

# 2018

## Comprehensive Economic Development Strategy



Presented by



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# Acknowledgements

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On behalf of the Regional Economic Development Center, I would like to recognize our partners in the publication of the 2018 Comprehensive Economic Development Strategy (CEDS). Without the advice and continued support of our many partners, this strategic plan and the support it provides for the region would not be possible.

REDC wishes to thank the United States Department of Commerce, Economic Development Administration (EDA), for their continued support and funding. In addition, REDC would like to recognize the Philadelphia Regional EDA office and Mr. Alan Brigham, EDR, for their continued support and guidance.

The REDC staff would like to recognize the dynamic and active involvement of the CEDS Steering Committee, the REDC Board of Directors, and our economic development partners in the regional, state, and federal levels for their suggestions and helpful contributions to this year's strategic plan. This year we tackled issues such as new energy efficiency financing options for municipalities; workforce housing trends; and potential solutions and how to better facilitate entrepreneurship in our state's new American population, first generation immigrants.

Sincere thanks go to the Regional Planning Commissions, most of whom took a fresh look at our CEDS this year and gave valuable feedback on things to improve, add, and conclude; Theresa Walker; NH Community College System Chancellor Ross Gittell; and the numerous volunteers who have contributed to the CEDS process through authoring a section, providing photographs, or assembling data.

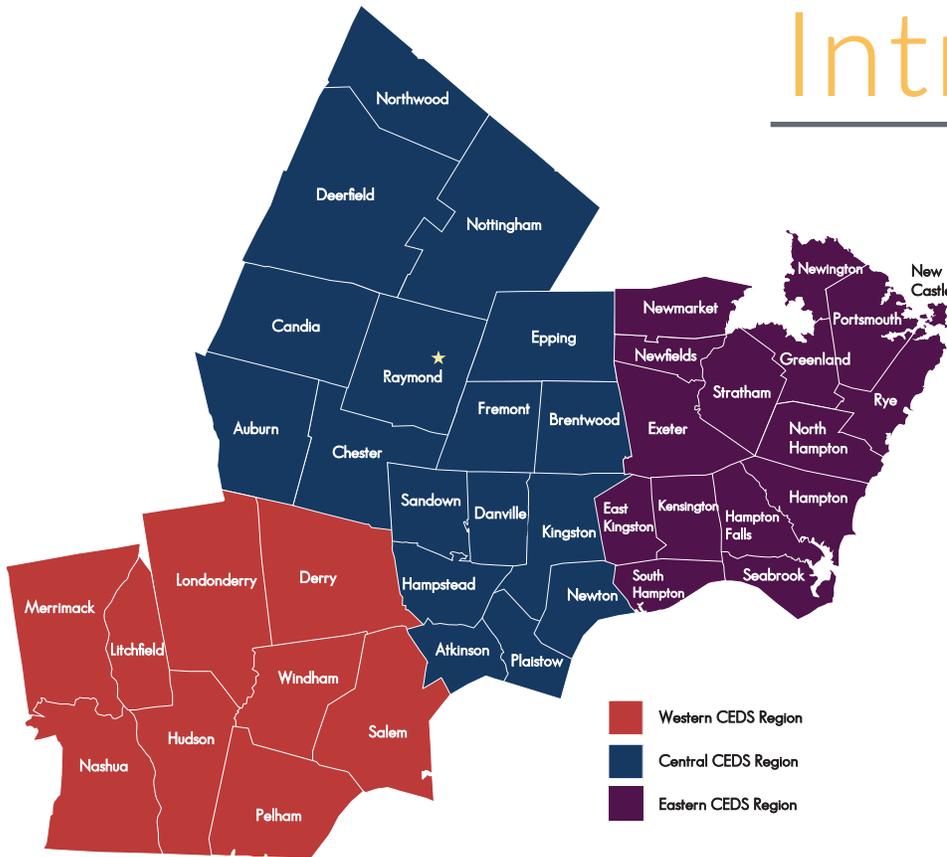
This publication is intended to report on the hard work done throughout the region over the past year and highlight areas that need increased focus. I look forward to your thoughts and engagement as we all work to make Southern New Hampshire a better place to live and work.

With gratitude,

A handwritten signature in blue ink that reads "L Adams". The signature is fluid and cursive, with a long horizontal stroke at the end.

Laurel Adams  
President, REDC

# Introduction



on training and job development, and address other regionally significant issues that impact the CEDS member communities, businesses, and citizens. Part of this process includes the identification of Priority Projects: potential public works projects, planning projects, and other projects with the potential for promoting economic and community development that addresses the CEDS vision and goals.

Through the CEDS planning process, REDC and its partners develop a set of regional goals on a five-year cycle (this was last completed in 2015). We then take

the next four years and work on achieving those goals and tracking our progress.

The CEDS region is comprised of the 37 municipalities that make up Rockingham County, together with the towns of Hudson, Litchfield, Merrimack, Pelham, and the city of Nashua (all within eastern Hillsborough County). For the purposes of demographic analysis, the region is divided into three subregions, as shown above. While this is our official designated Economic Development District (EDD), we often report on things outside the region, as economic effect is not bound by municipal boundaries.

REDC, a non-profit organization incorporated in 1994, seeks to promote responsible, sustainable economic development activities within its southern New Hampshire based region. REDC's focus is on creating jobs for low- to moderate-income (LMI) people by accessing alternative financing for business and industrial expansion or relocations, which in turn provides tax relief for our communities and region. REDC operates a multi-million dollar loan fund which facilitates our job creation goals through alternative lending.

## 2015-2019 REDC CEDS Goals and Objectives

The development of the Goals and Objectives for the REDC CEDS for 2015-2019 was based upon the grassroots input provided at the four visioning sessions held throughout the region in 2015. REDC also incorporated its past experience in the development of the previous five-year CEDS in 2000, 2005, and 2010. REDC reviewed the Economic Development Goals and Objectives draft with the CEDS Steering Committee electronically before finalizing the material as part of this CEDS document. In an effort to keep current with changing environmental regulations and EDA requirements, a few updates were made to the existing five-year Goals and Objectives during the 2017 CEDS Update planning cycle. Specifically, the modifications were made to the Infrastructure Development and Sustainable Living Goals.

The Goals and Objectives of the REDC CEDS are established to promote and encourage responsible economic development by creating high-skill, higher-wage jobs and support networks within innovative industry sectors and clusters as a means to diversify the regional economy and improve the economic conditions in the area. REDC recognizes that economic development is varied and diverse, as is the support needed within our region. The Economic Development Goals and Objectives for the 2015-2019 REDC CEDS are as follows:



To invest in infrastructure improvements such as roads, bridges, sewers, water facilities, broadband, and multi-modal transportation systems that will strengthen and diversify the regional economy and promote economic resiliency.

- Encourage project options with a focus on regional cooperation or shared services;
- Maintain and expand the region's infrastructure to address the needs of existing businesses and residences, as well as accommodate the needs of new and expanding businesses;
- Target infrastructure improvements to “pockets of distress” in accordance with sustainable development principles;
- Expand public transit systems through investments in bus and rail service as a means to maximize the mobility of the workforce;
- Encourage development of interconnected, multi-modal transportation systems with alternative travel networks and connections such as bike lanes, walkable communities, and ride share options; and
- Upgrade water, stormwater, sewer, septic, and wastewater treatment infrastructure, as necessary, to

meet recent regulatory changes, or to fulfill part of a local, regional, and/or state resiliency plan.



To develop cost-effective regional solutions to local problems as a means to improve municipal budgets and maintain the quality of life in the region.

- Consolidate local services to create economic efficiencies and improve the effectiveness of service delivery;
- Encourage the development of an economic development strategy and financial incentives at the state level that complements the business needs in southern New Hampshire;
- Facilitate collaboration between the private and public sectors as a means to create more effective and efficient public/private partnerships to address regional problems and expand the economy;
- Create and sustain spaces, forums, and events that encourage regional interaction;
- Highlight and share best practices and positive regional cooperation examples; and
- Work collaboratively on the development and implementation of infrastructure projects.



To attract and retain a skilled workforce by providing the necessary support in the form of housing, education and training, networking, transportation options, and cultural/social opportunities.

- Leverage the resources available through the workforce development and university/community college systems to address the growing skill needs of the business community and regional workforce;
- Facilitate collaboration among the economic development stakeholders in the economic development, workforce development, and education sectors to address the current and future skill needs of the business community and regional workforce;
- Identify and address the employment and skill needs of firms within the specific growing industry sectors and innovative clusters in the region;
- Foster workforce development at the high school and vocational, trade, and technical school levels;
- Enhance and augment the existing support network for startups and small- and medium-sized enterprises;
- Improve local networks and connections among young professionals and businesses; and
- Encourage projects, businesses, and services that provide cultural and social opportunities for a younger, educated demographic.



To develop diversified housing options for all income levels to ensure the availability of workers for expanding businesses and new firms in the region.

- Increase broad-base knowledge of programs available to homebuyers such as USDA rural development, FHA, and NH Housing Finance Authority programs;
- Work with communities and residents to identify the need for, and benefits of, a diversified housing stock, including homes at multiple price points;

- Work with employers, state and local housing and development entities, banks, and private developers to encourage the development of workforce housing on a regional basis;
- Promote pedestrian-friendly, mixed-use (residential and commercial) developments in the downtowns and village centers of the region; and
- Support the development of financial incentives for communities to work together on a regional basis to address the region's workforce housing needs.



To maintain the unique qualities of life in southern New Hampshire through sustainable living best management practices, the preservation of natural and historic resources, and a balanced approach to economic development and resiliency.

- Encourage investment in environmentally sustainable development related to "green" products, processes, and buildings as part of the "green" economy;
- Support the agricultural and fishing industries serving the region;
- Build and rebuild the energy infrastructure of the region through conservation initiatives, development of renewable energy sources, and working with the public utility companies;
- Encourage a diversity of energy options to insulate against fluctuations in the energy market;
- Support the development of economically and environmentally balanced water, stormwater, and wastewater treatment infrastructure;
- Identify and redevelop "brownfields" sites to return them to productive economic use;
- Redevelop properties for industrial and commercial uses in "pockets of distress" areas, downtowns, and village centers through the use of targeted financial resources; and
- Promote tourism and recreational activities that reflect the historic, cultural, and natural resources of the region.

# REDC Annual Update

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In the past year, REDC continued to build upon its partnership with the Economic Development Administration (EDA). Working in collaboration with the Rockingham Planning Commission, the CEDS Steering Committee, and our member communities, REDC has fulfilled its responsibilities as the designated administrator for the Rockingham Economic Development District, as assigned by the EDA. Not only has REDC maintained its annual grassroots CEDS planning process, supported regional economic development projects, and provided technical assistance to economic stakeholders at the local level, the agency has also increased funding opportunities for its members and clients. Below is a highlight of the past year's activities.

## **CEDS**

- REDC held four planning meetings throughout the year: one each in November 2017, February 2018, April 2018, and June 2018.
- REDC worked to continue to diversify our CEDS Steering Committee. REDC said goodbye to four Steering Committee members and added a couple new members. REDC continues to reach out to communities to recruit new members.
- REDC continued work on CEDS Priority Project list. Project requests were mailed to all municipalities within the REDC region in early 2018. During the winter months, REDC collected updates for projects on the Priority Project list and compiled a list of proposed changes to present the Steering Committee at its April meeting. Additionally, REDC reached out to communities in an effort to find new projects. This year we saw the completion of six projects and the addition of two new projects to the 2018 Priority Project List.
- REDC staff collected the demographic and economic data for the 2018 CEDS Update January through April 2018, completed writing the document in May 2018,

and submitted the 2018 CEDS update to the EDA in June 2018.

## **Brownfields**

REDC closed out its \$1.875 million EPA Brownfields grant. The funds have been used to make loans and grants to clean up Brownfields sites throughout the region and state. There was more than \$60 million dollars leverage with this program and impacts including job creation, hundreds of units of workforce housing as well as mixed-use development which will result in economic benefits for decades to come. Over the past year, REDC worked to manage the final project under this grant, which was in a distressed census tract in Nashua, NH, and included 132 units of workforce housing. REDC will likely apply for additional funding in the fall.

## **REDC Regional Business Development & Training Center**

The Business Training Center has been up and running for four years, and REDC continues to expand the education and training opportunities we offer. REDC has held a number of business startup classes and workshops. Groups such as the Small Business Administration and SCORE, have held office hours using REDC's free, day-use office space. REDC also hosts other groups, such as wastewater advisory panels, Lamprey River watershed committees and others whose purpose aligns with one of our CEDS goals. Additionally, REDC has expanded its in-house business counseling and added marketing and graphic design services to assist potential and existing clients gain a broader reach across the region. Our business advisor provided technical assistance to 72 individuals and/or businesses, 13 of which resulted in loans made by REDC. For the past few years REDC has provided marketing and graphic design and technical counseling for both private and public clients. Over the past year, our graphic designer worked with 12 clients on a range

REDC provided video marketing support for a crowd-funding drive for Enna Chocolate, a chocolate maker who needed essential equipment to scale up her small business. She moved out of a home kitchen into a small chocolate factory in downtown Epping. Enna Chocolate's crowdfunding campaign exceeded its goal of \$12,000 within one month.

To learn more about Enna Chocolate, visit [www.ennachocolate.com](http://www.ennachocolate.com)



## Enna Chocolate :: The Next Step

Join me on my chocolate adventure! We're buying a bigger chocolate grinder.



**\$10,240** USD raised by 103 backers

85% of \$12,000 [flexible goal](#) a month left



### OVERVIEW



Join me on my adventure into the craft chocolate revolution. We are building a tiny chocolate factory, and we are asking for your help. In exchange for helping me launch the next phase of Enna Chocolate you will get to enjoy the fruits of my labor, in the form of chocolate, of course!

Funds raised through this campaign will be used to scale up equipment in order to make chocolate with greater efficiency.

### LOCAL BUSINESSES

### PERKS

**\$5** USD

#### All the Feels

We'll thank you for supporting this huge step in growing Enna Chocolate on our website.

#### Items included:

- Heartfelt Gratitude

of services from logo and website design to marketing videos and the development of brochures.

## Events and Outreach

REDC continued to present at maker spaces, incubators, business expos, chamber of commerce events, Rotary meetings, planning boards and commissions, and economic development committee meetings. REDC is also working with congressional representatives to further infrastructure improvements in the region, encourage regional cooperation, and promote grassroots economic development at the town, regional, and state levels. In addition, REDC provides in-house technical assistance to a variety of clients, ranging from potential startups, growing businesses, and potential loan clients.

## Lending

During the past fiscal year, the Board of Directors at REDC approved/closed on 18 loans totaling \$1.64 million. These loans have the potential to bring a total leveraged value of over \$18.2 million into southern New Hampshire's job economy, creating and/or retain

275 jobs. The approved loans will help fund a variety of businesses, including: manufacturing, human services agency senior care, automotive dealer, insurance, and tax preparation.

In partnership with stakeholders throughout New Hampshire, REDC kicked off, and is now offering, the NH New Americans Loan Fund, with the purpose of encouraging business development and job creation for new Americans (first generation immigrants) in the state. This program, with roots in the CEDS process, directly addresses the CEDS goal of Workforce Attraction and Retention, providing a much-needed service to those individuals who may otherwise get lost in, or frustrated with, traditionally offered services. In addition, our demographic work has shown that without immigration, NH would have had a net population loss between the past two censuses. NH, as one of the oldest states in the Union, has a median age approaching 43; this is worrisome long-term for our future workforce. Our newest citizens are, on average, nearly ten years younger than our NH natives, which is promising for NH's future. We are currently working hard to raise capital for this fund and an EDA RLF grant may be a good complement to our other funding

# REDC Annual Update

sources. A steering committee comprised of stakeholders throughout NH, such as representatives from United Way, Endowment for Health, SCORE, SBDC, and NH Health and Human Services, first met in October 2017 and again in April 2018. They will meet quarterly to help raise capital and foster the growth of this important fund.

## Client Spotlight: Birch Wood Vineyards Event Center

Sallie and Rue Nijhof have long backgrounds in event and catering management. In October of 2015, REDC provided funding toward the purchase of an existing wedding and event center and the conversion into a new center, Birchwood Vineyards Event Center.

The Nijhofs opened the center in 2016 and had their first full year of events in 2017 when they held over 140 weddings and numerous other event functions at their center situated on a wine vineyard in Derry, NH. They specialize in catering all events from their full-service kitchen. They have seven full-time and 30-35 part-time workers. They are completely booked for 2018 and only have 2 Saturdays left available in 2019.



Sallie & Rue Nijhof, owners of Birch Wood Vineyards Event Center.



Photo courtesy of Birch Wood Vineyards Event Center.



Photo courtesy of Birch Wood Vineyards Event Center.

“As an immigrant, obviously there are some challenges. Working with REDC has been a blessing in disguise. We were lacking funds to make the whole project work, so REDC stepped in to that gap that we needed to fill to be able to come up with the finances to finish the rest of the project.”

Rue Nijhof, Owner  
Birch Wood Vineyards

# Infrastructure

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I-93, near Exit 1. Photo courtesy of NH Department of Transportation.

## Interstate I-93 Corridor Activities

Interstate 93 is one of New Hampshire's principal transportation arteries and is critical to the regional economy, connecting communities in south and central New Hampshire with the Boston metropolitan area, and connecting the New Hampshire lakes region and north country to southern New England. The expansion and reconstruction of I-93 involves the widening of a twenty mile segment, between Exit 1 in Salem and Exit 5 in Manchester, the heaviest traveled highway segment in the state. Rebuilding the segment began in 2006 and is expected to continue through 2020. NH DOT anticipates the total cost of the corridor upgrade to be \$812 million according to the 2016 I-93 Financial Plan Update. [www.rebuildingi93.com](http://www.rebuildingi93.com)

As part of the interstate's expansion, NH DOT established the Community Technical Assistance Program (CTAP) to assist the 25 communities in the I-93 corridor with land use planning and growth management. Funding was provided to regional planning commissions to work with communities on initiatives identified by towns and cities to be of importance, including updating land use regulations relative to workforce housing, stormwater management, and wetlands protection. Other land use projects completed through the CTAP program included the development of natural resource

inventories, workshops on Agricultural Commissions and the protection of active farms and forestlands, and economic development and community vitality. As growth and development continues in southern New Hampshire, CTAP enabled corridor communities to better prepare to guide land use and development to meet community priorities. The most recent iteration of the CTAP program is focused on identifying Transit Oriented Design (TOD) in corridor communities and the expansion or enhancement of transit along the corridor.

## Spaulding Turnpike Newington-Dover

The Spaulding Turnpike (NH 16/US 4) is a major, limited access north-south highway that links the Seacoast area of Rockingham County and I-95 to the major urban areas of Strafford County, including the communities of Dover, Somersworth and Rochester. It also provides an important link to Concord via U.S. Route 4 and to vacation and tourist destinations in the Lakes Region and the White Mountains. The Turnpike is part of the National Highway System (NHS) reflecting its significance as an important transportation link in the state and regional systems. Construction on the Spaulding Turnpike between Newington and Dover to add new travel lanes, reconfigure exits, and rehabilitate bridges over Little Bay to reduce congestion began in 2010. Work on the bridges themselves and the Newington part of the project has largely been completed. Work now is focusing on the reconstruction of Exit 6 and the connection to Route 4, as well as determining the best approach to addressing rehabilitation of the General Sullivan Bridge and maintaining the only bicycle and pedestrian connection on the east side of Little Bay. The total project is expected to be completed in 2022, with a cost estimate of \$271 million.

[www.newington-dover.com](http://www.newington-dover.com)

Maintaining bike and pedestrian access across Little Bay alongside the highway's corridor is an important

## Infrastructure

component of reconstruction of the Spaulding Turnpike between Newington and Dover. In the recent past, the General Sullivan Bridge provided this access. The Bridge was built in 1934 and carried traffic across Little Bay until 1984. Since then, the bridge has been closed to vehicular traffic but accessible to pedestrians and bicyclists. Time and weather have taken their toll on the General Sullivan Bridge, resulting in significant structural deterioration. Inspection and studies of the current bridge conditions were undertaken by NH DOT from 2009 to 2016 and concluded that the bridge was more deteriorated than originally thought. As a result, NH DOT determined further evaluation of rehabilitating the General Sullivan Bridge as well as other alternatives for bike and pedestrian access is warranted and this work is currently underway. Alternatives to be evaluated include bridge rehabilitation, partial rehabilitation, complete superstructure replacement, complete bridge replacement, and reconfiguration and widening of the Little Bay Bridge to safely accommodate pedestrian and bicyclists. NH DOT is seeking public input on these alternatives, including any additional alternatives not identified.

[www.newington-dover.com/gsb\\_subsite/index.html](http://www.newington-dover.com/gsb_subsite/index.html)

## Bus and Human Transportation Services

The CEDS region benefits from a network of publicly subsidized intercity bus service, ranging from interstate, fixed-route service to local, demand-response providers. Fixed-route service is available in the more populated communities in the region and includes:

- **Boston Express** – connecting Concord, Manchester, Londonderry, Salem and Boston in the I-93 corridor, including new bus stations at Exit 2 in Salem and Exits 4 and 5 in Londonderry. [www.bostonexpressbus.com](http://www.bostonexpressbus.com)
- **C&J** – operating between Dover, Portsmouth, Newburyport, MA, Boston, and New York City along the I-95 corridor, with bus stations in Dover and Portsmouth. [www.ridecj.com](http://www.ridecj.com)

- **The Cooperative Alliance for Seacoast Transportation (COAST)** – operates several routes in Rockingham and Strafford Counties, including commuter express service, and demand response service for people with disabilities. [www.coastbus.org](http://www.coastbus.org)
- **The University of New Hampshire's Wildcat Transit system** – provides service from the Durham campus to surrounding communities. [www.unh.edu/transportation/wildcat-transit](http://www.unh.edu/transportation/wildcat-transit)
- **Merrimack Valley Regional Transit Authority (MVRTA)** – offers only a single stop in the CEDS region at the State Line Plaza in Plaistow. [www.mvrta.com](http://www.mvrta.com)
- **The Greater Derry-Salem Cooperative Alliance for Regional Transportation (CART) transit system** – began in 2006 and provides curb-to-curb demand response public transportation and route deviation shuttle service five days a week in the communities of Chester, Derry, Hampstead, Londonderry and Salem. CART provided more than 15,000 rides in 2017, providing choice, freedom, mobility, increased opportunity and a better quality of life. [www.cart-rides.org/index.htm](http://www.cart-rides.org/index.htm)

The population of senior citizens continues to grow in the CEDS region. Access to transportation for medical care, groceries, and other basic needs can make the difference for many people's ability to live independently and age in place. While COAST and CART offer excellent service, many residents rely on non-profit organizations to provide limited mobility service. Area hospitals continue to point to the need for expanding transportation options. In response to this need, a volunteer driver program has been established in Hampton, called Transportation Assistance for Seacoast Citizens (TASC). TASC serves ten communities in the eastern CEDS region and service is available to senior citizens and individuals with disabilities.

[www.tasc-rides.org](http://www.tasc-rides.org)

## Commuter Rail

Advocates for commuter rail in New Hampshire have been working for several years to establish passenger

rail service from Concord, NH to Boston, MA. These two capital cities are currently served by Interstate 93 and Route 3, the busiest highway corridor in New Hampshire with 165,000 vehicles each day. The Massachusetts Bay Transportation Authority (MBTA) operates commuter rail services between Boston and Lowell, MA but commuter rail service north of Lowell ended in 1967. Since then, commuter traffic into and out of the Boston metropolitan area has expanded further northward into New Hampshire communities, including Nashua, Salem, Manchester, and Concord. Supporters of passenger rail service cite concerns about traffic congestion, sprawl development, air quality, and reliance on single-occupant vehicles as reasons for establishing passenger rail service from Concord to Boston.

NH DOT and the NH Hampshire Rail Transit Authority (NH RTA) completed the NH Capital Corridor Study in 2015 to evaluate passenger rail service and other transit alternatives such as express bus service. The study indicated positive economic development impacts of passenger rail service, including the creation

of new jobs, commercial and residential development, and millions of dollars of reinvested worker earning.

NH RTA and other groups advocating for passenger rail service have struggled to gain support from the NH legislature to study the service. An effort to designate federal funds in the state's Ten-Year Transportation Plan to study rail service to connect Manchester to Boston, got off to a good start this year, with the NH House of Representatives voting in March 2018 to designate federal funding to conduct the study. However, this effort was thwarted in April 2018 when the NH Senate Transportation Committee voted to remove federal funding for a detailed analysis of passenger rail expansion and bus service from Boston to Manchester.

## Ocean Boulevard Reconstruction (NH 1A)

Planning is underway for the reconstruction of Ocean Boulevard (NH Route 1A) in Hampton. Work is slated to take place between 2019 and 2024, with \$8 million in funding included in the state's Ten-Year Transportation Improvement Plan. Proposed changes under consideration include the construction of a new travel lane, new access from local roads to Ocean Boulevard, rearrangement of parking lots and the addition of more parking spaces, new sidewalks and curbing, new and enhanced pedestrian crosswalks, and a new drainage system.

## Hampton-Seabrook Harbor Dredging

At the March 2018 Town Meeting, voters in the Town of Hampton passed a warrant article calling for federal officials and delegates to fund the dredging of Hampton-Seabrook Harbor to enable the on-going passage of recreational boats, commercial fishing vessels, and tour boats providing whale watch trips. Officials estimate over 1,500 vessels require access in and out of the harbor. As a result,



Hampton-Seabrook Harbor.

# Infrastructure

NH Senators Jeanne Shaheen and Maggie Hassan and Representatives Carol-Shea-Porter and Ann Kuster have requested dredging funds in the Army Corp of Engineers' Fiscal Year 2018 Work Plan, noting in their request that, "Hampton Harbor is an essential part of the New Hampshire Seacoast economy and public safety infrastructure."

Hampton-Seabrook Harbor was last dredged in 2013, but officials say shoaling and recent winter storms have worsened the condition, causing sand to pile high enough to prevent boats from exiting and entering the harbor at low tides. Commercial fishermen report that current conditions limit space for the unloading at the Yankee Fishermen's Cooperative.

## Bridge Infrastructure

There are several bridge replacement projects and new bridge construction projects ongoing in the CEDS region. The Little Bay Bridge project taking place on the Spaulding Turnpike is discussed in the section describing Spaulding Turnpike project. Additional critical bridge infrastructure work includes:

- **Sarah Mildred Long Bridge Replacement** – The replacement of the Sarah Mildred Long Bridge between Portsmouth, NH and Kittery, ME began in January 2015 and is a joint venture between the New Hampshire and Maine Departments of Transportation. The existing bridge was built in 1940 and crosses over the Piscataqua River. It provides a regional link between the two states and is the critical back-up route in case of disruption on the nearby I-95 bridge. The bridge carries vital commercial traffic along the US Route 1 Bypass, including movement of people and goods to the Portsmouth Naval Shipyard in Kittery. The existing bridge closed in November 2016 and will be torn down during 2018. The new bridge opened in March 2018 and features a higher deck to reduce the number of openings for smaller boats, and a wider, realigned lift span that allows for improved passage by large ships. The two states share the cost of bridge replacement equally, which is estimated to be \$220 million.

