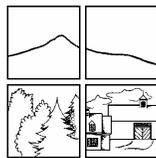


**Annual Report**

**Comprehensive Economic Development Strategy  
for  
Southwest New Hampshire**



**June 30, 2013**



**SWRPC**

Southwest Region Planning Commission  
37 Ashuelot Street  
Keene, New Hampshire 03431  
[www.swrpc.org](http://www.swrpc.org)

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

## Acknowledgements

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

### Resource Partners:

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

### Committee Members:

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

## Table of Contents

<b>ACKNOWLEDGEMENTS .....</b>	<b>ii</b>
<b>1. ADJUSTMENTS TO THE CEDS .....</b>	<b>1</b>
<b>2. ECONOMIC DEVELOPMENT ACTIVITIES AND SIGNIFICANT CHANGES IN THE REGION'S ECONOMIC CONDITIONS FROM JULY 2010 TO JUNE 2011 .....</b>	<b>1</b>
<b>3. EVALUATION OF EFFECTIVENESS IN MEETING GOALS FROM JULY 2010 TO JUNE 2011 .....</b>	<b>9</b>
EVALUATION OF CEDS IMPLEMENTATION PROCESS .....	9
Levels of Participation .....	9
Data Development & Dissemination .....	10
CEDS Marketing & Outreach .....	11
EVALUATION OF PROGRESS TOWARD GOALS .....	11
Goal A: Maintain a high-quality labor force.....	11
Goal B: Prepare for future development.....	12
Goal C: Balance housing opportunities with trends in income, employment and community character .....	13
Goal D: Strengthen the economic base.....	15
Goal E: Support climate for helping business to create a diverse range of employment opportunities.....	16
Goal F: Promote the concept of Regionalism.....	17
Goal G: Strengthen local governments.....	17
Goal H: Strengthen the quality of health services.....	18
EVALUATION OF CEDS PRIORITY PROJECTS.....	18
Current Project Descriptions.....	18
Priority Project Evaluation Criteria .....	27
<b>4. CEDS ADVISORY COMMITTEE AGENDAS AND MINUTES: .....</b>	<b>28</b>
<b>5. WORK PLAN FOR JULY 1, 2011 TO JUNE 30, 2012 .....</b>	<b>52</b>
CONTINUED DEVELOPMENT AND MAINTENANCE .....	52
PRIORITY PROJECT LIST .....	53
WORK PLAN FRAMEWORK.....	58
2012/2013 WORK PLAN .....	58

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

Now eight 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 titled as the 2013 CEDS Annual Report, this document covers the period from July 2011 through June 2013. Since the previous annual report was submitted there has been continued promotion of the CEDS Public Involvement Plan through distribution of the CEDS brochure, updates to the CEDS portal within the Commission's web site, and inclusion of the "CEDS program" within a Guiding Change compact disc as a companion program with others such as Brownfields, Innovative Land Use Planning Techniques, Geographic Information Systems (GIS), Transportation Planning, and Energy Planning. These materials were delivered to each Town in the region.

The CEDS Committee added four new priority projects during the reporting period. These projects include the Hinsdale, NH - Brattleboro, VT Bridge; the Jaffrey Rts. 202 and 124 "dogleg"; and the Stoddard-Antrim-Hillsborough, NH Rt. 9 right-of-way purchase. These transportation projects were noted as important to the CEDS due to their strong impacts on the regional economy.

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 2011 to June 2013**

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 2011 to June 2013 include:

- The CEDS Advisory Committee held six dedicated meetings on October 14, 2011, March 30, 2012, July 27, 2012, November 30, 2012, March 1, 2013, and May 10, 2013. The Committee co-sponsored a number of forums inclusive of the public and representatives of interested groups during the last reporting period. These included a joint meeting with the Natural Resource Advisory Committee where they heard a presentation entitled "Fine Particulate Air Pollution in Keene Area." Information was provided on the health impacts of

fine particulates and the potential impacts of non-attainment on our economy and transportation sectors. The Committee co-sponsored a Broadband Training Forum with the Broadband Stakeholders Group. The forum was held on May 1, 2013 and discussed the current status of broadband in New Hampshire and the surrounding states and how businesses and municipalities can better utilize the internet to promote their organizations. 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 contributed to the State-wide NH Broadband Mapping and Planning Program (NHBMPP). This ongoing program is a 5-year, multi-agency effort to map areas in the state that are currently served by the state’s 70+ broadband providers. The effort will yield a mapped inventory of existing and planned broadband assets, as well as a view of locations in New Hampshire where there is either no or inadequate coverage. In addition to the mapping activities, the NHBMPP includes a 4-year planning component that will incorporate the information collected by the mapping activities into regional broadband plans throughout New Hampshire.
- SWRPC staff administered a number of Community Development Block Grants that brought needed services and jobs to the region.
- *Promote the CEDS and its related themes through direct outreach with Boards of Selectmen, Planning Boards, Chambers of Commerce and other formal 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 “*Broadband Training Forum*” held at the Keene Public Library on May 1, 2013.
- *Planning for Future Development*
  - Municipal planning for future development.
    - Master Plans
      - Greenfield Master Plan: review and updates to the Land Use section and the creation of a Vision Section.
      - Marlborough Master Plan: creation of a Vision section, review and updates of the 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

- Review and analysis of the Greenfield Zoning Ordinance, Site Plan and Subdivision Regulations. Prepared a Surface Water Protection Ordinance.
- Review and analysis of Temple Zoning Ordinance, Site Plan Review and Subdivision Regulations. Prepared a Water Quality Protection Ordinance and an Aquifer Protection Ordinance.
- Reviewed Walpole's Subdivision Regulations (September 2011) and Zoning Ordinance (December 2011)
- 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. Presentations were made in the towns of Greenfield, Hinsdale, Nelson, Stoddard, Walpole, and Westmoreland.
  - Completed updates of Hazard Mitigation Plans for the towns of Alstead, Antrim, Frankestown, Fitzwilliam, Gilsum, Hancock, Hinsdale, Langdon, Marlow, Nelson, New Ipswich, Rindge, Roxbury, Stoddard, Walpole, Westmoreland, and Winchester.
  - SWRPC staff helped facilitate the Annual Business Leaders Breakfast sponsored by Heading for Home, Regional Housing Coalition. (December 2011 and November 2012).
  - Provided Development of Regional Impact (DRI) analyses for projects in the towns of Jaffrey and New Ipswich in 2011, Bennington in 2012.
  - Gave presentation in Hinsdale on Planned Unit Developments.
  - Reviewed and provided comments on Water Conservation Plans in Alstead (August 2011) and Marlborough (December 2011).
  - Participated in a Planning Charrette in Swanzey (November 2012) and Livability Charrette in Marlborough (April 2013).
  - Provided technical assistance to Cheshire County on Land Use Distribution in the region.
  - SWRPC staff continues to update information for the Southwest Region Information System, including tax parcel updates for a number of towns in the region.
- Broadband infrastructure planning for future development.

- Since 2010, SWRPC staff has been working with the University of NH and the state's other Regional Planning Commissions to biannually update information on the types of broadband technology and service available to Community Anchor Institutions in the region. This information is shared periodically with the National Telecommunications Information Administration for inclusion in the National Broadband Map.
- In the spring of 2011, SWRPC began work on the NH Broadband Planning Program, a component of the NHBMPP that is focused on the development of a regional broadband plan for each region of the state. At the conclusion of this four year initiative, the NH Office of Energy and Planning will integrate the nine regional plans prepared by the state's Regional Planning Commissions into one statewide broadband document.
- SWRPC formed the Southwest Broadband Stakeholder Group (SWBSG) in September of 2011, to assist with the development of the Southwest Regional Broadband Plan. This diverse group of stakeholders meets quarterly and has worked with staff to identify the need for and barriers to broadband deployment in the region as well as potential strategies for addressing these barriers.
- In the winter and spring of 2012, SWRPC staff completed a comprehensive inventory of the current Cable Franchise Agreements (CFAs) available between municipalities and cable companies in the region. Staff used information received from this inventory to develop a guidance document for municipalities outlining the purpose of and basic components of CFAs.
- In early 2012, SWRPC started work on the NH Rural Addressing Project, an initiative to develop a statewide database containing the spatial locations of 40,000 households in rural Census Blocks. This project will end in the fall of 2013.
- In September of 2012, SWRPC staff held the first of three public forums for the NHBMPP program at the Dublin Public Library. The focus of this forum was on gathering public input on the need for and barriers to broadband in the region.
- To better understand the broadband needs and opportunities of the education, local government, health care, public safety, economic development and communications sectors, SWRPC conducted a series of six focus group meetings and interviews between the fall of 2012 and winter of 2013.
- In May of 2013, the SWBSG and the SWRPC Economic Development Advisory Committee co-sponsored a training session facilitated by the University of New Hampshire Cooperative Extension on leveraging broadband to grow NH's economy at the Keene Public Library.
- With the assistance of the SWBSG staff has drafted a vision statement, goals and objectives for the Southwest Region Broadband Plan. It intends to have a draft of the Plan available for public review in the fall of 2013.
- In June 2013, SWRPC staff began the Municipal Broadband Verification Project, which is aimed at improving the accuracy of the broadband

availability data collected by the NHBMP. This project is scheduled to conclude in the early fall of 2013.

- *Planning for Redevelopment*
  - SWRPC Brownfields Program provided assistance for the following sites in the region:
    - A Phase I Site Assessment with limited soil and groundwater sampling was completed for the Monadnock Country Club Site in the Town of Peterborough in 2012.
    - A Phase II Site Assessment was completed for the American Tissue Mills Paper Waste Pit Site in the Town of Winchester in 2012.
    - A Phase I and II Site Assessment was completed in 2012 for the former Khyber Convenience Store Site in the Town of Chesterfield, which resulted in the removal of two large underground storage tanks.
    - A Phase I and II Site Assessment was completed in 2012 for the Mill Village Country Store Site in the Town of Stoddard, which resulted in the removal of one large underground storage tank.
    - A partial Phase I Site Assessment was completed for the Heritage Center at Traditions Village Site in New Ipswich in 2012.
    - A Phase II Site Assessment was completed for the former Electrosonics Site in the Town of Chesterfield in 2013.
    - A Phase I and II Site Assessment was completed in 2012 for the AC Lawrence Tannery Site in Winchester in 2013.
    - Field work for a Phase II Site Assessment was completed in 2013 for the Park Theatre Site in the Town of Jaffrey, which resulted in the removal of one large underground storage tank.
  - In addition, projects advanced for the following former brownfields sites:
    - The Monadnock Food Coop, located on land benefitting from assessment services from the SWRPC Brownfields Program, was constructed in 2013 in the City of Keene.
  - The Cheshire County Courthouse Annex, located on land benefitting from assessment services from the SWRPC Brownfields Program, started construction in 2013 in the City of Keene.
- *Regional Transportation Planning*
  - Highway/Bridge Project Activity during the reporting period included the following projects:
    - Alstead: NH 123, Reconstruction including 2 bridges
    - Bennington: Village pedestrian improvements
    - Keene: Signalization, median construction and striping improvements to NH 12/101 and Main Street
    - Keene: Cheshire Rail Trail from Pitcher Street to Whitcomb's Mill Road
    - Keene: Construction of Multi-use bridge over NH 9/10/12
    - Swanzey: Ashuelot Rail Trail from NH 101 to West Swanzey Village
    - Winchester: Deck Replacement over Ashuelot River
  - New transit services connecting Hinsdale to Brattleboro, VT began in 2012 using Job Access Reverse Commute (JARC) funding, a result of

SWRPC transit planning effort. Additional funding was secured for an additional year of service.

