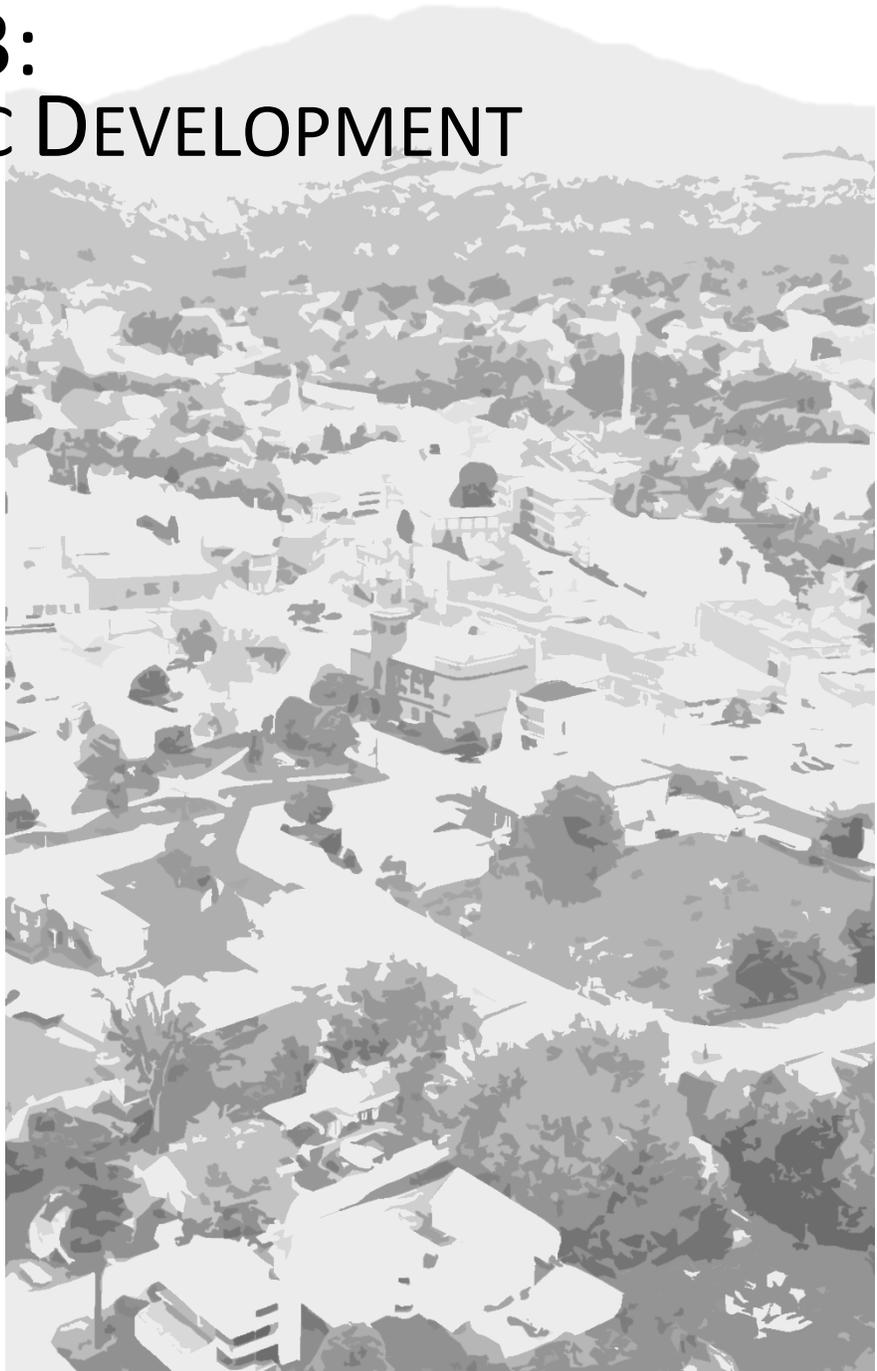


CITY OF CLAREMONT MASTER PLAN 2017

CHAPTER 3: ECONOMIC DEVELOPMENT



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

Chapter 3: Economic Development

Vision

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



North Country Smokehouse Construction 2017, Syd Clarke Park

Introduction

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

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

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

Current Conditions - Analysis

Employment History

