


## ADOPTION OF RINDGE, NEW HAMPSHIRE MASTER PLAN

In accordance with New Hampshire RSA 674:4, Master Plan Adoption and Amendment, and the New Hampshire RSA 675:6, Method of Adoption, the Rindge Planning Board, having held duly authorized public hearings, has adopted the following chapters of the Town of Rindge Master Plan.

<u>CHAPTER</u>	<u>TITLE</u>	<u>ADOPTION DATE</u>
Chapter One:	VISION STATEMENT	Tuesday, April 05, 2016
Chapter Two:	LAND USE	Tuesday, April 05, 2016
Chapter Three:	NATURAL RESOURCES	Tuesday, December 05, 2017
Chapter Four:	POPULATION AND HOUSING	Tuesday, December 05, 2017
Chapter Five:	TRANSPORTATION	Tuesday, December 05, 2017
Chapter Six:	ECONOMIC DEVELOPMENT	Tuesday, November 15, 2011

Signed by:

  
Bruce Donati, Chairman

  
Jonah Ketola, Vice Chairman

Date: AUGUST 7, 2018

NOTE: The original document with the original signatures is on file with the Town Clerk.

\_\_\_\_\_  
Nancy Martin, Rindge Town Clerk

\_\_\_\_\_  
Date Filed:



# *Chapter 1*

## *Vision Statement*

The Town of Rindge and its residents are committed to protecting the Town's natural assets and preserving its small town rural character. We should strive to achieve our vision for Rindge by balancing the rights of property owners, environmental concerns and residential and commercial needs through the active participation of members of our diverse community.

The Town is served by private water and sewer systems. It is imperative that our existing water resources, such as wetlands, aquifers and watersheds, be protected to assure the continuous and adequate supply of clean water for present and future generations.



## *Chapter 2*

### *Land Use*

Rindge's desired future land use should be driven by the Vision Statement which speaks of increased levels of natural resource protection, and retaining a sense of rural character rather than uniformly spreading residential, commercial, and industrial activity across the entire community. The Town's future land use should be driven by the need to protect open space, rights of property owner's and groundwater resources. Future land use needs to take into consideration the potential development that Rindge may experience, and respond to it by providing opportunities that are consistent with the vision statement.

The nature of anticipated growth and development, and its placement on the landscape, will be driven by market forces, by individual landowner's preferences, and by the Town's land use policies: Zoning Ordinance, Site Plan and Subdivision Regulations, Capital Improvement Plan, and other land use documents. The following is a written summary of those desired future outcomes.

As envisioned by the residents of Rindge, growth could best be accommodated while retaining the essential community character, meeting market forces, and protecting the community's natural resources, through the following measures:

1. By encouraging the continuation of the Center Village, which is the civic center of the community, the West Rindge Village and East Rindge Village as traditional villages.
2. By encouraging frontage or secondary access roads along U.S. Route 202 and N.H. Route 119 within the commercial, business-light industry and gateway districts.
3. By encouraging employment of innovative land use regulations, such as open space development, to develop mixed use, gateway and commercial areas and to ensure that adjacent natural resources and open space are protected.
4. By coordinating and cooperating with neighboring Towns to preserve and protect the Town's important water resources, wetlands, aquifers and open space.
5. By documenting and maintaining a survey of lands suitable for agricultural purposes and preservation. Recognizing, publicizing and promoting on-going agricultural activities and enterprises should also be considered a continued priority for the Town.
6. By identifying, documenting, respecting and limiting impact to private property owners. Although the Master Plan does not legally infringe on property rights, it can be viewed as an enabler and therefore must clearly consider conflicts between property rights and proposed future land use initiatives.

7. By encouraging non-residential development that reflects traditional New England character.

# Chapter 3

## Natural Resources

### 1.0 INTRODUCTION

Rindge is a rural community with exceptional natural resources. Significant water resources, wetlands, agricultural lands, and unfragmented blocks of land support the community's health, economy, tax base, wildlife species, recreation activities, and quality of life. The type and distribution of the town's natural resources also influence the location and type of development that can take place within the community, as some areas of the community are better suited for particular uses than others.

Rindge is located on a regional watershed divide and is the headwater for two major river systems, the Contoocook and the Millers. All precipitation either directly recharges our groundwater resources or flows overland through streams and wetlands, ultimately discharging into one of these river systems. All of our land use activities have a direct impact on the quality and quantity of available water resources here in Town and to our neighbors downstream. As a result, it is imperative that Rindge protects its surface water and subsurface water resources for the present and the future.

### 2.0 TOPOGRAPHY

Topography affects several natural processes, such as climate, drainage, erosion, wind patterns and vegetative growth, in turn affecting human activities. Rindge's topography plays a major role in the location and impact of future development in town and the following represent issues of concern in the Town's future development:

- River valleys and lowlands are often under pressure for development. However, these areas contain the floodplain areas, most of the surface water bodies, and critical wetlands. Minimizing the impact of development in these areas is critical to the quality of both surface and sub-surface waters.
- Development at higher elevations on the high ridges and lower hills in Rindge presents a different set of challenges and impacts. Without thoughtful site design, these areas can greatly impact the scenic character of the community and disrupt scenic views. Access to these areas also provides an opportunity for increased environmental impacts: erosion, increased runoff rates, longer roadways, and fragmentation of habitat, to name a few.
- The variety of topography within Rindge contributes to wildlife habitat and diversity, and recreational opportunities. Ensuring connections between these distinct areas will ensure continued biodiversity.

### 3.0 SLOPE

Slope is a major consideration when examining the community with respect to future development. Generally, slopes over 25 percent are considered undevelopable. Slopes between 15 and 25 percent are difficult and costly to develop. Slopes under 15 percent are generally considered practical development. The following represent slope issues of concern in the Town's future development:

- As steeper slopes are developed, costs increase for both the property owner and the community. Construction and maintenance of roads becomes more costly on steeper slopes. Problems with erosion, stormwater runoff, and non-point pollution are also increased.
- There is a disproportionate impact when slopes near surface waters are developed due to ongoing erosion and sedimentation, and nutrient loading.
- Rindge's regulations, relative to erosion and sediment control, should be reviewed on a regular basis to ensure that they are following the most current "best management practices" (BMPs).

### 4.0 GEOLOGY

Rindge's geology has an effect on land use decisions and impacts future development in the community and the following are points to consider related to the geology in Rindge.

- The use of outwash deposits in commercial sand and gravel operations could alter the performance of these areas as groundwater recharge areas. As material is removed and the geology is altered, water will not be filtered and stored in the same manner. This could result in a reduction in the amount of water available to future generations or water quality, as less filtering is available.
- It is important to carefully regulate the type and intensity of future uses on previously mined sites. This is due to the increased potential to negatively impact the ground water resources below.
- The impacts of sand and gravel operations are often cited as concerns. Increased truck traffic, noise, erosion, and airborne particles can create problems for abutters, and should be mitigated to minimize their impacts.

### 5.0 SOILS

Soils information is an intricate part of a natural resources analysis because it provides a wealth of data concerning the capability of land to support various land uses. Soils differ from one another in their physical, chemical and biological properties. Soil properties including depth,



permeability, wetness, slope, susceptibility to erosion, flood hazard and stoniness affect capacity to support development.

Farming is recognized as an important part of the local and regional economy, as well as part of the heritage of Rindge. Farmland soils are identified in the Soil Survey of Cheshire County, NH. The characteristics of prime farmland make it particularly susceptible to development pressures. While the cost of producing a crop is low, so is the cost of developing these soils for residential or other nonagricultural uses. The need to conserve this soil resource is critical to the future of agriculture in Rindge. The economic viability of farming large contiguous tracts of prime farmland soils is degraded when these tracts are fragmented by development.

Rindge should maintain and encourage the use of an Open Space or Conservation Design Development Regulation. This will facilitate the protection of valuable farm and forest soils existing on the site by clustering the structures on other portions of the property that are more appropriate for development.

## **6.0 WETLANDS**

One of the most important environmentally-sensitive natural resources in Rindge is wetlands. There are many reasons why wetlands are valuable to the community: flood control, erosion control, pollution filtration, water supply, wildlife habitat, environmental health and diversity, recreation, and aesthetics. These are but a few of the important functions wetlands perform in helping protect the quality of water, land and the community.

Projects which impact wetlands in Rindge are regulated by federal, state, and local regulations. It is the responsibility of the applicant to comply with such regulations. Historically, Rindge has had a good record of wetland protection due to the efforts to identify, purchase, and protect some of the key wetlands in the community. Unpermitted impacts can erode the land's ability to filter toxins, support important wildlife, absorb high flood waters, and allow gradual recharging of underlying aquifers.

The wetland resources within Rindge play a major role in the location and impact of future development in the community. The following are wetlands issues that should be considered carefully in the future:

- The health of Rindge's wetlands is critical to the function of natural systems within the community.
- Small wetlands (under three acres) are usually not shown on the USDA Natural Resource Conservation Service (NRCS) Soil Maps, and thus should be reviewed for protection.
- Vernal pools are critical breeding grounds for several endangered species of frogs and salamanders and are an important resource in the life cycle of balanced ecosystems.

## 7.0 WATER RESOURCES

Water is our most precious natural resource and with good planning and conservation, plentiful clean water should be available for the future. It is extremely important that the community takes appropriate steps necessary to ensure clean and plentiful water.

Surface water is precipitation that does not soak into the ground, but runs off into streams, ponds, lakes, and rivers. On the average, one third of the annual precipitation in Rindge is “runoff.” Watersheds are the catch basins for this runoff. Land use within a watershed may be an important factor in water quality, therefore; it is very important for Rindge to work together with other communities in order to plan effectively for the protection of water resources.

The land in Rindge contributes to two major watersheds: the Contoocook River Watershed, which is part of the Merrimack River Basin; and the Millers River Watershed, which is part of the Connecticut River Basin. The Contoocook River begins in Rindge at Contoocook Lake and drains water to the north and east, ultimately to the Merrimack River in Concord, NH. The North Branch of the Millers River begins in Rindge at Mill Pond and drains water to the south and west to the Millers River, ultimately to the Connecticut River in Gill, MA.

Surface water systems are any type of water resource located above ground on the earth’s surface. Surface water systems are more dynamic than groundwater systems, in that they are influenced by the effects of wind, rain and seasonal temperature change. Surface water systems can be flowing (streams, brooks and rivers) or standing (ponds, lakes, bogs and wetlands). Surface water systems are also important plant and animal habitat. There are nearly 50 named and unnamed ponds and lakes in Rindge and approximately 60 perennial streams.

Major water bodies in Rindge include Bullet Pond, Contoocook Lake, Lake Monomonac, Pearly Pond, Crowcroft Pond, Pool Pond, Rugg Pond, Hubbard Pond, Grassy Pond and Emerson Pond.

All water supplies, private and public, in Rindge are groundwater wells. While there are hundreds of private residential and commercial wells in Rindge that are not identified in any data base, it is safe to assume that every home and business has a well for drinking water.

Groundwater is a concentration of water in soils and rock formations. It is re-supplied through precipitation. Rain water and melting snow infiltrates into the ground. Care should be taken when altering the surface of the earth to ensure that surface water is allowed to infiltrate and recharge the groundwater. Paving, buildings, compacted dirt, and any other changes in the surface that will increase runoff during storms and snow melt (including deforestation) all decrease the amount of water that can infiltrate to groundwater.

Aquifers are geologic formations, either bedrock or sand and gravel deposits, which can store and transmit sufficient quantities of groundwater to support residential or community water supplies. Glacial deposits of sand and gravel and bedrock fractures in Southwest New Hampshire are known to have medium to high potential as aquifers.

The water resources within Rindge while abundant are finite. Deliberate steps must be taken if Rindge is to retain a healthy supply of potable water, healthy fish habitats, recreation opportunities, and other benefits. Here are a few summary points to consider related to water resources in Rindge.

- There is a direct correlation between activity within the watershed and the quality of lakes and ponds that are fed by those watersheds. Activities taking place on land will eventually impact both surface and ground water. This refers to both quality and quantity of groundwater. Mismanagement in the watershed will adversely affect the water bodies down-slope and downstream.
- Minimizing the amount of pollutants entering Rindge's waters from storm water discharges will help avoid expensive future expenditures to treat and clean these waters.
- Minimizing impervious surfaces in groundwater recharge areas will preserve the volume of the local water supply being stored as groundwater and in surface water bodies.
- Encouraging easements for buffers along the Contoocook and Millers Rivers and their third order streams will protect and improve water quality and the affected aquifers.
- Reviewing development proposals with the regional impact statute (NH RSA 36:54-58) when they impact shared watersheds with neighboring communities.
- Encouraging the sharing of information and test results on the quality of water resources in Rindge.

## 8.0 AGRICULTURAL RESOURCES

Rindge's agricultural resources and activities have an effect on land use decisions and impact the character of the community. Preserving the possibility of farming in the future adds to the sustainability and diversity of the community. If agricultural resources are converted to residential and business uses they will not be viable options for producing goods locally. There is an economic benefit when produce and products are generated locally, and the land does not require the high level of town services that development demands. Agricultural lands add to the visual and habitat diversity of the landscape, and contribute to the character of the community. This landscape creates a "sense of place" that is specific to Rindge and cannot be recreated. All in all, this increases the asset value of both the land and the homes throughout the community. Rindge's forest resources have an effect on land use decisions and impact the character of the community. Forest resources provide habitat, erosion control, water filtering, improved air quality, and temperature regulation. Forest land does not require the high level of town services that development demands. Responsible harvesting of forest resources supports the local economy and provides access to local forest products. The forest landscape contributes to the character of the community. Clear cutting and disregard of BMPs can result in erosion and non-point source pollution that creates problems for abutters and the community.

## 9.0 CONSERVATION LANDS

Conservation areas are those lands protected for the foreseeable future through outright preservation by governmental or conservation organizations, or through conservation easements.

Rindge's conservation lands have an effect on land use decisions and impact the character of the community. Conservation lands provide habitat, recreational opportunities, and protect critical natural resources. Conservation lands do not require the high level of town services that development demands. Conservation lands contribute to Rindge's character as a community, and support its quality of life. Here are a few summary points to consider:

- Encourage and pursue conservation easements or other forms of protection on lands adjacent to permanently protected parcels in order to preserve contiguous corridors of undeveloped land.
- Partnering with other conservation based organizations, such as the Monadnock Conservancy, to increase funds, access a wider audience, prioritize parcels for protection, and pursue land protection efforts that will benefit the community and the region.
- Encourage the use of open space development practices that combine development and conservation initiatives on all single parcels of land.

## 10.0 WILDLIFE RESOURCES

Rindge has a significant population of recreational hunters and fishermen. Rindge's natural resources support big game such as deer and moose, and smaller game such as beaver, mink, hare, grouse and woodcock.

Wildlife resources are critical to many recreational activities (e.g., hunting, fishing, hiking and bird watching) and need open space conservation. Rindge's unfragmented land and wildlife resources have an effect on land use decisions and are impacted by them as well. Habitat can be easily fragmented by new development. This disrupts the landscape and impacts wildlife movement and survival.

There are many actions the Town can consider pursuing as it evaluates the status of unfragmented lands and wildlife in Rindge and the associated land use implications.

- Work with the surrounding communities to protect areas that are known to support or have the potential to support important wildlife.
- Concentrate habitat protection efforts on preserving corridors between habitats and protected open space, particularly along waterways, to allow wildlife to avoid conflict with humans while maintaining the ability to gain access to food, shelter, water and breeding areas.

## *Chapter 4*

### *Population and Housing*

The population of Rindge has fluctuated since its incorporation in 1768. In the late 1700's and early 1800's the population was approximately 1,200 with a peak of 1,298 in 1820. In the late 1800's and early 1900's the population was approximately 700 with a lowest of 610 in 1930. There was a large increase in population of approximately 130% from 1960 (941) to 1970 (2,175). Since that time the percentage population increase between U.S. Census's, taken every 10 years, has steadily decreased with an approximately 10% increase in population from 2000 (5,451) to 2010 (6,014). Predicting what the population of Rindge will do over the next 5, 10, 20 or even 50 years is virtually impossible but Rindge needs to allow for a variety of housing options for its population.

Rindge has a diverse population of elderly, large established families, young growing families, single adults, and college students at Franklin Pierce University. Rindge's diverse population requires a wide variety of housing opportunities which is directly related to land use decisions and these decisions contribute to the overall character of the community. Rindge needs to be aware of how the population and housing characteristics are changing, so that the town may prepare for its future. Rindge will look to the Planning Board for recommendations to address potential housing needs in concert with the Vision Statement of this Master Plan.



# *Proposed Chapter 5*

## *Transportation*

### **1.0 INTRODUCTION**

Rindge's transportation system directly affects the quality of life and economic vitality of the community and the region. Therefore, attention must be given to the impact that public policies have on the interconnected land use and transportation systems. The transportation infrastructure must be designed to serve local needs, must be compatible with local land use and community character while also accommodating the transportation needs of the region.

Traffic circulation within and through Rindge is an important transportation issue. The structure of the local roadway network requires local and regional travelers to share, to a significant degree, the major arterials in Rindge. Local traffic in Rindge consists mainly of trips from residential areas to the villages, to commercial areas and to neighboring communities. In a number of respects, Rindge is a "bedroom" community with a significant number of residents who are part of a workforce that travels for an hour or more to their job. Residents rely on the Town to keep roads and bridges open and in good condition in order to travel to earn a living and to be able to pay their taxes.

### **2.0 TRAFFIC AND ROADWAYS**

The commercial districts in Rindge, such as the areas along Routes 119 and 202, are attracting more short and long-range trips each year. As the commercial, retail and residential uses have increased so has the overall traffic. As traffic increases on our main roads the concern is cars and trucks, with drivers utilizing GPS systems, will seek to avoid congestion by utilizing local and neighborhood roads. The Planning Board should consider the effect of proposed developments on these roads.

Rindge roadways and related projects should be designed to control the flow of traffic and the number of access points to the roadways in order to preserve the capacity of Rindge roadways without making them unnecessarily large. Consideration should also be given to reduce the number of conflict points where accidents can occur. If traffic calming measures are considered a strong case needs to be made for their necessity as well as the effectiveness of the measure.

There are a number of roads in Rindge that have remained in a gravel status since they were first created decades ago. Currently there are nearly ten miles of gravel roads, some by decision of the residents along the road. These gravel roads require a different type of maintenance and equipment which may be costly for the Town. It may be prudent to conduct a cost benefit analysis for converting some gravel roads to pavement both for savings and safety. This analysis should consider short and long term savings based on equipment, maintenance and workforce costs needed to retain the gravels roads versus conversion to pavement.

