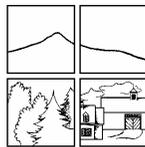


# Annual Report

## Comprehensive Economic Development Strategy for Southwest New Hampshire



**June 30, 2011**



**SWRPC**

Southwest Region Planning Commission  
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and other partners

## Acknowledgements

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

### Resource Partners:

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

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## **1. Adjustments to the CEDS**

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

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

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

Although this report is entitled as the 2011 CEDS Annual Report, this document covers the period from July 2009 through June 2011. Since the previous annual report was submitted there has been continued promotion of the CEDS Public Involvement Plan through distribution of the CEDS brochure, updates to the CEDS portal within the Commission's website, and inclusion of the "CEDS program" within a Guiding Change compact disc as a companion program with others such as Brownfields, Innovative Land Use Planning Techniques, Geographic Information Systems (GIS), Transportation Planning, and Energy Planning. These materials were delivered to each Town in the region.

The Keene Railroad Square project in Downtown Keene has finished construction on a number of projects, including the Courtyard Keene Marriott Hotel, Railroad Square Senior Housing, and 51 Railroad Street which houses a restaurant, professional office space, and condominiums. More projects are expected for this site in the upcoming years.

In our effort to keep the CEDS document as extensive and current as possible descriptions of the economic conditions and nominated projects within the Region have been updated. Priority Projects have been monitored and put through the eligibility criteria described in the 2007 CEDS document; sections referring to these projects have been updated to account for the current status of these efforts.

## **2. Economic Development Activities and Significant Changes in the Region's Economic Conditions from July 2009 to June 2011**

Since the previous annual report was submitted, Committee members and staff have acted to promote and further the goals envisioned in the CEDS. Activities directly related to the CEDS process from July 2009 to June 2011 include:

- The CEDS Advisory Committee held five dedicated meetings on September 11, 2009; December 11, 2009; March 12, 2010; November 12, 2010 and March 4, 2011. The Committee sponsored and co-sponsored a number of forums inclusive of the public and representatives of interested groups during the last reporting period. These included a forum on broadband titled the "*Regional Broadband Initiatives Forum*" held at the Keene Public Library on March 12, 2010. Another forum, which was co-sponsored with the Brownfields Advisory Committee, was "*Tools for Redevelopment*" held at the Courtyard Keene Marriott hotel on July

22, 2010. The meeting held on November 12<sup>th</sup> 2010 was a joint meeting with the Natural Resource Advisory Committee at which a presentation on Biomass Energy Facilities was heard. Agendas, minutes and promotional materials are referenced in the “Evaluation” section.

- The updated membership of the CEDS Advisory Committee provides for active participation. The Committee roster contains a cross-section of the Regional community and members provide various viewpoints that keep the ongoing CEDS process vital, relevant and effective.

Staff Activity in relation to the CEDS process includes:

- SWRPC staff in conjunction with the Pinnacle Mountain Broadband Committee developed a Fixed Wireless Broadband Facility Ordinance Guideline. The CEDS process has highlighted the importance of broadband internet services for economic development activities in the rural communities of Southwest New Hampshire. This ordinance guidance was emphasized in the Commission Highlights Newsletter and was subsequently requested by a number of Towns.
- SWRPC staff contributed to the State-wide NH Broadband Mapping and Planning Program. This ongoing program is a 5-year, multi-agency effort to map areas in the state that are currently served by the state’s 70+ broadband providers. The effort will yield a mapped inventory of existing and planned broadband assets, as well as a view of locations in New Hampshire where there is either no or inadequate coverage. In addition to the mapping activities, the NHBMP includes a 4-year planning component that will incorporate the information collected by the mapping activities into regional broadband plans throughout New Hampshire.
- SWRPC staff administered a number of Community Development Block Grants that brought needed services and jobs to the region.
- *Promote the CEDS and its related themes through direct outreach with Boards of Selectmen, Planning Boards, Chambers of Commerce and other formal organization.*
  - Starting in the spring of 2011, SWRPC staff completed and distributed to the municipalities within the Southwest Region the Guiding Change CD as part of our outreach program. During this reporting period presentations on the Guiding Change CD were made by Commission staff at the New Hampshire Planners Association’s Annual Conference as well as SWRPC’s Annual Conference. Attendees at these events include municipal staff from the towns in the region as well as other interested parties.
  - Outreach for broadband issues included the “*Regional Broadband Initiatives Forum*” held at the Keene Public Library on March 12, 2010.
  - Outreach for revitalization and redevelopment opportunities for brownfields sites included the “*Tools for Redevelopment*” held at the Courtyard Keene Marriott hotel on July 22, 2010 in conjunction with the SWRPC Brownfields Advisory Committee.
  - On November 12<sup>th</sup> 2010 a presentation on Biomass Energy Facilities was heard a joint meeting with the Natural Resource Advisory Committee.
- *Planning for Future Development*
  - Municipal planning for future development.
    - Master Plans

- Walpole Master Plan review and updates in 2009 to the Future Land Use, Existing Land Use & Development Capabilities, and the Conservation Plan.
- Hinsdale Master Plan review and updates to the Community Services and Facilities, Recreation, and Vision sections, as well as the incorporation of Natural Resource Inventory into the Master Plan.
- Marlborough Master Plan creation, review, and updates to the Vision, Existing Land Use, Population and Housing Analysis, and Future Land Use sections.
- New Ipswich Master Plan review and updates to the Transportation and Land Use sections.
- Ordinances/Regulations
  - Compilation of a Shoreland Protection Overlay District for the Town of Fitzwilliam in 2010.
  - Compilation of a Groundwater Protection Ordinance for the Town of Greenfield in 2010.
  - Compilation of Regulations Governing Sediment and Erosion Control and Stormwater Management for the Town of Winchester in 2010.
  - Compilation of an Impact Fee Analysis for the Town of Winchester in 2010.
- Outreach/Education/Collaboration
  - SWRPC staff hosts Planners Roundtable quarterly meetings of planning staff from around the region to discuss topics of interest.
  - Guiding Change CD outreach in 2011 on planning opportunities for the region and services offered by SWRPC.
  - Assistance with the NH Department of Environmental Services (NH DES) Innovative Permitting Initiative, which brought local municipal staff and other interested parties together to discuss improvement of the NH DES permitting process in 2010.
  - Sponsored the Citizen Planner Collaborative new website's introduction in April 2011. This website contains information and training on a variety of topics related to land use planning including: Planning and Zoning Basics, Site Plan Reading, Planning and Zoning Law, Transportation Planning, Conservation Planning, Housing, and Historic Preservation.
  - SWRPC staff co-sponsored the Local Housing Commission Workshop held on May 2010. The event was attended by local town staff, commissions, and boards, the business community, and local residents. Speakers discussed their experiences with housing commissions, barriers to workforce housing, the benefits

of housing commissions, and the roles they play in the planning process.

- SWRPC staff helped facilitate the Southwest Region 2011 Housing Summit in June of 2011. This event was attended by local town staff, commissions, and boards, non-profit organizations, and local businesses. Topics included the relationship of workforce housing to land use and zoning, transportation, economic development, finance, and construction.
- SWRPC staff compiled a handout titled “General Guidance for Workforce Housing (SB 342)” which was made available through the SWRPC Website in December 2009.
- Provided a presentation on Impact Fee Analysis to the Town of Chesterfield in 2010.
- Provided a presentation on Conservation Subdivisions to the Town of Stoddard in 2010.
- Provided Development of Regional Impact (DRI) analyses for projects in the towns of Bennington in 2010 and New Ipswich in 2011.
- SWRPC staff updated information for the Southwest Region Information System in December 2009, including tax parcel updates for a number of towns in the region.
- Broadband infrastructure planning for future development.
  - Outreach for broadband issues through the “*Regional Broadband Initiatives Forum*” held at the Keene Public Library on March 12, 2010.
  - SWRPC hosted two public Broadband forums during October 2010. These forums presented the NH Broadband Mapping and Planning Program and provided information on recent broadband infrastructure expansion funding awarded to the state for middle-mile and last-mile service development.
  - The first year of the NH Broadband Mapping and Planning Program was successfully completed. This part of the project included an inventory and assessment of broadband coverage for anchor institutions across the state.
  - SWRPC staff compiled a handout titled “Guideline for the Development of a Municipal Fixed Wireless Broadband Facility Ordinance” which was made available through the SWRPC website in December 2009.
  - SWRPC staff provided a presentation of the NH Broadband Mapping and Planning Program at the NH Local Government Center’s Annual Conference in November 2010.
- *Regional Transportation Planning.*
  - Formation of the Monadnock Regional Transportation Management Association (MRTMA)