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

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

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



National Field Representatives Construction 2017, Maple Avenue

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

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

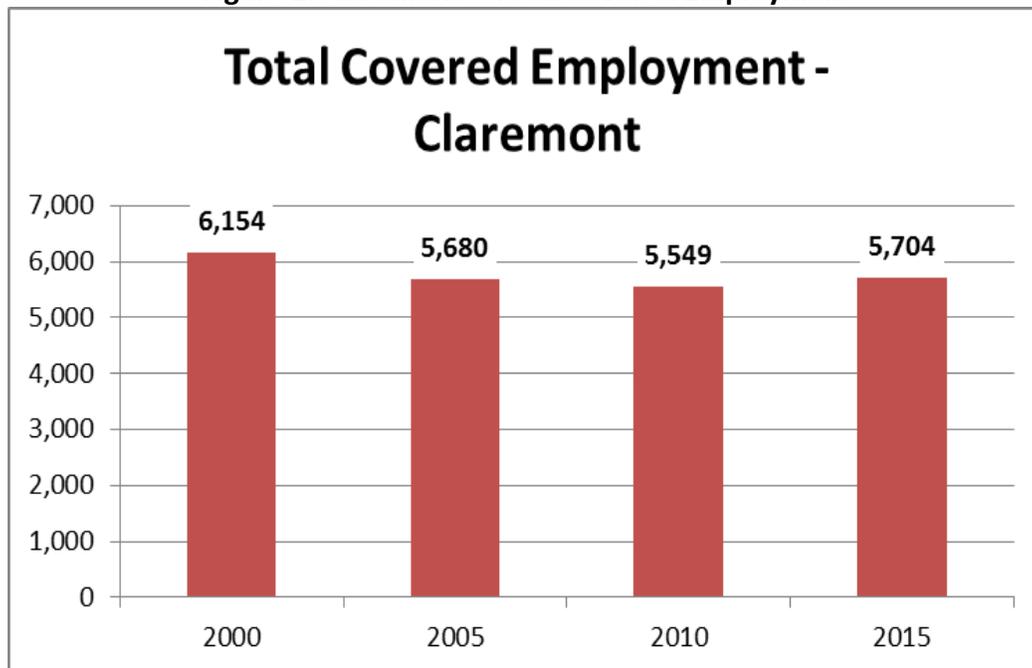
Table 1 shows four periods of total employment change for the City of Claremont. Figure 1 graphs total employment during the same periods and impact of the recession in 2010.