### **3.0 PEDESTRIANS AND OTHER MODES OF TRANSPORTATION**

Increasingly, Rindge residents are using roadways for walking, hiking and biking both for pleasure and as a means to get from one place to another. At certain locations such as the intersection of Routes 119 and 202, Cathedral Road and Route 119 and the entrances to major commercial sites, crossing can be difficult and dangerous. When future road construction or renovations are in the planning stages, consideration should be given to pedestrian crossings, with input from the community.

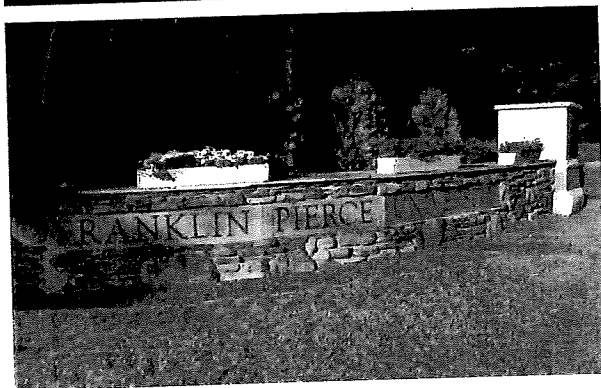
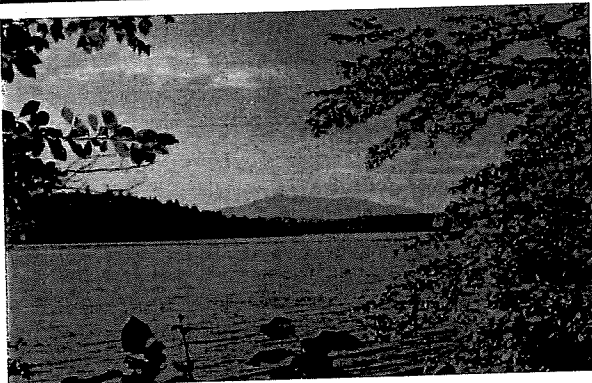
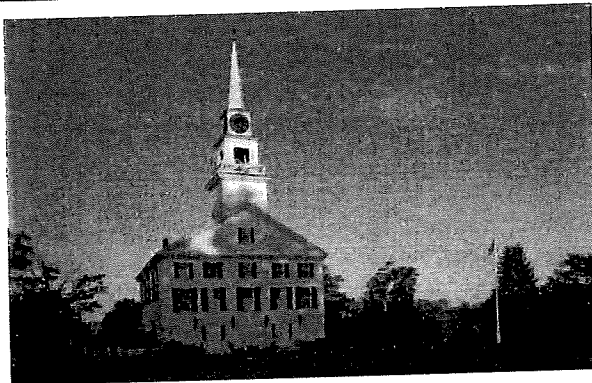
Rindge should encourage developers of proposed roadways and related projects to seek easements on town, state and privately owned properties to increase trails and paths in Rindge serving walkers, hikers, mountain bikers, horseback riders, cross-country skiers, and snowmobilers to reduce pedestrian traffic along roadways and to improve the Town's quality of life.



# REDI

## Rindge Economic Development Initiative

an Economic Development Master Plan for  
The Town of Rindge, New Hampshire July, 2011



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# Why Adopt a Strategy?

At the end of the first decade of the new millennium, the leadership and the citizens of Rindge have decided to take a step back, to look at where the community has been, where it is, and where it should go. An important part of that review is the health and direction of the economy of Rindge: the marketplace of local goods, services, skills, buyers and sellers. How are these local factors performing versus expectations, and how are they affected by the region, the state, and the global economy? How best to provide opportunity for a better economic future without compromising the community's values and its proud legacy?

This thinking process – the Community Master Plan – will look back, will look at today, and will make some assumptions about tomorrow. Having a plan with clear outcomes in mind – knowing what is important and how it will be accomplished – increases the likelihood of success.

**Why Rindge?** To develop a local economy in a competitive environment, a community needs to attract and retain productive assets to that community. These assets can be *permanent* like land and location, *attainable* such as roads, infrastructure and buildings, and *intangible* but real like work ethic, aesthetics, and a shared, positive heritage. Assets can travel. Investment capital, young college-graduate workers, new stores or offices; why would they want to invest in Rindge? The results of a community based "SWOT Analysis: Strengths, Weaknesses, Opportunities, and Threats" describes many key features that define the Rindge story.

This Report also makes extensive use of available economic statistics, and presents many in a comparison to other relevant jurisdictions. Each source has some flaws – the age of the data, the smallness of sample size, the quirks of a population with a substantial student population – but each give the community another insight into:

## **Why Rindge?**

In addition to the statistics, a few *defining characteristics* need to be kept in mind while looking ahead:

**The Border Town:** Rindge shares a state border with communities in northern Massachusetts. As with most neighbors, this can be good or bad news. If Rindge becomes a bedroom community for Massachusetts jobs, it is encumbered by the educational costs without the offsetting economic benefits. On the positive side, Rindge

does and should continue to attract regional investment into Rindge-based retail facilities, as the tax advantages of New Hampshire offer Massachusetts shoppers a price-break. This location advantage has geographic/distance limits.

**The College Town:** The community becomes the home-town for 9 months every year to 1,500 students from Franklin-Pierce University. The University is the largest economic entity in Rindge. Its student population could be a drain on small-town services, and its impressive campus could create a divide between “town and gown”. Conversely, this compellingly attractive campus attracts student and family spending, provides a tourist destination, as well as many cultural, economic and educational amenities that the Town could otherwise not afford.

**The Monadnock Region:** The southwestern region of New Hampshire is among the most beautiful and unspoiled in northern New England. The majestic Mount Monadnock, the Connecticut River valley, and a host of authentic town centers - like Rindge’s - make it easy to envision this special region as “Our Town”. But the region’s unspoiled charm also means fewer direct routes for commercial traffic, a longer drive to interstates and airports, fewer commercial amenities, less people in the workforce, and spottier internet and cell-phone coverage.

**A Small New England Town:** Rindge is an attractive Town in the scenic Monadnock region. But like the region, it too must consider that some of its strengths – a small population, the mountainous terrain, limited government infrastructure and overhead, and prevailing small-business enterprises – will also eliminate some economic options available to more-urbanized areas that are next to interstates and airports, or research universities, or populated by many who are unemployed.

An economic strategy going forward needs to keep these considerations in mind, and determine a course that is:

- *Sustainable* over time, and
- *Appropriate* to what Rindge is today, and what it could be tomorrow

We have included ideas from other successful experiences, and from other successful communities, not as a blueprint, but as a way to encourage innovative “what-if” thinking to determine what will work for the community of Rindge, as it finds its own *better future*.

# Executive Summary

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## *An Economic Vision for Rindge*

After thoughtful review of all of the inputs to this economic development effort, the following vision goals were developed:

- A. The Town's *rural character*, enhanced by an abundance of natural resources – its lakes, mountains, agriculture and open space – shall be preserved and protected and the Town's rich historic legacy shall be honored.
- B. The community of Rindge will offer a *high quality of life* with economic opportunities, affordable quality public services, amenities and attractions including restaurants, cafes, bookstores and access to natural resources for residents and visitors.
- C. The Town of Rindge encourages our residents of all ages to live and work in the community, to *participate in its civic affairs* and take advantage of its natural and recreational resources.
- D. Rindge will be a *welcoming home* for new and existing businesses and entrepreneurs.
- E. Rindge will be a *gateway for visitors* to the Monadnock Region with adequate tourist oriented businesses and attractions.
- F. *New development* that reinforces the town's traditional New England architectural styles, a sense of community, and Rindge's unique history will be encouraged and supported.
- G. The communities of Rindge and Franklin Pierce University will be *partners* in each other's advancement.

### *Summary of Population Characteristics*

- Rindge is fortunate to have a high quality of life that has attracted many new residents to the community over the past half century, growing by 639% since 1960 to a current population of 6,014. Between 1960 and 1990 the town grew at the rate of more than 17% per year. Since then the growth rate has averaged 6% per year.
- The town is situated in an economic region of 83,000 people of which Rindge comprises 7.6%.
- Rindge has a median age that is considerably lower than the region, largely due to the presence of Franklin Pierce University students.
- The town has a higher percentage of high school graduates than the county, state or country, but a slightly lower percentage of college graduates versus the county, state or country.
- The *average household income* is similar to the state's, and somewhat higher than that of Cheshire County.

### *Summary of Labor Force Characteristics*

- The Rindge region employs about 25,000 people. Rindge accounts for just over 7% of that total.
- The Rindge labor force has skill sets that are most heavily concentrated in manufacturing, education, health care, social services, construction and retail trade.
- Rindge has a higher percentage of workers in the private sector than in the government as compared to the county, state or country.
- There are more people who live in Rindge and commute out of town to work than there are people who commute to Rindge for work. The highest number of Rindge residents commute to Keene, Peterborough, Jaffrey and a variety of towns in Massachusetts.
- The largest employment sectors are construction, retail trade, accommodations and food services, education, and administration/support activities.
- *Average weekly wages* for Rindge employees is \$323 less than the state average.
- For more than thirty years, unemployment in Rindge been consistently higher than either the county or state, although lower than the United States figure.

## Summary of Business Characteristics

- Over the 1997-2008 decade, the number of registered businesses in Rindge has grown by 150%.
- The largest gains in the number of businesses have been in construction, retail trade and administrative support services.
- The number of jobs in Rindge grew by 125% between 1997-2008, an average annual growth of 2.3%.
- Between 2001 and 2008, Rindge experienced significant employment gains in the Construction and Accommodation/food service sectors.
- Several statistical comparisons between Rindge, Cheshire County, the State and the U.S. highlight Rindge's business sector strengths in:
  - Construction
  - Wholesale Trade
  - Retail Trade
  - Professional and technical services
  - Management of companies and enterprises
  - Administrative, support, waste management and remediation services
  - Educational services
  - Health care and social assistance
  - Arts, entertainment and recreation services
  - Accommodations and food services
- The same statistical comparisons point out business sector weaknesses in:
  - Manufacturing
  - Transportation and warehousing
  - Information technology
  - Finance and insurance
  - Real estate sales, rental and leasing
- The State of New Hampshire predicts that over the next five years positive employment growth in Cheshire County will occur in nearly all business sectors except for agriculture/forestry/fishing, information technology and manufacturing.

## Real Estate & Taxes

- For the 2008 tax year, Rindge's full value tax rate was among the highest 20% of communities in the state.
- In 2008, Rindge (\$93,150) was well below the state average (\$165,830) in real estate valuation per capita; meaning that there is less taxable real estate per person.

- Rindge has a smaller percentage of land and buildings that is assessed as commercial or industrial (8.7%) than either the county (15.4%) or state (17.0%).
- Cheshire County and the state have seen residential real estate values and sales drop since 2005. The length of time that homes remain on the market for sale has increased considerably since 2004-5.

### *Community Survey*

An important component of any community based economic development effort is to check the pulse of the citizenry to see what their comfort level is with a variety of economic initiatives and future growth scenarios. A community wide survey was undertaken in the fall of 2010 to gauge interest for and support for future economic direction and efforts. The survey produced a very strong 27% response and indicated that:

- The community would like to see more non-residential development in town provided that the rural and natural character of Rindge is protected and enhanced.
- There was an expressed desire to make the town's regulatory process more customer friendly.
- There was support for exploring a new mixed-use town center located at or near the Rt. 202-119 intersection.
- Strong support was given to the concept of providing public water/sewer for new commercial development *if it was paid for by system users*.
- Survey respondents wanted:
  - Better internet access
  - Stronger working relationships with Franklin Pierce University and
  - The town to pro-actively market Rindge's advantages and preferential tax structure as compared to neighboring communities in Massachusetts.

### *An Economic Development Action Plan – Making it Happen*

After an extensive strategic process, seven Vision Goals were identified (see the first page of this executive summary), from which a total of fifty-one action tasks were developed. Each of these action tasks has a targeted timeframe for implementation and a designated lead committee to oversee its successful completion. All of the goals and action tasks are included in the *Action Plan* (see Chapter 9 of the full report). This is designed to be used by the Town as a working document.

If the *Rindge Economic Development Initiative* is to produce results, the town needs to use the Action Plan as an ongoing, working document that is used as a blueprint for



change. Every committee that is charged with action tasks needs to make regular progress toward their completion. It is also recommended that a *Coordinating Committee* be charged with overseeing the progress of the Action Plan, documenting the progress made on each action task several times each year. At least annually, the *Coordinating Committee* should take stock of the entire action plan, review the progress made on individual tasks, and re-assess priorities based on the best available current information. To foster this need for a constant assessment and evolution of the Action Plan an easily editable electronic version of the Plan has been provided to the town.

The REDI Action Plan has been shaped through many meetings and public input sessions over a period of more than eighteen months. The process has raised community leader expectations but the planning efforts that have gone into the plan will need the continued and deliberate involvement of all the town officials, boards and committees. Economic development requires constant and sustained effort to produce lasting economic results. Using the Action Plan as a guide to stay on task will greatly improve the chances for Rindge's successful economic future.

# Introduction

What is economic development and what can Rindge do to influence it?

In the broadest sense, publically-led economic development is a way for a community to enhance its well being through:

- ♦ Job Creation
- ♦ Business Growth
- ♦ Income Growth, and
- ♦ Tax Base Expansion

Economic development is a very important element of a community's quality of life. Without access to quality employment opportunities, residents don't have the resources to buy homes, pay rent, or invest in other things that enhance a community's desirability as a place to live. People select places to live based on a wide variety of quality of life factors. Reasonably priced housing, a good education system, access to employment and an attractive physical setting are usually high on most people's list.

An economic development plan needs to look at a wide variety of factors to understand the economic environment in which the community competes. The Plan also must document and analyze the employment base, the employment offerings as well as potentials in and near the community.

**What is important to a business?** For businesses, the availability of competitive assets, including a skilled labor force and a building or building site are essential. Without these assets, a business will not locate in town or generate a profit. Companies are in business to make a profit. Profit is influenced by all of the costs that go into making the products or services that the company sells and how much they can charge

Figure 1. Quality of Life Factors

	Physical	Economic	Social	Aesthetic
Community Affordability (cost of living)		X		
Sense of community (social capital)			X	
Vibrant Town Center				X
Quality Education Opportunities	X		X	
Access to Entertainment – leisure/arts/culture			X	X
Environmental Quality	X			X
Community Health/health care services	X			
Housing choice	X	X		
Access to quality jobs	X	X		
Healthy, vibrant neighborhoods				X
Public safety	X			
Quality transportation options	X			
Quality visual appearance				X

for their products. Some factors are national, even global, such as currency exchange rates. Other local factors that directly affect costs include:

- ♦ A community's location relative to where supplies are purchased and the markets where products are sold.
- ♦ Availability and cost of infrastructure to meet the needs of the company (transportation, energy, water, sewer, internet access).
- ♦ State and local taxes
- ♦ Land and building availability and costs
- ♦ Labor Force: both the number of available workers, and their skills

Factors that directly influence economic conditions are highlighted in figure 1. Factors that indirectly affect business costs include all of the quality of life factors shown in figure 1.

A viable economic development plan must understand the factors that are important to business and particularly those that a community has some ability to control or influence. A town cannot directly affect a company's revenues or their cost of materials but it can play a role in many other areas, including:

- ♦ Land Assembly
- ♦ Development financing
- ♦ Zoning
- ♦ Simpler and faster regulatory process
- ♦ Taxes
- ♦ Availability and cost of infrastructure
- ♦ Community amenities
- ♦ Job recruitment and retention
- ♦ Workforce development/training

This plan will examine all of the options that Rindge can consider to achieve its long term economic goals and objectives.

# 1. Rindge's Economic Vision

## *The Economic Vision*

In order to develop a clear vision of where the Town wants to go with its economic future, the residents needed to understand what the current and recent economic trends are, what the town's economic strengths, weaknesses, opportunities and threats lie and what the broader community opinion is on a variety of economic measures. These factors were all presented and discussed at a series of public workshops in 2010. The culmination of those deliberations resulted in the following economic vision:

- A. The Town's *rural character*, enhanced by an abundance of natural resources – its lakes, mountains, agriculture and open space – shall be preserved and protected and the Town's rich historic legacy shall be honored.
- B. The community of Rindge will offer a *high quality of life* with economic opportunities, affordable quality public services, amenities and attractions including restaurants, cafes, bookstores and access to natural resources for residents and visitors.
- C. The Town of Rindge encourages our residents of all ages to live and work in the community, to *participate in its civic affairs* and take advantage of its natural and recreational resources.
- D. Rindge will be a *welcoming home* for new and existing businesses and entrepreneurs.
- E. Rindge will be a *gateway for visitors* to the Monadnock Region with adequate tourist oriented businesses and attractions.
- F. *New development* that reinforces the town's traditional New England architectural styles, a sense of community, and Rindge's unique history will be encouraged and supported.
- G. The communities of Rindge and Franklin Pierce University will be *partners* in each other's advancement.

## *Action Plan*

From the Vision goals listed above, a total of fifty-one action tasks were developed, prioritized and town departments or committees were identified to advocate for and pursue their completion. The complete Action Plan is included in the appendix.

If the Rindge Economic Development Initiative is to produce results, the town needs to use the Action Plan as an ongoing, working document that is used as a blueprint for change. Every committee that is charged with action tasks needs to make regular progress toward their completion. It is also recommended that a coordinating committee be charged with overseeing the progress of the Action Plan, documenting the progress on each action task several times each year. At least annually, the coordinating committee should take stock of the entire action plan, review the progress on individual tasks, and re-assess priorities based on the best available current information. To foster this need for a constant assessment and evolution of the Action Plan an easily editable electronic version of the Plan has been provided to the town.

The REDI Action Plan has been shaped through many meetings and public input sessions over a period of more than eighteen months. The process has raised community leader expectations but the planning efforts that have gone into the plan will need the continued and deliberate involvement of all the town officials, boards and committees. Economic development requires constant and sustained effort to produce lasting economic results. Using the Action Plan as a guide to stay on task will greatly improve the chances for Rindge's successful economic future.

## 2. Demographics

*Rindge has a population that is nearly seven times greater than it was fifty years ago and accounts for 7.6% of the region's 83,000 residents.*

**Population:** Rindge has experienced significant population growth over the past fifty years – growing from 941 persons in 1960 to 6,014 in 2010 – a 639% increase. The population increases were the greatest between 1960 and 1990 – averaging 17.5% per year. Since then, they have moderated to about 6% per year. The NH Office of Energy & Planning (OEP) has estimated that this trend will continue through 2030.