- The MRTMA's Travel Demand Management website was created and received a 2010 Excellence in Regional Transportation Award and Trailblazer Award from the National Association of Development Organizations (NADO) for the web-based Travel Demand Management Toolkit for Citizens, Municipal Officials, Employers and Educators.
    - The MRTMA sponsored the Monadnock Transymposium in November 2010.
  - Formation of two Regional Coordinating Councils for the Southwest Region of NH. This includes the Eastern Monadnock Regional Coordinating Council for Community Transportation (EMRCC) aka Region 6 and Cheshire County Regional Coordinating Council for Community Transportation (CCRCC) aka Region 5.
    - Updated the Southwest Region Coordinated Community Transportation Plan with addendums for each side of the region based upon the EMRCC and CCRCC.
    - Applied for and received 5310 funding for the purchase of transportation services for age 60+ and those with disabilities.
  - Completion of the Route 12 Corridor Transit/Paratransit Development Study in December 2010.
  - Road Safety Audits were completed for the towns of Fitzwilliam, Peterborough, and Winchester.
  - Two seasons of traffic research were successfully completed.
  - A Bike Summit was held in May 2011.
  - Highway/Bridge Project Activity during the reporting period included projects completed in Alstead, Dublin, Greenfield, Hancock, Harrisville, Hinsdale, Keene, Nelson, New Ipswich, Swanzey, and Winchester.
- Implementation of the Transportation Enhancement Program and New Hampshire's Ten-Year Transportation Improvement Program. During the reporting period, the Region has seen the following:
  - Ten Year Plan:
    - Implementation of the Ten Year Plan has been limited during this reporting period due to the economic downturn; as such there are no updates available.
  - Transportation Enhancement:
    - Projects were completed for the towns of Dublin and Bennington in 2010.
- *Energy Planning*
  - In 2010, SWRPC staff became involved in the Energy Technical Assistance and Planning (ETAP) program to help communities plan in the short and long term for energy efficiency improvements. SWRPC is one of 12 organizations working on this two-year program, which is funded by the American Reinvestment and Recovery Act of 2009 through the U.S. Department of Energy and administered by the NH Office of Energy and Planning.
  - Since August of 2011, 12 communities and 1 County in the SWRPC Region have received free energy technical assistance and planning through the ETAP program. The types of assistance provided has included level 1 energy audits for municipal buildings, developing scope

of works for energy grants, identifying strategies to reduce energy consumption, and conducting inventories of historic and current energy data.

- *Planning for Redevelopment Activities*
  - SWRPC Brownfields Program provided assistance for the following sites in the region:
    - A large underground storage tank was removed from the Troy Mills site in the Town of Troy in 2010.
    - Phase I and Phase II Site Assessments were completed for the Cheshire County Courthouse in the City of Keene in 2010.
    - A Phase I Site Assessment was completed for the Electrosonics Site in the village of Spofford in 2010.
    - A Phase I Site Assessment was completed for the Paper Services Limited Mill Complex in Winchester in 2010, which resulted in the removal of two large above ground storage tanks.
    - A Phase I Site Assessment was completed for the American Paper Tissue site in the Town of Winchester in 2010.
    - Phase I and II Site Assessments were completed for the Old City Landfill (560 Main Street) in the City of Keene during 2009-2010.
    - Tours of two sites were conducted as part of the Brownfields Forum held in 2009. This included the Peterborough Armory site in Peterborough, and the Elite Laundry site in Jaffrey.
  
- *Community Development Activities*
  - SWRPC staff provided assistance for the grant writing and administration of the following Community Development Block Grants
    - In October 2009, Cheshire County was awarded \$500,000 in Housing and Public Facility CDBG funding on behalf of Unity Housing in order to develop 16 accessible apartments for low-income people with disabilities.
    - In February 2010 the Town of Hinsdale was awarded \$320,000 in Economic Development CDBG funding on behalf of the Monadnock Economic Development Corporation in order to assist Tri-State Firearms, LLC in creating 16 new full-time jobs, a majority of which will be available to low and moderate income persons.
    - In April 2010 the Town of Marlborough was awarded \$492,000 on behalf of the Monadnock Economic Development Corporation in order to assist the Mountain Corporation in creating 25 new full-time jobs, a majority of which will be available for low-moderate income persons.
    - In January 2010, Planning Commission staff assisted the Town of Marlborough with a Community Development Block Grant (CDBG) application to support the conversion of the vacant Marlborough School building at 23 School Street into 24 senior (55+) housing units for persons or households at or below 60% of the area Median Family Income. The project is lead by Southwestern Community Services.
  - Other Grant Activities:
    - In September 2010 the SWRPC was awarded \$335,000 for the 2010-2013 Brownfields Grant.

- In March 2010 SWRPC was awarded a \$4,000 grant from the NH Charitable Foundation and the Endowment for Health to help cover the costs of the Monadnock Transymposium held in November 2010.
- In June 2011 the SWRPC was awarded a \$20,600 USDA Rural Business Enterprise Grant on behalf of the Great River Consumer Cooperative Society, Inc. The purpose of the grant is to help with the costs of a comprehensive market and feasibility study to determine whether a retail co-op grocery store can succeed economically, and to guide the design and stocking of the store in Walpole. NH.

State of the Regional Economy

While CEDS-supporting activities over the past year have been wide-ranging, conditions in the regional economy have worsened due to the national and worldwide economic downturn. The United States entered a recession in December 2007, according to the National Bureau of Economic Research. On the National level, unemployment rose from 5.2% to 8.6% between March 2008 and April 2009. During this same time, New Hampshire’s unemployment rose from 3.9% to 6.4%.

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

Due to the State’s and the Region’s sparse population in comparison to other states and regions, unemployment percentages for New Hampshire tend to provide lower proportions. As indicated above, this situation is still the case. Unemployment within the Southwest Region tends to echo and chart slightly below the State’s average and is prone to seasonal adjustments. The typical “non-seasonally adjusted” unemployment percentages between March 2011 and June 2011 follow:

<b>Labor Force and Unemployment, Not Seasonally Adjusted - Southwest Region Planning Commission (Southwest NH)</b>				
<b>Date</b>	<b>Civilian Labor Force</b>	<b>Employed</b>	<b>Unemployed</b>	<b>Unemployment Rate (%)</b>
Mar 2011	53,818	50,989	2,829	5.2
Apr 2011	52,937	50,455	2,482	4.6
May 2011	53,554	50,965	2,589	4.8
June 2011	54,154	51,258	2,896	5.3

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

<b>Labor Force and Unemployment, Not Seasonally Adjusted, New Hampshire</b>				
<b>Date</b>	<b>Civilian Labor Force</b>	<b>Employed</b>	<b>Unemployed</b>	<b>Unemployment Rate (%)</b>
Mar 2011	739,804	701,080	38,724	5.2
Apr 2011	736,493	701,583	34,910	4.7
May 2011	736,237	700,133	36,104	4.9
June 2011	747,710	708,630	39,080	5.2

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

<b>Labor Force and Unemployment, Not Seasonally Adjusted, United States</b>				
<b>Date</b>	<b>Civilian Labor Force</b>	<b>Employed</b>	<b>Unemployed</b>	<b>Unemployment Rate (%)</b>
Mar 2011	153,022,000	138,962,000	14,060,000	9.2
Apr 2011	152,898,000	139,661,000	13,237,000	8.7
May 2011	153,449,000	140,028,000	13,421,000	8.7
June 2011	154,538,000	140,129,000	14,409,000	9.3

Source: US Bureau of Labor Statistics

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

<b>Company/ Base Closure</b>	<b>State</b>	<b>No. of Employees</b>	<b>Date</b>
Carlisle Wide Plank Flooring	NH	17	2/3/2010
Uno Chicago Grill	NH	40	1/10/2010
Concord Industries	NH	14	9/12/2009
Microspec Corp	NH	7	8/4/2009
Mountain Corp	NH	15	7/20/2009

This table does not represent a complete list of business closures and layoffs in the region. This information was provided by the NH Business Resource Center’s Rapid Response Activity Final Report July 1, 2009 - June 30, 2010.

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

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

#### **EVALUATION OF CEDS IMPLEMENTATION PROCESS**

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

#### **Levels of Participation**

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

During the past year, H. Gregory Johnson as a SWRPC Commissioner and a resident of the Town of Swanzey was added to the CEDS Advisory Committee.

