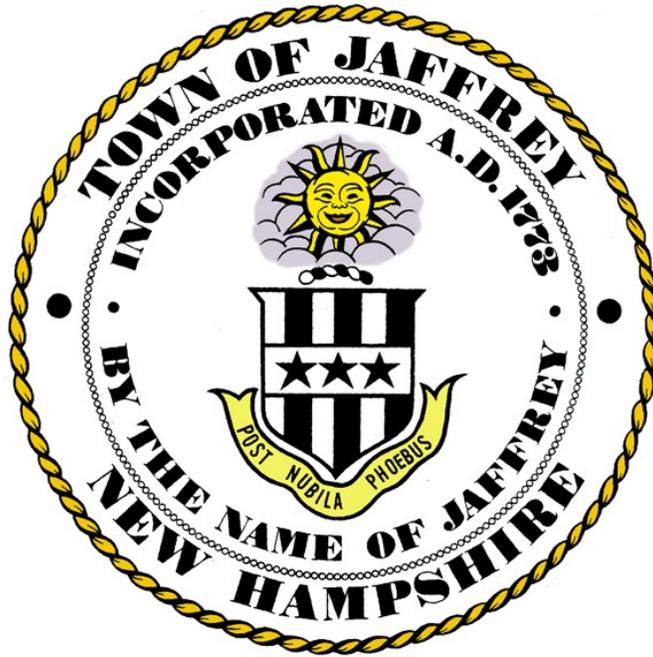


Jaffrey Economic Development Plan



2007

Table of Contents

Executive Summary	Page 1
Historical Background.....	Page 2
Population & Growth	Page 2
Employment & Wage Structure	Page 3
Land Use	Page 5
Infrastructure	Page 7
Golden Triangle.....	Page 7
Downtown	Page 7
Tools	Page 8
Rural Character	Page 10
Recommendations.....	Page 11
References	Page 16
Supplemental Information	Page 17

JAFFREY ECONOMIC DEVELOPMENT PLAN

Executive Summary

The Economic Development Plan represents Jaffrey's commitment to strive toward manageable economic growth. The plan begins with a history and current assessment of where we are now, and concludes with an overview of the policies, objectives, and activities that will lead us into the future. The following vision statement was adopted:

Jaffrey should be a business friendly community that promotes economic development by supporting a dynamic, diversified economic base consistent with its small town character.

Achievement of the following three goals will help us to realize this vision:

- 1. A contemporary economy in Jaffrey that is developed through business-friendly policies.**
- 2. A dynamic, diversified economy that is based upon the qualities that make Jaffrey special.**
- 3. Economic growth that respects Jaffrey's small town character and rural setting.**

The following actions are necessary to work towards these goals:

- The Economic Development Council should work in partnership with the Chamber of Commerce and Team Jaffrey to maintain a business-friendly atmosphere and to influence town policy.
- Use the synergy of existing businesses to attract similar businesses.
- Work to ensure that the town's retail base offers an adequate cross-section of goods and services to meet the needs of Jaffrey and the surrounding communities.
- Enhance Jaffrey as a tourist destination. Develop synergy between community special events, retail, sports, etc.
- Improve availability of high quality data transmission network (Broadband, DSL).
- Utilize and enhance that which makes our town unique, work to our strengths by focusing on the things that make Jaffrey special.
- Provide a downtown that is a destination: financially healthy, pedestrian friendly, physically and culturally active.
- Develop a list of needed businesses to make a "destination" and set about recruiting those required new businesses or expansion of existing businesses.
- Promote economic development in the context of protecting our natural resources, e.g. Mt. Monadnock, ponds, lakes, and scenic views, and maintaining our rural character.
- Improve the availability of utilities (esp. water, wastewater) to the Industrial and Commercial Districts.
- Manage the Town's TIF districts to attract and retain businesses.

Historical Background

The Town of Jaffrey is located in the Monadnock Region on the eastern border of Cheshire County in Southwestern New Hampshire. A full 20% of Jaffrey consists of Mount Monadnock and its surrounding land base. Incorporated in 1773, Jaffrey began as an agricultural community with a small industrial base that evolved over time. Founded in 1871, the White Brothers Mill manufactured woolen, rayon and denim cloth in the center of what is now downtown Jaffrey. During the early half of the 1900's, other manufacturing operations were started including DD Bean and Sons Match Company, WW Cross tack factory, Bean and Symonds box factory and Annett Forest Products. Jaffrey became more industrialized and commercial activity quickly followed. Access first by stagecoach, and then the railroad that opened in 1871, helped create an active summer tourism business. As the automobile became more popular, residents began to travel outside of Jaffrey to shop at larger malls and stores. This led to a gradual decline in retail business that lasted into the 1990's. Today there are many new businesses that have opened in the downtown area, leaving little space for retail expansion. In keeping with the changing economy, the Jaffrey Mill is in the process of converting to housing units and retail spaces. Industrial zoned areas were formed in 1981 with new industries that began to occupy these areas, offering a diversified industrial base for the community. Major employers today include Millipore, Teleflex, Johnson Abrasives, New England Wood Pellet, Atlas Pyrotechnics, Printegra and DD Bean.

