



Staff Report #1, Agenda Items 2 and 3

2017 ECONOMIC DEVELOPMENT ACTION PLAN

At the April 06, 2017 City Council meeting, the Economic Development Action Plan (EDAP) was adopted by the City Council. The Committee should be familiar with the report which was adopted and its furtherance made a part of the City Council's adopted goals. The City Manager and Staff have been diligent in achieving the stated outlined goals as will be evident in this report.

CITY ECONOMIC DEVELOPMENT ACTION ITEMS

The adopted plan identified a number of items that were grouped under the title of action items please refer to the report for details.

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| <i>Business Advocacy and Response Team</i> | A Business Advocacy and Response Team has been created unofficially outside of the mantle of City Government. The external contact for the team is/has been City Councilor Greenwald. The internal city response team consists of Rebecca Landry, Rhett Lamb, Elizabeth Dragon and Medard Kopczynski who is also the point of contact. |
| <i>Community Development Department</i> | |
| <i>Code Enforcement</i> | |
| <i>Create Public outreach and educational programs</i> | Recently filled the permit tech position with a full time employee and continue to work on electronic plan reviews through IWorqs with other city departments to increase the efficiency of the review process. When the Land Development Code is complete instruction sheets will be produced which will include permitting standards and FAQS. Department will continue to investigate outreach methods to include YouTube and social media access to the public. |
| <i>Relocate all actions and processes related to permitting and inspections to a single location</i> | It is not practical to relocate an element of the Fire Department and the City Engineers office to City Hall. With the outcomes of LEAN processing and the use of electronic permitting there should be no need for co-location. |
| <i>Rebrand the Code Enforcement Department as the Community Development Department</i> | All departments on the fourth floor were merged on July 01, 2018 into the Community Development Department under one director. |
| <i>Permitting Process Simplification</i> | |
| <i>Customer Service and Streamlining</i> | |

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| <p><i>Develop a single permit application process</i> that requires applicants to visit a single City department for all applications and fees – whether in person or online. This will eliminate the need for applicants to visit multiple City facilities and make multiple payments for application fees.</p> | <p>There are two efforts underway to achieve this goal, one related to the LEAN process and learning that the Community Development Department, Engineering and Fire Department has commenced, and the other is the general organizational process and revisions that will take pace as part of the Land Development Code process (see below). A single building/fire permit application and process for most permits will be possible when:</p> <ol style="list-style-type: none"> 1) The LDC project is complete and when; 2) Generalized rules/zoning/ Planning Board processes have been simplified; 3) Staff has been authorized to determine and decide at the permit desk level for most applications and; 4) When there has been sufficient cross training and; 5) We have greater use of computerized permit processing. <p>Great strides in these directions have already occurred.</p> |
| <p><i>Implement a contractor precertification program</i> that will reduce the number of inspections required for construction projects based on qualified project contractors agreeing to mandatory prequalification criteria.</p> | <p>Under the new permit fees we have put in place a tiered discount for owner occupied single family permits when they have a design professional or licensed plumber or electrician involved in the work. To move forward with an inspection/certification program the Community Development Department will need to investigate statutory authority and examine control/liability issues.</p> |
| <p><i>Reduce the time from application to permit</i> to attract businesses that are competing in a global economy and may be considering other sites outside of Keene based upon time-to-market considerations such as perceived regulatory obstacles that can increase costs and delay development.</p> | <p>This is ongoing with the creation of the Community Development Department, the UDC project, LEAN, and the continued work with Iworqs.</p> |
| <p><i>Establish criteria and authorize a staff development review committee</i> to conduct administrative approvals and authorize eligible development projects to reduce applications that must be reviewed by the Planning Board.</p> | <p>This will occur when authorized by changes via the LDC project.</p> |
| <p><i>Land Use Code Update-</i> <i>Land Use Code Update-</i> <i>Revision of the Zoning Code, plus processes, and Planning Board standards is a major component of the</i></p> | |

Economic Development effort. The intent of the project is to reorganize, clarify, and revise where needed the rules and regulations that apply to development and redevelopment.