Economic issues are not constrained by specific towns or even state boundaries. People work, shop, live and play in different places. To provide some perspective on this, the

Figure 2

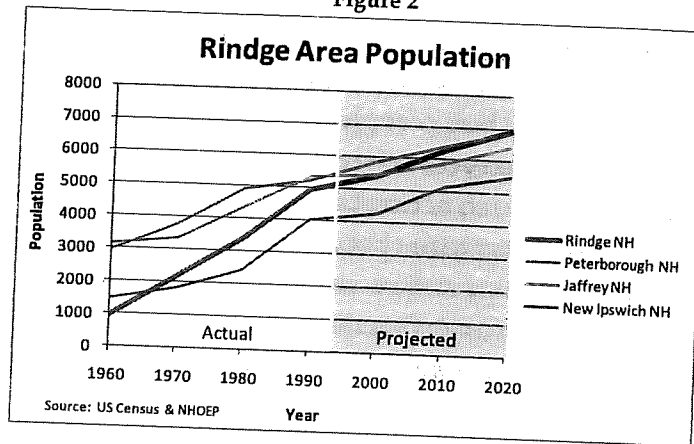


Figure 3

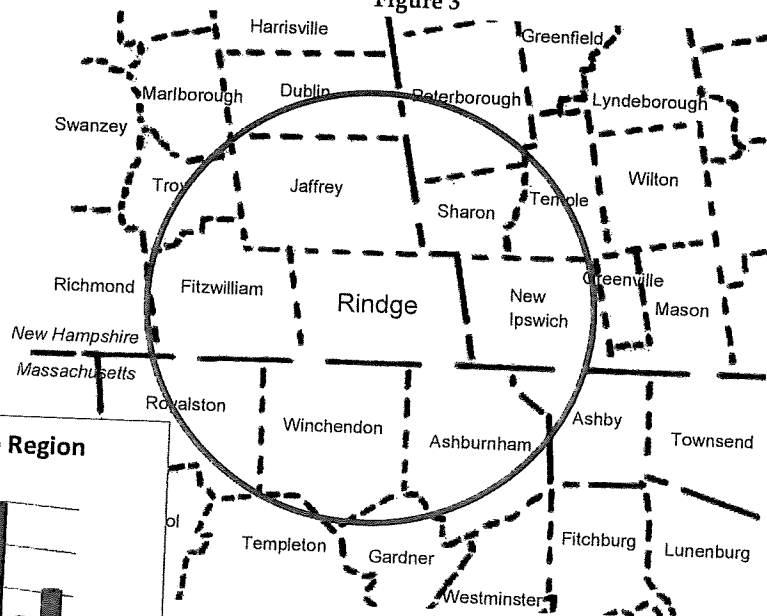
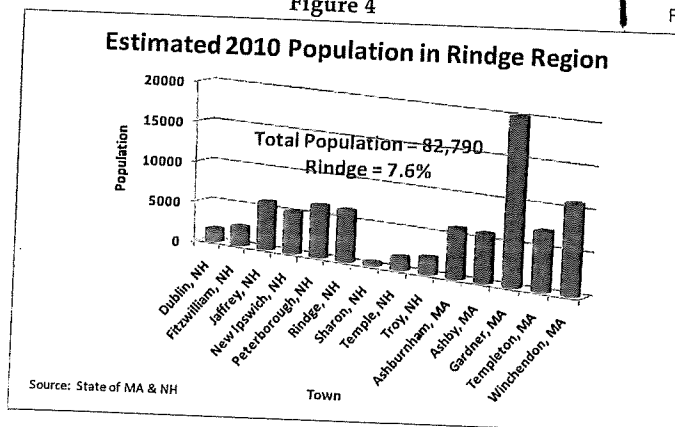


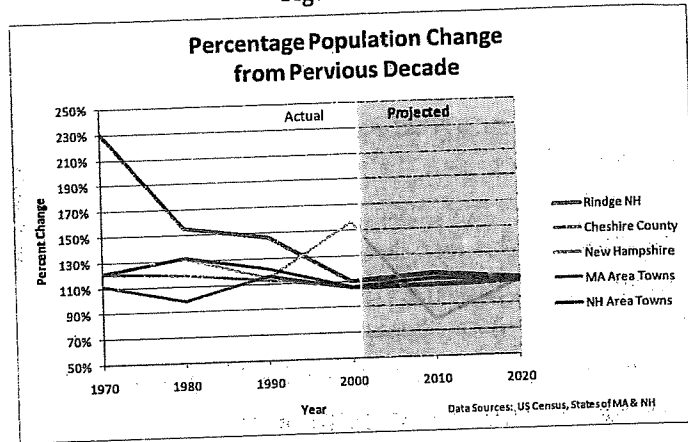
Figure 4



Rindge market area or "region" has been defined as a half-hour driving distance from Rindge (see figure 3). In 2010, there were an estimated 82,790 people living within that half-hour radius and Rindge accounts for 7.6% of that total population base (figure 4).

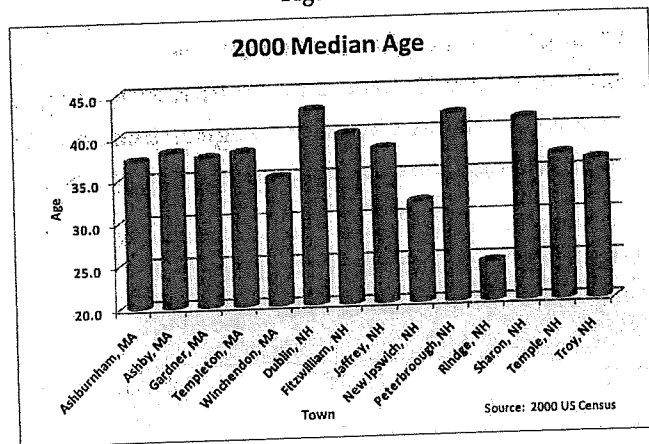
Figure 5 illustrates the percentage of population change from one decade to the next and projections to 2020 for Rindge, the other towns in the region (in both Massachusetts and New Hampshire), in Cheshire County and NH. What is evident from this chart is that Rindge's rate of population increase is slowing down and is projected to be much more in line with the other communities in the region in both states. The NH statewide population change experienced a more rapid rate of growth through 2000 but is projected to be lower than towns in the Rindge region for 2010.

Figure 5



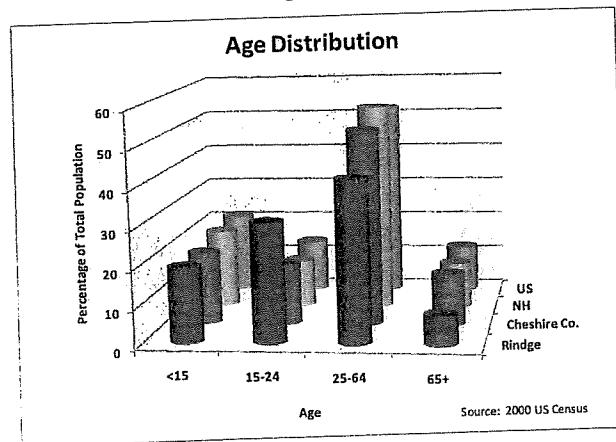
**Age:** With a median age of 24.5 years the initial impression is that Rindge must have an extremely young population compared to the other regional towns that have an overall median age of 37.1 years. Figure 6 highlights this striking difference with Rindge having the lowest and Dublin/Peterborough having the highest (at 42 years).

Figure 6



In order to understand why there is such a large disparity in age profiles, let's take a closer look at the age breakdown for Rindge, Cheshire County, the state and the country. Figure 7 indicates that Rindge's under-15 year old population is consistent with the other jurisdictions at about 20%. The 15-24 age bracket highlights Rindge's considerably higher percentage (31%). As a result, the age

Figure 7

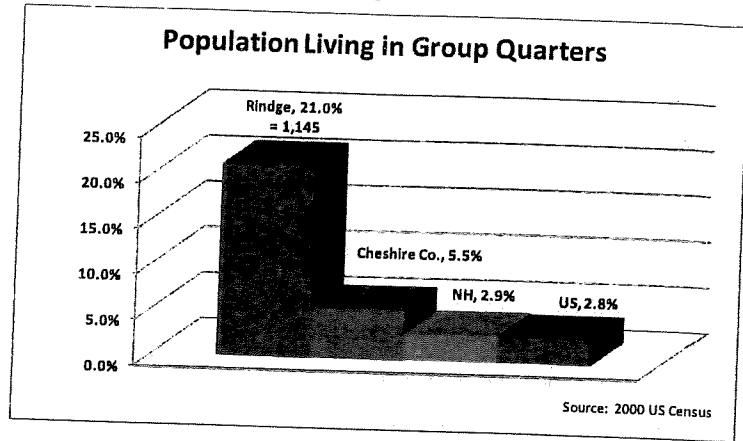


brackets of 25+ are proportionately smaller for Rindge than the county, state or US.

The disparity between Rindge's age distribution and the county, state and country is most readily explained by the fact that 21% of Rindge's population lives in group quarters, i.e., Franklin

Pierce University. As figure 8 highlights, Cheshire County, the state and the US all have significantly lower populations living in group quarters. This one statistic, median age, shows the significance of the presence of Franklin Pierce University to Rindge.

Figure 8



**Educational Attainment:** In 2000, Rindge had a higher percentage of residents who graduated from high school than the county, state and US (figure 9) and it was similar to several of the Rindge area communities (figure 10). The percentage of college graduates in Rindge was also higher than most communities in the region, as well as the US average, but lower than the county or state of New Hampshire.

Figure 9

	% High School Grads	% College Grads or Higher
Rindge	89.5%	24.9%
Cheshire Co.	86.2%	26.6%
NH	87.4%	28.7%
US	80.4%	24.4%

Source: 2000 US Census

Figure 10

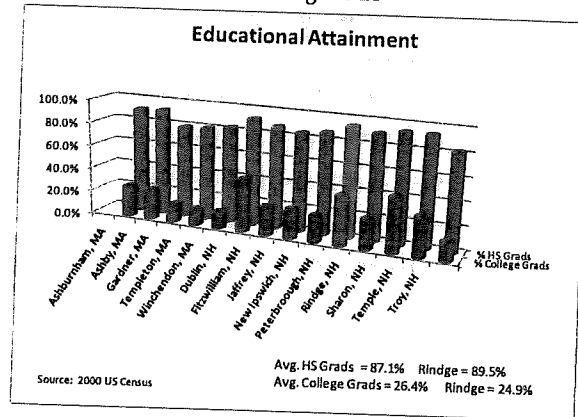
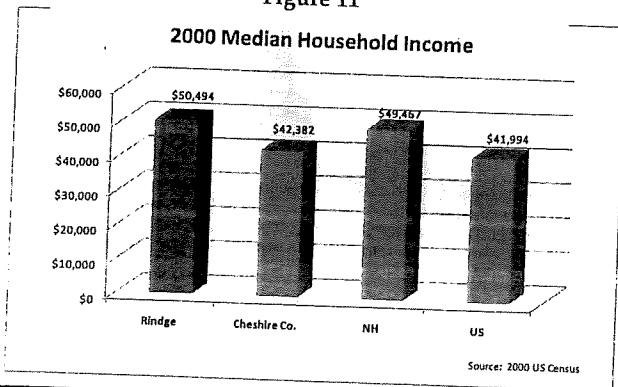


Figure 11

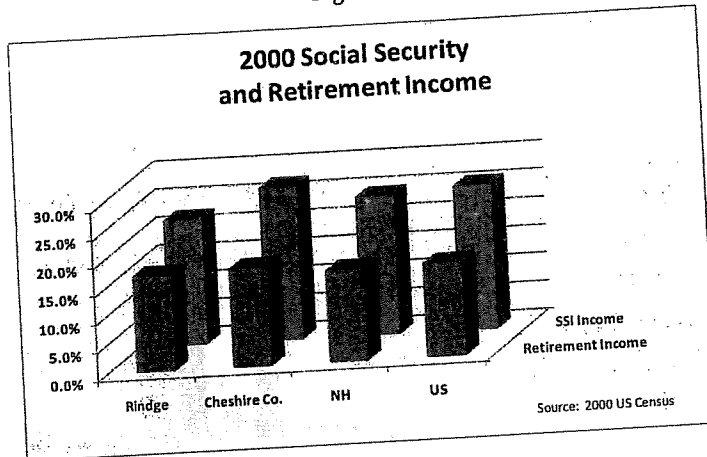


**Household Income:** The 2000 US Census found that Rindge had a median household income that was slightly above the state median income and well above Cheshire County and the entire country.



The Census also determined that the percentage of households receiving retirement income in Rindge was consistent with the county, state and national figures. Figure 12 shows that the percentage of Rindge's population that is collecting Social Security income (SSI) is a little below the norm for the county, NH and the US. This is likely due to the smaller percentage of the town's population that is over 65 years old.

Figure 12



### 3. Labor Force Characteristics

*Manufacturing, education/health/social services, construction, retail trade and professional/scientific/management services comprise almost 72% of the occupations of Rindge residents*

Total employment in the Rindge region was 24,664 in 2008. Rindge's employment was 1756 which represents 7.1% of the region's total employment base. Templeton and Winchendon, MA have similar numbers of employees to Rindge and Jaffrey, Peterborough and Gardner have considerably larger numbers of persons in the workforce.

Figure 13

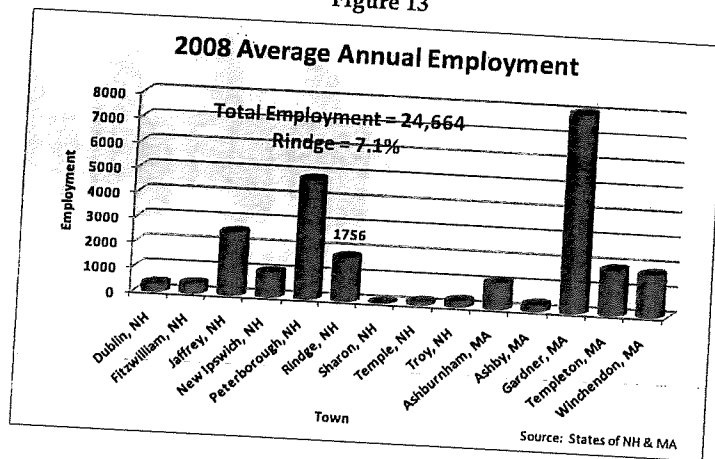
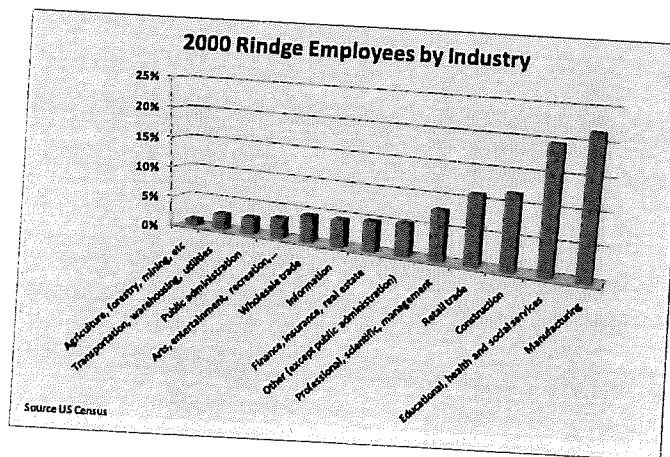


Figure 14

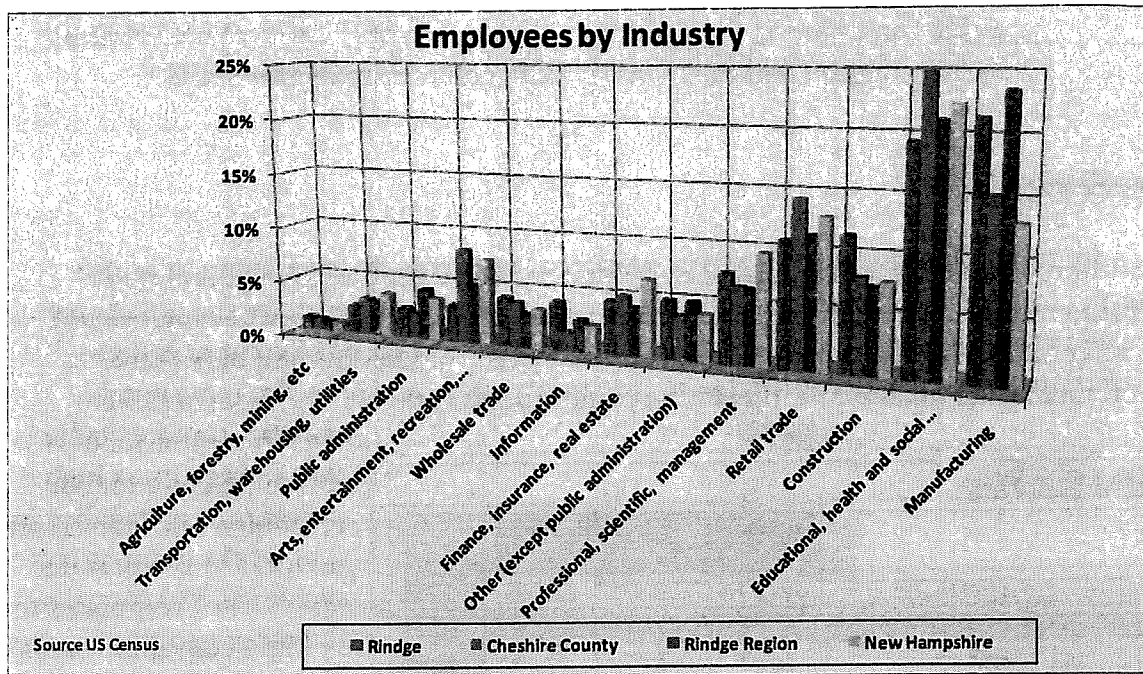


From the US Census we are able to develop a profile of the kinds of work that Rindge residents do for a living. Figure 14 shows this profile indicating that manufacturing, "education, health and social services," construction, retail trade and "professional, scientific, and management services" comprise almost 72% of the occupations of Rindge residents.

Comparing Rindge's employee occupation profile to other geographic areas produces the data shown in figure 15. This graph is significant because it highlights what Rindge workers do for a living. What they do is important if the town wants to utilize those

skills by growing existing businesses and attracting new ones to expand its economic base.