Population & Growth

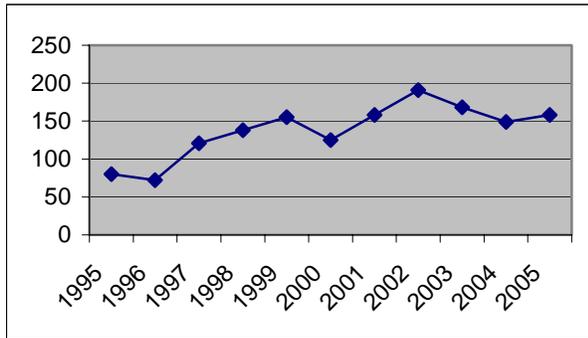
During the 1990's, the population of Jaffrey grew more slowly than in surrounding communities. Growth was more in line with other towns during the first five years of this decade, but still lagged that of the State as a whole. Due to a downward correction in the housing market beginning in late 2005, it is likely that residential growth will pause over the next couple of years. It is reasonable to expect that Jaffrey's population will continue to grow at a rate comparable to Cheshire County as a whole through the remainder of the decade.

Population Growth Rate Comparison

Town	1990	2000	2004	Growth% 1990-2000	Growth% 2000-2004
Jaffrey	5,361	5,476	5,746	2.2	4.9
Peterborough	5,239	5,883	6,125	12.3	4.1
Rindge	4,941	5,451	5,970	10.3	9.5
New Ipswich	4,014	4,289	4,919	6.9	14.7
Cheshire County	70,121	73,825	76,830	5.3	4.1
State of NH	1,109,117	1,235,550	1,306,000	11.4	5.7

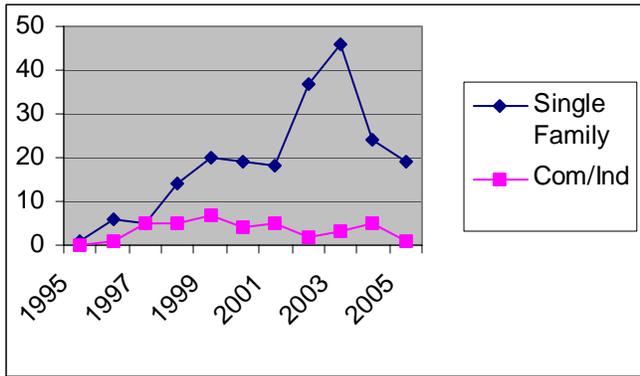
Most of the homes being developed on new residential properties in Jaffrey are well beyond the means of regular working people who are employed by our manufacturing facilities and retail establishments. While it is often the case that a growing population leads to a growing labor pool, this is not the case in Jaffrey. The labor pool that exists in town is generally considered to be talented and hard working, but is not considered to be particularly abundant. Finding workers is a challenge for Jaffrey businesses. It is critical that quality, affordable housing be available in our region to support our local economies. In Jaffrey's case, a considerable amount of workforce housing will be created if the Mill rehabilitation project proceeds in 2006.

**Total Building Permits Issued
1995 - 2005**



The total number of building permits issued by the Town of Jaffrey has consistently remained between 150 – 200 permits annually. In addition to single family and commercial buildings, this total includes additions, barns, remodeling work, sheds, decks, and other structures. This stabilization in commercial and residential property improvements further confirms a very modest increase in population over the past six years and suggests little change in the personal financial status of Jaffrey residents.

**Single Family & Commercial Permits Issued
1995 - 2005**



Single family homes are being built today at roughly the same rate as the period 1999 to 2001. The spike in permits issued in the years 2002 and 2003 reflect the construction that occurred in the Coburn Woods Development, off of Amos Fortune Road. The development consists of 42 units. Without factoring in Coburn Woods, the number of single-family homes constructed would have been very consistent over the past seven years or so, as illustrated by the chart at left.

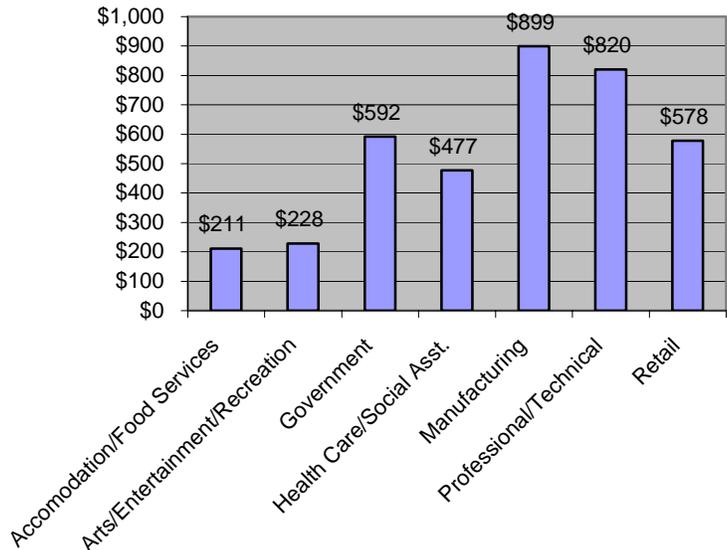
The number of business-related building permits has been relatively low, since bottoming out in the mid-1990's. Like many towns in the region, Jaffrey has existing industrial space available for purchase or lease. Fewer building permits are being issued due to this surplus.

