

Strafford Regional 2011-2016 Comprehensive Economic Development Strategy

Local Solutions for the Strafford Region

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As part of the adoption process for Local Solutions for the Strafford Region Strafford Regional Planning Commission chose to readopt the Strafford Regional 2011-2016 Comprehensive Economic Development Strategy. This document was subject to a 35 day public comment period along with the rest of Local Solutions for the Strafford Region.



Strafford Regional 2011-2016 Comprehensive Economic Development Strategy

Volume 1

Acknowledgements

The 2011-2016 Comprehensive Economic Development Strategy (CEDS) for Strafford Region owes its funding to the willing and active leadership of Strafford Economic Development Corporation Executive Director Dennis McCann. Mr. McCann garnered both financial and participant support on behalf of the Strafford Region.

The 2011 Strafford Regional Comprehensive Economic Development Strategy Committee is constituted of thirty individuals representing a variety of interests including: municipal, business, state, regional, nonprofit, and education interests. The CEDS committee has met monthly and has had a direct and continuous role in formation of the document. In particular, the Strategy Committee has adopted a vision, goals and objectives; discussed regional data maps; conducted a Strengths Weakness Opportunities Threats (SWOT) analysis; designed a project solicitation process; and approved the final document. The CEDS Strategy Committee will now have the primary role of implementing the 2011-2016 CEDS and evaluating the results. A list of the Strategy Committee members with their affiliation is listed below.

Strafford Regional CEDS Strategy Committee Members

Name	Affiliation	City/Town/Region	Representing
Dan Barufaldi	Dover Business and Industrial Development Authority Economic Development Director	Dover	Public
Alan Brigham	Economic Development Administration Representative for Maine and New Hampshire	Federal	Public
Mike Burns	BCC Network Integration	Strafford	Private
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Glenn Coppelman	NH Community Development Finance Authority Economic Development Director	State	Public
Warren Daniel	NH Small Business Development Center Seacoast Regional Manager	Durham	Public
Christine Davis	NH Dept. of Resources and Economic Development Business Resource Specialist	State	Public
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Jennifer Flannery	Community Partners Development and Communications Coordinator	Region	Non-Profit
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John Hall	Profile Bank, Executive Vice President	Rochester	Private
Robert Jaffin	Educator, Lecturer, Author	Rochester	Private
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Name	Affiliation	City/Town/Region	Representing
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Without the active participation of the Strategy Committee members, this plan would not have been achieved. Strafford Regional Planning Commission is grateful to all of the stakeholders who attended meetings, who participated in focus interviews, and who provided comments and worked with staff during this twelve month development process. Together we have made a plan that we can implement.

On behalf of Strafford Regional Planning Commission we would like to thank Dr. Ross Gittell for his presentation on the “New Hampshire and Strafford Economic Outlook” annual meeting on Thursday, May 26th, 2011. Dr. Gittell announced Strafford Regional Comprehensive Economic Development Strategy draft and the public comment period along with valuable information about the New Hampshire and Strafford County economy. Professor Gittell, PhD. is the James R. Carter Professor of Management at the University of New Hampshire’s Whittemore School of Business and Economics. The presentation can be found on page 64 to 77 of the appendices.

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Strafford Regional Planning Commission appreciates the support and counsel we received from the CEDS funding partners. A special thanks to Mr. Alan Brigham, EDA, Region 1, Economic Development Representative for Maine and New Hampshire, and Mr. Glenn Coppelman, Economic Development Director for NH Community Development Finance Authority for the advice and time they provided to staff, creating the possibility for a successful completion of the first Strafford Regional CEDS.



Strafford Regional Planning Commission Staff

Executive Director Cynthia Copeland has taken primary responsibility for preparing the 2011-2016 CEDS, in particular the goals and objectives, forming and bringing together the involvement of the CEDS Strategy Committee, and seeking input from state, regional, and local leaders. Dan Camara provided additional assistance with GIS mapping and research. Marilyn Barton assisted with coordination tasks, organization of the meetings and recorded meeting minutes. Michelle Auen assisted with research and data analysis, interviews, project solicitation, coordination tasks, and document preparation. Kyle Pimental provided support with communications through articles in SRPC newsletter, press releases and postings on the website, and formatting of the document. Linda Osburn was responsible for the grant management and report preparation. Essential editing support provided by Cynthia Copeland, Marilyn Barton, and Linda Osburn. Finally, thank you to the Strafford Regional Planning Commission members for their support throughout this condensed planning process.

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Dr. Charlie French, Extension Associate Professor, Community & Economic Development, provided valuable insight and experience in regards to agenda development and meeting facilitation, environmental scan process, visioning, development of goals and objectives and benchmarks. Thank you for always being available when we needed guidance through this process.

Carsey Institute at the University of New Hampshire

University of New Hampshire Carsey Institute provides valuable information on Northern New England indicators sites for states and counties from a variety of federal and state agencies. These include the U.S. Bureau of Census, Bureau of Economic Analysis, Bureau of Labor and Statistics, and State Departments. This information was critical in creating this document. The Carsey Institute conducts national and regional policy research on vulnerable children, youth and families and on sustainable community development.

Indiana University's Kelley School of Business

Indiana Business Research Center at Indiana University's Kelley School of Business provides the web based service STATS America. This initiative is funded in part by the U.S. Commerce Department's Economic Development Administration and Indiana University. The data is provided from hundreds of data sets from federal and state sources, along with some commercial and private source data.

Purdue University Center for Regional Development

Purdue University Center for Regional Development provides valuable information on Industry and Occupational Clusters. Staff at the Center generously provided assistance in generating an Industry Cluster and Occupational Cluster graphs for Strafford County.

Innovation in America Regions

Innovation in America Regions is a web based service maintained by the Indiana University Kelley School of Business through the STATS America site. The site provides tools to guide the strategic discussions about industry and occupation clusters leading to the development of regional strengths. This project was funded by the U.S. Commerce Department's Economic Development Administration with Purdue Center for Regional Development, the Indiana Business Research Center at Indiana University's Kelley School of Business, and other research partners.

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Forward

The Economic Development Administration

The mission of the Economic Development Administration, an agency of the U.S. Department of Commerce is:

To lead the federal economic development agenda by promoting innovation and competitiveness, preparing American regions for growth and success in the worldwide economy.

History

The Economic Development Administration (*EDA*) was established under the Public Works and Economic Development Act of 1965 (42 U.S.C. § 3121), as amended, to generate jobs, help retain existing jobs, and stimulate industrial and commercial growth in economically distressed areas of the United States. EDA assistance is available to rural and urban areas of the Nation experiencing high unemployment, low income, or other severe economic distress. In fulfilling its mission, EDA is guided by the basic principle that distressed communities must be empowered to develop and implement their own economic development and revitalization strategies. Based on these locally and regionally developed priorities, EDA works in partnership with state and local governments, regional economic development districts, public and private nonprofit organizations, and Indian tribes. EDA helps distressed communities address problems associated with long-term economic distress, as well as sudden and severe economic dislocations including recovering from the economic impacts of natural disasters, the closure of military installations and other Federal facilities, changing trade patterns, and the depletion of natural resources.

Investment Priorities

The EDA provides regions with both technical and financial assistance. Projects are reviewed within the parameters of a competitive grant process. All projects are evaluated to determine if they advance global competitiveness, create jobs, leverage public and private resources, can demonstrate *readiness and ability to use funds quickly and effectively* and link to specific and measurable outcomes.

To facilitate evaluation, EDA has established the following investment priorities:

- **Collaborative Regional Innovation**
Initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths. Initiatives must engage stakeholders; facilitate collaboration among urban, suburban and rural (including Tribal) areas; provide stability for economic development through long-term intergovernmental and public/private collaboration; and, support the growth of existing and emerging industries.

- **Public/Private Partnerships**
Investments that use both public and private sector resources and leverage complementary investments by government/public entities and/or non-profits.

- **National Strategic Priorities**
Initiatives that encourage job growth and business expansion in clean energy; green technologies; sustainable manufacturing; information technology (e.g., broadband, smart grid) infrastructure; communities severely impacted by automotive industry restructuring; natural disaster mitigation and resiliency; access to capital for small and medium sized and ethnically diverse enterprises; and, innovations in science, health care and alternative fuel technologies.

- **Global Competitiveness**
Investments that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets.

- **Environmentally-Sustainable Development**
Investments that encompass best practices in “environmentally sustainable development,” broadly defined, to include projects that enhance environmental quality and develop and implement green products, processes, and buildings as part of the green economy.

- **Economically Distressed and Underserved Communities**
Investments that strengthen diverse communities that have suffered disproportionate economic and job losses and/or are rebuilding to become more competitive in the global economy.

The Comprehensive Economic Development Strategy (CEDS)

The CEDS is a document containing a process of analysis, an economic road map, and an action plan with the purpose to generate economic investment and improve community infrastructure and services. Certification of this document by the Economic Development Administration (EDA) will allow the Strafford region and its communities to qualify for grant funding from various EDA grant programs. Projects identified in this document may be eligible for EDA funding.

The CEDS is designed to bring together the private, non-profit and public sectors to create a roadmap to strengthen regional economies. Regional planning commissions are responsible for developing and implementing a CEDS for their region. The regional planning commission for Strafford County is Strafford Regional Planning Commission. The first step in the CEDS process is appointing a –Strategy Committee” with representation from the public, non-profit and private sectors. The Strategy Committee is responsible for developing and revising the plan, and overseeing implementation of the plan. It must represent the main economic interests of the region.

There are two types of CEDS reports: the five-year plan (and its updates) and the annual reports.

The original five-year plan and its successive updates include the following:

1. CEDS Planning Process: a description of the planning process
2. CEDS Background Information: An analysis of the regional economy using available data and research
3. CEDS Vision: An expression of the region’s aspirations
4. CEDS Action Plan: An account of the regions goals, objectives, benchmarks, and project priorities over the next five years
5. CEDS Implementation and Evaluation: An outline of the plan’s implementation and method for measuring progress on priority projects and meeting the CEDS overall goals

During the interim years, the annual reports track the progress toward meeting the economic development goals and completing priority projects in the CEDS. The annual report will document economic changes in the region and possible changes in priorities.

The Annual Reports include:

1. Adjustments to the CEDS: changes in planning process, structure, or strategies
2. Evaluation: Progress towards priority projects
3. Goals evaluation: Overall progress in meeting regional goals
4. Implementation Schedule: Timeline of activities for the upcoming years

CEDS Goals and Objectives, Regional Expectations

The goals, objectives, benchmarks and strategies were developed during the Strategy Committee meetings and with the additional help of these individuals: John Hall, Robert Jaffin, and Lin Tamulonis. Guidance was provided by Dr. Charlie French.

The goals, objectives and strategies relate to important subject areas of the CEDS that the Strategy Committee developed during the SWOT analysis and environmental scanning processes.

Action Plan

The CEDS Strategy Committee developed the Action Plan incorporating the vision, goals and objectives, benchmarks, and project sections. The Action Plan covers a period of five years and is broken down into:

- Short term (one to two years)
- Medium term (two- five years)
- Long term (5+ years)

The terms provide a timeframe for projects and a structural guideline for identifying priority projects: projects and services that address the region's greatest needs and will best enhance the region's competitiveness in the New England, United States and global economies.

Implementation

Strafford Regional Planning Commission and the Strategy Committee seek to evaluate the original 2011-2016 plan for the purpose of determining success in meeting both regional goals as well as EDA priorities. The implementation will be fairly broad in addressing each of these areas, while specific enough to quantify the results as noted by the Strategy Committee.

The 2011 planning process embraced a *grass-roots* process involving as many participants within the region as possible. The development of tools to measure the implementation process, such as participant surveys, visioning sessions, and Strategy Committee meetings, will be coupled with the development and updates of supporting statistical data. Strafford Regional Planning Commission will market the CEDS plan and process to business associations, nonprofits, municipalities, and community groups to reinforce the importance of the CEDS planning process and relevance of EDA to the future economic growth of the region.

Performance Measures

The final chapter of the CEDS contains the measures that have been defined to quantify or qualify the implementation of the CEDS. These performance measures are organized by subject area.

Executive Summary

Economic Development Needs

Severe job loss in Strafford County in the manufacturing sector (almost 2000 jobs between 2001-2005), and the ensuing emergence of retail trade as the largest employment sector, pushed economic development stakeholders to begin discussions concerning the preparation of a Strafford Comprehensive Economic Development Strategy (CEDS) as there was no CEDS for the Strafford region of New Hampshire. The region's economic development stakeholders viewed these trends as a call for regional solutions that would benefit unemployed, dislocated, and low-income workers, and attract capital investment. These trends were further compounded by subsequent job losses incurred during the December 2007 – June 2009 recession.

Looking towards the future, Strafford region is uniquely positioned to benefit from its largest single employer, the University of New Hampshire, and its relative shelter being in the midrange for economic performance in the state of New Hampshire. The Strafford Regional 2011 -2016 CEDS focuses on its distinct education advantage that creates an economic advantage for business and professional services, for green ventures, and for advanced manufacturing. The location of the University of New Hampshire in the Strafford region draws additional economic growth and encourages business recruitment. With the region's higher than average young adult population, businesses are attracted to the region, and as in the past, many successful businesses have been launched from basements and garages in the Strafford region. Additionally, the Strafford region functions as key gateway from the higher cost Boston metro and southern NH regions to the high amenity attractions of the Lakes and White Mountains in northern NH.

Support for Strafford CEDS

With active support from the New Hampshire Department of Resources and Economic Development, NH Business and Finance Authority, NH Community Development Finance Authority, NH Charitable Foundation, Strafford Economic Development Corporation (SEDCO) and Wentworth Economic Development Corporation (WEDCO) the Strafford Regional Planning Commission received planning assistance from the Economic Development Administration (EDA) to prepare the CEDS for the Strafford Region. The planning process began in the fall of 2010 with focus interviews, research, and data collection and analysis. In a condensed six month period, from January 2011 through July 2011, the thirty member Strafford CEDS Strategy Committee successfully completed the steps needed to develop a plan and project listing for the Strafford Region. Included in this CEDS are the thirteen municipalities located in Strafford County, and the municipalities of Brookfield and Wakefield located in Carroll County.

Vision, Goals for Strafford Regional CEDS

The vision developed by the Strafford CEDS Strategy Committee is:

Engage in collaborative networks to sustain and grow the region's economic vitality and median income through business development, job creation, enhancement of the tax base, educational excellence, and cultural and civic diversity, all within a historic place rich in recreational opportunity and natural beauty.

The Strafford CEDS Strategy Committee used a Logic Model for the development of the CEDS goals, objectives, benchmarks, performance measures and outcomes. By focusing on the intended outcomes of the goals, a Logic Model elicits what actions and steps need to be taken for success. Goals for the Strafford CEDS are as follows:

Economic Development: Support the attraction, retention and expansion of business, as well as capital investments and employment in the region.

Regional Collaboration: Provide opportunities for regional collaboration and leadership in economic development among businesses, communities, institutions, governments and other parties.

Infrastructure: Expand access to the critical regional infrastructures of banking and finance, transportation, utilities, water and wastewater, waste management.

Resource and Environment: Capitalize on built environment and natural resources through measures that protect, preserve, manage and promote quality and an increasing diversity of resource usage.

Workforce and Entrepreneurial Development: Support development of education and training initiatives relevant to businesses in the region. Provide quality education and training for resident and employees of all ages and abilities.

Quality of Place: Improve the health and welfare of residents and workers in the areas of wealth generation, human health and wellbeing, educational attainment, recreation, social services and environment.

Project Development and Implementation

The Strategy Committee developed annual project solicitation and review processes. In May 2011 the Committee solicited for the Strafford Regional CEDS' initial projects. Over thirty projects were received and, through a consensus decision, the Strategy Committee moved all projects into priority categories based on implementation times. The quality and diversity of the projects was impressive, ranging from downtown incubator development to proof of concept "idea greenhouse" center; from a multiregional trail development to freight rail improvements; from the creation of a center for agricultural and natural resources entrepreneurship to the development to livestock processing facility, and from the addition of regional revolving loan funds to the designation as an EDA economic development district. All the CEDS projects were grounded in the vision, collaborative principles, and goals of the Strafford Regional CEDS and the on-the-ground reality of current and historic economic development success and practices. The Strafford Regional CEDS for 2011-2016 was designed for step by step collaborative actions leading to sustained economic vitality, wealth generation, well-being of the residents, and ongoing preservation of the region's quality of place and environment.

Chapter 1: CEDS Planning Process

Introduction

In April 2010, the Strafford Regional Planning Commission was invited by the Economic Development Administration (EDA) to compile and submit a Comprehensive Economic Development Strategy for Strafford County due to substantial job losses in the area. The mission of the EDA, an agency of the U.S. Department of Commerce, is to support the formulation and implementation of economic development programs that maintain or create full time permanent jobs and income for the unemployed in areas of economic distress.

Over the course of a year the CEDS process pulled together individuals representing the public, non-profit and private sectors to help shape, compile, draft, and complete a Comprehensive Economic Development Strategy for Strafford County, New Hampshire and the Towns of Wakefield and Brookfield in Carroll County.

A Comprehensive Economic Development Strategy (CEDS) for the Strafford Region would benefit the region in a number of ways. The coordination of regional economic development stakeholders in the private, non-profit and public sectors through a CEDS Strategy Committee would help to promote economic development projects and initiatives specific to Strafford's unique region. A broad based regional perspective would be ensured through the diverse backgrounds of the Strategy Committee, representing municipalities, businesses, nonprofits, and organizations throughout the region and at the state level.

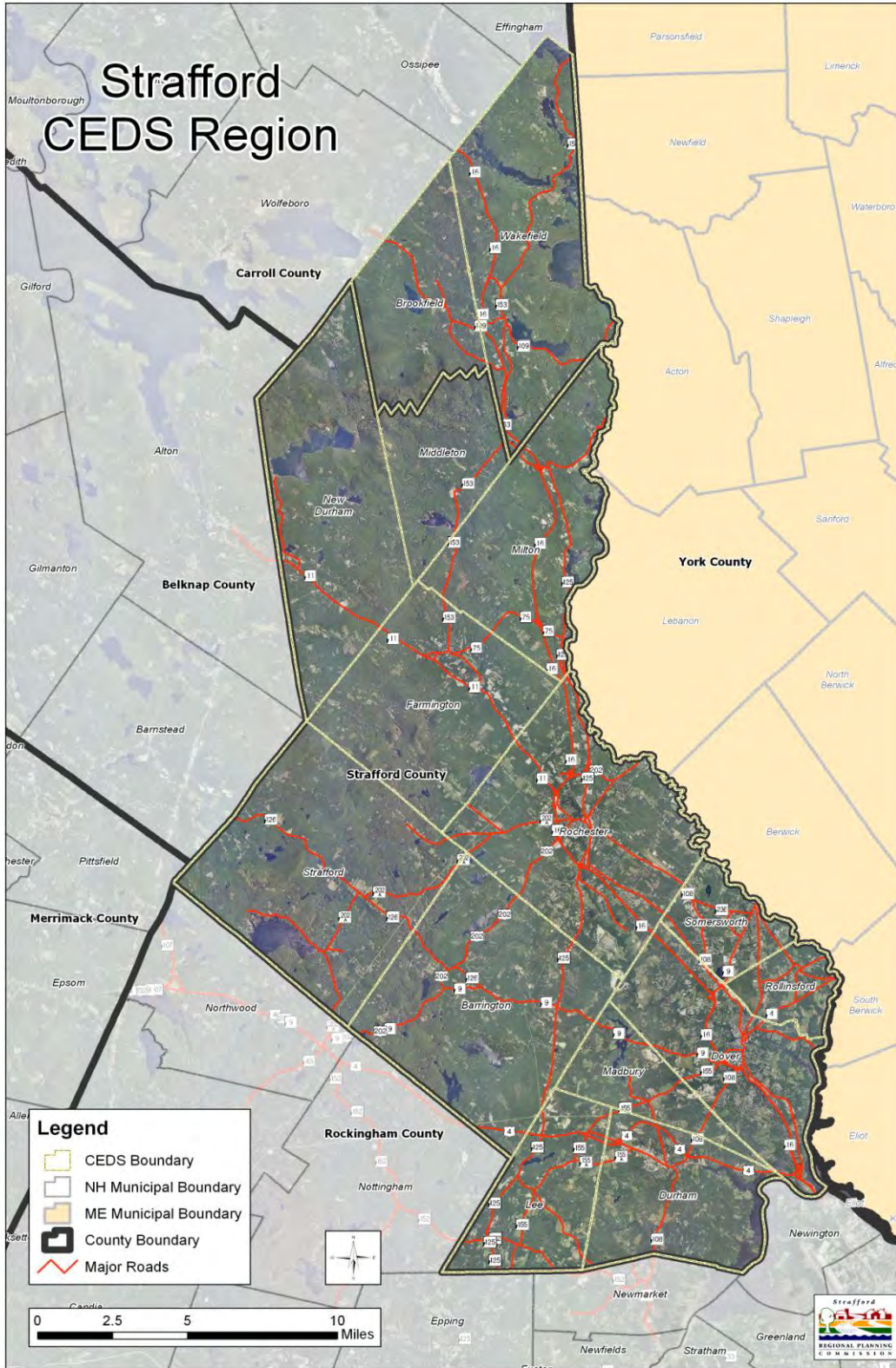
Strafford CEDS Region

Strafford Regional CEDS consists of fifteen incorporated communities in Carroll and Strafford Counties:

- Barrington
- Brookfield
- Dover
- Durham
- Farmington
- Lee
- Madbury
- Middletown
- Milton
- New Durham
- Rochester
- Rollinsford
- Somersworth
- Strafford
- Wakefield

Note: The Towns of Newmarket, Nottingham, and Northwood are in Rockingham County, and thus are part of Rockingham Economic Development District. They are not included in the Strafford Regional CEDS although they are longtime members of the Strafford Regional Planning Commission.

Map 1: Strafford CEDS Region
 [Source: NH GRANIT]



CEDS Legal Requirements

The Economic Development Administration identifies several key subject areas for a CEDS as follows: economic development background, analysis of economic development problems and opportunities, goals and objectives, public and private sector involvement, proposed projects, prioritized projects, economic clusters, a plan of action, performance measures, and strategy committee. Each of these components is found in the Strafford Regional CEDS within major headings and appendices. Implementation actions will be monitored annually, with adjustments made as outcomes are achieved, and as new data is obtained.

New Hampshire law RSA 36:47 I states:

A regional planning commission's powers shall be advisory and shall generally pertain to the development of the region within its jurisdiction as a whole...It shall be the duty of the regional planning organization to prepare a comprehensive master plan for the development of the region within its jurisdiction, including the commission's recommendations, among other thing, for the use of land within the region; for the general location, extent, type of use, and character of highways, major streets, intersections, parking lots, railroads, aircraft landing areas, waterways, and bridges, and other means of transportation, communication, and other purposes; for the development extent, and general location of parks, playgrounds, shore front developments, parkways, and other public property; and for the improvement, redevelopment, rehabilitation, or conservation of residential, business, industrial and other areas; including the development of programs for the modernization and coordination of buildings, housing, zoning, and subdivision regulations of municipalities and their enforcement on a coordinated and unified basis...

Strafford Regional Planning Commission (SRPC) prepared the CEDS in compliance with 13 CFR 303.6 for an EDA funded CEDS.

SRPC Responsibilities:

- Appoint a Strategy Committee
- Develop and submit to EDA a CEDS that compiles with 13 C.F.R. § 303.7
- Facilitate the planning process
- Provide public comment period for at least thirty (30) prior to submission to EDA
- Obtain approval of the CEDS from EDA
- Submit an updated CEDS performance report annually which includes: reporting implementation of the CEDS, and public/private sector participation
- Submit a new CEDS to EDA at least every five years unless determined that a CEDS is required earlier

The CEDS Lead Agency

Strafford Regional Planning Commission is the lead planning authority for the Strafford Regional CEDS region. SRPC has been active in regional planning for over 40 years as one of the nine regional planning commissions established by the New Hampshire legislature.

SRPC is composed of eighteen communities including all thirteen municipalities in Strafford County, three communities in Rockingham County, and two communities in Carroll County. Operating as a political subdivision of the State, SRPC serves an advisory role to local governments and organizations.

SRPC works to improve the region by coordinating local planning, promoting orderly growth and efficient land use and transportation systems, and addressing issues of regional concern. SRPC's professional planning staff assists in land use, transportation, environmental planning, economic development, hazard mitigation, facilitation, GIS, support services and project management.

SRPC Communities and Commissioners

Barrington

Steven Conklin
Stephen Jeffery

Brookfield

Edward Comeau

Dover

Tom Clark

Durham

Wayne Burton
Brandon Anderson

Farmington

Vacant

Lee

Scott Kemp
Caren Rossi

Madbury

Janet Wall
Tom Crosby

Middleton

Lou Vita
Carol Vita

Milton

Bruce Woodruff

New Durham

Dot Veisel

Newmarket

Rose-Ann Kwaks

Northwood

Scott Martin

Nottingham

Vacant

Rochester

Robert Jaffin
Sandra Keans
Kenn Ortmann

Rollinsford

Patrick Carroll
Edmund Jansen, Jr.

Somersworth

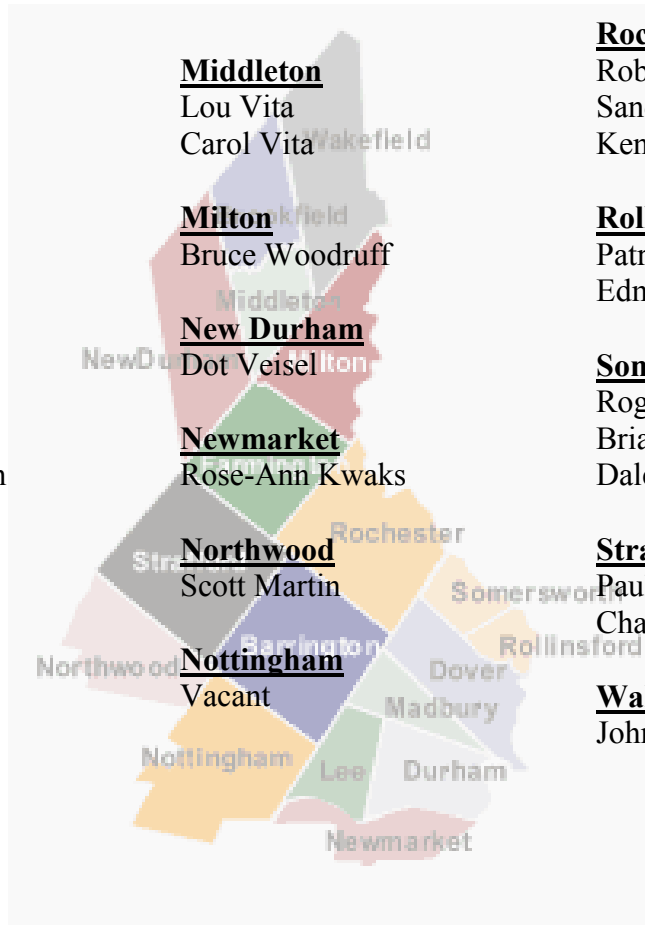
Roger Berube
Brian Tapscott
Dale Sprague

Strafford

Paul Eaton
Charles Moreno

Wakefield

John Ciardi



CEDS Strategy Committee

The first step in creating a successful CEDS is to form a Strategy Committee that represents the main economic interests of Strafford County and southeastern Carroll County. SRPC and Strafford Economic Development Corporation compiled a list of various stakeholders in the area, comprised of public, non-profit and private sectors. The Strategy Committee represents the main economic interests of the region and helped direct the formation of the CEDS document. The Committee has adopted vision, goals, discussed regional data, conducted a SWOT analysis, and approved the final document. In the future the CEDS Committee will implement the Action Plan and evaluate the results of this document. This was a success in terms of the amount of private and public sector participation.

The Strategy Committee meetings began January 13th with the Kick-Off meeting to gather the participants together and orient them to the structure of the process. The Strategy Committee also prepared preliminary vision statements for the future economy of the Strafford Region.

The CEDS Strategy Committee met eight times during the CEDS process. Below is a summary of the meeting times and agendas.

Table 1. Meeting for CEDS Strategy Committee

<i>January 13, 2011</i> <i>8:00 am-9: 30am</i> <i>First Meeting</i>	CEDS Presentation Identify the need for SWOT analysis Work on vision, five year objectives Present background data
<i>February 3, 2011</i> <i>8:00 am-9: 30am</i>	Cancelled Due to Weather
<i>February 17, 2011</i> <i>8:00 am-9: 30am</i> <i>Second Meeting</i>	Work on Vision Statement Goals and objectives Begin SWOT SWOT analysis
<i>March 10, 2011</i> <i>8:00 am-9: 30am</i> <i>Third Meeting</i>	Results of SWOT analysis. Finalize Vision Statement Work Groups project listing
<i>March 24, 2011</i> <i>12:00 pm-1:30pm</i> <i>Fourth Meeting</i>	Focus Work groups Goals and objectives Work with Strategy Committee on draft evaluation measures and benchmarks.
<i>April 14, 2011</i> <i>8:00 am-9: 30am</i> <i>Fifth Meeting</i>	Finalize Vision and Mission Principals Review of Goals and Objectives
<i>April 28, 2011</i> <i>8:00 am-9: 30am</i> <i>Sixth Meeting</i>	Review DRAFT document Project Profile listing and packet Apply for EDA funding for Annual update May 10, 2011

<i>May 24, 2011 8:00 am Seventh Meeting</i>	Priority Project Matrix CEDS document presented for 30-day public review and comment with project listing
<i>May 26, 2011-Junes 27, 2011 8:00 am-9: 30am Public Review for Draft Plan</i>	DRAFT CEDS document presented for 30-day public review and comment
<i>June 7, 2011 10:00 am Public Hearing</i>	Comments for the DRAFT Plan
<i>July 7, 2011</i>	Approval of CEDS by Strategy Committee
<i>July 31, 2011</i>	CEDS presented to US EDA for approval. Grant closes with US EDA

SRPC held visioning sessions in early 2011 to embrace all stakeholders in the process. In addition, the Strategy Committee worked on an analysis of the region’s strengths, weaknesses, opportunities and threats (SWOT analysis) for economic development. The results were compiled from these meetings and used to create the vision, goals, and objectives for the 2011-2016 planning period. Using the vision and goals, the Strategy Committee and SRPC staff developed the 2011 Priority Projects List.

CEDS Regional Planning Process:

Strafford Regional Planning Commission has devoted financial and staff resources to the development of the original CEDS for Strafford Region. The plan is the initial document in the continuous planning process that will be built upon in future years to meet the needs of the region. The CEDS process was completed in three phases:

- Phase 1: Planning Foundation
- Phase 2: Strategy Development and Adoption
- Phase 3: Implementation and Evaluation

Phase 1: Planning Foundation: The goal of the first phase was to compile background information and data needed to inform the Strategy Committee of the planning and implementation process. The background information included socio-economic, geographic, and demographic data. During this phase SRPC staff prepared data and researched issues regarding this region and began to develop STATS Strafford County, in partnership with STATS America, which is managed by the Indiana Business Research Center at Indiana University Indianapolis. Data collection involved the U.S. Census Bureau, American Community Survey, County Profile data and other federal, state, and local sources.

SRPC worked with Strafford Economic Development Corporation to develop a list of participants for the Strategy Committee that would involve key economic stakeholders. Additionally, SRPC used the *who are the leaders* and *who should be sitting at the table* process to solicit further names from municipalities, businesses, non-profits. SRPC reached out to chambers of commerce and other business associations for names of business owners within the region.

SRPC conducted focus interviews with the municipalities and two economic development corporations to learn more about each community's economy and longterm goals (contained in Volume 2 of this document).

Phase 2: Strategy Development and Adoption: SRPC held Strategy Committee meetings over the winter and spring for the both business and community leaders. The CEDS Strategy Committee shaped the vision of this document using a consensus decision-making process. The Strategy Committee conducted an Environmental Scan of the region, which shows strengths, weakness, opportunities, and threats. The Committee also developed goals and objectives which were incorporated into a Logic Model. The last step was to structure the project solicitation process, receive projects, and come to an agreement about the list of prioritized projects, programs, and activities.

The Strategy Committee held a 30 day public comment period and public hearing prior to approving the plan. At their last meeting on July 7, 2011, they reviewed the comments received from the public and the responses, and voted unanimously to approve the plan and send to Mr. Alan Brigham at the Field Office in Portland, Maine for review by EDA Region 1 staff.

Phase 3: Implementation and Evaluation CEDS process: Successful implementation of the CEDS will require leadership from a consortium of businesses, leaders, municipalities, nonprofits and state and regional agencies. SRPC staff needs the resources to inform and coordinate participants on a continual basis. The hard work from the previous Phase 1 and Phase 2 must advance. In order to maintain momentum, optimism, and regional collaboration created during the first year of the CEDS planning process, SRPC proposes the following work plan. This plan would be executed in partnership with the Strategy Committee but would require additional funding. The first step in the implementation process will be an application to the EDA for a planning grant to continue our efforts.

Data, Research, and Information

- Complete the development of SRPC CEDS web page
- Create a CEDS logo
- Create regional CEDS identity for Strafford Region
- Annual update amending the document

Public Outreach

- CEDS implementation *kick off* meeting with all partners and municipalities
- Presentation to stakeholders groups such as Chambers, businesses
- Workshops on obtaining EDA and other funding for priority projects
- Presentation of research- press conference, and newsletters
- Reach out to other groups and individuals for Strategy Committee membership
- Reach out to other regional planning commissions to create linkages and partnerships

Regional Priority Projects

- Submit a planning grant to the EDA to become an Economic Development District over next several years
- Update priority projects annually

CEDS Public Comment

The thirty day public review period started on May 26, 2011 with the release of the Draft CEDS at the SRPC Annual Meeting in Somersworth, NH. The public had the opportunity to comment on the planning process and on the priority projects. The draft report, along with meeting materials used throughout the planning process, was posted on the Commission's website. The public review period was also included in Fosters Daily Democrat Newspaper announcing the comment period and project solicitation. A press release in the SRPC email Newsletter publicized the draft document. Drafts were made available at the Dover and Rochester Public Libraries and distributed widely within the region and community level.

CEDS Approval Process

The Strategy Committee endorsed the CEDS. The schedule of approval process is as follows:

CEDS Strategy Committee Approved on July 7, 2011

The agenda and minutes from the meetings are included in Volume 2 Appendix. The final step of the approval process is certification by U.S. Economic Development Administration, Region 1. The CEDS document was submitted on July 31, 2011.

Chapter 2: CEDS Context

Historic Development Patterns

Strafford County, named in honor of Thomas Wentworth, Earl of Strafford, was organized in 1773 as one of the five original counties in New Hampshire. The county was originally called Hilton's Point, Cocheco, Dover Point and Dover Neck, depending on the locality. Its river and ocean access made it an ideal location for sawmills and shipbuilding, two of the strong industries in the 1600s.

Following the close of the Indian Wars, shipbuilding was one of the major businesses in Dover. The Gonic Woolen Mill was formed in 1811 in Rochester and, in 1827, the Cocheco Manufacturing Company helped establish Dover as a leading producer of cotton goods. Shoe manufacturing was introduced in Dover in 1847. The Boston and Maine railroad came to Dover in 1841 and for a period in the mid-1800's ocean going schooners moved cargo between Dover and ports abroad. In the 1800's woolen mills, cotton mills, brickmaking and shoemaking became prominent industries in Strafford County.

Somersworth, situated on the Salmon Falls River, was home to many gristmills, sawmills, cotton and woolen making establishments in the 1800s.

In Farmington the location of three rivers (the Cocheco, Ela and Mad Rivers) encouraged the establishment of water-powered industries in Farmington, leading to the development of the downtown. In 1849, construction of a railroad through the vital mill area established Farmington as a commercial center.

Founded in 1866 as the New Hampshire College of Agriculture and the Mechanic Arts, the University of New Hampshire was one of the early land-grant institutions established to serve the sons and daughters of farming and laboring families. First situated in Hanover in connection with Dartmouth College, New Hampshire College moved to its campus in the Town of Durham in 1893 after Benjamin Thompson, a prosperous farmer, bequeathed land and money to further the development of the college. By 1923, the College, by state legislative decree, changed its name to the University of New Hampshire.

Rochester's combination opera house and city hall was built in 1908, one of only four such structures built in New England (another was in Dover). Only the Rochester building is still standing.

The New Hampshire Farm Museum in Milton offers a glimpse of an important aspect of the county's history and economy, as does a drive along Dover Point Road by the Tuttle Farm, established in 1632, the country's oldest family farm. On Route 4 in Durham, another one of the country's oldest family farms, the Emery Farm was established in 1655.

Geographic Background

The Strafford region is located in the southeastern part of New Hampshire forming the eastern border of the state. The Salmon Falls River flows south into the Piscataqua River separating Strafford and Carroll Counties from Maine. The region is located equidistant of Metro Boston and Portland Maine (60 miles). The Lakes region and the White Mountains are directly north; and the seacoast is directly southeast. Massachusetts definitely influences the southern portion of the region, providing employment for thousands of residents of Strafford County.

Strafford is a region that is set apart by its beautiful natural resources, diverse communities from urban to rural, and a rich culture, and it is the only county in New Hampshire with Tri Cities (Dover, Rochester, and Somersworth).

The Strafford Regional CEDS is comprised of fifteen communities. Most Strafford communities lay within the Piscataqua River Basin. Five coastal rivers pass through the region and converge in Great Bay, a nationally recognized Estuarine Research Reserve. The Piscataqua River drains the estuary into the Gulf of Maine through Portsmouth Harbor to the east. Rockingham County borders Strafford County to the south, the state of Maine to the northeast, Carroll County to the north, and Belknap and Merrimack Counties to the west.

For the purpose of developing the CEDS document, SRPC divided the data by County to include: Carroll, Strafford, and Rockingham County. The County data was compared to New Hampshire and the United States. The data was then broken down by municipal level (if the data was available) to get a more complete picture of the CEDS region.

Table 2 outlines the CEDS towns/cities, the county, regional planning commission and New England City and Town Areas (NECTAs).

NECTA is a geographic and statistical entity defined by the U.S. Office of Management and Budget and is associated with a core urban area with a population of at least 10,000 plus adjacent territory that has a high degree of social and economic integration with the core measured by commuting and employment. Metropolitan Statistical Areas have an urban core with a population of at least 50,000.

As shown in Table 2 there are eight communities in Rochester-Dover NH ME Metro NECTA. Several communities are listed as “unassigned” to a NECTA.

Map 3 shows the ten New Hampshire Counties and York County Maine. York County is shown on the map because of the close economic relationship with the Strafford Regional CEDS businesses.

**Map 3: Maine, Massachusetts, New Hampshire, Vermont in Relationship to
Strafford Regional CEDS**

[Source: NH GRANIT, SRPC]

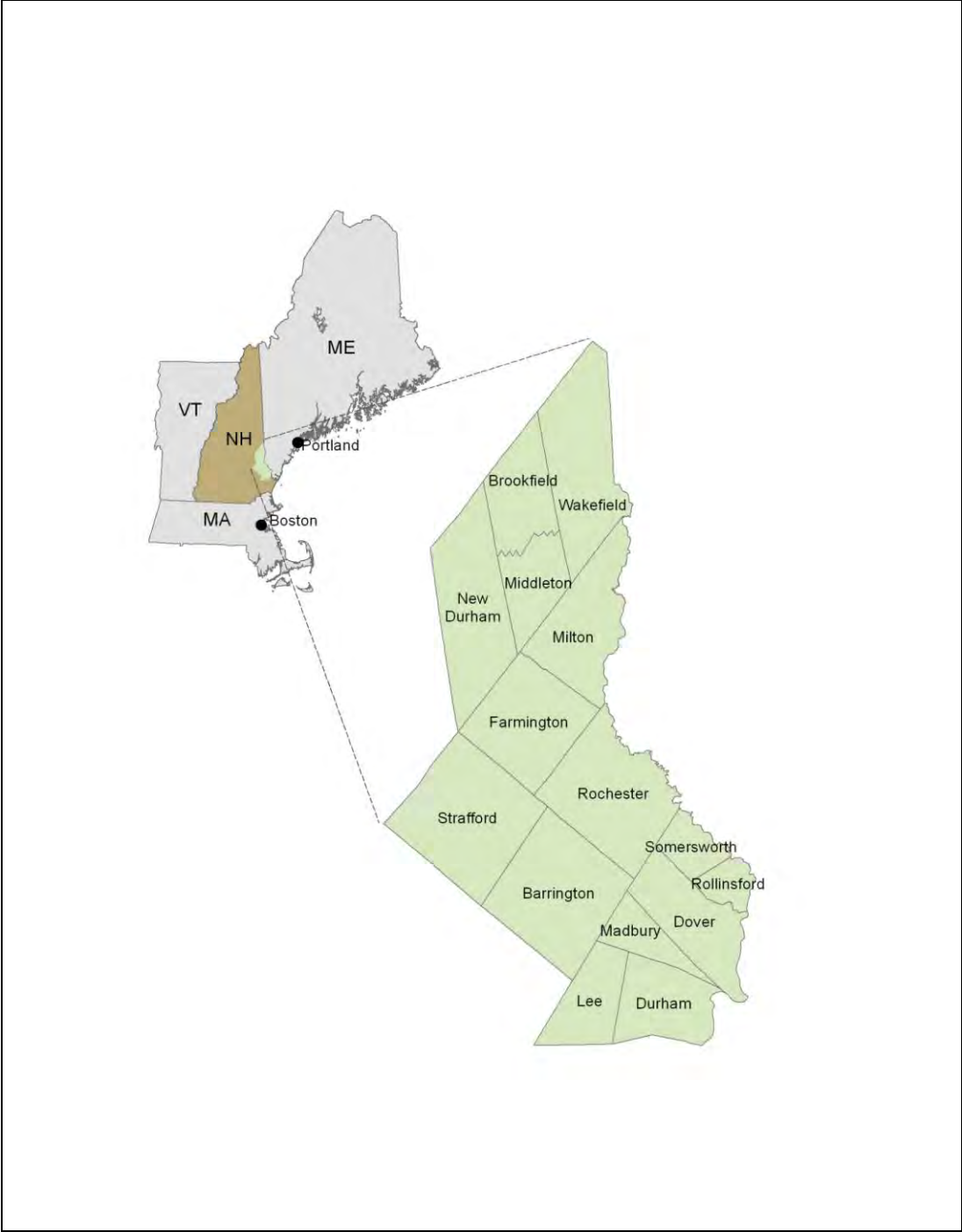


Table 2. CEDS Communities, Regional Planning Commission, and NECTA

[Source: U.S. Census]

CEDS Communities			
Town/City	County	Regional Planning Commission	NECTA
Barrington	SC	SRPC	U
Brookfield	CC	SRPC	U
Dover	SC	SRPC	16
Durham	SC	SRPC	16
Farmington	SC	SRPC	U
Lee	SC	SRPC	16
Madbury	SC	SRPC	16
Middleton	SC	SRPC	U
Milton	SC	SRPC	16
New Durham	SC	SRPC	U
Rochester	SC	SRPC	16
Rollinsford	SC	SRPC	16
Somersworth	SC	SRPC	16
Strafford	SC	SRPC	U
Wakefield	CC	SRPC	U

Key:

SC = Strafford County

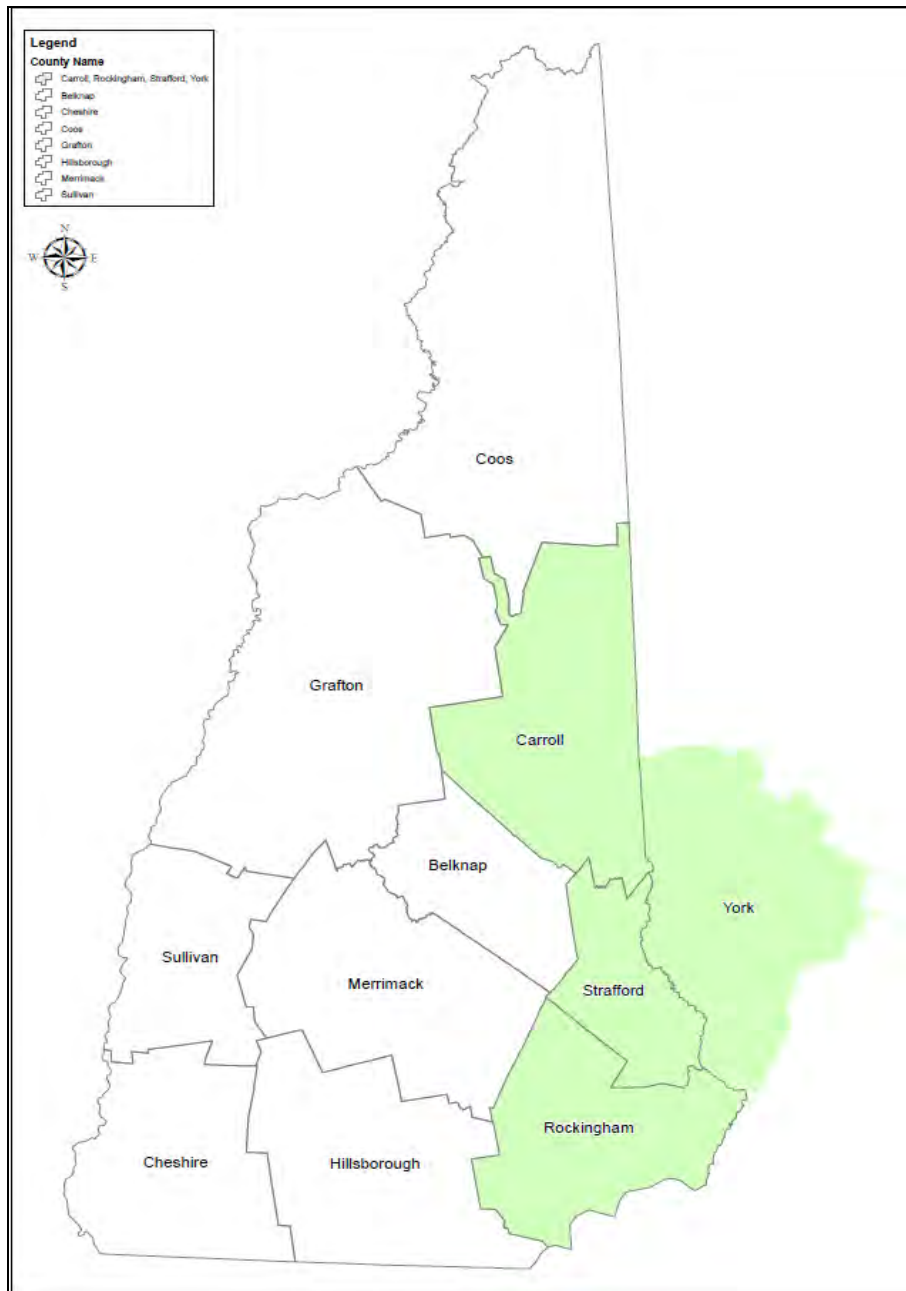
CC = Carroll County

SRPC = Strafford Regional Planning Commission

NECTA Regions:

U = Unassigned 16 = Rochester-Dover NH ME Metro NECTA

Map 4: New Hampshire Counties including York County, ME
[Source: NH GRANIT]



Chapter 3: Demographic

Population Trends and Projections

The United States is projected to grow to approximately 400 million people by 2040. The region's proximity to large population centers, such as Boston, MA and Portland, ME, will impact the region's population growth in the future. In the 2010 Census data Strafford County is the fastest growing county in the state of New Hampshire. This section will examine past, present, and projected future demographic trends through the examination of available data and reviewing key issues that will influence population, housing and employment trends in the future.

In New Hampshire, Strafford County is the smallest in land area, but is the third highest county in population density. As shown in Figure 1, Strafford County has experienced rapid population growth beginning in the 1950s through 2010 when the population actually doubled. It also shows projected growth into 2030. Population in current projections shows that the region will continue to experience significant growth, at a more moderate rate than in the past.

Map 5: Strafford CEDS Region Percent Population Change 2000-2010

[Source: NH GRANIT, U.S. Census Bureau]

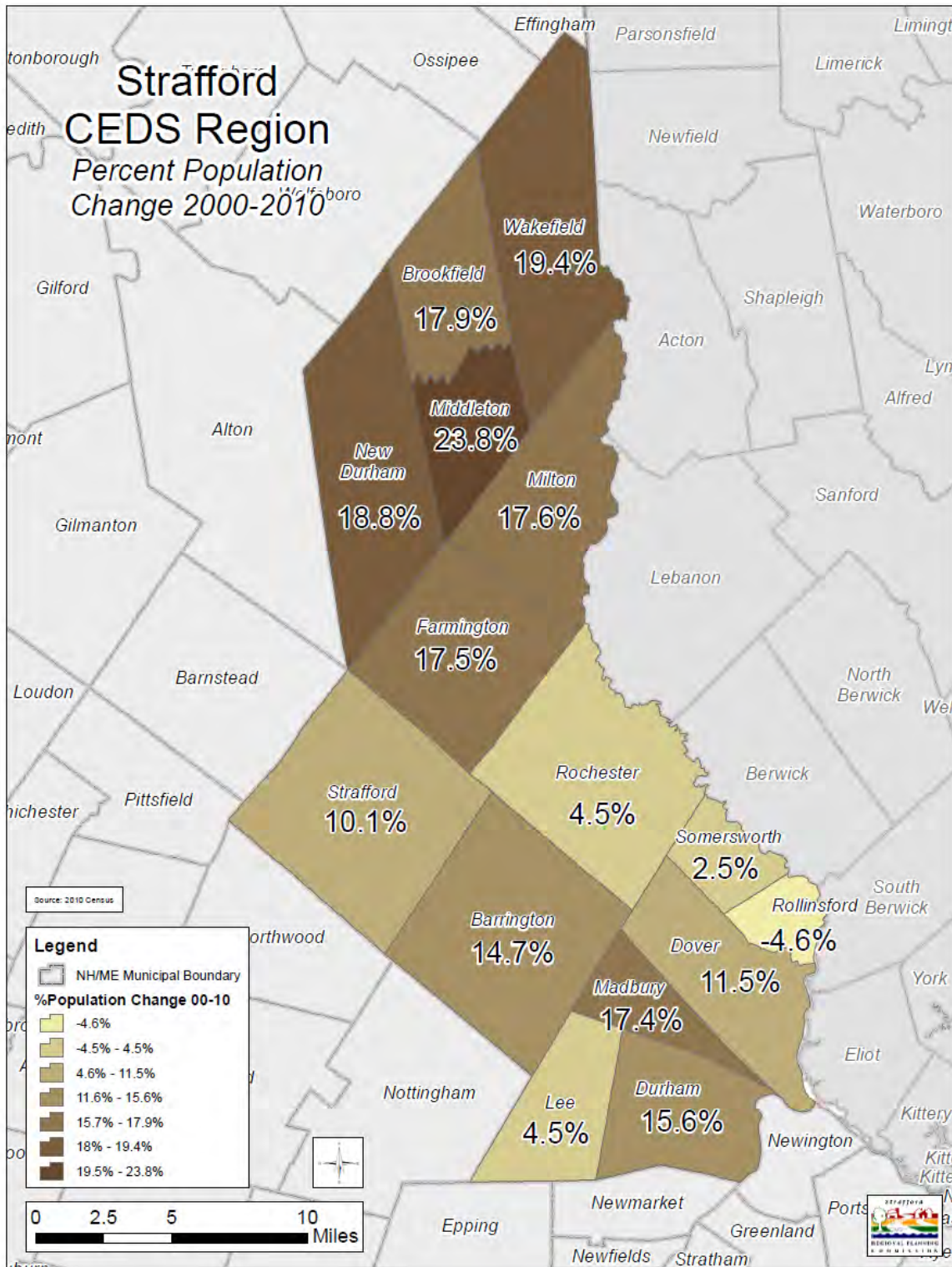


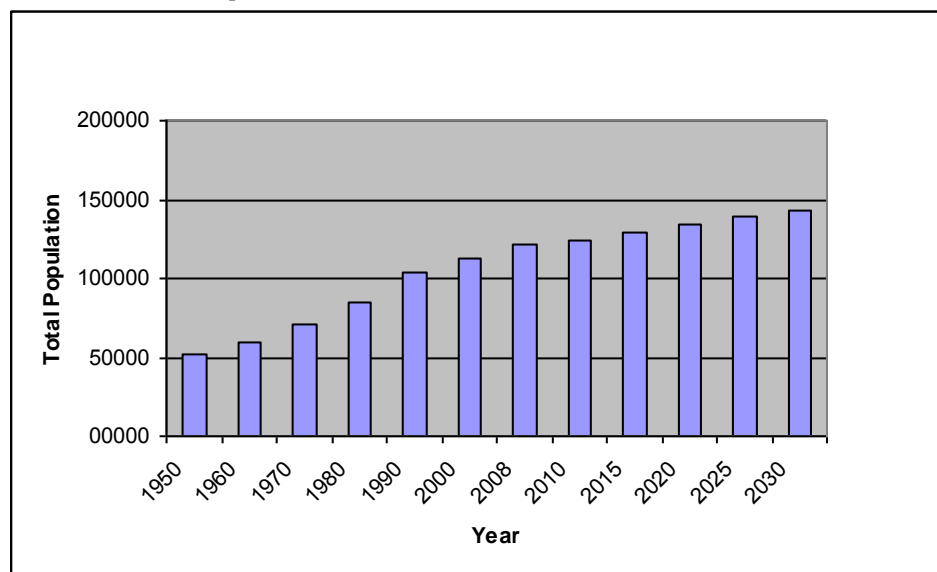
Table 3. Strafford CEDS Region Population 1960-2010; Percent Change 2000-2010

[Source: U.S. Census]

Strafford CEDS							
U.S. Census 1960-2010							
	1960	1970	1980	1990	2000	2010	%Change 00-10
Barrington	1,036	1,865	4,404	6,164	7,475	8,576	14.7%
Brookfield	145	198	385	518	604	712	17.9%
Dover	19,131	20,850	22,377	25,042	26,884	29,987	11.5%
Durham	5,504	8,869	10,652	11,818	12,664	14,638	15.6%
Farmington	3,287	3,588	4,630	5,739	5,774	6,786	17.5%
Lee	931	1,481	2,111	3,729	4,145	4,330	4.5%
Madbury	556	704	987	1,404	1,509	1,771	17.4%
Middleton	349	430	734	1,183	1,440	1,783	23.8%
Milton	1,418	1,859	2,438	3,691	3,910	4,598	17.6%
New Durham	474	583	1,183	1,974	2,220	2,638	18.8%
Rochester	15,927	17,938	21,560	26,630	28,461	29,752	4.5%
Rollinsford	1,935	2,273	2,319	2,645	2,648	2,527	-4.6%
Somersworth	8,529	9,026	10,350	11,249	11,477	11,766	2.5%
Strafford	722	965	1,663	2,965	3,626	3,991	10.1%
Wakefield	1,223	1,420	2,237	3,057	4,252	5,078	19.4%
Total	61,167	72,049	88,030	107,808	117,089	128,933	10.0%

Figure 1. Strafford County Population Growth from 1950-projected growth in 2030

[Source: US Census, NH OEP]



Strafford County gained 11,356 residents between 2000 and 2009. Since 1990 the County gained 19,356 residents. The County grew by 10.1 percent between 2000 and 2009 compared to 7.2 percent in the state as a whole.

Figures in Table 2 outline the changes in city and town population between 2000 and 2008, which are the most recent estimates of current population available. The State's overall growth rate was 7.18 %. There are 14 municipalities with growth rates higher than the state. Most of these municipalities are classified as bedroom communities. Its largest municipality is Rochester with a population of 30,654 in 2008.

Table 3 shows that the State of NH has had a significantly larger percent change in population growth compared to the US from 1970 to 2000. The population growth slowed in Strafford County from 1990 to 2000 compared to the US. Changes in population 1990-2008 compare Strafford to US and NH projections

Table 4. Changes in Population from 1950-2008 in Strafford Co., Carroll Co., Rockingham Co., State, and US.

[Source: U.S. Census Data; NH Office of Energy and Planning]

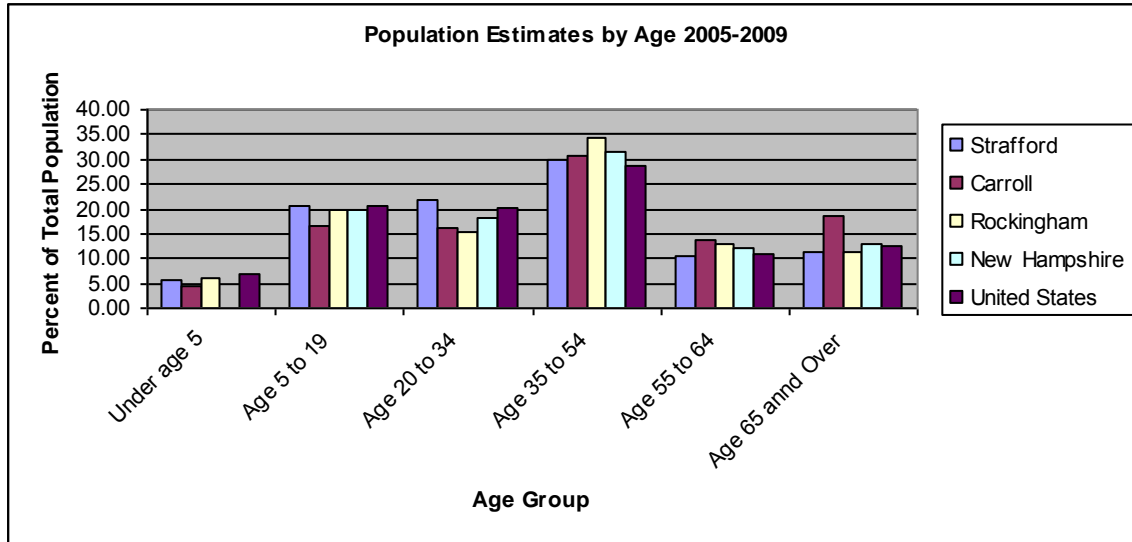
Population Over Time	Strafford County NH	Carroll County	Rockingham County	NH	United States
1950	51567	5868	70059	533242	151,325,798
1960	59799	5829	99029	606921	179,323,175
1970	70431	8548	138951	737681	203302037
1980	85408	27931	190345	920610	226542250
1990	104233	35410	245845	1109252	248790925
2000	112233	43666	277359	1,235,786	281421906
2008	121914	47408	297350	1,324,575	307006550
1990 to 2000 % Change	7.68	23.32	12.82	11.41	13.12
1980 to 2000 % Change	31.41	56.34	45.71	34.24	24.22
1970 to 2000 %Change	59.35	410.83	99.61	67.52	38.43

Age Cohorts

According to the US Census, and NH OEP Figure 2, the largest age group in the Strafford CEDS region is age 35 to 54, followed by the 20-34 year age and the 5-19 year age groups. Age patterns throughout the region were similar to New Hampshire and the US. Carroll County had a significantly higher year age group in the 65 year and over than the rest of the counties, state, and US. The median age for Strafford County was 36.1 years, which was lower than Rockingham with a median age of 41, and Carroll County with a median age of 44.3.

Figure 2. Population Estimates by Age Groups for Strafford County, Carroll County, Rockingham County, New Hampshire, and the United States.

[Source: US Census American Community Survey, and NH OEP]



Race and Ethnicity

Table 5: Race and Ethnicity US, NH Strafford County Towns Source US Census

[Source: U.S. Census Bureau, 2005-2009 American Community Survey]

Race and Ethnicity										
	Total Population	White alone	Black or African American alone	American Indian and Alaska Native alone	Asian alone	Native Hawaiian and Other Pacific Islander alone	Some other race alone	Two or more races:	Two races including Some other race	Two races excluding Some other race, and three or more races
United States	301,461,533	224,469,780	37,264,679	2,423,294	13,201,056	447,591	16,986,453	6,668,680	1,351,590	5,317,090
New Hampshire	1,315,419	1,246,855	14,227	3,210	24,981	291	9,781	16,074	1,731	14,343
Carroll County	47,591	46,586	174	211	233	0	46	341	17	324
Strafford County	121,656	115,500	1,029	333	2,362	52	667	1,713	98	1,615
Rockingham	296,680	284,230	2,067	292	4,981	33	1,640	3,437	459	2,978
Barrington	8,389	8,217	60	14	54	0	0	44	0	44
Brookfield	717	709	0	0	0	0	0	8	0	8
Dover	28,595	26,533	483	33	998	34	136	378	33	345
Durham	13,991	13,038	139	9	514	6	58	227	13	214
Farmington	6,621	6,380	0	0	116	0	0	125	10	115
Lee	4,446	4,348	0	0	88	0	0	10	0	10
Madbury	1,857	1,574	0	5	214	0	5	59	0	59
Middleton	1,630	1,597	7	4	0	0	0	22	1	21
Milton	4,509	4,434	0	22	0	0	53	0	0	0
New Durham	2,516	2,508	8	0	0	0	0	0	0	0
Rochester	30,568	29,450	220	83	124	0	224	467	32	435
Rollinsford	2,629	2,528	14	34	0	0	0	53	0	53
Somersworth	11,876	10,920	98	129	254	12	184	279	9	270
Strafford	4,029	3,973	0	0	0	0	7	49	0	49
Wakefield	4,746	4,635	0	15	0	0	0	96	17	79

Note: This does not include Hispanic populations

Educational Attainment

Map 6: Strafford CEDS Region Educational Attainment

[Source: NH GRANIT, U.S. Census Bureau]

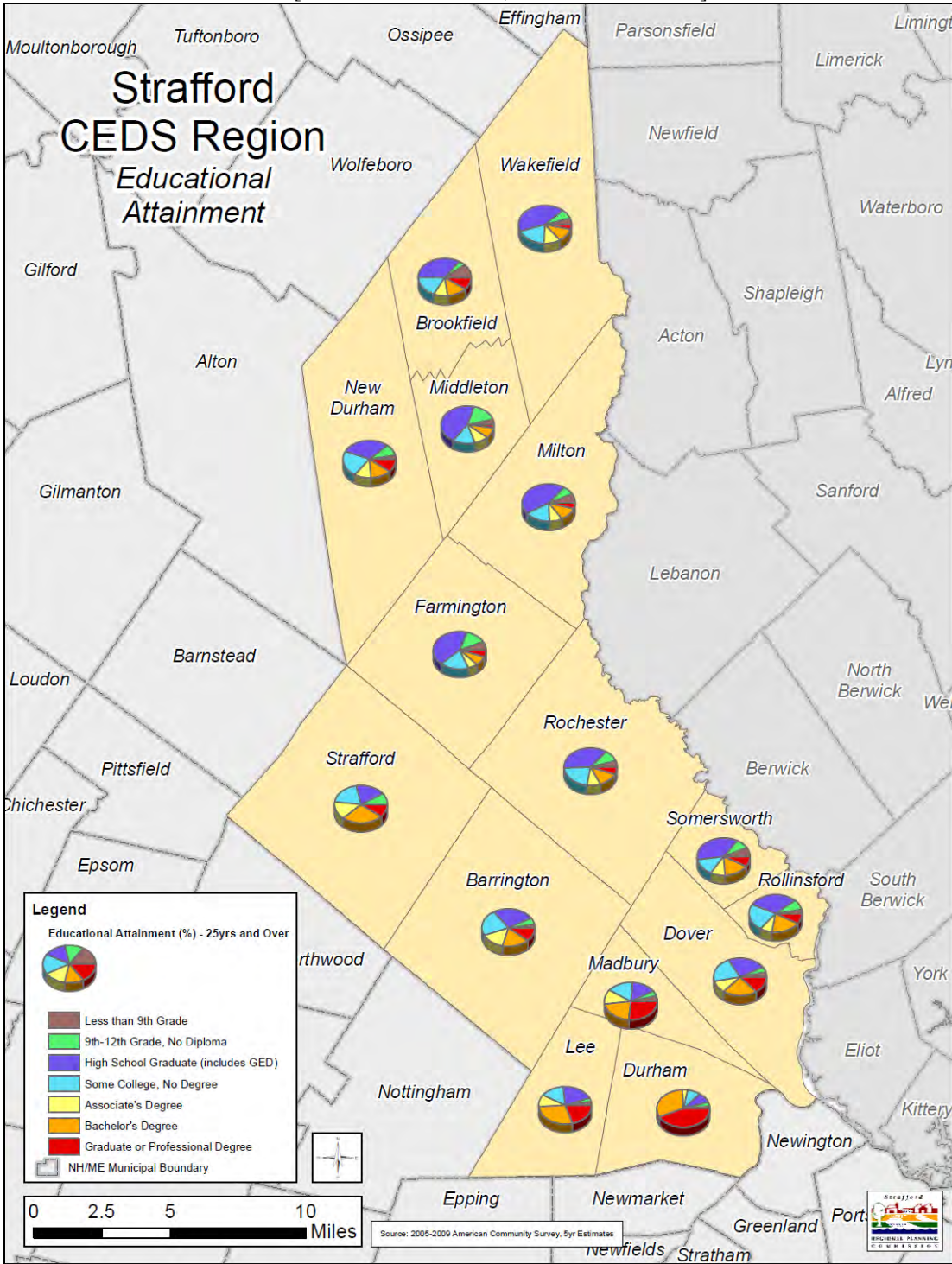


Table 6. Strafford CEDS Region Educational Attainment

[Source: 2005-2009 American Community Survey, 5-year Estimates]

Educational Attainment (%) - 25yrs and Over							
Town	Less than 9th Grade	9th-12th Grade, No Diploma	High School Graduate (includes GED)	Some College, No Degree	Associate's Degree	Bachelor's Degree	Graduate or Professional Degree
Barrington	2.5	4.9	28.4	19.6	15.2	19.1	10.3
Brookfield	10	4.4	35.7	16.2	10.8	13.7	9.1
Dover	3.4	3.7	26.9	19	9.4	24.9	12.7
Durham	1.5	2.9	8.2	9.2	3.9	30.1	44.2
Farmington	6.1	13.2	41.9	20.5	6.7	7	4.5
Lee	2.4	2.9	21.5	15.8	8.4	29.6	19.4
Madbury	3.8	4	16.2	17.8	10.1	21.3	26.8
Middleton	3.9	16.1	44.2	16.3	9.6	7.9	2
Milton	6.3	7.1	44.7	17.6	9.5	10.8	4
New Durham	2.5	9	33.1	19	12.7	14.3	9.5
Rochester	4.4	9	37.3	21.6	10.2	12.1	5.4
Rollinsford	2.9	7.7	33.2	19.5	8.6	20.7	7.4
Somersworth	6.5	8	37.7	13.2	10.8	16.7	7.2
Strafford	0	8.1	20.6	19.7	12.7	29.7	9.2
Wakefield	4.5	7.3	43	19.4	12	10.7	3.1
<i>Average</i>	<i>4.0</i>	<i>7.2</i>	<i>31.5</i>	<i>17.6</i>	<i>10.0</i>	<i>17.9</i>	<i>11.7</i>

Note: Population 25 years and over

Wages and Income

Table 7. Median Family Income

[Source: U.S. Census Bureau 2005-2009 5-year Estimates]

Strafford CEDS Region	
Community	Med. Family Income
Barrington	\$77,740
Brookfield	\$69,625
Dover	\$77,542
Durham	\$114,757
Farmington	\$62,992
Lee	\$86,832
Madbury	\$97,500
Middleton	\$58,125
Milton	\$59,750
New Durham	\$80,938
Rochester	\$60,097
Rollinsford	\$70,338
Somersworth	\$64,248
Strafford	\$66,858
Wakefield	\$62,109
<i>Average</i>	<i>\$73,963.40</i>

Table 8. Average Weekly Wage CEDS Towns

[Source: NHELMIB]

Average Weekly Wage Strafford CEDS Region - 2009	
Community	Avg. Weekly Wage
Barrington	\$744.65
Brookfield	\$976.15
Dover	\$927.27
Durham	\$1,009.57
Farmington	\$705.85
Lee	\$495.31
Madbury	\$727.33
Middleton	\$741.01
Milton	\$649.56
New Durham	\$537.64
Rochester	\$686.00
Rollinsford	\$650.06
Somersworth	\$740.80
Strafford	\$606.34
Wakefield	\$558.78
<i>Average</i>	<i>\$717.09</i>
<i>State Wide</i>	<i>\$864.05</i>

Table 9. Families Below Poverty U.S., NH, Carroll, Rockingham, Strafford County

[Source: Stats America]

	Median Household Income 2008	Per Capita Personal Income 2008	Below Poverty 2008
United States	\$52,175	\$40,166	13%
NH	\$63,235	\$43,423	7.80%
Carroll	\$51,064	\$41,040	9.20%
Rockingham	\$75,425	\$49,250	4.60%
Strafford	\$60,230	\$35,477	10.70%

Housing Affordability

Regional Housing Needs Assessment for Strafford Regional Planning Commission

The Strafford Regional Planning Commission state designated area consists of all thirteen municipalities in Strafford County and two municipalities in Carroll County – all of which are included in the Strafford Region CEDS. Additionally there are three municipalities in the region, which are located in Rockingham County and are thereby included in the Rockingham CEDS. However, for the purposes of regional planning, all eighteen municipalities are included in transportation and housing planning documents developed by Strafford Regional Planning Commission.

New Hampshire regional planning commissions may use the framework of the State Comprehensive Development Plan as the basis for regional master plans, which must be updated at least every five years. More specific to housing, under New Hampshire Revised Statutes Annotated (RSA) 36:47, II the regional planning commissions are required to compile a regional housing needs assessment that shall be updated every five years and provided to municipalities to assist in complying with RSA 674:2,III, regarding housing section of master plan.

Bruce Mayberry, BCM Planning LLC of New Gloucester, Maine completed the 2009 Strafford Regional Housing Needs Assessment update¹. This included all eighteen municipalities within the regional planning commission area.

Excerpts from the 2009 Strafford Regional Housing Needs Assessment in italics.

Purpose

The purpose of the regional housing needs assessment is to evaluate supply, demand, cost and affordability of housing within the Strafford Regional Planning Commission boundaries and to project the regional need for housing for all age and income levels. When preparing the housing section of a local master plan, a municipality should indicate how it plans to address the regional needs identified in this assessment.

Historical Perspective

Figure 3. Illustrates the history of private sector covered employment growth in the Strafford Regional Planning Commission area from 1995 to 2007. The relationship between employment within the area and total housing units is illustrated in Figure 4.

Given the transition away from a manufacturing economy and toward a service-providing job base, goods-producing employment showed no net job growth between 1995-2007 and has declined as a share of total employment. The area has relied on

¹ <http://www.strafford.org/uploads/SRPCHousingAssessment2009Dec29.pdf>

service-providing jobs as the source of net job growth. Many sectors of the service-providing job sectors generally have lower wages than traditional manufacturing employment. The number of new jobs in service-providing employment may not support the same level of housing expenditures once associated with a job growth profile that included higher-paying manufacturing employment.

