

Economic Development Resource Inventory

Prepared for:

**The Town of Winchester Revitalization and
Economic Development Committee**

Prepared by:

Community Development Training Institute, Inc.

2012



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TABLE OF CONTENTS

Acknowledgements.....	2
Introduction	4
Project Background	5
Infrastructure	6
Workforce Analysis	9
Survey of Top Employers	11
Available Business Sites	13
Travel, Leisure and	15
Recreation	15
Sports and Recreation	20
Camping	21
Hiking.....	21
Entertainment.....	22
Historic Places.....	23
FundingSources.....	27
Banks.....	32
Foundations	33
Appendix A: Business Survey Questions	34



INTRODUCTION

The Town of Winchester is located in the Monadnock Region, an area best known for outdoor recreation, including Mount Monadnock, the most climbed mountain in the world. The region attracts visitors from neighboring states, which places Winchester at an advantage, as it is located at the intersection of major routes connecting to Northern New Hampshire, Vermont and Massachusetts. Commissioned by the Town of Winchester's Revitalization and Economic Development Committee, the Community Development Training Institute is pleased to present this *Winchester Physical Resources Inventory*. This inventory serves as a guide for Winchester to establish economic development goals in order to boost tourism, revitalize downtown, and attract new businesses.

While tourism is an area of focus, another priority Winchester hopes to address is the expansion of new businesses and industries to create economic development opportunities for the town to create jobs for residents. In order to be in a position to boost tourism and new industries, it is important for Winchester to understand what resources are available, which of these resources are strengths for the town to utilize to help implement the town's economic development planning. This report provides information, in part, to enhance decisions for improving the local tax base as well as employment for expanding current businesses and attracting new environmentally sound investments. This is a resource inventory and does not make recommendations or suggest strategies. For context the reader should refer to the town's Master Plan or Downtown Charette

documents. The information contained in this inventory provides a snapshot of the current physical resources in the following categories:

INFRASTRUCTURE

The inventory identifies the existing water and sewer system, transportation capacity, and electrical system. This section also includes a comprehensive analysis of Winchester's workforce.

AVAILABLE BUSINESS SITES

A research was conducted to identify all the existing businesses and vacant lots that are currently on the market. It includes a map of the available sites, the zones and the infrastructure available at the sites.

TRAVEL, LEISURE AND RECREATION OPPORTUNITIES

This section contains an extensive list of recreation activities and travel opportunities in Winchester and the surrounding area.

HISTORICAL SITES

This section contains a map the town's Historic District including the five historical sites that are recognized on the National Register.

EXTERNAL FUNDING SOURCES FOR ECONOMIC DEVELOPMENT

A description of public and private funding sources is included in this inventory to help Winchester identify the funding sources to pursue.



Winchester Town Hall. Photo courtesy of Dave Campbell.

PROJECT BACKGROUND

The Winchester Physical Resources Inventory is a project commissioned by the Revitalization and Economic Development (RED) Committee. The RED Committee is a group of Winchester residents who are committed to promoting “the economic growth, social cohesion, and conservation of the natural resources.”¹ In 2008, the RED Committee participated in a town charrette led by a team of planning consultants to guide residents of Winchester through a visioning exercise to plan the future of Winchester. In the charrette, residents expressed the desire to revitalize downtown Winchester and compiled a wish list of establishments to bring to the town.

To begin the process of revitalizing downtown Winchester, the RED Committee decided to create a physical resources inventory as a first step to achieving the

town’s revitalization goals. The Community Development Training Institute (CDTI) was selected through a competitive process as the consultant team to prepare the physical resources inventory.

The Community Development Training Institute (CDTI) is a collective of practitioners dedicated to creating and implementing realistic development strategies. Since 1982, CDTI has provided training and technical assistance to state and local governments and to community based organizations in the areas of community and economic development. In January 2010, the staffing and board composition of CDTI underwent a reformation. The new governing Board of Directors consists of graduate students and alumni of the Community Development and Planning program at Clark University. Staffing for consulting projects draws from the talent and expertise of Clark University Community Development and Planning students.

¹ Town of Winchester RED Committee mission statement. Retrived 12/1/2011 http://www.winchester-nh.gov/Pages/WinchesterNH_BComm/redc



INFRASTRUCTURE

Winchester has a well-developed infrastructure for future community and economic development including electricity, water, sewer, and transportation networks.

ELECTRICITY

While Public Service of New Hampshire (PSNH) does not have GIS² data available on all power distribution within Winchester, PSNH confirmed that all major and residential roads have single-phase electrical lines providing power to both residential and small business users in all but the most remote areas of the town.

Three-phase power, necessary for many industrial and commercial applications, is available along Route 10 traveling east from the intersection of Routes 10 and 119 for approximately 2.6 miles. Three phase power is also available along Route 119 traveling southeast for 1 mile from the town center as well as southeast along Route 78 for 1.4 miles from the town center.

WATER AND SEWER

Winchester is equipped with 10" water, and 8" and 6" water and sewer mains along all major arteries. Eight inch sewer mains run 3.2 miles along Ashuelot Street from Broad Brook Road east to the town center, along Keene Road from the town center northeast until Tamarack Circle (1.3 miles), along Richmond Road southeast for .6 miles to Forest Lake Road, and throughout the town center itself.

Ten inch water mains are located along Ashuelot Road between Broad Brook Road and Elm Street and along Keene Road

Pump Road to the town Center. There is also a stretch of 8" water main along Lake Shore Drive and along Plumb Pak Road as well as throughout the town center.

Eight inch sewer mains are located throughout the town center along Parker Street, Richmond street (between Forest Lake Rd and Goamko Dr), along Howard Street, along Main Street (between Parker Street and Richmond Road, and along various smaller residential roads.

Six inch water mains are located throughout residential areas around Clark Road and Woodard Avenue, all along Forest Lake Road, and along Warwick Road from Snow Road until the town limits.

Having just completed major renovations on and expansions of the municipal water system and sewage treatment facilities, Winchester has expanded its capacity to be able to accommodate future projected growth in both the residential, commercial, and industrial sectors. As of this writing, the town has plans for expansion of water infrastructure capacity.