Phase One of this project, which took place in 2016, was review of the present regulations by a consultant and the outcome which was adopted by the City Council, adopted as part of the City Council goals, and adopted in the Economic Development Action plan is a revision to code that organizes the code so that the regulations are in one place and clearly written (Phase 2).

How Keene looks, feels and prospers, now & into the future, is shaped by our land use regulations. It's been over 40 years since these regulations were last comprehensively updated.

Accomplished to Date: See Below;

Management:

Project is being managed in-house, but two consultants hired to assist.

Matter; hired to assist with branding, marketing, messaging. Messaging created, website *Building Better Together*: www.keenebuildingbetter.com

Camiros; hired to assist with review of the Unified Development Ordinance (UDO) structure, Character- (aka Form-) based recommendations for the Central Business District (CBD).

Public Involvement & Communication:

Outreach for this project has been extensive and focused. Outreach has ranged from interviews and media to, group meetings and individual meetings.

Presentations to community groups / organizations – Staff have presented on the project to local organizations such as the Rotarians, Lions Club, Kiwanis, etc.

Local Media - Staff has met with the editorial staff of the Keene Sentinel as well as conducted a radio interview with Dan Mitchell at WKBK.

Neighborhood Meetings - There will be at least 2 meetings in each Ward over the course of the project) – the first series of meetings was a project kick-off, the second will be later in the year to share proposed changes and follow up on any items that were addressed in the initial meeting.

Development Community Roundtable - Starting in July, each month we are holding a roundtable discussion for members of the development community including land use attorneys, contractors, land use consultants, surveyors, etc. to share info / gain input and insight on proposed changes.

Downtown Storefront – In July and August, We utilized vacant storefront space on Main Street to hold downtown office hours to share information about the project and answer questions from citizens.

Community Forums - We anticipate holding three community forums starting in the fall, and continuing into early 2019 to share information about the project, proposed changes, and to answer questions. The forums in 2019, will be an opportunity to share the draft UDO and receive comments / answer questions from the public.

Individuals and Small Groups - Staff has met with numerous individuals and small groups (approximately 50 to date) to discuss the project in person, learn about their experiences working with the City's codes, and gather their thoughts on improvements to the codes.

Topic Oriented Focus Groups - For certain subject matters we will be convening topic specific focus groups.

Joint PB/PLD - Those sections of current City Code and Land Use Regulations that are known to be of concern to staff and to interested parties in subject groups are being brought forward to the Joint Committee for basic comment, and agreement with the general direction that staff will use to redraft. A schedule of topics to be discussed with the Joint Committee has been prepared through

the end of the calendar year.

Topics Discussed to Date:

- A. Greater than half of the Zoning Districts
- B. Lighting Standards
- C. Subdivision Regulations
- D. Landscaping Standards
- E. Parking Standards
- F. Telecommunications
- G. Stormwater Standards
- H. Floodplain Standards
- I. Surface Water Protection

Regulatory Review:

Staff has conducted a preliminary review of the entire 24 Chapters of the Code of Ordinances and the City's land use regulations in conjunction the affected departments. Of the Code of Ordinance Chapters, 15 may have some sections that should or could be imbedded into a UDO (Unified Development Ordinance). Staff has reviewed a number of UDOs developed from communities across the country, and has worked with our consultant on the basic format and structure of the proposed UDO.

Staff does not anticipate developing new ordinances or introducing new subject matter into the regulations through this project, as the time-table and work plans do not contemplate additions. Any additional subjects added will change the work and tasking plans and will add time and cost. We may identify potential topics to address in the future, but the focus of this effort is on updating and improving the structure / readability of the current regulations.

Analysis Integration of Character Based Zoning Update:

As stated above, the consulting firm Camiros was retained to comment on the integration process and format and to make recommendations on Character- (aka Form-) Based zoning in the downtown Central Business District (CBD). Camiros has been on site and met twice with staff to discuss the work plan for their efforts. They have conducted a site analysis of the downtown and have interviewed community stakeholders. Camiros will return in the fall to present concepts for updating the CBD zoning district to a Character Based form of zoning.

