

Town of Jaffrey Economic Development Master Plan Chapter

Adopted May 9, 2023

Chapter Overview

The economic development chapter of the Town of Jaffrey Master Plan sets a strategic direction for local economic development policy making, programming, and investments over the next 5-10 years. It serves as a guide for municipal staff, officials, and members of the public as they work together to enhance the Town's collective prosperity. The chapter was developed in coordination with municipal staff, the Town of Jaffrey Economic Development Committee, the Planning Board, and other stakeholders.

The chapter is organized into three parts. It begins with an economic development action plan, which summarizes goals and action items for building on the town's strengths and overcoming challenges. The action plan is intended to serve as a quick reference that can easily be consulted on a regular basis to prioritize resources, facilitate coordination, and track progress.

The action plan is followed by an economic profile, which includes data and analysis highlighting socioeconomic trends in Jaffrey and the surrounding region. It serves to provide useful context and empirical support for the action plan. The profile begins with key findings from the analysis and then delves into greater detail on a number of topics, including demographic change, the labor force, household income, job growth, municipal revenue, infrastructure, brownfields, economic development policy, and more.

Finally, the chapter concludes with results from a community survey conducted during chapter development. The survey evaluated public awareness and gathered input on a range of economic development issues. Survey results were a key input to development of the action plan. A memo summarizes survey findings. A complete set of summary data and the full list of survey questions is also provided.

Organized in this way, the chapter allows readers to quickly reference goals and actions while allowing those interested in digging deeper to examine the data and public input on which the action plan is based.

Economic Development Action Plan

Note: “short” timeframe = 1-2 years; “medium” = 3-5 years; “long” = 6-10 years.

Goal A: Enhance coordination among groups and organizations that support economic development in Jaffrey.

#	Action	Timeframe	Lead	Status/Notes
A.1	Convene the Economic Development Committee, TEAM Jaffrey, and the Jaffrey Chamber of Commerce—together, known as “The Golden Triangle”—to identify opportunities for collaboration, including a regular inventory of available commercial space and promoting the town’s business-friendly policies.	Ongoing (biannually)	EDC	Recruiting a Chamber board member to EDC could enhance communication. A commitment among Golden Triangle members to provide one another with biannual status reports could also improve coordination.
A.2	Identify a liaison to maintain communication between municipal stakeholders and the school district. An open communication channel could be important for a number of economic development issues, such as coordinating the timing of capital investment programs and workforce development programming.	Short	EDC and Town Manager	
A.3	Strengthen relationships with regional economic development partners and resource providers such as the Hannah Grimes Center, GKPC, MEDC, SWRPC, and South-West Collaborative Economic Development Region (SW CEDR).	Short to Medium	EDC	

Goal B: Make downtown Jaffrey a vibrant destination for residents, entrepreneurs, and visitors.

#	Action	Timeframe	Lead	Status/Notes
B.1	Work towards implementing the goals and action items set forth by the Town of Jaffrey Downtown Plan (last updated in 2021).	Ongoing	Planning Board and EDC	There is some overlap between the Downtown Plan and the Master Plan. Coordination between the two plans is important.
B.2	Develop a plan for communicating with businesses and mitigating disruption during the downtown reconstruction project.	Short	VHB and EDC	Vanasse Hangen Brustlin (VHB) is the engineering firm managing the project. Need to have a plan in place by June 2023.
B.3	Explore developing guidelines for façade maintenance and design in the downtown core.	Medium	Planning Board and EDC	

B.4	Investigate ways to lower the barrier to entry for entrepreneurs interested in opening downtown businesses, including food establishments. One possible example is organizing local investors to purchase or lease downtown space in order to rent it to a startup business at a subsidized rate.	Medium	Town Manager, EDC	Consider expanding the Town's Revolving Loan Fund to support entrepreneurs. Consider using the authority of RSA 162-K to reestablish a Jaffrey Community Development Corporation.
B.5	Engage local property owners to identify any barriers preventing them from leasing vacant or underutilized space to startup businesses.	Short	EDC, TEAM Jaffrey, Jaffrey Chamber of Commerce	
B.6	Expand the farmers' market.	Short	TEAM Jaffrey	
B.7	Fully utilize the TIF District in order to make necessary improvements to downtown infrastructure. This may entail amending the TIF District plan in order to increase clarity about priority investments.	Ongoing	EDC	
B.8	Remediate key brownfields such as W.W. Cross and prepare the way for redevelopment.	Short	EDC	

Goal C: Harness the economic potential of Jaffrey's natural resources by encouraging tourism and outdoor recreation enterprises.

#	Action	Timeframe	Lead	Status/Notes
C.1	Explore ways to better connect Mount Monadnock with downtown Jaffrey, including the feasibility of a seasonal trolley/shuttle service.	Medium	EDC (along with partners TBD)	The town has had an initial consultation with Monadnock State Park about the concept. As a reference, NH State Parks offers a shuttle to/from Franconia Notch.
C.2	Leverage GKPC's regional branding and marketing campaign to promote Jaffrey as a tourism destination. This could in part entail meeting with GKPC staff to discuss how regional marketing assets such as monadnocknh.org could be synchronized with promotional efforts at the local level.	Short	Jaffrey Chamber	
C.3	Review Mountain District Zoning for opportunities to increase the potential for tourism and outdoor recreation enterprises.	Medium	Planning Board	A majority of respondents to the community survey indicated support for more flexibility for development outside of downtown.
C.4	Connect with Monadnock State Park to see what data and information they collect and can share regarding visitor information, e.g., number of visitors per week, home state/location.	Short	EDC	
C.5	Inventory and promote existing opportunities to rent outdoor recreation equipment such as kayaks.	Short	Team Jaffrey	

C.6	Explore feasibility of establishing a bike share program downtown to encourage cycling tourism to/from Mount Monadnock.	Medium	EDC	One potential operating model to explore: dedicating public space for bike sharing infrastructure and issuing an RFP for private installation/operation. Increasing cycling tourism to/from Mt. Monadnock may require improved cycling facilities along NH 124.
C.7	Assess feasibility of extending rail trail and installing bollard lighting along paved section of rail trail in the downtown.	Medium	Monadnock Region Rail Trail Collaborative	Potential funding source: downtown TIF.

Goal D: Maintain and upgrade the physical infrastructure foundational for local economic prosperity.

#	Action	Timeframe	Lead	Status/Notes
D.1	Complete the Cold Stone Springs Water Supply, thereby ensuring sufficient water supply for major employers as well as current and future residents.	Short	Superintendent of Utilities	
D.2	Continue planning for capital improvements necessary for fixing and replacing aging water and sewer lines.	Ongoing	Superintendent of Utilities	
D.3	Investigate opportunities for establishing 5G data connectivity in and around downtown.	Medium	EDC	
D.4	Investigate the potential for Community Power for implementing broad based energy efficiency initiatives and renewable energy projects.	Medium	Town Manager, Selectboard, Community Power Committee	

Goal E: Grow the local workforce.

#	Action	Timeframe	Lead	Status/Notes
E.1	Encourage the planning board to adopt flexible zoning to allow more diverse housing options where water and sewer are available.	Short	Planning Board, EDC	
E.2	Meet with Conant School District staff to explore ways to open opportunities for students to gain experience at local businesses—or to consider starting businesses of their own.	Short	EDC	Feasibility may be contingent on identifying a liaison as specified in Action A.2. Pursue discussion regarding expansion of Applied Technology Center.

Economic Profile

Introduction and Executive Summary

There are many different ways to evaluate the economic well-being of a community. Studying quantitative data, conducting stakeholder interviews, gathering survey data, and analyzing adopted policies all yield different types of insights. This economic profile relies primarily on quantitative data available via public sources such as the U.S. Census Bureau. It also considers local policy and its impacts on economic activity. The profile is intended to serve as one component among several that together will constitute an update to the economic development chapter of the Town of Jaffrey Master Plan. Other elements include the results of a public survey, discussions with local leaders, and feedback solicited through a public comment period.

An analysis of available quantitative data can help contextualize on-the-ground experience as well as provide new perspective on local economic development issues. It can also serve as a starting point for important conversations about a community's economic future. Understanding the economic conditions of today is vital for charting a course towards the envisioned economic improvements of tomorrow.

The pages that follow address topics such as demographics, housing, employment, business growth, infrastructure, zoning, and more. Here are some key findings worth highlighting at the top of the document.

1. While Jaffrey's population has remained essentially flat since 1990, the composition of the population has changed dramatically over the last three decades. The number of children—residents under 18 years old—dropped by 25 percent. The proportion of older adults is growing, a trend expected to continue as the baby boomer generation enters retirement.
2. Prior to the coronavirus pandemic, Jaffrey saw strong job growth, relative to the rest of Cheshire County as well as the state, with gains driven primarily by the manufacturing sector.
3. At the same time, however, the local labor force shrunk, forcing employers to look further afield for workers. The decline in the labor force predates the pandemic.
4. Local workforce development is constrained by a limited housing supply. According to building permit and demolition data, the town had fewer multifamily and manufactured housing units in 2020 than it did in 2010. Overall, housing growth was essentially flat over the same time period.
5. The town's public water and sewer systems can accommodate additional connections, opening possibility for development in and around downtown Jaffrey. Focusing new development in this area would have the benefit of generating revenue

needed for system maintenance and upgrades while avoiding the need for system expansion.

6. Opportunities exist to modify local land use policy in areas served by public water and sewer in order to provide more flexibility for residential and commercial development.
7. In Jaffrey, some commercial space lies vacant, but low activity downtown storefronts pose a more visible challenge. A number of establishments are open by appointment only and appear dormant throughout most of the day. Recent additions, such as the Park Theatre, add life to downtown, but its positive impact has yet to spill over to the surrounding area. An upcoming overhaul to the downtown public right of way is expected to dramatically improve the pedestrian experience and increase the appeal of downtown Jaffrey as a destination for residents and visitors. The increased activity should incentivize current downtown establishments to keep normal hours and/or encourage new businesses to open.
8. Although downtown Jaffrey may not have yet reached its full potential, it is nonetheless today a significant source of municipal tax revenue. On a per-acre basis, it holds far more assessed property value than any other part of the community.
9. For every person living in Jaffrey, the town contains about \$130,000 in assessed property value. The state as a whole, meanwhile, contains \$187,000 per person. Jaffrey's relatively limited tax base perhaps serves as an argument in favor of encouraging additional property development, especially in areas that require no additional investment in public infrastructure.
10. The town has adopted a number of economic development policies and tax incentives, which have been utilized to varying degrees.

In sum, Jaffrey, like most communities, has economic strengths to build on and challenges to overcome. It escaped the exodus of jobs that many rural communities have experienced over previous decades. In fact, job growth has been quite strong. A loss of young people, meanwhile, along with a shrinking labor force, threatens future job growth, or even preserving jobs that exist today. This dynamic suggests that economic development strategies should focus as much or more on recruiting and retaining people as they do on businesses.

Population

The size and composition of a population can have a significant bearing on local economic change and prosperity. Population dynamics affect workforce development, demand for municipal services, infrastructure needs, and more. The following section highlights several key population trends in the Town of Jaffrey.

Strong Growth in the 70's and 80's Tapers Off Near Turn of the Century

Forty to fifty years ago, Jaffrey had one of the fastest growing populations in the region. During the 1970's and 80's the town's total population grew at about double the county-wide rate and even outpaced the state as a whole. Beginning in the 1990's, however, population nearly halted and has shrunk slightly over the last twenty years.

Table 1 – Change in Total Population, Jaffrey and Comparison Geographies

Year	Total Population	Decade-over-Decade Change		
	Jaffrey	Jaffrey	Cheshire County	NH
1970	3,353			
1980	4,349	29.7%	18.6%	24.8%
1990	5,361	23.3%	12.9%	20.5%
2000	5,476	2.1%	5.3%	11.4%
2010	5,457	-0.3%	4.5%	6.5%
2020	5,320	-2.5%	-0.9%	4.7%

Source: U.S. Decennial Census.

Strong population growth isn't necessarily a precondition for economic prosperity. On its own, a flat trend in population could perhaps be interpreted as an indicator of demographic stability, of reaching a number of residents right-sized for a community's geographic scale and desirable from the standpoint of maintaining rural amenities: open space, tightly knit social connections, and a peaceful lifestyle.

Youth Population Sees Significant Decline Over Last 20 Years

In addition to a population's size, however, it's also important to consider its age distribution. In 1970, approximately 1 in 3 Jaffrey residents were under 18 years old. In 2020, only 1 in 5 were. Growth in the youth population was less robust than the overall population through the 70's and 80's, and declines have been steeper over the last two decades.

Table 2 – Change in Youth Population (Under 18), Jaffrey and Comparison Geographies

Year	Youth Population (18 and Under)	Decade-over-Decade Change		
	Jaffrey	Jaffrey	Cheshire County	NH
1970	1,041			
1980	1,180	13.4%	-4.2%	1.5%
1990	1,410	19.5%	2.0%	8.0%
2000	1,424	1.0%	0.8%	11.1%
2010	1,307	-8.2%	-12.1%	-7.2%
2020	1,060	-18.9%	-9.0%	-10.6%

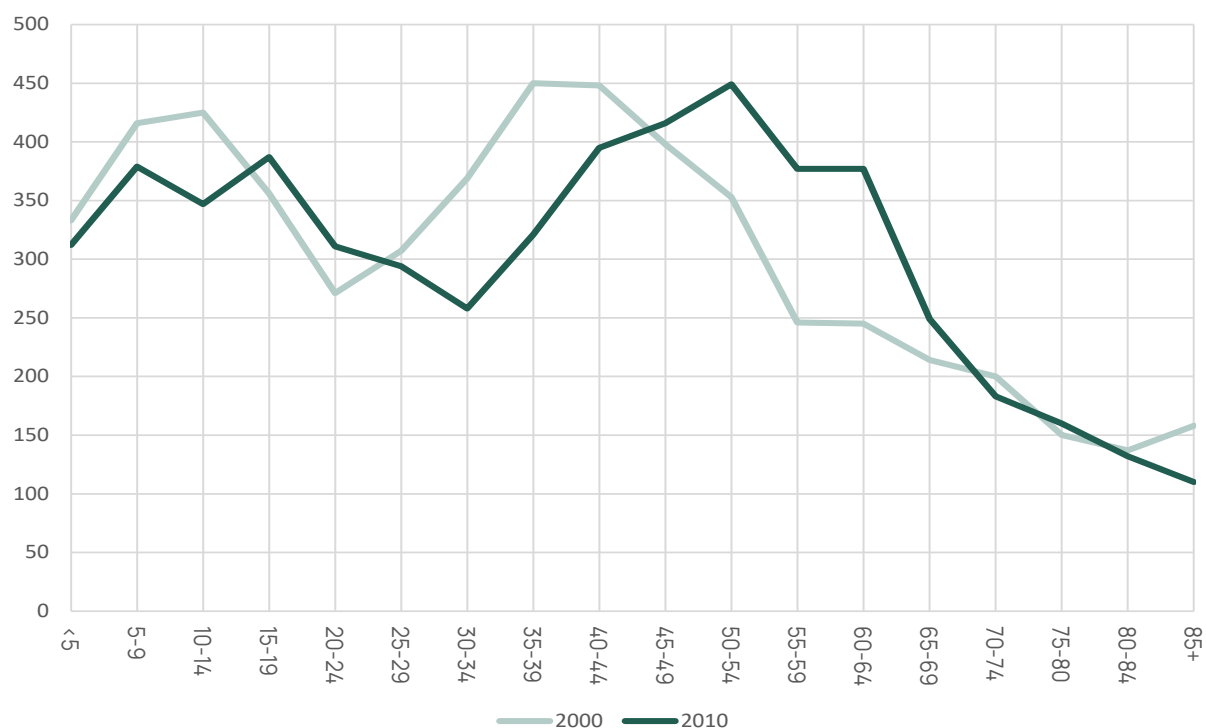
Source: U.S. Decennial Census.

Baby Boomers are Aging into Retirement

After World War II, the United States experienced strong population growth, leading to the beginning of the baby boomer generation, which includes individuals born between 1946 and roughly 1964. In 2022, this large generational group now consists of individuals who are in their mid-50s to mid-70s, many of whom have already retired or are approaching retirement. This widespread demographic trend is especially notable in more rural communities like Jaffrey, which have struggled to retain younger residents. As the baby boomer generation exits the labor force, there's an insufficient number of younger workers to take their place. This impacts not only local businesses looking to hire new employees, but also older adults seeking medical care and other essential services.

The aging baby boomer generation can be seen in how Jaffrey's age distribution has changed in recent decades (Figure 1). In 2000, the town's age distribution peaked among individuals aged from 35 to 44 years old. A decade later, in 2010, that peak moved to individuals aged 45 to 54. Although age distribution data isn't yet available from the 2020 Decennial Census, another Census Bureau data product, the American Community Survey, suggests that the town's age distribution now peaks among individuals in the 55 to 64 age bracket. This trend can be verified once age-related data is published from the 2020 Decennial Census.

Figure 1 - Town of Jaffrey Age Distribution, 2000-2010



Source: 2000 and 2010 Decennial Census.

The takeaway is that the town—along with many other parts of the country, especially rural areas—won't age gradually. Rather, many communities will experience a rapid, unprecedented increase in the number of older adults over the next couple of decades. This demographic transformation has important implications for local economic development policy and initiatives, including those related to housing and workforce development.

Public School Enrollment Drops, Interest in Alternative Education Rises

The decline in the local youth population over recent years has impacted enrollments at the Jaffrey-Rindge Cooperative School District. In the decade prior to the pandemic, enrollments dropped by 223 students at an annualized rate of 1.5%. Then, during the first year of the pandemic, enrollment saw a steep drop-off, losing 159 students, or 11.3% of the previous year's student body. The drop was due in large part to the unique circumstances of the pandemic, with many parents opting to homeschool. During the 2020-21 school year there were 146 homeschooled students in the Jaffrey-Rindge Cooperative School District, whereas during the 2019-2020 school year, there were only 27. It should be noted that in addition to affecting public school enrollments, the shift to homeschooling could potentially pull parents out of the local labor force, increasing employers' workforce recruitment and retention challenges.

Enrollments rebounded somewhat in 2021, but did not reach pre-pandemic levels, suggesting that some families who chose to homeschool during the earlier phase of the pandemic have continued to do so even as many other aspects of community life have regained some sense of normalcy.

Table 3 - Public School Enrollment Change in Jaffrey and Comparison Geographies.

School Enrollment	Jaffrey-Rindge Cooperative	SWRPC Region	NH
Fall 2010 enrollment	1,624	No data	194,022
Fall 2019 enrollment	1,401	11,576	176,168
Annualized Percent Change 2010 – 2019	-1.5%		-1%
ONSET OF COVID-19 PANDEMIC			
Fall 2020 enrollment	1,242	10,921	167,909
Percent Change 2019 – 2020	-11.3%	-5.7%	-4.7%
Fall 2021 enrollment	1,286	11,171	168,620
Percent Change 2020 – 2021	3.4%	2.2%	0.4%

Source: NH Department of Education. Enrollment includes pre-K through grade 12.

In addition to an increased interest in homeschooling, changes in state education policy may reduce enrollment at public schools in the future. Legislation enacted in 2021 allows households of a certain income levels to access "Education Freedom Accounts" in lieu of enrolling students at public schools. Education Freedom Accounts can be used to support enrollment at private schools or other public school districts. During the 2021-2022 school

year, when Education Freedom Accounts first became available, 26 students in Jaffrey and 26 students in Rindge utilized the program.

Private school enrollment in Jaffrey and Rindge has seen an increase over the last couple of years (Table 4). The gain may be due in part to the pandemic and/or Education Freedom Accounts, but it also may be due to a preexisting upward trend, most notably at the Heritage Christian School, which saw a 24% increase in enrollment between the fall of 2017 and two years later. Despite recent enrollment gains, the number of students attending local private school is still a small fraction—about 11 percent—of those enrolled in the Jaffrey-Rindge School District.

Table 4 - Private School Enrollment in Jaffrey and Rindge

School Enrollment	Victory High School (Jaffrey)	Hampshire Country School (Rindge)	Heritage Christian School (Rindge)	Jaffrey-Rindge Total Private Enrollment	NH Total Private Enrollment
Fall 2017	21	20	45	86	16,422
Fall 2018	17	23	51	91	16,165
Fall 2019	21	20	56	97	15,823
ONSET OF COVID-19 PANDEMIC					
Fall 2020	30	17	69	116	16,294
EDUCATION FREEDOM ACCOUNTS BECOME AVAILABLE					
Fall 2021	37	14	88	139	17,516

Source: NH Department of Education. Enrollment includes pre-K through grade 12.

Changes in school enrollment can affect local economic development in several ways. If a community experiences rapid residential growth, a sharp increase in children and school enrollments can lead to school overcrowding and overextending other school infrastructure, creating a need for new capital investment. The costs of such investment can potentially limit a community's ability to address other priorities, such as water/sewer upgrades, downtown improvements, or public safety.

If a community, however, experiences a declining population—especially of school-aged children—shrinking enrollments can increase education costs on a per-student basis. Many school district costs—such as building maintenance—are fixed, and aren't tightly correlated with changes in enrollment. For example, it's just as expensive to keep the lights on in a full classroom as it is in a half-empty one. In the most extreme cases, declining enrollments can lead to a situation where the student body falls beneath the critical mass needed to keep a school open. School closure and consolidation—which has plenty of precedent in the Monadnock Region—can reduce the marketability and property value of nearby residences. School closure can also deprive a community of a key site of social capital formation—a place where relationships are developed, trust is built, and town spirit is brought into being. Since

many local economic development efforts require that a community work together, social capital should not be underestimated as an essential ingredient to enhanced prosperity.

Given that the Jaffrey-Rindge School District had 338 fewer students in the fall of 2021 than it did about ten years previously, it seems likely that current facilities have excess capacity in relation to the current student body. Assuming about 20 students per classroom, 338 students represent about 17 classrooms that were full a decade ago but today are empty. These enrollment figures can add important context to local discussions regarding local land use policy—especially regulations that affect residential development.

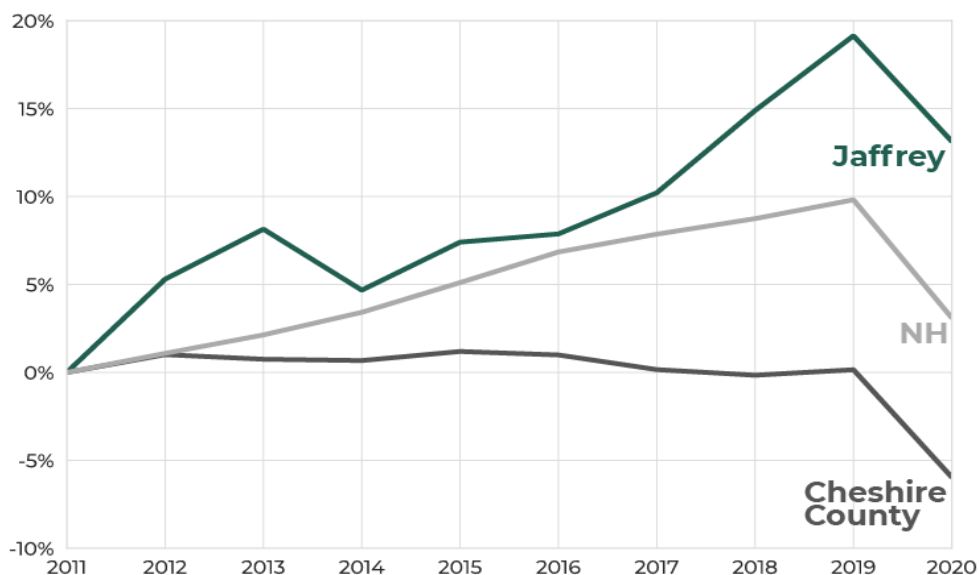
Jobs & Workforce

Jaffrey Sees Strong Employment Growth, Relative to Region and State

Taken as a whole, Cheshire County's job numbers never recovered from the Great Recession of 2008. Total employment in the county fell from a peak of 34,192 jobs in 2006 to 31,524 jobs in 2010, constituting a loss of just under 8 percent. Since then, employment remained essentially flat in the period before the coronavirus pandemic. Jaffrey also lost jobs during the Great Recession—150 or about 6 percent from 2006 through 2010. In contrast to the county, however, the town's job market has seen significant growth in the decade leading up to the pandemic.

In fact, Jaffrey experienced stronger job growth than the state as a whole. The town gained 491 jobs between 2011 and 2019, an increase of over 19 percent. Statewide, employment increased by about 10 percent over the same period.

Figure 2 – Total Public and Private Employment, % Change over 2011 Baseline



Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW) via NH Employment and Labor Market Information Bureau (NH ELMi)

Like most of the country, Jaffrey suffered a sharp drop in employment in the first year of the coronavirus pandemic. Between 2019 and 2020, local employment dropped by 154 jobs. Although town-level data isn't yet available for 2021, there's good reason to suspect that job growth has rebounded, at least to a partial extent. County-wide, job numbers in Q3 2021 (the most recent available), had rebounded to within 2 percentage points of 2019 levels. Also, anecdotal evidence indicates a strong hiring push among Millipore-Sigma, the town's largest employer.

