

## **PART THREE: TECHNICAL DATA**

### **7. Appendices**

#### **Appendix 1: Cluster Analysis Merger:**

##### Overview and Identification of Industry Clusters

As part of this CEDS, a regional cluster analysis, based upon a merger of similar analyses done by both sub-regions CNHRPC and SNHPC, identified industry clusters for the larger region. These clusters, then, become the “targeted” industries within the region. To complete this process, both cluster analyses were reviewed and a third analysis was done by CNHRPC and SNHPC staff comparing to the two. The intent was to identify clusters important to the larger region that consists of both planning commission areas. Those industry clusters are depicted in Figure 6, Part One of the CEDS plan.

##### Merger Process

First, a common methodology needed to be identified for each sub-region’s cluster analysis. CNHRPC’s cluster analysis focused on location quotients (LQ). An LQ is a way to use employment data to determine which industries have a larger or smaller presence in the economy relative to the nation as a whole. SNHPC’s target industry analysis considered macro-economic trends. To merge the data, both sub-regions were looked at through the lenses of both macroeconomics and location quotients. The result saw some overlap and identified a few industry clusters unique to the larger region. Industries that were common to both regions were designated as “Core Industries” and those that were more specific to one region or the other but still significant overall were identified as “Tier-Two Clusters” (Government to CNHRPC and Professional, Scientific & Technical Services in SNHPC).

##### Analysis and Findings

The region, consisting of SNHPC and CNHRPC communities has six industry clusters based upon industry growth rates between 2002 and 2010. All six clusters that were identified were also among the top ten industries that were projected by the State of New Hampshire to grow between 2008 and 2018. Additionally, five of the six clusters represent the top five of the top ten industries to grow. Location quotient analysis went further to suggest that all six clusters have increased in regional importance or remained about the same between 2001 and 2010. Thus, cluster identification, employment projections and location quotient analysis affirms and merges the findings of both the CNHRPC Cluster Analysis and the SNHPC Target Industry Analysis. Finally, though not supported by employment change or Location Quotient data, both manufacturing and retail trade are important to the region due to “on-the-ground” observations supported by overall employment numbers (both industries represent 43% of total employment of the CEDS region in 2010). As such, both of these sectors should be treated as important industry clusters.

Figure 11: Overview: CNHRPC & SNHPC Clusters at 2-Digit NAICS level; no Projected Industry Analysis.

Employment by Industry in Central NH Region at 2 Digit NAICS					Employment by Industry in SNH Region at 2 Digit NAICS				
NAICS Code	Description	2002 Jobs	2010 Jobs	Job Change	NAICS Code	Description	2002 Jobs	2010 Jobs	Job Change
62	Health Care & Social Assistance	8,430	10,913	2,483	62	Health Care & Social Assistance	14,946	16,805	1,859
90	Government	11,999	12,830	831	61	Educational Services	2,972	3,496	524
56	Administrative & Support Services	1,849	2,570	721	56	Administrative & Support Services	6,290	6,699	409
61	Educational Services	1,586	2,030	444	81	Other Services (Except Public Administration)	4,294	4,432	138
81	Other Services (Except Public Administration)	3,474	3,827	353	54	Professional, Scientific & Technical Services	6,502	6,633	131
53	Real Estate & Rental & Leasing	1,710	2,001	291	22	Utilities	394	442	48
72	Accommodation & Food Services	3,696	3,917	221	71	Arts, Entertainment & Recreation	1,347	1,383	36
42	Wholesale Trade	3,214	3,404	190	21	Mining, Quarrying, and Oil & Gas Extraction	114	146	32
54	Professional, Scientific & Technical Services	4,280	4,439	159	11	Agriculture, Forestry, Fishing & Hunting	141	162	21
52	Finance & Insurance	4,353	4,488	135	55	Management of Companies & Enterprises	2,262	2,204	-58
21	Mining, Quarrying, and Oil & Gas Extraction	208	271	63	90	Government	5,060	4,982	-78
22	Utilities	303	326	23	72	Accommodation & Food Services	9,100	8,935	-165
55	Management of Companies & Enterprises	426	401	-25	51	Information	3,601	3,342	-259
48-49	Transportation & Warehousing	1,348	1,311	-37	53	Real Estate & Rental & Leasing	2,324	1,945	-379
23	Construction	3,699	3,654	-45	48-49	Transportation & Warehousing	4,397	4,015	-382
51	Information	772	691	-81	42	Wholesale Trade	6,441	5,661	-780
71	Arts, Entertainment & Recreation	1,617	1,518	-99	44-45	Retail Trade	16,230	15,334	-896
11	Agriculture, Forestry, Fishing & Hunting	990	853	-137	52	Finance & Insurance	6,663	5,612	-1,051
44-45	Retail Trade	9,159	8,949	-210	31-33	Manufacturing	13,098	11,729	-1,369
31-33	Manufacturing	6,823	4,317	-2,506	23	Construction	6,902	4,818	-2,084
<b>TOTAL</b>		<b>69,936</b>	<b>72,710</b>	<b>2,774</b>	<b>TOTAL</b>		<b>113,078</b>	<b>108,775</b>	<b>-4,303</b>

Sources: NH Economic and Labor Market Information Bureau & CNHRPC and SNHPC Calculations

Observations from Figure 11 (does not include projections):

- I. Health Care & Social Assistance (NAICS 62), Administrative & Support Services (NAICS 56), Educational Services (NAICS 61) and Other Services Except Public Administration (NAICS 81) are strong industries in both regions; Health Care & Social Assistance (NAICS 62) being the strongest. These could be considered the “Regional Industry Clusters.”

- II. Government (NAICS 90) is stronger in CNHRPC than it is in SNHPC, and conversely Professional, Scientific & Technical Services (NAICS 54) is stronger in SNHPC than it is in CNHRPC. NAICS 54 could be considered a “Tier-Two Industry Cluster.”

**Figure 12: Industry Clusters With Employment Projections (2008 – 2018)**

Employment Added by Industry, Top Clusters in Central and Southern NH			
Cluster Type	NACIS	Description	Jobs Added by 2018
Core Industry Clusters	62	Health Care & Social Assistance	4,342
	56	Administrative & Support Services	1,130
	61	Educational Services	968
	81	Other Services (Except Public Administration)	484
Tier-Two Clusters	90	Government	753
	54	Professional, Scientific & Technical Services	290
-	-	<b>Totals</b>	<b>7,967</b>

Sources: NH Economic and Labor Market Information Bureau & CNHRPC and SNHPC Calculations

Top Projected Industries in Central and Southern NH		
NACIS	Description	Projected Jobs Added, 2008 to 2018
62	Health Care & Social Assistance	7,386
61	Educational Services	2,520
54	Professional, Scientific & Technical Services	1,936
56	Administrative & Support Services	1,537
90	Government	1,442
72	Accommodation & Food Services	1,219
44-45	Retail Trade	1,042
81	Other Services (Except Public Administration)	947
23	Construction	836
42	Wholesale Trade	777
	<b>Totals</b>	

Sources: NH Economic and Labor Market Information Bureau & CNHRPC and SNHPC Calculations

**Observations from Figure 12:**

With the exception of Other Services Except Public Administration (NAICS 81), all of the top industries are among the top 5 out of 20 in terms of projected growth between 2008 and 2018.

- I. Other Services Except Public Administration (NAICS 81) is ranked 8<sup>th</sup> out of 20 for projected growth between 2008 and 2018.
- II. Both Core Industry Clusters and Tier-Two Clusters represent target industries for the region at the 2-digit NAICS level.
- III. Health Care and Social Assistance (NAICS 62) represents the primary target industry in the region.
- IV. Though not supported by employment change or Location Quotient data, both manufacturing and retail trade are important to the region due to “on-the-ground” observations supported by overall employment numbers (both industries represent 43% of total employment of the CEDS region in 2010). As such, both of these sectors should be treated as important industry clusters.

Figure 13: Location Quotient (LQ) of Industry Clusters – Ranked Based Upon Change, 2001 to 2010

Location Quotient of Counties/Region vs. NH						
NAICS Industry	Merrimack County	Hillsborough County	Rockingham County	LQ Average 2001 (CEDs Region)	LQ Average 2010 (CEDs Region)	LQ Change
Total, all industries	1.00	1.00	1.00	1.00	1.00	0.00
11: Agriculture, forestry, fishing and hunting	2.02	0.28	0.61	0.75	0.97	0.22
90 Government: (Merrimack Only)	1.94	1.00	1.00	1.72	1.31	0.18
61 Educational svcs	1.44	0.63	0.66	0.82	0.91	0.09
56: Administrative and waste services	0.60	1.01	1.31	0.90	0.97	0.07
42: Wholesale trade	1.30	0.89	1.03	1.01	1.07	0.06
99: Unclassified	0.40	0.39	0.73	0.47	0.51	0.03
62: Health care and social assistance	1.26	1.00	0.76	0.99	1.01	0.02
31-33: Manufacturing	0.77	1.26	0.88	0.96	0.97	0.01
81: Other services, except public administration	1.32	1.04	0.88	1.07	1.08	0.01
22: Utilities	1.53	0.48	1.88	1.29	1.30	0.00
23: Construction	1.13	0.86	1.07	1.02	1.02	0.00
72: Accommodation and food services	0.79	0.85	1.06	0.91	0.90	-0.01
44-45: Retail trade	0.92	0.90	1.17	1.01	1.00	-0.01
53: Real estate & rental/leasing	1.08	1.09	1.10	1.11	1.09	-0.02
51: Information	0.44	1.43	0.99	0.97	0.95	-0.02
48-49: Transportation & warehousing	0.81	1.01	1.45	1.13	1.09	-0.04
71: Arts, entertainment, & rec	1.28	0.70	1.17	1.09	1.05	-0.04
54: Professional and technical services	0.84	1.25	1.06	1.11	1.05	-0.06
52: Finance & insurance	1.34	1.11	0.81	1.19	1.09	-0.10
55: Management of companies & enterprises	0.43	1.16	1.11	1.06	0.90	-0.16
21: Mining, quarrying, and oil and gas extraction	2.80	0.21	0.93	1.72	1.31	-0.41
Location Quotient (LQ): Ratio of analysis-industry employment in the analysis area to base-industry employment in the analysis area divided by the ratio of analysis-industry employment in the base area to base-industry employment in the base area. An LQ of 1 would indicate the employment concentration in the county or region is roughly the same as that of the state. An LQ below .80 indicates that the industry is less important locally while an LQ above 1.20 indicates more local importance.						