Reorganization of Regulations:

A draft table of contents which shows how the code will be organized has been created. In addition a draft format for the how the standards related to the zoning districts will be laid out in the new code has been created. It is believed that most of the zoning districts will remain as they are, with the exception of clearly outlining the intent and interpretation process, updating the language and organization for improved clarification and updating the definitions to meet today's needs. Most of the work to be done with the Zoning Ordinance is related to addressing specific specified sections such as signage, parking, landscaping etc. Staff will be updated the Planning Board processes and standards in addition to the sections of city code related to development and land use that may be included in the UDO. Ultimately, all of the regulations related to land use and development will be organized into the UDO, which will serve as one document for land use/development regulations.

Improve Application Review Process: A component of this project is reviewing the application review and approval processes for development permits. Staff will be working with the Community Development Department and the Fire and Engineering Departments, to identify opportunities for improving customer experience, and streamlining the review and approval process. This will build off the LEAN process efforts already undertaken by these departments.

Adoption Process: The process outlined is to bring forward components of the current code to the public and the Joint Committee for discussion on staff's recommendations for improvements to these

sections, with periodic updates to the City Council so that comments can be received. When drafts of the Code sections are completed, they will be brought forward to the Joint Committee, City Council, and the public for review. A complete substitution document will be submitted as part of the normal Zoning Amendment process, once a final draft of the UDO is available in Spring of 2019.

Post-Adoption Education: It is anticipated that there will be a break-in period for the use of the new code, most likely allowing dual use of the current regulations and the newly adopted regulations. This break-in period would be an opportunity to fine tune the document and processes over the course of 6 months, and for the community, including developers and land use boards, to become familiar with the new code.

Development Incentives

| All of these incentive programs have been placed on the choosekeene.com website | |
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| Community Revitalization Tax Relief Incentive Program NH RSA 79-E <i>Recommendation to adopt.</i> | Resolution R-2017-41 with map for implementation of RSA 79 E adopted January 18, 2018. Present district boundary under discussion for expansion in the downtown. |
| Tax Increment Finance districts used to incentivize development and redevelopment of properties for the purpose of economic growth. | The most recent use has been financing of part of the Hebron Hall/Library Expansion. The next use of the TIF funds will be used for the replacement of infrastructure (sewer, water, stormwater) in the Central Business district specifically Main Street. |
| The New Market Tax Credits (NMTC) provides tax credit incentives to investors for equity investments in certified Community Development Entities (CDE), which invest in low-income communities. The credit equals 39% of the investment paid out (5% in each of the first three years, then 6% in the final four years, for a total of 39%) over seven years (more accurately, six years and one day of the seventh year). A Community Development Entity must have a primary mission of investing in low-income communities and persons. | The New Market Tax Credit program will continue to be used when qualified. There will be another allocation round of credits this winter for CDEs. Any remaining allocation from last winter to sub allocate for projects is virtually impossible to find. A project needs to be at least \$8 million to work for NMTC. Obtaining a sub-allocation for a project even when credits are available is also very difficult and competitive. |
| The Economic Revitalization Zone (ERZ) tax credit offers a short term business tax credit for projects that improve infrastructure and create jobs in designated areas. | Keene has 3 ERZs. Black Brook Corporate Park (approved 11/06) (renewed 3/16) Black Brook North Park and other adjacent properties (approved 11/06) (renewed 3/16) Marlboro Street Corridor (approved 11/17) |
| Community Development Investment Program is offered by the Community Development Finance Authority (CDFA) gives a 75% state tax credit against a donation made to any approved project. The tax credit may be applied against the New Hampshire business profits tax, business enterprise tax, and/or the | The program, will continue to be used; past projects include; the Colonial Theater, the EF Lane Hotel, the Railroad Street properties, the new Cheshire County Courthouse; the new MoCo Arts building and MAPs Counseling Services. |