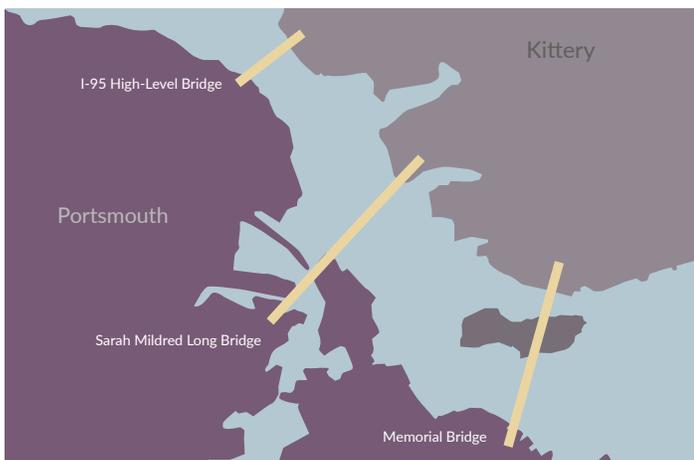
[www.maine.gov/mdot/sml/](http://www.maine.gov/mdot/sml/)

- **Neil R. Underwood Memorial Bridge – NH Route 1A Bridge, Hampton-Seabrook** – This bridge over the Hampton River connects the towns of Hampton and Seabrook and ranks #1 on the state's list of "red-listed bridges" and is considered a "High Impact Bridge" by NH DOT due to the size of the structure and the lift component. Interim repairs began in February 2018 and involve the removal, repair, and reinstallation of the operating machinery for the drawbridge to ensure continued function until the larger project can be completed. Work is beginning on the preliminary planning for an estimated \$42 million rehabilitation or replacement of this bridge in the coming years, due to the deterioration of the structure. Public involvement is expected to occur early in the project development to ensure community buy-in and that the bridge can best meet the needs of that area.

- **New Castle-Rye Bridge Rehabilitation and Replacement** – This bridge carries traffic traveling along NH Route 1B, over Little Harbor, an outlet of the Piscataqua River, between New Castle and Rye. The bridge was built in 1942 and includes a span that can be lifted to allow the passage of boats. A new bridge is needed to meet accommodate modern truck loads. NH DOT has been working with the abutting communities and has recommended a fixed bridge with no lift span due to costs and the limited number of lift openings in the past. Construction work is anticipated to begin in 2019. [www.nh.gov/dot/projects/newcastlerye16127/](http://www.nh.gov/dot/projects/newcastlerye16127/)

- **Hampton/Hampton Falls Bridge** – This NH DOT project along I-95 in Hampton and Hampton Falls has many goals: replacing a "red listed" box culvert with a 74-foot span bridge to address flooding of the Taylor River, assessing the condition of the dam on the Taylor River, improving water quality, and improving fish passage. Design improvements also consider rising sea levels along coastal New Hampshire, and changing weather patterns which are creating increasing rainfall intensity. Culvert replacement has been completed and work on the dam on the Taylor River is underway. [www.nh.gov/dot/projects/hampton13408b/index.htm](http://www.nh.gov/dot/projects/hampton13408b/index.htm)

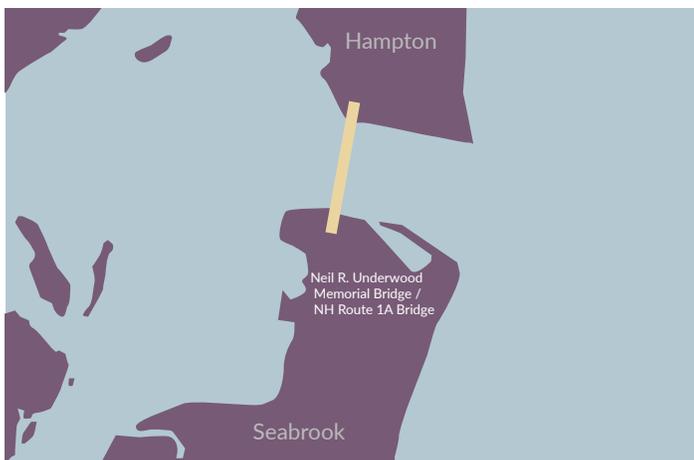
- I-95 High-Level Bridge** – The New Hampshire and Maine Departments of Transportation have announced plans to rehabilitate this critical bridge over the Piscataqua River beginning in 2019. The bridge carries 70,000 vehicles a day and is a vital economic link in New England. The two states are reviewing options for intelligent transportation systems, such as changeable message signs that would enable the shoulder lane to be open to traffic during periods of heavy volume. Repairs are estimated to cost \$28 million and estimated to be completed in 2021.
- “Red List Bridges”** - The NH DOT’s 2017 annual report of state- and municipally-owned “Red List Bridges” lists 140 state-owned bridges and 253 municipally-owned bridges in the state “requiring interim inspections due to known deficiencies, poor conditions, weight restrictions, or type of construction.” All bridges in New Hampshire are inspected annually by NH DOT and those on the Red List are inspected twice yearly by the Bureau of Bridge Design’s Inspection Section. The 2017 report lists 21 State-owned bridges and 24 municipally-owned bridges in the CEDS region on the Red List. The current Red List reports and other bridge related documents can be found on the NH DOT Bridge Design Bureau’s web page. [www.nh.gov/dot/org/projectdevelopment/bridgedesign/documents.htm](http://www.nh.gov/dot/org/projectdevelopment/bridgedesign/documents.htm)



Sarah Mildred Long Bridge; I-95 High-Level Bridge; and the Memorial Bridge.



New Castle-Rye Bridge.



Neil R. Underwood Memorial Bridge – NH Route 1A Bridge.



Hampton/Hampton Falls Bridge.

# Regional Cooperation

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Communities in the CEDS region continue to cooperate on a wide range of projects and programs designed to make efficient use of municipal resources, including staff time and knowledge as well as taxpayer dollars. Examples of regional cooperation are described below and include electricity aggregation programs, household hazardous waste collection, surface and groundwater protection, and water supply planning.

## Electricity Aggregation

The Rockingham Planning Commission, which serves 27 communities in the CEDS region, is in the preliminary phase of developing a regional electricity aggregation program modeled after a successful program developed by the Nashua Regional Planning Commission in 2011. The goal of municipal regional electricity aggregation is to have communities and school districts purchase electricity as a group from a competitive supplier at a lower rate than they would receive individually. Because the group offers a larger demand for electricity, the supplier can offer a better rate. The regional planning commissions facilitate the bid process with the supplier and the towns and school districts sign individual contracts with the supplier for fixed rate. Rates and contracts are the same for each member of the aggregation program within a given electric distribution territory. In 2017, the program led by the Nashua Regional Planning Commission served 9 towns and 6 school districts and resulted in \$251,409 in saving for the aggregation members.

Aggregation of electric customers by municipalities and counties is enabled under NH RSA 53-E:1, which states, “aggregation may provide small customers with similar opportunities to those available to larger customers in obtaining lower electric costs, reliable services, and secure energy supplies.”

## Regional Household Hazardous Waste Collection

Regional collection of household hazardous waste has been taking place in the CEDS region successfully since the mid-1980s. Household hazardous waste includes products commonly found in homes, such as used motor oil, antifreeze, rechargeable batteries, drain cleaners, pesticides, fire extinguishers, and paint thinners. All these products need to be disposed of safely to prevent contaminating water and land. The Nashua Regional Planning Commission and Rockingham Planning Commission organize regional household hazardous waste collections throughout the year.

## Groundwater and Surface Water

### Seabrook Groundwater Reclassification

In 2017, the Town of Seabrook worked with Kensington, Hampton Falls, and South Hampton, and the Rockingham Planning Commission and NH Department of Environmental Services on an application for groundwater reclassification of existing wellhead protection areas and future drinking water supply sources. Groundwater reclassification designates an area of groundwater for a higher level of protection, because it contributes to a public water supply or represents an area of high value groundwater for present or future water supply. The application identified wellhead protection areas in Seabrook and surrounding towns and potential threats to water quality, including hazardous waste generators and above ground storage tanks. There are many benefits of groundwater reclassification, including the education of property owners about best management practices to protect drinking water supplies and the opportunity for municipalities to learn more about regional water supply sources.

### River Local Advisory Committees

Regional cooperation to protect water resources is the foundation of the voluntary New Hampshire Rivers Management and Protection Program, established by the NH Legislature in 1988 under NH RSA 483 and administered by the NH Department of Environmental Services (NHDES). For a river to be designated for protection, individuals, municipalities, or organizations must nominate the river, describing the river's outstanding natural and cultural characteristics. The nomination is submitted to the NHDES Commissioner for approval and forwarded to the General Court for consideration. If the General Court finds local support for a watershed-wide approach for river protection it creates a bill designating a river for protection under the program. After that, the governor signs the bill and a Local River Management River Advisory Committee is formed. The Committee will develop and implement a River Management Plan.

[www.des.nh.gov/organization/divisions/water/wmb/rivers/index.htm](http://www.des.nh.gov/organization/divisions/water/wmb/rivers/index.htm)

In the CEDS region, there are three river local advisory committees operating under the NH Rivers Management and Protection Program:

- Exeter-Squamscott River Local Advisory Committee, [www.exeterriver.org](http://www.exeterriver.org)
- Lamprey River Advisory Committee, [www.lampreyriver.org](http://www.lampreyriver.org)
- Lower Merrimack River Local Advisory Committee, [www.nashuarpc.org/about/related-organizations/lmrlac](http://www.nashuarpc.org/about/related-organizations/lmrlac)

### NH Drinking Water and Groundwater Trust Fund

The Drinking Water and Groundwater Trust Fund, established under NH RSA 485-F, is intended to protect, preserve, and enhance the drinking water and groundwater resources of the state. The \$276 million fund is financed by the proceeds from the state's lawsuit against the Exxon Mobil Corporation's liability for the contamination of groundwater by MTBW.

In 2017, the Trust Fund provided funding to municipalities in the CEDS region for water supply projects, including Atkinson, Nashua, and Merrimack. The Drinking Water and Groundwater Trust Fund Commission announced in March 2018 that it will be making up to \$5 million available this year for water supply land protection grants. The regional planning commissions in the CEDS region will be assisting municipalities with applications for funds from the trust for both construction and non-construction projects.

### Seacoast Commission on Long Term Goals and Requirements for Drinking Water

In 2017, the NH Legislature passed House Bill 431, establishing the Seacoast Commission on Long Term Goals and Requirements for Drinking Water. The Rockingham Planning Commission is tasked with making legislative recommendations related to drinking water supply and availability, threats to drinking water quality, and to allow better regional coordination among municipalities on water issues. The Commission is made up of representatives from multiple municipalities, state legislators, NH Department of Environmental Services, and the Rockingham Planning Commission. The final report is due November 1, 2018.

“ Regional planning commissions in the CEDS region facilitate successful municipal cooperation in a number of ways, including transportation planning, electricity aggregation, household hazardous waste collection, and hazard mitigation planning. ”

Timothy Roache, Executive Director  
Rockingham Planning Commission

# Workforce Attraction & Retention

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## Small Business Development Center

The NH Small Business Development Center (SBDC) is an outreach program of UNH's Paul College of Business & Economics and a partnership program with the U.S. Small Business Association (SBA), UNH, the State of NH, and the private sector. SBDC provides confidential business management consulting and educational programs to more than 3,000 New Hampshire small businesses each year. The NH SBDC has full-time, certified business advisors providing one-on-one, long-term, management consulting to small businesses.

Client companies come from all sectors seeking advice on financing, improving operations, business sustainability best practices, bringing new products to market, and where to start in launching a new business or purchasing an existing one.

The NH SBDC's services are offered in regional offices and satellite locations by certified business advisors who provide one-on-one long-term management advising to small businesses at no cost to the client. SBDC advisors are experienced business owners and managers, certified through the New England SBDC Professional Development Program.

In their Resource Center, the SBDC offers online courses, resources, and tools for entrepreneurs, as well as environmental management advising and education through the Business Sustainability Program.

[www.nhsbdc.org](http://www.nhsbdc.org)



**34 Years**  
NH SBDC has advised  
**businesses**

**Target Market:** NH companies who have the intent to grow and contribute to the NH economy.

**SBDC E-Learning 24/7:**

14,000+ courses taken, 230+ NH communities, 47 U.S. states, 28 countries, and six continents.

	SBDC 2017 Assistance in NH	SBDC Assistance in REDC Communities
Clients	851	185
Jobs Created	465	167
Jobs Retained	133	23
Business Starts	84	12
Employees	3,189	831
Client Annual Sales	\$304.64 million	\$183.8 million
Total Capital Formation	\$18,331,770	\$8,233,533

 **1,964**  
Businesses Created

 **7,394**  
Jobs Created

**\$228.33** Million  
Capital Raised in  
the Last Decade

**In 2017** **6,396**  
hours were spent assisting  
**851**  
small business clients in NH.

After 5 Years  
**80%** of SBDC-counseled  
businesses are still  
in business.

**44%** survival rate of non-  
assisted businesses.

### New Hampshire Department of Business and Economic Affairs

In 2017 the Governor of New Hampshire, Chris Sununu, made a significant change to the state's economic development infrastructure: As of July 1, 2017 and the adoption of the New Hampshire's state budget for Fiscal Year 2018-2019, the Department of Resources and Economic Development will undergo a reorganization. The reorganization is the result of Governor Sununu's efforts to refocus the divisions of Economic Development and Travel & Tourism Development into the Department of Business and Economic Affairs. The Department of Cultural Resources is being combined with the Division of Parks and Recreation and the Division of Forest & Lands to form the Department of Natural and Cultural Resources. This reorganization is intended to help facilitate further positive growth for NH and our business environment.

The CEDS provides a summary of the Division of Economic Development activities and successes for the most recent state fiscal year. Due to the reorganizational process, the NH Division of Economic Development did not submit an annual report for the 2016-2017 fiscal year. Therefore, the data provided in this section will be updated next year, once a new annual report is filed.

More information on the Department of Business and Economic Affairs can be found at [www.NHeconomy.com](http://www.NHeconomy.com).



#### **Wildolfo (Will) Arvelo, Director**

Will Arvelo became the new director of the Department of Business and Economic Affairs within the last year. Will brings over 30 years of leadership experience within higher education and dealing with workforce development issues. As former president of Great Bay Community College, Will worked tirelessly to bridge higher education and business and industry to meet their workforce needs. As the director for the Division of Economic Development, Will is charged with oversight of the division, as well as developing a comprehensive economic development strategy for New Hampshire.

## Governor's Millennial Advisory Council

The Governor's Millennial Advisory Council was created in 2017 by Governor Sununu's Executive Order. The Council is charged with providing the governor with recommendations and feedback on state policies that directly impact the attraction and retention of young workers. The Council consists of 25 members appointed by, and serving at the pleasure of, the Governor: two members from each county in New Hampshire, two members from the City of Manchester and the City of Nashua respectively, and a 25th member who serves as Council Chair. Members of the Council must be born between the years 1980 and 2000.

The 2017 Annual Report of the Governor's Millennial Advisory Council discusses housing, education, environment, and workforce development, and offers policy recommendations for each of these issues. [www.governor.nh.gov/millennial/documents/annual-report-2017.pdf](http://www.governor.nh.gov/millennial/documents/annual-report-2017.pdf)

### Housing

For young people, housing availability is often the initial barrier of entry to live, work, and thrive in New Hampshire. New Hampshire's Housing Coalitions are currently declining in count, activity, and reach. The Housing Coalitions are a critical liaison between NH Housing Finance Authority and local communities. Housing challenges are being presented to municipalities and more resources are needed to educate the public on the process and where they can have productive input. The Council recommends a housing task force be established to coordinate the work of several groups working independently on housing issues in the state.

### Education

The burden of student debt significantly reduces the amount of income available for rent, mortgages, vehicles, and more. Education is needed, at the high school level, about the different paths for higher education and personal finances. The Council recommends establishing a High School Resource Counselor to work with every high school to educate

students about secondary education options and the effect of student loans and recommends creating an interactive program that allows students to explore different higher education opportunities.

### Environment

Environment, conservation, and transportation are key factors in the retention and attraction of young people to New Hampshire. The Council recommends the State of New Hampshire demonstrate leadership in climate policy, support commuter rail and bike lanes, continue to support the Land and Community Heritage Investment Program, and increase support for agriculture and food system organizations such as UNH Cooperative Extension and the NH Food Alliance.

### Workforce Development

The Council recommends the state make a significant investment in its workforce by focusing on four areas:

- **Work/life balance** – advertise the outdoor recreation economy and lifestyle and support the creative arts economy to attract and retain young workers
- **Skills and training** – expand and create business and education partnerships, and reduce stigma associated with trade and advanced manufacturing jobs
- **Credentialing** – expand reciprocity for professional credentials to improve the ability of workers to come to New Hampshire from other states and countries
- **Business incentives** – incentivize New Hampshire companies to hire recent New Hampshire graduates or those moving to New Hampshire from out-of-state.

In 2018, the Council will be hold meetings across the state to gather input from more Millennials.

### The University of New Hampshire

The University of New Hampshire (UNH) promotes economic development, workforce education, and business innovation through many programs and services offered statewide. Programs and services include:

- **Workforce 2025** – The strength of New Hampshire’s economy has been, and will continue to be, its people. The University System of New Hampshire (USNH) has been meeting with business leaders to hear first-hand their needs and challenges and is working to ensure that businesses in the state have the workforce they need for their success as well as the success of the state’s economy. As a result, USNH has developed a budget for programs designed to double the number of STEM (science, technology, engineering, and math) graduates between 2012 and 2025 and build partnerships with private industries and entrepreneurs.
- **Accelerate NH 2018 and Alpha Loft** – 12 New Hampshire technology startups are receiving business development support with the help of Accelerate NH 2018, a program that provides support, advice, and mentoring to tech entrepreneurs. The primary sponsor of the Accelerate NH 2018 program is Alpha Loft, which incubates and accelerates startup and early-stage companies in New Hampshire, creating an entrepreneurial culture of growing companies. Alpha Loft provides co-working locations in Durham, Portsmouth, and Manchester and is affiliated with the NH High Tech Council. [www.alphaloft.org](http://www.alphaloft.org)
- **UNHInnovation** – Advocates for, manages, and promotes UNH’s intellectual property; promotes partnerships between UNH and the business community; and is responsible for licensing UNH technologies and creating startup companies based on innovations created at UNH. UNHInnovation also hosts the Interoperability Laboratory and the NH Innovation Research Center. <https://innovation.unh.edu/>

- **NH Social Venture Innovation Challenge** – Engages aspiring and practicing student and community social entrepreneurs across New Hampshire in designing novel, sustainable, business-oriented solutions to pressing social and environmental challenges. The 2017 Challenge winner include a wheelchair re-design designed to make wheelchairs more ergonomically efficient to reduce injuries for wheelchair riders and operators, and a full-service beekeeping business that establishes and maintains beehives as requested by property owners.

[www.unh.edu/socialbusiness/nh-social-venture-innovation-challenge](http://www.unh.edu/socialbusiness/nh-social-venture-innovation-challenge)

- **UNH Cooperative Extension (UNHCE)** – Provides New Hampshire citizens with research-based education and information, enhancing their ability to make informed decisions that strengthen youth, families, and communities, sustain natural resources, and improve the economy. Community and Economic Development staff works with local communities to enhance skills and broaden knowledge on decision-making, engaging the public, creating a vision for the future, improving the economy, and developing leadership. [www.extension.unh.edu/resources/category/Economic\\_Development](http://www.extension.unh.edu/resources/category/Economic_Development)

### UNH-Manchester

The University of New Hampshire at Manchester provides career-driven programs with a focus on experiential learning. UNH at Manchester provides several programs designed to enable students in two-year programs to continue their studies at UNH at Manchester:

- **Public Pathways Program** – In partnership with seven community colleges in the state, UNH Manchester has developed the Public Pathways Program to enable students to transfer credits and degrees from their community college to UNH at Manchester. [www.manchester.unh.edu/transferring-new-hampshire-community-college](http://www.manchester.unh.edu/transferring-new-hampshire-community-college)



Photograph by David Vogt. Photo courtesy of UNH Manchester.

- **Dual Admission Program** – Allows students to enroll at one of the seven community colleges and be admitted into the University System of NH at the same time. These students complete an associate degree at the community college and then transition to one of the University System of NH institutions to complete a bachelor's degree. The University System of NH includes the University of New Hampshire, Granite State College, Keene State College, and Plymouth State University. [www.dualnh.com](http://www.dualnh.com)

An example of UNH at Manchester's experiential learning focus is highlighted by a new event, BioHackNH, to be held in May 2018. BioHackNH is designed to engage students interested in the fields of biotechnology and bioengineering, and is co-sponsored by industry leaders CELLINK and Advanced Regenerative Manufacturing Institute.

## Community College System

The Community College System of NH consists of seven colleges, offering associate degree and certificate programs, professional training, transfer pathways to four-year degrees, and dual-credit partnerships with NH high schools. The System's colleges are Great Bay Community College in Portsmouth and Rochester;

Lakes Region Community College in Laconia; Manchester Community College; Nashua Community College; NHTI – Concord's Community College; River Valley Community College in Claremont, Lebanon and Keene; and White Mountains Community College in Berlin, Littleton and North Conway. The seven community colleges in the system are committed to working with businesses throughout the state to train and retain employees to develop a robust workforce across all sectors, and embraces the "65 by 25 Initiative," which calls for 65% of NH citizens to have some form of postsecondary education by 2025 to meet projected workforce demands. For more information about CCSNH, visit [www.ccsnh.edu](http://www.ccsnh.edu) and [www.collegeinthe603.com](http://www.collegeinthe603.com).

## Community Colleges Build New Registered Apprenticeship Pathways

Registered Apprenticeship is a program of the United States Department of Labor (USDOL) that connects job seekers looking to learn new skills with employers looking for qualified workers. Through work-based learning, apprentices receive both classroom instruction and paid on-the-job training that meets U.S. Department of Labor national standards. Apprentices earn while they learn, reducing their need to take on debt, and employers are able to train and

## Workforce Attraction & Retention

retain a highly-skilled workforce. CCSNH is working to expand these programs in NH, supported by a USDOL grant. CCSNH's ApprenticeshipNH program works with employers to hire and train apprentices in partnership with a NH community college, combining work experience with focused coursework that accelerates the learning process and enables employees to have an immediate impact that increases over the life of the program.

National statistics show that workers who complete apprenticeship programs earn \$300,000 more over a career than their peers who don't. In addition, nearly 9 out of 10 apprentices are employed after completing their apprenticeship. And, for every dollar that an employer invests in apprenticeship, they receive \$1.50 ROI. (Source: [dol.gov/apprenticeship](https://dol.gov/apprenticeship) ).

ApprenticeshipNH is focused on high-impact industry sectors in NH: Healthcare, Manufacturing, and Information Technology. Examples of programs currently running are in the fields of Medical Assisting, Home Health Aide, Production Technician/Assembler, and Lean Manufacturing. In partnership with NH's community colleges, ApprenticeshipNH can develop apprenticeship programs for both new and existing employees that meet the specific training and workforce needs of an individual employer.

If a company is interested in onboarding new employees, or upskilling incumbent employees, through this innovative "earn while you learn" model, they can learn more at [apprenticeshipnh.org](https://apprenticeshipnh.org).

Nashua Community College (NCC) and Great Bay Community College (GBCC) are located in the REDC region. NCC is the 3rd largest college in the community college system by enrollment, and GBCC is 4th.

### Nashua Community College

In addition to its robust complement of academic programs that prepare graduates for in-demand careers, Nashua Community College has several new programs that will be offered in the fall of 2018. Developed to

create strong new pathways for students to careers and further education, these offerings provide students with unique opportunities for educational and professional advancement.

- **Associate in Science in General Studies in Health** – The Associate in Science in General Studies Health has been designed for students who have a desire to work in the healthcare industry or allied health, but who have not yet chosen a specific health field or area of interest. The first year includes courses that would be required for general education and a career in the healthcare field. At the end of the first year, students can enter another associate degree program to complete their course work in a specific field, or continue on to receive their associate degree with a focus on health. The second year is flexible for students to choose courses that would then transfer to a four-year college in the field of their choice.
- **Associate in Arts in Humanities** – The Associate in Arts in Humanities degree program is designed specifically to prepare students for successful transfer to a four-year baccalaureate degree program in a variety of majors. The program provides students with a broad academic background in the fields of fine arts, philosophy, and the humanities.



Photo courtesy of Nashua Community College.

- **Aviation Technology Certificate** – The Aviation Technology Certificate Program prepares students for professional careers in aviation maintenance, allowing graduates to seek employment with airlines, fixed base operators, or aircraft manufacturers. Nashua Community College is an FAA approved training facility. (NSUT025K) Upon completion of the program, students will be prepared to apply for the FAA oral, written, and practical exams for the Airframe and Powerplant (A&P) Technician Certificate.



Photo courtesy of Nashua Community College.

## Credit Programs Offered at Nashua Community College

### Associate Degrees

#### Social, Educational & Behavioral Sciences

- Explore Social Sciences
- Criminal Justice
- Educator Preparation
- Early Childhood Education
- Human Services
- Liberal Arts
- History & Political Science
- Psychology

#### Arts, Humanities, Communication & Design

- Explore Humanities
- Humanities
- Communications
- General Studies
- English

#### Business

- Paralegal Studies
- Business Administration: Accounting
- Business Administration: Management
- Business Administration: Marketing
- Business Administration: Small Business Entrepreneurship

#### Health Sciences and Services

- General Studies in Health
- Holistic Massage Therapy
- Nursing
- Speech Language Pathology Assistant

#### Hospitality & Culinary

- Culinary Arts
- Hospitality & Restaurant Management

#### Industry and Transportation

- Automotive Technology
- Collision Repair Technology
- Honda Automotive Technology
- Aviation Technology

#### STEM and Advanced Manufacturing

- Foundations in Data Analytics
- Cybersecurity Networking
- Mathematics
- Biological Sciences
- Computer Networking
- Web Application Development
- Software Development
- Mechanical Design Technology
- Precision Manufacturing
- Electronic Engineering Technology

### Certificate Programs

#### Arts, Humanities, Communication & Design

- Sign Language Certificate

#### Social, Educational & Behavioral Sciences

- Criminal Justice Certificate
- Early Childhood Education Certificate
- Early Childhood Para Educator II
- Human Services Certificate

- School Aged Para Educator II

#### Business

- Accounting I Certificate
- Accounting II Certificate
- Accounting III Certificate
- Spreadsheet Certificate
- Computer Information Systems Certificate
- Marketing Certificate
- Small Business Management Certificate
- Paralegal Studies Certificate

#### Health Sciences and Services

- Massage Therapy Certificate

#### Industry and Transportation

- Aviation Technology Certificate
- Collision Repair
- Automotive Service and Repair

#### STEM and Advanced Manufacturing

- CNC Operator Certificate
- Cybersecurity Networking Certificate
- Metrology and Quality Control for Precision Manufacturing Certificate
- Machine Tool Technology CNC Programming Certificate
- Internet Website Developer Certificate
- Computer Design Certificate
- Networking Certificate



GBCC's Advanced Technology & Academic Center in Rochester. Photo courtesy of Great Bay Community College.

NCC is also introducing new certificate offerings in Collision Repair and Automotive Service and Repair. For more information, see [www.nashuacc.edu](http://www.nashuacc.edu) or contact NCC Admissions at 603.578.8908, [nashua@ccsnh.edu](mailto:nashua@ccsnh.edu).

### Great Bay Community College

Great Bay Community College introduced several new programs this year, designed in partnership with employers and with NH's workforce needs in mind. These include:

#### Associate in Science Degree in Business Administration

The associate in science degree in Business Administration was developed in collaboration with industry and partners in education to better meet the needs of today's business environment. Academic concentrations include: Leadership and Management, Sales and Digital Marketing, and Business Administration (University Transfer), Insurance & Risk Management, and Sports Management.

#### Automotive Technology Certificate Program

The Automotive Technology certificate program is designed to provide students with the skills and

knowledge required to work as technicians, performing inspection, diagnostics, maintenance, and repair on automobiles and light trucks. Students learn to locate problems and use a variety of power, hand, and diagnostic tools as they work on parts and technical reference materials to prepare for the ASE Certification exams.