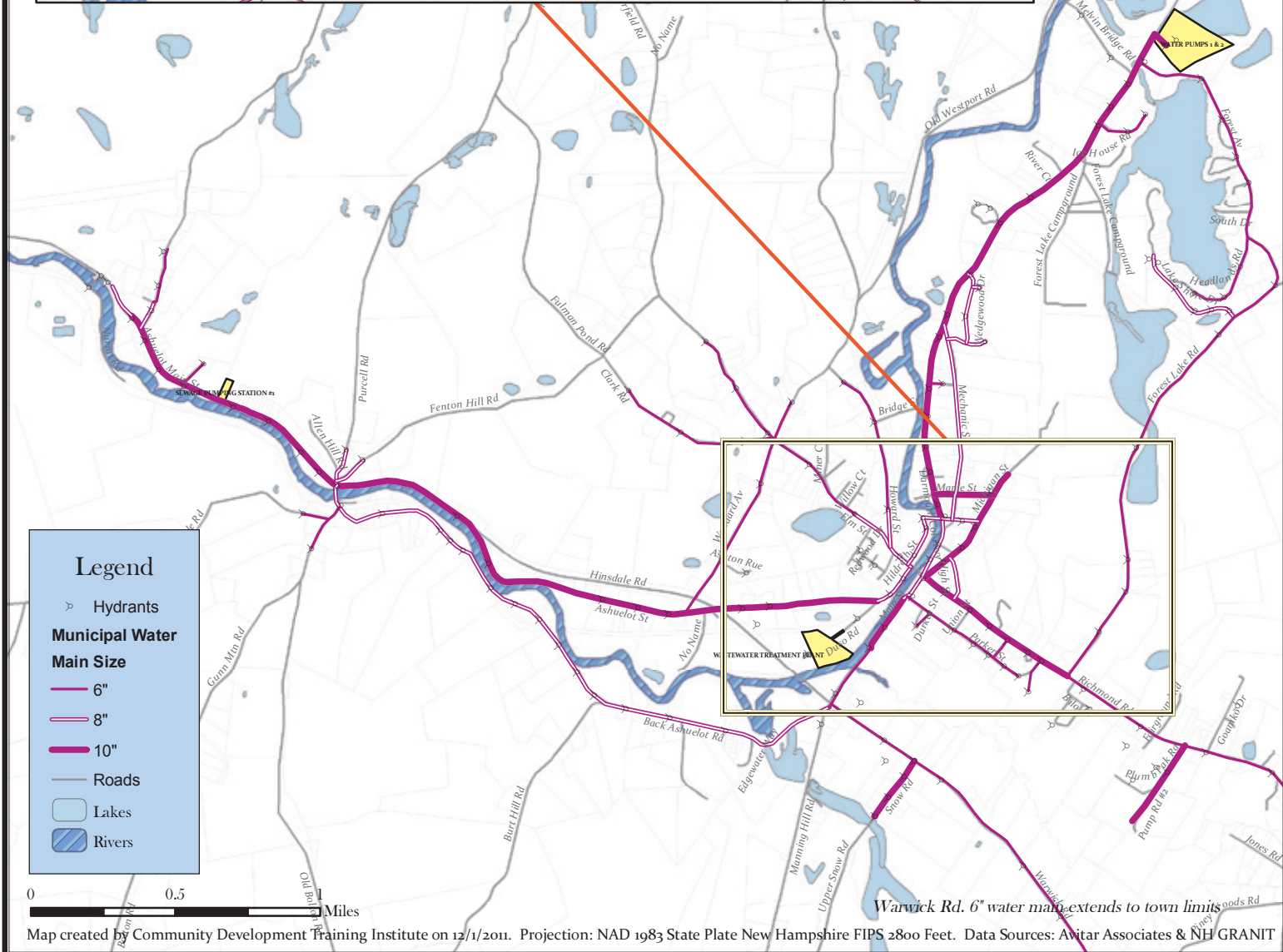
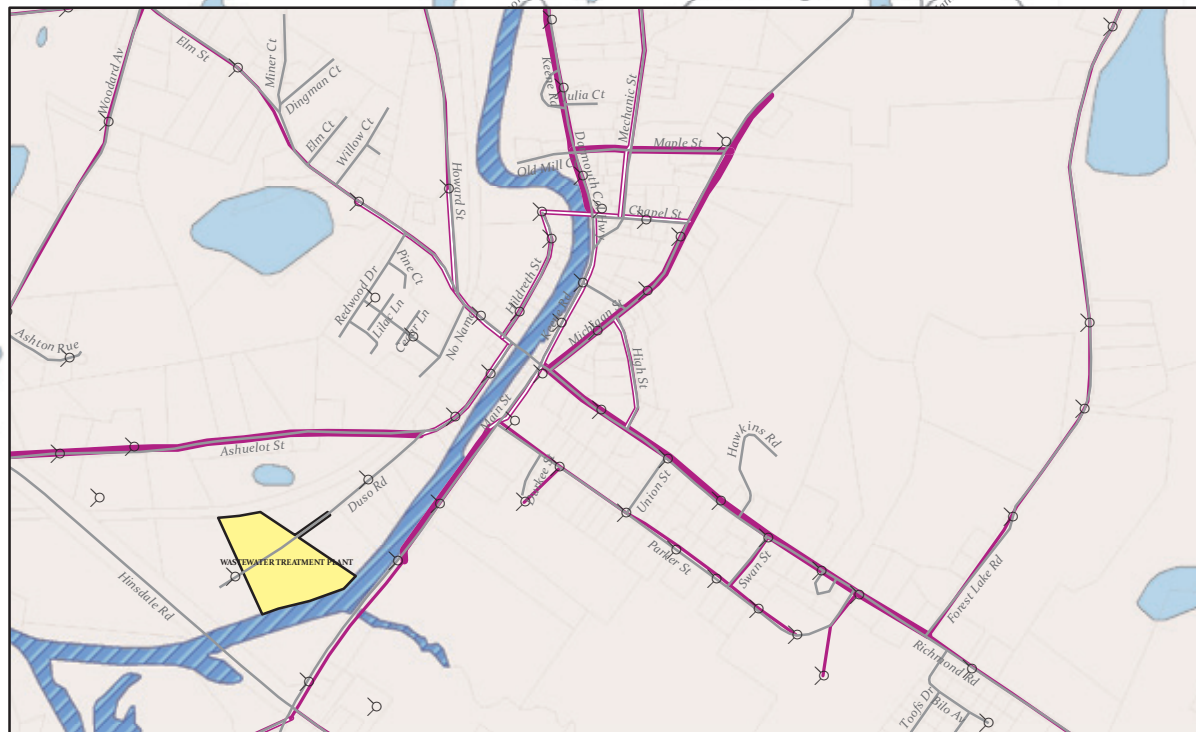
TRANSPORTATION CAPACITY

Winchester is located close to I-91, a major trucking and transportation corridor. According to the State of New Hampshire Department of Transportation's Average Annual Daily Traffic Studies³, the most heavily trafficked road in Winchester is Route 10 (Keene Road) with an average of 7,500 vehicles per day during 2011.

2 GIS, Geographic Information System

3 New Hampshire Department of Transportation. Retrieved 10/15/2011 <http://www.nh.gov/dot/org/operations/traffic/documents.htm>

Town of Winchester, NH - Municipal Water Model

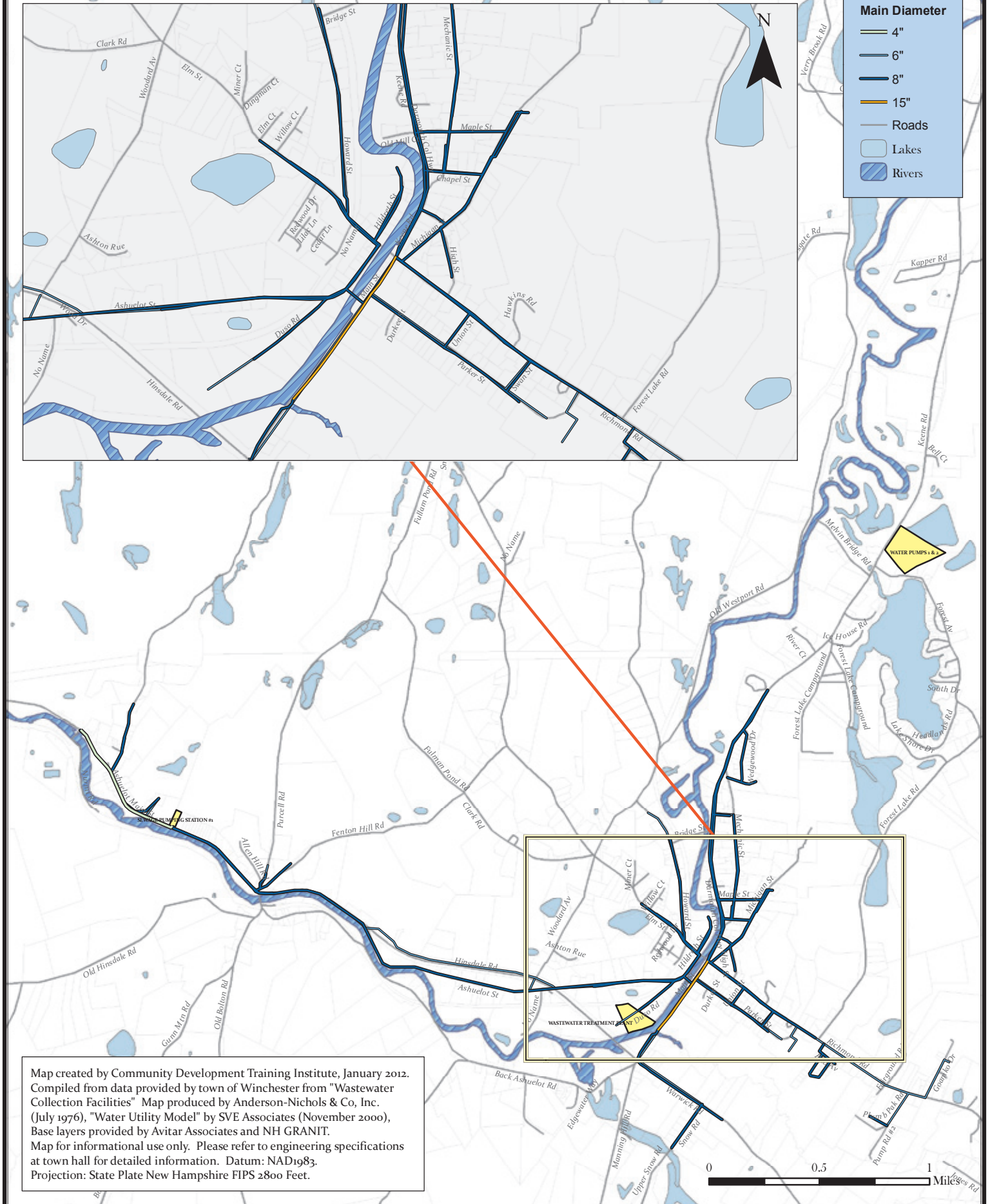
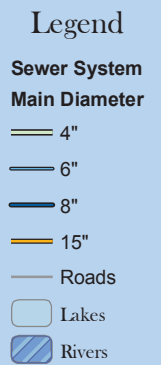


