

Route 114 / 114A Corridor Management Plan

An Economic Development, Land Use & Transportation Strategy

Goffstown, New Hampshire



Final Report

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Prepared for:

The Planning Board and
Economic Development Council
Town of Goffstown, New Hampshire

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Chapter 1: Existing Conditions	
I. Introduction	1-1
II. Socio-Economic and Development Context	1-1
III. Land Use	1-11
IV. Transportation	1-17
V. Community Character/Corridor Aesthetics	1-26
Chapter 2: Alternative Concepts	
I. Introduction	2-1
II. Alternative Concepts	2-1
Chapter 3: Recommended Strategies	
I. Introduction	3-1
II. Recommended Development Concept	3-3
III. Socio-economic and Development	3-7
IV. Land Use and Corridor Aesthetics	3-22
Chapter 4: Implementation Plan	
I. Introduction	4-1
II. Recommended Investments and Phasing	4-1
III. Implementation Plan & Timetable	4-1

Appendix A: Order of Magnitude Cost Estimates

Appendix B: Extracts from Business Attraction/Expansion/Retention Manual

I. INTRODUCTION

This chapter summarizes the existing Economic Development, Land Use and Transportation context for the Route 114 Corridor Management Study.

Mast Road-Route 114/114A serves as a major east-west travel corridor that serves a high proportion of through traffic while serving as the ‘Main Street’ for two village centers in Town: Goffstown Village and Pinardville. These two village centers serve as the residential, economic and civic hubs of activity in the community but have evolved differently over the years. Goffstown Village has maintained much more of a small-town main street character, while Pinardville’s evolution has been greatly influenced by its proximity to Manchester.

In between the two village centers there are a wide variety of conditions. Pockets of residential development are interspersed with commercial development that has appeared along the corridor over the years. There are still short sections of the corridor that maintain a rural/open space character.

Previous studies in the early 1990’s by the Southern New Hampshire Regional Planning Commission looked at the Back Road Corridor and Route 114 Corridor from a traffic perspective. Goffstown Village is a designated Main Street Community that works to ensure the economic vitality of this historic village center.

The Study’s objective is to develop a coordinated and integrated Economic Development, Land Use and Transportation strategy for the Route 114/114A Corridor. This strategy should address and balance the needs for:

- preservation and enhancement of community character
- economic vitality and tax base diversification
- transportation safety and mobility for corridor users
- setting the longer term (20 year) direction for future land uses and development in the corridor.

II. SOCIO-ECONOMIC AND ECONOMIC DEVELOPMENT CONTEXT

This section sets the socio-economic context within which the Route 114/114A Corridor exists by describing the regional trends and issues that have shaped both Goffstown and the corridor. It is divided into two sections, one section deals with population trends and issues and the second section deals with economic development trends and related issues.

A. Population Trends & Issues

Goffstown and the Route 114/114A corridor cannot usefully be considered in isolation. For federal statistical purposes, the Office of Management and Budget defines a metropolitan area as “a geographic area consisting of a large population nucleus together

with adjacent communities having a high degree of economic and social integration with the nucleus.”¹ Based on this definition, Goffstown belongs to the Manchester Primary Metropolitan Statistical Area (PMSA). Figure 1-1 lists the component municipalities of this area.

**Figure 1-1
Manchester PMSA Municipalities**

<u>Manchester PMSA</u>	
* Allentown	* Hooksett
* Auburn	* Londonderry
* Bedford	* Manchester
* Candia	* Weare
* Goffstown	

This area has experienced high suburbanization over past 40 years. Table 1-1 illustrates the nature of this change.²

**Table 1-1
Population Growth: Manchester PMSA, 1960-2000**

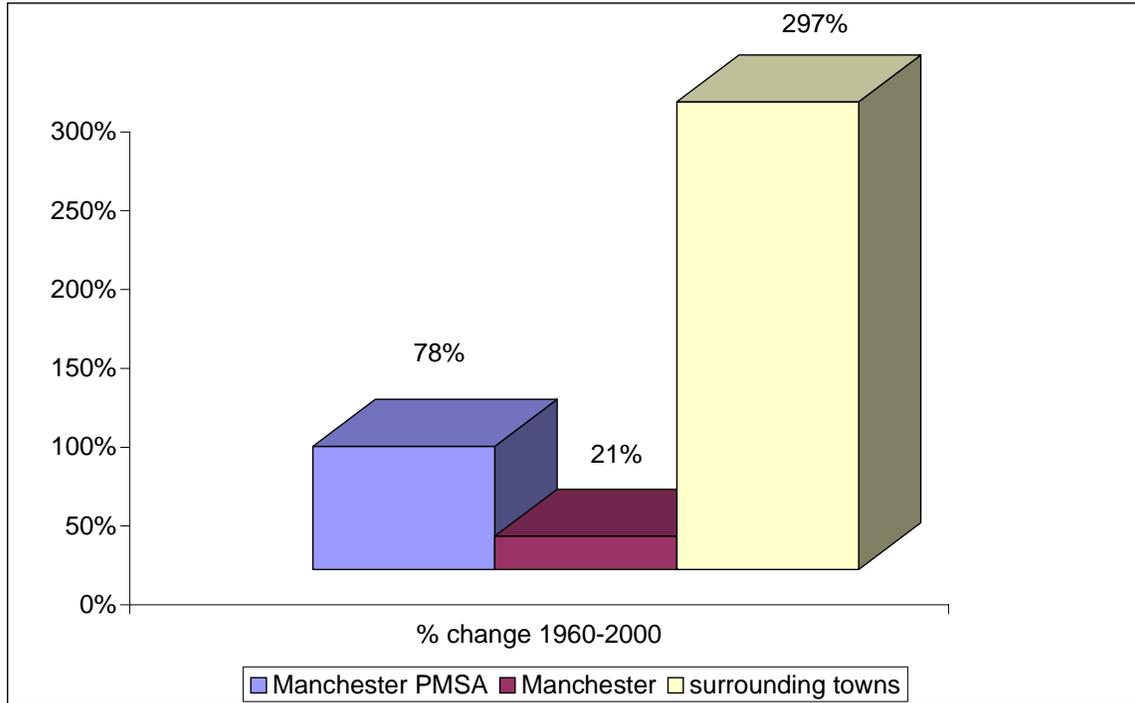
Area	1960	2000	% change
Manchester PMSA	111,309	198,378	78%
Manchester	88,282	107,006	21%
Surrounding Towns	23,027	91,372	297%
Manchester share	79.3%	53.9%	-32%

While the PMSA as a whole grew by 78% over this period, this average masked two very different patterns: Manchester proper grew by only 21%, far less than the 204% increase for the State of New Hampshire as a whole; her suburbs, on the other hand, grew by nearly 400%, almost double the state increase. As a result, Manchester’s share of the total PMSA fell from just over 79% to just under 54%. Figure 1-2 illustrates this change graphically.

¹ U.S. Department of Commerce, Bureau of Economic Analysis (BEA) Geographic Definitions
<http://www.bea.doc.gov/bea/regional/docs/msalist.htm>

² All data in this table and the following charts are from U.S. Bureau of the Census Decennial Census of Population; and New Hampshire Office of State Planning New Hampshire Population Projections.

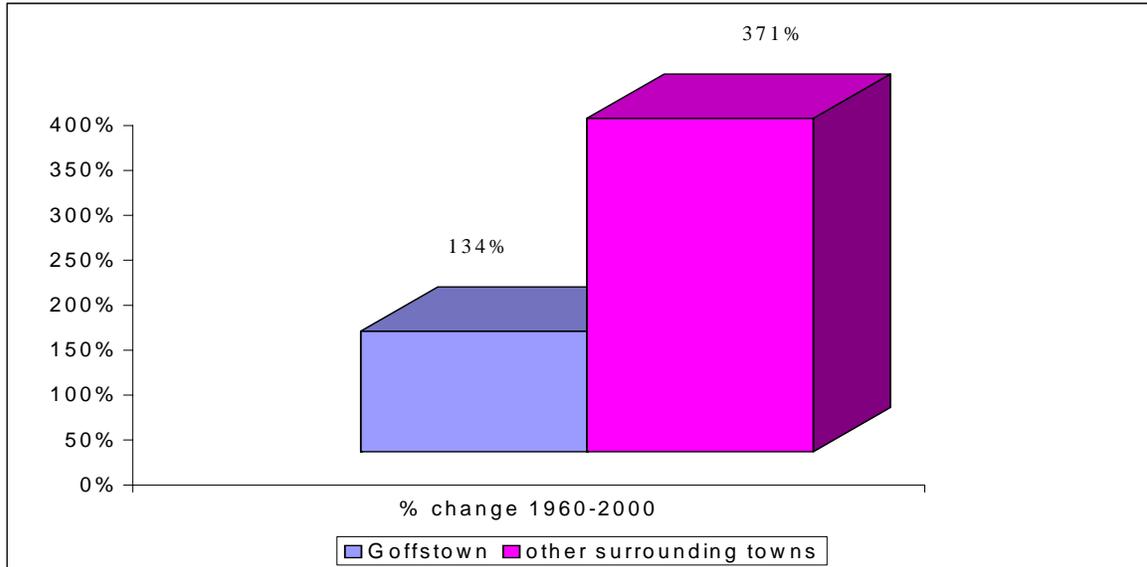
Figure 1-2
Population Change: Manchester PMSA, 1960-2000



Regionally, with this population change came the transformation of rural farms and forests to residential subdivisions, the high increase in traffic so evident along the Route 114/114A Corridor, and the transformation of open roadsides to commercial tracts.

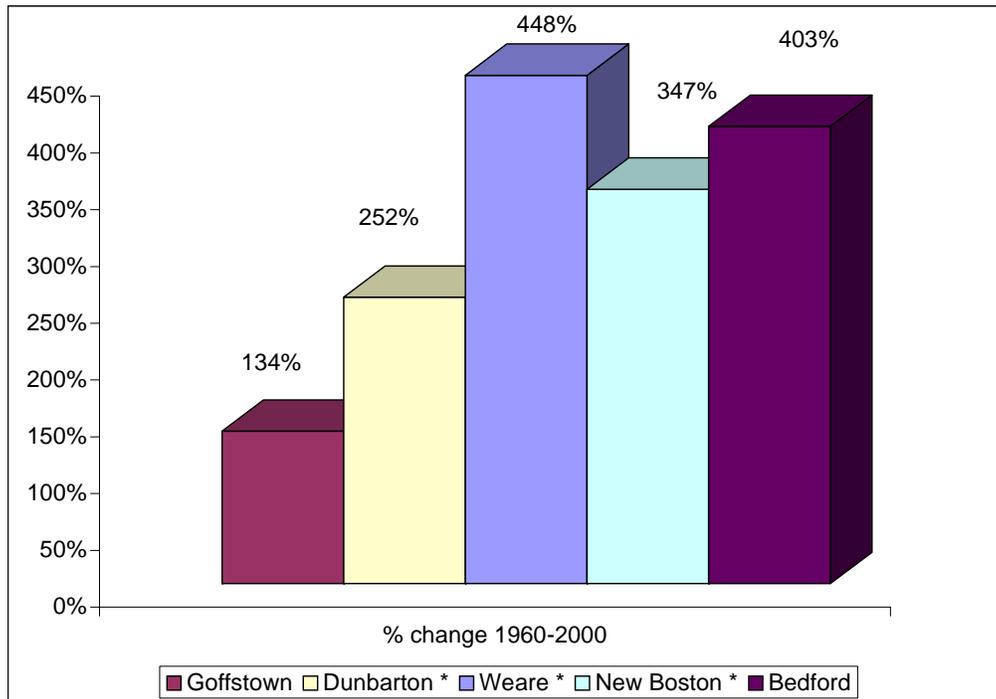
Within the group of surrounding towns, Goffstown has been the slowest growing, increasing at less than ½ the rate of the other suburban communities. This disparity in rates is shown in Figure 1-3.

Figure 1-3
Population Increase: Goffstown vs. Other Manchester Suburbs, 1960-2000



The reasons for this relatively slower growth are that the Pinardville section of Goffstown shares many of the characteristics of the “central nucleus” with Manchester and much of the open land in Goffstown is relatively less suitable for residential development than that in other suburbs. This relatively slower growth is especially evident when comparing Goffstown to its immediate neighbors (other than Manchester). Figure 1-4 presents the data.

Figure 1-4
Relative Growth Rates: Goffstown and Her Neighbors, 1960-2000



Examination of this chart helps explain why traffic on the Route 114/114A corridor has been growing so much more rapidly than Goffstown’s growth alone would explain.

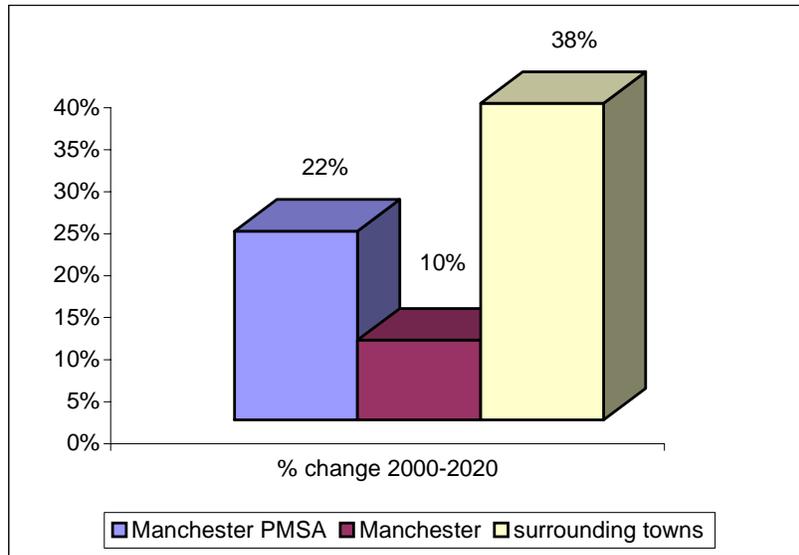
Projections prepared by the New Hampshire Office of State Planning and adjusted for the likely impact of widening Interstate 93 indicate that, over the next 20 years this differential will decline and that “infill” development will increasingly shape the character of the entire Manchester metropolitan area.³ As the cost of land in the more distant suburbs increases and the costs of commuting, especially the time cost of delays and congestion, mount, land in Goffstown that may have been overlooked in the past as too difficult for residential development will become increasingly desirable.

In short, the nature of a narrowly defined corridor area in Goffstown will depend on the Town’s response to the demand for land far removed from the corridor itself. The spread of residential housing through the Town’s outlying areas and the number of roads connecting the residents of these developments will have as much or more of an impact on the corridor as the land use on those plots directly along the highway.

³ Parsons, Brinkerhoff Quade & Douglas, Inc. for the New Hampshire Department of Transportation I-93 Manchester to Salem. Expert Panel Analysis. Final Report. January 22, 2002.

Figures 1-5 and 1-6 below illustrate the increasingly similar growth rates for the various sub-areas of the Manchester PMSA.⁴

Figure 1-5
Relative Growth Rates: Manchester PMSA, 2000-2020



In particular, the differential rates of growth between Goffstown and its suburban neighbors will diminish.

⁴ Sources for these projections are : New Hampshire Office of State Planning New Hampshire Population Projections and Parsons,Brinkerhoff Quade & Douglas, Inc. for the New Hampshire Department of Transportation I-93 Manchester to Salem, Expert Panel Analysis, Final Report, January 22, 2002.

Figure 1-6
Relative Growth Rates: Manchester suburbs, 2000-2020

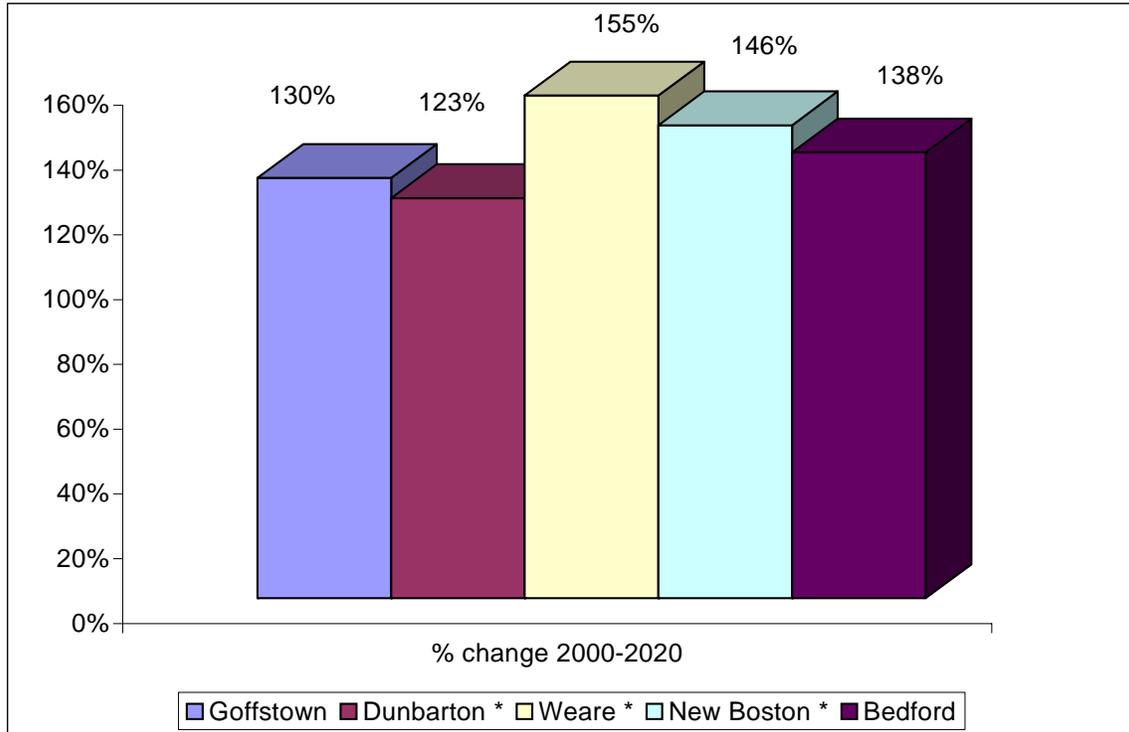


Table 1-2 presents the actual population totals projected for these towns.

Table 1-2
Population Projections: Goffstown and Her Neighbors, 2000-2020

Area	Population Totals			% change 2000-2020
	1960	2000	2020	
Goffstown	7,230	16,929	21,965	29.7%
Dunbarton	632	2,226	2,749	23.5%
Weare	1,420	7,776	12,066	55.2%
New Boston	925	4,138	6,041	68.5
Bedford	3,636	18,274	25,148	37.6%

Source: New Hampshire Office of State Planning.

B. Economic Development Trends & Issues

The dispersal of people across the landscape has been the dominant demographic trend facing Goffstown and the greater Manchester area over the past several decades. The dominant economic challenge of the recent past has been finding the political and

financial resources to accommodate the effects of this change. For Goffstown this fact is evident in the relative lack of economic activity within the Town compared to its neighbors and the Town’s consequent dependence on residential property taxes to finance municipal expenses.

Employment is measured in two ways, by place of residence and by place of work. Employment by place of residence is the number of people residing in a town who hold a job, *regardless of where they work*. For Goffstown in 2000, this number was 8,933. Employment by place of work is the number of people who hold jobs in a town *regardless of where they live*. For Goffstown in 2000, this number was 3,175.⁵ In other words, the vast majority of employees who live in Goffstown work somewhere else. Table 1-3 shows how Goffstown compares to the greater Manchester area.

Table 1-3
Employment by Place of Residence and Place of Work, 2000

	<u>Employed Residents</u>	<u>Jobs in Town</u>	<u>Jobs/Employed</u>
Manchester PMSA	105,185	104,646	0.99
Manchester	56,855	64,834	1.14
suburbs	48,330	39,812	0.83
Goffstown	8,933	3,175	0.36

Source: NH Department of Employment Security

Manchester, as would be expected for the municipal center of the PMSA, has more jobs than resident employees (1.14). The suburbs, as would be expected for bedroom communities where higher percentage of people commute to their jobs, have fewer in-town jobs than resident employees (0.83). For Goffstown, this ratio (0.36) is much smaller than the suburban average. Several Goffstown residents at the first corridor planning committee meeting suggested that this figure reflects a misreporting of jobs in the Pinardville section of Goffstown. It was believed that many businesses in Pinardville are included in the Manchester data rather than Goffstown. A call to the Department of Employment Security did not resolve this assertion. The officer responsible for the Manchester area did provide information not included in the data published on-line and said that reporting businesses are listed by the mailing address they provide on their reporting forms. Thus, one way to verify the treatment of Pinardville businesses would be to check with each individually to review the mailing address used for reporting purposes.

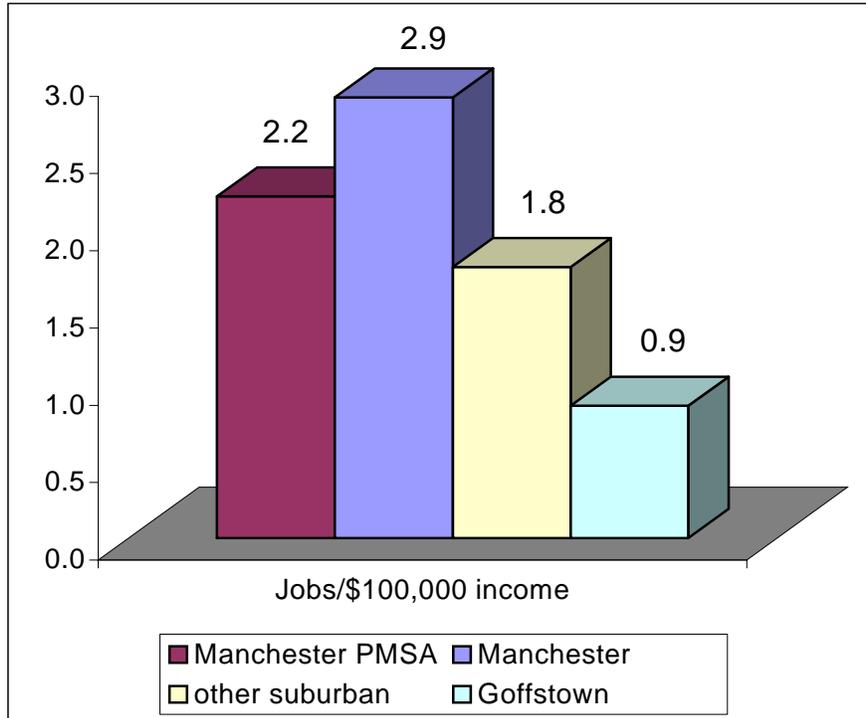
Even if 3,000 Goffstown jobs were mistakenly reported as being in Manchester, Goffstown’s ratio of in-town jobs to resident employees would still be only 0.69 compared to the overall suburban average of 0.89. Thus, the point that Goffstown has a

⁵ Employment data are reported by the NH Department of Employment Security. The number reported here for Goffstown is greater than the number listed on the Department’s website because it includes employees not reported in published data because of non-disclosure rules. When a single firm is the only employer in a given sector, the Department does not report its employment totals. Planning Decisions, Inc. contacted the Department, and the officer charged with the Manchester area provided a figure for Goffstown that included the non-disclosed data.

potential for job growth in the town just by moving toward the regional suburban average remains true.

This fact is further demonstrated by Figure 1-7.

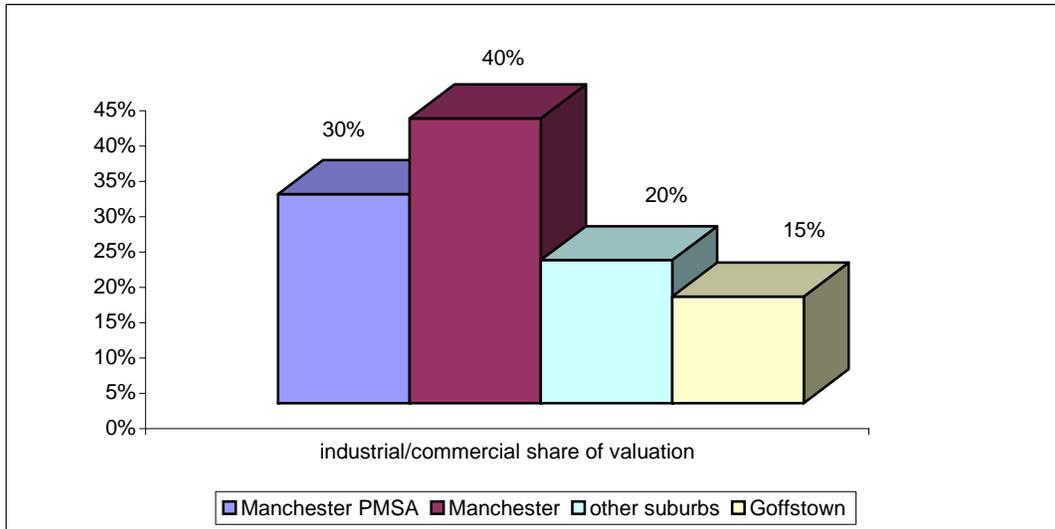
Figure 1-7
Jobs in Town per \$100,000 of Town Income.



For the greater Manchester area as a whole, there are 2.2 in-area jobs for every \$100,00 of income earned by residents. For Manchester alone, the figure is 2.9 jobs per \$100,000 income, a natural consequence of its function as the urban nucleus. For the suburban towns other than Goffstown, the figure is 1.8; for Goffstown it is 0.9. Even considering the possibility of underreporting of jobs in Goffstown, there appears to be a potential for Goffstown to generate more jobs in the community by encouraging businesses that cater to local residents.

This relative absence of business enterprise within the Town is reflected in Goffstown's property tax base. Figure 1-8 presents these data.

Figure 1-8
Commercial/Industrial Share of Tax Base, 2001



Source: NH Department of Revenue Administration 2001 Property Tax Valuation, County Tables

In 2001, 40% of Manchester's taxable property was commercial/industrial; in the suburbs other than Goffstown the average was 20%, and in Goffstown, it was 15%. In short, Goffstown again shows a potential to increase its non-residential tax base just by moving toward the suburban average. Goffstown's current base of taxable property is approximately \$637 million of which about \$540 million or 85% is residential property in terms of valuation.

III. LAND USE

A. The Overall Regional Context

Goffstown is surrounded by towns that have grown more rapidly in the last ten years, but are still, for the most part, much smaller than Goffstown. Both Goffstown Village and Pinardville serve, to some extent, as a business center for the surrounding Towns or adjacent neighborhoods in Manchester. The rural portions of the Town now abut other rural sections in the adjacent Towns. Zoning in Weare will eventually change that relationship as the Weare Commercial District on Route 114 adjacent to Goffstown is developed. Commercial development at the New Bedford/Goffstown town line has also strained roadways.

Based on the projected growth in the region, Goffstown can expect an increase in both residential and commercial development. The residential development will be part of the region-wide growth forecast for the Manchester PMSA. The commercial development is expected in response to the continued growth both within and around the Town, as the new residential growth creates a demand for closer and more convenient goods and services. The new residential development in Manchester located just outside of Pinardville on Route 114A is a good example of the development occurring in adjacent areas that will impact Goffstown.

B. Corridor-wide Context

Route 114 is the main transportation route in Goffstown. It provides access to the majority of the non-residential land uses in the Town of Goffstown. Route 114 and Route 114A serve as the main street to the two largest village areas in the Town, Goffstown Village and Pinardville. The third small village area, Grasmere, is located about ½ mile north of Route 114 and the main access roads to Grasmere connect directly to Route 114. Outside of the Route 114 Corridor, which can be considered to include Grasmere, the remainder of the town is either agricultural or lower-density residential land uses.

C. Specific Corridor Land Use

Route 114 at the western end of the Town is still relatively rural in nature. The land is either open, or sparsely developed with single-family residential units. Closer to the edges of Goffstown Village, the density of single family units, while still low, does increase on the north side of the road. The south side of the road is zoned for agricultural uses.

The western edge of Goffstown Village is still well defined along Route 114 by the cemetery. The village itself consists of single-family residences close to the road as it travels to the village center. The village center itself is several blocks along and consists of one and two story commercial, municipal, institutional buildings, including the Town Offices/District Court building, Post Office, several churches, the Town Library and a

village park. A nearly empty mill building sits on the eastern end of the town center. The switch from commercial to residential uses is less clearly defined on the eastern side of the mill; several older residential buildings have been converted to commercial uses.

The eastern edge of the village is loosely defined by the high school and community park. This edge is much less distinct however, due to the variable types and sizes of development along Route 114 to the east of the community park, including additional residential units and a private school.

Sparsely spaced houses or agricultural buildings with forests or open fields in between have defined the rural section of Route 114 east of Goffstown Village. New developments, creating sporadic road widening for turning lanes, new commercial buildings and cleared land, is modifying the rural character into a more suburban context. The undisturbed land between the newly developed areas is beginning to be small enough and is just barely large enough to sustain the rural feeling. If the current patterns of land use changes continue, the additional development along this section of Route 114 will further reduce the size of the limited remaining undeveloped areas and the remaining rural character the roadway has.

The development further to the east along Route 114, including several car dealerships, projects an uncoordinated, unrelated and unplanned mix of uses. This appearance is substantiated by the current zoning map, which shows a mix of different use districts mandating the different types of development seen on the ground. The mix of uses along this portion of Route 114 gives the impression that it is slowly expanding, based on the amount of cleared and leveled land that is currently visible on the south side of the road. The north side of the road appears to be a more protected as a rural environment, due to the steep slope down to the river close to the road.

The few residential uses located along Route 114, especially close to the Henry Bridge Road intersection, are increasingly losing their visual connection to the road as the residents erect fences or plant barriers to isolate them from the growing noise and light associated with the increase in traffic on Route 114 in this area.

The County complex to the east of the Henry Bridge Road intersection, still retains some degree of historic context in the location, size and building material of the buildings. The car sales lot and police station, along with the prison, detract from the overall historic characteristics, due to the size, bulk and layout of the buildings and, for the car dealership, the overall organization of the site plan with large expanses of parking in front of the building.

The residential area on Route 114A/Mast Road to the east of the Route 114 Bypass is still relatively intact. The building sizes and setbacks, combined with the extensive vegetative cover, help to define a rural residential character for Route 114 different than that found closer to Henry Bridge Road. This area along Route 114A, currently defined as the Residential, Small Business and Office District on the Town's Zoning Map, projects the

most distinct, unified, visual character of any area along Route 114 in Goffstown outside of Goffstown Village.

Approached from the northwest on Route 114A, Pinardville appears to start at the edge of the cleared area for the Fleet Bank complex on the south side of the road, and the Shaw's shopping Center on the north side of the road. Beyond this point, Pinardville lacks a unifying development theme. Portions of the village still consist of small lots with modest buildings, either residential, residential converted to commercial or new commercial (typically single-story, single use buildings); yet intermixed are two larger shopping areas and several other larger buildings that disrupt the traditional setback patterns along the road. Much of the Route 114A corridor in Pinardville has little if any vegetative cover, giving the area a wide-open, somewhat harsh visual appearance.

One positive amenity is an extensive sidewalk system that covers both sides of the road for a large portion of the length of Mast Road in Pinardville. With the exception of the two larger shopping centers, there is also a good distinction between the commercial areas fronting on Route 114A/Mast Road and the residential neighborhoods behind them. The residential areas blend into the residential areas of adjacent Manchester residential areas.

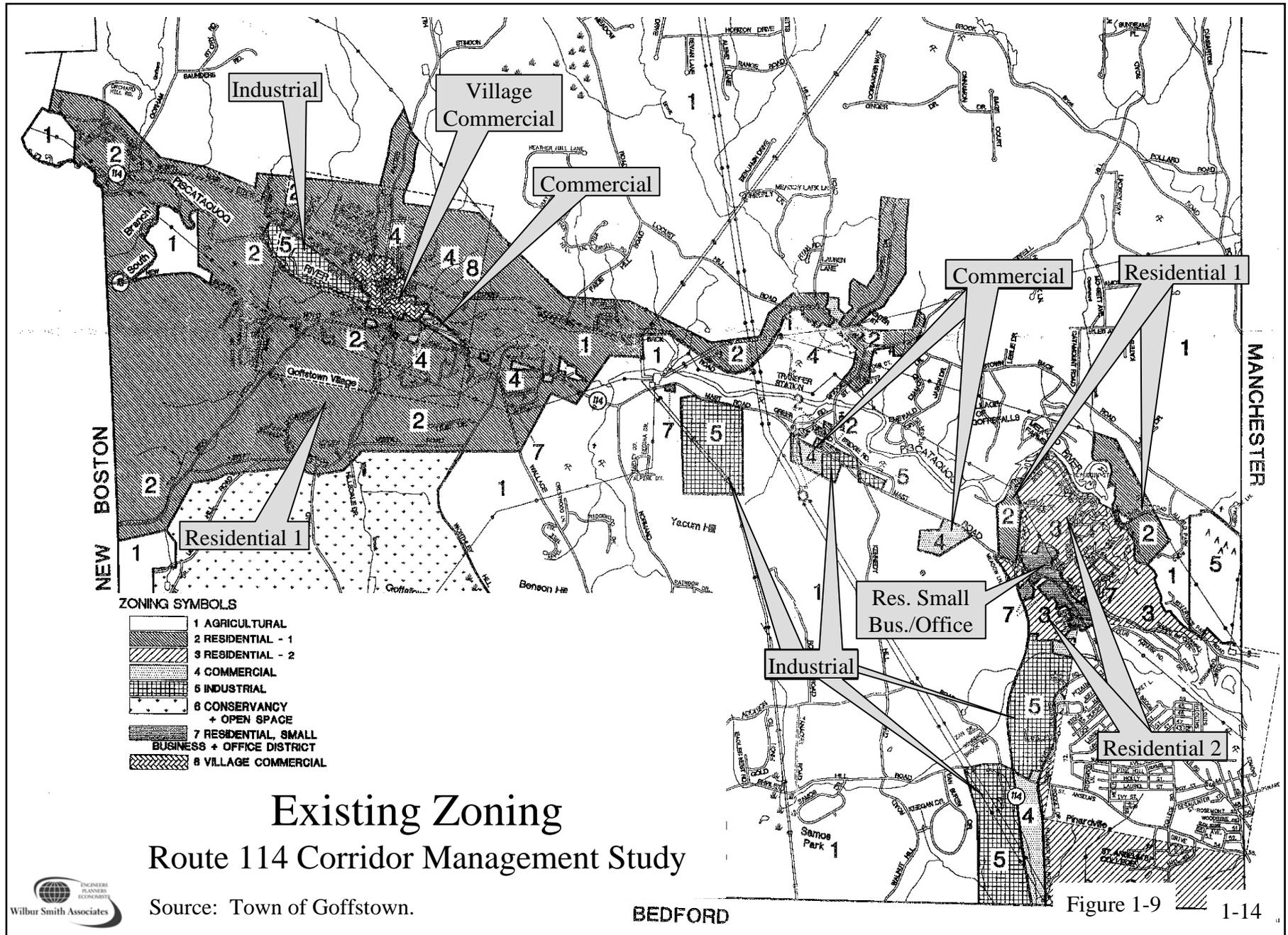
The Route 114 By-Pass has a very different character than the rest of Route 114 in Goffstown. Because it has been constructed as a limited access roadway, it lacks a feeling of connection to the adjacent land, which is mostly undeveloped. There are no access driveways along the By-Pass, and the single roadway intersection is signalized at St. Anselm's Drive.

The land to the east side of the Route 114 By-Pass is zoned for industrial or commercial use and is partially built-out. The land on the west side of the By-Pass south of Shirley Hill Road, is also zoned for industrial use, but is still mostly undeveloped. The land west of the By-Pass north of Shirley Hill Road is zoned for agricultural use and is currently undeveloped and owned by the County.

D. Current Corridor Zoning

Figure 1-9 shows the current zoning districts that encompass the Route 114/114A corridor. All of the Town's zoning districts fall along the corridor. These districts and their purposes include:

- **Medium Density Residential (R-1).** "The R-1 District is established to accommodate existing and future residential development at medium densities, together with educational, institutional and recreational uses, in areas where municipal utilities are present or anticipated" (Goffstown Zoning Ordinance, Section 2, p. 3). *Minimum lot size* for development is: ½ acre, with water and sewer; 1.0 acre, with one only or without either water or sewer (Goffstown Zoning Ordinance, Section 4, p. 23, "Table of Dimensional Requirements").



- **High Density Residential (R-2).** The R-2 District is established to encompass the substantially developed neighborhoods consisting of residential development at high densities, together with educational, institutional, and recreational uses, in an area where municipal services are available or anticipated” (Goffstown Zoning Ordinance, Section 2, p. 3). Minimum lot size for development is: 10,000 sf, with water and sewer; 20,000 sf with water or sewer; 40,000 sf with neither water or sewer (Goffstown Zoning Ordinance, Section 4, p. 23, “Table of Dimensional Requirements”).
- **Agricultural District (A).** “The A district is a mixed-use district established to accommodate residential development at low densities in rural settings, together with agricultural, forestry, outdoor recreational and other compatible uses where municipal utilities may not be present or anticipated” (Goffstown Zoning Ordinance, Section 2, p. 4). *Minimum lot size* for development is: 2 acres (Goffstown Zoning Ordinance, Section 4, p. 23, “Table of Dimensional Requirements”).
- **Conservation and Open Space District (CO).** “The CO District is established to conserve natural resources, wildlife habitat, and open space; to protect watersheds and water supplies; and to prohibit the improper development of steep slopes, land subject to periodic flooding, and other environmentally sensitive area the development of which may be imprudent, costly, burdensome to the Town, or contrary to the character of the subject property; and to allow for compatible low density residential uses” (Goffstown Zoning Ordinance, Section 2, p. 4). *Minimum lot size* for development is: 5 acres (Goffstown Zoning Ordinance, Section 4, p. 23, “Table of Dimensional Requirements”).
- **Commercial District (C).** “The C District is established to provide for commercial, service, and similar uses, in areas which are, or anticipated to be, served by municipal utilities, and where access is available from arterial and collector streets. The C District is intended to encourage commercial and service uses to the mutual advantage of both consumers and merchants, thus promoting public convenience and prosperity” (Goffstown Zoning Ordinance, Section 2, p. 4). *Minimum lot size* for development is: 5,000 sf with water and sewer (Goffstown Zoning Ordinance, Section 4, p. 23, “Table of Dimensional Requirements”).
- **Industrial District (I).** “The I District is established for the development of manufacturing, construction, research and development, wholesaling, warehousing, distribution and similar uses” (Goffstown Zoning Ordinance, Section 2, p. 4). *Minimum lot size* for development is: 2 acres regardless of water and sewer availability (Goffstown Zoning Ordinance, Section 4, p. 23, “Table of Dimensional Requirements”).
- **Residential, Small Business and Office District (RSBO).** “The RSBO District is established in areas wherein residential, personal service, office, commercial and other compatible uses at a scale and in a manner that will properly balance traffic,

congestion, visual conflicts, light, noise, and other impacts associated with higher density mixed use development” (Goffstown Zoning Ordinance, Section 2, p. 4). *Minimum lot size* for development is: 10,000 sf, with water and sewer; 20,000 sf with water or sewer; 40,000 sf with neither water or sewer (Goffstown Zoning Ordinance, Section 4, p. 23, “Table of Dimensional Requirements”).

