

2025 Calendar Year



NRPC

**Nashua Regional
Planning Commission**

Annual Report



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NRPC Staff

Administration Team

Jay Minkarah, Executive Director
 Kate Lafond, Assistant Director
 Nicole Kingsbury, Finance & Benefits Administrator
 Salem Quinn, Admin./Communications Coordinator

GIS Team

Sara Siskavich, GIS & IT Director
 Ryan Friedman, Senior GIS Planner
 Tyrel Borowitz, GIS Analyst
 Emilie Pray, GIS Technician

Regional Planning Team

Cassie Cashin, Regional Planner III
 Emma Rearick, Environmental Planner
 Nick Principato, Regional/Environmental Planner

Transportation Team

Matt Waitkins, MPO Coordinator
 Donna Marceau, Regional Mobility Manager
 Ed Bromage, Travel Demand Modeler

NRPC Commissioners

Amherst

Jason Hennessey
 Will Ludt
 Danielle Pray

Brookline

Jerry Roche
 Alan Rosenberg
 Tamara Sorell

Hollis

Joseph Garruba

Hudson

Dillon Dumont
 Tim Lyko
 Tim Malley
 Ed Van der Veen

Litchfield

Ralph Boehm
 Michael Croteau
 Kim Queenan

Lyndeborough

Charlie Post
 Burton Reynolds

Mason

Charles Moser

Merrimack

Peter Albert
 Karin Elmer
 Timothy Tenhave

Milford

Chris Costantino
 Janet Langdell
 John Yule

Mont Vernon

Tim Berry

Nashua

Bob Bollinger
 Camille Correa
 Richard Dowd
 Tyler Gouveia
 Melbourne Moran
 Michael O'Brien

Pelham

Michelle Cooke
 Heather Corbett
 Paul Dadak

Wilton

Jennifer Beck
 Kermit William

Transportation Technical Advisory Committee

Amherst

Eric Slosek
 Will Ludt

Brookline

Scott Leard

Hollis

Joan Cudworth

Hudson

Ben Gradert
 Elvis Dhima

Litchfield

Kevin Brown
 Kim Kleiner

Lyndeborough

Mark Chamberlain

Mason

David Morrison
 Sean Pearson

Merrimack

Paul Micali
 Dawn Tuomala
 Jerid Pretzer

Milford

Nicole Crawford
 Terrey Dolan
 Camille Pattison

Mont Vernon

Ben Crosby

Nashua

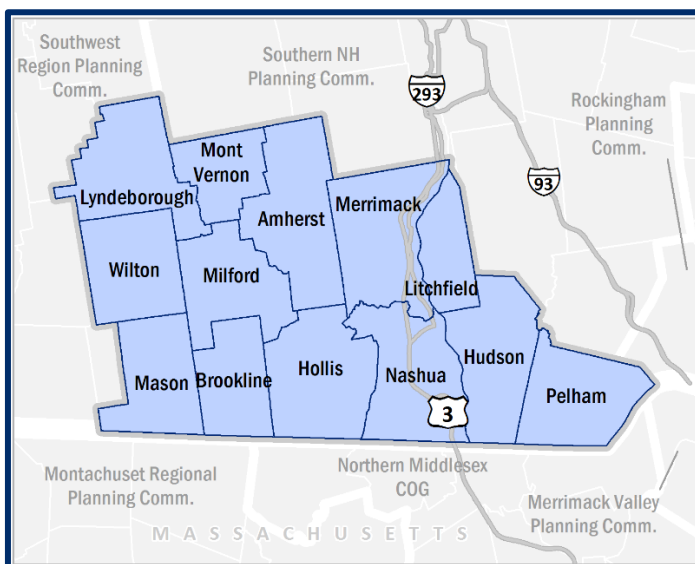
Wayne Husband
 Sam Durfee
 Daniel Hudson
 Levent Akinci
 Matt Sullivan
 Mark Saunders

Pelham

Jennifer Beauregard

Wilton

Nick Germain
 John Bukkhegyi



From the Executive Director



During 2025, NRPC focused on a major update our Regional Plan, last updated in 2014. This effort, expected to be completed by June of 2026, is being undertaken by all nine of the state's regional planning commissions concurrently through a joint grant. In October, NRPC was awarded a \$500,000 Brownfield Assessment grant from the US EPA. This grant follows prior awards in 2022 and 2019, allowing us to continue our successful program through 2026 and beyond. In addition, the NRPC Foundation was awarded a \$1 million Brownfields

Revolving Loan Fund grant that will allow us to fund clean-ups in addition to conducting assessments on qualifying sites for the first time. On the staffing front, Administrative Assistant Kathy Kirby retired last June and Regional Planner Mary Brundage accepted a new position in November. We wish them both all best. In September, Salem Quinn joined the staff as NRPC's new Administrative/Communications Coordinator. Regional/Environmental Planner Nick Principato came onboard in December. Salem and Nick are already proving to be promising additions to the NRPC team.

