
20	F	1	Educate the public on the benefits of regional coordination and collaboration.	Medium
21	B	4	Promote municipal infrastructure and facility capacity expansion and improvement where necessary.	Medium
22	E	1	Help municipalities in planning commercial and industrial development in areas with existing infrastructure (e.g. roads, water, sewer).	Short
23	A	2	Recruit local youth and college students through apprenticeship and internship programs with Regional employers.	Medium
24	B	1	Promote the NH Main Street Program, including the principles of historic preservation and context-sensitive design.	Medium
25	C	1	Encourage the rehabilitation and construction of all housing types.	Long
26	A	2	Recruit trained personnel in demand occupations from outside the Region.	Long
27	D	1	Promote the virtue of engaging in business activities.	Short
28	B	4	Encourage utility and telecommunication providers to participate in an infrastructure inventory for determining development need capacities.	Medium
29	C	1	Assess Regional housing needs.	Short
30	G	2	Provide technical training for elected officials and professional staff.	Medium
31	E	1	Increase the number of shovel-ready industrial sites.	Medium
32	B	4	Assess and inventory the capacity and quality of existing municipal infrastructure and facilities.	Short
33	B	4	Encourage the adoption of local capital improvement programs to upgrade and modernize municipal infrastructure and facilities.	Medium
34	B	4	Promote Tax Increment Financing districts as a means for improving and modernizing municipal infrastructure and facilities.	Medium
35	B	2	Assist municipalities in updating their impact fee schedules.	Medium
36	B	3	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.	Medium
37	B	3	In collaboration with NHDOT and other entities, improve road conditions and access management to support safe and efficient movement of people and goods.	Long
38	G	1	Broaden the number of citizens involved in municipal government.	Short
39	G	2	Promote inter-municipal resource sharing regarding staff, facilities and equipment.	Medium
40	H	1	Support medical task forces for assessing the need for health services in the Region.	Short
41	G	1	Promote awareness among volunteers about their responsibilities.	Short

Rank	Goal	Objective	Task	Term
42	H	1	Establish local branches of regional health providers, including doctors and RNs.	Medium
43	F	1	Create a point of reference that serves as a clearing house for Regional economic development activities and resources.	Short
44	G	2	Hire professional staff for particular positions.	Medium

2. Project Ranking Criteria

The criteria were established by the CEDS Advisory Committee based upon the EDA Investment Policy Guidelines and additional criteria important to development in this Region. The additional criteria will help to develop as comprehensive a list as possible to address the eight goals and to support those projects that will be funded through sources other than EDA.

The EDA Investment Policy Guidelines form the larger framework for evaluating CEDS projects, particularly those seeking EDA funding. The guidelines are included in the CEDS Advisory Committee deliberations. The 2015 EDA Investment Guidelines are as follows:

1. Collaborative Regional Innovation

Initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths.

2. Public/Private Partnerships

Investments that use both public- and private-sector resources and leverage complementary investments by other government/public entities and/or nonprofits.

3. National Strategic Priorities

Initiatives that encourage job growth and business expansion related to advanced manufacturing; information technology (e.g., broadband, smart grid) infrastructure; communities severely impacted by automotive industry restructuring; urban waters; natural disaster mitigation and resiliency; access to capital for small, medium-sized, and ethnically diverse enterprises; and innovations in science and health care.

4. Global Competitiveness

Initiatives that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets, especially investments that expand U.S. exports, encourage foreign direct investment, and promote the repatriation of jobs back to the U.S.

5. Environmentally-Sustainable Development

Investments that promote job creation and economic prosperity through projects that enhance environmental quality and develop and implement green products, processes, places, and buildings as part of the green economy. This includes support for energy-efficient green technologies.

6. Economically Distressed and Underserved Communities

Investments that strengthen diverse communities that have suffered disproportionate economic job losses and/or are rebuilding to become more competitive in the global economy.

All projects will be evaluated by using the Project Ranking Criteria and will be categorized based upon the expected timeframe to complete the specific project:

Short-Term (up to 24 months)

Short-term projects are those economic development projects that are expected to be implemented within the next two years. Under this time frame, all project ranking criteria have to be met.

Medium-Term (2-4 years)

Medium-term projects are those economic development projects that are expected to take 2-4 years to begin construction or implementation. Under this time frame, compliance with Regional Goals has to be established.

Long-Term (5+ years)

Long-Term projects are those economic development projects that are expected to take 5 years to begin construction or implementation. These projects may be in the formation stages today and, due to limited resources or the amount of time until the project can be implemented, are not expected to begin for five years.

The CEDS Advisory Committee established the following project ranking criteria found in Table 49 on the following page.

Table 49: Project Ranking Criteria

MINIMUM CRITERIA FOR ELIGIBILITY		
<input type="checkbox"/> 1. Project is clearly defined. <input type="checkbox"/> 2. Project will create or retain jobs upon completion. <input type="checkbox"/> 3. Project has received favorable public response. <input type="checkbox"/> 4. Project has support of municipal officials. <i>(If project is submitted by an entity other than the town where it is located, a letter from the town must be attached indicating town support.)</i> <input type="checkbox"/> 5. Project is consistent with CEDS vision, goals and objectives. <input type="checkbox"/> 6. Project does have quantifiable public benefit. <input type="checkbox"/> 7. Project requires some form of public funding.		
REGIONAL GOALS		
Project Criteria	Score	Guidelines
1. Project is consistent with regional goals and objectives as outlined in the CEDS document.	1 2 3	Meets one goal Meets 2-4 goals Meets more than 4 goals <i>(Maximum points for this criteria is 3)</i>
2. Project is identified in local Master Plan or other similar plan.	0 3	Project is not mentioned in any plans or identified in kind Part of local Master Plan or similar plan <i>(Maximum points for this criteria is 3)</i>
3. Project is consistent with local land use regulations.	0 1 2	Not consistent or requires zoning changes Appears to meet zoning, requires special permit Consistent with local zoning <i>(Maximum points for this criteria is 2)</i>
4. Project minimizes new demands on the use of existing water, sewer and transportation infrastructure.	0 1 2 3	Requires development of new infrastructure Creates unnecessary and unplanned infrastructure Provides necessary infrastructure Minimizes new demands on existing infrastructure <i>(Maximum points for this criteria is 3)</i>
5. Project promotes the State of New Hampshire Office of Energy and Planning's Smart Growth Principles.	0 1 3 5	Project meets zero NH Smart Growth Principles Project meets some (1-2) NH Smart Growth Principles Projects meets several (3-4) NH Smart Growth Principles Project meets a majority (5+) of the NH Smart Growth Principles <i>(Maximum points for this criteria is 5)</i>
Score for this Section		<i>(Maximum points for this section is 16)</i>
PROJECT IMPACT		
Project Criteria	Score	Guidelines
1. Project will create or retain jobs.	2 3 4 5	Project is estimated to create/retain fewer than 5 jobs Project is estimated to create/retain 6 to 10 jobs Project is estimated to create/retain 11 to 50 jobs Project is estimated to create/retain more than 50 jobs <i>(Maximum points for this criteria is 5)</i>

PROJECT IMPACT con't		
2. Project demonstrates ability to impact distressed populations, such as provision of jobs, improving jobs skills, or providing higher wage jobs.	0	Does not impact
	1	Demonstrates some direct or indirect impact
	2	Demonstrates significant direct impact
<i>(Maximum points for this criteria is 2)</i>		
3. Time frame for when this project is expected to reach its total estimated job retention or creation?	1	To occur after 5 years
	2	To occur between 2 and 5 years
	3	To occur within 2 years
<i>(Maximum points for this criteria is 3)</i>		
4. Primarily occupations requiring skilled or educated workers, and offering commensurate wages ("Job Quality").	1	Primarily requiring unskilled or entry level workers
	3	Primarily requiring some skills or education, or moderate level of job training
	5	Primarily requiring advanced training, or highly skilled workers
<i>(Maximum points for this criteria is 5)</i>		
5. Level of economic distress. [More than one may apply]	3	Census tract per capita income is 80% or less of national level
	3	Labor Market Area unemployment rate for past 2 years above national rate
	3	Significant economic event causing distress in the town, such as plant closing, restructuring, tax base decline etc.
<i>(Maximum points for this criteria is 9)</i>		
6. Project will leverage future private investment.	0	Project will not leverage private investment
	1	Project will leverage private investment that is less than 5% of the total project cost
	2	Project will leverage private investment that is 5-24% of the total project cost
	3	Project will leverage private investment that is 25-49% of the total project cost
	5	Project will leverage private investment that is greater than 50% of the total project cost
<i>(Maximum points for this criteria is 5)</i>		
7. Project avoids or mitigates environmental impacts that can erode environmental quality on-site , particularly regarding resources and resource values associated with water quality, air quality, wild plant and animal communities, outdoor lighting, noise, historic and other cultural resources, pedestrian access, and visual community character.	0	Project does not satisfy any of the guidelines below
	1	Project will create new on-site impacts and/or exacerbate pre-existing on-site impacts and mitigate new or pre-existing impacts
	2	Project will not create new on-site impacts or exacerbate pre-existing on-site impacts
	3	Project will not create new on-site impacts or exacerbate pre-existing on-site impacts and will mitigate pre-existing on-site impacts
<i>(Maximum points for this criteria is 3)</i>		

PROJECT IMPACT con't		
8. Project avoids or mitigates environmental impacts that can erode environmental quality in the vicinity of the project, particularly regarding resources and resource values associated with water quality, air quality, wild plant and animal communities, outdoor lighting, noise, historic and other cultural resources, pedestrian access, and visual community character.	0	Project does not satisfy any of the guidelines below
	1	Project will create new off-site impacts and/or exacerbate pre-existing off-site impacts and mitigate new and pre-existing impacts
	2	Project will not create new off-site impacts or exacerbate pre-existing off-site impacts
	3	Project will not create new off-site impacts or exacerbate pre-existing off-site impacts and will mitigate pre-existing off-site impacts
<i>(Maximum points for this criteria is 3)</i>		
Score for this Section		<i>(Maximum points for this section is 35)</i>

READINESS TO PROCEED		
Project Criteria	Score	Guidelines
1. Feasibility. <i>[More than one may apply]</i>	0	Market analysis has not been done
	1	Letters of interest obtained from potential and/or existing tenants
	3	Market analysis study completed with favorable results
	3	Business plan prepared with favorable results
<i>(Maximum points for this criteria is 7)</i>		
2. Project Status.	0	Early planning stages
	1	Feasibility or planning study completed
	3	Preliminary engineering and costs completed
	5	Final engineering plans, costs, specifications and permitting completed
<i>(Maximum points for this criteria is 5)</i>		
3. Site control.	1	No site is identified
	3	Site is identified for project
	5	Site is acquired or option secured
<i>(Maximum points for this criteria is 5)</i>		
4. Availability of secure match for funding.	0	No commitment to match funds
	1	Match sources identified
	2	Applications made for match
<i>(Maximum points for this criteria is 2)</i>		
5. Total committed match funding.	1	0-20% Match funding committed
	2	20-40% Match funding committed
	3	40-60% Match funding committed
	4	60-80% Match funding committed
	5	80-100% Match funding committed
<i>(Maximum points for this criteria is 5)</i>		

READINESS TO PROCEED con't		
6. Project is consistent with local, state and federal regulations.	0 1 3 5	Not clear what plans are made for permits Necessary permits identified Permits are in process Permits are in hand
<i>(Maximum points for this criteria is 5)</i>		
Score for this Section		(Maximum points for this section is 29)

MANAGEMENT CAPACITY		
Project Criteria	Score	Guidelines
1. What organization is responsible for developing or managing this project.	1 2 3	Unclear who will develop or manage project Project developer has been identified Identified project developer has successful experience in implementing type of project proposed
<i>(Maximum points for this criteria is 3)</i>		
2. Clear plan for implementation.	1 3 5	Project is just a concept Plan for development is clear Organization in place to implement development plan
<i>(Maximum points for this criteria is 5)</i>		
3. Clear marketing plan upon completion.	0 2 3	No marketing plan Plan for marketing is clear Market plan in place and organization identified to conduct marketing
<i>(Maximum points for this criteria is 3)</i>		
4. Project Proponent has capacity to manage economic development projects.	1 2 3	Has completed at least 1 other similar project Has completed 2-3 other similar projects Has completed more than 3 other similar projects
<i>(Maximum points for this criteria is 3)</i>		
Score for this Section		(Maximum points for this section is 14)

COMMUNITY PRIORITY (Used only to break a tie)		
Project Criteria	Score	Guidelines
1. Project priority according to the community.	5 4 3 2 1	Number 1 priority Number 2 priority Number 3 priority Number 4 priority Number 5 priority or greater
Score for this Section		(Maximum points for this section is 5)

SCORING SUMMARY FOR EACH SECTION			
	<i>Actual Score</i>	Maximum Score	
1. Regional Goals		16	
2. Project Impacts		35	
3. Readiness to Proceed		29	
4. Management Capacity		14	
TOTAL SCORE		94	
5. In the event of a tie, Community Priority		5	
FINAL SCORE		99	

3. Priority Project List and Implementation Schedule

As part of the CEDS process, an inventory of projects, both underway and planned, in the Region has been created. 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 – to differentiate between projects for which implementation is imminent or underway, and those which are in early stages of planning or conceptual design. The projects are summarized according to project name, project description, 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. Through the Annual CEDS Updates, the Advisory Committee will also summarize the changes in projects that take place from year to year and their placement on the appropriate list.

The projects identified as short-term are shown in Table 50 and those identified as in the planning stages are shown in Table 51.

Table 50: Priority Project Short-Term List

Project Name	Project Description	Project Proponent	Total Cost ¹⁷	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 redevelopment 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

¹⁷ Total Cost values have been updated from the 2005 CEDS to reflect the most current estimates.

Priority Project Short-Term List <i>continued</i>					
Project Name	Project Description	Project Proponent	Total Cost ¹⁸	Funding Source(s)	Goals Addressed
Downtown Keene Rail-road Land	Mixed-use re-development of former rail yard	City of Keene, MEDC	\$25,000,000	CDBG, rural development IRP, MEDC RLF, TIF, NH Business Finance Authority Guarantee, 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	\$1,900,000	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
Swanzy Industrial Park	Infrastructure improvement (road)	Town of Swanzy	\$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
Jaffrey Civic Center	ADA accessibility improvements (handicap elevator)	Jaffrey Civic Center	\$260,000	Private donations, Grant funding	B, D

¹⁸ Total Cost values have been updated from the 2005 CEDS to reflect the most current estimates.

Priority Project Short-Term List <i>continued</i>					
Project Name	Project Description	Project Proponent	Total Cost ¹⁹	Funding Source(s)	Goals Addressed
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, <i>Potential</i> 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	\$5,500,000 ; 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

¹⁹ Total Cost values have been updated from the 2005 CEDS to reflect the most current estimates.

Table 51: Priority Project 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 (commercial and residential) space	MBV, MEDC, Town of Jaffrey, Webster St. LLC, Larry & Stephen Thibeault	\$1,100,000	CDIP, MBV RLF, Private Sources, with other resources to be defined	D, C
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	TBD	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

Priority Project Planning List <i>continued</i>					
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.	Towns of Hinsdale, NH and Brattleboro, VT, NH DOT, VTrans	\$36.3 million	NH DOT, State of Vermont	A, B, D, E, F, H
Jaffrey Dogleg	Infrastructure improvement; reconfiguration of the US 202/NH 124 dogleg	Town of Jaffrey, NH DOT	\$6,950,000	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.	Towns of Stoddard, Antrim, and Hillsborough, NH DOT	\$2,250,000	NH DOT	A, B, D, E, F,

4. Short-Term Priority 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. There have been two primary incubators in the Southwest Region, the Hannah Grimes Center at 25 Roxbury Street in downtown Keene and the Whiton Building run by the Monadnock Economic Development Corporation (MEDC) in Peterborough, which is now privately owned. 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, begun in 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. The Hannah Grimes Center has thus far shared in about \$50,000 of the \$689,400 total cost of developing the incubator. 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. Recently, 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 Whiton Incubator was designed for 15 spaces including a warehouse. Though it was previously reported that the Whiton Incubator was operating near capacity, it should be noted that in 2010 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.

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. MEDC, the task leader for this project, reports that 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 brownfield 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 CDFA 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 suite tenants. At the time of this report the Cheshire Mills is about 75% leased.

The Webster 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 has 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 housing market slowdown and economic downturn have impacted the speed at which the redevelopment of Troy Mills proceeds. Most physical activity slowed down at Troy Mills but that hasn't stopped the Troy Mills Developers (TMD) from continuing to move the project forward in other areas. Currently, the Troy Mills Developers are searching for viable commercial enterprises for the site. Planning for the central courtyard demolition has been completed. 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. Approximately 25 percent of the demolition has been accomplished.

The project has also utilized the SWRPC Brownfields Program during the reporting period. Funds from the Brownfields Program were used to remove a large underground storage tank from the Troy Mills site in 2010.

TMD is planning to use sustainable and green building practices during the redevelopment and the selected demolition approach is a good example of putting some of these concepts into practice. 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. All recoverable metals have been recycled; the southern yellow pine in the roofs is being removed so that it can be reused; the original brick that results from demolition will be used to replace damaged or deteriorating sections of the brick mill; and, concrete and unusable brick will be retained on site, crushed, and used as fill. 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.

Another item the TMD and Troy Redevelopment Group accomplished was 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 will be used to complete the exterior environmental investigations and clean up of the Troy Mills as part of the approved Remedial Action Plan.

Recently, the project applied for and was awarded a USDA Rural Business Enterprise grant for \$29,000. This grant will facilitate a study to determine the feasibility of a 50,000 square foot vertical farm at 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 regional prosecutor, a private business, and a residence. The total cost anticipated for the Antrim Mill Redevelopment is expected to reach up to \$2.5 million. The Antrim Mill project is active and continues to be a priority in Antrim's community development plans. 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 plans to construct mixed use (commercial and residential) buildings on the site, to provide green space, to construct at-grade parking spaces reserved for tenants and visitors to the site, to relocate and realign the existing bike path, and to pay for infrastructure improvements that support the project.

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. Since the last CEDS update, the facility now hosts Southwestern Community Services which is the Community Action Program for the Region. The building had additionally hosted the First Course culinary training program, but this program closed in 2011.

Four buildings have completed construction as of this 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. There are still three buildable lots remaining to be developed. 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. Projects planned for one of the remaining three buildable lots include a mixed-use commercial and housing building. All three sites are under agreement at this time.

The project will ultimately develop seven acres of land that once was the center of activity for the rail industry in the Monadnock Region and now sits vacant. 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.

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.

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. Fundraising efforts are currently underway to enable the building restoration. A total of \$1.7 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.

As of June 2013, the project changed to the demolition of the theater and construction of a new building. Throughout the latter part of 2012 and into 2013, the theater's trustees worked to revise the site plan and develop a more comprehensive timetable for construction. The demolition is set to take place in September and October 2013 and construction on the building to begin in the spring of 2014. The Park Theatre continues to plan on partnering with Franklin Pierce University to host a Technical Theater Program to train high school and college students in technical theater arts. The partnership is on hold with the chang-

es in plans for the theatre and presidency at the college but is anticipated to happen once the construction is complete.

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 will be approximately \$35,000.

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 upgrading 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. Construction on the Industrial Park Water Treatment Plan has been completed; however additional funding was pursued for the Stone Arch Bridge Industrial Park water line extension. The preliminary architectural work has been completed for this phase of the project in 2011. The Stone Arch Bridge Industrial Park water line extension project is anticipated to be completed during the summer of 2013. 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 Swanze. Plans have been completed for the water line extension in Jaffrey.

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 Town Meeting in 2013.

In Swanze, the first phase of the planned road construction is complete, and planning is underway to prepare for the second phase. Within the Swanze 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 is investing \$120,000 to perform water flow improvement projects in their community. This project supports the CEDS goal of preparing for future development.

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 report, 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.

Rindge Broadband Initiative

The Town of Rindge Telecommunications Committee continues to work on their charge of bringing high speed internet capabilities to local residences. This project supports the CEDS goal of preparing for future development.

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 initiative is still ongoing. Since the last Annual Report, Verizon has expanded services in the area. The Committee is also continuing discussions with Argent Cable regarding their ability to provide services to the residents of Rindge. They hope to have a multiple providers to choose from within the town. Additionally, the initiative has supported the development of the FastRoads project, which will bring last-mile connections to the residents of Rindge. The goal then will be to see how to leverage funds to help other un-served and underserved areas.

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 currently on hold due to the economic conditions; however it has been made a part of the Rindge Economic Development Action Plan.

Winchester Wastewater Improvements

This project was moved from the Planning list to the Short-term Priority Projects list. 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 will begin in the spring of 2012 with completion expected during the summer of 2012. Phase II 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.

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 nearly complete. The new 250-mile fiber network which runs from Orford to Rindge is 95% completed and will be "lighted" in phases starting this summer and extending in to early next year. The network runs fiber-optic cable through 235 hubs, including schools, hospitals and municipal buildings. The "middle mile" network will connect to local networks rather than individual customers to provide broader infrastructure to small, rural towns and service providers would connect to homes and businesses. The "last mile" portions of the network will directly connect to 1,300 homes and businesses in underserved Rindge and Enfield. FastRoads is an open-source wholesale system that any provider can tap into then sell the service to homeowners and businesses. They have partnered with Sovernet and WiValley to provide access; three more service provider agreements are in the process.

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 are partnering together to expand the existing courthouse building at 12 Court Street by building vertically on the existing site. An addition is proposed above the existing parking lot. This addition will include three levels including a level for the District Court, a level for the Superior Court and a ground-level parking lot.

The project is currently under construction, and is on budget and on schedule. It is anticipated to be completed in December 2013.

VI. Evaluation

This section provides a description of the methodology for evaluating the Southwest Region CEDS program on a quantitative and qualitative basis. The evaluation includes three separate areas: the CEDS Implementation Process, the CEDS Goals and the CEDS Priority Projects.

1. Evaluation Methodology

The Evaluation Methodology includes both quantitative and qualitative measures. Quantitative measures will reflect such indicators as numbers of participants, number of completed projects, the number of requests for information and other measurable results. As time progresses, SWRPC will be able to fine-tune these quantitative measures and evaluation criteria to better gauge success and determine which measures to use.

Qualitative measures are more descriptive and not as “black and white” as quantitative measures. While quantitative measures are judged on numbers, qualitative measures simply state the opinion of the evaluator, in this case, the CEDS Advisory Committee or SWRPC staff. Nonetheless, it is important to utilize both measures because numbers do not tell the whole story in evaluating programmatic efforts.

2. 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 and Outreach. The quantitative and qualitative measures and evaluation criteria for each of these components are as follows:

A. Levels of Participation

During the course of each year, SWRPC will be scheduling four CEDS Committee meetings as well as two public meetings. These meetings can be scheduled in conjunction with other CEDS economic development stakeholders in the region. As part of the public meetings, SWRPC will use an evaluation form to determine how the participants judged the session.

Participation at the CEDS Advisory Committee meetings and Public Forums is critical to the continuing success of the CEDS program. SWRPC needs to attract, through its recruitment and outreach efforts, people from various backgrounds with a stake in economic development to maintain the public nature of the CEDS process.

The current CEDS Advisory Committee membership represents the major interests of the community and reflects the demographic and social make-up of our Region. To ensure that viewpoints of all sectors of the community are considered in the future, efforts will be made by the Advisory Committee to further diversify the interests represented by reaching out to those groups and organizations that represent residents that are traditionally underrepresented in local decision making processes.

Quantitative Measures: Attendance at CEDS Committee meetings and public meetings; number of evaluation forms submitted.

Qualitative Measures: Survey of CEDS Committee members; Opinions and subject matter from evaluation forms on public meetings, affiliation of participants; updated mailing list.

Evaluation Criteria:

1) CEDS Advisory Committee meeting:

10+ attendees (excellent).
6-9 attendees (good)
<6 attendees (needs improvement)

2) Public meeting:

30+ attendees (excellent)
15-29 attendees (good)
0-14 attendees (needs improvement)

75%+ evaluations completed (excellent)
50%+ evaluations completed (good)
< 50% evaluations completed (needs improvement)

B. Data Development & Dissemination

SWRPC provides data to the general public and local communities on an ongoing basis. The additional role related to the CEDS complements the efforts SWRPC already makes to keep the public and member communities apprised of new data impacting the Region. Among the data provided are U.S. Census figures, local and regional traffic counts, labor market information, housing affordability information and GIS maps. SWRPC provides this information by telephone, mail and on its web site: www.swrpc.org.

Quantitative Measures: Requests for data and information; types of information being requested; copies of the CEDS requested; and requests for presentations.

Qualitative Measures: Level of data available; information on the web page; mailings to local communities; and quality of data available.

Evaluation Criteria:

25+ annual requests and referrals (excellent)
15+ annual requests and referrals (good)
< 15 annual requests and referrals (needs improvement)

C. CEDS Marketing & Outreach

SWRPC will maintain ongoing marketing and outreach efforts to promote the CEDS. Presentations will be made to Boards of Selectmen and to various businesses, social, and community groups upon request. The CEDS document will also be on the SWRPC web site.

Quantitative Measures: Number of presentations before government, business, social and community groups; number of mailings sent to economic development stakeholders in the region related to the distribution of the CEDS or public meetings.

Qualitative Measures: Level of success in making presentations; additional contacts made as a result of marketing and outreach; and feedback from CEDS Committee members on CEDS document and presentations.

Evaluation Criteria:

- 5+ annual presentations or events (excellent)
- 2-3 annual presentations or events (good)
- < 2 annual presentations or events (needs improvement)

3. Evaluation of Goals and Objectives

Establishing quantitative and qualitative measures for the CEDS Goals and Objectives is more difficult to accomplish than those for the CEDS implementation process. Until there is sufficient programmatic experience, it is difficult to determine what the evaluation criteria should be, particularly in terms of total dollars or jobs created. Having gained a couple years' experience, however, the 2005 Evaluation Criteria have been revised for the 2007 CEDS Update. Outlined below are quantitative and qualitative measures and evaluation criteria for each Goal within the 2007 CEDS:

Goal A: Maintain a high-quality labor force.

Quantitative Measures: Number of new training programs; increase in number of trainees; and number of additional companies serviced.

Qualitative Measures: Integration of economic development and labor force development systems; new labor force development programs to address unemployed and underemployed; responsiveness to layoffs in the region and new training programs designed to address future labor market needs.

Evaluation Criteria:

- 1) Number of active programs providing labor force training, including entrepreneur training programs, internship programs, and vocational programs.

- 5+ (excellent)
- 2-4 (good)
- <2 (needs improvement)

- 2) Annual enrollment in programs providing labor force training.

- 100+ (excellent)
- 50-99 (good)
- <50 (needs improvement)

Goal B: Prepare for future development.

Quantitative Measures: Number of municipal land use regulation and policy updates that help protect the region's natural, cultural and historic resources and encourage concentrated development ("smart growth"); amount of open space preserved; number of DOT projects funded; number of updated municipal capital improvement plans; number of new Tax Increment Finance Districts (TIF).

Qualitative Measures: Municipal “Smart Growth” initiatives; transportation improvement projects moved forward; improved travel time along the highways and roadways; quality of travel; travel to work information; and increased water and sewer capacity.

Evaluation Criteria:

Annual municipal capital improvement, transportation, and zoning and land-use regulation activities related to future development.

12+ (excellent)
6-11 (good)
< 6 (needs improvement)

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

Quantitative Measures: Number of municipal land use regulation and policy updates that help increase housing production; number of new housing units; number of new residential building permits.

Qualitative Measures: Response from business community on housing needs; general newspaper articles; housing values; and non-profit housing activities in the region.

Evaluation Criteria:

- 1) Annual number of new residential units.

600+ (excellent)
401-599 (good)
<400 (needs improvement)

- 2) Median rental housing cost is affordable to median income household.

Median rental housing costs require less than 30% of the median household income (good)
Median rental housing costs require spending 30% or more of the median household income (needs improvement)

- 3) Homeownership opportunities are available for median income households.

At the time of evaluation, the annual average sale price—as collected from Realtor Association data—will be compared to HUD median income figures for the same time period as available at the time of evaluation. Using the Bloomberg-determined 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.

Monthly mortgage for the average home sale price requires less than 30% of the median household income (good)
Monthly mortgage for the average home sale price requires spending 30% or more of the median household income (needs improvement)

Goal D: Strengthen the economic base.

Quantitative Measures: Number of new small business incubators and business support programs; number of new businesses; number of tourists.

Qualitative Measures: Identification of additional economic development needs; establishment of permanent CEDS Committee and increased financial support for economic development projects in the region; cooperation between businesses and institutions of higher education; enhanced tourism-related opportunities.

Evaluation Criteria:

- 1) Net annual number of new businesses.

30+ (excellent)
15-29 (good)
<15 (needs improvement)

- 2) Identify incubators in the Region, their 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 (excellent)
Information gathered for the majority of incubators in the Region (good)
Failure to identify and assess the activities of the majority of incubators in the Region (needs improvement)

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

Quantitative Measures: Number of municipal land use regulation and policy updates (regarding location and required lot sizes) that help commercial and industrial development; number of new start-ups from incubator space; number of new jobs created; number of layoffs within the Region; number of unemployed in the region; number of residents below 80% of the area median household income.

Qualitative Measures: Reputation of area as a place to invest private funds; ability to complete projects; public-private partnerships; collaboration among public agencies; leveraging private investments and eligibility for funding.

Evaluation Criteria:

- 1) Annual major municipal business related land-use regulation and policy updates.

5+ (excellent)
3-4 (good)
< 3 (needs improvement)

- 2) Annual number of businesses initiated by public-private partnerships.

5+ (excellent)

3-4 (good)
< 3 (needs improvement)

Goal F: Promote the concept of Regionalism.

Quantitative Measures: Public outreach, presentations and events on Regionalism; number of inter-municipal resource-sharing agreements and collaborative projects.

Qualitative Measures: Enhanced cooperation of regional organizations and agencies; increased public participation in CEDS meetings.

Evaluation Criteria:

Annual number of presentations and events on Regionalism.

5+ (excellent)
3-4 (good)
<3 (needs improvement)

Goal G: Strengthen local governments.

Quantitative Measures: Number of residents volunteering for municipal governance; number of training sessions for volunteer and professional staff.

Qualitative Measures: Better decision-making; more efficient municipal administration and service delivery.

Evaluation Criteria:

1) Annual number of training sessions for municipal volunteer and professional staff.

5+ (excellent)
3-4 (good)
<3 (needs improvement)

2) Annual number of municipal volunteer and professional staff trained each year.

75+ (excellent)
50-74 (good)
>50 (needs improvement)

3) Annual number of inter-municipal resource-sharing agreements and collaborative projects.

5+ (excellent)
3-4 (good)
<3 (needs improvement)

Goal H: Strengthen the quality of health services.

The CEDS Advisory Committee decided not to address health services as an issue that warrants special attention at this time. Subsequent CEDS updates will revisit the issue, because of its importance for the prosperity of the Region.

4. Evaluation of CEDS Priority Projects

The CEDS Priority Projects represent a major component of the overall CEDS effort. These projects are funded through multiple sources and each one addresses a specific goal or goals within the CEDS. These projects are important to the local communities and non-profit agencies that sponsored them and have been included because they help move the Southwest Region closer to its Vision. In essence, this component will be deemed to be successful if projects are implemented, there is movement along the Short-Term, Medium- and Long-Term project priority lists, and new projects are submitted each year.

Quantitative Measures: Number of projects implemented; number of EDA projects funded; number of projects moving from the Long-Term lists to the Medium and Short-Term lists; number of new projects submitted; number of jobs created.

Qualitative Measures: Quality of projects moving forward; types of new projects submitted; goals addressed in new projects; and number of EDA projects submitted.

Evaluation Criteria: Annual number of projects initiated.

3+ projects (excellent)
2 projects (good)
1 project (needs improvement)

Evaluation Criteria: Annual number of projects completed.

2+ projects (excellent)
1 projects (good)
0 projects (needs improvement)

5. Analysis of Regional Economy

The analysis of the regional economy, including its strengths, weaknesses, opportunities and threats, constitutes the basis for the work of the CEDS Advisory Committee. There is a direct link between examining current conditions and developing goals, objectives and tasks that will help strengthening the Region. Because of this link, the Advisory Committee will revisit the State of the Region chapter of the CEDS document on an annual basis to update such relevant data as employment numbers and plant closures. Significant changes in the regional economy will make a discussion of strengths, weaknesses, opportunities and threats necessary, which will require an update to the current goals, objectives and tasks, and a review of proposed projects and programs.

Appendix

1. CEDS Advisory Committee Agendas and Minutes

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

January 30, 2004

12:00 noon

SWRPC Conference Room

20 Central Square, 2nd Floor, Keene, NH

(Lunch will be provided)

AGENDA

I. Call to Order

II. Approval of Minutes of October 24, 2003 meeting

III. Comprehensive Economic Development Strategy (CEDS)

A. Status Update

B. Purpose and Process

C. Tasks and Role of Advisory Committee (Work Program)

D. Presentation: Our Region in the Central New England Economic Landscape

E. Discussion: Our Region and its strengths, weaknesses, opportunities and threats

IV. Other Matters

V. Next Meeting

VI. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE
MINUTES
January 30, 2004

Present: Donna Marshall, Chair; Jack Dugan; Robin Mazejka; Keith Thibault; Ralph Wentworth.

Staff members present were Tim Murphy, Executive Director; Becky Baldwin, Administrative Assistant; Will Poppe, Planner; Jeff Porter, Assistant Director.

Guests: Joan Morel, Town of Hinsdale; Cindy Rodenhauser, Monadnock Economic Development Corporation.

I. Call to Order and Introductions

The meeting was called to order by Chairman Marshall at 12:10 p.m. and introductions were made.

II. Review of Minutes of October 24, 2003

The minutes of October 24, 2003 were approved as submitted by unanimous vote.

III. Comprehensive Economic Development Strategy (CEDS)

Mr. Murphy reviewed the events that have taken place since the last meeting regarding the formation of a CEDS Advisory Committee. He noted that at the January 2004 meeting of the Commission's Board of Directors, it was suggested that EDAC serve as the CEDS Advisory Committee. This concept was unanimously endorsed by the Board of Directors. Following a discussion with Chairman Marshall it was agreed that to serve in this capacity EDAC meetings should be held on a monthly or bi-monthly basis rather than quarterly.

