



**CITY COUNCIL WORKSHOP MEETING**  
**Monday, February 26<sup>th</sup>, 2024 - 6:00 p.m.**  
**Franklin Lodge of Elks**

or view only via Zoom: <https://us02web.zoom.us/j/87368610232>  
or by phone: 1-312-626-6799, Meeting ID# 873 6861 0232

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**SALUTE TO THE FLAG**

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**PUBLIC HEARINGS**

**Resolution 13-24 authorizing the City Manager to file an application not to exceed \$625,000 with Community Development Finance Authority Tax Credit Program for the purposes of partially funding white water feature #2 and to sign all the necessary paperwork thereof.**

**Agenda Item I.**

Council to consider Resolution 13-24 authorizing the City Manager to file an application not to exceed \$625,000 with Community Development Finance Authority Tax Credit Program for the purposes of partially funding white water feature #2 and to sign all the necessary paperwork thereof.

**Agenda Item II.**

Council to consider proposed easement and maintenance agreement regarding Holy Cross Road.

**Agenda Item III.**

Assessing 101

**Agenda Item IV.**

Other Business

**Adjournment**



**CITY OF FRANKLIN  
COUNCIL AGENDA REPORT**

*City Council Meeting February 26, 2024*

**From:** Judie Milner, City Manager

**Subject:** Council to consider setting a public hearing on Resolution 13-24, granting the City Manager the authority to file an application with Community Development Finance Authority Tax Credit Program.

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**Recommended Motions:**

**February 5, 2024**

Councilor moves, "I move that the Franklin City Council set a public hearing for 6pm on Monday February 26, 2024 regarding Resolution 13-24 authorizing the City Manager to file an application not to exceed \$625,000 with Community Development Finance Authority Tax Credit Program for the purposes of partially funding white water feature #2 and to sign all the necessary paperwork thereof."

**Mayor calls for a second, discussion and vote.**

**February 26, 2024**

Councilor moves, "I move that the Franklin City Council adopt Resolution 13-24 authorizing the City Manager to file an application not to exceed \$625,000 with Community Development Finance Authority Tax Credit Program for the purposes of partially funding white water feature #2 and to sign all the necessary paperwork thereof."

**Mayor calls for a second, discussion and roll call vote.**

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**Discussion:**

The City previously received tax credits of \$500,000 to support the construction of the white-water park feature (#3) currently under construction. This application for nonfederal tax credits will net the match needed for the \$500,000 federal Land & Water Conservation Fund grant applied for in December 2023 for funding feature #2 upstream from the newly constructed feature #3 adjacent to Trestle View Park.



As a reminder, the permitted white-water park consists of 3 separate features in the water as well as a slalom course between the 2 upriver features of which feature #3 is constructed to date.

The city has already received pledges from businesses to purchase tax credits under this application process. As a reminder, the city will be required to sell the tax credits after award.

If the City is approved for the tax credits, the council will have opportunity to appropriate the funding. The timeline could line up with the FY2025 budget process for appropriation.

**Alternatives:**

Do not apply and seek match funding through another source.

**Attachment:**

Resolution 13-24

Tax Credit Notice of Funding Opportunity

Tax Credit Info from CDFA Website

Potential Donors

Draft Question 13 Community Support



**CITY OF FRANKLIN, NEW HAMPSHIRE**  
*"The Three Rivers City"*

316 Central Street  
Franklin, NH 03235

(603) 934-3900  
fax: (603) 934-7413

**RESOLUTION #13-24**

**A Resolution Relating to an application to Community Development Finance Authority's Tax Credit Program.**

**In the year of our Lord, Two Thousand Twenty-Four,**

**WHEREAS**, the City Council of the City of Franklin authorized the city manager, at its regularly scheduled city council meeting on December 4, 2023, to apply for a grant in the amount of \$500,000 through Land & Water Conservation Fund for the purpose of partially funding feature #2 of the white-water park, **and**;

**WHEREAS**, the City Council of the City of Franklin recognizes the Land & Water Conservation Fund Grant requires matching funds in the amount of \$500,000, **and**;

**WHEREAS**, the City Council of the City of Franklin recognizes that the Tax Credit Program administered by the Community Development Finance Authority is an effective tool that helped fund the construction of the white-water park feature #3, **and**;

**WHEREAS**, the City wishes to utilize the Tax Credit Program administered by the Community Development Finance Authority again to match Land & Water Funding and partially fund the construction of white-water park feature #2 upstream of the newly constructed feature #3,  
**Now**;

**THEREFORE, BE IT RESOLVED**, *that at their regularly scheduled meeting of the City Council on Monday, February 26, 2024, the City Council of Franklin New Hampshire does hereby adopt resolution 13-24, authorizing the City Manager to apply for up to \$625,000 in Tax Credits under the Tax Credit Program administered by the Community Development Finance Authority and sign and take action on all relevant documents pertaining to the application for tax credits.*

**By a roll call vote.**

**Roll Call:**

**Councilor Blake**

\_\_\_\_\_

**Councilor Dzujna**

\_\_\_\_\_

**Councilor Zink**

\_\_\_\_\_



RESOLUTION #13-24

Councilor Ribas \_\_\_\_\_ Councilor Webb \_\_\_\_\_ Councilor Johnston \_\_\_\_\_

Councilor Hallett-Cook \_\_\_\_\_ Councilor Starkweather \_\_\_\_\_ Councilor Prive \_\_\_\_\_

Approved: \_\_\_\_\_  
Mayor

Passed: \_\_\_\_\_

I certify that said vote has not been amended or repealed and remains in full force and effect as of the date of this Certification and that Michelle Stanyan is the City Clerk for the City of Franklin, Franklin, New Hampshire.

A true copy, attested: \_\_\_\_\_  
City Clerk

Date: \_\_\_\_\_

# 32050 - 2025 and 2026 Investment Tax Credits

## Funding Opportunity Details

### Investment Tax Credits

**Final Application Deadline: Mar 8, 2024 4:00 PM**

**Status:** Posted  
**Posted Date:** Jan 19, 2024 8:50 AM  
**Award Amount Range:** Not Applicable  
**Project Dates:** 07/01/2024 - 06/30/2029  
**Award Announcement Date:** 06/12/2024

**Project Director:** George Hunton  
**Phone:** (603) 717-9116 x  
**Email:** ghunton@nhcdfa.org

## Description

### *Description*

#### 2025-2026 Tax Credit Funding Opportunity

#### Funding Opportunity for NH Tax Credit Program - State Fiscal Years 2025-2026

Application Deadline: Friday, March 8, 2024 by 4:00 PM

Award Announcement: June 2024

CDFA Contact: George Hunton, Director Tax Credit Program ghunton@nhcdfa.org / 603-717-9116)

#### ABOUT THE NEW HAMPSHIRE TAX CREDIT PROGRAM

CDFA's Tax Credit Program is a competitive, community economic development investment program. The program seeks to advance community economic development projects that: show a high degree of community support, build partnerships, and leverage other resources.



Grants awarded under this program are provided to organizations in the form of tax credit equity, typically over a two-year period. Businesses with New Hampshire tax liability support awarded projects by purchasing the awardee’s credits, res

CDFA's tax credit funds are allocated to specific projects that are of public benefit, for a public purpose, and can reasonably be expected to address one or more of the following objectives:

- Contribute to the development (or redevelopment) and economic well-being of a target area(s) or target population(s);
- Contribute to the economic development of the state;
- Increase or maintain threatened primary employment;
- Provide affordable housing opportunities to low- and moderate-income people.

Eligible applicants include community development corporations, other nonprofit organizations and municipal governments i

For detailed information please refer to the Tax Credit Application & Program Guide and the Tax Credit Application Workshop.

## Attachments

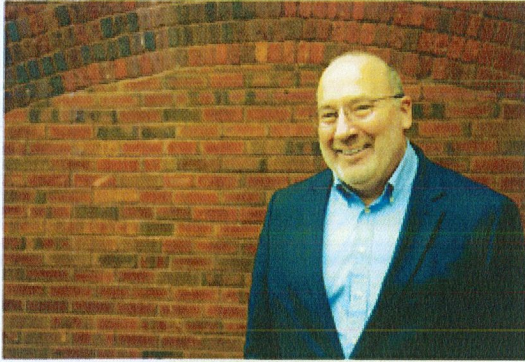
Description	File Name	Type	Size	Upload Date
Clean Energy Resources	CDFA-Clean-Energy-Resources-Energy-Auditor-List-and-NHSaves-contacts.pdf	pdf	256 KB	12/05/2023 01:37 PM

## Website Links

**Description   Link**

Tax Credit Program information on the CDFA website	<a href="https://resources.nhcdfa.org/programs/tax-credit-program/">https://resources.nhcdfa.org/programs/tax-credit-program/</a>
Wondershare - Free PDF software	<a href="https://pdf.wondershare.net/ad/pdf-editor/?gclid=CjwKCAiAwc-dBhA7EiwAxPRyIK2Cn7kM4Imx1oCu62Xu2lxQR3LOAfIJ_xhVWFSfXlaGzZLbHvUAGBoCC9YQAvD_BwE">https://pdf.wondershare.net/ad/pdf-editor/?gclid=CjwKCAiAwc-dBhA7EiwAxPRyIK2Cn7kM4Imx1oCu62Xu2lxQR3LOAfIJ_xhVWFSfXlaGzZLbHvUAGBoCC9YQAvD_BwE</a>
How we help CDFA Community Progress Indicators	<a href="https://nhcdfa.org/how-we-help/engagement/">https://nhcdfa.org/how-we-help/engagement/</a> <a href="https://resources.nhcdfa.org/working-with-cdfa/data/">https://resources.nhcdfa.org/working-with-cdfa/data/</a>
Grant Writing Assistance Program Guidance	<a href="https://resources.nhcdfa.org/wp-content/uploads/2023/12/FINAL-CDFA-Grant-Writing-Assistance-Program-Summary-2024.pdf">https://resources.nhcdfa.org/wp-content/uploads/2023/12/FINAL-CDFA-Grant-Writing-Assistance-Program-Summary-2024.pdf</a>
2024 Energy Policy	<a href="https://resources.nhcdfa.org/wp-content/uploads/2023/12/CDFA-Energy-Policy-2024.pdf">https://resources.nhcdfa.org/wp-content/uploads/2023/12/CDFA-Energy-Policy-2024.pdf</a>
2024 Tax Credit Application and Program Guide	<a href="https://resources.nhcdfa.org/wp-content/uploads/2023/12/CDFA-Tax-Credit-Application-and-Program-Guide-2024.pdf">https://resources.nhcdfa.org/wp-content/uploads/2023/12/CDFA-Tax-Credit-Application-and-Program-Guide-2024.pdf</a>
Current Tax Credit Projects	<a href="https://nhcdfa.org/investing-in-nh-communities/tax-credit-program/current-projects/">https://nhcdfa.org/investing-in-nh-communities/tax-credit-program/current-projects/</a>
Grant Writing Assistance	<a href="https://resources.nhcdfa.org/wp-content/uploads/2023/12/FINAL-CDFA-Grant-Writing-Assistance-Program-Summary-2024.pdf">https://resources.nhcdfa.org/wp-content/uploads/2023/12/FINAL-CDFA-Grant-Writing-Assistance-Program-Summary-2024.pdf</a>





**George Hunton**  
Director of Tax Credits  
603-717-9116  
ghunton@nhcdfa.org

CDFA's Tax Credit Program is a competitive community and economic development investment program that awards approximately \$5 million in tax credits annually. The program aims to support organizations that are engaged in community economic development initiatives that show a high degree of community support, build partnerships and leverage other resources.

Grants made to eligible projects are in the form of tax credit equity and serve as a powerful fundraising tool. Businesses with New Hampshire tax liability support awarded projects by purchasing the credits resulting in the nonprofit receiving a donation and the company receiving a 75 percent New Hampshire state tax credit against that contribution. The credit can be applied against the Business Profits Tax, Business Enterprise Tax or Insurance Premium Tax. The donation may also be eligible for treatment as a state and federal charitable contribution.

The Tax Credit Program is a proven example of how to achieve local priorities by leveraging public-private partnerships.

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AUTOMOTIVE GROUP

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LARRY K. HAYNES, CPA, CFP  
*President & CEO*

February 15, 2022

Mr. Marty Parichand  
Outdoor New England | ONE  
376 Central St.  
Franklin, NH 03235

RE: Application for CDFA Tax Credits

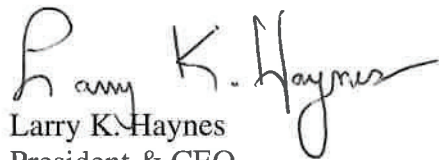
Dear Marty,

We understand that Outdoor New England is in the process of applying for NH CDFA Tax Credits for Phase 2 of the Franklin White Water Park project. As you know, the Grappone Automotive Group has supported many CDFA projects over the years including the first phase of your project. We are pleased to recommend your next project for approval and will commit to a five or six figure purchase of your credits if you are successful with your application.

I have seen first-hand the positive economic impact that outdoor recreation can have on a community from raising the quality of life and making the community more welcoming for people trying to relocate to as well as the tourists that are attracted to everything outdoors especially as we enter year 3 of the pandemic. Merrimack County and the State of New Hampshire will be a better place the more we can offer outdoor recreation venues such as yours.

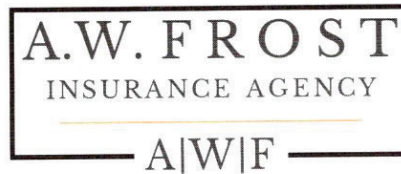
Good luck with your project. You have our full support.

Respectfully,



Larry K. Haynes  
President & CEO  
Grappone Automotive Group





February 18, 2022

Judie Milner  
Franklin City Manager  
316 Central Street  
Franklin, NH 03235

RE: Mill City Whitewater Park

Dear Judie:

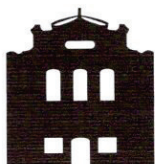
On behalf of the A.W. Frost Agency (a member of Davis & Towle Group) I am writing to express our strong support for the City of Franklin's application to the Community Development Finance Authority for a Tax Credit Grant of \$485,000. The proceeds from the sale of these credits will be an important part of a comprehensive funding strategy to build the Mill City Whitewater Park.

The Whitewater Park project is the product of a dedicated team of creative and industrious folks who are determined to dramatically elevate the economy of Franklin and to bring prosperity back to families who have been struggling for decades. Real positive progress is being achieved here in Franklin and building on these successes is important. The Whitewater Park is the crucial element for financial sustainability. It is the economic engine that will bring jobs, visitors, and new residents to Franklin.

This project is enthusiastically supported by state, county and local governments who foresee the positive impact the park's success will have on the entire region. We urge CDFA to respond favorably to this application knowing that its funds will be advancing a crucial economic development opportunity.

Sincerely yours,

Leo R. Paquin



GREVIOR FURNITURE

440 Central Street  
Franklin NH 03235  
(603) 934 - 4159

Judie Milner  
Franklin City Manager  
316 Central Street  
Franklin NH 03235

February 24, 2022

On behalf of the Grevior Furniture Family I am writing to express our strong support for the City of Franklin's application to the Community Development Finance Authority for a Tax Credit of \$485,000. The proceeds from the sale of these credits will be an important part of a comprehensive funding strategy to continue to build the Mill City Whitewater Park.

The Whitewater Park project is the result of a dedicated team of creative and industrious individuals who remain determined to dramatically elevate the economy of Franklin and return prosperity to families who have struggled for decades. The Whitewater Park is integral to the economic engine that will bring jobs, visitors, and new residents to Franklin and revitalize our community.

This project continues to be enthusiastically supported by State, county, and local governments who understand the transformative impact its success will have on the region. We urge the CDFA to respond favorably to this application and believe that its funds will have great impact on this economic development opportunity.

Yours Truly,  
GREVIOR FURNITURE & FAMILY



Jason Grevior



February 28, 2022

Judie Milner  
Franklin City Manager  
316 Central Street  
Franklin, NH 03235

**RE: Mill City Whitewater Park - Support Letter**

Dear Manager Milner:

On behalf of Stevens Mill LLC, owner of the Stevens Mill Project located at 20 Canal Street in Franklin, I am writing to express support for the City of Franklin's application to the Community Development Finance Authority (CDFA) for a \$485,000 tax credit grant.

The Steven's Mill Project directly abuts the Winnepesaukee River and Mill City Whitewater Park (the "Park") in downtown Franklin. Currently under construction, the Stevens Mill Project will convert a historic mill complex into 153 apartments and approximately 35,000 SF of commercial space. The Stevens Mill Project is part of Franklin's transformative revitalization centered around outdoor recreation, the heart of which is the Park. The Park is essential in driving growth and diversification of Franklin's economy, supporting local businesses, and providing recreational opportunity for residents and visitors, including our tenants and residents.

It is our understanding that proceeds from CDFA tax credits are critical to funding the last two water features in the Winnepesaukee River as proposed as part of the Park. The Park is supported by the local residents and business owners as well as local and regional officials who understand the transformative impact the Park will have on businesses and the regional economy.

We urge CDFA to approve this application to support the continued revitalization of Franklin and a crucial economic development opportunity in the region.

Sincerely,

Eric J Chinburg  
President of Chinburg Properties  
Manager of Stevens Mill LLC

February 28, 2022

Judie Milner, Franklin City Manager  
Franklin City Hall  
316 Central Street  
Franklin, NH 03235

Re: Support for Mill City Park CDFA Grant

Dear Judie,

Please accept Watts Water Technologies' support of the proposed CDFA grant for Mill City Park's white water park project.

This project will have a very positive impact on our community. Being the only white-water park in New England, this project will revitalize Franklin by turning it into a premier recreational destination. The park will attract a significant number of visitors and new business to the area, especially when combined with the other planned features of the park. This, in turn, will greatly benefit Watts and other world-class manufacturers in the area by helping to attract and retain the talent needed to stay competitive in these challenging workforce times.

Joseph Watts founded our company in Massachusetts in 1874. The Horne family purchased the company in 1918 and proudly built our first satellite manufacturing facility in Franklin in 1959. Since then, we have grown to be a global leader of quality water solutions with annual revenue exceeding \$1.7B with 34 facilities across the globe. Our Franklin facility has grown to be the flagship manufacturing facility for Watts and is vital to the successful growth of the company.

Thank you for your dedication to help Franklin grow and prosper in this transition from a "mill town" to a premier recreation destination.

Sincerely,



Michael Mullavey



## Community Input and Support

The project has received widespread support. Mill City Park at Franklin Falls (MCP) a non-profit organization, has taken the lead in educating the public about the project. It has held numerous public workshops and maintains a web site as well as a *Facebook* page. As it has evolved, the project has been presented at 15 public meetings of the City Council. In addition, in 2023 the City Manager's Economic Development Task Force convened 3 workshops to discuss economic development priorities, funding strategies, etc. Each of these meetings was attended by 40 – 50 persons.

Additional backing is evidenced by Council actions, including (a) approval of a \$1.4m TIF bond in support of Phase 1 of the project as well as improvements in the Mill District; (b) authorization of grant applications in support of the project; and (c) negotiation of a Memorandum of Agreement with MCP (Exhibit D); and (d) placing of 21 acres (1,200 feet of frontage) of City land on the north side of the river in a conservation trust.

Strong support is evidenced by the fact that, over the past 5 years MCP has raised over \$1.8M in support of the project from over 35 corporate and individual donors. Please see EXHIBIT E for additional evidence of community support.

Finally, in the course of the permitting process the project plans have been presented to 6 community groups and stakeholders during the course of development. In particular, the Franklin Outing Club, and the Winnepesaukee River Trail Association played key roles in the finalization of those plans.

Other key organizations involved in the project include: (a) Franklin Business and Industrial Development Corp., a non-profit economic development organization with broad-based community representation. It has played a lead role in generating project support among the business community and raising tax credit donations and also provides ongoing financial support to MCP; (b) Downtown Business Coordinator Niel Cannon, who is responsible for securing public financing for the project and is working with several developers interested in investing in major ventures in the downtown; and (d) Capital Regional Development Council, which is the non-profit regional development corporation serving Merrimack County. It has provided financial support to MCP and is also targeting an RLF to assist small businesses in downtown Franklin.

**EXHIBIT E**

**COMPLETION OF PHASE II OF NEW ENGLAND'S FIRST  
WHITEWATER PARK  
AT FRANKLIN FALLS**

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**News Articles & Case Studies, Letters of Support**



**To learn more about the project and the widespread public support click below:**

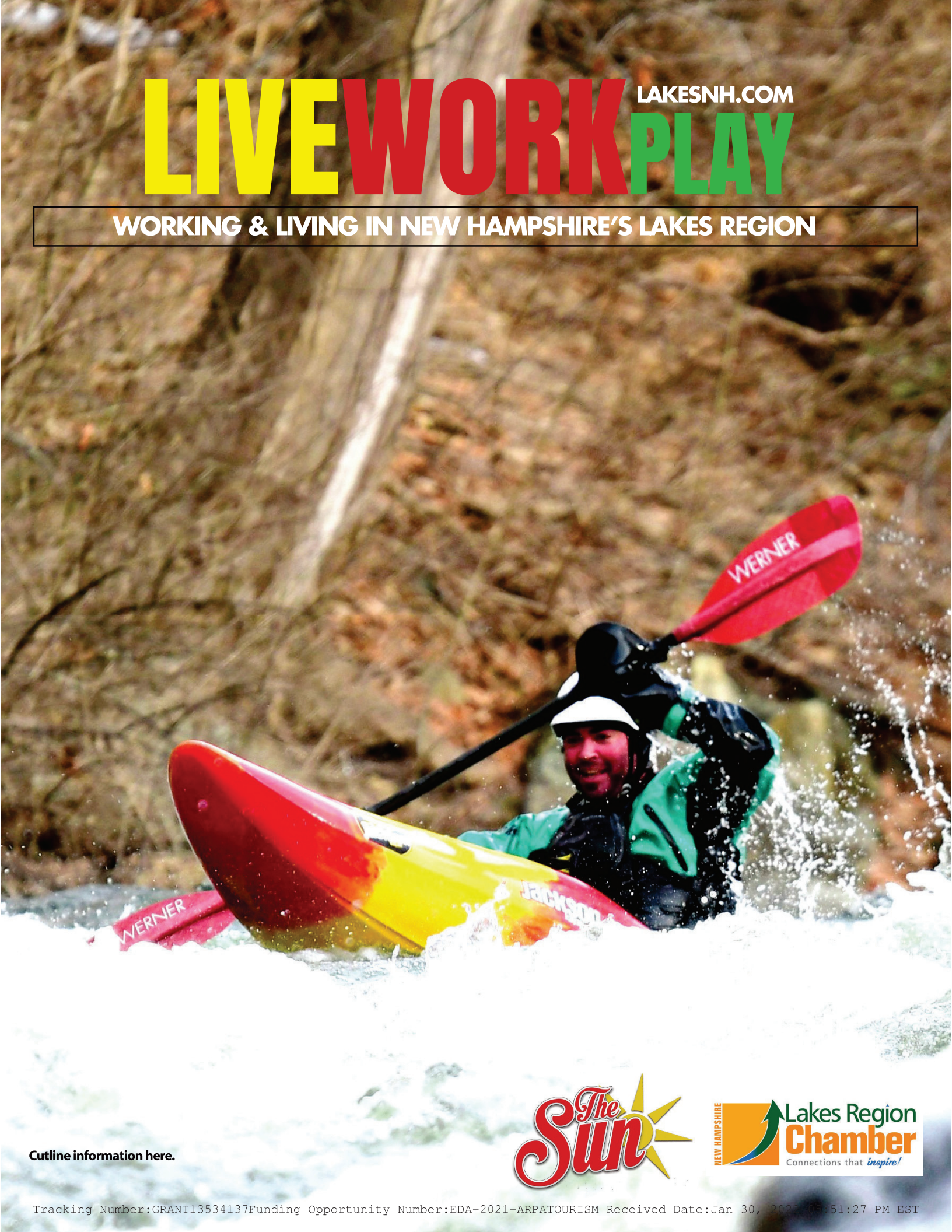
**[www.millcitypark.com](http://www.millcitypark.com)**



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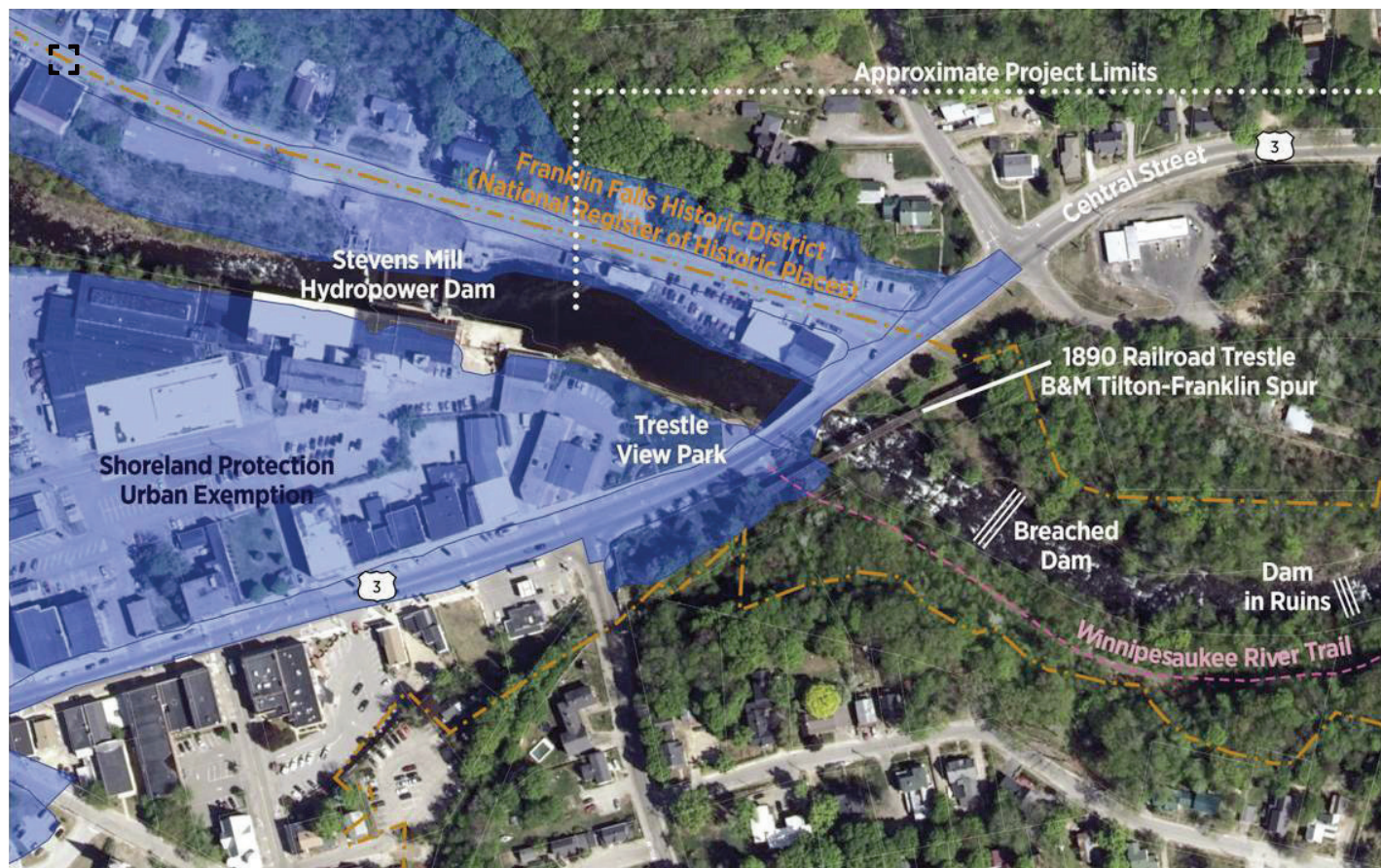




[https://www.laconiadailysun.com/news/local/franklin-bets-on-revitalization-with-new-park/article\\_3e0f3678-43fe-11e8-b708-43f2f84b5da7.html](https://www.laconiadailysun.com/news/local/franklin-bets-on-revitalization-with-new-park/article_3e0f3678-43fe-11e8-b708-43f2f84b5da7.html)

## Franklin bets on revitalization with new park

By TIM JONES, for THE LACONIA DAILY SUN Apr 21, 2018



This view of the whitewater park envisioned in Franklin shows the project goals. (Courtesy VHB Bedford)

FRANKLIN — Can people playing in a river help revitalize a struggling city? Can the recreational opportunities in and along a river actually improve the quality of life in and the public image of a city that's lost its luster? Can it bring people back to the city center where they will recreate and relax, listen to music, dine, shop and, maybe, eventually, choose to settle and build a life there?

The city of Franklin is betting on exactly that with a proposed 11-acre Mill City Park at Franklin Falls ([millcitypark.com](http://millcitypark.com)) to be built on the open land on the north bank of the river upstream of the old trestle bridge visible from Route 3 in downtown Franklin. As planned, the park will open direct access and recreation opportunities on the Winnepesaukee River and will complement the Winnepesaukee River Trail which has already been developed along the south bank of the river. The centerpiece of the new park will be a "Whitewater Play Park" which planners are hoping will draw

the interest of kayakers, canoeists, paddleboarders, tubers, and surfers from around New England. As people come to play in the flowing water, others will come to watch the action, and good things will result.