#### Motorcycle Maintenance & Repair Certificate Program

The certificate program in Motorcycle Maintenance and Repair Technology is sponsored by Seacoast Harley-Davidson®. In just 24 weeks, students can gain the skills required to work as a qualified, entry-level motorcycle maintenance professional. The 24-credit program prepares graduates for positions in service, repair, and maintenance of motorcycles. All motorcycle courses take place in a specially designed learning lab at Seacoast Harley-Davidson® in North Hampton, New Hampshire.

### GBCC's Advanced Technology & Academic Center in Rochester

GBCC continues to offer unique opportunities and Short Term Certificate Programs at its academic center

in Rochester. The center focuses on advanced composites manufacturing, CNC and non-destructive testing, alongside general education offerings to meet the needs of industry and the regional population. For information about all GBCC offerings, please visit [www.greatbay.edu](http://www.greatbay.edu) or contact Admissions at (603) 427-7610 or e-mail [gbadmissions@ccsnh.edu](mailto:gbadmissions@ccsnh.edu)

## Credit Programs Offered at Great Bay Community College

### Associate Degrees

#### Arts, Humanities, Communication, & Design

- American Studies
- English
- Fine Arts
- Digital Media Communications
- Liberal Arts

#### Business

- Accounting
- Business Administration

#### Social, Educational, & Behavioral Sciences

- Criminal Justice
- Early Childhood Education
- History
- Liberal Arts

- Biological Science
- Biotechnology
- Chemistry
- Computer Technologies
- Cybersecurity Infrastructure
- Engineering Science
- Environmental Science
- Information Systems Technology
- Liberal Arts
- Technical Studies

### Certificates

- Business
- Accounting
- Leadership & Management
- Sales and Digital Marketing
- Sports Management

#### Social, Educational, & Behavioral Sciences

- Early Childhood Education
- Homeland Security

#### Health Sciences and Services

- Massage Therapy
- Veterinary Practice Management

#### Hospitality & Culinary

- Event & Meeting Planning
- Hotel/Restaurant Management
- Spa Management

#### Industry & Transportation

- Automotive Technology
- Motorcycle Maintenance & Repair
- Psychology
- Teacher Preparation

#### Health Sciences and Services

- Nursing
- Surgical Technology
- Veterinary Technology

#### Hospitality & Culinary

- Hospitality Management

#### STEM & Advanced Manufacturing

- Analytics
- Bioengineering
- Technology
- Welding Technologies

#### STEM & Advanced Manufacturing

- Advanced Composites
- Manufacturing
- Biotechnology
- Computer Numeric Control
- Information Systems Technology
- Linux
- Nondestructive Testing
- Practical Data Science
- Programming
- Software Development



Great Bay Community College Campus. Photo courtesy of Great Bay Community College.

### SPOTLIGHT: Nursing in NH By Caroline Dillon

The United States is experiencing a shortage of Registered Nurses (RNs), and it's only expected to get worse. Multiple contributing factors, such as the aging population of Baby Boomers and the struggle of nursing schools to expand their enrollment capacity, are worsening this shortage nationwide. New Hampshire is feeling the pressure, and in 2016, Governor Maggie Hassan issued an executive order to create a Commission on Health Care Workforce. "New Hampshire is facing a healthcare workforce shortage in fields ranging from direct care workers to pediatric nurses to psychologists, which is increasingly threatening our ability to meet the health care needs of our citizens and making it harder to provide home- and community-based care to New Hampshire residents," Governor Hassan said. "Addressing this shortage will allow more Granite Staters – from those who experience disabilities to those living with chronic illness to New Hampshire's seniors – to stay at home and live independently, increasing choices for our citizens and improving affordability of care."

#### Types of Nursing Degrees and Certifications:

For those interested in entering the field of nursing, there are many different types of degrees and certifications available, ranging in completion length, salary, and advancement opportunities. Each level of practice requires students to pass the appropriate state-administered National Council Licensure Examination (NCLEX) before licensure is granted.



There are many specific requirements from accrediting agencies that add significant costs to our nursing programs. We must have accredited programs so that the public is assured of high quality and so that the students are eligible to sit for the national exam; these costs include personnel and equipment, often related to faculty to student ratios, that end up impacting our ability to expand programming.



Susan Huard, President  
Manchester Community College

- **Licensed Practical Nursing (LPN):** an entry level nursing position offered at hospitals and vocational schools, but not colleges or universities. A certification takes about one year to complete, and students must pass the NCLEX. LPNs work under the direction of nurses and physicians, but it is important to note they are not hired at all hospitals.
- **LPN to ASN:** a bridge program for LPNs in becoming an entry level Registered Nurse (RN). A degree takes about one year to complete, and students will gain an associate's degree in nursing.
- **Associate of Science in Nursing:** offered at community colleges, takes two years to complete. A degree can be used as a stepping stone for a BSN, or students can go straight for the NCLEX exam and practice as Registered Nurses.
- **RN to BSN:** a bridge program for registered nurses interested in furthering their careers by completing a bachelor of Science in Nursing (BSN). A degree can take one to two years to complete.
- **Bachelor of Science in Nursing (BSN):** a four year program offered in traditional four year schools. Students must pass the NCLEX exam in order to be licensed to practice. A BSN is the preferred degree by nursing leaders and provides the best job opportunities in today's market.
- **Second Degree BSN:** designed for non-nurses who hold bachelor's degrees in non-nursing fields. Program takes about two years, with completion of NCLEX.
- **Master of Science in Nursing:** allows nurses to specialize in a particular area. Takes about two years to complete. Students learn advanced skills allowing them to narrow their focus to things like nurse midwifery or nurse practitioner.
- **Doctor of Nursing Practice:** opens the door to careers in health administration, clinical research, and advanced clinical practice. Degrees can take four to six years to complete.
- **Doctor of Nursing Practice:** opens the door to careers in health administration, clinical research, and advanced clinical practice. Degrees can take four to six years to complete.

	LPN - ASN	ASN	BSN	RN - BSN	MSN	Doctor of Nursing Practice
Colby-Sawyer College			✓	✓	✓	
Great Bay Community College		✓				
Keene State College			✓			
Lakes Region Community College		✓				
Manchester Community College		✓				
Nashua Community College		✓				
NHTI: Concord's Community College	✓	✓				
Plymouth State University			✓			
River Valley Community College		✓	✓	✓	✓	✓
St. Anselm College			✓	✓		
St. Joseph School of Nursing	✓	✓				
University of New Hampshire			✓		✓	✓
White Mountains Community College						

✓ indicates that the program courses are available online

Sources: "Colby-Sawyer College." Registered Nursing.org, [www.registerednursing.org/state/new-hampshire/](http://www.registerednursing.org/state/new-hampshire/).

"Types of Nursing Degrees | Learn the Differences." All Nursing Schools, [www.allnursingschools.com/articles/nursing-program-types/](http://www.allnursingschools.com/articles/nursing-program-types/).



### Caroline Dillon

Caroline is a 17-year-old junior at Spaulding High School in Rochester, NH. She is a member of the French Honor Society, National Honor Society, Project SEARCH, and also participates in band, chorus, and drama. Caroline plans to pursue a career as a Certified Nurse-Midwife/ Women's Health Nurse Practitioner.

When Caroline was in the fourth grade, her class took a field trip to the Boston Museum of Science. There, she visited an exhibit on the wonders of childbirth. From that moment on, she knew she wanted to be a midwife someday.

## Stay Work Play NH

New Hampshire is one of the best states to live, ranking highly in terms of health, safety, low taxes, personal income, and livability. Most individuals who attend college or visit from another state enjoy vacationing or exploring New Hampshire. However, only about half of the state's college graduates stay to live and work in New Hampshire currently.

Thus, in 2009, Stay Work Play NH was born. Stay Work Play ([www.stayworkplay.org](http://www.stayworkplay.org)) was incorporated by five statewide organizations: the University System of NH, the NH College and University Council, the Business and Industry Association of NH, the NH High Technology Council, and the NH Department of Resources and Economic Development. It is governed by a Board of Directors that includes representation from a variety of industries throughout the state.

The goal of the program is to encourage more young workers to “Stay, Work, and Play” in New Hampshire, with a mission: “To work collaboratively across New Hampshire to support ongoing economic, workforce, and community development by promoting the state as a favorable place for young workers and recent college graduates to stay, work, and play, when considering employment and lifestyle opportunities.”

Stay Work Play carries out its mission of supporting ongoing economic, workforce, and community development by promoting New Hampshire as a favorable place for young workers and recent college graduates through the following programs:

- **Surveys:** Gathering data on the factors that young people take into consideration when making the decision to stay or leave, New Hampshire, Stay Work Play provides actionable research to businesses and policy makers looking to attract and retain younger workers.

- **Advocacy:** As the voice of New Hampshire's younger residents, Stay Work Play is an issues-based, nonpartisan advocate for public policies that will serve to attract and retain younger workers.
- **NHInternships.com:** NH Internships is an initiative to enhance economic conditions in New Hampshire by offering educational employment opportunities to local students and working professionals.
- **Insider's guides:** Recognizing that employers must “sell” not only their businesses to prospective new hires, but the region where they're located as well, Stay Work Play maintains up-to-date guides to the unique cultural, entertainment, recreational, and culinary offerings to be found in each region in the state.
- **Marketing and branding:** Through its various social media channels, as well as in-person displays and college employment and other job fairs, Stay Work Play promotes the many professional and other opportunities found in New Hampshire.
- **Rising Stars Awards:** The Rising Stars Awards are an initiative of Stay Work Play, in partnership with New Hampshire Public Radio, to celebrate and recognize New Hampshire's remarkable young professionals and college students, the initiatives to keep them here, and the businesses and programs that go the extra mile to recruit and retain them.

For more information, visit Stay Work Play online at [www.stayworkplay.org](http://www.stayworkplay.org).



## WorkReadyNH

WorkReadyNH is a skills development program that addresses gaps in soft skills for workplace success. The state of NH launched the WorkReadyNH program in collaboration with New Hampshire's Community Colleges. The tuition-free program focuses on upgrading skills in Applied Mathematics, Reading Workplace

Documents, and Graphic Literacy. It also addresses soft skills such as workplace behaviors, teamwork, and communication needed in today's work environment. The program is open to unemployed and under-employed New Hampshire residents.

WorkReadyNH helps job-seekers by improving their skills and adding a nationally recognized credential to their resume (The National Career Readiness Certificate [NCRC], from ACT and the WorkReadyNH Certificate from the community college). The program utilizes standardized assessment testing to identify gaps in abilities and adds training to strengthen the weaker areas. Upon successful completion of the program, a job-seeker will earn bronze, silver, gold, or platinum level certification. Each certification level corresponds to a skill set needed for success within a range of specific jobs.

Since the program start in October 2011, the WorkReadyNH program has had 3,625 graduates across the state. The participants have earned the following levels for the National Career Readiness Certificate:

- Bronze: 509
- Silver: 1,894
- Gold: 799
- Platinum: 63

WorkReadyNH is a partnership between the Community College System of NH (CCSNH), the NH Department of Business and Economic Affairs (BEA) and the NH Department of Employment Security and is funded through the NH Job Training Fund. For more information please go to [www.ccsnh.edu/WorkReadyNH](http://www.ccsnh.edu/WorkReadyNH).

WorkReadyNH was originally offered at four NH Community Colleges. With support from TACCT Grant in 2015 and the continued support from the BEA, the program is now offered at all community colleges:

- Great Bay Community College (Portsmouth and Rochester campus)
- Manchester Community College
- River Valley Community College (Claremont and Keene)
- White Mountains Community College (Berlin, Conway, Littleton)

- Lakes Region Community College (Laconia)
- Nashua Community College
- New Hampshire Technical Institute (Concord)

The WorkReadyNH program continues to expand, with more employers recognizing the value in the credentials and asking for it in their application process. The program has had companies use the NCRC as a benchmark for current employees to establish training needs throughout the organization, and as entrance requirements into apprenticeship programs.

With the success of WorkReadyNH, the Statewide Liaison and Directors have been consulting with groups in Maine and Massachusetts to implement WorkReadyME and WorkReadyMA. Employers across New England are echoing the concerns of NH employers in the skills gap and recognize the value in the soft skills/professional development training.

## Pathway to Work

The Pathway to Work initiative is a voluntary program created to assist unemployment claimants in starting their own businesses. A major benefit of the program is that it allows eligible unemployed claimants to continue to receive their unemployment benefits while working full-time to start businesses in New Hampshire. The initiative provides financial support to eligible claimants while they access the resources, information, and training they need to get their businesses off the ground. Pathway to Work is a partnership between NH Employment Security (NHES) and the NH Small Business Development Center (SBDC). NHES identifies eligible candidates, provides orientation, and accepts people into the program. SBDC helps screen applicants to determine if their business ideas are feasible. It then provides entrepreneurial training, business counseling and technical assistance.

In Calendar Year 2017 NH SBDC business advisors provided 600+ advising hours while working with 89 Pathway to Work program participants in Rockingham and Hillsborough counties alone. Since the program began in 2013, advisors have provided over 2,700

## Workforce Attraction & Retention

hours of advising to 271 clients in the same area. Since inception, 452 Pathway to Work clients have received over 4,200 advising hours statewide. Pathway clients have started 100+ new businesses, created 145+ jobs, and created \$2.45 million in capital infusion to the economy.

The program, called New Hampshire Working, was added to New Hampshire's existing program to assist employers and employees in New Hampshire. Created by legislation signed in July 2013, Pathway to Work was added to the New Hampshire Working initiative to assist claimants interested in self-employment assistance. In order to sustain the Pathway to Work program, the NH SBDC applied for and has been awarded CDBG grants from the CDFA four times (in 2014, 2015, 2016, and 2017), to support the Pathway to Work program statewide.

For more information on Pathway to Work, visit the NHES website at [www.nhes.nh.gov/nhworking/pathwaytowork](http://www.nhes.nh.gov/nhworking/pathwaytowork) or [www.nhsbdc.org/pathway-work-program](http://www.nhsbdc.org/pathway-work-program), or email the SBDC at [Jason.Cannon@unh.edu](mailto:Jason.Cannon@unh.edu).

### SPOTLIGHT: Downtown Derry

Known for its business-friendly attitude due to its expedited planning and approval process, the Town of Derry has taken a decidedly pro-active approach to economic development in recent years. The town recently funded and hired a full-time Economic Development Coordinator and boasts several pro-business incentives aimed at helping businesses start, grow, and thrive in the community.

Derry has recently expanded its Downtown Revitalization District. As owners of property in the district, business owners have the opportunity for significant tax relief on improvements made to an existing building in the area. Pursuant to RSA 79-E, the Town of Derry offers a temporary tax relief incentive for substantial rehabilitation or replacement of a building in the designated district. This program does not apply to new construction on a vacant lot.

Another program that has been well received is Derry's Façade Improvement Fund to assist downtown businesses with improving their curb appeal. This is a matching grant program which provides up to \$5,000 to qualifying businesses, allowing for such improvements as new doors, painting, signage, and accessibility improvements, to name a few.

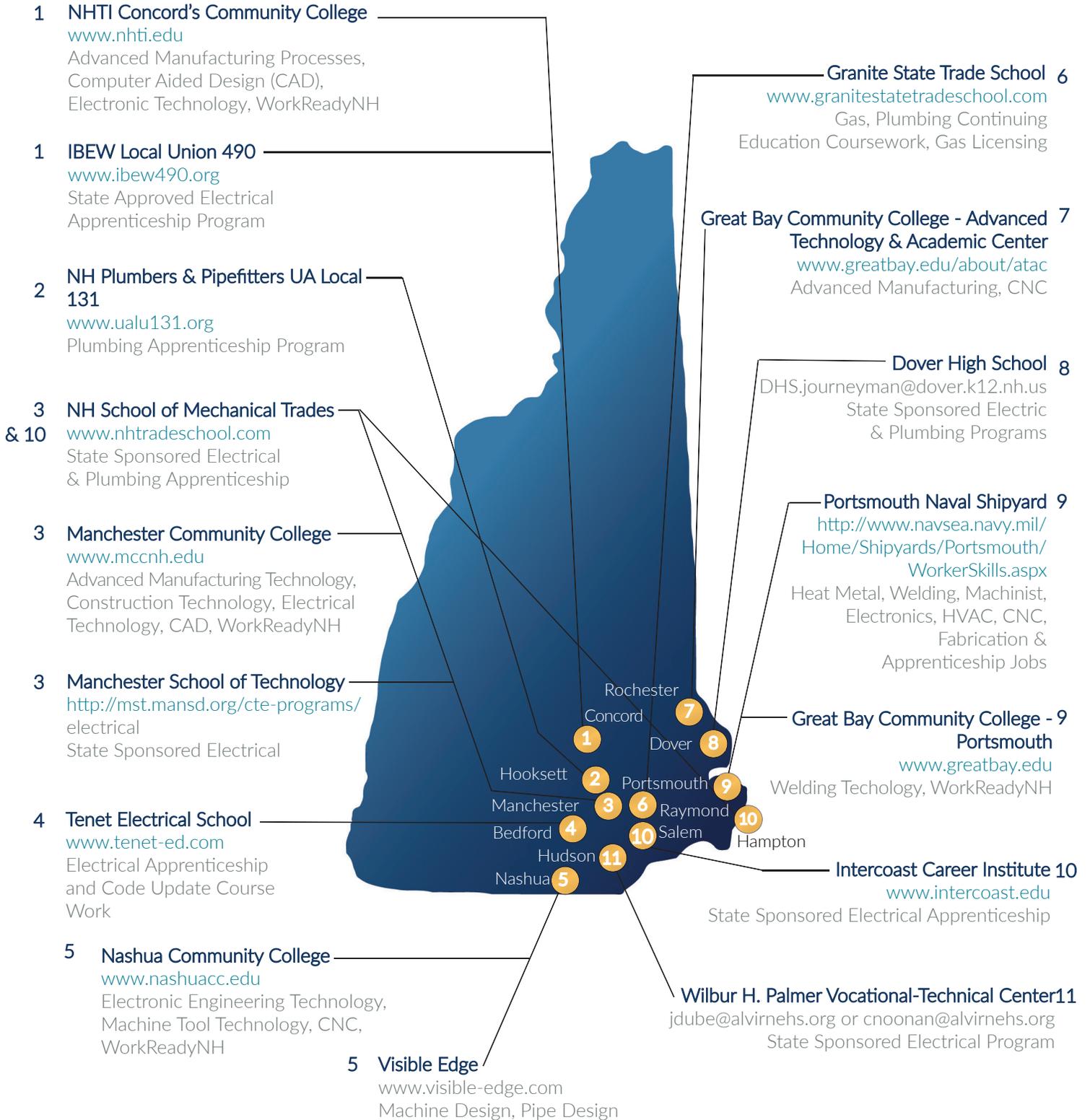
For startups and existing businesses, The Derry Revolving Loan Fund is available for those that may not otherwise qualify for traditional funding from financial institutions, with loan amounts ranging from \$5,000 to \$50,000. This successful program was recently recapitalized.

Derry also has two Economic Revitalization Zones that encompass much of the commercial and industrial properties in the town. Established by the State of New Hampshire to stimulate economic redevelopment, expand the commercial and industrial base, create new jobs, reduce sprawl, and increase tax revenues within the state by encouraging economic revitalization in designated areas, the ERZ tax credit program, which is detailed in RSA 162-N, offers a short-term business tax credit for projects that improve infrastructure and create jobs in designated areas of a municipality.

To further assist businesses, the town has recently agreed to dedicate space in its Municipal Center to business resources, which will be used by groups such as SBA, SCORE, Center for Women & Enterprise, and others to meet with entrepreneurs and business owners to assist with planning and development. Combined with the resources in the Planning and Economic Development offices, this will create a one-stop-shop for businesses. For more information, contact Beverly Donovan at [beverlydonovan@derrynh.org](mailto:beverlydonovan@derrynh.org) or (603) 845-5407.

## Technical & Trade Training Programs

In 2012, REDC compiled a comprehensive list of technical and trade training programs available in and around southern New Hampshire, focusing our research primarily on trade programs such as electrical, plumbing, HVAC, welding, machinery, advanced machinery/CNC, and other like programs. As part of the 2018 CEDS process, REDC reviewed the most current data and updated it. In addition to those programs on the map, two schools in the Boston, MA area, (the Wentworth Institute of Technology [[https://wit.edu/academics/program-finder?field\\_program\\_type=5](https://wit.edu/academics/program-finder?field_program_type=5)] and the Benjamin Franklin Institute of Technology [[www.bfit.edu](http://www.bfit.edu)]), offer a wide array of programs and classes.



# Affordable Housing

*Affordable housing* is generally understood to be housing for households with earned income that is insufficient to secure quality housing in reasonable proximity to the workplace. It is critical infrastructure for our communities as there is no wealth without jobs and no jobs without housing. Municipalities, housing developers, and investors all have a role in creating more affordable housing in the region. In the REDC region, affordable housing is needed for people of all income levels, including young professional and the aging population.

Workforce housing implies an expanded understanding of affordable housing because it is commonly targeted at essential workers in a community, such as police officers, firefighters, teachers, and medical personnel. Workforce housing may also be targeted more generally at certain income levels regardless of type of employment, with definitions ranging from 50% to 120% of Area Median Income.

The NH Housing Finance Authority (NHHFA) has developed resources to support the development of affordable and workforce housing:

- **“Meeting the Workforce Housing Challenge Guidebook”** – is designed to help municipal land use boards meet state workforce housing law requirements and shape future growth in their communities
- **“Housing Solutions Handbook” for New Hampshire** – this offers tools and techniques to provide affordable and workforce housing development opportunities.

- **Model Ordinances** – is designed for retaining the affordability of owner-occupied homes that have been designated as affordable by a developer.

These resources are available at the NHHFA website: [www.nhhfa.org/workforce-housing](http://www.nhhfa.org/workforce-housing)

## Accessory Dwelling Units

The New Hampshire Accessory Dwelling Units (ADU) statute (RSA 674:71-73) became law on June 1, 2017. The intent of the law is to expand the supply of housing in New Hampshire communities without further land development, as well as to encourage efficient use of existing housing stock and infrastructure and provide an affordable housing option in communities. The statute defines ADU as residential living units that are within or attached to a single-family dwelling and provide independent living facilities for one or more persons.

The lack of affordable housing is seen as a constraint to attracting and retaining a young workforce in the CEDS region. In addition, New Hampshire’s aging population has resulted in an increased interest in “aging in place”. ADUs are an important component of expanding the availability of housing, and homeowners now have the right to create an ADU for a family member, caregiver, or as a rental unit, in accordance with local planning and building ordinances.

Since the passage of the ADU law, regional planning commissions and municipalities across the CEDS region

“It’s true that building more housing that is affordable to the local workforce will make a positive impact on the local economy, if we can achieve this goal on a large scale. But let’s not forget the tremendous benefits to the quality of life of the people that can live affordably in close proximity to good jobs. Affordable workforce housing can have a huge impact on the personal economics of people employed in Southern NH, allowing them to stretch and grow by using their income for more school, taking the risk of advancing into a new job, or pursuing mission driven professions in our creative economy, public service professions, and nonprofits that are located here and that benefit us all. When workforce housing is walkable to jobs, it also has the benefit of lowering the transportation costs and has significant public health benefits for these workers who can walk and bike to their jobs.”

Craig Welch, Executive Director Portsmouth Housing Authority

have worked to amend land use regulations to enable ADUs and to educate local officials and residents about the law. The following resources have been developed to assist municipalities and developers with compliance with the law:

- Rockingham Planning Commission has developed an Accessory Dwelling Unit Model Ordinance to assist local Planning Boards.  
[www.rpc-nh.org/application/files/6914/7560/2274/RPC\\_ADU\\_Model\\_Ordinance\\_201601004.pdf](http://www.rpc-nh.org/application/files/6914/7560/2274/RPC_ADU_Model_Ordinance_201601004.pdf)
- NH Office of Strategic Initiatives has prepared a Technical Bulletin, entitled “Planning for Accessory Dwellings”,  
[www.nh.gov/osi/planning/resources/documents/planning-for-accessory-dwellings.pdf](http://www.nh.gov/osi/planning/resources/documents/planning-for-accessory-dwellings.pdf)
- NH Housing Finance Authority released “Accessory Dwelling Units in New Hampshire, A Guide for Municipalities”  
[www.nhhfa.org/assets/pdf/NHHFA\\_ADU\\_Guide\\_final\\_web.pdf](http://www.nhhfa.org/assets/pdf/NHHFA_ADU_Guide_final_web.pdf)

In response to concerns expressed by residents about the impact of the ADU law on neighborhoods, municipal ADU regulations across the CEDS region share many of the same requirements, including: owner occupancy of one of the units, off-street parking, no more than two bedrooms, and an ADU size not to exceed 750 square feet. Many towns require the ADU have architectural consistency with the primary residential unit.

## SPOTLIGHT: Plan NH

Plan NH fosters excellence in planning, design, and development of New Hampshire’s built environment, because of its significant impact on the fabric of our communities. Good community design, choices in where we can live and how we get about, stewarding our historic and natural assets – all these and more contribute to the health and vibrancy of towns and neighborhoods across the state.

To do this, Plan NH raises awareness of techniques and ideas and trends that could lead to stronger communities socially, environmentally, and yes, economically. These initiatives include a focus on walkable neighborhoods

parks and trails, places to bike, homes that fit changing needs, benches, local economy, places to gather, and community identity.

Plan NH’s audiences are community members and their leaders, the planners, architects, landscape architects, engineers, historic preservationists, and others who work in them. Plan NH informs and inspires through newsletters, blogs, and:

- Workshops and conferences (Role of Community Design in Supporting an Aging Population; “Missing Middle” housing; Role of Community in Economic Development; Complete Streets; Universal Design);
- Annual Merit Awards Program, recognizing outstanding projects that exemplify how the built environment can have a positive impact on a community;
- Annual Scholarship and Fellowship Program: in partnership with the NH Charitable Foundation, Plan NH awards funds to college and graduate students who call New Hampshire home and are studying a field related to the mission (In 2017, Plan NH awarded almost \$30,000 to 11 students.);
- The Community Design Charrette program, in which communities invite Plan NH to assist with challenges like bringing back vibrancy to a town center (Since 1996, there have been more than 65 Plan NH charrettes in 60 communities.); and
- The Municipal Technical Assistance Grant (MTAG) Program, which gives grants to communities to assist with expanding housing options through zoning changes. This is made possible with funding from New Hampshire Housing, and in partnership with UNH Cooperative Extension.

Plan NH is an independent, 501 (c) 3, with a holistic view of community design and development. The organization provides space for diverse viewpoints, collaboration and cooperation, and for asking “what if?” among various disciplines – and people - who all share a love of New Hampshire and want to see her thrive. For more about Plan NH, please visit their website at [www.plannh.org](http://www.plannh.org).

# Sustainable Living

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## Water Quality in NH's Great Bay Watershed

New Hampshire's Great Bay Estuary encompasses more than 13,000 acres, supporting a unique ecosystem with both freshwater and saltwater species. The Piscataqua River brings salt water from the Atlantic Ocean into the bay with the tides, creating critical habitat for fish, shellfish, and birds, in addition to scenic beauty and recreational opportunities. In recognition of Great Bay's beauty, diversity, and productivity, the US EPA has afforded special protection to it as one of only 28 "estuaries of national significance".

Seven rivers flow into Great Bay, carrying pollution from 42 New Hampshire and 10 Maine communities. In 2008, the NH Department of Environmental Services designated the Great Bay Estuary as an "impaired" waterbody that does not meet the state's water quality standards. As a result, several communities in the REDC region are undertaking costly infrastructure improvements required by federal and state regulators to improve and protect water quality in the Great Bay watershed. The communities of Exeter, Newfields, Newmarket, Portsmouth, Durham, Dover, and Rochester are making substantial infrastructure improvements, including retrofitting existing municipal wastewater treatment plant systems and/or building new treatment plants, replacement and rehabilitation of existing sewer systems, and correcting combined sewer overflow systems.