Figure 15



The major employee occupations for Rindge are shown in the red bars in figure 15. Comparing the Rindge data for each industrial sector to those of Cheshire County and the Rindge Region begins to highlight one geographic area's strengths compared to another.

- ♦ *Manufacturing Sector:* Both Ridge and the region are strong in this sector, compared to the county and state.
- ♦ *Educational, health care and social services Sector:* This is a strong sector for Rindge; it holds an even higher percentage significance to the county, region and state.
- ♦ *Construction:* This is an important sector for Rindge due to its strength in town as compared to the county, region and state.
- ♦ *Retail Trade Sector:* Rindge has a similar percentage of employees working in the retail trade sector compared to the other geographic areas. The data shows that the town is a little behind others as an occupational sector.
- ♦ *Professional, scientific, management, administrative Sector:* This sector is well represented in Rindge compared to the region and county and includes a wide range of professional and technical occupations including accountants, lawyers, engineers, researchers, company managers as a few examples.

- ♦ *Information Sector:* Rindge has a somewhat higher representation in this sector.
- ♦ *Arts, entertainment and recreation:* Rindge is underrepresented in this sector compared to the county, region and state. The weakness in this sector suggests that the town should consider strengthening it.

### Class of Workers

In addition to looking at the types of work that residents do for a living, it is also helpful to review whether they are in private employment, work for the government, are self employed or are unpaid workers in the home. Figure 16 compares these employment categories for Rindge to the county, state and US. The most notable

Figure 16

Class of Workers	US	NH	Cheshire Co.	Rindge
Civilian Employment, 16+ yrs.	129.7 M	650,871	38,065	2,546
Private Wage & Salary Workers	78.5%	79.4%	78.9%	82.3%
Government Workers	14.6%	12.8%	12.4%	10.8%
Self Employed in Own Business	6.6%	7.6%	8.6%	6.6%
Unpaid Family Workers	0.3%	0.2%	0.2%	0.3%

Source: 2000 US Census

statistic from this table is that Rindge has a higher percentage of its labor force that works in the private sector (82.3%) compared to the other geographic areas. The percentage of workers in Rindge who are self employed is below that for the county and state but the

same as the US average. Rindge has a smaller percentage of government workers.

### Unemployment

Figure 17 shows the twenty year unemployment rates for Rindge, the county, NH and the US. From this graph, it is clear that Rindge's unemployment rate has remained consistently *above* the county and state but generally *below* the national average. This suggests that Rindge should look at ways to provide greater economic diversity to help reduce unemployment, particularly during periods of economic recession.

Figure 18 provides a more detailed look at unemployment rates over the last year and a half, particularly in relation to the impacts of the current recession. While it is clear that New Hampshire has avoided the higher unemployment rates that are being experienced elsewhere in the nation, Rindge has experienced particularly high seasonal unemployment in the winter months. Figure 17 shows an annual downward trend in unemployment for Rindge for the period between 2009 and June of 2010. Figure 18,

being monthly data, shows a seasonal drop in unemployment followed by a slight upturn between May and June of 2010.

Figure 17

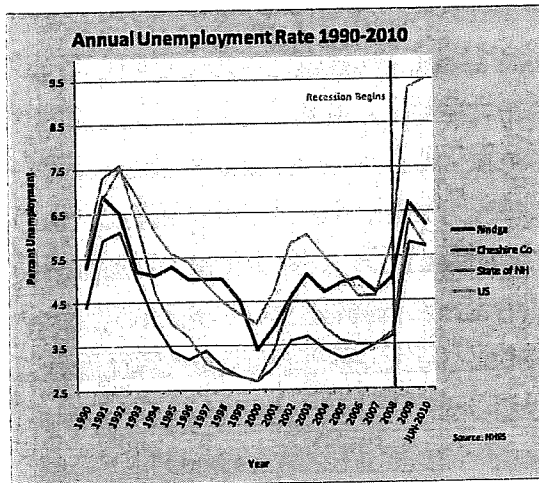
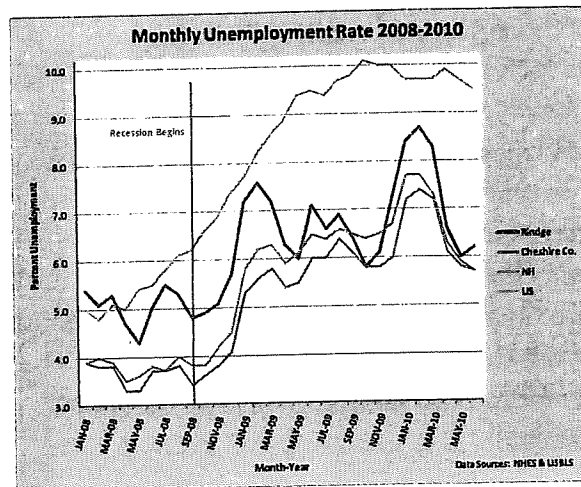


Figure 18



### Commute to Work

Where people live and work provides a major indication of a community's economic market area. Figure 19 displays the most current commuting data from the 2000 US Census.

*Where do Rindge residents work?* The columns of the left of figure 19 show the number and percentages of total workers who live in Rindge. Not surprisingly, one-third of all the Rindge residents who work, work in town. The second highest commuting destination for Rindge residents is to Jaffrey (14.3%). The third largest commuting destination is "Other MA" towns. This destination comprises twenty-nine towns in Massachusetts that had fewer than 25 Rindge residents commuting to a specific community. Within this group, the towns that had larger numbers of Rindge commuters were: Lowell, Marlborough, Newton, Townsend, Waltham, Westford, Wellesley, Sterling and Worcester. The "Other NH" listing included twenty-three towns including: Dublin, Fitzwilliam, Gilsum, Littleton, Goffstown, Litchfield, Manchester and Merrimack. Other individual towns that had sizeable numbers of Rindge commuters include Keene and Peterborough. In total there were 1,626 Rindge residents who commuted out of town for work.

Where do people who work in Rindge live? The two columns to the right of the town listings in figure 19 show the numbers and percentages of workers who work in Rindge and live in other communities. Of the 1808 people who work in Rindge, almost 46% are town residents. A total of 33 "Other NH" communities are the second largest source of Rindge employees. The towns with larger numbers of commuters to Rindge include: Antrim, Dublin, Hinsdale, Sullivan, Troy, and Walpole. Individual communities that had significant commuters to Rindge include Winchendon, Fitzwilliam, Swanzey, Keene, and Jaffrey.

Figure 19

Commuting Patterns					
LIVE in Rindge & Commute TO:		Town	WORK In Rindge & Commute FROM:		Net Job Import / (Export)
Number	Percent		Number	Percent	
830	33.8%	Rindge	830	45.9%	N/A
32	1.3%	Winchendon	129	7.1%	97
25	1.0%	Fitzwilliam	96	5.3%	71
186	7.6%	Other NH	240	13.3%	54
7	0.3%	Ashburnham	31	1.7%	24
33	1.3%	Swanzey	53	2.9%	20
33	1.3%	New Ipswich	30	1.7%	(3)
30	1.2%	Wilton	6	0.3%	(24)
33	1.3%	Nashua	8	0.4%	(25)
48	2.0%	Gardner	18	1.0%	(30)
31	1.3%	Westminster	0	0.0%	(31)
33	1.3%	Milford	0	0.0%	(33)
34	1.4%	Ayer	0	0.0%	(34)
53	2.2%	Other States	14	0.8%	(39)
60	2.4%	Leominster	7	0.4%	(53)
71	2.9%	Fitchburg	7	0.4%	(64)
156	6.4%	Keene	90	5.0%	(66)
153	6.2%	Peterborough	34	1.9%	(119)
350	14.3%	Jaffrey	183	10.1%	(167)
255	10.4%	Other MA	32	1.8%	(223)
2453		Total	1808		(645)

Source: 2000 Census

The last column in figure 19 shows the number of jobs that are net imported to Rindge from the communities listed. This figure is derived by subtracting the number of people who live in Rindge and commute out of town from the number who live out of town and commute to Rindge for work. In total there is a net outflow from Rindge of 645 workers. There are only four net importing towns (excluding the "other NH" designation) and thirteen towns (excluding "other MA") that Rindge exports jobs to. Jaffrey, Peterborough, Keene, Fitchburg and Leominster attract the highest number of Rindge residents for work.

What this comparison reveals is that Rindge residents who commute out of town for work are more inclined to travel greater distances than the number of commuters who come to Rindge to work every day. Not surprisingly, the largest numbers of workers seek jobs that are in the immediate vicinity of Rindge to reduce their commuting times.

## 4. Business Composition and Employment Trends

*Between 1997 and 2008 Rindge experienced a 151% increase in the number of businesses and a 127% increase in employment*

The previous section characterized the working people who live in Rindge and the types of work that they do. This section looks at the characteristics of businesses that are located in Rindge.<sup>1</sup>

### Number of Businesses

Figure 20 provides a breakdown of the numbers of businesses in Rindge by major industry type. The highest numbers of businesses are in the *construction, retail* and *accommodation/food services* sectors which account for 91 of the 144 businesses (63%) that are located in Rindge.

Figure 21 offers a detailed look at the number of businesses by sector and how the number of businesses have changed in the decade from 1997-2008 for Rindge, the county and the

Figure 20

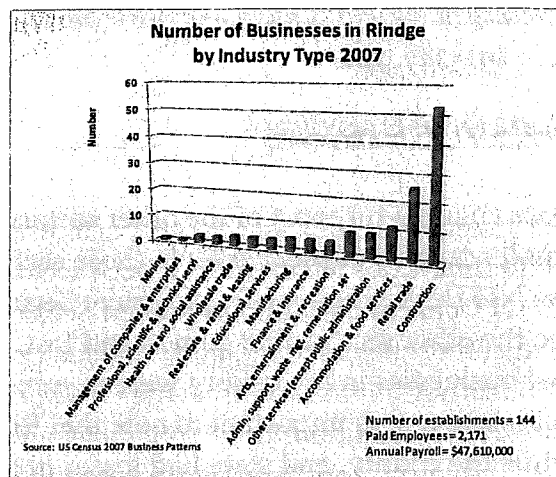
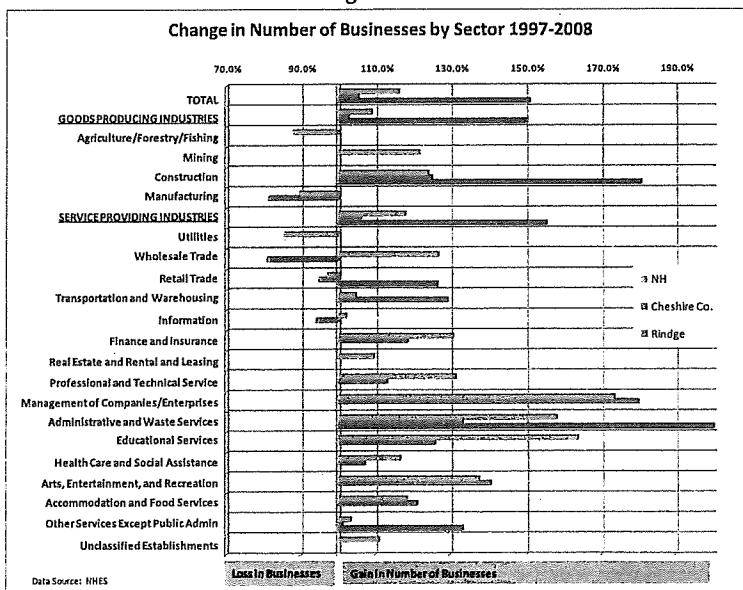


Figure 21



<sup>1</sup> The types and number of businesses, number of employees and much of the other data provided in this section are derived primarily from two government data sources; the NH Department of Employment Security and the US Bureau of Labor Statistics. These data sources are important because they rely on regular reporting from private businesses that are required to contribute to unemployment compensation insurance and report their employment levels monthly. Most importantly, these data sources only report information from employers that are required to pay unemployment compensation insurance. Based on the data presented in figure 14, about 82% of Rindge's workers are covered by this information, leaving approximately 400 individuals who are not included in this data set. These workers are either government workers, self-employed individuals or unpaid family workers.

state. This chart also includes two “super sector” categories of *goods producing* and *service providing* industries.

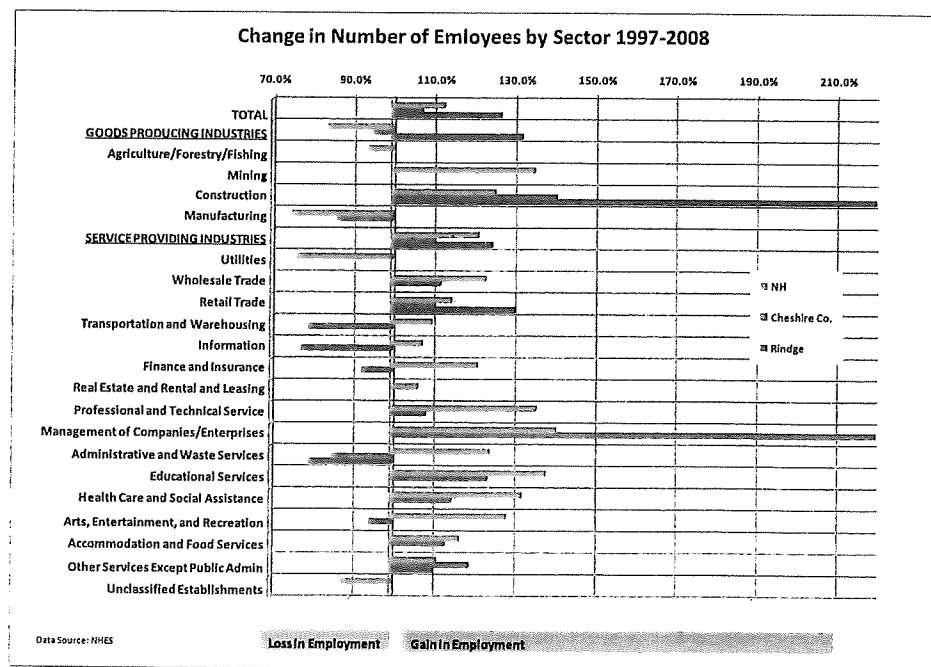
Overall, Rindge has shown a 151% increase in the number of businesses in town with comparable large gains in both super sectors as compared to either the county or state. The *goods producing* super sector gains were driven by a 70% increase in the *construction* industry with little or no gain in either *mining* or *manufacturing*. The *service providing* super sector increases came from a doubling of the number of businesses in the *administrative and support and waste management and remediation services* sector and a 27% gain in retail trade.

### Number of Employees

Data changes for most of the other sectors are not available for Rindge because of the small numbers of businesses in those sectors and the data confidentiality restrictions of the NH Department of Employment Security. Even with those data limitations, we can see the other sectors that gained and lost, particularly for Cheshire County. Sectors that lost businesses in the county were in *manufacturing*, *wholesale trade*, *retail trade* and *information*. It is important to note that Rindge showed significant gains in retailing while the county, and state had losses in this sector. Most of the other service-providing sectors produced meaningful gains in Cheshire County as well as New Hampshire, suggesting that opportunities may exist in many of these areas for Rindge to grow.

The number of businesses in a given industry sector paints part of the picture for Rindge’s local economic condition. The number of employees that those businesses employ adds more detail to that picture. Figure 22 provides the change in employment by industry sector,

Figure 22





giving more specific information about where employment has gained and lost. As with figure 21, *construction* and *retail trade* showed important gains. Where figure 21 showed large gains in the number of *administrative and support and waste management and remediation services* businesses, figure 22 indicates that this sector actually posted losses in the number of employees. In short, there were more, smaller businesses in that category with fewer employees overall. Cheshire County recorded losses in *transportation/warehousing, information, finance & insurance* and in the *arts/recreation/entertainment* sectors.

### Largest Employers

Following is a list of the twenty-five largest employers in Rindge as identified by the NH Department of Employment Security and verified by town staff. This list includes 16% educational institutions, 12% retail, 32% accommodations and food services and 24% construction.

Figure 23. 25 LARGEST EMPLOYERS IN RINDGE – 2010

Employer	Partial Address	City	Employer Size
Franklin Pierce College	University Dr	Rindge	500 - 999
Walmart	US Route 202	Rindge	100 - 249
Market Basket	US Route 202 # 1	Rindge	100 - 249
Hannaford Supermarket & Pharmacy	US Route 202	Rindge	100 - 249
Rindge Memorial School	School St	Rindge	50 - 99
Lilly's on the Pond Restaurant	US Route 202	Rindge	20 - 49
Woodbound Lodge Inc	Woodbound Rd	Rindge	20 - 49
Charles Everett Technologies	Main St	Rindge	20 - 49
Boss Contractors Inc	NH Route 119	Rindge	20 - 49
Aylmer's Grille	Woodbound Rd	Rindge	20 - 49
Seppala Construction	Hunt Hill Rd	Rindge	20 - 49
KFC	Sonja Dr	Rindge	20 - 49
Van Dyke Construction	US Route 202	Rindge	20 - 49
Rindge Town Fire Dept	Main St	Rindge	20 - 49
Allen & Mathewson Energy Corp	US Route 202	Rindge	20 - 49
Pizza Haven	NH Route 119	Rindge	20 - 49
Hampshire Country School	Paley Cir	Rindge	20 - 49
Hidden Hills Banquet Facility	Route 202	Rindge	10 - 19
Four Star Catering	Route 202	Rindge	10 - 19
Monadnock Erectors	NH Route 119	Rindge	10 - 19
Atlas Fireworks Factory Inc	US Route 202	Rindge	10 - 19
Rindge Food Pantry	NH Route 119	Rindge	10 - 19
Meeting School	Thomas Rd	Rindge	10 - 19
Ji-Cal Masonry Inc	Lisa Dr	Rindge	10 - 19
Dunkin' Donuts	Cathedral Rd	Rindge	10 - 19

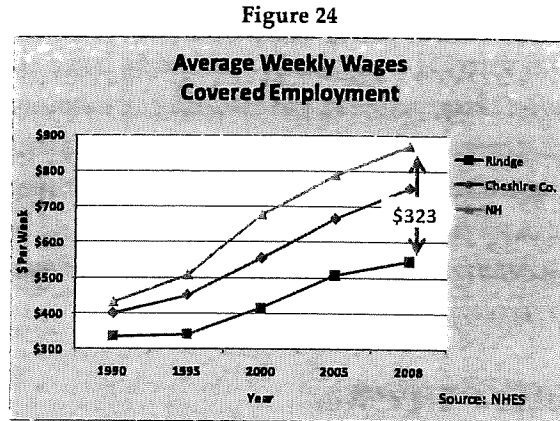
Source: NHES and Info USA

### Wages

For the past thirty years, Rindge workers have consistently had weekly wages that lag behind both Cheshire County and the state of New Hampshire as depicted in figure 24. In 2008, the most recent year for which this data is available, Rindge had average weekly wages that were \$323 lower than that of the state and \$206 below the average for Cheshire County.