The CEDS Advisory Committee and staff met a total of four times from July 2008 to June 2009. The meetings and their attendance were as follows:

- September 11, 2009 - 12 committee members attended
- December 11, 2009 - 10 committee members attended
- March 12, 2010 - 8 committee members attended
- November 12, 2010 - 6 committee members attended
- March 4, 2011 - 7 committee members attended

The evaluation criteria for meeting attendance listed in the CEDS states that 6-9 attendees make for ‘good’ attendance while 10 or more attendees make for “excellent” attendance. At this time attendance borders between “good” and excellent”.

The Committee sponsored and co-sponsored a number of forums inclusive of the public and representatives of interested groups during the last reporting period. These included a forum on broadband titled the “*Regional Broadband Initiatives Forum*” held at the Keene Public Library on March 12, 2010. Another forum, which was co-sponsored with the Brownfields Advisory

Committee, was “*Tools for Redevelopment*” held at the Courtyard Keene Marriott hotel on July 22, 2010. Both forums had a good to excellent level of participation.

### **Data Development & Dissemination**

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

The CEDS evaluation criteria say 25 or more requests for information is excellent. From July 1, 2009 to June 1, 2011 alone, the SWRPC well exceeded this standard by fielding 12 requests per month. Requests for information were in the following categories:

- Broadband accessibility in Southwest New Hampshire
- Community Development Block Grants and other funding sources
- The CEDS
- Demographic data
- Geological data
- Geographic Information System (GIS) analysis and maps, including requests for tax parcel mapping
- Housing, especially regarding Workforce Housing
- State and local regulations
- Requests involving information from the *Innovative Land Use Planning Techniques* manual
- Traffic data, transportation plans and transit opportunities

### **CEDS Marketing & Outreach**

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

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

The purpose of the brochure is to briefly describe the CEDS and then to offer ways in which people can engage in the process. The brochure encourages readers to attend CEDS sponsored forums, to contact the Advisory Committee via SWRPC with thoughts and concerns about the local economy, and to share information about their own project or program that might be of help supporting the CEDS vision. The CEDS program overview materials include the CEDS brochure, a CEDS Frequently Asked Questions (FAQs), a CEDS Fact Sheet, a set of CEDS Project Examples, a list of the 2008 CEDS Priority and Planning Projects, and finally a CD of the 2007 CEDS planning document.

The Guiding Change CD includes a presentation about the CEDS document and its relation to development practices. The CD was prepared by SWRPC staff and was provided to municipal officials in all 35 communities within the Southwest Region.

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

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

## **EVALUATION OF PROGRESS TOWARD GOALS**

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

### **Goal A: Maintain a high-quality labor force.**

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

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

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

The Keene School District's Community Education program is now offering courses through its Technical and Enrichment Programs with a focus on Machining Processes, Plumbing and Electrical trades. The Machining Process courses are held in network with the following businesses Corning NetOptix, Kingsbury Corporation, Knappe and Koester, New Hampshire Ball Bearings, Tidland Corporation and Winchester Roll. Upon a student's successful completion of Machining Processes (Parts A and B) the student then has the opportunity to interview with any number of these companies within the Region. The Keene School District's Community Education program is currently working with New Hampshire's River Valley College to develop a pathway into the Advanced Machine Tool Certificate program currently offered by the college at its Keene Academic Center.

For entrepreneurs, the Region also hosts a variety of training opportunities. Counseling for business owners can be obtained from the Small Business Development Center housed at Keene State College, as well as from New Hampshire Micro Credit and New Hampshire Works. The

Hannah Grimes Center offers a variety of workshops such as sales training, course work on the Fundamentals of Entrepreneurship and an Angel Investors program.

**Goal B: Prepare for future development.**

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

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

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

In the past year, development in the Region has continued with commercial and industrial development activities in areas with existing infrastructure. Projects fulfilling this description include: the continued and expanded development of the Keene Downtown Railroad Land (headed by the Monadnock Economic Development Corporation, the City of Keene, and with SWRPC Brownfields assistance). To date, the Senior Housing has been completed; a 100-room Marriott Hotel has been completed; a mixed-use commercial and housing building at 51 Railroad Street has been completed. In addition, the Wright Silver Polish Building was purchased, added to the Railroad Land project, sub-divided in to two condominiums and has been completed and sold. A new food co-op will start construction later in 2011/2012, and a new mixed-use commercial and housing building will start construction in the spring of 2012. There is room for two more additional buildings on the Keene Downtown Railroad Land; the total investment anticipated when the build-out is complete is \$55 million.

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

Regional transportation planning activities during the reporting period have included formation of the Monadnock Regional Transportation Management Association and of two Regional Coordinating Councils for the Southwest Region of NH. Highway and bridge projects were completed in the towns of Alstead, Dublin, Greenfield, Hancock, Harrisville, Hinsdale, Keene, Nelson, New Ipswich, Swanzey, and Winchester. Road Safety Audits were completed for the towns of Fitzwilliam, Peterborough, and Winchester. The Route 12 Corridor Transit/Paratransit Development Study was completed, and two seasons of traffic research were completed.

Significant progress was made with regards to addressing the availability of broadband in the region during the reporting period. The first year of the NH Broadband Mapping and Planning Program was successfully completed. This part of the project included an inventory and assessment of broadband coverage for anchor institutions across the state. SWRPC staff compiled a handout titled “Guideline for the Development of a Municipal Fixed Wireless Broadband Facility Ordinance” which was made available through the SWRPC website. Outreach for broadband issues was provided through the “*Regional Broadband Initiatives Forum*” and two public Broadband forums presenting the NH Broadband Mapping and Planning Program.

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

According to the New Hampshire Office of Energy and Planning’s “Current Estimates and Trends in NH’s Housing Supply,” there were 155 permits issued for the construction of residential units in the Southwest Region in 2009.

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

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

**Table 1**

County	FY 2010 Median Family Income	
	<i>Median</i>	<i>30% of Median</i>
Cheshire	\$67,100	\$20,130
Hillsborough	\$77,500	\$23,250
Sullivan	\$64,900	\$19,470

County	2010 Fair Market Rent for 2 Bedroom Apartment	
	<i>Per Month</i>	<i>Per Year</i>
Cheshire	\$966	\$11,592
Hillsborough	\$991*	\$11,892*
Sullivan	\$840*	\$10,080*

County	2010 Fair Market Rent for 4 Bedroom Apartment	
	<i>Per Month</i>	<i>Per Year</i>
Cheshire	\$1,418	\$17,016
Hillsborough	\$1,740*	\$20,880*
Sullivan	\$1,230*	\$10,080*

Source: US Department of Housing and Urban Development,  
<http://www.huduser.org/datasets>

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

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

The most recent purchase price data available from the New Hampshire Housing Finance Authority ([www.nhhfa.org](http://www.nhhfa.org)) reports that for the data collected for 2010, the median purchase price of all homes in the Southwest Planning Region was \$170,000 (based on a sample size of 733 units). A descriptive breakdown of this total follows:

**Table 2**

Type	Median Purchase Price	Sample Size
All Homes	\$170,000	733
Existing Homes	\$167,000	691
New Homes	\$205,000	42
Non-Condominiums	\$170,000	671
Condominiums	\$165,500	62

Data from the Federal Home Loan Mortgage Corporation reveals that the average interest rate for a 30-year fixed, conventional mortgage was around 5% in 2010. Plugging this average percentage rate and median purchase price, less a 20% estimated down payment yields an estimate of a \$730 monthly payment (\$170,000 - a 20% down payment = \$136,000; principle at 5% interest over 30 years).

A monthly payment of \$730 over a 12 month period equals a total of \$8,760. This estimate illustrates an affordability baseline and does not account for mortgage and property insurance payments, property tax payments and the cost of utilities.

The CEDS evaluation criteria for Goal C state that an “affordable” home will require less than 30% of a family’s income. HUD’s Median Family Income data for fiscal year 2010 is displayed in Table 3 below. Comparing these figures to the \$8,760 figure calculated above, it would appear that mortgage payments on median priced homes within the Region are close to affordable for those earning the Median Income for each respective county.

**Table 3**

County	FY 2010 Median Family Income	
	<i>Median</i>	<i>30% of Median</i>
Cheshire	\$67,100	\$20,130
Hillsborough	\$77,500	\$23,250
Sullivan	\$64,900	\$19,470

Source: US Department of Housing and Urban Development,  
<http://www.huduser.org/datasets>

**Goal D: Strengthen the economic base.**

The first criterion for Goal D asks for the net annual number of new businesses in the Region in the past year. Progress on this criterion will be gauged through the number of “establishments” reported in the US Bureau of Labor Statistic’s Quarterly Census of Employment and Wages (QCEW). The QCEW includes all work sites covered by state or federal unemployment insurance laws, which on average is reported to cover 98% of wage and salaried civilian employment. The QCEW is reported both quarterly and annually. Quarterly figures are available six to seven months after the last month of the quarter; annual figures are available about nine months after the close of the year. Thus, for this report, the most recent data includes a comparison of the data for the first, second, third, and fourth quarters of 2010. Annual figures are available for 2008 and 2009.