Economic development in the REDC region relies on a healthy natural environment coupled with strong and resilient communities. The challenges posed by improving and protecting water quality in Great Bay



Great Bay, Stratham, NH.

will influence public and private sector investment in the region in the coming years.

## Great Bay Resource Protection Partnership

Conserving undeveloped land is a critical component to the protection of water quality in Great Bay and the coastal watershed. The Great Bay Resource Protection Partnership was established in 1994 and is a collaboration of conservation organizations in the coastal region that promotes landscape-scale land conservation and stewardship.

The Partnership has permanently protected 109 properties totaling 6,105 acres, including 25 miles of shoreline, 60 miles of stream frontage, and 1,900 acres of wetlands. Additionally, the Partnership supports the work of partner organizations, contributing to the conservation of over 82,000 acres in the coastal watershed. [www.greatbaypartnership.org/](http://www.greatbaypartnership.org/)

## Groundwater Issues

Threats to groundwater quality remain a concern for many municipalities in the CEDS region in recent years. Residents, businesses, and municipal officials

in Brentwood, Kingston, Hampstead, Bedford, Amherst, Merrimack, Litchfield, Londonderry, Salem, Portsmouth, Rye, Greenland, Newington, North Hampton, Salem and the Pease International Tradeport have been meeting with state and federal regulators and legislators to address concerns about threats to public health posed by contaminants present in drinking water supplies. Contamination sources include leachate from a landfill that is an EPA Superfund site, manufacturing compounds from private industry, and fire-retardant chemicals used at the former Pease Air Force Base.

Testing conducted by regulators, and ongoing in many communities, has identified several compounds in groundwater and drinking water supplies that may pose a threat to human health. Contaminants have been identified in both public drinking water supplies and private wells. The contaminants include arsenic, manganese, perfluorooctane sulfonic acid (PFOS) and perfluorooctanoic acid (PFOA), and per- and polyfluoroalkyls substances (PFASs).

The NH Department of Environmental Services (NH DES) is working closely with community leaders and residents. Current information on water quality testing is available via the DES website, [www.des.state.nh.us/nh-pfas-investigation/](http://www.des.state.nh.us/nh-pfas-investigation/)

Groundwater in the region is also being impacted by drought and sea-level rise. A drought was declared for most of the CEDS region in 2016. Periods of drought impact groundwater and surface water supplies, creating stress on municipal water systems and private wells. Many communities in the CEDS region enacted outdoor watering bans in the summer of 2016 to try and reduce water use.

In addition to drought, groundwater supplies in coastal communities are at risk of saltwater intrusion into water supplies because of rising sea levels. Nearly all coastal groundwater aquifers experience some naturally occurring saltwater intrusion. As the elevation of saltwater bodies, such as the Atlantic Ocean and Great Bay, increases and as coastal flooding continues to occur, saltwater intrusion may increase,

threatening drinking water supplies and corroding water system infrastructure. Groundwater withdrawal and the pumping of aquifer can also increase saltwater intrusion.

With grant funds from the NH Department of Environmental Services, the Strafford Regional Planning Commission and the University of New Hampshire recently completed a study of the vulnerability of the public drinking water supplies in Newmarket to saltwater intrusion. The study identified where sea level rise could impact groundwater in Newmarket and provided short- and long-term adaptation strategies to reduce risks to drinking water source contamination associated with saltwater intrusion.

[www.unh.edu/erg/sites/www.unh.edu.org/files/final\\_groundwater\\_modeling\\_report-newmarket.pdf](http://www.unh.edu/erg/sites/www.unh.edu.org/files/final_groundwater_modeling_report-newmarket.pdf)

Drought and saltwater intrusion have caused communities and private landowners in the CEDS region to identify new sources of drinking water supplies. Rising sea levels have also impacted municipal water and sewer infrastructure and private septic systems.

## Drinking Water and Groundwater Trust Fund

In 2016, the New Hampshire Legislature established the Drinking Water and Groundwater Trust Fund as well as the Drinking Water and Groundwater Advisor Commission charged with determining how the funds will be allocated. The Trust Fund's \$276 million fund is financed by the proceeds from the state's lawsuit against Exxon Mobil Corporation's liability for the contamination of groundwater by the fuel additive MtBE.

The Fund's Drinking Water and Groundwater Advisory Commission approved the first round of grants and loans in November 2017, totaling \$35 million. Projects in the CEDS region receiving funding include:

- **Portsmouth/Greenland** – This project received \$200,000 in funds from the Drinking Water and Groundwater Trust Fund and involves studying the ability of the Portsmouth Water System to provide

adequate capacity to serve an area of approximately 300 homes in Greenland near the Coakley Landfill Superfund site.

- **Litchfield/Merrimack** – This project received \$600,000 in funds from the Trust Fund and involves connecting the Pennichuck Water Works system in Merrimack via an under-river crossing of the Merrimack River to the Pennichuck East Utility system in Litchfield. The water system extension is needed to provide water resources to customers in Litchfield impacted by the contamination of water by the chemical PFOA.

### MS4 Permitting

MS4 is the term used to identify a Municipal Separate Storm Sewer System. EPA defines MS4 as, “a publicly owned conveyance or system of conveyances from ditches, curbs, or underground pipes that divert stormwater into the surface waters of the state.” In January 2017, the US EPA issued the 2017 New Hampshire Small MS4 General Permit. According to EPA, 83% of the surface water quality impairments in New Hampshire are primarily due to polluted stormwater runoff entering surface water. Stormwater is created by rain and melting snow flows over roads, parking lots, and yards, collecting heavy metals, bacteria and other pollutants, then carrying those pollutants into the region’s water supply.

[www.des.nh.gov/organization/divisions/water/stormwater/ms4.htm](http://www.des.nh.gov/organization/divisions/water/stormwater/ms4.htm)

Most municipalities in the CEDS region are subject to the 2017 MS4 permit requirements. The permit requires municipalities to enact six minimum control measures: public education and outreach, public involvement and participation, illicit discharge detection and elimination, construction site stormwater control, post-construction stormwater management, and pollution prevention. Communities are required to report to EPA annually on minimum control measures undertaken.

In the CEDS region, there are a number of organizations prepared to assist municipalities in complying with MS4 permit requirements. In addition to the regional planning commissions, the

NH Department of Environmental Services, Seacoast Stormwater Coalition, Nashua Area Stormwater Group, Manchester Area Stormwater Group, the Southeast Watershed Alliance, and University of New Hampshire Stormwater Center are assisting municipalities with permit compliance.

[www.des.nh.gov/organization/divisions/water/stormwater/coalitions.htm](http://www.des.nh.gov/organization/divisions/water/stormwater/coalitions.htm)

### Spotlight: Rockingham Planning Commission MS4 Permit Technical Assistance

The Rockingham Planning Commission (RPC) is currently offering a MS4 Technical Assistance Grant Program for municipalities in the RPC region subject to the EPA MS4 stormwater permits. The goal of the of the grant programs is to focus municipal efforts on preparation and capacity building activities, including an audit of existing land use regulations and a permit compliance “Road Map” and completing important tasks required in year one and year two of the permit, which begins on July 1, 2018, such as mapping and ordinance revisions.

The RPC is currently working with the towns of Rye, North Hampton, Hampstead, Newton, Atkinson, and Sandown to help these communities understand and meet MS4 permit requirements. This work includes assessing infrastructure, reviewing land use regulations, and educating town staff and boards about permit requirements. In addition, the RPC is developing a guidance document that any New Hampshire municipality can use to complete their Notice of Intent (NOI), the first requirement of the MS4 permit, which is due on October 2, 2018. This guidance document is being completed in coordination with the Seacoast Stormwater Coalition.

The RPC is also developing base mapping for the impaired waters subject to the MS4 permit in conjunction with the Strafford Regional Planning Commission and the Seacoast Stormwater Coalition and is working with all other regional planning commissions in New

Hampshire that serve communities subject to the MS4 permit to ensure that all products that come out of RPC's efforts are easily transferable to other planning commissions and municipalities.

## Energy

The CEDS region, like all of New Hampshire, faces many energy challenges. New Hampshire has the third highest electricity rates in the contiguous United States, and it is estimated that each New Hampshire resident spent \$3,934 on energy in 2015. Commercial and industrial consumers in the state purchased nearly two-thirds of all retail electricity sales in 2017, and the high cost of energy is often cited as being detrimental to economic development. There are many reasons for New Hampshire's high energy costs, including a lack of low-cost resources, market uncertainty, inadequate infrastructure, and geographic realities.

Energy policy impacts everyone in New Hampshire and NH RSA 4:E directs the state to develop a ten-year energy strategy, with updates every three years. The NH Office of Strategic Initiatives released an updated New Hampshire 10-Year State Energy Strategy in April 2018. The Strategy lists the following goals to improve state energy policy to better meet consumer demands:

- Prioritize cost-effective energy policies.
- Ensure a secure, reliable, and resilient energy system.
- Adopt all-resource energy strategies and minimize government barriers to innovation.
- Maximize cost-effective energy savings.
- Achieve environmental protection that is cost-effective and enables economic growth.



Solar Panels on REDC building, Raymond, NH.

- Government intervention in energy markets should be limited, justifiable, and technology neutral.
  - Encourage market selection of cost-effective energy resources.
  - Generate in-state economic activity without reliance on permanent subsidization of energy.
  - Maximize the economic lifespan of existing resources while integrating new entrants on a levelized basis.
  - Protect against neighboring states' policies that socialize costs.
  - Ensure that appropriate energy infrastructure is able to be sited while incorporating input and guidance from stakeholders.
- [www.nh.gov/osi/energy/programs/documents/2018-10-year-state-energy-strategy.pdf](http://www.nh.gov/osi/energy/programs/documents/2018-10-year-state-energy-strategy.pdf)

New Hampshire is a net energy importer and a net electricity exporter. The state has a diverse mix of energy sources, nuclear power, natural gas, and renewable energy in the forms of hydro, wind, and solar.

## New Hampshire 2016 Energy Generation

Source: NH 1-Year State Energy Strategy, April 2018

- Total (thousand MWh) 19,284 (100.00%)
- Nuclear 10,761 (55.80%)
- Natural gas 4,744 (24.60%)
- Biomass 1,689 (8.76%)
- Hydro 1,145 (5.94%)
- Coal 422 (2.19%)
- Solar 52 (0.27%)
- Petroleum liquids 39 (0.20%)

In 2017, 17% of electricity generated in the state was from renewable sources. The NH 10-Year Energy Strategy notes, “Renewable energy is highly likely to continue to grow as a percentage of total electricity generation in New Hampshire. That shift will also impact New Hampshire’s economy, as jobs associated with renewable technologies will likely continue to make up a larger fraction of New Hampshire’s workforce.”

Examples of community financed solar systems in the CEDS region include the Town of Brentwood’s Public Safety Complex, City of Concord’s Central Fire Station, an electric car charging station at the Town of Raymond Town Office, Exeter High School, Town of Exeter Wastewater Treatment Plant, East Kingston Elementary School, and NH DMV in Concord.

New Hampshire homes are reliant on oil as a heating source, ranking second in the nation with 46% of homes using fuel oil for heating. 20% of homes use natural gas, 15% use liquified petroleum gas, 11% use wood, and 8% use electricity.

## Spotlight: Granite Bridge Pipeline Proposal

Liberty Utilities has proposed a new underground gas pipeline and storage facility in Epping. Liberty Utilities is a Londonderry, NH based company serving 91,000 gas customers in 31 communities along the I-93 corridor. The pipeline is proposed to be built within the

NH DOT Route 101 right-of-way from Manchester to Stratham, with the storage facility located in an abandoned quarry in Epping near Exit 6. The proposed facility would include a tank that could hold up to two billion cubic feet of liquefied natural gas. The tank would 170 feet high and 200 feet in diameter. In its proposal, Liberty Utilities states the new pipeline is needed because an existing pipeline from Dracut, MA to Concord, NH, known as the Concord Lateral line, has reached capacity. The new 16-inch pipeline would be buried underground in the right-of-way and connect the Concord Lateral line to an existing pipeline in Stratham. The proposed project is awaiting approval from the NH Public Utilities Commission, with work estimated to be completed in 2022.

The Rockingham Planning Commission is providing updated information on the proposal on the agency’s website at:

[www.rpc-nh.org/regional-community-planning/energy/granite-bridge#](http://www.rpc-nh.org/regional-community-planning/energy/granite-bridge#).

## Regional Brownfields Program

Brownfields are properties that may be polluted or are perceived to be polluted, and this stigma of contamination may prevent redevelopment. Brownfields sites exist throughout the CEDS region and represent enormous economic development potential. Properties can include closed gas stations and auto body repair shops, manufacturing mills, and commercial and industrial sites.

The U.S. EPA’s Brownfields Program provides competitive grants to states, municipalities, tribal authorities, and regional planning and economic development organizations to support the identification, assessment, clean-up, and redevelopment of Brownfields. Cleaning up and reinvesting in these properties increases local tax bases, facilitates job growth, utilizes existing infrastructure and alleviates development pressure on undeveloped land in the region.

[www.epa.gov/brownfields/brownfields-and-land-revitalization-connecticut-maine-massachusetts-new-hampshire-rhode](http://www.epa.gov/brownfields/brownfields-and-land-revitalization-connecticut-maine-massachusetts-new-hampshire-rhode)

Active Brownfields Assessment and Clean-up Programs serving communities in the CEDS region include:

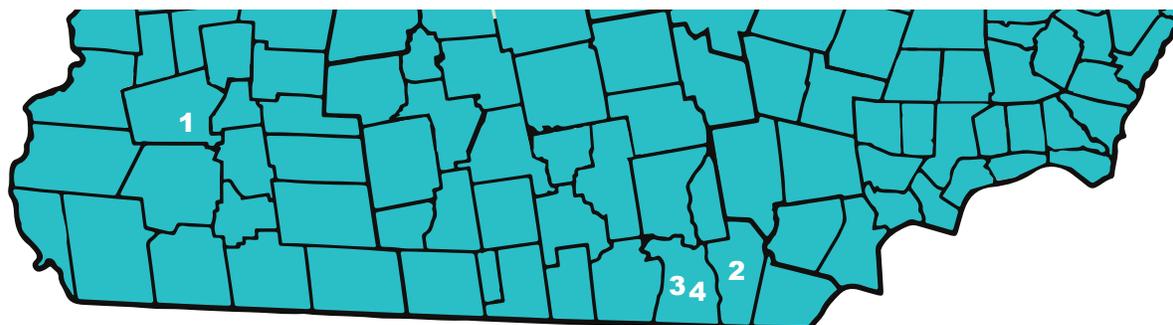
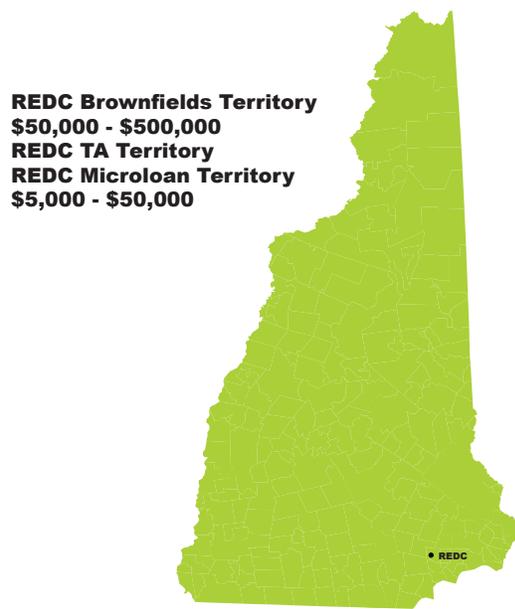
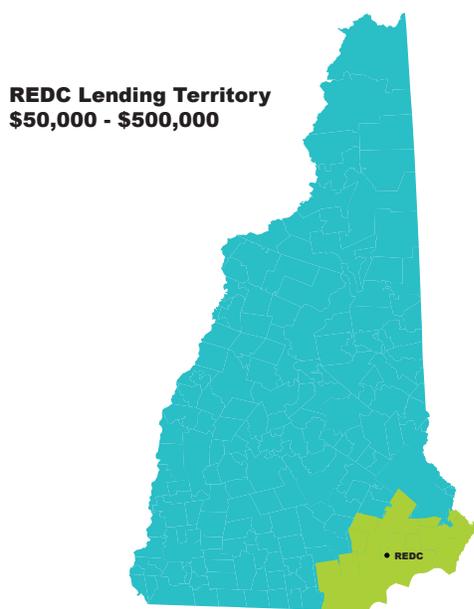
- NH Department of Environmental Services (DES)
    - With grant funds from EPA, DES maintains an Revolving Loan Fund to assist with clean-up of assessed Brownfields sites.
- [www.des.nh.gov/organization/divisions/waste/hwrb/sss/brownfields/](http://www.des.nh.gov/organization/divisions/waste/hwrb/sss/brownfields/)
- Southern New Hampshire Planning Commission (SNHPC) – SNHPC received \$400,000 in Brownfields

Assessment funds in 2015 to continue identifying and assessing properties in the region for contamination from hazardous substances and petroleum.

[www.snhpc.org/index.php?page=brownfields](http://www.snhpc.org/index.php?page=brownfields)

- Strafford Regional Planning Commission (SRPC)
  - SRPC also received \$400,000 in Brownfields Assessment funds in 2015 to establish a Brownfields program, inventory sites in the region, and conduct environmental assessments on properties perceived to be contaminated by hazardous substances and petroleum.

[www.strafford.org/econdev/brownfields.php](http://www.strafford.org/econdev/brownfields.php)



**1. Railroad Square**  
Railroad Street, Keene, NH

**2. Zack's Field Project**  
9 & 17 Industrial Drive, Hudson, NH

**3. Cotton Mill Square**  
20 Cotton Road, Nashua, NH

**4. 22 Marshall Street**  
22 Marshall Street, Nashua, NH

### Working Landscape of Farms and Forests

Agriculture is thriving and expanding across New Hampshire in new and exciting ways as farmers capitalize on consumer interest in fresh, locally grown and produced food, and locally grown horticultural products. Farm stands, community gardens, community supported agriculture, and summer and winter farmers' markets provide access to New Hampshire-grown agricultural products year-round, creating opportunities for farmers to build their businesses.

Municipalities in the CEDS region have renewed their interest in supporting local agriculture. Town officials and residents are working together to express an increased interest in creating economically and environmentally sustainable and resilient communities that recognize the importance of a local and regional food supply. Additionally, they are raising awareness that farm and forest land provides more than food and forest products and rural character that supports tourism, but also jobs, greater food security, water supply protection, flood storage, and wildlife habitat.

Farmers' markets are well established and celebrated in the region year-round, thanks to two organizations, Seacoast Growers Association and Seacoast Eat Local. The Seacoast Growers Association manages seasonal markets in Portsmouth, Exeter, Dover, and Durham. The weekly markets run from May to October and feature locally grown food and locally made crafts from over 100 vendors and dozens of community nonprofit organizations.

[www.seacoastgrowers.org](http://www.seacoastgrowers.org)

Seacoast Eat Local manages winter farmers' markets in Exeter and Rollinsford and operates the Seacoast Area Mobile Market (SAMM), during the summer months, bringing locally produced food to communities not served by farmers' markets. [www.seacoateatlocal.org](http://www.seacoateatlocal.org)



Stout Oak Farm's table at a Farmers' Market in Exeter, NH.

Farmers' markets are also held in several other communities in the region, including Salem, Greenland, Hampton Falls, Nottingham, Raymond, Epping, Newmarket, Deerfield, Atkinson, and Hampstead. Community Supported Agriculture is an opportunity for customers to develop a close relationship with an individual farm while gaining a share in the farm's harvest. Commonly referred to as CSAs, the REDC region includes over three dozen CSA farms that may provide shares of meat, fruit, vegetables, dairy, eggs, oils, bread, maple syrup, and plant seedlings.

The New Hampshire Department of Agriculture, Markets, and Food is an excellent resource for identifying and researching agriculturally-based economic development opportunities. In addition, the Department's website provides a wide variety of economic and market information on the agriculture and forest resources in the state.

<https://www.agriculture.nh.gov/>

## NH Fisheries

The NH Fishing Industry will complete its eighth year of the new fisheries management plan FY 2018 (May 2018 – April 2019) at the end of April 2018. In 2010 the Northeast Marine Fisheries Service (NMFS) implemented Amendment 16 to the Northeast Multispecies Fisheries Management Plan (FMP). This system included a harvesting strategy to stay under any

specific Total Allowable Catch (TAC) imposed by the government for each fish stock. From 2013 to 2016 the initial allocations for all sector members (across all sectors throughout New England) was reduced by 95%. In FY 2018 the TAC is being increased by 84% overall, with the largest gains coming from increases in the allowable catch of haddock, pollock and witch flounder (gray sole).

**Table 1 - NEFS Sector 11 Allocation**

	TAC-2017 (lbs)	Actual Landings 2016 (lbs)	% Harvested-2016	TAC-2017 (lbs)	Net Change 2016 (lbs)
Gulf of Maine Cod	97,474	92,289	95%	100,996	4%
Gulf of Maine Winter Flounder	31,386	8,176	26%	16,774	-47%
Gulf of Maine Haddock	68,052	60,339	89%	594,912	774%
White Hake	374,129	105,441	28%	285,164	-24%
American Plaice	42,558	38,494	90%	72,470	70%
Pollock	3,775,830	296,660	8%	7,440,920	97%
Witch Flounder	21,173	7,636	36%	36,252	71%
Redfish	468,797	9,936	2%	465,855	-1%
Gulf of Maine Yellowtail	31,592	27,175	86%	22,135	-30%
Totals	4,610,991	646,173	13%	9,035,478	84%

Source: NH Fisheries Sector 11 Management Report

TAC=Total Allowable Catch

In 2018 ,as in 2017, New Hampshire fishermen caught only a small percent of the TAC. As can be seen in Table 1 NH fishermen caught 95% of their cod TAC, 90% of their American plaice TAC and 89% of their haddock TAC. However, they were restricted in their ability to catch pollock, redfish, and others by the small cod allocation. Our two main fisheries, commercial gill netting and otter trawling, are multispecies techniques, meaning fishermen catch a mix of several species at a time. It is difficult for fishermen to target individual species. For example cod is very often caught at the same time as haddock or pollock. When fishermen near their quota of cod they have to stop fishing, even though their quota for other species such as pollock and haddock are still not met.

The preliminary TAC for 2018 has a small gain in cod, but very large gains in haddock, pollock, and witch flounder (gray sole) resulting in an overall TAC increase of 84%. While it is expected that fishermen will be able to take advantage of the increased haddock TAC, fishermen up and down the Northeast coast have not caught pollock in the abundance of past years. This is not a result of cod quota being filled. Fishermen just aren't seeing large numbers of pollock, only catching 8% of the quota in 2017. While there is a big increase in redfish, NH fishermen normally do not target a lot of redfish. While the witch flounder quota was increased by 71%, NH fishermen only caught 36% of their 2017 TAC. Overall, while the increase in TAC is encouraging, fishermen are not seeing large stocks of

## Sustainable Living

the available TAC and have a hard time avoiding catching cod which still has a historically low TAC. The net result is that the increase in TAC for 2018 is not lining up with what the fishermen are catching on the water, so the 84% increase may not help them as much as it would seem. An increase in the cod TAC would likely have a significant positive impact on our fishery.

Not all fish/shellfish caught by NH fishermen are regulated under the Multispecies Fisheries Management Act. Some are managed under separate single species management plans. Three important species caught by NH fishermen are scallops, monkfish, and bluefin tuna.

**Table 2 - Alternative Species Landings**

Common Name	Landings 2015 (lb)	Landings 2016 (lb)	Landings 2017 (lb)	Landings 2015 (dollar value)	Landings 2016 (dollar value)	Landing 2017 (dollar value)	Average Price Per Lb 2016
Monkfish	314,359	297,392	548,938	351,282	305,073	421,882	\$0.77
Sea Scallops	30,999	23,110	4,893	399,262	285,237	64,199	\$13.12
Bluefin Tuna	118,864	168,345	156,612	685,092	1,074,457	858,524	\$5.48

Source: NH Fish and Game

Table 2 shows the landings in pounds and dollar value of these three important species. Monkfish landings went up by 84%, but this led to a significant drop in average price from \$1.03/lb to \$.77 per lb. Sea scallop landings and dollar value were down significantly as there was a shorter season and some fishermen did not switch over to scallop gear due to the shortened season. While bluefin tuna landings were down slightly from 2017 it was still a very strong year for tuna landings with 156,000 pounds landed. The price of \$5.48 was down about a dollar from last year. The bluefin tuna caught off the NH coast is a sub stock of worldwide blue fin called the Western Atlantic bluefin tuna. The International Commission for the Conservation of Atlantic Tunas (ICCAT), which works with the US National Oceanic and Atmospheric Administration (NOAA) in managing the bluefin tuna stock, considers the Western Atlantic bluefin tuna a fisheries success story and the healthiest of the bluefin tuna stocks worldwide. The increase in allowed catch of bluefin has been an important help to NH commercial fishermen dealing with the multispecies groundfish stock decline.

Unfortunately, the news is not good for Northern Shrimp. As reported in the 2017 Atlantic States Marine Fisheries Commission Annual Report, the stock has fully collapsed and has been at historic lows for the past three years. As a result, there has been a moratorium on fishing for northern shrimp since 2014. Although a relatively small fishery, shrimp has been an important income source for commercial druggers.

### American Lobsters

Lobsters caught in state and federal waters off of New Hampshire are part of the Gulf of Maine/George Bank stock. As reported by the Atlantic States Marine Fisheries Commission, this stock is very strong with historically high abundance. As can be seen in Table 3, NH landings were down slightly in 2017, but prices were the highest of the last 5 years due largely to overseas demand for American lobster.

### Aquaculture

There are currently 21 oyster sites in Great Bay and 2 in Hampton Harbor owned by 14 different businesses.

Table 3 - American Lobster

Year	NH Commercial Lobster License Issues	NH Recreational Lobster License Issues	NH Landings (lbs)	Value (dollars)	Average Price per lb
2013	335	164	3,817,797	\$16,602,385	\$4.35
2014	337	159	4,374,631	\$20,750,086	\$4.74
2015	320	186	4,721,781	\$24,500,000	\$5.19
2016	328	188	5,782,190	\$29,615,772	\$5.12
2017	334	181	5,509,742	\$31,704,455	\$5.75

Source: NH Fish and Game

Table 4 - New Hampshire Oyster Harvest

Year	# of Oysters	% Change
2013	81,274	NA
2014	164,965	203%
2015	207,024	125%
2016	184,832	-11%
2017	329,156	78%

Source: NH Fish and Game

Landings jumped up substantially with 329,000 oysters landed, a 78% increase over 2017.

REDC is providing economic analysis to a collaborative mussel project between UNH Cooperative Extension and NH fishermen, to commercial mussel farming and address a sea duck predation problem. Work in 2017/2018 has been encouraging with various techniques tested to determine how to discourage eider duck from eating mussels off the fishermen's longlines. Mussel is a very popular seacoast seafood product. If UNH can assist fishermen overcome these obstacles, mussels could represent another new aquaculture activity to offset loss of commercial fishing income.

UNH continue to work with NH fishermen on other potentially viable aquaculture species including steelhead trout and kelp.

## Tourism

Tourism has long been New Hampshire's second largest industry, after manufacturing, travel, and tourism are critical industries in the CEDS region, approximately 40 million travelers visiting the state every year, generating approximately \$5.5 billion in spending. Tourism employs approximately 70,000 people and generates \$300 million in Rooms and Meals tax revenue annually.

Tourism is a broad term, encompassing hotels, resorts,

restaurants, retail, arts, outdoor recreation, siteseeing, and entertainment. All these activities are impacted by factors such as weather, gas prices, and currency exchange rates. In 2017, New Hampshire's Division of Travel and Tourism focused marketing efforts in Boston, Philadelphia, New York City, and Quebec, Canada.