Sources: US Bureau of Labor Statistics & CNHRPC and SNHPC Calculations

Observations from Figure 13:

- I. With the exception of Professional & Technical Services (NAICS 54), each of the other industry clusters became more important regionally between 2001 and 2010.
- II. Professional & Technical Services (NAICS 54), though it declined, did so minimally and is still slightly above the number 1.00 suggesting that in 2001 and in 2010 it is still about as important regionally as it is to the State.
- III. LQs do not suggest different target industries – they affirm the findings of previous analysis in Exhibits 1 and 2.

Figure 14: Select Sub-Sector Growth Projections

Select Sub-Sector Projections					
2-Digit NAICS Clusters	Description	2008 Jobs	2018 Jobs	# Change	% Change
62	<b>Health Care &amp; Social Assistance</b>				
	Social Assistance	5687	7472	1785	31.39%
	Nursing & Residential Care Facilities	5043	5955	1352	26.81%
	Ambulatory Health Care Services	6964	8395	1431	20.55%
56	<b>Administrative &amp; Support Services</b>				
	Employment Services	8196	9663	1467	17.90%
	Business Support Services	6938	8115	1177	16.96%
	Administrative & Support Services	830	962	132	15.90%
61	<b>Educational Services</b>				
	Other Schools & Instruction	179	287	108	60.34%
	Educational Services	189	293	104	55.03%
	Junior Colleges	611	866	255	41.73%
81	<b>Other Services (Except Public Administration)</b>				
	Personal & Laundry Services	1946	2248	302	15.52%
	Religious, Grant-making, Civic & Professional Services	3800	4287	487	12.82%
	Private Households	192	187	-5	-2.60%
90	<b>Government</b>				
	Federal Government Except Postal	2009	2200	191	9.51%
	Local	6344	6875	531	8.37%
	State	8697	9417	720	8.28%
54	<b>Professional, Scientific &amp; Technical Services</b>				
	Accounting, Tax Prep, Bookkeeping & Payroll Services	401	492	91	22.69%
	Advertising & Related Services	1619	1985	366	22.61%
	Architectural, Engineering & Related Services	1154	1392	238	20.62%

Sources: NH Economic and Labor Market Information Bureau & CNHRPC and SNHPC Calculations

Observations from Figure 14:

- I. Overall, the leading sub-sectors demonstrate a wide range of jobs that are varied in terms of skills. A combination of skilled services, support and manual labor are present.
- II. Various education needs are required ranging from HS/diploma, to tech/2-year to 4-year college and professional studies.

Figure 15: Cluster Merger Summary

Merger-Identified Target Industry/Cluster	Found in CNHRPC Cluster Analysis	Found in SNHPC Target Industry Analysis	Unique to Merger Analysis
Health Care & Social Assistance (NAICS 62)	X	X	
Administrative & Support Services (NAICS 56)	X	X	
Educational Services (NAICS 61)			X
Other Services Except Public Administration (NAICS 81)	X	X	
Government (NAICS 90)	X		
Professional, Scientific & Technical Services (NAICS 54)	X	X	

Sources: NH Economic and Labor Market Information Bureau, SNHPC Target Industry Analysis & CNHRPC and SNHPC Calculations

Figure 15: Overall Observations of Cluster Analysis Merger for both planning commission regions into the CEDS region:

- From the CNHRPC Cluster Analysis: data shared by both the CNHRPC cluster analysis and the larger CEDS region identify business, medical services and professional services as key areas. Analysis at lower levels indicates some difference, but overall, these three areas from the CNHRPC cluster analysis can be inferred upon the larger CEDS region.
- Though not identified through the merger, the CNHRPC Cluster Analysis indicated that continuing support for manufacturing should be focus of economic development – this goal should remain.
- Government, though not a targeted cluster, is acknowledged as strong regional employer.
- From the SNHPC Target Industry (i.e. cluster) Analysis: health care and professional/technical services are clusters shared between the SNHPC region and the larger CEDS region.
- Like CNHRPC, manufacturing is acknowledged as a strong regional employer that should receive continued support.

## Appendix 2: Base Demographic Data:

Figure 16: Base Demographic Data

	2000				2010				Percent Change 2000-2010	
	CNHRPC	SNHPC	CEDS Region	NH	CNHRP C	SNHPC	CEDS Region	NH	CEDS	NH
<b>Total Population</b>	<b>107,220</b>	<b>259,547</b>	<b>166,058</b>	<b>1,235,786</b>	<b>115,160</b>	<b>274,854</b>	<b>181,571</b>	<b>1,316,470</b>	<b>9.30%</b>	<b>6.50%</b>
Male	52,908	127,914	81,828	607,687	57,124	135,866	89,483	649,394	9.40%	6.90%
Female	54,312	131,633	84,230	628,099	58,036	138,988	92,088	667,076	9.30%	6.20%
Average Median Age	39	36	38	37	43	41	42	44	10.50%	17.80%
% between 18 and 29	11.80%	12%	9.40%	15%	12.40%	13%	9.90%	14%	0.50%	-1.00%
% between 30 and 49	34.40%	36%	27.60%	28%	28.00%	30%	22.50%	33%	-5.10%	5.00%
% between 50 and 66	18.10%	16%	14.50%	24%	26.30%	25%	21.10%	17%	6.60%	-7.00%
<b>Education Level Achieved (age 25+)</b>										
Less Than High School	8,201	22,892	12,311	103,754	6,971	16,779	9,684	78,031	-21.30%	-24.80%
High School	21,479	48,484	31,070	247,723	23,208	55,123	34,037	265,850	9.50%	7.30%
Some College/Assoc iates	21,476	50,293	32,610	236,406	23,475	52,633	35,649	260,406	9.30%	10.20%
Bachelor's Degree	13,421	31,638	22,002	153,874	16,014	38,607	26,744	192,356	21.60%	25.00%
Graduate/pro fessional Degree	7,651	15,402	12,204	82,230	10,091	20,667	16,489	111,603	35.10%	35.70%

Source: US Census 2010; US Census ACS Data 2012

### **Appendix 3: Notes from CEDS Committee Meetings**

#### *Meeting Notes*

#### *Central/Southern NH Comprehensive Economic Development Strategy*

September 12, 2012

5:30 PM

CNHRPC Community Room

26 Commercial Street

Concord, NH

#### I. In attendance:

- Michael Tardiff: CNHRPC
- Matt Monahan: CNHRPC
- David Preece: SNHPC
- Jack Munn: SNHPC
- Ted Mitchell: Pittsfield
- Rick Sawyer: Bedford
- Emilio Cancio-Bello: Sutton
- Pat Kovacs: Henniker
- Tom Clow: Weare
- Harry Wright: Bradford
- Derek Horne: Goffstown
- Harold Parker: Office of Congressman Charlie Bass
- Bill Duschatko: Bedford
- Dana Carlucci: Pembroke
- Ken Ross-Raymond: Salisbury
- Scott Osgood: Henniker
- Tyson Miller: Canterbury
- Gregory Wenger: Hillsborough County
- Gloria McPherson: Concord
- Bud Fitch: Office of Senator Kelly Ayotte
- Bill Klubben: Bow
- Bill King: Hooksett

#### II. Meeting Notes:

1. Meeting opened at 5:30 PM
2. Introductions & Rules of Procedure: Michael Tardiff and David Preece greet committee members and guests. The membership numbers will probably increase by the next meeting. Committee members, staff and guests all introduce themselves and their associated organizations/communities.
3. Overview & Benefits of the CEDS Program: Michael Tardiff and David Preece discuss the benefits of the CEDS. Benefits include a public/private partnership to strengthen the local economy, spurring



investment in infrastructure and the coordination of economic development efforts. Projects can be wide-ranging, from a water treatment plants to roads, etc. Lakes Region had 19 projects in their CEDS, with only one being a traditional “hard” infrastructure project. Overview of the process given, describing the committee, the cluster analysis merger, project selection and SWOT.

4. Proposed Work Plan & Schedule: Jack Munn provided an overview of the work plan and schedule. Items included the work program, the CEDS committee activities, the work tasks, the sequence of work tasks, and the overall schedule for the two-year project with work concluding September, 2013.
5. Current Work in Place: Matt Monahan provided an overview of what has been done thus far. Items included population and economic data and the cluster merger process/findings. Overall industry clusters for the CEDS region were identified as: Core Industries, including Healthcare and Social Assistance, Administrative and Support Services, Educational Services, Other Services (Except Public Administration); Tier-Two Clusters, including Government and Professional, Scientific and Technical Services. Also, Manufacturing and Retail Trade due to their large share of the workforce (despite declining numbers).
6. Next Steps:
  - a. Request members to update their economic asset profiles and consider developing target industry analysis utilizing template
  - b. Have members come back next meeting with key ideas (key focus areas) that the CEDS should address
  - c. Identify next meeting date
  - d. Identify a consultant for the Strength, Weakness, Opportunity & Threats (SWOT)
  - e. Make final changes to the demographic and cluster merger documents
7. Next meeting: To be determined via a Doodle poll. Friday mornings were recommended.
8. Adjournment: 6:30 PM

*Meeting Notes*  
*Central/Southern NH Comprehensive Economic Development Strategy*

December 11, 2012  
3:00 PM

NHDRED  
172 Pembroke Road  
Concord, NH

I. In attendance:

- Jennifer Boulanger, CRDC
- Ted Mitchell, Pittsfield
- Jim Bibbo, Bradford
- Rick Sawyer, Bedford
- David Preece, SNHPC
- Derek Horne, Goffstown
- Bill Klubben, Bow
- Jeff Keeler, Epsom
- Jessie Levine, Bedford
- Scott Osgood, Henniker
- Alice Veenstra
- Carlos Baia
- Michael Tardiff, CNHRPC
- Matt Monahan, CNHRPC
- Jack Munn, SNHPC
- Bill Duschatko, Bedford
- Tom Clow, Weare
- Laura Hallahan, Bradford
- Caryl Walker, Bradford

II. Meeting Notes:

1. Meeting opened at 3:00 PM
2. Introductions: Matt Monahan opened the meeting. Members went around the room and introduced themselves. Michael Tardiff and David Preece discuss the benefits of the CEDS and provided an overview of the project. Benefits include a public/private partnership to strengthen the local economy, spurring investment in infrastructure and the coordination of economic development efforts. Projects can be wide-ranging, from a water treatment plants to roads, etc. A review of the process given, describing the committee, the cluster analysis merger, project selection and SWOT.
3. Review Consultant RFQ for SWOT Analysis: Matt Monahan indicated that there were three responses to the RFQ for the SWOT Analysis. He also asked for 3 volunteers to assist the staff with the selection process. Three volunteers were: Ted Mitchell, Alice Veenstra and Jim Bibbo. Material to go out, via email as soon as possible, to begin the review and selection process.