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| <p><i>insurance premium tax. The donation also may be eligible for treatment as a state and federal charitable contribution. In most cases, businesses only pay about 11 cents on the dollar for their contribution.</i></p> | |
| <p><i>Historic Tax Credits</i> are provided under the <i>The Federal Historic Preservation Tax Incentives program. Ten to twenty percent income tax credits for the rehabilitation of certified historic structures (twenty percent) and non-historic buildings built before 1936 (ten percent).</i></p> | <p>Historic tax credits have been used as part of a funding structure for buildings that meet the criteria, however none recently (the Colony Mill is currently seeking such relief). Some buildings in the Central Business district may be able to qualify. A 20% income tax credit is available for the rehabilitation of historic, income-producing buildings complies with the Secretary's Standards for Rehabilitation. PLEASE NOTE that Public Law No: 115-97 (December 22, 2017) repeals the 10% tax credit.</p> |
| <p><i>Research and Development Tax Credit Program</i> awards a state business tax credit to businesses that have incurred expenditures for manufacturing research and development in the form of wages.</p> | <p>This is a resource that can be used, for example, by the Business Advocacy and Response Team to attract new businesses to a well-established business sector in Keene, however funding is limited and competitive.</p> |
| <p><i>The NH Job Training Fund</i> empowers businesses to train current workers and also benefits individuals seeking to improve career opportunities in the modern economy. It provides a 50/50 cash match grant from \$750 to \$100,000 for customized employee training.</p> | <p>This program will become more important as the region shifts to workforce training.</p> |
| <p><i>Development Incentives <u>not in report</u></i></p> <p><i>Free Trade Zone</i>- Foreign-trade zones (FTZ) are secure areas under supervision of U.S. Customs and Border Protection, considered outside the customs territory of the United States for the purposes of duty payment. Located in or near customs ports of entry, they are the U.S. version of what are known internationally as free trade zones. Domestic goods moved into a zone for export are considered exported upon entering the zone for purposes of excise tax rebates and drawback. The benefits obtained through FTZ procedures help encourage U.S. activity, employment and value added, often in competition with foreign alternatives. FTZ sites and activities remain within the jurisdiction of federal, state and local</p> | <p>Keene's FTZ can eliminate formal customs procedures and payment of duties on foreign merchandise that does not enter customs territory for domestic consumption. Domestic goods moved into the zone for export are considered exported for the purpose of excise tax rebates and drawback. Keene businesses can take advantage of this federal incentive. A Foreign Trade Zone is created when a local organization, such as a city, county or port authority, applies to the FTZ Board for a grant to establish and operate a zone to serve a specifically defined geographic area. Upon approval of the zone by the FTZ Board, the organization becomes known as the FTZ "grantee". Grantees are then able to submit applications to the FTZ Board to establish FTZ sites or subzones for use by companies</p> |

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| <p>governments and agencies.</p> <p>Opportunity Zone-An Opportunity Zone is an economic development tool—that is, they are designed to spur economic development and job creation by providing tax benefits to investors. First, investors can defer tax on any prior gains until the earlier of the date on which an investment is sold or exchanged, or December 31, 2026, so long as the gain is reinvested in a Qualified Opportunity Fund. Second, if the investor holds the investment in the Opportunity Fund for at least ten years, the investor would be eligible for an increase in basis equal to the fair market value of the investment on the date that the investment is sold or exchanged.</p> <p>A Qualified Opportunity Fund is an investment vehicle that is set up as either a partnership or corporation for investing in eligible property that is located in an Opportunity Zone and that utilizes the investor's gains from a prior investment for funding the Opportunity Fund. To become a Qualified Opportunity Fund, an eligible taxpayer self certifies. (Thus, no approval or action by the IRS is required.) To self-certify, a taxpayer merely completes a form (which will be released in the summer of 2018) and attaches that form to the taxpayer's federal income tax return for the taxable year. (The return must be filed timely, taking extensions into account.)</p> | <p>in that area.</p> <p>Keene has a new Opportunity Zone (Federal) that was created to encourage development by allowing investors to defer certain taxes on investments in the community. There is vacant acreage in this zone that is adjacent to Routes 12 and 101 and only a mile from the airport (south), downtown (north), and multiple new multi-unit residential developments.</p> |
| <h3>Downtown Economic Vitality</h3> <p>Keene's downtown is an important community asset that has become part of this community's national identity. A partnership between the City and the downtown business community is recommended to proactively inventory and promote downtown Keene amenities and minimize vacancies.</p> | <p>MEDC and the City of Keene will cost share the position of Downtown Coordinator which is a new position to retain, grow and recruit businesses and enhance the overall business environment within Downtown Keene. The Director-Economic Development will be working closely with this person and there is an emphasis on the downtown/CBD generally.</p> <p>The Downtown Revitalization Project was submitted under the US Department of Transportation Better Utilizing Investment to Leverage Development (BUILD) Transportation Discretionary Grant Program. It was a Planning Grant Application for \$750,000 for design of water, sewer, stormwater</p> |

