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The Sullivan County Economic Development Strategy

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Table of Contents

MAP
COMMITTEE LIST
SUBCOMMITTEE LIST
Action Plan
Evaluation
Outreach and Public Relations
Steering

SECTION I. INTRODUCTION

- A. CEDS Description
- B. Description of Area
- C. Strategy Development
- D. Vision
- E. Mission
- F. Action Plan

SECTION II. CEDS PLANNING PROCESS

- A. CEDS Process
- B. Organization and Staffing
- C. Regional Plans to CEDS
- D. Relationship with Existing Institutions
- E. Documentation

SECTION III. BACKGROUND INFORMATION

- A. Population
- B. Employment
- C. Unemployment
- D. Income and Wages
- E. Workforce Skills and Occupations
- F. Education
- G. Poverty
- H. Historic Resources
- I. Agriculture
- J. Forests
- K. Earth Resources
- L. Scenic Resources
- M. Energy
- N. Facilities
- O. Water and Sewer
- P. Transportation
- Q. Housing
- R. Telecommunications

)

SECTION IV. POTENTIALS & CONSIDERATIONS

- A. Principal Resources
- B. Principal Constraints
- C. Evaluation of Potentials & Constraints
Table 6: Sullivan County Economic Development Plan Matrix

SECTION V. VISION

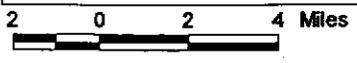
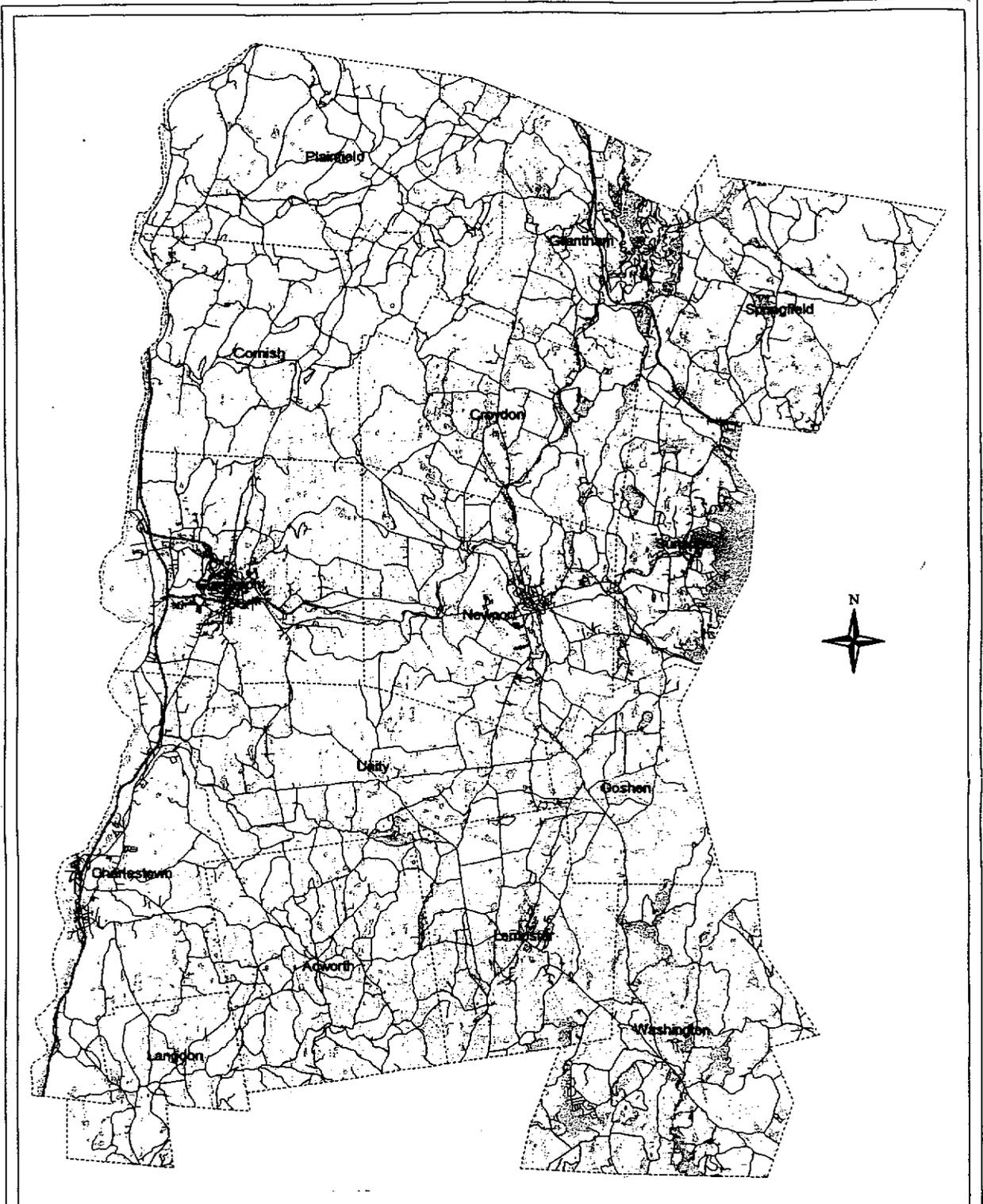
- A. Vision
- B. Mission
- C. Goals and Objectives

SECTION VI. ACTION PLAN

- A. Introduction
- B. Process
- C. Priority Section Criteria
- D. Implementation Schedule
- E. Planning Funds
Table 7: Sullivan County Project Priorities
Table 8: Sullivan County Projects in Development

SECTION VII. EVALUATION

- A. Monitoring & Evaluation Process
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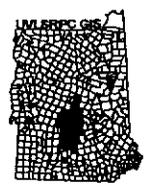


Scale 1:175000

Sullivan County

MAP PREPARED BY UPPER VALLEY
LAKE SUNAPEE REGIONAL PLANNING
COMMISSION, JANUARY, 2004.

Base map features from USGS 1:24000
scale Digital Line Graphs; distributed by
Complex Systems Research Center,
Durham, NH.



Legend	
	Town Boundary
	Roads
	Railway
	Rivers, Lakes, and Ponds
	Marsh or Swamp
	Streams
	Intermittent Streams

Sullivan County CEDS Committee

Last Name	First Name	Organization	Representation	Community
Adler	Rudy	Sullivan County Commissioner		East Lempster
Barnes	Lori	Claremont-Concord Railroad	Transportation	Claremont
Boucher	Suzanne	Claremont Savings Bank	Loans to Businesses/ Individuals, Housing (Existing/New)	Claremont
Bowen	Claire	Valley Regional Hospital		Claremont
Caplan	Erwin	Century 21	Real Estate Residential/Commercial	Claremont
Casey	Ella	Newport Chamber of Commerce	Newport Econ	Newport
Chabot	Don	Town and Country Realty	Real Estate-Residential/ Industrial	Claremont
Charest	Michael	United Way of Sullivan County	Disenfranchised	Claremont
Clarke	Don		Sullivan County Commissioner	Claremont
Collins	Chris	Office of Senator Sununu	Federal Government Services	Claremont
Coppelman	Glenn	CDFA	Founder of Economic Development Projects	Concord
Crainich	Larry	Design Standards		Charlestown
Croteau	Alan	Coldwell Banker/Homes Unlimited Real Estate		Claremont
Damren	Alan	Assistant Superintendent SAU6		Claremont

Last Name	First Name	Organization	Representation	Community
DeMaro	Gerry	Northern Heritage Mills	The New Creative Economy	South Acworth
Dennis	Linda			Newport
Donovan	Tom		Health Care Administration	Claremont
Dunn	Howard	Wm Howard Dunn Law Offices	Newport Planning Board	Claremont
Dzewaltowski	Peter	UVLSRPC Staff		Lebanon
Edkins	David	Planning and Zoning Administrator/Town of Charlestown		Charlestown
Gamble	Jay	Mt Sunapee Resort	Tourism, Board Member	Newbury WRDC
Grabe	George			Plainfield
Harrington	Walter			
Hathaway	Willard & Barbara	Unity Town Office	Unity Selectman	Unity
Heath	Richard	CRDC		Concord
Hubert	Tom	Hubert's Department Store	Retail	Guild
Hubert	Kathy	Hubert's Department Store	Retail	Newport
Johnson	Jolyon			Sunapee
Jones	Connie			Grantham

Last Name	First Name	Organization	Representation	Community
Jordan	Lucille	NH Community Technical College at Claremont		Claremont
Koscielniak	Patti	PO Box 7		Goshen
Landry	Robert	Claremont Development Authority		Claremont
Lyon	Sean	New London Hospital		New London
MacNeil	Robert	Grantham Indoor	WRDC	Grantham
Maiola	Betty	Town of Newport	Newport Selectman, Econ Rep, Opera House, Newport Pres	Newport
McCrillis	David	McCrillis & Eldredge Insurance		Newport
McDermott	Pat	PSNH	Statewide Economic Development	Manchester
Merrill	Nancy	Business Development Coordinator	City of Claremont	Claremont
Michaud Doody	Susan			Claremont
Newbold	Cheston		Cornish UVLSRPC	Cornish Commissioner
Norris	Tom	NH Employment Security	NHES/NH Works Labor Market	Claremont
O'Dell	Senator Bob			Lempster
Olson	John	Whelen Engineering Co		Charlestown
Pitkin	Mark	Sugar River Savings Bank	Business Development, Analysis	Newport
Preston	Ruth	Greater Claremont Chamber of Commerce		Claremont

Last Name	First Name	Organization	Representation	Community
Robb	James	DRED		Concord
Sammon	Bob	The Insurance Center, Inc.		Claremont
Satzow	Michael	North Country Smoke House		Claremont
Taylor	Steve	NH Department of Agriculture	Agriculture/Forestry	Concord
Weaver	Robert	Western Region Development Corporation		Newport
White	Steve			Sunapee
Wiggins	Patryc	Guild Institute	Precision Machine/ Advanced Manufacturing; Culture-Rural, Artistic	Guild
Wilner	Seth	NH Cooperative Extension		Newport

Sullivan County CEDS SubCommittees

Action Plan

Name Ella Casey
Organization Newport Chamber of Commerce
Representation Newport Econ

Name Michael Charest
Organization United Way of Sullivan County
Representation Disenfranchised

Name Chris Collins
Organization Office of Senator Sununu
Representation Federal Government Services

Name Gerry DeMaro
Organization Northern Heritage Mills
Representation The New Creative Economy

Name David Edkins
Organization Planning and Zoning Administrator/Town of Charlestown
Representation

Name Lucille Jordan
Organization NH Community Technical College
Representation

Name Sean Lyon
Organization New London Hospital
Representation

Name Betty Maiola
Organization Town of Newport
Representation Newport Selectman, Econ Rep, Opera House, Newport Pres

Name Nancy Merrill
Organization Business Development Coordinator
Representation City of Claremont

Action Plan

Name Seth Wilner
Organization NH Cooperative Extension
Representation

Sullivan County CEDS SubCommittees

Evaluation

Name	Suzanne Boucher
Organization	Claremont Savings Bank
Representation	Loans to businesses/individuals housing(existing/new)

Name	Michael Charest
Organization	United Way of Sullivan County
Representation	Disenfranchised

Sullivan County CEDS SubCommittees

Outreach and Public Relations

Name Don Chabot
Organization Town and Country Realty
Representation Realt Estate-Residential/Industrial

Name Willard & Barbara Hathaway
Organization Unity Town Office
Representation Unity Selectman

Name Cheston Newbold
Organization
Representation Cornish UVLSRPC Commissioner

Name Ruth Preston
Organization Greater Claremont Chamber of Commerce
Representation

Name James Robb
Organization DRED
Representation

Name Michael Satzow
Organization North Countyr Smoke House
Representation

Name Steve Taylor
Organization NH Department of Agriculture
Representation Agriculture/Forestry

Name Steve White
Organization
Representation

Sullivan County CEDS SubCommittees

Steering

Name Alan Damren
Organization Assistant Superintendent SAU6
Representation

Name Howard Dunn
Organization Wm Howard Dunn Law Offices
Representation Newport Planning Board

Name Peter Dzewaltowski
Organization UVLSRPC Staff
Representation

Name Robert MacNeil
Organization Grantham Indoor
Representation WRDC

Name Robert Weaver
Organization Western Region Development Corporation
Representation

SECTION I. INTRODUCTION

A. CEDS Description

A Comprehensive Economic Development Strategy (CEDS) is a plan required by the U.S. Department of Commerce Economic Development Administration to be eligible for its planning and construction funds.

