

Annual Report

Comprehensive Economic Development Strategy for Southwest New Hampshire



June 30, 2009



SWRPC

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Monadnock Economic Development Corporation
Southwest Region Planning Commission

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1. Adjustments to the CEDS

Now four 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 year 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 the issue was addressed in this Annual Report as part of the 2008-2009 Work Plan.

This past year saw continued promotion of the CEDS Public Involvement Plan through distribution of the CEDS brochure, updates to the CEDS portal within the Commission's website, and inclusion of the "CEDS program" within a Smart Growth compact disc as a companion program with others such as Brownfields, Innovative Land Use Planning Techniques, Geographic Information Systems (GIS) and Transportation Planning. A number of CEDS brochures were included in a set of promotional information produced by SWRPC staff, entitled "*Overview Materials for the Brownfields and CEDS Programs Fall 2008.*" These materials were delivered to each Town. Presentations on the Brownfields and CEDS programs were made by Commission staff to Boards of Selectmen and/or other municipal officials in 15 communities.

The Hannah Grimes Center in Keene has become a successful incubator center. They have been able to operate their incubator space at near capacity since April 2006 and run a number of small business and entrepreneurial-related workshops that have been well attended. Hannah Grimes recently released an "*Entrepreneur Road Map*" pamphlet designed as a business resource guide for the Monadnock Region.

The Keene Railroad Square project in Downtown Keene and the Moore Nanotechnology manufacturing facility in Swanzey both began construction over the past year.

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 2008 to June 2009

During the past year, 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 2008 to June 2009 include:

- The CEDS Advisory Committee held four dedicated meetings on October 3, 2008; January 16, 2009; April 21, 2009; and June 12, 2009. The Committee also co-sponsored two forums inclusive of the public and representatives of interested

groups. The first, was “*Green Business Forum: The Next Generation*” held at Franklin Pierce University on April 21, 2009. The second, which was actually held in two separate sessions, involved Workforce Housing. These “*Workforce Housing Sessions: What Your Town Should Know*” were held on May 5, 2009 and May 14, 2009. 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:

- Initial development of a Commercial and Industrial zoning inventory for the 35 municipalities within the Region; including database development to achieve a “one stop” reference for data use and retrieval as well as the long term aim of depicting the municipal business district data geographically.
- SWRPC staff provided a presentation regarding the CEDS to the “Leadership Monadnock” group on March 18, 2009.
- SWRPC staff was very active in the beginning of 2009 tracking funds from the American Recovery and Reinvestment Act (ARRA), related to broadband and other infrastructure and economic development initiatives that have the potential to benefit the Southwest Region.
- *Promote the CEDS and its related themes through direct outreach with Boards of Selectmen, Planning Boards, Chambers of Commerce and other formal organization.*
 - In the Fall of 2008, SWRPC staff completed and distributed to the municipalities within the Southwest Region a set of overview materials for the Brownfields and CEDS Programs as part of our outreach program. During this reporting period presentations on the Brownfields and CEDS programs were made by Commission staff to Boards of Selectmen and/or other municipal officials in 15 of the Region’s towns.
 - In the second half of 2008 the Planning Commission marked a decade of using its GIS to maintain and update the Greater Keene Chamber of Commerce’s “*Maps of Keene and Cheshire County, NH*”. This project employed a state-of-the-art methodology that has since become the normal order of operation for high-end cartographic product development in the GIS community. Not only did using this process yield an attractive map product - it also resulted in a cost savings and increased the number of advertisers for the Chamber. The map is distributed by the Chamber as well as local real estate agencies and businesses as a way for tourists and people relocating to the area to find their way around and promote local business.
 - SWRPC staff provided the CEDS document and planning process to Leadership Monadnock and the Swanzey Economic Development Advisory Committee.
 - The next group of direct outreach is planned with the Region’s five Chambers of Commerce. These are planned to be held between the Summer and Fall of 2009.
- *Holding of a Public Forum sponsored by Southwest Region Planning Commission and its Economic Development Advisory Committee during Spring 2009 in partnership with Heading for Home and the NH Housing Finance Authority.*

- With the passage of the Workforce Housing Act (SB 342) in 2008, which is currently planned to be effective starting July 1, 2009, workforce housing considerations and the implication for planning and zoning in each Southwest Region community pushed the need and interest among EDAC members for a Public Forum regarding Workforce Housing.
- Two Workforce Housing Public Forum's were held during Spring 2009. Ben Frost, Esq., AICP, Director of Public Affairs at the New Hampshire Housing and Finance Authority was the presenter for both forums.
 - The first Forum was held Tuesday, May 5, 2009 at the Town of Bennington, co-sponsored by the Bennington Planning Board. Approximately 40 people attended this workshop.
 - The second Forum was held on Thursday, May 14, 2009 in the City of Keene, which was co-sponsored by Heading for Home. Approximately 37 people attended this workshop.
- The Heading for Home Regional Housing Coalition continues to promote affordable housing in the Southwest Region with representation from the Commission. Heading for Home sponsored a Forum involving Workforce Housing at their 3rd Annual Business Leaders Breakfast meeting held on March 20, 2009. SWRPC staff participated in this meeting.
- Active Community Development Block Grants for affordable housing projects in the Region are as follows: Page Senior Housing in Swanzey, which began construction in 2009, and an on-going Cheshire County Housing Rehab project, which had begun in 2006.
- *Advocate for reliable and responsible broadband expansion as a necessary utility for the advancement of rural economic development.*
 - A Municipal Broadband Subcommittee was formed by the Municipal Broadband Network (MBN) Committee, created by the Mayor of the City of Keene in 2002 to study, understand and advocate for access to high speed internet and broadband infrastructure for the Greater Keene area and Southwest New Hampshire. This subcommittee include members of the CEDS Advisory Committee and SWRPC staff. The Subcommittee met on September 5, 2008 and began exploring the idea of a survey to one or more communities in the Southwest Region as part of expanding broadband utility services to the rural communities outside of Keene.
 - Work associated with the Commercial and Industrial Land Use Inventory has helped with gaining an understanding toward wireless/municipal broadband potentials in consideration of factors such as topography, tower locations and terrain.
 - In early 2009 with the passage of ARRA and the potential funding for the further development of rural broadband services, SWRPC staff began tracking the availability of funding to help achieve the expansion of broadband into the region's rural communities. Staff learned that there is \$7.2 billion available in funding for broadband development broken down into two (2) separate programs. The first is the USDA Rural Development's Broadband Program, which provides \$2.5 billion in funding. The second is the Broadband Technology Opportunity Program (BTOP), under the Department of Commerce National Telecommunications and information Administration (NTIA, which provides \$4.7 billion.

- SWRPC Staff attended a March 10, 2009 meeting hosted by the New Hampshire Department of Resources and Economic Development (DRED), where it was learned that the State of New Hampshire was working on a Statewide Broadband Grant Application. Under the BTOP program, all states are guaranteed to get at least one grant award.
 - An emergency MBN Subcommittee meeting was held on March 17, 2009 to discuss the Statewide Grant and the opportunity to partner with DRED and ensure that the Monadnock Region was well represented. A proposal was then drafted and reviewed by the full MBN Committee at a meeting held on March 19, 2009. The document entitled “*Monadnock Region Broadband Plan Summary*” was delivered to DRED at a meeting held at the New Hampshire Local Government Center (LGC) on March 20, 2009. A copy of this Plan Summary has been provided as Attachment A of this Report.
 - Given the importance of knowing where existing broadband services are and are not currently available, one component of the broadband project is developing a broadband service map showing areas that are currently served, unserved, and perhaps also underserved. At the March 10th meeting, it was learned that the State was considering a mapping component to the Statewide Broadband Grant, an idea already being discussed amongst SWRPC staff and the MBN to have such a map prepared for the Southwest Region.
 - SWRPC’s GIS staff worked with NH GRANIT (State’s GIS Entity), on the broadband mapping proposal within the Statewide grant. This partnership led to a greater involvement and influence of SWRPC in the contents of the Broadband Mapping Grant Application (SWRPC is also partnering with other NH Regional Planning Commissions in addition to NH GRANIT). On April 24th the Broadband Mapping Grant proposal was submitted to DRED for inclusion in the Statewide Broadband Grant Application.
 - Another SWRPC staff broadband initiative includes work on the development of a Model Ordinance to allow, and streamline the permitting of, Fixed Wireless Broadband Wireless Transmitter Tower Facilities to be installed in a municipality. One technology being utilized in the Southwest Region to expand Broadband Internet services is use of fixed wireless broadband technology. One such structure was installed in the Town of Fitzwilliam in the first half of 2009 and during the Fitzwilliam Planning Board’s review of this structure it was determined that no permitting structure existed within the Town’s Zoning Ordinance, as there are for cell phone towers. The Town of Fitzwilliam did develop an ordinance to allow Fixed Wireless Broadband Facilities in Town, which was passed at their March 2009 Town Meeting. This Ordinance became the template utilized in development of the Model Ordinance. *The Draft Model Ordinance in its current form has been provided as Attachment B with this Report.*
- *Provide direct assistance to municipalities in reviewing zoning and other regulations in respect to future development; update impact fee schedules; broadening citizen participation, etc.*
 - Continued the preparation of a Smart Growth CD to be distributed to Municipal Officials which includes a digital presentation on the CEDS

process and document. The CD is in final production at the time of this writing.

- Two Planning Seminars on “Innovative Land Use Planning Techniques” were held over the past year. The first was in November 2008 and the second was in March 2009.
 - Staff provided Planning Board training assistance to the towns of Stoddard and Hinsdale.
 - Assisted the Town of Peterborough and the Town of Jaffrey in understanding Environmental Protection Agency (EPA) Brownfields regulations regarding Phase I and Phase II Environmental Assessments and implementation for the purpose of returning under-utilized properties to more active use.
 - Assisted with Open Space Planning for Alstead, Gilsum, Surry, Walpole and Westmoreland in conjunction with the Monadnock Conservancy and the Community Conservation Partnership.
 - Continued maintenance to support Tax Increment Finance Districts (TIFDs) in the municipalities of Antrim, Jaffrey, Keene, Hinsdale, Peterborough, and Swanzey.
 - Active involvement in the Cool Monadnock Initiative which is conducting audits and inventorying of municipal energy use and emissions.
 - SWRPC staff participated in reviewing the Town of Temple Economical Energy Committee’s Greenhouse Gas Emissions Reduction Fund Application to the NH Public Utilities Commission. If approved, the Town would receive funding that would include making their Fire Station and Library buildings more energy efficient.
 - Continued efforts in support for development of the Keene Downtown Railroad Land (headed by the Monadnock Economic Development Corporation, the City of Keene, SWRPC Brownfields assistance and SWRPC grant administrative support on behalf of Cheshire County).
 - Continued support for the redevelopment of the Troy Mills complex.
 - Continued support for the redevelopment of the Antrim Mill (headed by the Antrim Mill Corporation in collaboration with the Town of Antrim).
 - Direct administrative support to move projects from planning to permitting and implementation for the Apple Hill Chamber Music Center in the Town of Nelson (project now complete), a new access road for the Monadnock Community Hospital in the Town of Peterborough (project expected to be completed by the end of December 2009) and a new access road within the Monument Road Industrial Park in the Town of Hinsdale, in conjunction with the Hinsdale Commercial & Industrial Development Corporation (unfortunately progress has not occurred in this project, but the goal is to have SWRPC provide planning assistance in the upcoming year to help move to project forward).
- *Continue the development of the Southwest Region’s Commercial and Industrial Land Use Inventory database.*
 - SWRPC staff provided an update on these efforts with a power point presentation to the CEDS Advisory Committee at their October 3, 2008 meeting.

- The plan is to eventually make this data fully accessible to the public online, with the goal of having it live and online in a web-based GIS by December 2010. The data would be searchable to Southwest Region towns, and include relevant contact information for each town as well as links to their respective websites, if available.
 - The inventory work also has been able to lead to the creation of an electronic directory into the Commission's broadband planning efforts (see discussion under broadband contained in this report).
 - Over the past year staff has been able to input into the Regional Information System the following additional datalayers, building on the efforts since the October 2008 presentation: Economic Revitalization Zones (ERZs), TIF Districts, mill buildings, cell towers and 3-phase power. Progress has been made in on inventory of the Region's, brownfield sites and industrial parks. A Work Plan item for 2009-2010 is being proposed to further the development of this inventory project with the goal of the live on-line GIS website, as indicated above, by December 2010. In addition over the next year staff plans to begin promoting the existing data sets available to various Regional stakeholders.
 - See Attachment C for a couple sample GIS maps showing the work completed to date on the Commercial and Industrial Land Use Inventory database as well as a CD with PDF versions of these maps.
- *Ensure that SWRPC's regional transportation planning efforts are coordinated with the CEDS process.*
 - Implementation of the Transportation Enhancement Program and New Hampshire's Ten-Year Transportation Improvement Program. A number of projects related to these two programs have been set into design phase, put out to bid or actively constructed during the past year. The Safe Routes to Schools program also has become active over the past year. From July 2008 to June 2009, the Region has seen the following:
 - Transportation Enhancement and Safe Routes to Schools projects:
 - In the Town of Antrim, Safe Routes to School and local funds estimated at \$85,000 have been made available for the Jamison Avenue Sidewalk and Crosswalk Project. Project expected to be completed over the upcoming year.
 - Transportation Enhancement project funds were committed totaling \$1,017,444 for Bennington and Dublin (the Bennington project funding has been made possible with assistance of ARRA funds). These funds will help or have helped construct village pedestrian improvements, sidewalks, shoulders, and/or curbing in these two communities.
 - New Hampshire's Ten-Year Transportation Improvement Program Projects:
 - \$1,853,185 bid accepted and project development started for roadway and bridge rehabilitation of NH 123/12A in Alstead. Anticipated project completion date is August 2009.

- \$841,094 bid accepted and project development started for bridge rehabilitation over Moose Brook in Hancock. The project was completed in the summer of 2008.
 - \$1,953,925 bid accepted and project started for the roadway rehabilitation of Route 63 North of Route 119 in Hinsdale. The project was completed in the summer of 2008.
 - \$2,837,003 roadway and bridge rehabilitation completed on NH Route 12 in Keene and Swanzey.
 - \$2,214,080 roadway resurfacing projects throughout District 4, which includes the SWRPC Region.
 - \$1,555,714 bridge replacement on Route 124 over the Cold River in Walpole.
- Other related Transportation planning efforts over the past year include:
 - The State of New Hampshire completed Round 2 and began Round 3 for Safe Routes to School funding during this period. Awards were granted to Keene, Antrim and Troy during this period. \$176,402 was granted for infrastructure and \$8,010 for non-infrastructure projects.
 - A Southwest Region Transportation Plan update has been completed and approved by SWRPC's Transportation Advisory Committee and the SWRPC Board of Directors. The document is currently available on the web for public review.
 - A Route 10 Job Access Study was completed examining the market, need and transportation service options available to low income labor force living in West Swanzey and Winchester.
 - Development of a Monadnock Region Transportation Management Association. SWRPC staff is working with a planning group called the Transportation Demand Management Advocacy Group representing the public and private sectors to form a Transportation Management Association for the Southwest Region. The purpose of this group is to improve transportation decision making that improves efficiency and quality of life.
 - Regional Coordination Council 6 formation. SWRPC staff is working with a range of stakeholders to form a Regional Coordination Council for the eastern part of the Monadnock Region, which will work to improve transit and paratransit coordination in that Region. Similar efforts will be underway for Regional Coordination Council 5 which is the western part of the Monadnock Region in the next fiscal year. This group will be examining ways for coordinating trips for commuters seeking more affordable transportation options as well as providing transportation services for medical appointments, shopping and other errands.
 - Route 119 Transit Feasibility Study: SWRPC staff is facilitating a process between the towns of Winchester and Hinsdale, NH and Brattleboro, VT along with private sector organizations

including Wal-Mart, Brattleboro Community Hospital and the Hinsdale Commercial and Industrial Development Corporation to expand the public transit system for commuters using the Route 119 Corridor. Hinsdale is part of the Brattleboro labor market area.