Legend

- Hydrants
- Municipal Water**
- Main Size**
- 6"
- 8"
- 10"
- Roads
- Lakes
- Rivers

0 0.5 Miles

Town of Winchester, NH - Municipal Sewer System



Map created by Community Development Training Institute, January 2012.
 Compiled from data provided by town of Winchester from "Wastewater
 Collection Facilities" Map produced by Anderson-Nichols & Co, Inc.
 (July 1976), "Water Utility Model" by SVE Associates (November 2000),
 Base layers provided by Avitar Associates and NH GRANIT.
 Map for informational use only. Please refer to engineering specifications
 at town hall for detailed information. Datum: NAD1983.
 Projection: State Plane New Hampshire FIPS 2800 Feet.

WORKFORCE ANALYSIS

The Town of Winchester and Cheshire County have experienced economic losses due to the global recession, although to a much lesser degree than most communities across the country. As of August, 2011, the unemployment rate in Cheshire County (Keene Micro-Area) was 4.8%, down from 5.3% in January of this year. In comparison with the unemployment rate for much of the previous decade, which was in the 3% to 3.5% range, the current rate is still high for the region. However, when compared to national data, New Hampshire and Cheshire County have much lower unemployment rates. The national unemployment rate in August 2011 was 9.1%, nearly twice as high as Cheshire County (4.8%) and New Hampshire (5.2%).

Cheshire Counties overall labor force was 32,889 workers in August 2011. According to the Occupational Employment and Wages Survey, there were 27,610 employees in 22 occupational areas in Cheshire County in May 2010. The top five occupations by size of employment were Office and Administrative Support (4,570), Sales and Related (3,340), Education and Employment (2,740), Production Occupations (2,460), and Food Preparation and Serving (2,000). These occupational areas made up 54.7% of the total workforce and averaged hourly wages of \$17.47. On the other hand, the bottom five occupations by size of employment were Farming, Fishing, and Forestry (30), Legal (100), Life, Physical, and Social Science (100), Architect and Engineering (290), and Arts, Design, Entertainment, Sports and Media (380). The bottom five occupational areas made up 3.3% of the total workforce and averaged hourly wages of \$28.00.

Table one provides a complete summary of each occupational area in the county, their size of employment, and mean wages.

Examining the local level provides an even more precise understanding of Winchester's labor market. According to the U.S. Census' County Business Patterns, the total number of establishments for the Town of Winchester is 86 (Table 2). The majority of these businesses were very small. Out of the 86 total establishments, 62% had between 1 and 4 employees, 19% had between 5 and 9 employees, 9% had between 10 and 19 employees, and 8% had 20 or more employees. Certain sectors had a greater number of establishments in Winchester than others. The sectors with the most frequent number of businesses were Retail Trade (15), Construction (12), Manufacturing (10), Other Services (9), and Accommodation and Food Services (6). In contrast, the sectors with the least number of establishments were Farming, Fishing, and Forestry (1), Real Estate (1), Educational Services (2), Information (2), and Finance and Insurance (2).

While small businesses were more frequent in Winchester, larger establishments may have an equal or greater impact on the workforce. Top employers maintained a disproportionately larger workforce than the smallest businesses. The top five employers in Winchester were in the Manufacturing (100-249 employees), Retail Trade (50-99 employees), Professional Services (50-99 employees), Health care (50-99 employees), and Accommodation and Food Services (50-99 employees) sectors, respectively. The following section provides additional workforce information based on a survey of large establishments in Winchester.

**TABLE 1: CHESHIRE COUNTY OCCUPATIONAL EMPLOYMENT AND WAGES, 2011**

Occupation	May 2010 Est. Employment	June 2011 Mean Wages
Management Occupations	1,560	\$48.80
Business and Financial Operations	1,230	\$32.21
Computer and Mathematical	550	\$32.68
Architecture and Engineering	290	\$31.21
Life, Physical, and Social Science	100	\$28.14
Community and Social Services	400	\$18.52
Legal	100	\$38.97
Education, Training, and Library	2,740	\$24.30
Arts, Design, Entertainment, Sports, and Media	380	\$23.78
Healthcare Practitioners and Technicians	1,430	\$33.27
Healthcare Support	850	\$14.42
Protective Services	420	\$18.52
Food Preparation and Serving	2,000	\$10.47
Building and Grounds Cleaning and Maintenance	940	\$12.80
Personal Care and Service	770	\$11.28
Sales and Related	3,340	\$19.18
Office and Administrative Support	4,570	\$15.95
Farming, Fishing, and Forestry	30	\$13.50
Construction and Extraction	1,050	\$19.34
Installation, Maintenance, and Repair	990	\$19.48
Production Occupations	2,460	\$16.03
Transportation and Moving	1,390	\$14.28
All Occupations	27,610	\$16.15

Source: New Hampshire Employment Security, Economic and Labor Market Information Source: U.S. Census Bureau, County Business Patterns



SURVEY OF TOP EMPLOYERS

A brief survey of the largest employers in Winchester was conducted in October and November of 2011. The survey (see Appendix A) asked employers six questions about the desired skills and attributes of their workforce, the necessity of attracting employees from outside the local area, and ways to improve workforce development. Ten of the largest employers in Winchester were targeted and nine replied to the survey.

SUMMARY OF RESULTS

The first section of the survey investigates the work skills desired in the hiring of potential employees. The questions distinguished between technical/specialized skills and soft/general skills in order to understand and rank the importance of each category. If employers emphasized technical skills, then the proper workforce response would be investing in technical training programs. On the other hand, if employers emphasized soft skills, then general education and job readiness training would do the most to improve the local workforce.

TABLE 2: TOTAL WINCHESTER ESTABLISHMENTS BY SECTOR AND NUMBER OF EMPLOYEES

Description	Total Estab**	1-4	5-9	10-19	20-49	50-99	100-249
Forestry, fishing, hunting, and Agriculture Support	1	1	0	0	0	0	0
Construction	12	9	1	1	1	0	0
Manufacturing	10	5	1	3	0	0	1
Wholesale Trade	3	2	1	0	0	0	0
Retail Trade	15	7	5	2	0	1	0
Transportation and warehousing	5	2	2	0	1	0	0
Information	2	0	2	0	0	0	0
Finance and Insurance	2	1	1	0	0	0	0
Real Estate and rental and leasing	1	1	0	0	0	0	0
Professional, scientific, and technical services	4	3	0	0	0	1	0
Administration and Support and Waste Management Remediation Services	5	5	0	0	0	0	0
Educational Services	2	2	0	0	0	0	0
Health care and social assistance	5	2	1	1	0	1	0
Arts, entertainment, and recreation	4	4	0	0	0	0	0
Accommodation and food services	6	4	1	0	0	1	0
Other services	9	6	2	1	0	0	0
Total All Sectors	86	54	17	8	2	4	1

Figures for Zip Code 03470 & 03441 Source: U.S. Census Bureau, 2009 County Business Patterns

**Total Establishments counted in Census are known to be less than actual establishments as of this writing.



The results of the survey indicate that employers desired a blend of technical and soft skills with three out of nine employers clearly preferring technical skills, three out of nine preferring soft skills, and three out of nine saying that they needed a combination of technical and soft skills. Most employers indicated that both skills were important to them even if they weighted one more highly than the other. The technical skills specified by employers were meat cutting, welding, the use of precision instruments, machine operating, plumbing, pharmacy, nursing, fabrication, childcare, and teaching. The soft skills highlighted by employers include communications, customer service, character, work ethic, honesty, punctuality, time management, math, people skills, and teamwork.