A CEDS is planning in a dynamic context. The CEDS process involves setting goals, examining options to reach them, and the selection of a course of action. It is a continuous process that constantly reevaluates the needs and resources of the region in order to implement projects and interventions that will produce significant positive results. It can be thought of as more a process than a plan. A CEDS results from local planning processes tailored to guide the economic growth of an area. It helps coordinate the efforts of regional planning commissions, economic development agencies, local governments and private industry concerning the development of a region.

B. Description of the Area

Sullivan County was organized in September, 1827. It was named for General John Sullivan, a Revolutionary War hero, New Hampshire attorney general and judge.

Sullivan County is located in western New Hampshire, along the Vermont border. It consists of 528 square miles and was reported by the 2000 US Census to be home to 40,458 residents. There are a total of fifteen communities within the County. The largest community is Claremont with a population of 13,151. The County seat is Newport, which is the second largest community.

Jurisdictions

County government in NH provides the following services: Registry of Deeds, Probate Court, Superior Court, Sheriff's Department, Correctional Facilities and Retirement Nursing Homes. In addition to the services provided by the county, communities receive service from area organizations whose jurisdiction includes portions of the county.

Western Region Development Corporation (WRDC)

A centralized professional economic development organization that coordinates local efforts to maintain, improve, and revitalize Sullivan County's economic/business base. This includes retention and expansion of current businesses and the attraction of new businesses so as to create high quality employment opportunities for the residents of Sullivan County. The WRDC is in the process of dissolving and will be replaced by the Capital Region Development Corporation.

Upper Valley Lake Sunapee Regional Planning Commission (Covers most of County)

The Upper Valley Lake Sunapee Regional Planning Commission is a regional

planning commission organized under the provisions of NH R.S.A. 36:45-53. The Commission's purpose is to promote coordinated development of the 27-town region through the provision of technical planning assistance to member communities and through the preparation of comprehensive plans and studies.

Southwestern Community Services

Southwestern Community Services, Inc. (SCS) is involved in and affects the region's economic development activities in a variety of ways. SCS' economic development activities range from assisting Welfare to Work clients to find and maintain employment to assisting local communities in the process of accessing Community Development Block Grant (CDBG) funds to assist businesses. The overall goal of the agency is to support the creation of additional jobs as well as to assist with the retention of existing employment opportunities in Cheshire and Sullivan counties.

C. State/Regional Economy and Past Economic Development Efforts

Sullivan County has experienced a significant change in its economy over the past 40 years. Once a prominent center for the machine tool industry, the County is now struggling to keep up with the State of New Hampshire in terms of growth in employment and wages.

Until recently, the County has had little incentive to engage in economic development activities due to strong employment in the private sector. Only during recent years has the County realized the impact of global competition in manufacturing industries in the form of lost jobs, decreasing tax base, higher service cost and property taxes. This has resulted in the larger employment centers in the County to seek development activities to encourage growth. However, until recently these activities have been conducted with little cooperation between communities and development groups.

Until the creation of the Sullivan County Comprehensive Economic Development Strategy Committee in 2003, the County has had limited regional economic development planning. Land use decisions in New Hampshire are primarily local government functions and therefore economic development planning occurs predominately at the local level. This has given rise to groups like the Economic Corporation of Newport (ECON), the Charlestown Economic Development Authority, Claremont Development Authority. Each of these groups has had varying success with little cooperation among them.

Not all communities are engaged in economic development. Past efforts by Sullivan County communities indicate that the decision to undertake economic development efforts is based on one or more of the following: size and administrative capacity of the community, public water/sewer, economic distress and proximity to transportation resources. Public policies differ from one community to the next but generally include:

1. Creating Master Plans
2. Expanding or improving infrastructure
3. Supporting and/or rehabilitating downtowns and commercial centers
4. Developing nonprofit corporations to generate employment growth

D. Strategy Development

In order to develop a strategy for Sullivan County, the CEDS Committee has sought wide public input in an effort to understand the potentials and constraints to economic development in Sullivan County. The result is a vision, goals and objectives that respond to the County's needs and builds upon its strengths. The CEDS provides the framework for coordinated public and private decision making.

E. Our Vision

A diversified and healthy economy that supports strong communities and a high quality of life while balancing economic growth with the preservation of natural, cultural, scenic and recreational resources.

F. Our Mission

To guide economic development actions within Sullivan County through an inclusive and coordinated process that is regional in scope; and to support development activities that leverage the County's assets for the benefit of the residents and the region.

G. Action Plan

The Action Plan details a timeline for the completion of priority projects which support the goals of the CEDS.

SECTION II. CEDS PLANNING PROCESS

A. Sullivan County CEDS Process

A CEDS is planning in a dynamic context. The CEDS process involves setting goals, examining options to reach them, and the selection of courses of action. It is a continuous process that constantly reevaluates the needs and resources of the County in order to implement projects that will produce significant positive economic results. It can be thought of as more a process than a plan. It is the guiding process for the economic growth of the County. It helps coordinate the efforts of regional planning commissions, economic development agencies, local governments and private industry concerning the development of the County.

B. Organization and Staffing

CEDS Committee

A Committee that is comprised of representatives from the Western Regional Development Corporation (WRDC), state delegates and agencies, community representatives, business leaders, social service agencies and other interested persons oversees the CEDS process. Effort is made to have representation from all economic interests in the region. The organization and staffing for the Sullivan County CEDS builds upon the existing regional development corporation.

The CEDS Committee's aim is to oversee the future economic policies affecting the region. This is achieved by their direction and endorsement of all critical CEDS components including the development of goals, policies and projects. See attached list of names and affiliations of Committee membership.

The CEDS Committee meets a minimum of twice per year, once to review and approve the Committee's Annual Report and a second meeting to amend the Project Priority List. These meetings are in addition to special events or other needs that may arise.

CEDS Steering Subcommittee

The CEDS Steering Committee is the Technical Advisor to the full CEDS Committee in the identification of goals, objectives, and needs for the area. Under the direction of the CEDS Committee, this group is responsible for the day-to-day components of the process and subcommittee oversight.

The Steering Committee meets as often as necessary to complete the required elements of the CEDS process including gathering public input, committee membership, amending CEDS elements, completion of the Annual Report and other tasks as requested by the CEDS Committee.

Staff for the Steering Committee includes the Director of the WRDC and others selected by the CEDS Committee. Currently, the Upper Valley Lake Sunapee Regional Planning Commission provides staff resources.

Action Plan Subcommittee

Develops and maintains project and program implementation schedule under the CEDS Committee direction.

Evaluation Subcommittee

Develops evaluation process and performance measures for approval by the CEDS Committee. Evaluation process to see if strategy components are achieving desired results and report annually for inclusion in the Annual Report.

Outreach and Public Relations Subcommittee

Conducts general outreach and issue identification for the CEDS Committee e.g. talk with farmers to better understand needs and formulate agricultural policies and programs.

D. Relationship with Existing Institutions

Inherent in the day-to-day activities of the CEDS Committee is interaction with many state agencies, planning boards, selectboards, chambers of commerce, transportation boards and many other organizations and civic groups. This ongoing interaction happens in several ways.

Regional development corporations and regional planning commissions have ongoing contracts with many state agencies, such as the Community Development Finance Authority. Work programs with these agencies are developed cooperatively, considering the needs of the region as well as statewide interests. Through project work, meetings and progress reports there is extensive interaction and teamwork towards addressing state and local interests. Regional development corporations also play a role as a liaison between localities, business, and the state. They seek to attract and retain suitable industries, businesses and labor force, and interact with groups of different interests and needs. These relationships provide a detailed knowledge of the opportunities, threats and needs of the region.

Since the core of the CEDS Committee is comprised of economic development officials, their interactions will provide the foundation of the Committee's relationship with major economic development players. Each member of the Committee will bring their own perspective that will foster additional Committee interactions. As the Committee diversifies and identifies additional resources and issues, they will develop new associations to deal with the needs of the economy.

The Upper Valley Lake Sunapee Regional Planning Commission provides staff support to the Committee.

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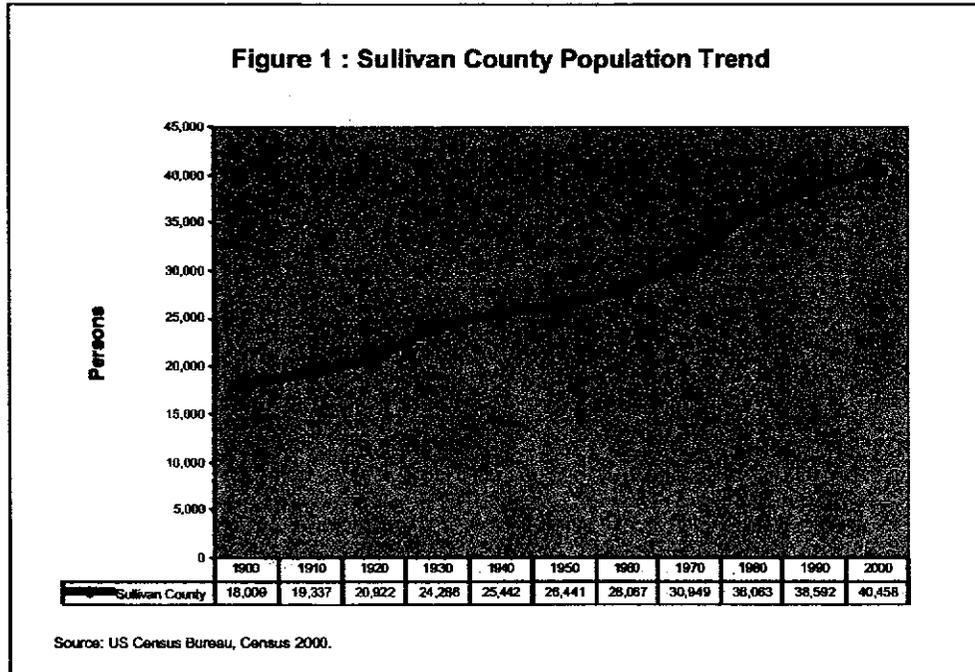
E. Documentation

Proper documentation of the CEDS process is critical. Important information that needs to be documented includes meeting minutes, work session summaries and letters of support. This section is intended to serve as a record of all steps taken by the CEDS Committee to incorporate public participation and construct the CEDS document. The Steering Subcommittee staff is responsible for maintaining all documentation.

SECTION III. SULLIVAN COUNTY BACKGROUND

A. Population

As employment grows, population increases. Figure 1 shows the population trend for Sullivan County since 1900. Total population for Sullivan County in 2000 was 40,458. The County's population has grown almost 5 percent over the past decade. Total population for 1990 was 38,592.