4. Discussion of CEDS Members' Expectations, Needs and Priorities: Matt Monahan and Jack Munn facilitated discussions on the topic. Members provided direction and guidance on numerous topics and categories to drive the CEDS. These included, in no particular order:
  - a. Identify local needs and find common areas for efficiency/synergy across region
  - b. Identify common opportunities in locally and regionally
  - c. Understand our tax structure and how it impacts competition
  - d. Marketing is needed across the region; note location, quality of life and proximity to Boston
  - e. Need data readily available for marketing
  - f. "Niche businesses" can help to draw people to the region
  - g. Develop strategies to retain existing businesses
  - h. Zoning and local permitting process needs to be predictable; don't fear /prevent change and/or completion
  - i. Child care needs to be recognized and promoted as vital infrastructure
  - j. Schools - local, tech and 4-year colleges – need to be recognized as vital infrastructure
  - k. Look at how high schools, tech schools and 4-year colleges interrelate and how their curriculum does/can overlap with regards to preparing students for various job opportunities
  - l. Rehabilitate and re-use old buildings
  - m. Recognize the various brownfields programs as vital to reuse and revitalization of existing properties
  - n. Educate town governments on key issues so that they may be able to fully relay this information to voters at town meeting
  - o. Be cognizant of large town/small town relationship issues within CEDS region
  - p. Tourism opportunities
  - q. Art studies
  - r. Quality of life
  - s. Lack of public w/s – deterrent of industry
  - t. More affordable housing
  - u. Transfer of Development rights
  - v. Maintain open space – villages
  - w. Communities should be "business friendly"
  - x. Broadband infrastructure needed
  - y. Community colleges should be engaged to assist with workforce training as should more businesses
  - z. Environmental red tape at federal, state and local levels can be a problem for projects to be approved
  - aa. Understand that the region is split between larger and smaller towns and they have different needs
  - bb. Encourage towns and the "region" to work together
  - cc. Better communication
5. Review Current Work in Progress: Matt Monahan distributed the outline of the CEDS final document, the cluster analysis section and the demographics chart.
6. Next Steps:

- a. Laura Hallahan suggested each member conduct a SWOT of their own community between now and next meeting – group agrees.
  - b. Matt Monahan and Jack Munn to summarize flip charts describing member concerns for CEDS and email to group
  - c. Staff and three volunteers to begin SWOT consultant selection process.
- 7. Next meeting: To be determined via a Doodle poll. Tuesday or Wednesday in the first two weeks of March at 3:00 suggested.
- 8. Adjournment: 4:30 PM

*Meeting Notes*  
*Central/Southern NH Comprehensive Economic Development Strategy (CEDS)*

March 15, 2013  
Central New Hampshire Regional Planning Commission  
28 Commercial Street, Suite 3  
Concord, NH 03301

I. In attendance:

Matt Monahan, CNHRPC  
Michael Tardiff, CNHRPC  
David Preece, SHNPC  
Jack Munn, SNHPC  
David Fields, SNHPC  
Tom Clow, Weare Board of Selectmen  
Ted Mitchell, Pittsfield EDC Chair  
Rick Sawyer, Town of Bedford  
Bill King, VSI Capital Advisors  
Bryan Bouchard, SNHU  
Bill Duschatko, Bedford  
Jeff Keeler, Epsom  
Scott Osgood, Henniker  
John Weber, Henniker  
Stu Arnett, Arnett Development Group  
Roger Hawk, Hawk Planning  
Don Zizzi, UMass Lowell

II. Meeting Notes:

1. Meeting opened at 10:00 AM
2. Introductions: Michael Tardiff, CNHRPC opened the meeting. Members went around the room and introduced themselves. Stu Arnett, Arnett Development Group spoke about the importance of the local voice and local data collection and reviewed the Self-Assessment Tool for Regional Economic Growth and Development and explained the SWOT analysis process to be implemented by the consultants.
3. Begin SWOT Process: Matt Monahan, CNHRPC and Jack Munn, SNHPC presented regional data and trends for the communities in the CEDS area to assist CEDS committee members in addressing a number of data intensive questions in the Self-Assessment Tool. Topics covered included: Access to customers/markets; Development of opportunity and costs; Workforce; Business incentives. A copy of their power point presentation is attached. Questions and comments regarding the data were answered by Matt and Jack. Insights into the local communities by the attendees were added to the discussion.  
Roger Hawk, Hawk Planning next presented a review existing data and previous reports/analysis and explained the analysis portion of the project as it relates to data collection, measures, and weighted averages. A copy of Roger's report is attached.

Don Zizzi, UMass Lowell informed the Committee of why a survey was being used and how the process would work. Questions were taken on a variety of topics. Several locational comments about the survey were noted as were relevant stakeholders to whom the survey could be presented. Broadband was identified as a key to the region's economic growth as well as the number and availability of higher education and vocational schools.

Don then covered what the relevance of the survey findings will show and how the CEDS area will be compared to other regional and national data.

4. Next Steps: Don summarized that they are seeking Advisory Committee members to take the Self-Assessment Tool seriously and complete and return it for a review at the next meeting.
5. Next meeting is scheduled for May 10, 2013
6. The meeting Adjourned at 12:00 PM.

*Meeting Notes*  
*Central/Southern NH Comprehensive Economic Development Strategy (CEDS)*  
*Strength, Weakness, Opportunity and Threat Analysis (SWOT)*

10 May, 2013  
Granite State Communications  
600 South Start Highway, PO BOX 87  
South Weare, NH 03281

I. In attendance:

Alice Veenstra, Canterbury  
Bill Duschatko, Bedford  
Matt Monahan, CNHRPC  
Michael Tardiff, CNHRPC  
David Preece, SHNPC  
Jack Munn, SNHPC  
David Fields, SNHPC  
Stu Arnett, Arnett Development Group  
Roger Hawk, Hawk Planning  
Don Zizzi, UMass Lowell  
Ted Mitchell, Pittsfield EDC Chair  
Jim Pritchard, Pittsfield Planning Board  
Carlos Baia, Concord  
Bill King, Hooksett  
John Weber, Henniker  
Jim Bibbo, Bradford Planning Board  
Tom Clow, Weare Board of Selectmen

II. Meeting Notes:

1. Meeting opened at 10:20 AM
2. Welcome: Susan Rand King of Granite State Communications (GSC) welcomed the participants to the meeting. Ms. King explained the history of GSC and the services they provide to communities in and adjacent to the study region. Broadband was a major topic of discussion. Ms. King responded to many attendees questions and comments, including:
  - a. The bigger companies have an advantage given access to capital.
  - b. Many consumers don't understand how broadband works.
  - c. Out-migration can be a problem for getting a critical mass of people in one area for laying cable.
  - d. All of the service providers and the state should work together on getting the physical infrastructure in place.
  - e. Key to all of this is economy of scale.
  - f. One problem with installing the requisite infrastructure is the difficult nature of New Hampshire's geology as exemplified by the state's moniker "The Granite State".

3. Introductions: Michael Tardiff, CNHRPC opened the meeting. Members/participants/consultants went around the room and introduced themselves.
4. SWOT Analysis Presentation and Discussion: Don Zizzi presented the SWOT Analysis. The following items were among the points discussed:
  - Overview of the “SWOT” process
  - Economy is global
  - How to strategically tie into the global economy should be our goal
  - Past SWOT surveys had identified the following:
    - Description of the purpose of the assessment survey in that it creates a baseline
    - Past experience with similar surveys had shown the following were the most important:
      - Workforce is VERY important
      - Workforce needs to be younger and skilled
      - Time of approvals, transportation and telecommunication are key
      - “Livability” is also a factor (amenities/services, business-friendly environment, fair costs)
    - Education is VITAL to the workforce as well as ages
    - Numerous factors that were the least important included:
      - Minimum wage
      - Rail
      - The presence of unions
      - Local tax rates
      - Business incentives (pay for infrastructure, etc.)
    - Time is money – a predictable and timely approval process is key
    - Work with businesses to solve problems: find a way “how to” do something, don’t just say “no.”
    - The first thing a business will consider is the return on investment for locating somewhere – other factors will be considered later.
  - SWOT Survey findings for Location, Demographics and Clusters:
    - High quality of life
    - Presence of natural resources and open space
    - New England charm
    - Plenty of outdoor activities
    - Location of the region
    - A fairly large work force
    - A highly educated workforce and high income levels
    - A lot of people work from home
    - Clusters include:
      - Finance/insurance
      - Wholesale
      - Healthcare
      - Education
  - SWOT Survey findings for Access to Markets , Development Opportunity Costs, Quality of Life and Business Incentives:
    - Strong highway access



- Weak transit access
  - Strong compatible services
  - Weak access to research universities in the region
  - Weak data/cellular/telecommunications infrastructure
  - Strong wages
  - Strong competition
  - Strong involvement of citizens in the local political process
  - Strong cultural/recreation opportunities
  - Strong local schools
  - Weak access to development information
- SWOT Survey findings summary STRENGTHS:
    - Labor availability
    - Well educated population
    - Highway access
    - Business friendly environment
    - Business costs (real estate, wage rates)
    - Critical mass of firms (health, finance, trade)
    - High percentage of self-employed and work-at-home
    - Natural environment/outdoor activities
- SWOT Survey findings summary WEAKNESSES:
    - Communication/information bandwidth
    - No research university
    - Few nearby amenities
    - Little public transit
    - Physical infrastructure limitations
    - Community-entrepreneur connection
- SWOT Survey findings summary OPPORTUNITIES:
    - Local schools involvement
    - Local business involvement
    - Cross marketing (towns, firms, brokers)
    - Available sites inventory
    - Entrepreneur relations
    - Access to development information
    - Website development and improvement
- SWOT Survey findings summary RECOMMENDATIONS:
    - Don't chase
    - Grow your own
    - Engage local entrepreneurs and investors
    - Support and incubate
    - Emphasis on streamlining local process
    - Emphasis on skills training and work readiness
    - Pursue broadband and cellular upgrades
    - Improve websites utility and content

