



Town of Milford

MASTER PLAN

Adopted October 19, 1999

Updates :

May 08, 2007

September 16, 2008

February 23, 2010

July 17, 2012

December 27, 2016

Chapter 5

ECONOMIC DEVELOPMENT***Milford Economic Development Philosophy***

The Town of Milford should strive for an aggressive, proactive community growing through beneficial projects. The Town should strive to stabilize its remaining rural character through maximized open space protection. The Town should strive for a manageable population with quality affordable services, and predictable tax rates through balanced taxable assets.

The Town should design its economic development strategy utilizing a *relative contribution formula*. Positive property tax growth projects should be encouraged, assisted and implemented pro-actively.

At the time the Planning Board adopted the 1993 *Master Plan*, the Town of Milford, the southern New Hampshire region, New England and much of the country was in the midst of a significant economic recession. Milford unemployment was high, and new construction of any kind was slow. The local economy reflected the impacts from corporate "downsizing" and restructuring, changing national and global manufacturing trends, and the effects of a quick downturn in real estate values resulting from the inflated real estate market of the late 1980's.

Within the last five to six years, there has been sustained moderately paced economic growth in the region, consistent with national trends since the low-point of the recession. Southern New Hampshire has benefited economically from growth in technological, health and service industries, as well as location near the Boston metropolitan area. The region has been consistently noted nationally as a desirable place to live with an attractive *quality of life*.

The 1993 unemployment rate in Milford averaged close to 9%. For the year 1998, the rate was 1.9%

NH Employment security, Economic and Labor Market Information Bureau

Milford's economic base has exhibited strength primarily by continued expansion in the established manufacturing sector. Commercial development has followed suit, as Milford continues to be the largest "full-service" town between Nashua and Keene, drawing on a commercial trade area population of approximately 35,000. Most new commercial development has occurred at either end of the Nashua Street/Elm Street east-west corridor, where high traffic counts, access and site visibility create locations attractive for commercial development.

Correlative to continued commercial and industrial expansion in Milford has been steady single-family residential construction. This strong residential growth has almost exclusively been in the form of single-family residences. In addition, the percentage of net valuation of residential vs. non-residential land and buildings has increased from 68.33% vs. 31.67% (1992) to 70.49% vs. 29.51% (1998). This points to a trend that the residential tax base is increasing in Milford at the expense of the non-residential tax base.

Property taxes in Milford, as in all New Hampshire communities, are allocated between the county (Hillsborough in Milford's case), the local school district (SAU #40) and the

municipality. During the period 1992 through 1998, the school district claimed the highest percentage of property taxes (ranging annually between 71%-74%), the Town was apportioned between 20%-22%, and the County received 5%-8%. Additionally, the overall tax rate between 1992 and 1998 climbed 28%, with the School portion increasing 31%. (Source: Town Reports, 1992 through 1998).

As is commonly acknowledged, the burden of school funding in New Hampshire falls upon local property taxes, with the bulk of property taxes collected being generated by the residential property owner. However, costs to educate students are not adequately covered by the property taxes collected on residential properties, especially single-family homes and some multi-family developments; both of which can generate a higher amount of school children per household. Thus, residential growth generally demands a greater amount of property taxes than it usually pays. This is considered "tax negative". Consequently, the New Hampshire Supreme Court, in its 1998 "Claremont Decision", ordered the State to develop school funding mechanisms that do not rely solely on local property taxes.

New single-family building permits issued:
1992: 52
1993: 37
1994: 55
1995: 60
1996: 37
1997: 56
1998: 72
1999: 65 (est.)

As part of the development of this *Master Plan Update*, the subcommittee charged with economic development reiterated that for Milford the cost of residential growth far exceeded the revenue generated.

-Town reports, 1993 through 1998

The current situation in Milford can be described by the following:

- The tax burden is increasing faster than inflation,
- The Town's school costs are the largest share of the budget and are increasing at the fastest rate,
- The Town is non-competitive for commercial/industrial growth,
- Under current conditions, things will get worse.

Residential vs. Non-residential Net Valuation (%):

1992: 68.3/31.7
1993: 69.0/31.0
1994: 69.1/30.9
1995: 68.6/31.4
1996: 68.3/31.7
1997: 70.4/29.6
1998: 70.5/29.5

The subcommittee determined. that the following common assumptions were false:

- New development increases the tax base,
- New development lowers taxes for all,
- Large developments cost more and thus generate more tax revenue,
- New development pays its own way,
- All growth is good for the Town,
- Good or bad, you cannot control growth.

-Milford Assessing Dept. MS1 Analysis

The subcommittee concluded that new developments are either tax-positive or tax-negative; that most growth costs all taxpayers some money; some growth costs more, some less; and the Town Master Plan should encourage the kind of growth that is best for the Town as a whole. Consequently, if residential growth costs more than its tax revenue, and if nothing else happens to offset those costs, then taxpayers are subsidizing additional residential development. The subcommittee found that existing commercial and industrial development makes up 28% of the tax base and drives 7% of the cost of services. Open space is 4% of the tax base and drives 1% of the cost. Disproportionately, residential property equals 68% of the tax base and drives 92% of the cost.

The subcommittee also determined that the Town has several obstacles and disincentives to encouraging commercial and industrial growth, including limited available land with even more limiting lack of available infrastructure (roads and utilities), high site development costs, the high local tax rate, and an attitude by many citizens and decision-makers that Town government should not be in the "development business".

To counter these obstacles and disincentives, the following recommendations and actions shall be taken by the Town:

II: ACTIONS FOR 1999/2000

2.01 HIGH PRIORITY - ACTION: A

Make Milford more industry ready.

In order to encourage new commercial and industrial development, actions must be taken that make the Town "industry ready", and thus be in a position to act proactively to obtain tax positive development in the ever increasing competitive economic development environment This can be accomplished by:

1. Evaluating and implementing appropriate actions to extend infrastructure into areas feasible for industrial land uses, including the implementation of "tax increment financing" as a practical tool to finance infrastructure improvements,
2. Evaluating the need for additional industrially and commercially zoned land and implementing zoning changes,
3. Encouraging tax-positive residential development,
 - a. Implement flexible regulatory policies that promote retirement-living, elderly, and assisted-living opportunities; encourage conversion of existing multi-family developments to retirement-living, elderly and assisted living housing;
 - b. Implement opens space preservation subdivision techniques.

See Chapter 6, THE BROX PROPERTY, which identifies an opportunity the Town must seize to address many of the issues identified as economic development concerns.

1. Responsibilities and Actions

The Planning Board shall review and implement the land use related actions necessary to make Milford more industry ready. A strong consensus of agreement between the Planning Board, the Board of Selectmen, the Milford Industrial Development Corporation, School Board, budget advisory committees, citizen groups, and the public needs to be forged.

III: ACTIONS FOR 2000/2002**3.01 MEDIUM PRIORITY - ACTION: B*****Evaluate and implement methods to reconstruct local property tax system.***

The purpose of this recommendation is to provide for a more equitable means of taxation. Implementation of this idea will be a challenge in that many basic tenets and philosophies regarding taxation and local /state control will be confronted. It means effecting change at the State level, making it possible for local level decision-makers to better serve the needs of their communities.

The Board of Selectmen shall engage Milford's representatives in Concord in proposing legislation enabling alternative revenue generating mechanisms, such as a local income tax, industrial abatements, school department trusts, "per living unit" base, and senior exemptions.

3.02 MEDIUM PRIORITY - ACTION: C***Continue efforts to expand tax positive growth and land use at a faster rate than tax negative growth and land use.***

Efforts to make Milford more industry ready (High Priority Action: A.) must be followed up with additional actions that will serve to adjust the land use and property tax generating ratio to lessen the burden on the residential property owner.

1. Responsibilities and Actions

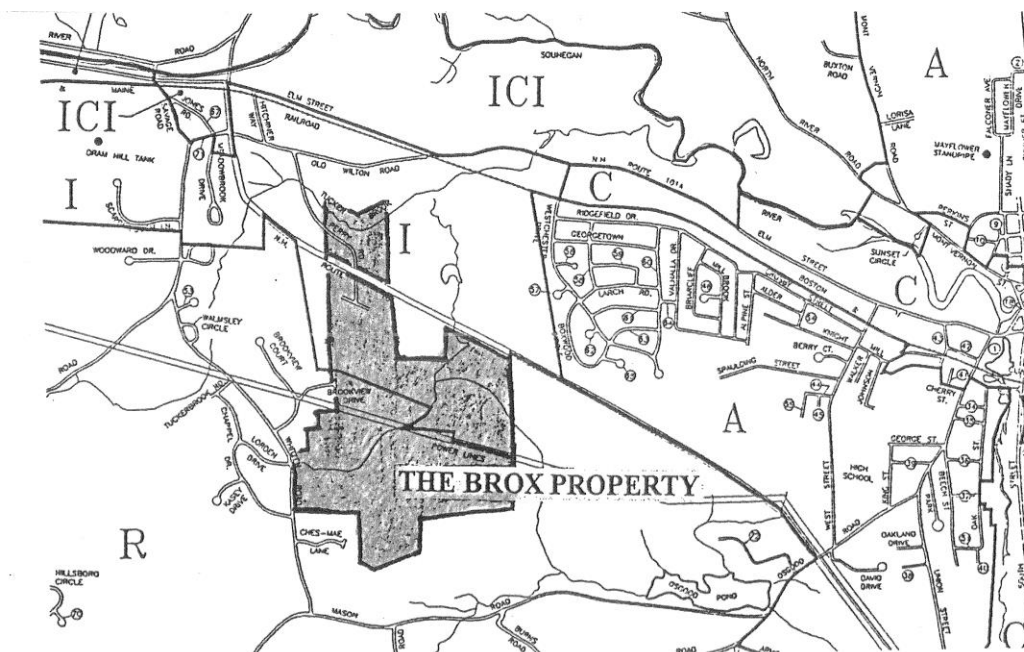
The Planning Board shall take the lead in continuing the review and implementation of strategies to achieve a greater tax-positive land use base. The Board shall work with the Milford Industrial Development Corporation, the Conservation Commission, and the Board of Selectmen to examine and implement regulatory changes to encourage more agriculture and open space-related businesses (e.g. encourage golf course development), and review allowable residential densities. The Planning Board will conduct a study on the feasibility and need for impact fees to be placed on new development to assist in lessening the cost of growth. The Planning Board shall encourage efforts to build and support land trusts.

See Community Character Action B. • Develop and Implement Open Space and Conservation Zoning and subdivision techniques.

Chapter 6 THE BROX PROPERTY

The BROX Property, located in west-central Milford represents an opportunity for the Town of Milford to implement many of the long range land use goals supported by the community in the 1999 *Master Plan Update*.

The BROX Property consists of 16 parcels totaling approximately 320 acres. The land is located off Perry and Whitten Roads, and is divided by the Route 101 Bypass. The northerly 125 acres is currently zoned "I" Industrial, and the southerly 195 acres is zoned Residence "R". Much of the land has been utilized as a gravel removal operation over the past thirty years; however, the operations are currently minimal. There is a significant amount of reclamation that could still be necessary depending upon ultimate uses. A large and extremely significant wetland area lies in the central portion of the property, fed by Birch Brook, a tributary of the Souhegan River.



The carefully planned development of the BROX Property for tax advantageous land uses provides a once in-a-life time opportunity to accomplish Master Plan Update goals.

In 1995, the owners of the property offered the Town the "right of first refusal" on the purchase of the property. A broad-based committee, the "BROX Commission", was formed to study the property and its potential uses and formulate a recommendation to present to the Board of Selectmen. A development feasibility study was conducted, and the results indicated that indeed, as the zoning allowed, there was potential for industrial uses (with significant infrastructure improvements), and suitable areas for community uses, a potential school site and residential development. With the knowledge that there is substantial development capacity, the Commission concluded that recommendations on the ultimate disposition of the property should lie with the Planning Board.

Concurrently, over the past several years, the Milford Industrial Development Corporation began efforts to encourage industrial development in the Perry Road / Bypass portion of the property. The School Board identified, after exhaustive land searches for a new elementary school site, a 50-acre site off Whitten Road. Both organizations entered into negotiations with the property owners for their particular uses.

The property has been the subject of much discussion by the community regarding its ultimate development. There was much unofficial community sentiment at the end of 1998 and the beginning of 1999 that the community would best be served by keeping single-family residential development from occurring (tax-negative), pursuing industrial development, protecting important natural resource areas, and locating a school off Whitten Road. The Master Plan Update committees discussed the ultimate development and ownership of the BROX Property at length throughout the update process.

II: BROX PROPERTY RECOMMENDATION:

2.01 HIGH PRIORITY ACTION FOR 1999/2000.

Recognizing that the BROX Property represents substantial development capacity for industrial, residential, community facility and recreational uses, the Town should purchase and/or facilitate purchase by others of the entire 320 acres in order to control its ultimate development. In controlling the ultimate development of the site, the Town recognizes the importance of restricting and/or prohibiting single-family residential development from this location due to the tax-negative impact such residential development imposes on the Town.

Once the property is purchased, the Town should:

1. Work with the Milford Industrial Development Corporation (MIDC) and private industrial developers to make the industrially-zoned acreage "development ready" by seeking means to extend necessary roads and utilities.
2. Work with the Milford School District to guarantee that any proposed school facility is built with the long-range development of the entire BROX property in mind, especially relative to utility and road extensions and mutual benefit from potential community and recreational facilities.
3. Work with conservation groups, including the Milford Conservation Commission, to preserve and protect the significant wetlands, surface waters, and natural areas located on the property,
4. Incorporate available land into the long range community *facilities master plan*, to include areas reserved for cemeteries, recreation facilities, fields, a golf course and trails, potential additional school locations, and other municipal purposes,
5. Promote the development of retired living, elderly and "empty-nester" housing, and other residential development that is tax-positive.

The Town's highest priority regarding community facilities is the development and implementation of a facilities master plan - the BROX Property should play an essential role in providing land for future facilities.

Responsibilities and Actions

The Planning Board shall take a lead role, in partnership with the Board of Selectmen, the Conservation Commission, the School Board, the Milford Industrial Development Corporation among others, to bring a plan to purchase and/or control the development of the BROX Property for Town deliberation and vote in the year 2000.



Recommendations to Foster Economic Development in Milford **Report to the Milford Board of Selectmen and Planning Board**

Prepared by the Economic Development Advisory Committee
June 8, 2009

Department of Community Development
Town of Milford, New Hampshire

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Economic Development Advisory Committee Members

Tom Sapienza, Chair	Hampshire Hills
Rich Ball	Cirtronics Corporation
Tracy Bardsley	Downtown Ongoing Improvement Team (DO-IT)
Brad Chappell	Chappell Tractor
Matt Ciardelli	Ciardelli Fuel Co.
Chris Costantino	Milford Conservation Commission
Rosie Deloge	Milford School District SAU 40
Rick Holder	Hampshire Hills
George Infanti	Milford Paint and Wallpaper
Janet Langdell	Milford Planning Board
Heather Leach	Centrix Bank
Walter Murray, Jr.	Milford Water and Sewer Commission
John McCormack	West Milford Tax Increment Financing Board
Tim O'Connell	Butternut Farm
Mike Putnam	Milford Board of Selectmen
Sean Trombly	Trombly Gardens
Dale White	Leighton A. White, Inc.
Bill Parker	Department of Community Development – Staff Support
Shirley Wilson	Department of Community Development – Staff Support

Recommendations to Foster Economic Development in Milford
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EXECUTIVE SUMMARY

The Town of Milford is faced with the challenges brought about by rapid, dynamic, and forceful local, regional, and global economic conditions shared by communities everywhere. An absence of any kind of strategic Town-wide economic development plan causes the Town to be ill-prepared to address these challenges and creates reactive rather than proactive decision-making that may not sustain the long-term economic health and vitality of both current and future residents.

Recognizing this void, the Milford Board of Selectmen and Planning Board desire to encourage economic development in the Town and identified the need to establish strong policies, goals, and actions to support local business and industry and promote ongoing balanced economic growth. To initiate the effort, the Planning Board, with the support of the Selectmen, created the Economic Development Advisory Committee (EDAC) to:

"...formulate a comprehensive economic development strategy that contains a vision supported by realistic goals and implementation steps to promote balanced, sustainable economic development in the Town of Milford. This plan should be based on community values and strengths, and address community deficiencies and constraints to economic development. The EDAC plan, with recommendations, will be presented to the Planning Board and the Board of Selectmen to form the basis of sound economic development policy for the Town in May 2009."