While Local Job Market Has Grown, the Labor Force Has Shrunk

Jaffrey's strong job growth is relatively unique in the region and represents a local strength. Prior to the pandemic, it was one of the few communities in the region to achieve pre-Great Recession job levels. The trend, however, raises questions: who will fill open positions if the local job market continues to expand? Also, who will fill vacancies when current workers choose to retire?

These questions are increasingly urgent ones. As the number of local jobs increased in the decade prior to the pandemic, the size of the labor force shrank.¹ From 2010 through 2019, the labor force in Jaffrey declined at an annualized rate of about 0.5 percent. The trend accelerated during the pandemic, with annualized losses of 1.3 percent. Decreases in Jaffrey were largely mirrored by county-wide patterns. Prior to the pandemic, the labor force made gains statewide, driven predominately by increases in the seacoast region.

Table 5 – Labor force growth in Jaffrey and Comparison Geographies

	Jaffrey	Cheshire County	NH
Civilian Labor Force (2010 Average)	3,215	42,682	739,340
Civilian Labor Force (2019 Average)	3,046	40,867	776,471
Annualized % Change 2010 - 2019	-0.54%	-0.43%	0.49%
ONSET OF COVID-19 PANDEMIC			
Civilian Labor Force (2021 Average)	2,965	39,426	755,422
Annualized % Change 2019 - 2021	-1.34%	-1.78%	-1.36%

Source: NHES Economic & Labor Market Information Bureau: "New Hampshire Local Area Unemployment Statistics: Not Seasonally Adjusted County, City, and Town Estimates: All Areas 2010-2021."

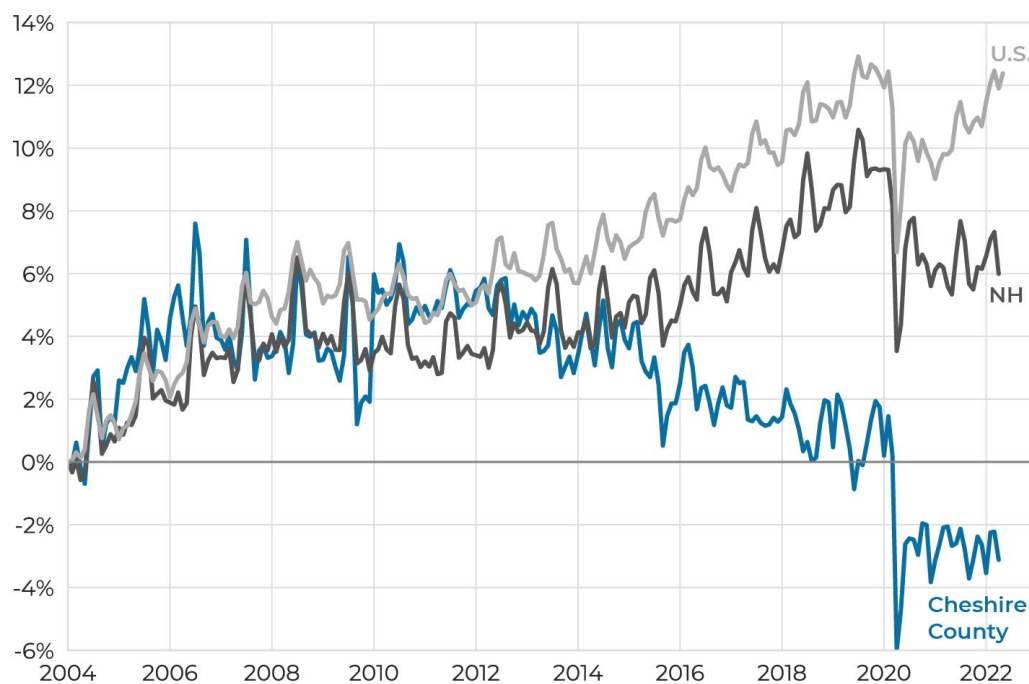
Data from 2022 isn't yet available at the town level, so it's still somewhat unclear to what extent the local labor force has rebounded from the effects of the pandemic. County-wide data, however, suggests some interesting patterns regarding Jaffrey's economic context (Figure 3). While nationwide, the labor force has essentially reached the same size it attained prior to the pandemic, the size of the labor force in Cheshire County has plateaued well below pre-pandemic levels. Furthermore, while the pandemic arrested the upward

¹ As defined by the U.S. Census Bureau, the civilian labor force is the population over 16 years old that lives in a given area and is currently occupied or seeking a job.

trajectory of the labor force across the country and state, it accelerated a pre-existing decline in Cheshire County that was in motion since at least 2010. Although it's not entirely certain what factors may be suppressing recovery of the labor force in Cheshire County, the area's aging demographics are likely having an impact.

In short, Jaffrey has more jobs than it did a decade ago, but fewer people to fill positions. The implication is that local businesses may need to attract employees from further away, creating an obstacle to recruitment and retention.

Figure 3 – Labor Force, % Change over 2004 Baseline



Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics and Current Population Survey, Monthly Unadjusted.

Manufacturing is Major Driver of Local Job Growth

Employment trends in Jaffrey have varied considerably across economic sectors. Breaking out job numbers by major category—goods, services, and government—begins to illuminate which parts of the job market have grown and which have remained flat. In the decade prior to the pandemic, goods-producing industries posted strong gains, growing from 1,082 jobs in 2010 to 1,673 jobs in 2019, an increase of 55%. Over the same period, jobs in the service industry and government remained essentially unchanged.

The onset of the pandemic stalled job growth in local goods-producing industries but did not significantly reverse previous gains. Services-oriented firms took more of a hit, losing just over 100 jobs from 2019 to 2020. The government sector also experienced modest losses.

Table 6 – Summary of Jaffrey Employment Trends by Major Economic Sector

Industry	Average Annual Employment		
	2010	2019	2020
Goods-Producing Industries	1,082	1,673	1,660
Service-Providing Industries	994	1,001	890
Government	370	382	352

Source: NHES Economic & Labor Market Information Bureau, Annual Census of Employment & Wages, 2020.

Most job growth in the goods-producing sector (and in the local economy as a whole) occurred in the manufacturing industry. Jaffrey-based manufacturing firms added about 530 jobs in the decade prior to the pandemic (Table 7). That figure barely dropped during the economic tumult of 2020, during which the manufacturing sector solidified its position as the lead source of local employment, with about 1 in 2 Jaffrey workers holding a position in the industry (Table 8). By comparison, only 1 in 10 jobs in Keene were in the manufacturing sector during the same year.²

Most manufacturing job gains are attributable to Millipore-Sigma, the town's largest employer. Between 2015 and 2019, the firm added about 55 jobs per year (Table 9). Other substantial employers in the local manufacturing sector include Teleflex Medical OEM, Medefab, and Microcatheter Components. Together, these firms form a cluster of bio-medical equipment manufacturers that made significant contributions to the COVID-19 response, producing components of vaccine delivery equipment, tests, and other supplies. Continued strong demand for bio-medical supplies and equipment in the years to come will likely continue to serve as an engine for local job creation.

Not only is the manufacturing sector the leading source of jobs in Jaffrey, but it also offers some of the best-paying jobs in the local job market. Whereas the average private sector wage in 2020 amounted to \$1,133 per week, manufacturing jobs offered an average of \$1,263 per week, a difference of \$130 (Table 8). Only the professional and technical services sector and the finance and insurance sector offered a higher average wage.

Other industries besides manufacturing did experience job growth in the decade prior to the pandemic, but gains were quite modest in comparison. For example, the administrative and waste services sector grew from 45 jobs in 2010 to 79 jobs in 2019, a significant increase in terms of percentage gain (about 46%). For every job, however, added in the administrative and waste services sector, there were nearly 15 jobs added in the manufacturing sector.

Even prior to the pandemic, some sectors experienced job loss. The most significant net decreases occurred in the health care and social assistance sector, which lost 33 jobs (19%) between 2010 and 2019. The arts, entertainment, and recreation sector lost 24 jobs (62%)

² "New Hampshire Employment Survey: Covered Employment and Wages (2020)," Economic + Labor Market Information Bureau, 2020, <https://www.nhes.nh.gov/elmi/statistics/documents/citytown2020.pdf>

over the same period. During the pandemic, job losses spread across most economic sectors, with some industries affected more than others. The industries that experienced the largest percentage losses between 2019 and 2020 were: transportation and warehousing (-32%); accommodation and food services (-28%); and arts, entertainment, and recreation (-22%). It's likely that job numbers have rebounded in many sectors, but local data is not yet available.

Even though local job numbers contracted during the pandemic, the number of firms held steady. According to data from the NH Economic and Labor Market Information Bureau, Jaffrey lost only two firms between 2019 and 2020 (Table 8).

Table 7 - Employment by Industry in Jaffrey by Business Unit and Employment Numbers: Trend between 2010 and 2019.

Industry	Firms			Average Annual Employment			Average Weekly Wage		
	2010	2019	% Change	2010	2019	% Change	2010	2019	% Change
Total, Private plus Government	149	168	11.31%	2,445	3,056	19.99%	\$789.01	\$1,005.61	21.54%
Total Private	141	162	12.96%	2,075	2,674	22.40%	\$781.63	\$1,026.78	23.88%
Goods-Producing Industries	33	46	28.26%	1,082	1,673	35.33%	\$985.96	\$1,171.88	15.87%
Agriculture, Forestry, Fishing and Hunting	n	n		n	n		n	n	
Mining, Quarrying, and Oil and Gas Extraction	0	0		0	0		\$0.00	\$0.00	
Construction	n	n		n	n		n	n	
Manufacturing	14	18	22.22%	1,009	1,541	34.52%	\$1,008.15	\$1,178.22	14.43%
Service-Providing Industries	109	116	6.03%	994	1,001	0.70%	\$559.25	\$784.40	28.70%
Utilities	0	0		0	0		\$0.00	\$0.00	
Wholesale Trade	9	6	-50.00%	36	15	-140.00%	\$746.52	\$1,162.16	35.76%
Retail Trade	19	17	-11.76%	223	229	2.62%	\$585.19	\$1,043.33	43.91%
Transportation and Warehousing	6	5	-20.00%	44	58	24.14%	\$383.68	\$482.00	20.40%
Information	n	n		n	n		n	n	
Finance and Insurance	4	5	20.00%	19	19	0.00%	\$792.62	\$1,134.99	30.17%
Real Estate and Rental and Leasing	n	4		n	12		n	\$605	
Professional and Technical Services	9	14	35.71%	27	42	35.71%	\$1,043.65	\$1,830.48	42.98%
Management of Companies and Enterprises	n	n		n	n		n	n	
Administrative and Waste Services	9	8	-12.50%	43	79	45.57%	\$627.25	\$679.42	7.68%
Educational Services	n	n		n	n		n	n	
Health Care and Social Assistance	11	14	21.43%	211	178	-18.54%	\$534.91	\$705.23	24.15%
Arts, Entertainment, and Recreation	6	5	-20.00%	63	39	-61.54%	\$343.87	\$463.63	25.83%
Accommodation and Food Services	12	16	25.00%	165	190	13.16%	\$227.43	\$322.98	29.58%
Other Services, Except Public Administration	15	17	11.76%	96	78	-23.08%	\$879.90	\$984.04	10.58%
Unclassified Establishments	0	0		0	0		\$0.00	\$0.00	
Total Government	8	6	-33.33%	370	382	3.14%	\$830.38	\$857.67	3.18%
Federal Government	2	1	-100.00%	14	17	17.65%	\$895.51	\$1,033.36	13.34%
State Government	4	3	-33.33%	21	28	25.00%	\$409.68	\$408.34	-0.33%
Local Government	2	2	0.00%	335	337	0.59%	\$853.36	\$886.87	3.78%

Source: NHES Economic & Labor Market Information Bureau, "Annual Census of Employment & Wages," 2010 and 2019. If "n" appears, data does not meet disclosure standards.

Table 8 - Employment by Industry in Jaffrey by Business Unit and Employment Numbers: Trend between 2019 and 2020

Industry	Firms			Average Annual Employment			Average Weekly Wage		
	2019	2020	% Change	2019	2020	% Change	2019	2020	% Change
Total, Private plus Government	168	166	-1.20%	3,056	2,902	-5.31%	\$1,005.61	\$1,111.47	9.52%
Total Private	162	160	-1.25%	2,674	2,550	-4.86%	\$1,026.78	\$1,133.29	9.40%
Goods-Producing Industries	46	44	-4.55%	1,673	1,660	-0.78%	\$1,171.88	\$1,249.16	6.19%
Agriculture, Forestry, Fishing and Hunting	n	n		n	n		n	n	
Mining, Quarrying, and Oil and Gas Extraction	0	0		0	0		\$0.00	\$0.00	
Construction	n	n		n	n		n	n	
Manufacturing	18	16	-12.50%	1,541	1,524	-1.12%	\$1,178.22	\$1,262.53	6.68%
Service-Providing Industries	116	117	0.85%	1,001	890	-12.47%	\$784.40	\$917.29	14.49%
Utilities	0	0		0	0		\$0.00	\$0.00	
Wholesale Trade	6	6	0.00%	15	14	-7.14%	\$1,162.16	\$1,178.61	1.40%
Retail Trade	17	17	0.00%	229	225	-1.78%	\$1,043.33	\$1,205.72	13.47%
Transportation and Warehousing	5	5	0.00%	58	44	-31.82%	\$482.00	\$584.34	17.51%
Information	n	n		n	n		n	n	
Finance and Insurance	5	6	16.67%	19	21	9.52%	\$1,134.99	\$1,282.83	11.52%
Real Estate and Rental and Leasing	4	4	0.00%	12	10	-20.00%	\$605	\$758	20.18%
Professional and Technical Services	14	12	-16.67%	42	43	2.33%	\$1,830.48	\$2,277.47	19.63%
Management of Companies and Enterprises	n	n		n	n		n	n	
Administrative and Waste Services	8	8	0.00%	79	74	-6.76%	\$679.42	\$774.48	12.27%
Educational Services	n	3		n	6		n	\$627	
Health Care and Social Assistance	14	14	0.00%	178	166	-7.23%	\$705.23	\$709.49	0.60%
Arts, Entertainment, and Recreation	5	6	16.67%	39	32	-21.88%	\$463.63	\$540.51	14.22%
Accommodation and Food Services	16	15	-6.67%	190	148	-28.38%	\$322.98	\$357.82	9.74%
Other Services, Except Public Administration	17	17	0.00%	78	68	-14.71%	\$984.04	\$830.09	-18.55%
Unclassified Establishments	0	n		0	n		\$0.00	n	
Total Government	6	6	0.00%	382	352	-8.52%	\$857.67	\$953.22	10.02%
Federal Government	1	1	0.00%	17	17	0.00%	\$1,033.36	\$1,156.99	10.69%
State Government	3	3	0.00%	28	24	-16.67%	\$408.34	\$457.86	10.82%
Local Government	2	2	0.00%	337	311	-8.36%	\$886.87	\$980.77	9.57%

Source: NHES Economic & Labor Market Information Bureau, "Annual Census of Employment & Wages," 2019 and 2020. If "n" appears, data does not meet disclosure standards.

Table 9 – Largest Jaffrey-Based Businesses by Number of Employment as of June 2019

Largest Businesses	Product/Service	Employment	
		2015	2019
Millpore Corporation	Industrial filters	700	972
TFX Medical, Inc.	Medical tubing	303	307
Jaffrey-Rindge School District	Education	264	256
Good Shepherd Nursing Home	Elder care services	69	91
DD Bean & Sons	Paperbook matches	51	80
Belletetes	Hardware store	55	77
New England Wood Pellet	Wood pellets	39	39
Medefab	Medical devices	35	35
Atlas PyroVision Entertainment Group	Pyrotechnic displays	no data	25
Johnson Abrasives	Coated abrasives	18	18

Source: NHES Economic & Labor Market Information Bureau, New Hampshire Community Profiles: Jaffrey, " 2016 & 2021.

Unemployment Rate Falling to Pre-Pandemic Levels

The 2008 Great Recession caused elevated unemployment rates through the mid-2010s—in Jaffrey and across the country. As the economy recovered, however, through the latter half of the decade, unemployment rates steadily decreased, with the rate in Jaffrey dropping to 2.3% in 2019 (the lowest since 2000).³ While a low unemployment is typically considered an indicator of economic well-being, a tight labor market can lead to its own challenges. If businesses have an insufficient labor pool from which they can recruit, they may have trouble maintaining or expanding operations. While there are varying opinions on how to define “full” employment, economists at the U.S. Federal Reserve consider an unemployment rate of 4.1 to 4.7 percent to be a “natural” one with a sufficient slack.⁴

The Covid-19 pandemic led to economic disruption and layoffs across the country—including in Jaffrey. Between 2019 and 2020, Jaffrey’s unemployment rate more than doubled, spiking from 2.3% to 5.6%.

Recent data from the NH Economic & Labor Market Information Bureau indicates a quick economic recovery attributed to, in part, the state’s emergency investments in private businesses and nonprofits.⁵ With this support, Jaffrey’s unemployment rate sank back to

³ “Granite Stats,” New Hampshire Employment Security: Economic + Labor Market Information Bureau, 2022, <https://www2.nhes.nh.gov/GraniteStats/SessionServlet?page=LAUS.jsp&SID=12&city=000308&cityName=Jaffrey>.

⁴ <https://www.bloomberg.com/quicktake/full-employment#:~:text=In%20the%20U.S.%2C%20that%20was,June%20rate%20of%204%20percent>.

⁵ The State of New Hampshire Recovery Plan: State Fiscal Recovery Funds 2021 Report, “The State of New Hampshire, 2021,” <https://www.goferr.nh.gov/sites/g/files/ehbemt366/files/inline-documents/sonh/nh-slfrf-recovery-plan-performance-report-083121.pdf>

3.6% in 2021. Although this rate is higher than pre-pandemic levels, unemployment is expected to continue to fall as businesses recover.⁶

Table 10 - Unemployment Rates in Jaffrey and Comparison Geographies

Unemployment Rate	Jaffrey	SWRPC Region	NH
2010 estimate	6.3%	5.8%	6.1%
2019 estimate	2.3%	2.7%	2.6%
Percent Change 2010 – 2019	-63.49%	-53.45%	-57.38%
ONSET OF COVID-19 PANDEMIC			
2020 estimate	5.6%	6.2%	6.7%
2021 estimate	3.6%	3.9%	3.5%
Percent Change 2020 – 2021	-55.56%	-58.97%	-91.43%

Source: NHES Economic & Labor Market Information Bureau: "New Hampshire Local Area Unemployment Statistics: Not Seasonally Adjusted County, City, and Town Estimates - State & Labor Market Areas," 2010, 2019, 2020, and 2021.

Income Growth Lags Behind Regional and Statewide Trends

Median household income is a commonly used indicator of a local population's economic well-being. Between 2010 and 2019, Jaffrey's median household income increased from \$56,637 to \$63,739, or 11.14%. Growth lagged behind the region and the state as a whole, where the median income grew by 16.87% and 17.57% respectively.

The 2020 economic recession caused by the Covid-19 pandemic led to an estimated 1.58% decline in Jaffrey's median household income. In contrast, New Hampshire's median household income increased by an estimated 1.48%.

Table 11 - Changes in Median Income in Jaffrey and Comparison Geographies

Median Household Income	Jaffrey	SWRPC Region	NH
2010 estimate	\$56,637	\$53,828	\$63,277
2019 estimate	\$63,739	\$64,751	\$76,768
Percent Change 2010-2019	11.14%	16.87%	17.57%
ONSET OF COVID-19 PANDEMIC			
2020 estimate	\$62,747	\$64,686	\$77,923
Percent Change 2019-2020	-1.58%	-0.10%	1.48%

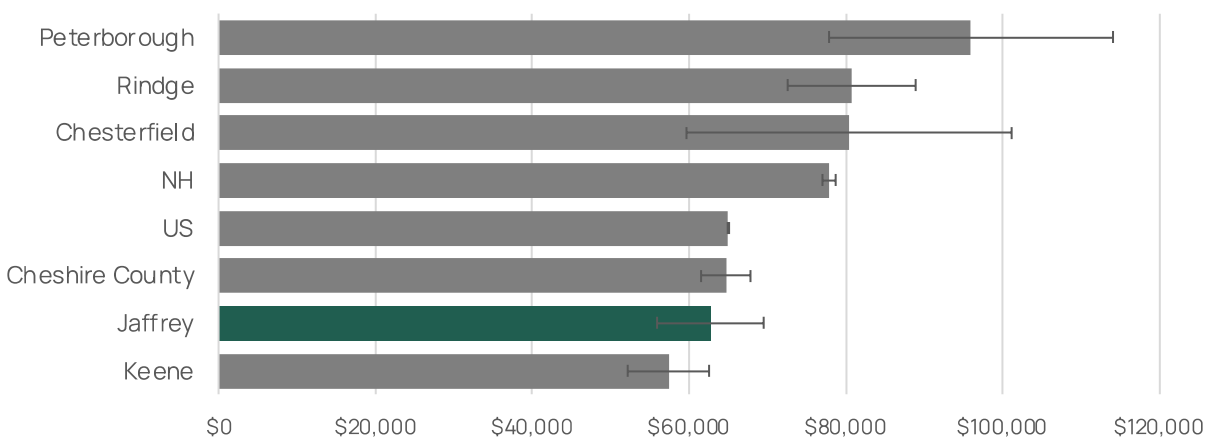
Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, Table S1901.

Regardless of the Covid-19 pandemic, median household income has been, and continues to be, lower than that experienced in the greater SWRPC Region and the state. According to

⁶ "State Employment and Unemployment Summary," U.S. Bureau of Labor Statistics, 2022, <https://www.bls.gov/news.release/laus.nr0.htm>

2020 data, Jaffrey's median household income is \$62,747, roughly \$15,000 under the state's median household income.

Figure 4 – Median Household Income in Jaffrey and Comparison Geographies, 2020



Source: U.S. Census Bureau, American Community Survey, 5-Year Estimates, Table S1909. Error bars represent the margin of error at a 90% confidence level.

Population Working from Home Growing Regionally and Statewide

The Covid-19 pandemic forced many businesses across the country to adopt a work-from-home model. Even prior to the pandemic, however, the Monadnock Region and the state experienced increases in individuals working from home, a category that could include telecommuters or home-based businesses. Due to the small sample sizes and large margins of error, it's not possible to determine statistically significant trends within Jaffrey itself, but it's reasonable to assume that the town has experienced an increase in individuals working from home and will continue to do so. The current buildout of fiber optic broadband will serve to increase the town's appeal to remote workers, likely boosting residential sale prices and demand for additional housing.

Figure 5. Population Working from Home in SWRPC Region and NH.

Population Working from Home	SWRPC Region	NH
2010 Estimate	2,621	34,845
2019 Estimate	3,738	47,427
Percent Change 2010-2019	29.88%	26.53%
2019 Estimate	3,738	47,427
2020 Estimate	3,717	59,287
Percent Change 2019-2020	-0.56%	20.00%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, Table B08006.

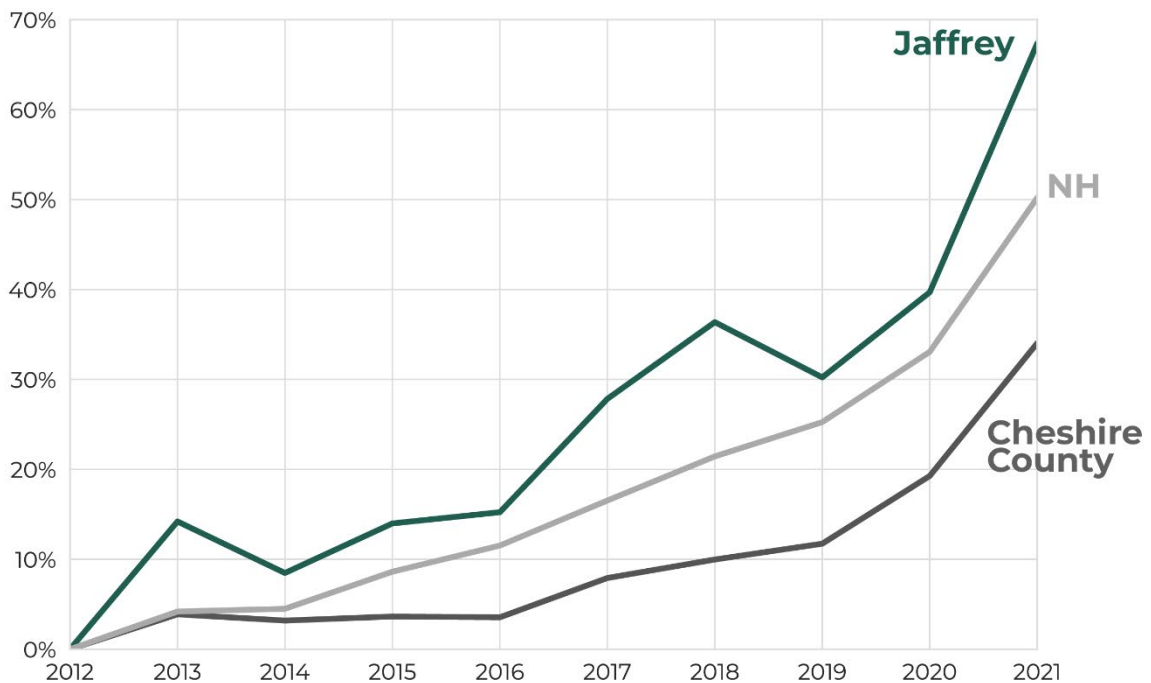
Property Value and Building Activity

Pandemic Sees Jump in Property Value

In most local communities, property value represents the most important stock of wealth from a municipal revenue standpoint. Property taxes fund critical public services like education, public safety, and capital infrastructure improvement. Quality public services are in turn a key factor for local economic development. When looking to assessed property value as a barometer of growth or decline in the local tax base, it makes most sense to examine “equalized” assessed values, which are adjusted to reflect the true market value of taxable property in a municipality. The equalization process is administered each year by the NH Department of Revenue Administration.