Employment & Wage Structure

According to the latest census data, Jaffrey has a labor force of 2,425 people and an unemployment rate of 4.0%. The occupation breakdown for this labor force is as follows:

Manufacturing	37.2%
Government (all levels)	16.9%
Retail Trade	11.0%
Accommodation/Food Service	8.7%
Health Care/Social Assistance	6.3%
Arts/Entertainment/Recreation	3.6%
Professional/Technical Services	1.7%
Other	14.6%

Average Weekly Wages by Occupation



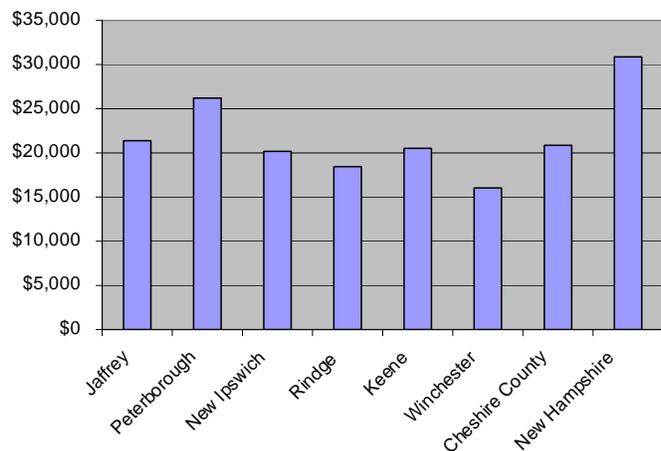
A key ingredient of our economy is manufacturing, with over 37% of the labor force engaging in some type of manufacturing activity. In comparison, only 13% of Peterborough’s labor force and 17% of the labor force in Cheshire County is engaged in manufacturing. On average, this sector pays the highest wages in town, surpassing even the “professional & technical” industry category.

Due to the number and quality of jobs existing in the manufacturing sector in Jaffrey, it is critical that everything be done to retain manufacturing firms in town. The key to retaining these firms is open communication between company heads and economic development professionals. It should be town policy that annual business visitations be conducted with Millipore, TFX Medical, DD Bean, New England Wood Pellet, Medefab, Johnson Abrasives, Northeast Reel, High Standard, Graphicast, Printegra, and Atlas. These companies should be the first priority of the business visitation program, though not to the exclusion of retail and service sector firms, which also make an important contribution to the overall town economy.

Business attraction efforts have a much lower rate of success than retention efforts. It is therefore especially important that the time and money put into business attraction is highly focused and efficient. One way to do this is to identify manufacturing industries that are thriving in New England overall, but have yet to make significant inroads in New Hampshire. According to the published literature, such industries include the instrumentation industries (especially electro-medical equipment), communication equipment and relays, and chemical industries (plastic materials and resins, pharmaceutical preparations, diagnostic substances, and industrial organic chemicals). There are some synergies between these industries and existing firms in Jaffrey. We need to find these companies, establish communication, and work hard to make Jaffrey their new home.

Per Capita Income is a measure of the total income of a particular population divided by the number of people within that population. For example, if a town of 5000 people earned \$100 million a year as a group, that town would have a per capita income of \$20,000. Analyzing per capita income over time, either controlled for inflation or in comparison with other populations, is one way to measure fluctuations in the average standard of living. Per capita income for the Town of Jaffrey increased 41% between 1990 and 2000, and 575% between 1970 and 2000. This compares to 49% and 724%, respectively, for the State as a whole. Though income growth has lagged behind New Hampshire’s growth overall, Jaffrey’s performance is strong compared to regional rates.

Per Capita Income - 2000 Census



The Jaffrey labor force consists of an unusually large percentage of manufacturing employees when compared to other towns in the region. Though manufacturing jobs are in decline across the state and the country, such jobs pay wages significantly higher than in the retail or service sectors. Because of this, special attention must be paid to retaining the manufacturing firms we have in Jaffrey. Because these good jobs are getting increasingly scarce, attracting such firms to one’s town is becoming increasingly competitive. It is important that our business attraction program be funded at a level that enables the town to take advantage of a business attraction grant offered by the State, which requires a minimum of \$2,500 in matching funds to be awarded. Such funds need to be used to attract highly targeted companies that play to Jaffrey’s strengths. A professional marketing plan needs to be completed to increase our chances that the business attraction program is successful.

There are approximately 300 businesses in Jaffrey. These businesses range in size from single proprietorships to large manufacturing plants. An electronic list of all known businesses in Jaffrey is posted on the Town's Economic Development website. Keeping this list current is the first step in helping to grow the economic base of Jaffrey. Some of Jaffrey's largest employers include:

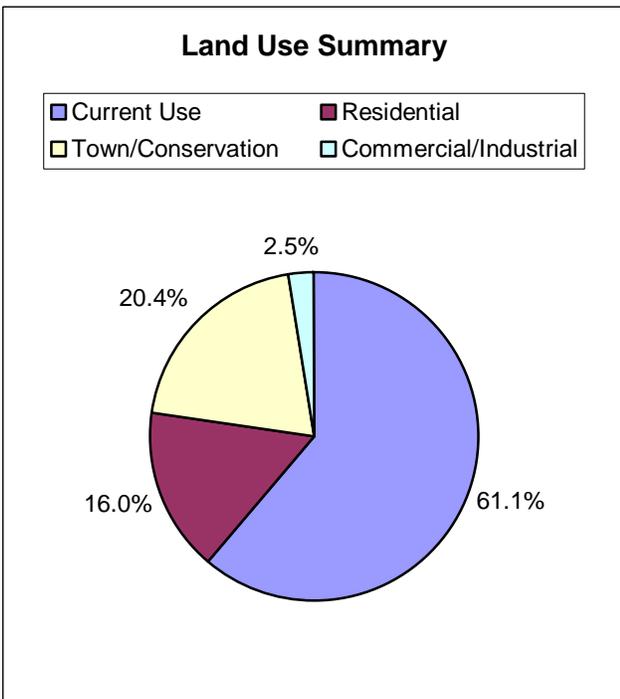
<u>Employer</u>	<u>Product</u>	<u>Employees</u>
Millipore	Industrial Filters	516
TFX Medical	Medical Tubing	257
Jaffrey/Rindge School District	Education	130
DD Bean & Sons	Matches	125
Good Shepherd Nursing Home	Nursing Home	85
Printegra	Business Forms	85
Belletetes	Building Supplies	70
Town of Jaffrey	Government	65
Medefab	Medical Devices	50
Johnson Abrasives	Coated Abrasives	45
Graphicast	Precision Castings	33

Land Use

Jaffrey is subdivided into approximately 2,600 parcels and zoned into six districts:

- Rural
- Residence A
- Residence B
- Main Street
- Commercial and General Business
- Industrial

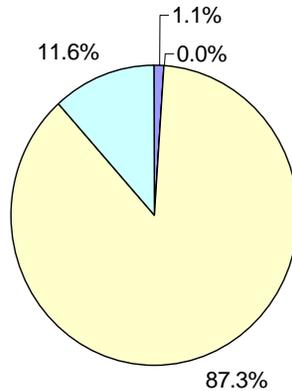
The chart to the left is based upon the 2005 MS-1 Summary Inventory Evaluation for Jaffrey. About 19% of the land in Jaffrey (Residential + Business) is taxed for 98% of total revenue. The 2.5% of the land that is zoned Commercial and Industrial pays 11.6% of the taxes. According to a cost of community services study completed for Jaffrey in 2006, providing services for commercial and industrial property in town costs only 49 cents for every dollar generated in tax revenue. Strategically, it is important to maintain a commercial and industrial core that moderates the residential tax burden.



Approximately 80% of the Town consists of undeveloped land. An informal build-out analysis of such land was conducted in February, 2001. It found that the potential exists for around 6,400 new homes. There are currently about 1,800 homes in the residential zones. These build-out estimates took into account zoning requirements, site limitations, hydric soils, and wetlands. They do not include publicly owned or Society for the Protection of NH Forests lands.

According to Jaffrey's Land Use Plan, lot size requirements for General Business and the Industrial zones are 1 acre and 2.5 acres respectively. The Rural zone is 3 acres or 1.5 acres if town water is available. Residence A and Residence B are 1 acre or .46 acres (20,000 sq ft.) if town sewer or a community sewer hookup is available.

Taxes Paid by Property Type



A high density downtown with a mix of uses has been shown to reduce sprawl, ease traffic congestion, and promote a vibrant main street area. Jaffrey’s Main Street District lacks a minimum lot size and allows many uses. This district should be expanded as the need arises. The Mill building, located in the heart of the Main Street district, could one day be the quintessential smart growth project. The space is suitable for a combination of housing, retail, offices, studio space, and other creative uses, all in an historical building suited to high density uses. The Town should do everything possible to assist the eventual developer to ensure that the Mill is being used to its full potential for many years to come.

Another important project will be the WW Cross Building site. This site is ideally located in the downtown area, yet is also far enough from Route 202 to begin to get away from strip zoning. A preliminary plan is in place to use this property for a mix of uses, possibly senior housing and retail. Such uses would necessitate a change in zoning for this parcel, from industrial to commercial. Considering that Monadnock Business Ventures spent nearly two years unsuccessfully trying to attract an industrial business to the site, it is unlikely that any kind of meaningful industrial activities will occur on this property in the future. It is therefore important that this parcel be zoned commercial as soon as possible.

A likely area for growth is the land adjacent to Blake and Union Streets. This would be a natural extension of the downtown area, with the initial focus being the Rail/Trail, a ball field, and later on, a Community Center. The current “beehive” property at the end of Blake Street is an excellent location for a small retail development, a project that the Downtown TIF District might be able to help jumpstart at some point.

A major contributor to economic vitality will be the full occupancy of buildings and land in our industrial parks. This can be accomplished by promoting Jaffrey to outside manufacturing firms and by helping to grow existing Jaffrey businesses to the point that this space is needed for expansion. Providing infrastructure to Old Sharon Road businesses, including water service and road improvements, will be necessary if this area is to survive as an industrial park. It should be remembered that the Stone Arch TIF District was initially set up for two purposes only: to construct a new bridge near the 202 intersection (completed in 2002), and to install water lines for fire protection for Old Sharon Road businesses. Bringing water to this area was an obligation made seven years ago that should be honored by the town.