The Economic Development Advisory Committee consists of a broad range of local economic development stakeholders, ranging from agricultural businesses, small and large commercial and industrial firms, and boards, commissions, and public entities whose policies and decisions play a crucial role in the Town's economy. Through meaningful and thoughtful consideration of identified issues and constraints, the EDAC developed six key goals based on its findings. The six goals are as follows:

1. Establish a proactive business support and business development policy at the Board of Selectmen level.
2. Maintain existing municipal infrastructure facilities and services, and wisely plan for and implement construction of necessary new and expanded facilities and services to cost-effectively and fairly distribute the cost so there is no undue burden on either the business/development community or the taxpaying citizens of Milford.
3. Continue to support and implement economic development initiatives that strengthen Downtown/The Oval as the physical, historic, and symbolic hub of community economic activity.
4. Undertake a Town-wide analysis of existing land uses and overlying zoning districts to identify areas for future commercial and industrial development, redevelopment, and workforce housing in relation to land development capacity, needed infrastructure improvements for the transportation network, utilities, stormwater management, municipal facilities, physical and natural constraints, neighborhood compatibility, and protection of open space and Town character.
5. Increase, through all available and cost-effective marketing opportunities including an enhanced state-of-the-art website, local, regional, and national awareness of Milford as a community that is a welcoming and business-friendly environment affording superior quality-of-life.
6. Enhance communication and program development involving the School District, Business Community and the Town in matters of joint economic development and in particular those matters that focus on budgeting and capital improvements.

This Report presents the background and process that led to the development of goals, as well as findings, recommendations, and actions that can be taken to achieve them and in turn build a stronger foundation for ongoing and sustainable economic development for the Town of Milford.

I. Introduction and Purpose

Economic development is defined in many ways, but in general, can be stated as a program, group of policies, and/or activity that seeks to improve the economic well-being and quality of life for a community. Economic development not only retains jobs and provides a stable tax base but also promotes economic betterment by continually improving human development, education, health, safety, and well-being for the citizens of a community. A reasoned and sound economic development policy is essential for any community that acknowledges the community goal that economic betterment for its citizens builds overall community vitality and sustainability.

The Town of Milford, New Hampshire, located in southern New Hampshire, is the hub of the Souhegan Valley. With a population of just over 15,000 people, the local economy has a rich tradition and diversified base founded on agriculture, manufacturing, and services. The Town benefits from its location in the Boston-Nashua-Manchester metropolitan area and is well-served by several State highways (NH Routes 101, 101A, and 13). Population growth has been steady over the past several decades, averaging approximately one percent per year with periodic spurts and slowdowns tied primarily to regional economic conditions. Commercial and industrial development has grown steadily over the years. However, with the reliance on local property taxes to fund necessary public services and infrastructure, ongoing maintenance and expansion of these continues to be a challenge. The Town offers a broad range of municipal services and utilities, a solid school system, diverse housing stock, and a small-town character that has been identified as a community asset essential to maintain and protect. However, the Town is not immune to rapidly changing economic conditions and issues faced in the region and globally, and must be ready to address periods of both economic growth and slowdown.

The purpose of this report, *Recommendations to Foster Economic Development in Milford*, is to provide a foundation for local decision-makers and stakeholders on which to build a sustainable local economy that can proactively adapt to ever-changing economic forces and drivers. The Report, with its associated recommendations and actions, is not presented as an in-depth economic analysis with supporting technical data, but is instead intended to be a reasonable and practical document that identifies local economic development issues and constraints based on first-hand local stakeholder input and experience.

II. Background

For many years Town of Milford economic development has been a relatively informal and reactive effort that has not been guided by a comprehensive overall philosophy that formalizes decision making policies from a strong community-based foundation. Several organizations and groups in Milford have had specific economic development goals, the Milford Industrial Development Corporation, the West Milford Tax Increment Financing Advisory Board, the Downtown Ongoing Improvement Team, the Souhegan Valley Chamber of Commerce, among others – but none are guided by a single overall Town vision for economic development. Although many institutional tools are in place (Master Plan goals, zoning and site plan regulations, a solid infrastructure and economic base), there is no comprehensive vision that integrates land use, business retention and attraction, transportation and infrastructure needs, housing, education, community facilities, environment, and community character.

Recognizing that the need for a clear vision exists, the Community Development Department, with the help of the Planning Board and the West Milford Tax Increment Financing Advisory Board (TIF Board) approached the Board of Selectmen in the winter of 2007 to seek its understanding and involvement in developing an economic development vision and plan for the Town. The Selectmen chose to make economic development a goal, and has supported current efforts.

In September 2008 the Board of Selectmen met with Janet Langdell, Planning Board chair, John McCormack, West Milford Tax Increment Financing District Board, and Bill Parker, Community Development Director. The Selectmen, following up on its goal, endorsed the Planning Board's desire to move forward on economic development planning and in its efforts to solicit community input.

A. Economic Development Roundtable – November 2008

In order to jumpstart a community-based economic development planning effort, the Community Development Department, Planning Board chairperson Janet Langdell, and TIF Board chair John McCormack hosted an Economic Development Roundtable on the evening of Wednesday, November 5, 2008 in the Banquet Hall of Town Hall. As a first step it was determined that it was essential to involve the local business community. An intentionally limited, but broadly representative group of business people were invited with the intention of seeking a first round of input relative to issues, concerns, pros, and cons of doing business in Milford. Participants represented manufacturing and industry, retail, construction, agriculture, finance, real estate, education, restaurants, and service interests from all geographic areas of Town. The event was extremely well-attended and an open and positive discussion identified several key areas of concern for the local business community. Extensive notes were recorded and are attached.

From this initial input session from the local business the community, the following key issues were identified (in no particular order or prioritization):

1. There is no common set of goals, as set forth in the Master Plan, that guides what Milford wants for its future.
2. Although many local industries are performing well, there are problems with attracting skilled and trained labor.
3. Some local industries are having difficulty in attracting qualified labor and employees to the area due to the high cost of housing relative to their current location.
4. Although there are several Town government departments that are cooperative and helpful there are several that are not good to do business with – causing additional cost in time and expense.
5. The permitting process for new development needs to be more responsive to the business community. Interdepartmental communication needs improvement.
6. Governing boards need to share common goals that encourage business and this philosophy needs to come from "top down" to the departments.
7. The Town must be prepared in advance for oncoming development.
8. Milford has a lot to offer, but does not market itself well.
9. Building and safety codes need to be responsive and flexible for adaptive reuse of old structures.

10. Municipal and regional infrastructure improvement needs hamper redevelopment.
11. Some downtown property owners do not reinvest in their properties and do not encourage leasing opportunities.
12. Volunteer boards do not have the training that they need.
13. Some regulations, either mandated from the State level or adopted at the local level are onerous and impractical – a common concern for all types of business. Of particular note are State mandates on agriculture, and local event and signage regulations.

The Roundtable was well-received and the Community Development Department received very favorable comments on the effort – including how essential it is to keep the momentum going forward. Several participants indicated their willingness to assist in this. There were several ideas which immediate attention was given, such as establishing a working group consisting of DO-IT representatives and Town building and fire code officials to work on the common goal of code compliance relative to downtown building rehabilitation and remodeling and Planning Board review of sign code concerns for potential 2010 Town warrant presentation.

B. Economic Development Advisory Committee Process

In December 2008, capitalizing on the momentum generated at the November Roundtable, the Planning Board authorized establishing an economic development advisory committee that would solicit participants from the Roundtable. The Planning Board provided the following charge:

“Milford’s Economic Development Advisory Committee (EDAC) is charged with formulating a comprehensive economic development strategy that contains a vision supported by realistic goals and implementation steps to promote balanced, sustainable economic development in the Town of Milford. This plan should be based on community values and strengths, and address community deficiencies and constraints to economic development. The EDAC plan, with recommendations, will be presented to the Planning Board and the Board of Selectmen to form the basis of sound economic development policy for the Town in May 2009.”

The EDAC met weekly from mid-January until mid-May, 2009. The group committed to several weeks of due diligence background education, hearing from representatives of the Milford Industrial Development Corporation (MIDC), the School District, Conservation Commission, the Monadnock Economic Development Corporation, Grubb & Ellis Commercial Realtors, and the Water and Sewer Commission, listened to presentations from the Community Development Department on current and projected land use and development proposals including an update on the BROX and West Milford Tax increment Financing District properties, reviewed appropriate sections of the Milford Master Plan, and considered the strengths and weaknesses from the Northeastern University Economic Development Self-Assessment undertaken by the TIF Board. Additionally, the Committee created its own list of community strengths, weaknesses, and issue areas.

From the educational process, utilizing input gained from the Roundtable, and many group discussions, the Committee grouped its preliminary findings into eight primary “issue areas” (listed below in no particular order or priority):

- Municipal website
- Municipal policy and procedures
- Downtown/The Oval
- Municipal infrastructure and services
- Business community/School District/Municipal Relationship
- Marketing
- Land Use
- Community Competitiveness

C. Economic Development Vision Statement

Knowing that creating a 'vision statement' was a requirement of the Committee's charge, the group again had lengthy discussion on what the economic vision for Milford should be, and agreed upon this statement:

"As the hub of the Souhegan Valley, Milford shall continue to develop a diversified, growing, and sustained economy by supporting existing businesses and employers, recruiting compatible business, and providing a business-friendly environment through promotion, supportive government, commitment to infrastructure improvements and maintenance, and land use policy that reflects its rich community character."

III. Recommendations from the Committee

Section II of this report lays out the background and process used by the Economic Development Advisory Committee (EDAC) which led to its recommendations. The EDAC remained cognizant of the Vision Statement established by the group to guide it:

"As the hub of the Souhegan Valley, Milford shall continue to develop a diversified, growing, and sustained economy by supporting existing businesses and employers, recruiting compatible business, and providing a business-friendly environment through promotion, supportive government, commitment to infrastructure improvements and maintenance, and land use policy that reflects its rich community character."

The Committee's six primary issue areas were developed based on lengthy debate and serious critical evaluation. The Committee grouped and ranked the issue areas according to what it felt were the most strongly indicated concerns at the November 2008 Economic Development Roundtable and from ensuing Committee work. The following recommendations reflect the Committee's findings and actions needed to move forward with a proactive, comprehensive, and strategic Town-wide economic development plan and developed its recommendations accordingly.

Issue I: Municipal Policies and Procedures

Findings: The Town has historically had no official policy at the Board of Selectmen level, based on the Milford Master Plan, stating economic development is of highest priority to insure support, encouragement,

and growth of existing business and industry, promotion of Milford as a location for new business development, and clear direction that Town governmental services be responsive to the needs and requirements associated with business and industry development. This policy is essential to balance sustainable growth and development in the property tax base while preserving and enhancing community character and the assets that make Milford attractive as a place to live and conduct business. Without a sound overarching policy to rely upon and continually refer to, economic development initiatives are often handled by decision-makers and viewed by the Town's citizens reactively rather than proactively. To achieve and maintain a healthy and diverse local economy for generations to come, there must be a leadership and community-supported philosophy that drives the economic engine.

Goal: *Establish a proactive business support and business development policy at the Board of Selectmen level.*

Recommendations:

1. *Incorporate a strong, community-supported economic development vision with achievable common goals and actions, supported by boards, commissions, and other stakeholders, into the Milford Master Plan.*

Actions: A. Obtain Planning Board support to prioritize an update of the Economic Development chapter of the Milford Master Plan;

B. Continually communicate the economic development vision to the community.

2. *Adopt a proactive and all-inclusive leadership approach to municipal departments from the Board of Selectmen and Planning Board that supports the economic development vision.*

Actions: A. Obtain official Board of Selectmen support of the economic development vision and recommended proactive approach to build a stronger municipal board, commission, and department mindset that balanced economic development is essential to the short-term and long-range health of the community;

B. Provide the management objective to be responsive and accountable for implementing departmental policies and procedures that are responsive to business community constraints and requirements (in recognition that time is money), are communicated effectively, are consistently and fairly applied, are flexible and practical within legal and regulatory constraints, are 'user- friendly' and easily navigated (i.e. checklists and flowcharts);

C. Enlist the support of the Town Administrator in strengthening responsiveness and customer service provided by municipal departments by directing appropriate municipal departments to streamline permitting and application procedures (within legal and regulatory constraints), continue to further develop comprehensive development, construction, building, and safety code procedure checklists that encourage 'one-stop' applications, are time and deadline sensitive, and are communicated to the business community in a cooperative and timely manner;

- D. Institute new and enhance existing ongoing public outreach and education on policies and procedures
- 3. *Establish a formal economic development advisory council, advisory to the Board of Selectmen, to coordinate economic development on behalf of the Town. Such an organization would serve to listen to and nurture existing businesses and act as a conduit or in an "facilitator" role for business development, assist in outreach and marketing of Milford's economic development opportunities, and advise the Selectmen and the Planning Board on economic policy matters. Such an advisory body would supersede the Milford Industrial Development Corporation and have a broader economic development charge.*

- Actions:**
- A. Have the Board of Selectmen appoint an economic development council to assist in strengthening the necessary public/private partnership to achieve sustainable economic development.
 - B. Establish target groups (business community; civic organizations; general citizenry) to collaborate on methods to engage the public in becoming knowledgeable on the permitting process;
 - C. Develop stronger municipal involvement in State and regional economic development organizations to take advantage of available and appropriate programs and resources.

Issue II: Municipal Infrastructure and Services

Findings: Milford is extremely fortunate to have an infrastructure in place (municipal water and sanitary sewer, functional road network and capacity) and supporting services (municipal departments, facilities, utility companies, and schools). All citizens of Milford benefit from these services, either directly or indirectly. It is a civic responsibility to proactively maintain, improve, and expand these services in spite of funding challenges and constraints. It is important to recognize that the cost must be shared by all stakeholders while avoiding undue burden on either the individual taxpayer or the business/development community to insure sustainable economic growth. To carry out economic development objectives, the Board of Selectmen, Budget Advisory Committee, boards and commissions, business community, and general citizens must be informed, supportive, and involved. The following recommendations and actions should be integrated into a top-down philosophy guiding municipal policy.

Goal: *Maintain existing municipal infrastructure facilities and services, and wisely plan for and implement construction of necessary new and expanded facilities and services to cost-effectively and fairly distribute the cost so there is no undue burden on either the business/development community or the taxpaying citizens of Milford.*

Recommendations:

1. *Support the Planning Board in its annual review of the Facilities Chapter of the Milford Master Plan to insure the goals and recommendations for infrastructure and facility improvements are implemented.*

- Actions:**
- A. Utilize the annual six-year Capital Improvements Plan policy document in the development of the annual Town budget and warrant articles;
 - B. Educate and inform decision-makers on the costs/benefits of needed improvements for maintenance of current services and facilities.
 - C. Consider renovation of existing municipal facilities and construction of new facilities in locations that enhance economic development opportunities.

2. *Upgrade infrastructure in areas of Town that have deficiencies and expand infrastructure into areas of Town that can support commercial and industrial development.*

- Actions:**
- A. Build community support of the West Milford Tax Increment Financing District Advisory Board in its efforts to market and implement infrastructure expansion in the West Milford Tax Increment Financing District (the BROX and Hendrix properties);
 - B. Encourage and incorporate where practical energy-efficient and resource conservation 'green-thinking' policy in all improvement projects to sustain ongoing economic, smart growth, and cost-efficient development;
 - C. At all levels of municipal government, investigate and implement where practical and feasible residential, commercial and industrial tax-incentive programs for such items as 'green development' and downtown property improvements;
 - D. Explore and be knowledgeable of funding mechanisms and partnerships for infrastructure improvements that are fair, flexible, and creative;
 - E. Review the cost/benefit of impact fees, permitting fees, utility connection fees, off-site-development requirements and modify if necessary to insure there is no undue burden on any specific stakeholder;
 - F. Support partnerships and agreements between the business/development community, the municipality, and the Water and Sewer Commission that equitably spread the cost of needed infrastructure improvements among all stakeholders that benefit from such improvements;
 - G. Increase communication and working relationships with non-municipal utility, power, and communication companies to effectively improve and expand needed infrastructure;

- H. Provide funding for anticipated project construction designs and plans, based on planned improvements, to allow the Town to be quickly responsive to potential Federal and State funding sources.
3. *Encourage the establishment of public transportation opportunities both within Town and from Milford into the region, providing transportation to commercial and employment destinations.*

- Actions:**
- A. Work with the Planning Board to incorporate public transportation planning and implementation into the Milford Master Plan Traffic and Transportation chapter;
 - B. Work with the Nashua Regional Transportation Commission, Nashua Transit Service, the Souhegan Valley Transportation Collaborative, and other service and resource providers to establish implementation and funding mechanisms to expand public transportation into and within Milford.

Issue III. Downtown/Oval

Findings: The foremost goal in the 2007 update of the Community Character chapter of the Milford Master Plan is to:

“ensure that downtown Milford (Union Square, The Oval, and adjacent neighborhoods) remains the commercial, social, and community hub of Town by protecting its historic character, promoting and enhancing its economic vitality, and integrating the Souhegan River and its tributaries into the public realm.”

The Economic Development Advisory Committee fully embraces this goal, and recognizes the central economic role that downtown Milford plays in both identifying the Town and serving as the hub of business activity. The Oval and Milford’s nationally recognized Main Street efforts have brought about increased pride

and renewal. However, The Oval and adjacent neighborhoods are continually faced with economic and property owner-related challenges that affect its sustained vitality. The Downtown Ongoing Improvement Team (DO-IT) advocates for business-development and physical improvements, but needs continued support from the community and decision-makers. With this in mind, the EDAC strongly recommends that there continues to be ‘top-down’ emphasis and support of ‘The Oval’ as the centerpiece of the community.