- Creation and adoption of the Monadnock Region Transportation Management Association Action Plan. The plan resulted in:
    - Developing a Complete Streets Policy for Keene.
    - Developing a grant application for bike racks in Keene.
    - Develop recommendations to NHDOT re: intercity bus needs for the Southwest Region.
  - Two seasons of traffic research were successfully completed.
  - The Monadnock Region Coordinating Council:
    - Developed the Region's first Community Transportation Directory.
    - Updated
  - A Park and Ride Toolkit and Report was completed by SWRPC.
  - A Study on East-West Transportation was completed by SWRPC.
  - Road Safety Audit was completed for the Town of Swanzey in 2012 regarding the intersection of NH 32 and Sawyer's Crossing Road.
- *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 was one of 12 organizations working on this two-year program, which was 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.
    - Through the ETAP program, a total of 13 communities and 1 County in the SWRPC Region received free energy technical assistance and planning services. The types of assistance provided included completing walk-through energy assessments for municipal buildings by professional energy consultants, developing scope of works for energy grants as well as request for qualifications for professional energy audits, identifying strategies to reduce energy consumption, developing municipal energy action plans, and conducting inventories of historic and current energy data.
    - In addition to energy technical assistance and planning services, SWRPC staff organized and facilitated a regional gathering of local energy committees in the spring of 2012. This event was an opportunity to identify challenges and opportunities faced by local energy committees, share success stories, and discuss strategies for sharing resources regarding energy efficiency and conservation.
  - *Monadnock Region Future*
    - In February of 2012, SWRPC commenced Monadnock Region Future, a three-year initiative to update the regional plan for Southwest New Hampshire. This regional effort is part of the statewide program, Granite State Future, made up of the nine regional planning commissions (RPCs) in the state and a wide range of statewide agencies and organizations.
    - Since the start of the program, SWRPC staff have participated in monthly executive committee and program managers meetings with other RPC leadership and staff from across the state.
    - In early 2012, SWRPC staff began its participation on Granite State Future's Technical Advisory Subcommittees, which are composed of

RPC staff and statewide partners and organized around six livability principles.

- Throughout the spring of 2012, SWRPC staff participated in trainings and workshops on strategic communication and marketing hosted by ActionMedia.
  - In July of 2012, SWRPC staff established a Regional Leadership Team, representing a broad cross section of the region's communities and interests, to help shape and promote the regional planning process. This team meets bimonthly in conjunction with SWRPC's Board of Directors regularly scheduled meetings.
  - Since the summer of 2012, SWRPC staff have organized and facilitated extensive public outreach and engagement activities throughout the region to identify regional needs and priorities and to involve diverse publics in the planning process. Outreach efforts to date include: attendance at 17 community events in various parts of the Region to survey the public; conducting 13 focus groups with various communities and organizations; coordinating 5 regional community conversations; distributing and rotating 35 suggestion boxes in locations throughout the region; and, co-sponsoring a statewide household survey facilitated by the UNH Survey Center.
  - SWRPC have begun work on updating and developing nine distinct regional plan components to help inform the regional plan. These components include the region's long range transportation plan; housing needs assessment; comprehensive economic development strategy; environmental plan; water infrastructure plan; energy efficiency and green building plan; fair housing equity assessment; climate change impact assessment; and, scenario planning.
  - SWRPC staff is in the process of completing a regional comprehensive needs assessment and drafting a regional vision statement. These components are founded on the results of outreach efforts to date and a review of existing conditions and trends.
- *Community Development Activities*
    - SWRPC staff provided assistance for the grant writing and administration of the following Community Development Block Grants
      - In September 2011, The Town of Greenville was awarded \$208,766 for emergency slope stabilization needed for High Street, which suffered damage from a landslide on March 31, 2010.
      - In September 2011, the Town of New Ipswich was awarded \$500,000 on behalf of the Monadnock Economic Development Corporation who will loan part of the funding to Warwick Mills for equipment purchases and will sub-grant the remaining funds to the High Bridge Foundation for program development and implementation of the foundation's Green Jobs Partnership Program. Warwick Mills agreed to create 25 new full-time jobs, a majority of which will be available for low-moderate income persons.
      - In October 2011, the Town of Winchester was awarded \$225,162 in Housing and Public Facility CDBG funding on behalf of the Winchester Learning Center in order to assist the center in renovating an existing building for their new location. This allowed the center to expand their childcare services.
      - In 2011, Planning Commission staff agreed to provide CDBG Administration services to two connected projects known as Brookbend

East and Brookbend West Housing. These projects, each funded through \$500,000 Housing and Public Facility grants awarded to the City of Keene and Cheshire County, involve the demolition and rebuilding of 75 units of affordable housing in Keene, NH.

- In October 2012, the Town of Marlborough was awarded \$492,500 in Housing and Public Facility CDBG funding on behalf of Southwestern Community Services in order to assist with 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.
- In March 2013, the Town of Alstead was awarded \$258,000 in Housing and Public Facility CDBG funding on behalf of the Well Hill Cooperative for much needed infrastructure improvements.
- Other Grant Activities:
  - 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 was 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. This project was successfully completed in June 2012 with a feasibility study that provided valuable information on the potential co-op grocery store.

*State of the Regional Economy*

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

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

Due to the State’s and the Region’s sparse population in comparison to other states and regions, unemployment percentages for New Hampshire tend to provide lower proportions. As indicated above, this situation is still the case. Unemployment within the Southwest Region tends to echo and chart slightly below the State’s average and is prone to seasonal adjustments. The typical “non-seasonally adjusted” unemployment percentages between March 2013 and June 2013 follow:

<b>Labor Force and Unemployment, Not Seasonally Adjusted - SWRPC Region</b>				
<b>Date</b>	<b>Civilian Labor Force</b>	<b>Employed</b>	<b>Unemployed</b>	<b>Unemployment Rate (%)</b>
Mar 2013	53,891	50,727	3,164	5.8
Apr 2013	53,507	50,867	2,640	4.9
May 2013	53,747	51,050	2,697	5.0
June 2013	53,678	50,933	2,745	5.1
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</b>

	<b>Force</b>			<b>Rate (%)</b>
Mar 2013	742,116	697,608	44,508	6.0
Apr 2013	736,559	698,047	38,512	5.2
May 2013	741,371	703,830	37,541	5.1
June 2013	749,547	711,289	38,258	5.1

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 2013	154,512,000	142,698,000	11,815,000	7.6
Apr 2013	154,739,000	143,724,000	11,014,000	7.1
May 2013	155,734,000	144,432,000	11,302,000	7.3
June 2013	157,089,000	144,841,000	12,248,000	7.8

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

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

<b>Company/ Base Closure</b>	<b>State</b>	<b>No. of Employees</b>	<b>Date</b>
Findings, Inc/Keene	NH	50	6/13/2013
TD Bank Operations Facility/Keene	NH	60	5/31/2013

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

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

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

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

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

#### **Levels of Participation**

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

During the reporting period a number of new members joined the Committee. Lisa Murray joined as a representative from Franklin Pierce University was added to the CEDS Advisory Committee. Laura Keith King joined as a representative from the Keene Chamber of Commerce. Jen Risley also joined as a representative from the Monadnock Food Co-op that recently opened in downtown Keene.

The CEDS Advisory Committee and staff met a total of six times from July 2011 to June 2013. The meetings and their attendance were as follows:

- October 14, 2011 - 11 committee members attended
- March 30, 2012 - 12 committee members attended
- July 27, 2012 - 10 committee members attended
- November 30, 2012 - 10 committee members attended
- March 6, 2013 - 8 committee members attended
- May 10, 2013 - 11 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 co-sponsored a number of forums inclusive of the public and representatives of interested groups during the last reporting period. These included a joint meeting with the Natural Resource Advisory Committee where they heard a presentation titled "Fine Particulate Air Pollution in Keene Area". Information was provided on the health impacts of fine particulates and the potential impacts of non-attainment on our economy and transportation sectors. The Committee co-sponsored a Broadband Training Forum with the Broadband Stakeholders Group. The forum was held on May 1, 2013 and discussed the current status of broadband in New Hampshire and the surrounding states and how businesses and municipalities can better utilize the internet to promote their organizations.

### **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, 2011 to June 1, 2013 alone, the SWRPC well exceeded this standard by fielding at least 12 requests per month. Requests for information were in the following categories:

- Broadband accessibility in Southwest New Hampshire
- Community Development Block Grants and other funding sources
- The CEDS
- Demographic data
- Geological data
- Geographic Information System (GIS) analysis and maps, including requests for tax parcel mapping
- Housing, 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 web site. Information posted on the website includes the CEDS document, a listing of partner agencies as well as a link to the US Economic Development Administration's web site.

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

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. Upon a student's successful completion of Machining Processes the student then has the opportunity to interview with any number of these companies within the Region. The Keene School District's Community Education program is 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 Greenfield, Marlborough, and New Ipswich. The Southwest Region Planning Commission provided planning technical assistance for ordinances and regulations in the towns of Greenfield, Temple, and Walpole.

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

In the past year, development in the Region has continued with commercial and industrial development activities in areas with existing infrastructure. Projects fulfilling this description include: the continued and expanded development of the Keene Downtown Railroad Land (headed by the Monadnock Economic Development Corporation, the City of Keene, and with SWRPC Brownfields assistance). To date, the Senior Housing has been completed; a 100-room Marriott Hotel has been completed; a mixed-use commercial and housing building at 51 Railroad Street has been completed. In addition, the Wright Silver Polish Building was purchased, added to the Railroad Land project, sub-divided in to two condominiums and has been completed and sold. The Monadnock Food Co-op was completed in 2013. A new mixed-use commercial and housing building is also being planned. 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 a Regional Coordinating Council for the Southwest Region of NH. Highway and bridge projects were completed in the towns of Alstead, Bennington, Keene, Swanzey, and Winchester. A Road Safety Audit was completed for the town of Swanzey. A Park and Ride Toolkit and Report was completed. The Study on East-West Transportation 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 NH Broadband Mapping and Planning Program is well underway. SWRPC has worked with project partners to biannually update the availability of broadband technology and service available to Community Anchor Institutes. SWRPC staff compiled an inventory of Cable Franchise Agreements in the region and started work on the Rural Addressing Project. A Broadband Stakeholder Group was formed, and work has also commenced on the regional broadband plan. Numerous broadband-related public forums were also held during the reporting period.

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

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

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

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

**Table 1**

County	2007-2011 American Community Survey Median Family Income	
	Median	30% of Median
Cheshire	\$69,203	\$20,761
Hillsborough	\$83,636	\$25,091
Sullivan	\$63,682	\$19,105

County	2013 Fair Market Rent for 2 Bedroom Apartment	
	Per Month	Per Year
Cheshire	\$1,008	\$12,096

Hillsborough	\$912*	\$10,944*
Sullivan	\$933*	\$11,196*

County	2013 Fair Market Rent for 4 Bedroom Apartment	
	Per Month	Per Year
Cheshire	\$1,642	\$19,704
Hillsborough**	\$1,305*	\$15,660*
Sullivan	\$1,285*	\$15,420*

Source: Sources: US Census Bureau - American Community Survey 2007-2011 Estimates; US Department of Housing and Urban Development

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

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

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

The most recent purchase price data available from the New Hampshire Housing Finance Authority ([www.nhhfa.org](http://www.nhhfa.org)) reports that for the data collected for 2012, the median purchase price of all homes in the Southwest Planning Region was \$165,000 (based on a sample size of 813 units). A descriptive breakdown of this total follows:

**Table 2**

Type	Median Purchase Price	Sample Size
All Homes	\$165,000	813
Existing Homes	\$164,500	786
New Homes	*	27
Non-Condominiums	\$167,500	761
Condominiums	\$142,000	52

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

Data from the Federal Home Loan Mortgage Corporation reveals that the average interest rate for a 30-year fixed, conventional mortgage was around 4.39% in 2013. Plugging this average percentage rate and median purchase price, less a 20% estimated down payment yields an estimate of a \$660 monthly payment (\$165,000 - a 20% down payment = \$132,000; principle at 4.39% interest over 30 years).

A monthly payment of \$660 over a 12 month period equals a total of \$7,920. This estimate illustrates an affordability baseline and does not account for mortgage and property insurance payments, property tax payments and the cost of utilities.

