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 is 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 is 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

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.

<table>
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<tr>
<th><strong>Figure 1. Quality of Life Factors</strong></th>
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<td><strong>Physical</strong></td>
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<td>Community Affordability (cost of living)</td>
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<td>Sense of community (social capital)</td>
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<td>Vibrant Town Center</td>
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<td>Quality Education Opportunities</td>
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<td>Access to Entertainment – leisure/arts/culture</td>
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<td>Environmental Quality</td>
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<td>Community Health/health care services</td>
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<tr>
<td>Housing choice</td>
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<tr>
<td>Access to quality jobs</td>
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<tr>
<td>Healthy, vibrant neighborhoods</td>
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<tr>
<td>Public safety</td>
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<tr>
<td>Quality transportation options</td>
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<td>Quality visual appearance</td>
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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

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.

**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).

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
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.

**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.

<table>
<thead>
<tr>
<th>Educational Attainment in 2000</th>
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<tr>
<td>% High School Grads</td>
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<tr>
<td>Rindge</td>
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<tr>
<td>Cheshire Co.</td>
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<td>NH</td>
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<td>US</td>
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**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

![2000 Social Security and Retirement Income](image-url)
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.

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.

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.
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 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**

**Annual Unemployment Rate 1990-2010**

**Figure 18**

**Monthly Unemployment Rate 2008-2010**

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**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.

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.¹

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

¹ 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**

Change in Number of Employees by Sector 1997-2008

- **GOODS PRODUCING INDUSTRIES**
  - Agriculture/Forestry/Fishing
  - Mining
  - Construction
  - Manufacturing

- **SERVICE PROVIDING INDUSTRIES**
  - Utilities
  - Wholesale Trade
  - Retail Trade
  - Transportation and Warehousing
  - Information
  - Finance and Insurance
  - Real Estate and Rental and Leasing
  - Professional and Technical Service
  - Management of Companies/Enterprises
  - Administrative and Waste Services
  - Educational Services
  - Health Care and Social Assistance
  - Arts, Entertainment, and Recreation
  - Accommodation and Food Services
  - Other Services Except Public Admin
  - Unclassified Establishments

Data Source: NHES

- NH
- Cheshire Co.
- Rindge

Loss in Employment
Gain in Employment
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**

