

## **ECONOMIC DEVELOPMENT COMMITTEE VISION, GOALS, RECOMMENDATIONS, ACTIONS**

### **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:**

- **Contemporary economy through business friendly policies:**
  - The Economic Development Council should work in partnership with the Chamber of Commerce and Team Jaffrey to maintain a business-friendly atmosphere and influence town policy.
    - Begin a revitalization campaign that centers on the Rt. 202 through-pass/realignment project.
    - Develop a marketing plan for Jaffrey through a professional consultant that incorporates the Recommendations in this chapter.
    - The EDC/Chamber of Commerce/Team Jaffrey should capitalize on economic development tools, such as abatements, grants, and credits with which to energize efforts to attract businesses.
    - Publish the list of available economic development tools on [www.Jaffreybusiness.com](http://www.Jaffreybusiness.com).
    - Create a cost/benefit formula for abatements to help develop specific incentive "packages" for approval by the Selectmen.
    - Manage the Town's TIF districts to attract and retain businesses.
    - 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.

- Promote Jaffrey as a place to locate a business by vigorously promoting the [www.Jaffreybusiness.com](http://www.Jaffreybusiness.com) website.
  - Provide funds for updating and "professionalizing" the website. Note state matching funds are available for local funding greater than \$2,500.
  - 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.
  - Develop a Monadnock-wide linkage of web sites.
- Use the synergy of existing businesses to attract similar businesses.
  - 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.
  - Consider a synergy of area (vs. Jaffrey alone) businesses. Explore complementary synergies with neighboring towns.
  - Build on Jaffrey's strength of attracting businesses with a family connection to Jaffrey.
  - Explore synergies with smaller, home-based businesses, e.g. farm cooperative, pottery guild, antiques trail.
- 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.
  - 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.
  - Identify specialty shop needs.
  - Identify those existing businesses that are part of the "adequate cross-section" and work extra hard to retain them, i.e. keep them viable.
- 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.
  - Maintain an available database of all existing and potential new space. Data should be on [www.Jaffreybusiness.com](http://www.Jaffreybusiness.com) website and in GIS for contextual info.

- **Support a dynamic, diversified economy based upon the qualities that make Jaffrey special:**
  - Enhance Jaffrey as a tourist destination. Develop synergy between community special events, retail, sports, etc.
    - 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.
    - Develop a list of needed businesses to make a "destination" and set about recruiting those required new businesses or expanding existing businesses.
  - Improve the availability of utilities (esp. water, wastewater) to the Industrial and Commercial Districts. A Utilities Committee is addressing this critical issue.
    - Determine the importance of selected utilities to business development.
    - 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.
  - Improve availability of high quality data transmission network (Broadband, DSL).
    - Need for WiFi availability for downtown should be studied.
    - Make available to the whole town the latest technologies that are economically feasible.
  - 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.
    - Press for a plan for NESCED accreditation and execute the plan.
    - 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.

- Make Jaffrey “special”.
  - Encourage mixed-use development in Residence A and B districts and the General Business district.
  - Develop mixed-use alternatives for the east side of Jaffrey Mills, esp. offices, services.
  - Explore alternatives for the depot section of Blake St. under the assumption the Rt. 202 through-pass/realignment is approved.
  - 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:**
  - Provide a downtown that is a destination (financially healthy, pedestrian friendly, physically and culturally active). A Downtown Study Committee is addressing this critical issue.
    - Develop a list of requirements that make Jaffrey a destination and recruit businesses that fit the requirements.
    - Develop a plan that complements the execution of the Rt. 202 through-pass/realignment. Let’s proceed as if it will happen soon.
  - ⊖ 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.
    - Do more with businesses, which engage/promote outdoors activities e.g. hiking, swimming, climbing, fishing, etc.
    - Need to recognize the economic importance of Mt. Monadnock to our town. Incorporation of protective ordinances is a first step.
    - Need to encourage more agricultural and home-based businesses.
    - Attract businesses which are environmentally friendly and energy conscious.
  - 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.
    - Investigate existing ordinances in the surrounding areas for examples/concepts, i.e. sizes, types of businesses, locations.

- Investigate land availability in Jaffrey to determine whether potential "big box" should be a concern.
- Develop a summary of findings, recommendations and proposed warrants to review with the Selectmen prior to a Town Meeting (if req'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).
  - 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.
  - Hire an architect/urban planner to pull together a plan.
- 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).
  - 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.
  - Make a goal of enhancing Jaffrey's tax base by bringing in another Millipore!
  - Focus on increasing offices and light industrial to increase the tax base while providing jobs.

#### **INHIBITORS:**

- *Funding for all projects. The Rt. 202 through-pass/realignment project requires NHDOT funding.*
- *Each major effort needs a champion to develop and execute a plan.*
- *Need community endorsement that there is a Rt. 202/124 problem and a feasible solution. Rt. 202 through-pass/realignment has many feasibility issues, e.g. potential removal of several buildings, location of new Community Center, and environmental issues, e.g. Contoocook River and associated wetlands. Must have feasible resolution to these issues to enable community endorsement and demonstrate to NHDOT that Jaffrey not only supports the project, but is willing to invest in its future.*
- *Need greater collaboration between EDC/Chamber of Commerce/Team Jaffrey, e.g. website, special events. Do we need a more active EDC?*
- *How do we get the School Board to accept and act on the quality of education issues? Reputation of the schools can be an asset in attracting businesses.*

- *Jaffrey needs to decide whether to expand water and sewer systems and if so, identify those areas of expansion. Not only is the cost an inhibitor, but also the lack of a plan or commitment is a disincentive.*

Mydocs: final econ vision, goals, etc