Goal: *Continue to support and implement economic development initiatives that strengthen Downtown/The Oval as the physical, historic, and symbolic hub of community economic activity.*

Recommendations:

1. *Insure that the recommendations in the Milford Master Plan Community Character chapter specific to the economic development of Downtown and The Oval are integrated into the applicable recommendations of an Economic Development chapter update.*
2. *Strengthen communication and partnership between municipal boards, commissions, staff, and the Downtown Ongoing Improvement Team (DO-IT) to achieve common goals towards economic revitalization and redevelopment.*

- Actions:**
- A. Through an economic development advisory committee, participate with appropriate stakeholders, such as the Downtown Ongoing Improvements Team, Community Development Department staff and appropriate other municipal staff people, to advocate for continued downtown revitalization;
 - B. Increase the focus on the Souhegan River as a riverfront amenity and as both an economic and natural resource by participating in Souhegan River related initiatives implemented by and coordinated between the Town, DO-IT, NRPC, the Conservation Commission, and the Souhegan River Local Advisory Committee.

3. *Incorporate infrastructure needs and improvements in the Capital Improvements Plan that are specific to sustaining downtown vitality and services, and establish and implement strategies and funding resources to pay for improvements.*

- Actions:**
- A. Investigate funding mechanisms for downtown property revitalization and code upgrades such as community development block grants, community development tax relief, opportunity zones, and other various State and national programs.
 - B. Insure that any planned downtown traffic and pedestrian improvement projects are designed to enhance further economic development.

4. *Support increased marketing, events, and promotion of the The Oval and Downtown.*

- Action:** Continue to utilize downtown and its facilities (Town Hall, Wadleigh Memorial Library, The Oval, parks, and the Souhegan River) for events and promotions encouraging economic activity.

Issue IV: Land Use

Findings: Given Milford's central location in Southern New Hampshire, highway access, and position as the hub of the Souhegan River Valley, Milford has significant opportunities to increase development in

undeveloped areas and along highway corridors. At the top of the list is the commercial-industrially zoned BROX property and associated tax increment financing district lands, west Elm Street, Route 13 South from the edge of downtown to the Brookline town line, South Street/Hammond Road/101/Emerson Road area, and the Wilton Road/Pine Valley Mill areas. There are significant areas of Town that can also potentially support higher density residential development if adequate utility extensions and roadways are built to accommodate the growth, primarily within the 'urban compact' and north of Mason Road and south of the 101 Bypass. To accommodate additional development, flexible zoning and land use regulations need to be adopted that allow for mixed-uses and creative design, access management, stormwater and water resource protection, and energy and conservation-oriented elements – all of which should not burden the existing infrastructure. Wise future land use planning will assist in sustaining healthy economic development.

Goal: *Undertake a town-wide analysis of existing land uses and overlying zoning districts to identify areas for future commercial and industrial development, redevelopment and workforce housing in relation to land development capacity, needed infrastructure improvements for the transportation network, utilities, stormwater management, and municipal facilities, physical and natural constraints, neighborhood compatibility, and protection of open space and Town character.*

Recommendations:

1. *Update the Milford Master Plan to incorporate a Future Land Use chapter that identifies areas suitable and conducive to commercial, industrial, and mixed-use development, as well as workforce housing development that integrates local needs in relation to regional responsibilities.*

- Actions:**
- A. Obtain Planning Board support to prioritize an update of the Land Use chapter of the Milford Master Plan;
 - B. Integrate local land use planning, inclusive of infrastructure and transportation network improvements, into regional plans;
 - C. Incorporate housing-friendly goals and implementation strategies in the appropriate sections of the Master Plan that support local job growth by continuing to encourage a diverse range of housing opportunities for the existing and future local workforce;
 - D. Upon establishment of an economic development advisory council, have representation of the council participate in the development of the Land Use chapter update by the Planning Board.

2. *Review and revise as necessary the Zoning Ordinance, Development Regulations, Capital Improvements Plan, and building code requirements to accommodate anticipated land use changes that encourage economic development.*

- Action:** Proactively educate and publicize proposed changes to achieve community support for economic development.

Issue V. Communication and Outreach

Findings: Milford currently has no unified public outreach approach that promotes the community as an excellent location to do business. Essential to any marketing effort in today's competitive and technologically-savvy world is a state-of-the-art website that reflects a vibrant community attitude that supports existing and welcomes new business, and assists in how to make that happen. Milford's website currently does not compete with those websites of many other communities in New Hampshire and around the country. Additionally, marketing of specific aspects of Milford is currently done by the Downtown Ongoing Improvement Team (primarily downtown-oriented) and the Souhegan Valley Chamber of Commerce (greater Souhegan Valley-oriented), and the Community Development Department (the West Milford Tax Increment Financing District). Because Milford has a wealth of amenities and strengths that can be used to promote economic development, a coordinated communication effort to get the word out is essential. Because "all roads lead to Milford" the Town must be a livable, walkable, and inviting place to come do business, and return time and time again.

Goal: *Increase, through all available and cost-effective marketing opportunities including an enhanced state-of-the-art website, local, regional, and national awareness of Milford as a community that is a welcoming and business-friendly environment affording superior quality-of-life.*

Recommendations:

1. *Develop marketing strategies to promote and publicize Milford as a business-friendly community.*

- Actions:**
- A. Insure that an enhanced website is effective by being clear, easy to navigate, comprehensive, and attractive in communicating the economic development message and opportunities of the Town.
 - B. Provide the budget and technological support necessary to implement and maintain the enhanced website.

2. *Coordinate marketing strategies with other organizations and stakeholders to formulate a consistent message and 'branding' of the community for economic development opportunities.*

- Actions:**
- A. Create a working group that represents economic development interests and other stakeholders to create an official 'branding', or slogan, that presents Milford as a proactive location where business is welcome.
 - B. Insure that the website, marketing materials, and economic development message is coordinated and complements the tools utilized by other stakeholder groups such as DO-IT, the Souhegan Valley Chamber of Commerce, and State and regional economic development organizations.

Issue VI. Business Community/School District/Municipal Relationship

Findings: The Milford School District provides many career development related opportunities for students that can greatly benefit the local economy. There is an established and working relationship between the School District and many local employers. It is essential that the programs and facilities offered by the School District continue to support the needs of these fast-moving economic times and that adequate budgeting is understood and provided to maintain and enhance these education programs for the student of the local community. This critical necessity must be supported by decision-makers and promoted to the general citizenry for the purpose of strengthening the local economy.

Goal: *Enhance communication and program development between the School District , Business Community and the Town in matters of joint economic development and in particular those matters that focus on budgeting and capital improvements.*

Recommendations:

1. Milford High School and Applied Technology Center offers many opportunities for business, industry, community members to participate in and contribute to the career and technical education system. Continue to encourage participation on program advisory committees, Regional Center Advisory Committee, and extended learning opportunities (internships, independent study, work cooperative, etc.) for students.

Actions: A. Actively publicize and solicit opportunities for involvement by the business and community on School and Town PEG channels as well as through other means of communication.

B. Continue outreach efforts to enlist business and industry support to sustain current programs and to assist in keeping pace with technological and business-world changes.

2. Support and participate in career development opportunities with Milford Middle School students through career day activities.

3. Support and participate in the career transition program with students participating in the School District's Sage School, which focuses on career exploratory experiences, such as job shadowing, internships, etc.

3. Continue to build increased communication and sharing of resources between the School District and the Town of Milford.

Actions: A. Maintain School District participation in the annual capital improvements planning process.

- B. Establish regularly scheduled biannual or quarterly meetings between the School Board, Board of Selectmen and administrative staffs, inclusive of joint discussion of annual budgets and warrant articles.
- C. Strengthen existing and promote additional sharing of maintenance functions.

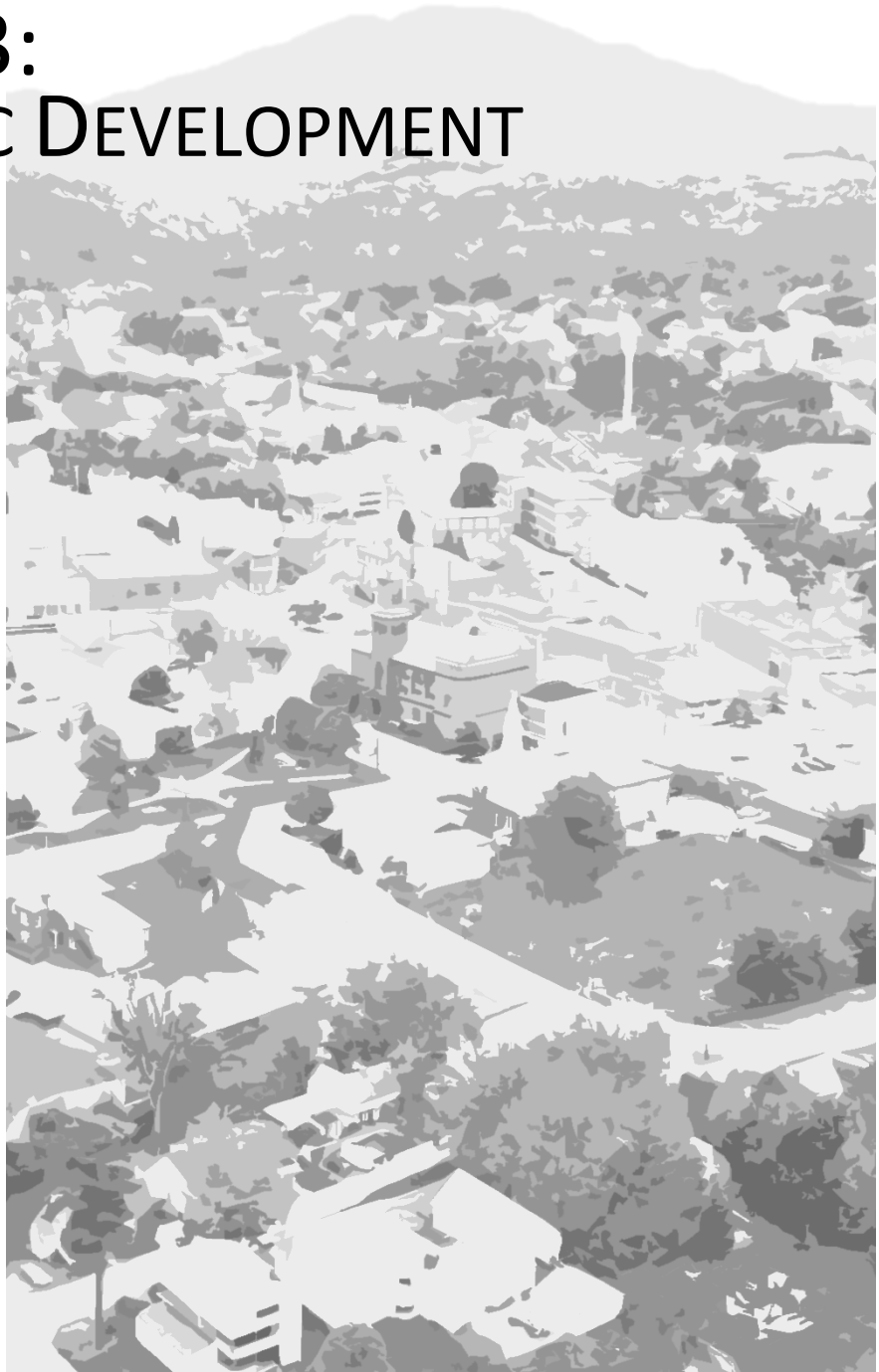
IV. SUMMARY

The Economic Development Advisory Committee is pleased and proud to present its report to the Milford Planning Board and the Board of Selectmen. Economic development is a vital component to a community's overall health and affects each and every resident of the Town. A balanced and growing property tax base supports the maintenance and sustainability of essential services, as well as enhancing the assets that are necessary to insure a desired quality of life. The Economic Development Advisory Committee acknowledges that Milford's economic foundation is strong and diversified, yet the Committee identified several key issues that it felt were hindering Milford's ability to capitalize on its strengths and assets. Basic to all the findings, goals, recommendations, and actions is the lack of a comprehensive philosophic principle, commonly and consistently held to by decision-makers, stakeholders, and the community at large that states jobs, services, housing, balanced development, and protection of natural resources all work together to build a stronger economy.

This philosophy must be continually communicated to all citizens, municipal services should foster strong and responsive customer-service, and the business community must be active in voicing its needs. All parties must be willing to further build partnerships to implement common economic development goals. An organizational structure should be in place to assist the Board of Selectmen and the Planning Board in effecting positive and proactive change. The Economic Development Advisory Committee also recognizes that institutional change does not occur overnight, and is willing to continue its work on behalf of the Planning Board and Board of Selectmen.

CITY OF CLAREMONT MASTER PLAN 2017

CHAPTER 3: ECONOMIC DEVELOPMENT



Prepared by the
Claremont Planning Board
and the
Claremont Planning and
Development Department

Chapter 3: Economic Development

Vision

Economic Development is at the heart of Claremont's future prosperity. This plan engages our existing assets along with innovative and creative approaches that provide an enhanced framework for livability, entrepreneurship, business recruitment and retention, and tools for a strong workforce. We will strive to capitalize on new opportunities by continuing to pave the way for new business growth in the technology, industrial, retail, and experiential sectors. This will include a focus on recruitment and retention, best practices, infrastructure maintenance, expansion and new development, and a commitment to maintain quality of life standards for our citizens. Success in this endeavor will increase the tax base, improve wages/salaries, increase home equity-home values, retain current businesses, and recruit new businesses. Ultimately this will lead to an increase in quality jobs, a revitalization of urban areas, a vibrant creative economy and an increasingly desirable community in which to live.



North Country Smokehouse Construction 2017, Syd Clarke Park

Introduction

The focus of economic development has changed over time, from a narrow benchmark of job creation and enhanced tax base, to a broader set of goals including: quality job creation; tax stability and expanded tax base; adaptive re-use of vacant properties; brownfields rehabilitation; entrepreneurial and work force development; housing; and education that are necessary for a thriving business community. New benchmarks on quality of life issues that were once viewed exclusively as parks, recreation, public works or public services are increasingly becoming benchmarks for successful economic development as well. A community that is a desirable location for its residents to live is also a community that is a desirable location for commerce. New focuses on business clusters, the creative economy and sustainability are now part of the economic development lexicon.

Claremont community indicators are included in this plan as a snapshot of assets which interrelate with the economic indicators that follow. These economic indicators reveal types of employment, salaries, location of employers, and other factors that continue to shape

Claremont's economy. These data, compiled from various sources, indicate trends and potential opportunities as Claremont looks forward.

Current Conditions - Analysis

Employment History

The City's first settlers were primarily subsistence farmers and shepherds. During the mid- to late-1800's, construction of canals and railroads in western states and a dramatic drop in wool prices facilitated mass emigration of farmers to the Midwest. At the same time, a new economy emerged within the City: railroads and waterpower from the Sugar River gave Claremont an advantage for industrial development and the production of textiles and machine tools. The peak of this manufacturing era was in the 1920's.

Once characterized by open agricultural fields and out-buildings, water power gave way to a new employment pattern and a new land use form. Mills, smoke stacks, rail lines, and industrial facilities changed the appearance of Claremont and created a new industrial center. Claremont's Mill District, constructed during the 19th and early 20th centuries, was the prominent location for industry due to its proximity to the Sugar River.

Industrial growth supported goods and services for the workers and their families. Rapid expansion of the mills in the 1880's created the most significant building boom experienced by the City. Retail establishments flourished, creating a significant draw from the surrounding area to purchase consumer goods. This gave rise to the name "shopper's town" in the 1960's as Claremont became a regional shopping destination. Many of the retail businesses were located on Pleasant Street in the City Center. Restricted towards the north by the mills and the Sugar River, the City Center expanded southward where residential construction was prominent. National retail stores in recent years built primarily along Washington Street where lot sizes could accommodate the larger building square footage. Some smaller scale



National Field Representatives Construction 2017, Maple Avenue

commercial development also extended down Charlestown Road, which, like Washington Street, is another primary transportation artery. Currently there is a trending retail decline across the country related to increases in internet sales. This trend has impacted Claremont with the recent closing of several national chains such as K-Mart and Staples.

The City’s economy began to change in the late 1970s and mirrored changes from goods to service producing industries across the country. A national trend in manufacturing employment losses resulted in the closure or relocation of many of Claremont’s industries and the growth of service providing industries.

