SWRPC | Southwest Region Planning Commission

37 Ashuelot Street
Keene, NH 03431
(603) 357-0557
www.swrpc.org

SOUTHWEST REGION PLANNING COMMISSION

BOARD OF DIRECTORS

Agenda

Miller Vincent Room, Keene Public Library
60 Winter Street, Keene, NH
October 13, 2026 at 4:30 p.m.

#	AGENDA ITEM	ATTACHMENT	START
I.	**Welcome & Introductions**		4:30 p.m.
II.	**Consent Agenda** a. Minutes of September 15, 2026 b. Highlights of Commission Activities – September 2026 c. Financial Report – August 2026	 ✓ ✓ ✓	4:35 p.m.
III.	**Executive Director's Report**	✓	4:40 p.m.
IV.	**Other Matters**		4:55 p.m.
V.	**Next Meeting – November 10, 2026**		4:58 p.m.
VI.	**Adjourn**		5:00 p.m.

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SOUTHWEST REGION PLANNING COMMISSION

BOARD OF DIRECTORS

Minutes — September 15, 2026

SWRPC Office, 37 Ashuelot Street, Keene, NH 03431

3:00 p.m.

PRESENT

Cheryl Mayberry, Chair, Walpole; John Snowdon, Vice-Chair, Westmoreland; Fran Shippee, Treasurer, Chesterfield; Brian Barden, Dublin; Leslie Casey, Sullivan; Ken Kost, Keene; Terry Clark, Cheshire County (arrived 3:30 p.m.); Sean Leary, Hinsdale; Joe Levesque, Alstead (remote); Leandra MacDonald, Peterborough; Larry Robinson, Marlborough.

STAFF PRESENT

Todd Horner, Executive Director; J.B. Mack, Assistant Director; Becky Baldwin, Office Manager; Henry Underwood, Senior Planner; Lisa Steadman, Mobility Manager.

ABSENT

Christine Robidoux, Secretary, Temple; Jay Kahn, Keene.

I. WELCOME

Chair Mayberry called the meeting to order at 3:00 p.m., welcomed those in attendance, and acknowledged that an in-person quorum was present. She further noted that Joe Levesque would be attending the meeting remotely, so all votes would be taken by roll call.

II. ADVISORY COMMITTEE REPORTS

a) Transportation

Staff member J.B. Mack reported that the Transportation Advisory Committee (TAC) met on September 14th. TAC members received updates on the 2027-2036 Ten Year Transportation Improvement Plan (TYP) as well as other transportation projects. Since TAC has been

advised by NHDOT that they will not be asked to submit new projects and priorities for the 2029-2038 TYP, they spent time reviewing existing projects to identify if they are still regional and local priorities or if their scopes and budgets have been reduced.

b) Economic Development

Todd Horner reported that the Economic Development Advisory Committee (EDAC) has not officially met over the summer but did co-host a workshop with the Monadnock Economic Development Corporation (MEDC). The workshop featured Grow America, a national organization that helps communities develop, finance and implement economic and community development projects. EDAC members shared their challenges with Grow America so they might better understand how their services could be of value to our communities. MEDC plans to explore how to make Grow America's services available to communities in the Monadnock Region at an affordable price.

III. CONSENT AGENDA

- **a)** Minutes of June 9, 2026
- **b)** Highlights of Commission Activities — June, July and August 2026
- **c)** Agreement with The Conservation Fund, Template Trail Bridge Designs
- **d)** Community Development Block Grant Administrative Services
- **e)** Agreement with NH HSEM, Building Resilient Infrastructure and Communities 2023 Grant Award
- **f)** Update and Adoption of SWRPC Title VI Policy
- **g)** Progress Report re: Corrective Action Plan
- **h)** Revised Internal Financial Controls
- **i)** Agreement with Oster & Wheeler PC, Audit Services
- **j)** Financial Report — May, June and July 2026

Agenda Item e) Agreement with NH HSEM, Building Resilient Infrastructure and Communities 2023 was removed from the Consent Agenda above because it requires specific wording with regards to a motion for approval.

