

CHAPTER III: ECONOMIC DEVELOPMENT

1 INTRODUCTION

The focus of economic development has changed over time from a narrow benchmark of job creation and enhanced tax base to address a broader set of goals that are necessary for a thriving business community. These goals include quality job creation, tax stability and expanded tax base, adaptive re-use of vacant properties, brown fields rehabilitation, entrepreneurial and work force development, housing, and education. 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, community amenities, the creative economy and sustainability are now part of the economic development lexicon.

A synopsis of Claremont community indicators is also included in this chapter as a snapshot of some of the assets which interrelate with economic indicators. The economic indicators allow a look at the types of employment, salaries, location of employers, and other factors that have shaped the Claremont economy over the past few decades up to this update. This data, compiled from various local, state, and federal sources, indicate trends and potential opportunities as Claremont looks forward.

2 EMPLOYMENT

2.1 *Employment History*

The City's first settlers were primarily subsistence farmers and shepherds. During the mid to late 1800's, the construction of canals and railroads in the western states and a dramatic drop in wool prices facilitated the mass out-migration of farmers to the Midwest. At the same time, a new economy emerged within the City. Railroads and the utilization of 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 century, was the prominent location for industry due to its proximity to the Sugar River.

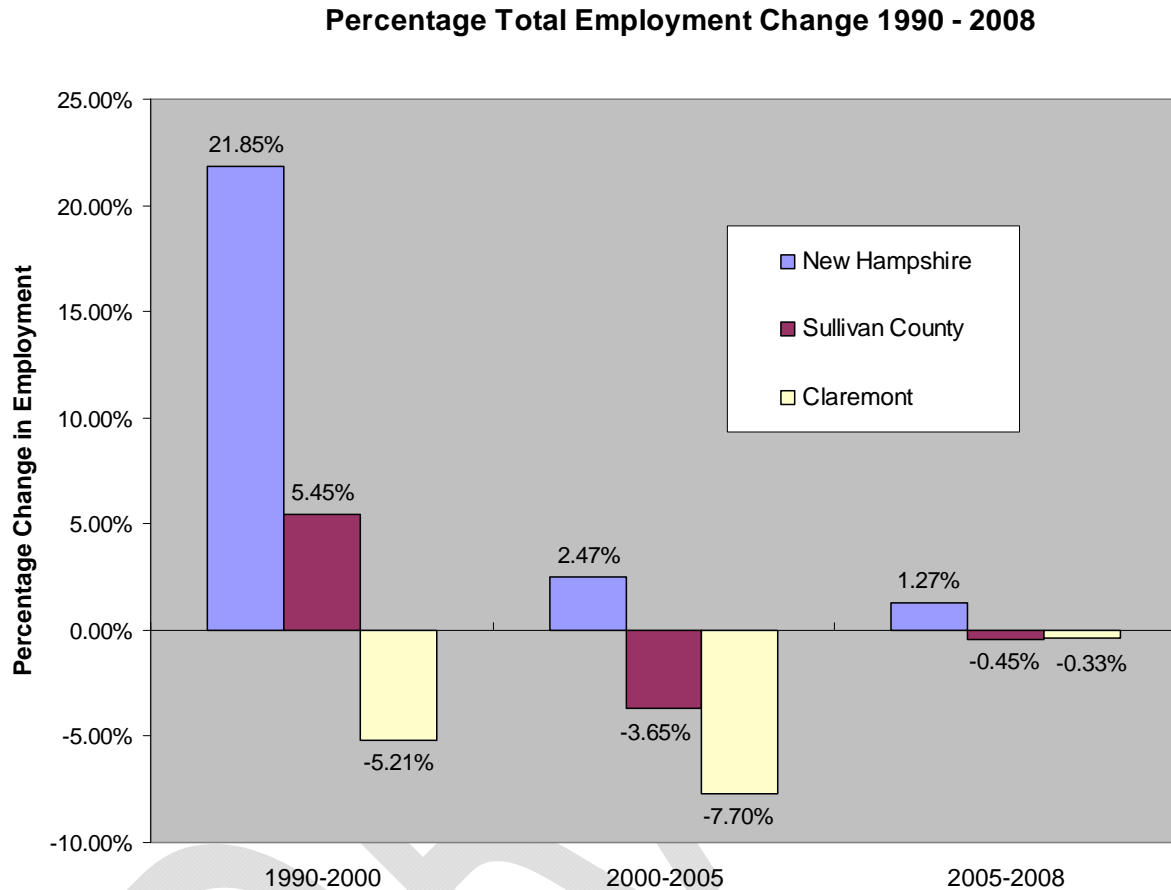
Industrial growth supported a variety of goods and services for the workers and their families. The rapid expansion of the mills in the 1880's created the most significant building boom experienced by the City.

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. This development essentially resulted in today's built environment.

The City's economy began to change in the late 1970s. A national trend in manufacturing employment losses also resulted in the closure or relocation of many of Claremont's industries. Figure 1 illustrates

three periods of total employment change since 1990 for the City of Claremont, Sullivan County and State of New Hampshire.

Figure 3-1: Comparison Total Employment Change



Source: Employment and wages by industry for workers covered by unemployment insurance, NH Department of Employment Security. Employment and Wages, Covered (QCEW) Annual data is an annual average. Quarterly data represents employment levels at the first of the month.

Manufacturing industries continue to provide important employment opportunities within the City, and have recently expanded at several locations. The mill industries that once stimulated a population boom for Claremont have long since gone and an adaptive re-use project in the Mill District is starting to accommodate new types of industry and jobs. The historically significant machine tool and wood products manufacturing industries continue to be important employment sectors with both new businesses and local expansions in the past few years strengthening these industry clusters.

2.2 Industry Concentration

The New Hampshire Employment Security Office Economic and Labor Market Information Bureau provided the following comments and tables. Between 2000 and 2008 there has been a slight change in the balance between private and government employment in Claremont. In 2000, the private sector claimed 87.5% of total covered employment. By 2008 the private sector share of employment had decreased to 84.5%.

However, within the private sector, the split between goods-producing (mostly construction and manufacturing) and service-providing employment changed more dramatically. In 2000 the private service-providing businesses provided 69.1% of the total private sector jobs in Claremont and private goods-producing businesses the other 30.9% of private jobs. By 2008, the private service-providing share of total private employment had grown to 82.3% while private goods-producing claimed 17.7% of private jobs.

For 2006, data shows that manufacturing industries comprise 16% of private covered employment in the MicroNECTA (defined as Claremont and Unity, with 98% of the Labor Market Area employment in Claremont), or 13.7% of total covered employment. For 2007 the average manufacturing employment level was about 16.6% of private covered employment in the MicroNECTA, or 14.1% of total covered employment. By 2008, the average manufacturing employment level was 721, about 14.9% of private covered employment, or 12.6% of total covered employment.

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Figure 3-2: Annual Employment in Claremont Metropolitan New England City and Town Area (MicroNECTA)

Claremont, NH MicroNECTA

Industry	2006 Average Annual Employment	2007 Average Annual Employment	2008 Average Annual Employment
Total, Private plus Government	5,905	5,935	5,727
Total Private	5,059	5,061	4,841
Goods-Producing Industries	1,004	972	856
Agriculture/Forestry/Fishing	19	n	n
Mining	0	0	0
Construction	181	n	n
Manufacturing	804	838	721
Service-Providing Industries	4,055	4,089	3,985
Utilities	n	n	0
Wholesale Trade	221	190	171
Retail Trade	1,549	1,541	1,538
Transportation and Warehousing	131	116	90
Information	n	n	n
Finance and Insurance	162	172	179
Real Estate and Rental and Leasing	97	109	100
Professional and Technical Service	150	152	146
Management of Companies/Enterprises	n	n	63
Administrative and Waste Services	82	113	124
Educational Services	n	n	n
Health Care and Social Assistance	944	928	910
Arts, Entertainment, and Recreation	49	48	44
Accommodation and Food Services	381	402	379
Other Services Except Public Admin	123	122	112
Unclassified Establishments	0	n	0
Total Government	846	874	886

The Claremont MicroNECTA (Micropolitan New England City and Town Area) was defined by the US Bureau of Labor Statistics, and consists of Claremont and Unity.