- Increase business development services and technical assistance
- View efforts through a regional lens
- Take a regional approach – create a regional brand
- SWOT Survey findings summary NEXT STEPS:
  - CEDS = strategy
  - Plan development = articulation of strategy with actions
  - Project selection follows
  - Goals and Objectives
    - Goal: to engage local entrepreneurs and investors
      - Objective: build roster of major players in all towns by a specific date
        - Action 1: Contact chambers, bankers, high-tech council, venture capitalists, etc.
        - Action 2: reach out to and involve roster members
    - Goal: to exploit the power of the internet and social media
      - Objective: to improve websites, etc. in all towns and RPCs by a specific date
        - Action 1: review for content, ease of use, forms, automation, links
        - Action 2: explore best practices
  - Additional Steps
    - Share SWOT analysis with local leaders
    - Involve interested citizens, business groups, local media
    - Pursue and incorporate feedback
    - Review local master plans/economic development plans
    - Continue working with RPCs to develop/execute actions
    - Adopt the CEDS as a regional economic development plan.
    - Publicity for the CEDS includes communication and engagement
- Link town and RPC websites
- Bill Duschatko asked Don who the region's competitors are: ME/VT/ Central MA/N. New England as a whole.
- David Preece mentioned that SNHPC has a precertification program called "Ready, Set Go" to expedite review processes
- Don mentioned that the committee also needs to engage UNH and SNHU.
- Don and Stu noted the importance of identifying the investors in the region. They suggest starting with local banks.
- Jack indicated that there appears to be less emphasis on public resources and more on private – Don agreed.
- Matt asked how telecommunications play into public funding of infrastructure. Don indicated that there should be efforts to incentivize private investors to do it. Stu indicated that official answer is public funds cover mid-mile and private funding takes it from there to the end user. EDA could be a source for funds for mid-mile.
- Mike indicated that the strategy development portion would be next.
- Group held a vote to formally indicate Alice Veenstra as Chair and Bill Duschatko as Vice Chair. Ted made a motion, Jim Bibbo seconds. Vote was unanimous.

5. Next meeting to be determined.
6. The meeting Adjourned at 12:20 PM.

*Meeting Notes*  
*Central/Southern NH Comprehensive Economic Development Strategy (CEDS)*

3 September, 2013  
Central NH Regional Planning Commission  
Community Meeting Room  
28 Commercial Street  
Concord, NH 03301

I. In attendance:

Alice Veenstra, Chair, Canterbury  
Bill Duschatko, Vice Chair, Bedford  
Ted Mitchell, Pittsfield EDC Chair  
Jim Pritchard, Pittsfield Planning Board  
David Preece, SHNPC  
Jack Munn, SNHPC  
Rick Sawyer, Town of Bedford  
Bill King, Hooksett  
Matt Monahan, CNHRPC  
Michael Tardiff, CNHRPC  
Bill Klubben, Town of Bow  
Emilio Cancio Bello, Town of Sutton  
Carlos Baia, Concord  
Tom Clow, Weare Board of Selectmen  
Scott Osgood, Henniker

II. Meeting Notes:

1. Meeting opened at 9:40 AM
2. Introductions: Alice Veenstra welcomes everyone to the meeting and provides an overview of the agenda; people introduce themselves briefly indicating their name and what community they represent.
3. Recap of SWOT Findings (Assets and Challenges): Matt Monahan presents the final few slides of the SWOT analysis. Discussions focus around the assets and challenges and how these may influence the identification of Goals and Objectives. Jack and David discuss the SNHPC “Ready, Set, Go” program for pre-approved site plans. Additionally, they mention the Access Greater Manchester program which seeks to teach economic developers how to engage local investors. Alice discusses the slides dealing with Ranking and Rating. Group discusses how these factors may lend themselves to the development of the goals and objectives.
4. Goals and Objectives: Segueing from the previous topic, the group discusses goals and objective development and identification. Topics discussed include transit, proximity to research universities, supporting clusters, infrastructure development, amenities and access to development information. General discussions around goals include: grant accessibility, goals must be attainable and useable,

there needs to be a clear, usable strategic plan. Significant discussion takes place around whether the CEDS should focus on growing locally or luring new businesses to the area from outside of the region. Bill D. presents background on the benefits of “growing our own” through local growth; Carlos presents benefits to bringing in outside companies to the region. Continued discussion on the topic by the group identifies the need and desire to have a balance of the two approaches. Matt mentions that both of these goals will have a lot of overlap in action items and projects. Alice indicates that the meeting has reached its time limit and a Subcommittee will be formed to further work on the goals and objectives of the CEDS. CEDS committee members who volunteer for the Goals Subcommittee include: Scott Osgood, Ted Mitchell, and Alice Veenstra. Additionally, Jack, David Mike and Matt will provide staff support to the committee. Matt to organize the first meeting of the Subcommittee next week.

5. Next Steps: Identify Subcommittee meeting date. Subcommittee to develop list of goals for review by the larger group at October meeting. October meeting to take place the final week of October.
6. The meeting Adjourned at 10:35 AM.

*Meeting Notes*  
*Central/Southern NH Comprehensive Economic Development Strategy (CEDS)*

October 29, 2013  
Central NH Regional Planning Commission  
Community Meeting Room  
28 Commercial Street  
Concord, NH 03301

I. In attendance:

Alice Veenstra, Chair, Canterbury  
Bill Duschatko, Vice Chair, Bedford  
Ted Mitchell, Pittsfield EDC Chair  
Jim Pritchard, Pittsfield Planning Board  
Jack Munn, SNHPC  
Rick Sawyer, Town of Bedford  
Bill King, Hooksett  
Matt Monahan, CNHRPC  
Bill Klubben, Town of Bow  
Emilio Cancio Bello, Town of Sutton  
Carlos Baia, Concord  
Tom Clow, Weare Board of Selectmen  
Scott Osgood, Henniker  
Dean Shankle, Hooksett  
Steve Venezia, Hillsborough  
Jim Bibbo, Bradford

II. Meeting Notes:

1. Meeting opened at 10:07 AM
2. Introductions: Alice Veenstra welcomes everyone to the meeting and provides an overview of the agenda; people introduce themselves briefly indicating their name and what community they represent. Alice switched items II and III on the agenda.
3. Goals and Objectives Update: Matt provided an overview of what the subcommittee had done thus far. A draft mission statement and 6 goals have been developed. Each goal has objectives and Goal One has action items listed. The group then discussed the draft mission statement and the goals/objectives. Some of the key points included:
  - Quality of life and a clearer focus on existing businesses needs to be in the mission statement.
  - Is goal number 1 an outcome more than a goal? Can/should it be part of the mission statement?
  - Goals and objectives must support local implementation efforts.
  - Objective b under Goal 1 – maintaining low cost of living – may be difficult to achieve with the CEDS. Much of this could be beyond what those implementing the CEDS can do.

- Balance between services and costs, as well as between growth and protecting community character, need to be an objective under goal number 1; could be part of the current existing objective b dealing with maintaining the low cost of living.

Moving forward, the Subcommittee will meet late next week (7<sup>th</sup> or 8<sup>th</sup>) to finish the Goals and Objectives. Matt will email the current draft document to the larger group who will provide comments on the document to him by November 6<sup>th</sup>. Subcommittee will incorporate comments during their meeting and provide the updated draft document to the larger group at the meeting in December. A copy will be provided a week before.

4. Project Selection: Matt reviewed the material that is to be distributed during the project solicitation process. Materials included: a cover letter, an application, and an overview of the process. The cover letter needs to include the following:
  - A description of the EDA in the letter.
  - A piece discussing that the project solicitation process is to generate a list and that an application is not an actual grant application.
5. Case Studies: Jack discusses the private funding of public infrastructure. Dean Shankle elaborates, discussing how Wal-Mart put in the sewer connections and future connection fees to the Town of Hooksett will be paid to Wal-Mart in an effort to repay the Town's share of the new infrastructure. He also indicated that the DRA is of the opinion that this is not possible as it is incurring long-term debt requiring town-meeting approval. Dean indicated that the Town is not of that opinion and the State Senate will be considering a bill that explicitly allows it.
6. Plan of Action Next Steps: The group reviewed a rough outline of the project timeline. The Goals and Objectives subcommittee will meet late next week (likely Friday); group to provide comments via email to Matt regarding the Goals/Objective document by the end of the day on Wednesday November 7<sup>th</sup>. Matt to provide a doodle poll to explore when the larger group can meet in early December.
7. The meeting Adjourned at 11:57 AM.

*Meeting Notes*  
*Central/Southern NH Comprehensive Economic Development Strategy (CEDS)*

January 9, 2014  
Central NH Regional Planning Commission  
Community Meeting Room  
28 Commercial Street  
Concord, NH 03301

I. In attendance:

Alice Veenstra, Chair, Canterbury  
Bill Duschatko, Vice Chair, Bedford  
Ted Mitchell, Pittsfield EDC Chair  
Jack Munn, SNHPC  
Mike Tardiff, CNHRPC  
Matt Monahan, CNHRPC  
Bill Klubben, Town of Bow  
Carlos Baia, Concord  
Scott Osgood, Henniker  
Steve Venezia, Hillsborough  
Jim Bibbo, Bradford  
Steve Heavener, CRDC

II. Meeting Notes:

1. Meeting opened at 10:37 AM

2. Introductions: Alice Veenstra welcomes everyone to the meeting and provides an overview of the agenda; people introduce themselves briefly indicating their name and what community they represent.

Mike provided an update and overview of where the project is and how some of the information has been used so far. Loudon, for example, used the SWOT and cluster information and a visioning session. CNHRPC has done the same, and, the information will provide a solid basis for the economic chapter of the regional plan update.

3. Goals and Objective Update: Alice introduced the topic. Matt provided summary of what has been done so far: the subcommittee took the larger group's feedback and refined the document. Today, the subcommittee is looking for the larger group to adopt the goals, objectives and mission statement.

Jack mentioned that we should keep in mind the EDA criteria for projects and Economic Development Districts (EDDs). Discussion ensued as to whether or not we can and/or want to set up/join an EDD; thresholds were a concern as were size of a potential EDD and what the benefits were. It was resolved that at the next meeting it would be beneficial to have Alan Brigham present to discuss process, pros and cons of an EDD.



Jim Bibbo mentioned that a goals should also focus on the telecommunications of the region - notably cell phone and internet coverage. He also mentioned that this issue would vary from town to town but overall the region needed to be strong in this area.