Table 1: Claremont – Covered Employment & Wages

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

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

Figure 1: Claremont – Total Covered Employment



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

Industry Concentration

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

Table 2: Claremont – Covered Employment and Wages

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

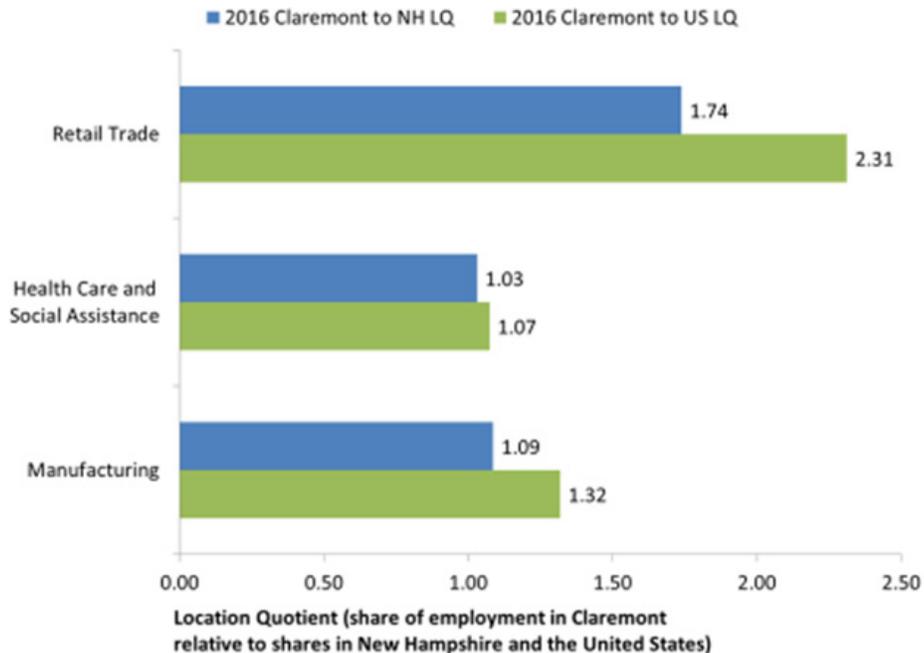
Source: Economic and Labor Market Information Bureau, NH Employment Security
Based on data collected by the Quarterly Census of Employment and Wages (QCEW) program
n = data do not meet disclosure standards

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

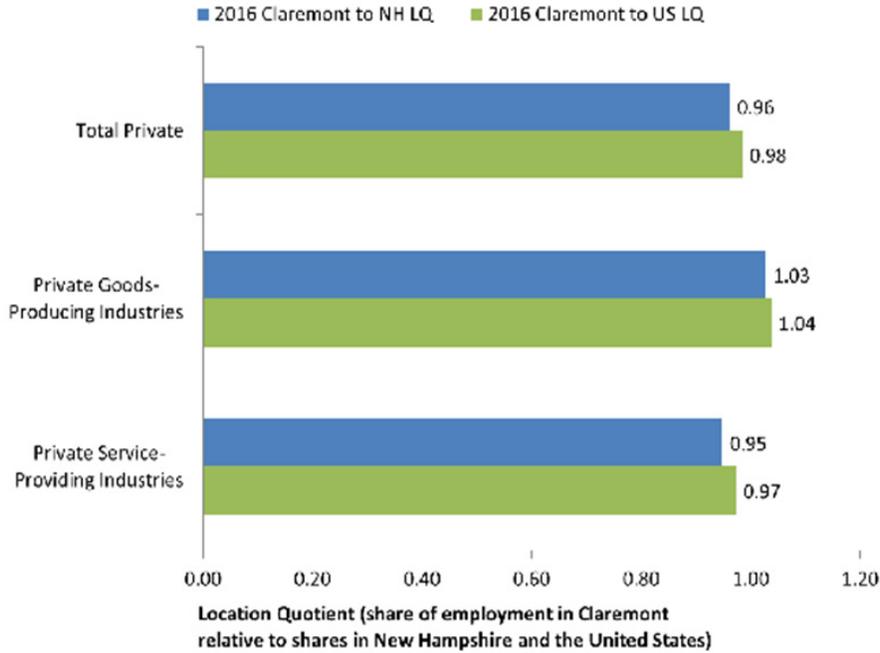
Comparison Goods and Services Providing Industries - Location Quotient