<table>
<thead>
<tr>
<th>Employer</th>
<th>Partial Address</th>
<th>City</th>
<th>Employer Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Franklin Pierce College</td>
<td>University Dr</td>
<td>Rindge</td>
<td>500 - 999</td>
</tr>
<tr>
<td>Walmart</td>
<td>US Route 202</td>
<td>Rindge</td>
<td>100 - 249</td>
</tr>
<tr>
<td>Market Basket</td>
<td>US Route 202 #1</td>
<td>Rindge</td>
<td>100 - 249</td>
</tr>
<tr>
<td>Henniker Supermarket &amp; Pharmacy</td>
<td>US Route 202</td>
<td>Rindge</td>
<td>100 - 249</td>
</tr>
<tr>
<td>Rindge Memorial School</td>
<td>School St</td>
<td>Rindge</td>
<td>50 - 99</td>
</tr>
<tr>
<td>Ly’s on the Pond Restaurant</td>
<td>US Route 202</td>
<td>Rindge</td>
<td>20 - 49</td>
</tr>
<tr>
<td>Woodbound Lodge Inc</td>
<td>Woodbound Rd</td>
<td>Rindge</td>
<td>20 - 49</td>
</tr>
<tr>
<td>Charles Everett Technologies</td>
<td>Main St</td>
<td>Rindge</td>
<td>20 - 49</td>
</tr>
<tr>
<td>Boss Contractors Inc</td>
<td>NH Route 119</td>
<td>Rindge</td>
<td>20 - 49</td>
</tr>
<tr>
<td>Aylmer's Grille</td>
<td>Woodbound Rd</td>
<td>Rindge</td>
<td>20 - 49</td>
</tr>
<tr>
<td>Zeppala Construction</td>
<td>Hunt Hill Rd</td>
<td>Rindge</td>
<td>20 - 49</td>
</tr>
<tr>
<td>KFC</td>
<td>Brown Dr</td>
<td>Rindge</td>
<td>20 - 49</td>
</tr>
<tr>
<td>Van Dyke Construction</td>
<td>US Route 202</td>
<td>Rindge</td>
<td>20 - 49</td>
</tr>
<tr>
<td>Rindge Town Fire Dept</td>
<td>Main St</td>
<td>Rindge</td>
<td>20 - 49</td>
</tr>
<tr>
<td>Allen &amp; Mathewson Energy Corp</td>
<td>US Route 202</td>
<td>Rindge</td>
<td>20 - 49</td>
</tr>
<tr>
<td>Pizza Haven</td>
<td>NH Route 119</td>
<td>Rindge</td>
<td>20 - 49</td>
</tr>
<tr>
<td>Hampshire Country School</td>
<td>Patey Cr</td>
<td>Rindge</td>
<td>20 - 49</td>
</tr>
<tr>
<td>Hidden Hills Banquet Facility</td>
<td>Route 202</td>
<td>Rindge</td>
<td>10 - 19</td>
</tr>
<tr>
<td>Four Star Catering</td>
<td>Route 202</td>
<td>Rindge</td>
<td>10 - 19</td>
</tr>
<tr>
<td>Donaladrick Enterprises</td>
<td>NH Route 119</td>
<td>Rindge</td>
<td>10 - 19</td>
</tr>
<tr>
<td>Atlas Fireworks Factory Inc</td>
<td>US Route 202</td>
<td>Rindge</td>
<td>10 - 19</td>
</tr>
<tr>
<td>Rindge Food Pantry</td>
<td>NH Route 119</td>
<td>Rindge</td>
<td>10 - 19</td>
</tr>
<tr>
<td>Meeting School</td>
<td>Thomas Rd</td>
<td>Rindge</td>
<td>10 - 19</td>
</tr>
<tr>
<td>In Cat Masonry Inc</td>
<td>Lisa Dr</td>
<td>Rindge</td>
<td>10 - 19</td>
</tr>
<tr>
<td>Dunkin' Donuts</td>
<td>Cathedral Rd</td>
<td>Rindge</td>
<td>10 - 19</td>
</tr>
</tbody>
</table>

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 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.

"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

### 1997-2008 Location Quotient CHESHIRE/NH Comparison

Data Sources: USBLS & NHES
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 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.
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.

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%+.
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 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, Swanzey 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.

### 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.
**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.

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.

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).
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”).