Staff member Will Poppe provided a brief overview of the CEDS project and distributed a handout explaining the role that the CEDS Advisory Committee would have in the process. (Copy Attached) He provided a presentation that depicted various demographics of the Region including population, housing, education, commuting data, income, etc.

Staff member Jeff Porter led a brainstorming session that focused on the economic strengths and weaknesses of the Region. He listed some of the topics which will be of special interest in our Region over the next two to three years include housing, municipal infrastructure and services, communications such as broadband, incubator and small business development, community development and volunteerism, maintaining and growing small businesses, tourism, and roles for local, state, and federal agencies. Jack Dugan pointed out that larger businesses in the area are moving their headquarters out of the Region and feels this could be a weakness. Robin Mazejka noted that there is a large concentration of small to medium businesses in the area that require assistance. Donna Marshall suggested that opening an industrial area in a community up to smaller size businesses might encourage them to stay in the Region. Ralph Wentworth pointed out that each community has their own issues and goals and will want to know what's in this process for them. Tim Murphy noted that one of the goals of this project is to get communities to work together rather than compete with each other. Jack Dugan stated that we need to point out what makes our Region different. Donna Marshall noted that it would be attractive to companies to know that people don't have to wait in traffic for their daily commutes like they do in the more urban areas. Jack Dugan added that the city remains near enough if you feel the need to visit and also pointed out that there is a large pool of very skilled technical people that live in our Region. Ralph Wentworth noted that Keene serves as the hub of the Region and the smaller communities that surround it are becoming bedroom communities. Jeff Porter noted that most communities don't have a plan for bringing industry to them. Keith Thibault noted that although some communities have infrastructure that could be utilized, it has been poorly maintained and taxpayers in general don't want to have to invest in the upgrading. It was noted that housing costs are lower in our Region but the prevailing wages are also lower.

Tim Murphy asked what the Committee's reaction is to serving as the CEDS Advisory Committee and noted that he has spoken with both Gary Armstrong and Tom Dowling, who were unable to attend today's meeting, and they are in favor of the proposal. Keith Thibault asked if taking on this role would interfere with other charges of EDAC and was told that it would not as the CEDS effort is consistent with and furthers the role of EDAC.

Motion: That the Economic Development Advisory Committee accept the awesome responsibility of being the CEDS Advisory Committee.

Motion by Jack Dugan, seconded by Robin Mazejka. Approved by unanimous vote.

Tim Murphy noted that the Committee should consider sponsoring a media event that would serve as a way to make municipalities and business leaders aware of the project and suggested an open house format that would include sponsors of the program. He stated that timing is important and questioned if the event should take place now or after the State of the Region report has been completed. Committee members agreed that in order to make people aware of how important this project is to the Region it would be good to have some of the results of our work to report at the event. It was suggested that perhaps a couple of month's time would be necessary before we would be ready for the event.

IV. Other Matters

1. Committee Membership

Tim Murphy informed Committee members that Sam Greene has stepped down from his role as a member and vice-chairman of the Committee. Committee members agreed to send a letter to Mr. Greene thanking him for his service on the Committee. Tim Murphy also advised that since several others have cycled off the Committee, it would be a good time to recruit more members. He noted that he has spoken to David Essex of Antrim who is willing to join the Committee. He suggested that the Committee should consist of approximately 15 members from diverse backgrounds and offered the assistance of staff help prepare a list of potential members. Chairman Marshall asked that staff prepare a list for the committee's review and suggested that members contact staff if they have any names of people they would like to add to the list.

2. Brownfields Assessment Program Workshop

Jeff Porter invited Committee members to attend the Brownfields Assessment Program Informational Workshop which is scheduled to be held on March 2, 2004 at the Keene Public Library.

V. Next Meeting

Chairman Marshall announced that the next meeting of the Economic Development Advisory Committee/CEDS Advisory Committee would be held on March 12, 2004 at noon.

VI. Adjourn

Meeting adjourned at 1:40 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Administrative Assistant

ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE

March 12, 2004

12:00 noon

**SWRPC Conference Room
20 Central Square, 2nd Floor, Keene, NH**

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of January 30, 2004
- III. Comprehensive Economic Development Strategy (CEDS) – Discussion:
 - A. Outline
 - B. Draft Material
 - C. Introduction
 - D. CEDS Process
 - E. State of the Region
 - F. Action Plan
- IV. Other Matters
- V. Next Meeting
- VI. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE
MINUTES
March 12, 2004

Present: Bob Baker, David Essex, Robin Mazejka; Cindy Rodenhauser, Keith Thibault; Ralph Wentworth.

Staff members present were Tim Murphy, Executive Director; Becky Baldwin, Administrative Assistant; Will Poppe, Planner; Jeff Porter, Assistant Director.

Guests: Carol Ogilvie, Town of Peterborough; Bernie Schneckenburger, Town of Hancock.

I. Call to Order and Introductions

Tim Murphy called the meeting to order at 12:10 p.m. and introductions were made. He mentioned that since Chairman Marshall was traveling, that he would Chair today's meeting. He welcomed Dave Essex as the newest member of the Committee and noted that both Carol Ogilvie and Bernie Schneckenburger were here to observe today's meeting as potential members.

II. Review of Minutes of January 30, 2004

The minutes of January 30, 2004 were approved as submitted by unanimous vote.

1. Comprehensive Economic Development Strategy (CEDS)

Staff member Will Poppe reviewed the materials that were provided to committee members in their agenda packets including roles of the committee, a project calendar, and a draft version of the "Southwest Region Comprehensive Economic Development Strategy." Keith Thibault expressed concern that the chart for median home values shows an abnormality which could become confusing and suggested including a footnote that would make people aware of the larger economic picture. He further noted that the economy and labor force information doesn't show how employed numbers offset the unemployed figures. Will Poppe noted that this will be corrected when more data sets become available.

Committee members reviewed the list of strengths, weaknesses, and threats that were developed at the last meeting (copy attached). Bernie Schneckenburger questioned how transportation could be listed as both a strength and weakness. Will Poppe explained that we have some good road systems like the ones going North/South but we are not so well served with roads which travel East/West. Tim Murphy asked if we should consider labor force skills as a threat. Bob Baker agreed citing the need for nurses and that one needs to travel out of the Region for nursing training. Robin Mazejka pointed out this could also be listed as an opportunity to bring a nursing educational facility into the area. Cindy Rodenhauser noted that the Region has a highly skilled workforce even if their education wasn't gained here. Robin Mazejka noted that we could use any of our listed strengths to create opportunities. Jeff Porter suggested making education an item of its own noting that we need to educate students here in hopes of keeping them in the Region. Cindy Rodenhauser questioned if we should be looking at the list on an individual town or a regional basis. Tim Murphy stated it should be looked at regionally with the hopes of addressing strengths and weaknesses in the present time frame and opportunities and threats in the future. Bernie Schneckenburger questioned what "Regionalism" meant and Will Poppe explained it is looking at living in the Region rather than in an individual town. Dave Essex expressed that the Planning Commission should be involved in any development issues since they have the expertise to help with things like Tax Increment Finance Districts that local governments are unable to develop on their own. Tim Murphy suggested that volunteerism also be listed as a threat. Will Poppe asked committee members to send him any further thoughts they might have on regional issues.

Will Poppe shared two samples of CEDS vision statements that are used by other regions and asked the Committee for their comments (copy attached). Tim Murphy suggested that the statement should include preserving quality of life as an overall vision. Dave Essex noted it should stress the preservation of small town life rather than urbanization. Ralph Wentworth stated it should focus on preserving small businesses as well as forests and farms. Robin

Mazejka questioned what we want economic development to look like ten to twenty years from now and should focus on our strengths and see what we want to preserve for the future. She noted that quality of life should be the general statement and support of small businesses should also be included. Carol Ogilvie suggested that we might be able to use something from "Guiding Change" in the statement. Keith Thibault suggested using the second example that was provided and attach a series of bullets to it pointing out the qualities of the Region. Committee members came up with a list of qualities including: low crime rate, preservation of open space, historic preservation, affordable housing, strong sense of family, smart growth, recreational opportunities, modernized infrastructure, citizen involvement, localized health services, effective transportation network, and diverse employment opportunities. Will Poppe will create a draft mission statement based on the above for the Committee to review at their next meeting.

III. Other Matters

1. Economic Summit

Robin Mazejka shared a brochure announcing the Upper Valley Creative Economy Summit which will be held in Woodstock, Vermont on April 25 - 26, 2004.

CEDS Media Event

Cindy Rodenhauser asked that the planning of a CEDS media event be placed on the agenda for the next meeting.

IV. Next Meeting

Mr. Murphy announced that the next meeting of the Economic Development Advisory Committee/CEDS Advisory Committee would be held on April 2, 2004 at noon.

V. Adjourn

Meeting adjourned at 1:35 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Administrative Assistant

ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE

April 2, 2004

12:00 noon

SWRPC Conference Room

20 Central Square, 2nd Floor, Keene, NH

(Lunch will be provided)

AGENDA

I. Call to Order

II. Approval of Minutes of March 12, 2004

III. Comprehensive Economic Development Strategy (CEDS)

A. Discussion:

1. Vision Statement
2. Goals and Objectives

IV. CEDS Public Forum

V. Other Matters

Next Meeting

Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE
MINUTES
April 2, 2004

Present: Gary Armstrong, Bob Baker, David Essex, Carol Ogilvie, Cindy Rodenhauser, Keith Thibault; Bernie Schneckenburger, Ralph Wentworth.

Staff members present were Becky Baldwin, Administrative Assistant; Will Poppe, Planner; Jeff Porter, Assistant Director.

Guests: James Robb, Department of Resource and Economic Development

I. Call to Order and Introductions

Jeff Porter facilitated the meeting, as Chairman Marshall was unable to attend. The meeting was called to order at 12:10 p.m. and introductions were made.

II. Review of Minutes of March 12, 2004

The minutes of March 12, 2004 were approved as submitted by unanimous vote.

III. Comprehensive Economic Development Strategy (CEDS)

Will Poppe distributed copies of the chart "Evaluation of Regional Issues" that was created based on the Committee's previous discussion of regional economic strengths and weakness (attached). David Essex suggested adding Creative Economy to the list under strengths to account for arts and other cultural entrepreneurial business activity in the Region.

Committee members reviewed the draft vision statement that was included in their packet. Keith Thibault suggested stating that the items listed with bullets as part of draft are not ranked in any particular order. He further noted that a vision statement should be a description of what we envision ourselves being twenty years from now. David Essex pointed out that the last sentence in the beginning paragraph might be considered controversial. It was suggested that a listing of goals and objectives might be better than an actual vision statement. Gary Armstrong noted that a good vision statement should not be more than three sentences. Bernie Schneckenburger noted that if the bulleted items are removed, there might be the need to define some of phrases used, such as "strong and competitive community." Carol Ogilvie suggested removing the word "by" from the beginning of each bulleted item. Committee members asked staff to revise the vision statement for their further review. James Robb asked if the bullets would be removed from the statement. The committee agreed to leave the bullets as part of the statement since it would be similar to an executive summary. Bernie Schneckenburger requested that any changes be shared with committee members by e-mail prior to the next meeting.

The Committee approached creating goals and objectives by using the items included in the Evaluation of Regional Issues matrix as goals, and the strengths, weaknesses, opportunities, and threats indicated in the matrix to create objectives. Ralph Wentworth noted that the objectives should create projects that will support the goals. Gary Armstrong suggested that objectives should be looked at as a realistic wish list for the future. A goal for the infrastructure issue could be to upgrade and expand the infrastructure while its objective could include the use of TIF districts. Similarly, an objective for the Transportation issue could be to create a more regional voice with the Department of Transportation. James Robb suggested adding local government as an issue. The Committee agreed to discuss goals and objectives further at their next meeting.

IV. CEDS Public Forum

Jeff Porter noted that Tim Murphy, Will Poppe and Cindy Rodenhauser are working on the logistics for the CEDS Public Forum. Committee members were invited to offer suggestions for the format or substance of the Forum and

help organize the Forum. It was suggested that the event could be held at the end of the workday during the second or third week of May. Bob Baker offered to obtain a room at Keene State College for the event. Cindy Rodenhauser suggested that the vision statement be finalized in time for the event.

V. Other Matters

VI. Next Meeting

The next meeting of the Economic Development Advisory Committee/CEDS Advisory Committee was scheduled for May 7, 2004 at noon.

VII. Adjourn

Meeting adjourned at 1:30 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Administrative Assistant

ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE

May 7, 2004

12:00 noon

**SWRPC Conference Room
20 Central Square, 2nd Floor, Keene, NH**

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of April 2, 2004
- III. Comprehensive Economic Development Strategy (CEDS)
 - A. Presentation: Southwest Region Economy and Labor Force
 - B. Discussion:
 - 1. Vision Statement
 - 2. Goals, Objectives and Tasks
- IV. CEDS Public Forum status update
- V. Other Matters
- VI. Next Meeting
- VII. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE
MINUTES
May 7, 2004

Present: Donna Marshall, Chair; Gary Armstrong, Bob Baker, Tom Dowling, David Essex, Robin Mazejka, Carol Ogilvie, Cindy Rodenhauser, Ralph Wentworth.

Staff members present were Becky Baldwin, Administrative Assistant; Will Poppe, Planner; Jeff Porter, Assistant Director.

Guests: James Robb, Department of Resource and Economic Development

I. Call to Order and Introductions

Chairman Marshall called to order at 12:05 p.m. and introductions were made.

II. Review of Minutes of April 2, 2004

The minutes of April 2, 2004 were approved as submitted by unanimous vote.

III. Comprehensive Economic Development Strategy (CEDS)

Jeff Porter and Will Poppe provided a brief review of the draft materials that were included in the agenda packet. Dave Essex expressed concern that using the 2000 US Census figures for the unemployment tables might not present an accurate picture of the actual situation.

The Committee reviewed and discussed the proposed CEDS Vision Statement. Carol Ogilvie noted that it appears to represent everything that was discussed at the last meeting. Tom Dowling suggested that it should say more about the economy, suggesting that when the economy is strong everything else falls into place. Cindy Rodenhauser pointed out that this was discussed at several earlier meetings and the committee agreed that the vision statement should be address the inter-relatedness of many community elements and qualities of the Region, including the economy, rather than isolating the economy.

The committee went on to discuss several Goals, Objectives and Tasks. Carol Ogilvie noted the importance of teaching people how to be business owners as well as workers. It was agreed that strong support for new local business is provided by organizations such as MEDC, MBV, the Small Business Administration, Co-operative Extension, Micro Credit, Business Networking International and the Chamber of Commerce. Business incubators and private, non-profit organizations such as Hannah Grimes provide support for smaller business operations. Dave Essex noted it is important to have statistical support as well such as a regional data base, and relative to the goal of balancing housing with growth in other community sectors, he suggested that some municipalities don't realize there is a housing problem today.

Regarding tourism, Ralph Wentworth summarized the issue as a challenge to find a way to bring visitors to the Region and spend money while they are here. Tom Dowling stated that we lack the natural attractions that other regions in the state have which makes it more difficult to bring people into the Region. He added that events like the Pumpkin Festival bring people in and disrupt the area for one day then they are gone. Robin Mazejka and Gary Armstrong noted that we need to think of the entire Region, not just Keene. Cindy Rodenhauser suggested that an indoor recreational facility would help draw people to the Region. Ralph Wentworth noted that a group called NH Ambassadors is working towards opening visitor centers in Antrim, Hillsborough, and Troy. Cindy Rodenhauser pointed out that the challenge will be in obtaining resources to support ideas. Robin Mazejka noted that we should distinguish between designing a series of "quick hit" events or sustained four-season tourism. Dave Essex cautioned that we need to increase tourism without destroying our quality of life.

IV. CEDS Public Forum

Chairman Marshall noted that plans have been finalized for the CEDS Public Information Forum, which will take place at Keene State College on May 25, 2004 from 7:00 - 8:30 p.m. Staff distributed copies of the CEDS survey and asked Committee members to provide comments soon to allow the Commission to post the survey on the SWRPC website prior to the public information forum.

V. Other Matters

VI. Next Meeting

The next meeting of the Economic Development Advisory Committee/CEDS Advisory Committee was scheduled for June 4, 2004 at noon.

VII. Adjourn

Meeting adjourned at 1:20 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Administrative Assistant

ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE

June 4, 2004

12:00 noon

**SWRPC Conference Room
20 Central Square, 2nd Floor, Keene, NH**

(Lunch will be provided)

AGENDA

I. Call to Order

II. Approval of Minutes of May 7, 2004

III. Comprehensive Economic Development Strategy (CEDS)

A. Goals, Objectives and Tasks

- *Please review the attached material.* -

B. Partners, Resources and On-going Projects

IV. Other Matters

V. Next Meeting

Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE
MINUTES
June 4, 2004

Present: Donna Marshall, Chair; Gary Armstrong, Bob Baker, Tom Dowling, David Essex, Jack Pratt, Cindy Rodenhauser, Bernie Schneckenburger, Keith Thibault, Ralph Wentworth.

Staff members present were Tim Murphy, Executive Director, Becky Baldwin, Administrative Assistant; Will Poppe, Planner; Jeff Porter, Assistant Director.

Guests: Glenn Coppelman, Community Development Finance Authority

I. Call to Order and Introductions

Chairman Marshall called to order at 12:10 p.m. and introductions were made.

Chairman Marshall called upon Tim Murphy who provided a briefing on the CEDS public information forum that was held on May 25, 2005. He thanked committee member Bob Baker for providing the room and refreshments for the event. Mr. Murphy noted that despite a small turnout there was a good presentation and five of the six project funders were in attendance. It was suggested that a version of the presentation be taken on the road to various municipalities in the region. The forum also announced the creation of a CEDS page on the SWRPC website which includes the availability of a survey that can be filled out on line. Tom Dowling offered the Greater Keene Chambers help in distributing the survey and notifying members of the websites location.

II. Review of Minutes of May 7, 2004

The minutes of May 7, 2004 were approved as submitted by unanimous vote.

III. Comprehensive Economic Development Strategy (CEDS)

Jeff Porter reviewed the goals and objectives materials that were sent out as a part of the agenda packet. Committee members suggested several minor changes to the goals and objectives that had been discussed at previous meetings. They agreed that the overall message should be continued support for new and existing business endeavors in the region. Jack Pratt drew attention to the subject of tourism noting it should be an important part of the Regionalism goal. Tom Dowling agreed you need to have a regional effort to get people to come and visit in the area for any length of time. It was noted that accommodations for travelers are at capacity during graduations and the Pumpkin Festival but it is rather bleak at other times of the year. Gary Armstrong noted that this may change once Crotched Mountain Ski Area is re-established. It was pointed out that with the exception of Antrim the region doesn't even have a visitors center. Tim Murphy noted that through the CEDS process the committee might choose to recommend the creation of a visitor center. Jack Pratt suggested making tourism a goal of its own and the committee agreed.

The committee went on to review and discuss Goals E-I.

Goal E: Create a diverse range of employment opportunities.

Keith Thibault noted the need to support existing organizations that create jobs in the region. Glenn Coppelman pointed out that it is a big mistake to assume that every community wants to expand their economy rather than support their existing businesses. Dave Essex suggested including mention of the Smart Growth concept and Main Street Program under this goal.

Goal F: Prepare for future development.

Keith Thibault suggested that this goal should include upgrade of infrastructure such as water, sewer, and power. Will Poppe pointed out that this was covered under Goal B. The committee agreed to change the title of Goal B to Prepare for future development and add the tasks listed under Goal F to it.

Goal G: Promote the concept of Regionalism.

Tom Dowling noted that we need to consider regional sharing of services such as police and snow removal. Keith Thibault cautioned that you want to avoid creating another layer of government.

Goal H:

The committee agreed that the wording under objective should be changed to “Encourage a high level of volunteerism.” rather than “ensure a high level...”

Goal I:

Dave Essex suggested encouraging medical practices affiliated with hospitals to locate in the various communities. Keith Thibault suggested supporting groups that promote and encourage health care.

Will Poppe noted that he would distribute a written draft document incorporating today’s changes prior to the next meeting where the discussion will focus on plan implementation.

IV. Other Matters

Cindy Rodenhauser suggested more frequent meetings to accomplish the tasks that have been assigned to the committee. Others noted it might be difficult to meet more than once a month and suggested longer meetings instead. The committee agreed with this proposal.

V. Next Meeting

The next meeting of the Economic Development Advisory Committee/CEDS Advisory Committee was scheduled for July 9, 2004 at noon.

VI. Adjourn

Meeting adjourned at 1:45 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Administrative Assistant

ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE

July 9, 2004

12:00 noon

**SWRPC Conference Room
20 Central Square, 2nd Floor, Keene, NH**

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of June 4, 2004
- III. Comprehensive Economic Development Strategy (CEDS)
*Please review the attached material:
Changes and additions are underlined.*
 - A. Ranking of Goals, Objectives and Tasks
 - B. Identification of Potential Partners and Resources
- IV. Other Matters
- V. Next Meeting
- VI. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE
MINUTES
July 9, 2004

Present: Donna Marshall, Chair; Gary Armstrong, Bob Baker, Tom Dowling, Jack Dugan, Robin Mazejka, Carol Ogilvie, Cindy Rodenhauser, Bernie Schneckenburger, Ralph Wentworth.

Staff members present were Tim Murphy, Executive Director, Becky Baldwin, Administrative Assistant; Will Poppe, Planner; Jeff Porter, Assistant Director.

Guests: Glenn Coppelman, Community Development Finance Authority

I. Call to Order and Introductions

Chairman Marshall called to order at 12:10 p.m. and introductions were made.

II. Review of Minutes of June 4, 2004

The minutes of June 4, 2004 were approved as submitted by unanimous vote.

III. Comprehensive Economic Development Strategy (CEDS)

Will Poppe reviewed changes made to the goals and objectives at the last meeting and discussed the individual tasks. Tom Dowling suggested separating the tasks under Goal D. that calls for the joint creation of a position for a Regional tourism coordinator and establishing a Regional visitor center. He noted that where it might take five years to create a coordinator position it could take up to ten years to get a visitor center. Cindy Rodenhauser suggested that the third task under Goal D. establishing business incubators be changed from a medium to a short-term classification.

Ranking of Goals, Objectives and Tasks:

Posters listing each of the goals, objectives and tasks previously discussed by committee members were placed on display. Each committee member was allotted ten colored, adhesive dots and given the opportunity to indicate their personal opinion about the relative importance of the goals, objectives, or tasks by the placement of their allotted dots on the posters. The Committee then conducted a second round of "dot scoring" involving tasks only. The results of the ranking exercise will be presented and discussed at the next Committee meeting.

Bernie Schneckenburger asked if any of the goals, objectives and tasks that were determined to be less important as a result of today's ranking exercise would be removed from the listing. He was told they would not be removed since a CEDS is a living document and something that didn't receive a high score today may be considered important at a future date.

Identification of Potential Partners and Resources:

Committee members reviewed the listing of potential partners and resources that was included in their packets and suggested the following additions: Hannah Grimes, SCORE, Office of Energy and Planning, NH Association of Regional Planning Commissions, Micro Credit of NH, Monadnock Business Incubator Network, and the Cheshire County Human Resource Development. It was pointed out that the Jaffrey/Rindge Chambers should be listed as two separate organizations. Members were asked to contact Will Poppe with any additional names they might think of at a later date.

IV. Other Matters

V. Next Meeting

The next meeting of the Economic Development Advisory Committee/CEDS Advisory Committee was scheduled for August 6, 2004 at noon.

VI. Adjourn

Meeting adjourned at 1:20 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Administrative Assistant

ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE

August 6, 2004

12:00 noon

**SWRPC Conference Room
20 Central Square, 2nd Floor, Keene, NH**

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of July 9, 2004
- III. Comprehensive Economic Development Strategy (CEDS)
 - A. Additions to Goals, Objectives and Tasks
 - B. Identification of Potential Partners and Resources
 - C. Task Ranking
 - D. Advisory Committee Affiliation and Interests
- IV. Other Matters
- V. Next Meeting
- VI. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE
MINUTES
August 6, 2004

Present: Donna Marshall, Chair; Bob Baker, Tom Dowling, Jack Dugan, Dave Essex, Robin Mazejka, Carol Ogilvie, John Pratt, Cindy Rodenhauser, Bernie Schneckenburger, Keith Thibault, Ralph Wentworth.

Staff members present were Tim Murphy, Executive Director, Becky Baldwin, Office Manager; Will Poppe, Planner; Jeff Porter, Assistant Director.

Guests: Glenn Coppelman, Community Development Finance Authority

I. Call to Order and Introductions

Chairman Marshall called to order at 12:05 p.m. and introductions were made.

II. Review of Minutes of July 9, 2004

The minutes of July 9, 2004 were approved as submitted by unanimous vote.

III. Comprehensive Economic Development Strategy (CEDS)

Additions to Goals, Objectives and Tasks:

Will Poppe reviewed the changes and additions that were made to the goals, objectives and tasks at the last meeting. Keith Thibault suggested changing the wording of the first task listed under the second objective of Goal G to read encourage and support municipalities in the hiring of professional staff. Tom Dowling asked if it would be reasonable to take a regionalism approach to bill collection. Jack Pratt pointed out that New Hampshire municipalities are unique in not wanting to operate in that manner. Glenn Coppelman noted that the economy will eventually force towns to look at a more regional approach for their routine operations. Chairman Marshall stated that she had been unsuccessful in attempting to get shared Assessor services for her community. Jeff Porter suggested adding other municipal functions to the last task under Goal G.

Identification of Potential Partners and Resources:

Committee members reviewed a listing of potential partners and resources and suggested the addition of Team Jafrey, NH Rural Development Council, and Southern NH Services. It was also agreed to change NHMA to NH Local Government Center and Department of Energy and Planning to Office of Energy and Planning.

Task Ranking:

Will Poppe reviewed the task ranking exercise that was completed by Committee members at the July 9th meeting. He explained the methodology he used to convert their scores into the point system represented by the handouts included in the packets. Bernie Schneckenburger pointed out that Items D11, F11, and F4 on the first chart had been omitted on the second chart and that Item 22A1 should be labeled Item 22A2. Jack Pratt noted that he is making it his own personal task to get an experimental two-year position for a tourism coordinator included in the NH Department of Resources and Economic Development budget. Keith Thibault pointed out that this task has a number seven ranking on the committees list of priorities. Cindy Rodenhauser asked that the acronym MBIN be corrected to read MRBIN. Dave Essex noted that the Webster Street Incubator should be added as an ongoing project and program under the first task on the priority sheet.

Advisory Committee Affiliation and Interests:

Committee members discussed filling in the ongoing projects and programs, proposed projects and programs, and partners sections of the Tasks Ranked by Priority Table. Cindy Rodenhauser asked if it is the project and program

or the partners that are eligible for funding. Will Poppe responded that there needs to be a proposed project or program to be eligible for any funding. Concern was expressed that too many names are being listed in the partners column. Keith Thibault suggested listing just the primary partners for each task. Cindy Rodenhauser questioned if an entity has to be listed in conjunction with a task to be considered for any funding. Glenn Coppelman noted that when you apply to the Economic Development Administration for funding they look at the program and task rather than the proposed partners. He suggested removing the partners column from the table and attaching a listing of all prospective partners for all tasks in its place. Jack Pratt noted that Banks, Corporations and Charitable Foundations need to be added to any listing of partners. Dave Essex asked if the list needs to be specific to qualify for funding or can it be generic for example listing banks in general as opposed to names of individual banks. Jack Pratt noted that some partners will provide technical assistance while others will provide financial support to a project. The Committee agreed to break the listing down by categories. Carol Ogilvie suggested leaving the final column on the table, rename it primary sponsor and list the name of the group that will implement the program rather than the various partners. The Committee agreed to provide Will with the names of any additional partners prior to the next meeting.

IV. Other Matters

Committee members were given copies of a regional issues listing asking them for their individual areas of expertise. Chairman Marshall asked that members fill out the list on their own and bring it back with them to help facilitate the next meeting.

Tim Murphy noted that he was contacted by Janice Kitchen at the suggestion of our EDA field representative, Rita Potter, to inquire about interest in sponsoring a presentation on Economic Opportunities and Industry Clusters in Cheshire and Hillsborough Counties. The Committee expressed their interest in the event scheduled for September 15, 2004 and asked staff to assist by sending out announcements and taking care of the logistics for the event.

V. Next Meeting

The next meeting of the Economic Development Advisory Committee/CEDS Advisory Committee was scheduled for September 24, 2004 at noon.

VI. Adjourn

Meeting adjourned at 1:40 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Office Manager

ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE

September 24, 2004

12:00 noon

**SWRPC Conference Room
20 Central Square, 2nd Floor, Keene, NH**

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of August 6, 2004
- III. Comprehensive Economic Development Strategy (CEDS)
 - A. *Review:*
 - 1. Industry Cluster Analysis presentation of September 15
 - 2. Potential Partners and Resources
 - 3. Advisory Committee Affiliation and Interests
 - B. *Presentation:*
 - 1. Survey results
 - C. *Discussion:*
 - 1. Identification of Ongoing Projects
- IV. Other Matters
- V. Next Meeting
- VI. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE
MINUTES
September 24, 2004

Present: Bob Baker, Tom Dowling, Jack Dugan, Dave Essex, Robin Mazejka, Carol Ogilvie, John Pratt, Bernie Schneckenburger, Keith Thibault, Ralph Wentworth.

Staff members present were Tim Murphy, Executive Director; Will Poppe, Planner; Jeff Porter, Assistant Director; Matt Suchodolski, Planner.

Guests: JoAnn Carr, Rindge Planning Director; Glenn Coppelman, Community Development Finance Authority; James Robb, Department of Resources and Economic Development.

I. Call to Order and Introductions

Tim Murphy called the meeting to order at 12:05 p.m.

II. Review of Minutes of August 6, 2004

The minutes of August 6, 2004 were approved as submitted by unanimous vote [Dugan, Pratt].

III. Comprehensive Economic Development Strategy (CEDS)

Review - Industry Cluster Analysis for Cheshire and Hillsborough Counties presentation of September 15:

Tim Murphy provided a summary of the presentation's main points. The September 15 presentation was given by Ross Gittell, professor of economics at UNH's Whittemore School of Business and Economics. According to Gittell, Cheshire County has fewer high-paying high-tech jobs than Hillsborough County and suggested to focus more on creating these types of jobs in Cheshire County. Several Committee members discussed Gittell's findings. Jack Dugan questioned the methodology of Gittell's approach. Bob Baker mentioned that KSC administrators are thinking of expanding the academic reach of KSC – a traditional liberal arts college – by strengthening such technology fields as computer science.

Review – Potential Partners and Resources:

Will Poppe explained how SWRPC staff integrated suggestions for stakeholders, partners and resources into two matrices - one lists them according to issue (e.g. housing, community development), the other table lists them according to geography (e.g. region, state, federal) and level of involvement (primary, other).

Committee discussed the two matrices. Several members suggested additions of partners and resources, such as NH Community Loan Fund, Monadnock Developmental Services, etc.

Review - Advisory Committee Affiliation and Interests:

Will Poppe asked committee members to further identify their particular fields of interests and potential affiliates to the CEDS Advisory Committee. Several suggestions were made regarding such issues as transportation (HCS Inc., FedEx), health care (Cheshire Medical Center) and utilities (PSNH).

Presentation – Survey Results

Will Poppe presented the results of the Committee's online survey on issues affecting the Region's economy, environment and quality of life. The survey received 67 responses between May 25 and September 10, 2004. According to the respondents, important issues are housing, transportation and tax structure.

Keith Thibault asked how the survey will be used. Glenn Coppelman asked how representative of the Region's population the survey is. Jack Pratt suggested to make the survey more representative by distributing the questionnaire to a wider range of individuals and groups. Will Poppe responded that the survey is one component among others to inform the CEDS process.

Discussion – Identification of Ongoing Projects:

Will Poppe informed the Committee that he consulted with EDA on the kinds of projects and programs to be included in the CEDS. According to EDA, eligible projects and programs are those of regional importance that use a mix of public/private funding sources. Based on this definition, most of the projects and programs identified by the Committee so far are not considered projects and programs by EDA, but can be characterized as organizations and agencies that may play important roles as partners and resources in the CEDS process.

After reviewing EDA projects from other regions, the Committee identified several ongoing projects in the Southwest Region, such as MRBIN in Keene, Troy Mills, NH Community Technical College, Winchester Snow Road infrastructure project and others. Will Poppe asked the Committee for further input following the meeting and suggested to present a list of ongoing projects at the next Committee meeting.

IV. Other Matters

Will Poppe noted that the NH Rural Development Council will be holding "Rural Matters!" regional focus group discussions throughout the state. There will be one event at Keene's Stonewall Farm on September 30. The focus groups will help identify priorities for private and public investment.

V. Next Meeting

The next meeting of the Economic Development Advisory Committee/CEDS Advisory Committee is scheduled for October 22, 2004 at noon.

VI. Adjourn

Meeting adjourned at 1:35 p.m.

Respectfully Submitted,
Will Poppe, Planner

ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE

October 22, 2004

12:00 noon

SWRPC Conference Room

20 Central Square, 2nd Floor, Keene, NH

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of September 24, 2004
- III. Comprehensive Economic Development Strategy (CEDS)
 - A. *Review:*
 - 1. Ongoing projects and programs
 - B. *Discussion:*
 - 1. Project Ranking Criteria
 - 2. Project schedule
- IV. Other Matters
- V. Next Meeting
- VI. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE
MINUTES
October 22, 2004

Present: Donna Marshall, Chair; Gary Armstrong, Dave Essex, Steve Gessler, Robin Mazejka, Cindy Rodenhauser, Bernie Schneckenburger, Ralph Wentworth.

Staff members present were Jeff Porter, Assistant Director; Becky Baldwin, Office Manager, Will Poppe, Planner.

Guests: Glenn Coppelman, Community Development Finance Authority; Tom Link, Cheshire Medical Center.

I. Call to Order and Introductions

Chairman Marshall called the meeting to order at 12:10 p.m. and introductions were made.

II. Review of Minutes of September 24, 2004

The minutes of September 24, 2004 were approved as submitted by unanimous vote.

III. Comprehensive Economic Development Strategy (CEDS)

Review - Ongoing projects and programs.