Table prepared by:
 Economic and Labor Market Information Bureau
 New Hampshire Employment Security
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Employment in several industries is more heavily concentrated in the Claremont MicroNECTA than in the state as a whole. These industries with location quotients greater than 1 (industries whose local share of total employment is greater than the same industry’s share of total employment for another area, such as the state) are Retail Trade; Real Estate and Rental and Leasing; Health Care and Social Assistance; and Manufacturing.

Generally, a location quotient is a measure of the relative concentration of jobs by employment sector compared to regional or statewide concentrations. Figures 2-3 through 2-4 below illustrates location quotients for the City as compared with statewide concentrations. For example, a location quotient of 1.00 indicates that Claremont’s local employment concentration is equal to the statewide concentration. A Claremont location quotient above 1.00 indicates a greater concentration of an industry’s share of total employment as compared to the statewide numbers and a quotient below 1.00 indicates a lower concentration. The charts show Claremont industry location quotients for the years 2005 through 2008.

Figure 3-3: Comparison Goods and Service Providing Industries

Employment in Total Private and Private Service-Providing industries is concentrated in the Claremont area at about the same rate as for New Hampshire as a whole, but Private Goods-Producing employment has slipped relative to New Hampshire

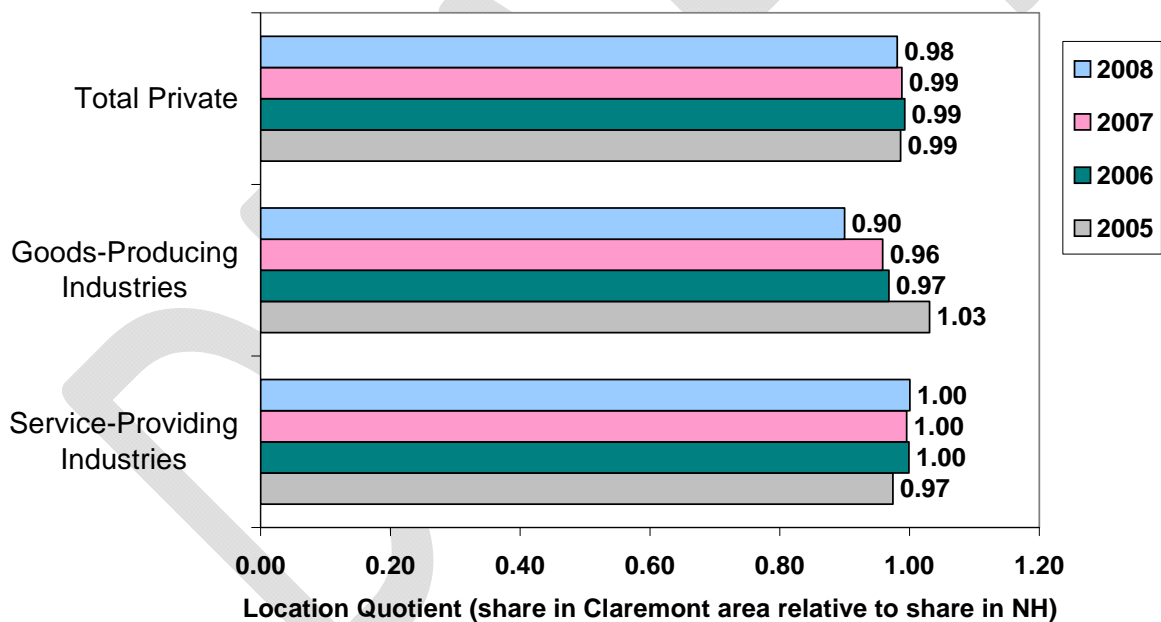


Figure 3-4: Industry Concentration in Claremont Area Greater than Statewide Data

Employment in several industries, including Retail Trade and Manufacturing, is more heavily concentrated in the Claremont area than in New Hampshire as a whole, although Manufacturing slipped

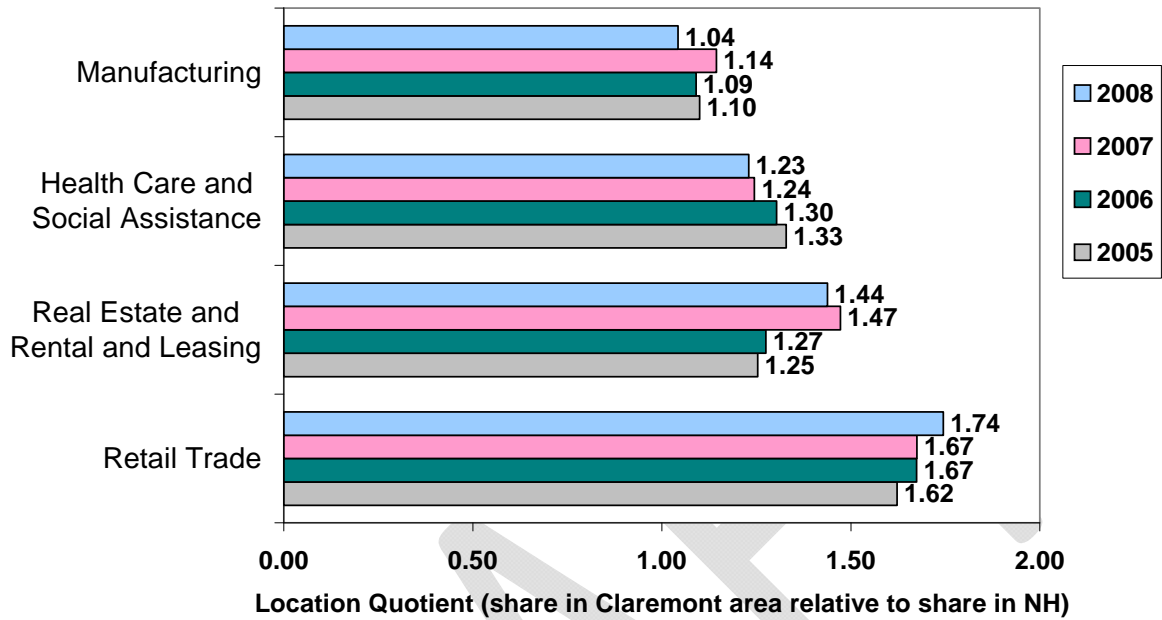
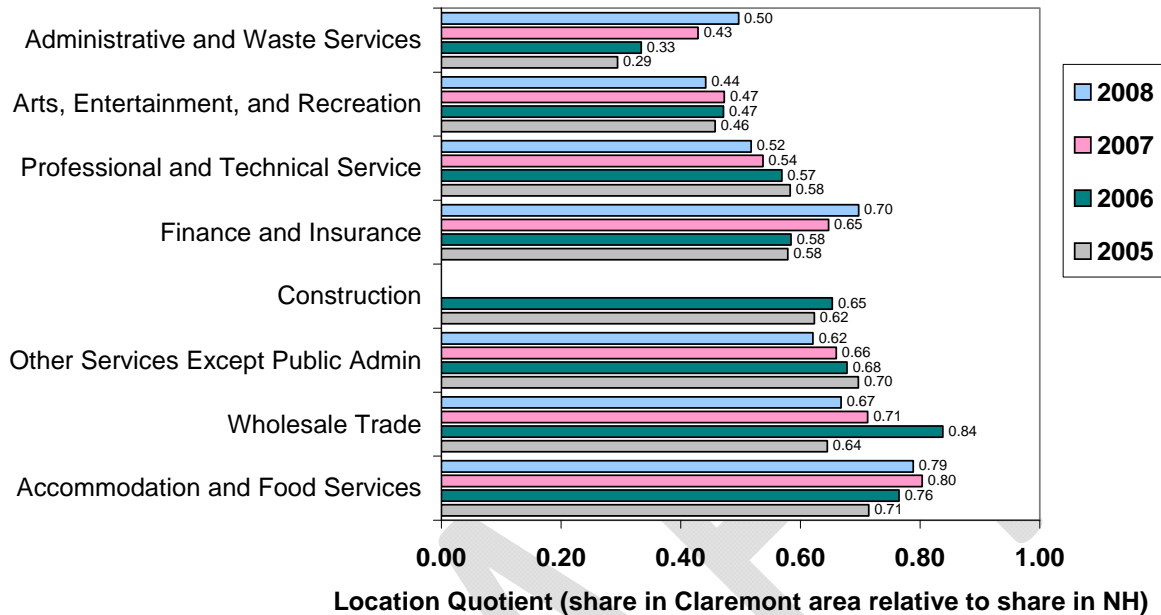


