

WHY NOW?

 Economic Development and Job Creation are the "buzz" phrases from the Federal, State and local levels.

 Benoit Lamontagne of DRED remarked, "in this State, you can see the difference between the towns that are actively responding and those that are not. Ashland is ripe for positive change with the assets it has to offer."

OUR FOUNDATION

MASTER PLAN

Based on citizen input

Identifies goals and actions



CAPITAL IMPROVEMENTS PROGRAM

Focuses on long-term capital needs

Stabilizes Tax Rate; More grant opportunities



MORE FLEXIBLE ZONING OPTIONS

Growth management

More attractive to businesses

"Embrace who you are"



Beginning Thoughts

- If I have learned anything from my career in urban planning, it is this: a community's appeal drives economic prosperity. I have also learned that, while change is inevitable, the destruction of a community's unique character and identity is not. Progress does not demand degraded surroundings. Communities can grow without destroying the things that people love.
- A sense of place is a unique collection of qualities and characteristics—visual, cultural, social, and environmental—that provide meaning to a location. Sense of place is what makes one city or town different from another, but sense of place is also what makes our physical surroundings worth caring about.

Edward T. McMahon

- "When a community takes the time to get to know itself, it gains a sense of identity and purpose that informs decisions about the future.
- "Heart and soul' planning is about helping communities ask the question: "Do you want the character of your community to shape the new development – or do you want the new development to shape the character of your community?" Lyman Orton, owner of the Vermont Country Store, and Chairman of the Orton Family Foundation
- "What holds people together long enough to discover their power as citizens is their common inhabiting of a single place." Daniel Kemmis



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AUTHORIZATION

- The Board of Selectmen can appoint committees to perform specific functions in the prudent management of the Town.
- RSA 674:1 II Duties of the Planning Board:
 To recommend programs for the development of the municipality; to consult and advise public officials and all related agencies to protect and carry out the Master Plan regarding the development of the municipality.

SET GOALS

- It is important to first establish primary goals and consider timelines for each step.
- Look at the long-term outcome desired, then work back to plan steps towards its achievement.
- Focus on only the immediate goals so not to be overwhelmed.
- Spread the workload and communicate.

OVERVIEW OF GOALS*

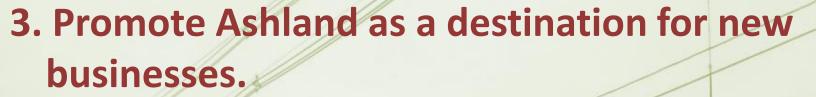
1. Define factors that attract growth, compare with existing assets and work to strengthen those factors identified.

- Assist Planning Board with inventory and map of existing Commercial properties and amenities.
- Use inventory above to match community vision and commercial needs.
- Review charrette recommendations to see which are relevant.
- Work with Town Administrator and BOS to assess broadband services needed for commercial development.
- Find Market Research on what community amenities are attractive to prospective businesses and employees.
- Based on above, develop a **strategic plan** for enhancing those amenities and for targeting what type of development to attract to Ashland.

*Proposed in Draft Rules

2. Promote growth in property valuation that generates tax revenue, which exceeds municipal costs, in order to reduce the tax burden on residents.

- Use the strategic plan to attract new enterprises to Ashland.
- Advise Planning Board on where to create a Tax Incentive District.
- Work with community on the Downtown Improvement Plan.
- Work with Housing Standards Board to improve quality of housing stock.



- Work with DRED and assist in developing website information to promote industrial/commercial opportunities in Ashland.
- Work with Plymouth Area Chamber of Commerce and Lakes Regional Planning Commission on efforts to include Ashland in promotion of the region.

4. Establish and nurture supportive relationships with existing businesses and property owners.

- Actively recruit Business community to be involved on AEDC and with all its projects.
- Explore public/private partnerships (with PSU, property owners*, and others).

^{*}The general impression in Town is that "the mills" need to be addressed. Contact with the individual owners and exploration of *their* plans for *their* properties would have to be pursued to determine what, if any cohesive development is viable.

- 5. Provide input to the Board of Selectmen, Planning Board, and Zoning Board of Adjustment to project a welcoming and helpful image to the business community.
- Currently, both Land Use Boards are working on all materials and the process to make it as "user friendly" as possible.
- AEDC would provide feedback regarding the Town's customer service.