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

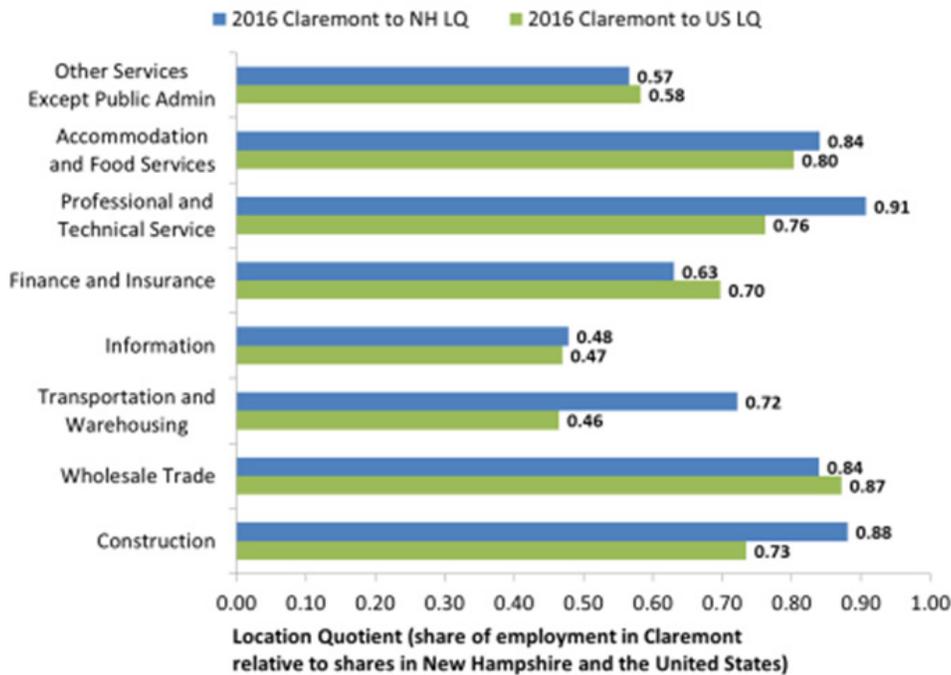
Employment in several industries, especially Retail Trade and Manufacturing, continues to be more heavily concentrated in Claremont than in New Hampshire as a whole; Retail Trade and Manufacturing are much more concentrated in Claremont than in the United States as a whole



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



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



Major Employers

Table 3: Summary of Major Employers in Claremont

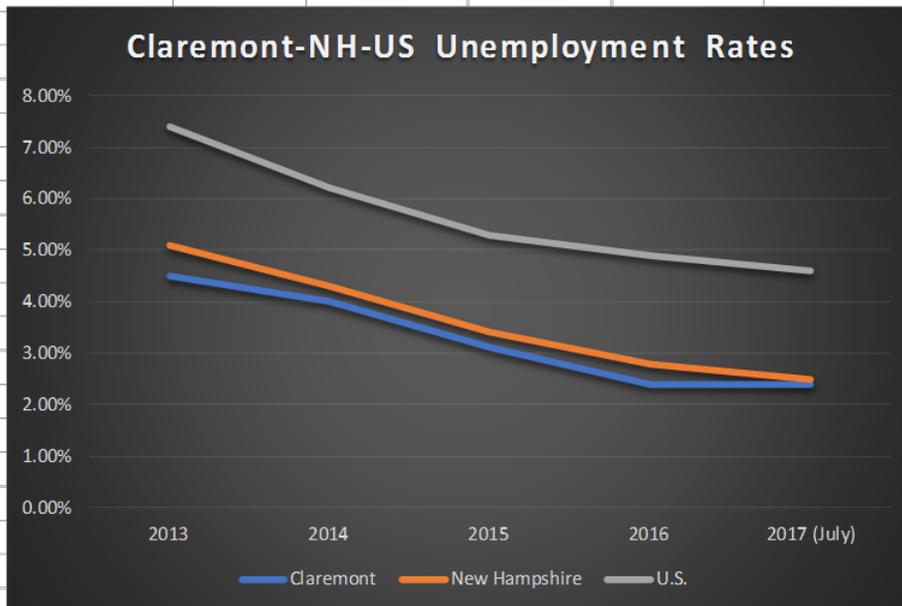
EMPLOYER	PRODUCT/SERVICE	EMPLOYEES	ESTABLISHED
Claremont School District	Education	440	1867
Valley Regional Health Care	Health Care	251	1893
Wal-Mart	Retail	217	1993
National Field Representatives	Mortgage Services	161	1989
CANAM Group	Manufacturing	154	1995
City of Claremont	Municipal Services	152	1762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