Figure 3. Private Sector Employment Area
 [Source: 2009 Strafford Regional Housing Needs Assessment]

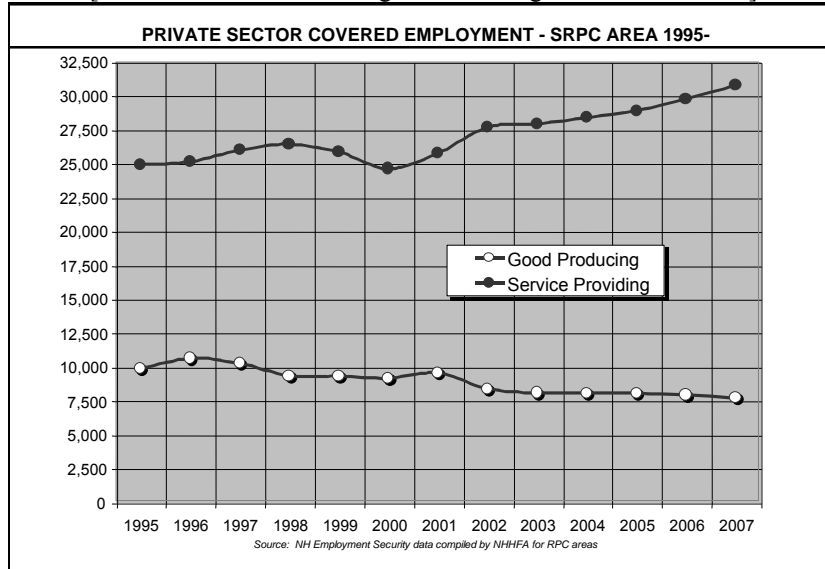
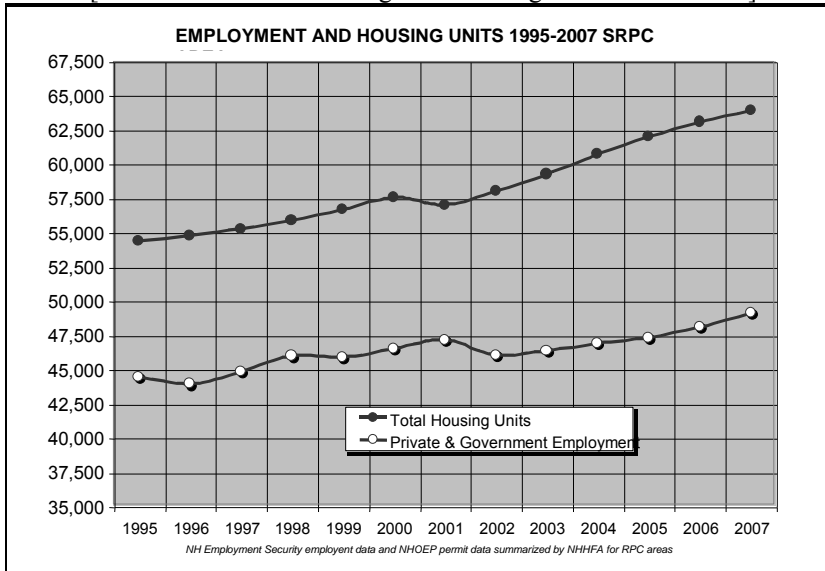


Figure 4. Employment and Housing Units
 [Source: 2009 Strafford Regional Housing Needs Assessment]



While there is a general relationship between area job growth and the number of housing units required to support employment, the resident labor force within the region works partly within and partly outside the region area. Thus, the Strafford Regional Planning housing demand is in part dependent on employment generated across a much broader regional economy. In 1990, approximately 42% of working residents of the region commuted to locations outside of the area, and by the year 2000, the ratio was 44%. Based on the American Community Survey (ACS) data for Strafford County, and its proportionate relationship to the SRPC, this ratio may have increased to about 48% as of 2007.

The general trend in Strafford Regional Planning Commission housing production since 1990 is illustrated in Figure 5.

Figure 5. Housing Units Authorized by Permit
 [Source: 2009 Strafford Regional Housing Needs Assessment]

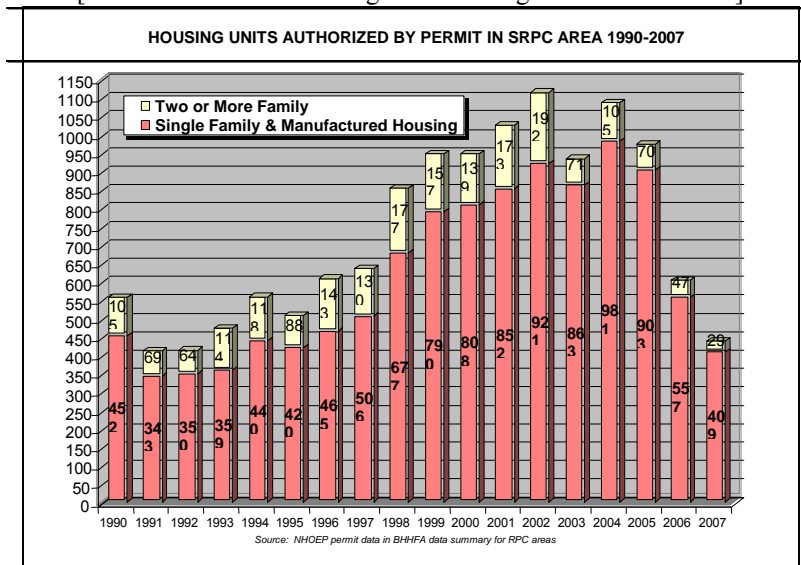
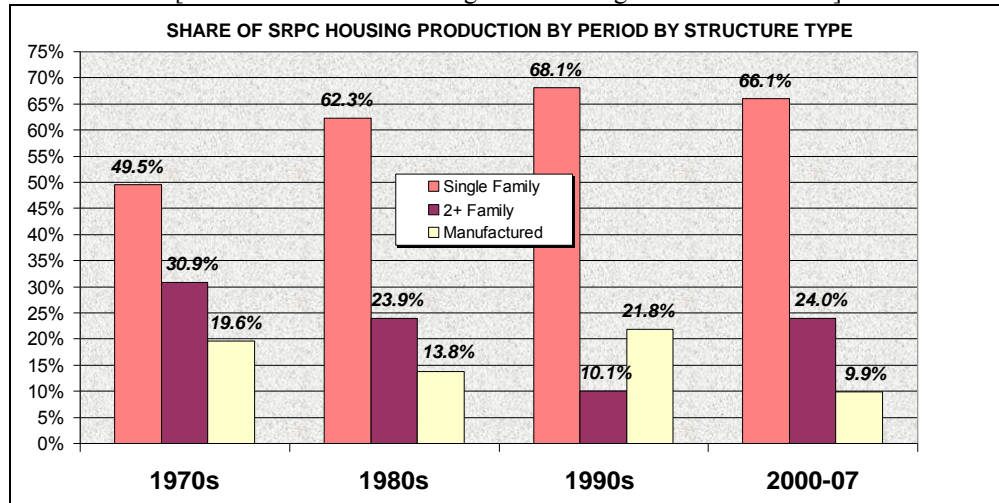


Figure 6. Illustrates the proportionate distribution of housing production within the SRCP region by single-family permits, units in 2 or more family structures, and manufactured housing as a percent of total units authorized by building permits.

Figure 6. Housing Production by Period by Structure Type

[Source: 2009 Strafford Regional Housing Needs Assessment]



Analysis of Sub-Regional Housing Characteristics

For the purpose of analyzing housing production and housing cost at the sub-regional level, the municipalities of the SRPC were evaluated in three groupings: urban, suburban and rural. The urban group includes Dover, Rochester, Somersworth and Newmarket.² These municipalities are the higher-density communities within the region and are the principal centers of private sector employment and commercial-industrial property valuation.

The suburban grouping of Barrington, Durham, Farmington, Lee, Northwood³ and Rollinsford include medium density communities located along the major transportation corridors, which appear to represent secondary locations of private sector employment and are which may support smaller centers of commercial development and job growth that are outside the urban centers.

The rural grouping of Brookfield, Madbury, Middleton, Milton, New Durham, Nottingham⁴, Strafford, and Wakefield comprises the lowest density, predominantly single-family communities that contain only minor shares of the region’s jobs, commercial development, or multifamily housing.

² Newmarket is located in Rockingham County and is not part of the Strafford CEDS, but is part of Strafford Regional Planning Commission.

³ Northwood is located in Rockingham County and is not part of the Strafford CEDS, but is part of Strafford Regional Planning Commission.

⁴ Nottingham is located in Rockingham County and is not part of the Strafford CEDS, but is part of Strafford Regional Planning Commission.

The purpose of this general grouping is to allow an analysis of the role of these sub-areas in accommodating the past housing growth of the region, and the relative affordability and gaps in the housing supply within the SRPC area.

Tables 10 and 11 contain comparisons of the summary characteristics of the three groupings of municipalities with respect to the number and share of the region's employment, housing units, households, property valuation and other factors.

Table 10. Comparison of Sub-Area Population and Housing

[Source: 2009 Strafford Regional Housing Needs Assessment]

Sub-Area	Employment 2007		Population 2007	Housing Units 2007	Land Area	Density 2007		Multifamily Units in 2000	
	Including Government	Private Sector Only	NHOEP Estimate	NHOEP Estimate	Square Miles	Persons Per Sq. Mile	Housing Units Per Sq. Mile	3+ Family	5+ Family
Urban	35,000	30,930	80,758	35,998	94	860	383	10,181	6,622
Suburban	11,445	5,801	40,337	14,889	161	251	92	1,929	1,397
Rural	2,682	1,791	24,762	13,494	262	95	52	284	99
SRPC Total	49,127	38,522	145,857	64,381	517	282	125	12,394	8,118
Sub-Area as Percent of SRPC									
Urban	71.2%	80.3%	55.4%	55.9%	18.2%			82.1%	81.6%
Suburban	23.3%	15.1%	27.7%	23.1%	31.2%			15.6%	17.2%
Rural	5.5%	4.6%	17.0%	21.0%	50.7%			2.3%	1.2%
Total SRPC	100.0%	100.0%	100.0%	100.0%	100.0%			100.0%	100.0%

Table 11. Distribution of Employment, Property Value and Housing Share

[Source: 2009 Strafford Regional Housing Needs Assessment]

DISTRIBUTION OF EMPLOYMENT, PROPERTY VALUE AND HOUSING - SHARE OF SRPC TOTAL BY SUB-REGION				
Characteristic	Urban	Suburban	Rural	SRPC
Total Land Area	18.2%	31.2%	50.7%	100.0%
1990 Total Employment	73.5%	23.3%	3.2%	100.0%
2000 Total Employment	71.9%	23.4%	4.6%	100.0%
2007 Total Employment	71.2%	23.3%	5.5%	100.0%
1990 Private Employment	81.8%	15.5%	2.7%	100.0%
2000 Private Employment	80.0%	16.0%	4.0%	100.0%
2007 Private Employment	80.3%	15.1%	4.6%	100.0%
1990 Commercial Val. Equalized	72.6%	15.2%	12.3%	100.0%
2000 Commercial Val. Equalized	76.5%	18.3%	5.2%	100.0%
2007 Commercial Val. Equalized	68.7%	21.2%	10.1%	100.0%
1990 Total Equalized Valuation	51.2%	25.6%	23.2%	100.0%
2000 Total Equalized Valuation	52.3%	26.1%	21.6%	100.0%
2007 Total Equalized Valuation	49.9%	25.1%	25.1%	100.0%
Housing Units 1990	58.2%	22.3%	19.5%	100.0%
Housing Units 2000	57.1%	23.0%	19.9%	100.0%
Housing Units 2007	55.9%	23.1%	21.0%	100.0%
Households 1990	63.0%	22.7%	14.3%	100.0%
Households 2000	61.5%	23.0%	15.5%	100.0%
Homeowners 1990	56.2%	25.2%	18.5%	100.0%
Homeowners 2000	54.2%	25.5%	20.3%	100.0%
Renters 1990	75.8%	18.0%	6.2%	100.0%
Renters 2000	75.4%	18.3%	6.3%	100.0%
Housing Units in 3+ Unit Structures 1990	83.2%	14.9%	1.9%	100.0%
Housing Units in 3+ Unit Structures 2000	82.1%	15.6%	2.3%	100.0%
Housing Units in 5+ Unit Structures 1990	82.6%	16.8%	0.6%	100.0%
Housing Units in 5+ Unit Structures 2000	81.6%	17.2%	1.2%	100.0%
2008 Assisted Rental Units Total	88.4%	9.8%	1.8%	100.0%
2008 Assisted Rental Units Elderly	85.4%	11.3%	3.3%	100.0%
2008 Assisted Rental Units General	92.0%	8.0%	0.0%	100.0%

Executive Summary

***Housing Production.** Based on the use of several projection models to 2015, a range of potential housing development needs were developed. The average projection indicates that about 1,000 housing units per year should be created within the region, including about 250 rental units per year. Roughly half of the growth in rental units is needed for elderly households and half for unrestricted occupancy. To maintain an affordable housing supply, about half of the new ownership units should be priced at or below the cost affordable at 100% of Area Median Family Income (AMFI). In the rental inventory, about 75% of the units should be affordable to households at or below 80% of AMFI. Within this group, the lowest income households earning less than 40% of AMFI are likely to require rent subsidy which is difficult to secure for new development.*

***Home Price Distribution.** The median home sales prices in the SRPC area in 2008 were: \$267,000 for a new home; \$230,000 for all home sales; \$220,000 for existing homes; and \$180,000 for condominiums. The median priced home is generally affordable to those earning at least 100% of the AMFI, but attaining this household income level generally requires more than one full time worker per household. Using area income schedules for 2009 published by the U. S. Department of Housing and Urban Development (HUD), it is estimated that about 45% of new units sold; 67% of existing home sales; and about 90% of condominiums sold at a price affordable under New Hampshire workforce housing*

definitions. The urban and rural portions of the SRPC region have the most affordable price distributions, while the suburban communities have the highest median prices and least affordable distribution.

Rental Cost Distribution. In 2009 the median rent in non-subsidized rental units in the SRPC area was \$936 per month. Under the NH workforce housing definition for affordable rental units, the maximum affordable rent is \$1,080 per month. At that cost level an income of \$43,200 per year would be required. It is estimated that only about 37% of renters in the SRPC area could afford that gross rent. Except within in the four urban communities of Dover, Rochester, Somersworth and Newmarket, the unsubsidized rental supply offers virtually no units affordable at or below the “workforce” standard.

The HUD income standards that apply within the SRPC boundaries reflect statistical data that is representative of a larger geographic region in which incomes are higher than those specific to the SRPC area. This broader regional income benchmark generates “workforce” rent and home price thresholds for affordable housing that may be skewed above the levels typically supportable by actual incomes within the SRPC area.

Housing Cost Burden. When a high housing cost burden is defined by the expenditure of 30% or more of gross income on housing costs, the need gap in affordability within the SRPC area is estimated to total about 22,100 households (12,900 homeowners and 9,200 renters). This high cost burden as of 2007 is estimated to affect about 1/3 of all homeowners, nearly ½ of all renters, and 38% of all SRPC area households. (These estimates based on using 2007 American Community Survey cost/income distributions for Strafford County to the SRPC area). A somewhat smaller need gap would be defined if the 2000 Census cost burden data by income and tenure were applied to the regional estimate of total households.

Area Wages and Housing Cost. A comparison of wages paid in various industrial sectors for jobs located within the SRPC area indicates about half of the employment within the SRPC is in industries supporting annual worker earnings sufficient to afford the median cost apartment. When more than one worker per household is employed full time, that household should be capable of affording the median rent of a 2-bedroom apartment if the individuals are working in all but the lowest paying industrial sectors (comprising less than 10% of the employment of the region).

A household with one working person, employed within the SRPC region at the average wage paid in nearly all industries cannot afford the median price of any form of ownership. At least half of the jobs in the region are in industries that have wages high enough to support the purchase of a median priced condominium, provided that at least 1.5 persons in the households work. When two people per household are working at average wages, up to 60% of the employment in the SRPC area is in an industrial sectors with adequate wages to support the median priced home.

Within the SRPC area, the price of housing relative to income seems fairly well balanced with area wages, provided that the household has more than one full time worker contributing to income. Households with a single worker only will have difficulty affording either rent or ownership at the average wages generated in most industrial sectors in the SRPC region.

Future Production Roles: Urban, Suburban, and Rural. The urban communities of the SRPC contain over 90% of its assisted rental housing as well as a mix of affordable ownership opportunities. They are supported by local public housing authorities, and have the infrastructure to support higher-density development. These are likely to remain the centers for affordable rental housing production, while the suburban and rural towns are likely to absorb increased shares of single-family development.

The suburban communities have the highest median home prices within the SRPC area. They lack diversified rental opportunities, and median rents are far higher in the suburbs than in the urban centers. These towns should seek to diversify into more multifamily forms of housing and to increase their supply of rental units, particularly if they are supporting increased commercial development. Inclusionary housing ordinances may allow these towns to leverage some affordable single-family homes as well as an expansion of their rental inventory in smaller multifamily developments.

The median priced home in the rural communities is lower than that of the urban or suburban portions of the SRPC area. The rural outlying towns are absorbing increasing shares of new single family development, while the urban centers are supporting a lower percentage of the area's single family homes than they have in the past. The rural communities are unlikely centers for the expansion of rental housing due to distance from major job centers and convenience services. However accessory units and two unit structures will allow for some modest expansion of rental opportunity. The rural towns may also contribute to the affordable housing inventory through manufactured housing. The rural communities may also be able to support inclusionary workforce ownership more easily than the suburbs due to their lower price profile in the marketplace.

Local Accommodation of Regional Needs. The concept of "fair share" was explored in two ways. First, fair share allocation options are reviewed as an assigned numerical share of various "housing need" definitions. Second, the fair share concept was reviewed as a principle centering on the removal of unnecessary regulatory barriers to workforce housing development at the local level. The latter is a preferred interpretation that is consistent with New Hampshire RSA 674:58 to 61 relative to workforce housing.

On a sub-regional basis, the suburban communities within the SRPC should be hosting more multifamily housing production. The cost data show rental housing costs to be very high in the suburbs and supply development very limited relative to employment growth and other measures. Rural communities will be better able to accommodate ownership workforce housing because prices in the rural towns tend to be lower than in the suburban towns that are closer to job centers.

Municipalities are advised to address their existing and future contributions to the region's affordable housing supply, including workforce-housing opportunities, within the housing element of their local master plans. To comply with RSA 674:58 to 61 these opportunities must include multifamily structures (including opportunities to construct buildings with at least five units); overall, workforce housing of some type must be allowed within a majority of the residentially zoned land in the community. The statute does not mandate actual production of any particular quantity or share of the region's workforce units.

Each municipality within the SRPC area should perform an internal review of their land development regulations, particularly those affecting residential density, units per structure, road maximum structures per lot, and road frontage per unit. The provisions should be evaluated to determine whether they exceed what is necessary to protect public health and safety, and the community should consider whether reduced or more flexible standards might be substituted generally or applied conditionally where affordable workforce housing is developed.

Nationally, it is estimated that the combined cost of raw land acquisition and lot development (exclusive of home construction) comprises only about 25% of the end-selling price of a new single family home. Since the early 1970s the average size of a new single family home in the United States has increased by about 1,000 square feet. Therefore local development regulations are not the only determinative factor of housing price. Cost to the consumer will also be influenced significantly by discretionary decisions by the developer regarding home size, amenities and the quality and extent of various features and options. Efforts by both the developer and municipalities are needed to enable a variety of workforce housing options throughout the SRPC region.

Table 12: Maximum Housing Costs Based on SRPC Area Wages by Industry

[Source: 2009 Strafford Regional Housing Needs Assessment]

Industrial Sector	Public or Private	2007 Avg Annual Employment	Share of SRPC Area Employment	Avg Weekly Wage 2007	Equivalent Annual Income			Maximum Monthly Housing Cost @ 30% of Income			Maximum Home Price Affordable Estimated at 3.25x Income (1)		
					1 FT Worker	1.5 FT Workers	2 FT Workers	1 Worker	1.5 Workers	2 FT Workers	1 Worker	1.5 Workers	2 FT Workers
Sectors With Weekly Wage Below Area Average													
Arts, Entertainment, and Recreation	Private	670	1.4%	\$258	\$13,416	\$20,124	\$26,832	\$335	\$503	\$671	\$43,602	\$65,403	\$87,204
Accommodation and Food Services	Private	3,871	7.9%	\$260	\$13,520	\$20,280	\$27,040	\$338	\$507	\$676	\$43,940	\$65,910	\$87,880
Retail Trade	Private	7,012	14.3%	\$502	\$26,104	\$39,156	\$52,208	\$653	\$979	\$1,305	\$84,838	\$127,257	\$169,676
Agriculture, Forestry, Fishing & Hunting	Private	156	0.3%	\$504	\$26,208	\$39,312	\$52,416	\$655	\$983	\$1,310	\$85,176	\$127,764	\$170,352
Transportation and Warehousing	Private	868	1.8%	\$576	\$29,952	\$44,928	\$59,904	\$749	\$1,123	\$1,498	\$97,344	\$146,016	\$194,688
Other Services, Ex. Public Admin	Private	1,517	3.1%	\$586	\$30,472	\$45,708	\$60,944	\$762	\$1,143	\$1,524	\$99,034	\$148,551	\$198,068
Real Estate and Rental and Leasing	Private	466	0.9%	\$600	\$31,200	\$46,800	\$62,400	\$780	\$1,170	\$1,560	\$101,400	\$152,100	\$202,800
Public Administration	State Govt	214	0.4%	\$651	\$33,852	\$50,778	\$67,704	\$846	\$1,269	\$1,693	\$110,019	\$165,029	\$220,038
Educational Services	Local Govt	3,635	7.4%	\$670	\$34,840	\$52,260	\$69,680	\$871	\$1,307	\$1,742	\$113,230	\$169,845	\$226,460
Administrative and Waste Services	Private	2,101	4.3%	\$682	\$35,464	\$53,196	\$70,928	\$887	\$1,330	\$1,773	\$115,258	\$172,887	\$230,516
Public Administration	Local Govt	1,824	3.7%	\$694	\$36,088	\$54,132	\$72,176	\$902	\$1,353	\$1,804	\$117,286	\$175,929	\$234,572
Educational Services	Private	863	1.8%	\$713	\$37,076	\$55,614	\$74,152	\$927	\$1,390	\$1,854	\$120,497	\$180,746	\$240,994
Subtotal for Sectors with Avg Wage Below area Average		23,197	47.2%	\$532	\$27,660	\$41,490	\$55,320	\$692	\$1,037	\$1,383	\$89,896	\$134,843	\$179,791
Sectors with Weekly Wage Above Area													
Other Sectors Including Non-Disclosed	Public or Private	914	1.9%	\$755	\$39,260	\$58,890	\$78,520	\$982	\$1,472	\$1,963	\$127,595	\$191,393	\$255,190
Construction	Private	1,840	3.7%	\$816	\$42,432	\$63,648	\$84,864	\$1,061	\$1,591	\$2,122	\$137,904	\$206,856	\$275,808
Health Care and Social Assistance	Private	6,344	12.9%	\$848	\$44,096	\$66,144	\$88,192	\$1,102	\$1,654	\$2,205	\$143,312	\$214,968	\$286,624
Information	Private	920	1.9%	\$867	\$45,084	\$67,626	\$90,168	\$1,127	\$1,691	\$2,254	\$146,523	\$219,785	\$293,046
Manufacturing	Private	5,700	11.6%	\$911	\$47,372	\$71,058	\$94,744	\$1,184	\$1,776	\$2,369	\$153,959	\$230,939	\$307,918
Professional and Technical Services	Private	2,215	4.5%	\$915	\$47,580	\$71,370	\$95,160	\$1,190	\$1,784	\$2,379	\$154,635	\$231,953	\$309,270
Educational Services	State Govt	3,997	8.1%	\$964	\$50,128	\$75,192	\$100,256	\$1,253	\$1,880	\$2,506	\$162,916	\$244,374	\$325,832
Mining	Private	32	0.1%	\$1,022	\$53,144	\$79,716	\$106,288	\$1,329	\$1,993	\$2,657	\$172,718	\$259,077	\$345,436
Finance and Insurance	Private	2,459	5.0%	\$1,089	\$56,628	\$84,942	\$113,256	\$1,416	\$2,124	\$2,831	\$184,041	\$276,062	\$368,082
Management of Companies and Enterprises	Private	234	0.5%	\$1,196	\$62,192	\$93,288	\$124,384	\$1,555	\$2,332	\$3,110	\$202,124	\$303,186	\$404,248
Wholesale Trade	Private	1,165	2.4%	\$1,243	\$64,636	\$96,954	\$129,272	\$1,616	\$2,424	\$3,232	\$210,067	\$315,101	\$420,134
Public Administration	Fed Govt	109	0.2%	\$1,387	\$72,124	\$108,186	\$144,248	\$1,803	\$2,705	\$3,606	\$234,403	\$351,605	\$468,806
Subtotal for Sectors with Avg Wage Above area Average		25,929	52.8%	\$927	\$48,190	\$72,285	\$96,380	\$1,205	\$1,807	\$2,410	\$156,618	\$234,927	\$313,236
SRPC Area Total and		49,126	100.0%	\$740	\$38,480	\$57,720	\$76,960	\$962	\$1,443	\$1,924	\$125,060	\$187,590	\$250,120

(1) Price to income ratio estimated using downpayment estimates of: 10% down, 25 year mortgage, 6% interest rate, taxes @ 1.96% of market value, insurance @ \$2.50 per thousand valuation

Table 13. Historic Housing Production by Sub-Area

[Source: 2009 Strafford Regional Housing Needs Assessment]

TOTAL HOUSING UNITS								
Area	Total Units Authorized in Period				Average Annual Units			
	1970s	1980s	1990s	2000-07	1970s	1980s	1990s	2000-07
Urban	4,156	7,391	2,487	3,940	416	739	249	493
Suburban	1,689	2,500	1,583	1,983	169	250	158	248
Rural	851	2,446	1,270	2,354	85	245	127	294
SRPC Total	6,696	12,337	5,340	8,277	670	1,234	534	1,035
Strafford County	6,143	9,564	4,198	6,155	614	956	420	769
SINGLE FAMILY UNITS								
Area	Total Units Authorized in Period				Average Annual Units			
	1970s	1980s	1990s	2000-07	1970s	1980s	1990s	2000-07
Urban	1,558	3,850	1,425	1,976	156	385	143	247
Suburban	988	1,818	1,187	1,400	99	182	119	175
Rural	769	2,019	1,025	2,092	77	202	103	262
SRPC Total	3,315	7,687	3,637	5,468	332	769	364	684
Strafford County	2,838	5,811	2,726	4,020	284	581	273	503
UNITS IN 2+ UNIT STRUCTURES								
Area	Total Units Authorized in Period				Average Annual Units			
	1970s	1980s	1990s	2000-07	1970s	1980s	1990s	2000-07
Urban	1,858	2,445	386	1,550	186	245	39	194
Suburban	200	372	97	380	20	37	10	48
Rural	8	134	55	56	1	13	6	7
SRPC Total	2,066	2,951	538	1,986	207	295	54	248
Strafford County	2,040	2,286	488	1,475	204	229	49	184
MANUFACTURED HOUSING UNITS								
Area	Total Units Authorized in Period				Average Annual Units			
	1970s	1980s	1990s	2000-07	1970s	1980s	1990s	2000-07
Urban	740	1,096	676	414	74	110	68	52
Suburban	501	310	299	203	50	31	30	25
Rural	74	293	190	206	7	29	19	26
SRPC Total	1,315	1,699	1,165	823	132	170	117	103
Strafford County	1,265	1,467	984	660	127	147	98	83

Table 14. Employment, Labor Force, Commuting Time

[Source: 2009 Strafford Regional Housing Needs Assessment]

City or Town	Employment By Community						Working Residents Age 16+		Labor Force 2007	Relative Distance to Job Centers			
	Total Employment 1990	Total Employment 2000	Total Employment 2007	Private Sector Employment 1990	Private Sector Employment 2000	Private Sector Employment 2007	1990 Resident Workers Age 16+	2000 Resident Workers Age 16+	Labor Force Population in 2007	Aggregate Travel Time to Work 1990	Aggregate Travel Time to Work 2000	Average Travel Time to Work in 1990	Average Travel Time to Work in 2000
Brookfield	26	30	33	20	25	28	227	263	382	6,898	12,290	30.4	46.7
Wakefield	360	627	720	249	383	404	1,328	1,900	2,433	43,366	73,615	32.7	38.7
Newmarket	1,117	1,754	1,465	902	1,480	1,137	3,884	4,761	6,222	93,502	124,455	24.1	26.1
Northwood	531	678	1,019	434	548	825	1,409	1,841	2,335	45,263	61,660	32.1	33.5
Nottingham	141	269	319	67	158	166	1,524	2,002	2,740	46,197	67,680	30.3	33.8
Barrington	590	905	1,309	459	711	1,033	3,221	3,998	5,010	86,572	110,880	26.9	27.7
Dover	14,380	14,807	16,755	12,070	12,838	14,911	13,424	14,608	17,224	259,793	312,745	19.4	21.4
Durham	5,108	5,932	6,291	1,248	1,734	1,691	4,925	5,615	7,038	77,569	95,810	15.8	17.1
Farmington	1,949	1,794	1,073	1,725	1,521	718	2,626	2,686	3,449	62,938	74,180	24.0	27.6
Lee	341	1,036	1,118	309	926	981	1,899	2,153	2,606	46,232	56,805	24.3	26.4
Madbury	85	148	252	84	138	168	676	744	972	13,408	17,995	19.8	24.2
Middleton	112	143	135	82	124	118	558	724	997	17,559	26,000	31.5	35.9
Milton	275	376	513	163	327	455	1,736	1,905	2,443	49,052	59,050	28.3	31.0
New Durham	120	231	328	91	149	228	916	1,115	1,436	27,012	40,000	29.5	35.9
Rochester	8,856	12,367	11,702	7,971	11,345	10,330	12,545	14,075	16,709	269,698	333,895	21.5	23.7
Rollinsford	652	569	635	594	503	553	1,369	1,431	1,586	26,080	34,770	19.1	24.3
Somersworth	4,592	4,555	5,078	4,164	4,079	4,552	5,773	5,639	6,418	115,386	134,130	20.0	23.8
Strafford	153	322	382	63	178	224	1,334	1,930	2,349	43,203	70,675	32.4	36.6
SRPC Total	39,388	46,543	49,127	30,695	37,167	38,522	59,374	67,390	82,349	1,329,728	1,706,635	22.40	25.3

City or Town	Employment By Community						Working Residents Age 16+		Labor Force 2007	Relative Distance to Job Centers			
	Total Employment 1990	Total Employment 2000	Total Employment 2007	Private Sector Employment 1990	Private Sector Employment 2000	Private Sector Employment 2007	1990 Resident Workers Age 16+	2000 Resident Workers Age 16+	Labor Force Population in 2007	Aggregate Travel Time to Work 1990	Aggregate Travel Time to Work 2000	Average Travel Time to Work Relative to SRPC Avg 1990	Average Travel Time to Work Relative to SRPC Avg 2000
Brookfield	0.07%	0.06%	0.07%	0.07%	0.07%	0.07%	0.38%	0.39%	0.46%	0.52%	0.72%	1.36	1.85
Wakefield	0.91%	1.35%	1.47%	0.81%	1.03%	1.05%	2.24%	2.82%	2.95%	3.26%	4.31%	1.46	1.53
Newmarket	2.84%	3.77%	2.98%	2.94%	3.98%	2.95%	6.54%	7.06%	7.56%	7.03%	7.29%	1.07	1.03
Northwood	1.35%	1.46%	2.07%	1.41%	1.47%	2.14%	2.37%	2.73%	2.84%	3.40%	3.61%	1.43	1.32
Nottingham	0.36%	0.58%	0.65%	0.22%	0.43%	0.43%	2.57%	2.97%	3.33%	3.47%	3.97%	1.35	1.33
Barrington	1.50%	1.94%	2.66%	1.50%	1.91%	2.68%	5.42%	5.93%	6.08%	6.51%	6.50%	1.20	1.10
Dover	36.51%	31.81%	34.11%	39.32%	34.54%	38.71%	22.61%	21.68%	20.92%	19.54%	18.33%	0.86	0.85
Durham	12.97%	12.75%	12.81%	4.07%	4.67%	4.39%	8.29%	8.33%	8.55%	5.83%	5.61%	0.70	0.67
Farmington	4.95%	3.85%	2.18%	5.62%	4.09%	1.86%	4.42%	3.99%	4.19%	4.73%	4.35%	1.07	1.09
Lee	0.87%	2.23%	2.28%	1.01%	2.49%	2.55%	3.20%	3.19%	3.16%	3.48%	3.33%	1.09	1.04
Madbury	0.22%	0.32%	0.51%	0.27%	0.37%	0.44%	1.14%	1.10%	1.18%	1.01%	1.05%	0.89	0.96
Middleton	0.28%	0.31%	0.27%	0.27%	0.33%	0.31%	0.94%	1.07%	1.21%	1.32%	1.52%	1.41	1.42
Milton	0.70%	0.81%	1.04%	0.53%	0.88%	1.18%	2.92%	2.83%	2.97%	3.69%	3.46%	1.26	1.22
New Durham	0.30%	0.50%	0.67%	0.30%	0.40%	0.59%	1.54%	1.65%	1.74%	2.03%	2.34%	1.32	1.42
Rochester	22.48%	26.57%	23.82%	25.97%	30.52%	26.82%	21.13%	20.89%	20.29%	20.28%	19.56%	0.96	0.94
Rollinsford	1.66%	1.22%	1.29%	1.94%	1.35%	1.44%	2.31%	2.12%	1.93%	1.96%	2.04%	0.85	0.96
Somersworth	11.66%	9.79%	10.34%	13.57%	10.97%	11.82%	9.72%	8.37%	7.79%	8.68%	7.86%	0.89	0.94
Strafford	0.39%	0.69%	0.78%	0.21%	0.48%	0.58%	2.25%	2.86%	2.85%	3.25%	4.14%	1.45	1.45
SRPC Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	1.00	1.00

Table 15. Population Density
 [Source: 2009 Strafford Regional Housing Needs Assessment]

City or Town	Land Area	Population Historic			Population Density Per Sq. Mile			Population Projected				
	Land Area in Sq. Miles	Population 1990	Population 2000	Population 2007	1990	2000	2007	Projected Population 2010	Projected Population 2015	Projected Population 2020	Projected Population 2025	Projected Population 2030
Brookfield	22.85	518	604	677	22.7	26.4	29.6	730	800	860	910	950
Wakefield	39.52	3,057	4,252	4,834	77.4	107.6	122.3	5,150	5,540	5,930	6,270	6,490
Newmarket	12.56	7,157	8,027	9,314	569.8	639.1	741.6	9,530	9,820	10,050	10,280	10,500
Northwood	28.12	3,124	3,640	4,062	111.1	129.4	144.5	4,120	4,300	4,450	4,600	4,740
Nottingham	46.52	2,939	3,701	4,466	63.2	79.6	96.0	4,560	4,810	5,010	5,220	5,420
Barrington	46.69	6,164	7,475	8,354	132.0	160.1	178.9	8,510	8,990	9,450	9,900	10,270
Dover	26.73	25,042	26,884	28,703	936.8	1,005.8	1,073.8	29,310	29,970	30,450	30,900	31,250
Durham	22.40	11,818	12,664	13,985	527.6	565.4	624.3	13,840	14,480	15,070	15,630	16,100
Farmington	36.51	5,739	5,774	6,883	157.2	158.1	188.5	6,930	7,280	7,610	7,930	8,190
Lee	19.98	3,729	4,145	4,412	186.6	207.5	220.8	4,580	4,830	5,080	5,310	5,510
Madbury	11.54	1,404	1,509	1,765	121.7	130.8	152.9	1,800	1,880	1,950	2,020	2,080
Middleton	18.07	1,183	1,440	1,861	65.5	79.7	103.0	1,770	1,880	1,990	2,090	2,170
Milton	33.06	3,691	3,910	4,604	111.6	118.3	139.3	4,530	4,790	5,040	5,270	5,460
New Durham	41.38	1,974	2,220	2,563	47.7	53.6	61.9	2,640	2,920	3,180	3,440	3,650
Rochester	44.82	26,630	28,461	30,823	594.2	635.0	687.7	31,560	32,930	34,290	35,560	36,650
Rollinsford	7.31	2,645	2,648	2,641	361.8	362.2	361.3	2,740	2,870	2,990	3,100	3,190
Somersworth	9.81	11,249	11,477	11,918	1,146.7	1,169.9	1,214.9	12,080	12,290	12,480	12,950	13,350
Strafford	48.97	2,965	3,626	3,992	60.5	74.0	81.5	4,180	4,400	4,620	4,830	5,010
SRPC Total	517	121,028	132,457	145,857	234.2	256.3	282.2	148,560	154,780	160,500	166,210	170,980

City or Town	Land Area	Population Historic			Population Density Relative to SRPC Average Set @ 1.00			Population Projected				
	Land Area in Sq. Miles	Population 1990	Population 2000	Population 2007	1990	2000	2007	Projected Population 2010	Projected Population 2015	Projected Population 2020	Projected Population 2025	Projected Population 2030
Brookfield	4.42%	0.43%	0.46%	0.46%	0.10	0.10	0.10	0.49%	0.52%	0.54%	0.55%	0.56%
Wakefield	7.65%	2.53%	3.21%	3.31%	0.33	0.42	0.43	3.47%	3.58%	3.69%	3.77%	3.80%
Newmarket	2.43%	5.91%	6.06%	6.39%	2.43	2.49	2.63	6.41%	6.34%	6.26%	6.18%	6.14%
Northwood	5.44%	2.58%	2.75%	2.78%	0.47	0.51	0.51	2.77%	2.78%	2.77%	2.77%	2.77%
Nottingham	9.00%	2.43%	2.79%	3.06%	0.27	0.31	0.34	3.07%	3.11%	3.12%	3.14%	3.17%
Barrington	9.03%	5.09%	5.64%	5.73%	0.56	0.62	0.63	5.73%	5.81%	5.89%	5.96%	6.01%
Dover	5.17%	20.69%	20.30%	19.68%	4.00	3.92	3.81	19.73%	19.36%	18.97%	18.59%	18.28%
Durham	4.33%	9.76%	9.56%	9.59%	2.25	2.21	2.21	9.32%	9.36%	9.39%	9.40%	9.42%
Farmington	7.06%	4.74%	4.36%	4.72%	0.67	0.62	0.67	4.66%	4.70%	4.74%	4.77%	4.79%
Lee	3.87%	3.08%	3.13%	3.02%	0.80	0.81	0.78	3.08%	3.12%	3.17%	3.19%	3.22%
Madbury	2.23%	1.16%	1.14%	1.21%	0.52	0.51	0.54	1.21%	1.21%	1.21%	1.22%	1.22%
Middleton	3.50%	0.98%	1.09%	1.28%	0.28	0.31	0.36	1.19%	1.21%	1.24%	1.26%	1.27%
Milton	6.40%	3.05%	2.95%	3.16%	0.48	0.46	0.49	3.05%	3.09%	3.14%	3.17%	3.19%
New Durham	8.01%	1.63%	1.68%	1.76%	0.20	0.21	0.22	1.78%	1.89%	1.98%	2.07%	2.13%
Rochester	8.67%	22.00%	21.49%	21.13%	2.54	2.48	2.44	21.24%	21.28%	21.36%	21.39%	21.44%
Rollinsford	1.41%	2.19%	2.00%	1.81%	1.55	1.41	1.28	1.84%	1.85%	1.86%	1.87%	1.87%
Somersworth	1.90%	9.29%	8.66%	8.17%	4.90	4.56	4.30	8.13%	7.94%	7.78%	7.79%	7.81%
Strafford	9.47%	2.45%	2.74%	2.74%	0.26	0.29	0.29	2.81%	2.84%	2.88%	2.91%	2.93%
SRPC Total	100.00%	100.00%	100.00%	100.00%	1.00	1.00	1.00	100.00%	100.00%	100.00%	100.00%	100.00%

Table 16. Housing Supply (Total Units) and Units by Structure Type

[Source: 2009 Strafford Regional Housing Needs Assessment]

City or Town	Housing Supply			Housing Units in Multifamily Structures (Census)				Housing Units in Attached or 2+ Family Structures		
	Housing Units 1990	Housing Units 2000	Housing Units 2007	Units in 3+ Unit Structures 1990	Units in 5+ Unit Structures in 1990	Units in 3+ Unit Structures 2000	Units in 5+ Unit Structures in 2000	Census 1990 (100%)	Census 2000 (Sample)	NHOEP Estimate 2007
Brookfield	274	280	336	0	0	0	0	11	4	6
Wakefield	3,158	3,331	3,892	76	7	117	31	200	214	234
Newmarket	3,285	3,457	4,181	1,361	1,036	1,357	1,089	1,852	1,845	2,227
Northwood	1,791	1,905	2,257	70	23	54	17	144	187	250
Nottingham	1,314	1,592	2,021	11	0	21	7	52	61	70
Barrington	2,640	3,147	3,672	178	142	185	138	244	253	329
Dover	11,307	11,924	13,161	4,521	2,946	4,512	3,087	6,202	6,274	6,760
Durham	2,508	2,923	3,249	729	589	913	715	954	1,176	1,400
Farmington	2,260	2,337	2,914	400	259	386	269	544	504	564
Lee	1,393	1,534	1,699	143	100	169	116	295	351	365
Madbury	528	543	665	26	2	26	6	93	108	123
Middleton	654	706	953	0	0	0	0	8	10	20
Milton	1,767	1,815	2,240	91	34	101	53	163	185	212
New Durham	1,231	1,309	1,589	6	0	6	2	18	29	29
Rochester	11,076	11,836	13,394	2,492	1,341	2,755	1,622	3,796	3,864	4,353
Rollinsford	1,040	1,060	1,098	233	140	222	142	338	338	346
Somersworth	4,719	4,841	5,262	1,409	821	1,557	824	2,170	2,185	2,334
Strafford	1,264	1,564	1,798	8	1	13	0	58	78	88
SRPC Total	52,209	56,104	64,381	11,754	7,441	12,394	8,118	17,142	17,666	19,710

City or Town	Housing Supply			Housing Units in Multifamily Structures (Census)				Housing Units in Attached or 2+ Family Structures		
	Housing Units 1990	Housing Units 2000	Housing Units 2007	Units in 3+ Unit Structures 1990	Units in 5+ Unit Structures in 1990	Units in 3+ Unit Structures 2000	Units in 5+ Unit Structures in 2000	Census 1990 (100%)	Census 2000 (Sample)	NHOEP Estimate 2007
Brookfield	0.52%	0.50%	0.52%	0.00%	0.00%	0.00%	0.00%	0.06%	0.02%	0.03%
Wakefield	6.05%	5.94%	6.05%	0.65%	0.09%	0.94%	0.38%	1.17%	1.21%	1.19%
Newmarket	6.29%	6.16%	6.49%	11.58%	13.92%	10.95%	13.41%	10.80%	10.44%	11.30%
Northwood	3.43%	3.40%	3.51%	0.60%	0.31%	0.44%	0.21%	0.84%	1.06%	1.27%
Nottingham	2.52%	2.84%	3.14%	0.09%	0.00%	0.17%	0.09%	0.30%	0.35%	0.36%
Barrington	5.06%	5.61%	5.70%	1.51%	1.91%	1.49%	1.70%	1.42%	1.43%	1.67%
Dover	21.66%	21.25%	20.44%	38.46%	39.59%	36.40%	38.03%	36.18%	35.51%	34.30%
Durham	4.80%	5.21%	5.05%	6.20%	7.92%	7.37%	8.81%	5.57%	6.66%	7.10%
Farmington	4.33%	4.17%	4.53%	3.40%	3.48%	3.11%	3.31%	3.17%	2.85%	2.86%
Lee	2.67%	2.73%	2.64%	1.22%	1.34%	1.36%	1.43%	1.72%	1.99%	1.85%
Madbury	1.01%	0.97%	1.03%	0.22%	0.03%	0.21%	0.07%	0.54%	0.61%	0.62%
Middleton	1.25%	1.26%	1.48%	0.00%	0.00%	0.00%	0.00%	0.05%	0.06%	0.10%
Milton	3.38%	3.24%	3.48%	0.77%	0.46%	0.81%	0.65%	0.95%	1.05%	1.08%
New Durham	2.36%	2.33%	2.47%	0.05%	0.00%	0.05%	0.02%	0.11%	0.16%	0.15%
Rochester	21.21%	21.10%	20.80%	21.20%	18.02%	22.23%	19.98%	22.14%	21.87%	22.09%
Rollinsford	1.99%	1.89%	1.71%	1.98%	1.88%	1.79%	1.75%	1.97%	1.91%	1.76%
Somersworth	9.04%	8.63%	8.17%	11.99%	11.03%	12.56%	10.15%	12.66%	12.37%	11.84%
Strafford	2.42%	2.79%	2.79%	0.07%	0.01%	0.10%	0.00%	0.34%	0.44%	0.45%
SRPC Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 17. Households by Tenure and Age of Head Household

[Source: 2009 Strafford Regional Housing Needs Assessment]

City or Town	Occupied Units in 1990 (Census)								Occupied Housing Units in 2000 (Census)							
	Households 1990	Owner Occupied 1990	Renter Occupied 1990	Owners Under Age 65 in 1990	Renters Under Age 65 in 1990	Owners 65+ in 1990	Renters 65+ in 1990	All Households Age 65+ in 1990	Households 2000	Owner-Occupied 2000	Renter Occupied 2000	Owners Under Age 65 in 2000	Renters Under Age 65 in 2000	Owners 65+ in 2000	Renters 65+ in 2000	All Households Age 65+ in 2000
Brookfield	192	178	14	129	12	49	2	51	236	223	13	161	12	62	1	63
Wakefield	1,172	967	205	709	175	258	30	288	1,685	1,404	281	1,033	232	371	49	420
Newmarket	2,898	1,493	1,405	1,235	1,293	258	112	370	3,379	1,779	1,600	1,466	1,467	313	133	446
Northwood	1,148	953	195	774	177	179	18	197	1,347	1,140	207	944	193	196	14	210
Nottingham	1,037	912	125	802	115	110	10	120	1,331	1,214	117	1,056	107	158	10	168
Barrington	2,217	1,911	306	1,635	294	276	12	288	2,756	2,349	407	2,062	375	287	32	319
Dover	10,345	5,190	5,155	3,913	4,457	1,277	698	1,975	11,573	5,920	5,653	4,419	4,957	1,501	696	2,197
Durham	2,392	1,357	1,035	1,042	912	315	123	438	2,882	1,628	1,254	1,207	1,173	421	81	502
Farmington	2,032	1,431	601	1,159	468	272	133	405	2,146	1,516	630	1,235	535	281	95	376
Lee	1,287	972	315	865	307	107	8	115	1,466	1,104	362	949	344	155	18	173
Madbury	490	367	123	311	114	56	9	65	534	412	122	345	114	67	8	75
Middleton	399	363	36	310	35	53	1	54	514	466	48	382	44	84	4	88
Milton	1,324	1,097	227	886	202	211	25	236	1,456	1,160	296	932	266	228	30	258
New Durham	688	603	85	509	79	94	6	100	819	740	79	602	72	138	7	145
Rochester	10,221	7,051	3,170	5,432	2,665	1,619	505	2,124	11,434	7,643	3,791	5,790	3,227	1,853	564	2,417
Rollinsford	976	686	290	552	267	134	23	157	1,033	722	311	539	287	183	24	207
Somersworth	4,374	2,549	1,825	2,028	1,469	521	356	877	4,687	2,659	2,028	2,085	1,686	574	342	916
Strafford	999	876	123	758	116	118	7	125	1,281	1,139	142	992	127	147	15	162
SRPC Total	44,191	28,956	15,235	23,049	13,157	5,907	2,078	7,985	50,559	33,218	17,341	26,199	15,218	7,019	2,123	9,142

City or Town	Occupied Units in 1990 (Census)								Occupied Housing Units in 2000 (Census)							
	Households 1990	Owner Occupied 1990	Renter Occupied 1990	Owners Under Age 65 in 1990	Renters Under Age 65 in 1990	Owners 65+ in 1990	Renters 65+ in 1990	All Households Age 65+ in 1990	Households 2000	Owner-Occupied 2000	Renter Occupied 2000	Owners Under Age 65 in 2000	Renters Under Age 65 in 2000	Owners 65+ in 2000	Renters 65+ in 2000	All Households Age 65+ in 2000
Brookfield	0.43%	0.61%	0.09%	0.56%	0.09%	0.83%	0.10%	0.64%	0.47%	0.67%	0.07%	0.61%	0.08%	0.88%	0.05%	0.69%
Wakefield	2.65%	3.34%	1.35%	3.08%	1.33%	4.37%	1.44%	3.61%	3.33%	4.23%	1.62%	3.94%	1.52%	5.29%	2.31%	4.59%
Newmarket	6.56%	5.16%	9.22%	5.36%	9.83%	4.37%	5.39%	4.63%	6.68%	5.36%	9.23%	5.60%	9.64%	4.46%	6.26%	4.88%
Northwood	2.60%	3.29%	1.28%	3.36%	1.35%	3.03%	0.87%	2.47%	2.66%	3.43%	1.19%	3.60%	1.27%	2.79%	0.66%	2.30%
Nottingham	2.35%	3.15%	0.82%	3.48%	0.87%	1.86%	0.48%	1.50%	2.63%	3.65%	0.67%	4.03%	0.70%	2.25%	0.47%	1.84%
Barrington	5.02%	6.60%	2.01%	7.09%	2.23%	4.67%	0.58%	3.61%	5.45%	7.07%	2.35%	7.87%	2.46%	4.09%	1.51%	3.49%
Dover	23.41%	17.92%	33.84%	16.98%	33.88%	21.62%	33.59%	24.73%	22.89%	17.82%	32.60%	16.87%	32.57%	21.38%	32.78%	24.03%
Durham	5.41%	4.69%	6.79%	4.52%	6.93%	5.33%	5.92%	5.49%	5.70%	4.90%	7.23%	4.61%	7.71%	6.00%	3.82%	5.49%
Farmington	4.60%	4.94%	3.94%	5.03%	3.56%	4.60%	6.40%	5.07%	4.24%	4.56%	3.63%	4.71%	3.52%	4.00%	4.47%	4.11%
Lee	2.91%	3.36%	2.07%	3.75%	2.33%	1.81%	0.38%	1.44%	2.90%	3.32%	2.09%	3.62%	2.26%	2.21%	0.85%	1.89%
Madbury	1.11%	1.27%	0.81%	1.35%	0.87%	0.95%	0.43%	0.81%	1.06%	1.24%	0.70%	1.32%	0.75%	0.95%	0.38%	0.82%
Middleton	0.90%	1.25%	0.24%	1.34%	0.27%	0.90%	0.05%	0.68%	1.02%	1.40%	0.28%	1.46%	0.29%	1.20%	0.19%	0.96%
Milton	3.00%	3.79%	1.49%	3.84%	1.54%	3.57%	1.20%	2.96%	2.88%	3.49%	1.71%	3.56%	1.75%	3.25%	1.41%	2.82%
New Durham	1.56%	2.08%	0.56%	2.21%	0.60%	1.59%	0.29%	1.25%	1.62%	2.23%	0.46%	2.30%	0.47%	1.97%	0.33%	1.59%
Rochester	23.13%	24.35%	20.81%	23.57%	20.26%	27.41%	24.30%	26.60%	22.62%	23.01%	21.86%	22.10%	21.21%	26.40%	26.57%	26.44%
Rollinsford	2.21%	2.37%	1.90%	2.39%	2.03%	2.27%	1.11%	1.97%	2.04%	2.17%	1.79%	2.06%	1.89%	2.61%	1.13%	2.26%
Somersworth	9.90%	8.80%	11.98%	8.80%	11.17%	8.82%	17.13%	10.98%	9.27%	8.00%	11.69%	7.96%	11.08%	8.18%	16.11%	10.02%
Strafford	2.26%	3.03%	0.81%	3.29%	0.88%	2.00%	0.34%	1.57%	2.53%	3.43%	0.82%	3.79%	0.83%	2.09%	0.71%	1.77%
SRPC Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 18. Equalized Property Valuation

[Source: 2009 Strafford Regional Housing Needs Assessment]

City or Town	Equalized Assessed Valuation 2000			Equalized Assessed Valuation 2007			Equalization Ratios		Equalized or "Full Value" Tax Rates	
	Equalized Assessed Valuation 2000	Estimated Equalized Commercial Valuation 2000	2000 Commercial Share of Valuation	Equalized Assessed Valuation 2007	Estimated Equalized Commercial Valuation 2007	2007 Commercial Share of Valuation	Equalization Ratio 2000	Equalization Ratio 2007	Equalized Tax Rate 2000	Equalized Tax Rate 2007
Brookfield	\$47,682,269.00	\$0.00	0.00%	\$111,541,182.49	\$656,400.00	0.59%	0.92	100.0	\$15.77	\$14.48
Wakefield	\$396,725,097.45	\$7,717,257.00	1.95%	\$1,048,161,128.11	\$131,546,166.40	12.55%	0.83	96.8	\$13.10	\$9.03
Newmarket	\$374,700,596.00	\$34,344,033.40	9.17%	\$811,039,090.46	\$109,225,804.80	13.47%	0.79	89.6	\$23.44	\$18.67
Northwood	\$234,045,810.00	\$46,299,750.00	19.78%	\$550,193,801.82	\$50,980,700.00	9.27%	0.75	100.0	\$19.93	\$17.24
Nottingham	\$256,087,077.00	\$12,241,068.00	4.78%	\$631,663,289.95	\$10,238,400.00	1.62%	0.86	100.0	\$17.97	\$13.20
Barrington	\$415,300,917.00	\$25,529,364.00	6.15%	\$944,291,682.13	\$89,707,220.00	9.50%	0.84	100.0	\$18.52	\$16.46
Dover	\$1,529,921,456.84	\$233,096,446.00	15.24%	\$3,030,963,132.19	\$620,409,151.70	20.47%	0.73	94.7	\$20.25	\$18.33
Durham	\$505,912,573.00	\$26,389,635.00	5.22%	\$859,136,676.19	\$128,322,967.50	14.94%	0.71	94.5	\$26.99	\$26.76
Farmington	\$216,830,996.00	\$22,406,992.00	10.33%	\$523,909,356.55	\$56,591,146.95	10.80%	0.82	91.9	\$20.11	\$15.95
Lee	\$258,692,502.00	\$18,518,470.00	7.16%	\$477,748,746.89	\$52,149,796.70	10.92%	0.82	103.7	\$23.29	\$25.03
Madbury	\$94,081,168.00	\$2,598,414.00	2.76%	\$227,277,943.62	\$9,641,700.00	4.24%	0.78	100.0	\$22.90	\$19.94
Middleton	\$76,183,160.00	\$2,772,643.50	3.64%	\$198,293,485.74	\$5,041,600.00	2.54%	0.99	100.0	\$21.48	\$14.84
Milton	\$179,146,138.86	\$14,493,243.60	8.09%	\$467,313,383.22	\$25,184,932.20	5.39%	0.99	87.9	\$21.72	\$16.07
New Durham	\$193,711,687.00	\$2,364,543.00	1.22%	\$465,007,996.11	\$10,534,143.97	2.27%	0.73	93.1	\$19.05	\$16.92
Rochester	\$1,185,587,674.00	\$273,918,367.45	23.10%	\$2,424,282,020.66	\$415,566,492.18	17.14%	0.91	96.5	\$20.99	\$17.93
Rollinsford	\$146,580,445.00	\$9,636,858.00	6.57%	\$282,292,786.27	\$32,021,100.00	11.34%	0.77	100.0	\$17.13	\$15.26
Somersworth	\$464,279,314.00	\$81,221,228.00	17.49%	\$975,053,205.70	\$184,380,027.95	18.91%	0.88	89.4	\$22.55	\$20.08
Strafford	\$226,387,145.15	\$270,259.00	0.12%	\$490,370,310.54	\$3,557,300.00	0.73%	0.79	100.0	\$20.65	\$18.10
SRPC Total	\$6,801,856,026.29	\$813,818,571.95	11.96%	\$14,518,539,216.63	\$1,935,755,050.35	13.33%				

City or Town	Equalized Assessed Valuation 2000			Equalized Assessed Valuation 2007						
	Equalized Assessed Valuation 2000	Estimated Equalized Commercial Valuation 2000		Equalized Assessed Valuation 2007	Estimated Equalized Commercial Valuation 2007					
Brookfield	0.70%	0.00%		0.77%	0.03%					
Wakefield	5.83%	0.95%		7.22%	6.80%					
Newmarket	5.51%	4.22%		5.59%	5.64%					
Northwood	3.44%	5.69%		3.79%	2.63%					
Nottingham	3.76%	1.50%		4.35%	0.53%					
Barrington	6.11%	3.14%		6.50%	4.63%					
Dover	22.49%	28.64%		20.88%	32.05%					
Durham	7.44%	3.24%		5.92%	6.63%					
Farmington	3.19%	2.75%		3.61%	2.92%					
Lee	3.80%	2.28%		3.29%	2.69%					
Madbury	1.38%	0.32%		1.57%	0.50%					
Middleton	1.12%	0.34%		1.37%	0.26%					
Milton	2.63%	1.78%		3.22%	1.30%					
New Durham	2.85%	0.29%		3.20%	0.54%					
Rochester	17.43%	33.66%		16.70%	21.47%					
Rollinsford	2.16%	1.18%		1.94%	1.65%					
Somersworth	6.83%	9.98%		6.72%	9.52%					
Strafford	3.33%	0.03%		3.38%	0.18%					
SRPC Total	100.00%	100.00%		100.00%	100.00%					

Table 19. Renter Households by Cost Burden 2000 & 2008 Assisted Housing Supply
 [Source: 2009 Strafford Regional Housing Needs Assessment]

City or Town	Rental Housing Occupancy and Affordability - 2000 Census Indicators (From NHHFA 2003 Statewide Needs Assessment)								Rental Units in Assisted Housing Developments 2008					
	Total Renter Occupied Units in 2000	Renters Income <50% AMFI and Pay 30%+	Renters Income < 50% AMFI and Pay 35%+	All Renters Pay 30%+	All Renters Pay 35%+	All Renters Pay 50%+	Renters Under Age 65 Pay 35%+	Renters Age 65+ Pay 35%+	Total	Elderly	General Occupancy	Subtotal Assisted - All Units	Subtotal Elderly Assisted Units	Subtotal General Occupancy Assisted Units
Brookfield	13	2	2	2	2	2	2	0	0	0	0	0	0	0
Wakefield	281	83	67	97	77	36	63	14	42	42	0	42	42	0
Newmarket	1,600	520	433	623	484	275	426	58	159	109	50	159	109	50
Northwood	207	32	23	36	26	4	26	0	31	31	0	31	31	0
Nottingham	117	21	15	23	16	9	9	7	0	0	0	0	0	0
Barrington	407	120	96	166	127	40	119	8	0	0	0	0	0	0
Dover	5,653	1,506	1,259	1,772	1,392	750	1,145	247	1,008	402	606	908	378	530
Durham	1,254	554	482	668	551	434	534	17	76	76	0	62	62	0
Farmington	630	139	124	161	134	93	118	16	131	50	81	123	50	73
Lee	362	67	67	91	79	56	69	10	0	0	0	0	0	0
Madbury	122	35	32	39	34	22	34	0	0	0	0	0	0	0
Middleton	48	7	5	10	7	3	7	0	0	0	0	0	0	0
Milton	296	86	64	107	76	21	57	19	0	0	0	0	0	0
New Durham	79	13	11	20	14	9	12	2	0	0	0	0	0	0
Rochester	3,791	1,174	1,014	1,390	1,123	682	919	204	625	421	204	622	421	201
Rollinsford	311	79	57	86	57	32	51	6	12	0	12	12	0	12
Somersworth	2,028	642	483	743	539	222	422	117	374	171	203	372	171	201
Strafford	142	4	4	8	4	4	0	4	0	0	0	0	0	0
SRPC Total	17,341	5,084	4,238	6,042	4,742	2,694	4,013	729	2,458	1,302	1,156	2,331	1,264	1,067
City or Town	Rental Housing Occupancy and Affordability - 2000 Census Indicators (From NHHFA 2003 Statewide Needs Assessment)								Rental Units in Assisted Housing Developments 2008					
	Total Renter Occupied Units in 2000	Renters Income <50% AMFI and Pay 30%+	Renters Income < 50% AMFI and Pay 35%+	All Renters Pay 30%+	All Renters Pay 35%+	All Renters Pay 50%+	Renters Under Age 65 Pay 35%+	Renters Age 65+ Pay 35%+	Total	Elderly	General Occupancy	Subtotal Assisted - All Units	Subtotal Elderly Assisted Units	Subtotal General Occupancy Assisted Units
Brookfield	0.07%	0.04%	0.05%	0.03%	0.04%	0.07%	0.05%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Wakefield	1.62%	1.63%	1.58%	1.61%	1.62%	1.34%	1.57%	1.92%	1.71%	3.23%	0.00%	1.80%	3.32%	0.00%
Newmarket	9.23%	10.23%	10.22%	10.31%	10.21%	10.21%	10.62%	7.96%	6.47%	8.37%	4.33%	6.82%	8.62%	4.69%
Northwood	1.19%	0.63%	0.54%	0.60%	0.55%	0.15%	0.65%	0.00%	1.26%	2.38%	0.00%	1.33%	2.45%	0.00%
Nottingham	0.67%	0.41%	0.35%	0.38%	0.34%	0.33%	0.22%	0.96%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Barrington	2.35%	2.36%	2.27%	2.75%	2.68%	1.48%	2.97%	1.10%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Dover	32.60%	29.62%	29.71%	29.33%	29.35%	27.84%	28.53%	33.88%	41.01%	30.88%	52.42%	38.95%	29.91%	49.67%
Durham	7.23%	10.90%	11.37%	11.06%	11.62%	16.11%	13.31%	2.33%	3.09%	5.84%	0.00%	2.66%	4.91%	0.00%
Farmington	3.63%	2.73%	2.93%	2.66%	2.83%	3.45%	2.94%	2.19%	5.33%	3.84%	7.01%	5.28%	3.96%	6.84%
Lee	2.09%	1.32%	1.58%	1.51%	1.67%	2.08%	1.72%	1.37%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Madbury	0.70%	0.69%	0.76%	0.65%	0.72%	0.82%	0.85%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Middleton	0.28%	0.14%	0.12%	0.17%	0.15%	0.11%	0.17%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Milton	1.71%	1.69%	1.51%	1.77%	1.60%	0.78%	1.42%	2.61%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
New Durham	0.46%	0.26%	0.26%	0.33%	0.30%	0.33%	0.30%	0.27%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Rochester	21.86%	23.09%	23.93%	23.01%	23.68%	25.32%	22.90%	27.98%	25.43%	32.33%	17.65%	26.68%	33.31%	18.84%
Rollinsford	1.79%	1.55%	1.34%	1.42%	1.20%	1.19%	1.27%	0.82%	0.49%	1.04%	0.00%	0.51%	0.00%	1.12%
Somersworth	11.69%	12.63%	11.40%	12.30%	11.37%	8.24%	10.52%	16.05%	15.22%	13.13%	17.56%	15.96%	13.53%	18.84%
Strafford	0.82%	0.08%	0.09%	0.13%	0.08%	0.15%	0.00%	0.55%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
SRPC Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Chapter 4: Regional Economy

Description of Regional and State Economy

The health of Strafford County economy relies greatly on the condition of other counties abutting the area, and New Hampshire's, and New England's economies, which are linked to the national and global economies. Today the region's economy is more than business or industries located in individual communities: most workers commute to other communities. The economy in the Strafford CEDS region is closely tied to: Rockingham County, northern Massachusetts (Essex, County), and southwestern Maine (York County). Many residents in Strafford region commute to Pease International Tradeport, Portsmouth Naval Shipyard, and as far as Metro and Downtown Boston. The region's business and industries are diverse including: high tech manufacturing, financial services, educational services and institutions, medical or health care and service industry.

Strafford County, like New Hampshire, and all other states and the nation as whole has been affected by the current recession. The leading indicators include average weekly hours of production workers in manufacturing trended downward after December 2007. Claims for unemployment compensation rose from December 2008 to January 2009.

According to the Vital Signs 2010, which is produced by the New Hampshire Employment Security and labor Market Information Bureau, the state weathered the recession until September 2009 when unemployment rates hit 7.2 percent. New Hampshire's employment losses from 2007 to 2008 were minor with a loss of only 300 non-farm private employment jobs. In January of 2009 there was a loss of 14,510 non-farm jobs for the State of New Hampshire. In December 2010 New Hampshire's unemployment rate was 5.5% compared to the United States unemployment of 9.4% (NHELMB).

Strafford County has a diverse mix of public and private organizations that are involved in promoting economic and community development throughout this region. There are a wide variety of groups that provide or promote economic or community development services to select populations. Various types of public financial assistance are resources that exist for businesses, individuals, and entrepreneurs to help the private sector. Goods producing industries lost 8,200 jobs from 2005-2009. In 2009 there was a loss of 10,920 jobs within the first ten months. The often times low wages service industry showed an increase from 2005 to 2008 of 17,608 jobs. The construction industry fall began in 2007 to 2008 with a loss of 3600 jobs. The Regional economy focuses on specific components required for the Strafford CEDS region that are necessary for a local CEDS planning process.

Employment by Industry

In Table 20. Average Annual Employment, the industries that had the largest percent change from 2005 to 2009 included Finance and Insurance (73.52%), Educational Services (26.07%), and Health Care and Social Assistance (13.5%). The Manufacturing industry lost the greatest number of employees (906) followed by Construction (586) lost between 2005-2009 as shown in Table 20.

In Table 21. Largest Employment Growth by Sector, Food and Drinking Places are the largest employment sector at 3,572, followed by Ambulatory Health Care Services at 2,446, and Hospitals with 2,187 employees. In Table 23, Government Employment Sectors, State Government had 452 fewer jobs from 2005-2009 while Local Government increased 350. Average annual employment in New Hampshire Total Private Industries decreased 18,515 employees as seen in Table 25. In the State Construction and Manufacturing lost a combined total of 18,823 which had the highest employees lost in the CEDS region.