The same concept has worked for other cities, like Salida, Colorado, (a dying railroad town) and Dayton, Ohio, (in the heart of the Rustbelt) and many other river communities across the country, where river play parks have become proven economic drivers for downtown revitalization. And, the same thing can happen in Franklin, according to Marty Parichand, the owner of Outdoor New England (outdoornewengland.com), who runs a kayak shop in a refurbished mill building in downtown Franklin and who is spearheading the Mill City Park project. "There's nothing else like it in New England," says Parichand. "A whitewater play park can be a reason for people to come to Franklin and see the city in a new way."

### **What is a whitewater play park?**

To understand what's going on here, you have to understand a little about recreating on rivers here in the Lakes Region. Begin with the notion that flowing water means fun in the same way that a snow-covered slope means fun.

You may not know it, but hundreds of people, perhaps thousands, already come to the Lakes Region each spring and summer specifically to enjoy our rivers, especially the Pemigewasset and Winnepesaukee. Some are just relaxing while swimming and sunning, or floating in an inner tube, but at the core are the whitewater paddlers who take small boats into flowing water seeking the same challenge and adrenaline rush that skiers and snowboarders find on the slopes.

Just as some skiers and snowboarders start at the top of a mountain and follow a trail to the base, there are paddlers who "run the river," starting upstream and paddling down. Some river paddlers choose "quick water," which is flowing water without any significant obstacles, the equivalent of a beginner trail at a ski area. Other paddlers seek expert terrain, dodging rocks and using the waves and eddies formed by the flowing water the same way that expert skiers and riders might seek out steeps, bumps or powder snow in the spaces between trees. At this time of year when water flows are high, you can visit Trestle View Park in Franklin and likely see kayakers and canoeists running the toughest whitewater on the Winnepesaukee.



But a number of skiers and snowboarders today gravitate to terrain parks, where they can practice doing jumps, grinds, spins and flips on special features that have been crafted for exactly that purpose. There's a subset of whitewater paddlers who use tiny play boats to do tricks on whitewater features in a river. These play boaters will "park and play" for long periods a flowing wave that allows them to practice tricks exactly as skiers and snowboarders do in a terrain park. You can see an example of park and play on Coolidge Woods Road near downtown Bristol where the Pemi Playhole attracts boaters who practice their tricks and will happily put on a show for an appreciative audience.

A whitewater play park is a partnership between man and the river, in which man engineers specific features on the river to attract people seeking fun. According to Mike Harvey from the Colorado-based company Recreation Engineering and Planning, which is designing the play park, the current thinking calls for three main features within about 1,200 feet of flowing river. One of the goals will be to engineer the features so they can survive over time without requiring any regular maintenance. They will not only have to withstand periodic floods but will also have to be structured so that the fun factor stays high even when water levels in the river vary.

Just as ski areas need snow and often make snow to supplement what Mother Nature delivers, whitewater play parks need water. Natural cycles would create constantly varying flows, but water resources on the Winnepesaukee are controlled to a large extent by the three major dams upstream, at the outlets of Winnepesaukee, Opechee Bay and Winnisquam. The eventual hope is to stabilize water levels in the river so that it flows at acceptable recreation levels as much as possible though spring, summer and fall.

### **Cleaning up the past and permitting the future**

The Winnepesaukee River was the power source that drove the city's original development. Dams along the river provided power to mills, mills created jobs and brought people. Franklin prospered. Then the world changed, the jobs moved away never to return, the mills crumbled and the river was essentially abandoned.

As with many other rivers in the state, time and concerted effort have cleaned up much of the pollution from this once-fetid river. The water now runs clean but the impacts of the industrial past still remain in the form of breached and broken-down dams and mill foundations. Part of the goal of this new project is to honor the industrial history even as they work to remove or mitigate some of

the more dangerous remnants of that past, such as pieces of log cribbing and broken concrete with rebar which lurk deep beneath the surface of the river like punji sticks on a jungle trail waiting to impale the unsuspecting.

Restoring the river bed while honoring the historic significance is going to be a challenge, as is making changes to the river without significant environmental impact. The permitting process with the state's Department of Environmental Services is already underway and, as yet, has encountered no major road blocks, though many questions will need to be answered in detail before the project will be allowed to begin actual construction. The organizers of the Mill City Park have hired VHB, a consulting firm with offices in Bedford to help shepherd the project through the permitting process.

The Mill City Park organizers have just received a \$5,000 Community Grant from the state Capital Region Development Council which will help them create a formal Master Plan for the park, a process that's expected to take about three months. In addition to the whitewater park at the center of the plan, the long range goals will include a community garden, event space, picnic area, historic mill run trail, interconnection to the Winnepesaukee River Trail, a mountain bike pump track system and an "eco-village area."

Construction of the first whitewater feature will start in 2019 if all goes according to plan – even sooner if the stars align correctly.

### **Enjoying the river right now**

If you want to sample what river recreation is all about before the play park even gets started, you have plenty of immediate opportunities. To keep it simple, just head to Franklin and take a walk on the Winnepesaukee River Trail. Before the leaves come out, you'll have a good view of the Class III river run which attracts so many paddlers from around New England.

From Friday, June 22, to Sunday, June 24, the organizers of Mill City Park are hosting the Winni River Days at Trestle View Park. This fundraising event will include free live music, a duck race, vendors, food, and (oh yeah!) a chance to watch whitewater paddlers at play in a couple of races to be held on the river. You can get more details at <http://millcitypark.com/events/2018winniriverdays>.

If you want to get on the river yourself, Outdoor New England is offering whitewater rafting trips there this spring. You can safely get a taste of the adrenaline-rush of whitewater without the long learning curve of learning to paddle it on your own.

But if you really want to experience the true excitement of the river, take an introduction to whitewater kayaking class from Outdoor New England and get on the water with your own boat. You'll start your paddling career upstream in Tilton, where the rapids are much smaller and easier to negotiate, but if you keep practicing, you'll be ready to enjoy the lower Winni with its newly engineered playspots as they come on line.

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# Moving forward in Franklin

## Redevelopment effort breathes new life into the city

BY LIISA RAJALA



PHOTOS BY ALLEGRA BOVERMAN

**S**lowly but surely, the city of Franklin is undergoing a transformation. The goal: to become a tourist destination for outdoor enthusiasts and a home to millennials looking to make an impact on their community.

Renovations are in the works to turn the former art gallery Toad Hall into a restaurant by this summer. Just last fall, a team of engineers inspected the future site of a whitewater park. CATCH Neighborhood Housing is in the midst of renovating a foreclosed mill building into 45 affordable apartment units. And that's just naming a few of the happenings occurring in the city of approximately 8,400.

For decades, Franklin has made efforts to rewrite its history as a failing mill town, but this movement is even more crucial. With significant revenue shortfalls in recent years, the city must draw in new income or else face an even more dire future.

"We can't tax our way out of our problems," says City Manager Elizabeth Dragon, who has to find out-of-the-box solutions to balance the budget. "We need to find a way to generate new revenue, and we need to focus on economic development and tourism, attracting those new net dollars."

It's an all-hands-on-deck effort, with regular biweekly stakeholder meetings, a team of students from Colby-Sawyer College in New London and a number of active residents stepping in to volunteer their time and energy.

### Permaculture

Integral to the effort are seven properties owned by PermaCityLife, a nonprofit founded by Todd Workman. Raised in Gilford and having worked in the financial services industry in New York and across New England, Workman initially returned to the area to tend to his grandparents. He was browsing real estate properties in New Hampshire when he came across Franklin and started purchasing buildings along Central Street in 2014.



Workman envisions Franklin as a sustainable community – protecting drinking water, creating renewable energy, ensuring local food supplies and implementing zero-waste measures – with a vibrant micro-urban centerpiece.

During the summer of 2015, Workman met Marty Parichand, a whitewater rafting guide and former avionic systems programming specialist who envisioned opening the first whitewater park in New England.

Parichand, who is from Epsom, had been setting his sights on Concord, but immediately saw potential in Franklin.

“The concept is new for New England, but there are 30 of them in Colorado, 280 across the country,” says Parichand. He was surprised at how knowledgeable Workman was about the whitewater paddling industry.

“This is all stuff I’ve been passionate about and I’ve been a paddler for a long time. I don’t often meet a paddler who knows these things,” says Parichand. “He already believed in it wholeheartedly. We began to bond around that idea.”

Parichand then started his nonprofit, Mill City Park. He wants to use a tract of city-owned land along the Winnepesaukee River for a launching spot as well as create a mountain bike pump track, a community garden and an eco-village-style campsite.

In 2015, Parichand worked with the state Department of Resources and Economic Development on a report that found Mill City Park would bring in \$6.8 million of direct spending in the region.

“We have many challenges here in Franklin, and we believe this whitewater park is our second identity,” he says.

In one of PermaCityLife’s buildings, Parichand opened up an outdoor recreation shop, called Outdoor New England. Like many of the buildings, it had been condemned. Parichand says he removed 12,000 pounds of trash and demolition debris, and paid out of pocket for the mechanical and electrical systems.

Today, you wouldn’t know of the building’s grim past. The shop has a charming look from the reclaimed wood and old cabinetry.

Next door is a volunteer-run coffee shop, led by Jo Brown. Brown approached Workman with the idea. She brought in family and friends to clear out the space – a labor of love. The quaint shop is run mainly by retirees who are happy to take on a four-hour shift. Its success led to a wall being knocked out to allow for a gift shop all of whose offerings are products made in New Hampshire, a majority of which are created by local artisans.

### Community-based sustainability



**Parichand envisions a walkway along the river that will lead passerbys underneath the bridge from Trestle View Park to Mill City Park and a pathway of trails.**

On one Saturday, the shop has a healthy bustling of customers. Sitting in his usual spot is Mike Mullavey, the treasurer of





**Jo Brown and her sister, Carol Protzman, at The Franklin Studio, a volunteer-run coffee shop on Central Street that also has a gift shop with local-made products.**

PermaCityLife. "You wouldn't believe the skepticism in the beginning, but they've really come around," he says about other community members. "You can get that feeling back, that people want to be in town and a part of the town."

Across the street is Toad Hall, Take Root Coworking – a shared coworking space with a fiber connection providing faster Internet than Franklin Savings Bank, it proudly proclaims – Franklin Clothing Company and Colby-Sawyer's satellite campus, where Workman will also operate PermaCityLife from.

Last fall, Colby-Sawyer launched a three-year degree in community-based sustainability with a focus on gaining real-world experience through working with PermaCityLife, Mill City Park and the city of Franklin.

"Students learn about sustainability, and not just how that applies to communities, but also to organizations and nonprofits," says Jennifer White, sustainability coordinator for the college and assistant professor in the environmental services department.

It's not just students in the degree program who have the opportunity to work with Franklin. In 2015, Colby-Sawyer launched a Sustainable Learning Initiative, giving all of its students the opportunity to pair with individuals in Franklin to complete a to-do list of sustainable revitalization efforts.

"We're really interested in walking alongside the residents of Franklin to help them achieve their goals," says White. "We get to see progress in the downtown area as some of these projects come into fruition and the students get to see their benefits to the community members."

One graphic design student created the logo for Mill City Park. He's now working as an apprentice with CATCH to develop an identity for the future apartment complex.

When asked whether student involvement could make students interested in staying in the community, White thought it was a possibility. While on winter break, a group of students in the degree program attended a city council meeting of their own accord.

"A lot of the pieces we do are progressive ideas or outdoor recreation initiatives that resonate with young people, with millennials," says Parichand. "We're always able to ask students questions about what kind of community they want to live in."

"It's a great example of a local community taking it upon themselves to do something different and stick with it," says Michael Bergeron, business development manager for DRED. The agency has helped organize



various state players, including connecting Parichand with the state Department of Environmental Services to discuss dam releases that affect the Winnepesaukee River in Franklin.

**Franklin Clothing Company Owner Matt Charlton-Nidey stands outside his storefront on Central Street.**

“By attracting a young demographic who want to whitewater raft and do mountain biking, they will change the character of that community and make a difference long term,” says Bergeron.

### Funding sources

Vital to Franklin’s revitalization are the variety of financing options.

In 2015, the city was awarded a grant from UNH Cooperative Extension that created a steering committee to bring in several speakers to the city to talk about revitalization efforts and form a realistic to-do list in a series called “Franklin for a Lifetime.”

“I think after that point, we had a better understanding of each other in terms of what the city can and cannot do legally – the are constraints on the city – and what PermaCityLife could do and was able to do in terms of economic development,” says Dragon. “Once everyone understood their roles we found creative ways to work together and momentum started to build.”

Through the “Franklin for a Lifetime” series, the city learned about USDA Rural Development grants. It received a \$50,000 Rural Business Enterprise grant the city used to hire downtown coordinator Niel Cannon to work with the steering committee to find and carry out projects that help low and moderate income families.

The city also received a \$500,000 Community Development Block Grant for CATCH Neighborhood Housing’s mill renovations – a small piece of the \$12 million project – and \$400,000 in Community Development Finance Authority tax credits, a quarter of which Franklin Savings Bank purchased, which will be used to make façade improvements on PermaCityLife-owned buildings.

Franklin recently incorporated the land intended for Mill City Park as part of its TIF (tax investment financing) district. The city created the district – which comprises much of downtown – in 2008. If a building within the district is renovated and taxes increase, a portion of the increase is reinvested to projects in the same district.

“It’s very unique. Every community with TIF districts has to say what the projects are, how much of the new incremental value will be reinvested in that area of the community, and they have an advisory board to oversee and goes back to the city council for approval,” says Dragon.



**CATCH Neighborhood Housing is renovating the former Franklin Light and Power Mill to provide 45 affordable apartment units. The mill was erected in 1895, the same year Franklin was incorporated.**

Meanwhile, the city has seen significant changes with the opening of eight new businesses in downtown Franklin over the past year.

“Certainly, things are the most favorable they’ve ever been now as opposed to two years ago,” says Parichand. “There obviously was kind of a rocky start in the beginning, but, to put it in perspective, the first day I started renovating Outdoor New England, I had four to five people from Franklin that I had never met offer to help. Through that process I’ve made great friends. So I think, there’s some people who don’t think it will happen certainly, but I think that group becomes smaller and smaller every day. We’re still here doing what we’re doing and continuing to move forward.”



THINGS TO DO > TRAVEL

## Franklin, N.H., gears up for whitewater park opening in the fall



This artist's rendering shows the lower wave of Trestle View Park in Franklin Falls, NH./Photo courtesy McLaughlin Whitewater Design Group

By **MOIRA MCCARTHY** |

August 22, 2021 at 4:42 a.m.



A whitewater adventure vacation is on many bucket lists — the chance to ride some challenging rapids and explore a cool destination once you've packed up your paddles. Great news: You'll soon be able to do this just an hour-and-a-half's drive from Boston.

New England's first-ever whitewater park will open this fall in Franklin, N.H.

Nature created the rapids, but the setup, including a downtown park and shopping area with views of the rapids, a bike pump path, climbing wall, campsites, shopping and dining spots and more, is part of a plan the once-thriving mill town put in motion seven years ago.

"It took us a long time to get to this moment," Marty Parichand, owner of Franklin's Outdoor New England ([outdoornewengland.com](http://outdoornewengland.com)) kayaking and rafting store, and the man who first pitched the idea to the town, said.

It was not, he said, an idea out of the blue.

"We have 35 years of whitewater recreation here," he said. "This is a river that already attracts paddlers."

With good reason — the Pemigewasset and Winnepesaukee rivers converge to form the Merrimack River. All that water flows downhill to the town, Parichand said.

For centuries, that flow was used by the town to power the mill. But that industry died out there.

Now, with the water park coming to life and the Mill City Park continuing construction, Franklin hopes to rebrand itself as "Franklin Falls," a spot where whitewater enthusiasts and general outdoor lovers come to play and relax.

"The Winnepesaukee drops 77 feet per mile and on top of that, drains the largest lake in New Hampshire," Parichand said. "A second lake feeds it as well."

That high rate of drop and flow, he said, puts their whitewater site at an advantage over most others in the country.

"Even when the river gets lower, you'll still see it flow," he said.

And while whitewater rafting is all about immersing oneself in nature, it is also about the excitement of taking on the rapids. Franklin Falls will deliver just for the





"Whenever we have a paddler, we have 10 people who want to watch," Parichand said.

"Now they can come up, watch as long as they want, then go shopping, dining, biking, hiking, whatever they want," he said.

Mill City Park ([millcitypark.com](http://millcitypark.com)), a nonprofit 13-acre adventure park set along the water downtown, will also include an amphitheater, community garden, a historic "Mills Ruins Trail," water play area for children and more.

"Franklin in the future will be a higher quality destination than we've seen since the degradation of the mills," Parichand said.

Businesses are already responding — four breweries from Texas have chosen to open there, and a developer is in the process of a \$30 million building renovation. Locals are already noticing an uptick in guests.

For the paddling enthusiasts, there are Class II, III and IV whitewater rapids.

Rafters will be able to take on those features year-round, since the water never stops flowing and the downhill power keeps the river from freezing, he said.

"It's very unique to do this in the winter," Parichand said. "There is snow on top of the rocks, and the river runs higher from snow melt."

They took their cues on how to set that up (with special designed wet suits available for winter excursions) from New Zealand, where winter whitewater is a hit.

There is paddling now, he said, but the true opening will come some time in early October. Rain delays put off a summer opening.

For now, Parichand said, the excitement across town is palpable.

"There are already more people around and it feels really good to everyone," he said. "This has been a long time coming, and it's going to be great."

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*For more information, go to [franklinnh.org](http://franklinnh.org).*



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Tags: **Travel**



**Moira  
McCarthy**



# CONCORD MONITOR

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## Making waves: Whitewater park construction underway



The view from Bow Street in Franklin shows the entire job site. The coffer dam will now need the sandbags, airbags and waterproofing. The goal is to work inside of the coffer dam to build the first surfing feature of the whitewater park. GEOFF FORESTER / Monitor staff > [Buy this Image](#)

An iron worker trims the sheets of the coffer



By [THEODORE TAUCHER \(/byline?byline=By THEODORE TAUCHER \)](#)

Monitor staff

Published: 9/22/2021 5:40:49 PM

Parting the waters of the Winnepesaukee River to create a new standing wave in Franklin's emerging white water park is no easy feat.

Cranes have been driving metal plates into the river bed this week to temporarily divert the flow of the water in order to create new paddling features, some of the first in-water work at Mill City Park.

This surfing wave will be created by lowering a massive concrete box into the river. Made of concrete, rebar and stone, these boxes are massive, more than 10-feet wide and 8-feet tall. They have an angled top so when the water slides over, it recoils on itself, said Marty Parichand, the visionary behind New Hampshire's first white water park.

It's the same technology used to create man-made rapids for paddling events at the summer Olympics.

Land work has been progressing this summer along the Winnepesaukee River, creating parking areas and trails. The in-water work, which was permitted by the New Hampshire Department of Environmental Services, was delayed for weeks because the flow of the river was too high after the wettest July on record.

“It’s about 7 times too high,” Parichand said last month as he waited for the water levels to go down. “It’s incredibly odd we never have high water in July, that’s why we choose this for our construction window.”

Once complete, the park will encompass 13 acres, with an additional 21 acres of nearby conservation land, and have three whitewater features.

Access to the river will be free for the public but visitors can rent equipment, take lessons and then hang out in Franklin when they are done with their daily adventure.

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“We can’t own the river. It’s immoral or unethical to try to charge people to go on the river,” Parichand said. “Once you build the feature, if people have their own whitewater kayaks, their own boogie boards, their own surfboards, you’ll be able to come here and go surfing for free.”

The construction comes at a time when investment in Franklin has increased, including new businesses opening and historic mill buildings getting renovated.

“If you add all of that together including a couple other projects, about \$70 million is going to be spent in Franklin over the next year or two,” said Parichand.

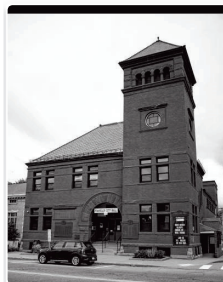
Parichand, who owns an equipment shop Outdoor New England in Franklin’s downtown, has been working on the Mill city project since 2016. Before that, he worked for Sikorsky Aircrafts, building helicopters.

“I wasn’t very happy doing the work that I was doing and I wanted to see if the sport that I love the most could be beneficial for a town or an area, so I started working on this,” he said.

Parichand said it’s time for Franklin to reshape its identity.

“Places like Portsmouth or Burlington those types of places have an identity,” Parichand said. “This is setting the table to turn the tide for a new age for Franklin, a second coming. One in which we absolutely let the Winnepesaukee River, kind of repower Franklin, and it will be through tourism and outdoor recreation.”

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## CITY OF DURANGO, COLORADO

### Economic Impacts of Whitewater Recreation

June 2006

**Final Report**

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Prepared by:

**RPI Consulting Inc.**



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## I. APPROACH

The whitewater recreation industry exists virtually everywhere accessible navigable whitewater exists, and data suggests that it tends to flourish where developed parks are easily accessible and/or commercial guiding services are available. The Lower Animas River is a whitewater resource that not only possesses all of the elements necessary to capture a significant component of the market share for this industry but also possesses tremendous potential to maintain or capture more of that market share now and into the future.

The following steps are used to estimate the total current and future economic impacts of whitewater recreation on the Lower Animas River in around the City of Durango:

1. Evaluate national, state, and local trends with regard to whitewater recreation.
2. Determine total commercial user days, visitor expenditures, and multiplier effects of those expenditures.
3. Calculate total non-commercial user days, visitor expenditures and multiplier effects.
4. Investigate total formalized event use of the River including competitions, classes, and private party equipment rentals, expenditures and multiplier effects.
5. Sum total economic impacts of whitewater recreation to the Durango area economy.
6. Estimate potential future benefits of whitewater recreation given existing trends, future water flows and park improvements.

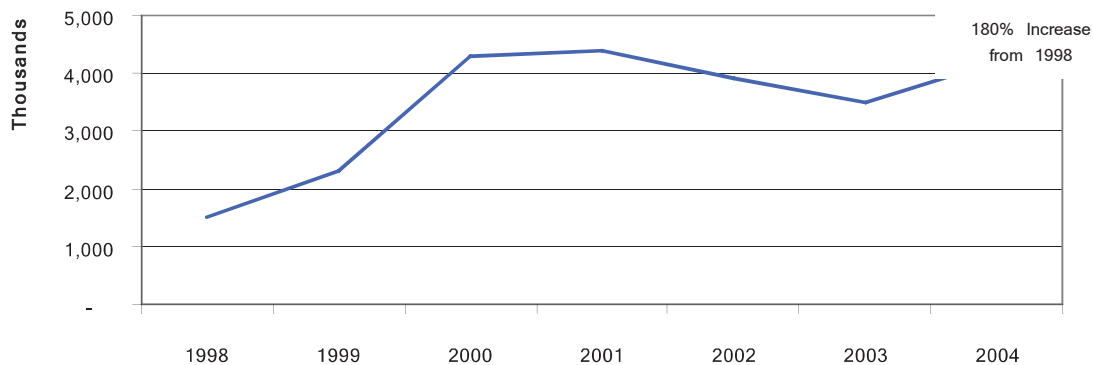
## II. WHITEWATER USE TRENDS

This section undertakes an overview of National, State, and Local whitewater recreation use trends. At the national level, the Outdoor Industry Association is one of the leading trackers of outdoor sports participation and statistics. The *2005 Outdoor Recreation and Participation Study* provides an excellent general overview of whitewater participation trends.<sup>1</sup> At the State level the *Colorado Statewide Comprehensive Outdoor Recreation Plan (SCORP)* provides detailed information on recreation users and trends. Local trends are established through known commercial activity figures and detailed analysis and estimates of non-commercial (private party) users.

### NATIONAL TRENDS

The Outdoor Industry Association is one of the leading national trackers of outdoor sports participation and statistics.

Figure 1. National Boating (Rafting & Kayaker) Participation Trends 1998-2004<sup>1</sup>



It is clear from national participation standards that rafting and kayaking participation experienced tremendous growth between 1998 and 2002 with participation numbers near trebling.

### NATIONAL BOATER DEMOGRAPHICS

Whitewater recreationists are predominately male with a slight majority between the ages of 16 and 34. 36% and 46% of kayakers and rafters respectively, are over the age of 35. The majority of kayakers and near majority of rafters are married with 35% of kayakers and 51% rafters having children.

<sup>1</sup> 2005 Outdoor Sports Participation Survey - Outdoor Industry Association - Note that the graph represents the Outdoor Industry Association's "enthusiast" category of boaters.



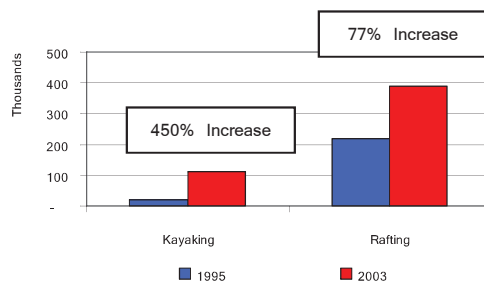
Figure 2. National Whitewater Recreationist Demographics

Demographics	Kayaking	Rafting
Male	71%	64%
Female	29%	36%
16-24	48%	43%
25-34	16%	11%
35-44	19%	22%
45+	17%	24%
Married	54%	44%
Unmarried	46%	56%
Have Children	35%	51%
Household Income		
<\$40,000	23%	26%
\$40,000-\$79,000	39%	36%
>\$80,000	38%	38%
% of Total Participants in West	27%	34%

Perhaps most importantly, well over 70% of kayakers and rafters have household incomes over \$40,000 and more than a third (38%) earn household incomes in excess of \$80,000 - making them capable and important consumers in virtually every marketplace.

## COLORADO TRENDS

Periodically the State of Colorado undertakes a significant research and planning effort known as the Statewide Comprehensive Outdoor Recreation Plan, or SCORP. This planning document combines extensive survey and trend research to determine Colorado resident and visitor recreation preferences. Rafting and Kayaking trends are specifically enumerated in the most recent (2003) version of the surveying/planning SCORP.

Figure 3. Kayaking & Rafting State of Colorado Participant Increase 1995-2003<sup>2</sup>

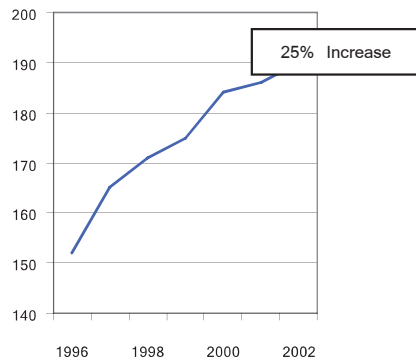
Kayaking has experienced a 450% balloon in participation in Colorado while rafting has increased a more modest but still significant 77% between 1995 and 2003.

Further evidence of expanding interest in whitewater recreation can be seen in the fairly dramatic increase of Commercial River Permits. Colorado commercial rafting permits grew by 48

<sup>2</sup> Source: SCORP - NSRE 2000-2003. Versions 1-14, N= 1,011, Interview dates: 7/99 to 3/03.

permits (from 152 to 190) in the six year period between 1995 and 2003. Given the high numbers of commercial operators (over 7 per every major River, on average) and existing water resources, it is not surprising that 61% of residents in the Southwest Planning region reported engaging in water based activities every year, or that securing water/water rights for recreation opportunities ranked as the 7th highest priority for local governments - ahead of open space, sports fields, skateboard parks, and general parkland.<sup>3</sup>

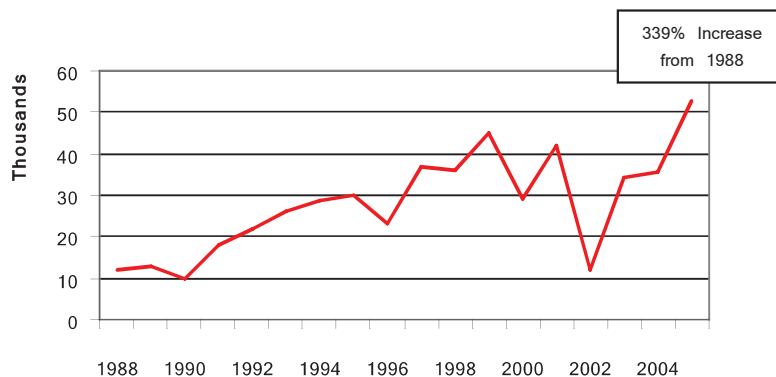
Figure 4. Commercial River Outfitter Licenses 1995-2003<sup>4</sup>



## LOCAL TRENDS

Perhaps, most importantly, are the use trends and demographics at the local level - that is, within La Plata County generally and on the Lower Animas River specifically.

Figure 5. Commercial User Days Animas River (lower) 1999-2005<sup>5</sup>



Although a sharp decline was experienced in the record setting drought of 2002, commercial River trips are making a rapid and intense comeback. It is particularly revealing to note that commercial operations on the Lower Animas have increased 339% to over 52,000 user days

<sup>3</sup> Source: Colorado State Parks Market Assessment Study, 2002.