- Route 12 Transit/Paratransit Feasibility Study: SWRPC received a Federal Transit Administration grant to work with four local transit and paratransit providers to create new public transportation services on the Route 12 corridor between Keene and Springfield, VT, including service to Westmoreland and Walpole, NH and Westminster and Rockingham, VT. Work on this project will begin in July 2009.
- *Develop 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 District designation.*
 - The CEDS Advisory Committee hosted both a Federal Representative and a State of New Hampshire Representative at their October 3rd meeting in order to begin the development of the dialogue with the respective governmental entities.
 - Alan Brigham, Northern New England Economic Development Representative for the US EDA provided an overview of his agency's purpose in funding projects to increase success for businesses by providing support for the improvements to physical capacities and infrastructure as well as intellectual capacities. He emphasized that apart from government funding, the CEDS process and planning activities are necessary to the growth and success of a Region.
 - James Robb, Regional Resource Specialist for the NH Department of Resources and Economic Development (DRED) spoke on his agency's Job Training fund. The DRED Job Training fund provides on-site classroom training for individuals interested in working in laboratories, or for training individuals to work in industries that require technical skills. He noted that during the past nine months this fund provided twenty grants across the State of New Hampshire totaling \$458,584 with match funding at \$545,648. Five of these grants were awarded to manufacturers within the Southwest Region representing \$160,532 (35% of the State total) with match funding at \$160,552.
 - SWRPC staff, on behalf of the CEDS Advisory Committee, is applying for continued EDA planning grant funding in support of the CEDS efforts.
- *Engage the CEDS Advisory Committee to revise the CEDS project nomination criteria.*
- *Further engage the CEDS Advisory Committee to seek projects for nomination that promote smart growth*
 - SWRPC staff reviewed the existing CEDS project nomination criteria. Two specific areas that staff felt needed to be revised were job quality (e.g. higher-paying technology-related jobs versus lower-wage service sector jobs) and taking into consideration smart growth (existing criterion do not address either).
 - Staff worked with a CEDS Advisory Subcommittee and developed two new criteria that were adopted by the CEDS Advisory Committee at their April 21, 2009 meeting. These two new criteria are related to job quality and smart growth and are provided below. The complete new Project Review Evaluation Criteria has been included as Attachment D.

Job Quality Criteria:		
Primarily occupations requiring skilled or educated workers, and offering commensurate wages (“Job Quality”).	1	Primarily requiring unskilled or entry level workers
	3	Primarily requiring some skills or education, or moderate level of job training
	5	Primarily requiring advanced training, or highly skilled workers
Smart Growth-related Criteria:		
Project promotes the State of New Hampshire Office of Energy and Planning’s Smart Growth Principles.	0	Project meets zero NH Smart Growth Principles
	1	Project meets some (1-2) NH Smart Growth Principles
	3	Projects meets several (3-4) NH Smart Growth Principles
	5	Project meets a majority (5+) NH Smart Growth Principles

- Other Project Review Evaluation Criteria that the Committee discussed at the April 21st meeting, but that will require further research and discussion include the following:
 - 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.
 - 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)
 - Do the proposed salaries for new jobs offer a “living wage”?
 - Does the project contribute to advancing the job training needs of the Southwest Region?
 - Taking into account workforce housing considerations.
- *Streamline the goals, objectives and tasks represented within the CEDS document.*
 - Work on this task occurred during the reporting period at the staff level is planned to be brought before the Committee in the coming months.
 - Staff will be utilizing a couple models in this effort including, “Plan for Progress” from the Pioneer Valley CEDS program and the Northern Forest’s Sustainable Economy Initiative’s “Economic Resurgence in the Northern Forest.”
- *Continue initiatives in support of regionalism.*
 - The public forums required under the EDA grant were designed to support regionalism.
 - The development and ultimate implementation of the Commercial and Industrial Land Use Inventory database is an initiative intended to support regionalism.
 - SWRPC staff planned and participated in the “Monadnock Region Land Summit” held in January 2009, which took a regional approach.
 - Other CEDS efforts that have helped support regionalism include the outreach effort of the CEDS and Brownfields and the GIS mapping work assisting the Greater Keene Chamber of Commerce referenced earlier in this report.
 - In the time period of this grant, SWRPC became a member of the NH Transit Association, which will support and foster regional relationships in areas related to transit planning.
 - Planning Commission staff attended the 2008 Tri-State Transit Conference in North Conway, NH from October 29th to 31st. The Conference convenes transportation planners and transit operators from Maine, New Hampshire and

Vermont to learn from each other and national leaders about the best transit practices. Improved transportation and transit service results in enhanced economic vitality throughout the Region.

- Two Innovative Land Use workshops were held on November 8, 2008 at the Harris Center in Hancock and on March 31, 2009 at Bentley Commons in Keene
- Workforce Housing - also two sessions in May 2009 in Bennington and Keene. A session was held in Fitzwilliam in December 2008.
- Public Officials Training Session - Right to Know Workshop - February 17, 2009 - Keene
- DES Groundwater Commission Public Information Session June 2009 - Keene
- DES Public Information Session - Water Use Plan/Water Resource Primer - April 2009 - Keene
- Culvert Restoration Workshop - November 2008 - Keene

State of the Regional Economy

While CEDS-supporting activities over the past year have been wide-ranging, conditions in the regional economy have worsened due to the national and worldwide economic downturn. The United States entered a recession in December 2007, according to the National Bureau of Economic Research. On the National level, unemployment rose from 5.2% to 8.6% between March 2008 and April 2009. During this same time, New Hampshire’s unemployment rose from 3.9% to 6.4%. Unemployment in all three of the Labor Market Areas (LMA’s) that the Southwest Region’s communities fall into rose over the course of the past year. However, the Southwest Region’s unemployment levels are still lower than the national unemployment level. More unemployment data is found in the table below.

Apart from these tougher national economic conditions, the State of New Hampshire does rank (as a preliminary estimate) as the 10th of all fifty states in per capita income (source New Hampshire Economic Review 2008, prepared by the Public Service of New Hampshire); just over 7 percent of the national average.

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 July 2008 and April 2009 follow:

Area	April 09	March 09	February 09	January 09
United States	8.6	9.0	8.9	8.5
New England	7.9	8.2	8.3	8.1
State of New Hampshire	6.4	6.6	6.3	5.7
Keene NH MicroNECTA	5.6	5.9	5.4	4.9
Peterborough NH LMA	6.5	6.7	6.6	6.0
Hinsdale Town, NH Portion, Brattleboro VT-NH LMA	7.1	7.7	7.5	7.0

Area	December 08	November 08	October 08
United States	7.1	6.5	6.1
New England	6.5	5.9	5.5
State of New Hampshire	4.3	4.0	3.7
Keene NH MicroNECTA	3.6	3.4	3.2
Peterborough NH LMA	4.4	4.1	4.1
Hinsdale Town, NH Portion, Brattleboro VT-NH LMA	5.4	4.6	4.7

Area	September 08	August 08	July 08
United States	6.0	6.1	6.0
New England	5.5	5.5	5.5
State of New Hampshire	3.7	3.9	3.7
Keene NH MicroNECTA	3.2	3.5	3.5
Peterborough NH LMA	3.8	4.4	4.2
Hinsdale Town, NH Portion, Brattleboro VT-NH LMA	4.2	3.9	3.6

Data Source: New Hampshire Economic Labor Market Information Bureau
 MircoNECTA: New England Cities and Towns Area; LMA: Labor Market Area

Since the adoption of the CEDS events impacting jobs and the regional economy include the Flood of 2005 as well as business closings related to a cluster of wood/paper related businesses within the Town of Winchester:

Business	Jobs
Crestwoods Lumber	Estimated loss of 35 jobs
Atlantic Paper Mill	Estimated loss of 20 jobs
Paper Services	Estimated loss of 18 jobs

Covered Employment and Wage Data specific to the Town of Winchester from 2004 to 2007 demonstrates the impact of job losses:

Period	Number of Private Average Employment (Job Slots) (Non-Government)
Year of 2007	658
Year of 2006	691
Year of 2005	719
Year of 2004	739

Source: Quarterly and Annual Census of Employment and Wages;
 US Bureau of Labor Statistics

3. Evaluation of Effectiveness in Meeting Goals from July 2008 to June 2009

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

EVALUATION OF CEDS IMPLEMENTATION PROCESS

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

Levels of Participation

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

During the past year, Brian Foucher, President of WiValley, Inc. and Gretchen Nadeau a resident from the Town of Westmoreland were added as members of the CEDS Advisory Committee.

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

- October 3, 2008 - 7 committee members attended
- January 26, 2009 - 7 committee members attended
- April 21, 2009 - 8 committee members attended
- June 12, 2009 - 10 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".

Also as part of its 3rd meeting, the Committee decided to jointly hold the April 21st meeting the same day the public "Green Business Forum" was held at Franklin Pierce University. The Committee was one of five co-sponsors for this event. Other co-sponsors were Franklin Pierce University, Rindge Chamber of Commerce, NH Small Business Development Center, and Public Service of New Hampshire. The event was designed to hear expert panelists discuss issues related to green business. This included the keynote speaker, Dave Lunati, Director of Marketing of Monadnock Paper Mills. Mr. Lunati discussed his company's environmental commitment to sustainable business practices. The event also included a panel discussion on marketing green businesses, business assistance programs for "greening" existing businesses, saving energy/saving money, and green/environmental benefits of using local forestry products. The event drew a healthy attendance of 146 people. This level of attendance falls in the 'excellent' category defined by the CEDS.

Data Development & Dissemination

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

The CEDS evaluation criteria say 25 or more requests for information is excellent. From July 1, 2008 to June 1, 2009 alone, the SWRPC well exceeded this standard by fielding 12 requests per month. Requests for information were in the following categories:

- Broadband accessibility in Southwest New Hampshire
- Community Development Block Grants and other funding sources
- Grant funding opportunities from the American Recovery and Reinvestment Act (ARRA)
- The CEDS
- Demographic data
- Geological data
- Geographic Information System (GIS) analysis and maps, including requests for tax parcel mapping

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

CEDS Marketing & Outreach

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

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

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

Copies of these references are included within this report's attachments (Attachment E).

A digital presentation about the CEDS and its relation to Smart Growth development practices has been prepared and will be provided on CD to municipal officials in all 35 communities within the Southwest Region.

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

Outreach over the past year also included presentations of the overview materials for the Brownfields and CEDS programs to fifteen Boards of Selectmen and/or other municipal officials, SWRPC staff also participated in Hannah Grimes' Monadnock Business Resource Partners monthly meetings in May and June 2009 and SWRPC staff delivered a presentation regarding the CEDS to Leadership Monadnock in March 2009.

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 year of 2008-2009 rates with an 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 Auto-CAD, Machining Processes, Plumbing and Welding. The Machining Process courses are held in network with the following businesses Corning NetOptix, Kingsbury Corporation, Knappe and Koester, New Hampshire Ball Bearings, Tidland Corporation and Winchester Roll. Upon a student’s successful completion of Machining Processes (Parts A and B) the student then has the opportunity to interview with any number of these companies within the Region. The Keene School District’s Community Education program is currently working with New Hampshire’s River Valley College to develop a pathway into the Advanced Machine Tool Certificate program currently offered by the college at its Keene Academic Center.

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

Goal B: Prepare for future development.

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

In terms of municipal planning for future development, in the past year Master Plan assistance is being worked on in the towns of Walpole and Hinsdale. The Southwest Region Planning Commission conducts a local planning technical assistance program, which in the past year has aided the towns of Stoddard and Hinsdale.

Additional planning activities include assisting Moosewood Ecological LLC in working with the Town of Marlow in developing a plan under the State’s new Housing and Conservation Planning Program, working with the Nature Conservancy on a Watershed Restoration Planning Program with ten Southwest Region communities (Alstead, Chesterfield, Gilsum, Hinsdale, Nelson, Roxbury, Stoddard, Sullivan, Surry, and Winchester), and efforts where Commission staff has served as part of a team include Community Conservation Partnership Planning within the towns of Alstead, Gilsum, Surry, Walpole and Westmoreland as well as participation in the Cool

Monadnock Initiative which seeks to provide data and recommendations to municipalities regarding energy use and curbing of emissions relating to climate change.

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) with two buildings associated with the Railroad Square redevelopment now under construction. The first is the 28-unit senior housing apartment building. The second is a mixed-use building that will have eight residential condominiums and three commercial condominiums. Construction on a third building, a 100-room Courtyard by Marriott is planned to begin in June 2009.

Other projects in this category include: redevelopment of Troy Mills (headed jointly by a grass-roots non-profit and a for-profit development firm), where redevelopment work is continuing despite the slowdown in the housing market; and the redevelopment of the Antrim Mill (headed by the Antrim Mill Corporation in collaboration with the Town of Antrim) with construction of the first two condos expected to be completed in 2009.

Regional transportation planning activities in the past year have included the adoption of New Hampshire's 2009-2018 Ten-Year Transportation Improvement Program within fiscal constraints. Regional transportation activities over the past year included an update of the Southwest Region Transportation Plan; completion of the Route 10 Job Access Study in West Swanzey and Winchester; development of a Monadnock Region Transportation Management Association (MRTMA); and, the Route 119 Transit Feasibility Study between the towns of Winchester and Hinsdale, NH and Brattleboro, VT along with private sector organizations including Wal-Mart, Brattleboro Community Hospital and the Hinsdale Commercial and Industrial Development to expand the public transit system for commuters using the Route 119 Corridor.

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

According to the New Hampshire Office of Energy and Planning's 2007 Update to "Current Estimates and Trends in NH's Housing Supply," released in November 2008 there were 333 permits issued for the construction of residential units in the Southwest Region in 2007.

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 470 issued in the Southwest Region back in 2005.

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

Table 1

County	FY 2009 Median Family Income	
	<i>Median</i>	<i>30% of Median</i>
Cheshire	\$61,800	\$18,540
Hillsborough	\$77,000	\$23,100
Sullivan	\$64,300	\$19,290

County	2009 Fair Market Rent for 2 Bedroom Apartment	
	<i>Per Month</i>	<i>Per Year</i>
Cheshire	\$959	\$11,508
Hillsborough	\$982-\$1,155*	\$11,784-\$13,860*
Sullivan	\$834	\$10,008

County	2009 Fair Market Rent for 4 Bedroom Apartment	
	<i>Per Month</i>	<i>Per Year</i>
Cheshire	\$1,408	\$16,896
Hillsborough	\$1,653-\$1,724	\$19,836-\$20,688*
Sullivan	\$1,221	\$14,652

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

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

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

The most recent purchase price data available from the New Hampshire Housing Finance Authority (www.nhhfa.org) reports that for the preliminary data collected for 2008, the median purchase price of all homes in the Southwest Planning Region was \$202,500 (based on a sample size of 685 units). A descriptive breakdown of this total follows:

Table 2

Type	Median Purchase Price	Sample Size
All Homes	\$202,500	685
Existing Homes	\$200,000	611
New Homes	\$237,000	74
Non-Condominiums	\$202,500	624
Condominiums	\$203,000	61

Data from the Federal Home Loan Mortgage Corporation reveals that the average interest rate for a 30-year fixed, conventional mortgage from July 2008 through April 2009 was at 5.7%. Plugging this average percentage rate and median purchase price, less a 20% estimated down payment yields an estimate of a \$940.25 monthly payment (\$202,500 - a 20% down payment = \$162,000; principle at 5.7% interest over 30 years).