In 2018, the Annual Governor's Conference on Travel and Tourism is highlighting New Hampshire's creative economy with an opening session featuring a presentation on prosperity through arts and culture.

New Hampshire's tourism agency delineates seven tourism regions in the state, and two of these regions, the Seacoast Region and the Merrimack Valley Region, include CEDS communities. The NH Travel and Tourism Department reports international tourism growth is outpacing domestic growth in New Hampshire and other New England states. Travelers from the United Kingdom, Canada, Germany, France, Italy, and Japan are visiting the state, with travelers from Australian and New Zealand seen as emerging markets.

[www.visitnh.gov](http://www.visitnh.gov)

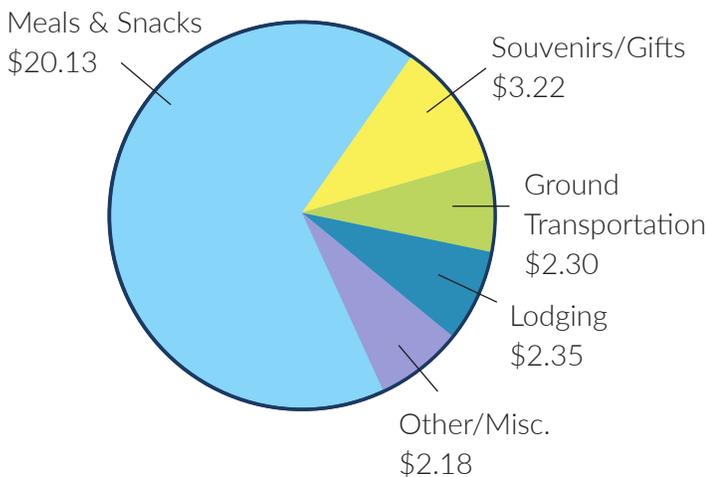
## Portsmouth Arts Economic Impact Survey

Every five years since 2001, the city of Portsmouth and the Art-Speak, the City’s Cultural Commission (Art-Speak.org), partners with Americans for Arts (AFA), an organization focused on funding for the arts, to conduct a quantifiable data collection survey on the combined spending of audience and nonprofit arts and cultural institutions.

In order to capture data from local audiences, a team of volunteers from greater Portsmouth conducted 800 audience intercept surveys in the 2016 calendar year which were submitted to AFA. The analysts use vetted, customized economic input-output models to calculate specific findings for each study area. The survey includes only the economic impact of nonprofit arts and cultural organizations and event-related spending by their audiences. Spending by individual artists and the for-profit arts and culture sector are excluded from this study.

By studying a variety of regions nationwide, AFA is able to provide data on how an area compares with other similar-sized regions. The Arts & Economic Prosperity 5 study documents the economic impact of the nonprofit arts and culture sector in 341 study regions—113 cities,

### Attendees Spent \$30.18 Per Person, Per Event



115 counties, 81 multicounty or multicounty regions, 20 states, and 12 arts districts—representing all 50 U.S. states and the District of Columbia. The diverse study regions range in population (1,500 to four million) and type (rural to large urban).

As stated in the report, “The Arts & Economic Prosperity 5 survey and report provides evidence that the nonprofit arts and culture sector is a significant industry in the Greater Portsmouth Area—one that generates \$58 million in total economic activity. This spending—\$21.5 million by nonprofit arts and cultural organizations and an additional \$36.6 million in event-related spending by their audiences—supports 1,825 full-time equivalent jobs, generates \$38.4 million in household income to local residents, and delivers \$6.8 million in local and state government revenue. This economic impact study sends a strong signal that when we support the arts, we not only enhance our quality of life, but we also invest in the Greater Portsmouth Area’s economic well-being.”

Comparing Portsmouth to similar-sized regions showed that total industry expenditures of \$58 million in the Portsmouth study area is much higher than the median total industry expenditures (\$5 million) of similar study regions nationwide with populations of 50,000. The same was true for comparable full-time equivalent jobs related to arts and culture (1,825 vs 147) and organization spending (\$21.4 million vs. \$2.6 million).

The report showed that Portsmouth arts and cultural events/venues attracted both local (65%) and non-local (35%) audiences and on average, attendees spent \$30.18 per event not including the price of admission. Non-local patrons spent \$10 more per event than local patrons, thereby injecting more arts-related spending into the local economy. A breakout of that indirect spending is illustrated in the chart to the left.

The non-profit arts and cultural organizations in the greater Portsmouth area have been resilient to the recent economic downturn and their economic impact has grown. The chart below illustrates the increase in the non-profit arts organizations’ contribution to the

“

“The city of Portsmouth understands and values the importance of this sector of the economy to the quality of life for our residents and as an attraction for both business and visitors. Through the City’s participation in the Economic Prosperity Study in 2001, 2006, 2011, and 2016, our residents and elected officials have come to understand that the quantitative value of the non-profit arts and culture sector as a local economic driver. Without the direct and indirect benefit of these creative businesses, Portsmouth would be a much less interesting and economically vibrant city.”

”

Nancy Carmer

Portsmouth Economic Development Manager

local economy from 2001 to 2016 as analyzed in the AFTA surveys. A link to the full report can be found at : [http://art-speak.org/wp-content/uploads/2016/01/NH\\_GreaterPortsmouthArea\\_AEP5\\_CustomizedReport.pdf](http://art-speak.org/wp-content/uploads/2016/01/NH_GreaterPortsmouthArea_AEP5_CustomizedReport.pdf)

the economic impact of the nonprofit arts and culture industry across the country. The study, titled, “Americans for the Arts’ Arts and Economic Prosperity 5”, assessed four regions in New Hampshire: Greater Portsmouth, Greater Rochester, Greater Concord, and the Monadnock Region. The report estimated the economic impact of the arts and culture on these four regions to be \$120 million, and \$166 billion nationwide in 2015.

For the Portsmouth Region, the City of Portsmouth’s Cultural Commission, known as Art-Speak, was the Americans for the Arts study partner. The study estimated the total economic impact of the arts and culture industry in the Portsmouth region to be \$58 million, with \$21 million in spending by arts and culture organizations and \$37 million in spending by audiences, as well as 1,825 full-time job associated with arts and culture organizations. The \$58 million attributed to the Portsmouth region included over \$2.5 million in revenue to local government, and \$2 million to state government.

[www.americansforthearts.org/sites/default/files/pdf/2017/by\\_program/reports\\_and\\_data/aep5/map/NH\\_GreaterPortsmouthArea\\_AEP5\\_OnePageSummary.pdf](http://www.americansforthearts.org/sites/default/files/pdf/2017/by_program/reports_and_data/aep5/map/NH_GreaterPortsmouthArea_AEP5_OnePageSummary.pdf)

## Cultural & Recreational Amenities

The arts, history, and recreation are vital contributors to economic development in the CEDS region. Communities are invested in promoting and celebrating the visual and performing arts, centuries of local history, and the myriad of year-round recreational opportunities available to residents and visitors.

In 2017, Americans for the Arts, a nonprofit organization for advancing the arts and arts education, completed a comprehensive assessment of



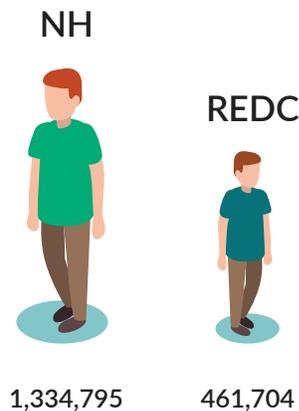
Musical Concert at Prescott Park, Portsmouth, NH.

# Background Conditions

## Changes in the Region

Since the publication of the 2017 CEDS update, new demographic and economic data for the region, state, and country has become available. The purpose of this section is to provide an annual update of the best available data, which generally is no more than one to two years old, depending on the source. In addition, the new data has been incorporated into the appropriate data tables found in the Appendix. Specifically, updated or supplementary information had been added in the areas of population, housing price data, rental data, foreclosures, employment, unemployment, wage data, employment reductions from layoffs, property valuations and tax rates, per capita income, and poverty. A new section on immigration and new Americans is also included in the 2018 update. This information is summarized in narrative form below.

### Population Estimates, 2016

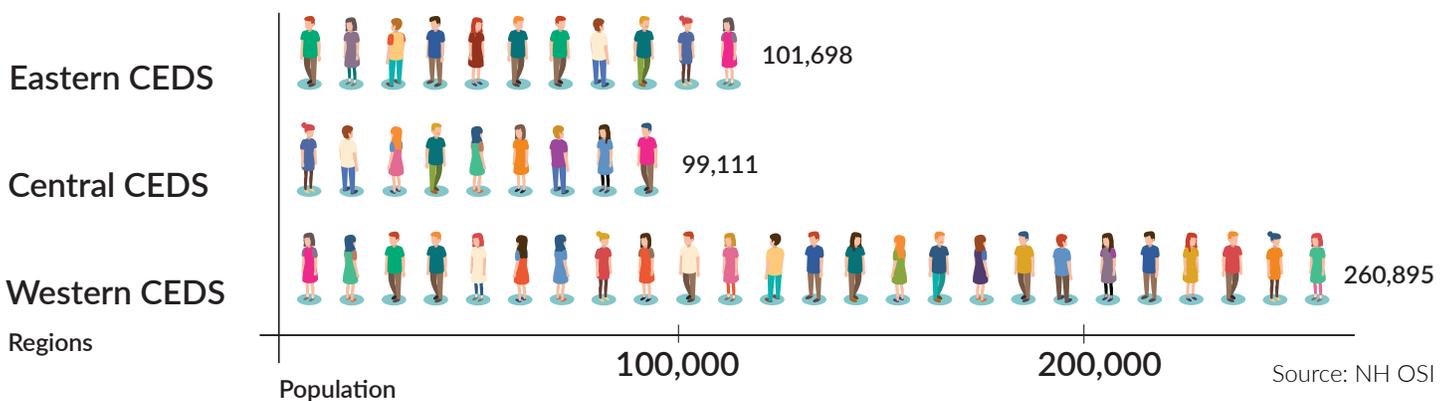


## Population Counts

The NH Office of Strategic Initiatives (NH OSI, formerly NH OEP) publishes population estimates for New Hampshire cities and towns on an annual basis. Since the 1980 census, a dwelling unit method has been used by NH OSI in the 37 communities with a 1980 population of 5,000 or more. In all remaining communities, from 1980 to 1986, a method of employing resident tax data was used to generate the population estimates. However, beginning with the 1987 estimates, some communities discontinued the resident tax, which forced NH OSI to find different methodologies in these communities. This change affects the comparability of the estimates in such communities.

Results of the dwelling unit and other methods are converted to population estimates based on current person-per-household data. As such, these are not enumerated counts as compared to the census, but annual estimates based on building permits. The results are calibrated to the U.S. Census counts of housing units in decennial census years. New population estimates are typically available in the summer or fall of the following calendar year. At the time of writing this document, the NH OSI 2016 population estimates are the best available information.

The 2016 estimates are provided in Table A-1 of the Appendix. These figures are an estimate for July 2016. According to the estimates, the REDC region was



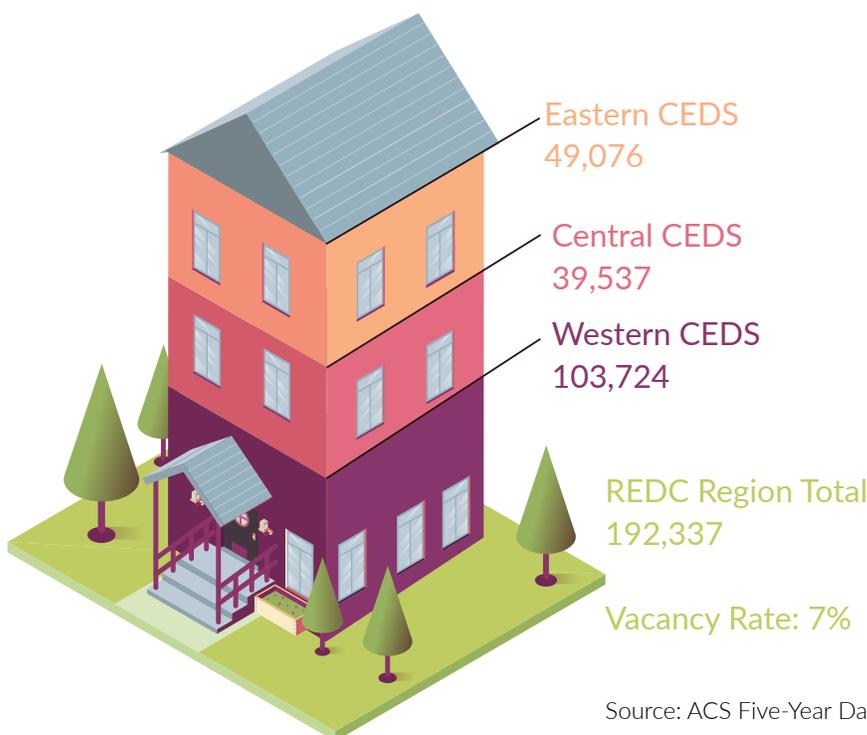
home to 461,704 persons in 2016 and experienced an estimated net growth of 1,864 individuals between 2015 and 2016. There was little population growth in any of the subregions, with an annual growth rate of less than 1%. This mirrored the data for the state as well. There were no communities with a one-year growth rate over 2%, and there were 11 communities reporting no gain or a loss in population between 2015 and 2016.

The largest concentration of persons lives within the western subregion of the REDC territory. In 2016, 57% of the region's citizens, or 260,895 persons, resided within the western subregion. The Eastern and Central subregions split the remaining population, with 101,698 (22%) persons in the Eastern subregion and 99,111 (21%) in the Central subregion. The ratio of population remains unchanged from previous years.

## Housing Counts

Starting with the 2012 data, REDC uses the American Community Survey 5-year data for reporting on

### Housing Counts, 2016



housing stock estimates. Table B-1 of the Appendix lists housing estimates for 2014 through 2016 (the most recent years available).

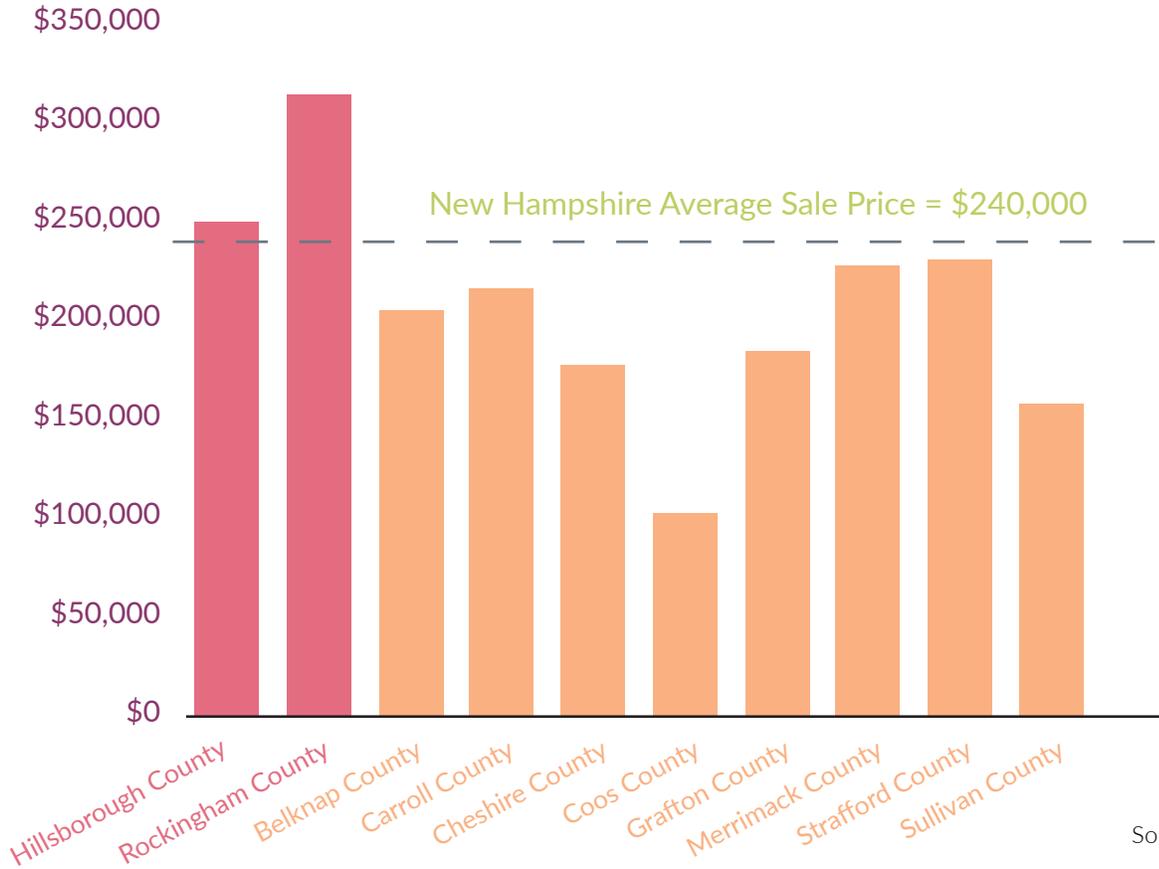
In 2016, there were 192,337 total housing units within the REDC region, with 54%, or 103,724, of those units within the Western subregion. This correlates to the population data, discussed above. The Eastern subregion follows with 49,076 units (26%) and finally the Central subregion with 39,537 units (20%). For the second consecutive year, the housing stock in the Eastern subregion decreased, down 180 units from 2015 and down 401 units (less than 1%) from the high in 2012.

What continues to stand out in the 2016 data is the higher than average percent of vacancies in the Eastern subregion when compared to the REDC region (11% for Eastern, 7% Central, 4% Western). It is possible that the elevated rate of vacancies in the Eastern subregion is due to the seasonal nature of the Seacoast. Coastal communities such as Hampton, New Castle, Rye, and Seabrook have higher vacancy rates than the surrounding communities. These communities experience high volumes of summer rentals and seasonal residencies, possibly contributing to a higher than average vacancy rate. However, the entire REDC region fares better than the state, which had a vacancy rate of 16% in 2016.

## Housing Sales and Purchase Prices

NH Housing Finance Authority (NHHFA) compiles a housing purchase price database annually for new and existing homes, condominium, and non-condominium sales. Summarized results from 2017 for all counties in the state are presented in Table B-4 of the Appendix. In addition, individual community results for the REDC region and counties covering the 12-month period from January 2017 to December 2017 are presented in Table B-5.

## 2017 Housing Purchase Prices, All Homes



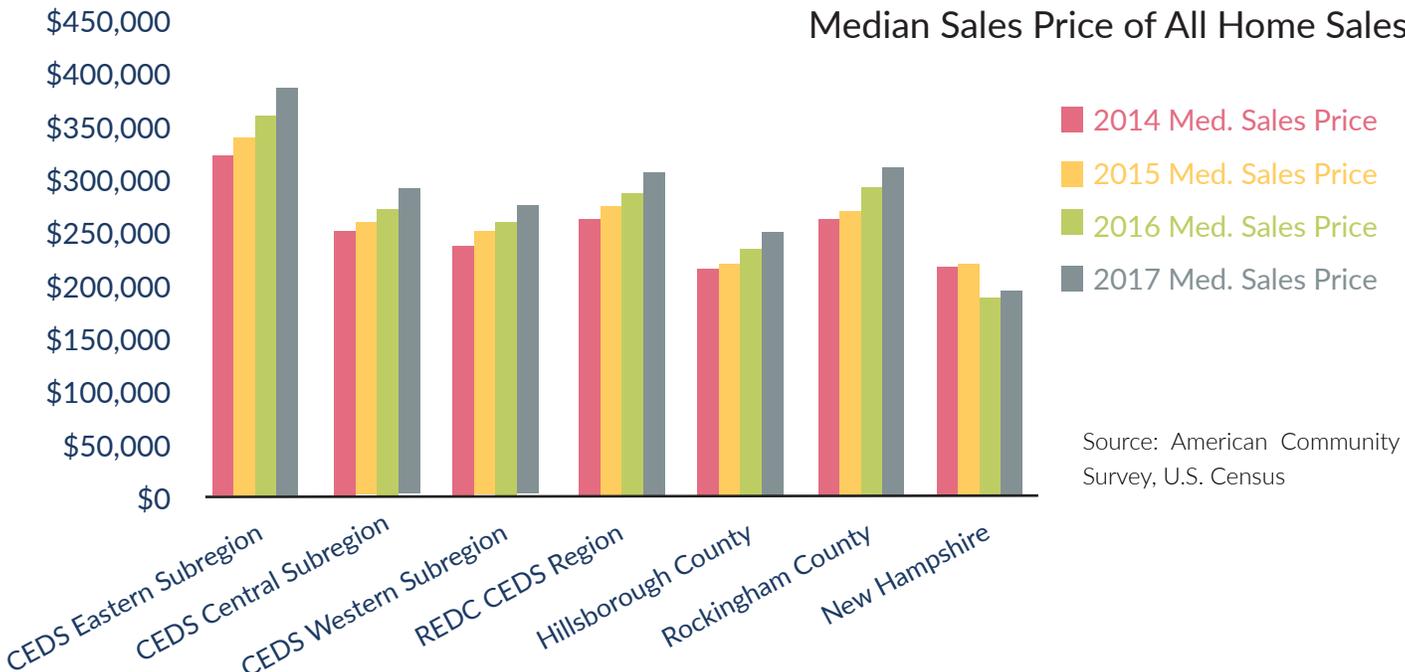
Source: NH HFA

Based on the sales data across NH for 2017, the average sale price of a home (new or existing) increased when compared to 2016 values, up 4% or \$10,000. Generally, sale prices were up across the state in 2017, but for Grafton County, which experienced a drop in average sales price of \$4,933, or 3%. However, many of the less populated counties have few sales, creating volatile annual average sales prices from year-to-year; therefore, the decrease in average home price is probably not attributable to one significant factor.

In 2017, the highest median sales price for all homes was once again in Rockingham County, with an average cost at \$314,000, up \$20,000 or 7% from 2016. The second highest median sales price was once again in Hillsborough County at \$250,000, which is a 6% (\$15,000) increase from 2016. Both counties in the REDC region were the only two above the state median sales price of \$240,000, but with Hillsborough and Rockingham counties contributing 54% of all home sales in the state, this is not surprising.

Overall, sale prices are up an average of 17% for the state from 2012 to 2017, with Rockingham County prices increasing 23% and Hillsborough County prices up 19% during the same period.

When looking at the towns and cities that comprise the REDC region, the median transaction price for all homes in the region was \$310,053, up 7% from 2016. In 2017, the highest median price for all sales was once again recorded in the town of New Castle at \$1,250,000 for 17 transactions. During the same period, the lowest median price was recorded in Northwood at \$235,000 for 87 transactions. During 2017, the average transaction price for a home sale was largest in the Eastern subregion, followed by the Central and Western subregions. At \$391,553, the average sale price for all homes in the Eastern subregion was over \$96,000 greater than the average sale price in either of the other two regions (\$294,986 in the Central subregion, \$279,097 in the Western subregion). It should be noted that calculations based

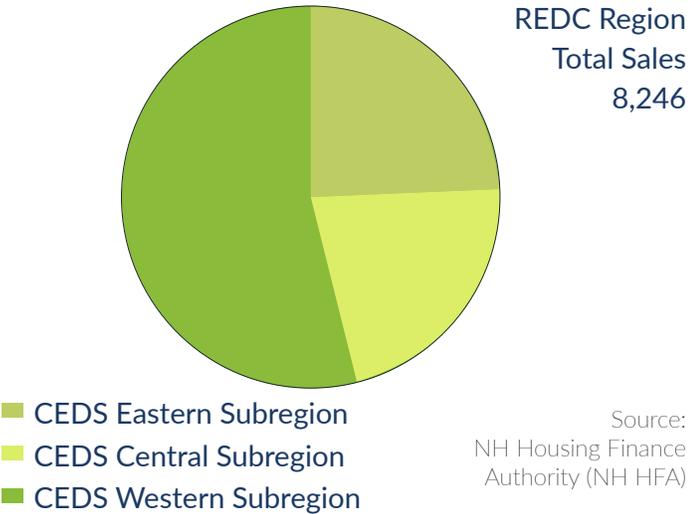


on sample sizes less than 50 are considered highly volatile, and only 81% of the REDC region communities reported at least 50 sales during 2017, with the bulk of those communities (seven of the eight), all coming from the Eastern subregion. Additionally, the REDC region and subregion totals are based on weighted averages of all reporting communities.

A comparison of all home sale prices from 2014 to 2017 within the various subregions, counties, and the state is shown above. The chart shows how the average home prices have steadily increased over the past four years.

The year-to-year change in new home prices is extremely volatile due to the small sample size. For example, the median new home sale price in 2017 increased 82% from 2016 in Rye; however, the sample size was only four sales. 28 of the communities in the REDC region had ten or fewer new home sales during 2017; and only two towns (Hampton and Pelham) had over 50 new home sales during the past year. Looking at the five-year trend from 2012 to 2017, new home sale prices were up about 22% in the REDC region and 17% for the state.

2017 Number of Sales, All Homes



The NHHFA reports that 8,246 sales were completed within the REDC region during 2017, down about one-half percent (54 sales) from the previous year. Although only a small decrease, it is the first drop in sales in three years. However, the total sales for 2017 is double the number from 2014 and the second highest total on record for the region. The total number of sales within New Hampshire increased 1,165, or 5%, from 2016 to 2017.

## Background Conditions

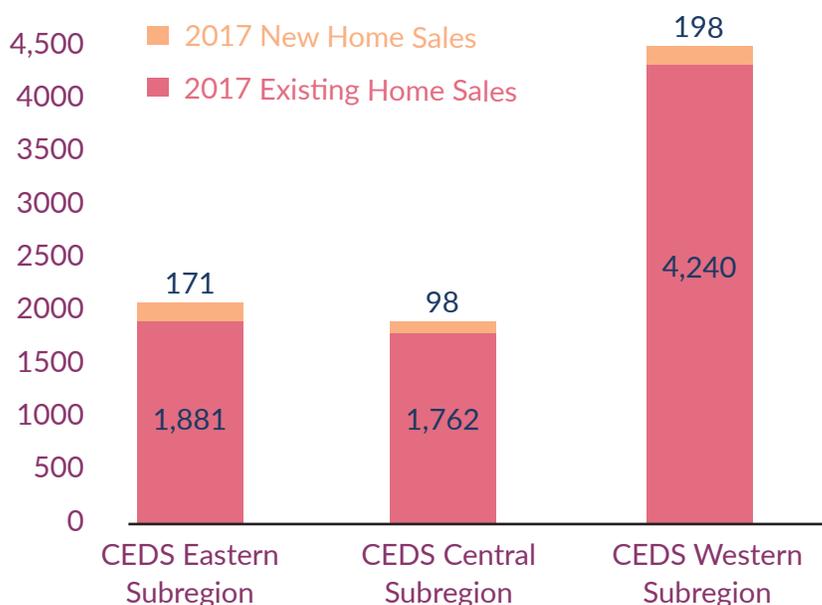
Looking at the REDC region, the Eastern subregion saw a decrease in 83 sales (4%) from year to year, while the other two subregions experienced small gains. The Western subregion witnessed the largest increase in total sales during 2017 as compared to 2016, with total sales up 23 homes for a total of 4,439 sales.

Of the sales reported in 2017 for the REDC region, 95% (7,803) were that of existing homes and only 5% (467) were new construction. The percentage of new home sales is marginally less for the state overall, with approximately 3% of all home sales being new homes. This is the same percentage of new home sales during 2016. While 34% of all home sales for the state fall within the REDC region, it is interesting to note is that during 2017, 60% of all new homes sold in the state of NH were located within the REDC region.