Will Poppe reviewed the projects and programs included in the agenda packet. He asked members to contact him with any additions to the listing. Glenn Coppelman asked if MBV has any projects to be included and Gary Armstrong responded that he has a couple that he will discuss with Will.

Discussion - Project Ranking Criteria

Jeff Porter reviewed the project criteria included in the agenda packet, noting that the criteria were borrowed from the Franklin County, MA CEDS.

Ralph Wentworth noted that a project could have a low score and still be worthwhile and wanted to know if there was such a thing as a failing score. Jeff Porter explained that those issues were matters for Committee discussion, that one objective in this process is to build evaluation criteria that will reward the kinds of projects we believe are of most value to the Region and municipalities.

Dave Essex pointed out that projects will need to meet all of the minimum criteria for eligibility to be considered further.

Cindy Rodenhauser asked if projects not identified presently would be taken into account. Will Poppe noted that the CEDS will be updated each year and the criteria can be revised at that time.

The Committee supported Ralph Wentworth's request to have the wording of #6 under the minimum criteria changed to "Project has community wide or regional benefit."

The Committee agreed with Glenn Coppelman's interpretation of #7: that a project could not move forward without public funding.

The committee reviewed project criteria and guidelines making the following changes and comments:

Regional Goals:

Project Criteria #1: Removed the score "0" for not meeting any goals, noting that if a project that does not support any CEDS goals cannot be considered. A score of "0" would be given to a project meeting one goal, a score of "1"

would be given to a project meeting 2-4 goals and a score of “2” would be given to a project meeting more than 4 goals.

Project Criteria #4: The committee agreed that using the word maximizes sounds like putting stress on existing structures and rewrote the sentence to read, “Project minimizes new demands on the use of existing water, sewer and transportation infrastructure.”

Bernie Schneckenburger asked if the guidelines could be made project specific and Will Poppe responded that they need to be the same for all projects.

The committee agreed to replace the wording for a scoring of 1 with “Provides needed infrastructure improvements.” The wording for a score of “2” will be replaced with “Creates unnecessary or unplanned for infrastructure.”

Project Criteria #5: Cindy Rodenhauser and Gary Armstrong noted that incubator projects do not fit a specific industry cluster. They also pointed out that the committee has not identified any specific clusters they want to target at this time. The committee agreed to remove #5 from the list.

Project Impact:

Project Criteria #1: Robin Mazejka pointed out that 20 jobs is a high number to start with. The committee agreed to change the scoring to “2” for five jobs, “3” for six to ten jobs, “4” for eleven to fifty jobs and “5” for more than fifty jobs.

Project Criteria #4: Bernie Schneckenburger noted the criteria should be changed to read economic distress. Gary Armstrong suggested changing the word national to state in the guidelines and also changing the last guideline to add loss of tax revenue to the end of the sentence. The committee agreed with the above changes.

Project Criteria #5: Glenn Coppelman suggested changing the criteria to read “Project will leverage future private investment” and the committee agreed to the change.

Project Criteria #6, #7, #8: Jeff Porter noted that all of these are important and suggested combining them into one criterion dealing with all environmental quality and conservation issues, such as, energy efficiency, water quality and plant and animal habitat. Glenn Coppelman questioned if we want #8 included at all and Jeff Porter explained that it is part of the environmental issue. Robin Mazejka pointed out that the criterion needs to be written so it is easy to understand. Staff will work on the wording for this section and provide it for the committee’s review at the next meeting.

The committee agreed to review the remaining criteria at the next meeting.

IV. Other Matters

V. Next Meeting

The next meeting of the Economic Development Advisory Committee/CEDS Advisory Committee is scheduled for November 19, 2004 at noon.

VI. Adjourn

Meeting adjourned at 1:30 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Office Manager

ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE

December 3, 2004

12:00 noon

**SWRPC Conference Room
20 Central Square, 2nd Floor, Keene, NH**

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of October 22, 2004
- III. Comprehensive Economic Development Strategy (CEDS)
 - A. *Review:*
 - 1. Project Ranking Criteria
 - 2. Project list
 - 3. Evaluation Criteria
- IV. Approval of Draft CEDS for Public Review
 - A. CEDS Executive Summary
 - B. Draft CEDS
- V. Other Matters
- VI. Next Meeting
- VII. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE
MINUTES
December 3, 2004

Present: Donna Marshall, Chair; Gary Armstrong, Bob Baker, Dave Essex, Robin Mazejka, John Pratt, Cindy Rodenhauser, Bernie Schneckenburger, Keith Thibault.

Staff members present were Tim Murphy, Executive Director, Becky Baldwin, Office Manager, Jeff Porter, Assistant Director; Will Poppe, Planner.

Guests: Glenn Coppelman, Community Development Finance Authority; James Robb, Department of Resource and Economic Development, Peter Throop, City of Keene Planning Department, Bob Harcke, Hinsdale Economic Development Council.

I. Call to Order and Introductions

Chairman Marshall called the meeting to order at 12:10 p.m. and introductions were made.

II. Review of Minutes of October 22, 2004

The minutes of October 22, 2004 were approved as submitted by unanimous vote.

III. Comprehensive Economic Development Strategy (CEDS)

Project Ranking Criteria:

Will Poppe distributed revised copies of the project ranking criteria and committee members made the following comments and changes. Bernie Schneckenburger asked why the minimum criteria for eligibility was ranked 1-7. Will Poppe explained that this was simply an item number to be checked off if it applied. Under Regional Goals Project Criteria #1 - Tim Murphy noted that having a score of 0 for meeting 1 goal gives a negative outlook. Gary Armstrong noted that to change the scoring value would not change anything other than the total points available for a project. The committee agreed to change the scoring for this item to 1-2-3 instead of 0-1-2. Jack Pratt questioned where a goal is defined on the form. Will Poppe pointed out that this is only a form for committee members to use while ranking and that the eight goals are defined in the CEDS Executive Summary. Under Project Impact Project Criteria #4 - the committee agreed to have the scoring for each item equal 3. Under Project Impact Project Criteria #6 - the committee agreed to reverse the score guideline listing to have 0 at the top rather than the bottom. Under Readiness to Proceed Project Criteria #1 - the committee agreed to change the wording for the first guideline to "Market analysis has not been done", remove list of "Potential tenants identified" and change the next guideline to read "Letters of interest obtained from potential or existing tenants". Under Readiness to Proceed Project Criteria #4 - the committee agreed to change the wording for the criteria to read "Attempts to secure match funding" and removed the last guideline. The committee also created a new category for "Committed match funding" with a scoring of 0%-20% = 1 point, 21%-40% = 2 points, 41%-60% = 3 points, 61%-80% = 4 points, and 81%-100% = 5 points. Under Management Capacity Bernie Schneckenburger questioned why this section has such a high scoring potential compared to other categories. Gary Armstrong noted that you can have a good plan that fails due to poor management. The committee agreed to keep this section as is with the possibility that it may be changed at a future date.

The committee unanimously agreed to accept the project ranking criteria as amended.

Project/Program List:

Will Poppe reviewed the revised project/program list that was included in the agenda packets. Cindy Rodenhauser asked how projects were chosen for the listing. Will responded that letters soliciting projects were sent to the Boards of Selectmen of each Southwest Region town as well as community and economic development planners in our Region. He added that missing information would be filled in prior to submitting the final listing. Robin

Mazejka suggested making follow-up calls to the communities we haven't heard from as well as placing calls to economic development people in each town. Tim Murphy urged committee members to contact staff with any projects they are aware of cautioning that there needs to be a cut off date since we are in the final stages of completing the document. Robin Mazejka expressed concern that the current list is not a good representation of our region at this time. Jack Pratt suggested working with the Region's local newspapers to try to solicit more projects. Tim Murphy noted that the listing will be modified and reviewed on an annual basis. Glenn Coppelman noted that Sullivan County has a primary list containing 6-8 projects as well as a secondary list that is not prioritized. It was agreed that staff would conduct further outreach activities, including the upcoming public information forum, to solicit additional projects and programs for consideration.

Evaluation Criteria:

Will Poppe noted that a sub-committee comprised of committee members and staff have met and reviewed the CEDS evaluation criteria. The Committee expressed their general consensus with the work of the sub-committee.

IV. Approval of Draft CEDS for Public Review

Committee members unanimously agreed to release the Draft CEDS for public review and comment.

V. Other Matters

Mr. Murphy noted that Chairman Marshall is stepping down as a member of the Planning Commission Board of Directors and that this was her last meeting as Chairman of the Economic Development /CEDS Advisory Committee. Committee members expressed their appreciation to Chairman Marshall for her energy and leadership over the years and wished her well.

VI. Next Meeting

The next meeting of the Economic Development Advisory Committee/CEDS Advisory Committee was tentatively scheduled for January 28, 2005 at noon.

VII. Adjourn

Meeting adjourned at 1:45 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Office Manager

ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE

February 4, 2005

12:00 noon

**SWRPC Conference Room
20 Central Square, 2nd Floor, Keene, NH**

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of December 3, 2004
- III. Comprehensive Economic Development Strategy (CEDS)
 - A. Public Information Forum
 - B. Project list
- IV. Consideration of CEDS Report
- V. EDAC 2005
 - A. Meeting Schedule
 - B. Public Information Forum
 - C. Monitoring and Annual CEDS Update
- VI. Other Matters
- VII. Next Meeting
- VIII. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE
MINUTES
February 4, 2005

Present: Bob Baker, Co-Chair; Keith Thibault, Co-Chair; Gary Armstrong, Dave Essex, Robin Mazejka, John Pratt, Cindy Rodenhauser, Bernie Schneckenburger, Ralph Wentworth.

Staff members present were Tim Murphy, Executive Director, Becky Baldwin, Office Manager, Jeff Porter, Assistant Director; Will Poppe, Planner.

Guests: Glenn Coppelman, Community Development Finance Authority; James Robb, Department of Resource and Economic Development.

I. Call to Order and Introductions

Co-Chairmen Baker and Thibault called the meeting to order at 12:15 p.m. and introductions were made.

II. Review of Minutes of December 3, 2004

The minutes of December 3, 2004 were approved as submitted by unanimous vote.

III. Comprehensive Economic Development Strategy (CEDS)

Public Information Forum:

Co-Chairmen Baker and Thibault along with Mr. Murphy provided committee members with an update on the January 26th public information forum. They reported that in spite of bad weather the forum was attended by approximately forty people who actively participated in a question and answer session following the presentation of the draft CEDS document. Participants asked that the committee make sure that agriculture as well as innovative industries are represented in the document. They also expressed concern over lack of long distance transportation (transit) and the need for expanded high-speed internet access within the Region. It was further suggested that a regional economic development clearing house be established. Committee members noted these items have been addressed to some extent in the CEDS and indicated they would work with staff to further enhance them in the document.

Project List:

Committee members reviewed the project program priority and planning lists and discussed the addition of projects for the Town of Jaffrey that were recommended at the public information forum. Dave Essex suggested adding the Great Brook River Walk project in the Town of Antrim to the planning list. The Committee approved the addition of the Jaffrey Park Theatre project to the priority list and the Jaffrey Civic Center and Antrim Great Brook River Walk projects to the planning list.

IV. Consideration of CEDS Report

Mr. Murphy reminded committee members that the CEDS needs to be submitted to the Economic Development Administration by the end of March. He added that the document should be presented to the Commission's Board of Directors for their acceptance at either their February 14th or March 15th 2005 meeting. Gary Armstrong suggested having staff make any changes to the CEDS that were discussed today so it can be presented to the Board of Directors at their February 14th meeting. This would allow time to incorporate any additional suggestions into the document prior to the March 31st deadline.

Motion: To approve and accept the CEDS document, authorizing staff to make the minor modifications discussed at today's meeting so it may be presented to the Commission's Board of Directors at their February 14, 2005 meeting.

Motion by Ralph Wentworth, seconded by Gary Armstrong. Approved by unanimous vote.

V. EDAC 2005

Committee members agreed to meet on a quarterly basis in addition to sponsoring two public forums annually to assist them in updating and monitoring the CEDS. It was further recognized by the committee that they are required to undertake a more significant modification/update of the CEDS every five years.

VI. Other Matters

Tim Murphy thanked committee members on behalf of the staff and the Board of Directors for all their dedication and hard work. He noted that the committee has been meeting on a monthly basis for over a year to complete the project. In thanking committee members, he indicated that we wouldn't have been able to accomplish this without their help.

VII. Next Meeting

It was suggested that the committee deserved a break following a year's worth of monthly meetings in preparing the CEDS. It was agreed that the next meeting would be set at the call of the Chair.

VIII. Adjourn

Meeting adjourned at 1:30 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Office Manager

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

September 16, 2005

12:00 noon

**SWRPC Conference Room
20 Central Square, 2nd Floor, Keene, NH**

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of February 4, 2005
- III. Update of Activities
 - A. Status of Comprehensive Economic Development Strategy (CEDS) for Southwest New Hampshire
 - B. Potential for EDA Assistance for CEDS Implementation and Maintenance
- IV. Future Activities
 - A. Sponsorship of Upcoming Forum: Incentives and Programs for Redevelopment
 - B. Work Program Calendar for CEDS Maintenance
- V. Other Matters
- VI. Next Meeting
- VII. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE
MINUTES
September 16, 2005

Present: Bob Baker, Co-Chair; Gary Armstrong, Robert Harcke, John Pratt, Cindy Rodenhauser, Bernie Schneckenburger.

Staff members present were Tim Murphy, Executive Director, Becky Baldwin, Office Manager, Jeff Porter, Assistant Director; Matt Suchodolski, Planner.

Guests: Glenn Coppelman, Community Development Finance Authority; James Robb, Department of Resource and Economic Development.

I. Call to Order and Introductions

Co-Chairman Baker called the meeting to order at 12:10 p.m. and introductions were made.

II. Review of Minutes of February 4, 2005

The minutes of February 4, 2005 were approved as submitted by unanimous vote.

Update of Activities

Status of Comprehensive Economic Development Strategy (CEDS) for Southwest New Hampshire:

Mr. Murphy recapped the work of the Committee in developing a CEDS for Southwest New Hampshire. The CEDS was submitted to the Economic Development Administration (EDA) in February and was approved by EDA in April. EDA requires that implementation of the CEDS be reviewed annually by the Committee and EDA, and updated by the Committee every five years. Mr. Murphy explained that the implementation process includes quarterly committee meetings and two public forums each year. In addition, Committee members are asked to evaluate goals and objectives, report on progress made on projects, and conduct outreach programs to market the document. Mr. Murphy reported that staff members will make a presentation of the CEDS to the Keene Chamber of Commerce Board of Directors next week.

Committee members reviewed the tasks, ranked by priority that were identified in the CEDS and discussed which ones they would like to concentrate on during the upcoming year (attached). Cindy Rodenhauser suggested #1 Establish business incubators and programs to provide low-cost rent, shared services, flexible financing and other appropriate services. since we already have some incubators in place. Bob Harcke suggested #5 Strengthen organizations that provide business support, such as economic development corporations, chambers of commerce etc. noting that his organization has 400 acres with zoning in place that is within a TIF district available to help take incubators to the next step. Gary Armstrong agreed that this would be a big asset to incubators. Glenn Coppelman noted that this is more of a long term project. Mr. Murphy asked if tasks #22 Help municipalities in planning commercial and industrial development in areas with existing infrastructure. and #34 Promote Tax Increment Financing districts as a means for improving and modernizing municipal infrastructure and facilities. would also apply. Bob Harcke agreed that they would since he's been working with towns to establish TIF districts noting they are critical to development since they are the only incentive we offer in New Hampshire. Mr. Murphy noted that Commission staff is currently working with one of our towns to update their impact fee schedule under #35 Assist municipalities in updating their impact fee schedules. Glenn Coppelman asked if there were any other tasks that the Commission is currently working on and Mr. Murphy responded both #22 Help municipalities in planning commercial and industrial development in areas with existing infrastructure. and #29 Assess Regional housing needs. Cindy Rodenhauser noted that a meeting has been planned in Keene to work on #43 Create a point of reference that serves as a clearing house for Regional economic development activities and resources. Gary Armstrong reported that the Peterborough Chamber of Commerce just completed a brochure in conjunction with #11 Develop marketing strategies to attract visitors to the Region. James Robb added that this was accomplished in part through a grant from the Division of Travel and

Tourism. Committee members were encouraged to further review the list of tasks and contact staff with any others they feel should be acted upon during the upcoming year.

Jack Pratt asked if there was a way to find out what State and Federal financial as well as manpower assistance programs might be available. He also suggested contacting Congressman Bass's Office to cross reference our list to their existing programs. Glenn Coppelman noted that he and James Robb could take care of producing a State listing and try to identify some of the Federal programs as well. James Robb suggested that they turn a preliminary listing over to staff and Matt Suchodolski noted that he has begun a list of both private and federal sources that he will share with the both of them. Jack Pratt questioned if we should ask a federal representative to join our committee. Mr. Murphy noted that we have contact with our EDA representative but agreed we may want to expand the committee to include others such as a health care representative.

Potential for EDA Assistance for CEDS Implementation and Maintenance:

Mr. Murphy reported that he has been in contact with our EDA representative regarding applications for planning and implementation funds to support CEDS projects, further noting that EDA is currently updating their grant-making guidelines and they will notify us once they are completed.

IV. Future Activities

Sponsorship of Upcoming Forum: Incentives and Programs for Redevelopment:

Staff member Jeff Porter asked if the Committee would be interested in co-sponsoring a panel discussion with the Brownfields Advisory Committee at the Commission's upcoming fall meeting. The panel consisting of representatives from the NH Department of Resources and Economic Development, NH Community Development Finance Authority, NH Department of Environmental Services and Monadnock Economic Development Corporation will discuss various methods of economic development assistance that are available to municipalities. The meeting has been scheduled to take place on October 18, 2005 at The Inn at East Hill Farm in Troy, NH. Committee members unanimously agreed to co-sponsor the event.

Jack Pratt suggested that the Commission might want to consider giving an award each year to someone in the Region who has done exceptional work in community development. He further suggested naming the award in memory of Rob Nichols. Glenn Coppelman noted that a set of criteria would need to be developed to qualify for the award.

Work Program Calendar for CEDS Maintenance:

Mr. Murphy noted that staff will prepare a CEDS maintenance calendar that will coincide with quarterly committee meetings beginning in early December. Gary Armstrong suggested holding meetings on a different day of the week. Alternative days and times were discussed and committee members agreed to continue meeting during the lunch hour.

V. Other Matters

Jack Pratt suggested that the Committee consider asking both the Governor and Congressman Bass to host a regional meeting that would market the CEDS document and educate both public officials and the general public on its use.

VI. Next Meeting

The next meeting of the Economic Development Advisory Committee was scheduled for December 9, 2005 at noon.

VIII. Adjourn

Meeting adjourned at 1:20 p.m.

Respectfully Submitted,

Rebecca I. Baldwin

Office Manager

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

**January 13, 2006
12:00 noon
SWRPC Conference Room
20 Central Square, 2nd Floor, Keene, NH**

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of September 16, 2005
- III. Southwest Region CEDS - Review of Priority Tasks
- IV. Resources Available for CEDS Tasks
 - A. Federal and State Programs
 - B. Regional and Local Activity
 - C. Other
- V. Public Information Meetings
 - A. October 18, 2005 Community RE-Development: Preserving Tradition and Creating Prosperity in a Changing World
 - B. Upcoming Forum - Spring 2006?
- VI. Committee Membership
- VII. Next Meeting
 - A. Southwest Region CEDS Action Plan
 - B. Public Forum
- VIII. Adjourn

**Southwest Region Planning Commission
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE
Minutes
January 13, 2006**

Present: Keith Thibault, Co-Chair; Jack Dugan, Robert Harcke, Carol Ogilvie, Robin Mazejka, John Pratt, Bernie Schneckenburger, Ralph Wentworth.

Staff members present were Jeff Porter, Assistant Director; Becky Baldwin, Office Manager; Matt Suchodolski, Planner.

Guests: Glenn Coppelman, Community Development Finance Authority; James Robb, Department of Resource and Economic Development.

I. Call to Order

Co-Chairman Thibault called the meeting to order at 12:10 p.m.

II. Approval of Minutes of September 16, 2005

The minutes of September 16, 2005 were approved as submitted by unanimous vote.

III. Southwest Region CEDS - Review of Priority Tasks

Committee members reviewed the list of CEDS Priority Tasks that were included in the agenda packet. Bernie Schneckenburger questioned why this listing had tasks ranked in a different order than prior listings. Staff member Jeff Porter explained that this listing identified and prioritized tasks that would be the easiest to accomplish.

IV. Resources Available for CEDS Tasks

James Robb from the NH Department of Resources and Economic Development and Glenn Coppelman from the NH Community Development Finance Authority provided committee members with handouts and information on various state and federal programs that could be utilized by projects that have been identified in the Comprehensive Economic Development Strategy. Programs discussed included the NH Works program which assists with job training and placement, the CROP Zone program which provides tax credit incentives to businesses that choose to expand or locate within the defined area, the Community Development Block Grant program which has funding available for both economic development and infrastructure projects, and the NH Investment Tax Credit program which encourages donations to non-profits through tax credits.

V. Public Information Meetings

a) October 18, 2005 Community RE-Development Preserving Tradition and Creating Prosperity in a Changing World.

Matt Suchodolski thanked those committee members who participated in the October 18, 2005 Fall Commission Meeting. The featured panel discussion entitled "Community RE-Development Preserving Traditions and Creating Prosperity in a Changing World" was co-sponsored by the Economic Development Advisory Committee and the Brownfields Advisory Committee.

b) Upcoming Forum - Spring 2006

Jeff Porter asked Committee members for their ideas regarding a topic for the upcoming Spring forum noting that it should address one or more of the items contained on the CEDS task priorities listing. He added that Tim Murphy had suggested tourism promotion as a possible topic and that Alice DeSousa might be a good contact. James Robb noted that the Monadnock Travel Council could serve as a resource and might like to participate. Jack Pratt sug-

gested that a forum on this topic should be approached from a regional rather than a local perspective. He added that it would be good to have a guest speaker that has brought tourism to a region that didn't have it before and explain how they made it successful. Keith Thibault suggested contacting someone from the North Adams, Massachusetts area. Bernie Schneckenger noted that a presentation on this subject should also address the position of a Regional tourism coordinator which is number seven on the CEDS list of priority tasks. Jeff Porter suggested that the Committee consider holding the forum in either April or May. Jack Pratt suggested using the new dining commons at Keene State College for the forum venue and Bernie Schneckenger suggested using the Keene Public Library.

VI. Committee Membership

Jeff Porter noted that the Economic Development Advisory Committee is one of four standing committees formed by the Commission Board of Directors. In December the Natural Resource Advisory Committee held a retreat that resulted in their looking at the diversity of their membership. The Board of Directors felt that it would be a good idea for each of their Advisory Committees to take a similar look at their membership. Staff suggests that EDAC might want to consider including people in their membership who have a background in healthcare and conservation. Carol Ogilvie noted that there is a group in Peterborough called the Monadnock Green Business Perspective that might be interested in having a representative join EDAC. Committee members felt this was a good idea and she agreed to forward contact information to staff.

VII. Next Meeting

The next meeting of the Economic Development Advisory Committee was scheduled for March 10, 2006 at noon. The agenda for that meeting will include a review and discussion of the draft CEDS Action Plan and scheduling of the Spring forum.

VIII. Adjourn

Meeting adjourned at 1:20 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Office Manager

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

March 10, 2006

12:00 noon

**SWRPC Conference Room
20 Central Square, 2nd Floor, Keene, NH**

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of January 13, 2006
- III. CEDS Action Plan* - Review and Discussion
- IV. CEDS Forum - Spring 2006
 - A. Date and Location
 - B. Format
 - C. Speakers
- V. US Economic Development Administration - Notice of Funding Availability
- VI. Other Matters
- VII. Next Meeting
- VIII. Adjourn

* Draft CEDS Action Plan to be distributed in advance of meeting.

Southwest Region Planning Commission
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE
Minutes
March 10, 2006

Present: Keith Thibault, Co-Chair; Bob Baker, Co-Chair, Gary Armstrong, Jack Dugan, John Pratt, Bernie Schneckenburger.

Staff members present were Tim Murphy, Executive Director; Becky Baldwin, Office Manager; Matt Suchodolski, Planner.

Guests: Glenn Coppelman, Community Development Finance Authority; James Robb, Department of Resources and Economic Development.

I. Call to Order

Co-Chairman Thibault called the meeting to order at 12:10 p.m.

II. Approval of Minutes of January 13, 2006

The minutes of January 13, 2006 were approved as submitted by unanimous vote.

III. CEDS Action Plan - Review and Discussion

Mr. Murphy noted that one of the conditions of our CEDS is to create an annual work plan that identifies projects that the Committee plans to work on during the year. Staff member Matt Suchodolski asked committee members for their comments and suggestions based on their review of the CEDS Work Plan that was sent to them as part of their agenda packet. He asked if they would recommend any changes to the formatting of the documents objectives, tasks and projects. Jack Pratt asked if other formats were considered and Mr. Murphy responded that staff had reviewed several before choosing this particular one. Glenn Coppelman suggested including a table of contents or summary page at the beginning of the document to provide easy reference to specific projects. He further suggested that it be categorized by project and location. Mr. Murphy noted that a map of the Region could also be added that identified the projects by number. Keith Thibault suggested that the listing of acronyms that appear at the end of the document be moved to the front for easier reference. Bernie Schneckenburger questioned if the Committees ranking of individual projects should appear on the document since projects are not listed in the order they were ranked. Mr. Murphy noted they are listed according to the ones the Committee felt they could show significant progress on this year.

James Robb asked who the document would be going to and if it will be distributed to our municipalities. Mr. Murphy explained that it will be sent to the Economic Development Administration (EDA) and will also be distributed to Boards of Selectmen, Chambers of Commerce and other officials as a part of our outreach program. Jack Dugan approved of the distribution noting that it might stimulate additional funding for projects.

Matt Suchodolski asked if Committee members had any additional projects they would like to add to the document. Keith Thibault suggested that the Winchester Senior Housing project should be added to page 13 regarding housing and that the Peterborough incubator and Troy Mills should be added to page 14 under establishing business incubators. The Committee discussed what should be entered on page 19 regarding inter-municipal resource sharing and Mr. Murphy suggested that municipal administrators might be a good source to assist in completing this section. Glenn Coppelman questioned why the dates were highlighted on page 6 and Matt Suchodolski noted it was a reminder for him that would be removed from the final version.

Co-Chairman Thibault urged Committee members to contact staff with any additional items that should be added to the final version of the Action Plan.

IV. CEDS Forum - Spring 2006

Mr. Murphy reminded committee members that it is a requirement of our CEDS to hold two public forums per year which runs from July 1 to June 30. The first was held on October 18, 2005 in conjunction with the Planning Commission's Fall Meeting. Matt Suchodolski noted that it was agreed at the last meeting to focus on tourism as the topic for the forum. Mr. Murphy suggested using a panel discussion format for the forum. Jack Pratt suggested holding the event at Keene State College and Bob Baker noted that mid-May would be a good time to hold an event at the College. Jack Pratt noted it would be a good idea to have someone like Senator Eaton, someone from the Department of Resource and Economic Development and someone who helped turn a geographic location into a tourist area as members of the panel. Keith Thibault noted that the area of North Adams, Mass. was successfully converted from a mill town into a center of the arts. Glenn Coppelman noted that the Town of Meredith, NH is a good example of tourism in the Lakes Region. Committee members agreed to schedule the forum for either May 12th or May 19th depending on the availability of panelists and a venue.

V. US Economic Development Administration - Notice of Funding Availability

Mr. Murphy noted that we have been encouraged by our EDA field representative to apply for a grant through their agency to help maintain our CEDS. He noted that the challenge would be in meeting the one to one funding requirement for the grant. Glenn Coppelman asked how much the grant would be for and Mr. Murphy explained that it could be up to \$60,000 which would require a \$60,000 match.

VII. Next Meeting

The next meeting of the Economic Development Advisory Committee was scheduled to be held at 11:00 a.m. on May 12, 2006 at Keene State College, just prior to the CEDS forum.

VIII. Adjourn

Meeting adjourned at 1:15 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Office Manager

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

May 12, 2006

Keene State College's Student Union

Committee meeting 11:00 a.m. in Room 307

Tourism Forum 12:00 noon in the Mountain View Room

AGENDA

- I. Call to Order
- II. Approval of Minutes of March 10, 2006
- III. CEDS Work Plan - Review and Discussion
- IV. Status of the current funding application with the US Economic Development Administration
- V. Today's CEDS Forum - "Tourism in the Monadnock Region"
- VI. Other Matters
- VII. Next Meeting
- VIII. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE
MINUTES
May 12, 2006

Present: Bob Baker, Co-Chair, Jack Dugan, Bob Harcke, Carol Ogilvie, John Pratt, Ralph Wentworth.

Staff members present were Tim Murphy, Executive Director; Becky Baldwin, Office Manager; Meredith Cooper, Senior Planner; Matt Suchodolski, Planner.

Guests: Glenn Coppelman, Community Development Finance Authority.

I. Call to Order

Co-Chairman Baker called the meeting to order at 11:10 p.m.

II. Approval of Minutes of March 10, 2006

The minutes of March 10, 2006 were approved as submitted by unanimous vote.

III. CEDS Work Plan - Review and Discussion

Tim Murphy and Matt Suchodolski reviewed the Draft 2005/2006 CEDS Work Plan that was distributed as part of the agenda packet. The plan incorporates suggestions made at the last meeting and meets the Economic Development Administration's (EDA) requirements for the annual update of the document. Mr. Murphy drew attention to the map on page 19 which identifies the location of various projects as contained in the Plan. Carol Ogilvie commented that the document's format makes it easy to understand. Jack Dugan asked if the next step would be to become an EDA Economic Development District to make projects eligible for direct funding through various organizations. Glenn Coppelman explained that you don't need to become a CEDS District to receive funding that there are two levels of funding, one to assist in keeping the document alive and one for projects. Mr. Murphy noted that we have applied through EDA for a technical assistance grant to assist with maintaining our CEDS.

Ralph Wentworth asked how many towns have become involved in the process. Mr. Murphy expressed concern over how to get more municipal officials involved noting that it is mostly business people attending today's forum. Jack Pratt noted that we need to have a success story to encourage others to participate. He suggested finding and training one person in each community that can assist with the process. Glenn Coppelman noted that other CEDS groups in the state have Town officials and industrial park representation on their committee. It was suggested that we invite our EDA representative to the next meeting to speak about EDA programs and how to better engage local officials in the process.

Motion: To approve the Draft 2005/2006 Work Plan for the Comprehensive Economic Development Strategy for Southwest New Hampshire.

Motion by Jack Pratt, seconded by Jack Dugan. Approved by unanimous vote.

IV. Status of the current funding application with the US Economic Development Administration

Mr. Murphy reported that the pre-application for funding to assist in maintaining our CEDS has been completed. He added that staff has been working on getting commitments for the grant match requirement. To date verbal commitments have been received from the NH Department of Resources and Economic Development, Public Service of NH, NH Community Development Finance Authority, the NH Office of Energy and Planning and the NH Department of Environmental Services. Mr. Murphy noted that we hope to hear within the next several weeks if the application has been approved. Glenn Coppelman asked how much the grant application was for and Mr. Murphy responded \$60,000 from EDA with monetary and in-kind services from the other entities.

V. Today's CEDS Forum - "Tourism in the Monadnock Region"

Mr. Murphy noted that today's CEDS forum entitled "Tourism in the Monadnock Region" is, in part, in keeping with the outreach criteria established by EDA. He added that tourism is #16 of the 47 projects identified in our CEDS. Jack Pratt stated that he is hopeful that with tourism being identified as a high priority in our CEDS Work Plan, the issue will now get the attention of the NH Department of Resources and Economic Development. He offered to speak to Commissioner George Bald to request establishing the position of an Economic Development Director for the Region prior to the end of his term as a State Representative. Mr. Murphy suggested having other committee members join him when he makes his request. Committee members discussed the logistics for today's forum which will feature a panel discussion.

Next Meeting

It was agreed to hold the next committee meeting depending on the availability of our EDA representative to join us.

VIII. Adjourn

Meeting adjourned at 11:55 a.m.

Respectfully Submitted,

Rebecca I. Baldwin
Office Manager

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

**September 15, 2006
12:00 noon
SWRPC Conference Room
20 Central Square, 2nd Floor, Keene, NH**

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of May 12, 2006
- III. Rita Potter, State and Regional Representative with the U.S. Economic Development Administration
 - A. Status of Southwest Region CEDS Maintenance and Implementation Application
 - B. Brief Overview of EDA Programs
 - C. EDA Activity in Northern New England (Maine, Massachusetts and New Hampshire)
 - D. Ways to Enhance Involvement in the CEDS Process
- IV. Southwest Region CEDS - Next Steps
- V. Other Matters
- VI. Next Meeting
- VII. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE
MINUTES
September 15, 2006

Present: Bob Baker, Co-Chair, Keith Thibault, Co-Chair, Jack Dugan, John Pratt, Bernie Schneckenburger, Ralph Wentworth.

Staff members present were Tim Murphy, Executive Director; Becky Baldwin, Office Manager; Jeff Porter, Assistant Director; Natalie Shafiroff, Planner, Matt Suchodolski, Economic Development Specialist.

Guests: James Robb, NH Department of Resource and Economic Development, Rita Potter, U.S. Economic Development Administration, Amy Dillon.

I. Call to Order

Co-Chairman Thibault called the meeting to order at 12:05 p.m.

II. Approval of Minutes of May 12, 2006

The minutes of May 12, 2006 were approved as submitted by unanimous vote.

III. Rita Potter, State and Regional Representative with the US Economic Development Administration

Co-Chairman Thibault introduced Rita Potter who is Northern New England's Representative for the U.S. Department of Commerce's Economic Development Administration (EDA).

A. Status of Southwest Region CEDS Maintenance and Implementation Application

Jack Pratt asked what the status was of the application we filed to receive EDA grant funding to maintain and implement our CEDS. Mr. Murphy responded that EDA has awarded us the grant and it has been accepted by the Commission's Board of Directors. The required paperwork has been signed and will be returned to EDA today.