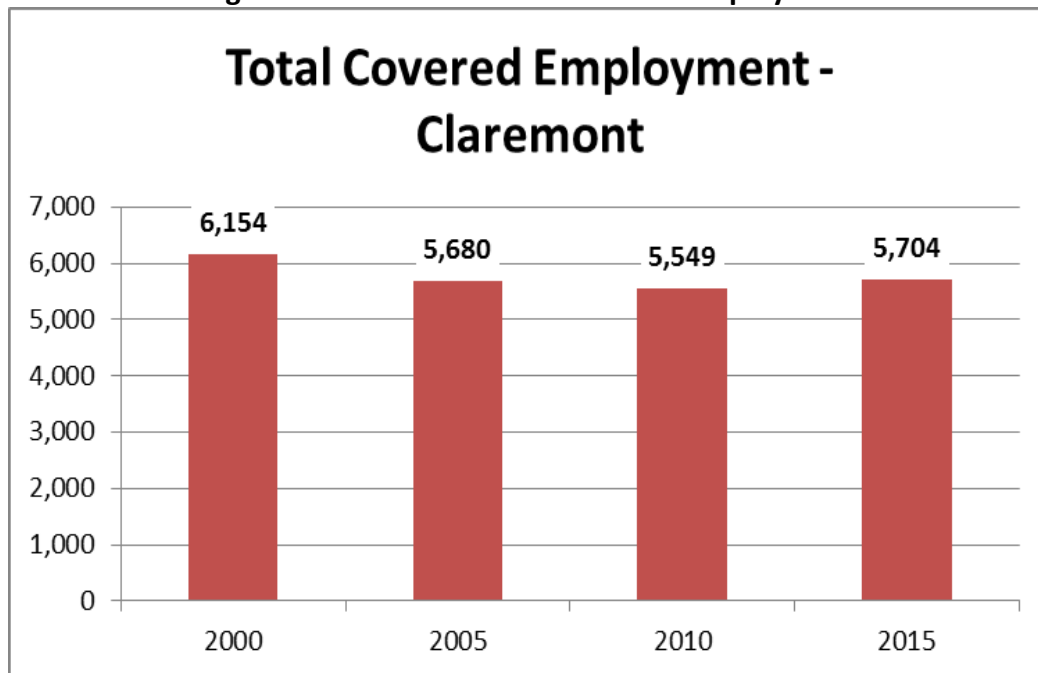
Table 1 shows four periods of total employment change for the City of Claremont. Figure 1 graphs total employment during the same periods and impact of the recession in 2010.

Table 1: Claremont – Covered Employment & Wages

INDUSTRY	DATE	OWNERSHIP	WORK SITES	ANNUAL AVG EMPLOYMENT	TOTAL WAGES (\$1K)	AVG WEEKLY WAGES (\$)
Total, All Industries	2000	Total Private plus Govt.	434	6,154	\$168,433K	\$526
Total, All Industries	2005	Total Private plus Govt.	436	5,680	\$180,008K	\$609
Total, All Industries	2010	Total Private plus Govt.	406	5,549	\$201,945K	\$700
Total, All Industries	2015	Total Private plus Govt.	387	5,704	\$232,293K	\$783

Source: Economic and Labor Market Information Bureau, NH Employment Security

Figure 1: Claremont – Total Covered Employment



Source: Economic and Labor Market Information Bureau, NH Employment Security

Industry Concentration

The 2015 (most recent year available) annual average employment and average weekly wage by industry is reflected in Table 2. Following national and state trends, the service providing sector has outperformed the goods providing sector in numbers of jobs, although Claremont and Sullivan County have strong performance in manufacturing compared to the state and New England. Retail, health care and professional/technical positions make up over two thirds of service sector jobs in Claremont.

Table 2: Claremont – Covered Employment and Wages

NAICS CODE	INDUSTRY	WORK SITES	ANNUAL AVG EMPLOYMENT	AVG WEEKLY WAGE
	Total, Private plus Government	387	5,704	\$783.12
	Total Private	359	4,788	\$786.03
101	Goods-Producing Industries	53	817	\$1,088.51
11	Agriculture/Forestry/Fishing	n	n	n
21	Mining	0	0	\$0.00
23	Construction	n	n	n
31	Manufacturing	28	635	\$1,178.26
102	Service-Providing Industries	306	3,971	\$723.79
22	Utilities	0	0	\$0.00
42	Wholesale Trade	23	199	\$1,367.57
44	Retail Trade	76	1,514	\$553.28
48	Transportation and Warehousing	8	94	\$755.43
51	Information	4	62	\$730.79
52	Finance and Insurance	14	167	\$992.44
53	Real Estate and Rental and Leasing	14	60	\$695.98
54	Professional and Technical Service	21	271	\$1,333.11
55	Management of Companies/Enterprises	3	14	\$1,451.55
56	Administrative and Waste Services	n	n	n
61	Educational Services	n	n	n
62	Health Care and Social Assistance	51	826	\$848.79
71	Arts, Entertainment, and Recreation	5	21	\$242.69
72	Accommodation and Food Services	30	436	\$323.42
81	Other Services Except Public Admin	32	112	\$597.55
99	Unclassified Establishments	0	0	\$0.00
	Total Government	28	916	\$767.89
	Federal Government	2	19	\$1,388.45
	State Government	14	221	\$775.55
	Local Government	12	676	\$748.02

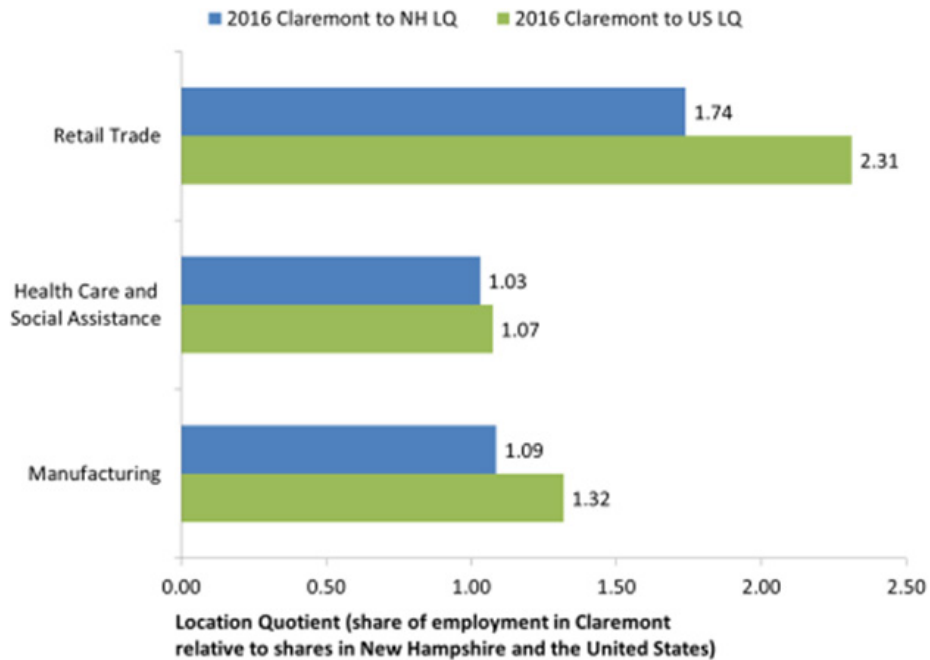
Source: Economic and Labor Market Information Bureau, NH Employment Security
Based on data collected by the Quarterly Census of Employment and Wages (QCEW) program
n = data do not meet disclosure standards

Manufacturing industries continue to provide important employment opportunities within the City. Precision machine and wood products manufacturing industries are important employment sectors, with both new businesses and local expansions in the past few years strengthening these industry clusters.

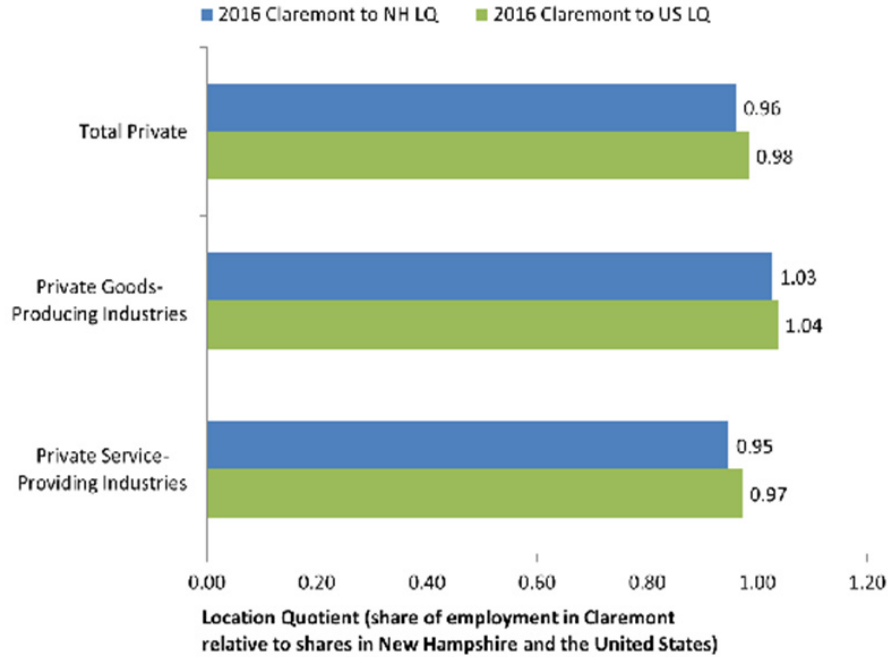
Comparison Goods and Services Providing Industries - Location Quotient

The US Bureau of Economic Analysis (Department of Commerce), defines location quotient (LQ) as “an analytical statistic that measures a region’s industrial specialization relative to a larger geographic unit (usually the nation). An LQ is computed as an industry’s share of a regional total for some economic statistic (earnings, GDP by metropolitan area, employment, etc.) divided by the industry’s share of the national total for the same statistic. For example, an LQ of 1.0 in mining means that the region and the nation are equally specialized in mining; while an LQ of 1.8 means that the region has a higher concentration in mining than the nation.” Below is the most recent LQ analysis by the NH ELMI, and measures Claremont with both the state and nation.

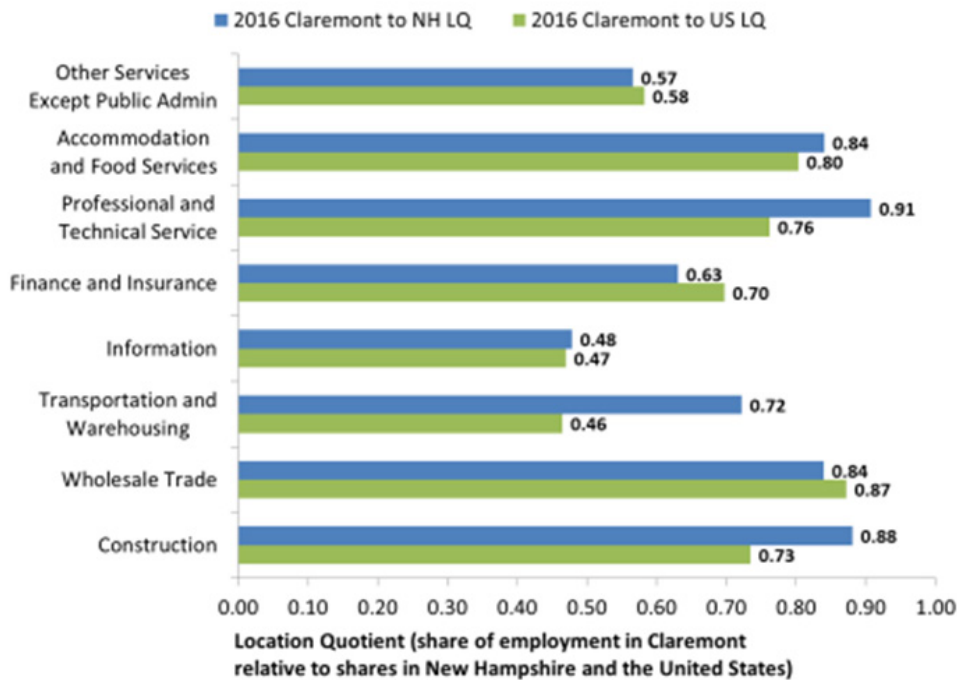
Employment in several industries, especially Retail Trade and Manufacturing, continues to be more heavily concentrated in Claremont than in New Hampshire as a whole; Retail Trade and Manufacturing are much more concentrated in Claremont than in the United States as a whole



In 2016, Claremont employment in Total Private and Private Service-Providing industries was concentrated slightly less than in New Hampshire and the United States, while Goods-Producing employment was more heavily concentrated in Claremont compared to concentrations in the state and the nation



Employment in industries such as Accommodation and Food Services, and Professional and Technical Services is less heavily concentrated in Claremont compared to their concentration in New Hampshire and the nation, however Professional and Technical Services has increased from .58 concentration in NH in 2009 to .91 in 2016.



Major Employers

Table 3: Summary of Major Employers in Claremont

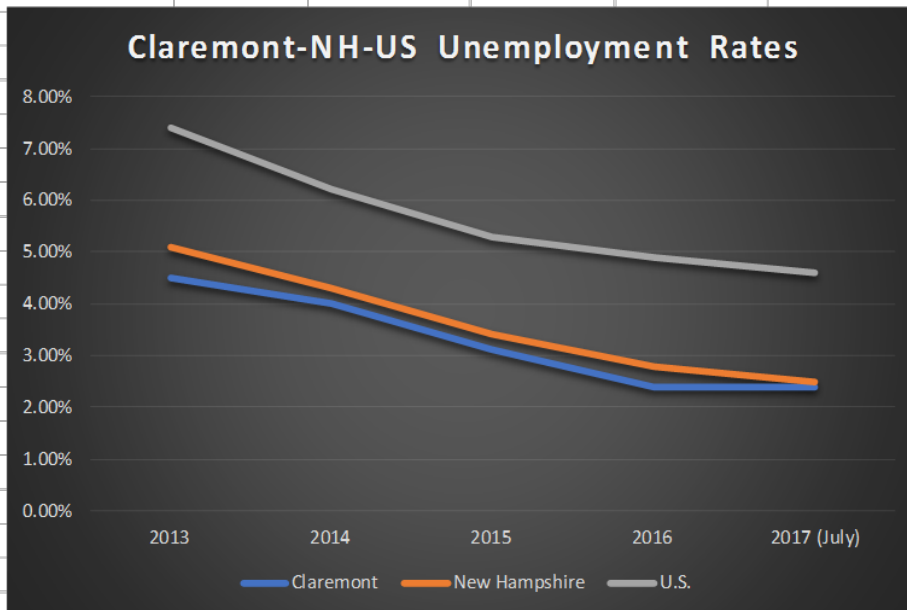
EMPLOYER	PRODUCT/SERVICE	EMPLOYEES	ESTABLISHED
Claremont School District	Education	440	1867
Valley Regional Health Care	Health Care	251	1893
Wal-Mart	Retail	217	1993
National Field Representatives	Mortgage Services	161	1989
CANAM Group	Manufacturing	154	1995
City of Claremont	Municipal Services	152	1762
Red River	Networking/Technology	120	1995
Claremont Savings Bank	Banking	105	1907
NH Industries	Manufacturing	103	1967
Crown Point Cabinetry	Manufacturing	91	1978

Source: Full time equivalent positions, August 2017 Labor Unemployment and Underutilization

Labor Unemployment and Underutilization

Claremont -NH - U.S. - Unemployment Rates and Comparison
Not Seasonally Adjusted Estimates by Location of Residence

	2013	2014	2015	2016	2017 (July)
Claremont	4.50%	4.00%	3.10%	2.40%	2.40%
New Hampshire	5.10%	4.30%	3.40%	2.80%	2.50%
U.S.	7.40%	6.20%	5.30%	4.90%	4.60%



Prepared by:
Economic and Labor Market Information Bureau
New Hampshire Employment Security

Labor Underutilization

Since 2009 the state has established alternative measures to the official unemployment rate to account for persons who are unemployed for a short period of time, workers not in the labor force who are discouraged, and those who have been in the workforce in the last 12 months. Appendix A further defines this data. In the 4th quarter of 2017 those six quarter moving averages are also shown. This information is not broken down to the local level, but is informative.

Education and Employment

The employment and education data for Claremont indicate that education and training will be necessary components of efforts to increase the average weekly wage of current residents and diversify Claremont’s employment base.

The 1980 US Census data showed significant differences between the education level of Claremont residents over 25 years of age and the statewide averages. Thirty-six percent (36%) of Claremont residents over 25 had not finished high school compared to twenty-eight percent (28%) of New Hampshire residents. The 1990 Census showed the number who had not finished high school remained about the same (33%). The 2000 Census indicated that the figure had dropped to 21.3%. The 2011-2015 American Community Survey shows that this number has dropped to 12.8%, showing a positive trend in high school graduation rates. However, both high school graduation or higher and Bachelor’s degree or higher are still lagging county and state percentages. Bachelor’s degree or higher is a full 50% less than the state average and 12+% lower than the national average.