Carlos mentioned a few areas within the goals document for minor revisions and clarifications.

Matt mentioned that he has made note of these items and the group indicated that with those changes the goals, objectives and mission statement were adequate.

4. Project Selection: Alice introduced the project selection agenda item. Matt provided an overview of the documents: a cover letter and a project application. The application form looked ok but the letter needed to be revised in an effort to be clearer for those who might receive it that were not familiar with the CEDS process. Matt to work with Alice and Bill via email to revise.

Project discussion yielded the following as some initial ideas:

- Community recreation
- Senior Centers
- Regional Services
- Telecommunications
- Pembroke loop road
- Bradford town hall
- Hillsborough sewer and water
- Sidewalks
- Brownfields revitalization funds
- Merrimack Greenway
- Downtowns
- Parking
- Historical rehabilitation

Discussion also focused on how each municipality will “screen” or become aware of/approve each project before it goes on the list. Questions raised about how the actual act of project solicitation will work. Some towns are overworked and may have problems doing so, some towns will be able to handle it internally with their Economic Development Committees and some towns will not have much capacity to do so. Next meeting will explore how solicitation will take place, as well as look at a few examples of projects.

5. Next Meeting: February 6, 2014, 10:30 to 12:00 at the CNHRPC community room
6. The meeting Adjourned at 11:50 AM.

*Meeting Notes*  
*Central/Southern NH Comprehensive Economic Development Strategy (CEDS)*

February 6, 2014  
Central NH Regional Planning Commission  
Community Meeting Room  
28 Commercial Street  
Concord, NH 03301

I. In attendance:

Alice Veenstra, Chair, Canterbury  
Bill Duschatko, Vice Chair, Bedford  
Ted Mitchell, Pittsfield EDC Chair  
Jack Munn, SNHPC  
Mike Tardiff, CNHRPC  
Matt Monahan, CNHRPC  
Bill Klubben, Town of Bow  
Scott Osgood, Henniker  
Jim Bibbo, Bradford  
William Craig, Manchester

II. Meeting Notes:

1. Meeting opened at 10:36 AM
2. Introductions: Alice Veenstra welcomes everyone to the meeting and provides an overview of the agenda; people introduce themselves briefly indicating their name and who they represent.
3. Discussions about Economic Development Districts: Mike Tardiff began the discussion. Points were:
  - EDA is no longer specifically looking for larger super EDD districts. EDA is open to creative proposals and is not so much concerned with geography
  - Maine is covered state-wide by EDDs
  - In NH, Strafford and NCC have EDDs proposed; Rockingham has the only active EDD in the state with REDC
  - The Lakes Region, Central Region and Southern portion of the state are not covered and could be good location(s) for EDD(s).
  - The benefit of an EDD is that it provides a different forum for economic development and economic development cooperation.
  - Moving forward, we can continue to monitor future EDA funding discussions and policies related to EDD designation, and, what each community thinks about joining an EDD and what the boundaries should be.
  - Alan Brigham of EDA thinks that Manchester should be part of a larger CEDS in the future and EDD. William Craig, Manchester Economic Development Director, indicated that the City is interested in such a proposal.
4. Project Selection: Alice introduced the topic of project selection and turned it over to Matt Monahan. Matt indicated that there were two letters for people to look at: one was the version

emailed out yesterday and the second one was received from Jack this morning. The group looked at both letters and went with Jack's. The return date decided on was March 31, 2014. Other factors pertaining to the project solicitation process:

- Each community is different and distributing the letter and the application form may vary. RPC staff are to reach out to each of their communities in an effort to identify to whom the letters are to go. Town Managers/Administrators as well as Chairs of the Board of Selectmen/City Council may be a good starting point.
- Bill Duschatko mentioned that there should also be a letter to go out to the non-municipal members of the community (businesses, nonprofits, etc.).
- Jim Bibbo also mentioned that there should be an announcement in each local paper. Matt suggested it should be based on the non-municipal letter
- The group agreed to have Matt and Jack work on the letters and the press release with Alice and Bill given authority to approve them for release on behalf of the group.

With regard to project ranking, the following was discussed:

- There is concern with regard to balancing viable projects with a "wish list." We need to find balance between promoting a robust project list but at the same time not having a long list with projects that aren't really CEDS/economic development related.
- Mission, goals and objectives adopted by the group last meeting are part of the application.
- Part of the screening will depend upon how many projects are submitted. Matt mentioned that REDC's 2012 list included 36 or so projects. Also, that the REDC ranking system in 2012 was based upon short, intermediate and long-term, while in 2013 their project list considered how many goals of the CEDS each project met.
- Matt asked if the group would like a subcommittee to rank; group indicated it depended upon how many projects were received.
- Jim Bibbo asked if RPC staff could rank; Mike indicated that it really should be the committee to ensure that the project list is as robust as possible.
- Mike suggested that we seem to have time to think about this and it may be helpful to consult REDC.
- Jim Bibbo indicated that people shouldn't rank projects in their own community when we get to it. The group agreed with this.

5. Develop Plan of Action: After the discussion on project selection wrapped up Alice brought the discussion to next steps. The following were discussed:

- Mike noted that staff will work to develop a draft document before our next meeting for the group to review. Matt mentioned that it may be beneficial to have a smaller action-orientated plan with a lot of the data and other materials as appendices, the group liked this idea; Bill D. described it as a sort of "executive summary."
- Scott mentioned that he liked the idea of a project selection subcommittee and if one was needed he'd be willing to participate. Ted mentioned that such a subcommittee could be made up of the previous subcommittee: the Goals and Objectives Subcommittee. Membership for that group consisted of Alice Venstra, Jack Munn, Scott Osgood, Ted Mitchell and Matt Monahan. Other could be invited to attend as well.

With regard to a timeline, a tentative schedule was developed:

- May: full draft of the plan for public comment and review.
- June: public hearing to adopt.

- July (or early fall): send to EDA for review.
6. Next Meeting: March 6, 2014, 10:30 to 12:00 at the CNHRPC community room
  7. The meeting Adjourned at 11:52 AM.

*Meeting Notes*  
*Central/Southern NH Comprehensive Economic Development Strategy (CEDS)*

April 23, 2014  
Central NH Regional Planning Commission  
Community Meeting Room  
28 Commercial Street  
Concord, NH 03301

I. In attendance:

Bill Duschatko, Vice Chair, Bedford  
Ted Mitchell, Pittsfield EDC Chair  
Jack Munn, SNHPC  
Mike Tardiff, CNHRPC  
Matt Monahan, CNHRPC  
Bill Klubben, Town of Bow  
Scott Osgood, Henniker  
Jim Bibbo, Bradford  
Steve Venezia, Hillsborough  
Derek Horne, Goffstown  
Jim Pritchard, Pittsfield  
Rick Sawyer, Bedford  
Tom Clow, Weare  
Carlos Baia, Concord  
David Preece, SNHPC  
Alice Veenstra, Canterbury

II. Meeting Notes:

1. Meeting opened at 9:06 AM, Chaired by Alice Veenstra, Chair.
2. Introductions: Alice welcomes everyone to the meeting and provides an overview of the agenda; people introduce themselves briefly indicating their name and who they represent.
3. CEDS Project Ranking: Mike began by mentioning the amount and type of projects were very good. CNHRPC also submitted projects for broadband and the regional website. Matt provided an overview of the discussion on projects and project selection. He would begin by reviewing the summary list, the past ranking discussions and the group would then discuss how the projects would be ranked. Discussion regarding projects and project ranking was free-flowing and went around the table. Topics and points included:
  - Overview of the projects:
    - Add Canterbury to the broadband.
    - Manchester Street is a short term project.
    - Hillsborough community center is “regional” and is projected to cost 12 million dollars.
    - Bradford Jones Road project is to prep a former sandpit for business development.

- The Post Office project is for the former post office.
  - Is there a need for ranking within each town for those communities that have submitted multiple projects?
  - The group will rank the projects but not cut any.
  - Projects could also be categorized based upon “type” - i.e. transportation, education, etc.
  - Pittsfield welding school is needed regionally, for example. This is highlighted as a project with a regional impact. Scott mentioned to Ted that he could pass on the NHTI contact in Manchester that runs the welding program.
  - Another way to rank projects is by considering not just readiness in terms of short, intermediate and long term, but in real terms. A study for example could be done right away.
  - Regional impact is also a way to rank, possibly using this as a “tie breaker.”
  - The group has decided that the staff will rank and provide those rankings to the larger group for review at the next meeting. Ranking criteria will focus on scoring per the goals within the following groups:
    - Education
    - Energy
    - Transportation
    - Sewer/Water
    - Studies
    - Municipal Facilities
    - Land Use
  - Readiness and regional impact will also be used to assess projects.
  - The “region” for a given project will be the region as described in the application.
4. Next Meeting: May 28, 2014, 9:00 to 10:30 at the CNHRPC community room. Topics will likely include review of meeting notes, project rankings and review of the document.
5. The meeting Adjourned at 10:20 AM.

*Meeting Notes*  
*Central/Southern NH Comprehensive Economic Development Strategy (CEDS)*

May 28, 2014  
Central NH Regional Planning Commission  
Community Meeting Room  
28 Commercial Street  
Concord, NH 03301

I. In attendance:

Bill Duschatko, Vice Chair, Bedford  
Ted Mitchell, Pittsfield EDC Chair  
Jack Munn, SNHPC  
Mike Tardiff, CNHRPC  
Matt Monahan, CNHRPC  
Bill Klubben, Town of Bow  
Scott Osgood, Henniker  
Jim Bibbo, Bradford  
Steve Venezia, Hillsborough  
Jim Pritchard, Pittsfield  
Rick Sawyer, Bedford  
Tom Clow, Weare  
Carlos Baia, Concord  
David Preece, SNHPC  
Alice Veenstra, Canterbury  
Bev Donovan, SNHPC

II. Meeting Notes:

1. Meeting opened at 9:03 AM, Chaired by Alice Veenstra, Chair.
2. Introductions: Alice welcomes everyone to the meeting and provides an overview of the agenda; people introduce themselves briefly indicating their name and who they represent.
3. CEDS Project Ranking: Mike provided an overview of the projects that have come in. Matt began discussing the ranking and how it was conducted: CNHRPC/SNHPC staff ranked them based upon how many goals they met, if they were regional projects or not and if the project was short, intermediate and long term. Discussions amongst the group resulted in revising the ranking methods and included the following points:
  - a. Bill D: All the projects should have some degree of a regional impact. Also, ranking them based upon the number of goals an applicant indicated they met was not in-depth enough. As a result, both the regional impact and the degree to which the goals were met should be expanded upon.
  - b. Carlos B: All projects have a regional significance.
  - c. Steve V: A 0 to 5 ranking could work for drilling down amongst the goals.