The CEDS evaluation criteria for Goal C state that an “affordable” home will require less than 30% of a family’s income. Median Family Income data from the US Census Bureau - American Community Survey 2007-2011 Estimates is displayed in Table 3 below. Comparing these figures to the \$7,920 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	2007-2011 American Community Survey Median Family Income	
	<i>Median</i>	<i>30% of Median</i>
Cheshire	\$69,203	\$20,761
Hillsborough	\$83,636	\$25,091
Sullivan	\$63,682	\$19,105

Source: US Census Bureau - American Community Survey 2007-2011  
Estimates

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

The first criterion for Goal D asks for the net annual number of new businesses in the Region in the past year. Progress on this criterion will be gauged through the number of “establishments” reported in the US Bureau of Labor Statistic’s Quarterly Census of Employment and Wages (QCEW). The QCEW includes all work sites covered by state or federal unemployment insurance laws, which on average is reported to cover 98% of wage and salaried civilian employment. The QCEW is currently reported annually. At the time of this report, annual figures are available for 2010 and 2011.

**Table 4**

	Private (Non Government) Establishments in SWRPC Region
2011 Annual	2,491
2010 Annual	2,517

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 2010 the QCEW averaged 2,517 private (non government) establishments in the 35 municipalities comprising the Southwest Region. In 2011, the average number was 2,491; unfortunately showing a decrease of 26 establishments. 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 in 2009 year that the Whiton Incubator was operating near capacity, it should be noted that in 2011 the Whiton Building was sold to a Lawrence-based manufacturing firm. The company, New England Products (NEP), is a manufacturing/distribution company that specializes in outdoor seat cushions and accessories for the hunting and stadium industries. This project was funded in part by a Community Development Block Grant, and led to the creation of 11 new jobs. While several tenants have leased space from NEP and remain within the Whiton Building, it is no longer an incubator.

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

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

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

The first criterion for Goal E counts the annual major municipal business related land-use regulation and policy updates. In terms of municipal planning for future development, in the past year Master Plan assistance has been provided in the towns of Greenfield, 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);
- 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 joint meeting between the Economic Development Advisory Committee and Natural Resource Advisory Committee for a presentation entitled “Fine Particulate Air Pollution in Keene Area” on March 30, 2012; a Monadnock Region Local Energy Roundtable held on April 25, 2012; three public forums for the NHBMPP program at the Dublin Public Library starting in September 2012; the Monadnock Region Public Broadband Forum held September 27, 2012; the Peterborough Elementary School Community Workshop held on November 1, 2012; and a Broadband Training Forum held on May 1, 2013. Additionally, SWRPC held a series of four regional community conversations in the spring of 2013 to collect input and facilitate dialogue on what citizens value about the Region and to identify regional needs, challenges and opportunities for the Monadnock Region Future Initiative. Other regionally-based meetings over the past year have included 6 SWRPC dinner meetings (in November 2011, March 2012, June 2012, November 2012, March 2013, and June 2013) and five meetings of the Economic Development Advisory Committee (in October 2011, March 2012, July 2012, November 2012, March 2013, and May 2013). 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 2011-2013. These lectures were delivered in six locations around the state, including the Southwest Region. The LGC estimates 450 people from around the State attend the lecture series each year. Other workshops held by the LGC throughout the year offer training for moderators of town meetings, city and local officials (particularly selectmen), officials in charge of budgeting, and officials involved with maintaining public roads.

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

While not specifically associated with the Southwest Region, elected officials of the Region have the option to attend the New Hampshire Office of Energy and Planning’s 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, twelve school administrative units collectively serve 40 municipalities in Southwest New Hampshire.

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

The CEDS Advisory Committee has yet to address the issue of health services. Subsequent CEDS updates will revisit the issue because of its importance for the prosperity of the Region. A project that has been underway and will be followed in subsequent CEDS updates is the 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 (CDBG), Community Development Investment Program tax credits, private donations, and the

Savings Bank of Walpole. Hannah Grimes Marketing and Development was able to purchase the facility through donations and a capital campaign. Incubator office space, which includes full-time as well as part-time “associate” level opportunities, has been full since April 2006. Recently, Hannah Grimes completed renovations that allowed them to expand to 15 business incubator offices. In addition, the Hannah Grimes Center has moved to a new location on Church Street in Keene. This move allowed for the development of the Hannah Grimes Center for Nonprofits to open in their former space. This Nonprofits Center offers the same services as the business incubators, but is tailored for the needs of nonprofit organizations.

The Whiton Incubator was designed for 15 spaces including a warehouse. Though it was previously reported that the Whiton Incubator was operating near capacity, it should be noted that in 2010 the Whiton Building was sold to a Lawrence-based manufacturing firm. The company, New England Products (NEP), is a manufacturing/distribution company that specializes in outdoor seat cushions and accessories for the hunting and stadium industries. This project was funded in part by a Community Development Block Grant, and led to the creation of 11 new jobs. While several tenants have leased space from NEP and remain within the Whiton Building, it is no longer an incubator.

The Dunning Building in Walpole represents a \$750,000 investment, helped by a Community Development Block Grant and the Bank of New Hampshire, to restore an existing building into usable office space. The project began in April of 2005, and continues to the present time. MEDC, the task leader for this project, reports that at the time of this CEDS Annual Report, there are two existing tenants with approximately 20,000 square feet available for lease. Space is being listed as market rate rents to grow businesses.

The Historic Harrisville Project is turning a former brownfield factory into usable commercial/industrial space. The project is identified in Harrisville’s 2000 Master Plan. Cheshire Mills I and II were renovated with CDIP, LCHIP, funds from CDFA as well as private donations, and have been rented out. Renovations of the storehouse for the Cheshire Mills, known as the “Temple Project,” are approaching completion. Currently a few smaller projects and site work remain, but the majority of the project is complete. Work remaining is mainly in the form of creating spaces to suite tenants. At the time of this report the Cheshire Mills is about 75% leased.

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.

During the past reporting period, the project applied for and was awarded a USDA Rural Business Enterprise grant for \$29,000. This grant will facilitate a study to determine the feasibility of a 50,000 square foot vertical farm at the site.

The project supports the CEDS goals to prepare for future development; balance housing opportunities with trends in income, employment and community character; strengthen the economic base; and support the climate for helping to create a diverse range of employment opportunities.

#### Antrim Mill Redevelopment

The former Goodell Factory in Antrim is being transformed into the "Antrim Mill" business complex. The development plan began in response to a visioning process held by the Town, and the redevelopment is supported in Antrim's current Master Plan.

The Goodell Factory at one time made cutlery, necessitating a clean-up of the lead-polluted site before redevelopment could occur. With this clean-up now complete, part of the former shop floor space has been converted to office space. The Main Street Office Building has been rehabilitated and offers commercial space for up to six tenants. Among the tenants include the regional prosecutor, a private business, and a residence. The total cost anticipated for the Antrim Mill Redevelopment is expected to reach up to \$2.5 million. The Antrim Mill project is active and continues to be a priority in Antrim's community development plans. The Antrim Mill supports the CEDS goals to prepare for future development; balance housing opportunities with trends in income, employment, and community character; strengthen the economic base, and support a climate for helping business to create a diverse range of employment opportunities.

#### Downtown Keene Railroad Land Development Project

In the heart of downtown Keene, MEDC plans to construct mixed use (commercial and residential) buildings on the site, to provide green space, to construct at-grade parking spaces reserved for tenants and visitors to the site, to relocate and realign the existing bike path, and to pay for infrastructure improvements that support the project.

MEDC was able to purchase the J.A. Wright building in Keene when it became vacant, which was added to the Keene Railroad Land Development project. Since the last CEDS update, the facility now hosts Southwestern Community Services which is the Community Action Program for the Region. The building had additionally hosted the First Course culinary training program, but this program closed in 2011.

Four buildings have completed construction as of this 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 three buildable lots remaining to be developed. The Monadnock Market Food Co-operative completed construction and opened in 2013; with 14,000 square feet and employing over 25 individuals, it is an excellent addition to the site and represents a \$4 million dollar investment. Projects planned for one of the remaining three buildable lots include a mixed-use commercial and housing building. All three sites are under agreement at this time.

The project will ultimately develop seven acres of land that once was the center of activity for the rail industry in the Monadnock Region and now sits vacant. The development plan came in response to a public request for proposals issued by the City. The total cost for the project is estimated to reach \$55,000,000. Funding for the project comes from the New Hampshire Community Development Finance Authority (CDFA) through its CDBG program, USDA Rural Development, MEDC's Revolving Loan Fund, a Keene Tax Increment Finance District, a NH Business Finance Authority Guarantee, MEDC procured bank loans, a Green Cap loan, and SWRPC administered Brownfield funds. The project will create new jobs and the income of the new tax increment district will benefit Keene. In addition, the entire Region will benefit from a revived, pedestrian-oriented and small-business focused downtown neighborhood in Keene as the cultural and economic center of the Southwest Region. 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 project is supported in Jaffrey's current Master Plan.

In early 2006, a 501(c)3 organization formed by a local, grass-roots committee succeeded in raising the funds to purchase the theater building. Fundraising efforts are currently underway to enable the building restoration. A total of \$1.7 million is anticipated to be needed to complete the project. According to a feasibility study, the economic benefits of the project will be in the range of four million dollars during the first five years of operation.

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

The SWRPC Brownfields Assessment Program completed the Phase II Environmental Site Assessment (ESA) for the theater in June 2013. The ESA included a geophysical survey to determine if a suspected underground storage tank (UST) was present on the site, some soil boring advancement and monitoring well installation to inspect an area of underground soil and water near a neighboring gas station, and a limited hazardous materials assessment on the structure's roof materials. As a result of the ESA, a 2,000 gallon UST was discovered on the site and subsequently removed using Brownfields Assessment Program funds. The cost of this assessment and removal will be approximately \$35,000.

The Jaffrey Park Theater Project supports the CEDS goals to prepare for future development; strengthen the economic base, and support a climate for helping business to create a diverse range of employment opportunities.

#### 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 planned to expand its Aircraft Maintenance Program. A new 94,000 square foot building was to be built at the Keene Airport to house the growing program, which has been renamed to the Institute of Aircraft Maintenance. Certified by FAA in 1990, the two-year program currently enrolls 30 students. With expansion, the College estimated that 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. Unfortunately, it was reported in 2013 that this project was no longer being pursued.

## Jaffrey Civic Center

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

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

## Advanced Industrial Park Wastewater Treatment Plant

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

At the March 24, 2007 Town Meeting, Jaffrey voters authorized the Town to borrow \$12,840,840 to build a new plant; an additional \$530,160 in borrowed funds were authorized to cover elements of the project already undertaken, including designing the new facility. Construction on the Industrial Park Water Treatment Plan has been completed; however additional funding was pursued for the Stone Arch Bridge Industrial Park water line extension. The preliminary architectural work has been completed for this phase of the project in 2011. The Stone Arch Bridge Industrial Park water line extension project is anticipated to be completed during the summer of 2013. The total cost of the Stone Arch Bridge Industrial Park water line project is approximately \$1.6 million.

## Tax Increment Finance District Related Infrastructure Improvement Projects

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

Current TIF projects related to infrastructure improvement include a water line extension associated with the Stone Arch Bridge in Jaffrey; water, sewer, and road improvements associated with the Monument Road Industrial Park in Hinsdale; and road improvements associated with the in 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. The Town of Hinsdale approved the appropriation of more funds from the capital reserve fund at Town Meeting in 2013.

In Swanzey, the first phase of the planned road construction is complete, and planning is underway to prepare for the second phase. Within the Swanzey TIF District, which is located within the Town's Industrial Park, construction of the new 36,000 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.

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

## Rindge Broadband Initiative

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

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

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

## Age Restricted Active Adult Housing Initiative

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

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

As of this report, this project this project is currently on hold due to the economic conditions; however it has been made a part of the Rindge Economic Development Action Plan.