Jaffrey’s equalized assessed property value has seen substantial gains over the last decade, increasing from about \$420 million in 2012 to \$702 million in 2021.⁷ Percentage growth over this period (67%) exceeded that of both Cheshire County (34%) and the state (50%). The sharp increase in Jaffrey’s equalized value from 2020 to 2021 likely reflects a jump in home values amid low inventory, a shift to remote work, and a renewed interest in rural living.

Figure 6 – Equalized Assessed Property Value, % Change over 2012 Baseline



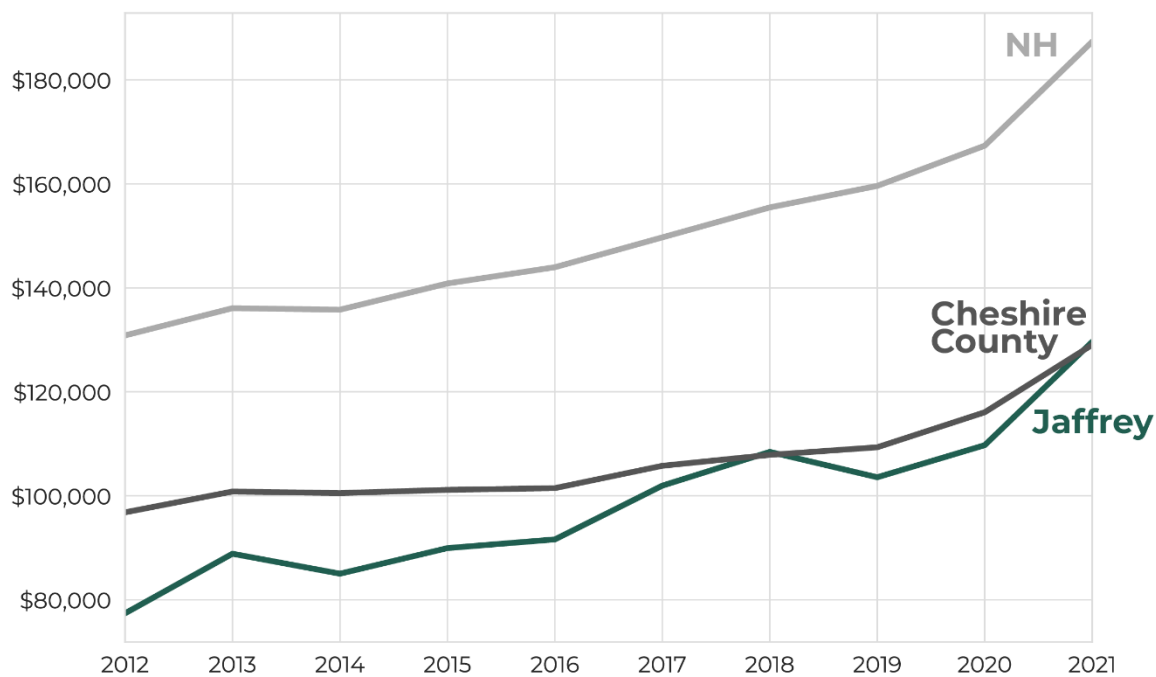
Source: SWRPC analysis of NH Department of Revenue Administration and NH Public Finance Consortium data. Assessment values are in 2021 dollars, adjusted for inflation using the U.S. Bureau of Labor Statistics Consumer Price Index for All Urban Consumers (CPI-U). Equalized property values are derived by dividing assessed property values by equalization ratios.

⁷ Figures are adjusted for inflation to reflect 2021 dollars.

Another way to evaluate assessed property value is in relation to how many people live in a given area. Although a range of factors affect demand for public services, the size of the local population is a key ingredient. A decade ago, Jaffrey had about \$77,000 per capita in equalized assessed property value, trailing both Cheshire County (\$97,000 per capita) and the state as a whole (\$131,000 per capita). By 2021, Jaffrey reached \$130,000 per capita, achieving parity with the county, but still lagging behind the state (\$187,000 per capita).

In sum, a cross-comparison of the total and per-capita growth in Jaffrey's equalized assessed property value reveals that although values have increased more rapidly in Jaffrey than statewide over the last decade, it still has significantly less value on a per capita basis. This means that the town has a more limited tax base when compared with New Hampshire as a whole.

Figure 7 – Equalized Assessed Property Value Per Capita



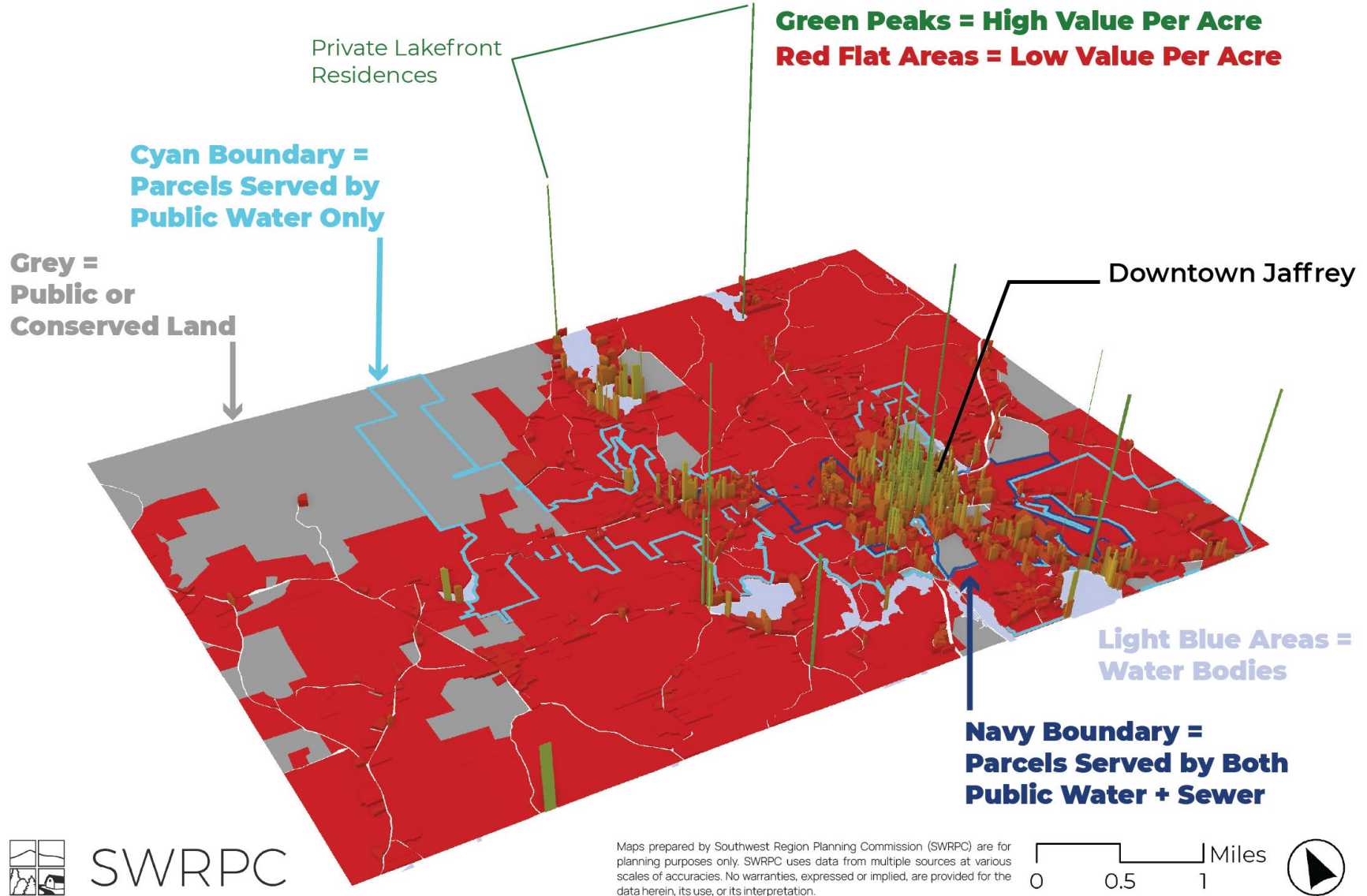
Source: NH Department of Revenue Administration via the NH Public Finance Consortium. Assessment values are in 2021 dollars, adjusted for inflation using the U.S. Bureau of Labor Statistics Consumer Price Index for All Urban Consumers (CPI-U).

Assessed Property Value Clusters Primarily in Downtown

In addition to examining how assessed property value has changed over time, it can be useful to look at how it varies across geographic space. Every community has a finite amount of land within its jurisdiction and thus a finite opportunity to accommodate tax revenue-generating development. Some types of development make more efficient use of this limited resource than others and are more productive from a municipal revenue standpoint. One way to better understand this efficiency is to measure and map assessed property value on

a per acre basis. The three-dimensional map in Figure 8 visualizes assessed property value per acre (VPA), with parcels with high VPA shown as green skyscrapers and parcels with low VPA shown as red flat areas. Public or conserved parcels are displayed in gray.

Figure 8 - Town of Jaffrey Assessed Property Value Per Acre - 2021



Visualizing VPA in this way reveals certain insights. First, it becomes apparent that downtown Jaffrey plays an outsized role in the community's tax base, given the relatively small geographic area that it occupies. Viewed through the lens of VPA analysis, the downtown center is the beating heart of the town's tax base, underscoring the importance of investing in measures that support its health and success. This fiscal potency is made possible in no small part due to the availability of public water and sewer. It appears that there may be opportunity to increase the fiscal productivity of areas on the periphery of downtown that are served by public water and sewer. Examining ways to facilitate infill development in these areas may be a promising approach to expanding the town's tax base without necessitating infrastructure expansion.

A smaller cluster of fiscally potent parcels can be seen surrounding the Monadnock Inn and the Jaffrey Meetinghouse. Most parcels in the immediate area are served by some form of public utility, either both water and sewer or water only. Development is characterized by historic single-family homes located on lots that are relatively small when compared with those in more outlying sections of town.

A limited number of high-end, lakefront residences also perform well on a VPA basis. These are scattered among the town's water bodies and constitute isolated peaks in VPA productivity. Given the lack of public water and sewer in these areas, along with the environmental concerns associated with building in shoreline areas, replicating this development type would be problematic.

Housing has Remained Flat over Last Three Decades

Conventionally, the field of local economic development concentrated on recruiting employers and creating jobs. The thought was that if you can attract the businesses and jobs, the workers would follow. Today, however, there is increased recognition that in many cases causality flows in the opposite direction—employers choose to relocate to (or remain in) areas that can offer an adequately sized and high-quality workforce.

While there are many factors that influence workforce recruitment and retention, a sufficient and diversified supply of housing is a central concern. In addition to its connections with workforce, housing development is an important economic driver in its own right. Although the common perception is that residential development creates a net loss from a municipal revenue standpoint, the opposite is often true, depending on the location and type of housing in question.

Jaffrey saw a boom in residential development in the 1970s and 1980s, a trend that halted by the 1990s (Table 12). Growth also slowed across the region and the state, but to a lesser degree. Over the last decade in Jaffrey, the increase in the total number of housing units remained in the single digits, or less than one unit per year.

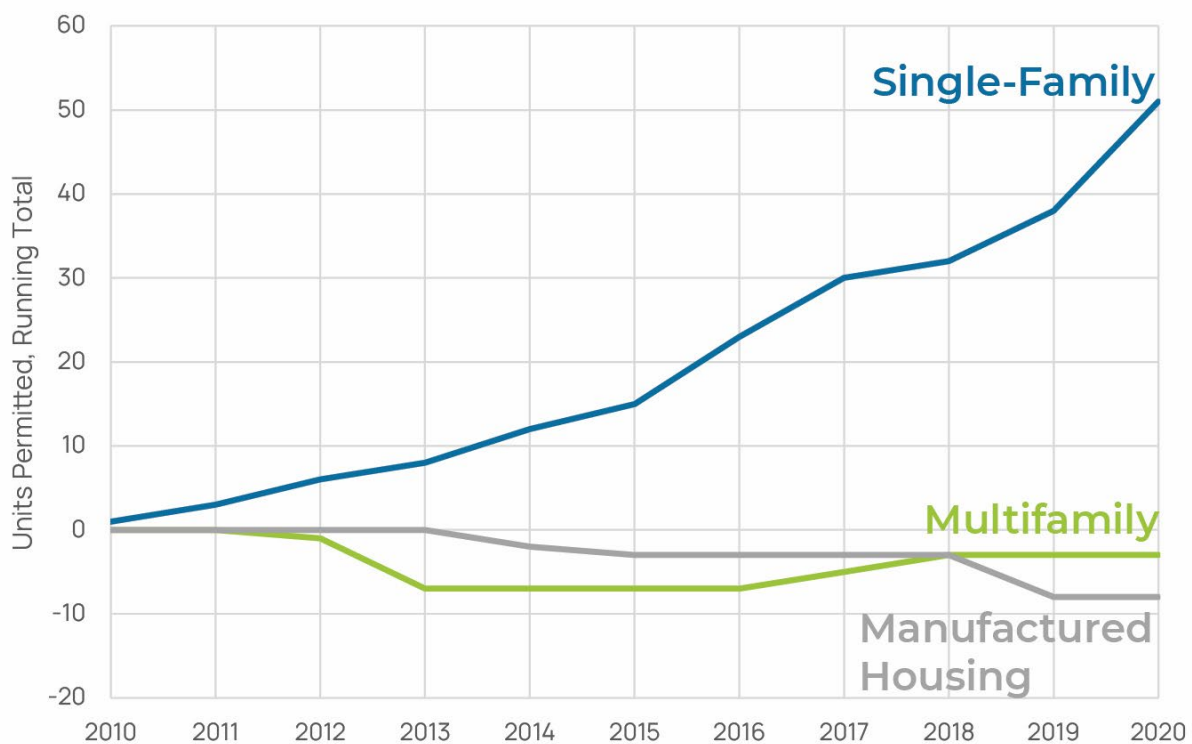
Table 12 - Total Housing Units, Jaffrey and Comparison Geographies, 1970-2020

Year	Total Housing Units	Decade-over-Decade Change		
	Jaffrey	Jaffrey	SWRPC Region	NH
1970	1,411			
1980	1,813	28.5%	26.7%	37.5%
1990	2,426	33.8%	22.6%	30.4%
2000	2,352	-3.1%	5.7%	8.6%
2010	2,547	8.3%	10.4%	12.4%
2020	2,555	0.3%	1.9%	3.9%

Source: U.S. Decennial Census

Examining residential construction permit data reveals that the entirety of the town's modest growth in housing stock is attributable to a particular type of unit—single family homes. The town issued permits for 51 single family homes from 2010 through 2020. Over the same period, the number of multifamily or manufactured units permitted for demolition outweighed the number of units permitted for construction, resulting in net negative running totals of units permitted for each of those housing types. Both multifamily and manufactured housing are critical sources of workforce housing, including for many essential workers like nurses, teachers, childcare professionals, tradespeople, and others.

Figure 9 – Running Total of Residential Units Permitted, Town of Jaffrey, 2010-2020



Source: NH Office of Planning and Development. Permit data incorporates both construction and demolition permits.

Infrastructure

Water Infrastructure Expands to Meet Increased Demand, Preserve Reserve Capacity

The ability of the town to develop economically is tied to the capacity of its water and sewer infrastructure. Jaffrey has three operational water sources at present: Contoocook Well, Turnpike Well #2, and Squantum Well.

The number of active water accounts in Jaffrey has grown from about 1,150 in 2007 to 1,550 in 2020. As of writing in 2022, the total permitted capacity of the town's water system stands at 1.128 million gallons per day (MGD) during the period from November to March, and 0.938 MGD between April and October. During drought conditions, permitted capacity can be further reduced to 0.826 MGD. In 2021, total metered usage averaged 0.333 MGD, or about 40 percent of permitted capacity under drought conditions.

Based on the figures above, it may appear that there's a sizable buffer between current usage and permitted capacity. NH DES, however, requires that public water systems keep approximately 50 percent of permitted capacity in reserve. If one of the town's wells were to go offline, either due to mechanical or contamination issues, the town's ability to maintain its reserve water capacity could be significantly compromised. In fact, this isn't a purely hypothetical consideration. In the spring of 2021, the town ceased operation of Turnpike Well #1 due to discovery of PFOS [perfluoro-octane sulfonic acid]. In addition to guarding against mechanical failures or well contamination, reserve water capacity is also important for meeting peaks in demand for uses such as fire suppression.

Along with serving local residents, public water infrastructure is also key for supporting local businesses and industry. Millipore-Sigma, Jaffrey's largest employer, is currently responsible for about 30% of the town's metered water usage. In 2022, they expect their demand to rise from 0.089 MGD to 0.151 MGD. The firm already operates an on-site water treatment plant and performs reverse osmosis on wastewater to conserve use.

In response to this anticipated increase in water demand, the town is developing the Cold Stone Springs well site. The town's Superintendent of Utilities anticipates that the well site will be on-line in 2023 or 2024. This site is expected to increase Jaffrey's public water capacity by 0.288-0.300 MGD. It is the town's last available, untapped groundwater source. The town does have some opportunities to tap into sources of surface water, but the associated costs may be significant. Consequently, conservation measures are likely the most feasible route to accommodating increased water demand in Jaffrey, should they arise due to future growth.

Sewer Capacity Could Accommodate Additional Usage

The Town of Jaffrey sewer network extends throughout the downtown core and surrounding neighborhoods, as well as west along NH 124, serving many properties in Jaffrey Center Village. The system also serves industrial properties east of downtown, including those on Fitzgerald Drive and Plantation Drive. Sewer mains run north along US 202 until reaching the town's wastewater treatment facility on Old Sharon Road.

The wastewater treatment facility is relatively new, becoming operational in 2009. The plant has an average design flow of 1.25 MGD. In 2021, recorded flow averaged about 50% of that amount. While excess capacity could likely accommodate additional load, it should be noted that regulators at the U.S. Environmental Protection Agency typically require a significant buffer (25-50%) be maintained between design and recorded flow.

In recent years, demand for sewer connections has remained relatively flat, with 855 accounts in 2007 and 860 in 2020. As older private septic systems continue to age, however, their failure rate will likely increase, potentially creating additional demand for public sewer connections. With sufficient funding, Millipore-Sigma might be able to counteract a certain amount of new sewer demand through an increase in its on-site reverse osmosis conservation measures. Improved onsite efficiency, while reducing system load, would also reduce revenue. Other measures, like identifying sump pumps illegally discharging stormwater into the sewer system, could also help conserve system capacity.

Maintenance and Upgrades Needed on Both Water and Sewer Systems

The vast majority of the town's drinking water distribution network is decades old and will require significant maintenance and upgrades in the years to come to remain in good working order. Mains installed before 1960 are at greatest risk of failure and will require assessment in the near future. The town's Capital Improvement Plan (CIP), which uses a 10-year planning horizon, estimates \$24 million in maintenance needs for the drinking water system, primarily to replace aging water mains. Surplus water system revenue, which currently totals about \$300,000-\$400,000 annually, will not be enough to meet future maintenance and necessary upgrades.

The town has included water main replacement projects in its Capital Improvement Plan, contingent on funding from the Drinking Water State Revolving Fund (DWSRF), administered by NH Department of Environmental Services (NH DES). The town currently has three projects included on the DWSRF project priority list, which ranks eligible projects according to criteria established by NH DES. The DWSRF priority list changes frequently, so the number of town projects included on the lists also fluctuates regularly.

The CIP estimates \$6 million in expenditures for sewer utility upgrades. Costs are primarily associated with repairs needed on the collection system—subsurface pipes as well as pump stations. The wastewater treatment plant is relatively new, coming online in 2009.

Capabilities for tertiary phosphorus removal were added in 2012 in response to tightening EPA regulations. The CIP anticipates lining sewer mains as opposed to replacing them. The town's wastewater department is using CCTV technology to inspect sewer main conditions on an ongoing basis. As these efforts progress, it may become apparent that certain sewer main segments require replacement.

Zoning

Current Zoning Aims to Concentrate Commercial and Industrial Activity into Downtown Jaffrey and Other Select Areas

Local zoning ordinance affects what can be built where. Consequently, it has a large bearing on any economic development activity that requires physical change on the landscape. Zoning can be used to encourage certain types of development, such as commercial and industrial uses, in particular areas of a community and to limit them elsewhere.

The 2022 Town of Jaffrey Land Use Code currently includes seven base zoning districts, which are summarized in Table 13. A "base district" prescribes most common land use regulations for areas contained within it, unless modified by an "overlay" district or other type of local ordinance.

Overall, the town's zoning ordinance aims to concentrate most types of commercial activity within and around downtown Jaffrey. The General Business District, which encompasses Jaffrey's downtown core and nearby sections of US 202, allows the widest variety of commercial and residential uses out of any zoning district within the town, permitting by right retail stores, restaurants, taverns, theatres, and other types of establishments. The General Business A District, which includes areas adjacent to downtown along NH 124, permits a smaller range of commercial uses, focusing on lighter intensity activities less likely to impact neighboring properties negatively.

Industrial uses, meanwhile, are allowed in several strategic pockets outside of downtown but relatively nearby. Two types of industrial zoning districts exist within Jaffrey. The Turnpike Road Industrial District contains the site of the MilliporSigma facility on NH 124 and allows a limited set of industrial activities, including manufacturing, wholesale trade, utility operations, research and testing laboratories, parking lots, and chemical loading areas.

The second type of industrial district is defined as all industrially zoned areas not within the Turnpike Road Industrial District. There are four such areas: Knight Street, on the eastern edge of downtown; Plantation Drive and Fitzgerald Drive, where the Drumlin Industrial Park is located; a small collection of parcels at the intersection of Squantum Road and Prescott Road; and the site of the Jaffrey Wastewater Treatment Plant, as well as surrounding properties, including some on US 202 and Old Sharon Road. A wider array of uses is permitted in these industrially zoned areas than the Turnpike Road Industrial District. For

example, building materials supply, distribution plants, and heavy equipment sales are allowed along with those permitted in the Turnpike Road Industrial District.

Outside of the general business and industrial districts, only a limited number of commercial uses are allowed. For instance, home occupations, daycares, and bed and breakfasts are allowed in the Residential A, Residential B, and Rural districts.

Table 13 - Summary of Town of Jaffrey Base Zoning Districts

Zone	Summary
General Business	Encompasses Jaffrey's downtown core, nearby areas along US 202, and a block along NH 124 near the airport. Allowed uses include a wide variety of commercial establishments, housing types, and mixed-use development.
General Business A	Includes 2 areas along NH 124 with and next to the downtown core. Allows for a smaller range of commercial uses than the General Business District, with a focus on "boutique and specialty stores." Allows for various types of multi-unit housing, albeit a smaller range than that allowed in the General Business district.
Industrial	There are two types of industrial districts: The Turnpike Road Industrial District and industrially zoned areas that fall outside of that district. For a description of zone location and permitted uses, see explanatory text under "Zoning", above. Residential development is not allowed in any industrial zone.
Mountain	Encompasses the area surrounding Mount Monadnock. A primary purpose of the zone is to protect land in its natural state. Uses permitted by right are limited to single-family homes and agricultural uses.
Residential A	Allowed uses include detached single-family homes, religious uses, and low impact uses such as daycare and home occupations. More flexibility regarding housing types and dimensional requirements is possible through an Open Space Development Plan (OSDP). See Section XIII of the 2022 Land Use Code .
Residential B	Allows uses permitted within the Residential A District, as well as multi-unit residential structures and a greater variety of lower impact businesses, e.g., bed and breakfasts. OSDPs are also allowed.
Rural	Includes much of town outside the more developed areas of the community and the Mountain Zone. Allowed uses focus on low-density residential (detached single-family homes and duplexes), manufactured homes, and agricultural uses. OSDPs are allowed. Earth excavation and fireworks warehousing are allowed, subject to additional provisions.