Table 20. Average Annual Employment

[Source: NH Economic and Labor Information Bureau, SRPC]

Strafford Regional CEDS							
NAICS	Industry	2005		2009		Change	
		Employees	% of Total	Employees	% of Total	Employees	% Change
	Total Private Industries	36,869		37,079		565	0.57%
11	Agriculture, Forestry, Fishing and Hunting	186	0.50%	144	0.39%	-42	-22.58%
21	Mining	36	0.10%	24	0.06%	-12	-33.33%
23	Construction	2,018	5.47%	1,432	3.86%	-586	-29.04%
31-33	Manufacturing	5,828	15.81%	4,922	13.27%	-906	-15.55%
22	Utilities	n		n			
42	Wholesale Trade	1,407	3.82%	1,025	2.76%	-382	-27.15%
44-45	Retail Trade	6,845	18.57%	6,873	18.54%	28	0.41%
48-49	Transportation and Warehousing	860	2.33%	802	2.16%	-58	-6.74%
51	Information	1,100	2.98%	1,017	2.74%	-83	-7.55%
52	Finance and Insurance	2,039	5.53%	3,538	9.54%	1,499	73.52%
53	Real Estate and Rental and Leasing	496	1.35%	428	1.15%	-68	-13.71%
54	Professional and Technical Services	1,490	4.04%	1,578	4.26%	88	5.91%
55	Management of Companies and Enterprises	355	0.96%	n			
56	Administrative and Waste Services	1,781	4.83%	1,935	5.22%	154	8.65%

Strafford Regional CEDS							
61	Educational Services	675	1.83%	851	2.30%	176	26.07%
62	Health Care and Social Assistance	5,794	15.72%	6,576	17.74%	782	13.50%
71	Arts, Entertainment, and Recreation	666	1.81%	571	1.54%	-95	-14.26%
72	Accommodation and Food Services	3,797	10.30%	3,853	10.39%	56	1.47%
81	Other Services Except Public Administration	1,496	4.06%	1,510	4.07%	14	0.94%

Note: n = data not fully disclosed

Table 21. Largest Employment Growth by Sector

[Source: NH Economic and Labor Market Information Bureau, SRPC]

Strafford Regional CEDS					
NAICS	Industry	Employment		Change from 2005 to 2009	
		2005	2009	Employees	% Change
21	Mining	24	36	12	50.00%
23	Construction	1,432	2,018	586	40.92%
42	Wholesale Trade	1,025	1,407	382	37.27%
111	Crop Production	110	157	47	42.73%
212	Mining (except Oil and Gas)	24	36	12	50.00%
236	Construction of Buildings	274	536	262	95.62%
321	Wood Product Manufacturing	42	75	33	78.57%
326	Plastics and Rubber Products Manufacturing	590	787	197	33.39%
327	Nonmetallic Mineral Product Manufacturing	71	135	64	90.14%
332	Fabricated Metal Product Manufacturing	579	829	250	43.18%
333	Machinery Manufacturing	1,093	1,436	343	31.38%
336	Transportation Equipment Manufacturing	271	500	229	84.50%
423	Merchant Wholesalers, Durable Goods	402	711	309	76.87%
425	Electronic Markets and Agents and Brokers	210	309	99	47.14%
442	Furniture and Home Furnishings Stores	110	145	35	31.82%
484	Truck Transportation	145	210	65	44.83%
518	Data Processing and Related Services	12	57	45	375.00%
5414	Specialized design services	6	8	2	33.33%

Strafford Regional CEDS					
5417	Scientific research and development services	15	31	16	106.67%
5616	Investigation and security services	28	56	28	100.00%

Table 22. Top 20 Employment Sectors

[Source: NH Economic and Labor Market Information Bureau, SRPC]

Strafford Regional CEDS				
NAICS	Industry	Employees	Rank	
238	Specialty Trade Contractors	1,021	10	
326	Plastics and Rubber Products Manufacturing	590	18	
332	Fabricated Metal Product Manufacturing	579	19	
333	Machinery Manufacturing	1,093	8	
334	Computer and Electronic Product Manufacturing	717	15	
339	Miscellaneous Manufacturing	685	16	
441	Motor Vehicle and Parts Dealers	829	13	
444	Building Material and Garden Supply Stores	727	14	
445	Food and Beverage Stores	2,018	4	
452	General Merchandise Stores	1,096	7	
541	Professional and Technical Services	1,578	6	
561	Administrative and Support Services	1,740	5	
611	Educational Services	851	12	
621	Ambulatory Health Care Services	2,446	2	
622	Hospitals	2,187	3	
623	Nursing and Residential Care Facilities	1,045	9	
624	Social Assistance	898	11	
722	Food Services and Drinking Places	3,572	1	
811	Repair and Maintenance	560	20	
812	Personal and Laundry Services	591	17	

Table 23. Government Employment

[Source: NH Economic and Labor Market Information Bureau, SRPC]

Strafford Regional CEDS						
	2005		2009		Change	
	Employees	% Total	Employees	% Total	Employees	% Change
Total, Private plus Government	47,353	100.00%	47,651	100.00%	298	0.63%
Total Private	36,956	78.04%	37,352	78.39%	396	1.07%
Total Government	10,397	21.96%	10,299	21.61%	-98	-0.94%
Federal Government	359	0.76%	364	0.76%	5	1.39%
State Government	4,428	9.35%	3,976	8.34%	-452	-10.21%
Local Government	5,610	11.85%	5,960	12.51%	350	6.24%

Table 24: Average Annual Employment: Carroll, Rockingham, & Strafford Counties

[Source: NH Economic and Labor Market Information Bureau, SRPC]

Carroll, Rockingham and Strafford Counties							
NAICS	Industry	2005		2009		Change	
		Employees	% of Total	Employees	% of Total	Employees	% Change
	Total Private Industries	175,855		167,766		-8,089	-4.60%
11	Agriculture, Forestry, Fishing and Hunting*	505	0.29%	370	0.22%	-135	-26.73%
21	Mining*	127	0.07%	126	0.08%	-1	-0.79%
23	Construction	10,377	5.90%	7,769	4.63%	-2,608	-25.13%
31-33	Manufacturing	20,796	11.83%	19,502	11.62%	-1,294	-6.22%
22	Utilities*	1,147	0.65%	1,190	0.71%	43	3.75%
42	Wholesale Trade	8,199	4.66%	7,462	4.45%	-737	-8.99%
44-45	Retail Trade	36,317	20.65%	34,412	20.51%	-1,905	-5.25%
48-49	Transportation and Warehousing	5,173	2.94%	4,877	2.91%	-296	-5.72%
51	Information	4,103	2.33%	3,940	2.35%	-163	-3.97%
52	Finance and Insurance	8,219	4.67%	8,939	5.33%	720	8.76%
53	Real Estate and Rental and Leasing	2,773	1.58%	2,397	1.43%	-376	-13.56%
54	Professional and Technical Services	8,876	5.05%	8,904	5.31%	28	0.32%
55	Management of Companies and Enterprises*	3,226	1.83%	2,330	1.39%	-896	-27.77%

Carroll, Rockingham and Strafford Counties							
56	Administrative and Waste Services	9,370	5.33%	9,681	5.77%	311	3.32%
61	Educational Services*	2,828	1.61%	3,309	1.97%	481	17.01%
62	Health Care and Social Assistance	23,788	13.53%	23,053	13.74%	-735	-3.09%
71	Arts, Entertainment, and Recreation	4,283	2.44%	4,215	2.51%	-68	-1.59%
72	Accommodation and Food Services	19,917	11.33%	19,584	11.67%	-333	-1.67%
81	Other Services Except Public Administration	5,831	3.32%	5,706	3.40%	-125	-2.14%

* All data for each county was not fully disclosed

Table 25: Average Annual Employment: New Hampshire

[Source: NH Economic and Labor Market Information Bureau, SRPC]

Average Annual Employment - New Hampshire							
NAICS	Industry	2005		2009		Change from 2005 to 2009	
		Employees	% of Total	Employees	% of Total	Employees	% Change
	Total Private Industries	536,173	100.00%	517,658	100.00%	-18,515	-3.45%
11	Agriculture, Forestry, Fishing and Hunting	1,964	0.37%	1,758	0.34%	-206	-10.49%
21	Mining	563	0.11%	510	0.10%	-53	-9.41%
23	Construction	29,443	5.49%	22,630	4.37%	-6,813	-23.14%
31-33	Manufacturing	80,064	14.93%	68,054	13.15%	-12,010	-15.00%
22	Utilities	2,760	0.51%	2,532	0.49%	-228	-8.26%
42	Wholesale Trade	27,458	5.12%	26,476	5.11%	-982	-3.58%
44-45	Retail Trade	97,553	18.19%	92,908	17.95%	-4,645	-4.76%
48-49	Transportation and Warehousing	12,787	2.38%	11,921	2.30%	-866	-6.77%
51	Information	12,700	2.37%	12,440	2.40%	-260	-2.05%
52	Finance and Insurance	29,097	5.43%	26,990	5.21%	-2,107	-7.24%
53	Real Estate and Rental and Leasing	8,265	1.54%	7,073	1.37%	-1,192	-14.42%
54	Professional and Technical Services	26,857	5.01%	29,156	5.63%	2,299	8.56%
55	Management of Companies and Enterprises	7,374	1.38%	8,042	1.55%	668	9.06%
56	Administrative and Waste Services	24,926	4.65%	25,529	4.93%	603	2.42%
61	Educational Services	17,074	3.18%	17,382	3.36%	308	1.80%
62	Health Care and Social Assistance	74,453	13.89%	83,009	16.04%	8,556	11.49%

Average Annual Employment - New Hampshire							
71	Arts, Entertainment, and Recreation	10,851	2.02%	10,897	2.11%	46	0.42%
72	Accommodation and Food Services	52,443	9.78%	50,965	9.85%	-1,478	-2.82%
81	Other Services Except Public Admin	19,051	3.55%	19,347	3.74%	296	1.55%

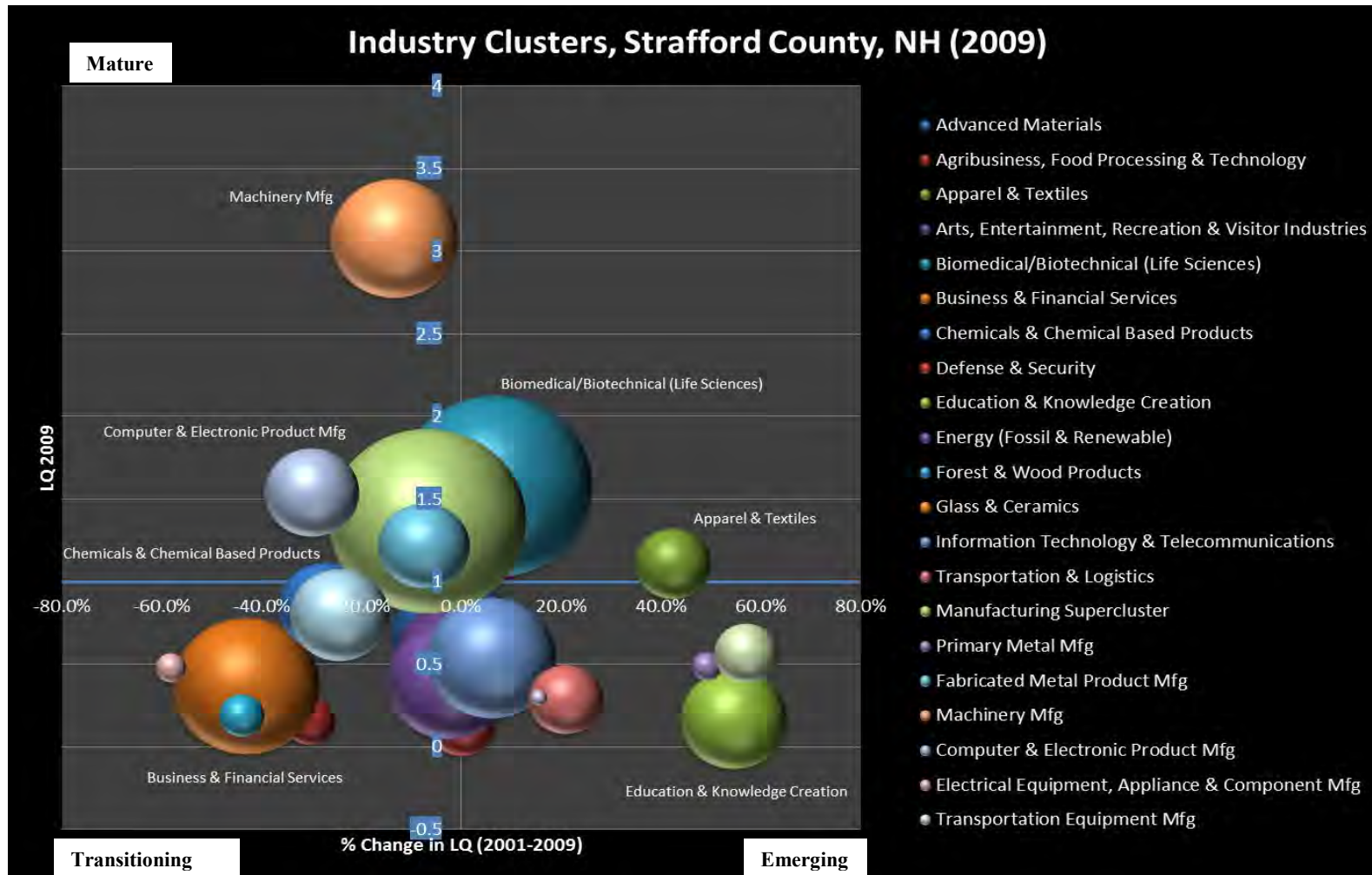
Occupation Clusters are groups of occupations that share similar knowledge, skills, and other characteristics such as formal education levels, wage levels and availability of benefits. Occupation clusters are concentrated differentially by industry and geographic location according to regional specializations.

Industry Clusters

The industry cluster data helps to show networks of businesses that are creating wealth in their local or regional economy. Figure 7 focuses on 17 clusters across the United States in order to provide a framework that is easy to understand. Figure 7 shows Strafford County with location quotients over 1.2 (A location quotient over 1.0 means that a region has a higher concentration of employment in a particular industry than the national average. Using a location quotient of 1.2 or more provides a conservative estimation for this example.) The data shows that the region is strong in machinery manufacturing (3.08 LQ), biomedical/ biotechnical (life sciences 1.58 LQ), and fabricated metal production manufacturing (1.22 LQ). The emerging industries in Strafford County include: transportation and equipment manufacturing 57% change in LQ (2001-2009), and primary metal manufacturing 49% a change in LQ (2001-2009).

Figure 7. Industry Clusters Bubble Chart, Strafford County, NH (2009)

[Source: Purdue Center for Regional Development]



Note: The first figure is the percent change in Location Quotients, the second is the size of the LQS, and the third represents total cluster employment in 2009. An LQ of 1.2 or greater indicates a regional specialization

Table 26: Data for Industry Clusters Bubble Chart, Strafford County, NH (2009)

[Source: Purdue Center for Regional Development]

% Change in LQ(2001-2009)	LQ 2009	Employment 2009	Industry Clusters, Strafford County, NH
-1.49%	0.66	1,064	Advanced Materials
-30.43%	0.16	173	Agribusiness, Food Processing & Technology
42.31%	1.11	378	Apparel & Textiles
-1.85%	0.53	925	Arts, Entertainment, Recreation & Visitor Industries
6.76%	1.58	2,550	Biomedical/Biotechnical (Life Sciences)
-43.08%	0.37	1,434	Business & Financial Services
-27.35%	0.85	600	Chemicals & Chemical Based Products
0.00%	0.14	306	Defense & Security
54.55%	0.17	760	Education & Knowledge Creation
-2.44%	0.4	1,036	Energy (Fossil & Renewable)
-44.12%	0.19	135	Forest & Wood Products
-5.93%	1.11	171	Glass & Ceramics
5.88%	0.54	1,113	Information Technology & Telecommunications
20.83%	0.29	369	Transportation & Logistics
-6.80%	1.37	2,632	Manufacturing Super cluster
49%	0.49	62	Primary Metal Mfg.
-7.58%	1.22	553	Fabricated Metal Product Mfg.
-13.48%	3.08	1,085	Machinery Mfg.
-30.00%	1.54	600	Computer & Electronic Product Mfg.
-58.26%	0.48	62	Electrical Equipment, Appliance & Component Mfg.
57%	0.57	271	Transportation Equipment Mfg.
15.38%	0.3	19	Mining
-24.53%	0.8	644	Printing & Publishing

Occupation Cluster

Occupation Clusters analysis is a relatively new approach in regional development that focuses on the knowledge, skills, and abilities of the individuals who work in certain jobs. Figure 8: focuses on fifteen knowledge-based occupation clusters.

The table below identifies those occupations with the strongest percentage change and the largest increase in the number of jobs from 2001 to 2007. Mathematics, statistics, data, and, accounting had the second largest percent change 15.85 percent. Agribusiness and food technology had the largest percent change 15.91%, but that occupational segment is relatively small.

The figure below shows employment growth by cluster. Nine occupations clusters showed an increase in employment. Only postsecondary education and knowledge creation (1.72 LQ) and natural resources and environmental management (1.22 LQ) with allocation quotient higher than 1.2, indicate a concentration of such workers within the region compared to the United States overall.

Figure 8: Occupation Clusters Bubble Chart, Strafford County, NH (2009)

[Source: Purdue Center for Regional Development]

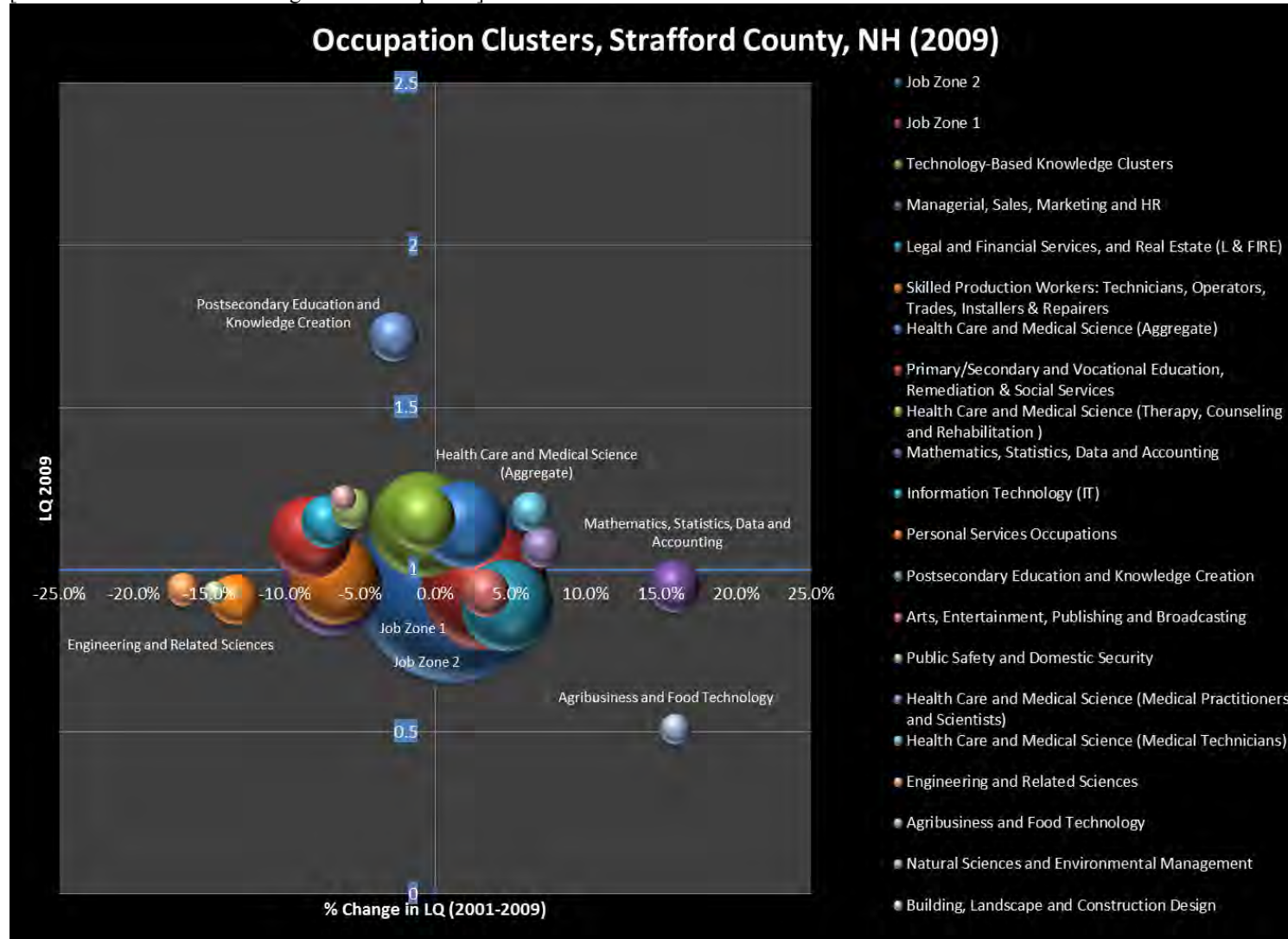


Table 27: Data for Occupation Clusters Bubble Chart, Strafford County, NH (2009)

[Source: Purdue Center for Regional Development]

% Change in LQ(2001-2009)	LQ 2009	Employment 2009	Occupation Clusters, Strafford County, NH
1.06%	0.95	19,258	Job Zone 2
3.26%	0.95	8,330	Job Zone 1
-0.87%	1.14	5,780	Technology-Based Knowledge Clusters
-6.86%	0.95	5,087	Managerial, Sales, Marketing and HR
4.71%	0.89	4,424	Legal and Financial Services, and Real Estate (L & FIRE)
-6.73%	0.97	4,134	Skilled Production Workers: Technicians, Operators, Trades, Installers & Repairers
1.79%	1.14	3,864	Health Care and Medical Science (Aggregate)
-8.33%	1.1	3,531	Primary/Secondary and Vocational Education, Remediation & Social Services
-0.85%	1.16	2,220	Health Care and Medical Science (Therapy, Counseling and Rehabilitation)
15.85%	0.95	1,414	Mathematics, Statistics, Data and Accounting
-7.26%	1.15	1,398	Information Technology (IT)

% Change in LQ(2001-2009)	LQ 2009	Employment 2009	Occupation Clusters, Strafford County, NH
-13.33%	0.91	1,258	Personal Services Occupations
-2.82%	1.72	1,230	Postsecondary Education and Knowledge Creation
3.33%	0.93	1,181	Arts, Entertainment, Publishing and Broadcasting
-5.56%	1.19	857	Public Safety and Domestic Security
7.00%	1.07	829	Health Care and Medical Science (Medical Practitioners and Scientists)
6.31%	1.18	815	Health Care and Medical Science (Medical Technicians)
-16.81%	0.94	571	Engineering and Related Sciences
15.91%	0.51	460	Agribusiness and Food Technology
-6.15%	1.22	338	Natural Sciences and Environmental Management
-14.68%	0.93	265	Building, Landscape and Construction Design

Major Employers by Municipality

The largest employer in the Strafford CEDS region is the University of New Hampshire with over 4,000 employees. The next largest employer in the region is Liberty Mutual, an insurance provider.

Table 28. Major Employers in the Region by Municipality

[Source: NH Community Profile]

Barrington			
Largest Business	Product/Service	Employees	Established
Turbocam USA	Manufacturer of components	120	2004
Associated Buyers	Wholesale distributor of organic food	45	1993
Computer Resources	Software for school administrators	32	1989
Barrington Primary & Urgent Care	Outpatient medical services	31	1991
Yankee Equipment Systems	Commercial laundry equipment	30	1990
Christmas Dove	Retail store	23	1973
Benjamin Walk, Inc.	Distributor of specialty footwear	23	1981
Dover			
Largest Business	Product/Service	Employees	Established
Liberty Mutual	Insurance	3,500	
City of Dover	Municipal Service	1139	
Wentworth-Douglass Hospital	Health care	1048	
Heidelberg Harris, Inc.	Web offset presses	900	
Fosters Daily Democrat	Newspaper	220	1873
Cambridge Tool North	Die casting	190	
EAD Motors	Electric Motors	172	
DT Magnetic	High Frequency Transformer	105	
Moore Business Equipment	Business equipment and parts	80	
Durham			
Largest Business	Product/Service	Employees	Established
University of New Hampshire	Education	4,468	
Goss International Printing Press	Printing Press	555	
Town of Durham	Municipal services	78	
Farmington			
Largest Business	Product/Service	Employees	Established
UTEL Inc. & Subsidiaries	Telecommunications	44	1903
Cameron's Sod Farm	Lawn & garden	40	1935
Pike Industries	Asphalt, gravel, stone	40	1975
Samco Inc. Rubber rolls 32 1979	Rubber rolls	32	1979
Bank of NH Banking	Banking	20	1927
Energy Resource	Paper		1999
Three Phase Line Electric	Specialized electrical contractor 1999		
Spencer Johnston	Machinery		
Holy Rosary Credit Union	Banking		

Lee			
Largest Business	Product/Service	Employees	Established
Market Basket Supermarket	Supermarket	120	1993
S & J Transportation Trucking	Trucking Leasing Sales	40	1992
McDonald's Fast	Fast Food restaurant	35	1995
Wendy's Fast food	Fast Food restaurant	35	2004
125 Family Restaurant	Restaurant	20	
Dunkin' Donuts	Donut shop	20	
Mobil Mart w/ Pizza Hut Express	Gas Station	15	
Sunoco Mart Gas station	Gas Station	15	
Madbury			
Largest Business	Product/Service	Employees	Established
Taylor Egg Products	Egg Products	21	1970
Kids 'n' More	Child Care Center Child care	13	2003
University of NH	Farm Research	9	1970
RAM Construction	General Contracting	6	
New England Metal Recycling	Auto recycling	6	
R & L Engines	Automotive shop	4	1992
Green Acres Stables	Horse Stable	3	1995
Garland's Garage	Automotive Service	3	1988
Landcare Inc.	Landscaping Seasonal		2000
Middleton			
Largest Business	Product/Service	Employees	Established
Middleton Building Supply	Building Materials	138	1993
Charles Diprizio & Sons	Lumber	30	1988
Town of Middleton	Municipal Service	18	1778
Milton			
Largest Business	Product/Service	Employees	Established
Index Packaging	Foam Packaging	120	1968
Milton School	Education	77	
Ray's Marina	Marina	30	1970
Iron Mountain	Document Storage	20	
Seacoast Boat builders	Boat manufacturing	14	1994
New Durham			
Largest Business	Product/Service	Employees	Established
Powerspan	Computer boards	50	1979
Johnson's Dairy Bar	Restaurant	50	2005
Town of New Durham	Municipal service	30	
New Durham School Education 19	Education	19	
New Hampshire Fish hatchery	Fish hatchery	12	
Sport's Restaurant	Restaurant Inn	6	1999

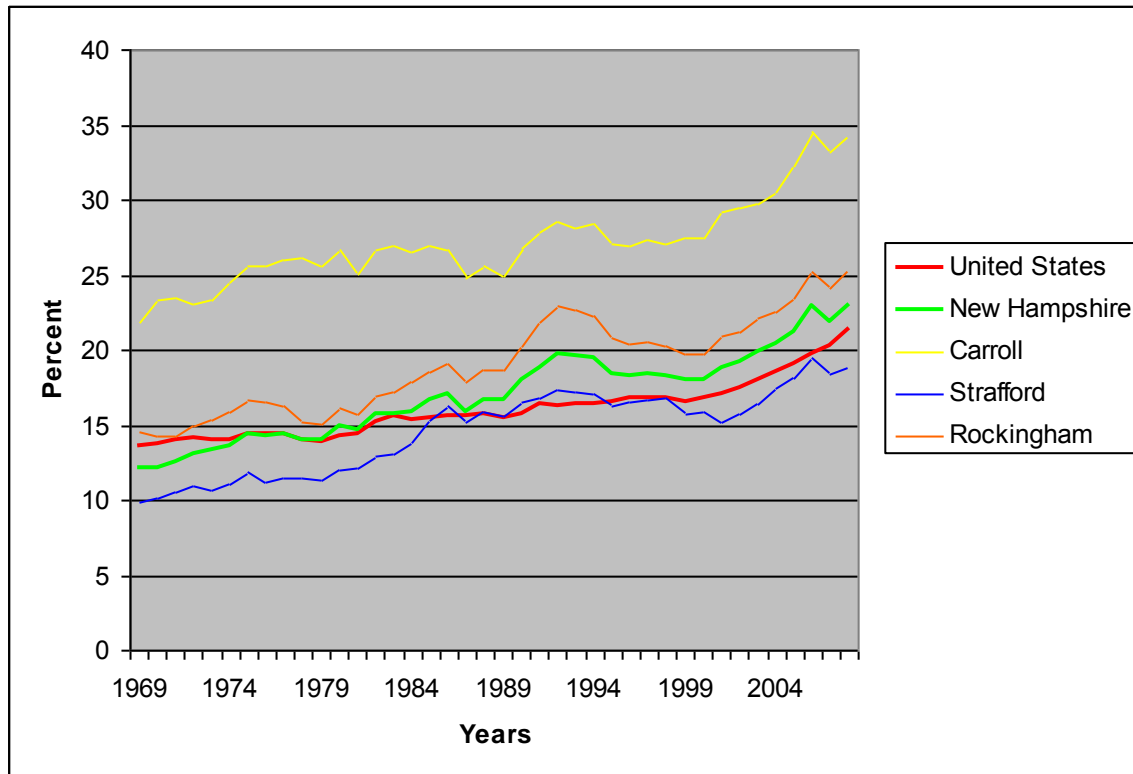
Rochester			
Largest Business	Product/Service	Employees	Established
City of Rochester	Municipal services	1,367	1981
Frisbee Memorial Hospital	Health care services	655	1919
KW Thompson Tool	Firearms/investment castings	375	1989
Hannaford	Supermarket	464	1963
Wal-Mart Super center	Department store	295	1970
Market Basket	Supermarket	210	1996
Waste Management	Recycling and Solid Waste	200	1983
Home Depot	Home improvement store	176	2001
Laars Technologies	Boilers and water heaters	170	1984
Eastern Propane & Oil	Retail propane & oil	162	1989
Rollinsford			
Largest Business	Product/Service	Employees	Established
Janco Inc. Plastic molding	Plastic molding fabrication	67	1963
Janco Electronics	Circuit board assembly	65	1963
MFB Holding, LLC	Fixtures in wood plastics	13	1988
Somersworth			
Largest Business	Product/Service	Employees	Established
Wal-Mart	Department Store	400	
General Electric Co	Manufacturing meter control division	300	
Somersworth School Department	Education	291	
Trelleborg Palmer-Chenard	Manufacturing, rubber products	200	
Market Basket	Supermarket	180	
Velcro	Hook and Loop products	129	
Busy Bee Janitorial Service	Janitorial Service	120	
The Works Athletic Club	Physical fitness/wellness	120	
General Linen	Laundry Facility	116	
City of Somersworth	Municipal Service	114	
Strafford			
Largest Business	Product/Service	Employees	Established
David R. Whitcher	Building contractor	25	1971
Amusement Media, Inc.	Media and Marketing	15	1997
Strafford Machine & Welding Job	Machine shop	5	1974
Isinglass Country	County Store	3	1985
Wakefield			
Largest Business	Product/Service	Employees	Established
Lovell Lake Food Center	Convenience store	35	
Poor Peoples Pub	Restaurant	35	
Longmeadow Hardware	Hardware	18	
Badman Family Practice	Healthcare	7	1993

Self-Employment

The self-employment rate is the percent of all employed people who have their own businesses (*proprietors*) as opposed to working for someone else in the return for wages or salary. In 2008 the self-employment rate was 18.9 compared to 15.8 in 1999. Strafford County was lower than the rate of New Hampshire and U.S. for self-employment.

Figure 9. Self Employment Rate U.S., New Hampshire, Carroll County, Rockingham County, and Strafford County, 1969-2009

[Source: Carsey Institution UNH, 1969-2008: Bureau of Economic Analysis, Regional Economic Data, Local Area Personal Income, Table CA25, (<http://www.bea.gov/regional/reis/>)]



Tax Policies and Bonding

The chart compares the 2010 municipal valuation, municipal tax, local education tax, state education tax, county tax, and total tax. The 2010 Total Tax Rates range from \$11.7 per \$1,000 in Wakefield to \$27.3 per \$1,000 in Durham and Somersworth. The specific figures for each community are listed below in Table 29. The budgets and tax situation for each municipality varies.

Table 29. Tax Rates in the Strafford CEDS Region 2010

[Source: NH Department of Revenue Administration]

Tax Rate Strafford CEDS Region 2010						
Municipality	Town Valuation	Town Tax	Local Education Tax	State Education Tax	County Tax	Total Tax
Barrington	899,843,424	3.35	11.37	2.37	2.48	19.6
Brookfield	102,602,100	3.86	6.84	2.44	1.06	14.2
Dover	2,606,535,050	8.93	9.57	2.55	2.7	23.8
Durham	892,139,835	7.12	15.43	2.19	2.54	27.3
Farmington	467,620,120	6.57	8.72	2.39	2.56	20.2
Lee	494,622,829	5.67	15.39	2.11	2.25	25.4
Madbury	230,460,599	2.9	16.3	2.28	2.51	24
Middleton	182,845,247	4.66	7.61	2.16	2.49	16.9
Milton	387,944,220	6.64	10.65	2.52	2.76	22.6
New Durham	416,006,500	6.95	9.32	2.37	2.55	21.2
Rochester	2,005,896,840	7.74	10.71	2.64	2.8	23.9
Rollinsford	259,558,703	2.36	13.15	2.31	2.71	20.5
Somersworth	836,772,075	9.05	13.12	2.51	2.64	27.3
Strafford	499,979,200	2.05	13.15	2.16	2.4	19.8
Wakefield	878,879,160	2.77	5.33	2.5	1.09	11.7

Note: Tax rate per \$1,000***2010 Municipal Budget

The current tax policies and bonding capacities at the state and municipal levels make New Hampshire an attractive place to locate for businesses and residents. The lack of a sales tax makes New Hampshire retail businesses competitive, particularly those located along the Massachusetts and Maine border. The dependence upon property tax has created differences among communities, and additional property tax to support increasing municipal budgets creates internal and external conflicts. The state does have a number of taxes and fees to support the state budget. The various state and local taxes are identified and summarized below.

Table 30. Taxes in New Hampshire

[Source: New Hampshire Department of Tax Revenue's <http://www.nh.gov/revenue/>]

Taxes in New Hampshire		
Tax	What is it?	Who pays it?
Interest and Dividends	5% tax on interest and dividend income	Resident individuals, fiduciaries, and trusts with non-transferable shares earning interest and dividend taxable income of more than \$2,400 annually
Gambling Winnings	10% tax on gambling winnings	If the tax is not withheld by the New Hampshire entity paying out your gambling winnings, then you are responsible for paying the tax.
Business Profits	8.5% tax on business conducted within State	Any business organization, organized for gain or profit carrying on business activity within the state is subject to this tax. However, organizations with \$50,000 or less of gross business income from all their activities are not required to file a return.
Business Enterprise	.75 tax on the enterprise value tax base	Enterprises with more than \$150,000 of gross receipts from all their activities, or an enterprise value tax base more than \$75,000, are required to file a return.
Communication Services Tax	7% tax on all two-way communication services	The tax is paid by the consumer and collected by two-way communication providers.
Electricity Consumption	.00055 per kilowatt hour of electricity consumed	The tax is paid by the consumer, collected and submitted by distribution companies, except in the case of consumers who generate their own power. These self-generating companies or individuals must submit tax returns on their own behalf.
Meals and Rentals Tax	A 9% tax is assessed upon patrons of hotels and restaurants, on rooms and meals costing \$.36 or more. A 9% tax is also assessed on motor vehicle rentals and campsites.	The tax is paid by the consumer and collected by operators of hotels, restaurants, food service, room rental, and motor vehicle rentals.
Tobacco Tax	Tax upon the retail consumer is hereby imposed at the rate of \$1.78 for each package containing 20 cigarettes or at a rate proportional to such rate for packages containing more or less than 20 cigarettes, on all cigarettes sold at retail in this state.	The tax is paid by the consumer and collected by retailers and wholesalers.

Real Estate Transfer Tax	Tax is \$.75 per \$100 of the price or consideration of the transfer.	The tax is assessed on both the buyer and the seller, with a minimum charge of \$20 each. The tax is paid at the Register of Deeds office in the county where the property is located.
Timber Tax	10% of the stumpage value at the time of cutting	Individuals submits intent to Cut and Report of Cut forms
Gravel	Tax on removal of more than 1,000 cubic yards of earth	Individuals who removes more than 1,000 cubic yards whether sold or given away
State Education Property	Assessed based on total equalized valuation	Property owners pay local municipalities
Utility Property	Tax of \$6.60 per \$1,000 of value of utility property is	Utility Property owners
Local Property	Local Property taxes based upon assessed valuation	Property owners

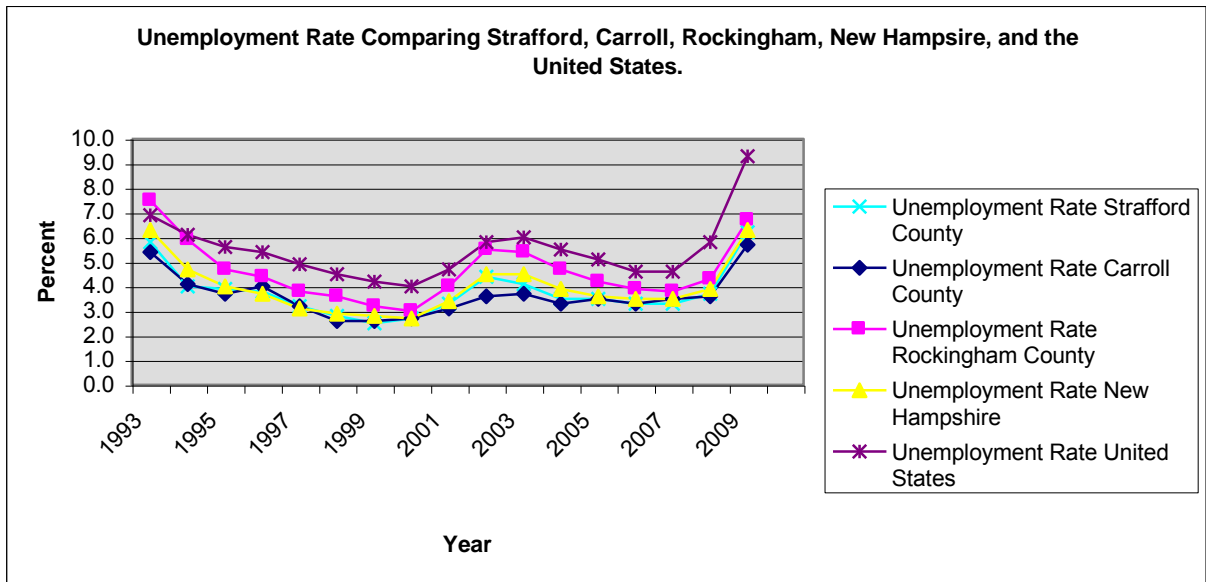
Chapter 5: Areas of Economic Distress

Unemployment Rate

The unemployment rate in New Hampshire, compared to the United States over the last few years, has been lower. Strafford County's unemployment rate has followed similar pattern to New Hampshire and Carroll County.

Figure 10. Percent Unemployment Rate U.S., New Hampshire, Carroll County, Rockingham County, and Strafford County, 1969-2009

[Source: US Census American Community Survey 2005-2009]



Poverty Rates

The poverty rate, meaning the percent of the population falling below federal poverty guidelines, ranged from 30.6% in Durham (attributed to the University) to 4.2% in Barrington. The northern CEDS region has a higher poverty rate (except New Durham and Wakefield) than the southern portion of the region. This is shown in Map 7. The poverty rate for Strafford County is more than double of Rockingham County as shown in Table 31. It is higher than the state of New Hampshire, but lower than the national poverty rate of 13.2%.

Map 8: Strafford CEDS Region Percent below Poverty Level

[Source: NH GRANIT, U.S. Census Bureau]

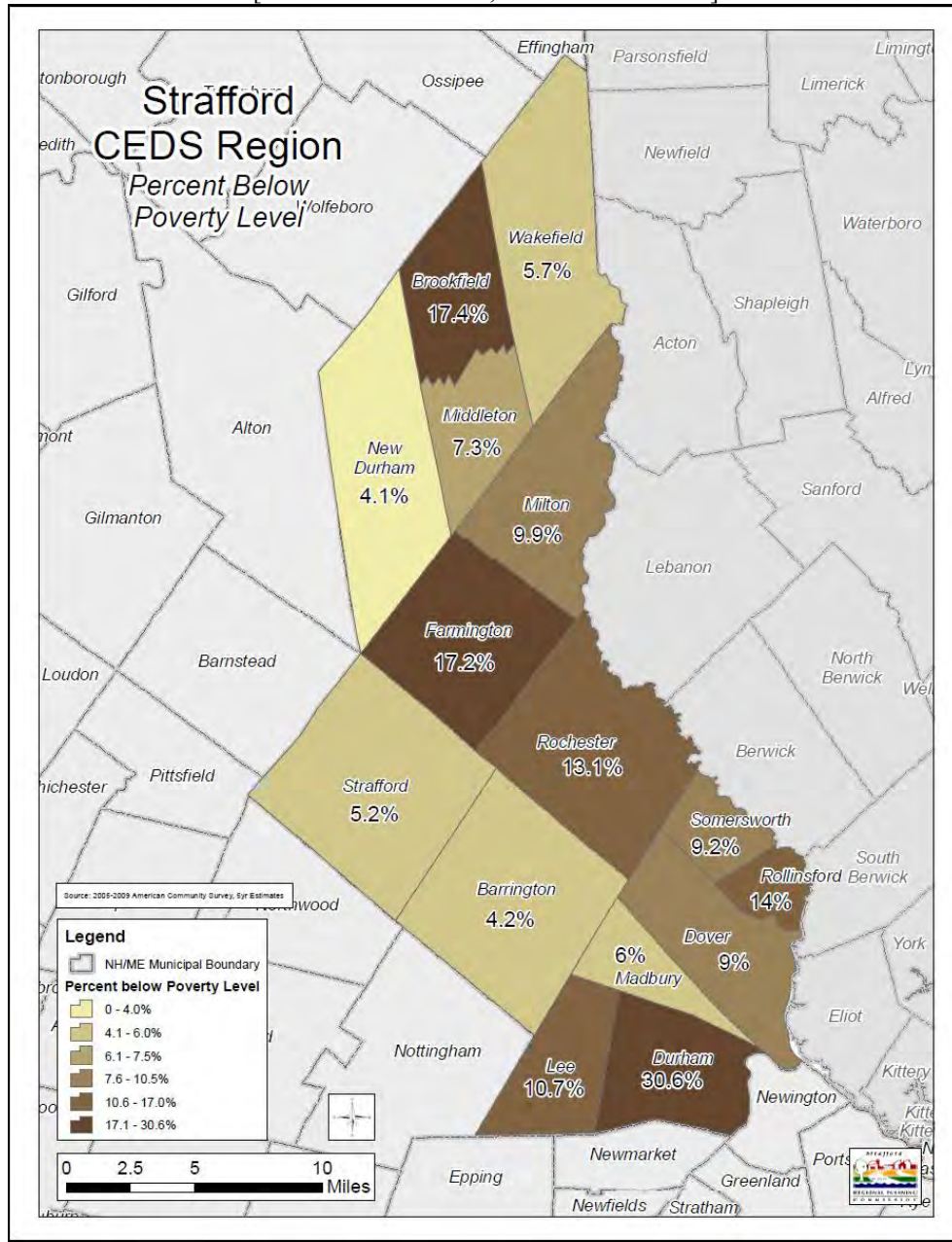


Table 31. Poverty Rate by Age, U.S., NH, Carroll County, Strafford County, and Rockingham County

[Source: U.S Census Bureau, 2006-2008 American Community Survey]

United States Poverty 2008		
Age Group	Number	Percent
all ages in poverty	39108422	13.2
Under 18 in Poverty	13240870	18.2
Ages 5-17 Families in Poverty	8549526	16.5
Under age 5 in Poverty	4369698	21.2
New Hampshire Poverty 2008		
Age Group	Number	Percent
all ages in poverty	99,939	7.8
Under 18 in Poverty	27280	9.4
Ages 5-17 Families in Poverty	16714	7.8
Under age 5 in Poverty	8954	12.1
Carroll County Poverty 2008		
Age Group	Number	Percent
all ages in poverty	4292	9.2
Under 18 in Poverty	1234	14
Ages 5-17 Families in Poverty	778	11.9
Under age 5 in Poverty	NA	NA
Strafford County Poverty 2008		
Age Group	Number	Percent
all ages in poverty	12311	10.7
Under 18 in Poverty	3002	11.5
Ages 5-17 Families in Poverty	1842	9.7
Under age 5 in Poverty	NA	NA
Rockingham County Poverty 2008		
Age Group	Number	Percent
all ages in poverty	14020	4.8
Under 18 in Poverty	3609	5.3
Ages 5-17 Families in Poverty	2379	4.7
Under age 5 in Poverty	NA	NA

Reduced School lunch program

The National School Lunch Program provides low cost or free lunches to students based on the student's family size and income. Children from families with incomes at or below 130 percent of the poverty level are eligible for free meals. Those with incomes between 130 and 185 percent of the poverty level are eligible for reduced-price meals.

The percent of students eligible for free or reduced-price lunches is often used as a measure of children's economic wellbeing. Higher percentages mean more children live in low-income families, and vice versa. The percent is calculated by dividing the number of eligible students (based on the criteria listed above) by the number of students enrolled. Not all schools participate in the federal lunch program.

Table 32. Reduced School Lunch Program in Percentage

[Source: UNH Carsey Institution]

Strafford CEDS Region										
	- 1999 2000	- 2000 2001	- 2001 2002	- 2002 2003	- 2003 2004	- 2004 2005	- 2005 2006	- 2006 2007	- 2007 2008	
BARRINGTON SCH DIST	15.3	13.5	12.1	12.3	14.1	12.3	13.4	13.8	12.8	
DOVER SCH DIST	22.7	21.1	18.5	18.6	20.1	18.6	18.8	18	16.4	
FARMINGTON SCH DIST	33.	29.1	29	31.3	30.8	28.9	32.1	31.2	35.1	
GOVERNOR WENTWORTH REG SCH DIS	21.8	18.6	20.5	22.7	24.5	23.6	22.5	22.1	27	
MIDDLETON SCHOOL DISTRICT	NA	NA	NA	NA	NA	NA	NA	NA	NA	
MILTON SCH DIST	29.9	30.2	31.9	28.9	33.4	33.8	37.1	34.7	34.3	
OYSTER RIVER COOP SCH DIST	5.1	5.4	3.9	4.2	5.6	5.5	4	3.8	4.8	
ROCHESTER SCH DIST	25.6	21.3	21.3	23.4	28.6	28.8	30.1	29.9	32.6	
ROLLINSFORD SCH DIST	13.1	9.7	10.8	5.8	9.2	7.7	15.7	18.6	15.7	
SOMERSWORTH SCH DIST	24.2	22.4	22.2	22.4	25.2	26.9	27.6	25.4	28.1	
STRAFFORD SCH DIST	10.3	8.1	7	10.2	8.3	8.8	8.2	11.1	7.6	
WAKEFIELD SCH DIST	33.5	29.3	32.5	25.4	22.3	24.1	28.7	28.4	30.9	

Key: SCH = School; DIST = District

Note: NA and Blank cells = not available

Layoff Data

The New Hampshire Workforce Office compiles records on the number of layoffs experienced by business in the state and fulfills its role as the New Hampshire state contractor for the federal WARN system. The total number of business layoffs for the Strafford CEDS region was 27.

Table 33. Layoff Data for Strafford CEDS Region from July 2008-Present

[Source: NH Workforce Office]

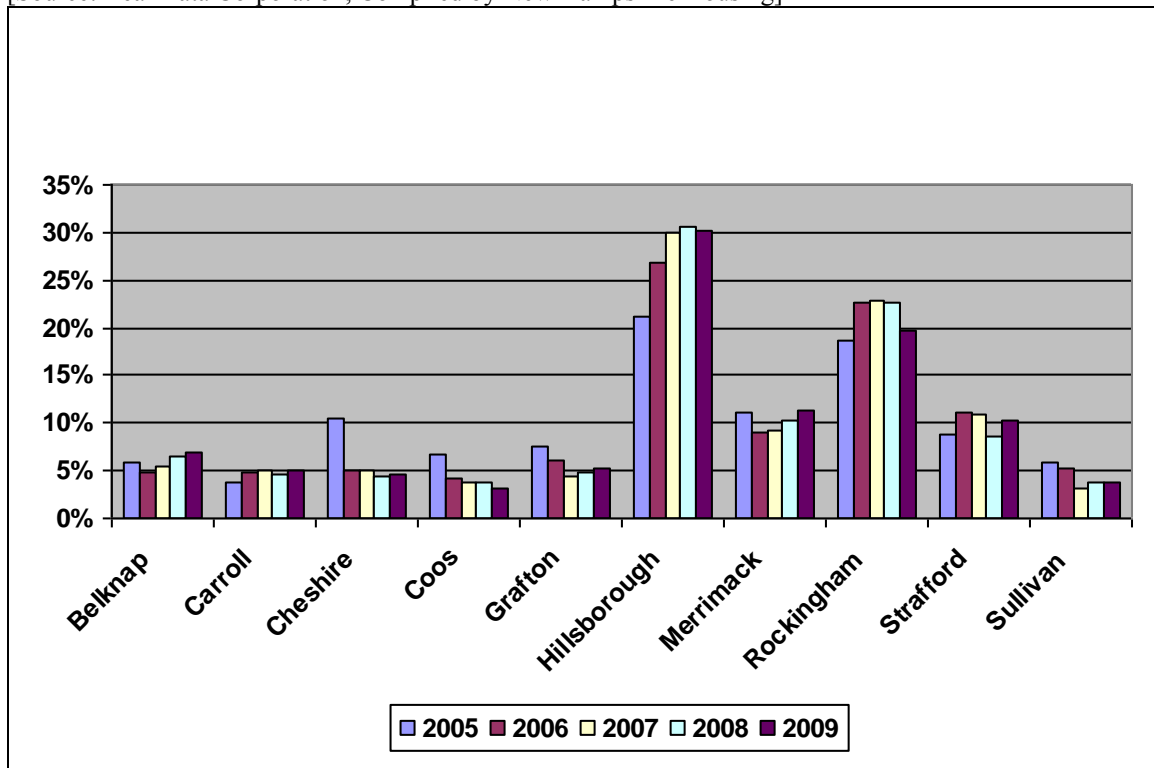
<i>County</i>	<i>City/Town of layoff</i>	<i>Company Name</i>	<i>Industry</i>	<i>Date of Layoff</i>	<i># Total Employment</i>	<i>Total Employment Term</i>	
Strafford	Dover	City of Dover	service	06/30/08	NA	15	
Strafford	Strafford	Collins Business Holdings	service	10/12/10	34	34	Closed
Strafford	Rochester	Thompson Center Arms	manufacturing	12/09/10	343	306	Closed
Strafford	Somersworth	Trelleborg Sealing Solutions	manufacturing	06/02/09	91	81	Closed
Strafford	Durham	Goss	manufacturing	10/27/09	690	50	
Strafford	Rochester	Brand Partners	marketing/design	04/14/10	52	52	Closed
Strafford	Somersworth	Trelleborg Sealing Solutions	manufacturing	04/21/10	91	91	Closed
Strafford	Durham	NE Center	hospitality	08/20/09	37	37	Closed
Strafford	Rochester	Starbucks	service	07/18/08	6	6	Closed
Strafford	Milton	New Frontiers	recycling	10/15/08	9	9	Closed
Strafford	Dover	McIntosh College	education	01/02/09	30	15	
Strafford	Somersworth	Somersworth Company	manufacturing	09/01/09	91	91	Closed
Strafford	Rochester	Frisbie Memorial Hospital	medical	03/31/09	1050	23	
Strafford	Rochester	Albany Engineered Composites	manufacturing	05/04/09	163	12	
Strafford	Dover	Goss International	manufacturing	05/08/09	635	170	
Strafford	Dover	International Auto Dealers	auto sales	05/13/09	238	15	
Strafford	Rochester	Monarch School -	education	05/15/09	65	20	
Strafford	Milton	Eastern Boats	manufacturing	08/01/08	NA	12	
Strafford	Dover	Thompson Arms (2)	manufacturing	09/25/08	360	84	
Strafford	Dover	AT&T 2nd layoff	customer svc	09/26/08	325	12	
Strafford	Dover	Red Hook Brewery	restaurant	11/18/08	68	1	
Strafford	Dover	Vigilant Inc.	manufacturing	12/03/08	NA	10	
Strafford	Durham	Goss International	manufacturing	01/06/09	750	65	
Strafford	Dover	Strafford County	government	01/06/09	500	20	
Strafford	Dover	Electro craft (EAD)	manufacturing	01/15/09	98	60	
Strafford	Rochester	Thompson Arms (3)	manufacturing	01/29/09	360	68	
Strafford	Rochester	Albany Engineered Composites	manufacturing	02/25/09	177	16	
Strafford	Dover	AT&T 3rd layoff	customer svc	02/27/09	310	310	Closed

Foreclosure

According to New Hampshire Housing Foreclosure Updates there were 543 foreclosure deeds recorded in March 2011, an increase of 21% from foreclosure deeds recorded in March 2010, and an increase of 90% from the February 2011 monthly total, and a new record for foreclosure deeds in any one month. This is likely the result of the lifting of the moratoria on foreclosures by large lenders as the slowdown in the pace of foreclosure deeds observed between October 2010 and January of this year has come to an end. The larger question still remains, will the slow but steady improvement in New Hampshire's underlying economic conditions slow the rate of foreclosure.

Figure 11. Percentage Foreclosure Deeds In New Hampshire by County by Year

[Source: Real Data Corporation, Compiled by New Hampshire Housing]



Partners and Resources for Economic Development

The ability of the economic stakeholders at the local, regional, state, federal, private, and non-profit levels to develop effective partnerships and relationships will determine how successful the CEDS is in meeting the goals. Outlined below is a list of partners and resources for economic development in the region.

Partners and Resources by Issue

Housing

NH Housing Authority

Economic Development (Commercial and Industrial)

Barrington Chamber of Commerce
Dover Chamber of Commerce
Greater Wakefield Chamber of Commerce
Municipal Economic Development Advisory Committees
New Hampshire Department of Resources and Economic Development
New Hampshire Employment Security
NH Better Business Bureau
NH Business and Finance Authority
NH Business and Industry Association
NH Small Business Development Center
NH Works
Rochester Chamber of Commerce
SCORE-Counselors to America's Small Business
Somersworth Chamber of Commerce
Strafford Economic Development Corporation
The Cities of the Greater Seacoast Economic Development Alliance
US Department of Commerce, Economic Development Administration
US Housing and Urban Development
US Small Business Administration
US Small Business Development Center
Wakefield Chamber of Commerce
Wentworth Economic Development Corporation
Workforce Opportunity Council

Education and Training

Community College System of New Hampshire
Granite State College
Great Bay Community College
NH Department of Education
NH Training Program
NH Workforce Development Council
School Administrative Units (SAU)
Thompson School of Applied Science UNH
University of New Hampshire
University System of New Hampshire

Community Development

Community Partners
NH Community Development Finance Authority
NH Department of Transportation
NH Main Street Center
NH Office of Energy and Planning
Regional Planning Commissions
Strafford Regional Planning Commission
UNH Cooperative Extension

Transportation, Utilities, and Infrastructure

NH Department of Transportation
Pease Development Authority
Public Service of New Hampshire
US Department of Transportation

Travel and Tourism

NH Department of Tourism and Marketing
NH Department of Cultural Resources
NH DRED Division of Parks and Recreation
State Chamber of Commerce

Environment

Army Corps of Engineers
Jackson Laboratory
NH Department of Agriculture, Markets, and Food
NH Department of Environmental Services
NH Department of Resources Economic Development
NH Fish and Game
Society for the Preservation of NH Forests
Strafford Rivers Conservancy
US Department of Agriculture
US Environmental Protection Agency

Arts and Heritage

Historical Societies/ Heritage Commission
NH Association of Conservation Commission
NH Department of Cultural Research
NH Preservation Alliance
Rochester Opera House
UNH Theater

Social Services

Frisbee Memorial Hospital
NH Hospital Business Association
Strafford Community Action
Wentworth Douglas Hospital

Private Grant makers and Foundations

NH Charitable Foundation
NH Community Loan Fund
NH Endowment for Health

Government, Public Grant makers and Lenders

NH Business and Industry Association
NH Business Finance Authority
NH Community Development Finance Authority
NH Housing Finance Authority
NH Land and Community Heritage Investment Program
Strafford Economic Development Corporation
US Department of Commerce, EDA
US Department of Health and Human Services
US Department of Housing and Urban Development
US Environmental Protection Agency
USDA Rural Development
Wentworth Economic Development Corporation

Chapter 6: Infrastructure

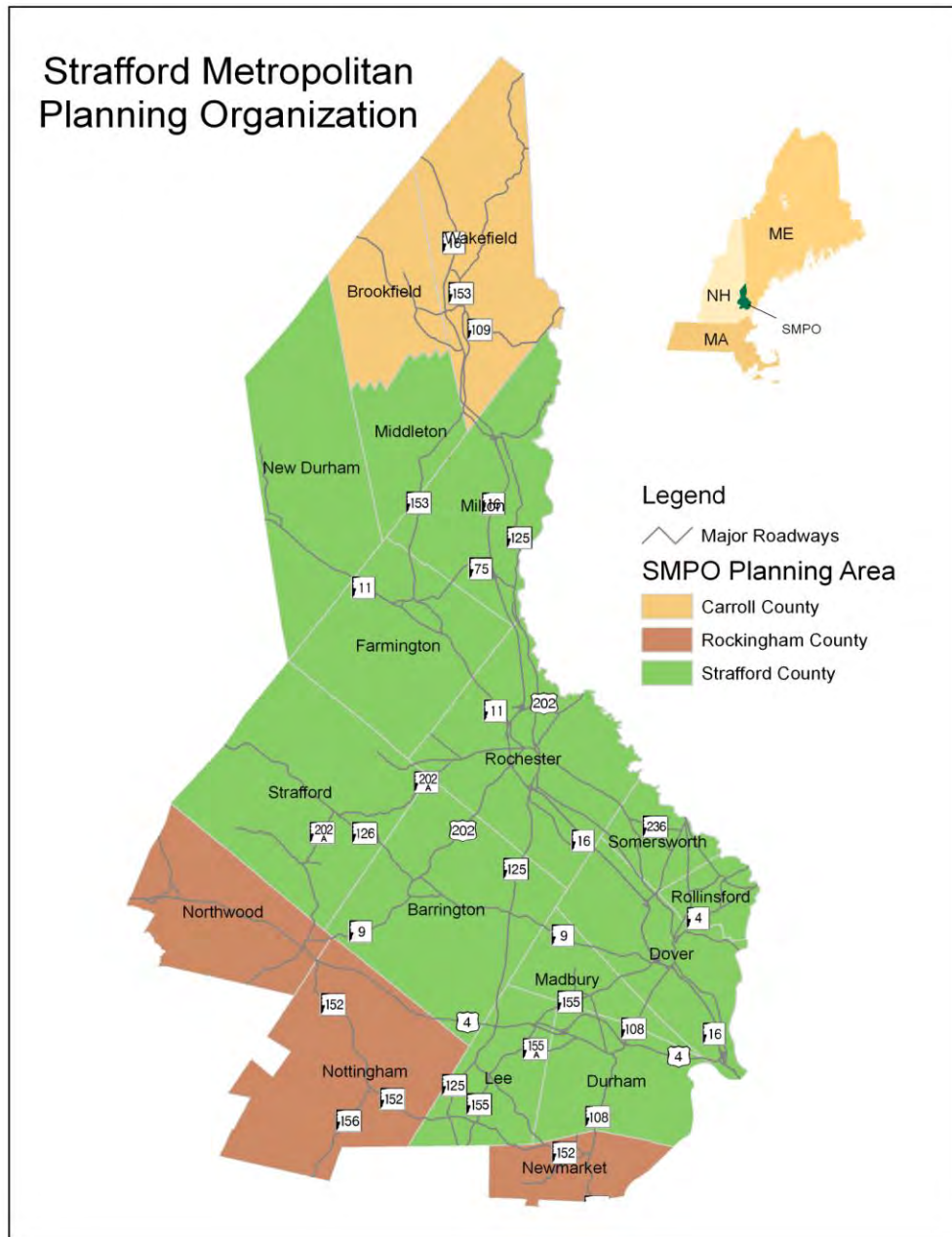
Infrastructure

Infrastructure consists of the facilities and services such as roads, water, and sewer systems, broadband which support economic activity. Maintaining these services and facilities while planning for future need enables municipalities to direct future growth. The region has many locations suitable for expansion; however services and facilities vary by town and city. Many towns in the region are rural and have not developed infrastructure, such as wastewater treatment facilities.

Transportation Planning

The Strafford Regional Planning Commission is responsible for transportation planning in its designated jurisdiction. This activity is carried out through the federally mandated Metropolitan Planning Organization (MPO), a process which ensures coordination between state, regional, and local municipalities identifying and prioritizing transportation improvements. Strafford Metropolitan Planning Organization (SMPO), covers the Dover, Rochester, Somersworth urbanized region and the adjacent areas in the State of New Hampshire. SRPC maintains a regional travel demand model for the region.

Map 9: Strafford Metropolitan Planning Organization
 [Source: NH GRANIT]



Surface Transportation (GIS Map)

The County is within a day's travel to the largest population centers, major markets, and transportation facilities in the Northeast. Boston and Portland are an hour away, while New York City, Montreal, Philadelphia and Washington D.C. are within five to eight hours. Strafford County is located between a variety of economically important sites such as Boston Metro, Gulf of Maine coastline, as well as the lakes, mountains and ski areas of northern New England.

Strafford County features a comprehensive highway and local road system that provides access to all parts of the state and direct expressway connections to Boston, Portland and New York. This network provides for efficient service by truck, rail, sea and air, particularly from the urban portion of the county. The Spaulding Turnpike is a divided highway that runs north and south. It connects to Interstate 95 leading south to Boston and north to Portland, Maine. U.S. 4 runs east and west through the county and is the major route to Concord, the state capital. It also connects to Interstate 93 and Portsmouth. NH 101, a newly improved four-lane intrastate highway, is only 20 minutes south of the urban core of the county. Route 125 is a secondary north-south road that connects to NH 101, the major east-west route to Manchester.

Transit

The Strafford County area features two public transit systems, connecting the rural and urbanized areas of the County to each other, to the University of New Hampshire and urban centers outside of the County. Intercity bus service is also available to Boston, Portland and Logan Airport.

The Cooperative Alliance for Seacoast Transportation (COAST) provides fixed route, deviated fixed route and ADA paratransit services in eleven communities, linking small urban Strafford County areas (Farmington, Rochester, Somersworth and Dover) with Rockingham County communities and Berwick Maine, in addition to intra-city services in Dover and Portsmouth. Under the new “Community Rides” regional initiative guided by the Alliance for Community Transportation (ACT), COAST now provides once-a-week demand response service, targeting the disabled and elderly, in five rural communities north of Rochester: New Durham, Middleton, Milton, Wakefield, and Brookfield.

In addition to traditional transit services in the County and surrounding area, there are a number of human service agencies that have developed demand response transportation programs, primarily for their own clients, by using Federally-funded vehicles. These agencies, along with COAST, the regional planning agencies and other entities formed ACT, which is now recognized as the Regional Coordinating Council for the region. ACT serves in an advisory and advocacy role to promote coordinated transportation services to improve more and efficient community transportation services.

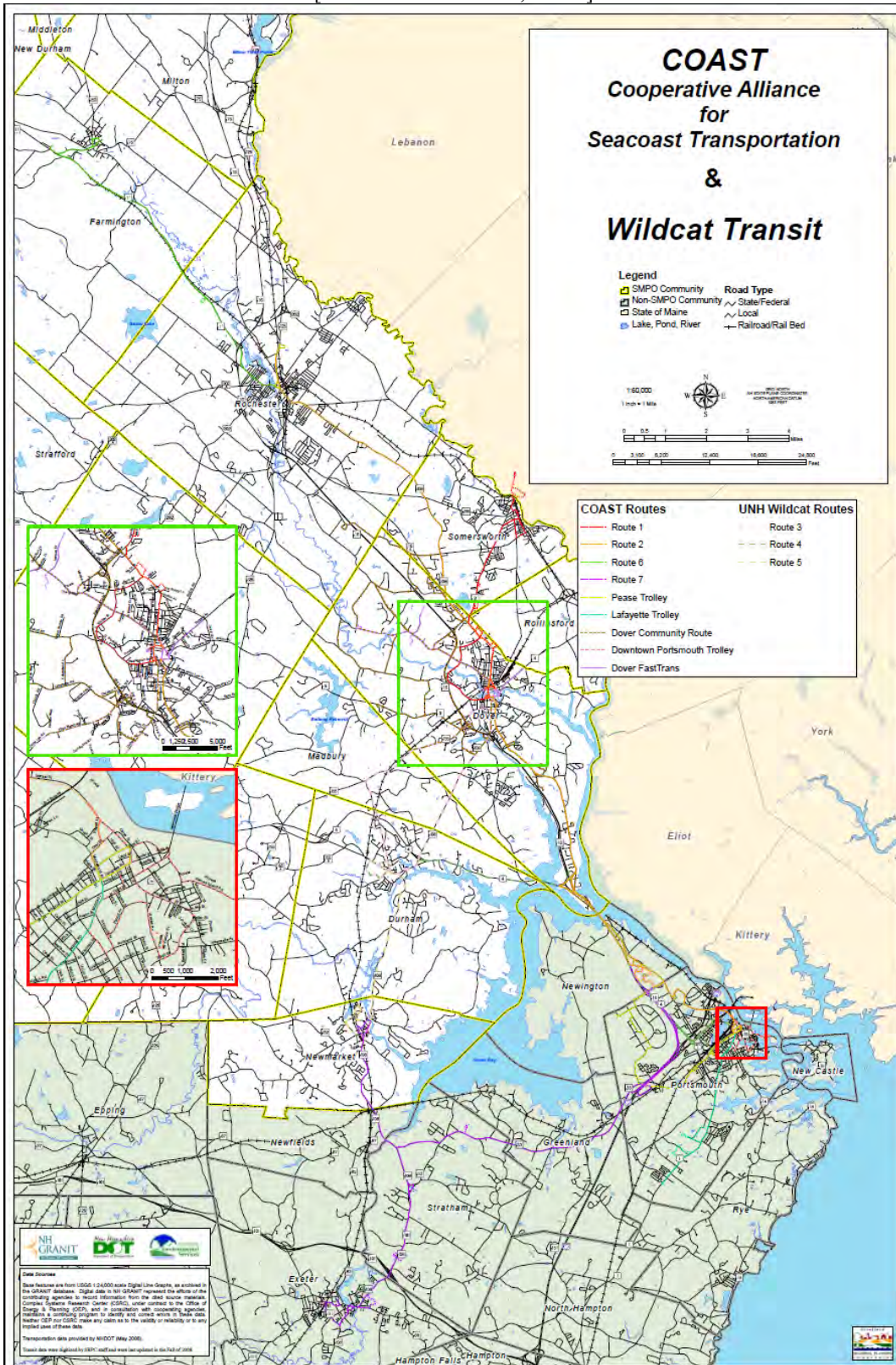
Wildcat Transit, the UNH public transportation service, operates campus-based connector routes and public transit routes within Durham, Dover, Newington, Newmarket, and Portsmouth with hourly connections. Wildcat Transit is looking to expand services to connect their three campuses at UNH Manchester, UNH Durham, and UNH Concord with daily service. Additionally, a new commuter-based service between Rochester and UNH Durham is anticipated to begin in fall 2012.

Strafford County is also served by a private intercity bus provider, C&J. Founded in 1968, C&J is the second largest provider of intercity transportation in Northern New

England serving six destinations with over 30 daily departures from the New Hampshire Seacoast, and Newburyport to Logan Airport and Boston South Station. C&J also offers daily services from UNH/Durham, Portsmouth to New York City.

When combined with Amtrak passenger rail service from Dover and Durham, Strafford County features one of the most accessible transportation environments in the State of New Hampshire

Map 10: COAST and Wildcat Transit Service Areas
 [Source: NH GRANIT, SRPC]



Passenger Rail Service

The region is served by the Amtrak Down-Easter, providing passenger connections between Boston and Portland, Maine, operating five daily round trips. Service is available in two Strafford County locations: at new or renovated rail stations in Dover and Durham. The Amtrak Down-Easter has ten stops total which include: Portland, Old Orchard Beach, Saco, Wells, Dover, Durham-UNH, Exeter, Haverhill, Woburn, and Boston.

Rail Freight

Pan Am Railways, formerly known as Guilford Transportation, owns the rail line on which Amtrak's Down-easter operates through New Hampshire and provides rail freight services connecting to Portland and Boston area intermodal rail terminals. This line was recently upgraded with continuously welded rail at passenger rail standards. The main line also connects in Rollinsford with the New Hampshire Northcoast Railway, which terminates in Ossipee, NH after passing through Somersworth, Rochester, Milton and Wakefield. This short freight railroad is accessible to numerous business and industrial parks in Strafford County.

Ports and Harbor

The Port of New Hampshire lies in Portsmouth Harbor along at the mouth of the Piscataqua River. The port is New Hampshire's largest and most active commercial port. This port is easily accessed via the Spaulding Turnpike, Route 16, from most Strafford County communities.

Pursuant to the New Hampshire State Statute, RSA 12-G: 43, I (a), the Division of Ports and Harbors (DPH), of the Pease Development Authority, shall "plan for the maintenance and development of the ports, harbors, and navigable tidal rivers of the State of New Hampshire from the head of navigation to the seaward limits within the jurisdiction of the state, in order to foster and stimulate commerce and the shipment of freight through the state's ports and as an agency of the state, to assist shipping and commercial and industrial interests that may depend on the sea for transport of products.

Air

Strafford County is conveniently located nearly equidistant from three major commercial airports: Boston's Logan International Airport, Boston/Manchester Airport, and Portland (Maine)'s International Jetport. All three airports offer passenger and cargo service. The Boston/Manchester Airport is the closest at approximately forty-five minutes travel, with its recently increased passenger and cargo services. Boston Logan International Airport, the largest New England airport, is located approximately one hour from the center of Strafford County. Portland's Jetport, approximately one hour and fifteen minutes away, offers international and domestic flights along with cargo.

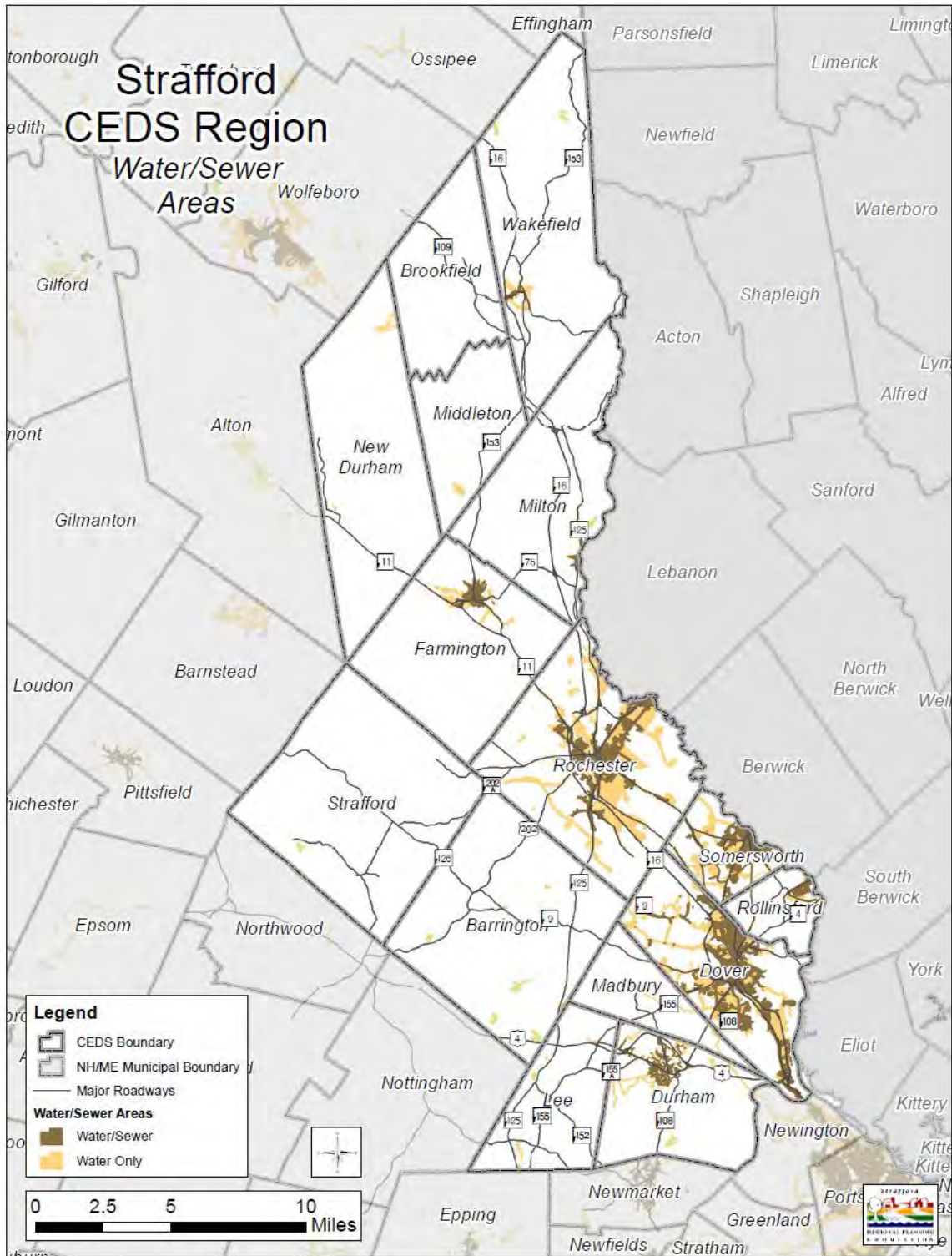
Closer to Strafford County, the Pease International Airport (PSM), while not currently providing scheduled passenger services, is equipped for air freight services and has the facilities to accommodate domestic and international flights. The Airport Terminal building has a full Federal Inspection Services Facility with on-site U.S. Customs and Border Protection staff and can handle any aircraft in the world regardless of size. PSM is equipped to handle any cargo requirement. Located within the Pease International Tradeport, PSM offers a Foreign Trade Zone with access to the east coast and international trade corridors via I-95, direct air cargo from Portsmouth International Airport or by sea via the Port of New Hampshire.

In Strafford County, Sky Haven airport in Rochester is a general aviation airport, which has benefited from recent infrastructure upgrades. It is managed by the Pease Development Authority and offers paved runways (max. 4,000 feet), fuel, flight instruction and repair, as well as hangers and tie downs for corporate and private general aviation aircraft.

Sewer and Water Systems

The more urbanized southeastern portion of the county has sufficient sewer and water capacity for current and forecasted needs with the majority of industrial and commercial land serviced. Particularly in the southeastern region, water infrastructure has the capacity to support continued economic growth. Several communities are considering plans to upgrade their wastewater treatment facilities. In addition, a number of communities are in the process of upgrading water distribution systems to meet the demands of the foreseeable future, while the majority of residents receive their water supply through private wells and rely on septic systems. In rural areas, municipal sewer primarily serves downtown areas. This is a limiting factor in the ability of rural communities to provide for future economic growth.