A monthly payment of \$940.25 over a 12 month period equals a total of \$11,283.00. This estimate illustrates an affordability baseline and does not account for mortgage and property insurance payments, property tax payments and the cost of utilities.

The CEDS evaluation criteria for Goal C state that an “affordable” home will require less than 30% of a family’s income. HUD’s Median Family Income data for fiscal year 2008 is displayed in Table 3 below. Comparing these figures to the \$11,283.00 figure calculated above, it would appear that mortgage payments on median priced homes within the Region are close to affordable for those earning the Median Income for each respective county.

Table 3

County	FY 2009 Median Family Income	
	<i>Median</i>	<i>30% of Median</i>
Cheshire	\$61,800	\$18,540
Hillsborough	\$77,000	\$23,100
Sullivan	\$64,300	\$19,290

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

Goal D: Strengthen the economic base.

The first criterion for Goal D asks for the net annual number of new businesses in the Region in the past year. Progress on this criterion will be gauged through the number of “establishments” reported in the US Bureau of Labor Statistic’s Quarterly Census of Employment and Wages (QCEW). The QCEW includes all work sites covered by state or federal unemployment insurance laws, which on average is reported to cover 99.7% of wage and salaried civilian employment. The QCEW is reported both quarterly and annually. Quarterly figures are available six to seven months after the last month of the quarter; annual figures are available about nine months after the close of the year. Thus, for this June 2009 report, the most recent data includes a comparison of the first and second quarters of 2008 and 2007. Annual figures are available for 2007 and 2006.

Table 4

	Private (Non Government) Establishments in SWRPC Region
2008 (1 st Quarter)	2,573
2008 (2 nd Quarter)	2,775
2007 (1 st Quarter)	2,558
2007 (2 nd Quarter)	2,631

Source: Quarterly Census of Employment and Wages; US Bureau of Labor Statistics

Table 5

	Private (Non Government) Establishments in SWRPC Region
2007 Annual	2,618
2006 Annual	2,699

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

In 2006, the QCEW averaged 2,699 private (non government) establishments in the 35 municipalities comprising the Southwest Region. In 2007, the average number was 2,618; unfortunately showing a decrease of 81 establishments. Evaluating based on this annual decreased amount falls in the 'Needs Improvement' category. Note that for three towns in the Southwest Region, the number of establishments is too small so that data does not meet disclosure standards. However, if you analyze the number of the private establishments based on the Quarterly data between the years of 2007 and 2008, there shows a positive value of 15 establishments in the 1st Quarter year to year and 144 establishments in the 2nd Quarter year to year.

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 'excellent.'

There have been two flourishing incubators in our area, one being the Hannah Grimes Incubator in Keene, and the other being the Whiton Building Incubator in Peterborough. Hannah Grimes offers six full-time offices and one office devoted to associate members who can use it up to 30 hours per month. The Hannah Grimes incubator is operating near capacity. Businesses participating in the incubators range from technology firms to business services, counseling services, and business to business suppliers. Hannah Grimes does have records that indicate one associate who is a graduate from Walpole and one from Harrisville, but it is too new to track the number of businesses graduated or the success rate of their graduates.

The Whiton Incubator was designed for 15 spaces including a warehouse. Though reported last year that the Whiton Incubator is operating near capacity, it should be noted that now the Whiton Building is the subject of a CDBG Grant Application to bring a Lawrence-based manufacturing firm to take over the building. 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. Having NEP move into the Whiton Building would lead to 11 additional jobs. There still will be the opportunity for several of the incubator tenants to remain within the Whiton Building.

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.

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 is being provided in the towns of Walpole and Hinsdale. The Southwest Region Planning Commission conducts a local planning technical assistance program, which in the past year has aided the towns of Stoddard and Hinsdale.

Additional planning activities include assisting Moosewood Ecological LLC in working with the Town of Marlow in developing a plan under the State's new Housing and Conservation Planning Program, working with the Nature Conservancy on a Watershed Restoration Planning Program with ten Southwest Region communities (Alstead, Chesterfield, Gilsum, Hinsdale, Nelson, Roxbury, Stoddard, Sullivan, Surry, and Winchester), and efforts where Commission staff has served as part of a team include Community Conservation Partnership Planning within the towns of Alstead, Gilsum, Surry, Walpole and Westmoreland as well as participation in the Cool Monadnock Initiative which seeks to provide data and recommendations to municipalities regarding energy use and curbing of emissions relating to climate change.

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);
- Renovation of the Jaffrey Park Theater (headed by the Park Theater with support from Franklin Pierce University, and the Town of Jaffrey);
- Further redevelopment of the Whiton Building in Peterborough to become the corporate headquarters and manufacturing facility of Northeast Products (NEP), currently located in Lawrence, Massachusetts (headed by MEDC with support from the Town of Peterborough); there will still be the opportunity for several businesses in the incubator to remain; and
- Business development in Tax Increment Finance Districts in Antrim, Jaffrey, Keene, Hinsdale, Peterborough, and Swanzey.

Goal F: Promote the concept of Regionalism.

The evaluation criterion for Goal F state that five or more annual presentations or events on Regionalism can be considered excellent. In addition to the Green Business Forum held in April and the two Workforce Housing Workshops held during the month of May, regionally-based meetings over the past year have included 3 SWRPC dinner meetings (in November 2008 and March and June 2009) and four meetings of the Economic Development Advisory Committee (in October, January, April and June); the date of the April EDAC meeting also included the Green Business Forum, which also was designed on a regional approach, as it was focused on Green Business in the Monadnock Region. 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 2008-2009 these lectures were delivered in six locations around the state, including the Jaffrey Fire Station in the Southwest Region. Fall 2008 topics for the Lecture Series included “Land Use Legislation 2008,” “Effective Use of Code Enforcement Tools,” and “The Revised Comprehensive Shoreland Protection Act.” 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. SWRPC also sponsored a “Right-to-Know” workshop with the City of Keene that was held on February 17, 2009.

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 in Concord each spring. 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, seven 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 new project that 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.

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 Incubator at the Whiton Building run by the Monadnock Economic Development Corporation (MEDC) in Peterborough (though the Whiton Building is the subject of a pending CDBG Application by MEDC and the Town of Peterborough for funding assistance to have the building become the corporate headquarters and manufacturing facility of Northeast Products (NEP)). Emerging incubator facilities include the Dunning Building in Walpole, and the Historic Harrisville Project.

The Hannah Grimes Incubator was originally a part of the Monadnock Region Business Incubator Network, begun in November 2003. The Hannah Grimes Center assumed operations of the incubator as of January 2006 and was able to purchase the facility during the fall of 2007. The Hannah Grimes Center has thus far shared in about \$50,000 of the \$689,400 total cost of developing the incubator. Initial funding came from a Community Development Block Grant, Community Development Investment Program tax credits, private donations, and the Savings Bank of Walpole. Hannah Grimes Marketing and Development was able to purchase the facility through donations and a capital campaign. Incubator office space, which includes full-time as well as part-time “associate” level opportunities, has been full since April 2006. Hannah Grimes is now in the planning stages of possible expansion, by looking into moving into space within their building that is currently occupied by the YMCA. The YMCA has plans to construct a new facility and by sometime in 2010 the space within this building would be vacant. This possible expansion will be reviewed by the CEDS Advisory Committee during the upcoming work plan.

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

The Historic Harrisville Project is turning a former brownfield factory into usable commercial/industrial space. Phase 1 of the restoration process is now complete. This phase required \$600,000 in funding. Significant portions of the mill were renovated with CDIP funds from CDFA as well as private donations. The project is identified in Harrisville’s 2000 Master Plan.

As indicated above, the Town of Peterborough and MEDC are seeking CDBG funding to assist Northeast Products (NEP) to purchase the Whiton Building. NEP is currently located in Lawrence, Massachusetts. The goal with the funding is to assist NEP in moving their corporate headquarters to the Whiton Building, which would include offices, manufacturing and warehouse space. MEDC has indicated that several of the existing incubator tenants will be able to remain as tenants under the NEP ownership. However, if this project receives CDBG funding, the

Whiton Building will not be primarily used as incubator space. NEP is a manufacturing/distribution company that specializes in outdoor seat cushions and accessories for the hunting and stadium industries. Upon relocation to Peterborough, the company expects to hire eleven workers at the new location in various full-time production, warehousing and office jobs.

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 during the past winter but that hasn't stopped the Troy Mills Developers (TMD) from continuing to move the project forward in other areas. During this period, planning for the central courtyard demolition was completed. Removal of roofs just north of the brick mill and west of the marketplace were completed, and work is continuing northward with further roof removal and demolition of associated structures. Approximately 25 percent of the demolition has been accomplished and the work is scheduled to continue into the month of August.

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 have recently accomplished was the submittal of a subgrant application to the NH Department of Environmental Services (NHDES)

and the Environmental Protection Agency (EPA) under ARRA. This subgrant, which is supported by the NHDES, was sent along to the EPA for consideration and, if successful, will be used to complete the exterior environmental investigations and clean up of the Troy Mills as part of the approved Remedial Action Plan. The EPA is expected to make a decision on the subgrant requests in the next several months.

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

Antrim Mill Redevelopment

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

The Goodell Factory at one time made cutlery, necessitating a clean-up of the lead-polluted site before redevelopment could occur. With this clean-up now complete, part of the former shop floor space has been converted to office space. The Main Street Office Building has been rehabilitated and offers commercial space to six current tenants. Among the tenants include the regional prosecutor and a holistic gift shop. The prospects for more commercial tenants are strong, and the space is also being considered by the local police department and a teen center. One building in the factory complex is planned to house residential condominiums and one or two condos could be ready for occupancy this year. The total cost anticipated for the Antrim Mill Redevelopment is expected to reach up to \$2.5 million. The Antrim Mill project is very active and continues to be a priority in Antrim’s community development plans. The Antrim Mill supports the CEDS goals to prepare for future development; balance housing opportunities with trends in income, employment, and community character; strengthen the economic base, and support a climate for helping business to create a diverse range of employment opportunities.

Downtown Keene Railroad Land Development Project

In the heart of downtown Keene, Monadnock Economic Development Corporation (MEDC) plans to construct two four-story, mixed use (commercial and residential) buildings on the site, to provide 1.5 acres of green space, to construct 300 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.

A couple years ago, the J.A Wright building in Keene became vacant and it was previously reported that MEDC was able to acquire the facility. It was reported last year that the facility now hosts the First Course culinary training program within a portion of the building. Since the last CEDS update, the facility also now hosts Southwestern Community Services which is the Community Action Program for the Region, as their new offices opened in May 2009. Thus, occupancy has now taken place by both the First Course culinary training program and Southwestern Community Services.

Two buildings began construction during the period covered by this Annual Report. One is a 28-unit senior housing apartment building. The second is a mixed-use building that will have eight residential condominiums and three commercial condominiums. Construction on a third building, a 100-room Courtyard Marriott hotel, is planned for 2009. There are still four buildable lots remaining to be developed and MEDC is actively negotiating with prospects for two of the remaining four lots.

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 \$25,000,000. Funding for the project comes from the New Hampshire Community Development Finance Authority (CDFA) through its Community Development Block Grant (CDBG) program, USDA Rural Development, MEDC's Revolving Loan Fund, a Keene Tax Increment Finance District, a NH Business Finance Authority Guarantee, MEDC procured bank loans, and SWRPC administered Brownfield funds. The project will create new jobs and the income of the new tax increment district will benefit Keene. In addition, the entire Region will benefit from a revived, pedestrian-oriented and small-business focused downtown neighborhood in Keene as the cultural and economic center of the Southwest Region. Construction is currently underway.

A second phase to this development is in the preliminary stages and will be associated with the City of Keene's Industrial Heritage Trail which links business and services to further define the downtown center.

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

Jaffrey Park Theatre

This project entails the restoration of the 1929 Park Theatre building in downtown Jaffrey to create a multi-purpose entertainment space capable of hosting live performances and films, as well as meetings of town, school, and local civic organizations. The Jaffrey Park Theatre also plans to partner with Franklin Pierce University to host a Technical Theater Program to train high school and college students in technical theater arts. The project is supported in Jaffrey's current Master Plan.

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

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

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

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

The first phase of this project was a feasibility study, funded by a US General Services Administration grant, was completed in 2007. Last year it was noted that future phases, including construction, are anticipated to be completed by 2009. Phase 2 is the Architectural work and program oversight. This Phase 2 portion is contingent upon the receipt of federal funds and matching funds from business & industry. The Institute of Aircraft Maintenance project

supports the CEDS goals to maintain a high-quality labor force, strengthen the economic base, and support a climate for helping business to create a diverse range of employment opportunities.

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 still expected to be completed within the next two years.

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. A variety of sources are being pursued to help finance the project; possible funding sources may include user fees, the Jaffrey's General Fund, USDA Rural Development Funds, Environmental Protection Agency Funds, or Economic Development Administration Funds. Construction has been underway on this project over the course of the past year and final completion is anticipated by the end of June 2009.

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. The town is now waiting for funding approval from the Selectmen.

In Hinsdale, efforts are underway to attract more businesses to the TIF District to increase the funds available for infrastructure improvements. The Monument Road Industrial Park, which is a 400-acre business park in Hinsdale is located within the Town's TIF District.

In Swanzey, the first phase of the planned road construction is complete, and planning is underway to prepare for the second phase. Within the Swanzey TIF District, which is located within the Town's Industrial Park, over the past year construction began on the Moore Nanotechnology System's facility. This new 36,000 ft² state-of-the-art manufacturing facility is scheduled to be completed by October 2009.

Downtown Antrim Water Flow Improvement

The Town of Antrim has invested \$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 and is expected to be completed in 2010.

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.

Last year the following information was noted: *“The Committee has secured a potential service provider, which is in the process of determining the exact number of towers needed to provide wireless services to the Town. Locations for the three anticipated towers have been secured; if studies determine a fourth tower is needed, a location for that tower will need to be found. While the service provider will fund the installation of the towers, the Town is in the process of seeking grant funding to assist with home-installation costs of receivers for lower income residents.”* Over the past year, the Town has reached the stage where two private companies have come into town to offer wireless internet.

Age Restricted Active Adult Housing Initiative

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

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

Due to the current economic conditions this project is currently on hold. Construction is now planned to run between 2010 and 2012.

Monadnock Community Hospital Connector Road

The new connector road for access to the Monadnock Community Hospital will link Concord Street/Route 202 to Old Street Road, traversing the Hospital property in the east/west direction. The hospital will have new access off of this new road, and the existing access, off of Old Street Road will become an emergency access. The Town of Peterborough has identified this intersection as a high priority project for the Town. The new road will include water, sidewalks and street lighting. A sewer main already exists coincident with the intended layout of the new road.

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

This project supports the CEDS goals to prepare for future development and strengthen the quality of regional health services. It will also facilitate the creation of 38 new jobs, 30 of which will be available to low-moderate income households.

Activity on this project began in March of 2007; construction began in fall 2008 and is on schedule for the completion date of December 2009.

Page Homestead Senior Housing

Construction has begun this past year on the Page Homestead senior housing facility in the Town of Swanze. When completed there will be 38 senior housing units available.