As a follow-up question, the survey asked what certificates or licenses were required by the employer. Because of the diversity of sectors within which the employers operate, there were a wide range of certificates and licenses required. Responses are listed below:

Certificates: welding, inspection, childcare, water distribution, water treatment, pharmacy technician

Licenses: teaching, pharmacist, commercial driver's license, registered nurse, licensed practical nurse, nursing assistant, waste water operator, CPR, childcare, food service

The fifth question of the survey asks how often employers hire from outside the local area. As a qualifying statement, it was asked how often employees relocated to take a position at the place of employment. The response

was consistent for all employers: it is rare that Winchester employers hire from outside the local area. Some employers explained that their higher skilled employees commute from larger towns in the vicinity, but did not relocate to Winchester. The consensus among employers was that their employees lived locally.

Finally, the questionnaire allowed employers the opportunity to provide feedback on ways to improve the quality of their workforce. As employers responded, many expressed satisfaction with their employees. However, a number of common themes emerged that provide insight into areas for improving workforce development.

First, a number of employers expressed dissatisfaction with their ability to pay suitable wages. In turn, lower wages were said to cause higher employee turnover. Higher turnover lowered the quality of the workforce and caused managers to spend more of their time training and re-training employees. Second, employers communicated their desire for higher levels of education or training for new employees. Some employers emphasized general work skills and wished that the high school graduates they hired were more work-ready. Others desired that they had a larger talent pool of technically trained applicants for their openings. For example, one employer expressed a need for more new employees with machine shop skills, while another wanted employees with previous childcare abilities.

Lastly, several employers said that the overall physical environment and image of the town deterred their ability to attract higher levels of talent. They cited the presence of junkyards and dilapidated buildings as

problem areas that affect worker's perception of the quality of life in Winchester.



Mt. Pisgah Diner. Photo by Dave Campbell.

AVAILABLE BUSINESS SITES

The geography and infrastructure of Winchester place the town at an advantage to attract new businesses and industries. Winchester is located close to Interstate 91, a major trucking and logistics corridor, and along Routes 10, 78 and 119, which are major roads that connect to Vermont, Massachusetts and Keene, NH. Moreover, These roads make Winchester a desirable location for businesses looking to attract a large and diverse workforce and consumers. According to H. Greg Johnson, local commercial real estate agent, Winchester has large parcels of land and infrastructure in place to attract large industries.
















In the business site study, 16 sites were identified as available sites for potential business developments. Of the 16 sites, seven sites are located in the Central Business District and only three of the sites in the Central Business District have existing buildings. The sites range in size with the smallest parcel at 3,235 sq ft to the largest parcel at 10 acres. The abundance of available business sites in the Central Business District could potentially serve as a catalyst for Winchester to develop a revitalization plan for the Central Business District.

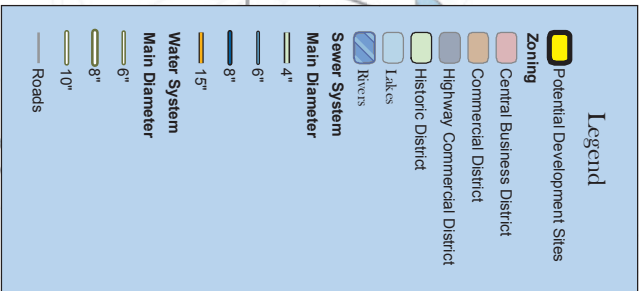
Larger parcels of land are located outside the Central Business District. Many of the larger parcels are zoned under the Agriculture/Aquifer District, which, according to the Zoning Ordinance⁴, are areas with no municipal water and sewer service and limited permitted uses.

The Tannery site (formerly A.C. Lawrence Leather) and the gravel pit, are two town-

⁴ Town of Winchester Zoning Ordinance. Retrieved 11/20/2011

Legend

-  Potential Development Sites
- Zoning**
 -  Central Business District
 -  Commercial District
 -  Highway Commercial District
 -  Historic District
-  Lakes
-  Rivers
- Sewer System**
 - Main Diameter**
 -  4"
 -  6"
 -  8"
 -  15"
 - Water System**
 - Main Diameter**
 -  6"
 -  8"
 -  10"
 -  Roads



owned sites that are not currently on the market but have been identified by the Town of Winchester as development opportunities.

TRAVEL, LEISURE AND RECREATION

Winchester is located in the charming Monadnock Region, an area famously known for Mount Monadnock. The Monadnock Region is a destination for visitors looking for outdoor adventures and the ultimate New England back roads experience. The region offers a number of year-round outdoor recreation activities for all ages: hiking, mountain biking, boating, scenic foliage trips through traditional small New England villages and plenty of antique stores selling traditional 18th and 19th century American pottery, crafts and furniture.

Winchester offers a number of outdoor recreation activities as well as the classic feel and scenes of a small New England town such as a white clapboard church and historic covered bridges. The town's municipal parks, Pisgah State Park, the Rail Trail, Forest Lake, and the Ashuelot River offer a variety of year-round recreation, making outdoor recreation activities the leading attraction in Winchester. In addition, the town has five historic sites listed on the National Register, two of which are covered bridges.⁵

PUBLIC LAND

According to the New Hampshire Division of Parks and Recreation, Pisgah State Park is the

largest state park in New Hampshire.⁶ Pisgah borders the towns of Winchester, Chesterfield and Hinsdale. This 13,300 acres park is open year-round and offers an array of recreation activities for all seasons. The park's trails are dispersed, allowing visitors the opportunity to peacefully explore its rich biodiversity. The ponds within the park are popular destinations for fishing. The Pisgah Reservoir provides a mile and a half of water trail for canoeing.

The Town of Winchester owns six municipal parks, offering additional opportunities for outdoor recreation activities. The Winchester Conservation Commission (WCC), a local board whose mission is to preserve the town's natural resources, is responsible for the maintenance and conservation of the municipal parks. Efforts to conserve the parks include creating and maintaining trails, installing picnic tables and docks for boating activities and collaborating with local students to create maps of trails. Table 3 provides a list of the municipal parks.

Activities: ATV, cross-country skiing, canoeing, equestrian, fishing, hiking, hunting, mountain biking, and snowmobiling

ASHUELOT RIVER & RAIL TRAIL

The Ashuelot River is perhaps the most popular destination for boating activities and has the potential to attract water sports enthusiasts and casual visitors alike. With a public boat launch near downtown, the river is accessible to all. In May 2011, Winchester's RED Committee hosted the first annual Lower Ashuelot River Canoe and Kayak Race. The

⁵ See page 18 for more information on Winchester's historic sites

⁶ New Hampshire Division of Parks & Recreation. Retrieved 10/11/2011. <http://www.nhstateparks.org/explore/state-parks/pisgah-state-park.aspx>