In 2017, 54% of all home sales for the REDC region were made in the Western subregion, where the population is most dense. The chart below shows the distribution of each type of home sales (new and existing) that make up the total number of home sales within each REDC subregions. The Western subregion had the greatest number of sales during 2017 (4,439 sales), followed by the Eastern (2,017 sales) then Central subregions (1,790 sales), this stands to reason since the largest population and available housing stock is within the Western subregion. In all three

subregions, the sale of existing homes far outpaces that of new construction. During 2017, the Eastern subregion had a larger percentage of new construction sales (8% new to 92% existing homes) when compared to the other two subregions. At 171 new homes sold, the Eastern subregion held 37% of new home sales in 2017, while it only held 24% of all homes sold in the region for that year.

Distribution of Home Sales for 2017, by Subregion



Source: NH Housing Finance Authority (NH HFA)

## Housing Rental Prices

In addition to housing sales data, the NH Housing Finance Authority collects data on the average monthly price of a rental unit. In 2017, the highest average monthly rental price was in the Eastern subregion at \$1,535 per month, with the lowest average rental in Seabrook at \$1,063/month and the highest in New Castle at \$2,500/month, which is also the highest average monthly rate in the REDC region. Monthly costs were not as high in the other two subregions. The Central subregion rates ranged from \$996/month to \$1,636/month, while the Western subregion prices ranged from \$1,072/month to \$1,517/month. The table below summarizes the average monthly rental prices for our region and the state of New Hampshire. Note that the subregion averages

Change from 2016-2017

TOWN/AREA	2012	2013	2014	2015	2016	2017	increase	% change
CEDS Eastern Subregion Average	\$1,321	\$1,336	\$1,276	\$1,346	\$1,471	\$1,535	n/a	n/a
CEDS Central Subregion Average	\$1,051	\$1,042	\$1,346	\$1,104	\$1,165	\$1,182	n/a	n/a
CEDS Western Subregion Average	\$1,081	\$1,097	\$1,166	\$1,240	\$1,217	\$1,266	n/a	n/a
REDC CEDS Region Average	\$1,117	\$1,134	\$1,104	\$1,185	\$1,269	\$1,314	n/a	n/a
Hillsborough County Average	\$1,067	\$1,054	\$1,228	\$1,073	\$1,214	\$1,280	\$141	13%
Rockingham County Average	\$1,070	\$1,099	\$1,240	\$1,163	\$1,241	\$1,268	\$78	7%
State of NH Average	\$1,005	\$1,018	\$1,183	\$1,069	\$1,113	\$1,143	\$44	4%

Source: NHHFA

- Notes: 1.) Rental prices are average as reported by each community for all rental units, regardless of size.  
 2.) The subregion averages are based on the average monthly rental rates for those towns reporting rates.  
 3.) A comparison of rental rates from year to year for the REDC region and subregions cannot be made due to the fact that the towns reporting rates are not the same from year to year.  
 4.) Calculations based on a sample size of less than 20 are highly volatile and not considered valid. Most communities in the REDC region have sample sizes of less than 20.

are calculated as an average based on only those communities reporting data within the subregion, and those communities are not the same from year to year. Therefore, a year-to-year comparison of the REDC region and subregions is not advised.

and Rockingham Counties and the state of New Hampshire. The table below summarizes the annual number of foreclosed deeds in the three subregions of the REDC region, as well as county- and state-wide information. In addition, Table B-7 of the Appendix lists the foreclosure data in a town-by-town format.

## Deed Foreclosures

The Warren Group publishes summaries of New Hampshire real estate sales and other public records. This includes foreclosure data for both Hillsborough

After an increase in the number of foreclosures in the REDC region and state from 2011 to 2012, the table demonstrates that there has been a steady decrease in foreclosures through 2017. Overall, the number of foreclosures was down 21% in the REDC region from

## Deed Foreclosures

Town/Area	2012	2013	2014	2015	2016	2017	Year-to-Year Change 2016- 2017	2016- 2017
CEDS Eastern Subregion	157	103	85	71	59	38	-21	-36%
CEDS Central Subregion	291	212	184	160	134	118	-16	-12%
CEDS Western Subregion	671	456	324	281	237	184	-53	-22%
REDC CEDS Region	1,119	771	593	512	430	340	-90	-21%
Hillsborough County	1,100	776	535	493	436	334	-102	-23%
Rockingham County	726	511	398	354	284	239	-45	-16%
New Hampshire	3,659	2,702	2,074	1,724	1,555	1,305	-250	-16%

Source: The Warren Group via New Hampshire Housing Finance Authority

## Background Conditions

2016. In 2017, the largest number of foreclosures occurred in the Western subregion, which is expected since it also has the largest housing stock in the region. Deed foreclosures are down across New Hampshire, and over the past five years has seen a 64% decrease in foreclosures.

## Employment and Wages

Hillsborough and Rockingham Counties continue to be the hub of employment for the state of New Hampshire. In 2016, the two counties combined reported 21,517 establishments, which is 46% of the state's total, adding 106 new places of employment. Additionally, the two counties had an average annual employment of 346,655 jobs in 2016, which is 54% of the state total. This is an increase of 13,117 jobs from 2015 for the two regional counties. On the other hand, the state of NH experienced an increase of 10,577 jobs from 2015 to 2016, indicating a decline in jobs in other counties across the state. A summary of employment units (establishments), average employment, and average weekly wages by industry for Hillsborough and Rockingham counties, as well as the state of NH, is found in Table C-2 of the Appendix. This table has been updated with data from 2016, the latest available from the Labor Market Information Bureau of the NH Department of Employment Security.

As in years past, in 2016, the retail trade industry (NAICS Codes 44-45) supported the largest number of jobs in Rockingham County at 26,020 positions, and healthcare and social services (NAICS 62) holding the most employment in Hillsborough County, with 28,846 positions. In Rockingham, retail supported 18% of all employment, followed by health care, which supplied 11% of employment. Manufacturing (NAICS 31-33) jobs rounded out the top three employment sectors with 10% of the available employment in 2016. Both government jobs and accommodations and food services (NAICS 72) followed closely behind with just under 10% of the county's employment, each. Meanwhile in Hillsborough County, healthcare supported over 14% of all employment during 2016, followed closely by retail, with just over 700 fewer

jobs during that year at 14%, and manufacturing at 12.5%. There has been little variation in the types and numbers of these top categories of employment over the past few years.

Table C-3: Employers, Employment & Wages by Community in the Appendix looks at similar data for establishments, employment, and wages, but at a town level rather than by industry class for the most current two years of data. A summary of that information for the region, counties, and state is provided in the table, to the right.

Overall, employers, employment, and wages all increased from 2015 to 2016, but at a slower rate than the previous year. During this period, the REDC region gained an additional 3,861 jobs and 91 establishments. The average weekly wage increased less than one percent from \$916 to \$923 per week for the region. This represents a slowdown in the increase in weekly wages; however, it is due to a significant decrease in the wages of employees in: North Hampton, which saw a decrease of over 16% (\$280) from 2015 to 2016.

Once again, the Eastern subregion experienced the largest net increase in jobs, growing 2,008 jobs from 2015 to 2016, which is a 2.7% increase, while the Central subregion experienced the greatest percent increase in employment at 3.1%, or 778 jobs. The Central subregion also witnessed the largest increase in places of employment, growing at 1.8% or 41 new establishments. The Western subregion continued to pay the highest average weekly wage at \$1,064/week in 2016, which is a 3.5% increase from the prior year. While the Central subregion saw a modest increase in weekly wages at an increase of \$18/week, as stated above, the Eastern subregion saw a decrease in wages of over 2% (down \$22/week average) from 2015 to 2016. Although North Hampton experienced the largest decrease in wages, half of the Eastern subregion communities also saw decreases in wages. More on wages to the right.

## Annual Establishments, Employment Counts, and Weekly Wages

Town/Area	2015			2016		
	Establishments	Avg. Annual Employment	Average Weekly Wage	Establishments	Avg. Annual Employment	Average Weekly Wage
CEDS Eastern Communities	4,761	72,675	\$979	4,793	74,683	\$958
CEDS Central Communities	2,179	24,088	\$797	2,220	24,866	\$815
CEDS Western Communities	7,610	129,097	\$1,027	7,628	130,172	\$1,064
REDC CEDS Region	14,550	225,860	\$916	14,641	229,721	\$923
Hillsborough County	11,386	196,842	\$1,100	11,405	199,729	\$1,119
Rockingham County	10,025	143,650	\$999	10,112	146,926	1,009
New Hampshire	46,363	636,798	\$1,011	47,056	647,375	\$1,030

Source: NH Dept. of Employment Security, Labor Market Information Bureau

Note: These figures represent employers located within the region and not employees who reside within the region.

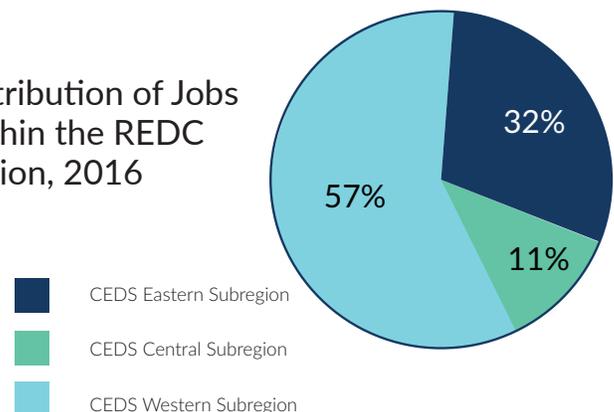
**The 42 communities that make up the REDC region contain 35% of all New Hampshire jobs.** The large majority of those jobs (57%) are within the Western subregion, followed by 32% in the Eastern subregion, and 11% within the Central subregion. The distribution of jobs, measured in percentages, has not changed for the past several years.

Tables C-3 and C-5 in the Appendix include weekly wage information in addition to the employer and employment data already discussed. The Appendix tables show changes in numbers of employers, employees, and average wages from 2015 and 2016. REDC

presents the data for each community within the REDC region and summarized by CEDS subregion, but it should be noted that some data is suppressed in smaller communities, or where a single employer makes up more than 80 percent of the collected data. This means that the subregional totals do not always add to the county totals. In addition, the wage information for the subregions and the region is an average of the individual town data, not a true average of all wages.

Although the REDC region is doing fairly well in terms of employment and wages, the region makes less than the state average wages on a whole. Only the Western subregion continues to have an average weekly wage above that of the state, yet even then, only three of the nine communities comprising the region are above the state's \$1,030/week average. In the Eastern subregion, only five of 16 communities are above the state average, and in the Central subregion, only one of the 17 communities is above the state average wage. At \$923/week, the REDC region's

**Distribution of Jobs Within the REDC Region, 2016**



Source: NH Department of Employment Security, Labor Market Information Bureau

## Background Conditions

average weekly wage is approximately 10% less than the state average.

Since 2010, wages in the REDC region and state have increased roughly an average of 2.5% per year. Within the REDC region, the highest average wage rate in 2016 was in the town of Merrimack at \$1,761/weekly, followed by North Hampton at \$1,690/weekly. The lowest average weekly wage during 2016 was for employees in the towns of Epping at \$639/week and New Castle at \$642/week.

## Employment Projections

The NH Employment Security Economic and Labor Market Information Bureau (ELMI) provides employment projections for both industry and occupation. Last year, REDC reported on the most recent projections for state of New Hampshire, which were updated and are based on estimated data for 2014 and project out ten years to 2024. The county-level projections for the same time period were released in June 2017 and are reported, below.

### Long-Term Industry Projections, 2014 - 2024 Rockingham County

NAICS Code	Industry	Estimated 2014	Estimated 2024	2014-2024 Numeric	Change Percent
	<b>Total Employment</b>	<b>151,211</b>	<b>163,500</b>	<b>12,289</b>	<b>8.1%</b>
101	Goods Producing Industries	20,108	21,229	1,121	5.6%
11	Agriculture, Forestry, Fishing and Hunting	244	257	13	5.3%
21	Mining	105	117	12	11.4%
23	Construction	5,691	6,182	491	8.6%
31	Manufacturing	14,068	14,673	605	4.3%
102	Service Providing Industries	122,005	132,457	10,452	8.6%
22	Utilities	927	834	-93	-10.0%
42	Wholesale Trade	6,502	6,931	429	6.6%
44	Retail Trade	25,362	26,695	1,333	5.3%
48	Transportation and Warehousing	4,788	5,012	224	4.7%
51	Information	3,196	3,325	129	4.0%
52	Finance and Insurance	6,005	6,516	511	8.5%
53	Real Estate and Rental and Leasing	1,653	1,764	111	6.7%
54	Professional, Scientific, and Technical Services	7,769	8,892	1,123	14.5%
55	Management of Companies and Enterprises	1,785	1,858	73	4.1%
56	Administrative and Waste Management Services	9,499	11,013	1,514	15.9%
61	Educational Services	11,000	11,474	474	4.3%
62	Health Care and Social Assistance	15,376	17,936	2,560	16.6%
71	Arts, Entertainment, and Recreation	2,910	3,158	248	8.5%
72	Accommodation and Food Services	13,860	15,040	1,180	8.5%
81	Other Services (Except Government)	5,656	6,050	394	7.0%
	Government <sup>1</sup>	5,717	5,959	242	4.2%

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

n = data does not meet disclosure standards

<sup>1</sup>Employment for public schools and colleges is included in sector 61, Educational Services

## Long-Term Industry Projections, 2014 - 2024 Hillsborough County

NAICS Code	Industry	Estimated 2014	Estimated 2024	2014-2024 Numeric	Change Percent
	<b>Total Employment</b>	<b>209,776</b>	<b>225,788</b>	<b>16,012</b>	<b>7.6%</b>
101	Goods Producing Industries	31,422	31,055	-367	-1.2%
11	Agriculture, Forestry, Fishing, and Hunting	161	165	4	2.5%
21	Mining	73	81	8	11.0%
23	Construction	6,747	7,181	434	6.4%
31	Manufacturing	24,441	23,628	-813	-3.3%
102	Service Providing Industries	165,145	180,561	15,416	9.3%
22	Utilities	338	301	-37	-10.9%
42	Wholesale Trade	7,425	7,998	573	7.7%
44	Retail Trade	27,551	28,837	1,286	4.7%
48	Transportation and Warehousing	5,284	5,439	155	2.9%
51	Information	5,102	5,012	-90	-1.8%
52	Finance and Insurance	10,186	11,162	976	9.6%
53	Real Estate and Rental and Leasing	2,475	2,621	146	5.9%
54	Professional, Scientific, and Technical Services	12,623	14,341	1,718	13.6%
55	Management of Companies and Enterprises	3,118	3,277	159	5.1%
56	Administrative and Waste Management Services	11,429	13,251	1,822	15.9%
61	Educational Services	16,409	17,318	909	5.5%
62	Health Care and Social Assistance	27,423	33,160	5,737	20.9%
71	Arts, Entertainment, and Recreation	2,423	2,621	198	8.2%
72	Accommodation and Food Services	15,292	16,419	1,127	7.4%
81	Other Services (Except Government)	9,189	9,620	431	4.7%
	Government <sup>1</sup>	8,878	9,184	306	3.4%

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

n = data does not meet disclosure standards

<sup>1</sup> Employment for public schools and colleges is included in sector 61, Educational Services

Over the 10 year period from 2014 to 2024, total employment in Rockingham County is expected to grow by 8.1% with the estimated number of jobs growing from 151,211 to 163,500. In Hillsborough County, the number of jobs is forecasted to increase by 7.6%, or 16,012 jobs, from 209,776 to 225,788. This is down from the 10-year projections listed in the 2015 CEDS, where Rockingham County was expected to have an increase of over 11% in the 10 years starting in 2010, and Hillsborough County down from a projected increase of 12.5% from 2010 to 2020.

The two tables (above and on the previous page) show how each industry sector is expected to change from 2014 to 2024 for the both Rockingham and Hillsborough Counties. Of note, most sectors are expected to increase in number of jobs. However, in Rockingham County, the utilities sector is expected to decrease by 93 jobs (10%) from 2014 to 2024. Similarly, in Hillsborough County, the utilities sector is forecasted to decrease 10.9%, with job losses also in manufacturing (-3.3%) and information services (-1.8%). The greatest drop in the number of jobs in

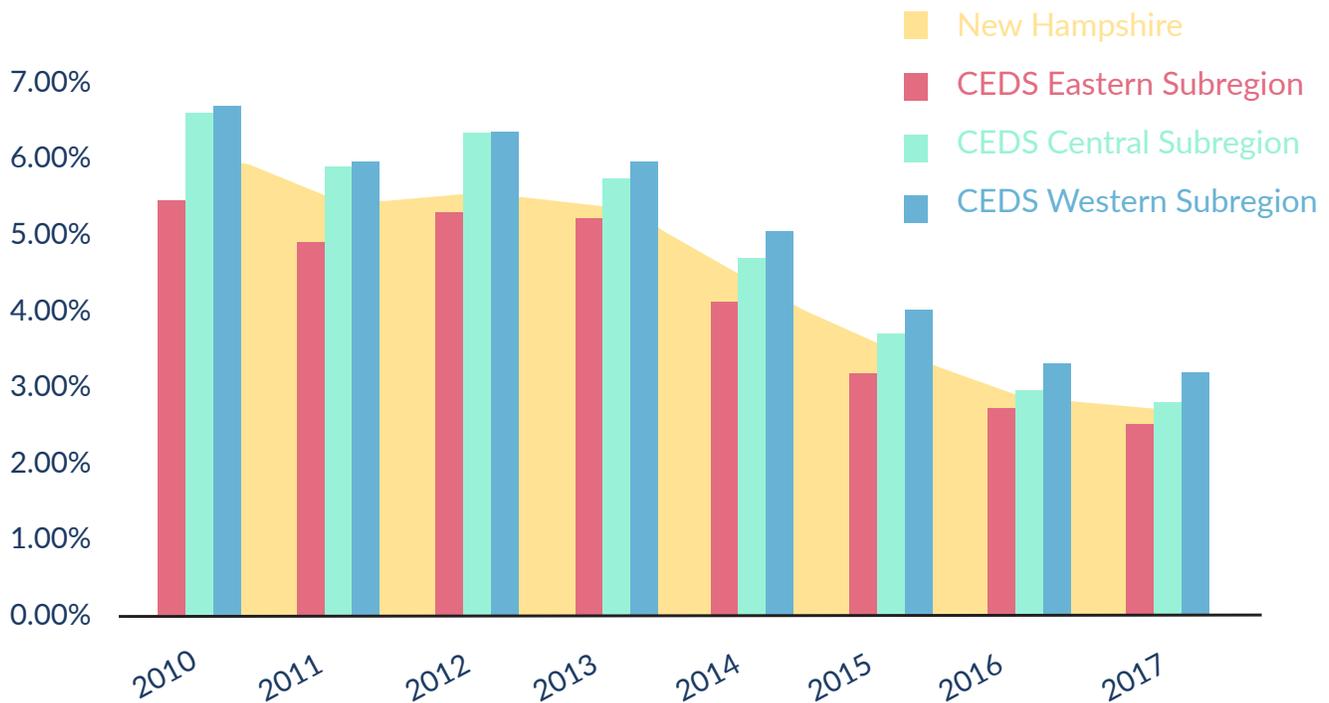
# Background Conditions

Hillsborough County is in manufacturing, with a forecasted loss of 813 jobs. The strongest growing sector in both counties by percentage and volume is expected to be health care and social assistance, growing by 20.9% or 5,737 jobs in Hillsborough and 16.6% or 2,560 jobs in Rockingham County over ten years. It is estimated that by 2024, the health sector will represent over 13% of the jobs in the two counties combined (51,096 jobs). Growing only 4.7% in Hillsborough County and 5.3% in Rockingham County, retail trade will remain the largest piece of southern NH's economy with an estimated 55,532 jobs, or just over 14% of employment in 2024.

## Unemployment Rates and Trends

Table C-4 in the Appendix includes unemployment data from 2007 through 2017 for each of the REDC region communities. For the fifth year in a row, annual unemployment rates were down across the state and region, although the rate of decline has slowed with average decreases less than 0.2 points in most parts of the region. In 2017, the annual unemployment rates for the region and state were at lows not witnessed since 2000, with the average unemployment rate at 2.8% for the REDC region, down 0.1 points from 2016. The lowest average unemployment rate for 2017 was in the Eastern subregion (2.5%) and highest in the Western subregion (3.2%). A graphic representation of the recent decline in unemployment rates is below. Note that the regional and subregional data is an average of the individual communities and not an average based on population, therefore it is not a true weighted average. The chart outlines that only the Eastern communities consistently experience a lower unemployment rate than that of the state. And, as it has been for the previous several years, the state of New Hampshire has an annual unemployment rate (2.7%) lower than both Hillsborough (2.8%) and Rockingham (2.9%) Counties.

### Annual Unemployment Rates



Source: NH Employment Security, Economic & Labor Market Information Bureau  
Note: Unemployment rates are not seasonally adjusted.

In addition to reviewing unemployment data on an individual community basis, the CEDS also reviews information based on the various NECTA through its region, (the U.S. Office of Management and Budget [OMB] uses the term NECTA, New England City and Town Area, which is a geographic and statistical entity for use in describing aspects of the New England region of the United States). As reported in the 2015 CEDS, the OMB changed the composition of the NECTAs in 2014. Unfortunately, this means that a direct year-to-year comparison is not always possible. With respect to the REDC region, the only two NECTAs that did not

change in composition are the Pelham Town, Lowell-Billerica-Chelmsford MA-NH NECTA Division, and the Salem Town, NH Portion, Lawrence-Methuen-Salem MA-NH NECTA. Additionally, the Manchester NH NECTA, Nashua NH-MA NECTA, NH portion and Portsmouth NH-ME Metro NECTA remain part of the REDC region, with minor composition changes.

As highlighted in the table, below, all the regional NECTAs showed a decrease in annual unemployment from 2016 to 2017. However, the rate of decline has slowed or even stopped. This continues a six-year

### Average Annual Unemployment Rates for the REDC CEDS Subregions NECTAs

	2014	2015	2016	2017	1 year change from 2016-2017
Manchester NH NECTA	4.2%	3.3%	2.7%	2.6%	-0.1%
Nashua NH-MA NECTA, NH Portion	4.7%	3.8%	3.1%	3.0%	-0.1%
Portsmouth NH-ME Metro NECTA, NH Portion	4.0%	3.0%	2.5%	2.4%	-0.1%
Pelham Town, Lowell-Billerica-Chelmsford MA-NH NECTA Division	6.0%	4.7%	4.0%	3.7%	-0.3%
Salem Town, NH Portion, Lawrence-Methuen-Salem MA-NH NECTA	5.4%	4.3%	3.5%	3.6%	-0.1%
Seabrook-Hampstead Area, NH Portion, Haverhill-Newburyport-Amesbury MA-NH NECTA Division	5.3%	4.3%	3.5%	3.3%	-0.2%
Raymond NH LMA	4.2%	3.4%	2.8%	2.5%	-0.3%
New Hampshire	4.3%	3.4%	2.8%	2.7%	-0.1%
New England	5.9%	5.0%	4.1%	3.8%	-0.3%
United States	6.2%	5.3%	4.9%	4.4%	-0.5%

Source: U.S. Department of Labor, Bureau of Labor Statistics; NH Employment Security, Economic & Labor Market Information Bureau Note: Rates are not seasonally adjusted.

trend of decreasing rates. For the fourth year in a row, the highest unemployment rate was found in the Pelham Town portion of the Lowell-Billerica-Chelmsford MA-NH NECTA. Yet even at a rate of 3.7% annual unemployment in 2017, the Pelham, NH NECTA was still less than the national annual unemployment rate of 4.4%. The Portsmouth NH-ME Metro NECTA, NH portion remained the strongest subarea with an annual unemployment rate of only 2.4% for 2017.

On a regional and national scale, New Hampshire fairs extremely well. At an annual average of 2.7% unemployment for 2017, New Hampshire's rate remains the lowest of the six New England states for a third year. New Hampshire's jobless rate continued to remain below the national average rate during 2017, at 1.7 points less than the U.S. average, and had the third lowest rate on the national level behind Hawaii (2.4%) and North Dakota (2.6%).

# Background Conditions

## Recent Closings

The Office of Workforce Opportunity, Department of Business and Economic Affairs monitors significant plant and business closings during the year. Rapid Response is a voluntary NH Works program that assists workers dislocated due to a layoff or closing of a business. When a group of 25 or more workers is dislocated, NH Works will work with the employer to arrange a meeting with affected employees. Rapid Response helps workers design a plan for re-employment, including retraining, and helps address the many questions a dislocated worker has regarding state and federal programs. If a company chooses to participate, NH Works receives a count of the number of layoffs.

The table below summarizes reported closings and/or reductions in workforce in the REDC region that occurred during 2017 and for partial year 2018 (report date of May 2018). NOTE: this is not a comprehensive listing of all job closings within the region, but rather those reported to NH Works through the Rapid Response program. During 2017, the region experienced a reported loss of at least 316 jobs, with a few employers not reporting the total number of employees terminated. So far in 2018, the numbers are much higher, with a potential of 1,466 layoffs in and around the REDC region. Both Liberty Mutual and Toys "R" Us have "statewide" listings, but both have significant presence within the REDC region.

### Rapid Response Reported Workforce Reductions

Company Name	Location	Industry	Date Notified	Layoff Dates	Total Employees	# Employees Terminated	# of sites
L3 Warrior Systems/Insight Technology	Londonderry	Manufacturing	01/06/17	unknown	unknown	unknown	NA
Fidelity	Merrimack	Insurance	03/06/17	unknown	unknown	unknown	NA
NH Precision Metal Fabrication	Londonderry	Manufacturing	12/16/16	03/21/17	62	62	NA
State Street Saloon	Portsmouth	Restaurant	04/10/17	4/10/17	25	25	1
SIG Sauer	Newington	Manufacturing	04/13/17	04/14/17	unknown	46	1
Daniel Webster College	Nashua	Education	03/17/17	05/31/17	41	41	1
Brown's Lobster	Seabrook	Hospitality	08/21/17	08/21/17	50	unknown	1
Toyco Intergrated Cable Systems	Newington	Manufacturing	09/18/17	09/28/17	NA	52	1
General Dynamics	Nashua	Manufacturing	07/19/17	12/2017	90	90	1
Sam's Club	Seabrook	Retail	01/11/18	01/26/18	125	125	1
Westinghouse	Portsmouth	Manufacturing	03/05/18	03/27/18	51	51	1
Hutchingson Sealing	Newfields	Manufacturing	04/20/18	04/20/18	unknown	20	1
Toys "R" Us	Statewide (sites in Salem, Nashua, and Portsmouth)	Retail	01/24/18	06/30/18	300+	300+	7
JP Morgan Chase	Salem	Financial	09/07/17	2018	400	400	1

Source: NH Works Rapid Response, The Office of Workforce Opportunity, NH Department of Business and Economic Affairs

\* The number of terminated positions as reported in the Seacoastonline Newspaper on Dec. 4, 2017.

NA= Not Available

In addition to the closings and layoffs reported by NH Works, REDC conducts online searches of local news for layoff notices. On May 3, 2018, the Seacoastonline newspaper reported that Timberland of Stratham, NH, laid off dozens of employees in early May. The company eliminated “roughly 45 positions”, providing outplacement services to the affected employees.

total number of employed workers increased slightly, and the number of unemployed workers decreased across New England, suggesting the creation of new jobs. Connecticut and Rhode Island are the only two New England states with unemployment rates greater than that of the U.S.

