

Part III – Development Strategies and Activities

A. Past Year’s Activities

Rockingham Economic Development Corporation (REDC) continued to build upon its partnership with the Economic Development Administration (EDA) of the U.S. Department of Commerce. Working in collaboration with the Rockingham Planning Commission (RPC) and the Nashua Regional Planning Commission (NRPC), REDC has fulfilled its responsibilities as the designated administrator for the Rockingham Economic Development District (EDD). Not only has REDC maintained its annual “grass-roots” CEDS planning process, supported regional economic development projects and provided technical assistance to economic development stakeholders at the local level, the agency has also increased funding opportunities for its communities and embraced the expansion of the EDD to include additional communities.

1. Program and Project Highlights

REDC continued its partnership with EDA through the maintenance of the “comprehensive, continuous grass-roots” CEDS planning process that has resulted in the Annual CEDS Update for 2012. Through the use of the EDA Planning Investment Grant, REDC has brought together economic development stakeholders in the region through four (4) CEDS Steering Committee meetings, outreach to the municipalities, non-profits and the business community and sponsorship of forums.

Below is a summary of the program and projects REDC participated in or helped facilitate during the 2011-2012 CEDS planning cycle.

1. CEDS:

- a. In October 2011, REDC welcomed several new members and said goodbye to a few longer-term members. The Steering Committee meets the EDA’s requirement that at least 50% of the members represent private industry.
- b. In November 2011, the CEDS Steering Committee held its first meeting. Focus was on the upcoming year and goals to accomplish.
- c. In October - December 2011, REDC collected updates to and submissions for new projects for the CEDS Priority Project List.
- d. In February 2012, REDC held the second Steering Committee meeting. The focus was on Priority Projects and technical/trade training programs. In addition, we heard an informative presentation on the new WorkReady NH program. The goal of this state-wide program is to help unemployed and under-employed residents better prepare for the work conditions in today’s workplace. (For more on this topic, please see Part III, Section A.2, below.)
- e. In March-April 2012, REDC worked in conjunction with the local Regional Planning Commissions to complete the data collection for the 2012 CEDS update. In addition, several key sections of the update have been completed.
- f. In April 2012, REDC held the third Steering Committee meeting. The focus was on the economic impacts to the region of proposed nitrogen discharge requirements for area wastewater treatment plants. (For more on this topic, please see Part III, Section A.3, below.)
- g. In April-June 2012, REDC completed the 2012 CEDS update.

- h. In June 2012, REDC held the fourth and final CEDS Steering Committee meeting. In addition, the REDC Board of Directors approved and ratified the 2012 CEDS Update.
2. **Brownfield's EPA grant award:** REDC received a \$1 million dollar Brownfield's grant, which took effect October 1, 2010. This fund will be used to make loans and grants to clean up Brownfields sites throughout the region. This will support the CEDS goal of redeveloping Brownfields sites. REDC continued to work with the Town of Hudson and its application for a recreation field. In March 2012, significant movement forward was made on the Hudson project. Initial work has been started on projects in other communities throughout the region.
 3. **Smuttynose Brewery Expansion:** REDC continues to work with the Town of Hampton and the developer of this important Priority Project to complete the pre-construction requirements of the grant award. The town entered into a contract with an engineering firm to complete the design. Bid packages were distributed in January 2012, and a contract was signed with a construction firm on March 31, 2012. Final completion of the project is on schedule for fall 2012.
 4. **REDC Regional Business Development & Training Center:** REDC plans to relocate our offices to Raymond, NH, locating our facility in a distressed area and centrally positioning REDC within our large region. In addition, we will be including a much needed regional business development and training center to provide local entrepreneurs with access to instruction, computers, and reference materials to facilitate the creation of new rural businesses and the expansion of existing businesses. On March 27, 2012, we were notified by EDA Regional Director Willie Taylor that we were awarded a \$432,185 grant to help complete this important project. REDC is already in the process of working with EDA to complete the pre-construction conditions. The first step is to put out an RFP for architectural and engineering services which is due back in June 2012.
 5. **Events and Outreach:** REDC continues to present at business expos, chamber of commerce events, planning boards and commissions and economic development committee meetings as well as working with congressional representatives to further economic development in the region. Some highlights include;
 - a. At its February 1, 2012 CEDS Steering Committee, REDC hosted a public event to inform our region about WorkReady NH, an important new program to assist under and unemployed residents in New Hampshire. Program highlights were presented by Christopher Lawrence, State-Wide Liaison for WorkReady NH, outline the state's initiative to address gaps in worker readiness. The WorkReady NH program focuses in the areas of math, reading and problem solving. It also addresses the so-called "soft skills" such as workplace behaviors, teamwork and communications needed in today's work environment. The program is open to unemployed and under-employed New Hampshire residents.
 - b. State of the State presentation in January 2012 in Concord which discussed small business development and financing challenges and opportunities.

- c. The REDC hosted a public forum titled: ***Economics of Nitrogen: Challenges and Opportunities in the Great Bay Watershed*** on April 4, 2012. The discussion centered on the pending federal permit requirements for municipal wastewater treatment plants (WWTPs) in the region. Two communities in southeast New Hampshire have received draft operational permits from the US Environmental Protection Agency (EPA) that will require extensive and costly upgrades to their WWTPs. Five more communities are listed to receive draft operational permits from EPA in the coming months. The REDC workshop was held at the Stratham Municipal Complex and featured three speakers familiar with the issues. Speakers were Peter Wellenberger of the Conservation Law Foundation; Dean Peschel, representing the Great Bay Municipal Coalition; and John Boisvert, Public Works Commissioner for the Town of Stratham. Audience members included local officials, including selectmen, economic development directors, and town planners, as well as state officials and state agency staff.
6. **Lending:** Besides serving as the administrative entity for the Rockingham County EDD, REDC manages the Regional Revolving Loan Fund for thirty-one communities in Rockingham County NH and five communities in Hillsborough County as well as manages Community Development Block Grant (CDBG) funds to non-entitlement communities in the Counties. Additionally, REDC manages a revolving loan fund of \$ 1,000,000 under the Intermediary Relending Program (IRP) for the United States Department of Agriculture (USDA) Rural Development.

In the past year, REDC has approved 16 loans totaling \$2.3 million dollars, and leveraged millions more in private funding, and which have created or retained 207 new jobs in the region. Some new clients include Recesso Physical Therapy, Windham Orthodontics and Haycreek Hospitality.

2. Workforce Development

a. ***WorkReady NH***

At its February 1, 2012 meeting, the CEDS Steering Committee had the opportunity to hear Christopher Lawrence, State-Wide Liaison for WorkReady NH, outline the state's initiative to address gaps in worker readiness. The WorkReady NH program focuses in the areas of math, reading and problem solving. It also addresses the so-called "soft skills" such as workplace behaviors, teamwork and communications needed in today's work environment. The program is open to unemployed and under-employed New Hampshire residents.

WorkReady NH helps job-seekers by improving their skills and adding a nationally recognized credential to their resume. The program utilizes standardized assessment testing to identify gaps in abilities and adds training to strengthen the weaker areas. Upon successful completion of the program, a job-seeker will earn bronze, silver, gold or platinum level certification. Each certification level corresponds to a skill set needed for success within a range of specific jobs.

The program provides individual evaluation, instruction and credentialing in key skill areas, identified by employers as essential to workplace success. The WorkReady NH program will:

1. Assess job-seekers' basic workplace skills in Applied Mathematics, Reading for Information, and Locating Information using the WorkKeys® Assessments from ACT, a nationally recognized standardized testing program;
2. Help job-seekers improve in these skill areas to earn a National Career Readiness Certificate at the bronze, silver, gold or platinum level through the self-paced and fully online KeyTrain™ learning modules;
3. Provide classroom instruction in “soft-skill” practices identified by employers as key to workplace success;
4. Upon completion, provide a nationally recognized credential that signals to employers that the WorkReady NH participant has mastered key work-related skills and is ready to become a valuable employee.

WorkReady NH is an initiative of the Community College System of New Hampshire, the Office of Governor John Lynch, the NH Department of Resources and Economic Development, and the NH Department of Employment Security. WorkReady NH is offered at four of the NH Community Colleges:

- Great Bay Community College (Portsmouth)
- Manchester Community College
- River Valley Community College (Claremont and Keene)
- White Mountains Community College (Berlin, Conway, Littleton)

In June 2012, the WorkReady NH program announced it is expanding the program to include under/unemployed persons from ages 16 years and older, dropping the age cap from 18 years and older. Christopher Lawrence, statewide liaison for WorkReady NH, said in a press release, “By extending WorkReady NH to include 16- to 18-year-olds, we can assist a population that is not typically able to access professional development opportunities. We are able to help them build their resume and portfolio and at the same time have a real-life business experience in a job simulation format. The program was shaped to help people prepare for an effective job search and be successful once they're hired.”

b. Technical and Trade Training Programs

At the first CEDS Steering Committee meeting of this planning year, the committee members held a discussion regarding the lack of properly trained workers to fill basic jobs such as electricians, plumbers and machinists. This led to a discussion about what training is available to the residents and workers of Southern New Hampshire. The committee identified the lack of training opportunities – or the lack of information about what opportunities are available – as a top priority for review during the 2012 CEDS Update.

At the request of the Steering Committee, REDC compiled a comprehensive list of technical and trade training programs available in and around Southern New Hampshire. The focus for our research was primarily on trade programs such as electrical, plumbing, HVAC, welding, machinery, advanced machinery/CNC, and other like programs. The goal of this project was to gather the program information, locating it in one central place, and putting into a useful and usable format. We utilized the internet to gather much of the available information. In addition, a special thank you goes to Committee member Lin Tamulonis (Great Bay Community College) for supplying REDC with additional sources of information.

A summary of REDC's findings is list in Table 22. Following the table is a summary of the programs by location.

TABLE 22: SUMMARY OF TECHNICAL AND TRADE TRAINING PROGRAMS
IN AND AROUND THE GREATER SOUTHERN NH REGION

	CAD	CNC	Construction/ Maintenance	Electrical/ Electronics	Fabrication	HVAC	LP/Gas	Machining/ Manufacturing	Piping Design	Plumbing	Septic/ Well	Sheetmetal	Welding
Concord	√			√									
Dover				√						√			
Hooksett										√			
Hudson				√									
Keene	√	√	√	√				√		√			
Laconia				√				√		√			
Manchester	√	√	√	√		√	√	√		√	√		√
Nashua	√			√				√	√			√	
Portsmouth*		√		√	√	√		√				√	√
Seabrook			√										
Maine													√
Boston	√	√	√	√		√		√					√
online			√	√		√	√						

* Portsmouth Naval Shipyard is a paid apprenticeship program with the US Navy.

More detail about the programs is listed below. In addition, REDC has put all of this information in a searchable format on its website. Included with the website material is a map outlining where serves are provided.

Southern New Hampshire

Concord

- NHTI Concord's Community College: <http://www.nhti.edu/academics/programs.html>
 - Electrical Engineering Technology Degree
 - Computer Aided Design (CAD) Certificate Program
- IBEW Local Union 490: <http://www.ibew490.org/>
 - State approved electrical apprenticeship program

Dover

- Dover High School: contact DHS.journeyman@dover.k12.nh.us
 - State sponsored electric & plumbing programs

Hooksett

- NH Plumbers & Pipefitters UA Local 131: <http://www.ualu131.org/>
 - State approved plumbing apprenticeship program

Hudson

- Wilbur H. Palmer Vocational-Technical Center: contact jdube@alvirnehs.org or cnoonan@alvirnehs.org
 - State sponsored electrical program

Keene

- **Keene Community Education**: <http://www.keenecommunityed.org>
 - State sponsored electrical & plumbing programs
 - CNC & Machining coursework
- **Keene State College**: <http://www.keene.edu/>
 - Regional Center for Advanced Manufacturing (opens September 2012)
 - Home Inspection, HVAC and Natural Gas operations *online courses*
 - CAD, Machining & CNC Certificate program
 - Building and Home Inspection Certificate program

Laconia

- **Laconia Adult Education**: <http://www2.laconiaschools.org/adulted/>
 - State sponsored electric & plumbing programs
- **Lakes Region Community College**: <http://www.lrcc.edu>
 - Electrical Technologies Associate Degree programs
 - Electrical, Fire Protection, Wiring Certificate programs
 - Manufacturing Technician Training (non-credit)
 - Customized on-site Manufacturing Training

Manchester

- **Manchester School of Technology (MST)**: <http://trc.mansd.org>
 - State sponsored electrical & plumbing programs
 - Welding, Machining, and CNC course work (2 year programs)
- **Manchester Community College**: <http://www.mcc.commnet.edu/>
 - Electrical Code Update, Building Analyst and Home Inspection non-credit course work
 - Building Construction Technology, Electrical Technology, HVAC and Welding Certificate programs AND 2-year degree programs
 - CAD, CNC and machining Certificate program
- **Granite State Trade School**: <http://granitestatetradeschool.com/>
 - LP and Natural Gas, Plumbing, Septic Design and Well Installation course work (for licensing)

Nashua

- **Nashua Community College**: <http://www.nashuacc.edu/>
 - Machine Tool Technology 4-year, 2-year degrees, Certificate programs and non-credit course work
 - Electronic Engineering Technology 2-year degree program
 - CAD Certificate Program
- **Visible Edge**: <http://visible-edge.com/ve-edu/index.htm>
 - Mechanical Drafting design, Piping Design & Sheetmetal Design Certificate programs

Portsmouth

- **Portsmouth Naval Shipyard**:
<http://www.navsea.navy.mil/shipyards/portsmouth/Pages/Worker%20Skills%20Program.aspx>
 - The Shipyard offers two technical trade apprenticeship programs. These are paid civilian jobs with the US Navy with focus on Sheetmetal, Welding, Machinist, Electronics, HVAC, CNC, and Fabrication

Seabrook

- **Atlantic Green Energy**: <http://www.atlanticge.com/training/>
 - Weatherization and Solar Energy training courses

Southern Maine

Sanford

- Sanford Adult Education: <http://sanford.maineadulted.org/>
 - Welding course work

Wells

- Wells Maine Adult Education: <http://wells-ogunquit.maineadulted.org/>
 - Welding course work

Boston, Massachusetts

- Benjamin Franklin Institute of Technology: <http://www.bfit.edu/>
 - Electric Technology course work
 - HVAC Certificate program
- Wentworth Institute of Technology:
<http://www.wit.edu/continuinged/programs/workforce-training.html>
 - AutoCAD, Machine Tooling, CNC, Electrician, Construction and Welding non-credit courses
 - Construction fields Certificate program

Online

- Tenet Electrical School: <http://tenet-ed.com/>
 - Electrical Apprenticeship and Code Update course work
- Keene State College: <http://www.keene.edu/>
 - Home Inspection, HVAC and Natural Gas operations course work

3. Great Bay Watershed: Water Quality & Economic Development

The REDC hosted a workshop titled: ***Economics of Nitrogen: Challenges and Opportunities in the Great Bay Watershed*** on April 4, 2012, for local decision makers about the pending federal permit requirements for municipal wastewater treatment plants (WWTPs) in the region. Two communities in southeast New Hampshire have received draft operational permits from the US Environmental Protection Agency (EPA) that will require extensive and costly upgrades to their WWTPs. Five more communities are listed to receive draft operational permits from EPA in the coming months. The draft permits require the WWTPs to reduce the amount of nitrogen being discharged into rivers draining into Great Bay. EPA is requiring communities to reduce the amount of nitrogen from WWTPs because EPA believes nitrogen is causing water quality degradation to rivers and Great Bay.