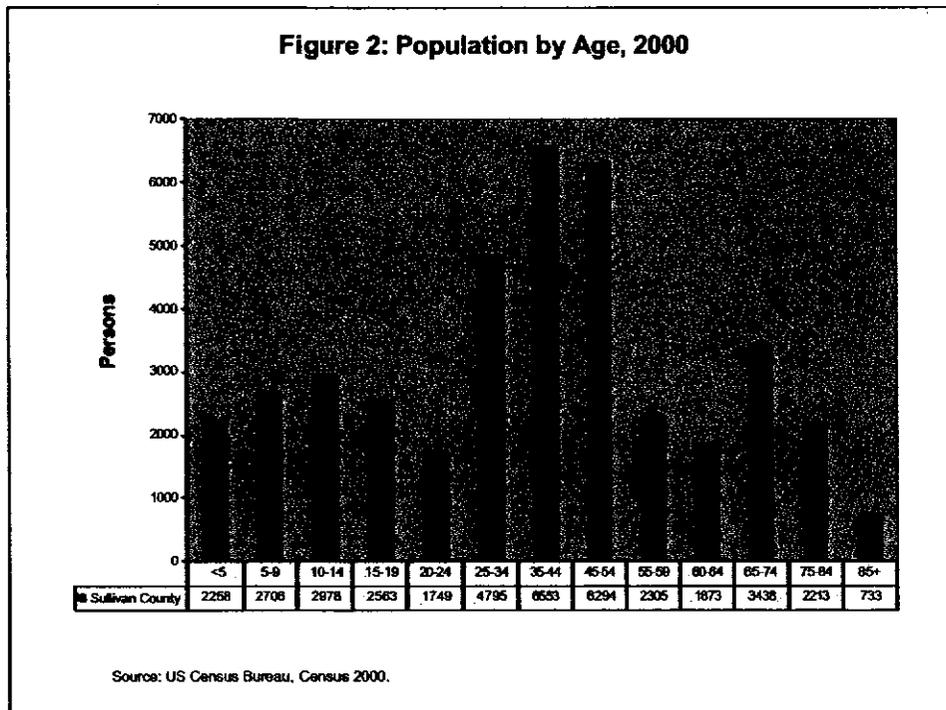


Sullivan County rural communities are increasing in their share of the County's population. In fact, the City of Claremont's population has been decreasing since 1980. Newport has experienced only modest population growth over the same period. Smaller rural communities have experienced the greatest growth in population. The towns of Springfield and Washington have experienced a population increase greater than 20 percent over the 1990s.

The racial make up of the County's population is homogeneous. About 2 percent of the total population is comprised of minorities.

Population is growing in the number of elderly. The nation's 77 million "baby boomers" are reaching retirement age. According to projections completed as part of the Upper Valley Housing Needs Analysis, elderly households within the Claremont Labor Market Area are projected to increase by about 50 percent between 2000 and 2020. Elderly

households have unique housing and transportation needs that will require attention in the coming years. Figure 2 shows the County's current population by age groups.



The New Hampshire Office of Energy and Planning (OEP) periodically develops projections of future population growth for all cities, towns and counties in New Hampshire. An important consideration in OEP's methodology is that county-level projections are controlled to state totals. In other words, they are based on the county's historical share of the state's growth and the assumption that established growth trends will remain about the same in the future. As with any data projections, particularly for smaller areas, actual circumstances and events can drastically alter the figures. Projections should be used for trend analysis only and care should be taken to review and alter the data as updated information is made available. OEP's projections were developed using a model based on past trends, including births, deaths and migration factors.

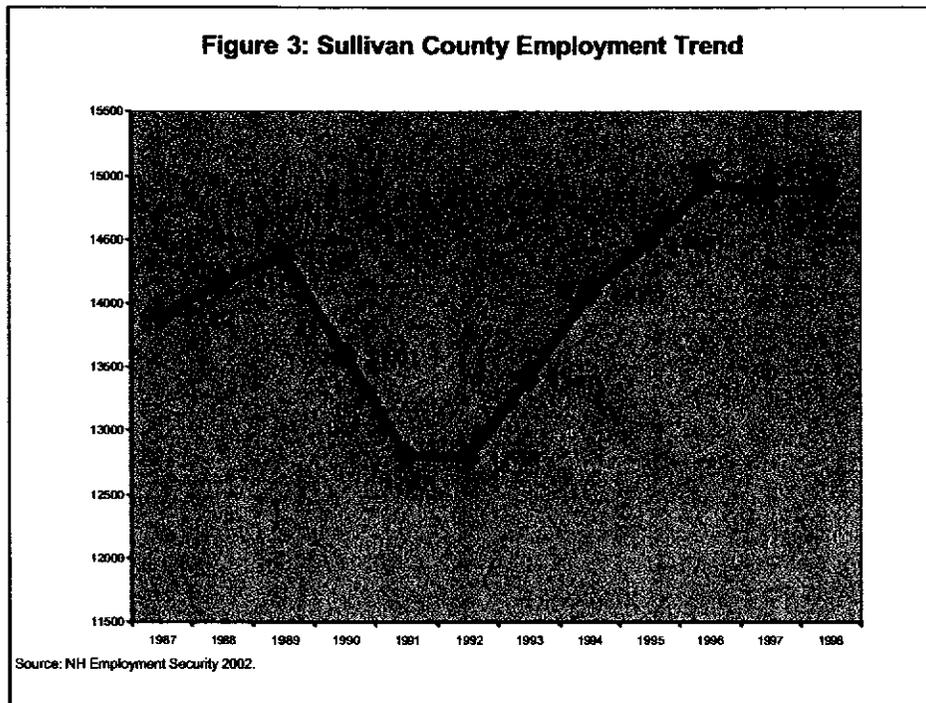
Table 1: Sullivan County Population Projections

	2005	2010	2015	2020
Sullivan County	42,091	44,324	46,604	48,654
Grafton County	86,504	91,403	94,628	98,841
Cheshire County	77,326	80,317	84,404	88,268
New Hampshire	1,311,059	1,385,562	1,455,517	1,520,566

Source: NH Office of Energy and Planning

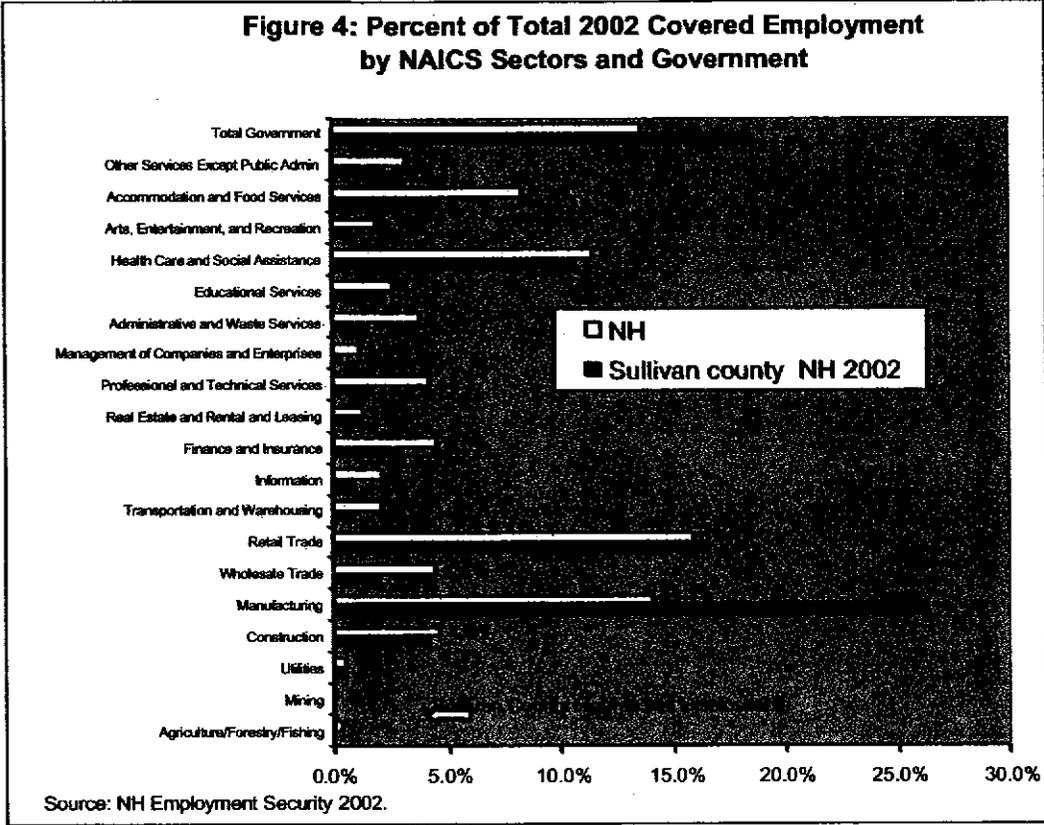
B. Employment

The Sullivan County economy can be characterized as one that is in adjustment. The Claremont-Newport area was once well known for the production of textiles, machine tools and a wide range of other manufactured products. Since that time, there has been a long-term loss of manufacturing employment due to international forces. This has led to higher paying jobs being replaced with lower paying retail and service jobs. Employment trends (Figure 3) have reflected these adjustments.



During the early 1990's, Sullivan County lost about 2,100 jobs. Most of these were in the construction and manufacturing sectors, however, most employment sectors were impacted by the downturn in the economy to some degree. Employment rebounded to 1989 levels in 1996 with little change in the complexion of the economy. Between 2000 and 2001 total average employment grew by about 2 percent. Then, between 2001 and 2002, the County lost about 300 jobs. Since the recent 1996 peak, 1,100 jobs have been lost.

Manufacturing employment accounts for 26 percent of the County's total employment, followed by Government, retail trade and health care and social assistance (see figure 4). Sullivan County, compared to other counties, has the second lowest share of the states total employment. However, the County has the highest share of manufacturing employment among all other NH counties. This heavy emphasis on manufacturing industries is contributing to a slow economic adjustment period.



Many of the manufacturing jobs lost have been replaced with lower-paying, unskilled service oriented employment, primarily in the retail trade sector which comprises about 17 percent of total employment. Still, the County has retained a sizable employment base which includes industries in high-end cabinetry, state of the art medical devices, leading edge optics, and a range of high technology machining.

Table 2: Sullivan County Key Industry Sectors

NAICS Code	Industry	Average Annual Units	Average Weekly Employment	Average Weekly Wage
332	Fabricated Metal Product Manufacturing	29	1,139	\$728.04
333	Machinery Manufacturing	13	419	\$720.37
321	Wood Product Manufacturing	14	378	\$672.53
331	Primary Metal Manufacturing	3	299	\$746.57
337	Furniture and Related Product Manufacturing	8	164	\$854.30
115	Agriculture and Forestry support Activities	9	90	\$437.26
112	Animal Production	7	88	\$374.15

Source: NH Department of Employment Security, 2002.

Table 3: Sullivan County Fastest Growing Industries 2001 to 2002

NAICS Code	Industry	Average Annual Units Employment	Average Weekly Wage
23	Construction	111	584 621.64
72	Accommodation and Food Services	55	653 224.57
238	Specialty Trade Contractors	80	379 614.59
722	Food Services and Drinking Places	46	599 218.31
	Total Government	78	2563 523.51
42	Wholesale Trade	47	282 736.29
444	Building Material and Garden Supply Stores	19	280 642.83

Source: NH Department of Employment Security, 2002.

C. Unemployment

The County workforce is considered fully employed. Unemployment rates have been consistently between 2 to 3 percent. The County is well known for their dedicated and hard-working labor force.

Such low unemployment may stifle new businesses from relocating to Sullivan County and prohibit existing business expansion.

The unemployment rate is defined as the percentage of labor force that is jobless and actively seeking work. This provides incomplete information about the labor market--many people must settle for part-time employment. Perhaps the largest problem in relying entirely upon the unemployment rate as a measure of conditions is that it assumes that all is well for those who are employed. In many instances this is false, particularly in terms of "livable wages."