Figure 3-5: Industry Concentration in Claremont Area Less than Statewide Data

Employment in industries such as Accommodation and Food Services, and Professional and Technical Services is less heavily concentrated in the Claremont area than in the state as a whole



While employment for some industries in Claremont is below the statewide average, the figures above indicate growth in Administrative and Waste Services, Finance and Insurance, and Accommodation and Food Services. Manufacturing has maintained its employment numbers over the past few years and new employment opportunities in technological / information have become available.

Claremont has maintained a significant amount of its retail trade area over the years. Many shoppers from the region purchase their goods and services in the City of Claremont, even though competition from the Lebanon area retail core has increased. Despite a steady rate of commercial growth along Washington Street, the City Center is undergoing significant rehabilitation, with new small retail, education and office businesses acquiring space. Short-term parking, improved downtown traffic circulation, and physical renovation continue to be primary objectives in the City Center. The new Claremont Savings Bank and redevelopment of the Moody Building, as well as rehabilitation efforts either completed or underway in the Oscar Brown Block, Farwell, Dickinson, and the Odd Fellows buildings, among others, are quickly transforming the downtown area. At the same time, a former retail center on Maple Avenue is seeing rehabilitation of buildings primarily in the service sectors.

2.3 Major Employers

Table 3-1 below shows the major employers in the City.

Table 3-1: City of Claremont Largest Employers

Employer	Product/Service	Employees*	Established
Valley Regional Hospital	Health Care	520	1893
Claremont School District	Education	481	1867
Walmart	Department Store	249	1993
Pathways	Human Services	218	2006 (merger)
Market Basket	Grocery Store	166	1994
City of Claremont	Local Government	132	N/A
Claremont Savings Bank	Banking Services	102	1907
National Field Representatives	Mortgage Services	97	
Home Depot	Building Supplies	95	2005
Structal Bridge	Industrial	81	2007
Herb Thyme Farms	Wholesale Produce	80	
Crown Point Cabinetry	Custom Cabinets	78	1978
Hannaford Brothers	Grocery	63	1989
Red River Computer	Computer/IT	52	1995
APC Paper	Industrial	50	

*Full Time equivalent

2.4 Occupational Employment & Wages

NHES updated the occupational wages for the Claremont area in June 2009 using Employment Cost Index (ECI) factors (Table 3-2). Higher wage scales in the creative class occupational categories follow the state trends in the Claremont area. These categories include computer and mathematical specialties, architecture and engineering, life sciences, education, arts, entertainment, sports and media and the creative professionals occupations including managerial, business and financial operations, and legal. According to the University of New Hampshire Leading Industries Analysis produced in 2004 by

Professor Ross Gittel, the average occupational employment concentration for these industries in Claremont (23%) was below statewide (39%) and US (36%).

Many of the construction, installation, maintenance and repair occupations, as well as manufacturing production occupations generally provided median wages near or above the median hourly wage for Sullivan County all occupations (\$15.87) and New Hampshire all occupations (\$16.03).

Long term industry projections for Sullivan County, (Table 3-3) estimated employment for 2006 and projected employment numbers to 2016. These projections summarize that there will be maintenance of manufacturing employment and an increase in employment for several of the creative class occupations, primarily professional, scientific and technical services, health care, management, and arts, entertainment and recreation.

The UNH analysis recommendations included:

1. Maintaining the manufacturing base and increasing innovation-based and high value-added activities.
2. Growing (attract new and expand) employment in high wage industry clusters already concentrated in the southeast and north of Sullivan County, including information and professional/technical services, and
3. Developing a creative class with quality of life assets.

2.5 Education and Employment

The employment and education data for Claremont indicate that education and training will be necessary 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. According to the 1990 Census the number of residents without a High School diploma remained about the same (33%). This figure dropped significantly in the 2000 Census (21.3%).

The UNH study contained a correlation between higher education and income and determined that Sullivan County ranked second from the bottom of NH counties based on percentage of population aged over 25 years with a bachelor degree or higher and personal income (Sullivan County 19.7%, \$27,671). According to the 2000 Census the percentage of population in Claremont over 25 with a bachelor degree or higher was 12.8%.

In May of 2006 Granite State College (GSC) moved its regional campus to downtown Claremont and has been experiencing approximately 9% growth in enrollments per year. GSC is part of the University System of New Hampshire and offers Associate of Arts, Associate of Science, Bachelor of Arts, and Bachelor of Science degrees in a variety of disciplines. GSC also offers a Post Baccalaureate Teacher Certification program. It is a future site for the Osher Lifelong Learning Institute (OLLI), which provides adults age 50 or over an opportunity to add to a lifetime of learning.

River Valley Community College currently has the full-time equivalent of 893 students shared between the Claremont and Keene facilities. There are additionally a number of non-credit students and workforce training programs. The largest concentration of students is in the Allied Health programs, particularly nursing. The Claremont campus has recently expanded programming in business management and information technology.

Continued efforts on expanding and making available education opportunities, particularly at the post secondary level, is a critical component to the job and wage opportunities of our residents, particularly as the City continues to transition into new technology and creative sectors in the economy.

3 COMMUNITY ASSETS

Claremont covers 43.1 square miles of land area and .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 and Natural Resources Chapter of this plan, Table 4 and Map 7-6 respectively. Further information is also available in the Community Facilities Chapter.

3.1 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 3-phase electrical power service. 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.

3.2 Infrastructure

Claremont has made a solid investment in infrastructure and transportation networks. A recently completed three year \$21,400,000 capital improvement plan included roads and drainage, water distribution system, waste water collection system, water treatment plant and waste water treatment plant.

Both water and waste water systems have a great deal of capacity for future growth. Water treatment capacity is 3.0 MGD and current use is only at 1.2 MGD. There are 70 miles of distribution system with three pump stations and two storage tanks. The waste water treatment capacity is 3.9 MGJ and current use is at 1.4 MGD, with a collection system of 58 miles collection pipes and five pump stations.

The City maintains 144 miles of paved roads and 40 miles of gravel road.