Payson Village

Identified in the 2008 Annual Report as the “Senior Housing Initiative” this senior housing development in the Town of Rindge has moved from the Priority Project Planning List to the Short-Term Priority Projects List. Groundbreaking is expected in April 2010 for this 24-unit senior housing initiative. The project includes \$3,900,000 in funding from a Federal Home Loan Bank of Boston grant, Low Income Housing Tax Credit equity and a CDBG award. Land was provided at no upfront cost by the Town of Rindge.

NH DOT Chesterfield Welcome Center

The proposed Welcome Center on NH Route 9 in Chesterfield through HB25 is currently under review by the Town’s Planning Board. This three million dollar project (which is proposed as both a welcome center and a new liquor store) will sit on five acres of state owned land and will provide a gateway for tourists entering the state from Interstate 91. Approximately \$300,000 has been expended to date on design, which is 95% complete. The project is contingent on the state obtaining an easement from an abutting landowner for their access to cross (the easement is being sought at this time). Anticipated contract advertising is this summer (contingent on above easement), with construction beginning this fall and opening in summer 2010.

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

Priority Project Evaluation Criteria

The first CEDS evaluation criterion for priority projects specify that three or more projects being initiated fall in the ‘excellent’ category. Since the 2006 CEDS Report, six 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. Unfortunately over the past year no new projects have been added to either the Priority Project Short-Term List or the Planning list. This situation is likely a sign of the worldwide economic downturn directly impacting the Southwest Region. The lack of new priority projects being initiated gives a review of this criterion a “needs improvement.”

The second evaluation criterion for priority projects refers to the number of projects completed within the preceding year. The Hannah Grimes Center is one project that can be considered complete, at least for its current phase. With the successful incubator and business center they have developed, Hannah Grimes is looking into plans to expand within their building once the

YMCA moves to a new facility. The work on the Dunning Building is also complete. The Jaffrey Advance Industrial Park Wastewater Treatment Plant completion was expected by June 24, 2009 so that project is now complete. It has been reported that the Woodbound Inn Redevelopment project is also complete. With four projects completed by the end of this report period, there is good news that on the evaluation criteria of annual number of projects complete between 2008-2009 falls into the excellent criteria.

4. CEDS Advisory Committee Agendas and Minutes:

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

October 3, 2008

12:00 p.m.

**Keene Public Library - Trustee's Room (2nd Floor)
60 Winter Street, Keene, NH**

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of April 18, 2008
- III. Southwest Region CEDS
 - A. Staff Activities Update
 - 1. 2008 Annual Report and Evaluation - Ratify Action to Submit the Report
 - 2. Submittal of EDA Planning and Technical Assistance Grant Application
 - 3. Status of EDA Grant Application
 - B. Next Steps
- IV. Guests & CEDS Coordination
 - A. US Economic Development Administration (EDA) Reauthorization - Alan Brigham, US EDA, Economic Development Representative
 - B. Commercial and Industrial Land Use Inventory - Michael Blair, SWRPC GIS Consultant
 - C. NH Department of Resources and Economic Development (DRED) Job Training Grants within the Region - James Robb, Regional Resource Specialist
- V. Project Nominations
- VI. Next Meeting
- VII. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE
MINUTES

October 3, 2008

Present: Bob Baker, Co-Chair; Keith Thibault, Co-Chair; John Pratt, Ralph Wentworth, Ted Whippie.

Staff members present were Michael Blair, GIS Consultant; Neel Patel, Planning Technician; Matt Suchodolski, Senior Economic Development Specialist.

Guests: Alan Brigham, U.S. Economic Development Administration (EDA); Glenn Coppelman, NH Community Development Finance Authority; James Robb, NH Department of Resource and Economic Development.

I. Call to Order

Co-Chairman Keith Thibault called the meeting to order at 12:15 p.m.

II. Approval of Minutes of April 18, 2008

The minutes of April 18, 2008 were approved as submitted by unanimous vote.

III. Southwest Region CEDS

1. 2008 Annual Report and Evaluation - Ratify Action to Submit the Report

Staff member Matt Suchodolski provided an update on activities since the last meeting that included the submittal of the CEDS Annual Work Plan and Evaluation to the EDA in advance of the June 30th deadline. He reminded those present that an e-mail vote to approve the Work Plan and Evaluation was conducted and suggested those present ratify the e-mail vote today.

Motion: To ratify the e-mail vote in regards to the acceptance of the 2008 Annual Report and Evaluation.

Motion by Keith Thibault. seconded by Ted Whippie. Approved by unanimous vote.

2. Submittal of EDA Planning and Technical Assistance Grant Application

Staff briefed the Committee on the Planning and Technical Assistance grant application that was submitted to EDA in early July. Required match funding has been secured from the New Hampshire Department of Resources and Economic Development's Northwest Fund, Monadnock Economic Development Corporation and Public Service of New Hampshire. The Commission will also utilize portions of its funding from the NH Office of Energy and Planning and the NH Department of Environmental Services to fulfill the remaining match requirements.

3. Status of EDA Grant Application

Staff let the Committee know that a notice of the application's award of funding was made on August 22nd. A contract will be executed within the next two weeks.

IV. Guests & CEDS Coordination

D. US Economic Development Administration (EDA) - Alan Brigham, US EDA, Economic Development Representative

Staff introduced Alan Brigham with the U.S. Economic Development Administration and thanked him for attending the meeting. Mr. Brigham serves as the EDA Representative for Maine, Massachusetts and New Hampshire.

Mr. Brigham introduced himself and gave a summary on the activities of the EDA Philadelphia Regional Office and he anticipates that his territory may be reconfigured to two states. He also spoke about the EDA reauthorization at the federal level; the Senate has voted in approval of reauthorization, however, the House of Representatives had not passed the legislation yet.

James Robb asked Alan Brigham about the Comprehensive Economic Development Strategy (CEDS) project in terms of how funding is utilized in relation to the EDA. Mr. Brigham answered that the CEDS aids in obtaining funding to pursue economic development status. He explained that CEDS/EDA funding is used to increase success for businesses by providing physical capacities (i.e., roads, wireless towers, bridges, building investments, high-tech business incubators, etc.) Additionally, intellectual capacities, such as planning grants, are provided as a way to develop strategies for guidance in various projects. Mr. Brigham stated that he'd like to expand this type of service to the entire state of New Hampshire. He also mentioned that the CEDS for any region should reflect overall regional economic goals - not just dollars. He added that although the EDA doesn't support funding directly for retail development, it's not something EDA would want to support if it didn't meet greater goals for the Region.

Matt Suchodolski commented that while having projects listed within the CEDS is not a guarantee of funding; the plan does serve as a roadmap to document economic development in the Region which can be used by municipal representatives as well as business leaders. Glenn Coppelman concurred, recognizing the CEDS document and process as part of a regional master plan. Matt Suchodolski noted that Jaffrey's \$2,000,000 EDA grant for its wastewater treatment facility is part of a \$10,000,000 project. He reminded the Committee that the town struggled to raise funding over the course of several years while under Administrative Orders of the US EPA and NH DES. The employment tie is directly related to Millipore, an international biotechnology manufacturer. Ralph Wentworth explained that there are individuals going into business in various towns which will require support to meet increasing demands, and competition from industrial developments.

Ted Whipple asked who can participate in applying for a grant. Mr. Brigham replied that a 'for-profit' company, whether private or public, cannot participate. Matt Suchodolski reminded those present that EDA can also support regional Revolving Loan Fund (RLF) lending. Mr. Brigham replied that RLFs would be allowed if they meet eligibility, once proposed to the EDA.

James Robb mentioned the collaborative effort in Keene where the City and Keene State College are planning to develop a public arena/indoor sports facility. He specifically asked Mr. Brigham if design and engineering costs are eligible through EDA. Mr. Brigham replied that it is potentially something the EDA could fund. The EDA especially prefers cross-border/cross-region development, with efforts that are high in collaboration and cooperation.

E. Commercial and Industrial Land Use Inventory

Michael Blair, the Planning Commission's GIS Consultant, provided an update on the Commercial and Industrial Land Use Inventory. He explained the plan to eventually make this data fully

accessible to the public online. Mr. Blair showed some examples of how an online mapping database would work for the Region.

Jack Pratt inquired about what additional information would be made available regarding towns and Michael Blair explained that this database would include a scrollable list of contact information for towns within the Region. Jack Pratt asked if links would be provided to town sites if available, as is the case with the local Chamber of Commerce's database. Michael Blair replied that this would be the case.

Mr. Coppelman noted that his office has provided funding to the Nashua Region Planning Commission for a similar effort. Mr. Brigham asked if Michael Blair has worked with the Public Service of New Hampshire, or Doug Fisher, who runs its Economic Development Division in Manchester. Michael Blair replied that he would collaborate with him, especially if there is overlap in the work being performed between the SWRPC and PSNH. Michael Blair mentioned that the electronic directory has been a help towards looking into wireless/municipal broadband spread through topography, tower locations, terrain, etc.

F. NH Department of Resources and Economic Development (DRED) Job Training Grants within the Region - James Robb, Regional Resource Specialist

Co-Chairman Thibault introduced James Robb with the NH Department of Resource and Economic Development who made a brief presentation on the NH Job Training Fund. He explained that the fund is a \$1,000,000 matching grant program to enhance worker skills. Private businesses within New Hampshire are eligible for the program that provides on-site classroom training for individuals interested in working in laboratories, or for training individuals to work in the industry that requires technical skills.

Mr. Robb explained that businesses seeking to move into New Hampshire are eligible to work with the program. Groups such as Smiths Medical are using the program to provide technical/robotics training. Mr. Robb added that the grant process has a rolling application deadline. A committee meets with a representative of the company, and asks questions pertaining to the grant. The committee consists primarily of directors, commissioners, state representatives, state senators, etc. The training process begins only after the approval process has finished. To be eligible, a company's training program cannot have begun. Mr. Robb added that the State Employment Trust Fund is providing monetary means to implement the program.

V. Project Nominations

Matt Suchodolski introduced project nominations. A standing agenda item is to look at projects which are in need of evaluation. At the last meeting, five were brought to the table. 'Bentley Commons' was asked to be moved to the list by Co-Chairmen Thibault and Baker. Ted Whipple stated that once local approvals are in place, the Town of Winchester will seek to nominate a biomass facility. Co-Chairman Thibault added that nominations can be made at any time and that he will contact the staff if there are any changes.

V. Next Meeting

Committee members tentatively agreed to hold the next meeting on January 9th.

VI. Adjourn

Meeting adjourned at 1:45 p.m.

Respectfully Submitted,

Matt Suchodolski
Senior Community Economic Development
Specialist

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

January 16, 2009

12:00 Noon

**Keene Public Library - Trustee's Room (2nd Floor)
60 Winter Street, Keene, NH**

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of October 3, 2008
- III. Southwest Region CEDS
 - A. U.S. EDA Planning and Technical Assistance Grant and Match Partners - Update
 - B. Project Selection Criteria - Discussion
- IV. Guests & CEDS Coordination
 - A. Pat McDermott, Economic and Community Development Manager, Public Service of New Hampshire

Pat will share information with the Committee on topics such as: community & economic development activities that PSNH is involved with, energy conservation, projects related to alternative/sustainable energy use, the December 2008 ice storm, etc.
 - B. Committee Forums - Discussion of Potential Topics
- V. Project Nominations
- VI. Next Meeting
- VII. Adjourn

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE
MINUTES

January 16, 2009

Present: Bob Baker, Co-Chair; Robert Harcke, Morris Klein, John Pratt, Judy Tomlinson, Ralph Wentworth, Ted Whippie.

Staff members present were Tim Murphy, Executive Director; Becky Baldwin, Office Manager; Eric Smith, Planner, Rebeckah Bullock, Planning Intern.

Guests: Pat McDermott, Economic and Community Development Manager, Public Service of New Hampshire.

I. Call to Order

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

II. Approval of Minutes of October 3, 2008

The minutes of October 3, 2008 were approved as submitted by unanimous vote.

III. Southwest Region CEDS

A. U.S. EDA Planning and Technical Assistance Grant and Match Partners – Update

Tim Murphy provided an update regarding the U.S. EDA Planning and Technical Assistance grant and match partners. He stated that the contract with EDA that was verbally described in October has been formalized. He went on to say that all of the administrative requirements for the grant are in place. Mr. Murphy explained that they have been working on developing match partners since October, and have identified three direct contributors: the New Hampshire Department of Resources and Economic Development, Public Service of New Hampshire, and the Monadnock Economic Development Corporation. Additional support will come from the New Hampshire Charitable Foundation, New Hampshire Office of Energy and Planning, and the New Hampshire Department of Environmental Services. Municipal dues from SWRPC will also be included to help meet match funding requirements.

B. Project Selection Criteria - Discussion

Tim Murphy opened the project selection criteria discussion by providing a brief history on the current project selection criteria. He stated that the current project selection criteria were incorporated within the CEDS document in 2005 when it was first prepared. Through application of the criteria to the review of real projects, staff came to the realization that they should be revisited and updated.

Mr. Murphy stated that staff has identified specific areas of attention to the project selection criteria. One area of focus is the quality of jobs created (in addition to the number of jobs) based on links with other issues including workforce housing. Judy Tomlinson asked if both direct and indirect job quality effects would be considered. Mr. Murphy responded that they would, and added that in a recent discussion with CDFR, tourism was noted as the second highest industry in

the state, but offers a lower level of job quality for workers. Judy Tomlinson and Morris Klein offered their assistance in researching the job quality criteria. Mr. Murphy thanked them for their offer, and said that the effort could be carried out via email to reduce the time demand. Mr. Murphy went on to say that this criteria update was listed in the scope of work for the EDA grant, and that committee members should see the revised criteria at a future meeting. Staff members additionally feel that it is important to encourage and maintain smart growth principles through the criteria. Mr. Murphy suggested the formation of a subcommittee to work on the criteria updates with staff members over a span of three to four months.

Mr. Murphy went on to briefly discuss the CEDS document. He stated the importance of including descriptions of projects that were well coordinated, embraced by the community, and supported by a master plan and regional review. These projects can help show the EDA and others the progress and program improvements that have been undertaken through the CEDS effort. He also stressed the importance of examining the document for projects that have been dropped due to recent transportation funding decreases. He asked that anyone with suggestions for the CEDS document or project selection criteria contact him or Eric Smith.

Ralph Wentworth noted a barrier he observes blocking the groups' efforts with regards to supporting new business development. He described an Industrial RSA program where a local industrial development authority can sell bonds to support new businesses in towns at no obligation to the towns. The program has been dormant for many years due to difficulties in obtaining a scope of what businesses already reside within the towns. Without this information it is hard to gauge what businesses to encourage in the towns. Tim Murphy asked what the bonds can be used to fund. Ralph Wentworth replied that the bonds can be used for almost anything, including structural costs. He went on to say that the problem is getting responses for questionnaires asking for names of local businesses. Mr. Wentworth added that this program improves the town, not just an individual businesses.

Staff member Eric Smith noted that there currently is no formal form for submitting projects. He has seen a five to six page draft form, which may be excessive in length. Tim Murphy mentioned a form currently used for Brownfield project submissions that could serve as a template. Eric Smith said that the creation of a more accessible submission form will be part of the project.

IV. Guests & CEDS Coordination

A. Pat McDermott, Economic and Community Development Manager, Public Service of New Hampshire

Tim Murphy introduced Pat McDermott, Economic and Community Development Manager for Public Service of New Hampshire (PSNH) and thanked him for attending the meeting. He went on to mention the importance of groups like PSNH in small states like New Hampshire through their support and leadership of a variety of projects including the Southwest Region CEDS.