<table>
<thead>
<tr>
<th>#</th>
<th>Question</th>
<th>Average Score</th>
<th>Strongly Agree</th>
<th>Somewhat Agree</th>
<th>Not Sure/Don’t Know</th>
<th>Somewhat Disagree</th>
<th>Strongly Disagree</th>
<th>Total Responses</th>
<th>No Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Encourage more retail/commercial development</td>
<td>3.98</td>
<td>288</td>
<td>150</td>
<td>33</td>
<td>38</td>
<td>63</td>
<td>572</td>
<td>25</td>
</tr>
<tr>
<td>2</td>
<td>Encourage more manufacturing development</td>
<td>3.83</td>
<td>254</td>
<td>137</td>
<td>69</td>
<td>55</td>
<td>58</td>
<td>573</td>
<td>24</td>
</tr>
<tr>
<td>3</td>
<td>Encourage more office &amp; professional development</td>
<td>4.09</td>
<td>288</td>
<td>156</td>
<td>59</td>
<td>41</td>
<td>32</td>
<td>576</td>
<td>21</td>
</tr>
<tr>
<td>4</td>
<td>Rejuvenate the hospitality industry and encourage more tourism</td>
<td>3.98</td>
<td>258</td>
<td>164</td>
<td>67</td>
<td>56</td>
<td>30</td>
<td>575</td>
<td>22</td>
</tr>
<tr>
<td>5</td>
<td>Pursue creation of a new, multi-use town center near the Route 302/119 intersection</td>
<td>3.13</td>
<td>178</td>
<td>80</td>
<td>97</td>
<td>79</td>
<td>140</td>
<td>574</td>
<td>23</td>
</tr>
<tr>
<td>6</td>
<td>Seek stronger cooperation and economic partnership with Franklin Pierce University and other educational institutions</td>
<td>4.03</td>
<td>264</td>
<td>162</td>
<td>94</td>
<td>25</td>
<td>34</td>
<td>579</td>
<td>18</td>
</tr>
<tr>
<td>7</td>
<td>Provide housing opportunities for all ages</td>
<td>3.67</td>
<td>214</td>
<td>131</td>
<td>107</td>
<td>55</td>
<td>61</td>
<td>568</td>
<td>29</td>
</tr>
<tr>
<td>8</td>
<td>Encourage agriculture and related businesses</td>
<td>4.36</td>
<td>328</td>
<td>159</td>
<td>47</td>
<td>23</td>
<td>11</td>
<td>568</td>
<td>29</td>
</tr>
<tr>
<td>9</td>
<td>Do all of the above, and keep the small town character of Rindge</td>
<td>3.87</td>
<td>240</td>
<td>115</td>
<td>59</td>
<td>43</td>
<td>53</td>
<td>510</td>
<td>87</td>
</tr>
</tbody>
</table>

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

41% of the responses suggested ways to 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 #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%

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.

<table>
<thead>
<tr>
<th>Question 13: What can Rindge do to attract business to Town?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
</tr>
<tr>
<td>------------------</td>
</tr>
<tr>
<td>Less Regulation/Be More Business Friendly</td>
</tr>
<tr>
<td>Tax Incentives</td>
</tr>
<tr>
<td>Advertise &amp; Promote</td>
</tr>
<tr>
<td>Improve Telecom/Internet</td>
</tr>
<tr>
<td>Lower Taxes</td>
</tr>
<tr>
<td>Make it a Destination</td>
</tr>
<tr>
<td>Nothing</td>
</tr>
<tr>
<td>Less Restrictive Sign Regulations</td>
</tr>
<tr>
<td>Town Water/Sewer</td>
</tr>
<tr>
<td>Well Paying Jobs</td>
</tr>
<tr>
<td>Commerce &amp; Retail Only on Rt. 202</td>
</tr>
<tr>
<td>Promote Hiking, Biking, Skiing, Hunting, Natural Resources, etc.</td>
</tr>
<tr>
<td>Less Restrictive Wetland Regs.</td>
</tr>
<tr>
<td>Keep Rindge As It Is</td>
</tr>
<tr>
<td>Cater to FPU Students &amp; Visitors</td>
</tr>
<tr>
<td>Have More Fairs &amp; Events</td>
</tr>
<tr>
<td>Don’t Need More Business</td>
</tr>
<tr>
<td>Develop a Business/Industrial Park</td>
</tr>
<tr>
<td>Tap into MA Market - No Sales Tax</td>
</tr>
<tr>
<td>Multi-Use Town Center</td>
</tr>
<tr>
<td>Don’t turn 202 into I-93 Nashua</td>
</tr>
<tr>
<td>Tourism</td>
</tr>
<tr>
<td>Dedicated Econ. Devel. Person</td>
</tr>
<tr>
<td>Keep Young People in Town</td>
</tr>
<tr>
<td>More Building</td>
</tr>
<tr>
<td>Abolish Impact Fees</td>
</tr>
<tr>
<td>Listen to Voters</td>
</tr>
<tr>
<td>Some Large Retail</td>
</tr>
<tr>
<td>Stop Infighting</td>
</tr>
<tr>
<td>Other</td>
</tr>
<tr>
<td>Total Responses</td>
</tr>
<tr>
<td>No Response</td>
</tr>
</tbody>
</table>

**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.

<table>
<thead>
<tr>
<th>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?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
</tr>
<tr>
<td>------------------</td>
</tr>
<tr>
<td>Total</td>
</tr>
<tr>
<td>Percent of Those Responding</td>
</tr>
</tbody>
</table>
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.