Table 4: Education Attainment, US Census

	U. S.	New Hampshire	Sullivan County	Claremont
High school graduate or higher, percent of persons age 25 years+, 2011-2015	86.70%	92.30%	89.50%	87.20%
<u>Bachelor's degree or higher, percent of persons age 25 years+, 2011-2015</u>	29.80%	34.90%	26.50%	17.10%

Source: U.S. Census Quickfacts/American Community Survey

A 2004 study by UNH Professor Ross Gittel (currently Chancellor of the Community College System of NH), “New Hampshire, Sullivan County, and the City of Claremont...Economic Indicators, Educational Attainment and Leading Industries” contained a correlation between higher education and income. American Community Survey Data, 2011-2015, support that correlation between education attainment and median household income with some deviation primarily in Coos and Grafton Counties. Please note that data for Tables 4 – 7 is from the U.S. Census Quickfacts/American Community Survey. Percentages of persons in poverty is taken from U.S. Census Quickfacts/ 2015 Small Area Income and Poverty Estimates (SAIPE) and are not comparable to other geographic levels of poverty estimates.

Figure 3: Median Household Income and Education Attainment

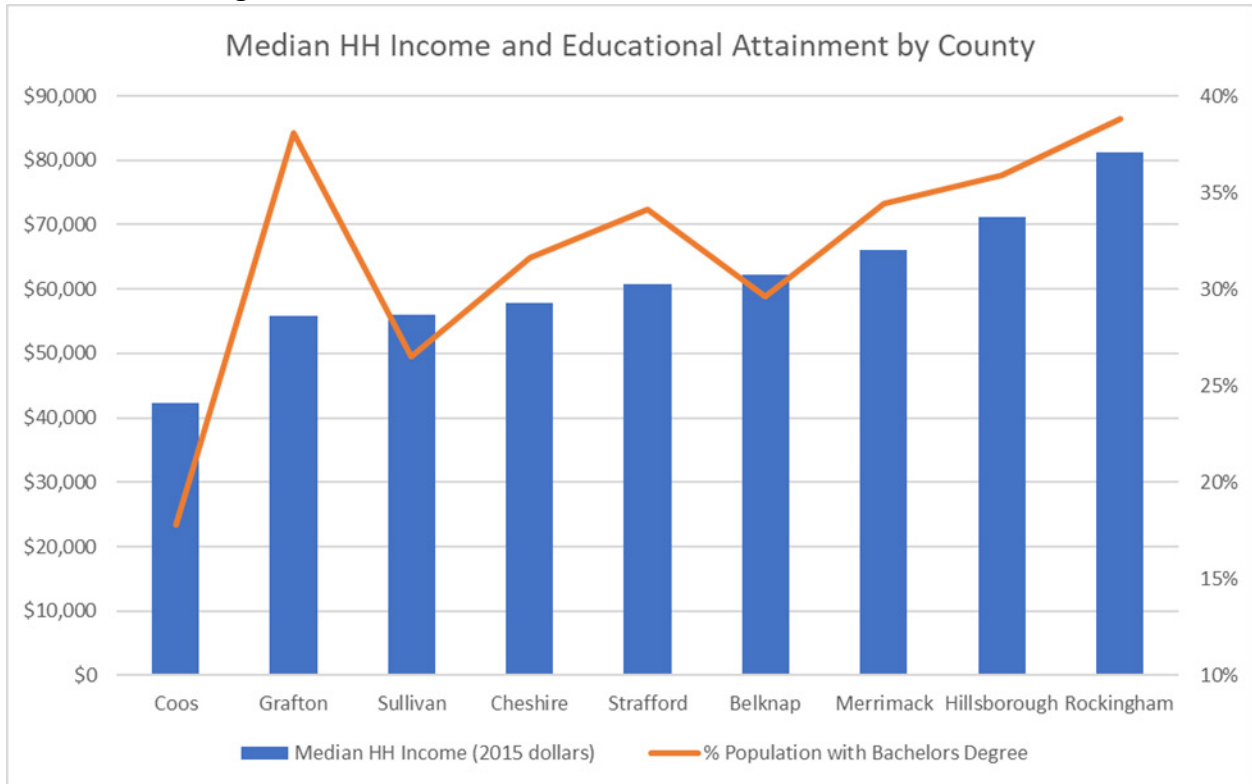
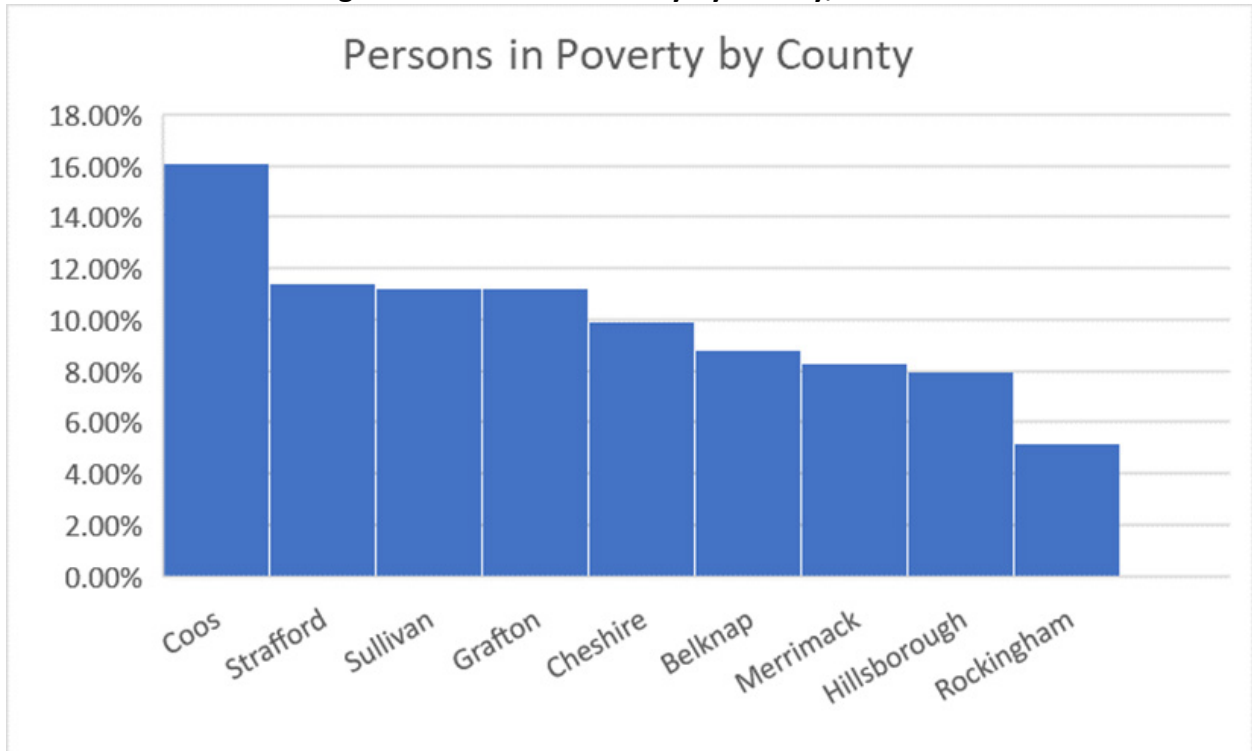


Figure 4: Persons in Poverty by County, Percent

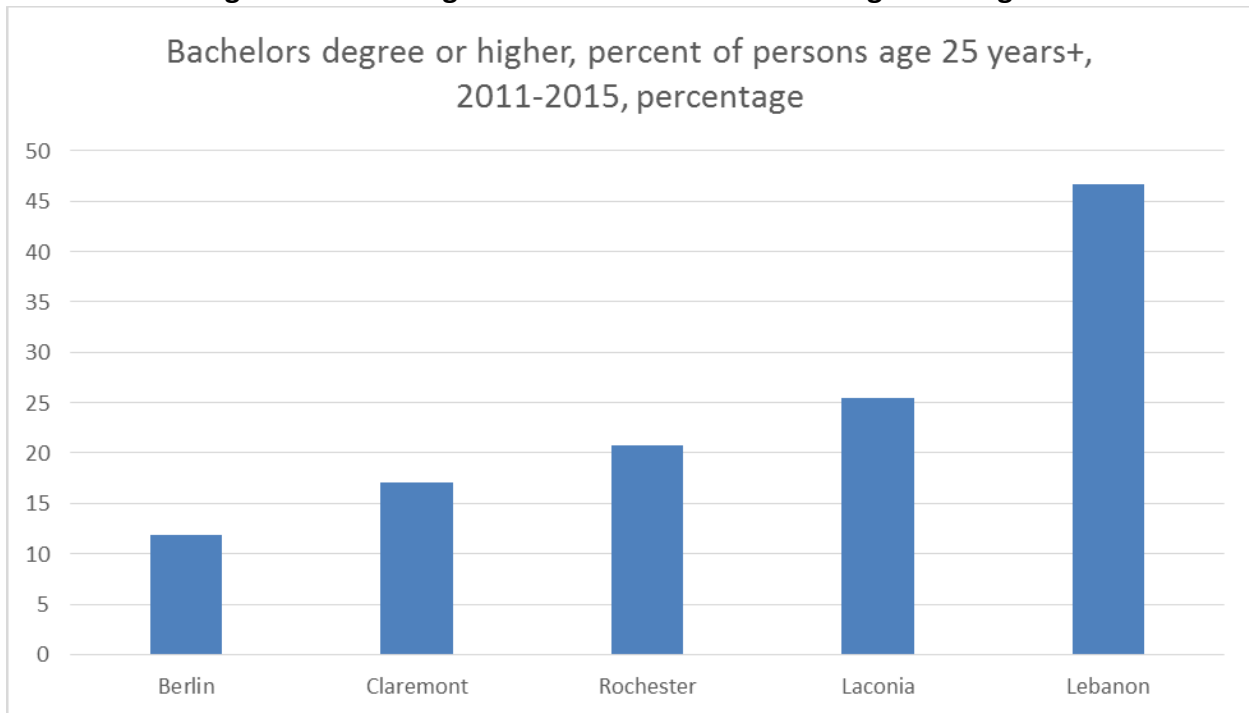


Percentage of persons in poverty generally follow a similar pattern across NH counties (see Figure 4). When these figures are compared among communities of similar size and history, as opposed to counties, the correlation is not as consistent (See Table 5 and Figure 5).

Table 5: Summary of Income, Education, and Poverty Statistics for Similar Communities

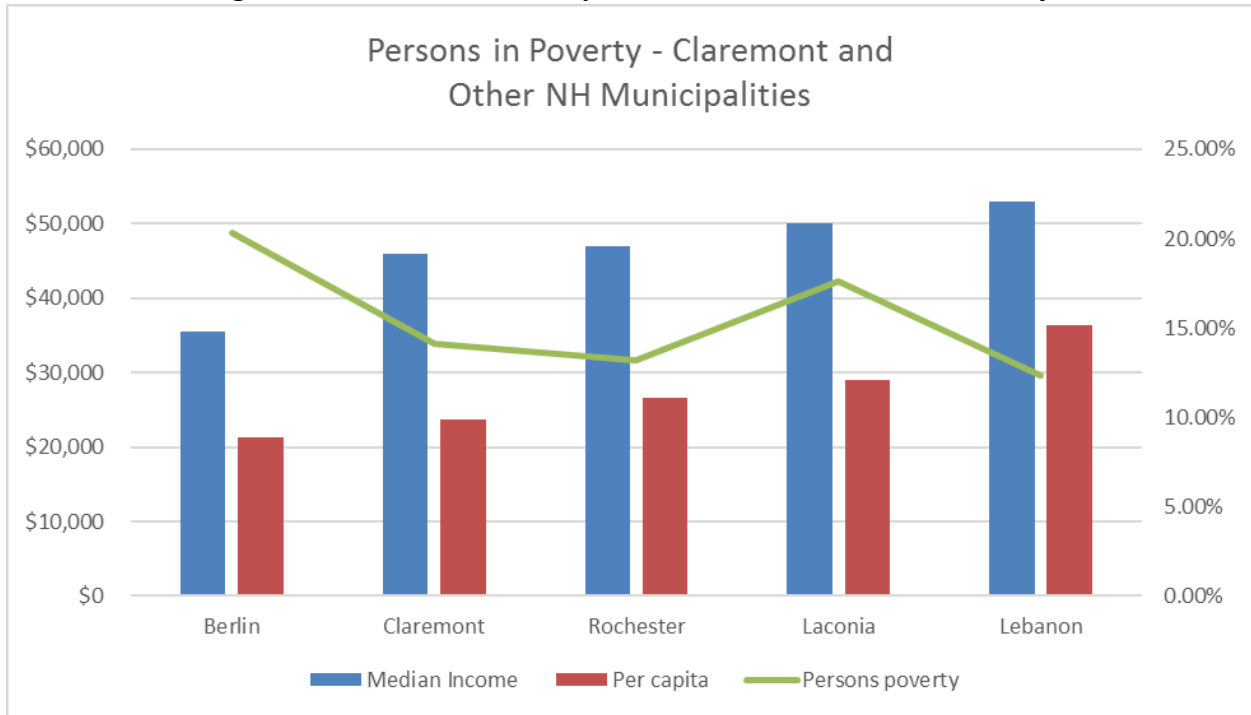
	Berlin	Claremont	Rochester	Laconia	Lebanon
Median Income	\$35,523	\$45,859	\$46,979	\$50,000	\$53,004
Per Capita Income	\$21,348	\$23,690	\$26,580	\$28,958	\$36,370
Persons In Poverty	20.30%	14.10%	13.20%	17.60%	12.30%
Persons with Bachelors Degree+	11.8%	17.1%	20.8%	25.4%	46.7%

Figure 5: Percentage of Persons with Bachelors Degree or Higher



Local social service costs confirm that median income and work are not meeting the needs of some families in the community. In the past two years while approximately 38% of funds benefit the elderly and disabled, it is estimated that 35% of benefits are needed by residents who are working.

Figure 6: Median and Per Capita Income and Persons in Poverty



Commuting Patterns

The change in how we live and work is reflected in the commuting patterns of the Claremont-Newport, NH labor market area. Lebanon and New London are the largest commute out areas for employment, and the largest number of workers commuting in to the Claremont-Newport LMA are from Charlestown and Lebanon.



NH Industries and Davis Frame

There were 8,553 residents of the Claremont-Newport NH LMA, age 16 and over, who both live and work within the area. The Claremont-Newport NH LMA consists of the communities of Claremont, Newport, Unity, Lempster, Goshen and Sunapee.

Where Workers of the Claremont-Newport NH LMA Live (Commute In):

- On average, 12,038 commuters, age 16 and over, travel to work in the Claremont-Newport NH LMA.
- Among those commuting to work in the labor market area, 71.1 percent also live in the area; 21.7 percent live in another New Hampshire LMA; and 7.2 percent live out-of-state.
- Of those coming from elsewhere in New Hampshire; 1,009 live in the Charlestown NH LMA; 722 live in the NH portion of the Lebanon NH-VT MicroNECTA; and 434 live in the New London NH LMA.

Where Residents of the Claremont-Newport NH LMA Work (Commute Out)

- On average, 13,483 residents of the Claremont-Newport NH LMA, age 16 and over, travel to work.
- Among the residents of the labor market area who commute to work: 63.4 percent also live in the area; 26.9 percent work in another New Hampshire LMA; and 9.7 percent work out-of-state.
- Of residents commuting outside of the labor market area for work: 1,978 work in the NH portion of the Lebanon NH-VT MicroNECTA; 544 work in the New London NH LMA; and 386 work in the Charlestown NH LMA.

See Appendix B for the commuting pattern breakdown.

Community Assets

Claremont covers 43.1 square miles of land area and 0.9 square miles of inland water area. Over 55% of the City is forest land. More detail on the current land use can be found in the Land Use Chapter of this Master Plan.

Claremont Development Authority Industrial Parks

The Claremont Development Authority owns two industrial parks; Ashley's Landing and Syd Clarke Park. Both parks have municipal infrastructure in place, including roads, water and sewer service, and have 3-phase power. Five miles from I-91, these industrial lots are approximately 2 to 19 acres and are just off of NH Route 12A.

Commercial and industrial building lots are also for sale in the privately-owned Riverbend Industrial Park, also off NH Route 12A. There are several single commercial/industrial lots and buildings for sale in Claremont primarily in the Rte. 12A, Grissom Lane, Plains and Charlestown Road area but also on Main and Washington Streets.

Infrastructure

Claremont has made a solid investment in infrastructure and transportation networks.

Both water and waste water systems have capacity for future growth. Water treatment capacity is 2.2 MGD and current use is only at 1.2 MGD. There are 80 miles of distribution system with two pump stations and two storage tanks. The waste water treatment capacity is

3.9 MGD and current use is at 1.3 MGD, with a collection system of 58 and seven pump stations.

The City maintains 126 miles of roads.

The Community Facilities and Transportation chapters of this Master Plan includes a more detailed description of the municipal infrastructure and is incorporated by reference.

Public Transportation, Amtrak, General Aviation Claremont Airport

Claremont offers several public transportation options. Claremont is the only western New Hampshire community where people can board an Amtrak passenger train for points north and south. Freight service is also available from Claremont.

The Claremont Municipal Airport offers general aviation services, including a 3,100 - foot runway and 24-hour fuel. There are six municipal hangars and several privately-owned hangars for lease, opportunities to build new privately-owned hangars, as well as tie down service. A new community hangar has been added in 2017 opposite the six municipal hangars that were constructed in 2006.