Map 11: Water and Sewer
 [Source: NH GRANIT, NHDES]



Utilities

Table 34. Utility Infrastructure

[Source: NH Community Profile, NH DES, Unitol Corp, Town Officials, and NH Public Utilities Community]

Utility Infrastructure-CEDS Region									
Town Area	Water/Sewer		Solid Waste	Utilities					Telecomm
	Central Sewer	Central Water	Percent's Disposal	Electric service	Natural gas service	Telephone	Cable TV	Cable Company	Broadband Access
Barrington	N	N	Town	PSNH	None	Fairpoint	Y	Metrocast	Y
Brookfield	N	N	Town	PSNH, NHEC	None	Fairpoint	Y	Metrocast	Y
Dover	Y	Y	City	PSNH	NU	Fairpoint	Y	Comcast	Y
Durham	N	Y	Town	PSNH, NHEC	NU	Fairpoint	Y	Comcast	Y
Farmington			Town	PSNH, NHEC	NU	BayRing, Union	Y	Metrocast	Y
Lee	N	N	Town	PSNH, NHEC	None	Comcast, Fairpoint, AT&T	Y	Comcast	Y
Madbury	N	N	Private	PSNH	NU	Fairpoint	Y	Comcast	Y
Middleton	N	N	Town	PSNH	None	Fairpoint	Y	BayRing	Y
Milton	Y	N	Town	PSNH	None	Fairpoint	Y	Metrocast	Y
New Durham	N	N	Private	PSNH, NHEC	None	Fairpoint, Union	Y	Metrocast	Y
Rochester	Y	Y	Waste Management	PSNH	NU	Fairpoint	Y	Metrocast	Y
Rollinsford	Y	Y	Town	PSNH	None	Fairpoint	Y	Comcast	Y
Somersworth	Y	Y	Town	PSNH	NU	Fairpoint	Y	Comcast, Fairpoint, Verizon, Pactec,	Y
Strafford	N	N	Town	PSNH	None	Fairpoint, Union	Y	Metrocast	Limited
Wakefield	Y	Y	Town	PSNH, NHEC	None	Fairpoint, Union	Y	Time Warner	Y

Key: NHEC=NH Electric Coop PSNH=Public Service of NH NG=National Grid

Electric Systems

Electric rates in New Hampshire are currently some of the highest in the nation. This is largely a result of major industry changes in the 1970s. First, construction of the Seabrook nuclear power plant left utilities and consumers absorbing its construction costs. Second, in response to the OPEC oil crisis, the United States government encouraged alternative generating capacity and also required utilities to purchase electricity from small power producers. The State of New Hampshire mandated the purchasing of power from small power producers at rates that were reasonable in relation to current energy costs. Long-term contracts continue to obligate PSNH to purchase power from these small producers even though their rates are significantly higher than current market prices. When PSNH filed for bankruptcy in 1988, a plan was agreed upon which increased prices, leaving New Hampshire with some of the highest rates for electric power in the country.

Recent actions taken by the state government could help reduce electric costs by creating a competitive market with the goal of reducing electricity costs to current northeastern regional levels. In turn, this would allow established businesses to become more competitive while providing additional incentive for new businesses to move into the state.

Telecommunications and Broadband Access

New Hampshire Broadband Mapping Project is a coordinated, multi-agency initiative to inventory and map current and planned broadband coverage available to the states businesses, educators, and citizens. In January 2010, the New Hampshire Broadband Mapping & Planning Program (NHBMPP) started a multi-year, multi-agency effort to map areas in the state that are currently served by the state's 70+ broadband providers. The Program, managed by the Complex Systems Research Center at the University of New Hampshire (UNH), is collaboration between UNH, the nine regional planning agencies in the state, and the NH Department of Resources and Economic Development/Division of Economic Development. The efforts of these organizations, other partners, and input from the public, will yield a mapped inventory of existing and planned broadband assets, as well as a view of locations in New Hampshire where there is either no or inadequate coverage.

The planning activities will include the creation of broadband stakeholder groups who will focus on collecting and analyzing relevant information, identifying barriers to broadband deployment, promoting collaboration with service providers, and facilitating information sharing between the public and private sectors regarding the use of and demand for broadband services. Results from the NHBMPP will be integrated into a national broadband availability map, and will provide a solid foundation for future broadband deployment efforts at the state and national level. This work is being funded through American Recovery Reinvestment Act (ARRA) and by the National

Telecommunications and Information Administration (NTIA) as part of a nationwide telecommunications planning effort. SRPC has completed part of the inventory phase. The importance of this planning process in economic development is determining where improvements are needed in broadband access, which will be identified and prioritized in the region.

Solid Waste Disposal

Many communities in Strafford County, as well as the greater Seacoast area, send their solid waste to the Turnkey Landfill in Rochester. To date, the site has three landfills, two of which were closed in the 1990s. The third site is projected to be open until the year 2020. Recent acceleration in population growth in the Seacoast area is putting additional pressure on the third site. While the disposal of solid waste is not an immediate concern, it is an issue the region will be forced to deal with in the longer term. Efforts are currently underway to consider future waste management alternatives that can accommodate the continued growth in the county.

Hazardous Waste Management

Although no comprehensive hazardous waste disposal program exists in Strafford County, several annual household hazardous waste collection programs are in place to address this need. These are sponsored by state and municipal funds, as well as waste management institutions. Broad educational campaigns attempt to ensure widespread participation in the collection of household hazardous waste and will continue.

Health Resources

The Dover Somersworth area is known for its wide range of specialized health care providers. The region has two medical centers: Frisbee Memorial Hospital in Rochester and Wentworth Douglas Hospital in Dover.

Hospitals

Frisbee Memorial Hospital offers a broad range of services to the region. In the expertise of medical staff 250 physicians and health care providers with combined experience in thirty-nine areas of specialty, offering excellence in trauma, surgery, cardiovascular care, radiology, respiratory care, and women's health. Board-certified oncologists and a hematologist from the prestigious Norris Cotton Cancer Center at Dartmouth-Hitchcock Medical Center provide oncology services.

Wentworth Douglas Hospital is the largest acute care hospital in the seacoast region of New Hampshire. The hospital specializes in trauma, and emergency services, surgery, cancer care, birthing, orthopedic services, cardiovascular services, sleep disorders, rehabilitation, pain management, and wound healing and offers a wellness and prevention programs. It is a not-for-profit organization and one of the largest employers in the state.

Huggins Hospital is located in Wolfeboro and serves our northern CEDS region. It is a non-profit, licensed, fifty-five bed community hospitals. The services include a twenty-seven bed Skilled Nursing and Rehabilitative Care Unit and other services.

There are a number of assisted living and long-term care facilities throughout the region including Riverside Rest Home. Riverside Rest Home is a 215 bed Medicare and Medicaid certified Nursing Facility owned by Strafford County. The home has served the citizens of Strafford County since 1867.

Educational Systems and Training

The education and training resources in the Strafford Regional CEDS are varied and extensive in each community. The Community College System of New Hampshire (CCSNH) is comprised of seven community colleges and four academic centers throughout the state that offer associates degrees, professional training, and transfer pathways to four-year degrees. The University System of New Hampshire (USNH) consists of the University of New Hampshire, Granite State College, Plymouth State University, and New Hampshire Public Television.

The Region is home to three institutions of higher education: University of New Hampshire, Granite State College, and Thompson School of Applied Science. Great Bay Community College is located at Pease Tradeport in Portsmouth New Hampshire. UNH offers continuing education, vocational, and professional development training to area residents. There are a number of career technology centers throughout the region for high school students. Under New Hampshire law, all school districts must form school administrative units (SAUs) to oversee the local educational system.

Secondary Education

University of New Hampshire was one of the early land grant institutions established to serve the sons and daughters of farming families. Today, the University of New Hampshire located in Durham, NH is not only a land grant institution but also a designated sea and space grant university serving over 14,000 students. It is among the top-tier research institutions nationally made up of dozen of academic departments, interdisciplinary institutes, and research centers and offers Associates, Bachelors, Masters, and Doctoral degrees. UNH also offers professional development and training through seminars and certification programs designed to provide new or advance career and professional skills.

UNH is one of eleven land grant institutions that offer an associate's degree program. Thompson School of Applied Science (TSAS) is an academic unit of the College of Life Sciences and Agriculture and offers associate degree programs at the University of New Hampshire. The Thompson School offers seven degree programs, fourteen specialization, and three diploma programs.

Granite State College established in 1972 is a public college providing access to higher education online and at nine community-based academic centers. One of the four institutions of the University System of New Hampshire, it offers associate, and bachelor degrees as well as post baccalaureate teacher certification programs for adult learners of all ages.

The workforce development system in New Hampshire is managed by the Workforce Opportunity Council (WOC), which oversees the thirteen New Hampshire Works One Stop Centers throughout the state. The Strafford CEDS region has one of these centers located in Somersworth. This initiative can bring public systems providing services such as postsecondary technical training, employment, job search assistance, job training, retraining, adult literacy, and other labor market aid with closer links to the realities of changing job markets.

SAU Districts

There are approximately ninety SAU in New Hampshire serving its 234 communities. Within the Strafford CEDS region there are nine SAU's serving the fifteen communities in the region. The SAU's vary in size with single SAU's serving Dover and Rochester. The schools that have a regional focus include: Governor Wentworth Regional (Brookfield), Oyster River Cooperative (Durham, Lee, and Madbury). In addition, charter schools such as Dover's Cocheco Arts and Technology Academy that serves 9th to 12th grade students with specialized interest in arts and technology.

Map 12: Strafford CEDS SAU's
 [Source: NH GRANIT]

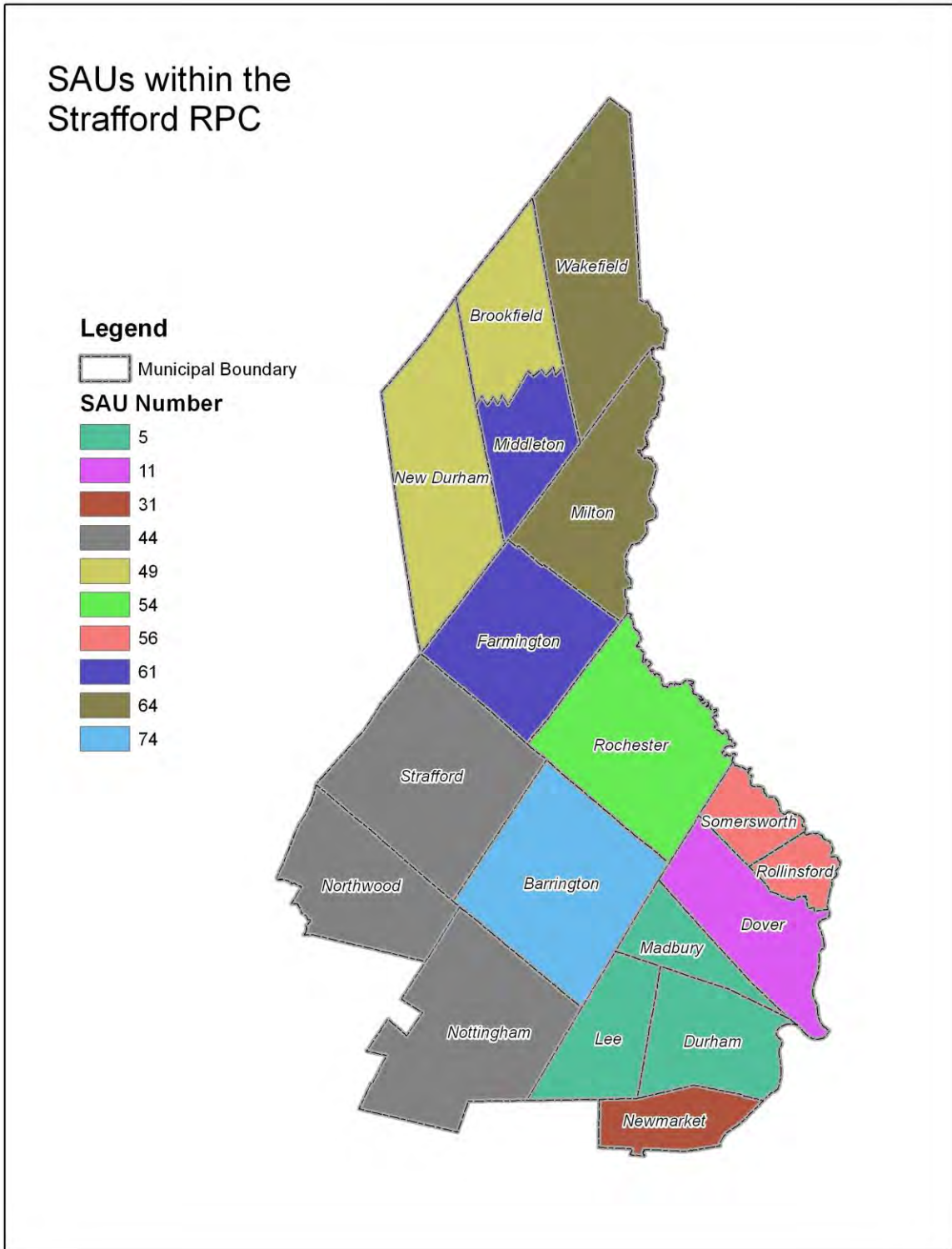


Table 35. Public Schools

[Source: NH Department of Education 2011]

CEDS Region Public Schools			
Town	School	SAU	Grade Span
Barrington	Barrington Elementary School	74	K 1-4
Barrington	Barrington Middle School	74	5-8
Dover	Dover Middle School	11	5-8
Dover	Dover Senior High	11	9-12
Dover	Garrison School	11	K 1-4
Dover	Horne Street School	11	K 1-4
Dover	Woodman Park School	11	K 1-4
Durham	Oyster River	5	5-12
Farmington	Farmington High School	61	9-12
Farmington	Henry Wilson Memorial School	61	4-8
Farmington	Valley View Elementary School	61	K 1-3
Lee	Mast Way School	5	K 1-4
Madbury	Moharimet School	5	K 1-4
Milton	Milton Elementary School	64	K 1-5
Milton	Nute High School	64	9-12
Milton	Nute Junior High School	64	6-8
Rochester	Bud Carlson Academy	54	9-12
Rochester	Chamberlain Street School	54	K 1-5
Rochester	East Rochester School	54	K 1-5
Rochester	Maple Street School	54	K1-3
Rochester	McClelland School	54	K 1-5
Rochester	Nancy Loud School	54	K 1-3
Rochester	Rochester Middle School	54	6-8
Rochester	School Street School	54	K 1-4
Rochester	Spaulding High School	54	9-12
Rochester	William Allen School	54	K 1-5
Rollinsford	Rollinsford Grade School	56	K 1-6
Somersworth	Hilltop School	56	1-4
Somersworth	Maple Wood Elementary School	56	K 1-4
Somersworth	Somersworth High School	56	9-12
Somersworth	Somersworth Middle School	56	5-8
Strafford	Strafford School	44	K 1-8
Wakefield	Paul Elementary School	64	K 1-8
Wakefield	Coe-Brown Academy	201	9-12

Table 36. CEDS Region Non Public Schools

[Source: NH Department of Education 2011]

CEDS Region Non Public Schools		
Town	Name	Grade Span
Dover	Cross Road Kindergarten and School	K-3
Dover	My School	K-1
Dover	Portsmouth Christian Academy	K-12
Dover	St. Mary Academy	K-8
Dover	St. Thomas Aquinas High School	9-12
Milton	Shortridge Academy	9-12
Rochester	Lighthouse Christian Academy	K-12
Rochester	St. Elizabeth Seton School	K-8
Somersworth	Somersworth Tri City Christian Academy	K-12

Career Technology Centers are located throughout the region that offers “hands on” educational opportunities. The northern CEDS region is served by the Wolfeboro Vocational Technical Center. It is not in our CEDS region.

Table 37. CEDS Regional Career Technology Centers

[Source: NH Community Profile]

Regional Career Technology Centers	
Town	Name
Dover	Career Technical Center
Rochester	Creteau Regional Technology Center
Somersworth	Career Technical Center
Wolfeboro	Region 9 Vocational Technical Center

In 1999 the Community College System of New Hampshire (CCSNH) introduced the Running Start program, a partnership between the Community Colleges of New Hampshire and high schools to give students an opportunity to take college courses for college credit while also completing the requirements for high school graduation. This is offered at many schools in the region.

Chapter 7: Environmental Profile

Natural Resources

Water is Strafford County's most important resource. The county's diverse natural resources include the Cocheco, Salmon Falls, Isinglass, Oyster and Bellamy rivers, extensive forests, and a significant amount of agricultural land. The economic value, recreational opportunities and natural beauty of these resources are a great asset to the county. The emergence of watershed-based planning efforts reflects countywide recognition of the importance of its freshwater resources and the need to manage them for future sustainable use. Combined with the employment opportunities, services and cultural amenities offered by the urban portions of the county, Strafford County's natural resources provide an attractive living environment in local communities and add substantially to the quality of life.

Resource-based industries within the county provide an employment base for many people, particularly in rural communities, in individual agricultural businesses, forestry, mining, and the processing of raw natural resources. Reservoirs, aquifers and rivers provide fresh water to several Seacoast area communities outside of Strafford County, and their continued protection is a priority. Tourism and recreation associated with natural resources is increasingly important to local communities. Recognition and support of this sector of the regional economy is growing.

One of the fundamental factors influencing the region's economy is the natural resources and environmental capital. The region's primary developed areas are located along the major rivers. In the rural areas the natural environment can act as a constraint to overall growth and commerce while providing the region with water and rural character. The region has four designated rivers: Cocheco, Isinglass, Oyster and Lamprey, which are managed and protected for their outstanding natural and scenic resources.

Piscataqua River Basin

The Piscataqua River Basin, and in particular its watershed, is vital to the communities within Strafford County and beyond, providing water resources to numerous municipalities within the Seacoast region as well as containing critical plant and wildlife habitat. Shoreline development threatens the environmental condition of these riverine systems, removing plant cover, which leads to increased runoff and erosion and fragmenting habitat in the process. Population growth within the region adds to non-point sources of pollution and increases demand for freshwater drawn from the system.

Several institutions are in place to help manage estuary resources, including both public agencies, research institutions and a multitude of nonprofits focused on coastal resource protection, outreach and education. The New Hampshire Coastal Program, which helps coordinate public regulation and investments in the coastal area and provides planning and project development funding, has been in place since the early 1980s. In the early

1990s, the Great Bay Estuarine Research Reserve was established to increase resources available for scientific research and public education in the estuary. Most recently, the Environmental Protection Agency provided funding to help create the New Hampshire Estuaries Project, now the Piscataqua Region Estuaries Partnership, which has been implementing its *Management Plan* over the last decade plus. The *Plan* identifies and prioritizes a wide array of initiatives that should be taken to help preserve and protect the health of the estuaries in both New Hampshire and Maine.

Estuarine and Coastal Resources

The Great Bay is both a saltwater and freshwater estuary located in Strafford and Rockingham counties in southeast New Hampshire and in southwest Maine. It is one of 28 estuaries of national significance designated by U.S. Environmental Protection Agency, and, reaching fifteen miles inland, is one of the most recessed estuaries in the United States. It adds 144 miles of tidal shoreline to New Hampshire's seventeen miles along the Atlantic Ocean.

The Great Bay estuary occupies over 6,000 acres, not including its tidal river tributaries. The outlet is at Hilton Point in Dover, New Hampshire, where waters from Great Bay flow into the Piscataqua River, then proceed southeast to the Atlantic Ocean near Portsmouth.

Tributaries to Great Bay include the Bellamy, Oyster, Lamprey, Squamscott, and Winnicut Rivers. The Piscataqua River is formed when the Cocheco and Salmon Falls Rivers join together at Three Rivers along the Dover Rollinsford municipal lines. Altogether these coastal river watersheds include 10% of New Hampshire's land area, and one third of the state's populations and businesses.

Great Bay estuary is home to the Great Bay National Estuarine Research Reserve and the Great Bay National Wildlife Refuge, and additional lands protected for their water and habitat values by national, state, regional and local land trusts and individuals.

Tourism

Strafford County has numerous cultural and recreational amenities. The many lakes, parks, historic downtowns and sites, cultural centers, festivals and events draw tourism to the county. One of the primary challenges facing Strafford County, given the rapid economic expansion the Seacoast region is experiencing, is how to maintain the quality of its recreational amenities and open space, and how to best use these assets as part of a comprehensive economic development strategy.

Strafford County is home to several historically significant agricultural and industrial sites. Brick mill buildings from the region's peak industrial days can be found alongside major rivers, connecting modern town centers with the past. Important agricultural lands

such as The New Hampshire Farm Museum in Milton have been preserved and offer the public the opportunity to visit an operating historic farm.

The University of New Hampshire in Durham hosts a wide variety of events including theater productions, concerts, sporting events, lectures, and exhibits. In addition, UNH holds several farms and forested lands of historical importance and recreational value. Other theaters are spread throughout the county and several communities' host festivals coinciding with seasonal events.

Recreationally, Strafford County's access to lakes, rivers and the Gulf of Maine coastline is attractive to recreational fishers and boaters.

Agricultural Land

Agricultural lands, both active and inactive, make up a portion of the CEDS region's economic activity covering the production and sales of cash crops. These include horticultural crops, fruits and vegetables, dairy farming, equestrian, and forest products. It is a small portion of the economic activity, but the local foods movement could be a potential niche market.

Open Space and Conservation Land

Open space conservation is an important issue in southeast New Hampshire because of continued development. Natural beauty and scenic character are a part of the CEDS regional economy. The growth in Strafford County has resulted in loss of agricultural lands, scenic landscapes, wetlands, historic buildings and other features. With increased population growth a new set of problems occurs such as traffic congestion, air quality, water quality and other negative results. This is why it is increasingly important to protect areas of significant scenic, water and habitat importance.

Land conservation activities are carried out at the local level, private and public sectors. Many communities in the CEDS region have active land conservation efforts and plans to acquire land and provide stewardship of these lands. Several properties protected in the 2000's are now in active agricultural use.

Table 38. County Recreational Inventory

[Source: 2007 Recreation Inventory, NHOEP]

Area	Camp-ground	Field Sport Areas	Golf Courses	Historic Areas	Natural/Passive Recreation Areas	Parks/Picnic Areas	Water Sports/Fishing Areas	Winter Sports/Skiing Areas
Belknap	34	31	10	2	57	32	80	3
Carroll	59	28	9	9	111	24	68	14
Cheshire	26	56	7	3	146	43	47	1
Coos	28	24	9	2	122	35	47	6
Grafton	53	85	14	9	145	31	66	17
Hillsborough	28	149	20	14	247	100	54	7
Merrimack	23	76	10	21	173	59	66	7
Rockingham	42	159	23	26	263	178	68	6
Strafford	22	46	7	5	104	46	25	3
Sullivan	10	23	6	6	53	35	32	2
STATEWIDE	325	677	115	97	1420	583	553	66

Table 39. County Public Water Access Sites

[Source: NH Public Access Sites, NHFG 2007]

NH Fish and Game Public Water Access Sites				
	Sites Listed	Trailer Parking	Canoe/Car-top Parking	Shore-Bank, Roadside or other parking
Belknap	11	7	4	0
Carroll	10	4	5	1
Cheshire	24	15	9	0
Coos	22	12	9	1
Grafton	29	20	9	0
Hillsborough	19	15	3	1
Merrimack	44	28	9	7
Rockingham	19	12	5	2
Strafford	14	8	5	3
Sullivan	14	10	3	1
STATEWIDE	206	131	61	16

Table 40. Strafford CEDS Regional Cultural Resources

[Source: NH Business Guide, <http://www.nh.com/nh/home/>, NH OEP, Town Websites]

Regional Cultural Resources	
Resource	Town
Artstream Studios	Rochester
Children's Museum	Dover
Demeritt Hill Farm	Lee
Emery Farm	Durham
Flag Hill Winery & Distillery	Lee
Farmington Recreation Rail Trail	Farmington
Garrison Players Theater	Rollinsford
Hilltop Fun Center	Somersworth
Johnson Theatre; Paul Creative Art Center at UNH	Durham
Millpond Center for the Arts	Durham
Museum of Art at the UNH	Durham
Museum of Childhood	Wakefield
New Hampshire Farm Museum	Milton
Rochester Fairgrounds	Rochester
Rochester Opera House	Rochester
Rotary Arts Pavilion	Dover
Somersworth Historical Museum	Somersworth
Tuttle's Farm	Dover
UNH Marine Docent Program Discovery Cruises	Durham
Whitmore Center	Durham
Woodman Institution	Dover

Outdoor Activities and Recreation

Most people would not see their morning run or evening walk as outdoor recreation but these are two of the most popular activities that New Hampshire residents and visitors participate in on a regular basis. Sightseeing and visiting beaches are two other popular activities. Demand for outdoor activities is increasing due to population growth, personal health goals, and increased popularity.

The New Hampshire Statewide Comprehensive Outdoor Recreation Plan was last updated in 2007 by the New Hampshire Office of Energy & Planning. Surveys in the 2007 plan showed that local recreational demand exceeds supply for many activities ranging from campsites, trails, athletic fields, bike lanes, dog parks, and motorized recreation. Six statewide focus areas were developed as follows:

Stewardship of the natural resource base for outdoor recreation activities ties directly to tourism and the economy. Development of land and population growth can directly impact these resources. Southeast New Hampshire will be absorbing most of the

population growth over the next twenty five years making stewardship of the natural resource base critical in the Strafford region.

With the number of tourist destinations along the coast, at the lakes and mountains of New Hampshire, it is important to provide different, sometimes competing, recreational opportunities in local, close to home venues. This is an opportunity for the Strafford region to build a niche market in close to home activities.

Funding is needed to support local and regional recreational opportunities, including facility rehabilitation, development and land acquisition for organized and unorganized activities. The Strafford region has a strong network of volunteers, land trusts, nonprofits, businesses, governments and schools working to provide excellent services and facilities.

Education is needed for recreational users, municipalities and landowners to understand responsible behavior, laws and liability. With increasing demand for activities, it is important that every party understand their role and responsibilities to manage conflicts and concerns. Again, the Strafford region is dependent upon the existing network of providers, users, and benefactors who teach hunting and gun safety, “pack it in and out” behaviors, as well skills and knowledge needed to have positive experiences outdoors.

Current land use patterns of low density development and single occupant vehicular use can have a negative effect on recreational opportunities. A better way is to work on preserving the existing natural resource base, creating networks of trails, paths and greenways. In the Strafford region there are a growing number of residents interested in working in these areas.

Outdoor recreation activities promote increased wellness and health. Many schools, health centers, and employers in the Strafford region are linking programs and funds to better promote and provide for opportunities in neighborhoods, communities and access to information.

Table 41. Strafford CEDS Regional Outdoor Recreation Activities[Source: NH Business Guide, <http://www.nh.com/nh/home/>, NH OEP, Town Websites]

Regional Outdoor Recreation Activities	
Resource	Town
Adams Point	Durham
Barbados Pond	Madbury
Bellamy River Wildlife Area	Dover
Blue Job fire tower	Farmington
Cochecho River Conservation Area	Dover
College Woods	Durham
Cooper Cedar Woods Forest	New Durham
Doe Farm	Durham
East Foss Farm	Durham
Ellis Hatch Jr. Wildlife Management Area	Brookfield
Garrison Hill Tower	Dover
Hilton State Park	Dover
Jackson Landing	Durham
Jennings Forest	New Durham
Jones Forest	Madbury
Kingman Farm	Madbury
Lang maid Road	Durham
Little River Park	Madbury
Mill Pond	Durham
Old Reservoir	Durham
Old Town Landing	Durham
Strafford County Farm	Dover
The Commons Park	Rochester
Thompson Farm	Durham
UNH Outdoor Recreation Center	Barrington
Wagon Hill Farm	Durham
West Foss Farm	Durham
Willard Pond	Dover
Wolfeboro Branch Recreational Trail	Wakefield
Woodridge Recreation Area	Durham

Natural Hazard Mitigation

Strafford Regional Planning Commission is responsible for assisting communities with the development of municipal hazard mitigation plans. The New Hampshire Homeland Security and Emergency Management state bureau (NHHSEM) contracts with the nine regional planning commissions to develop and update municipal Hazard Mitigation Plans every five years. This enables municipalities to be eligible to receive hazard and disaster related mitigation funds. Natural Hazard Mitigation Plans are a required document in accordance with the Disaster Mitigation Act of 2000 (DMA 2000). This requires municipalities to have a Federal Emergency Management Agency (FEMA) approved plan in order to receive Pre-Disaster PMD project grants. Also local governments must have a FEMA approved Plan in order to receive Hazard Mitigation Grant Program (HMGP) project funding for disasters declared or after November 1, 2004.

These plans are compiled to aid municipalities in reducing and mitigating future losses from natural and man-made hazardous events. These plans identify past hazard events, community assets and risks, potential damages, and strategies to mitigate losses from hazardous events. The planning process includes reviewing other municipal plans, ordinances, regulations and best practices, technical manuals, federal and state laws and regulation as well as researched data. By combining these elements, the participants from the hazard mitigation teams are able to produce an integrated multi-hazard plan that can be incorporated into other municipal activities such as comprehensive land use planning, capital improvements planning, site plan regulations, emergency response, and buildings codes to guide and control development, when appropriate.

Environmental Issues

Great Bay Water Quality

As reported in 2009 by the Piscataqua Region Estuaries Partnership (PREP) in its *State of the Estuaries Report*, the environmental quality of the estuary is declining over the past five years as the total nitrogen load to the Great Bay increased 42%. This is largely due to stormwater runoff and nonpoint source pollution. Water clarity has declined and eelgrass habitat has been displaced. Indicators such as nitrogen concentrations, eelgrass, oysters, and impervious surfaces continue to have a negative trend, which demonstrates deteriorating conditions.

Water Quality

Water is among Strafford County's most important natural resources, and protection of water resources continues to be a priority. Most groundwater in the county is of good quality, and no immediate threats to groundwater are on the horizon. Meanwhile, several rivers historically polluted with heavy metals and toxic chemicals from past industrial use are cleaner than they've been in decades thanks to continuous efforts by communities to protect river resources. Drinking water for Strafford County communities is obtained

both through ground and surface water, and surface waters within the county service communities in other regions as well. Protection efforts are largely dependent upon appropriate land use regulation and conservation of lands. Communities have adopted watershed-based planning efforts to protect open space and minimize point & nonpoint sources of water pollution. Significant aquifers in the county are protected in several communities by overlay zoning protection and wellhead protection areas.

Air Quality

The Clean Air Act Amendment of 1990 (CAAA) requires that all areas of the country meet federal standards for air quality. Under the CAAA, areas with levels that exceed federal standards more than three times over a three-year period are designated as non-attainment areas. The CAAA requirements led to the designation of the entirety of Strafford and Rockingham counties as non-attainment regarding ground level ozone. As a result, the State has implemented measures to reduce emissions of ozone and its precursor pollutants, nitrous oxide and volatile organic compounds (VOCs). Transportation planning in the region undergoes a rigorous process to determine the state of progress toward air quality goals and objectives.

Businesses, which are new or existing ~~major sources~~ of nitrous oxide or VOCs, may incur costs associated with the purchase and operation of state-of-the-art pollution control equipment. Due to the costs associated with these requirements, new or existing ~~major sources~~ may seek relocation to cut operating costs.

Invasive Species

Per the definition written in Executive Order 13112 establishing a National Invasive Species Council, an invasive species is a plant that is non-native to the ecosystem under consideration and whose introduction causes or is likely to cause economic, environmental, or human health harm. These non-native species aggressively compete with and displace the local flora and fauna communities.

These non-native species often come from areas that have similar climates. Some species were introduced accidentally in packing material, as crop contaminants, in shipping containers or from the cargo holds of ships. But many invasive plants have been brought here deliberately. Only a small portion of non-native species is invasive. Exotic or non-native species are considered to be invasive only when they cause harm.

If a non-native plant is used over a long period of time, it stands a better chance of naturalizing. Extensive use in landscaping also increases the likelihood that a plant will naturalize, which is the first step to becoming an invasive problem. Many invasive species start on disturbed soils and habitat disturbances such as construction, grading, plowing and mowing which can increase the vulnerability of any habitat to invasive species. Areas such as rights-of-way, fencerows, old fields, ditches and roadsides all have a high rate of disturbance.

Many invasive plants were initially introduced for landscaping. Some non-native plants were used here for many years before they became an invasive problem. This phenomenon has been termed “The Lag Phase”. This refers to the period of time after a plant has been introduced, escapes, and naturalizes but before the population reaches the point at which it begins to increase rapidly. It may take decades before a plant becomes an invasive problem. This is one reason it is important to track populations of non-native plants that have escaped and naturalized, even though they may not actually be invasive at this time. Tracking non-native plant populations is especially important for species that have been shown to be an invasive problem in other regions, states or countries.

Established in 2005 in Georgia, the Early Detection Distribution Mapping System (EDDMS) collects real-time tracking reports that are verified by state verifiers. Within the state of New Hampshire there are 326 exotic species and 15, 853 reports recorded on EDD Maps. By category forbs/herbs leads with 188 species, followed by grass or glasslike at 41 species; shrub or subshrub at 37 species; hardwood trees at 28 species; vines at 21 species, aquatic at 5 species; and conifer trees at 2 species.

In descending order of abundance these invasive species are found in all ten New Hampshire counties: Japanese knotweed, autumn olive, purple loosestrife, oriental bittersweet, glossy buckthorn, Norway maple, winged burning bush, Japanese barberry, Japanese honeysuckle, and European barberry. Strafford County leads the state with the most invasive species reported at 280 species. Invasive species may have both economic and environmental consequences for the native forest, wetlands, riverine and coastal resources that add to the quality of life existing in Strafford County.

Non-Point Source Pollution

In New Hampshire stormwater contributes to over 80% of surface water quality impairments, according to data compiled by NH Department of Environmental Services. Impervious surfaces generate significant volumes of stormwater run-off. Impervious surfaces, such as roads, rooftops, parking lots, lawns in the shoreland zone, increase the pollutant and sediment loads, and volume and velocity of water flowing into streams, rivers, and estuaries. Increasing amounts of impervious surfaces from development also contributes to increasing frequency and magnitude of flooding. Other sources of nonpoint sources pollution come from agricultural and forestry activities, septic systems, and groundwater.

Chapter 8: CEDS Regional Expectations

Vision Statement

Engage in collaborative networks to sustain and grow the region's economic vitality and median income through business development, job creation, enhancement of the tax base, educational excellence, and cultural and civic diversity, all within a historic place rich in recreational opportunity and natural beauty.

Mission Statement

The mission of the Strafford Regional Comprehensive Economic Development Strategy collaborators is to create a community of private, nonprofit and public entities that cherishes the diversity of the region and works to maximize its potential through shared actions.

The Strafford region supplies a multitude of work, living and learning environments that present choices for residents, businesses and visitors. The Strafford Comprehensive Economic Development Strategy collaborators strive to enhance the best the region has to offer through a linked effort of continuous improvements.

Through these efforts, the Strafford Comprehensive Economic Development Strategy collaborators will:

Build a business climate that encourages sustainable expansion of current employers and attracts diverse enterprises and entrepreneurs providing prosperity throughout the region.

Create innovative educational opportunities that are effective in meeting needs of current residents, attract talent to the region, and provides the workforce necessary to support business growth and development.

Maintain a quality of place ethic that values Strafford region's natural resources, strengthens the agricultural and mill heritage, supports civic leadership and community volunteerism, and further develops cultural and recreational resources.

Develop a sustainable transportation infrastructure that not only moves people through but also to our communities to live, work and play.

Sustain high quality health, education, public safety, and social services as well as diverse housing options.

The Strafford Comprehensive Economic Development Strategy collaborators will use the following principles of regional collaboration in their work:

Regional Collaboration Principles⁵

Focus on a compelling purpose – have a catalyst

Working together achieves shared and individual goals.

Organize around collaborative leadership.

Develop relationships that respect a diversity of ideas and views by listening carefully, building trust, understanding and agreement.

Assemble the necessary resources – have the capacity to initiate and sustain a process

Identify and put together the people, skills, information and funds needed to confidently begin and maintain the processes needed for success.

Jointly develop a shared vision and strategy of action.

Build a shared vision and action plan to achieve goals - making changes as needed and always celebrating success.

Move from vision to implementation.

Demonstrate that the potential gain is greater than the risk to the larger audiences in the region; motivate the political will needed to reach goals.

Learn and adapt for sustainable accomplishments.

Learn from achievements by adapting successes and failures to new opportunities, information and challenges.

The Strafford Comprehensive Economic Development Strategy collaborators and Strafford Regional Planning Commission staff will use the following principles of sustainable assessment to measure goals, objectives; create benchmarks, and measure progress:

⁵ Adapted from the Lincoln Institute of Land Policy and University of Montana at Missoula, Public Policy Research Institute Regional Collaboration website. <http://www.lincolnst.edu/subcenters/regional-collaboration/>

Bellagio Principles for Sustainable Assessment⁶

Guiding Vision and Goals

Develop a clear vision of sustainable development and goals to define that vision.

Holistic Perspective

Consider the well-being of social, ecological, and economic subsystems in monetary and non-monetary terms.

Essential Elements

Consider equity and disparity issues, ecological conditions, economic development, and other non-market activities contributing to human and social well-being.

Adequate Scope

Adopt a time horizon long enough to capture both human and ecological time scales; build on historic and current conditions to anticipate future conditions.

Practical Focus

Generate explicit set of categories or organizing framework to link vision and goals to indicators and assessment criteria.

Openness

Make methods and data accessible to all; make explicit all judgments and assumptions in data and interpretations.

Effective Communication

Design to address needs of users; draw from indicators and other tools to engage decision makers.

Broad Participation

Provide for inclusive representation and participation.

Ongoing Assessment

Ensure capacity for repeated measurement; adjust goals and framework as new insights gained.

Institutional Capacity

Clearly assign responsibilities; support development of local assessment capacity.

⁶ Adapted from Hardi and Zdan 1997, 2-4. American Planning Association.
<http://www.planning.org/eda/toolkit/2008/>

Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

The Strategy Committee worked extensively on the Strengths Weaknesses Opportunities Threats (SWOT) Analysis over a number of meetings. The result is an up-to-date assessment of the Strafford Regional CEDS economy and environment with contributions from over twenty five economic development professionals, business owners, and nonprofits.

There was far from unanimous agreement on the committee during the SWOT analysis, but the committee was able to come to consensus.

SRPC staff created a matrix of the direct input received from committee members, which was presented at meetings. The Strategy Committee then reviewed several draft matrices at meetings and came to consensus on a final SWOT matrix. Figures 10 and 11 show the strengths, weaknesses, opportunities, and threats this region is facing in infrastructure, natural resources, workforce development, sector development, and business climate.

Figure 12. Strengths, Weaknesses

SWOT ANALYSIS				
Internal			Internal	
Strengths	Infrastructure Development/ Natural Resources -A lot of water potential energy source -Good access to Portsmouth, Boston, and Portland -Attractive environment for professionals -Nor'easter Train (AMTRAK) -Location on Rt. 16 & 95 equidistance Boston & Portland, Maine & between the seacoast and resorts/ Lake Country -Good Intermodal transportation -Access to global markets through Portsmouth Harbor -Access to international airports within 90 minutes -Most of the time access to reliable energy -Ability to open rail service to Northern Strafford County if needed -Bay Bridge Construction for 10 years will make the commute north to cheaper business locations more attractive	Workforce Development -Skilled/educated workforce -UNH -Non-union state -High level of self employment -32% of population over 25 has at least 4 year degree -Excellent and diverse educational institutions in the region -Access to a variety of community colleges and UNH -Strafford County exports more workforce that it imports which gives businesses a great opportunity to hire people who wish to shorten their commute	Infrastructure Development/ Natural Resources -Little access to water, sewer, and three phase power outside of cities -No parking at UNH -Bridge squeeze point 12,000 commute from Dover to Portsmouth, Shipyard, and Boston. -Transportation in Northern parts of the area are far less developed than Southern parts	Workforce Development -High High School dropout rate -High poverty levels -Workforce housing is expensive -Education decline significant going North -Poverty increases South-North
	Sector Development -Existing NH high-technology base -Positive attitude toward economic base development -Knowledge base manufacturing base growing -Well developed tourism sector and growing; NH Children's -Museum and Woodman institute -College educated workforce with a wide variety of skill sets -Redeveloped mills in multiple locations in Strafford County offer access to affordable business ventures -Sufficient office space in Rochester	Business Development Climate -Growing research and development sector at UNH -NH economy is strong relative to the US average and most other states -No income tax -Desire of communities to attract business for tax diversification -3 Business Parks and 5 ERZ districts in Dover alone -Pro business government -Revolving loan funds -Economic Incentive Zones -High underemployment provides readily available inexpensive labor force -Strong interest in many local communities to attract business	Sector Development -Most agricultural land has been built on -Rural communities bear the burden of residential growth i.e. school/funding -Scarcity of remaining land lots of wetlands ridge below surface -Retail wages are low vs. cost of living -Former Economic strongholds, like manufacturing cannot compete in the global market	Business Development Climate -Tax structure leads to uneven distribution of business -Far end of the supply chain -Limited to start up and small businesses -Small percent of population wants development -Most businesses are south oriented towards Portsmouth, Dover -Less resources in areas north of Rochester
			Internal	
			Weaknesses	

Figure 13. Opportunities and Threats

SWOT ANALYSIS			
External	<p>Infrastructure Development/ Natural Resources</p> <ul style="list-style-type: none"> -Promote recreation -Large clean water supplies -Rivers represent possibilities thru port opportunities to ocean -UNH Resource Center -Recycling Facilities 	<p>Workforce Development</p> <p>-There are no opportunities</p> <ul style="list-style-type: none"> -Quality of place and life brings educated and trained residents to the area -12,000 commuter export in Dover is available to Dover, businesses with no commute -NH job training grant program -Attractive area to live with relatively low crime rates 	External
Opportunities	<p>Sector Development</p> <ul style="list-style-type: none"> -Niche Market manufacturing -Attract hospitality industry for access to regional leisure resources: fishing, skiing, hunting etc... -Knowledge base manufacturing intellectual property development and exchange thru tech events and university systems in the region -Tourism opportunities around natural and built attractions, history, lakes, etc... 	<p>Business Development Climate</p> <ul style="list-style-type: none"> -No income tax, no retail tax, (except meal tax) -Lean government (Strength Weakness) -"Live free or die" mentality -SBDC and Score to support businesses -Leverage UNH as a magnet for breeder business and high tech synergies in physical marine science -Close to Boston, MIT, Harvard, Northeastern, Brown etc... -Pro business development atmosphere in New England region 	Threats
<p>Infrastructure Development/ Natural Resources</p> <ul style="list-style-type: none"> -Deficits and fiscal challenges within the communities and the state government will most likely put a drag on economic recovery -A slow growth period in NH and the nation is likely through 2012 -Regional highways, bridges, need upgrades and exposure of capacity -Most natural resources are imported -not sufficient federal funding to increase infrastructure after the end of stimulus 	<p>Workforce Development</p> <ul style="list-style-type: none"> -Failure of the State to meet its obligation to fund public education including UNH -Secondary education is not aligned with workforce requirements -Local college grads move elsewhere for greater perceived opportunity -Internationally low public school standards lead to workforce less educated than other nations 	<p>Sector Development</p> <ul style="list-style-type: none"> -Mass production is outsourced -Dependence of imports on basic components in the area of manufacturing and electronics -risk of outsourcing of service centered professions (i.e. reading of X-rays in India, hospital billing in South Africa, etc.) -Underdeveloped UNH technology industry base Failure to produce revenue through taxation to invest in the future -No broad base tax -High taxes/deficits -High fuel energy costs -Routine high labor in manufacturing has gone off shore, and not returning 	<p>Business Development Climate</p> <ul style="list-style-type: none"> -Communities compete with one another to expand their tax base making collaboration such as the CEDS challenging -Federal and State investment at Pease -DOT funding focus on large projects that drive development to Nashua and Manchester -Utility monopolies in energy and internet -High energy cost and water rates limit business development

Goals and Objectives Benchmarks

Upon recommendation of University of New Hampshire Cooperative Extension staff, the Strategy Committee used a logic model as discussed in the following section. The benchmarks for the goals and objectives developed by the Strategy Committee are contained within the logic model for the CEDS. They are labeled as “Benchmarks”. Additionally, the logic model contains data and system gaps that are particularly relevant for the creation, updating and monitoring of benchmarks. The Strategy Committee was very supportive of using the logic model for the CEDS and implementation actions.

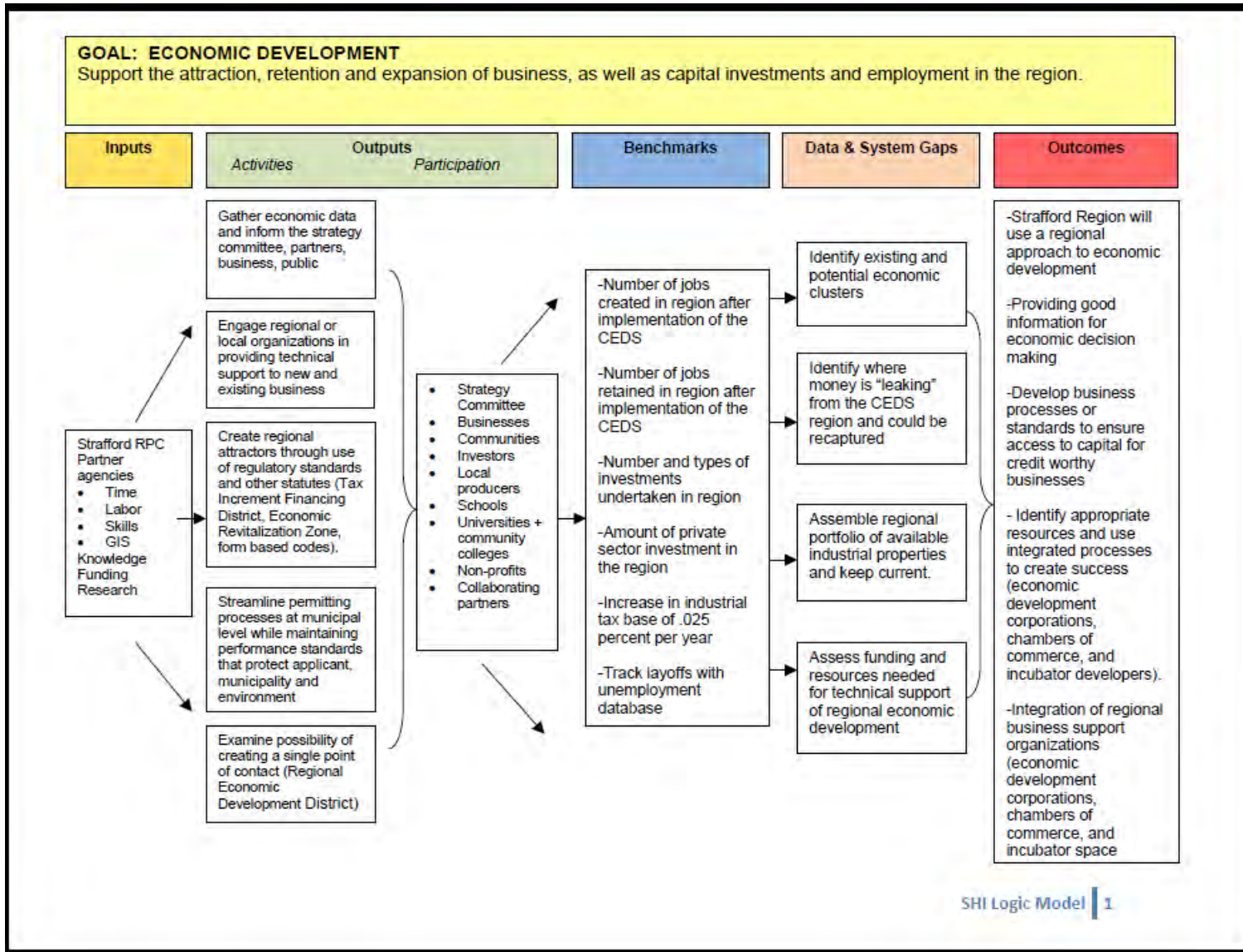
Strategy Committee Input Sessions

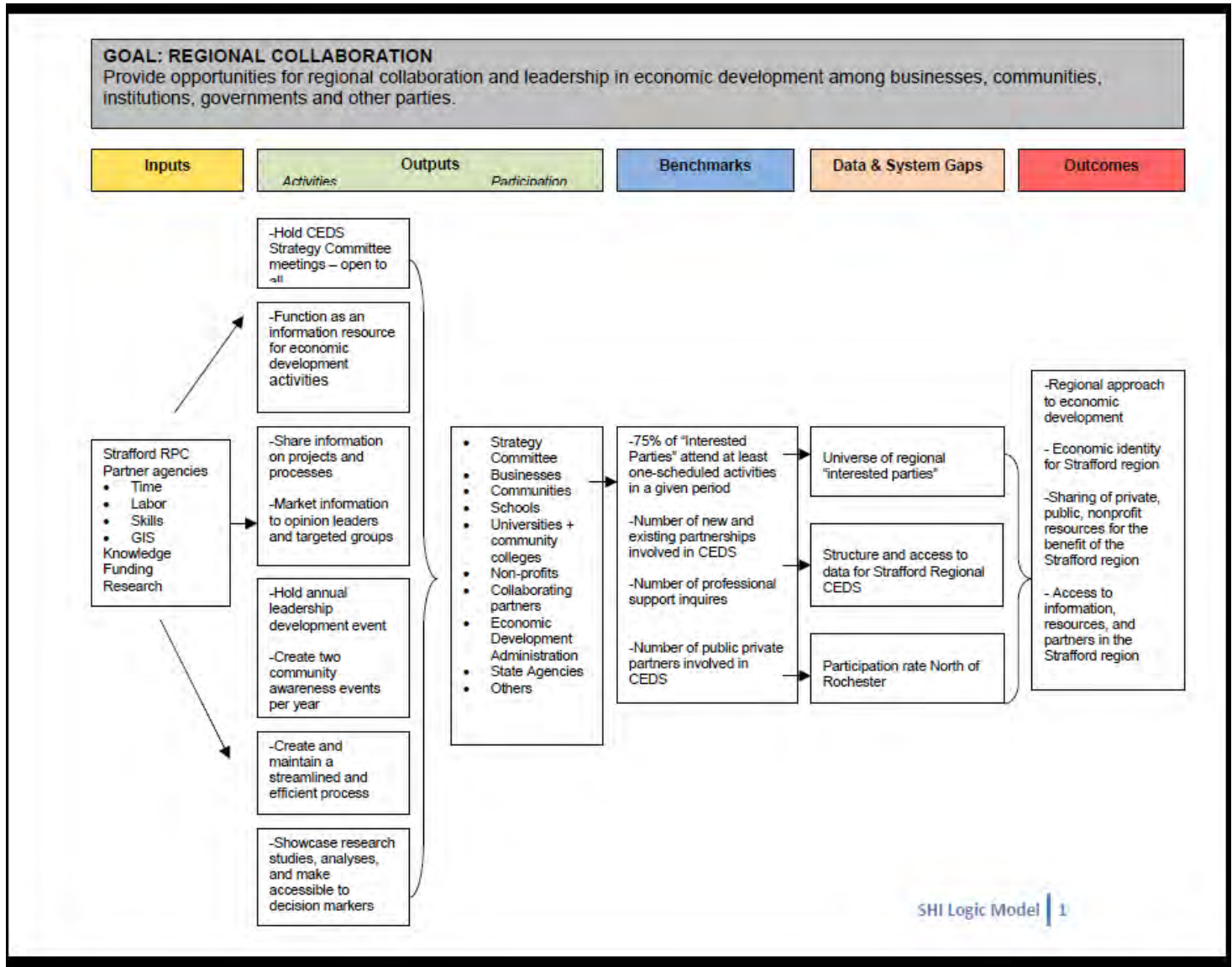
SRPC held Strategy Committee regional meetings from January through July 2011 with the purpose of defining the regional vision, setting goals and objectives, and developing implementation actions and benchmarks. The goals, objectives, actions and benchmarks were developed based on the consensus decisions of the Strategy Committee with input from stakeholders and individuals. A copy of each meeting minutes can be found in Volume 2, the Appendix.

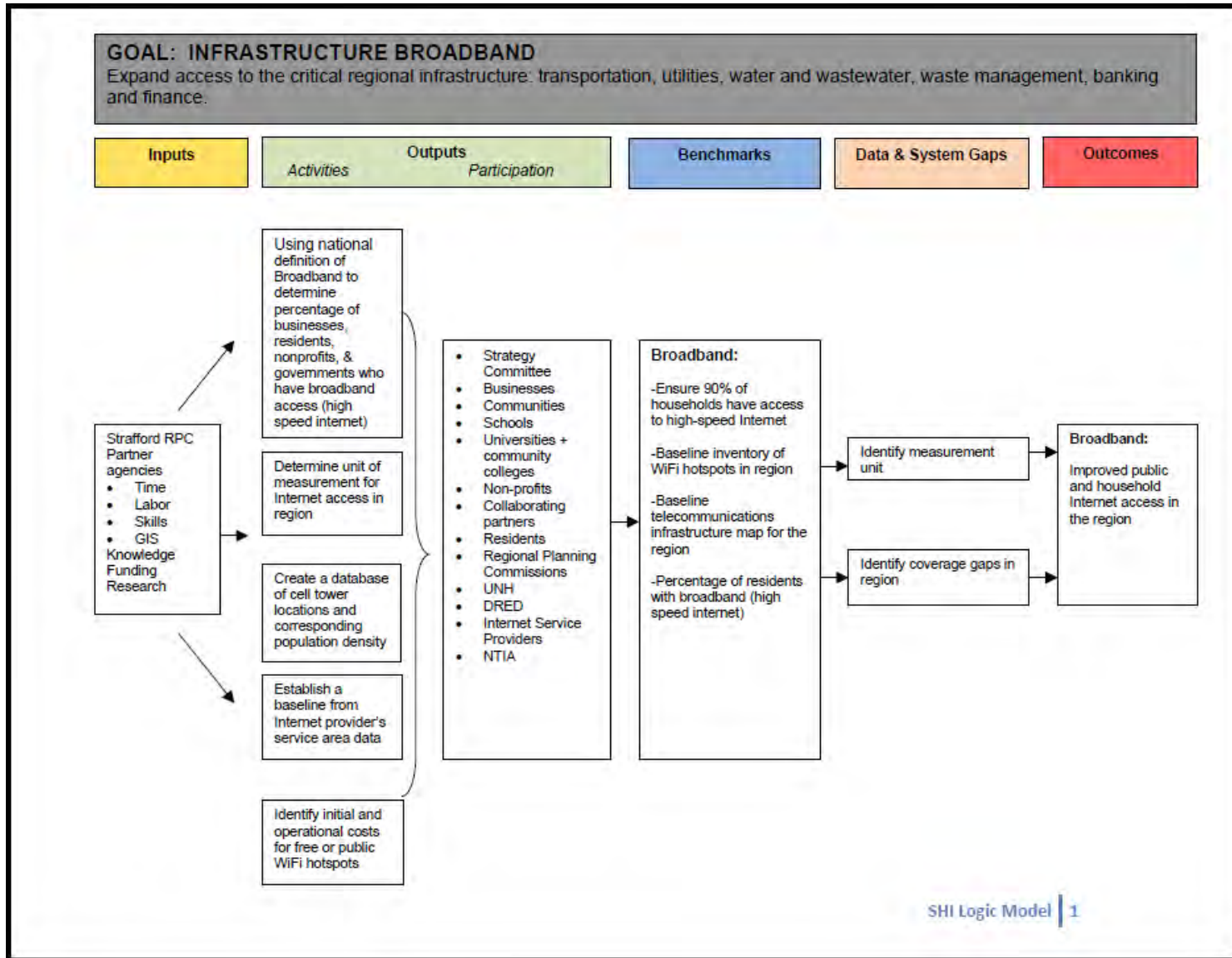
Logic models help individuals and groups to plan, implement, evaluate, and communicate their work more effectively. Increasingly, funders and organizations require logic models in grant and funding requests. The premise of the logic model is to have groups and organizations start by clearly defining what outcomes, or end results, they hope to achieve. Outcomes may be defined as short-term (learning), medium-term (action), or long-term (condition). Starting with the long-term outcome, the idea is to work backwards and define what action needs to take place by a specified audience to facilitate the outcome(s), what learning needs to take place to ensure action takes place, what activities, projects and initiatives need to take place with specific audience to ensure learning, and what resources need to be in place to ensure that these activities can be implemented.

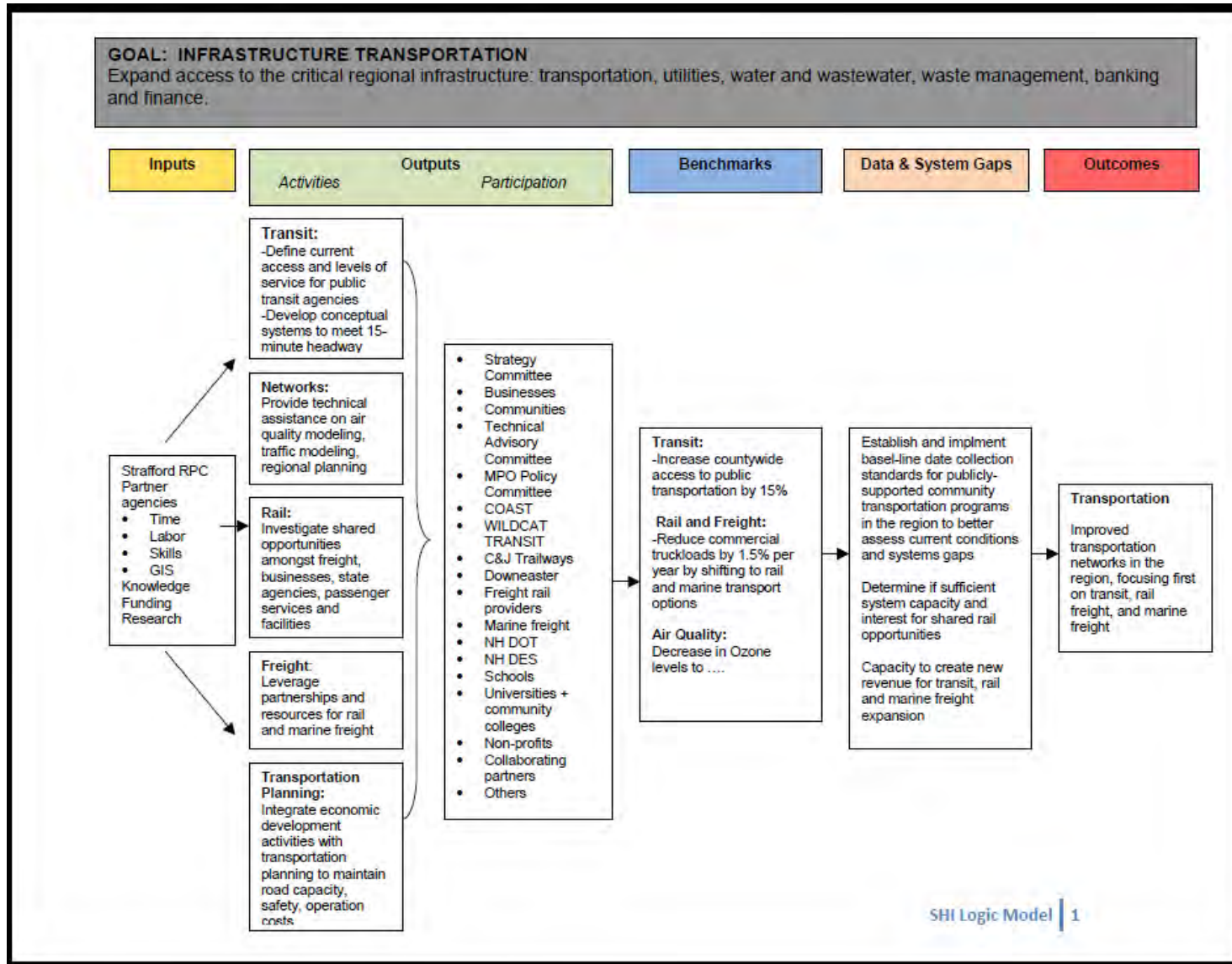
Note that SRPC staff, with support from the Strategy Committee, slightly revised the logic model format to better define specific indicators and benchmarks for the CEDS themes the strategy committee had identified.

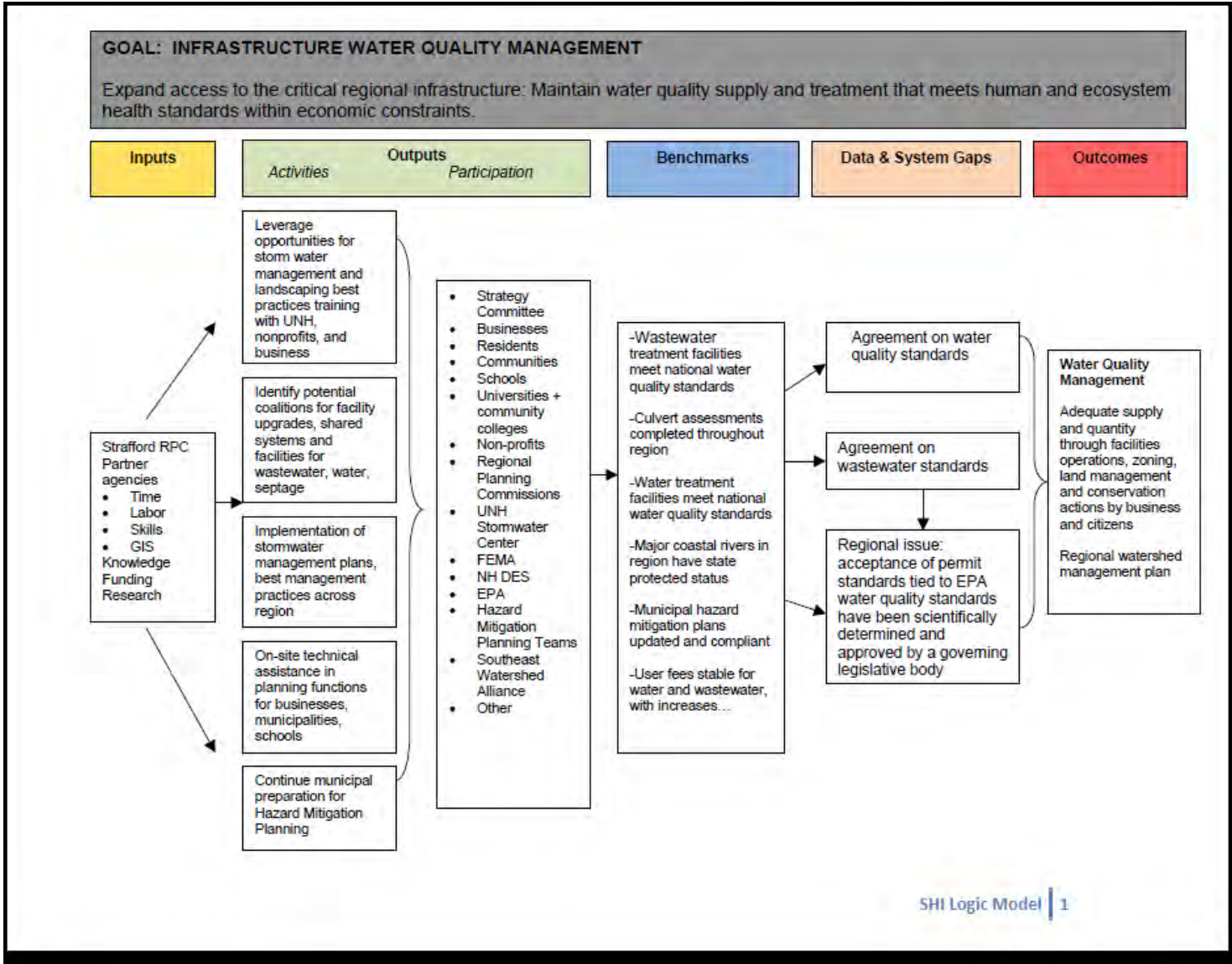
Overall, the Strategy Committee was quite supportive of the format and content created by using the logic model, of the consensus based decision-making process, and of meeting minutes, meeting packets and general process to inform them, and invite further participation of stakeholders and the general public.