## Labor Force

Table C-6 in the Appendix tracks civilian labor force data at the county and state level, along with the other New England states, and it is summarized for 2016 and 2017, below. There was a decrease in the unemployment rates for all states within New England from 2016 to 2017. Overall, the civilian labor force grew modestly in each New England state. Similarly, the

## Looking Ahead

Projecting the skill set of the future labor force in the CEDS region is an important tool for economic development. Employment projections are widely used in career guidance, in planning education and training programs, and in studying long-range employment trends. Projections are made based on historical trends and current knowledge, with no assumptions made about business cycle fluctuations, natural disasters, or other catastrophic events.

Region / State (in thousands)	2016			
	Civillian Labor Force	Employed	Unemployed	Unempl. Rate (%)
New Hampshire	746	725	21	2.9
Connecticut	1,905	1,807	98	5.1
Maine	692	666	26	3.8
Massachusetts	3,611	3,471	140	3.9
Rhode Island	554	525	29	5.2
Vermont	345	333	11	3.2
New England	7,852	7,526	325	4.1
United States	159,187	151,436	7,751	4.9

Region / State (in thousands)	2017			
	Civilian Labor Force	Employed	Unemployed	Unempl. Rate (%)
New Hampshire	747	727	20	2.7
Connecticut	1,991	1,829	90	4.7
Maine	700	677	23	3.3
Massachusetts	3,657	3,521	135	3.7
Rhode Island	555	530	25	4.5
Vermont	345	334	10	3.0
New England	7,921	7,618	303	3.8
United States	160,320	148,834	6,982	4.4

Source: U.S. Bureau of Labor Statistics

NH Employment Security (NHES) provides services to job seekers and employers and releases several reports throughout the year highlighting employment projections for the state. NHES is a federally funded state agency with 13 local offices across New Hampshire.

[www.nhes.nh.gov/elmi/products/proj.htm](http://www.nhes.nh.gov/elmi/products/proj.htm)

NHES reports containing information important to the CEDS region include:

Employment Projections by Planning Region, 2014 - 2024 - Municipalities in the CEDS region are served by four regional planning commissions. Employment projections for each of these commissions are summarized as follows:

- Nashua Regional Planning Commission** – The largest employment gain is projected to be in ambulatory health services with a 28.9% increase, followed by management, scientific, and technical consulting services with a 26.8% increase. The largest percentage decrease in employment is the postal service, federal government with

# Background Conditions

a -27.7% decrease, followed by paper manufacturing with a -19.8% decrease.

- **Rockingham Planning Commission** – The largest employment gain is projected to be in business support services with a 36.6% increase between 2014 - 2024, followed by management, scientific, and technical consulting services with a 33.1% increase. The largest percentage decrease in employment is warehousing and storage with a -31.9% change, followed by paper manufacturing with a -31.8% change.
- **Southern New Hampshire Planning Commission** – The largest employment gain is projected to be in ambulatory health care services with a 28.9% increase between 2014 – 2024, followed by management, scientific, and technical consulting services with at 26.9% increase. The largest percentage decrease in employment is textile product mills with a -27.9% decrease, followed by postal service, federal government with a -25.3% decrease.
- **Strafford Regional Planning Commission** – The largest employment gain is projected to be in management, scientific, and technical consulting services, with a 32.2% increase between 2014 – 2024, followed by business support services with a 25.9% increase. The largest percentage decrease in employment is the publishing industry with a -30.7% change, followed by textile products mills with a -27.3% change.
- **Short-term Employment Projections** – Projections of employment by industry and occupation covering an eight-quarter time span are estimated twice each year for the state. The March 2018 industry report or 2017 Q2 – 2019 Q2 indicates the greatest projected short-term gain is in support activities for transportation (+16.1%), and the largest short-term projected loss is in funds, trusts, and other financial vehicles (-21.3%). The March 2018 occupational report indicates the greatest projected short-term gain is in aircraft mechanics and service technicians (+9.3%), and the largest short-term projected loss is in paper goods, machine tenders, and operators (-10.9%).

- **Employment Projections by Industry and Occupation, 2014 - 2024** – Long-term projections of employment by industry and occupation for a ten-year time span, estimated biennially. The latest edition estimates employment for 2014 and projects employment to 2024 for 114 industries and more than 700 occupations. The greatest projected gains are in management, scientific, and technical consulting services, with an increase of 33.1%, followed by ambulatory health care services with an increase of 28.9%. The greatest projected losses are in leather and allied product manufacturing, with a decrease of -31.6%, followed by the postal service, federal government with -25.3%.
- **Job Outlook and Locator by Industry and Occupation, 2014 - 2024** – Based on a long-term look at New Hampshire's economy, projections are made for more than 760 occupations, their associated education and training requirements, and employing industries.

## Income and Poverty

The ACS collects data regarding income and poverty, and categorizes it by factors such as ethnicity, gender, age, family type, etc. For the purposes of the annual CEDS updates, REDC narrowed down the scope of data to look solely at the per capita income, since this is the factor that is often used in various reports and distress criteria. The ACS defines per capita income as the mean money income received in the past 12 months computed for every man, woman, and child in a geographic area. It is derived by dividing the total income of all people 15 years old and over in a geographic area by the total population in that area. (Note: income is not collected for people under 15 years old, even though those people are included in the denominator of per capita income. This measure is rounded to the nearest whole dollar.)

Poverty is calculated as a percentage of the population below the poverty threshold, rather than giving a numerical dollar value. The Census Bureau uses a set of money income thresholds that vary by family size and composition to determine who is in poverty. If a family's total income is less than the family's threshold,

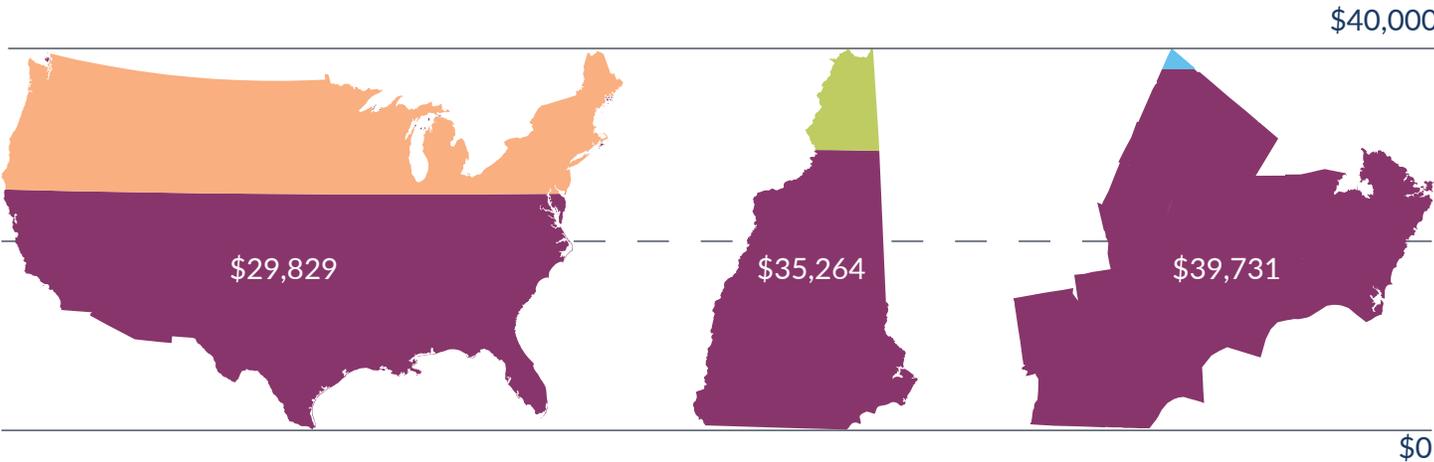
that family and every individual in it is considered to be in poverty. The official poverty thresholds do not vary geographically, but they are updated for inflation using the Consumer Price Index (CPI-U). The official poverty definition uses money income before taxes and does not include capital gains or noncash benefits (such as public housing, Medicaid, and food stamps).

Table F-3 in the Appendix lists the per capita income for annual 12-month periods from 2011 through 2016 for the municipalities within the CEDS region, as well as Hillsborough and Rockingham counties, New Hampshire, and the United States. Similarly, Table F-4 lists the percentage of the population considered below the poverty threshold for the same period and locations. The subregional and regional values of both tables were adjusted this year, changing from an average of the communities within the region, to a more realistic value based on population counts. This

had the effect of reducing the averaged values because the smaller communities that have higher income levels have less impact on the values.

In 2016, the average per capita income for the REDC region, generated from the ACS five-year data from 2011-2016 and adjusted to 2016 dollars, was \$39,731, which was up \$949 from 2015. On average, the entire REDC region, the two-county area in our region, and the state all experienced an increase in the per capita income from 2015 to 2016. In a change from recent years, the Eastern subregion experienced the slowest year-over-year growth, increasing only about 0.5% from 2015, but it still had the highest per capital income in the region at \$45,967. The Central subregion had the highest percentage growth at almost 4% between 2015 and 2016, and the Western subregion, which has the lowest per capita income for the region at \$37,500, grew almost 3% over the year.

## 2016 Per Capita Income



Source: American Community Survey 5-year estimates

For the first time since REDC began recording the per capita income data (2010), the U.S. experienced a year-to-year growth rate in per capita income greater than the REDC region, both regional counties, and the state of New Hampshire. At 3.1% increase from 2015 to 2016, the U.S. average per capita income increased by \$899, outpacing the REDC region, which only grew 2.4%

# Background Conditions

In 2016, the REDC region average per capita income continued to exceed the United States average by about 34%. Although not as large of a difference, the New Hampshire state average annual income of \$35,264 was still 19% greater than that of the nation.

Looking within the REDC region in 2016, only the towns of Seabrook (\$29,578) and Raymond (\$29,743) had a per capita income less than the national level of \$29,829. And although it witnessed over a 10% decrease in per capita income from 2015 to 2016, New Castle continued to have the highest per capita income level within the region at \$87,613.

Although per capita incomes continued to increase from 2015 to 2016, poverty levels didn't change much, staying the same or decreasing less than 0.5%. A summary of the poverty levels for our region, state, and U.S. for the most recent two years of data is listed below. As one might expect, New Hampshire residents experience a much lower poverty rate than that of the U.S. Similarly, most of the CEDS region fared better than the state on whole.

During 2016, the Central subregion continued to experience the lowest level of poverty in the REDC region, at only 5.0%. There were only four communities within the REDC region having poverty levels at or above the level of 8.5%. At 11%, Nashua had the highest level of poverty in 2016, while Stratham had the lowest level at only 0.3%. There were no communities within the REDC region with a poverty level greater than that of the national rate of 15.1%.

## Poverty Rates

Area	2015	2016	1-year change
Eastern Communities	6.3%	5.7%	-0.6%
Central Communities	5.0%	5.0%	0.0%
Western Communities	6.9%	6.9%	0.0%
REDC CEDS Region	6.4%	6.2%	-0.1%
Hillsborough County	8.8%	8.6%	-0.2%
Rockingham County	5.5%	5.1%	-0.4%
New Hampshire	8.9%	8.5%	-0.4%
United States	15.5%	15.1%	-0.4%

Source: American Community Survey; NH Office of Strategic Initiatives

# The Regional Economy

by Chancellor Ross Gittel, NH Community College System  
with contributing author Scott Lemos, UNH Economics PhD student

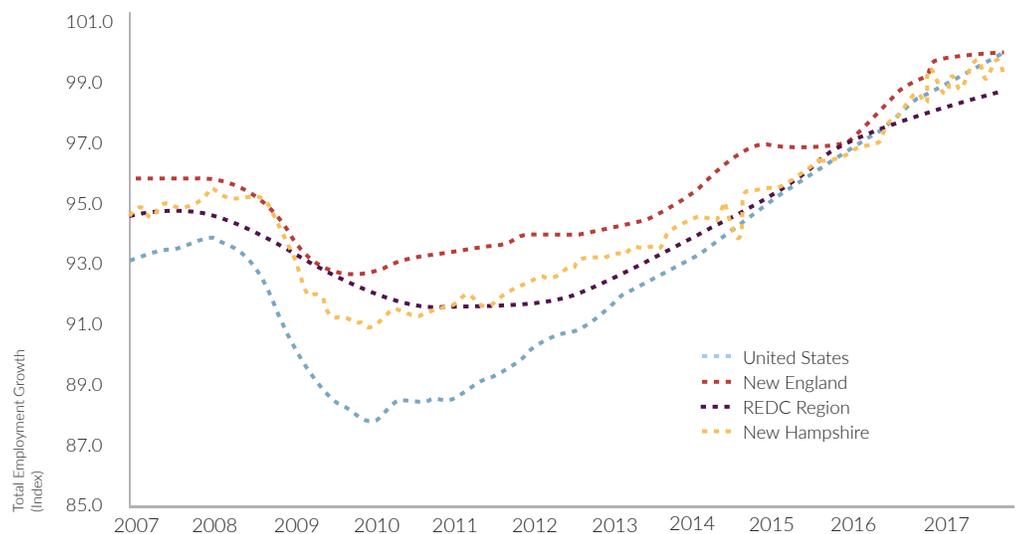
## New Hampshire Overview Update, January 2018

The economic outlook remains positive for New Hampshire. The state's economy has been growing along with the national economy and at similar rate as the New England region (see Figure 1).

**Figure 1: Change in Total Employment- Index**  
(Each Region's Peak = 100)<sup>1</sup>

Source: U.S. Bureau of Labor Statistics

<sup>1</sup> Seasonally-adjusted data was not available for REDC region because of a change in BLS methodology. REDC region data was smoothed using a sixth order polynomial smoothing function.



The state continues to experience a decline in unemployment, dropping to 2.6% in December of 2017 from 2.8% in December of 2016. Compared to the U.S. figure of 4.1%, NH has the second lowest unemployment rate (2.6%) in the nation as of February 2018, with only Hawaii having a lower rate.

Overall, employment grew by 1.4 % for the year. Private sector employment grew 1.7% over the 12-month period. The growing private sector employment is broad-based with employment growth in the large majority of sectors.

New Hampshire experienced growth of over 2% in 2017 in three industry sectors: Construction, Professional and Business Services, and Financial

Activities. In Construction and Professional and Business Services, New Hampshire outpaced U.S. growth. The state also had stronger growth than the U.S. average in Information and Manufacturing. In Education, Hospitality, Trade and Government sectors, NH employment growth was below the national average.

Low unemployment continues to be a positive for those seeking employment, but there remain strong indications that employment growth in NH would have been higher if there was greater availability of skilled workers. The state's growth in employment lags pre-recession growth.

# Regional Economy

Figure 2: 2017 Employment Growth by Sector: NH and U.S.

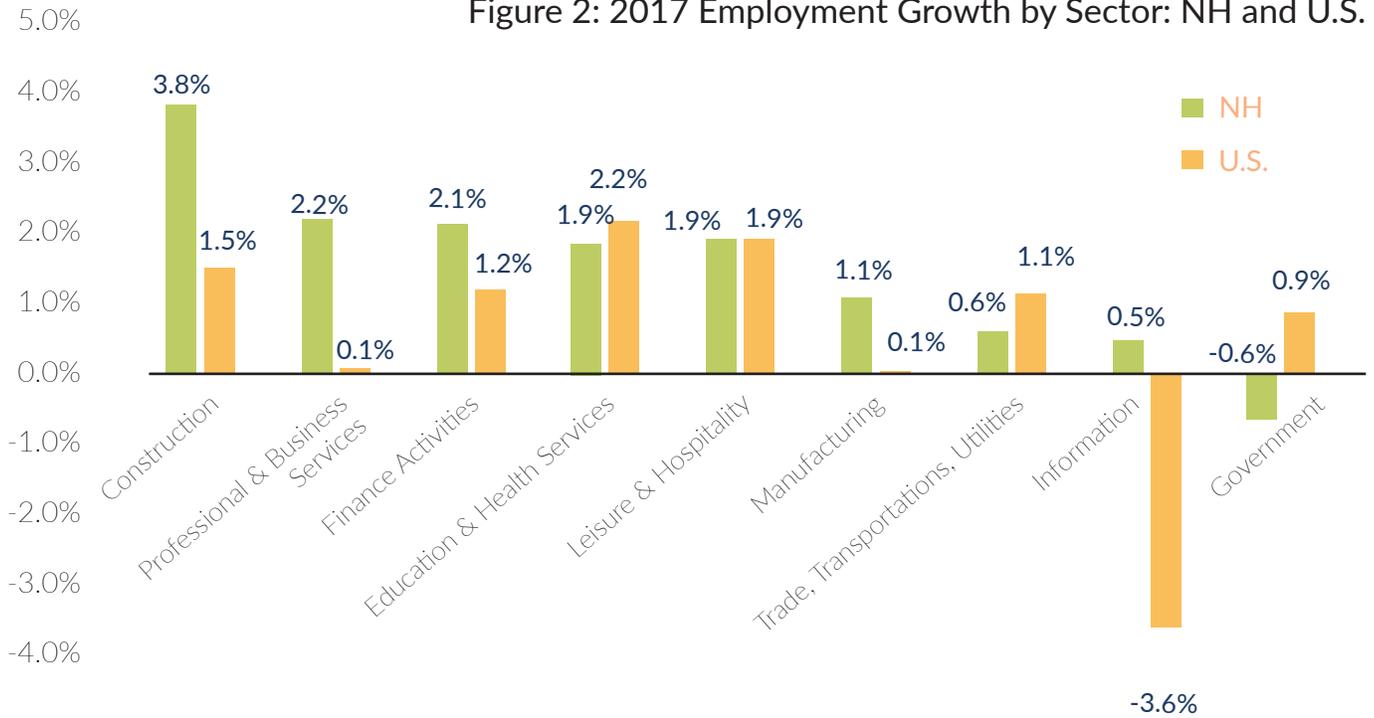
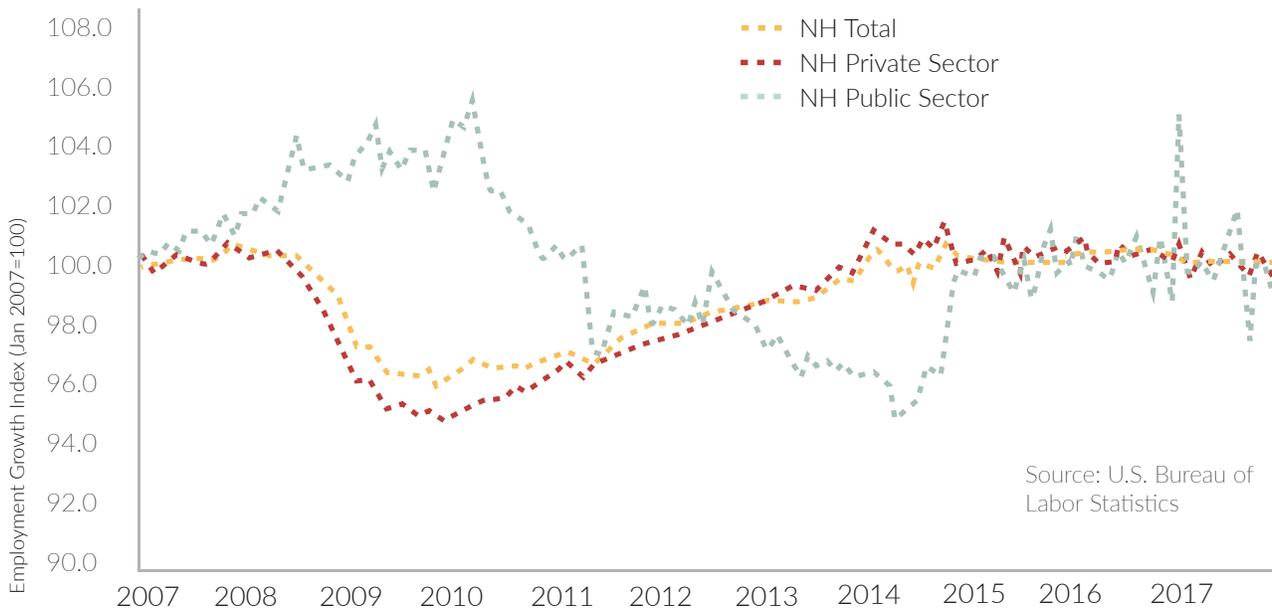


Figure 1 provides a view of employment changes in New Hampshire, New England, and the nation since right before the great recession. It depicts NH’s modest and steady growth post-recession. The chart shows that after a period of being below U.S. growth, NH is now at the U.S. average in total employment growth and recovery from the recession, and now above the

New England growth rate attributable to a relatively strong 12-month growth in employment.

Through 2017, increases in private sector employment (9,800 jobs) were offset by decreases in public sector employment (-500 jobs), contributing to the overall state employment increase of 9,300 jobs (see Figure 3).

Figure 3: Change in Employment (Index Jan 2007 = 100)



As Figure 4 below shows, in New Hampshire the largest gain in private sector employment over the past year was in retail trade, with 2,500 increase in employment (growth at 2.6%) for the year. Following close behind was construction (2,400) which grew 9.8% over the year, and mining and logging (2,400) which grew 9.5% over the year.

As Figure 5 below shows, New Hampshire and the REDC region maintained unemployment rates well below the national and regional averages. Over the past decade, the unemployment rate in New Hampshire and the region has consistently been 1 to 2 percentage points below the U.S. and New England levels. By the end of 2017, the unemployment rate in New Hampshire declined to a seasonally-adjusted rate of 2.6%, as the state and the REDC region have fallen below their pre-2008 recession rates.

Figure 4: Year-Over-Year Private Sector Job Growth – 2016

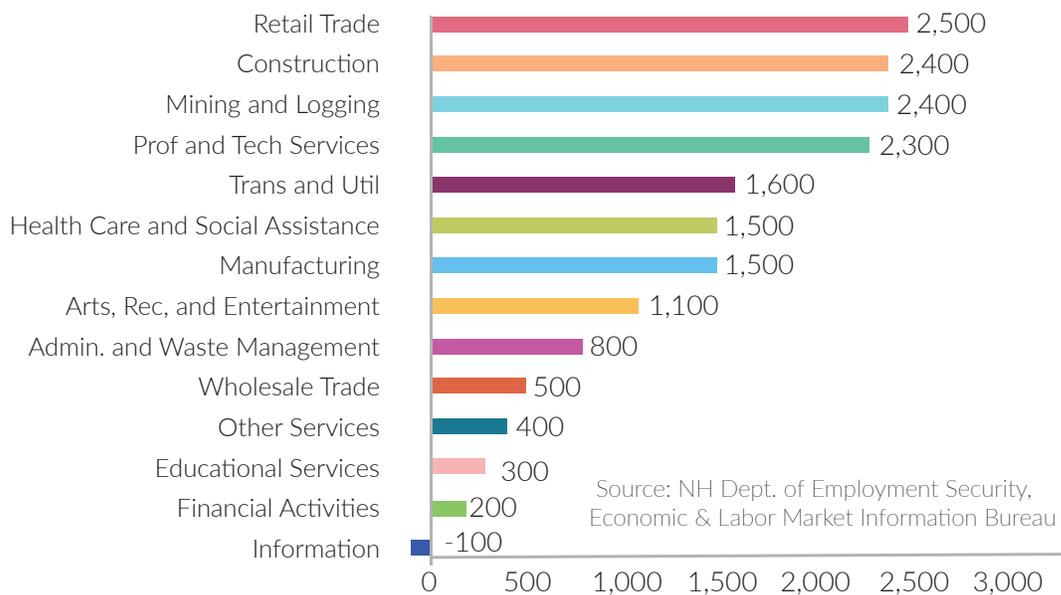
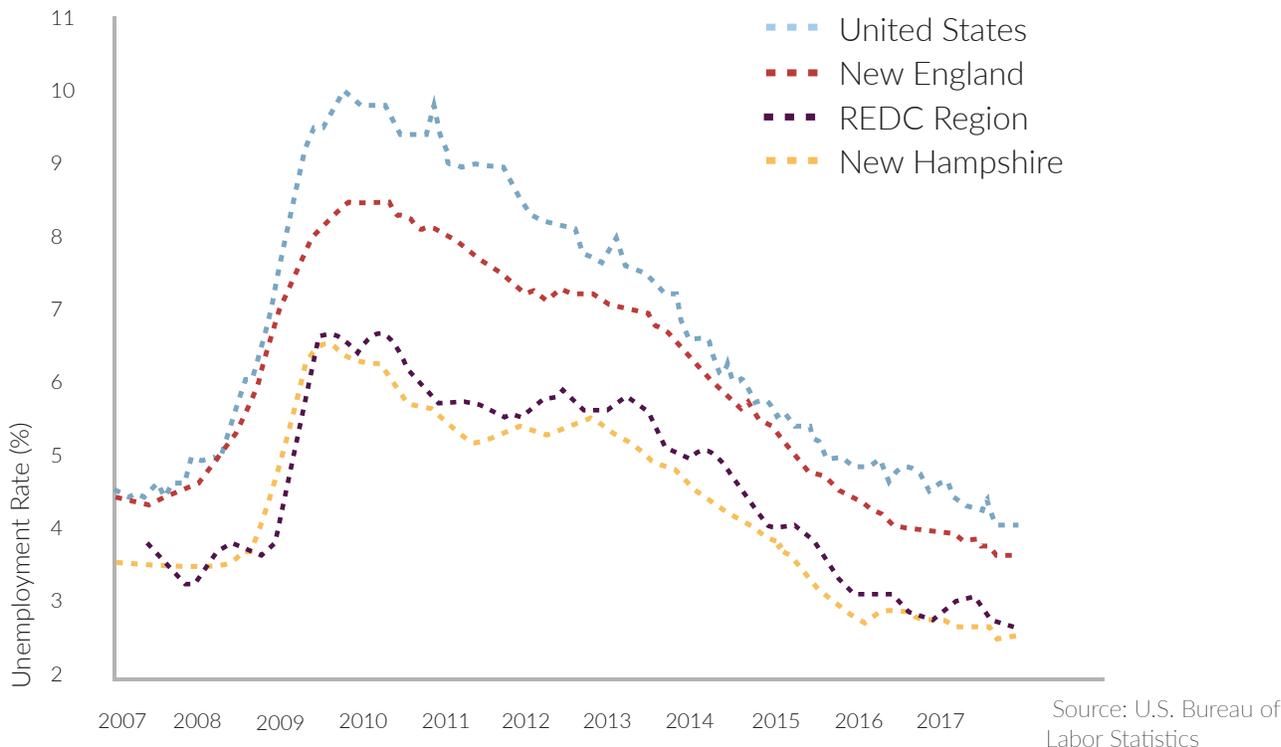


Figure 5: Unemployment Rate (2007-2017)<sup>2</sup>



## Regional Economy

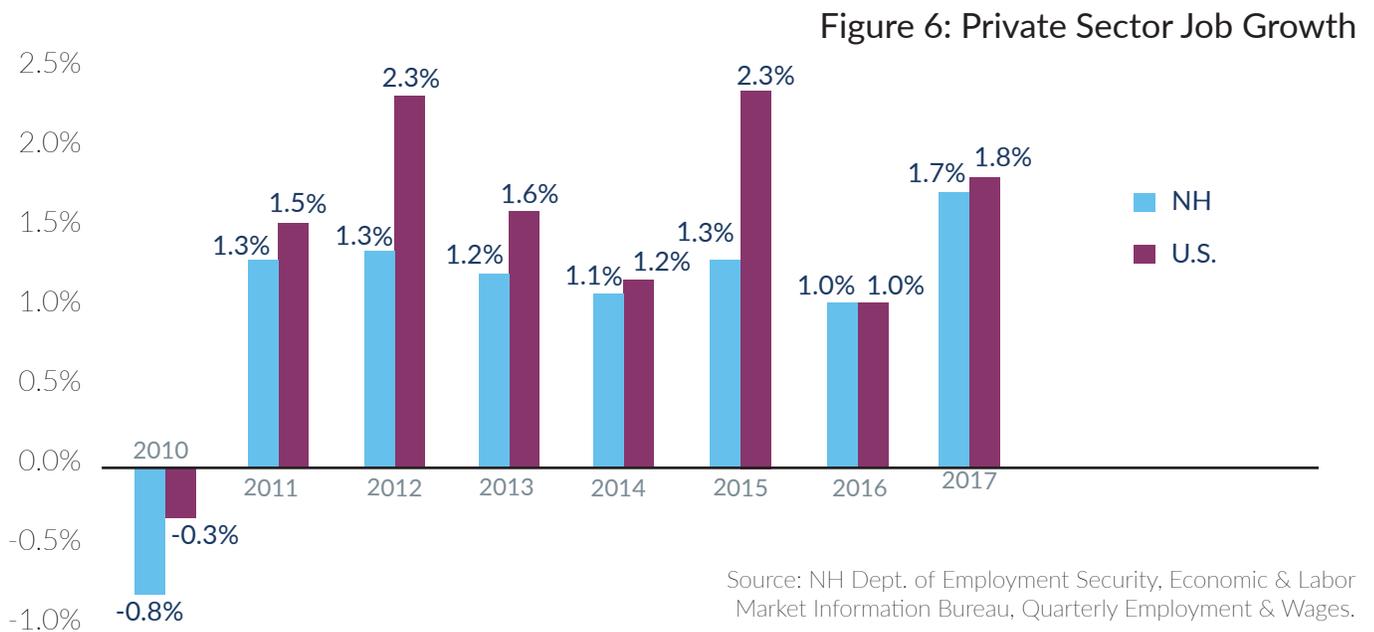
**Table 1: Gross State Product and Employment Growth Forecast (% Change)**

		2018f	2019f	2020f
Gross Product	US	2.9	2.3	1.1
	NE	2.1	1.7	1.7
	NH	1.5	1.0	1.0
Employment Growth	US	1.6	1.0	0.0
	NE	0.9	0.4	0.4
	NH	0.6	0.0	0.0

Source: Moody's Analytics-U.S. Macro Forecast & Regional Forecast, Dec. 2016, where "f" represents Moody's full-year forecast.