Winchester, NH - Town Owned Properties

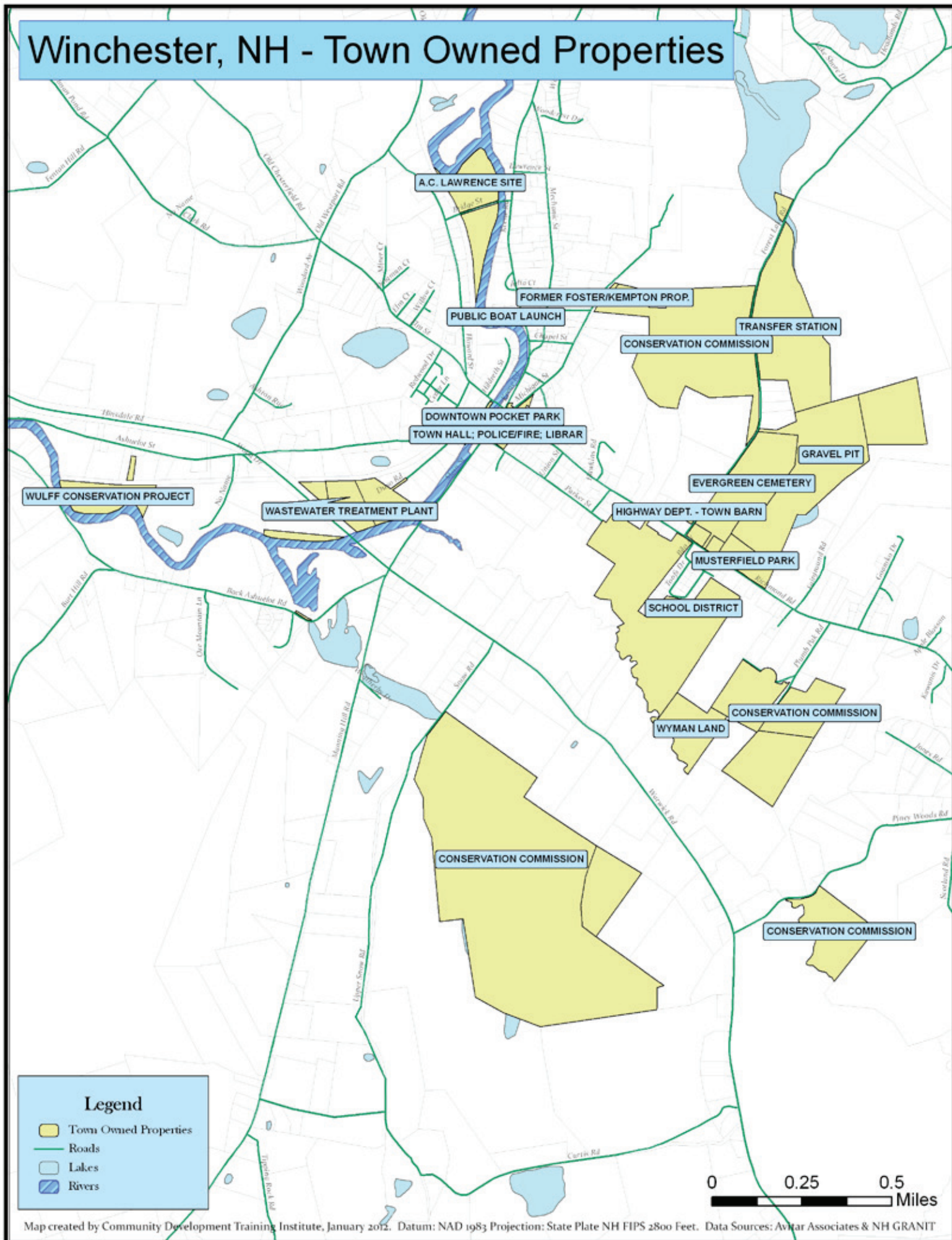


TABLE 3: WINCHESTER MUNICIPAL PARKS

Park	Location	Activities
Forest Lake Circle	Off Keene Rd.	Boating dock for canoeing, kayaking and swimming. Picnic area
Meeting Hill House	Forest Lake Rd. & Richmond Street	Camping, snowmobile club meeting place
Musterfield Park	Forest Lake Rd. & Richmond Street	
Gardiner Mountain Recreation Area	Off Route 10	Loop trail to Mt. Gardiner summit
Willard Jennings Town Forest	Off Richmond Street	Hiking and snowmobile
Wulff Conservation Project	Off Ashuelot Street	Snowmobile, dog sled, part of the rail trail
Downtown Pocket Park	Across from Town Hall	

race was open to both amateur and pro racers: a seven-mile race for amateur and a 16-mile race for pro racers in various classes.⁷

Along the Ashuelot River is the Ashuelot Rail Trail, a 23-mile scenic trail⁸. The trail begins at the Town of Hinsdale, heads east through Winchester, passes the Ashuelot Covered Bridge, all the way to Keene. Its multi-use trail is popular amongst, snowmobile, cross-country skiing, equestrians, hiking and mountain bikers.

Activities: canoeing, kayaking, hiking, cross-country skiing, equestrians, mountain biking, dog sledding, snowmobiling

FOREST LAKE

The pristine Forest Lake is home to Winchester's Town Beach. The beach is opened to the public from Memorial Day weekend to September. It is an attractive summer destination for swimming behind the New Hampshire foliage.

The Forest Lake Camping Ground is a privately owned campground. This campground has 150 camping and trailer sites with full facilities. Activities including golfing, swimming, boat rentals and sports field for baseball, volleyball and tennis.



⁷ New England Canoe & Kayak Racking Association. Retrived 12/7/2011. <http://www.neckra.org/races/race-information/2011/lower-ashuelot>

⁸ Rails to Trail Conservancy. Retrieved 11/23/2011. <http://www.railstotrails.org/news/recurringfeatures/trailmonth/archives/0302.html>



OTHER RECREATION ACTIVITIES

Recreation clubs in Winchester organize activities for community residents and visitors. Local snowmobile clubs maintain 40 kilometers of snowmobile trails for club members. The clubs coordinate with local property owners to obtain permission to pass through properties and plans the annual Winter Fest in January for the community.⁹ The Ellen Lambert Murphy Memorial Community Center (E.L.M. Community Center) offers activities for all ages, from sports clubs and a day camp for youth to social gatherings for the elderly. The center also offers community space for rent, including a four-lane candlepin bowling alley.

Winchester is home to two major race facilities: the Monadnock Speedway, a NASCAR

racetrack and the Winchester Speedpark, a supercross and motocross racetrack. Both racetracks are located along Route 10.

Winchester's Pickle Festival is a traditional town fair held annually in September. The event is held in downtown Winchester filled with food vendors, crafts, costumes, parades, live music and free pickles.

There are six local farms in Winchester that practice sustainable farming. At the Country Critters Farm, fresh goat cheese, feta and raw goats milk are available for purchase at the farm and various local vendors in the county. Piccadilly Farm is a certified organic farm and a community supported agriculture (CSA) which offers vegetable shares to its members. Cheshire Garden is a certified organic farm that specializes in heirloom berries and fruits. Their popular preserves are

⁹ Mondanock Travel. Retrieved 11/20/2011 <http://www.monadnocktravel.com/festivals-fairs-monadnock-new-hampshire.html>



Winchester Pickle Festival. Photo by Cheryl Senter.

available for purchase online. Manning Hill Farm operates in a farmhouse that was built in the 1850s. This 126-acre farm is devoted to humane and local agriculture through the production of fresh local milk, grass-fed beef, pasture-raised pork, chicken and eggs.

CURRENT USE

The Current Use tax program permits certain reduction in property taxes if a “land management plan” is filed with the Town. The management plan could include areas for additional recreation uses than reported in this inventory. The Current Use Law is a state program that aims to promote the preservation of New Hampshire’s natural landscape and open space. Under Current Use, landowners are offered a property tax incentive for maintaining their land in its natural state. In order to be eligible to enroll in Current Use, the land must meet one of the following minimum requirements:

- Ten or more acres must be classified as undeveloped or unimproved farm, forest or unproductive land (may be any combination of the three)
- Wetland less than ten acres in size
- Certified tree farm of any size
- Undeveloped land of any size that is allocated to producing agricultural or horticultural crops with a yearly gross crop sales profit of at least \$2,500

In addition to the property tax incentives, landowners are eligible for the Recreational Discount, which grants landowners an additional 20% reduction for posting their land for the following recreation uses: skiing, snowshoeing, fishing, hunting, hiking and natural observation. Additional information regarding Current Use can be found on the New Hampshire’s Current Use Coalition website at www.nhspace.org.