- **Village Commercial District (VC).** “The VC District is established to allow for the development of the Village section of Goffstown with a harmonious mix of commercial, residential, civic, and recreational uses while promoting pedestrian movement and the preservation of historic structures. The intent of the VC District is to preserve the Village as a focal point for the personal, business, religious, and civic needs of the community while allowing for growth as a scale and intensity consistent with a village setting” (Goffstown Zoning Ordinance, Section 2, p. 4). *Minimum lot size* for development is: 5,000 sf (Goffstown Zoning Ordinance, Section 4, p. 23, “Table of Dimensional Requirements”).

In and adjacent to Goffstown Village. There is a relatively coherent pattern of zoning districts in this area:

- West of the Village Center, the R-1/Medium Density Residential District buffers Route 114, with A/Agricultural District north of the properties fronting Route 114.
- In the Village Center, the VC/Village Commercial and I/Industrial Districts comprise the large majority of the village center area. Several very small C/Commercial Districts are located close to Main Street.
- East of the Village Center, the R-1/Medium Density Residential District extends to just west of Normand Road. Two small C/Commercial Districts and a small A/Agricultural District are also found.

Central Corridor (just west of Normand Road to Route 114A/Route 114 Bypass). There is a haphazard pattern of zoning districts in this area, dominated by the A/Agricultural District.

- One larger I/Industrial District (between Normand Road and Greer Road) and several smaller I/Industrial Districts (west of Henry Bridge Road) are in two areas of the corridor.
- Two small C/Commercial Districts are located in this section, one between Greer Road and Henry Bridge Road and the second mid-way between Henry Bridge Road and Route 114A.
- Several small R-1/Medium Density Residential Districts within the triangle of land bounded by Greer Road/Henry Bridge Road/Route 114.
- One small RSBO/Residential, Small Business and Office District east of Normand Road.
- R-1/Medium Density Residential and R-2/High Density Residential Districts centered around the Route 114/Route 114A intersection.

Pinardville area. This village center and its gateway section have a complicated set of zoning districts in this area, dominated by the RSBO, C, I, and R-2 districts.

- The western gateway section of Pinardville is predominately zoned RSBO/ Residential, Small Business and Office and R-2.
- West of Daniel Plummer Road and opposite it is a large C/Commercial District.
- From Pershing Street to Fairview Street, the RSBO/Residential, Small Business and Office District covers most of the south side of Route 114A while C/Commercial Districts cover parts of the north side of 114A. Behind these districts are R-2/High Density Residential Districts.
- From Fairview Street to the Manchester City Line, a C/Commercial District encompasses most of the properties fronting Route 114A. In a short section of Route 114A, an I/Industrial District fronts the street and extends deeply. Properties behind the C/Commercial District are zoned R-2/High Density Residential.

Route 114 Bypass area. This section of roadway is surrounded by A/Agricultural, I/Industrial and C/Commercial Districts.

- West of Route 114 between Shirley Hill Road and Route 114, this predominately County-owned property is zoned A/Agricultural.
- East of Route 114 between St. Anselm's Drive and Route 114A, this property is zoned primarily I/Industrial with an area near Route 114A zoned R-2/High Density Residential.
- South of Shirley Hill Road and west of Route 114, the property is zoned I/Industrial.
- South of St. Anselm's Drive and east of Route 114, the property is zoned C/Commercial fronting Route 114 and R-2/High Density Residential behind it.

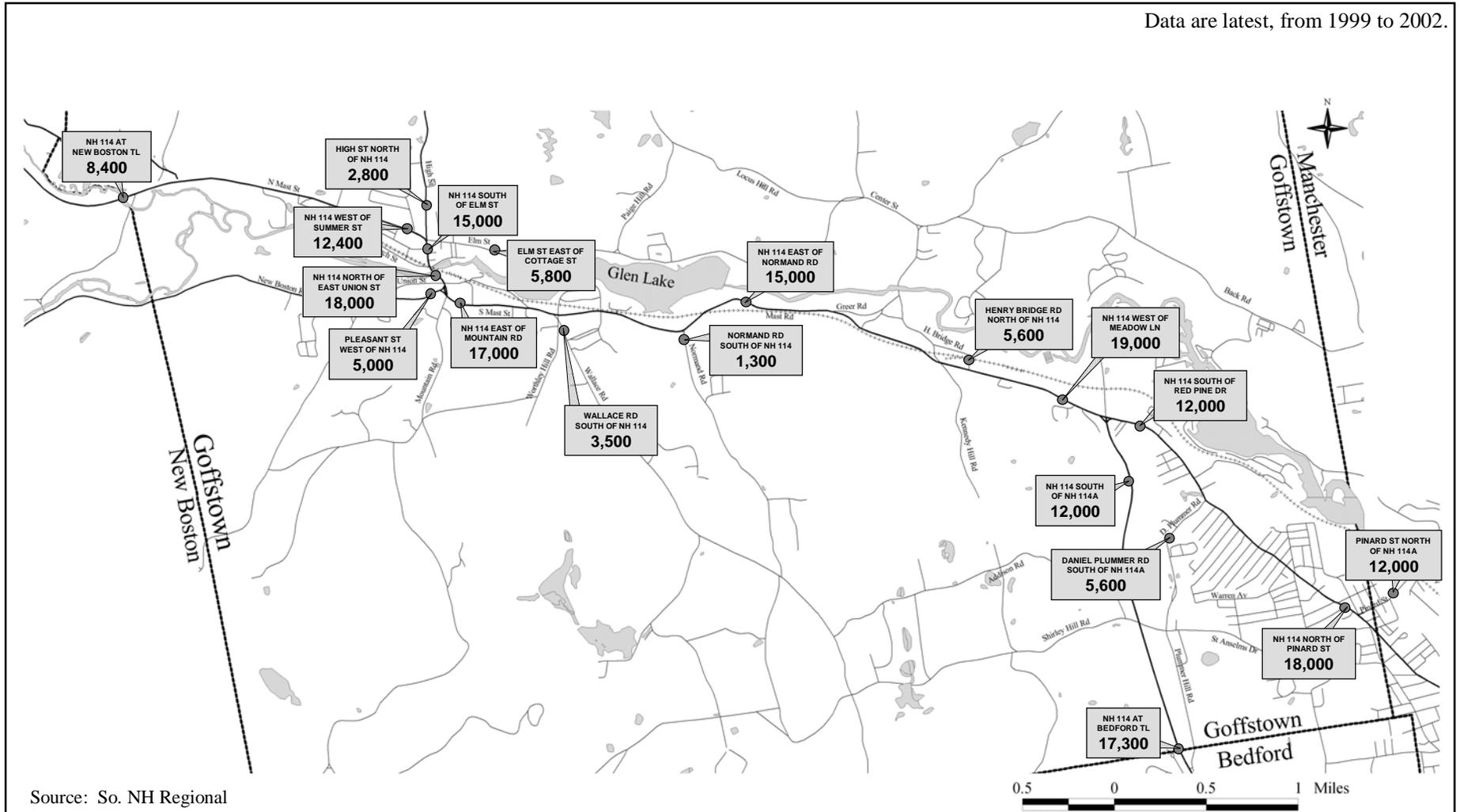
IV. TRANSPORTATION

The quality and safety of travel on the Route 114/114A corridor is greatly influenced by Goffstown's and the corridor's location and the lack of travel alternatives. Route 114 serves as the major east-west travel corridor between rapidly growing areas west of Goffstown and Manchester, serving a growing amount of regional through traffic. The corridor roadway also provides local access to businesses and residences along the road and access to intersecting roadways.

A. Traffic Volumes and Operation

Average Daily Traffic. Average daily traffic volumes (two-way) on Route 114/114A vary widely along the corridor. Figure 1-10 shows average daily traffic volumes along the study corridor and intersecting streets. Volumes range from 8,400 at the Goffstown/New Bedford town line (Route 114/North Mast Street) to 19,000 on Route 114/Mast Road between Henry Bridge Road and the Route 114/114A intersection. A similar volume (18,000) is present in Pinardville on Route 114A near the Manchester town line and in Goffstown Village on Route 114/Main Street. Daily traffic volumes on the Route 114 By-pass are 12,000 vehicles south of Route 114A and over 17,000 at the Bedford town line.

Data are latest, from 1999 to 2002.



Source: So. NH Regional Planning Commission.

Existing Average Daily Weekday Traffic Volumes

Route 114 / 114A Corridor Management Plan



Figure 1-10

These values are well within the typical capacity of a two-lane roadway segment itself (one lane in each direction) but traffic operations can become difficult with these volumes at intersections and driveways to accommodate turning traffic and for traffic at unsignalized intersecting streets.

Volumes at major intersecting streets with Route 114 are:

- 12,000 at Pinard Street,
- 5,800 on Elm Street in Goffstown Village;
- 5,600 at Henry Bridge Road,
- 5,000 on Pleasant Street, and
- 3,500 on Wallace Road.

Hourly Traffic Volumes. Hourly volumes are a much better indicator of the operation of a roadway. Figure 1-11 shows the distribution of traffic volumes throughout the day along Route 114 and 114A.

The heaviest two-way hour traffic volumes occur during the afternoon peak hour period on Route 114 between Henry Bridge Road and Route 114A (5:00 - 6:00 PM): 1870 vehicles; and in Goffstown Village on Route 114/Main Street north of East Union Street (4:00 - 5:00 PM) : 1740 vehicles.

Level of Service Analysis. Level of Service (LOS) analysis is a qualitative rating of how well an intersection operates. It is in the form of a letter grade based on the amount of average delay per vehicle. For signalized intersections, it is average delay for all vehicles. For unsignalized intersections, it is the delay at the intersection approaches controlled by stop signs. The rating can be for the overall intersection (used here) or by each individual movement that can be made at the intersection (left turns, right turns, straight). Level of Service data for locations where turning movement data was available are shown in Figure 1-12.

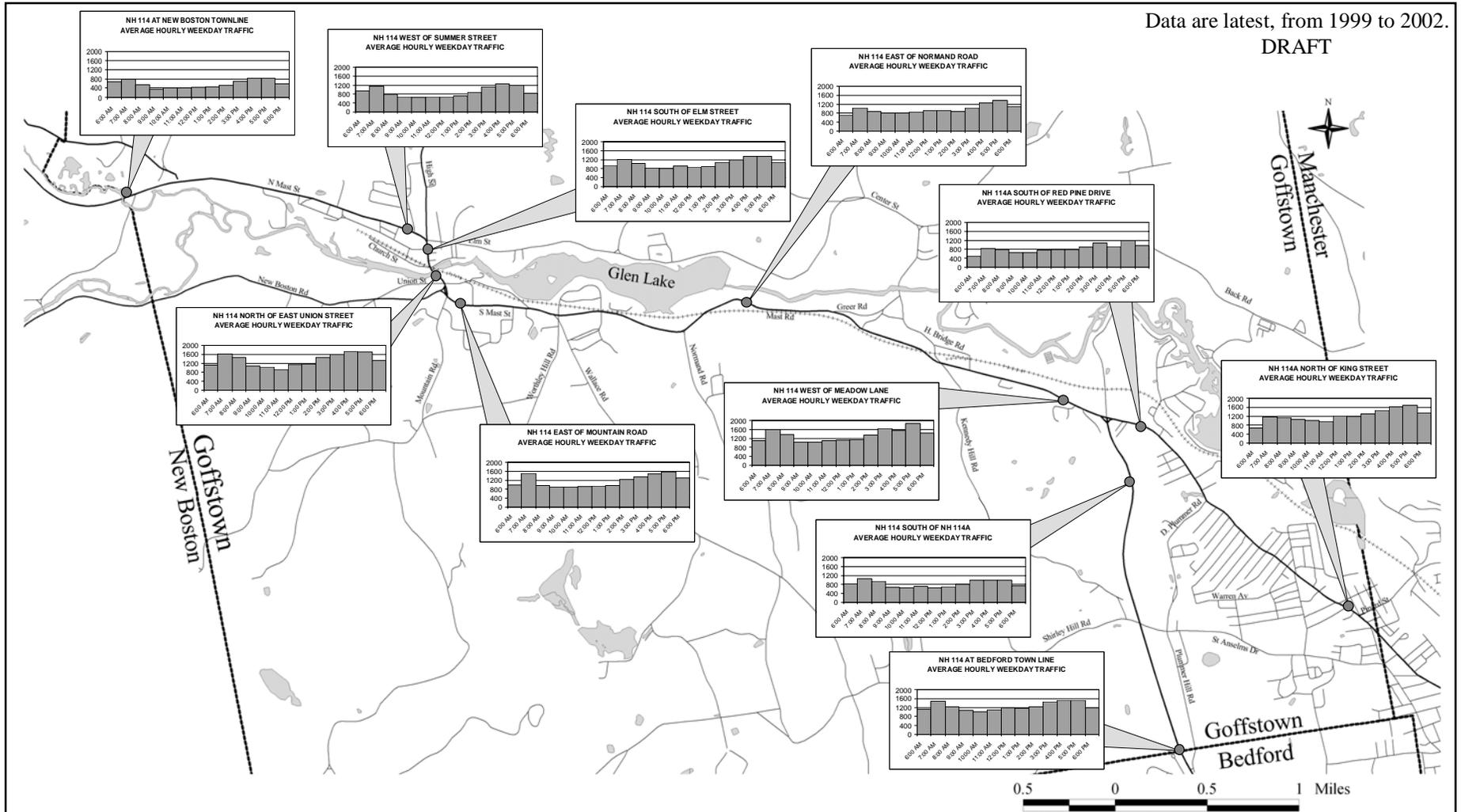
Table 1-4
LOS Criteria for Signalized Intersections

Level of Service (LOS)	Average Delay Per Vehicle (seconds)
A	≤ 10
B	> 10 and ≤ 20
C	> 20 and ≤ 35
D	> 35 and ≤ 55
E	> 55 and ≤ 80
F	> 80

Source: Highway Capacity Manual, 2000.

Data are latest, from 1999 to 2002.

DRAFT



Existing Hourly Weekday Traffic Volumes

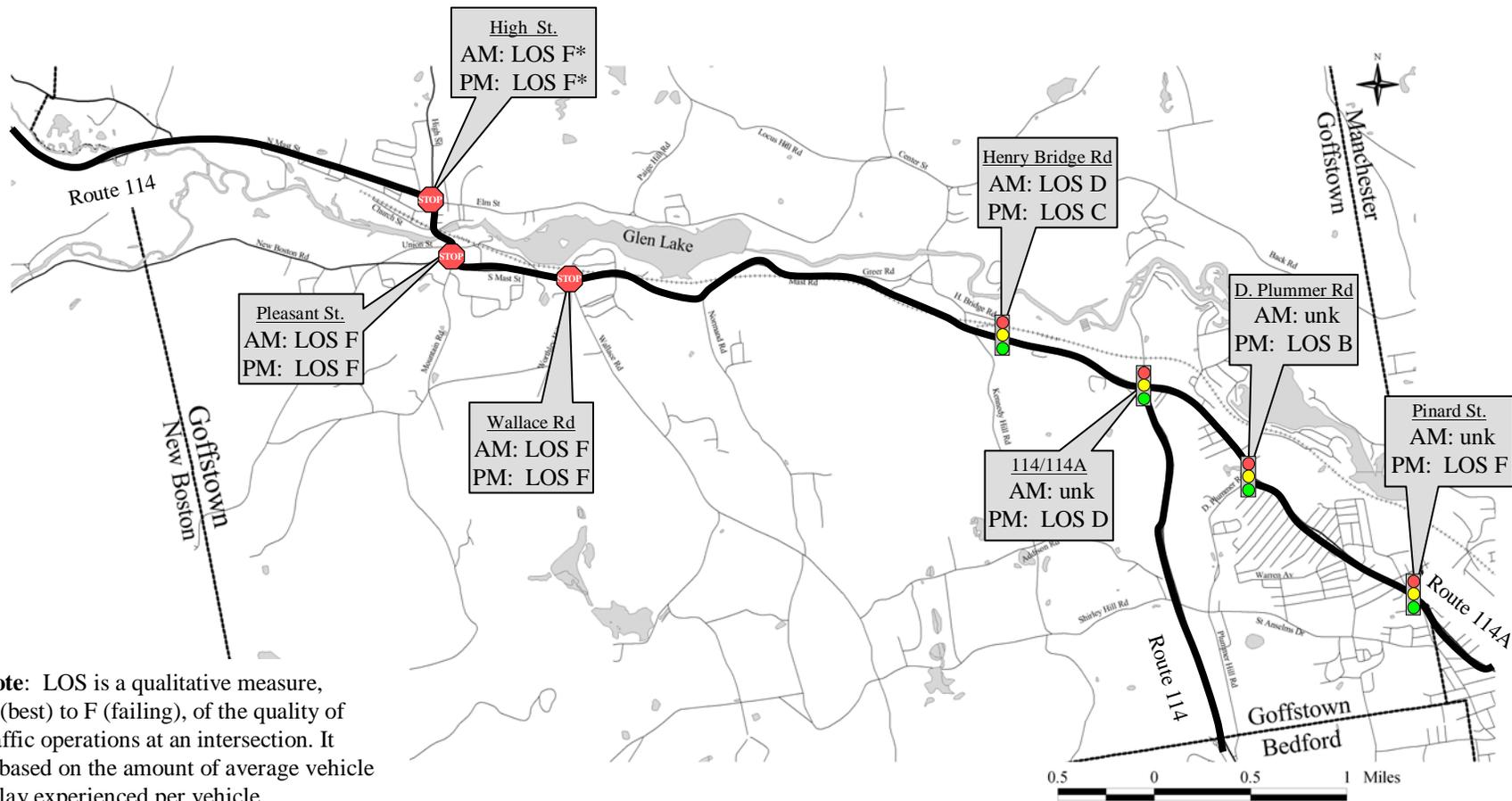
Route 114 / 114A Corridor Management Plan



Source: So. NH Regional Planning Commission.

Figure 1-11

Analysis for intersections where data is available, or estimated with reasonable certainty (*).



Note: LOS is a qualitative measure, A (best) to F (failing), of the quality of traffic operations at an intersection. It is based on the amount of average vehicle delay experienced per vehicle.

- For signalized intersections, LOS is for all legs of the intersection.
- For unsignalized intersections, the LOS relates to the stop-controlled legs only.
- See Report for full explanation.

Existing Level of Service Route 114 / 114A Corridor Management Study

LEGEND

-  Unsignalized Intersection (Indicates side street LOS)
-  Signalized Intersection (Overall intersection LOS)

Figure 1-12

Table 1-5
LOS Criteria for Unsignalized Intersections
Two-Way Stop Controlled

Level of Service (LOS)	Average Delay Per Vehicle (seconds)
A	<=10
B	>10 and <=15
C	>15 and <=25
D	>25 and <=35
E	>35 and <= 50
F	>50

Source: Highway Capacity Manual, 2000.

Signalized Intersections. Four signalized intersections were analyzed along Route 114 and Route 114A. Most locations operated at an acceptable level of service (for time periods where data was available). The Pinard Street intersection with Route 114A is estimated to operate at LOS F in the afternoon peak hour. The LOS at Daniel Plummer Road, estimated to be LOS B for the afternoon peak, is likely to understate the congestion of this location given the current geometric configuration of the intersection (lanes do not align).

Table 1-6
LOS at Signalized Intersections

Location	LOS	
	AM	PM
Henry Bridge Road @ Route 114	D	C
Route 114 @ Route 114A	unk.	D
D. Plummer Road @ Route 114A	unk.	B
Pinard Street @ Route 114A	unk.	F

Source: various sources; WSA.

Unsignalized Intersections. Operations at three unsignalized intersections were evaluated. All three are estimated to operate at LOS F for both the morning and afternoon peak hours. These ratings relate to the operation of the side streets only that are controlled by stop signs. Delays from other side streets such as those in Pinardville are also long.

B. Bicycle Accommodations. The Route 114 corridor provides moderate accommodation for bicyclists of intermediate to experienced skill level given the traffic volumes and speeds on Route 114. Outside of the two village centers, there is generally a four to five foot paved shoulder. It drops below this width in specific locations. Within the village centers, bicyclists in general must mix with other vehicles in the travel lanes. Within some sections of Route 114A in Pinardville there is a shoulder area that accommodates bicyclists but this shoulder is not continuous.



C. Pedestrian Accommodations. West of Goffstown Village, a sidewalk is provided on the north side of Route 114 heading west (see photo at right). Approaching the Village, the sidewalk is separated from the street by approximately 6'-8' of sometimes grass, sometimes dirt surface, with no curbing. Virtually no street trees are in this section (see below, left).



Some large curb cuts are major disruptions to the sidewalk network (see right).



Within Goffstown Village, sidewalks are provided on both sides of the street with periodic crosswalks at designated locations to accommodate street crossings.

Along Main Street, the sidewalk is generally next to the granite curb with no treed esplanade (see right).

New sidewalks and curb on Main Street/Route 114 at Route 13/High Street are concrete with brick detailing. Curb extensions are used to define on-street parking spaces and shorten crossing distance across Route 114 (see below).



East of the downtown, the sidewalks are similar to west of the downtown, separated in some cases from the roadway by a dirt or grass strip with few street trees and no curbing.

In Pinardville, sidewalks are provided generally on both sides of the street with the sidewalk next to the granite curb (see below, left). In some locations the sidewalk ends leaving pedestrians stranded (see below, right).



Accommodations at signalized intersections are moderate to poor due to lack of pedestrian signal heads as some locations (see below, left). Crosswalks are provided at some unsignalized intersections and mid-block near the Bartlett Elementary School (see below, right). This crosswalk also has pedestrian crossing signs but parking near the crosswalk reduces the visibility of pedestrians.



Many of the busier streets leading to Route 114A/Mast Road in Pinardville such as Daniel Plummer Road and College Road lack sidewalks. The lack of sidewalk reduces the safety of residents that walk from the adjacent neighborhoods to stores, schools and jobs and reduces the likelihood that residents will walk for transportation purposes or for recreation/health purposes.

D. Rail to Trail/Shared Use Path. The potential to establish a rail-to-trail shared use path using an abandoned rail corridor from Goffstown Village to Pinardville/Manchester is a unique opportunity to provide a high quality bicycle and pedestrian transportation and recreation facility. The path would link the two villages as well as schools and recreation facilities along the corridor. It is an important facility to meet the goal of reducing reliance on the automobile and improve bicycle and pedestrian safety in the corridor.

V. COMMUNITY CHARACTER/CORRIDOR AESTHETICS

One of the first tasks undertaken by the Study Steering Committee was the identification of ‘Character Zones’. These are areas that exhibit similar characteristics from an urban design, visual quality and land use perspective. Ten Character Zones were identified. An overview of the site analysis associated with these Character Zones follows. Figure 1-13 defines these zones.

Zone 1. Goffstown West

- Existing agricultural land contributes to the obvious rural character of this zone.
- View is open with mown fields backed by woods, punctuated by single family residential development.
- Mostly older farmhouses with new residential development starting to crop up behind and among the older homes.
- The generous width of the road (highway-like) contributes to the open feel of this zone.
- Cemetery is a cultural landmark that acts as a gateway between the rural land and the beginning of the village residential area.

Zone 2. West of Goffstown Village

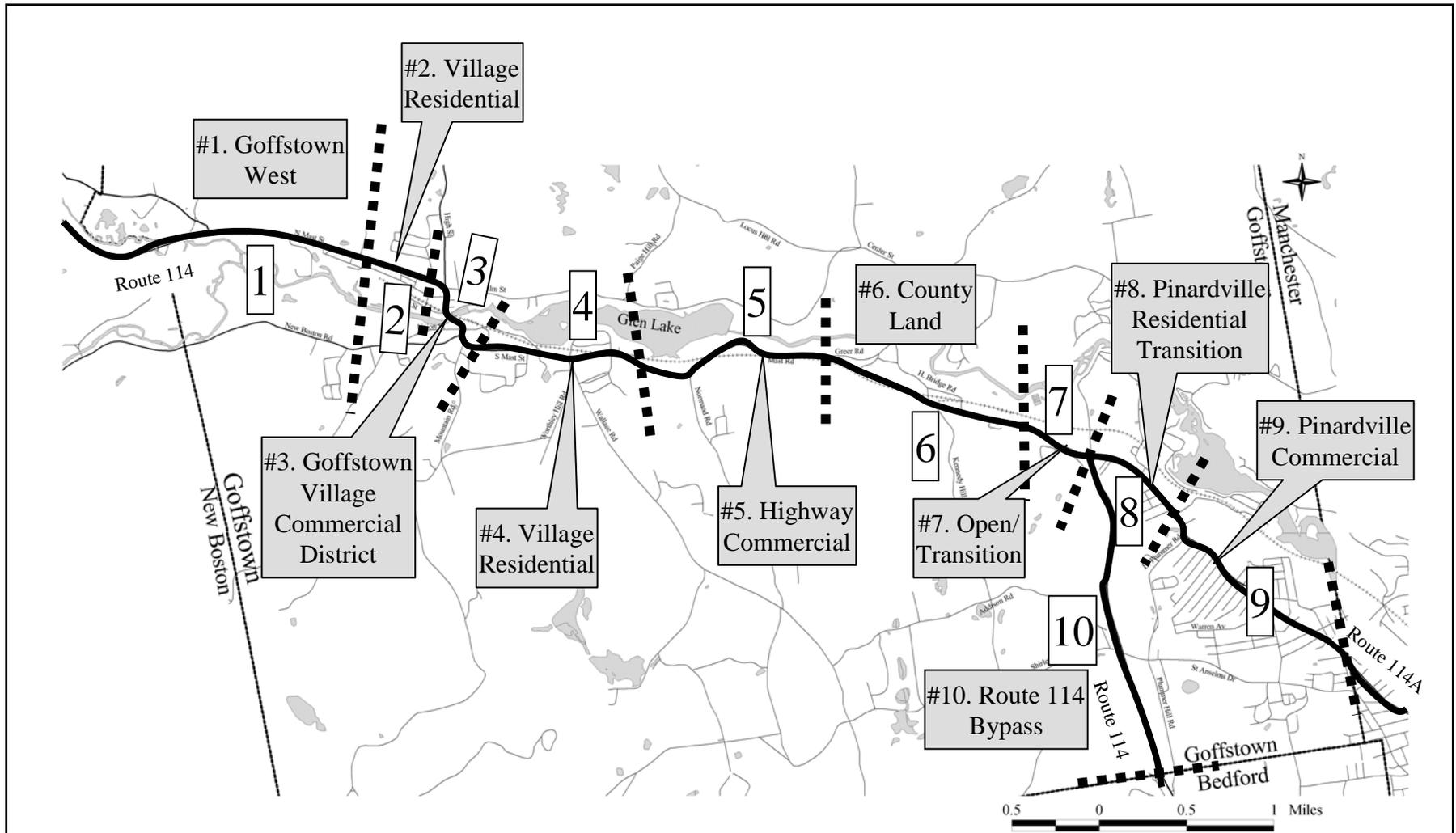
- Characterized by large, mostly single-family, 19th century houses.
- The consistent setback, style and scale of existing buildings, along with mature vegetation, contributes to a visually appealing environment.
- The edge of the road is poorly defined, with a grass edge eroded by parked cars.
- There is a consistent sidewalk on both sides of the street that encourages pedestrian movement to Goffstown Village.
- No street trees are planted within the grass esplanade between the street and the sidewalk.

Zone 3. Goffstown Village

- Characterized by a mix of civic and religious buildings, open space, small-scale retail development, and single- and multi-family residential housing.
- Recent streetscape and open space improvements have strengthened the character and identity of Goffstown Village.
- The quantity of overhead wires creates visual clutter.
- Very few street trees have been planted in the Village center.
- Visual unity of village retail is stronger on the west side of the bridge.

Zone 4. East of Goffstown Village

- A mix of residential and commercial development of different styles and eras characterizes this zone. There is a strong presence of larger, 19th century and early 20th century houses.



Character Zones
 Route 114 / 114A Corridor Management Plan

- The scale and density of building is consistent with the rest of Goffstown Village.
- The road is fairly narrow in this zone, and the building edges close enough that the view is closed and vertical in nature.
- Walls and fences in front of many properties help to create a greater distinction between sidewalk and front yard.
- Sidewalks are in poor condition and the grassed edge of the road eroded from on-street parking.

Zone 5. Highway Commercial

- The character of this zone is distinctly more rural than Zone 4. The road is more winding, but fairly wide, and the density of building decreases markedly.
- A real mix of residential architectural styles, but mostly older homes. These are complemented by municipal uses (parks and rec), Villa Augustine, a nursery, other small businesses, an electrical substation, and a utility corridor.
- Possibly the greatest diversity of use of any zone, which makes it difficult to characterize.
- The size and style of a recently built Shell Gas Station is out of character with the surrounding landscape.
- Poor access definition at many property entrances creates visual confusion and a lack of consistent road edge.

Zone 6. County Land

- Three types of development characterize this zone: residential development, county land, and long-term industrial / commercial development.
- There is a fairly contiguous stretch of residential development, where the use of privacy fences and other screening devices indicates the impact that traffic is having on the quality of life in this area.
- County land is one of the most intact pieces of open/farmland along the corridor. Large meadows coupled with agricultural, correctional and educational buildings exude a strong rural character.
- The presence of a car dealership within this setting seems out of character.
- In this rural stretch, views are open and the road seems fairly wide.
- The industrial / commercial development includes auto body repair shops and used car dealerships. The presence of parked and dilapidated cars in plain view of the road creates a blighted appearance.
- Poor access definition at these businesses creates visual confusion and a lack of a consistent road edge.

Zone 7. Open Transition

- A few residential properties in this area, but mostly rural land.
- Views are closed at the eastern end of the zone, because of tree cover close to the edge of the road. The view opens up as county land is approached.

Zone 8. Pinardville Residential Transition

- Residential properties in this zone are smaller, older houses (mostly one and two story) with the exception of one multi-family/townhouse development.
- Although houses are modest, they are well cared for and most are landscaped.
- A few home businesses are apparent, with parking provided on the property.
- Sidewalks are in poor condition and the grassed edge of the road eroded from lack of curbing.

Zone 9. Pinardville Commercial

- This zone is mostly commercial, with pockets of residential development between.
- Two open space parcels include Roy Park and the Ice House.
- The historic Ice House and Bartlett School represent the strongest civic and cultural aspects of this commercial-dominated strip.
- Commercial is a combination of shopping center, gas and restaurant franchise, and “mom and pop” type businesses.
- Sidewalks are present throughout most of the zone, but notably absent in a few key locations.
- The many signs of different size and style create visual clutter.
- Lack of a consistent lighting treatment along the corridor competes with signage at night for attention.

Zone 10. Route 114 Bypass

- Mostly undeveloped land, with pockets of industrial-type development.
- Industrial development is by and large screened from the road corridor.
- Because the land to both sides of the road is largely wooded, the road is very wide and the volume of traffic is high, the character of this stretch of the corridor is that of a highway.
- No provisions are made for pedestrian circulation.

I. INTRODUCTION

This chapter presents a series of three alternative concepts that provide an array of varying strategy choices regarding the future direction of land use, economic development and transportation in the corridor. It is not the intent of this exercise that any one concept be chosen but for the concepts to stimulate debate about how much change and what types of choices are available to the Town. It is intended that the best elements of each concept would be incorporated into a recommended concept (see Chapter 3).

II. ALTERNATIVE CONCEPTS

Concept #1: Incremental Change. The Incremental Change Concept builds upon the familiar land use strategy in place, making some adjustments. Residential development is suggested to continue at current densities and patterns. Commercial and industrial development continues along Route 114 in areas currently zoned for these uses. Incremental/scattered development would continued along Route 114 in the Agricultural zone but with some changes to access controls and some design guidelines. Development in Goffstown Village and Pinardville would occur incrementally. See Figure 2-1.

Pros:

1. Existing zoning and other policies are familiar and makes modest adjustments.

Cons:

1. Does not address the role of Route 114 in managing Town-wide residential growth.
2. Growth continues to occur haphazardly in an unplanned dispersed pattern.
3. Transportation impacts are disproportionately high due to dispersed pattern of development.

Concept #2: Economic Development Driven. The Economic Development Driven Concept seeks to maximize economic development opportunities along the corridor. Growth is concentrated in a linear pattern along the corridor while maintaining pockets of open space to retain and enhance the remaining rural roadside character. Several large pockets of development are identified for County land. Residential development is suggested to continue at current densities and patterns. Zoning changes in Pinardville would promote consolidation of frontage and rear lots along Mast Road to encourage moderately scaled redevelopment of properties. See Figure 2-2.

Pros:

1. Zones sizable amounts of land for commercial/industrial development.
2. Implements access management to preserve roadway capacity and improve safety and design guidelines to address the quality and form of development in the central Route 114 corridor area.

3. Maintains/enhances pockets of open space/rural character in the central Route 114 corridor area.
4. Changes promote redevelopment in Pinardville.

Cons:

1. Potentially high traffic impacts in central corridor, advancing likelihood that Route 114 would need to be widened.
2. Potentially diverts new development/redevelopment away from existing village centers (both Goffstown Village and Pinardville).
3. Low spin-off benefits or multiplier effects from development along Route 114 in central corridor because it is linear in fashion. Does not support plug retail/service 'leakage' (Goffstown resident income spending in other communities)
4. Does not target development efforts or residential growth.
5. Does not address the role of Route 114 in managing Town-wide residential growth.

Concept #3: Village Centered Development. The Village Centered Development Concept takes a more active approach to targeting growth to particular areas along the corridor. Villages are the focus of development and redevelopment at small and moderate scales. Residential development densities would be adjusted slightly higher and be in the traditional neighborhood development pattern with utilities extended as needed to accommodate this density and pattern. Development of three neighborhood mixed use centers at important intersections along the corridor (Wallace Road, Normand Road and Henry Bridge Road). Identifies the County land near the junction of Route 114/114A for establishment of new/extended village center and Office/Light Industrial Park off Route 114A. See Figure 2-3.

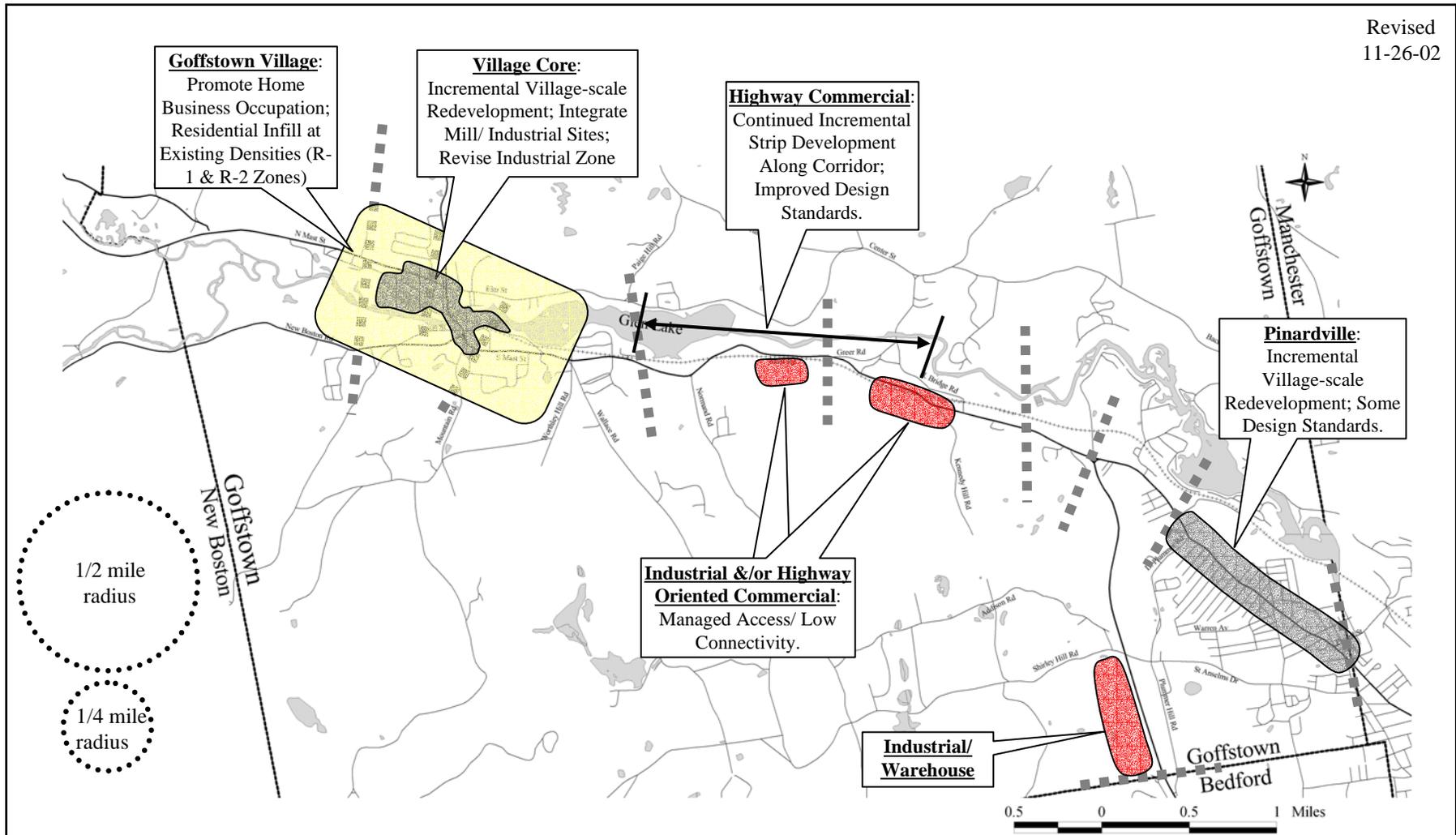
Pros:

1. Focuses retail and service types of employment in existing or new village centers and in neighborhood commercial/mixed-use centers.
2. Promotes traditional neighborhood development pattern within/adjacent to village centers.
3. Maximizes spin-off of residential development within village centers for expansion of retail/service businesses in commercial district.
4. Addresses town-wide role of village centers in managing residential growth.
5. Manages traffic growth relative to level of growth. Transit potential increases.
6. Promotes a wider diversity of housing types.