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

Labor Unemployment and Underutilization

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

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



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

Labor Underutilization

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

Education and Employment

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

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

Table 4: Education Attainment, US Census

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

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

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

Figure 3: Median Household Income and Education Attainment

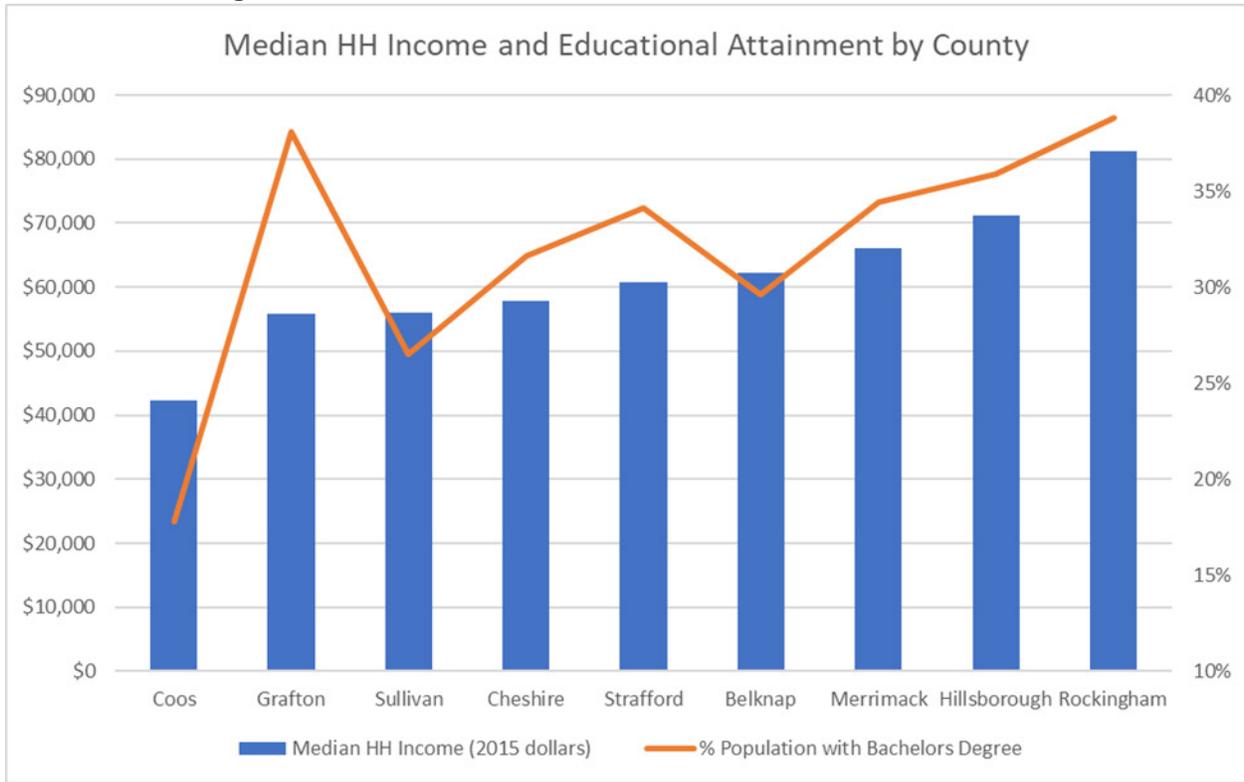
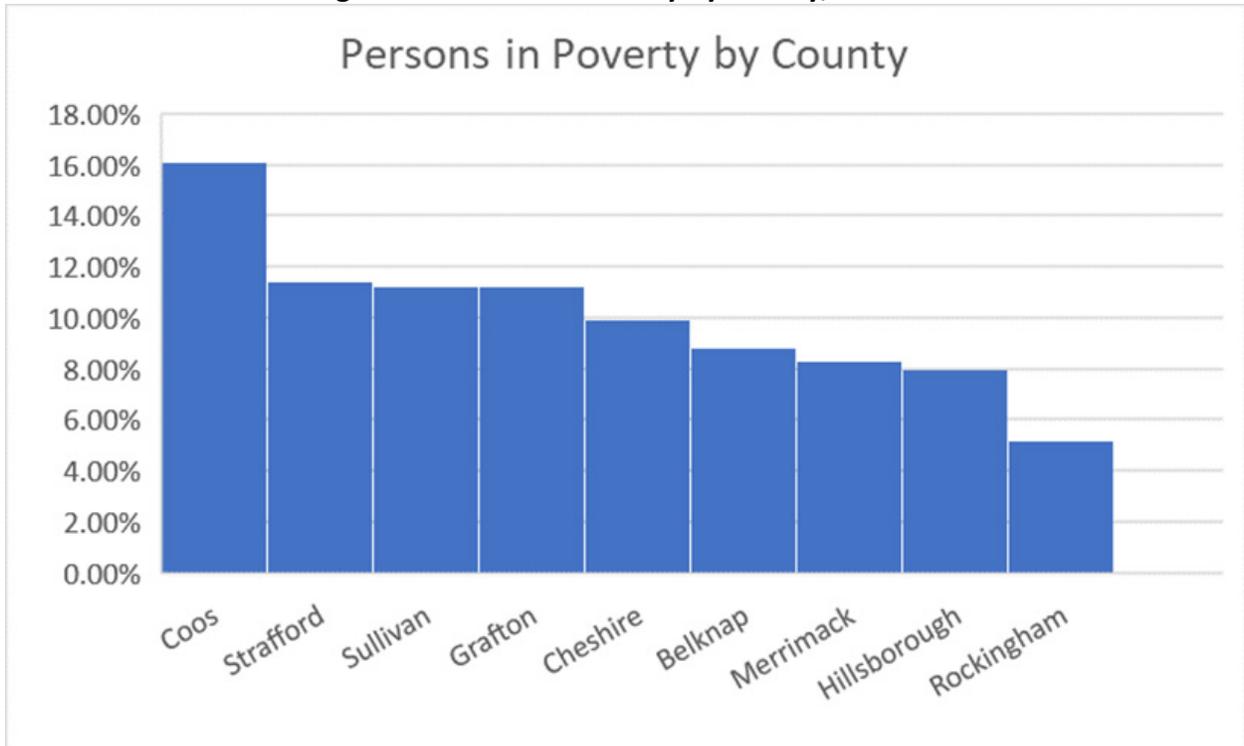