<sup>4</sup> Source: Colorado State Parks 2002

<sup>5</sup> source: Commercial River Use In Colorado - Colorado River Outfitters Association

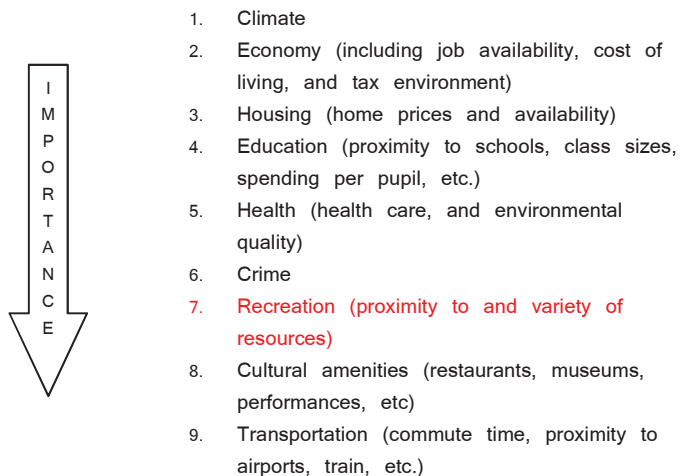
since 1988. The Lower Animas River is the second most highly used River by commercial operators in the State of Colorado.

In conclusion, evidence at the National, State, and local levels strongly suggest that whitewater recreation is an extremely strong and expanding industry.

## MIGRATION CONSIDERATIONS

Finally, it is worth noting that migration is an important fundamental component of any economy as base economics requires that new money, industry, and population be brought into any local environment to fuel additional growth. Although Colorado specific data on migration preferences is unavailable for this report, national trends indicate that recreational amenities are of key importance - ranking above transportation concerns and other retail/public cultural amenities. Continued steady migration into Colorado generally, and resort area communities specifically, further suggests the importance of this component. Maintaining and developing key amenities such as whitewater parks are a critical component of sustaining a locally growing economy.

Figure 6. Top Considerations for Migration



## SECTION CONCLUSIONS

- Nationally, whitewater recreation participation is again on a steep increase after more than doubling between 1996 and 2002.
- In Colorado, kayaking experienced a phenomenal 450% increase in participation over an eight year period and rafting experienced a similar, although more modest, 77% increase over the same time period.
- Commercial user days on the Lower Animas River have increased by 339% since 1988 - a five fold increase in 17 years.
- Recreational amenities are a “top ten” consideration for new migrants into local communities.



### III. COMMERCIAL USE

As the *Commercial River Use in Colorado 2005* compiled and distributed by the Colorado River Outfitters Association describes, whitewater industry experienced “explosive growth between 1988 and 1998 with annual increases of up to 23% per year.” Although there was some decline in commercial rafting during the record setting drought of 2002, rafting statewide has increased by 14.1% from 2004-2005 and was up nearly 49% on the Lower Animas between 2004 and 2005.

Three components of the commercial rafting industry are of interest when quantifying economic impacts -commercial client user days and expenditures, commercial equipment rentals/classes, and total employment generated by the industry.

#### COMMERCIAL USER DAYS AND EXPENDITURES

The *2005 Commercial River Use in Colorado Summary* report closely tracks existing and historical commercial user days on every major River in Colorado. Moreover, the report estimates direct expenditures of those customers utilizing data common to recreation studies developed by federal and state land agencies. In addition, the report employs previous research conducted regarding direct expenditures by rafting clients and also establishes an appropriate economic multiplier for those direct expenditures. Multipliers are simply a means of quantifying the overall value of dollar expenditures as the flow into and through an economy - in the case of whitewater rafting and Colorado tourism in general, each dollar spent is expected to have an economic multiplying effect of 2.56 times yielding a total economic impact per user day. **Figure 8** demonstrates the total user days, direct expenditures, and the total gross economic impact per user days of those expenditures - which is well over \$14 million per year.

Figure 7. Commercial Whitewater Economic Impacts

	Commercial User Days	Direct Expenditures	Total Economic Impact
Lower Animas River	52,700	\$ 5,503,854	\$ 14,089,867

#### COMMERCIAL EQUIPMENT RENTALS AND CLASSES

Not accounted for among typical commercial user days are raft and kayak rentals or organized skill classes. Interviews with two key providers of these services in Durango allowed relatively accurate estimates of total user days and direct expenditures by these groups. **Figure 9** outlines the total user days and expenditures as well as the total economic impact per user day of these individuals. Because both rentals and classes cost more than a typical guided trip the direct expenditures per user day used in these calculations was conservatively estimated to be the same as a commercial user day. The economic impact multiplier is also the same as for commercial users.

Figure 8. Commercial Whitewater Rentals &amp; Class Economic Impacts

	Total Estimated User Days	Direct Expenditures	Total Economic Impact
Raft/Kayak Rental	571	\$ 22,840	\$ 58,470
Skills Classes	1,789	\$ 186,839	\$ 478,307
<b>TOTAL</b>	<b>2,360</b>	<b>\$ 209,679</b>	<b>\$ 536,777</b>

Consequently total user days from these user groups was estimated at over 2300 per year with an attendant total economic impact of over \$530,000.

## EMPLOYMENT

Commercial River rafting operations are currently largely seasonal - with the majority of business occurring between May and September. June, July, and August are the busiest months although training camps, equipment rentals, and skill classes occur into the shoulder seasons.

Due to the typically seasonal nature of employment this report calculates employees in terms of Part Time Employee Equivalents (PTE); functionally, this translates to one worker employed for one-half a year equivalent hours (1040 hours) at one half of the 2005 La Plata County earnings per job ( $\sim \$30,000/2 = \$15,000$ ). Estimated total commercial whitewater associated sales were provided by the City of Durango Finance Department - an estimated total payroll was derived from the sales and cross-checked by personal interviews with rafting company owners. Total PTE was calculated from the payroll - please note that the PTE converts many quarter-time (and under) employees to a flat, part time equivalent for simplicity.

In addition to the direct employment generated by commercial whitewater, significant multiplied employment accrues from the total sales created by the industry - the typical means to calculate total employment fomented by an industry is through the Regional Input Output Modeling System - commonly known as RIMS and developed by the Bureau of Economic Analysis. In this report the RIMS employment multiplier is used to estimate the total employment associated with the whitewater rafting industry per million of direct local expenditures. In this case, the RIMS industry number 760206 for "Other Amusement and Recreation Services," was utilized to yield an employment multiplier of roughly 33 additional employees created for every million in total sales. Total direct and multiplied employment from the Durango Commercial Whitewater Recreation Industry is approximately 375 PTE. Although total sales and payrolls were suppressed from public release for proprietary reasons, totals have been tabulated and reveal total estimated direct employment factored by the RIMS multiplier to yield total associated industry employment.

Figure 9. Commercial Whitewater Employment Generation

Animas River Commercial Permittees	Estimated Total Sales \$	Estimated Total Payroll \$	Employment Multiplier (PTE) per million sales	Total Employment Associated with Industry (PTE)
Kanakuk Kamps	Suppressed	Suppressed	32.804	Suppressed
4 Corners River Sports	Suppressed	Suppressed	32.804	Suppressed
Outlaw Tours	Suppressed	Suppressed	32.804	Suppressed
Southwest Whitewater	Suppressed	Suppressed	32.804	Suppressed
Adaptive Sports	Suppressed	Suppressed	32.804	Suppressed
Peregrine River Outfitters	Suppressed	Suppressed	32.804	Suppressed
Mountain Waters	Suppressed	Suppressed	32.804	Suppressed
Mild to Wild	Suppressed	Suppressed	32.804	Suppressed
Durango RiverTrippers	Suppressed	Suppressed	32.804	Suppressed
Flexible Flyers	Suppressed	Suppressed	32.804	Suppressed
Equipment Rentals	Suppressed	Suppressed	32.804	Suppressed
Skill Classes	Suppressed	Suppressed	32.804	Suppressed
<b>TOTALS</b>	Suppressed	Suppressed		<b>375</b>

## SECTION CONCLUSIONS

- Commercial boating operations on the Animas River have over 375 PTE individuals associated with the industry.
- Commercially guided whitewater rafting contributes well over \$14 million to the local economy.
- Commercial classes and equipment rentals represent an additional 2,360 user days with an attendant economic impact of over \$530,000.



#### IV. NON-COMMERCIAL USE

In addition to the considerable user days enumerated in the commercial use section, there are a number of non-commercial kayaker and rafting parties recreating on the Lower Animas. These private party users hail from the City of Durango, La Plata County, the region, State, and outside of the State. An important component of tabulating total economic impacts of the Lower Animas River asset and whitewater recreation requires estimating these users, their expenditures, and the attendant total economic impacts. In an effort to estimate total user days by user group, a wide variety of existing information regarding user trends and Colorado tourism were employed.

##### NON-COMMERCIAL KAYAKERS

The first step in estimating total Lower Animas non-commercial kayakers is to make reasonable estimates as to the total number of kayakers in the State. Fortunately, excellent current data and survey information exists quantifying total whitewater participation rates and user days.<sup>6</sup> **Figure 10** demonstrates the total kayakers in the State of Colorado and is based on a geographic reach analysis estimating the total number of kayakers within driving distances of Durango. For example, there are approximately 153,950 potential kayakers living more than 200 miles from Durango, the number is high because this includes all of the metro areas on Colorado's Front Range.

Figure 10. Estimated Total Non-Commercial Kayakers - In State

Total Non-Commercial Kayak User Days Service Area Annual	2005
Up to 50 Miles	2,690
51 to 100 Miles	3,990
101 to 200 Miles	12,250
More than 200 Miles	153,950
<b>Total</b>	<b>172,880</b>

The second step is estimating total Lower Animas kayak user days. In this step, the numbers are refined to estimate actual Lower Animas visits/user days. These numbers were again developed using a GIS analysis and existing data regarding outdoor recreationists willingness to drive for recreation. For example, a certain percentages of kayakers are willing to drive up to 50 miles for recreation and their total estimated Lower Animas user days are reflected in the "up to 50 miles" line of **Figure 11**. **Appendix A** provides a comprehensive methodological explanation of the derivation of these estimates.

<sup>6</sup> Sources include: Colorado's *State Wide Comprehensive Recreation Plan* (SCORP), Longwood's International Colorado Visitor Study (updated annually), American Sports Data *Participation Study*, and the Outdoor Industry Foundation *Outdoor Recreation Participation Study* (updated annually).

Figure 11. Estimated Total Non-Commercial Kayakers - Lower Animas User Days

Lower Animas Non-Commercial Kayak User Days Annual	2005
Up to 50 Miles	3,890
51 to 100 Miles	620
101 to 200 Miles	4,160
More than 200 Miles	6,800
<b>Total</b>	<b>15,470</b>

The total number of annual, non-commercial, kayak user days on the Lower Animas River is estimated at 15,470. Estimating their economic impacts to the community at large requires two steps as well. The first step entails determining the actual direct expenditures by kayakers as well as considering the multiplier effects of those expenditures.

Direct expenditures by kayakers typically include investments in gear and travel costs. In order to maintain consistently conservative estimates of non-commercial expenditures, the lowest documented number of individual non-commercial kayak user day expenditures is used. To these ends this report borrows expenditure estimates derived by Stratus Consulting's *Preliminary Evaluation of the Beneficial Value of Waters Diverted in the Clear Creek Whitewater Park in the City of Golden Year 2000*. The total per diem out of pocket expenditure of (adjusted for inflation) \$36.20 per user day is used in this report. Note that this estimate is approximately one-third of the per diem expenditures utilized in the commercial section. Although an imperfect application of the data, this number serves as a reasonable estimate for daily expenditures - and, is in fact, likely a conservative estimate as a majority of user days originate from out of the region and undoubtedly result in higher per diem expenditures than \$36.20 per day. The multiplier from the Commercial River Use in Colorado document is applied to yield total economic impacts.<sup>7</sup>

Figure 12. Estimated Total Non-Commercial Kayakers - Economic Impacts

	Estimated Total Annual User Days	Direct Daily Expenditures	Estimated Direct Expenditures	Total Economic Impact
In-State & Local Visiting Kayaking	15,470	\$ 36.20	\$ 1,433,636	\$ 2,713,833
Out of State Visiting Kayaking	1,319	\$ 36.20	\$ 122,232	\$ 231,382
<b>TOTAL</b>			<b>\$ 1,555,868</b>	<b>\$ 2,945,214</b>

## NON-COMMERCIAL RAFTERS

Non-commercial rafting estimates were estimated and used in precisely the same way as the non-commercial kayaking estimates. First, total Colorado non-commercial rafters were estimated throughout the state based on distance from Durango. See Figure 13.

<sup>7</sup> Note that total economic impacts were modified so that local boater expenditures were not included in the multiplied total economic impacts.

Second, the total rafter numbers are then further refined to Lower Animas non-commercial rafting user days/visits. Again, the local use numbers are based on recreationists willingness to drive for recreation - see **Appendix A** for a thorough explanation of these number derivations.

**Figure 13. Estimated Total Non-Commercial Rafterers - In State**

Total Non-Commercial Rafterers in Service Area	2005
Up to 50 Miles	900
51 to 100 Miles	1,330
101 to 200 Miles	4,080
More than 200 Miles	51,320
<b>TOTAL</b>	<b>57,630</b>

**Figure 14** reveals the total number of user days generated by non-commercial rafters within certain distances from Durango. For example, 210 Lower Animas user days are generated by rafters living between 51 and 100 miles of Durango.

**Figure 14. Estimated Total Non-Commercial Rafterers - Lower Animas User Days**

Durango Non-Commercial Rafter User Days	2005
Up to 50 Miles	1,300
51 to 100 Miles	210
101 to 200 Miles	1,390
More than 200 Miles	2,270
<b>TOTAL</b>	<b>5,170</b>

Finally, non-commercial rafting direct expenditures were computed using the same methodology as for non-commercial kayakers.

**Figure 15. Estimated Total Non-Commercial Rafterers - Economic Impacts**

	Estimated Total Annual User Days	Direct Expenditures	Estimated Direct Expenditures	Total Economic Impact
In-State & Local Visiting Rafting	5,170	\$ 36.20	\$ 479,114	\$ 793,480
Out of State Visiting Rafting	350	\$ 36.20	\$ 32,435	\$ 53,717
<b>TOTAL</b>			<b>\$ 511,549</b>	<b>\$ 847,198</b>

## SECTION CONCLUSIONS

- Total Lower-Animas non-commercial kayaking days estimated at 15,470 in-State with over 1,300 out-of-state user days.
- Total non-commercial kayaking estimated economic impact of nearly \$3 million.
- Total Lower-Animas non-commercial rafting days estimated at 5,170.
- Total non-commercial rafting estimated economic impact of over \$800,000.

## V. LOWER ANIMAS EVENT USE

Organized whitewater events including training camps, competitions, and River festivals are significant activities that occur on the Lower Animas River providing numerous benefits to the community, sponsors, participants, local vendors, spectators, and the local economy in general. Although not all of these can be precisely quantified without extensive primary research, some reasonable and conservative estimates can be made about the event participants and expenditures as they are occurring now - further estimates may be forecast if additional flows are diverted into the park and more improvements are made (see Section VII for potential future benefits). Events that have been held at the park in the past, can be seen in **Figure 16**.

**Figure 16. Animas River Events 1983-2005**

Year	Events	Registered Participants	Spectator Estimates	
			Low	High
1983-2006	Animas River Days	175	500	1000
1990-1996	Champion International Slalom Series	120	750	4000
1989	Regional Team Trials Qualifier	50	750	4000
1989	International Wild Water races	38	750	4000
1990-2006	Training Camps	45-250 (annually)		
1992	Regional Olympic Qualifier	50	750	4000
1993	Open Canoe National Championships	92	750	4000
1995	US Rodeo Team Selection	120	750	4000
2002	Jr. Sr. Masters National Championships	98	750	4000
2001-2003	National & Jr. Team Selection Race	52	750	4000
2004	Senior National Team Trials	71	750	4000
2005	USA Whitewater Team Trials	100	750	4000

Animas River Days is perhaps the most enduring local event that focuses and involves both Durango locals and participants from throughout the state and nation - it includes a parade, community BBQ, recreational racing, Jr. Olympic qualifying events, a whitewater rodeo, and often other forms of competitive trial racing. This event takes place on an annual basis and garners routine support and participation numbers.

**Figure 17** demonstrates the total expenditures generated by organized River events both through the participants themselves and spectators who come specifically to observe these national and international caliber competitions. Both participant and spectator daily expenditures are estimated to be the same as commercial rafting clients.



Figure 17. Estimated Economic Benefits of Animas River Events - Existing<sup>8</sup>

	User Day Range <sup>9</sup>		Direct Expenditure Range <sup>10</sup>		Total Economic Impact Range <sup>11</sup>	
	Low	High	Low	High	Low	High
Participants	426	885	\$ 88,608	\$ 276,120	\$ 226,836	\$ 706,867
Estimated Total Spectators <sup>12</sup>	1250	4000				
Visiting Spectators <sup>13</sup>	250	1200	\$ 40,250	\$ 289,800	\$ 103,040	\$ 741,888
Training Camps	45	250	\$ 9,360	\$ 60,375	\$ 23,962	\$ 154,560
Total					\$ 353,838	\$ 1,603,315

In addition to organized competitions and River festivals, the lower Animas hosts a number of training camps for elite whitewater athletes. Again, average annual participants in these camps have been conservatively estimated and their direct expenditures are modeled on per diem expenditures as concluded in the *2005 Commercial River Use in Colorado*.

## SECTION CONCLUSIONS

- The Animas River hosts at least two major events per year focused solely on whitewater recreation. These events have a proven history of drawing significant numbers of participants and spectators.
- The total beneficial value of participants at organized events likely ranges between \$226,836 and \$700,000+.
- The total beneficial value of spectators at organized events likely ranges between \$103,040 and \$700,000+.
- Training camps for elite whitewater athletes likely results in a total economic benefit of \$23,962 to \$150,000+.
- Total economic benefit of organized events and training camps likely ranges from \$353,838 to over \$1.6 million.

<sup>8</sup> All estimates annual totals

<sup>9</sup> The high and low estimates assume the presence of Animas River Days with 120 participants and one additional event. With the low estimate adding the lowest participation rate of any (non animas River days event) in the 22 year event history. The high participant range adds the highest participation rate (120) to animas River days. The low estimate assumes 2 day event (doubling user days) the high estimate assumes 3 day event (trebling user days).

<sup>10</sup> Direct expenditures are based on Colorado River Association daily expenditures (@ \$104 per diem) as fees apply to the events and the majority of competition participants are visitors. Visiting expenditures are not treated as commercial customers, rather direct expenditures are based on Longwood's International 2000 Visitor Study with per diem expenditures @ \$80.50.

<sup>11</sup> Total economic impact is based on direct expenditures and the 2005 Colorado River Association 2.56 economic multiplier.

<sup>12</sup> Spectator estimates based on periodic police estimates supplied (but undocumented) by John Brennan at significant events. Spectators, generally, are not included in the economic impact analysis - only the estimated number of visiting spectators - see following footnote

<sup>13</sup> Visiting spectators were conservatively estimated at 20% of total spectators for low range and 30% of total spectators at high range.

## VI. TOTAL BENEFITS

The total existing economic impacts and benefits of whitewater recreation are summed in this section. They include the total impacts of commercial and non-commercial boating as well as event, festival, and training camp uses.

Figure 18. Summed Economic Impacts and Benefits of Whitewater Recreation

Category of Impact		
Commercially Guided Rafting	\$	14,089,867
Commercial Equipment Rentals & Classes	\$	536,777
Non-Commercial Kayaking & Rafting	\$	3,792,412
Event Use & Training Camps <sup>14</sup>	\$	978,577
<b>Total Economic Impacts of Whitewater Recreation</b>	<b>\$</b>	<b>19,397,633</b>
Total Part Time Employment (PTE) Associated with Whitewater Recreation <sup>15</sup>		536

Finally, the total Part time employment (PTE) associated with whitewater recreation - as factored by the RIMS multiplier and total millions of estimated direct expenditures are presented in **Figure 18**.

## SECTION CONCLUSIONS

- Total economic impact of whitewater recreation on the Lower Animas River estimated at \$19,397,633 annually.
- Total employment associated with whitewater recreation on the Lower Animas River estimated at 536 PTE (or, approximately 268 FTE).

<sup>14</sup> Represents median value in the "low-high" range estimates.

<sup>15</sup> This number reflects the total estimated employment generated by industry induced direct expenditures factored by the RIMS multiplier

## VII. FUTURE USE AND ECONOMIC BENEFIT PROJECTIONS<sup>16</sup>

The future economic benefits of whitewater recreation on the Lower Animas are inextricably linked to maintaining the existing value and further improvement of the asset. Acceptance of the RICD application and attendant whitewater park improvements will functionally lengthen the season of the park to 365 days a year - a significant increase over the current typical summer season. The season increases are largely gained ensuring minimum flows and whitewater park improvements that channel flows in such a way as to create interesting features even during low flow months. Moreover, improvements to the park will inevitably add to the prestige and reputation of the park as an attraction increasing commercial/non-commercial user days and the likelihood that additional regional, state, and national events will be held at the site.

Recreation Engineering and Planning has prepared a report entitled *Report on the Design, Functionality, and Physical Characteristics of the Durango Boating Park as it Relates to the RICD Application*. This report outlines a number of improvements and recommended minimum flow regimes for the various user groups discussed in this economic analysis. Relevant quotes concerning the RICD application and improvements from the Recreation Engineering and Planning Report follow:

- “There are many advantages to developing this site [Smelter] including historical use, significant physical characteristics, and the significant amount of investment that has already been made into the site. Improvements could be made at this site that augment the current improvements, prevent further erosion, and create a signature play feature that would establish the park’s reputation as a freestyle destination. These improvements could also be designed to enhance the shoulder season/winter season paddling experience to provide for local development and training.”
- “The subsurface conditions at the site indicate that the River bottom has the ideal conditions for boating park development.”
- “Enhancements at Smelter are intended to provide a destination park and play facility while preserving and enhancing the existing slalom facility. Enhancements will also be tailored to improve the site characteristics for rafting, instruction, and navigation.”
- “The intention of this flow regime is to provide for the City’s intended purposes at the specific structures. The regimes were structured such that from January until mid-March sufficient flow is available for winter freestyle, slalom and recreational paddling. At these flows there will be sufficient depth in the main channel and definition in the features and eddies to allow for fitness training, skill development, and low end recreational boating.”
- “...these flows, in comparison to alternative local and regional alternatives, maintain Durango’s reputation as an attraction. This is to say, in comparison to alternative destinations, the Animas at the boating park will be a superior

<sup>16</sup> All projected dollar valuations in this section are in 2005 dollars.

attraction. These flows will be a marked increase from the off-season flow in terms of flow rate, power, and definition, but will be largely limited to a single channel and single current profile.”

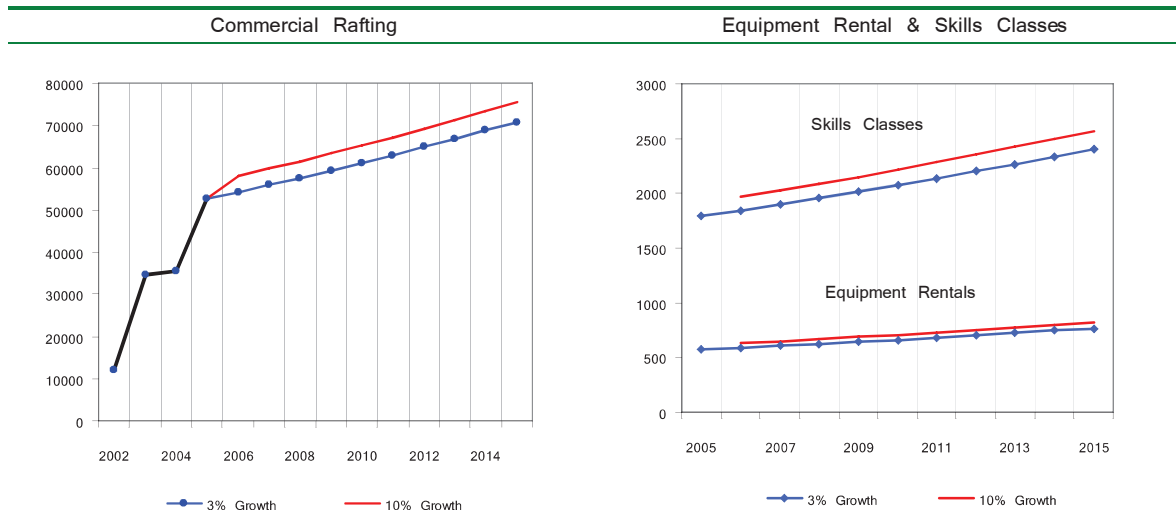
- “These flows will provide for powerful and dynamic boating at the boating park for boaters of many abilities. These flows are also an ideal attraction for instructional and regional to national level events.”
- “This flow will provide an attraction for major international freestyle and slalom events that will have a dramatic impact on tourism to Durango as well as Durango’s reputation as a whitewater destination.”
- “These features will not only be an attraction for large events, but will also attract a gamut of boaters of varying ability who will travel to the Durango Boating Park to seek out these ideal hydraulics for recreational paddling. Additionally, it is at these flows that rafters and rafting companies will experience peak excitement and peak attractive and marketing potential due to the exciting features that are visually exciting and dynamic.”
- “The length of the boating park is longer than 1000 feet and the boating park has already demonstrated that it has the necessary physical characteristics to host an international level competition.”
- “The claimed flows represent the minimum amounts necessary for the applicant’s intended purposes...”

Given existing uses and considerable future potential of whitewater recreation on the Animas River, conservative estimates were made regarding future use in the year 2015 in all of the categories of impact considered within this economic analysis.

## COMMERCIAL PROJECTIONS

2015 Commercial use is based on simple low and high linear projections of the lowest and median non-negative growth years between 1988 and 2005. The low growth projections are based on an annual 3% rate of growth and the high projections are based on 10% annual growth rate. Equipment rentals and skills class projections are based on the same 3% and 10% annual growth rates as well.



Figure 19. Projected Commercial User Days Lower Animas River to 2015<sup>17</sup>

2015 economic impacts of commercial operations are based on the projected user days and rest on the same user day expenditures and multipliers as used in the previous commercial use section detailing total user days and impacts. All expenditures are presented in a range of low to high with low representing the 3% growth projection and high representing 10% growth.

Figure 20. 2015 Estimated Economic Impacts of Commercial Whitewater Recreation

	2015 User Days Low	2016 User Days High	Direct Expenditures Low	Direct Expenditures High	Total Economic Impact Low	Total Economic Impact High
Commercial Rafting	70,824	75,638	\$ 7,396,720	\$ 7,899,409	\$ 18,935,603	\$ 20,222,489
Raft/Kayak Rental	767	820	\$ 80,143	\$ 85,589	\$ 205,166	\$ 219,109
Skills Classes	2,404	2,568	\$ 251,095	\$ 268,160	\$ 642,804	\$ 686,490
<b>TOTAL</b>					<b>\$ 19,783,573</b>	<b>\$ 21,128,088</b>

The 2015 estimated economic impact of commercial whitewater recreation is estimated between \$19 and \$21 million. All estimates are in 2005 dollars.

## NON-COMMERCIAL PROJECTIONS

Non commercial projections are based on the same methodology as in the non-commercial user day estimates. See **Appendix A** for a thorough description of these estimates.

<sup>17</sup> Low (3%) projections are based on the lowest non-negative growth year between 1988 and 2005. High (10%) growth projections are based on the median rate of growth or decline of all years 1988-2005.

Figure 21. 2015 Estimated Economic Impacts of Non-Commercial Whitewater Recreation

	Estimated 2015 Total Annual User Days Low	Estimated 2015 Total Annual User Days High	Direct Expenditures	Estimated 2015 Total Economic Impact Low	Estimated 2015 Total Economic Impact High
In-State Local & Visiting Kayaking	19,410	25,100	\$ 36.20	\$ 1,798,764	\$ 2,326,067
Out of State Visiting Kayaking	1,320	1,520	\$ 36.20	\$ 122,327	\$ 140,861
<b>Kayaking TOTAL</b>				<b>\$ 1,921,091</b>	<b>\$ 2,466,929</b>
In-State Local & Visiting Rafting	6,470	12,340	\$ 36.20	\$ 599,588	\$ 1,143,572
Out of State Visiting Rafting	350	400	\$ 36.20	\$ 32,435	\$ 37,069
<b>Rafting TOTAL</b>				<b>\$ 632,023</b>	<b>\$ 1,180,641</b>
<b>Grand TOTALS</b>				<b>\$ 2,553,114</b>	<b>\$ 3,647,570</b>

## EVENT PROJECTIONS

Acceptance of the RICD application and subsequent whitewater park improvements will likely result in significant increases in the number and quality of events. Not only will the RICD and improvements effectively increase the number and quality of potential commercial and non-commercial user days but event organizers anticipate a dramatic increase in event scheduling. One event coordinator suggested that one organized event per month is an expected outcome. **Figure 22** outlines a number of national level events that could be held in an improved Lower Animas Whitewater Park.

Figure 22 Possible Future National/International Events

Team Trials Qualifier	Slalom World Cup #3
Team Trials Qualifier & Junior Olympic Qualifier	Junior Slalom World Championships
USA Slalom Team Trials	Age Group Nationals
Junior Team Trials	Junior Olympics
Slalom World Cup	Whitewater Slalom World Championships
Slalom World Cup	ACA Open Canoe Nationals
Nationals, Charlotte	

In the interest of maintaining conservative estimates, this report assumes that the number of total events will simply double from the existing condition of two per year to four per year; the future participation and economic benefits accruing from this increase are estimated in **Figure 23**. Note that the total estimated economic impacts of two additional events represents a doubling of the total event economic impacts outlined in Section V of this analysis.