3.3 Public Transportation, CTS, Amtrak, Claremont Airport

Claremont offers several public transportation options. The only western New Hampshire community where people can board an Amtrak passenger train for points north and south is in Claremont. The Vermonter has scheduled service twice a day. In Springfield, Massachusetts the train becomes part of the northeast corridor service that goes south into Philadelphia, New York, Washington DC and Florida, and east into Boston. 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 new municipal hangars and several privately owned hangars for lease, opportunities to build new privately owned hangars, as well as tie down service.

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

3.4 Parks & Recreation

Hiking, biking, canoeing, fishing, skiing and golf are just some of the opportunities for passive or active recreation in Claremont. There is a boat launch on the Connecticut River on NH Route 12-A, and miles of hiking trails in the City park system. The Parks & Recreation Department currently maintains eight parks with a total land area of 404 acres, and runs multiple seasonal programs for youth and adults. Monadnock Park includes a new 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 the 5K run and Chili Festival, swim meets, and mountain biking.

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, including, but not limited to, instruction and training in alpine skiing, cross-country skiing, snowboarding, tubing, hiking, biking as well as motorized operation such as ATVing and Snowmobiling. In the past year they have brought snow making capability to the downtown Arrowhead ski area.

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.

3.5 Fiske Free Library

The Fiske Free library was established in 1873. With funding from Andrew Carnegie ground was broken at the present building in 1903, with an addition in 1922 and full renovation in 1966. There are currently over 10,000 checkouts a month. Aside from an extensive collection of books, the library also provides public computer access with wireless internet, audio books, DVD's and videotapes and a microfilm machine.

The Fiske has regular programs for the community. A series of live performances in recent months has been well attended by adults and children.

3.6 Valley Regional Hospital

Valley Regional Hospital is undergoing a \$21 million dollar upgrade to its campus that will improve access to facilities and provide all single in-patient rooms.

The only acute care facility in Sullivan County, Valley Regional offers a 24-hour emergency room, MRI services, and an experienced medical staff. The 35-bed facility offers numerous clinical services and departments from adult and child primary care to nutrition, cardiac, and oncology. The hospital received its national accreditation from the Joint Commission of Accreditation of Healthcare Organizations in October 2004. It is one of the eleven members of the New England Alliance for Health and a member of the New Hampshire Hospital Association. Valley Regional Hospital was the recipient of the 2006 Compass Award for Patient Satisfaction from Press-Ganey, the 2007 Gold Seal of Approval by the Joint Commission, 2007 Accreditation by Center for Medicare and Medicaid Services, and received the 2008 Business of the Year Award from Business NH magazine.

Additional services through Valley Regional Hospital include the Connecticut Valley Childcare Center, Connecticut Valley Home Care and Hospice, The Kane Center, River Valley Associates and Valley Regional Primary Care Physicians in Newport.

3.7 Claremont Opera House

Rated as one of the most important historic buildings in the city, the Claremont Opera House was built in 1896. It replaced the 18th Century meeting house located on the site and remains a focal point of downtown Claremont. The structure currently houses City Offices and court facilities, as well as a 783 seat opera house and the John Bennett Atrium.

3.8 Non-Profit and Community Service Organizations

Claremont has many active non-profit and community service organizations including the Greater Claremont Chamber of Commerce, Farmer's Market, Historic Society, Kiwanis, Lions, Elks, Moose, City Center Business Alliance, Good Beginnings and the Claremont Soup Kitchen, among others.

4 GOALS, OBJECTIVES AND RECOMMENDATIONS

GOAL #1: ENCOURAGE THE RETENTION AND EXPANSION OF EXISTING BUSINESSES

Objective 1 Continue Open Communication with Claremont Businesses

- Continue business visitation program and conduct visits on a regular basis.
- Coordinate, when feasible, with NH Division of Resources and Economic Development business retention staff.

Objective 2 Support businesses with expansion plans

- Assist business and property owners seeking advice regarding finance, training, real estate or other needs as presented.
- Assist businesses and developers through the planning and building codes processes.
- Create and regularly update an infrastructure report outlining technology, water, sewer and power availability or issues.

Objective 3 Conduct citywide internet technology audit and create a 5 year strategic plan for inclusion as an appendix to this Chapter

Objective 4 Internal code and regulatory processes

- Ensure a process of communication and collaboration between city departments, schools and the county as it effects economic development in Claremont.
- Create a planning and building code application that is uniform, proactive, minimizes time delays and avoids duplicate city reviews.
- Conduct a post process interview with businesses for feedback on form, functionality and usability of regulatory system.

GOAL #2: DEVELOP PARTNERSHIPS TO ADDRESS THE ISSUES OF ENTREPRENEURSHIP AND WORKFORCE TRAINING

Objective 1 Identify partners for ongoing workforce development opportunities

- Create and participate in working group with River Valley Community College, Granite State College, NHDRED, NH Department of Employment Security, Claremont public schools, and the Greater Claremont Chamber of Commerce to ensure continuing communication with Claremont businesses about opportunities and funding.

Objective 2 Create a business incubator program using the Amoskeag model for entrepreneurs.

- Identify partnerships to provide information and training for entrepreneurial development on an on-going basis.
- Identify mentoring opportunities for new entrepreneurs.
- Conduct a feasibility study for construction of a research and development business incubator at Syd Clarke Park with regional education, development and planning partners.

Objective 3 *Create a professional microbusiness incubator in City Center for young and growing companies with shared services.*

- Secure grant funding to upgrade approximately 3000 square feet in the upper level of the Claremont Development Authority's Farwell Block.
- Investigate shared second floor access and environmental mitigation of 56 Opera House Square, currently owned by the City and unoccupied.
- Initiate funding request through the US Department of Commerce, Economic Development Agency, through the Sullivan County Economic Development Strategy

Objective 4 *Support or create networks in the business community that could:*

- Open new opportunities for shared research and development of product,
- Expose common areas of need,
- Provide a venue for the dissemination of information on economic development financing tools, workforce training grants and export information,
- Host bi-monthly manufacturing breakfasts,
- Identify mentoring opportunities for new entrepreneurs.

Objective 5 *Identify partners in the non-profit community to support growth of the arts economy and programs to support their mission and volunteers.*

- Provide grant information and consider opportunities for public/private partnerships to improve quality of life in the City.
- Coordinate public relations and marketing to develop new business in the creative sector.

GOAL #3: FOCUS BUSINESS ATTRACTION EFFORTS ON DIVERSIFICATION AS WELL AS EXISTING BUSINESS CLUSTERS, TAKING ADVANTAGE OF NEW OPPORTUNITIES IN HIGH AND CLEAN TECHNOLOGY AND SERVICE INDUSTRIES

Objective 1 *Identify business clusters*

- Identify existing and emerging business clusters in Claremont and surrounding region and assess annually.
- Focus marketing on identified cluster linkages for new business promotion.

Objective 2 *Target high and clean technology businesses and develop education and planning models to support creative economy jobs.*

- Identify existing technology infrastructure and recommended improvements to support business needs for such infrastructure.
- Create infrastructure and resource marketing tool to target high and clean technology companies and the creative economy sector.
- Create ongoing partnership with the Claremont public schools, Granite State College, UNH, River Valley Community College and other stakeholders to develop strong programs in applied math, science, and computer technology.

- Identify industry needs in the growing renewable energy economy with respect to intellectual capital and natural resources.
- Identify cluster opportunities within the technology sectors.
- Identify opportunities for collaboration with local colleges, technology and research and development.
- Define high technology in the City Zoning Ordinance and identify permitted locations.

Objective 3 *Identify location needs in the growing service sector of the local economy, particularly with respect to the accounting, finance, and insurance industries and health care.*

- Utilize education and work force partnerships to ensure training and education opportunities meet service sector needs.
- Market City Center location opportunities for these industry clusters.