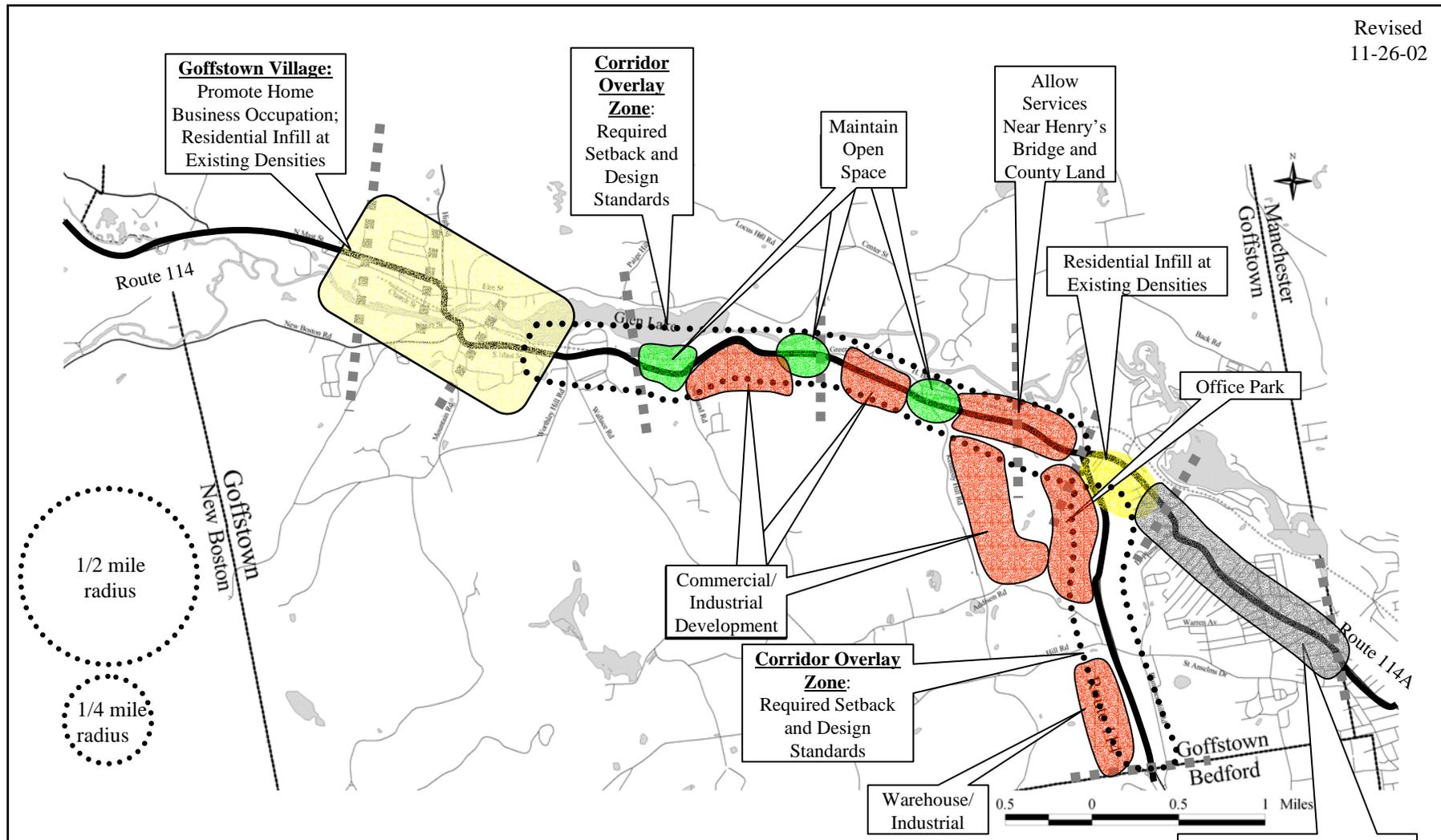
Cons:

1. Requires significant reconfiguration of Town zoning ordinances/practices.
2. Restricts uses that are currently present or allowed in central Route 114 corridor.
3. Higher level of management of land use.

Figure 2-4 presents summary information related to "Opportunity Areas" for potential development within the study area based on a review of secondary source information.

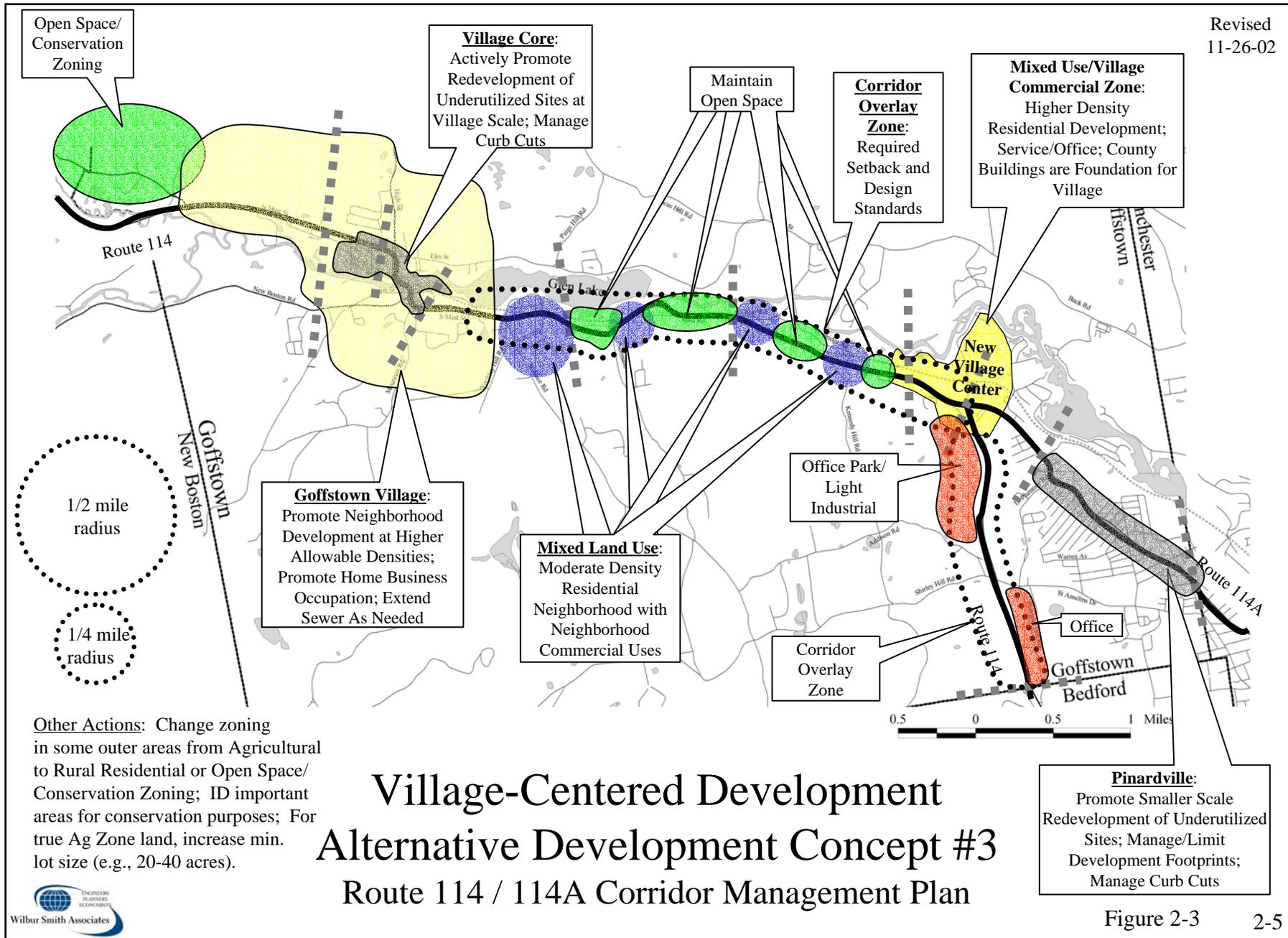


Incremental Change Alternative Development Concept #1 Route 114 / 114A Corridor Management Plan



Economic Development Driven Alternative Development Concept #2 Route 114 / 114A Corridor Management Plan

Pinardville:
Promote Moderate Scale Redevelopment;
Manage Curb Cuts; Promote Consolidation of Frontage & Rear Lots for Redevelopment



Village-Centered Development Alternative Development Concept #3 Route 114 / 114A Corridor Management Plan

Figure 2-3 2-5



Table 2-1

Category	Goffstown Route 114 / 114A Alternative Concepts		
	Incremental Change, #1	Economic Development Driven, #2	Village Centered Development, #3
Land Use	<ul style="list-style-type: none"> ▪ Extend/tweak current zoning, familiar to residents 	<ul style="list-style-type: none"> ▪ Attract significant new development to corridor in concentrated linear pattern interspersed with protected views. 	<ul style="list-style-type: none"> ▪ Focus development in existing and new centers in concentrated/nodal pattern. ▪ New
Residential	<ul style="list-style-type: none"> ▪ Slight intensification of residential uses in village centers. ▪ Most growth continues outside of established village centers. 	<ul style="list-style-type: none"> ▪ Slight intensification of residential use in village centers. ▪ More continued residential growth outside established village centers. 	<ul style="list-style-type: none"> ▪ Extensive efforts to direct a sizable portion of residential growth (single family, multi-family) to existing and new centers in traditional neighborhood pattern.. ▪ New residential growth in centers primarily in traditional neighborhood development pattern.
Commercial/ Industrial	<ul style="list-style-type: none"> ▪ More standardized zoning between Goffstown Village and Pinardville - one or two districts only. ▪ Focus major industrial/commercial growth to three areas along Route 114. ▪ Limit size (footprint) of commercial development in Pinardville. 	<ul style="list-style-type: none"> ▪ Large commercial centers divided by smaller open space areas along mid-section of 114. ▪ Attract Office Park development in one area along Route 114 bypass. ▪ Service oriented business on County property north of 114. ▪ Warehouse/industrial (truck traffic-generating businesses) along bypass at Bedford town line. ▪ Moderate-scaled redevelopment in Goffstown Village and Pinardville. 	<ul style="list-style-type: none"> ▪ Focus is on small/moderate scale service and retail in village centers/nodes. ▪ Reuse existing housing stock in villages for commercial uses. ▪ Establish large office park/light industrial area at Junction 114/114A. ▪ No big box allowed along corridor.
Economic Development	<ul style="list-style-type: none"> ▪ Gradual growth of new businesses along portions of the middle section of Route 114. ▪ Commercial/Industrial along middle section; warehouse/ industrial along 114 bypass at Bedford line 	<ul style="list-style-type: none"> ▪ Significant new business concentrated in commercial centers. 	<ul style="list-style-type: none"> ▪ Focus on Town and surrounding locality needs and services. ▪ Encourage demand for new economic development through population increase for local stores and office/light industrial development. ▪ New development located and designed so there is maximum 'spin-off' effects between businesses (reduce isolation of businesses from residential and between each other).

Table 2-1

Category	Goffstown Route 114 / 114A Alternative Concepts		
	Incremental Change, #1	Economic Development Driven, #2	Village Centered Development, #3
Transportation	<ul style="list-style-type: none"> ▪ Implement limited access management techniques along entire corridor. ▪ Add turning lanes and signals as traffic growth warrants. ▪ Likely widening of 114 to four+ lanes. ▪ Increase sidewalk accessibility in centers. ▪ Maintain on-street parking in village centers. ▪ Construct Rail-to-Trail project. 	<ul style="list-style-type: none"> ▪ Implement access management techniques along entire corridor. ▪ Add center-turning lanes/median in new commercial centers. ▪ Likely widening of 114 to four+ lanes. ▪ New signals at important intersections and new access points. ▪ Add sidewalks to fringe residential areas. ▪ Encourage interconnected roadway between and within new commercial centers to provide multiple access points. ▪ Maintain/add on-street parking in village centers. ▪ Construct Rail to Trail project. 	<ul style="list-style-type: none"> ▪ Implement access management techniques along entire corridor. ▪ Add/maintain center-turning lane/median in new village center, Pinardville and eastern end of Goffstown Village (Section 4). Minimize use of new signals. Keep Route 114 as two lanes where possible. ▪ Interconnected roadway system near Route 114/114A to support new village center and new commercial zone. ▪ New signals at development nodes to manage traffic flow. ▪ Add sidewalks to new village center and fringe residential areas. ▪ Maintain/add on-street parking in new and existing village centers. ▪ Construct Rail to Trail project.
Corridor Design / Community Character	<ul style="list-style-type: none"> ▪ Create limited standard setbacks, landscape requirements and design guidelines for 114 between Goffstown Village and Pinardville 	<ul style="list-style-type: none"> ▪ Create standard setbacks, landscape requirements and design guidelines for new commercial centers. ▪ Create corridor overlay zone to control setback treatment and design. ▪ Increase setbacks to greater than 200 feet in new commercial centers. ▪ Maintain/reinstall trees and shrubs in setback areas. 	<ul style="list-style-type: none"> ▪ Maintain remaining rural character of corridor through minimal development and vegetation management. ▪ Create corridor overlay zone to control setback treatment and design. ▪ Create design guidelines for new village center and commercial areas.
Town's Infrastructure Requirements	<ul style="list-style-type: none"> ▪ Other infrastructure needs met by individual development projects. 	<ul style="list-style-type: none"> ▪ Rail to Trail project. ▪ Provision of sewer and water to area west of 114 By Pass. ▪ Potential creation of frontage road and/off access connection roads to development area along 114 By Pass and in mid-Route 114. 	<ul style="list-style-type: none"> ▪ Rail to Trail project. ▪ Provision of sewer and water to area west of 114 By Pass. ▪ Potential creation of frontage road and/off access connection roads to development area along 114 By Pass. ▪ Target streetscape and pedestrian safety improvements in Village centers. ▪ Traffic improvements focused at intersections.

I. INTRODUCTION

This Chapter presents a set of integrated economic development, land use, transportation and corridor enhancement recommendations for the Route 114/114A corridor study area.

The Study's objective is to develop a coordinated and integrated Economic Development, Land Use and Transportation strategy for the Route 114/114A corridor. This strategy should address and balance the needs for:

- preservation and enhancement of community character
- economic vitality and tax base diversification
- transportation safety and mobility for corridor users
- setting the longer term (20 year) direction for future land uses and development in the corridor.

An underlying assumption of the recommendations is that residential and commercial growth are going to occur in Goffstown. The question is whether that growth will or will not occur in the locations and patterns that enhance the community and minimize the negative impacts that can be associated with unmanaged growth (increased traffic, increased taxes, for instance).

The main theme inherent in the recommendations is *connectedness*.

- The various elements of the plan are connected to and support each other and the success of one element relates directly to the success of others -- land use to economic development, land use to community character, e.g.
- The strategies for the corridor are connected to Town-wide measures and should complement and directly support goals related to economic development, land use and community character. For instance, any policies to direct residential development to areas within and along the corridor must be made in conjunction with changes to Town-wide residential policies. Economic development efforts within the corridor should not be diluted or negated by activities elsewhere, and vice versa.
- In terms of transportation, more, smaller connections are preferable to fewer, larger connections (except for driveways where consolidated driveway access is generally preferred). This applies to street and pedestrian networks, connections between neighborhoods and connections between adjacent developments.
- The quality of development is directly linked to the expectations and aspirations of a community as expressed through their land development policies and regulations. High quality development *can* occur without design guidelines, for instance, but it is left more to chance than an *expected* outcome of the development process. Policies and regulations that require high quality development do not have to be complex to administer or overly prescriptive to be effective.

The discussions of the Alternative Concepts presented in Chapter 2 and the goals of the project led to the development of a series of Corridor Development Principles. These principles were used to formulate the integrated set of economic development, land use and transportation strategies. These principles are:

- Preserve and enhance community character
 - Reinforce/strengthen role of existing village centers
 - Retain/regain important visual character and resources along Route 114/114A
 - Actions within the corridor should complement Town-wide Growth Management actions
- Promote economic development
 - Diversify the property tax, reducing the reliance on residential property taxes
 - Direct development to targeted areas in a prioritized fashion
 - Residential development should promote the economic vitality of the village centers
- There should be a good return on public infrastructure improvements to promote economic development. This return on investment should not be measured only in dollar terms, but also in terms of improvements to residents' quality of life.
- The implemented actions should improve the safety and mobility for all corridor users: pedestrians, motorists, and bicyclists.

A basic premise behind all of these principles is that a high quality of life and high quality of design is necessary (but not sufficient by itself) to attract investment/economic development to Goffstown.

II. RECOMMENDED DEVELOPMENT CONCEPT

The recommended development concept is illustrated in Figure 3-1 and summarized in Table 3-1. It represents an integrated concept to direct economic development initiatives and residential development to strategic locations along the corridor. Specifics of the concept are described in subsequent sections.

Land Use. Key land use elements are:

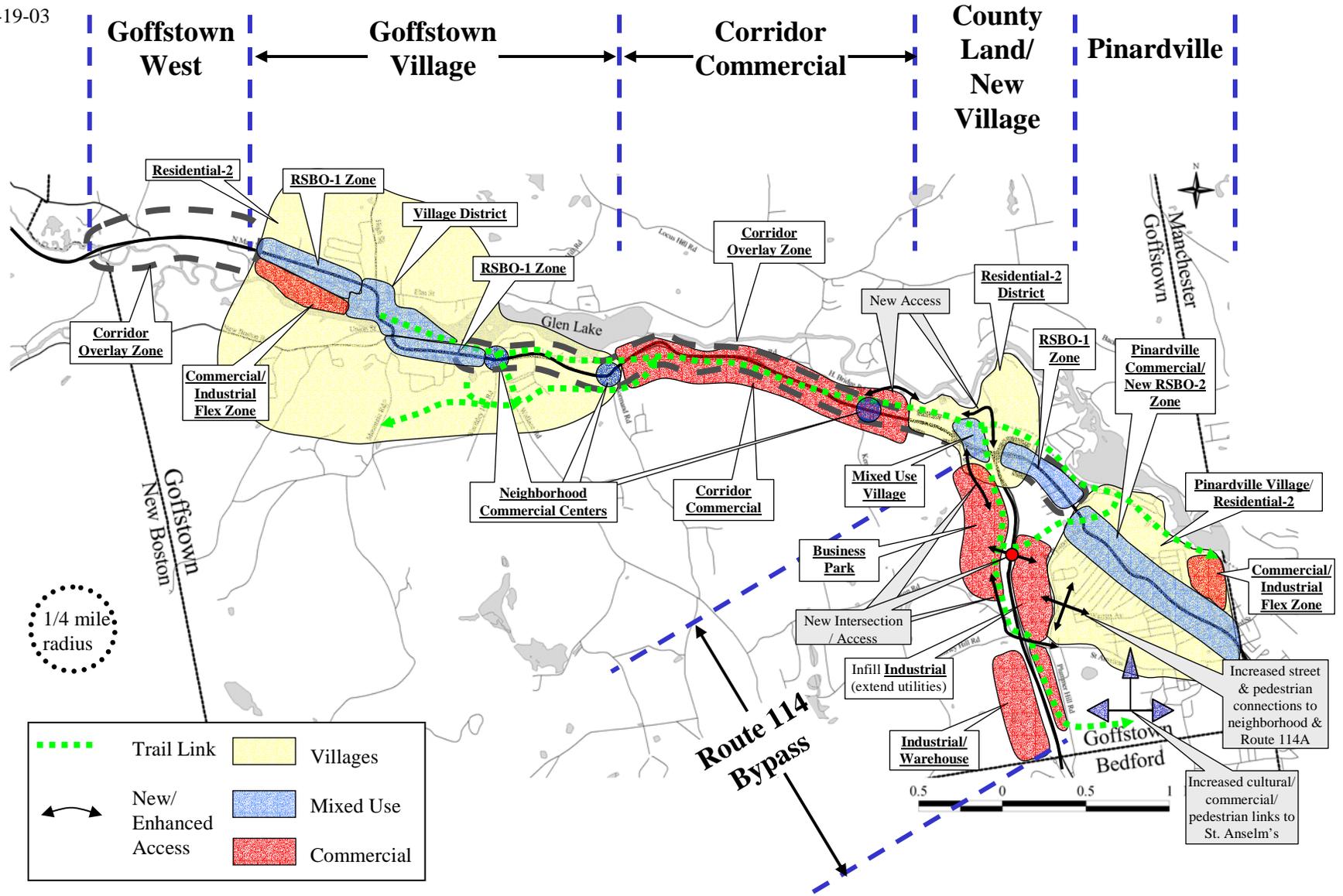
- Explicit policy to redirect a significant portion of the residential growth that will occur in Goffstown to villages.
- Residential development in village areas and nodes at moderately higher densities than currently allowed by extending sewer to support smaller lot sizes and multi-family development. Residential development is to be in the traditional neighborhood development pattern.
- Within the corridor, require residential development in the traditional neighborhood form (with interconnected streets and sidewalks) rather than in contemporary isolated/disconnected subdivisions.
- Emphasize mixed use -- residential, office, retail, services in close proximity -- development in targeted areas (Goffstown Village Commercial district, Pinardville Commercial district, new Mixed Use Village, and Neighborhood Commercial Centers).
- Restrict traffic generating commercial uses between Goffstown Village and Pinardville Village in the Commercial Corridor district.

Economic Development. Key economic development elements are:

- Coordinated small and moderate scale infill/redevelopment, mixed use initiatives in the Goffstown Village Commercial district and Pinardville Village Commercial district to strengthen the economic vitality of these villages.
- New mixed use commercial district at junction of Route 114/114A in conjunction with village scale residential development.
- Small-scale mixed use Neighborhood Commercial Centers at Wallace Road, Normand Road and Henry Bridge Road.
- Attract Office Park/Light Industrial uses to a new Business Park west and south of Route 114. Evaluate and provide infrastructure needs (sewer, water, roads).
- Infill industrial development off Daniel Plummer Road in Pinardville with the extension of utilities to this area.
- Concentrate industrial/warehouse and truck intensive uses to an industrial park near the Bedford line off of the Route 114 Bypass.
- Increased economic and cultural links to St. Anselm's College.
- Creation of new Commercial/Industrial Flex Zone districts in Pinardville and Goffstown Village.
- Encourage the rehabilitation/re-use of county owned properties along Route 114.
- Minimize commercial development between Goffstown and the New Village area to nodal development or low traffic generating, large space requirement, destination-type commercial uses.

Transportation. Key transportation elements are:

- Preservation of capacity on Route 114 through improved access management and growth management tied to a complementary land use plan.
- Renewed connectivity of streets to allow easier circulation of traffic and to bypass busy intersections in an acceptable manner.
- Enhance sidewalks, road crossings and path networks to increase pedestrian mobility.
- Strong emphasis on traffic management to minimize the widening of roadway segments and intersections.



Recommended Development Concept Route 114 / 114A Corridor Management Plan

Figure 3-1
3-5

Table 3-1 Recommended Development Concept Summary	
Land Use	<ul style="list-style-type: none"> ▪ Concentrate new development in focused areas to maximize extension of utilities and public investment. Infill residential in village areas where appropriate, extending utilities. ▪ Preserve central 114 corridor through access management, design guidelines and new zoning to limit development to low traffic generating uses and minimize traffic impacts.
Residential	<ul style="list-style-type: none"> ▪ Direct residential growth (single family, multi-family) to existing and new centers. Extend sewer to new residential areas in Goffstown Village to develop in neighborhood form (instead of isolated subdivisions). New residential neighborhood in proximity to high school, and west and south of Goffstown Village, extending Village to Normand Road. ▪ Residential areas linked by paths/trails. Residential development in conjunction with commercial development on County land north of 114 along river, tied in to existing residential development. ▪ Increased connectivity in Pinardville residential areas.
Commercial/ Industrial	<ul style="list-style-type: none"> ▪ Focus is on small/moderate scale service and retail in village centers/nodes. Reuse existing housing stock in villages for home office/commercial uses. Limit building footprints to limit scale of development. ▪ New Residential, Small Business, Office Zone (RSBO-2) to unify Pinardville zoning. ▪ Establish large office park/light industrial district at junction 114/114A west of bypass and mixed use village north of 114 on County land. Establish Commercial/Industrial ‘Flex’ District. ▪ Industrial/warehouse development (truck-generating traffic) along bypass at Bedford town line. ▪ No big box allowed along 114 or 114A corridor by restricting retail uses and building footprints.
Economic Development	<ul style="list-style-type: none"> ▪ Focus on Town and surrounding locality needs and services. Encourage demand for new economic development through population increase for local stores and office/light industrial development. ▪ New development located and designed so there is maximum ‘spin-off’ effects between businesses (reduce isolation of businesses from residential and between each other). New development to occur where extension of utilities maximized.
Transportation	<ul style="list-style-type: none"> ▪ Implement access management techniques along entire corridor. Add/maintain center-turning lane/median in new village center, Pinardville and eastern end of Goffstown Village. Minimize use of new signals. Interconnected roadway system near Route 114/114A to support new mixed use village center and new commercial zone. New development to have multiple access points. ▪ Increase connectivity of roadways in Pinardville to reduce reliance on Mast Road/Route 114A. ▪ Evaluate new signals or roundabouts at development nodes to manage traffic flow including new signal midway between 114/114A and St. Anselm’s Drive. ▪ Add sidewalks to new village center and fringe residential areas. Maintain/add on-street parking in new and existing village centers. Construct Rail to Trail project. Construct additional paths linking major development and activity centers (schools, employment centers) and as economic development tool. New sidewalks/fill gaps in Pinardville (114A/St. Anselm’s Dr./D. Plummer). ▪ Consistent paved shoulders (4’ minimum) along Route 114 outside for bicycle access.
Corridor Design /Community Character	<ul style="list-style-type: none"> ▪ Maintain remaining rural character of corridor through minimal development and vegetation management. ▪ Create corridor overlay zone to control setback treatment and design. ▪ Create design guidelines for village centers and commercial areas. ▪ Downzone land along central 114 area from agricultural to low intensity commercial uses which are more conducive to preservation of corridor character. ▪ Downzone other agricultural land to reflect growing residential uses outside of R-1/R-2 areas.
Infrastructure Requirements	<ul style="list-style-type: none"> ▪ Rail to Trail project and other path projects. ▪ Provision of sewer and water to area west of 114 By Pass and along Daniel Plummer Road. Strategic extension of sewer in Goffstown Village to support traditional neighborhood dev. ▪ Potential frontage road and/off access connection roads to development area along 114 By Pass. ▪ New sidewalks in village centers. Enhanced crosswalks. Curb, gutter, street trees in Goffstown Village

III. SOCIO-ECONOMIC AND ECONOMIC DEVELOPMENT: RECOMMENDED STRATEGIES

This section identifies an inter-related set of economic development strategies for the Route 114 and 114A corridor. One of the most important considerations in their implementation is determining how they relate to overall town-wide economic development and growth management strategies. Strategies within the corridor can be strengthened and reinforced by actions outside the corridor, but they can just as easily be defeated or seriously weakened by a lack of coordination elsewhere.

These economic strategies for the Route 114 corridor are crafted to provide tangible and implementable actions the Town and its partners can take to achieve the goals of enhancing the quality of life and economic vitality of the community.

A. Economic Targets

Goffstown's current base of taxable property is approximately \$637 million of which about \$540 million or 85% is residential property. Members of the Corridor Study Committee have suggested that the Town set a goal of increasing the share of non-residential property valuation from 15% to 20%, thereby reducing this dependence on residential property taxes. The questions for the Town economic developers, therefore, are:

- ✓ How does this goal translate into specific targets for additional square footage of new and redeveloped non-residential property?
- ✓ How far can the Town get in reaching the targets by increasing locally oriented retail and service businesses compared to attracting export oriented retail service businesses, manufacturers or office parks?
- ✓ How can the Town locate this development to gain its maximum benefits and minimize its negative impacts?

There is no direct measure of how much of Goffstown's non-residential property is "locally oriented" compared to that which is "export oriented." However, using information on employment in locally oriented retail and service industries and standard industry sources for sales per employee and sales per square foot of space, the Town can estimate that breakdown as follows.

A number of calculations can help estimate the square footage of non-residential taxable property Goffstown will have to create to reach its goal of having 20% of its tax base be non residential. First, it is necessary to determine sales per dollar of payroll for locally oriented business.

Table 3-2 lists these data from the 1997 Economic Census.

Table 3-2
Sales per Dollar of Payroll, Selected Industries, NH Non-Metro areas, 1997

SIC Code	Industry Sector	Sales/Dollar of Payroll
44-45	Retail trade	\$11.12
441	Motor vehicle & parts dealers	\$13.08
442	Furniture & home furnishings stores	\$7.64
443	Electronics & appliance stores	\$10.71
444	Building material & garden equipment & supplies dealers	\$8.60
445	Food & beverage stores	\$14.19
446	Health & personal care stores	\$8.07
447	Gasoline stations	\$15.99
448	Clothing & clothing accessories stores	\$9.16
451	Sporting goods, hobby, book, & music stores	\$9.29
452	General merchandise stores	\$11.52
453	Miscellaneous store retailers	\$8.41
454	Nonstore retailers	\$8.57
512131	Motion picture theaters (except drive-ins)	\$5.21
522	Banking & related activities	\$7.24
531	Real estate	\$4.96
532	Rental & leasing services	\$4.47
561	Administrative & support services	\$1.89
621	Ambulatory health care services	\$2.11
624	Social assistance	\$2.37
721	Accommodation	\$3.49
722	Foodservices & drinking places	\$3.41
713	Amusement, gambling, & recreation industries	\$3.21
811	Repair & maintenance	\$3.63
812	Personal & laundry services	\$2.93

Source: U.S. Bureau of the Census **1997 Economic Census**,
<http://www.census.gov/epcd/www/ec97stat.htm>

Second, these figures are used to estimate “locally oriented” sales for Goffstown by multiplying sales per payroll figures by employment data from the NH Bureau of Employment Security. Table 3-3 lists these data.

Table 3-3
Estimated “Locally Oriented” Sales, Goffstown, 2000

Sector	Earnings	\$ Sales/ \$ Payroll	Estimated Sales	Sales per SF	Estimated SF
Food Stores	\$6,444,048	\$14.19	\$91,441,041	\$312	293,080
Automotive Dealers/Service Stations	\$814,476	\$13.08	\$10,653,346	\$136	78,333
Eating and Drinking Places	\$2,199,756	\$3.41	\$7,501,168	\$183	40,990
Miscellaneous Retail	\$1,208,844	\$8.41	\$10,166,378	\$143	71,094
Depository Institutions	\$663,780	\$7.24	\$4,805,767	\$110	43,689
Insurance Agents/Brokers and Service	\$1,983,696	\$7.24	\$14,361,959	\$110	130,563
Real Estate	\$292,968	\$7.24	\$2,121,088	\$110	19,283
Personal Services	\$478,920	\$2.93	\$1,403,236	\$110	12,757
Business Services	\$2,396,108	\$1.89	\$4,528,644	\$110	41,169
Auto Repair, Services, and Parking	\$702,832	\$3.63	\$2,551,280	\$136	18,759
Motion Pictures	\$185,224	\$5.12	\$948,347	\$110	8,621
Amusement and Recreation Services	\$1,729,468	\$3.21	\$5,551,592	\$110	50,469
Health Services	\$2,006,940	\$2.11	\$4,234,643	\$110	38,497
Legal Services	\$115,752	\$2.28	\$263,915	\$110	2,399
Social Services	\$1,730,300	\$2.37	\$4,100,811	\$110	37,280
Engineer/Accounting/Research Services	\$2,179,008	\$2.28	\$4,968,138	\$110	45,165
Total			\$169,601,354	\$182	932,149

Sources: Earnings are from NH Bureau of Employment Security Covered Employment Statistics, 2000. Sales per SF data are from the Urban Land Institute, see Appendices 1 and 2.

Third, these figures are divided by estimated sales per square foot taken from Urban Land Institute sources. This yields an estimated square footage of “locally oriented” businesses in Goffstown which is listed in the last column of Table 3-3.

B. The Future Challenge

Looking to the future, the question facing Goffstown’s planners is “How many square feet of non-residential space must be created (or upgraded in value) to get the non-residential share of property value up from 15% to 20%?” Table 3-4 presents a table to use as an illustrative model for conducting “what if” scenarios for Goffstown’s future development.

Key assumptions in this analysis are:

- The population of Goffstown will grow over the next 20 years from 16,900 to 23,000, the mid-range of the I-93 Expansion Study Committee.
- The persons per household will drop from 3.0 to 2.7. This would result in a total of 8,500 households in 2020, an increase of approximately 2,900 over current conditions.

- Because of intensive efforts to make locally oriented trade and service businesses more attractive and healthy, the residents of Goffstown will increase the proportion of their income they spend in Goffstown. This will result in the share of the total Greater Manchester's share of locally oriented spending from 2.1% to 2.7%.

Table 3-4
Estimates of Goffstown's Tax Base, 2000 and 2020

	2000	2020
Population	16,929	23,000
Households	5,641	8,500
Personal Income	\$370,864,000	
Population per household	3.00	2.7
Residential Valuation	\$540,297,900	\$815,908,113
Non-residential Valuation	\$96,989,400	\$203,977,028
Local Oriented Valuation	\$70,666,667	\$86,104,167
Export Oriented Valuation	\$26,322,733	\$117,872,862
Total Valuation	\$637,287,300	\$1,019,885,142
Residential Valuation per HH	\$95,781	\$95,781
Local Oriented Sales	\$169,600,000	\$206,650,000
per \$ Personal Income	\$0.46	\$0.56
Local Oriented Sales/SF	\$180	\$180
Local Oriented SF	942,222	1,148,056
increase Local Oriented SF		205,833
share of Manchester PMSA	2.1%	2.5%
Export Oriented \$/SF	\$75	\$75
Export Oriented SF	350,970	1,571,638
increase Export Oriented SF		1,220,668

Sources: For 2000, figures for population, households, personal income and population per household are from the 2000 Census. Residential, non-residential and total valuation are from the NH Bureau of Revenue Administration. The local and export oriented shares of non-residential valuation are derived from sales estimates described below. Residential valuation per household is derived from the given sources. Locally oriented sales, sales per SF and square footage are derived as described above. Locally oriented sales amount to \$0.46 per dollar of personal income.

Assuming a value of \$75/SF for the locally oriented square footage of approximately 940,000 SF yields a locally oriented non-residential valuation of approximately \$70.7 million. Subtracting this from the actual non-residential total of approximately \$97.0 million yields a calculated export oriented non-residential valuation of just over \$26 million. Assuming a value for this property of \$75/SF yields a calculated export oriented square footage of approximately 351,000.

It is then assumed the same residential value per household as was true in 2000. As long as all property values are treated in constant terms, the structural changes affecting square footage alone can be isolated.

Multiplying the average residential value of \$95,781 by the projected 8,500 households yields a projected residential valuation of approximately \$816 million. Dividing this figure by the 0.8 target for residential share of total valuation yields a target total valuation of \$1,020 million and a residual non-residential valuation to be achieved of just over \$200 million, an increase of over \$100 million from the 2000 figure of \$96 million.

The question to direct corridor development policy is “How does the Town create this \$100 million in additional tax base?”

A first cut at answering this question is to examine the likely effects of an “import substitution” policy -- that is, a policy of developing the health and attractiveness of Goffstown’s locally oriented retail and service businesses. If, for example, Goffstown could increase its share of the sales of “locally oriented” businesses in the Manchester PSMA from 2.1% to 2.5%, the results would be increases:

- ✓ in locally oriented sales from \$170 million to \$206 million;
- ✓ in locally oriented square footage from 940,000 SF to 1,150,000SF; and
- ✓ in locally oriented property valuation from \$70.7 million to \$86.1 million.

This change would imply the need to create an additional 1,221,000 SF of export oriented property to reach the goal of \$118 million.

Table 3-5 presents three scenarios (2020A, 2020B and 2020C) indicating the implications of three “what if” scenarios for Goffstown’s future based on the calculation of current “locally-oriented” business. The first assumes an increase in the Town’s share of “locally oriented” sales to 2.5% as presented above; the second assumes an increase to 3.0%; and the third assumes an increase to 3.5%.

The first implies an increase in locally oriented square footage of approximately 206,000 SF; the second of approximately 435,000 SF; and the third of approximately 665,000 SF. The first scenario assumes that Goffstown residents will increase their local spending from \$0.46 per dollar of personal income to \$0.56; the second implies an increase to \$0.67; and the third to \$0.78.