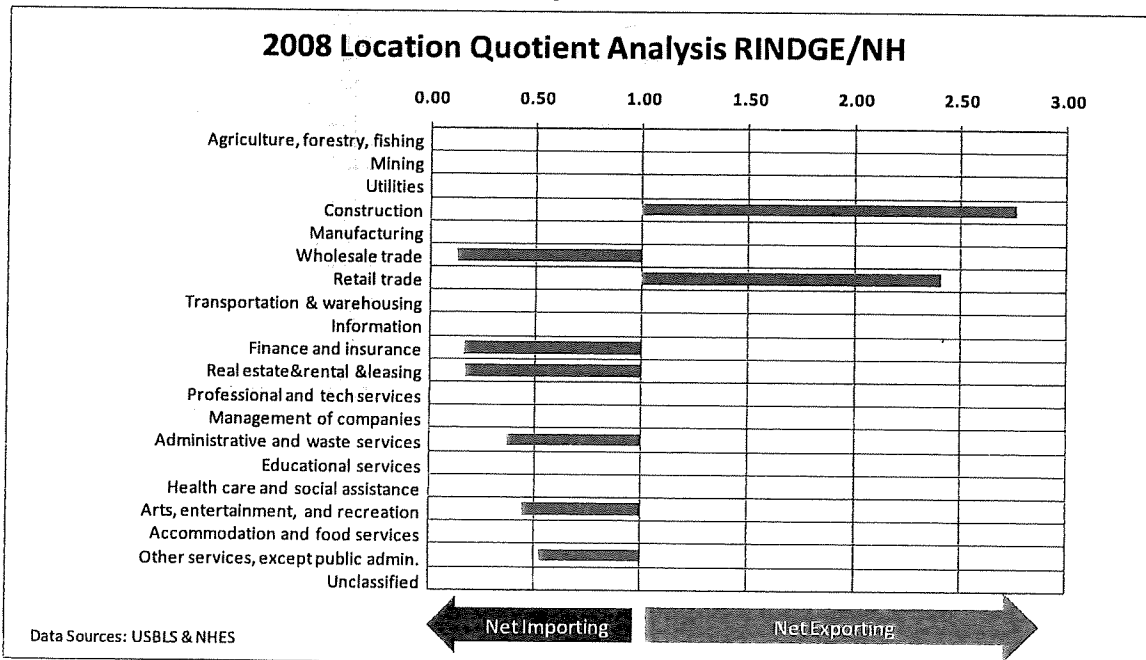
**Location Quotient Analysis – A Comparison of Local Sector Employment to the State’s**

Location Quotient (LQ) analysis provides a means of comparing the relative strength of individual industry sectors in a local area to a larger region. This is done by looking at the employment in each sector compared to the total employment in the local area and then comparing that percentage to the comparable sector percentages for the larger region. The resulting numerical relationship will show that the local area is either below, the same as, or higher than the larger region to which it is being compared. Figure 25 shows the results of this analysis in a comparison of Rindge employment to total New Hampshire employment.



In the construction sector the LQ figure is considerably higher than 1.00, meaning that Rindge’s percentage of construction employment is significantly higher than the statewide percentage of construction employment. This indicates that in the

**Figure 25**



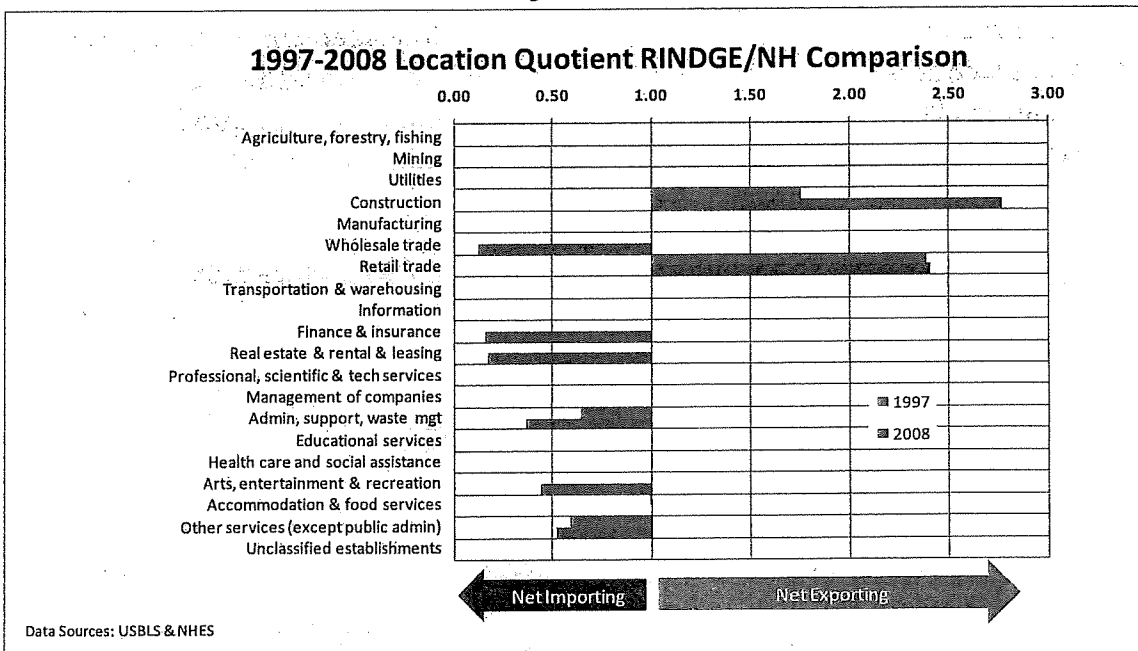
construction sector, Rindge has proportionately more jobs than does the state and is therefore a net exporter of construction services. The other major net exporting sector is retail trade. Conversely, Rindge has lower employment than the state percentage in:

- ♦ Wholesale Trade
- ♦ Finance & Insurance
- ♦ Real Estate, rental and leasing
- ♦ Administrative, support, waste management and remediation services
- ♦ Arts, Entertainment and recreation services, and
- ♦ Other services not including public administration

A number of sectors have no location quotient results. As previously discussed, this is because there were so few businesses in Rindge in those sectors that the data is suppressed to ensure confidentiality of individual businesses by the state and federal agencies that collect the information.

Having looked at the employment sectors for Rindge compared to the state for 2008 it is helpful to look at the same information for two different time periods to see what sectors are expanding or contracting. Figure 26 compares the location quotient results for Rindge in 2008 and 1997. This chart points out that construction employment is significantly stronger than it was in 1997 with retail trade also being strong but staying about the same for both years, relative to state ratios.

Figure 26



“Administrative, support, waste management and remediation services” actually got less well represented in 2008 as compared to 1997. The four other categories shown with 2008 data in figure 26 did not have data for 1997, so no comparisons are possible.

In order to see more in-depth sector comparisons and avoid the data suppression problems encountered for Rindge in the previous two figures, we can look at the location quotient analysis for all of Cheshire County as it compares to the state. This does not give us location quotient results that are specific to Rindge but we can see the resulting data for many more sectors and make comparative assumptions about their applicability to Rindge.

The more detailed county data shown in figure 27 reveals that employment ratios for Cheshire County are below the state (net importing sectors) in the following sectors:

- ◆ Utilities
- ◆ Wholesale Trade
- ◆ Transportation & Warehousing
- ◆ Information
- ◆ Real Estate, rental and leasing
- ◆ Professional, scientific and technical services
- ◆ Administrative, support, waste management and remediation services
- ◆ Health care and social assistance
- ◆ Arts, entertainment and recreation
- ◆ Accommodation and food services

The County's strong employment sectors (net exporting) are:

- ◆ Construction
- ◆ Manufacturing
- ◆ Retail Trade
- ◆ Finance & Insurance
- ◆ Management of Companies
- ◆ Educational Services
- ◆ Other (except public administration)

Figure 27

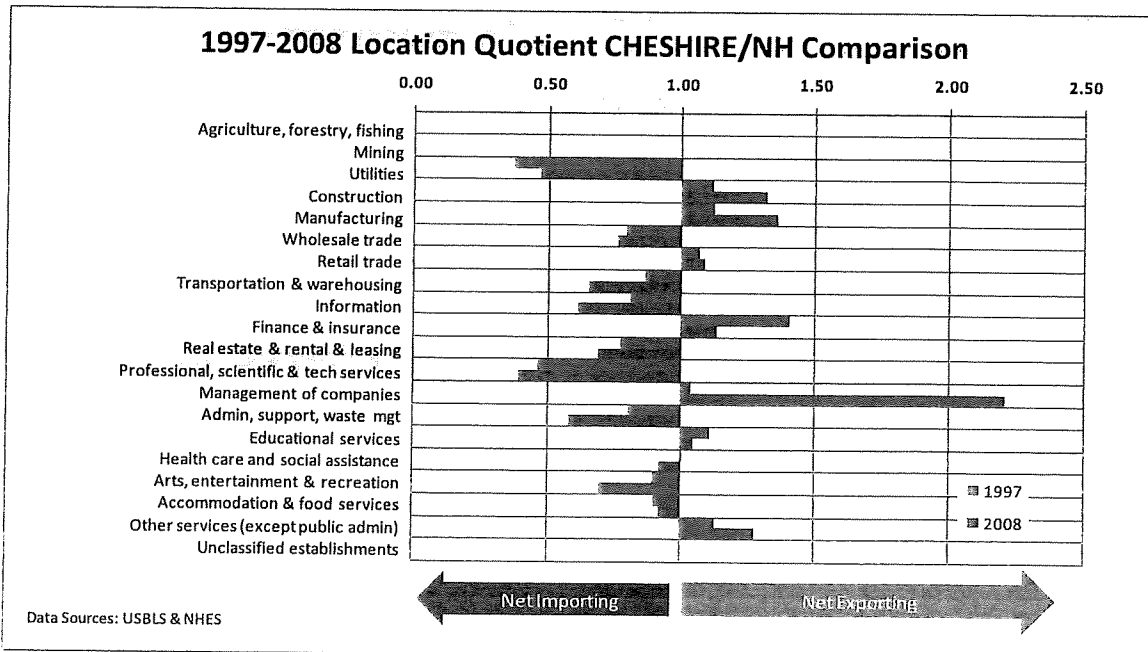
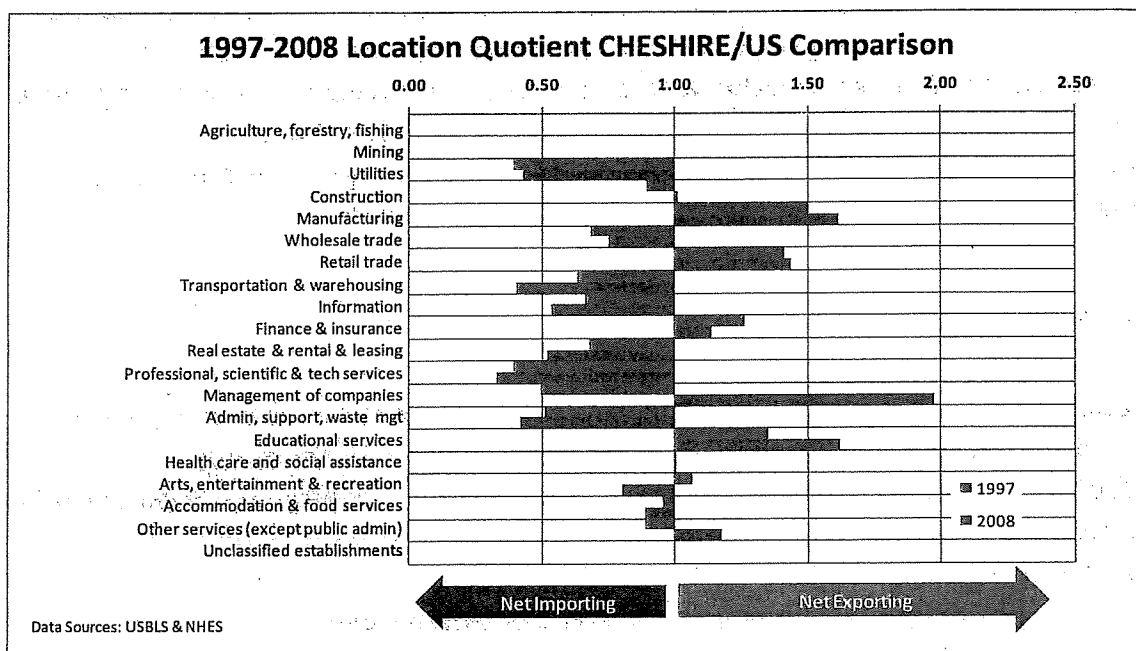


Figure 27 also points up the sectors that got stronger or weaker, compared to the state, between 1997 and 2008. Construction, manufacturing, and management of companies posted significant gains. Sectors that showed significantly lower employment compared to the state were transportation and warehousing, information, administrative/support/waste management and remediation services, and arts/entertainment/recreation.

Figure 28 takes the LQ analysis a further step and compares Cheshire County to the entire United States workforce. This comparison shows us where the county has a truly unique employment base relative to the entire US economy. Many of the patterns that

Figure 28



we saw in figure 27, comparing Cheshire County to NH are still apparent in the Cheshire-US comparison. We see that construction for the county is only slightly higher than the national ratio but manufacturing in the county is a strength even at the national scale. The county also shows particularly strong employment in the retail trade sector, management of companies and educational services. The “net importing” sectors for this comparison show the similar patterns to for the Cheshire/NH comparison.

*What does all the Location Quotient analysis mean for Rindge?*

The “net exporting” sectors shown in figures 25-28 indicate that Rindge and/or the county have proportionately more employment than the state and US in these areas.

*These sectors are therefore economic leaders for Rindge and/or the county.* They point to the fact that there are people currently working in the Rindge area with specific marketable skills that could be used to grow existing businesses and/or encourage new businesses with similar skill needs to locate in town. Of particular note in the Cheshire/US comparison is the strength of *educational services*. Between Franklin Pierce University and the educational institutions in Keene, education related employment compares very favorably with national employment ratios.

The “net importing” sectors point up some important limiting characteristics of Rindge and Cheshire County. First, the county and town are not located on major transportation corridors and are net importers of many goods. For these reasons utilities, wholesale trade, and transportation & warehousing are not strong employers in the region. They also do not attract high numbers of professional, scientific, management or information technology employers which seems somewhat surprising since the town and county have a high quality of life. The low “real estate/rental/leasing” sector is understandable because the region has not shared the strong real estate growth seen in the southeast part of the state.

### ***Shift Share Analysis***

Shift Share Analysis is another economic evaluation tool that can be used to assess recent trends in employment change. Shift share analysis looks at changes in employment over time between a local area and the entire country. It is used to explain how much of an industrial sector’s employment gains or losses over time can be attributed to

- (1) total growth (or loss) in employment at the national level;
- (2) growth or loss of employment nationally in a specific industrial sector, and;
- (3) how much of the growth or loss of jobs at the local level is due exclusively to local factors.

Figure 29 shows the results of the shift share analysis completed for Cheshire County and for Rindge. Both of these analyses needed to be completed because of small numbers in many of the industrial sectors in Rindge that caused the state data sources to suppress data due to their confidentiality restrictions. Due to the data limitations, we will need to look at both the local and county data and infer trends between them. In figure 29 we have highlighted more notable employment gains and losses in both the national industrial mix and regional share columns. The pink highlights represent employment losses in that sector and the green highlights sector gains. Following is a discussion of the important *gains* and *losses* by sector.

Figure 29

*Construction:* As we have already seen, construction is a strong sector in Rindge with 44 out of the 53 local jobs having been created due to high local demand between 2001 and 2008 and only nine being a result of national growth and strength of this sector nationally. Although the data is not yet available, the current economic recession will show a significant negative effect on this sector.

*Manufacturing:* Although Rindge data is not available, the county had a net loss of 862 jobs in the 2001-08 timeframe. Total national employment growth produced an additional 223 jobs in this sector and the strength of local manufacturing added another 289 jobs. The proportion of manufacturing jobs nationally (industrial mix) continued to show sizeable losses that caused a 1,374 employee loss, more than offsetting the gains noted above.

2001- 2008 Cheshire County Shift Share Analysis					Rindge Shift Share Analysis			
Industry	National Share	Industrial Mix	Regional Share	Total Change	National Share	Industrial Mix	Regional Share	Total Change
NAICS 11 Agriculture, forestry, fishing and hunting	6.40	-6.63	R	R	R	R	R	R
NAICS 21 Mining, quarrying, and oil and gas extraction	R	R	R	R	R	R	R	R
NAICS 22 Utilities	R	R	R	R	R	R	R	R
NAICS 23 Construction	56.32	25.90	136.78	219.00	6.08	2.79	44.13	53.00
NAICS 31-33 Manufacturing	223.07	-1,373.73	288.66	-862.00	R	R	R	R
NAICS 42 Wholesale trade	31.84	3.29	187.88	223.00	0.71	0.07	-9.78	-9.00
NAICS 44-45 Retail trade	188.39	-143.62	159.23	204.00	25.51	-19.45	-1.06	5.00
NAICS 48-49 Transportation and warehousing	16.66	-1.50	-55.17	-40.00	R	R	R	R
NAICS 51 Information	17.27	-98.83	-4.44	-86.00	R	R	R	R
NAICS 52 Finance and insurance	63.71	4.45	-189.16	-121.00	R	R	R	R
NAICS 53 Real estate and rental and leasing	11.30	0.40	R	R	R	R	R	R
NAICS 54 Professional and technical services	22.31	64.10	-81.42	5.00	R	R	R	R
NAICS 55 Management of companies and enterprises	12.79	24.82	539.39	577.00	R	R	R	R
NAICS 56 Administrative and waste services	36.67	-2.58	-233.08	-199.00	R	R	R	R
NAICS 61 Educational services	30.45	189.42	-114.87	105.00	R	R	R	R
NAICS 62 Health care and social assistance	123.26	578.02	-253.29	448.00	R	R	R	R
NAICS 71 Arts, entertainment, and recreation	14.92	30.77	-69.70	-24.00	R	R	R	R
NAICS 72 Accommodation and food services	86.66	231.20	-217.87	100.00	5.79	15.45	10.76	32.00
NAICS 81 Other services, except public administration	43.56	37.63	14.81	96.00	R	R	R	R
NAICS 99 Unclassified	R	R	R	R	R	R	R	R

Data Sources: US Bureau of Labor Statistics, NH Employment Security R= Data restricted to maintain confidentiality

*Wholesale Trade:* This sector gained nationally and on the county level, adding a total of 223 jobs in Cheshire County but Rindge lost nine jobs in this sector during this time frame.