Mr. McDermott stated that economic activities in communities boost business for PSNH throughout the State. He explained that he would discuss three topics: economic and community development activities supported by PSNH, energy development and conservation in New Hampshire, and a recap of the ice storm of 2008. He provided three PSNH handouts: a New Hampshire Economic Review, Economic Development Facts About New Hampshire, and a PSNH Facts 2009 Monthly Planner.

Mr. McDermott explained that PSNH works closely with New Hampshire state agencies to encourage economic, community, and real estate development in the state. Their efforts mainly focus on bringing businesses to New Hampshire. PSNH aids in these activities by utilizing business outreach efforts including trade shows. In the last few years PSNH has worked with

various insurance companies interested in moving to New Hampshire due to the many “benefits of doing business in New Hampshire”. PSNH helps organize and encourage the listing of possible business sites on the State’s website. Though PSNH has implemented recruiting efforts from as far away as California, most of their success stories have originated from businesses located closer to New England. In the New England area, New Hampshire stands out as being a lower cost area for businesses. Mr. McDermott went on to say that until recently, PSNH had the fifth highest energy rates in New England. As other companies in the region have increased their rates, PSNH has stayed stable, making them now one of the lowest in New England. He explained that this is due in part because the stranded costs are gone.

Mr. McDermott described a few success stories from the PSNH recruiting efforts. A consultant from Lindt Chocolates attended one of their events, and explained that they were interested in expanding and had been looking in Massachusetts. After learning about the benefits of doing business in New Hampshire, Lindt Chocolate decided to expand into Stratham, NH, where they have added a warehouse, a third production line, and consume two times more electricity. He also talked about C&S Wholesale Grocers, who were attracted to the region through one of their events by the location, quality buildings, and low tax burden.

Mr. McDermott discussed PSNH’s involvement in community development activities. He said that they have been involved with this for the past 15 years, after recognizing the importance of having good communities to attract people and businesses. With the help of various grants, PSNH has been involved with community projects including the Rails to Trails, Colonial Theater, and Hannah Grimes projects. PSNH has worked with the State and many communities on energy efficiency, CORE, weatherization, electric heating, and energy star programs.

Mr. McDermott also briefly described a new program funded by RGGI monies. The program involves power generators purchasing credits proportional to their carbon emissions. Jack Pratt asked if this would involve matching or increasing funds. Mr. McDermott responded that the customers will ultimately be paying for the credits. He emphasized that this program was not designed by PSNH, and was passed into law last year. He added that there are safeguards in place should the costs of the credits get too high. Mr. Pratt asked if it would be more costly to employ more “scrubbers” on power generators than to use the RGGI program. Mr. McDermott explained that the current situation calls for both approaches as the State transitions towards using more renewable energy resources. Ted Whipple asked how the number of credits needed is calculated. Mr. McDermott responded that it is an open system where people can buy and sell the credits. He added that when a shortage of power occurs, an emergency option allows the plants to run. The funds generated from the program will go towards supporting new technologies. Mr. Pratt asked if the long term goal was to move away from coal usage. Mr. McDermott concurred, and reiterated that the main goal is to work towards more renewable energy sources. To reach this goal they will need to keep the current system running for at least another 15 years, necessitating the need for expanded scrubber usage and other similar actions.

Mr. McDermott then discussed the renewable energy options currently being used and explored in New Hampshire such as biomass, wind, solar, and hydropower. He cited a law stating that all major utilities must have 25% of their power generated by renewable energy sources by the year 2025. Currently, 15% of the power PSNH generates is from renewable energy sources. He described the Portsmouth Plant, a 50 megawatt power generator transitioning from coal to woodchips. It will burn 450,000 to 500,000 tons of woodchips per year and support 3% of the power load. There will soon be a Lempster wind farm, with 12 windmills providing power to New Hampshire residents. PSNH is currently in the permitting stage of transforming a Berlin paper mill into a 60 megawatt biomass plant. Morris Klein asked if they would be getting power from Vernon and Mr. McDermott responded not at this time. He went on to explain plans to purchase hydropower from Canada with NStar of Massachusetts. If implemented, 20% of the

power would stay in New Hampshire. The costs of implementing this plan would be direct; entities who receive the power pay for the lines.

Mr. McDermott informed the Committee that precluded by the law, was the creation of any new power generators. Morris Klein asked if this meant that PSNH couldn't build any generators and Mr. McDermott concurred. Mr. Klein asked if a private individual could build a generator and then sell it to PSNH and Mr. McDermott said that was allowed. Ted Whipple asked why the law would prohibit building new generators. Mr. McDermott responded that it was mainly a political decision. Mr. Klein inquired into the cost of buying generators from individuals and Mr. McDermott responded that they only consider reasonable offers. Tim Murphy asked if there was a preference for any of the renewable options. Mr. McDermott said that they prefer to have a mix; of the mix wood fuel is the easiest, followed by hydropower, then wind and finally solar. He indicated that the use of solar power may grow over the 5 years in this region as it becomes more cost effective.

Ralph Wentworth commented on the current condition of the National Grid and asked if PSNH shares power with them. Mr. McDermott explained that US power is broken down into regions, with New Hampshire residing in the New England region. He acknowledged that infrastructure improvements do need to be made. Congestion is a problem; not having enough high voltage to bring power into high use areas. This is an issue in areas like New York City and Boston. The electric companies recognize this problem and are working on ways to resolve it. Mr. McDermott went on to say although total sales are staying flat, the peak loads are increasing, which is not good for keeping costs down. Another issue is that summer electrical usage is up, but the equipment is more efficient in colder weather.

Ted Whipple commented on the proposed biomass plant in Winchester, New Hampshire. The proposed plant could bring jobs into the area, and the effluent from the waste water treatment plant could be used as fuel.

Mr. McDermott mentioned that in the north the high demand for wood necessitated the hiring of a full-time wood buyer for the wood-burning plant.

Robert Harcke noted that there has been a lot of economic expansion from Vermont, but that DRED won't allow active recruiting efforts from Vermont and Maine. He feels that this has a negative impact on Hinsdale. Morris Klein pointed out that Hinsdale's primary exit is through Brattleboro, Vermont. Mr. McDermott commented that the company Genesis is from Vermont originally, and PSNH works with them. Mr. Harcke asked if Mr. McDermott could work with DRED to encourage a change to the current arrangement. Mr. McDermott said he would look into the matter, and expressed his willingness to talk with committees in Hinsdale.

Mr. McDermott briefed the Committee regarding the role PSNH took during the Ice Storm of 2008. He began by comparing the Ice Storm of 2008 to previous ice storms that occurred during the 1990's. There were 3-4 ice storms during the 1990's that resulted in between 75,000-93,000 people being without power for each storm. In comparison, the Ice Storm of 2008 caused an estimated 322,000 people to lose power, roughly exceeding the combined damage of all the storms that occurred during the 1990's. He went on to say that the first day of the storm, Thursday December 11th, resulted in 40,000-60,000 people without power. PSNH normally employs 100 full-time line crews and around 70 tree crews. During the ice storm, they had 1,200 crews working through PSNH to restore power. Due to the prevalence of personal generators, PSNH utilized "call-back" workers to determine who had power in certain areas.

Their priority for repair during the aftermath of the ice storm was to repair the transmission lines first, followed by the distribution and feeder lines for the critical facilities: hospitals, police and fire stations, nursing homes, and schools. The damage was so extensive that in one area it took

seven days to repair one feeder line. The line in question was not visible from the road, leading some residents to think that PSNH wasn't working in their area. Roughly 75%-80% of the trees and branches that damaged the lines were outside of the normal trim zone. The work crews went through more poles than they normally use in a year and more wire than they normally use in three years. The seacoast and central New Hampshire were among the first areas to have fully restored power services. PSNH employed three satellite restoration centers for power restoration coordination. PSNH was able to restore 99.9% of their customer's power by Christmas Eve.

Jack Pratt asked if the number of line crews had decreased in recent years, and if the number of crews was proportional to previous storms. Mr. McDermott indicated that the proportion of crews is less, but doesn't think the number of crews employed by PSNH has decreased. Ted Whipple suggested that better equipment might make up the difference. Mr. McDermott agreed, and added that there are more contractors now than in previous years. Mr. Pratt asked if PSNH brought in crews before the storm started and Mr. McDermott responded that the Mutual Aid Agreement they have with other states doesn't allow for calling crews in before the storm happens. He added that PSNH was able to acquire supplies before the storm struck. John Pratt referred to the move towards pre-staging before catastrophes hit, like Hurricane Katrina. Mr. McDermott went on to say that there was very little local help available from the surrounding states until they are themselves in the clear, though there were contract crews available. Mr. McDermott stated that he personally feels PSNH did a better job of bringing in crews and organizing than other surrounding states.

Tim Murphy noted that the tree clean-up efforts appear to be ongoing, as compromised trees are still visible in many areas. Mr. McDermott acknowledged this, citing two clean-up problems: the compromised trees still in areas, and the quick-fix jobs that were done in many locations to speed the repair process. The areas that were quick-fixed by crews from different areas will need to be checked for safety. PSNH estimates using 70 crews over the next three months in addition to extra tree crews in the effort. The cost of this is estimated at around \$50 million. Morris Klein asked if the cost would be covered by federal dollars. Mr. McDermott explained that PSNH has a \$25 million insurance policy with a \$10 million deductible which would cover some of the cost. He confirmed that it will be reflected in utility rates over time.

Tim Murphy thanked Mr. McDermott for taking the time to speak to the Committee, and for supporting their Economic Development activities.

B. Committee Forums – Discussion of Potential Topics

Tim Murphy broached the topic of the Committee Forum, reminding Committee members that last year the topic was "Monadnock Region in the Global Marketplace". He explained that they will need to plan the first forum by the next quarterly meeting. He went on to say that staff members have made some suggestions including: Sustainable Development (energy, green building, transportation issues, brownfields, and agriculture), Broadband, and Workforce Housing. Morris Klein stated that workforce housing is an issue in Hinsdale. Mr. Murphy cited a legislative initiative that looks to extend the current workforce housing mandate that was put into effect last year by an extra year, to July 2010. He stressed the New Hampshire Association of Regional Planning Commissions (NHARPC) opposed the original bill. Morris Klein stated the difficulties in enacting such a measure. Mr. Murphy conveyed his concern that some towns are unsure of what they should do regarding the mandate, and are waiting to see what happens when the deadline passes. Mr. Murphy said that if the group sponsored the workforce housing topic, they could consider having people speak on economic development and cost issues.

John Pratt suggested a forum on "what the stimulus can do for you". He went on to emphasize the importance of ensuring that this region gets its fair share of federal economic stimulus funding by getting project requests together. Ted Whipple questioned how a project can be shovel-ready

without funding. He went on to say that he feels the county will be better prepared to deal with this than the individual towns. Mr. Pratt expressed that he doesn't know what would need to be included, but wants to be prepared. Mr. Murphy said he is aware of the issue, acknowledged there is a lot of confusion and that he has been working on it.

Judy Tomlinson discussed a Green Forum that Franklin Pierce University's environmental department is looking to hold near Earth Day. They are looking for sponsors, businesses, and other entities that may want to be involved. The date has yet to be scheduled. The general consensus of the Committee was that they were interested in co-sponsoring the event.

V. Project Nominations

There were no project nominations available at the time of the meeting.

VI. Next Meeting

Committee members tentatively agreed to hold the next meeting in April.

Other Matters

Tim Murphy mentioned that there would be a Board of Directors meeting to address committee membership. He noted that they would be looking for stakeholders in the community to be nominated for vacancies. Mr. Murphy asked that Committee members contact him or Eric Smith with nominees.

VII. Adjourn

Meeting adjourned at 1:50 p.m.

Respectfully Submitted,

Rebeckah Bullock, Planning Intern

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

April 21, 2009

11:00 a.m.

**Map Room, Peterson Hall
Franklin Pierce University, Rindge, NH**

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of January 16, 2009
- III. Southwest Region CEDS
 - A. Project Selection Criteria - Discussion
 - B. CEDS Annual Report - Discussion
- IV. CEDS Coordination
 - A. Update of Upcoming Events
- V. Project Nominations
- VI. Next Meeting
- VII. Adjourn to Green Business Forum

SOUTHWEST REGION PLANNING COMMISSION
ECONOMIC DEVELOPMENT/CEDS ADVISORY COMMITTEE

MINUTES

April 21, 2009

Present: Bob Baker, Co-Chair; Brian Foucher, Robert Harcke, Morris Klein, Carol Ogilvie, Ralph Wentworth.

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

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

I. Call to Order

Co-Chairman Bob Baker called the meeting to order at 11:00 a.m. Tim Murphy introduced Brian Foucher as a newly appointed member of the committee. He noted that Gretchen Nadeau has also been appointed but was unable to attend today's meeting.

II. Approval of Minutes of January 16, 2009

The minutes of January 16, 2009 were approved as submitted by unanimous vote.

III. Southwest Region CEDS

A. Project Selection Criteria - Discussion

Staff member Eric Smith referred committee members to the CEDS Project Evaluation Review Criteria summary and full report that were included in the agenda packet. He noted that the documents propose several changes to the existing criteria that will better accommodate the quality of job creation and smart growth. The proposed changes are being recommended by a sub-committee that was formed at the January 16th EDAC meeting consisting of committee members Judy Tomlinson and Moe Klein as well as staff members Tim Murphy and Eric Smith.

Glenn Coppelman suggested that the scoring for smart growth criteria be amended to reflect the number of smart growth principles that are promoted rather than refer to some, several and a majority. Eric Smith suggested making changes to show that some equals 1-2, several equals 3-4 and a majority equals 5 or more. Tim Murphy suggested that staff make the recommended change to the scoring and bring it to a future meeting.

Tim Murphy noted that the proposed criteria changes for both Other Job Related Issues and Brownfields require additional research and should be discussed today for further modification.

Motion: To accept the proposed changes to the criteria for Quality of Jobs and Smart Growth as amended.

Motion by Bob Baker, seconded by Carol Ogilvie. Approved by unanimous vote.

Committee members went on to make comments and suggestions regarding the other proposed criteria changes as follows:

Employment Multiplier: Tim Murphy explained that the sub-committee felt that more time was needed to explore and refine the economic multiplier. Moe Klein suggested assigning categories to businesses such as hotels which utilize food and linen services. Brian Foucher noted that you need to consider both direct and indirect jobs and that indirect jobs need to be defined as skilled versus unskilled labor. Tim Murphy added that part time and seasonable workers need to be considered as well as benefits and wages. Glenn Coppelman noted that Community Development Block Grant funding takes these factors into consideration when evaluating grant proposals and offered to share that information with the sub-committee. Brian Foucher offered to assist the sub-committee in categorizing the criteria.

Retaining Existing Workers vs Importing of Labor: Committee members agreed that importing outside labor should generate a negative score. Carol Ogilvie suggested requesting documentation that shows what efforts were made to use local labor. Moe Klein suggested requiring this information as a part of a site plan review but Bob Harcke pointed out that could present itself as an obstacle. Tim Murphy suggested that is something that might be required as part of a business plan instead.

Living Wage: Glenn Coppelman questioned if this Region has a Living Wage Study and Tim Murphy noted one is included in the Regional Housing Needs Assessment but the information is two years old and would need to be updated. Moe Klein noted that one is done on a regular basis where he works and offered to share the information.

Job Training: It was acknowledged that training in this area is provided through individual businesses, Hannah Grimes, various apprentices, and through the Department of Employment Security. It was agreed that these opportunities need to be better advertised.