Development Potential Exists in Areas with Public Water and Sewer, Zoning Acts as a Constraint

When assessing which areas to target for potential development activity, it can be helpful to evaluate how current zoning ordinance interplays with existing infrastructure. Such an evaluation can help highlight whether there are areas well-served by public infrastructure but where zoning provisions restrict growth.

Figure 10 and Figure 11 provide maps that overlay zoning district boundaries on top of parcels within close proximity (100 ft.) of public water and sewer mains. Figure 10 displays the whole town while Figure 11 focuses on downtown and the surrounding area.

Studying the two maps reveals that there are portions of Jaffrey with access to public water and sewer but whose development potential is limited by zoning ordinance. Whether these limitations are desirable or not is a matter for further discussion. Understanding existing conditions, however, helps provide a basis for well-informed deliberation among local leaders and other stakeholders.

Areas worthy of attention include:

1. Portions of the Residential A District on the western periphery of downtown Jaffrey.
The vast majority of this area is served by public water and sewer, which could accommodate development of multiunit housing. A lack of housing options currently constrains local workforce recruitment and retention. Multiunit housing is allowed in the Residential A District only if located within an Open Space Development Plan.
2. Properties in the Rural District In between Jaffrey Center Village and downtown Jaffrey along NH 124. Both public water and sewer mains run along NH 124, opening possibility for a variety of residential development within 1-1.5 miles from downtown Jaffrey. Again, a local and regional shortage in the housing supply acts as a barrier to economic development.
3. The portion of the General Business A District along NH 124 east of School Street.
This area includes the former site of St. Patrick School, which currently sits vacant and likely requires demolition in order for redevelopment to occur. Rezoning this area to General Business or modifying the provisions of the General Business A district could open more flexibility for a mixed use and/or multi-unit project to occur. Currently, local zoning allows for a maximum density of six dwelling units per acre in the General Business A District, with two additional units possible through a conditional use permit if certain workforce housing requirements are met. ([Sec. 6.3.3 of the 2022 Jaffrey Land Use Code](#)). A maximum of eight units are allowed per structure ([Sec. 6.3.2](#)). It may be worth considering how these provisions affect the financial feasibility of multiunit projects.

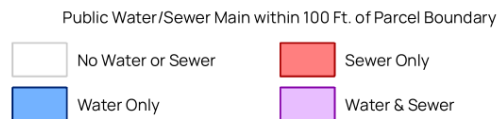
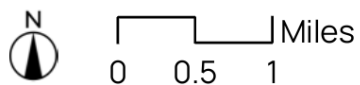
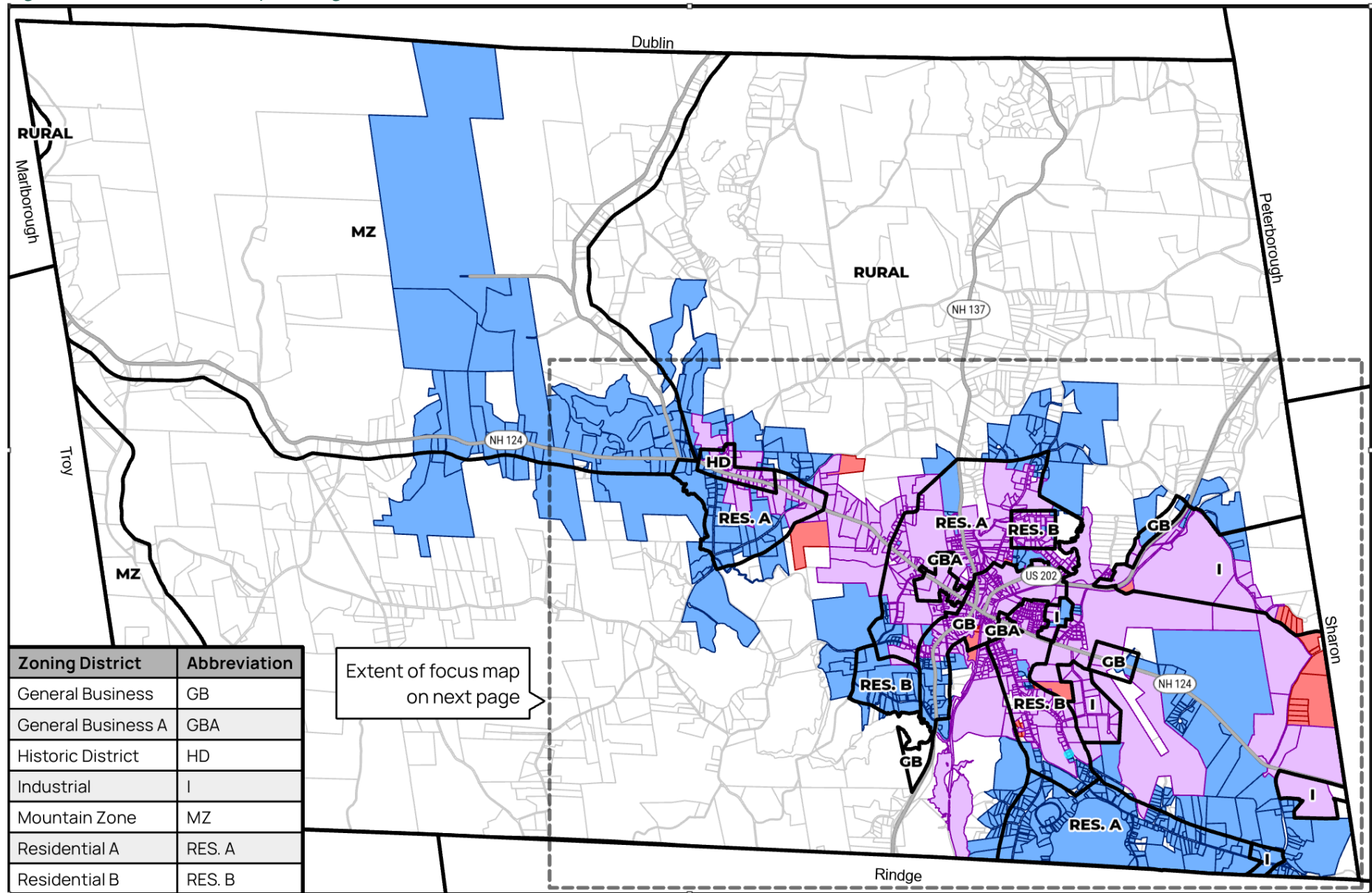
4. Industrially zoned areas, including properties along Knight Street as well as the site of the Millipore Facility on NH 124. Currently, no housing is allowed in Jaffrey's industrial districts. Although intermingling residential and industrial land uses can raise public health concerns, many industrial and manufacturing activities today pose a limited threat to human safety and wellbeing. It may be worth considering to allow housing in portions of Jaffrey's industrial districts through a special exception process. The ability to exercise discretionary oversight would allow the town to determine in which cases residential development may be appropriate in industrially zoned areas. Such determinations would likely require site visits and enlisting the services of environmental consultants with relevant expertise. Using industrially zoned land for residential purposes may have the downside of limiting the town's future industrial capacity, but as previous sections in this profile show, a shrinking labor force currently acts as a more significant economic constraint than business recruitment and development. Given the potential incompatibility of industrial and residential development, it may be most prudent to open Jaffrey's industrial districts to residential uses only after other options for development, such as those described above, have been thoroughly considered.

Recent Zoning Changes Modestly Increase Flexibility for Development

Over recent years, the town has adjusted its zoning ordinance to encourage development aligned with local needs. Examples include:

- In 2021, the town created a density bonus in the General Business A and Residential B zoning districts for workforce housing projects. The bonus, granted through a Conditional Use Permit, allows an additional two housing units per acre if those units meet criteria set forth in RSA 674:58-61.
- Also in 2021, the town reduced the minimum lot size for duplexes in areas served by municipal water and sewer (Town of Jaffrey 2022 Land Use Code Sec. 6.6). The amendment was intended to facilitate gentle infill development and increased variety in the local housing stock.
- General Business District A was adopted in 2018. The district encompasses areas along NH 124 near the center of downtown that were previously zoned residential. The district allows light commercial and mixed uses.

Figure 10 – Town of Jaffrey Zoning Districts and Public Water/Sewer Service

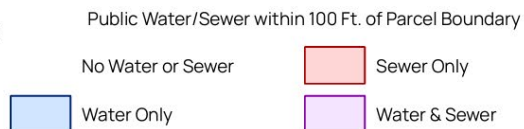
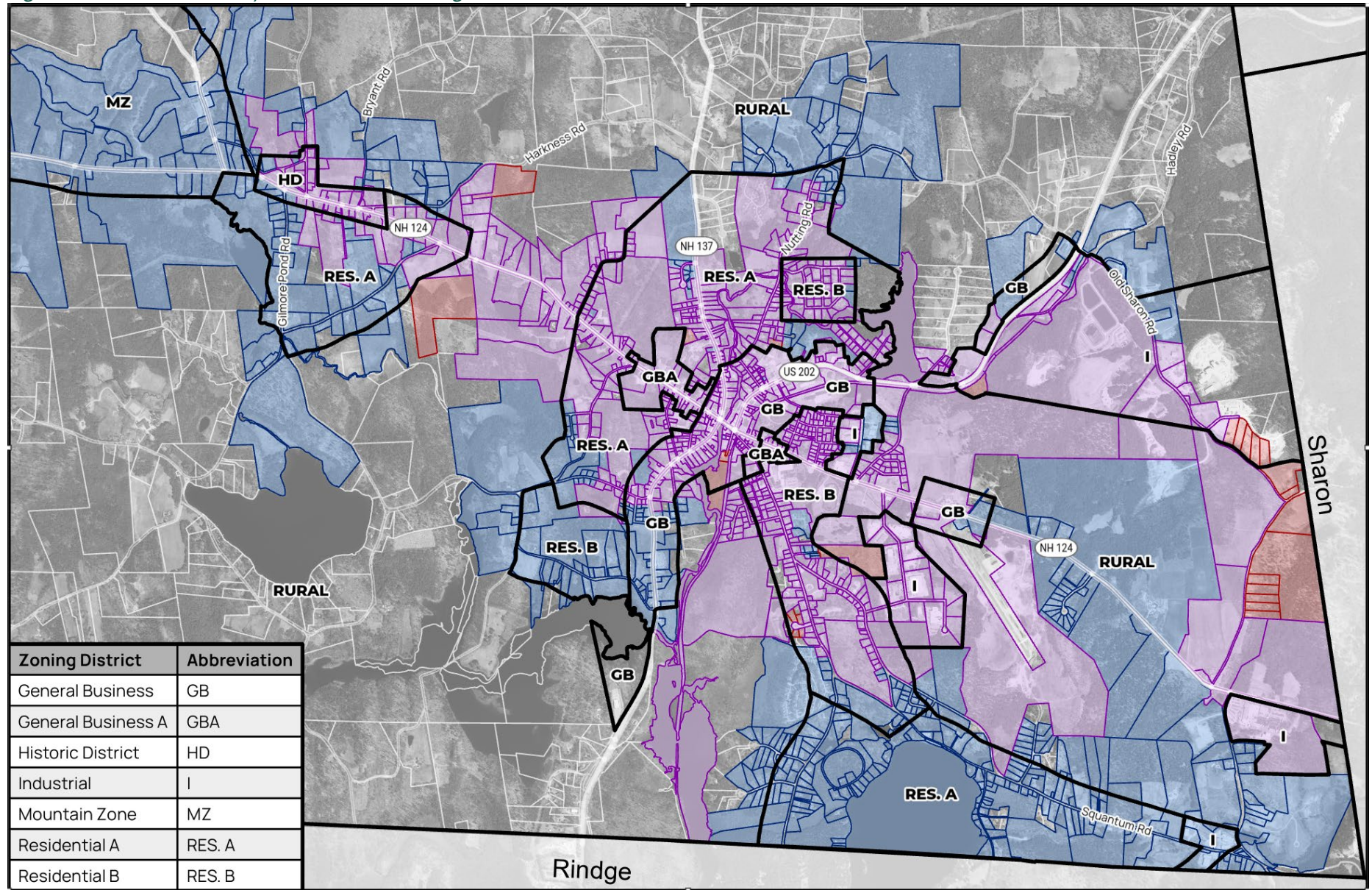


Maps prepared by Southwest Region Planning Commission (SWRPC) are for planning purposes only. SWRPC uses data from multiple sources at various scales of accuracies. No warranties, expressed or implied, are provided for the data herein, its use, or its interpretation.



Data Source: Town of Jaffrey, Axis GIS

Figure 11 – Town of Jaffrey – Downtown Zoning Districts and Public Water/Sewer Service



Maps prepared by Southwest Region Planning Commission (SWRPC) are for planning purposes only. SWRPC uses data from multiple sources at various scales of accuracies. No warranties, expressed or implied, are provided for the data herein, its use, or its interpretation.

Data Source: Town of Jaffrey, Axis GIS



Brownfields

A brownfield is a property whose development potential is negatively impacted by actual or suspected environmental contamination. Brownfields include many different types of properties, including former manufacturing facilities, gas stations, scrap yards, and other properties with dilapidated structures. Unconfirmed but suspected contamination is often enough to prevent financial institutions from lending to projects located on brownfield sites. Environmental assessment work can clear a path to financing if onsite contamination is found to be absent or minimal. In cases where substantial contamination does exist, environmental cleanup and abatement work is required before development or adaptive reuse of the property can occur.

The Town of Jaffrey has seen significant success with brownfield cleanup and redevelopment. There are also several brownfield properties where assessment and cleanup is still required. Table 14 lists current known brownfields located in Jaffrey while Table 15 identifies former brownfields that have been redeveloped or primed for redevelopment. In 2021, the U.S. Environmental Protection Agency (EPA) awarded the town a \$300,000 brownfield assessment grant, which the town will use to conduct environmental assessment work at the former W.W. Cross property as well as the former site of the St. Patrick School.

Table 14 - Current Brownfields Located In Jaffrey

Site Name	Location	Status
Former W.W. Cross Site	39 Webster St.	This privately owned 11.3 acre property is the site of a former tack and fastener manufacturing facility. Phase I and II ESAs have been completed onsite, as has a Building Materials Assessment. The parcel is targeted for additional assessment work using funds from the town's 2021 EPA brownfields award. Part of the structure caught fire in 2020, potentially exacerbating onsite environmental concerns. The town conducted a visioning process in 2019 to gather ideas from the public regarding redevelopment.
Former St. Patrick School	70 Main St.	This diocese-owned 12-acre site hosts two structures: a historic stone masonry home and a former school building. The latter is a poor candidate for adaptive reuse and will likely require demolition in order for redevelopment to occur. The property is targeted for environmental assessment work through the town's 2021 EPA brownfields award. The diocese also owns an adjacent 2-acre parcel, where the school's parking lot is located.
Pomponio Machine Shop	90 River St.	This privately owned 0.16-acre site hosted a former machine shop that was demolished in September of 2022. The environmental status of the property is unclear and could perhaps benefit from assessment work.

Table 15 - Rehabilitated Former Brownfields Located in Jaffrey

Site Name	Location	Status
Park Theater	19 Main St.	Open and operational as an independent movie theater and performance space. Phase II Environmental Site Assessment (ESA) and Building Materials Assessment helped lay the groundwork for redevelopment.
Elite Laundry	38 Peterborough St., 4-10 Laundry Way	The town sold the property to a private owner after successfully completing four Phase I ESAs and 3 Hazardous Building Materials Assessments. The site is currently vacant, and is suitable for a range of development types, including workforce housing. The site consists of 4 parcels, which total about 1.4 acres.

Commercial Vacancies

Fully utilized commercial space—whether bustling main street establishments or active manufacturing facilities—are often evidence of dynamic local economy. Dark storefronts or idled plants usually indicate the opposite.

In October of 2022, only a handful of vacant or underutilized properties were advertised for lease on commercial real estate listing platforms. A search for Jaffrey properties on the New England Real Estate Network (NEREN), LoopNet, and Century 21 yielded three listings: one modestly-sized office space on Main Street; two suites in the Monadnock Plaza on US 202; and one suite in a multi-tenant building on US 202 about 500 feet north of the central intersection downtown.

One commercial property was listed for sale, the former site of Colls Farm, which now hosts a farm and gift shop, a café, and occupied office space. No vacant commercial properties were listed for sale.

Both local knowledge and data available through the U.S. Postal Service (USPS) suggest that there are additional commercial properties in Jaffrey that are vacant but unlisted. USPS data indicates that there are approximately a dozen vacant commercial addresses in Jaffrey, as of the last quarter of 2021. The USPS determines an address to be vacant if mail is not being removed from the addressee's mailbox or if the mail carrier can see that the address is vacant.

Additional research would be necessary to confirm the number of unlisted vacant properties. A windshield survey, for example, could help verify where unlisted vacant properties are located. Once unlisted properties are inventoried, the town could consider engaging property owners to assess interest in increasing the market exposure of lease or sale opportunities through, for example, advertising them through commonly-used listing platforms. Property owner engagement could also aid in identifying other barriers inhibiting property promotion, e.g, environmental contamination.

In addition to vacant commercial space, there are other commercial properties in Jaffrey that are occupied but underutilized. This is the case with certain storefronts in downtown Jaffrey, a substantial number of which are open by appointment only. This causes sections of downtown to appear abandoned during extended portions of the day.

The potential for downtown economic activity is expected to increase after completion of the US Route 202 Improvement Project, also known as the Jaffrey Dog Leg Project. Over a decade in the making, the project will make improvements to bicycle and pedestrian infrastructure as well reconfigure traffic, routing heavy trucks around Main Street, reducing congestion, noise, and air pollution that currently detract from the pedestrian experience. The project is scheduled to break ground in 2024. It is expected to create a downtown

environment where it's enjoyable to walk, bicycle, gather, and shop. The associated boost in foot traffic is anticipated to incentivize shop proprietors to keep more regular hours.

Development Incentives and Policies

The Town of Jaffrey has put in place a number of policies and incentives in order to encourage development in targeted areas of the community. What follows is a summary of those measures.

Tax Increment Finance (TIF) Districts

A tax increment finance (TIF) district is a policy mechanism adopted by a municipality to support public improvements in a specific geographic area. Once a TIF district is established, the current assessed property values are used as a baseline. Tax revenue associated with any increase in assessed values within the district are dedicated to making improvements within district boundaries. Increases in assessed values could be due to new construction, renovations, or rehabilitation of underutilized properties. The underlying rationale is that without the targeted improvements facilitated by the TIF district, private investment in district properties and accompanying increases in assessed values would not occur.

The Town of Jaffrey has two TIF districts: the Downtown TIF District and the Stone Arch Bridge TIF District (Figure 12). The Downtown TIF district encompasses much of the downtown core, including properties fronting on US 202 traveling north from downtown. When the Downtown TIF District was established in 1998, included properties had a baseline assessment of \$12.6 million. In 2021, assessed value reached about \$27.2 million, for a net increment of \$14.6 million. This increment yielded about \$400,000 of “captured” tax revenue available for district improvements. Just over half this amount was utilized, with the remainder being returned to the town’s general fund. In 2021, funded programs and improvements included:

- The Capital Reserve Account dedicated to downtown traffic and intersection improvements (\$60,000).
- Downtown pedestrian improvements (\$5,000).
- Costs associated with the rehabilitation of the Elite Laundry site (\$40,000).
- Other downtown improvements (\$50,000).
- Improvements to Community Field (\$4,000).
- Bond payments associated with previous improvements at Community Field (\$17.197).

The Stone Arch Bridge TIF District includes primarily properties fronting on Old Sharon Road, where the town’s wastewater treatment plant is located, along with a stretch of industrially zoned properties. It also includes a residential subdivision along Fitch Road, although the town has to date excluded this area when calculating the net increase in district assessed

values. When the district was established in 1998, it had a baseline assessed value of about \$4.7 million. In 2021, the total assessed value reached \$19.4 million. This total, less increases along Fitch Road yielded a net increment of \$8.2 million, which produced \$226,000 of captured tax revenue available for TIF district improvement and activities. These included:

- Bond payments for water main improvements (\$63,000)
- Bond payments for replacement of Pierce Crossing Bridge on Old Sharon Road (\$36,750).
- Economic development-related marketing (\$3,000).
- Administration (\$11,058).

Unutilized incremental tax revenue, which totaled \$112,170, was returned to the town's general fund.

Economic Revitalization Zones

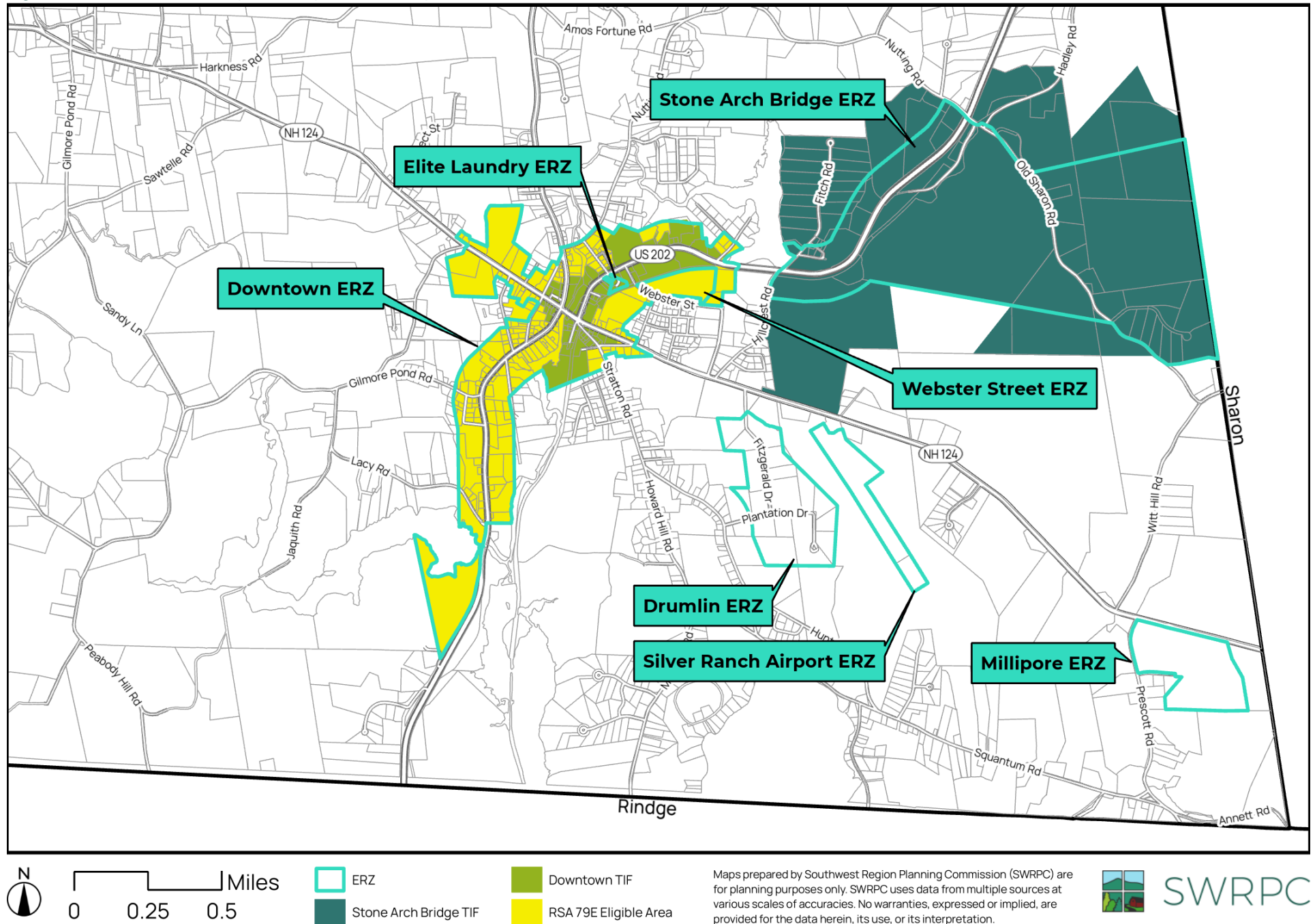
The Economic Revitalization Zone (ERZ) Program is a state program (RSA 162-N) that offers short term business tax credits for projects that improve infrastructure and create jobs in designated areas of a municipality. ERZs are established by a municipality and approved by the NH Department of Business and Economic Affairs (NH BEA). Once an ERZ has been approved by NH BEA, businesses who create jobs and make infrastructure investments within ERZ boundaries can apply for tax credits, which are calculated based on the salaries of newly created positions and infrastructure project costs.