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| | and the transportation network to integrate multi-modal conceptions into downtown streets. |
| Broadband | |
| Legislation -New Hampshire municipalities should have the option to use public funds for the construction of broadband networks that meet modern day demand. It is recommended that the City partner with local businesses and organizations to build a case for State of New Hampshire financial and legislative support for the development of modern broadband solutions in Keene. | SB170 passed this year which allows municipalities to bond for broadband expansion projects where current services at any property or premise do not meet the minimum federal definition. The bill stopped short of adding broadband to the definition of "infrastructure" generally and includes limitations, but it opens the door and expands local authority for broadband investment. |
| Next Century City According to Next Century Cities, "Across the country, innovative municipalities are already recognizing the importance of leveraging gigabit level Internet to attract new businesses and create jobs, improve health care and education, and connect residents to new opportunities." There are presently 154 member cities across the country. It is recommended that Keene become the first Next Century City in New Hampshire. | Keene became the first NH Next Century City in 2017. This provides very helpful resources as we look into new technologies and consider broadband policies and practices. There is much to learn about the local impact of evolving technology deployments such as small cell or 5G as well as local and national broadband legislation, and we can learn from other communities' RFPs, policies, and established broadband practices. Next Century Cities membership is a very good resource. |
| Partnerships -The City should partner with local organizations to raise awareness of the last mile challenge and push for State support at the legislative level as well as actively seek funding sources to bring gigabit broadband services to the doorstep of every Keene business and increase provider competition for business and residential broadband services. | Partnerships are an ongoing effort. We have become a known point of contact for people and businesses looking to improve broadband options. We continue to have an open discussion with businesses, residents, MEDC, the Chamber, Hannah Grimes and others. |
| Dig Once Policy -According to the Federal Highway Administration, "90 percent of the cost of deploying broadband is when the work requires significant excavation of the roadway." It is recommended that the City adopt a Dig Once ordinance to take advantage of future conduit installation opportunities when excavation is permitted in the right of way. | The Dig Once policy is presently being drafted to be considered alongside road construction projects in the next CIP as per the broadband study discussion that took place at PLD. |
| Study - In order to better serve the broadband needs of the Keene community and develop specific plans we need to better understand at a detailed level the current environment. This includes | The broadband study was completed this year. The study successfully conducted residential and business surveys and identified the potential financial implications of a City-owned broadband network. A broader study identifying current |

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| <i>measuring demand, identifying current services, analyzing current telecommunications legislation and identifying feasible broadband deployment opportunities. It is recommended that the City conduct a study to determine the potential uses and effective models for fiber and wireless broadband services in Keene.</i> | services and an implementation plan for an expanded network would have required more budget than was available and should only be considered if there is some likelihood of investment in such an expansion project. The dig-once policy and CIP project consideration are outcomes of this study. |
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Outreach

Keene has received insufficient site selection visibility in the past amongst New England communities despite its wealth of business resources and opportunities. A Marketing Plan is required to build awareness of Keene's many amenities and development opportunities. It must highlight the value of living in Keene and address the perceptions associated with local property taxes. The plan will additionally serve to inform the public of the development process improvements included in this document. The following minimum components will be included in outreach efforts.