During 2025, NRPC also worked on several land use, transportation, and environmental related projects, continued to offer Circuit Rider services to multiple communities, staff Household Hazardous Waste collections, and enhance our GIS services. NRPC's activities for 2025 are described in greater detail on the following pages along with an overview of our FY 2025 budget. Thank you for your continued interest and support.

Sincerely,

Jay Minkarah

Executive Committee

Kim Queenan, Chair
Litchfield

Tim Berry
Mont Vernon

John Yule
Milford

Jason Hennessey, Vice Chair
Amherst

Camille Correa
Nashua Transit System

Jerry Roche
Brookline

Janet Langdell, Treasurer
Milford

Karin Elmer
Merrimack

Kermit Williams
Wilton

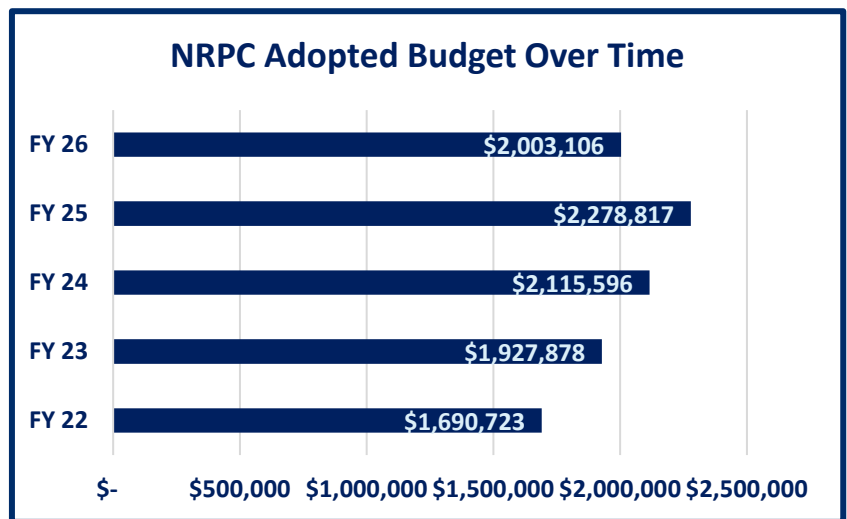
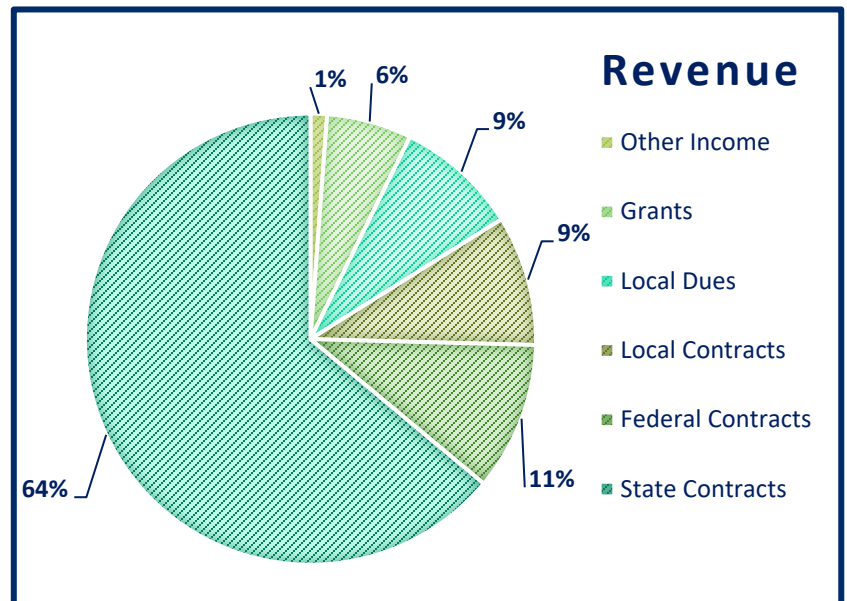
FY2025 Budget

At the June 2025 annual business meeting, the Fiscal Year (FY) 2026 budget was adopted for the period of July 1, 2025, through June 30, 2026. The adopted FY 2026 budget is balanced, with total revenues and expenses of \$2,003,106.