The REDC workshop was held at the Stratham Municipal Complex and featured three speakers familiar with the issues. Speakers were Peter Wellenberger of the Conservation Law Foundation; Dean Peschel, representing the Great Bay Municipal Coalition; and John Boisvert, Public Works Commissioner for the Town of Stratham. Audience members included local officials, including selectmen, economic development directors, and town planners, as well as state officials and state agency staff.

Workshop speakers were in agreement that scientific data from state agencies and other stakeholders illustrates that water quality in Great Bay and the rivers draining into Great Bay has suffered from the growth and development in the region. Pollution enters Great Bay and its rivers from septic systems, lawns, parking lots, roadways, and from WWTPs.

The economics of nitrogen issue has many stakeholders in the REDC region. Stakeholders include commercial and recreational fishermen and lobstermen that rely on clean water to provide critical fin fish and shellfish habitats, businesses and property owners living along shorelines, including marinas and restaurants, and the region's tourism industry that promotes access to safe and clean recreational opportunities in and on the water. The total cost of removing nitrogen from Great Bay and its rivers is not known at this time and many stakeholders, including municipalities in the REDC region, are advocating for additional studies to more accurately identify sources of nitrogen and alternative strategies for reducing nitrogen. The draft conditional permit from EPA to communities operating WWTPs will require communities to make multi-million dollar investments in infrastructure. With little federal or state funds available to communities to assist in these infrastructure improvements the funds will be raised through property taxes, water and sewer fees, and land development impact fees, resulting in higher costs to business and industry in the region.

The workshop highlighted disagreements amongst stakeholders about the solutions needed to protect water quality. The Conservation Law Foundation advocates for stringent operational permit requirements from EPA for WWTPs because WWTPs represent 30% of the nitrogen discharge into Great Bay and because the WWTPs are a known and identified source of pollution. The Great Bay Municipal Coalition advocates for less stringent operational permit requirements and an adaptive management plan that enables municipalities to have more time to upgrade WWTPs, spreading out the costs.

In addition to WWTPs, the workshop provided an opportunity to discuss other sources of nitrogen pollution impacting Great Bay, such as stormwater runoff from parking lots, roadways, and yards. Stormwater runoff, leaching from septic systems (which are not designed to remove nitrogen), and atmospheric deposition falling from the sky are also sources of nitrogen entering Great Bay.

A regional discussion on the economics of nitrogen will continue well past 2012 as municipalities, business, and citizens debate how to address water quality protection southeast New Hampshire.

B. EDA Funding Core Evaluation Criteria

On November 18, 2011, The Department of Commerce, Economic Development Administration (EDA) released an updated Federal Funding Opportunity (FFO) for specific grant programs. The changes are an update to FFO number EDA10142010EDAP (October 2010). A summary of the new FFO process and requirements is available on the EDA website (www.eda.gov). The new FFO number is FY2012EDAP111811.

The new FFO outlines a modified evaluation process and selection factors in order to place a stronger emphasis on the quality of a project rather than the content of an application. The changes to the new process do not impact what must be submitted as part of the application process, but rather changes the focus of the content, placing an emphasis on a project narrative that outlines in detail information about the project description, overview of the region's economic distress, and how the project aligns with the EDA's investment priorities. Applicants are strongly encouraged to provide a high-quality narrative that compellingly articulates a clearly defined regional economic gap, how the proposed project will meet this need, and the expected outcome(s) that will result from the proposed project. This should be

addressed in a concise manner; a voluminous application will not necessarily receive greater consideration.

Section A of Form ED-900 provides structured questions designed to assess the need and impact of a proposed project. While Form ED-900 itself provides space for responses, the applicant may substitute an expanded narrative in a separate attachment that references the questions in the ED-900, if needed to ensure that its application includes a clear, compelling justification for the project. It is REDC's experience that an expanded narrative is necessary to adequately address all of the EDA's requirements. This justification must include the following:

1. A specific description of the region, including information on the geography and regional assets of the area, which may include clusters, and workforce, physical, educational and financial infrastructure;
2. An overview of the economic distress of the region and the need for the project;
3. A description of the proposed project and a summary of how it will help address the identified need(s), consistent with the applicant's strategic planning document as discussed under section IV.C.1 of this FFO;
4. A description of how the proposed project aligns with EDA's investment priorities (listed below). Applicants that propose projects that do not align with EDA's investment priorities will not be as competitive as those that do. Applicants are strongly encouraged to review EDA's investment priorities, available on EDA's website at <http://www.eda.gov/InvestmentsGrants/InvestmentPriorities.xml>; and
5. Where a proposed project will be located outside of an area that specifically meets EDA's statutory distress criteria, the application should clearly document how the project will link to the distressed portion of the region and ultimately mitigate the distress.

Once again, EDA has established its investment priorities and requires applications to outline how a project will satisfy one or more of these priorities. Unlike in the previous FFO, these priorities are no longer weighted. All projects are evaluated to determine if they advance global competitiveness, create jobs, leverage public and private resources, can demonstrate readiness and ability to use funds quickly and effectively and link to specific and measurable outcomes. To facilitate evaluation EDA has established the following investment priorities:

1. **Collaborative Regional Innovation:** Initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths. Initiatives must engage stakeholders; facilitate collaboration among urban, suburban and rural (including Tribal) areas; provide stability for economic development through long-term intergovernmental and public/private collaboration; and, support the growth of existing and emerging industries.
2. **Public/Private Partnerships:** Investments that use both public and private sector resources and leverage complementary investments by other government/public entities and/or non-profits.
3. **National Strategic Priorities:** Initiatives that encourage job growth and business expansion in clean energy; green technologies; sustainable manufacturing; information technology (e.g., broadband, smart grid) infrastructure; communities

severely impacted by automotive industry restructuring; natural disaster mitigation and resiliency; access to capital for small and medium sized and ethnically diverse enterprises; and, innovations in science, health care and alternative fuel technologies.

4. **Global Competitiveness:** Investments that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets.
5. **Environmentally-Sustainable Development:** Investments that encompass best practices in “environmentally sustainable development,” broadly defined, to include projects that enhance environmental quality and develop and implement green products, processes, places and buildings. For more information on EDA's engagement in environmentally-sustainable development, please see <http://www.eda.gov/InvestmentsGrants/GreenGrowth.xml>.
6. **Economically Distressed and Underserved Communities:** Investments that strengthen diverse communities that have suffered disproportionate economic and job losses and/or are rebuilding to become more competitive in the global economy.

The overall application process has not been modified. Applicants are still required to completed the same forms and meet quarterly application deadlines. There is still an optional preliminary review process that both the EDA and REDC highly recommend.

C. REDC CEDS Priority Projects

1. Project Selection Criteria

Using the 2011 CEDS Priority Project List, REDC utilized its “RFP” (Request for Projects) process to update and create the 2012 Priority Project list. The CEDS RFP process was updated in 2009. The RFP solicitation was expanded to include all communities within the CEDS Region REDC put together a package consisting of the 2011 Priority Project list, the 2010-2014 CEDS Goals and Objectives, the CEDS Project Criteria, an explanation of the CEDS process and projects, and a new Project Submission form. In addition, a form for “updates” to existing priority projects was included for those communities with projects already on the list. The request for new projects was also sent via email to all towns and followed by a telephone call. Forms were also available on the REDC website. Current project proponents received the CEDS Project Update form via email, postal service mail and a follow-up telephone call.

After collecting the new and updated project proposals, REDC staff reviewed each to ensure compliance with at least one of the six CEDS goals and objectives. Projects were presented to the CEDS Steering Committee throughout the year, and each new project was discussed in detail with the project proponents. REDC staff made recommendations for additions and changes to the CEDS Priority Project List based on its review of the materials submitted by the municipalities and organizations. The finalized list with recommendations was presented to the CEDS Steering Committee, which ratified the list at its February 2012 meeting.

A summary of the six CEDS Goals and Objectives is listed below:

1) Economic Development

To create high-skill, higher-wage jobs within innovative clusters as a means to diversify the regional economy and improve the economic conditions in the area.

- Develop a diversified industrial and commercial base that is competitive in the global economy;
- Target innovation clusters, such as “green” technology, high tech industries and biomedical firms;
- Foster growth of the job support network necessary to maintain the high-skill positions and cluster developments;
- Redevelop properties for industrial and commercial uses in “pockets of distress” areas, downtowns and village centers through the use of targeted financial resources; and
- Encourage the development of an economic development strategy and financial incentives at the state level that complements the business needs in southern New Hampshire.

2) Infrastructure Development

To invest in infrastructure improvements, such as roads, bridges, sewers, water facilities and broadband, and multi-modal transportation systems that will strengthen and diversify the regional economy.

- Maintain and expand the region’s infrastructure to address the needs of existing businesses and residences, as well as to accommodate the needs of new and expanding businesses;
- Target infrastructure improvements to “pockets of distress” in accordance with sustainable development principles;
- Expand public transit systems through investments in bus and rail service as a means to maximize the mobility of the workforce; and
- Identify and redevelop “brownfields” sites to return them to productive economic use.

3) Regional Cooperation

To develop cost-effective regional solutions to local problems as a means to improve municipal budgets and maintain the quality of life in the Region.

- Consolidate local services to create economic efficiencies and improve the effectiveness of service delivery;
- Develop regional partnerships through the regional planning commissions that encourage collaboration;
- Develop TIF-Districts and other economic development partnerships in order to create jobs; and
- Work collaboratively on the development and implementation of infrastructure projects that will lead to high-skill and higher-wage jobs.

4) Workforce Development

To leverage the resources available through the workforce development and university/community college systems to address the growing skill needs of the business community and regional workforce.

- Facilitate collaboration among the economic development stakeholders in the economic development, workforce development and education sectors to address the current and future skill needs of the business community and regional workforce;
- Identify and address the employment and skill needs of firms within the specific innovative clusters in the region;

- Support Green Launch Pad as a collaborative approach to university – private business partnerships;
- Foster workforce development at the high school and vocational, trade and technical school levels; and
- Collaborate with REDC on joint funding opportunities under the US. Department of Labor to address layoffs in the region.

5) Workforce Housing

To develop diversified workforce housing options for all income levels to ensure the availability of workers for expanding businesses and new firms in the Region.

- Work with employers, state and local housing and development entities, banks and private developers to encourage the development of workforce housing on a regional basis;
- Address the foreclosure issue as it has impacted the region and create new housing opportunities through the resolution of this issue;
- Promote pedestrian-friendly mixed-use (residential and commercial) developments in the downtowns and village centers of the region;
- Balance workforce needs with housing needs as a means to identify the extent of need for workforce housing in the region; and
- Develop financial incentives for communities to work together on a regional basis to address the region’s workforce housing needs.

6) Environmental Preservation

To maintain the unique qualities of life in southern New Hampshire through the preservation of natural and historic resources and a balanced approach to economic development.

- Preserve and protect the region’s natural and historic resources and open space through active maintenance efforts and purchases of additional vacant land;
- Encourage investment in environmentally sustainable development related to “green” products, processes and buildings as part of the “green” economy;
- Support the agricultural and fishing industries serving the region;
- Preserve and enhance the unique environmental and historic characteristics of the region;
- Address the high energy costs of the region through conservation initiatives and working with the public utility companies; and
- Promote tourism and recreational activities that reflect the historic, cultural and natural resources of the region.

2. 2012 Priority Project List

The RPF process brought in one new priority project for the 2012 CEDS. The Derry Rail Trail project (Derry, NH) was completed in November 2011 and was removed from the list. Due to uncertainty surrounding the future of the Squamscott Community Commons project coupled with the pending sale of the Linden Street property, the REDC Board voted in to remove the project from the 2012 Priority Project list at its March 2012 meeting. Finally, the West End Exit Two Subarea Construction Project (Salem, NH) was removed after numerous attempts to receive an update on the project.

One project, REDC's Regional Business and Development Training Center (Raymond, NH), was awarded a \$432,185 EDA Public Works grant in March 2012. The following is the Priority Project List for 2012. For more detailed updates regarding each project, please refer to the Project Matrix and Project Details sections.