Figure 23 Total Economic Benefits of Events 2015

	Estimated 2015 Total Event Economic Impact Low	Estimated 2015 Total Event Economic Impact High
Lower Animas River - 4 Major Events Annually	\$ 707,662	\$ 3,206,630

## 2015 TOTAL ESTIMATED ECONOMIC IMPACTS OF WHITEWATER RECREATION

The total 2015 low/high range economic benefits of whitewater recreation are displayed in **Figure 24**. Steady increases in commercial client growth, events, and attraction of non-commercial rafters and kayakers from across the state and nation should yield significant economic benefits.

Figure 24. 2015 Estimated Total Economic Impacts of Whitewater Recreation

Category of Impact	2015 Estimates	
	Low	High
Commercially Guided Rafting	\$ 18,935,603	\$ 20,222,489
Commercial Equipment Rentals & Classes	\$ 847,970	\$ 905,599
Non Commercial Boating	\$ 2,553,114	\$ 3,647,570
Event Use & Training Camps	\$ 707,676	\$ 3,206,630
<b>Total Economic Impacts of Whitewater Recreation</b>	<b>\$ 23,044,363</b>	<b>\$ 27,982,288</b>
Total Employment Associated with Whitewater Recreation (PTE)	591	717

## MARKET SHARE

Another way of considering future or potential economic impacts of whitewater recreation is to view the Lower Animas whitewater resource as a product that garners a certain share of the consumers in a competitive market. A number of excellent and improved whitewater assets exist in Colorado and throughout the nation that the Lower Animas River is in direct competition with. Achieving minimum flow levels and improving the park may only act to sustain the existing market share and future growth may be difficult to attain as other communities improve their resources. However, given the demonstrated significant economic impact of existing use outlined in the first five sections of this analysis - simply maintaining existing market share is an important goal. Furthermore, the alternative is unenviable, as loss of market share to other state and national River amenities due to inadequate flows and outdated recreation features will result in a considerable (\$23 million +) decrease of economic inputs and employment in the Durango area.

## SECTION CONCLUSIONS

- Water diversion and whitewater park improvements will dramatically increase the existing boating season to 365 days.
- 2015 commercial boating, skills classes, and equipment rentals could yield between \$19.7 and \$21.1 million annually in positive economic benefits to the Durango Region.
- 2015 non-commercial boating could yield between \$2.5 and \$3.6 million annually in positive economic benefits to the Durango Region.

- 2015 events could yield between \$707,676 and \$3.2 million annually in positive economic benefits to the Durango Region.
- Total employment associated with whitewater recreation on the Lower Animas River in 2015 is estimated between 591 and 717 PTE (Part Time Equivalent).
- Because many other communities are enhancing and expanding whitewater parks in direct competition with Durango, the Lower Animas Whitewater Park will require significant improvements and assured flows to maintain or expand its portion of the existing market share into the future.



## APPENDIX A: NON-COMMERCIAL USER DAY METHODOLOGY

This section describes the methodology and data sources used to estimate the user days generated by the Lower Animas River as a whitewater destination among Colorado residents.

### RECREATION DEMAND SPATIAL MODELING

#### *Establishing Market Area Participation*

RPI's recreation demand spatial model begins by building a participation database from the existing body of recreation participation data for Colorado and the U.S. provided by the USFS National Survey on Recreation and Environment (see <http://parks.state.co.us/scorp/reports.asp>), the Colorado State Parks 2003 SCORP, and trade group studies including the Outdoor Industry Foundation 2005 Outdoor Recreation Participation Study and the Super Study of Sports Participation (American Sports Data Inc.). These survey based studies provide national and Colorado specific sports participation information (both total participants and a % participation rate) on a variety of outdoor activities including rafting and whitewater kayaking. These studies also contain information regarding the frequency of use (e.g. times per year doing activity), which is instrumental in establishing user days.

#### *Defining Market Reaches*

The key methodological step in employing State scale participation rates to estimate user days at a particular destination is to establish a Colorado geographic market reach for the recreation destination (Durango Whitewater Park). Since Durango is largely a drive-to destination for state resident pleasure trips, the primary factor in determining the market reach is the *travel distance tolerance* of Coloradoans seeking recreation destinations.

#### *Determining Travel Tolerance*

Information regarding Colorado residents' willingness to drive to outdoor recreation destinations is sparse, as it is regarding recreationists in the US as a whole. There is no information available that specifically discusses whitewater recreation travel tolerance, so this analysis had to rely on analogue activities. The best information on travel tolerance in the State is about resort skier behavior, and this information is confidential.

The closest analogue for establishing travel tolerance for a whitewater destination comes from the survey results of the 2003 Colorado State Parks SCORP recreation survey efforts. As part of the data gathering for the 2003 SCORP, researchers surveyed a sample of over 4000 State Parks visitors for information related to how far they drove to get there. While Colorado State Parks are not a perfect analogue for whitewater destinations, they do represent tangible recreation destinations offering diverse developed recreation opportunities for activities ranging from rafting (Arkansas Headwaters) to speed boating (Navajo State Park) to backcountry skiing (Steamboat Lake). The travel tolerance of State Park visitors offers a generalized travel

tolerance for Colorado recreationists which can be applied as an analogue to whitewater recreation destinations.

**Table A1. Colorado Recreationists Destination Travel Tolerance (One-Way)**

Up to 50 Miles	48%
51 to 100 Miles	16%
101 to 200 Miles	17%
More than 200 Miles	19%

Source: Colorado State Parks SCORP Survey Data

Around half of Colorado recreationists are willing to travel 50 miles to a recreation destination, while about 1/6th travel will travel both 50 to 100 and 100 to 200 miles, while about 1/5th are willing to go more than 200 miles for a recreational destination. These figures represent the percentage of kayakers and rafters in the four market reaches that would be willing to travel to Durango for a whitewater recreation destination.

#### *Mapping Market Reaches*

The market reaches were approximated using GIS Data available from the US Bureau of Census TIGER files. Using 2005 Population estimates available from the US Census Bureau (County and Block Group), RPI was able to establish the 2005 population in each market reach (see table A2. Population by Market Reach). Using Colorado Demography Section forecasts conducted by the Center for Business and Economic Forecasting, RPI also established the projected 2015 Population of the Market Reaches.

**Table A2. Population by Market Reach**

	2005	2015
Within 50 Miles	81,465	106,030
50 to 100 Miles	39,358	51,220
100 to 200 Miles	250,414	312,230
More than 200 Miles	4,293,940	5,270,860

These population estimates and projections form the basis for estimating the number of kayakers and rafters in each region in 2005 and in 2015.

## **KAYAKING**

Having established the market reaches and the travel tolerance within each reach, participation rates can be applied to the population totals and forecasted totals to estimate the number of kayakers in each reach (see table A3. Kayakers by Market Reach).

**Table A3. Kayakers by Market Reach**

		High	Low
	2005	2015	2015
Up to 50 Miles	2690	4530	3500
51 to 100 Miles	3990	6710	5190
101 to 200 Miles	12250	20040	15490
More than 200 Miles	153950	245000	189430
Total	172880	276280	213610

The 2005 estimates were established by multiplying the population of each market reach by the NSRE kayaker participation rate: 3.3%. 2015 'Low' estimates are based on no change in the kayaker participation rate. 2015 'High' estimates are based on the linearly projected 2015 participation rate of 4.3%.

Establishing kayaker user days in each reach was a matter of multiplying the average annual user days (3 days per year per kayaker according to, 2005 Outdoor Recreation Participation Study by Outdoor Industry Foundation and the Super Study of Sports Participation by American Sports Data Inc.) by the number of kayakers in each reach.

**Table A4. Kayaker User Days by Market Reach**

	2005	2015 (high)	2015 (low)
Within 50 Miles	8065	13576	10497
51 to 100 Miles	3896	6558	5071
101 to 200 Miles	24791	39978	30911
More than 200 Miles	425100	674887	521815

Finally, the Colorado Recreationists Destination Travel Tolerance by market reach was applied to the population to yield the Durango Whitewater Park destination user days for Colorado resident kayakers (Table A5. Durango Whitewater Park User Days: In-State Kayakers). This includes all local and regional kayakers in the State of Colorado.

**Table A5. Durango Whitewater Park User Days: In-State Kayakers**

Durango Private Use Kayaker User Days			
	2005	2015 High	2015 Low
Up to 50 Miles	3890	6540	5060
51 to 100 Miles	620	1050	810
101 to 200 Miles	4160	6710	5190
More than 200 Miles	6800	10800	8350
Total	15470	25100	19410

For kayakers more than 200 miles away, the travel tolerance adjustments were replaced with the 2005 Outdoor Recreation Participation Study by Outdoor Industry Foundation survey results showing the % of recreationists who take "whitewater kayaking adventure vacations" (1.6%).

## RAFTING

Having established the market reaches and the travel tolerance within each reach, participation rates can be applied to the population totals and forecasted totals to estimate the number of private rafters in each reach (see table A6. Private Rafters by Market Reach).

Table A6. Private Rafters by Market Reach

		High	Low
	2005	2015	2015
Up to 50 Miles	896	1166	2227
51 to 100 Miles	1329	1730	3302
101 to 200 Miles	4084	5164	9859
More than 200 Miles	51317	63144	120547
Total	896	1166	2227

The 2005 estimates were established by multiplying the population of each market reach by the 2005 Outdoor Recreation Participation Study by Outdoor Industry Foundation "enthusiast" rafting participation rate: 1.1%. 2015 'Low' estimates are based on no change in the rafter participation rate. 2015 'High' estimates are based on the linearly projected 2015 participation rate of 2.1%.

Establishing rafter user days in each reach was a matter of multiplying the average annual user days (3 days per year per rafter according to, 2005 Outdoor Recreation Participation Study by Outdoor Industry Foundation and the Super Study of Sports Participation by American Sports Data Inc.) by the number of rafters in each reach.

Table A7. Rafter User Days by Market Reach

	2005	2015 (high)	2015 (low)
Within 50 Miles	2688	3499	6680
51 to 100 Miles	1299	1690	3227
100 to 200 Miles	8264	10304	19670
More than 200 Miles	141700	173938	332064

Finally, the Colorado Recreationists Destination Travel Tolerance by market reach was applied to the population to yield the Durango Whitewater Park destination user days for Colorado resident private rafters (Table A8. Durango Whitewater Park User Days: In-State Private Rafters). This includes all local and regional rafters in the State of Colorado.

Table A8. Durango Whitewater Park User Days: In-State Private Rafters

Durango Private Use Rafter User Days			
	2005	2015 High	2015 Low
Up to 50 Miles	1300	1690	3220
51 to 100 Miles	210	270	510
101 to 200 Miles	1390	1730	3300
More than 200 Miles	2270	2780	5310
Total	5170	6470	12340



For rafters more than 200 miles away, the travel tolerance estimates were replaced with the 2005 Outdoor Recreation Participation Study by Outdoor Industry Foundation estimates for % of recreationists who take "rafting adventure vacations" (1.7%).

## PRIVATE OUT OF STATE TOURIST USER DAYS

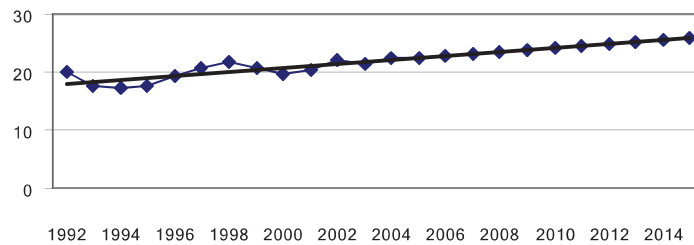
This section describes the methodology and data sources used to estimate the user days generated by the Animas River as a whitewater destination among Colorado tourists from outside the State.

Table A9. Non-Commercial Kayaking Formulations

Non-Commercial Kayaking	Quantity	Symbol	Expression or Source
Colorado Market Share of U.S. Discretionary Travel	0.021	a	Colorado Tourism Study: Longwood International
2004 Colorado Visitors	22300000	b	Colorado Tourism Study: Longwood International
Outdoor Trips 2004	2210000	c	Colorado Tourism Study: Longwood International
Colorado Outdoor Trips 2005	2320500	d	Colorado Tourism Study: Longwood International
% Taking Rafting Outdoor Adventure Trip	1.6%	e	2005 Outdoor Recreation Participation Study by Outdoor Industry Foundation
Colorado Tourist Kayaker Visits	35360	f	$= e * d$
Durango Area Share of State Tourism Total	2.5%	g	Colorado Demography Section (see figure x - Durango Area Share of State Tourism Total )
Durango Out of State Tourist Kayaker Visits	879	h	$= f * g$
Durango Out of State Tourist Kayaker User Days 2005	1319	i	$= h * 1.5$
2015 Out of State Kayakers (high)	1518	j	$= i * 115\%$ (see figure x - Tourism Growth Factor)
2015 Out of State Kayakers (low)	1319	k	$= i$
Out of State <i>Private</i> Kayakers (high)	0.021		<a href="http://parks.state.co.us/home/kids/publications/Feb_Min_2004.pdf">http://parks.state.co.us/home/kids/publications/Feb_Min_2004.pdf</a>
Out of State <i>Private</i> Kayakers (low)	22300000		<a href="http://parks.state.co.us/home/kids/publications/Feb_Min_2004.pdf">http://parks.state.co.us/home/kids/publications/Feb_Min_2004.pdf</a>

Estimating out of state kayaker user days occurring or projected to occur at the Durango Whitewater Park begin with statewide tourism estimates available from the Colorado Office of Tourism and Economic Development using annual tourism studies conducted by Longwood's International. Knowing that over about 2.3 million tourist come to Colorado for outdoor trips and that 1.6% of recreationists take 'kayaking' vacations, this means that nearly 40,000 rafting oriented visits occur each year.

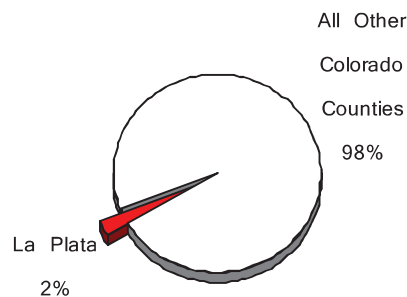
Figure A1. 2015 Projection of Tourist Pleasure Visits to Colorado



Source: 2004 Longwood's International Colorado Tourism Study, State Office of Tourism and Economic Development

However La Plata County will not attract all of those visits. In order to estimate the amount of State tourism that will likely occur in La Plata County, RPI consulted the State Demography Sections basic income for tourism for all counties (La Plata County collects about 2.5% of all of the new dollars collected from tourists in Colorado each year). So, assuming that visitation is proportionate to revenues, RPI applied this adjustment to the total kayaker visits to find that there are about 1000 out of state kayakers that visit the Durango Whitewater Park each year for a total of about 1400 user days.

Figure A2. La Plata County Share of Statewide Tourism



Source: Colorado Demography Section Base Economic Analysis for Colorado Counties

Low estimates for 2015 assume no growth in State Tourism, while high estimates employ a linear projection of overnight pleasure trips to Colorado as measured by Longwood's International since 1994 to obtain a growth factor of 15% between 2005 and 2015.

Table A10. Non-Commercial Rafting Formulations

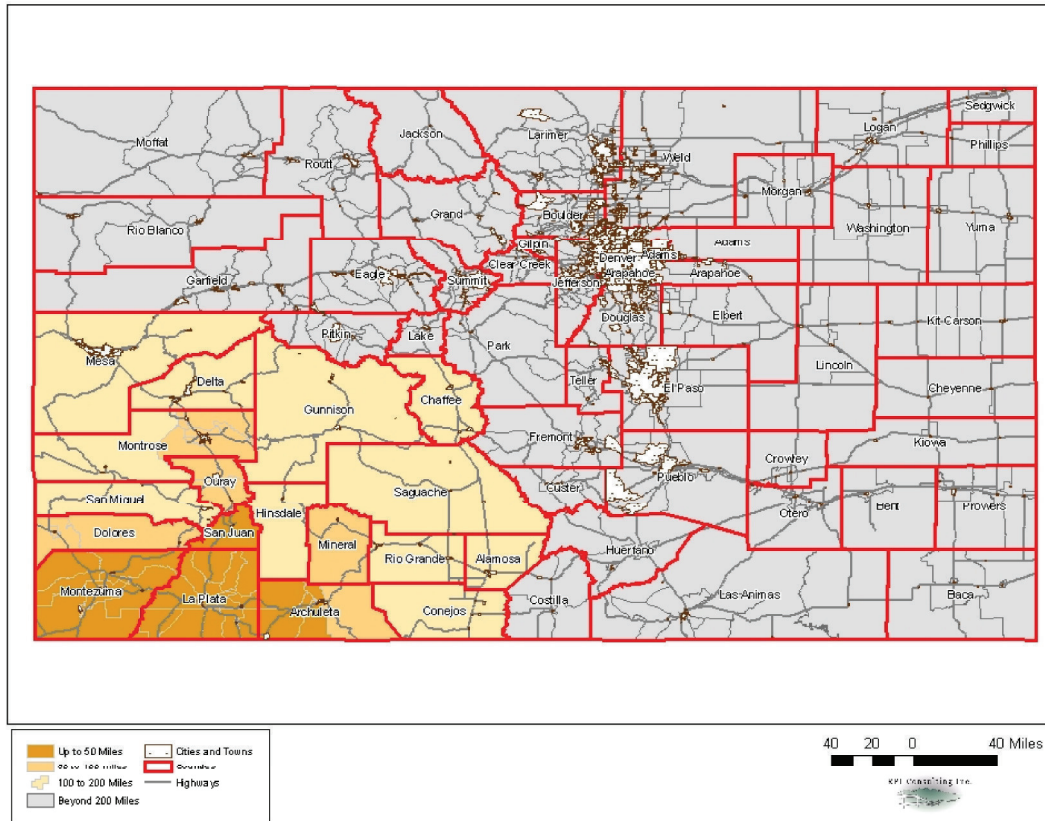
Non-Commercial Rafting	Quantity	Symbol	Expression or Source
Colorado Market Share of U.S. Discretionary Travel	0.021	a	Colorado Tourism Study: Longwood International
2004 Colorado Visitors	22300000	b	Colorado Tourism Study: Longwood International
Outdoor Trips 2004	2210000	c	Colorado Tourism Study: Longwood International
Colorado Outdoor Trips 2005	2320500	d	Colorado Tourism Study: Longwood International
% Taking Rafting Outdoor Adventure Trip	1.7%	e	2005 Outdoor Recreation Participation Study by Outdoor Industry Foundation
Colorado Tourist Rafter Visits	37570	f	= e * d
Durango Area Share of State Tourism Total	2.5%	g	Colorado Demography Section (see figure x - Durango Area Share of State Tourism Total )
Durango Out of State Tourist Rafter Visits	934	h	= f * g
Durango Out of State Tourist Rafter User Days 2005	1401	i	= h * 1.5
2015 Out of State Rafter (high)	1612	j	= i * 115%(see figure x - Tourism Growth Factor)
2015 Out of State Rafter (low)	1401	k	= i
Out of State <i>Private</i> Rafter (high)	403		<a href="http://parks.state.co.us/home/kids/publications/Feb_Min_2004.pdf">http://parks.state.co.us/home/kids/publications/Feb_Min_2004.pdf</a>
Out of State <i>Private</i> Rafter (low)	350		<a href="http://parks.state.co.us/home/kids/publications/Feb_Min_2004.pdf">http://parks.state.co.us/home/kids/publications/Feb_Min_2004.pdf</a>

Estimating out of state rafting user days occurring or projected to occur at the Durango Whitewater Park begin with statewide tourism estimates available from the Colorado Office of Tourism and Economic Development in annual tourism studies conducted by Longwood's International. Knowing that over about 2.3 million tourists come to Colorado for outdoor trips and that 1.7% of recreationists take rafting vacations, this means that nearly 40,000 rafting oriented visits occur each year.

However La Plata County will not attract all of those visits. In order to estimate the amount of State tourism that will likely occur in La Plata County, RPI consulted the State Demography Sections basic income for tourism for all counties. La Plata County collects about 2.5% of all of the new dollars collected from tourists in Colorado each year. So, assuming that visitation is proportionate to revenues, RPI applied this adjustment to the total rafter visits to find that there are about 1000 out of state rafters that visit the Durango Whitewater Park each year for a total of about 1400 user days.

In order to avoid double counting commercial and private rafting, RPI employed the estimate that 1 out of 4 rafters is a private rafter (<http://parks.state.co.us/home/kids/publications>). Low estimates for 2015 assume no growth in State Tourism, while high estimates employ a linear projection of overnight pleasure trips to Colorado as measured by Longwood's International since 1994 to obtain a growth factor of 15% between 2005 and 2015.

Figure A3. Durango Whitewater Park Market Reaches



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## 2011 Economic Impact of Kelly's Whitewater Park in Cascade, Idaho

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An overview of the park's second year in operation

Willem Braak,  
Extension Educator, Valley County  
Assistant Professor, College of  
Agricultural and Life Sciences

October, 2012

### ***Acknowledgements***

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R. Taylor, Moscow Idaho – Associate Professor, University of Idaho, ID  
P. Watson, Moscow Idaho - Assistant Professor, University of Idaho, ID*

## Community summary

In its first year, Kelly's Whitewater Park (Kelly's) had close to 20,000 visitors. In 2011 the entry count<sup>1</sup> was up to 50,000, and 2012 expects an increase again. It takes several years for an amenity like Kelly's to establish a name and develop to its full potential. So why already do an economic impact study in its second year of operation? It takes an equally long time for community and local business infrastructure to incorporate an amenity like Kelly's. The manner in which it is incorporated ultimately determines the park's impact on the regional economy. Conducting a study earlier rather than later may therefore provide insight into how the community can influence the park's development and its economic impact.



### What is the park's economic impact and who feels it most?

Expenditures are the source of all economic impact. Kelly's had around 40,000 unique daily visitors<sup>1</sup> in 2011, spending an average of \$43 per day each. This represents a total spending in the region of \$1.72 million. However, not all that spending is economic impact. If 10 individuals visit Kelly's Whitewater Park, and each individual spends \$25 in Cascade, it does not necessarily mean that Kelly's generated an economic impact of \$250. We are looking for a difference between "with and without" Kelly's; or, since Kelly's is only two years old, we can look at "before and after". If, in the previous example, all 10 individuals are Valley County residents who now spent money in Cascade as opposed to elsewhere in Valley County, it is an "economic wash" for Valley County but an economic impact for Cascade.

Did Kelly's bring new visitors to Valley County? About 10,000 of all 2011 visitors (25%) came specifically for Kelly's. Another 54% of visitors had Kelly's as one of several destinations on their trip. The remaining 21% of visitors decided to visit Kelly's while already in Valley County. Taking all this into account, the study estimates that 15,000 of the 40,000 unique daily visitors were new (incremental) to Valley County. This translates into an economic impact on Valley County of approximately \$600,000, representing 7.5 seasonal jobs and a tax impact of around \$83,000 (equally divided over state and federal receipts).

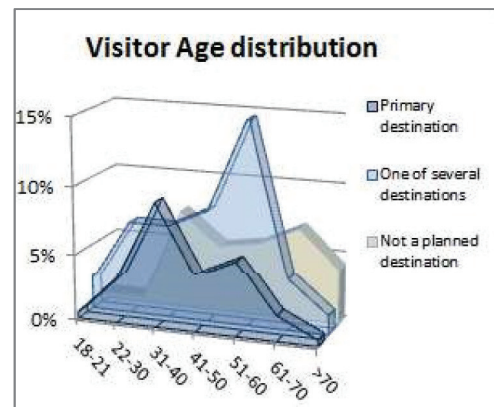
The picture changes when we focus only on Cascade. Around 90% of Kelly's visitors would not have visited Cascade without the park. Kelly's added an entirely new dimension to Cascade and made it a much more competitive tourist destination. In doing so Kelly's generated an economic impact to Cascade's 2011 economy of around \$436,000, primarily in campground fees and retail & restaurant spending. Directly and indirectly this represented 5.5 seasonal jobs (excluding the park jobs).

<sup>1</sup> There are three visitor counts that can be easily confused: *daily entry count*, *daily unique-visitor count* and *unique-visitors per season*. Think of Disney World, where you pay for a ticket, but can go in and out of a park more than once during the day. With a simple headcount using one gate (daily entry count) you would be counting those return visitors more than once. Disney avoids this by hand-stamping you and have you return through a designated gate. The unique daily-visitor count, then, includes only the ticketed individuals and excludes the hand-stamped return visitors. The third count is the number of unique visitors per season- since some visitors stay more than one day, the number of unique visitors for the season is going to be lower than the sum of the unique daily visitors for the season.

### Other economic benefits

Economic impact of (visitor) expenditures is only one effect of Kelly's. Other, less direct, benefits may be equally important:

- The park is an additional amenity to make the region more attractive to residents and visitors alike.
- Cascade became more attractive for relocation, as demonstrated by Alzar, a preparatory school using the outdoors as its educational setting. They located their base campus in Cascade specifically because of Kelly's.
- Kelly's may be a factor in Cascade's better real estate performance in 2011 (relative to Donnelly and McCall), judging from an interviewee's comment on purchasing a second home because of the park's presence.



WHITEWATER ENTHUSIASTS (HAVING THE PARK AS PRIMARY DESTINATION) TEND TO BE YOUNGER, ALTHOUGH BABY-BOOMERS ARE CERTAINLY REPRESENTED.

### Impacting the future

Kelly's made Cascade into a more competitive destination and added an amenity to the region. Even in its second year, the park already provided significant economic benefit to Cascade and Valley County. To further develop its economic potential as an amenity for the region, the park warrants stewardship. Mark & Kristina Pickard made funding available to support the park through its first decade with the specific intent to transition Kelly's to the community. Even though the park originally started as a grassroots community initiative, there will need to be concerted (community) initiative to make this transition successful.

Kelly's provided a reason for visitors to stop in Cascade, but having them spend money on services, food, supplies or lodging *in Cascade* is a second step that does not automatically follow. The study estimates that a significant portion of that money "leaks out" to other communities in Valley County. Some of this leakage is natural, but the park's location (just outside walkable distance of Cascade's downtown) makes economic spillover to the town's existing businesses and services difficult. Bringing the town, one way or another, within walkable distance of the park seems to be the intriguing challenge.

There is one more important variable that can increase Kelly's impact: locally added value. If a visitor spends \$50 on gasoline, it will add very little employment and about \$1 profit to the local economy -- most proceeds go to the oil company. But now imagine a visitor spending \$50 on a kayak lesson at the park. Assuming the instructor is local, most of this \$50 is local added-value (local employment and profit). Equally important: there is a reasonable chance that much of the \$50 will end up at places like the local grocery store, dentist and, yes, the gas station. This cascading effect multiplies the economic impact of visitor-spending. Whereas this analysis used a low multiplier of 1.08, more local added-value can easily push the multiplier to 1.5 or higher. With a multiplier of 2 the current \$600,000 economic impact will be closer to \$1.2 million - *without adding any visitors*. Even though this is clearly the subject of creativity and entrepreneurship, local community or business organizations may be able to promote and facilitate services with higher locally added value.

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## Study summary

Kelly's Whitewater Park (Kelly's) in Cascade, Idaho resulted from an asset-driven economic development effort intended to fill the void after the local sawmill closed in 2001. This study covers the park's second year of operation (2011). The primary intent of the study is to identify constraints and leverage potential for the park's economic impact; it identifies community integration and urban connectivity as constraints and value-added activities as leverage. The study's secondary purpose is to clarify visitor counts, which focuses on the conversion of axle-count into unique daily visitor count, which in turn allows for estimating daily expenditures.

The study used a quantitative survey design with a self-administered questionnaire. Results are based on 243 interviews conducted at 24 sessions, randomly covering the open park-hours on weekdays and weekend days during the months of July and August. With only eight interviewees (3%) refusing to answer, the survey results are accurate with plus/minus variations of 6% at 95% statistical confidence.

Even though 60% of park visitors originate from within a 2 hour drive, only 8% of the 40,000 unique daily visitors<sup>2</sup> are from Valley County; 26% of visitors are from outside of Idaho. About 10,000 (25%) visitors came specifically for Kelly's. More than half (54%) of visitors had Kelly's as one of several destinations on their trip. The remaining 21% of visitors did not have the park as a planned destination and they were already in Valley County. Taking this into account the study estimates that 15,000 of the 40,000 unique daily visitors were new (incremental) to Valley County. Cascade, not being a strong tourist destination before Kelly's, can count 90% of 40,000 unique daily visitors as incremental.

The survey's results on spending-categories per visitor are extrapolated to visitor spending using typical spending patterns. Average stay per visitor is 1.7 days with an average spending of \$43/day, with the whitewater enthusiasts (25% of visitors) spending less – primarily because this relatively younger group favors camping over lodging in a hotel. The survey results on visitor origin and purpose of visit were used to determine the proportion of visitor spending that translates into economic impact. A conservative estimate of Kelly's economic impact on Valley County is then approximately \$600,000, representing 7.5 seasonal jobs and a tax impact of around \$84,000 (equally divided over state and federal receipts). The estimated impact for Cascade is around \$436,000, representing 5.5 seasonal jobs (excluding the jobs at the park). The park's economic impact is not concentrated in Cascade but seems more evenly distributed over Valley County as supported by long-term taxable sales trends in the three different sub-regions of Valley County.