State grants and contracts comprise the largest share of revenue, approximately 64% of total resources. These funds include federal transportation planning dollars sub-allocated through the New Hampshire Department of Transportation (NHDOT) Unified Planning Work Program. Federal contracts account for 11% of total revenue and include Environmental Protection Agency Brownfields programs and Regional Plan updates. Local revenue sources remain an important component of the budget, 9% derived from local dues and 9% from local planning contracts with member communities. Grant funding equates to 6% of revenue and includes support for programs such as Household Hazardous Waste and climate and hazard mitigation initiatives. Other income accounts for just over 1% of total revenue.

On the expenditure side, staff salaries and benefits represent the largest portion of the budget at approximately 64%, reflecting NRPC's role as a service-oriented planning agency and the staff capacity required to administer transportation planning, regional initiatives, and local contracts. Passthrough expenses to professional service providers comprise approximately 19% of total expenses, with the remainder allocated to operating costs and program support.

The FY 2026 adopted budget represents an approximate 12% decrease from FY 2025, primarily driven by a reduction in passthrough expenses. As illustrated in the adopted budget trend over time, FY 2026 remains consistent with longer-term funding levels while reflecting year-to-year fluctuations based on project activity. Since adoption of the FY 2026 budget, NRPC has continued to secure new local planning contracts with member communities, including projects such as the Mason Zoning Ordinance Review.



NRPC Current Pending Proposals

Category	Proposal	Amount
Federal	Better Utilizing Investments to Leverage Development (BUILD) Grant Program	\$250,000
Private	AARP Community Challenge – Walk Audits & Housing Design Competitions	\$30,000
State	NHDES 604(b) Funding – Robinson Pond Watershed Management Plan	\$75,000

FY26 Adopted Revenues

Local Dues	
Total Local Dues	\$176,285
Federal Contracts	
9007 Regional Plan Update	\$47,674
9012 EPA Brownfields	\$30,577
9013 EPA Brownfields	\$111,000
9020 EPA Brownfields RLF	\$24,000
<i>Total Federal Contracts</i>	<i>\$213,251</i>
Grants	
3937 Climate Action Plan	\$5,314
5500 Stream Crossing Navigator	\$27,586
6300 NRSWMD - HHW	\$60,000
7560 CDFA TBG	\$11,200
9082 HSEM Hazard Mitigation	\$17,976
Other Grants	\$0
<i>Total Grants</i>	<i>\$122,076</i>
Local Planning Contracts	
2122 Brookline HOP 2	\$24,904
2135 Hudson Engineering GIS Assistance	\$5,000
2150 Mason CR	\$10,000
2250 Litchfield CR	\$15,000
2251 Litchfield CIP	\$2,000
2271 Lyndeborough CR	\$15,000
2275 Lyndeborough Admin Support	\$12,480
2361 Merrimack Village District GIS	\$5,000
2556 Pelham CIP	\$2,000
2603 Wilton HOP 2	\$32,124
2610 Wilton CR	\$28,500
2640 Wilton Master Plan 4	\$15,000
Other Local Projects	\$20,000
<i>Total Local Planning Contracts</i>	<i>\$187,008</i>
Other Income	
8000 Pubs/Map Sales	\$2,200
Interest Income	\$19,500
NRPC Foundation Administration	\$2,000
<i>Total Other Income</i>	<i>\$23,700</i>
State Contracts	
3000 DOT Highway Planning	
100 MPO Admin & Training	\$90,000
200 Policy & Planning	\$148,050
300 Public Involvement & Coordination	\$76,950
400 Plan Support	\$375,125
500 Tech. Assist & Support	\$251,100
600 5305e Study	\$34,014
<i>3000 DOT Highway Planning</i>	<i>\$975,239</i>
3500 DOT 5310 RCC	\$305,547
<i>Total State Contracts</i>	<i>\$1,280,786</i>
Total Resources	\$2,003,106

FY26 Adopted Expenses

Annual Forum	\$11,000
Audit	\$18,700
Bank Service Charges	\$250
Capital Expense	\$20,000
Dues & Subscriptions	\$20,034
Employee Benefits	
C Dental Insurance	\$7,390
C Health Ins.	\$113,514
C HRA Contribution	\$6,000
C LTD Insurance	\$1,121
C NH PFML Insurance	\$4,500
C Retirement 401	\$35,200
C STD Insurance	\$4,103
P/R Taxes (Indirect)	\$78,211
<i>Total Employee Benefits</i>	<i>\$250,040</i>
Equipment Maintenance	\$1,500
GIS	\$18,555
Insurance	\$15,348
Internet Access/Telephone	\$14,000
IT Service	\$33,997
Janitorial	\$3,200
Legal	\$500
Legal Notices	\$500
Marketing and Outreach	\$1,500
Miscellaneous	\$4,000
Office Expenses	\$19,044
Postage	\$500
Printing	\$5,000
Professional Services	\$384,047
Rent & CAM	\$106,375
Reserve Fund	\$7,460
Salaries	\$1,022,369
Small Equipment	\$7,000
Staff Development	\$10,000
Meeting Expenses	\$2,000
Mileage and Travel	\$8,000
Vehicle Expenses	\$6,500
Utilities	\$11,688
Total Expenses	\$2,003,106