> Motion: To approve the consent agenda as presented minus Agenda Item e).

Motion by Director Robinson, seconded by Director Snowdon. Approved by unanimous roll call vote.

- **e)** Agreement with NH HSEM, Building Resilient Infrastructure and Communities 2023 Grant Award

Staff member Henry Underwood explained that at its meeting of February 12, 2024 the Board of Directors voted to support SWRPC's application to the U.S. Department of Homeland Security Federal Emergency Management Agency Fiscal Year 2023 Building Resilient Infrastructure and Communities grant program. Since submitting the application, SWRPC was selected for award. However, no agreement was executed due to circumstances outside of SWRPC and the State's control. On September 9, 2026, SWRPC was notified that the State was ready to enter into a Grant Agreement with SWRPC and ultimately obtain approval from Governor and Council.

The federal portion of the grant is $77,751.75 and the local cost share is $24,871.52 for developing technical assistance programs and planning activities to address vulnerabilities within the 33 participating municipalities. The completion date is September 23, 2027.

Chairman Mayberry asked where the match would come from and Henry Underwood explained that it would be an in-kind match.

> Motion: To accept the terms of the Building Resilient Infrastructure and Communities (BRIC) as presented in the amount of $77,751.75 for developing technical assistance programs and planning activities to address vulnerabilities within the 33 participating municipalities. Furthermore, acknowledge the total cost of this project will be $102,623.27, in which the SWRPC will be responsible for a 25.44% match ($24,871.52). Authorize the Executive Director to sign all documents related to the grant and for the Chair of the Board to sign the Certificate of Authority.

Motion by Director Robinson, seconded by Director Snowdon. Approved by unanimous roll call vote.

IV. EXECUTIVE DIRECTOR'S REPORT

Todd Horner welcomed Sean Leary, representing the Town of Hinsdale, as the newest member of the Board of Directors. He also noted that following many years of service as Vice-Chair of the Board of Directors and a Commissioner representing the Town of Swanzey, Gus Lerandeau has had to resign due to health reasons. Gus also served as a member on several SWRPC Advisory Committees. Board members asked that the minutes reflect that they wish him well and thank him for his years of service.

Todd Horner reported that it has been an extremely busy summer for staff and provided an overview of the six projects that were identified and described in the agenda packet. Projects included were Community Development Block Grant applications for projects in Jaffrey and Peterborough, New England Heat Pump Accelerator Program, trail bridge

template designs, a bridge replacement in Alstead, a water quality application for Swanzey Lake, and responding to an RfQ for the Rural Community Health Improvement Program.

V. NEXT GEN TRANSIT PROJECT

Staff members J.B. Mack and Lisa Steadman provided presentations on both the Next Generation Transit Project (NextGen) and Crucial Appointment Ride Service Program (CARS).

J.B. Mack explained that NextGen is an initiative of the Monadnock Region Coordinating Council for Community Transportation that SWRPC provides support to. The intent is to address gaps in transportation service and address the needs of our communities. J.B. reviewed the project timeline which started with creating the 2018 Coordinated Transportation Plan for the Monadnock Region and completing a Microtransit Feasibility and Fixed Route Transit Study in December of 2022. In June of 2023 opportunities for expanding the Volunteer Driver Program and addressing unmet needs were explored. In February of 2025 an update was completed of the Coordinated Community Transportation Plan that explored the creation of both fixed route and microtransit options for the greater Keene area. The Monadnock Region Next Generation Transit Project Implementation Guide was completed in June of 2025. Some of the components that were considered in creating NextGen were expanding service hours, number of vehicles needed, ridership, cost, wait time, trip duration, and fares. In April of 2026 the Greater Keene Service Steering Committee was formed and in May an RfQ for service providers was launched. Five vendors responded and following interviews Southwestern Community Services (SCS) was chosen as the best fit. It is anticipated that the new services will be launched in July of 2027.