## NH DOT Chesterfield Welcome Center

The proposed Welcome Center on NH Route 9 in Chesterfield through HB25 went under review by the Town's Planning Board during the reporting period. The project was proposed as both a welcome center and a new 12,000-square-foot liquor store however the Planning Board rejected the welcome center portion of the project. The liquor store sits on five acres of state owned land and will provide a gateway for tourists entering the state from Interstate 91. The project, which was to be finished in early January 2013, was completed in June 2013 and cost approximately \$2.5 million. Some issues arose at the end of the project, including a suit by unpaid subcontractors and fines from the State due to the project not being completed on time. These issues are currently being investigated.

#### 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.

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

#### NH FastRoads

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

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

#### 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 formed a Board of Directors, and recruited many member-owners for the co-operative.

As of this report, this project is complete. The project was funded through memberships, CDBG, CDIP, a loan from Bank of New Hampshire, a USDA loan guarantee, loans/grants from NHDES and Capital Region Development Council's Brownfields Revolving Loan Funds, and a loan from a local group of investors called the Green Gap Fund to "green" the building. The soft opening was held in April 2013, and the grand opening was held in June 2013.

#### Cheshire County Courthouse Expansion

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

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

#### **New Project Descriptions**

During the current reporting period, three projects were added to the CEDS Priority Projects listing. Project/Programs added to the Planning list include:

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

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

The regional impact of this project on the regional target budget is significant at \$36.3 million. This cost only includes the share of the cost for New Hampshire. Additional project costs are programmed by Vermont including project work currently programmed in Vermont's State Transportation Improvement Plan. The project manager for Vermont has indicated that funding is in place, but its programming is contingent on New Hampshire programming funds to the project. Leveraging Vermont investment by committing NH funds will be key to advancing the project.

### Jaffrey Dogleg Project, NH DOT Project # 16307

This project would reconfigure the dogleg intersection at US 202 (Peterborough Street/Main Street/River Street), NH 124 (Main Street/Turnpike Road), NH 137 (North Street), Stratton Road, and Blake Street by installing a roundabout and providing an alternate bridge crossing over the Contoocook River. The project will alleviate congestion to Jaffrey's downtown during peak hours, improve geometrics for tractor trailer trucks traveling into the Region from Southern New England, and open up possibilities for providing new downtown parking, sidewalks and other transportation enhancements to the downtown. This project is an example of a community that is serious about advancing this project. The Town has developed an impressive campaign in ensuring public support and solid scope-level engineering to address its goals for reducing congestion and improving the downtown. The regional impact of this project is \$6.95 million which was a cost developed by an engineer contracted by the Town, VHB Inc. and accepted as the best cost estimate at this time by Project Manager.

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

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

### **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, three new projects have been added to the Priority Project lists. These three new projects 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 NH DOT Chesterfield Welcome Center and the Monadnock Community Market Cooperative. With two projects completed by the end of this report period, there is good news that on the evaluation criteria 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**

**October 14, 2011**

**12:00 p.m.**

**Community Room, Railroad Square Senior Housing, 49 Community Way, Keene, NH**

**AGENDA**

**(Lunch will be provided)**

- I. Welcome and Introductions
- II. Approval of Minutes of March 4, 2011
- III. Presentations:
  - A. Warwick Mills
- IV. Southwest Region CEDS
  - A. Status of Maintenance Activities - Discussion of 2011 CEDS Annual Report
  - B. EDA Planning Application - Continued CEDS Activities
- V. Discussion of Forum Topics
- VI. Next Meeting
- VII. Adjourn

**SOUTHWEST REGION PLANNING COMMISSION**  
*ECONOMIC DEVELOPMENT ADVISORY COMMITTEE*

**MINUTES**

**October 14, 2011**

**Present:** Bob Baker, Co-Chair; Keith Thibault, Co-Chair; Glenn Coppelman, Jack Dugan, Brian Foucher, H. Greg Johnson, John Pratt, Justin Slattery, Judy Tomlinson, Ralph Wentworth, Ted Whippie.

Staff members present were Tim Murphy, Executive Director; Rebecca Baldwin, Office Manager; Rebeckah Bullock, Assistant Planner.

Guest: Giselle Thibault, Warwick Mills

**I. Call to Order**

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

**II. Approval of Minutes of March 4, 2011**

The minutes of March 4, 2011 were approved as submitted by unanimous vote.

**III. Presentation: Warwick Mills**

Staff member Rebeckah Bullock introduced Giselle Thibault from Warwick Mills in New Ipswich who provided a presentation on their green technology, energy efficient, biomass project. Ms. Thibault provided a brief history of the six story mill that was built in the 1800's and has been operated by the same family since the 1930's. Warwick Mills plans to install a biomass system manufactured by Dall Energy of Denmark which will lower fuel costs, reduce dependence on fossil fuel and use locally supplied wood chips. Ms. Thibault went on to explain that the cost of wood chips would have to more than triple to equal the current cost of using fossil fuel. Warwick Mills estimates that they will have an annual savings of \$140,000 in fuel costs. Since the system operates on steam, the use of wet wood chips not only increases efficiency but reduces wood ash as well. Jack Pratt asked the size of the system and if it would replace their current boiler. Ms. Thibault responded that it covers an area 48'x40' and the current boiler system will be kept as a backup. Jack Dugan explained that the system is being used to serve an entire village in Denmark and could be used for future expansions at the Warwick Mills facility as well.

Ms. Thibault explained that the biomass project will also serve as a training opportunity for local students through the High Bridge Foundation. The High Bridge Foundation is a non-profit organization that was established by the owners of Warwick Mills in 2009. Through the foundation students who don't normally thrive in traditional classroom settings will be provided an opportunity to learn first hand about this unique biomass advanced energy system as well as how to operate and maintain it. The High Bridge Foundation will be partnering with the Jaffrey and New Ipswich schools to choose between 8-11 students to participate in the program.

Tim Murphy noted that the Planning Commission worked with both Warwick Mills and the Monadnock Economic Development Corporation to secure Community Development Block

Grant funds to assist with the project that will create up to 25 new jobs. Glenn Coppelman noted that Warwick Mills was also given tax credits for this project which is very exciting given its green technology and work force components.

#### **IV. Southwest Region CEDS**

##### **A. Status of Maintenance Activities - Discussion of 2011 CEDS Annual Report**

Staff member Rebeckah Bullock provided a brief overview of the 2011 CEDS Annual Report that had been made available for the Committee's review prior to the meeting. She drew attention to four areas of the report that had been updated including the economic data section that showed a decrease in the unemployment rate, an increase in median income and no significant change in the price of homes and rental properties. Three of our CEDS priority projects have been completed including Payson Village Senior Housing, Page Homestead Senior Housing and the Monadnock Community Hospital projects. Another change involved moving the Winchester Waste Water project to the short term list. New projects added to the document include NH Broadband Mapping and Planning, NH Fast Roads, ArtsAlive Collaborative, Cheshire County Courthouse Expansion, and Monadnock Community Market Co-operative. Ted Whippie asked if the figures in the document have been updated and Rebeckah Bullock responded that the most recent ones available were used. Tim Murphy urged Committee members to contact staff with any further comments or questions.

##### **B. EDA Planning Application - Continued CEDS Activities**

Tim Murphy informed Committee members that in addition to the CEDS annual update the U.S. Economic Development Administration (EDA) requires a complete update of the document every five years. Our CEDS is due for its five year update in 2012. Tim Murphy noted that the amount of effort we will be able to put into the update is dependent upon receiving a planning assistance grant from EDA. Staff is looking into the possibility of preparing a grant application for this purpose. Tim Murphy advised that Sullivan County is interested in having a CEDS and EDA staff has asked if we would be willing to add them to our CEDS region. He explained that they have tried to create one on their own but have been unsuccessful to date. Glenn Coppelman noted that he had assisted with their attempt and although they made good progress it was never completed and efforts stopped about three years ago. Brian Foucher asked how large Sullivan County is and if any of it falls within our region. Tim Murphy responded that the County is comprised of fourteen towns and one is a member of our Commission. Glenn Coppelman questioned if we were to accommodate this request would EDA assist us in becoming an Economic Development District which would guarantee us annual funding to update our CEDS. Tim Murphy replied that EDA was not able to make that kind of a promise although the fact that EDA posed the question might be revealing to some extent. He added that the only way we could consider adding Sullivan County to our CEDS would be if we received a grant to cover the costs of the work involved. Keith Thibault asked if we would then have one document for the whole CEDS region. Tim Murphy responded that this would be the case and we would also add representatives from Sullivan County to our Committee. Brian Foucher asked if Upper Valley Planning Commission is willing to work with us and Tim Murphy responded that his counter-part at Upper Valley is very interested in the prospect of participating. Committee members agreed in general that including Sullivan County in our CEDS region would be a good idea.

## **V. Discussion of Forum Topics**

Tim Murphy explained that traditionally EDAC hosts up to two forums each year that are educational in nature and target town officials and local businesses as the audience. He noted that the last forum was co-sponsored with the Brownfields Advisory Committee and focused on both the CEDS and Brownfields programs. Earlier in the year it had been suggested that the Committee might want to consider hosting a forum that dealt with energy conservation. Glenn Coppelman asked if something could be done in conjunction with a tour of Warwick Mills. Jack Dugan suggested that it might be better to wait until the biomass facility is completed which won't be until sometime next fall. Brian Foucher suggested a forum that focuses on Broadband and the Fast Roads Project that explains where we go from the middle mile. Tim Murphy added that the planning component of our Broadband contract calls for the formation of a Broadband Stakeholders Group and requires holding an annual forum which might provide the opportunity for EDAC to co-sponsor an event. Glenn Coppelman suggested a forum dealing with local food co-ops might be of interest. Tim Murphy asked Committee members to contact staff with any additional thoughts or ideas for potential forums.

## **VI. 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.

## **VII. Adjourn**

Meeting adjourned at 1:20 p.m.

Respectfully Submitted,

Rebecca I. Baldwin  
Office Manager

**ECONOMIC DEVELOPMENT ADVISORY COMMITTEE**

**March 30, 2012**

**12:00 p.m.**

**Community Room, Railroad Square Senior Housing, 49 Community Way, Keene, NH**

**AGENDA**

**(Lunch will be provided)**

- I. Welcome and Introductions
- II. Approval of Minutes of October 14, 2011
- III. Broadband Planning - Status Update
- IV. Next Meeting
- V. Lunch
- VI. Joint Meeting of the Economic Development Advisory Committee and the Natural Resource Advisory Committee: Air Quality Issues, New Hampshire Department of Environmental Services.
- VII. Adjourn

**SOUTHWEST REGION PLANNING COMMISSION**  
*ECONOMIC DEVELOPMENT ADVISORY COMMITTEE*

**MINUTES**

**March 30, 2012**

**Present:** Bob Baker, Co-Chair; Glenn Coppelman, Jack Dugan, Brian Foucher, Ron Hammond, Laura Keith King, Gretchen Nadeau, John Pratt, Justin Slattery, Judy Tomlinson, Ralph Wentworth, Ted Whippie.

Staff members present were Tim Murphy, Executive Director; Tara Germond, Regional Planner, Jamison Cook, KSC Intern, Rebeckah Bullock, Assistant Planner.

Guest: Jack Wozmak, Cheshire County Administrator.

**I. Call to Order**

Co-Chairman Baker called the meeting to order at 12:00 p.m. and introductions were made. Co-Chair Baker introduced the new Committee members, Ron Hammond from Franklin Pierce University and Laura Keith King from the Greater Keene Chamber of Commerce. He asked that the Committee go around and make introductions.

**II. Approval of Minutes of October 14, 2011**

Ted Whippie asked that the minutes be amended to include his comments made in response to statements made by the speaker at the meeting on October 14, 2011 that he felt were misleading. Executive Director Tim Murphy suggested that SWRPC staff work with Ted Whippie to capture his statement, and amend the minutes for approval at the next meeting. The Committee agreed to postpone a motion on the minutes until the minutes could be amended.