Regional Initiatives

Brownfields Assessment Program: NRPC's Brownfields Assessment program provides funding to conduct environmental assessments on sites with known or suspected contamination to safeguard public health and encourage the redevelopment of sites into economically viable uses. Through funding from the EPA, NRPC can cover 100% of the cost of conducting environmental assessments, testing, and reuse planning on qualifying sites. In 2025, another round of funding in the amount of \$500,000 was awarded from the EPA to ensure that more sites within the region can be assessed through NRPC's program.

Brownfields Revolving Loan Fund Program: The NRPC Foundation was awarded \$1,000,000 from the EPA to establish a revolving loan fund to facilitate the cleanup of Brownfields properties that have been assessed. NRPC will be working in partnership with the NRPC Foundation to implement this program.

Comprehensive Economic Development Strategy (CEDs): NRPC worked with the Regional Economic Development Center to host a public visioning session in the region to gather public and municipal input on goals, opportunities, and weaknesses to come up with priorities to address from an economic perspective over the next five years.

Greater Boston Climate Action Plan: NRPC, with the Metropolitan Area Planning Council (MAPC) as the lead organization, received an EPA Climate Pollution Reduction Grant (CPRG) award to partner with other RPCs to create a climate action plan for the Greater Boston metro region- including 167 communities in eastern MA and southern NH. In 2025, NRPC continued to support MAPC in outreach and engagement efforts, as well as providing input on the draft Comprehensive Climate Action Plan.

Greater Nashua Regional Coordination Council for Community Transportation (RCC7): RCC7 works to leverage the efforts and resources of many organizations and individuals to work collaboratively on coordinated strategies to improve community transportation services for all residents in need of assistance. Some RCC7 activities in 2025 included continued collaboration with the Statewide Coordination Council (SCC) and support of the regional transportation providers, as well as working with NRPC & the NRPC Foundation to implement the Greater Nashua Community Rides Pilot Program, which facilitates rides to seniors, individuals with disabilities, and low-income residents.

Locally Coordinated Transportation Plan: NRPC completed the Locally Coordinated Transportation Plan for the Greater Nashua/Souhegan Valley region, which assesses community transportation.

Municipal Electricity Aggregation: NRPC facilitates a bid process among licensed electricity suppliers. By serving the aggregate electric demand across NRPC member towns and schools, suppliers can offer a better rate than the typical default rates offered to individual customers.





Nashua MPO Transportation Project Planning Process: As the transportation policy-making organization for the region, the MPO administers the federal transportation process to acquire and spend federal money on transportation improvements. In 2025, NRPC worked with communities to identify bicycle, pedestrian, transit, bridge, and highway improvement projects for funding through the state's Ten-Year Transportation Improvement Plan. Additionally, the MPO maintains the FY2025-28 Transportation Improvement Program (TIP) and the FY2023-50 Metropolitan (long-range) Transportation Plan (MTP). The TIP and the MTP are the primary transportation planning documents that are required by the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA). **The TIP** is a four-year work program that lists all regionally significant and federally funded projects, as required by federal transportation legislation. It contains an agreed-upon list of specific transportation improvement projects and associated financial information for the Nashua Regional Planning Commission (NRPC) Metropolitan Planning Organization (MPO). **The MTP** is a comprehensive, multimodal "blueprint" for transportation systems and services aimed at both meeting mobility needs and improving the overall quality of life of residents in the region through the next 20+ years.



NH Lower Merrimack Valley Stormwater Coalition: NRPC continues to serve as the fiscal agent of the Coalition's municipal pooled funds and the virtual meeting host for the Coalition's monthly meetings.