Short Term Priority Projects (0 – 24 months)

Project Name	Sponsor/ Location
Route 28 / Manchester Road Widening Project	Derry
Exeter Train Station: Parking Area Expansion	Exeter
Infrastructure Improvements for Smuttynose Expansion	Hampton
Pettengill Road Commerce Park	Londonderry
Front & Franklin Street Mill District	Nashua
Lamprey River Mill Re-Development	Newmarket
Development of Railroad Station	Plaistow
Greenland Well Upgrade	Portsmouth
Route 1A / Sagamore Bridge Replacement	Portsmouth
Raymond Route 102 Water Line Extension	Raymond
REDC Regional Business Development & Training Center	REDC sponsored Located in Raymond
NH Route 107 / I-95 Bridge Expansion	Seabrook
Route 1 Expansion South of Route 107	Seabrook
Route 107 West (of I-95) Development and Master Plan	Seabrook
Stratham Gateway Project	Stratham
Well Development/Testing/Permitting (Water System Phase I)	Stratham
Water System Treatment/Storage/Distribution Design (Water System Phase II)	Stratham
Waste Water Disposal/Testing/Permitting (Waste Water System Phase I)	Stratham

Intermediate Priority Projects (2-4 years to completion)

Project Name	Sponsor/ Location
Route 28 Water & Sewer Extension	Derry
Alrose Multi-Family Workforce Housing Project	Exeter
Bridge Street Waterfront Development Site	Nashua
Mohawk Tannery Cleanup & Redevelopment	Nashua
Black Bear Business & Industrial Park	Newmarket
Water/Waste Water Engineering & Needs Assessment	Plaistow
Flint Hill Eco-Sensitive Low Impact Design Business Park	Raymond
Exit 5 Economic Development Master Plan	Raymond
NH Community Fish Processing Facility By Yankee Fisherman's Cooperative (YFC)	YFC sponsored Located in Seabrook
Water Supply System Construction (Water System Phase III)	Stratham
Sewer Collection/Treatment/Disposal Design (Waste Water System Phase II)	Stratham
Waste Water System Construction (Waste Water System Phase III)	Stratham

Long Term Priority Projects (5+ years to completion)

Project Name	Sponsor/ Location
Hampton Intermodal Transportation Center	RPC/Hampton sponsored Located in Hampton
Pelham/Route 38 Water/Sewer Study	Pelham
Regional Biosolids/Septage Treatment Facility	Portsmouth
Town of Raymond Route 101 Exit 4 Development	Raymond
Stratham Town Center Project	Stratham

3. Project Matrix

2012 REDC / CEDS PRIORITY PROJECT MATRIX

SHORT TERM PRIORITY PROJECTS (0 – 24 MONTHS TO COMPLETION)							
Project Name	Project Description	Project Proponent	Estimated Cost	Possible Funding Source	Start Date	Goals Targeted	Update from 2011
Derry Rail Trail	Construction of a rail trail	Derry	\$250,000	Local, State, Private, EDA	n/a	2, 3, 4	8,100-ft section completed. Project finished Nov. 2011 REMOVE FROM LIST.
Route 28/Manchester Road Widening Project	Reconstruction of approximately 3,350 sf (0.65 miles) of Route 28, a vital industrial and municipal corridor	Derry	\$6.5 million	Funding secured	On-going	2	Project went to bid Oct. 2011, bond sale Nov. 2011. Construction has started and expected finish date is Nov 2012
Squamscott Community Commons – LEED Certified	Renovation of existing building for to house service organizations and community center.	Squamscott Community Coalition	\$5 million	HUD, CDIP, local, private, brownfields	n/a	1, 3, 4, 6	Project on hold due to costs. No longer using Linden Street location, sold land to YMCA. REDC Board of Directors voted to remove this project from the Priority Project List at its 3/15/12 meeting. REMOVE FROM LIST
Exeter Train Station Parking Area Expansion	Expansion of existing parking area adjacent to the Exeter Train Station.	Exeter	\$1.35 million	Local, private, CMAQ, DOT, TIF	2012	2, 6	No changes.
Infrastructure Improvements for Smuttynose Expansion	Completion of required offsite improvements and construction of a LEED certified development to expand current business.	Hampton	Infrastrctr. only: \$700,000	EDA, State, Local, private	2012	1, 4, 6	EDA application awarded \$250,975 for offsite sewer improvements. Working w/Town and EDA on grant conditions, construction to begin spring 2012.
Pettengill Road Commerce Park	Develop new roadway/boulevard to gain access to over 1000 acres of commercial/industrial land.	Londonderry	\$12.3 million	EDA, TIF, local, private	2012	2, 3, 4	No changes. Trying to identify committed end-users. Goal to re-apply for EDA grant in 2012.

2012 REDC / CEDS PRIORITY PROJECT MATRIX

SHORT TERM PRIORITY PROJECTS (0 – 24 MONTHS TO COMPLETION) CONTINUED							
Front & Franklin Street Mill District	Redevelopment of mill district to private, mixed-use with public infrastructure	Nashua	Infrstr only: \$3.1 million	Private, TIF district, local, Federal, EDA	2011	2, 5, 6	City approved financial assistance package to allow \$22M mill redevelopment project to move forward. 109 units of mixed housing. Construction to begin Fall 2012. City continues to make progress on construction of Broad Street Parkway-demo'd Millyard Boilerhouse Dec. 2011. Moved from Intermediate.
Lamprey River Mill Re-Development	Purchase and renovate historic mill building for mixed use	Newmarket / Newmarket Community Development Corp.	\$8.5 million	EDA, state, DOT, local, private	2008	1, 2, 4, 6	Private developers continue to work on this project. External site work is nearing completion. 24,000 sf of space is occupied, including 12 tenants. All residential space is rented. In addition, groups working to raise funds for community spaces.
Development of Railroad Station	Construct railroad station for regional access to existing commuting routes	Plaistow	\$8.4 million	EDA, CMAQ, local, Brownfields, MBTA	On-going	1, 2, 3, 4	Late 2011, NHDOT requested letters of interest from qualified firms to support the preliminary engineering & environmental services for the rail extension. CMAQ funds secured. Local match from MBTA.
Greenland Well Upgrade	Upgrades at Greenland Well to improve reliability & efficiency of region's water source	Portsmouth	\$1 million	Municipal Bonding	2012	2, 3, 6	No changes. Ready to begin as soon as funds are available.

2012 REDC / CEDS PRIORITY PROJECT MATRIX

SHORT TERM PRIORITY PROJECTS (0 – 24 MONTHS TO COMPLETION) CONTINUED							
Route 1A / Sagamore Bridge Replacement	Replacement of outdated bridge that carries loads well in excess beyond designed limits	Portsmouth	\$5 million	State Funding secured	2013	2, 3, 4	NH DOT made interim structural improvements and postponed full-scale replacement to 2013-2014.
Raymond Route 102 Water Line Extension	Water line extension of approx.. 2 miles from 102/107 intersection.	Raymond	\$2.5 million	US EPA/ NHDES	2010	2, 3, 6	Bid awarded fall 2011, construction started, completion expected September 2012
REDC Regional Business Development and Training Center	Construction of new 5,000 sf regional business development and training center with new REDC offices.	REDC sponsored Located in Raymond	\$1.1 million	EDA, REDC, CDFA tax credits, USDA	2012	1, 3, 4, 6	EDA grant award of \$432K in March 2012. Construction to begin in Autumn, 2012.
West End Exit Two Subarea Construction Project	Multi-phased infrastructure program to expand traffic carrying capacity & allow for expansion of industrial/office park	Salem	\$4.4 million	Local, Private, EDA	2011	1, 2, 3, 4, 5	No updates provided -- REMOVE FROM LIST.
NH Route 107 / I-95 Bridge Expansion	Widening a bridge that provides access to the Seabrook business district and is the connector b/w eastern and western portions of the town	Seabrook	\$6.4 million	Private, State, local	2012	1, 2, 3	Agreement for construction completed with all parties involved. Engineering design & bids completed in 2012, construction start July 2012 & end in 2014. Funding in place.
Route 1 Expansion South of Route 107	Widening main road through Seabrook business district for improved traffic flow	Seabrook	\$1.5 million	Private businesses, State DOT, local	2012	1, 2, 3	Agreement for construction has been reached with all parties involved. Engineering design in 2012, construction 2012-2014. Funding in place.
Route 107 West (of I-95) Development and Master Plan	Plan to evaluate & analyze the feasibility for the highest & best future development of Route 107 in Seabrook, west of the interchange with I-95.	Seabrook	\$50-60,000 for study only	Public funding, private developers	2013	1, 2	New Project.

2012 REDC / CEDS PRIORITY PROJECT MATRIX

SHORT TERM PRIORITY PROJECTS (0 – 24 MONTHS TO COMPLETION) CONTINUED							
Stratham Gateway Project	Upgrade water lines in business corridor for job growth	Stratham	\$1 million	EDA, local, private	2009	2, 6	No changes.
Well Development/ Testing/Permitting (Water System Phase I)	Complete analysis of 2 potential well sites, construct production well, test water quality/quantity, seek NHDES permits to use as water supply for Rt 108 commercial corridor/Town Center.	Stratham	\$150,000	Local, state, coastal	2011	1, 2, 3, 6	Stratham and Exeter are working jointly to determine if a combined system is feasible. The results of this analysis are expected mid-2012. If the results indicate it is best for the towns to pursue individual systems, Stratham is prepared to continue the studies started in 2010/2011.
Water System Treatment/ Storage/Distribution Design (Water System Phase II)	After Phase I completed: design a water supply treatment, storage and distribution system for 108 corridor /Town Center. May be a multi-jurisdictional project with Exeter.	Stratham	\$400,000	TIF, State revolving funds, bonds, local	2012	1, 2, 3, 6	This phase is dependent on the results of Phase I.
Waste Water Disposal/ Testing/Permitting (Waste Water System Phase I)	Evaluation and testing of potential site for waste water discharge for Rt 108 commercial corridor/Town Center; obtain DES permits.	Stratham	\$175,000	Local, state, coastal	2011	1, 2, 3, 5, 6	Stratham and Exeter are working jointly to determine if a combined system is feasible. The results of this analysis are expected mid-2012. If the results indicate it is best for the towns to pursue individual systems, Stratham is prepared to continue the studies started in 2010/2011

2012 REDC / CEDS PRIORITY PROJECT MATRIX

INTERMEDIATE PRIORITY PROJECTS (2 - 4 YEARS TO COMPLETION)							
Project Name	Project Description	Project Proponent	Estimated Cost	Possible Funding Source	Start Date	Goals Targeted	Update from 2011
Route 28 Water & Sewer Extension	Extend utilities to town line for future development	Derry	\$5,000,000	Local, Private, EDA	2013	1, 2, 4	Tentatively approved for FY12 budget, preliminary engineering started.
Alrose Multi-Family Workforce Housing Project	Purchase site of former Alrose Shoe factory to redevelop for multi-family affordable units.	Exeter	\$5.85 million	NHFA, CDBG tax credits, private	2012	5	No changes.
Bridge Street Waterfront Development Site	Rebuild at 30-acre site into mixed-use, new-urbanist designed community	Nashua	\$4.3 million	NH DOT, EPA Brownfields, private, TIF, EDA	2013	2, 6	Revised concept plan approved by City. Road work project included in State's 10-year plan. Site plan review scheduled for mid-2012. Moved from Long Term.
Mohawk Tannery Cleanup & Redevelopment	Revitalization of former tannery site, cleanup, and reuse of 39-acres for mixed use	Nashua	\$5.65 million	Private, EPA, EDA, Federal	2011-2014	2, 5, 6	City has issued an RFP to demolish vacant buildings on site; hope to begin Spring 2012. Additionally, City continues to make progress on construction of Broad Street Parkway-demo'd Millyard Boilerhouse Dec. 2011. Moved from Long Term.
Black Bear Business and Industrial Park	Development of area for industrial/commercial use, new access and rail upgrades	Newmarket	\$12 million	Private, TIF, EDA	Unknown	1, 2, 4	Continued private interest for development of the site. Work continues on determining best access point. Potential to work with Town of Newfields in joint project.

2012 REDC / CEDS PRIORITY PROJECT MATRIX

INTERMEDIATE PRIORITY PROJECTS (2 – 4 YEARS TO COMPLETION) CONTINUED							
Water/Waste Water Engineering & Needs Assessment	Update a comprehensive engineering and needs assessment report from the 1970s addressing water supply and wastewater treatment	Plaistow	\$150,000	EPA, USDA, State, local	2010	2, 6	Town is in contact with Pennichuck East Utility (PEU) to discuss water supply concerns. PEU is looking at alternatives to increase supply capacity. Funding is needed to complete the necessary studies for these options and others. The town plans to submit Request for Proposals to for these services in Spring/Summer 2012.
Flint Hill Eco-Sensitive Low Impact Design Business Park	Development of 70-acre town-owned parcel into an eco-sensitive; low impact business park.	Raymond	\$1.2 million	TIF District, private, EDA, public grants	Preliminary work under way	1, 2, 3, 4, 5, 6	Survey completed, potential access identified. Time-frame altered due to economic climate. Moved from Short Term.
Exit 5 Economic Development Master Plan	Development of Master Plan and economic growth strategy for the area surrounding Exit 5 off Highway 101.	Raymond	Master plan only: \$30,000 Project: \$10 million	CTAP, public, private, local	2009	1, 2, 5, 6	The waste water feasibility study completed, and it was determined that it is cost prohibitive at this time to bring WW to the area; therefore there is no financial incentive to have a Master Plan w/out the WW. Moved from Short Term.
NH Community Fish Processing Facility By Yankee Fisherman's Cooperative (YFC)	Construct a small-scale fish processing facility adjacent to the YFC building. Will allow for NH commercial fishermen ability to direct market and diversify current products.	YFC sponsored located in Seabrook	\$1 million	EPA,	2011	1, 3, 6	Due to uncertainty in fishing regulations, project placed on hold indefinitely. Moved from Short Term.

2012 REDC / CEDS PRIORITY PROJECT MATRIX

INTERMEDIATE PRIORITY PROJECTS (2 – 4 YEARS TO COMPLETION) CONTINUED							
Water Supply System Construction (Water System Phase III)	After Phase II completed – construct water system for 108 corridor/Town Center. May be a multi-jurisdictional project with Exeter.	Stratham	\$4.5 million	TIF, state revolving funds, bonds, local	2014	1, 2, 3, 6	This phase is dependent on the results of Phase II.
Sewer Collection/ Treatment/ Disposal Design (Waste Water System Phase II)	After Phase I completed: design a sewer collection, treatment, and disposal system for 108 corridor/Town Center. May be a multi-jurisdictional project with Exeter	Stratham	\$600,000	TIF, state revolving funds, bonds, local	2013	1, 2, 3, 5, 6	This phase is dependent on the results of Phase I.
Waste Water System Construction (Waste Water System Phase III)	After Phase II completed – construct waste water system for 108 corridor/Town Center. May be a multi-jurisdictional project with Exeter.	Stratham	\$6million	TIF, state revolving funds, bonds, local	2015	1, 2, 3, 5, 6	This phase is dependent on the results of Phase II.

2012 REDC / CEDS PRIORITY PROJECT MATRIX

LONG TERM PRIORITY PROJECTS (5+ YEARS TO COMPLETION)							
<i>Project Name</i>	<i>Project Description</i>	<i>Project Proponent</i>	<i>Estimated Cost</i>	<i>Possible Funding Source</i>	<i>Start Date</i>	<i>Goals Targeted</i>	<i>Update from 2011</i>
Hampton Intermodal Transportation Center	Development of an intermodal transportation center at the Route 1 – Hwy 101 interchange - constructing new center w/ park and ride facility, and several multi-user transportation participants.	Rockingham Planning Commission with Hampton	Center: \$3.5-4 million With road reconfiguration: \$19 million	Federal Highway programs (CMAQ), state DOT, Brownfields	Feasibility study: 2011. Unknown for project.	1, 2, 3, 6	Phase I Brownfields Site Assessment completed Oct. 2011; Phase II scheduled for Spring 2012. RPC completed turning movement counts for interchange of US Route 1 and NH Route 101. Conceptual design work scheduled for Summer/Fall 2012.
Pelham/Route 38 Water/Sewer Study	Engineering study to determine how to provide infrastructure along Pelham's business corridor to foster economic growth and development	Pelham	\$30,000-\$50,000	Unknown	2010	2, 6	Trying to identify funding sources. No changes.
Regional Biosolids/Septage Treatment Facility	Design and construction of a regional biosolid/septage treatment and energy recovery facility.	Portsmouth	\$6-7 million	Private, user fees, local, State/Fed grants, EPA, EDA	By 2015	1, 2, 3, 6	Project moving forward. No changes.
Town of Raymond Route 101 Exit 4 Development	Development of 300 acres for mixed use and wastewater treatment	Raymond	\$80 million	EDA, TIF, USDA, CDBG, private	Unknown	1, 2, 3, 4, 5, 6	Project on hold due to economic conditions. No changes.
Stratham Town Center Project	Infrastructure Improvements and Master Plan study aimed at increasing development potential, future job growth and housing needs	Stratham	\$90,000	Local – municipal	2010	1, 2	PlanNH conducted charrette in Nov. 2011. Town created Town Center Revitalization Committee in Dec. 2011. Continuing work on the Master Plan, anticipate date for adoption Feb. 2012. Will be submitting TE grant application (NH DOT) in 2012.