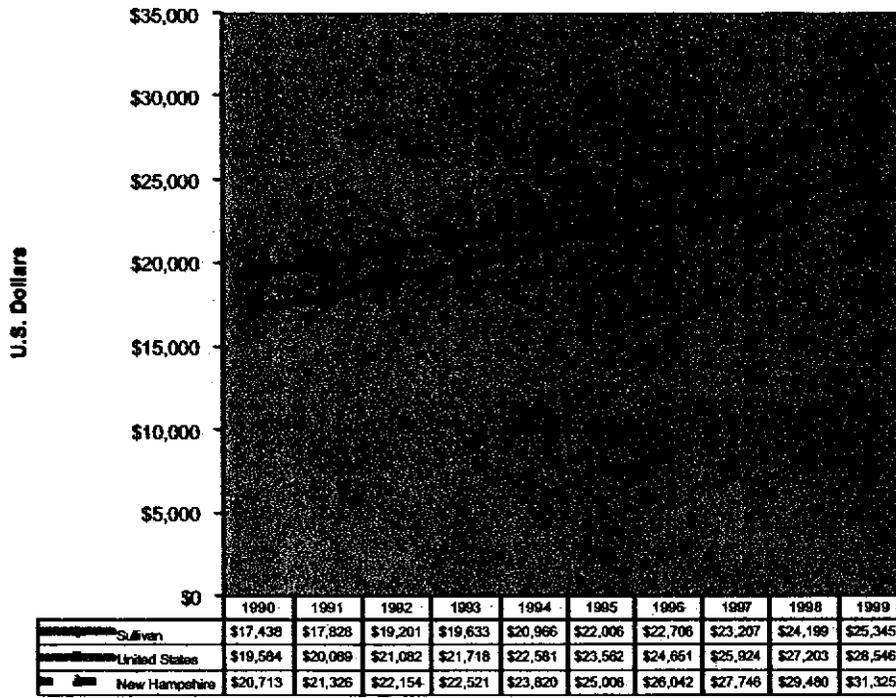
D. Income and Wages

In 1991 the PCPI of Sullivan was \$17,835 and ranked 9th in the state. The 1991-2001 average annual growth rate of PCPI was 4.6 percent. The average annual growth rate for the state was 4.8 percent and for the nation was 4.3 percent.

Income

Incomes in Sullivan County have fallen behind state and national figures (Figure 5). Sullivan County per capita personal income has fallen behind the state and national levels of the past decade (see figure). The 2001 per capita personal income (BEA) is \$28,042 up from \$27,010 in 2000. This PCPI ranked 8th in the state and was 83 percent of the state average, \$33,969, and 92 percent of the national average, \$30,413. The 2001 PCPI reflected an increase of 3.8 percent from 2000. The 2000-2001 state change was 2.1 percent and the national change was 2.2 percent.

Figure 5: Per Capita Income

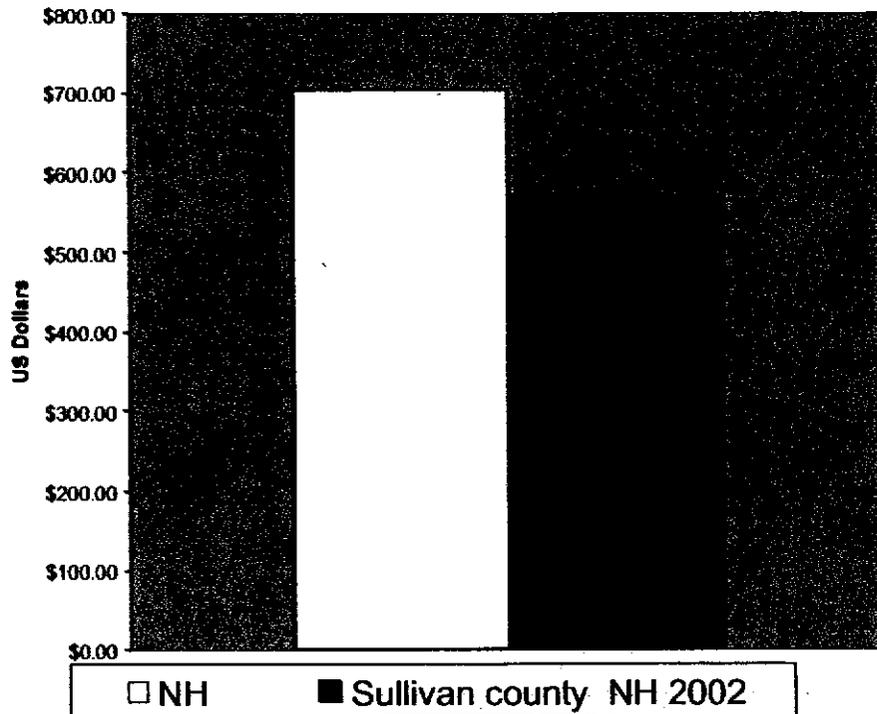


Source: Bureau of Economic Analysis.

Wages

The state of New Hampshire has higher wages as compared to the County in all but a few industry sectors. The Sullivan County total average wage for 2002 equals \$569.74, about \$134 less than the NH wage of \$703.84 (Figure 6). In fact, Sullivan County has the third smallest average weekly wage among all NH counties.

Figure 6: Total Average Wage



Source: NH Department of Employment Security. 2002.

Wages in Sullivan County's key industries also fall behind the state with the exception of Furniture, Related Products Manufacturing and Wood Products Manufacturing which pay higher than NH average wages (Figures 7 and 8).

**Figure 7: Average Weekly Wages
by NAICS Sectors, 2002**

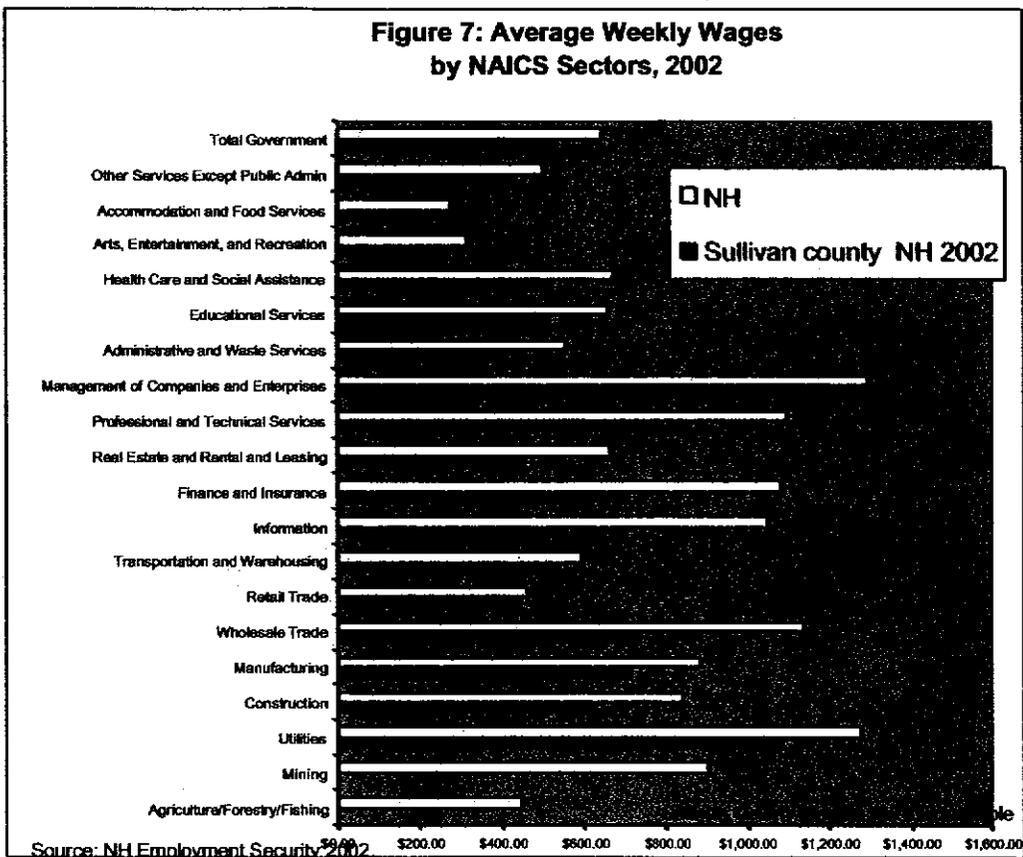
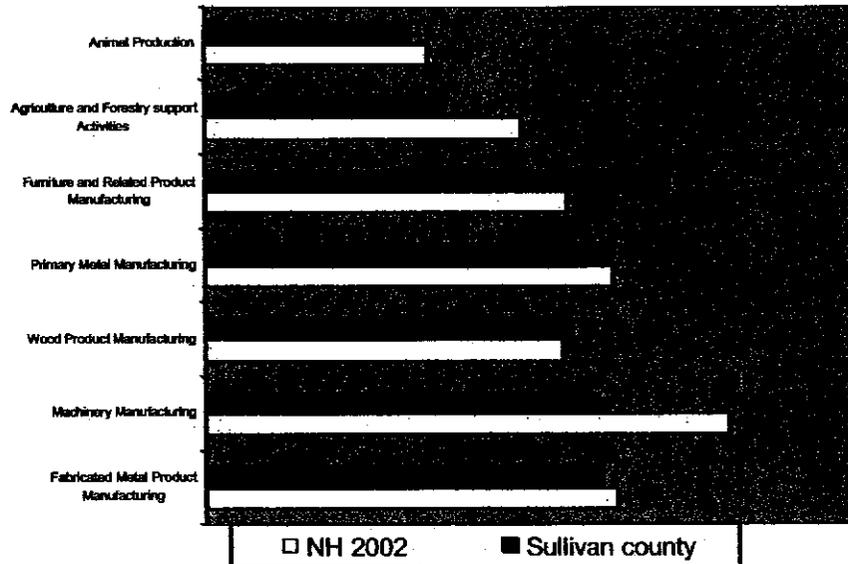


Figure 8: Key Industry Wages



Source: NH Department of Employment Security, 2002.

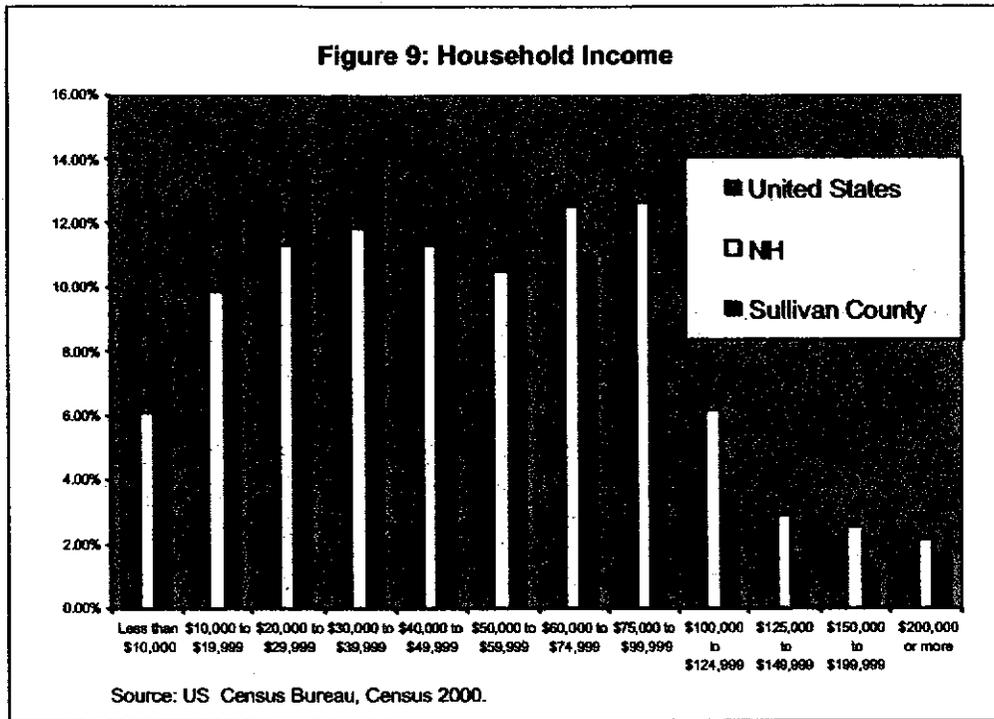
The County has relatively low state government and retail trade wages, both sectors which are large proportions of the County's total employment.

The County's highest wage sector is the Management of Companies and Enterprises, however, this is less than one percent of total employment.

The lack of sufficient high-paying jobs is a problem for Sullivan County.

Resident Household Income

The household income of Sullivan County residents is also behind the state. About 28 percent of Sullivan County households earn an income greater than or equal to \$60,000 compared to 39 percent of households statewide (Figure 9).