Workforce Housing: Moe Klein suggested that upcoming informational sessions might help define this area further. Tim Murphy noted there needs to be a link between this and the living wage criteria.

Brownfields Program: Tim Murphy suggested the criteria for this could be linked to the Brownfields program that is conducted by the Planning Commission. James Robb suggested that projects located on remediated brownfields sites should receive bonus points.

B. CEDS Annual Report - Discussion

Eric Smith informed committee members that staff has begun work on the CEDS annual report update that is a requirement of the EDA grant. Glenn Coppelman asked when we will be required to do a full rewrite of the document and Tim Murphy responded it is done every five years. He noted that the last complete rewrite was done in 2007 and the next one is scheduled for 2012.

IV. CEDS Coordination

A. Update of Upcoming Events

Tim Murphy reported that in addition to co-sponsoring today's Green Business Forum EDAC will also co-sponsor two upcoming Workforce Housing Sessions scheduled to take place on May 5th and 14th in Bennington and Keene respectively. The sessions will provide information on the new state statute that will take effect as early as July 1st. Distribution of the announcement for the sessions was discussed and it was suggested it be sent to local libraries for posting as well as

municipal officials. Tim Murphy explained that the NH Association of Regional Planning Commissions supported the concept of this particular piece of legislation but was opposed to the bills lack of definition and shortened time frame to accommodate its requirements.

V. Project Nominations

There were no project nominations available at the time of the meeting.

VI. Next Meeting

It was agreed that the next meeting would be held in June on a date yet to be determined to review the proposed updates to the CEDS Annual Report.

VII. Adjourn

Meeting adjourned at 12:15 p.m. so members could attend the Green Business Forum.

Respectfully Submitted,

Rebecca I. Baldwin
Office Manager

Green Business: The Next Generation

An Earth Day Public Forum

To be held at Franklin Pierce University, Rindge, NH

Co-Sponsored by:

Franklin Pierce University, Southwest Region Planning Commission's Economic Development Advisory Committee, Rindge Chamber of Commerce, New Hampshire Small Business Development Center, and Public Service of New Hampshire.

We invite you to attend this public forum to hear expert panelists elaborate on the topic of Green Business.

**Tuesday, April 21, 2009
11:00 a.m. - 3:00 p.m.**

**Pierce Hall at
Franklin Pierce University**



Forum Agenda:

- Browse through exhibits and learn about products and information to help you “green” your business.
- Listen to Keynote speaker, Dave Lunati, Director of Marketing from Monadnock Paper Mills, Inc., Bennington, NH.
- Get new information on incentives from the government and utilities.
- Engage in a panel discussion of new ideas in marketing, energy packaging, life cycle assessment, waste management, etc., featuring business people from the Monadnock Region.

There is no charge to attend this event. Lunch is available for a fee. For further information, please contact Catherine Owen Koning at 899-4322, koningc@franklinpierce.edu

Who Should Attend:

Town Officials (selectmen, administrators, planners)
Chambers of Commerce Members
Community, Business and Civic Leaders
Economic Development Councils/Industrial Development Authorities
Educators
Interested Citizens



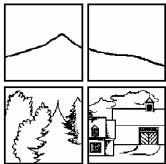
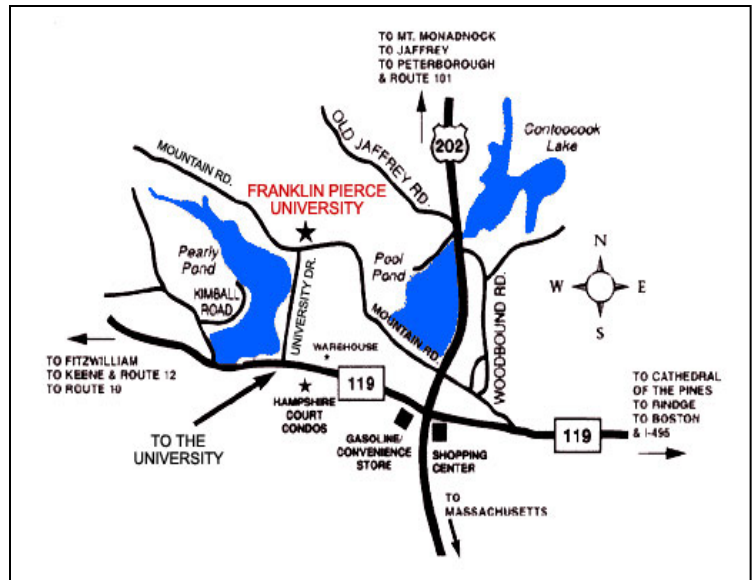
Southwest Region
Planning Commission



Directions:

From Keene: Take Route 12 South to Fitzwilliam where you will come to a blinking yellow light. Turn left onto Route 119 East. Follow Route 119 East for 6 miles (college entrance will be on your left at the blinking yellow light.)

From Peterborough: Take Route 202 South/West through Jaffrey. Continue to the intersection of Route 119. Take a right at the light and follow Route 119 West for 1.5 miles (college entrance will be on your right at the blinking yellow light.)



Southwest Region Planning Commission
20 Central Square, 2nd Floor
Keene, NH 03431

**Green Business:
The Next Generation
An Earth Day Forum at Franklin Pierce University
Rindge, NH**

**Tuesday, April 21, 2009
11:00 a.m. - 3:00 p.m.**

This forum is being co-sponsored by Southwest Region Planning Commission’s Economic Development Advisory Committee, Franklin Pierce University, Rindge Chamber of Commerce, New Hampshire Small Business Development Center, and Public Service of New Hampshire as part of the ongoing program for the Comprehensive Economic Development Strategy (CEDS) for Southwest New Hampshire. For additional information regarding the CEDS Planning Program, please contact Planning Commission staff at 357-0557.



Workforce Housing Sessions: What Your Town Should Know

Sponsored by
Southwest Region Planning Commission
and its
Economic Development Advisory Committee

The Southwest Region Planning Commission and its Economic Development Advisory Committee are providing two opportunities for the public to attend an informational session on the requirements of the state's new Workforce Housing statute. The presenter for these sessions is Ben Frost, Esq., AICP, Director of Public Affairs at New Hampshire Housing and Finance Authority and leading speaker in the state on this topic. Ben will explain the implications for local land use boards and what towns will need to do to comply with the law. Participants attain a better understanding of legal requirements, approaches to meet requirements, amending land use regulations, establishing a local housing committee, and much more. He will also present examples of steps other municipalities have taken to prepare for the upcoming deadline of July 1, 2009. There will be time for questions and answers following the presentation. For additional information on these sessions please contact Lisa Murphy, Senior Planner, Southwest Region Planning Commission at (603) 357-0557.

Tuesday, May 5, 2009

7:00 p.m. - 8:30 p.m.

Pierce School

19 Main St, Bennington, NH

Co-sponsor - Bennington Planning Board

Thursday, May 14, 2009

6:30 p.m. - 8:00 p.m.

Keene Public Library - Kay Fox Room

60 Winter Street, Keene, NH

Co-sponsor - Heading for Home

Co-presenter - George Reagan, Housing Awareness
Program Administrator, New Hampshire Housing



SWRPC
Southwest Region Planning
Commission
20 Central Square, 2nd Floor
Keene, New Hampshire



NHHFA
PO Box 5087
Manchester NH 03108



Economic Development
Administration

Directions to Keene Public Library:

From the south or east: Go north on Main St. and proceed around Central Square bearing right towards Court St. Make left onto Winter St. (a one-way street). The Court House is on the corner. The Library is on the left between National Grange Mutual and the Masonic Building. Metered parking is available in front of the Library, in front of the Masonic Building, and in [parking lots around the City](#). **To reach the Library from the north:** Go south on Washington St., proceed around the square and exit at Winter St. or, take Court St. and turn right onto Winter St. just before the square. **To reach the Library from the west:** Head east on West St. until you get to the traffic light at School St. Turn left onto School St., go north for 2 blocks, turn right onto Summer St., then right onto Middle St., then right onto Winter St. The Library will be on your left.

Directions to Pierce School:

From Keene/West: Route 101 to Route 202 North To Route 47, Left onto Main St.(Rt 31) School will be on the Left

From North - Rt 9 to Rt 202 South in Hillsborough, Right onto Antrim Rd,(Rt 31) straight becomes Main St. School will be on the Right



SWRPC

Southwest Region Planning

Commission

20 Central Square. 2nd Floor

**Workforce Housing Sessions:
What Your Town Should Know**

Tuesday, May 5, 2009

7:00 p.m. - 8:30 p.m.

Pierce School

19 Main Street

Bennington, NH

Thursday, May 14, 2009

6:30 p.m. - 8:00 p.m.

Keene Public Library - Kay Fox Room

60 Winter Street

Keene, NH

ECONOMIC DEVELOPMENT ADVISORY COMMITTEE

June 12, 2009

12:00 p.m.

Keene Public Library, Trustees Room

Keene, NH

(Lunch will be provided)

AGENDA

- I. Call to Order
- II. Approval of Minutes of April 21, 2009
- III. Southwest Region CEDS
 - A. CEDS 2009 Annual Report - Committee review and comment on the Draft CEDS 2009 Annual Report
 - B. Discussion of upcoming Grant Application to US Economic Development Administration for continued support of the Southwest Region CEDS
- IV. CEDS Coordination
 - A. Update of Upcoming Events
- V. Project Nominations
- VI. Next Meeting
- VII. Adjourn

5. Work Plan for July 1, 2009 to June 30, 2010

Continued Development and Maintenance

The scope of work for the continued development and maintenance is predicated on receipt of grant funding from the US Economic Development Administration (US EDA) in conjunction with several state and local matching fund resources.

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 carry out a subset of tasks from the Action Plan as the work plan for the time period of July 1, 2009 to June 30, 2010. An important part of this budget's activities will be efforts to develop a foundation toward the Southwest Region's designation as an Economic Development District.
- Assist municipalities in reviewing zoning and related regulations to improve the quality and character of future development and resource preservation. Quality and character is based on (but not limited to) appropriate lot sizes, permitted business uses for commercial and industrial development, updating of impact fee schedules, broadening citizen participation, identifying promoting inter-municipal resource sharing, adoption of capital improvement programs, promotion of Tax Increment Finance Districts as well as Economic Revitalization Zones, implementing energy efficiency improvements and practices, encouraging green and sustainable development, implementation of planning tools from the Innovative Land Use Planning Techniques handbook, and assistance with implementing the provisions of the Workforce Housing Law.
- Ensure that SWRPC's ongoing regional transportation planning, including formal roles in developing the State of New Hampshire's Ten-Year Transportation Improvement Program, Transportation Enhancement Program, Safe Routes to Schools, Context Sensitive Solutions, Job Access Reverse Commute, and the Transportation Management Association programs will be supplemented with CEDS activity to support safe and efficient movement of people and goods. Work to reduce vehicle miles traveled through improved land use planning and development of transportation alternatives to reduce single-occupant vehicles, including carpooling, transit and pedestrian-based options.
- Address workforce housing considerations by participating in the assessment of Regional housing needs, through the continued monitoring and distribution of the "Southwest Region Housing Needs Assessment", especially with the Workforce Housing Law expected to be in effect as of January 2010. Formalize SWRPC staff participation on the Board of Directors of "Heading for Home: A Regional Housing Coalition" as well as continue the partnership with the NH Housing Finance Authority.

- Continued promotion of the Region's Brownfields program through enhanced outreach, assessment and remediation activities.
- Maintain and expand business incubators and programs to provide low-cost rent, shared services, flexible financing and other appropriate services. Explore the interest and demand for additional business incubators within the Southwest Region.
- Continue to support the position of a Regional Tourism Coordinator.
- Develop a Commercial-Industrial Land Use Inventory that fully quantifies and visually depicts municipal zoning within the region with the goal of having said information available online (through the SWRPC website) by December 2010.
- Foster economic development in the creative economy.
- Foster 'Green Business' related economic development.

This purposed scope of work is to continue the development and implementation of the CEDS so that the Region's process matures and fully develops toward EDA District Status. Staff believes that designation of the Region as an EDA District will help create a more self sustaining CEDS process while increasing the potential for greater support by the State of New Hampshire as well as by business and community interests within the Region.

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

- 1) Continue development of the streamlining of the Goals, Objectives and Tasks represented within the CEDS document. Establish the goal of having a streamlined document listing the Goals, Objectives and Tasks by June 30, 2010, utilizing relevant models from other region's CEDS.
- 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 by June 30, 2010 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, from the American Recovery and Reinvestment Act (ARRA) to the Region's municipalities.
- 5) Advocate for reliable and responsible broadband expansion as a necessary utility for the advancement of rural economic development. Assist in efforts to foster a partnership between municipal officials and the Southwest Region's broadband providers for enhanced broadband capability within the Region. Such efforts to

include the holding of a regional public forum in partnership with the Municipal Broadband Network and the Region's broadband providers.

- 6) Continue the development of the Southwest Region's Commercial and Industrial Land Use Inventory database. The goal continues to target having a "live and on line" Geographic Information System (GIS) in place by December 2010. Over the next year the tasks will include making the existing data sets available to and promoting their usefulness through examples of utilization at a variety of working forums targeted to the Region's economic development and business-related organizations, including the Monadnock Economic Development Corporation (MEDC) and the Region's Chambers of Commerce.
- 7) Engage the CEDS Advisory Committee to further revise the CEDS project nomination criteria that should include the goal to achieve a criterion that offers increased flexibility and inclusion of projects brought forth by community representatives. Key elements for further consideration will include the extent of sustainable qualities such as social purpose, multiplier effect and green (LEED certified) building practices. During the 2008/2009 Work Plan period, review criteria related to Job Quality and Smart Growth were added to the CEDS Evaluation Review Criteria. A number of additional items were discussed, but require further research. It is proposed that, in addition to the items noted above, the following items will be researched and discussed over the next year as part of a further revision to the CEDS Project Nomination Criteria:
 - a. Determining during project reviews if the creation of the jobs from that project would lead to secondary/tertiary jobs, e.g., has a high economic employment multiplier.
 - b. Do the proposed jobs associated with the proposed project involve retraining of existing workers in the Southwest Region? (versus relocation of new employees to the area for the positions)
 - c. Do the proposed salaries for new jobs offer a "living wage"?
 - d. Does the project contribute to advancing the job training needs of the Southwest Region?
 - e. Taking into account workforce housing considerations.
- 8) 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.
- 9) Address workforce housing considerations by assessing Regional housing needs through the continued monitoring and distribution of the "Southwest Region Housing Needs Assessment" along with providing staff participation to serve on the Board of Directors of "Heading for Home" and continuing the partnership with the NH Housing Finance Authority. Such assessment and partnerships shall include a review of the jobs/housing mix and work towards a goal of achieving housing being made available to workers in the community.
- 10) Organize and conduct at least two public forums to be sponsored by the Advisory Committee on developments directly related to the CEDS.
- 11) 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.

- 12) Organize and carry out four or more CEDS Advisory Committee meetings featuring guest speakers in addition to conducting regular business.
- 13) Provide direct assistance to municipalities in reviewing zoning and other regulations in respect to future development, updating impact fee schedules, broadening citizen participation; promoting inter-municipal resource sharing; development of capital improvement programs and promoting Tax Increment Financing Districts as well as Economic Revitalization Zones (ERZ); implementing energy efficiency improvements and practices and encouraging green and sustainable development; implementation of planning tools from the Innovative Land Use Planning Techniques handbook; and, assistance with implementing the provisions of the Workforce Housing Law.
- 14) Ensure that SWRPC's regional transportation planning efforts interface with the CEDS process specifically through the Ten-Year Transportation Improvement Program, Transportation Enhancement Program, Safe Routes to School, Job Access Reverse Commute, and the Monadnock Region Transportation Management Association.
- 15) Continue inter-agency dialogue and measure the continued interest for the position of a Regional Tourism Coordinator.
- 16) Foster increased economic development in the creative economy sector within the Southwest Region.
- 17) Foster increased economic development of the Southwest Region's Green and Sustainable Businesses.
- 18) Explore the interest and demand for additional business incubators within the Southwest Region.
- 19) Work to assure the CEDS Advisory Committee membership is representative of the diverse range of stakeholders in the Southwest Region.