Table 3-5
Alternate Projections of Goffstown's Tax Base to 2020 (in constant dollars)

	2000	2020A	2020B	2020C
Population	16,929	23,000	23,000	23,000
Household(HH)	5,641	8,519	8,519	8,519
Personal income	\$370,864,000			
Population/HH	3.00	2.7	2.7	2.7
Residential value	\$540,297,900	\$815,908,113	\$815,908,113	\$815,908,113
Non-residential value	\$96,989,400	\$203,977,028	\$203,977,028	\$203,977,028
Local oriented	\$70,666,667	\$86,104,167	\$103,325,000	\$120,545,833
Export oriented	\$26,322,733	\$117,872,862	\$100,652,028	\$83,431,195
Total valuation	\$637,287,300	\$1,019,885,142	\$1,019,885,142	\$1,019,885,142
Residential value/ HH	\$95,781	\$95,781	\$95,781	\$95,781
Locally oriented sales	\$169,600,000	\$206,650,000	\$247,980,000	\$289,310,000
Per \$ personal income	\$0.46	\$0.56	\$0.67	\$0.78
Locally oriented sales/SF	\$180	\$180	\$180	\$180
Locally oriented SF	942,222	1,148,056	1,377,667	1,607,278
Locally oriented val/SF	\$75			
Increase locally oriented SF		205,833	435,444	665,056
Share of Manchester PMSA	2.1%	2.5%	3.0%	3.5%
Export oriented \$/SF	\$75	\$75	\$75	\$75
Export oriented SF	350,970	1,571,638	1,342,027	1,112,416
Increase export oriented SF		1,220,668	991,057	761,446

Table 3-6
Estimated Distribution of Locally Oriented and Export Oriented Commercial Property, Goffstown, 2000

Type of Commercial Property	2000			2020B		
	Valuation (\$million)	square feet (000)	Percent of Total	Valuation (\$million)	square feet (000)	Percent of Total
Locally Oriented	\$70.1	942	73%	\$103.3	1,378	51%
Export Oriented	\$26.3	351	27%	\$100.7	1,342	49%

Source: Planning Decisions.

Taking scenario 2020B as the Town's target implies:

- Increasing locally oriented square footage from 942,222 SF to over 1, 377,667 SF;
- Increasing export oriented square footage from 350,970 SF to 1,342,027 SF; and
- Increasing the relative share of export oriented square footage from 27% to 49%.

This means the Town will have to undertake an aggressive economic development effort.

Economic development will occur in Goffstown regardless of what its citizens do. The combination of developable land that is potentially available for residential construction and the increasing flow of traffic from the suburbs to the west into Manchester constitute market forces that are certain to change the nature of the Town. The challenge to the citizens of Goffstown is to find ways to shape these forces so that the changes to come most closely mirror the Town's vision for its future. The strategies presented here are intended to present a pathway toward that vision.

The key to these strategies is their interconnectedness. To pursue one without the others will significantly reduce their effectiveness. A local economy, like the Town itself, is a complex mosaic of interconnected pieces. The variety of size, cost and location of homes affects who lives here. The variety, number, mix and location of businesses here and nearby affects who works and shops here. And the distance between them helps determine the volume and type of traffic that comes through here. The central goal of the recommendations that follow is to increase the relative share of non-residential property in the Town's property tax base while preserving as much as possible of the "rural character" of the Town and minimizing the congestion along the Route 114 corridor.

C. "Import Substitution" Strategies (Strategies 1 - 6)

Strategy 1: Increase the Variety of Housing Available in Goffstown

The vast majority of housing created in Goffstown (and in New Hampshire as a whole) over the recent past has been of the suburban, single-family type. While these types of homes clearly meet the need of one segment of the housing market, the virtual exclusion of other types of housing has had a number of unintended consequences which limit the development of locally oriented businesses.

In short, Goffstown can "get ahead of the curve" by encouraging a greater diversity of housing, housing for young adults, housing for local workers, housing for "empty nesters" and housing for older adults.

Strategy 2: Direct New Residential Development to Targeted Areas with Mixed Use Development while Simultaneously Preserving Land with the Highest Environmental Sensitivity, Visual Quality and Recreational Value.

Goffstown clearly cannot preserve "rural character" *just* by encouraging higher density development in selected villages or neighborhoods. If suburbanization continues unabated, higher density nodes could simply accelerate growth. Rather, some portion of the savings in land costs generated by allowing more units per acre in area A should be used to preserve lands that have been identified by the Town to have the highest environmental sensitivity, high visual/open space quality, and high recreational value.

Strategy 3: Encourage, even Require, the Inclusion of Non-Residential Commercial Activity in the Selected Growth Areas.

One of the unintended consequences of traditional single use zoning is to increase automobile traffic. If one lives in zone 1, works in zone 2 and shops in zone 3, each of these activities and the businesses that serve them become specialized. Opportunity for social interaction and non-vehicular traffic is reduced. The only way to reverse this trend is to allow mixed-use zoning, to allow the re-creation of the traditional village and downtown centers that form the core of so many of New Hampshire's communities but that can, in most cases, no longer be created because of zoning, density and set-back requirements. In mixed use development there is a reduced overall demand for parking (due to shared parking) so less land needs to be devoted to parking, a valuable commodity in small town centers. For Goffstown, this sort of "import-substitution" economic development strategy holds great promise.

Employment is measured by place of residence and by place of work. For Goffstown in 2000, these numbers were 8,933 and 3,175, respectively. This indicates that the vast majority of employees who live in Goffstown work somewhere else. Table 1-3 and Figure 1-7 show how Goffstown compares to the greater Manchester area. What this information indicates is that there appears to be a potential for Goffstown to generate more jobs in the community by encouraging businesses that cater to local residents.

One means of seeing how this can be done is to look at another community that has pursued this development strategy. In New Hampshire, Littleton has been praised for the success of its downtown development efforts. It has pursued a coordinated policy of encouraging downtown businesses, encouraging creation and renovation of downtown residential units and expanding schools in the downtown area rather than building new ones in the suburbs. The success of this effort is evident by comparing the number of local, in-town jobs it has per dollar of local income to those of Goffstown.

Table 3-8
Littleton & Goffstown, 2000

<u>Category</u>	<u>Littleton</u>	<u>Goffstown</u>
Population	5,845	16,929
<i>per capita</i> Income	\$18,803	\$ 21,907
employees per million \$ income	21.7	4.0

Source: NH Division of Employment Security and US Bureau of the Census 2000 Census.

While Littleton has less than half the resident population of Goffstown and a *per capita* income 15% below that of Goffstown, it has over five times the in-town employees per million dollars of in-town personal income. This is further illustrated by a closer look at each town's jobs in those sectors oriented to local trade and service.

Table 3-9
Employment in Littleton and Goffstown, 2000

Sector	Littleton		Goffstown	
	firms	employees	firms	employees
Health Services	22	607	10	93
Miscellaneous Retail	25	442	9	69
Eating and Drinking Places	17	245	17	183
Social Services	13	188	17	121
Food Stores	12	177	10	449
Automotive Dealers/Service Stations	9	112	4	23
Business Services	16	82	14	59
Engineer/Accounting/Research Services	12	80	15	54
Depository Institutions	8	74	4	23
Hotels and Other Lodging Places	5	61	0	0
Personal Services	9	59	6	30
Furniture and Homefurnishings Stores	9	52	18	177
Building Materials and Garden Supplies	9	50	0	0
Insurance Agents/Brokers and Service	8	35	7	51
Legal Services	9	32	3	7
Real Estate	6	29	5	9
Membership Organizations	6	28	0	0
Auto Repair, Services, and Parking	8	21	5	31
Amusement and Recreation Services	3	16	7	92
Total	206	2,390	151	1,471

Littleton has more jobs than Goffstown in all but five sectors. Miscellaneous Retail (specialty shops), Banking, Business Services and Hotels/Lodging Places seem to be areas of particularly strong potential for Goffstown.

Strategy 4: Strengthen Goffstown’s Main Street Program and Incorporate its Program Goals More Fully into Town Land Use Regulations

One of the reasons suburban residential development has been so common over the past decade is that it is easy: find a willing seller of land; design to the subdivision ordinance; build; sell and move on to the next development. Mixed use, downtown and in-village development is inherently more difficult. It involves more abutters, more regulations, more agencies and often requires a vision of an outcome that is not familiar to neighbors and regulators. As a result, such developments take more time and thus tie up developer funds. To realize the goals presented here, Goffstown’s Economic Development Council should form three subcommittees: regulatory assistance; local business development; and commercial/industrial recruitment/retention. The first subcommittee should adopt a set of smart growth criteria that reflect the Town’s development goals and encourage developers to bring their ideas to the subcommittee early on in the process to discuss their ideas. For those projects meeting the criteria, the subcommittee should offer a formal

endorsement and appear with the developer as she/he appears before the various regulatory boards whose approval is required before the project can go forward.

The key to the success of a village redevelopment strategy is to encourage more people to live in the village (or other neighborhood nodes). With a larger market, and one that does not begin and end with commuter rush hour, the variety of specialty retail shops and business and personal service businesses will be able to thrive in Goffstown. Since all of these residents and businesses will have unique parking, signage, traffic, sidewalk and other issues, the clearest way to ensure success of this strategy is to have a strong advocate in the Main Street program and on the Economic Development Committee. It will be more important to be able to help any new business than to attempt to identify some specific sector to target for attraction. The point here is to cultivate a healthy local business climate.

Strategy 5: Undertake a Systematic Effort to Develop Tourism-Oriented Recreational Activities and Encourage Development of One or More Hotels or Bed & Breakfast Businesses.

Goffstown enjoys a beautiful natural environment. Beaches, rivers and mountain trails provide a wide variety of opportunities for both active and passive tourist activities. While essentially founded on retail and service businesses, tourism is actually an export industry. Just as manufacturers who sell products outside of Goffstown, bring outside money into Town, so tourism businesses bring outside money into Town. In addition, they provide the added benefit of helping support village businesses that might not survive on local sales alone. For this reason, one target for the commercial/industrial recruitment subcommittee of the Economic Development Council should be the Bed & Breakfast, Country Inn and Lodging industry. The Council's efforts should combine specifying activities and attractions to draw tourists with recruitment of potential investors in lodging businesses.

The first five recommendations are directed primarily toward the development (and redevelopment) of Goffstown's locally and tourist oriented trade and service sector. It is important to set a context for these recommendations, to ask, "How far can these recommendations take us toward our goal of a 20% non-residential tax base?"

Based upon projections in Table 3-5 above, it is estimated that Goffstown could support an additional 350,000 SF of such locally oriented commercial space. These targets for additional non-residential property are consistent with the strategy of revitalizing both Goffstown Village and Pinardville and concentrating new development, both residential and commercial in a series of village nodes at strategic locations along the Route 114/114A Corridor. Table 3-10 presents a feasible breakdown of the potential location of this space.

Table 3-10
Distribution of New Locally Oriented Commercial Space, Goffstown, 2020

<u>Area</u>	<u>square feet</u>
Pinardville	100,000
New Village (@114/114a)	65,000
Neighborhood Nodes	
Henry Bridge Rd.	25,000
Wallace Road	25,000
Normand Road	25,000
<u>Goffstown Village</u>	<u>110,000</u>
<u>Total</u>	<u>350,000</u>

Strategy 6: Adopt Flexible Goals to Achieve the Targets in Table 3-10.

The targets in Table 3-10 aim to achieve an economic goal to diversify the Town’s economy. Priorities for initial efforts are recommended to be Pinardville and Goffstown Village while planning, ‘buy in’ and infrastructure improvements can be accomplished for the other areas. It is also important that locally oriented business development outside of these two villages not drain vitality from the existing villages.

D. “Export Oriented” Economic Development Strategies (Strategies 7-11)

Export-oriented economic development strategies attract dollars to a community from outside the community or provide services or goods intended for consumption outside the community. Examples of export-oriented businesses include manufacturing or the check processing operations of banks.

If the Town realizes the total target of adding an additional 350,000 square feet of the import-oriented development identified in Table 3-10, it would need approximately 1,000,000 square feet of additional space that would have to be developed for export-oriented businesses. These are the relative levels of development or redevelopment needed to attain the goal of 20 percent of property valuation being non-residential.

Strategy 7: Develop a “Full Service” Business Park Connected to the “New Village” Area off Route 114 and Pinardville

Whatever businesses Goffstown hopes to attract, it will face an increasingly competitive environment. Because of the recent high-tech bust, the amount of industrial space in the Greater Boston area has been climbing and rents have been falling. In some cases, rents in northern Massachusetts have been even lower than in New Hampshire. For this reason, Goffstown will have to offer a superior product. Fortunately, the Town has all the components necessary to put together a very competitive package.

- ✓ A large plot of land with easy access to the Interstate Highway system that can be fully outfitted with road, water, sewer, power, and data connections;
- ✓ A ready supply of housing for the full range of employees who will work in the new plant, much of it within walking distance in a local village development.
- ✓ An attractive local living environment, both in terms of lively village and neighborhood centers and easy access to the bigger city attractions of Manchester and even Boston;
- ✓ An abundant supply of well educated potential workers;
- ✓ Excellent, well supported local schools;
- ✓ An attractive natural and recreational environment for corporate conferences and visitors.

Two different strategies could be employed to develop the Business Park. The first would be to develop the lots at a lower intensity so that it would not require the extension of sewer and water. This would significantly reduce the infrastructure costs associated with the development of the park. Drawbacks to this approach would be lower value development and the possible dilution of development in the village centers where there would be higher spin-off value. The form of the development (being lower intensity/density) would also not create as much spin-off effects through synergy with the new mixed use village. Potential targets for occupancy include:

- Medical offices
- Small/moderate size financial services
- Light industrial.

This type of park could readily be structured in part or in whole as an incubator business park.

The second approach would be to extend sewer and water and thereby attract bigger users. Property valuations would be higher but infrastructure costs would also be higher. The potential spin-off effects -- support for other aspects of the economic development strategy -- would be much larger. Potential targets for occupancy include:

- Banking/Brokerage/Insurance back office businesses;
- Data Storage and Back-up businesses;
- Bio-Technology businesses;
- Corporate Headquarters;
- Specialty Manufacturers.
- Hotel/Conference Center.

To finance the improvements needed to create this Park/Campus, the Town should consider creating a TIF district.

Strategy 8: Explore the Need at St. Anselm College for Conference/Meeting Room Space and Explore the Feasibility of Developing a Hotel/Conference Center for the “New Village” area off Route 114. Explore Job Training/Cultural Programming Linkages.

St. Anselm College represents one of Goffstown’s biggest employers and thus one of its greatest economic development opportunities. The potential need for a Hotel/Conference Center facility is an avenue for exploring ways the Town and the College could cooperate in the future.

The ability to attract and create an educated workforce and residents is a key element of the economic development strategy. St. Anselm College has the potential to assist in continuing education programs for workers. Cultural programming at the college can be a key asset in attracting upper income/more highly educated worker-residents as well as attracting retirees to Goffstown.

Strategy 9: The Goffstown Economic Development Committee Should Host a Conference of Local Small Manufacturers for the Purpose of Identifying Ways the Town Might Enhance their Vitality and to Identify Potential Attraction Candidates from among their Vendors and Customers.

One of the best ways for the Town to find new businesses is to explore the supply chain connected to the businesses already here. By becoming more familiar with the Town’s existing manufacturers, the Economic Development Committee can both better understand the issues these businesses face and see how they might lead to potential tenants for the new industrial park.

Strategy 10: Enter Into a Formal Development Process with Hillsborough County Regarding County-owned Land for Development Purposes

Hillsborough County is a major land owner at a strategic location within the Route 114 corridor. There are currently an abundance of opportunities for entering into a partnership that would significantly benefit both the Town and the County. The Town and County can realize both tax and community development benefits from developing a portion of the County’s land. Options are for outright purchase of land from the County by Goffstown or private entities (one time windfall for the County) or long term lease of land to Goffstown or private entity (long term revenue for the County while retaining ownership). It is also possible for the Town to function as the developer for the County, drawing upon its staffs’ development and infrastructure experience.

The Recommended Land Use concept identifies two main parcels that are of particular interest from the standpoint of development by the Town, as they relate to this project.

The first is located in the northwest quadrant of the land located at the junction of Route 114 and 114A. This area is identified as ideal for the extension of the current residential

areas into a cohesive village with a mixed use/commercial center. This village would have a significant open space component.

The second area is on the west side of the Route 114 bypass, between Route 114 and Shirley Hill Road (see Strategy 6 above). This parcel presents a unique opportunity for high value office park and light industrial uses in close proximity to the village center and Pinardville with good highway access. This location would minimize traffic impacts along Mast Road/Route 114/114A.

Strategy 11: Embrace and Implement the Recommendations of the Mill Site Redevelopment *Charrette*.

This plan charts a viable and complementary course for adding to Village vitality.

III. LAND USE AND CORRIDOR AESTHETICS

This section provides an overview of the various recommendations for the Route 114 corridor. It also provides back ground information on the general nature of the land use recommendations made in the next section.

A. The Overall Town-wide Context

Goffstown's proximity to Manchester and its availability of developable land makes it likely that the Town will continue to see moderate levels of residential development relative to its neighbors. The pattern of the vast majority of recent residential development has had numerous unintended consequences.

- ✓ First, vast areas of open space, often working agricultural and forest lands outside of established village areas, have been consumed, thus threatening the very "rural character" townspeople say they cherish so highly.
- ✓ Second, housing costs are driven ever higher, thus limiting sales to those with incomes earned in distant metropolitan areas and forcing those working locally to look further afield for their housing.
- ✓ Third, high cost suburban-type housing disproportionately increases traffic both on the part of the owners who commute to far away jobs and those who work here who must, in turn, commute to their own far away less expensive housing.
- ✓ Fourth, suburban-type housing caters primarily to families with children, thus increasing not only the public works costs of maintaining a large network of roads, but also the demand for education. Both, in turn, disproportionately increase local property taxes.
- ✓ Fifth, the high cost of housing and high local property taxes make it more difficult to attract industries to the town.
- ✓ Sixth, when single-family housing is the predominant type of housing, the housing market neglects the many different types of housing people will need over the course of their lives (apartments, starter homes, 'family homes', 'empty nesters', assisted living), known as life cycle housing.
- ✓ Seventh, dispersed development disproportionately strains municipal services such as schools, fire, police, utilities)

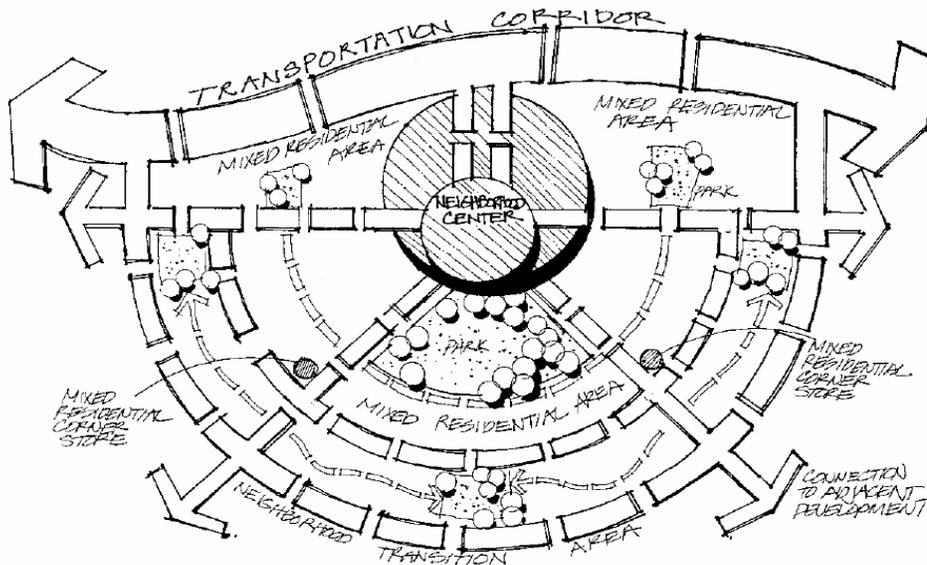
Looking to the future, the concentration of single-family suburban-type housing presents two additional problems to its own residents. First, the children growing out of these homes will be unable to afford to start their adult lives here. They won't be able to find small apartments or starter homes. Second, the parents of these children are soon to

become “empty nesters” who won’t need or want four bedrooms nor two acres of lawn to mow, again limiting their choices for staying in the Town later in life. .

It is recommended that a significant portion of the growth that is anticipated in the community through 2020 (+2,900 households) be redirected to village centers in the form of traditional neighborhoods and in mixed use neighborhood centers.

It is recommended that the majority of future residential development in Goffstown be in the form and pattern of Traditional Neighborhood Design (TND). Figure 3-3 shows a schematic plan created using TND, which is characterized by:

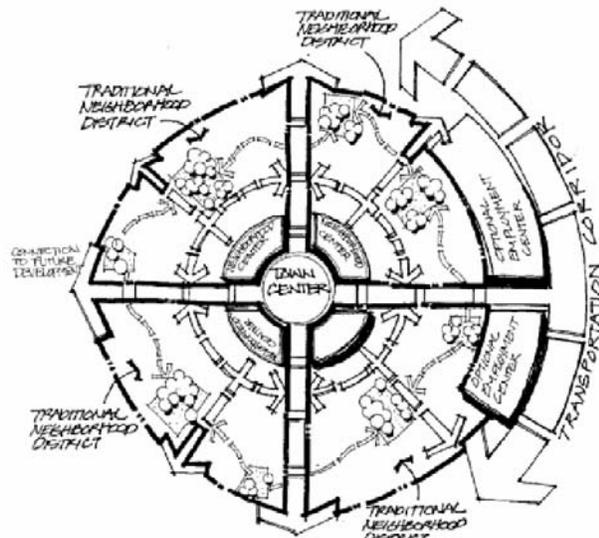
- Variety of housing types and lot sizes with higher density uses toward the center
- Connectedness and quality of street network and pedestrian environment within the neighborhood and between adjacent neighborhoods and areas
- Pedestrian scaled (neighborhood generally +/- 0.25 miles in radius, or about 125 acres in size) to be easily walkable from end to end to reach destinations
- Civic and open spaces
- Small scale commercial/retail component (convenience store, video store, e.g.).



Source: Traditional Neighborhood Design Manual, Olathe, Kansas.

Figure 3-3

Combinations of neighborhoods and commercial areas can form villages, as Figure 3-4 shows. This is the general form of Goffstown Village, but the form has been weakened in the last several decades by more contemporary residential subdivision development. These subdivisions are generally self-contained developments that have little or no relationship or connections to adjacent development. Most do not contain sidewalks or other streetscape elements.

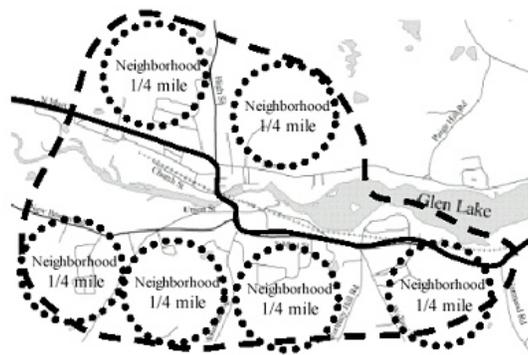


Source: Traditional Neighborhood Design Manual, Olathe, Kansas.

Figure 3-4

Figure 3-5 applies this village - neighborhood concept to Goffstown Village. The conceptual size of neighborhoods, 0.25 miles in radius, fits nicely into the framework established by the village’s historic road network and development patterns.

In addition to developing new residential development in the form of TND, existing residential areas should be retro-fitted to achieve as many characteristics of TND neighborhoods such as adding pedestrian connections between developments, having an identifiable center, a small commercial component.



Conceptual Neighborhood Framework
 Goffstown Village Figure 3-5

Outside of villages, residential subdivision development should be primarily in the form of open space development or cluster style development which preserves functional open space. This would require changes to the over-reliance on Agricultural and Conservation Open Space zoning to preserve community character.

B. Corridor-wide Context

With the concentration of infrastructure and utilities within the Route 114/114A corridor, it is well suited for future commercial development. The recommended land use concept (Figure 3-1) illustrates a concerted effort to focus economic development efforts in Goffstown Village and Pinardville with an emphasis on small to moderate scale mixed use development (building footprints under 10,000 square feet or configured to appear smaller in scale). Emphasis in the area between the two villages is on preservation of the traffic capacity of Route 114 by allowing only commercial uses with lower traffic generation and minimizing turning movements to and from Route 114. Other areas within the corridor, close to the Route 114 Bypass intersection, are targeted for moderate to larger scale office/light industrial development. Section IV presents detailed information about the land use recommendation for the separate areas along the corridor.

C. Transportation. Transportation recommendations are focused on preserving and squeezing the maximum capacity out of Route 114 to minimize or delay the need for widening long segments of the roadway. Development is recommended to be located at nodes along the corridor (larger nodes at the villages, smaller nodes at more important intersections -- the neighborhood commercial centers). This will take advantage of intersection improvements, possible traffic signals, that are likely to be needed in the near term to eliminate failing intersections. This nodal development will also contribute to creating a critical mass of activity and make transit more viable and efficient should it be implemented. Section IV describes “Typical Transportation Features” in each subarea along the corridor.

The need for significant roadway improvements will be determined by existing traffic patterns and levels, the lack of alternative traffic routes and the level of future growth in traffic. Analysis of historical trends of available daily traffic volumes indicates 64% to 74% growth along the Route 114 corridor over a twenty year period if recent trends (the amount and pattern of residential and employment growth -- low density dispersed development) continued (SNHPC data). Forecasts by the Office of State Planning and SNPC indicate that the pattern is likely to continue but at a reduced rate of growth. The SNHPC regional travel demand model forecasts growth of 34% to 54% along Route 114. For purposes of this study, it is assumed that growth in daily traffic volumes will be 50%, average growth of 2.5% per year. Another traffic trend of note is that, in general, the growth in peak hour traffic is lower than the growth in off-peak traffic. Or, in some cases the peak is spreading for longer periods throughout the day (“peak spreading”). For purposes of this study, it was also assumed that growth in peak hour traffic is 50% as well, a conservative figure.

With this level of growth, traffic operations, already failing at numerous intersections, will further deteriorate. As operations deteriorate, safety problems are typically exacerbated as well.

To improve current operations and address future capacity and safety concerns, it is recommended that additional monitoring, planning and analysis be conducted at several intersections. Intersections are the pinch points in the roadway network.

- Route 114 at Wallace Road.
 - Current congestion and safety problem location (recommended location for neighborhood commercial center/node).
 - Likely need for two through lanes in each direction (tapering back to one lane past the intersection), exclusive left turn lanes in each direction and exclusive right turn lane for eastbound Route 114 toward the high school.
- Route 114 at Normand Road.
 - Emerging congestion and safety problem location (recommended location for neighborhood commercial center/node).
 - Likely need for two through lanes in each direction (tapering back to one lane past the intersection), exclusive left turn lanes in each direction and exclusive right turn lane for eastbound Route 114.
- Route 114 at Henry Bridge Road.
 - Potential congestion location in conjunction with location for neighborhood commercial center/node and future traffic growth.
 - Likely need for additional through lane and left turn lane for eastbound Route 114.
- Route 114/Route 114A intersection.
 - Potential congestion location in conjunction with location of new village center and future traffic growth.
 - Likely need for additional turn and through lanes at each approach.
- Route 114 at High Street.
 - Existing congestion and safety concerns to worsen with traffic growth in the future.
 - Improve connectivity and circulation within Goffstown Village by extending Depot Street to North Mast Street, extending short sections of streets within the larger commercial district (see Chapter 4: Implementation) and improving bicycle and pedestrian networks to encourage more use of alternative modes.

More detailed information regarding site specific street and streetscape recommendations is contained in Chapter 4, Implementation.

D. Urban Design and Streetscape Guidelines

Section IV contains recommendations on Community Character and aesthetics. These recommendations are intended to provide a framework for shaping the physical character of new development and redevelopment in Goffstown. Combined with the land use, economic development and traffic recommendations, the character and aesthetic recommendations or guidelines represent a way to proactively shape inevitable future growth while not diminishing the sense of place that is so critical to the quality of life within the town.

In some instances the guidelines give very specific recommendations on the physical relationships of buildings and landscape to roads, to one another and to open space. The majority of the recommendations, however, are fairly general to allow for flexibility of individual circumstance and the particular context. For this reason, it is important that a group exist within the town's political body that is equipped with the knowledge and the authority to make decisions regarding the interpretation of the design guidelines in practical application. This could be the Planning Board, a subset of the Planning Board or a separate entity. Further, it is urged that the Design Review Phase of Site Plan Review be made mandatory for new development within important zones of the Route 114 corridor, including Goffstown Village, Pinardville, the new mixed-use village center, and the neighborhood commercial nodes.

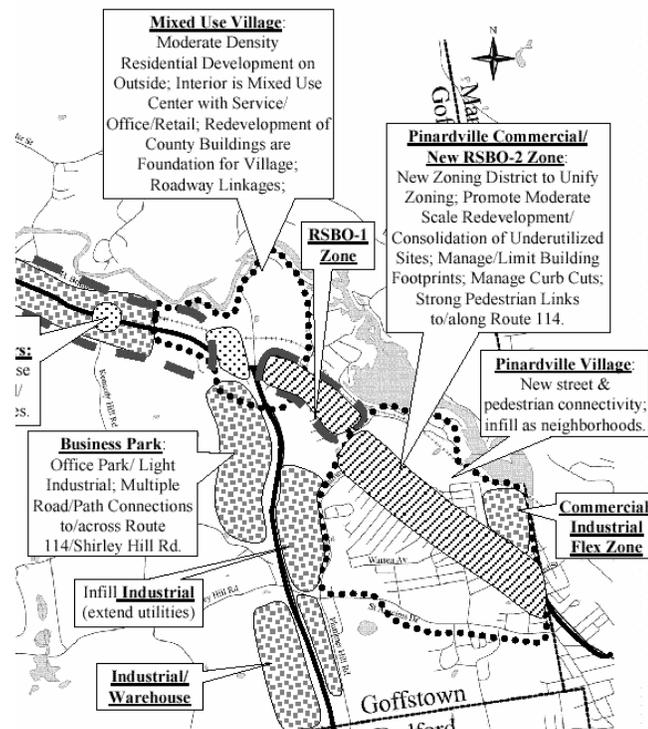
IV. SPECIFIC CORRIDOR RECOMMENDATIONS.

This section provides specific land use, transportation and community character recommendations for the seven different segments of the Route 114 Corridor identified earlier in this report. These recommendations are meant, in part to help implement the economic recommendations included in section __ of this report. It is organized by segment, so that the complete set of recommendations for each area can be reviewed together easily. (The recommendations and descriptions are all presented in the present tense, to more readily convey the image of what can be if the recommendations are implemented.)

A. Pinardville

Overview: The recommendations for Pinardville are meant to build on the historical scale and character of the village, while minimizing the chances that large scale development -- inappropriate in a village setting -- will be built. To help create a more unified feel to Pinardville over time, more uniform zoning is proposed for the corridor. Other recommendations for Pinardville are also meant to enhance the positive aspects that currently exist and minimize the detracting features.

Suggested Zoning: The recommended zoning in Pinardville for lots fronting on along the Route 114A/Mast Road, as well as for the next lot behind the lot directly on the road, is a second Residential Small Business Office District (RSBO-2). This district has the same general goals as the Existing RSBO District (RSBO-1) but includes several additional permitted uses and has different dimensional requirements than RSBO-1. The RSBO-2 district would permit moderately scaled development. The zoning for the areas along Route 114A that are currently in the RSBO District (RSBO-1) both adjacent to and within Pinardville will remain in the RSBO-1 District. The zoning beyond the RSBO Districts in Pinardville is the Residential-2 District. A Commercial-Industrial Flex Zone is recommended for the area near the Manchester line that is currently zoned Industrial.



Preferred Land Uses: The Pinardville land uses in the RSBO-2 District are a mix of retail and services, with some auto dependent uses, such as drive through facilities or auto servicing and repair. Residential uses are also allowed along Route 114, but more in the form of multi-family development or second story units rather than single-family homes. Public gathering places and institutional uses are also allowed and encouraged in the RSBO-2 portions of Pinardville, to reinforce its role as a village center. The uses within the RSBO-1 and Residential-2 Districts remain as they are now. The Commercial-Industrial Flex Zone allows for a broader range of compatible commercial uses in the district instead of an emphasis on Industrial alone.

Desired Development Scale and Pattern: Pinardville, as envisioned with these recommendations, is a place that replicates as possible and enhances the spacing and layout of older New England villages, while embracing more auto-related development.

Buildings are generally two stories tall, but some extend to three. Lots are typically developed with buildings close to the road, parking and drive through facilities on the side or in the rear. There is some consolidation of smaller lots into larger lots to accommodate buildings with a footprint of no more than 10,000 square feet. There is easy pedestrian access to the street, adjacent parcels, the nearby residential areas and St. Anselm College. The parking areas, mostly located at the rear and/or one side of buildings, are unified with shared entrances and cross property lines. Loading areas are in the rear of buildings. New development is created in conformance to a set of design guidelines that emphasize pedestrian scale, aesthetically pleasing design. The residential development in Pinardville continues the existing patterns of development existing on both sides of Route 114 today. Signs in the RSBO-2 District are to be no more than 40 square feet on one side and no higher than 7 feet. Further outparcel development is encouraged within the two large shopping centers oriented to create real internal streets where the main parking aisles currently are.

Typical Transportation Features: Curb cuts on Route 114A are kept at a minimum by stringent access management guidelines. Access between parking areas is possible without going out onto Mast Road. On-street parking is also retained. Pedestrian walkways connect the businesses to each other and to the adjacent residential areas. Pedestrian walkways also line the major residential neighborhood streets feeding Mast Road and link them to each other and to St. Anselm College. Gaps in the sidewalk network on Mast Road are built. There are also multiple connections to the Rail-Trail, St. Anselm's and the Business Park.

It is critical to increase the connectivity of the local street network by eliminating as many dead end streets as possible to improve traffic conditions along the side streets. Of particular importance are additional connections to Daniel Plummer Road which connects to the proposed new intersection on the Route 114 bypass. The Daniel Plummer Drive/Shopping Center entrance is realigned. Enhanced crosswalks are located at several key locations such as at Bartlett Elementary School to facilitate street crossings. At these locations, curb extensions provide reduced crossing distances, keep vehicles from encroaching into the crosswalk area and improve the visibility of the pedestrians to drivers. Up to date traffic signal equipment should be installed and signals coordinated within Pinardville to make traffic operate more efficiently

District Details: The dimensional requirements of the updated RSBO Districts are similar to the existing District, with the exception of a smaller minimum lot frontage of 75 feet and a reduced front yard setback of 20 feet. There is a maximum front yard setback of 40 feet. Maximum building size is set at 16,000 square feet for the RSBO-2 district.

Community Character and Aesthetics: The Town can work to improve pedestrian circulation within the village and to regulate the quality of redevelopment along the corridor with the following recommendations.

1. Use building masses and proportions in development that complement the scale of existing traditional buildings of similar type within close proximity. This reflects the architectural character of Pinardville, which is not homogeneous along the corridor, but is relatively consistent within short sections of the corridor within the village.
2. Harmonize roof pitches and new development types within a single building or groups of buildings.
3. Adopt design standards for franchises that require businesses to reflect regional architectural traditions when proposing new construction in highly visible locations within the village.
4. Require that at least some portion of all off-street parking lots where more than 10 parking spaces are provided be landscaped. Parking lots that are more than one drive-aisle wide should be required to have shade trees between or at the end of parking rows as part of this landscape requirement.
5. Plant new street trees within the right-of-way. Encourage public-private partnerships to enable trees to be planted where right-of-way does not allow sufficient space.
6. Strengthen parking lot illumination design standards to establish maximum pole heights, lamp types and watts, and light cutoff angles.
7. Revise sign standards to better reflect a village setting and to unify the appearance and reduce the visual clutter of signage.
8. Consider separate regulations for shopping center signs along the road and within the center.
9. Identify opportunities for creating civic or cultural open space along the corridor. Such spaces would act to moderate the visual impact of commercial development in this residential community and would provide destinations for pedestrians. The Ice House is one existing property with cultural and historic significance. The Town should consider acquisition of such properties for this purpose. The stream corridor from the Route 114 Bypass to the Rail-Trail is another potential opportunity to create a greenway and transportation/recreation corridor.
10. Standardize light fixture types along the 114 corridor to reduce visual clutter and unnecessary duplication of light distribution

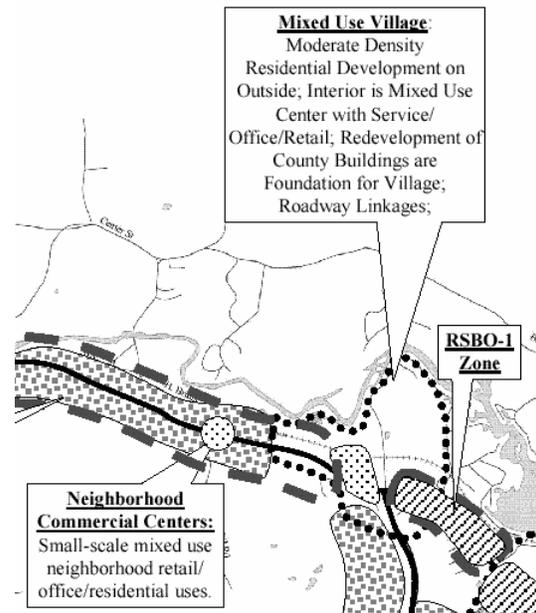
B. New/Extended Mixed Use Village

Overview: The new village is planned as a concentration of mixed use development, with both residential and commercial uses. The commercial uses are somewhat different than those found in Goffstown Village and Pinardville, so as not to dilute their market areas. Also, it is anticipated that development of the village would occur some years ahead, allowing for full implementation of the recommendations/redevelopment in Goffstown Village and Pinardville, minimizing competition between the areas for non-residential

development. The New Village is located to serve as a residential support area for future development on the County land, both in and out of the recommended Business Park.

Suggested Zoning: The center of the New Village is in the Village Commercial District, with a New Village Overlay that limits the types of commercial, educational and institutional uses that can occur there. The outer areas of the New Village area are included in the Village Residential or R-2 Residential Districts.

Preferred Land Uses: The land use in the center of the New Village focuses on personal and medical services, medical and other small office spaces and small retail to meet the needs of the workers and residents in the area, leaving larger retail uses to Goffstown and Pinardville, or the commercial areas along Route 114. Outside of the New Village Center, the land use is primarily moderately higher density residential.



Desired Development Scale and Pattern: The New Village replicates and enhances the layout of a traditional New England Village. Buildings are at least two stories, with residential or additional offices on the upper floors. Lots are typically developed with buildings close to the road, parking in the rear and pedestrian access to both the street and adjacent parcels. The parking areas are unified and are linked across property lines. The residential uses within the New Village area are concentrated. The units are generally placed close to the road with back yards typically larger than front yards. Signs in the New Village are to be pedestrian scale; no more than 20 square feet per side and no higher than 6 feet. Strong linkages are made to the County buildings to the west, to the Business Park district across Route 114, and to Pinardville.