Lisa Steadman explained that the CARS program will provide transportation for individuals that need to access critical medical or health-related services for eligible purposes. Those purposes include cancer care, cardiac rehabilitation, diabetes care, dialysis, infusion therapy, outpatient physical rehabilitation, post-surgery follow-up, and respiratory therapy. The service area will cover the entire Monadnock Region, which includes thirty-three towns. Lisa reviewed the project timeline noting an RfQ that was distributed to service providers in July ended yesterday. Two statements of interest were received and they will be reviewed by the CARS Steering Committee, which was formed on September 9th. Recommendations will be provided to the MRCC on October 27th. It is projected that CARS will be launched in July of 2027.

Todd Horner commended both J.B. and Lisa on their hard work in helping to make these two programs a reality.

VI. OTHER MATTERS

No other matters were brought before the Board at this time.

VII. NEXT MEETING

Chair Mayberry announced that the next meeting of the Board of Directors is scheduled for 4:30 p.m. on October 13, 2026. Todd Horner explained that the meeting will be held in the Miller Vincent Room at the Keene Public Library just prior to the Fall Commission Meeting, which is taking place in Heberton Hall also at the Keene Public Library.

VIII. ADJOURN

Meeting adjourned at 4:30 p.m.

Respectfully submitted,

Rebecca I. Baldwin
Office Manager

SWRPC

Commission Highlights

September 2026

Vol. 32 – No. 9

Regional Plan Update Enters Public Review

SWRPC is nearing completion of an update to the Monadnock Region's Regional Plan, a long-range planning document that examines trends, challenges, and opportunities shaping communities across the region. The plan looks beyond individual municipal boundaries to identify shared priorities and strategies spanning a wide range of topics that affect our region. It also serves as a guide for SWRPC's own work program and assistance to member municipalities. The draft plan will be available for review and comment from November 1 through November 30, 2026, and can be found at SWRPC.org/featured-projects/regional-plan-update/. Residents, municipal officials, partner organizations, and others are encouraged to review the draft and share feedback before it is finalized. SWRPC will hold a public hearing on December 8, 2026, before the plan moves toward final adoption. For more information, please contact Sarah Bollinger of SWRPC staff at sbollinger@swrpc.org or 603-357-0557 x 20.

Transportation Advisory Committee Briefed on Ten Year Plans

The SWRPC Transportation Advisory Committee (TAC) met September 14th to review the newly enacted FY 27-36 NH Ten Year Transportation Improvement Plan (TYP) and the NH Department of Transportation's (NHDOT) guidance for the FY 29-38 TYP. NHDOT reported that the Legislature overrode Governor Ayotte's veto to pass the FY 27-36 TYP, which authorizes toll rate adjustments at specified turnpike plazas to fund TYP projects, and enables future periodic toll adjustments tied to NHDOT's inflation index. Staff highlighted new projects added in Antrim, Fitzwilliam, Jaffrey, Keene, Marlborough, Richmond, and Surry. For the 2029-2038 TYP, the TAC was debriefed on the NHDOT's guidance for developing recommendations. NHDOT's current financial projections make new projects unlikely, so the agency will focus on maintenance and preservation of existing infrastructure. Regional planning commissions (RPCs) are encouraged to look at existing TYP projects whose scopes or budgets could be reduced, though they may still recommend new projects that have already undergone engineer review if new funding is identified. For more information, please contact J. B. Mack of SWRPC staff at jbmack@swrpc.org or 603-357-0557 x15.