---

<sup>2</sup> Expenditure calculations are based on **unique daily visitors**, as in individuals representing a daily spending. Since visitors stay an average of 1.7 days the number of **unique visitors** to the park is around 23,000 (40,000 divided by 1.7) for the 2011 season.

## 1. Introduction

The City of Cascade was left with 120 acres of abandoned industrial land along its riverfront when the local Boise-Cascade sawmill closed in 2001. The City Council and community members considered turning the former mill site into a regional asset by creating a whitewater park at its Payette River front. A 2007 University of Idaho (Horizons) community leadership program provided the necessary momentum to turn this idea into action. Before long, a community team drafted plans, put together promotional presentations and videos and used architectural concepts generated by University of Idaho students to communicate a vision and rally regional support. The project became a reality in 2009 through a very generous gift from philanthropists Mark & Kristina Pickard and a land-donation from Boise entrepreneur Hans Borbonus; Kelly's Whitewater Park opened in 2010.

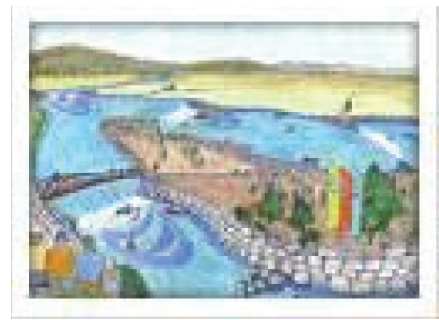


FIGURE 1: ARTIST RENDERING OF KELLY'S WHITEWATER PARK BEFORE ITS OPENING IN 2010.

This first assessment of Kelly's impact on the region is based on a survey executed by the University of Idaho Extension during the 2011 season and could not have been done without the help from community volunteers.

## 2. Survey method and results

### 2.1 Sampling and accuracy

The study used a quantitative survey design with a self-administered questionnaire. Results are based on 243 interviews conducted in 24 sessions on 23 different days, randomly covering the open park-hours on weekdays and weekend days during the months of July and August (figure 2). With only eight interviewees (3%) refusing to answer, the survey results are accurate with plus/minus variations of 6% at 95% statistical confidence. The survey questionnaire is included as appendix 3. More details on study design and accuracy can be found in appendix 1, which includes a download link to the raw data and spreadsheet calculations.

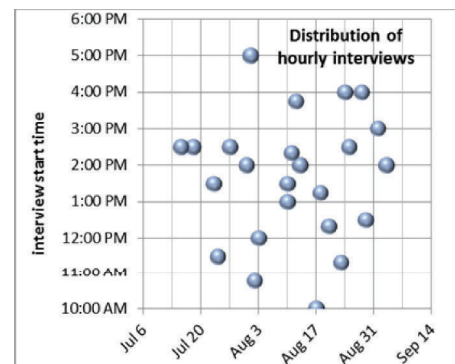


FIGURE 2: SURVEY COVERAGE. EVERY BUBBLE REPRESENTS A ONE-HOUR INTERVIEW SESSION ON A SPECIFIC TIME AND DAY.

Except for 3 out of 24 sessions, interviewers covered all attending groups at the park, resulting in coverage of 95+% of individuals visiting the park during the interviews. This allows us to determine that, even though attendance can fluctuate wildly from hour to hour and day to day (from as low as 2 to over 100 individuals), there is no correlation between hours of day and attendance ( $r^2 < 0.01$ ).

## 2.2 Visitor profiles

### 2.2.1 Purpose of the trip

The survey asked visitors if Kelly's was the *primary destination* of their trip, *one of several destinations*, or if it was *not a planned destination* at all (figure 4). In combination with questions about spending, this allows us later to assess economic impact.

#### Visitors with Kelly's as primary purpose of the trip

About 10,000 of all 2011 visitors (25%) came specifically for Kelly's and represent the whitewater enthusiasts. More of them tend to stay at camp-grounds as opposed to hotels ( $p=0.026$ ), and as a consequence, represent a lower estimated spending per day of \$27. With almost 40% of visitors in this group between the age of 30 and 40 years old, this age group is significantly younger than other visitor groups.

#### Visitors with Kelly's as one of several destinations

The majority (54%) of 2011 visitors had Kelly's as one of several destinations on their trip. They heard or knew about Kelly's and specifically made a stop or detour to visit the park. Most visitors in this group originate from outside of Valley County, and it has the largest proportion of out-of-state visitors. Based on reported spending categories, these visitors spent an estimated \$43 per day.

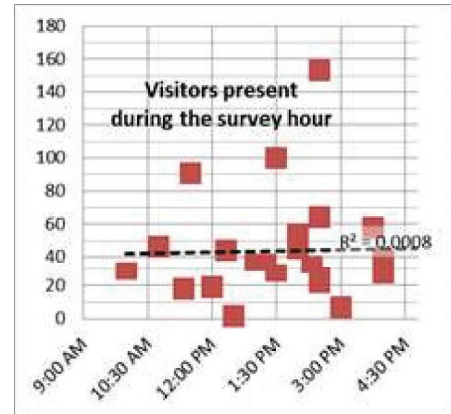


FIGURE 3: : INDIVIDUALS IN THE PARK AT THE 24 (1 HOUR) INTERVIEW SESSIONS DURING THE SEASON. EACH BLOCK REFLECTS THE STARTING TIME OF EACH INTERVIEW SESSION AND THE NUMBER OF VISITORS PRESENT AT THE PARK DURING THAT SESSION

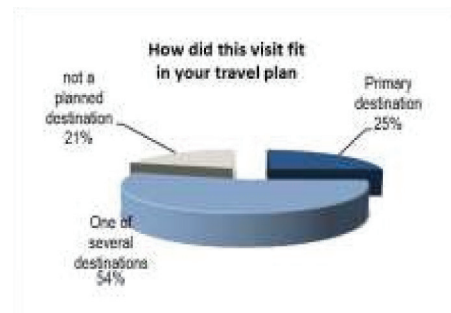


FIGURE 4: STATED REASONS FOR VISITING THE PARK

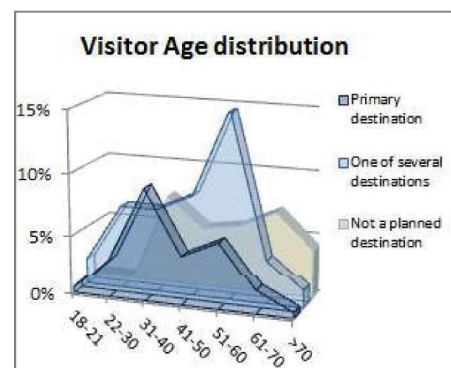


FIGURE 5: WHITewater ENTHUSIASTS (VISITORS WITH THE PARK AS PRIMARY DESTINATION) HAVE A LARGE REPRESENTATION IN THE 31-40 AGE GROUP

### Visitors for whom Kelly's was not a planned destination

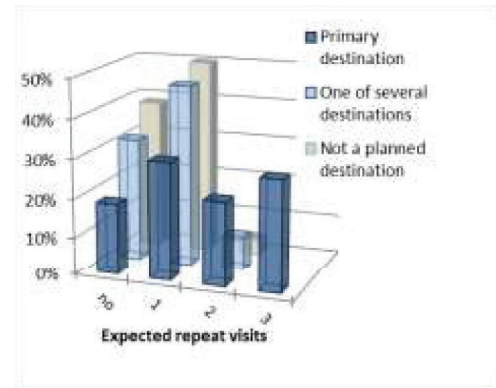
One out of five visitors just happened to see the sign, heard about the park from locals, or for some other reason decided to pay the park an unplanned visit. On average, these visitors spent an estimated \$50 per day. Their feedback is consistent: Kelly's Welcome Center, with impressive architecture and stunning river views, has indeed transformed Cascade into a destination. Half of the non-local visitors actually indicate that they intend to visit again.

#### 2.2.2 Length of stay

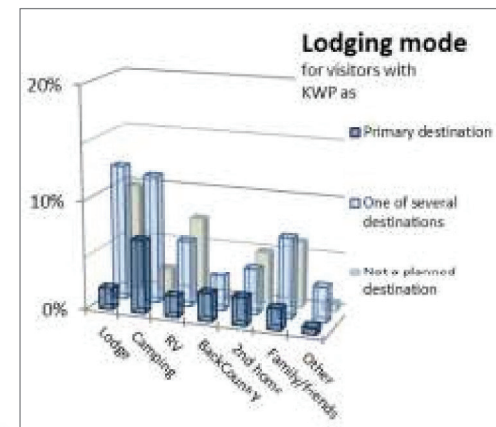
Almost half of visitors (45%) stayed overnight within an hour drive from the park. The average length of stay was 3.7 days with no statistical between groups. Accounting for the 55% of visitors that made the trip in one day, overall average stay in the region was 1.7 days.

#### 2.2.3 Choice of lodging

Fifty percent of visitors with Kelly's as primary destination favored camping over other lodging choices, whereas only five percent of visitors with Kelly's as "not a planned destination" chose to camp (and in developed campgrounds only).



**FIGURE 6:** INDICATED INTENTION TO RETURN. ALMOST 50% OF NON-LOCAL VISITORS THAT "DID NOT HAVE THE PARK AS A PLANNED DESTINATION" INDICATED THAT THEY PLAN TO RETURN



**FIGURE 7:** INDICATED CHOICE OF LODGING. WHITEWATER ENTHUSIASTS FAVOR CAMPING OVER ROOFED LODGING; OTHER DIFFERENCES ARE NOT STATISTICALLY SIGNIFICANT



*KELLY'S WELCOME CENTER, WITH ITS IMPRESSIVE ARCHITECTURE AND STUNNING RIVER VIEWS, HELPS DRAW TOURISTS TO CASCADE*



### 3. Visitor count

#### 3.1 Introduction

The Payette River, like any Idaho river, is public access. Kelly's Whitewater Park can therefore not track visitors through registration or ticket sales. In 2010, Kelly's used counters and a guestbook; for 2011 the park upgraded to using an axle-counter. Since economic impact calculations generally result from daily visitor expenditures, it is important to validate the relationship between axle-count and *unique daily visitor count*<sup>3</sup>. A survey cannot provide exact answers for total visitation, but it can provide insight into average group size (i.e. passengers per car) and the possibility for double-counting (visitors that stay for the day and go in-and-out of the park more than once, thus creating axle counts that should not be counted).

An axle detector is a logical choice to estimate visitation for Kelly's, since the location of the park is such that access without automobile is unlikely for non-local visitors. The park chose to use the following assumptions in converting axle-count to visitor-count:

- All cars generally enter and exit the park through the same entrance. The staff therefore used one-fourth of the axle count as vehicle count – two impressions per car, coming and going.
- Based on sampling, each vehicle was assumed to carry 3 passengers on average.

Using these assumptions, visitation was calculated as  $[3 \times (\frac{1}{4} \text{ axle-impressions})]$ . Some potential pitfalls with this approach are as follows:

- *Double-count*: if the goal is to estimate the number of *unique* visitors per day, any party or person going into town for refreshments or lunch will create a double-count.
- *Axles per vehicle*: cars with trailers will distort the clean "4 axles per vehicle" method;
- *Bus visits*: buses distort the average per vehicle; the Kelly's staff chose to record bus visits.
- *Walk-in visitors*: the "Strand" is a walking route along the river and brings in local visitors from town. Kelly's staff made an estimation of daily pedestrian traffic (ranging from a low of 15 to a high of 100 visitors on a day). This pedestrian traffic was then added to the count derived from the axle-impressions.

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<sup>3</sup> There are three visitor counts that can be easily confused: daily entry count, daily unique-visitor count and unique-visitors per season. Think of Disney World, where you pay for a ticket, but can go in and out of a park more than once during the day. With a simple headcount using one gate (daily entry count) you would be counting those return visitors more than once (or ask them to pay again); Disney avoids this by hand-stamping you and have you return through a designated gate. The unique daily-visitor count, then, includes only the ticketed individuals and excludes the hand-stamped return visitors. The third count is the number of unique visitors per season- since some visitors stay more than one day, the number of unique visitors for the season is going to be lower than the sum of the unique daily visitors for the season, and is calculated as [sum of unique daily visitors for the season] divided by [average stay in days].

## 3.2 Validation of conversion factors

### 3.2.1 Double count to Kelly's

Visitors with Kelly's as primary destination and specifically using the water features for kayaking spend several hours to a full day at the park. A number of these visitors will drive into town for services and come back the same day, causing a double count.

*As an example: if we have an axle count of 40 for the day and all vehicles were 2 axle-vehicles, we know that 10 cars entered and exited the park. If, however, two of the visiting cars (groups) went into town for lunch and then came back, the axle-count of 40 should be reduced with 4 to reflect that there were only 8 unique cars visiting.*

We know from the survey that 25% of all visitors (26% of all visitor groups) have Kelly's as their primary destination. Unfortunately, we do not know how many of those visitors go into town during the day since the survey had not anticipated a question to check this. But if we make a (not unreasonable) assumption that one of every two dedicated visitors or visitor groups (looking only at the 25% of visitors have that Kelly's as primary destination) will leave and re-enter the park during the day we would overestimate the number of unique daily visitors by 12.5%.

### 3.2.2 Average passengers per vehicle

Every surveyed visitor was asked how many individuals were in their party or group. The average reported group-size is 4.5, with 80% percent of all groups having 4 or less individuals.

Using the following simple assumptions we can make an estimate of how many axles represent unique daily visitors:

- Groups of 7- 16 individuals use two cars;
- Groups of 18-19 individuals use three cars;
- All groups of 20 and larger use a bus and are not included in the average head-count calculation, since they were counted separately.
- The average axle-count is 2.2 axles per car, as found in visitor surveys from the nearby Payette National Forest<sup>4</sup>.

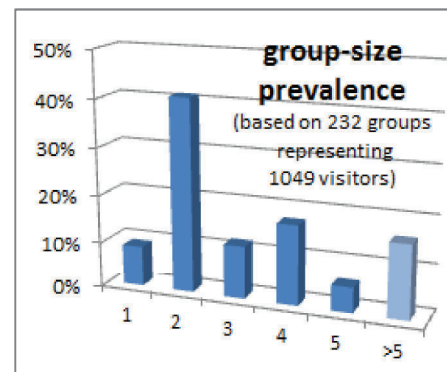


FIGURE 8: 80% OF ALL VISITORS VISIT THE PARK IN GROUPS OF FOUR OR LESS.

With these assumptions, the average number of passengers per 4-axle impression would be 2.96 (rounded to 3), the number that was also used by Kelly's staff.

### 3.2.3 Employees and volunteers

Kelly's deducted a set number of axle impressions to correct for car traffic from staff and volunteers. For future years it may be better to enter the raw data and show the deduction in calculations; the assumptions are then more transparent.

<sup>4</sup> Kocis, Susan M, et al. 2003. National Visitor Use Monitoring Results, Payette National Forest. [http://www.fs.fed.us/recreation/programs/nvum/reports/year3/R4\\_F12\\_payette\\_final.doc](http://www.fs.fed.us/recreation/programs/nvum/reports/year3/R4_F12_payette_final.doc).

### 3.3 Validation against survey projections

A secondary means of validating the relationship between axle-count and actual visitation is through axle-counts on survey days. Survey hours were distributed randomly during the time of day, and most all surveys interviewed all visiting groups present at the park during the hour of surveying (chapter 2.1). Since there is no significant relationship between time of day and the number of visitors in the park, a daily count can be estimated by multiplying the average visitor count during survey-hours with the number of park hours. For any given day, this method would provide a very inaccurate visitor count, but, the results become sufficiently reliable if averaged over time and then should be in line with projections based on axle-counts.

We will, of course, encounter a similar problem of double-count as with the axle-count method: there is no way of accounting for visitors that only stay for an hour or stay for the entire day. If we again assume that half of the 25% of visitors that reported Kelly's as primary destination will come and go twice, the averages per day using survey and axle-count projection are very close at 250 and 245 unique daily visitors respectively. Figure 9 shows the results from both projection methods side by side.

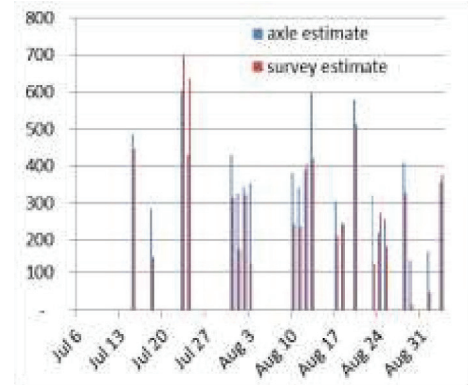


FIGURE 9: COMPARING SURVEY COUNT ESTIMATES WITH AXLE COUNTS. OVERALL DAILY AVERAGES ARE WITHIN 2% OF EACH OTHER.

### 3.4 Conclusion

With only one entrance to the park, the single axle-count method employed by Kelly's captures all pertinent visitor traffic and circumvents the problems associated with free access to the park. In converting the axle-count to unique daily visitors we suggest the following assumptions:

	Kelly's conversion	Suggested conversion	
visitors per vehicle	3 visitors per vehicle on average, as in the Kelly's visitation counts	same for likely count; use median group size of 2.5 visitors for a lower bound	
axles per vehicle	use 2 axles per vehicle, going in and out	use 2.2 axles per vehicle in visitor projections	
double count to get unique visitors per day	not done	Use a 12.5% correction to calculate unique visitors per day, which assumes that 50% of kayakers (primary destination visitors) will go in and out of the park twice a day.	
walk-in visitors and visitation by bus	estimated at 3,814	same	
Resulting count for the season	daily-entry count	unique daily visitor count	
	count: 49,915	Likely count: <b>41,216</b>	lower bound: 35,349

Using the likely count, the graphs in figure 10 represent the trend of unique daily visitors

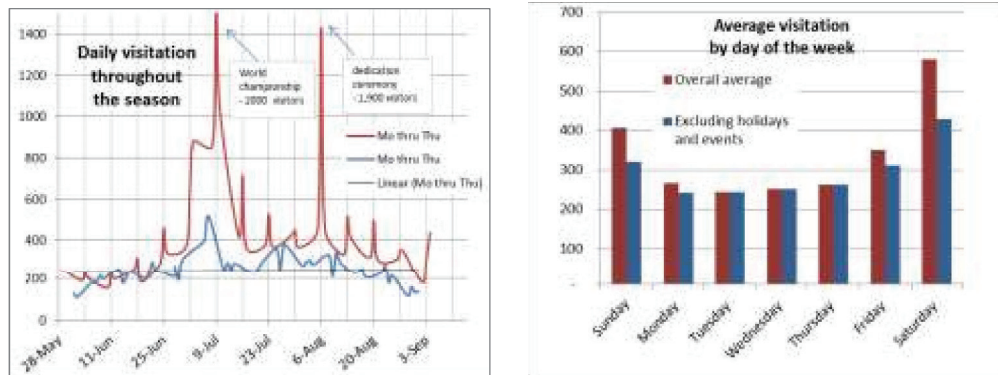


FIGURE 10: UNIQUE DAILY VISITORS IN THE 2011 SEASON

UNIQUE DAILY VISITORS DURING THE 2011 SEASON. THE BLUE LINE SHOWS VISITATION DURING MONDAY THROUGH THURSDAY; THE RED LINE SHOWS VISITATION DURING WEEKENDS, EVENTS AND HOLIDAYS

UNIQUE DAILY VISITORS THROUGHOUT THE WEEK. THE BLUE LINE EXCLUDES HOLIDAYS AND EVENTS

## 4. Kelly's Economic Impact Assessment

### 4.1 Methodology

There are different ways to determine the economic effect of an activity on a region. The most common way is through economic impact analysis where we assess the effect of new or changed expenditures on a region's economy. This type of analysis looks at Kelly's as a change in the economic structure of the community and then determines how the change cascades through local businesses and services.

*NOTE that, even though estimates were adjusted to local market conditions, an economic impact analysis based on survey results is always an approximation.*

#### Expenditures versus economic impact

Expenditures are the source of all economic impact. Kelly's had around 40,000 unique daily visitors in 2011 spending an estimated \$43 per day. This represents a total spending in the region of \$1.72 Million. However, not all that spending is *economic impact*. If 10 individuals visit Kelly's Whitewater Park, and each individual spends \$25 at a local gas-station in Cascade, it does not necessarily mean that Kelly's generated an economic impact of \$250. We are looking for a difference between "with and without" Kelly's; or, since Kelly's is only two years old, we can look at "before and after". If all 10 individuals are Valley County residents who now spent money in Cascade instead of somewhere else in Valley County, it is an "economic wash" for Valley County, but economic impact for Cascade.

### Direct economic impact

Direct economic impact is incremental money spent by a visitor because of Kelly's -- money that otherwise would not have come into the region. The most common way of determining spending is through spending surveys. These surveys can:

- Ask in what categories (restaurants, gas, groceries, etc.) a visitor spent money during a trip, then using a "typical" amount to estimate total spending, or
- Ask a visitor to actually specify amounts.

There are advantages and disadvantages to both methods. This study uses spending categories, which are then translated into expenditures using typical spending amounts adjusted for the local region. For example: the survey asked visitors if they spent the night (hotel, 2nd home, RV-site, etc.) within one hour from Kelly's. Appendix 1 provides an in-depth overview of the assumptions and results for this analysis.

### Indirect and Induced Impact

Indirect and induced impact represents the ripple-effect of a visitor's expenditure. For example: hotel sales and associated changes in hotel payments for wages and salaries, taxes, and supplies and services are all *direct effects* of the visitor's spending. The hotel's spending on linen service and food associated with the visitor is an example of indirect effect; in other words: *indirect impact* is the primary ripple where a direct expenditure causes demand for sub-contractors and suppliers.

*Induced impact* is a secondary ripple wave of expenditures from the households that owe a small portion of their income to that visitor's expenditure – the owners and employees of the hotel and sub-contractors in our example. They, in turn, may spend a portion of their income locally, thus again amplifying the economic impact. A *multiplier* then captures the indirect effects proportionate to the direct effect. A multiplier of 2.0 indicates that the ripple of indirect and induced impact equals the source (direct) impact. Larger regions, with many businesses and services using suppliers from within the region, typically have multipliers of 2.0 and higher. Most rural communities in the US, including Valley County, have experienced an erosion of the local value-chain over the last five decades and have very low multipliers. This analysis used a multiplier of 1.06 that resulted from an earlier study (see appendix 1 for more details).<sup>5</sup>

## 4.2 Visitor origin and destination: drawing the circle of impact

Where we draw the study-circle (around Cascade, Valley County, or Idaho State) and pairing this with origin and primary destination of a visitor will determine if and how spending translates into economic impact within the region. Some anecdotes from post-survey interviews may further illustrate this.

***Example 1: State-level impact.*** A family from Colorado planned a 1-day stop-over in Cascade on their way to Yellowstone National Park, WY where they were going to spend

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<sup>5</sup> A multiplier of 1.06 is very conservative and indicates a shallow economy with few linkages. An updated analysis for 2011 may change the multiplier upward, although the underlying economic structure usually evolves slowly. Since it is preferable to keep impact estimates conservative, this analysis uses the 2009 derived multiplier with the added benefit of making the results of the 2009 study comparable with the results of this analysis.



the rest of their 10 day vacation. They listed Kelly's as one of several destinations on their trip. The wife of the family was a whitewater enthusiast, hence the detour. When interviewed at the park, the husband (not a kayaker) asked the interviewer if fishing was allowed. When he found out it was allowed he immediately got out fishing poles for himself and their two kids. A week later, the family was still in Valley County doing side-trips in the morning and spending afternoons in the park – they never left for Wyoming. In this case the economic impact was at state-level since the family would have gone to Wyoming if not for Kelly's.

**Example 2: County-level impact.** An elderly couple from Caldwell (a two-hour drive from Kelly's) took visiting family for a day-trip to Valley County, specifically with Kelly's as destination (in their words: "a nice place to take visitors when you want to escape the summer-heat, but McCall is just a little far for us..."). If not for Kelly's they would, in this case, not have made the trip to Valley County.



**Example 3: Cascade-only impact.** A couple stayed at a McCall hotel (some 45 minutes north from Cascade), and heard about Kelly's at a local antique shop just outside of McCall. Instead of doing another side-trip in the immediate area of McCall they visited Kelly's and combined it with lunch in Cascade. In this case, the economic impact on Valley County as a whole is neutral (or at most amounts to some extra gasoline sales). However, if not for Kelly's, the City of Cascade would not have seen economic impact from this couple.

The survey was designed to find out where a visitor originates from, how the visit to Kelly's fits in a group's travel plans and what spending in the area the trip generated. The table below summarizes how the answers affect economic impact in the region. The percentage of visitors in each category is derived from the survey results.

	With the visitor originating from			
	Valley County*	Idaho State**	Out-of-state	
Visiting KWP is:	the Economic Impact:			
... the primary purpose of the visit	...is limited to Cascade (5%)	...affects all of Valley County (18%)	...affects all of Idaho (2%)	25%
...one of several planned destinations	...is limited to Cascade (2%)	...Valley County or Cascade (33%)	affects State or county (19%)	54%
...not a planned destination (i.e. saw the sign; was told at our hotel)	...is limited to Cascade (1%)	...is limited to Cascade (15%)	...is limited to Cascade (5%)	21%
* Includes visitors from New Meadows	8%	65%	26%	100%
**excluding Valley County + New Meadows				

**TABLE 1: ECONOMIC IMPACT BY DESTINATION-ORIGIN**

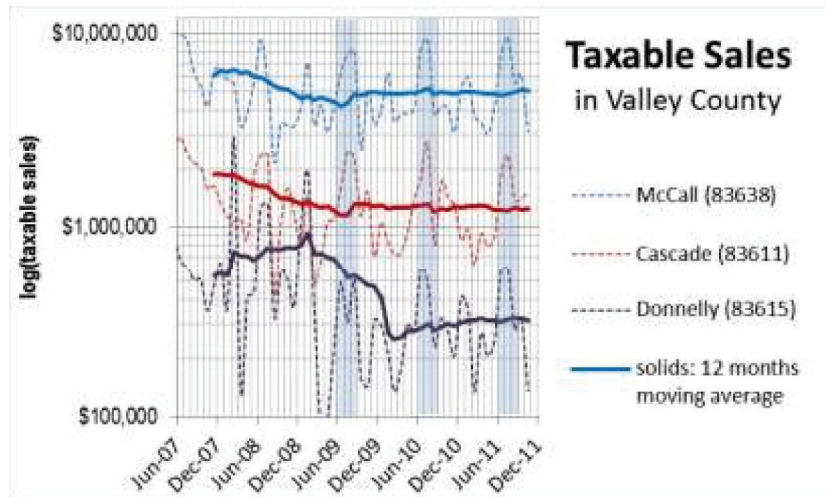
We can also summarize this matrix as follows:

 (100%)	<p><b>Impact on Cascade's economy:</b></p> <p>Kelly's made Cascade into a more competitive tourist destination. In doing so it generated an economic impact to Cascade's 2011 economy of around \$436,000 - much of it in supplies and camping fees. The impact represents 5.5 seasonal jobs (excluding the jobs at the park).</p>
 (39%+33%)	<p><b>Impact on Valley County's economy:</b></p> <p>Four out of five visitors with Kelly's as <i>primary destination</i> originated from outside of Valley County and generated incremental economic impact for the region. Visitors that had Kelly's as <i>one of several planned destinations</i> do not necessarily generate incremental impact for Valley County; only if they otherwise would not have spent time, or less time, in Valley County. This study assumed that one-third of visitors "with Kelly's as one of several destinations" generated incremental impact for the region. In other words: one-third of visitors would not have made Valley County their destination without Kelly's. This assumption is not unreasonable and backed by anecdotal evidence. It can also be argued that, with Kelly's as added destination, the visitor's time spent in the region may be longer. All of these assumptions are not easily quantifiable, however, and serve to bookend the likely range of economic impact.</p> <p>If we take all of this into account the study estimates that 15,000 of the 40,000 unique visitors were new (incremental) to Valley County. This translates into an economic impact on Valley County of approximately \$600,000, representing 7.6 seasonal jobs and a tax impact of around \$84,000 (equally divided over state and federal receipts).</p>

### 4.3 Distribution of impact over the region

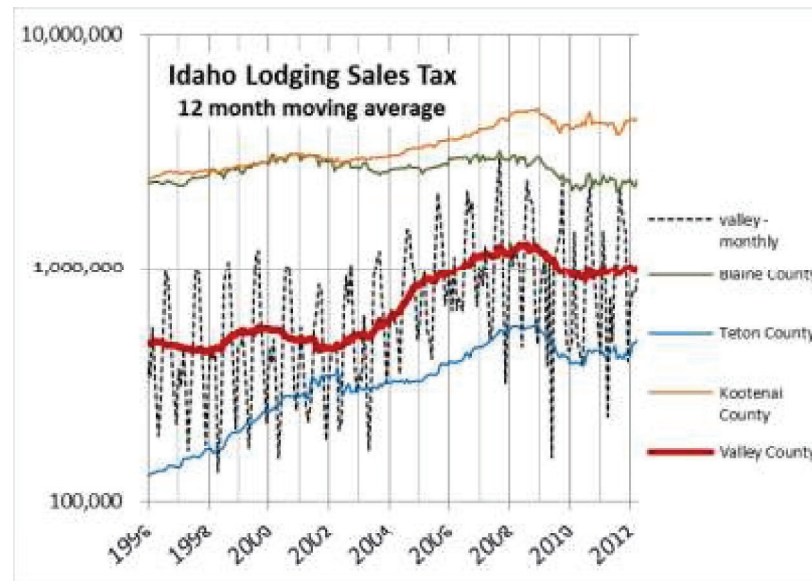
We would expect Kelly's economic impact to be more concentrated in Cascade since most of the 40,000 visitors were new to Cascade, and only 15,000 visitors were new to Valley County. In that case we would expect taxable sales in the City of Cascade (at around \$6 million for the summer months) to show a significant upward trend relative to the other regions in Valley County, since Kelly's was the only significant change in the economic structure of Cascade in 2011. The actual trends in taxable sales throughout the region do not support that, however. Figure 11 shows us that any economic impact from Kelly's is either distributed evenly over the region or, if it only registers in a sub-region, is small relative to the overall taxable sales. Note that the data in figure 11 includes all taxable sales whereas figure 12 shows taxable sales in the lodging sector only. Lodging data is not available by zip-code; the scale of the sector at the single zip-code level is too small to assure anonymity of data.