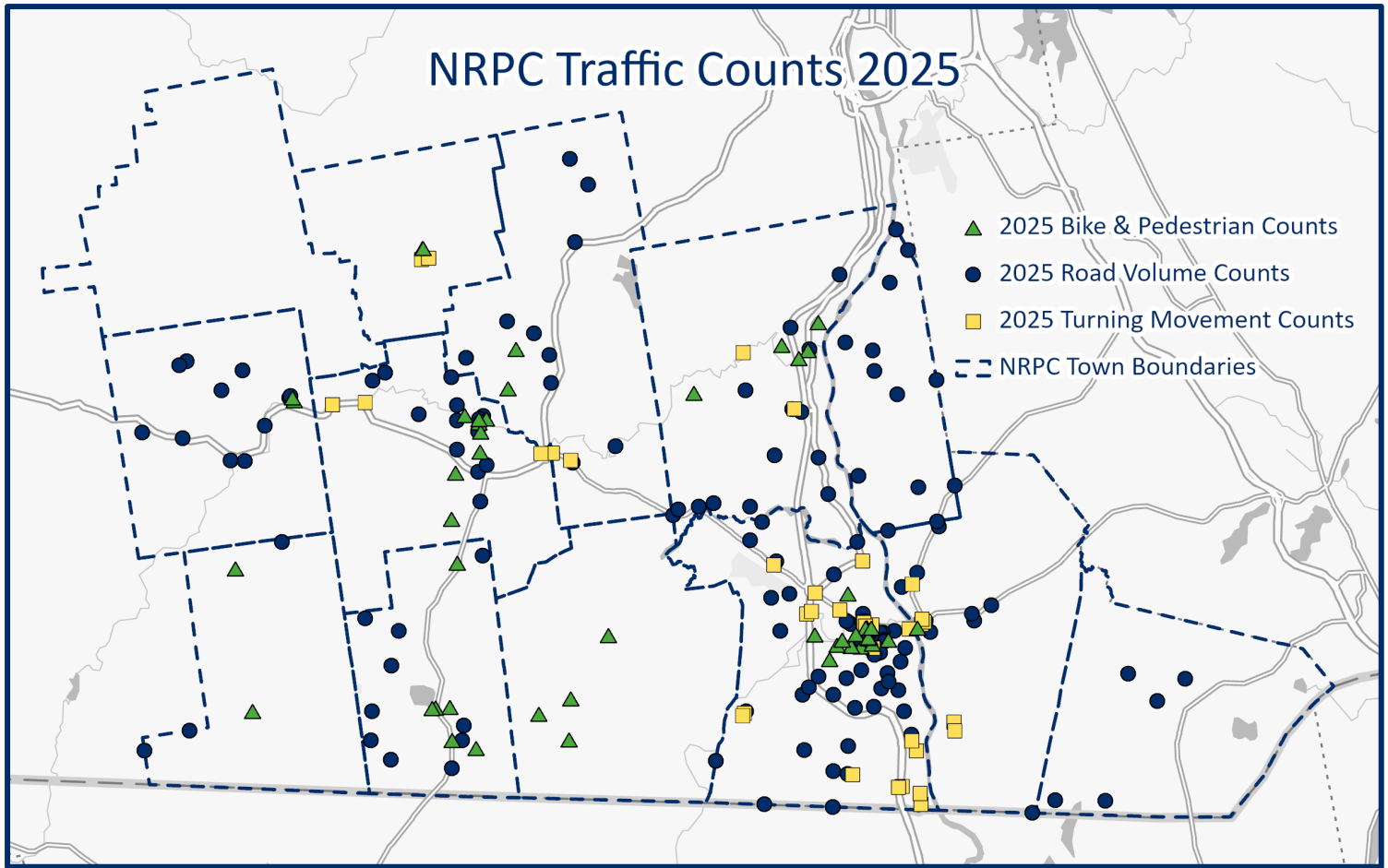
Regional Data Applications: NRPC continues to maintain regional data applications, including traffic count, turning movement count, bicycle/pedestrian count viewers, Trail Atlas on Avenza, and MapGeo.

Regional Plan: Per NH RSA 36:45, it is the RPC's duty to prepare a comprehensive master plan for the development of the region. The existing plan was adopted in 2014. In 2024, NRPC was awarded funds to update the regional plan with a large focus on integrating the Regional Housing Needs Assessment that was adopted in 2023. This initiative progressed through 2025 with anticipated adoption in 2026.



Residential Housing & Redevelopment Feasibility Study: NRPC worked to identify two brownfield sites and determine the feasibility for housing redevelopment. This work was funded by the NH Community Development Finance Authority through a Transformational Planning Grant.

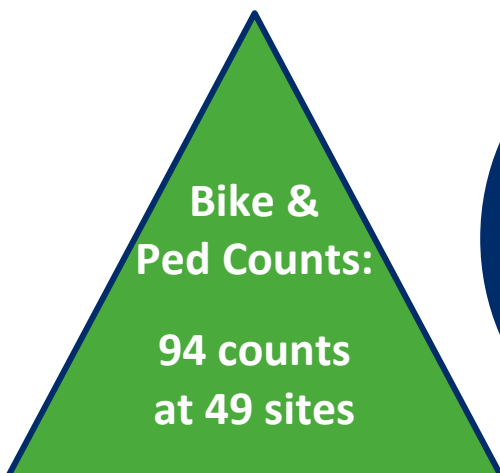
Souhegan River Corridor Management Plan Renewal: The Souhegan River Corridor Management Plan guides the Souhegan River Local Advisory Committee (SoRLAC) and the communities within the corridor, including Amherst, Merrimack, Milford, and Wilton. NRPC worked with SoRLAC to complete the plan, thanks to a 604(b) grant from NHDES.