Typical Transportation Features: Easy pedestrian access to each building is essential in the New Village. Pedestrian walkways need to be coordinated with both on street parking and access to adjacent properties. On street parking is generally preferred in all parts of the new Village, both commercial and residential. Curb cuts are kept to a minimum and alleys are used as possible. Access to rear parking areas from the main streets is kept to the smallest possible width, with the use of paired one-way ingress and egress where possible. Linkages to the Rail Trail area also important. Access to/from Route 114 is consolidated to a few locations. Access to side streets and to Henry Bridge Road is recommended.

District Details: The dimensional requirements of the Village Commercial District remain the same in the New Village as they are in Goffstown Village. The uses are modified by the New Village Overlay District. The New Village Overlay District limits

the allowable uses that are otherwise permissible in the underlying Village Commercial District. It minimizes the number of institutions and municipal uses that may be located in the new Village, reserving these uses for either Goffstown Village or Pinardville.

The dimensional requirements of the R-2 District remain mostly as they are now, with the exception of a reduction of the minimum lot frontage to 75 feet and the minimum setback to 15 feet, and the creation of a maximum setback of 25 feet. A minimum lot coverage requirement should also be considered to insure dense development. Incentives for additional development potential or reduced parking requirements are included in the district to encourage conformance to the design guidelines for the New Village.

Community Character and Aesthetics: The physical characteristics of the mixed-use village should strive to replicate the most successful aspects of traditional village development. It is a rare opportunity to start with a blank slate, but also a great challenge. Care should be taken in understanding the complex relationships that exist between buildings and open space, vehicular space and pedestrian space, the public realm and the private realm.

The following discusses some “minimum standard” guiding principles for new mixed use village design. It should be noted, however, that traditional villages are visually interesting because of the historic, eclectic organization of buildings and open space. Overly rigid (or too literally interpreted) bulk and space standards have the potential to result in a village that suffers from ‘cookie cutter’ sameness.

1. Preserve unique existing landscape features to the greatest extent possible when designing the layout of village road system and lots.
2. Adopt guidelines for architectural development that consider scale, proportion, material and style of new buildings. New buildings, wherever possible, should reflect regional architectural traditions.
3. Mass new architecture to produce an arrangement of visually smaller, discrete units that create continuity on the macro scale. Encourage village retail buildings to house affordable residential apartments on the upper floor(s), and for residential structures to allow partial home occupation for a business use.
4. Require that accessory buildings and off-street parking be located to the rear (preferable) or side of residential buildings.
5. Develop attractive, universally accessible parking areas in close walking distance to Village core retail if Village retail parking cannot be entirely accommodated by on-street parking. Locate this parking behind existing buildings or vegetation where possible to screen it and to preserve the continuity and visual rhythm of the Village streetscape.
6. Provide wide (5’ min.), curbed, quality paved sidewalks at village retail areas. (If street trees are to be planted within the sidewalk, the minimum width should be 10’.)
7. Provide a grass esplanade planted with shade trees between the street edge and the sidewalk on both sides of residential streets.

8. Plant deciduous canopy trees in close proximity (at least 25 feet on center) along village retail streets to provide a sense of scale at the street edge and to slow the pace of vehicular traffic.
9. Encourage business owners to beautify their storefronts through attractive signage and seasonal landscaping displays.
10. Bury all above-grade utilities at village retail areas to reduce visual clutter and reduce impediments to street tree growth or plan development so that utilities can be located to the rear of buildings.
11. Provide quality design, pedestrian-scale street lights throughout the new village area (preferably with banners and hanging planter baskets).
12. Develop sign design guidelines for the new village that establish a minimum standard for sign lighting and materials. Signs should be on building or on building.
13. Require fences or hedges (2.5-3.5 feet high), or a grade difference of 1'-2', on residential properties to provide separation between the sidewalk and front yard.
14. Require porches on a large percentage of front facades of one- and two-family dwellings for greater visual interest and social interaction
15. Proactively plan for the location of outdoor storage (trash cans, dumpsters, recreational vehicles, snow removal, etc.) so that it is appropriately located and, if needed, screened (in the case of trash storage) and does not conflict with safe pedestrian or vehicular circulation.

Three general concepts for the New Village have been developed, each with a different design emphasis. These are intended to show that there are several potential variations in how the economic and growth management goals of the village center can be achieved within the context of this plan. While the concepts are different in some respects, all have several key elements in common that dictate its overall function and form. These elements are:

- Mixture of uses -- residential, retail, civic, commercial, open space
- Pedestrian-oriented and scaled
- Open space and trail component
- Interconnected street network
- Managed access to Route 114 and side streets.

Concept #1. Concept 1 develops along the frontage of Route 114 using consolidated driveways/access points. Route 114 may become more of a urban street than rural arterial in this section. This land use concept extends south of Route 114 to provide connections to the Business Park.

Concept #2. Concept 2 organizes development with large vegetated setbacks from Route 114 and oriented along several internal streets.

Concept #3. Concept 3 has less setbacks from Route 114 and organizes the majority of the development around a more formal town green.

Figure 3-6

A Mixed-Use Village: Three Concepts for Discussion

- Mix of medium-density residential, civic and commercial uses
- Location draws upon the existing intersection of Routes 114, 114A and the 114 bypass, proximity to County Land & existing residences

** Common Themes **

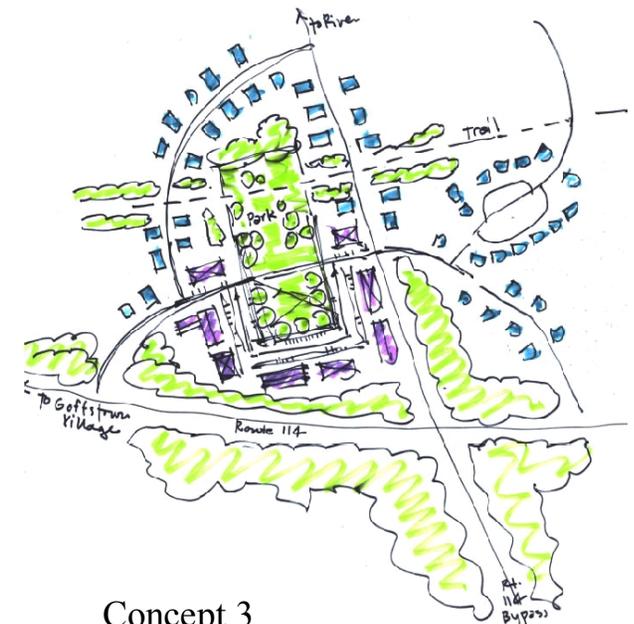
- Pedestrian-oriented
- Open Space & Trails
- Mixed Use
- Interconnected Streets



Concept 1



Concept 2



Concept 3

Source: Richardson & Associates

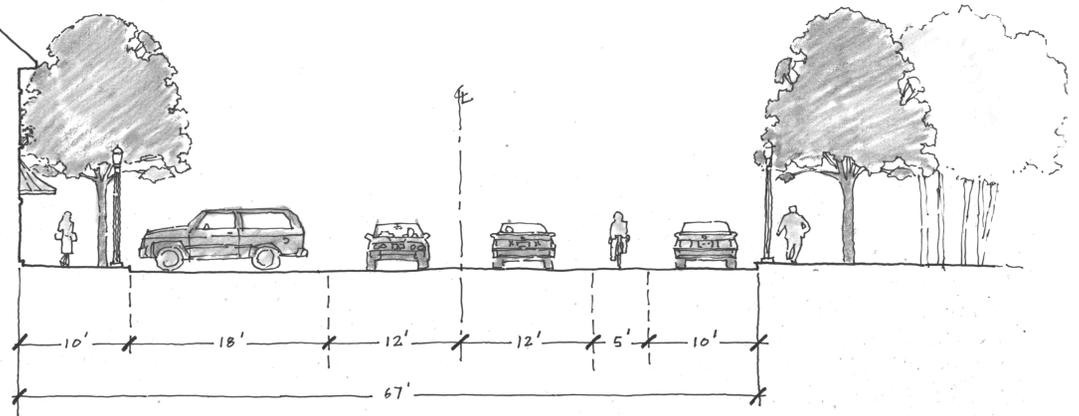
Alternative Concepts -- Mixed Use Village Route 114 / 114A Corridor Management Plan

Figure 3-6

Mixed-Use Village Street Cross-sections

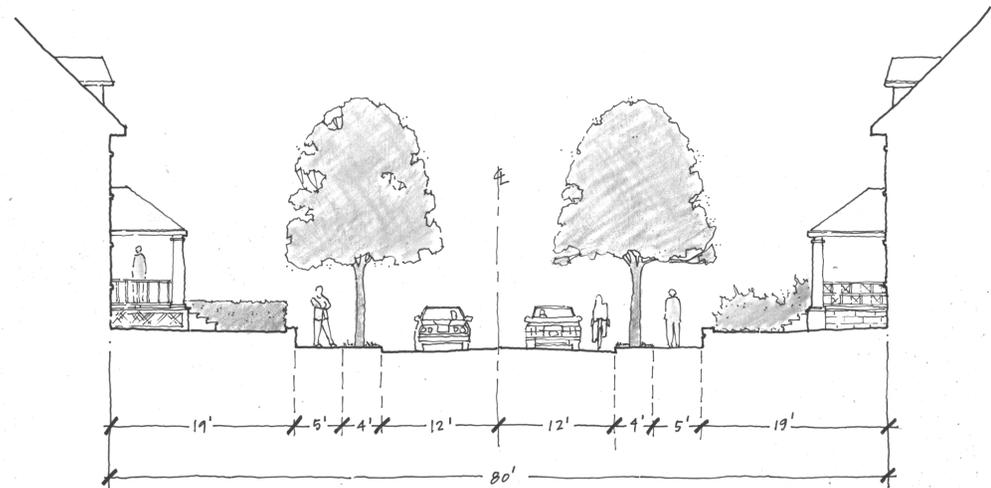
Village Commercial Street & Village Green

- Sidewalk widths at retail establishments fronting the village green could be wider to allow for outdoor seating opportunities.
- Independent bike lane can be integrated into a slightly wider travel lane to narrow overall pavement width.



Village Residential Street

- Narrow street width reduces traffic speed, allows room for street trees, sidewalks and front yards while still maintaining a traditional street width to building height ratio of 2:1 to 3:1



Source: Richardson & Associates

Alternative Concepts -- Mixed Use Village Route 114 / 114A Corridor Management Plan

Figure 3-7

C. Business Park

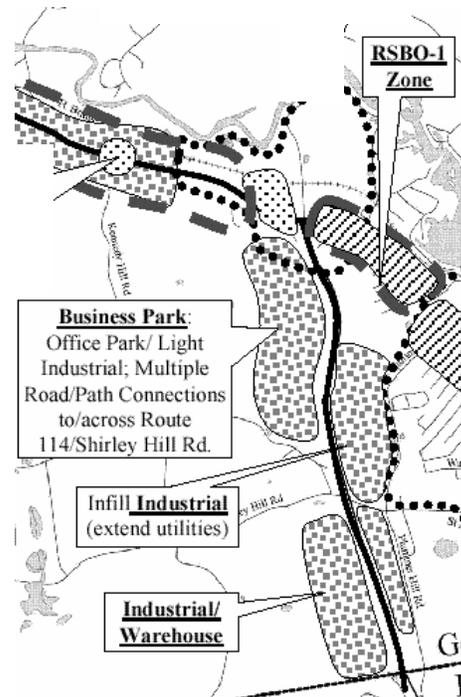
Overview: The proposed business park is meant to be an area that can accommodate a mix of business uses, from hotels and conference centers to light manufacturing or bio-technology business. It fits into the topography and vegetation of the area and has close pedestrian and bicycle links to Pinardville and the New Village

Suggested Zoning: The zoning in the Business Park District is similar to the existing Commercial District, with modifications to the allowed land uses and dimensional requirements to match the types of development planned for this area. Other remaining locations of existing Commercial District in the Town would need to be reviewed and changed to another district as needed to fit their particular land use goals.

Preferred Land Uses: The land uses in the Business Park District are primarily office with light industrial, manufacturing and small institutional uses. There may be small-scale retail services only as support, but Pinardville and the Mixed Use Village District meet most of the retail and service needs of the Business Park District.

Desired Development Scale and Pattern: Lots in the Business Park District are developed to follow the layout of a modified traditional New England Village, except that buildings are larger than those found in a typical village, or within the Village District in Goffstown. Buildings are oriented to the road and generally two to three stories tall. Parking is on the side or in the rear and there is easy pedestrian access to both the street and adjacent parcels. The parking areas are unified and are linked across property lines. Loading areas, as needed are located in the rear of the buildings. Signs in the Business Park District are to be no more than 50 square feet on one side and no higher than 16 feet. Freestanding signs are to be ground-mounted, not mounted on poles.

Typical Transportation Features: The Business Park District contains multiple connections to the regional roadway network to better distribute and manage traffic. Access is recommended via Route 114 in the vicinity of the county nursing home, via a new intersection on the Route 114 bypass mid-way between the two existing signalized intersections and via Shirley Hill Road. Internal roadways and shared driveways, as well as interconnections between adjacent parking areas, provide the majority of the vehicular circulation within the area. On street parking is encouraged. Pedestrian walkways provide easy, direct access to other properties in the Business Park District and to the



adjacent Mixed Use Village. A shared use path through the area provides a link to the Rail Trail and Pinardville in the areas of Route 114A/Mast Road and toward St. Anselm College. The pedestrian links allow an easy non-vehicular commute as well as recreation for employees who desire a walk or run on their lunch break or after work.

District Details: The minimum lot size for the Business Park District is 10,000 square feet. The maximum lot coverage is 50 percent including pavement, but with a maximum building footprint of 50,000 square feet.

Community Character and Aesthetics: The new business park development is to be built on largely undeveloped, wooded land. As such, there are ways to minimize the cost and the environmental impact of the new development while at the same time capitalizing on the existing landscape features to help screen development from the road.

1. Ensure that natural landscape features inform and guide any new roads and lot configuration and assist in defining the character of the business park. To minimize cost and impact of development, new roads should mirror the form of the existing topography to the greatest extent possible.
2. Minimize the impact of development on the site. Clear only where needed for construction. Divide large buildings and parking lots into smaller parts as to avoid unnecessary grading, retaining walls and paving.
3. Designate a minimum percentage of open space for each parcel. Coordinate open space between parcels to preserve the largest possible contiguous natural buffer for wildlife corridors, pedestrian parkways and visual quality.
4. Create permanent and contiguous conservation parcels within the zone to protect areas of wildlife habitat and other ecological resources. Create landscape buffer zones from Route 114 to protect existing view corridors.
5. Require architectural and landscape standards to ensure compatibility with surrounding rural character and to visually unify the development between adjacent properties.
6. Enact strict lighting standards to minimize unnecessary glare and light pollution.
7. Provide discreet, well-designed directional signage from Route 114, informational signage at the entrance to the development, and signs within the Office Park. The size and style of signs should be coordinated to unify the development, and should be front lit only.

D. Route 114 Corridor Commercial District

Overview: Recommendations for the Route 114 Corridor Commercial District between the New Village and the edge of Goffstown Village are made to:

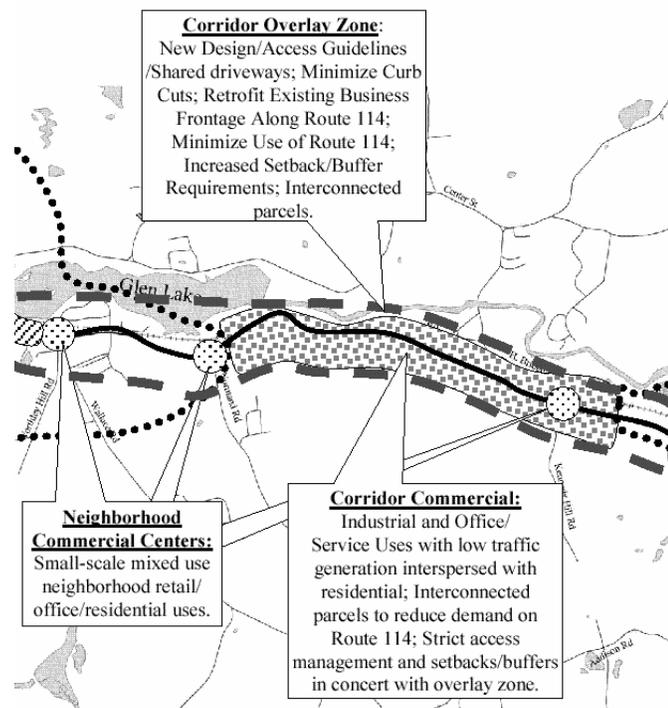
- ✓ Help preserve the limited remaining rural segments and enhance those areas that have been degraded,
- ✓ Lead towards a more unified overall appearance over time,
- ✓ Preserve the existing capacity of the roadway, and
- ✓ Minimize the need to widen or otherwise significantly change the roadway.

In order to help create the neighborhood nodes and to differentiate between the village areas, the roadway in between them must retain its rural character. This helps emphasize the visual difference between the rural and village areas.

Suggested Zoning: A new unified Route 114 Commercial District covers those areas of the Route 114 Corridor between Goffstown Village and the New Village District that are not included in the Neighborhood Commercial Node Districts. The Route 114 Overlay District also covers those areas close to the Route 114 roadway itself.

Preferred Land Uses: The focus of the land use along this portion of the Route 114 Corridor Commercial District is industrial, retail or office/service uses that require more land but do not necessarily generate a large amount of vehicular traffic. Such uses may be automobile sales, nurseries, or moderate sized lumber yards. The design guidelines, which must be followed in the Overlay District, limit the visibility of the larger outdoor use areas from Route 114 itself. Recreational and other open space type uses are also encouraged to preserve the remaining rural characteristics of the corridor. Residential uses are permitted, as is the preservation of the remaining open spaces along the Corridor.

Desired Development Scale and Pattern: New development along the Route 114 corridor outside of the villages and nodes is sensitively placed, with preservation of the remaining open spaces as the primary consideration. Significant design guidelines help shape development in these areas, including recommendations for large undisturbed or landscaped setbacks from the road. The zoning limits the size of individual buildings to a maximum of 50,000 SF. This area is not intended as a home for additional individual, large-scale building development in Goffstown. Much of the corridor on the north side of the road, on the steep slopes between the road and the River, is maintained in a natural state. Signs in the Route 114 Commercial District are to be no more than 50 square feet on one side and no higher than 16 feet. Freestanding signs are to be ground-mounted, not pole mounted.



Typical Transportation Features: Curb cuts along these portions of Route 114 are kept to a minimum, with shared access drives or frontage roads providing access to buildings placed behind large, vegetated setbacks. Parking areas on adjoining properties are

Corridor Commercial Development

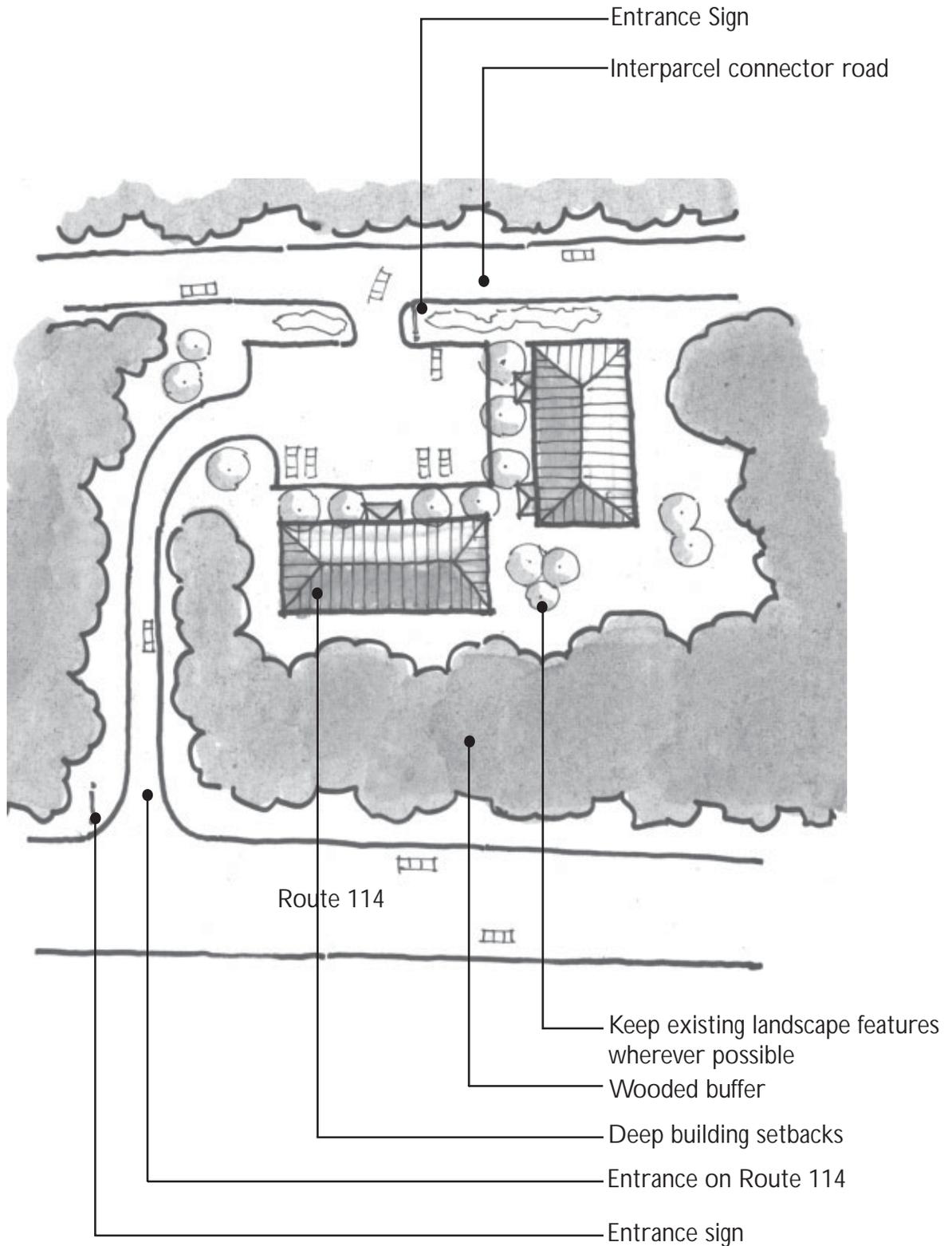


Figure 3-8
3-39

connected. Access from the Rail Trail is possible to most properties along the corridor. Pedestrian access is possible between parcels, but is not a dominant feature in the Route 114 corridor; pedestrians rely more on the rail trail for long distance travel through this portion of the corridor rather than as a means of access to this area. The roadway itself maintains a rural character, with paved and gravel shoulders but no curbing.

District Details: The Route 114 Commercial District extends back from the highway on the south side of the road at least one, if not two parcels deep, or a minimum of 1800 feet. The north side extends to the top of the slopes down to the River at most, but not beyond them. The minimum lot size is 2 acres (except for residential uses), similar to the existing Industrial District. The front yard setbacks are 50 feet except within the Route 114 Overlay District, where they are at least 100 feet, if not more. Building sizes are limited to 15,000 square feet.

The Route 114 overlay district is meant to help preserve the more rural and scenic aspects of the Route 114 Corridor for those areas in which the existing zoning does not necessarily accomplish this. As an overlay district, the regulations it contains would be added to those already in place in the underlying district. The three key features of the overlay district are:

- The need to maintain larger, vegetated setback from the road of at least 100 feet
- The requirement of following the recommendations of the design guidelines, which are only suggestions elsewhere in the underlying districts, and
- The requirement to do open space, conservation subdivisions.

The Route 114 Overlay District is meant to be approximately 600 feet wide, centered on Route 114 and apply to the Route 114 Commercial and the West Goffstown Districts.

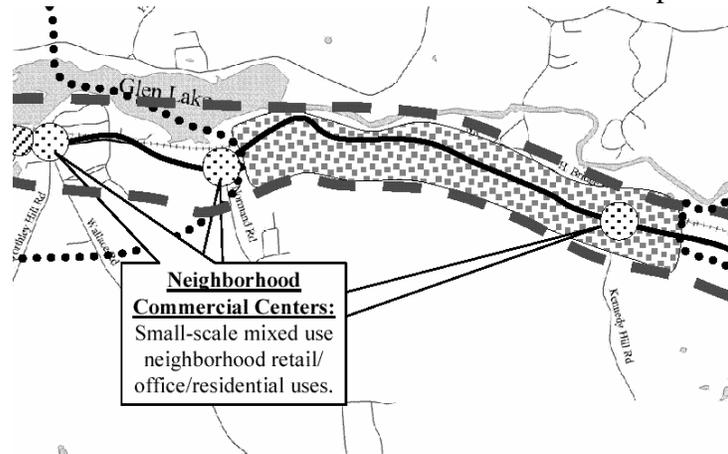
Community Character and Aesthetics: The ability of the neighborhood commercial nodes and village areas to successfully create a vision of concentrated mixed use activity along the highway depends, in large part, to the character of the land between the nodes. If this land is allowed to develop in a manner similar to the commercial nodes (commercial buildings not screened from the street) the resulting character will be that of a commercial strip.

1. Minimize the impact of development on the site. Clear and grade only where necessary for construction.
2. Require that when new development occurs, a 100' deep greenbelt of existing vegetation parallel to the public road remain undisturbed. Developers are required to establish a new vegetative buffer along the road in instances where existing vegetation does not occur. New buffer plantings take cues from the arrangement of vegetation in a natural setting.
3. Require that parking be located to the side or rear of the principal structure, except that where it can be demonstrated that a superior plan will result by granting relief from this requirement, this may be done. No parking is to be allowed in the required setback.

4. Consolidate curb cuts to the greatest extent feasible when redeveloping an existing commercial property,. With new development, use existing curb cuts for access if available.
5. Require that signs for identification of the business be located only at the entrance to the access drive and on the building.
6. Require that site lighting fixtures be equipped with cut-off lenses directed away from Route 114 and adjacent residential properties.

E. Neighborhood Commercial Centers

Overview: Three Neighborhood Commercial Centers are recommended to be developed: at Wallace Road, Normand Road and Henry Bridge Road. These Centers are intended to build upon and intensify the existing uses in the area. This development takes advantage of existing or likely future transportation improvements. Development is intended to be mixed use in nature and small-scale. Development is not to be in a 'strip' or suburban style.



Suggested Zoning: The new Neighborhood Commercial District regulates development in the commercial nodes along Route 114. This District is similar to the Village Commercial District except that the allowed uses focuses on meeting the needs of the residential neighborhood that surround them.

Preferred Land Uses: The Neighborhood Commercial Nodes along Route 114 provide a concentration of convenience retail and services for the surrounding neighborhoods, as well as the Route 114 vehicular traffic. The Neighborhood Commercial Nodes are small centers of commercial development, offering goods and services to the higher density neighborhoods surrounding them, as well as to the traveling public, excluding drive through facilities and gas stations.

Desired Development Scale and Pattern: Lots in the Neighborhood Commercial Nodes are seen as being typically small, with small setbacks along the road. Buildings are generally two stories tall. Parking occurs on the side or rear of the structures. Signs in the Neighborhood Commercial Node District are pedestrian scale; no more than 20 square feet per side and no higher than 6 feet. Signs are to be freestanding or on a building. Freestanding signs are to be ground-mounted, not attached to poles.

Typical Transportation Features: Pedestrian connections from the Neighborhood Commercial Nodes to the surrounding residential areas are essential. On street parking

may be an option along both Route 114 and side streets in the Neighborhood Commercial Nodes. Curb cuts are kept to a minimum, driveways are shared, and parking areas are interconnected across property lines as possible. Access to parking areas is via the side streets, not from Route 114. These neighborhood commercial nodes concentrate development so that bus transit service can be more cost effective. Connections to the Rail Trail are essential to provide non-motorized access. Traffic improvements at the nodes will likely require traffic signals or roundabouts in the near future with or without the neighborhood center development. The creation of the center takes full advantage of these improved intersections and turns them into assets.

District Details: The dimensional requirements of the Neighborhood Commercial Node District are similar to the existing Village Commercial District, except that the minimum lot size is 7,500 square feet, the maximum building footprint is 2,500 SF, and the maximum front yard setback is 15 feet.

Community Character and Aesthetics: Randall Arendt, in his book Rural by Design (1994: Planners Press), discusses the visual blight created by unregulated, piecemeal commercial development along rural highways and quotes Massachusetts-based planner and essayist Benton MacKay's description of these "slums of commerce". He puts forth the concept of nodal commercial development along rural highways as a way to allow some degree of commercial activity along the road without succumbing to the scenic deterioration and traffic congestion that a continuous commercial strip typically creates.

Such commercial nodes are most successfully integrated into the surrounding rural and suburban fabric when the scale and physical design of the nodes takes cues from adjacent traditional village development. Although ease of access, night visibility and adequate quantity of parking are critical factors to the economic success of commercial properties, these factors must be part of a comprehensive plan that strives to maintain visual quality. The following design guidelines highlight ways of achieving such a balance.

1. Cluster development to the greatest extent possible to preserve existing rural character, wildlife corridors and open space. The node concept works because of the trade-off created by more densely developing an existing intersection, thereby enabling adjacent areas not to be as densely developed.
2. Ensure that locations for new neighborhood commercial nodes exhibit the following characteristics: important places of intersection (of roads and/or trails), existing developed parcels with potential for adaptive reuse, and land with relatively low environmental sensitivity.
3. Restrict new uses to moderate density multi-family housing, services, small scale retail and office uses.
4. Design buildings over 1,500 square feet in footprint to resemble combinations of smaller buildings.
5. Require that some percentage of the parking lot area for lots with more than 10 spaces will be landscaped.



1. New buildings front streets; scale and style appropriate to context
2. New buildings are moderate density multi-family and services, both retail and office uses
3. Parking access off side roads, not Route 114
4. Parking located to the rear or sides of buildings
5. Parking areas shared by more than one building
6. Consistent sidewalk link from high school to rail trail
7. Street trees
8. Screening/buffering
9. Public monument/greenspace
10. Landscaped median islands
11. Crosswalks in all directions
12. Preserve existing vegetation
13. Consistent sidewalks to Village Center
14. Consider land acquisition for open space and recreation between this neighborhood commercial node and the Piscataquog River. Establish access way to river consistent with future use of the open space.

Route 114 Corridor Management Plan
 Goffstown, New Hampshire

Build-out Scenario: Aerial Plan
Neighborhood Commercial

 New Development

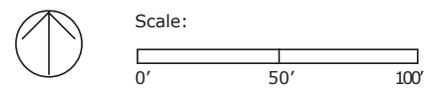


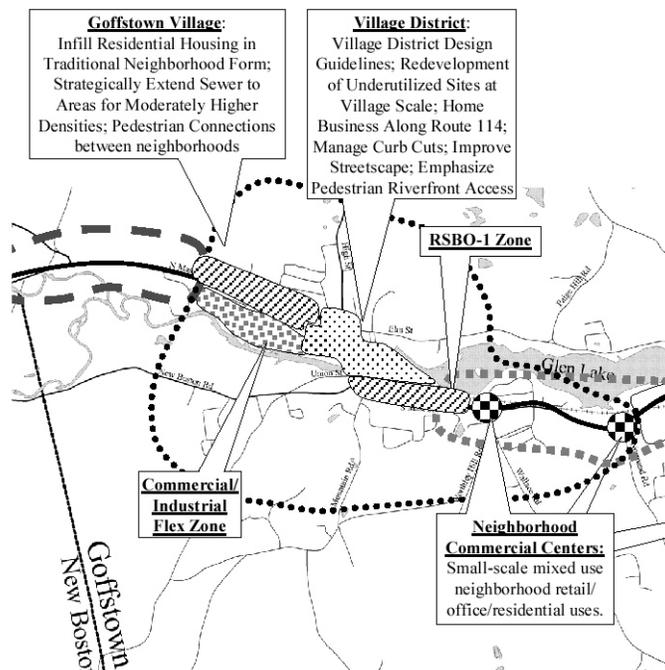
Figure 3-9
 3-43

6. Design architecture and landscape for new development to resemble traditional village development in scale, proportion, signage and lighting, not suburban, strip-style development.

F. Goffstown Village

Overview: Recommendations for Goffstown Village are made to preserve and enhance the historic character of Goffstown Village. While much of the focus is on the commercial area along Route 114 Corridor, the surrounding residential area is also important to the corridor plan. The overall recommendation creates a slightly larger and denser commercial district through infill development, building additions and adaptive reuse of existing structures. The village area and surroundings exhibit a more pedestrian-friendly environment. These recommendations are especially important in realizing the full economic potential of the village commercial district.

Suggested Zoning: The existing Village Commercial District is unified and expanded to encompass the existing commercial district and a portion of the industrial districts. The permitted uses in the Village Commercial District are refined to be more in keeping with the character of the portion of the Village along Route 114 between the bridge over the Piscataquog River and Elm Street/Back Road/Route 13 intersection. The Route 114 corridor north and west of the Village Commercial District to the cemetery, as well as south and east of the Village Commercial District to at least the Mountain Road intersection is part of the RSBO District. The other areas surrounding the Village District are to be included in the R-2 District or a new Village Residential District that would encourage higher residential densities close to the Village Center



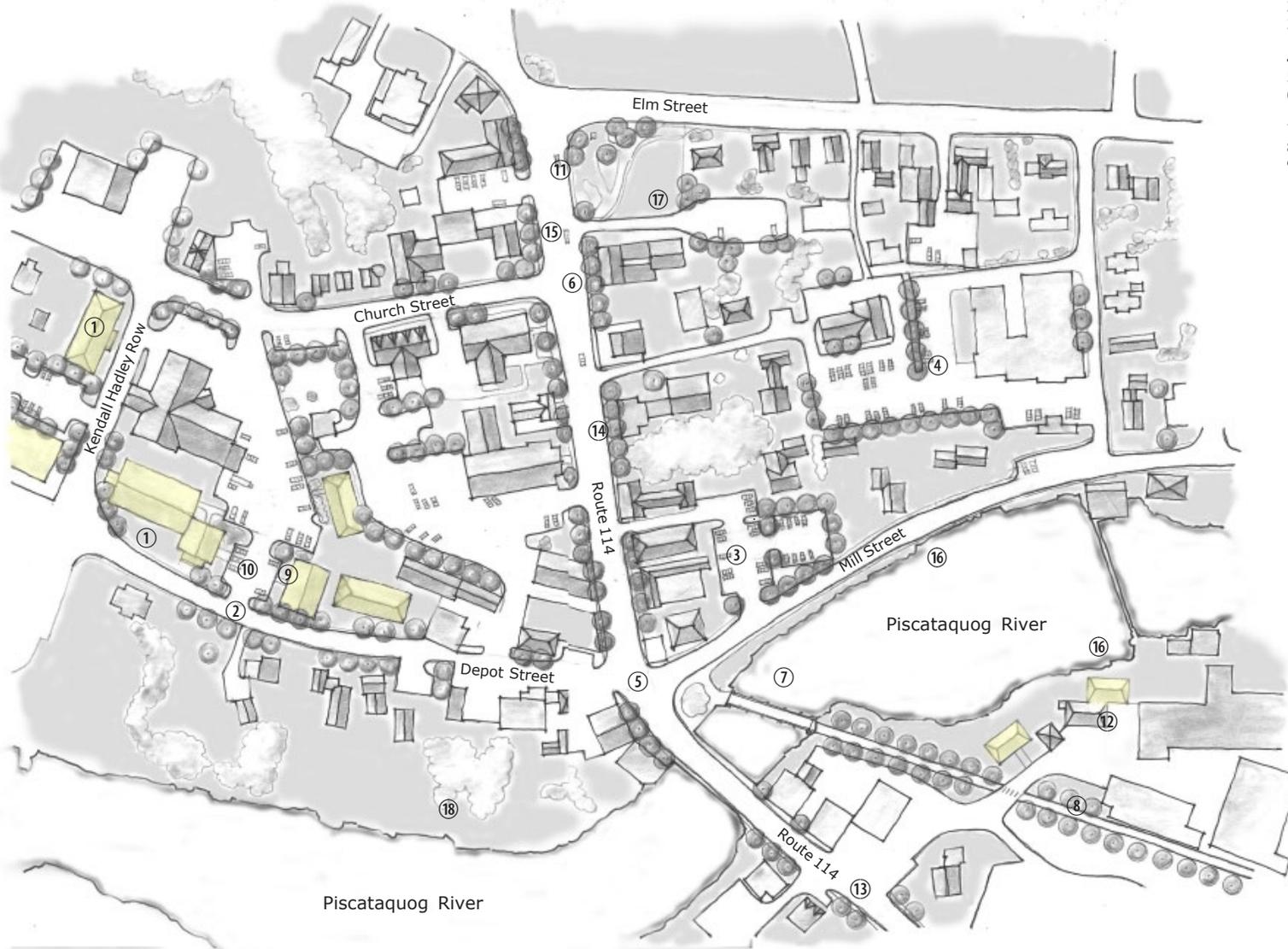
Preferred Land Uses: Mixed uses in close proximity to each other and within the same buildings are recommended for Goffstown Village. The Village has retail and personal service commercial uses that serve not only the residents of the Village but also much of the Town as well as the pass-by traffic on Route 114, as well as small consulting or medical office, schools, gathering places, small hotels and bed and breakfasts. Larger

land uses that require significant land space for parking, storage or material display are discouraged in the Village. Single family, multi family and apartment units are encouraged, either as freestanding structures or combined on the first or second floor of buildings with other, non-residential uses.

Desired Development Scale and Pattern: Goffstown Village in the future replicates and enhances the spacing and layout of the existing development in the Village. Lots are typically developed with buildings close to the road, parking to the side or rear and pedestrian access to both the street and adjacent parcels. Where appropriate, the parking areas of individual small lots are joined into larger, more efficient parking lots that cross property lines. There should be a continuity of sidewalks from along the street front to the rear entries and throughout the rear, and where interconnected parking areas are designed as streets with perpendicular parking. Buildings are generally two or three stories tall, but some extend to four stories. Rather than creating new structures, development uses in-fill locations or adapts the existing buildings within the village, by reuse, appropriate additions or secondary buildings on the same lot. The residential development is generally placed close to the road. Back yards are typically larger than front yards. Signs in the Village Commercial District are to be pedestrian scale; no more than 20 square feet per side and no higher than 6 feet. Signs should be freestanding or mounted on buildings. Figure 3-10 illustrates a conceptual pattern and scale that is appropriate for the Village.