The Town of Jaffrey has six active ERZs (Figure 12):

- The Downtown ERZ encompasses the General Business and General Business A Zoning districts.
- The Elite Laundry ERZ includes the site of the former Elite Laundry brownfield, which is currently vacant and privately owned.
- The Webster Street ERZ includes the W. W. Cross brownfield.
- The Stone Arch Bridge ERZ includes industrial-zoned properties along US 202 and Old Sharon Road.
- The Drumlin ERZ includes industrially zoned properties along Fitzgerald Drive and Plantation Drive.
- The Silver Ranch Airport ERZ includes the landing strip and airport facilities and Silver Ranch Airport.
- The Millipore ERZ includes the facility of Millipore-Sigma on NH 124.

Over the last five years, two Jaffrey-based businesses have received ERZ tax credits, one located in the Downtown ERZ and one in the Stone Arch Bridge ERZ. The Planning and Economic Development director sends regular reminders to local businesses about the program and notifies businesses about their eligibility when they seek permits and land use approvals for projects that involve infrastructure upgrades and will yield new jobs

Figure 12 – Town of Jaffrey Development Policy and Incentives



Community Revitalization Tax Relief Incentive (RSA 79-E)

In order to facilitate replacement or renovations of existing building stock, New Hampshire municipalities may adopt the Community Revitalization Tax Relief Incentive (RSA 79-E). The incentive applies to a specific geographic area within a community, typically in a downtown, village center, or other neighborhood targeted for revitalization and infill development. The incentive freezes the property value when eligible improvements are made to qualifying structures, thereby granting the property owner temporary relief from any net increase in assessed valuation due to the improvements.

The Town of Jaffrey adopted the Community Revitalization Tax Relief Incentive in 2020. The incentive applies to qualifying structures in the Downtown Jaffrey National Register Historic District, General Business District, and/or General Business A District (Figure 12). As adopted, the incentive authorizes the select board to grant a property assessment freeze of up to 5 years, or longer under certain conditions, such as the addition of residential units. Within these parameters, the amount of property tax relief and the duration is up to the select board's discretion.

To date, no property owners have made use of the incentive. This may suggest a need to promote the incentive or to identify other barriers preventing its use.

In 2022, the NH State Legislature amended RSA 79-E, authorizing municipalities to establish "Housing Opportunity Zones" (RSA 79-E:4-c). Projects within Housing Opportunity Zones are eligible for up to 10 years of tax assessment relief if they create residential units affordable to households earning 80 percent of the area median income (AMI) or less.

Main Street Program Area

Jaffrey's downtown core contains a Main Street Program Area, which adjusts setback requirements to encourage a consistent streetscape edge, helping to maintain a unified downtown aesthetic. Businesses in the Main Street Program Area are also allowed to include nearby public parking when demonstrating that sufficient spaces are available for customers and employees. This flexibility can open businesses opportunities that might not be possible otherwise.



MEMORANDUM

TO: Jo Anne Carr, Planning and Economic Development, Town of Jaffrey
FROM: Todd Horner, Assistant Director, Southwest Region Planning Commission
DATE: January 17, 2023
SUBJECT: Economic Development Chapter – Community Survey

Survey Overview

The Town of Jaffrey is currently updating the economic development chapter of its master plan. In order to gather public input to inform chapter development, the town conducted an online community survey, with assistance by Southwest Region Planning Commission (SWRPC). The survey asked questions related to perceptions about local economic strengths and challenges, priority areas for future economic development initiatives, awareness of local economic development policy, and more. Respondents who indicated that they own or manage a business were prompted to answer several additional questions related to their current facilities, plans to expand, and any business-related challenges. For reference, a copy of the survey is attached to this memo.

The survey opened for submissions in early December 2022 and remained open through mid-January 2023. The town promoted the survey through its website, an e-mail list with participants from past town-sponsored workshops, town committees (e.g., planning board), and social media. The town also advertised the survey by sending approximately 2,800 flyers to every mailing address in Jaffrey. The town also offered to send hard copies of the survey to anyone who preferred to complete it with pen and paper.

This memo summarizes preliminary findings from the survey results. Findings may be refined through further analysis and discussion with town staff and officials.

Who Responded

In total, the survey received 236 responses, or about 4.3% of the town's total population as measured by the 2020 Decennial Census. Respondents tended to be long-time Jaffrey residents, living in town about 20 years on average. The survey respondents also skewed older than the town's population. For example, 38% of the respondents were at least 65 years old whereas only 16% of the town's population falls within that age group.¹

¹ Age data sourced from the 2021 American Community Survey 5-Year Estimates, Table S0101.



A total of 51 business owners and/or managers completed the business-related questions of the survey. Among business respondents, the three most commonly represented sectors were professional, scientific, or technical services (11 responses); construction (7 responses); and retail (7 responses). A wide variety of other economic sectors were also represented among the responses. Some respondents completed the survey on behalf of local non-profit organizations.

The survey requested that respondents provide their contact information if they were interested in being notified about project updates or opportunities to volunteer for economic and community development initiatives. In total, 68 respondents provided an e-mail address.

Preliminary Findings

A summary of preliminary findings is provided below. Findings pertaining to resident perceptions are listed first, with those related to businesses and organizations following afterwards. For reference, a report detailing survey results is attached to this memo.

Residents

1. Survey respondents agreed that the town has a beautiful natural landscape, is safe, is a great place to raise a family, has a strong sense of community, and benefits from the strong work ethic of its residents. Opinions were more split about the quality of local schools and job opportunities.
2. Respondent perceptions of local demographic change do not match trends seen in U.S. Census data. A majority of respondents indicated that they think the number of children in Jaffrey has either increased or stayed the same over the last 20 years, when in fact the number of children has decreased significantly.
3. Respondents prioritized supporting small businesses, rehabilitating distressed properties, and improving downtown as the top three economic development issues facing Jaffrey. Few respondents identified tourism, improving municipal services, or growing the tax base as their top three priorities.
4. The vast majority of respondents (78%) thought that local policy should encourage attracting and retaining young families. A smaller yet still significant majority (68%) thought that local policy should encourage attracting and retaining older adults.
5. A majority of respondents (55%) agreed that the town needs new development in order to support quality public services. Very few respondents (15%) thought new development should be limited as much as possible. A majority of respondents (54%) thought that there should be more flexibility for development in areas outside of



downtown Jaffrey. Only 31% of respondents thought that any new development should be limited to downtown Jaffrey alone.

6. A strong majority of respondents (78%) either approved or strongly approved of “new residential development in Jaffrey that would provide housing for workers such as teachers, nurses, tradespeople, machinists, restaurant staff and other working/middle class occupations.”
7. Respondent awareness of local events and programming was generally very high, indicating that promotion and marketing of these events has been effective in reaching residents.
8. The vast majority of respondents (72%) indicated a need for a local grocery store, with many comments suggesting a more general desire for food-related businesses such as a smaller food market, restaurants, and pubs. Many respondents (45%) identified indoor recreation space as a need.
9. Respondent awareness of local economic development policies was somewhat varied, but was generally high if one recognizes that these policies are applicable to a limited audience, primarily property owners, developers, and businesses. Forty-five percent of respondents were aware of the town’s Economic Revitalization Zones, 41 % were aware of the town’s TIF districts, 41% were aware of the town’s brownfields assessment program, 36% were aware of the Community Revitalization Tax Relief Incentive, and 21% were aware of workforce housing density bonuses in the General Business A and Residential B zoning districts.
10. A total of 79 respondents indicated interest in learning more about local volunteer opportunities, either with town government or non-profit organizations. A more limited but still substantial number of respondents indicated interest in volunteering for potential economic development initiatives. For example, 24 respondents expressed interest in helping organize a Jaffrey Welcome Wagon.
11. When respondents were asked which ways work best for letting them know about public events, top responses included: the town website (56%); a mailed postcard (55%); the Monadnock Ledger-Transcript (54%); Facebook (49%); and a town newsletter (45%). Notably, the town currently doesn’t publish a newsletter.

Businesses and Organizations

1. Most business and organizational respondents reported owning their facilities. Only 12% reported leasing space.
2. When asked to describe whether Jaffrey is good location for their business or organization, a limited number of respondents (24) provided answers. A plurality (42%) of these responses were generally positive, while 15% were negative. The remainder was either mixed or expressed no opinion.



3. A total of 47 respondents indicated whether or not they have plans to expand operations, either in Jaffrey or elsewhere. Of those, 38 said they have no plans to expand, while 9 do have such plans.
4. Twenty-three business and organizational respondents provided information about their top challenges. The most frequently cited challenge was a lack of workforce, with supply-chain issues ranking second.

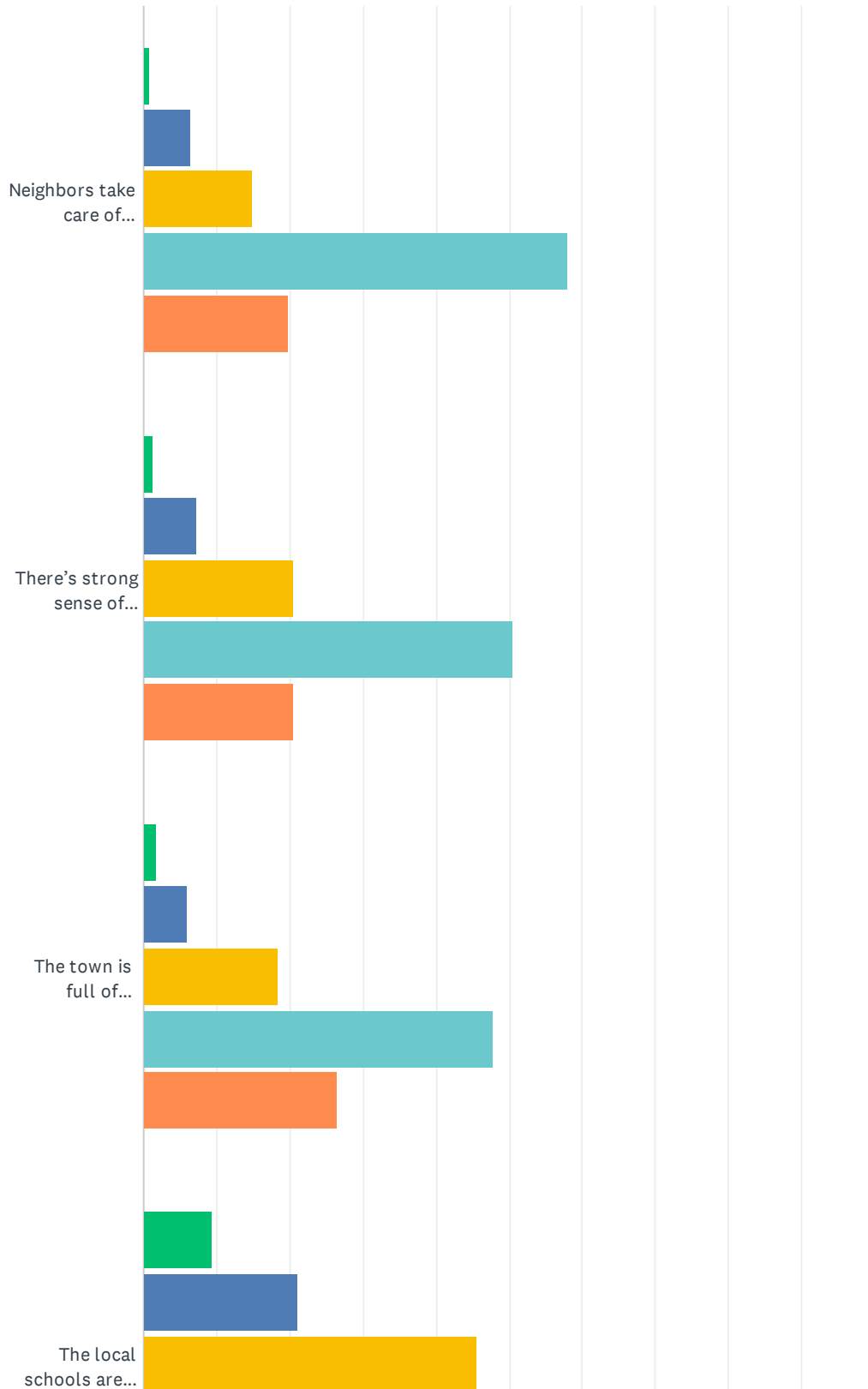
Potential Next Steps

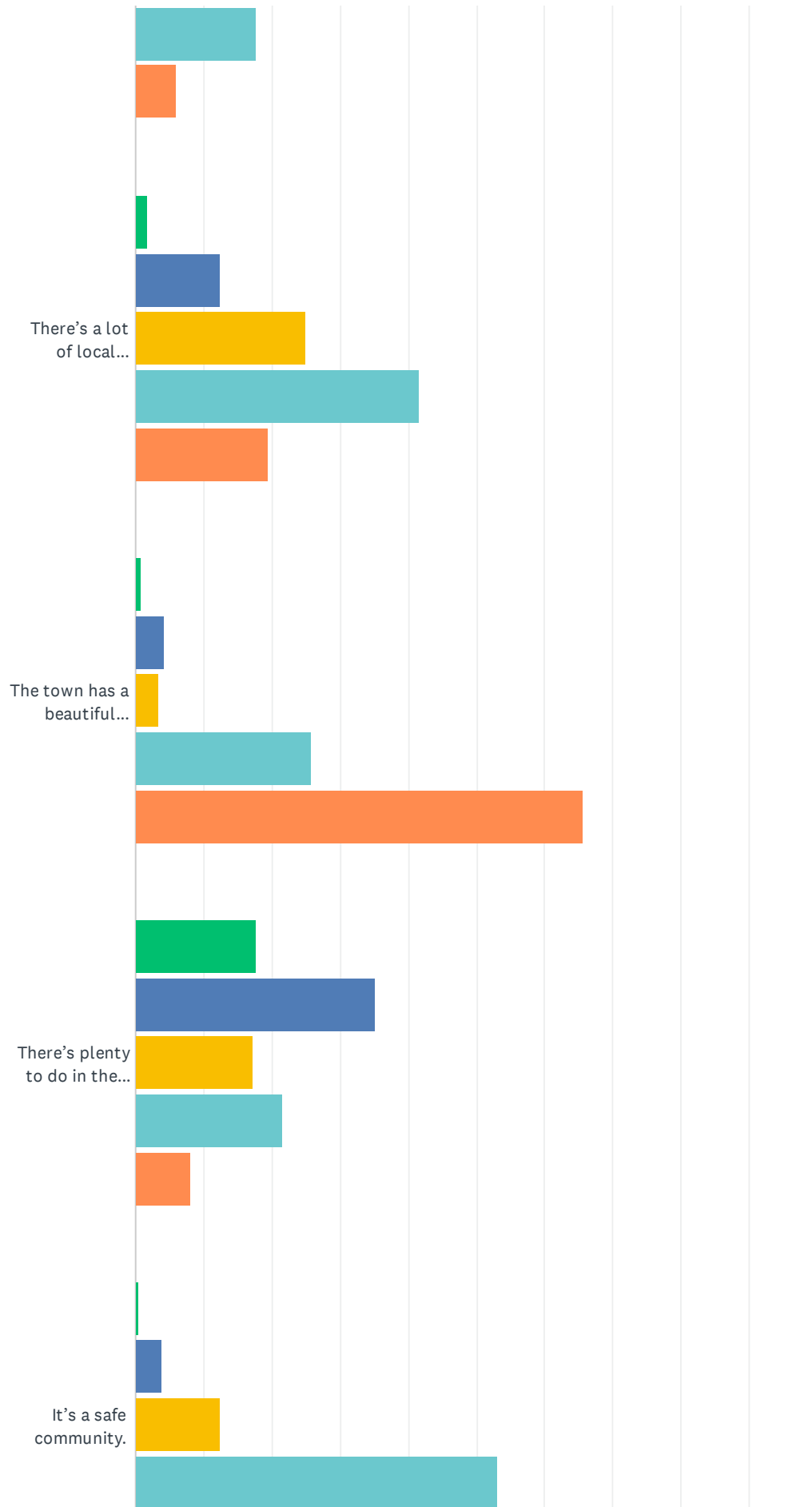
The preliminary findings above rely primarily on results from the closed-form questions on the survey. Further analysis of open-ended questions could add nuance to interpretation of the survey results. SWRPC staff can assist in identifying trends among the open form responses.

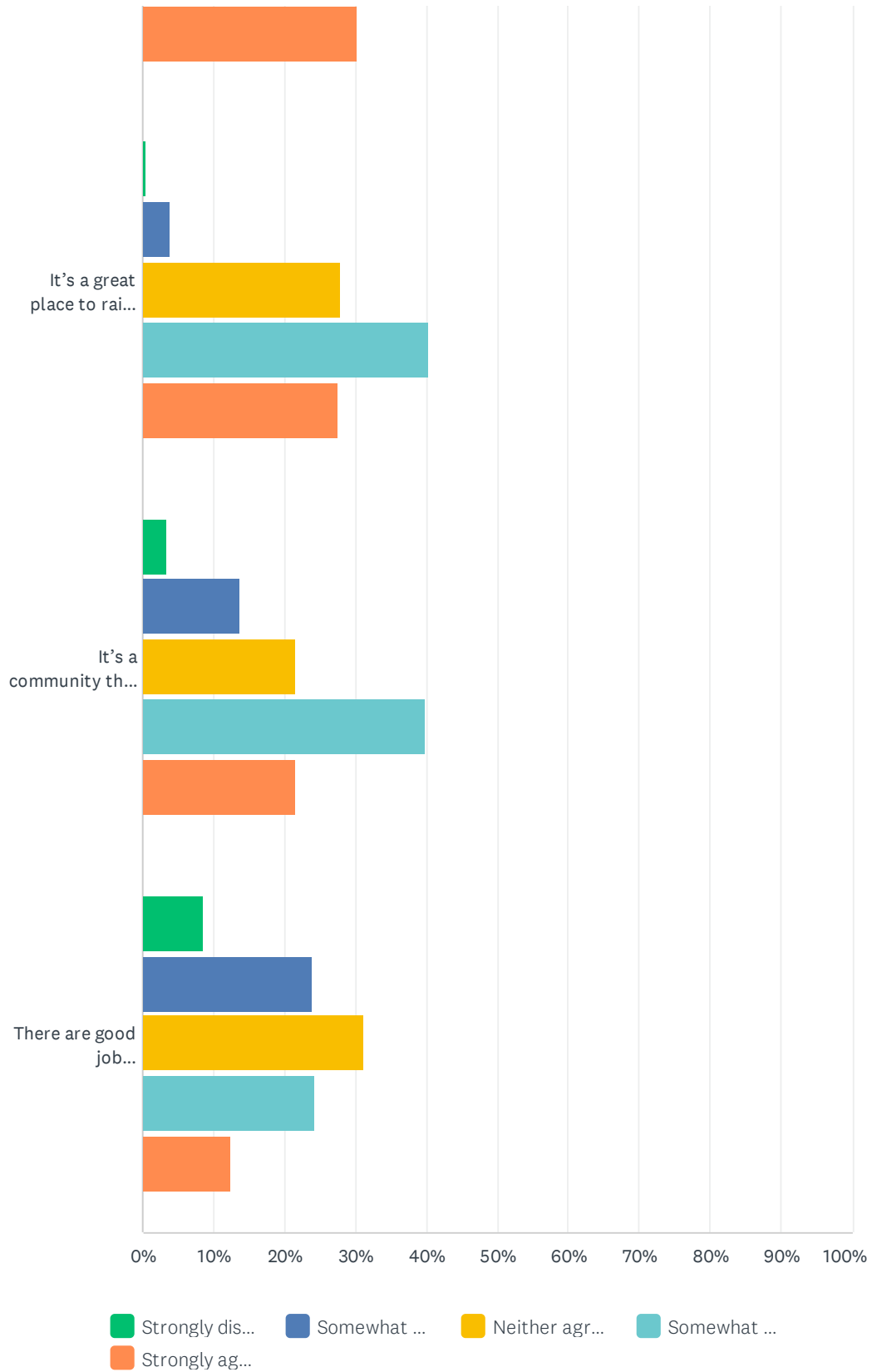
Town staff and officials can consider results from the survey as they draft the implementation section of the economic development chapter of the master plan. Public input received through the survey could serve as a useful guide when developing goals and objectives within the implementation section as well as when identifying specific action items.

Q1 To what extent would you agree or disagree that the following sentences describe Jaffrey?

Answered: 236 Skipped: 0







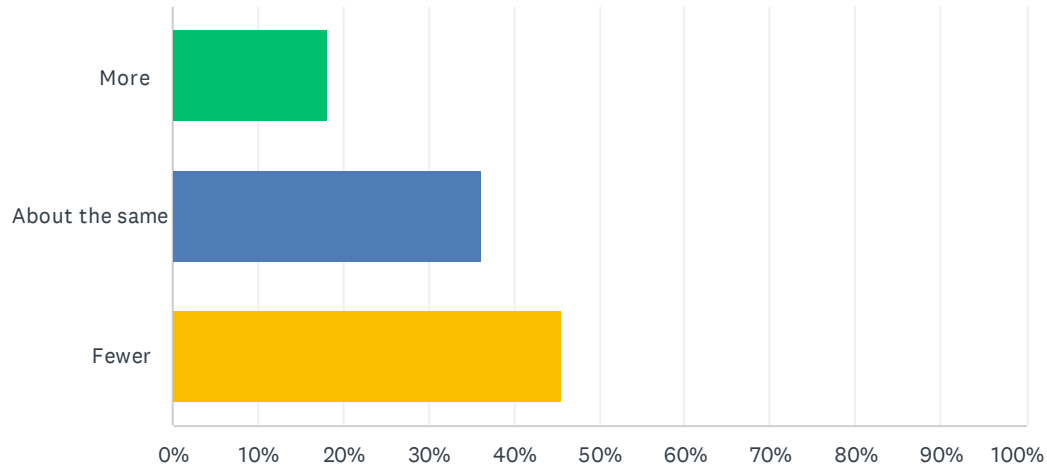
	STRONGLY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE	TOTAL	WEIGHTED AVERAGE
Neighbors take care of neighbors.	0.85% 2	6.36% 15	14.83% 35	58.05% 137	19.92% 47	236	3.90
There's strong sense of community.	1.28% 3	7.23% 17	20.43% 48	50.64% 119	20.43% 48	235	3.82
The town is full of hardworking people.	1.70% 4	5.96% 14	18.30% 43	47.66% 112	26.38% 62	235	3.91
The local schools are great.	9.48% 22	21.12% 49	45.69% 106	17.67% 41	6.03% 14	232	2.90
There's a lot of local creativity.	1.69% 4	12.29% 29	25.00% 59	41.53% 98	19.49% 46	236	3.65
The town has a beautiful natural landscape.	0.85% 2	4.24% 10	3.39% 8	25.85% 61	65.68% 155	236	4.51
There's plenty to do in the evening and on the weekends.	17.80% 42	35.17% 83	17.37% 41	21.61% 51	8.05% 19	236	2.67
It's a safe community.	0.43% 1	3.83% 9	12.34% 29	53.19% 125	30.21% 71	235	4.09
It's a great place to raise a family.	0.42% 1	3.81% 9	27.97% 66	40.25% 95	27.54% 65	236	3.91
It's a community that welcomes all types of people.	3.39% 8	13.56% 32	21.61% 51	39.83% 94	21.61% 51	236	3.63
There are good job opportunities.	8.51% 20	23.83% 56	31.06% 73	24.26% 57	12.34% 29	235	3.08

Q2 Would you recommend Jaffrey as a place to live? Please describe why or why not.

Answered: 172 Skipped: 64

Q3 Would you estimate that more or fewer children (aged under 18 years old) live in Jaffrey today compared with 20 years ago?

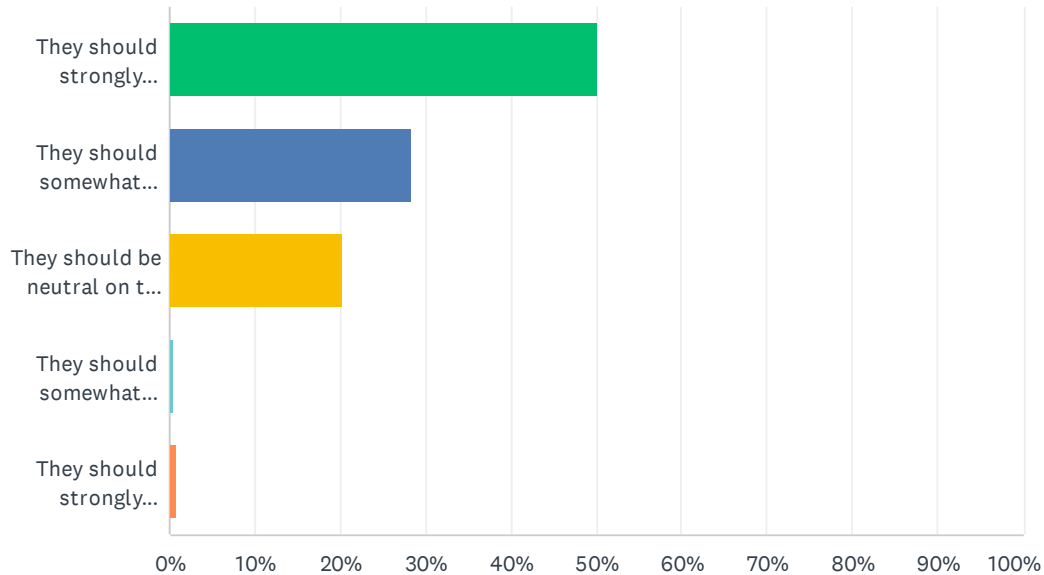
Answered: 210 Skipped: 26



ANSWER CHOICES		RESPONSES	
More		18.10%	38
About the same		36.19%	76
Fewer		45.71%	96
TOTAL			210

Q4 In your view, to what extent should local programs and policies aim to attract and retain young families, including those with children?