**Table 4**

	Private (Non Government) Establishments in SWRPC Region
2010 (4 <sup>th</sup> Quarter)	2,507
2010 (3 <sup>rd</sup> Quarter)	2,534
2010 (2 <sup>nd</sup> Quarter)	2,536
2010 (1 <sup>st</sup> Quarter)	2,468

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

**Table 5**

	Private (Non Government) Establishments in SWRPC Region
2009 Annual	2,571
2008 Annual	2,636

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

According to the most recent data available from the QCEW, in 2008 the QCEW averaged 2,636 private (non government) establishments in the 35 municipalities comprising the Southwest Region. In 2009, the average number was 2,571; unfortunately showing a decrease of 65 establishments. Analyzing the number of the private establishments based on the Quarterly data between the first and fourth quarters of 2010, there shows a positive increase from 2,468 establishments in the first quarter to 2,536 in the second quarter, followed by a decrease to 2,534 in the third and a further decrease to 2,507 in the fourth quarter. Evaluating based on the annual and quarterly decreased number of establishments falls in the ‘Needs Improvement’ category. Note that for one town in the Southwest Region, the number of establishments is too small so that data does not meet disclosure standards.

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

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

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

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

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

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

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

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

- Continued development of the Keene Downtown Railroad Land (headed by the Monadnock Economic Development Corporation (MEDC), the City of Keene, and with SWRPC Brownfields assistance);
- Continued development of Troy Mills (headed jointly by a grass-roots non-profit and a for-profit development firm with both public and private funding);
- Continued redevelopment of the Antrim Mill (headed by the Antrim Mill Corporation in collaboration with the Town of Antrim);
- Continued redevelopment of the Dunning Building in Walpole (headed by MEDC with support from the Town of Walpole);
- Continued redevelopment of the Cheshire Mill in Harrisville (headed by Historic Harrisville with support from MEDC, the Town of Harrisville, and Cheshire County);
- Continued efforts to renovation of the Jaffrey Park Theater (headed by the Park Theater with support from Franklin Pierce University, and the Town of Jaffrey);
- The redevelopment of the Whiton Building in Peterborough into the corporate headquarters and manufacturing facility of Northeast Products (NEP), formally located in Lawrence, Massachusetts (headed by MEDC with support from the Town of Peterborough); several businesses now lease space from NEP; and
- Business development in Tax Increment Finance Districts in Antrim, Jaffrey, Keene, Hinsdale, Peterborough, and Swanzey.

**Goal F: Promote the concept of Regionalism.**

The evaluation criterion for Goal F state that five or more annual presentations or events on Regionalism can be considered excellent. Forums or events during the reporting period include a forum on broadband titled the "*Regional Broadband Initiatives Forum*" held in March 2010, a forum co-sponsored with the Brownfields Advisory Committee, on "*Tools for Redevelopment*" held in July 2010, assisting NH Department of Environmental Services with their Innovative Permitting Initiative discussions in early 2010, sponsoring a presentation of the Citizen Planner

Collaborative new website in April 2010, co-sponsoring a Local Housing Commission Workshop, and helping to facilitate the 2011 Housing Summit in June 2011. Other regionally-based meetings over the past year have included 6 SWRPC dinner meetings (in November 2009, March 2010, June 2010, November 2010, March 2011, and June 2011) and five meetings of the Economic Development Advisory Committee (in September 2009, December 2009, March 2010, November 2010, and March 2011). Through the auspices of SWRPC advisory committees, meetings have also taken place to discuss transportation, natural resources, and brownfields issues in the Region.

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

**Goal G: Strengthen local governments.**

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

The Municipal Law Lecture Series run by the New Hampshire Local Government Center (LGC) offers three lectures each fall; during the CEDS program year of 2009-2011 these lectures were delivered in six locations around the state, including the Antioch University in the Southwest Region. The LGC estimates 450 people from around the State attend the lecture series each year. Other workshops held by the LGC throughout the year offer training for moderators of town meetings, city and local officials (particularly selectmen), officials in charge of budgeting, and officials involved with maintaining public roads.

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

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

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

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

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

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

**Goal H: Strengthen the quality of health services.**

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

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

**EVALUATION OF CEDS PRIORITY PROJECTS**

**Current Project Descriptions**

Regional Business Incubators

Business incubators are created to provide affordable space, direct technical assistance, value-added professional services, and shared resources to new and developing businesses. They support the CEDS goals to maintain a high-quality labor force, strengthen the economic base, and support a climate for helping business to create a diverse range of employment opportunities. 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, 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 reported last year that the Whiton Incubator was operating near capacity, it should be noted that during the past year 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 at the time of this CEDS Annual Report, three companies are leasing space within the building. Space is being listed as market rate rents to grow businesses.

The Historic Harrisville Project is turning a former brownfield factory into usable commercial/industrial space. 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" is approaching completion. Currently a few smaller projects and site work remain, but the majority of the project is complete. The project is identified in Harrisville's 2000 Master Plan.

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

### Troy Mills Redevelopment

In January 2006, the Town of Troy approved re-zoning the land associated with the former Troy Mills complex from "industrial" to "residential/commercial" to support a more feasible array of redevelopment options for the property. Throughout 2006 and 2007, a municipal authority called the Troy Mills Redevelopment Group worked with Troy Blanket Mills, a private developer, to redevelop the mill complex into a mixed-use facility with condominiums, retail space, and entertainment venues. The redevelopment will require cleaning up hazardous substances remaining from the property's former industrial uses. The NH Department of Environmental Services 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.

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 to six current tenants. Among the tenants include the regional prosecutor and a holistic gift shop. The prospects for more commercial tenants are strong, and the space is also being considered by the local police department and a teen center. One building in the factory complex is planned to house residential condominiums. 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, Monadnock Economic Development Corporation (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.

Three buildings have completed construction during the period covered by this Annual Report. One is a 28-unit senior housing apartment building. The second is a mixed-use building that will have eight residential condominiums and three commercial condominiums. Construction of the third building, a 100-room Courtyard Marriott hotel, has also been completed. There are still four buildable lots remaining to be developed. Projects planned for two of the remaining four buildable lots include a food co-op that will start construction in late 2011 and a mixed-use commercial and housing building that will start construction in the spring of 2012.

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 Community Development Block Grant (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, 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. Construction is currently underway.

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 Jaffrey Park Theatre also plans to partner with Franklin Pierce University to host a Technical Theater Program to train high school and college students in technical theater arts. 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.

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.

#### Community College System of New Hampshire's Institute of Aircraft Maintenance

The Community College System of New Hampshire's (formerly the New Hampshire Community Technical College) Keene Academic Center will be expanding its Aircraft Maintenance Program. A new 94,000 square foot building will be built at the Keene Airport to house the growing program, which since the last CEDS Annual Update has been renamed to the Institute of Aircraft Maintenance. Certified by FAA in 1990, the two-year program currently enrolls 30 students. With the expansion, the College estimates they could eventually enroll up to 150 students.

The first phase of this project was a feasibility study, funded by a US General Services Administration grant, was completed in 2007. Phase 2 is the Architectural work and program oversight. This Phase 2 portion is contingent upon the receipt of federal funds and matching funds from business & industry. The Institute of Aircraft Maintenance project supports 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. This project is currently on hold.

#### 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.

#### Advanced Industrial Park Wastewater Treatment Plant

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

At the March 24, 2007 Town Meeting, Jaffrey voters authorized the Town to borrow \$12,840,840 to build a new plant; an additional \$530,160 in borrowed funds were authorized to cover elements of the project already undertaken, including designing the new facility. Construction on the

Industrial Park Water Treatment Plan has been completed; however additional funding is being pursued for the Stone Arch Bridge Industrial Park water line extension. The preliminary architectural work has been completed for this phase of the project.

## 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 Swanzey. 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.

In Swanzey, the first phase of the planned road construction is complete, and planning is underway to prepare for the second phase. Within the Swanzey TIF District, which is located within the Town's Industrial Park, construction of the new 36,000 ft<sup>2</sup> state-of-the-art Moore Nanotechnology manufacturing facility has been completed.

## Downtown Antrim Water Flow Improvement

The Town of Antrim will be investing \$120,000 to perform water flow improvement projects in their community. 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.