**III. Broadband Planning - Status Update**

SWRPC staff member Rebeckah Bullock explained that the Committee would be hearing a brief presentation by SWRPC staff member Tara Germond and KSC Intern Jamison Cook regarding recent activities in Broadband Planning. Rebeckah Bullock noted that staff feels it is important to keep the Committee updated on broadband planning activities since they had accepted the NH Broadband Mapping and Planning Program and the FastRoads Project into the CEDS document during the past year. She then turned the meeting over to Tara Germond and Jamison Cook for their presentation.

Tara Germond explained that the project began in 2010, noting that it is a five year project that will be completed by 2015. The goal is the creation of regional broadband plans around the state. She stated that broadband stakeholders groups are being developed, which will be very diverse and include groups not typically involved with broadband development like healthcare facilities, businesses, and emergency services among others. She explained that there will be three public broadband forums, starting this summer. The draft regional plan for the Southwest Region will be drafted by next summer, and will prioritize and develop an explanation of the broadband needs of our region.

John Pratt asked if the stakeholder groups will include local agencies, towns, and cities and asked if those groups had been notified. Tara Germond stated that the group will include representatives from those groups, and noted that the City of Keene and the towns of Rindge, Peterborough, and Richmond are already involved. Tim Murphy added that staff brought the stakeholders group to the attention of towns in the region, and that any additional members are welcome and the group meets quarterly. Tara Germond pointed out that one goal is to make broadband infrastructure as important as other types of “basic” infrastructure in the region.

Jamison Cook described the Cable Franchise Agreement Inventory part of the Broadband Planning project, explaining that \_\_\_\_ towns in the region were surveyed as part of the project. Jamison Cook explained that the major cable providers included Comcast, Argent Communications, and Time Warner. The Cable Franchise Agreements held by towns in the region varied in duration from 5 to 25 years, with the median being around 15 years. He noted that the lower contract durations were better for the towns, because it allows the towns to keep up to date with the latest technologies available. Jamison Cook noted that fees varied from 0.0% to 5.0%.

John Pratt asked if the cable franchise agreements discuss the services that the providers must serve under the contract. Jamison Cook said the contracts do include this information, such as the number of subscribers per mile.

Jamison Cook explained that one goal of the project is to analyze the data and create a “Cable Franchise Agreement Help Document”. This would be an easy to understand document, explaining the contracts in non-technical terms. He pointed out that these contracts can be 50-70 pages long.

John Pratt asked when the CFA Help document will be available. Jamison Cook explained that it is about 75% complete, and should be completed soon. Brian Foucher asked if the project will look at and identify weakness and challenges. Jamison Cook explained that they would be looking into this as well. Ron Hammond asked if institutions have these agreements, or if they should. Jamison Cook explained that the CFA is really structured for municipalities.

### **III. Next Meeting**

It was agreed that staff would work with the co-chairs to determine the next meeting date during the summer and would poll members regarding their availability in advance.

### **IV. Lunch**

### **V. Joint Meeting of the Economic Development Advisory Committee and the Natural Resource Advisory Committee: Air Quality Issues, New Hampshire Department of Environmental Services.**

Craig A. Wright introduced himself as the Assistant Director of the Air Resource Division of New Hampshire Department of Environmental Services (NH DES).

Mr. Wright described the standards for air pollution, noting that air pollution is divided into fine particulate matter (less than 2.5 microns and liquid droplets) and larger particulates. Mr. Wright stated that larger particles deposit in the upper respiratory track, while the fine particulate matter travels deeper into lungs or into the bloodstream if ultra-fine in size. Adverse effects of ingesting these particles can include chronic bronchitis and asthma attacks, heart and lung disease, heart attacks, and cardiac arrhythmias. Groups at risk include people with heart and lung disease, older adults, and children.

Mr. Wright explained that fine particulate matter is measured at 15 locations around the state, with monitors where the population levels are highest. He pointed out that the monitoring station information is available on the NH DES website. Mr. Wright explained that the monitors in Keene were historically a 24-hour filter-based, midnight to midnight collection period. The samples were collected every 3-6 days and sent to a lab for analysis. It would take up to 6 months for NH DES to receive the results. In 2008 the new BAM methodology was put into use, using beta-ray technologies. This allowed for hourly concentration measures that actually captures peak concentrations, and reports it back to NH DES immediately.

Mr. Wright explained that the attainment issues for Cheshire County are in part due to national changes by the U.S. Environmental Protection Agency (EPA) lowering the fine particulate matter limits. Attainment at the new, lower levels is now determined by a 3-year average of the 98<sup>th</sup> percentile of data for a 24 hour standard based on a midnight to midnight period. He added that this standard will be under review again by the EPA in 2012/2013. He pointed out that New Hampshire is in attainment state-wide for fine particulate matter, and that concentrations have generally declined across the state with the exception of Keene, where the concentrations have remained relatively level. Since the concentration of fine particulate matter rises on cold winter nights, it is suspected that burning wood is a primary culprit for the levels. This takes into consideration transport from the western states as well. The results were checked using additional monitors outside of Keene, with the same results. However, the effect of wood burning is magnified for Keene due to its location in a valley and the effects of a thermal inversion. Thermal inversions occur when cold air gets trapped near the ground in a valley by higher warm air, preventing the movement of fine air particulates away from their source.

Mr. Wright explained the attainment issues for Cheshire County, noting that Keene is at the edge of non-attainment right now. He stated that if the standard gets lowered or if the timeframe for sampling changes, Keene may go into non-attainment. This would bring all of Cheshire County into non-attainment, which would have significant impacts on the region's industrial and transportation sectors. Cheshire County would have 7 years to achieve attainment status again, during which time there would be stricter controls on industrial and transportation-related sources of fine particulate matter. This could result in additional permitting costs and requirements for industries looking to move to the region, which may deflect economic growth elsewhere. It will also put burdens on transportation planning, as any new road construction would need to prove that air quality won't be negatively impacted as a result. This would require additional state funding; however there are no direct funding sources available. It may also create additional work for the Regional Planning Commissions, which would also create funding and staffing difficulties. Offsets may also be required; however the mechanism to implement this is not currently available in New Hampshire.

Peter Throop from the Natural Resource Advisory Committee asked if NH DES had modeled the different sources of fine particulate matter. Mr. Wright said that they did. Peter Throop asked if the City of Keene Woodstove Swap-out had any measurable effect on fine particulate matter levels. Mr. Wright described the City of Keene Woodstove Swap-out project, noting that it replaced 86 woodstoves with more efficient EPA certified woodstoves. Mr. Wright stated that although the data isn't available yet, he believes it may not have had a measurable effect due to the volume of stoves still in the city, which is estimated between 1,500-2,500.

Mr. Wright pointed out some additional issues caused by non-attainment. He noted that the additional controls that would be placed on industrial sources if non-attainment occurred would likely have minimal impact on fine particulate particle amounts, but imparts significant costs to industry. He also stated that the likely cause, residential woodstoves, would be a significant challenge to undertake, since there are currently no dedicated funding sources.

John Pratt asked if additional air quality monitors around the region might create a more scientifically sound picture of air quality in the region, since currently all monitors are located in the City of Keene which is subject to thermal inversions. Mr. Wright said there would be significant costs to adding monitors to the region. Jack Wozmak pointed out that while the conditions are poor in Keene, non-attainment has the potential to cause serious impacts for the entire Cheshire County.

Tim Murphy stated that the issue of fine particulate matter non-attainment has been an issue for a number of years, and that the goal is to be proactive and avoid non-attainment through education and outreach. He noted that Molly Kelly of NH District 10 is involved in this effort. He added that SWRPC staff felt it was important to make the advisory committees aware so they could help get the word out.

Mr. Wright explained that NH DES would like to pursue a “Burn Wise - Burn Clean” message in the region. He pointed out that the goal is to remain within compliance. He talked about other options, such as non-idling and green commuting for combating fine particulate matter levels.

Brian Foucher pointed out the effect the Ice Storm of 2008 may be having on the levels of fine particulate matter, noting that many residents are still burning tree debris from the event. He commented that it would be good to reach out to the local fire departments, since they provide burning permits to residents. Mr. Wright agreed, commenting that there are good and bad days to burn based upon air conditions.

Mr. Wright commented that a complete woodstove change-out was done in another geographic “bowl” similar to the City of Keene; he suggested looking into how others have funded these ventures. He suggested looking into Rutland Vermont as an example.

John Pratt asked if any other regions in the state were facing non-attainment. Mr. Wright explained that primarily only Keene is facing non-attainment.

Tim Murphy thanked Mr. Wright for the presentation.

## **VI. Adjourn**

Meeting adjourned at 1:52 p.m.

Respectfully Submitted,

Rebeckah Bullock  
Assistant Planner

**ECONOMIC DEVELOPMENT ADVISORY COMMITTEE**

**July 27, 2012**

**12:00 p.m.**

**Community Room, Railroad Square Senior Housing, 49 Community Way, Keene, NH**

**AGENDA**

**Lunch will be provided**

- I. Welcome and Introductions
- II. Approval of Minutes of October 14, 2011 and March 30, 2012
- III. Project Updates
  - Broadband Mapping and Planning
  - Air Quality in Greater Keene/Cheshire County
  - Granite State Future/Monadnock Region Future Project
- IV. Community Development Block Grants - Overview of Current Projects
- V. Public Service of New Hampshire - Discussion
- VI. Next Meeting
- VII. Adjourn

**SOUTHWEST REGION PLANNING COMMISSION**  
*ECONOMIC DEVELOPMENT ADVISORY COMMITTEE*  
**MINUTES**  
**July 27, 2012**

**Present:** Keith Thibault, Co-Chair; Brian Foucher; Justin Slattery; Lisa Murray; Bob Harcke; Laura Keith King; Carol Ogilvie; John Pratt; Ralph Wentworth; and Ted Whippie.

Staff members present: Tim Murphy, Executive Director; Rebeckah Bullock, Assistant Planner; Tara Germond, Regional Planner; and Nancy Cavanaugh, Office Support Assistant.

Guests: Patrick McDermott and Allison McLean, Public Service of New Hampshire (PSNH).

**I. Call to Order**

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

**II. Approval of Minutes of October 14, 2011 and March 30, 2012.**

The minutes of October 14, 2011 as amended and March 30, 2012 were approved by unanimous vote.

**III. Project Updates**

**A. Broadband Mapping and Planning**

Staff member Tara Germond gave an overview and update of the NH Broadband Mapping and Planning project. On June 15, 2012, staff met with Carole Monroe of NH FastRoads to discuss fiber on Rts. 10 and 119. Tara Germond explained staff was working with community anchor institutions on needs and barriers. She said the methodology was focus-based and more about the specific needs. She indicated staff was still updating the database of services and developing a cable franchise agreement guide for municipalities. Tara Germond said the group would be meeting in September at a public forum and notice for this event will be sent to EDAC members.

Jack Pratt asked where the project stands. Tara Germond replied that it would be completed the end of April 2013 and that the guidance document was in the final stages. Jack Pratt asked if the members would be able to see it. Tara Germond said yes, it is important for the towns to understand it and know what their neighbors are doing.

**B. Air Quality in Greater Keene/Cheshire County**

Tim Murphy gave an update on the air quality issue in Greater Keene/Cheshire County. Tim Murphy recapped that the NH Department of Environmental Services (DES) has concerns about particulates in the greater Keene area caused by wood burning stoves during cold and calm winter days. He explained that because Keene is located in a valley, periodic episodes of temperature inversions cause the particulates to stay trapped near the ground rather than being dispersed to the higher atmosphere. Tim Murphy said this represents a human health and environmental health concern. He went on to explain that if the Keene area is given a non-attainment designation by the U.S. EPA, sanctions could apply to all of Cheshire County. Companies coming in would have to comply with additional regulations.