Infrastructure

Water and Wastewater: The Jaffrey water and wastewater systems currently serve approximately 1,550 and 855 customer accounts respectively, which include commercial, industrial and residential users. Rates for both water and sewer are among the highest in the State. Since there are no special rates for high volume users such as industrial plants, companies such as DD Bean and Millipore have installed wells on their properties. The Town needs a third water source to supplement Contoocook and Turnpike Wells, our only two water sources. The Town is currently under an administrative order from the NH DES and the US EPA to meet more stringent effluent quality standards. A new wastewater treatment plant is due to be built shortly, at a cost exceeding \$15 million. The Town has committed to providing water to Stone Arch Industrial Park.

Utilities/Communications: Verizon provides local telephone service to all of Jaffrey and DSL service to residents living within 18,000 feet of a central office or substation. Public Service Company of New Hampshire is our electrical supplier. Adelphia offers both cable television and broadband internet access to approximately 50% of residents. Cellular phone service is often limited to those subscribing to U.S. Cellular Corporation or Nextel Communications. A thorough study exploring all broadband internet options should be conducted, as such access is becoming a necessity to an increasing number of businesses. The objective would be to offer the best, most technologically advanced service that is financially feasible.

Transportation/Roads: Jaffrey is served by State routes 124, 137, and 202, all of which converge in the downtown area. Jaffrey does not have rail service but is served by a private airport, Silver Ranch, which offers charter service and hanger space for business and private use. Public transportation via bus or taxi is not available in Jaffrey. An inter-town public transportation system for the region needs to be explored and implemented. The Route 202 “dogleg” road alignment that runs through downtown is dysfunctional and needs to be fixed. This major transportation issue is discussed below.

The Golden Triangle

The Town, Chamber of Commerce, and TEAM Jaffrey constitute a “golden triangle” of organizations in town that share the goal of promoting economic and community development in Jaffrey. These organizations have made a modest effort to work together in the past (e.g., the Rails to Trails Development, the establishment of a welcome center), yet more collaboration amongst the groups is necessary. A perfect opportunity for collaboration is the correction of the Route 202 dogleg problem. Each group has different strengths that it could share to move this project forward.

TEAM Jaffrey, the Chamber of Commerce, and the Town should develop a list of six events that are known as “town events” and develop a town theme centered around these activities. Working together on zoning and ordinance improvements is another opportunity to work together for the good of the town, as is a comprehensive business recruitment program. There is no benefit to the relative isolation in which the three groups work. While differences in mission will and should remain, a golden triangle working together toward a handful of significant common goals will surely be a benefit to the town as a whole.

Downtown

Jaffrey has a fundamentally flawed downtown that has the potential for great things.

The Mill building will one day bring housing, economic activity, and vibrancy to our downtown. The Community Center will one day bring a social gathering place to watch a ballgame, learn, play, and receive services. The 39 Webster Street site will one day be a successful mixed-use development, replacing an old dilapidated factory that is hardly being used. Blake Street will become a center of activity, with the depot expanding and additional retail being added to the south. The Park Theatre will one day be refurbished, offering up movies, plays, music, and other entertainment to enthusiastic crowds. Aylmer’s Grill will expand, while restaurants of similar quality will find a home on Main Street.

These scenarios are entirely possible. Most of these developments, however, will fail to reach their full potential (or just plain fail) if the fundamental flaw of our downtown, the route 202 “dogleg” road configuration, is not corrected. The current traffic configuration has reached its capacity and strongly discourages pedestrians. A traffic study completed by the engineering firm VHB recommends the construction of a bridge over the Contoocook River, just south of the current Main Street Bridge, and a roundabout to replace the five-way intersection. These improvements would move higher volumes of traffic through the downtown than traffic lights and would be much more pedestrian friendly. In addition to quality of life improvements, the suggested traffic configuration would have a positive impact on the economic development of downtown. Property values would increase and rents would rise as the retail and service businesses in downtown experienced increased sales volume. This would discourage the use of downtown space by firms and organizations better suited to other parts of town, further increasing the quality and variety of main street shops.

Our downtown should have an adequate cross-section of retail establishments as defined by a consensus of stakeholders. Once this cross-section is defined, the golden triangle should work together to bring these establishments to Jaffrey. Specialty shops and services are a possible focus because these establishments can effectively compete with the big box stores by offering superior quality, selection, and service. An adequate cross-section of stores will help make downtown a destination for shoppers and tourists alike. Again, achieving this vision is highly dependant upon the successful implementation of the Route 202 dogleg solution.

Tools

What we have:

- *Tax Increment Finance Districts*

The Town of Jaffrey has two tax increment finance (TIF) districts in town. Much of downtown is located within the Downtown TIF District, while Stone Arch Bridge TIF District encompasses an area around Old Sharon Road. A *TIF* is a special tax district used to promote commercial and industrial development. A *TIF* provides financing for public improvements (sewer, water, roads, etc.) using new tax revenue created by new, expanded, or renovated commercial property within the district. After defining the *TIF* district area, the current assessed values and taxes are set as a baseline. Any increase in property values within the district (through new construction, expansion, or renovation) will result in an “incremental” increase in taxes above the baseline. All or part of this increase is used to pay for infrastructure improvements (sewer, water, roads, etc.) within the district. When used properly, these districts can be used to encourage businesses to locate and expand in Jaffrey.