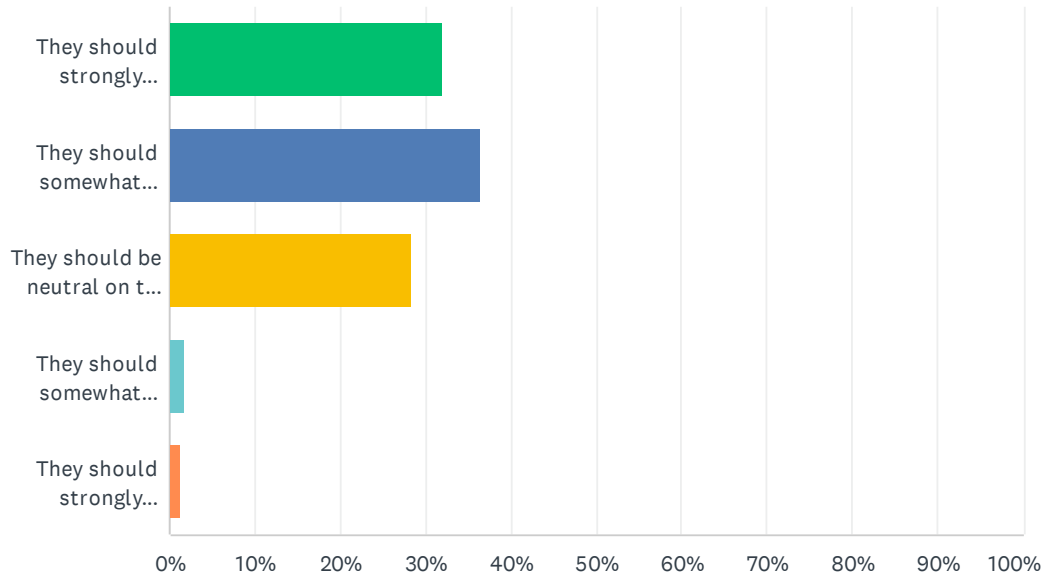
Answered: 226 Skipped: 10



ANSWER CHOICES	RESPONSES	
They should strongly encourage attraction and retention	50.00%	113
They should somewhat encourage attraction and retention	28.32%	64
They should be neutral on the matter	20.35%	46
They should somewhat discourage attraction and retention	0.44%	1
They should strongly discourage attraction and retention	0.88%	2
TOTAL		226

Q5 In your view, to what extent should local programs and policies aim to attract and retain older adults?

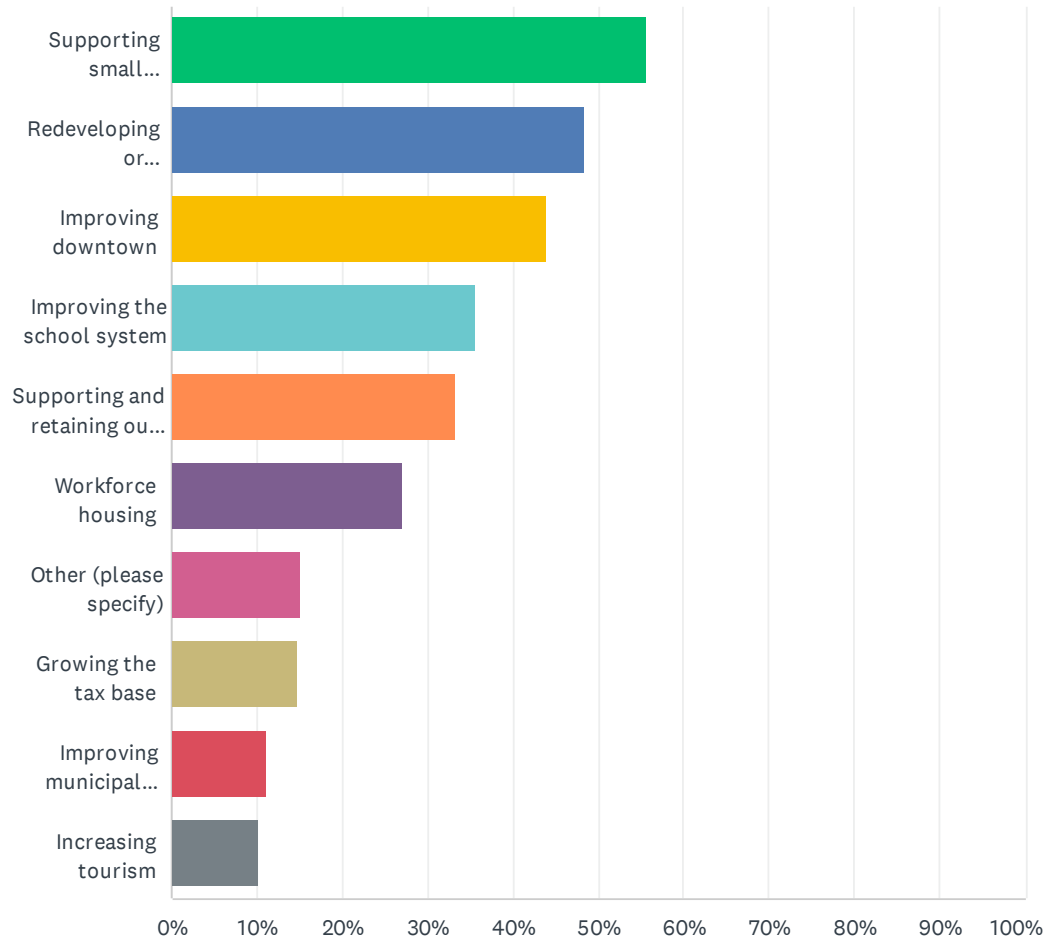
Answered: 225 Skipped: 11



ANSWER CHOICES	RESPONSES	
They should strongly encourage attraction and retention	32.00%	72
They should somewhat encourage attraction and retention	36.44%	82
They should be neutral on the matter	28.44%	64
They should somewhat discourage attraction and retention	1.78%	4
They should strongly discourage attraction and retention	1.33%	3
TOTAL		225

Q6 In your view, what should be the top economic and community development priorities in Jaffrey? Select your top 3 choices.

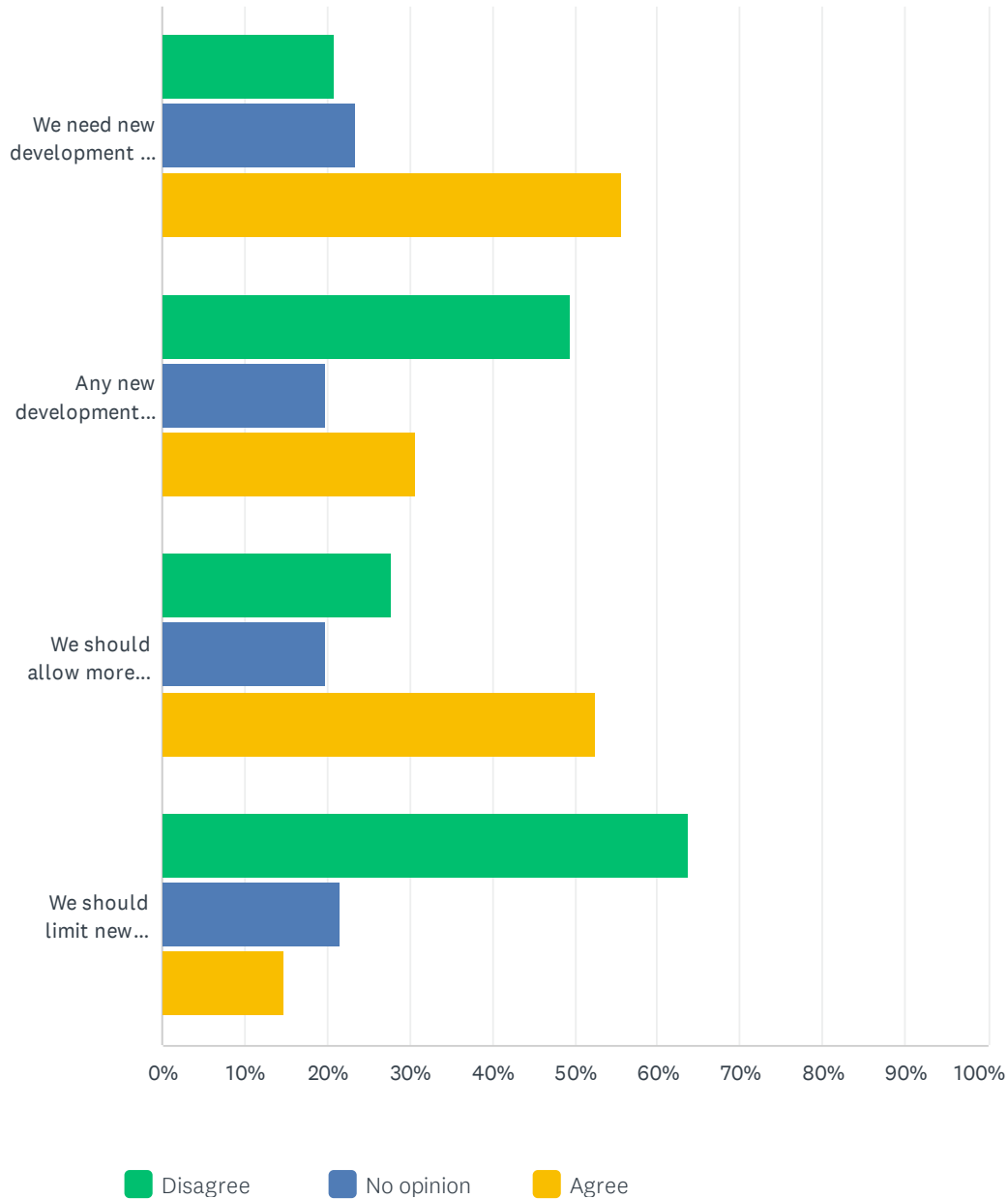
Answered: 225 Skipped: 11



ANSWER CHOICES	RESPONSES	
Supporting small businesses	55.56%	125
Redeveloping or rehabilitating distressed or underutilized properties	48.44%	109
Improving downtown	44.00%	99
Improving the school system	35.56%	80
Supporting and retaining our major employers	33.33%	75
Workforce housing	27.11%	61
Other (please specify)	15.11%	34
Growing the tax base	14.67%	33
Improving municipal services	11.11%	25
Increasing tourism	10.22%	23
Total Respondents: 225		

Q7 Please indicate whether you agree or disagree with the following statements regarding new development in Jaffrey.

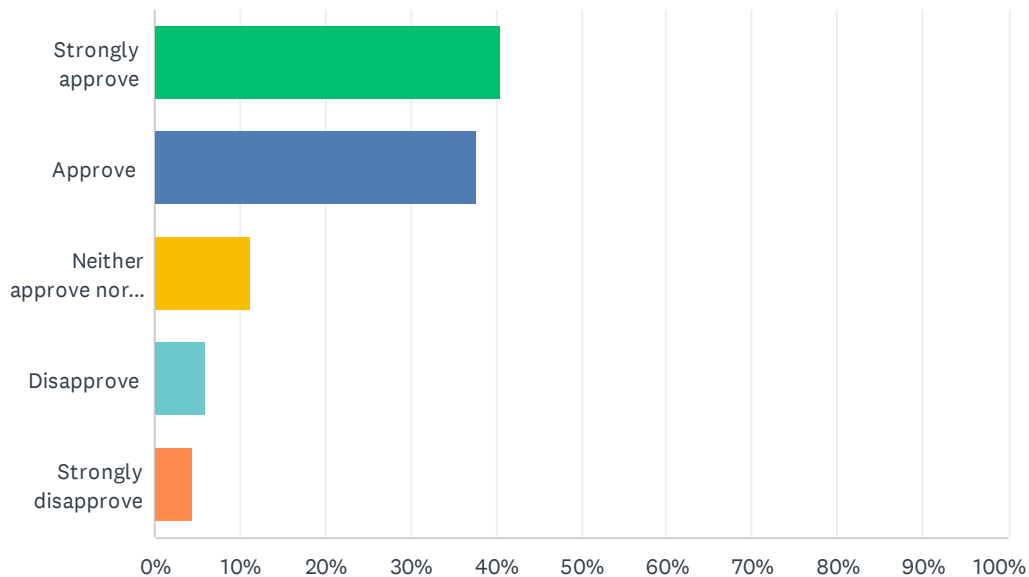
Answered: 223 Skipped: 13



	DISAGREE	NO OPINION	AGREE	TOTAL	WEIGHTED AVERAGE
We need new development in Jaffrey in order to support quality public services.	20.81% 46	23.53% 52	55.66% 123	221	0.35
Any new development should be limited primarily to downtown Jaffrey.	49.55% 110	19.82% 44	30.63% 68	222	-0.19
We should allow more flexibility for development in areas outside of downtown Jaffrey.	27.80% 62	19.73% 44	52.47% 117	223	0.25
We should limit new development in Jaffrey as much as possible.	63.68% 142	21.52% 48	14.80% 33	223	-0.49

Q8 Generally speaking, do you approve or disapprove of new residential development in Jaffrey that would provide housing for workers such as teachers, nurses, tradespeople, machinists, restaurant staff, and other working/middle class occupations?

Answered: 220 Skipped: 16



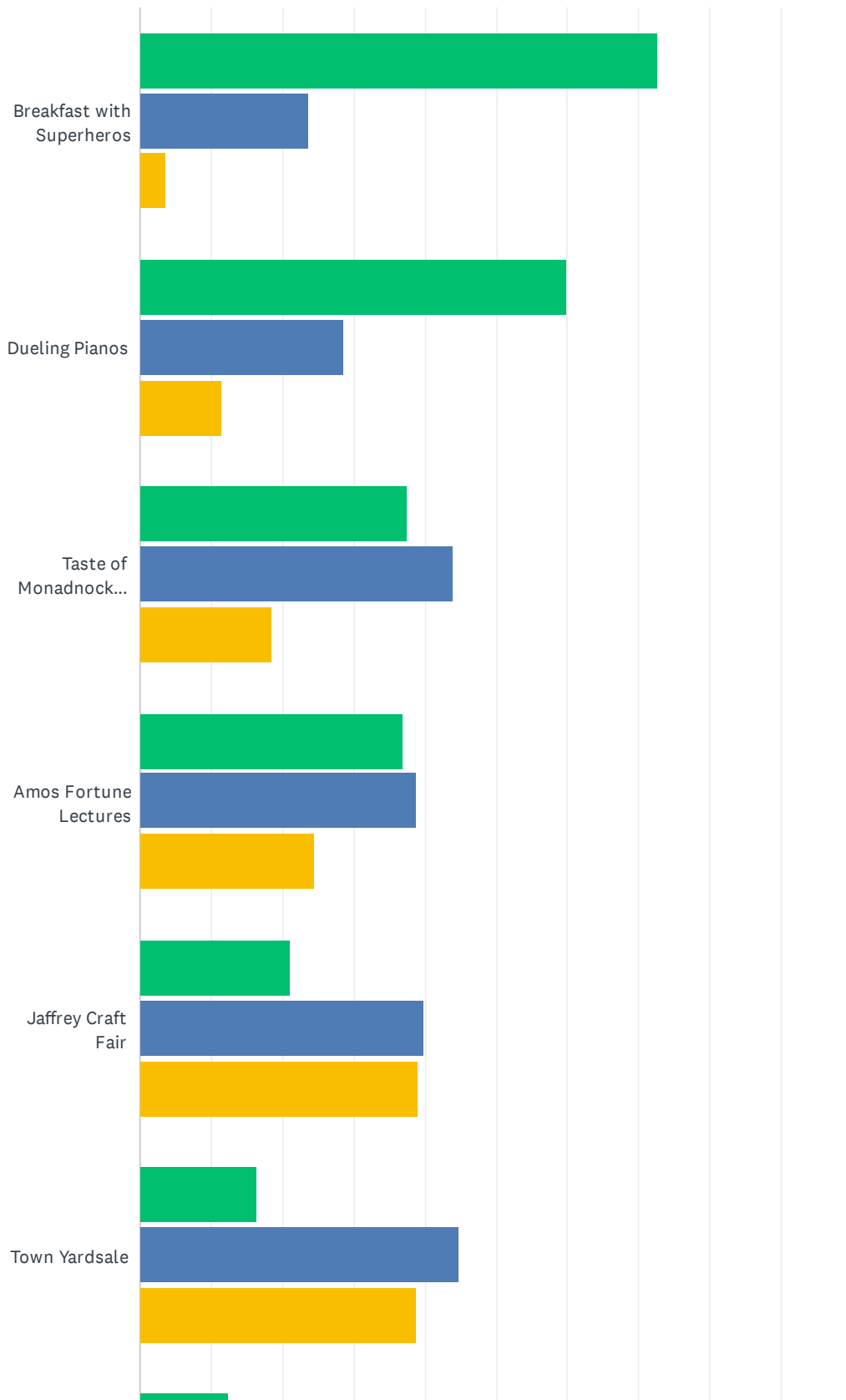
ANSWER CHOICES	RESPONSES	
Strongly approve	40.45%	89
Approve	37.73%	83
Neither approve nor disapprove	11.36%	25
Disapprove	5.91%	13
Strongly disapprove	4.55%	10
TOTAL		220

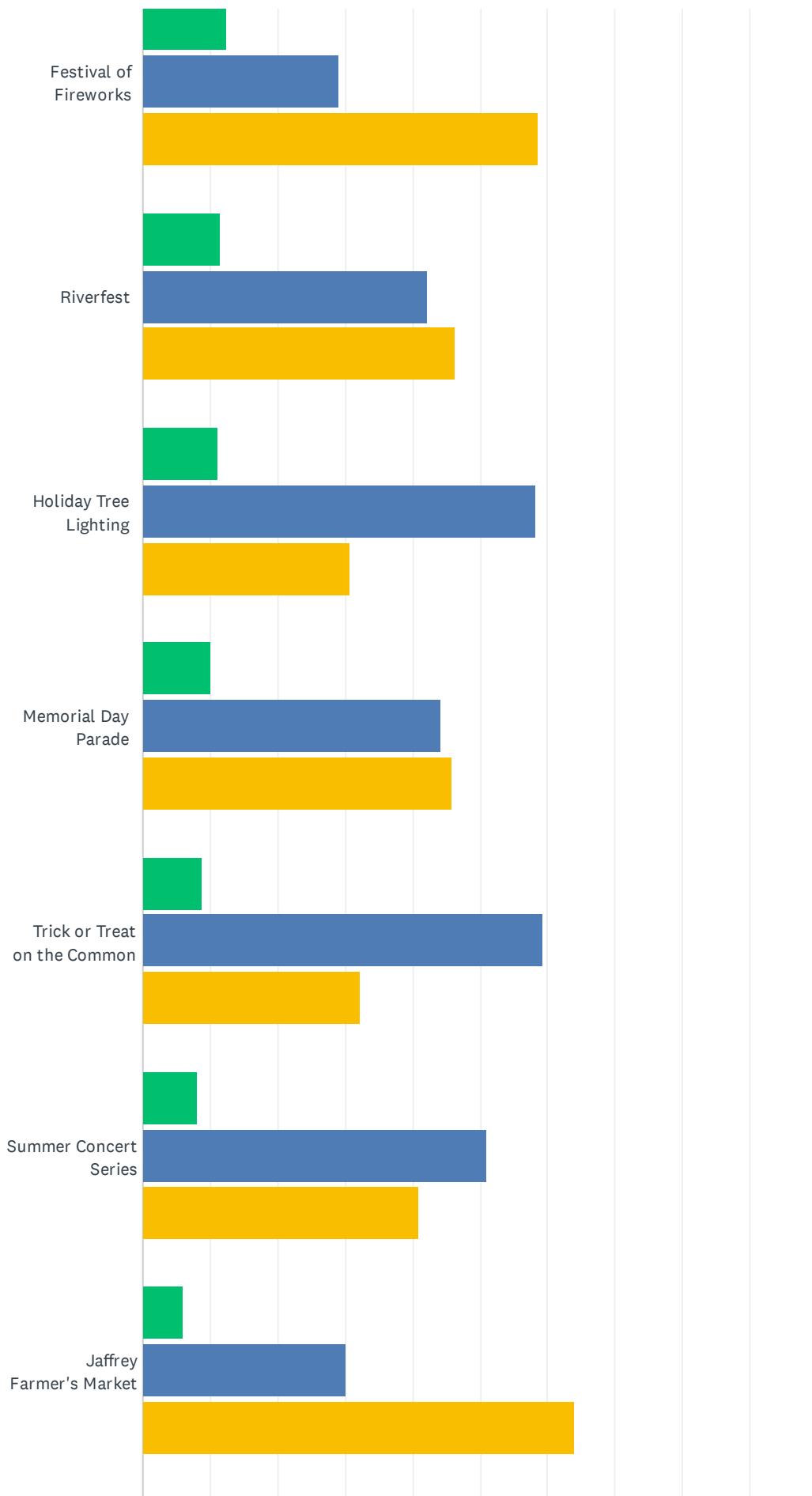
Q9 Are there specific reasons that you either approve or disapprove new residential development for local workers? If so, please describe.

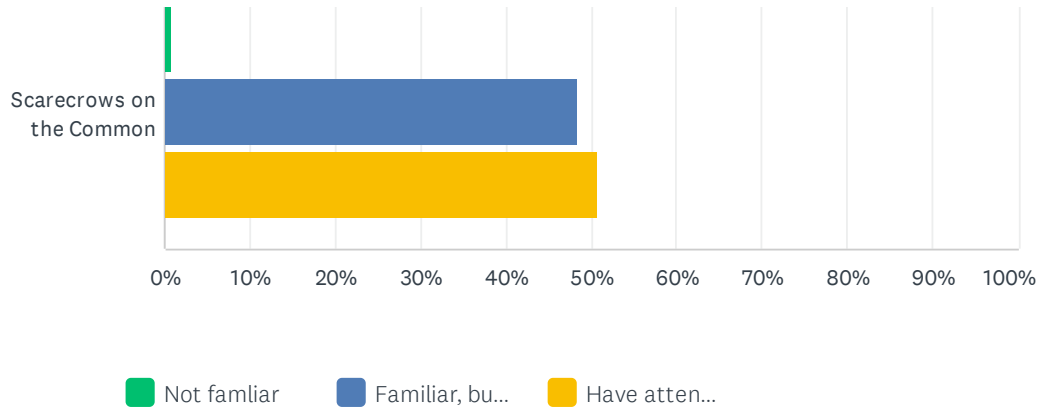
Answered: 133 Skipped: 103

Q10 Of the following local events, with which are you familiar?

Answered: 221 Skipped: 15







	NOT FAMLIAR	FAMILIAR, BUT HAVE NOT ATTENDED	HAVE ATTENDED	TOTAL	WEIGHTED AVERAGE
Breakfast with Superheros	72.69% 157	23.61% 51	3.70% 8	216	1.31
Dueling Pianos	59.91% 130	28.57% 62	11.52% 25	217	1.52
Taste of Monadnock (organized by Shelter from the Storm)	37.50% 81	43.98% 95	18.52% 40	216	1.81
Amos Fortune Lectures	36.87% 80	38.71% 84	24.42% 53	217	1.88
Jaffrey Craft Fair	21.10% 46	39.91% 87	38.99% 85	218	2.18
Town Yardsale	16.44% 36	44.75% 98	38.81% 85	219	2.22
Festival of Fireworks	12.39% 27	28.90% 63	58.72% 128	218	2.46
Riverfest	11.47% 25	42.20% 92	46.33% 101	218	2.35
Holiday Tree Lighting	11.01% 24	58.26% 127	30.73% 67	218	2.20
Memorial Day Parade	10.00% 22	44.09% 97	45.91% 101	220	2.36
Trick or Treat on the Common	8.72% 19	59.17% 129	32.11% 70	218	2.23
Summer Concert Series	8.18% 18	50.91% 112	40.91% 90	220	2.33
Jaffrey Farmer's Market	5.94% 13	30.14% 66	63.93% 140	219	2.58
Scarecrows on the Common	0.91% 2	48.40% 106	50.68% 111	219	2.50

Q11 Did we miss any events that happen in Jaffrey? If so, please list them here.