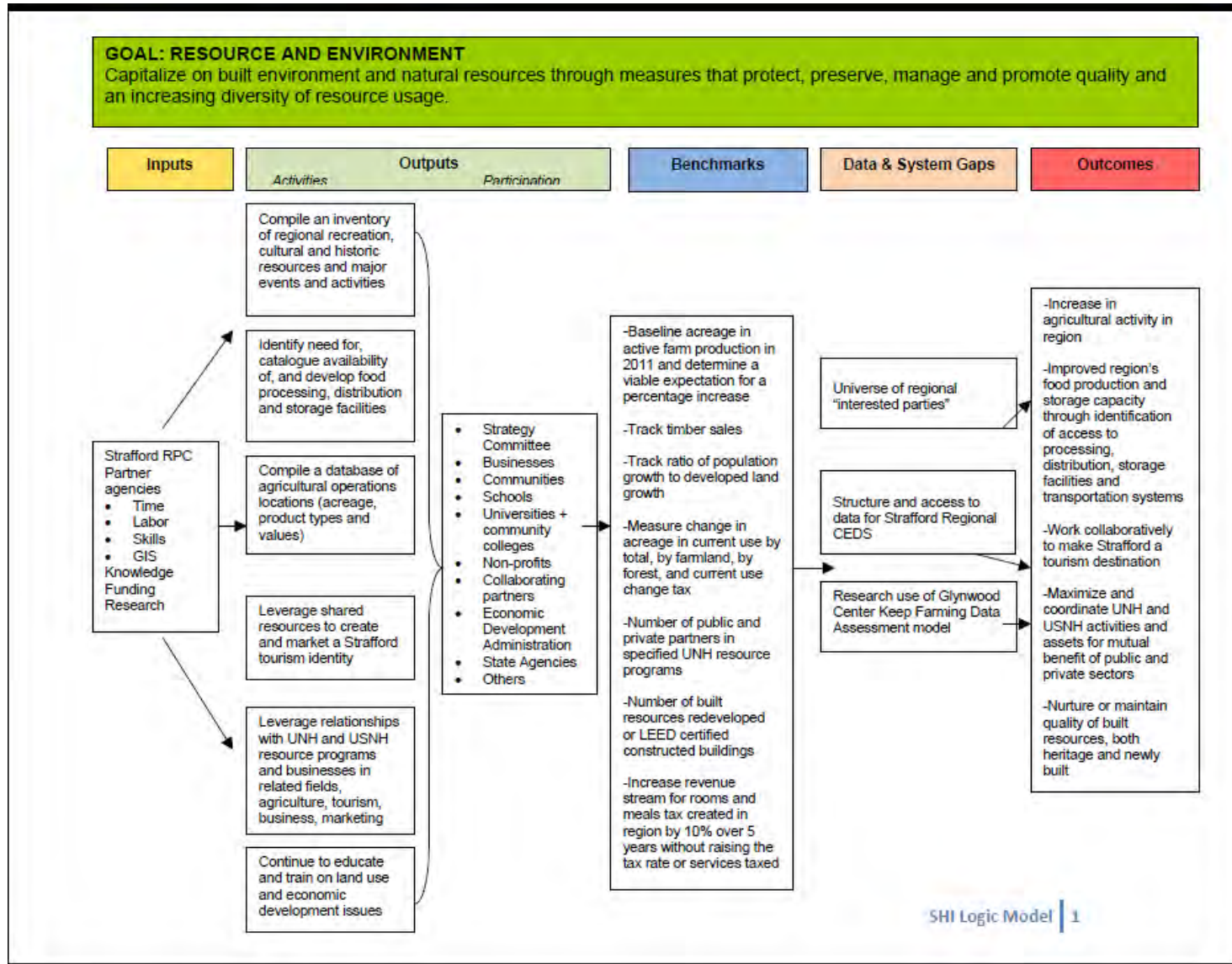






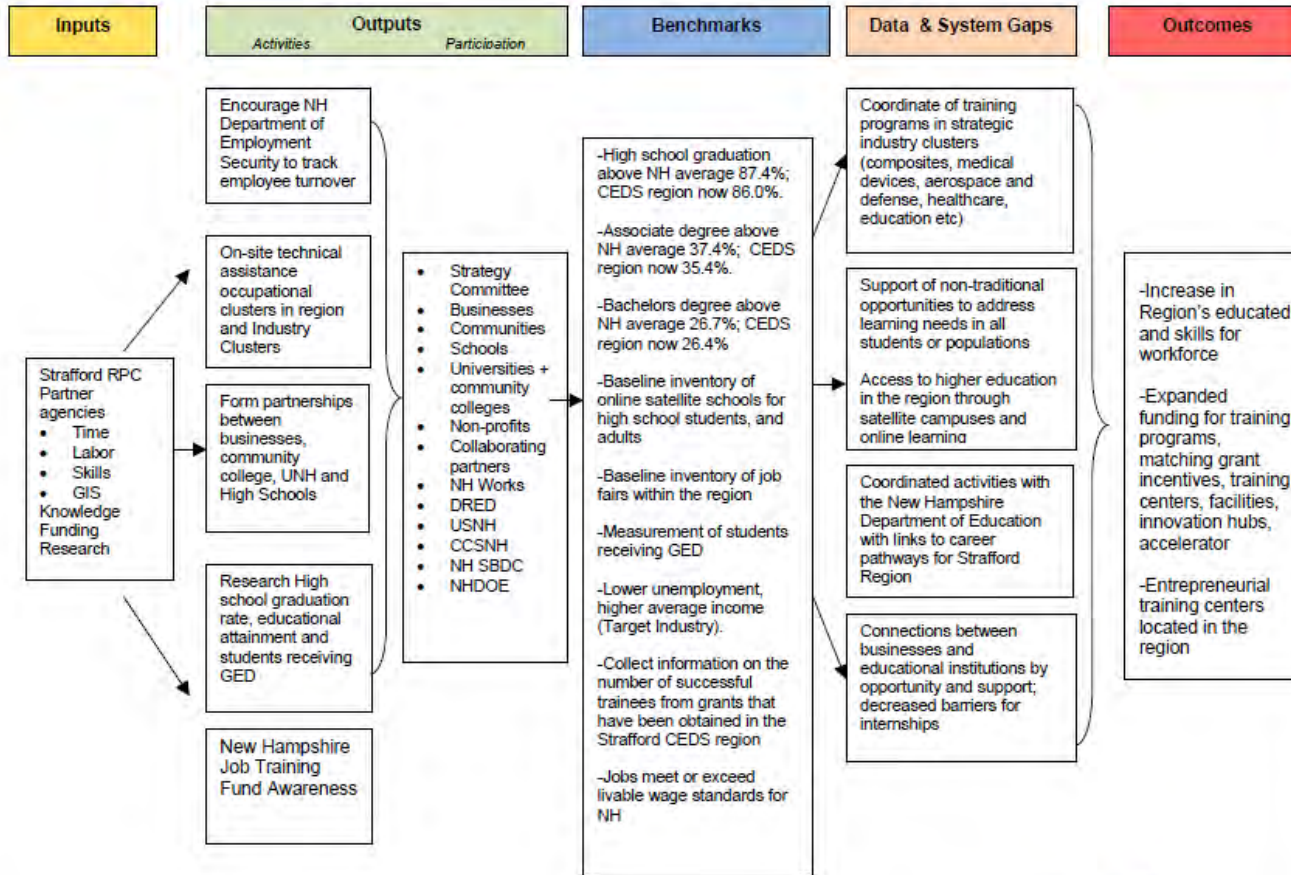


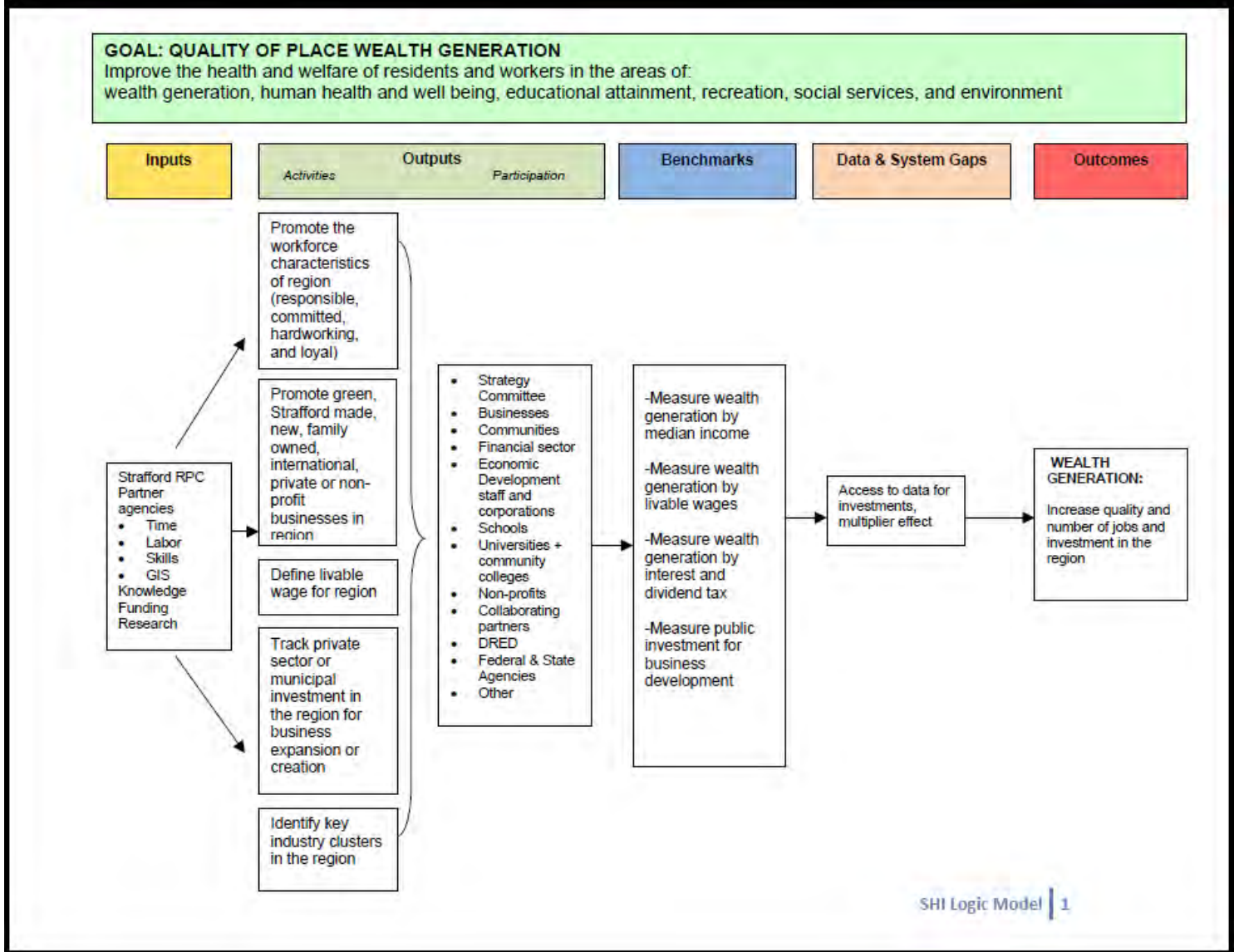




GOAL: WORKFORCE AND ENTREPRENEURIAL DEVELOPMENT

Support development of education and training initiatives relevant to businesses in the region. Provide quality education and training for residents and employees of all ages and abilities

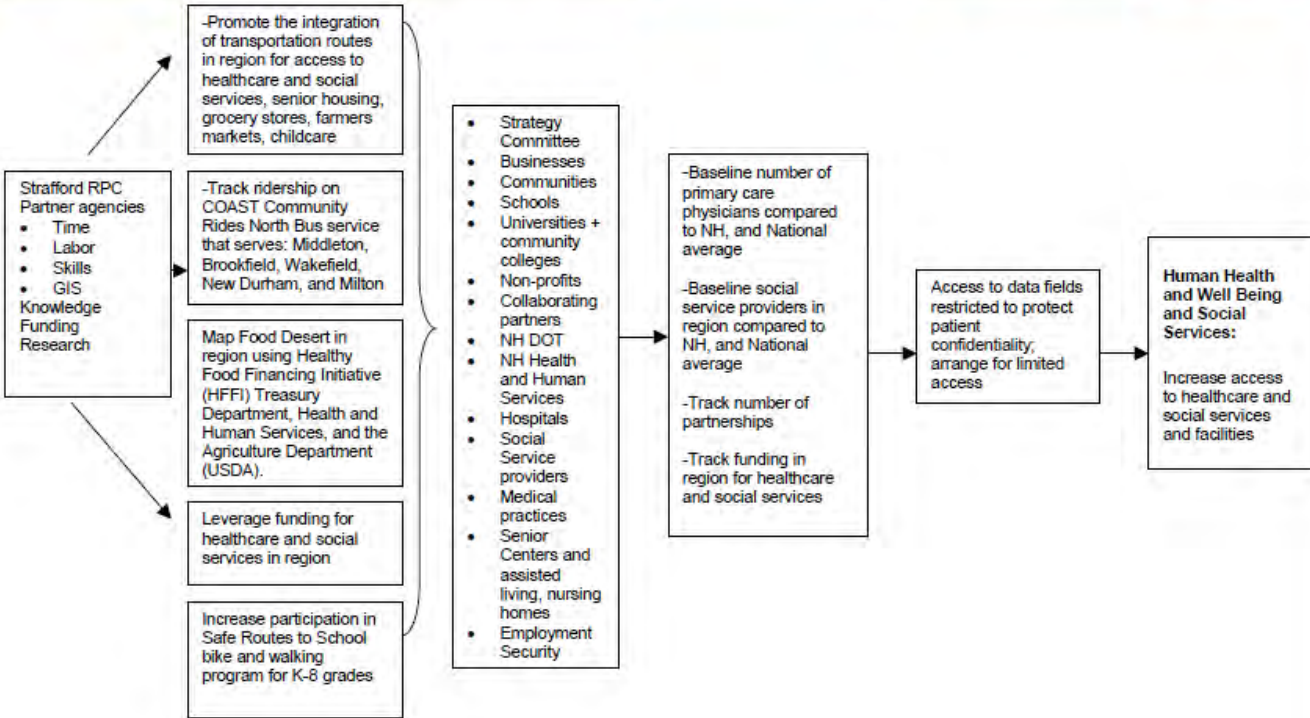




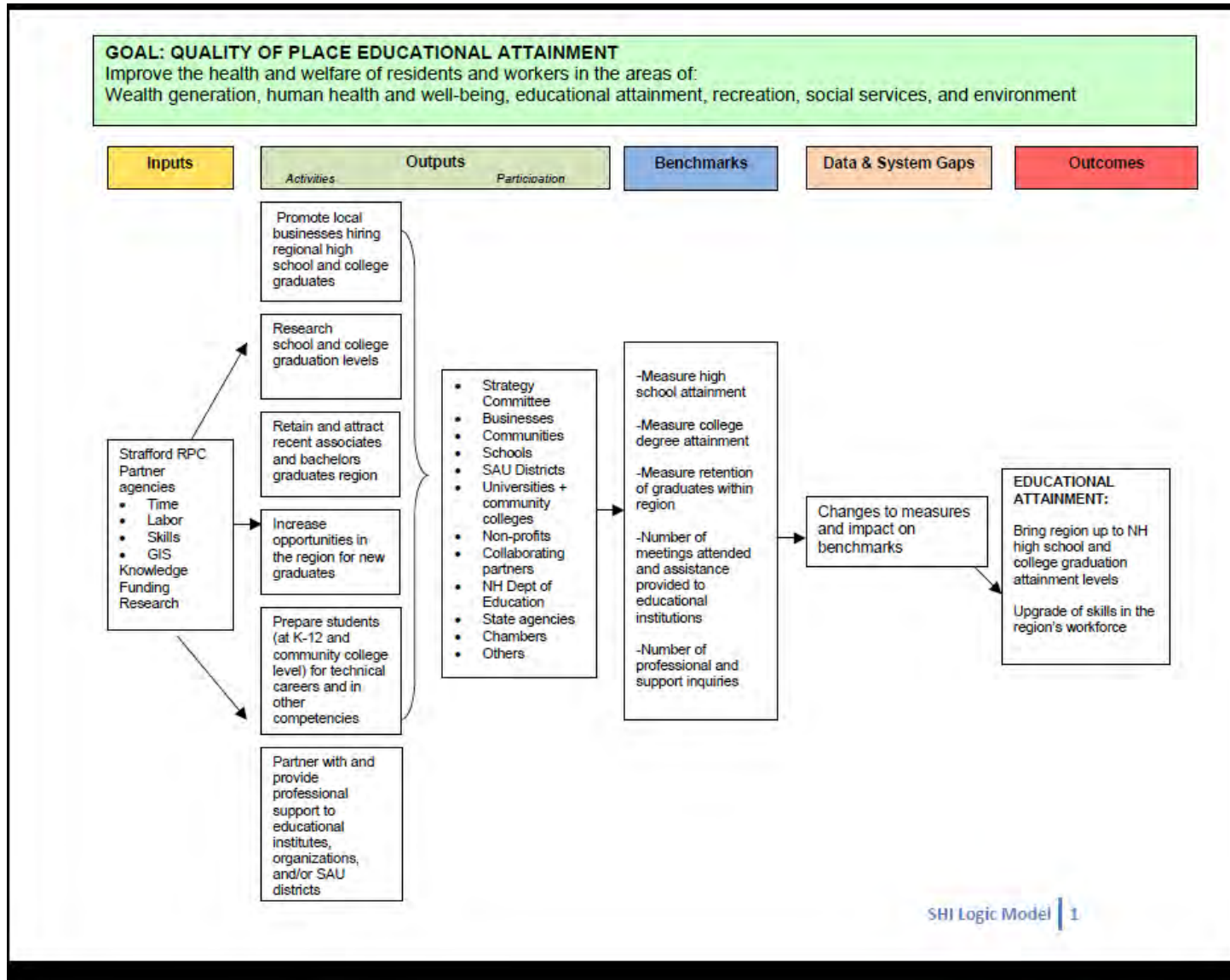
GOAL: QUALITY OF PLACE HUMAN HEALTH WELL BEING AND SOCIAL SERVICES
 Improve the health and welfare of residents and workers in the areas of:
 Wealth generation, human health and well being, educational attainment, recreation, social services, and environment

Inputs **Outputs** **Benchmarks** **Data & System Gaps** **Outcomes**

Activities *Participation*

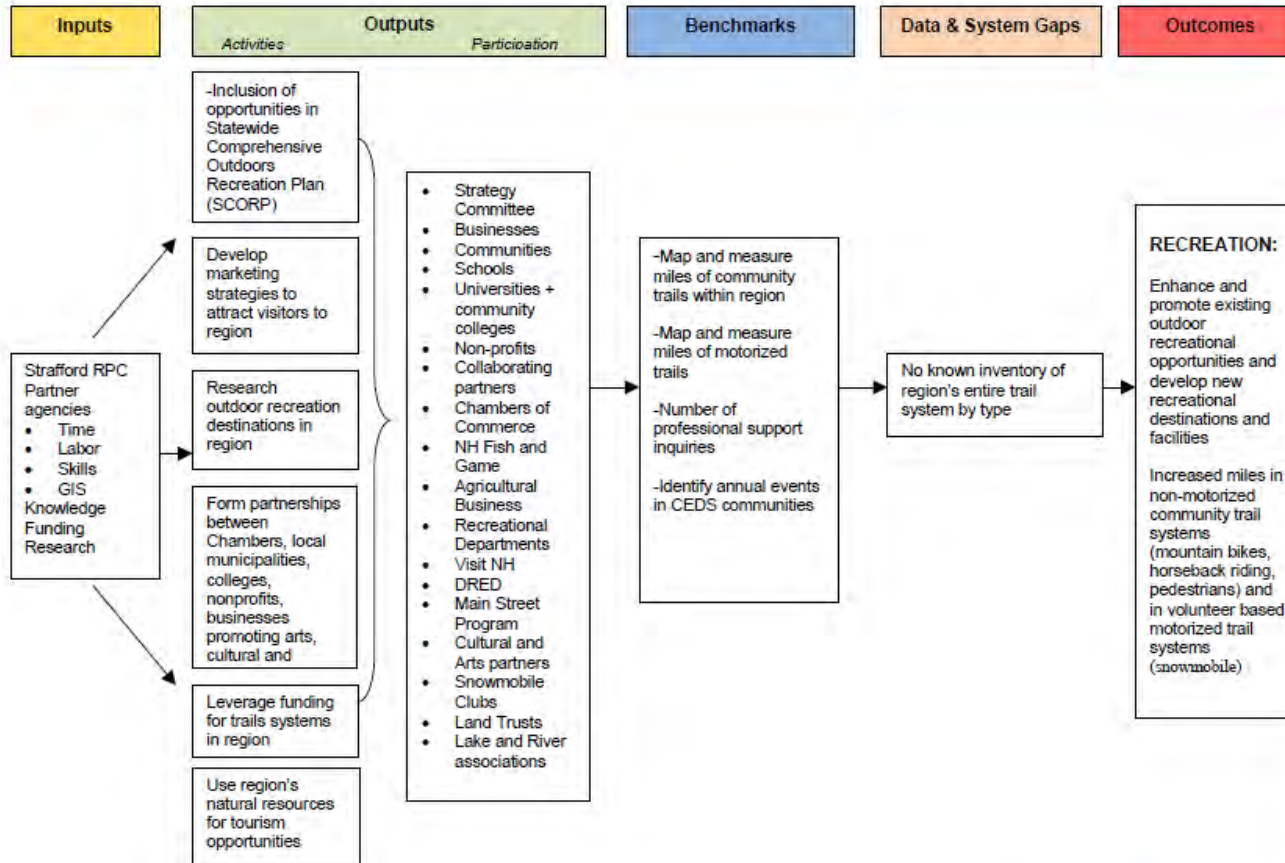


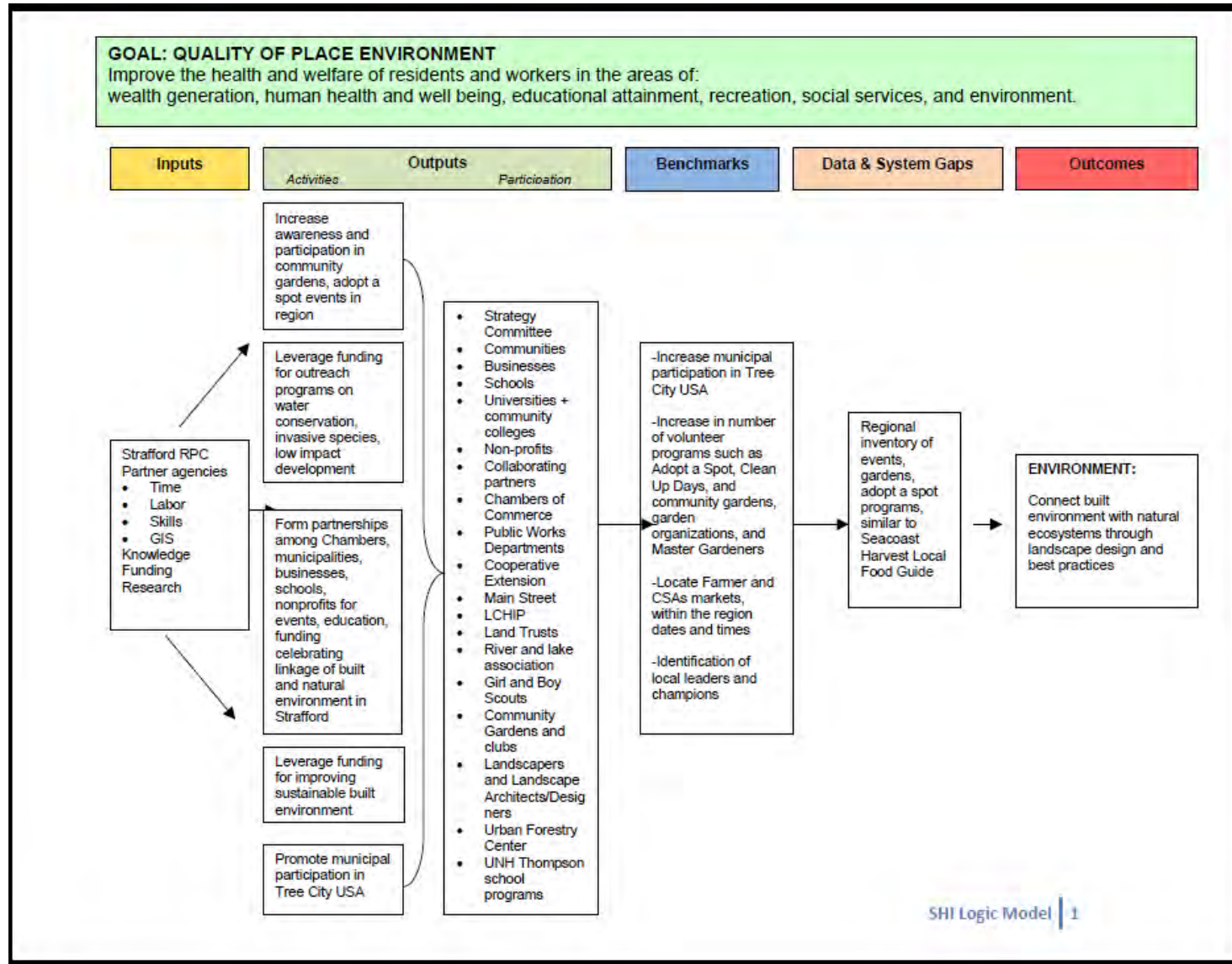
SHI Logic Model | 1



GOAL: QUALITY OF PLACE RECREATION

Improve the health and welfare of residents and workers in the areas of:
wealth generation, human health and well being, educational attainment, recreation, social services, and environment





Chapter 9: Plan of Action

Purpose of the CEDS Action Plan

The purpose of the CEDS Action Plan is to lay out a road map for all entities involved in economic development in the CEDS region so they can coordinate and share resources to achieve the greatest impact. As described in earlier sections the development of this CEDS plan has been organized around six focus areas that emerged from the strategic planning process by the Strategy Committee.

Structure of the CEDS Action Plan

This section provides an overview of the activities that SRPC staff, the Strategy Committee, and other individuals and entities will undertake in 2011-2012, including specific activities and action plans that will involve work on projects in economic development, planning, coordination, and training that will promote the region.

The Strafford Regional CEDS Strategy Committee, facilitated by SRPC staff, will implement its economic development program by fully using its individual and combined resources, but will also seek partnerships with other public and private groups at local, state and federal levels.

The primary resources include:

Strategy Committee

The Strategy Committee is the advisory and guidance representative for the Strafford Regional CEDS economic development program. It represents private sector, public officials, community leaders, representatives of workforce development, and representatives of higher education and labor groups. They oversee and approve the CEDS document and its project profile list. They unify the region and provide a medium through collaboration and program development. The Strategy Committee will forge strategic alliances and communicate the region's needs and opportunities in the future.

SRPC Staff

The staff of Strafford Regional Planning Commission roles for the action plan will include:

- After obtaining approval of the CEDS, submitting to the EDA an updated performance report annually. The performance report, in addition to reporting progress on the CEDS implementation will discuss community and private sector involvement in the CEDS effort.
- Arrange and facilitate meetings.
- Develop, coordinate, monitor data requirements for benchmarks.

- Provide information, outreach and education activities regarding CEDS and its action plan
- Work with Strategy Committee members and stakeholders on specific projects and funding opportunities.

CEDS Action Plan

The plan of action, as described in this document will implement the goals and objectives through the use of EDA guidelines and priorities:

- Promote economic development and opportunity;
- Foster effective transportation access;
- Enhance and protect the environment;
- Maximize effective development and use of workforce consistent with any applicable state and local workforce investment strategy;
- Promote the use of technology in economic development including access to high speed telecommunications;
- Balance resources through sound management of physical development; and
- Obtain and use adequate funds and other resources

The CEDS must also contain a section that discusses the methodology for cooperating and integrating the CEDS with New Hampshire’s economic development priorities.

Implementing the CEDS Goals

The development of the CEDS goals and objectives was largely accomplished through input provided at the Strategy Committee meetings. The Strategy Committee, using the knowledge base and experience of local economic development leaders, and SRPC and UNH Cooperative Extension staff, provided the direction for the goals and objectives. There were six goals that addressed areas of concern. SRPC has primary position on tracking goal implementation. The effort and responsibility for implementation of the action plan is that of the Strategy Committee, private sector, nonprofits, educational institutions, municipalities, agencies, SRPC and other identified stakeholders in the region.

The resources available to implement the Action Plan are limited and depend upon an EDA annual planning grant with local match from state and nonprofit agencies. SRPC has been successful in receiving funding for the CEDS Planning Process in its first year, and has restructured work tasks in several of its contracts to ensure that progress can be made on goals and actions during the first year of CEDS implementation. In particular work will progress on transit, broadband, and agriculture goals. It is the hope of SRPC and the Strategy Committee that other agencies and businesses will make a like contribution to the implementation of the CEDS action plan.

In the future SRPC is working, as measured by implementation activity success, to become an Economic Development District. The Strafford Regional CEDS anticipates securing funding through the EDA Public Works Grants, HUD Community Development Block Grant, and USDA Rural Development, and US DOT funds to implement many of the initiatives outlined in the 2011-2016 CEDS documents.

Project Development Process

The project development process began with the distribution of a project solicitation letter and form (in Volume 2, Appendix) to municipalities, nonprofits, education institutions, organizations, Strategy Committee, and businesses. The purpose of the project solicitation letter and project form was to better publicize the CEDS and to generate submittals for projects that may be eligible for both EDA and non EDA funding, as well as benefitting the region's economic development. SRPC put together a package consisting of goals and objectives, an explanation of the CEDS process and projects, project submission form, and examples of past EDA investments in New Hampshire. The request for new projects was also sent via email to all municipalities in the region and follow up telephone calls as needed.

Submittals included projects ranging from the redevelopment of historic downtowns to feasibility studies for advanced technology concepts. SRPC staff provided assistance on an as-needed basis in preparation of individual project submittals.

After collecting the projects, SRPC staff reviewed each to ensure compliance with CEDS goals and objectives. The projects were grouped based on timeframe for project implementation: short-term (0-36 months), mid-term (3-5 years), and longterm (5 plus years). SRPC staff then inputted this into a project matrix that was presented to the Strategy Committee at a meeting.

The Strategy Committee reviewed the projects that were submitted. There was consensus among the Committee that all projects, in this first solicitation, should be included in the CEDS document. It was agreed that each project would help the region in the long term. There was also consensus in that projects would be listed by start date in the project matrix. The project solicitation process helped to bring in a diverse array of business ideas, concepts and infrastructure - many of which are important for the long-term economic vitality of the region. All submitted projects were evaluated by the Strategy Committee, and by consensus decision are included in the CEDS project list.

CEDS Projects

Short Term Projects (0-36 months to Completion)

Center for Agricultural and Natural Resource Base Entrepreneurship 2011-001

Project Description

Over 40% of new jobs are created by existing small businesses. Yet, economic development programs often focus on recruitment mid- to large-sized industries and commercial enterprises. The outcome of this general policy is twofold. First, recruiting industries to one region can result in the loss of industries in another region; a zero-sum game in the sense that jobs are not necessarily created, but rather, moved. Second, the focus on large enterprises means that there are few resources left over to support entrepreneurship at the local level.

Therefore, this proposal seeks to build off existing UNH resources and programs – including the Green Launching Pad, the Small Business Development Center, the Stonyfield/UNH Entrepreneur Boot Camp, and the Manufacturing Extension Center, and Cooperative Extension’s Agriculture and Natural Resources Business Institute (ANRBI) – to foster the development and/or expansion of local agricultural and natural resource-based enterprises and to help existing ones to expand. This support would be coordinated through a new *Center for Agricultural and Natural Resource-based Entrepreneurship (CANRE)*. The audience for the Center’s services will include – but not be limited to –fishers, farmers, artisans, specialty food producers, and craftsmen.

The Center will not only coordinate technical and training resources, but it will also launch a series of new programs aimed at providing agriculture and natural resource businesses to assess marketability of products, identify opportunities to collaborate to generate economies of scale, and access technical assistance with product development, marketing, and regulations (see attached). As well, University graduate interns from the Whitmore School of Business and the Masters in Development Policy and Practice Program will be made available to businesses and communities to provide up to four months of assistance, with support from faculty advisors.

The Center will work with, and support, collaborators including the Strafford County Economic Development Corporation, the Dover Business and Industrial Development Authority, and Rochester Economic Development, Somersworth Economic Development, and the Milton Economic Development Committee. The Center will work to supplement their services, but not to duplicate them.

Center staff will include a part-time Program Coordinator, a full time Outreach Specialist, two partial FTEs whose existing staff time will be reallocated to the Center, 1-2 graduate Fellows, and collaborating staff from various UNH programs and departments. UNH Cooperative Extension will designate a program coordinator to manage the Center. Management functions include developing yearly work plans, supervising staff and graduate Fellows, fielding requests for assistance, identifying financial support for Center activities, coordinating with partner organizations and providing technical support to staff.

Purpose:

Training will also be provided to communities with Strafford County to build their capacity to foster entrepreneurship activity within the community and to implement a regional approach to economic development. Training and support will be provided in areas to include business management, market identification, marketing/branding, health and safety regulations, technology, value-added processing, etc. These supports will help to address gaps in the small business support infrastructure, specifically training, networking, business coaching, business retention and expansion analysis, community assistance, and green business research and development.

Description of Goals met:

- Economic and Workforce Development: Through training and technical support to existing and potential agriculture and natural resource based businesses, this center will help to sustain existing jobs, as well as create new local jobs.
- Quality of Life: As well, the Center will help entrepreneurs to add value to existing agricultural and natural resources, thereby enabling them to preserve farms, forests, and other amenity resources key to the quality of place in Strafford County.
- Partnerships: The Center will draw upon UNH resources, but will leverage the capacities of local organizations and entities, such as Strafford County Economic Development Corporation, the Dover Business and Industrial Development Authority, Rochester Economic Development, as well as other capacity-building entities.
- Resources and the Environment: Lastly, the center will provide technical support to fishers, farmers and foresters to help them effectively and efficiently utilize the resource base in a manner that does not jeopardize the health of resources in the future

Idea Greenhouse: Business Incubator/Proof of Concept Center 2011-002

Project Description

The Idea Greenhouse is seeking CEDS Project approval and eventual EDA funding to enhance and broaden our Proof of Concept center activities in downtown Durham, NH. The Idea Greenhouse provides three key elements to aid entrepreneurs in launching successful start-ups. These widely identified elements for new business success include Financial Support, Business Counseling and Mentorship, and Networking combined with Training Opportunities. These services will be bolstered through EDA funding.

EDA is identified as a potential partner due to the close alignment of the Idea Greenhouse to EDA priorities. Idea Greenhouse is aligned with all six of the EDA Investment Priorities: Collaborative Regional Innovation, Public/Private Partnerships, National Strategic Priorities, Global Competitiveness, Environmentally-Sustainable Development and Economically Distressed and Underserved Communities. The Idea Greenhouse Proof of Concept Center activities align with two EDA Programs: Public Works and Economic Development and Economic Adjustment Assistance.

The Great Bay/Oyster River region has a clear need for this resource. A vibrant Proof of Concept center will create jobs for local residents, accelerate diverse non-student centered growth and retail business in the downtown corridor, and has the potential to grow businesses that will rent existing or renovated downtown office space. Additionally, many students who attend UNH, located 100 yards from the Idea Greenhouse and a co-tenant of our facility, are from rural impoverished parts of the state and may be the first generation of their family to attend college. The Proof of Concept Center is purposefully inclusive of these students via internships and educational, employment, and entrepreneurship opportunities.

Description of Goals met:

- Economic Development: By design and structure the Proof of Concept Center is designed to attract, retain and expand capital investments and employment opportunities.
- Quality of Place: The Proof of Concept Center builds on the goal of wealth generation and education.
- Regional Collaborative: The design elements of the Proof of Concept Center facilitate the collaborative economic development opportunities for stakeholders listed under this goal.
- Workforce Development: A main pillar of The Proof of Concept Center is workforce development through training initiatives relevant to businesses in the region.

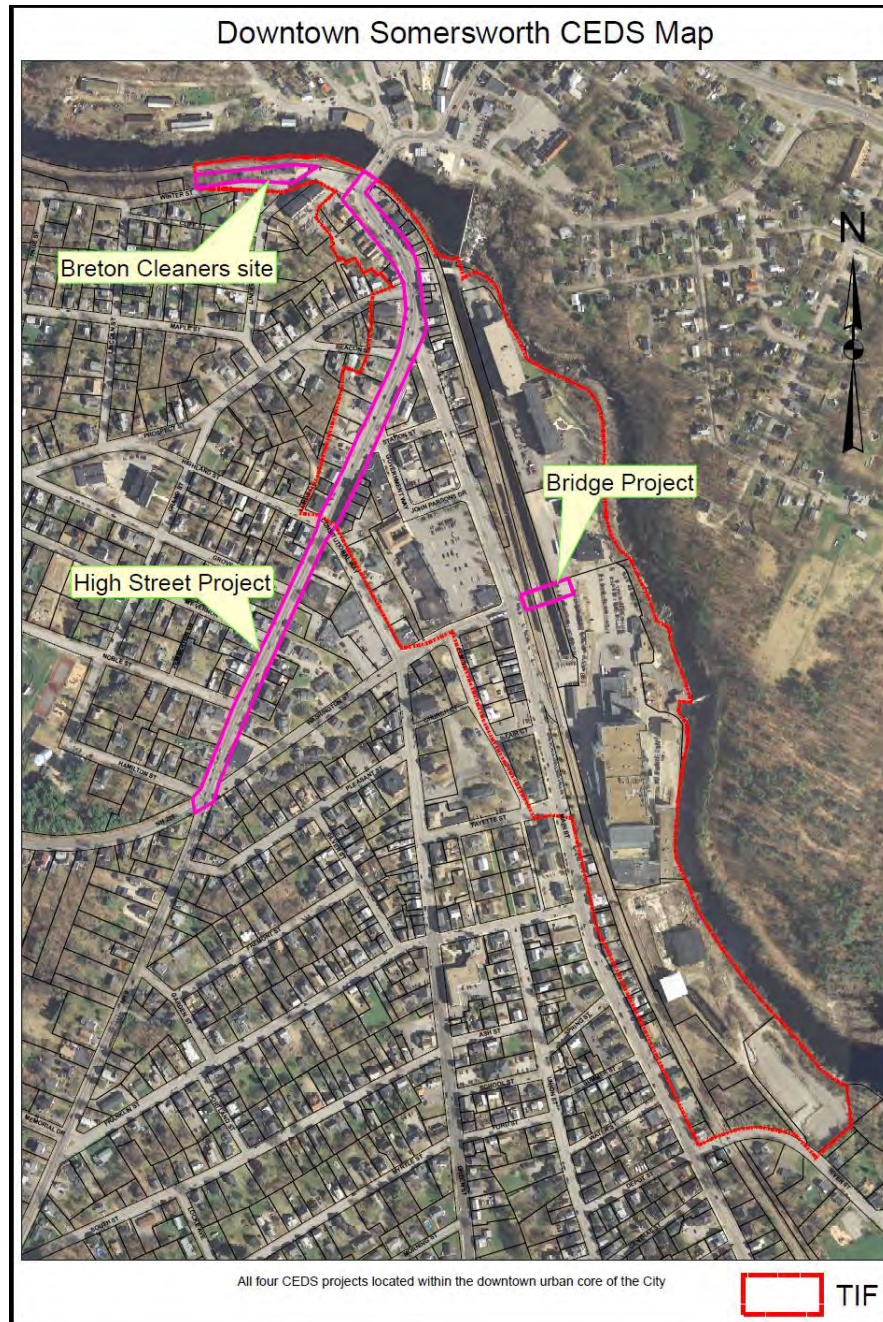
Somersworth Downtown Tax Increment Financing (TIF) District Study 2011-003

Project Description

The project will consist of a study to identify the scope of the district by performing research on properties within the downtown area to determine the eligibility of the proposed area for designation as a Tax Increment Financing District. The study will identify public infrastructure improvements that will be supported through the TIF and outline the process for implementation. The City's aging downtown infrastructure is in need of upgrades and repairs. As demands for additional infrastructure and physical improvements are required as part of a downtown revitalization effort, the City needs to secure additional tools to enhance and foster private development. This is an economic development initiative that will ultimately foster needed development and redevelopment in the City's urban core.

Description of Goals met:

- Economic Development: This project will provide incentive for economic development in the urban core.
- Infrastructure: The project will ultimately result in the upgrade of the City's aging downtown infrastructure through funding from the TIF.
- Quality of Place: The project will create an attractive downtown area with amenities for all users.



Washington Street Bridge Feasibility Study Somersworth 2011-004

Project Description

The Mill yard area of Somersworth, which parallels approximately 3000 feet of the Salmon Falls River, is an important component of the City's industrial heritage. The City has designated this area as an Economic Development Zone, whereby there are incentives to locate a business here. Currently there are two main structures in the Mill yard area: a large former industrial mill building that has been converted to mixed residential and small business use and a smaller brick industrial mill building that is not vacant. The other dominant feature of the Mill yard area is the General Electric Meter manufacturing plant, which has been a fixture in the community for over 80 years and has long been the City's largest employer.

The Mill yard area has two points of access: the main entrance in front of General Electric and the very narrow Canal Street entrance located at the northern end of the Mill yard. Both entrances have severe access constraints. The Canal Street Entrance is narrow and very difficult for large trucks to maneuver. Additionally, this entrance is hidden providing no visibility to the Mill yard area by the casual passerby. The Canal Street point of access requires vehicles to navigate over an unprotected, unsignalized at grade railroad crossing. The access to General Electric's main manufacturing facility is from Main Street and is at an oblique angle to Main Street. It is difficult for delivery trucks to gain access from Main Street and results in short traffic delays from Main Street. Main Street is a significant, but depressed retail business corridor on the opposite side of the street from General Electric.

Proposal:

To perform an engineering feasibility study for the construction of a new centralized point of access to the Mill yard area by extending Washington Street over the railroad and into the Mill yard area and General Electric Property. The railroad and adjacent canal would be bridged eliminating the at-grade crossings at Canal Street and General Electric. Access to the Mill yard would be much more visible and accessible providing the opportunity for greater utilization of the mill buildings by a greater variety of businesses and thus increasing jobs both in the Mill yard as well as in the vacant storefronts on Main Street that are opposite the Mill yard area. This access point would eliminate the current access constraints posed by the hidden, narrow, and poorly aligned access points to the Mill yard area that now provides a disincentive for full utilization. The engineering study will look at alignment, elevations, orientation, and cost of this new point of access including the construction of the bridge over the existing railroad and canal.

Description of Goals met:

- Economic Development – Will provide greater access to an under-utilized industrial/commercial mixed use area of the City of Somersworth. With the improved access, a wider variety of business interests would be attracted to this area both in terms of better utilization of an existing under-utilized mill building in the Mill yard area, the open land that could be built upon in a riverside setting that could be made to be very attractive and a focal point of the community. Making this a focal point would bring additional people to the Mill yard area generating economic activity. The added activity in the Mill yard could provide more economic activity in the area making it attractive for retail businesses and shops to return to Main Street. The lack of a good and visible access to the Mill yard area is one of the elements that are constraining the ability of this area of Somersworth from reaching its full potential in this area.
- Infrastructure - Building a bridge over the railroad and canal will add to the infrastructure of the community, but will provide an alternate means of access both in terms of traffic and water supply as we would have the ability to hang a water service off the bridge and get more water to the Mill yard area for supply and firefighting capability without having to disturb the railroad right of way. Being able to bridge this property and enhancing the access to this underused area, provides an opportunity for access to rehabilitate an area that would be attractive to a wide variety of commercial interests such as banking, finance, and trade.
- Quality of Place – The Mill yard area parallels a rapidly flowing section of the Salmon Falls River. Providing greater access to the adjacent land and buildings creates an opportunity to build an area that could be destined be a focal point for the Community.

Downtown Dover Public Parking Garage 2011-005

Project Description

A public/private partnership for the construction of a 525 space public parking garage in the core of downtown Dover, NH that will provide parking for the businesses, employees and customers of all downtown merchants as well as the stressed and half empty economic anchor mills of Dover, now severely limited by the lack of sufficient parking. The area is part of the downtown Economic Revitalization Zone District. EDA funding assistance for the planning, design and construction of this facility would bring both near term and long-term jobs to the Dover downtown.

Description of Goals met:

- Economic Development
- Workforce Development
- Infrastructure

Feasibility Study for the Extension of Water and Sewer Service in Milton 2011-006

Project Description

The Town of Milton is interested in exploring the feasibility of extending the Town's water and sewer service area. At present, the Town has sufficient capacity for both water and sewer and the intent would be to encourage additional non-residential development. The study would investigate the design, environmental, engineering and financial components related to the extension of water and sewer service. This is an important element of the Town's economic development effort.

Description of Goals met:

- Economic Development the expansion of the Town's water and sewer service will be targeted to those areas that have the potential for non-residential development. The overall goal is to encourage private investment in a manufacturing facility that will lead to new job creation, investment in new developments that will create new employment opportunities
- Infrastructure expand the area served by Town water and sewer
- Resource and Environment --- overall improvement to the environment through the use of public water and sewer.

High Street Reconstruction Somersworth 2011-007

Project Description

This project involves the reconstruction of approximately 2,750 feet of High Street in the downtown area of Somersworth, NH. It will involve the reconstruction of water main that is over 100 years old, evaluation and upgrade of drainage system and sewer collection system, if necessary. The roadway of this vital business corridor will also be reconstructed, while accommodating the needs of traffic and the business community.

High Street is one of the busiest roads in the City. The condition of the street and its infrastructure is old. The city has received a \$400,000 Transportation Enhancement grant from the Dept. of Transportation for sidewalk and streetscape upgrades along this corridor. High Street is NH Route 9, which is a regional arterial that connects York County Maine and Strafford and Rockingham Counties in New Hampshire.

This section of High Street is the heart of the downtown business district, so during construction there will need to be accommodations for traffic circulation and to facilitate the need for continued commerce during construction activity. Improving the infrastructure and the streetscape in the downtown area will enhance the shopping experience and create more economic activity and vibrancy in what is now a sluggish downtown area.

In addition to the TE grant, the city will use State Revolving Loan Funds for water improvements and sewer and drainage improvements. The drainage improvements stand to improve the water quality of the adjacent Salmon Falls River. The City will contribute 25 percent or approximately \$550,000 of the remaining cost of this effort. This grant will cover those elements that these other funding sources will not.

Description of Goals met:

- Quality of Place: downtown Somersworth is located adjacent to the Salmon Falls River, however because of storefronts and nearby old mill buildings isolates the River from the downtown area. With careful planning, the beauty of the river could be made a focal point of the downtown and made to be an attraction bringing more people to the area to occupy their time and spend money. This would create more of a sense of place for the residents, business owners, and those to choose to spend time here.
- Infrastructure: Project rehabilitates infrastructure that is old and decaying. High Street in Somersworth serves as a gateway community to southeastern New Hampshire from Maine. Its appearance needs to be rejuvenated, otherwise it will be a less attractive place to do business and its economic vitality will continue to diminish as users will be inclined to go to more appealing places. The current pavement condition is bumpy, the adjacent sidewalks are cracked, broken, and do not meet current ADA requirements. The water infrastructure, while generally serviceable is over 100 years old, so it is also in need of rejuvenation. Investing in the infrastructure will make it a more attractive center of commerce and restore what was once a vibrant downtown area.
- Resources and Environment: Enhancements to the drainage system which is located close to the Salmon Falls River will aid in meeting the resource and environment goals as it relates to improving the water quality in the river.

Breton Cleaners Site Cleanup and Reuse Study 2011-008

Project Description

The Breton Cleaners property is located at 1 Winter Street in Somersworth. The site comprises .55-acre parcel and a 3,444 square foot building. Over the years it has been used in a variety of retail and service providers. The site was used from 1982 -1995 as a dry cleaning operation. The site has been the subject of a “Hazardous Building Material Survey and Subsurface Investigation” (submitted to NHDES site # 200411112). As a documented and recognized hazardous waste site by NHDES, preliminary cost estimates for cleanup of the site range from \$80,000- \$193,000.

Presently the property is vacant and privately owned. There are back taxes owned on the property in excess of \$28,000 and outstanding water and sewer bills.

This property is located in the downtown area and on a major gateway corridor into the community. In its current physical condition it contributes to an overall blighted appearance upon entering the community.

Description of Goals met:

- Economic Development: productive reuse of this property and removal of the hazardous waste elements will contribute to overall economic vitality in the urban core.
- Quality of Place: the physical cleanup of a deteriorated and boarded up structure will enhance the value and vitality of the adjacent properties while removing a blighted structure on our major entrance corridor into the community.
- Resource and Environment: the remediation and removal of the hazardous waste material will ensure protection to the adjacent Salmon Falls River.

Economic Development District Strafford Regional Planning Commission 2011-009

Project Description

Strafford Regional Planning Commission will be implementing the Comprehensive Economic Development Strategy to achieve the goals and objectives that the Strafford Regional Strategy Committee developed through the strategic planning process. In addition SRPC has developed collaborative relationships with federal, state, and local entities, non-profits, and private sector participant to advance the region's economic development. SRPC within the next five years will be applying for funding through the Economic Development Administration for Economic Development Districts (EDD) designation. Currently there are only two in the State of New Hampshire: North Country Council and Rockingham Economic Development District. There are currently approximately 380 EDA-designated Economic Development Districts throughout the nation. With this designation the region will have the potential to access increased amounts of federal development funds. This designation and funds will ensure that SRPC will be able to implement the CEDS to address the unique needs of our region. In order to be eligible for this funding, SRPC will be required to complete and annually update the CEDS for the region among other responsibilities.

Description of Goals met:

- Regional Collaboration: Economic Development District will draw upon new and existing partnerships and will leverage the capacities of local organizations and entities, such as business (small business, national, and international) Strafford Economic Development Corporation, Wentworth Economic Development Corporation, University of New Hampshire, Great Bay Community College, Small Business Development Center, and other capacity-building entities. This will allow Strafford County, including Wakefield and Brookfield; to take a

- regional approach to economic development use shared knowledge and resources as well as leveraging and securing funding.
- Economic Development: Support the attraction, retention and expansion of capital investments and employment opportunities in the region. This will also allow us to help the Northern Strafford Regional CEDS area to explore economic development opportunities, which has been overlooked due to lack of funds.

Regional Revolving Loan Fund Strafford Economic Development Corporation 2011-010

Project Description

For 14 years, Strafford Economic Development Corporation has been providing loans and “patient capital” to businesses who struggled to find financing for projects. One project now nearing completion required over two years before a primary lender could be located. This project created 28 new jobs, helped save 50 others and will be recycling 4,000,000 gallons of oil per year. The injection of capital into the regional revolving loan fund would allow SEDC to step into gaps in the commercial finance market on a timely basis and get these types of projects off the ground, thus spurring economic recovery. All principal payments would be deposited into the loan fund and used to make further loans of the same type.

The region seems to have a gap in its commercial lending capacity. There are many smaller local and regional banks that do not have the capacity to lend and properly reserve against larger commercial loans. Two large multi-national banks operate in the region, but are extremely careful due to recent business experiences outside this region.

EDA funds would be used with other SEDC revolving loan funds when available, as well as NH Business Finance Authority funds, Community Development Block Grant funds, NH Community Loan Fund assistance, business assistance funds from the City of Dover and the City of Rochester, and funds from the Great Falls Development Corporation. These funds would be used to leverage lending and investment from the private and commercial capital markets. This would be structured and take place on a case-by-case basis.

Description of Goals met:

- Economic Development: the project would directly address the goal of economic development by providing financial assistance to businesses in need of growth capital. Technical assistance would be an important component of this project.

Dover Downtown Infill Development of City Owned Parking Lots 2011-011

Project Description

Development, through public/private partnerships of four City owned parking lots, also in a Dover downtown Economic Revitalization Zone District to provide infill commercial and residential mixed use development in the City core, while preserving some parking spaces approximately equaling the former lot parking spaces and transforming the infill spaces to higher value tax ratable while preventing infrastructure sprawl and the associated costs.

Description of Goals met:

- Resource and Environment (sprawl prevention) this project would meet all goals associated in the CEDS.

Frisbie Medical Office Building 2011-012

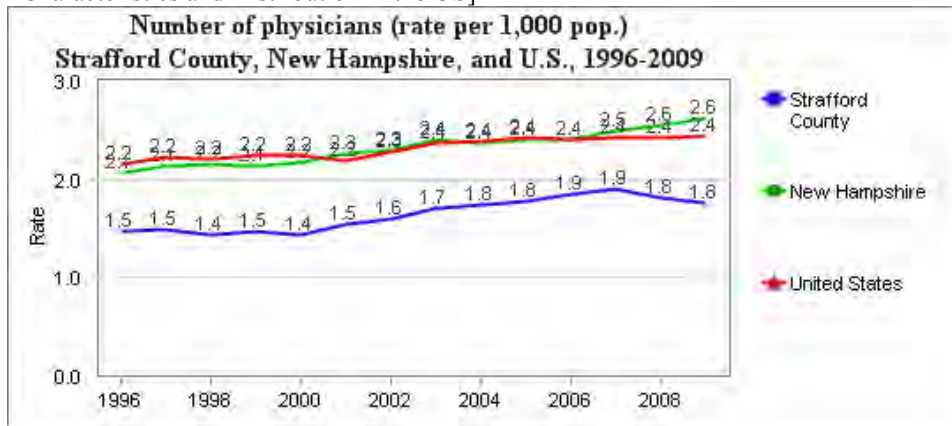
Project Description

Frisbie Memorial Hospital is constructing medical office buildings to serve the needs of the region. The Medical Office building to house primary care physicians including pediatrics as there is a significant shortage of primary care physicians in the area. Current statistics show that the ratio of primary care providers is 953:1 compared to the statewide average of 738:1. For every provider hired an additional 2.5 full time support will also be needed creating more employment opportunities for the region.

In Strafford County there were 1.9 physicians per 1,000 populations in 2007, compared to 2.5 per 1,000 in New Hampshire and 2.4 per 1,000 in the U.S.

Figure 14. Number of Physicians: Strafford County, NH, and U.S., 1996-2009

[Source: Carsey Institute University of New Hampshire, 1996-2009: American Medical Association, Physician Characteristics and Distribution in the US]



Note: Note that data from 2003 and later count all physicians in patient care. Data prior to 2003 count only physicians in patient care who are not employed by the federal government. The rate is presented on a "per 1,000" basis. NA = Not Reported or Not Available.

Table 42. Number of Physicians for State and County

[Source: Carsey Institute University of New Hampshire, 1996-2009; American Medical Association, Physician Characteristics and Distribution in the US]

Number of physicians for State and County			
Region Name	Physicians	Rate per 1,000 population	Total Population
	2009	2009	2009
New Hampshire	3469	2.619	1324575
Belknap	119	1.9394	61358
Carroll	80	1.6715	47860
Cheshire	128	1.6614	77045
Coos	69	2.1914	31487
Grafton	928	10.7543	86291
Hillsborough	868	2.1384	405906
Merrimack	421	2.8242	149071
Rockingham	547	1.8277	299276
Strafford	218	1.7639	123589
Sullivan	91	2.1315	42692

Description of Goals met:

- Economic Development: create necessary space for primary care physicians will create employment opportunities.
- Quality of Place: improve health and welfare of residents and workers by increasing access to primary care services in region.

Downtown Durham Structured Parking Facility 2011-013

Project Description

The Durham downtown area currently has 287 parking spaces to service a variety of businesses and commercial residential uses. The downtown has commercial building floor area of 112,270 sq. ft. with 35,150 of the commercial space being restaurant or restaurant-related. The lack of adequate parking facilities precludes substantial growth within the downtown core necessitating the need for a structured parking facility of between 250-300 spaces costing between \$7,500,000 and \$9,000,000 plus land acquisition in the range of \$1,000,000.

Description of Goals met:

- Economic Development: Job creation and retention. Expansion of the tax base.
- Workforce Development: Job creation
- Infrastructure: Using existing infrastructure and expanding it
- Resources and Environment: High concentration of business activity without significant land use. Improvement of life quality in Durham and its neighboring towns
- Quality of Place: Enhancement of Durham, intended to allow Durham's downtown core to become more vibrant and relevant to the local population by enabling further investment and growth. Ability to foster smart growth and investment within Durham's downtown core

Community Partners Workforce Development 2011-014

Project Description

Community Partners annually provides an array of services to over 3,500 Strafford County residents with behavioral health issues and developmental disabilities. The Advanced Employment Services department works with clients to assist in finding them meaningful work. In the last calendar year they secured thirty jobs for clients and worked with a total of sixty plus employers in the region. Currently, Advanced Employment Services is seeking jobs for nearly 200 unemployed clients.

Community Partners is seeking CEDS Project approval to build our capacity through Economic Development Administration support to aide more clients in their search for work. We would partner with large and small area employers to provide job training or internship programs for clients and training for employers to increase their likelihood of hiring clients.

Description of Goals met:

- Economic Development: We will target both large and small employers to improve economic development through providing employment opportunities to people with developmental disabilities or behavioral health issues.
- Quality of Place: Through finding meaningful employment for people with developmental disabilities or behavioral health issues we are improving the Quality of Place in the areas of wealth generation, healthcare and social services.
- Workforce Development: In our project clients would participate in job training opportunities including paid or unpaid internships and building the skills necessary to get and succeed on the job. Workforce development skills provided by Community Partners include assistance with filling out applications, writing resumes, interview skills, job searching, placement, coaching and follow along skills, as needed.

Regional Revolving Loan Fund Wentworth Economic Development Corporation 2011-015

Project Description:

The primary purpose of Wentworth Economic Development Corporation's Revolving Loan Fund (RLF) is to retain and/or create quality year round employment opportunities for area residents. The RLF can provide financial assistance to eligible businesses in and around Carroll and Strafford County. The Revolving Loan Fund is designed to assist existing and new small businesses with limited financing, so that actual or threatened job loss can be avoided, or that new employment opportunities can be created. Retention and/or expansion of the regional employment base, leveraging of additional financial resources and demonstration of the borrower's financial ability to repay the loan during its term are the primary criteria for the RLF. Establishment of a creative public-private partnership whereby the RLF can play a small but significant role in an overall financial package, and thereby leverage other public and private resources is a fundamental policy of the RLF. A shortage of investment capital at a reasonable cost has previously precluded small to medium size companies from being successful in the start-up or expansion phases. Loans from \$5,000 to \$50,000 are typical but larger amounts will be considered. Primary outcomes for a successful loan application are debt service coverage from actual or projected cash flow and collateral coverage available.

The primary focus of the RLF will be to:

- a.) Complement the area's existing financial resources;
- b.) Help stabilize and diversify the region's economy;
- c.) Establish a public-private partnership for economic development;
- d.) Encourage the expansion of existing businesses;
- e.) Promote regional economic cooperation among communities in and around Carroll and Strafford County.

Description of Goals met:

- Economic Development: Support the attraction, retention and expansion of capital investments and employment opportunities in the region.
- Infrastructure: Expand access to the critical regional infrastructure to include transportation, utilities, banking and finance.
- Quality of Place: Improve the health and welfare of residents and workers in the areas of: wealth generation, healthcare, education, recreation and environment.
- Regional Collaboration: Provide opportunities for regional collaboration and leadership in economic development among businesses, communities, institutions, governments and other parties.

Study Phase 11 Granite State Business Park Rochester 2011-016

Project Description:

The Granite State Business Park has been designated a New Hampshire Economic Development Revitalization Zone location as an underutilized industrial park. The City of Rochester Economic Development Department has developed a detailed development plan to attract new industry and to capitalize on expansion opportunities with existing businesses. Study to determine the demand and suitability for an Inter-Modal Transportation hub at the Granite State Business Park.

In initial discussions with park tenants, there are multiple potential expansions we will be assisting.

Albany Engineered Composites – announced October 2010 relocation of corporate headquarters to the park and construction of a new 200,000+ square foot facility expansion with 500+ new full time jobs. SpecTex – 30,000 square foot new manufacturing facility, land purchased 2 years ago Amarosa – interest in a 30,000 square foot single tenant, his 3rd building in the park Smith & Wesson (Thompson Center Arms Foundry) – Rochester’s largest manufacturing employer announced in November 2010 that they will relocate their operations to Springfield and shut down the Rochester plant putting 245 people out of work, and relocating a small number to Mass. The foundry has potential to spin off from the parent; negotiations are underway to try to save that component and the 30 employees by building a new facility in the GSBP.

Inclusion of 400 acres of inaccessible land for development by providing access over the active NH North coast Rail line, development of a spur for either public or private use. Development of a multi-modal transportation hub: Using as a foundation the COAST Bus Services, Skyhaven Airport, NH Northcoast Rail, NH Route 108 and the Spaulding Turnpike.

History

The Illustrative Master Plan and marketing package for the Granite State Business Park was created in 1990 by Matarazzo Design Inc. and S.G. Phillips Companies as a multi-use site with superior transportation access, including the potential for a more direct connection via Exit 10 from the Spaulding Turnpike. The intent was to fill what was perceived as a strong demand in the marketplace for light and heavy industrial space in the Seacoast region. This was prior to Pease Air Force Base closing and the subsequent conversion into a very successful business park, the Pease International Tradeport in Portsmouth.

Early tenants included Prime Tanning, Albany International Techniweave and Salmon Falls Precision. Albany and Salmon Falls were both internal expansions of Rochester businesses. The Rochester Industrial Development Authority was a partner in the Salmon

Falls Precision project by an application to the New Hampshire Business Finance Authority for financing and a successful built-to-suit/lease-to-own agreement. The demand for development space changed significantly during the years between 1990 and 2000. The Ten Rod Road Business Park enabled Cabletron to expand and become the largest employer in the state. The Pease Tradeport and other area business parks were developed to capture the market, and the Granite State Business Park languished with the owner moving on to other, more lucrative and active development projects. The lack of direct highway access was often cited as an eliminator for prospects that did not choose this location.

More recently, commodity production has moved overseas and New Hampshire has found strength in niche and specialty markets. Salmon Falls Precision closed and 88 Airport Drive is now a multi-tenant building housing Phase 2 Medical, recognized as one of New Hampshire's Fastest Growing Businesses. Albany International currently has two buildings a 160,000 square foot with 225 employees and is leasing 216 Airport Drive to ramp up their growth phase and house their corporate offices while a new building is under construction. Interest in the park has been steady as Rochester has matured as a regional hub for business and residential development, although the transportation challenge remains. We anticipate the need to expand the park into the Phase 2 Zone based on Albany's announced expansion. Acquisition and access to Phase 2 will be costly. The active rail line is an asset to the park, but prospects prefer a bridge over the rail rather than a crossing at grade to reduce their liability and the number of potential conflicts with employees, deliveries and shipments.

Description of Goals met:

- Quality of Place, Business Retention and Attraction: An inter-modal transportation center would support business retention and attraction, successful deployment of resources and maintaining the quality of place so attractive to residents and businesses in the region. The center would have the ability to serve the region including the communities of Rochester, Dover, Somersworth, Rollinsford, Sanford ME, Springvale ME, Berwick ME, and South Berwick, ME. The infrastructure involved would be passenger and freight rail, freight transit, regional bus transit, personal vehicle transit, bicycle & pedestrian travel and air freight and air passenger transit.

[Feasibility Study for Anaerobic Digester-based Town Energy Park 2011-017](#)

Project Description

This feasibility study is the first step toward building a local anaerobic digester-based town energy park in North Lee that would bring in biomass from the region to produce power and heat for the energy park and the immediate neighborhood. These systems are in use now in other parts of the country, and there are New Hampshire-based companies with the expertise to build them.

New Hampshire imports 90% of its fuel, and the EPA is requiring improved water quality standards for waste treatment plants in Great Bay. This waste-to-energy project would produce local power and heat, relieve nutrient loading of Great Bay, and build local manufacturing capacity. Co-located businesses on the Lee Energy park site would have abundant heat and power. The 40-acre site has good access to the transportation corridor of Route 125.

Description of Goals met:

- **Economic Development:** This waste-to-energy anaerobic digester project will support the attraction, retention, and expansion of capital investments and employment opportunities in the region.
- **Infrastructure:** This project will expand access to the critical regional infrastructure needs that include heat and power.
- **Quality of Place;** This project will improve the health and welfare of residents and workers in the areas of healthcare, education in sustainable living standards, improving the environment by improving water quality through safe processing of waste materials into usable energy and power, and reducing the nutrient loading that is now taking place from the seacoast region into Great Bay.
- **Regional Collaboration:** This project will provide opportunities for regional collaboration and leadership in economic development among businesses, communities, institutions, governments, the University of New Hampshire, and other parties.
- **Resources and Environment:** This project will capitalize on natural and environmental resources by protecting ecosystems and increasing the diversity of resource usage. The Wise use of our presently wasted nutrients is critical for long-term sustainability of our healthy living here on the seacoast of New Hampshire.

Feasibility Study of Development Noble Farm 2011-018

Project Description

The Town of Lee acquired the Noble Farm property through a tax deed in May of 2010. A committee was then formed by the Planning Board to investigate the options available and desired by the community of Lee. The property had 38 previously approved house lots, with some infrastructure for the development in place. The committee held several community meetings throughout the summer and fall of 2010 to solicit ideas. It made two recommendations to the town at a Public Hearing on October 25, 2010. These include: 1) Mixed use: light, clean industry and natural, 2) Mixed use: affordable residential and natural.

The proposed project is to hire a consultant or property developer to propose the several different land use options, taking into consideration the following:

- Buffer zone (property drains into nearby Lamprey River tributary)
- Drainage needs

- Designs for land suitable for development
- Re-zoning or “spot” zoning possibilities
- Work with Planning Board to keep proposed development complementary with the neighborhood

Description of Goals met:

- **Economic Development:** The project would involve planning for the development of a 70-acre property into a small business park, which would support the attraction, retention, and expansion of capital investment and employment opportunities in the region.
- **Quality of Place:** The property includes a very lovely small pond and could easily accommodate attractive walking trails for the use of the immediate neighborhood and wider community. These would be compatible with development of the light industry or office use of the property. The neighbors and community support the development of walking trails and passive recreation opportunities on the property, which would enhance health and welfare of the community residents and workers.
- **Regional Collaboration:** The project would involve communications and collaboration with regional organizations, businesses, institutions, transportation infrastructure, local and state government, and the nearby state university in order to seek the optimal uses of the property that would complement the needs of the region.
- **Resource and Environment:** The project would capitalize on the natural and environmental resources of the property, particularly around the pond at the southern end, by protecting the ecosystems and using the resources available.

Engineering and Feasibility Study for Town Center Combined District Heating, Co-Generation, and Next-Generation Biomass Pelletizing Facility 2011-019

Project Description

The Town of Lee has been investigating how to lower its energy bills while also using more sources of renewable energy. The town has worked with the Municipal Energy Assistance Program and Clean Air/Cool Planet to do energy audits for its municipal buildings. It received a grant from the NH Office of Energy and Planning to write a comprehensive Lee Energy Plan, which is underway during 2011. One aspect of this plan is proposing a District Heating/Cogeneration/Pelletizing Facility at our Transfer Station in order to heat and power our central municipal and community buildings. These include the Town Hall and Annex, Library, church, and elementary school. This engineering and feasibility study proposal is the next stage toward actually building the facility.

Pellet boilers are an efficient way to heat rural homes, businesses, and municipal buildings. However, no New Hampshire facilities are capable of handling non-woody

biomass, such as switch grass, willow, corn Stover, or agricultural wastes. Next-generation biomass crops produce many times more biomass per acre than doe's forest-derived biomass. Sweden has been heating and powering many of its rural communities in this way for years.

Description of Goals met:

- **Economic Development:** This project will support the attraction, retention, and expansion of capital investments and employment opportunities in the region by demonstrating a model for providing local heat and power economically.
- **Workforce Development:** This project will provide quality education for residents and employees of all ages and abilities in demonstrating use of local resources to provide locally produced heat and power. As a model, the project would support development of training initiatives relevant to all businesses in the region.
- **Infrastructure:** This project will expand access to the critical regional infrastructure of locally produced power and heat generation.
- **Quality of Place:** This project should improve the health and welfare of residents and workers in the areas of health, education, and environment. Local energy generation empowers a community to be more sustainable.
- **Regional Collaboration:** This project will provide opportunities for regional collaboration and leadership in economic development among communities, businesses, institutions, governments, the University of New Hampshire, and other parties. The region will benefit to have models of environmentally safely produced local power and heat.
- **Resources and Environment:** This project will capitalize on natural and environmental resources by protecting ecosystems and increasing the diversity of resource usage. It will also use our underutilized farmland fields and woods to help sustainably produce both woody and non-woody biofuels.

Feasibility and Design Study of Livestock Processing Facility 2011-020

Project Description

The project is feasibility and design study for a USDA/NH state certified livestock slaughtering and processing facility to serve the local and regional agricultural community in order to provide safe, locally raised meat for the seacoast region of New Hampshire. It would be designed for humane treatment of the animals, and would use ecologically safe processing and waste disposal methods. It would work on the same site with another Lee CEDS proposal, the –Anaerobic Digester-based Energy Park, which involves producing local heat and power from locally produced biomass. The need for a regional livestock slaughtering and processing facility has been identified as critical for increasing the livestock processing capacity in order to meet the increasing demand for locally produced meat.

Description of Goals met:

- **Economic Development:** The livestock processing facility will support the attraction, retention, and expansion of capital investment and employment opportunities for the region. It will provide an important link now missing in the local agricultural infrastructure.
- **Infrastructure:** The livestock processing facility will significantly expand the critical regional agricultural infrastructure, which will make more meat production possible locally.
- **Quality of Place:** The livestock processing facility will improve the health and welfare of residents and workers in the area. Waste products from the facility can be used in the nearby anaerobic digester to produce clean heat and power that will be available locally.
- **Regional Collaboration:** The livestock processing facility will provide opportunities for regional agricultural collaboration and leadership in economic development among farm businesses, communities, institutions, governments, and other parties. Local food security in New England communities is of paramount importance.
- **Resources and Environment:** The livestock processing facility will capitalize on natural and environmental resources by protecting the ecosystems and increasing the diversity of resource usage. Farmers in this region need to have access to a livestock processing facility within 40 miles of their farms to make the raising of meat animals become more economical. This facility could be a model of ecologically sound and safe design, which could be replicated in other parts of New England in order to increase our ability to raise our own food, and reduce our food imports.

The Cotton Valley Trail Feasibility Study 2011-021

Project Description

The Cotton Valley Trail is a recreational multi-use trail which will eventually extend 12 miles, linking the town of Wolfeboro, Brookfield and Wakefield via a former railroad right-of-way. 11.5 miles is in a state right of way that has the tracks of the old railroad line still in place. Along the way, the rail meanders across to lakes, over trestles, and climbs through Cotton Valley, a distance of 6.2 miles. This section is completed for three season use to walk, run, bike, fish and view wildlife. The Cotton Valley Rail Trail club utilizes the entire length of the trail and in winter snowmobiles, snow showing and x-country skiers to as well. This portion of the trail is handicapped accessible. This section is heavily utilized by residents and tourists alike. This has an economic benefit to the community because it provides a healthy alternative to access the downtown area for shopping, dining, museums, beaches, etc.

The section still not completed for summer use, but when built, it will go through scenic wetlands, back woods and fields through Brookfield ending at Turntable Park in

Wakefield. This railroad turntable is one of only two remaining in New Hampshire. The distance from Cotton Valley to Route 16 is estimate at being 5 ½ miles and then ½ mile to Turntable Park. Once completed, it will provide additional economic benefit to the Wakefield (Sanbornville) downtown area by connecting these two active tourism base communities.

Feasibility Funds are being requested to determine the best option for crossing Route 16 aka Spaulding Turnpike. Improvements for the trail will include volunteers and professionals as needed, in-kind contributions of time and/or material, as well as traditional fundraising and accessing grants to complete the trail. The Trails Rails Action Community has been extremely successful with doing so with the completed section of the trail. The Trails Rails Action Committee (TRAC) is a local volunteer group that oversees the interest of the three communities and maintains and improves the trail on a regular basis.

Description of Goals met:

- Economic Development: Support the attraction, retention and expansion of capital investments and employment opportunities in the region.
- Infrastructure: Expand access to the critical regional infrastructure to include transportation, utilities, banking and finance.
- Quality of Place: Improve the health and welfare of residents and workers in the areas of: wealth generation, healthcare, education, recreation and environment.
- Regional Collaboration: Provide opportunities for regional collaboration and leadership in economic development among businesses, communities, institutions, governments and other parties.
- Resources & Environment: Capitalize on natural and environmental resources by protecting ecosystems and increasing the diversity of resource usage.
- Economic Development: Support the attraction, retention and expansion of capital investments and employment opportunities in the region.

Mid-Term Priority Projects (3-5 years to Completion)

Milton Rail Siding 2011-022

Project Description

At present, Index Packaging in Milton, NH employs approximately 160 persons and ships about four (4) trucks a week to Boston for rail shipment to the Chicago area. Index has expressed an interest in using a local rail siding for shipment of its products directly by rail to the mid-west. The ability to ship product by rail from its Milton, NH facility will likely enable the company to expand its employment base. If there is interest in this project among potential funding agencies, the Town will contact other companies in the Milton and surrounding area to determine the potential level of demand for a public rail siding.

Description of Goals met:

- Economic Development: an increase in the number of jobs at companies who use rail.
- Resource and Environment: use a more energy efficient method of transportation of products to the client.
- Infrastructure: provide an infrastructure incentive for companies to use rail who may consider a location in Milton.

Public Infrastructure for Technology Park in Downtown Durham NH 2011-023

Project Description

Downtown Durham, defined broadly as the developed Central Business District and Professional Office District, is deteriorating for lack of reinvestment. Currently the most prevalent real estate business model is student housing, including poorly maintained, depreciated, and aged housing structures, and the low value student-oriented retail that follows student housing. Desirable mixed used redevelopment, including professional office space, is economically challenging, yet is the essential catalyst to create a more diverse, resilient, and year-round retail environment catering to office workers, local families, and the larger non-student regional population.

Downtown Durham is ripe for redevelopment as a technology, web, and creative entrepreneurial center. Technology-driven office space development will spur follow-on development of appropriate retail, dining, hospitality, professional service, and adult housing in the larger commercial core.

The Town of Durham seeks to partner with the University of New Hampshire and other private development entities to remake the central business district as a distributed technology park geared toward both existing and new startup companies seeking to

capitalize on either university resources & talent or the high quality of life in Durham, or both.

By ~~distributed,~~” Durham intends to take the well-worn concept of a concentrated business or Technology Park placed in the outskirts of town on an undeveloped ~~green field~~” and locate it instead in among an existing downtown district, sparking extensive redevelopment of the very type of office space so often found in a ~~tech park.~~” Rather than a set of single-purpose buildings far away from other important services and housing, these buildings could be mixed use with retail below and/or housing above

To leverage private investment, the town of Durham needs significant public investment in infrastructure to facilitate this transformation. This includes street construction, water and sewer upgrades, land acquisition, and planning support.

Description of Goals met:

- Job creation and retention
- Using existing infrastructure and expanding it
- High concentration of business activity without significant land use
- Improvement of life quality in Durham and its neighboring towns

Ten Rod Road Rochester 2011-024

Project Description:

Ten Rod Road Business Park needs a million gallon water tower to meet current fire flow standards and to fill existing space to capacity. Business development and utilization of vacant space in the industrial park are significantly hampered by the low flows in the existing fire suppression systems and inability to expand the system to meet current or future demand.

Description of Goals met:

The Ten Rod Road Business Park has the highest vacancy rate in the city at 40% vacancy. Water capacity for business use and fire suppression is essential, yet the current municipal system is marginally adequate to support existing businesses. Expansion of the park and 100% utilization of existing available space are hampered by the water system and its shortcomings. The water tower would resolve the water pressure concerns and improve the municipal system by looping the water lines and connecting two areas of development, making the best use of water and land resources, and allowing for the complete utilization of existing space at Ten Rod Road Business Park.

Granite Ridge Development District Utilities 2011-025

Project Description:

Granite Ridge Development District, utilities expanded include pump station, Route 11 improvements & widening, frontage road ROW, & construction. Studies and preliminary engineering have already been completed for the infrastructure plan covering more than 700 acres that will allow more than 2 million square feet of new business development, including hospitality, retail, office and medical development. The project includes a Rails-to-Trails project, connections to public transportation and relies on inter-agency collaboration between private development interests, the City of Rochester, NH DOT, DES, Army Corps of Engineers, Fish & Wildlife and more. The City has created a new development district including zoning after completion of the TIF Study Report and analysis by CLD Engineers. The TIF District has not yet been implemented, but it is the City's intention to financially support the construction of infrastructure with TIF revenues.

Description of Goals met:

The region is underserved for hospitality, retail and commercial businesses as demonstrated in a retail analysis completed in 2007. The creation of this district supports improvement in the quality of place and accessibility to goods and services by residents and visitors to the region. The Granite Ridge Development District provides greatest opportunity for new development and successful expansion of municipal and state infrastructure in collaboration. The project includes opportunities for wetlands and uplands protection along the Cocheco River, which bounds the District on the east and includes the Rails-to-Trails portion of the project. Recreation of natural habitat for wildlife is also possible on property the city purchased for water system expansion in 2008. This project fits into the city's Master Plans for Economic Development, Natural Resources, Transportation, Land Utilization and Recreation.

55 North Maine Street Incubator 2011-026

Project Description:

The City of Rochester, with funding provided by a Rural Business Enterprise Grant from the USDA Rural Development, was able to conduct a study on a potential business incubator space. The Hoffman building which is called the "55 North Main Street Incubator" is located in downtown Rochester and has been vacant since 1986. The building has 6,000 square feet of space on the ground floor and similar square footage in the basement. The Incubator Study, in one set of estimates, put the cost of repairs and replacements at \$1,131,000, including \$200,000 for an HVAC system, \$100,000 for a sprinkler system and \$100,000 for restrooms and a domestic water supply.