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 ant 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.

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.
7. Economic Development in Rindge

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 1/20th 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 stared 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; Starbuck 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**

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.
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.
## Rindge Economic Development Initiative

### Action Plan

*4/11/2011*

#### Vision Statement

- **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 of Franklin Pierce University will be partners in each other’s advancement.

#### Goal/Action Description

<table>
<thead>
<tr>
<th>Description</th>
<th>Priority (Year)</th>
<th>Quality of Life</th>
<th>Economic Development</th>
<th>Town Government</th>
<th>Lead Responsibility</th>
<th>Status/Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>The preservation of historic buildings, the existing Village Center and neighborhood.</td>
<td>1-2</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>1.1 Re-activate the Ridge History Committee with new membership appointed by the Selectmen. Have them investigate establishment of a Heritage Commission with the potential of historic districts in East and West Ridge villages.</td>
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<td></td>
<td></td>
<td>Selectmen/History Committee</td>
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<tr>
<td>1.2 Celebrate Ridge’s 250th anniversary.</td>
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<td></td>
<td>Selectmen</td>
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<tr>
<td>1.3 Advise town boards and commissions about the importance of historic preservation, and neighborhood protection.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>History Committee</td>
<td></td>
</tr>
<tr>
<td>The preservation of forests, the lakes, mountains and public and private open space.</td>
<td>2-3 Ongoing</td>
<td></td>
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<tr>
<td>2.1 Support the Conservation Commission’s continued work on a comprehensive management plan for forests and trail systems.</td>
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<td></td>
<td>Selectmen/ConComm</td>
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<tr>
<td>2.2 Review the town’s land use regulations to be sure that they adequately protect the town’s forests, lakefronts, lakes, steep topography near mountains, and open spaces.</td>
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<td></td>
<td></td>
<td>Planning Dept/Board</td>
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<tr>
<td>Local agricultural production is viable and growing.</td>
<td>1-2 Ongoing</td>
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<tr>
<td>Goal/Action</td>
<td>Description</td>
<td>Priority (Year)</td>
<td>Functional Category</td>
<td>Lead Responsibility</td>
<td>Status/Comment</td>
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<tr>
<td>3.1</td>
<td>Actively support the efforts of the Agriculture Committee</td>
<td>1-2</td>
<td>Economic Development</td>
<td>AgComm/Selectmen</td>
<td>EDC Monitors and monitors economic opportunities</td>
<td></td>
</tr>
<tr>
<td>3.2</td>
<td>Maintain and expand the West Rindge farmers market</td>
<td>1-2</td>
<td>Economic Development</td>
<td>AgComm</td>
<td>EDC Monitors and monitors economic opportunities</td>
<td></td>
</tr>
<tr>
<td>3.3</td>
<td>Promote local agriculture and related issues with town boards and commissions</td>
<td>1-2</td>
<td>Economic Development</td>
<td>AgComm</td>
<td>EDC Monitors and monitors economic opportunities</td>
<td></td>
</tr>
<tr>
<td>3.4</td>
<td>Ensure that there is ample land available for and zoned to encourage agricultural activity</td>
<td>1-2</td>
<td>Economic Development</td>
<td>Planning Board</td>
<td>EDC Monitors and monitors economic opportunities</td>
<td></td>
</tr>
<tr>
<td>3.5</td>
<td>Maintain and expand the community gardens and agricultural/gardening seminars</td>
<td>1-2</td>
<td>Economic Development</td>
<td>AgComm</td>
<td>EDC Monitors and monitors economic opportunities</td>
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</tr>
</tbody>
</table>

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.