Brownfields Advisory Committee Meets to Review Past Year of Work & Approve Hinsdale Project

On September 22nd, the SWRPC Brownfields Advisory Committee (BrAC) held its first meeting since August 2025. With SWRPC's current Brownfields Assessment grant ending December 31, 2026, the BrAC reviewed assessment work completed or nearing completion over the past year in Greenville, Hinsdale, Keene, New Ipswich, and Windsor. Members also received updates on brownfields sites in Antrim, Chesterfield, Keene, Jaffrey, and Winchester, including Chesterfield's successful application for an EPA cleanup grant for the former Electrosonics site in Spofford Village, and in Jaffrey, a housing project at the former St. Patrick's School and a mixed-use proposal at the former W. W. Cross site. Staff reported that SWRPC's recent Brownfields Coalition Grant application was unsuccessful but that it will reapply this fall. As its final project under the current grant, the BrAC approved a scope of work to conduct a Supplemental Phase II Environmental Site Assessment and Analysis of Brownfields Cleanup Alternatives for the former McGoldrick Paper Mill in Hinsdale. For more information, please contact J. B. Mack of SWRPC staff at jbmack@swrpc.org or 603-357-0557 x15.

Citizen Planners Talk Transportation in Fitzwilliam

On September 29th, planning board members from across the Monadnock Region gathered at Fitzwilliam Town Hall for the latest Citizen Planner Peer-to-Peer Roundtable. The roundtable focused on transportation planning and featured a discussion with Frank Linnenbringer of NH Department of Transportation (NHDOT) District 4 and J. B. Mack of SWRPC. Participants explored how transportation responsibilities are divided between municipalities, NHDOT, and regional planning commissions, as well as the tools planning boards can use to address transportation impacts through master planning, site plan review, and subdivision review. The conversation also covered how transportation projects are prioritized and funded, coordination on development affecting state highways, cumulative traffic impacts, and longer-term issues such as multimodal transportation, smart growth, electric vehicle infrastructure, and e-bikes. SWRPC has prepared an executive summary of the Citizen Planner Roundtable series, which is available at https://www.swrpc.org/citizen-planner-roundtables/. For more information, please contact Chloe Gross of SWRPC staff at cgross@swrpc.org or 603-357-0557 x 14.

New Technical Assistance for Flood-Vulnerable Roads, Bridges, and Culverts

SWRPC has been selected for about $80,000 in FEMA funding, administered by NH Homeland Security and Emergency Management, to help towns assess and plan for flood risks to their transportation infrastructure. Governor and Council approval is expected in early December, and work may need to be finished by September 2027. Assistance will be available on a first-come, first-served basis. Activities will include reviewing your town's results from SWRPC's regional transportation infrastructure vulnerability assessment and NHDOT's Resilience Improvement Plan; updating the NH Flood Hazards Geodatabase with local flood history; estimating flood damage with FEMA's Hazus tool; rating the risk of failure for roads, bridges, and culverts; and developing a multi-year plan to address high-risk infrastructure. Towns can take part in one or several activities. To express interest or ask questions, contact Henry Underwood at hunderwood@swrpc.org or 603-357-0557 ext. 18.