A second estimate, obtained from a local entity, came in at \$669,000 — \$50,000 for the HVAC, \$10,000 for a fire alarm system instead of a sprinkler system, and \$15,000 for the

plumbing, if the work is done with the help of the Creteau Technology Center's training program. Whereas the first estimate had interior finish costs at \$300,000, and the second local estimate had \$120,000 for interior finish costs.

There are strong educational partners for the project including Richard W. Creteau Technology Center, Granite State College, Great Bay Community College, SCORE, and the Small Business Development Center. These partners would be part of the preliminary as well as continuing education component related to the project.

Description of Goals met:

The 55 North Main Street Incubator will support new business development, with an expectation of 30 new businesses and 60+ new employees over the 10 year project period. It will improve the quality of place in the distressed Downtown Business District by providing a destination for consumers and a critical mass of activity on Main Street. The project will provide support for entrepreneurial activity including shared spaces and cooperative marketing, business training, a teleconference center and conference room for the use of the project partners and participants, and an ongoing way to identify and encourage new entrepreneurs. The project will improve downtown infrastructure and utilize an existing building that has been a vacant space for more than 20+ years.

The Cotton Valley Trail's Route 16 Crossing 2011-027

Project Description (including a Brief Assessment of Community Need):

The Cotton Valley Trail is a recreational multi-use trail which will eventually extend 12 miles, linking the town of Wolfeboro, Brookfield and Wakefield via a former railroad right-of-way. 11.5 miles is in a state right of way that has the tracks of the old railroad line still in place. Along the way, the rail meanders across to lakes, over trestles, and climbs through Cotton Valley, a distance of 6.2 miles. This section is completed for three season use to walk, run, bike, fish and view wildlife. The Cotton Valley Rail Trail club utilizes the entire length of the trail and in winter snowmobiles, snow showing and x-country skiers to as well. This portion of the trail is handicapped accessible. This section is heavily utilized by residents and tourists alike. This has an economic benefit to the community because it provides a healthy alternative to access the downtown area for shopping, dining, museums, beaches, etc.

The section still not completed for summer use, but when built, it will go through scenic wetlands, back woods and fields through Brookfield ending at Turntable Park in Wakefield. This railroad turntable is one of only two remaining in New Hampshire. The distance from Cotton Valley to Route 16 is estimate at being 5 ½ miles and then ½ mile to Turntable Park. Once completed, it will provide additional economic benefit to the Wakefield (Sanbornville) downtown area by connecting these two active tourism base communities.

These Infrastructure Funds are being requested towards the cost involved with the construction of the “crossing” on Route 16. It is anticipated that a Feasibility Study will provide options, recommendation for design and cost estimates. Improvements for the trail will include volunteers and professionals as needed, in kind contributions of time and/or material, as well as traditional fundraising and accessing grants to complete the trail. The Trails Rails Action Community has been extremely successful with doing so with the completed section of the trail. The Trails Rails Action Committee (TRAC) is a local volunteer group that oversees the interest of the three communities and maintains and improves the trail on a regular basis.

Description of Goals met:

- Economic Development: Support the attraction, retention and expansion of capital investments and employment opportunities in the region.
- Infrastructure: Expand access to the critical regional infrastructure to include transportation, utilities, banking and finance.
- Quality of Place: Improve the health and welfare of residents and workers in the areas of: wealth generation, healthcare, education, recreation and environment.
- Regional Collaboration: Provide opportunities for regional collaboration and leadership in economic development among businesses, communities, institutions, governments and other parties.
- Resources & Environment: Capitalize on natural and environmental resources by protecting ecosystems and increasing the diversity of resource usage.
- Economic Development: Support the attraction, retention and expansion of capital investments and employment opportunities in the region.

Long Term Priority Projects (5+ Years to Completion)

Granite State Business Park Expansion Siding Spur 2011-028

Project Description:

Granite State Business Park is a 200+ acre, high quality multiuse industrial and commercial complex. Located on the south side of Rochester next to Sky Haven Airport, it houses Albany Engineered Composites, a manufacturer of specialty fibers used in aerospace, and Rand Whitney, a manufacturer of corrugated containers. The Park has access to the Northeast rail line on the east and has airport access on the west. Expansion of Granite State Business Park, including land acquisition, utility expansion, RR crossing, potential for siding on active line

Planning Funding for Enterprise Park, Phase II Dover 2011-029

Project Description:

Planning funding for Enterprise Park, Phase II. This Dover Business and Industrial Development Authority business park is approaching full occupancy with only a few small parcels still available for building. The planning function for the next business park needs to begin shortly to provide continuity of the economic development momentum currently underway to bring businesses and jobs to the community. Two properties under consideration for Phase II are in Economic Revitalization Zone Districts. Since Dover's ratio of residential to commercial/industrial property is 75% to 25%, the need to have commercial development property available to stabilize the property tax rate and continue Dover as a viable community on a tax basis is vital.

Description of Goals met:

- Economic Development:
- Workforce Development:

Technology Park Durham Depot lot/train station 2011-030

Project Description:

Durham is home to the State of New Hampshire's UNH. UNH is one of the top research universities in the country, and many professors and students are looking to start a business with research done at UNH, or products being developed. While many of the "desk" companies are best placed in a downtown environment, companies in the area of early production are not. The Depot lot is uniquely located in the middle of campus, right next to the Amtrak line going from Boston to Brunswick. This location is ideal for an environmentally friendly high tech research and production facility because of:

- The immediate access to the research and development resources at UNH
- Its location right on the train station (delivery of parts, access to commuting students and staff)
- Access to Route 4 and Route 108
- Access to educated workforce, including interns

The property is located on Town land which will strengthen the Towns tax base while giving UNH the opportunity to generate income out of intellectual property rights. It invites itself for cooperation with UNH because the University is considering the development of its adjacent parking lot which could lead to a joint venture. A multi-story building will have a lower impact on natural resources than the usual single story business park.

Description of Goals met:

- Economic Development: job creation and retention
- Infrastructure: using existing infrastructure and expanding it
- Resources and Environment: high concentration of business activity without significant land use
- Quality of Place: Improvement of life quality in Durham and its neighboring towns

The Cotton Valley Trail's Route 16 Crossing 2011-031

Project Description:

The Cotton Valley Trail is a recreational multi-use trail, which will eventually extend 12 miles, linking the town of Wolfeboro, Brookfield and Wakefield via a former railroad right-of-way. 11.5 miles is in a state right of way that has the tracks of the old railroad line still in place. Along the way, the rail meanders across to lakes, over trestles, and climbs through Cotton Valley, a distance of 6.2 miles. This section is completed for three season use to walk, run, bike, fish and view wildlife. The Cotton Valley Rail TrailClub utilizes the entire length of the trail and in winter snowmobiles, snow showing and x-country skiers to as well. This portion of the trail is handicapped accessible. This section is heavily utilized by residents and tourists alike. This has an economic benefit to the community because it provides a healthy alternative to access the downtown area for shopping, dining, museums, beaches, etc.

The section still not completed for summer use, but when built, it will go through scenic wetlands, back woods and fields through Brookfield ending at Turntable Park in Wakefield. This railroad turntable is one of only two remaining in New Hampshire. The distance from Cotton Valley to Route 16 is estimate at being 5 ½ miles and then ½ mile to Turntable Park. Once completed, it will provide additional economic benefit to the Wakefield (Sanbornville) downtown area by connecting these two active tourism base communities.

These Infrastructure Funds are being requested towards the cost involved with the construction of the “crossing” on Route 16. It is anticipated that a Feasibility Study will provide options, recommendation for design and cost estimates.

Improvements for the trail will include volunteers and professionals as needed, in-kind contributions of time and/or material, as well as traditional fundraising and accessing grants to complete the trail. The Trails Rails Action Community has been extremely successful with doing so with the completed section of the trail. The Trails Rails Action Committee (TRAC) is a local volunteer group that oversees the interest of the three communities and maintains and improves the trail on a regular basis.

Description of Goals met:

- Economic Development: Support the attraction, retention and expansion of capital investments and employment opportunities in the region.
- Infrastructure: Expand access to the critical regional infrastructure to include transportation, utilities, banking and finance.
- Quality of Place: Improve the health and welfare of residents and workers in the areas of: wealth generation, healthcare, education, recreation and environment.
- Regional Collaboration: Provide opportunities for regional collaboration and leadership in economic development among businesses, communities, institutions, governments and other parties.
- Resources & Environment: Capitalize on natural and environmental resources by protecting ecosystems and increasing the diversity of resource usage.
- Economic Development: Support the attraction, retention and expansion of capital investments and employment opportunities in the region.

Library Community Center Lee 2011-032

Project Description:

In 2004, a committee of citizens and trustees was appointed by the Library Trustees to assess the library’s physical plant and its needs for expansion. Committee activities have included meetings, inspections of the building, publicity and the planning and implementation of a community-wide survey.

The Lee Public Library is housed in a nineteenth-century schoolhouse, which was moved to the present site in 1962. Ten years later, a small addition was constructed to the rear. A subsequent small space with a new main entrance was added to the left of the 1972 addition in 1984, while a final rear addition, with a basement meeting space, was constructed in 1996.

Each small addition to the library in the past forty-three years has barely kept even with the growth in Lee’s population over the same period.

Back in 1960, the American Library Association published an across-the-board standard for public libraries of 0.7 square foot per capita. In Lee, this minimal outdated standard was not even met back in 1996.

Description of Goals met:

- Economic Development:
- Infrastructure: To build a library 11, 894 square feet to 12, 370 square feet to meet the need based on square foot per capita. To build a library that is ADA compliant, meets current codes regarding construction, insulation, wiring, heating and air conditioning, air ductwork and fireproofing.

2011 Strafford Regional CEDS Project Matrix

The Strafford Hazard Mitigation Planning Committee has developed the summary project matrix presented on the following pages. This matrix is a summary of the preceding information.

Short Term Projects (0-36 months to Completion)

Identifier	Project Name	Project Description	Project Proponent	Estimated Cost	Possible Funding Source	Start Date	Goals Addressed
2011-001	Center for Agricultural and Natural Resource-based Entrepreneurship (CANRE)	Build off existing UNH resources and programs to foster development of new, local, and natural-based enterprises and help existing ones expand	Charlie French	356,000	UNH Alumni donor	January-11	Economic development, workforce development, quality of place, regional collaboration, resource and environment
2011-002	Idea Greenhouse: Business Incubator/ Proof of Concept Center	Enhance and broaden Proof of Concept. Center activities in downtown Durham, NH	Idea Greenhouse	200,000	Unknown	October-11	Economic development, workforce development, quality of place, regional collaboration
2011-003	Downtown Tax Increment Financing (TIF) district study	Study to identify scope of district to determine eligibility for designation as a TIF	City of Somersworth	25,000	EDA/City of Somersworth	March-12	Economic development, infrastructure, quality of place
2011-004	Washington Street Bridge Feasibility Study	Engineering feasibility study involving construction of a new centralized point of access to Mill yard area and General Electric property	City of Somersworth	30,000	EDA	Jun-12	Economic development, infrastructure quality of place

Short Term Projects (0-36 months to Completion)

2011-005	Downtown Dover Public Parking Garage	Construction of a 525 space public parking garage in core of downtown Dover	City of Dover	11,000,000	EDA	June-12	Economic development, workforce development, infrastructure
2011-006	Feasibility Study for the Extension of Water and Sewer Service in Milton, NH	Extending the Town's water and sewer service by way of feasibility study. The study would investigate the design, environmental, engineering and financial components related to extension of water and sewer service.	Town of Milton	50,000	EDA	June-12	Economic development, Infrastructure, resource and environment
2011-007	High Street Reconstruction	Reconstruction of approximately 2,750 feet of High Street in downtown area; reconstruction of water	City of Somersworth	4,800,000	EDA/City of Somersworth; Clean Water SRF; Drinking Water SRF	March-13	Resource and environment
2011-008	Breton Cleaners Site Cleanup and Reuse Study	Develop a reuse plan and cost estimate	City of Somersworth	25,000	NHDES Brownfield Clean up funds	June-13	Economic development, quality of place
2011-009	Economic Development District	Apply for funding through the Economic District for Economic Development District designation	Strafford Regional Planning Commission	75,000	EDA	July-13	Regional collaboration
2011-010	Regional Revolving Loan Fund	Providing financial assistance to businesses in need of growth capital	Strafford Economic Development Corp.	4,000,000	unknown	unknown	Job retention, job creation, business entrepreneurial, economic development

Short Term Projects (0-36 months to Completion)

2011-011	Dover Downtown Infill Development of City Owned Parking Lots	Development of four city owned parking lots; mixed use development	City of Dover	20,000,000	EDA/private	unknown	Economic development, workforce development, infrastructure, quality of place, resource and environment
2011-012	Medical Office Building	Medical office building to house primary care physicians, including pediatrics	Frisbee Memorial Hospital	unknown	unknown	unknown	Economic development, quality of place
2011-013	Downtown Durham Structured Parking Facility	Structured parking facility between 250-300 spaces plus land acquisition	Town of Durham	7,500,000 to 10,000,000	unknown	unknown	Economic development, workforce development infrastructure, quality of place, resource & environment.
2011-014	Community Partners Workforce. Development for people with developmental disabilities & behavioral health issues	Build capacity to aide more clients in their search for work by partnering with large and small employers to provide job training or internship programs for clients	Community Partners	200,000	unknown	unknown	Economic development, workforce development, quality of place
2011-015	WEDCO	Revolving loan fund	WEDCO	500,000	Equity/ USDA Relending Program	September -12	economic development, infrastructure, quality of place, regional collaboration
2011-016	Study Phase II: Granite State Business Park- Placeholder	Study to determine the demand and suitability for an Inter-Modal Transportation hub at the Granite State Business Park.	City of Rochester	\$100,000	EDA	January-12	Economic development, infrastructure, quality of place, resource and environment, regional collaboration
2011-017	Feasibility Study for Anaerobic Digester-based Town Energy Park	Feasibility study	Town of Lee	120,000	unknown	January-12	Economic development, workforce development, infrastructure, quality of place, resource and environment, regional collaboration

Short Term Projects (0-36 months to Completion)

2011-018	Noble Farm Property	Hire a consultant or property developer to draft land use options and feasibility	Town of Lee	75,000	Unknown	Jan-12	Economic development; quality of place workplace development, resource and environment, regional collaboration
2011-019	Engineering and Feasibility Study for Town Center Combined District Heating, Co-Generation and Next-Generation Biomass Pelletizing Facility	Engineering and feasibility study	Town of Lee	150,000	Unknown	January-12	Economic development, workforce development infrastructure, quality of place, regional collaboration and resources and environment
2011-020	Feasibility and Design Study of Livestock Processing Facility	Feasibility and design study	Town of Lee	100,000	Unknown	January-12	Economic development, agricultural quality of place, regional collaboration, resource and environment
2011-021	The Cotton Valley Trail Feasibility Study 2011-022	Feasibility and Design Study	Region	400,000	EDA	February-11	Economic development, agricultural quality of place, regional collaboration, resource and environment

Intermediate Term Projects (2-4 Years to Completion)							
Identifier	Project Name	Project Description	Project Proponent	Estimated Cost	Possible Funding Source	Start Date	Goals Addressed
2011-022	Milton Rail Siding	Index Packaging (160 employees) ships 4 trucks a week to Boston for rail shipment to Chicago. The ability to ship by rail will enable company to expand its employment base. If there is interest, the town would contact other companies in surrounding area to determine level of demand for public.	Town of Milton	500,000	EDA, NHDOT, Northcoast	Jul-13	Economic development, infrastructure
2011-023	Tom Elliot-Idea Greenhouse-Placeholder	Funding for infrastructure and land acquisition for a new tech park located in several buildings in downtown Durham in partnership with UNH	Idea Greenhouse/Town of Durham	25	unknown	unknown	unknown
2011-024	Ten Rod Road-Placeholder	Million gallon water tower to meet current fire flow standards and to fill existing space to capacity	City of Rochester	3 million	EDA, Private	2013	Infrastructure, resource & environment
2011-025	Granite Ridge Development District Utilities-Placeholder	Expand pump station, Rt. 11 improvements & widening, Frontage Rd ROW & construction	City of Rochester	25 Million	EDA	unknown	Economic development, Infrastructure, Quality of Place, Resources and Environment

Intermediate Term Projects (2-4 Years to Completion)

2011-026	55 North Main St. Incubator-Placeholder	Repairs and replacements for HVAC system repairs and replacements for sprinkler system, repairs and replacements for restrooms and domestic water supply	City of Rochester	1.5 Million	unknown	unknown	Economic development, workforce development, infrastructure, quality of place, resource and environment
2011-027	The Cotton Valley Trail's Route 16 Crossing	These Infrastructure funds are being requesting towards the completion of Section #1 Clark Road, Brookfield to Cotton Valley Station. This will assist in the construction to Route 16, a distance of 5.5 miles as it progresses towards Turntable Park in Wakefield. Improvements will include volunteers and professionals, as needed, in-kind contributions of time and/or material, as well as traditional fundraising and accessing grants to complete that.		300,000	EDA, Other	2013-2014	unknown

Long Term Projects (5+ Years to Completion)							
Identifier	Project Name	Project Description	Project Proponent	Estimated Cost	Possible Funding Source	Start Date	Goals Addressed
2011-028	Granite State Business Park Expansion Siding Spur-Study	Development of a multi-modal transportation hub	City of Rochester	50,000	EDA,		Economic development, infrastructure resource and environment
2011-029	Planning funding for Enterprise Park, Phase II	Planning funding	City of Dover	250,00	EDA/Private	Jun-14	Econ
2011-030	Technology Park Durham lot/train station	Students are looking to start business with research done at UNH	Town of Durham	6,000,000 to 10,000,000	Unknown	unknown	Economic development, workforce development, infrastructure, quality of place, resource and environment
2011-031	The Cotton Valley Trail's Route 16 Crossing	Connecting the Lakes Region Trail System to the Northern CEDS region to the south.	Towns of Brookfield/Wakefield and WEDCO	300,000	EDA	unknown	Economic development, infrastructure, quality of place, regional collaboration and resource and environment
2011-032	Library Community Center – Placeholder	Expand Library	Town of Lee	Unknown	Unknown	Unknown	Infrastructure

Chapter 10: CEDS Implementation and Performance Measures

Performance Measures

SRPC staff determined the process to measure the implementation of this first regional Comprehensive Economic Development Strategy using the EDA criteria as follows:

- Number of jobs created after the implementation of the CEDS
- Number and types of investments undertaken in the region
- Number of jobs retained in the region
- Amount of private sector investment in the region after the implementation of the CEDS
- Changes in the economic environment of the region

SRPC also developed additional quantitative and qualitative measures, which allows the Strategy Committee to evaluate progress toward achieving specific, identified CEDS goals. These can be found in the logic model heading for benchmarks. For instance, under the goal for Quality of Place – Educational Attainment, the outcome is to *bring region up to NH high school attainment levels*, with the performance measure as *high school attainment in the region*. This approach strengthens the network of measures, actions, and evaluation techniques and thus leads to greater success and knowledge of the region.

CEDS Annual Evaluation

Much of the baseline demographic data necessary to start the evaluation comparison has been completed for this document. SRPC will update Census derived products as they become available over the next five years, as well as NH derived demographic and employment products and those data sets generated by the region and local entities. Data updates will be posted to the SRPC website CEDS page in a clearly delineated format or indicated by linkages. SRPC has ongoing staff capacity in its office to perform these valuable data functions. The Strategy Committee is committed to reviewing this data as it becomes available at meetings.


The strategies outlined in the Strafford CEDS Action Plan in Table 41 are ongoing as a strategic planning process. They will be used as the basis of the Annual Report to EDA. Of necessity they will change over time. The table clearly indicates the type of action (planning, research, outreach, and technical assistance), responsible parties, timeframe, and guidelines.

The CEDS process in the Strafford region has been an opportunity to have a broad, in-depth conversation about economic development. The connections and relationship building developed through CEDS process will be sustained through the auspices of an EDA approved CEDS document and its implementation through the action plan.

Table 43. Strafford 2011-2016 CEDS Action Plan

Action	Year One Implementation	Complete	In Progress	Not Started	Recommendations	Guidelines	
Economic Development Planning	Apply for EDA Annual Planning Grant.		✓		Pending approval from EDA ; Resubmit if not awarded	EDA Priorities and Guidance	
	Design annual review planning process.		✓				
	Obtain EDD status		✓		Multi- year process, place priority in Year 2		
	Design and carry out Strafford CEDS evaluation tasks.			✓	Use lessons learned from 2011-2016 Five Year document		
Research	Complete CEDS Annual Report			✓	Evaluate and process with Strategy Committee	EDA Performance Measures Guidance & Strafford CEDS Performance Measures	
	Update 2011-2016 Five year plan with 2010 Census Data			✓	Update when 2010 Census data released		
	Update Project Profiles annually			✓	Work with sponsor's) to keep projects current		
	Continue Cluster Analysis Research		✓		Ongoing		
	Establish and measure benchmarks				✓		Ongoing
Outreach	CEDS Implementation Kick off meeting			✓	Continue the momentum of the Strategy Committee; invite new members	Strafford CEDS Vision, Mission, Principles, Goals and Objectives	
	Continue regional collaboration involvement in CEDS		✓		Engage communities, businesses, nonprofits		
	Present information at local economic development committees		✓		Engage communities, businesses, nonprofits		
	Present information to Chambers, Rotary, business associations, and other champions in Economic Development				✓		Establish a more formal partnership
	CEDS Progress reports			✓			Expand audience

Action	Year 1 Implementation	Complete	In Progress	Not Started	Recommendations	Guidelines
Technical Assistance	Carryout annual project solicitation process			✓		Strafford CEDS Vision, Mission, Principles
	Apply for EDA funding for projects of highest priority included within CEDS			✓	Assistance in apply for EDA funding	
	Assist with grants and loans from other funding sources			✓	Assistance in apply for EDA funding	
	Assist in project or services development			✓	Expand audience	Strafford CEDS Vision, Mission, Principles
	Update Strafford.org website with CEDS information on separate pages		✓		Make information readily available	
	Direct Technical Assistance provided to municipalities, nonprofits, and businesses			✓	Provide towns with Technical Assistance in regards to Economic Development	



Volume 2

Appendix

Strafford Regional 2011-2016 Comprehensive Economic
Development Strategy

Strafford Regional Comprehensive Economic Development Strategy (CEDS)
Appendix To The 2011-2016 Five Year Plan

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Agendas and Minutes

CEDS Strategy Committee
January 13, 2011 at 8:00 am
The Rochester Community Center
150 Wakefield Street, Rochester, NH
Conference Room 1A
Kickoff Meeting Agenda

Ultimate Goal: *Economic Development and Business Professionals acting regionally to focus on our resources, attract outside investment, and set the stage for sustainable growth*

1. Call to order

- Welcome - Cynthia Copeland, Michelle Auen
- Introduction - Strategy Committee Community Members
- SRPC Staffing - Marilyn Barton

2. Comprehensive Economic Development Strategy (CEDS) Overview

- CEDS Process - Strategy Committee and SRPC roles
- Legal Requirements for CEDS (handout)
- Questions and Comments

3. Planning Foundation

- Focus Interviews Completed
- Research - Data Collection and Formatting

4. Process and Products for Strategy Committee

- Timeframe through June 2011
- First Tasks – Vision Mosaic, Environmental Scan, Clusters & Workers, Distressed Areas
- Second Tasks – Projects, Programs and Activities defined, Plan of Action, Integration in NH, and Measuring Success
- How the works get done
- Work on Vision, Goals, 5 year road map

5. Questions and Answers

6. Adjournment

Next meeting is on February 3, 2011 at 8:00am

Comprehensive Economic Development Strategy Meeting
January 13, 2011 at 8:00 am
The Rochester Community Center
150 Wakefield Street, Rochester, NH
Kickoff Meeting Minutes

Members: Charlie French, Charter Weeks, Christine Davis, Craig Wheeler, Dan Barufaldi, Denis Roy Palmer, Doreen Rainville, Glenn Coppelman, John Hall, Karen Pollard, Katie Muth, Lin Tamulonis, Mark Wentworth, Mike Burns, Paul Eaton, Rad Nichols, Steve Cates, Todd Selig, Ute Luxem and Warren Daniels

SRPC Staff: Cynthia Copeland (Executive Director), Michelle Auen (Regional Planner) and Marilyn Barton (Administrative Assistant)

1. Call to order

The meeting was called to order at 8:15 a.m. and C. Copeland and M. Auen welcomed everyone to the kickoff meeting and introductions were given around the room.

2. Comprehensive Economic Development Strategy (CEDS) Overview

M. Auen gave an informative overview of the CEDS process with a PowerPoint document. The discussion included how funding was received to create a CEDS document, what it is and the role of the strategy committee and Strafford Regional Planning Commission (SRPC). A handout was given out regarding guidelines for the CEDS process. M. Auen reviewed the process and the legal requirements for CEDS and opened the discussion for questions and comments.

A discussion ensued that a CEDS document is very important for funding and a rewrite is required every five years as well as an annual update. D. McCann noted that CDFA operates statewide and keeps track of various demographic and statistics which would be helpful. He also noted the CDBG has been an immense help as a source of financial assistance for projects.

C. Copeland stated goals and priorities need to be established in order to move forward and get funding as well as showing a track record of what was done. C. Copeland noted when a CEDS plan comes together for the region for economic development; it is very similar to a town's CIP and could be connected to transportation for projects.

C. Copeland noted the role of SRPC is to gather information, assist in facilitating the process, ensure public involvement and write the document.

A discussion ensued as to establish a consensus on what the goals, project priorities would be. C. Copeland stated the group should speak up as to how they want to do things.

3. Planning Foundation

M. Auen reviewed the next steps needed, which included a development of an environmental scan; identify regional expectations and strategic projects, a plan of action and performance measures. M. Auen noted that SRPC has been conducting focus interviews within the region, research and data collection, writing the background document, gathering the work group and garnering support for the document. M. Auen stated CEDS would include four main elements that included the following: Vision, analysis, action plan and evaluation and went over the goals

and objectives of the strategy committee. The committee then broke into groups to work together on the goals and objectives.

4. Process and Products for Strategy Committee

The timeline of the process was reviewed with everyone with meetings going through March 24, 2011, a public meeting on April 7, 2011 and a final meeting on April 26, 2011. M. Auen noted the grant closes on June 30, 2011.

M. Auen then reviewed what the next steps in the process would be: First tasks include working on a vision mosaic, an environmental scan, clusters analysis and distressed areas. It was decided members would work on a SWOT analysis and what their vision of Strafford county and goals before the next meeting.

M. Auen noted the next meeting would be on Thursday, February 3, 2011 at 8 a.m. at the Rochester Community Center in Conference Room 1A.

5. Questions and Answers

There was discussion on the eastern boundary of Maine and how we our region does relate to what they do. There was also discussion on any statistical data on where people work, shop, etc. It was noted DRED had hosted a bus tour of the area and a lot was learned from traveling all through the area as one can get a sense of the real estate, infrastructure and industrial parks and perhaps that could be done again.

6. Adjournment

The meeting ended at 9:45 a.m. and M. Auen stated she would follow up on those people that did not show up and would send out a list of those people participating on the strategy committee.

Minutes submitted by,
Marilyn Barton, PHR

CEDS Strategy Committee
February 17, 2011 at 8 am
The Rochester Community Center
150 Wakefield Street, Rochester, NH
Conference Rm. 1A
Meeting 2 Agenda

- 1. Welcome/ Call to Order** (Michelle: 5 min)
- 2. Data & Trends Overview** (Michelle: 15 min)
- 3. Vision Summary** (Michelle: 15-20 min)
 - Summary of comments re: Strafford County with regard to commercial, industrial, and other economic activity
 - Summary of comments re: ideal vision for Strafford County 10-20 years from now with regard to economic development
 - Additional input on ideal vision (Charlie to facilitate)
- 4. Environmental Scan** (Charlie: 40 min)
 - What demographic, economic, and other trends, factors or forces (both positive and negative) do you perceive could impact the future economic growth of and vitality of Strafford County?
 - Considering these themes, as well as the vision elements we discussed, what strategies could strengthen the local/regional economy over the next 5-10 years? (e.g. projects and activities).
 - Of these strategies, which would have the highest impact and feasibility
- 5. Define High-Impact/Feasibility Strategies:** (25 min)
 - Overall goal/objective
 - Overview of the project/activity
 - Stakeholders who need to be at the table
- 6. Public Comment, Next Meeting** (10 min)
- 7. Adjourn**

Comprehensive Economic Development Strategy Meeting
February 17, 2011 at 8 am
Rochester Community Center
150 Wakefield Street, Rochester, NH
Meeting 2 Minutes

Members: Charlie French, Charter Weeks, Christine Davis, Craig Wheeler, Denise Roy Palmer, Doreen Rainville, Glenn Coppelman, John Hall, Karen Pollard, Katie Muth, Lin Tamulonis, Mark Wentworth, Mike Burns, Paul Eaton, Rad Nichols, Steve Cates, Todd Selig, Ute Luxem, Warren Daniels, Todd Selig, Mica Stark, Rick Foster, Jennifer Flannery, Robert Jaffin, Dennis McCann and Marcie Perry

SRPC Staff: Cynthia Copeland (Executive Director), Michelle Auen (Regional Planner) and Marilyn Barton (Administrative Assistant)

1. Call to order

The meeting was called to order at 8:15 a.m. M. Auen welcomed everyone to the meeting and introductions were given around the room. M. Auen introduced Charlie French. C. French noted he would be facilitating the meeting.

2. Data and Trends Overview

M. Auen gave an overview of data of the region (Strafford, Rockingham and York counties) she had compiled, which included maps and statistics in the area for per capita income, poverty levels and educational attainment. M. Auen noted there was disparity between regions. M. Stark suggested getting data on small businesses and how many were started in the last few years.

3. Vision Summary

M. Auen reviewed statements received since the last meeting and stated key points should be pared down to streamline the vision statement. C. French asked those in attendance what they felt should be vital parts of the vision statement? A discussion ensued on various key points that should be included in the vision statement (see attached for additional information). M. Auen noted Lin Tamulonis volunteered to write the vision statement by the next meeting.

4. Environmental Scan

C. French asked about impacts and opportunities that would impact the region ten to twenty years from now?

It was discussed about the possible use of water as an alternate energy source. M. Stark noted NH was listed thirty-first in the country as having older people in the state and could put an additional burden to service agencies. There was also discussion about how technology impacts would impact the workforce and how medical care and services are delivered.

M. Stark stated the long-term vision starts with the quality of education and is a key component to economic vitality. R. Jaffin noted it should also include critical infrastructure such as broadband and finance.

It was also noted there should be more collaboration between communities in Strafford County.

It was discussed we should be utilizing natural resources such as land and water for economic vitality.

5. Define High-Impact/Feasibility Strategies

A discussion ensued regarding the opportunities and strategies within the region. K. Pollard noted cultural resources are a major opportunity such as the Rochester Opera House and the Dover Children’s Museum. There was discussion regarding public transportation in the region and that it could be improved. There was also discussion about the capacity of the disposal of waste. S. Cate from Waste Management stated they are in a good position for capacity of disposal and that it would not be a concern. It was noted it is important to foster diverse education opportunities and training in business. T. Selig stated the future growth of technology at UNH should not be overlooked. W. Daniel stated support network for small businesses should be developed. Another idea was market low-cost ease of regulation to increase workforce in area. There was discussion about Big Step forward (a new school idea for Rochester) and it being a real focal point of education; K. Pollard stated it is based on an existing program and the purpose is to heighten student engagement. Other strategies included expanded intern opportunities; communities working together for economic development; capital is necessary for support of development of businesses and focusing on recycling properties;

C. French did an overview and gave key threads discussed: diverse training opportunities, innovation, and energy, collaborative networks in region and collaboration and diversity

6. Public Comment, Next Meeting

M. Auen noted the next meetings would be on Thursday, March 10 and March 24, 2011.

7. Adjournment

C. French ended the meeting at 10 a.m.

Minutes submitted by,
Marilyn Barton, PHR

CEDS Strategy Committee
March 10, 2011 at 8 am
The Rochester Community Center
150 Wakefield Street, Rochester, NH
Conference Room 1A
Meeting 3 Agenda

- 1. Welcome/ Call to Order**
- 2. Announcements (Michelle 10 minutes)**
- 3. Rochester Economic Presentation (Karen Pollard 10 minutes)**
- 4. Reveal Vision Statement (20 minutes)**
 - Suggestions/comments
- 5. Work on Goals for Strafford CEDS region (50 minutes)**
 - Share goals that SRPC has compiled (handout)
 - Brain Storm goals with group
- 6. CEDS Status Report (5 minutes)**
 - Next Meeting:
 - Finalize Vision Statement
 - Review Goals for the region
 - Project listings
- 7. Adjourn**

Next meeting: March 24 at 12 pm. Important meeting project listings!

Comprehensive Economic Development Strategy Meeting
March 10, 2011 at 8 am
Rochester Community Center
150 Wakefield Street, Rochester, NH
Meeting 3 Minutes

Members: Charlie French, Christine Davis, Craig Wheeler, Denise Roy Palmer, Doreen Rainville, Glenn Coppelman, John Hall, Karen Pollard, Katie Muth, Lin Tamulonis, Mark Wentworth, Mike Burns, Paul Eaton, Rad Nichols, Steve Cates, Todd Selig, Ute Luxem, Warren Daniels, Todd Selig, Mica Stark, Rick Foster, Jennifer Flannery, Robert Jaffin, Dennis McCann, Marcie Perry, Peter Wensberg, Deborah Shipman and Marion Noronha

SRPC Staff: Cynthia Copeland (Executive Director), Michelle Auen (Regional Planner) and Marilyn Barton (Administrative Assistant)

1. Call to order/Introductions

The meeting was called to order at 8:00 a.m. M. Auen welcomed everyone to the meeting and introductions were given around the room. M. Auen welcomed two new members- Deborah Shipman and Peter Wensberg

2. Announcements

M. Auen noted the next meeting on March 24, 2011 would be a luncheon meeting at noon to engage the private sector and the next meeting would be on April 14, 2011 to make up for the meeting lost to inclement weather. M. Auen stated SRPC is going to update its web page with a section for CEDS and asked the group if they had any ideas or suggestions as to what they would like to see on there. M. Auen also noted a logo was going to be created and were looking for ideas for that as well.

M. Auen stated Karen Pollard recently received an honor as she was named one of 2011 Outstanding Women of Business of the Year. M. Auen noted the City of Dover recently approved their Master Plan, which includes a chapter on economic development.

M. Auen noted UNH is offering an Innovation Catalyst Seminar Series, “Working Well with Others-How Not to Lose Your Own Shirt” and noted that would be taking place on March 31, 2011 at 4 pm at Idea Greenhouse in downtown Durham. M. Auen noted special guests from Throwback Brewery, Annette and Nicole, would share their startup story.

L. Tamulonis stated Great Bay Community College has applied for a grant to build infrastructure and are looking to build an academic center in the Strafford County area and would be doing a survey in relation to manufacturing to ensure education is on target with businesses needs and expectations of a skilled workforce. D. Barufaldi stated Spaulding Composites is interested in discussions with the college regarding this.

3. Rochester Economic Presentation

K. Pollard gave an informative PowerPoint presentation regarding strategies employed by Rochester to attract businesses and customers. K. Pollard spoke about Rochester’s retail

strategy, the opportunities, analyses and implementation of strategies used to answer consumer demand, attract visitors and business customers. The presentation was then opened to questions from the group.

4. Reveal Vision Statement

C. Copeland noted she and M. Auen had worked on the mission and vision statements and then sent examples to L. Tamulonis. C. Copeland stated the process she and Michelle used included underlining key words received from the goals and environmental scan and noted the goal is to have a mission statement of twenty-five words or less.

D. McCann said it should be said the reason for the vision is because once the plan is completed, it makes the area eligible for economic development program funding for the first time and it also makes various parties aware of one another and more progress in area. D. McCann noted those eligible for this funding include county municipalities, non-profits and private businesses. G. Coppelmann stated this could potentially mean millions of dollars, which would be in grant form.

A discussion ensued as to what to include in the vision statement. R. Jaffin suggested the following: “Raise the mean/median and average income per capita for the City while maintaining critical quality of life enablers”. W. Daniel stated the phrase; “Engage in collaborative networks” should be retained.

C. Davis stated the collaborative piece should be included in order to get funding. K. Pollard stated there is a need to raise income to be in par with other areas, which would make the area attractive to funders.

L. Tamulonis stated the cost of living should be looked at. D. McCann stated NH experienced a slight increase of unemployment claims while the rest of the country dropped a percentage point. D. McCann noted this was due to seasonal layoffs due to retail jobs and it shows where the jobs are in this state. G. Coppelmann stated this might be more an issue of an available workforce and skills. M. Noronha noted the need for better income and the need of an educated workforce. P. Wensburg stated as a business owner he’d rather pay more and operate lean and get a better quality employee. P. Wensburg stated this creates a better quality employee and they feel better about the job they are doing. P. Wensburg stressed the need to bring manufacturing back to the area. M. Stark noted in NH and this region the future is not looking good in regards to workforce development. D. Barufaldi noted the owner of the business, Janco, stated years ago, companies trained people and now the burden for education is on the employee.

After much discussion it was decided the final draft vision statement would read as follows: “Engage in collaborative networks and partnerships to increase available income and advance employment opportunities while preserving quality of place.” M. Auen noted this would be sent out later today to committee members.

5. Work on Goals for Strafford CEDS Region

The Committee reviewed the draft goals handed out at the meeting. W. Daniel stated he did not see job creation, jobs with living wage or advanced manufacturing listed and they should be included.

M. Stark stated he thought the education piece should be under the economic piece. K. Pollard suggested the education piece should be under its own category.

M. Noronha stated one of the attributes of the local workforce is that it's an honest one. M. Stark stated that should be further strengthened in our region. M. Noronha stated that starts in the schools and a company should be able to operate without passwords or locks and one must be willing to lose in order to trust and trusting people is so important.

R. Jaffin stated it is important for promoting personal responsibility. R. Jaffin noted essentially the schools and police departments have replaced families in this task. S. Cate noted New Englanders are known for being hard-working and that is because that is the way people from here were raised. C. Davis noted there is still a lot of good in the area and it needs to be nurtured.

It was suggested that there was too much prioritization and perhaps the top three items should be listed under each category. D. McCann suggested since there are nine industry sectors and government represented within the group, perhaps each sector could think of the top three things to be included under each category before the next meeting and have them be distinct sentences.

G. Coppelman made the point that people should not have the impression that this document is being created just to get funding. G. Coppelman noted the goal is to provide a strategic planning tool get some funding and to bring the region together to create a set of goals and purpose.

6. CEDS Status Report

M. Auen reminded everyone the next meeting would be on March 24, 2011 at noon and at that meeting the group would be finalizing the vision statement, reviewing goals for the region and project listings. It was decided before the next meeting everyone would work on goals and think about economic projects for our region.

7. Adjournment

The meeting ended at 10 AM.

Minutes submitted by,
Marilyn Barton, PHR

CEDS Strategy Committee
March 24, 2011 at 8 am
The Rochester Community Center
150 Wakefield Street, Rochester, NH
Conference Room 1A
Meeting 4 Agenda

- 1. Welcome**
- 2. News and events**
 - Recap meeting with Sean Thomas
 - Idea Greenhouse
 - Dover's Economic Newsletter
 - Map Industrial Commercial sites for CES along with TIF and ERZ
- 3. Goals and Objectives (Handout)**
 - Workgroups come up with three goals for each category
 - Share results with the entire group
- 4. Project Discussion**
 - Projects that are important to consider
 - Collecting information
 - Ranking Projects
- 5. Closing Remark/Adjournment**
- 6. Next meeting on April 14th at 8 am**

Comprehensive Economic Development Strategy Meeting
March 24, 2011 at 8 am
Rochester Community Center
150 Wakefield Street, Rochester, NH
Meeting 4 Minutes

Members: Dan Barufaldi, John Hall, Jeremy LaRose, Craig Wheeler, Denise Roy Palmer, Karen Pollard, Christine Davis, Deb Shipman, Ute Luxem and Robert Jaffin

SRPC Staff: Cynthia Copeland and Marilyn Barton

1. Welcome

C. Copeland welcomed everyone to the meeting at 12 pm. C. Copeland noted M. Auen would not be at the meeting due to a family commitment.

2. News and events

C. Copeland noted she and M. Auen had met with Sean Thomas, from Congressman Guinta's office, to discuss potential CEDS projects for the Strafford region. C. Copeland stated the congressman and officials from the EDA office from Philadelphia would be coming to NH in late April to tour the state, which will include Manchester, Londonderry, Laconia, North Conway and the Strafford region. C. Copeland highlighted the various projects for the region the congressman was interested in: Dover-downtown parking garage, Rochester-incubator space in downtown, Rochester Fairgrounds, Gonic Mill, rail expansion, Somersworth-Conway Branch Railroad, Durham-Industrial Development Center, University Economic Development Center and Idea Greenhouse, Farmington-Qualifying area of distress, rural development, North Berwick-Pratt & Whitney and Portsmouth Naval Shipyard -\$100 million investment announced. C. Copeland noted these projects will be brought to Alan Brigham and he will decide on which projects should go forward. C. Copeland noted the congressman would be speaking at Spaulding High School on Thursday, April 28, 2011.

C. Copeland noted there would be a seminar at Idea Greenhouse in Durham on March 31, 2011 entitled, "Working Well with Others-How Not to Lose Your Own Shirt". In conjunction with this, C. Copeland noted a letter from Marc Sedam of the Office of Research Partnerships and Commercialization, and New Hampshire Innovation Research Center. C. Copeland state the state is looking to cut funding the NHIRC which would result in lost opportunities for students, creation of high-tech jobs and overall competitiveness of NH within New England and is asking for letters to representatives to let them know how important the NHIRC is to NH.

C. Copeland noted the Census is required by April 1, 2011 to have all figures for town and city population available and noted Dover is now the fastest growing City in the state. C. Copeland brought attention to a map that shows the percent in population change from 2000 to 2010 and noted the major changes were to the northern sector of the region as they are the most affordable.

3. Goals and Objectives (Handout)

The members were then broken up into working groups: Resources & Environment-Quality of Place, Workforce Development, Economic Development and Infrastructure. C. Copeland went over the handout, which gave examples of what to work on: goals, objectives and benchmarks.

The groups worked together for thirty minutes and then share with the group one to three goals with objectives they had come up with.

The **Infrastructure group** came up with a goal that read: “Expand access to the critical infrastructure to include transportation, utilities, and banking/finance”. The objectives were the following: 1. Ensure 90% of households have access to high-speed Internet. 2. Increase countywide access to public transportation by fifteen percent. 3. Improve service on major fixed-routes to fifteen-minute headways. The benchmark was: “Determine current levels of access to critical infrastructure”.

The **Economic Development Strategy group** came up with a goal that read: “Support the attraction, retention and expansion of employment providers in all sectors (for profit, nonprofit, health, education, public)”. The objectives were the following: 1. Facilitate the development of a regional approach. 2. Provide access to capital. The benchmark was: “Annual increase in number of jobs created and retained and annual increase in median household income”.

The **Workforce Development group** came up with a goal that read: “Support development of training initiatives relevant to businesses in the region”. The objectives were the following: 1. Coordinate training programs in strategic industry clusters (composites, medical device, aero & defense, healthcare, education, etc.) 2. Utilize and expand available funding for training programs, matching grants, incentives, training centers and facilities located in the region 3. Development of career pathways (strategic industries). The benchmark was: “Lower unemployment, higher average income and lower employee turnover.

The **Quality of Place group** came up with a goal that read: “Improve the health and welfare of residents and works in the areas of: wealth generation, healthcare, education, recreation and environment”. The objectives were the following: (Wealth Generation): Quality and number of jobs and monetary investment. (Healthcare): increase healthcare access, (Education): Bring in N. CEDS region to NH median HS graduation levels (Recreation): Foster non-motorized community trail systems, (Environment): Foster appropriate zoning and land conservancy”. The benchmark was: “WG-Median income, HC-number of health insured, ED-HS graduation, SAT scores, REC-Community trail miles and Env: sufficient waste water treatment capacity.

The **Resources and Environment group (part of Quality of Place group)** came up with a goal that read: “Maximizing economic resources while minimizing environmental impact”.

4. Project Discussion

C. Copeland reviewed a CEDS project form from Southern Maine and asked members their thoughts on this form. A question was asked about a budget and would the projects be scored and how it would be ranked? There was also discussion about the Business Finance Authority’s new model. C. Copeland stated if anyone had time to continue to work on what was started at this meeting before the next meeting, which would be appreciated. A comment was made that additional time to work on this at the meeting would have been better and could be easily expanded to accomplish that.

5. Closing Remark/Adjournment

C. Copeland thanked everyone for participating and thought everyone did a great job.

6. Next meeting

C. Copeland noted the next meeting would be on Thursday, April 14, 2011 at 8 a.m.

Minutes submitted by,
Marilyn Barton, PHR

CEDS Strategy Committee
April 14, 2011 at 8 am
The Rochester Community Center
150 Wakefield Street, Rochester, NH
Conference Room 1A
Meeting 5 Agenda

- 1. Welcome**
- 2. News and events (10 minutes)**
 - Recap of last meeting
 - State of the State Breakfast April 26th at 7 am
 - Dover's Economic Newsletter
 - Map Industrial Commercial sites for CEDS along with TIF and ERZ
- 3. Dover presentation Land Sea and Space Museum (30 minutes)**
- 4. Vision, Mission, Principles (Bellagio and Regional Collaboration) (10 minutes)**
- 5. Discussion: Goals and Objectives (Handout) (30minutes)**
- 6. Project Listing Solicitation (Handout) (10 minutes)**
- 7. Closing Remark/ Adjournment**

Next meeting on April 28th at 8 am

Comprehensive Economic Development Strategy Meeting
April 14, 2011
Rochester Community Center
150 Wakefield Street, Rochester, NH
Meeting 5 Minutes

Members: Dan Barufaldi, John Hall, Ute Luxem, Lin Tamulonis, Paul Eaton, Warren Daniel, Craig Wheeler, Rick Foster, Dennis McCann and Jennifer Flannery

SRPC Staff: Cynthia Copeland, Michelle Auen and Marilyn Barton

1. Welcome/Introductions

C. Copeland welcomed everyone to the meeting at 8 a.m. and asked for introductions around the room.

2. News and events

C. Copeland gave an overview of the previous meeting on March 24, 2011 and noted Robert Jaffin, John Hall, Linn Tamulonis and Glenn Coppelman came in between meetings and assisted with working on actions, etc.

M. Auen noted she and M. Barton would be attending the State of the State Business forum at the Governor's Inn on April 26, 2011 at 7:30 a.m.

C. Copeland noted at the last meeting, the Dover Newsletter had been on the agenda and due to time constraints was not brought up and asked D. Barufaldi to give an overview of the newsletter.

M. Auen stated Strafford Regional Planning Commission (SRPC) would be mapping all industrial and commercial sites for CEDS to include in the CEDS document and would be getting information for TIF districts and ERZ. D. Barufaldi stated contacting someone at DRED for ERZ information. L. Tamulonis stated that information combined with a map would be nice to have included.

3. Dover Presentation-Land Sea and Space Museum

D. Barufaldi stated initially a group formed eight years ago regarding creation of an aquarium. D. Barufaldi gave an overview of the history of the Land Sea and Space museum and its origins of the river and oceans and over the years found it was better to include land and space issues. D. Barufaldi stated there is a piece of land on the curve of the Cocheco River with no new waterfront development and noted with a donation of land from the City of Dover, the group wants to put a multi-story museum, aquarium and terrarium and partner with UNH to put labs in to take samples. D. Barufaldi stated it is a fifteen to twenty million-dollar project and would bring in lots of jobs to the area. D. Barufaldi noted there are some environmental issues, such as the DPW garage and noted the next step is to get a commitment from the City, which would take six months and then actually begin development.

D. Barufaldi noted this could make Dover an overnight destination as it would take a couple of days to go through it all and there are two potential sponsors-Disney and Coca Cola and Dover is very excited by the prospects. D. Barufaldi stated it would be a terrific use of buses and the Downeaster and the group was looking to have a conference center within the museum.

D. Barufaldi gave an overview of the Dover Economic Development Program. He noted the unemployment rate for Dover is currently 4.4% down from 6.1% in 2009 and 12,000 workers are exported daily to work elsewhere. D. Barufaldi noted the area is weak in business retention and the program tries to help struggling businesses by looking at various aspects. He also discussed goals the City is working on the Tuttle Farm Preservation as well increasing the number of trains a day that come into Dover. There was also discussion regarding the metered parking system in Dover and that parking is an important aspect for the mills vitality and in order to have a parking garage, their needs to be revenue. He also stated they are looking at other ideas such as pre-Easter and pre-Christmas or major storms to have no fees to encourage shopping in the downtown area.

There was a suggestion in the future that the order of the agenda be changed so that presentations were at the end of the meeting in order for CEDS work to be completed first.

4. Vision, Mission, Principles (Bellagio and Regional Collaboration)

M. Auen read over the vision and mission statements and was looking for consensus from the group on whether to go with it as presented. M. Auen noted work from L. Tamulonis and other comments received were incorporated into these statements.

It was decided on the first sentence of the mission statement to change “Region” to “Regional”. There was discussion on the use of the word “collaborators” rather than using committee. C. Copeland stated that would require certain legal notices and bylaws and it would be easier to remain as collaborators. D. McCann stated this group is really a clearinghouse for concepts and goals and not a policy making body and shows the EDA that items in the document have been discussed and worked out. It was also discussed regarding the last sentence of the mission stated to include the words, diverse and affordable in front of housing options. The consensus of the group was to go along with the statements with changes as discussed.

5. Discussion: Goals and Objectives

M. Auen noted Robert Jaffin and John Hall assisted with the goals and objectives and read over the documents and asked the group for any thoughts or comments they had.

D. Barufaldi stated under the goal for Economic Development, Attract investment wealth and capital should be added. Under goals for Economic Development under action two, assembling a regional portfolio of the available industrial properties and keeping current would be done on the SRPC website. There was a question under benchmarks for economic development regarding the WARN database system-D. Barufaldi stated it only kicks in at a certain threshold and M. Auen stated she would look into that.

C. Wheeler noted under regional collaboration that the northern sector of the region is very much part of this region. Under that same goal action number seven, representing Strafford CEDS interests at federal, state and regional levels seems dangerous, as it is too diverse and would not

be effective. It was also discussed that the benchmark of seventy-five percent of interested parties attend at least two-thirds of scheduled activities in a given period may be too high of an expectation and C. Copeland stated that would be looked at again.

Under the goal of Quality of Place, it was noted it was an important issue for the region. Under benchmarks for that goal regarding the measuring of miles of community trails within region, it was suggested they be mapped as well. D. Barufaldi suggested the benchmark regarding water treatment facilities should include a quality component.

Under the goal of Infrastructure there was discussion infrastructure and what it means traditionally or broadening the meeting. C. Copeland thanked everyone for participating and thought everyone did a great job.

6. Project Solicitation

M. Auen went over the CEDS Project Profile and once information is filled out from communities then it will be entered into a matrix. It was noted it does not have to be an EDA project; it just has bring in investment. M. Auen noted the document would be released in May for public review, have discussion and release the document again with changes, so there would be two public review sessions.

C. Copeland stated the Regional Administrator from the EDA in Philadelphia along with Congressman Frank Guinta will be here on April 27, 2011 for a visit to Rochester and SRPC would send out details.

7. Closing Remark/Adjournment

M. Auen noted the next meeting would be on Thursday, April 28, 2011 at 8 a.m. and thanked everyone for their time and efforts.

Minutes submitted by,
Marilyn Barton, PHR

CEDS Strategy Committee
April 28, 2011 at 8 am
The Rochester Community Center
150 Wakefield Street, Rochester, NH
Conference Room 1A
Meeting 6 Agenda

- 1. Welcome**
- 2. News and events (10 minutes)**
 - Recap of last meeting
 - Minutes (Hand out)
 - EDA visit on April 27, 2011
 - Innovation Catalyst Series
- 3. Progress in CEDS planning**
 - Vision, Mission, and Principles complete
 - Goals
 - Workforce Development
 - Resources and Environment
- 4. Project Listing Solicitation (Handout) (10 minutes)**
 - Examples of EDA Investments
 - EDA lessons
 - Example of a project matrix
- 5. Next steps**
 - Apply for EDA planning grant May 10, 2011 for Annual update
 - Have a draft document ready for public review
- 6. Closing Remark/ Adjournment**

Next meeting on Tuesday May 24 at 8 am - Set project priorities
Public review May 26 to June 27, 2011
Public Hearing: June 7, 2011 at 10 am

Comprehensive Economic Development Strategy Meeting
April 28, 2011 at 8 am
Rochester Community Center
150 Wakefield Street, Rochester, NH
Meeting 6 Minutes

Members: Dan Barufaldi, Deb Shipman, John Hall, Lin Tamulonis, Robert Jaffin, Steve Cates, Karen Pollard, Jennifer Flannery, Christine Davis, Dennis McCann and Rick Foster

SRPC Staff: Cynthia Copeland, Michelle Auen and Marilyn Barton

1. Welcome/Introductions

M. Auen welcomed everyone to the meeting at 8 a.m.

2. News and events

M. Auen gave an overview of the last meeting on April 14, 2011. M. Auen stated Strafford Regional Planning Commission (SRPC) had a meeting with Economic Development representatives and staff from Congressman Guinta's office on April 27, 2011 and noted Durham and Rochester did presentations on potential EDA projects and thought both presentations were great. M. Auen stated they also received great feedback on the projects. K. Pollard stated she thought it went very well and thought it was very enlightening.

It was noted that June 5, 2011 is when the EDA grant applications are due and M. Auen stated she would contact Alan Brigham of the region EDA office to see if our group can qualify.

3. Progress in CEDS Planning

M. Auen noted the vision and mission statements have been completed and added to the document with changes as discussed at the meetings. M. Auen stated she met with Charlie French and he went over the statements and gave some tips on formatting, etc. and the next step would be to work on the goals for Workforce Development and Resources and Environment. D. Barufaldi stated he was surprised to see so much emphasis on agriculture under Resources and Environment. D. Barufaldi stated it was also necessary to look at the natural and built environment to maintain quality. R. Jaffin stated that the built environment should be at the very top, and not to add too many objectives as it was his understanding that short-term objectives needed to be captured.

There was also discussion regarding the goal and that it should have the following added: "Support development of training and education relevant to business in the region." There was discussion regarding adding the term "incubator" to objective two. Under the second goal of Workforce Development it was discussed the goal should be Workforce Development/Education and Training. D. McCann asked under objective two, was there any feedback from UNH regarding business training and if not, there should be.

Under Resources and Environment, number two under actions should be changed to read: Identify need for and catalogue availability and develop food processing and storage facilities. There was discussion regarding farmers markets in the area and in particular the northern sector

of the region, it is challenging to find those. There was also discussion regarding having frozen capabilities at the farmers markets and M. Auen noted Charlie French was working on that.

K. Pollard noted Rochester is participating in the Arts and Economic Prosperity study and stated she was looking for an unpaid intern to work on this.

4. Project Listing Solicitation

M. Auen went over the CEDS project profile that was mailed out a couple of weeks ago. There was discussion regarding the Hope VI Redevelopment Plan and M. Auen stated she would check into that. It was noted the project solicitation project file would be sent out to members via email so it could be filled out electronically and would also be available on the SRPC website.

5. Next Steps

M. Auen noted once projects are received, they will be put in the matrix and prioritized into short-term, intermediate and long-term priority projects and would be utilizing Google docs and send out to everyone. It was noted M. Auen would send out to Dover and Rochester as a test run, to see if that document would work.

6. Closing Remark/Adjournment

M. Auen noted the next CEDS meeting would be on Tuesday, May 24th at 8 a.m. as SRPC is having their annual meeting/dinner and there is a lot of preparation involved with that. M. Barton noted that meeting is on Thursday, May 26, 2011 at The Oaks in Somersworth on 6 p.m. and invitations were mailed out. C. Copeland noted the public review for the document would begin on May 26, 2011 and go through June 27, 2011 and the public hearing would be on Tuesday, June 7 at 10 a.m. The meeting adjourned at 9:30 a.m.

Minutes submitted by,
Marilyn Barton, PHR

CEDS Strategy Committee
May 24, 2011 at 8 am
The Rochester Community Center
150 Wakefield Street, Rochester, NH
Conference Room 1A
Meeting 7 Agenda

1. Welcome

2. News and events (10 minutes)

- Recap of last meeting – April 28th
- Minutes (Hand out)
- Grant application for Annual update
- SRPC Annual Dinner

Thursday, May 26, 2011 at
The Oaks Country Club Somersworth, NH
5:30-6 PM Social
6-7 PM Dinner Cost \$10
7 PM Guest Speaker New England Economies (Presentation)
Speaker Ross Gittell, Ph. D, James Carter Professor of Management

3. Project Matrix Review (60 minutes)

- Update: projects received on May 20th
- Discussion of Project Listing

4. Progress in CEDS planning (15 minutes)

- Update: Use of Logic model for Goals, Objectives, Metrics
- Update: Use of Industry Cluster
- Update: draft Plan

5. Next steps (5 minutes)

- 30 day Public Review for Draft Plan – May 26 - June 27, 2011
- Public Hearing – June 7, 2011, 10am, at The Community Center in Rochester, Conference Room 1a
- Next Strategy Committee meeting – July 7, 2011 Approval of DRAFT CEDS plan for review by EDA
- Submittal of CEDS documents to EDA by July 29, 2011 for Approval by EDA

6. Closing Remark/ Adjournment

Comprehensive Economic Development Strategy Meeting
May 24, 2011 at 8 am
Rochester Community Center
150 Wakefield Street, Rochester, NH
Meeting 7 Minutes

Members: Craig Wheeler, David Sharples, Dan Barufaldi, Robert Jaffin, Joe Shields, Denise Roy-Palmer, Tom Elliott, Jennifer Flannery, Lin Tamulonis and Todd Selig

SRPC Staff: Cynthia Copeland, Michelle Auen and Marilyn Barton

1. Welcome/Introductions

M. Auen welcomed everyone to the meeting at 8 a.m. and introductions were given around the room.

2. News and events

M. Auen gave an overview of the meeting from April 28, 2011 and noted the group went over the project profile, goals and objectives. M. Auen noted minutes from the meeting in April were included. M. Auen stated the grant application for the Annual Update was almost done and basically needs to be sent in. M. Auen reminded everyone about the SRPC Annual meeting/dinner on May 26, 2011 at The Oaks in Somersworth and if anyone was interested in attending to contact M. Barton.

3. Project Matrix Review

M. Auen noted the projects were due on Friday, May 20, 2011 and SRPC received many great projects. M. Auen went over the matrix that gave an overview of information of each of the projects received and stated this was a working document and many changes would still need to be made. M. Auen encouraged those in attendance to make any comments or suggestions regarding the matrix. M. Auen reviewed the projects on the matrix and those in attendance that submitted a project(s) discussed their project(s) to the group. It was noted that EDA grants are matching grants and once the document is submitted, we can apply.

4. Progress in CEDS Planning

M. Auen reviewed the handout of the Logic Model for goals, objectives and metrics and the Industry Clusters for Strafford County and asked everyone to look them over. M. Auen stated the draft document would be finalized on May 25, 2011 so it is ready for the public review on May 26, 2011.

5. Next Steps

M. Auen reminded everyone in attendance that the thirty-day public review for the Draft Plan begins on Thursday, May 26, 2011 and goes through Monday, June 27, 2011. M. Auen stated the public hearing is on Tuesday, June 7, 2011 at 10 a.m. at the Community Center in Rochester in Conference Room 1a. M. Auen noted the next CEDS meeting would be on Thursday, July 7, 2011 for approval of the Draft CEDS Plan for review by the EDA and then submittal of the CEDS documents to the EDA by Wednesday, July 29, 2011 for approval. M. Auen stated after

the plan was submitted, the goal was to take the summer off from meetings and have monthly meetings beginning in the fall.

6. Closing Remark/Adjournment

The meeting ended at 9:40 a.m. and M. Auen thanked everyone for attending.

Minutes submitted by,
Marilyn Barton, PHR

CEDS Strategy Committee
July 7, 2011 at 8 am
The Rochester Community Center
150 Wakefield Street, Rochester, NH
Conference Room 1A
Meeting 8 Agenda

- 1. Welcome/Introductions**
- 2. News and events (10 minutes)**
 - Recap of June 7th Public Hearing – minutes available
 - Summary of Public Comments and Responses – document available
- 3. Progress in CEDS planning (15 minutes)**
 - Update: Final Plan
 - Approval of Final Plan
- 4. Next steps (5 minutes)**
- 5. Submittal of CEDS documents to EDA by July 29, 2011 for Approval by EDA**
- 6. Closing Remark/ Adjournment**

Comprehensive Economic Development Strategy Public Hearing and Meeting
June 7, 2011 at 8 am
Rochester Community Center
150 Wakefield Street, Rochester, NH
Meeting 8 Minutes

Members: Craig Wheeler, Dan Barufaldi, Glenn Coppelmann, Ute Luxem, Deb Shipman, Jennifer Flannery, Tom Elliot, Warren Daniels and Dennis McCann

SRPC Staff: Cynthia Copeland, Michelle Auen and Marilyn Barton

Guest: Paul Goodwin

1. Welcome/Introductions

M. Auen welcomed everyone to the meeting at 10 am and introductions were given around the room.

2. Open Public Hearing

M. Auen opened the public hearing at 10:05 am. M. Auen explained the CEDS began a thirty-day comment period on May 27, 2011 to allow the public to review the document, outline issues with the document and recommend changes to the CEDS before its approval. M. Auen noted the document was made available to the public at the Dover and Rochester Public libraries and is also available on the SRPC website.

M. Auen mentioned she received two comments from the Strategy Committee and those changes were incorporated into the document on June 7, 2011.

2.1 PowerPoint Presentation of the CEDS Process

M. Auen gave an informative PowerPoint presentation on the CEDS process.

2.2. CEDS Update

M. Auen stated the draft document presented at the meeting has updates from comments received and noted she still has to work on the table of contents, appendix and editing.

2.3. Public Comments

M. Auen stated that the document would need to be approved by the Strategy Committee prior to its submission to the EDA and that the Strafford Regional Planning Commissioners would also be approving the document.

T. Elliot stated what concerns him about the SRPC Commissioners approving this document is that not all of the communities belong to the Commission and is worried they may not support the CEDS and would cause an unnecessary delay to the process. T. Elliot stated his official comment that anything that delays the document has to be looked at closely and perhaps the comment period should be shortened and to accelerate the process if possible. C. Copeland noted the CEDS document would be sent to the EDA and the SRPC Commissioners would

review it at one of their meetings, not prior to submission of the document. T. Elliot stated after hearing that, he was fine with the process as discussed.

G. Coppelman stated SRPC has structured this process much quicker than any he has worked with previously.

C. Copeland noted the end of July date is contractual and will get the document out the door as soon as it is completed and as quickly as possible.

M. Auen noted once she receives all comments, the document would be sent to the EDA this week for their comments.

D. McCann asked if the SEDC Board needed to approve the document as well. C. Copeland stated it would be up to the discretion of the SEDC board if they wanted to approve the document.

D. Barufaldi stated he'd like to see what the group would do to contact congressional contacts and report back to the group.

D. McCann noted what SRPC gets paid to do ends soon and it is up the group to get things done.

C. Wheeler stated he supports the schedule projected at this meeting and is pleased to hear it is going the EDA beforehand.

C. Copeland noted SRPC follows similar processes regularly with other grant work and is very comfortable with it.

M. Auen noted the update grant was almost completed for submission to CEDS for almost the same amount of money.

D. McCann stated he was told by the EDA priority funding for projects and project lists are different from the EDA goals and may not be quite as flexible as we think. C. Copeland stated lots of research was done on the timeframe and it's just good grantsmanship.

There was discussion on whether it would be worthwhile to have the EDA come and speak to the group. D. McCann stated it would not be worth it as it takes two weeks to get an appointment and would be best to go along with SRPC and noted no plan has ever been produced so quickly.

C. Copeland noted the region currently has a sitting congressman on the EDA committee and chose this region as the one to visit.

There was discussion on whether a politically strategic approach would backfire? C. Copeland explained it could slow down the process and it also puts another level of documentation that needs to be included to be open and transparent.

D. McCann stated it was never SEDC's intent to drop out of the process and doesn't understand their role in this process and needs to be talked about after the meeting. C. Copeland stated it

really should be discussed with the entire group and stated she thought SRPC has been very collaborative.

G. Coppelmann stated the Rockingham Economic Development Corporation (REDC) took the lead in the CEDS process with Rockingham Planning Commission (RPC) assisting and noted Rockingham is different than the other ones in the state as the Planning Commissions played the lead roles in those other regions.

C. Copeland stated SRPC is using our match to get this done and our goal in a year is get a lot done and focus on being pragmatic and show success right away.

M. Auen noted we hope to be an EDA district within five years to leverage additional funding.

T. Elliot asked if that doesn't happen would that impede our ability to get projects done. C. Copeland noted it would not and there are major changes at the federal level and we want to show we can produce and have a track record.

D. Shipman stated she appreciated the information given to her as to where grant money can be obtained and found it very helpful.

There was a discussion on food deserts and what it was and how it ties in with the CEDS document, as it focuses on access to food and it can be combined with the health and social aspects of the document. D. Barufaldi noted it could also tie in with the security aspect of the document in case of an emergency with access to food. M. Auen noted there was a lot of grant money in regard to this and would send out information via email to the strategy members.

2.3.1 Next Steps

M. Auen went over the next steps, which included the thirty-day public review ending on June 27, 2011, incorporate comments into the draft plan, a CEDS Strategy Committee meeting on July 7, 2011 at 8 am to approve the final draft document and submittal of the CEDS document to the EDA by July 29, 2011 for their approval. M. Auen also noted the project matrix needs updating.

3. Close Public Hearing

After hearing no other comments, M. Auen closed the public hearing at 11:15 am.

4. Closing Remarks/Adjournment

M. Auen reminded everyone the next CEDS meeting would be on Thursday, July 7, 2011 at 8 am. M. Auen thanked everyone for attending the public hearing and for their continued support.

Minutes submitted by,
Marilyn Barton, PHR

CEDS Strategy Committee
July 7, 2011 at 8 am
The Rochester Community Center
150 Wakefield Street, Rochester, NH
Conference Room 1A
Meeting 9 Agenda

- 1. Welcome/Introductions**
- 2. News and events (10 minutes)**
 - Recap of June 7th Public Hearing – minutes available
 - Summary of Public Comments and Responses – document available
- 3. Progress in CEDS planning (15 minutes)**
 - Update: Final Plan
 - Approval of Final Plan
- 4. Next steps (5 minutes)**
- 5. Submittal of CEDS documents to EDA by July 29, 2011 for Approval by EDA**
- 6. Closing Remark/ Adjournment**

Comprehensive Economic Development Strategy Public Hearing and Meeting
July 7, 2011 at 8 am
Rochester Community Center
150 Wakefield Street, Rochester, NH
Meeting 9 Minutes

Members: Robert Jaffin, Dan Barufaldi, Laurel Cox, Craig Wheeler, John Hall, Ute Luxem, Karen Pollard, Rad Nichols, Lin Tamulonis, Warren Daniel and Dennis McCann

SRPC Staff: Cynthia Copeland, Michelle Auen and Marilyn Barton

1. Welcome/Introductions

M. Auen welcomed everyone to the meeting at 8 am and introductions were given around the room. M. Auen introduced Laurel Cox from Lee and noted she would be attending meetings going forward.

2. News and events

M. Auen noted SRPC wrote their first letter of support for a proposed EDA project for UNH for the Catalyst Economic Development Center and it encompasses four counties: Rockingham, Strafford, Merrimack and Hillsborough. M. Auen stated two weeks ago she attended a Brownfields forum in Lowell, Massachusetts and SRPC is submitting a grant to identify brownfields in our region.

C. Copeland stated another grant opportunity was available through FHWA and FTA with the Tiger III program. C. Copeland noted one of the priorities in CEDS was freight and rail and there is potential for a successful application and success going forward. C. Copeland stated SRPC's Transportation Planner, Marc Ambrosi is working on this and noted national emphasis is currently on freight and rail. C. Copeland also noted we have Congressional support from Frank Guinta's office and the preliminary application is due on October 3, 2011 and the final submission is due at the end of October. There was discussion on combining freight and passenger service and C. Copeland noted SRPC would like to put together a small task group to work on this during the summer.

C. Copeland noted SRPC began its new fiscal year as of July 1, 2011 and was given an additional \$150,000 to do work and that meant the potential to work on new projects. C. Copeland noted other funding sources recently awarded to SPRC, such as state funding of \$10,000 for TBG, which could be focused on the quality of place aspect of the document.

Lin Tamulonis stated the Community College System is launching the Work Ready Program at Great Bay Community College in Portsmouth, serving the entire region and noted this is part of Governor Lynch's work initiative. L. Tamulonis noted they have a two million appropriation to begin to develop an advanced manufacturing center and education and training program in the Rochester area.

M. Auen noted the CEDS began a thirty day public comment period on May 27, 200 and on June 7, 2011 there was a public hearing. M. Auen stated they also did a presentation for the

COAST board meeting and stated SRPC received many comments and read over the comments received.

3. Progress in CEDS planning

A discussion ensued about when the document would be approved and when projects could be submitted. M. Auen stated if someone has a project to be submitted to contact Alan Brigham. It was noted the focus at this point should be on the projects and our own successes.

M. Auen asked for a motion to approve the plan. D. McCann made a motion and C. Wheeler seconded that motion. All in favor, motion carried.

4. Next steps

M. Auen stated the final version of the Plan would be posted on the SRPC website today and copies would be given to everyone in the group. CD copies would also be sent to all the communities and members of the group.

5. Submittal of CEDS documents to EDA by July 29, 2011 for approval by EDA

M. Auen noted the document is two volumes and is ready to go except for one more edit and the document is going to be submitted to the EDA prior to her vacation in a couple of weeks, ahead of the July 29, 2011 due date.

6. Closing Remark/Adjournment

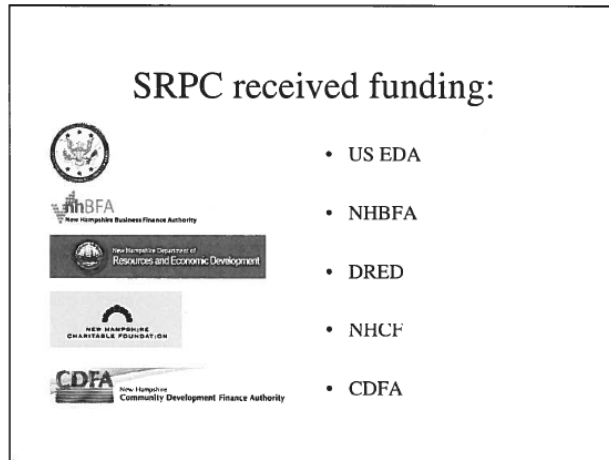
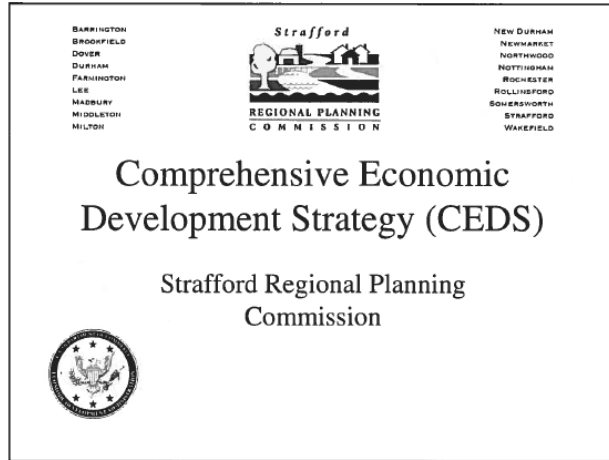
M. Auen thanked everyone for their time and hard work. M. Auen noted the next meeting would be in the fall as this is an ongoing process and would let everyone know. The meeting adjourned at 9:20 a.m.