B. Brief Overview of EDA Programs

Ms. Potter distributed brochures that provided an overview of EDA's mission, programs and funding opportunities. She briefly described the criteria for the seven different funding programs available through EDA which include the following: Public Works, Economic Adjustments, Research and National Technical Assistance, Local Technical Assistance, Partnership Planning, University Center, and Trade Adjustment Assistance. Ms. Potter noted that all funding through EDA is provided by way of grants rather than loans and that all government entities, schools, Economic Development Districts and Indian tribes are eligible. Grants are awarded to economically distressed areas with low per capita incomes, high unemployment rates, and low paying jobs. Eligible projects include rebuilding of infrastructure, renovating or building new structures that promote job creation or higher paying positions than currently exist in the area. Ms. Potter noted that all grants awarded by EDA require a local match. The match for this area has been established at 50%. Bernie Schneckenburger asked if a project can be funded through more than one EDA program at a time. Ms. Potter acknowledged that it could but applications would have to be submitted separately to each program.

James Robb asked what has to be done to become an Economic Development District. Ms. Potter responded that you have to establish a track record with EDA by updating your CEDS and submitting reports that show you are making progress with your Work Plan. This is a process that usually takes a couple of years then you can apply to become an Economic Development District. She noted that most of the grants awarded by EDA go primarily to projects within Economic Development Districts. Once established as a District we would be assured a grant from EDA each year without having to compete for funding as we currently do. Ms. Potter cautioned that there is a waiting line to become an Economic Development District since EDA funding has not increased over the years. James

Robb asked how we could advance in the line and Ms. Potter explained that some Districts merge creating space for new ones and some drop out of the program because they are unable to properly maintain their Work Plan. James Robb asked if there are any Districts near us now. Both Franklin County (MA) and Sullivan County (NH) were mentioned.

C. EDA Activity in Northern New England (Maine, Massachusetts and New Hampshire)

Ms. Potter gave examples of various projects that have been funded by EDA including a building rehabilitation project in Manchester, NH, a wastewater treatment plant in North Conway, NH, the rehabilitation of the former General Electric Plant in Fitchburg, MA, and a marine retail business incubator in New Bedford, MA.

James Robb noted that the Town of Jaffrey is talking about extending water infrastructure to their Stone Arch Industrial Park and asked if they would qualify for EDA funding since they are identified in our CEDS. Ms. Potter explained that the per capita income for Jaffrey is too high for them to qualify in that regard but they might qualify if they can make a case that this is threatening bringing business into Town. She suggested that individual businesses write letters expressing the potential hardship to be included in the application.

Ralph Wentworth asked if individuals can apply for an EDA grant without going through an Economic Development District. Ms. Potter noted that, although the process is competitive, individual requests are considered and she suggested that applications need to be as impressive as possible.

D. Ways to Enhance Involvement in the CEDS Process

Mr. Murphy asked Ms. Potter for any suggestions she might have to enhance municipal official participation on the CEDS process. Ms. Potter suggested holding forums in different areas throughout the Region especially in communities where there is a success story. She also suggested inviting guest speakers from organizations such as the NH Department of Environmental Services, US Department of Agriculture Rural Development, technical colleges and state legislators who might be able to share success stories. Ms. Potter cautioned against keeping a low profile and urged the committee to brag about their accomplishments and make sure that forums are well advertised and open to the public.

Mr. Murphy thanked Ms. Potter for attending today's meeting and for her assistance in procuring our EDA grant.

IV. Southwest Region CEDS - Next Steps

Mr. Murphy noted that our EDA grant, which will be dedicated to the maintenance, evaluation and implementation of our CEDS, requires a 50% match that will come from several partner entities, Commission dues and in-kind work. Staff has received commitments (either written or verbal) from the NH Community Development Finance Authority, NH Department of Resources and Economic Development, NH Office of Energy and Planning, NH Department of Environmental Services, Public Service of New Hampshire, and Monadnock Economic Development Corporation at this time.

Mr. Murphy suggested that Broadband Infrastructure be added as a priority to our CEDS Work Plan. Co-Chairman Thibault asked if there was a documented need for this and Mr. Murphy responded that there was. James Robb added that Broadband not only helps home based businesses grow but is essential to help bring people into the area. Committee members expressed their general consensus to the idea of adding Broadband Infrastructure as a priority to the CEDS Work Plan.

V. Other Matters

Mr. Murphy noted that the Commission has been invited to send a representative to the Monadnock Travel Council meeting which is scheduled for September 28, 2006. This is likely a result of a discussion that took place at the Advisory Committee sponsored forum that took place on May 12, 2006.

Mr. Porter reviewed the changes that were made to the Commission's Advisory Committee By-laws that were adopted by the Board of Directors on April 10, 2006. He noted that the by-laws provide structure for each of the

Commission's Advisory Committees. He further explained that one of the criteria is to assign terms of office to current members and asked if members had a preference as to how this would be done. Committee members agreed to have Staff assign terms by name alphabetically.

Next Meeting

It was agreed to hold the next committee meeting on either November 3, 2006 or November 10, 2006 depending on the availability of the majority of committee members. Staff will conduct a poll and notify members in advance of the next meeting.

VIII. Adjourn

Meeting adjourned at 1:30 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Office Manager

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

November 3, 2006

12:00 noon

**SWRPC Conference Room
20 Central Square, 2nd Floor, Keene, NH**

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of September 15, 2006
- III. Southwest Region CEDS - Next Steps
 - A. CEDS Timeline
 - B. Staff Involvement in CEDS Projects
 - C. Evaluation Criteria Revisions
 - D. Public Involvement Plan
 - E. Forum Topics
 - F. 2006/2007 Work Plan - Call for Newly Identified Projects/Project Ideas
- IV. Other Matters
- V. Committee Representation
- VI. Next Meeting
- VII. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE
MINUTES
November 3, 2006

Present: Bob Baker, Co-Chair, Keith Thibault, Co-Chair, Jack Dugan, Bob Harcke, Carol Ogilvie, John Pratt, Bernie Schneckenburger, Ralph Wentworth.

Staff members present were Becky Baldwin, Office Manager; Jeff Porter, Assistant Director; Amy Dillon, Planner; Natalie Shafiroff, Planner, Matt Suchodolski, Economic Development Specialist.

Guests: James Robb, NH Department of Resource and Economic Development.

I. Call to Order

Co-Chairman Baker called the meeting to order at 12:05 p.m.

II. Approval of Minutes of September 15, 2006

The minutes of September 15, 2006 were approved as submitted by unanimous vote.

III. Southwest Region CEDS - Next Steps

A. CEDS Timeline

Staff member Amy Dillon reviewed the CEDS timeline for the upcoming year, which includes conducting four Advisory Committee Meetings, two public forums, a public involvement plan, implementation of tasks from the 2005/2006 work plan, evaluation of the 2005/2006 action plan progress, submitting the CEDS annual report to EDA and developing a work plan for 2007/2008.

B. Staff Involvement in CES Projects

Amy Dillon reported that staff members are currently actively involved in thirty-one of the fifty-one projects identified in the CEDS document. Staff will monitor and report on any progress made on the remaining twenty projects.

C. Evaluation Criteria Revisions

Committee members reviewed and commented on the proposed revisions to the CEDS evaluation criteria for Goals B, C, D, F, and G that were included in the agenda packet.

Goal C: Jack Pratt noted that the middle class population seems to have been left out and questioned what the new criterion 2 has to do with the goal. Amy Dillon explained that one of the reasons that people are having trouble finding housing is due to low income. Jack Pratt observed that it may also have to do with a lack of employment opportunities. Keith Thibault pointed out that the key word in this goal is finding the “balance” between all the factors. Jack Dugan suggested that the wording for criteria 2 should include affordable to median income as well as seniors and low income residents. Jeff Porter noted that the criteria for this goal is an attempt to target the problem.

Goal D: Jack Pratt pointed out that the original criteria for this goal was designed to see if incubators are doing what they were set up to accomplish. Amy Dillon agreed noting that the people utilizing them would need to be interviewed to see if the incubators are working as intended. She noted that staff would add a statement to the criteria that would allow for measuring the success of individual incubator businesses. Bob Harcke suggested that criteria 3 be changed to only track incubator activity. James Robb explained that tracking technology and arts-related startups linked to higher education allows a way to show business and educators the importance of improving technology. Bob Harcke expressed concern that the criteria wording may be too restrictive.

Goal F: Amy Dillon explained that this goal needs to be expanded since the only project currently listed is the CEDS itself. It was suggested that item b be changed to read “3 SWRPC Commission Meetings.” Keith Thibault suggested including encouraging planning boards to better identify projects that involve a regional impact. Jeff Porter noted that amendments to State Legislation regarding review of Developments of Regional Impact are currently under consideration by the Legislature. Jack Pratt noted there are other items that need to be listed under item a and Carol Ogilvie suggested adding both regional selectmen’s meetings and school district meetings.

Goal G: Bernie Schneckeburger noted that the original intent for this goal was to help municipalities save money by sharing services.

D. Public Involvement Plan

Amy Dillon reviewed the proposed public involvement plan. The purpose of the plan is to engage stakeholders and the general public in the CEDS process and purposes. Current methods used to inform people about the CEDS process include the SWRPC website and monthly newsletter, brochures, forums, and EDAC meetings. Jack Pratt suggested that since most municipalities have their own websites that we should ask them to include a link to our CEDS program.

E. Forum Topics

Amy Dillon asked committee members for their ideas for potential forum topics. Suggestions included broadband technology, small business development, zoning impacts on workforce housing, healthcare employment and opportunities, retention of high school and post-secondary graduates, impacts of an aging population, public safety cost issues, incubator challenges, local entrepreneurs, and local ownership of businesses. Ralph Wentworth noted that we need to have forums that focus on hot issues to generate a sizeable audience.

F. 2006/2007 Work Plan - Call for Newly Identified Projects/Project Ideas

Amy Dillon asked committee members to contact staff with any ideas for new projects that can be included in the 2007/2008 CEDS work plan.

IV. Other Matters

A. Committee Representation

Staff member Matt Suchodolski proposed that the Committee and CEDS process might benefit from broadening committee membership to include representation from other fields such as health, arts, education, banking, tourism, state government and the media. He asked members to contact staff by December 10th with any nominations for new members.

V. Next Meeting

It was agreed to hold the next committee meeting on January 12, 2007.

VI. Adjourn

Meeting adjourned at 1:30 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Office Manager

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

January 12, 2007

12:00 noon

SWRPC Conference Room

20 Central Square, 2nd Floor, Keene, NH

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of November 3, 2006
- III. Southwest Region CEDS - Next Steps
 - A. Update on CEDS Progress
 - B. Upcoming Calendar of Activities
 - C. Public Forum Topics
 - D. 2007/2008 Work Plan - Call for Newly Identified Projects/Project Ideas
- IV. Next Meeting
- V. Adjourn

Southwest Region Planning Commission
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE
Minutes
January 12, 2007

Present: Keith Thibault, Co-Chair, Jack Dugan, Bob Harcke, John Pratt, Bernie Schneckenburger, Ralph Wentworth.

Staff members present were Becky Baldwin, Office Manager; Jeff Porter, Assistant Director; Jo Anne Carr, Senior Planner; Amy Dillon, Planner; Natalie Shafiroff, Planner, Matt Suchodolski, Economic Development Specialist.

Guests: Glenn Coppelman, NH Community Development Finance Authority; James Robb, NH Department of Resource and Economic Development.

I. Call to Order

Co-Chairman Thibault called the meeting to order at 12:10 p.m.

II. Approval of Minutes of November 3, 2006

The minutes of November 3, 2006 were approved as submitted by unanimous vote.

III. Southwest Region CEDS - Next Steps

A. Update on CEDS Progress

Staff member Amy Dillon provided committee members with a progress report on the Comprehensive Economic Development Strategy (CEDS) for Southwest NH. She noted that committee members have conducted three of the four meetings required by the CEDS and will identify topics for two public outreach forums as part of today's meeting. She reported that staff has been working on the public involvement plan that includes creating a brochure and updating the CEDS portion of the Commission website. In addition the Planning Commission is actively involved in 15 of the projects listed in the CEDS 2005/2006 Work Plan and are monitoring 20 additional projects. Glenn Coppelman noted that the Webster Street Incubator in Jaffrey that has been listed as discontinued will be discussed by voters at Town Meeting. Ralph Wentworth reported that the Troy sidewalk project will be on the Town Warrant in March.

Jeff Porter informed committee members that our regional Economic Development Administration (EDA) representative, Rita Potter, retired in December. Glenn Coppelman added that EDA will not fill her position and we will be dealing directly with representatives in their Philadelphia office in the future.

Committee members reviewed the Evaluation Criteria for the 2007 CEDS Update that was included in the agenda packet. It was agreed under Goal C, Proposed Evaluation Criteria #1 to remove the word "building" for better clarity. Bernie Schneckenburger expressed concern that the original concept of this goal was to have people come and live in the area not just count apartment units. Jack Pratt noted that we need to know how much workforce housing is being built so we can show developers that people will come if they build something affordable. Amy Dillon suggested adding a new #3 to reflect the number of housing units that are affordable to median income households.

B. Upcoming Calendar of Activities

Amy Dillon reviewed the CEDS calendar of activities for the remainder of the year. She noted that the committee will need to meet to review ideas for inclusion in the 2007/2008 Work Plan as well as plan two public outreach forums.

C. Public Forum Topics

Amy Dillon reviewed the potential forum topics that were identified at the last committee meeting. The four most popular choices were 1) Broadband - covering available technology, permitting and urban versus rural issues, 2) Education - exploring the link between high school/colleges and employers, 3) The Monadnock Region and how it fits into the global marketplace, and 4) Healthcare as it pertains to employers and quality of life issues. Glenn Coppelman asked if creative economy was discussed and James Robb noted this could be incorporated into any of the topics listed above.

Amy Dillon noted that the forums would most likely be scheduled for April and June depending on the availability of speakers. Committee members agreed to host forums on Broadband and the Monadnock Region in the global marketplace for this years outreach programs.

D. 2007/2008 Work Plan - Call for Newly Identified Projects/Project Ideas

Amy Dillon provided committee members with a list of goals contained in the current CEDS Work Plan and encouraged them to contact her with any additional projects or programs that can be included in the 2007/2008 Work Plan.

IV. Next Meeting

It was agreed to hold the next committee meeting on March 23, 2007.

V. Adjourn

Meeting adjourned at 1:20 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Office Manager

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

March 23, 2007

12:00 noon

SWRPC Conference Room

20 Central Square, 2nd Floor, Keene, NH

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Welcome New Committee Members
- III. Approval of Minutes of January 12, 2007
- IV. Southwest Region CEDS
 - A. Brochure
 - B. Update on Broadband Forum
 - C. 2007/2008 Work Plan - Newly Identified Projects/Project Ideas
 - D. Priority Project Eligibility
- V. Next Meeting
- VI. Adjourn

Southwest Region Planning Commission
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE
Minutes
March 23, 2007

Present: Bob Harcke, Morris Klein, Denise Meadows, John Pratt, Bernie Schneckenburger, Ralph Wentworth, Ted Whippie.

Staff members present were Becky Baldwin, Office Manager; Amy Owens, Planner; Natalie Shafiroff, Planner, Matt Suchodolski, Economic Development Specialist.

Guests: Glenn Coppelman, NH Community Development Finance Authority; James Robb, NH Department of Resource and Economic Development.

I. Call to Order

Staff member Matt Suchodolski called the meeting to order at 12:10 p.m.

II. Welcome New Committee Members

Introductions were made and new committee members were welcomed.

III. Approval of Minutes of January 12, 2007

The minutes of January 12, 2007 were approved as submitted by unanimous vote.

IV. Southwest Region CEDS

A. Brochure

Staff member Amy Owens asked committee members for their comments regarding the newly developed CEDS brochure. Ralph Wentworth asked if it has been distributed to the public yet and was told that it hasn't been. Glenn Coppelman suggested sending it to the Selectmen and Planning Boards in each of our municipalities. Natalie Shafiroff noted that the brochure will be included in the Smart Growth CD that is being developed and will be widely distributed. James Robb expressed concern that not everyone likes to use their computer to access information and feels the brochure should be distributed in hard copy as well. Morris Klein agreed noting that their Planning Board does not use a computer to access information. Glenn Coppelman suggested also having copies of the brochure available at the upcoming Broadband Forum.

B. Update on Broadband Forum

Amy Owens distributed copies of the announcement for the Broadband Forum that is being hosted by EDAC. She noted that the forum will be held at The Pub Restaurant in Keene on April 13, 2007 from 11:30 - 1:30 and encouraged members to attend. Bernie Schneckenburger asked if panelists would be discussing fiber optics. Ms. Owens responded that a representative from the fiber optics field was not available but panelists would be discussing wireless options as well as suggestions on how to utilize public/private partnerships to bring broadband to the Southwest Region. Glenn Coppelman noted that one of the panelists, Veronica Francis, is extremely knowledgeable in the entire broadband field and would be capable of answering questions regarding to all phases of the technology.

C. 2007/2008 Work Plan - Newly Identified Projects/Project Ideas

Amy Owens noted that staff is currently working on the 2007/2008 CEDS Work Plan that needs to be submitted to the Economic Development Administration by June 30, 2007. She asked committee members to forward any ideas for new projects to her for inclusion in the plan. James Robb asked for clarification as to what kind of projects could be submitted and was told any public/private partnership projects for redevelopment, housing or any other projects that would influence economic development in the Region.

D. Priority Project Eligibility

Amy Owens distributed copies of the updated Priority Project Short-Term and Project/Program Planning List for the Committees review and comment. Glenn Coppelman asked what the difference between the short-term and planning list were and Ms. Owens explained that the short-term list contains active projects that are ready to go whereas the planning list contains projects that are basically still in the planning stages. Glenn Coppelman asked if the WW Cross project was successful in obtaining funding at the Jaffrey Town Meeting. Ms. Owens responded that it was and the project would be ready to move to the short-term list in the near future. Jack Pratt suggested placing the Hill Street property on the list noting that it will include workforce housing, a community park and a county house of corrections. Ms. Owens asked if the project includes a public/private partnership. Jack Pratt noted that it will utilize tax payer dollars and suggested contacting George Foscett at Masiello for further information.

Bob Harcke asked if there might be something EDAC could do to help with the affordable housing issue. Amy Owens suggested that it might be a good topic for a future forum. Jack Pratt noted that he would like to have a future discussion including the Planning Commission's Executive Director on the role of EDAC and if it should serve as an advocacy group when it comes to primary needs regarding economic development.

V. Next Meeting

It was agreed to hold the next committee meeting on May 18, 2007.

VI. Adjourn

Meeting adjourned at 12:50 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Office Manager

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

May 18, 2007

12:00 noon

SWRPC Conference Room

20 Central Square, 2nd Floor, Keene, NH

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of March 23, 2007
- III. Southwest Region CEDS
 - A. 2007 CEDS Update
 - B. 2007 CEDS Annual Report and 2007/2008 CEDS Work Plan
 - C. New Priority Projects
- IV. Next Meeting
- V. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE

MINUTES

May 18, 2007

Present: Bob Baker, Co-Chair; Morris Klein, Denise Meadows, Carol Ogilvie, Bernie Schneckenburger, Ted Whippie.

Staff members present were Tim Murphy, Executive Director; Becky Baldwin, Office Manager; Amy Owens, Planner; Matt Suchodolski, Economic Development Specialist.

Guests: Glenn Coppelman, NH Community Development Finance Authority; James Robb, NH Department of Resource and Economic Development; Judy Tomlinson; Franklin Pierce College.

I. Call to Order

Co-Chairman Bob Baker called the meeting to order at 12:10 p.m. and introductions were made.

II. Approval of Minutes of March 23, 2007

The minutes of March 23, 2007 were approved as submitted by unanimous vote.

III. Southwest Region CEDS

A. 2007 CEDS Update

Staff member Amy Owens distributed copies of the minutes that were taken at the April 13, 2007 Broadband Forum that was sponsored by the Committee. Mr. Murphy provided a brief overview of the forum at which panelists discussed the steps they have taken to bring broadband into their communities. The event was well attended by more than 40 participants.

B. 2007 CEDS Annual Report and 2007/2008 CEDS Work Plan

Amy Owens referred to the 2007 CEDS Update materials that were provided by CD to committee members prior to the meeting and asked if they had any questions or comments. Bernie Schneckenburger questioned if the committee should consider utilizing the newly revised goal evaluation criteria to measure progress towards the eight CEDS goals in the CEDS Update. Amy Owens noted that while the CEDS contains the criteria for how progress is to be evaluated, the actual evaluation is performed as part of the Annual Report. Mr. Murphy explained that the CEDS process is comprised of three different documents. Amy Owens pointed out that the CEDS document itself which was written in 2005 is evaluated and rewritten every five years. The CEDS Annual Report and the CEDS Work Plan are considered custodial reports that are updated on an annual basis. Mr. Murphy noted that the updates to the CEDS documents follow a set of guidelines prescribed by the Economic Development Administration.

Amy Owens reviewed the 2007/2008 CEDS Work Plan materials that were included in the agenda packet noting that the projects on the short term list are ready to begin whereas those on the planning list still need more work prior to becoming active. Glenn Coppelman questioned if the Monadnock Community Hospital Connector Road should be moved to the Priority Project list rather than remaining only in the Work Plan. Amy Owens agreed to speak with town officials to determine if they are ready to be on the Priority Project list. Glenn Coppelman asked if there might be other projects that should be reviewed in the near future to see if they are ready to move to the short-term list. Amy Owens noted that the committee will be called upon to actively review the remaining projects at future meetings.

James Robb asked what steps are underway to becoming an Economic Development District. Mr. Murphy explained that it is a long slow process that began with the adoption of our CEDS in 2005. He noted that the next step is to establish a track record with EDA through the updating of our CEDS and the submittal of reports that show the progress we are making with our Work Plan. He added that the active regional economic development dialogue that has begun in our area is also looked upon favorably by EDA. Glenn Coppelman noted that once we become an Economic Development District we will qualify for annual funding from EDA. Mr. Murphy noted that we currently operate under an EDA Technical Assistance Grant but acknowledged there is no guarantee that this will continue from year to year. Glenn Coppelman noted that Rockingham Planning Commission just achieved Economic Development District status and they began their process back in 1999/2000.

Motion: To evaluate the Monadnock Community Hospital Connector Road to see if it meets the threshold to be moved to the short-term Priority Project list and to finalize the CEDS Annual Report and 2007/2008 CEDS Work Plan for submittal to the Economic Development Administration.

Motion by Glenn Coppelman, seconded by Denise Meadows. Approved by unanimous vote.

C. New Priority Projects

Amy Owens noted that there are four new priority projects that have come to staff's attention that the Committee might want to consider adding to our CEDS. She called upon Judy Tomlinson from Franklin Pierce College, who is also representing the Town of Rindge to give a brief description of each project.

1) Broadband Initiative - Judy Tomlinson noted that this project, which was discussed at the recent Broadband forum, will establish residential wireless coverage for the Town of Rindge. Town officials have been working on the project along with technical assistance from staff at Franklin Pierce College and hope to be able to offer wireless service to residents by late summer. They have applied for a grant through the NH Department of Resources and Economic Development that will help pay 50% of the installation costs for lower income residents. There are plans to install three towers and the cost to residents is expected to be \$200 for installation in addition to monthly fees. Amy Owens noted that this project fits under Goal B of our CEDS.

2) Age Restrictive Active Adult Housing - Judy Tomlinson explained that this project is identified in the Rindge Master Plan and will involve building up-scale condos on college property that will be geared towards active adults who want to be part of a college community. It is hoped that a developer will be chosen for the project by the end of July to begin work on Phase I that will build 30 living units. Mr. Murphy pointed out that our CEDS endorses this kind of smart growth concept and Amy Owens added that it matches Goal C of our document.

3) Senior Housing - Judy Tomlinson noted that town officials are currently working with SCS regarding a feasibility study and fundraising for building a new town hall as well as senior housing on a parcel of land within the town. Mr. Murphy noted that there is concern about placing two buildings on this particular parcel and for this reason it is recommended that this project be placed on the CEDS planning list rather than short term list at this time. Amy Owens noted that this project would meet the criteria of Goal D of the CEDS.

4) Retail Development - Judy Tomlinson noted that there is interest in the development of property at the corner of Routes 119 and 202 in Rindge that would bring added retail facilities into the town. She noted that negotiations are still confidential at this point and was unable to give further details. Amy Owens noted that a project of the nature would satisfy both Goals D and E of our CEDS and suggested it be placed on the planning list.

Mr. Murphy noted that based on our current criteria and other projects listed in our CEDS that staff recommends the Broadband Initiative and Age Restrictive Active Adult Housing projects be placed on our short term projects list and that the Senior Housing and Retail Development projects be placed on the planning list.

Glenn Coppelman expressed concern over not knowing more about the Retail Development project at this time but said he was comfortable with it being placed on the planning list if that was the recommendation from staff. Bernie Schneckenburger asked if any harm would be done by not placing it on the planning list at this time. Mr. Murphy responded that if they reach the point of applying for funding they would not be able to say they are part of a CEDS which might affect their chances.

Glenn Coppelman suggested that at each future meeting the committee set aside some time to review the progress being made on projects that are currently on the priority list.

Mr. Murphy commended staff member Amy Owens for her diligence in contacting those involved in the projects contained in our CEDS.

Motion: To accept the recommendation of staff for the placement of the four projects from the Town of Rindge on the CEDS priority list.

Motion by Glenn Coppelman, seconded by Morris Klein. Approved by unanimous vote.

IV. Next Meeting

Mr. Murphy reported that staff has begun work on the next CEDS forum which is scheduled to take place in the Fall and will focus on The Monadnock Region in the Global Marketplace. He noted that he has been approached by Tom Dowling of the Keene Chamber of Commerce who has a similar interest in this topic and would like to explore the possibility of co-sponsoring the event. He suggested that the Committee might want to consider holding their next meeting in conjunction with the Fall forum. Co-Chairman Baker asked if there would be a need for the Committee to meet prior to the forum to assist with the planning. Mr. Murphy responded that staff would continue to work on the plans and consult with the committee by e-mail if necessary. He asked committee members to contact staff with any dates in September that might not work for them as a possible event date.

VI. Adjourn

Meeting adjourned at 1:25 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Office Manager

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

July 20, 2007

1:00 p.m.

SWRPC Conference Room

20 Central Square, 2nd Floor, Keene, NH

AGENDA

- I. Call to Order
- II. Approval of Minutes of May 18, 2007
- III. Southwest Region CEDS
 - A. Update of Activities
 - B. Discussion of Upcoming Public Forum: The Monadnock Region in the Global Marketplace
 - 1. Partnership Option
 - 2. Agenda
 - 3. Date and Location
- IV. Next Meeting
- V. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE

MINUTES

July 20, 2007

Present: Bob Baker, Co-Chair; Tom Dowling, Bob Harcke, Carol Ogilvie, Bernie Schneckenburger, Ralph Wentworth, Ted Whippie.

Staff members present were Tim Murphy, Executive Director; Becky Baldwin, Office Manager; Amy Owens, Planner; Matt Suchodolski, Economic Development Specialist.

Guests: Glenn Coppelman, NH Community Development Finance Authority; James Robb, NH Department of Resource and Economic Development; Judy Tomlinson, Franklin Pierce College; Susan Newcomer, Greater Keene Chamber of Commerce.

I. Call to Order

Co-Chairman Bob Baker called the meeting to order at 1:10 p.m. and introductions were made.

II. Approval of Minutes of May 18, 2007

The minutes of May 18, 2007 were approved as submitted by unanimous vote.

III. Southwest Region CEDS

A. Update of Activities

Staff member Amy Owens reported that the Comprehensive Economic Development Strategy (CEDS) 2007 Update and Annual Report were submitted to the U. S. Economic Development Administration (EDA) on June 30, 2007. She also reported that the Tourism Asset Inventory that was distributed to area municipalities, chambers of commerce and historical societies have generated 1,158 entries to date.

Mr. Murphy noted that this would be Amy's last committee meeting since she will be leaving the Planning Commission the end of August. He explained that Amy had been hired to assist with the CEDS Program in meeting several milestones contained in the scope of work associated with our EDA grant and thanked her for her many contributions in making the program a success.

Tom Dowling reported that the N. H. Business and Industry Association recently conducted a series of roundtable discussions to identify community and economic development concerns. He noted that workforce housing was the highest ranking concern for most of the communities that participated.

B. Discussion of Upcoming Public Forum: The Monadnock Region in the Global Marketplace

1. Partnership Option

Mr. Murphy reported that he and Co-Chairman Bob Baker recently participated in a discussion pertaining to a workforce diversity initiative associated with the Greater Keene Chamber of Commerce. The discussion explored concerns about the recruitment of a skilled workforce to meet the area's needs 8-10 years from now as well as the need for workforce housing. Since many of the concerns discussed are similar to items contained in our CEDS it was suggested that we join forces with the Greater Keene Chamber of Commerce in sponsoring our Fall forum. Glenn Coppelman pointed out that partnering with the Chamber for the forum would support a CEDS requirement to encourage collaboration among organizations.

2. Agenda

Mr. Murphy noted that EDAC forums are typically held during the lunch hour and focus on either a keynote speaker or a panel discussion. Tom Dowling noted that a joint forum could increase attendance and suggested changing the event to a half day in length to accommodate both a panel and a featured speaker. Bernie Schneckenburger suggested having an introductory session and then breaking out into two concurrent sessions. Mr. Murphy noted it would be better to extend the time of the event rather than have people choose between two concurrent sessions. Susan Newcomer suggested making the event a breakfast meeting that would take place between 7:30-11:30. Mr. Murphy expressed concern that an early morning meeting may reduce the attendance of town officials who have been used to our events occurring mid-day.

Judy Tomlinson asked what we hope people will take away from the event with them and cautioned that the topic may be too broad. Mr. Murphy responded that similar to our past forums we would provide people with information and start a dialogue that could serve as a basis for future networking. Tom Dowling agreed that this session could lead to future meetings that would focus on recruitment, training and housing. Sue Newcomer noted that the Chamber is already in the process of planning a follow-up session on the recruitment of new employees for later this year.

Committee members discussed the potential format for the forum and agreed that it would be best to have two panel discussions and a follow-up facilitated discussion focused on next steps. The first would focus on the assistance that is currently available to businesses trying to enter the Global Marketplace and the second would highlight local success stories and challenges. Planning Commission staff agreed to find members for the first panel and the Keene Chamber agreed to find local businesses for the second panel. Mr. Murphy suggested that a letter be sent to other Chambers of Commerce in the Region asking them to nominate businesses that might be willing to participate in the second panel discussion. Tom Dowling agreed to this and stated his willingness to reach out to his counterparts in the Region.

Judy Tomlinson asked who would be invited to attend the forum and was told that town officials as well as members of the business community would be invited. It was suggested that other Chambers of Commerce in the Region as well as the colleges also be invited to attend.

3. Date and Location

It was agreed to hold the forum on Friday, October 5, 2007 from 8:30 a.m. - 12:00 p.m. at Keene State College in either the Mabel Brown Room or the Mountain View Room depending on the number attending.

Motion: To co-sponsor the October 5, 2007 EDAC Forum entitled "The Monadnock Region in the Global Marketplace" with The Greater Keene Chamber of Commerce.

Motion by Ralph Wentworth, seconded by Bob Baker. Approved by unanimous vote.

IV. Next Meeting

It was agreed that the next meeting would be at the call of the Chair.

VI. Adjourn

Meeting adjourned at 2:30 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Office Manager

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

January 18, 2008

12:00 p.m.

**Keene Public Library - Trustees Room (2nd Floor)
60 Winter Street, Keene, NH**

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of July 20, 2007
- III. Southwest Region CEDS
 - A. Update of Activities
 - B. New Projects
 - C. Next Steps
- IV. Presentations
 - A. James Robb - Business Resource Specialist
 - 1. NH Department of Resources and Economic Development
 - 2. Crop Zones and Forms of Tax Credits
 - B. Steve Epstein - Business Program Specialist
 - 1. US Department of Agriculture-Rural Development
 - 2. Presentation on Rural Business Enterprise Grants
- V. Regional Commercial/Industrial Land Use Inventory
- VI. Next Meeting
- VII. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE

MINUTES

January 18, 2008

Present: Bob Baker, Co-Chair; Keith Thibault, Co-Chair; Jack Dugan, Mo Klein, Denise Meadows, Carol Ogilvie, John Pratt, Judy Tomlinson, Ralph Wentworth, Ted Whippie.

Staff members present were Tim Murphy, Executive Director; Becky Baldwin, Office Manager; Matt Suchodolski, Economic Development Specialist.

Guests: James Robb, NH Department of Resource and Economic Development; Steve Epstein, John Pappalardo, US Department of Agriculture-Rural Development.

I. Call to Order

Co-Chairman Keith Thibault called the meeting to order at 12:10 p.m. and introductions were made.

II. Approval of Minutes of July 20, 2007

The minutes of July 20, 2007 were approved as submitted by unanimous vote.

III. Southwest Region CEDS

A. Update of Activities

Staff member Matt Suchodolski provided members with an update of CEDS activities since the last meeting which included sponsoring a forum in October entitled "The Monadnock Region in the Global Marketplace." He further noted that staff has been working on the creation of a database that will include commercial and industrial sites within our Region. Keith Thibault inquired if the database would include both developed and undeveloped land and was told that it would.

B. New Projects

Matt Suchodolski distributed an updated list of the projects contained in our CEDS document along with the criteria for project eligibility. He encouraged committee members to contact him with any additional projects that they might be aware of.

C. Next Steps

Matt Suchodolski reported that staff has begun working the CEDS annual report that we are required to submit to the Economic Development Administration in June 2008.

IV. Presentations

A. James Robb, Business Resource Specialist with the NH Department of Resources and Economic Development

James Robb, Business Resource Specialist with the NH Department of Resources and Economic Development provided committee members with information on the Community Reinvestment and Opportunity Zones (CROP Zones) program that is available through his office. Applications for the tax credit program are submitted at no cost and can be for Brownfields sites, vacant property, existing industrial parks, as well as developed or undeveloped sites. He noted that Blackbrook Park in Keene is currently a CROP Zone and pointed out that the Railroad property in downtown Keene would also be a good candidate for this program. Tim Murphy asked if CROP Zones should be added to our database and Mr. Robb responded that it is good to publicize the incentives that are available to potential developers. Mr. Robb advised committee members that in the near future CROP Zones will be referred to as Economic Revitalization Zones pending legislation. Mr. Robb also spoke about the NH Job Training Fund that is a one on one match program and the funding available through the NH Office of Travel and Tourism that assists in marketing a community through website and brochure development. Denise Meadows noted that Travel and Tourism grant requires a 50% match. Committee members discussed the effect that the current national economic and energy crisis might have on potential projects and Ralph Wentworth recommended "The Long Emergency" as good reading material on this subject.