Field Data Counts

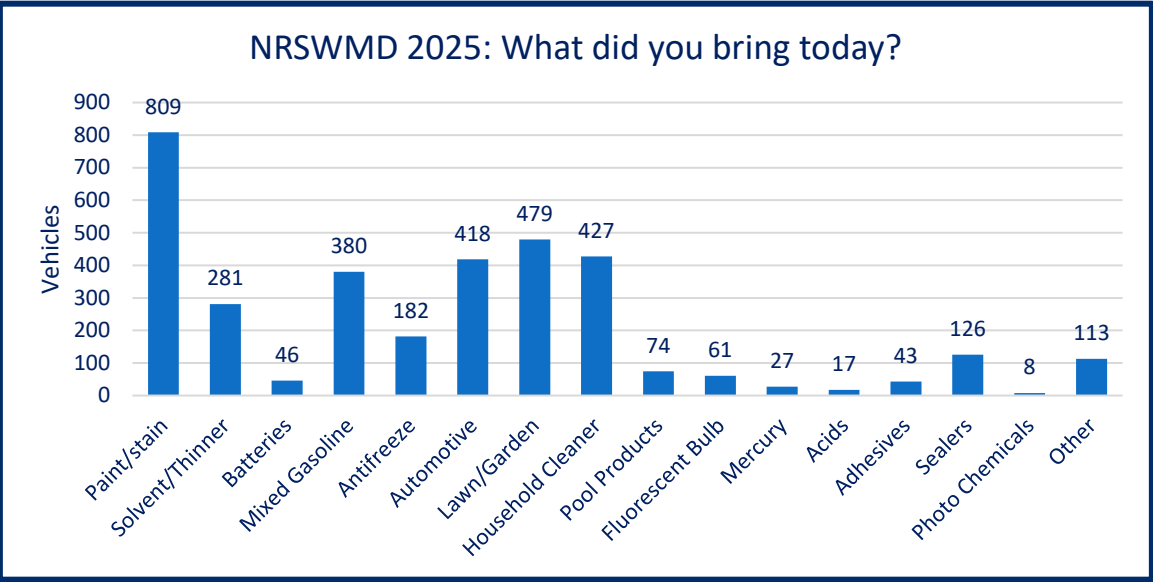
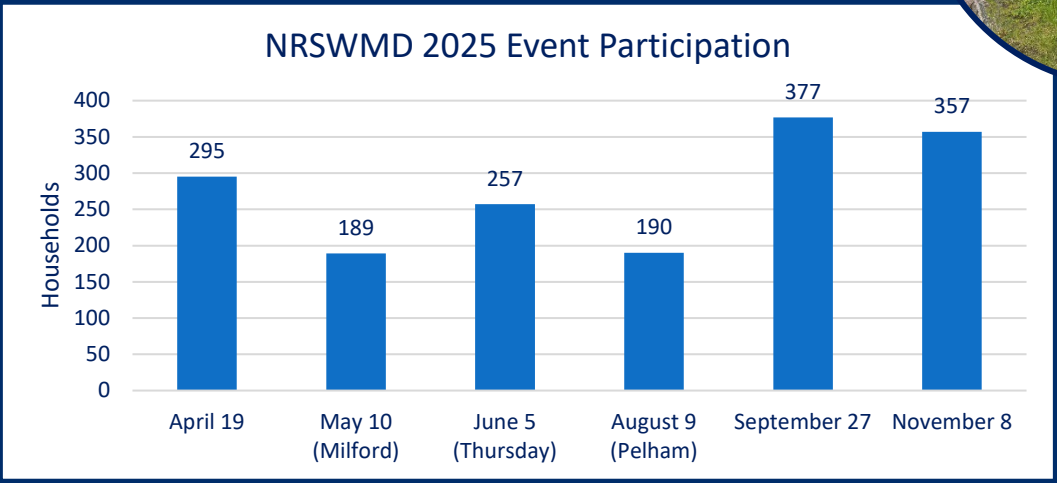
NRPC collaborates with communities throughout the region that are working to develop local bicycle and pedestrian infrastructure, manage their roadways, and improve safety at busy intersections. Activities in 2025 included helping communities pursue grant funding and expanding the bicycle/pedestrian counting program with 8 new count sites. Each year, NRPC conducts well over 100 traffic counts at locations throughout the region. This data is used by NRPC, New Hampshire DOT, and local municipalities to assist in decision making by local and state officials. NRPC also uses count data to calibrate and validate its traffic modeling program and update its Congestion Mitigation Plan.