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

4.1 | Increase high value per square foot business, diversify the economic base, encourage countercyclical businesses | 1-2 | Economic Development | EDC/Planning Dept | EDC Monitors and monitors economic opportunities |
4.2 | Increase the number of higher paying, quality jobs by seeking out quality employers | 1-2 | Economic Development | EDC/Planning Dept | EDC Monitors and monitors economic opportunities |
4.3 | Encourage a balance between retail, office, industrial and FPU startup businesses | 1-2 | Economic Development | EDC/Planning Dept | EDC Monitors and monitors economic opportunities |
4.4 | Identify development opportunities that will lead to the creation of higher paying, quality employment | 1-2 | Economic Development | EDC/Planning Dept | EDC Monitors and monitors economic opportunities |

5. The commercial-industrial property tax base is expanded by 10% over five years to reduce the residential tax burden and make existing and new enterprise more affordable

5.1 | Determine how much building = 10% expansion of tax base | 1-2 | Economic Development | Assessor/Town Administrator | EDC Monitors and monitors economic opportunities |
5.2 | Determine the town’s current non-residential tax base | 1-2 | Economic Development | Assessor | EDC Monitors and monitors economic opportunities |

6. A new town commercial center of mixed-use is developed in the vicinity of Route 292 and 119 to become a commercial and social focal point of the community