4. New Priority Project Details

The following is a descriptive listing of the one new priority project on the 2012 list.

Route 107 West (of I-95) Development and Master Plan

Location: Seabrook

Project Description: The Town of Seabrook is a growing community. The Route 1 corridor attracts thousands of out-of-state shoppers that come to take advantage of New Hampshire's lack of sales tax. There is currently several new and redevelopment retail projects along the Route 1 corridor, including in the vicinity of the intersection with Route 107. As developers look to continue to develop in Seabrook and the Route 1 corridor space becomes sparse, the next likely location for development will be along the Route 107 corridor, west of the interchange with Highway I-95.

The goal of this project is to evaluate and analyze the feasibility for the highest and best future development of Route 107 in Seabrook, west of the interchange with I-95. The development/master plan will review existing conditions along with current and future development plans in all areas surrounding the approximate 2 mile stretch of roadway. It is the intent to review and analyze potential infrastructure improvements, wetlands and water source protection, development of the vacant and unused properties, and reuse of the Yankee Greyhound Racetrack. It is the desire of the town of Seabrook to be prepared for incoming and future growth.

This project supports the CEDS Goals of Economic Development (1) and Infrastructure Development (2).

Timeframe: SHORT TERM

D. Regionally Significant Development Projects and Programs

1. Manchester-Boston Regional Airport

Manchester-Boston Regional Airport (MBRA) is strategically located less than 50 miles north of the City of Boston and is generally recognized as the premier commercial passenger and air cargo airport serving Northern New England. The airport markets itself as the "Convenient alternative to Logan", "Hassle-free from roadway to runway", and simply "A better way to travel." Recent enplaning passenger surveys revealed that renaming and rebranding efforts i.e., Manchester Airport to Manchester-Boston Regional Airport has significantly increased the number of out-of-state air travelers who are discovering and choosing MBRA to access the region.

Manchester-Boston Regional Airport continues to play an increasingly important air transportation role in New England. The airport now contributes more than one billion dollars annually to the New Hampshire economy and is an economic engine for the entire region, creating jobs, facilitating commerce and providing access to the global marketplace.

In 2011, Manchester-Boston Regional Airport welcomed approximately 2.7 million passengers and processed over 180 million pounds of cargo. The airport continues to be served by most major airlines with Southwest Airlines anchoring the airport as its largest carrier. Collectively, the airlines offer some 13 non-stop flights (two of which are seasonal), to cities across the US with one-stop service to destinations around the globe.

The new airport access road, which was dedicated to former Manchester Mayor and Executive Councilor Raymond Wieczorek officially opened on November 11, 2011. The new access road provides a direct connection to the F.E. Everett Turnpike and much improved connectivity for passengers traveling to/from the airport and Central/Northern Massachusetts and Southern NH.

In addition to providing even easier highway access, the new airport access road opens up approximately 1,000 acres of industrial land. This (currently) undeveloped land, which resides just south of the airport in Londonderry, NH, offers an exciting opportunity and a key focal point for future economic development in the region.

2. Pease Tradeport

The Pease Development Authority (PDA), based in Portsmouth, NH, is an independent state agency established in 1991 in order to develop the land and many of the assets of the former Pease Air Force Base. Twenty years after the base closed, its successor, the Pease International Tradeport, is recognized by the Department of Defense as one of the most successful military to civilian conversions in the country. Due to the PDA's strong management track record, the State of New Hampshire has since placed two other entities within its oversight: the Division of Ports and Harbors (DPH) joined the Pease family in 2001 and then in 2009, Skyhaven Airport, located in Rochester, NH, came on board.

As of the spring of 2012, the Pease International Tradeport is home to approximately 250 companies occupying more than 4.4 million square feet of office, research and industrial space and directly employing an estimated 7,000 people. Businesses at the Tradeport range from sole proprietors to companies with upwards of 700 employees including aviation, biotech, computer software, business support services, networking, manufacturing, construction, engineering, research and development, telecommunications, financial services, real estate, energy, healthcare, insurance, accounting, law and non-profits. The Federal Government has a presence at the Tradeport as well represented by the United States Department of State Passport Center and the National Visa Center along with the Portsmouth office of United States Senator Kelly Ayotte. Additionally, four colleges have facilities at the Business Park, offering both day and evening classes.

Current economic estimates indicate another 3,500 people are indirectly employed by companies located off Pease but doing business with companies located at Pease. The total annual wages paid for both indirect and direct employment is approximately \$500 million dollars.

The annual estimated state revenues to the State of New Hampshire are in excess of \$10 million:

Business Profits Tax	\$ 3,200,000
Business Enterprise Tax	4,400,000
Rooms and Meals Tax	<u>2,800,000</u>
	\$ <u>10,400,000</u>

In April 2010, the total assessment for Pease properties was approximately \$ 411 million and the City of Portsmouth received in excess of \$ 5.3 million dollars in tax revenue.

While the current economic slowdown has caused some reductions in employment and several businesses to close, the overall economic activity at Pease remains strong. A 2009 independent real estate survey for commercial property conducted by the CB Richard Ellis Company indicated that while the Seacoast region had an office space vacancy rate that increased from 16.3 percent to 18.5 percent during that time, the amount of available space at Pease actually declined with the vacancy falling from 18.7 percent to 11.7 percent. In 2011 the vacancy rate was further reduced to approximately 10 percent.

Construction activity in 2011 continued with Great Bay Community College completing a \$10 million renovation and expansion initiative while Northeast Rehabilitation Health Network completed construction and opened a 46,000 square foot 33 bed rehabilitation facility.

BayRing Communications completed construction of a 15,000 square foot addition to their existing facility at 360 Corporate Drive.

On a more general note, Pease continues to serve various special public events. During the past year these included: New Heights St. Paddy's Day 5 Miler; Richie McFarland Children's Center Touch a Truck; the SASS Kid Safe 5K Road race, Breathe NH Bike Rally; Runner's Alley – Redhook Ale Brewery Memorial Day 5k; Working Dog Foundation Car Show and the annual St. Charles Children's Home 5K Road Race. The 2011 air show featuring the United States Thunderbirds was a tremendous success with over 50,000 people attending the two day event. In 2012 on June 30th and July 1st the United States Blue Angels will return for another performance at the Portsmouth International Airport.

3. Interstate 93 Corridor Activities

a. I-93 Expansion

Interstate I-93 is one of two interstate highways in Rockingham County (I-95 being the other) and New Hampshire which provide vital transportation links between the region and the rest of New England. I-93 is the busier of the two, carrying some 105,000 cars per day in 2010, compared to about 86,000 for I-95 (both measured at the state line). While I-93 carries 20 percent more traffic than I-95, it has much less capacity due to its 4 lane (2 NB, 2 SB) configuration compared to I-95's 8 lanes. As a result, travel on I-93 has been hampered with chronic congestion and a high accident rate for more than a decade. Safety during congested travel times is impaired by the lack of adequate breakdown lanes throughout much of the 20 mile project length. Projections indicate that traffic will increase to 140,000 vehicles per day in Salem by the year 2020, resulting in worsening congestion and further compromises in safety for most of this segment unless the deficiencies are addressed.

The reconstruction of I-93 is the single largest infrastructure project (measured by cost) ever undertaken in New Hampshire. Congestion on I-93 has significant economic and community development costs to the region as the unreliability of travel on I-93 during commute times is extending the commuting period well beyond a typical "rush hour", is diverting traffic to secondary roads, and is affecting decisions about business location and expansion. As explained in Section 1B, it is the most significant transportation infrastructure limitation in the county and all of southern New Hampshire at present, and has become the State Legislature's stated top priority for resolution.

As far back as 1991, the State DOT and Rockingham Planning Commission (MPO) identified the need to undertake a major upgrade and expansion of I-93 from Salem to Manchester to address capacity and design deficiencies and the project was included on the

State's Ten Year Transportation Improvement Program at that time. Due to requirements of the federal Clean Air Act that the state develop a statewide travel demand model with which to design the project, and do to higher state transportation priorities, such as the completion of the NH 101 widening, the design work for I-93 was put on hold for most of the 1990s. The Final Environmental Impact Statement for the project was released in April of 2004, and the issuance of a Record of Decision occurred in June of 2005. In that same year the Conservation Law Foundation successfully sued the state over contended inadequacies in the Environmental Impact Statement (EIS). A supplemental EIS (SEIS) was prepared and released in September, 2009 to address the faults that the Court decision identified in the original EIS. A Supplemental Record of Decision was released in September, 2010 reaffirming the selected alternative and giving NH DOT the authority to begin full construction of improvements.

NHDOT's Selected Alternative, as detailed in the Final and Supplemental Environmental Impact Statements (FEIS and SEIS), involves a combination of transportation infrastructure improvements and strategies for the 19.8-mile corridor study. The main element of the improvement involves widening I-93 from the existing limited access two-lane highway in each direction to a limited access four-lane highway in each direction, beginning at the Massachusetts/New Hampshire Stateline and extending northerly through Salem, Windham, Derry and Londonderry, and into Manchester, ending at the I-93/I-293 interchange.

As part of the project, new park-and-ride lots have been added and bus service facilities have been constructed at Exits 2 (2008), and 5 (2008). Improvements were made to the existing park-and-ride facility at Exit 4 and a new bus terminal opened there in May 2007. Future plans include an upgraded park-and-ride at Exit 3. Early construction of the park-and-ride facilities at Exits 2 and 5 plus the implementation of expanded bus services were proposed in advance of the mainline highway widening work to provide options for commuters seeking alternatives during construction.

In addition to the highway expansion itself, the project includes four other significant 'non-construction' components: (1) an extensive commuter bus program for service to Boston, serving the planned park and ride facilities with up to eight round trips per day; (2) an incident management program, including Intelligent Transportation System (ITS) components (such as variable message boards, highway advisory radio broadcasts, web site information, automatic email updates, emergency reference markers, and coordination strategies among safety agencies) to reduce delays associated with accidents, project construction and congestion; (3) a Community Technical Assistance Program (CTAP) to help communities in the primary and secondary impact areas better plan for and manage growth that may result from the highway's expansion; and finally (4) a long range major investment study of future Transit Alternatives for the I-93 Corridor from Boston to Manchester undertaken by both states to begin planning for future travel demand in the corridor.

Project Construction & Cost

The estimated final project cost has risen dramatically over the years, increasing from approximately \$160M (2000) to \$380M (2005) to \$800M (2010) and over the last several years it has become evident that the existing and expected capital available would not support constructing all of the desired improvements along with the commitments to improvements on the rest of the highway system. An early understanding of that shortfall resulted in the 2005 legislative authority to issue up to \$195 million in GARVEE bonds,

which leverage future expected Federal Highway Administration (FHWA) funding allocations. So far \$80M in bonds have been issued and invested in several projects now under construction on the corridor. The remaining \$115 million has not been issued due to funding uncertainty from state budget cuts, the absence of a long-term Federal Transportation Authorization, as well as concerns regarding significant Federal funding reductions (as much as 33%) in some versions of proposed legislation. This is resulting in the delay of any components of the construction that are not currently underway or funded with current bond revenues. With the expectation of reduced funding and no state matching funds budgeted in the transportation program, NH DOT has concerns that repayment of the full authorized bonding amounts would require too large a percentage of the future transportation program to be sustainable.

As a consequence of the funding limitations numerous projects are being further delayed or suspended. The NHDOT has divided the construction components of the project into three major sections – (1) the MA Stateline to Exit 3; (2) Exit 5 through I-293, and (3) the remaining middle section from north of Exit 3 to south of Exit 5. The most recent plan has the first and second of these largely programmed while some later components are delayed due to funding limitations. The middle section is largely deferred except for red listed bridge replacements with the rationale that the parts of the corridor south of Exit 3 and north of Exit 5 suffer the worst congestion and safety problems. In addition to the \$115 million in bonding necessary to complete the work on the North and South ends of the construction area, DOT has indicated that the authority to issue another \$250 million of bonds will be required to complete the planned work between Exits 3 and 5.

Construction for the project began in 2006, focusing on the park and ride lots at Exits 2, 4 and 5, and construction of the Cross Street Bridge associated with the Exit 1 interchange reconstruction. To date, approximately \$317.2 million in improvement work has been completed (9 projects), is underway (6 projects), or is planned to begin in 2012 (3 projects) along the I-93 corridor. The three projects that are set to begin in 2012 are the last of the funded work occurring on the corridor based on anticipated future funding. Additional work is planned beyond the current 10 Year plan and bond payback will extend through 2026. This construction schedule may be further altered pending availability of funding. Since the start of construction, the following project activity has taken place:

TABLE 23: I-93 EXPANSION PROJECT ACTIVITY

Completed (\$108.5M)	In Progress (\$110.2M)	2012 Construction (\$98.5M)
Exit 5 bus maintenance facility	Exit 3 northbound mainline	Exit 2 Interchange Reconstruction
Exit 5 ramps and bridges	Phase I Intelligent Transportation Systems (ITS)	Exit 3 SB Bridges over Routes 111 and 111A
Exit 4 full-service bus terminal	Brookdale Road bridge	Exit 3 SB Mainline, SB On-ramps and NH 111
Exit 5 park-and-ride/ bus terminal		
Exit 3 SB off-ramp & NB Bridges	Exit 5/ Route 28 Interchange	
Exit 1 ramps and bridges	South Road Mitigation	
Exit 2 park-and-ride & Bus Terminal		
Cross Street bridge	Exit 1 to Exit 2, NB & SB Mainline	
Bus procurement for expanded service		

b. Exit 4a update – new ramp

The proposed new exit would be located in Londonderry north of exit 4 on I-93. The connector road from the new exit would feed into Derry along Madden and Folsom Roads into Ross's Corner and Route 28. This would open up commercial and industrial parcels in both Londonderry and Derry as well as provide better access to Derry's commercial/industrial Tax Increment Finance District (TIF) along Route 28 (Manchester Road). Additionally, the new access road and exit would help reduce traffic congestion along Route 102 in Derry and Londonderry and help the Town of Derry in its revitalization efforts of the Downtown. Future development and tax base expansion in both towns and employment opportunities would occur with the development potential in the vicinity of the new exit/interchange.

Once a final decision is made by the FHWA and the NHDOT for a potential approval for the new interchange funding sources would be pursued to seek both federal and state money as well as a financial commitment from the towns of Derry and Londonderry. It is the target to have issuance of the FEIS (Final Environmental Impact Study) in March 2012 to the Federal Highway Administration (FHWA).

4. Hampton Beach Redevelopment

The Hampton Beach Area Commission was established by state law in 2003. One of the purposes of the Commission is to consult and advise the state and the town on implementation strategies for the Hampton Beach Area master plan, including capital improvements and economic development.