GOAL #4: TAKE ADVANTAGE OF CLAREMONT'S NATURAL GEOGRAPHY AND CULTURAL/ARCHITECTURAL HISTORY TO PROMOTE TOURISM

Objective 1 *Continued revitalization of the historic city center will remain a priority in economic development.*

- Continue to provide information on development financing tools for historic restoration and support the use of Community Development Block Grants where they would have a positive impact on building renewal, job creation, or improvements to the built environment.
- Implement the recommendations of the Land Use chapter of the Master Plan with respect to multi-use zoning and appropriate downtown infill.
- Prioritize and annually review necessary enhancements to the City Center for parking, signage, sidewalks and lighting

Objective 2 *Identify cultural assets and linkages to promote cultural tourism*

- Utilize the Historic District chapter of the Master Plan to identify opportunities for tourism.
- Create historic walks and identify partnerships for regularly scheduled activities to guide residents and visitors.

Objective 3 *Identify tourism opportunities utilizing parks and recreation, the Connecticut River boat launch, Connecticut River Scenic Byway designation, and local hiking, biking and snowmobile trails*

- Work with parks and recreation, other non-profits and stake holders for better marking on trails and signage and promotion of public parks system and facilities.
- Plan and implement Monadnock Park, Sugar River walk way and bike path
- Identify regularly scheduled events that can be promoted more effectively for residents and visitors alike

Objective 4 *Create web site material that would include both cultural and recreation assets to leverage Claremont as a visitor destination.*

- Identify web linkages to direct visitor's to City information.
- Work with Chamber of Commerce and private sector in the hospitality and restaurant industries in Claremont to examine the creation of visitor packages that would engage tourists in local events and activities.

GOAL #5: DEVELOP A STRATEGIC PLAN TO PROMOTE ECONOMIC DEVELOPMENT THROUGH ARTS AND CULTURE

Objective 1 Support non-profit creation for nurturing or grants for the arts community.

Objective 2 Promote the Claremont Opera House and its productions.

- Identify public relations and web site linkages for visitors and residents.
- Include in historic tours of Claremont and consider packaging with period drama.

Objective 3 Review building codes and zoning regulations for compatibility with creative economy.

- Identify impediments and solutions to loft apartments, independent theater, and multi-story multi-use building rehabilitation in the City Center.

Objective 4 Continue to work with the NH Film Office to capture film production or other opportunities within Claremont.

Objective 5 Identify any unique features of business retention, expansion and attraction plans for new-media companies.

Objective 6 Identify unique features of arts entrepreneurship and work with education partners to provide support of those business characteristics.

Objective 7 Investigate “arts in the parks” in appropriate City parks.

- Review other communities who have effective policies and positive outcomes.
- Work with non-profit community to identify grant and partnership opportunities.
- Review legal, procurement or liability issues that would impact public art.

Objective 8 Improve internal and external communication on Claremont and its creative economy through promotion and public relations.

GOAL #6: PROMOTE A SUSTAINABLE ECONOMY THAT SUPPORTS ECONOMIC DEVELOPMENT AND ENSURES ADEQUATE TRANSPORTATION, HOUSING AND QUALITY OF LIFE ENHANCEMENT.

Comprehensive sustainability in economic development refers to how and where people work, how they get to work, how buildings are built, and how buildings are operated and maintained.

Objective 1 Support smart growth principles in the City Center and promote a “walkable” community.

- Give regulatory support to the traditional urban city center design.
- Allow for downtown infill, multi-use zoning, and commercial re-development.
- Provide development information to assist in building rehabilitation.
- Consider adoption of the IEDC Existing Building Code.
- Consider higher density and housing choices in the City Center.

Objective 2 Support multi-modal transportation options as the City grows, particularly in the City Center.

- Consider shared parking option in the City Center where appropriate to maximize day and evening use.
- Create a plan to implement urban commercial and residential parking system in identified city lots.
- Review downtown parking plan annually with input from building owners, tenants and customers to ensure growing demand is being met appropriately.
- Plan/design the Monadnock Park, Sugar River walk and bikeway and identify grants for construction.
- Work with the State of NH to identify a Park & Ride lot for commuters and a connecting schedule of public transportation.
- Support capital improvement of City roads and bridges, and creation of new sidewalks where feasible and not currently available.
- Support ongoing City sidewalk repair.
- Review parking options at site plan review for major commercial and industrial development, including consideration of business support of public transportation to and from the site.

Objective 3 *Municipal promotion of energy conservation in public buildings.*

- Complete energy audit of municipal buildings.
- Identify grants for energy conservation to improve heating, lighting, doors and windows.
- Renewable energy options for municipal power should be considered if feasible from a cost/benefit analysis and with consideration of quality of life factors for Claremont residents.
- Encourage recycling within municipal offices.

Objective 4 *Encourage the Farmer's Markets and options to provide outlets for sale of locally made products year round. Identify producers and location for year round market opportunities.*

Objective 5 *Recognize the importance of multiple housing choices that provide for future residential needs of families, the elderly and workforce of Claremont as one of the priority areas in successful community development and incorporates the recommendations of the Housing chapter in their entirety.*

GOAL #7: COORDINATE CITY REGULATIONS WITH THESE RECOMMENDATIONS

Objective 1 *Review City zoning ordinance for consistency with the vision and goals of the Master Plan.*

- Review and make appropriate amendment proposals to ensure that the zoning ordinance complements these master plan objectives.

Objective 2 *Review other City ordinances for consistency with the vision and goals of the Master Plan.*

- Review and make appropriate proposals to insure that other City ordinances and regulations complement these master plan objectives.

Objective 3 *Ensure quality building proposals.*

- Review site plans with this objective in mind.