The Stone Arch Bridge TIF District should be used to bring water to businesses on Old Sharon Road. The Downtown TIF District should continue its support of TEAM Jaffrey. Future considerations for the Downtown TIF District might include funding to correct the Route 202 dogleg, development of additional retail space on Blake Street, renovating the east side of the Mill building for mixed use, and/or developing the Elite Laundry site

- *Marketing Budget*

In 2005, the town began appropriating \$1,000 annually to market Jaffrey as a business destination. The State of New Hampshire has a matching grant program that will match our marketing budget 1:1, provided that we have at least \$2,500. The economic development marketing budget should be increased to \$2,500 in order to take advantage of this matching grant program. This would provide a total of \$5,000 for business attraction, an amount that should yield positive results. A marketing plan should be developed by a professional

consultant prior to any marketing efforts, to ensure we receive the biggest bang for our buck. Any marketing effort should include a strong focus on synergies with existing businesses, including potential suppliers. Promotion of a medical device manufacturing cluster would make sense, based upon businesses in Jaffrey and the region.

- *Revolving Loan Fund*

In 2004, a revolving loan fund was established with a \$46,000 grant from the U.S. Department of Agriculture (USDA). The loan fund is used to provide working capital or financial assistance for the purchase of equipment or real estate. Funds are available for existing Jaffrey businesses and for businesses that are willing to relocate to Jaffrey. To be eligible, the business must have fewer than 50 employees and less than \$1 million in gross annual revenues.

Our first loan was made to Fit-Plus, a fitness center located in the former business incubator operated by Monadnock Business Ventures. Fit-Plus soon defaulted on the loan, and the collateral was liquidated. Though this first loan failed, it is believed that the loan fund will serve as an important tool to assist small and emerging businesses in Jaffrey into the future.

- *Website*

The town maintains a website dedicated to economic development, 'JaffreyBusiness.com'. This site includes information such as available commercial properties in town, general information about Jaffrey, a business listing, maps, relocation information, business assistance programs, and more. Though the site is useful, the look and feel of the website could be improved by contracting with a professional website developer. Updates could still be managed by the Economic Director. It is imperative that the economic development website appear as a link on all Monadnock area websites.

- *CROP Zones*

In an effort to encourage revitalization and create jobs, communities and employers may take advantage of New Hampshire's new CROP Zone Program. The Community Reinvestment Opportunity Program (CROP) is a new incentive for businesses to create new jobs.

With the CROP Zone Business Tax Credit Program, companies may be eligible for tax credits to be used against the Business Profit Tax and Business Enterprise Tax in a qualifying CROP zone project area. Jaffrey has successfully applied for three zones: Drumlin Industrial Park, Stone Arch Bridge Industrial Park, and the old W.W. Cross property. Companies in these zones may apply for tax credits when jobs are created and new equipment is added to their facility. All businesses within the areas identified above are eligible.

- *Outside Resources*

A countless variety of free and very low cost businesses assistance programs are available to Jaffrey businesses, from regional development corporations, semi-public and not-for-profit organizations, and state and federal sources. Many of these sources are listed on the economic development website, yet awareness of these programs must be expanded in Jaffrey. The establishment of a monthly e-mail "newsletter" should be established to keep business owners, large and small, informed about the resources that exist to help them succeed and grow.

What we need:

- *Strategic Abatements*

Business attraction is a highly competitive process. Any town that absolutely refuses to use the tax abatement tool, no matter the circumstance, puts itself at a grave disadvantage. It should be town policy that tax abatements be granted to businesses locating to Jaffrey or to businesses that are significantly expanding in town. An abatement policy that contains a cost/benefit formula and other rules for abatements must be developed in order for Jaffrey to become more competitive in business attraction and retention. A standardized policy will guarantee that whatever tax money is lost “up front” will be repaid by the businesses many times over in the future, to the benefit of the taxpayers.

- *Internal Review – Planning Board*

The Economic Development Director should be on the internal review list for the Planning Board, as part of the site plan review process, when the meeting involves any type of commercial or industrial development. The Economic Development Director would package the comments with input from TEAM Jaffrey and the Chamber of Commerce, as appropriate. Economic development should be considered in planning board decisions as much as input from the conservation commission, police, fire, DPW, and other departments and commissions are considered.

Rural Character

Rural character needs to be maintained in the effort to provide for economic development. Although Jaffrey should have a variety of business types and sizes, any provision for development must be consistent with, and protect, rural character. Economic development should only proceed with adequate protection of the natural environment, historic properties, and rural lifestyles, uses, and landscapes.

There are many people who work out of their homes either as a home-based business or as an employee who telecommutes. Numerous national and regional studies indicate that the number of people working from their home is steadily increasing. Working from home has many impacts on the economy including reducing the need for certain types of infrastructure (such as road capacity) and increasing the need for others (such as high speed Internet connection).

Working from home also helps support the retail shops, services, and restaurants in town, supporting commercial endeavors close to home. Agricultural and home-based businesses should be recognized and encouraged as part of Jaffrey’s economic development program. Micro-Credit New Hampshire is one example of an excellent resource for small businesses that is not as widely known as it might be. The availability of such resources should be better advertised by the town to small, home-based businesses.