SOUTHWEST REGION PLANNING COMMISSION

Budget vs. Actuals: Budget_FY27_P&L - FY27 P&L

July - August, 2026

	TOTAL		
	ACTUAL	BUDGET	% OF BUDGET
Income			
01 Local Planning			
4110 Planning Assistance Projects	9,307	66,900	14.00 %
Total 01 Local Planning	**9,307**	**66,900**	**14.00 %**
02 Natural Resource Planning			
4115 DES Watershed Management	13,450	18,000	75.00 %
4116 Long Island Sound Futures Fund		5,000	
Total 02 Natural Resource Planning	**13,450**	**23,000**	**58.00 %**
03 Transportation Planning			
4120 DOT UPWP	48,120	386,500	12.00 %
4125 Complete Streets Implementation	3,168	15,000	21.00 %
4130 Mobility Manager	3,452	85,000	4.00 %
4134 Other Transportation Projects	58,798	576,700	10.00 %
Total 03 Transportation Planning	**113,537**	**1,063,200**	**11.00 %**
04 Community & Economic Development			
4135 CDBG	16,567	134,900	12.00 %
4140 Regional Economic Development	7,680	52,900	15.00 %
Total 04 Community & Economic Development	**24,247**	**187,800**	**13.00 %**
05 Information Management			
4145 GIS Assistance	1,728	10,400	17.00 %
Total 05 Information Management	**1,728**	**10,400**	**17.00 %**
06 Emergency Management Planning			
4150 Hazard Mitigation Planning	3,870	28,200	14.00 %
4155 Emergency Operations Planning		6,000	0.00 %
Total 06 Emergency Management Planning	**3,870**	**34,200**	**11.00 %**
07 Other Projects			
4160 EPA Brownfields	8,117	97,500	8.00 %
4170 Regional Plan Update	7,460	40,000	19.00 %
4185 EECBG	11,436	35,000	33.00 %
Total 07 Other Projects	**27,013**	**172,500**	**16.00 %**
08 Administrative			
4205 Municipal Dues	17,750	106,500	17.00 %
4210 Publications		3,500	
4220 Copy/Reproduction		1,400	
4230 Interest Earned	1,880	11,000	17.00 %
Total 08 Administrative	**19,630**	**122,400**	**16.00 %**
Total Income	**$212,782**	**$1,680,400**	**13.00 %**
GROSS PROFIT	**$212,782**	**$1,680,400**	**13.00 %**
Expenses			
61 Payroll Expenses			
6001 Salaries	96,963	622,000	16.00 %

SOUTHWEST REGION PLANNING COMMISSION

Budget vs. Actuals: Budget_FY27_P&L - FY27 P&L

July - August, 2026

	TOTAL		
	ACTUAL	BUDGET	% OF BUDGET
6002 Benefits and Taxes	**28,027**	**148,800**	**19.00 %**
Total 61 Payroll Expenses	**124,991**	**770,800**	**16.00 %**
62 Professional Services			
6010 Contract Services	54,890	712,000	8.00 %
6011 Legal/Accounting/Insurance	2,259	29,500	8.00 %
Total 62 Professional Services	**57,149**	**741,500**	**8.00 %**
63 Office Expenses			
6020 Postage	176	3,000	6.00 %
6021 Telephone	890	5,400	16.00 %
6022 Office Supplies	1,051	12,200	9.00 %
6023 Dues/ Subscriptions/ Publication/ Advertising	4,409	27,600	16.00 %
Total 63 Office Expenses	**6,526**	**48,200**	**14.00 %**
64 Building and Equipment Expenses			
6030 Rent	9,833	61,000	16.00 %
6031 Utilities	929	8,600	11.00 %
6032 Equipment Maintenance/ Leases	972	5,200	19.00 %
6033 Equipment Purchases		11,200	
6034 Equipment Depreciation	729	8,000	9.00 %
Total 64 Building and Equipment Expenses	**12,463**	**94,000**	**13.00 %**
65 Operating Expenses			
6040 Traffic Research Vehicle	2,453	8,000	31.00 %
6041 Commission Meetings		3,000	
6042 Land Use Manuals		3,200	
6043 Copy/ Reproduction		1,600	
6044 Travel/ Training	488	10,100	5.00 %
Total 65 Operating Expenses	**2,941**	**25,900**	**11.00 %**
Total Expenses	**$204,069**	**$1,680,400**	**12.00 %**
NET OPERATING INCOME	**$8,713**	**$0**	**0%**
NET INCOME	**$8,713**	**$0**	**0%**

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AGENDA ITEM III

MEMORANDUM

DATE: October 13, 2026
TO: SWRPC Board of Directors
FROM: Todd Horner, Executive Director
SUBJECT: Executive Director's Report

BACKGROUND

This month's report covers three items: an early look at the future of SWRPC's office space, a request to reserve part of the December Board meeting for the regional plan public hearing, and an update on discussions with state officials regarding RPC funding.