## 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.

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. Additionally, the initiative has supported the development of the FastRoads project, which will bring last-mile connections to the residents of Rindge.

## 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.

Due to the current economic conditions this project is currently on hold.

#### Monadnock Community Hospital Connector Road

This project was completed during the reporting period. The new connector road for access to the Monadnock Community Hospital links Concord Street/Route 202 to Old Street Road, traversing the Hospital property in the east/west direction. The hospital now has new access off of this new road, and the existing access, off of Old Street Road has become an emergency access. The Town of Peterborough identified this intersection as a high priority project for the Town. The new road includes water, sidewalks and street lighting. A sewer main already existed coincident with the intended layout of the new road.

The project cost \$1,500,000, of which \$1,000,000 was raised through a municipal bond. The additional \$500,000 came from a Community Development Block Grant. Long-term financing is expected to be assisted by incremental tax revenues from the TIF District established for the hospital in 2007.

This project supports the CEDS goals to prepare for future development and strengthen the quality of regional health services. It also facilitated the creation of 29 new jobs, 23 of which were filled by low-moderate income households.

#### Page Homestead Senior Housing

The Page Homestead Senior Housing project involved the construction of 38 affordable senior housing units, all of which were filled by low to moderate income individuals. Construction of the Page Homestead senior housing facility in the Town of Swanzey was completed during this reporting period. The project funding consisted of \$500,000 in CDBG funds matched with \$5,423,800 from a US Department of Housing and Urban Development (HUD) Section 202 Demonstration Planning Grants. This project was undertaken by the Town of Swanzey and Southwestern Community Services, Inc.

#### Payson Village

Identified in the 2008 Annual Report as the “Senior Housing Initiative” this senior housing development in the Town of Rindge was completed during the current reporting period. Groundbreaking took place in April 2010 for this 24-unit senior housing initiative. The project included \$3,900,000 in funding from a Federal Home Loan Bank of Boston grant, Low Income Housing Tax Credit equity and a CDBG award. Land was provided at no upfront cost by the Town of Rindge. Construction was completed in April 2011, and the facility is at close to full occupancy. A water well was developed as part of the project, the capacity of which may allow for future connections and expansion in the area surrounding Payson Village.

#### NH DOT Chesterfield Welcome Center

The proposed Welcome Center on NH Route 9 in Chesterfield through HB25 is currently under review by the Town’s Planning Board. This three million dollar project (which is proposed as

both a welcome center and a new liquor store) will sit on five acres of state owned land and will provide a gateway for tourists entering the state from Interstate 91. Approximately \$300,000 has been expended to date on design, which is 95% complete. The project is contingent on the state obtaining an easement from an abutting landowner for their access to cross (the easement is being sought at this time).

Due to the economic downturn, this project is currently on hold.

#### Winchester Wastewater Improvements

This project was moved from the Planning list to the Short-term Priority Projects list during the current reporting period. This project has two phases and is being funded with ARRA, a SRF loan, and property taxes. Phase I started in May 2010 and is nearly complete. The total cost for Phase I is \$3.9 million. Phase I encompassed the majority of the project, and included new clarifiers, newly designed oxidation ditches, new septic receiving facility, new centrifuge, new headworks and watering equipment, new tanks and pumps, an electrical update, and a new generator. Phase II is estimated to cost \$545,500 and 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.

#### **New Project Descriptions**

During the current reporting period, five projects were added to the CEDS Priority Projects listing. Project/Programs added to the Planning list include the ArtsAlive! Collaborative and the New Hampshire Broadband Mapping and Planning Program (NHBMPP):

#### New Hampshire Broadband Mapping and Planning Program

The New Hampshire Broadband Mapping and Planning Program (NHBMPP) is a 5-year, multi-agency effort to map areas in the state that are currently served by the state's 70+ broadband providers. The effort will yield a mapped inventory of existing and planned broadband assets, as well as a view of locations in New Hampshire where there is either no or inadequate coverage. In addition to the mapping activities, the NHBMPP includes a 4-year planning component that will incorporate the information collected by the mapping activities into regional broadband plans throughout New Hampshire.

#### ArtsAlive! Collaborative

The Arts Alive! Collaborative effort is working to develop an infrastructure that will sustain, promote and expand access to arts and cultural resources across the Monadnock region. This collaboration will facilitate communication and distribution of information regarding programming, fundraising and other activities of mutual interest among area regional cultural and artistic organizations. As part of their effort, the collaboration is working towards developing a Multi-Arts Center anchored by the Colonial Theatre on Main Street in Keene. The Center would include administrative space, a renovated and expanded Colonial Theatre, additional small scale performance space, studio facilities, visual arts facilities, public space, and storage.

In addition to these projects in the planning stages, the following Short-Term Priority Projects were added:

### 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.

### Monadnock Community Market Co-operative

The Monadnock Community Market Co-operative is the result of two years of planning by a volunteer committee of the Monadnock Farm and Community Connection Program. Their goal is to create a cooperatively owned food store (to be located in the Railroad Square site in downtown Keene) that will provide a selection of local, organic, and natural foods to the Monadnock Region. The Monadnock Community Market Co-operative has formed a Board of Directors, and is currently in the process of recruiting member-owners for the co-operative.

### 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.

Other projects listed in the CEDS and not mentioned above are still in the planning stages.

### **Priority Project Evaluation Criteria**

The first CEDS evaluation criterion for priority projects specify that three or more projects being initiated fall in the 'excellent' category. Since the 2006 CEDS Report, seven projects have moved from the Priority Project Planning list to the Priority Project Short-Term list. This movement indicates activity on these projects is current and implementation is either underway or imminently expected. Over the past year, five new projects have been added to the Priority Project lists. Of these five new projects, three were added to the "Short-Term" Priority List and two were added to the "Project/Program Planning" list. The number new priority projects being initiated give a review of this criterion an "excellent."

The second evaluation criterion for priority projects refers to the number of projects completed within the preceding year. Projects that were completed during the reporting period include the Payson Village Senior Housing, Page Homestead Senior Housing, and the Monadnock Community Hospital Connector Road. With three projects completed by the end of this report period, there is good news that on the evaluation criteria of number of projects complete during the reporting period falls into the excellent range.

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

**ECONOMIC DEVELOPMENT ADVISORY COMMITTEE**

**September 11, 2009**

**12:00 p.m.**

**Keene Public Library - Trustee's Room (2<sup>nd</sup> 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
  - A. Broadband
    - 1. Michael Blair, SWRPC GIS Consultant
    - 2. Brian Foucher, WiValley and Committee member
  - B. Creative Economy
    - 1. Eric R. Smith, AICP, SWRPC Planner
    - 2. Daniel Henderson, ArtsAlive!
  - C. City of Keene Woodstove Change-out Program - Corey Canning, NH DES
- V. Project Nominations
- VI. Next Meeting
- VII. 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 30<sup>th</sup>.

##### **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**

##### **D. 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 coordination 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 (2<sup>nd</sup> 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
  - E. SCORE – Edward Merrell
  - F. Guidance Document for Fixed Wireless Broadband Facilities Ordinance
    3. Eric R. Smith, AICP, SWRPC Planner
    4. Barbara Neylan, Hannah Grimes Pinnacle Mountain Broadband Committee
    5. Brian Foucher, WiValley and EDAC members
  - C. Update of Upcoming Events
- V. Project Nominations
- VI. Next Meeting
- VII. 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**

##### **G. 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 12<sup>th</sup> and 13<sup>th</sup>.
- 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.

## **VII. 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 (2<sup>nd</sup> 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
  - H. Creative Economy
    6. Daniel Henderson, ArtsAlive!: Monadnock Region Arts and Culture Economic Impact Analysis Study
- V. Project Nominations
- VI. Next Meeting
- VII. 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**

##### **I. 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](http://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

# **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

# 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

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 2<sup>nd</sup> 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.