During the past twelve months, the Commission has continued to work on the action items developed at the May 2010 Economic Summit. The top three action items are:

- Reconstruction of Ocean Boulevard, including new drainage and a sidewalk on the western side of the street. Ocean Boulevard is a state-owned and maintained roadway and requires action by NH DOT.
- Extending the season of the beach in the spring and fall months.
- Improve the parking situation.

In efforts to work on items 1 and 3, the Commission applied for a \$14.5 million Transportation, Community and System Preservation (TCSP) Program grant with the US Federal Highway Agency. The Commission was unsuccessful in its bid to secure funding; however it plans to apply for additional federal grants during 2012 to address the traffic flow and parking concerns at the beach. In addition, the Commission will be working to move the Ocean Boulevard project onto the State's Ten-Year Transportation Plan.

With regards to Economic Development at the beach, the Commission is looking at the possibility of hiring an Economic Development director/manager to assist in meeting the goals of the Hampton Beach Area Commission and Master Plan. In addition, the commissioners are meeting with individual property and business owners on an on-going basis to discuss ways to improve individual blocks and stimulate more business.

The State of New Hampshire Department of Resources and Economic Development (DRED) is also doing its part by heading major upgrades and renovations at several key sites at the beach, including the visitor's center and Seashell Complex. It is believed that

these upgrades will spur private investment and develop more year-round features at the beach. Upgrades to the state's structures are critical and necessary as no upgrades have happened in a number of years and capacity is currently limited.



The specifics of the state's plan include: a new visitor's center, office spaces, restroom facilities, life guard towers, and an entertainment area (clam-shell type) all in the location of the existing Seashell Complex. In addition, there will be new outdoor shower facilities and a covered sidewalk in the same area. The plans also include creating two new restroom facilities on the beach – one located near the Monument/Ashworth Hotel and the other near Haverhill Avenue.

One of the key recommendations of the 2001 Master Plan was the dispersing of use from the central Seashell Complex. Two new bathhouses opposite A and M Streets bookend the site improvements and at each end of the project area “pocket parks” were built to allow gathering areas off the beach. Another key site feature is the inclusion of shade structures and landscape areas along the boardwalk. The landscape areas are filled with native grasses and shrubs and are intended to be low maintenance and drought tolerant.

The Seashell Complex was rebuilt on the same platform as the former complex. Public facilities were reorganized to accommodate visitors. The Visitor Services Building contains visitor information, public bathrooms, administrative offices and a small conference room. The Park Administration Building contains park operations including State Park Patrol and Park Maintenance. The new Seashell



Building contains modern stage support services, public bathrooms, Oceanfront Conference Room and State Beach Patrol operations (lifeguards and first aid).

The new facilities will open fully to the public during Summer 2012. The State and Beach Commission are planning a gala grand opening was held in June 2012.

TABLE 24: TIMELINE OF HAMPTON BEACH REDEVELOPMENT

Date	Event
November 2001	Hampton Beach Master Plan adopted.
January 2008	Samyn-D'Elia Architects of Ashland, NH are selected to do planning and design.
Winter/Spring 2008	Community Outreach for design study.
August 2008	Hampton Beach Design and Development Study released.
July 1, 2009	\$14.5 million dollars appropriated by the NH Legislature for the redevelopment of Hampton Beach State Park.
Summer 2009	Samyn-D'Elia Architects develop construction documents. State will use a construction management process to begin project as soon as possible.
December 2009	Harvey Construction Corporation of Bedford, NH selected as general contractor.
March 2010	Mobilization and site work begin for the new bathhouses located at A and M Streets.
May 5, 2010	Governor Lynch officially breaks ground.
Summer 2010	Construction of bathhouses and site improvements underway.
September 2010	Seashell Complex is demolished.
October 2010 - April 2011	Five buildings and site work under construction including the Seashell Complex.
April 2011	Bathhouses at A and M Streets are open to the public.
May 12, 2011	Governor Lynch officially opens the bathhouses and new site improvements.
June 2011	The Visitor Services and Park Administration buildings open to the public.
Summer 2011	Construction on Seashell Building and seawall. Temporary lifeguard watch station and stage located on the beach by C Street.
Fall 2011	Major construction complete; interior finishes and plaza work continues.<
December 13, 2011	Substantial Completion documents signed, project is complete.<
May 2012	Grand Opening Planned!

Source: NH DRED Parks & Recreation website.

For more information about the redevelopment of Hampton Beach, including photos, drawings and video of the work, please visit DRED's website at <http://www.nhstateparks.org/whats-happening/improving-state-parks/hampton-beach-redevelopment.aspx>

5. Public Transportation

a. E/W Bus Service Ports-Manchester (via 101)

An East-West transit service connecting the Seacoast with the Merrimack Valley has long been identified as a need in the Long Range Transportation Plans on the MPO's serving both urbanized areas, and in the NHDOT's 2003 Statewide Intermodal Transportation

Planning Study. In particular, connections to Manchester Boston Regional Airport (MBRA) and Downtown Manchester are recognized priorities. At present, traveling from Portsmouth to Manchester by transit requires a connection in Boston.

In 2008, the Rockingham Planning Commission and Southern NH Planning Commission completed a feasibility study for such a service, with a focus on travelers to Manchester-Boston Regional Airport (MBRA). The study identified demand for such a service among airport travelers, though concluded that the relatively low cost of parking and ease of access to MBRA from the Seacoast would make it difficult to charge a fare high enough to support the service out of farebox revenue as is done with intercity bus services in the I-93 and I-95 corridors. The study recommended interlining a Park & Ride-based transit service with door to door airport shuttle service. In this way premium fares for door to door service could support lower fares for park and ride users.

In 2010, NHDOT conducted a procurement process to select a contract for a pilot service, and in early 2011 successfully secured \$2.5M in Congestion Mitigation and Air Quality (CMAQ) funding to cover startup costs and three years of operating subsidy for the project. Service is scheduled to commence in fall 2012, to be operated by Flight Line. Flight Line also operates an extensive door-to-door shuttle service between the Seacoast and MBRA; as well as a Park & Ride based shuttle service connecting downtown Boston and northern Massachusetts communities along I-93 to MBRA. Hourly scheduled service will include stops at Portsmouth Transportation Center, the Epping Park & Ride at the interchange of NH125 and NH101, the Airport and downtown Manchester.

b. Capitol Corridor Commuter Rail

The NH Capital Corridor (NHCC) passenger rail service will run on upgraded tracks between Boston MA and Concord NH, a distance of approximately 78 miles. The proposed passenger service will connect Concord, Manchester, Manchester-Boston Regional Airport and Nashua NH with Boston MA's North Station. Four stations are planned on opening day – Concord, Manchester Airport (at Access Road), downtown Manchester and Nashua. The conceptual cost to extend from Lowell to Concord is estimated at \$250 million to \$300 million.

Potential benefits of the project include:

- The NHCC will provide real and lasting stimulus to the state and national economy. As the train stations are built, private money will redevelop key areas focused on multi-modal transit-oriented development. Train stations will become a reality through a public private partnership with the NHRTA.
- Preliminary studies show that the NHCC will provide jobs, both short and long-term, on the project itself from associated real estate development and from new business opportunities in rebuilt communities.
- The State of NH formed the New Hampshire Rail Transit Authority (NHRTA) in 2007 with the responsibility to develop and oversee rail and related rail transportation services in New Hampshire. NHRTA has a broad based, 28-member board including representatives from all areas of the state. Governor Lynch supports the project, stating that the passenger rail project is a priority for his administration and has provided key support at critical points in the legislative process.

Future Tasks:

- **FRA and FTA Planning Grants:** The NH DOT has been awarded grants from the Federal Rail Administration to study the feasibility of service to Concord, and the Federal Transit Administration to undertake an alternatives analysis between Lowell and Manchester. The NH Executive Council did not approve the proposed consultant contract for these grants, so the NHRTA, NHDOT and corridor communities are in the process of determining other alternatives for these grants.
- **Operating Agreements:** The MBTA was successful in negotiating operating agreements with Pan Am for the passenger rail service in the Capitol Corridor. The NHRTA and NHDOT are working to clarify what impact this will have on the project.

c. *Plaistow Commuter Rail*

MBTA commuter rail extension to Plaistow has been under active consideration since the early 1990s with the establishment of the Plaistow Area Transit Advisory Committee (PATAC). In 1991 an origin-destination survey of commuters on NH 125, NH108 and NH 121 which registered very strong support for commuter rail. PATAC, working with the Rockingham Planning Commission/MPO developed a three part plan to improve commuter oriented transit service in Plaistow and surrounding communities. Phase 1 involved a successful CMAQ project to initiate commuter bus service in the NH125 corridor in 1994; Phase 2 established a commuter park-and-ride lot in 1997, also using CMAQ funds, off Westville Road. The park and ride was designed to serve the commuter bus users, but long term to be used as the parking area for a future commuter rail station. The site is located directly adjacent to the Pan Am Mainline railroad. The third phase involved MBTA service extension from Haverhill. Nearly \$1.0 million in CMAQ funds were secured in 2000 to fund this extension, the project never moved forward because Pan Am would not allow additional passenger service on its rail ROW in Plaistow unless significant capacity upgrades occurred (double tracking to Dover).

In the fall of 2008 the concept has been revived at the initiative of the MBTA. The MBTA has had a long standing interest to move their existing layover facility in Bradford to the northern end of their service extension. They approached local officials in Plaistow in November of 2008 with the proposal to provide commuter service to the Westville Road station site in Plaistow if the layover could be successfully moved to a Plaistow site nearby. The concept was that, with the layover site close to the station site, commuter service could be offered to the town at very low or no operating subsidy. The MBTA proposed a funding partnership similar to the Pilgrim Partnership used to extend commuter rail into Rhode Island. New Hampshire would provide transit capital funds (via CMAQ) in exchange for a 5 to 7 year operating agreement to provide commuter service.

2010 was a pivotal year for the Plaistow rail project because all of the previous barriers that had placed the project on hold were removed. It started in January when another round of Congestion Mitigation Air Quality (CMAQ) funding availability was announced by the NH DOT; letters of intent to apply for this round of funding were also submitted in January 2010. The project received an award of CMAQ funding in the 2000 round of funding, but because of the barriers none of the money could be reasonably spent. The barriers included the following:

1. No identified source of the 20 percent local match of approximately \$195,000.
2. Excessive cost of getting rights to allow passenger trains on the tracks in Plaistow; Pan Am Railways was requiring double-tracking from the Massachusetts state line and to the Maine state line at a cost of approximately \$20,000,000.
3. No source of funds for the on-going operating costs in excess of fare box revenues.

In meetings with the MBTA, NHDOT, and RPC the MBTA reported they were eager to move the layover facility from the Bradford, MA, location to a site north of the Haverhill, MA station and that one of the identified locations was the former Westville Homes site in Plaistow. This site is also very close to the proposed location of the Plaistow rail station. With the layover station close to the rail station, the projected fare box revenues exceed the incremental costs of providing the service. Furthermore the MBTA suggested the use of an agreement similar to the one used in Rhode Island to extend the MBTA service into Rhode Island, known in Rhode Island as the "Pilgrim Partnership". This kind of arrangement would require New Hampshire to purchase capital equipment for the MBTA in exchange for providing the commuter rail service. The MBTA also requires that bi-level rail cars be purchased to handle the additional capacity of NH ridership. Although no final details have been worked out, the kind of capital equipment purchase required by such agreements are a good fit for the CMAQ funds. With an agreement, to be known as the "Pentucket Partnership", in place between the MBTA, NHDOT, and Plaistow, barrier number 3 will be overcome.

Throughout 2009, 2010, and 2011, the MBTA and Pan Am Railways have worked out a trackage rights agreement which for the Plaistow extension project means that the MBTA now has the rights to operate passenger trains on the existing Plaistow tracks and since the MBTA will not require any double tracking, barrier number 2 has been removed.

The results of the discussions with the MBTA on this project resulted in a combined project of the layover facility and the rail station. Since the MBTA cannot own land outside of Massachusetts, the NHDOT will purchase the former Westville Homes site and lease it back to the MBTA. The MBTA will not only incur the cost of designing and constructing the layover facility but will also supply the 20 percent local match for the combined project thus removing barrier number 1.

The combined project also contains the following changes from the original project as presented in the 2000 round of CMAQ funding:

1. The originally proposed rail platform will be upgraded to a fully enclosed "green" rail station that will incorporate the requisite handicap accessibility into the design and not provide as an add-on. Other green amenities are being proposed such as composting toilets and solar cells to generate electricity for the site.
2. The rail station will be located on a rail siding adjacent to the main line tracks. The addition of this siding to the project allows the trains to load and unload without stopping on the main line tracks, hence helping to increase (or at least not decrease) track capacity for the existing freight and Amtrak Downeaster service. An easement for the full-length siding and boarding platform will need to be obtained from the adjacent Freedom Tire site.
3. Money for the purchase of 1 bi-level rail car is included in this round of CMAQ funding instead of presumably cash for any operating subsidy that may have arisen in the original project proposal.

4. Money to purchase the Westville Homes site.
5. Money to complete environmental studies and mitigation for the potential fumes and noise on the layover site.

The 2010 CMAQ application was approximately \$7.3 million including the 20 percent local match which when combined with the 2000 CMAQ application totals approximately \$8.4 million that includes approximately \$1.6 million in local match funds. We are applying for CEDS funding to help fund some of the “green” station amenities and site improvements, the detailed costs of which are not yet available.

The next steps being undertaken are work on the Pentucket Agreement and getting out a letter of intent for the environmental studies.

The potential economic development benefits of this commuter rail service to the region are significant. They include the immediate benefits from expansion of non-Single Occupancy Vehicle (SOV) commuting options for southern Rockingham County residents and the reduction of congestion and accidents along the southern-most 5 mile segment of NH 125 in Plaistow and Haverhill. These factors alone generate a net benefit-cost ratio for the project of 2.3-to-1, as determined by NHDOT’s TIGER II consultant, HDR. Long term, the rail project will also bring great potential for mixed-use, transit oriented development to Plaistow, especially in and around the town center.

d. Cooperative Alliance for Regional Transportation

The Greater Derry-Salem Cooperative Alliance for Regional Transportation (CART) transit system provides shared-ride, demand response (curb to curb) public transportation service five days a week in the communities of Chester, Derry, Hampstead, Londonderry, Salem and Windham. Out of region service to medical facilities in Manchester is provided on Tuesdays and Thursdays. While medical appointments make up the largest share of CART trips, employment trips make up a growing portion of CART service. CART is currently working to restructure its service to provide more scheduled flex routes – a hybrid of fixed route and demand response service where specific communities are served on specific days of the week, buses stop at defined destinations, but will deviate up to a quarter mile to pick up passengers who have called to schedule a trip. The first of these routes was launched in February 2012 in Derry and Londonderry, as a cooperative project with the Rockingham Nutrition Meals on Wheels program and Easter Seals of NH. Similar routes are being developed for Hampstead, Windham and Salem. CART’s planned Derry-Windham-Salem fixed route employment transportation service is on-hold due to lack of the 20% non-federal matching funding needed to leverage Federal Congestion Mitigation Air Quality (CMAQ) pilot grant secured for the project.