- d. Scott O: What is the next step for funding? Does EDA take the project list and set aside funding? Mike and Matt indicated that this is not the case and that each town will need to apply individually for grant funds.
  - e. Tom C: The “0” is not a good number to weigh variables. Should be 1 or greater.
  - f. Bill K: “ready” could not only mean having dollar match but also being designed and engineered.
  - g. Alice: What is the best way to proceed? Mike suggested developing a ranking and try a few here today. Matt revised the ranking criteria based upon the feedback. Components include: 1-3 for regional impact; 1-3 for readiness; 1-3 for each goal. A subcommittee also was suggested.
  - h. Carlos B: Made a motion to have subcommittee rank using the revised criteria; seconded by Ted M. For discussion:
    - i. Tom C: Group should agree on the ranking and that they would live with the results of the subcommittee before adjourning today.
    - ii. Scott O: proposes to amend the motion that both the subcommittee and individual members rank the project. Vote: Amendment fails to pass, 4 to 7
    - iii. Vote on establishing a subcommittee to use new criteria: passes 7 to 4.
  - i. Subcommittee Members: Tom Clow, Ted Mitchell, Bill Duschatko, Jim Bibbo with Matt and Jack as staff.
  - j. Subcommittee to meet: Friday May 30, 2014 at the CNHRPC offices at 10:30 AM.
4. Next Meeting: Wednesday, **June 18, 2014 1:00 PM to 2:30PM** at the CNHRPC community room.
5. The meeting Adjourned at 10:25 AM.



*Meeting Notes*  
*Central/Southern NH Comprehensive Economic Development Strategy (CEDS)*

June 18, 2014

Central NH Regional Planning Commission

Community Meeting Room

28 Commercial Street

Concord, NH 03301

I. In attendance:

Bill Duschatko, Vice Chair, Bedford  
Ted Mitchell, Pittsfield EDC Chair  
Jack Munn, SNHPC  
Mike Tardiff, CNHRPC  
Matt Monahan, CNHRPC  
Bill Klubben, Town of Bow  
Jim Bibbo, Bradford  
Rick Sawyer, Bedford  
Tom Clow, Weare  
David Preece, SNHPC  
Steve Heavener, CRDC  
Alan Brigham, USEDAs

II. Meeting Notes:

1. Meeting opened at 1:20 PM, Chaired by Bill Duschatko, Vice Chair (numerous people running late due to traffic issues in the vicinity of I-89 and I-93).
2. Notes from previous meeting approved.
3. Introductions: Bill welcomes everyone to the meeting and provides an overview of the agenda; people introduce themselves briefly indicating their name and who they represent.
4. CEDS Project Ranking: Matt, Bill D and Mike provide background on the status of the project ranking, reminding everyone that at the last meeting the group had voted to accept the findings of the project selection subcommittee before they engaged in ranking. Jim Bibbo make a motion to accept the findings, seconded by Rick. Motion passed unanimously. Matt then reviewed the findings and discussions about the results began. Discussions included the following points:
  - a. General: Do the projects need to cite the timeliness/readiness of the project to proceed?
  - b. Revise the table to show that the short-term projects are valued at "3" while the long-term are valued at "1."
  - c. NAME: XXX.

5. Draft Document: Discussions regarding the draft document were intertwined with discussions on the project list. Points pertaining to the document included:
  - a. Timeliness needs to be included in the chart listing the projects in the final document.
  - b. Put all analysis forms in the appendix.
  - c. Look to adopt the week of August 25, 2014.
  - d. Review draft at meeting on July 9th then post for public display.
6. Alan Brigham arrives to discuss CEDS/EDD. Points include:
  - a. Economic Development Districts (EDD) assess the CEDS each year and update. More intense update every 5 years.
  - b. They receive annual funds each year to maintain the CEDS (about \$70,000).
  - c. New projects can be added at any time (once initial approval of the CEDS is made by EDA) with a vote of the Steering Committee.
  - d. Projects that seek EDA Public Works funds need to be in the CEDS.
  - e. Funding is quarterly; September is next round.
  - f. Though a Master Plan might be able to be used for some grants, a CEDS will result in a faster turn-around time.
  - g. Economic Adjustment programs require a CEDS but a specific project doesn't need to be listed.
  - h. EDA Match: 50/50, but 80/20 is possible based on distress.
  - i. Public Works projects are supposed to be strategic, while Economic Adjustment are more sporadic.
  - j. Job loss used to demonstrate need could look a year back or a year into the future.
  - k. 3-Month turnaround time for Economic Adjustment programs; flexible fund.
  - l. There is about 40 to 50 million dollars available for each grant year for the EDA.
  - m. [www.statsamerica.org](http://www.statsamerica.org) can be used to determine economic distress of an area.
  - n. Apply next year for a grant to update this CEDS.
  - o. EDA Projects:
    - i. Old pre application/application system is gone
    - ii. One application
    - iii. Description of project, project area, scope is required.
    - iv. All items in the application need to be included with initial submittal.
    - v. Call Alan before submitting grants.
    - vi. Grant workshops are available.
    - vii. Broadband is a priority.
7. Next Meeting: **July 9, 2014 9:00 AM to 10:30AM** at the CNHRPC community room.
8. The meeting Adjourned at 3:00 PM.

*Meeting Notes*  
*Central/Southern NH Comprehensive Economic Development Strategy (CEDS)*

July 9, 2014  
Central NH Regional Planning Commission  
Community Meeting Room  
28 Commercial Street  
Concord, NH 03301

III. In attendance:

Alice Veenstra, Chair  
Ted Mitchell, Pittsfield EDC Chair  
Jack Munn, SNHPC  
David Preece, SNHPC  
Mike Tardiff, CNHRPC  
Matt Monahan, CNHRPC  
Bill Klubben, Town of Bow  
Jim Bibbo, Bradford  
Tom Clow, Weare  
Scott Osgood, Henniker

IV. Meeting Notes:

9. Meeting opened at 9:00 AM, Chaired by Alice Veenstra, Chair.

10. Notes from previous meeting approved.

11. Draft Document: Discussions regarding the draft document were intertwined with discussions on the project list. Matt and Mike provided overview to begin the discussion. Discussion amongst the group included the following points:

- a. Combine the goals and objective sections with the project performance sections. Tie the goals and objectives together.
- b. Some pictures of the various communities should be included.
- c. Email to all members of the committee early the week of the 14th for final review; post for 30 days by mid-week.
- d. Comments should be returned to Matt by the end of the day Wednesday in order to facilitate public posting by Thursday.
- e. Distribution for public display will be done via email to each town. Both RPCs will post on their websites. CNHRPC will put notice in the Concord monitor and SNHPC will do the same in the Union Leader.

12. Next Meeting: No meeting has been identified at this time. The committee will meet as-needed based upon public comment. Next possible meeting will be in the future for next year's update.

13. The meeting Adjourned at 10:15 AM.

## **Appendix 4: Project Selection**

### **Project Solicitation Process**

As stated in the Executive Summary, the Project list makes up the heart of the CEDS. It provides linkages between the mission, goals and objectives as well as the SWOT. Lastly, it turns these components into action items.

The selection of projects began with the development of criteria. The Advisory Committee established criteria that were to be both simple and tied to the goals and objectives. Additionally, the Committee wanted to get a feel for how “ready” each project was. To that end, the established selection criteria that each project sponsor had to meet were tied to one or more of the six goals and indicate the project’s readiness. An application form was developed and a cover letter, along with the application form, was sent to key stakeholders including municipalities, businesses and not-for-profits across the region.

Once projects were received by RPC staff on behalf of the Committee - 39 in all - a scoring system was adopted by the Committee. A Project Selection Subcommittee was identified and tasked with reviewing each project and how well it met each of the 6 goals, as well as how ready it was. The projects were then slotted and ranked against like projects (all transportation projects, all sewer/water projects, etc.) with a maximum score of 24 possible. The full Committee agreed to accept the Subcommittee’s recommendations as final before the projects were reviewed. The result was a ranking of projects within eight different categories. Please see Part 1, Section 2 in the CEDS for the full results.

**APPLICATION FORM:**

## ***2014 CEDS New Project Nomination Form***

Please complete and return this form by mail, fax or email by April 15, 2014 to: Matt Monahan, Central New Hampshire Region Planning Commission, 28 Commercial Street, Concord NH 03301. **Fax:** 603-226-6023 **Email:** [mmonahan@cnhrpc.org](mailto:mmonahan@cnhrpc.org)

**PROJECT NAME/TITLE:**

**Date:**

**Community Sponsor/Lead Organization:**

**Project Sponsor Contact Person:**

**Address:**

**Phone:**

**E-Mail:**

### **1. PROJECT DESCRIPTION:**

Please provide a brief description of the project purpose and scope of work, including the projected project timeline, from start to finish (if in phases, please show start/end for each phase). Attach map if possible.

### **2. TOTAL ESTIMATED PROJECT COST (if in phases, please show cost by phase):**

Funding partners:

Amount:

Amount:

Amount:

Amount:

### **3. LINKAGE TO CEDS GOALS:** The CEDS Strategy Committee has developed a series of overall regional goals.

**NOTE:** every project must be tied to one or more of the CEDS Goals.

<b>CEDS Goal</b>
<b>GOAL 1:</b> Maintain the Region's quality of life as an attractive place for living, working and recreating.
<b>GOAL 2:</b> Develop, maintain and strengthen adequate hard and soft infrastructure for business development.
<b>GOAL 3:</b> Promote the region.
<b>GOAL 4:</b> Identify support for implementing the CEDS.
<b>GOAL 5:</b> Streamline local governmental processes and create a business friendly environment.
<b>GOAL 6:</b> Business promotion and development.
<b>Other Considerations</b>
Regional Significance
Short-Term Readiness (12 to 18 months to complete)
Intermediate Readiness (19 months to 4 years to complete)

Long-Term Readiness (more than 4 years to complete)

**PROJECT BENEFITS:** Describe how this project will meet one or more of the goals of the CEDS.

**4. PROJECT READINESS:**

Project Readiness

**Name/Signature of Applicant:**

**Date:**

\_\_\_\_\_

\_\_\_\_\_

## MUNICIPAL COVER LETTER:

ADDRESSEE

ADDRESS

ADDRESS

February 27, 2014

Ms./Mr. ADDRESSEE:

The Central New Hampshire and Southern New Hampshire Planning Commissions are working together with six municipalities in Hillsborough County (Bedford, Deering, Goffstown, Hillsborough, New Boston, and Weare) and most of the municipalities within Merrimack County to develop a Comprehensive Economic Development Strategy (CEDS) for this region (see attached map).