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| Development Opportunities Packet | The development opportunities packet has been drafted and will soon be printed. It mirrors the information available on the website, and is designed to both provide generally helpful information as well as current opportunities. |
| Brand Keene | The City Manager carried forward \$20,000 from FY18 in the IT Department budget to help fund a joint branding project with regional businesses such as the Chambers of Commerce, KSC and MEDC. That effort is only in early discussions at this point in time. Once the regional branding effort has some momentum, the City intends to evolve its own brand that plays off of the regional brand and adds distinctive identity to all that Keene is and has to offer. R. Landry has also become a member of 3CMA (City-County Communications & Marketing Association) which strives to "connect local government innovators to achieve the highest ideals of public service through the power of communications and marketing". The organization has good resources that will allow the City to realize many of its marketing and communications goals with minimal outsourcing. |
| Social Media | The ChooseKeene.com website and Facebook page were developed and are updated at least weekly. The purpose of the site is to get potential investors (new businesses and existing businesses, small and large...) interested in Keene as a location for their business and employees to the extent that |
| Website | |
| Lead Cultivation | |

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| | they make contact – not to overwhelm people with pages and pages of data. The site is gaining new visitors daily, and will be marketed soon. Even before proactive marketing has taken place, the site and Facebook page are gaining new visitors and subscribers. |
| State Database | The City Manager has opened the lines of communication between the City and NH BEA. Several requests for Keene information to be added to the NHEconomy.com website have been made. |
| Other: | |
| Property Inventory | Staff (Assessing, Planning, Public Works, and Economic Development) reviewed every property owned by the City of Keene. Most have no potential for development. Some are available for rehabilitation from time to time (tax deeded) and we have some potential at 560 Main, Airport and Rose Lane. One possible lot in front of Keene Ice. |
| Economic Development Planning- <i>Successful economic development planning will require an ongoing effort. This plan must be just one step in a series of short and long term planning practices that continue to prepare Keene for a sustainable future.</i> | At present, the City of Keene does not have an updated adopted economic development strategy or plan. Such a plan is intended to help guide the economic growth and development of the community and region. Economic development is a program, set of policies, or activities that seek to build capacity for self-sustaining, long-term economic growth. The last plan adopted by the City Council and the Planning Board was in 1993. There are some sections of the adopted 2010 Master Plan related to the subject, and the adopted Economic Development Action Plan did advance many of the ideas of the 1993 Plan and the Master Plan, but it is not a completion or update to the 1993 plan. The City Manager recommends we update the 1993 plan. |
| CIP Prioritization- <i>The annual Capital Improvement Plan should include a mechanism that identifies and prioritizes projects that affect development potential for the consideration of the City Council in the review and adoption process.</i> | The Capital Budget was reorganized in 2017 (FY 2018-2023) to show projects that have could have a positive effect on the economy. They are listed as Economic Development and Vitality – programs, activities, and projects which are intended to promote the retention and expansion of existing businesses and to encourage and attract new business development in the City of Keene. The primary goal of these activities is enhance overall quality of life and the sustainability of the community. Projects included in the section are developed by the Airport, Department of Public |