*Retail Trade:* Cheshire County gained 204 retail jobs in this time period, largely as a result of strong national overall employment gains and county sector expansion. This

growth was in spite of the smaller national percentage in this sector. Rindge saw a net gain of nine retail employees during the 2001-08 time period.

*Transportation & Warehousing:* The County lost 40 jobs in this sector, a result of significantly lower sector employment figures nationally.

*Information:* The national industry mix is the apparent cause for the job losses in this sector for the County.

*Finance & Insurance:* Although there was sector growth attributable to both the national share and the industry mix, Cheshire County had a significant downturn in employment that resulted in an overall net loss of 121 jobs.

*Professional & Technical Services:* Even with significant Cheshire County losses in this sector, strengths at the national level resulted in a net five person employment gain.

*Management of Companies & Enterprises:* On a county level, this sector showed large gains totaling 577 additional employees that resulted predominantly from county growth factors. This large growth was influenced only slightly by national and industry mix gains.

*Administrative, support, waste management and remediation services:* This sector declined significantly as a result of Cheshire County drops in sector employment in spite of some gains in the national share.

*Educational Services:* Gains to the national share and industry mix offset some losses at the county level that resulted in a net gain of 105 employees during this time period.

*Arts, Entertainment & Recreation:* Modest gains nationally were overpowered by county-wide losses that resulted in a net loss of 24 jobs.

*Accommodations & food services:* This sector also showed reasonable gains resulting from the national trends that offset significant losses at the county level to produce a net gain of 100 employees. On the other hand, Rindge experienced an overall gain in this sector of 32 jobs.



## Employment Projections

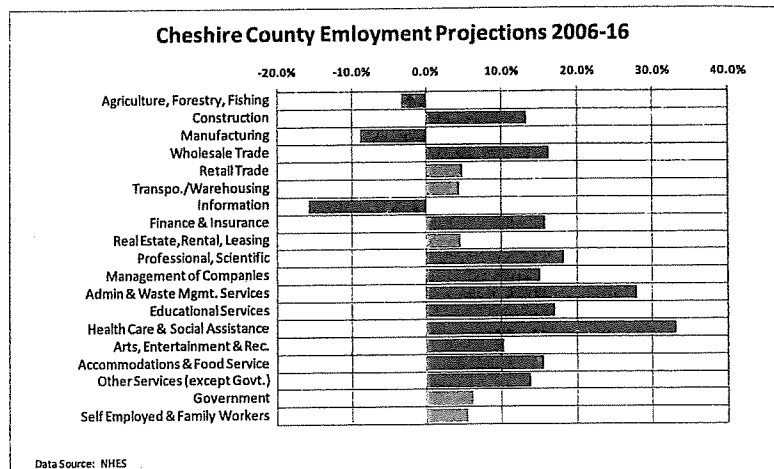
The longer term outlook for employment by industry sector is projected by the NH Department of Employment Security. The projections are based on both state and national trends. Figure 30

displays the most recent DES projections for Cheshire County that were developed for the decade ending in 2016. The projections reinforce recent downward trends in both the manufacturing and information sectors.

Most of the sectors show the potential for positive growth.

The only sectors that are projected to grow by less than 10% are in retail trade, transportation/warehousing, real estate/rental/leasing, government and self employed/family workers. The remaining sectors are predicted to have growth in the range of 10-30%+.

Figure 30



## 5. Tax Base and Real Estate

*Rindge has a relatively small total real estate tax valuation. This contributes to it having a tax rate that is in the top one-fifth of all of the towns in the state*

### Tax Rate Comparisons

There are a number of ways to compare Rindge's tax rate to other communities in the state, this report looks at three.

The simplest comparison is to look at basic full value tax rate for Rindge and compare it to communities with similar tax rates. Figure 31 shows this in order of increasing full value tax rate. It also shows the

Figure 31. Similar Full-Value Tax Rates

MUNICIPALITY	2008 OEP POPULATION ESTIMATE	POPULATION PER SQ. MI.	2008 TOTAL EQUALIZED VALUATION Including UTILITIES	2008 VALUATION PER CAPITA	2008 FULL VALUE TAX RATE	2008 FULL VALUE TAX RATE RANKING*	
<b>Similar Full Value Tax Rate</b>							
Danville	4,427	382	\$397,417,687	\$89,771	\$22.29	203	
Jaffrey	5,709	149	\$527,537,775	\$92,405	\$22.31	204	
Hillsborough	5,857	134	\$559,680,189	\$95,557	\$22.51	205	
Colebrook	2,422	59	\$184,132,940	\$76,025	\$22.64	206	
Swanzy	7,158	159	\$591,234,259	\$82,598	\$22.68	207	
Rindge	6,180	157	\$575,665,944	\$93,150	\$23.02	208	
Bethlehem	2,459	27	\$284,348,420	\$115,636	\$23.10	209	
Gorham	2,903	91	\$295,217,741	\$101,694	\$23.21	210	
Boscawen	3,938	158	\$272,799,847	\$69,274	\$23.53	211	
Fremont	4,159	240	\$407,187,336	\$97,905	\$23.64	212	
Troy	2,025	116	\$136,586,219	\$67,450	\$23.70	213	
Lowest Full Value Tax Rate	New Castle	1,018	1273	\$708,258,451	\$693,771	\$4.68	1
Highest Full Value Tax Rate	Berlin	10,170	165	\$409,632,082	\$40,278	\$33.56	234

\*Higher number = higher tax rate.

Data Source: NH DRA & NHOEP

lowest tax rate in the state (New Castle) and the highest (Berlin). Rindge ranks 208 in full value tax rate out of 234 communities in the state; a high number means higher tax burden. At just over \$23 per thousand dollar of valuation, Rindge's tax rate is similar to several area towns: Jaffrey, Swanzy and Troy. There are 70 other communities –like Rindge - that have a full value tax rate in the \$20-30 range. 165 communities have full value rates that are below \$20, resulting in a lower tax burden.

Another method of comparison is to look at the total valuation in a community and divide it by the number of people in that community to see how much real estate value there is per capita. Figure 32 shows communities with similar per capita valuation to the Town of Rindge. For every person who lives in Rindge there is \$93,150 in assessed value in the community. Rindge ranks 190 out of 234 communities in per capita valuation (#1 having the highest valuation per capita). The state average per capita valuation is just under \$130,000. Berlin has the lowest per capita valuation at \$40,278 and Waterville Valley has the highest at \$1,364,727.

Another comparison is to look at the tax rates of neighboring communities to Rindge. Figure 33 shows this information in order of valuation per capita. What this comparison highlights is that Rindge has a lower valuation per capita than six of the ten area towns and a tax rate that is third from the highest.

Figure 32. Similar Per Capita Valuation

MUNICIPALITY	2008 OEP POPULATION ESTIMATE	POPULATION PER SQ. MI.	2008 TOTAL EQUALIZED VALUATION Including UTILITIES	2008 VALUATION PER CAPITA	2008 VALUATION PER CAPITA RANKING*	2008 FULL VALUE TAX RATE	
<b>Similar Valuation Per Capita</b>							
Milan	1,368	21	\$122,319,066	\$89,415	195	\$17.41	
Danville	4,427	382	\$397,417,687	\$89,771	194	\$22.29	
Warren	939	19	\$85,902,908	\$91,483	193	\$19.41	
Jaffrey	5,709	149	\$527,537,775	\$92,405	192	\$22.31	
Alstead	2,016	52	\$186,958,522	\$92,737	191	\$20.92	
Rindge	6,180	167	\$575,665,944	\$93,150	190	\$23.02	
Dalton	1,019	37	\$95,038,166	\$93,266	189	\$19.08	
Weare	8,993	152	\$840,567,949	\$93,469	188	\$17.35	
Epsom	4,625	134	\$433,560,482	\$93,743	187	\$17.78	
Whitefield	2,079	61	\$194,893,874	\$93,744	186	\$22.06	
Richmond	1,143	30	\$107,342,248	\$93,913	185	\$21.87	
Lowest Per Capita Valuation	Berlin	10,170	165	\$409,632,082	\$40,278	214	\$33.56
Highest Per Capita Valuation	Waterville Valley	285	4	\$388,947,061	\$1,364,727	1	\$10.60

\*Lower number = higher valuation per capita  
Data Source: NHDRA & NHOEP

Figure 33. Tax Comparisons - Rindge & Surrounding Communities

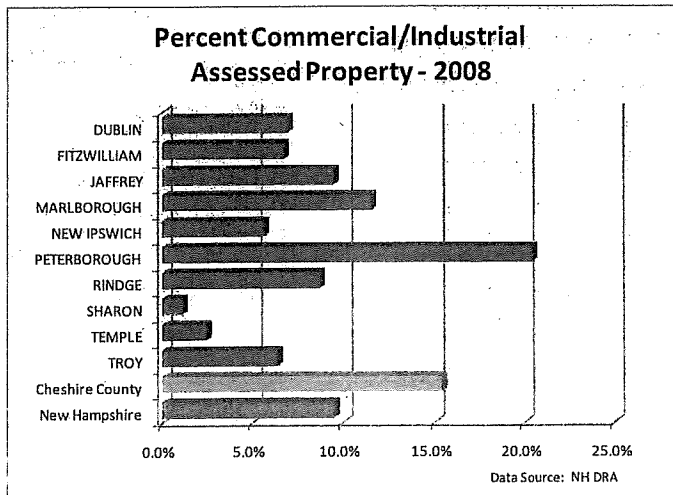
MUNICIPALITY	2008 OEP POPULATION ESTIMATE	POPULATION PER SQ. MI.	2008 TOTAL EQUALIZED VALUATION Including UTILITIES	2008 VALUATION PER CAPITA	2008 VALUATION PER CAPITA RANKING*	2008 FULL VALUE TAX RATE	2008 FULL VALUE TAX RATE RANKING**
<b>Rindge Area Towns</b>							
Sharon	382	24	\$65,095,010	\$170,406	58	\$14.46	49
Dublin	1,548	55	\$260,147,353	\$168,054	60	\$20.66	172
Peterborough	6,172	162	\$792,279,595	\$128,367	102	\$19.79	160
Fitzwilliam	2,271	66	\$279,377,751	\$123,020	118	\$24.01	218
Temple	1,536	69	\$177,314,799	\$115,439	138	\$17.59	107
Marlborough	2,074	102	\$195,354,010	\$94,192	184	\$20.97	178
Rindge	6,180	167	\$575,665,944	\$93,150	190	\$23.02	208
Jaffrey	5,709	149	\$527,537,775	\$92,405	192	\$22.31	204
New Ipswich	5,211	159	\$429,726,864	\$82,465	207	\$18.00	118
Troy	2,025	116	\$136,586,219	\$67,450	224	\$23.70	213

\*Lower number = higher valuation per capita  
\*\*Higher number = higher tax rate  
Data Source: NH DRA & NHOEP

Commercial/Industrial Tax Base

Figure 34 offers a glimpse at the percentage of land that is assessed as commercial/industrial in Rindge and the surrounding towns. The highest in this comparison is Peterborough, followed by Marlborough, Jaffrey and then Rindge. Rindge has a commercial/ industrial percentage that is similar to the state but well behind the Cheshire County rate.

Figure 34

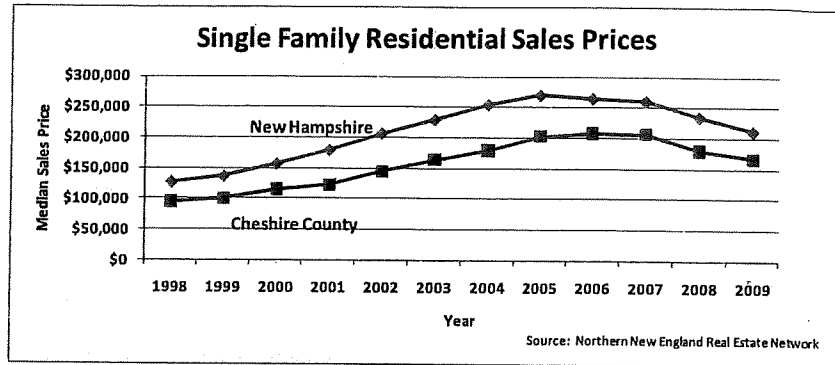


## Real Estate Trends in Home Sales

New Hampshire experienced a lengthy period of residential real estate appreciation that peaked in 2005-6. Figure 35 shows the rise in average residential sales prices from 1998 to 2009 and the decline in

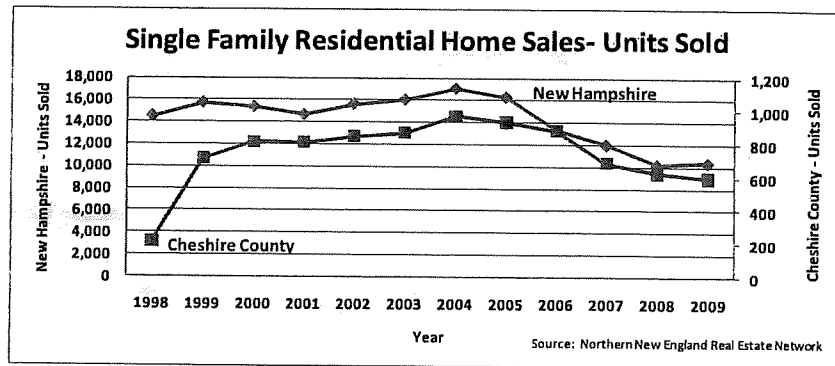
average prices even prior to the national 2008 economic recession. Preliminary 2010 data (August, 2010) indicate that average sales prices in the county are at \$150,000.

Figure 35



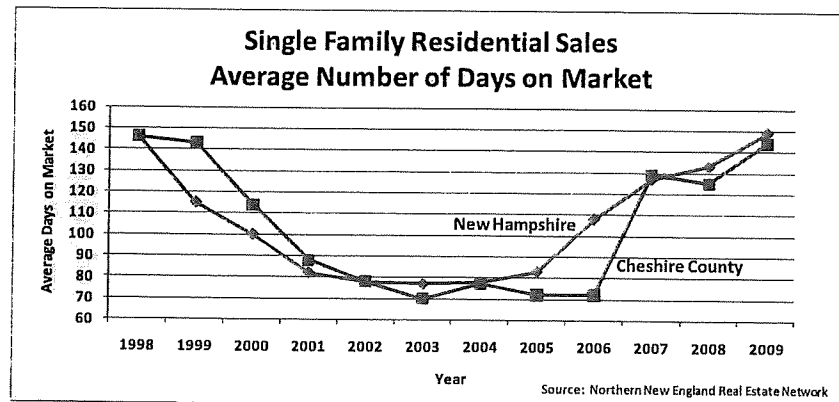
Along with the drop in average sales prices, the numbers of homes sold in the state and county has also declined since 2005. Preliminary 2010 county data show that the number of units sold is slightly ahead of the 2009 figures.

Figure 36



A further indication of the slow residential real estate market is evident in the length of time that homes stay on the market before they are sold. Figure 37 shows this trend. Preliminary 2010 county data indicate that the average number of days on the market has improved slightly to 124 days (August 2010).

Figure 37



## 6. Community Survey

*Overall, there was very strong support for encouraging more non-residential development to grow the tax base and create a broader, more diversified employment base. There was also strong sentiment that the town's natural resource and rural character needs to be protected and preserved.*

In September 2010 a total of 2,200 surveys were mailed to all postal patrons in Rindge and 597 responses were received for a very strong response rate of 27%. In order to achieve a high response rate, post cards announcing the survey were mailed approximately one week before the survey. Post cards were also mailed a week after the survey was sent to encourage people to complete and return the surveys.

Following is a detailed tabulation of the survey results.

**Questions #1-9** asked respondents to rate how they felt about a number of ideas to enhance Rindge's economic future (Responses were scored on a scale of 5= "strongly agree" to 1= "strongly disagree").

#	Question	Average Score	Strongly Agree	Somewhat Agree	Not Sure/Don't Know	Somewhat Disagree	Strongly Disagree	Total Responses	No Response
1	Encourage more retail/commercial development	3.98	288	150	33	38	63	572	25
2	Encourage more manufacturing development	3.83	254	137	69	55	58	573	24
3	Encourage more office & professional development	4.09	288	156	59	41	32	576	21
4	Rejuvenate the hospitality industry and encourage more tourism	3.98	258	164	67	56	30	575	22
5	Pursue creation of a new, multi-use town center near the Route 202/119 intersection	3.13	178	80	97	79	140	574	23
6	Seek stronger cooperation and economic partnership with Franklin Pierce University and other educational institutions	4.03	264	162	94	25	34	579	18
7	Provide housing opportunities for all ages	3.67	214	131	107	55	61	568	29
8	Encourage agriculture and related businesses	4.36	328	159	47	23	11	568	29
9	Do all of the above, and keep the small town character of Rindge	3.87	240	115	59	43	53	510	87

Overall, the responses showed favorable opinions about the suggested ideas. Strongest support was for:

1. Encouraging agriculture and related businesses
2. Encouraging more office and professional development
3. Seeking stronger cooperation and economic partnership with Franklin Pierce University and other educational institutions
4. Encouraging more retail/commercial development
5. Rejuvenating the hospitality industry and encouraging more tourism

6. Perusing all of these ideas but keeping the small town character of Rindge
7. Encouraging more manufacturing development

Responses to questions 5 and 7 were a more mixed. Question 5 (pursue creation of a new, multi-use town center near the Route 202-119 intersection) had an overall positive response (45% favorable) but a significant number of respondents did not like the idea (38%). Question 7 suggested providing housing opportunities for all ages. While 60% of the respondents agreed with this idea, 19% were neutral or unsure how they felt about it.

**Question #10** asked what people thought were Rindge's economic strengths. The responses to this question were grouped into three major categories.

The "attractions" category received a total of 59% of the responses. The top strong points in this category were "existing retail and grocery stores" and "Franklin Pierce University."