A CEDS is an US Economic Development Administration (EDA) funded economic development planning process that develops a strategy to coordinate the economic development efforts of the individual communities comprising the region by identifying projects based on needs and priorities. A CEDS is required for municipalities to qualify for EDA funding assistance under its public works, economic adjustment, and planning programs, and is a prerequisite for potential designation by EDA as an Economic Development District.

At this time, our Advisory Committee (which is made of representatives from many of the municipalities within this CEDS region) is developing the first CEDS for this area. As part of this CEDS, the Advisory Committee will include a list of priority projects. Therefore, we are seeking your input and identification of regional projects that would impact your community. These projects can range from traditional infrastructure water and sewer projects, streets and regional roadways to broadband internet connections. They can also include workforce training and internship opportunities. Please feel free to contact planning commission staff with any questions related to project applicability.

Your projects upon submittal may be included on a project list in the final CEDS based upon applicability and regional economic impact. Though the list itself will not constitute the submittal of a grant application or a specific guarantee of funding, projects included in a CEDS may seek EDA funding (if eligible). If an identified project is not eligible for EDA funding, its inclusion in the CEDS may strengthen the case for other future funding opportunities.

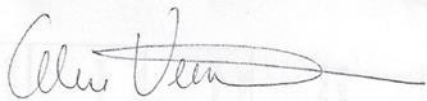
Enclosed, please find two attachments to assist you in working through the project identification process. First, you will find a map of the CEDS area. Next, you will see the actual project submittal form. Please fill this out and return it to either of the following by April 15, 2014:

Michael Tardiff  
CNHRPC  
28 Commercial Street  
Concord, NH 03301  
[mtardiff@cnhrpc.org](mailto:mtardiff@cnhrpc.org)

David Preece  
SNHPC  
438 Dubuque Street  
Manchester, NH 30102  
[dpreece@snhpc.org](mailto:dpreece@snhpc.org)

Also, feel free to contact Matt Monahan ([mmonahan@cnhrpc.org](mailto:mmonahan@cnhrpc.org)) or Jack Munn ([jmunnn@snhpc.org](mailto:jmunnn@snhpc.org)) if you have any questions about these forms. We want to thank you again for your help with this CEDS as it will help to move our region forward in the global economy in the 21<sup>st</sup> Century. Please note that a similar letter will also be sent to non-profits and business entities in the region as well.

Sincerely,



Alice Veenstra  
Canterbury  
Chair, CEDS Committee  
AVeenstra@myfairpoint.net



William Duschatko  
Bedford  
Vice Chair, CEDS Committee  
wld@wldgroup.com

Enclosures:

- CEDS Project Nomination Form
- CEDS area map



## STAKEHOLDER COVER LETTER:

ADDRESSEE

ADDRESS

ADDRESS

February 27, 2014

Ms./Mr. ADDRESSEE,

Currently, the Central New Hampshire and Southern New Hampshire Planning Commissions are teaming together with six municipalities in Hillsborough County (towns of Bedford, Deering, Goffstown, Hillsborough, New Boston, and Weare) and most of the municipalities within Merrimack County to develop a Comprehensive Economic Development Strategy (CEDS) for this region. The attached map outlines the combined regions.

A CEDS is an US Economic Development Administration (EDA) funded plan designed to coordinate economic development efforts and identify regional economic development needs and priorities – including municipal and private sector projects - that have a regional economic impact.

Our Advisory Committee (which is made of a mix of representatives from regional municipalities as well as private sector representatives) is guiding the development of a CEDS plan for this area for the first time. As part of this CEDS, the Advisory Committee will develop a list of priority projects.

We are seeking your help in identifying projects that your organization or clients may be planning that may require financial assistance to bring them to fruition. Although there can be no guarantee that financial assistance will be forthcoming, if they are not listed in our proposal to the EDA they cannot be considered for EDA grants. These projects do not have to be limited to attracting business to our region and may be applied to stabilizing and supporting existing business and other activities in the region. Our goal is to both strengthen our existing economy as well as develop avenues that will assist the region's future economic growth.

These projects may be sponsored by public/private partnerships, public entities and non-profits. They can include traditional infrastructure projects, improved telecommunications, employee training, employee recruitment efforts, regional branding and identification of local support services to specific expansion or redevelopment projects that will maintain and support the regional economy.

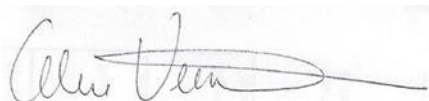
Enclosed, please find the project submittal form and a map of the CEDS region. Please fill this out and return it to either of the following by April 15, 2014:

Michael Tardiff  
CNHRPC  
28 Commercial Street  
Concord, NH 03301  
[mtardiff@cnhrpc.org](mailto:mtardiff@cnhrpc.org)

David Preece  
SNHPC  
438 Dubuque Street  
Manchester, NH 30102  
[dpreece@snhpc.org](mailto:dpreece@snhpc.org)

Also, feel free to contact Matt Monahan ([mmonahan@cnhrpc.org](mailto:mmonahan@cnhrpc.org)) or Jack Munn ([jmunnn@snhpc.org](mailto:jmunnn@snhpc.org)) if you have any questions about these forms. We want to thank you again for your help with this CEDS as it will help to move our region forward in the global economy in the 21<sup>st</sup> Century. Please note that a similar letter has also been mailed to all the municipalities in this region as well.

Sincerely,



Alice Veenstra  
Canterbury  
Chair, CEDS Committee  
AVeenstra@myfairpoint.net



William Duschatko  
Bedford  
Vice Chair, CEDS Committee  
wld@wldgroup.com

Enclosures:

- CEDS Project Nomination Form
- CEDS area map

## **Appendix 5: Partners for Economic Development/Additional Funding Sources**

Additional funding for the various projects can be broken into several categories: Federal Grants, State Grants and Incentives, Not-For-Profit Grants, and Local (i.e. Town of Loudon) Incentives. Potential funding sources for the various projects and recommendations include:

### **Federal Grants:**

- Economic Development Administration (EDA).  
EDA grant investments fall under the following categories: Public Works, Economic Adjustment, Partnership Planning, Trade Adjustment Assistance for Firms, University Centers, Research and National Technical Assistance, and Local Technical Assistance. An important component to consider with EDA funding is that many of the programs require that a particular project be part of a regional Comprehensive Economic Development Strategy (CEDS). EDA's full complement of programs can be found here: <http://www.eda.gov/>

- US Department of Agricultural Rural Development (USDA).  
USDA Rural Assistance provides many grants and the full list can be found on their website here: [http://www.rurdev.usda.gov/RD\\_grants.html](http://www.rurdev.usda.gov/RD_grants.html)

Grant categories include Business and Cooperative Assistance Grants (12 grant programs), Housing and Community Facilities Grants (9 grant programs), and Utilities Grants (15 grant programs).

- US Federal Communications Commission (FCC).  
FCC Connect America Fund. Grant to provide funds to quickly expand broadband infrastructure in rural communities; must be completed in three years. Match is required. For more information: <http://www.fcc.gov/document/over-255-million-connect-america-funding-authorized-41-states>

### **State Grants and Incentives:**

- Community Development Finance Authority (CDFA):  
The Community Development Finance Authority (CDFA) was established by legislation (RSA 162-L) in 1983 to address the issues of affordable housing and economic opportunity for low and moderate income New Hampshire residents. Today it administers several programs and manages several grant programs. CDFA administers nearly \$57 million in funding resources, which includes a combination of state tax credits and federal Community Development Block Grant, Neighborhood Stabilization, and Energy Reduction Funds. Their website illustrates their full complement of programs here: <http://www.nhcdfa.org/>

- *Community Development Block Grant Program.* The primary purpose of the CDBG program is the development of viable communities by providing decent housing, suitable living environments, and expanding economic opportunities, principally for low and moderate income people. The program is sponsored by the US Department of Housing and Urban Development (HUD). CDFA distributes CDBG grants to New Hampshire's cities, towns, and counties. A nonprofit agency may also apply through its municipality or county as a sub-recipient of CDBG

money. All eligible municipalities and counties can apply for up to \$500,000 in CDBG funds per year.

- *Tax Credit Program.* Also known as the Community Development Investment Program (CDIP), CDFA gives a 75% state tax credit against a donation made to any approved project. The tax credit may be applied against the New Hampshire business profits tax, business enterprise tax, and/or the insurance premium tax. The donation also may be eligible for treatment as a state and federal charitable contribution. In most cases, businesses only pay about 11 cents on the dollar for their contribution. It lets businesses vote with their dollars about which programs mean the most to them and their communities.
- *Neighborhood Stabilization Program.* The Neighborhood Stabilization Program (NSP) is designed to address the effects of abandoned and foreclosed properties in certain communities and neighborhoods in order to put them back into service for the benefit of rehabilitation and extended affordability. NSP communities work with the private sector to obtain abandoned properties and, in many cases, rehabilitate the homes and make them available to low-to-moderate income residents.
- *Housing Futures Fund.* The Housing Futures Fund (HFF) awards grants, through the Tax Credit Program, to assist community-based nonprofit housing organizations. HFF grants are intended to build the capacity of participating nonprofits to investigate opportunities, secure financing, and test innovative new solutions for area residents. The HFF provides operational grants and technical assistance to its grantees (nonprofit housing organizations). The operational grant program enables grantees to focus on housing development and educational outreach to individuals and families in need of quality affordable housing. The technical assistance aspect of the HFF program is implemented by the New Hampshire Community Loan Fund. It provides grantees with several areas of assistance including: supplying needed capital and related technical assistance for projects undertaken for which financing from other sources is unavailable, enhancing the grantees technical capacity, and affordable housing advocacy efforts to create a political climate that is user-friendly for nonprofit affordable housing developers.
- *Job Retention Fund.* The CDFA Job Retention Fund helps New Hampshire businesses without access to existing credit or equity resources. Loans are made to qualified economic development entities (EDEs), such as the ten Regional Development Corporations, to meet the immediate needs of area businesses. These EDEs then make loans or offer lines of credit to be used solely to assist businesses in keeping open and operating.