OFFICE RELOCATION: PLANTING A SEED

SWRPC's lease at 37 Ashuelot Street ends in November 2027. If we wish to remain at our current location, we must notify the landlord by June 2027. That may seem a long way off, but a move of any kind takes time to plan, so I want to raise the topic with the Board now.

I have begun preliminary discussions with the Greater Monadnock Collaborative (GMC) and Monadnock Economic Development Corporation (MEDC) about co-locating. Sharing space could reduce occupancy costs for each organization. It could also create a hub of regional organizations that support different but overlapping constituencies—municipalities, businesses, employers, and the visitors and residents who make up the region's economy. MEDC already holds its monthly board meetings in our office, so there is a working relationship to build on.

Locating on the Keene State College campus is being actively explored. In September, I toured the Elliot Center, and GMC has since shared floor plans. The three organizations have begun discussing space needs, layout, and what a reasonable rent arrangement could look like. Timing will also matter; ideally, SWRPC would avoid paying rent at two locations at the same time. No commitments have been made, and any lease decision would come back to the Board.

The Board will want to decide how involved it would like to be in the relocation effort. Two options for discussion:

1. **Periodic staff updates.** Staff continue to explore options and report back at regular Board meetings, bringing a recommendation to the full Board when one is ready.
2. **Ad hoc subcommittee.** The Board establishes a small ad hoc subcommittee to work with staff on evaluating sites, reviewing terms, and developing a recommendation for the full Board.

DECEMBER BOARD MEETING: REGIONAL PLAN PUBLIC HEARING

The draft update to the regional plan, Monadnock Region Future, will be available for public review and comment from November 1 through November 30, 2026, at SWRPC.org. I am proposing that we dedicate a portion of the December Board meeting to a public hearing on the plan before it moves toward final adoption.

Establishing a quorum at this meeting will be important. Please mark your calendars for December 8, 2026, and let staff know as soon as possible if you are unable to attend so we can plan accordingly.

STATE FUNDING FOR REGIONAL PLANNING COMMISSIONS

The RPC directors are pursuing two parallel efforts to secure state funding for the regional planning commissions.

1. **Senator Ricciardi's bill.** In September, Senator Denise Ricciardi (District 9) called to let me know she is sponsoring legislation to support RPC planning services to municipalities. Her district includes Jaffrey, Troy, Fitzwilliam, Richmond, Winchester, and Hinsdale, and her interest stems from the staff capacity constraints small towns face in keeping up with changes to zoning and land use law. The legislative service request (LSR 27-0279) is titled "relative to flexible operation grants to the regional planning commissions, and making an appropriation therefor." The suggested language would appropriate $500,000 in each of FY 2028 and FY 2029 to the NH Department of Business and Economic Affairs (BEA), to be distributed equally among the nine RPCs (roughly $55,000 per RPC per year) as flexible support for core operations such as municipal technical assistance, master planning, transportation

coordination, housing needs assessments, and economic development planning. The funds would be in addition to other state and federal funding. Formal draft language is expected from the legislative drafting office in November. The Senator is scheduled to join the RPC Directors' meeting on October 8, and I will provide a verbal update.

2. **Proposal to New Hampshire Department of Business and Economic Affairs (NH BEA).** Separately, the RPC Directors have been developing a proposal for a Strategic Housing and Infrastructure Program (SHIP) with NH BEA's Division of Planning and Community Development. Commissioner Lange reviewed the proposal in late summer, indicated she likes the direction, and offered feedback with the intent of bringing it to the Governor. On September 25, we submitted a revised white paper and one-page summary that incorporate the Commissioner's feedback. The SHIP proposal is more narrowly focused on housing and infrastructure than the Senator's bill. For now, the directors view the two efforts as complementary and are keeping both avenues open while coordinating our messaging.

RECOMMENDATION

The Board is asked to provide direction on how involved it would like to be in the office relocation effort (periodic staff updates or an ad hoc subcommittee). The remainder of this report is for your information.