Table 3-2: City of Claremont Employment and Wages

New Hampshire Occupational Employment & Wages - 2009

Claremont Area Occupational Employment & Wages	SOC Code	May 2008 Estimated Employment	June 2009*			
			Entry Level Wage*	Mean (average) Wage*	Median Wage*	Exp. Wage*
Total all occupations	00-0000	14,390	\$9.58	\$17.03	\$14.46	\$20.76
Management Occupations	11-0000	600	\$23.06	\$42.30	\$34.49	\$51.92
Chief Executives	11-1011	60	\$36.77	\$77.45	\$75.37	\$97.80
General and Operations Managers	11-1021	120	\$29.05	\$40.86	\$36.89	\$46.77
Financial Managers	11-3031	70	\$21.83	\$35.17	\$31.31	\$41.85
Education Administrators, Elementary and Secondary School	11-9032	50	\$62,566	\$73,770	\$75,058	\$79,372
Medical and Health Services Managers	11-9111	50	\$25.25	\$36.81	\$33.11	\$42.59
Social and Community Service Managers	11-9151	NP	\$26.46	\$27.99	\$28.61	\$28.76
Managers, All Other	11-9199	60	\$23.64	\$64.19	\$58.33	\$84.46
Business and Financial Operations Occupations	13-0000	460	\$16.86	\$25.25	\$22.61	\$29.45
Cost Estimators	13-1051	30	\$15.08	\$20.77	\$19.29	\$23.62
Business Operations Specialists, All Other	13-1199	230	\$18.01	\$26.90	\$23.66	\$31.35
Loan Officers	13-2072	30	\$16.27	\$25.12	\$20.73	\$29.55
Financial Specialists, All Other	13-2099	NP	\$21.30	\$23.10	\$22.57	\$24.00
Computer and Mathematical Occupations	15-0000	80	\$15.70	\$28.71	\$27.36	\$35.21
Computer Support Specialists	15-1041	30	\$12.91	\$18.51	\$15.67	\$21.32
Architecture and Engineering Occupations	17-0000	100	\$16.74	\$26.66	\$24.28	\$31.62
Architectural and Civil Drafters	17-3011	40	\$17.83	\$25.90	\$23.29	\$29.94
Life, Physical, and Social Science Occupations	19-0000	50	\$9.50	\$17.23	\$13.35	\$21.11
Community and Social Services Occupations	21-0000	210	\$11.41	\$15.97	\$14.29	\$18.25
Educational, Vocational, and School Counselors	21-1012	40	\$18.90	\$24.76	\$25.51	\$27.69
Community and Social Service Specialists, All Other	21-1099	40	\$12.98	\$15.50	\$15.00	\$16.75
Legal Occupations	23-0000	NP	\$24.33	\$29.68	\$29.53	\$32.36
Education, Training, and Library Occupations	25-0000	1,320	\$10.52	\$17.92	\$17.34	\$21.62
Preschool Teachers, Except Special Education	25-2011	30	\$14.10	\$14.51	\$14.50	\$14.72
Elementary School Teachers, Except Special Education	25-2021	210	\$35,541	\$48,000	\$48,366	\$54,230
Middle School Teachers, Except Special and Vocational Education	25-2022	90	\$37,846	\$48,506	\$48,446	\$53,837
Secondary School Teachers, Except Special and Vocational Education	25-2031	NP	\$34,571	\$44,462	\$43,877	\$49,406
Special Education Teachers, Preschool, Kindergarten, and Elementary School	25-2041	50	\$33,766	\$43,780	\$42,742	\$48,788
Special Education Teachers, Secondary School	25-2043	30	\$36,468	\$46,350	\$43,682	\$51,290
Teachers and Instructors, All Other	25-3099	50	\$11.63	\$16.36	\$13.18	\$18.72
Librarians	25-4021	30	\$11.38	\$16.35	\$16.14	\$18.83

* Some occupations, such as teachers, have a nonstandard workweek and are not paid by the hour. For these occupations, annual salaries are displayed instead of hourly wage. May 2008 occupational wages were updated to June 2009 using Employment Cost Index (ECI) factors.

New Hampshire Occupational Employment & Wages - 2009

Claremont Area Occupational Employment & Wages	SOC Code	May 2008 Estimated Employment	June 2009*			
			Entry Level Wage*	Mean (average) Wage*	Median Wage*	Exp. Wage*
Library Technicians	25-4031	30	\$10.96	\$13.28	\$12.50	\$14.44
Teacher Assistants	25-9041	400	\$17,075	\$23,297	\$22,373	\$26,408
Arts, Design, Entertainment, Sports, and Media Occupations	27-0000	90	\$12.37	\$17.09	\$14.89	\$19.46
Healthcare Practitioners and Technical Occupations	29-0000	570	\$14.25	\$29.86	\$24.07	\$37.68
Family and General Practitioners	29-1062	NP	\$56.80	\$63.58	\$63.69	\$66.97
Registered Nurses	29-1111	200	\$22.32	\$29.48	\$28.45	\$33.05
Emergency Medical Technicians and Paramedics	29-2041	90	\$10.84	\$13.38	\$12.49	\$14.65
Pharmacy Technicians	29-2052	NP	\$14.66	\$21.71	\$22.69	\$25.23
Licensed Practical and Licensed Vocational Nurses	29-2061	40	\$17.41	\$20.63	\$21.00	\$22.25
Medical Records and Health Information Technicians	29-2071	30	\$10.17	\$12.34	\$11.79	\$13.44
Healthcare Support Occupations	31-0000	640	\$10.49	\$12.58	\$12.11	\$13.63
Home Health Aides	31-1011	350	\$9.80	\$11.33	\$11.34	\$12.11
Nursing Aides, Orderlies, and Attendants	31-1012	190	\$11.29	\$13.45	\$13.03	\$14.53
Medical Assistants	31-9092	40	\$13.29	\$14.39	\$14.69	\$14.95
Protective Service Occupations	33-0000	190	\$12.48	\$17.57	\$16.18	\$20.12
Police and Sheriff's Patrol Officers	33-3051	80	\$14.57	\$17.46	\$16.26	\$18.90
Food Preparation and Serving-Related Occupations	35-0000	1,130	\$7.37	\$9.78	\$8.67	\$11.00
First-Line Supervisors/Managers of Food Preparation and Serving Workers	35-1012	70	\$13.17	\$16.26	\$16.12	\$17.79
Cooks, Institution and Cafeteria	35-2012	NP	\$10.48	\$14.89	\$15.04	\$17.09
Cooks, Restaurant	35-2014	50	\$8.49	\$11.83	\$11.78	\$13.49
Food Preparation Workers	35-2021	30	\$9.20	\$11.11	\$11.04	\$12.06
Bartenders	35-3011	50	\$7.40	\$9.11	\$8.04	\$9.95
Combined Food Preparation and Serving Workers, Including Fast Food	35-3021	570	\$7.31	\$8.67	\$8.45	\$9.35
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	35-3022	NP	\$7.45	\$7.75	\$7.60	\$7.89
Waiters and Waitresses	35-3031	140	\$7.36	\$8.04	\$7.48	\$8.38
Dishwashers	35-9021	30	\$8.63	\$8.97	\$9.12	\$9.15
Building and Grounds Cleaning and Maintenance Occupations	37-0000	390	\$10.12	\$12.36	\$12.05	\$13.47
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	37-2011	180	\$10.29	\$12.96	\$12.77	\$14.30
Maids and Housekeeping Cleaners	37-2012	70	\$7.73	\$10.12	\$10.38	\$11.32
Landscaping and Groundskeeping Workers	37-3011	NP	\$11.56	\$12.08	\$11.98	\$12.34
Personal Care and Service Occupations	39-0000	230	\$9.09	\$12.65	\$12.43	\$14.43
Child Care Workers	39-9011	60	\$10.69	\$11.86	\$11.87	\$12.44
Recreation Workers	39-9032	50	\$11.22	\$13.45	\$13.91	\$14.56

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New Hampshire Occupational Employment & Wages - 2009