## 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**

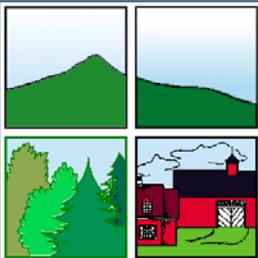
**Keene, NH**



**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



## **Southwest Region Planning Commission**

**20 Central Square, 2<sup>nd</sup> Floor  
Keene, New Hampshire 03431**

**Phone (603) 357-0557  
[www.swrpc.org](http://www.swrpc.org)**

## **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
  - A. Status of Maintenance Activities
  - B. 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**

##### **J. 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.

##### **K. 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, 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 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
  - C. Status of Maintenance Activities
  - D. Potential Projects and Programs
- V. Consideration of Potential Projects and Programs
  - A. Staff Analysis
  - B. Discussion and Action
  - C. Projects for Future Consideration
- VI. EDAC - Sponsored Forum on Energy Conservation/ETAP
- VII. Next Meeting
- VIII. Adjourn

# **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 Bullock, 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 that was launched by the nine regional planning commissions (RPCs) to assist our municipalities in the wise use of energy and energy conservation. He turned the presentation over to 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 the local communities. She reported that we have worked with seven towns in our region so far and have conducted walk through 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 Germond explained that the Planning Commission is also available to assist in creating Energy Chapters for Town Master Plans in conjunction with their Town Energy Committees and have provided this assistance to Antrim, Bennington, Dublin and Nelson so far. Additional meetings have been scheduled with five other towns at this time. Tara Germond 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 Germond 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 Germond 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 the municipalities with entities that could provide funding for improvements. Tara Germond agreed that it was noting the Town of

Swanzy 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 Germond explained it would provide assistance in creating an Energy Chapter that would provide guidance for the future utilizing tax credits and low interest loans. Glenn Coppelman suggested that CDFA be invited to participate in the upcoming forum.

#### **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 part of the problem is that any EDA grant funding requires a guaranteed 100% match. Staff is doing what they can to keep the document up to date and have 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 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 assure 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 11<sup>th</sup> 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 and accounts for approximately ½ of an FTE at present. He added that SWRPC is coordinating the effort on behalf of the other eight 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 to Jaffrey. 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 town.

**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. Tim Murphy noted that 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 will be a good downtown sustainable 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. is what kept them 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 would be voting today to see if they should be included. Glenn Coppelman asked if he and Justin Slattery were allowed to vote and Tim Murphy explained that role is to serve as a resource members to the committee. 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. Tim Murphy noted that the property is owned by Rite-Aid at present. He went on to observe that in the past committee members have been concerned with the quality of job creation and noted we might want to differentiate between economic development and community development projects.

### **VI. EDAC - Sponsored Forum on Energy Conservation/ETAP**

Tim Murphy explained that EDAC typically sponsors one to two forums per 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 on April 21, 2009. He asked if the committee would be willing to sponsor an event on energy conservation and the ETAP program sometime during the next year. Committee members unanimously agreed with the proposal.

### **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.

### **VIII. Adjourn**

Meeting adjourned at 2:50 p.m.

Respectfully Submitted,

Rebecca I. Baldwin  
Office Manager

## **5. Work Plan for July 1, 2011 to June 30, 2012**

### *Continued Development and Maintenance*

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

- Organize and carry out four or more CEDS Advisory Committee meetings. Assure Committee membership is representative of the diverse range of stakeholders in the Southwest Region.
- Organize and conduct at least two public forums to be sponsored by the Advisory Committee on developments directly related to the CEDS. The Committee will seek to partner with other active groups in holding these public forums so as to broaden community interests.
- Under the direction of the Committee, SWRPC staff will apply for an EDA Technical Assistance Grant. This grant will support SWRPC staff in completing the five year update of the CEDS, which was last updated in 2007.

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

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

researched and discussed over the next year as part of a further revision to the CEDS Project Nomination Criteria:

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

### **Priority Project List**

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

These projects and others will be continually reviewed by the Southwest Region CEDS Advisory Committee for general consistency with the goals and objectives of the CEDS. The projects identified as short-term are shown in the first table and those identified as in the planning stages are shown in the following table. The information in the following tables has been updated to reflect the most current information as of June 30, 2011. Over the past year, five new projects have been added. This includes three projects added to the Priority Project Short-Term List and two added to the Planning list. One project, the Winchester Wastewater Improvements has moved from the Planning List to the Short-Term List as Phase I is expected to be complete during the fall of 2011 and Phase II completed by the summer of 2012.

As noted earlier, a total of 3 projects have been completed over the past year and have been removed from the Projects List: the Payson Village Senior Housing, Page Homestead Senior Housing, and the Monadnock Community Hospital Connector Road.

### Short-Term Priority Projects

Project Name	Project Description	Project Proponent	Total Cost <sup>1</sup>	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	\$55,000,000	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	\$1,700,000	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, MEDC	\$3,000,000; \$60,592 in 2006	TIF	B

### Short-Term Priority Projects *continued*

Project Name	Project Description	Project Proponent	Total Cost <sup>2</sup>	Funding Source(s)	Goals Addressed
Antrim Mill (former Goodell factory)	Mixed-use development	Town of Antrim	\$2-\$2.5M (estimate)	Private, some support from TIFD	B, C, D, E
Institute of Aircraft Maintenance (formally the Aviation Center for Excellence)	Creation of an aviation teaching and research facility in Keene	Community College System of New Hampshire (formally NH Technical College), NH DOT	TBD; project currently on hold.	Phase 1: Feasibility study funded by GSA Grant; Phase 2: Architectural work and Program Oversight - funding TBD	A, D, E
Historic Harrisville	Basic repairs; Enhancements	MEDC, Cheshire County. Town of	Project cost to date:	CDFA, LCHIP, private donations.	A, B, D, E

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

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

<b>Project Name</b>	<b>Project Description</b>	<b>Project Proponent</b>	<b>Total Cost <sup>2</sup></b>	<b>Funding Source(s)</b>	<b>Goals Addressed</b>
	and historic Cheshire Mill	Harrisville	\$4,060,689		
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
NH DOT Chesterfield Welcome Center	Construction of tourism center	State of New Hampshire	\$3,000,000 total cost; \$300,000 approx. spent to date	NH DOT	B, D, F
NH FastRoads	Broadband infrastructure expansion	UNH, Network New Hampshire Now (NNHN), NH CDFA, MEDC, WCNH.net	\$7,600,000; 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	\$10,300,000	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
Monadnock Community Market Cooperative	Construction of a food co-op	Monadnock Community Market Cooperative, MEDC	\$4,100,000	Fund-raising through memberships, CDBG	A, B, D, E, F
Winchester Wastewater Improvements	Improvements to municipal wastewater facility	Town of Winchester/ NH DES	\$4,445,500	Property Taxes/SRF Loan/ ARRA Funds	B

**Project/ Program Planning List**

<b>Project Name</b>	<b>Project Description</b>	<b>Project Proponent</b>	<b>Total Cost</b>	<b>Funding Source(s)</b>	<b>Goals Addressed</b>
Stormwater management system	Infrastructure improvement	Town of Peterborough	\$15,000,000 (Estimate)		B
Great Brook River Walk	Downtown enhancement	Town of Antrim	Project is on hold, no cost estimate available at this time		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	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

## *Work Plan Framework*

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

### 2011/2012 Work Plan

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

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

**GOAL:** Name and description of CEDS goal.

**OBJECTIVE 1:** Description of the objective under the goal

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

**PROJECT # 1:** Name of project.

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**Task Leaders:** Listing of task leaders

**Investment:** Identified funding investment

**Resources:** Identification of resources to be utilized.

**Dates:** July 1 to June 30 (Annually)

## LIST OF ACRONYMS:

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

**GOAL A:** Maintain a high-quality labor force.

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

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

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**PROJECT # 1:** Keene Community Education

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

**Investment:** \$550,000

**Resources:** Self-Sustaining through Student Fees and Grants

**Dates:** Ongoing

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

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

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

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

**Dates:** Held annually

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**PROJECT # 3:** Institute of Aircraft Maintenance

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

**Investment:** Total investment unnamed at this time

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

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

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

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

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**Task Leaders:** Bonnie CLAC

**Investment:** Total investment unnamed at this time

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

**Dates:** August 2003-Present

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

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**PROJECT # 1:** Internship Program

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**Task Leaders:** Keene State College

**Investment:** Undetermined

**Resources:** Student resources, Employer stipends, Grand funding

**Dates:** Ongoing

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**PROJECT # 2:** Internship Program

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**Task Leaders:** Antioch New England Graduate School

**Investment:** Undetermined

**Resources:** Student resources, Employer stipends, Grand funding

**Dates:** Ongoing

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**PROJECT # 3:** Internship Program

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**Task Leaders:** Franklin Pierce University

**Investment:** Undetermined

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

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

**GOAL B:** Prepare for Future Development

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

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**TASK 1:** Assist municipalities in reviewing zoning and other regulations regarding location of potential future development.  
*Ranked 9<sup>th</sup> within the CEDS plan development as a short term goal.*

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

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**Task Leaders:** SWRPC

**Investment:** \$10,000 (Approximate)

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

**Dates:** July 1 to June 30 (Annually)

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**PROJECT # 2:** Municipal Master Plan Development

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**Task Leaders:** SWRPC, Town of Fitzwilliam