Location advantage was the second highest response group, receiving 30% of the total responses. This category related to being on the Massachusetts border, having good road access and proximity to Worcester and Boston.

The third category "natural resources" received 8.6% of the responses to this question. The responses focused on the town's natural beauty, natural resources, lakes and as a gateway to the Monadnock region.

Question 10: What do you feel are Rindge's Economic Strong Points?		
	Number	Percent
<b>Location Advantage</b>	<b>461</b>	<b>30.08%</b>
MA Border	194	12.13%
Location	125	7.82%
Proximity to Worcester, Boston, Etc	40	2.50%
Good Access Rt 202/119	122	7.63%
<b>Natural Resources</b>	<b>138</b>	<b>8.63%</b>
Natural beauty& resources/ Lakes	128	8.01%
Gateway to Monadnock Region	10	0.63%
<b>Attractions</b>	<b>950</b>	<b>59.41%</b>
Exist Retail & Grocery Stores	364	22.76%
FPU	186	11.63%
Rural-Small Town appeal	86	5.38%
No sales/Income tax	66	4.13%
Open Land for Devel	62	3.88%
Nice place to live	32	2.00%
Tourism	28	1.75%
Restaurants	12	0.75%
Recreation options	10	0.63%
Reasonable home prices	8	0.50%
Good Schools	6	0.38%
Arts, Crafts & Culture in region	4	0.25%
Campgrounds/Inns	2	0.13%
People Resources		0.00%
Good & Educated Workforce	20	1.25%
People in town	16	1.00%
Volunteers that help make the community work	14	0.88%
Entrepreneurs, Small & Home businesses	12	0.75%
Construction Trades	8	0.50%
Town government		0.00%
Town well managed	10	0.63%
Good Police and Fire	4	0.25%
<b>Other Comments</b>	<b>30</b>	<b>1.88%</b>
Keep it as it is	16	1.00%
We Have Enough Retail	10	0.63%
Encourage - don't limit commercial development	4	0.25%
<b>Total Responses</b>	<b>1599</b>	
<b>No Response/There are none</b>	<b>429</b>	

**Question #11** asked respondents to offer suggestions about how Rindge's economic future could be improved.

41% of the responses suggested ways improve and streamline the regulatory and administrative process for new businesses seeking to come to Rindge. This also included lowering taxes and working more closely with Franklin Pierce University.

37% of the respondents indicated specific types of businesses that should be encouraged to locate in town. The largest two category responses being more business/commercial development and more retail. More sit down restaurants and a home center were also mentioned by many.

Infrastructure improvements were listed by more than 11% of the respondents. This category was dominated by a desire for better cell phone and internet accessibility.

The fourth category related to Rindge's town character which was mentioned by nearly 10% of the question respondents. Keeping the small town feel and protecting the natural environment were the two most cited responses in this category.

Question 11: What do you think could be done to improve Rindge's economic future?		
	Number	Percent
<b>Regulatory/Administrative</b>	<b>301</b>	<b>41.12%</b>
Make it easier for Business to come to Rindge/Less Regulation	67	9.15%
Lower Taxes	49	6.69%
Promote & Work with Franklin Pierce University	19	2.60%
Better Schools	13	1.78%
Keep Business Development on 202/119	12	1.64%
Work with what we have	11	1.50%
Encourage Good Planning	11	1.50%
More Diversity in Employment	10	1.37%
Marketing & Branding	10	1.37%
Listen to voters	9	1.23%
Re-use Famm Steel & Other Vacant Buildings	9	1.23%
Proximity to MA = More Tax Revenue	8	1.09%
Tax & Other Incentives	8	1.09%
Better Equipped Police & Fire Service	8	1.09%
FPU Needs to pay its fair share	8	1.09%
Provide More Affordable Housing	7	0.96%
Stop wasting tax dollars	7	0.96%
Replace Town Officials	6	0.82%
Allow More Signage and Better Business Visibility	6	0.82%
Hire a Dedicated Economic Development Person	5	0.68%
More Tax Dollars	5	0.68%
Lower Business Taxes	5	0.68%
Allow Home Based Businesses	4	0.55%
Limit Residential Development	3	0.41%
Totally Upgrade town web site	1	0.14%
<b>Infrastructure</b>	<b>84</b>	<b>11.48%</b>
Better Telecom/High Speed Internet	62	8.47%
Fix the roads	6	0.82%
More Town Services: Water, Sewer, Trash Pickup	6	0.82%
TIF District	5	0.68%
Public transportation - trains & buses	3	0.41%
Abolish Impact Fee	2	0.27%
<b>Types of Businesses</b>	<b>274</b>	<b>37.43%</b>
More Business/Commercial Development	51	6.97%
More Retail	47	6.42%
More Sit-Down Restaurants	25	3.42%
Home Improvement Center	22	3.01%
Promote Tourism	18	2.46%
Smaller Businesses	17	2.32%
Quality Businesses	14	1.91%
Manufacturing	13	1.78%
Smaller - Specialty Shopping	12	1.64%
More Agriculture	10	1.37%
Entertainment	7	0.96%
Fast Food Restaurant	5	0.68%
No more retail development	5	0.68%
Hotel/Motel/B&B	4	0.55%
Green Business Opportunities	4	0.55%
Breakfast/Coffee Shop/Café	3	0.41%
Better Paying Jobs	3	0.41%
Snowmobile Trails	3	0.41%
More Professional Offices	3	0.41%
Casino	2	0.27%
Senior Housing & Retirement Centers	2	0.27%
Year Round Farmers Marketplace	2	0.27%
No more big boxes	1	0.14%
Service Businesses	1	0.14%
<b>Town Character</b>	<b>73</b>	<b>9.97%</b>
Keep Small Town Feel	35	4.78%
Protect the Natural Environment	19	2.60%
More Visible Town Center	8	1.09%
Promote Yankee Architectural Quality	7	0.96%
Town Beach & Boat Access	2	0.27%
Town Festivals and Events	2	0.27%
<b>Other</b>	<b>91</b>	<b>12.43%</b>
<b>Total Responses</b>	<b>732</b>	
<b>No Response</b>	<b>172</b>	

**Question #12** asked specifically what types of businesses respondents would like to see located in Rindge.

The largest number of response to this question were:

Restaurants	13.7%
Home Improvement /Hardware	10.6%
Specialty Retail	8.3%
Retail/Commercial	7.6%
Clothing/Department Store	5.8%
Manufacturing	5.7%
and	
More businesses of any type that lower taxes and create jobs	5.4%

<b>Question 12: What types of businesses would you like to see in Rindge?</b>		
<b>Business Type</b>	<b>Number</b>	<b>Percent</b>
Restaurants	145	13.65%
Home Improvement/ Hardware	112	10.55%
Specialty Retail	88	8.29%
Retail/Commercial	81	7.63%
Clothing/Department Store	62	5.84%
Manufacturing/ Light Mfg.	60	5.65%
More businesses of any type that lower taxes & create jobs	57	5.37%
Professional Offices & Consulting	45	4.24%
Movie Theater	35	3.30%
Smaller Businesses	32	3.01%
Clean/ Green Businesses	28	2.64%
Hotel/B&B	26	2.45%
Agricultural & Agri. Supply	23	2.17%
Commercial or Public Recreation	21	1.98%
Auto Parts/Auto Repair	20	1.88%
Hi-Tech	19	1.79%
Entertainment	19	1.79%
Breakfast/Coffee Shop/Cafe	18	1.69%
Sports Bar/Pub	16	1.51%
Fast Food	15	1.41%
Mall/Big Box Retail/ Outlet Mall	12	1.13%
Medical/Health Care	12	1.13%
Sporting Goods	10	0.94%
Places that Cater to FPU Students	7	0.66%
Less Development	3	0.28%
Other	87	8.19%
None	9	0.85%
<b>Total Responses</b>	<b>1062</b>	
<b>No Response</b>	<b>139</b>	

As can be seen from the raw scores for this question, many people had a wide variety of other ideas for what new businesses and services should be available in town.



**Question #13** asked what Rindge can do to attract business to town.

The single largest response was for the town to be more business friendly and have less regulation (28%). Other leading suggestions included offering tax incentives; advertising & promoting the town; lowering taxes; and making Rindge a destination.

Question 13: What can Rindge do to attract business to Town?		
	Number	Percent
Less Regulation/Be More Business Friendly	139	27.91%
Tax Incentives	65	13.05%
Advertise & Promote	60	12.05%
Improve Telecom/Internet	43	8.63%
Lower Taxes	34	6.83%
Make it a Destination	16	3.21%
Nothing	15	3.01%
Less Restrictive Sign Regulations	15	3.01%
Town Water/Sewer	11	2.21%
Well Paying Jobs	10	2.01%
Commerce & Retail Only on Rt. 202	9	1.81%
Promote Hiking, Biking, Skiing, Hunting, Natural Resources, etc.	8	1.61%
Less Restrictive Wetland Regs.	7	1.41%
Keep Rindge As It Is	7	1.41%
Safer to FPU Students & Visitors	6	1.20%
Have More Fairs & Events	6	1.20%
Don't Need More Business	6	1.20%
Develop a Business/Industrial Park	6	1.20%
Tap into MA Market - No Sales Tax	5	1.00%
Multi-Use Town Center	5	1.00%
Don't turn 202 into 101A Nashua	4	0.80%
Tourism	4	0.80%
Dedicated Econ. Devel. Person	3	0.60%
Keep Young People in Town	3	0.60%
More Building	3	0.60%
Abolish Impact Fees	2	0.40%
Listen to Voters	2	0.40%
Some Large Retail	2	0.40%
Stop Infighting	2	0.40%
Other	99	19.88%
Total Responses	498	
No Response	205	

**Question #14** asked if respondents would support a water/sewer district to encourage commercial development if system users paid for it. 68% of the responses supported this initiative.

Question 14: Would you support the establishment of a public water/sewer district for commercial development if it was paid for by the system users and not tax dollars?				
	Yes	No	Maybe	No Response
Total	351	156	11	79
Percent of Those Responding	67.76%	30.12%	2.12%	

Question #15 was requested by the town to better understand the extent of people's involvement and interest in town government. The first part of the question asked how often respondents vote in town elections. 69% said they always vote, 22% said they vote sometimes and the remainder indicated that they do not vote.

Question 15: How often do you vote in town elections? Always, Sometimes, Never.		
	Number	% of Responses
Always	380	69.09%
Sometimes	121	22.00%
Never	49	8.91%
No Response	47	

The second part of the question asked why they vote with the frequency that they indicated. The two largest responses related to people feeling that it was important and their duty to vote (39%) and they want their voice heard and care about the town's future (30%). The remainder of the responses indicated why people did not always vote in town elections.

Question 15A: Please tell us why?		
	Number	% of Responses
Its important/its our duty	134	39.30%
I want my voice heard/Care about town's future	103	30.21%
Don't always get back from work in time	25	7.33%
Not always aware of issues/candidates	23	6.74%
New to town	18	5.28%
Rindge not main residence	13	3.81%
Depends on issues and candidates	9	2.64%
Not registered yet	4	1.17%
Out of town	3	0.88%
Not a US Citizen	1	0.29%
Other Comments	8	2.35%

Questions #16-18 were asked for the benefit of the Town's interest in expanding internet service throughout the community. Questions related to whether respondents currently have internet service; who their current provider is; and their home address.

Question #19 was the final question and it asked if respondents had any final suggestions for developing a Rindge economic development strategy. The responses, shown at right, were similar to those received in other questions in the survey

Question 19: What additional suggestions do you have that would assist the Town in developing its economic development strategy?		
	Number Responding	Percent of Those Responding
Better High Speed Internet, Cell & Cable Service	33	12.50%
Reduce Regulations- Be More Friendly to Business	17	6.44%
Attract More Tax Paying Businesses to Lower Taxes & Provide Good Jobs	17	6.44%
Don't Overdevelop town- keep small town character	14	5.30%
Keep Rindge Just the Way it Is	10	3.79%
Do Whats Right for All Citizens Not Just a Few	9	3.41%
Lower Taxes	9	3.41%
Good, Long Term Planning and Involve the people	8	3.03%
Get more public involvement: Better Communications & More Surveys	8	3.03%
See What Successful Towns Do	6	2.27%
Other Comments	133	50.38%
No Response	364	

## 7. Economic Development in Rindge

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The economic development field is rife with “solutions de jure”. In the past decade alone, new strategies have included cluster development, creative and/or innovative economy recruitment, technology-researched based economic development, entrepreneurial incubation, research commercialization, Heritage Tourism, and others.

### *Strategic Considerations*

Strategies – to be effective and sustainable – must be customized to the particular community, reflecting its values and its reality. Smaller communities face different challenges; we address those first. Since Rindge has particular and unique characteristics, we describe specific considerations and possible Best Practices. Lastly, any economic development initiative should consider all core competencies, and decide which to provide, and which to provide through working with others. The Ten Core Competencies are listed for strategic consideration (see pages 45-46).

### *Economy Development for a Small Community*

Just as small entrepreneurs have found themselves able to battle corporate giants, so too do smaller communities now face a David-Goliath competitive environment. It isn't easy, but remember that David did win out over Goliath!

Here are three steps we suggest *all* communities consider:

1. **Think** – “Fire, ready, aim” is not a strategy. When people say we need to develop our economy, they may seek very different things. We have developed *ten core competencies* that make up economy development. Decide what is most important: perhaps downtown development; a new office park; retraining workers, or is it attracting tourists?

**Have a Plan.** Know where you want to go first. Be sure that there is a shared consensus. Like any good plan, it needs to be realistic and measurable. For small communities, this can be a strategic advantage. You can get key leaders into one room, and in a couple of hours determine shared opportunities and threats. Your larger competitors will take a month fighting over who is invited. That is what this Rindge Economic Development Initiative is all about!

2. *Get* – Small communities often approach economic development without any –or minimal - funds available. Time to think like an entrepreneur; “bootstrap” resources during these early stages.

For a community, the best resource is its people. If you ask around, you will be surprised by the talent and willingness to help. There are also regional, state and federal offices which can provide free guidance and assistance. Universities can offer services and facilities. Get your team together.

Eventually, you will need financial resources. With a record of committed, successful volunteers, that resource channel will open. Get the resources you need equal to the task. You do not want to be constantly fund-raising; take on a project you can afford.

3. *Do* – Finally, we’re doing something! It is important that the actions be supported before commencement. Many small communities –faced with a crisis – want to just get on with “it”, only to see volunteer and political support erode as “it” means different things to different people.

As with any endeavor, leadership is the key. Who is the person accountable for success? Who has agreed to help and follow this leadership? Are tasks laid-out, understood and publically supported?

We have seen how much just a few key people can do in a small community. Your larger competitors will be months introducing themselves; while you are making progress with community leaders you know and trust.

Factors that hinder a smaller community – lack of staffing and resources, limited workforce pool, remote locations, and minimal infrastructure - are realities. But a small community also offers advantages:

**Flexible, honest and accessible governments:** that provides suggestions to make things happen, versus official reasons why not.

**Small is good:** To make a difference, you do not need big wins. Pay attention to the growing few-person enterprise that would be lost in a large city, and build loyalty as the company grows.

**Network your “captured market”**, find and network the enterprising people who already have made the commitment to live in or near the community, who don’t need convincing why this community is a great place. They will find opportunities once they meet each other.

**Know your employers:** most small communities can easily name – and subsequently visit with – their top employers before trouble hits.

**Limit your appetite.** A new large-company employer may require an area that offers at least a 20-1 “qualified applicant” to hire ratio. Consider your community: determine what is 1/20<sup>th</sup> of the qualified workforce, and that is the maximum employer size you should target.

**No place like home.** Establish support for networking “Free Agents”; people who are home workers connected to national clients, who can produce new ventures and a positive “buzz” about the community. Make work-at-home easy by encouraging land-use permitting that is flexible for home-based business.

**Build upon existing niche strengths.** Why is your community unique? Do you have a cadre of early successful, retirees from similar industries? College graduates who would like to stay? Is there any grouping of like companies – wineries, marinas, food processors, engineers, organic farmers – that could form the base of a “cluster” strategy – a unique niche that others from that industry will seek out?

**Designate a credible message and messenger.** In 20 words or less: why your community? Who is the go-to person when there is an inquiry, or who will follow-up on “a business-is-failing” (or growing) rumor, or the state wants someone to attend a workshop? Who knows how to speak to the media, and has local credibility? Do others confirm the same message?

*Congratulations:* You have taken on a very important service for your community, ensuring its future viability. Small-community economy development does not have the big headlines wins. But it also does not have the big headaches. Utilize your smaller size to be flexible, accessible, creative and accountable. Small wins add up, and patience prevails. *And remember to have some fun!*

### *Possible Best Practices for Rindge*

As noted in the introduction, the town's assets can also be its liabilities. As an example, the Town's quaint character – seen economically – means that the remote location, small labor force and limited road system may preclude any major relocation of a manufacturer of large goods, or other wholesale-distribution facility.

Small communities can look at their size and location as a positive. Some ways include:

- ♦ College towns are becoming the desired location for early-retirees and economic “free agents”, who have high levels of disposable income, and are often entrepreneurial.
- ♦ Much of the new residential and commercial development elsewhere in the country is an attempt to recreate the attributes of the traditional New England village, so prominent today in Rindge.
- ♦ Advances in internet-based technologies (e.g. cloud computing: file sharing services that allow easy access for work groups to shared files anywhere) allows for greater collaborations without regard to location.
- ♦ A college can be a source of graduates looking for an opportunity to live, work and play in the community they have grown to enjoy. They bring new energy and innovation into the economy. The next Google or face book might be started here.
- ♦ Higher-education, through its cultural and education features, gives the Town a “Creative Economy” boost. Creative companies are both fast-growing and have minimal impact on town or natural resources.
- ♦ The utilization of off-season education facilities provides possible tourism opportunities via Learning Tourism, such as a summer Environmental Institute. The University also provides possible conferencing and retreat facilities that can lead to business and academia collaborations.
- ♦ Rindge's proximity to Massachusetts continues the opportunity to attract retail shoppers. Rindge is considering a Tax Increment Financing (TIF) District for its retail sector, to allow for the construction of sewer and water, and perhaps a new

mixed use Village Center to take advantage of traffic patterns on Routes 119 and 202.