Claremont Area Occupational Employment & Wages	SOC Code	May 2008 Estimated Employment	June 2009*			
			Entry Level Wage*	Mean (average) Wage*	Median Wage*	Exp. Wage*
Sales and Related Occupations	41-0000	1,470	\$7.87	\$13.69	\$10.08	\$16.60
First-Line Supervisors/Managers of Retail Sales Workers	41-1011	180	\$11.10	\$16.44	\$15.09	\$19.12
Cashiers	41-2011	620	\$7.29	\$8.66	\$8.41	\$9.35
Counter and Rental Clerks	41-2021	NP	\$7.53	\$12.04	\$10.57	\$14.29
Parts Salespersons	41-2022	60	\$10.37	\$14.29	\$14.59	\$16.25
Retail Salespersons	41-2031	360	\$8.47	\$11.77	\$10.49	\$13.42
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	41-4011	NP	\$29.09	\$41.84	\$43.83	\$48.22
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	41-4012	80	\$14.62	\$28.11	\$18.95	\$34.86
Office and Administrative Support Occupations	43-0000	2,420	\$9.91	\$14.36	\$13.76	\$16.59
First-Line Supervisors/Managers of Office and Administrative Support Workers	43-1011	190	\$14.22	\$19.28	\$18.30	\$21.81
Billing and Posting Clerks and Machine Operators	43-3021	40	\$11.76	\$15.81	\$15.38	\$17.84
Bookkeeping, Accounting, and Auditing Clerks	43-3031	200	\$13.91	\$17.88	\$16.59	\$19.86
Customer Service Representatives	43-4051	60	\$9.88	\$13.08	\$13.14	\$14.67
Loan Interviewers and Clerks	43-4131	30	\$12.34	\$14.26	\$14.26	\$15.23
Receptionists and Information Clerks	43-4171	120	\$11.14	\$12.90	\$12.98	\$13.78
Information and Record Clerks, All Other	43-4199	NP	\$11.01	\$14.39	\$14.46	\$16.08
Police, Fire, and Ambulance Dispatchers	43-5031	NP	\$13.78	\$16.59	\$15.68	\$17.98
Postal Service Mail Carriers	43-5052	30	\$17.85	\$23.57	\$24.49	\$26.44
Production, Planning, and Expediting Clerks	43-5061	30	\$13.92	\$18.64	\$16.98	\$21.00
Shipping, Receiving, and Traffic Clerks	43-5071	80	\$10.17	\$12.72	\$12.89	\$13.99
Stock Clerks and Order Fillers	43-5081	500	\$8.13	\$10.80	\$10.38	\$12.13
Executive Secretaries and Administrative Assistants	43-6011	50	\$15.22	\$18.54	\$18.35	\$20.20
Secretaries, Except Legal, Medical, and Executive	43-6014	200	\$10.25	\$13.17	\$13.10	\$14.62
Office Clerks, General	43-9061	290	\$10.36	\$13.47	\$13.74	\$15.02
Office and Administrative Support Workers, All Other	43-9199	50	\$7.38	\$11.68	\$10.96	\$13.83
Construction and Extraction Occupations	47-0000	800	\$12.81	\$18.22	\$17.27	\$20.92
First-Line Supervisors/Managers of Construction Trades and Extraction Workers	47-1011	70	\$16.77	\$22.44	\$20.19	\$25.28
Carpenters	47-2031	180	\$13.48	\$19.41	\$18.43	\$22.37
Construction Laborers	47-2061	30	\$11.61	\$14.34	\$14.18	\$15.69
Operating Engineers and Other Construction Equipment Operators	47-2073	90	\$15.40	\$17.70	\$17.70	\$18.85
Electricians	47-2111	80	\$16.76	\$19.63	\$19.60	\$21.06
Painters, Construction and Maintenance	47-2141	NP	\$10.35	\$12.36	\$11.86	\$13.36
Highway Maintenance Workers	47-4051	50	\$13.27	\$15.09	\$14.92	\$15.99

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New Hampshire Occupational Employment & Wages - 2009

Claremont Area Occupational Employment & Wages	SOC Code	May 2008 Estimated Employment	June 2009*			
			Entry Level Wage*	Mean (average) Wage*	Median Wage*	Exp. Wage*
Installation, Maintenance, and Repair Occupations	49-0000	570	\$12.34	\$17.51	\$16.73	\$20.10
First-Line Supervisors/Managers of Mechanics, Installers, and Repairers	49-1011	40	\$18.53	\$26.12	\$24.29	\$29.92
Automotive Service Technicians and Mechanics	49-3023	130	\$12.53	\$15.66	\$14.90	\$17.23
Bus and Truck Mechanics and Diesel Engine Specialists	49-3031	60	\$13.44	\$17.76	\$17.51	\$19.92
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	49-9021	40	\$16.92	\$20.84	\$21.27	\$22.80
Maintenance and Repair Workers, General	49-9042	90	\$14.17	\$17.50	\$16.98	\$19.17
Helpers--Installation, Maintenance, and Repair Workers	49-9098	30	\$8.85	\$12.53	\$9.44	\$14.37
Installation, Maintenance, and Repair Workers, All Other	49-9099	50	\$9.13	\$14.43	\$11.21	\$17.08
Production Occupations	51-0000	2,240	\$12.00	\$15.79	\$14.98	\$17.68
First-Line Supervisors/Managers of Production and Operating Workers	51-1011	90	\$18.36	\$22.87	\$22.64	\$25.14
Assemblers and Fabricators, All Other	51-2099	40	\$9.76	\$12.71	\$11.69	\$14.18
Computer-Controlled Machine Tool Operators, Metal and Plastic	51-4011	40	\$13.51	\$15.47	\$15.48	\$16.45
Lathe and Turning Machine Tool Setters, Operators, and Tenders, Metal and Plastic	51-4034	70	\$12.22	\$15.31	\$15.15	\$16.85
Machinists	51-4041	200	\$12.83	\$16.49	\$16.82	\$18.32
Molding, Coremaking, and Casting Machine Setters, Operators, and Tenders, Metal and Plastic	51-4072	50	\$11.14	\$15.62	\$14.06	\$17.87
Tool and Die Makers	51-4111	100	\$16.58	\$23.19	\$24.63	\$26.49
Welders, Cutters, Solderers, and Brazers	51-4121	60	\$13.10	\$16.50	\$15.58	\$18.19
Metal Workers and Plastic Workers, All Other	51-4199	60	\$14.67	\$19.31	\$19.74	\$21.64
Inspectors, Testers, Sorters, Samplers, and Weighers	51-9061	90	\$13.61	\$15.84	\$15.23	\$16.95
Transportation and Material Moving Occupations	53-0000	780	\$8.57	\$13.81	\$13.34	\$16.42
Driver/Sales Workers	53-3031	80	\$7.61	\$13.41	\$13.70	\$16.31
Truck Drivers, Heavy and Tractor-Trailer	53-3032	220	\$13.94	\$16.98	\$17.04	\$18.51
Truck Drivers, Light or Delivery Services	53-3033	110	\$7.41	\$9.53	\$9.08	\$10.58
Industrial Truck and Tractor Operators	53-7051	40	\$10.74	\$15.12	\$15.12	\$17.31
Laborers and Freight, Stock, and Material Movers, Hand	53-7062	70	\$9.84	\$12.13	\$12.27	\$13.28
Packers and Packers, Hand	53-7064	80	\$8.70	\$9.68	\$9.28	\$10.17

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Table 3-3: Sullivan County Long Term Employment Projections

Long-Term Projections, 2006 - 2016		Estimated		Projected		2006-2016 Change	
Sullivan County		2006		2016		Percent	
NAICS Code	Industry	2006	2016	2006	2016	Numeric	Percent
	Total Employment (incl. Self-employed)	15,392	16,541	1,149	7.5%		
101	Goods Producing Industries	3,930	4,154	224	5.7%		
11	Agriculture, Forestry, Fishing and Hunting	n	n	n	n		
111	Crop Production	n	n	n	n		
112	Animal Production	n	n	n	n		
113	Forestry and Logging	n	n	n	n		
114	Fishing, Hunting and Trapping	0	0	0	0.0%		
115	Agriculture and Forestry Support Activities	42	44	2	4.8%		
21	Mining	n	n	n	n		
212	Mining (except oil and gas)	n	n	n	n		
213	Support Activities for Mining						
23	Construction	724	816	92	12.7%		
236	Construction of Buildings	n	n	n	n		
237	Heavy and Civil Engineering Construction	n	n	n	n		
238	Specialty Trade Contractors	474	531	57	12.0%		
31-33	Manufacturing	3,033	3,157	124	4.1%		
311	Food Manufacturing	58	61	3	5.2%		
312	Beverage and Tobacco Product Manufacturing	0	0	0	0.0%		
313	Textile Mills	0	0	0	0.0%		
314	Textile Product Mills	0	0	0	0.0%		
315	Apparel Manufacturing	0	0	0	0.0%		
316	Leather and Allied Product Manufacturing	n	n	n	n		
321	Wood Product Manufacturing	339	312	-27	-8.0%		
322	Paper Manufacturing	n	n	n	n		