6.1 | 292/119 intersection becomes a community focal point and gateway | 1-2 | Economic Development | Planning Dept/Planning Board | EDC Monitors and monitors economic opportunities |
6.2 | Develop visual concepts for a new village center - both short and long term | 1-2 | Economic Development | Planning Board | EDC Monitors and monitors economic opportunities |
6.3 | Explore the possibility of adopting the provisions of RSA 79-E to provide tax incentives in this new town center | 1-2 | Economic Development | Planning Dept/Selectmen | EDC Monitors and monitors economic opportunities |
<table>
<thead>
<tr>
<th>Goal / Action</th>
<th>Description</th>
<th>Priority (Year)</th>
<th>Quality of Life</th>
<th>Economic Development</th>
<th>Town Government</th>
<th>Lead Responsibility</th>
<th>Status/Comment</th>
</tr>
</thead>
<tbody>
<tr>
<td>7</td>
<td>The Town of Rindge has efficient public infrastructure where needed, and required public services for all of its businesses and residents, including successful schools, recreation, and transportation.</td>
<td>1-2</td>
<td></td>
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<tr>
<td>7.1</td>
<td>Study the feasibility of a Route 202 corridor sewer and/or water system.</td>
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<td>Planning Dept/Board</td>
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<td>7.2</td>
<td>Seek ways to slow traffic down thru the 4 corners</td>
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<td></td>
<td></td>
<td>Planning Dept/Selectmen</td>
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<td>7.3</td>
<td>Update town road plan and community facilities plan on a regular basis</td>
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<td></td>
<td>Selectmen/Planning Dept</td>
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<tr>
<td>7.4</td>
<td>Update and actively use the Capital Improvements Plan and process to pursue infrastructure improvements.</td>
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<td>Selectmen/Planning Board</td>
<td></td>
</tr>
<tr>
<td>7.5</td>
<td>Consider establishing a Tax Increment Financing District (TIF) on portion of the Route 202 corridor to finance needed water, sewer and road improvements.</td>
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<td></td>
<td></td>
<td></td>
<td>Selectmen/TIF</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Private infrastructure amenities including high-speed internet, telephone and cable TV are present, efficient and affordable for all.</td>
<td>1-2</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Ongoing</td>
</tr>
<tr>
<td>8.1</td>
<td>Pursue provision of high-speed internet coverage to the entire community to serve residents, home based businesses and commercial/industrial properties.</td>
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<td></td>
<td></td>
<td></td>
<td>Town Admin/Telecom Comm</td>
<td></td>
</tr>
<tr>
<td>8.2</td>
<td>Pursue FastRoads and Fairpoint internet expansion to provide 100% high speed coverage in Rindge.</td>
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<td></td>
<td></td>
<td></td>
<td>Town Admin/Telecom Comm</td>
<td></td>
</tr>
<tr>
<td>C</td>
<td>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.</td>
<td></td>
<td></td>
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<tr>
<td>9</td>
<td>The community includes a diversity of housing options for all of its citizens.</td>
<td>3-5</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>9.1</td>
<td>Promote affordable, moderately priced housing for working residents and all age groups by encouraging use of the town’s workforce and elderly housing ordinances.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Planning Dept/Board</td>
<td></td>
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<tr>
<td>9.2</td>
<td>Ensure that there is a reasonable supply of land zoned for development of both rental and ownership workforce and elderly housing.</td>
<td></td>
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<td></td>
<td>Planning Board</td>
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<tr>
<td>10</td>
<td>There is a full range of care levels for the town’s senior citizens.</td>
<td>3-5</td>
<td></td>
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<tr>
<td>10.1</td>
<td>The town will pursue elderly housing opportunities for independent living, assisted living and full service care.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Senior Housing Comm</td>
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</tr>
<tr>
<td>Goal/Action</td>
<td>Description</td>
<td>Priority (Year)</td>
<td>Quality of Life</td>
<td>Economic Development</td>
<td>Town Government</td>
<td>Lead Responsibility</td>
<td>Status/Comment</td>
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<tr>
<td>11</td>
<td>All age groups, and particularly Rindge's youth, are encouraged to remain in Rindge by providing access to economic opportunities and desired amenities.</td>
<td>2-3</td>
<td>x</td>
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<tr>
<td>11.1</td>
<td>The Town will encourage a variety of opportunities for younger residents to gather, socialize and seek entertainment</td>
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<td></td>
<td>Selectmen/Recreation Dept</td>
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<tr>
<td>11.2</td>
<td>Implement the town Recreation Plan</td>
<td></td>
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<td>Selectmen/Recreation Dept</td>
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<tr>
<td><strong>D</strong></td>
<td>Rindge will be a welcoming home for new and existing businesses and entrepreneurs.</td>
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<tr>
<td>12</td>
<td>Entrepreneurial, at-home, and telecommuting people and enterprises are encouraged and welcomed.</td>
<td>1-2 Ongoing</td>
<td>x</td>
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<tr>
<td>12.1</td>
<td>Continue to review the town's development regulations to ensure that there is adequate latitude for home based businesses.</td>
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<td></td>
<td>Planning Dept</td>
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<tr>
<td>13</td>
<td>New commercial and mixed-use development is focused along the Route 202 corridor.</td>
<td>2-3 Ongoing</td>
<td></td>
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<tr>
<td>13.1</td>
<td>Develop and maintain strong dialogue with gateway corridor property owners.</td>
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<td></td>
<td>EDC/pursue business/Planning Dept/Selectmen</td>
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<tr>
<td>13.2</td>
<td>Develop design guidelines that ensure development of the Route 202 corridor will be in keeping with the architectural character that the community is seeking and that the corridor will serve as an attractive gateway to the community and the Monadnock region.</td>
<td>3-5</td>
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<td></td>
<td>Planning Dept/Board</td>
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<tr>
<td>13.3</td>
<td>Undertake a detailed review of the zoning ordinances to ensure that mixed use, smaller businesses are promoted.</td>
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<td>Planning Dept/Board</td>
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<tr>
<td>14</td>
<td>Planning and land-use controls are innovative and effective, and are applied in a flexible, helpful and timely manner while maintaining community values.</td>
<td>1-2 Ongoing</td>
<td></td>
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<tr>
<td>14.1</td>
<td>Continuously examine and seek ways to improve and streamline the development approval process.</td>
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<td>Planning Dept/Board</td>
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<tr>
<td>14.2</td>
<td>Work closely and cooperatively with developers to assist them in the approval process without sacrificing community values.</td>
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<td></td>
<td>Planning Dept/Board</td>
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<tr>
<td>14.3</td>
<td>Review all of the zoning ordinance provisions that require special exceptions from the Zoning Board of Adjustment to see if they might be better applied as &quot;conditional use permits&quot; by the Planning Board.</td>
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<td>Planning Board</td>
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<td>15</td>
<td>Actively pursue full utilization of all existing commercial properties that are consistent with town zoning.</td>
<td>1-2</td>
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<tr>
<td>Goal/Action</td>
<td>Description</td>
<td>Priority (Year)</td>
<td>Functional Category</td>
<td>Lead Responsibility</td>
<td>Status/Comment</td>
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<td>15.1</td>
<td>Support property owners and developers in their efforts to find appropriate new tenants for underutilized buildings.</td>
<td></td>
<td>Quality of Life</td>
<td>Planning Dept/ EDC/ FPU</td>
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<td>15.2</td>
<td>Pursue reuse/redevelopment options for the Farm Steel property.</td>
<td></td>
<td>Economic Development</td>
<td>EDC</td>
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<tr>
<td>15.3</td>
<td>Work closely with owners of commercial/industrial properties, realtors and the Chamber of Commerce to develop and actively maintain a current inventory of all vacant non-residential buildings and properties, including agricultural.</td>
<td></td>
<td>Town Government</td>
<td>Planning Dept</td>
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</table>