B. Steve Epstein, Business Program Specialist with the US Department of Agriculture

Steve Epstein, Business Program Specialist with the US Department of Agriculture provided committee members with information regarding the various programs and technical assistance that are available through his office. He noted that all of the towns in our Region are eligible for Rural Business Opportunity and Rural Business Enterprise Grants and provided copies of brochures that describe the grants in detail. Grants that range from \$25,000 - \$50,000 are available through a competitive application process and can be used for technical assistance, the purchasing of equipment or infrastructure and the development of a revolving loan fund. He advised that applications for the next grant funding period are due by March 4, 2008. Mr. Epstein also provided information on an Energy Efficiency Program that is available to small businesses for use in upgrading insulation, lighting or heating in an existing building.

V. Regional Commercial/Industrial Land Use Inventory

This project was discussed under the Update of Activities portion of the agenda. Judy Tomlinson noted that the Town of Rindge is conducting a similar inventory specifically for their community and offered to share it with the committee once it has been completed.

VI. Next Meeting

Tim Murphy asked what committee members thought of the format for today's meeting and they noted that they liked the idea of having periodic guest speakers. He asked members to contact staff with their ideas regarding possible future topics and presenters. It was agreed to hold the next committee meeting on April 18, 2008.

VI. Adjourn

Meeting adjourned at 1:25 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Office Manager

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

April 18, 2008

12:00 p.m.

**Keene Public Library - Trustee's Room (2nd Floor)
60 Winter Street, Keene, NH**

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of January 18, 2008
- III. Southwest Region CEDS
 - a. Committee Review and Comment of the Draft 2007-2008 Evaluation
 - b. New Projects
 - c. Regional Commercial/Industrial Land Use Inventory
- IV. Project Nominations
- V. Next Meeting
- VI. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE

MINUTES

April 18, 2008

Present: Bob Baker, Co-Chair; Jack Dugan, Bob Harcke, Carol Ogilvie, John Pratt, Ralph Wentworth, Ted Whippie.

Staff members present were Becky Baldwin, Office Manager; Matt Suchodolski, Economic Development Specialist; Mike Blair, GIS Consultant.

Guests: James Robb, NH Department of Resource and Economic Development.

I. Call to Order

Co-Chairman Bob Baker called the meeting to order at 12:10 p.m. and introductions were made.

II. Approval of Minutes of January 18, 2008

The minutes of January 18, 2008 were approved as submitted by unanimous vote.

III. Southwest Region CEDS

A. Committee Review and Comment of the Draft 2007-2008 Evaluation

Staff member Matt Suchodolski asked committee members if they had any comments or corrections that should be included in the Draft 2007-2008 Evaluation of the Comprehensive Economic Development Strategy Annual Report that was distributed in advance of the meeting. He noted that the report covers the time period from July 1, 2007 - June 30, 2008 and reviewed several areas of the report that had been updated. Jack Pratt questioned the accuracy of the employment and wage data used for the Town of Winchester and Matt said that he would check the data. Ralph Wentworth thanked Matt for the good job he did in compiling the report.

Motion: To approve the Draft 2007-2008 Evaluation of the Comprehensive Economic Development Strategy Annual Report to be submitted to the Economic Development Administration as part of the CEDS Annual Report pending any changes to the figures for the Town of Winchester.

Motion by Ralph Wentworth, seconded by Ted Whippie. Approved by unanimous vote.

B. New Projects

Matt Suchodolski introduced five new projects brought forth from various communities to be considered for inclusion within the CEDS. He distributed ranking criteria and explained how the CEDS categorizes "Short Term" implementation projects and "Planned" projects.

Bob Harcke asked if there was any match funding available for the Colonial Theatre project and Matt Suchodolski reported that none has been identified at this point. James Robb noted that the representatives from the Colonial Theatre have met with NH DRED's Business Resource Center to discuss funding opportunities.

Ted Whippie reported that the engineering plans have been completed for the Winchester project and plans are being discussed to hold a Special Town Meeting to address funding. Jack Pratt questioned if a project should be included if funding is questionable and asked if the Town felt it was helpful to be listed in the CEDS. Matt Suchodolski noted that the former Town Manager for Winchester had requested this projects inclusion since it will affect the resi-

dents as well as the town's ability to attract new business. Jack Dugan suggested the town might want to look into creating a TIF district.

Carol Ogilvie asked if the Woodbound project includes continuing to use the facility as an Inn and she was told that it does.

Jack Pratt noted that under the minimum requirements for the Swanzey project item number four pertaining to support from municipal officials was left blank. Matt Suchodolski noted that this was an error and should be marked yes.

Matt Suchodolski noted that the DOT plans to conduct a public meeting within the next few weeks to gain local input concerning their Welcome Center project in Chesterfield.

Jack Dugan suggested that the goals for the CEDS be expanded to include bringing high-tech jobs into the downtown Keene area.

Bob Harcke suggested that future project nomination criteria evaluations be distributed with the agenda packet in advance of the meeting for committee review to help streamline the process.

Based on the information contained within the evaluations the Committee considered the projects for inclusion as follows:

Nominated for planning

- Colonial Theatre Sustainability, City of Keene
- Wastewater Facility Improvements, Town of Winchester

Nominated for implementation

- Woodbound Inn Revitalization, Town of Rindge
- Senior Supportive Housing, Town of Swanzey
- NH Department of Transportation Welcome Center, Town of Chesterfield

Motion: To approve the five projects nominated and listed above for inclusion in the CEDS document.

Motion by Jack Dugan, seconded by Jack Pratt. Approved by unanimous vote.

C. Regional Commercial/Industrial Land Use Inventory

Matt Suchodolski introduced Mike Blair, GIS Consultant for the Planning Commission, who is currently assisting staff in the creation of a Commercial and Industrial Land Use Inventory for the Southwest Region. Mike referred to a map of the Region containing some of the inventory data collected to date and noted that it will serve as a tool to both municipal officials and economic development organizations. Once complete the data contained in the inventory will be accessible by community through the web and will include demographic information as well. Jack Dugan asked if there would be a way to identify areas within a community that are closed to further development. Matt Suchodolski noted that you would be able to identify where businesses are located compared to vacant lots. Mike Blair explained that this is not intended to be a real estate tool since it would be impossible to provide updated sales data but units available and contact information could easily be provided. Carol Ogilvie noted that the Town of Peterborough developed a community atlas but it is extremely difficult to keep it updated. Jack Dugan commented that the information the inventory will provide will serve as a useful tool for our communities. Mike Blair asked committee members to contact him with any comments or suggestions.

IV. Project Nominations

Matt Suchodolski encouraged committee members to contact him regarding any new projects they might be aware of that should be nominated for inclusion in the CEDS document. Ralph Wentworth pointed out that outreach to our communities is an important part of acquiring nominations for the CEDS document.

Jack Pratt questioned if the new corrections facility would qualify for inclusion in the CEDS. Matt Suchodolski explained that if the project were nominated staff would prepare a nomination report based on the CEDS criteria and bring it to the committee for their approval. He reminded members that inclusion in the CEDS is not a guarantee of funding for a given project.

Jack Pratt asked if there is a provision in the criteria that gives points for a “green” development. Matt Suchodolski noted that it is not currently included and suggested that this could be considered for a future update of the criteria.

V. Next Meeting

It was agreed to hold the next committee meeting on June 13, 2008.

Other Matters

Bob Harcke asked how new members get appointed to serve on the committee and Matt Suchodolski noted that new members are added by the Board of Directors as vacancies arise. Bob Harcke suggested that State Representative Bill Butynski from Hinsdale be considered for membership.

VI. Adjourn

Meeting adjourned at 1:30 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Office Manager

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

October 3, 2008

12:00 p.m.

**Keene Public Library - Trustee's Room (2nd Floor)
60 Winter Street, Keene, NH**

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of April 18, 2008
- III. Southwest Region CEDS
 - A. Staff Activities Update
 - 1. 2008 Annual Report and Evaluation - Ratify Action to Submit the Report
 - 2. Submittal of EDA Planning and Technical Assistance Grant Application
 - 3. Status of EDA Grant Application
 - B. Next Steps
- IV. Guests & CEDS Coordination
- V. US Economic Development Administration (EDA) Reauthorization - Alan Brigham, US EDA, Economic Development Representative
- VI. Commercial and Industrial Land Use Inventory - Michael Blair, SWRPC GIS Consultant
- VII. NH Department of Resources and Economic Development (DRED) Job Training Grants within the Region - James Robb, Regional Resource Specialist
- IV. Project Nominations
- V. Next Meeting
- VI. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE

MINUTES

October 3, 2008

Present: Bob Baker, Co-Chair; Keith Thibault, Co-Chair; John Pratt, Ralph Wentworth, Ted Whippie.

Staff members present were Michael Blair, GIS Consultant; Neel Patel, Planning Technician; Matt Suchodolski, Senior Economic Development Specialist.

Guests: Alan Brigham, U.S. Economic Development Administration (EDA); Glenn Coppelman, NH Community Development Finance Authority; James Robb, NH Department of Resource and Economic Development.

I. Call to Order

Co-Chairman Keith Thibault called the meeting to order at 12:15 p.m.

II. Approval of Minutes of April 18, 2008

The minutes of April 18, 2008 were approved as submitted by unanimous vote.

III. Southwest Region CEDS

1. 2008 Annual Report and Evaluation - Ratify Action to Submit the Report

Staff member Matt Suchodolski provided an update on activities since the last meeting that included the submittal of the CEDS Annual Work Plan and Evaluation to the EDA in advance of the June 30th deadline. He reminded those present that an e-mail vote to approve the Work Plan and Evaluation was conducted and suggested those present ratify the e-mail vote today.

Motion: To ratify the e-mail vote in regards to the acceptance of the 2008 Annual Report and Evaluation.

Motion by Keith Thibault. seconded by Ted Whippie. Approved by unanimous vote.

2. Submittal of EDA Planning and Technical Assistance Grant Application

Staff briefed the Committee on the Planning and Technical Assistance grant application that was submitted to EDA in early July. Required match funding has been secured from the New Hampshire Department of Resources and Economic Development's Northwest Fund, Monadnock Economic Development Corporation and Public Service of New Hampshire. The Commission will also utilize portions of its funding from the NH Office of Energy and Planning and the NH Department of Environmental Services to fulfill the remaining match requirements.

3. Status of EDA Grant Application

Staff let the Committee know that a notice of the application's award of funding was made on August 22nd. A contract will be executed within the next two weeks.

IV. Guests & CEDS Coordination

A. US Economic Development Administration (EDA) - Alan Brigham, US EDA, Economic Development Representative

Staff introduced Alan Brigham with the U.S. Economic Development Administration and thanked him for attending the meeting. Mr. Brigham serves as the EDA Representative for Maine, Massachusetts and New Hampshire.

Mr. Brigham introduced himself and gave a summary on the activities of the EDA Philadelphia Regional Office and he anticipates that his territory may be reconfigured to two states. He also spoke about the EDA reauthorization at the federal level; the Senate has voted in approval of reauthorization, however, the House of Representatives had not passed the legislation yet.

James Robb asked Alan Brigham about the Comprehensive Economic Development Strategy (CEDS) project in terms of how funding is utilized in relation to the EDA. Mr. Brigham answered that the CEDS aids in obtaining funding to pursue economic development status. He explained that CEDS/EDA funding is used to increase success for businesses by providing physical capacities (i.e., roads, wireless towers, bridges, building investments, high-tech business incubators, etc.) Additionally, intellectual capacities, such as planning grants, are provided as a way to develop strategies for guidance in various projects. Mr. Brigham stated that he'd like to expand this type of service to the entire state of New Hampshire. He also mentioned that the CEDS for any region should reflect overall regional economic goals - not just dollars. He added that although the EDA doesn't support funding directly for retail development, it's not something EDA would want to support if it didn't meet greater goals for the Region.

Matt Suchodolski commented that while having projects listed within the CEDS is not a guarantee of funding; the plan does serve as a roadmap to document economic development in the Region which can be used by municipal representatives as well as business leaders. Glenn Coppelman concurred, recognizing the CEDS document and process as part of a regional master plan. Matt Suchodolski noted that Jaffrey's \$2,000,000 EDA grant for its wastewater treatment facility is part of a \$10,000,000 project. He reminded the Committee that the town struggled to raise funding over the course of several years while under Administrative Orders of the US EPA and NH DES. The employment tie is directly related to Millipore, an international bio-technology manufacturer. Ralph Wentworth explained that there are individuals going into business in various towns which will require support to meet increasing demands, and competition from industrial developments.

Ted Whippie asked who can participate in applying for a grant. Mr. Brigham replied that a 'for-profit' company, whether private or public, cannot participate. Matt Suchodolski reminded those present that EDA can also support regional Revolving Loan Fund (RLF) lending. Mr. Brigham replied that RLFs would be allowed if they meet eligibility, once proposed to the EDA.

James Robb mentioned the collaborative effort in Keene where the City and Keene State College are planning to develop a public arena/indoor sports facility. He specifically asked Mr. Brigham if design and engineering costs are eligible through EDA. Mr. Brigham replied that it is potentially something the EDA could fund. The EDA especially prefers cross-border/cross-region development, with efforts that are high in collaboration and cooperation.

B. Commercial and Industrial Land Use Inventory

Michael Blair, the Planning Commission's GIS Consultant, provided an update on the Commercial and Industrial Land Use Inventory. He explained the plan to eventually make this data fully accessible to the public online. Mr. Blair showed some examples of how an online mapping database would work for the Region.

Jack Pratt inquired about what additional information would be made available regarding towns and Michael Blair explained that this database would include a scrollable list of contact information for towns within the Region. Jack Pratt asked if links would be provided to town sites if available, as is the case with the local Chamber of Commerce's database. Michael Blair replied that this would be the case.

Mr. Coppelman noted that his office has provided funding to the Nashua Region Planning Commission for a similar effort. Mr. Brigham asked if Michael Blair has worked with the Public Service of New Hampshire, or Doug Fisher, who runs its Economic Development Division in Manchester. Michael Blair replied that he would collaborate with

him, especially if there is overlap in the work being performed between the SWRPC and PSNH. Michael Blair mentioned that the electronic directory has been a help towards looking into wireless/municipal broadband spread through topography, tower locations, terrain, etc.

C. NH Department of Resources and Economic Development (DRED) Job Training Grants within the Region - James Robb, Regional Resource Specialist

Co-Chairman Thibault introduced James Robb with the NH Department of Resource and Economic Development who made a brief presentation on the NH Job Training Fund. He explained that the fund is a \$1,000,000 matching grant program to enhance worker skills. Private businesses within New Hampshire are eligible for the program that provides on-site classroom training for individuals interested in working in laboratories, or for training individuals to work in the industry that requires technical skills.

Mr. Robb explained that businesses seeking to move into New Hampshire are eligible to work with the program. Groups such as Smiths Medical are using the program to provide technical/robotics training. Mr. Robb added that the grant process has a rolling application deadline. A committee meets with a representative of the company, and asks questions pertaining to the grant. The committee consists primarily of directors, commissioners, state representatives, state senators, etc. The training process begins only after the approval process has finished. To be eligible, a company's training program cannot have begun. Mr. Robb added that the State Employment Trust Fund is providing monetary means to implement the program.

V. Project Nominations

Matt Suchodolski introduced project nominations. A standing agenda item is to look at projects which are in need of evaluation. At the last meeting, five were brought to the table. 'Bentley Commons' was asked to be moved to the list by Co-Chairmen Thibault and Baker. Ted Whippie stated that once local approvals are in place, the Town of Winchester will seek to nominate a biomass facility. Co-Chairman Thibault added that nominations can be made at any time and that he will contact the staff if there are any changes.

V. Next Meeting

Committee members tentatively agreed to hold the next meeting on January 9th.

VI. Adjourn

Meeting adjourned at 1:45 p.m.

Respectfully Submitted,

Matt Suchodolski
Senior Community Economic Development Specialist

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

January 16, 2009

12:00 Noon

**Keene Public Library - Trustee's Room (2nd Floor)
60 Winter Street, Keene, NH**

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of October 3, 2008
- III. Southwest Region CEDS
 - A. U.S. EDA Planning and Technical Assistance Grant and Match Partners - Update
 - B. Project Selection Criteria - Discussion
- IV. Guests & CEDS Coordination
 - A. Pat McDermott, Economic and Community Development Manager, Public Service of New Hampshire
 - B. Pat will share information with the Committee on topics such as: community & economic development activities that PSNH is involved with, energy conservation, projects related to alternative/sustainable energy use, the December 2008 ice storm, etc.
 - C. Committee Forums - Discussion of Potential Topics
- V. Project Nominations
- VI. Next Meeting
- VII. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE

MINUTES

January 16, 2009

Present: Bob Baker, Co-Chair; Robert Harcke, Morris Klein, John Pratt, Judy Tomlinson, Ralph Wentworth, Ted Whippie.

Staff members present were Tim Murphy, Executive Director; Becky Baldwin, Office Manager; Eric Smith, Planner, Rebeckah Bullock, Planning Intern.

Guests: Pat McDermott, Economic and Community Development Manager, Public Service of New Hampshire.

I. Call to Order

Co-Chairman Bob Baker called the meeting to order at 12:10 p.m.

II. Approval of Minutes of October 3, 2008

The minutes of October 3, 2008 were approved as submitted by unanimous vote.

III. Southwest Region CEDS

A. U.S. EDA Planning and Technical Assistance Grant and Match Partners – Update

Tim Murphy provided an update regarding the U.S. EDA Planning and Technical Assistance grant and match partners. He stated that the contract with EDA that was verbally described in October has been formalized. He went on to say that all of the administrative requirements for the grant are in place. Mr. Murphy explained that they have been working on developing match partners since October, and have identified three direct contributors: the New Hampshire Department of Resources and Economic Development, Public Service of New Hampshire, and the Monadnock Economic Development Corporation. Additional support will come from the New Hampshire Charitable Foundation, New Hampshire Office of Energy and Planning, and the New Hampshire Department of Environmental Services. Municipal dues from SWRPC will also be included to help meet match funding requirements.

B. Project Selection Criteria - Discussion

Tim Murphy opened the project selection criteria discussion by providing a brief history on the current project selection criteria. He stated that the current project selection criteria were incorporated within the CEDS document in 2005 when it was first prepared. Through application of the criteria to the review of real projects, staff came to the realization that they should be revisited and updated.

Mr. Murphy stated that staff has identified specific areas of attention to the project selection criteria. One area of focus is the quality of jobs created (in addition to the number of jobs) based on links with other issues including workforce housing. Judy Tomlinson asked if both direct and indirect job quality effects would be considered. Mr. Murphy responded that they would, and added that in a recent discussion with CDFA, tourism was noted as the second highest industry in the state, but offers a lower level of job quality for workers. Judy Tomlinson and Morris Klein offered their assistance in researching the job quality criteria. Mr. Murphy thanked them for their offer, and said that the effort could be carried out via email to reduce the time demand. Mr. Murphy went on to say that this criteria update was listed in the scope of work for the EDA grant, and that committee members should see the revised criteria at a future meeting. Staff members additionally feel that it is important to encourage and maintain smart growth principles through the criteria. Mr. Murphy suggested the formation of a subcommittee to work on the criteria updates with staff members over a span of three to four months.

Mr. Murphy went on to briefly discuss the CEDS document. He stated the importance of including descriptions of projects that were well coordinated, embraced by the community, and supported by a master plan and regional review. These projects can help show the EDA and others the progress and program improvements that have been undertaken through the CEDS effort. He also stressed the importance of examining the document for projects that have been dropped due to recent transportation funding decreases. He asked that anyone with suggestions for the CEDS document or project selection criteria contact him or Eric Smith.

Ralph Wentworth noted a barrier he observes blocking the groups' efforts with regards to supporting new business development. He described an Industrial RSA program where a local industrial development authority can sell bonds to support new businesses in towns at no obligation to the towns. The program has been dormant for many years due to difficulties in obtaining a scope of what businesses already reside within the towns. Without this information it is hard to gauge what businesses to encourage in the towns. Tim Murphy asked what the bonds can be used to fund. Ralph Wentworth replied that the bonds can be used for almost anything, including structural costs. He went on to say that the problem is getting responses for questionnaires asking for names of local businesses. Mr. Wentworth added that this program improves the town, not just an individual businesses.

Staff member Eric Smith noted that there currently is no formal form for submitting projects. He has seen a five to six page draft form, which may be excessive in length. Tim Murphy mentioned a form currently used for Brownfield project submissions that could serve as a template. Eric Smith said that the creation of a more accessible submission form will be part of the project.

IV. Guests & CEDS Coordination

D. Pat McDermott, Economic and Community Development Manager, Public Service of New Hampshire

Tim Murphy introduced Pat McDermott, Economic and Community Development Manager for Public Service of New Hampshire (PSNH) and thanked him for attending the meeting. He went on to mention the importance of groups like PSNH in small states like New Hampshire through their support and leadership of a variety of projects including the Southwest Region CEDS.

Mr. McDermott stated that economic activities in communities boost business for PSNH throughout the State. He explained that he would discuss three topics: economic and community development activities supported by PSNH, energy development and conservation in New Hampshire, and a recap of the ice storm of 2008. He provided three PSNH handouts: a New Hampshire Economic Review, Economic Development Facts About New Hampshire, and a PSNH Facts 2009 Monthly Planner.

Mr. McDermott explained that PSNH works closely with New Hampshire state agencies to encourage economic, community, and real estate development in the state. Their efforts mainly focus on bringing businesses to New Hampshire. PSNH aids in these activities by utilizing business outreach efforts including trade shows. In the last few years PSNH has worked with various insurance companies interested in moving to New Hampshire due to the many "benefits of doing business in New Hampshire". PSNH helps organize and encourage the listing of possible business sites on the State's website. Though PSNH has implemented recruiting efforts from as far away as California, most of their success stories have originated from businesses located closer to New England. In the New England area, New Hampshire stands out as being a lower cost area for businesses. Mr. McDermott went on to say that until recently, PSNH had the fifth highest energy rates in New England. As other companies in the region have increased their rates, PSNH has stayed stable, making them now one of the lowest in New England. He explained that this is due in part because the stranded costs are gone.

Mr. McDermott described a few success stories from the PSNH recruiting efforts. A consultant from Lindt Chocolates attended one of their events, and explained that they were interested in expanding and had been looking in Massachusetts. After learning about the benefits of doing business in New Hampshire, Lindt Chocolate decided to expand into Stratham, NH, where they have added a warehouse, a third production line, and consume two times more electricity. He also talked about C&S Wholesale Grocers, who were attracted to the region through one of their events by the location, quality buildings, and low tax burden.

Mr. McDermott discussed PSNH's involvement in community development activities. He said that they have been involved with this for the past 15 years, after recognizing the importance of having good communities to attract people and businesses. With the help of various grants, PSNH has been involved with community projects including the Rails to Trails, Colonial Theater, and Hannah Grimes projects. PSNH has worked with the State and many communities on energy efficiency, CORE, weatherization, electric heating, and energy star programs.

Mr. McDermott also briefly described a new program funded by RGGI monies. The program involves power generators purchasing credits proportional to their carbon emissions. Jack Pratt asked if this would involve matching or increasing funds. Mr. McDermott responded that the customers will ultimately be paying for the credits. He emphasized that this program was not designed by PSNH, and was passed into law last year. He added that there are safeguards in place should the costs of the credits get too high. Mr. Pratt asked if it would be more costly to employ more "scrubbers" on power generators than to use the RGGI program. Mr. McDermott explained that the current situation calls for both approaches as the State transitions towards using more renewable energy resources. Ted Whipple asked how the number of credits needed is calculated. Mr. McDermott responded that it is an open system where people can buy and sell the credits. He added that when a shortage of power occurs, an emergency option allows the plants to run. The funds generated from the program will go towards supporting new technologies. Mr. Pratt asked if the long term goal was to move away from coal usage. Mr. McDermott concurred, and reiterated that the main goal is to work towards more renewable energy sources. To reach this goal they will need to keep the current system running for at least another 15 years, necessitating the need for expanded scrubber usage and other similar actions.

Mr. McDermott then discussed the renewable energy options currently being used and explored in New Hampshire such as biomass, wind, solar, and hydropower. He cited a law stating that all major utilities must have 25% of their power generated by renewable energy sources by the year 2025. Currently, 15% of the power PSNH generates is from renewable energy sources. He described the Portsmouth Plant, a 50 megawatt power generator transitioning from coal to woodchips. It will burn 450,000 to 500,000 tons of woodchips per year and support 3% of the power load. There will soon be a Lempster wind farm, with 12 windmills providing power to New Hampshire residents. PSNH is currently in the permitting stage of transforming a Berlin paper mill into a 60 megawatt biomass plant. Morris Klein asked if they would be getting power from Vernon and Mr. McDermott responded not at this time. He went on to explain plans to purchase hydropower from Canada with NStar of Massachusetts. If implemented, 20% of the power would stay in New Hampshire. The costs of implementing this plan would be direct; entities who receive the power pay for the lines.

Mr. McDermott informed the Committee that precluded by the law, was the creation of any new power generators. Morris Klein asked if this meant that PSNH couldn't build any generators and Mr. McDermott concurred. Mr. Klein asked if a private individual could build a generator and then sell it to PSNH and Mr. McDermott said that was allowed. Ted Whipple asked why the law would prohibit building new generators. Mr. McDermott responded that it was mainly a political decision. Mr. Klein inquired into the cost of buying generators from individuals and Mr. McDermott responded that they only consider reasonable offers. Tim Murphy asked if there was a preference for any of the renewable options. Mr. McDermott said that they prefer to have a mix; of the mix wood fuel is the easiest, followed by hydropower, then wind and finally solar. He indicated that the use of solar power may grow over the 5 years in this region as it becomes more cost effective.

Ralph Wentworth commented on the current condition of the National Grid and asked if PSNH shares power with them. Mr. McDermott explained that US power is broken down into regions, with New Hampshire residing in the New England region. He acknowledged that infrastructure improvements do need to be made. Congestion is a problem; not having enough high voltage to bring power into high use areas. This is an issue in areas like New York City and Boston. The electric companies recognize this problem and are working on ways to resolve it. Mr. McDermott went on to say although total sales are staying flat, the peak loads are increasing, which is not good for keeping costs down. Another issue is that summer electrical usage is up, but the equipment is more efficient in colder weather.

Ted Whipple commented on the proposed biomass plant in Winchester, New Hampshire. The proposed plant could bring jobs into the area, and the effluent from the waste water treatment plant could be used as fuel.

Mr. McDermott mentioned that in the north the high demand for wood necessitated the hiring of a full-time wood buyer for the wood-burning plant.

Robert Harcke noted that there has been a lot of economic expansion from Vermont, but that DRED won't allow active recruiting efforts from Vermont and Maine. He feels that this has a negative impact on Hinsdale. Morris Klein pointed out that Hinsdale's primary exit is through Brattleboro, Vermont. Mr. McDermott commented that the company Genesis is from Vermont originally, and PSNH works with them. Mr. Harcke asked if Mr. McDermott could work with DRED to encourage a change to the current arrangement. Mr. McDermott said he would look into the matter, and expressed his willingness to talk with committees in Hinsdale.

Mr. McDermott briefed the Committee regarding the role PSNH took during the Ice Storm of 2008. He began by comparing the Ice Storm of 2008 to previous ice storms that occurred during the 1990's. There were 3-4 ice storms during the 1990's that resulted in between 75,000-93,000 people being without power for each storm. In comparison, the Ice Storm of 2008 caused an estimated 322,000 people to lose power, roughly exceeding the combined damage of all the storms that occurred during the 1990's. He went on to say that the first day of the storm, Thursday December 11th, resulted in 40,000-60,000 people without power. PSNH normally employs 100 full-time line crews and around 70 tree crews. During the ice storm, they had 1,200 crews working through PSNH to restore power. Due to the prevalence of personal generators, PSNH utilized "call-back" workers to determine who had power in certain areas.

Their priority for repair during the aftermath of the ice storm was to repair the transmission lines first, followed by the distribution and feeder lines for the critical facilities: hospitals, police and fire stations, nursing homes, and schools. The damage was so extensive that in one area it took seven days to repair one feeder line. The line in question was not visible from the road, leading some residents to think that PSNH wasn't working in their area. Roughly 75%-80% of the trees and branches that damaged the lines were outside of the normal trim zone. The work crews went through more poles than they normally use in a year and more wire than they normally use in three years. The seacoast and central New Hampshire were among the first areas to have fully restored power services. PSNH employed three satellite restoration centers for power restoration coordination. PSNH was able to restore 99.9% of their customer's power by Christmas Eve.

Jack Pratt asked if the number of line crews had decreased in recent years, and if the number of crews was proportional to previous storms. Mr. McDermott indicated that the proportion of crews is less, but doesn't think the number of crews employed by PSNH has decreased. Ted Whippie suggested that better equipment might make up the difference. Mr. McDermott agreed, and added that there are more contractors now than in previous years. Mr. Pratt asked if PSNH brought in crews before the storm started and Mr. McDermott responded that the Mutual Aid Agreement they have with other states doesn't allow for calling crews in before the storm happens. He added that PSNH was able to acquire supplies before the storm struck. John Pratt referred to the move towards pre-staging before catastrophes hit, like Hurricane Katrina. Mr. McDermott went on to say that there was very little local help available from the surrounding states until they are themselves in the clear, though there were contract crews available. Mr. McDermott stated that he personally feels PSNH did a better job of bringing in crews and organizing than other surrounding states.

Tim Murphy noted that the tree clean-up efforts appear to be ongoing, as compromised trees are still visible in many areas. Mr. McDermott acknowledged this, citing two clean-up problems: the compromised trees still in areas, and the quick-fix jobs that were done in many locations to speed the repair process. The areas that were quick-fixed by crews from different areas will need to be checked for safety. PSNH estimates using 70 crews over the next three months in addition to extra tree crews in the effort. The cost of this is estimated at around \$50 million. Morris Klein asked if the cost would be covered by federal dollars. Mr. McDermott explained that PSNH has a \$25 million insurance policy with a \$10 million deductible which would cover some of the cost. He confirmed that it will be reflected in utility rates over time.

Tim Murphy thanked Mr. McDermott for taking the time to speak to the Committee, and for supporting their Economic Development activities.

E. Committee Forums – Discussion of Potential Topics

Tim Murphy broached the topic of the Committee Forum, reminding Committee members that last year the topic was “Monadnock Region in the Global Marketplace”. He explained that they will need to plan the first forum by the next quarterly meeting. He went on to say that staff members have made some suggestions including: Sustainable Development (energy, green building, transportation issues, brownfields, and agriculture), Broadband, and Workforce Housing. Morris Klein stated that workforce housing is an issue in Hinsdale. Mr. Murphy cited a legislative initiative that looks to extend the current workforce housing mandate that was put into effect last year by an extra year, to July 2010. He stressed the New Hampshire Association of Regional Planning Commissions (NHARPC) opposed the original bill. Morris Klein stated the difficulties in enacting such a measure. Mr. Murphy conveyed his concern that some towns are unsure of what they should do regarding the mandate, and are waiting to see what happens when the deadline passes. Mr. Murphy said that if the group sponsored the workforce housing topic, they could consider having people speak on economic development and cost issues.

John Pratt suggested a forum on “what the stimulus can do for you”. He went on to emphasize the importance of ensuring that this region gets its fair share of federal economic stimulus funding by getting project requests together. Ted Whippie questioned how a project can be shovel-ready without funding. He went on to say that he feels the county will be better prepared to deal with this than the individual towns. Mr. Pratt expressed that he doesn’t know what would need to be included, but wants to be prepared. Mr. Murphy said he is aware of the issue, acknowledged there is a lot of confusion and that he has been working on it.

Judy Tomlinson discussed a Green Forum that Franklin Pierce University’s environmental department is looking to hold near Earth Day. They are looking for sponsors, businesses, and other entities that may want to be involved. The date has yet to be scheduled. The general consensus of the Committee was that they were interested in co-sponsoring the event.

V. Project Nominations

There were no project nominations available at the time of the meeting.

VI. Next Meeting

Committee members tentatively agreed to hold the next meeting in April.

Other Matters

Tim Murphy mentioned that there would be a Board of Directors meeting to address committee membership. He noted that they would be looking for stakeholders in the community to be nominated for vacancies. Mr. Murphy asked that Committee members contact him or Eric Smith with nominees.

VII. Adjourn

Meeting adjourned at 1:50 p.m.

Respectfully Submitted,

Rebeckah Bullock
Planning Intern

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

April 21, 2009

11:00 a.m.

**Map Room, Peterson Hall
Franklin Pierce University, Rindge, NH**

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of January 16, 2009
- III. Southwest Region CEDS
 - A. Project Selection Criteria - Discussion
 - B. CEDS Annual Report - Discussion
- IV. CEDS Coordination
 - A. Update of Upcoming Events
- V. Project Nominations
- VI. Next Meeting
- VII. Adjourn to Green Business Forum

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE

MINUTES

April 21, 2009

Present: Bob Baker, Co-Chair; Brian Foucher, Robert Harcke, Morris Klein, Carol Ogilvie, Ralph Wentworth.

Staff members present were Tim Murphy, Executive Director; Becky Baldwin, Office Manager; Eric Smith, Planner.

Guests: Glenn Coppelman, NH Community Development Finance Authority; James Robb, NH Department of Resource and Economic Development.

I. Call to Order

Co-Chairman Bob Baker called the meeting to order at 11:00 a.m. Tim Murphy introduced Brian Foucher as a newly appointed member of the committee. He noted that Gretchen Nadeau has also been appointed but was unable to attend today's meeting.

II. Approval of Minutes of January 16, 2009

The minutes of January 16, 2009 were approved as submitted by unanimous vote.

III. Southwest Region CEDS

A. Project Selection Criteria - Discussion

Staff member Eric Smith referred committee members to the CEDS Project Evaluation Review Criteria summary and full report that were included in the agenda packet. He noted that the documents propose several changes to the existing criteria that will better accommodate the quality of job creation and smart growth. The proposed changes are being recommended by a sub-committee that was formed at the January 16th EDAC meeting consisting of committee members Judy Tomlinson and Moe Klein as well as staff members Tim Murphy and Eric Smith.