2025 Total Counts



Household Hazardous Waste

On behalf of the Nashua Region Solid Waste Management District (NRSWMD), NRPC held 6 HHW Collection events in 2025: 4 in Nashua, 1 in Pelham, and 1 in Milford. The events are held for residents to properly dispose of toxic, flammable, or corrosive items such as oil-based paints, solvents, auto products, gasoline, pesticides, and cleaners. In 2025, the District collected 89,425 pounds of waste from over 1,665 households.



Nashua Region Solid Waste Management District

Amherst

Eric Slosek
Craig Durrett

Brookline

Pat Flynn

Hollis

Joan Cudworth
Steven Glover

Hudson

Jay Twardosky
Jeremy Faulkner

Litchfield

David Mellen

Merrimack

Patrick Davis
Kris Perreault

Milford

Tammy Scott
Leo Lessard

Mont Vernon

Mike Fimbel

Nashua

Scott Perkins

Pelham

Rhonda Whittier
Robert Long

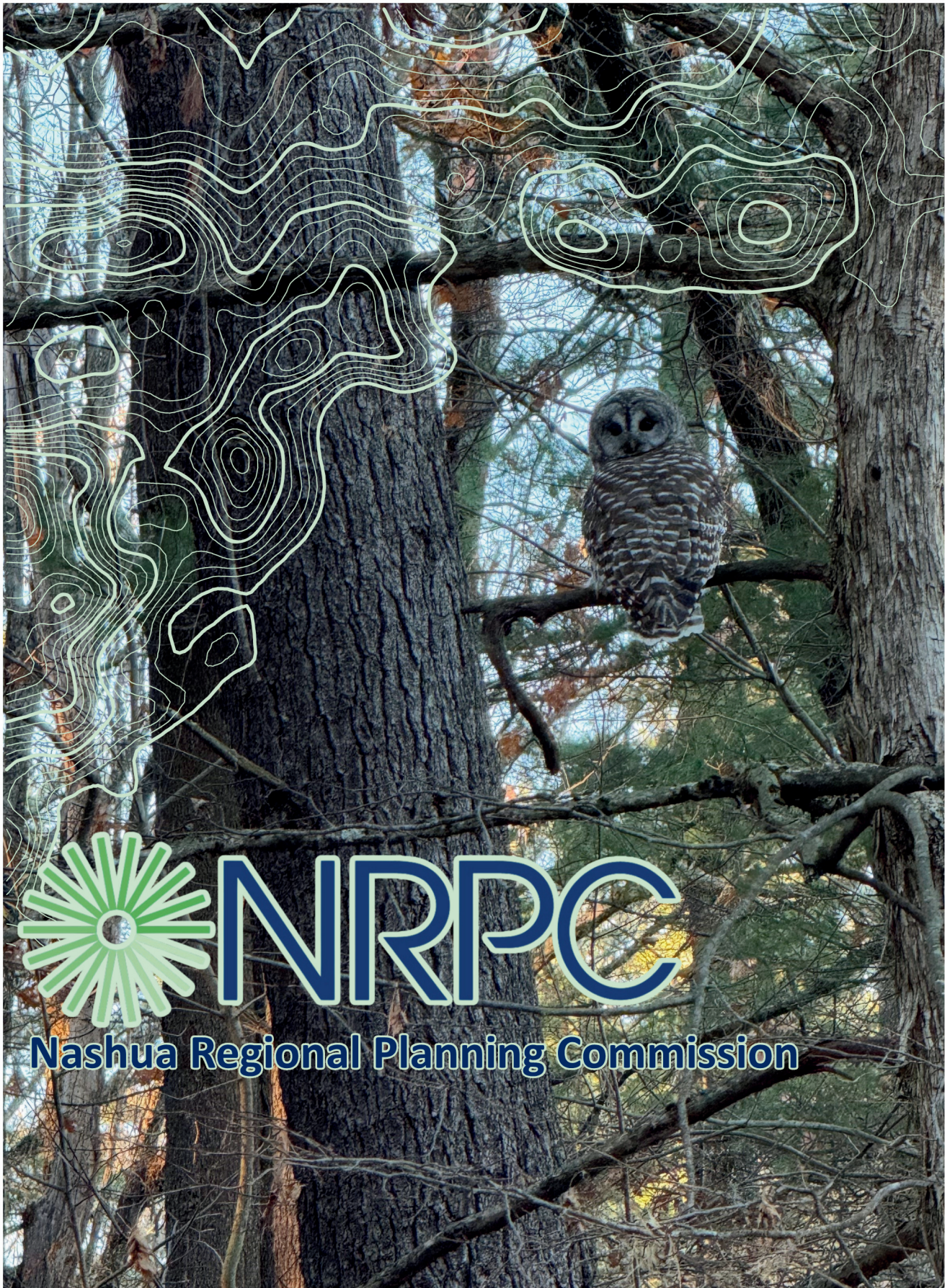
Windham

Dennis Senibaldi

Regional Member Highlights

Amherst	
2024 Population: 11,914 Total Area: 34.2 sq. miles FY26 Dues: \$11,079.31	Peabody Mill Environmental Center (PMEC) Tree ID tour map products: NRPC GIS provided several mapping products to support the PMEC Tree ID tour.
Brookline	
2024 Population: 5,815 Total Area: 19.8 sq. miles FY26 Dues: \$4,531.15	Housing Opportunity Planning (HOP) Grant: NRPC helped to create a new Village District; improve the Workforce Housing Ordinance; and re-work the Manufactured Housing Ordinance. All three initiatives will be voted on at the 2026 Town Meeting.
Hollis	
2024 Population: 8,746 Total Area: 31.8 sq. miles FY26 Dues: \$8,291.15	Custom GIS mapping services: In addition to tax maps and trail atlas maps, NRPC produced a custom landcover time series mapping for the Conservation Commission in 2025.
Hudson	
2024 Population: 25,787 Total Area: 28.3 sq. miles FY26 Dues: \$20,882.39	Robinson Pond Watershed Management Plan: NRPC submitted a 604(b) grant pre-proposal for a full Robinson Pond Watershed Management Plan.
Litchfield	
2024 Population: 8,554 Total Area: 15.1 sq. miles FY26 Dues: \$6,858.15	Capital Improvement Program (CIP): Annually, NRPC reviews the Litchfield CIP and incorporates new projects and funding recommendations provided by the Town for review and finalization by the CIP Committee. The 2026-2032 CIP was adopted by the Planning Board in August 2025.
Lyndeborough	
2024 Population: 1,712 Total Area: 30.4 sq. miles FY26 Dues: \$1,290.90	Administrative Support: NRPC provided a staff person to assist on-site with weekly administrative tasks, including: application noticing for the Planning Board and ZBA; applicant correspondence; "office hours" to meet with potential applicants; organization and reconciliation of Planning Board and ZBA files; general board support; grant assistance; and general meeting preparation.