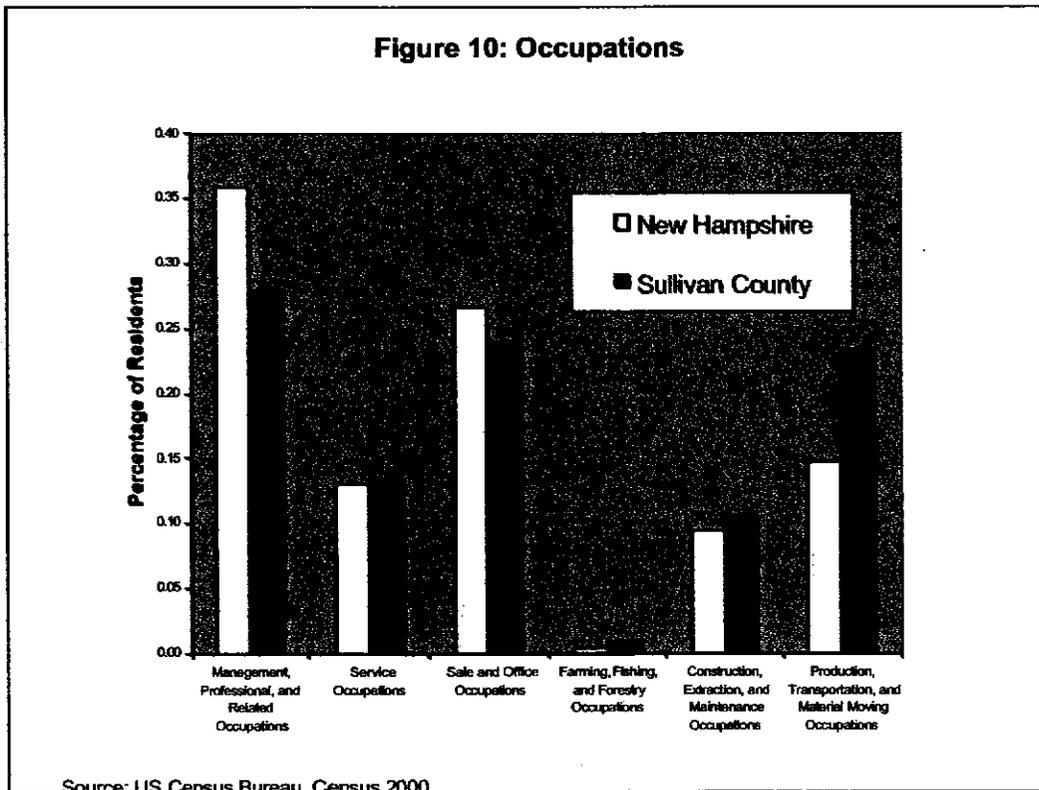


Similarly, 20 percent of Sullivan County households earn less than \$20,000 compared to 16 percent for NH households as a whole.

E. Workforce Skills and Occupations

The majority of Sullivan County residents are employed in management/professional, production/material moving and sale/office occupations (Figure 10).

Figure 10: Occupations



The primary training facilities within Sullivan County include the New Hampshire Technical College and the Sugar River Technical Center.

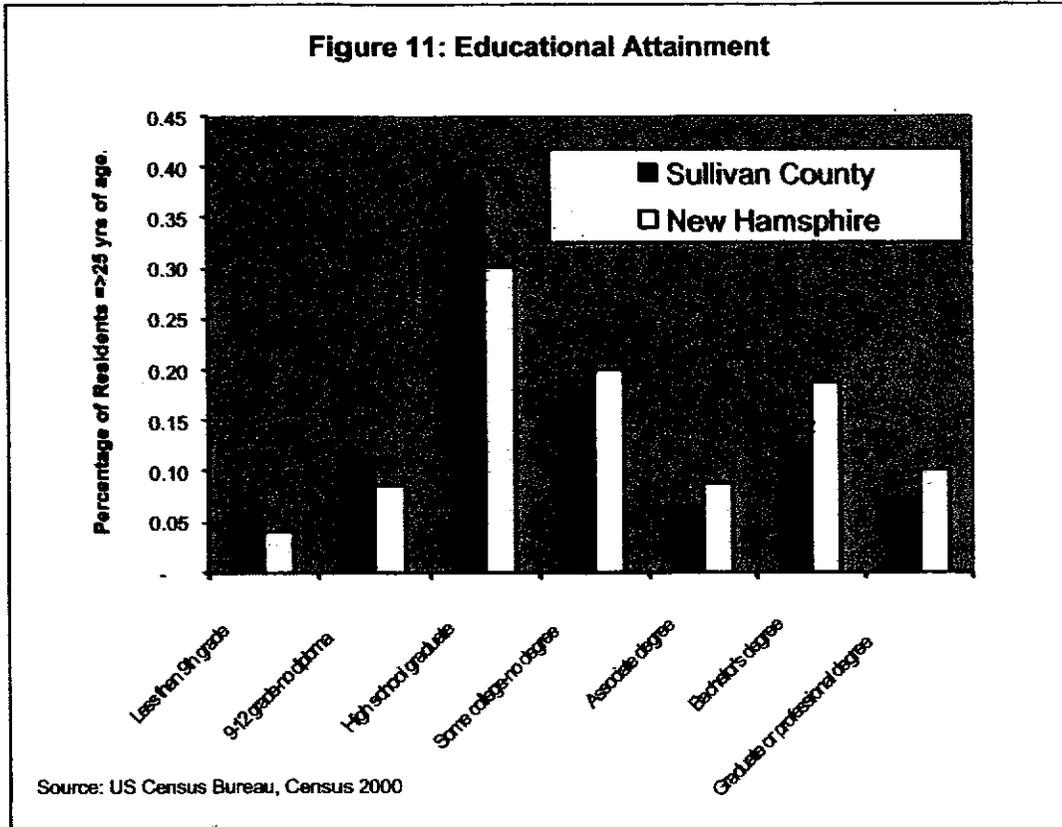
Resident skills are specialized but not particularly well matched to those demanded by employers. Many displaced worker in manufacturing industries find difficulty in utilizing their existing skills; this is contributing to underemployment.

A high level of entrepreneurialism exists within the County.

F. Resident Educational Attainment

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 industrial base. The 2000 U.S. Census data showed significant differences between the education level of Sullivan County residents over 25 years of age and the statewide averages (Figure 11). Seventeen percent (17%) of residents over 25 had not finished high school compared to thirteen percent (13%) of New Hampshire residents. Fifty-eight percent (58%) of New Hampshire residents had at least some college education compared to forty-four percent (44%) of County residents.

Figure 11: Educational Attainment



Claremont has recently won a ten-year fight to change the heavy reliance on property tax to fund local education in New Hampshire. However, it has afforded the City only limited property tax relief. Claremont has a large proportion of students in special education, which is partly to blame for an above average tax rate. This has resulted in a poor public perception of the Claremont school system.

G. Poverty

The US Census Bureau uses money and income thresholds by family size and composition to determine if an individual is “poor.” If a family’s total income is less than that family’s defined threshold, then every individual in that family is considered poor. These thresholds do not vary geographically, however, they are adjusted annually for inflation. For instance, a family of five with three wages earners and two dependents earning an annual income of \$22,000 would not be considered poor as their income exceeds the poverty threshold for this family unit (\$20,380 for 1999).

The proportion of poor individuals within the County is relatively low compared to other parts of the US such as Kentucky, Mississippi and Oklahoma. Poverty is just one measure of the individuals who try to make ends meet with an income that is less than “livable”. The number of “poor” in Sullivan County is decreasing (Table 4).

Table 4: Percentages of Individuals and Families Below Poverty

	1970		1980		1990		2000	
	Claremont	Sullivan Co.						
% Individuals Below Poverty	5.2%	10.3%	11.7%	10.5%	12.9%	9.8%	10%	8.5%
% Families Below Poverty	3.5%	7.6%	9.1%	7.8%	9.2%	6.9%	5.4%	5.2%

Source: U.S. Census

H. Historic resources

Historic preservation is the careful management of the built environment. In some cases, preservation is a tool for economic development, such as when historic resources act as an important calling card to attract new businesses, tourists and residents. In others, preservation is a way of life, with historic resources providing shelter for much of the County's population. For others, preservation is a mechanism to maintain an area's unique identity. In terms of planning, historic structures and sites are but one part of our total environmental resources and, like many others, are nonrenewable. It is the responsibility of each community to plan a program of historical and cultural protection based on local needs and desires.

I. Natural Resources-Air and Water

The physical environment and its contribution to the quality of life in Sullivan County are important features which attract both residents and visitors to the area. The physical environment includes all natural resources - air, water, soils, especially agricultural soils, forests, wildlife, minerals, and sand and gravel. The natural environment is habitat for flora and wildlife and a backdrop to our built environment. Features of the natural environment are focal points for our planning efforts as we try to maintain a balance between the natural and manmade in our development activities.

A discussion of natural resources is inseparable from a discussion of scenic resources. Natural resources are primary components of the County's scenic environment. In many cases, they are one and the same, but viewed from a different perspective. For example, an area of prime agricultural soil in agricultural use is an important natural resource that contributes to the County's economy and self sufficiency, and may also be the dominant feature in a scenic view.

Air quality is an important, but sometimes overlooked, factor which contributes significantly to the quality of life in the County. Fortunately, owing to the relatively low population density and clean industry County-wide, residents enjoy a high ambient air quality. In planning for the long-term and short-term development of the area, high standards must be set and enforced to protect this critical resource. Protecting and maintaining this high standard of quality will slow the deterioration of building materials, ensure that our crystal clear skies and long views will continue to be enjoyed, and minimize negative impacts on the health of people, animals and vegetation.

The County's water resources consist of water bodies, watercourses, aquifers and wetlands. Three major water resources, the Connecticut River, Sugar River and Lake Sunapee, are natural focal points of the planning. However, every community has its share of water resources which provide recreational opportunities, a year-round supply of water, habitat for wildlife and, perhaps, a renewable source of energy.

J. Agriculture

Both Vermont and New Hampshire have major climatic and geographic limitations for food production. Both states lack sufficient agricultural lands to support the current population. Unfortunately, national agricultural policies have not provided a stable economic base conducive to continuing agricultural activities. Many farmers have been forced to other professions and to sell their land. Preservation of farmland is more than a romantic notion. Land with a high or good potential for agricultural use is a natural resource which is being depleted and cannot be replaced. Our present food production system functions in a way that it is now more cost-effective to rely on land out of the region. However, economics change, often rapidly, as was experienced during the oil embargo in 1973. Productive land is certain to be more highly valued in the future because of this characteristic.

Protection of farmland has many benefits, including these related to development:

- ensuring that land will be available if and when the demand for local agricultural products increases;
- providing fresh products, without significant transportation costs;
- ensuring that land use will have a positive fiscal impact on the local tax base, while development may have either a positive or negative fiscal impact;
- keeping local money in the local economy;
- providing open space and scenic views while making productive use of the land;
- enhancing the County's economic development potential by being attractive to tourists and new business, because of the "rural" image.

K. Forests

Even with the relatively large amount of growth which occurred in the County over recent decades, most of the County's land area still remains under forest cover. The County's forests represent a major asset.

Nearly all of the County's land is capable of growing repeated forest crops. This represents a significant economic potential. In addition to providing a permanent supply of fuel wood, lumber and other wood products, as well as forest industry jobs, the County's forests have several functions and associated benefits. These include:

- soil stabilization, especially on hillsides. Deforestation diminishes the soil's ability to absorb and hold water and results in the erosion of slopes, sedimentation in streams and lakes, and more frequent and severe flooding;
- providing natural wildlife habitats;
- offering areas for outdoor recreational opportunities such as hiking, skiing, hunting and camping;
- acting as a screen or buffer of sights, sounds and the wind; and
- providing natural beauty and scenic views for both residents and tourists, especially in the fall.

L. Earth Resources

Earth resources, including sand, gravel, and deposits of mineral resources, such as copper, iron ore and granite, should be wisely used and managed. Local mines figure significantly in the County's history. However, there is little in the way of mining taking place in the County today.