Typical Transportation Features: Easy pedestrian access to each building is essential in the Village. Pedestrian walkways are coordinated with both on-street parking and access to adjacent properties. Quality sidewalks extend along both sides of Mast Road to the west of the Village commercial cores as far as the cemetery, and to the east of the Village commercial core as far as Wallace Road. On street parking is generally preferred in all parts of Goffstown Village, both commercial and residential. Curb cuts are kept to a minimum and alleys are used as possible. Access to rear parking areas from the roadway is kept as single lanes and paired with other access points on adjacent properties to create a series of one way ingress and egress points to rear, interconnected parking areas. Some properties may have no access along the street to their own parking area, relying totally on access via driveways on adjacent properties, thus allowing maximum building space along the street frontage. The Rail Trail is an important part of the transportation system in Goffstown Village. Increasing the connectivity of the street network is critical to enhancing circulation options in the village, such as extending Depot Street to North Mast Street. (See Chapter 4)

District Details: The dimensional requirements of the Village Commercial District remain the same as they are now, with the addition of a maximum front yard setback. The dimensional requirements of the R-2 District remain mostly as they are now, with the exception of a reduction of the minimum lot frontage to 75 feet and the minimum setback to 15 feet, and the creation of a maximum setback of 25 feet. Bonus Development incentives are part of the zoning district to encourage development of two plus story structures or upgrading of buildings in conformance with the design guidelines for the Village.



1. Infill development on undeveloped or underutilized lots
2. Managed curb cut access
3. Parking areas shared by more than one building
4. Landscape buffering at parking lots
5. Consistent, well-designed sidewalks
6. Plant new street trees throughout the Village
7. Bridge link to rails-to-trails network
8. New rail trail
9. Establish maximum front yard setbacks for new development in Village Center
10. Parking at side or rear of buildings where possible
11. Bury overhead utility lines to the greatest extent feasible
12. Encourage adaptive reuse of existing structures
13. Extend recent sidewalk improvements to the edge of Village commercial district
14. Encourage business owners to beautify their storefronts through façade improvements, new signage and seasonal landscaping display
15. Implement a pedestrian-scale lighting program as part of Village Center streetscape improvements
16. Create pedestrian access along the Piscataquog Riverfront
17. Enclose public square on south and east sides
18. Infill with new development along riverfront

New Development

Route 114 Corridor Management Plan

Goffstown, New Hampshire

Build-out Scenario:
Goffstown Village

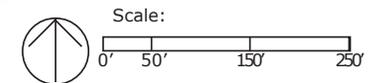


Figure 3-10
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Community Character and Aesthetics: Recommendations for Goffstown Village focus on three areas of improvement: The commercial district, the pedestrian environment and the residential neighborhoods.

The design guidelines in the commercial core focus first on how new buildings can most seamlessly blend with the historic character of the existing village, and secondly on how increased parking needs from additional retail and commercial space can be integrated into the village fabric without compromising visual quality. The specific recommendations for the residential neighborhoods along Route 114 to the east and west of the Village commercial district provide guidance for increasing density without sacrificing quality of life. Pedestrian movement in both areas is also an important focus of the recommendations. Recent improvements to the park space and sidewalks have made a big difference in the ability to walk easily in Goffstown Village. The recommendations for pedestrian mobility design guidelines build on these recent changes in recommending more extensive improvements. See Figures 3-10, 3-11, 3-12.

General Village Recommendations:

1. Encourage infill of vacant lots zoned commercial and redevelop under-performing retail properties. Maximizing the quality and quantity of retail space within the Village core will prevent a certain degree of commercial sprawl elsewhere in the Town, as well as provide a greater concentration of retail services in the Village. Density will increase overall attractiveness of the Village core for meeting shopping needs because many of them will be met in one place.
2. Design shopping streets in traditional villages in order to exhibit the characteristics of outdoor “rooms”. The ratio of street width to building height is what creates the feeling of an outdoor room. This ratio is generally found to be the most visually pleasing when it approaches 2:1 or 3:1. For two or three story buildings this translates into roughly 60’ from building façade to building façade.
3. Retain the traditional character of Goffstown Village. Infill development and redevelopment should complement existing historic architectural styles, as well as employ building masses and proportions that complement the scale of existing historic buildings of similar type.
4. Place the dominant façade and building entrance of new structures in a similar orientation to other buildings of similar type in the vicinity, respecting the street.
5. Harmonize roof pitches and types within a single building or groups of buildings in new development. Roofs are a dominant visual element in the village environment.
6. Encourage or even require adaptive reuse of high quality existing structures where appropriate. This will preserve the traditional character of the Village, avoid unnecessary construction and often conserve costs and energy.
7. Encourage infill development behind existing buildings or existing vegetation to preserve the continuity and integrity of the existing Village core streetscape.
8. Plant new street trees. Encourage public-private partnerships to enable trees to be planted where right-of-way does not allow sufficient space. These types of

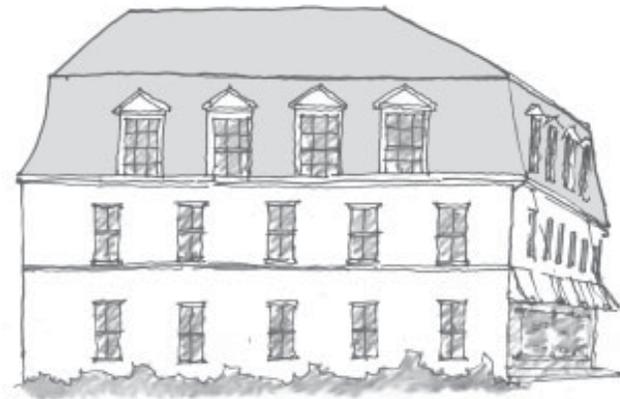
- partnerships will be especially relevant in an established village center like Goffstown Village where there is little flexibility with the sidewalk width.
9. Bury overhead utility lines to the greatest extent feasible or relocate to the rear of buildings within the village commercial area. This will lessen visual clutter and impediments to street tree growth.
 10. Strategically develop attractive, universally accessible parking areas in close walking distance to Village center retail. Locate this parking behind existing buildings or vegetation where possible to screen it and to preserve the continuity and visual rhythm of the Village streetscape.
 11. Work to consolidate the disorganized and overly generous curb cuts at existing driveways and parking lots serving commercial facilities that front on Route 114 and other Village core streets.
 12. Require that at some percentage of off-street parking lots where more than 10 parking spaces are provided be landscaped. Parking lots that are more than one drive-aisle wide should be required to have shade trees between or at the end of parking rows as part of this landscape requirement. Consider landscaping existing parking lots in the Village where space allows.
 13. Extend recent brick sidewalk upgrades to edges of the Village retail district.
 14. Implement a pedestrian-scale lighting program as part of Village core streetscape improvements. Attractive and well-placed pedestrian lights improve the safety and visual character of a downtown. Consider incorporating banners and hanging planters as part of the lighting system. These added touches help unify the streetscape and convey that Goffstown cares about the appearance of its village.
 15. Encourage business owners to beautify their storefronts through façade improvements, attractive signage and seasonal landscaping displays. The Goffstown Main Street Program has developed a set of Design Guidelines for the Village Center that specifically address building colors, doors and windows, signage, awnings, exterior lighting, rear entrances and landscaping. Develop a revolving loan fund or grant program to facilitate rehabilitation.
 16. Develop a new village “common” near the intersection of Route 114 and Route 13. The geography of this location has the potential to be a visual “gateway” entering Goffstown Village, but the disjointed configuration of the existing traffic islands between the east- and west-bound lanes of Route 114 do not lend themselves to be useable open space. See Figure 3-13.
 17. Consider implementing a town-wide signage system for civic and municipal buildings and properties. Signage would begin at major vehicular entrance points to the town and provide directional information to such places as Town Hall, the library and recreation land.

Redevelopment: *Traditional Building Styles*



Goffstown is fortunate to have a wealth of architectural integrity in its historic building stock.

Infill development and redevelopment should complement existing historic architectural styles, as well as employ building masses and proportions that complement the scale of existing historic buildings of similar type.



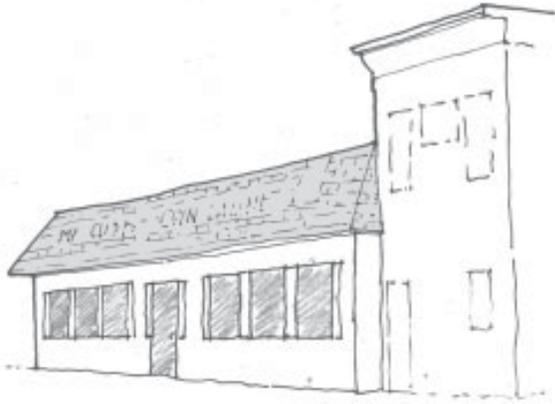
Important consideration should be given to:

- Building height
- Massing
- Roof style and pitch
- Setback distance from street
- Windows: style, size, rhythm
- Building materials
- Architectural detail
- Location of entrances
- Location of outbuildings
- Landscaping



Redevelopment:

Things to avoid



Buildings that take few cues from quality, historic building stock have the potential to detract from the overall visual experience of the streetscape.

Equally as damaging are buildings that oversimplify the stylistic vocabulary of an architectural style, thereby reducing the architecture to a mere caricature of a style.

Things to avoid include:



- Great stylistic variations from the surrounding context
- Many historical styles within one building
- Building masses greatly out of scale to neighboring buildings
- Monolithic buildings with little or no variation in massing
- Buildings that turn their backs to the street
- Placing doors and windows with no overall rhythm or consistent harmony
- Buildings with one or more walls with few or no windows or doors
- Buildings that use poor-quality or imitation building materi-



Redevelopment: *Storefront beautification*

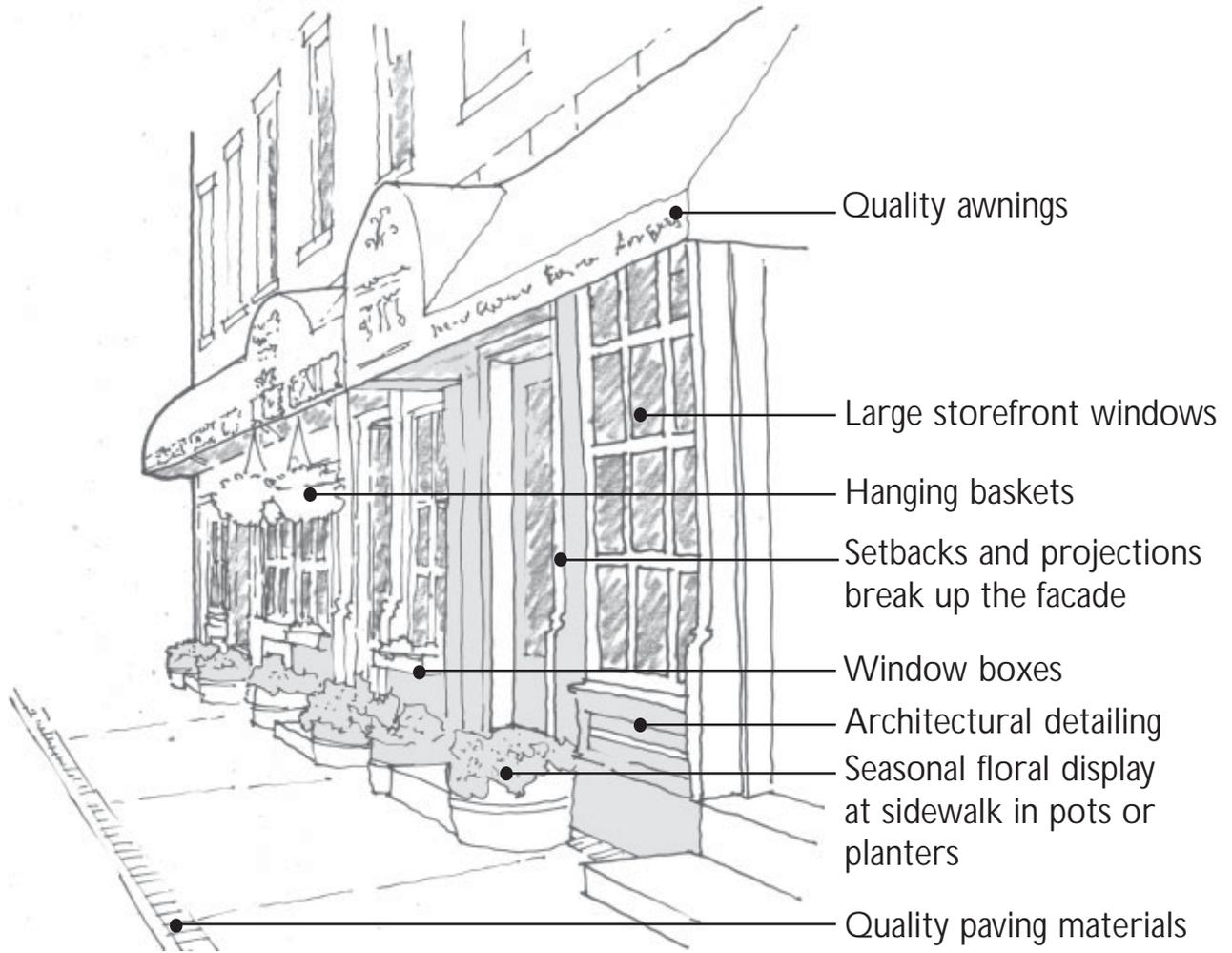


Figure 3-13
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Gateway Treatment: *Goffstown Village East*

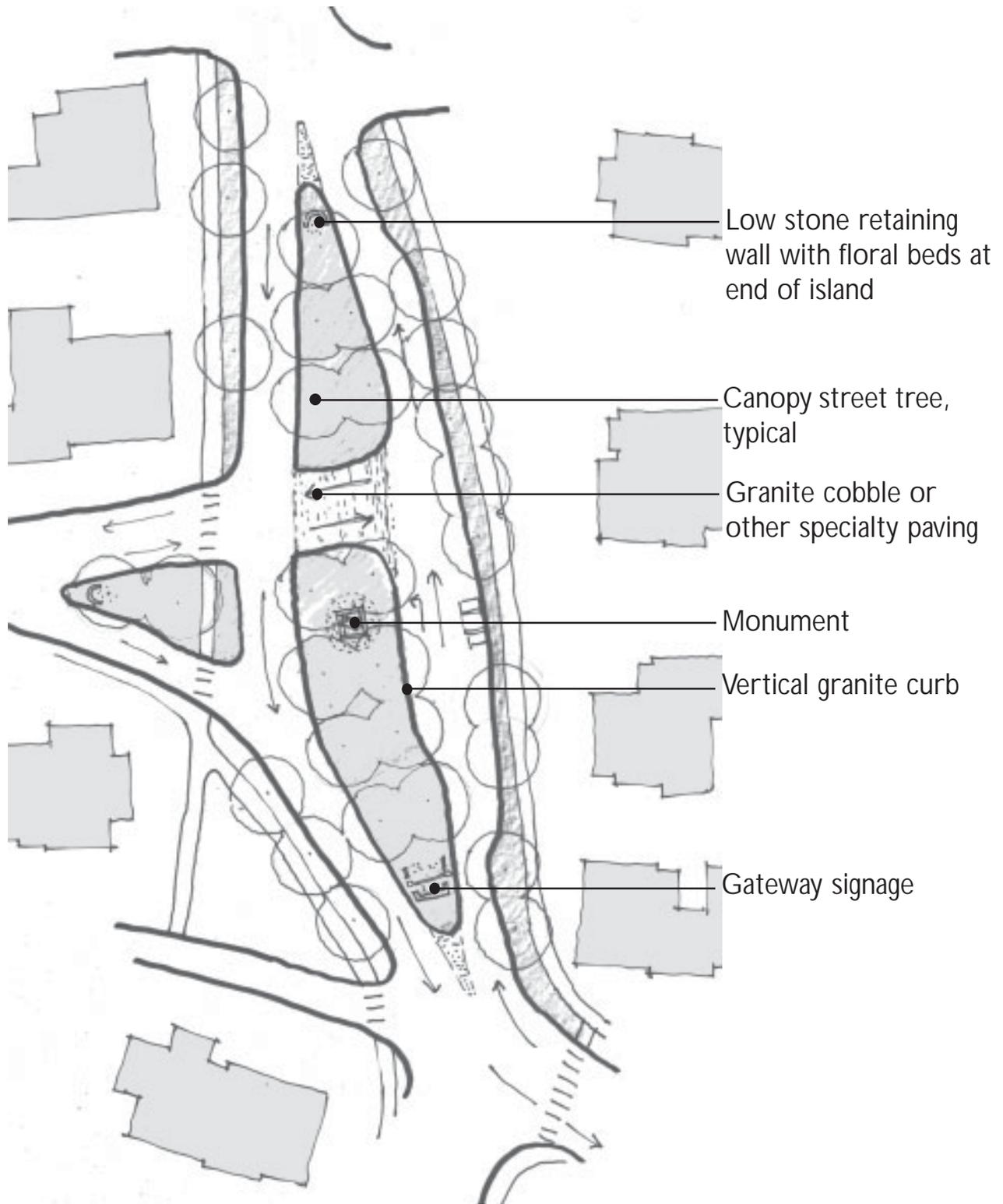


Figure 3-14
3-52

Village Residential-specific Recommendations

18. Establish minimum setbacks for new accessory buildings on residential lots so that the principal structure is the dominant structure seen from the street. Accessory buildings should not be allowed any closer to the front property line than the principal structure.
19. Locate the sidewalk in relationship to the road as this is a more important determinant of its success than the sidewalk material. Sidewalks outside of the Village commercial core do not necessarily need to be brick, but could be concrete or asphalt.
20. Explore the potential of the section of Route 114 just west of the Village commercial district for an esplanade treatment that incorporates street trees on both sides of the road between the sidewalk and the road. In addition to street trees, the definition between street, esplanade and sidewalk could be reinforced by incorporating vertical elevation change at the edge of the street through the use of curbing or other edging.
21. Require that off-street parking for home occupations in the RSBO District be located to the side or rear of existing dwelling where possible.
22. Require landscaping that visually screens the parking area from the view of the street, in cases where parking must be located to the front of the primary residential building.

G. Goffstown Village West

Overview: The land west of Goffstown Village has a contiguity of rural character that is unsurpassed within the length of the study area. The rural nature of this area helps define the edge of the village. The recommendations for this area are meant to preserve this rural atmosphere.

Suggested Zoning: The zoning along this section of Route 114 remains in the Residential 1 District, but modifications to the district remove most of the non-residential, or non-agricultural uses from the District. A Route 114 Overlay District, described above, also applies to portions of the corridor.

Preferred Land Uses: The land uses along this section of Route 114 remain low density residential. The open, green, rural character of this portion of Route 114 is preserved and protected, and will aid in the success of the more developed areas of the corridor suggested in this study.

Desired Development Scale and Pattern: The residential development in Goffstown Village West is low key, with significant preservation of open space and natural features.

Typical Transportation Features: The roadway maintains a rural character, with paved and gravel shoulders but no curbing. The existing sidewalk is extended as needed to serve additional residential areas. Driveways are shared as feasible; minimal new curb cuts are allowed on Route 114 in this section.

District Details: The minimum lot sizes and other dimensional requirements for the R-1 District remain the same. The Route 114 Overlay District adds a ± 100 -foot setback requirement along Route 114 and also requires open space form of development for properties.

Community Character and Aesthetics: The following design recommendations focus on measures that can be taken through the placement of new structures and roads that would minimize the disruption of the scenic view from the road.

1. Design new buffer plantings by taking cues from the arrangement of vegetation in a natural setting (i.e. clumps of native evergreen trees in quantities of 3 or more, as opposed to a double row of evenly spaced Arborvitae).
2. Integrate building into existing landscape features when shaping lots and clearings appropriately.
 - Discourage building in the center of a meadow where property size and configuration allows for building closer to a woodland edge without disrupting important wildlife habitats.
 - Sustain existing vegetation across property lines whenever possible.
 - Ensure that site grading responds to existing topography.
 - Preserve existing cultural features (stone walls, fences, etc.) to the greatest extent possible.
3. Angle roads and driveways behind existing vegetation so that houses, outbuildings and lawns are not readily visible from the road.

I. INTRODUCTION

This chapter presents the Implementation Plan, specifically identifying recommended public investments, recommended phasing and a detailed Action Plan. The Public Investments are primarily street/roadway, streetscape and pathway improvements. They focus on the Goffstown Village and Pinardville areas. They have been developed to improve the aesthetics of the corridor; improve traffic, pedestrian, and bicyclist safety and mobility; and stimulate private investment. The Phasing Plan, identified on the figures, recognizes priorities as well as fiscal considerations, trying to balance out costs over the life of the Plan. The Action Plan refines the strategies presented in Chapter 3 and identifies specific steps to implement the strategy and a suggested timeframe.

II. RECOMMENDED INVESTMENTS & PHASING

Figures 4-1 to 4-4 and Figures 4-7 to 4-9 identify a phased set of recommended investments and potential phasing for Goffstown Village and Pinardville, respectively. Figures 4-5 and 4-6 show in greater detail potential street cross-sections for the entrances to Goffstown Village and illustrate the desired character of the recommended improvements.

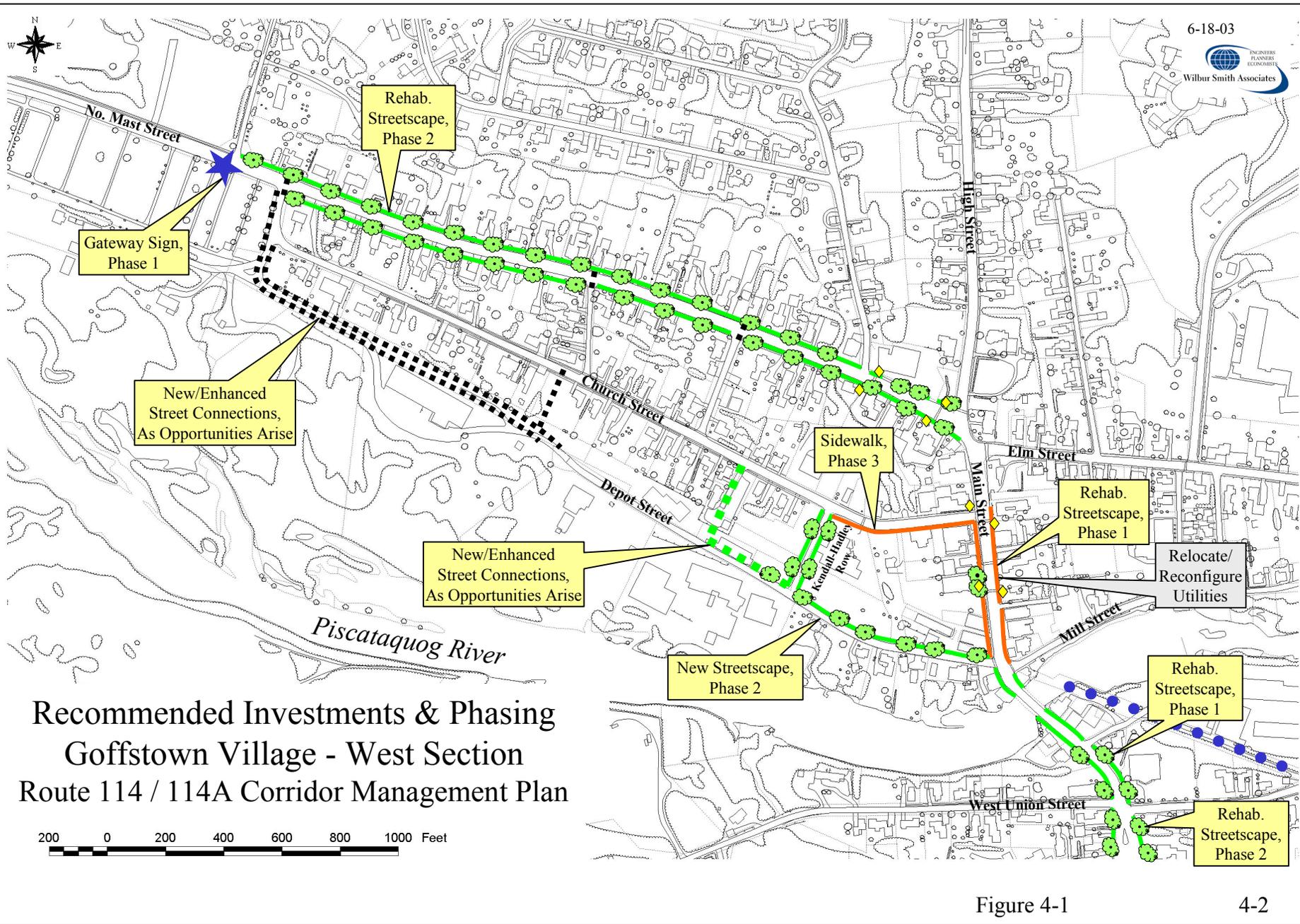
Suggested phasing for the investments is Phase 1, 2-5 year timeframe (from plan completion, beginning in fiscal year 2004); Phase 2, 6-12 years; and Phase 3, 13+ years. While termed investments that may be made by the Town, it is likely (and desirable) that some of these improvements may be made by the private sector. For instance, if a landowner was to propose a development fronting a street recommended for upgrading, it should be a condition of the site plan review process that the improvement be made by the developer along their frontage at that time.

Costs are intended to provide an order of magnitude estimate of costs. They do not include right of way costs or design/engineering costs. They are provided in Appendix A.

The suggested phasing balances the "urgency" of the investment (e.g., corrects a safety problem or desirable for economic development/quality of life), costs and a logical progression of improvements. Improvements generally are recommended to begin within the village centers and extend outward.

III. IMPLEMENTATION PLAN & TIMETABLE

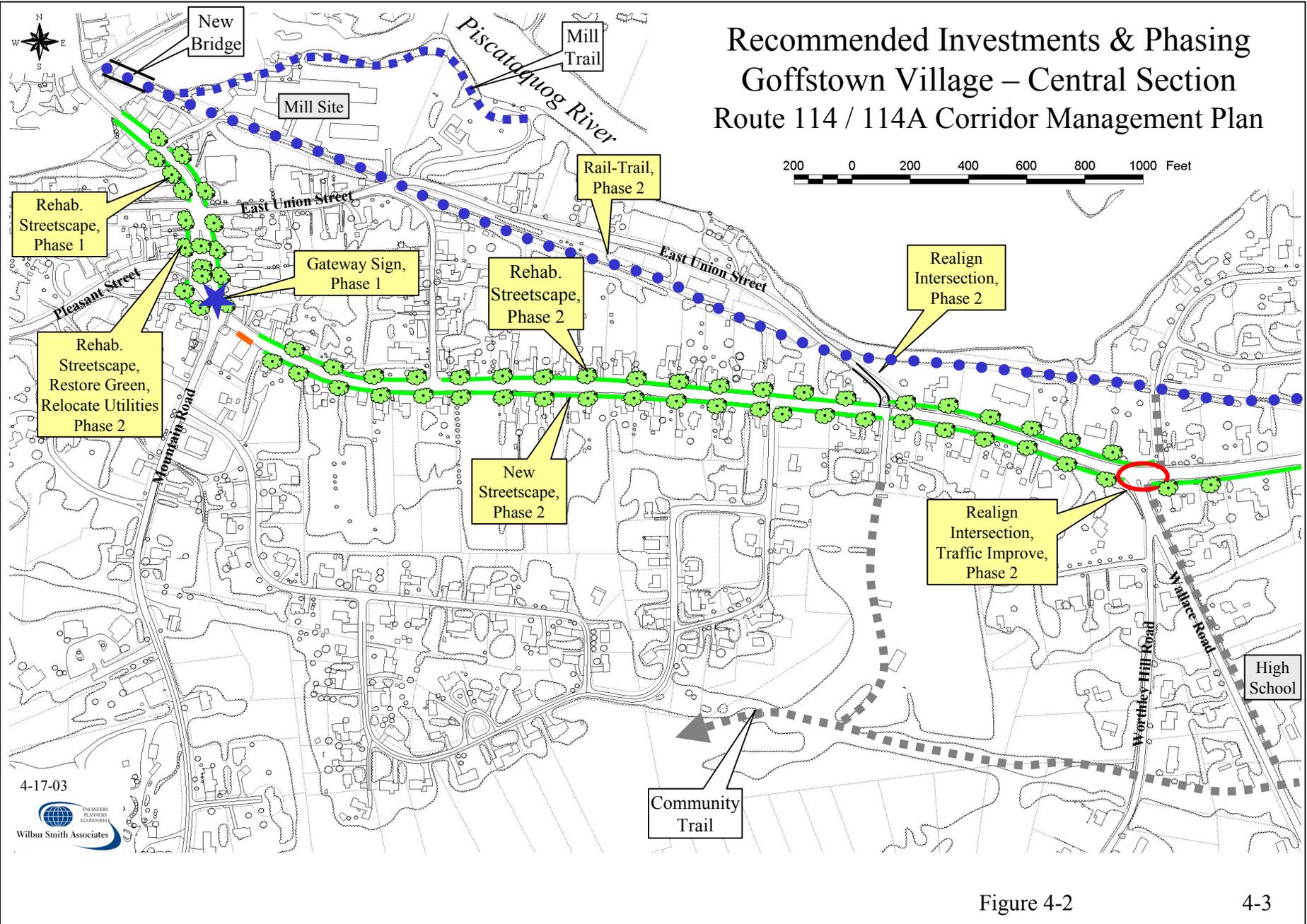
Table 4-1 identifies in more detail the Strategies, Action Steps, Timetable and Responsible Parties for implementation of the Corridor Management Plan. Also identified are specific areas where the actions are targeted.



Recommended Investments & Phasing
 Goffstown Village - West Section
 Route 114 / 114A Corridor Management Plan

Figure 4-1

Recommended Investments & Phasing Goffstown Village – Central Section Route 114 / 114A Corridor Management Plan



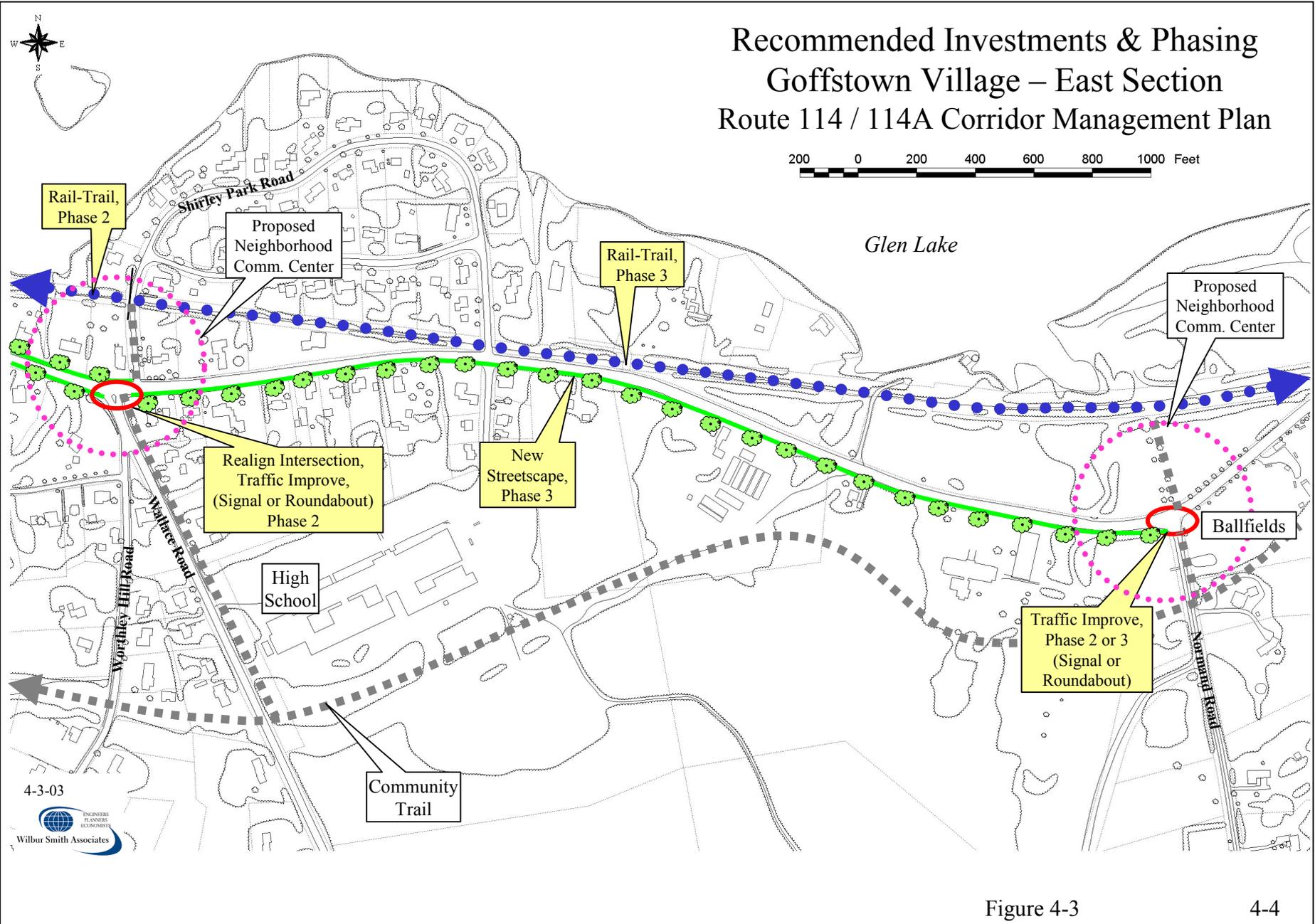
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 ENGINEERS
 PLANNERS
 ECONOMISTS
 Wilbur Smith Associates

Figure 4-2 4-3

Recommended Investments & Phasing Goffstown Village – East Section Route 114 / 114A Corridor Management Plan



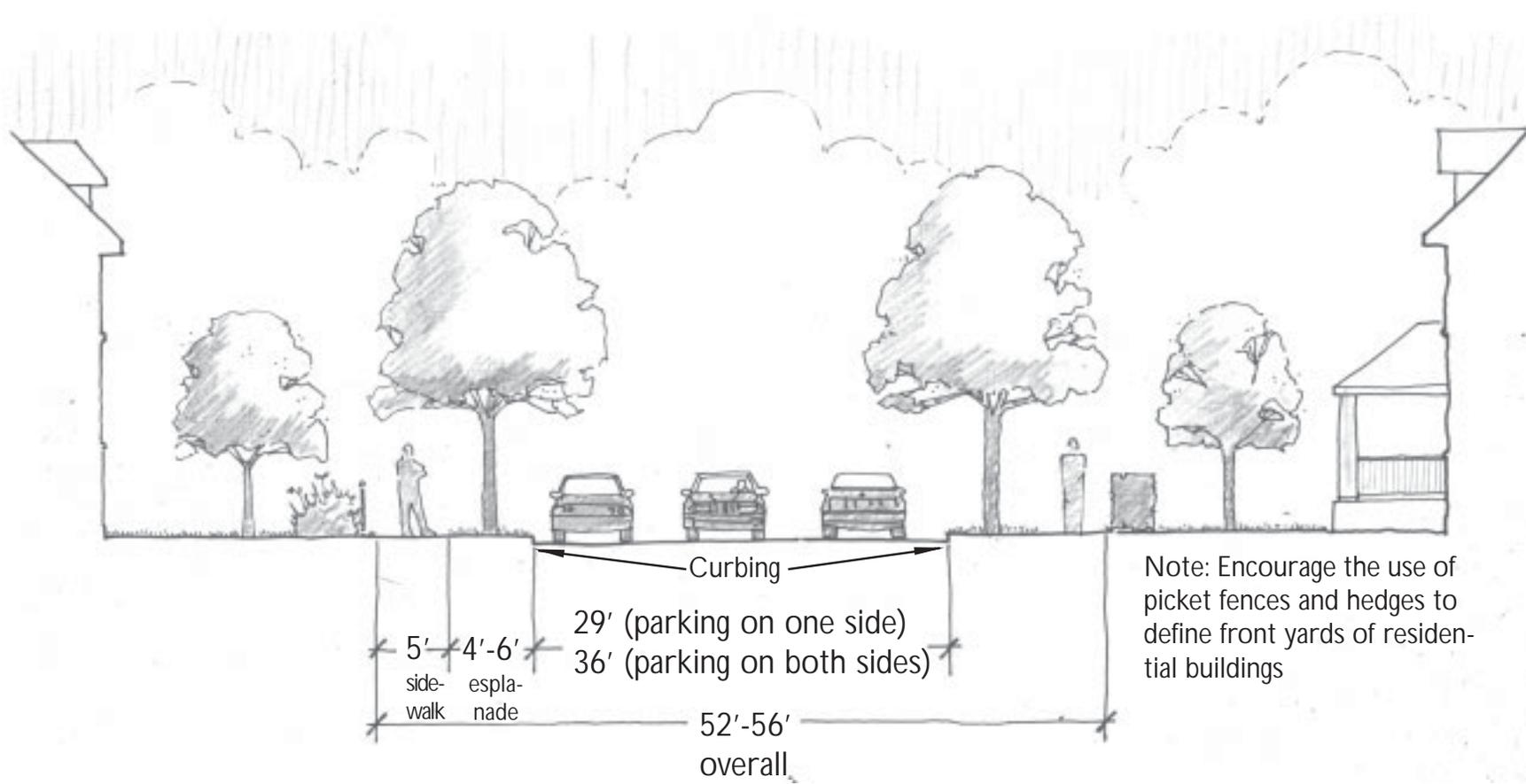
Glen Lake



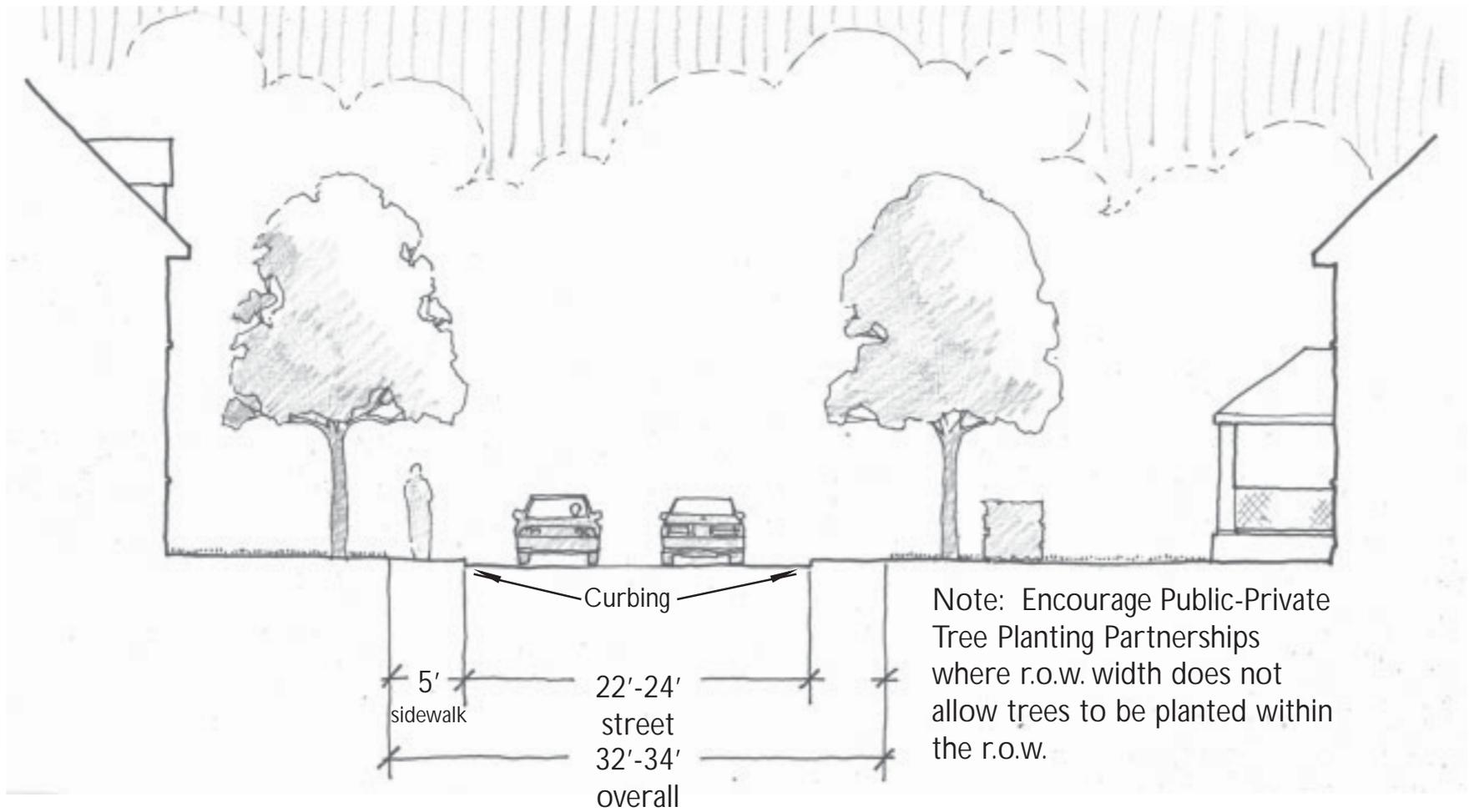
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Figure 4-3