Mason	
2024 Population: 1,461 Total Area: 23.9 sq. miles FY26 Dues: \$1,146.56	Development Review and Planning Services: Mason utilizes NRPC’s hourly “circuit rider” services to assist the Planning Board, including: assistance to applicants in submitting subdivision or site plan applications; written reviews of submissions to the Planning Board; attendance at hearings and work sessions to assist and answer questions; preparing notices, draft amendments, and warrants for Town Meeting.
Merrimack	
2024 Population: 26,367 Total Area: 32.6 sq. miles FY26 Dues: \$23,857.18	Transformational Planning Grant: NRPC was awarded funds from the NH CDFA that enabled the development of a feasibility study for the potential redevelopment of the Marjan-Corbin Site for housing.
Milford	
2024 Population: 16,530 Total Area: 25.2 sq. miles FY26 Dues: \$12,266.87	Greater Nashua Regional Coordination Council for Community Transportation (RCC7): NRPC administers Section 5310 Purchase of Service and Mobility Management funding for Souhegan Valley Transportation Collaborative (SVTC) bus service, which provides affordable, wheelchair-accessible transportation to Milford residents for non-emergency healthcare and other appointments.
Mont Vernon	
2024 Population: 2,683 Total Area: 16.6 sq. miles FY26 Dues: \$2,150.90	Hazard Mitigation: NRPC worked with the town to update the Hazard Mitigation Plan in 2025. FEMA officially approved the plan on 12/1/25.
Nashua	
2024 Population: 91,851 Total Area: 30.8 sq. miles FY26 Dues: \$68,862.40	Discounted New Hampshire Planning and Land Use Regulation Books: NRPC offers the annual New Hampshire Planning and Land Use Regulation Book to communities at a sizable discount. Nashua saved \$1,742.25.
Pelham	
2024 Population: 14,685 Total Area: 26.4 sq. miles FY26 Dues: \$12,149.96	Road System Management Assessment (RSMS): NRPC provided an inventory of all local roads, a current conditions evaluation and needs assessment, a prioritized future maintenance schedule, and a budget justification for associated future expenditures for road improvements.
Wilton	
2024 Population: 3,985 Total Area: 25.8 sq. miles FY26 Dues: \$2,918.07	Housing Opportunity Grant: With NRPC’s assistance, Wilton was awarded a new HOP Grant to continue its efforts to promote sensible housing opportunities.



NRNPC

Nashua Regional Planning Commission