- Build a network with all organizations in Town.
- Develop marketing identity for Ashland and strategies for promotion.

7. Work collaboratively and seek out support for Ashland economic development from local, regional, and state organizations.

- Lakes Regional Planning Commission
- Plymouth Area Chamber of Commerce
- DRED
- Plymouth State University Center for Rural Partnerships and the Enterprise Center at Plymouth
- Grafton County Economic Development Council
- NH Commercial Investment Board of Realtors (CIBOR)
- NH Business Finance Authority
- NH Preservation Alliance
- Foundation for Healthy NH/HEALnh
- Other non-profit organizations

- 8. Identify and pursue funding sources, on behalf of the Town, which would enable AEDC to meet its mission and goals.
- Consult with BOS, Department heads, Budget Committee, CIP, and Commissions for guidance on specific as well as general funding needs.

9. Promote economic growth that provides employment opportunities in Ashland.



MEMBERSHIP

- As established by the Board of Selectmen, the AEDC shall consist of seven (7) voting members on a Steering Committee chosen in the following manner:
- a) Five (5) regular members, which are to be Members of the Ashland Business Community* or Ashland Residents, to be appointed by the Board of Selectmen.
- b) In addition to the five (5) Regular members, there will be two (2) *Ex-Officio* members, a sitting member of the Board of Selectmen, and a sitting member of the Planning Board.

^{*}Member of Ashland Business Community: A person who owns, manages, or works for an Ashland business.

SUBCOMMITTEES

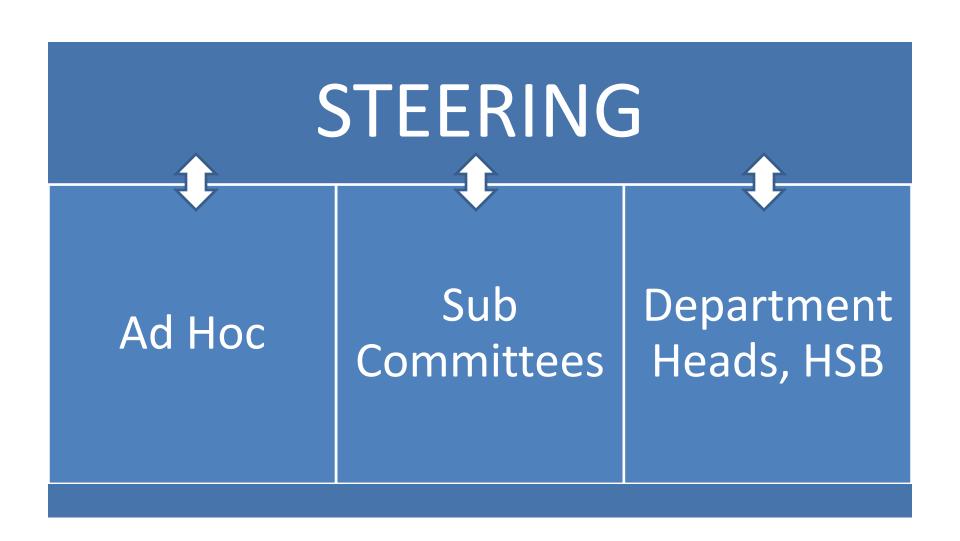
Subcommittees may be established by AEDC to work on specific projects and/or initiatives and report back to the Steering Committee.

The Chair of a Subcommittee will be a member of AEDC and be appointed by the AEDC membership.