In addition to providing general public transportation services, CART was established with a goal of coordinating the transportation services provided by health and human service agencies in the region through a centralized call center handling scheduling and dispatching services. The intent of such coordination is to simplify rider access, improve cost effectiveness, identify new opportunities to combine trips and pool resources to better leverage federal transit funding available to the region. CART is a partner in the Greater Derry-Salem Regional Coordinating Council for Community Transportation (RCC), one of a network of regional transit coordination initiatives around the state.

e. Commuter Bus Service Expansion

The I-93 Expansion Project includes a project to significantly expand commuter bus services available in the corridor. The expanded bus service began operation on November 17, 2008. NHDOT contracts with a private firm, Boston Express, to operate the expanded service and new facilities at Exits 5 and 4 in Londonderry and Exit 2 in Salem. The bus service operates seven days a week from Exits 5 and 2, and weekdays only from Exit 4, providing up to 22 roundtrips on weekdays and 18 roundtrips on weekends. The buses serve South Station and Logan Airport.



Example of motor coaches used in the I-93 commuter bus service

Initially, the startup of the new park-and-ride based service coincided with the termination of service to downtown Manchester. Manchester strongly objected to this and ultimately, bus service from downtown Manchester was reinstated and will continue with six round trips each day.

The implementation of this project began as a traffic growth mitigation measure included in the I-93 Environmental Impact Statement. To provide the expanded service, NHDOT has constructed new park-and-ride lots with bus terminals at Exit 2 in Salem and Exit 5 in Londonderry, as well as a bus maintenance and storage facility near Exit 5. A new bus terminal at Exit 4 in Londonderry was opened in 2007. The service itself is provided on state of the art intercity passenger motor coaches which were purchased using a combination of Federal Highway Administration's Congestion Mitigation and Air Quality Program (CMAQ) as well as Federal Transit Administration formula grant funds. The operation has been implemented as a public-private partnership, with the private carrier responsible for upkeep and maintenance of the bus terminals and buses and the public funds used for initial capital costs and three years of operating subsidy. The funding model for the service originally called for operating costs to be paid for entirely through the farebox by the end of the third year of service, though the state is currently working to identify an additional two years of operating support to cover the five years of service provided for in the I-93 EIS. Farebox recovery is at about 75 percent at three years in to the service.



New intermodal terminal at Exit 2 in Salem

Ridership has grown steadily through the first 2.5 years of operation. Figure 10 shows a dip in July 2011 following schedule changes that

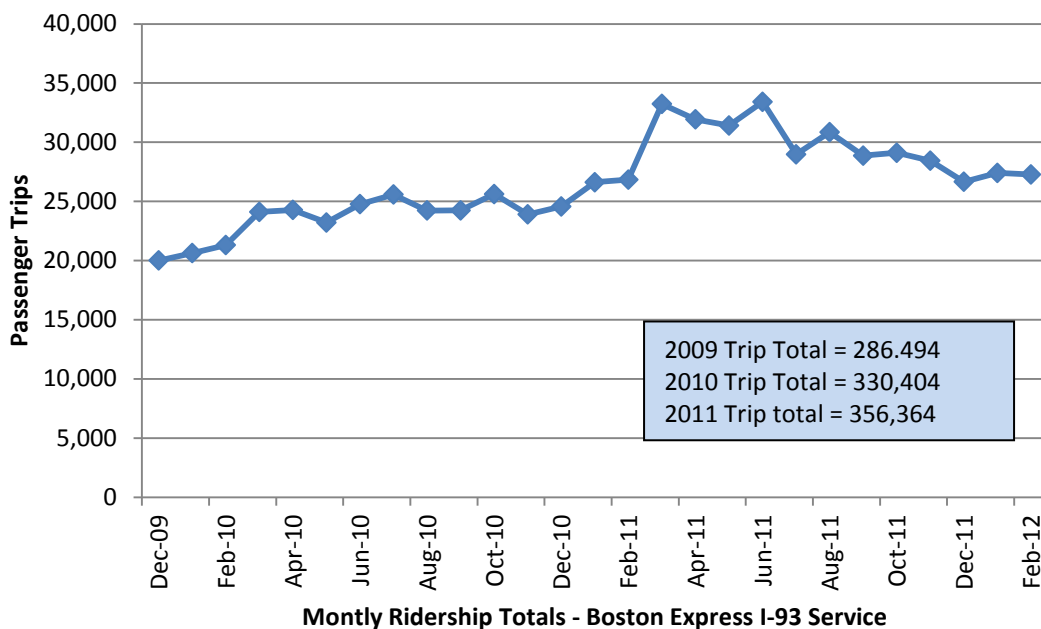
reduced service out of Downtown Manchester. Nonetheless trip totals for 2011 exceeded those for 2010 by 8%. Ridership in the first year (Jan 2009-Dec 2009) was 286,494 and grew to 330,404 in 2010 and 356,364 in 2011. While this is below projections, those numbers did not account for the building of ridership which typically occurs in the startup phases of new service of this type. In addition, these counts do not include Logan

passengers or Logan passenger service which would add about 8 percent to the ridership totals.

Boston Express also provides service to the Nashua area off of Route 3/F.E. Everett Turnpike at Exits 6 and 8. Eleven daily weekday round trips are provided to South Station and Logan Airport.

More detailed information on the I-93 Expansion Project and its various components can be found at the NH DOT website for the project at: www.rebuildingI93.com.

FIGURE 10:
BOSTON EXPRESS RIDERSHIP TOTALS
I-93 COMMUTER SERVICE



6. Memorial Bridge

In response to structural issues with the Memorial Bridge on US 1 and Sarah Long Bridge on the US 1 Bypass that would have meant closing both of them to traffic within 10 Years (1-3 for the Memorial), the States of New Hampshire and Maine completed a study of the bridges that cross the Piscataqua River between Portsmouth, New Hampshire and Kittery, Maine (including the high-level I-95 Bridge). The intent was to identify the long-term multimodal transportation needs for crossing the river, evaluate the roll that each bridge plays in the transportation system, and determine the alternatives that best address those requirements.

The “Maine-New Hampshire Connections Study” as it was known, included a full analysis of transportation, land use, social, economic, and environmental conditions. It considered and evaluated a range of feasible alternatives, both build and no-build, and included an assessment of rail, highway, transit, marine navigation, pedestrian and bicycle modes of transportation. The study evaluated the feasibility of a range of alternatives from both an engineering perspective and with regard to the impacts and benefits to the built and natural

environment in order to identify the preferred alternative(s) and produced results in compliance with the National Environmental Policy Act (NEPA) and Maine's Sensible Transportation Policy Act (STPA). After an extensive analysis and public involvement process three alternative proposals were carried forward as feasible; 1) Replacing the Memorial Bridge and rehabilitating the Sarah Long Bridge; 2) replacing both bridges and moving the Sarah Long Bridge upstream; and 3) replacing both bridges and moving the Sarah Long Bridge upstream and increasing the height of the bridge deck.

Due mainly to the large estimated costs and current financial restrictions on funding for transportation infrastructure, the first alternative has been recommended for implementation and through a design-build contract, work has started on the new Memorial Bridge. The design was vetted to the public in November of 2011 and removal of the existing bridge began in January, 2012. The cost for the replacement of the Memorial Bridge (beginning immediately) is \$81.4 million, and the rehabilitation of the Sarah Long Bridge (beginning in 2014) is programmed for a total cost of approximately \$118.5 million. The project has received \$20M in funding in TIGER II funding and the remaining costs are split equally between Maine and New Hampshire. Along with the I-95 high-level bridge, it is expected that the ongoing repairs, maintenance and operations of the bridges will cost another \$300 million to operate and maintain over the next thirty years. It is expected that these funds will come from a combination of sources including FHWA, NH and Maine Turnpikes general DOT funds, and the Department of Defense. In addition, it has been recommended that the Interstate Bridge Authority (IBA) be reconvened to oversee the three bridges and a capital fund that would be contributed to equally by each state to be used for continued repair and rehabilitation of the I-95 and Sarah Mildred Long bridges.

7. East Coast Greenway

The East Coast Greenway, often referred to as an 'urban Appalachian Trail', is envisioned as an all-season, multi-use trail extending 2,900 miles from Calais, Maine to Key West, Florida, and connecting major cities along the Eastern Seaboard.

During 2007-2008, the Rockingham Planning Commission headed up development of a Conceptual Design and Implementation Plan for the New Hampshire segment of the Greenway, known as the NH Seacoast Greenway (NHSG). In late 2008 an interim on-road route for the Greenway, following NH Routes 1A and 1B, was designated and signed.

Work to implement the NHSG is overseen with a regional advisory committee composed of appointed representatives from corridor communities, Rockingham Planning Commission, NHDOT, Seacoast Area Bicycle Routes (SABR), the East Coast Greenway Alliance, and neighboring trail groups in Maine and Massachusetts.

Current implementation work is focused on building a pilot section of off-road trail in Seabrook on the state-owned Hampton Branch rail corridor. A local trail committee, the Seabrook Rail Trail Alliance, is consolidating town support for the project, developing a trail management agreement with NHDOT and planning a capital campaign to generate matching funding needed to apply for federal Transportation Enhancement funds for trail construction. Work to build local support has been aided by the opening in mid-2010 of sections of the ECG in Newburyport and Salisbury, which have sparked local interest in trail development. The target for completion of the pilot section of trail is 2014.

In order to have the necessary cost estimates and permit issues prepared for future trail development in Seabrook and communities to the north, the Advisory Committee is currently refining cost estimates and identifying environmental permitting issues for trail construction, particularly in the Hampton Marsh segment; conducting outreach in corridor communities, building local coalitions to support trail development; and completing an assessment of return on investment for trail construction in terms of economic development, public health benefits, and other community impacts.

In 2009, the NHSG Advisory Committee also partnered with NHDOT on a proposal for Transportation Enhancement funding to widen shoulders on a key segment of NH1A near Odiorne Point, and construct interpretive kiosks at three points along the route. Additional improvements to the on-road route will likely be identified through the proposed update to the Route 1A/1B Corridor Management Plan, the management plan for the NH Coastal Byway.

8. American Recovery and Reinvestment Act Projects (ARRA)

In February 2009, Congress enacted the American Recovery and Reinvestment Act of 2009 known as “ARRA” which was designed to provide stimulus to the economy through three main avenues: tax benefits, grants, and temporary entitlement expansion. Each received roughly one-third of the total stimulus package in terms of dollar value. The grant portion was primarily designed to fund infrastructure projects that were “shovel ready” – i.e. projects within existing programs for which design, permitting and approvals were in place or nearly completed so they could be implemented quickly. In New Hampshire, Governor Lynch established the Office of Economic Stimulus (OES) in January of 2009 to function both as the central coordinator of ARRA funding and the central point of contact to track the use of ARRA funds. June 30, 2011 was the last day of operations for the OES, though information on ARRA projects in New Hampshire is still available at the OES website, www.nh.gov/recovery.



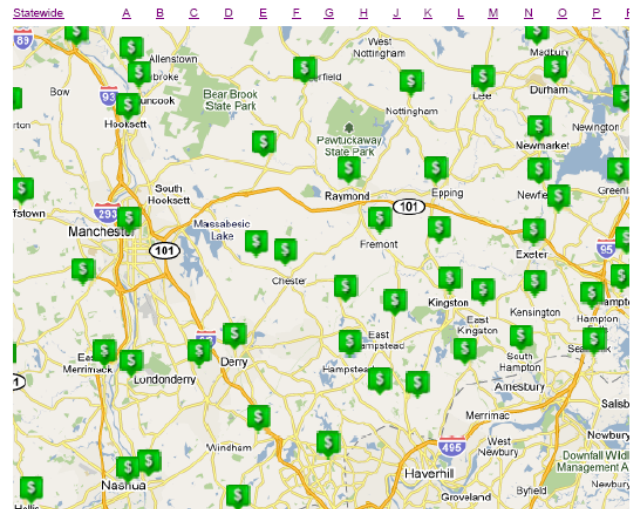
STATE OF NEW HAMPSHIRE
American Recovery and Reinvestment Act



In its last report, issued in May 2011, OES announced that the state had been awarded a cumulative total of \$666.2M in ARRA funded grants in all program areas, and that a total of \$978.6M had been awarded in New Hampshire in contracts, grants and loans to all entities including the state government, municipalities, universities and colleges, non-profits and businesses. In the

NH Funding Map

To find a town, click the initial letter below. From the listing, select the name of the town. Once selected, the total amount “Summary” tab for additional information. This report reflects the information received at the Office of Economic Stimulus subject to change and may not include all awards made directly by the federal government to this municipality. ARRA of nearest dollar.



The NH Office of Economic Recovery includes an interactive map showing the location of ARRA funded project statewide. See www.nh.gov/recovery/map/index.htm

eight OES reports issued to date, dating back to June of 2009, the cumulative jobs impact reported for the state was 8.153 million hours of work or 12,125 full time job equivalents (FTEs).

ARRA funds are divided into nine separate program areas including education, employment, energy and environment, health and nutrition, housing, public safety, technology and transportation. With respect to economic development projects of interest to the CEDS process, the most relevant are energy, environment and transportation. Energy projects are primarily in the form of energy conservation grants awarded to municipalities and other entities through the NH Office of Energy and Planning; environment projects are primarily sewer and water grants awarded to municipalities the NH Department of Environmental Services, and transportation projects are bridge, highway and public transportation grants retained by the NHDOT for its highway program, and awarded to municipalities and transit agencies throughout the state.

Aside from the obvious economic stimulus role that ARRA funding was designed to provide to the state's and region's economies, the additional infrastructure improvements that have been made possible are likely to prove important in regional economic development efforts in the longer term. These funds have provided a ready, if short lived, source of funding to move important infrastructure projects forward.

At this juncture, in the spring of 2012, the ARRA program is winding down. The vast majority of ARRA-funded grants were made in 2009 and 2010 and are completed or in final stages of implementation.