Goffstown Village
 Street Cross Section: West Entry



Goffstown Village
 Street Cross Section: East Entry

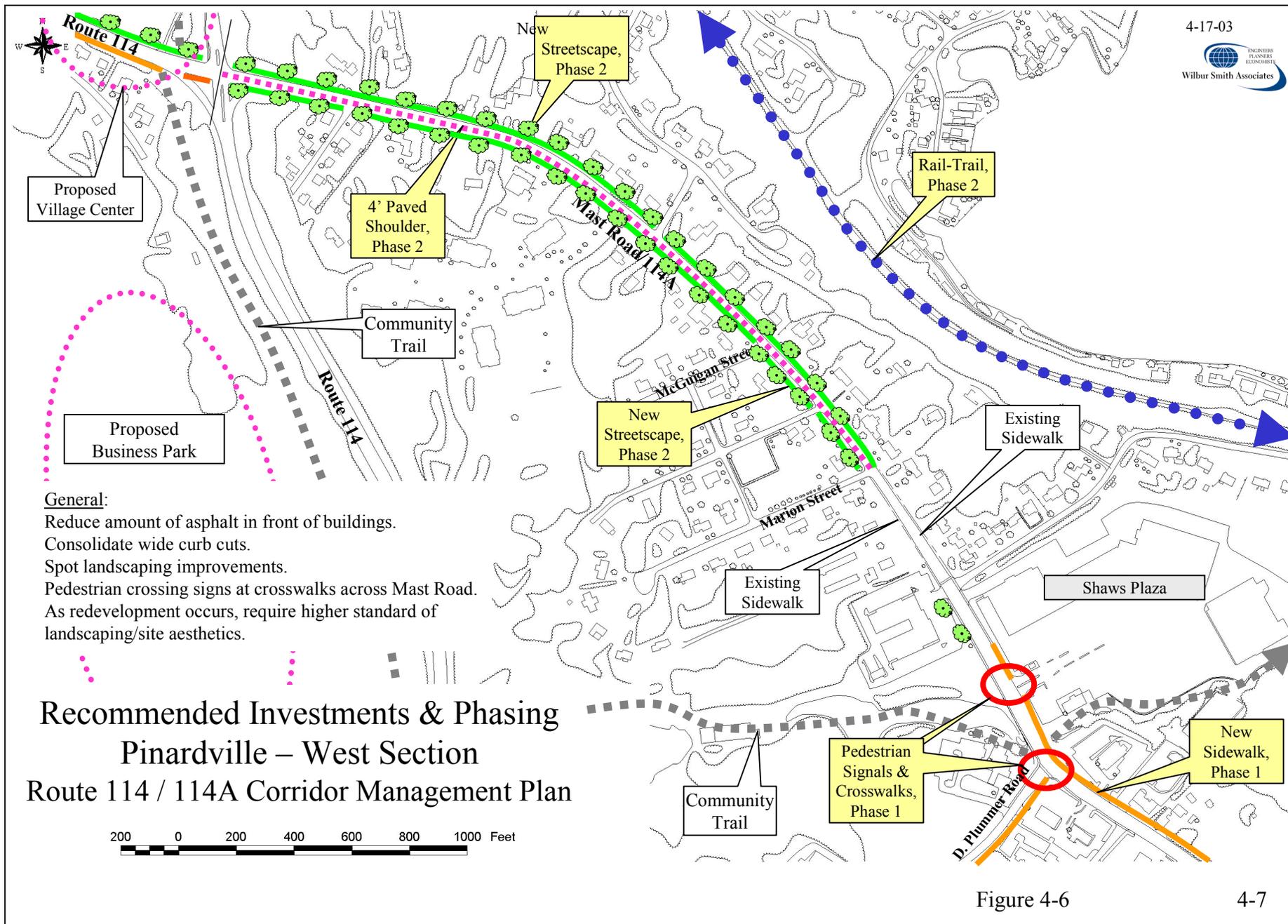
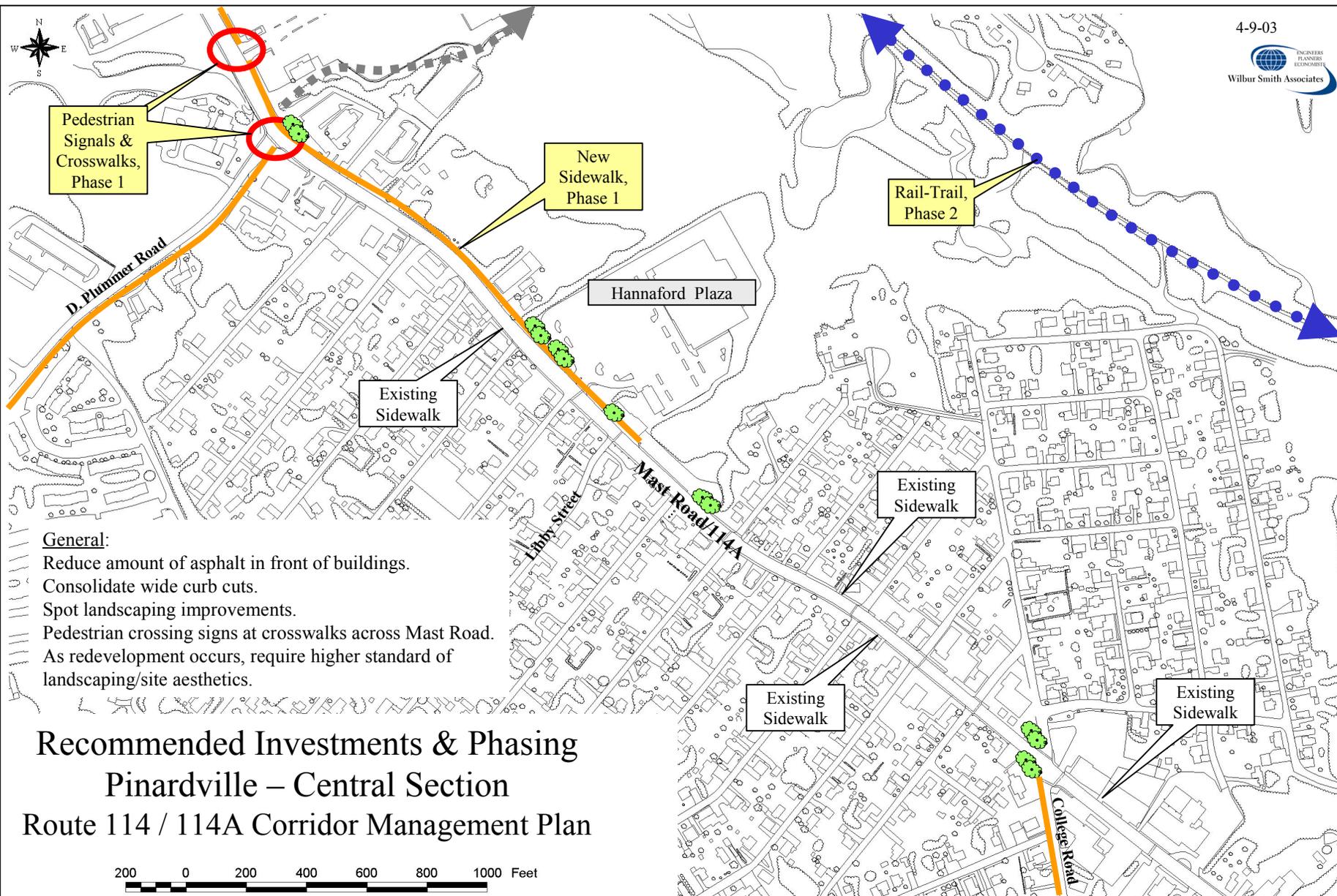


Figure 4-6



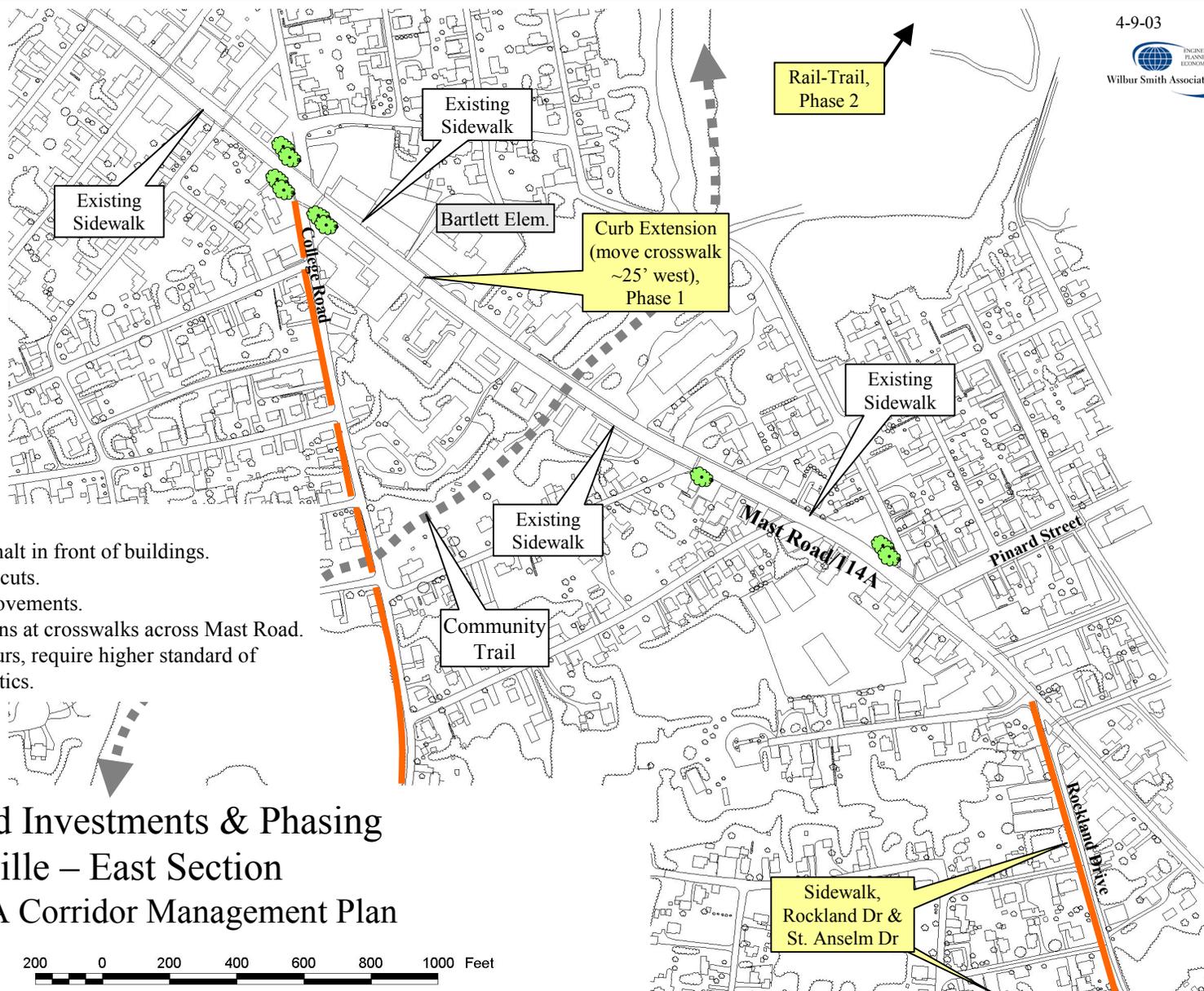
General:

- Reduce amount of asphalt in front of buildings.
- Consolidate wide curb cuts.
- Spot landscaping improvements.
- Pedestrian crossing signs at crosswalks across Mast Road.
- As redevelopment occurs, require higher standard of landscaping/site aesthetics.

Recommended Investments & Phasing Pinardville – Central Section Route 114 / 114A Corridor Management Plan

200 0 200 400 600 800 1000 Feet

Figure 4-7



General:

- Reduce amount of asphalt in front of buildings.
- Consolidate wide curb cuts.
- Spot landscaping improvements.
- Pedestrian crossing signs at crosswalks across Mast Road.
- As redevelopment occurs, require higher standard of landscaping/site aesthetics.

Recommended Investments & Phasing
Pinardville – East Section
Route 114 / 114A Corridor Management Plan



Figure 4-8

The Strategies further refine those in Chapter 3. These Strategies are:

- Implement Recommended Land Use Concept
- Strengthen Existing Village Centers
- Develop Mixed Uses as Development Norm
- Improve Safety and Mobility of Travelers
- Expand Economic Base of Town
- Develop Entertainment/Tourism Base
- Develop Full Service Business Park
- “Housing as an Economic Engine”
- Strengthen Economic/Social Ties to St. Anselm College.

The suggested phasing of action steps corresponds with the same time periods as outlined above in Section II: Recommended Investments & Phasing.

The table provides a comprehensive listing of steps and should be continuously consulted and updated as progress is made during implementation.

The Division of Economic Development within the New Hampshire Department of Resources and Economic Development has a number of technical assistance and grant programs that can assist in the implementation of many of the economic development strategies and action steps. Information on their programs can be accessed at www.nheconomy.com.

The Community Development Finance Authority (CDFA) offers technical assistance for community economic development. The CDFA can “provide help with organizational development, strategic and business planning, financial planning or packaging, grant or other application preparation, market research, management training, accounting, and legal issues.” (CDFA website, www.nhcdfa.org)

For transportation projects, the Southern New Hampshire Planning Commission serves as the Metropolitan Planning Organization that provides regional transportation planning and funding roles. Goffstown should ensure that its needs and priorities are clearly articulated to the MPO staff and board. Funding opportunities with the MPO and NHDOT should be explored in the near term.

Table 4-1

* Items with an asterisk are repeated.

Strategy	Area	Action Step	Year																				Who
			Short Term					Mid Term					Longer Term										
			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
	GV/Pinard.	Implement Pedestrian Signing and Striping Changes*	C																			Staff; Public Works	
	Corridorwide	Implement Phase I to Phase III Street and Streetscape Plans*	Phase I					Phase II					Phase III										Town; SNHPC; NHDOT.
Expand Economic Base of Town	Townwide/Villages	Conduct Town Business Survey of Labor/Training Needs, Services Used and Business Inputs (materials used) and Products		P	P																	Staff; Econ. Dev.	
	GV/Pinard./Townwide	Develop & Implement Business Retention, Expansion and Attraction Program			P	On-going															Staff; Econ. Dev.		
	Townwide	Publish & Update Business Guide listing Businesses, Services/Products				On-going															Staff; Econ. Dev.		
	Townwide/Villages	Conduct Resident Survey of Services and Retail Needs Spending Patterns*		P	P																	Staff; Econ. Dev.	
	Townwide/Villages	Conduct Market Research Based on Survey Results*			P																	Staff; Econ. Dev.	
	GV/Pinard./Townwide	Develop & Implement Targeted Service and Retail Business Attraction and Expansion Program*				On-going															Staff; Econ. Dev.		
	Townwide	Host Meeting with & Resource Fair for Manufacturers		P																		Staff; Econ. Dev.	
Develop Entertainment/Tourism Base	GV/Townwide	Conduct Local & Regional Tourism Resource Inventory				P	P														Staff; Econ. Dev.		
	GV/Pinard./MUV/Townwide	Attract Lodging/Tourism Businesses						On-going												Staff; Econ. Dev.			
Develop Full Service Business Park	Bus. Park/MUV	Enter Planning Partnership with County: Business Park/Mixed Use Village	P	P	P																Staff; Pl. Bd; Econ. Dev.		
	Bus. Park	Prepare Market Assessments/Long-Range Business Plans for Business Park; Conduct Site Assessments/Suitability				P	P														Staff; Econ. Dev.		
	Bus. Park/MUV	Implement Business Plans to include Funding (possibly TIF/Bonds/ General Funds, etc); Infrastructure Improvements; Recruit Tenants						Structure, Funding, Timetable to be determined from Business Plan												Staff; Pl. Bd; Econ. Dev.; Select Bd; State			
"Housing as an Economic Engine"	GV/Pinard./NCC	Identify Potential Neighborhood Areas/Perform Neighborhood-based Planning & Outreach (Characteristics & Benefits of Traditional Neighborhoods, etc)	P	P	A																Staff; Pl. Bd.		
	GV	Develop Traditional Neighborhood Design zoning changes*	P	P	A																Staff; Pl. Bd; Select Bd; Town Mtg.		
	MUV	Develop Traditional Neighborhood Design zoning changes*	P	P	A																Staff; Pl. Bd; Select Bd; Town Mtg.		
Strengthen Economic/Social Ties to St. A's		Meet with St. Anselm's to Discuss Potential Linkage: Cultural/Social; Transportation/Infrastructure; Educational	P																		Staff; Select Bd; Econ. Dev		
		Infrastructure investments to link to St. A's (sidewalks/community trails)	(As opportunities/mutual needs arise)																	Staff; Public Works			

F = Funding; D=Design; C=Construct; P=Planning; A=Adopt

GV=Goffstown Village; Pinard.=Pinardville; MUV=New Mixed Use Village Center; HC=Highway Commercial Area; NCC=Neighborhood Commercial Centers; Bus. Park= Business Park.

Appendix A

Order of Magnitude Cost Estimates

Goffstown Route 114 Corridor Management Study
 Pinardville 4-3-03

Item	Location	From	To	Quantity	Unit	Unit Cost	Cost	ID	Phase	Note/Comment
Pedestrian Crossing Signs, Revise Crosswalk Configuration to Ladder Crosswalk - 10 locations	At marked crosswalk locations			10	ea	\$ 600	\$ 6,000	23	1	Make pedestrian crossing locations more visible and safer for pedestrians and vehicles.
Curb Extensions	At marked crosswalk locations			8	ea	\$ 5,000	\$ 40,000		1	Increase pedestrian visibility/ safety; moderate traffic speeds; 4 locations.
Landscaping	Throughout			5	ea	\$ 2,500	\$ 12,500		1	Address landscaping/ aesthetics at priority locations
Gateway Signage & Landscaping	Two locations			2	ea	\$ 7,100	\$ 14,200		1	Announce entry to village.
Pedestrian Crossing Signals	Signalized intersections			10	ea	\$ 2,000	\$ 20,000		1	Shop and Save (4) and Daniel Plummer (6)
Sidewalk - Asphalt (5')	Mast Road - North side	Daniel Plummer Road	Libby Street	1800	lf	\$ 16	\$ 28,800	2	1	Fill in priority gap in sidewalk network
Access Management/Streetscape - Driveway consolidation/narrowing, granite curb, sidewalk, drainage contingency	Throughout Pinardville on Mast Road			1500	lf	\$ 60	\$ 89,700	31	2	Estimate of level of effort; increase traffic & pedestrian safety; improve sidewalk.
Basic Sidewalk - Asphalt sidewalk (5') , asphalt curb, esplanade, street trees, crosswalks, drainage contingency	Mast Road	Route 114 By-Pass	Marion Street	5480	lf	\$ 43	\$ 234,544	28	2	Increase pedestrian access and safety to commercial district; improve aesthetics. Both sides.
Basic Sidewalk - Asphalt sidewalk (5') , asphalt curb, esplanade, street trees, crosswalks, drainage contingency	Mast Road	Route 114 By-Pass	Marion Street	2740	lf	\$ 43	\$ 117,272	28	2	Increase pedestrian access and safety to commercial district; improve aesthetics.
Paved Shoulder, 4'	Mast Road	Route 114 Bypass	Marion Street	2800	lf	55	\$ 154,000		2	Increase bicycle access/safety
Rail Trail	Throughout	Route 114 Bypass	Manchester	9600	lf	28	\$ 268,800		2	
Business Park Trail (to Rail-Trail)	Pinardville	Mast Road	Rail-Trail	1800	lf	\$ 45	\$ 81,000		3	
Basic Sidewalk - Asphalt sidewalk (5') , asphalt curb, esplanade, drainage contingency	Daniel Plummer Road	Mast Road	St. Anselm Drive	4300	lf	\$ 43	\$ 184,040	28	3	
Basic Sidewalk - Asphalt sidewalk (5') , asphalt curb, esplanade, drainage contingency	St. Anselm Drive	Route 114 Bypass	Rockland Ave	5000	lf	\$ 43	\$ 214,000		3	
Off-corridor Improvements										
Business Park Trail (to Bypass)	Pinardville	Mast Road	Bypass	2200	lf	\$ 45	\$ 99,000			
Street Connectivity Improvements - Extending local streets to connect to collector roads	Pinardville neighborhoods			1500	lf	\$ 250	\$ 375,000			Estimate of level of effort; relieve traffic on Mast Road

Does not include right-of-way costs, if any.

Phase 1 \$ 121,500 Years 2 to 5
 Phase 2 \$ 864,316 Years 6 to 12
 Phase 3 \$ 479,040 Years 13+
 \$ 1,464,856

Off-Corridor Improvements \$ 474,000

Goffstown Route 114 Corridor Management Study

Commercial Corridor/Mixed Use Village 4-3-03

Item	Location	From	To	Quantity	Unit	Unit Cost	Cost	ID	Phase	Note/Comment
Paved Shoulders	Mast Road/Route 114	Normand Road	Danis Park Road	2,000	lf	\$ 55	\$ 110,000		2	Spot improvements to provide continuous paved shoulders on both sides of road. Assumed length.
Henry Bridge Road Intersection - Add Turn lanes, signal heads	Henry Bridge Road Inter.				lump sum		\$ 75,000		2	Estimate; WB Left turn lane to Henry Bridge
Rail-Trail	Throughout	Normand Road	Danis Park Road	12,600	lf	\$ 28	\$ 352,800		3	Link Ballfields to Pinardville portion of Rail-trail

Does not include right-of-way costs, if any.

Phase 1	\$	-	Years 2 to 5
Phase 2	\$	185,000	Years 6 to 12
<u>Phase 3</u>	\$	<u>352,800</u>	Years 13+
	\$	537,800	

Goffstown Route 114 Corridor Management Study

Goffstown Village - East 4-3-03

Item	Location	From	To	Quantity	Unit	Unit Cost	Cost	ID	Phase	Note/Comment
Banners	Goffstown Village	Mountain Road	Normand Road	8	lf	\$ 300	\$ 2,400		1	
Pedestrian Crossing - Signs/Markings	4 Locations			4	ea	\$ 600	\$ 2,400		1	
Village Green Gateway - Reconfigured village green, granite curb, loam and seed, signage, landscaping, relocate utility lines		Mountain Road	West Union Street		lump sum		\$ -		2	Evaluate space for esplanade.
Village Green Gateway Streetscape - sidewalks, esplanade, remove/replace granite curb, street trees, street lights, drainage.		Mountain Road	West Union Street	1200	lf	\$ 128	\$ 153,000	28	2	
New Streetscape - asphalt sidewalk (5'), granite curb, esplanade, street trees, drainage contingency	So. Mast Street - Both sides	Mountain Road	Wallace Road	6400	lf	\$ 129	\$ 824,320	24	2	
Rail-Trail - 12' wide asphalt path, lighting	Village Trail	Piscataquog River	Normand Road/Ballfields	7100	lf	\$ 30	\$ 213,000	11	2	Link Goffstown Village to High School, Parks and Ballfields
Wallace Road Intersection - Traffic signal, realign Wallace Road approach, turn lanes					lump sum		\$ 260,000		2	Possible location for roundabout (2 lane) to maintain traffic flow and improve aesthetics over a traffic signal. Higher cost typically.
Realign Union Street /So. Mast Street Intersection				150	lf	\$ 250	\$ 37,500		2	Improve safety and reduce delay
New Streetscape - asphalt sidewalk (5'), granite curb, esplanade, street trees, drainage contingency	So. Mast Street - South side	Wallace Road	Normand Road	3800	lf	\$ 129	\$ 489,440		3	
Normand Road Intersection - Traffic signal, turn lanes					lump sum		\$ 260,000		3	Possible location for roundabout (1-2 lane) to maintain traffic flow and improve aesthetics over a traffic signal. Higher cost typically.

Does not include right-of-way costs, if any.

Phase 1	\$ 4,800	Years 2 to 5
Phase 2	\$1,487,820	Years 6 to 12
Phase 3	\$ 749,440	Years 13+
	\$ 2,242,060	

Goffstown Route 114 Corridor Management Study
 Goffstown Village - Village District 4-3-03

Item	Location	From	To	Quantity	Unit	Unit Cost	Cost	ID	Phase	Note/Comment
Rehabilitate Streetscape - concrete sidewalk (6'), granite curb, street lights	Main Street-Both Sides	Church Street	West Union Street	2300	lf	\$ 137	\$ 313,950	23	1	
Permanent Crosswalks	5 Main Street Locations			5	lf	\$ 4,000	\$ 20,000		1	5 locations
Banners	Village District	Elm Street	West Union Street	10	ea	\$ 300	\$ 3,000		1	
Pedestrian Crossing - Signs	5 Main Street Locations			5	ea	\$ 500	\$ 2,500		1	
New Streetscape - concrete sidewalk (6'), granite curb, esplanade, street trees, street lights, drainage.	Depot Street-North side	Main Street	New Street	1100	lf	\$ 191	\$ 210,100	28	2	
New Streetscape - concrete sidewalk (6'), granite curb, esplanade, street trees, street lights	Kendall-Hadley Row-Both Sides	Church Street	Depot Street	650	lf	\$ 143	\$ 93,015	25	2	
Extend/Enhance Depot Street				1200	lf	\$ 250	\$ 300,000		2	Increase travel options through downtown
New Streetscape - concrete sidewalk (5'-6'), granite curb, esplanade, street trees, street lights	Church Street - South side	Main Street	Kendall Hadley Row	600	lf	\$ 143	\$ 85,860	25	3	
New Street/Streetscape - New/extended street, concrete sidewalk (6') - one side, granite curb, esplanade, street trees, street lights, drainage	New/extend street	Church Street	Depot Street	330	lf	\$ 376	\$ 124,080	27	3	
Relocate/Bury/Bundle Overhead Utilities							\$ -			Unknown costs; begin work with utilities on strategy.

Does not include right-of-way costs, if any.

Phase 1	\$ 339,450	Years 2 to 5
Phase 2	\$ 603,115	Years 6 to 12
Phase 3	\$ 209,940	Years 13+
	<u>\$ 1,152,505</u>	

Goffstown Route 114 Corridor Management Study

Goffstown Village - West

4-3-03

Item	Location	From	To	Quantity	Unit	Unit Cost	Cost	ID	Phase	Note/Comment
Gateway Treatment - Signage, landscaping, banners	Near cemetery			1	ea	\$ 7,100	\$ 7,100		1	
Pedestrian Crossing	5 crossings			5	ea	\$ 500	\$ 2,500		1	
New Streetscape - asphalt sidewalk (5'), granite curb, esplanade, street trees, street lights	No. Mast Street - Both sides	Parson's Landing	High Street	5100	lf	\$ 129	\$ 656,880	28	2	
Curb extensions	Crosswalks - 4 locations			8	ea	\$ 5,000	\$ 40,000		2	Safer crossing for pedestrians; reduce traffic speeds closer to speed limit.

Does not include right-of-way costs, if any.

Phase 1	\$	9,600	Years 2 to 5
Phase 2	\$	696,880	Years 6 to 12
Phase 3	\$	-	Years 13+
	\$	706,480	

Goffstown Route 114 Corridor Management Study: Unit Costs				
				4-3-03
ID	Individual Item	Unit Cost	Unit	Comments
1	Concrete sidewalk, brick edging, 6'	\$ 27	lf	Reinforced concrete
2	Asphalt sidewalk, 5'	\$ 16	lf	
3	Street Light, pedestrian-scale	\$ 60	lf	\$4500 each, 75' on center
4	Street Trees	\$ 2	lf	\$80 each, 40' on center
5	New Granite Curb	\$ 30	lf	
6	R&R Granite Curb	\$ 18	lf	Remove and replace existing granite curb
7	Esplanade - 5' to 7'	\$ 7	lf	Loam and seed
8	Banner	\$ 300	ea	
9	Gateway sign	\$ 4,000	ea	
10	Gateway landscaping	\$ 2,500	ea	
11	Rail-Trail - 12' wide asphalt	\$ 30	lf	Minor clearing only, clear rail ROW
12	Rail-Trail - 10' wide asphalt	\$ 28	lf	Minor clearing only, clear rail ROW
13	Shared Use Path - 10' wide	\$ 45	lf	Includes clearing/grubbing, path
14	Rail Trail lighting	\$ 33	lf	\$5000 ea at 150' on center
15	Permanent Crosswalks	\$ 4,000	ea	Concrete with Brick Edging
16	Sewer extension	\$ 35	lf	
17	New roadway - Business Park	\$ 220	lf	28' wide, clearing/grubbing, excavate, all base, asphalt surface
18	New roadway - Village	\$ 250	lf	34' wide, excavate, all base, storm drain, asphalt surface
19	Drainage contingency	30%	subtotal	Locations with new/R&R curbing. May require more costs depending on scope of project and ability to make use of existing drainage infrastructure.
20	Drainage	\$ 65	lf	Storm sewer pipe and catch basins/drain manhole
21	Paved Shoulder, 4' for bicycle use	\$ 55	lf	Both sides of roadway
22	Asphalt curb	\$ 10	lf	
23	Pedestrian Crossing	\$ 500	ea	Two signs, one on each side of street
24	Ladder Crosswalk	\$ 100	ea	Use at unsignalized intersections across Mast Road
25	Pedestrian Signals	\$ 2,000	ea	Cost per signal head
26	Curb Extension	\$ 5,000	ea	

Goffstown Route 114 Corridor Management Study: Unit Costs				
ID	Project Types	Unit Cost	Unit	Comments/Source
27	Rehabilitate Streetscape - concrete sidewalk (6'), R&R granite curb, street lights, drainage contingency.	\$ 137	lf	
28	New Streetscape - asphalt sidewalk (5'), granite curb, esplanade, street trees, street lights, drainage contingency.	\$ 129	lf	
29	New Streetscape - concrete sidewalk (6'), granite curb, esplanade, street trees, street lights, drainage contingency	\$ 143	lf	
30	New Streetscape - concrete sidewalk (5'-6'), granite curb, esplanade, street trees, street lights, drainage contingency.	\$ 143	lf	
31	New Street/Streetscape - 34' wide street, concrete sidewalk (6'), granite curb, esplanade, street trees, street lights, drainage.	\$ 376	lf	Sidewalk on one side
32	Village Green Gateway Streetscape - 6' concrete sidewalks, remove/replace granite curb, esplanade, street trees, street lights, drainage contingency.	\$ 128	lf	
33	New Streetscape - concrete sidewalk (6'), granite curb, esplanade, street trees, street lights, drainage.	\$ 191		
34	Basic Sidewalk - Asphalt sidewalk (5'), asphalt curb, esplanade, drainage contingency	\$ 43	lf	
35	Access Management/Streetscape - Driveway consolidation/narrowing, granite curb, sidewalk, drainage contingency	\$ 60		
36	Pedestrian Crossing Signs & Revise Crosswalk Configuration to Ladder Crosswalk	\$ 600	ea	Two signs and ladder crosswalk
37	Gateway Signage & Landscaping	\$ 7,100	ea	One sign, two banners and one unit of landscaping per location

Appendix B

Business Retention/Expansion/Attraction Manual Extract

LEARNING TO LEAD

A Primer on Economic Development Strategies

by

Maury Forman

and

James Mooney

*with contributions by Charles Eckenstahler
and Dionne Maniotes Hulse*

Illustrations by

David Horsey



**WASHINGTON STATE
COMMUNITY, TRADE AND
ECONOMIC DEVELOPMENT**

BUILDING FOUNDATIONS FOR THE FUTURE

*This project was funded with assistance from the
U.S.D.A. Forest Service, Rural Community Assistance Program*

Chapter 10: **BUSINESS RETENTION AND EXPANSION**

Guiding Principles:

- *BRE is a relationship-building effort that strengthens the linkages between the public and private sector in your community.*
- *BRE activities are the cornerstone of your economic development effort.*
- *Implementing BRE is flexible and cost-effective.*
- *BRE is one of the most important attraction tools you can have for economic development.*
- *There is no one way to do BRE—the program you develop is specific to your community needs and resources.*
- *A complete inventory of your businesses and resources is needed to start a BRE program.*
- *Retention interviews need to be targeted toward business sectors that show either the greatest need or greatest promise.*
- *Credibility is built by responding to needs and producing results in a timely manner.*
- *Existing businesses should take precedence over companies seeking incentives to relocate.*

Lenny and his wife owned a well-established

hotel on the edge of town. They had cultivated the habit of visiting with their guests, most of whom were business travelers and some who came to Field for recreation. The patrons enjoyed that personal touch, and it resulted in much repeat, regular business. In fact, it was one of the reasons Lenny joined the economic development planning group. He felt he could add some historical perspective about existing businesses in the community. But he was also interested in positive growth for the town. With the plant closing, fewer business guests would be coming to town, and Lenny wasn't sure how he and his wife could continue to operate.

While Lenny was on a flight home from a hotel operators' convention, he struck up a conversation with his seat mate. That gentleman was on a trip to search for a new site for his company. There simply wasn't any affordable space for him to build in the area he now was, and the local people didn't seem to care that his company was moving and taking the jobs with them. The rising property taxes and the rapid growth also made him feel as if he was being forced to move.

As he listened to the gentleman, Lenny was itching to tell him about how wonderful Field would be for his company. But he remembered the planning group retreat facilitator saying, "Look at things through other people's eyes." So Lenny asked the man about his company and what he was looking for in a new location.

They talked the whole two-hour flight. Lenny learned the man's company needed to be close to an international airport and an interstate highway, both of which left Field out of the running. Lenny also heard about what the company made, its long history, and its recent merger with several smaller companies.

He found out about the suppliers, what type of shipping they needed to have, the utility needs, and even the type of personnel required throughout the facility.

Lenny was a good listener, and the man thanked him at the end of the flight for letting him go on about his company. Lenny told him it was a pleasure meeting him and wished him luck in finding a new business home.

Later that evening, as Lenny drove through the streets of Field, it occurred to him that he now knew more about that stranger's business than he did about most of the businesses in his own town. Did the owners of those businesses feel like no one cared about their needs or the jobs their company provided?

Lenny decided to bring this up at the next economic development planning group meeting. He realized there was a lot of untapped potential and several opportunities already waiting for them in Field—all they had to do was find out and pay attention to what businesses and community members needed.

What is Business Retention and Expansion?

Business retention and expansion, or "BRE," as it is often called, is considered by many communities to be the cornerstone of their economic development plan. And it should be. Existing businesses provide jobs for local residents and tax revenue for the community. BRE strategy focuses on satisfying the needs of the businesses already in the community, encouraging them to stay (retains them) or grow (expand).