Pisgah State Park. Photo by Ellen Edersheim



SPORTS AND RECREATION

Name	Location	Activities
Northfield Golf Club	31 Holton Street, Northfield, MH	Golf
Keene Country Club	755 West Hill Road, Keene, NH 03431	Golf
Bretwood Golf Course	365 East Surry Road, Keene, NH 03431-5308	Golf
Ellen Lambert Murphy Memorial Community Center	20-21 Durkee St. Winchester, NH 03470	Organized sports clubs for youth
Forrest Lake Circle	Off Keene Rd, Winchester, NH	Boating dock for canoeing, kayaking and swimming. Picnic area
Ashuelot River	Off of Route 10, Winchester	Canoeing and kayaking
Elite 180 Lacrosse Camp	Winchester, NH	Lacrosse Camp
The Cheshire Fair	247 Monadnock Rd, Swanzy, NH 03446	Public ice skating, figure skating and hockey programming.
Pisgah State Park	Along Route 63 or Route 119 in Winchster	Hiking, hunting, snowmobile, fishing, camping
Spofford Lake	Off of Route 9 or Route 63 in Chesterfield	Rainbow Trout, Small and Largemouth Bass, Pickerel, Horned Put, White Perch, Northern Pike
Greenfield State Park- Otter Lake	Forest Rd, Route 136W, 1 mile west of Greenfield	Boat Launch
Gould Pond	Hillsborough	Brown Trout, Brown Bullhead, Yellow Bullhead, American Eel, Common White Sucker, Yellow Perch, Pumpkinseed, Eastern chain pickerel, Largemouth Bass, Rainbow Trout
Connecticut River	Off of Route 119 towards Brattleboro	Fishing, boating



CAMPING		
Name	Location	Activities
Forest Lake Camping Grounds	331 Keene Rd, Winchester NH 03470	Golfing, swimming, boat rentals and sports field for baseball, volleyball, tennis
Camp Takodah	55 Fitzwilliam Road	YMCA Camp
Swanzy Lake Camping Area	88 East Shore Road, Swanzy, NH	
Shir-Roy Camping Area	100 Athol Road, Richmond, NH	Swimming, Fishing, Boating, Hiking, Group activities (game room, sports)
Camp Spofford	24 Route 9A, Spofford, NH	Christian family camp
Hinsdale Campground	29 Pine Street, Hinsdale, NH	Full service campgrounds with swimming pool
Ashuelot River Campground	152 Pine Street, Swanzy, NH	Family campgrounds along Ashuelot River.
Monadnock State Park	116 Poole Road, Jaffrey, NH	Mt. Monadnock, 3,165ft high is the most climbed mountain in the world.

HIKING		
Name	Location	Activities
Pisgah State Park	Along Route 63 or Route 119 in Winchester	
Gardiner Mountain Recreation Area	Off Route 10 in Winchester	
Willard Jennings town forest		Hiking and snowmobile
Wulff Conservation Project	Back Ashuelot Rd	Snowmobile, dog sled, part of rail trail
Chesterfield Gorge Natural Area	Off NH Route 9 in Winchester	Open year-round for hiking along the gorge with scenic views
Rhododendron State Park	Route 119W, Fitzwilliam, NH	Beautiful state park with 16-acres of Rhododendron Maximum. Trails include a wildflower trail maintained by the Fitzwilliam Garden Club
Monadnock State Park	116 Poole Road, Jaffrey, NH	Mt. Monadnock, 3,165ft high is the most climbed mountain in the world. Many trails for all levels.
Miller State Park	Route 101E, Peterborough, NH	Miller is the oldest state park in New Hampshire. There are three main trail that leads to the summit of Pack Monadnock.
Gap Mountain	Off Route 12 between Troy and Fitzwilliam	There are 2 main trails: South Summit is a wooden trail North Summit trail offers a beautiful view of Mt Monadnock
Rail Trail	From Hillsdale to Keene	Runs along old railway



ENTERTAINMENT

Name	Location	Activities
Cathedral of the Pines	10 Hale Hill Road, Rindge, NH	Open air cathedral with panoramic view of the Grand Monadnock.
Friendly Farm	Route 101, Dublin, NH	Over 5 acres of farmland for families to freely wonder, picnic and interact with farm animals.
Pickle Festival	Downtown Winchester on Main Street (intersection of Route 10 and Route 101)	September - fairgrounds, parade, pickle costumes, local crafts and free pickles
Stonewall Farm	242 Chesterfield Rd, Keene, NH	Nonprofit working farm and education center
ELM Memorial Comm Center Bowling	21 Durkee St., Winchester, NH	Bowling
Yankee Lanes	477 Park Avenue Keene, NH	Bowling
The Colonial Theatre	95 Main St, Keene, NH	Opera, ballet, comedies, musical performances and films
New England Youth Theatre	100 Flat St., Brattleboro, VT	Youth theatre programming and live performances
Brattleboro Music Center	38 Walnut St, Brattleboro, VT	Live musical performances and music school for youth
Fat Chance Antiques	102 Keene Rd, Winchester	Antiques
The Cheshire Fairgrounds	247 Monadnock Rd, Swanzey	Commercial booth of exhibits, crafts, fresh produce, canned goods, furniture, antiques.
Knotty Pine Antiques Market	787 West Swanzey Rd., Swanzey	Antiques auction and gallery
Secord's	937 Keen Rd., West Swanzey	Antique store
Antiques at Colony Mill	222 West St. #3, Keene	Antique store
Yankee Smuggler Antiques	69 Windsor Court, Keene	Specializes in Americana antiques in the 18th and 19th centuries
Bloomin Antiques	3 Templeton Tpke., Fitzwilliam, NH	18th and 19th centuries furniture and accessories
Twice Upon A Time Antiques	62 Main St., Brattleboro, VT	Vintage clothing and furniture
Conant Library	111 Main St., Winchester	History department features historic town artifacts including Henry Pratt's first organ
Mariposa Museum & World Culture Center	26 Main St., Peterborough, NH	Hands-on museum featuring arts and artifacts from around the world with performing arts center
Sheridan House	391 Back Ashuelot Road, Winchester, NH	Home of the Winchester Historical Social Museum

HISTORIC PLACES

Incorporated in 1753, Winchester is a town that prides on its historical past. The book, Walking Back Through Time: 50 Historical Sketches of Winchester, N.H., by Winchester native, Edith W. Atkins, chronicles various historically significant periods of Winchester including the first town meeting on March 3, 1740, the first Henry Pratt organ, the tanning and paper industries, the historic department of the Conant Library and the festivities that once took place in Forest Lake¹⁰. Winchester has made efforts to preserve the town's historic resources by placing five sites on the National Register and establishing a Historic District Ordinance.

¹⁰ "Walking Back Through Time" by Edith W. Atkins. Retrieved 11/1/2011

FEDERAL AND STATE REGISTER OF HISTORIC SITES

Winchester is home to a variety of architecturally significant properties that dates back as early as 1837. The town currently has five properties listed on the National Register of Historic Places, each with distinctive architecture styles.

CONANT LIBRARY

The Conant Library is a Romanesque Revival built in 1891 by architect, J.M. Currier. The library's historic department holds a collection of town artifacts including Henry Pratt's first organ.



Conant Library. Photo by Dave Campbell.



NEW HAMPSHIRE CONSERVATORY OF MUSIC AND THE ARTS

Built in 1912, New Hampshire Conservatory for Music and the Arts, now known as the Universalist Heritage Church, is a Colonial Revival style structure, a very prominent architectural style in New England.

WINCHESTER TOWN HALL

This brick Gothic Revival building is unique in the area; in fact, the National Register of Historic Places Inventory nomination form notes that the Winchester Town Hall is the only medieval style town hall in Cheshire County.¹¹

¹¹ National Register of Historic Places. Retrieved 10/15/2011. www.nps.gov

COVERED BRIDGES

Winchester is home to two covered bridges, The Ashuelot and the Coombs, both of which are featured in the World Guide to Covered Bridges. Covered bridges are considered to be historic monuments in New Hampshire and are protected under state law.

POTENTIAL HISTORIC PROPERTIES

Members of the Winchester community have identified several historic significant sites including the Sheridan House, home of the Winchester Historical Society and the Albee House, which is the former home of the “Mother of Avon, Mrs. Persis Foster Eames Albee.”¹² While these sites are not recognized

¹² Albee House. Retrieved 11/20/2011. <http://www.albeehouse.com>



Center Church. Photo by Dave Campbell.

on the federal and state historic registers, it may be worthwhile for Winchester to pursue the application process for historic recognition under the state and/or federal register.

HISTORIC DISTRICT

In 1997, the Town of Winchester adopted an Historic District Ordinance to preserve the historical, architectural and culturally significant properties and structures in Winchester¹³. The ordinance serves as a guide for Winchester to preserve the historic heritage of the town, improve the town's visual character to boost tourism and economic development, promote civic pride in the town's history and achievements, utilize areas within the historic district to serve as educational and recreational space for Winchester residents and visitors.

The Historic District Ordinance is administered by the Historic District Commission, a five member party appointed by the Board of Selectmen. The commission is responsible for the adoption and amendment of regulations to the ordinance, as well as the review of applications related to the construction, and alteration or removal of properties within the historic district. However, the power of review is limited to plans that impact the character of the historic district.