Jack Pratt expressed concern that air quality issues in Greater Keene could impact all of Cheshire County. Tim Murphy said SWRPC has agreed to provide support for education and outreach to residents, businesses, and local media outlets to alert about best practices for wood burning and air quality action days, which would let users of wood stoves know about days that are less safe to burn wood. He said that little things could make a difference. Tim Murphy said outreach activities will also be directed to schools, civic groups, chamber of commerces, town government, and others.

Jack Pratt suggested that there be consideration for a discussion about air quality monitoring. It doesn't take into account other areas of the County outside of Keene. Brian Foucher said that the data was very dated and questioned if the levels have gone up or down? He stated that we seem to be missing a lot of data. Tim Murphy replied that it was a continuing concern. The EPA is considering modifications to the guidelines to make attainment even more difficult.

Laura Keith King asked about the location of the air monitoring station and if it is representative of the County. Tim Murphy stated that the DES had the funds and chose to place the monitoring station in Keene. He commented that DES is focused on small particle pollution and that apparently Keene alone is generating enough to cause a problem. Laura Keith King said that sanctions should not extend to areas that are not.

Jack Pratt said he would urge DES to expand the monitoring area. Jack Pratt said that it could be cheaper for the County to install additional monitoring stations to get more data. He said politically they're going down the wrong road. Tim Murphy replied that staff is participating in an education and outreach program. He went on to suggest that there be a separate discussion about how to deal with non-attainment if it happens. Jack Pratt said this is treating a symptom then talked briefly about the wood stove change out program.

Tim Murphy said we have the potential to address the problem through the outreach campaign and suggested that the County Commission may want to conduct additional dialogue with DES. Jack Pratt said what happens to Keene, happens to the County and not to let them (the other towns) think they're off the hook. He suggested that the County could buy the collection stations if it would be a legitimate thing. Jack Pratt said if they wouldn't accept the data then it wouldn't matter. Tim Murphy said that is the right question and a good discussion for the County to have with the EPA and DES. He said they need to have a proactive response and shed some light on it.

### **C. Granite State Future/Monadnock Region Future Project**

Tim Murphy gave a brief background about the Granite State Future project. He said in 2008-09 the US Department of Transportation, the US Environmental Protection Agency and the US Department of Housing and Urban Development (HUD) conducted discussions about more efficient government spending and put their thoughts together to create a fund for an initiative called the Sustainable Communities Initiatives in 2010 that would be competitive. Tim Murphy said the resulting competitive grant program seemed to be focused on the major metro areas of the U.S. and New Hampshire represented the only state-wide application in the initial application round. It was denied but HUD were intrigued and encouraged NH to submit again in 2011. The project was accepted in December 2011.

Tara Germond reviewed *Granite State Future* and *Monadnock Region Future Project*, noting they provide an opportunity to develop a plan to guide the region and how it is a unique opportunity for integrated planning not traditionally done. There will be public engagement with a focus to reach out to as many people as possible by going to them. Partnerships have been established for the state-wide project that includes the nine regional planning commissions, nine state agencies, nine non-profit groups and the University of New Hampshire. She went on to say

that at the end of the planning stage, the regional plans would be submitted to the state to develop a statewide framework. This would give them a chance to build off of and incorporate existing plans, protect the unique character of NH, conserve resources, work on public infrastructure, and prioritize future investments. Staff will be engaging partners with an outreach strategy. The project started in February 2012 and ends in January 2015. She went on to say they would be coming back to the group from time to time for input and updates.

Keith Thibault asked what the end result of the plan was supposed to be. Tara Germond answered that the plan help will guide the future development and growth of the region. Brian Foucher recommended the staff talk to Hannah Grimes who is starting a program called Building Community Wealth. Laura Keith King said she would be happy to participate and Justin Slattery said the Department of Resources and Economic Development (DRED) would be interested in participating.

Jack Pratt noted that government wasn't listed as a partner. He said the kind of government we're going to have in 40 years needed to be looked at – the nature of structured government. Ted Whippie asked what the timeline was for creating the plan. Tara Germond said that a draft plan should be available toward the end of 2013 with a final plan in 2014. Ralph Wentworth wanted to know if they were planning on visiting every town. Tara Germond said there will be listening boxes and visioning sessions in as many geographic areas as possible. They would be talking to organizations that could help.

Tim Murphy said that this project represents a great opportunity. The state hasn't been able to support the regional planning commissions. The statutes say we are required to do this kind of regional planning. Without adequate funding support this is difficult. With this grant we can do a more complete plan.

Jack Pratt wanted to know if the CEDS would be used. Tim Murphy indicated that the CEDS and other existing plans would be used to help create the plan.

#### **IV. Community Development Block Grants - Overview of Current Projects**

Staff member Rebeckah Bullock gave an update on current Community Development Block Grant (CDBG) projects, indicating that all the projects are scheduled for completion by June 30, 2013.

Winchester Learning Center in Winchester: The CDBG amount was \$225,162 with a total project cost of \$450,924. Additional funding was coming from Kingsbury Fund Grant, Madeline G. Von Weber Trust Grant and bank funding. The beneficiaries for the project would be 39 children with 26 children from low to moderate income households. Other benefits of the project include reuse of a vacant building, education services, and allowing parents to be active in the workforce and in school during the day and evening.

W.S. Badger Company in Gilsum: The CDBG funds were \$220,000 with a total project cost of \$2,060,000. Additional funding came from equity and a bank loan. The CDBG funds paid for the equipment purchases for the new facility after it was built along Rt. 10. The project benefits 11 new full-time employees with the majority being from low to moderate income households. Other benefits of the project were allowing W.S. Badger Company to stay in Gilsum while allowing them to expand.

Brookbend Housing Rehabilitation in Keene: The project calls for the demolition and rebuilding of 75 housing units in Keene, of which 71 will be for low to moderate income households. The project was funded by two CDBG grants - one for 35 housing units through the City of Keene

(Brookbend West) and the other for 40 housing units through Cheshire County (Brookbend East). The project had two \$500,000 CDBG grants. The total project cost is \$14,488,000 (\$6.7 million for Brookbend West and \$7.8 million for Brookbend East). Additional funding came from NHHFA LIHTC, reserves from Cheshire Homes, NHHFA Cap Subsidy, and NHHFA permanent financing. Other benefits of the project include housing opportunities for the low to moderate income workforce and significant employment opportunities for local contractors.

High Street Slope Stabilization and Repairs in Greenville: The project is to stabilize the slope and repair the roadway and utilities following a significant landslide on March 31, 2010 on the north side of the Otis Falls Hydro impoundment on the Souhegan River that closed High Street, a major route between Greenville and New Ipswich. The CDBG amount was \$208,766 with a total project cost of \$1,467,127 with other funding from the State of New Hampshire and the Federal Emergency Management Agency (FEMA). Tim Murphy said FEMA paid for 75 percent of the repair. The town of Greenville worked with the legislature in 2011 to pay for half of the remaining costs. There was a lot of debate about raising the local taxes to pay for it. Staff talked to CDFA to determine eligibility for this project under the emergency category of CDBG grants. Laura Keith King asked if the road was closed. Rebeckah Bullock replied that it is closed to through traffic; it is only open to the residents.

Warwick Mills Biomass Facility and High Bridge Foundation Green Jobs Project in New Ipswich: Warwick Mills is preparing to undertake the design, building and operation of a biomass facility to serve its operations in New Ipswich. The site is also going to become a training facility for at-risk youth from local schools through the High Bridge Foundation, a non-profit organization housed within Warwick Mills that was created to develop and implement the training program with the goal of increasing employment opportunities for high risk high school-age youth through training in green engineering skills. The CDBG amount for the project is \$500,000 with the total cost being \$1,404,498. Additional funding is from equity, Business Finance Authority Financing, Community Development Investment Program funding and investment from local schools. The project will benefit 25 new employees at Warwick Mills, 16 will be from low to moderate income households and the High Bridge Foundation will train at least 15 students per semester. Another benefit is Warwick Mills open-sourcing the Biomass facility documents to allow other companies to easily access the new technology. Jack Pratt asked about the status of the Warwick Mills project and Rebeckah Bullock replied that it was just getting started.

## **V. Public Service of New Hampshire - Discussion**

Pat McDermott of PSNH Economic & Community Development gave an overview of what they do in that group. He said the group brings dollars and experience to economic development benefiting the State of NH including recruitment missions, company visits, lead generation, recruitment follow-up, broker bus tours, business retention, and support for individual projects. Pat McDermott said they actively try to retain companies already in NH, saying a company leaving NH often has something to do with electricity.

Pat McDermott said they recently redesigned their web site and currently are updating it. He commented that they tied into a commercial real estate database for fresh data.

He stated they recruit and support businesses in biotech, medical products, advanced manufacturing, financial services and retail. As an example of advanced manufacturing, he spoke about NH Ball Bearing. He gave a brief overview of what they do and said they have had 10 percent growth and can't find enough employees.

Bob Harcke asked about a biomass facility and the low rate PSNH is giving on energy and about Northern Pass. Pat McDermott said the Northern Pass is set to deliver 1200 Megawatts and some would stay in NH as a lower cost power source. He went on to say PSNH had recently lowered the energy cost by 18 percent to bring them more in line with the New England average. As to the biomass facility, he said PSNH is required to provide 25 percent renewable energy of its statewide total and they have accumulated enough with the Burgis Biomass Plant but they currently do not have enough solar or wind energy. He said they are required to buy excess energy at market price. The open market is very low.

Jack Pratt asked if the closing of Vermont Yankee would have an effect on power in NH. Pat McDermott said that it would have a small effect on the New England Power Pool but there would be no impact on supply.

Tim Murphy asked if there was anyone at PSNH who had experience on air quality that they could talk to. Pat McDermott said air quality is a huge issue for them. He suggested looking at ways to offset the impacts of wood smoke. He also suggested finding out who the largest contributors are and working on ways to lower their impact and offering incentives. Allison McLean said there needed to be some built-in incentive and people need to see the issue and that their action will have an impact.

Allison McLean introduced herself as the PSNH Community Development manager. She recommended looking at the web site for an overview of what they do. She commented that Granite State Future was an exciting, unique project.

## **VI. Next Meeting**

It was agreed that staff would poll the members regarding their availability in advance for a meeting in October.

## **VII. Adjourn**

Meeting adjourned at 1:50 p.m.

Respectfully submitted,

Nancy A. Cavanaugh  
Office Support Assistant

**ECONOMIC DEVELOPMENT ADVISORY COMMITTEE**

**November 30, 2012**

**12:00 p.m.**

**Community Room, Railroad Square Senior Housing, 49 Community Way, Keene, NH**

AGENDA

**Lunch will be provided**

- I. Welcome and Introductions
- II. Approval of Minutes of July 27, 2012
- III. Comprehensive Economic Development Strategy for Southwest New Hampshire
  - Five Year Update Process and Status
- IV. NH Department of Cultural Resources and Division of Travel and Tourism Initiative - Update
- V. New Hampshire Broadband Mapping and Planning Project
  - Economic Development Sector Focus Group - Discussion  
**(Please review attached packet)**
- VI. Next Meeting
- VII. Adjourn

**SOUTHWEST REGION PLANNING COMMISSION**  
*ECONOMIC DEVELOPMENT ADVISORY COMMITTEE*

**MINUTES**

**November 30, 2012**

**Present:** Keith Thibault, Co-Chair; Bob Baker, Co-Chair; Brian Foucher; Lisa Murray; Bob Harcke; Laura Keith King; John Pratt; Ralph Wentworth; Greg Johnson, and Judy Tomilson.

**Staff members present:** Tim Murphy, *Executive Director*; Rebeckah Bullock, *Assistant Planner*; Tara Germond, *Senior Planner*; Steve Waleryszak, *GIS Technician/Planner*; and Nancy Cavanaugh, *Office Support Assistant*.