Minutes submitted by,
Marilyn Barton, PHR

Materials

Power Point Presentation CEDS Process

Presentation made on January 13, 2011



What is a CEDS?

“Designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies.”

-U.S. EDA



What is the CEDS?

- Analyze regional economy
- Establish goals and objectives
- Develop a plan of action
- Identify investment opportunities and funding sources
- Integrate human and physical capital planning in furthering economic development

What is the CEDS?

- Continuing planning process
- Includes broad based and diverse public and private involvement
- Strategy Committee guides implementation of the plan

Key Facts relating to CEDS

- Adoption necessary for EDA funding
- CEDS Strategy Committee is key to the success of the process and plan
 - Note: 51% Private Sector
- Once approved there must be an annual update

Role of SRPC

- Gather Information
- Help Facilitate the process
- Ensure Public Involvement
- Write document



Role of Strategy Committee

- Use Collected Information
- Share Wisdom
- Make Decisions
- Shape the overall CEDS process
- Guide Implementation of the plan
- Represent the main economic interests of the Region

Requirements

- State Approval
- 30 Day Public Review Period
- Majority Private Sector Participation on the Strategy Committee
- Annual update



Questions and Comments???



CEDS Planning Foundation

- Development of Environmental Scan Analysis:
 - Strengths, Weakness, Opportunities, and Threats (SWOT)
- ID Regional Expectations and Strategic Projects
- Plan of Action
- Performance Measures



What SRPC has been doing



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SRPC has been:

- Conducting Focus Interviews within the region
- Research and data collection
- Writing the background document
- Gathering the work group
- Garnering support



CEDS will include four main elements:

- Vision
- Analysis
- Action Plan
- Evaluation



Background Work

Paint a realistic picture of the current conditions of the region

- Economy
- Population
- Geography
- Workforce Development and Use
- Transportation Access
- Resources
- Environment
- Other Issues



Analysis

- Analysis of economic problems and opportunities
 - Strengths, Weakness, Opportunities, Threats
- Identify
 - Past, Present, and Future economic development investment strategies
- Identify Economic Clusters within the region



What is an Economic Cluster Analysis?

“A cluster is a geographic concentration of competitive firms in related industries that do business with one another. Each company includes companies selling primarily outside the region, as well as support firms supplying raw materials, components, and business services. These groups of companies compete or interact with each other, and are more important to the region’s well-being than any single, isolated firm no matter how big or influential it may be.”

Strategy Committee will Identify Goals and Objectives

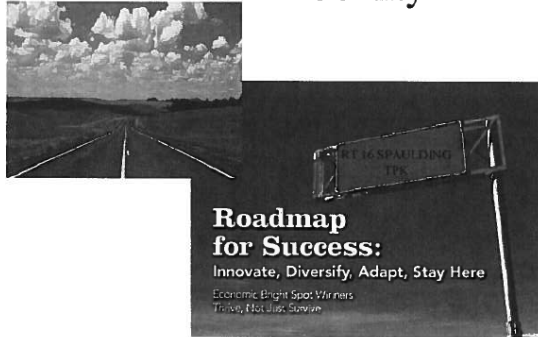
- Defining expectations for region
 - *Goals* are broad, primary regional expectations
 - *Objectives* are more specific than goals, clearly measurable, and realistic considering a 5 year timeframe

Timeline

- January 13, 2011 First Meeting
- February 3, 2011 Second Meeting
- February 17, 2011 Third Meeting
- March 10, 2011 Fourth Meeting
- March 24, 2011 Fifth Meeting
- April 7, 2011 Public Meeting at 7pm
- April 26, 2011 Final Meeting
- June 30, 2011 Grant Closes with the EDA



Results: Economic Roadmap for Strafford County



Contact Information

Michelle Auen
Regional Planner
Strafford Regional Planning Commission
(603)-994-3500 extension 108
mauen@strafford.org

Backup and Mentor:
Cynthia Copeland AICP
Executive Director
Strafford Regional Planning Commission
(603)-994-3500 extension 103
cjc@strafford.org



Next Steps

First Tasks

- Work on Vision Mosaic
- Environmental Scan
- Clusters Analysis
- Distressed Areas

Second Tasks

- Projects, Programs and Activities defined
- Integration in NH
- Measuring Success



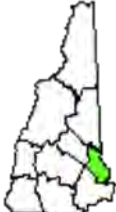
Meeting 2
February 3, 2011
at 8am
150 Wakefield Street, Rochester,
NH 03867
Conference Room 1A



Questions and Comments?



STATS America

Overview for Strafford County, NH Part of: Boston-Cambridge-Quincy MA-NH, Metropolitan Area Part of: Boston-Worcester-Manchester MA-RI-NH, Combined Statistical Area Part of: Rockingham County-Strafford County NH, Metropolitan Division					
	<p>Strafford County is one of about 3,141 counties and county equivalents in the United States. It has 368.8 sq. miles in land area and a population density of 335.1 per square mile. In the last three decades of the 1900s its population grew by 59.4%. On the 2000 census form, 98.9% of the population reported only one race, with 0.6% of these reporting African-American. The population of this county is 1.0% Hispanic (of any race). The average household size is 2.50 persons compared to an average family size of 2.98 persons.</p> <p>In 2009 retail trade was the largest of 20 major sectors. It had an average wage per job of \$42,753. Per capita income grew by 12.1% between 1998 and 2008 (adjusted for inflation).</p>				
	People & Income Overview			Industry Overview (2009)	
(By Place of Residence)	Value	Rank in U.S.	(By Place of Work)	Value	Rank in U.S.
Population (2009)	123,589	485	Covered Employment	44,368	498
Growth (%) since 1990	18.60%	1110	Average wage per job	\$42,753	284
Households (2000)	42,581	477	Manufacturing - % all jobs in County	10.50%	1399
Labor Force (persons) (2009)	69,444	447	Average wage per job	\$48,957	581
Unemployment Rate (2009)	6.2	2520	Transportation & Warehousing - % all jobs in County	0.60%	2662
Per Capita Personal Income (2008)	\$35,477	923	Average wage per job	\$45,988	515
Median Household Income (2008)	\$60,230	263	Health Care, Social Assist. - % all jobs in County	14.20%	678
Poverty Rate (2008)	10.7	2391	Average wage per job	\$47,920	158
H.S. Diploma or More - % of Adults 25+ (2000)	86.4	423	Finance and Insurance - % all jobs in County	7.90%	41
Bachelor's Deg. or More - % of Adults 25+ (2000)	26.4	323	Average wage per job	\$73,534	83

Some numbers may not match published or USA Counties in Profile numbers exactly because rates and other figures may be recalculated.

Strafford Regional Comprehensive Economic Development Strategy (CEDS)
Appendix To The 2011-2016 Five Year Plan

Blue font denotes lowest Red font denotes highest					
People & Income Overview (By Place of Residence)	Strafford County, NH	Carroll County, NH	Rockingham County, NH	New Hampshire	York County, ME
Population(2009)	123,589	47,860	299,276	1,324,575	201,876
Growth (%) Since 1990	18.60%	35.20%	21.70%	19.40%	22.70%
Growth (%) Since 1970	75.50%	158.00%	115.40%	79.60%	80.90%
Land Area (in sq. miles)	368.8	933.8	695	8,968.10	990.9
Population Density (2009)	335.1	51.3	430.6	147.7	203.7
% Reporting One Race Only (2000)	98.90%	99.20%	99.10%	98.90%	99.20%
% Reporting Only African American (2000)	0.60%	0.20%	0.60%	0.70%	0.40%
% Reporting Hispanic (of any race) (2000)	1.00%	0.50%	1.20%	1.70%	0.70%
Households (2000)	42,581	18,351	104,529	474,606	74,563
Labor Force (2009)	69,444	25,620	174,234	742,132	113,368
Unemployment Rate (2009)	6.2	5.7	6.7	6.3	7.6
Per Capita Personal Income (PCPI) (2008)	\$35,477	\$41,040	\$49,250	\$43,423	\$37,316
10 Year PCPI Growth (%) adj. for inflation	13.60%	12.50%	14.10%	12.80%	15.10%
Poverty Rate (2007)	10.3	9.5	4.6	7.3	8.2
H.S. Diploma or More - % of Adults 25+ (2000)	86.40%	88.20%	90.50%	87.40%	86.50%
Bachelor's Deg. or More - % of Adults 25+ (2000)	26.40%	26.50%	31.70%	28.70%	22.90%

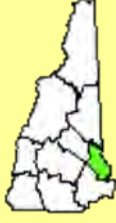


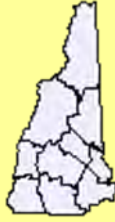

Strafford Regional Comprehensive Economic Development Strategy (CEDS)
Appendix To The 2011-2016 Five Year Plan

Industry Overview (2009) (By Place of Work)	Strafford County, NH	Carroll County, NH	Rockingham County, NH	New Hampshire	York County, ME
Covered Employment	44,375	19,940	131,372	605,004	65,911
Average Wage Per Job	\$42,754	\$30,542	\$43,628	\$44,932	\$36,053
Manufacturing - % of all jobs	10.50%	N/A	10.50%	11.20%	18.80%
Average Wage Per Job	\$48,942	N/A	\$60,383	\$58,289	\$57,191
Transportation and Warehousing - % of all jobs	0.60%	317**	3.70%	2.70%	2.00%
Average Wage Per Job	\$45,988	\$38,889	\$38,710	\$39,302	\$38,404
Health Care, Social Assist. - % of all jobs	14.20%	2,501**	10.80%	14.60%	14.10%
Average Wage Per Job	\$47,929	\$38,240	\$43,322	\$45,856	\$36,247
Finance and Insurance - % of all jobs	7.90%	418**	3.80%	4.50%	2.40%
Average Wage Per Job	\$73,534	\$44,742	\$76,872	\$74,351	\$43,553

N/A Not Available or Not Applicable

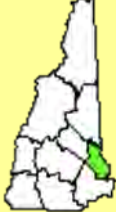
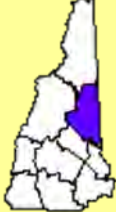
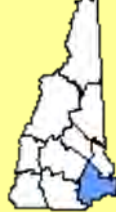
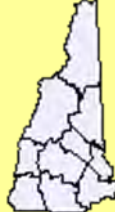

** Not Percent, Actual Value

Strafford Regional Comprehensive Economic Development Strategy (CEDS)
Appendix To The 2011-2016 Five Year Plan

					
Population Over Time	Strafford County, NH	Carroll County, NH	Rockingham County, NH	New Hampshire	York County, ME
2009	123,589	47,860	299,276	1,324,575	201,876
2000	112,233	43,666	277,359	1,235,786	186,742
1990	104,233	35,410	245,845	1,109,252	164,587
1980	85,408	27,931	190,345	920,610	139,739
1970	70,431	18,548	138,951	737,681	111,576
1990 to 2000 % change	7.70%	23.30%	12.80%	11.40%	13.50%
1980 to 2000 % change	31.40%	56.30%	45.70%	34.20%	33.60%
1970 to 2000 % change	59.40%	135.40%	99.60%	67.50%	67.40%
Source: US Census Bureau					
Components of Population Change in 2009	Strafford County, NH	Carroll County, NH	Rockingham County, NH	New Hampshire	York County, ME
Net Domestic Migration (change 2008/2009)	89	-107	-108	-2,602	-370
Net International Migration (change 2008/2009)	89	25	191	1,787	61
Natural Increase (births minus deaths)	479	-129	889	3,587	339
Births	1,396	409	2,948	14,036	2,063
Deaths	917	538	2,059	10,449	1,724

Source: US Census Bureau

Strafford Regional Comprehensive Economic Development Strategy (CEDS)
Appendix To The 2011-2016 Five Year Plan

Side by Side Population Estimates by Age in 2009					
	Strafford County, NH	Carroll County, NH	Rockingham County, NH	New Hampshire	York County, ME
Preschool (0 to 4)	7,009	2,133	16,813	74,689	10,521
School Age (5 to 17)	18,382	6,729	51,609	214,382	31,931
College Age (18 to 24)	20,378	3,486	23,962	130,242	16,485
Young Adult (25 to 44)	30,563	9,655	75,020	333,694	49,381
Older Adult(45 to 64)	32,497	16,122	94,220	392,321	63,046
Older (65 plus)	14,760	9,735	37,652	179,247	30,512
Median Age	N/A	N/A	N/A	N/A	N/A

Source: US Census Bureau; Median age calculated by the IBRC.

Population Estimates by Race and Hispanic Origin in 2009	Strafford County, NH	Carroll County, NH	Rockingham County, NH	New Hampshire	York County, ME
American Ind. or Alaskan Native Alone	336	137	557	3,848	534
Asian Alone	2,559	333	4,980	25,931	1,843
Black Alone	1,337	173	2,753	18,114	1,364
Native Hawaiian and Other Pac. Isl. Alone	53	3	116	538	63
White Alone	117,708	46,854	288,003	1,261,735	196,227
Two or More Race Groups	1,596	360	2,867	14,409	1,845
Hispanic or Latino (can be of any race)					
Not Hispanic or Latino	121,621	47,457	292,670	1,287,708	199,240
Hispanic or Latino	1,968	403	6,606	36,867	2,636

Source: US Census Bureau

Strafford Regional Comprehensive Economic Development Strategy (CEDS)
Appendix To The 2011-2016 Five Year Plan

Hispanic or Latino Population in 2000 (can be of any race)	Strafford County, NH	Carroll County, NH	Rockingham County, NH	New Hampshire	York County, ME
Hispanic	1,155	209	3,314	20,489	1,301
Mexican	248	71	585	4,590	350
Cuban	68	20	201	785	78
Puerto Rican	272	20	1,003	6,215	316
Other	567	98	1,525	8,899	557
White, Not Hispanic (reporting white alone)	107,364	42,741	266,424	1,175,252	181,286

Source: US Census Bureau

Some numbers may not match published or USA Counties in Profile numbers exactly because rates and other figures may be recalculated.

Side by Side Profiles					
Households in 2000	Strafford County, NH	Carroll County, NH	Rockingham County, NH	New Hampshire	York County, ME
Total Households	42,581	18,351	104,529	474,606	74,563
Family Households	27,759	12,312	74,358	323,651	50,819
Married with Children	9,922	3,666	30,494	120,337	17,715
Married without Children	11,821	6,479	31,671	142,101	23,314
Single Parents	3,966	1,370	7,054	38,073	6,280
Other	2,050	797	5,139	23,140	3,510
Non-family Households	14,822	6,039	30,171	150,955	23,744
Living Alone	10,555	4,881	23,040	116,014	18,584

Source: US Census Bureau

Housing Units in 2000	Strafford County, NH	Carroll County, NH	Rockingham County, NH	New Hampshire	York County, ME
2009 Housing Units (estimate)	50,916	38,827	124,893	600,090	105,602
Total Housing Units in 2000	45,539	34,750	113,023	547,024	94,234
Occupied	42,581	18,351	104,529	474,606	74,563
Owner Occupied	27,458	14,278	78,992	330,700	54,157
Renter Occupied	15,123	4,073	25,537	143,906	20,406
Vacant	2,958	16,399	8,494	72,418	19,671
For seasonal or recreational use	1,823	14,887	6,031	56,413	16,597

Source: US Census Bureau

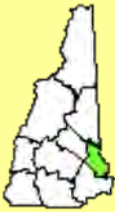
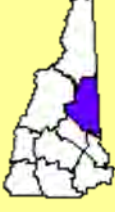
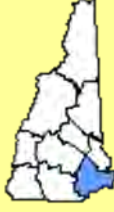
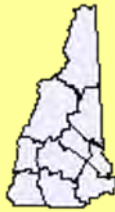

Strafford Regional Comprehensive Economic Development Strategy (CEDS)
Appendix To The 2011-2016 Five Year Plan

Residential Building Permits Filed 2009	Strafford County, NH	Carroll County, NH	Rockingham County, NH	New Hampshire	York County, ME
Total Permits Filed	289	135	473	2,287	526
Cost(\$000)	\$38,108	\$34,208	\$102,179	\$420,774	\$94,865
Single Family	182	135	384	1,662	454
Cost(\$000)	\$31,030	\$34,208	\$92,383	\$364,041	\$86,075
Two Family	14	0	6	46	16
Cost(\$000)	\$906	\$0	\$580	\$3,995	\$2,047
Three & Four Family	15	0	42	185	45
Cost(\$000)	\$1,760	\$0	\$6,756	\$20,279	\$5,478
Five Families and More	78	0	41	394	11
Cost(\$000)	\$4,413	\$0	\$2,459	\$32,459	\$1,265

Source: US Census Bureau

Some numbers may not match published or USA Counties in Profile numbers exactly because rates and other figures may be recalculated.

Strafford Regional Comprehensive Economic Development Strategy (CEDS)
Appendix To The 2011-2016 Five Year Plan

					
Per Capita Personal Income	Strafford County, NH	Carroll County, NH	Rockingham County, NH	New Hampshire	York County, ME
Per capita income - 2008	\$35,477	\$41,040	\$49,250	\$43,423	\$37,316
Per capita income - 1998 (adj. for inflation)	\$31,217	\$36,468	\$43,153	\$38,500	\$32,428
Per capita income - 1988 (adj. for inflation)	\$29,450	\$37,075	\$38,450	\$35,604	\$30,797
Per capita income - 1978 (adj. for inflation)	\$22,051	\$24,832	\$25,818	\$25,556	\$22,692
10-year adjusted % change	13.60%	12.50%	14.10%	12.80%	15.10%
20-year adjusted % change	20.50%	10.70%	28.10%	22.00%	21.20%
30-year adjusted % change	60.90%	65.30%	90.80%	69.90%	64.40%

Source: US Bureau of Economic Analysis

Personal Income in 2008 (\$000)	Strafford County, NH	Carroll County, NH	Rockingham County, NH	New Hampshire	York County, ME
Total Earnings by Place of Work	\$2,840,996	\$1,070,872	\$9,569,715	\$40,899,553	\$4,041,274
Minus: Contributions for government social insurance	\$320,734	\$120,291	\$1,025,035	\$4,485,574	\$463,434
Personal contributions for government social insurance	\$174,356	\$71,508	\$573,612	\$2,470,480	\$259,945
Employer contributions for government social insurance	\$146,378	\$48,783	\$451,423	\$2,015,094	\$203,489
Plus: Adjustment for residence	\$601,084	\$140,861	\$2,467,494	\$4,611,791	\$1,516,733
Equals: Net Earnings by Place of Residence	\$3,121,346	\$1,091,442	\$11,012,174	\$41,025,770	\$5,094,573
Plus: Dividends, rent, interest	\$590,604	\$530,155	\$2,220,466	\$9,030,771	\$1,187,955
Plus: Transfer payments	\$649,481	\$351,807	\$1,460,241	\$7,342,589	\$1,250,592
Equals: Personal Income by Place of Residence	\$4,361,431	\$1,973,404	\$14,692,881	\$57,399,130	\$7,533,120

Source: US Bureau of Economic Analysis

Strafford Regional Comprehensive Economic Development Strategy (CEDS)
Appendix To The 2011-2016 Five Year Plan

People & Income Overview					
Labor Force Annual Averages in 2009	Strafford County, NH	Carroll County, NH	Rockingham County, NH	New Hampshire	York County, Maine
Total Labor Force	69,444	25,620	174,234	742,132	113,368
5-year % change	5.40%	3.50%	3.50%	3.70%	3.50%
10-year % change	18.60%	18.20%	4.60%	8.40%	16.30%
Employed	65,115	24,169	162,585	695,190	104,770
5-year % change	2.40%	0.90%	1.40%	1.10%	-0.40%
10-year % change	14.00%	14.40%	0.90%	4.40%	10.50%
Unemployed	4,329	1,451	11,649	46,942	8,598
5-year % change	90.00%	78.50%	46.90%	69.50%	97.40%
10-year % change	200.40%	159.60%	115.20%	149.20%	222.60%
Unemployment Rate	6.2	5.7	6.7	6.3	7.6
5-year % change	77.10%	72.70%	42.60%	61.50%	90.00%
10-year % change	148.00%	119.20%	109.40%	125.00%	181.50%

Source: US Bureau Labor Statistics

Educational Attainment: Census 2000	Strafford County, NH	Carroll County, NH	Rockingham County, NH	New Hampshire	York County, ME
Total Population 25 and Older	70,319	31,534	187,172	823,987	127,591
Less Than 9th Grade	3,243	922	4,604	32,426	6,583
9th to 12th No Diploma	6,349	2,800	13,201	71,328	10,594
High School Grad (including equivalency)	21,412	10,166	53,593	247,723	44,641
Some College, No Degree	14,412	6,437	38,725	164,634	26,076
Associate Degree	6,311	2,863	17,788	71,772	10,508
Bachelor's Degree	11,903	5,380	39,430	153,874	19,851
Graduate or Prof. Degree	6,689	2,966	19,831	82,230	9,338

Strafford Regional Comprehensive Economic Development Strategy (CEDS)
Appendix To The 2011-2016 Five Year Plan

Percentage of Population 25 and Older	Strafford County, NH	Carroll County, NH	Rockingham County, NH	New Hampshire	York County, ME
Total Population 25 and Older	100.00%	100.00%	100.00%	100.00%	100.00%
Less Than 9th Grade	4.60%	2.90%	2.50%	3.90%	5.20%
9th to 12th No Diploma	9.00%	8.90%	7.10%	8.70%	8.30%
High School Grad (including equivalency)	30.40%	32.20%	28.60%	30.10%	35.00%
Some College, No Degree	20.50%	20.40%	20.70%	20.00%	20.40%
Associate Degree	9.00%	9.10%	9.50%	8.70%	8.20%
Bachelor's Degree	16.90%	17.10%	21.10%	18.70%	15.60%
Graduate or Prof. Degree	9.50%	9.40%	10.60%	10.00%	7.30%

Source: US Census Bureau

Commuting Patterns in 2000	Strafford County, NH	Carroll County, NH	Rockingham County, NH	New Hampshire	York County, ME
Working Here (living anywhere)	46,489	19,324	128,021	592,551	64,956
Workers Living Here (working anywhere)	58,379	20,771	148,513	638,151	93,728
Commuting as a Percentage of Workers Living in Area					
Workers Living Here (working anywhere)	100.00%	100.00%	100.00%	100.00%	100.00%
Workers Who Don't Commute	58.90%	76.10%	53.00%	84.40%	58.90%
Workers Who Do Commute	41.10%	23.90%	47.00%	15.60%	41.10%

Source: US Census Bureau (Includes only domestic commuting for workers over 16 years old.)

Some numbers may not match published or USA Counties in Profile numbers exactly because rates and other figures may be recalculated.

Strafford Regional Comprehensive Economic Development Strategy (CEDS)
Appendix To The 2011-2016 Five Year Plan

Annual Covered Employment and Wages (NAICS) Sub Jobs	Strafford County, NH	Carroll County, NH	Rockingham County, NH	New Hampshire	York County, Maine
2009	44,375	19,940	131,372	605,004	65,911
2008	46,534	20,575	137,160	628,763	68,208
2007	45,576	20,403	138,380	630,204	68,232
2006	44,561	20,295	138,103	627,371	67,729
2005	43,772	20,201	136,150	620,892	66,611
2004	43,431	20,403	133,808	613,310	67,131
2003	43,045	20,171	130,312	604,339	65,370
2002	42,881	19,758	130,262	603,233	64,897
2001	43,628	19,487	130,917	610,192	64,349
2000	43,184	19,224	129,522	605,931	64,250
1999	42,682	18,706	124,862	591,046	61,839
10-Year Change	1,693	1,234	6,510	13,958	4,072
10-Year Percent Change	4.00%	6.60%	5.20%	2.40%	6.60%

Source: US Bureau of Labor Statistics(BLS)
D = Non-Discloseable Data; N/A = Not Available

Strafford Regional Comprehensive Economic Development Strategy (CEDS)
Appendix To The 2011-2016 Five Year Plan

Industry Distribution of Jobs in 2009					
	Strafford County, NH	Carroll County, NH	Rockingham County, NH	New Hampshire	York County, Maine
Total Covered Employment and Wages	44,375	19,940	131,372	605,004	65,911
Private	35,114	16,903	116,488	517,676	52,087
Agri., forestry, hunting	135		235	1,757	218
Mining	19		106	510	21
Construction	1,180	1,129	5,463	23,580	2,868
Manufacturing	4,648		13,835	68,054	12,387
Wholesale trade	945	290	6,224	26,530	1,221
Retail trade	6,492	3,679	24,528	93,699	9,626
Transportation, warehousing	259	317	4,827	16,187	1,290
Utilities		84	1,106	2,532	455
Information	1,013	275	2,688	12,579	627
Finance and Insurance	3,501	418	5,024	27,051	1,573
Real Estate, rental, leasing	382	268	1,746	7,069	743
Professional, technical services	1,470	449	6,985	29,799	1,835
Mgmt. of companies, enterprises	205	285	2,045	8,040	323
Administrative, waste services	1,841	446	7,393	25,622	1,942
Educational services	751	346	2,558	60,888	6,607
Health care, social assistance	6,312	2,501	14,239	88,083	9,277
Arts, entertainment, recreation	525	850	2,842	10,912	1,099
Accommodation and food services	3,477	4,072	12,039	50,964	9,207
Other services, exc. public admin.	1,417	479	3,810	19,422	1,735
Public Administration	1,924	934	4,772	30,705	2,113

Source: US Bureau of Labor Statistics(BLS)

D = Non-Discloseable Data; **N/A** = Not Available

Some numbers may not match published or USA Counties in Profile numbers exactly because rates and other figures may be recalculated.

Strafford Regional Comprehensive Economic Development Strategy (CEDS)
Appendix To The 2011-2016 Five Year Plan

Retail Market Place Profile



Retail MarketPlace Profile

Strafford County, NH
Strafford County, NH (33017)
Geography: County

Summary Demographics

2010 Population	123,837
2010 Households	47,580
2010 Median Disposable Income	\$45,161
2010 Per Capita Income	\$25,627

Industry Summary

	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$1,151,991,520	\$1,205,947,671	\$-53,956,151	-2.3	940
Total Retail Trade (NAICS 44-45)	\$992,961,286	\$1,074,795,753	\$-81,834,467	-4.0	691
Total Food & Drink (NAICS 722)	\$159,030,234	\$131,151,918	\$27,878,316	9.6	249

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
Motor Vehicle & Parts Dealers (NAICS 441)	\$231,696,041	\$182,618,397	\$49,077,644	11.8	96
Automobile Dealers (NAICS 4411)	\$193,142,508	\$136,803,857	\$56,338,651	17.1	40
Other Motor Vehicle Dealers (NAICS 4412)	\$19,409,439	\$23,889,858	\$-4,480,419	-10.3	25
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	\$19,144,094	\$21,924,682	\$-2,780,588	-6.8	31
Furniture & Home Furnishings Stores (NAICS 442)	\$28,083,970	\$32,046,262	\$-3,962,292	-6.6	42
Furniture Stores (NAICS 4421)	\$17,092,157	\$19,688,838	\$-2,596,681	-7.1	17
Home Furnishings Stores (NAICS 4422)	\$10,991,813	\$12,357,424	\$-1,365,611	-5.8	25
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$26,791,395	\$23,269,346	\$3,522,049	7.0	54
Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	\$41,236,919	\$81,282,452	\$-40,045,533	-32.7	69
Building Material and Supplies Dealers (NAICS 4441)	\$37,325,875	\$76,859,117	\$-39,533,242	-34.6	58
Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	\$3,911,044	\$4,423,335	\$-512,291	-6.1	11
Food & Beverage Stores (NAICS 445)	\$199,443,321	\$291,673,381	\$-92,230,060	-18.8	83
Grocery Stores (NAICS 4451)	\$191,451,582	\$284,553,122	\$-93,101,540	-19.6	58
Specialty Food Stores (NAICS 4452)	\$3,340,856	\$4,445,474	\$-1,104,618	-14.2	19
Beer, Wine, and Liquor Stores (NAICS 4453)	\$4,650,883	\$2,674,785	\$1,976,098	27.0	6
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$39,268,062	\$36,753,772	\$2,514,290	3.3	43
Gasoline Stations (NAICS 447/4471)	\$157,118,723	\$156,877,476	\$241,247	0.1	35
Clothing and Clothing Accessories Stores (NAICS 448)	\$29,605,752	\$16,515,930	\$13,089,822	28.4	53
Clothing Stores (NAICS 4481)	\$19,568,929	\$9,517,241	\$10,051,688	34.6	34
Shoe Stores (NAICS 4482)	\$6,147,291	\$5,038,273	\$1,109,018	9.9	11
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$3,889,532	\$1,960,416	\$1,929,116	33.0	8
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$10,382,285	\$9,235,057	\$1,147,228	5.8	55
Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	\$6,896,141	\$6,467,856	\$428,285	3.2	49
Book, Periodical, and Music Stores (NAICS 4512)	\$3,486,144	\$2,767,201	\$718,943	11.5	6

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

Sources: Esri and Infogroup

Strafford Regional Comprehensive Economic Development Strategy (CEDS)
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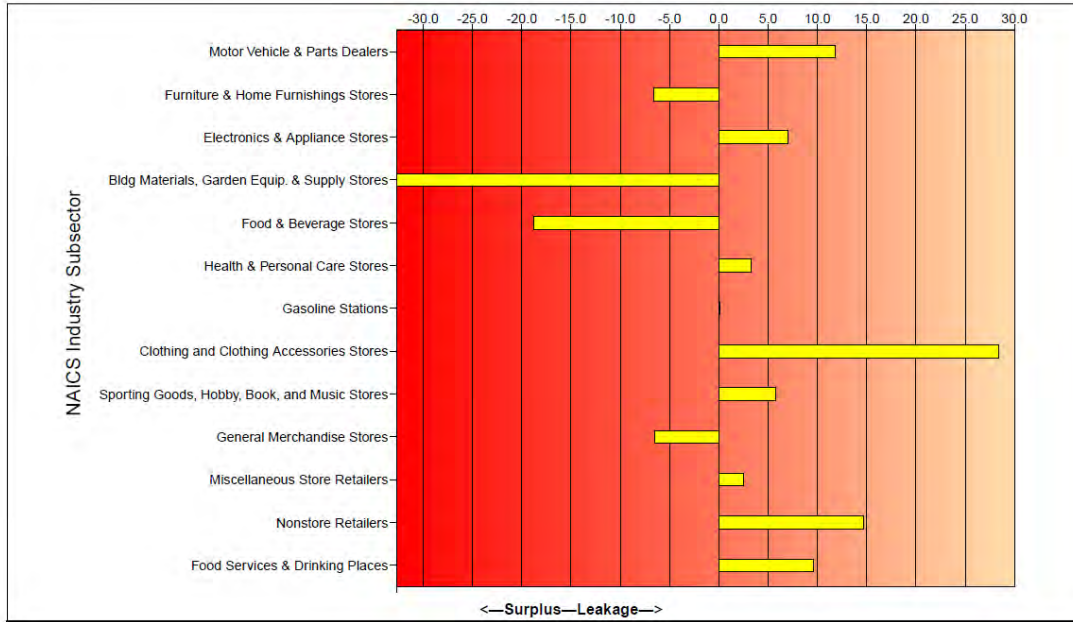


Retail MarketPlace Profile

Strafford County, NH
Strafford County, NH (33017)
Geography: County

Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Leakage/Surplus Factor	Number of Businesses
General Merchandise Stores (NAICS 452)	\$178,912,413	\$203,756,255	\$-24,843,842	-6.5	33
Department Stores Excluding Leased Depts (NAICS 4521)	\$71,705,761	\$69,533,909	\$2,171,852	1.5	11
Other General Merchandise Stores (NAICS 4529)	\$107,206,652	\$134,222,346	\$-27,015,694	-11.2	22
Miscellaneous Store Retailers (NAICS 453)	\$15,825,723	\$15,057,455	\$768,268	2.5	114
Florists (NAICS 4531)	\$1,020,180	\$1,423,586	\$-403,406	-16.5	12
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$5,285,572	\$5,432,929	\$-147,357	-1.4	27
Used Merchandise Stores (NAICS 4533)	\$883,694	\$1,334,399	\$-450,705	-20.3	31
Other Miscellaneous Store Retailers (NAICS 4539)	\$8,636,277	\$6,866,541	\$1,769,736	11.4	44
Nonstore Retailers (NAICS 454)	\$34,596,882	\$25,709,970	\$8,886,712	14.7	14
Electronic Shopping and Mail-Order Houses (NAICS 4541)	\$18,662,513	\$9,801,162	\$8,861,351	31.1	5
Vending Machine Operators (NAICS 4542)	\$11,040,658	\$13,717,396	\$-2,676,738	-10.8	6
Direct Selling Establishments (NAICS 4543)	\$4,893,511	\$2,191,412	\$2,702,099	38.1	3
Food Services & Drinking Places (NAICS 722)	\$159,030,234	\$131,151,918	\$27,878,316	9.6	249
Full-Service Restaurants (NAICS 7221)	\$86,852,840	\$71,108,911	\$15,743,929	10.0	158
Limited-Service Eating Places (NAICS 7222)	\$66,050,466	\$53,533,734	\$12,516,732	10.5	73
Special Food Services (NAICS 7223)	\$4,161,179	\$4,751,025	\$-589,846	-6.6	9
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$1,965,749	\$1,758,248	\$207,501	5.6	9

Leakage/Surplus Factor by Industry Subsector



Sources: Esri and Infogroup

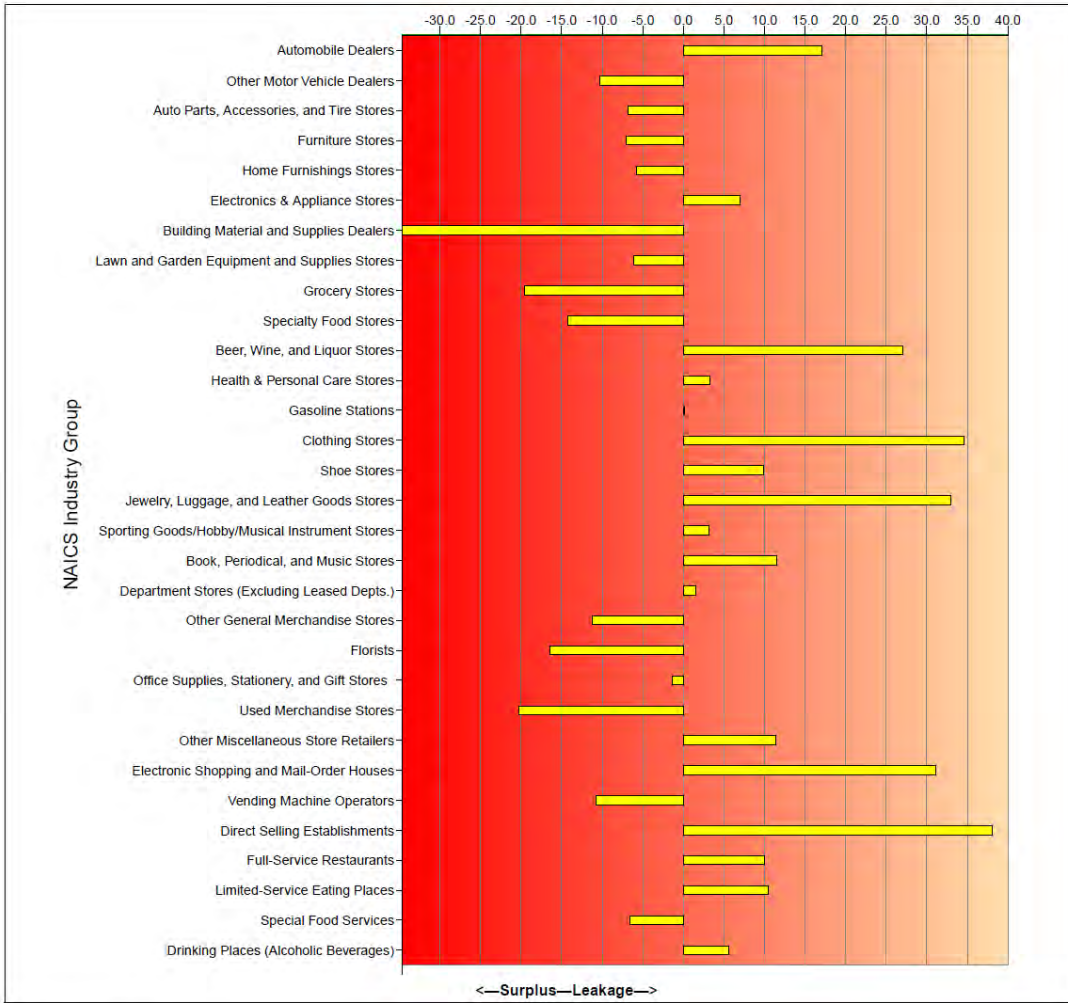
Strafford Regional Comprehensive Economic Development Strategy (CEDS)
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Retail MarketPlace Profile

Strafford County, NH
Strafford County, NH (33017)
Geography: County

Leakage/Surplus Factor by Industry Group



Sources: Esri and Infogroup

Vision and Goals Statements from Strategy Committee Members

My vision of Strafford County (and Wakefield and Brookfield) is:

- Maximize the strengths that the diversity of the region has to offer.
- To continue to be an educational center (UNH) with an emphasis put on public education. Business center of excellence utilizing knowledge base workforce to be able to utilize existing infrastructure as well as utilizing available zoning.
- A region with economic opportunities to provide and strengthen the financial security for residents, but to retain and strengthen historic agriculture and natural resources.
- NH hub for work and play.
- A county with high graduation levels, incomes that support families, and, keeping entertainment opportunities (outdoors and cultural) close by.
- A balance of clean environment wealth and jobs engines while sustaining the character and quality place.
- Connected for the well being of its resident's visitors, and workforce.
- Balance the quality of life with economic vitality.
- To be New Hampshire's premier county in which to live, work and raise a family.
- That we take a more regional approach to public education particularly with the development of magnet schools that focus on specific curriculum
- That we create incentives to protect agricultural land which will become critical for the future stability in high cost energy and environment

My regional economic goals for Strafford County (and Wakefield and Brookfield) are:

- Sustaining economic growth while retaining the quality of life and of space.
- Leverage the regional approach to continuously improve the economic opportunities appropriate for each community
- A balanced and healthy community to live and work
- To lessen road blocks for business development, ease access to capital, and to strength the agriculture sector
- To increase employment opportunities, increase jobs that pay livable wages, increase education and graduation in Northern parts, bring in a variety of new employers and avoid concentration in one or two segments of industry
- A well diversified economy with growing professional and business services, "green" jobs, improving leisure and hospitality opportunities,

low unemployment, high median and average income, relatively low income disparity and topping the charts in quality of life categories.

- To see that public education is funded on some form of broad base tax so that economic playing field is more even
- Address the high cost of energy
- Get the division of tourism to dedicate more resources to our county
- To set local chambers to cooperate in a regional promotion effort
- To set banks to invest in creating interest environment designed to attract business

**Dr. Ross Gittell, PhD. University of New Hampshire, Whittemore School of Business
& Economics: New Hampshire & Strafford County Economic Outlook Presentation**
May 26, 2011 Annual Meeting for Strafford Regional Planning Commission

New Hampshire & Strafford County Economic Outlook



Overview

- US economic outlook sets the context for any discussion of NH and Strafford area economies
- US economy improving.. But recovery slow and treacherous, i.e., "marked by unforeseen hazards," e.g., volatile energy markets, unsettled housing market and European debt crisis expansion



US Economic Outlook Overview: The context for discussion of the NH economy

- In early 2010 the national economy started to recover and then in the spring (2010Q2) lost momentum... with debt troubles in Europe and caution by businesses to hire and consumers to spend... a slow recovery
- Signs of improving US economy again in late 2010 --- strong corporate balance sheets, Fed Reserve's actions to keep interest rates low, improved stock market, return of consumers.. But another dip in growth in first quarter of 2011 in US and NH
- Significant threats remain including uncertain energy prices, fiscal stress in federal, state local governments, international debt troubles spreading in Europe to Spain and Portugal and elsewhere, continued housing market decline



New Hampshire Economic Overview

- In the recent recession New Hampshire had less of a decline (4.5%) and stronger recovery than US average (6.2%) and currently has one of the strongest performing economies in the nation
- The state has the 4th lowest unemployment rate in the nation (4.9%) , more than 1/3rd below US average.
- NH growing professional & business services and "green" jobs, improving leisure and hospitality..
- High income economy concentrated in southeastern NH, I-93 corridor and Dartmouth/Hanover area



NH and New England Economic Outlook: What happened??

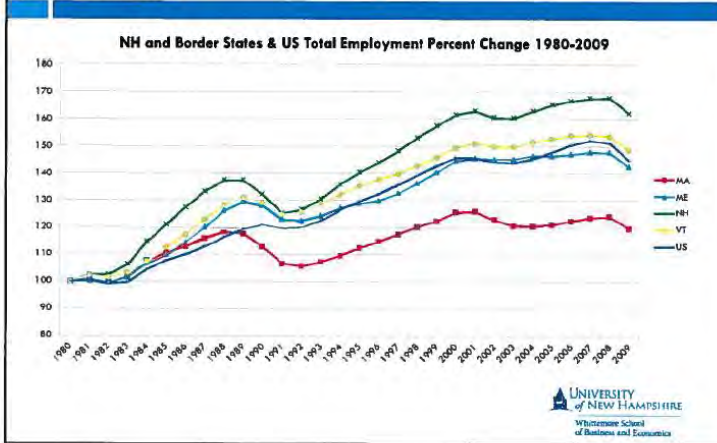
- This was not the first Great Recession in NH and New England. Late 1980s early 1990s recession, had about double the percentage drop in employment (10 percent compared to less than 5 percent)
- And the recovery from this recession started sooner and stronger in NH and the region than in US
- Unemployment peaked in the NH 2010-Q1 at 7% (up from 3.4% in 2008-Q1).. well below the US peak close to 10%
- Housing market decline less pronounced in NH than US average .. This was not the case in late 1980s early 1990s S&L and housing bust recession in NH... when the state had much more pronounced and prolonged decline than national average

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NEW HAMPSHIRE COMING OUT OF THE RECESSION

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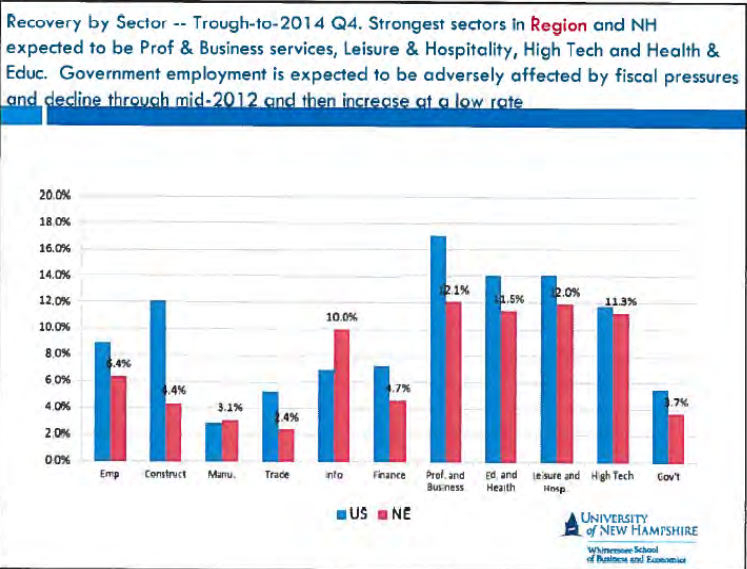
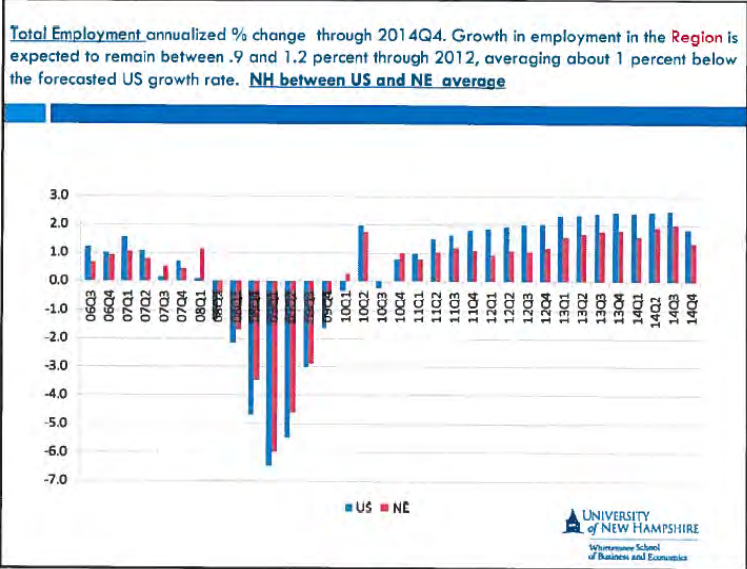
NH has had stronger growth than bordering states and US average since 1980. Key to long term growth is differential growth coming out of recessions



NEEP NH Forecast Overview

- The New England Economic Partnership (NEEP) forecast is for the NH economy to lead the region in growth once again coming out of this recession.
- NH growth expected to be at or just below the US average through the forecast period.. to end of 2014.
- NH unemployment rate is expected to remain well below US average

Strafford Regional Comprehensive Economic Development Strategy (CEDS)
 Appendix To The 2011-2016 Five Year Plan



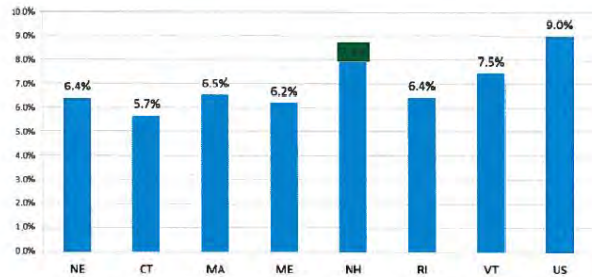
Strafford County Employment Mix Compared to other counties and NH average... not well positioned in growing Prof. & Bus. Services

Percentages of Employment

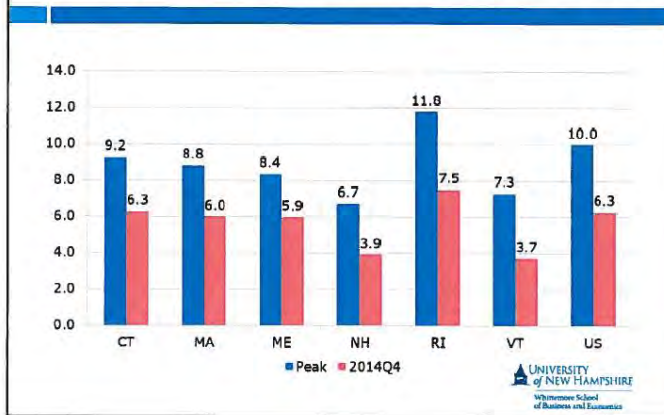
	Strafford	Rockingham	Hillsborough	NH	St-Rock
Government/UNH	18.3%	7.9%	9.4%	11.6%	10.4%
Retail trade	14.7%	18.9%	14.6%	15.7%	-4.2%
Health care and social services	14.6%	11.0%	14.6%	14.0%	3.7%
Manufacturing	10.9%	10.1%	14.5%	11.1%	0.8%
Accom. & Food Services	8.3%	11.0%	8.0%	9.8%	-2.6%
Finance and Insurance	8.1%	3.7%	5.2%	4.5%	4.4%
Professional & Tech Services	3.1%	5.3%	6.3%	4.9%	-2.2%
Construction	2.7%	4.2%	3.4%	3.9%	-1.5%
Information	2.0%	2.0%	2.9%	1.9%	0.0%



Total Employment Trough-End of Forecast % Change. NH is expected to continue to have the highest growth in region, but at a rate below US average. CT is expected to have the lowest growth in the region



Unemployment Rates. Peak and at end of forecast period. RI only state expected to have rate above US. VT & NH the lowest



Stafford County at NH median in Unemployment, April 2011

County	Unemployment Rate
Grafton	4.1%
Sullivan	4.8%
Merrimack	4.9%
Cheshire	5.1%
Stafford	5.1%
N.H.	5.2%
Hillsborough	5.3%
Rockingham	5.3%
Carroll	5.7%
Belknap	6.1%
Coos	7.5%
U.S	9.2%

The New Hampshire Advantage

NH National Rankings

High Tech employment concentration, 9th highest

Per Capita Income, 7th highest

Poverty Rate, 1st lowest

% of Adult Population Graduated from High School, 3rd

% of Adult Population Graduated from 4-yr College, 8th

% of Adult Population Advanced Degree, 10th

Most Livable State (CQ Press), 3rd

Safest State (Crime per 100,000 people), 1st

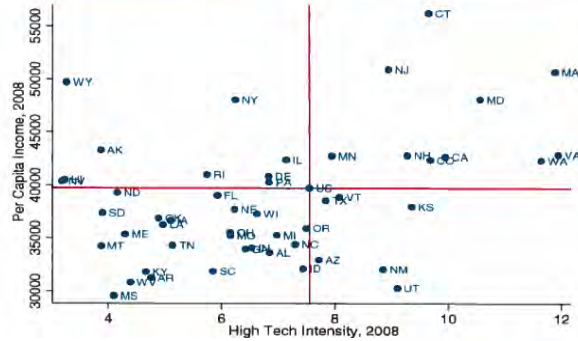
Child and Family Well-Being (Annie E. Casey), 1st

Healthiest State (CQ Press), 2nd

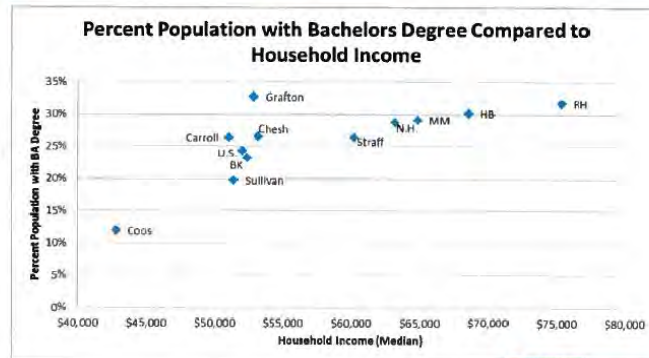
Favorable Business Tax Climate, (National Tax Foundation), 8th



High Tech Intensity and Per Capita Income – the relationship across 50 states .. NH in leading grouping.. increased concentration in high tech in NH helped the state go from 25th to 7th in per capita income



**Connection between Income and Education.....
Rockingham, Hillsborough and Merrimack ahead of
Strafford on the curve ...**



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**Well-Educated Baby Boomers and New Hampshire
Economy Past, Present and Future**

- College enrollment boomed with teenage men avoiding the draft and the women's movement in the 1960s and 1970s
- Students attracted to New England colleges, graduated and then stayed in the region or came back after starting career and family elsewhere
- This helped "fuel" NH economy as many baby boomers educated in the region ended up in NH and contributed to knowledge based industry growth

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Well-Educated Baby Boomers and New Hampshire Economy Past, Present and Future

- NH has 3rd highest concentration of baby boomers
- Significant numbers educated in New England and living in MA, CT, NY, NJ, PA moved to NH after they married and started families
- And the most recent census data suggests that boomers are staying in NH as they age..



Baby Boomers in NH...

- Young college educated baby boomers contributed significantly to the transformation of the NH economy over the past quarter century from 25th in per capita income to in the top 10
- Rising income and also income inequality in the region is attributed to domestic in-migration of skilled workers and entrepreneurs and growth in sectors of the economy with high wages, including industries affected by high technology and financial market growth in the 1990



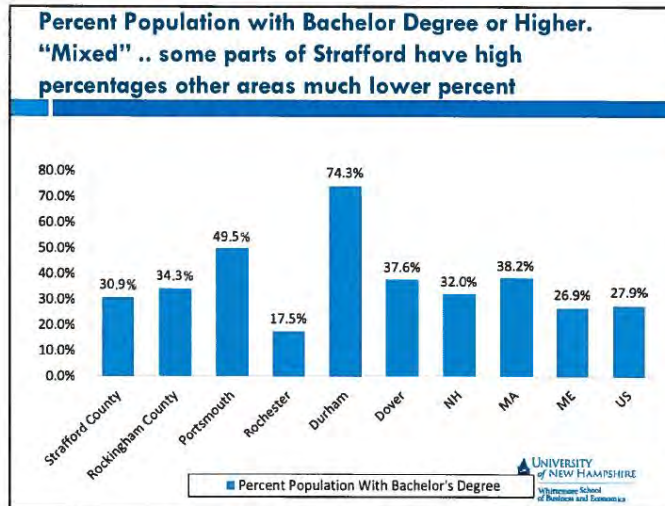
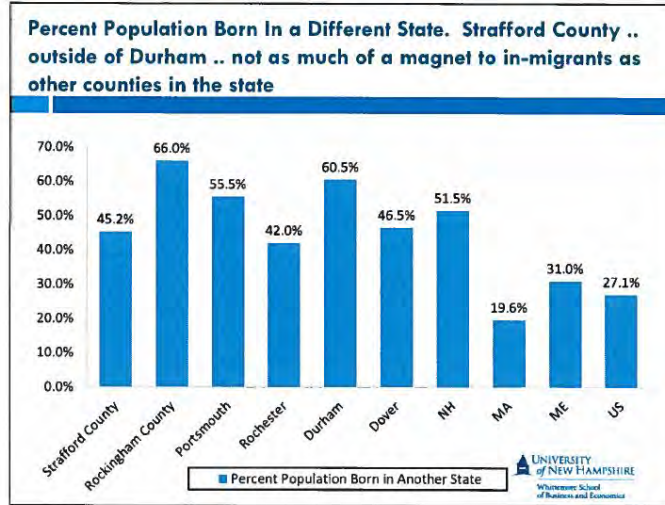
DEMOGRAPHICS & NEW HAMPSHIRE & STRAFFORD COUNTY ECONOMY

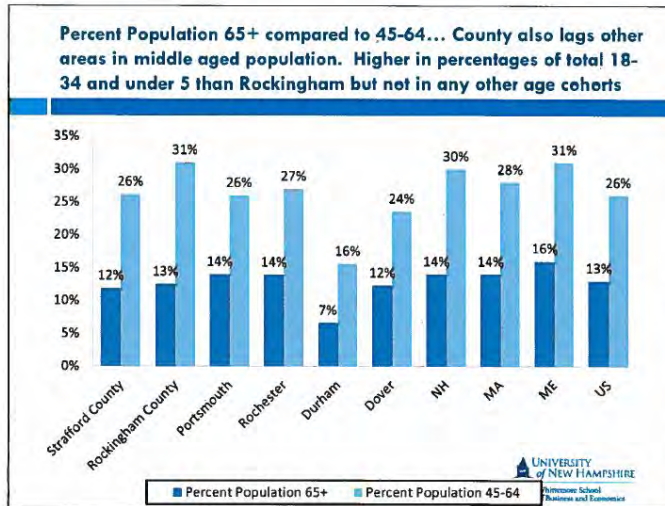
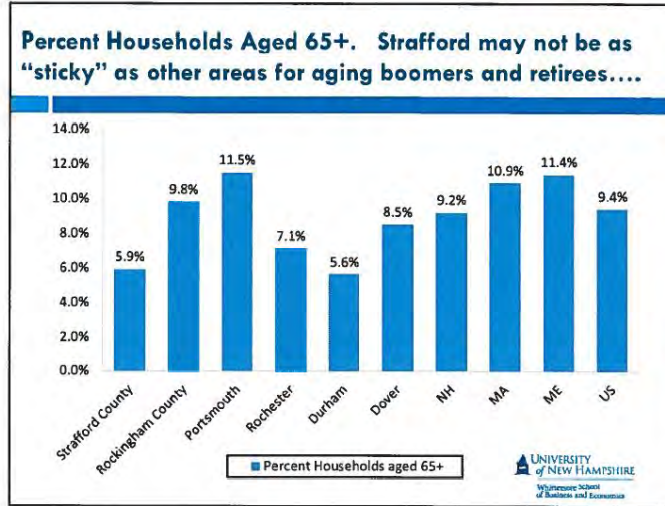


NH Demographic Trends

- NH Leads New England in population growth.. Driven by natural increase, net domestic in-migration and the "staying" in NH of aging in-migrants ("stickiness" among in-migrants)
- NH is 5th highest magnet state in US, the state has very high percentage of population born in another state (52% compared to 27% US average).. NH ranks high with Florida, Arizona and Alaska
- Aging of NH baby boom has dominated population "shifts" over last two decades and NH increasing in "stickiness" among in-migrants (not so sticky among natives, 38th)
- Population inflows to New Hampshire recently with the largest inflows 30-39, but also net positive inflow of over 60 population







Summary: New Hampshire Economic Outlook

- New Hampshire has one of strongest (top 4) state economies in the nation
- NH economic well being affected by global and national economic conditions
- The state's overall economic success related to positioning in high tech industries and being a desired location and favorable demographics



Strafford County Economic Issues Looking Forward

- *Being an average performer in NH.. Is pretty good in this economy*

Opportunities Looking Forward

- Take economic advantage of County's education advantage by
 - developing professional and business services, advanced manufacturing and green venture "sectors"
 - using UNH in the county for business recruitment and growth..
- Leverage strong position with young adult population to attract companies and the launching of new ventures
- Position county as *gateway* from high cost southern NH to high amenity northern areas



CEDS Summary of Requirements



U.S. Department of Commerce
Economic Development Administration



COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES CEDS SUMMARY OF REQUIREMENTS

Note: This document provides a synopsis of the requirements for comprehensive economic development strategies. For further information, interested parties are directed to section 302 of the Public Works and Economic Development Act of 1965 (42 U.S.C. § 3162) and EDA's regulations at 13 C.F.R. part 303. The document is intended to serve as a convenient source for requirements relating to the CEDS. Nothing in this document is intended to supersede or otherwise modify EDA's statute, regulations, policies or procedures.

Introduction: A comprehensive economic development strategy (CEDS) is designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies. The CEDS should analyze the regional economy and serve as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources. A CEDS integrates a region's human and physical capital planning in the service of economic development. Integrated economic development planning provides the flexibility to adapt to global economic conditions and fully utilize the region's unique advantages to maximize economic opportunity for its residents by attracting the private investment that creates jobs for the region's residents. A CEDS must be the result of a continuing economic development planning process developed with broad-based and diverse public and private sector participation, and must set forth the goals and objectives necessary to solve the economic development problems of the region and clearly define the metrics of success. Finally, a CEDS provides a useful benchmark by which a regional economy can evaluate opportunities with other regions in the national economy.

Who should develop a CEDS? A Planning Organization seeking to formulate and implement a regional economic development program will benefit from developing a CEDS. Successful economic development efforts are based on CEDS that provide an economic roadmap to diversify and strengthen regional economies. The Public Works and Economic Development Act of 1965, as amended (PWEDA), requires a CEDS in order to apply for investment assistance under EDA's Public Works or Economic Adjustment Assistance Programs. At EDA's discretion, EDA may accept CEDS that it has funded or CEDS prepared independently of EDA investment assistance or oversight.

The following sections set out below on "Planning Organizations" and "Strategy Committees" cover the requirements for EDA-funded CEDS, while the remainder of this document pertains to technical requirements for CEDS. *It should be noted that in determining the acceptability of a CEDS prepared independently of EDA investment assistance or oversight for projects under 13 C.F.R. parts 305 or 307, EDA may in its discretion determine that the CEDS is acceptable without it fulfilling every requirement set out in 13 C.F.R. § 303.7. In doing so, EDA shall consider the circumstances surrounding the application for investment assistance, including emergencies or natural disasters, and the fulfillment of the requirements of Section 302 of PWEDA.*

A. EDA-funded CEDS

Pursuant to 13 C.F.R. § 303.6, if EDA awards Investment Assistance to a Planning Organization to develop, revise, or replace a CEDS, the Planning Organization must follow the procedures set forth in paragraphs A.1 and A.2.

1. Planning Organization: A Planning Organization (as defined in 13 C.F.R. § 303.2), typically an Economic Development District (EDD) or Indian Tribe, may be eligible for EDA planning investment assistance. The purpose of such assistance is to develop a CEDS for a specific EDA-approved region. The Planning Organization is responsible for:

- Appointing a Strategy Committee (CEDS Committee);
- Developing and submitting to EDA a CEDS that complies with 13 C.F.R. § 303.7;
- Making a new or revised CEDS available for review and comment by the public for a period of at least thirty (30) days prior to submission of the CEDS to EDA;
- Obtaining approval of the CEDS from EDA;
- After obtaining approval of the CEDS, submitting to EDA an updated CEDS performance report annually. The **performance report**, in addition to reporting progress on CEDS implementation, should also discuss community and private sector participation in the CEDS effort. Any performance report that results in a change in the technical components of the EDA-approved CEDS must be available for review and comment by the public for a period of at least thirty (30) days prior to submission of the performance report to EDA;
- Submitting a copy of the CEDS to any Regional Commission if any part of the EDA-approved EDD region is covered by that Commission;
- Submitting a new CEDS to EDA at least every five (5) years, unless EDA or the Planning Organization determines that a new CEDS is required earlier due to changed circumstances.

2. Strategy Committee: The Strategy Committee is the entity identified by the Planning Organization as responsible for developing, revising, or replacing the CEDS. The Strategy Committee **must represent the main economic interests** of the region, and **must include Private Sector Representatives** (defined in 13 C.F.R. § 300.3, with respect to any for-profit enterprise, as any senior management official or executive holding a key decision making position, or that person's designee) **as a majority of its membership**. In addition, the Planning Organization should ensure that the Strategy Committee also includes:

- Public officials;
- Community leaders;
- Representatives of workforce development boards;
- Representatives of institutions of higher education;
- Minority and labor groups; and
- Private individuals.

Strategy Committees representing Indian Tribes or States may vary.

B. Technical Requirements

Pursuant to 13 C.F.R. § 303.7, a Planning Organization must include the following information in a CEDS submitted to EDA.--

1. Background: The CEDS must contain a background of the economic development situation of the region that paints a realistic picture of the current condition of the region. This background must include a discussion of the economy, population, geography, workforce development and use, transportation access, resources, environment, and other pertinent information.

2. Analysis of Economic Development Problems and Opportunities: The CEDS must include an in-depth analysis of the economic development problems and opportunities that identifies strengths and weaknesses in the regional makeup of human and economic assets, and problems and opportunities posed by external and internal forces affecting the regional economy. This analysis must:

- Incorporate relevant material from other government-sponsored or supported plans and demonstrate consistency with applicable State and local workforce investment strategies.
- Identify past, present, and projected future economic development investments in the region.
- Identify and analyze **economic clusters** within the region.

3. CEDS Goals and Objectives -- Defining Regional Expectations: The CEDS must contain a section setting forth goals and objectives necessary to solve the economic problems, or capitalize on the resources, of the region. Any strategic project, program, or activity identified in the CEDS should work to fulfill these goals and objectives.

- Goals are broad, primary regional expectations.
- Objectives are more specific than goals, clearly measurable, and stated in realistic terms considering what can be accomplished over the five (5) year time frame of the CEDS.

4. Community and Private Sector Participation: The CEDS must include a section discussing the relationship between the community in general and the private sector in the development and implementation of the CEDS. Public and private sector partnerships are critical to the implementation of the CEDS.

5. Strategic Projects, Programs and Activities: The CEDS must contain a section which identifies regional projects, programs and activities designed to implement the Goals and Objectives of the CEDS. This section should identify and describe:

Suggested Projects-

- All suggested projects, programs and activities and the projected number of jobs to be created as a result.
- Lead organizations responsibilities for execution of the projects.

Vital Projects- A prioritization of vital projects, programs, and activities that address the region's greatest needs or that will best enhance the region's competitiveness, including sources of funding for past and potential future investments. These can be overarching "themes" for regional economic development success and is expected to include components. Funding sources should not be limited to EDA programs.

6. CEDS Plan of Action: The plan of action, as described in the CEDS, implements the goals and objectives of the CEDS in a manner that-

- Promotes economic development and opportunity;
- Fosters effective transportation access;
- Enhances and protects the environment;
- Maximizes effective development and use of the workforce consistent with any applicable State or local workforce investment strategy;
- Promotes the use of technology in economic development, including access to high-speed telecommunications;
- Balances resources through sound management of physical development; and
- Obtains and utilizes adequate funds and other resources.

The CEDS must also contain a section that discusses the methodology for cooperating and integrating the CEDS with a State's economic development priorities.

7. Performance Measures: The CEDS must contain a section that lists the performance measures used to evaluate the Planning Organization's successful development and implementation of the CEDS, including but not limited to the:

- Number of jobs created after implementation of the CEDS;
- Number and types of investments undertaken in the region;
- Number of jobs retained in the region;
- Amount of private sector investment in the region after implementation of the CEDS; and
- Changes in the economic environment of the region.

These are not meant to be the only performance measures for the CEDS. Most Planning Organizations developing a CEDS will benefit from developing additional quantitative and qualitative measures that will allow them to evaluate progress toward achieving the goals identified as important in their regions.

Focus Interviews

Dover



Name: Dan Barufaldi
Title: Economic Development
Date: 8/3/10
Time: 1pm

Interview Format: In Person

2 RIDGE STREET • SUITE 4
DOVER, NH 03820
WWW.STRAFFORD.ORG

Please respond to the following questions relating to the work your community, group or organization does relating to economic development issues in the region.

Series Questions for Comprehensive Economic Development Strategy Focused Interview

What are your primary data resources that you would recommend?

Doug DeDe is working on an inventory of all the Dover businesses, Tower List Chamber List, non-profits and government. He will have the most comprehensive list to date when completed. For employment, unemployment data the Bureau of Labor Statistics is a good database, which gives information on sector activities throughout the country. Business Services Guide is a book that has a list of commercial realtors. New Hampshire Commercial Investment Board of Realtors seacoast and statewide has a lot of information for business property.

Does your community have any reports or studies completed involving economic development?

Yes, there are regular reports from economic development and the City Manager's report includes various sectors. These are available on City website.

Can you give an overview of the current economy in this community?

In Dover unemployment is at 5.0 %. Dover has brought in 13 new businesses adding an additional 250 jobs in recent months. Residential business is on the way up. There is a new business that recycles all electrical appliances and has zero waste this would typically be shipped off shore. There are 12 tractor-trailer trucks that are coming to Dover daily for this product.

We are fortunate to have a highly educated workforce with more than 32.5 percent of the population over the age of 25 having a bachelor's degree or higher and nearly 18 percent having taken some college course work. The health care industry continues to grow in this area as evident in the "Medical Mile" located along Route 108.

Commercial lease space is 30% less per square foot to rent. This is very attractive to new businesses. The cost of materials for new buildings has increased but labor cost has gone down. Business is more inclined to rent a commercial space. Enterprise Park owned by Dover Business and Industry Authority has three well-established businesses located less than a mile away from the Spaulding Turnpike.

The Down-easter is positioned midway between the cities of Portland Maine, and Boston. Down-easter commuter train has around 50 commuters per day traveling to Boston from Dover station. The City also has both freight and passenger rail. The C&J at Exit 9 is the Transportation hub and is the second largest provider of intercity bus transportation in Northern New England. It serves five destinations with more than 30 daily departures, connecting Dover with the New Hampshire Seacoast, Newburyport, Massachusetts, Boston, and Logan Airport.

What do you think is the strength or weakness of this region's economic development?

Dover has three economic vitalization zones. There are a high level of education facilities, PCA firms and a high-quality school system which includes a Vocational and Technical training system that covers an array of subjects including: Animal Science, Automotive Technology, Biotech Manufacturing, Building Construction, Business Management, Computer Technology, Cosmetology, Culinary Arts, Electrical Technology, Licensed Nursing Assistant, and Pre-Engineering Technology which have Certification Programs. Dover has many recreation facilities including indoor and outdoor pools. Dover offers a full line up of events throughout the year including: music festivals at the Rotary Pavilion Thursday and Friday nights. The fall brings Apple Harvest Fest, a craft fair that attracts more than 25,000 people to the vibrant downtown. In the winter residents enjoy "A Taste of Dover," featuring samplings from dozens of local restaurants.

Weakness in the region includes access to credit and to a less extent lack of critical masses to the Dover Technical Industry.

The Dover Technical is an event that will provide inventors the opportunity to show potential investors their product. This event will cross state lines to ensure that there is a critical mass to participate. The event will have economic groups such as DRED, University of Maine, and University of New Hampshire and will begin to look internationally. The concept looks at manufacturing routine, high labor cost and the economy. The idea is to make this an annual event to attract the Hi Tech manufacturing jobs back to this region.

Are there pockets of economic distress within the community? If so, how is the community addressing this?

In Dover there are currently 880 people unemployed. There are many services to help this group including food pantries, social services, and many volunteers to help those in need.

How is the local government undertaking to meet broad economic objectives such as price stability, high employment, and sustainable growth? This may include consideration of fiscal policies, trade, and tax policies.

Dover did have a tax cap overridden by City Council. Dover supports the non-profits. The City moved to formed base code in areas of downtown. The city has incentives for Revitalization Zone Tax Credits (ERZ) and as a result businesses are locating within these zones, and that brings new jobs. The Dover Revolving Loan Program financed through the Southeast Economic Development Corporation (SEDC), is customized to the requirements of the financial needs of varying business types.

The Technical Review Committee approach is transparency to save time and no surprises. The economic development and planning departments have the approach of agreeing on principles of the project “your project is our project philosophy”. The Technical Review is unique because every agency within the community sites down at the table and put sites and plans together. This same group gives written assurance to the planning board to streamline the process, which keeps the cost down and saves time. The City does not have a Tax Increment Financing tool.

How is your community providing infrastructure and services (parks, highways, transit, welfare and other social services, health care, affordable housing, crime prevention, and K-12 education) during these tough economic times?

Dover has a great system of parks that are well maintained, three rivers, and hiking trails. The Recreation fitness center has an indoor pool. Welfare social services are also located in Dover. Dover has 1 of 28 certified police departments in the country and it has received national awards for the Police Department, which is coupled with a low crime rate. In terms of education Dover has high-quality public schools along with first-rate private schools including St. Mary Academy, St. Thomas Aquinas High School, Portsmouth Christian Academy, and the Cocheco Arts and Technology Academy a public charter school in the performing arts.