The most effective economic development dollars are those spent working with existing businesses, since most of the economic growth in a community is a result of established enterprises. In its simplest terms, business retention and expansion programs encourage local businesses because it shows that the community cares about them. One business location expert states he would not recommend a firm move to any community that did not have a business retention program.

A BRE strategy also builds relationships between existing employers by gathering information that will reduce business costs, improve competitiveness, increase markets, and enhance infrastructure. This information becomes the foundation of a series of programs targeted directly at the needs of the business and economic base of the community.

Why is BRE Important?

Job Growth	Expansion of a company in the same community has a more significant potential for creating jobs.
Business Stability	Companies maintain existing relationships with local suppliers and resources.
Moving is Costly	The economics of moving a company affects the company, the employees, and local community.
Stabilizes Local Tax Base	Existing companies and their employees generate revenues that pay for existing services.

Helps "At-Risk" Companies	No amount of community roots can offset poor market access or excessive costs of doing business. But removing local obstacles will increase business life span.
Provides Options	Technical assistance with bankruptcy or business succession will maintain job opportunities.
Powerful Recruitment Tool	Owners and employees of successful existing businesses are a community's best ambassadors.

CHARACTERISTICS OF BRE PROGRAMS

PROVIDE TECHNICAL ASSISTANCE

Services may include management consulting, assisting with expansion siting, increasing competitiveness, acting as intermediary for workforce training, or working with local government to solve problems.

FLEXIBLE

A custom-tailored program bridges a gap between the community's resources and the needs of the business community.

INEXPENSIVE TO START

A small core of volunteers, organized into an effective team of community advocates, can start a BRE program.

COST-EFFECTIVE

Maintaining existing businesses is significantly less expensive per job and new investment dollar than other economic development efforts.

EASIEST TO SERVE

It is much easier to contact a company currently in your community through formal or informal means than a business or industry from outside the area.

COLLABORATIVE

Requires the cooperation of business and local governments.

RESULTS-ORIENTED

Information is collected for the purpose of taking positive action.

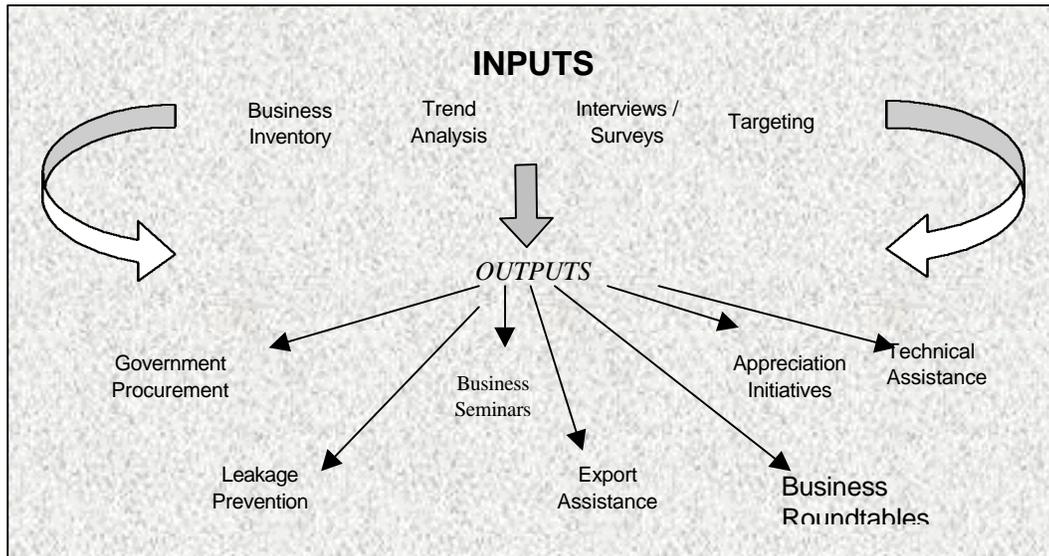
ASSISTS LONG-TERM STRATEGY

Data collected will help community focus on long-term needs of businesses.

POLITICALLY CORRECT

Emphasis is placed on meeting the needs of local businesses, not on wooing outsiders.

Just the Basics



Retention and Expansion Activities

The primary focus of most expansion and retention programs is to:

- *Help business become more competitive in the long run.*
- *Remove local obstacles that could prompt existing firms to contemplate relocation of their operation.*

Before deciding on which BRE programs will achieve these results, an economic development organization should initiate a number of actions, or inputs. Most communities begin small and build upon prior experiences and successes. A continually evolving program will result in a successful effort.

INPUTS

Inputs help decision-makers understand local business and its needs. They will provide information that can lead to:

- *Building relationships*
- *Establishing long-term planning and policies*
- *Providing early warning signs for at-risk companies*
- *Identifying expansion needs*

The four main inputs are **business inventory**, **trend analysis**, **interviews and surveys**, and **targeting**.

BUSINESS INVENTORY

<i>DESCRIPTION</i>	<i>TOOLS and TECHNIQUES</i>	<i>RESOURCES NEEDED</i>
Identify the industries from which money flows into the local economy. The primary industries are manufacturing, agriculture, export services, and tourism. The secondary industries are retail, service, construction, insurance, real estate, transportation, and communications.	<ul style="list-style-type: none"> • Data may be collected by economic development staff or volunteers • Information may be available in the State Treasurers' office or Employment Security office • Tax records can provide business information 	<ul style="list-style-type: none"> • Volunteers to collect the information • Government reports • State labor market reports

TREND ANALYSIS

<i>OBJECTIVE</i>	<i>TOOLS and TECHNIQUES</i>	<i>RESOURCES NEEDED</i>
The BRE program must have a macro view of trends impacting the business community. For example, how effective would an expansion be in an industry currently in a recessionary phase? Having basic economic data will help the program's credibility when meeting with business community representatives.	<ul style="list-style-type: none"> • Consult with a leading economist from either a state college or a bank in the community that is part of a regional or national chain • Review the <i>Wall Street Journal</i>, <i>Forbes</i>, or other business newspapers and magazines 	<ul style="list-style-type: none"> • Economic development professionals • Resourceful people in key institutions • Committed volunteers • State labor market staff • Library

INTERVIEWS/SURVEYS

<i>OBJECTIVE</i>	<i>TOOLS and TECHNIQUES</i>	<i>RESOURCES NEEDED</i>
<p>Business visitation and surveys are the core activities in a retention and expansion program, as these are how local needs and factors will be revealed.</p> <p>This will lay the groundwork for determining if firms are considering relocating or closing. It will also foster public and private sector communication and build a pro-business attitude for local business by showing that they are appreciated.</p>	<ul style="list-style-type: none"> • Business inventory • Target businesses at risk or those with the greatest growth potential • Interview key people (CEOs, managers, or owners) • Insure that interviewers have a working knowledge of business and industry • Phone interviews are an option, but face-to-face conversations bring the greatest results • Balance your interview team with members from both public and private sectors 	<ul style="list-style-type: none"> • Volunteers to make contacts • Someone to compile the data and produce reports on business community needs • Participation from the business top management

TARGETING

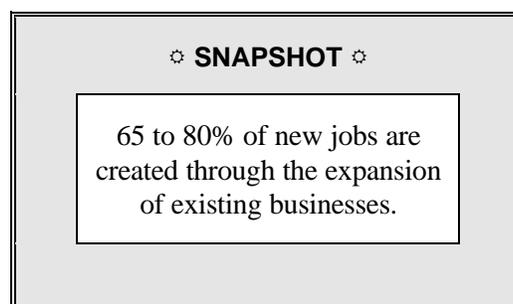
DESCRIPTION	TARGETS
<p>In every community, time, energy, or financial resources are limited. Targeting assures the greatest impact for those expenditures. Not every company in the community needs or wants the services of a business retention program. Targeting simply directs the resources to the area of greatest need.</p>	<ul style="list-style-type: none"> → A geographic area. For example, an area in the community may be targeted for revitalization. → An industry. Research may indicate that one sector is contracting (shrinking). → A business sector that may be at risk (manufacturing, farm, service, retail), or a specific niche within that sector (electronic components, agribusiness, technology) → A group of entrepreneurs (i.e., minority, women) → Links to other businesses (i.e., suppliers, customers) → Locally-owned businesses → A type of worker → Capital expenditures budget → Family-owned businesses

QUICK-REFERENCE GUIDE

INPUT	Building Relationships	Planning and Policy	Early Warning	Expansion
BUSINESS INVENTORY	✓			✓
TREND ANALYSIS		✓	✓	✓
INTERVIEWS / SURVEYS	*	✓	*	*
TARGETING		*	*	*

* Key activity for success

✓ Most likely will result



Business Retention Programs

Based on the information that has been collected, an economic development organization can determine the types of assistance the business community would find helpful for increasing competitiveness and for removing local barriers. The following programs—or outputs—are examples of what other communities have developed and are not a comprehensive list.

OUTPUTS

TECHNICAL ASSISTANCE

<i>OBJECTIVES</i>	<i>TECHNIQUES</i>	<i>RESOURCES*</i>
<ul style="list-style-type: none">• Assist in expansion efforts• Provide management consultations• Help firms solve local problems• Assist at-risk companies• Develop data to track progress• Help local leaders understand needs and conditions of economy• Provide access to capital	<ul style="list-style-type: none">• Provide interviewer training program• Create inventory of locally available sites• Include public and private utilities in infrastructure decision-making and planning• Identify community and business needs from survey• Develop a referral system• Timely response and follow-up• Share nonconfidential information with local leaders for planning• Coordinate workforce needs with community colleges	<ul style="list-style-type: none">• Industry journals• Informative interviewers• Knowledge of federal and state programs• Trade adjustment assistance centers• Comprehensive questionnaires• Business cooperation• Local leaders buy-in• Problem-solving government agencies that can cut red tape• Data bank of possible expansion sites• Community colleges• Public and private utilities• Revolving loan funds• Micro-loan programs

* For an excellent summary of federal and state assistance programs, see *Keeping Business Happy, Healthy and Local* by Ginger Rich, published by the Washington Department of Community, Trade and Economic Development, 1998.

BUSINESS SEMINARS

<i>OBJECTIVES</i>	<i>TECHNIQUES</i>	<i>RESOURCES</i>
<ul style="list-style-type: none">• Develop network for employees and managers• Identify common needs• Improve ways to cut costs, improve product or service, and enhance employee morale	<ul style="list-style-type: none">• Consult businesses for areas of interest• Develop programs of interest to those businesses• Bring in outside specialists• Include interactive sessions• Summarize sessions in newsletter• Have several businesses share cost of training• Offer workshops to management and employees• Have regular (not sporadic) training• Include sessions on customer service, total quality management, new technology, welfare reform, and workforce development	<ul style="list-style-type: none">• Mailing lists of targeted people or businesses• Database of resources that can be brought to the community• Speakers' list• Creative curriculum• Local or statewide sponsors• Community colleges• Voc-tech schools

APPRECIATION INITIATIVES

<i>OBJECTIVES</i>	<i>TECHNIQUES</i>	<i>RESOURCES</i>
<ul style="list-style-type: none"> • Show local businesses that they are appreciated • Provide media coverage for local businesses • Promote economic development program 	<ul style="list-style-type: none"> • Solicit nominations from community • Include public and private sector people in selecting the winners • Recognize all nominees • Include display of products in ceremony • Send press release to all media • Have local leaders make award presentation 	<ul style="list-style-type: none"> • Local sponsors • Volunteers to help organize • Invitations • Media coverage • Donations

EXPORT ASSISTANCE

<i>OBJECTIVES</i>	<i>TECHNIQUES</i>	<i>RESOURCES</i>
<ul style="list-style-type: none"> • Help diversify customer base • Expand business operations 	<ul style="list-style-type: none"> • One-on-one consulting to small and medium-size companies • Exporting assessments provided by experts in the field • Seminars on exporting • Awareness presentations conducted at local service organizations • International lead generation • Trade show assistance • Encourage companies to become foreign trade zone subzones • Develop list of export financing programs 	<ul style="list-style-type: none"> • Industry professionals • Staff from the state office • Port representative • Trade publications • World Trade Association • National Trade Data Bank • Official Export Guide • Small Business Administration

BUSINESS ROUNDTABLES

<i>OBJECTIVES</i>	<i>TECHNIQUES</i>	<i>RESOURCES</i>
<ul style="list-style-type: none"> • Promote dialogue and strengthen relationships between government and business • Provide a forum for business to express ideas • Discuss issues relevant to entire community • Provide opportunity for input in developing local policies • Demonstrate commitment of local government to support local businesses 	<ul style="list-style-type: none"> • Select a neutral location to meet • Develop issues based on community concern • Discuss regulatory issues that impede growth • Provide handouts that summarize issues • Provide minutes • Identify person to follow up on recommendations 	<ul style="list-style-type: none"> • Knowledge of business community concerns • Information packets • Program support • Decision-makers buy-in • Independent facilitator

GOVERNMENT PROCUREMENT

OBJECTIVES

- Encourage government to purchase from local vendors
- Diversify customer base
- Increase business awareness of government purchasing program

TECHNIQUES

- Understand the buying needs of governmental entities
- Coordinate seminars and direct mailings to local businesses
- Provide information of possible matches during retention interviews
- Assist in placing local companies on bidder's list
- Act as ombudsman

RESOURCES

- State procurement agencies

LEAKAGE PREVENTION

OBJECTIVES

- Decrease amount of local dollars spent outside area
- Promote local programs to purchase from local vendors
- Match local suppliers with major businesses

TECHNIQUES

- Generate reports that identify manufacturers in the state
- Make list user-friendly by segmenting it into zipcode, region, and SIC codes
- Identify other communities that have reduced leakage
- Promote vendor fairs

RESOURCES

- Supplier linkage programs
- Database of manufacturers
- List of locally produced products



BRE DEVELOPMENT PLAN

Activity	Description	Champion	Budget	Start Date	End Date
INPUT <i>Business Inventory</i>	What does the actual business inventory of this community look like?				
	Measurement: A local directory of industries and businesses is completed.				
INPUT <i>Trend Analysis</i>	What business and demographic trends do I see in my community?				
	Measurement: An analysis of strengths, weaknesses, and future needs is conducted.				
INPUT <i>Interviews/ Surveys</i>	What do business owners have to say about doing business here?				
	Measurement: Business owners have been contacted and interviewed.				
INPUT <i>Targeting</i>	Which segments or specific companies should the BRE program assist?				
	Measurement: At-risk and growth businesses have been identified.				
OUTPUT <i>Technical Assistance</i>	What are the needs of existing targeted businesses?				
	Measurement: Number of businesses saved/expanded or jobs retained/created.				
OUTPUT <i>Business Seminars</i>	What technical seminars does the business community need?				
	Measurement: Businesses and community colleges develop a curriculum.				
OUTPUT <i>Appreciation Initiatives</i>	How can the community show appreciation to its existing businesses?				
	Measurement: Recognition events held.				
OUTPUT <i>Export Assistance</i>	How can I help businesses export their goods into foreign markets?				
	Measurement: Export-ready businesses identified and assisted.				
OUTPUT <i>Business Roundtables</i>	What communication links do I need to establish in my community?				
	Measurement: Monthly meetings between local leaders and business established.				
OUTPUT <i>Government Procurement</i>	How can we help businesses do business with state and local governments?				
	Measurement: Businesses trained in governmental purchasing opportunities.				
OUTPUT <i>Leakage Prevention</i>	How can we keep dollars in our community?				
	Measurement: Database of local producers and suppliers developed; vendor fair coordinated.				

Retention and Expansion at a Glance

What can you expect to accomplish?

- Closer working relationship with your business community
- Early warning of business concerns
- Increased local capacity to create and retain jobs
- Open lines of communication among community leadership
- Increased capacity to make things happen in your community

Who will do the work?

- Economic development staff
- Community volunteers
- Outside parties (dependencies)

How will you pay for the activities?

- Organizational dollars and in-kind donations
- Use of program sponsors
- Local government
- Support from major donors/banks
- Program operations budget

What role does the board member play?

- Program oversight
- Guidance for volunteers and economic development staff
- Direct involvement and participation with business visitations and interviews

What Success Looks Like

Three years had passed since Lenny had joined the economic development planning group. After the plant had closed, he had wondered whether he would be able to keep his hotel open. The plant had generated a lot of business for his hotel, and over the next year the room occupancy dropped considerably. He was losing a lot of money and was ready to call it quits.

Shortly after the plant closed, Ed called and

asked Lenny if he would like to be interviewed by a business retention team. He didn't want to meet with them but did so as a favor to Ed. He would answer their questions, but would not discuss his thoughts of closing the hotel.

The interview was very extensive, and he was surprised at the interviewer's familiarity with hotel jargon. Not long afterwards, the BRE team met with him again and made a number of suggestions on how he could modify the way

he did business. Since the hotel had been relying so much on business travelers, the team suggested that Lenny make it less of a place to stay for businessmen and more of one for families. They told him that the Visitors Business Association was planning to sponsor several family events and festivals to bring people in from out of town. So he and his wife began to reconsider: Should they really close their hotel and pack their bags, too?

Lenny didn't know if he could afford to make improvements in his hotel and pay for marketing materials. The BRE team, however, advised him of some small business loans available through a revolving loan program that the economic development group helped establish. His loan was approved and he used the money to install a hot tub and a playground.

The BRE team also sponsored management classes at the community college (which he attended) and hospitality classes for his employees. In exchange for the tuition for his employees who attended the hospitality classes, he allowed the community college to

use his kitchen two mornings a week to teach a cooking and restaurant management class. Lenny later hired some of the graduates of that class.

Over the next two years, hotel occupancy greatly improved as a result of all the family activities that Field was promoting. The hotel even co-sponsored a number of events.

Now Lenny was getting dressed and ready to go to a banquet honoring his hotel as the "Turn-Around Business of the Year." He was very pleased with what he had accomplished, but he knew that if he hadn't participated in that BRE interview, he wouldn't be accepting the award tonight. He would make sure that he acknowledged all the BRE team members in his thank-you speech.

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Chapter 11: BUSINESS ATTRACTION

Guiding Principles:

- *Business attraction is not—and should not—be the cornerstone of your economic development efforts.*
- *A minimum of 3 to 5 years is needed to make business attraction successful in a community.*
- *Communities need to know their competitive and comparative advantages before attempting to attract a business.*
- *More than half of business attraction prospects come from within the same state or region.*
- *Manufacturing, while not growing very much, is still a primary target sector for business attraction.*
- *Compiling day-to-day good news of your community and getting it to the prospect can be a very compelling tool.*
- *The most frequently used marketing materials are tailored responses to inquiries, general brochures, and fact sheets.*
- *Media advertising, because of its relatively high cost and questionable effectiveness, is the most controversial business prospecting tool.*

Ed liked to get to the office early so that he could scan the newspapers and catch up on local and national events. He especially liked to clip stories about the positive things happening in his community or region: new businesses that opened, companies celebrating long-term anniversaries and those that were being passed down from one generation to another, and studies that indicated how wonderful the quality of life was in the region, the recreational opportunities, and the low crime rate.

Ed also liked to peruse trade journals to see what certain types of companies were doing, which ones were expanding, and where they were relocating. He studied the chosen communities to see what made them desirable.

The town of Field had come a long way since the old plant had shut down, and members of the economic development planning group were proud of their efforts. The downtown revitalization program was almost finished, and they had finally convinced the county commissioners that a business park would benefit the community, so that was under way. But not everyone understood that what they had accomplished was economic development. Quite a few had never recovered from the shutdown; they now had low-paying jobs, and their budgets were tight. When people in Field heard about a large company relocating to another area and creating hundreds of jobs, they always asked Ed when a company like that was going to look at their town.

The planning group had discussed this very issue at several meetings. Ed explained that a number of the big companies that relocated had been given rather large incentives to move.

The board agreed they could not compete with those communities. Rose, the mayor, pointed out that many of those towns were regretting their hasty decisions and lack of homework. The short-term success of "winning" had been more important than the long-term consequences. It would be years before they realized any economic benefit, if they ever did.

The board finally asked Ed to develop a business attraction plan. They agreed that the existing businesses were to be taken care of first, since it was much easier to keep a business than it was to recruit one. After all, it helped to have successful businesses to point to.

The planning group also knew that change in the business community was inevitable. Businesses started and either succeeded or failed. It was just part of the natural cycle of the economy. Even the best economic development efforts and a booming economy could not overcome bad management, poor customer service, or retirement and closing. The board

was ready for an active effort directed toward bringing new business to the community to help offset the losses that would naturally occur.

Ed prepared a plan for presentation to his board. It would be one of the most competitive, difficult, and expensive efforts his community could undertake.

What is Business Attraction?

Business attraction focuses on identifying companies from outside the area and enticing them to expand or relocate into a community. The goal is simple and straightforward: to secure new jobs and investment. It is glamorous work, frequently commanding the most recognition of economic development efforts in local media.

The normal cycle for any business is start-up, growth, stabilization, contraction, and closure. Business attraction activities help insure that new businesses replace the ones that close.

A business attraction strategy should supplement other economic development activities and not be a community's sole focus. In fact, competition for firms is so fierce, and success so infrequent, that most authors recommend having at least three other, more viable, economic development strategies in place before tackling business attraction.

Why is Business Attraction Important?

Creates Jobs	Increases the overall health of the community.
Enhances Tax Base	Allows communities to support and improve local services without increasing taxes.
Offsets Attrition	Business closing is a normal part of economic cycle, so new businesses are needed to replace them.
Shapes Community's Future	Businesses become part of a community's long-term strategic plan.
Boosts Reputation	Communities become known for the businesses they attract.
Encourages Likely Spin-offs	Other related or competitive enterprises often follow.

CHARACTERISTICS OF BUSINESS ATTRACTION PROGRAMS

COMPETITIVE

From 15,000 to 30,000 other economic development organizations want to attract new businesses, too.

EXPENSIVE

Infrastructure investment, marketing campaigns, and incentives are required to bring a prospect to a community.

TIME-CONSUMING

Resources, personnel, and financial tools must be available for at least 3 to 5 years.

TARGET FOCUSED

Community must aim for a specific type of industry that matches community profile.

DUE DILIGENCE REQUIRED

Community must really do homework on a business to make sure that it is a sound and stable investment.

EASILY QUANTIFIABLE

Community must have specific goals when it recruits a company, such as number of jobs, capital investment, or increased tax revenues.

INCENTIVE-BASED

Almost all relocations will require some incentives. Community must conduct an economic impact analysis to assure that it is not put at risk.

FRUSTRATING

Coming in second is as frustrating as not even being considered. Business attraction has the lowest chance of success among all economic development strategies.

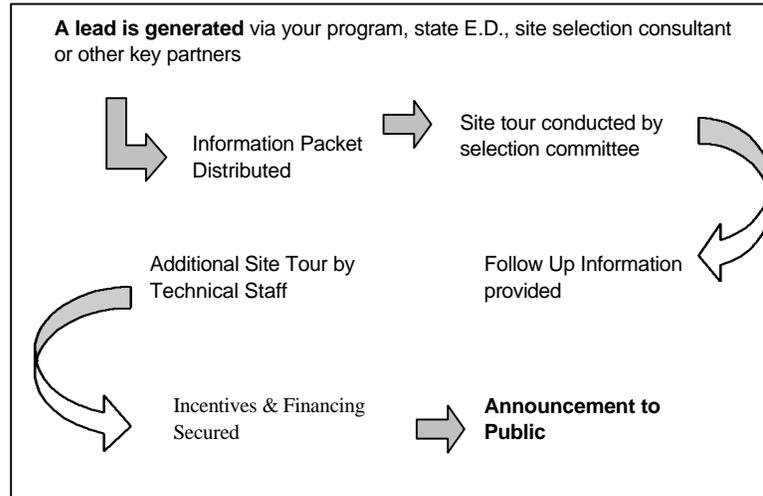
UNPREDICTABLE

A request for information or site visit may come at any time (often on 24 hours' notice or less). The ability to respond quickly with accurate information will increase chance of success.

QUESTIONABLE LOYALTY

Firms originating out of state are 40 times more likely to move again, compared to businesses originally established in the state.

JUST THE BASICS



Here's how it generally works: The community, using its own self-assessment, identifies itself as a "product" and the marketable features it is selling to a business prospect. Features could be:

- *Abundance of skilled workers*
- *State-of-the-art telecommunication systems*
- *Low high-school dropout rate*
- *Earthquake-retrofitted buildings*

The community may need to invest in infrastructure, develop space to become more competitive in the business sector being targeted, and/or raise funds for incentives.

Business Attraction Activities

The five phases of business attraction are **preparation, targeting, marketing, sales, and closing the deal.**

PREPARATION

In every community, some business types fit the community goals better than others. The best results come from matching the profiles of business prospects with your community assets and vision. The following resources are available to assist you with these efforts:

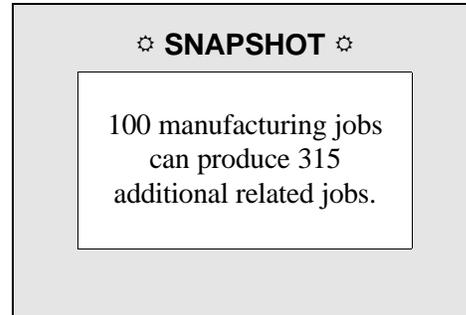
<u>Resources</u>	<u>Ask For</u>
State Development Office	Targeting study
Electric or Gas Utility	Industries that complement available utilities
Railroad Agent	Industries that utilize rails to transport products
Manufacturers	Complementary industries and suppliers
Existing Businesses	Suppliers and partners
State Labor Office	Profile of existing labor market
Site Selector	Companies interested in existing community assets

TARGETING

Targeting gives you the greatest likelihood of meeting community goals. It is also a more effective use of your limited resources and helps you focus on specific business sectors:

Manufacturing —

- Has long been the foundation of economic development attraction efforts despite slow growth in industry.
- Jobs pay well and the industry is capital intensive.
- Results in higher tax revenues for local and state government.
- Is considered a base industry, i.e., one that brings capital into the local economy from outside sources.

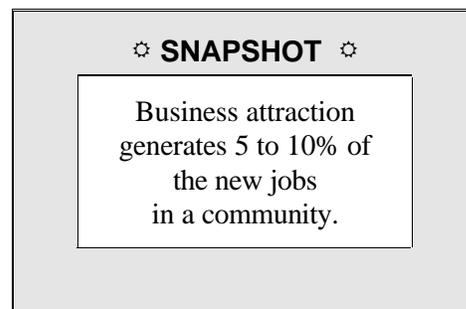


Distribution —

- Offers the opportunity to create jobs without the need to upgrade the local infrastructure.
- Places little or no burden on the local infrastructure.
- Requires access to an interstate—something many rural communities have, but have not been able to leverage in the past.
- Wages are approximately equal to low-skilled manufacturing jobs.

Back-Office Operations —

- Deliver support services for many industries and businesses.
- Departments such as sales, marketing, collections and accounting, data processing, customer service, research, telemarketing, order processing, reservation centers, and claims processing are particularly suitable.
- Heavily reliant on high-quality telecommunications, particularly toll-free service, and locally available clerical workers.



High-Tech Research and Development —

- R & D facilities tend to pay their workers very well.
- Companies often separate their R & D activities because one area may have a competitive advantage due to either lifestyle choices or access to institutes of higher learning.
- Capital investment is less than many manufacturing facilities, but greater than distribution or back-office facilities.

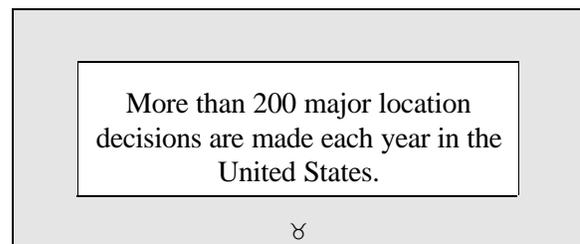
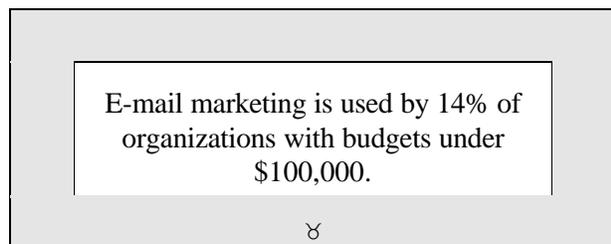
Once you have targeted your business attraction program to one of these sectors, don't hesitate to focus dollars and effort even further by concentrating on specific companies. Use the following brief summary as a guide.

SECTOR	TYPE OF SITE	UTILITY NEEDS	TAXES	INCENTIVES	WORK FORCE	LINKS	TRANSPORTATION	FINANCE
MANUFACTURING	Usually single facility, can be as large as a campus	Electricity, water, natural gas	Large taxpayer	Occasionally required	Mixed between high- and low-skilled jobs	Many	Close to highway; easy access to airport	May take low-cost financing assistance, if offered
DISTRIBUTION	With "traffic"	Electricity	Medium level of tax revenue	Moderate requirements	Mostly low to moderate job skill levels	Usually few	Close to highway	Often have their own finance capabilities
BACK-OFFICE OPERATIONS	Centralized in labor market	May require excellent telecommunications support	Personal property tax revenue often greater than real estate tax revenue	Moderate requirements for incentives	Mostly low to moderate job skill levels	Many, due to labor-intensive nature of business	Not a large priority	May take low-cost financing assistance, if offered
RESEARCH & DEVELOPMENT	Scenic view or business park preferred	Very minimal	Proportionate to size of facility	Frequently do not qualify	High-skilled and clerical support	Usually few	Not a large priority	Often have their own finance capabilities

MARKETING:

In the business of business attraction, what you do can be as important as the decision to do it. It stands to reason that the more money an organization has to spend on any marketing technique, the more effective it becomes. The sample chart on the following page shows some of the key selling activities undertaken in business attraction. As you build your program, select those activities that make the best sense for your community, location, and budget.

✪ SNAPSHOTS ✪



MARKETING STRATEGY	TARGET AUDIENCE	PARTNERS	RESOURCES	COST
Distribute Visitor Packets	Business people with overnight stays	Hotel owners, bed and breakfast operators	Community information cards	Low
Rediscover Graduates	Alumni from local schools	High school and college reunion committees	Coming home letters, mailing lists	Low
Join Associations	Targeted industry groups	Local businesses familiar with industry	Personnel to attend seminars	Low to moderate
Send Direct Mail	Targeted industry groups		Marketing lists, multiple mailing pieces	Moderate
Attend Trade Shows	Specific industry	Local businesses familiar with industry	Trade show booths, marketing materials	Moderate
Advertise in Magazines	Site selectors	Neighboring communities	Creative ad	High
Public Relations Campaign	Targeted industries	Journalists	Mailing list, media packets	Low

SALES:

If you want to identify the best prospect for the community, you have to get inside the mind of the business and find out why they would want to come to your area. Prospects make relocation decisions based on the WIIFME theory: *What's in it for ME?* Their priority is not to create jobs or sustain a community's economic health, but rather to generate a higher return on their investment. The six factors that most industrial firms consider are:

1. *Access to markets*
2. *An educated, skilled workforce*
3. *Ready, affordable industrial sites*
4. *High-quality infrastructure and amenities*
5. *Financing incentives*
6. *Friendly people with a pro-business attitude*

Most businesses that choose to relocate want to get their operations moved and started as soon as possible. When they're not working, they're not making money. The best chance of attracting a new employer is if you have a site that is:

- *readily available*
- *easily accessible*
- *"construction-ready"*
- *includes utilities and other necessary infrastructure*
- *priced correctly*

With these issues under control, you have an enhanced chance of making the "short list" of communities to be considered and of having a prospect visit your community.

CLOSING THE DEAL

Sooner or later, your community will need to consider using incentives to attract new businesses. Incentives are an important negotiating tool because they lower the cost of doing business. For most communities new to economic development, the use of incentives will require substantial leadership and education for the board member. Entire books have been written on the subject.

Some key points about incentives are:

They are a factor in most major relocation projects

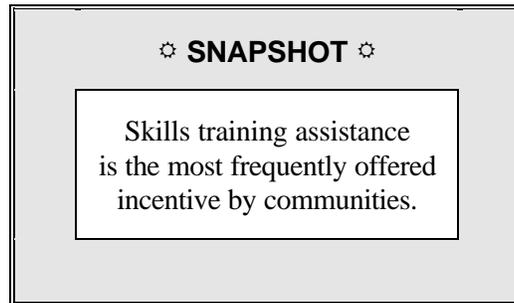
They can come from state or local governments or from the community itself.

They are important for closing the deal and can be used to both party's advantage.

They are negotiating tools, not entitlements.

When used effectively, they create a win/win situation.

Communities have much more at their disposal than they think.



EXAMPLES OF COMMUNITY INCENTIVES

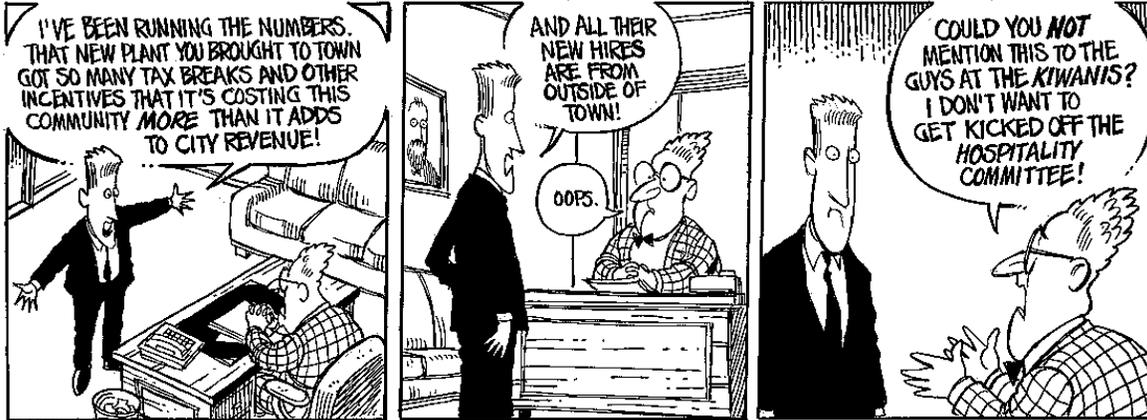
Workforce Assistance — Hiring, training, relocation

Operating Assistance — Frozen or reduced utility rates
Reduced taxes, abatements, and exemptions
Reduced site costs
Financing
Technical assistance
Permitting process assistance

Infrastructure Assistance — Improvements to building or site
Improvements to public infrastructure
Utility extension or capacity expansion

BUSINESS ATTRACTION DEVELOPMENT PLAN

Activity	Description	Champion	Budget	Start Date	End Date
<i>Targeting</i>	Identifying the types and location of companies to attract.				
	Measurement: Targeted businesses are classified by standard industrial codes (SIC), size, pay rate, etc.				
<i>Promotion</i>	Various types of printed material to be used in the campaign.				
	Measurement: Brochures designed, printed, and distributed.				
<i>Activity - 1</i>	Which attraction activity do you want to pursue? Select one that makes the best sense for your community.				
	Measurement: The most effective method of attraction is determined, and research is under way.				
<i>Activity - 2</i>	Activity:				
	Measurement:				
<i>Activity - 3</i>	Activity:				
	Measurement:				
<i>Funding</i>	Now that you know what you want to do, how are you going to pay for it?				
	Measurement: Funds are committed and for implementation phase.				
<i>Implementation</i>	Set a schedule for implementing your attraction plan.				
	Measurement: Activities are executed.				
<i>Feedback and Evaluation</i>	Allocate time and resources in your activities to evaluate your effectiveness.				
	Measurement: Successes and failures are evaluated.				



Business Attraction at a Glance

What can you expect to accomplish?

Success can be determined by:

- the number of jobs created
- the amount of dollars invested
- the number of companies attracted
- tax revenue generated

Who will do the work?

- Professional staff at the state, county, and/or regional levels
- Key state resource people for your area
- Community leaders and local business
- Utility economic development partners

How will you pay for these activities?

- Regional, county, and/or state funding
- Lease revenue from property owned or donated
- Private sector fund-raising efforts
- Revenue from committed sources, i.e., building permits, vehicle license renewals, sales taxes, etc.

What role does the board member play?

- _ Project oversight and guidance
- _ Assisting with prospect tours
- _ Offering use of sales representatives
- _ Financial support to annual fund-raising effort

What Success Looks Like

It had been six years since the plant closed. After dozens of disappointing leads and several unsuccessful prospect visits, Ed had finally recruited his first company, a manufacturer of electric toothbrushes. The company wanted to build a 10,000-square-foot plant at the edge of town and they wanted to hire 35 workers to start and have 65 employed within one year.

Ed believed this company was perfect for the town of Field. The CEO had grown up in the same area and graduated from a local state university before he moved to the East and started his business. Three years after start-up he won the Small Business Administration's "Entrepreneur of the Year" award.

Ed got the CEO's name from the university and wrote him a "Come Back to Field" letter. The CEO, a hiker and backpacker, had spent a lot of time in the area's remote and scenic locations. He was intrigued enough by Ed's letter to make a couple of trips to Field. He told Ed that if he could get some help with developing a workforce, while maintaining incremental growth and profitability, he'd be interested. Meanwhile, Ed had completed due diligence research on the company and discovered its growth potential.

Ed arranged a meeting with the CEO and head of the local community college. They agreed to establish classes to teach the workforce specific skills needed to produce the

product. They would work at the college to begin with, then move on site to train on specific equipment at the plant.

Ed presented an economic impact analysis to the City Council and county commissioners. His analysis showed that if the county could help with some short-term tax deferrals, it would balance out within five years. And, while the city had already provided basic infrastructure to the site during the development stages, Ed's analysis indicated they would receive long-term benefits by providing additional upgrades at the site. The Port owned the property and, with Ed's help, negotiated a lease for the land and a build-to-suit building with an extension or buy option that would help the company get started without burying them, plus provide a balloon payment to the Port at a time they projected some increased costs for capital improvements. Everyone would win.

The business community pulled together to provide contacts, sources for raw materials, and suggestions for shipping that would save the new company money. The CEO and his management team already felt like part of the community.

All of the hard work had paid off. Ed was finally going to experience his first ground-breaking ceremony. There was something sweet in the air around Field—success.

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