**Guests:** Steven Bittel

**I. Call to Order**

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

**II. Approval of Minutes of July 27, 2012**

The minutes of July 27, 2012 were approved by unanimous vote.

**III. Comprehensive Economic Development Strategy for Southwest New Hampshire**

**A. Five Year Plan Update Process and Status**

Tim Murphy gave an update on the Comprehensive Economic Development Strategy for Southwest NH (CEDS) that was developed by EDAC and SWRPC staff. The U.S. Economic Development Administration (EDA) expects EDAC and the Commission to maintain the document and provide an annual report on program activities. In addition, the CEDS should be updated every five years. It was adopted in 2005 and updated once since then. He indicated that it will soon be time to conduct an update, which could take a year complete. To assist in conducting a more comprehensive update to the CEDS, staff is considering applying for a planning grant through EDA. EDA has encouraged that states consolidate CEDS districts so that there are fewer CEDS regions. Accordingly, there has been consideration for incorporating Sullivan County in the Southwest Region CEDS as part of the pending update. To do so would require the resources provided by a grant through EDA. Without such additional resources, an update to the CEDS would be a much more modest effort.

Laura Keith King asked if the application was for the plan or funding. Tim Murphy said it was for the funding in order to cover the cost of developing the plan update. John Pratt asked if the application could be made without Sullivan County. Tim Murphy said it could be but was not the direction the Commission was going in. John Pratt then asked what costs would be related to adding Sullivan County. Tim Murphy answered that it would be about one-third the funding to support Sullivan County. John Pratt wanted to know if there would be an office and staff in Sullivan County. Tim Murphy said that he does not envision this as we would work closely with staff at the Upper Valley Lake Sunapee Regional Planning Commission (UVLSRPC). Keith Thibault commented that the areas are vastly different but it makes the most sense to do it this way and that it was going to involve a lot of work. He further commented that Sullivan County doesn't currently have a CEDS because they couldn't do it when they tried in the past. John Pratt

asked if the UVLSRPC would support the effort. Tim Murphy answered that they had requested it so we certainly expect them to be supportive. There was further discussion about working with Sullivan County. Keith Thibault said the question is going to be how to get them involved and achieve consensus on issues.

#### **IV. NH Department of Cultural Resources and Division of Travel and Tourism Initiative - Update**

Rebeckah Bullock gave an update on the NH Department of Cultural Resources and Division of Travel and Tourism Initiative meeting that she attended in early November. She commented that it had been a barnstorming meeting for cultural organizations to discuss strategies. She said the main focus was on the new marketing “Live Free and ...” initiative and they were looking for words to put in the blank to describe how people feel about NH. Rebeckah Bullock said at the meeting they talked about different opportunities for cultural organizations with outreach and promotional opportunities. John Pratt asked how well the event was attended. Rebeckah Bullock replied that it was very well attended and additional chairs had to be brought in. Keith Thibault wanted to know if there would be access to the data from the report because that information is important. He said there was a need to know the impact of tourism and the money being spent. Judy Tomilson asked if the report could be put on the web site and Rebeckah Bullock replied that it could.

#### **VI. Next Meeting**

This item was moved in the schedule to complete the EDAC portion of the meeting before the focus group started. A schedule for upcoming meetings was presented to the Committee. They were asked to indicate their availability for the meetings as scheduled and to provide that information to staff to make a determination regarding dates for upcoming meetings.

#### **V. New Hampshire Broadband Mapping and Planning Project**

##### **A. Economic Development Sector Focus Group - Discussion**

See attached.

#### **VII. Adjourn**

Meeting adjourned at 1:55 p.m.

Respectfully submitted,

Nancy A. Cavanaugh  
Office Support Assistant

**ECONOMIC DEVELOPMENT ADVISORY COMMITTEE**

**March 1, 2013**

**12:00 Noon**

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

AGENDA

**Lunch will be provided**

- I. Welcome and Introductions
- II. Approval of Minutes of November 30, 2012
- III. Monadnock Region Future Initiative
  - Status Update, Preliminary Findings and Next Steps
- IV. Southwest Region CEDS - Potential Projects and Programs
  - Transportation Projects in the Southwest Region
- V. New Hampshire State Aid Grant Program
  - Presentation and Discussion
- VI. Other Matters
- VII. Next Meeting
- VIII. Adjourn

**SOUTHWEST REGION PLANNING COMMISSION**  
*ECONOMIC DEVELOPMENT ADVISORY COMMITTEE*

**MINUTES**

**March 1, 2013**

**Present:** Glenn Coppelman; Jack Dugan; Brian Foucher; Lisa Murray; Bob Harcke; Laura Keith King; Carol Ogilvie; Justin Slattery; and Judy Tomlinson.

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

**Guests:** Don MacIsaac, Selectman from the Town of Jaffrey

**I. Call to Order**

Bob Harcke called the meeting to order at 12:05 p.m. and introductions were made.

**II. Approval of Minutes of November 30, 2012**

The minutes of November 30, 2012 were approved by unanimous vote.

**III. Monadnock Region Future Initiative**

Staff member Tara Germond provided EDAC members with an update on the Monadnock Region Futures (MRF) initiative and distributed promotional post cards regarding the project. She noted that staff has attended numerous community events to gather public perspective on the region. Things that people reported they like about the region include the natural environment, sense of community spirit and the regions arts and culture. Things that people feel could be better include having more jobs, economic development, public transportation and activities for youths and families. She reported that staff has also conducted four neighborhood discussions with small groups of 10-15 people at places like senior citizen centers and have scheduled six more sessions through the month of April. Tara Germond also provided information on an upcoming event entitled “NH Listens” that is being conducted by the UNH Carsey Institute in conjunction with the UNH Cooperative Extension on April 2, 2013. The event will take place at the Keene Library’s Heberton Hall and will be a facilitated discussion that will encourage those attending to share their concerns about the future of the region. Other activities being conducted under the MRF program include an Art Contest for students in the region and topic workshops that will focus on transportation, housing, economic development, environment and energy. Local plans and documents are currently being reviewed to assist in the development of a regional needs assessment that will be completed this summer.

Glenn Coppelman asked if there are any plans to distribute the project informational post cards to specific neighborhoods. Tara Germond responded that currently they are being handed out at various functions. Glenn Coppelman noted that we might want to take advantage of a new program at the post office that would allow distribution of materials to specific neighborhoods without needing to be addressed. Laura Keith-King suggested conducting a focus group meeting for local businesses. Tara Germond offered to work with the Greater Keene Chamber of Commerce to schedule a meeting of this nature.

#### **IV. Southwest Region CEDS - Potential Projects and Programs**

Rebeckah Bullock introduced staff member J.B. Mack and asked him to provide EDAC members with information on several transportation projects that might qualify for inclusion in the Southwest Region CEDS document. J.B. Mack explained the involvement of the Planning Commission's Transportation Advisory Committee (TAC) in the 10-Year Transportation Improvement Plan, noting that it is a two year process. Projects need to be reviewed and ranked by TAC based on a set of criteria and are passed on to the NH Department of Transportation to be considered for inclusion in the plan update. One of the criteria addresses the economic impact of a project. J.B. Mack went on to explain that three of the projects currently being evaluated have a strong economic development component and EDAC may want to consider including them in the CEDS document. He gave brief reports on each of the projects as follows: 1) The Jaffrey dogleg project involves a multi-way intersection in the center of downtown Jaffrey. Don MacIsaac noted that the current situation creates a daily problem for both commuters and freight haulers. J.B. Mack noted that the Town of Jaffrey wants to make a more pedestrian friendly downtown that would tend to improve the overall economic development of the community. 2) The Hinsdale/Brattleboro Bridge connects the Town of Hinsdale, NH to Brattleboro, VT by using two connected bridges that were built in 1920 and rehabilitated in 1988. New Hampshire residents rely on the bridge to commute to work and reach services in Brattleboro. The plan includes replacing the existing two bridges with one at a different location. 3) The Stoddard/Hillsborough corridor provides an important connection for all East/West traffic in the region. Management of curb cuts along this stretch of highway would assist future development along this corridor. J.B. Mack stressed the importance of creating a balance between mobility and economic development. He asked if EDAC members might be interested in recommending any of the projects for inclusion in the CEDS document.

Judy Tomlinson asked if EDAC would be asked to review all of the proposed transportation projects for the region. J.B. Mack stated he could provide information on all of them but currently staff is recommending consideration of the three projects he outlined above. Rebeckah Bullock pointed out that the Jaffrey dogleg project is currently on the CEDS watch list. She noted that she would be willing to work with J.B. Mack to provide CEDS scoring information on each of the three projects at the next EDAC meeting. J.B. Mack offered to work with an EDAC sub-committee to review all the transportation projects in the region if they would like to. Glenn Coppelman suggested giving staff the go ahead to work on scoring the three projects mentioned today to be considered for inclusion in the CEDS document at the next EDAC meeting. Those in attendance unanimously agreed with the suggestion.

#### **V. New Hampshire State Aid Grant Program**

Rebeckah Bullock introduced Don MacIsaac who is a selectman from the Town of Jaffrey. She noted that the Jaffrey wastewater treatment plant project that Mr. MacIsaac would be speaking about is included in the CEDS document.

Don MacIsaac explained that 124 projects in the State Aid Grant Program including the Jaffrey project are being delayed or deferred. He noted that this is placing an extreme economic hardship on the communities involved. He explained that with a regular grant you usually apply for funding and if awarded, you get the funds to proceed with your project. However, with the NH Department of Environmental Services (NH DES) grant you need to commit to a project, build it and then receive reimbursement. The residents of Jaffrey built their new wastewater treatment plant following this procedure and are now being told by NH DES that there are no funds available to reimburse them. This was an 18 million dollar project that was approved to receive NH DES funding and without their portion the total cost will have to be absorbed through user fees and property taxes. Mr. MacIsaac noted that although NH DES doesn't have sufficient funds

to reimburse current projects they are still accepting new projects. The Town of Jaffrey has formed a coalition comprised of 36 municipalities and NHMA to raise awareness to this problem. He added that part of the Governor's budget includes a proposal to provide assistance to those projects that have been delayed or deferred. Don MacIsaac said that he would like EDAC to consider providing him with a letter of support given the economic impact the situation is having on the municipalities in the region. He added that he would also appreciate it if someone would agree to attend the state hearings when they come to our region and testify on this issue. Lisa Murray asked how the Town is paying the bills on this project and Mr. MacIsaac responded that the town bonded the project and now they are liable to repay the bond. He noted that the Town of Peterborough is in a similar situation. Brian Foucher questioned if a letter of support should come from the Planning Commission Board of Directors rather than EDAC. Judy Tomlinson noted that she doesn't know if a situation like this has come up in the past but cautioned that we don't want to have numerous groups approaching EDAC for letters of support. Bob Harcke suggested the matter be referred to the Board of Directors at one of their future meetings. Brian Foucher noted that the request has merit but should be discussed on a higher level than that of an advisory committee. Laura Keith-King agreed that a letter of this nature would be more appropriate coming from the Board of Directors. J.B. Mack noted that TAC takes a similar approach with requests of this nature. Tara Germond asked Mr. MacIsaac what the time frame was for receiving a letter of support and he responded that he would need to have it prior to April.

**Motion: To acknowledge the economic development impact of the situation described by Mr. MacIsaac and suggest that consideration be given by SWRPC in support of this concern.**

Motion by Brian Foucher, seconded by Lisa Murray. Approved by unanimous vote with Judy Tomlinson abstaining.