Dover residents receive some of the best healthcare in New England. Wentworth Douglass is one of the leading hospitals in the region with numerous specialty providers along the “Medical Mile”. Wentworth Douglass Hospital is currently expanding. The city is also home to New England Equine Medical & Surgical Center, which is leader in New England quality equine veterinary care.

Does your community have a Capital Improvements Plan and capital reserves? How is this working from your perspective?

The Capital Improvements Plan and Capital Reserves do assist in long term planning. The CIP focuses on the need of roadway infrastructure and there is a steady move to use maintance plan instead. Potential projects include a Police Station with a Conference Center and parking garage with public and private use.

What types of jobs are available within this community?

The types of jobs within the community include: healthcare, manufacturing, professional services, financial, education, engineering, and architecture. In the future, knowledge base manufacturing is the type of business that the region wants to attract because it is non-exportable. A company that will produce UV frequency lamp that kills bacteria spores, virus, and pathogens is looking to locate in Dover.

How are we educating or training the potential employees within this community?

The University of New Hampshire main campus is located just 6 miles from Dover. It also offers Professional Development and Training Courses for professionals.

How is this region creating or keeping current jobs?

The Dover Business and Industry Development Authority, owns roughly 92 acres in size, the Enterprise Park. There is currently 12.5 acres left. The park puts hundreds of thousands of dollars in tax operating cost back to Dover. The Industrial Park is a 160-acre parcel with over twenty-one businesses located in it. All of tax will go into a general fund.

Tourism and Development is under development. For example, hospitality discount coupons are now available for people visiting the area. They are also working with Amtrak to develop a deal with Amtrak that from UNH to Dover it would be free to students.

Dover has also established an Ambassador program, which has over 200 volunteers that tell the "Dover Story". These volunteers wear pins so that they can be recognized. Their goal is to integrate partnerships for example The Chamber of Arts, American Bus, and bring tourist to Dover. There is now a lot of advertising to attract people to this area for example ads for Woodman Institution, Children's Museum. The city is also looking at a garage located within downtown.

In the future there will be changes when The Little Bay Bridge goes under construction. There are currently 1200 people in the city traveling to Portsmouth, which potentially could change when construction starts. There are Commercial real estate firms that are bringing more assets north. The growth is flowing north. Portsmouth has the problems of success: traffic issues, 90% development it can only build up, and also wetland restrictions.

How do you think that economic capital infrastructure is constraining growth within this region? (Small Banks unable to lend money)

The federal policies in terms of banking give a double message lend to small business. There are small windows of opportunities for financing. The Federal Government informs local banks to lend more SPA loan every two weeks change software so the small banks cannot compete. The local banks can't afford to upgrade the software. Big banks

not lending at all no interest constrains the growth. The administration constrains states money and moving it. There is a need for people to understand economic development not working with our region. Federal Savings bank has aided small businesses located in this region. National banks have cut the legs out credit cards. One company had a 1 million dollar credit amount stopped giving it to them.

What types of businesses are starting up within this community?

The types of business include consulting education assessment Measured Progress, restaurants La Fiesta, tourism related, and the toy store is expanding.

Do you have any projects in mind for EDA funding?

Two Enterprise park lease to buy bonding but nothing with infrastructure. Dennis McCann working with him putting financing pieces together non-bankable deals.

What types of economic development projects would most benefit the community and our region?

The development projects that would benefit the community the most are knowledge base manufacturing. If you have other that type of industry retail follows. Wal-Mart brings 37 cents back to the community compared to manufacturing which brings 70 cents. Neighboring communities many retail opportunities stores that go after niche do well. The toy store is perfect example of niche.

Who within your community is a champion in Economic Development in the Private Sector?

Scott Myers the Mayor is deeply committed, Doug DeDe, Chad Kasulary, David Bonford, Jack Buckley, Jack Mettee, and Tony McManis.

Who do you think could benefit from an economic development plan within this region?

Every community has a rising tide of small boats. If a certain business can't locate within Dover but could in Somersworth we need to collaborate.

Where do you want the community to go in the future as far as economic development?

In the future, knowledge base manufacturing, healthcare, agriculture, and local agri-tourism will help maintain the quality of life here. Quality of place will guide and maintain the quality of life it is an important balance to keep. In the future commercial development is the key to Dover's growth. It would allow for a better tax rate, which means a better place to live.

Waterfront development project will be a mixed-use development with office buildings, condos, restaurants, and storefronts, which is 14 acres.

Durham



Name: Jim Campbell and Todd Selig
Title: Town Planner and Town Administrator
Date: August 17, 2010
Time: 9 am

Interview Format: In Person

2 RIDGE STREET • SUITE 4
DOVER, NH 03820
WWW.STRAFFORD.ORG

Please respond to the following questions relating to the work your community, group or organization does relating to economic development issues in the region.

Series Questions for Comprehensive Economic Development Strategy Focused Interview

What are your primary data resources that you would recommend?

Some of the primary data resources include: New Hampshire Office of Energy and Planning (NHOEP), NH Economic and Labor Market Information Bureau (NHELBM), the Census, and New Hampshire Employment Security.

Does your community have any reports or studies completed involving economic development?

The reports and studies that have been completed involving economic development include: Strength Weakness Opportunities and Threats (SWOT) analysis, Strategic Plan draft, Request for Proposal RFP for Market Analysis, Commercial Core Strategic Plan.

Can you give an overview of the current economy in this community?

The overall economy in Durham is to some extent recession proof due to the University of New Hampshire being located in Durham. There are economic development projects that are still coming to Durham. The University of New Hampshire is the largest employee with around 4300 employees, next is Goss with 300 employees, the Town of Durham had 80 employees during the winter and 100 during the summer.

What do you think is the strength or weakness of this region's economic development?

The strength of the region is the highly educated labor force because of the UNH. The quality of life is desirable in the seacoast. Durham is ideally located for future development. This area is thriving because of the natural beauty and the activities for outdoor recreation. There are many social activities that appeal to people. The school district is perceived as good. There are fewer opportunities for enrichment programs for gifted and talented children.

One of the major weaknesses of this region is transportation infrastructure. For example the Little Bay Bridge project needed to be completed over 10 years ago. Within the state we have the largest transit system but there is a lack of infrastructure to support ridership within the region. UNH Wildcat transit has over 1 million riders per year.

The lack of affordable housing is also a weakness. Department of Housing and Urban Development estimates that 70% of the population cannot afford housing within Strafford County. This is a problem for Durham as well.

Durham has unique issues just like every town. It is special because of the UNH and somewhat quirky. The population in this town is engaged with town issues. The people of this town often stay engaged in town politics for a number of years because of their financial power. The expectations for Town employees are extremely high. The ability for the Town to attract new business is often times shut down which makes for a cumbersome development process. This can sometimes make government more difficult. Durham is often thought of as a model. The Town has a more challenging level of civil discourse.

Are there any pockets of economic distress within the community? If so how is the community addressing this?

Pockets of economic distress within the community are neighborhoods surrounding downtown that are in transition from small single family to student housing. Single families are often selling out to student housing developers. Realtors are pushing for students to purchase houses while attending UNH. Houses around downtown are not what people are looking for. People are unable to move here due to the taxes so we have a taxed out demographic.

How is the local government undertaking to meet broad economic objectives such as price stability, high employment, and sustainable growth? This would include fiscal policies, trade, and tax policies.

The Town of Durham for the last 5 years has been trying to cut cost. The Town operates on LEAN process and cuts costs that way. Durham is using the Kaizen theory - improving continuously with aim to eliminate waste. The recession of 2009 reduced apportionments \$100,000 but there has been no tax increase last year. There also has been no wage increase in the last two years for Durham employees. As a result there hasn't been a focus on Town budget. Residents are not engaged with budget issues because they are satisfied with the financial process and results.

The development focus is broadening. The tax base is managed in an appropriate manner. The zoning is both proactive and reactive in the town. The Town passed Economic Revitalization Zone Tax credit, which allows for a business located in a certain demographic criteria to take advantage of a tax credit against the business profits and enterprise tax. This is located in the central core and Church Hill. There is also a TIF district by Stone Quarry Drive. The Town has also conducted 125 face-to-face interviews for a business survey of downtown businesses. The Town is doing its part to keep up with the market on the real value of housing to equalize the value to the market value

The Town is working with national student housing developers and UNH to come up with student housing options. The Town is helping to facilitate a hotel project downtown, relocating the UNH business school to downtown. They are looking into a potential downtown performing arts center, and parking garage. The Town has conducted the Mill Plaza study to come up with mixed-use development in the Durham Market Place plaza.

Durham has a high employment rate, which is an opportunity for the Town. Durham is a bedroom community. A considerable amount of the population works or is tied to UNH.

How is your communities Capital Improvements Plan?

Durham does have a Capital Improvements Plan, which is working fine. The CIP is a 6-10 year plan with some items pushed back 1-2 years to keep up with expenditure. The CIP involves the Town Administrator working with all department heads to identify equipment purchases and capital projects for the Town budget. The Town is already working to identify improvements that need to be made for the next year. Bonding is the primary way that the Town is paying for long-term projects.

What types of jobs are available within this community? How are we educating or training the potential employees within this community?

Major source of jobs within this community is UNH with around 4300 jobs. Much of the service industry such as engineering, light manufacturing, retail do not locate in the town because of lack of affordable housing. Durham does not have a large employment base. There are however a lot of start-up businesses in home occupations. The Green Launching Pad connects entrepreneurs with the University. The dichotomy here is there is not a lot of affordable business space in town. Dover, Portsmouth, and Pease are alternatives for businesses to go to instead which has a direct impact on Durham's Business Park.

How do you think that economic capital infrastructure is constraining growth within this region? (Small Banks unable to lend money)

Smaller independent banks have more freedom and are less constrained to lend money. Examples are Service Credit Union and Federal Savings Bank.

What types of businesses are starting up within this community?

The business types that are starting within this community are service, retail, and student housing. The Green Launching Pad is intended to connect green business with the University. Downtown Durham would be essentially a tear down and rebuild because of the need for student housing, commercial space, and to have incubator space for small businesses. IDEA Greenhouse is a non-profit to kick around ideas of how to improve things with the town. The Town is looking at developing a property owner's maintenance plan for student housing. Student housing doesn't mix well with single-family housing. Graduate student housing has primarily been located in Dover, Newmarket, Portsmouth, and not within Durham. Some property owners in town only rent to graduate students

because they are in general more responsible. The Durham's landowners association has graduate students go around and check on rental properties. The University is looking into Lee Orchard for an alternative to graduate school housing.

Do you have any projects in mind for EDA funding?

Potential projects for EDA funding would include a municipal well at Spruce Hole, which is a \$3 million dollar connection. Durham Business Park needs all new infrastructure and upgrades by Route 4. Another project would be the Bottleneck sewer at the roundabout and also Boulder Field South drive.

Who within your community is a champion in Economic Development in the Private Sector?

There are a small number of champions of economic development within the community Dick Gsottschneider, Chuck Creasy, Warren Daniels, and Tom Elliot.

Where do you want the community to go in the future as far as economic development?

Jim's Vision:

Expand economic development and workforce development to support the downtown and create new jobs from Goss manufacturing. Durham's goal is to also have a professional office park. The Little Bay Bridge construction will have a direct impact on this area.

Todd's Vision:

Downtown tear down of the existing 1 to 2-story buildings and rebuilding with 3 to 4 story buildings. The new business school will increase the population in town. The plans are coming to the planning board in the fall, bids will be out for February 2011, and in the summer of 2011 construction will begin which is a \$50 million dollar project. There will be a new student housing development on the west side. The Goss building will expand as they now use 250,000 square feet and potential to expand to 2 million feet. The mill plaza will expand store to mixed-use development.

Barrington



Name: Charter Weeks
Date: August 18, 2010
Time: 10am

Interview Format: In Person

Please respond to the following questions relating to the work your community, group or organization does relating to economic development issues in the region.

Series Questions for Comprehensive Economic Development Strategy Focused Interview

What are your primary data resources that you would recommend?

One of the primary resources that the Town of Barrington uses includes SEDCO. The Town also works with the Department of Resources and Economic Development sending updates on land available within the community. The Economic Development Committee no longer exists within this community.

Does your community have any reports or studies completed involving economic development?

There are no reports or studies completed involving economic development within the town. The Planning Board around 8 years ago created a “spot” town center at the route 9 and 125 intersection. [During this past decade the Town Meeting approved an updated Zoning Ordinance while the Planning Board approved an updated Master Plan. Finally in 2008 Town Meeting approved a “Village Center Zoning District”.]

The Town is working with Dan Quinto of Roaring Brook Development in hopes of creating a viable economic zone in the village center. There is some resistance within the community as landowners are reluctant to spend during these economic times. A resource guide of the businesses located within the town was put together by the Chamber of Commerce.

Can you give an overview of the current economy in this community?

Barrington has no municipal center and functions as a bedroom community. The Town’s economic circumstances are not a function of Town business or infrastructure. The retail sector employs local people at businesses such as Calef’s and the Christmas Dove. The Town has made a commitment to work with residents who might go into foreclosure by setting up payment options. The area that has been hit the hardest in town is Long Shores and Barre River. There are many ¼ Acre lots there that are grandfathered as they were subdivided prior to zoning in the town. This area uses a lot of Town resources, such as police calls. This area probably has the lowest per capita income within the town.

What do you think is the strength or weakness of this region's economic development?

Some would argue that the State of New Hampshire having no income tax is strength. There should be some kind of income tax to help run local government. However one business in town said that they would go elsewhere if the state adopted an income tax. Of course there is no place for them to go except Alaska. Some form of broad based tax would greatly help communities meet the cost of the public education. The Supreme Court has mandated the state to do so but the state has yet to comply. They have been merely redirected local property taxes to them so they can redistribute it.

There are a large number of millionaire residents within the state and region because there is no income tax. Only a small number of them are entrepreneurs creating jobs in this state. Another asset to this region is the highly educated workforce.

A weakness for this region is being at the far end of the supply chain. Businesses would rather be centrally located, for example around the Carolinas. There are major implications for this region due to that factor. A way to address this issue would be to improve the Portsmouth Port. There are few products or goods going in/out of the port. Improving the rail infrastructure would help. The train was more accessible years ago.

Land use policy is another weakness for the region. In the future there will be a time that purchasing a head of lettuce from California will not be economically feasible. In the future this area will need to rely on localized agriculture production. The entire food economy will change. There needs to be incentives to keep agricultural land available for production.

Are there pockets of economic distress within the community? If so, how is the community addressing this?

The pockets of economic distress within the community include Long Shore and Barre River. There may also be some other pockets of low income concerns in trailer parks with substandard housing.

How is the local government undertaking to meet broad economic objectives such as price stability, high employment, and sustainable growth? This may include consideration of fiscal policies, trade, and tax policies.

The real facts are that the Town doesn't have the resources to address economic objectives. The local government cannot impact price stability, and sustainable growth with the town. There is no ERZ district within the town. We do have 125 acres available off Route 125 that is in contract to be developed into commercial and light industry area.

What types of jobs are available within this community?

The jobs within the community are mainly service industry related.

How is this region creating or keeping current jobs?

There are a great number of self-employed citizens located within Barrington. These people are not eligible for unemployment benefits, and this could be the reason for such low unemployment numbers. There is a Food Warehouse Distribution Company within town. The largest employer is Turbocam with around 80 to 100 employees. The Town of Barrington and the school district are the next largest employers. There is also a food corporation and plastic manufacturing company.

What types of businesses are starting up within this community?

There are a number of empty buildings within the community that are potential places for business and industry to locate. There is Urgent Care and Wentworth Douglas Medical office located off Route 125. There is also a veterinary hospital that just started up within the town.

The region isn't working together in terms of attracting businesses. There is no incentive to have a regional approach because of the tax policy in the state of New Hampshire. The only way a regional approach would work is if the communities in the region pooled money together to have an economic development specialist who could help pull jobs to the region.

What types of economic development projects would most benefit the community and our region?

The types of economic development projects that would most benefit this community are light industry to broaden the tax base for the Town. Some form of destination facility that was associated with UNH would be beneficial. A hotel with a conference facility, and golf course would facilitate positive growth. The idea of small breeder companies that would grow out of some department as UNH like physics, engineering, and business would be a natural for Barrington because of our proximity to Durham. The Route 125 business park is a three-phase project that will be in place over the next decade.

Who within your community is a champion in Economic Development in the Private Sector?

A champion of economic development within the community is Mike Clark, a Board Member and Carol Reilly, the Town Administrator.

Where do you want the community to go in the future as far as economic development?

In the future as far as economic development, the two scenarios in play right now are very important for Barrington to move in the right direction. The Village Center on Rt 125 and the Rt 125 business park are much needed for the town to move in the correct direction. Currently both are in play, but remain subject to wider US economy.

Rochester



Name: Karen Pollard
Title: Economic Development Manager
Date: August 19, 2010
Time: 1 pm

Interview Format: In Person

2 RIDGE STREET • SUITE 4
DOVER, NH 03820
WWW.STRAFFORD.ORG

Please respond to the following questions relating to the work your community, group or organization does relating to economic development issues in the region.

Series Questions for Comprehensive Economic Development Strategy Focused Interview

What are your primary data resources that you would recommend?

The primary data resources really depend on what you are analyzing. There is a difficulty getting all the data from the State of New Hampshire. There is a limited amount of information on all businesses in the state or community. The employee information can be found on the Security Department website.

Rochester has pictometry of business maps, which is more complete and up to date. Rochester also has ratios of the types of business. The City created a database of this information.

There is a need for a regional workforce study analysis of skills, and looking at transferability to new opportunities. DRED has been eager to help but doesn't have many resources. There needs to be more communication on a county level.

Does your community have any reports or studies completed involving economic development?

Rochester has an Economic Development chapter in their Master Plan, which has 18 priorities with over half of them completed. They are working on an incubator plan. Another priority is creating Rochester Fairgrounds as a destination location.

Rochester has a separate Downtown Master Plan. The Main Street Program has an ongoing action plan and other plans for downtown. There has also been a retail analysis study of the area. This study includes information about retail demands, targets, and a psycho-graphic analysis. Demographic studies are limited in what they can be used for.

Can you give an overview of the current economy in this community?

Great Bay Community College is looking to expand in the future to Rochester. This is part of their strategic plan. It will offer classes, such as small engine repair.

Granite State Business Park (by the airport) has a strategic plan. High Field Commons 320 has stricter development. There was a traffic study completed on Route 202 and there is safety issues associated with that road.

There is a lot of competition in the region. There is also a lack of distinguishing features of the three major cities: Dover, Somersworth, and Rochester. Strafford County is at the top for recovery from the recession. The three major cities are weatherizing the recession better. However industries are at risk. The availability of capital and financing lines of credit is a threat to recovery. Manufacturing is the big employer and computer skills are vital in staying competitive.

What do you think is the strength or weakness of this region's economic development?

The weakness of this region is the lack of collaboration between cities and towns. Often there is a lack of vision for the big picture. Another weakness is the business district. The entire downtown of Rochester is under performing but has great potential.

Are there pockets of economic distress within the community? If so, how is the community addressing this?

The residential houses located downtown are in disrepair. There are a great number of absentee owners of the buildings in the downtown area. One example of downtown problems is smoking. The smokers that go to the restaurants need good alternatives to going outside. The smokers that visit the restaurants go outside to smoke and it makes the streets in downtown crowded at night. The businesses need money to come up with good solutions to address these types of problems.

Rochester has done an exceptional job converting large spaces into multi-owner spaces. Rochester has rezoned parts of the city into various multi use areas.

Main Street Program is trying to change the downtown through programs such as Rochester Shoe Festival. This is an event for business, clubs, and organization to showcase their products or services to the community.

How is the local government undertaking to meet broad economic objectives such as price stability, high employment, and sustainable growth? This may include consideration of fiscal policies, trade, and tax policies.

The taxes have stayed stable and signal business growth. Economic development is the City's number one priority. Granite Ridge Development is being planned for growth and financial support. Economic Revitalization Zone is a downtown tax credit to create own local vision, and the City Council supports this.

How is your community providing infrastructure and services (parks, highways, transit, welfare and other social services, health care, affordable housing, crime prevention, and K-12 education) during these tough economic times?

Most of the Highway money comes from Spaulding toll. Local leverage stimulated the Washington bridge project. The Washington Street Bridge came through America Recovery Reinvestment Act funding. This ARRA funding made the Bridge come sooner. Some of the subsurface infrastructure within the city is in need of repair or replacement.

The City welfare department is seeing a lower demand for services. This is in part due to added staffs that can help residents get back on feet. There is an also very effective partnership in place such as the Rotary Club. The Rotary Club has a back to school drive for low-income families. This is through a referral program. The funds coming out of welfare in 2009 were \$200,000 less than the previous year. There is also transitional housing. The homeless population has access to services.

The Police Department is actively working with younger children and youth in poverty to Build Our Way out of Crime. There is gang and drug related issue with teenage adults, which is a small number of people. The Police Chief believes the bridge detour has reduced the crime rate within the area.

The City of Rochester has an excellent education system. Rochester has the Richard W. Creteau Regional Center, which offers 14 career and technical courses to high school students of the Tri-city region. Rochester is offering free breakfast and lunch to all kids within this community.

Does your community have a Capital Improvements Plan and capital reserves? How is this working from your perspective?

The City does have a Capital Improvements Plan but most of the items are on hold because of the financial situation. The plan is in place and projects include road maintainance, water and sewer infrastructure. The City has not dipped into these funds this year. The City however has been able to improve their bond ratings. This has enabled the City to borrow at a good interest rate. The City is interested in a water tower for the Industrial Park, which will hold 1 million gallons of water. This will enable back up support for the sprinkler systems. The water treatment plant in the City is under construction and it will be a LEED certified building. The City also has a Capital Reserves program, which has about 9-10% of the budget in it. The state minimum for a CR is 5 % but the state would like to see 9-10%.

What types of jobs are available within this community?

There are manufacturing jobs, which produce advance composite materials. This is a clean process, LEAN, not resembling old manufacturing practices it requires high skill sets. There is also service industry, financial institutions such as Service Credit Union, Holy Rosary. Frisbee Memorial Hospital is the largest employee in the City, recently expanded adding a new tower. There are numerous clinics or doctors in a box

throughout the community for outpatient care. Ready Care is also throughout the community, which has expanded across from the airport. The Homemakers is a rehab skilled unit located next to Frisbee where people can stay after a major surgery. Frisbee also collaborates with Rochester VNA, which also provides excellent care for people throughout the community.

Retail jobs and service jobs are a smaller number compared to other communities. There are also a lot of people located in Rochester who work for the education system either at the school district or UNH.

Affordable housing is a reason why a number of people that work at the Shipyard are located here.

How are we educating or training the potential employees within this community?

Potential employees are working closely with major employers. Smaller businesses are working one on one with employees. The City Economic Development staff went through downtown and worked with the small business in town to come up with customized plan. Some of the plans included information on social media or setting up events to build customer base. For example some restaurants in town offered free deserts to people who order an entrée.

How is this region creating or keeping current jobs?

It has been tough to create new jobs or attract new business to downtown. Rochester didn't lose too many businesses in downtown. The City did lose the Walden bookstore, Off Price Furniture, and a mattress store. Industrial User Brand Partners left the area. The City is currently looking into filling that space.

Pease Development Authority has the critical mass and works hard. They are competitive in drawing in business. The Economic Development Authority is also working hard to get development in the community. Over half of the workforce in Rochester commutes to another location. This drains resource and contributes to air pollution. The people that commute outside the community are less likely to volunteer and their family lives are impacted. The workforce is located here! This is Rochester's Strategy to attract companies to the area. In October at the Trade port there will be a trade show for the technology business. Rochester's selling point is the quality of life here. There are other strategies for different industries.

How do you think that economic capital infrastructure is constraining growth within this region? (Small Banks unable to lend money)

The banks' argument for borrowing money is that in many cases there are not good candidates. For example some businesses don't need more loans just more sales. Small businesses need to focus on attracting more customers, not taking out a loan to pay payroll. However, the banks have reduced credit availability for businesses that have always had high lines of credit. Some of the businesses have relied on that line of credit

to pay employees or to operate the business. Collateral such as real state that the business once used as line of credit is unavailable due to the recession. The big banks have not been helpful to businesses. The small banks, for example Profile, Federal Savings Bank, Laconia Savings Bank, and Optima, have benefited because the business refinanced with them. The credit unions have been beneficial to the community offering programs to residents when disasters such as the ice storm happened to any member in good standing.

What types of businesses are starting up within this community?

There are startup businesses locating downtown, service industry such as restaurants, and art studios. The businesses are unique and independent. There are also a lot of small business franchises such as food and manufacturing. New Hampshire is known for the niche of gourmet food business. The City is planning a business incubator for businesses to rent commercial space per day or hour. There is also a credit union located in the Spaulding High school, which allows seniors to get school credit for working there.

Do you have any projects in mind for EDA funding?

The EDA funding could go towards the business incubator space and allow for ongoing training of small business. The training could be onsite for the business because no small business starts out as an expert. Some businesses may have an excellent business plan but need assistance in using QuickBooks or struggle with marketing. Main Street Program could provide training to the business by having an extra staff person. Most people fail at starting a new business and this could potentially improve the percentages and would benefit the community.

The industrial park needs expansion with a railroad crossing that will cost over \$500,000. There is acreage there for big industrial users as the biggest lot is 5 acres. There are 30 lots available for 40,000 square foot and there 200,000 square foot lots available for bigger business. There is also room for another industrial park once Waste Management is at capacity.

There are two lots available downtown for a parking garage but the City needs the demand before building the garage. Mill Housing Authority complex have condos that could be mixed use development. The Union Street Parking lot on North Main Street could be a multi-use garage but there is no demand for it as of now.

What types of economic development projects would most benefit the community and our region?

The Comprehensive Economic Development project would benefit the community because most communities are unaware of what is going on as far as economic development. It will be a more effective use of resources for the entities to be aware of what's going on in the region. Each community has their own goals and is in competition for businesses. It would benefit high technology, incubator business, and startup

accelerators. There could be commercial research opportunities by looking for commercial applicants.

Who within your community is a champion in Economic Development in the Private Sector?

Economic Development champions in the community include: Frisbee Memorial Hospital, banks, Holy Rosary Credit Union, shopping centers such as the Lilac Mall, car dealers, and large property owners in the community.

Who do you think could benefit from an economic development plan within this region?

Rural Towns such as Farmington and Milton will benefit from an economic development plan. Some towns have no blueprint as far as economic development. It would benefit the region to know what communities are working on.

Where do you want the community to go in the future as far as economic development?

The City's 18-point plan will continue to support economic development. There will be a focus on community goals and the support will remind them of their goals in the ten year economic development plan. Rochester is now on year 6 and has finished half the priorities on the plan. Rochester is now thinking about revisiting the plan and looking at the remaining items. The community is going to revisit the plan sooner to reevaluate and set new goals with an achievable set of objectives and strategize the entire plan.

Wentworth Economic Development Corporation



Name: Denise Roy Palmer
Title: Economic Development
Date: August 23, 2010
Time: 1pm

Interview Format: In Person

2 RIDGE STREET • SUITE 4
DOVER, NH 03820
WWW.STRAFFORD.ORG

Please respond to the following questions relating to the work your community, group or organization does relating to economic development issues in the region.

Series Questions for Comprehensive Economic Development Strategy Focused Interview

What are your primary data resources that you would recommend?

The primary data resources that WEDCO uses are the community profile and New Hampshire Employment Security website.

Does your agency have any reports or studies completed involving economic development?

No, as a region there are very limited studies involving economic development. Different communities are taking on projects. For example a strategic plan process is ongoing in Wolfeboro now. Farmington has an economic development committee that is not active right now. WEDCO owns two parcels of land in Farmington Industrial Park on Route 11. There was more activity in the late 90s than in the mid-2000s. There is a parcel for purchase in Milton Park, which is almost 100 percent occupied.

Can you give an overview of the current economy in this community?

The biggest employers within the Northern region of the county include: the Towns and SAUs, Huggins Hospital, Brewster Academy, and GI Plastics. The economy is based upon tourism around the Lake, and dependent on the weather.

What do you think is the strength or weakness of this region's economic development?

There is lots of construction happening within the area that will help to strength the economy for this region. Huggins Hospital is expanding with a new addition. There is a new High School under construction. Mountain View Nursing Home is under construction in Ossipee serving Carroll County residents. This is a 23 million dollar project that will have 103 beds for providing care for elderly or disabled who need 24 hour skilled care. This will provide the County with 150 jobs. The workforce housing project, which includes 52 units with 22 condos, is starting in Wolfeboro. The workforce housing project should have happened in the northern region

30 years ago. The project will be in two phases. Financing is from multiple sources including USDA; CDBG will provide money for the roads, a Bridge loan from NH Housing Authority.

A weakness of this region in terms of economic development is the dependency on the weather. The weather has a huge impact on business. For example lack of ice on the lakes, impacts snowmobiles and ice fisherman.

Another weakness is the roads and lack of access in certain parts of the region. There is also a lack of infrastructure as far as water and sewer. NH DES had a moratorium on water and sewer in Wolfeboro and as a result the Towns had to fix capacity and water quality issues.

Another weakness is getting Board membership in this area. Many people commute to work leaving no time for extra activities. There is not one newspaper regionally. This area has multiple Regional Planning Agencies and Chambers of Commerce. There are also 2 different state recreation districts for tourism.

Are there pockets of economic distress within the community? If so, how is the community addressing this?

The pockets of economic distress include Farmington and Carroll County. Carroll County in the last census had the largest increase in population and it is the 2nd poorest county. Carroll County United is a collaborative in Carroll County that is addressing the issues of economic and social services. Tri County community action is a non-profit that helps residents of the northern counties have access to emergency assistance ranging from energy cost to homelessness and hunger.

Farmington had local bank and telephone companies that have left the downtown. Farmington lacks a vibrant main street and is struggling with how to get business back to the area. The traffic thru downtown is large and could be a potential spot for business – if they get traffic to stop.

How is the local government undertaking to meet broad economic objectives such as price stability, high employment, and sustainable growth? This may include consideration of fiscal policies, trade, and tax policies.

Most of the communities are not addressing this because of lack of staff and resources. There are few accomplishments because of conflicts within the towns. For instance, on average the Town Administrator for the rural communities last less than 5 years.

Brewster Academy has had steady economic growth. Huggins Hospital has land in Alton behind the Mac Donald's at the traffic circle. This is a location where they could expand.

Does your community have a Capital Improvements Plan and capital reserves? How is this working from your perspective?

Wakefield is the only town with a capital improvements plan. The Towns should have these however.

What types of jobs are available within this community?

Brookfield has no jobs available. Wakefield's major employer is the school and the Town. Middleton's major employer is the building supply and lumber and auto/truck dealership. In New Durham the major employer is Johnson Restaurant with some light manufacturing jobs. In Milton the Seacoast Boat Builders is the major employer along with the Town and SAU. In Farmington the largest employers include: Energy Resource Group, Cameron's Building Center, SAU, Town, and 3 Phase Line Construction.

How is this region creating or keeping current jobs?

The region is trying to get manufacturing into locations that are empty and available. WEDCO currently has 28-30 loans on the book.

What types of businesses are starting up within this community?

The types of business that are starting up in this area are service based, medically related.

Do you have any projects in mind for EDA funding?

A project in Farmington is the WEDCO owned property that needs a 600 foot access road. It has permits in place for wetlands and railroad crossing. This project will need municipal water and will use septic. Middleton has potential projects. New Durham has a potential downtown business district that needs improvements, such as sidewalks. Rochester is expected to grow after the 2014 construction finishes on the Spaulding Turnpike.

What types of economic development projects would most benefit the community and our region?

Full time employment with benefits would benefit this region the most. Seasonal work is what dominates the area right now.

Who within your community is a champion in Economic Development in the Private Sector?

A champion of economic development in the private sector is Bob Bordeaux of Milton.

Who do you think could benefit from an economic development plan within this region?

Farmington and Middleton could both benefit from an economic development plan.

Where do you want the community to go in the future as far as economic development?

The region needs to attract more manufacturing full time jobs in the future. The part time seasonal employment does not work for everyone. The population in this region is attracting retirees. The young people are moving away after graduation. Getting a steady workforce is important to this area.

Strafford County



Name: Ray Bower
Title: Administrator Strafford County Complex
Date: August 24, 2010
Time: 9am

Interview Format: In Person

What are your primary data resources that you would recommend?

The primary data sources are cities and towns in this region. Another resource is home sales, which are dropping off now because the First Time Home Buyers credit is not available any longer. [Summer 2010]

Can you give an overview of the current economy in this county complex?

The County has been managing the population at the corrections facility; they have systems in place to monitor inmates using community release resources. The community release program has expanded over time thru the community work program.

The Riverside Nursing Home is at full capacity with 215 beds. There is elderly housing on the complex. The demand for the nursing home is stable and managed thru a need basis. The nursing home staff often times encourages home care based on the individual's needs. The County chooses not to compete with the private sector. The Nursing Home works closely with Homemakers for adult medical day care services. When a person's resources run out- that's when they go to the County Nursing Home.

The Court is a tenant of the County facilities and works closely with the County on criminal justice services and programs.

What do you think is the strength or weakness of this region's economic development?

The strengths of this region include an eager, highly educated workforce. There is also a great transportation network in this region. There is not much as far as a weakness of this region's economy.

Are there pockets of economic distress within the community? If so, how is the community addressing this?

Residents of this region are able to get placed into a nursing home or elderly housing in 3 or 4 months. The northern part of the county is more challenged in terms of economic distress.

Does your community have a Capital Improvements Plan and capital reserves? How is this working from your perspective?

The County Complex just finished a multi-year capital improvements plan. They have also utilized American Recovery Reinvestment Act funds (\$250,000) for energy. The County Complex has looked at all the options in terms of energy usage including wind, solar, geothermal, and methane. The most feasible in terms of economics is a natural gas pipeline, which is under discussion.

How are we educating or training the potential employees within this community?

The County Complex is training staff in multiple ways through both internal and external staff education programs within the nursing home and the house of corrections. The departments also have life skill and coping training available. Riverside Nursing Home has a Licensed Nurses Assistant training programs. There also is Dover Adult Learning Program that is available to residents.

Do you have any projects in mind for EDA funding?

Strafford County Complex currently has no projects in mind as far as economic development funding.

What types of economic development projects would most benefit the community and our region?

Economic development projects that would benefit the community would be attracting industry and jobs to this region. New Hampshire has a very low unemployment rate. Each community attracts their share of unique opportunities for specific businesses.

Who within your community is a champion in Economic Development in the Private Sector?

The champions of economic development include: Business Finance Authority, Chambers of Commerce, and Pease Development Authority. Everyone works very hard at economic development within this region.

Where do you want the community to go in the future as far as economic development?

In the future as far as economic development this region continues to go in a good direction as far as low unemployment rates. There are many entry-level jobs here. It is better to see the glass half full.

Farmington



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DOVER, NH 03820
WWW.STRAFFORD.ORG

Name: Kathy Menici
Title: Farmington Town Planner
Date: August 26, 2010
Time: 3pm

Interview Format: In Person

Please respond to the following questions relating to the work your community, group or organization does relating to economic development issues in the region.

Series Questions for Comprehensive Economic Development Strategy Focused Interview

What are your primary data resources that you would recommend?

Farmington has a directory of businesses located on the website. The business that is located in Farmington can participate. The Chamber of Commerce also has a list that of businesses located in or outside the town. The Department of Employment Security is the most current data resource.

Does your community have any reports or studies completed involving economic development?

The town completed an economic development surveys in 2008 of the downtown business assistance.

Can you give an overview of the current economy in this community?

There was an interesting article in Fosters stating that Farmington had the highest unemployment in the state. However, there are a number of businesses expanding or being created. Taylor Rental just finished their expansion and two others have approached the planning board about expanding. These businesses are expected to add jobs to the community.

What do you think is the strength or weakness of this region's economic development?

Strengths of the region include a transportation corridor Route 16 has many improvements underway. These improvements are causing havoc on the system right now. Access to UNH is a resource and has the potential to help with economic development. The proximity to the seacoast and the mountains is a resource to this area. The diversity in the labor force is also asset to this region. Parks and recreation completed an application for meals on wheels program, which will provide a free lunch.

Weakness includes a lack of coordinated efforts towns are competing with one another. Small communities don't have the resources for an economic development position. There needs to be a regional approach to economic development not just a state presence.

Are there pockets of economic distress within the community? If so, how is the community addressing this?

There are areas of town that are notable pockets of economic distress. These areas are adjacent to downtown centers, which have old houses that are the least expensive to purchase. The town is addressing this through non-profits. The welfare office is great at linking people to services that they need. According to the local newspaper there isn't a higher crime rate in these areas.

How is the local government undertaking to meet broad economic objectives such as price stability, high employment, and sustainable growth? This may include consideration of fiscal policies, trade, and tax policies.

There haven't been any wage freezes in the town as of yet. The Department heads have had budget cuts. The planning secretary went from full time to part time. The town of Farmington did create economic revitalization zones. This allows for a tax credit if business is located in an area along Route 11 and 153 corners close to the Rochester line. This will hopefully aid in job creation.

How is your community providing infrastructure and services (parks, highways, transit, welfare and other social services, health care, affordable housing, crime prevention, and K-12 education) during these tough economic times?

Farmington does have affordable housing. Taxation is funded thru the tax base. The number of foreclosures in Farmington is not greater than other communities.

Does your community have a Capital Improvements Plan and capital reserves? How is this working from your perspective?

The Capital Improvements Plan has not been updated. The Capital reserves have been maintained. The towns use bonds for certain projects. The town is very aggressive in looking for grant money for funding. The department heads are the ones that keep track of grants available to the town.

What types of jobs are available within this community?

There are a number of jobs within this community including: retail jobs, automotive repair, building contractor, carpenters, computer internet services, trades, graphic design, landscaping, machine shops, real state, restaurants, Frisbee Walk in Clinic, and manufacturing facilities.

How do you think that economic capital infrastructure is constraining growth within this region? (Small Banks unable to lend money)

Businesses that want to expand and have equity cant because the lack of commercial lending taking places. This needs to be addressed federally.

What types of businesses are starting up within this community?

New restaurants are starting up within the community. The Irving gas station is expanding to a Circle K. Small business working out of home is typical for this economic climate for example a woman is operating out of home to prepare meals for people. There will be a daycare. There is nothing in terms of manufacturing coming to town.

Do you have any projects in mind for EDA funding?

A project for possible EDA funding is expanding the sewer system along Route 11. This would make it more attractive for commercial purpose.

What types of economic development projects would most benefit the community and our region?

Manufacturing jobs that look at a broad array of skill sets because there is a range of skilled labor in the region. Green industries because Farmington is at the headwaters of the Great Bay Estuaries. Health care would be a beneficial industry for this area. Employment opportunities that balance the population low skill jobs mixed regionally.

Who within your community is a champion in Economic Development in the Private Sector?

The economic development committee along with the downtown business committee is the champions of economic development. Downtown business committee is limited to what they can provide because lack of resources. There are issues with the lack of time people have to be on a committee.

Who do you think could benefit from an economic development plan within this region?

Everybody in the region would benefit from an economic development plan. Where do you want the community to go in the future as far as economic development? Most important is to have employment base those accommodates skills of people within the community. This will attract a board range of employers. Farmington has vacant land developable land, which is very accessible. Dover and Rochester is not accessible. This makes Farmington attractive to other communities. A cluster of certain businesses would be beneficial. Farmington has significant amounts of Prime farmland available. Agricultural related business would be beneficial. The problem is that farming has become expensive. There are fewer family farms because it is labor intensive. Community Supported agriculture seems to be growing within the region.

Strafford Economic Development Corporation



Name: Dennis McCann
Title:
Date: September 14, 2010
Time: 3pm

Interview Format: In Person

2 RIDGE STREET • SUITE 4
DOVER, NH 03820
WWW.STRAFFORD.ORG

Please respond to the following questions relating to the work your community, group or organization does relating to economic development issues in the region.

Series Questions for Comprehensive Economic Development Strategy Focused Interview

What are your primary data resources that you would recommend?

The primary sources of data are NH Department of Employment Services, NH Labor Bureau, NH Office of Energy and Planning, and Strafford County Community Health Council.

Does your community have any reports or studies completed involving economic development?

There are no studies or reports completed involving economic development.

Can you give an overview of the current economy in this community?

The current economy is flat. The notable strong point is manufacturing. These companies are going into existing buildings. There is construction happening in Dover, Rollinsford, Farmington, Rochester, Barrington, and Middleton. The demand for the workforce is there. These are quality fulltime jobs with benefits. The people that work at these jobs can afford to live here because the housing cost is stable.

What do you think is the strength or weakness of this region's economic development?

The strengths of the region are access to training for workers, educational attainment and ability to take classes at the extension. The employees in this region have great work ethic. The access to transportation is a great strength. Also the availability of affordable housing in this region is an asset. The medical sector continues to grow in this region.

The weakness includes lack of access to capital. The big banks have lost focus on commercial lending. The supply chains have broken down. The manufactures are building but there are not enough parts.

Are there pockets of economic distress within the community? If so, how is the community addressing this?

There are pockets of economic distress in Farmington, Middleton, and Barrington. Barrington is addressing this by attracting companies to the industrial park. Farmington is working hard on supporting business.

How is the local government undertaking to meet broad economic objectives such as price stability, high employment, and sustainable growth? This may include consideration of fiscal policies, trade, and tax policies.

Dover is planning and investment to meet broad economic objectives. The mill building in Dover is 70 percent full but the parking is an issue.

How is your community providing infrastructure and services (parks, highways, transit, welfare and other social services, health care, affordable housing, crime prevention, and K-12 education) during these tough economic times?

Capital infrastructure working with banks and small business to develop center. SEDCO is making sure that every pot of funds is used. There is also technical assistance to help local small business.

Does your community have a Capital Improvements Plan and capital reserves? How is this working from your perspective?

The Capital Improvements Plan is working for Dover, Rochester, and Somersworth.

What types of jobs are available within this community?

Manufacturing is still the best jobs available in the region. There is also medical, customer service, credit counseling, sales, some construction, and also phase 2 medical.

How are we educating or training the potential employees within this community?

Most people are training themselves. The employers are sometimes splitting the cost of education.

How is this region creating or keeping current jobs?

This region has the right population density and services with comfortable living aspects. There are a lot of companies moving here. We are located 45 minutes to the mountains and the beach the best of both worlds.

How do you think that economic capital infrastructure is constraining growth within this region? (Small Banks unable to lend money)

Large Capital projects for start-ups disinterest from the larger banks don't make sense for the small banks to lend. The banks have other opportunities to make money and the current risk climate is unfavorable.

What types of businesses are starting up within this community?

Manufacturing business are the biggest currently starting up within the community. Commerce business services for the different sectors are also starting up. Startup services are also some of the biggest including: fitness, coffee shops, chiropractor, landscaping services, snow removal, plumbing, and heating.

Do you have any projects in mind for EDA funding?

Projects within this region that will need EDA funding include the Dover parking garage. Somersworth needs some infrastructure within the city. Barrington is moving forward with industrial parks and funds would be necessary. In Rochester the bridge could use the capital revolving fund. Farmington could also use sewer line expansion and a rail line.

What types of economic development projects would most benefit the community and our region?

The types of economic development projects that would most benefit the community include the capital regional loan fund and target infrastructure projects.

Who within your community is a champion in Economic Development in the Private Sector?

SEDCO is a champion within the community.

Who do you think could benefit from an economic development plan within this region?

All the municipalities within the region could benefit from an economic development plan.

Where do you want the community to go in the future as far as economic development?

There needs to be a continued coordinated approach to municipal and regional boundaries. In the future the community should provide good jobs and a high-quality of living. There needs to be a large capitalized loan fund dedicated to the needs of the region.

Somersworth



2 RIDGE STREET • SUITE 4
DOVER, NH 03820
WWW.STRAFFORD.ORG

Name: Craig Wheeler
Title: Community Services Director
Date: 11/1/10
Time: 9 am

Interview Format: In Person

Please respond to the following questions relating to the work your community, group or organization does relating to economic development issues in the region.

Series Questions for Comprehensive Economic Development Strategy Focused Interview

Can you give an overview of the current economy in this community?

There is growth in manufacturing for example Thermal Pull, Velcro expanded; JPAC has also gone through a moderate expansion. The medical services industry also has been expanding in Somersworth. The retail sector has suffered The Portsmouth Tea Company closed. The downtown businesses have also struggled.

What do you think is the strength or weakness of this region's economic development?

Strengths of this region are geography we are close to the seacoast. Portsmouth has weathered this storm in terms of economic development. The geography could also be a weakness there is an image of crossing the Little Bay Bridge. Another strength is the solid workforce that is trained and dedicated. Somersworth strengths include workforce housing, updated sewer treatment plant, upgraded water facility, updated Police Department, and a new school is under construction. Another is the community works well together by recognizing as the region grows so will each community. There is not a lot of competition for development.

Does your community have any reports or studies completed involving economic development?

Somersworth updated their Master Plan in January 2010 with a chapter on Economic Development and Growth. Vision 2020 is a group created by city council to improve the city's image. The city of Somersworth also has an Economic Development Committee. The city also has a Capital Improvements Plan. The City also has a Tax Increment Financing District or TIF. The City also has two ERZ zones. The City also received a Transportation Enhancement Grant for 2012.

Are there any pockets of economic distress within the community? If so how is the community addressing this?

The City has a building housing issue within it. There are Mom and Pop stores that have closed. The areas of economic distress include Franklin and Green Street.

How is the local government undertaking to meet broad economic objectives such as price stability, high employment, and sustainable growth? This would include fiscal policies, trade, and tax policies.

Vision 2020 is a recognized group by the Mayor. The Vision "Somersworth will be a vibrant and highly sought after community which to live work, and play that celebrates its history, culture, diversity and industrial roots. The Mayor has also started a sustainability committee. The city has a multi prong system.

How is this community providing infrastructure and services, parks, highways, affordable housing, crime prevention, and K-12 education during these tough economic times?

The community has been able to upgrade the sewer and water plant. The city also has a new Police Department. The school is a 20 million dollar bond project that is now under construction. There is also affordable work place housing, which doesn't need to be addressed at the moment.

Do you have a Capital Improvements Plan?

Somersworth does have a Capital Improvements Plan in place. The projects get funded through priority. The Regional Planning Commission has the latest document.

What types of jobs are available within this community? How are we educating or training the potential employees within this community?

There is a wide range of jobs available including manufacturing, medical, and retail. The manufacturing jobs have assemblers all the way to engineers. The medical industry provides jobs for technicians, nurses, and doctors. The 108 medical miles provides a wide array of jobs from Seacoast Orthopedics, to Sports Medicine, to Dental. There has been broad base growth in all sectors job growth and creation in all sectors. The retail sector jobs are at the big box stores Wal-Mart, Target, and Home Depot.

How is this region creating or keeping current jobs?

This area has a strong workforce. There are also plenty of opportunities for work force housing. Somersworth doesn't want the General Electric experience to happen again.

How do you think that economic capital infrastructure is constraining growth within this region? (Small Banks unable to lend money)

Some of the business plans just don't make sense and are not strong enough as far as economic development. Some of the business plans that I see just don't make sense.

What types of businesses are starting up within this community?

There are manufacturing and medical services jobs that are starting up within the community.

Do you have any projects in mind for EDA funding?

There is a few Brownfield's sites downtown. The GE building or downtown would be a good place for a business incubator. There are buildings within the city that can be reused.

Who do you think could benefit from an economic development plan within this region?

The city of Somersworth could benefit from an economic development plan. The city would take advantage of grant funding that is available.

Where do you want the community to go in the future as far as economic development?

Vision 2020 echoes the points where the community wants to go as far as economic development. The major recommendations are vibrant downtowns, land use that preserves open space and manages growth coupled with sustainability, promote growth and Development Strategy. The Somersworth Master Plan update in January 2010 also shows where the community wants to go as far as economic development.

Milton



2 RIDGE STREET • SUITE 4
DOVER, NH 03820
WWW.STRAFFORD.ORG

Name: Gerald Coogan, AICP, Consultant Bruce Lander, Index Packaging, Tony Mincu, Town Administrator
Date: April 5, 2011
Time: 2:00 PM

Interview Format: In Person

Please respond to the following questions relating to the work your community, group or organization does relating to economic development issues in the region.

Series Questions for Comprehensive Economic Development Strategy Focused Interview

Can you give an overview of the current economy in this community?

Economic activities are somewhat limited in the Town of Milton. There are a few small businesses in town. Index Packing the largest employer with around 157 employees specializing in custom wood, foam, and corrugated operations. The second largest employer is the SAU with around 200 SAU employees and The Town of Milton with 28 town employees. Eastern Boats employees 30 people manufacturers of specialty municipal boats. Mi-Te-Jo campground located on the shores of Northeast Pond has over 200 sites and attracts many visitors to the area.

What do you think is the strength or weakness of this region's economic development?

One of the Town of Milton strengths is the quality of life and rural character. The town also has a very low crime rate. The town also has 2 exits (Exits 17 and 18) off of the Spaulding Turnpike, NH Route 16. There is land development potential at both exits. An untapped resource for the Town of Milton is the recreational opportunities.

Milton is the first destination for Massachusetts's visitors interested in snowmobiling. Milton is home to five snowmobile clubs. The Evergreen Valley Snowmobile club maintains 75+ miles of trails with the main run beginning from Milton Three Ponds up over Mt. Jesse to Moose Mountain. Milton also has a town beach. The recreational opportunities within the town include boating, fishing, hunting, cross country skiing and etc...

The weakness for Milton's economy is the lack of existing industry in the Town and a limited service area for water and sewer. There is also a lack of available sites and buildings for development. Another weakness is a high dropout rate from the high school.

Does your community have any reports or studies completed involving economic development?

At present, there is no economic development committee within the town. However, the Town is working to establish a local Milton Economic Development Committee. In the late 190s the Milton Business Alliance was formed to promote and maintain a positive environment for both new and existing businesses within the town.

Are there any pockets of economic distress within the community? If so how is the community addressing this?

The closing of Thompson Arms in Rochester has affected Milton unemployment rate. The manufacturing transition from high skilled, high tech jobs has shifted. The cost of living is low with affordable housing within the area.

How is the local government undertaking to meet broad economic objectives such as price stability, high employment, and sustainable growth? This would include fiscal policies, trade, and tax policies.

The Town has a town valuation of \$388 M and a tax rate of \$22.57 in 2010. The tax base in the town appears to be in decline. There almost four million dollars in unpaid taxes within the town.

How is this community providing infrastructure and services, parks, highways, affordable housing, crime prevention, and K-12 education during these tough economic times?

In the future the town is going to need to provide service for less money. This means there will eventually have to be less people employed by the town. The Town is exploring options for the extension of water sewer to Exit 17.

How is your communities Capital Improvements Plan?

The capital improvements plan at this point is not being followed.

What types of jobs are available within this community? How are we educating or training the potential employees within this community?

There are few retail jobs available within the community. There are a few home businesses within the community. There are some community contractors. Most people commute to surrounding areas for employment.

How do you think that economic capital infrastructure is constraining growth within this region? (Small Banks unable to lend money)

Index Packaging has survived because the company has zero debt. Wentworth Economic Development Corporation and Strafford Economic Development Corporation have provided financing to businesses in the past.

Do you have any projects in mind for EDA funding?

Sewer and water extension by Exit 17 off NH Route 16. The Milton/Lebanon Maine Bridge needs to be repaired. The load carrying capacity was lowered. This requires large vehicles to travel an additional six miles.

What types of economic development projects would most beneficial to the community?

A feasibility study for the extension of water and sewer would be beneficial for the community. A public rail siding project to be served by North coast Rail would be another beneficial project for the community. Potential location could be Index Packaging.

Who within your community is a champion in Economic Development in the Private Sector?

The Milton Business and Industry Alliance is a champion in economic development within the community.

Who do you think could benefit from an economic development plan within this region?

All residents and taxpayers would benefit. "A rising tide lifts all ships."

CEDS Project Profile

The CEDS Project Profile was mailed to municipalities, nonprofits, and private businesses. This was to get projects listed for our region for economic development.

C E D S P R O J E C T P R O F I L E

Stafford Regional Planning Commission (SRPC) will be submitting the first Comprehensive Economic Development Strategy (CEDS) plan to the US Department of Commerce, Economic Development Administration in June 2011. The CEDS includes a project list of regionally significant economic development construction and planning projects. The project solicitation is from April 21, 2011 through May 20, 2011.

Submission Date: _____
Project Name: _____
Project Street Address: _____
City/Town: _____ Zip: _____
Contact Person and Title: _____
Contact Address: _____
Telephone: _____ E-Mail: _____

Type of Project

Building Construction Study Infrastructure Other: _____

Total Cost of the Project: \$ _____
(Please attach detailed budget. If project is completed in phases, list budget by phases.)

Amount of Funds Requested: \$ _____

Estimated Date for Funding (*closing date for financing*): _____

Stafford Regional Comprehensive Economic Development Strategy (CEDS)
Appendix To The 2011-2016 Five Year Plan

Timeframe for Project Implementation:

- Short term (1 to 3 years) Mid Term (3 to 5 years) Long Term (5 +years)

Project Description including a Brief Assessment of Community Need:

Purpose:

- Job Retention Job Creation Infrastructure
 Business Expansion Entrepreneurial Activity Other _____

In order for a project to be considered for the Stafford CEDS Priority Project List, the project must be consistent with at least one of the 2011-2016 CEDS Goals.

Associated CEDS Goals: *(Please check off the goals associated with this project)*

- Economic Development Workforce Development Infrastructure
 Quality of Place Regional Collaboration Resource and Environment

Description of Goals met:

Is Project located in any of the following areas?
(Please provide details)

- Areas of economic distress
- State of New Hampshire Crop Zone or Economic Revitalization Zone
- Tax Increment Financing District
- Brownfields site/ Superfund site
- Federally designated medically underserved area, to the extent project Supports health related activities.
(See <http://muafind.hrsa.gov/index.aspx>)
- FEMA Disaster Area
(See <http://www.fema.gov/news/eventcounties.fema?id=7906>)
- 100/500 year Floodplain
- Areas included in a Hope VI Redevelopment Plan

Does project benefit a business certified by the U.S. Department of Commerce as eligible for assistance under the Trade Adjustment Assistance for Firms (TAA) Program?

- Yes No

Sources of Capital /Funds if available or known:

Source	Amount	Notes
	\$	
	\$	
	\$	
	\$	
Total	\$	

Other Tax Credits and/or Subsidies & Grants to be used:

Other Capital or Credit	Amount	Notes
	\$	
	\$	
	\$	
Total	\$	

Public Involvement Period

Public Notice in Fosters Daily Democrat



Comprehensive Economic Development Strategy for Strafford County

Strafford Regional Planning Commission (SRPC) is convening business leaders and community stakeholders for the development of the Strafford Comprehensive Economic Development Strategy (CEDS). This document incorporates a planning process designed to guide economic growth in the region and prioritize implementation projects. The CEDS will include all thirteen communities in Strafford County, and Wakefield and Brookfield in Carroll County.

The Strafford Strategy Committee is the leadership entity responsible for developing the document submitted to the federal Economic Development Administration (EDA) for approval. This committee represents the main economic interests of the region and by regulation must include a majority membership from the private sector with the remaining members representing government and nonprofits.

The Strafford CEDS will portray the economic strengths and potential of Strafford County through:

- Background and history of the economic development of the region including, geography, population, labor force, resources, and the environment.
- Analysis of economic and community development problems and opportunities
- Goals and objectives that established to solve economic problems of the region
- Action plan, including projects to implement objectives and goals, performance measures
- Description of public and community involvement in the planning process

A CEDS process and document is required for every region to qualify for federal EDA financial and resource assistance.

**The Rochester Community Center
150 Wakefield Street, Rochester, NH
Conference Room**

Please contact:
Michelle Auen
Regional Planner
mauen@strafford.org
150 Wakefield Street, Suite 12
Rochester, NH 03867
603-994-3500 x 108



Funding provided through: EDA, CDFA, NH BFA, NH DRED, NH Charitable Foundation

Public Comment Period Notice

Ad in Fosters Daily Democrat in classified section on Saturday, May 21, 2011.

**NOTICE OF PUBLIC COMMENT PERIOD & PUBLIC
HEARING**

**STRAFFORD REGIONAL COMPREHENSIVE ECONOMIC
DEVELOPMENT STRATEGY PLAN**

The Strafford Regional Planning Commission (SRPC) will be submitting the region's first Comprehensive Economic Development Strategy (CEDS) plan to the US Department of Commerce, Economic Development Administration.

As part of the requirement for the CEDS plan, the plan will include a mission, vision, goals, objectives and benchmarks for measurements. It also includes a project list of regionally significant economic development construction and planning projects for the June 2011-June 2016 timeframe with annual updates.

The public comment period will begin on **Thursday, May 26, 2011** and will end at the close of business on **Monday, June 27, 2011**.

Copies of the plan will be available for public review at the Dover and Rochester public libraries, as well as the Strafford Regional Planning Commission office and website. Copies can be sent to interested parties upon request. The public is encouraged to office comments on the plan prior to the end of the business day (**5:00 PM on Monday, June 27, 2011**). Comments can be sent via mail, email and fax to the following information:

Strafford Regional Planning Commission
3500
150 Wakefield Street, Suite 12
3504
Rochester, NH 03867
mauen@strafford.org
www.strafford.org

Phone: (603) 994-

Fax: (603) 994-

Email:

Website:

A combined public hearing and Comprehensive Economic Development Strategy Plan meeting will be held on **Tuesday, June 7, 2011 at 10 a.m.** at the SRPC office in Rochester. For further information, email Michelle Auen at mauen@strafford.org or call (603) 994-3500.

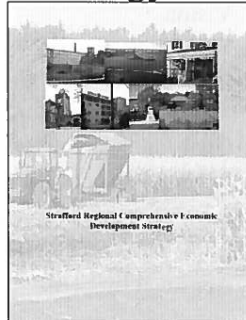
Public Hearing Power Point Presentation

Public Hearing Draft Strafford Regional CEDS

June 7, 2011
10:00 am
Rochester Community Center

Draft Comprehensive Economic Development Strategy

- **Purpose of Public Review:**
Required by EDA to make CEDS document available for review and comment by public for 30 days prior to submission to EDA including public hearing



Strafford Regional CEDS Process

- Appoint Strategy Committee Members
- Create Economic Road Map for region
- Collect background information
 - Economy, Population, Geography, Workforce Development and Use, Transportation Access, Resources, Environment, and other information
 - Focus Interviews in region
- Develop CEDS with Strategy Committee

Parts of the CEDS

- Vision
- Mission Statement
- SWOT Analysis – strengths, weaknesses, opportunities and threats
- Goals and Objectives
- Priority Project List
- Benchmarks and Evaluation Process
- Implementation Actions
- Approval by EDA

Vision

Engage in collaborative networks to sustain and grow the region's economic vitality and median income through business development, job creation, enhancement of the tax base, educational excellence, and cultural and civic diversity, all within a historic place rich in recreational opportunity and natural beauty.

Vision Statement Process

- March 10, 2011 revealed Draft to Strategy Committee
- Went back to drawing board
- Finalized Vision April 14, 2011
 - formed consensus from Strategy Committee

Mission Statement

- Found in DRAFT CEDS Document on Page 99

Principles

- Found on Pages 100- 101
 - Regional Collaboration
 - Sustainable Assessment

SWOT

- Analysis of Economic Development problems and opportunities
- Strengths, Weakness, Opportunities, and Threats for CEDS region
- Compiled by the Strategy Committee from January 13, 2011-February 17, 2011
- Refer to Poster
- Found on page 102 -103

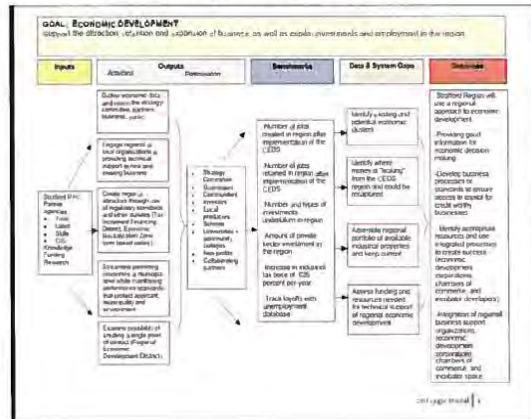
Goals and Objectives

- March 10, 2011 meeting
- March 24, 2011 meeting Work Groups
- April 14, 2011 comments from Strategy Committee
- April 28, 2011 Workforce Development & Resources and Environment
- May 24, 2011 Revealed Final Goals using Logic Model

Goals and Objectives

- Pages 105-116 in Draft Plan
 - Economic Development
 - Regional Collaboration
 - Quality of Place: Wealth Generation, Human Health and Well-Being, Educational Attainment, Recreation, Social Services, and Environment
 - Infrastructure: Broadband, Transportation, and Water Quality Management
 - Workforce Development
 - Resources and Environment

Example of Goal



Project profile development

- March 24, 2011- CEDS - shared *Project Forum* from Southern Maine as example
- April 24, 2011 - shared Project Profile with Strategy Committee incorporating comments
- April 28, 2011 – shared *Project Matrix* from Rockingham Economic Development Corporation
- May 20, 2011 - Projects due for CEDS or Placeholder status until June 3, 2011
- May 24, 2011 – Preliminary review of Projects by Strategy Committee

Project Solicitation Outreach

- In SRPC Newsletter distribution list of over 726 people on March 31, 2011 and May 18, 2011
- Newspaper notice in Fosters on April 23, 2011
- Mail out on April 22, 2011 to 54 entities including Strategy Committee members and interested parties
- May 19, 2011 SRPC email reminder and call to interested parties on CEDS listing
- June 3, 2000 SRPC email reminder for place holder projects and public hearing

Project listing

- Classified by timeframe
 - Short-term (0-36 months to completion)
 - Mid-term (3-5 years)
 - Long-term (5+)
- Projects received from
 - Private
 - Nonprofit
 - Education institution
 - Local government

Next steps in process

- Public Comment Period Ends June 27, 2011 at 5 pm
- Incorporate Comments and Responses into PUBLIC REVIEW DRAFT issued May 26, 2011
- Strategy Committee meets on July 7, 2011 to review and approve FINAL DRAFT for submission to EDA
- Submit FINAL DRAFT to EDA before July 29, 2011
- Make any Revisions received from EDA
- Obtain Approval of CEDS by EDA
- SRPC Commissioners Approval

Implementation

- CEDS Performance Report Annually
- Implement CEDS Goals and Objectives
- Increase Private Sector participation
- Submit new CEDS to EDA at least every 5 years, unless changed circumstance in region

Action plan

- Everybody helps with:
 - Working on tasks
 - Sharing information
 - Sharing resources
- A rising tide lifts all boats

Public Hearing Comment Period

Open for Comments

- June 27, 2011 at 5:00pm – close of business
- Available online at
 - SRPC website <http://www.strafford.org/>
 - Dover and Rochester Public Library
- 150 Wakefield Street Suite 12 Rochester, NH 03867
- Email j.maten@strafford.org
- Phone number (603)-994-3500 extension 108
- Fax number (603)-994-3504

Press Releases

Sent on Thursday January 20, 2011 to SRPC Newsletter subscribers

Comprehensive Economic Development Strategy (CEDS) Underway

The CEDS is both a document and a process; it is designed to bring together both private and public sectors to create a roadmap to strengthen regional economies. Strafford Regional Planning Commission (SRPC) will be responsible for developing and implementing a CEDS for Strafford County and the Towns of Brookfield and Wakefield in Carroll County.

The CEDS Committee kickoff meeting was held on January 13, 2011 in the conference room at the Rochester Community Center. The Strategy Committee has over 35 representatives from private, public, and nonprofit sectors. During this first meeting, the Committee started discussing consensus decision-making and building a vision and goals for Strafford County economic development.

The next meeting is on February 3, 2011 at 8:00AM at the Rochester Community Center. Our guest will be Charlie French, UNH Cooperative Extension Community & Economic Development Specialist, who will be working with the Strategy Committee on an environmental scan.

If your business or community is interested in more information or attending the meetings, contact [Michelle Auen](#), Regional Planner, at (603)994-3500.

Sent on Thursday March 31, 2011 to SRPC Newsletter subscribers

CEDS Progress: What's Next?

The region has been very successful with the private and public sector involvement in the Strategy Committee. Currently, the Strategy Committee is working on goals and objectives for the region. The vision statement is also in draft.

Coming up next is project listings within our region.

STRAFFORD COMMUNITIES - WE NEED YOUR HELP!

The CEDS Strategy Committee is asking for your help to compile a comprehensive list of proposed development projects, sites and programs that affect or occur in any of the 15 communities that the SRPC represents in Strafford County and Wakefield and Brookfield. Such projects can range from short to very long term, and from parcel specific to multi-town or regional.

For more information, please contact [Michelle Auen](#) or call (603) 994-3500.

Sent on Wednesday May 18, 2011 to SRPC Newsletter subscribers

REMINDER: CEDS Profiles are Due

The Strafford Regional Planning Commission (SRPC) will be submitting the region's first Comprehensive Economic Development Strategy (CEDS) plan to the US Department of Commerce, Economic Development Administration.

As part of the requirement for the CEDS plan, the plan will include a mission, vision, goals, objectives and benchmarks for measurements. It also includes a project list of regionally significant economic development construction and planning projects for the June 2011-June 2016 timeframe with annual updates.

DON'T FORGET

The CEDS Strategy Committee is asking for help to compile a comprehensive list of proposed development projects, sites, and programs that affect or occur in any of the 15 communities that the SRPC represents (Strafford County & Wakefield and Brookfield). Such projects can range from short to very long-term, and from parcel specific to multi-town or regional.

These Project Profiles are due by **May 20, 2011** at the end of business.

If you would like more information, please contact [Michelle Auen](#) or call (603) 994-3500.

Public comment period will begin on **Thursday, May 26, 2011** and will end at the close of business on **Monday, June 27, 2011**.

For more information, please visit [Notice of Public Comment Period & Public Hearing: Strafford Regional Comprehensive Economic Development Strategy Plan](#).

Sent on Friday July 1, 2011 to Newsletter subscribers

Comprehensive Economic Development Strategy Meeting

The Strategy Committee will meet on Thursday, July 7th at 8:00AM in the SRPC conference room to adopt the final draft of the CEDS document.

For more information about this meeting, please contact [Michelle Auen](#), Regional Planner, SRPC.

Public Comments Received and Responses

On May 27, 2011 Strafford Regional CEDS began a 30-day public comment hearing for the 2011-2016 5 Year CEDS Plan. The purpose of this period is to allow the public to review document, outline issues with the document, and recommend changes to the CEDS before its approval. The Public Hearing was held at Strafford Regional Planning Commission on June 7th, 2011 at 10 am. The document was made available to the public at the Dover and Rochester Libraries, on the Strafford Regional Planning Commission website (www.strafford.org), and at our office in Rochester, NH.

This section of the CEDS outlines the comments received and the actions taken by to address comments.

- 1). The comment was received on May 25th, 2011. The first sentence of the third paragraph under the Project Proposal section should read "The Center will not **only** coordinate technical and training resources ..." The change was made on June 7, 2011.
- 2). The comment was received on June 3, 2011. In the Acknowledgments section would you change the area represent from "Carroll County" to "Region"? The change was made on June 7, 2011.
- 3). The comment was received on June 27, 2011. In the List of CEDS Strategy Committee Members Jeremy LaRose should be listed as representing "public" not "non-profit". The change was made on June 28, 2011.
- 4). Edits to the transportation chapters were received on June 27, 2011. The changes were made on June 28, 2011 and incorporated into the document.
- 5). The comment was received on June 27, 2011 in the Infrastructure Transportation chapter data systems and gaps. The addition was made on June 28, 2011 **Establish and implement base-line data collection standards for publicly-supported community transportation programs in the region to better assess current conditions and system gaps.**
- 6). The comment was received on July 5, 2011. A Regional Convention & Visitors Bureau to supplement work being done at the community level by the Chambers and various non-profit groups. A regional group would support visiting the region and various locations, tours etc. and also support business visits to the Strafford Region.
- 7). The comment was received on July 5, 2011. A regional food co-operative. Concord has one that's doing very well; Manchester and Keene are developing them. NH Magazine had an article about them and their goal of providing local, sustainable foods to members - like a farmer's market that's open every day. We would need a feasibility study to start with, and that should indicate how to proceed if demand and interest warrants the undertaking.
- 8). The comment was received on July 5, 2011. On pages 24, phase 3 line 6 add Southeast before economic. What kind of new funding are you talking about in this paragraph?

9). The comment was received on July 5, 2011. On page 17 under note: Northwood are a part of Rockingham.

10). The comment was received on July 15, 2011. The proposal could benefit from a short executive summary in the front, possibly in the introduction that makes the case for why Strafford County should be designated by EDA. In it, you could summarize the challenges and assets/opportunities. This would help the reader get a sense up-front where the document is going prior to launching into all of the background info.

11). The comment was received on July 15, 2011. The logic model outcomes look really good. My only suggestion would be to frame the outcomes for Economic Development, Quality of Place Wealth Generation, Educational Attainment, etc., as outcomes and not activities. As an example, under Economic Development, you state "Providing good information for economic decision-making". You might reframe it as "Economic development practitioners have access to good information, leading to good decision-making". The change was made on July 15, 2011.

12). Lastly, let me know if there are data elements that you might want to add. As an example, I attached a retail market profile depicting retail leakage/surplus (gap analysis) for Strafford County from ESRI's Business Analyst. Also attached is a map showing leakage/surplus by town. Note that the numbers are counterintuitive -- negative numbers connote surplus (i.e. town is selling more than average demand for product), and positive numbers show leakage (i.e. town is not meeting average potential for retail sales, whereby there is *theoretically strong potential for capture*). This was added to the appendix on July 15, 2011.

Public Hearing Comments

Comments from the Board of Directors of COAST Public Transit Agency
June 22, 2011

Comment: Benchmark of increase countywide access to public transportation by 15% - How would that be measured. Discussion about using hours of service, miles, access by fixed route, deviated route, demand response.

Comment: No mention of role of aviation and air services. Mention Sky Haven and Pease as resources for region.

Comment: New bus route in Rochester could meet or exceed benchmark proposed.

Comment: Data gaps in region exist for human service agencies that transport people to appointments and places. Data collection is sparse and sometimes inaccessible. There is some data on number riders, but a data gap on how much money per rider. Needs coordination.

Comment: Discussion of new COAST services and their impact on 15% benchmark: Express Bus, Little Bay Bridges mitigation on Routes 2 and Trolley, future Rochester intercity service, Regional coordination with ACT, longterm commercial expansion at Pease and malls

Comment: 15% benchmark could be measured by frequency and geography.

Comment: Need to reduce sprawl, transportation costs and have solid transit base services as future goal.

Comment: Expansion of the Wildcat Transit to Rochester and Durham service

Comment: What are southern communities in region doing? Is there interest? ACT is working with central Rockingham County, the east-west bus, trolley expansion in Seabrook, fixed route expansion between Portsmouth and Seabrook

Comment: Need for transit infrastructure amenities, such as signage, bus shelters as part of systems

Comment: Funding for Years 4 and 5 for Little Bay Bridge mitigation needs to be found, and discussion with Turnpike Authority is at the top of the list.

Comment: COAST is fully programmed now for FTA funds, and further expansion of services is being funded through other sources such as CMAQ