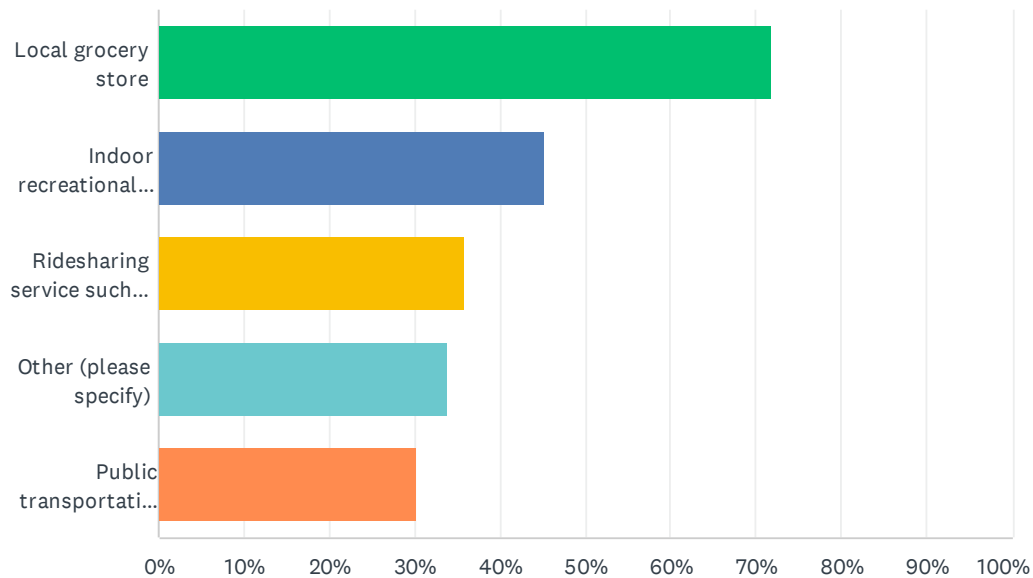
Answered: 42 Skipped: 194

Q12 Are there local events, services, or facilities that you'd like to see improved? If so, please describe.

Answered: 68 Skipped: 168

Q13 Are there events, services, or facilities that don't currently exist in Jaffrey, but that you would like to see in the future? Please select all that apply.

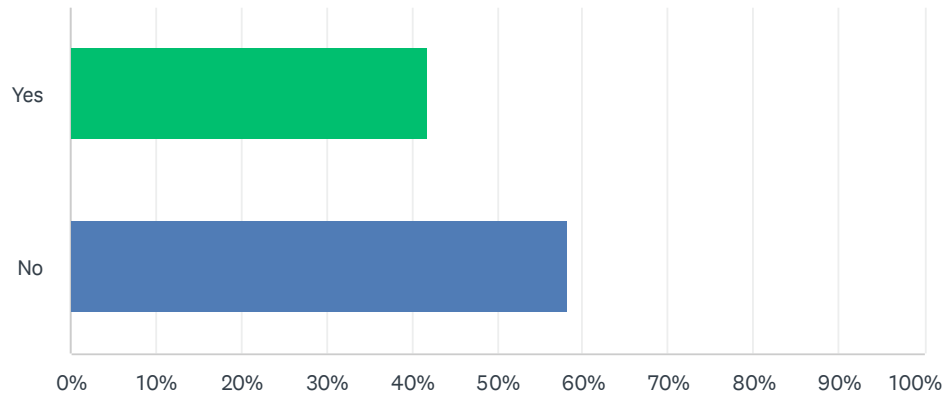
Answered: 195 Skipped: 41



ANSWER CHOICES	RESPONSES	
Local grocery store	71.79%	140
Indoor recreational space	45.13%	88
Ridesharing service such as Lyft or Uber	35.90%	70
Other (please specify)	33.85%	66
Public transportation such as a bus	30.26%	59
Total Respondents: 195		

Q14 Tax Increment Finance (TIF) districts, which help facilitate infrastructure improvements and other economic development initiatives in targeted areas, like downtown Jaffrey.

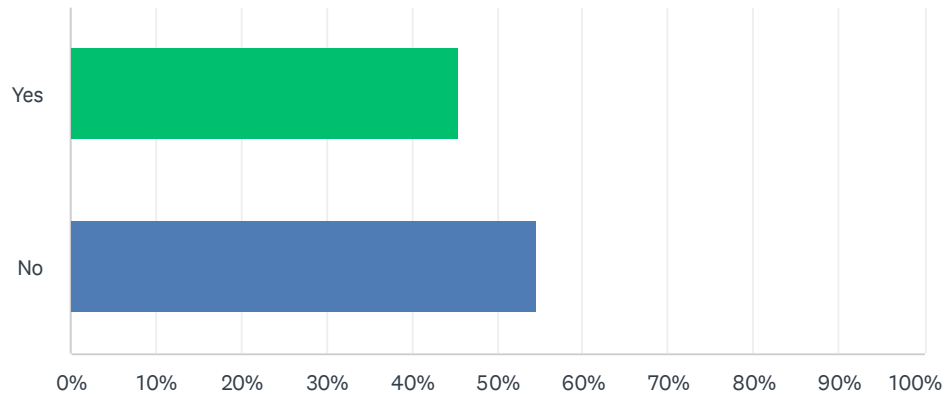
Answered: 211 Skipped: 25



ANSWER CHOICES		RESPONSES	
Yes		41.71%	88
No		58.29%	123
TOTAL			211

Q15 Economic Revitalization Zones, which open opportunity for businesses in certain areas to receive state tax credits for projects that create jobs and invest in infrastructure improvements.

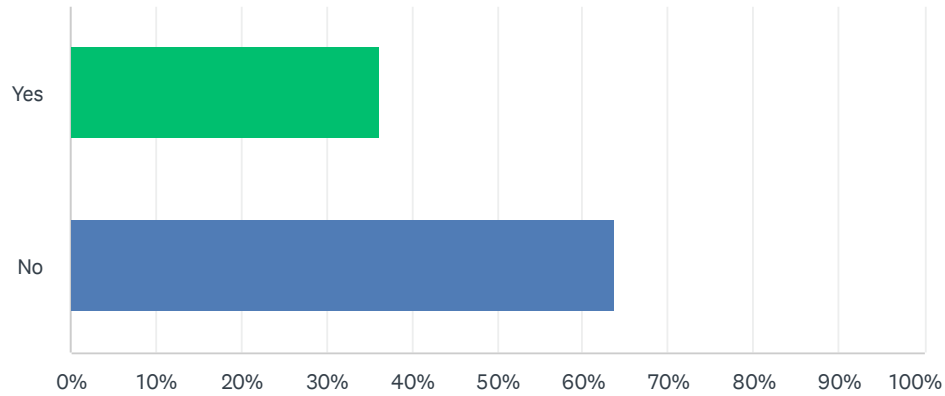
Answered: 211 Skipped: 25



ANSWER CHOICES	RESPONSES	
Yes	45.50%	96
No	54.50%	115
TOTAL		211

Q16 The Community Revitalization Tax Relief Incentive (RSA 79-E), which provides tax assessment relief for improvements in downtown Jaffrey.

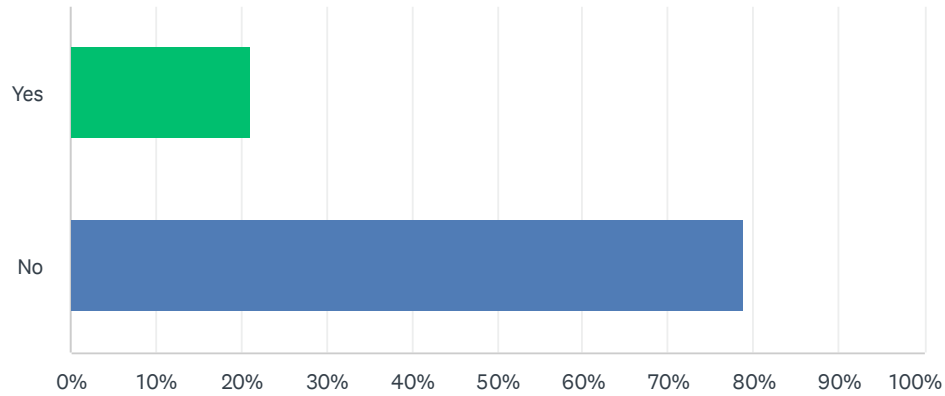
Answered: 213 Skipped: 23



ANSWER CHOICES	RESPONSES	
Yes	36.15%	77
No	63.85%	136
TOTAL		213

Q17 Density bonus for workforce housing in General Business A and Residential B Zoning Districts.

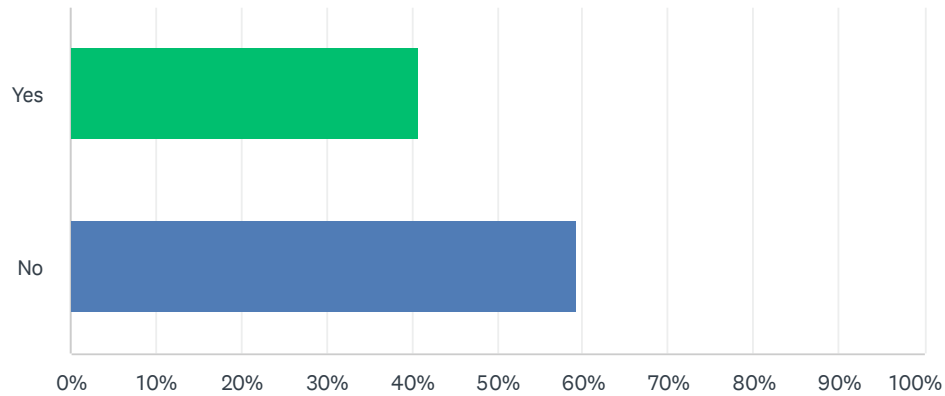
Answered: 209 Skipped: 27



ANSWER CHOICES	RESPONSES	
Yes	21.05%	44
No	78.95%	165
TOTAL		209

Q18 The town's brownfields assessment program, which provides funding for environmental assessment work on properties where there is known or suspected contamination.

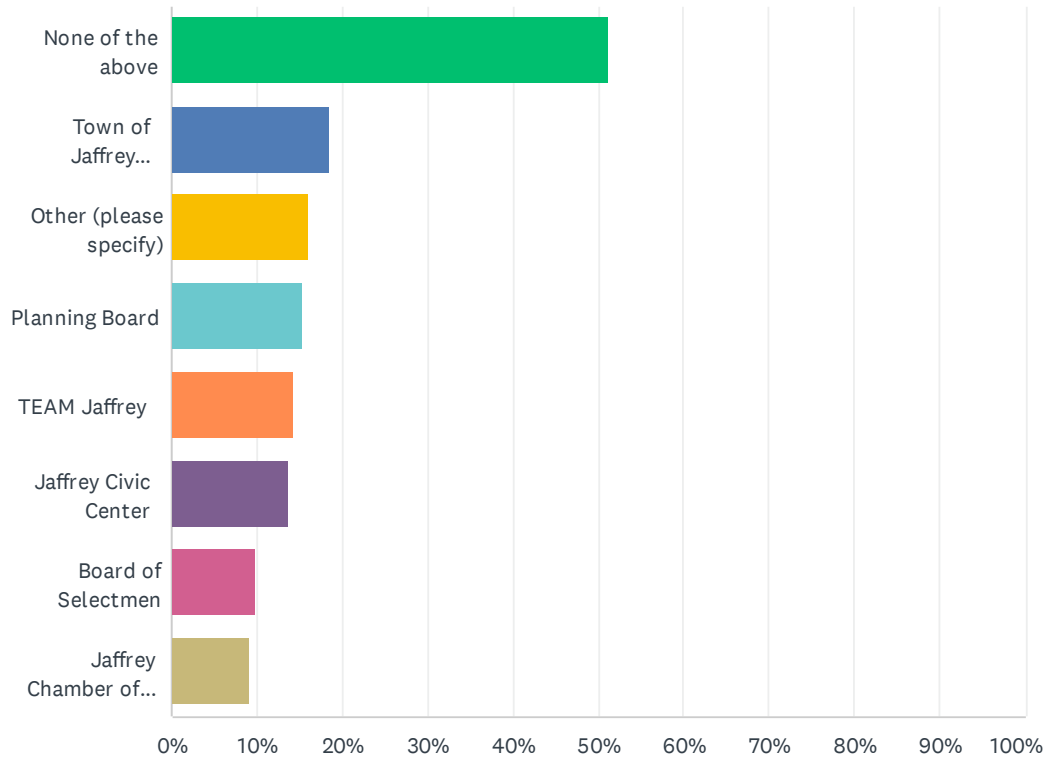
Answered: 209 Skipped: 27



ANSWER CHOICES	RESPONSES	
Yes	40.67%	85
No	59.33%	124
TOTAL		209

Q19 I'd be interested in learning more about the following volunteer opportunities (select all that apply):

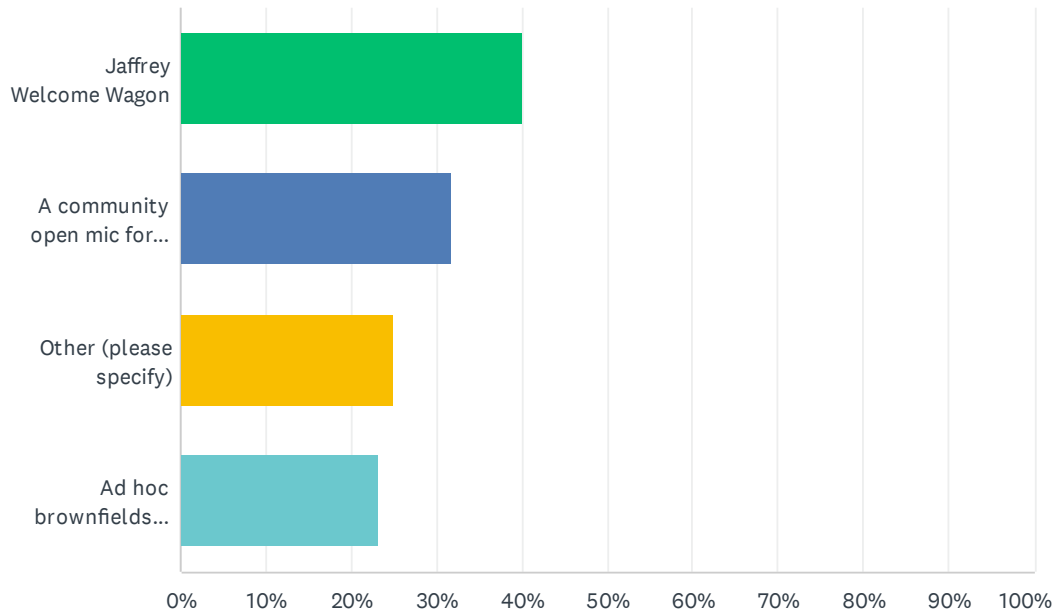
Answered: 162 Skipped: 74



ANSWER CHOICES	RESPONSES	
None of the above	51.23%	83
Town of Jaffrey Economic Development Council	18.52%	30
Other (please specify)	16.05%	26
Planning Board	15.43%	25
TEAM Jaffrey	14.20%	23
Jaffrey Civic Center	13.58%	22
Board of Selectmen	9.88%	16
Jaffrey Chamber of Commerce	9.26%	15
Total Respondents: 162		

Q20 The following are ideas for potential economic and community development initiatives in Jaffrey. Are there that any that you'd be interested in helping as a volunteer? Check all that apply.

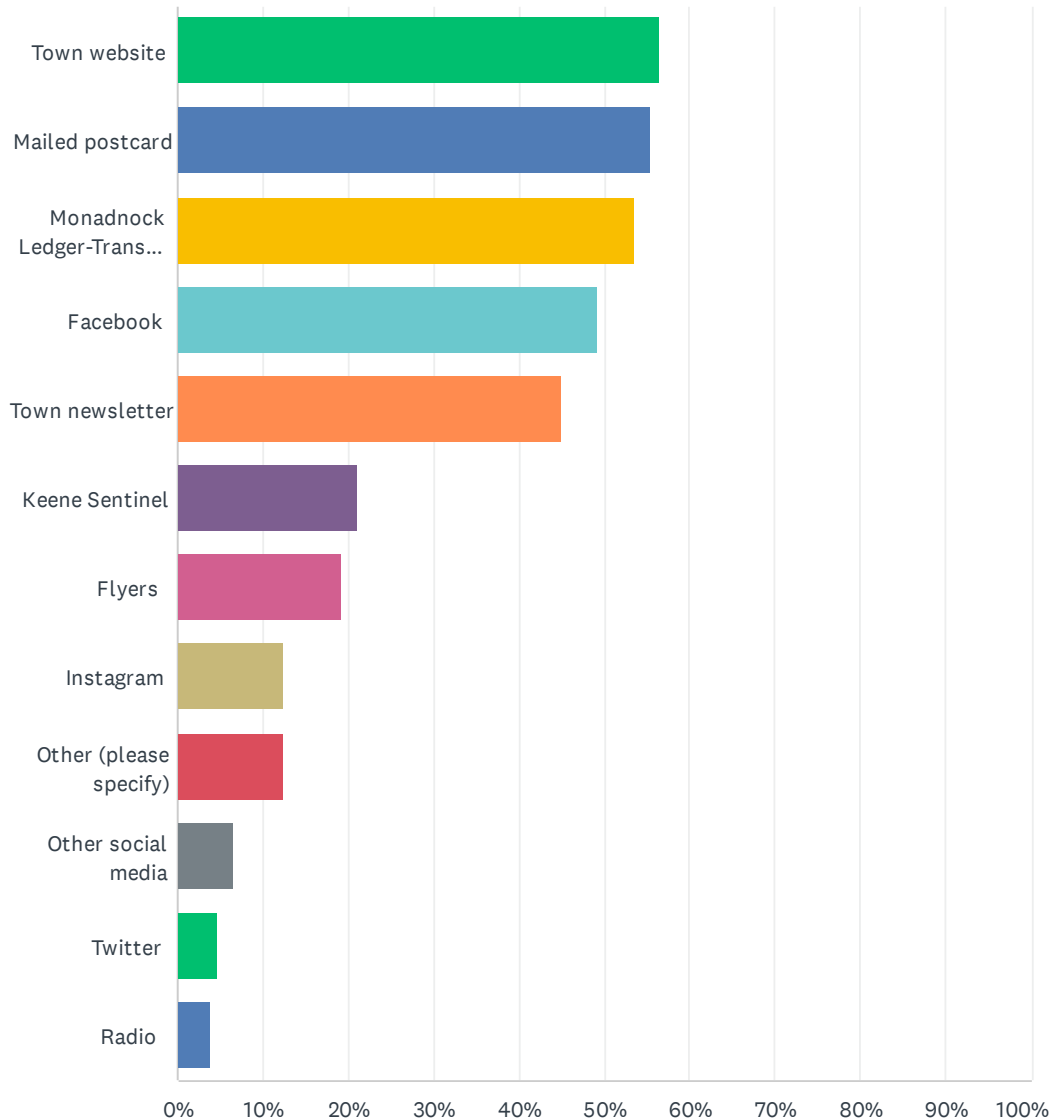
Answered: 60 Skipped: 176



ANSWER CHOICES	RESPONSES	
Jaffrey Welcome Wagon	40.00%	24
A community open mic for sharing ideas about how to help the town reach its full potential.	31.67%	19
Other (please specify)	25.00%	15
Ad hoc brownfields committee	23.33%	14
Total Respondents: 60		

Q21 Good ways to let me know about public events include (select all that apply):

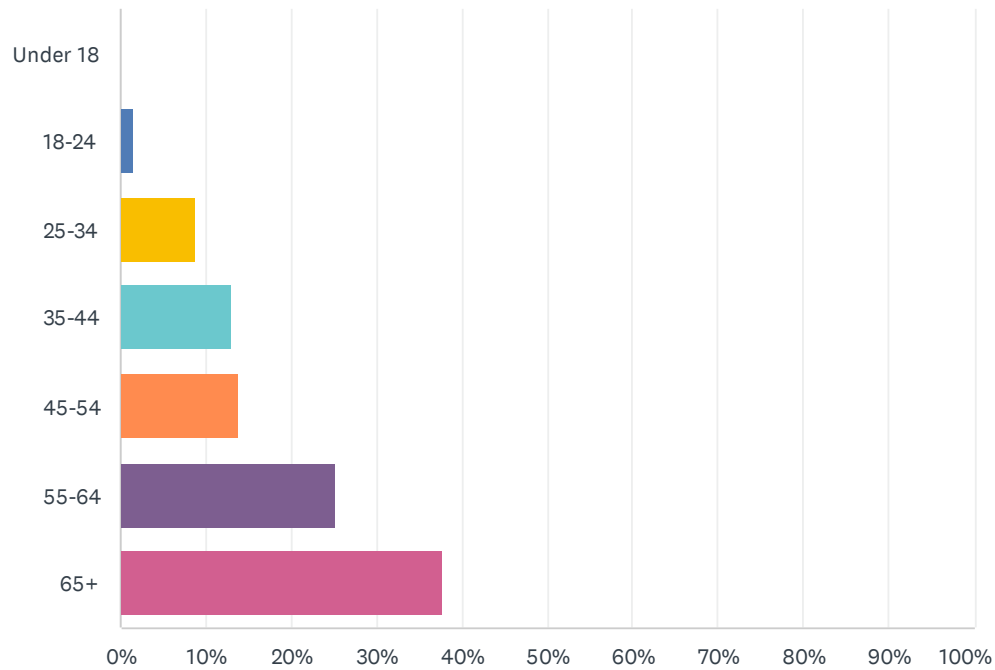
Answered: 209 Skipped: 27



ANSWER CHOICES	RESPONSES	
Town website	56.46%	118
Mailed postcard	55.50%	116
Monadnock Ledger-Transcript	53.59%	112
Facebook	49.28%	103
Town newsletter	44.98%	94
Keene Sentinel	21.05%	44
Flyers	19.14%	40
Instagram	12.44%	26
Other (please specify)	12.44%	26
Other social media	6.70%	14
Twitter	4.78%	10
Radio	3.83%	8
Total Respondents: 209		

Q22 What is your age?

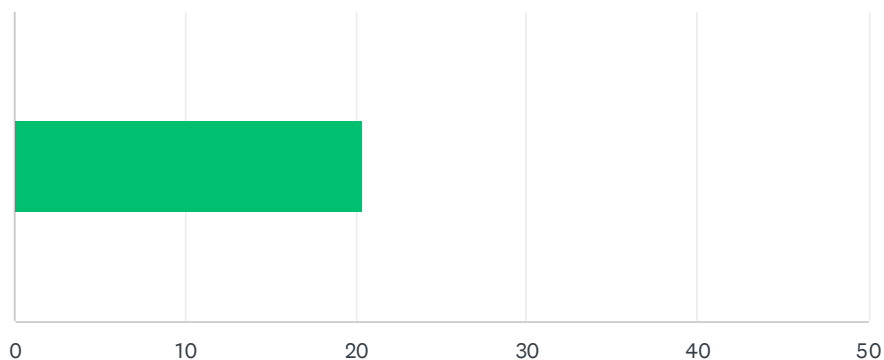
Answered: 215 Skipped: 21



ANSWER CHOICES	RESPONSES	
Under 18	0.00%	0
18-24	1.40%	3
25-34	8.84%	19
35-44	13.02%	28
45-54	13.95%	30
55-64	25.12%	54
65+	37.67%	81
TOTAL		215

Q23 How many years have you lived in Jaffrey?