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

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<tr>
<th></th>
<th>Priority (Year)</th>
<th>Economic Development</th>
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<tbody>
<tr>
<td>16.1</td>
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<tr>
<td>16.2</td>
<td>1-2</td>
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</tbody>
</table>

- Develop and pursue a Rindge branding strategy that promotes the vision and goals established in this Action Plan, in partnership with business, the Chamber and FPU.
- Develop and proactively pursue an economic development marketing strategy that advances the vision and goals of this Action Plan, in partnership with the business community, Chamber of Commerce and FPU.

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

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<tr>
<th></th>
<th>Priority (Year)</th>
<th>Economic Development</th>
<th>Status/Comment</th>
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<tbody>
<tr>
<td>17.1</td>
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<td>17.2</td>
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<tr>
<td>17.3</td>
<td>2-3</td>
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</table>

- Pursue a long term branding strategy that promotes Rindge as the gateway to the Monadnock Region and a destination with outdoor recreation and open space assets.
- Recognize and enhance the importance of the town’s recreation and open space assets and the significant second-home population in the community.
- Develop and pursue implementation of a town-wide recreation plan, including the development of a public beach.

**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.**

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<tr>
<th></th>
<th>Priority (Year)</th>
<th>Economic Development</th>
<th>Status/Comment</th>
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<tbody>
<tr>
<td>18.1</td>
<td>3-5</td>
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</table>

- Pursue establishing a carefully developed design guidelines that ensure that both new development and redevelopment of existing properties are architecturally harmonious with the rural New England architectural character of Rindge in such a way that the guidelines do not discourage development and investment.

**G The communities of Rindge and Franklin Pierce University will be partners in each other’s advancement.**
<table>
<thead>
<tr>
<th>Goal/Action</th>
<th>Description</th>
<th>Priority (Year)</th>
<th>Quality of Life</th>
<th>Economic Development</th>
<th>Town Government</th>
<th>Load of Responsibility</th>
<th>Status/Comment</th>
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<tbody>
<tr>
<td>19</td>
<td>Rindge and Franklin Pierce University will work as partners in each others advancement</td>
<td>1-2</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>FPU/EDC/Selectmen/Planning Dept</td>
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<tr>
<td>191</td>
<td>Identity and expand FPU opportunities with the town and businesses. E.g. medical, construction/green buildings, hospitality industry</td>
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<td>FPU/EDC/Selectmen/Planning Dept</td>
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<tr>
<td>192</td>
<td>Utilize the intellectual resources of residents and FPU-promote entrepreneurial creativity with the business community.</td>
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<td>FPU/EDC/Selectmen/Planning Dept</td>
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<td>193</td>
<td>Explore highest and best use of FPU property resources with the Town</td>
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<td>FPU/EDC/Selectmen/Planning Dept</td>
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<td>194</td>
<td>Strengthen communications between FPU and Town on all activities and issues of mutual interest.</td>
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<td>FPU/EDC/Selectmen/Planning Dept</td>
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