Glenn Coppelman suggested that the scoring for smart growth criteria be amended to reflect the number of smart growth principles that are promoted rather than refer to some, several and a majority. Eric Smith suggested making changes to show that some equals 1-2, several equals 3-4 and a majority equals 5 or more. Tim Murphy suggested that staff make the recommended change to the scoring and bring it to a future meeting.

Tim Murphy noted that the proposed criteria changes for both Other Job Related Issues and Brownfields require additional research and should be discussed today for further modification.

Motion: To accept the proposed changes to the criteria for Quality of Jobs and Smart Growth as amended.

Motion by Bob Baker, seconded by Carol Ogilvie. Approved by unanimous vote.

Committee members went on to make comments and suggestions regarding the other proposed criteria changes as follows:

Employment Multiplier: Tim Murphy explained that the sub-committee felt that more time was needed to explore and refine the economic multiplier. Moe Klein suggested assigning categories to businesses such as hotels which utilize food and linen services. Brian Foucher noted that you need to consider both direct and indirect jobs and that indirect jobs need to be defined as skilled versus unskilled labor. Tim Murphy added that part time and seasonable workers need to be considered as well as benefits and wages. Glenn Coppelman noted that Community Develop-

ment Block Grant funding takes these factors into consideration when evaluating grant proposals and offered to share that information with the sub-committee. Brian Foucher offered to assist the sub-committee in categorizing the criteria.

Retaining Existing Workers vs Importing of Labor: Committee members agreed that importing outside labor should generate a negative score. Carol Ogilvie suggested requesting documentation that shows what efforts were made to use local labor. Moe Klein suggested requiring this information as a part of a site plan review but Bob Harcke pointed out that could present itself as an obstacle. Tim Murphy suggested that is something that might be required as part of a business plan instead.

Living Wage: Glenn Coppelman questioned if this Region has a Living Wage Study and Tim Murphy noted one is included in the Regional Housing Needs Assessment but the information is two years old and would need to be updated. Moe Klein noted that one is done on a regular basis where he works and offered to share the information.

Job Training: It was acknowledged that training in this area is provided through individual businesses, Hannah Grimes, various apprentices, and through the Department of Employment Security. It was agreed that these opportunities need to be better advertised.

Workforce Housing: Moe Klein suggested that upcoming informational sessions might help define this area further. Tim Murphy noted there needs to be a link between this and the living wage criteria.

Brownfields Program: Tim Murphy suggested the criteria for this could be linked to the Brownfields program that is conducted by the Planning Commission. James Robb suggested that projects located on remediated brownfields sites should receive bonus points.

B. CEDS Annual Report - Discussion

Eric Smith informed committee members that staff has begun work on the CEDS annual report update that is a requirement of the EDA grant. Glenn Coppelman asked when we will be required to do a full rewrite of the document and Tim Murphy responded it is done every five years. He noted that the last complete rewrite was done in 2007 and the next one is scheduled for 2012.

IV. CEDS Coordination

F. Update of Upcoming Events

Tim Murphy reported that in addition to co-sponsoring today's Green Business Forum EDAC will also co-sponsor two upcoming Workforce Housing Sessions scheduled to take place on May 5th and 14th in Bennington and Keene respectively. The sessions will provide information on the new state statute that will take effect as early as July 1st. Distribution of the announcement for the sessions was discussed and it was suggested it be sent to local libraries for posting as well as municipal officials. Tim Murphy explained that the NH Association of Regional Planning Commissions supported the concept of this particular piece of legislation but was opposed to the bills lack of definition and shortened time frame to accommodate its requirements.

V. Project Nominations

There were no project nominations available at the time of the meeting.

VI. Next Meeting

It was agreed that the next meeting would be held in June on a date yet to be determined to review the proposed updates to the CEDS Annual Report.

VII. Adjourn

Meeting adjourned at 12:15 p.m. so members could attend the Green Business Forum.

Respectfully Submitted,

Rebecca I. Baldwin
Office Manager

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

**June 12, 2009
12:00 p.m.
Keene Public Library, Trustees Room
Keene, NH**

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of April 21, 2009
- III. Southwest Region CEDS
 - A. CEDS 2009 Annual Report - Committee review and comment on the Draft CEDS 2009 Annual Report
 - B. Discussion of upcoming Grant Application to US Economic Development Administration for continued support of the Southwest Region CEDS
- IV. CEDS Coordination
 - A. Update of Upcoming Events
- V. Project Nominations
- VI. Next Meeting
- VII. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

MINUTES

June 12, 2009

Present: Bob Baker, Co-Chair; Tom Dowling, Brian Foucher, Robert Harcke, Gretchen Nadeau, Carol Ogilvie, John Pratt; Ralph Wentworth; Ted Whippie, James Robb.

Staff members present were Becky Baldwin, Office Manager; Eric Smith, Planner, Mike Blair, GIS Consultant.

I. Call to Order

Co-Chairman Bob Baker called the meeting to order at 12:10 p.m. and introductions were made.

II. Approval of Minutes of April 21, 2009

The minutes of April 21, 2009 were approved as submitted by unanimous vote.

III. Southwest Region CEDS

A. CEDS 2009 Annual Report - Committee Review and Comment

Staff member Eric Smith referred to the draft Comprehensive Economic Development Strategy for Southwest New Hampshire (CEDS) Annual Report for 2009 that was included in the agenda packet. He explained that the annual update needs to be reviewed and approved by the committee so it can be submitted to the Economic Development Administration by June 30th. Eric Smith noted that over the past year the CEDS Committee, which is comprised of fifteen regular and two ex-officio members, has focused on the continued promotion of the CEDS Public Involvement Plan as well as streamlining the goals, objectives and tasks identified in the Work Plan. The committee also revised the CEDS nomination criteria and co-sponsored forums on green business and workforce housing.

Eric Smith went on to review various economic changes that have taken place in the region over the past year, including funding that was made available through the American Recovery and Reinvestment Act (ARRA). He noted the Planning Commission's involvement in identifying potential uses for this funding within the region for broadband, infrastructure and economic development initiatives.

Eric Smith also drew attention to progress that has been made over the past year regarding various projects mentioned in the CEDS including Troy Mills, Antrim Mills, Jaffrey Industrial Park, and the Wright Building in Keene. He noted that construction began this past year on the Keene Railroad Square project and the Moore Nanotechnology manufacturing facility in Swanzey.

Mike Blair gave a brief report on the continued development of the Southwest Region's Commercial and Industrial Land Use Inventory database and the information that has been added to it since last year including the location of mills, cell towers, three phase power, and broadband service. He noted that during the spring semester two student interns assisted him in adding the location of current CEDS projects to the inventory. He shared the expectation that ARRA funding will become available in conjunction with NH GRANIT to further expand the broadband portion of the inventory. Mike Blair explained that the final inventory should be completed and available to be posted on the SWRPC website by 2010. Jack Pratt asked if there is any way the inventory could be posted on the website sooner since it will be used to entice businesses into the area. Mike noted it is not ready for release in its current form and he is working with Eric Smith to develop the next phase that will include tax parcel data as well as water and sewer infrastructure. Brain Foucher asked if specific business type locations could be added like noting Keene as being an optical hub and Peterborough as a publishing hub and Mike Blair responded he would look into the possibility.

Committee members expressed a desire to have the information available as soon as possible even if it is not in final form.

Committee members made the following comments, corrections and suggestions regarding the 2009 CEDS Annual Report:

Brian Foucher noted the report used the March 2009 unemployment figures and pointed out the May 2009 figures are available and should be used instead.

Tom Dowling suggested adding Bentley Commons to the project list.

Jack Pratt suggested adding the prison in Marlborough to the list since it is the largest in the area and is LEED certified.

Ted Whippie suggested adding the Winchester bridge project.

James Robb suggested adding any projects in the region that have been chosen to receive ARRA funding.

Tom Dowling and Bob Baker noted there are several projects related to Keene State that should be added and agreed to provide Eric with a listing.

James Robb noted that the Hannah Grimes project should not be listed as complete since only phase one of the project is completed and they are still planning to expand their operation.

Jack Pratt pointed out that Senator Kelly has established a task force to look into the funding of a new court system and this should be included as future economic development.

Ted Whippie observed that more needs to be done to solicit projects and Eric Smith responded that he is developing a nomination form that will be distributed to the municipalities. Brian Foucher added that you also need to let the municipalities know what the advantage is of having their projects listed in the CEDS. Jack Pratt noted they also need to be aware that we are looking for projects that support economic development such as training of the labor force and government projects that will infuse both funding and employment into the communities. James Robb suggested that infrastructure improvement projects should also be included.

Motion: To approve the CEDS 2009 Annual Report for submission to the Economic Development Administration.

Motion by Jack Pratt, seconded by Ralph Wentworth. Approved by unanimous vote.

B. Discussion of upcoming Grant Application to US Economic Development Administration for continued support of the Southwest Region CEDS

Eric Smith advised committee members that the current Economic Development Administration grant supporting the Southwest Region CEDS ends on June 30th. He distributed and reviewed draft copies of a proposed scope of work that will be used in preparing a new grant application. Committee members reviewed the eighteen proposed maintenance items and provided comments as follows:

Item 8: Assess Regional Housing Needs - Tom Dowling questioned if the focus for this item should be on workforce housing or housing in general. Committee members agreed that it should specifically focus on workforce housing. Ted Whippie asked if there is anything currently published that provides housing information on a town by town basis. Eric Smith noted that the Planning Commission has a regional housing analysis. Carol Ogilvie noted that Ben Frost has some guidance documents that are available for towns. Jack Pratt cautioned that we need to be careful not to point out wealthy and poor communities by name.

Item 12: James Robb asked that reference to Economic Recovery Zones be changed to the correct program title which is Economic Revitalization Zones.

Jack Pratt suggested that since this area does not have an information clearinghouse an item should be added that identifies the Planning Commission as providing updated information on funding sources such as the American Recovery and Reinvestment Act (ARRA). Eric Smith noted that the Planning Commission did provide ARRA information to all of our municipalities in January and agreed to add the item to the list. Jack Pratt suggested the item be placed near the top of the listing.

Motion: To approve the 2009/2010 CEDS Work Plan, as amended, for use in preparing a grant application to the Economic Development Administration to further continued support of the Southwest Region CEDS.

Motion by Jack Pratt, seconded by Ralph Wentworth. Approved by unanimous vote.

IV. CEDS Coordination

G. Update of Upcoming Events

No new events were discussed at this time.

V. Project Nominations

There were no project nominations available at the time of the meeting.

VI. Next Meeting

It was agreed that the next meeting would be held on September 11, 2009.

VII. Adjourn

Meeting adjourned at 1:55 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Office Manager

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

September 11, 2009

12:00 p.m.

**Keene Public Library - Trustee's Room (2nd Floor)
60 Winter Street, Keene, NH**

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of June 12, 2009
- III. Southwest Region CEDS
 - a. 2009 Annual Report - Submitted to EDA June 30, 2009
 - b. EDA Planning and Technical Assistance Grant Application - Update
- IV. Guests & CEDS Coordination
- V. Broadband
- VI. Michael Blair, SWRPC GIS Consultant
- VII. Brian Foucher, WiValley and Committee member
- VIII. Creative Economy
- IX. Eric R. Smith, AICP, SWRPC Planner
- X. Daniel Henderson, ArtsAlive!
- XI. City of Keene Woodstove Change-out Program - Corey Canning, NH DES
- XII. Project Nominations
- XIII. Next Meeting
- XIV. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

MINUTES

September 11, 2009

Present: Bob Baker, Co-Chair; Keith Thibault, Co-Chair; Tom Dowling, Brian Foucher, Robert Harcke, Morris Klein, Gretchen Nadeau, Jack Pratt, Judy Tomlinson, Ralph Wentworth, Ted Whippie, James Robb.

Staff members present were Tim Murphy, Executive Director; Becky Baldwin, Office Manager; Eric Smith, Planner, Mike Blair, GIS Consultant.

Guests: Daniel Henderson, ArtsAlive; Corey Canning, NH Department of Environmental Services

I. Call to Order

Co-Chairman Bob Baker called the meeting to order at 12:10 p.m. and introductions were made.

II. Approval of Minutes of June 12, 2009

The minutes of June 12, 2009 were approved as submitted by unanimous vote.

III. Southwest Region CEDS

A. 2009 Annual Report - Submitted to EDA June 30, 2009

Staff member Eric Smith briefly reviewed the items contained in the CEDS 2009 Annual Report that was submitted to the Economic Development Administration (EDA) on June 30th.

B. EDA Planning and Technical Assistance Grant Application - Update

Eric Smith reported that staff is preparing an application to submit to EDA for continued CEDS funding through their planning and technical assistance grant program. He noted that there is a challenge in being able to meet the 100% match requirement. Tim Murphy pointed out the due to the current economic climate, match donations from stakeholders have decreased. He added that in-kind match is accepted but we still need to account for an approximate \$40,000 cash match. Keith Thibault asked if any of the Planning Commission transportation funds can be used and Tim Murphy explained that you can't use federal funds from one program to meet a federal match requirement from another.

IV. Guests & CEDS Coordination

H. Broadband

GIS Consultant Mike Blair provided an update to the presentation he made at the June 12, 2009 EDAC meeting regarding possible American Recovery and Reinvestment Act (ARRA) funding for a statewide broadband mapping project. He reported that the final application in conjunction with NH GRANIT and the State's nine regional planning commissions was submitted to the National Telecommunications and Information Administration in mid-August. In all \$2.8 million is set to be made available to the State that will be used to complete both mapping and infrastructure projects. Mike Blair explained that it is a requirement of the infrastructure portion that providers seeking funding cooperate in completing the mapping effort. Jack Pratt asked what the mapping will accomplish and Mike Blair responded that it will identify the areas in the state that are currently unserved as well as what kinds of service are available on an address by address basis. He added that both the Southwest and North Country Regions have been identified as areas of the state in great need of service.

Committee member Brian Foucher who is the owner of WiValley, a fixed wireless broadband provider, discussed the grant application that his company has submitted for ARRA funding. Their \$4.2 million proposal would combine hard wire and mesh wireless to expand their current service in the Southwest Region to areas not currently being served by broadband. Mo Klein asked if their method requires a line of site to obtain service. Brian Foucher explained that some of it does noting that a fixed wireless broadband operates similar to cell phone technology and they are able to utilize existing cell towers to provide service.

B. Creative Economy

Eric Smith provided an overview of the creative economy noting the important role it plays in the creation of an economic foundation for development. A strong creative economy helps create jobs, additional sources of revenue, provides markets for other businesses and in general enhances our quality of life. He cited several examples of successful New England ventures including the MA Museum of Contemporary Art in North Adams, MA, the creation of a downtown arts district in Providence, RI, the renovation of an opera house in Bellows Falls, VT, the restoration of the Colonial Theater in Pittsfield, MA, and the cotton mill renovation in Claremont, NH.

Daniel Henderson of ArtsAlive! described how his organization encourages dialogue and co-ordination among arts and cultural organizations in the region. He explained that the Arts thrive in our region and play an important part when people are deciding where to live and what to do with their free time. His organization is attempting to improve communication among various groups to help eliminate conflicts that often occur when events are scheduled. Mr. Henderson explained his participation in the restoration of the Colonial Theatre in Keene and noted he is currently looking into the possibility of creating a multi-arts campus for Keene.

C. City of Keene Woodstove Change-out Program

Corey Canning from the NH Department of Environmental Services (DES) provided information about the City of Keene Woodstove Change-out Program that is designed to help improve the overall air quality in the region. DES is making \$100,000 available to replace 100 outdated woodstoves that are being used as primary heating sources. Residents will be able to apply for a \$1,000 voucher to replace their woodstove with a more energy efficient model that must be professionally installed. Ted Whippie pointed out the importance of knowing how to properly operate a woodstove and prepare the wood being used. Mr. Canning noted that DES plans to provide educational handouts along with the vouchers. He added that the program is scheduled to begin in mid-October and run for 12-16 weeks. Tim Murphy explained that this program evolved from notification that was sent to the Planning Commission that air quality in Keene was near non-attainment status. Although the problem is within Keene itself should a non-attainment status be assessed it could include all of Cheshire County. Regulatory measures that could result would not necessarily be business friendly, therefore, the importance of this program. Mr. Canning noted that for the duration of the program he will be working out of an office at the Keene Planning Department.

V. Project Nominations

There were no project nominations available at the time of the meeting. It was noted that the committee might want to consider adding the ArtsAlive or Woodstove Change-out programs to the project list at a future meeting.

VI. Next Meeting

It was agreed that the next meeting would be held on December 11, 2009.

VII. Adjourn

Meeting adjourned at 2:00 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Office Manager

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

December 11, 2009

12:00 p.m.

**Keene Public Library - Trustee's Room (2nd Floor)
60 Winter Street, Keene, NH**

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of September 11, 2009
- III. Southwest Region CEDS
 - a. 2009 Annual Report – Printing Donation by NGM
- IV. Guests & CEDS Coordination
- V. SCORE – Edward Merrell
- VI. Guidance Document for Fixed Wireless Broadband Facilities Ordinance
- VII. Eric R. Smith, AICP, SWRPC Planner
- VIII. Barbara Neylan, Hannah Grimes Pinnacle Mountain Broadband Committee
- IX. Brian Foucher, WiValley and EDAC members
 - a. Update of Upcoming Events
- X. Project Nominations
- XI. Next Meeting
- XII. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

MINUTES

December 11, 2009

Present: Bob Baker, Co-Chair; Keith Thibault, Co-Chair; Tom Dowling, Jack Dugan, Brian Foucher, Carol Ogilvie, Judy Tomlinson, Ralph Wentworth, Ted Whippie, James Robb.

Staff members present were Tim Murphy, Executive Director; Becky Baldwin, Office Manager; Eric Smith, Planner.

Guests: Ed Merrell and Adele Knight, Monadnock SCORE; Barbara Neylan, Hannah Grimes Pinnacle Mountain Broadband Committee

I. Call to Order

Co-Chairman Keith Thibault called the meeting to order at 12:10 p.m. and introductions were made.

II. Approval of Minutes of September 11, 2009

Judy Tomlinson asked that the minutes be amended to show that Bailey Gaffney, an intern from Franklin Pierce University attended the meeting.

The minutes of September 11, 2009 were approved as amended by unanimous vote.

III. Southwest Region CEDS

A. 2009 Annual Report - Printing Donation by NGM

Staff member Eric Smith provided members with copies of the CEDS Annual Report that were recently received as a donation from the National Grange Mutual Insurance Company. Committee members asked staff to send a thank you note on their behalf.

IV. Guests & CEDS Coordination

I. SCORE - Edward Merrell

Edward Merrell and Adele Knight of The Monadnock Chapter of SCORE provided a handout and presentation that described the services provided by their organization. Mr. Merrell explained that SCORE is a nationwide organization comprised of over 12,000 volunteers dedicated to helping small businesses. He noted that there are over 26 million small businesses (fewer than 100 employees) in the country and the free services provided by SCORE helps to insure that they have a greater success rate. The Monadnock Chapter of SCORE councilors currently assist local businesses with business plan development, engineering and office management. They would like to expand to include insurance and legal services. Keith Thibault asked what motivates the volunteers and Mr. Merrell responded that for the most part they want to give back to the community and share their experiences with others. Tim Murphy asked how businesses apply for SCORE assistance and Mr. Merrell replied that there is an application for assistance on the SCORE web site and usually within 48 hours of being submitted a business is contacted by a councilor who helps them identify their specific needs. Tim Murphy suggested that they might want to consider marketing their services through the Chamber of Commerce. Tom Dowling agreed noting that approximately 1,500 businesses are represented through Chamber membership. He added that during these trying economic times there are a lot of existing businesses that could use the help provided by SCORE. Ms. Knight reported that nationally SCORE has set a goal of assisting in the creation of a million new businesses within the next ten years.

B. Guidance Document for Fixed Wireless Broadband Facilities Ordinance

Barbara Neylan of the Pinnacle Mountain Broadband Committee, Brian Foucher, owner of WiValley and staff member Eric Smith distributed and discussed the “Guideline for the Development of a Municipal Fixed Wireless Broadband Facility Ordinance” that was recently released to our municipalities. Brian Foucher explained the permitting process his company had to go through to locate a tower for fixed wireless broadband service. He noted that it took nine months to complete the process. Barbara Neylan reported that the guide which was fashioned after an ordinance amendment developed by the Town of Fitzwilliam will help streamline the process and make it easier for providers. Eric Smith reviewed information contained in the guide that will assist a municipality in amending their existing ordinances to streamline the permitting process. Ted Whippie suggested that the guide should include specifications for the amount of space that would be needed to install a tower that will accommodate fixed wireless broadband. Keith Thibault asked how many towns have adopted amended broadband ordinances and Eric Smith responded that Fitzwilliam is the only one at this time. Barbara Neylan explained that most of the towns have Telecommunication Ordinances that don’t accommodate the newer technology related to broadband. Tim Murphy suggested that EDAC may want to consider sponsoring a forum on this topic.

C. Update of Upcoming Events

Eric Smith provided handouts and brought the following upcoming events to the committee’s attention:

- The ArtsAlive presentation of the “Monadnock Region Arts and Cultural Economic Impact Survey” to be held on January 12th and 13th.
- The Heading for Home Spring Workshop on Housing Commissions tentatively scheduled for May. Tim Murphy noted that staff member Lisa Murphy is a member of the Heading for Home Board of Directors and suggested that EDAC may want to consider co-sponsoring the event.

V. Project Nominations

There were no project nominations presented for consideration at the meeting.

VI. Next Meeting

It was suggested that the next meeting be held on March 12, 2010. Staff agreed to poll members to determine their availability prior to the meeting.

Other Matters:

Ted Whippie informed committee members that a company has expressed interest in starting a medium-sized waste wood electric generation plant in Winchester. He noted that this could be important to the Region and asked for advice on how to help move the project forward. James Robb suggested contacting the Public Utilities Commission for assistance.

II. Adjourn

Meeting adjourned at 1:30 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Office Manager

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

March 12, 2010

12:00 p.m.

**Keene Public Library - Trustee's Room (2nd Floor)
60 Winter Street, Keene, NH**

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of December 11, 2009
- III. Southwest Region CEDS
- IV. Guests & CEDS Coordination
- V. Creative Economy
- VI. Daniel Henderson, ArtsAlive!: Monadnock Region Arts and Culture Economic Impact Analysis Study
- VII. Project Nominations
- VIII. Next Meeting
- IX. Adjourn to Broadband Forum: Keene Public Library Auditorium

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

MINUTES

March 12, 2010

Present: Bob Baker, Co-Chair; Keith Thibault, Co-Chair; Bob Harcke, Mo Klein, Gretchen Nadeau, John Pratt, Ralph Wentworth, Ted Whippie.

Staff members present were Tim Murphy, Executive Director; Becky Baldwin, Office Manager; Eric Smith, Planner.

Guests: Daniel Henderson, ArtsAlive.

I. Call to Order

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

II. Approval of Minutes of December 11, 2009

The minutes of December 11, 2009 were approved as submitted by unanimous vote.

III. Southwest Region CEDS

Staff member Eric Smith reported that staff continues to investigate options to secure the required cash match needed to submit an application for an EDA technical assistance grant to assist in a continuation of our CEDS efforts.

IV. Guests & CEDS Coordination

J. Creative Economy

Daniel Henderson of ArtsAlive provided a brief presentation on the recently completed Arts and Culture Economic Impact Study for the Monadnock Region. The study was conducted by the Americans for the Arts in Washington, DC and was based on information collected from questionnaires that were distributed to area arts organizations and audiences attending local cultural events. A total of 1,400 questionnaires were completed and the results show that arts and culture represent a \$16.6 million industry in the region. The survey further showed that arts and culture contribute to the local economy by creating 477 full time equivalent jobs, improving the quality of life and attracting businesses to the area. Mr. Henderson encouraged members to visit their website at monadnockartsalive.org to access the complete survey results.

V. Project Nominations

There were no project nominations presented for consideration at the meeting.

VI. Next Meeting

It was agreed that the next meeting would be at the call of the Chair.

Other Matters:

It was noted that James Robb who has been an ex-officio member of the Committee representing the NH Department of Resources and Economic Development (DRED) has retired. Committee members expressed appreciation for James' contributions over the years.

Eric Smith announced that he will be leaving the Planning Commission to accept a position at the Montachusett Regional Planning Commission located in Fitchburg, MA which will allow him to be closer to his family. Committee members wished him well.

VII. Adjourn

Meeting adjourned at 12:35 p.m. so members could attend the *Regional Broadband Initiatives Forum*.

Respectfully Submitted,

Rebecca I. Baldwin
Office Manager

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

November 12, 2010

11:30 a.m.

Community Room, Railroad Square Senior Housing, 49 Community Way, Keene, NH

AGENDA

- I. Call to Order
- II. Approval of Minutes of March 12, 2010
- III. Southwest Region CEDS
 - 1. Status of Maintenance Activities
 - 2. Potential Projects
- IV. Adjourn to Lunch and Biomass Energy Facilities Presentation

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

MINUTES

November 12, 2010

Present: Keith Thibault, Co-Chair; Jack Dugan, Bob Harcke, Gretchen Nadeau, Carol Ogilvie, Judy Tomlinson.

Staff members present were Tim Murphy, Executive Director; Rebeckah Bullock, Assistant Planner.

I. Call to Order

Co-Chairman Thibault called the meeting to order at 11:35 a.m. and introductions were made.

II. Approval of Minutes of March 12, 2010

The minutes of March 12, 2010 were approved as submitted by unanimous vote.

III. Southwest Region CEDS

K. Status of Maintenance Activities

Tim Murphy described the process for updating the Comprehensive Economic Development Strategy for Southwest New Hampshire (CEDS). He explained that the CEDS is subject to annual updates, at which point potential projects that may merit inclusion into the CEDS are reviewed by SWRPC staff. The projects are reviewed in relation to established criteria, and staff provides their analysis and recommendations to the Advisory Committee.

L. Potential Projects

Rebeckah Bullock provided the attached handout listing several projects that staff are aware of that may merit inclusion in the CEDS. Tim Murphy briefly described the projects, which include the New Hampshire Broadband Mapping and Planning Program, FastRoads, ArtsAlive! Collaborative/Multi-Arts Center, Gilbo Avenue Redevelopment, Monadnock Community Market Co-operative, and the Cheshire County Courthouse Expansion.

Bob Harcke noted the Monadnock Economic Development Corporation's involvement with both the FastRoads and Gilbo Avenue projects. Rebeckah Bullock referred to a recent presentation on the Gilbo Avenue Charrette, which is available through the Greater Keene Chamber of Commerce's website. Co-Chairman Thibault asked for an update on the FastRoads project. Tim Murphy explained that FastRoads is primarily a "middle mile" project that seeks to bring in the infrastructure needed so broadband service providers have the ability to provide the final connections. He added that we will look into having a FastRoads representative discuss the project at a future meeting.

Judy Tomlinson commented that it is interesting that the Cheshire County Courthouse will be expanded vertically, due to the "landlocked" nature of the site. Jack Dugan provided additional project details on the Cheshire County Courthouse Expansion. Co-Chairman Thibault commented that parking may be an issue during the construction phase of the project.

Tim Murphy stated that staff would be reviewing these projects further and comparing them to the established criteria for the CEDS. He then asked the Committee for other projects that may merit inclusion in the CEDS.

Co-Chairman Thibault asked if the new Keene Fire Station might be a potential project.

Co-Chairman Thibault noted a few proposed housing projects, including the Marlborough Homes Senior Housing, Cheshire Homes rebuild, and City Side Development.

Carol Ogilvie noted a potential project in the Granite Block in Peterborough. She explained that a hotel may be planned for the Granite Block, with 35-40 rooms. She commented that there are few overnight housing options in the Peterborough area, and that many visitors resort to staying in Keene.

Tim Murphy reminded the Committee that the CEDS is a living document and that projects can be proposed at any time. He further explained that there are two types of projects: planning and implementation, and noted how those types relate to the different projects described at today's meeting.

IV. Next Meeting

It was agreed that the Committee would decide on a date for the next meeting via email.

V. Adjourn to Lunch and Biomass Energy Facilities Presentation

Meeting adjourned at 12:00 p.m. so members could attend the Biomass Energy Facilities Presentation.

Respectfully Submitted,

Rebeckah Bullock
Assistant Planner

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

March 4, 2010

12:00 p.m.

Community Room, Railroad Square Senior Housing, 49 Community Way, Keene, NH

AGENDA

(Lunch will be provided)

- I. Welcome and Introductions
- II. Approval of Minutes of November 12, 2010
- III. Presentation: Overview of the Energy Technical Assistance and Planning (ETAP) for NH Communities Program, Tara Germond, SWRPC Planner.
- IV. Southwest Region CEDS
 - 1. Status of Maintenance Activities
 - 2. Potential Projects and Programs
- V. Consideration of Potential Projects and Programs
- VI. Staff Analysis
- VII. Discussion and Action
- VIII. Projects for Future Consideration
- IX. EDAC - Sponsored Forum on Energy Conservation/ETAP
- X. Next Meeting
- XI. Adjourn

Date: **October 17, 2000**
To: **EDAC Committee Members**
From: **Staff**

RE: **Projects for Future Consideration**

Background

At the November 12, 2010 meeting the following projects were suggested for possible future inclusion in the CEDS document.

- Keene Fire Station
- Marlborough Homes Senior Housing
- Cheshire Homes Rebuild
- City Side Development
- Peterborough Granite Block Hotel

Recommendation

Discuss the above projects for future inclusion in the CEDS document.

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

MINUTES

March 4, 2011

Present: Bob Baker, Co-Chair; Glenn Coppelman, Brian Foucher, H. Greg Johnson, Morris Klein, Justin Slattery, Ted Whippie.

Staff members present were Tim Murphy, Executive Director; Rebecca Baldwin, Office Manager; Rebeckah Bull-ock, Assistant Planner; Tara Germond, Planner.

Guest: Bob Elliott, Monadnock Economic Development Corporation

I. Call to Order

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

II. Approval of Minutes of November 12, 2010

The minutes of November 12, 2010 were approved as submitted by unanimous vote.

III. Presentation: Overview of the Energy Technical Assistance and Planning (ETAP) for NH Communities Program

Tim Murphy advised that there is a strong connection between economic development and energy planning. He noted that we are partway into a two year program involving the nine regional planning commissions (RPCs) in NH to assist our municipalities in the wise use of energy and energy conservation. He introduced Tara Germond of Commission staff who is taking the lead on the project for our office. Tara Germond provided a handout that explained the role of the RPCs in the ETAP program and the outreach they provide to local communities. She reported that we have worked with seven towns in our region so far and have conducted walk throughs of their town buildings to assess where improvements can be made regarding energy efficiency. She added that energy efficiency block grants are available to municipalities to assist with the improvements. Tara explained that the ETAP program can also be used to assist towns in creating Energy Chapters of their Master Plans in conjunction with their Local Energy Committees. We have begun providing ETAP services to Antrim, Bennington, Dublin and Nelson. Additional meetings have been scheduled with five other towns at this time. Tara noted that we are currently in the process of planning a forum for town officials and energy committees to share success stories and further explore things that can be accomplished through ETAP. Mo Klein recalled that the Town of Hinsdale did an energy audit a while back. Tara noted that it was probably done by Cool Monadnock through Clean Air Cool Planet and those audits were used as a stepping stone for this project. Mo Klein asked how the Town of Hinsdale could become involved in this project and Tara responded that we would work through the Board of Selectmen and Local Energy Committee to set up a walk through of town buildings. She added that it would be helpful to have someone with knowledge of the buildings and recent improvements also be involved. Glenn Coppelman noted that this process is also a good way to connect municipalities with entities that could provide funding for improvements. Tara agreed noting the Town of Swanzey was looking towards future capital improvements and were put in touch with CDFA through the program. Justin Slattery asked what would be included in the Master Plan assistance and Tara explained it would provide assistance in creating an Energy Chapter that could promote energy conservation and provide guidance for the future utilizing tax credits and low interest loans.

IV. Southwest Region CEDS

A. Status of Maintenance Activities

Tim Murphy explained that without an identified funding source, maintenance of the CEDS document is currently on life support. He noted that although staff is maintaining the Southwest Region CEDS, the process is a challenge since we have minimal funding dedicated for this purpose. EDA grant funding requires a guaranteed 100% match and it is difficult to secure this match during challenging economic times. Staff has gathered more information on the potential projects that were identified at the November 2010 meeting. He noted that projects identified in the CEDS document are eligible for funding through EDA and possibly other sources and recalled the success story the Town of Jaffrey had with obtaining funds for their Waste Water Plant. He advised that we are working towards becoming an Economic Development District which would enhance the prospect for EDA funding for projects in the region. Glenn Coppelman noted that both Rockingham Regional Planning Commission and North Country Council are Economic Development Districts and obtaining that status also guarantees you annual funding to support your CEDS document.

B. Potential Projects and Programs

Handouts were provided describing each of the potential projects and programs as well as additional updates as follows:

New Hampshire Broadband Mapping and Planning Program: Tim Murphy explained that the NH Broadband Mapping and Planning Program which is funded by the National Telecommunication and Information Administration is the result of a partnership between UNH and the state's nine regional planning commissions. January 2011 began the second year of the five year program that has both mapping and planning components. Data has been gathered that identifies areas of the state where there is either no broadband service or gaps in service. The planning portion of the program will aid in the development of a plan for each region in the state. Glenn Coppelman asked if the work will be done by existing staff and Mr. Murphy stated that it was. He added that SWRPC is coordinating the effort on behalf of all nine RPCs.

NH Fastroads: Bob Elliott of MEDC reported that the NH Fastroads project is a \$7.6 million project with \$5.5 million coming from grants and the remaining \$2.1 million in matching funds. The project is scheduled to begin in the summer of 2012 with Phase I bringing fiber into the home from Orford to Enfield. Phase II will cover the area from Keene to Rindge and Phase III which is scheduled to be completed by June of 2013 will run from Springfield to Keene. These areas, referred to as the middle mile, were chosen because at the beginning of the grant period service was not available to them. Tim Murphy asked if the service will be open access and Bob Elliott responded that it would be and in addition the service providers will pay a fee to use it. Glenn Coppelman asked if EDA is a funding source and Bob Elliott noted that they are not at present.