| | Works, from the General Fund, as well as the Parking Fund. These projects in addition are specifically called out the City Manager in her preamble to the budget. Per the adopted 2019-2024 Capital Budget 19.46% of the projects supports Economic Development. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| <p>Grants- Grant funding is available for economic development projects. Examples include the availability of funds from the National Association of Realtors whose local members share our interest in economic vitality as well as the United States Department of Agriculture - Rural Development. These and other grant opportunities should be identified and sought to avail funding for initiatives such as community branding, broadband planning, economic development personnel and business/industry recruitment.</p> | <p>Present Grants with Economic Effect:</p> <table> <thead> <tr> <th>Amount</th> <th>Grant Name</th> </tr> </thead> <tbody> <tr> <td>\$500,000</td> <td>Community Kitchen Improvements</td> </tr> <tr> <td>\$300,000</td> <td>MEDC/MammaSezz Foods</td> </tr> <tr> <td>\$500,000</td> <td>MEDC/ COOP</td> </tr> <tr> <td>\$455,000</td> <td>MAPS Counseling Relocation to UCC</td> </tr> <tr> <td>\$10,000</td> <td>MAST Complete Streets</td> </tr> <tr> <td>\$4,500</td> <td>Historic Preservation Workshop Series</td> </tr> <tr> <td>\$329,292</td> <td>Cheshire Rail Trail PH 3</td> </tr> <tr> <td>\$4,312,900</td> <td>State Bypass Project</td> </tr> <tr> <td>\$128,000</td> <td>AIP Environment Assessment Phase 2</td> </tr> <tr> <td>\$424,000</td> <td>AIP Runway 14/32 Design</td> </tr> <tr> <td>\$4,132,400</td> <td>AIP Runway 14/32 Construction</td> </tr> <tr> <td>\$98,000</td> <td>AIP Relocation Feasibility Study</td> </tr> <tr> <td>\$500,000</td> <td>Renewable Energy- Bio Fuel Generator</td> </tr> <tr> <td>\$750,000</td> <td>BUILD (applied) Main Street</td> </tr> <tr> <td>\$589,000</td> <td>TAP (applied) Marlboro Street</td> </tr> <tr> <td>\$75,000</td> <td>Mast (applied) Marlboro Street</td> </tr> </tbody> </table> | Amount | Grant Name | \$500,000 | Community Kitchen Improvements | \$300,000 | MEDC/MammaSezz Foods | \$500,000 | MEDC/ COOP | \$455,000 | MAPS Counseling Relocation to UCC | \$10,000 | MAST Complete Streets | \$4,500 | Historic Preservation Workshop Series | \$329,292 | Cheshire Rail Trail PH 3 | \$4,312,900 | State Bypass Project | \$128,000 | AIP Environment Assessment Phase 2 | \$424,000 | AIP Runway 14/32 Design | \$4,132,400 | AIP Runway 14/32 Construction | \$98,000 | AIP Relocation Feasibility Study | \$500,000 | Renewable Energy- Bio Fuel Generator | \$750,000 | BUILD (applied) Main Street | \$589,000 | TAP (applied) Marlboro Street | \$75,000 | Mast (applied) Marlboro Street |
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| \$4,500 | Historic Preservation Workshop Series | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| \$329,292 | Cheshire Rail Trail PH 3 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| \$4,312,900 | State Bypass Project | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| \$128,000 | AIP Environment Assessment Phase 2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
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| \$750,000 | BUILD (applied) Main Street | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| \$589,000 | TAP (applied) Marlboro Street | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| \$75,000 | Mast (applied) Marlboro Street | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

Beyond the Report:

Director Economic Development, Initiative's and Special Projects- The City Manager retained the former City Manager to direct of economic development efforts with an emphasis on the Land Use Code revision, guide the reorganization of the Planning and Code Departments (now Community Development), the Hebreton Hall (Keene library) expansion project, provide guidance and direction for the City parking efforts, act as the point of contact for economic development efforts.

Parking Asset Inventory- A parking assist inventory was completed and a report with a series of recommendations made to the City Council. There is a clear connection to parking and economic vitality. Some change will be made via changes to the ordinances beginning in September 2018 and targeted for completion in the spring of 2019. The report and supporting documents are available at: https://ci.keene.nh.us/parking_and.....

A New Parking Operation Manager- there is a vacancy in the Parking Divisions for the Manager. This position has been revised and its focus will be to manage parking assets to promote downtown vitality, community development, business, industry, travel, tourism, commerce and residential activity in central business district, Main Street area and adjacent neighborhoods falling within the division service area. This position is assigned to the City Manager's office thru the Director Economic Development, Initiative's and Special Projects

Airport Development and Marketing Committee- The Airport Development and Marketing Committee (f/k/a the Airport Advisory Commission) was established to take a proactive role in the development of the Keene Dillant-Hopkins Airport by collaborating with other city and local economic

development efforts to implement the Airport Master Plan; to serve as ambassadors for the airport both locally and regionally, and; to assume primary responsibility in developing and implementing various marketing and public relations programs regarding the benefits of the airport and aviation. These efforts should be aggressive and ongoing.