323	Printing and Related Support Activities	27	11	-16	-59.3%
324	Petroleum and Coal Products Manufacturing	n	n	n	n
325	Chemical Manufacturing	57	45	-12	-21.1%
326	Plastics and Rubber Products Manufacturing	n	n	n	n
327	Nonmetallic Mineral Product Manufacturing	n	n	n	n
331	Primary Metal Manufacturing	n	n	n	n
332	Fabricated Metal Product Manufacturing	1,256	1,485	229	18.2%
333	Machinery Manufacturing	343	363	20	5.8%
334	Computer and Electronic Product Manufacturing	n	n	n	n
335	Electrical Equipment, Appliance, and Component Manufacturing	n	n	n	n
336	Transportation Equipment Manufacturing	n	n	n	n
337	Furniture and Related Product Manufacturing	171	141	-30	-17.5%
339	Miscellaneous Manufacturing	16	13	-3	-18.8%
102	Service Providing Industries	10,125	11,003	878	8.7%
22	Utilities	76	74	-2	-2.6%
221	Utilities	76	74	-2	-2.6%
42	Wholesale Trade	358	423	65	18.2%
423	Merchant Wholesalers, Durable Goods	136	156	20	14.7%
424	Merchant Wholesalers, Nondurable Goods	166	195	29	17.5%
425	Wholesale Electronic Markets and Agents/Brokers	56	72	16	28.6%
44-45	Retail Trade	2,323	2,395	72	3.1%
441	Motor Vehicle and Parts Dealers	301	288	-13	-4.3%
442	Furniture and Home Furnishings Stores	26	28	2	7.7%
443	Electronics and Appliance Stores	38	46	8	21.1%
444	Building Material and Garden Supply Stores	368	446	78	21.2%
445	Food and Beverage Stores	483	481	-2	-0.4%
446	Health and Personal Care Stores	79	74	-5	-6.3%
447	Gasoline Stations	232	201	-31	-13.4%
448	Clothing and Clothing Accessories Stores	92	79	-13	-14.1%
451	Sporting Goods, Hobby, Book, and Music Stores	61	64	3	4.9%

452	General Merchandise Stores	447	489	42	9.4%
453	Miscellaneous Store Retailers	79	79	0	0.0%
454	Non-store Retailers	117	120	3	2.6%
48-49	Transportation and Warehousing	317	338	21	6.6%
481	Air Transportation	0	0	0	0.0%
482	Rail Transport	1	1	0	0.0%
483	Water Transportation	0	0	0	0.0%
484	Truck Transportation	112	128	16	14.3%
485	Transit and Ground Passenger Transport	13	15	2	15.4%
486	Pipeline Transportation	0	0	0	0.0%
487	Scenic and Sightseeing Transportation	n	n	n	n
488	Support Activities for Transportation	n	n	n	n
491	Postal Service, Federal Government and Private	96	94	-2	-2.1%
492	Couriers and Messengers	n	n	n	n
493	Warehousing and Storage	89	93	4	4.5%
51	Information	124	122	-2	-1.6%
511	Publishing Industries	n	n	n	n
512	Motion Picture and Sound Recording Industries	0	0	0	0.0%
515	Broadcasting (except Internet)	n	n	n	n
517	Telecommunications	10	9	-1	-10.0%
518	ISPs, Search Portals, and Data Processing Services	n	n	n	n
519	Other Information Services	n	n	n	n
52	Finance and Insurance	491	524	33	6.7%
522	Credit Intermediation and Related Activities	348	374	26	7.5%
523	Financial Investment and Related Activities	n	n	n	n
524	Insurance Carriers and Related Activities	128	135	7	5.5%
525	Funds, Trusts, and Other Financial Vehicles	n	n	n	n
53	Real Estate and Rental and Leasing	164	156	-8	-4.9%
531	Real Estate	90	99	9	10.0%
532	Rental and Leasing Services	74	57	-17	-23.0%

533	Lessors of Non-financial Intangible Assets	0	0	0	0	0.0%
54	Professional, Scientific, and Technical Services	273	341	68	24.9%	
541	Professional, Scientific, and Technical Services	273	341	68	24.9%	
5411	Legal Services	43	45	2	4.7%	
5412	Accounting, Tax Prep., Bookkeeping, and Payroll Services	30	35	5	16.7%	
5413	Architectural, Engineering, and Related	86	107	21	24.4%	
5414	Specialized Design Services	n	n	n	n	
5415	Computer Systems Design and Related	n	n	n	n	
5416	Management, Scientific, and Technical Consulting Services	10	18	8	80.0%	
5417	Scientific Research and Development Services	n	n	n	n	
5418	Advertising and Related Services	14	19	5	35.7%	
5419	Other Professional, Scientific, and Technical Services	63	79	16	25.4%	
55	Management of Companies and Enterprises	52	60	8	15.4%	
551	Management of Companies and Enterprises	52	60	8	15.4%	
56	Administrative and Waste Management Services	311	376	65	20.9%	
561	Administrative and Support Services	305	369	64	21.0%	
5611	Office Administrative Services	8	10	2	25.0%	
5612	Facilities Support Services	0	0	0	0.0%	
5613	Employment Services	n	n	n	n	
5614	Business Support Services	n	n	n	n	
5615	Travel Arrangement and Reservation	n	n	n	n	
5616	Investigation and Security	20	25	5	25.0%	
5617	Services to Buildings and Dwellings	142	175	33	23.2%	
5619	Other Support Services	n	n	n	n	
562	Waste Management and Remediation Services	n	n	n	n	
61	Educational Services	1,849	2,033	184	10.0%	
611	Educational Services	1,849	2,033	184	10.0%	
6111	Elementary and Secondary Schools	n	n	n	n	
6112	Junior Colleges	99	121	22	22.2%	
6113	Colleges, Universities, and Professional Schools	0	0	0	0.0%	

6114	Business Schools and Computer and Management Training	n	n	n	n	n
6115	Technical and Trade Schools	0	0	0	0	0.0%
6116	Other Schools and Instruction	n	n	n	n	n
6117	Educational Support Services	0	0	0	0	0.0%
62	Health Care and Social Assistance	1,490	1,705	215	14.4%	
621	Ambulatory Health Care Services	548	685	137	25.0%	
622	Hospitals	n	n	n	n	n
623	Nursing and Residential Care Facilities	374	466	92	24.6%	
624	Social Assistance	n	n	n	n	n
71	Arts, Entertainment, and Recreation	156	203	47	30.1%	
711	Performing Arts, Spectator Sports, and Related Industries	n	n	n	n	n
712	Museums, Historical Sites, and Similar Institutions	n	n	n	n	n
713	Amusements, Gambling, and Recreation	127	168	41	32.3%	
72	Accommodation and Food Services	769	798	29	3.8%	
721	Accommodation	103	120	17	16.5%	
722	Food Services and Drinking Places	666	678	12	1.8%	
81	Other Services (Except Government)	349	395	46	13.2%	
811	Repair and Maintenance	140	163	23	16.4%	
812	Personal and Laundry	86	96	10	11.6%	
813	Religious, Grantmaking, Civic, Professional, and Similar Org.	104	120	16	15.4%	
814	Private Households	19	16	-3	-15.8%	
	Government	1,023	1,060	37	3.6%	
	Federal Government, excluding Postal Service ¹	20	19	-1	-5.0%	
	State Government, excluding Education and Hospital ^{2,3}	162	170	8	4.9%	
	Local Government, excluding Education ²	841	871	30	3.6%	
	Self-employed and Unpaid Family Workers	1,337	1,384	47	3.5%	
	Self-employed	1,324	1,373	49	3.7%	
	Unpaid Family Workers	13	11	-2	-15.4%	