**Investment:** Undetermined at this time

**Resources:** Municipal Fees, Citizen Volunteers

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

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**PROJECT # 3:** Municipal Master Plan Development

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**Task Leaders:** SWRPC, Town of Walpole

**Investment:** \$1,500

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

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

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

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**Task Leaders:** SWRPC

**Investment:** \$35,000

**Resources:** Municipal Member Dues

Dates: July 1 to June 30 (Annually)

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

Task Leaders: SWRPC

Investment: \$25,000

Resources: State of New Hampshire

Dates: Ongoing

**PROJECT # 6:** Watershed Restoration Planning Project

Task Leaders: The Natural Conservancy, SWRPC

Investment: \$6,500

Resources: NH DES

Dates: September 2008 to December 2009

**PROJECT # 7:** Housing and Conservation Planning Program

Task Leaders: Moosewood Ecological, SWRPC

Investment: \$5,000

Resources: NH OEP

Dates: October 2008 to March 2010

**PROJECT # 8:** Community Conservation Partnership

Task Leaders: Monadnock Conservancy, SWRPC

Investment: \$7,500

Resources: Municipal Member Dues

Dates: Ongoing

**PROJECT # 9:** Municipal Master Plan Development

Task Leaders: SWRPC, Town of Hinsdale

Investment: \$2,500

Resources: Municipal Fees, Citizen Volunteers

Dates: May 2009 to December 2009

**PROJECT # 10:** Tax Mapping Updates

---

Task Leaders: SWRPC

Investment: \$5,000

Resources: Municipal Fees

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

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

---

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

**PROJECT # 1:** Jamison Avenue Sidewalk and Crosswalk Project

---

**Task Leaders:** Town of Antrim

**Investment:** \$85,000 (estimated)

**Resources:** Safe Routes to School; Local Funds

**Dates:** 2009-2010

**PROJECT # 2:** Bennington Village Pedestrian Improvements

---

**Task Leaders:** Town of Bennington

**Investment:** \$700,000

**Resources:** Transportation Enhancement Funds, Local Funds, ARRA

**Dates:** 2008

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

---

**Task Leaders:** Town of Dublin, NH DOT

**Investment:** \$317,444

**Resources:** FHWA Earmark, Local Funds

**Dates:** 2009

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

---

---

**Task Leaders:** NH DOT

**Investment:** \$713,920

**Resources:** Federal and State Funds, Earmark Funding

**Dates:** 2009-2010

**PROJECT # 5:** Cheshire Branch Rail Trail Improvements

---

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

**Investment:** \$66,000

**Resources:** Transportation Enhancement Funds

**Dates:** Ongoing, Construction set to begin in 2010

**PROJECT # 6:** School Street Sidewalk Reconstruction

---

**Task Leaders:** Town of Troy

**Investment:** \$99,678

**Resources:** Municipal Funds

**Dates:** 2009-?

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

**PROJECT # 1:** Local Access Management Implementation

---

**Task Leaders:** SWRPC

**Investment:** \$13,000

**Resources:** State Planning and Research-FHWA

**Dates:** Completed

**PROJECT # 2:** Road Expansion

---

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

**Investment:** \$1,500,000

**Resources:** TIFD, MCH, CDBG

**Dates:** March 2007 to December 2009

**PROJECT # 3:** Road Expansion

---

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

**Investment:** \$2,000,000

**Resources:** TIFD, CDBG, and Private Investment

**Dates:** March 2007 to December 2010

**PROJECT # 4:** Travel Demand Management for Keene

---

**Task Leaders:** SWRPC

**Investment:** \$36,500

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

**Dates:** 2009-2011

**PROJECT # 5:** Bridge Replacement

---

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

**Investment:** \$3,265,000

**Resources:** State of New Hampshire

**Dates:** 2012

**PROJECT # 6:** New Ipswich; NH Route 123

---

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

**Investment:** \$3,172,000

**Resources:** NH DOT; SRSP

**Dates:** Ongoing

**PROJECT # 7:** Downtown Road Improvements (Route 202/124 “Dogleg” / Realignment in Downtown Jaffrey)

---

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

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

---

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

---

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

---

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

---

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

---

**Task Leaders:** NH DOT

**Investment:** \$367,200

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

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

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

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

**PROJECT # 1:** Downtown Water Flow Improvement

**Task Leaders:** Town of Antrim

**Investment:** \$120,000

**Resources:** Town Water Reserves

**Dates:** ongoing

**PROJECT # 2:** Advanced Industrial Park Wastewater Treatment Plant

**Task Leaders:** Town of Jaffrey

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

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

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

**PROJECT # 3:** Broadband Initiative

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

**Investment:** Investments have been made by two private companies

**Resources:** Private Investment, potential grant funds

**Dates:** Ongoing

**PROJECT # 4:** Squantum Well Development

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

**PROJECT # 5: Winchester Wastewater Improvements**

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

---

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

**PROJECT # 1: Town of Antrim- Main Street TIFD**

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

**PROJECT # 2: Town of Jaffrey Downtown TIFD**

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

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

**Task Leaders:** Town of Jaffrey, Economic Development Corporation

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

---

**PROJECT # 4:** Monument Road Industrial Park

---

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

---

**PROJECT # 5:** Greater Downtown Peterborough TIFD

---

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

---

**PROJECT # 6:** West Peterborough TIFD

---

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

---

**PROJECT # 7:** Town of Swanzey TIFD

---

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

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

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

---

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

**PROJECT # 1:** Heading for Home, Rural Housing Coalition

---

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

**Investment:** \$55,000

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

**Dates:** Ongoing

---

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

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

---

**Task Leaders:** Southwestern Community Services (SCS)

**Investment:** \$680,000

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

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

**PROJECT # 2:** Railroad Square Senior Housing

---

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

**Investment:** \$5,385,000

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

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

**PROJECT # 3:** Payson Village Senior Housing Development

---

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

**Investment:** \$3,900,000

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

**Dates:** Groundbreaking expected in April 2010

---

**PROJECT # 4:** Age Restricted Active Adult Housing Initiative

---

**Task Leaders:** Franklin Pierce University, Town of Rindge

**Investment:** To be determined

**Resources:** Private Investment and CDBG Potential

**Dates:** 2010 to 2012

**GOAL D:** Strengthen the Economic Base

**OBJECTIVE 1:** Promote diverse types of economic activities.

---

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

---

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

---

**Task Leaders:** NH Small Business Development Center

**Investment:** Annual operating budget approximately \$100,000

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

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

---

**PROJECT # 2:** Monadnock SCORE, Chapter 379

---

**Task Leaders:** SCORE, Small Business Administration

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

**Resources:** State and District Grants, Workshop Fees, Volunteers

**Dates:** Monadnock Chapter started in the 1980s – Ongoing

---

**PROJECT # 3:** NH Works, Keene

---

**Task Leaders:** Workforce Opportunity Council  
**Investment:** Undetermined  
**Resources:** Workforce Investment Act Funds  
**Dates:** Ongoing

**TASK 3:** Establish business incubators and programs to provide low-cost rent, shared services, flexible financing and other appropriate services.

*Ranked 1<sup>ST</sup> within the CEDS plan development as a short term goal.*

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

---

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

**PROJECT # 2:** Dunning Building (Walpole)

---

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

**PROJECT # 3:** Whiton Incubator/Building (Peterborough)

---

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

**PROJECT # 4:** Historic Harrisville

---

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

private donations.