Within Claremont and Sullivan County the Southwest Community Services provides scheduled van and bus service with scheduled routes in and between Claremont and Newport.

The Transportation chapter of this Master Plan includes more detailed information of existing infrastructure and public services and is incorporated by reference.

River Valley Community College/Granite State College

River Valley Community College (RVCC) is one of seven colleges in the Community College System of New Hampshire. RVCC is accredited by the rigorous standards of the New England Association of Schools and Colleges Commission on Institutions of Higher Education. Students from around the state and beyond come to RVCC to support their career aspirations. RVCC offers associate degree and certificate programs, dual credit programs with area high schools, 3+1 and other partnerships with colleges in the University System and professional skills training, and is focused on supporting the development of a skilled workforce in New Hampshire.

Granite State College, University System of New Hampshire, is one of New Hampshire's top colleges for adult learners looking to expand their intellectual and professional boundaries. Fully accredited certificate, Associate, Bachelor's, and Master's Degree programs are designed specifically with the working student in mind, making it possible to complete a degree or certificate entirely online. Granite State offers extensive online courses, face-to-face offerings in nine campus locations, including the Claremont Regional Center, credit awarded for prior learning, and selected competency-based programs. Further information can be found at <https://www.granite.edu/degree-programs/>.

Valley Regional Hospital

The award-winning Valley Regional Hospital is the only critical access facility in Sullivan County. Valley Regional offers a 24-hour emergency department; an Urgent Care walk-in clinic that is open 7 days a week; inpatient and surgical services; outpatient services; primary and specialty care. The 21-bed facility is a model facility offering private patient rooms and restaurant-style catering, to achieve a non-hospital feel. Additional inpatient services include physical and occupational therapy, case management, dietary and other ancillary and specialized services. Comprehensive outpatient services include lab and imaging, outpatient rehabilitation, cancer care and infusion therapies, and other specialty clinics. Valley Regional offers a variety of the most needed specialty care services, provided by their own physicians and through partnerships with other providers. Some specialty services are offered in partnership with the New Hampshire's academic medical center, Dartmouth-Hitchcock, to bring advanced care and expertise to the local community. Valley Regional is a member of the New England Alliance for Health, the New Hampshire Hospital Association and the American Hospital Association. The only hospital in the Upper Valley rated 4 Stars by the Centers for Medicare and Medicaid Services, Valley Regional has also been named "Most Wired" for the past three years, recognizing the exemplary use of technology in providing excellent care.

Also included in the Valley Regional Healthcare System are many options for primary care, focusing on prevention of illness or injury, and chronic disease management. Practices include Valley Primary Care (Pediatrics and Family Medicine), Valley Family Physicians (Family Medicine), Valley Regional Primary Care Physicians (Family Medicine at the Newport Health Center), Associates in Medicine (Internal Medicine, age 18 and older) and Women's Health Services.

Parks & Recreation

Hiking, biking, canoeing, fishing, skiing and golf are just some of the opportunities for passive or active recreation in Claremont. The Parks & Recreation Department currently maintains eight parks and runs multiple seasonal programs for youth and adults. Monadnock Park includes an outdoor lighted track, which brings school participants and resident runners to the park on a daily basis. Many volunteers support the City parks and recreation programs with their time and talent. Among the annual programs sponsored by Parks & Recreation are swim meets, mountain biking, the 5K run and Chili Festival.

The Claremont Savings Bank Community Center provides recreational programs 7 days a week, with an indoor pool, workout room, and gymnasium.

Arrowhead ski area in downtown Claremont has constructed a new tow for tubing, and because of community volunteers offers skiing and snowboarding. The non-profit Arrowhead Recreation Club is an all-volunteer group whose purpose is to educate children and adults by fostering and encouraging all forms of outdoor recreation.

Claremont Country Club offers a nice setting with a challenging 9-hole course that is open to the public seven days a week during season.

More detail on Parks & Recreation is available in the Parks & Recreation Chapter of this Master Plan, which is incorporated by reference.

Fiske Free Library

The Fiske Free Library was established in 1873 by Samuel P. Fiske. With funding from Andrew Carnegie ground was broken for the current building in 1903. The building was expanded in 1922 and fully renovated in 1966. The library currently circulates over 7,000 items per month. In addition to an extensive collection of books the library also provides public computers and wireless internet, audio books on CD, DVDs, downloadable audio books and e-books, a digital microfilm reader, and children's educational computers. The Fiske Free Library also offers a wide variety of educational and entertaining programs for adults and children.

Non-Profit and Community Service Organizations

Claremont has many active non-profit and community service organizations including the Greater Claremont Chamber of Commerce, which partners in support of the business community. The Historical Society, Kiwanis, Rotary, Lions, Elks, The Learning Center (TLC), West Claremont Center for Music and Art, Claremont Opera House, Claremont MakerSpace, Heart of Claremont, and the Claremont Soup Kitchen, among others, are active community organizations in Claremont.

2016 Focus Group and Survey Results

On March 3, 2016 a public visioning session was held, and a strengths/weaknesses comment section was included for Economic Development. In response to a question on Claremont's greatest strengths for attracting new economic development, the top five answers were:

- Low cost of real estate
- Proximity to Interstate 91 and metro areas
- Affordable housing
- Quality of Life
- City staff

In response to a question asking what weaknesses that were hindering Claremont's ability to attract new economic development, the top five answers were:

- High property taxes
- Large number of minimally skilled residents
- Negative perception





The Ink Factory Project 2017, 13 Water Street

- Trash-free and cleanliness
- Walkable

Uses identified included:

- Entertainment
- Shopping
- Housing
- Farmer's Market
- Restaurants
- Arts and Culture

Several identified the small city urban character of Claremont as a strength that should be promoted and important as a welcoming place. Overall, these comments suggest there is much opportunity for growth in landscaping, arts, public gathering space, cleanliness, lighting and events.

The survey also asked people to identify products or services not currently or sufficiently available. The comments reflect a desire for more retail choices, including: smaller non-chain retail shops; more dining choices; food coops; health foods; art; music; farm to table dining; arts and crafts stores; social activities for teens; premium services (shoe repair, tailoring, pet care, qualified childcare); brewery; well-kept affordable housing; and family activities of different types. These are among the 193 comments received.

The issue of poverty drove a high response of over 200 comments. Education, partnerships, job training and placement were identified as important in breaking the cycle of poverty. Attracting business and a variety of job opportunities as well as better paying jobs would improve outcomes for many residents. Healthy homes and a focus on better health outcomes would have a positive impact on the problems identified in this question.

- School system/perception/reputation
- Codes/processes

The Master Plan survey completed in Spring 2016 with 240 respondents had a number of questions relating to economic development, the city center, and cultural arts.

In terms of urban character, the survey identified the following as the most important features:

- Personal safety

Technology, small business-retail, creative community businesses (arts, culture, science, engineering), and light industrial uses were identified as important growth areas. Job opportunities in science, technology, engineering, health care, local foods, restaurants, manufacturing and research and development were desired. Quality and innovation were identified in comments as important.

82.8% of residents would like to see more arts/music/cultural resources in Claremont. A number of comments were “everywhere” when asked if there was a desired core area for the arts. A number of respondents suggested that while the arts/music/cultural resources were present, there needed to be more in terms of programming and better utilization and coordination of venues.

Among other survey questions relative to economic development:

- 92.8% had been a customer of a retail shop or restaurant in the City Center;
- 94.5% had reliable access to broadband high-speed internet at home or work;
- 46.4% felt that there was not adequate work force training to serve residents.



Mill District

Goals

The goals and objectives outlined below are anticipated to be achieved within the next five (5) years. They are broken into four subsets: Business Retention/Expansion and Business Recruitment; Innovation/Entrepreneurship and Small Business Development; City Center; and Arts and Culture. The metrics will include tax base, wages/salaries, home equity-home values,

retention and recruitment of business, job growth, revitalization of urban areas, and growth in the creative economy (See Table 8).

Business Retention/Expansion and Business Recruitment

Goal 1. Encourage the retention and expansion of existing businesses and focus business attraction efforts on diversification as well as existing business clusters.

- Objective 1.1: Continue business visitation program on an annual basis.
- Objective 1.2: Identify emerging business clusters that might provide opportunity for business recruitment.
- Objective 1.3: Continue to identify expansion or new construction opportunities for City- or Claremont Development Authority-owned properties.
- Objective 1.4: Update and digitize city business recruitment packet.
- Objective 1.5: Update marketing plan annually to recognize changes in the market, analytics or the media mix. Continue and expand use of multiple methods on the I-91 corridor in Vermont, western Massachusetts, Connecticut, NY, NJ and Quebec.
- Objective 1.6: Continue to maintain partnerships and provide finance information or incentives in the promotion of Claremont as a location.
- Objective 1.7: Formulate an economic development training schedule for all staff in the Planning & Economic Development Department.
- Objective 1.8: Educate and promote energy efficiency/cost savings programs or grants to local businesses.

Goal 2. Fully integrate education and workforce programs to provide equitable opportunities for Claremont residents and their children.

- Objective 2.1: Establish a long-term professional working group that includes representation from municipal, school, state, colleges and the business community to meet short and long-term goals for career opportunities, education/training and workforce development.

Action Items:

1. Identify partners and constituency representation
 2. Establish mission and goals
 3. Identify outcomes and responsibilities
 4. Set quarterly meeting schedule
- Objective 2.2: Work with the school district to ensure that career guidance and connections for local opportunities are worked into student programming. This should include an annual career day at the school with local employers and colleges.
 - Objective 2.3: Seek grant funding opportunities to strengthen programming and workforce initiatives as part of an integrated learning system.
 - Objective 2.4: Support Pathways to Success and other similar post-secondary opportunities for students attending Stevens High School. Pathways to Success is defined as concurrent college and high school credit programs designed to achieve academic and career success.
 - Objective 2.5: Evaluate existing systems for opportunities to integrate adult education and career readiness to avoid duplication and maximize existing classrooms, equipment, and

instruction. These systems may include existing secondary and post-secondary and technical programs as well as Maker Spaces or business incubators.

- Objective 2.6: Encourage private companies to consider apprenticeships, internships or employer contracts as a method to increase workforce opportunities.

Goal 3. Develop tactics for retaining and attracting young people and supporting stay work initiatives.

- Objective 3.1: Invite the school district to incorporate an education master or strategic plan chapter from the school district into the Claremont Master Plan.
- Objective 3.2: Investigate and evaluate alternative options to support public education efforts, including private sector partnerships, non-profit collaborations and alumni support.
- Objective 3.3: Create new targeted marketing attracting young individuals to the city.
- Objective 3.4: Develop a plan to identify incentives and supplement childcare/daycare and family care with affordable programming at the library, parks, schools, and other agencies in the community. Support pre-Kindergarten early education programs.
- Objective 3.5: Integrate goals and objectives from the housing, transportation and parks & recreation chapters of this Master Plan.
- Objective 3.6: Over the next five years increase visibility and creative economy (Science, Technology, Engineering, Arts, Math/STEAM) opportunities.

Action items:

1. Collaborate with for-profit, non-profit, and governmental entities providing programming and education on the creative economy.
2. Market STEAM programming and educational events.

Goal 4. Quantify and qualify Claremont's existing infrastructure needs and capacity for anticipated annual growth.

- Objective 4.1: Survey the twenty largest employers to identify met and unmet needs in power, water, sewer, broadband and transportation.
- Objective 4.2: Evaluate the role of public transit in Claremont for employment purposes.

Action items:

1. Undertake an employer/employee survey to identify public transit needs and gaps in service for employees, either in the service area or local and regional level. Request NH Employment Security data on transit needs in Claremont for workers.
 2. Identify resources or investigate opportunities to fill existing gaps.
- Objective 4.3: Integrate recommendations and goals from the Community Facilities and Transportation chapters into this chapter of the Master Plan.

Action items:

1. Maintain existing infrastructure to avoid declines in service.
 2. Build commercial and residential growth patterns into new or expanded service considerations.
- Objective 4.4: Update broadband and wireless capability annually and participate in the University of New Hampshire broadband mapping and planning program.

Action item:

1. Increasing percentage of home offices and residents telecommuting should be evaluated in terms of location and broadband/wireless access. Such uses should be encouraged in the zoning ordinance.
- Objective 4.5: Monitor and assess possible technical innovations that improve efficiency and operations costs.

Goal 5. Incorporate all recommendations from the housing chapter of this Master Plan. Improvements to existing housing options and additional housing development will be needed to satisfy workforce needs in Claremont.

Innovation/Entrepreneurship and Small Business Development

Goal 1. Provide services and support to small and start-up businesses and the partnerships necessary to sustain that support. (Technical assistance, Business space, Financial assistance, Good attitude!)

- Objective 1.1: Technical assistance, education and training

Action item:

1. Introduce start up and small businesses to the NH Small Business Development Center and associated technical assistance programs and follow through on needs as they arise.
2. Partner with River Valley Community College, University of New Hampshire and the Dartmouth Entrepreneurship Network to provide program and experiential learning opportunities for entrepreneurs.
3. Identify and connect other local and federal partners as possible.

- Objective 1.2: Access to capital and financing alternatives

Action item:

1. Provide small loans through the Claremont Development Authority revolving loan fund.
2. Continue partnerships with regional development organizations, the Small Business Administration and state business finance authority.
3. Educate on equity as well as debt financing if appropriate.

- Objective 1.3: Workspace and real estate needs

Action item:

1. Partner with Claremont MakerSpace for initial phase start up rental space.
2. Continue renovation, lease, sale, and lease to purchase options through the Claremont Development Authority.
3. Partner with other local developers or realtors to identify current inventory.

- Objective 1.4: Infrastructure must meet or stay ahead of demand

Action item:

1. Encourage growth on existing water/sewer service lines.
2. Continue to upgrade broadband/wireless service to serve new and small business development.
3. Assess technology platforms so that the city is on the leading edge of technology advancement to promote livability.
4. Continue to seek opportunities to lower power costs through energy efficiency programs and green power production.

- Objective 1.5: Provide information on permits, zoning or other local, state or federal requirements.
Action item:
 1. Continue the existing city structure of business one-stop shop to foster convenience and support.
 2. Work closely with other city and state departments involved in permitting requirements.
 3. Reduce disincentives and barriers to business entry.
- Objective 1.6: Share entrepreneurial success stories.
Action items:
 1. Partner with Claremont MakerSpace, the Greater Claremont Chamber of Commerce and West Claremont Center for Music and the Arts to provide networking events to bring entrepreneurs together.
 2. Public relations and marketing of success stories. Include better utilization of website to inform residents of these stories.

Goal 2. Create a positive business climate and community attitude

Action item:

1. Conduct a yearly census of local businesses to identify impressions of the business climate and the services being offered.

Goal 3. Increase academic resources

Action items:

1. Survey area companies (including neighboring communities) to qualify and quantify education demands.
2. Collaborate with River Valley Community College, Granite State College, Dartmouth College and the University of New Hampshire to develop extension programs to meet survey demands.
3. Establish interstate extension program to serve local VT and NH demand.

City Center

Goal 1. Provide information, education, partners and incentives, if available, to continue upgrades to existing buildings, adaptive reuse, and brownfield remediation and support for building owners.

- Objective 1.1. Because every building and/or (future) improvement project is unique, building owners and the city should have a continuing working relationship for best outcomes.

Action items:

1. Map total square footage, existing tenants, and vacant square footage in the mixed-use district and update annually.
2. Support marketing the City Center to businesses as well as customers.
3. Identify appropriate temporary uses, such as pop-ups, farmer's market, historic photos, and art, to utilize empty space and/or make windows more visually appealing. Support façade improvements with Claremont Development Authority revolving loan funds.

4. Inform property owners of incentives appropriate to their needs, for example, NH RSA 79-E, (Federal historic tax credit program).
 5. Facilitate meetings with building owners, business tenants, and the Historic District Commission to identify common goals and better processing of Certificates of Appropriateness. Support the goals and action items laid out in the Historic Resources Chapter of this Master Plan.
 6. Continue to evaluate the zoning ordinance to ensure it supports historic and current uses.
 7. Inform building owners of energy efficiency programs and encourage them to support city energy goals.
 8. Inform building owners and developers/tenants of any available funding, information resources or permitting required for brownfields remediation, including lead and asbestos.
 9. Educate building owners on state codes and encourage their collaboration on the property maintenance code.
- Objective 1.2. Support mixed use rehabilitation to enhance housing opportunities in the City Center.
Action item:
 1. Create a residential parking plan for the mixed-use district for additional overnight demand that will be compatible with daytime commercial uses.

Goal 2. Maintain public infrastructure, including sidewalks, landscaping and parking.