Two reasons can explain the more even distribution of impact across the region. The first reason is that the 25% of visitors that are whitewater enthusiasts are, on average, a younger crowd that tends to camp as opposed to stay in a hotel.



**FIGURE 11: TAXABLE SALES IN THE 3 SUB-REGIONS OF VALLEY COUNTY. THE 2009 SEASON (GREY BAND) IS THE SEASON PRIOR TO THE OPENING OF KELLY’S. NOTE THAT THE DONNELLY AREA IS PARTICULARLY STRUCK BY THE REAL-ESTATE SLUMP.**

Their average spending per day is thus lower. The second reason has to do with Cascade’s ability to capture spending. Kelly’s provided a reason for visitors to stop in Cascade, but having them spend money on value-added services or on food, supplies or lodging in Cascade is a second step that does not automatically follow.



**FIGURE 12: IDAHO LODGING SALES TAX AS A LONG-TERM INDICATOR FOR HOSPITALITY IN IDAHO. BLAINE COUNTY (SUN-VALLEY), KOOTENAI COUNTY (COEUR D’ALENE) AND TETON COUNTY (ADJACENT TO JACKSON HOLE) ARE ALL COUNTIES THAT ARE, LIKE VALLEY COUNTY, STRONGLY DEPENDENT ON THE RECREATION INDUSTRY.**

The study estimates that a significant portion (about 45%) “leaks out” to other communities in Valley County. Some of this leakage is natural, but the park’s location (just outside walkable distance of Cascade’s downtown) makes economic spillover to the town’s existing businesses

and services difficult. If more connected, the park would provide welcome “gravity” for existing businesses and services; a duplicate business location close to the park, however, does not make economic sense. Bringing the town, one way or another, within walkable distance of the park is the intriguing challenge.

#### 4.4 Actual Impact versus expectations

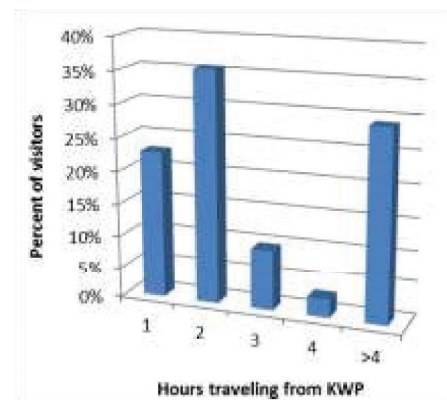
A 2009 study projected that a whitewater park in Valley County, once developed to its full potential, could generate an economic impact of up to \$8 million for Valley County. The study specifically stipulated “full potential”, since an amenity (just like a business) requires a number of years to establish market recognition and momentum. Table 2 compares the 2009 projection with the 2011 findings. Even though 2011 marked only its second year of existence, Kelly’s has already established itself a reputation in the whitewater community, hosted National Championships in 2011 and 2012, and will host the Idaho International Championship in 2013.

Kelly's WhiteWater Park - Economic Impact	2009 projection at full potential (5-7 yrs)		Actual 2011 (year 2)
	lower bound	upper bound	estimated
number of visitors with incremental economic impact to the region	40,000		15,498
total direct, indirect and induced impact	\$1,399,200	\$8,162,000	\$599,191
tax impact (50% Federal/50% state)	\$205,714	\$1,200,000	\$84,486
average spending per day	\$33	\$121	\$43
average days spent in the area	1.6		1.7
economic multiplier	1.06		from 2009 study
impact per visitor	\$35	\$204	\$39
employment impact (direct, indirect and induced)	12.6	103.0	7.6

**TABLE 2: COMPARISON OF 2011 IMPACT WITH 2009 PROJECTIONS**

Based on regression analysis, the 2009 study concluded that the most important driver for Kelly’s economic impact would be the population within a 50-200 mile range.

This prediction is in line with the 2011 survey statistic that almost 70% of visitors originate from within a 3 hour traveling radius (100-200miles) from the park<sup>6</sup>.



**FIGURE 13: VISITOR ONE-WAY TRAVEL TIME TO VISIT THE PARK**

<sup>6</sup> With a 2-hour drive to the Boise airport, a 3-hour travel radius virtually excludes air-travel

## 5. Other economic benefits

Valley County's economy, since its settlement in the late 1800s, was largely dependent on ranching and logging. With the gradual loss of these sectors, the region steadily moved to tourism as its dominant economic sector. Apart from some construction of second-homes in its vicinity, Cascade had only marginally capitalized on this growing tourist sector. Kelly's seems to have brought sufficient limelight to make a difference. A short-term study like this will not fully confirm this, but the following examples are indications of economic benefits beyond (expenditure derived) impact.

### A telltale of property values

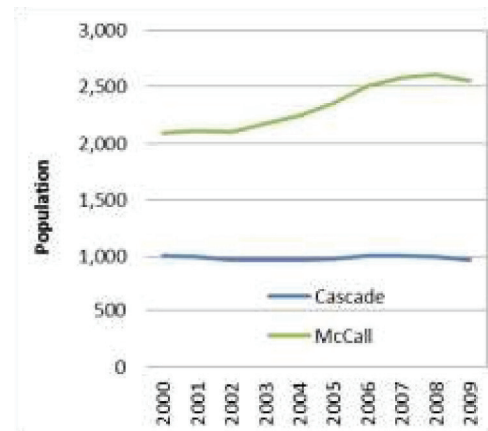
For good reasons, economists often use property values as an indication of image, attractiveness, or perceptual impact ("hedonic pricing"). This method can be used to capture the value of waterfront property, shady trees, or the vibrancy of a downtown, and takes a very different approach to assess economic effects. From this perspective, Cascade made headlines in the McCall Star-News (the local newspaper) in the autumn of 2011.

Cascade was cited as "Bucking the trend [of stagnant housing prices]". It was the only sub-region in Valley County in 2011 that managed to increase real-estate sales over 2010 (both in homes and empty lots). In a post-survey interview, one kayaker (a baby-boomer)

remarked that he purchased a home near Cascade because of the park's presence. Anecdotal evidence does not confirm a trend, but it does show that Kelly's is at least a factor in Cascade's strong real estate performance.

### Economic spillover

An example of economic spillover is the establishment of a whitewater oriented school in Cascade. Alzar is a preparatory school using the outdoors as its educational setting. In 2011 the school chose the Payette River, just downstream from Kelly's, as the location for its base campus. It commenced construction and started hiring staff in 2012<sup>7</sup>.



**FIGURE 14: CASCADE'S POPULARITY STAYED STAGNANT DURING THE PREVIOUS DECADES AS EVIDENT BY ITS (LACK OF) POPULATION GROWTH THROUGH THE TAMARACK BOOM.**

<sup>7</sup>Base Campus|Alzar School. <http://www.alzarschool.com/about/base-campus>, last accessed: July 2012.



## 6. Discussion

Bringing 15,000 incremental visitors to Valley County in its second year of existence, Kelly's Whitewater Park is on track to have significant economic impact on the region. At this time the impact on Valley County is still modest at a \$600,000, but the added amenity makes the region more attractive to residents and visitors alike. As such it both broadens and strengthens the activity base for the county, and allows for compounding impacts that makes the regional economy deeper and stronger.

The park's economic significance is much higher for the City of Cascade by making Cascade into a more competitive destination. Any economic impact, however, is ultimately the result of the region's ability to translate spending potential into actual spending. What does that mean for Cascade?

Imagine a visitor group leaving Kelly's around lunch time. Will the city's restaurants capture the visitor's spending for lunch, will visitors go to the local grocery store and make lunch at the camp-site or will they drive to nearby McCall to have lunch? How attractive (or possible) is each option to the visitor. We know from studies in neighborhood and retail economics that walkability, connectivity and urban design plays a significant role in economic spillover between amenities, hospitality and retail<sup>8</sup>. After all: we may get tempted to linger after a movie if there is an ice-cream parlor next to the theater, but otherwise we might just go home. If an amenity is not close, not visible, or the way to it is simply not encouraging, the spending potential may go elsewhere or never materialize. The open comment section of the questionnaires resulted in a number of suggestions with respect to amenities (appendix 3), and a frequent question for our surveyors, after completing the survey, was for recommendations for restaurants and amenities.

The lack of these facilities or opportunities at the park is, to a certain extent, by design. Kelly's 501(C)3 intended the park to be a driver of economic opportunity for the community, not to take those opportunities for itself. But the distance and limited connectivity to Cascade's downtown limits economic spillover from the park (NOTE that increased impact for Cascade would have been at the expense of impact now occurring elsewhere in the county). The park is located in the city's area of impact<sup>9</sup>, and its urban setting is therefore a shared responsibility of city and county. A joint visioning of that urban setting may be an important step in meeting the challenge to connect Kelly's with other amenities, be it county or city amenities.

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<sup>8</sup> See for example: *Making Cities Work: Prospects and Policies for Urban America*, ed. Robert Inman. Princeton: Princeton University Press.

<sup>9</sup> The area of city impact is unincorporated land within the immediate area around the city. The area of impact is land that may lend itself for natural expansion in which case it would be annexed by the city. To fairly represent residents and/or interests in the area, Idaho law requires that the area is jointly governed by city and county through a separate ordinance (Idaho title 67 chapter 65).

Lastly: this study used a (low) multiplier of 1.06<sup>10</sup>, meaning that any direct impact generates a mere 6% of indirect and induced impact. This multiplier effect can increase significantly if the park can induce higher value-added activities. Compare the impact of gasoline sales (with almost no added-value occurring inside the region) with kayak instruction (with almost all added-value in the region, assuming that the kayak school is local). The spending per unique visitor of the two examples may be very similar, but, a kayak lesson may double or triple the effect of its initial spending through the ripple effect in the local economy.

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<sup>10</sup> Many recreation studies use a multiplier of 1.4-2.0 (appendix 1); at a 2.0 multiplier, the 2011 impact of KELLY'S on Valley County would be \$1.1 million instead of the current estimated \$600,000.

## 7. Appendices

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## Appendix 1: Research methods and assumptions

### Data download

All raw data, spreadsheet calculations and statistical analysis can be downloaded from the following [link](#)<sup>11</sup>.

### Survey design

This study used a quantitative survey design with a self-administered questionnaire. The study qualifies *as exempt from federal regulations for the protection of Human Subjects* and is approved as such by the University of Idaho Institutional Review Board (Appendix 2). The results are based on 243 interviews conducted at 24 sessions. The sessions randomly cover the open park-hours on weekdays and weekend days during the months of July and August. The interviews were intended to capture the “average visitor”, and no interviews were conducted during large events (like the Ford National Freestyle [kayak] Championships in early July, and the unveiling of a Veterans Memorial Statue in early August). Each interview window generally lasted one hour, and, with very few exceptions, interviewers managed to reach all visiting groups during that hour and could therefore avoid having to use a method to randomly select groups. With only eight interviewees (3%) refusing to answer, the findings from the survey are a good indication of overall visitation.

### Statistical confidence and accuracy of results

#### Direct answers from the survey

Like with so many surveys in recreation (National Parks Visitor Satisfaction, State Park Visitor Monitoring, etc.), this questionnaire asks an individual to not only represent him or herself but also asks the interviewee to represent certain behaviors or choices of the group that the interviewee is part of. In other words: the survey design assumes that interviewees are pulled from the pool of [all individual visitors], whereas some or all of the results are used to represent the choices of groups (pulled from the pool of [all groups]). The required number of surveys, however, is usually determined by the number of visitors, not groups<sup>12</sup>, invariably assuming a maximum (worst case) variability in responses of 50% (which means that, for example, for every visitor that has Kelly’s as planned destination, it is assumed that there is one that does not have Kelly’s as planned destination). With these parameters, the required sample size to obtain the customary 95% confidence with 5% accuracy of social studies would be 381 surveys for a visitor population of 41,250.

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<sup>11</sup> Download address: <http://www.valleyExtension.org/wp-content/uploads/reports/Kelly’s.zip>; the zip file contains an excel spreadsheet with all calculation, a MS Access database with the survey data and an excel spreadsheet with the taxable sales data.

<sup>12</sup> Dillman, Don A., Jolene D. Smyth, Leah Melani. Christian, and Don A. Dillman. 2009. *Internet, Mail, and Mixed-mode Surveys : the Tailored Design Method*. Hoboken, N.J.: Wiley & Sons, p.20



The study only completed 243 surveys, simply because of resource limitations (this project was not budgeted for). Variability in response was quite narrow for most questions, however; for example: 21% of visitors had Kelly's as unplanned destination. Using a variability  $p=30\%$  (as opposed to 50%), we would then attain an accuracy an accuracy of  $\pm 5.7\%$  (rounded: 6%) at 95% confidence. If we instead treat respondents as fairly representing their *groups* (the questions of this survey are group oriented and thus lend themselves to this), then accuracy and confidence levels are substantially greater, and group-related answers would then enjoy an accuracy of 2.7% with a 95% confidence. Doing this also mirrors the actual survey behavior: the majority of respondents were observed to consult their party on many of the questions.

Since treating groups as opposed to individuals as respondents is unorthodox, we will work with  $\pm 6\%$  accuracy at 95% confidence for direct answers from the survey. The exception to this conclusion pertains to the average stay per visitor, which is explained below.

#### Lower accuracy on average stay per visitor

One of the questions recorded information on the length of stay in the area and the type of lodging used. When the questionnaire was piloted, all responses were as expected. Once we collected larger numbers of surveys, however, we found that some visitors answered [yes] to staying in the region, selected a lodging mode but then leaving the final question on the number of nights stayed in the region unanswered. When we changed the order of questions on this subject (figure 1) this ommittance was largely resolved. We do have 71 surveys with this issue, however, reducing the accuracy for average-stay to  $\pm 7\%$

On this trip, did you/will you stay overnight (away from home) in Cascade or the region (within one hour's drive of Kelly's Whitewater Park)?

☐ Yes ☐ No

**Original design**

In which type of lodging did you/will you stay?

- ☐ Lodge, motel, cabin, rented condo/ breakfast
- ☐ Tent camping in developed campground
- ☐ Recreational vehicle (RV) in developed campground
- ☐ Backcountry campsite
- ☐ Personal seasonal residence
- ☐ Residence of friends or relatives
- ☐ Other

Total number of nights in the region on this trip

On this trip, did you/will you stay overnight (away from home) in Cascade or the region (within one hour's drive of Kelly's Whitewater Park)?

☐ Yes ☐ No

**Changed design**

6.1 Total number of nights in the region on this trip

6.2 In which type of lodging did you/will you spend the night?

- ☐ Lodge, motel, cabin, rented condo/home, or bed & breakfast
- ☐ Tent camping in developed campground
- ☐ Recreational vehicle (RV) in developed campground
- ☐ Backcountry campsite
- ☐ Personal seasonal residence
- ☐ Residence of friends or relatives

FIGURE 15: THE ORIGINAL QUESTIONNAIRE HAD SOME UNANSWERED RESPONSES ON LENGTH-OF-STAY. THIS WAS LARGELY RESOLVED BY MOVING THE QUESTION UP IN ORDER.

## Economic Impact

Direct economic impact is incremental money spent by a visitor because of Kelly's -- money that otherwise would not have come into the region. In order to determine total impact we will (I) estimate expenditures of visitors, (II) convert expenses into direct economic impact based on visitor origin and visit purpose, and finally (III) look at indirect, induced, tax and employment effects.

### I Visitor Expenditures

Visitor expenditures are estimated through the following steps and assumptions:

- A. **Determine spending behavior** through the survey: visitors indicate spending in categories while in the region

- B. **Assign spending choices to destination cohorts** (i.e. visitor cohorts with Kelly's as: primary destination; one of multiple destinations; not a planned destination)
- C. **Determine average stay per cohort** and any statistically significant differences in behavior
- Average stay is not significantly different between cohorts and is 3.7 nights for those that do stay over, or 1.7 if day-trippers are included in the equation
  - There is a statistically significant difference in lodging choice among visitor groups: 50% of Visitors with Kelly's as primary destination favor camping or back-country camping over other lodging modes whereas only 5% of those that do not have Kelly's as a planned destination are campers (with no back-country camping). This is also an indirect validates of the destination question - kayakers are indeed prone to camp.
  - No surprise: there is a strong correlation between driving time and overnight stay. *Day-trippers not from Valley County* drive an average of 1.65 hours one-way; this number is not significantly different for visitors with Kelly's as primary destination or those that did not pre-plan to visit Kelly's. The group with Kelly's as one of multiple destinations is a more diverse group. Their average driving time was 2.2 hours to still make Kelly's destination without planning a stay in the immediate region, suggesting that Kelly's is not necessarily part of a round-trip.
- D. **Determine spending for the survey sample:** the actual lodging and spending behavior of the survey sample (representing 1,049 unique daily visitors) is converted into spending using the following assumptions. The calculation of spending for the total survey sample uses the actual reported group-size and staying times.
- lodging:
    - hotels: 1-3 person per room at a average of \$65/night
    - RV: up to 5 persons per RV at an average of \$28/night
    - Camping: up to 4 persons per camp-site, \$18/night
  - \$8.50 for restaurant and bar; spending per person and per day using different weights for the different lodging modes (weights: hotel=200, back-country=70; camping, RV, 2nd Home=100, everything else=70)
  - \$9.30 groceries and take-out: spending per person per day with different weight day using different weights for the different lodging modes (weights: hotel=25, back-country=50; camping, RV, 2nd Home=100, everything else=50)
  - gasoline: spending per group and maximum purchase of one per week - 75% x 23 gallons x \$3.80
  - other: a \$10 purchase per 2 persons per week
- Any of the assumptions can be changed in the underlying spreadsheets in the downloadable workbook.
- E. **Extrapolate the sample spending to the total visitor population:** using the above assumptions, the total visitor spending (before tax) of the survey sample amounts to approximately \$70K. This sample spending is than extrapolated to a total visitor spending of \$1.72 Million using the following algorithms:
- The sample represents all different visitors in the estimated total 41,251 unique daily visitors for the 2012 season. At an average stay of 1.7 days, the 41,251 unique daily visitors represent 24,586 unique visitors per season. With the sample size representing

1049 visitors, we are therefore estimating total visitor spending by multiplying the sample spending with a multiplier of 23.

- A 6% sales tax is added to all expenses, as well as a 2% lodging tax to any lodging fees.

## II Conversion to direct economic Impact

The conversion from spending to economic impact is a function of visitor origin, purpose of visit and the ability of an area to actually capture the spending potential. The origin-destination matrix in table 1 is used to allocate economic impact. The matrix parses visitors according to origin and purpose of visit based on the survey results:

	With the visitor originating from			
	Valley County*	Idaho State**	Out-of-state	
Visiting KWP is:	the Economic Impact:			
... the primary purpose of the visit	...is limited to Cascade (5%)	...affects all of Valley County (18%)	...affects all of Idaho (2%)	25%
...one of several planned destinations	...is limited to Cascade (2%)	...Valley County or Cascade (33%)	affects State or county (19%)	54%
...not a planned destination (i.e. saw the sign; was told at our hotel)	...is limited to Cascade (1%)	...is limited to Cascade (15%)	...is limited to Cascade (5%)	21%
* Includes visitors from New Meadows **excluding Valley County + New Meadows	8%	65%	26%	100%

**TABLE 1: ECONOMIC IMPACT BY DESTINATION-ORIGIN**

We can then create direct impact scenarios (table2 on next page), using the following assumptions:

1. Expenditures and lodging from visitors with Kelly's as *primary destination* is all incremental and will 100% translate into economic impact -- be it for Cascade or Valley County.
2. Expenditures from visitors with Kelly's as *one of several destinations* may or may not be incremental; the question here is if Kelly's was the reason for the respondent to visit Valley County, or if visiting Valley County was an opportunity to visit Kelly's. We used a "bottom" scenario where only 10% of expenditures of this group are incremental and a "likely" scenario where 1/3 of expenditures are incremental. Anecdotal information from the surveys suggests that assigning 1/3 of expenditures is realistic, but the survey design does not offer any help here and there is no further confirmation of this assumption.
3. Visitors with Kelly's *not as a planned destination* already had a place to stay, so lodging expenses are considered incremental for this group (undoubtedly there will be a case where a visitor decided to spend the night in Cascade because of visiting Kelly's, but that would be an exception). Expenses for restaurants, groceries etc. may be a different matter. The City of Cascade was not a strong tourist destination before Kelly's, so with this group of visitors now stopping in Cascade, it allows the city to capture some of the transferable expenses for restaurants, groceries etc. that would otherwise have taken place somewhere outside of Cascade. From Valley County's vantage point it would be an economic wash if those expenses are actually transferred, and we considered none of the expenses of this visitor group as incremental. But for Cascade this *would* be an economic impact – and an economic

loss for McCall or Donnelly if transferred from there. For reasons mentioned in the discussion section, Cascade is only able to capture a portion of these transferrable expenses. If substantial transfers would have taken place in Cascade, this would have been evident in the sales-tax reports for the Cascade zip-code (chapter 4.3). We therefore assumed a likely scenario with only 10% of expenses transferred to Cascade.

Table 2 shows scenarios with 10 and 50% transfer.

* Captured direct economic Impact is estimated at 55%from potential impact.				not a planned destination		one of several destinations		primary destination		direct impact	
"Bottom" scenario: only visitors with KWP as primary destination are considered											
1. All expenditures from cohort Dest 1 (KWP is primary destination) is incremental - 100% impact											
2. we attribute only 10% of lodging and other spending from cohort 2 (KWP among multiple destinations) to KWP											
3. No lodging for cohort 3 is incremental, but 10% of reported expenditure takes place in Cascade as opposed to elsewhere in Valley County											
contribution due to KWP	lodging				0%		10%		100%		
	other				10%		10%		100%		
Cascade only	lodging	from origin~destination matrix	100%	\$ -	100%	\$ 51,576	100%	\$ 45,790			
	other			\$ 22,948		\$ 54,742		\$ 236,603			
Valley county	lodging		0%	\$ -	96%	\$ 49,477	81%	\$ 37,085			
	other			\$ -		\$ 52,514		\$ 191,621			
sub-totals by region	(likely captured*) impact on just Cascade				\$ 22,948	\$ 106,319		\$ 282,393		\$ 411,659	
	impact on entire county/region				\$ -	\$ 101,991		\$ 228,706		\$ 330,696	
"Realistic" scenario: a portion of visitors with KWP as one of their planned destinations are included in impact											
1. same as above: All expenditures from cohort Dest 1 (KWP is primary destination) is incremental - 100% impact											
2. we attribute one-third (33%) of lodging and other spending from cohort 2 (KWP among multiple destinations) to KWP											
3. No lodging for cohort 3 is incremental, but 50% of reported expenditure takes place in Cascade as opposed to elsewhere in Valley County											
	lodging				0%		33%		100%		
	other				50%		33%		100%		
Cascade only	lodging	from origin~destination matrix	100%	\$ -	100%	\$ 170,202	100%	\$ 45,790			
	other			\$ 114,738		\$ 180,649		\$ 236,603			
Valley county	lodging		0%	\$ -	96%	\$ 163,273	81%	\$ 37,085			
	other			\$ -		\$ 173,295		\$ 191,621			
sub-totals by region	(max potential*) impact on just Cascade				\$ 114,738		\$ 350,851		\$ 282,393		\$ 747,982
	Valley county and or Idaho (excl Cascade)				\$ -		\$ 336,569		\$ 228,706		\$ 565,274

TABLE 2: IMPACT TABLE (FROM WORKBOOK: SHEET=IMPACT)

### III Conversion to total (direct, indirect and induced) impact

The total ripple or multiplier effect is dependent on the value-chain of a business, the locality of sub-contractors and the extent of local ownership in a particular region.

The National Park Service in partnership with the Michigan State University and the University of Idaho has developed a simple Money Generation Model (MGMv2) that provides a worksheet to capture "typical" expenditures from tourism as well as average multipliers for typical spending categories like lodging and restaurants<sup>13</sup>. The MGM2 multipliers range from 1.25 to 2.0.

Specialized data-mining companies (notably MIG/IMPLAN and EMSI in Moscow, ID) do an analysis of state and county data that allow for more localized estimations. A 2009 University of Idaho Student Project did an economic impact forecast using IMPLAN data and estimated the multiplier at a (very low) 1.06, thus typifying the Valley County economy as "shallow", or lacking linkages. Since the economic structure underlying multipliers changes only very gradually over

<sup>13</sup> URL: <http://mgm2impact.com/>

time, we will use this same multiplier of 1.06, employment impact and tax implications from that report in the current study.

Taking the direct impact from **Table 2: Comparison of 2011 impact with 2009 projections**) we can then estimate a likely economic impact for Kelly's, and compare it with the previous study (Table 3).

Kelly's WhiteWater Park - Economic Impact	2009 projection at full potential (5-7 yrs)		Actual 2011 (year 2)
	lower bound	upper bound	estimated
number of visitors with incremental economic impact to the region	40,000		15,498
total direct, indirect and induced impact	\$1,399,200	\$8,162,000	\$599,191
tax impact (50% Federal/50% state)	\$205,714	\$1,200,000	\$84,486
average spending per day	\$33	\$121	\$43
average days spent in the area	1.6		1.7
economic multiplier	1.06		from 2009 study
impact per visitor	\$35	\$204	\$39
employment impact (direct, indirect and induced)	12.6	103.0	7.6
<b>Cascade only</b>			
number of visitors with incremental economic impact to Cascade	not forecasted		13,129
potential economic impact (not necessarily captured)			\$792,861
likely capture rate: 55%			\$436,358
employment impact (direct, indirect and induced)			5.5

TABLE 3: PROJECTED VERSUS ACTUAL IMPACT

## Appendix 2: UI-IRB approval

University of Idaho

Office of Research Assurances  
Institutional Review Board

PO Box 443010  
Moscow, ID 83844-3010

Phone: 208-885-6162  
Fax: 208-885-5752  
irb@uidaho.edu

To: Willem Braak

From: Traci Craig, PhD  
Chair, University of Idaho Institutional Review Board  
University Research Office  
Moscow, ID 83844-3010

IRB No.: IRB00000843

FWA: FWA00005639

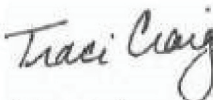
Date: Approved as Exempt July 13, 2011

Project: 11-002 has been approved as Exempt under Cat 2  
'Kelly's Whitewater Park Economic Impact Survey'

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On behalf of the Institutional Review Board at the University of Idaho, I am pleased to inform you that the above-named project is approved as exempt from review by the Committee. Please note, however, that you should make every effort to ensure that your project is conducted in a manner consistent with the three fundamental principles identified in the Belmont Report: respect for persons; beneficence; and justice.

Should there be significant changes in the protocol for this project, it will be necessary for you to resubmit the protocol for review by the Committee.



Traci Craig



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## Appendix 3: Survey Questionnaire

### About this survey

*Kelly's Whitewater Park and the University of Idaho Extension are interested in collecting information from visitors to help understand how the park can best contribute as an amenity to this region. The survey should take just a few minutes to complete. Your responses are voluntary, anonymous and confidential - your completed survey is handled by the university only, which then provides a summary of your responses combined with those of others to the park and region.*

1. Prior to this visit, how did you learn about Kelly's Whitewater Park?  
Please mark all that apply.
  - ☐ live in local area
  - ☐ friends/family/word-of-mouth
  - ☐ internet/web site
  - ☐ newspaper/magazine
  - ☐ local businesses/hotels/shops, etc.
  - ☐ drive-by sign
  - ☐ other: please specify \_\_\_\_\_
2. On this visit to the Park, how many people are in your personal group, including yourself?  
\_\_\_\_\_ (number)
3. How did this visit to Kelly's Whitewater Park fit into your travel plan? Please mark only one.
  - ☐ primary destination
  - ☐ one of several destinations
  - ☐ not a planned destination
4. How many hours driving is your primary residence from Kelly's Whitewater Park?
  - ☐ Less than 1 hour
  - ☐ 1-2 hours
  - ☐ 2-3 hours
  - ☐ 3-4 hours
  - ☐ More than 4 hours
5. Please provide the number of visits you personally have made, or hope to make, to Kelly's Whitewater Park this season.
  - ☐ one time
  - ☐ 2-4 times
  - ☐ 5-9 times
  - ☐ 10 or more

**...over ->**

6. On this trip, did you/will you stay overnight (away from home) in Cascade or the region (within one hour's drive of Kelly's Whitewater Park)?