## **VI. Other Matters**

Rebeckah Bullock announced that there are a couple of forums being planned that EDAC may want to consider co-sponsoring. Laura Keith-King asked what would be involved with co-sponsoring one of the events and Rebeckah Bullock explained that EDAC's name would be included in the announcement and hopefully members would attend the event. She explained that the Natural Resources Advisory Committee is looking for a co-sponsor for an air quality forum that will take place this spring. Bob Harcke noted this topic is very important to the economic development of the region. Those in attendance agreed to co-sponsor this event. Tara Germond explained that Monadnock Region Future is planning to hold an event this summer that would be a facilitated discussion on the economic climate in the region. Laura Keith-King suggested holding the event in conjunction with a Chamber of Commerce civic luncheon. Judy Tomlinson suggested holding the event in June to accommodate vacation schedules. Those in attendance agreed that this event was a good idea and Tara Germond agreed to work with the Chamber of Commerce regarding logistics. There are also plans to hold a broadband training session in conjunction with the NH Cooperative Extension during April or May. Tara Germond noted that they offer three different sessions that pertain to economic development. Brian Foucher asked if all three sessions could be presented and Tara Germond responded that she would have to speak to UNH about the possibility. Those in attendance liked the idea of sponsoring one session on Broadband that would cover two or three different topics.

## **VII. Next Meeting**

The next meeting of EDAC was scheduled for noon on May 10, 2013.

## **VIII. Adjourn**

Meeting adjourned at 1:35 p.m.

Respectfully submitted,

Rebecca I. Baldwin  
Office Manager

## **ECONOMIC DEVELOPMENT ADVISORY COMMITTEE**

**May 10, 2013**

**12:00 Noon**

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

### **AGENDA**

#### **Lunch will be provided**

- I. Welcome and Introductions
- II. Approval of Minutes of March 1, 2013
- III. Broadband Training Forum held May 1, 2013
  - Overview of event
- IV. Comprehensive Economic Development Strategy for Southwest New Hampshire
  - A. Potential Projects and Programs
    - Transportation Projects in the Southwest Region - Priority Project Analysis
  - B. CEDS Annual Report June 2013
  - C. Demographic data update to CEDS
- V. Future EDAC-sponsored forums
  - Monadnock Region Future Initiative forum in June 2013
  - Air Quality forum in the fall of 2013
- VI. Other Matters
- VII. Next Meeting
- VIII. Adjourn

## **5. Work Plan for July 1, 2013 to June 30, 2014**

### *Continued Development and Maintenance*

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

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

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

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

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

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

### **Priority Project List**

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

These projects and others will be continually reviewed by the Southwest Region CEDS Advisory Committee for general consistency with the goals and objectives of the CEDS. The projects identified as short-term are shown in the first table and those identified as in the planning stages are shown in the following table. The information in the following tables has been updated to reflect the most current information as of June 30, 2013. Over the past year, three new projects have been added, including the Hinsdale, NH-Brattleboro, VT Bridge project, the Jaffrey Dogleg project, and the Stoddard-Antrim-Hillsborough NH 9 ROW Purchase project.

As noted earlier, two projects have been completed over the past year and have been removed from the Projects List: the Monadnock Community Market Cooperative and the NH Dot Chesterfield Welcome Center. Another project, the Institute of Aircraft Maintenance, is no longer being pursued and was removed.

### 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 million	CDBG, USDA RD, MEDC RLF, TIF, NH BFA, NH CDFA CDIP, Green Gap Loan, Brownfields Assessment Funds, Private Sources	A, B, C, D, E
Jaffrey Park Theatre	Restoration and development of downtown property	Park Theater, Town of Jaffrey, Franklin Pierce University	\$1,900,000	NH CDFA Tax Credits, grant funding, private donations	A, B, D, E
Stone Arch Bridge Industrial Park water line extension	Infrastructure improvement (water)	Town of Jaffrey	\$1,600,000	TIF; Possible USDA/RD and/or EDA	B
Downtown water flow improvement	Infrastructure improvement (water)	Town of Antrim	\$120,000	Town Water reserves	B
Monument Road Industrial Park	Infrastructure improvement (water, sewer, roads)	Town of Hinsdale, Hinsdale EDC, MEDC	\$2,000,000 total over several years	TIF, CDBG	B
Swanzey Industrial Park	Infrastructure improvement (road)	Town of Swanzey	\$3,000,000 ; \$60,592 in 2006	TIF	B
Antrim Mill (former Goodell factory)	Mixed-use development	Town of Antrim	\$2-\$2.5M (estimate)	Private, some support from TIFD	B, C, D, E
Historic Harrisville	Basic repairs; Enhancements and historic Cheshire Mill	MEDC, Cheshire County. Town of Harrisville	Project cost to date: \$4,060,689	CDFA, LCHIP, private donations.	A, B, D, E

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

**Short-Term Priority Projects *continued***

<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>
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 FastRoads	Broadband infrastructure expansion	UNH, Network New Hampshire Now (NNHN), NH CDFA, MEDC, WCNH.net	\$5,500,000 ; part of a \$44.5 million project	NNHN grant, private cash, in-kind funding, CDBG.	A, B, D, E, F
Cheshire County Courthouse Expansion	Expansion of existing courthouse	Cheshire County, City of Keene, MEDC	\$10,800,000	CDIP tax credits, New Markets Tax Credits, loans from two banks and Cheshire County, and Tax Increment Financing from the City of Keene	B, D, E, F, G
Winchester Wastewater Improvements	Improvements to municipal wastewater facility	Town of Winchester/ NH DES	\$4,445,500	Property Taxes/SRF Loan/ ARRA Funds	B

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

**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)	To be determined	B
Great Brook River Walk	Downtown enhancement	Town of Antrim	Project is on hold, no cost estimate available at this time	To be determined	B
WW Cross Building Redevelopment	Redevelopment of former Brownfield site into mixed use (commercial and residential) space	MBV, MEDC, Town of Jaffrey, Webster St. LLC, Larry & Stephen Thibeault	\$1,100,000	CDIP, MBV RLF, Private Sources, with other resources to be defined	D, C
Attraction of Retail Development	Encouraging retail establishments to locate in a specified corridor	Franklin Pierce University, Town of Rindge	To be determined	Private Sources, CDBG Potential	D, E
Colonial Theatre Sustainability	Investments to support the sustainability of the Colonial Theatre.	Colonial Theatre/City of Keene/NH DRED	\$5,000,000	Fundraising, membership dues, donations, theatre revenues, potential grants	B, D, E
ArtsAlive! Collaborative	Encouraging the development of an infrastructure that will sustain, promote, and expand access to arts and cultural resources in the Monadnock Region.	Collaboration of local arts and cultural groups	TBD	TBD	A, B, C, D, E, F
NH Broadband Mapping and Planning Program	Multi-year, multi-agency effort to map broadband access in NH and develop regional broadband plans	UNH, the nine Regional Planning Commissions, NH DRED	\$2,400,000	National Telecommunication and Information Administration funding.	A, B, D, E, F

**Project/ Program Planning List *continued***

<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>
Hinsdale, NH Brattleboro, VT Bridge	Infrastructure improvement; replacement of 2 existing but functionally obsolete bridges over the Connecticut River with a new bridge downstream.	Towns of Hinsdale, NH and Brattleboro, VT, NH DOT, VTrans	\$36.3 million	NH DOT, State of Vermont	A, B, D, E, F, H
Jaffrey Dogleg	Infrastructure improvement; reconfiguration of the US 202/NH 124 dogleg	Town of Jaffrey, NH DOT	\$6,950,000	NH DOT	A, B, D, E, F,
Stoddard-Antrim-Hillsborough NH 9 ROW Purchase	Infrastructure improvement; purchase of ROW access rights and minor capacity and safety improvements on NH Rte 9.	Towns of Stoddard, Antrim, and Hillsborough, NH DOT	\$2,250,000	NH DOT	A, B, D, E, F,

*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.

2012/2013 Work Plan

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

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

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

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



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

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

---

**Task Leaders:** Listing of task leaders

**Investment:** Identified funding investment

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

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

## LIST OF ACRONYMS:

---

ARRA	American Recovery and Reinvestment Act
CDBG	Community Development Block Grant
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.

**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.*

---

**PROJECT # 1:** Keene Community Education

---

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

**Investment:** \$550,000

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

**Dates:** Ongoing

---

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

---

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

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

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

**Dates:** Held annually

---

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

---

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

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

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

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

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

---

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

---

**Task Leaders:** Bonnie CLAC

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

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

**Dates:** August 2003 - Present

---

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

---

**PROJECT # 1:** Internship Program

---

**Task Leaders:** Keene State College

**Investment:** Undetermined

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

**Dates:** Ongoing

---

**PROJECT # 2:** Internship Program

---

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

**Investment:** Undetermined

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

**Dates:** Ongoing

---

**PROJECT # 3:** Internship Program

---

**Task Leaders:** Franklin Pierce University

**Investment:** Undetermined

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

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

**GOAL B:** Prepare for Future Development

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

---

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

---

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

---

**Task Leaders:** SWRPC

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

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

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

---

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

---

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

**Investment:** Undetermined at this time

**Resources:** Municipal Fees, Citizen Volunteers

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

---

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

---

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

**Investment:** \$1,500

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

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

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

**Task Leaders:** SWRPC

**Investment:** \$35,000

**Resources:** Municipal Member Dues

Dates: July 1 to June 30 (Annually)

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

Task Leaders: SWRPC

Investment: \$25,000

Resources: State of New Hampshire

Dates: Ongoing

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

Task Leaders: The Natural Conservancy, SWRPC

Investment: \$6,500

Resources: NH DES

Dates: September 2008 to December 2009

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

Task Leaders: Moosewood Ecological, SWRPC

Investment: \$5,000

Resources: NH OEP

Dates: October 2008 to March 2010

**PROJECT # 8:** Community Conservation Partnership

Task Leaders: Monadnock Conservancy, SWRPC

Investment: \$7,500

Resources: Municipal Member Dues

Dates: Ongoing

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

Task Leaders: SWRPC, Town of Hinsdale

Investment: \$2,500

Resources: Municipal Fees, Citizen Volunteers

Dates: May 2009 to December 2009

**PROJECT # 10:** Tax Mapping Updates

Task Leaders: SWRPC

Investment: \$5,000

Resources: Municipal Fees

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

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

---

**TASK 1:** In collaboration with NHDOT and other entities, support a system of diverse transportation modes by incorporating sidewalks and bicycle lanes into street and highway design, as well as by developing a regional public transportation system. *Ranked 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
<b>Investment:</b>	Estimated cost of \$3M - \$6M
<b>Resources:</b>	DOT, Grant Funds, tax revenue, TIFD funds
<b>Dates:</b>	To occur within the next 10 years
<b>PROJECT # 8:</b>	Improvements to Intersection of NH Rtes. 9, 10, 12, and 101 in Keene
<b>Task Leaders:</b>	NH DOT
<b>Investment:</b>	\$2,500,000
<b>Resources:</b>	Federal and State Funds
<b>Dates:</b>	2009
<b>PROJECT # 9:</b>	Improvements to Cobb Hill Rd Intersection with NH 123 in Alstead
<b>Task Leaders:</b>	NH DOT
<b>Investment:</b>	\$1,760,555
<b>Resources:</b>	Federal Highway Emergency Funds (25% State Match)
<b>Dates:</b>	2007 - 2008
<b>PROJECT # 10:</b>	Bridge from just east of NH 12A/NH 123 to just west of NH 123A in Alstead
<b>Task Leaders:</b>	NH DOT
<b>Investment:</b>	\$2,000,000
<b>Resources:</b>	Federal Highway Emergency Funds (20% State Match)
<b>Dates:</b>	2007 - 2009
<b>PROJECT # 11:</b>	Improvements to NH 123A just downstream of Vilas Pool Dam in Alstead
<b>Task Leaders:</b>	NH DOT
<b>Investment:</b>	\$122,766
<b>Resources:</b>	FEMA, State Funds
<b>Dates:</b>	2008
<b>PROJECT # 12:</b>	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

---

**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

---

**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

---

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

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

---

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

---

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

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

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

**Dates:** Ongoing

---

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

---

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

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

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

**Dates:** Ongoing

---

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

---

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

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

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

**Dates:** Ongoing

---

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

---

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

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

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

**Dates:** Ongoing

---

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

---

---

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

---

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

---

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

---

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

---

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