The long term goal of SWRPC's continuation of the CEDS process is a partner building effort. As Commission Staff and Committee members strive toward US EDA designated District status we will also seek opportunities to initiate, grow and improve partnerships with the business community at large in order to promote quality in job growth and economic development.

Potential partnerships that we are driven to initiate include:

- Cheshire Medical Center/Dartmouth-Hitchcock Keene
- Crotched Mountain Rehabilitation Center
- Monadnock Community Hospital
- Citizens Bank
- Connecticut River Bank
- Savings Bank of Walpole
- TD Banknorth

- Cheshire County Government
- Hillsborough County Government
- Sullivan County Government

Grow partnerships with:

- Arts, Culture and Entertainment related organizations
- Business and civic groups that promote the Monadnock Region
- Antioch, New England
- Cheshire Career Center
- Franklin Pierce University
- Keene Community Education
- Keene State College
- River Valley Community Technical College

Improve longstanding partnerships with:

- Five Chambers of Commerce within the Region
- NH Community Development Finance Authority
- NH Department of Resources and Economic Development
- NH Housing Finance Authority
- Monadnock Economic Development Corporation
- Southwestern Community Services

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, 2009. Unfortunately over the past year no new projects have been added to either the Priority Project Short-Term List or the Planning list. This situation is likely a sign of the worldwide economic downturn directly impacting the Southwest Region. One project, the Payson Village Senior Housing Development (formerly listed as the Senior Housing Initiative) has moved from the Planning List to the Short-Term List, given that ground breaking for this project is expected to begin in April 2010.

As noted earlier, a total of 4 projects have been completed over the past year and have been removed from the Projects List: The Hannah Grimes Center, Dunning Building, the Jaffrey Advance Industrial Park Wastewater Treatment Plant (completion was expected by June 24, 2009) and the Woodbound Inn Redevelopment project.

The Antrim Assisted Living Facility project has been removed from the Planning List, as the developer behind this project has had to pull back from this project and it not being actively considered at this time.

Short-Term Priority Projects

Project Name	Project Description	Project Proponent	Total Cost ¹	Funding Source(s)	Goals Addressed
Troy Mills Redevelopment	Renovation and development of industrial building complex in Troy, NH	Troy Redevelopment Group, Private Investors	\$1,000,000 initial; \$30,000,000 total projected	CDBG, TIF, Historic Tax Credit, USDA RD, Private sources	B, C, D, E
Downtown Keene Railroad Land	Mixed-use re-development of former rail yard: two buildings have been renovated (First Course and Southwestern Community Services); Two buildings are under construction (Senior Housing apartments and mixed-use condos); Construction of 100-room hotel began in June 2009.	City of Keene, MEDC	\$25,000,000	CDBG, rural development IRP, MEDC RLF, TIF, NH Business Finance Authority Guarantee, Brownfields Assessment Funds, Private Sources	A, B, C, D, E
Jaffrey Park Theatre	Restoration and development of downtown property	Park Theater, Town of Jaffrey, Franklin Pierce University	\$1,700,000	Grant funding, private donations	A, B, D, E
Stone Arch Bridge Industrial Park water line extension	Infrastructure improvement (water)	Town of Jaffrey	\$1,800,000 total; \$150,609 raised for 2007-2008	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	Infrastructure improvement	Town of Hinsdale,	\$2,000,000 total over	TIF, CDBG (pending)	B

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

Project Name	Project Description	Project Proponent	Total Cost ¹	Funding Source(s)	Goals Addressed
Park	(water, sewer, roads)	Hinsdale EDC, MEDC	several years		
Swanzey Industrial Park	Infrastructure improvement (road)	Town of Swanzey, MEDC	\$3,000,000; \$60,592 in 2006	TIF	B

Short-Term Priority Projects *continued*

Project Name	Project Description	Project Proponent	Total Cost ²	Funding Source(s)	Goals Addressed
Antrim Mill (former Goodell factory)	Mixed-use development	Town of Antrim	\$2-\$2.5M (estimate)	Private, some support from TIFD	B, C, D, E
Institute of Aircraft Maintenance (formally the Aviation Center for Excellence)	Creation of an aviation teaching and research facility in Keene	Community College System of New Hampshire (formally NH Technical College), NH DOT		Phase 1: Feasibility study funded by GSA Grant; Phase 2: Architectural work and Program Oversight	A, D, E
Historic Harrisville	Basic repairs; Enhancements and historic Cheshire Mill	MEDC, Cheshire County. Town of Harrisville	Project cost to date: \$4,060,689	CDFA, LCHIP, private donations.	A, B, D, E
Jaffrey Civic Center	ADA accessibility improvements (handicap elevator)	Jaffrey Civic Center	\$260,000	Private donations, Grant funding	B, D
Broadband Initiative	Effort to bring high speed internet opportunities to residential customers	Rindge Telecommunications Committee, 2 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
Monadnock Community Hospital Connector Road	Road project to facilitate hospital expansion and to remedy traffic problems on Rtes. 136 and 202; Project expected to be completed by December 2009	Monadnock Community Hospital, Town of Peterborough	\$1,500,000	Municipal Bond, CDBG, Future TIF	B, H

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

Project Name	Project Description	Project Proponent	Total Cost ²	Funding Source(s)	Goals Addressed
NH DOT Chesterfield Welcome Center	Construction of tourism center	State of New Hampshire	\$3,000,000 total cost; \$300,000 approx. spent to date	NH DOT	B, D, F
Page Homestead Senior Housing (Swanzy)	Construction of a support senior housing facility consisting of 38 units	Town of Swanzy/ Southwestern Community Services/ US Dept of HUD/NH CDFA	\$5,900,000	US Dept of HUD/ NH CDFA	B, C, H
Payson Village Senior Housing Initiative	Senior housing development – 24 units	Town of Rindge, Southwest Community Services	\$3,000,000	Federal Home Loan Bank of Boston, LIHTC equity and CBDG; NHHFA	C

Project/ Program Planning List

Project Name	Project Description	Project Proponent	Total Cost	Funding Source(s)	Goals Addressed
Stormwater management system	Infrastructure improvement	Town of Peterborough	\$15,000,000 (Estimate)		B
Great Brook River Walk	Downtown enhancement	Town of Antrim	Project is on hold, no cost estimate available at this time		B
WW Cross Building Redevelopment	Redevelopment of former Brownfield site into mixed use (commercial and residential) space	MBV, MEDC, Town of Jaffrey, Webster St. LLC, Larry & Stephen Thibeault	\$1,100,000	CDIP, MBV RLF, Private Sources, with other resources to be defined	D, C
Attraction of Retail Development	Encouraging retail establishments to locate in a specified corridor	Franklin Pierce University, Town of Rindge	To be determined	Private Sources, CDBG Potential	D, E
Colonial Theatre Sustainability	Investments to support the sustainability of the Colonial Theatre.	Colonial Theatre/City of Keene/NH DRED	\$5,000,000	Membership dues, donations, theatre revenues, potential grants	B, D, E
Winchester Wastewater Improvements	Improvements to municipal wastewater facility	Town of Winchester/ NH DES	\$3,400,000	Property Taxes/SRF Loan/ ARRA Funds	B

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.

2009/2010 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.

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

GOAL: Name and description of CEDS goal.

OBJECTIVE 1: Description of the objective under the goal

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

PROJECT # 1: Name of project.

Task Leaders: Listing of task leaders

Investment: Identified funding investment

Resources: Identification of resources to be utilized.

Dates: July 1 to June 30 (Annually)

LIST OF ACRONYMS:

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

GOAL A: Maintain a high-quality labor force.

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

TASK 1: Start an initiative to address workforce skills and to assess employer needs and provide required training.

Ranked 13th within the CEDS plan development as a short term goal.

PROJECT # 1: Keene Community Education

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

Investment: \$550,000

Resources: Self-Sustaining through Student Fees and Grants

Dates: Ongoing

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

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

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

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

Dates: Held annually

PROJECT # 3: Institute of Aircraft Maintenance

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

Investment: Total investment unnamed at this time

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

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

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

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

Task Leaders: Bonnie CLAC

Investment: Total investment unnamed at this time

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

Dates: August 2003-Present

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

PROJECT # 1: Internship Program

Task Leaders: Keene State College

Investment: Undetermined

Resources: Student resources, Employer stipends, Grand funding

Dates: Ongoing

PROJECT # 2: Internship Program

Task Leaders: Antioch New England Graduate School

Investment: Undetermined

Resources: Student resources, Employer stipends, Grand funding

Dates: Ongoing

PROJECT # 3: Internship Program

Task Leaders: Franklin Pierce University

Investment: Undetermined

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

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

GOAL B: Prepare for Future Development

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

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

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

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

Task Leaders: SWRPC

Investment: \$10,000 (Approximate)

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

Dates: July 1 to June 30 (Annually)

PROJECT # 2: Municipal Master Plan Development

Task Leaders: SWRPC, Town of Fitzwilliam

Investment: Undetermined at this time

Resources: Municipal Fees, Citizen Volunteers

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

PROJECT # 3: Municipal Master Plan Development

Task Leaders: SWRPC, Town of Walpole

Investment: \$1,500

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

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

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

Task Leaders: SWRPC

Investment: \$35,000

Resources: Municipal Member Dues

Dates: July 1 to June 30 (Annually)

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

Task Leaders: SWRPC

Investment: \$25,000

Resources: State of New Hampshire

Dates: Ongoing

PROJECT # 6: Watershed Restoration Planning Project

Task Leaders: The Natural Conservancy, SWRPC

Investment: \$6,500

Resources: NH DES

Dates: September 2008 to December 2009

PROJECT # 7: Housing and Conservation Planning Program

Task Leaders: Moosewood Ecological, SWRPC

Investment: \$5,000

Resources: NH OEP

Dates: October 2008 to March 2010

PROJECT # 8: Community Conservation Partnership

Task Leaders: Monadnock Conservancy, SWRPC

Investment: \$7,500

Resources: Municipal Member Dues

Dates: Ongoing

PROJECT # 9: Municipal Master Plan Development

Task Leaders: SWRPC, Town of Hinsdale

Investment: \$2,500

Resources: Municipal Fees, Citizen Volunteers

Dates: May 2009 to December 2009

PROJECT # 10: Tax Mapping Updates

Task Leaders: SWRPC

Investment: \$5,000

Resources: Municipal Fees

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

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

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

PROJECT # 1: Jamison Avenue Sidewalk and Crosswalk Project

Task Leaders: Town of Antrim

Investment: \$85,000 (estimated)

Resources: Safe Routes to School; Local Funds

Dates: 2009-2010

PROJECT # 2: Bennington Village Pedestrian Improvements

Task Leaders: Town of Bennington

Investment: \$700,000

Resources: Transportation Enhancement Funds, Local Funds, ARRA

Dates: 2008

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

Task Leaders: Town of Dublin, NH DOT

Investment: \$317,444

Resources: FHWA Earmark, Local Funds

Dates: 2009
PROJECT # 4: Trail Bridge over NH Rtes. 101 and 12 in Keene

Task Leaders: NH DOT
Investment: \$713,920
Resources: Federal and State Funds, Earmark Funding
Dates: 2009-2010

PROJECT # 5: Cheshire Branch Rail Trail Improvements

Task Leaders: SWRPC, SWRPC Transportation Advisory Committee, City of Keene
Investment: \$66,000
Resources: Transportation Enhancement Funds
Dates: Ongoing, Construction set to begin in 2010

PROJECT # 6: School Street Sidewalk Reconstruction

Task Leaders: Town of Troy
Investment: \$99,678
Resources: Municipal Funds
Dates: 2009-?

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

PROJECT # 1: Local Access Management Implementation

Task Leaders: SWRPC
Investment: \$13,000
Resources: State Planning and Research-FHWA
Dates: Completed

PROJECT # 2: Road Expansion

Task Leaders: Monadnock Community Hospital (MCH), Town of

Peterborough Business Development Office

Investment: \$1,500,000

Resources: TIFD, MCH, CDBG

Dates: March 2007 to December 2009

PROJECT # 3: Road Expansion

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

Investment: \$2,000,000

Resources: TIFD, CDBG, and Private Investment

Dates: March 2007 to December 2010

PROJECT # 4: Travel Demand Management for Keene

Task Leaders: SWRPC

Investment: \$36,500

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

Dates: 2009-2011

PROJECT # 5: Bridge Replacement

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

Investment: \$3,265,000

Resources: State of New Hampshire

Dates: 2012

PROJECT # 6: New Ipswich; NH Route 123

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

Investment: \$3,172,000

Resources: NH DOT; SRSP

Dates: Ongoing

PROJECT # 7:	Downtown Road Improvements (Route 202/124 “Dogleg” / Realignment in Downtown Jaffrey)
Task Leaders:	Town of Jaffrey, Jaffrey Economic Development Council, NH DOT
Investment:	Estimated cost of \$3M-\$6M
Resources:	DOT, Grant Funds, tax revenue, TIFD funds
Dates:	To occur within the next 10 years
PROJECT # 8:	Improvements to Intersection of NH Rtes. 9, 10, 12, and 101 in Keene
Task Leaders:	NH DOT
Investment:	\$2,500,000
Resources:	Federal and State Funds
Dates:	2009
PROJECT # 9:	Improvements to Cobb Hill Rd Intersection with NH 123 in Alstead
Task Leaders:	NH DOT
Investment:	\$1,760,555
Resources:	Federal Highway Emergency Funds (25% State Match)
Dates:	2007-2008
PROJECT # 10:	Bridge from just east of NH 12A/NH 123 to just west of NH 123A in Alstead
Task Leaders:	NH DOT
Investment:	\$2,000,000
Resources:	Federal Highway Emergency Funds (20% State Match)
Dates:	2007-2009
PROJECT # 11:	Improvements to NH 123A just downstream of Vilas Pool Dam in Alstead
Task Leaders:	NH DOT
Investment:	\$122,766

Resources: FEMA, State Funds

Dates: 2008

PROJECT # 12: Bridge replacement next to Millott Green in Alstead

Task Leaders: NH DOT

Investment: \$367,200

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

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

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

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

PROJECT # 1: Downtown Water Flow Improvement

Task Leaders: Town of Antrim

Investment: \$120,000

Resources: Town Water Reserves

Dates: ongoing

PROJECT # 2: Advanced Industrial Park Wastewater Treatment Plant

Task Leaders: Town of Jaffrey

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

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

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

PROJECT # 3: Broadband Initiative

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

Investment: Investments have been made by two private companies

Resources: Private Investment, potential grant funds

Dates: Ongoing

PROJECT # 4: Squantum Well Development

Task Leaders: Town of Jaffrey

Investment: \$3,000,000

Resources: Water User Fees, Tax Revenue

Dates: To be completed by 2011

PROJECT # 5: Winchester Wastewater Improvements

Task Leaders: Town of Winchester/NH DES

Investment: \$3,400,000

Resources: Property Taxes/SRF Loan/ARRA Funds

Dates: Unknown

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

PROJECT # 1: Town of Antrim- Main Street TIFD

Task Leaders: Town of Antrim

Investment: Phase 2 Cost Estimated at \$300,000; Average annual TIF funds estimated at around \$100,000

Resources: Designated Property Tax Revenue

Dates: Phase 2: Start in 2009-2010

PROJECT # 2: Town of Jaffrey Downtown TIFD

Task Leaders: Town of Jaffrey

Investment: \$205,382

Resources: Designated Tax Revenue

Dates: 1999- Ongoing
PROJECT # 3: Town of Jaffrey Stone Arch Bridge Tax Increment Financing District: Water Supply and Distribution

Task Leaders: Town of Jaffrey, Economic Development Corporation
Investment: \$133,000 for 2005-2006; \$1,600,000 total
Resources: Designated Tax Revenue, possible USDA/RD or EDA
Dates: 1999- Ongoing

PROJECT # 4: Monument Road Industrial Park

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

PROJECT # 5: Greater Downtown Peterborough TIFD

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

PROJECT # 6: West Peterborough TIFD

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

PROJECT # 7: Town of Swanzey TIFD

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

Dates: 1999- Ongoing

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

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

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

PROJECT # 1: Heading for Home, Rural Housing Coalition

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

Investment: \$55,000

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

Dates: Ongoing

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

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

Task Leaders: Southwestern Community Services (SCS)

Investment: \$680,000

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

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

PROJECT # 2: Railroad Square Senior Housing

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

Investment: \$5,385,000

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

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

PROJECT # 3: Payson Village Senior Housing Development

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

Investment: \$3,900,000

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

Dates: Groundbreaking expected in April 2010

PROJECT # 4: Age Restricted Active Adult Housing Initiative

Task Leaders: Franklin Pierce University, Town of Rindge

Investment: To be determined

Resources: Private Investment and CDBG Potential

Dates: 2010 to 2012

GOAL D: Strengthen the Economic Base

OBJECTIVE 1: Promote diverse types of economic activities.