Figure 4: Persons in Poverty by County, Percent

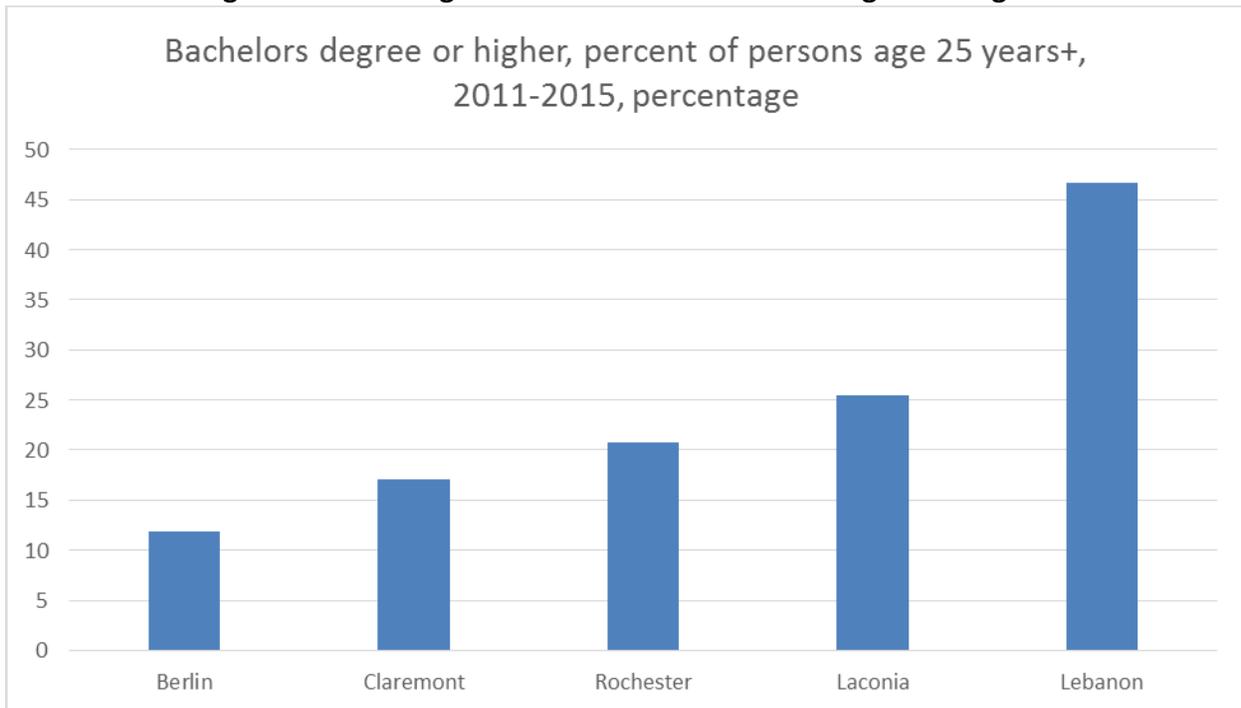


Percentage of persons in poverty generally follow a similar pattern across NH counties (see Figure 4). When these figures are compared among communities of similar size and history, as opposed to counties, the correlation is not as consistent (See Table 5 and Figure 5).