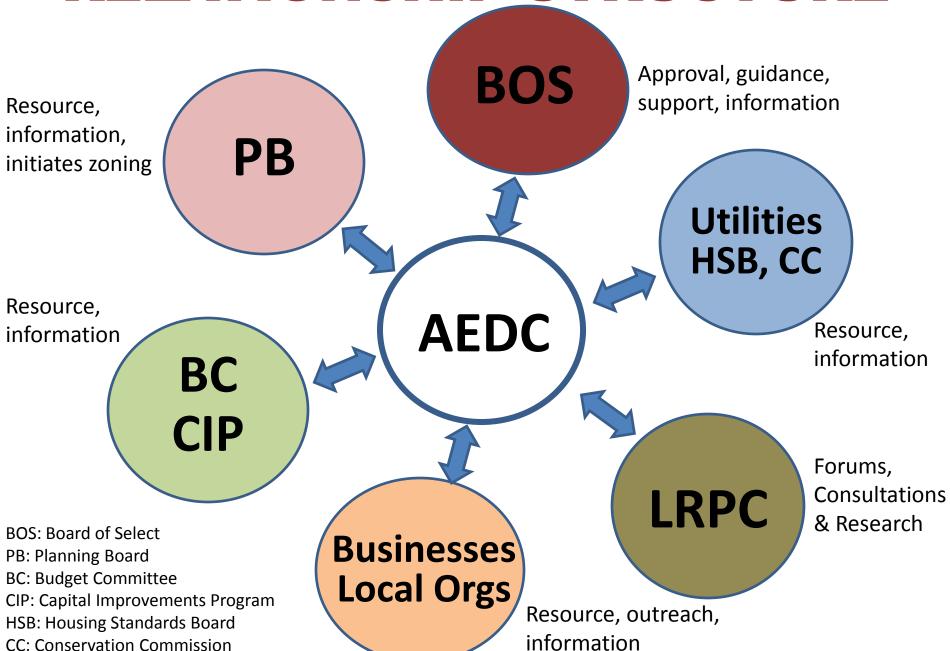
Members of the Subcommittee are appointed by the AEDC but do not have to be members of AEDC, except for the Subcommittee Chair, and may be made up of residents, members of the Ashland Area Business Community and professional advisors from the surrounding community.

An Ad Hoc Committee shall consist of a member of the Plymouth Regional Chamber of Commerce, a sitting member of the Water and Sewer Commission, a sitting member of the Electric Commission, a sitting member of the Conservation Commission and a representative from the Ashland Business Community.

COMMITTEE STRUCTURE



RELATIONSHIP STRUCTURE



RESPONSIBILITIES

- Members actively participate in meetings with other organizations and network.
- Commit to gaining and sharing knowledge.
- Communicate with all Boards, Commissions and other partners for an integrated approach.
- Decide priorities to focus on.
- Set timelines for planning and projects.
- Keep accurate and timely records.
- Report quarterly to BOS on progress.

MEETINGS

- The AEDC meetings shall be open to the public in accordance with NH RSA 91-A, and be held monthly at a regular time and place to be determined by the first seated committee.
 - The time and place of each meeting shall be posted in accordance with RSA 91-A. All records and minutes of AEDC meetings or actions shall be filed with the Ashland Town Office and be made available to the public in accordance with State statutes.
- Committee representative(s) shall agree to attend the regular Board of Selectmen meeting at the end of each quarter to report on the Committee's progress.

CONTACTS/RESOURCES:

- Benoit Lamontagne, DRED Lakes Region Economic Development; President of the North Country Economic Development Council; lives in Plymouth benoit.lamontagne@dred.nh.gov (W) 271-2591; (C) 419-9713
- Lakes Regional Planning Commission, Jeff Hayes
 103 Main St., Suite 3, Meredith, NH 03253 www.lakesrpc.org jhayes@lakesrpc.org (W) 279-8171
- Plymouth Regional Chamber of Commerce, Scott Stephens, Director (W) 536-1001
- Grafton County Economic Development Council, 131 Main St., Plymouth 536-2011 Mark Scarano, Chief Executive Director; Mark LeClair, BOD Chair
- Laura Scott, Community Development Director, Town of Windham <u>Iscott@windhamnewhampshire.com</u>
 432-3806 She also participated in the 2011 charrette.
- Robert Housman, Town Planning Director, Wolfeboro 569-5970 planningdirector@wolfeboronh.us
- Andre L. Garron AICP, UNH Cooperative Extension
 Nesmith Hall, 131 Main St., Durham, NH 03824-2500 www.unh.edu (W) 862-5171
- Center for Rural Partnerships, MSC 68, 17 High St., PSU Ben Amsden, 535-3275 psu-cfrp@plymouth.edu
- Jeanie Forrester State House, Rm 105, 107 N. Main St., Concord 271-4980 jeanie.forrester@leg.state.nh.us
- Nik Coates, HEALnh, 125 Airport Rd., Concord (W) 225-0900 <u>ncoates@healthynh.com</u>
- Ted Mitchell , Pittsfield EDC Chair <u>chipper@myfairpoint.net</u>



Some projects that happened because of community support.

Photos: Bridge: Riveredge Marina;

School: Samyn/D'Elia Booster Club: Dana Hill Group



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