Jaffrey has yet to take advantage of Mt. Monadnock’s full economic potential. The mountain is the 2nd most climbed in the world, yet much too little is being done to get the word out that before or after climbing the mountain, Jaffrey should be your destination. The Town, TEAM Jaffrey, and the Chamber should work together to create a significant marketing tool promoting the mountain and the services available in Jaffrey. Grant money is available from the State for this endeavor.

Recommendations

VISION

Jaffrey should be a business friendly community that promotes economic development by supporting a dynamic, diversified economic base consistent with its small town character.

GOALS

- Create a contemporary economy in Jaffrey through business friendly policies.
- Support a dynamic, diversified economy based upon the qualities that make Jaffrey special.
- Promote economic growth while respecting Jaffrey's small town character and rural setting.

RECOMMENDATIONS

- *Create a contemporary economy in Jaffrey through business friendly policies.*
 - a. The Economic Development Council should work in partnership with the Chamber of Commerce and Team Jaffrey to maintain a business-friendly atmosphere and to influence town policy.
 - 1) Begin a revitalization campaign that centers on the Rt. 202 through-pass/realignment project.
 - 2) Hire a professional consultant to develop a marketing plan for Jaffrey that incorporates the Recommendations in this chapter.
 - 3) The EDC/Chamber of Commerce/Team Jaffrey should capitalize on economic development tools such as abatements, grants, and credits to attract businesses.
 - 4) Publish the list of available economic development tools on www.Jaffreybusiness.com.
 - 5) Create a cost/benefit formula for abatements to help develop specific incentive packages for approval by Selectmen.
 - 6) Manage the Town's TIF districts to attract and retain businesses.
 - 7) Consider the notion of re-zoning the Business, Residence A and B districts to a (possibly enlarged) mixed-use downtown district. Also consider lot size revisions.

- b. Promote Jaffrey as a place to locate a business by vigorously promoting the www.JaffreyBusiness.com website.
 - 1) Provide funds for updating and “professionalizing” the website. Note state matching funds are available for local funding greater than \$2,500.
 - 2) Ensure the website is updated weekly. Develop a website guru to update and support team, e.g. realtors, EDC, Chamber, Team Jaffrey to provide inputs.
 - 3) Develop a Monadnock-wide linkage of web sites.
- c. Use the synergy of existing businesses to attract similar businesses.
 - 1) Develop and champion a synergy to use as a success story, e.g. Millipore, TFX Medical, etc. Find addition(s) to this synergy to exemplify the potential benefits.
 - 2) Consider a synergy of area (vs. Jaffrey alone) businesses. Explore complementary synergies with neighboring towns.
 - 3) Build on Jaffrey’s strength of attracting businesses with a family connection.
 - 4) Explore synergies with smaller, home-based businesses, e.g. farm cooperative, pottery guild, antiques trail.
- d. Work to ensure that the town’s retail base offers an adequate cross-section of goods and services to meet the needs of Jaffrey and the surrounding communities.
 - 1) Define “adequate cross-section” through a survey. Develop a business case and set EDC, Team Jaffrey and Chamber of commerce to expand existing businesses or recruit new businesses to meet the needs.
 - 2) Identify specialty shop needs.
 - 3) Identify those existing businesses that are part of the “adequate cross-section” and work extra hard to retain them, i.e. keep them viable.
- e. Economic Development Council, Chamber of Commerce and Team Jaffrey to focus on using available space and identifying potential new space for relocating businesses to Jaffrey.
 - 1) Maintain an available database of all existing and potential new space. Data should be on www.Jaffreybusiness.com website and in GIS for contextual info.

- ***Support a dynamic, diversified economy based upon the qualities that make Jaffrey special:***
 - a. Enhance Jaffrey as a tourist destination. Develop synergy between community special events, retail, sports, etc.
 - 1) Team Jaffrey, Chamber of Commerce, EDC to develop a select list (6max) events, which become “town events” (e.g. Riverfest, Scottish Games) and develop a town theme.
 - 2) Develop a list of needed businesses to make a “destination” and set about recruiting those required new businesses or expansion of existing businesses.
 - b. Improve the availability of utilities (esp. water, wastewater) to the Industrial and Commercial Districts. A Utilities Committee is addressing this critical issue.
 - 1) Determine the importance of selected utilities to business development.
 - 2) Develop a business case for each expansion of utilities, i.e. target the areas and identify the cost of ability to provide vs. benefit to town or to the business.
 - c. Improve availability of high quality data transmission network (Broadband, DSL).
 - 1) Need for WiFi availability for downtown should be studied.
 - 2) Make available to the whole town the latest technologies that are economically feasible.
 - d. Recognize the importance of quality schools in attracting new business. The continued upgrading and development of our school facilities and curriculum will improve the abilities of our students and enhance the schools’ reputation.
 - 1) Press for a plan for NESCD accreditation and execute the plan.
 - 2) Press for more definition around the longer term plans for the physical plan development so the plan is understood and agreed upon well in advance of the bond requirements.
 - e. Make Jaffrey “Special”.
 - 1) Encourage mixed-use development in Residence A and B districts and the General Business district.
 - 2) Develop mixed-use alternatives for the east side of Jaffrey Mills, esp. offices, services.
 - 3) Explore alternatives for the depot section of Blake St. under the assumption the Rt. 202 through-pass/realignment is approved.
 - 4) Develop alternatives for the development of the WW Cross property (39 Webster St.).