- Objective 2.1. Clean and neat. Maintain a beautification program that is consistent and a partnership of public, private and non-profit sectors.
Action Items:
 1. As part of public works asset management program create a sidewalk and street inventory and maintenance schedule. This will continue city center identified projects that were identified as part of that process.
 2. Inventory trees and streetscape and create a maintenance plan. Support road and sidewalk maintenance plans as outlined in the Community Facility Chapter.
 3. Replace trees with appropriate species in areas where original plantings were not successful or in alternative locations so that there is a green canopy.
 4. Educate the public with homeowner FAQ's on trees and tree maintenance, particularly when they border rights of way.
 5. Identify partners and convene semi-annually to discuss special projects or seasonal beautification programs, including flower planting, special lighting, banners or other City Center projects.
 6. Create an opportunity for private donors to participate with a special city fund and the ability to identify their support.
 7. Identify key contacts for trash pick-up, graffiti, or safety related issues.
- Objective 2.2. Incorporate recommendations from the city parking study into city ordinances and make appropriate changes to improve and maintain the public infrastructure.

Action items:

1. Create maps and directional signage.
 2. Properly sign parking.
 3. Create a residential overnight parking plan for the city center.
 4. Enforce the parking ordinance.
 5. Adopt the shared parking ordinance
 6. Ensure safe walking throughout the district from parking to destination.
 7. Adopt a Complete Streets plan
 8. Continue to upgrade crosswalks and sidewalks for ADA accessibility
 9. Prioritize creation of a parking plan for the downtown, including overnight residential parking and long-term capitalization of municipal parking facilities.
- Objective 2.3. Adopt by reference recommendations from the Housing and Transportation Chapters of this Master Plan.

Goal 3. Create a city center identity or climate that draws residents and people from throughout the region and bi-states to enjoy.

- Objective 3.1. Promote, map and sign significant historic destinations. Incorporate recommendations from the Historic Resources chapter of this Master Plan.
- Objective 3.2. Create a cultural arts district that supports public art and entrepreneurship.

Action items:

1. Coordinate entrepreneurship training with the Claremont MakerSpace, NH Small Business Development Center and River Valley Community College.
 2. Coordinate with the arts community and building owners to utilize empty storefronts for visual art display.
- Objective 3.3. Expand public, non-profit and private partnerships to maximize the economic potential of entertainment and special events.

Action items:

1. Streamline the process for doing events and create a checklist and information sheet for interested applicants.
 2. Create a parking map
 3. Create a master calendar for applicants so that events can be better coordinated.
 4. Ensure special events are posted on the NH Tourism calendar.
- Objective 3.4. Update Visitor Information.

Action items:

1. Promote tourism at the NH and Vermont Visitor Centers.
2. Create a tourism social media presence.
3. Update regularly the Visitors page and events calendar on City website.

Arts and Culture

Goal 1. Create a Claremont arts council to:

- Raise funds;
- Lead in the asset mapping and impact analysis of community arts and culture;
- Educate the city on arts and prosperity;

- Support implementation of recommendations;
- Partner in events;
- Ensure equitable participation for all demographics;
- Market exhibits, performances and events;
- Partner in entrepreneurship for the arts;
- Host arts education conferences.

Goal 2. Create a community asset map (resources inventoried and mapped) of the arts.

- Objective 2.1. Identify key assets for the five-year plan along with action items to strengthen or expand their impact.

Action Items:

1. Broaden the regional pull for Claremont and Claremont Opera House events.
 2. Cross book events, activities and local business participation for regional leverage.
Include city schools in arts and culture events.
- Objective 2.2. Identify assets missing from the local economy along with action items to fill those gaps.

Goal 3. Work with Americans for the Arts (the economic impact of nonprofit arts and culture organizations and their audiences), the NH State Council on the Arts and Department of Cultural Resources to measure the economic impact of the arts in Claremont.

- Objective 3.1. Measure existing conditions and identify tools for measuring future impact.
- Objective 3.2. Adopt realistic benchmarks for growth in the arts and culture sector.

Goal 4. Collaborate with the city, schools, arts organizations, Historic District Commission and Claremont Parks and Recreation to support public art, private partnerships, and creative recreation and tourism.

- Objective 4.1. Support and promote activities that will drive visitors into Claremont.
- Objective 4.2. Coordinate with local businesses for joint marketing opportunities.
- Objective 4.3. Ensure that major events are on the NH Tourism and state media website calendars.
- Objective 4.4. Continue to market Claremont with the state and film industry. Identify venues for film arts and festivals to highlight these productions and others.
- Objective 4.5. Design public spaces and streetscapes for creative activities and/or for artistic excellence.
- Objective 4.6. Feature performances of local professional musicians in public spaces.

Goal 5. Engage with the business community for collaboration and partnerships. Make things happen in the city center.

See Appendix C for more information on the creative industries in Sullivan County.

Creative Community Metrics*

Economic Development Strategies for Creative Communities	Social Development Strategies for Creative Communities
<i>Create Jobs</i>	<i>Promote Interaction in Public Space</i>
<i>Stimulate Trade through Cultural Tourism</i>	<i>Increase Civic Participation through Cultural Celebrations</i>
<i>Attract Investment by Creating Live/Work Zones for Artists</i>	<i>Engage Youth</i>
<i>Diversify the Local Economy</i>	<i>Promote Stewardship of Place</i>
<i>Improve Property and Enhance Value</i>	<i>Broaden Participation in the Civic Agenda</i>

* *The Creative Community Builder's Handbook – How to Transform Communities Using Local Assets, Art, and Culture. Tom Borrup with Partners for Livable Communities.*

Appendices:

The following appendices have been included in this printing. Digital copies are available online:

Appendix A: New Hampshire Economic Conditions Extra – May 2009

http://www.claremontnh.com/MP2017/EconDev_AppA.pdf

Appendix B: Commuting Patterns of the Claremont-Newport, NH LMA

http://www.claremontnh.com/MP2017/EconDev_AppB.pdf

Appendix C: Creative Industries in Sullivan County, NH

http://www.claremontnh.com/MP2017/EconDev_AppC.pdf

New Measures of Labor Underutilization to supplement the Official Unemployment Rate

Each month New Hampshire Employment Security's Economic and Labor Market Information Bureau releases the official statewide unemployment rate. This is prepared in cooperation with the U.S. Bureau of Labor Statistics.

In 2008 New Hampshire's official annual unemployment rate averaged 3.8%. This measure of unemployment requires very specific conditions to be met. For example, to be in the *labor force*, a person needs to be employed or unemployed.

Employed means one of the following:

- a. worked for pay
- b. was self-employed
- c. worked 15 hours or more as unpaid workers in a family-owned business
- d. was temporarily absent from a job due to vacation, holiday, illness, etc.

Unemployed means all of the following:

- a. not employed
- b. able and available for work
- c. made specific efforts to find a job during the last four weeks

The civilian labor force is the sum of people who are either employed or unemployed. The official unemployment rate is the unemployed as a share of the state's civilian labor force. People who are neither employed nor unemployed, as defined above, are *not in the labor force*.

The value of this calculation, and its components, is that people being included have a strong attachment to work – either by being employed, or actively seeking a job.

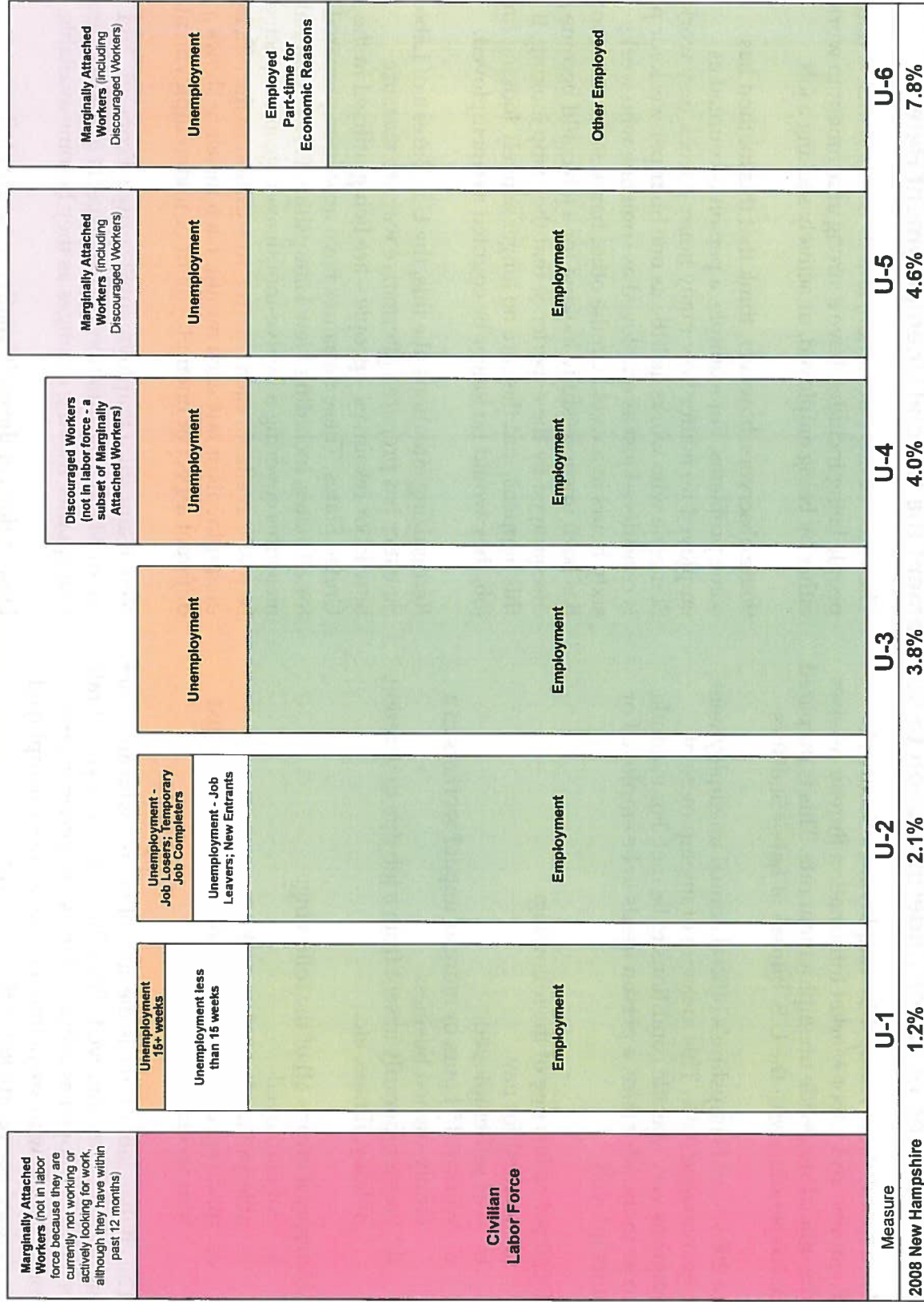
Some observers, however, think that this method has some problems. For example, a person is counted as employed no matter how many hours a week they work. Someone who works as little as one hour per week for pay is considered just as employed as someone who works sixty hours in a week. On the other hand, someone who has been unsuccessfully looking for a job could become so discouraged by the experience that they stop looking. If this happens, and they are no longer actively looking for a job, they would no longer be counted as unemployed.

Recognizing situations like this, the U.S. Bureau of Labor Statistics has prepared alternative ways to measure how labor resources – people – are being utilized in the United States. These measures have now been prepared for all states, including New Hampshire. Five additional measures covering a twelve-month average are expected to be made available each quarter, in addition to the official unemployment rate each month. Each measure shows a different aspect of unemployment or underemployment.

New Hampshire Employment Security's Economic and Labor Market Information Bureau expects to release these four-quarter moving averages as they become available.

Descriptions of these alternative measures follow.

How the Different Measures of Labor Underutilization Relate to Each Other



U-1: Persons unemployed 15 weeks or longer, as a percent of the civilian labor force

Comments: Because it counts only the long-term unemployed and calculates their share of the civilian labor force, this measure will be lower than the calculation for the official unemployment rate. (U-3)

U-2: Job losers and persons who completed temporary jobs, as a percent of the civilian labor force

Comments: Measures only those persons who lost their jobs through layoff or other dismissal, and those who had been working a temporary job that ended, all as a share of the civilian labor force. This measure will be lower than the official unemployment rate (U-3) since it does not include persons who left jobs voluntarily but are still looking for a new job, nor does it include new entrants into the workforce.

U-3: Total unemployed (willing and able to work, and actively looking for a job), as a percent of the civilian labor force

Comments: This is the traditional (official) unemployment rate measure. It measures total unemployment (those not working but willing and able to work, and actively seeking employment over the prior four weeks) as a percentage of the total civilian labor force. The labor force is the total of unemployment (as defined above) plus employment.

U-4: Total unemployed plus discouraged workers, as a percent of the civilian labor force plus discouraged workers.

Comments: This measure will be at least equal to (and likely greater than) the official unemployment rate, since it includes discouraged workers in the total number of underutilized workers. Discouraged workers belong to a subset of marginally attached workers, and have given a job-market related reason for not looking currently for a job. Measure U-4 adds discouraged workers to the civilian labor force to create a larger workforce base.

U-5: Total unemployed, plus discouraged workers, plus all other marginally attached workers, as a percent of the civilian labor force plus all marginally attached workers.

Comments: Marginally attached workers are persons who currently are neither working nor looking for work but indicate that they want and are available for a job and have looked for work sometime in the recent past. Measure U-4 includes discouraged workers, while measure U-5 also includes other marginally attached workers, so U-5 will typically be greater than U-4.

U-6: Total unemployed, plus all marginally attached workers, plus total employed part-time for economic reasons, as a percent of the civilian labor force plus all marginally attached workers.

Comments: This measure uses the same workforce base as U-5, but adds the number of persons employed part-time for economic reasons to the number of persons either unemployed or underutilized. Persons employed part-time for economic reasons are those who want and are available for full-time work but have had to settle for a part-time schedule.

In 2008, by any measure of labor unemployment or underutilization, New Hampshire fared better than the United States

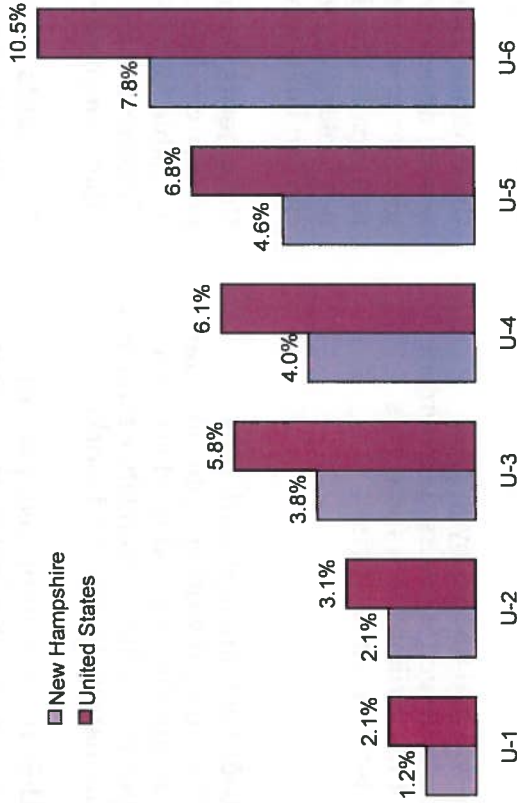
The following statement was prepared by the U.S. Bureau of Labor Statistics:

Frequency and Availability of Alternative Measures of Labor Underutilization for States

The Current Population Survey (CPS) is the monthly household survey, conducted by the U.S. Census Bureau for the Bureau of Labor Statistics (BLS), that is the direct source of the national unemployment rate, but not state unemployment rates. The sample is scientifically developed to represent the entire civilian noninstitutional population, with about 60,000 households nationwide eligible for interview each month. State sample sizes range from about 600 to 4,000 households. Due to the small sample sizes, the sampling errors and confidence intervals on the State-level CPS data are considerably larger than their national counterparts.

For all States and the District of Columbia, the official monthly labor force and unemployment estimates are developed using a statistical modeling approach, based on historical and current relationships found within each State's economy. Modeling results in estimates that are more reliable than the direct survey estimates.

Alternative Measures of Labor Underutilization – NH vs. US, 2007 and 2008



Monthly statewide estimates from the CPS are used as inputs in the statistical models. The monthly CPS estimates on their own are far too variable to provide an accurate picture of the labor market. Other than modeling, the way in which the CPS estimates are made more reliable is by aggregating the survey estimates over time. As a result, BLS generally produces CPS statewide estimates of demographic and economic characteristics on an annual average basis only. Due to the interest in the alternative measures of labor underutilization and the rapidly changing economy, 4-quarter moving averages are being developed as well.