Environment, Transportation and Energy ARRA grants that have been awarded for projects in the CEDS study area are summarized in Tables 25, 26, 27 and 28 on the next few pages.

a. Wastewater System Projects

The State of New Hampshire (NH Department of Environmental Services) applied for and received \$39.2M in ARRA funds to provide additional capitalization for the State's Clean Water State Revolving Fund (CWSRF). The entire ARRA Capitalization Grant was used as project subsidization, providing 50 percent of the funds for eligible and selected projects. The balance of the project costs were awarded from the base revolving fund. Of the ARRA funds available, the law stipulated that at least 20 percent be used for so called "green infrastructure projects" -- those involving, to a significant extent, water conservation, energy efficiency, non-point source pollution controls or estuary protection. \$29.7M was allocated for use on conventional wastewater treatment projects and \$7.8M was set aside for green infrastructure projects. DES received approximately 340 pre-applications for projects totaling approximately \$625,000,000. In selecting projects, priority was given to those that would be ready to proceed to actual construction within 12 months of the enactment of ARRA, and to the highest priority project submitted in each community where more than one pre-application was received. In Rockingham and Hillsborough Counties (CEDS area only), the following wastewater projects were selected to receive ARRA funds:

TABLE 25: ARRA-FUNDED WASTEWATER PROJECT SRF PROJECTS
IN THE REDC CEDS STUDY AREA

Municipality	Project	Total Cost	ARRA Funds	Status
WASTEWATER PROJECTS				
Portsmouth*	State Street Improvement – Utility and Road upgrade	\$2,200,000	\$1,100,000	City did not use ARRA funds for project
Exeter	Water Street Pipe Improvements	\$270,000	\$135,000	completed
Newmarket	New Village Utility Improvements	\$940,000	\$470,000	completed
Epping	Mill Street Pump Station	\$246,000	\$123,000	completed
Nashua	Hains Street Sewer Separation	\$1,150,000	\$575,000	completed
Merrimack	Interceptor Rehabilitation Project	\$1,600,000	\$800,000	completed
GREEN INFRASTRUCTURE NONPOINT/ESTUARY PROJECTS				
Exeter	Culvert replacements – Industrial Drive	\$270,000	\$135,000	completed
ENERGY EFFICIENCY PROJECTS				
Nashua	Net-metering at Waste Water Treatment plant	\$500,000	\$250,000	completed
TOTAL		\$7,176,000	\$3,588,000	

*Portsmouth ultimately elected not to use ARRA funding for this project.

b. Water System Projects

The NHDES also maintains a Drinking Water State Revolving Fund (DWSRF) for capital improvements to drinking water systems. As with the waste water program, the NHDES used ARRA funding to augment the DWSRF. NHDES applied for and received \$19.5M in capitalization grants. The state utilized a ranking system to prioritize the order in which eligible projects would be financed under the DWSRF and this carried over to the ARRA funded projects as well. Public water systems eligible to apply for ARRA funded loans included community public water systems (public and private) and non-profit, non-transient non-community public water systems. Other ranking criteria included utilizing the state’s capacity development list which identified small public water systems in need of managerial, technical, or financial assistance. In addition, affordability, green infrastructure as well as water and energy efficiency were included in the ranking formula. As with the wastewater program, 20 percent of the drinking water funds will go to green infrastructure (water conservation, energy efficiency, etc.) projects. In selecting projects, priority was given to those that would be ready to proceed to actual construction within 12 months of the enactment of ARRA. In Rockingham and Hillsborough Counties (CEDs area only), the following drinking water projects were selected to receive ARRA funds:

TABLE 26: ARRA-FUNDED DRINKING WATER SRF PROJECTS
IN THE REDC CEDS STUDY AREA

MUNICIPALITY	PROJECT	TOTAL COST	ARRA FUNDS	STATUS
Chester	Wason Pond – replacement well	\$17,875	\$8,938	Completed
Derry	PEU Glen Ridge Storage tank replacement	\$98,000	\$49,000	Completed
Derry	Meadowbrook – conservation and well improvements	\$40,000	\$20,000	Completed
Epping	Water Main Extension	\$309,650	\$154,825	Completed
Hudson	Hudson MHE – replacement well and storage	\$112,000	\$56,000	Completed
Londonderry	Wagon Wheels – uranium treatment	\$30,737	\$15,369	Completed
Portsmouth	Leak Detection Equipment and Rain Barrels	\$55,000	\$27,500	Completed
Seabrook	Construct new WTP	\$5,000,000	\$2,500,000	Completed
Raymond	Pump House Improvements	\$38,000	\$19,000	Completed
Newmarket	Radio Controlled Meter Upgrade	\$600,000	\$300,000	Completed
Nashua-Pennichuck	South Nashua Booster Station	\$300,000	\$150,000	Completed
Nashua-Pennichuck	French Hill Water Main Rehabilitation	\$1,300,000	\$650,000	Completed
TOTAL		\$7,901,262	\$3,950,632	

c. Transportation Projects

The largest portion of ARRA funds received in New Hampshire overall and in the CEDS study area itself has come in support of transportation infrastructure projects. A total of \$158.8M in funds were allocated statewide to transportation projects, of which \$129.7M were allocated to highway and bridge projects, \$13.5M for transit projects and \$5.6M for airports. Not including the \$20M awarded for the Memorial Bridge under TIGER II, about \$63M of this total was awarded to projects in the CEDS study area, including \$55M for highway and bridge projects (almost \$30M of which was for a single project: the I-93 expansion), \$2.5M for airport improvements and \$6.2M for transit projects. See Table 27 for a listing of ARRA-funded transportation projects in the CEDS area.

One of the challenges presented with ARRA funding was the necessity to spend the funds quickly, while fulfilling all normal project regulatory and permitting requirements. To maximize the stimulative effect of the funds, the legislation required that 50 percent of the ARRA transportation funds had to be obligated within 120 days of the law’s enactment. For transportation construction projects especially, this meant that projects had to be limited to ones that were truly ready to advertise - or “shovel-ready.” As a result, the projects selected by NHDOT were primarily either pavement resurfacing or projects that were fully designed and permitted and which could simply be advanced in construction timetable. The total ARRA funding received for the transportation sector amounted to approximately one-year’s worth of total transportation project resources received in a typical year. The effect on many non-ARRA projects will be to advance their implementation because of the availability of additional funds.

Overall, New Hampshire had one of the best records of all states for obligating transportation funds in a timely way, ranking fifth out of 50 States. This is based on the percentage of Recovery Act highway funds put out to bid, under contract, and the number of projects underway.

TABLE 27: ARRA-FUNDED TRANSPORTATION PROJECTS
IN THE REDC CEDS STUDY AREA – 2011 UPDATE

Location	Project #	Description	Total Estimated Cost (ARRA)	Status
NHDOT MANAGED HIGHWAY PROJECTS				
Epping-Exeter	14923	NH 101 structural overlay	\$9,500,000	Completed
Salem-Manchester	13933G	I-93, NB Mainline segment (Windham)	\$31,000,000	In progress, completion in 2014
District IV, V, VI	15674; 15676	Highway resurfacing	\$9,000,000	Completed
District IV, V, VI	15674; 15676	Highway resurfacing	\$4,900,000	Completed
Portsmouth	15648	Bridge	\$2,500,000	In progress
Exeter-Hampton	14923	NH 101 resurfacing	\$1,800,000	Completed
Memorial Bridge-Ports-Kittery (added to ARRA list)	13678F	Reconstruct memorial Bridge on existing footings	\$20,000,000	Design-construction bid in progress
Sub-Total			\$78,700,000	
MUNICIPAL BRIDGE PROJECTS (SAB)				
Plaistow	14390	Garden Road over Little River	\$546,000	Completed
Salem	15593	Lawrence Road over Spiket River	\$1,800,348	Completed
Danville	13535	Sandown Road over Exeter River	\$688,475	Completed
Brentwood	15277	Crawley Falls Road over Exeter River	\$1,305,000	Completed
Derry	13650	Fordway Road over Beaver Brook	\$4,450,000	In progress
Merrimack	15324	Turkey Hill Road over Souhegan River	\$4,450,000	In progress
Sub-Total			\$10,089,823	
MUNICIPAL BRIDGE PROJECTS (SAH)				
Londonderry	15589	NH Route 28/Page Road intersection	\$1,700,000	In progress
Sub-Total			\$1,700,000	

ARRA FUNDED TRANSPORTATION ENHANCEMENT PROJECTS				
Litchfield	14838	Albuquerque Avenue trail completion	\$329,631	Completed
Hudson	13894	NH 102, construct sidewalk	\$522,721	Completed
Windham	14830	Rehabilitate Windham Depot	\$220,600	
Sub-Total			\$1,072,952	
TRANSIT PROJECTS				
COAST (Portsmouth –	N/A	Purchase 7 Transit Vehicles; misc., facility improvements	\$3,322,782	Vehicles delivered
Nashua Transit System	N/A	Purchase 3 trolley vehicles and support vehicles; 8 bus overhauls; downtown transit center improvements	\$1,417,282	Completed
CART (Derry-Salem)		Purchase 3 small transit vehicles	\$434,975	Completed
Sub-Total			\$5,175,039	
AIRPORT IMPROVEMENT PROJECTS				
Beire Field (Nashua)	N/A	Airport terminal apron (rehabilitation)	\$1,753,000	In progress; trees cleared
Sub-Total			\$1,753,000	
Total ARRA-funded Transportation Projects in the CEDS Region			\$98,490,814	

d. Energy Conservation Programs

Energy programs funded by ARRA included the State Energy Program, Energy Efficiency Conservation Block Grant (EECBG) program and the Weatherization program. All energy program funding through ARRA is distributed through the NH Office of Energy and Planning.

Low income Weatherization Program - \$23.2M in ARRA funds were directed to this existing weatherization programs which provide for insulation, air sealing and related weatherization in low income homes. The program is implemented through the state's existing Community Action Program agencies. In the CEDS region these agencies are Rockingham Community Action and Southern NH Services. Under the increased ARRA funding the average investment allowed for each dwelling unit weatherized increased from \$2,500 to \$6,500 and income eligibility was increased from 150 percent to 200 percent of the federal poverty guidelines.

State Energy Program (SEP) - is an ongoing, federally funded program operated by the Office of Energy and Planning. The overall goals for SEP are to increase energy efficiency to reduce energy costs and consumption for consumers, businesses and government, reduce reliance on imported energy, improve the reliability of electricity and fuel supply and the delivery of energy services, and reduce the impacts of energy production and use on the environment. Under ARRA, New Hampshire was awarded a formula grant of \$25.8M to be used over a three year period. This compares to prior annual funding of about \$250,000. The NH OEP used the funding in 16 different program areas directed to municipalities, businesses, UNH, state agencies and others.

Energy Efficiency and Conservation Block Grant Program – The program was established as a component of the 2007 Energy Independence and Security Act, the US Department of Energy's Energy Efficiency and Conservation Block Grant (EECBG) Program was established to assist eligible entities in implementing strategies relating to the reduction of fossil fuel emissions, reduction of total energy use and improved energy efficiency in transportation, building and other areas. Under ARRA, New Hampshire is designated to receive approximately \$17.3 million distributed using the following formula:

- 68 percent was distributed via a formula to the 10 most populated municipalities in the state; REDC CEDS communities included in this group are: Nashua (\$0.834M), Derry (\$0.133M), Salem (\$0.131M), Merrimack (0.116M) , Londonderry (\$0.106M) and Hudson (\$0.104M), as well as both Rockingham (\$1.96M) and Hillsborough (\$0.630M) counties.
- 28 percent was distributed via a formula to each state's energy office, 60 percent of which is required to go to the municipalities who were not chosen as one of the 10 most populated municipalities. This funding were distributed through a competitive grant process. New Hampshire municipalities and counties submitted over 270 grant applications, totaling over \$21 million dollars in requests. OEP awarded these EECBG grants in April of 2010 to 68 communities statewide. Fifteen REDC CEDS communities were awarded a wide variety of small energy conservation project grants as listed below: Atkinson, Deerfield, E. Kingston, Epping, Exeter, Fremont, Hampton Falls, Newfields, Newmarket, Newton, Portsmouth, Rye, Salem, Stratham and Windham.

TABLE 28: ARRA-FUNDED ENERGY EFFICIENCY CONSERVATION GRANTS (EECBG) REDC CEDS STUDY AREA – 2012 UPDATE

Central Sub Region		
Applicant Name	Measure Description	Measure Category
Atkinson	Building Energy Audits of 8 Municipal Buildings	Building Energy Audits
Freemont	Building Energy Audit of Public School and Public Safety Complex	Building Energy Audits
	Solar Hot Water System at Public Safety Complex	Renewable Energy

East Sub Region		
Applicant Name	Measure Description	Measure Category
East Kingston	Energy Efficient Boiler Installation for Elementary School	Building Energy Efficiency
	Solar Power, Power Purchase Agreement for Elementary School	Renewable Energy
Exeter	Solar Power, Power Purchase Agreement for Waste Water Treatment Plant	Renewable Energy
Hampton Falls	Combined Heat and Power Plant for Public Safety Complex	Renewable Energy
Newfields	Lighting Retrofit at Town Hall and Fire Department	Lighting Upgrades
Portsmouth	Energy Recovery Ventilation and Hot Water System for Discover Portsmouth Center	Building Energy Efficiency
Rye	High Efficiency Air Distribution and Ventilation Systems for Town Hall	Building Energy Efficiency
	Ground Source Heat Pump for Town Hall	Renewable Energy
	Photovoltaic Roof Fans for Town Hall	Renewable Energy
	High Efficiency Boiler and DDC Control for Elementary School	Building Energy Efficiency
	Building Envelope improvements for Library	Building Energy Efficiency
Stratham	Building Envelope and Weatherization Improvements for the Municipal Center	Building Energy Efficiency
West Sub Region		
Applicant Name	Measure Description	Measure Category
Salem	Transportation Network Management	Reducing Commuter Vehicle Fuel Use
Windham	Building Energy Audits on 5 Historical Buildings	Building Energy Audits
	LED Parking lighting upgrades for Library, Fire Department and Police Department Lots	Lighting Upgrades

Finally, also funded within the EECBG component of ARRA is the Energy Technical Assistance and Planning for NH Communities (ETAP). ETAP is a two year program providing energy efficiency technical assistance free of charge to NH communities and counties. ETAP's goal is to advance energy efficiency in all NH municipalities and provide the tools communities need to monitor energy performance.

ETAP is intended to offer services for every community, regardless of where they are in the energy planning process. For communities just starting, assistance has been provided with energy inventories and preliminary roadmaps. For those communities that have already completed inventories and are looking to implement projects, ETAP provides services such as grant writing assistance, energy audits for municipal buildings, preparation of energy master plans and capital improvement plans for energy efficiency projects.

ETAP has been implemented through CLF Ventures, Peregrine Energy Group, Clean Air-Cool Planet, and NH's 9 Regional Planning Commissions, including NRPC, RPC, SNRPC and SRPC, all in the CEDS region. Most communities in the CEDS region have or will

receive individual energy planning and technical assistance through the program before it concludes in March of 2012.

9. Regional Brownfields Program

The US EPA's Brownfields Program provides competitive grants to states, municipalities, tribal authorities, and regional planning and economic development organizations to support the identification, assessment, clean-up, and redevelopment of properties that may be stigmatized by pollution or the perception of contamination. Such properties can include closed gas stations and auto body repair shops, large manufacturing mills, and commercial or industrial sites. These sites exist throughout the REDC region, in every community, and represent enormous development potential. Cleaning up and reinvesting in these properties increases local tax bases, facilitates job growth, utilizes existing infrastructure and alleviates development pressure on undeveloped land in the region.