ArtsAlive! Collaborative: Rebeckah Bullock reported that representatives from ArtsAlive! have attended several EDAC meetings in the past to explain their goals and programs. They are currently working on creating a system that would assist the entertainment community in coordinating event dates and sharing equipment. Tim Murphy noted that in speaking with representatives from ArtsAlive! their goal is to find ways to expand on the quality of life we have as well as trying to encourage visitors to stay in the region for a while when they come to attend various functions. Mo Klein suggested that they contact the NH League of Craftsmen to participate in their efforts.

Cheshire County Courthouse Expansion: Bob Elliott noted that the Cheshire County Courthouse Expansion will be a \$10.3 million project with \$3.9 million of the funding being raised by investors. He added that a 30 year lease has been signed by the Governor and MEDC is currently working on obtaining new market tax credits. This project will assure that the County Courthouse remains in Keene rather than moving elsewhere. Construction is scheduled to begin in August 2011 with a completion date of December 2012. Glenn Coppelman asked if any thought has been given to using geothermal or solar heat for the building. Bob Elliott stated that a final review is not complete at present but there has been talk about using pellets with a natural gas backup system. Greg Johnson asked who selected the contractor for the project and Bob Elliott responded that it was a committee with membership from both the County and City. Tim Murphy reported that there had been concern in the community as to what the economic impact would be should the courthouse be moved out of the downtown.

Monadnock Community Market Co-operative: Bob Elliott explained that the Monadnock Community Market Co-operative is a \$3.1 million project that will be located in a building owned by MEDC. He added that CDBG funds have been applied for to help with the cost of the project. The project is scheduled to begin in 2012 pending

the sale of co-op memberships. Bob Elliott stated that to date 500 of the 1,000 memberships the co-operative plans to sell to individuals have been sold. Bob Baker asked what the cost of membership is and Bob Elliott responded that the fee is \$200. Glenn Coppelman asked if parking will be a problem and Bob Elliott responded that they have been approved for 180 parking spaces. Tim Murphy noted that this represents a good example of smart growth in the downtown and infill business.

V. Consideration of Potential projects and Programs

A. Staff Analysis

Rebeckah Bullock distributed copies of the Project Profile Ranking Criteria sheets that were used by staff to review and rank each of the potential projects and programs. Out of a maximum score of 94 points the projects were ranked as follows:

- 78 points - New Hampshire Broadband Mapping and Planning Program
- 74 points - NH Fastroads
- 73 points - ArtsAlive! Collaborative
- 72 points - Cheshire County Courthouse Expansion
- 71 points - Monadnock Community Market Co-operative

Tim Murphy pointed out that where projects are in the process of permitting etc. kept some of the projects from receiving the maximum number of points according to the criteria.

B. Discussion and Action

Glenn Coppelman asked for clarification as to whether the five potential projects listed above were currently on our CEDS project priority list. Tim Murphy responded that they were not and we should consider today whether they should be included. Glenn Coppelman stated that in his opinion all of the projects have merit and should be added to the list. He added that CDFA has funded several of them and urged committee members to vote to place them on the CEDS project priority list.

Motion: To approve the five projects described in agenda item IV B and ranked in agenda item V A above and include them on the project priority list in our CEDS document.

Motion by Mo Klein, seconded by Brian Foucher. Approved by unanimous vote.

C. Projects for Future Consideration

Tim Murphy referred to the list of projects for future consideration that were discussed at the November 2010 meeting and include: Keene Fire Station, Marlborough Homes Senior Housing, Cheshire Homes Rebuild, City Side Development, and Peterborough Granite Block Hotel. He asked members to forward any others they might be aware of to staff. Glenn Coppelman noted that he is familiar with the Peterborough Granite Block Hotel project and feels it will be a good project for the town if they can obtain the necessary funding. He added that a proposed project at the former Gulf station in Peterborough should be considered for inclusion on the list.

VI. EDAC - Sponsored Forum on Energy Conservation/ETAP

Tim Murphy explained that EDAC typically sponsors a public forum every year. The last one they sponsored was the *Green Business: The Next Generation An Earth Day Public Forum* that was held at Franklin Pierce University in April 2009. He asked if the committee would be interested in possibly sponsoring a forum on energy conservation and the ETAP program sometime during the next year. Committee members unanimously agreed with the idea if such a forum should come about.

VII. Next Meeting

It was agreed that staff would work with the co-chairs to determine the next meeting date and would poll members regarding their availability in advance.

V. Adjourn

Meeting adjourned at 2:50 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Office Manager

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

October 14, 2011

12:00 p.m.

Community Room, Railroad Square Senior Housing, 49 Community Way, Keene, NH

AGENDA

(Lunch will be provided)

- I. Welcome and Introductions
- II. Approval of Minutes of March 4, 2011
- III. Presentations:
 - a. Warwick Mills
- IV. Southwest Region CEDS
 - a. Status of Maintenance Activities - Discussion of 2011 CEDS Annual Report
 - b. EDA Planning Application - Continued CEDS Activities
- V. Discussion of Forum Topics
- VI. Next Meeting
- VII. Adjourn

Date: October 14, 2011
To: Economic Development Advisory Committee
From: Staff

RE: Status of Maintenance Activities - Discussion of 2011 CEDS Annual Report

Background

As you know, SWRPC staff is obligated to maintain the Comprehensive Economic Development Strategy for Southwest New Hampshire (CEDS). Accordingly, staff has prepared the 2011 CEDS Annual Report. This report is available for your review at www.swrpc.org/com_econ/ceds.

During the October 14, 2011 meeting, staff will provide an overview of the 2011 CEDS Annual Report to be followed by a brief discussion.

Recommendation

For your information.

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

MINUTES

March 4, 2011

Present: Bob Baker, Co-Chair; Glenn Coppelman, Brian Foucher, H. Greg Johnson, Morris Klein, Justin Slattery, Ted Whippie.

Staff members present were Tim Murphy, Executive Director; Rebecca Baldwin, Office Manager; Rebeckah Bull-ock, Assistant Planner; Tara Germond, Planner.

Guest: Bob Elliott, Monadnock Economic Development Corporation

I. Call to Order

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

II. Approval of Minutes of November 12, 2010

The minutes of November 12, 2010 were approved as submitted by unanimous vote.

III. Presentation: Overview of the Energy Technical Assistance and Planning (ETAP) for NH Communities Program

Tim Murphy advised that there is a strong connection between economic development and energy planning. He noted that we are partway into a two year program involving the nine regional planning commissions (RPCs) in NH to assist our municipalities in the wise use of energy and energy conservation. He introduced Tara Germond of Commission staff who is taking the lead on the project for our office. Tara Germond provided a handout that explained the role of the RPCs in the ETAP program and the outreach they provide to local communities. She reported that we have worked with seven towns in our region so far and have conducted walk throughs of their town buildings to assess where improvements can be made regarding energy efficiency. She added that energy efficiency block grants are available to municipalities to assist with the improvements. Tara explained that the ETAP program can also be used to assist towns in creating Energy Chapters of their Master Plans in conjunction with their Local Energy Committees. We have begun providing ETAP services to Antrim, Bennington, Dublin and Nelson. Additional meetings have been scheduled with five other towns at this time. Tara noted that we are currently in the process of planning a forum for town officials and energy committees to share success stories and further explore things that can be accomplished through ETAP. Mo Klein recalled that the Town of Hinsdale did an energy audit a while back. Tara noted that it was probably done by Cool Monadnock through Clean Air Cool Planet and those audits were used as a stepping stone for this project. Mo Klein asked how the Town of Hinsdale could become involved in this project and Tara responded that we would work through the Board of Selectmen and Local Energy Committee to set up a walk through of town buildings. She added that it would be helpful to have someone with knowledge of the buildings and recent improvements also be involved. Glenn Coppelman noted that this process is also a good way to connect municipalities with entities that could provide funding for improvements. Tara agreed noting the Town of Swanzey was looking towards future capital improvements and were put in touch with CDFA through the program. Justin Slattery asked what would be included in the Master Plan assistance and Tara explained it would provide assistance in creating an Energy Chapter that could promote energy conservation and provide guidance for the future utilizing tax credits and low interest loans.

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the sale of co-op memberships. Bob Elliott stated that to date 500 of the 1,000 memberships the co-operative plans to sell to individuals have been sold. Bob Baker asked what the cost of membership is and Bob Elliott responded that the fee is \$200. Glenn Coppelman asked if parking will be a problem and Bob Elliott responded that they have been approved for 180 parking spaces. Tim Murphy noted that this represents a good example of smart growth in the downtown and infill business.

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B. Discussion and Action

Glenn Coppelman asked for clarification as to whether the five potential projects listed above were currently on our CEDS project priority list. Tim Murphy responded that they were not and we should consider today whether they should be included. Glenn Coppelman stated that in his opinion all of the projects have merit and should be added to the list. He added that CDFA has funded several of them and urged committee members to vote to place them on the CEDS project priority list.

Motion: To approve the five projects described in agenda item IV B and ranked in agenda item V A above and include them on the project priority list in our CEDS document.

Motion by Mo Klein, seconded by Brian Foucher. Approved by unanimous vote.

C. Projects for Future Consideration

Tim Murphy referred to the list of projects for future consideration that were discussed at the November 2010 meeting and include: Keene Fire Station, Marlborough Homes Senior Housing, Cheshire Homes Rebuild, City Side Development, and Peterborough Granite Block Hotel. He asked members to forward any others they might be aware of to staff. Glenn Coppelman noted that he is familiar with the Peterborough Granite Block Hotel project and feels it will be a good project for the town if they can obtain the necessary funding. He added that a proposed project at the former Gulf station in Peterborough should be considered for inclusion on the list.

VI. EDAC - Sponsored Forum on Energy Conservation/ETAP

Tim Murphy explained that EDAC typically sponsors a public forum every year. The last one they sponsored was the *Green Business: The Next Generation An Earth Day Public Forum* that was held at Franklin Pierce University in April 2009. He asked if the committee would be interested in possibly sponsoring a forum on energy conservation and the ETAP program sometime during the next year. Committee members unanimously agreed with the idea if such a forum should come about.

VII. Next Meeting

It was agreed that staff would work with the co-chairs to determine the next meeting date and would poll members regarding their availability in advance.

V. Adjourn

Meeting adjourned at 2:50 p.m.

Respectfully Submitted,

Rebecca I. Baldwin
Office Manager

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

March 30, 2012

12:00 p.m.

Community Room, Railroad Square Senior Housing, 49 Community Way, Keene, NH

AGENDA

(Lunch will be provided)

- I. Welcome and Introductions
- II. Approval of Minutes of October 14, 2011
- III. Broadband Planning - Status Update
- IV. Next Meeting
- V. Lunch
- VI. Joint Meeting of the Economic Development Advisory Committee and the Natural Resource Advisory Committee: Air Quality Issues, New Hampshire Department of Environmental Services.
- VII. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

MINUTES

March 30, 2012

Present: Bob Baker, Co-Chair; Glenn Coppelman, Jack Dugan, Brian Foucher, Ron Hammond, Laura Keith King, Gretchen Nadeau, John Pratt, Justin Slattery, Judy Tomlinson, Ralph Wentworth, Ted Whippie.

Staff members present were Tim Murphy, Executive Director; Tara Germond, Regional Planner, Jamison Cook, KSC Intern, Rebeckah Bullock, Assistant Planner.

Guest: Jack Wozmak, Cheshire County Administrator.

I. Call to Order

Co-Chairman Baker called the meeting to order at 12:00 p.m. and introductions were made. Co-Chair Baker introduced the new Committee members, Ron Hammond from Franklin Pierce University and Laura Keith King from the Greater Keene Chamber of Commerce. He asked that the Committee go around and make introductions.

II. Approval of Minutes of October 14, 2011

Ted Whippie asked that the minutes be amended to include his comments made in response to statements made by the speaker at the meeting on October 14, 2011 that he felt were misleading. Executive Director Tim Murphy suggested that SWRPC staff work with Ted Whippie to capture his statement, and amend the minutes for approval at the next meeting. The Committee agreed to postpone a motion on the minutes until the minutes could be amended.

III. Broadband Planning - Status Update

SWRPC staff member Rebeckah Bullock explained that the Committee would be hearing a brief presentation by SWRPC staff member Tara Germond and KSC Intern Jamison Cook regarding recent activities in Broadband Planning. Rebeckah Bullock noted that staff feels it is important to keep the Committee updated on broadband planning activities since they had accepted the NH Broadband Mapping and Planning Program and the FastRoads Project into the CEDS document during the past year. She then turned the meeting over to Tara Germond and Jamison Cook for their presentation.

Tara Germond explained that the project began in 2010, noting that it is a five year project that will be completed by 2015. The goal is the creation of regional broadband plans around the state. She stated that broadband stakeholders groups are being developed, which will be very diverse and include groups not typically involved with broadband development like healthcare facilities, businesses, and emergency services among others. She explained that there will be three public broadband forums, starting this summer. The draft regional plan for the Southwest Region will be drafted by next summer, and will prioritize and develop an explanation of the broadband needs of our region.

John Pratt asked if the stakeholder groups will include local agencies, towns, and cities and asked if those groups had been notified. Tara Germond stated that the group will include representatives from those groups, and noted that the City of Keene and the towns of Rindge, Peterborough, and Richmond are already involved. Tim Murphy added that staff brought the stakeholders group to the attention of towns in the region, and that any additional members are welcome and the group meets quarterly. Tara Germond pointed out that one goal is to make broadband infrastructure as important as other types of "basic" infrastructure in the region.

Jamison Cook described the Cable Franchise Agreement Inventory part of the Broadband Planning project, explaining that ____ towns in the region were surveyed as part of the project. Jamison Cook explained that the major cable providers included Comcast, Argent Communications, and Time Warner. The Cable Franchise Agreements held by

towns in the region varied in duration from 5 to 25 years, with the median being around 15 years. He noted that the lower contract durations were better for the towns, because it allows the towns to keep up to date with the latest technologies available. Jamison Cook noted that fees varied from 0.0% to 5.0%.

John Pratt asked if the cable franchise agreements discuss the services that the providers must serve under the contract. Jamison Cook said the contracts do include this information, such as the number of subscribers per mile.

Jamison Cook explained that one goal of the project is to analyze the data and create a "Cable Franchise Agreement Help Document". This would be an easy to understand document, explaining the contracts in non-technical terms. He pointed out that these contracts can be 50-70 pages long.

John Pratt asked when the CFA Help document will be available. Jamison Cook explained that it is about 75% complete, and should be completed soon. Brian Foucher asked if the project will look at and identify weakness and challenges. Jamison Cook explained that they would be looking into this as well. Ron Hammond asked if institutions have these agreements, or if they should. Jamison Cook explained that the CFA is really structured for municipalities.

III. Next Meeting

It was agreed that staff would work with the co-chairs to determine the next meeting date during the summer and would poll members regarding their availability in advance.

IV. Lunch

V. Joint Meeting of the Economic Development Advisory Committee and the Natural Resource Advisory Committee: Air Quality Issues, New Hampshire Department of Environmental Services.

Craig A. Wright introduced himself as the Assistant Director of the Air Resource Division of New Hampshire Department of Environmental Services (NH DES).

Mr. Wright described the standards for air pollution, noting that air pollution is divided into fine particulate matter (less than 2.5 microns and liquid droplets) and larger particulates. Mr. Wright stated that larger particles deposit in the upper respiratory track, while the fine particulate matter travels deeper into lungs or into the bloodstream if ultra-fine in size. Adverse effects of ingesting these particles can include chronic bronchitis and asthma attacks, heart and lung disease, heart attacks, and cardiac arrhythmias. Groups at risk include people with heart and lung disease, older adults, and children.

Mr. Wright explained that fine particulate matter is measured at 15 locations around the state, with monitors where the population levels are highest. He pointed out that the monitoring station information is available on the NH DES website. Mr. Wright explained that the monitors in Keene were historically a 24-hour filter-based, midnight to midnight collection period. The samples were collected every 3-6 days and sent to a lab for analysis. It would take up to 6 months for NH DES to receive the results. In 2008 the new BAM methodology was put into use, using beta-ray technologies. This allowed for hourly concentration measures that actually captures peak concentrations, and reports it back to NH DES immediately.

Mr. Wright explained that the attainment issues for Cheshire County are in part due to national changes by the U.S. Environmental Protection Agency (EPA) lowering the fine particulate matter limits. Attainment at the new, lower levels is now determined by a 3-year average of the 98th percentile of data for a 24 hour standard based on a midnight to midnight period. He added that this standard will be under review again by the EPA in 2012/2013. He pointed out that New Hampshire is in attainment state-wide for fine particulate matter, and that concentrations have generally declined across the state with the exception of Keene, where the concentrations have remained relatively level. Since the concentration of fine particulate matter rises on cold winter nights, it is suspected that burning wood is a primary culprit for the levels. This takes into consideration transport from the western states as well. The results were checked using additional monitors outside of Keene, with the same results. However, the effect of wood burning is magnified for Keene due to its location in a valley and the effects of a thermal inversion. Thermal inversions

occur when cold air gets trapped near the ground in a valley by higher warm air, preventing the movement of fine air particulates away from their source.

Mr. Wright explained the attainment issues for Cheshire County, noting that Keene is at the edge of non-attainment right now. He stated that if the standard gets lowered or if the timeframe for sampling changes, Keene may go into non-attainment. This would bring all of Cheshire County into non-attainment, which would have significant impacts on the region's industrial and transportation sectors. Cheshire County would have 7 years to achieve attainment status again, during which time there would be stricter controls on industrial and transportation-related sources of fine particulate matter. This could result in additional permitting costs and requirements for industries looking to move to the region, which may deflect economic growth elsewhere. It will also put burdens on transportation planning, as any new road construction would need to prove that air quality won't be negatively impacted as a result. This would require additional state funding; however there are no direct funding sources available. It may also create additional work for the Regional Planning Commissions, which would also create funding and staffing difficulties. Offsets may also be required; however the mechanism to implement this is not currently available in New Hampshire.

Peter Throop from the Natural Resource Advisory Committee asked if NH DES had modeled the different sources of fine particulate matter. Mr. Wright said that they did. Peter Throop asked if the City of Keene Woodstove Swap-out had any measurable effect on fine particulate matter levels. Mr. Wright described the City of Keene Woodstove Swap-out project, noting that it replaced 86 woodstoves with more efficient EPA certified woodstoves. Mr. Wright stated that although the data isn't available yet, he believes it may not have had a measurable effect due to the volume of stoves still in the city, which is estimated between 1,500-2,500.

Mr. Wright pointed out some additional issues caused by non-attainment. He noted that the additional controls that would be placed on industrial sources if non-attainment occurred would likely have minimal impact on fine particulate particle amounts, but imparts significant costs to industry. He also stated that the likely cause, residential woodstoves, would be a significant challenge to undertake, since there are currently no dedicated funding sources.

John Pratt asked if additional air quality monitors around the region might create a more scientifically sound picture of air quality in the region, since currently all monitors are located in the City of Keene which is subject to thermal inversions. Mr. Wright said there would be significant costs to adding monitors to the region. Jack Wozmak pointed out that while the conditions are poor in Keene, non-attainment has the potential to cause serious impacts for the entire Cheshire County.

Tim Murphy stated that the issue of fine particulate matter non-attainment has been an issue for a number of years, and that the goal is to be proactive and avoid non-attainment through education and outreach. He noted that Molly Kelly of NH District 10 is involved in this effort. He added that SWRPC staff felt it was important to make the advisory committees aware so they could help get the word out.

Mr. Wright explained that NH DES would like to pursue a "Burn Wise - Burn Clean" message in the region. He pointed out that the goal is to remain within compliance. He talked about other options, such as non-idling and green commuting for combating fine particulate matter levels.

Brian Foucher pointed out the effect the Ice Storm of 2008 may be having on the levels of fine particulate matter, noting that many residents are still burning tree debris from the event. He commented that it would be good to reach out to the local fire departments, since they provide burning permits to residents. Mr. Wright agreed, commenting that there are good and bad days to burn based upon air conditions.

Mr. Wright commented that a complete woodstove change-out was done in another geographic "bowl" similar to the City of Keene; he suggested looking into how others have funded these ventures. He suggested looking into Rutland Vermont as an example.

John Pratt asked if any other regions in the state were facing non-attainment. Mr. Wright explained that primarily only Keene is facing non-attainment.

Tim Murphy thanked Mr. Wright for the presentation.

VI. Adjourn

Meeting adjourned at 1:52 p.m.

Respectfully Submitted,

Rebeckah Bullock
Assistant Planner

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

July 27, 2012

12:00 p.m.

Community Room, Railroad Square Senior Housing, 49 Community Way, Keene, NH

AGENDA

Lunch will be provided

- I. Welcome and Introductions
- II. Approval of Minutes of October 14, 2011 and March 30, 2012
- III. Project Updates
 - Broadband Mapping and Planning
 - Air Quality in Greater Keene/Cheshire County
 - Granite State Future/Monadnock Region Future Project
- IV. Community Development Block Grants - Overview of Current Projects
- V. Public Service of New Hampshire - Discussion
- VI. Next Meeting
- VII. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE
MINUTES
July 27, 2012

Present: Keith Thibault, Co-Chair; Brian Foucher; Justin Slattery; Lisa Murray; Bob Harcke; Laura Keith King; Carol Ogilvie; John Pratt; Ralph Wentworth; and Ted Whippie.

Staff members present: Tim Murphy, Executive Director; Rebeckah Bullock, Assistant Planner; Tara Germond, Regional Planner; and Nancy Cavanaugh, Office Support Assistant.

Guests: Patrick McDermott and Allison McLean, Public Service of New Hampshire (PSNH).

I. Call to Order

Co-Chairman Keith Thibault called the meeting to order at 12:10 p.m. and introductions were made.

II. Approval of Minutes of October 14, 2011 and March 30, 2012.

The minutes of October 14, 2011 as amended and March 30, 2012 were approved by unanimous vote.

III. Project Updates

A. Broadband Mapping and Planning

Staff member Tara Germond gave an overview and update of the NH Broadband Mapping and Planning project. On June 15, 2012, staff met with Carole Monroe of NH FastRoads to discuss fiber on Rts. 10 and 119. Tara Germond explained staff was working with community anchor institutions on needs and barriers. She said the methodology was focus-based and more about the specific needs. She indicated staff was still updating the database of services and developing a cable franchise agreement guide for municipalities. Tara Germond said the group would be meeting in September at a public forum and notice for this event will be sent to EDAC members.

Jack Pratt asked where the project stands. Tara Germond replied that it would be completed the end of April 2013 and that the guidance document was in the final stages. Jack Pratt asked if the members would be able to see it. Tara Germond said yes, it is important for the towns to understand it and know what their neighbors are doing.

B. Air Quality in Greater Keene/Cheshire County

Tim Murphy gave an update on the air quality issue in Greater Keene/Cheshire County. Tim Murphy recapped that the NH Department of Environmental Services (DES) has concerns about particulates in the greater Keene area caused by wood burning stoves during cold and calm winter days. He explained that because Keene is located in a valley, periodic episodes of temperature inversions cause the particulates to stay trapped near the ground rather than being dispersed to the higher atmosphere. Tim Murphy said this represents a human health and environmental health concern. He went on to explain that if the Keene area is given a non-attainment designation by the U.S. EPA, sanctions could apply to all of Cheshire County. Companies coming in would have to comply with additional regulations.

Jack Pratt expressed concern that air quality issues in Greater Keene could impact all of Cheshire County. Tim Murphy said SWRPC has agreed to provide support for education and outreach to residents, businesses, and local media outlets to alert about best practices for wood burning and air quality action days, which would let users of wood stoves know about days that are less safe to burn wood. He said that little things could make a difference. Tim Murphy said outreach activities will also be directed to schools, civic groups, chamber of commerces, town government, and others.

Jack Pratt suggested that there be consideration for a discussion about air quality monitoring. It doesn't take into account other areas of the County outside of Keene. Brian Foucher said that the data was very dated and questioned

if the levels have gone up or down? He stated that we seem to be missing a lot of data. Tim Murphy replied that it was a continuing concern. The EPA is considering modifications to the guidelines to make attainment even more difficult.

Laura Keith King asked about the location of the air monitoring station and if it is representative of the County. Tim Murphy stated that the DES had the funds and chose to place the monitoring station in Keene. He commented that DES is focused on small particle pollution and that apparently Keene alone is generating enough to cause a problem. Laura Keith King said that sanctions should not extend to areas that are not.

Jack Pratt said he would urge DES to expand the monitoring area. Jack Pratt said that it could be cheaper for the County to install additional monitoring stations to get more data. He said politically they're going down the wrong road. Tim Murphy replied that staff is participating in an education and outreach program. He went on to suggest that there be a separate discussion about how to deal with non-attainment if it happens. Jack Pratt said this is treating a symptom then talked briefly about the wood stove change out program.

Tim Murphy said we have the potential to address the problem through the outreach campaign and suggested that the County Commission may want to conduct additional dialogue with DES. Jack Pratt said what happens to Keene, happens to the County and not to let them (the other towns) think they're off the hook. He suggested that the County could buy the collection stations if it would be a legitimate thing. Jack Pratt said if they wouldn't accept the data then it wouldn't matter. Tim Murphy said that is the right question and a good discussion for the County to have with the EPA and DES. He said they need to have a proactive response and shed some light on it.

C. Granite State Future/Monadnock Region Future Project

Tim Murphy gave a brief background about the Granite State Future project. He said in 2008-09 the US Department of Transportation, the US Environmental Protection Agency and the US Department of Housing and Urban Development (HUD) conducted discussions about more efficient government spending and put their thoughts together to create a fund for an initiative called the Sustainable Communities Initiatives in 2010 that would be competitive. Tim Murphy said the resulting competitive grant program seemed to be focused on the major metro areas of the U.S. and New Hampshire represented the only state-wide application in the initial application round. It was denied but HUD were intrigued and encouraged NH to submit again in 2011. The project was accepted in December 2011.

Tara Germond reviewed *Granite State Future* and *Monadnock Region Future Project*, noting they provide an opportunity to develop a plan to guide the region and how it is a unique opportunity for integrated planning not traditionally done. There will be public engagement with a focus to reach out to as many people as possible by going to them. Partnerships have been established for the state-wide project that includes the nine regional planning commissions, nine state agencies, nine non-profit groups and the University of New Hampshire. She went on to say that at the end of the planning stage, the regional plans would be submitted to the state to develop a statewide framework. This would give them a chance to build off of and incorporate existing plans, protect the unique character of NH, conserve resources, work on public infrastructure, and prioritize future investments. Staff will be engaging partners with an outreach strategy. The project started in February 2012 and ends in January 2015. She went on to say they would be coming back to the group from time to time for input and updates.

Keith Thibault asked what the end result of the plan was supposed to be. Tara Germond answered that the plan help will guide the future development and growth of the region. Brian Foucher recommended the staff talk to Hannah Grimes who is starting a program called Building Community Wealth. Laura Keith King said she would be happy to participate and Justin Slattery said the Department of Resources and Economic Development (DRED) would be interested in participating.

Jack Pratt noted that government wasn't listed as a partner. He said the kind of government we're going to have in 40 years needed to be looked at – the nature of structured government. Ted Whippie asked what the timeline was for creating the plan. Tara Germond said that a draft plan should be available toward the end of 2013 with a final plan in 2014. Ralph Wentworth wanted to know if they were planning on visiting every town. Tara Germond said there will be listening boxes and visioning sessions in as many geographic areas as possible. They would be talking to organizations that could help.

Tim Murphy said that this project represents a great opportunity. The state hasn't been able to support the regional planning commissions. The statutes say we are required to do this kind of regional planning. Without adequate funding support this is difficult. With this grant we can do a more complete plan.

Jack Pratt wanted to know if the CEDS would be used. Tim Murphy indicated that the CEDS and other existing plans would be used to help create the plan.

IV. Community Development Block Grants - Overview of Current Projects

Staff member Rebeckah Bullock gave an update on current Community Development Block Grant (CDBG) projects, indicating that all the projects are scheduled for completion by June 30, 2013.

Winchester Learning Center in Winchester: The CDBG amount was \$225,162 with a total project cost of \$450,924. Additional funding was coming from Kingsbury Fund Grant, Madeline G. Von Weber Trust Grant and bank funding. The beneficiaries for the project would be 39 children with 26 children from low to moderate income households. Other benefits of the project include reuse of a vacant building, education services, and allowing parents to be active in the workforce and in school during the day and evening.

W.S. Badger Company in Gilsum: The CDBG funds were \$220,000 with a total project cost of \$2,060,000. Additional funding came from equity and a bank loan. The CDBG funds paid for the equipment purchases for the new facility after it was built along Rt. 10. The project benefits 11 new full-time employees with the majority being from low to moderate income households. Other benefits of the project were allowing W.S. Badger Company to stay in Gilsum while allowing them to expand.

Brookbend Housing Rehabilitation in Keene: The project calls for the demolition and rebuilding of 75 housing units in Keene, of which 71 will be for low to moderate income households. The project was funded by two CDBG grants - one for 35 housing units through the City of Keene (Brookbend West) and the other for 40 housing units through Cheshire County (Brookbend East). The project had two \$500,000 CDBG grants. The total project cost is \$14,488,000 (\$6.7 million for Brookbend West and \$7.8 million for Brookbend East). Additional funding came from NHHFA LIHTC, reserves from Cheshire Homes, NHHFA Cap Subsidy, and NHHFA permanent financing. Other benefits of the project include housing opportunities for the low to moderate income workforce and significant employment opportunities for local contractors.

High Street Slope Stabilization and Repairs in Greenville: The project is to stabilize the slope and repair the roadway and utilities following a significant landslide on March 31, 2010 on the north side of the Otis Falls Hydro impoundment on the Souhegan River that closed High Street, a major route between Greenville and New Ipswich. The CDBG amount was \$208,766 with a total project cost of \$1,467,127 with other funding from the State of New Hampshire and the Federal Emergency Management Agency (FEMA). Tim Murphy said FEMA paid for 75 percent of the repair. The town of Greenville worked with the legislature in 2011 to pay for half of the remaining costs. There was a lot of debate about raising the local taxes to pay for it. Staff talked to CDFA to determine eligibility for this project under the emergency category of CDBG grants. Laura Keith King asked if the road was closed. Rebeckah Bullock replied that it is closed to through traffic; it is only open to the residents.

Warwick Mills Biomass Facility and High Bridge Foundation Green Jobs Project in New Ipswich: Warwick Mills is preparing to undertake the design, building and operation of a biomass facility to serve its operations in New Ipswich. The site is also going to become a training facility for at-risk youth from local schools through the High Bridge Foundation, a non-profit organization housed within Warwick Mills that was created to develop and implement the training program with the goal of increasing employment opportunities for high risk high school-age youth through training in green engineering skills. The CDBG amount for the project is \$500,000 with the total cost being \$1,404,498. Additional funding is from equity, Business Finance Authority Financing, Community Development Investment Program funding and investment from local schools. The project will benefit 25 new employees at Warwick Mills, 16 will be from low to moderate income households and the High Bridge Foundation will train at least 15 students per semester. Another benefit is Warwick Mills open-sourcing the Biomass facility documents to allow other companies to easily access the new technology. Jack Pratt asked about the status of the Warwick Mills project and Rebeckah Bullock replied that it was just getting started.

V. Public Service of New Hampshire - Discussion

Pat McDermott of PSNH Economic & Community Development gave an overview of what they do in that group. He said the group brings dollars and experience to economic development benefiting the State of NH including recruitment missions, company visits, lead generation, recruitment follow-up, broker bus tours, business retention, and support for individual projects. Pat McDermott said they actively try to retain companies already in NH, saying a company leaving NH often has something to do with electricity.

Pat McDermott said they recently redesigned their web site and currently are updating it. He commented that they tied into a commercial real estate database for fresh data.

He stated they recruit and support businesses in biotech, medical products, advanced manufacturing, financial services and retail. As an example of advanced manufacturing, he spoke about NH Ball Bearing. He gave a brief overview of what they do and said they have had 10 percent growth and can't find enough employees.

Bob Harcke asked about a biomass facility and the low rate PSNH is giving on energy and about Northern Pass. Pat McDermott said the Northern Pass is set to deliver 1200 Megawatts and some would stay in NH as a lower cost power source. He went on to say PSNH had recently lowered the energy cost by 18 percent to bring them more in line with the New England average. As to the biomass facility, he said PSNH is required to provide 25 percent renewable energy of its statewide total and they have accumulated enough with the Burgis Biomass Plant but they currently do not have enough solar or wind energy. He said they are required to buy excess energy at market price. The open market is very low.

Jack Pratt asked if the closing of Vermont Yankee would have an effect on power in NH. Pat McDermott said that it would have a small effect on the New England Power Pool but there would be no impact on supply.

Tim Murphy asked if there was anyone at PSNH who had experience on air quality that they could talk to. Pat McDermott said air quality is a huge issue for them. He suggested looking at ways to offset the impacts of wood smoke. He also suggested finding out who the largest contributors are and working on ways to lower their impact and offering incentives. Allison McLean said there needed to be some built-in incentive and people need to see the issue and that their action will have an impact.

Allison McLean introduced herself as the PSNH Community Development manager. She recommended looking at the web site for an overview of what they do. She commented that Granite State Future was an exciting, unique project.

VI. Next Meeting

It was agreed that staff would poll the members regarding their availability in advance for a meeting in October.

VII. Adjourn

Meeting adjourned at 1:50 p.m.

Respectfully submitted,

Nancy A. Cavanaugh
Office Support Assistant

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

November 30, 2012

12:00 p.m.

Community Room, Railroad Square Senior Housing, 49 Community Way, Keene, NH

AGENDA

Lunch will be provided

- I. Welcome and Introductions
- II. Approval of Minutes of July 27, 2012
- III. Comprehensive Economic Development Strategy for Southwest New Hampshire
 - Five Year Update Process and Status
- IV. NH Department of Cultural Resources and Division of Travel and Tourism Initiative - Update
- V. New Hampshire Broadband Mapping and Planning Project
 - Economic Development Sector Focus Group - Discussion
(Please review attached packet)
- VI. Next Meeting
- VII. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

MINUTES

November 30, 2012

Present: Keith Thibault, Co-Chair; Bob Baker, Co-Chair; Brian Foucher; Lisa Murray; Bob Harcke; Laura Keith King; John Pratt; Ralph Wentworth; Greg Johnson, and Judy Tomilson.