Sand and gravel occupy a prominent place in our local economy. Conveniently located sand and gravel resources are necessities for every community. This earth resource provides construction aggregate for roads and other development activities. The deposits vary in quality, with the best found in the Connecticut River Valley, especially in glacial outwash and deposits, such as eskers, and in areas of Windsor-Unadilla, Variant-Agawam and Colton-Adams-Rumney soils. Good deposits exist along Route 10 from Croydon through Lempster, along Route 11/103 east of downtown Claremont, in Langdon south of Route 12A, along Bog Brook and the Grantham/Springfield boundary, in Meriden, and the Notch Brook/Blow-Me-Down Brook valley in Cornish and Plainfield.

Excavation is a disruptive land use, creating dust, noise, fumes and heavy truck traffic, and leaving a damaged landscape. Excavation activities may cause erosion and sedimentation, fuel spills and exposure of the water table which may, in turn, contaminate the groundwater. Thus, it is important that plans for mining and excavation operations are respectful to the environment that is so important to the County's marketability.

M. Scenic Resources

With the growth experienced in Sullivan County, the character of the Region has been changing. Residents notice not only more people, houses, shopping areas, businesses and cars, but also a loss of open fields, rural vistas and uninterrupted ridgelines. This change in our predominantly rural landscape, along with the dilution of traditional building patterns and forms by new development, has affected the County's scenic resources, an important aspect of the County's environmental quality.

Sullivan County is well known for its aesthetic and environmental quality. Much of the recent growth in the County has been attributed to these desirable qualities. The pattern of large economic centers, such as Claremont and the Hanover-Lebanon-Hartford business areas, and smaller rural and residential areas is complemented by an important but fast disappearing system of open spaces which are the aesthetic base of our landscape.

Aesthetic values are not so illusive that they cannot be identified, categorized and protected. It is desirable to do so, not only for the sake of preserving our aesthetic heritage, but also from an economic perspective.

The economic ramifications are readily apparent. A scenic area attracts tourists and sightseers who, in turn, contribute to the local and regional economies. A healthy, aesthetically pleasant environment is an important factor in new business location and business retention. In addition, property values tend to be higher where scenic resources have been protected.

The scenic resources of this region contain cultural, as well as natural components. Certain principles guide the harmonious blending of all the cultural and natural elements. These principles rest on criteria including form, balance, style, function, contrast, texture and color. From this perspective, aesthetics and scenic resources can be treated as objectively as any other area of planning.

N. Energy

Energy, its efficient use and conservation, are not the trendy topics that we were forced to be interested in during the 1970's. Today, we are not faced with an oil embargo or a new awareness about the potential energy savings which every person and business could affect. In the 1990's, there is a renewed interest in energy issues as they relate to the general role of energy in the economy, rather than in relation to a single, disruptive incident. Efficient energy use saves money and, in these tight economic times, changes in the way we use energy may be one of the best ways to structure an economic gain.

Sullivan County is an energy importer. That is, most of our energy, in the form of petroleum products, natural gas, propane gas, coal and electricity, comes from places often very far from our region. Approximately 4% of our energy demand is satisfied by energy generated within the region. Of all the forms of energy, the County's demand for

petroleum products and electricity is the greatest. Users in the County have very little control over these major sources of energy. A shift toward greater reliance on renewable resources, solar, hydropower, wind and wood, is desirable so that users could have more control of their energy sources. In the short term, such a shift would be capital intensive and would require a lifestyle adjustment for many of the County's residents. However, imported forms of energy, especially petroleum products, will become scarce, less accessible and more expensive. We are becoming more responsive to the direct environmental impacts of their use (e.g., increased air pollutant levels and green house effect), as well as less direct impacts of their use (e.g., pollution of off-shore waters, destruction of wilderness and the homeland of native people, devastation of the landscape by strip-mining or inability to dispose of radioactive waste).

We need to evaluate the environmental, economic and social impacts of our energy use and consciously shift our energy consumption to renewable and cleaner forms of energy. In so doing, we hope to become more self reliant and thrifty, in terms of energy use. However, if we do not follow this path, we will also become familiar with the real costs of energy, as our County will more fully bear the impacts of our energy choices. In the meantime, we should strive to use all energy, whether it be imported or generated within the County, in a more efficient, conserving way.

Table 5: Public Energy Producers Sullivan County

<u>Community</u>	<u>Name of Facility</u>	<u>Energy Source</u>	<u>Capacity (Megawatts)</u>
Claremont	BioElectric CoGeneration	Methane	0.085
Claremont	Hydro. Assn.	Water	0.8
Claremont	Rgnl Refuse to Energy	MSW	4.485
Claremont	Coy Paper Co. Dam	Water	0.5
Claremont	NH/VT Solid Waste Project	MSW	2.6
Claremont	Sugar R.-Broad Street	Water	?
Claremont	Sugar R.-Lower Village	Water	1.35
Claremont	Sugar R.-Sullivan	Water	.88
Newport	Sugar River	Water	0.15
Newport	Sugar River 1 Hydro	Water	Permit - 1
Springfield	Durgin & Crowell Lumber	Wood	12.5
Sunapee	Sugar River - Town of Sunapee	Water	0.75
Sunapee	Sugar River - Wendell Water	Water	Licensed - .14

MSW = municipal solid waste; cogen = cogeneration

SOURCE: Qualifying Facilities List by NH Public Utilities Commission, Conversation with VT Public Service Board.

O. Facilities

The provision of community facilities and services, and the availability of public utilities, are important elements in protecting and promoting the health, safety and general welfare of residents in the County. Being in a more rural area, the public facilities and services

) are less extensive than they might be in more urban areas. Also, the package of services and facilities available varies from town to town. Due to economies of scale, many services are offered on a sub-regional basis, involving towns inside and outside our planning region. Typical facilities, services and utilities provided in Sullivan County include education, police protection, fire protection, health care including ambulance services, emergency rescue, dispatch and hospitals, library service and solid waste disposal. Utility data has not been compiled for the whole County.

The extent and adequacy of community facilities and services, whether publicly or privately operated, play an important role by contributing to the general welfare of residents and the quality of life in a community and by attracting certain types of development to the community. Naturally, the demand is far from static. Existing facilities may become inadequate through structural deterioration or functional obsolescence and the increased and, often, new demands which accompany population growth and changes in lifestyle. Within the County, many inter-municipal relationships exist. Regional cooperation in the areas of solid waste management, transportation, education, police, ambulance and fire protection are already well established. This cooperation allows for a pooling of resources and the provision of services that would otherwise be economically prohibitive for a single community.

P. Water/sewer

) Portions of the communities of Charlestown, Claremont, Sunapee and Newport are served by public water and sewer systems. Development in all other Sullivan County communities is served with private systems.

Q. Transportation

The opening of the Concord and Claremont Railroad occurred in 1871. At the same time, the railroad and ready access to markets transformed Upper Valley towns like Lebanon, Claremont, White River Junction, Newport and other communities situated on major transportation routes from agricultural communities to industrial centers.

Major travel corridors include Interstate 91 and 89, Routes 103/11, Route 10 and Route 12A.

Newport and Claremont both have municipally operated airports with general aviation services.

Community Transportation Service provides bus service to areas within Sullivan County.

R. Housing

) There are a total of 20,158 housing units in Sullivan County according to the 2000 Census.

) The County's weak economic performance has increased the demand for affordable rental housing. The need for affordable housing would be best met through rehabilitation rather than new construction. The principal housing issue in Sullivan County has been housing quality. Prices and rents are relatively low but rising.

S. Telecommunications

One of the land uses presenting a particular challenge for communities to manage in the future is communication towers for wireless telecommunications. The maintenance of a modern and accessible telecommunications network is considered essential to the public welfare. Numerous economic, social and cultural benefits are available to communities that possess open access through communication facilities. Public safety agencies, such as emergency medical services and fire and police departments, rely on communication facilities to provide essential services.

The field of telecommunications is undergoing rapid change. Advancements in this technology have affected and will continue to affect growth in the County. Technological improvements are likely to enable people to work at home and telecommute to work or to other remote or central offices more readily. Development of alternative technologies such as use of satellites may preclude the need for communication towers in the future.

) The major physical planning issue that emerges from this wireless communications technology is the siting and construction of new communication towers. In the hilly topography characteristic of this County, towers and related facilities need to be located on the hilltops or higher elevation points in order to provide the broadest service area coverage. Yet, towers sited on these prominent vantage points often degrade scenic resources.

The Telecommunications Act of 1996 restricts the authority granted under New Hampshire law to municipalities to regulate by zoning wireless telecommunication facilities. Municipalities may not prohibit or unduly frustrate efforts to provide telecommunication facilities and must provide reasonable opportunities for location of such facilities. Municipalities should respond proactively by assessing where these facilities should be located within the municipality and by legislating under the zoning authority to implement that policy decision.

SECTION IV. POTENTIALS & CONSTRAINTS TO ECONOMIC DEVELOPMENT

The economic development needs and capacities of communities within the County vary from one to the next. The following sections discuss some of the principal economic development resources and the major development constraints confronted by Sullivan County. See the Sullivan County Economic Development Plan Matrix for more information (Table 21).

A. Principal Resources for Economic Growth

Land-The County has the advantage of the high quality of life associated with a rural landscape with many large tracts of agricultural land, while still close to several major metropolitan areas: Montreal, New York City and Boston. The White and Green Mountains offer plentiful recreation opportunities that are only minutes away.

Water-A plentiful supply of clean water within the County is a considerable asset. There are also many recreational opportunities on the numerous lakes, rivers and ponds in the County which offer boating, swimming and fishing recreation. These include the Connecticut River, Lake Sunapee, and many small lakes and ponds.

Human Resources

The following agencies are critical in the effort to enhance the development of the County:

Upper Valley Lake Sunapee Regional Planning Commission (UVLSRPC)-Organized to promote coordinated development through the provision of technical planning assistance, and through the preparation of comprehensive plans and studies.

Capital Region Development Corporation and Western Region Development Corporation-Facilitate economic prosperity consistent with the needs of their member communities by providing: Small business counseling including business plan assistance for start-up or expansions; Site selection assistance for businesses new to the County; Assistance with permitting from regulatory agencies; and Small business loans for start-ups, expansions or relocations to our region.

Workforce Investment Board (WIB)-At the state level, the WIB is addressing the challenges of creating and maintaining a skilled workforce and to connect that workforce with current employers. The Human Resources Investment Council is sponsoring two programs that address workforce issues: the School-to-Work program and regional Workforce Investment Boards. Both of these programs are taking shape in communities in the County. Workforce Investment Boards will "oversee the ongoing collaboration and long-range planning of workforce education and training programs and services in their regions".

) Other important human resources include:

Charlestown Economic Development Authority (CEDA)

Claremont Development Authority (CDA)

Economic Corporation of Newport (ECON)

Claremont Main Street

Adult Technical Education

New Hampshire's regional technical centers provide adult services and training. They are also available to companies for employee training and retraining. There are facilities in Newport and Claremont. These programs must be enhanced and utilized to increase the competitiveness of the County's workforce.

Infrastructure

Industrial Buildings & Parks

The decline in the machine tools industry in Claremont and Newport has left a vacuum of economic activity that economic development groups in the County are working to fill. The former Mills are being managed by regional and city development corporation as space for new businesses and small industries.

) The reuse of existing facilities creates less of a burden on municipal services such as water and sewer because these facilities have the ability to utilize existing infrastructure or are in locations where infrastructure may be easily expanded. In addition, focusing economic development efforts in vacant industrial buildings or in downtown areas can allow for the preservation of surrounding open lands and the maintenance of the rural landscape.

Several industrial parks are located in the County. Most of these have been filled or are close to capacity. While industrial parks do not generally fit into traditional New Hampshire land use patterns, they may attract businesses to the County that may not be appropriate for downtown locations.

The UVLSRPC is compiling a commercial and industrial site inventory for Sullivan County. This inventory includes all existing commercial and industrial in planning parks. This project is designed to enhance the capabilities of all concerned with economic development within the County.

Transportation

Rail Service-There are two rail lines operating within the County. They include: the New England Central Railroad, from Massachusetts to Canada; and the Claremont Concord Railroad in Claremont. Rail companies need new offload sites, additional customers and connectivity with other regions. There is tourism potential here as well.

Interstate Highway-A major area resource is the proximity of the interstate highway system-Interstates 91 and 89.