Yes  
No



6.1 \_\_\_\_\_ total number of nights in the region on this trip

6.2 In which type of lodging did you/will you spend the night?

- ☐ Lodge, motel, cabin, rented condo/home, or bed & breakfast
- ☐ Tent camping in developed campground
- ☐ Recreational vehicle (RV) in developed campground
- ☐ Backcountry campsite
- ☐ Personal seasonal residence
- ☐ Residence of friends or relatives
- ☐ Other

7. On this trip, have you made, or do you plan to make, purchases in any of the following categories?

Please mark all that apply.

- ☐ equipment rental, guide fees
- ☐ restaurants and bars
- ☐ groceries and takeout food
- ☐ gas and oil (auto, RV, boat, etc.)
- ☐ other (souvenirs, books, clothing, sporting goods, etc.)

*And now a few background questions to help us know if we've heard from all different kinds of people using the park.*

8. Your Age (please circle range): 18-21 22-30 31-40 41-50 51-60 61-70 71 and above

9. Your gender?      \_\_\_ Male      \_\_\_ Female

10. Your home ZIP code or Country (if not USA): \_\_\_\_\_

11. In your opinion, how could Kelly's Whitewater Park or Cascade improve your experience?

*Principal investigator: Willem Braak, Valley County Extension, phone: (208) 382-7190  
University of Idaho Institutional Review Board approval nr: IRB00000843*

## Appendix 4: Comments from visitors

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## 31 Facilities & Hospitality

3	California	
	LA JOLLA	changing rooms
	COSTA MESA	golf cart for walk
	BIG SUR	It's great as is. Maybe a shady tree or an awning at the upper wave, so my wife can enjoy watching without getting baked by the sun.
1	Colorado	
	GRAND JUNCTION	Better local coffee shop like Payette River Coffee shop and bistro
19	Idaho	
	POCATELLO	taco stand in parking lot
	KETCHUM	On-site camping.
	CASCADE	Maybe some food here at the park.
	DONNELLY	bar
	EAGLE	campground
	MC CALL	Provide refreshments at the park. Provide a notice at the entrance that tubes are available in park.
	Meridian	more/better restaurants
	Meridian	more refreshments
	STAR	Maybe have vending of foods and drinks.
	WEISER	Food and drinks would be nice!
	NAMPA	food court
	BOISE	I would love to see the swimming pool go in near the Whitewater Park; it seems like a natural fit.
	BOISE	showers and hot tub
	BOISE	shoe catcher:)
	BOISE	add a better coffee shop - espresso machine!
	BOISE	Transportation for tubing and kayakers.
	BOISE	Need food vendors and beer gardens.
	BOISE	air to inflate tubes
	KINGSTON	Beer gardens
1	Louisiana	



2011 KWP survey comments  
Suggestions grouped by subject matter

	NEW ORLEANS	(pay for) showers
1	Nevada	
	RENO	espresso
1	Oregon	
	BEND	Camping on-site. Showers. Clothes pass on wall in changing room. Bathrooms. Picnic tables in view of the water features. Gear demo/rental shop on-site. Paths through landscaping, as the kayakers are going that way anyway. Shade over the river in various p
1	Utah	
	OGDEN	Shade on the island.
1	Virginia	
	NEWPORT NEWS	RV and tent camping.
2	Washington	
	CASHMERE	more concession
	Richland	showers would be great
1	ZIP not specified	
		golf cart for walk
2	<b>Foreign Origin</b>	
2	ZIP not specified	
		Canada zip code: T2N 2W3
		Canada(BC)
22	<b>Gear &amp; activities</b>	
3	California	
	LA JOLLA	allow cascade kayak to teach here
	SAN DIEGO	on site lessons, food and rentals
	SAN DIEGO	A bit more kayak gear in the shop (ie eye glass straps)
1	Colorado	
	GRAND JUNCTION	I like the kid kayak lessons and imagine their parents will want to learn too.
12	Idaho	
	POCATELLO	more activities for children under 12

2011 KWP survey comments  
Suggestions grouped by subject matter

	CASCADE	the year-round geo thermal swimming pool is a no brainer
	CASCADE	more music venue/offerings
	CASCADE	to raise more money for park allow small weddings scheduled for a fee - awesome venue
	DONNELLY	Provide adult kayak lessons.
	MC CALL	Offer adult classes. Create a kayak experience days/club for kids to practice skills.
	MC CALL	Young child play area.
	NAMPA	A place to wade for little kids.
	BOISE	Rent equipment on-site!
	BOISE	Kelly's stickers for our boats
	BOISE	It would be good to have something for young children.
	BOISE	offer classes
2	Louisiana	
	NEW ORLEANS	tourist info for hikes, bike rides in area
	NEW ORLEANS	botanical gardens of water plants with explanations
4	Washington	
	RENTON	Read about the park in the Sunset magazine. It gave us an idea of where to go for tubing and once here it is an easy entry to the river.
	PULLMAN	A little more signage about rentals, put-in points, etc.
	RICHLAND	provide rentals at the park
	RICHLAND	have a school for whitewater lessons
8	<b>Other</b>	
1	Colorado	
	Castle Rock	Provide a brochure.
5	Idaho	
	CASCADE	Have USFS manage timber loads-not just burn
	WEISER	I found this facility on the Internet. However, Kelly's website has no contact information, which is a detriment. We really enjoyed our stay and plan to make this a yearly vacation.
	BOISE	Welcome and allow tourism industry programs into the area.
	BOISE	donation box at exit

	BOISE	Show history and diversity of Cascade.
2	Washington	
	RYDERWOOD	The website is poorly designed. There is no information on tubing fees or rental information.
	PULLMAN	Main reason we might not come back is the road construction. Kept waiting 30 min heading into Cascade from north. Would like to come back, but it's a long drive from Moscow/Pullman.

## 22 River features

2	California	
	COSTA MESA	better sign to exit river
	BIG SUR	make the wave bigger, barrels
1	Colorado	
	GRAND JUNCTION	Modify whitewater features to be more user friendly - intermediate feature is great!
11	Idaho	
	DRIGGS	a bladder/away to adjust features to flow
	CASCADE	More rapids.
	EAGLE	There are several rocks in the river that are more of an obstacle for kayakers.
	GARDEN VALLEY	work on lower wave- more friendly
	NEW MEADOWS	Bigger features; one big enough to hold surfboards and add a slalom course. Thanks.
	NAMPA	easy access points to get in and out of the waterpark
	BOISE	Continue to improve the features (waves); they are good but some are a little off and irregular. Continue to host events; I like coming here and would attend clinics or competitions.
	BOISE	More features/bladder.
	BOISE	Maybe some way to surf with a surfboard or wakeboard using a rope. Great paddling waves!
	BOISE	More rapids.
	KINGSTON	slide to enter water with possible ramp at the entry. (see kayak videos)
3	Oregon	
	MOLALLA	Pool climbing wall

2011 KWP survey comments  
Suggestions grouped by subject matter

	BEND	KWP is an awesome resource! What a treat! I hear they will be working on the lower wave, which is good. It would be great to have more features as usable as the main hole/wave. This would help split up use as well.
	BEND	More powerful middle hole and big glassy wave. Food and campsite at Kelly's Whitewater Park.
4	Washington	
	ENTIAT	Fix up the waves this winter so they are more glassy
	BURBANK	improve the top and bottom holes
	RICHLAND	make more
	Richland	fix bottom hole so there is an intermediate hole
1	ZIP not specified	
		better sign to exit river
12	<b>Road and pathways</b>	
9	Idaho	
	CASCADE	complete bike trail clear through
	DONNELLY	Get rid of the napweed on the trail.
	EAGLE	run shuttle at least one weekend day
	MOUNTAIN HOME	pave the walks
	NAMPA	need a path in order to read inscription on Borbonos plaque
	BOISE	More signs and a sign with a picture. There should be one entrance by the visitor center.
	BOISE	More signs.
	BOISE	It's great! What you need to do is tell your story in 3-4 signs as you drive into the park, like the YMCA does. You are building a community, sustainable business district, Valley kids.
	BOISE	Greenbelt path connecting park to Cascade. Kayak lockers concession stand.
1	Nevada	
	LAS VEGAS	Fix up the entrance from the road. Clean-up the surrounding area.
1	Utah	
	SALT LAKE CITY	The entrance should be pared. It looks like you are entering an old industrial park.
1	Washington	

---

SEATTLE

Better entrance from road; signs and road are confusing.

## Appendix 5: Unsolicited compliments from visitors



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75	<b>Compliments</b>	
4	<b>California</b>	
	SAN DIEGO	We love it.
	VICTORVILLE	I think it is beautiful! No changes needed.
	YUBA CITY	It is fine the way it is.
	WEAVERVILLE	It was great! It made my day! I can't think of a way to improve it! Thank you!
3	<b>Colorado</b>	
	MEAD	It is a lovely park. Enjoying Idaho very much.
	GRAND JUNCTION	It is just awesome already.
	GRAND JUNCTION	Improve? It's awesome as it is and amazing that it's free! We love coming here.
42	<b>Idaho</b>	
	KETCHUM	Great teaching environment.
	DRIGGS	pretty awesome right now!
	CALDWELL	It's a great addition to Cascade and for Trinity Pines.
	CASCADE	So far, so good!
	CASCADE	I love this park; it is a huge asset to our community.
	CASCADE	It's great
	CASCADE	[as is is] ok with me
	EAGLE	Great first visit! Beautiful facility. Love it! (Came to Watch)
	HORSESHOE BEND	They are doing great! Thank you!
	MC CALL	It's a great place to come and practice. My son took lessons here and it was a great opportunity for him.
	MC CALL	[no suggestions]; It's fine
	MC CALL	Everything is wonderful!
	MC CALL	I love this place! It has allowed me to really improve my boating and rolling which has made it possible to paddle harder rivers.
	MERIDIAN	[I need] Nothing else; it's great.
	MERIDIAN	It looks great! Very well done! Beautiful venue!
	MERIDIAN	Great facility! I look forward to utilizing it.

2011 KWP survey comments  
Compliments

MERIDIAN	Doing a great job guys. I look forward to anything you do.
MERIDIAN	They are doing a great job and I look forward to the many additions coming to KWP.
MERIDIAN	Very well put together.
MERIDIAN	There are no changes that I can think of. We have been here once before, just watching, and we love it. It's so peaceful and fun to watch the people in the water. I love it here.
MIDDLETON	It was great!
Meridian	[no suggestions];It is good just the way it is!
Meridian	Beautiful! It is fun to watch kayakers! We may not use the park this trip, but plan a tube trip later on this summer.
MOUNTAIN HOME	this is a lovely place
WEISER	[no suggestions] It is what I expected.
NAMPA	Every time we come we see improvements. It is a wonderful place to visit.
NAMPA	I think this is awesome!
BOISE	Nice,Impressed!
BOISE	Great!
BOISE	Fabulous asset
BOISE	KWP has done a great job!
BOISE	It is beautiful.
BOISE	It would be fun for the kids to see!
BOISE	This is great and wonderful!
BOISE	Kelly is great
BOISE	This place is awesome! Beautiful!
BOISE	very nice
BOISE	It's perfect.
BOISE	pretty cool
BOISE	It's perfect
BOISE	I loved the tribute to their daughter!!!
MOSCOW	It's a great place! No improvements.

2011 KWP survey comments  
Compliments

	ALBANY	[no suggestions] Great place as is.
5	<b>Utah</b>	
	LAYTON	Build a teleporation device from SLC to here so I can come all the time.
	PLEASANT GROVE	Great learning!
	SALT LAKE CITY	Be closer! :)
	SALT LAKE CITY	It's great!
	OGDEN	fabulous!
2	<b>Virginia</b>	
	NEWPORT NEWS	Not really, it was fun.
	NEWPORT NEWS	I have no suggestions, it was fun.
6	<b>Washington</b>	
	BELLEVUE	it is a superb park-lovely! The information center is beautifully designed-the emphasis on pioneer women is excellent-the area and view of the indoor amphitheater is a delight! Thank you to the generous donors of this park-a beautiful way to remember the
	SEATTLE	A wonderful place. I'm amazed by the dedication of those who created the park. We made a special detour to come here on our war over to Yellowstone, and now we may just stay here and skip Yellowstone.
	TACOMA	Put parks in other locations as well so that the sport can be enjoyed by even more people!
	SPOKANE	Love to have near my home
	BURBANK	Kelly's is great! stay with the plan
	RICHLAND	Not sure [if I have suggestions]. Seems nice as it is.
12	<b>ZIP not specified</b>	
		We love it here!
		So fun!
		We live in the community and appreciate all the facility offers. We recommend the KWP to lots of friends from Treasure Valley.
		A very peaceful place to relax and enjoy the beauty of nature. You can feel the love people have put into making this place. You will want to return often to say thank you.
		Very nice area! Good entertainment.

2011 KWP survey comments  
Compliments



Wonderful!

This was a beautiful experience, thank you.

I found it a wonderful experience; I can't think of an improvement.

It was great.

This place is really amazing. A wonderful experience to come here. We will definitely return.

Friendly personnel. Very nice facility.

Beautiful facility! Glad to see it here!



# Sessler

Law Office PLLC

February 17, 2022

Judie Milner  
Franklin City Manager  
316 Central Street  
Franklin, NH 03235

RE: Mill City Whitewater Park

Dear Judie:

On behalf of the Sessler Law Office, PLLC I am writing to express our strong support for the City of Franklin's application to the Community Development Finance Authority for a Tax Credit Grant of \$485,000. The proceeds from the sale of these credits will be an important part of a comprehensive funding strategy to build the Mill City Whitewater Park.

The Whitewater Park project is the product of a dedicated team of creative and industrious folks who are determined to dramatically elevate the economy of Franklin and to bring prosperity back to families who have been struggling for decades. The Whitewater Park is the economic engine that will bring jobs, visitors and new residents to Franklin and revitalize our community. I can already see changes for the good in the atmosphere of the city as a result of this project to date.

This project is enthusiastically supported by state, county and local governments who see the transformative impact its success will have on the entire region. I urge CDFA to respond favorably to this application knowing that its funds will be advancing a crucial economic development opportunity.

Sincerely yours,

James N. Sessler, Esquire



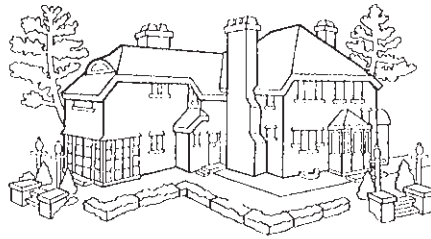
# SEUFERT LAW OFFICES, PA

## Attorneys at Law

**Christopher J. Seufert**  
National Board Certified  
Civil Trial Specialist  
Admitted in NH, MA & NC  
cseufert@seufertlaw.com

**Catherine L. Baumann**  
Admitted in NH  
cbaumann@seufertlaw.com

**Christopher C. Snook**  
Admitted in NH  
csnook@seufertlaw.com



Reply to:

59 Central Street  
Franklin, NH 03235  
(603) 934-9837  
Fax (603) 934-9838

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Concord, NH 03301  
(603) 224-8672

February 17, 2022

Judie Milner  
Franklin City Manager  
316 Central Street  
Franklin, NH 03235

RE: Mill City Whitewater Park

Dear Judie:

On behalf of Seufert Law Offices, P.A. I am writing to express our strong support for the City of Franklin's application to the Community Development Finance Authority for an additional Tax Credit Grant of \$485,000. The initial buildout now already in use, the completion of this work is sure to spur more economic activity in the local area.

Exciting things are happening to our downtown, with the new \$27.5 million Peabody Place Assisted Living expansion underway, to the \$35+ million Chinburg renovations to the Stevens Mill, these are "interesting times." Our law firm having served the citizens of Franklin, and the surrounding towns, for nearly 40 years I can honestly say that I have never seen such tremendous revitalization going on.

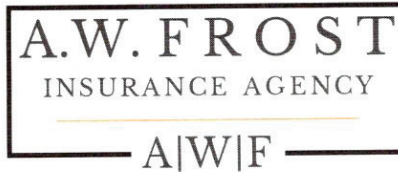
The Mill City project, as well as others in this community, has been the work of many dedicated, creative, and industrious folks, many who have volunteered their time and efforts, to dramatically elevate the economy of Franklin and to bring prosperity back to families who have been struggling for decades as our region transforms from the age of mills and factory jobs, to a more diverse economic engine. The Whitewater Park is a piece of this economic engine that will bring jobs, visitors and new residents to Franklin and revitalize our community.

This project is enthusiastically supported by state, county and local governments who see the transformative impact its success will have on the entire region. We urge CDFA to respond favorably to this application knowing that its funds will be advancing a crucial economic development opportunity.

Sincerely yours,



Christopher J. Seufert, Esq.



February 18, 2022

Judie Milner  
Franklin City Manager  
316 Central Street  
Franklin, NH 03235

RE: Mill City Whitewater Park

Dear Judie:

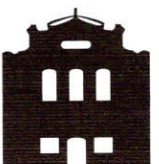
On behalf of the A.W. Frost Agency (a member of Davis & Towle Group) I am writing to express our strong support for the City of Franklin's application to the Community Development Finance Authority for a Tax Credit Grant of \$485,000. The proceeds from the sale of these credits will be an important part of a comprehensive funding strategy to build the Mill City Whitewater Park.

The Whitewater Park project is the product of a dedicated team of creative and industrious folks who are determined to dramatically elevate the economy of Franklin and to bring prosperity back to families who have been struggling for decades. Real positive progress is being achieved here in Franklin and building on these successes is important. The Whitewater Park is the crucial element for financial sustainability. It is the economic engine that will bring jobs, visitors, and new residents to Franklin.

This project is enthusiastically supported by state, county and local governments who foresee the positive impact the park's success will have on the entire region. We urge CDFA to respond favorably to this application knowing that its funds will be advancing a crucial economic development opportunity.

Sincerely yours,

Leo R. Paquin



GREVIOR FURNITURE

440 Central Street  
Franklin NH 03235  
(603) 934 - 4159

Judie Milner  
Franklin City Manager  
316 Central Street  
Franklin NH 03235

February 24, 2022

On behalf of the Grevior Furniture Family I am writing to express our strong support for the City of Franklin's application to the Community Development Finance Authority for a Tax Credit of \$485,000. The proceeds from the sale of these credits will be an important part of a comprehensive funding strategy to continue to build the Mill City Whitewater Park.

The Whitewater Park project is the result of a dedicated team of creative and industrious individuals who remain determined to dramatically elevate the economy of Franklin and return prosperity to families who have struggled for decades. The Whitewater Park is integral to the economic engine that will bring jobs, visitors, and new residents to Franklin and revitalize our community.

This project continues to be enthusiastically supported by State, county, and local governments who understand the transformative impact its success will have on the region. We urge the CDFA to respond favorably to this application and believe that its funds will have great impact on this economic development opportunity.

Yours Truly,  
GREVIOR FURNITURE & FAMILY



Jason Grevior



February 28, 2022

Judie Milner  
Franklin City Manager  
316 Central Street  
Franklin, NH 03235

**RE: Mill City Whitewater Park - Support Letter**

Dear Manager Milner:

On behalf of Stevens Mill LLC, owner of the Stevens Mill Project located at 20 Canal Street in Franklin, I am writing to express support for the City of Franklin's application to the Community Development Finance Authority (CDFA) for a \$485,000 tax credit grant.

The Steven's Mill Project directly abuts the Winnepesaukee River and Mill City Whitewater Park (the "Park") in downtown Franklin. Currently under construction, the Stevens Mill Project will convert a historic mill complex into 153 apartments and approximately 35,000 SF of commercial space. The Stevens Mill Project is part of Franklin's transformative revitalization centered around outdoor recreation, the heart of which is the Park. The Park is essential in driving growth and diversification of Franklin's economy, supporting local businesses, and providing recreational opportunity for residents and visitors, including our tenants and residents.

It is our understanding that proceeds from CDFA tax credits are critical to funding the last two water features in the Winnepesaukee River as proposed as part of the Park. The Park is supported by the local residents and business owners as well as local and regional officials who understand the transformative impact the Park will have on businesses and the regional economy.

We urge CDFA to approve this application to support the continued revitalization of Franklin and a crucial economic development opportunity in the region.

Sincerely,

Eric J Chinburg  
President of Chinburg Properties  
Manager of Stevens Mill LLC



February 28, 2022

Judie Milner, Franklin City Manager  
Franklin City Hall  
316 Central Street  
Franklin, NH 03235

Re: Support for Mill City Park CDFA Grant

Dear Judie,

Please accept Watts Water Technologies' support of the proposed CDFA grant for Mill City Park's white water park project.

This project will have a very positive impact on our community. Being the only white-water park in New England, this project will revitalize Franklin by turning it into a premier recreational destination. The park will attract a significant number of visitors and new business to the area, especially when combined with the other planned features of the park. This, in turn, will greatly benefit Watts and other world-class manufacturers in the area by helping to attract and retain the talent needed to stay competitive in these challenging workforce times.

Joseph Watts founded our company in Massachusetts in 1874. The Horne family purchased the company in 1918 and proudly built our first satellite manufacturing facility in Franklin in 1959. Since then, we have grown to be a global leader of quality water solutions with annual revenue exceeding \$1.7B with 34 facilities across the globe. Our Franklin facility has grown to be the flagship manufacturing facility for Watts and is vital to the successful growth of the company.

Thank you for your dedication to help Franklin grow and prosper in this transition from a "mill town" to a premier recreation destination.

Sincerely,

A handwritten signature in black ink, appearing to read 'Michael Mullavey', with a stylized flourish at the end.

Michael Mullavey

February 17, 2022

Judie Milner  
Franklin City Manager  
316 Central Street  
Franklin, NH 03235

RE: Mill City Whitewater Park

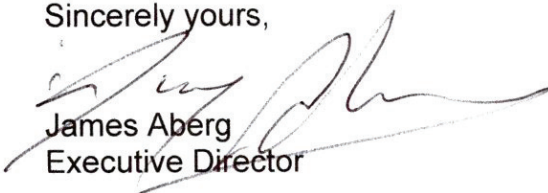
Dear Judie:

On behalf of the Board of Directors of the Franklin Business and Industrial Development Corporation (FBIDC), I am writing to express our strong support for the City of Franklin's application to the Community Development Finance Authority for a Tax Credit Grant of \$485,000. The proceeds from the sale of these credits will be an important part of a comprehensive funding plan to build the last two features in the Winnepesaukee River for the Mill City Whitewater Park. The first feature is completed and is already attracting enthusiasts from all parts of New England.

Franklin is on the cusp of a renaissance and transformation into a mecca for outdoor recreation. The kayaking venue at Mill City Park is the capstone of this new economy and will drive the growth and redevelopment of downtown Franklin. With the continued support of CDFA, a dedicated team of creative and industrious community leaders is determined to bring prosperity back to all sectors of the Franklin economy.

This project is enthusiastically supported by state, county and local governments who see the transformative impact its success will have on the entire region. We urge CDFA to respond favorably to this application knowing that its funds will be advancing a crucial economic development opportunity.

Sincerely yours,

  
James Aberg  
Executive Director





February 28, 2022

Judie Milner  
Franklin City Manager  
316 Central Street  
Franklin, New Hampshire 03235

Dear Judie,

Please accept this letter of support for the City's application to the Community Development Finance Authority for a Tax Credit Grant in the amount of \$485,000 to continue with the development of New England's first in-river whitewater park.

**ABOUT US:** PermaCityLife was formally created in 2015 to serve as the catalytic organization focused on bringing the Franklin Falls Revitalization Plan to life. Our mission is to lead the charge for positive and sustainable economic growth in downtown Franklin while protecting past investments. Reactivating dormant buildings has been a priority with the capacity to trigger a ripple effect of multidimensional change that will fundamentally remake the value and function of our downtown. Our group has taken a lead role and has identified and structured creative public-private financing and partner opportunities to provide the needed gap financing. Innovative approaches have sped up the development process and lowered the costs and risks of development. The basic reason to establish PermaCityLife has been to take the "financial burden" of showing the way.

**OUR PROBLEM:** Our story is a sad but familiar tale where large scale industry and manufacturing lined our rivers. When the factory doors shuttered they left behind a wake of polluted waterways and an impoverished downtown. Our brick mills, factories, and block buildings have fallen into disrepair and we have struggled through generations of economic downturn. The abused and neglected Winnepesaukee River is essentially cut-off from the downtown and is no longer contributing to the local economy.

**OUR SOLUTION:** Mill City Park is a viable solution that will reposition the river as the "front door" to our community and serve as a magnet for people. The whitewater park is the key component of the revitalization plan for downtown and will integrate the river into the community. Through the creation of the first premier whitewater park in New England we will anchor our downtown and build a destination brand that serves a variety of recreational uses from kayakers, canoeists, river surfers, stand up paddlers, tubers, swimmers, and anglers. When paired with the proposed on-land developments we will create gathering places that attract walkers, cyclists, families, and spectators. Hosting competitions, events, and festivals will attract more visitors and inject outside



dollars into our local and regional economy. Adding lights for night surfing and play features will attract millennials into the evening hours.

**ECONOMIC BENEFIT:** Because the whitewater park will be free for public access, the economic impact will be indirect with the boost seen by local restaurants, hotels, retail shops, and an increased housing demand. Whitewater parks are proven year-round revenue sources that generate local jobs that translate into direct (payroll & employment), indirect (supply-chain impacts), and induced spending (consumption driven). Our community-defining amenity is projected to generate over \$6.83M in annual spending and the economic impact is already taking hold.

**PROOF OF CONCEPT:** PermaCityLife has found recent success with the implementation of it's wind down plan through the sale of it's renovated real estate portfolio. At present, we have just one storefront condominium unit left which is under contract with a closing date scheduled for July 31, 2022. Without exception, all of the investors that purchased property from us did so based upon the forthcoming whitewater park. For us, the turning point was the public announcement of the permits being issued. Since then we have systematically been able to attract investors and owner occupants in all areas ranging from retail shops, restaurants, and residential use.

As our capstone contribution, we are putting the finishing touches on the renovation of a previously neglected four story brick building prominently located in the heart of the downtown. This \$1.9M (+/-) second phase of renovations will result in three floors of much needed housing units on the upper levels. Our earlier renovation from two years ago is fully occupied with a statewide headquarters for a seasoned investment firm and lawyers office. One of our loftiest goals was to activate the upper floors of our downtown buildings through the "Upstairs Downtown Initiative." Mill City Park gave us something to hang our hat on and move forward with this project to be formerly known as "The Lofts at Mill City Park" in homage to the whitewater park. We are in the midst of rebuilding our downtown to go with the waterwater park. We have momentum on our side and it is crucial that we capitalize on this unique and well documented opportunity to create "Act 2" for downtown Franklin Falls via the construction of a world class attraction that will create jobs and sustain the community for multiple generations.

Sincerely,

*Todd M. Workman*

Todd M. Workman  
Executive Director  
PermaCityLife  
361 Central St  
Franklin, NH 03235

**CITY OF FRANKLIN  
NOTICE OF PUBLIC HEARING & MEETING**

**In accordance with the provision of Chapter 31, Division 2 of the Franklin Municipal Code, notice is hereby given that the City of Franklin will hold a Public Hearing on Monday, February 26<sup>th</sup>, 2024 at 6:00 p.m. at the Franklin Lodge of Elks regarding Resolution #13-24, authorizing the City Manager to file an application not to exceed \$625,000 with Community Development Finance Authority Tax Credit Program for the purposes of partially funding white water feature #2 and to sign all the necessary paperwork thereof.**

**Provisions for persons with special needs can be made by contacting the City Manager's office, via telephone or mail at least five days prior to the public hearing.**

**City of Franklin  
316 Central Street  
Franklin, NH 03235  
(603) 934-3900**



**CITY OF FRANKLIN**  
**COUNCIL AGENDA REPORT**  
for February 26, 2024

**Date:** February 16, 2024

**From:** Seth Creighton, Director of Planning & Zoning SC 2/16/24

**Subject:** Easements and Maintenance Agreements for Holy Cross Rd

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**Recommendation:** Grant easements to Easterseals NH, accept easements from Easterseals NH, and accept Maintenance Agreement from Easterseals NH, all pertaining to Holy Cross Rd land area.

**Suggested Motion:** "I move that the Franklin City Council permit, upon final review by the City Attorney, the granting of easements to Easterseals NH, acceptance of easements from Easterseals NH, and acceptance of a road maintenance agreement from Easterseals NH."

**Discussion:**

The city has been working with Easterseals NH to create a "Veterans Center" at Holy Cross Rd. Because the city road (Holy Cross Rd) runs between the Easterseals lots, and Easterseals proposes to connect the lots via shared utilities, and other improvements, said utilities and improvements will run under/over/in the city's road. To this end, the City must vote to allow these things to be put in our road area via several easements. In exchange for allowing the use of the area under the public road, Easterseals has agreed to grant an easement to allow the public road to extend onto their private property so that a cul-de-sac turnaround can be built. Easterseals NH is also proposing to take over maintenance of Holy Cross Rd via a maintenance agreement.