Money from the CDFA Job Retention Fund has been used to retain employment in a variety of sectors across the state. Financing made to Country Hearth & Home in Conway saved five full-time positions and created three new ones. A loan to Rescue Welding in Somersworth preserved five jobs. A line of credit to the Pease International Tradeport helped capitalize on money-saving rebates which retained 40 jobs and created eight new ones.

- NH Department of Resources and Development (NHDRED)

DRED is the primary state government economic development agency:  
<http://www.nheconomy.com/>

- *Economic Revitalization Zone Tax Credits (ERZ Tax Credits; RSA 162N).* The local community, working with NHDRED, can apply to have a portion of the community designated as an Economic Revitalization Zone. RSA 162N governs the requirements - some of which are economic distress. Once the zone is set up (via application from the Town to NHDRED), an employer looking to move into the zone can then apply to NHDRED for up to \$40,000 off of their state business taxes.
- *Grants.* Community Development Block Grant: This assistance can be in the form of a grant to the municipality for public infrastructure improvements on behalf of an expanding business or a loan to the business itself. The maximum amount of funding available for any given project is \$500,000, regardless of size of the community applying for the grant. All grants are one-year duration, and one job must be created for each \$20,000 in CDBG funds granted. The key to this federal program is that a minimum of 60 percent of the jobs created must be filled by low and moderate-income persons. For more information, visit the NH Community Development Finance Authority website.
- *Job Training Fund:* Talent development is a major component of New Hampshire's economic vitality and businesses large and small realize the importance of a skilled and educated workforce. That's why the New Hampshire Job Training Fund was created, designed to enhance worker skills and help companies stay competitive in the global marketplace.
- *Loans.* Industrial Revenue Bonds: This program is only for companies that manufacture or produce tangible personal property in New Hampshire. At least 75 percent of bond proceeds must be spent on core manufacturing space and equipment. Storage, office and R&D space must be excluded from this calculation. To be cost effective, loans must be between \$1.5 and \$10 million. The interest rate is about 70 percent of prime and can be used for the purchase of land, buildings and capital equipment.
- *Other Programs.* Loan Guarantees: For companies that need credit enhancement, the state offers the Capital Access Program, Working Capital Line of Credit Guarantee and Guarantee Asset Program.
  - Import/Export Loans: The state also offers Foreign Buyer Credit, Export-Import Bank of the United States and other sources.
  - SBA 504 Program: This loan program is designed to work in conjunction with commercial banks to provide 90 percent long-term, fixed-rate financing for small to medium-sized businesses in owner-occupied buildings that provide employment opportunities.

**Not-For-Profit Grants:**

- Capital Region Development Council (CRDC):  
CRDC is a local not-for-profit economic development organization. Their primary purpose is to assist business with funding, but they also provide cleanup funds for brownfields. A brownfield is a site that, through actual or perceived contamination is difficult to develop (they are present in nearly every NH community). With regard to small business loans, a role for the Town of Loudon could be to make companies aware of the opportunity.

CRDC's programs can be found here: <http://www.crdc-nh.com/> and include:

- Small Business Loans.
- Brownfields cleanup grants and loans.

**Local Incentives:**

- NH RSA 79E:

If the provisions of RSA 79E are adopted by Town Meeting, the Board of Selectmen have the authority to delay any *increase* in taxes for property owners in the Downtown if they replace or substantially rehabilitate their property. Its goal is to encourage the rehabilitation and active reuse of under-utilized buildings.

How it works:

- In a municipality that has adopted this enabling legislation, a property owner who wants to substantially rehabilitate a building located in a designated district may apply to the local governing body for a period of temporary tax relief.
- The temporary tax relief, if granted, would consist of a finite period of time during which the property tax on the structure would not increase as a result of its substantial rehabilitation. In exchange for the relief, the property owner grants a covenant ensuring there is a public benefit to the rehabilitation.
- Following expiration of the finite tax relief period, the structure would be taxed at its full market value taking into account the rehabilitation.

## **Appendix 6: Other Development Considerations**

The purpose of this section is to identify other important improvements and initiatives within the region both existing and future which will have a significant impact on the region's economic growth and development. These include both infrastructure (water/sewer, transportation and broadband, etc.) and other key development initiatives which are not currently included in the Project List.

### **A. Infrastructure.**

Some of the key infrastructure projects and initiatives currently under construction or planned to be constructed within the region are summarized below.

#### **Water/Sewer:**

The Town of Hooksett and Walmart have joined together in a unique public/private infrastructure partnership to extend sewer lines and improve sewer service at Exit 10 and surrounding areas adjacent to I-93. Walmart has agreed to upfront the capital costs for making these improvements with the costs to be reimbursed through customer connection fees paid through the town. The State Department of Revenue Administration is of the opinion that this arrangement is incurring long-term debt requiring town-meeting approval. However, the town does not agree with that opinion and is seeking legislation that explicitly allows it.

The Town of Bedford has recently renegotiated its contract with Manchester Sewer to increase capacity from 1 MGD to 1.5 MGD on January 1, 2013 and the Town Council is considering establishing a new district to expand sewer services along Rt. 101.

The Town of Goffstown is planning to expand wastewater services to several neighborhoods within town, including rehabbing four pump stations and repairing defective lines. Also, within the Grasmere area, existing water lines are planned to be expanded along Goffstown Back Road with future development proposals.

The Town of Weare has no future wastewater plans or projects.

#### **Transportation:**

Figure 17: I93



#### **I-93 Transit Investment Study:**

The I-93 Corridor in Southern and Central New Hampshire has developed rapidly during the past several decades, emerging from a rural setting to becoming an area of bedroom communities for the metropolitan Concord, Manchester, Nashua and Boston. In fact, several communities in the corridor have developed economic bases of their own, further increasing pressure on the transportation infrastructure. This growth has

led to increased concerns for safety and efficacy of the overall transportation system, and plans to expand capacity.

The I-93 Transit Investment Study is intended to evaluate various transit alternatives in the travel corridor between Manchester and Boston. The study considered a range of bus and rail alternatives to help accommodate future travel demand on the corridor.

**Town of Bedford, NH 101 Widen to 5 lanes from NH 114 to Wallace Road:**

The NH DOT has included the Bedford 13953 NH 101 road widening project in the STIP for construction in 2016/2017. This project will have an immediate impact in relieving traffic congestion and improving east/west access in the region.

Figure 18: Rendering of 101 Widening



**I-93 Corridor Study, I-89 to Exit 15:**

The Bow-Concord section of Interstate 93 (from the I-89/I-93 interchange to the I-93/I-393 interchange) serves as a critical link for statewide travel north to the White Mountains and the Lakes Region, as well as an important local route within the Concord area. The continued pressures of high traffic volumes, coupled with geometric and operational problems suggest the need for improvements to the I-93 Corridor through Bow and Concord.



Figure 19: Overview Exit 15



Figure 20: Aerial, Exit 15



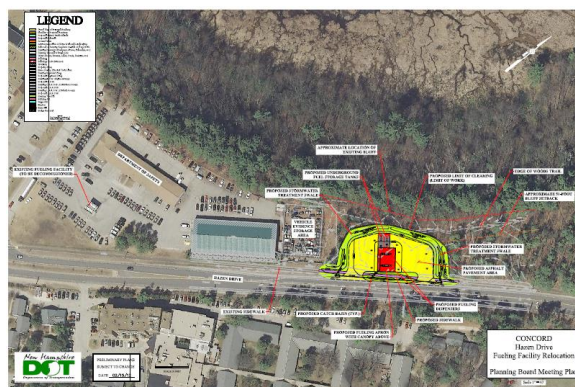
### **New NH DOT Vehicle Fueling Facility:**

The NH DOT is constructing a new NHDOT vehicle fueling facility on Hazen Drive in Concord. This facility will include installation of four (4) dispensers and two (2) fueling pads with lighted canopy and include the removal of the two existing fueling facilities at the NH DOT Stickney Avenue facility and the system at the Department of Safety facility on Hazen Drive.

Figure 21: Fuel Facility



Figure 22: Fueling Location



### **US 3 Improvements Hooksett:**

NH DOT is planning to make improvements to US 3 from Benton Road/Clough Avenue to NH 27 (Whitehall Road/Martin's Ferry Road) in the Town of Hooksett.

### **Hooksett Rest Area Redevelopment:**

NH DOT is currently overseeing improvements to the Hooksett Rest Area. This project consists of the redevelopment of the northbound and southbound rest areas in the Town of Hooksett along I-93 to full service welcome centers with concession sales, fuel sales, visitor centers, and two new state Liquor and Wine Outlet Stores. The State of New Hampshire has entered into a 35-year ground lease contract with Granite State



Figure 24: I-93/NH 3A Corridor Projects



### I-93 Exits 5, 6 and 7 Improvements:

I-93 is a major, north-south, arterial circumferential highway extending through and around the City of Manchester. It also functions as a local connection to I-93 north and south, NH Rt. 101 (east and west) and US Route 3 (F.E. Everett Turnpike south to Nashua and into Massachusetts) and thus providing critical accessibility and mobility within the greater Manchester area as well as throughout southern-central New Hampshire. The NH DOT has initiated a project to address the transportation needs of a 3-mile segment of I-93 extending north from Granite Street interchange (Exit 5) to approximately one mile north of the NH Route 3A interchange (Exit 7) in Manchester. Phase A currently underway consists of a planning-level study. Phase B consists of preparing preliminary engineering plans and environmental documentation suitable for public hearing and Phase C consists of final design plans.

The planning level study will evaluate interchange configurations and system connectivity at Exit 6 and evaluate the potential for a new full-access interchange for Exit 7 north of the existing interchange providing access to NH Route 3A and Dunbarton Road.

Figure 25: Exit 5, 6, & 7 Aerial



**NH Capital Corridor Passenger Rail:**

Increasing accessibility and mobility of people and freight is essential to sustain the economy of the region. This project involves developing plans to expand rail service from Massachusetts to Nashua, Manchester and Concord in the future. The SNHPC and CNHRPC are participating with the NH DOT and the New Hampshire Rail Transit Authority to study to develop commuter and passenger rail and related public rail transportation services along the New Hampshire Main Line (Capital Corridor). This study is scheduled for completion in 2014 and 2015.