Airports-There are two airports within the County and several neighboring facilities located outside the area, all of which serve the County's population. Within the County are the Claremont Airport and Parlen Airport and Lebanon Airport.

Communications

Claremont is home to a major telecommunications portal which is currently underutilized. Increased usage of this fiber optic line would have a positive impact on the number and quality of jobs within the County.

Cultural Resources

The area's cultural resources are primarily located around the Upper Valley. Dartmouth College and the Dartmouth-Hitchcock Medical Center are located just outside of the County but have contributed greatly to the cultural diversity and uniqueness of the region. The Montshire Museum in Norwich, VT, American Precision Museum in Windsor, VT, the Hood Museum of Art and the Hopkins Center for Performing Arts together in Hanover, NH provide a diverse assemblage of activities. Furthermore, the Dartmouth Library is a regional attraction that offers a broad range of resources. In addition, Sullivan County has cultural resources of its own, such as the Claremont and Newport Opera houses.

B. Principal Constraints to Economic Growth

Limited Public Transportation

Employment opportunities are available in the Hanover-Lebanon area to the north. However, no public transportation is provided to make this commute. Frequent public transportation is limited outside the Upper Valley population center. This makes it difficult for those that are unable to commute via passenger car (elderly, disabled, low income and the young) to reach employment in surrounding towns. Transit providers (Stagecoach, Advance Transit and Town and Village Bus) have made tremendous progress in accessing much of this demand, however there is still much work to be done before these stranded groups of our population are mobile. Community Transportation Services operates limited bus services within the County. But, improvements to inter and intra Sullivan County transit is needed as a resource to the workforce.

Cost and Availability of Housing

Housing costs and its availability to moderate and low-income families is not only a major obstacle for those residents currently dealing with the issue, it also has a large influence on an industry's decision whether or not to relocate or expand in the County.

Workforce Availability & Skills

Due to the nature of economic growth, many of the jobs that are available are low skilled. These jobs pay lower wages and underutilize a workforce that has skills better suited for manufacturing jobs that are no longer available. A major challenge is to prepare workers with the skills needed to afford them higher paying jobs. This is particularly true for the growing number of technology-related businesses in the County. Technology changes are happening so rapidly, it is difficult for the workforce to keep pace with the necessary skills. Likewise, the County is experiencing a "graying" of the workforce as many of those with strong technical skills retire. Skill gaps are also a problem throughout the County.

The workforce of the White River Junction, VT and Lebanon, NH area is fully employed. This poses a problem when manufacturers contemplate moving into the area and must determine whether there will be an adequate workforce to suit their needs. Still some sub-areas have unemployment rates that are much higher, near the state and national averages.

Limited Inventory of Land and Buildings for New Employers

The County has industrial parks and buildings available for new employers but this inventory is dwindling and/or presents major challenges to redevelopment. Several of the underutilized industrial/commercial buildings are Brownfields and/or have high costs to redevelop or rehabilitate. Most of the old mill buildings are much larger than a typical company is seeking and therefore require costly subdivision. Most of the companies looking to expand are seeking quality, existing space for lease. This is an impediment to keeping the business we have as well as attracting new ones. In addition, most of the industrial parks have only a few, smaller size lots remaining. The cost of land for development and the cost to develop them are high.

Transportation Infrastructure

The State of New Hampshire continues to grapple with truck transportation issues statewide. The lack of a fully developed east-west highway route has put the burden of large truck traffic on many secondary highways which impact this County. This, coupled with the condition of many bridges and roads in the County, is an impediment to more development. Although the County has rail, much of the rail infrastructure needs costly improvements to make it fully accessible to freight and passenger service. Therefore, developing alternative modes of transportation is a challenge throughout the County.

Although the County is served by two airports, and neighboring airports, regular commercial air service is limited. Commercial service from Lebanon airport, adjacent to the County, is not reliable and often limited by weather. This is an impediment to keeping and attracting new business dependant on air transport for customers and personnel. The global nature of business requires regular access to major domestic and international markets. The lack of a good commercial airport has been a detriment.

C. Evaluation of Potentials & Constraints

It is the goal of the CEDS Committee to make connections between the County's opportunities and assets (potentials) to address the threats and weaknesses (constraints) that confront economic development when developing projects.

For example, through the Committee's analysis it was determined that skilled labor is essential to maintain a healthy economy and facilitate future business growth. Many maintain that this is the largest factor in business relocation decisions. However, a skilled workforce requires more than training. It also requires diverse job opportunities. In order to address this issue the Committee matched our education facilities and their experience, with our creative entrepreneurs to identify a well-suited economic development option for mitigating this issue. The result is several Sullivan County business incubator projects proposed to address these needs.

This same type of analysis was used to determine many of the projects that address the goals and objectives of the County. The following section describes the vision, goals and objectives of the Committee.

SECTION V. VISION

The County leaders recognize that the region has a number of unique characteristics that provide the opportunity for a high quality of life. Like other parts of New Hampshire, Sullivan County is blessed with a display of mountains, lakes, open fields, and villages. It has a rural setting, a clean environment, and access to a variety of natural resource-based activities. The County's residents have excellent access to their natural environment. Yet they also have good access to culture, technology and transportation.

Many residents fortunate enough to take advantage of this quality of life are committed to extending the same opportunities to others seeking to live in the County. It is the Committee's overall objective to help foster a healthy business climate for the County, characterized by cooperation between the public and private sectors, that will nurture a diverse and sustainable economy. In order to continue fostering this economic climate, efforts must be focused on maintaining and enhancing existing economic resources, such as housing, labor, child care, infrastructure and income, and continuing to develop new economic resources that increase the potential for greater income and diversity in the County.

A. Strategy Development

This is a critical element of the CEDS process, providing a framework for public and private decision making and the basis for an Action Plan. In order to develop a vision and mission statement, the CEDS Committee maintains a needs analysis to identify the opportunities and threats unique to the County, which have relevance to economic development. (See Section IV).

The vision statement, goals and objectives comprise the foundation for the County's Action Plan that contains activities and projects that respond to the development potentials and constraints of the regional economy. A public meeting and information session held on April 29, 2004 provided the basis for the CEDS vision, goals and objectives. Comments on draft vision, goals and objectives were gathered during the July 15, 2004 public input meeting. Revisions were made according to public comments before prioritizing the goals at the August 19, 2004 CEDS Committee meeting.

B. Vision

A diversified and healthy economy that supports strong communities and a high quality of life while balancing economic growth with the preservation of natural, cultural, scenic and recreational resources.

C. The Mission of the CEDS Committee:

To guide economic development actions within Sullivan County through an inclusive and coordinated process that is regional in scope; and to support development activities that leverage the County's assets for the benefit of the residents and the region.

E. Goals and Objectives

The overall objective of regional economic development planning is to improve the growth possibilities of the regional economy by either enhancing the comparative or absolute advantage of the region to export products, or improving opportunities and conditions for intraregional trade. How a municipality or region achieves these objectives will characterize the general "quality of life" and the area's attractiveness to employers and residents. This is a complex process, as housing, childcare, public policy, and resource availability, among other factors, must be balanced to achieve an environment which nurtures business and supports community values.

There are three general ways local government may influence economic development. They are:

1. Infrastructure development (water, sewer, transportation, communications);
2. Development and support of public and private institutions such as regional planning commissions and development corporations; and
3. Creation of public sector policies related to land use, taxation, education and other topics.

There are five basic economic development strategies that are universal. They include:

1. Keeping dollars inside the community or region by supporting the intraregional exchange of goods and services;
2. Supporting existing employers by helping them thrive and expand in the community;
3. Encourage new employment opportunities and entrepreneurship within the region;
4. Recruit outside industries, which are consistent with community-wide economic development goals and increase the median income; and
5. Local and regional planning.

In order to achieve the development strategies stated above, the CEDS Committee has developed the following goals and objectives with an eye toward the County's assets and constraints. The goals are presented in priority order. CEDS Committee members were each given three votes to identify their top three goals. Only one vote was permitted per goal. Votes were tallied and ranked in highest, high and priority groupings (see below). Twenty-four CEDS Committee members participated in this process.

Highest Priority Goals

Goal 1: Protect the County's environmental and social quality by balancing development with preservation. (10 votes)

Objectives:

1. Develop programs that support agricultural and forest management.
2. Use existing public programs to preserve open space.
3. Support Internet-based enterprise.

4. Identify appropriate areas for future development.
5. Support the continuation of the current use tax program.
6. Examine state taxing policies as they relate to impacting growth in rural communities.
7. Explore environmentally sound ways to dispose of solid waste.
8. Develop and preserve recreation opportunities including trails, opportunities for youth, concerts on the green, and Arrowhead ski area.
9. Support a strong social and cultural base.
10. Develop and nurture community spirit.
11. Support arts and cultural activities as a critical element of the regional economy.

Goal 2: Market Sullivan County as a whole. (9 votes)

Objectives:

1. Market Sullivan County's good transportation access and cultural and recreational resources.
2. Identify Sullivan County qualities that are attractive to others and develop creative vision as marketing tool.
3. Obtain planning grant to market and promote Sullivan County.
4. Investigate tourism opportunities.
5. Develop strong image of innovation, conservation and preservation as part of marketing theme (could be Precision Valley theme).

Goal 3: Direct development toward locally designated village and urban centers, and industrial parks, in order to support existing businesses, attract new businesses to the region, and stimulate downtown/village revitalization and development. (8 votes)

Objectives:

1. Define growth center and gain consensus within County about growth centers.
2. Support the adequate supply of industrial and commercial parks in accord with local and regional plans.
3. Give priority for water, sewer and transportation improvements within growth centers.
4. Encourage and preserve development in town and village growth centers.
5. Discourage sprawl/strip development.
6. Create incentives to encourage investments in downtowns and historic properties.
7. Enhance streetscapes in villages and downtowns.
8. Support downtown and village revitalization.

Goal 4: Encourage, support and strengthen the development of a balanced, diverse and healthy economy. (6 votes)

Objectives:

1. Study the linkages among industries e.g., farms and agriculture suppliers such as tractor sales, seed and fertilizer.

2. Develop a plan to better understand business clusters to enhance markets for existing businesses.
3. Support business and industry that increases regional income, enhances regional income multiplication and improves the comparative advantage of the region's export products i.e., support key industries.
4. Study the pressures causing the loss of manufacturing jobs and seek to provide a "level playing field" for manufacturing industries.
5. Support worker and employer transitions as regional economies adjust.
6. Attract and support industries that utilize existing workforce skills.
7. Concentrate resources on entrepreneurship in emerging industries.
8. Support increased technology transfer in the County.
9. Encourage the adequate supply of Eco-Industrial Parks.
10. Enhance tourism, particularly eco-tourism.
11. Support technology incubators.
12. Maintain agriculture and forestry as important components of the regional economy.
13. Investigate value-added uses for underused agricultural and wood products.
14. Support cultural and educational industries.

High Priority Goals

Goal 5: Develop more housing options by promoting the sufficient availability of adequate, safe and affordable primary housing for residents of the County, including those with special needs. (5 votes)

Objectives:

1. Support the development of sufficient housing to support a growing workforce.
2. Encourage new initiatives to keep housing affordable and allow the development of new housing.
3. Encourage public-private partnerships to rehabilitate housing stock.
4. Provide the infrastructure necessary to support new housing within growth centers and logical extensions thereof.
5. Establish housing rehabilitation and adaptive reuse programs throughout the County.
6. Educate all facets of the community- employers, government, residents- about the need for and ways to support affordable housing development.
7. Encourage the application of the cluster housing concept and other conservation designs.
8. Educate municipalities about housing density and land use controls that support well-suited compact development.
9. Balance the proximity of housing, jobs and services.
10. Develop senior housing within growth centers and villages.

) **Goal 6:** Fully maximize use of existing systems and buildings to the greatest extent practical. (5 votes)

Objectives:

1. Maintain and expand knowledge about existing industrial and commercial sites, including the identification of empty buildings and their availability.
2. Facilitate movement of people and goods through enhancement of existing public rail and roadway systems.
3. Support existing public transportation providers.
4. Better market existing telecommunications capacity.
5. Better utilize physical and social infrastructure in the Claremont, Newport, Springfield and Windsor areas.
6. Support the redevelopment of the County's downtowns and villages.
7. Plan for flexible business space to be located near transportation corridors.
8. Support alternative energy.
9. Support growing elderly population.