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

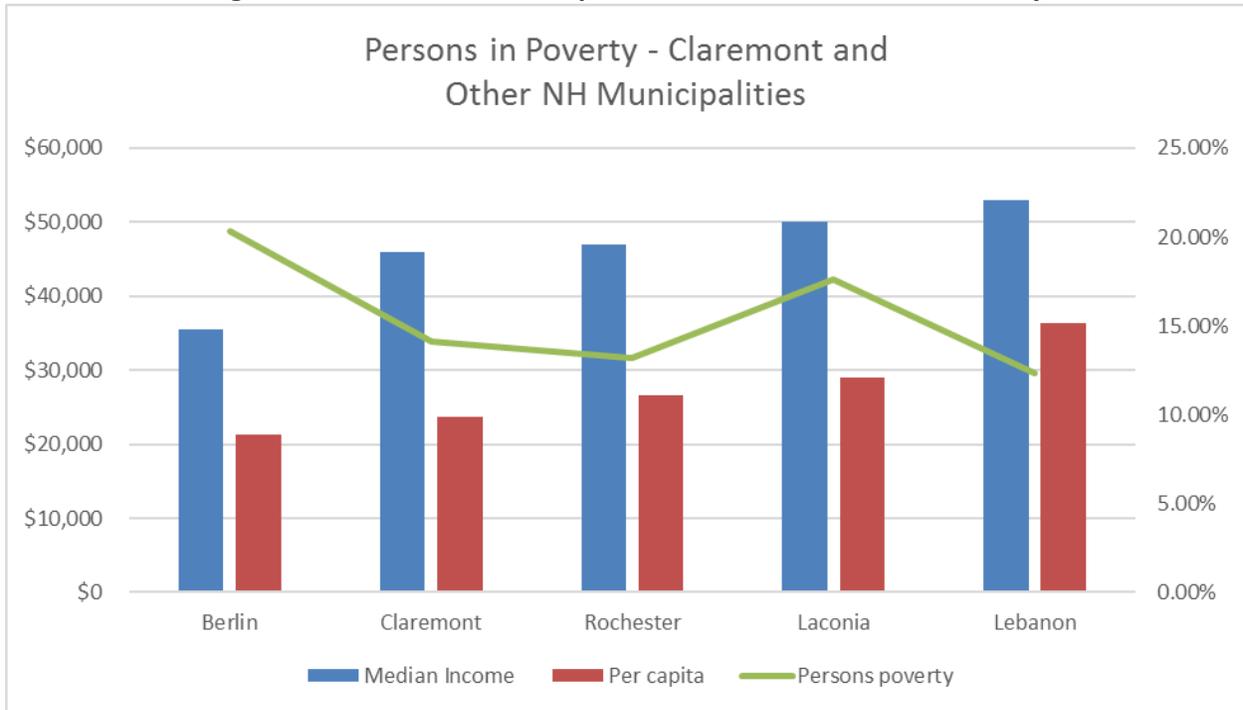
	Berlin	Claremont	Rochester	Laconia	Lebanon
Median Income	\$35,523	\$45,859	\$46,979	\$50,000	\$53,004
Per Capita Income	\$21,348	\$23,690	\$26,580	\$28,958	\$36,370
Persons In Poverty	20.30%	14.10%	13.20%	17.60%	12.30%
Persons with Bachelors Degree+	11.8%	17.1%	20.8%	25.4%	46.7%

Figure 5: Percentage of Persons with Bachelors Degree or Higher



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

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



Commuting Patterns

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



NH Industries and Davis Frame

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

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

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

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

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

See Appendix B for the commuting pattern breakdown.

Community Assets

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

Claremont Development Authority Industrial Parks

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

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

Infrastructure

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

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

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

The City maintains 126 miles of roads.

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

Public Transportation, Amtrak, General Aviation Claremont Airport

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

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

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

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

River Valley Community College/Granite State College

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

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

Valley Regional Hospital

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

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

Parks & Recreation

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

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

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

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

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

Fiske Free Library

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

Non-Profit and Community Service Organizations

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

2016 Focus Group and Survey Results

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

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

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

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





The Ink Factory Project 2017, 13 Water Street

- Trash-free and cleanliness
- Walkable

Uses identified included:

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

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

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

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

- School system/perception/reputation
- Codes/processes

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

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

- Personal safety

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

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

Among other survey questions relative to economic development:

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



Mill District

Goals

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

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

Business Retention/Expansion and Business Recruitment

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

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

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

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

Action Items:

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

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

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

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

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

Action items:

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

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

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

Action items:

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

Action items:

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

Action item:

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

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

Innovation/Entrepreneurship and Small Business Development

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

- Objective 1.1: Technical assistance, education and training

Action item:

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

- Objective 1.2: Access to capital and financing alternatives

Action item:

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

- Objective 1.3: Workspace and real estate needs

Action item:

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

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

Action item:

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

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

Goal 2. Create a positive business climate and community attitude

Action item:

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

Goal 3. Increase academic resources

Action items:

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

City Center

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

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

Action items:

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

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

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

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

Action items:

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

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

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

Action items:

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

Action items:

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

Action items:

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

Arts and Culture

Goal 1. Create a Claremont arts council to:

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

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

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

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

Action Items:

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

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

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

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

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

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

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

Creative Community Metrics*

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

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

Appendices:

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

Appendix A: New Hampshire Economic Conditions Extra – May 2009

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

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

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

Appendix C: Creative Industries in Sullivan County, NH

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