Staff members present: Tim Murphy, *Executive Director*; Rebeckah Bullock, *Assistant Planner*; Tara Germond, *Senior Planner*; Steve Waleryszak, *GIS Technician/Planner*; and Nancy Cavanaugh, *Office Support Assistant*.

Guests: Steven Bittel

I. Call to Order

Co-Chairman Keith Thibault called the meeting to order at 12:10 p.m. and introductions were made.

II. Approval of Minutes of July 27, 2012

The minutes of July 27, 2012 were approved by unanimous vote.

III. Comprehensive Economic Development Strategy for Southwest New Hampshire

A. Five Year Plan Update Process and Status

Tim Murphy gave an update on the Comprehensive Economic Development Strategy for Southwest NH (CEDS) that was developed by EDAC and SWRPC staff. The U.S. Economic Development Administration (EDA) expects EDAC and the Commission to maintain the document and provide an annual report on program activities. In addition, the CEDS should be updated every five years. It was adopted in 2005 and updated once since then. He indicated that it will soon be time to conduct an update, which could take a year complete. To assist in conducting a more comprehensive update to the CEDS, staff is considering applying for a planning grant through EDA. EDA has encouraged that states consolidate CEDS districts so that there are fewer CEDS regions. Accordingly, there has been consideration for incorporating Sullivan County in the Southwest Region CEDS as part of the pending update. To do so would require the resources provided by a grant through EDA. Without such additional resources, an update to the CEDS would be a much more modest effort.

Laura Keith King asked if the application was for the plan or funding. Tim Murphy said it was for the funding in order to cover the cost of developing the plan update. John Pratt asked if the application could be made without Sullivan County. Tim Murphy said it could be but was not the direction the Commission was going in. John Pratt then asked what costs would be related to adding Sullivan County. Tim Murphy answered that it would be about one-third the funding to support Sullivan County. John Pratt wanted to know if there would be an office and staff in Sullivan County. Tim Murphy said that he does not envision this as we would work closely with staff at the Upper Valley Lake Sunapee Regional Planning Commission (UVLSRPC). Keith Thibault commented that the areas are vastly different but it makes the most sense to do it this way and that it was going to involve a lot of work. He further commented that Sullivan County doesn't currently have a CEDS because they couldn't do it when they tried in the past. John Pratt asked if the UVLSRPC would support the effort. Tim Murphy answered that they had requested it so we certainly expect them to be supportive. There was further discussion about working with Sullivan County. Keith Thibault said the question is going to be how to get them involved and achieve consensus on issues.

IV. NH Department of Cultural Resources and Division of Travel and Tourism Initiative - Update

Rebeckah Bullock gave an update on the NH Department of Cultural Resources and Division of Travel and Tourism Initiative meeting that she attended in early November. She commented that it had been a barnstorming meeting for cultural organizations to discuss strategies. She said the main focus was on the new marketing "Live Free and ..." in-

initiative and they were looking for words to put in the blank to describe how people feel about NH. Rebeckah Bullock said at the meeting they talked about different opportunities for cultural organizations with outreach and promotional opportunities. John Pratt asked how well the event was attended. Rebeckah Bullock replied that it was very well attended and additional chairs had to be brought in. Keith Thibault wanted to know if there would be access to the data from the report because that information is important. He said there was a need to know the impact of tourism and the money being spent. Judy Tomilson asked if the report could be put on the web site and Rebeckah Bullock replied that it could.

VI. Next Meeting

This item was moved in the schedule to complete the EDAC portion of the meeting before the focus group started. A schedule for upcoming meetings was presented to the Committee. They were asked to indicate their availability for the meetings as scheduled and to provide that information to staff to make a determination regarding dates for upcoming meetings.

V. New Hampshire Broadband Mapping and Planning Project

A. Economic Development Sector Focus Group - Discussion

See attached.

VII. Adjourn

Meeting adjourned at 1:55 p.m.

Respectfully submitted,

Nancy A. Cavanaugh
Office Support Assistant

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

March 1, 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 November 30, 2012
- III. Monadnock Region Future Initiative
 - Status Update, Preliminary Findings and Next Steps
- IV. Southwest Region CEDS - Potential Projects and Programs
 - Transportation Projects in the Southwest Region
- V. New Hampshire State Aid Grant Program
 - Presentation and Discussion
- VI. Other Matters
- VII. Next Meeting
- VIII. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

MINUTES

March 1, 2013

Present: Glenn Coppelman; Jack Dugan; Brian Foucher; Lisa Murray; Bob Harcke; Laura Keith King; Carol Ogilvie; Justin Slattery; and Judy Tomlinson.

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

Guests: Don MacIsaac, Selectman from the Town of Jaffrey

I. Call to Order

Bob Harcke called the meeting to order at 12:05 p.m. and introductions were made.

II. Approval of Minutes of November 30, 2012

The minutes of November 30, 2012 were approved by unanimous vote.

III. Monadnock Region Future Initiative

Staff member Tara Germond provided EDAC members with an update on the Monadnock Region Futures (MRF) initiative and distributed promotional post cards regarding the project. She noted that staff has attended numerous community events to gather public perspective on the region. Things that people reported they like about the region include the natural environment, sense of community spirit and the regions arts and culture. Things that people feel could be better include having more jobs, economic development, public transportation and activities for youths and families. She reported that staff has also conducted four neighborhood discussions with small groups of 10-15 people at places like senior citizen centers and have scheduled six more sessions through the month of April. Tara Germond also provided information on an upcoming event entitled "NH Listens" that is being conducted by the UNH Carsey Institute in conjunction with the UNH Cooperative Extension on April 2, 2013. The event will take place at the Keene Library's Heberton Hall and will be a facilitated discussion that will encourage those attending to share their concerns about the future of the region. Other activities being conducted under the MRF program include an Art Contest for students in the region and topic workshops that will focus on transportation, housing, economic development, environment and energy. Local plans and documents are currently being reviewed to assist in the development of a regional needs assessment that will be completed this summer.

Glenn Coppelman asked if there are any plans to distribute the project informational post cards to specific neighborhoods. Tara Germond responded that currently they are being handed out at various functions. Glenn Coppelman noted that we might want to take advantage of a new program at the post office that would allow distribution of materials to specific neighborhoods without needing to be addressed. Laura Keith-King suggested conducting a focus group meeting for local businesses. Tara Germond offered to work with the Greater Keene Chamber of Commerce to schedule a meeting of this nature.

IV. Southwest Region CEDS - Potential Projects and Programs

Rebeckah Bullock introduced staff member J.B. Mack and asked him to provide EDAC members with information on several transportation projects that might qualify for inclusion in the Southwest Region CEDS document. J.B. Mack explained the involvement of the Planning Commission's Transportation Advisory Committee (TAC) in the 10-Year Transportation Improvement Plan, noting that it is a two year process. Projects need to be reviewed and ranked by TAC based on a set of criteria and are passed on to the NH Department of Transportation to be considered for inclusion in the plan update. One of the criteria addresses the economic impact of a project. J.B. Mack went on

to explain that three of the projects currently being evaluated have a strong economic development component and EDAC may want to consider including them in the CEDS document. He gave brief reports on each of the projects as follows: 1) The Jaffrey dogleg project involves a multi-way intersection in the center of downtown Jaffrey. Don MacIsaac noted that the current situation creates a daily problem for both commuters and freight haulers. J.B. Mack noted that the Town of Jaffrey wants to make a more pedestrian friendly downtown that would tend to improve the overall economic development of the community. 2) The Hinsdale/Brattleboro Bridge connects the Town of Hinsdale, NH to Brattleboro, VT by using two connected bridges that were built in 1920 and rehabilitated in 1988. New Hampshire residents rely on the bridge to commute to work and reach services in Brattleboro. The plan includes replacing the existing two bridges with one at a different location. 3) The Stoddard/Hillsborough corridor provides an important connection for all East/West traffic in the region. Management of curb cuts along this stretch of highway would assist future development along this corridor. J.B. Mack stressed the importance of creating a balance between mobility and economic development. He asked if EDAC members might be interested in recommending any of the projects for inclusion in the CEDS document.

Judy Tomlinson asked if EDAC would be asked to review all of the proposed transportation projects for the region. J.B. Mack stated he could provide information on all of them but currently staff is recommending consideration of the three projects he outlined above. Rebeckah Bullock pointed out that the Jaffrey dogleg project is currently on the CEDS watch list. She noted that she would be willing to work with J.B. Mack to provide CEDS scoring information on each of the three projects at the next EDAC meeting. J.B. Mack offered to work with an EDAC subcommittee to review all the transportation projects in the region if they would like to. Glenn Coppelman suggested giving staff the go ahead to work on scoring the three projects mentioned today to be considered for inclusion in the CEDS document at the next EDAC meeting. Those in attendance unanimously agreed with the suggestion.

V. New Hampshire State Aid Grant Program

Rebeckah Bullock introduced Don MacIsaac who is a selectman from the Town of Jaffrey. She noted that the Jaffrey wastewater treatment plant project that Mr. MacIsaac would be speaking about is included in the CEDS document.

Don MacIsaac explained that 124 projects in the State Aid Grant Program including the Jaffrey project are being delayed or deferred. He noted that this is placing an extreme economic hardship on the communities involved. He explained that with a regular grant you usually apply for funding and if awarded, you get the funds to proceed with your project. However, with the NH Department of Environmental Services (NH DES) grant you need to commit to a project, build it and then receive reimbursement. The residents of Jaffrey built their new wastewater treatment plant following this procedure and are now being told by NH DES that there are no funds available to reimburse them. This was an 18 million dollar project that was approved to receive NH DES funding and without their portion the total cost will have to be absorbed through user fees and property taxes. Mr. MacIsaac noted that although NH DES doesn't have sufficient funds to reimburse current projects they are still accepting new projects. The Town of Jaffrey has formed a coalition comprised of 36 municipalities and NHMA to raise awareness to this problem. He added that part of the Governor's budget includes a proposal to provide assistance to those projects that have been delayed or deferred. Don MacIsaac said that he would like EDAC to consider providing him with a letter of support given the economic impact the situation is having on the municipalities in the region. He added that he would also appreciate it if someone would agree to attend the state hearings when they come to our region and testify on this issue. Lisa Murray asked how the Town is paying the bills on this project and Mr. MacIsaac responded that the town bonded the project and now they are liable to repay the bond. He noted that the Town of Peterborough is in a similar situation. Brian Foucher questioned if a letter of support should come from the Planning Commission Board of Directors rather than EDAC. Judy Tomlinson noted that she doesn't know if a situation like this has come up in the past but cautioned that we don't want to have numerous groups approaching EDAC for letters of support. Bob Harcke suggested the matter be referred to the Board of Directors at one of their future meetings. Brian Foucher noted that the request has merit but should be discussed on a higher level than that of an advisory committee. Laura Keith-King agreed that a letter of this nature would be more appropriate coming from the Board of Directors. J.B. Mack noted that TAC takes a similar approach with requests of this nature. Tara Germond asked Mr. MacIsaac what the time frame was for receiving a letter of support and he responded that he would need to have it prior to April.

Motion: To acknowledge the economic development impact of the situation described by Mr. MacIsaac and suggest that consideration be given by SWRPC in support of this concern.

Motion by Brian Foucher, seconded by Lisa Murray. Approved by unanimous vote with Judy Tomlinson abstaining.

VI. Other Matters

Rebeckah Bullock announced that there are a couple of forums being planned that EDAC may want to consider co-sponsoring. Laura Keith-King asked what would be involved with co-sponsoring one of the events and Rebeckah Bullock explained that EDAC's name would be included in the announcement and hopefully members would attend the event. She explained that the Natural Resources Advisory Committee is looking for a co-sponsor for an air quality forum that will take place this spring. Bob Harcke noted this topic is very important to the economic development of the region. Those in attendance agreed to co-sponsor this event. Tara Germond explained that Monadnock Region Future is planning to hold an event this summer that would be a facilitated discussion on the economic climate in the region. Laura Keith-King suggested holding the event in conjunction with a Chamber of Commerce civic luncheon. Judy Tomlinson suggested holding the event in June to accommodate vacation schedules. Those in attendance agreed that this event was a good idea and Tara Germond agreed to work with the Chamber of Commerce regarding logistics. There are also plans to hold a broadband training session in conjunction with the NH Cooperative Extension during April or May. Tara Germond noted that they offer three different sessions that pertain to economic development. Brian Foucher asked if all three sessions could be presented and Tara Germond responded that she would have to speak to UNH about the possibility. Those in attendance liked the idea of sponsoring one session on Broadband that would cover two or three different topics.

VII. Next Meeting

The next meeting of EDAC was scheduled for noon on May 10, 2013.

VIII. Adjourn

Meeting adjourned at 1:35 p.m.

Respectfully submitted,

Rebecca I. Baldwin
Office Manager

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

May 10, 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 March 1, 2013
- III. Broadband Training Forum held May 1, 2013
 - Overview of event
- IV. Comprehensive Economic Development Strategy for Southwest New Hampshire
 - A. Potential Projects and Programs
 - Transportation Projects in the Southwest Region - Priority Project Analysis
 - B. CEDS Annual Report June 2013
 - C. Demographic data update to CEDS
- V. Future EDAC-sponsored forums
 - Monadnock Region Future Initiative forum in June 2013
 - Air Quality forum in the fall of 2013
- VI. Other Matters
- VII. Next Meeting
- VIII. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

MINUTES

May 10, 2013

Present: Bob Baker, Co-Chair; Keith Thibault, Co-Chair; Glenn Coppelman; Brian Foucher; Lisa Murray; Bob Harcke; Laura Keith King; Carol Ogilvie; H. Greg Johnson; Chris Wellington; and Ted Whippie.

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

I. Welcome and Introductions

Co-Chair Bob Baker called the meeting to order at 12:10 p.m. and introductions were made.

II. Approval of Minutes of March 1, 2013

The minutes of March 1, 2013 were approved by unanimous vote.

III. Broadband Training Forum held May 1, 2013

Staff member Rebeckah Bullock provided an overview of the Broadband Training Forum held on May 1, 2013 that was co-sponsored by EDAC. Local officials from several communities attended the UNH Co-operative Extension program that focused on barriers and ways to expand broadband to assist in attracting businesses to their towns. Brian Foucher observed that good information was shared at the forum and noted that for every dollar invested in broadband three dollars is returned through economic development. He noted the forum stressed the importance of embracing broadband to move into the future. NH used to be rated #2 in the country regarding access to broadband, we are now ranked #4 and it is projected that in four more years we will drop to #20 if we don't do something. It was noted that other states around us are moving ahead of us because they have state funding for broadband efforts where New Hampshire doesn't. Glenn Coppelman noted that not only is availability of broadband important to succeed but affordability is also a key factor. Carol Ogilvie asked how the FastRoads project will assist and Brian Foucher noted that businesses along the path will be getting a great economic development opportunity.

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

A. Potential Projects and Programs

Rebeckah Bullock reviewed the three transportation projects that were presented by staff to EDAC at their last meeting to be considered for inclusion in the CEDS as follows: Hinsdale, NH - Brattleboro, VT bridge: If the bridge were to be closed it would add 30-50 miles to workers commute time. Jaffrey Rts. 202 and 124 "dogleg": This construction project is critical to the downtown revitalization of Jaffrey. Stoddard-Antrim-Hillsborough, NH Rt. 9 right-of-way purchase: Rt. 9 is a major connector between the east and west parts of the state and traffic flow is vital to moving goods throughout the region. She noted that staff developed a specialized scoring for these projects. Brian Foucher suggested that the criteria for projects such as these should include allowing open access for broadband. Glenn Coppelman noted that most new construction accommodates open access for water, electric and phones. Brian Foucher agreed and noted the problem is that broadband, which is key to economic development, is not included in that listing and has created legal complications in the past. Bob Harcke suggested having staff develop wording for the CEDS criteria that will address this concern. Rebeckah Bullock noted that staff recommends that each of the three transportation projects listed above be included as priority projects in the CEDS document.

Motion: To include the Hinsdale, NH - Brattleboro, VT Bridge, Jaffrey Rts. 202 and 124 "dogleg" and Stoddard-Antrim-Hillsborough, NH Rt. 9 right-of-way purchase in the CEDS for Southwest NH as priority projects.

Motion by Keith Thibault, seconded by Laura Keith King. Approved by unanimous vote.

B. CEDS Annual Report June 2013

Rebeckah Bullock reported that staff is working on the CEDS Annual Report that is due to be submitted this summer.

C. Demographic data update to CEDS

Rebeckah Bullock reported that staff will be working on a demographic data update to the CEDS document over the summer months in conjunction with the five year update. Brian Foucher asked if Sullivan County will be included in the update and Rebeckah Bullock noted that this could potentially take place at a later date but is not part of the current focus. 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 at this time.

V. Future EDAC-sponsored forums

Monadnock Region Future Forum: Staff member Tara Germond reported that the Monadnock Region Future economic development forum will be held this fall to gather information on economic conditions and trends in the Region.

Air Quality Forum: Rebeckah Bullock noted that we anticipate this forum to be held during the fall in conjunction with the start of the upcoming heating season.

VI. Other Matters

Ted Whippie thanked Rebeckah Bullock and the Planning Commission for assistance they provided with the Winchester Learning Center Community Development Block Grant. He noted that the facility will be holding their open house on June 9th from 2:00 - 4:00 p.m. and invited members to attend.

VII. Next Meeting

Rebeckah Bullock suggested that the Committee consider establishing a regular schedule for their quarterly meetings that are held in the months of March, June, September, and December. It was the general consensus of those in attendance that the third Friday of the month would work the best. The next meeting of EDAC was scheduled for September 20, 2013.

VIII. Adjourn

Meeting adjourned at 1:00 p.m.

Respectfully submitted,

Rebecca I. Baldwin
Office Manager

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 attach-

ment 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

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

September 26, 2014

12:00 Noon

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

AGENDA

Lunch to be provided

- I. Welcome and Introductions
- II. Approval of Minutes of April 11, 2014
- III. Presentation: *Southwest NH Enterprise Zone* - H. Greg Johnson and Stuart Arnett

The Town of Swanzey has undertaken an initiative to develop a TIF district with an access road and additional infrastructure to promote and enhance economic development activity in the Town and the Region. Representatives of the *Southwest NH Enterprise Zone* will provide an overview and lead a discussion regarding their efforts. Planning Commission staff feel that this project could serve as a model for other communities to consider.

- IV. Southwest Region CEDS: Project/Program Nominations

As part of ongoing maintenance activities, the Committee periodically considers potential projects and programs in the Region for inclusion in the CEDS as nominated by Committee members and staff. Please bring your ideas of successful projects and programs for discussion.

- V. Other Matters
- VI. Next Meeting - December 19, 2014
- VII. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

MINUTES

September 26, 2014

Present: Greg Johnson; Jack Pratt; Chris Wellington; Katy Easterly Martey.

Staff members present: Tim Murphy, *Executive Director*; Rebeckah Bullock, *Community Development Specialist*; Wendy Woodland, *Office Assistant*.

Guests: Sara Carbonneau, Steve Bittel, Jane Johnson, Stuart Arnett

I. Welcome and Introductions

Tim Murphy called the meeting to order at 12:10 p.m. and introductions were made.

II. Approval of Minutes of April 11, 2014

Due to lack of a quorum, approval of the minutes of April 11, 2014 were deferred until the next Committee meeting.

III. Presentation: Southwest New Hampshire Enterprise Zone

Greg Johnson began the presentation by stating that in 1995 the town of Swanzeey recognized Old Page Homestead, as well as other parcels, as a viable location for an industrial park. In 2002, Swanzeey determined to make some modifications to the property, such as the Safford Drive extension, and water and sewer lines in 2003-2005. In 2006, Phase I and II of the Safford Drive extension were adopted and in 2008, the first flagship property of the new industrial park, Moore Nanotech, was secured. Greg Johnson reported that Moore Nanotech decided to purchase ten acres in Swanzeey after finding it to be a business-friendly community with solid infrastructure such as high speed internet. In July of 2014, Swanzeey broke ground on the Safford Drive expansion, which will help open up visibility to the new Enterprise Zone. Steve Bittel briefly reported that the new road link will open up 200 acres of property that was previously landlocked, which in turn will help promote more business opportunities. Steve Bittel said that the Safford Drive project is currently three months ahead of schedule, and that ninety percent of the project will be completed before winter begins.

Stuart Arnett continued the presentation by explaining how the Arnett Development Group assisted Swanzeey in deciding how to create and market the Enterprise Zone. He went over several reasons why a community would create a local brand, such as political issues, master plan implementation, or as a service to existing business, and he then noted that it's important to understand whether it's a whole community that's being branded, or whether it's a specific site or specific opportunity. He then touched on different necessities for this project, such as a strong community team and an expert group to manage the economic development and messaging. Steve Arnett said that the "EZ" brand was developed by clarifying the brand's job; answering the what/why/who questions; setting budgets and timelines; and then identifying the key findings. Some key features of the plan included limited-sized parcels for sale that have the option of expansion, proximity to Keene airport for corporate aircraft, and a full-time professional planning department. Stuart Arnett then went over a few reasons for the name and tagline for the Southwest New Hampshire Enterprise Zone, and Steve Bittel remarked that it was very useful and helpful to have leadership from the Arnett Development Group throughout the process. Tim Murphy wanted to know if it was due to process, experience and ideas the consultant brought to the table, or if the Town needed the third party neutral perspective to achieve consensus. Steve Bittel responded that it was the process that was most helpful. Stuart Arnett then outlined some upcoming challenges that the Enterprise Zone will face such as maintaining momentum and the sustainability of energy and time. Steve Bittel added that one of the biggest problems now facing them is that the Safford Drive extension is too far ahead of schedule, and that marketing shouldn't lag behind project completion. Tim Murphy observed that the Enterprise Zone is a good story of how community development can result from community involvement, and that what's good for Swanzeey will help all of Southwest New Hampshire. At the end of the meeting, there was some confusion among attendees about whether or not DRED staff knew the specifics of the Enter-

prise Zone in order to assist with marketing and recruitment, namely the price of individual parcels. The challenge of the Swanzy EDAC is to work with property owners and determine a competitive price for individual properties.

IV. Southwest Region CEDS: Project/Program Nominations

Tim Murphy suggested that the Committee wait for a future meeting to discuss the CEDS project nominations.

V. Other Matters

No other matters were brought before EDAC at this time.

VI. Next Meeting

The next meeting was tentatively scheduled for December 19, 2014.

VII. Adjourn

The meeting was adjourned at 1:30 p.m.

Respectfully submitted,

Wendy Woodland
Office Assistant

2. CEDS Public Forum Minutes

**Southwest Region Planning Commission
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE FORUM
TOURISM IN THE MONADNOCK REGION
May 12, 2006**

Bob Baker, Co-Chairman of the Southwest Region Planning Commission, Economic Development/CEDS Advisory Committee welcomed the thirty-five people attending today's forum.

Tim Murphy, Executive Director of the Southwest Region Planning Commission recognized members of the Economic Development/CEDS Advisory Committee, Planning Commission Board of Directors and staff that were in attendance. He, along with staff member Jeff Porter and Matt Suchodolski, provided a description of the Planning Commission work program and an overview of the CEDS program.

Co-Chairman Keith Thibault introduced members of the forum's panel including: Alice DeSouza, Director, NH Division of Travel and Tourism; Mark Okrant, Professor of Geography and Tourism Development and Director of the Institute for NH Studies, Plymouth State University; Sharon Francis, Executive Director, Connecticut River Joint Commission; and Gretchen Ziegler, Board Member, Co-Founder and Past-President, Monadnock Travel Council.

Panelists discussed the benefits of tourism noting that over 33.4 million people visited the State last year. They noted that tourism not only creates jobs but helps build a sense of community. It was acknowledged that most of the tourist trade in our Region involves day trippers rather than overnight guests. Sharon Francis encouraged forum participants to send their brochures to the visitor center in Bellows Falls which is one of ten centers along the Connecticut River Scenic Byway system. Alice DeSouza urged groups interested in increasing tourism in the Region to form a coalition that can work together with the State to promote the area.

Several of the Forum's attendees offered comments and observations and directed questions to the panelists. Attendees agreed that we need someone who "wakes up every day thinking about tourism" and how to promote the Region. It was suggested that an inventory of the Region's assets and things that would encourage people to get off the road and stay a while be compiled. This could serve as a powerful tool to increase tourism in the Region.

Mr. Murphy noted that tourism is a priority of our CEDS document and we would like to explore further how we might be able to assist in the promotion of tourism in the Region. Gretchen Ziegler suggested that a member of the Monadnock Travel Council be added to the CEDS Advisory Committee and a member of the Planning Commission staff be invited to attend the monthly Monadnock Travel Council meetings.

Mr. Thibault thanked panelists for agreeing to participate and then thanked attendees for being a part of the Forum.

Southwest Region Planning Commission
ECONOMIC DEVELOPMENT ADVISORY COMMITTEE FORUM
BROADBAND ACCESS AND AFFORDABILITY IN SOUTHWEST NEW HAMPSHIRE
April 13, 2007

Tim Murphy, Executive Director of the Southwest Region Planning Commission welcomed the thirty-eight people attending today's forum and recognized members of the Economic Development Advisory Committee, Mayor Blas-tos, State Representative Bill Chase, City Councilor Dale Pregent, Planning Commission Board of Directors and staff that were in attendance. He, along with staff member Amy Owens, provided a description of the Planning Commission work program and an overview of the CEDS program.

Mr. Murphy noted that due to the inclement weather one of our panelists was snowed-in and unable to attend to-day's forum.

Economic Development Advisory Committee Co-Chairman Keith Thibault thanked Planning Commission Staff for the work they do. He introduced members of the forum's panel including: Carlotta Pini, Rindge Town Administrator and member of the Rindge Broadband Committee and Barbara Neylan, of the Pinnacle Mountain Rural Wireless Project.

Carlotta Pini described the steps that the Town of Rindge has undertaken to bring broadband to their community. She noted that they are a community with a population consisting of 6,000 residents and an additional 1,500 students who attend Franklin Pierce College. The community is experiencing increased development along Route 202 and has a great need for broadband. Ms. Pini noted that the process began with a survey approximately three years ago resulting in over 65% of the population expressing a need for internet access. A former Selectman investigated the possibility of a fiber optics option and found that this would not be economically feasible for the community. Providing wireless service through the college using Verizon technology was also deemed not feasible. The Town currently has limited access through Pine Tree Cable which does not include DSL. Ms. Pini noted that the situation has become very frustrating for the citizens. The Town has formed a committee comprised of representatives from local government, Franklin Pierce College, and local concerned citizens to explore the various options available. The committee agrees that a wireless option would be the quickest and most cost effective for the Town. Committee members have spoken with two firms regarding moving forward with the project. A firm from Maine expressed interest in the project but lacks the capital to get it started. They offered to proceed if the Town would split the cost with them. A New Hampshire firm has stated that they can install an antenna that would transmit to three locations in Rindge (the meetinghouse, the Cathedral of the Pines and point on one of the Selectmen's property. The Town is currently awaiting an engineering analysis on the compatibility of locating a tower on Pack Monadnock. If the project is deemed compatible within a few months service could be available to residential and home business locations. Ms. Pini noted that estimated costs to the consumer would be \$200 for installation of a receiver on the individuals property as well as a \$40-\$50 per month charge for service depending on the amount of bandwidth needed.

Barbara Neylan noted that her Committee, which was established as a grassroots effort in June of 2006, has experienced similar frustration as expressed by the Town of Rindge in attempting to bring Broadband into the Region. She noted that Hannah Grimes in Keene provided her committee with office space and use of a portion of their web site to get the word out. They conducted a web survey that resulted in 382 responses from eighteen communities all desperate to get affordable broadband service. Working with a firm in Brattleboro they were able to get a tower installed in Roxbury and by using repeater sites are able to provide service to a few line-of-site customers. Installation fee for the repeaters was \$400 and depending on the type of service the monthly charge is either \$39 or \$79 per site. Ms. Neylan noted that this process did create service for several satisfied customers and acknowledged the need for more repeater sites to extend service. She added that the committee is currently working on a project through a Department of Resource and Economic Development (DRED) Grant to provide service for an additional 20-25 properties. Ms. Neylan advised that it will take a lot of individual efforts to address the broadband needs of the Region. She further stated that the future economic development of the State is dependent on this issue.

Several of the Forum's attendees offered comments and observations and directed questions to the panelists as follows:

Joe Byk asked if the Town of Rindge has conducted any beta testing for transmission around corners and trees. Ms. Pini noted the Town has done some testing but won't know the full extend of coverage until the system is up and running.

Ralph Wentworth asked if the change in ownership of Verizon has made them more receptive to bringing service into smaller towns. Ms. Pini noted that the Town of Fitzwilliam sent a petition to Verizon and was told that service would be provided but no date was given.

James Robb asked what role Franklin Pierce College has played in the efforts for Rindge. Ms. Pini noted that they have been a huge help in bringing contractors to the table as well as offering to bring the signal into the college for redistribution.

Joe Byk questioned if people not in the line-of-site to the Pinnacle Mountain Project could be served. Ms. Neylan explained that they need to be in the line-of-site to either the tower or the repeaters.

Ted Leach asked how the tower gets its signal and if nodes could be used to leapfrog signals over to Hancock and Crotched Mountain. Ms. Neylan noted that the signal comes from another tower with a DSL connection within a 15 mile radius of the Pinnacle Mt. tower. Tom Link noted that each time you try to leapfrog a signal you loose half of the feed. He added that vendors talk in terms of 25 miles for a successful line of site.

James Robb encouraged groups to apply to DRED for grants to explore telecommunications. Tim Murphy asked the amount of the grants and if there was a match requirement. Mr. Robb responded that the grants are in the amount of \$10,000 and require a 50% match.

Tom Link noted that the Mayor has formed a task force to find a vendor to provide broadband access to Keene. The group is focusing on vendors who will install the basic infrastructure and make it available to residents and businesses through fiber optics as well as wireless. He added that the City would be willing to work with smaller communities to bring broadband to the Region.

Mr. Thibault thanked panelists for agreeing to participate and then thanked attendees for being a part of the Forum.

Respectfully submitted,

Rebecca I. Baldwin
Office Manager

Regional Broadband Community Forum

March 12, 2010
12:30 p.m.

Keene Public Library Heberton Hall

Co-Sponsored by

Southwest Region Planning Commission's Economic Development Advisory Committee
and
City of Keene's Municipal Broadband Committee

We invite you to attend this public forum that will include a presentation and discussion of the various broadband activities that affect the towns, citizens and businesses of the Southwest Region and the State of New Hampshire. Some of these activities include the New Hampshire Broadband Mapping Program, the 2nd round of Broadband grant applications and the Google "Fiber to the Home" Request for Information.

Who should attend: Town officials (selectmen, administrators, planners)
Chambers of Commerce Members
Community Business and Civic Leaders
Economic Development Councils/Industrial Development Authorities
Interested Citizens



Directions to Keene Public Library

The library is located at 60 Winter St. in Keene, NH, 03431.

TO REACH THE LIBRARY FROM THE SOUTH OR EAST:

Go north on Main St. and proceed around the square at the head of Main St. Winter St. and Court St. both branch off from the square, with Court St. going north and Winter St. (a one-way street) going west. The red stone Court House building is on the corner. The Library is on the left between National Grange Mutual and the Masonic Building. Metered parking is available in front of the Library, in front of the Masonic Building, and in parking lots around the city.

Regional Broadband Initiatives Forum

**March 12, 2010
12:30 p.m.**

Keene Public Library Auditorium

Co-Sponsored by

**Southwest Region Planning Commission's Economic Development Advisory Committee
and
City of Keene's Municipal Broadband Committee**

Agenda

- I. Welcome and Overview
- II. Description of Current Broadband Initiatives
 - A. New Hampshire Broadband Mapping Program
 - B. Network New Hampshire Now/*FastRoads* Project
 - C. Google "Fiber to the Home" Initiative
- III. Q & A
- IV. Adjourn

Southwest Region Planning Commission's

Brownfields and Economic Development Advisory Committees present

Tools for Redevelopment

A presentation about the redevelopment of the Keene Railroad property and the Keene/Cheshire County/Monadnock Economic Development Corporation Courthouse redevelopment proposal, and some of the common tools that were used for the projects.

Courtyard Marriott

75 Railroad Street

Keene, NH

**Thursday, July 22 and
11:30 A.M. – 2 P.M.**

Join other policymaker, banker, real estate professional and planner invitees to a luncheon and walking tour to learn about how the SWRPC Brownfields Program and Comprehensive Economic Development Strategy are being used by Monadnock Economic Development Corporation and its partners for two high-profile redevelopment initiatives in Cheshire County.

Learn in detail about two major redevelopment initiatives in Keene. Find out how SWRPC brownfields program funds are being used for their redevelopment risk assessment and financing. Hear about how the Southwest Region's Comprehensive Economic Development Strategy supports redevelopment. Take a walking tour of the Railroad property and its newly built facilities.

Box lunch, \$10.00 per person

RSVP by July 13, 2010

Regional Broadband Community Forum

**October 12, 2010
6:30 p.m.**

Keene Public Library Heberton Hall

Co-Sponsored by

**Southwest Region Planning Commission's Economic Development Advisory Committee
and
City of Keene's Municipal Broadband Committee**

We invite you to attend this public forum that will include a presentation and discussion of the various broadband activities that affect the towns, citizens and businesses of the Southwest Region and the State of New Hampshire. Some of these activities include the New Hampshire Broadband Mapping Program, and the American Recovery and Reinvestment Act (ARRA) funded broadband expansion grant award, including middle-mile and last-mile service deployment. In the Fall 2010, the Southwest Region Planning Commission in partnership with UNH will be conducting regional community forums throughout the state inviting local residents, business and municipalities to attend. The forums will focus on presenting the broadband mapping program, as well as, informing the public on the recent broadband expansion award. Additionally these forums will ask participants to provide details on their broadband service, or lack of service, through completing a survey and identifying their location on a map. This data collection will be used by the mapping program to complete data verification to compare the "on the ground" detail to the service area map that the providers have provided.

Who should attend: Anyone who doesn't have access to high-speed internet
 Anyone with access to the internet, but service is slower than required
 Town officials (selectmen, administrators, planners)
 Chambers of Commerce Members
 Community Business and Civic Leaders
 Economic Development Councils/Industrial Development Authorities