The New Hampshire Division of Historical Resources offers programs and resources to help municipalities effectively preserve their historic character. These resources provide creative approaches to historic preservation beyond the scope of historic districts. One useful tool for municipalities is the Neighborhood Heritage Districts, which is a handbook that

offers zoning methods for New Hampshire municipalities to preserve characteristics of a neighborhood¹⁴. Other programs include tools for barns and farms preservation and procedures to obtain historical highway markers. A detail list of programs and resources are available at <http://www.nh.gov/nhdhr/programs/>.



Ashuelot Bridge. Photo by George C. Jobel

¹³ Winchester Zoning Ordinance. Retrieved 11/30/2011.

¹⁴ New Hampshire Division of Historical Resources. Retrieved 12/5/2011. http://www.nh.gov/nhdhr/documents/neighborhood_heritage_handbook.pdf

Town of Winchester Historic Sites



Coombs Covered Bridge



106' long and built in 1837 the bridge was named after its original builder and owner, Anthony Coombs. The Coombs Bridge once played an important role in both the social and commercial development of the area.

Ashuelot Covered Bridge



Built in 1864, the Ashuelot covered bridge is considered to be one of New Hampshire's most elaborate covered bridges. At 169 feet long, the original purpose of the bridge was to transport wood across the river for use by the Ashuelot Railroad.

Universalist Heritage Church



Built in 1912, the New Hampshire Conservatory of Art & Music, also known as the Universalist Heritage Church and Center Church, is a Colonial Revival style building that is prominent in New England. In this building In 1803 the declaration known as The Winchester Profession was drafted. The Winchester Profession served Universalists for almost a century.

Conant Public Library



The Conant Library is a Romanesque Revival built in 1891 by architect, J.M. Currier. The library's historic department holds a collection of town artifacts including Henry Pratt's first organ built.

Winchester Town hall



This brick Gothic Revival building is unique in the area, in fact, the National Register of Historic Places Inventory nomination form states that the Winchester Town Hall is the only medieval style town hall in Cheshire County.

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FUNDING SOURCES

There are a broad range of financial resources in Winchester and throughout Cheshire County. Public programs invest in community services, affordable housing, environmental preservation, economic development, agricultural development, transportation networks, and many other areas. Banks provide savings and commercial lending services to individuals and businesses. Foundations help connect charitable giving with community needs. Together these resources summarize the potential sources of funding for economic development.

COMMUNITY DEVELOPMENT BLOCK GRANT

Amount: \$8,393,689 state allocation

Community Development Block Grant (CDBG) is a program that provides communities with resources to address a wide range of community development needs. The CDBG program seeks to ensure that low and moderate income citizens receive sufficient services such as housing and employment. All CDBG programs must meet one of three national objectives: 1) to benefit low to moderate income persons, 2) to eliminate slum or blight, or 3) to meet an urgent need. For cities or towns under 50,000 people, CDBG is administered at the state level and is non-entitled, meaning that communities must compete for state-wide allocation of CDBG funds.

Assistance can be given to Community Based Development Organizations, Community Development Financial Institutions, universities, or for-profit businesses to carry out eligible

activities. For economic development activities, the national objective is primarily to create or retain jobs for low to moderate income persons. At least 51% of jobs created or retained must be made available to low to moderate income persons. The public benefit requirement is to use no more than \$35,000 of CDBG funds for each job created or retained.

Contact:

State of New Hampshire
Community Development Finance Authority
14 Dixon Avenue, Suite 102
Concord, NH 03301
Phone: (603) 226-2170

HOME

Amount: \$4,597,107 state allocation

The HOME Investment Partnership Program was authorized in 1990 under Title II of the Cranston-Gonzalez Affordable Housing Act. It provides flexible funding through formula grants to participating states and localities for expanding the supply of affordable housing for rent or home ownership as well as direct rental assistance or security deposits. Participating jurisdictions have a large amount of discretion in how HOME funds are distributed. Funds can come in the form of grants, direct loans, loan guarantees or other forms of credit enhancement. The HOME Program is a critical form of subsidy for affordable housing projects.

Contact:

New Hampshire Housing
32 Constitution Drive
Bedford, NH 03110
(603) 472-8623
Mailing address:
New Hampshire Housing
PO Box 5087
Manchester, NH 03108



NEW MARKETS TAX CREDITS

Tax credits are a reduction in the amount of money a taxpayer owes to federal or state government and are a valuable means of attracting and retaining business investment. *New Markets Tax Credits* are a type of federal tax credit given to private investors to stimulate investment in economically distressed areas. The U.S. Department of the Treasury's Community Development Financial Institutions Fund provides the New Markets Tax Credit for investors that make Qualified Equity Investments (QEI) into Community Development Entities (CDEs). With this equity, CDEs in turn must use these proceeds to make Qualified Low-Income Community Investments (QLICs). QLICs include a variety of investments including, investments in businesses and real estate projects. CDEs are required to trace at least 85% of the QEI proceeds to specified QLICs or demonstrate that 85% of its aggregate gross assets are invested in QLICs.

Contact:

New Hampshire Community Loan Fund
7 Wall Street
Concord, NH 03301
Phone: (603) 224-6669

HISTORIC TAX CREDITS

Historic Tax Credits are a significant source of funding for the preservation and rehabilitation of historic properties. Administered by the National Park Service, these tax credits can cover up to twenty percent of the rehabilitation costs of eligible properties. To be determined eligible, properties must be on the National Register of Historic Places, although exceptions may for properties deemed eligible by State Historic Preservation Offices or certified within a

local historic district. Projects must also be "income-producing" for five years and meet standards as a substantial rehabilitation. Finally, rehabilitation projects receiving historic tax credit funding must preserve the historic character of the property being rehabilitated using the Secretary of the Interior's ten standards for determining a project's eligibility. Applications for Historic Tax Credits are submitted to the State Historic Preservation Officer (SHPO). In New Hampshire, the SHPO is Ms. Elizabeth Muzzey of the New Hampshire Division of Historical Resources.

Contact:

Ms. Elizabeth Muzzey
New Hampshire Division of Historical Resources
19 Pillsbury Street
2nd Floor
Concord, NH 03301-3570
Phone: 603-271-8850
E-mail: elizabeth.muzzey@dcr.nh.gov

ENVIRONMENTAL PROTECTION AGENCY, BROWNFIELDS PROGRAM

The Brownfields Program, administered by the Environmental Protection Agency, funds efforts to prevent, assess, and safely clean up brownfield sites. According to the EPA, brownfields are real properties that are complicated by the presence or potential presence of hazardous substances, pollutants, or contaminants. States, local government, or other stakeholders who wish to redevelop, reuse, or assess brownfield sites can apply for funding for site clean-up or technical assistance from the EPA.

Locally, the Brownfields Program is administered by the Southwest Region Planning Commission. The local program is aimed at helping municipalities understand the real or perceived contamination of vacant



or underutilized properties. Since 2003, the commission has administered three mixed Hazardous Substances Assessment grants and two Petroleum-only Assessment grants.

Contact:

Southwest Region Planning Commission
20 Central Square, 2nd Floor
Keene, NH, 03431
603-357-0557

ECONOMIC DEVELOPMENT ADMINISTRATION

The United States Economic Development Administration (EDA) provides competitive grants to states, municipalities, universities, non-profits, or Indian tribes who foster entrepreneurship, innovation, and growth. The EDA works in partnership with distressed regions to address long-term or sudden economic problems, such as those relating to natural disasters, conversions of military facilities, changing trade patterns, and the depletion of natural resources. EDA grants are intended to stimulate private investment in targeted areas through a wide range of assistance, including planning and technical assistance, public works projects, trade adjustment assistance, business development, and business financing. The EDA is a federal agency with regional offices. New Hampshire is a part of the Philadelphia Regional Office and serviced out of Maine.

Contact:

Philadelphia Regional Office
100 Middle Street, East Tower, Suite 203
Portland, ME 04101
(207) 347-3139

SMALL BUSINESS ADMINISTRATION

The Small Business Administration provides funding and technical assistance through several business development programs. Technical assistance and training is provided through Small Business Development Centers, Women's Business Centers, and other local providers to equip small businesses for start-up and growth. Financial assistance is offered through key programs such as the SBA 504 loan and SBA 7(a) loan programs.