Brownfields Assessment Programs - Currently, two of the four regional planning commissions operating in the REDC region are managing Brownfields assessment programs – Rockingham Planning Commission and Southern New Hampshire Planning Commission. With grant funds from EPA, both planning commissions have created inventories of Brownfields sites and have assessed several of these sites for contaminants and redevelopment options. For current information on these site inventories and on the properties that have been assessed, contact the regional planning commissions – Rockingham Planning Commission, www.rpc-nh.org, 603-778-0885, and Southern NH Planning Commission, www.snhpc.org, 603-669-4664. The Nashua Regional Planning Commission applied for EPA Brownfields assessment grant funds in October 2011 to re-start a program in that region and is awaiting word of a grant award from EPA. The Strafford Regional Planning Commission is considering submitting a grant application in October 2012.

Brownfields Clean-up Program - In May 2010, the EPA awarded the REDC \$1M to establish a Revolving Loan Fund (RLF). The RLF is being used to capitalize a revolving loan fund from which the REDC will provide low interest loans and sub-grants to conduct clean-up activities on selected Brownfields sites in the region. The RLF funds are available for anyone anticipating cleaning up a contaminated property for redevelopment, as long as the applicant is not responsible for the contamination. Low interest loans, typically 3 percent, are available for expanding businesses, developers, non-profit organizations and municipalities. Sub-grants can be awarded to municipalities and non-profit organizations only. Eligible clean-up activities include the installation of fences and drainage systems, capping, excavation and removal of contaminated soils, and removal of drums, tanks and other sources of hazardous materials. The REDC is targeting sub-grant RLF funds towards projects that facilitate the creation of green space, benefits low income communities, and facilitate the use of existing infrastructure.

The Town of Hudson, NH has submitted an application to the REDC for Brownfields RLF grant funds for clean-up of a vacant 9.7 acre lot along Industrial Drive in Hudson. The town is partnering with a non-profit community foundation to clean-up and redevelop the site into a recreational park with a football field, baseball field, parking lot, and service building. There are other sites in the region that are candidates for the RLF grant funds and the REDC is working with the Rockingham Planning Commission to encourage grant applications for these sites.

For more information on the RLF and the application process, visit the REDC website, www.redc.com, or call the office, 603-772-2655.

The City of Nashua, NH manages a Brownfields Assessment and Clean-up Program for sites in that community. For more information, contact the City of Nashua's Community Development Department at 603-589-3095, www.gonashua.com.

10. NH Fisheries

New Hampshire is a unique coastal state in many ways. It has one of the shortest coastlines in the nation - just 18 miles that directly fronts the ocean, and another 300 miles bordering various estuaries and bays. 32 percent of the state's 1.35 million people live within the two coastal counties and nearly 75 percent of the state's population lives within 50 miles of the coast. This represents a 15 percent increase over the past 10 years.

While New Hampshire's coastline is relatively short, it borders on the 36,000-square-mile Gulf of Maine, which is among the world's most productive water bodies. A semi-enclosed sea, the Gulf is encircled by the outstretched arms of Cape Cod and Nova Scotia, and bounded to the south by Georges and Browns banks. It is a distinct body of water that differs from the Atlantic Ocean geologically, oceanographically, and biologically. Most importantly, the Gulf of Maine is a marine ecosystem, comprised of interrelated nutrient cycles, currents, tides, food chains, and energy flows. Despite its modest coastline, New Hampshire is graced with two major estuaries — Great Bay and Hampton-Seabrook — which provide a rich habitat for a variety of marine life important to the Gulf ecosystem.

Historically, the Gulf of Maine has provided a livelihood for thousands of New Hampshire residents in the commercial fishing industry. In recent times these numbers have significantly decreased. Much of the loss of industry has been due to overfishing and accompanying conservative regulations necessary for stock rebuilding. In 2010, the National Marine Fisheries Service implemented Amendment 16 to the Northeast Multispecies Fisheries Management Plan (FMP) which created a sector management system and authorized the formation of 19 sectors. This was a significant change from the days-at-sea management regime. Under the sector management system, a group of fishermen holding limited access vessel permits are granted a total allowable catch (TAC) to be divided by its members. This has resulted in fleet consolidation across the region and has the potential to improve the economic stability for those remaining. Even with significant loss of New Hampshire's fishing fleet, a robust industry important to the regional economy still remains. New Hampshire's commercial fishing industry consists of approximately 300 lobstermen and 20 groundfish fishermen prosecuting a mix of near and offshore fisheries based from three ports – Portsmouth, Rye, and Hampton Harbors. In 2009, N.H. commercial fishers landed 6,400 tons of 30 different commercial species having an economic value of \$17.3 million. Five species accounted for approximately 90 percent of the overall catch by weight, including: Atlantic herring, American lobster, Atlantic cod, pollock and spiny dogfish. Three species, American lobster, Atlantic cod and Pollock, accounted for approximately 90 percent of the overall catch by economic value.

Over the past several years, reduced landings, declining quotas as a result of a change from days-at-sea to sector allocation resource management, and low wholesale market prices have forced fishermen to explore value-added alternatives to increase their profits by reducing the costs of harvesting, handling, transportation, processing, and distribution. While members of NH's commercial fishing industry have embarked on various alternative

marketing ventures, including the formation of community supported fisheries (CSFs), participation in farm-to-market venues, and branding efforts, direct sales still only represent a fraction of the total catch.

Recently, volatile fuel prices have further limited industry profits shifting focus away from gear that reducing by catch towards more energy efficient nets, fishing strategies and alternative technologies. In the year 2000, the price of oil was \$20-\$25 per barrel; by 2005, it has risen to \$40-\$45; and in 2008, hit an astronomical high of \$147 per barrel. The price plummeted to \$34 in early 2009, but was back up to \$65-\$70 per barrel by mid-2010. In 2011 the price has shot back over to more than \$100 per barrel, and it will likely remain at that level for some time to come.

Given these trends, the industry has little choice but to diversify their markets and utilize strategies and technologies that improve operational and energy efficiencies to remain viable.

11. Regional Advanced Manufacturing Partnership (RAMP-uP)

In the fall of 2011, the Community College System of New Hampshire (CCSNH) was awarded \$19.9 million to develop training programs that will support New Hampshire’s advanced manufacturing industry. The new program, titled **Regional Advanced Manufacturing Partnership (RAMP-uP)**, will focus on provided necessary training to all corners of the state. The lead applicant for the grant was Great Bay Community College and represents a partnership with Nashua Community College, Manchester Community College, Lakes Region Community College, River Valley Community College, White Mountains Community College and NHTI-Concord’s Community College.

RAMP-uP will make a lasting impact on NH’s manufacturing industry by transforming the entire community college system’s advanced manufacturing programming to better prepare Trade Adjustment Assistance (TAA) participants, unemployed, returning Veterans, and other non-traditional learners for high-wage high-skill employment within this vibrant industry sector. **RAMP-uP**’s main priority is 1) to “Build programs that meet industry needs, including developing career pathways,” followed by two supporting priorities to (2) “Improve retention/achievement rates and reduce time to completion”, and (3) “Strengthening on-line & technology enabled learning.” The strategies align with an overarching vision of creating a comprehensive 4-tiered *Advanced Manufacturing Competency Model* that encompasses career ladders across several key advanced manufacturing concentrations (i.e. Advanced Materials/Composites Manufacturing, Precision Machining, Automation/Robotics, Energy Systems for Adv. Mfg., etc.) Strategies include:

TABLE 29: RAMP-UP STRATEGIES	
1.	Establish an innovative multifaceted Advanced Manufacturing model for NH which develops multiple career pathways for students to be successful in concentrations within Advanced Manufacturing careers, and aligns stackable programming with the Advanced Manufacturing Competency Model.
2.	Create and credential a common set of "Common Core Manufacturing Skills" that will be offered at all NH community colleges, and will offer credit.
3.	Develop and deliver condensed industry-driven "short courses" and certification programs; replicating successful models to maximize success, with the goal of awarding credit whenever possible.

4.	Align Associate Degree programs to meet needs of regionalized industry concentrations (infusing existing AS programs with enhanced curricula and technology, and creating new AS degrees where needed.)
5.	Modernize existing labs with powerful new technology & state-of-the art equipment to prepare students for successful employment within NH's advanced manufacturing sector.
6.	Establish two new State-of-the Art Training Centers in areas of NH showing significant job growth in advanced manufacturing, but lacking training programs & facilities.
7.	Address advanced manufacturing training needs in rural northern New Hampshire through the deployment of a Mobile Precision Welding Lab.
8.	Improve articulation between Advanced Manufacturing program offerings at all colleges so that prior learning "counts", motivating student to continue educational path toward AS degree and beyond (leading to higher-skilled better paying jobs higher up on the career ladder.)
9.	Establish a consistent credentialed Work-Readiness program at all NH community colleges, in response to industry's voiced critical needs, and high student attrition at this entry point in the ladder.
10.	Expand supportive programming and services for students enrolled in Advanced Manufacturing programming (eTutoring, success mentoring, industry mentoring, etc.)
11.	Leverage SMEs with strong CCSNH Distance Learning department to develop and implement a cohesive statewide plan for maximizing & expanding the use of technology within the design of program offerings at all 7 of NH's community colleges (i.e. online & hybrid delivery, virtual enhancements, simulations, open source learning via Creative Commons/Gates initiative, etc.)

Jobs within advanced manufacturing require high level skills and postsecondary education – including advanced levels of STEM-related knowledge (Science, Technology, Engineering, and Math) to operate highly technical computerized manufacturing equipment and robotics. **RAMP-uP** brings employers, community colleges, and workforce partners together to design programs that specifically deliver the competencies and credentials required for workers to obtain and retain employment within the industry. Programs will offer flexible delivery; including online, virtual, and web-based training modules to meet demographic and scheduling challenges of adult learners in NH. A Work Readiness program will be introduced statewide at all of the colleges to provide basic skills development opportunities as well as workplace & industry skills. Strong emphasis will be placed on technology to support student career and placement guidance, tutoring, mentoring, etc. **RAMP-uP** is a statewide initiative and provides services in 100% of the TAA impacted communities in NH. The consortium includes every public Community College in the state and will benefit students & employers from all geographic regions including those in bordering Maine, Vermont & Massachusetts. The northern and western parts of NH have experienced heavy TAA certifications due to the closing and downsizing of paper mills. This project targets these individuals and other job seekers who lack the pre-requisite and transferable skills to secure employment. There is also strong employer commitment willing to join CCSNH at the design table to create new programs, career ladders, and innovative delivery systems to rejuvenate and advance manufacturing training in the state.

PROJECTED OUTCOMES (PLANNED 8,799 TOTAL PARTICIPANTS TO BE TRAINED)	
1. Entered employment rate	1. 72%
2. Employment retention rate	2. 90%
3. Average earnings	3. \$20,500 (represents 6 mos.)
4. Attainment of credits toward degree/s	4. 3,080/8,799 (35%), up from 12.5%
5. Attainment of industry-recognized certificates (less than 1 year)	5. 2,640/8,799 (30%), up from 12.6%
6. Attainment of industry-recognized certificates (more than 1 year)	6. 1,320/8,799 (15%), up from 11.2%
7. Graduation number and rate for degree programs.	7. 440/8,799 (5%), up from 2.8%

During the next year, the program will:

1. Hire staff to implement and integrate the grant initiatives on all campuses.
2. Purchase equipment to upgrade existing training labs.
3. Renovate, Staff and Open the Advanced Manufacturing training center in Rochester NH.
4. Open four additional WorkReadyNH Centers: Concord, Nashua, Laconia, and Rochester.
5. Rejuvenate or Create vibrant advisory boards on each campus with a focus on business and industry participation.
6. Begin development of Core Curriculum to be delivered and integrated across all campuses.
7. Beta test new curriculum based on industry recognized competencies and certifications.

E. Short Term Actions

REDC will continue to meet its obligations as an Economic Development District (EDD) by (1) coordinating and implementing economic development activities in the District, (2) carrying out economic development research, planning, implementation and advisory functions identified in the CEDS and (3) coordinating the development and implementation of the CEDS with other local, state, federal, non-profit and private organizations.

For the 2010 CEDS, through a grass-roots planning process and with public input, REDC developed CEDS goals and objectives for the current 5-year cycle. REDC and the other economic stakeholders in the region continue to address these goals and objectives with an on-going approach. The status of these goals is discussed in the next section of the CEDS (Part IV – Evaluation). However, the Short-Term Actions for the period from July 1, 2012 to June 30, 2013 will be as follows:

1. Continue CEDS “grass-roots” planning process:
 - Implement the EDA Planning Investment and update the 2010 CEDS for 2013 (June 30, 2013);
 - Schedule four (4) CEDS Steering Committee meetings as part of the program year;

- Maintain the required the required percentage of private sector representatives on the CEDS Steering Committee. If we fall below that percentage, then identify, recruit, train and orient private sector representatives for the CEDS Steering Committee. Key areas of interest include new and emerging technologies, expertise in green technologies, banking and financing, as well as real estate development;
 - Maintain Evaluation as an ongoing process;
 - Update existing and identify new Priority Projects as part of the CEDS planning process;
 - Host one to two public forums that focus on events and/or topics relevant to economic development in our region and in line with the goals of the CEDS.
 - Provide demographic data and information developed through Five-Year CEDS process to municipalities, businesses, non-profit groups and the public through an enhanced website and regular electronic updates.
2. Provide support for local economic development efforts:
- Begin the construction of the REDC Regional Business Development & Training Center. Provide local entrepreneurs with access to instruction, computers, and reference materials to facilitate the creation of new rural businesses and the expansion of existing businesses;
 - Increase outreach to local communities in identifying and implementing Priority Projects through general technical assistance and recommendations;
 - Continue work with the Brownfield's Advisory Committee to redevelop blighted areas and encourage economic growth;
 - Meet with representatives from "pockets of distress" communities to identify infrastructure and community needs;
 - Provide funding for local projects that support the CEDS Goals and Objectives through the availability of additional EDA project funds; and
 - Assist other communities as requested.
3. Assist and provide technical assistance for regional economic development projects:
- Continue to provide grant and loan opportunities to the region with the REDC \$1 million EDA Brownfield's grant;
 - Provide technical assistance and support to municipalities in identifying federal, state, non-profit and private funds to support their economic development activities;
 - Provide technical assistance to the proponents of this year's Priority Projects, as needed. Identify key Priority Projects that are eligible for EDA funding opportunities. Provide grant writing and management assistance as needed for these projects.
 - Identify funding opportunities and provide technical assistance for grant writing and management for the Pettengill Access Road project in Londonderry, NH;
 - Partner with state agencies to educate businesses about the availability of stimulus funds for infrastructure improvements and energy efficiencies; and
 - Provide financing for expanding businesses that create jobs.