Goal 7: Support and maintain the existing business base. (5 votes)

Objectives:

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1. Support the existing business base as a priority over recruiting new business.
 2. Assist in the identification of new markets and technologies for mature industries.
 3. Support agriculture and forestry as important elements of the region's quality of life and working landscape.
 4. Help businesses exploit export opportunities.
 5. Support innovation.
 6. Enhance and expand access to affordable capital.
 7. Recruit and retain business in key industry (export-oriented) sectors.
 8. Facilitate expansion of existing businesses through the RDC.
 9. Support the expansion of environmentally and socially responsible tourism and recreation facilities.
 10. Support small businesses and cottage industries.
 11. Maintain sufficient workforce size as the population ages.

Goal 8: Coordinate all regional economic development activities. (4 votes)

Objectives:

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1. Maintain a regional approach to economic development planning.
 2. Minimize parochialism among communities, organizations and businesses.
 3. Assist communities with economic development plans and programs.
 4. Create and maintain a diverse group of interests on the CEDS Committee.
 5. Increase opportunities for the Economic Development Administration to become involved in the Sullivan County CEDS process.
 6. Engage municipalities in the CEDS process.
 7. Create mechanisms for regional coordination.

8. Develop linkages between regional CEDS and local and regional government and planning.
9. Cooperate with the Lebanon-Hartford area.
10. Instill a positive “can do” attitude about the County’s economy.

Goal 9: Promote socially and environmentally conscientious development by using public investment to that end. (4 votes)

Objectives:

1. Direct public investments towards growth centers.
2. Encourage natural resource-based businesses that are environmentally sound.
3. Encourage “green” business development through tax incentives, finance programs and certification programs.
4. Educate public about the benefits of buying “green” and locally grown and made products.
5. Encourage tourism that complements environmental protection.
6. Develop and promote image for the County as home for environmentally and socially responsible businesses.
7. Promote energy efficient business, industry and practices.

Goal 10: Maintain and improve existing systems consistent with current technology and local and regional growth objectives. (4 votes)

Objectives:

1. Develop rail sidings, intelligent transport systems and intermodal transport systems.
2. Expand telecommunications capacity throughout County consistent with local and regional plans.
3. Support programs designed to create lower cost power.
4. Support alternative energy supply programs such as co-generation and solar.
5. Increase availability and lower costs for high-speed Internet access.
6. Support the development of park and ride lots to alleviate traffic congestion.
7. Support and plan for the implementation of new wastewater technologies.

Priority Goals

Goal 11: Maintain and enhance a globally competitive workforce by supporting and creating employment opportunities for the County’s population, including the un- and under-employed. (3 votes)

Objectives:

1. Continue to support the development of all regional technical education centers.
2. Enhance educational opportunities for our communities and their residents.
3. Continue to enhance and better integrate educational activities in workforce development.
4. Facilitate sufficient and affordable quality day care opportunities.

5. Empower and develop capacity of NH Work Force Investment Board.
6. Improve public transportation to link the workforce with jobs.
7. Facilitate new work-at-home or home-based business opportunities.
8. Support education-based business incubators, especially with links to existing higher education institutions and bio-medical fields.
9. Ensure adequate supply of affordable flexible space for start-up businesses.
10. Pursue and secure sources of business development capital.
11. Better understand and evaluate (define and document) current workforce characteristics and needs, with an immediate focus on measuring underemployment.
12. Attract new businesses and retain existing ones that capitalize on County's assets.
13. Maximize access to distance learning opportunities.
14. Support and create workforce employment opportunities that pay "livable wages."
15. Utilize available workforce in the Claremont, Newport, Springfield and Windsor areas as their regional economy adjusts.
16. Support arts and cultural activities.
17. Support the County's medical facilities by training the workforce with needed skills.
18. Create and maintain employment and educational opportunities for the youth of the region.

Goal 12: Infrastructure expansion to serve economic development should be directed to growth centers and industrial parks. (2 votes)

Objectives:

1. Attract and obtain capital to improve municipal water and sewer systems.
2. Assess and adaptively reuse abandoned buildings and brownfields.
3. Assist in facilitating transportation connections between employment centers.
4. Support new public transit routes where needed, possible connection with Hanover-Lebanon area.

Goal 13: Facilitate the development of local capital improvement programs so that future expansion and maintenance of infrastructure won't place undue hardship on communities. (1 vote)

Objectives:

1. Identify, seek and strengthen sources of capital for infrastructure and transportation enhancements.
2. Improve local capital planning capabilities.
3. Develop and expand bicycle/pedestrian facilities throughout the County to improve connectivity.

SECTION VI. ACTION PLAN

A. Introduction

The Sullivan County CEDS Action Plan melds traditional cultural values with new technologies to maintain and enhance current infrastructure as well as economic development potential. The action plan is a five-year plan for the completion of projects that address the strengths, weaknesses, opportunities and threats observed during the CEDS committee's community outreach. The action plan is consistent with the goals and objectives developed through the 2003-2004 CEDS process.

Goals provide the basis for developing an action plan. This plan has two primary components: 1) prioritization of programs and activities, and 2) an implementation schedule. It is a plan that outlines how to achieve our goals developed in the CEDS process. Below is a project listing developed by the CEDS Committee through a series of work sessions and public hearings. These programs and activities will be updated annually with a full review in 2009.

B. Process

The CEDS Committee encourages the submission of projects from anyone having an interest in the advancement of Sullivan County. All submissions will involve the completion of a Project Profile form to the *Upper Valley Lake Sunapee Regional Planning Commission*. All Project Profile forms will be accepted. The CEDS committee will assist all parties in the accurate and complete submissions of the documents. All projects related to the economy of Sullivan County are strongly encouraged.

All projects that are to be included in the CEDS as a Project Priority must meet two threshold criteria: (1) they must have a sufficient level of detail to permit them to have a budget, and (2) they must be at an adequate level of maturity to ensure their implementation within five years. If these criteria are not met, the Committee has the option to place a project on a Project Development list. Those Projects placed on the Project Development List may be eligible for inclusion as a Project Priority once the appropriate planning has been completed.

All Project Profile forms shall be reviewed by the Action Plan Committee first for consistency with the goals and objectives of the 2004 Sullivan County CEDS. Then, the project shall be evaluated based on the needs addressed by the project, the project's impact, and project's feasibility. Scoring the projects on each of the three categories will be related to the criteria listed on the following page. There selection criteria are based on the goals of the 2004 CEDS. The increase in jobs and/or businesses is important. However, impacts to the quality and character of Sullivan County will also be evaluated.

The Action Plan Subcommittee will complete scoring of the Project Profile Forms. A minimum of twice yearly scoring will otherwise be undertaken. All scoring will follow standard ethical guidelines. The CEDS Committee's staff will disseminate all Project Profile Forms. Any member of the Action Plan Subcommittee submitting a Project Profile form, or involved with a Project Profile Form, shall announce this to the Action Plan Committee and withdraw from the scoring of that Project. Due to the open nature of the process of evaluation, limitations are place on the act of scoring, not on discussion.

) The Action Plan Subcommittee will then present the Action Plan to the CEDS Committee for endorsement.

C. Priority Selection Criteria

(Score 0-5, 5 highest)

1. Needs Addressed by the Project
 - A. The needs for the Project are well stated. (Implementation and planning projects may be a vehicle to gather data and formulate the design for a project.
 - B. The solutions proposed are appropriate for the proposed Project.
 - C. The Project budget follows commonly accepted business practices.
 - D. The Project meets local and/or regional planning priorities, by fostering new and existing business within Sullivan County.
 - E. The Project demonstrates potential to raise the median income of residents within Sullivan County.
 - F. The Project encourages Social Diversity.
2. Project Impact
 - A. The Project responds to the needs documented above.
 - B. The Project provides direct and long lasting benefit.
 - C. The Project opens new opportunities to low-income persons.
 - D. The Project provides benefits to the community through arts, cultural and recreational support.
 - E. The Project appears to be cost effective.
 - F. The Project responds to the creative economy.
3. Project Feasibility
 - A. The process of implementing the Project starts within one year.
 - B. The Project has a realistic implementation schedule.
 - C. The Project benefits are realistic.
 - D. Cost estimates are appropriate and justified.
 - E. The Project will have realistic and measurable outcomes.

D. Implementation Schedule

) The Sullivan County CEDS Committee will implement its economic development program by fully utilizing their staff resources and will also seek to create new partnerships with other public and private groups at the local, state, and federal levels. See Table 7 for the Priority Project List and Table 8 for the Project Development List for those projects in their development stage.

E. Planning Funds

) The CEDS Committee determined through their visioning and goal setting process that the CEDS would benefit from planning grants, needs assessments, and feasibility and marketing studies. As such, those studies will be considered for inclusion as a Priority Project for funding. Those requests, which are not appropriately designed or are submitted incomplete, would be assigned to the Project Development List.

SECTION VII: EVALUATION

The CEDS annual evaluation assists the CEDS Committee and EDA in better understand the effectiveness of the CEDS process in achieving the highest economic priorities of the County. The Evaluation Subcommittee uses performance measures to complete an annual evaluation of the process in January of each year. This process is the result of a County-wide analysis of employment, housing, infrastructure and economic diversity as they relate to CEDS goals. It measures how well the CEDS process implements the most important development goals of the County in both qualitative and quantitative terms. Various data sources are used together with our local understanding of regional economic interactions to evaluate how well the Sullivan County CEDS priority goals and objectives are being met. Information is examined in terms of its change relative to the CEDS goals.

Below are draft evaluation criteria related to some of the larger development issues confronted by Sullivan County. The Evaluation Subcommittee has scheduled the first evaluation for 2006.

A. Evaluation Criteria by Goal

Goal 1: Protect the County's environmental and social quality by balancing development with preservation.

- Zoning changes or other efforts intended to preserve open space and/or direct development to designated growth areas.

Goal 2: Market Sullivan County as a whole.

- Quality and quantity of marketing efforts in Sullivan County.

Goal 3: Direct development toward locally designated village and urban centers, including industrial parks, in order to support existing businesses, attract new businesses to the region, and stimulate downtown/village revitalization and development.

- Increase in public transit, park-and-rides and ridesharing, to improve linkage between available housing/land and jobs.

Goal 4: Encourage, support and strengthen the development of a balanced, diverse and healthy economy.

- County's industry mix as reported by NH Department of Employment Security
- Unemployment

Goal 5: Develop more housing options by promoting the sufficient availability of adequate, safe and affordable primary housing for residents of the County, including those with special needs.

- Evidence of heightened awareness of the need for affordable and workforce housing, i.e. discussions of issue by regional organizations, presence on planning commission agendas.

Goal 6: Fully maximize use of existing systems and buildings to the greatest extent practical.

- Number of redevelopment efforts.

Goal 7: Support and maintain the existing business base.

- Employment Growth
- Number of businesses assisted with financing.

Goal 8: Coordinate all regional economic development activities.

- CEDS subcommittee Participation Rates
- Full CEDS Committee Participation Rates

Goal 9: Promote socially and environmentally conscientious development by using public investment to that end.

- Number of new public policies that support socially and environmentally conscientious development.

Goal 10: Maintain and improve existing systems consistent with current technology and local and regional growth objectives.

- Number and quality of infrastructure improvement in the County.

Goal 11: Maintain and enhance a globally competitive workforce by supporting and creating employment opportunities for the County's population, including the un- and under-employed.

- Available Daycare
- Average Annual Wages in Sullivan County
- Percentage of Area families receiving transfer (TANF) payments
- Employment Growth in Higher Wage Categories

Goal 12: Infrastructure expansion to serve economic development should be directed to growth centers and industrial parks.

- Location of infrastructure improvements.

Goal 13: Facilitate the development of local capital improvement programs so that future expansion and maintenance of infrastructure won't place undue hardship on communities.

- Number of communities with capital improvement programs