The SBA 504 loan program provides long-term fixed rate financing for fixed assets and long-term equipment. The program must be administered by Certified Development Companies (CDC), which are private non-profit corporations established to contribute to economic development in the community. SBA 504 funding cannot be used to support projects engaged in speculation or real estate investment. Depending on the characteristics of the borrower as well as anticipated job creation outcomes, public policy goals, and/or community development goals up to \$4 million can be borrowed through the SBA 504 program.

The SBA 7(a) loan program provides financing to start-up and existing small businesses for a wide range of purposes including: working capital, machinery and equipment, furniture and fixtures, land and buildings, leasehold improvements, and debt refinancing. Loan maturity is up to 10 years for working capital and generally up to 25 years for fixed assets.

Contact:

New Hampshire District Office
JC Cleveland Federal Building
55 Pleasant Street, Suite 3101
Concord, NH 03301
Phone: (603) 225-1400



EB-5 VISA PROGRAM

Through U.S. Citizenship and Immigration Services, the EB-5 immigrant visa program permits foreign investors to acquire a U.S. visa if they invest in a new commercial enterprise in the United States and create at least 10 full-time jobs. New commercial enterprises are businesses that were established after 1990 or are being restructured for a 40% increase in net worth or number of employees. The minimum investment in new commercial enterprises is \$1 million or \$500,000 in targeted areas, which include rural areas. Regional Centers have been set up to facilitate foreign investments in a particular geographic regions. Investments made through Regional Centers are permitted a broader definition of job creation that includes both direct and indirect jobs.

Contact:

New Hampshire EB-5 Regional Center
620 Ragged Mountain Road
Danbury, New Hampshire 03230
(603)768-5700

DEPARTMENT OF TRANSPORTATION

The Department of Transportation provides funding through a wide range of federal and state programs. The Other than Urbanized Areas (Section 5311) program offers grants through states to rural areas on a formula basis. Funding can be used in rural areas to 1) improve access to health care, shopping, education, employment, public services, and recreation facilities 2) develop or maintain public transportation systems 3) facilitate more efficient use of transportation funds 4) assist in the development of intercity bus transportation, or 5) provide for the participation of private transportation partners. State and local government, non-

profits, and public transportation providers are all eligible for Section 5311 funding. Using Section 5311 funding, the New Hampshire Department of Transportation manages the Rural Transit Assistance program to provide training, technical assistance, and improved coordination for rural transportation services.

Other statewide programs offer funding for assorted purposes. The Airport Block Grant program funds non-primary airport improvements. The Safe Routes to School funds sidewalk improvements and educational activities to encourage children to safely walk and ride bicycles to school. The Scenic and Cultural Byways program provides competitive grants for byway related projects that highlight the state's natural beauty. The Congestion Mitigation and Air Quality program addresses air quality issues within non-attainment areas. The Transportation Enhancement Program focuses on upgrading the surface transportation system, including projects that provide facilities for pedestrians and bicycles, beautify the landscape, acquire historical sites, and mitigate environmental concerns. The Federal Aid Surface Transportation Program allows municipalities to make improvements to eligible highways. The State Highway Aid program funds Class I, II, and III highways, while the Highway Block Grant program funds Class IV and V highways. The Municipal Off-system Bridge Replacement and Rehabilitation program funds municipal bridge projects.

Contact:

New Hampshire Department of Transportation
PO Box 483
7 Hazen Drive
Concord, NH 03302-0483
(603) 271-3734

DEPARTMENT OF AGRICULTURE, RURAL DEVELOPMENT

The USDA Rural Development provides a wide variety of programs to improve the economy and quality of life in rural communities. These programs finance public facilities and services, such as water and sewer systems, housing, health clinics, emergency service facilities, and electric and telecommunications services. They also provide loans and loan guarantees to businesses through banks, credit unions, and community-managed lending pools. In agricultural zones, they offer technical

assistance and information to start cooperatives, support producers, and help producers add value to their products. Lastly, they provide technical assistance in rural communities to promote community empowerment activities and planning. In Vermont and New Hampshire, the State Offices are combined in Montpelier, Vermont. However, there is an Area Office in Concord, New Hampshire.

Contact:

Vermont / New Hampshire Office
City Center, 3rd Floor
89 Main Street
Montpelier, VT 05602
Voice: (802) 828-6080
Fax: (802) 828-6076



BANKS

Through the Community Reinvestment Act (CRA), banks must serve the banking and credit needs of their entire service area, including low and moderate-income households and small businesses. In many communities, CRA agreements are negotiated between banks and community organizations, advocacy groups, or local government. In the past, CRA agreements have been used for economic development purposes to purchase and rehab property, ensure access to small business loans, and create small business incubators. These kinds of community investments help banks improve their CRA ratings. Community banks may also be a good source of funding as sponsors for community activities like fairs and festivals.

BANKS IN CHESHIRE COUNTY	
Citizen's Bank 4 Main Street Hinsdale, NH 03451 (603) 336-5922	TD Bank 30-08 Warwick Road Winchester, NH 03470 603-239-1500
Savings Bank of Walpole 84 Marlboro Street Keene, NH 03431 (603) 352-1882	People's United Bank 122 West Street Keene, NH 03431 (603) 352-1600
Bank of America 20 Central Square Keene, NH 03431 (603) 352-1963	Connecticut River Bank 255 West Street, #1 Keene, NH 03431 (603) 357-1619
Hampshire First Bank 391 West Street, Keene, NH 03431 (603) 352-0674	



FOUNDATIONS

Local foundations form the bedrock of local private giving and illustrate the philanthropic interests of community residents. Highlighted in this report are the largest private foundations in Cheshire County, listed by size of net assets. Information on foundations was gathered from The Foundation Center, the nationally-recognized portal for foundation data. In order to be listed in this report, foundations needed to be open to new applications. Following the list of local and national foundations, information on several regional foundations is provided. These foundations fund recreational activities as a part of their mission, an important area for Southeast New Hampshire's economy.

FOUNDATION	NET ASSETS	FIELDS OF INTEREST	TYPES OF SUPPORT
Rural LISC		Capacity building for resident-led rural community development corporations	Provide resources to help rural communities become healthy and sustainable
The Cheshire Health Foundation	\$39,969,509	Health care, Health care, clinics/centers	
Putnam Foundation	\$29,310,681	Arts, Children/youth, services, Education, Environment, Government/public administration, Historic preservation/historical societies	Capital Campaigns, Endowments, General/Operating support, mission-related investments/loans, program-related investment/loans
The Orton Family Foundation	\$9,427,808	Community & Economic Development, Land Use Planning	
The Kingsbury Fund	\$3,299,883	Arts and culture, education, the environment, animal welfare, health, human services, and community economic development	Annual and capital campaigns, employee-related scholarships, employee matching gifts, equipment, matching/challenge support, program development, seed money, sponsorships
Monadnock United Way, Inc.	\$2,340,689	Community/economic development, human services	
National Grange Mutual Charitable Foundation, Inc.	\$1,927,416	Cancer, education, health care, human services, museums, performing arts, salvation army, United Ways, YM(W)CAs	
Hubbard Farms Charitable Foundation	\$950,535	Education, health, recreation, youth development, human services, minorities and economically disadvantaged	General/operating support, program development, scholarships funds, scholarships
The Edward W. Kane & Martha J. Wallace Family Foundation	\$14,601,477	Athletics/sports, water sports, Christian agencies & churches, education, museums (marine/maritime), recreation	General/operating support
Mascoma Savings Bank Foundation	\$4,149,433	Hospitals, recreation centers, arts and culture, secondary education, abuse services, legal aid, human services, and community development	campaigns, building/renovation, continuing support, equipment, general/operating support, program development, publication



APPENDIX A: BUSINESS SURVEY QUESTIONS

1. What specialized skills are important to you when you hire new employees?
2. What soft/transferrable skills are important to you when you hire new employees?
3. Are soft or technical skills more important to your hiring process?
4. Do you require any professional or technical certifications/licenses for your employees? What are these?
5. How often do you hire from outside the local area? (people relocate for the job)
6. In your opinion, what would improve the quality of your workforce the most?