TASK 2: Strengthen programs that educate entrepreneurial start-ups about business planning, market research and other sound business practices.

Ranked 2nd within the CEDS plan development as a short term goal.

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

Task Leaders: NH Small Business Development Center

Investment: Annual operating budget approximately \$100,000

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

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

PROJECT # 2: Monadnock SCORE, Chapter 379

Task Leaders: SCORE, Small Business Administration

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

Resources: State and District Grants, Workshop Fees, Volunteers

Dates: Monadnock Chapter started in the 1980s – Ongoing

PROJECT # 3: NH Works, Keene

Task Leaders: Workforce Opportunity Council

Investment: Undetermined

Resources: Workforce Investment Act Funds

Dates: Ongoing

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

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

Task Leaders: Hannah Grimes, MEDC

Investment: \$689,400

Resources: CDBG, CDIP, Private Donations, Savings Bank of Walpole

Dates: Completed

PROJECT # 2: Dunning Building (Walpole)

Task Leaders: MEDC, Town of Walpole

Investment: \$750,000

Resources: CDBG, Bank of New Hampshire, Private Sources

Dates: Completed

PROJECT # 3: Whiton Incubator/Building (Peterborough)

Task Leaders: Monadnock Economic Development Corporation (*MEDC*); Town of Peterborough; New England Products

Investment: \$211,000; \$220,000 is subject of a CDBG Application.

Resources: CDIP, MEDC RLF, Private Sources; CDBG

Dates: 1994 - Ongoing

PROJECT # 4: Historic Harrisville

Task Leaders: Historic Harrisville, MEDC, Town of Harrisville, Cheshire County

Investment: Phase 1: \$600,000 (Complete) Project Cost to date: \$4,060,689

Resources: CDFA (with MEDC), LCHIP, Save America's Treasure grant, private donations.

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

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

PROJECT # 1: Jaffrey Business and Economic Development

Task Leaders: Town of Jaffrey

Investment: \$50,000

Resources: Town of Jaffrey

Dates: 1996 to Present

PROJECT # 2: Attraction of Retail Development

Task Leaders: Franklin Pierce University, Town of Rindge

Investment: To be determined

Resources: Private Investment and CDBG Potential

Dates: Ongoing

OBJECTIVE 2: Strengthen the tourism industry.

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

PROJECT # 1: Hire a Regional Tourism Coordinator

Task Leaders: GKCC, Monadnock Travel Council, NH DRED

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

Resources: Various

Dates: Ongoing effort

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

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

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

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

Investment: To be determined

Resources: Public and Private Resources

Dates: September 2006 - Ongoing

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

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

PROJECT # 1: Jaffrey Park Theatre

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

Investment: \$1,700,000

Resources: Grant funding, Private donations

Dates: 2005-present

PROJECT # 2: Jaffrey Civic Center ADA Accessibility

Task Leaders: Jaffrey Civic Center

Investment: \$260,000

Resources: Private donations, Grant funding

Dates: Still planned to occur within the next 2 years

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

OBJECTIVE 1: Remove barriers for business development.

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

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

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

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

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

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

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

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

Task Leaders: City of Keene, MEDC

Investment: \$25,000,000

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

Dates: Ongoing

PROJECT # 2: Troy Mills Redevelopment

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

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

Resources: Private Investment, Grant Funding, Tax Credits

Dates: January 2006 - Ongoing

PROJECT # 3: Antrim Mill

Task Leaders: Antrim Mill Corporation, Town of Antrim

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

Resources: TIFD, Private Investment

Dates: Ongoing

PROJECT # 4: WW Cross Building Redevelopment

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

Investment: \$1,100,000

Resources: CDIP, MBV RLF, Private Sources

Dates: Undefined

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

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

Task Leaders: Cheshire County

Investment: \$37,000,000

Resources: County funds for jail

Dates: Construction on jail began in 2008

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

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

Task Leaders: MEDC, NH CDFA

Investment: \$7,739,511

Resources: Revolving Loan Funds

Dates: Ongoing

PROJECT # 2: Angel Investor Program

Task Leaders: The Hannah Grimes Center and the NH SBDC

Investment: To be determined

Resources: Private investment

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

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

Task Leaders: NH Small Business Development Center

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

PROJECT # 4: Monadnock SCORE

Task Leaders: Monadnock SCORE

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

PROJECT # 5: NH Works, Keene

Task Leaders: Workforce Opportunity Council

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

GOAL F: Promote the concept of Regionalism

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

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

PROJECT # 1: Southwest Region Planning Commission

Task Leaders: Southwest Region Planning Commission

Investment: ~~Yet to be Determined~~ *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 43rd within the CEDS plan development as a short term goal.

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

Task Leaders: SWRPC and its Economic Development Advisory Committee

Investment: \$320,000 (Approximate)

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

Dates: January 2004 – Ongoing

GOAL G: Strengthen local governments.

OBJECTIVE 1: Encourage a high level of volunteerism.

TASK 1: Broaden the number of citizens involved in municipal government.

Ranked 38th within the CEDS plan development as a short term goal.

PROJECT # 1: Walpole Leadership Academy

Task Leaders: Chuck Bingaman, Town of Walpole

Investment: Undetermined

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

Dates: Annually

PROJECT # 2: Leadership Monadnock

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

Investment: \$15,000

Resources: Student Fees

Dates: Annual Program; First program was held in 1997

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

PROJECT # 1: Municipal Law Lecture Series

Task Leaders: NH Local Government Center

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

Resources: NH Local Government Center Membership Dues

Dates: Ongoing

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

Task Leaders: NH Local Government Center

Investment: Undetermined

Resources: NH Local Government Center

Dates: Ongoing

PROJECT # 3: Workshop for Town Meeting Moderators

Task Leaders: NH Local Government Center

Investment: Undetermined

Resources: NH Local Government Center

Dates: Ongoing

PROJECT # 4: Budget Workshop

Task Leaders: NH Local Government Center

Investment: Undetermined

Resources: NH Local Government Center

Dates: Ongoing

PROJECT # 5: NH Public Works Academy

Task Leaders: UNH Technology Transfer Center

Investment: Undetermined

Resources: UNH, NH DOT, US DOT, FHA

Dates: Ongoing

PROJECT # 6: Selectperson's Institute

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

Investment: \$20,000

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

Dates: Ongoing; Active since 1999

OBJECTIVE 2: Ensure responsible and effective municipal decision-making

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

PROJECT # 1: Jaffrey – Peterborough Shared Prosecutor

Task Leaders: Jaffrey, Peterborough

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

Resources: Municipal Taxes

Dates: Fiscal Year 2009

PROJECT # 2: Town of Troy Water Facility Replacement

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

Investment: \$1,350,000

Resources: NH DES, CDBG, US EPA

Dates: Fiscal Year 2006 through 2009

PROJECT # 3: Keene Regional Wastewater Treatment Plant

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

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

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

Dates: Online as of 1985; Ongoing

PROJECT # 4: Shared Waste Water System

Task Leaders: Towns of North Walpole and Bellows Falls

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

Resources: Town Funds

Dates: Ongoing

PROJECT # 5: Shared Waste Water System

Task Leaders: Towns of Antrim and Bennington

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

Resources: Town Funds

Dates: Ongoing

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

Task Leaders: City of Keene

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

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

Dates: Began in 1997 - Ongoing

PROJECT # 7:	Mutual Fire Aid System
Task Leaders:	Towns of Southwest New Hampshire
Investment:	Total Budget \$1,342,173 for 2009 before any revenue.
Resources:	Compilation of municipal funds; Cheshire County pays for their towns and towns outside the County are billed separately
Dates:	Planning process began in 1958; Operations began in 1962; Still ongoing
PROJECT # 8:	Contoocook Valley School District, School Administrative Unit #1
Task Leaders:	Towns of Antrim, Bennington, Dublin, Frankestown, Greenfield, Hancock, Peterborough, Sharon, and Temple
Investment:	2008-2009 Budget: \$42,511,821
Resources:	Local, State, and Federal Funds; District Assessment
Dates:	Ongoing
PROJECT # 9:	School Administrative Unit #29
Task Leaders:	Towns (and School Districts) of Chesterfield, Harrisville, Keene, Marlborough, Marlow, Nelson, and Westmoreland
Investment:	Collective annual budget from the 7 school districts is approximately \$88,200,722; the 2008/2009 Budget for the overarching administration provided by the SAU is \$2,573,405.
Resources:	Local, State, and Federal Funds; District Assessment
Dates:	Ongoing
PROJECT # 10:	Fall Mountain School District, School Administrative Unit #60
Task Leaders:	Towns of Acworth, Alstead, Charlestown, Langdon, and Walpole
Investment:	2008-2009 Budget: \$25,916,915
Resources:	Local, State, and Federal Funds; District Assessment
Dates:	Ongoing
PROJECT # 11:	School Administrative Unit #34
Task Leaders:	Towns of Hillsboro, Deering, Washington, and Windsor

Investment:	2008-2009 Budget: \$21,132,679
Resources:	Local, State, and Federal Funds; District Assessment
Dates:	Ongoing
PROJECT # 12:	School Administrative Unit #38
Task Leaders:	Towns of Fitzwilliam, Gilsum, Hinsdale, Sullivan, Surry, Swanzey, Richmond, Roxbury, Troy, and Winchester
Investment:	Hinsdale School District: 08/09 Budget: \$11,348,188 Monadnock School District: 08/09 Budget: \$32,118,706 Winchester School District: 08/09 Budget: \$9,857,720
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

Suggested 2009-2010 Projects

In conjunction with the Economic Development Advisory Committee, SWRPC Staff has prepared a list of suggested potential projects for possible inclusion within the CEDS for Southwest New Hampshire. This list is provided in this section of the Annual Report. Over the next year, SWRPC staff plans to assess some or all of these potential projects for inclusion in the CEDS for Southwest New Hampshire, and/or as part of the Goals, Objectives and Tasks project inventory list. It is anticipated that other projects not on this list may be brought forward during the upcoming year as well.

- River Valley Community College is buying the old Roosevelt School in Keene. Planned opening for first classes is January 2010.

- Franklin Pierce University New Master of Science in Nursing. This new degree program begins in September 2009.
- Expansion of the Hannah Grimes Center. As indicated previously in this Annual Report, Hannah Grimes has become a successful incubator and business center at their Center at 25 Roxbury Street. With their incubator space near capacity, the Center is looking into the idea to expand into YMCA space. In addition to provide more incubator business space, there is the need for a larger conference room and the ability to offer community meeting space.
- A new Middle School is planned for construction in the City of Keene after being approved by voters in March 2009.
- The Regional Center for Advanced Manufacturing Education (“Center”). The Center is a collaborative effort involving area manufacturers, Keene Community Education, River Valley Community College, Keene State College and the Greater Keene Chamber of Commerce’s Office of Workforce Development. Its mission is to prepare individuals with the skills to secure positions in the high technology advanced manufacturing sectors of our economy. The Center would provide education, training and professional development programs for manufacturing companies throughout Southwest New Hampshire. The project was the subject of a potential CDBG application in the spring of 2009, however, more financial donations are required to be obtained by private companies in order to provide the needed match for the CDBG application.
- The Cheshire County Jail project is currently under construction. This project is currently listed in the project inventory under Goal E, Objective 1, Task 3.
- Bentley Commons in Keene is a 109-unit senior independent housing project completed in October 2008. A completely renovated 100-year-old mill building is the centerpiece of the property. The four-story addition brings modern living quarters to residents. The original mill building is being converted into the community center of this new complex.
- Water-related infrastructure projects listed by NH DES receiving funding under ARRA:
 - Keene Water Department - Master Water Meters/North Swanzey wholesale service connections.
 - Keene Public Works Department - Influent hydro power project (alternative energy).
 - Marlborough Water System - Develop replacement wells, new pump house.
 - Greenville Estates Co-op project with the Town of Greenville to alleviate water shortage and improve water quality.
 - Keene Public Works Department - Replace distribution main phase 6.
- The Route 10 Bridge in the Town of Winchester over the Ashuelot River. This project is currently undergoing review by the towns of Winchester and Swanzey as a “Context Sensitive Solutions (CSS)” project being coordinated by NH DOT and SWRPC.
- Cheshire County Courthouse Project. The State of New Hampshire has considered plans to move some of the Cheshire Court system outside of the City of Keene. This has concerned many regional leaders. The legacy of having the three courts located in central Keene for at least the past century is that dozens of attorneys and their employees work in downtown Keene. Community leaders understand the economic value of having the courts and county offices located in the county seat. Thus there are now planning efforts to have the Cheshire County Court system remain in Keene.
- The Monadnock Technology Institute. The Monadnock Technology Institute is currently proposed to be housed at Franklin Pierce University, although other sites to host the Institute are being considered. The Institute is proposed as a non-profit organization/small business entity that will focus on GIS and web-design/development education for higher education students, as well as K-12 students. Discussion about the Institute have involved faculty at Franklin Pierce University. The Institute has the potential to be a

collaborative entity with SWRPC on implementing the Commercial and Industrial Land Use Database Inventory project.

- The Monadnock Arts Collaborative, ArtsAlive!. One active ArtsAlive! project is to create a Regional Cultural Plan. The principle audiences for this Cultural Plan includes arts organizations, local governments, funds, economic development organizations, schools and colleges throughout the Region. A proposed Work Plan Item within the 2009/2010 Work Plan is to “Foster increased economic development in the creative economy sector within the Southwest Region.” One objective would be to explore a possible partnership between ArtsAlive! and SWRPC staff, with a possible task of creating a regional blueprint for a cultural master plan that would provide recommendations for each local government to take in order to tap into benefits of the creative economy.