- ***Promote economic growth while respecting our small town character and rural setting:***
 - a. Provide a downtown that is a destination (financially healthy, pedestrian friendly, physically and culturally active). A Downtown Study Committee is addressing this critical issue.
 - 1) Develop a list of requirements that make Jaffrey a destination and recruit businesses that fit the requirements.
 - 2) Develop a plan that complements the execution of the Rt. 202 through-pass/realignment. Let's proceed as if it will happen soon.
 - b. Promote economic development in the context of protecting our natural resources, e.g. Mt. Monadnock, ponds, lakes, and scenic views, and maintaining our rural character.
 - 1) Do more with businesses that engage/promote outdoors activities e.g. hiking, swimming, climbing, fishing, etc.
 - 2) Need to recognize the economic importance of Mt. Monadnock to our town. Incorporation of protective ordinances is a first step.
 - 3) Need to encourage more agricultural and home-based businesses.
 - 4) Attract businesses which are environmentally friendly and energy conscious.
 - c. Empower the Economic Development Council, Chamber of Commerce, ZBA and Planning Board to address the max size and site of any retail proposal to maintain its rural setting.
 - 1) Investigate existing ordinances in the surrounding areas for examples/concepts, i.e. sizes, types of businesses, locations.
 - 2) Investigate land availability in Jaffrey to determine whether potential "big box" should be a concern.
 - 3) Develop a summary of findings, recommendations and proposed warrants to review with the Selectmen prior to a Town Meeting (if req'd).
 - d. Work with the Economic Development Council, Team Jaffrey, and Chamber of Commerce to create a cohesive downtown (right businesses, right look, right services, right parking).
 - 1) Reworking Main St. and Blake St. are key determinants in the success of the Rt. 202 through-pass/realignment. Start the effort now to develop a plan so existing or new businesses buy into the concept.
 - 2) Hire an architect/urban planner to pull together a plan.

- e. Preserve those qualities that bring individual business owners to Jaffrey, both large (e.g. Millipore, Kimball Farms, NE Wood Pellet) and small (e.g. software and mechanical engineers, artisans, farmers).
 - 1) Survey current individual business owners who brought their businesses to Jaffrey. Make a publicity story to put on the website and to use in attracting prospects.
 - 2) Make a goal of enhancing Jaffrey's tax base by bringing in another Millipore
 - 3) Focus on increasing offices and light industrial to increase the tax base while providing jobs.

References

The following reference sources were used for data collection:

Town of Jaffrey – Department of Public Works – Water and Wastewater Mapping Base

Town of Jaffrey Master Plan 1990 and 1997 Update

Southwest Region Planning Commission Data Base

New Hampshire Department of Employment Security

New Hampshire Department of Revenue Administration

New Hampshire Department of Resources and Economic Development

US Census – 1990 and 2000

Supplemental Information

Property Tax Payers – 2001

	<u>Name</u>	<u>Nature of Business</u>	<u>Taxable Valuation</u>
1.	Public Service of New Hampshire	Utility/Electricity	\$5,644,390
2.	Millipore Corporation	Manufacturing	\$4,846,987
3.	Belletete's Inc.	Retail	\$2,055,210
4.	Teleflex, Inc.	Manufacturing	\$1,895,957
5.	Ragged Edge Realty (Plumb Pak Bldg.)	Real Estate	\$1,650,808
6.	Belletete's Inc.	Real estate	\$1,600,135
7.	New England Wood Pellets	Manufacturing	\$1,187,762
8.	Forest Park Realty	Real Estate	\$1,172,171
9.	Golf Course Investors of Delaware, Inc	Golf Course/Real Estate	\$1,1097,371
10.	D. D. Beans and Sons, Co.	Manufacturing	\$1,096,875

Water Users – 2001

Annual Usage--Gallons

1.	Forest Park Estates	Mobile Home Park	2,970,000
2.	Belletete's Inc.	Laundromat	2,544,000
3.	NH Catholic Charities	Nursing Home	1,828,000
4.	P&G Family Trust	Apartments (Pine East)	1,590,000
5.	TAC Properties	Manufacturing (Med Fab)	1,086,000
6.	Town of Jaffrey	Humiston Field and Hockey Rink	812,000
7.	Russell Hertrich	Apts. (Jaffwood-#1))	749,000
8.	McDonalds Corporation	Restaurant	603,000
9.	Bruce Pelletier	Laundromat	593,000
10.	Russell Hertrich	Apts. (Jaffwood-#2)	563,000

Sewer Users -- 2001

1.	Millipore Corporation	Manufacturing	20,019,000
2.	Forest Park Estates	Mobile Home Park	4,858,000
3.	Belletete's Inc.	Laundromat	2,544,000
4.	NH Catholic Charities	Nursing Home	1,828,000
5.	P&G Family Trust	Apartments (Pine East)	1,590,000
6.	D. D. Bean and Sons Co.	Manufacturing	1,448,000
7.	TAC Properties	Manufacturing (Med Fab)	1,086,000
8.	Russell Hertrich	Apts. (Jaffwood-#1)	749,000
9.	McDonalds Corporation	Restaurant	603,000
10.	Bruce Pelletier	Laundromat	593,000