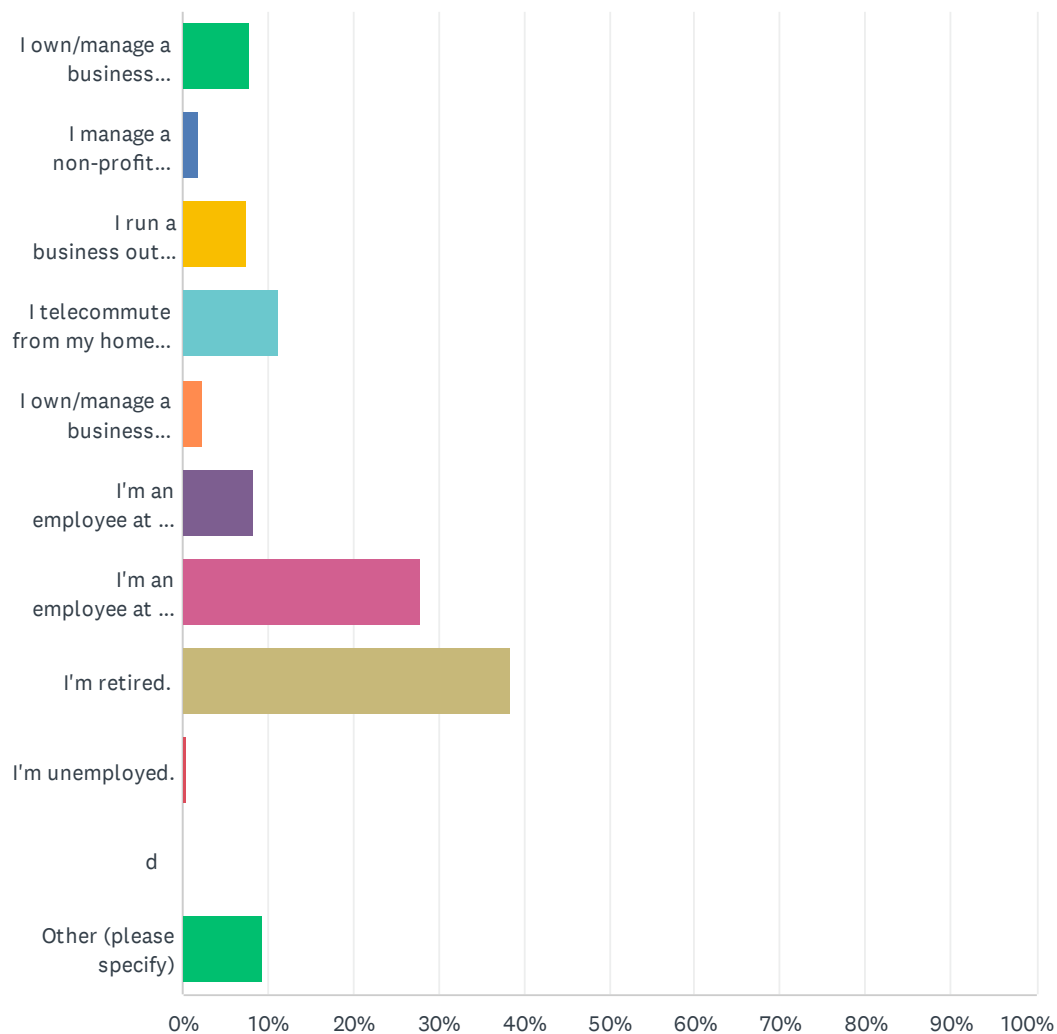
Answered: 214 Skipped: 22



ANSWER CHOICES	AVERAGE NUMBER	TOTAL NUMBER	RESPONSES
	20	4,361	214
Total Respondents: 214			

Q24 Tell us a little about your work. Check all that apply

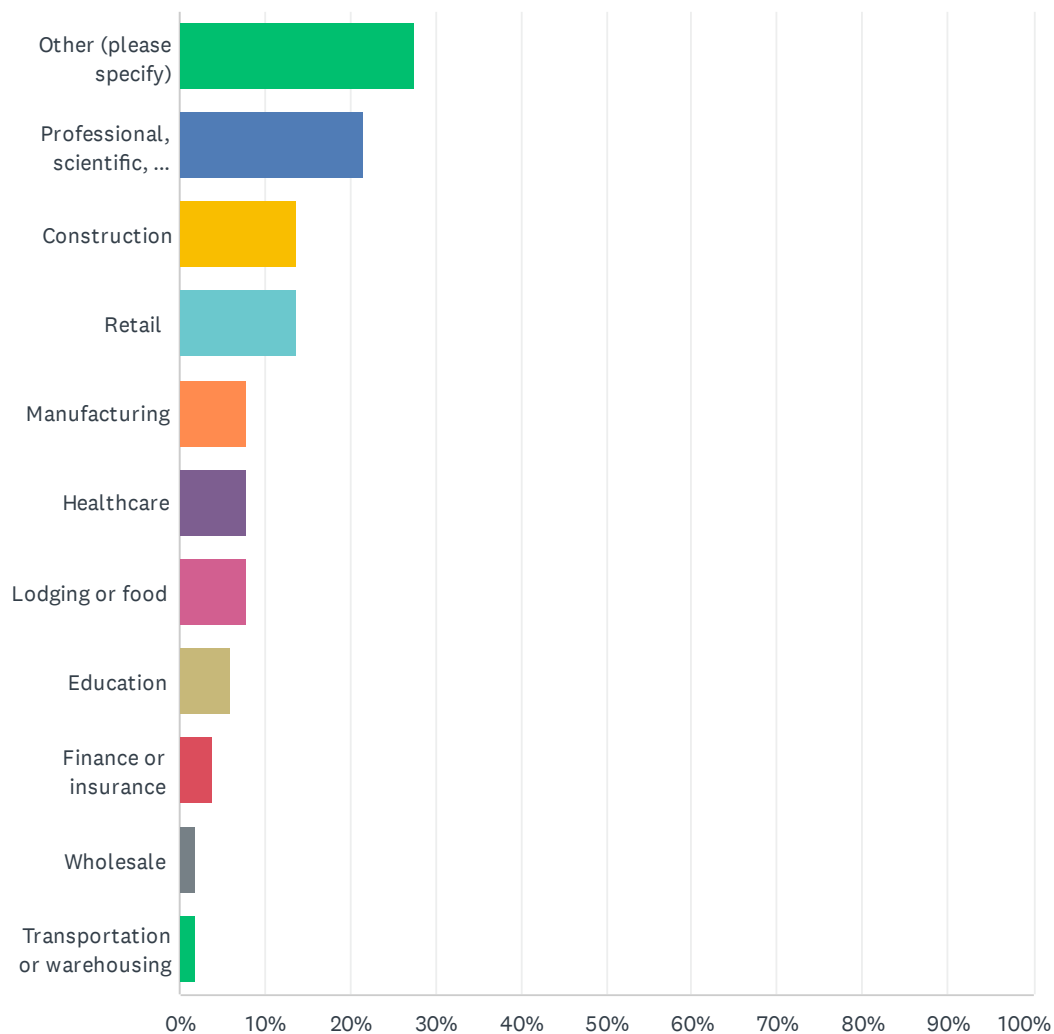
Answered: 214 Skipped: 22



ANSWER CHOICES	RESPONSES	
I own/manage a business located in Jaffrey.	7.94%	17
I manage a non-profit organization located in Jaffrey.	1.87%	4
I run a business out of my home in Jaffrey.	7.48%	16
I telecommute from my home in Jaffrey.	11.21%	24
I own/manage a business located outside of Jaffrey.	2.34%	5
I'm an employee at a business or non-profit organization located in Jaffrey.	8.41%	18
I'm an employee at a business or non-profit organization located outside of Jaffrey	28.04%	60
I'm retired.	38.32%	82
I'm unemployed.	0.47%	1
d	0.00%	0
Other (please specify)	9.35%	20
Total Respondents: 214		

Q25 What type of business/organization do you own or manage?

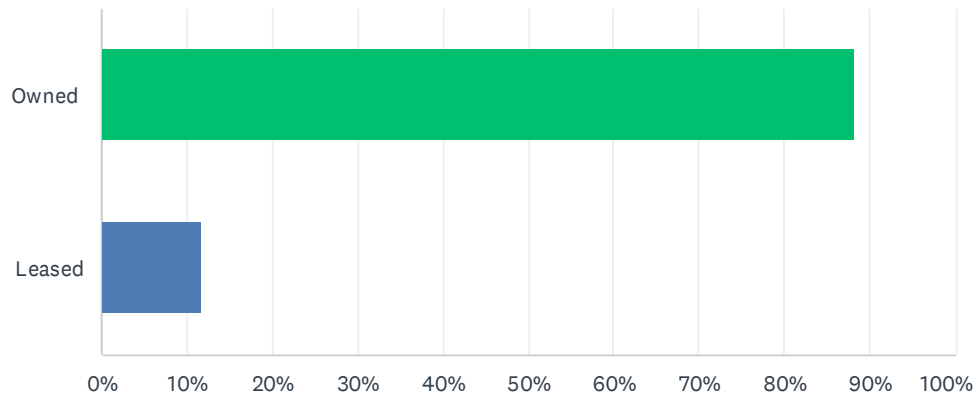
Answered: 51 Skipped: 185



ANSWER CHOICES	RESPONSES	
Other (please specify)	27.45%	14
Professional, scientific, or technical service	21.57%	11
Construction	13.73%	7
Retail	13.73%	7
Manufacturing	7.84%	4
Healthcare	7.84%	4
Lodging or food	7.84%	4
Education	5.88%	3
Finance or insurance	3.92%	2
Wholesale	1.96%	1
Transportation or warehousing	1.96%	1
Total Respondents: 51		

Q26 Is your business/organization's facility owned or leased?

Answered: 43 Skipped: 193



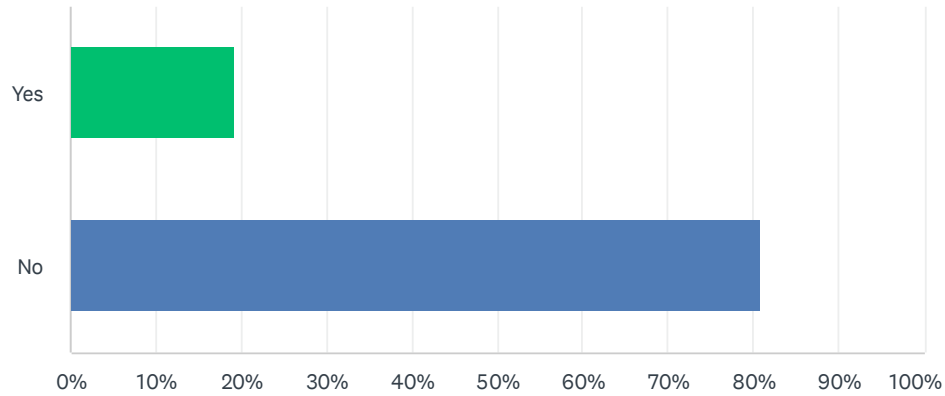
ANSWER CHOICES	RESPONSES	
Owned	88.37%	38
Leased	11.63%	5
TOTAL		43

Q27 Is Jaffrey a good location for your business or organization? Please describe why or why not.

Answered: 26 Skipped: 210

Q28 Does your business or organization have plans to expand, either within Jaffrey or elsewhere?

Answered: 47 Skipped: 189



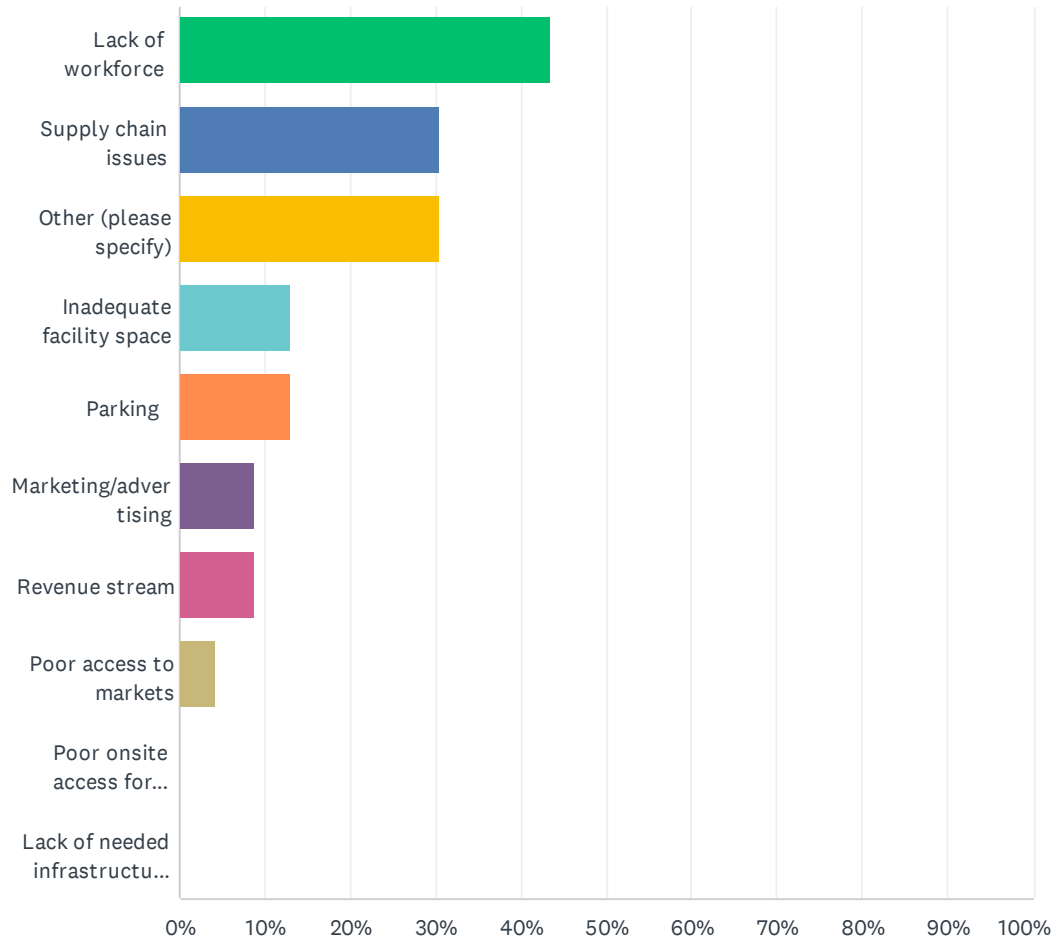
ANSWER CHOICES	RESPONSES	
Yes	19.15%	9
No	80.85%	38
TOTAL		47

Q29 If yes, please describe those plans.

Answered: 4 Skipped: 232

Q30 Is your business currently facing any challenges? Please select all that apply.

Answered: 23 Skipped: 213



ANSWER CHOICES	RESPONSES	
Lack of workforce	43.48%	10
Supply chain issues	30.43%	7
Other (please specify)	30.43%	7
Inadequate facility space	13.04%	3
Parking	13.04%	3
Marketing/advertising	8.70%	2
Revenue stream	8.70%	2
Poor access to markets	4.35%	1
Poor onsite access for freight/shipping	0.00%	0
Lack of needed infrastructure (for example, 3-phase electricity)	0.00%	0
Total Respondents: 23		

Q31 Are there other obstacles to starting or maintaining a business in Jaffrey? If so, please describe.

Answered: 8 Skipped: 228

Q32 Is there anything else that you'd like to share about community and economic development issues in Jaffrey?

Answered: 79 Skipped: 157

Q33 If you're interested in being notified about master plan updates, economic development programs, or related volunteer opportunities, please provide your contact information.

Answered: 68 Skipped: 168

ANSWER CHOICES	RESPONSES	
Name	94.12%	64
Company (if applicable)	14.71%	10
Address	0.00%	0
Address 2	0.00%	0
City/Town	0.00%	0
State/Province	0.00%	0
ZIP/Postal Code	0.00%	0
Country	0.00%	0
Email Address	100.00%	68
Phone Number	0.00%	0



Town of Jaffrey Economic Development Community Survey

The Town of Jaffrey is currently updating the economic development chapter of its master plan. The chapter will establish a strategic direction for policy making, programming, and initiatives related to local economic development. This survey aims to gather input from Jaffrey community members regarding a variety of economic development topics. Most questions aim to collect information from both residents and businesses, while the last section targets businesses specifically. Results from the survey will be incorporated into the updated chapter and will help inform economic development efforts in Jaffrey.

The survey will remain open until January 6, 2023.

Please reach out to Jo Anne Carr at 532-7880 x 110 or jcarr@townofjaffrey.com with any questions.



Town of Jaffrey Economic Development Community Survey

Background and Overall Impression

1. To what extent would you agree or disagree that the following sentences describe Jaffrey?

	Strongly disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Strongly agree
Neighbors take care of neighbors.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There's strong sense of community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The town is full of hardworking people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The local schools are great.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There's a lot of local creativity.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The town has a beautiful natural landscape.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There's plenty to do in the evening and on the weekends.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It's a safe community.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It's a great place to raise a family.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It's a community that welcomes all types of people.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
There are good job opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Would you recommend Jaffrey as a place to live? Please describe why or why not.



Town of Jaffrey Economic Development Community Survey

Population Change

3. Would you estimate that more or fewer children (aged under 18 years old) live in Jaffrey today compared with 20 years ago?

- ☐ More
- ☐ About the same
- ☐ Fewer

4. In your view, to what extent should local programs and policies aim to attract and retain young families, including those with children?

- | | |
|---|--|
| <input type="radio"/> They should strongly encourage attraction and retention | <input type="radio"/> They should somewhat discourage attraction and retention |
| <input type="radio"/> They should somewhat encourage attraction and retention | <input type="radio"/> They should strongly discourage attraction and retention |
| <input type="radio"/> They should be neutral on the matter | |

5. In your view, to what extent should local programs and policies aim to attract and retain older adults?

- | | |
|---|--|
| <input type="radio"/> They should strongly encourage attraction and retention | <input type="radio"/> They should somewhat discourage attraction and retention |
| <input type="radio"/> They should somewhat encourage attraction and retention | <input type="radio"/> They should strongly discourage attraction and retention |
| <input type="radio"/> They should be neutral on the matter | |



Town of Jaffrey Economic Development Community Survey

Perspectives on Development

6. In your view, what should be the top economic and community development priorities in Jaffrey? Select your top 3 choices.

- ☐ Improving downtown
- ☐ Increasing tourism
- ☐ Supporting and retaining our major employers
- ☐ Supporting small businesses
- ☐ Workforce housing
- ☐ Improving municipal services
- ☐ Improving the school system
- ☐ Growing the tax base
- ☐ Redeveloping or rehabilitating distressed or underutilized properties
- ☐ Other (please specify)

7. Please indicate whether you agree or disagree with the following statements regarding new development in Jaffrey.

	Disagree	No opinion	Agree
We need new development in Jaffrey in order to support quality public services.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Any new development should be limited primarily to downtown Jaffrey.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We should allow more flexibility for development in areas outside of downtown Jaffrey.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We should limit new development in Jaffrey as much as possible.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



Town of Jaffrey Economic Development Community Survey

Housing

8. Generally speaking, do you approve or disapprove of new residential development in Jaffrey that would provide housing for workers such as teachers, nurses, tradespeople, machinists, restaurant staff, and other working/middle class occupations?

- | | |
|--|---|
| <input type="radio"/> Strongly approve | <input type="radio"/> Disapprove |
| <input type="radio"/> Approve | <input type="radio"/> Strongly disapprove |
| <input type="radio"/> Neither approve nor disapprove | |

9. Are there specific reasons that you either approve or disapprove new residential development for local workers? If so, please describe.



Town of Jaffrey Economic Development Community Survey

Services and Amenities

10. Of the following local events, with which are you familiar?

	Not familiar	Familiar, but have not attended	Have attended
Riverfest	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Dueling Pianos	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Breakfast with Superheros	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Taste of Monadnock (organized by Shelter from the Storm)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jaffrey Farmer's Market	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Town Yardsale	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Summer Concert Series	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amos Fortune Lectures	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Scarecrows on the Common	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Trick or Treat on the Common	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Jaffrey Craft Fair	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Holiday Tree Lighting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Festival of Fireworks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Memorial Day Parade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11. Did we miss any events that happen in Jaffrey? If so, please list them here.

12. Are there local events, services, or facilities that you'd like to see improved? If so, please describe.

13. Are there events, services, or facilities that don't currently exist in Jaffrey, but that you would like to see in the future? Please select all that apply.

☐ Ridesharing service such as Lyft or Uber

☐ Public transportation such as a bus

☐ Local grocery store

☐ Indoor recreational space

☐ Other (please specify)



Town of Jaffrey Economic Development Community Survey

Local Policy

Are you familiar with the following local economic development programs and incentives available in Jaffrey?

14. Tax Increment Finance (TIF) districts, which help facilitate infrastructure improvements and other economic development initiatives in targeted areas, like downtown Jaffrey.

☐ Yes

☐ No

15. Economic Revitalization Zones, which open opportunity for businesses in certain areas to receive state tax credits for projects that create jobs and invest in infrastructure improvements.

☐ Yes

☐ No

16. The Community Revitalization Tax Relief Incentive (RSA 79-E), which provides tax assessment relief for improvements in downtown Jaffrey.

☐ Yes

☐ No

17. Density bonus for workforce housing in General Business A and Residential B Zoning Districts.

☐ Yes

☐ No

18. The town's brownfields assessment program, which provides funding for environmental assessment work on properties where there is known or suspected contamination.

☐ Yes

☐ No



Town of Jaffrey Economic Development Community Survey

Volunteerism and Civic Participation

19. I'd be interested in learning more about the following volunteer opportunities (select all that apply):

- | | |
|---|--|
| <input type="checkbox"/> Planning Board | <input type="checkbox"/> Jaffrey Chamber of Commerce |
| <input type="checkbox"/> Board of Selectmen | <input type="checkbox"/> Jaffrey Civic Center |
| <input type="checkbox"/> Town of Jaffrey Economic Development Council | <input type="checkbox"/> None of the above |
| <input type="checkbox"/> TEAM Jaffrey | |
| <input type="checkbox"/> Other (please specify) | |

20. The following are ideas for potential economic and community development initiatives in Jaffrey. Are there that any that you'd be interested in helping as a volunteer? Check all that apply.

- ☐ Jaffrey Welcome Wagon
- ☐ Ad hoc brownfields committee
- ☐ A community open mic for sharing ideas about how to help the town reach its full potential.
- ☐ Other (please specify)

21. Good ways to let me know about public events include (select all that apply):

- | | |
|--|---|
| <input type="checkbox"/> Keene Sentinel | <input type="checkbox"/> Instagram |
| <input type="checkbox"/> Monadnock Ledger-Transcript | <input type="checkbox"/> Twitter |
| <input type="checkbox"/> Mailed postcard | <input type="checkbox"/> Radio |
| <input type="checkbox"/> Town website | <input type="checkbox"/> Flyers |
| <input type="checkbox"/> Town newsletter | <input type="checkbox"/> Other social media |
| <input type="checkbox"/> Facebook | |
| <input type="checkbox"/> Other (please specify) | |





Town of Jaffrey Economic Development Community Survey

Tell us about yourself

22. What is your age?

☐ Under 18

☐ 18-24

☐ 25-34

☐ 35-44

☐ 45-54

☐ 55-64

☐ 65+

23. How many years have you lived in Jaffrey?

0



100



Town of Jaffrey Economic Development Community Survey

Business and employment

* 24. Tell us a little about your work. Check all that apply

- | | |
|---|--|
| <input type="checkbox"/> I own/manage a business located in Jaffrey. | <input type="checkbox"/> I'm an employee at a business or non-profit organization located in Jaffrey. |
| <input type="checkbox"/> I manage a non-profit organization located in Jaffrey. | <input type="checkbox"/> I'm an employee at a business or non-profit organization located outside of Jaffrey |
| <input type="checkbox"/> I run a business out of my home in Jaffrey. | <input type="checkbox"/> I'm retired. |
| <input type="checkbox"/> I telecommute from my home in Jaffrey. | <input type="checkbox"/> I'm unemployed. |
| <input type="checkbox"/> I own/manage a business located outside of Jaffrey. | |
| <input type="checkbox"/> Other (please specify) | |



Town of Jaffrey Economic Development Community Survey

Business/Organization Characteristics

25. What type of business/organization do you own or manage?

- ☐ Construction
- ☐ Manufacturing
- ☐ Wholesale
- ☐ Retail
- ☐ Transportation or warehousing
- ☐ Professional, scientific, or technical service
- ☐ Finance or insurance
- ☐ Education
- ☐ Healthcare
- ☐ Lodging or food
- ☐ Other (please specify)

26. Is your business/organization's facility owned or leased?

- ☐ Owned
- ☐ Leased

27. Is Jaffrey a good location for your business or organization? Please describe why or why not.

28. Does your business or organization have plans to expand, either within Jaffrey or elsewhere?

- ☐ Yes
- ☐ No

29. If yes, please describe those plans.

30. Is your business currently facing any challenges? Please select all that apply.

- | | |
|---|--|
| <input type="checkbox"/> Lack of workforce | <input type="checkbox"/> Marketing/advertising |
| <input type="checkbox"/> Poor onsite access for freight/shipping | <input type="checkbox"/> Parking |
| <input type="checkbox"/> Poor access to markets | <input type="checkbox"/> Supply chain issues |
| <input type="checkbox"/> Lack of needed infrastructure (for example, 3-phase electricity) | <input type="checkbox"/> Revenue stream |
| <input type="checkbox"/> Inadequate facility space | |
| <input type="checkbox"/> Other (please specify) | |

31. Are there other obstacles to starting or maintaining a business in Jaffrey? If so, please describe.



Town of Jaffrey Economic Development Community Survey

Closing Thoughts

32. Is there anything else that you'd like to share about community and economic development issues in Jaffrey?

33. If you're interested in being notified about master plan updates, economic development programs, or related volunteer opportunities, please provide your contact information.

Name

Company (if applicable)

Email Address