- ♦ Research shows that innovation is stimulated by frequent contact of innovator-to-innovator. This need for human connectivity can be difficult in rural settings, where innovative may have a residence that is intentionally where “you can’t get there from here...” Towns can help with establishing a place where creative and innovative people can meet, dawdle, and exchange ideas. It can be as simple as encouraging the neighborhood Wi-Fi coffee house; Starbucks anyone?
- ♦ A college setting is great for the cross-fertilization of resident innovators. The college and community could go further by creating an incubation network of subject-matter experts, seeding a high-risk capital pool, and jointly establishing incubation and “launching” space – to provide for the subsequent steps on the ladder of local innovation.

### *Core Competencies for Economic Development*

#### *How well are we doing?*

While every community is unique, there are core competencies that every community development effort should have, or have access to from another partner. Which of these are local strengths? Which need help from regional, state or private allies? Does your leadership agree on what is important? Your priorities will change over-time, so review this listing regularly.

1. Organization and leadership for growth of the economic development entity.
2. Retention and expansion of existing employers (advocacy and problem solving).
3. Cultivation of new, entrepreneurial ideas and people.
4. Recruitment of expanding companies to your community.
5. Branding your community, differentiating from the competition, and marketing that brand.
6. Supplying development financing - grants, loans, credit enhancements, equity - where and when needed.
7. Real estate development - developing and managing land, buildings, downtowns, Brownfield, etc.

8. Workforce development - the retention and development of the existing labor force and the building of the smart skills needed for tomorrow.
9. Providing key industry sector services - for manufacturing, biosciences, tourism and conferencing, creative and cultural, health care, and retail. What industry clusters drive your local economy, and what uniquely do they need?
10. Technology and innovation development - Broadband and wireless tools, technology transfer from R&D facilities, creative economy opportunities, among others. Technology, innovation and productivity produce competitiveness and profitability.



## 8. Strategic Opportunities

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Early in June, 2010 a workshop was held at the Franklin Pierce University Boathouse to undertake a strategic assessment of the town's current economic situation and begin to frame its opportunities for the future. With approximately thirty people in attendance, there was a healthy cross section of residents to offer a range of perspectives. The process involved breaking the attendees into four groups and asking them to focus on four issues: Strengths, Weaknesses, Opportunities and Threats – often referred to as a SWOT analysis.

- *Rindge's Internal Strengths*: What assets does the town have that make it a desirable place to live and work?
- *Internal Weaknesses*: What are the significant challenges that the town currently faces that inhibit its ability to become everything that it wants to be?
- *External Opportunities*: What issues and trends are occurring outside Rindge that could be used to the town's advantage in improving its quality of life and economic future?
- *External Threats*: What issues and trends are happening outside town that could pose a threat to the vitality and quality of life in Rindge?

Following is a description of the results of the June workshop.

### *Internal Strengths*

- ◆ Franklin Pierce University and other education institutions.
- ◆ Availability of land for economic growth in the commercial corridors.
- ◆ Interest by the town in pursuing a tax increment financing district to support more concentrated non-residential development.
- ◆ Natural Resources including the beauty of the lakes, ponds, open space, biodiversity.
- ◆ Proximity to larger economic areas including routes 119, 202 and the Massachusetts border.
- ◆ Wonderful people who have a strong sense of community, are civic minded, well educated, have strong skill levels including talented volunteers, retirees and town employees.
- ◆ Energy opportunities.

- ♦ Other assets include the summer residents, Cathedral of the Pines, a growing retail base, strong construction trades, and the lack of a sales or income tax.

### *Internal Weaknesses*

- ♦ Lack of infrastructure to attract and support a growing economic base including high speed internet, public water and sewer, and the large quantity of wetlands and ledge in town.
- ♦ Lack of a town center.
- ♦ Weak communication links between the town and Franklin Pierce University.
- ♦ Some view the town as having excessive regulations.
- ♦ There is political division within the town that has led to the lack of a clear vision of the town's economic future and the lack of a consistent approach to economic development.
- ♦ Rindge is also hindered by lack of an economic development director and budget that could begin to address lack of manufacturing, the net export of workers to other communities in the region, a limited pool of skilled labor and high property taxes.

### *External Opportunities*

- ♦ Tourism opportunities that can build on the recreation, scenic, wildlife and camping resources available in Rindge.
- ♦ Being a border town with Massachusetts, Rindge can exploit its lack of a sales and income tax.
- ♦ Rindge should take advantage of the assets available through Franklin Pierce University including its graduates and the potential for promoting incubator businesses that derive from FPU initiatives and expertise.
- ♦ New Hampshire is a safe place to live and work.
- ♦ Rindge has a strategic location within its region due to the intersection of Routes 119 and 202.
- ♦ Due to its high quality of life, Rindge should take advantage of smart growth opportunities, foster green technologies, promotion of the arts and entertainment opportunities as well as fostering the vitality of the many home and farm based businesses.
- ♦ A number of nearby towns are not being proactive about encouraging economic development. Rindge could become a regional leader by becoming proactive.
- ♦ Encourage commuters and Rindge residents who own businesses elsewhere to relocate businesses to town.

### *External Threats*

- ♦ The voting base in some area communities is more pro-active and could draw economic development away from Rindge if it does not reverse its real or perceived internal disagreements, and become pro-active itself.
- ♦ Lack of public water and sewer.
- ♦ Because Rindge is at an important regional transportation crossroads, it has become a crime and drug traffic corridor.
- ♦ There are better salaries and more employment opportunities elsewhere.
- ♦ There is better broadband coverage elsewhere.
- ♦ The state tax structure, reliance on property taxes and lack of tax incentives makes it challenging to attract new business, particularly in light of the uncertainty of budget issues at the state level.
- ♦ Younger people are leaving the region.
- ♦ Destabilizing effect of the condition of the national economy.
- ♦ Uncertainty about long term national costs of energy.

## 9. Recommendations

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Rindge has taken a very significant step in initiating, working through and finalizing this Rindge Economic Development Initiative. The community participation and long term visioning that were integral components in developing this report provided the foundation on which the economic Vision, goals and *Action Plan* are based. Now that there is agreement on the direction and the steps needed to secure that future, the real challenge begins.

The following *Action Plan* provides the synthesis of all of the thinking and effort that is described in this plan. If the Rindge Economic Development Initiative is to produce results, the town needs to use the *Action Plan* as an ongoing, living, working document that is used as a blueprint for change. Every committee that is charged with action tasks needs to make regular progress toward their completion. It is also strongly recommended that a coordinating committee be charged with overseeing the progress of the *Action Plan*, documenting the progress on each action task several times each year. At least annually, the coordinating committee should take stock of the entire *Action Plan*, review the progress on individual tasks, and re-assess priorities based on the best available current information. To foster this need for a constant assessment and evolution of the *Action Plan* an easily editable electronic version of the Plan has been provided to the town.

The REDI *Action Plan* has been shaped through many meetings and public input sessions over a period of more than eighteen months. The process has raised community leader expectations but the planning efforts that have gone into the plan will need the continued and deliberate involvement of all the town officials, boards and committees. Economic development requires constant and sustained effort to produce lasting economic results. Using the *Action Plan* as a guidebook to stay on task will greatly improve the chances for Rindge's successful economic future.

Approved RINDGE ECONOMIC DEVELOPMENT INITIATIVE (REDI) Action Plan dated 4/11/2011.

(EDTF Meeting of May 16, 2016)

## VISION STATEMENT

**A...**The Town's rural character, enhanced by an abundance of natural resources-its lakes, hills, agriculture and open space-shall be preserved and protected and the Town's rich historic legacy shall be honored

**B...**The Town of Rindge will offer a high quality of life with economic opportunities, affordable quality public services, amenities, attractions and access to natural resources for residents and visitors.

**C...**The Town of Rindge encourages our residents of all ages to live and work in the community, to participate in its civic affairs and take advantage of its natural and recreational resources.

**D...**Rindge will be a welcoming home for new and existing businesses and entrepreneurs.

**E...**Rindge will be a destination for visitors to the Monadnock Region with adequate tourist oriented businesses and attractions.

**F...**New development and redevelopment should reinforce the Town's traditional New England architectural styles and recognize its unique history.

**G...**Rindge and Franklin Pierce University will work as partners in each other's advancement.

## GOAL DESCRIPTIONS

**A...**The Town's rural character, enhanced by an abundance of natural resources-its lakes, hills, agriculture and open space-shall be preserved and protected and the Town's rich historic legacy shall be honored.

1...The preservation of historic buildings, the existing Village Center and neighborhoods.

1.1...Support the Rindge History Committee and encourage it to explore a Historic Commission to catalog historical properties in any Rindge neighborhood.

1.2...Celebrate Rindge's 250<sup>th</sup> anniversary.

1.3...Advise town boards and commissions about the importance of historic preservation and neighborhood protection.

2...The preservation of forests, lakes, hills and public and private open space.

2.1...Support the Conservation Commission's continued work on a comprehensive management plan for forests and trail systems.

2.2...Review the town's land use regulations to be sure that they adequately protect the town's natural resources with particular emphasis on safeguarding its watersheds and aquifers.

3...Foster local agricultural production and farming.

3.1...Support the efforts of the Agricultural Committee.

3.2...Maintain and expand the West Rindge Farmers and Crafters Market.

3.3...Promote local agriculture and related issues with town boards and commissions.

3.4...Ensure there's ample land zoned to cultivate agricultural activity and farming.

**B...**The Town of Rindge will offer a high quality of life with economic opportunities, affordable quality public services, amenities, attractions and access to natural resources for residents and visitors

1...Economic opportunities are available to residents that result in greater economic diversity and employment levels and wages above those of the state.

1.1...Increase high value per square foot business, diversify the economic base, encourage noncyclical businesses.

1.2...Develop a business recruitment strategy that will capitalize on academic programs at Franklin Pierce University.

1.3...Develop and pro-actively pursue an economic opportunity strategy that advances the vision and goals of the Action Plan, in partnership with the Rindge Chamber of Commerce, Rindge businesses and Franklin Pierce University.

1.4...Identify development opportunities that will lead to the creation of higher paying, quality employment.

2...Targeted expansion of commercial/industrial property tax base to reduce the residential tax burden.

3...The Town of Rindge recognizes the importance of efficient public infrastructure and services for all businesses, residents and visitors.

3.1...Update both the town road plan and facilities plan on a regular basis.

3.2...Update and actively use the Capital Improvement Plan and process to pursue infrastructure improvements.

4...Private infrastructure amenities, including high-speed internet, telephone and cable TV are present, but need to be more efficient and affordable for all.

4.1...Pursue provision of high speed internet coverage to the entire town to serve residents, home-based businesses and commercial/industrial properties.

4.2...Pursue opportunities to provide 100% high speed internet coverage in Rindge.

**C...**The Town of Rindge encourages our residents of all ages to live and work in the community, to participate in its civic affairs and take advantage of its natural and recreational resources.

1...The Town of Rindge includes a diversity of housing options for all its citizens.

2...To encourage an appropriate range of social activities for the Town's senior citizens.

3...Encourage all age groups, and particularly Rindge's youth to remain in Rindge by providing access to economic opportunities and amenities.

3.1...The Town will seek to encourage a variety of opportunities for younger residents to gather for socializing and entertainment.

3.2...Rindge youth are urged to utilize public access to 1) certain bodies of water in town for fishing, kayaking, etc. 2) explore Rindge's natural beauty described in current trail maps.

**D...**Rindge will be a welcoming home for new and existing businesses and entrepreneurs.

1...New commercial and mixed-use development is focused along Routes 202 and 119 corridors.

2...Planning and land-use controls should be innovative, effective and are applied in a flexible, helpful and timely manner while maintaining community values.

2.1...Continually examine and seek ways to improve and streamline the development approval process.

2.2...Continually review zoning ordinances to ensure mixed use smaller businesses are not discouraged.

2.3...Periodic review of the zoning provisions requiring special exceptions from the Zoning Board of Adjustment to determine if "conditional use permits" by the Planning Board are more appropriate.

3...Pursue full utilization of all existing commercially zoned properties by maintaining an inventory of them on the EDTF web site.

4...Entrepreneurial, at-home and telecommuting people and enterprises are encouraged and welcomed.

4.1...Continue to review the town's development regulations to ensure that there is adequate latitude for home-based businesses.



**E...**Rindge will be a destination for visitors to the Monadnock Region with adequate tourist oriented businesses and attractions.

1...Develop and implement a branding and marketing strategy for the Town of Rindge.

1.1...Develop and pro-actively pursue an economic development marketing strategy that advances the vision and goals of this Action Plan, in partnership with the business community, Rindge Chamber of Commerce and Franklin Pierce University (FPU).

1.2...Recognize and enhance the importance of the town's recreation and open space assets.

1.3...Acknowledge the importance of the Town's significant second-home population.

**F...**New development and redevelopment should reinforce the Town's traditional New England architectural styles and recognize its unique history.

1...Pursue new development and redevelopment design guidelines which do not discourage investment.

**G...**Rindge and Franklin Pierce University (FPU) will work as partners in each other's advancement.

1...Identify and expand FPU opportunities with the town and businesses.

1.1...Strengthen communications between FPU and Rindge on all activities and issues of mutual interest







Goal/ Action	Description	Priority (Year)	Functional Category			Lead Responsibility	Status/Comment
			Quality of Life	Economic Developm ent	Town Governme nt		
3.1	Support the efforts of the Agriculture Committee.					AgComm/ Selectmen	
3.2	Maintain and expand the West Rindge Farmers and Crafters Market.					AgComm	
3.3	Promote local agriculture and related issues with town boards and commissions.					AgComm	
3.4	Ensure that there is ample land zoned to encourage agricultural activity and farming.					Planning Board	
<b>B</b>	The Town of Rindge will offer a high quality of life with economic opportunities, affordable quality public services, amenities, attractions and access to natural resources for residents and visitors.						
<b>1</b>	<b>Economic opportunities are available to residents that result in greater economic diversity, and employment levels and wages above those of the state.</b>						
1.1	Increase high value per square foot business, diversify the economic base, encourage noncyclical businesses.					EDC/Planning Dept	
1.2	Develop a business recruitment strategy that will capitalize on academic programs at Franklin Pierce University					EDC/Planning Dept	
1.3	Develop and pro-actively pursue an economic opportunity strategy that advances the vision and goals of the Action Plan, in partnership with the Rindge Chamber of Commerce, Rindge businesses and Franklin Pierce University.					EDC/Planning Dept	
1.4	Identify development opportunities that will lead to the creation of higher paying, quality employment.					EDC/Planning Dept	
<b>2</b>	<b>Targeted expansion of commercial/industrial property tax base to reduce the residential tax burden.</b>						
<b>3</b>	<b>The Town of Rindge recognizes the importance of efficient public infrastructure and services for all businesses, residents and visitors.</b>						
3.1	Update both the town road plan and facilities plan on a regular basis.					Planning Dept/ Planning Board	
3.2	Update and actively use the Capital Improvement Plan and process to pursue infrastructure improvements.					Planning Board	
<b>4</b>	<b>Private infrastructure amenities, including high-speed internet, telephone and cable TV are present but need to more efficient and affordable for all.</b>						



Goal/ Action	Description	Priority (Year)	Functional Category			Lead Responsibility	Status/Comment
			Quality of Life	Economic Developm ent	Town Governme nt		
4.1	Pursue provision of high speed internet coverage to the entire town to serve residents, home-based businesses and commercial/industrial properties.					Planning Dept/ Board	
4.2	Pursue opportunities to provide 100% high speed internet coverage in Rindge.					Planning Dept/ Selectmen	
<b>C</b>	The Town of Rindge encourages our residents of all ages to live and work in the community, to participate in its civic affairs and take advantage of its natural and recreational resources.						
<b>1</b>	<b>The Town of Rindge includes a diversity of housing options for all of its citizens.</b>						
<b>2</b>	To encourage an appropriate range of social activities for the Town's senior citizens.					Planning Dept/ Board	
<b>3</b>	Encourage all age groups, and particularly Rindge's youth to remain in Rindge by providing access to economic opportunities and amenities.					Planning Board	
3.1	The Town will seek to encourage a variety of opportunities for younger residents to gather for socializing and entertainment.						
3.2	Rindge youth are urged to utilize public access to 1) certain bodies of water in town for fishing, kayaking, etc. 2) explore Rindge's natural beauty described in current trail maps.						
<b>D</b>	Rindge will be a welcoming home for new and existing businesses and entrepreneurs.						
<b>1</b>	<b>New commercial and mixed-use development is focused along Routes 202 and 110 corridors.</b>						
<b>2</b>	<b>Planning and land-use controls should be innovative, effective and are applied in a flexible, helpful and timely manner while maintaining community values.</b>						
2.1	Continually examine and seek ways to improve and streamline the development approval process.						
2.2	Continually review zoning ordinances to ensure mixed use smaller businesses are not discouraged.						
2.3	Periodic review of the zoning provisions requiring special exceptions from the Zoning Board of Adjustment to determine if "conditional use permits" by th Planning Board are more appropriate.						





Goal/ Action	Description	Functional Category				Lead Responsibility	Status/Comment
		Priority (Year)	Quality of Life	Economic Developm ent	Town Governme nt		
3	Pursue full utilization of all existing commercially zoned properties by maintaining an inventory of them on the EDTF web site.						
4	Entrepreneurial, at-home and telecommuting people and enterprises are encouraged and welcomed.						
4.1	Continue to review the town's development regulations to ensure that there is adequate latitude for home-based businesses.				EDC(pursue business)/ Planning Dept/ Selectmen		
E	Rindge will be a destination for visitors to the Monadnock Region with adequate tourist oriented businesses and attractions.				Planning Dept/ Board		
1	Develop and implement a branding and marketing strategy for the Town of Rindge.				Planning Dept/ Board		
1.1	Develop and pro-actively pursue an economic development marketing strategy that advances the vision and goals of this Action Plan in partnership with the business community, Rindge Chamber of Commerce and Franklin Pierce University (FPU).						
1.2	Recognize and enhance the importance of the town's recreation and open space assets.				Planning Dept/ Board		
1.3	Acknowledge the importance of the Town's significant second-home population.				Planning Dept/ Board		
F	New development and redevelopment should reinforce the Town's traditional New England architectural styles and recognize its unique history.						
1	Pursue new development and redevelopment design guidelines which do not discourage investment.				Planning Dept/ EDC/ FPU		
G	Rindge and Franklin Pierce University (FPU) will work as partners in each other's advancement.						
1	Identify and expand FPU opportunities with the town and businesses.				Planning Dept/ Selectmen		
1.1	Strengthen communications between FPU and Rindge on all activities and issues of mutual interest.				Planning Dept/ Selectmen		



Goal/ Action	Description	Priority (Year)	Functional Category				Lead Responsibility	Status/Comment
			Quality of Life	Economic Development	Town Government	Town Government		