		U-1	U-2	U-3	U-4	U-5	U-6
2008	New Hampshire	1.2%	2.1%	3.8%	4.0%	4.6%	7.8%
	United States	2.1%	3.1%	5.8%	6.1%	6.8%	10.5%
2007	New Hampshire	0.9%	1.8%	3.6%	3.7%	4.2%	6.5%
	United States	1.5%	2.3%	4.6%	4.9%	5.5%	8.3%

Alternative Measures of Labor Underutilization through 2nd Quarter 2017

Alternative Measures of Labor Underutilization -- New Hampshire vs United States

Alternative Measure	Previous Calendar Year Annual Average		Latest 4-quarter moving average	
	2016 New Hampshire	2016 United States	Third quarter of 2016 through second quarter of 2017 New Hampshire	Third quarter of 2016 through second quarter of 2017 United States
U-1, persons unemployed 15 weeks or longer, as a percent of the civilian labor force	1.0%	2.0%	0.9%	1.8%
U-2, job losers and persons who completed temporary jobs, as a percent of the civilian labor force	1.5%	2.3%	1.5%	2.3%
U-3, total unemployed, as a percent of the civilian labor force (this is the definition used for the official unemployment rate) *	2.8%	4.9%	2.9%	4.7%
U-4, total unemployed plus discouraged workers, as a percent of the civilian labor force plus discouraged workers	3.0%	5.2%	3.1%	5.0%
U-5, total unemployed, plus discouraged workers, plus all other marginally attached workers, as a percent of the civilian labor force plus all marginally attached workers	3.6%	5.9%	3.7%	5.7%
U-6, total unemployed, plus all marginally attached workers, plus total employed part time for economic reasons, as a percent of the civilian labor force plus all marginally attached workers	6.4%	9.6%	6.1%	9.2%

* Due to small state sample sizes, monthly state Current Population Survey (CPS) data do not meet Bureau of Labor Statistics (BLS) publication standards, and moving average estimates of alternative measures for states had not been tabulated until recently. These data were developed by BLS from quarterly tabulations in which the components of each measure are rounded to the nearest hundred. As a result, the newly tabulated estimates contain slightly more rounding error than that found in typical CPS annual average tabulations (in which rates are based on unrounded data). Note that the unemployment rates (U-3) that are shown in the table are derived directly from the CPS. As a result, these U-3 measures may differ from the official state unemployment rates for the latest 4-quarter average period. The latter are monthly estimates developed from models used by the Local Area Unemployment Statistics (LAUS) program that incorporate CPS estimates, as well as input data from other sources.

For further explanation of these Alternative Measures of Labor Underutilization, please see Alternative Measures of Labor Underutilization May 2009, on the NHES ELM I website at www.nhes.nh.gov/elmi/statistics/documents/underutilization.pdf

For historical New Hampshire Alternative Measures of Unemployment, please see next page

Alternative Measures of Labor Underutilization through 2nd Quarter 2017

Alternative Measures of Labor Underutilization - New Hampshire - Annual Averages

Measure	2011	2012	2013	2014	2015	2016
U-1, persons unemployed 15 weeks or longer, as a percent of the civilian labor force	2.6%	2.9%	2.5%	1.9%	1.3%	1.0%
U-2, job losers and persons who completed temporary jobs, as a percent of the civilian labor force	3.2%	3.3%	3.0%	2.4%	1.9%	1.5%
U-3, total unemployed, as a percent of the civilian labor force (this is the definition used for the official unemployment rate) *	5.4%	5.6%	5.2%	4.2%	3.4%	2.8%
U-4, total unemployed plus discouraged workers, as a percent of the civilian labor force plus discouraged workers	5.8%	6.0%	5.4%	4.5%	3.7%	3.0%
U-5, total unemployed, plus discouraged workers, plus all other marginally attached workers, as a percent of the civilian labor force plus all marginally attached workers	6.5%	6.7%	6.2%	5.2%	4.2%	3.6%
U-6, total unemployed, plus all marginally attached workers, plus total employed part time for economic reasons, as a percent of the civilian labor force plus all marginally attached workers	11.3%	11.2%	10.9%	9.7%	8.0%	6.4%

* Due to small state sample sizes, monthly state Current Population Survey (CPS) data do not meet Bureau of Labor Statistics (BLS) publication standards, and moving average estimates of alternative measures for states had not been tabulated until recently. These data were developed by BLS from quarterly tabulations in which the components of each measure are rounded to the nearest hundred. As a result, the newly tabulated estimates contain slightly more rounding error than that found in typical CPS annual average tabulations (in which rates are based on unrounded data). Note that the unemployment rates (U-3) that are shown in the table are derived directly from the CPS. As a result, these U-3 measures may differ from the official state unemployment rates for the latest 4-quarter average period. The latter are monthly estimates developed from models used by the Local Area Unemployment Statistics (LAUS) program that incorporate CPS estimates, as well as input data from other sources.

For further explanation of these Alternative Measures of Labor Underutilization, please see Alternative Measures of Labor Underutilization May 2009, on the NHES ELM website at www.nhes.nh.gov/elmi/statistics/documents/underutilization.pdf

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Commuting Patterns of the Claremont - Newport, NH LMA

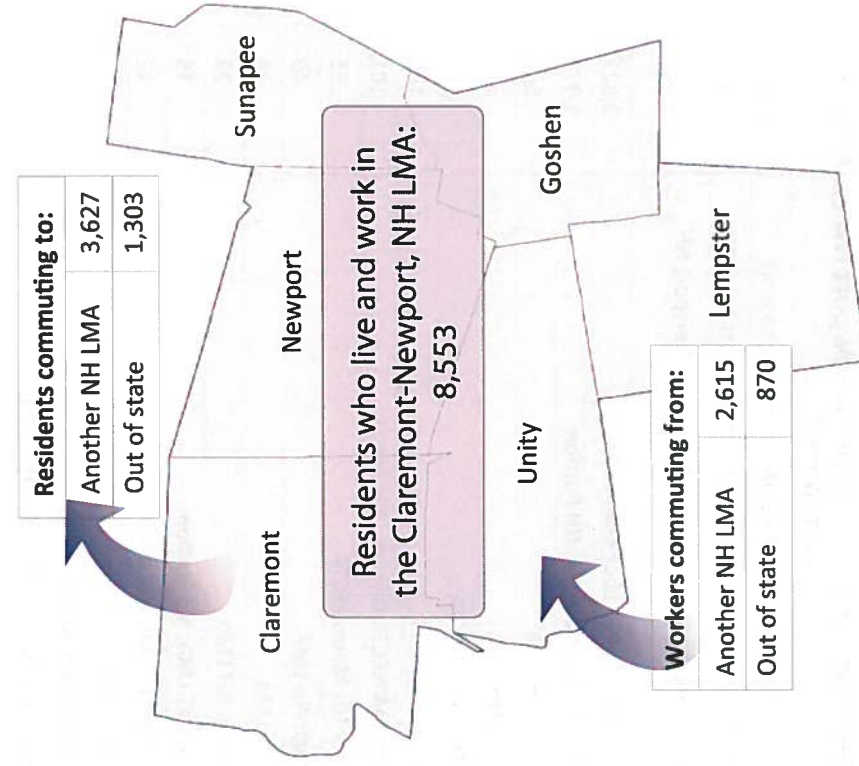
There were 8,553 residents of the Claremont-Newport NH LMA, age 16 and over, who both live and work within the area.

Where Workers of the Claremont-Newport NH LMA Live

- On average, 12,038 commuters, age 16 and over, travel to work in the Claremont-Newport NH LMA.
- Among those commuting to work in the labor market area, 71.1 percent also live in the area; 21.7 percent live in another New Hampshire LMA; and 7.2 percent live out-of-state.
- Of those coming from elsewhere in New Hampshire, 1,009 live in the Charlestown NH LMA; 722 live in the NH portion of the Lebanon NH-VT MicroNECTA; and 434 live in the New London NH LMA.

Where Residents of the Claremont-Newport NH LMA Live

- On average, 13,483 residents of the Claremont-Newport NH LMA, age 16 and over, travel to work.
- Among the residents of the labor market area who commute to work: 63.4 percent also live in the area; 26.9 percent work in another New Hampshire LMA; and 9.7 percent work out-of-state.
- Of residents commuting outside of the labor market area for work: 1,978 work in the NH portion of the Lebanon NH-VT MicroNECTA; 544 work in the New London NH LMA; and 386 work in the Charlestown NH LMA.



Note: Numbers reflect an average of the results from the 5-year American Community Survey 2006-2010.
Source: American Community Survey 2006-2010, US Census Bureau

Commuting Patterns of the Claremont - Newport, NH LMA

Where Workers of the Claremont-Newport NH LMA Live (Commute In)

Commuters traveling to work in the Claremont-Newport NH LMA	12,038
Commuters who live and work in the Claremont -Newport NH LMA	8,553
Claremont-Newport NH LMA workers commuting from residences outside the labor market area	3,485
In other New Hampshire Labor Market Areas	2,615
Charlestown NH LMA	1,009
Lebanon NH-VT MicroNECTA, NH Portion	722
New London NH LMA	434
Keene NH MicroNECTA	101
Concord NH MicroNECTA	64
Franklin NH LMA	63
Hillsborough NH LMA	46
Peterborough NH LMA	45
Manchester NH MetroNECTA	37
Plymouth NH LMA	28
Nashua NH-MA NECTA Division, NH Portion	27
Littleton NH-VT LMA, NH Portion	21
Dover-Durham NH-ME MetroNECTA, NH Portion	18
Surrounding States	870
Maine	53
Massachusetts	70
Vermont	738
In other US States/areas	9

Where Residents of the Claremont-Newport NH LMA Work (Commute Out)

Residents of Claremont-Newport NH LMA commuting to work	13,483
Residents who live and work in the Claremont-Newport NH LMA	8,553
Residents commuting to work out of the Claremont-Newport NH LMA	4,930
To other New Hampshire Labor Market Areas	3,627
Lebanon NH-VT MicroNECTA, NH Portion	1,978
New London NH LMA	544
Charlestown NH LMA	386
Concord NH MicroNECTA	230
Keene NH MicroNECTA	165
Nashua NH-MA NECTA Division, NH Portion	101
Manchester NH MetroNECTA	61
Hillsborough NH LMA	49
Franklin NH LMA	34
Peterborough NH LMA	27
Littleton NH-VT LMA, NH Portion	15
Dover-Durham NH-ME MetroNECTA, NH Portion	12
Plymouth NH LMA	12
Lawrence-Methuen-Salem MA-NH NECTA Division, NH Portion	10
Portsmouth NH-ME MetroNECTA, NH Portion	3
Surrounding States	1,303
Maine	25
Massachusetts	26
Vermont	1,177
In other US States/areas	75

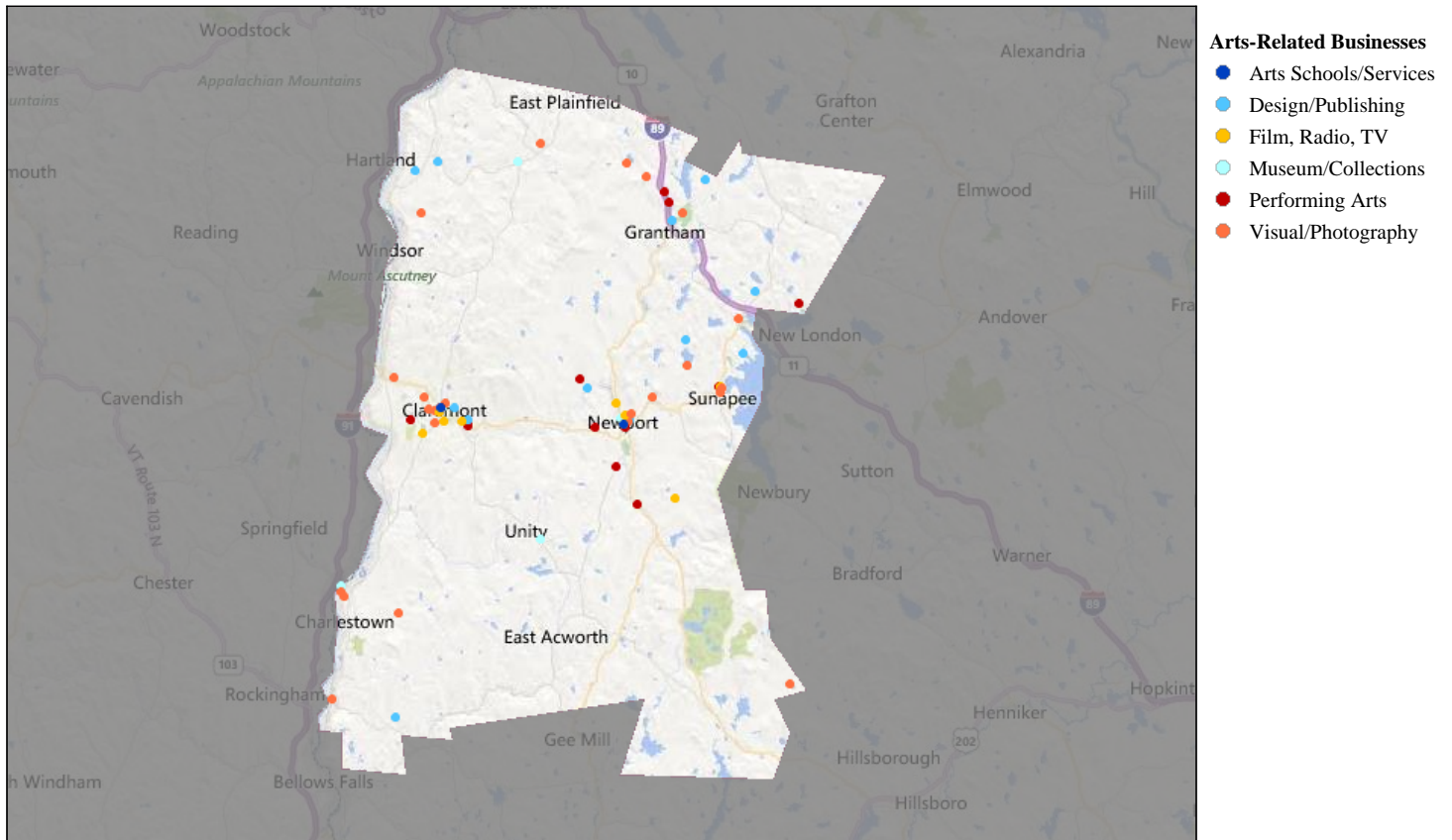
Note: Numbers reflect an average of the results from the 5-year American Community Survey 2006-2010.

Source: American Community Survey 2006-2010, US Census Bureau

The Creative Industries in Sullivan County, NH

This *Creative Industries: Business & Employment in the Arts* report provides a research-based approach to understanding the scope and economic importance of the arts in **Sullivan County, NH**. The creative industries are composed of arts businesses that range from nonprofit museums, symphonies, and theaters to for-profit film, architecture, and design companies. Arts businesses and the creative people they employ stimulate innovation, strengthen America's competitiveness in the global marketplace, and play an important role in building and sustaining economic vibrancy. In a global economy, the creative industries are durable and enduring local employers.

66 Arts-Related Businesses Employ 219 People



Sullivan County, NH is home to 66 arts-related businesses that employ 219 people. The creative industries account for 2.9 percent of the total number of businesses located in Sullivan County, NH and 1.2 percent of the people they employ. The map above plots the creative industries, with each dot representing a unique arts business establishment.

Nationally, 673,656 businesses are involved in the creation or distribution of the arts, and they employ 3.48 million people. This represents 4.0 percent of all U.S. businesses and 2.0 percent of all U.S. employees—demonstrating statistically that the arts are a formidable business presence and broadly distributed across our communities. The source for these data is Dun & Bradstreet, the most comprehensive and trusted source for business information in the United States. These data are current as of April 2017.

Americans for the Arts thanks The Andrew W. Mellon Foundation and the Doris Duke Charitable Foundation for their generous support of our work to produce the *Creative Industries: Business & Employment in the Arts* reports.

**The Creative Industries Represent
2.9 Percent of All Businesses and 1.2 Percent of All Employees in
Sullivan County, NH**

(Data current as of April 2017)

CATEGORY	BUSINESSES	EMPLOYEES
Arts Schools and Services	2	8
Agents	1	2
Arts Schools and Instruction	1	6
Design and Publishing	12	23
Advertising	2	6
Architecture	1	2
Design	9	15
Film, Radio and TV	9	18
Motion Pictures	8	16
Television	1	2
Museums and Collections	5	28
Historical Society	2	4
Museums	3	24
Performing Arts	14	27
Music	7	17
Performers (nec)	5	7
Services & Facilities	2	3
Visual Arts/Photography	24	115
Crafts	4	91
Photography	17	20
Visual Arts	3	4
GRAND TOTAL	66	219

Research Notes:

- These Creative Industries data are based solely on active U.S. businesses that are registered with Dun & Bradstreet. Because not all businesses are registered, our analyses indicate an under-representation of arts businesses (particularly those that are nonprofit arts organizations and individual artists). The data in this report, therefore, are an undercount.
- To define the Creative Industries, Americans for the Arts selected 644 8-digit Standard Industrial Classification codes that represent for-profit and nonprofit arts-centric businesses (out of more than 18,500 codes representing all industries).
- Reports for all 435 U.S. Congressional Districts, the 50 states and the District of Columbia, the 6,766 state legislative districts, and all 3,141 U.S. counties—as well as a full suite of user tools and a comprehensive list of the industries included in this analysis—are available for download at www.AmericansForTheArts.org/CreativeIndustries.