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

---

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

**PROJECT # 1:** Jaffrey Business and Economic Development

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**Task Leaders:** Town of Jaffrey

**Investment:** \$50,000

**Resources:** Town of Jaffrey

**Dates:** 1996 to Present

**PROJECT # 2:** Attraction of Retail Development

---

**Task Leaders:** Franklin Pierce University, Town of Rindge

**Investment:** To be determined

**Resources:** Private Investment and CDBG Potential

**Dates:** Ongoing

**OBJECTIVE 2:** Strengthen the tourism industry.

---

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

**PROJECT # 1:** Hire a Regional Tourism Coordinator

---

**Task Leaders:** GKCC, Monadnock Travel Council, NH DRED

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

**Resources:** Various

**Dates:** Ongoing effort

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

---

**TASK 2:** Create working group of such organizations as economic development corporations,

chambers of commerce and UNH Cooperative Extension for coordination of activities.  
*Ranked 12<sup>th</sup> within the CEDS plan development as a medium term goal.*

---

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

---

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

**Investment:** To be determined

**Resources:** Public and Private Resources

**Dates:** September 2006 - Ongoing

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

---

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

---

**PROJECT # 1:** Jaffrey Park Theatre

---

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

**Investment:** \$1,700,000

**Resources:** Grant funding, Private donations

**Dates:** 2005-present

---

**PROJECT # 2:** Jaffrey Civic Center ADA Accessibility

---

**Task Leaders:** Jaffrey Civic Center

**Investment:** \$260,000

**Resources:** Private donations, Grant funding

**Dates:** Still planned to occur within the next 2 years

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

**OBJECTIVE 1:** Remove barriers for business development.

---

**TASK 1:** Assist municipalities in reviewing zoning and other regulations regarding the location, lot sizes and the diversity of business types permitted.  
*Ranked 15<sup>th</sup> within the CEDS plan development as a short term goal.*

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

---

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

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

---

**TASK 2:** Help municipalities in planning commercial and industrial development in areas with existing infrastructure (e.g. roads, water, and sewer).  
*Ranked 22<sup>nd</sup> within the CEDS plan development as a short term goal.*

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

---

**Task Leaders:** City of Keene, MEDC

**Investment:** \$25,000,000

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

**Dates:** Ongoing

**PROJECT # 2:** Troy Mills Redevelopment

---

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

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

**Resources:** Private Investment, Grant Funding, Tax Credits

**Dates:** January 2006 - Ongoing

**PROJECT # 3:** Antrim Mill

---

**Task Leaders:** Antrim Mill Corporation, Town of Antrim

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

**Resources:** TIFD, Private Investment

**Dates:** Ongoing

**PROJECT # 4:** WW Cross Building Redevelopment

---

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

Stephen Thibeault

**Investment:** \$1,100,000  
**Resources:** CDIP, MBV RLF, Private Sources  
**Dates:** Undefined

---

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

**PROJECT # 1:** Hill Property: Development of the Cheshire County Jail  
**Task Leaders:** Cheshire County  
**Investment:** \$37,000,000  
**Resources:** County funds for jail  
**Dates:** Construction on jail began in 2008

---

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

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

---

**Task Leaders:** MEDC, NH CDFA  
**Investment:** \$7,739,511  
**Resources:** Revolving Loan Funds  
**Dates:** Ongoing  
**PROJECT # 2:** Angel Investor Program

---

**Task Leaders:** The Hannah Grimes Center and the NH SBDC  
**Investment:** To be determined  
**Resources:** Private investment  
**Dates:** Launched in 2007 (Four investments made to date)

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

---

**Task Leaders:** NH Small Business Development Center

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

**PROJECT # 4:** Monadnock SCORE

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**Task Leaders:** Monadnock SCORE

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

**PROJECT # 5:** NH Works, Keene

---

**Task Leaders:** Workforce Opportunity Council

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

**GOAL F:** Promote the concept of Regionalism

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

---

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

**PROJECT # 1:** Southwest Region Planning Commission

---

**Task Leaders:** Southwest Region Planning Commission

**Investment:** ~~Yet to be Determined~~ Request prior to submitting report

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

**Dates:** 1971 – Ongoing

---

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

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

---

**Task Leaders:** SWRPC and its Economic Development Advisory Committee

**Investment:** \$320,000 (Approximate)

**Resources:** US EDA, NH DRED, NH OEP, NH DES, NH CDFA, PSNH,

MEDC, MBV, SWRRPC

**Dates:** January 2004 – Ongoing

**GOAL G:** Strengthen local governments.

**OBJECTIVE 1:** Encourage a high level of volunteerism.

---

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

**PROJECT # 1:** Walpole Leadership Academy

---

**Task Leaders:** Chuck Bingaman, Town of Walpole

**Investment:** Undetermined

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

**Dates:** Annually

**PROJECT # 2:** Leadership Monadnock

---

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

**Investment:** \$15,000

**Resources:** Student Fees

**Dates:** Annual Program; First program was held in 1997

---

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

**PROJECT # 1:** Municipal Law Lecture Series

---

**Task Leaders:** NH Local Government Center

**Investment:** Total annual estimate is variable depending on the number of lecturers involved; each lecturer is paid \$2,000 for their participation in the series. Investment also comes in the form of LGC Staff time in terms of communications, legal input, and coordination.

**Resources:** NH Local Government Center Membership Dues  
**Dates:** Ongoing  
**PROJECT # 2:** Local Officials Workshops (for towns; held each year) and City Officials Workshops (for cities; held every other year)

---

**Task Leaders:** NH Local Government Center  
**Investment:** Undetermined  
**Resources:** NH Local Government Center  
**Dates:** Ongoing

**PROJECT # 3:** Workshop for Town Meeting Moderators

---

**Task Leaders:** NH Local Government Center  
**Investment:** Undetermined  
**Resources:** NH Local Government Center  
**Dates:** Ongoing

**PROJECT # 4:** Budget Workshop

---

**Task Leaders:** NH Local Government Center  
**Investment:** Undetermined  
**Resources:** NH Local Government Center  
**Dates:** Ongoing

**PROJECT # 5:** NH Public Works Academy

---

**Task Leaders:** UNH Technology Transfer Center  
**Investment:** Undetermined  
**Resources:** UNH, NH DOT, US DOT, FHA  
**Dates:** Ongoing

**PROJECT # 6:** Selectperson's Institute

---

**Task Leaders:** Antioch New England Institute, NH Local Government Center  
**Investment:** \$20,000

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

**Dates:** Ongoing; Active since 1999

**OBJECTIVE 2:** Ensure responsible and effective municipal decision-making

---

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

**PROJECT # 1:** Jaffrey – Peterborough Shared Prosecutor

---

**Task Leaders:** Jaffrey, Peterborough

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

**Resources:** Municipal Taxes

**Dates:** Fiscal Year 2009

**PROJECT # 2:** Town of Troy Water Facility Replacement

---

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

**Investment:** \$1,350,000

**Resources:** NH DES, CDBG, US EPA

**Dates:** Fiscal Year 2006 through 2009

**PROJECT # 3:** Keene Regional Wastewater Treatment Plant

---

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

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

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

**Dates:** Online as of 1985; Ongoing

---

**PROJECT # 4:** Shared Waste Water System

---

**Task Leaders:** Towns of North Walpole and Bellows Falls

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

**Resources:** Town Funds

**Dates:** Ongoing

---

**PROJECT # 5:** Shared Waste Water System

---

**Task Leaders:** Towns of Antrim and Bennington

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

**Resources:** Town Funds

**Dates:** Ongoing

---

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

---

**Task Leaders:** City of Keene

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

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

**Dates:** Began in 1997 - Ongoing

---

**PROJECT # 7:** Mutual Fire Aid System

---

**Task Leaders:** Towns of Southwest New Hampshire

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

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

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

---

**PROJECT # 8:** Contoocook Valley School District, School Administrative Unit #1

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

**Investment:** 2008-2009 Budget: \$42,511,821  
**Resources:** Local, State, and Federal Funds; District Assessment  
**Dates:** Ongoing

---

**PROJECT # 9:** School Administrative Unit #29

---

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

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

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

**Dates:** Ongoing

---

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

---

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

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

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

**Dates:** Ongoing

---

**PROJECT # 11:** School Administrative Unit #34

---

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

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

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

**Dates:** Ongoing

---

**PROJECT # 12:** School Administrative Unit #93

---

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

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

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

**Dates:** Ongoing

---

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

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<b>Task Leaders:</b>	Towns of Jaffrey and Rindge
<b>Investment:</b>	2008-2009 Budget: \$20,877,806
<b>Resources:</b>	Local, State, and Federal Funds; District Assessment
<b>Dates:</b>	Ongoing
<b>PROJECT # 14:</b>	Mascenic School District, School Administrative Unit #87

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<b>Task Leaders:</b>	Towns of Greenville, and New Ipswich
<b>Investment:</b>	2008-2009 Budget: \$16,343,995
<b>Resources:</b>	Local, State, and Federal Funds; District Assessment
<b>Dates:</b>	Ongoing
<b>PROJECT # 15:</b>	School Administrative Unit #94

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<b>Task Leaders:</b>	Town of Winchester.
<b>Investment:</b>	Winchester School District: 11/12 Budget: \$11,135,000
<b>Resources:</b>	Local, State, and Federal Funds; District Assessment
<b>Dates:</b>	Ongoing
<b>PROJECT # 16:</b>	School Administrative Unit #92

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<b>Task Leaders:</b>	Town of Hinsdale
<b>Investment:</b>	Hinsdale School District: 11/12 Budget: \$11,868,197
<b>Resources:</b>	Local, State, and Federal Funds; District Assessment
<b>Dates:</b>	Ongoing
<b>PROJECT # 17:</b>	School Administrative Unit #91

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