Attached are the proposed easements and maintenance agreement, and a related map.

**Fiscal Impact:** The city will save money by entering into the road maintenance agreement because via the agreement, all maintenance costs and responsibilities will be the obligation of Easterseals NH.

**Alternatives:** The Council can choose not to approve the easements, but this will require Easterseals NH to reengineer their proposed development. The Council can also choose to have the city continue being responsible for all maintenance and costs of Holy Cross Rd by not entering the maintenance agreement.

---

## UTILITY EASEMENT AGREEMENT

### (Existing Utilities)

This Utility Easement Agreement (the "Agreement") dated this \_\_\_\_ day of \_\_\_\_\_, 2024, is made by and among the CITY OF FRANKLIN, a body corporate and politic, duly established by the laws of the State of New Hampshire, having a mailing address of 316 Central Street, Franklin, New Hampshire 03235 (hereinafter the "City") and EASTER SEALS NEW HAMPSHIRE, INC, having a mailing address of 555 Auburn Street, Manchester, New Hampshire 031013 (hereinafter "ESNH").

Reference is made to the following facts:

A. ESNH is the owner of certain land located in Franklin, Merrimack County, New Hampshire described in a Quitclaim Deed from Manchester Alcoholism Rehabilitation Center to Grantee, dated August 1, 2022, as recorded in the Merrimack County Registry of Deeds at Book 3801, Page 1081. (the "ESNH Parcels").

B. The City owns a road, known as "Holy Cross Road" which runs between the ESNH Parcels, running from South Main Street (NH Route 3) to a point shown as "ROW EASEMENT (1,720 SF)" on a plan of land (the "Plan"), entitled, "ROW Easement Plan, Holy Cross Road, Franklin, Merrimack County, New Hampshire for Easter Seals New Hampshire, Inc.", prepared by Norway Plains Associates, Inc., dated December 2023, and recorded in the Merrimack County Registry of Deeds as Plan # \_\_\_\_\_, (the "ROW").

C. There is currently private sewer collection system(s) located below the ROW that service the ESNH Parcels (the "Existing Utilities").

D. ESNH and the City recognize that an easement is necessary and appropriate for the Existing Utilities and to set forth the maintenance responsibilities of the parties and the parties wish to grant and memorialize an easement for the Existing Utilities with this Agreement.

NOW, THEREFORE, for good and valuable considerations, the receipt and sufficiency of which is hereby acknowledged, ESNH and the City hereby agree as follows:

### **I. CREATION OF EASEMENT**

The City, for consideration paid, hereby grants to ESNH, with Quitclaim Covenants the

following:

A perpetual and non-exclusive utility easement, to allow the Existing Utilities to remain under the ROW (the "Easement Area"), including but not limited to maintain, remove, relocate, repair or replace, any or all, through approval process of the City of the Existing Utilities.

The easement created under this Section I shall be binding upon and run with the land which constitutes the ROW and shall be for the benefit of the owner of the ESNH Parcels and its successors, assigns, tenants, invitees and licensees. The owner of the ESNH Parcels may grant the benefit of such easements to the tenants and other occupants of the ESNH Parcels for the duration of such occupancy.

## **II. MAINTENANCE AND OPERATION**

2.1 Maintenance. The maintenance, repair and replacement of the Easement Area is subject to the following terms and conditions:

(a) ESNH shall be responsible for maintaining the Existing Utilities in good, clean, safe and working condition, except to the extent that ESNH no longer needs a particular utility at which time the utility must be removed the Easement Area.

(b) The owner of the ESNH Parcels is responsible for any costs related to maintaining, repairing, and replacing any and all Existing Utilities, and is responsible for all out of pocket costs and expenses incurred related to the maintenance, repair, and replacement of any or all improvements in the Easement Area.

## **III. REMEDIES**

Either party may enforce its rights hereunder by any proceedings available at law or equity, including by seeking the remedies of specific performance and mandatory injunction.

## **IV. TERM**

4.1 Term.

This Agreement and the easements, rights, obligations and liabilities created hereby shall be perpetual to the extent permitted by law and except as provided in Paragraph 4.2 below.

4.2 Non-terminable Declaration.

No breach of the provisions of this Agreement shall entitle any owner to cancel, rescind or otherwise terminate this Agreement, but such limitation shall not affect, in any manner, any other rights or remedies which any owner may have hereunder by reason of any breach of the provisions of this Agreement.

## **V. EFFECT OF INSTRUMENT**

5.1 Mortgage Subordination.



Any mortgage or deed of trust affecting the ROW shall at all times be subject and subordinate to the terms of this Agreement, except to the extent expressly otherwise provided herein, and any party foreclosing any such mortgage or deed of trust, acquiring title by deed in lieu of foreclosure or trustee's sale shall acquire title subject to all of the terms and provisions of this Agreement.

## 5.2 Binding Effect.

Every agreement, declaration, covenant, promise, undertaking, condition, easement, right, privilege, option and restriction made, declared, granted or assumed, as the case may be, made in this Agreement is made for the benefit of ESNH, and the benefits and burdens of same shall run with the title to the ROW. Any transferee of ROW shall automatically be deemed, by acceptance of the title to the ROW, to have assumed all obligations of this Agreement.

## VI. MISCELLANEOUS

### 6.1 Miscellaneous.

(a) If any provision of this Agreement, or portion thereof, or the application thereof to any person or circumstances, shall, to any extent be held invalid, inoperative or unenforceable, the remainder of this Agreement, or the application of such provision or portion thereof to any other persons or circumstances, shall not be affected thereby; it shall not be deemed that any such invalid provision affects the consideration for this Agreement; and each provision of this Agreement shall be valid and enforceable to the fullest extent permitted by law.

(b) This Agreement shall be construed in accordance with the laws of the State of New Hampshire.

(c) The section and paragraph headings in this Agreement are for convenience only, shall in no way define or limit the scope or content of this Agreement, and shall not be considered in any construction or interpretation of this Agreement or any part hereof.

(d) Nothing in this Agreement shall be construed to render any owner liable for the debts or obligations of the other owner.

(e) The consideration for this conveyance is less than \$100.00.

(f) This Agreement may be executed in multiple counterpart originals.

[Signature pages follows]

IN WITNESS WHEREOF, we have executed this Agreement as of the day, month and year first above written.

**CITY OF FRANKLIN**

By: \_\_\_\_\_

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Duly Authorized

STATE OF \_\_\_\_\_

COUNTY OF \_\_\_\_\_

On this the \_\_\_\_ day of \_\_\_\_\_, 2024, before me, the undersigned notary public, personally appeared \_\_\_\_\_, who acknowledged himself to be the Duly Authorized \_\_\_\_\_ of City of Franklin, a Municipal Corporation, and that he as such\_\_\_\_, being authorized so to do, executed the foregoing instrument for the purposes therein contained, as his free act and deed and as the free act and deed of the City.

In Witness Whereof, I hereunto set my hand and official seal.

\_\_\_\_\_  
Notary Public

My Commission Expires:

**EASTER SEALS NEW HAMPSHIRE, INC.**

By: \_\_\_\_\_  
Maureen Beauregard, President and CEO

STATE OF NEW HAMPSHIRE  
COUNTY OF HILLSBOROUGH

On this the \_\_\_\_ day of \_\_\_\_\_, 2024, before me, the undersigned notary public, personally appeared Maureen Beauregard, who acknowledged himself to be the President and CEO of Easter Seals New Hampshire, LLC, and that she as such President and CEO, being authorized so to do, executed the foregoing instrument for the purposes therein contained, as his free act and deed and as the free act and deed of the company.

In Witness Whereof, I hereunto set my hand and official seal.

\_\_\_\_\_  
Notary Public  
My Commission Expires: \_\_\_\_\_

---

## UTILITY EASEMENT AGREEMENT

### (New Utilities)

This Utility Easement Agreement (the "Agreement") dated this \_\_\_\_ day of \_\_\_\_\_, 2024, is made by and among the CITY OF FRANKLIN, a body corporate and politic, duly established by the laws of the State of New Hampshire, having a mailing address of 316 Central Street, Franklin, New Hampshire 03235 (hereinafter the "City"), and EASTER SEALS NEW HAMPSHIRE, INC, having a mailing address of 555 Auburn Street, Manchester, New Hampshire 03103 (hereinafter "ESNH").

Reference is made to the following facts:

A. ESNH is the owner of certain land located in Franklin, Merrimack County, New Hampshire described in a Quitclaim Deed from Manchester Alcoholism Rehabilitation Center to Grantee, dated August 1, 2022, as recorded in the Merrimack County Registry of Deeds at Book 3801, Page 1081. (the "ESNH Parcels").

B. The City owns a road, known as "Holy Cross Road," which runs between the ESNH Parcels, running from South Main Street (NH Route 3) to a point shown as "ROW EASEMENT (1,720 SF)" on a plan of land entitled (the "Plan"), "ROW Easement Plan, Holy Cross Road, Franklin, Merrimack County, New Hampshire for Easter Seals New Hampshire, Inc.," prepared by Norway Plains Associates, Inc., dated December 2023, and recorded in the Merrimack County Registry of Deeds as Plan # \_\_\_\_\_ (the "ROW").

C. ESNH intends to redevelop the ESNH Parcels, which will require the installation of various utilities and other improvements and appurtenances installed and owned by ESNH including but not limited to, electric power lines, cable lines, telephone lines, sidewalks, street lighting, landscaping, drainage and any and all other above-ground and underground utility lines, conduits, appurtenant structures and fixtures below or within the ROW to serve the ESNH Parcels, as depicted on site and other plans entitled, \_\_\_\_\_, prepared by Norway Plains Associates, Inc., dated \_\_\_\_\_ and approved by the City (collectively, the "New Utilities").

D. ESNH and the City recognize that an easement is necessary and appropriate for the New Utilities and to set forth the maintenance responsibilities of the parties, and the parties wish to grant said easements with this Agreement.

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of

which is hereby acknowledged, ESNH and the City hereby agree as follows:

**I. CREATION OF EASEMENT**

The City, for consideration paid, hereby grants to ESNH, with Quitclaim Covenants, the following:

A perpetual and non-exclusive utility easement, to allow the installation, repair and replacement from time to time of the New Utilities within and under the ROW (the "Easement Area"), including but not limited to the installation, maintenance, removal, relocation, repair or replacement of any or all of the New Utilities. The installation or relocation of any utility lines servicing its Parcels shall be at ESNH's cost and expense and approved by the City.

The easement created under this Section I shall be binding upon and run with the land which constitutes the ROW and shall be for the benefit of the owner of the ESNH Parcels and its successors, assigns, tenants, invitees and licensees. The owner of the ESNH Parcels may grant the benefit of such easements to the tenants and other occupants of the ESNH Parcels for the duration of such occupancy.

**II. MAINTENANCE AND OPERATION**

2.1 Maintenance. The maintenance, repair and replacement of the Easement Area is subject to the following terms and conditions:

(a) ESNH shall be responsible for maintaining the New Utilities in good, clean, safe and working condition. The maintenance of the Utility Easement shall include without limitation, trimming, mowing and removal of vegetation installed within the Easement Area and relocation of any of the New Utilities at ESNH's discretion, with City approval.

(b) The owner of the ESNH Parcels is responsible for any costs related to maintaining, repairing, and replacing any and all improvements in the Easement Area, including lighting, sidewalks, and drainage areas and is responsible for all reasonable out of pocket costs and expenses incurred related to the maintenance, repair, and replacement of any and all improvements in the Easement Area.

**III. REMEDIES**

Either party may enforce its rights hereunder by any proceedings available at law or equity, including by seeking the remedies of specific performance and mandatory injunction.

**IV. TERM**

4.1 Term.

This Agreement and the easements, rights, obligations and liabilities created hereby shall be perpetual to the extent permitted by law and except as provided in Paragraph 4.2 below.

#### 4.2 Non-terminable Declaration.

No breach of the provisions of this Agreement shall entitle any owner to cancel, rescind or otherwise terminate this Agreement, but such limitation shall not affect, in any manner, any other rights or remedies which any owner may have hereunder by reason of any breach of the provisions of this Agreement.

### V. EFFECT OF INSTRUMENT

#### 5.1 Mortgage Subordination.

Any mortgage or deed of trust affecting either of the Parcels shall at all times be subject and subordinate to the terms of this Agreement, except to the extent expressly otherwise provided herein, and any party foreclosing any such mortgage or deed of trust, acquiring title by deed in lieu of foreclosure or trustee's sale shall acquire title subject to all of the terms and provisions of this Agreement.

#### 5.2 Binding Effect.

Every agreement, declaration, covenant, promise, undertaking, condition, easement, right, privilege, option and restriction made, declared, granted or assumed, as the case may be, made in this Agreement is made for the benefit of ESNH, and the benefits and burdens of same shall run with the title to the ROW. Any transferee of a Parcel shall automatically be deemed, by acceptance of the title to the ROW to have assumed all obligations of this Agreement.

### VI. MISCELLANEOUS

#### 6.1 Miscellaneous.

(a) If any provision of this Agreement, or portion thereof, or the application thereof to any person or circumstances, shall, to any extent be held invalid, inoperative or unenforceable, the remainder of this Agreement, or the application of such provision or portion thereof to any other persons or circumstances, shall not be affected thereby; it shall not be deemed that any such invalid provision affects the consideration for this Agreement; and each provision of this Agreement shall be valid and enforceable to the fullest extent permitted by law.

(b) This Agreement shall be construed in accordance with the laws of the State of New Hampshire.

(c) The section and paragraph headings in this Agreement are for convenience only, shall in no way define or limit the scope or content of this Agreement, and shall not be considered in any construction or interpretation of this Agreement or any part hereof.

(d) Nothing in this Agreement shall be construed to render any owner liable for the debts or obligations of the other owner.

(e) The consideration for this conveyance is less than \$100.00.



(f) This Agreement may be executed in multiple counterpart originals.

[Signature pages follows]

IN WITNESS WHEREOF, we have executed this Agreement as of the day, month and year first above written.

**EASTER SEALS NEW HAMPSHIRE, INC.**

By: \_\_\_\_\_  
Maureen Beauregard, President and CEO

STATE OF NEW HAMPSHIRE  
COUNTY OF MERRIMACK

On this the \_\_\_\_ day of \_\_\_\_\_, 2024, before me, the undersigned notary public, personally appeared Maureen Beauregard, who acknowledged himself to be the President and CEO of Easter Seals New Hampshire, LLC, and that she as such President and CEO, being authorized so to do, executed the foregoing instrument for the purposes therein contained, as his free act and deed and as the free act and deed of the company.

In Witness Whereof, I hereunto set my hand and official seal.

\_\_\_\_\_  
Notary Public  
My Commission Expires: \_\_\_\_\_

**CITY OF FRANKLIN**

By: \_\_\_\_\_  
Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Duly Authorized

STATE OF \_\_\_\_\_  
COUNTY OF \_\_\_\_\_

On this the \_\_\_\_ day of \_\_\_\_\_, 2023, before me, the undersigned notary public, personally appeared \_\_\_\_\_, who acknowledged himself to be the Duly Authorized \_\_\_\_\_ of City of Franklin, a Municipal Corporation, and that he as such, being authorized so to do, executed the foregoing instrument for the purposes therein contained, as his free act and deed and as the free act and deed of the City.

In Witness Whereof, I hereunto set my hand and official seal.

\_\_\_\_\_  
Notary Public  
My Commission Expires:

## **EASEMENT DEED**

KNOW ALL MEN BY THESE PRESENTS that EASTER SEALS NEW HAMPSHIRE, INC. , a New Hampshire nonprofit corporation, with a mailing address 555 Auburn Street, Manchester, New Hampshire 03103 (hereinafter "Grantor"), for consideration paid, grants to the CITY OF FRANKLIN, a body corporate and politic, duly established by the laws of the State of New Hampshire, having a mailing address of 316 Central Street, Franklin, New Hampshire 03235 (hereinafter "Grantee") with QUITCLAIM COVENANTS upon the conditions hereafter set forth the easement contained herein.

### **1. Recitals.**

1.1 Grantor is the owner of certain land located in Franklin, Merrimack County, New Hampshire described in a Quitclaim Deed from Manchester Alcoholism Rehabilitation Center to Grantee, dated August 1, 2022, as recorded in the Merrimack County Registry of Deeds at Book 3801, Page 1081 (the "ESNH Parcels").

1.2 The City owns a road, know as "Holy Cross Road," which runs between the ESNH Parcels, running from South Main Street (NH Route 3) to a point shown as "ROW EASEMENT (1,720 SF)" on a plan of land entitled (the "Plan"), "ROW Easement Plan, Holy Cross Road, Franklin, Merrimack County, New Hampshire for Easter Seals New Hampshire, Inc.," prepared by Norway Plains Associates, Inc., dated December 2023, and recorded in the Merrimack County Registry of Deeds as Plan # \_\_\_\_\_ (the "ROW").

1.3 Grantor wishes to grant Grantee an easement over and across certain land of the Grantor for the purpose of allowing Grantee access to an extension of Holy Cross Road which crosses the ESNH Parcels.

### **2. Grant of Easements.** Grantor, for consideration paid, hereby grants to Grantee, with Quitclaim Covenants the following:

A perpetual and non-exclusive right of way and access easement, to pass over the area shown as "ROW EASEMENT (1,720 SF)" on the Plan, including the right to pass and repass over the Easement Area for viatic use, for any purpose, including but not limited to, plowing, maintenance, service and replacement of pavement and fixtures in the Easement Area.

3. Condition of Right of Way; Indemnification.

3.1 Grantor makes no representation or warranty concerning the condition of the Easement Area. Grantor will agree, however, to construct the Easement Area as required by its site plan approval with the City of Franklin.

3.2 The Grantee agrees to defend, indemnify and hold harmless the Grantor from any loss, damage, injuries or other casualty to the person or property or anyone arising out of or resulting from the Grantee's exercise of its rights or performance of its obligations hereunder.

4. Maintenance. Grantee shall be responsible, at its sole cost and expense, for maintaining the Easement Area including, but not limited to, any necessary repairs or replacement to the Easement Area. The Grantee shall keep the Easement Area free from debris and waste.

5. Runs with the Land. This Easement Deed and the rights and privileges granted hereby are perpetual and shall run with the land.

6. Binding Nature. The easements, covenants and conditions herein shall be binding and/or to the benefit of the parties hereto, their agents, successors, assigns, customers, tenants, patrons, invitees and licensees.

7. Dedication of Easement Area; Termination of Easement. This Easement Deed is not to be construed as a dedication of the Easement Area for use as a public roadway; provided, however, Grantor specifically reserves the right, in its sole and absolute discretion, to dedicate the Easement Area to the City of Franklin be used as a public roadway. Upon said dedication, and acceptance of the Easement Area to be used as a public roadway, this Easement Deed shall terminate and become null and void.

8. Consideration. The consideration for this conveyance is less than \$100.00.

9. Multiple Counterpart Originals. This Easement Deed may be executed in multiple counterpart originals.

[Page ends here, signature page(s) to follow]

IN WITNESS WHEREOF, the parties have executed this Easement Deed this \_\_\_\_ day of \_\_\_\_\_, 2024.

**GRANTOR:**

EASTER SEALS NEW HAMPSHIRE, INC.

\_\_\_\_\_  
Witness

By: \_\_\_\_\_  
Name: Maureen Beauregard  
Title: President and CEO

**GRANTEE:**

CITY OF FRANKLIN

\_\_\_\_\_  
Witness

By: \_\_\_\_\_  
Name:  
Title:



STATE OF NEW HAMPSHIRE  
COUNTY OF MERRIMACK

This instrument was acknowledged before me on this \_\_\_\_ day of \_\_\_\_\_, 2024 by  
Maureen Beauregard, President and CEO of Easter Seals New Hampshire, Inc..

\_\_\_\_\_  
Notary Public/ Justice of the Peace

(Seal, if any)

My Commission Expires: \_\_\_\_\_

STATE OF NEW HAMPSHIRE  
COUNTY OF MERRIMACK

The foregoing instrument was acknowledged before me this \_\_\_\_ day of \_\_\_\_\_,  
2024 by \_\_\_\_\_, the Mayor of the City of Franklin, a New Hampshire Municipal  
corporation.

\_\_\_\_\_  
Notary Public / Justice of the Peace

(Seal, if any)

My Commission Expires: \_\_\_\_\_

## Road Maintenance Agreement

This Road Maintenance Agreement (the "Agreement"), dated as of January \_\_, 2024 (the "Effective Date") is entered into between CITY OF FRANKLIN, a body corporate and politic, duly established by the laws of the State of New Hampshire, having a mailing address of 316 Central Street, Franklin, New Hampshire 03235 (hereinafter the "City"), and EASTER SEALS NEW HAMPSHIRE, INC, having a mailing address of 555 Auburn Street, Manchester, New Hampshire 03103 (hereinafter "ESNH").

Reference is made to the following facts:

A. ESNH is the owner of certain land located in Franklin, Merrimack County, New Hampshire described in a Quitclaim Deed from Manchester Alcoholism Rehabilitation Center to Grantee, dated August 1, 2022, as recorded in the Merrimack County Registry of Deeds at Book 3801, Page 1081. (the "ESNH Parcels").

B. The City owns a road, known as "Holy Cross Road," which runs between the ESNH Parcels, running from South Main Street (NH Route 3) to a point shown as "ROW EASEMENT (1,720 SF)" on a plan of land entitled (the "Plan"), "ROW Easement Plan, Holy Cross Road, Franklin, Merrimack County, New Hampshire for Easter Seals New Hampshire, Inc.," prepared by Norway Plains Associates, Inc., dated December 2023, and recorded in the Merrimack County Registry of Deeds as Plan # \_\_\_\_\_ (the "ROW").

C. ESNH has granted an additional access easement to the City to extend its right of way across the ESNH Parcels as recorded in the Merrimack County Registry of Deeds at Book \_\_, Page \_\_ (the "Extended ROW," and collectively with the "ROW," the "Road.")

D. The City has granted two utility easements to ESNH for the maintenance, repair, relocation, and installation of new and existing utilities within the ROW, dated \_\_\_\_\_, and recorded in the Merrimack County Registry of Deeds at Book \_\_, Page \_\_, and Book \_\_, Page \_\_. (the "Utility Easements").

In exchange for the Utility Easements, ESNH has agreed to undertake the maintenance responsibilities for the Road as set forth in this Agreement.

NOW, THEREFORE, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

1. **Road Maintenance.** ESNH shall take all responsibility for maintaining, repairing, and replacing Holy Cross Road within the Easement Area, including but not limited to snow plowing and drainage maintenance of the Road ("Maintenance"). ESNH shall remain responsible for the Road's Maintenance for fifty (50) years from the Effective Date of this Agreement (the "Maintenance Term").

2. **Expenses.** ESNH shall be responsible for all out of pocket costs and expenses incurred related to the maintenance, repair, and replacement of any and all improvements to Holy Cross Road.

3. **Waivers.** The failure of either Party to enforce any right or remedy under this Agreement or promptly to enforce any such right or remedy, shall not constitute a waiver thereof, nor give rise to any claim of estoppel or excuse by the other Party from its or their obligations hereunder. Any waiver of such right or remedy must be in writing and signed by the Party to be bound.

4. **Successors and Assigns.** This Agreement shall be binding upon the Parties and their respective heirs, legal representatives, successors and assigns.

5. **Notices.** All notices, requests, demands or other communications required by or otherwise with respect to this Agreement shall be in writing and shall be deemed to have been duly given to any party on the date delivered when delivered personally (by courier service or otherwise), when delivered by facsimile, with a confirming copy sent by overnight mail, or on the date receipt is acknowledged if sent by first-class registered or certified mail, postage prepaid and return receipt requested, in each case to the applicable addresses set forth below; provided that delivery shall be deemed complete when delivered to the address designated below and shall not require actual receipt by the individual to whom the communication's attention has been marked:

If to the City:

316 Central Street  
Franklin  
New Hampshire 03235  
Attn: \_\_\_\_\_

If to ESNH:

555 Auburn Street,  
Manchester,  
New Hampshire 03103.  
Attn: \_\_\_\_\_

6. **Governing Law.** This Agreement shall be construed, enforced and otherwise governed by the laws of the State of New Hampshire, without regard to conflicts of law principles.

7. **Amendments.** This Agreement may not be amended, changed, supplemented, waived or otherwise modified except by an instrument in writing signed by the party against which enforcement is sought.

8. **Counterparts.** This Agreement may be executed in multiple counterparts and if so executed shall constitute one agreement binding on all of the Parties notwithstanding that all of the Parties may not be signatory to the same counterpart.

[PAGE ENDS HERE SIGNATURE PAGE TO FOLLOW]

IN WITNESS WHEREOF, the Parties hereto have set their hands to the written instrument as of the date first above written.

**CITY OF FRANKLIN**

By: \_\_\_\_\_  
Name:  
Title:

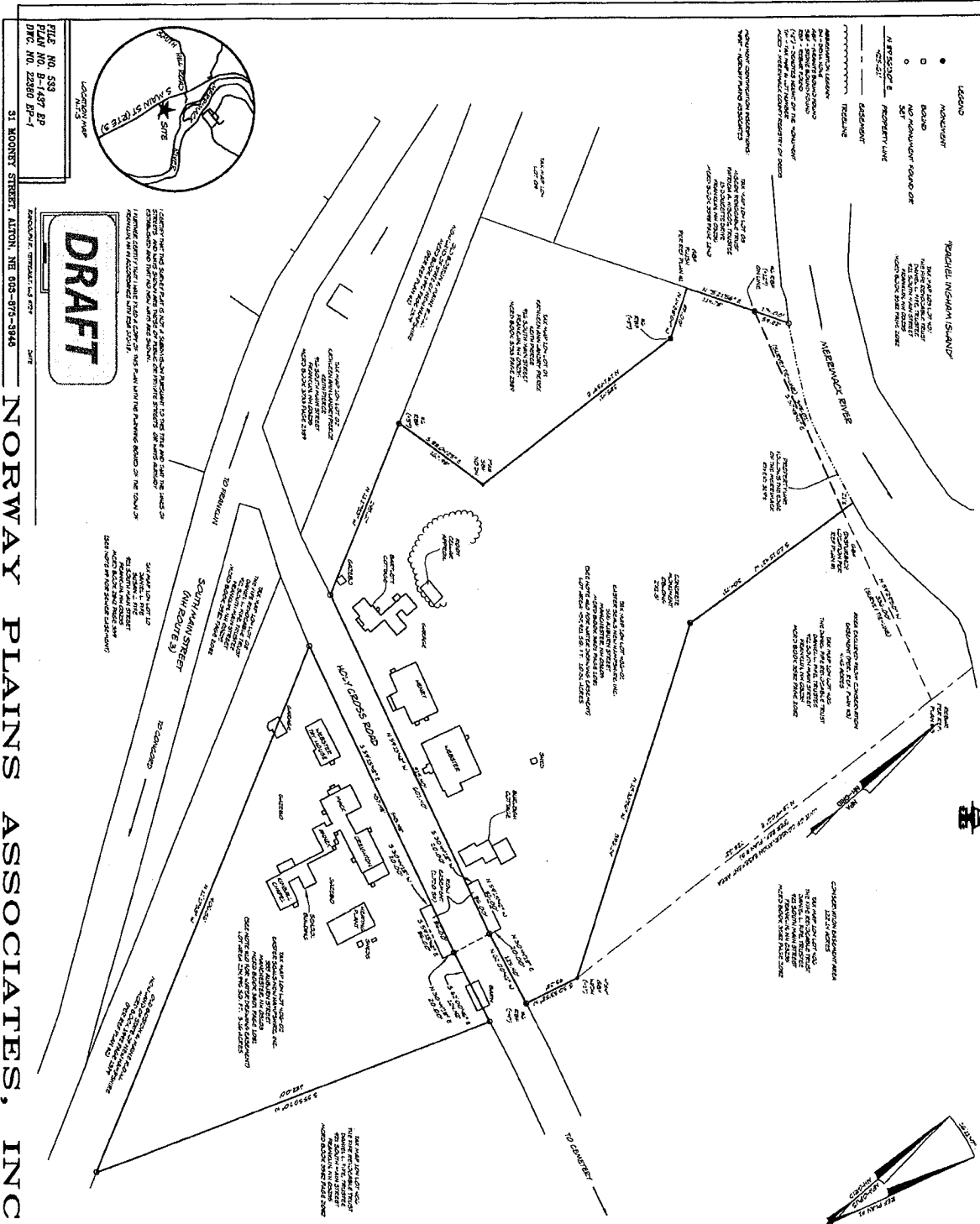
**EASTER SEALS NEW HAMPSHIRE, INC.**

By: \_\_\_\_\_  
Maureen Beauregard  
President and CEO

Signature Page to Road Maintenance Agreement

# LAND SURVEYORS

# CIVIL ENGINEERS



**NOTES:**

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**REFERENCE PLANS:**

1. THE SURVEY WAS MADE BY THE SURVEYOR ON THE 15TH DAY OF MAY, 2023.
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**ROW EASEMENT PLAN**

**HOLY CROSS ROAD**

**FRANKLIN**

**MERRIMACK COUNTY**

**NEW HAMPSHIRE**

**EASTERN SEALS NEW HAMPSHIRE, INC.**

**1" = 80'**

**DECEMBER 2023**

**2 CONTINENTAL BVD, ROCHESTER, NH 603-585-1046**