## The U.S. and New Hampshire Forecast

A December 2017 forecast by Moody's Analytics expects the U.S. economy to grow overall (Gross National Product) by 2.9% in 2018. Employment growth nationally is expected to be 1.6% in 2018. New Hampshire's employment growth, because of labor supply shortages, is expected to be below the U.S. average throughout the forecast period. NH is expected to continue to have lower unemployment than the U.S. and New England averages throughout the forecast period.



## REDC Area Economy Growth Stronger in the REDC Region than in New Hampshire

There are substantial differences in growth rates in regions across the state. The REDC region, comprised of Rockingham County and five communities in Hillsborough County, has experienced stronger job growth than other counties in New Hampshire over the post-2008 recession period.

Figure 6 highlights important private sector job growth trends in the REDC region. The region has experienced stronger job growth than NH for the eight-year period. After growth began to converge in 2013 and 2014, the REDC region grew significantly more than the state

through 2015, while each have grown at the same rate through 2016 and 2017.

## Summary

Overall REDC's regional economy continues to be a "bright star" and growth area in NH and New England. The REDC region and the Granite State had well performing economies in 2017 that are expected to continue in 2018. The main deterrent to REDC regional growth in 2018 is the tight labor market, with low unemployment and shortage of skilled workers for businesses in the area that are positioned for growth, and businesses desiring to move to the area.

## Pease International Tradeport

Pease International Tradeport encompasses over 3,000 acres in Newington and Portsmouth, providing office and industrial space for approximately 250 companies, employing over 9,250 people, and occupying over four million square feet. The facility was the first major U.S. military installation closed under the 1988 Base Realignment and Closure program. Prior to its closing in 1991, the Pease Air Force Base had 3,700 military personnel and 400 civilians.

The Tradeport is home to the NH Air National Guard's 157th Air Refueling Wing which is preparing to receive the new KC-46A aircraft in the fall of 2018. The Guard unit services aircraft over the ocean and foreign territories in support of ongoing combat missions. The 157th Air Refueling Wing will be the first Air National Guard unit to get the new refueling tankers, selected over 82 other bases to receive the planes. Two hangars are being renovated on the base to accommodate the tankers, and a new flight simulator is being completed to help pilots train for flying the aircraft. The base is scheduled to receive a dozen new aircraft in total.

The Tradeport is also home to an ever-expanding commerce and industry base that is very diverse, with high-tech, bio-tech, manufacturing, government, financial services, aerospace, education, medical services, research and development, and import/export companies, including eight Fortune 500 companies and fifteen international businesses. An economic impact analysis of the Pease Tradeport completed by Applied Economic Research in 2015 estimates the Tradeport supports 14,400 regional jobs, both at the Tradeport and off-Tradeport.

The Tradeport is managed by the Pease Development Authority (PDA), which also oversees the NH Division of Ports and Harbors, the Portsmouth International Airport at Pease, Skyhaven Airport in Rochester, and the Pease Golf Course. The PDA is an independent state agency overseen by a seven-member board of directors. Its mission is to be an economic engine for New Hampshire's Seacoast Region. [www.peasedev.org](http://www.peasedev.org)



Portsmouth Harbor, Piscataqua River.

## NH Division of Ports and Harbors

The NH Division of Ports and Harbors (DPH) is a division of the Pease Development Authority and is charged by New Hampshire State Statute with development and maintenance of the ports, harbors, and navigable tidal rivers of the State, as well as assisting with shipping and commercial and industrial interests that depend on the sea for transport. DPH also assists recreational boat owners, fishermen, and others who pass along the Piscataqua River and Portsmouth, Rye, and Hampton Harbors. The Division accomplishes all this through the development and management of several public assets:

- **Market Street Marine Terminal** – Located on the Piscataqua River, the Terminal is the only public access, general cargo terminal on the River. The Terminal provides onsite rail access, parking, a covered warehouse, and two large ship berths that can handle bulk and container cargo.
- **Passenger Vessel Docks** – The Division oversees passenger vessel service in Portsmouth, Rye, and Hampton harbors, including whale watching boats, ferry boats, and fishing charters.
- **Commercial Fish Docks and Revolving Loan Fund** – The DPH has responsibility for, and jurisdiction over, state-owned commercial fishing piers and facilities

## Regional Economy

in Portsmouth, Rye, and Hampton harbors. The Division manages a Revolving Loan Fund for qualified commercial fishermen to support alternative vocation training, purchase of federal fisheries permits, vessel repair work, and other projects that fall with EDA guidelines.

- **Moorings and Harbor Management** – DPH is responsible for over 1,500 moorings in 29 mooring fields in locations along the Great Bay, the Atlantic Coastline, and several tidal rivers.
- **Pilots and Pilotage** – The Division oversees the administration of pilots and pilotage rules, as well as pilotage fees for inbound and outbound vessels.
- **Foreign Trade Zone #81** – Foreign Trade Zones are designated by the US Department of Commerce under the supervision of the U.S. Customs Service. For the purpose of duty assessment, goods entered into the zone are considered to be outside the commerce of the United States and, therefore, no duty is paid while in the zone. The DPH is the grantee of Foreign Trade Zone #81, which includes five sites: Market Street Terminal, Portsmouth Industrial Park, Dover Industrial Park, Manchester Airport, and Pease International Tradeport; and two subzones: Westinghouse Electric in Newington and Millipore Corporation in Jaffery.

In November 2017, the Division of Ports and Harbors applied to the U.S. Department of Transportation INFRA program requesting \$7.5 million in funding for the rehabilitation of the main ship wharf at the Market Street Marine Terminal on the Piscataqua River in Portsmouth. The State of New Hampshire has committed an additional \$5 million toward the project. The rehabilitation will improve the transfer of cargo by providing direct access to ships for the entire length of the main wharf, improving safety and efficiency. The project also provides repairs to superstructure at the wharf. The Terminal handles over 90,000 tons of cargo annual, primarily salt and special project cargo. The Division of Ports and Harbors asserts that existing port customers are experiencing increased demand for their products and are looking to the

Terminal to provide shipping and receiving services to accommodate this business activity, including passenger and cargo ferry services. [www.portofnh.org](http://www.portofnh.org)

## New Hampshire's Newest Residents: New Americans

The REDC is a leader in recognizing the positive economic impacts associated with New Hampshire's small but growing immigrant community. Foreign-born residents make up 6% of New Hampshire's population, a smaller share than the rest of the country and New England as a whole. In contrast, compared to 15.6% of Massachusetts residents are foreign-born, and 13% of the U.S. population being foreign-born. Tables F-5 and F-6 in the Appendix provide additional data regarding citizenship and country of origin, broken out by municipalities within the state.

Until recently, discussions on migratory patterns impacting New Hampshire have focused on domestic migration (people moving in and out of New Hampshire from other parts of the United States), with a particular focus on NH's trend of outmigration of younger people. The state lost 20,000 children under the age of 18 between the 2000 and 2010 census and the aging population, which makes us the third oldest state in the union. Additionally, from 2010 to 2014, NH lost 5,124 residents to domestic migration; however, it gained 8,137 residents from international migration. These focus areas, while important, ignore an important piece of New Hampshire's economic and demographic future, which is foreign immigration. The New Hampshire Center for Public Policy Studies completed a report in 2015 describing new Americans in New Hampshire titled, "New Hampshire's Foreign Born Population". The report describes the characteristics of immigrants residing in the state as falling into two categories: those with little education and those with very high levels of education. Typically, immigrants fill both the lowest paying, and some of the highest paying, jobs, both of which are harder to fill than jobs with moderate pay/skill set requirements. 39% of New Hampshire's foreign-born residents have

a bachelor's degree or better, ranking New Hampshire among the top ten states in education level of foreign-born residents. And, representing only 6% of the state population, foreign-born residents account for one in ten of New Hampshire residents with graduate or professional degree. This disparity poses a challenge for New Hampshire policymakers charged with how to improve the prospects of immigrants with little education, while attracting and retaining highly skilled and educated foreign workers.

The report concludes by stating that new Americans residing in New Hampshire are a diverse group. Tapping their potential and maximizing their contributions to the state's economic future should be a priority for New Hampshire. [www.nhpolicy.org/UploadedFiles/Reports/ForeignBornMay2015.pdf](http://www.nhpolicy.org/UploadedFiles/Reports/ForeignBornMay2015.pdf)

### Spotlight: REDC's NH New Americans Loan Fund

The REDC has established the NH New Americans Loan Fund with the purpose of encouraging business development and job creation for first generation immigrants in New Hampshire. Working both independently and in partnership with local lenders, the REDC helps borrowers secure micro-funding to start or grow their small businesses. Microloans can range from \$5,000 to \$50,000, with funding generally used for working capital to grow the business or to purchase equipment and inventory. Interest rates are as low as 7%. REDC also provides free technical assistance to help borrowers achieve success with their business. Technical assistance includes financial services, accounting and bookkeeping, website and logo design, and marketing. [www.redc.com/newamericanloanfund](http://www.redc.com/newamericanloanfund)

“ At REDC we believe our Technical Assistance program sets us apart from other lenders. Our holistic approach to all areas of TA not only strengthens our clients' businesses, it helps us identify challenges early and correct course so we can have a successful outcome. To us, this means the client is now able to enter the traditional financing market and we are repaid. ”

REDC President Laurel Adams



REDC President Laurel Adams announces the New Americans Loan Fund at a launch event on Friday, May 18, 2018.



Tika Acharya speaks about his experience immigrating to New Hampshire and starting his business at a launch event on Friday, May 18, 2018.

# Resiliency Planning

## What is Resiliency Planning?

Many communities in the CEDS region are planning for climate readiness and economic growth. The purpose of resiliency planning is to enable government, business and industry, and residents to assess the risks and recover quickly from a major disruption to our economic base. The region's ability to prevent, withstand, and quickly recover from a shock is linked to our economic prosperity.

The EDA describes the shock or disruption to the region's economic base coming about in the following ways:

- Downturns or other significant events in the national or international economy which impact demand for locally produced goods and consumer spending;
- Downturns industries that constitute a critical component of the region's economic activity; and/or,
- Other external shocks, such as a natural or man-made disaster, closure of a military base, exit of a major employer, and the impacts of climate change.

Establishing economic resilience in our regional economy requires the ability of all stakeholders to anticipate risk, evaluate how that risk can impact key economic assets, and build a responsive capacity.

## What Has Been Done in Our Region

### Natural Disaster Response

Both state government and local governments in the CEDS region have undertaken many forms of resiliency planning to respond to natural hazards. Natural hazard mitigation is defined as any sustained action taken to reduce or eliminate the long-term risk to life and property from hazard events, such as flooding, severe

winter storms, and drought. It is an on-going process that occurs before, during, and after disasters and serves to break the cycle of damage and repair in hazard-prone areas.

Examples of the wide range of natural disaster response and adaptation and resiliency planning taking place in the CEDS region include:

- **State of New Hampshire Hazard Mitigation Plan** – The NH Homeland Security and Emergency Management Division (NH HSEM) of the NH Department of Safety is responsible for developing the State's Hazard Mitigation Plan. The NH HSEM Planning Section administers the Hazard Mitigation Assistance programs, assisting with the development of comprehensive hazard mitigation plans and projects to protect citizens, and their property from exposure to all hazards including natural, human-caused, and technological. <https://www.nh.gov/safety/divisions/hsem/HazardMitigation/documents/hazard-mitigation-plan.pdf>
- **Municipal Hazard Mitigation Plans** – The U.S. Congress adopted the Disaster Mitigation Act in 2000, providing Federal funding for the development of state and local hazard mitigation plans and projects. Congress now requires states and local governments to develop compliant plans to be eligible for federal hazard



Photo by Vidar Nordli-Mathisen.

mitigation funding. NH HSEM and regional planning commissions work closely with municipalities to develop these plans. FEMA requires municipal hazard mitigation plans be updated every five years.

[www.nh.gov/safety/divisions/hsem/HazardMitigation/index.html](http://www.nh.gov/safety/divisions/hsem/HazardMitigation/index.html)



Photo by Tim Marshall.

- **NH Coastal Risk and Hazards Commission Report**

– In 2013, the NH legislature established the NH Coastal Risk and Hazards Commission to “recommend legislation, rules, and other actions to prepare for projected sea-level rise and other coastal and coastal watershed hazards such as storms, increased river flooding, and storm water runoff, and the risks such hazards pose to municipalities and state assets in New Hampshire.” The Commission, comprised of a broad-based membership from the legislature, state agencies, coastal municipalities, regional planning commissions, the University of New Hampshire, and representatives of the real estate and insurance sector, released a comprehensive final report in 2016, “Preparing New Hampshire for Projected Storm Surge, Sea-Level Rise, and Extreme Precipitation”. The report identifies guiding principles: Act Early, Respond Incrementally, Revise and Revise, Collaborate and Coordinate, Incorporate ‘Risk Tolerance’ in Design, and Make “No Regrets” Decisions. [www.nhcrhc.org/final-report/](http://www.nhcrhc.org/final-report/)

- **Building Resilience Against Severe Weather and Climate Effects** – As part of the national BRACE framework (Building Resilience Against Climate Effects), the NH Department of Health and Human Services is working with regional public health networks to build community- level resilience to severe weather and a changing climate with improved preparedness and innovative approaches to reduce impacts to public health, such as extreme heat and cold weather, expanded tick season, and health effects of flooding and storm damage. [www.cdc.gov/climateandhealth/BRACE.htm](http://www.cdc.gov/climateandhealth/BRACE.htm)

- **Nashua Region Water Resiliency Action Plan** – The Nashua Regional Planning Commission completed this plan to help municipalities become more resilient to the impacts that climate change has on their water infrastructure. Plan recommendations are being incorporated into local hazard mitigation plans to develop a climate adaptation strategy.

[www.nashuarpc.org/land-use-planning/highlighted-projects/](http://www.nashuarpc.org/land-use-planning/highlighted-projects/)

- **Climate and Health Adaptation Plan for the Nashua Region** – The Nashua Regional Planning Commission is partnering with the Greater Nashua Regional Public Health Network to develop a Climate and Health Adaptation Plan for the Nashua region. The plan uses the BRACE (Building Resiliency Against Climate Effects) framework established by the Centers for Disease Control and Prevention. Hazards due to severe weather and climate change will be linked to associated health impacts, such as asthma and heat stroke, to develop intervention strategies to minimize community burdens from such events. [www.nashuarpc.org/land-use-planning/highlighted-projects/](http://www.nashuarpc.org/land-use-planning/highlighted-projects/)

- **Tides to Storms** – Assessing Risk and Vulnerability to Sea Level Rise and Storm Surge – The Rockingham Planning Commission (RPC) completed this project in 2015 to map and assess the vulnerability of coastal municipalities and public infrastructure to flooding from expected increases in storm surge and rates of sea level rise. Coastal communities in the CEDS region have a distinct and pressing need to address the existing and future impacts relating to climate change,

# Resiliency Planning

particularly relating to coastal flooding from storm surge and sea-level rise. Without proactive solutions to address the expected impacts of climate change, coastal communities face a multitude of challenges to ensure the security, health and welfare of their citizens, and to provide for a resilient economic future.

[www.rpc-nh.org/application/files/9314/5936/0696/Tides\\_to\\_Storms\\_ExSumm\\_Doc\\_lib.pdf](http://www.rpc-nh.org/application/files/9314/5936/0696/Tides_to_Storms_ExSumm_Doc_lib.pdf)

- **Climate Risk in the Seacoast (C-RiSe)** – Assessing Vulnerability of Municipal Assets and Resources to Climate Change – This project, a partnership between the NH Department of Environmental Services, (NH DES) NH Coastal Program, UNH, NH Department of Transportation, Strafford Regional Planning Commission, and the Rockingham Planning Commission, provided communities along Great Bay with maps and assessments of flood impacts associated with projected increases in sea level, storm surge, and precipitation events to road and transportation assets, critical facilities and infrastructure, and natural resources. [www.rpc-nh.org/regional-community-planning/climate-change/resources](http://www.rpc-nh.org/regional-community-planning/climate-change/resources)
- **Setting SAIL** – A partnership between NH DES, NH Coastal Program, UNH Cooperative Extension, Great Bay Estuarine Research Reserve, Strafford Regional Planning Commission and Rockingham Planning Commission. SAIL provided support to municipalities to implement recommendations from the Coastal Risk and Hazards Commission final report, described above. Completed projects include Climate Adaptation Master Plan chapters and outreach to property owners vulnerable to flooding from sea level rise. [www.rpc-nh.org/regional-community-planning/climate-change/sail](http://www.rpc-nh.org/regional-community-planning/climate-change/sail)
- **NH Coastal Adaptation Workgroup (CAW)** – CAW is a collaboration of 24 organizations working directly with coastal watershed communities to ensure they are resourceful, ready and resilient to the impacts of extreme weather and long-term climate change. In May 2017, CAW launched a new website designed to quickly connect local decision makers and citizens with information about how to reduce the risk of damage from coastal hazards. [www.nhcaw.org](http://www.nhcaw.org)

- **NH Drought Management Team** – Although New Hampshire is typically thought of as a water-rich state, it may be even more susceptible to drought than other states due to our geology. The state is underlain by bedrock and water storage is limited to fractures, with not deep stores of water in groundwater aquifers, making drought preparedness and timely response imperative to mitigating drought conditions. In New Hampshire, drought response efforts are coordinated through a Drought Management Team, comprised of stakeholders representing specific activities of interests that can be impacted by drought and representatives from relevant state and federal agencies.

[www.des.nh.gov/organization/divisions/water/dam/drought/](http://www.des.nh.gov/organization/divisions/water/dam/drought/)

## Economic Disruption

Resilience is not limited to environmental impacts or ecological systems. Resilience requires attention across all the elements that contribute to the CEDS region: economic development, housing patterns, transportation and other infrastructure. Resiliency planning requires participation of all stakeholders, from elected officials and anchor institutions to residents and entrepreneurs. Examples of economic resiliency planning taking place in the CEDS region include:

- **Strategic Economic Plan for New Hampshire** – Prepared by the Business and Industry Association of New Hampshire in 2013. The plan outlines a vision for New Hampshire, “To ensure New Hampshire provides meaningful advantages for businesses through a vibrant, sustainable economy and the nation’s best environment in which our residents can prosper.” The plan outlines goals for nine strategic issues:
  - Business growth, retention, and attraction
  - Education, workforce skills, and labor pool
  - Energy
  - Fiscal policy
  - Health care
  - Infrastructure
  - Natural, cultural, and historic resources
  - Regulatory environment
  - Workforce housing

The plan includes the New Hampshire Economic Dashboard to compare and rank New Hampshire against neighboring states and states that New Hampshire competes with for business growth and attraction, allowing New Hampshire to monitor its progress over time toward the nine strategic goals.

[www.biaofnh.com/uploads/5/9/9/2/59921097/strategic\\_economic\\_plan\\_for\\_nh\\_summary.pdf](http://www.biaofnh.com/uploads/5/9/9/2/59921097/strategic_economic_plan_for_nh_summary.pdf)

The State of New Hampshire has begun work on a Statewide Economic Development Plan. The Department of Business and Economic Affairs (BEA), Division of Economic Development (DED) is charged with developing the 10-year economic development plan for the 2019 – 2029 period. The purpose of the plan is to provide BEA and DED with an overall economic development strategy with measurable goals and action items. The plan will include specific strategies for New Hampshire's outdoor economy, economic economy, rural economy, workforce housing, entrepreneurship, tourism, hospitality, as well as strategies to reduce economic inequality. The plan will also evaluate workforce development programs and recommend strategies to establish and maintain career pathways for a wide array of careers in the state.

New Hampshire's nine Regional Planning Commissions (RPCs), with Nashua Regional Planning Commission (NRPC) acting as the lead applicant, worked collaboratively in 2012 to develop comprehensive and coordinated regional plans in each of the state's nine regional planning areas. The three-year project, funded with a grant from the U.S. Housing and Urban Development Agency, culminated with a State Snapshot, bringing planning efforts for resiliency, transportation, land use, economic development, housing environment, energy, cultural and historic resources, public health, and environmental planning into a common framework. The planning commissions worked with a range of business and community leaders, state agencies, counties and municipalities, and citizen groups to develop a robust and productive public dialogue within each region. Regional plans for communities in the CEDS region may be found at the regional planning commission websites:



Photo by Brandon Morgan.

- Rockingham Planning Commission:  
[www.rpc-nh.org/regional-community-planning/regional-master-plan](http://www.rpc-nh.org/regional-community-planning/regional-master-plan)
- Strafford Regional Planning Commission:  
[www.strafford.org/services/regmasterplan.php](http://www.strafford.org/services/regmasterplan.php)
- Nashua Regional Planning Commission:  
[www.nashuarpc.org/web-apps/documents/?data=7&ccm\\_order\\_by=year\\_end&ccm\\_order\\_dir=desc](http://www.nashuarpc.org/web-apps/documents/?data=7&ccm_order_by=year_end&ccm_order_dir=desc)
- Southern New Hampshire Planning Commission:  
[www.snhpc.org/pdf/Final\\_Full\\_RCP.pdf](http://www.snhpc.org/pdf/Final_Full_RCP.pdf)
- **Target Industry Analysis** – Completed by the Southern New Hampshire Planning Commission. The Analysis identifies target industries for future growth

# Resiliency Planning

trends availability of resources, labor availability, financial resources, transportation access, and other infrastructure.

[www.snhpc.org/pdf/TargetINDCom12010.pdf](http://www.snhpc.org/pdf/TargetINDCom12010.pdf)

- **NH Weathering Change** – The New Hampshire economy is one of the most weather-sensitive in the nation – from our travel, tourism, and ski industries to logging, logistics, manufacturing, and technology. Business leaders in New Hampshire have been gathering together since 2014 to discuss the impacts of climate change on their companies, including increased occurrence of extreme precipitation and unseasonable temperature swings. Similar meetings have been held in the CEDS region, including a gathering of Pease International Tradeport tenants in 2016.

Questions these leaders are discussing include:

- Is preparation for disruptive weather, like Hurricane Irene, different from preparing for shifting weather patterns?
- Negative impacts seem to abound when discussing a changing climate. What opportunities might emerge in the private sector in response?
- Is this our local problem, or a national problem best addressed locally? Who in the local community might work together?

More information on these efforts is available in the 2015 report, “Weathering Change: New Hampshire Business Leaders on Risk, Resilience and Climate Change”. [www.cleanenergy nh.org/weathering-change/](http://www.cleanenergy nh.org/weathering-change/)

## REDC’s Role

Resiliency planning requires attention to distinct but intimately related systems – physical systems (including infrastructure), economic systems, and social systems. The REDC plays a role in all these systems in the region, and as a result, has an important role to play in the region’s resiliency, both steady-state (long-term preemptive initiatives) and responsive (capability to respond post-incident) capacity.



Photo by Balazs Busznyak.

The National Association of Development Organizations (NADO) issued a report in 2015, “Planning for a More Resilient Future – A Guide to Regional Approaches”. The report states that as the financial, social, and environmental costs of disaster continue to rise, regional organizations, such as the REDC, are in a unique position to guide and support communities and regions toward greater resilience. The REDC can play a key role in assessing and enhancing economic resilience by working with businesses to help increase their ability to rapidly return to normal functioning after a disaster, and can pursue a broad range of economic development strategies and initiatives to improve long-term regional competitiveness.

[www.nado.org/wp-content/uploads/2015/10/Regional\\_Resilience\\_report\\_FINAL.pdf](http://www.nado.org/wp-content/uploads/2015/10/Regional_Resilience_report_FINAL.pdf)

The Institute for Sustainable Communities represents collaboration between the U.S. Department of Housing and Urban Development (HUD), Environmental Protection Agency (EPA), and the Department of Transportation (DOT), and is designed to support local efforts to grow and thrive sustainably while accounting for increasing impacts of climate change. Working together, the group developed the following resiliency planning topics:

- Communicating and engaging stakeholders on climate and economic resilience

- Identifying local sources of risk and vulnerable systems and assets
- Identifying resilience strategies that support sustainable communities
- Developing local projects that support resilience
- Incorporating climate and economic resilience priorities into decision-making
- Funding and financing

A fundamental challenge shared by all is how to communicate the urgency of resilience to a range of stakeholders, from elected officials to business leaders to community groups to the general public. For each of these audiences, the challenges share some aspects, but require different kinds of information, messaging, and engagement. As resilience requires long-term dedication among these groups, their ongoing support is fundamental. [www.iscvt.org/program/partnership-resilient-communities/](http://www.iscvt.org/program/partnership-resilient-communities/)

## Next Steps/What Should be Considered

The U.S. Economic Development Administration (EDA) has amended guidelines for the CEDS to include an economic resilience requirement, because it is apparent that economic prosperity is linked to a region's ability to prevent, withstand, and quickly recover from major disruptions to its underlying economic base. In addition, the CEDS process provides a critical mechanism to help REDC identify regional vulnerabilities and prevent or respond to economic disruptions.

The REDC works closely with municipalities in its region and the regional planning commission that serve the region. These partnerships enable the REDC to undertake both steady-state economic resilience initiatives and responsive economic resilience initiatives. Steady-state initiatives tend to be long-term efforts that seek to bolster the region's ability to withstand a shock. Responsive initiatives can include establishing capabilities for the REDC to be responsive to the region's recovery needs following an incident.

### REDC programs that address steady-state initiatives include:

- Broadening the economic base with diversification and economic gardening, such as the REDC's New American Loan Fund and the Brownfields Program. Economic gardening is an entrepreneurial approach to economic development that seeks to grow the local economy from within. Its premise is that local entrepreneurs create the companies that bring new wealth and economic growth to a region in the form of jobs, increased revenue, and a vibrant local business sector.
- Through the annual CEDS process, the REDC is engaging in comprehensive planning efforts that involve extensive involvement from the community to define and implement a collective vision for resilience, including the integration of local Hazard Mitigation Plan priority actions and employment of safe development practices to mitigate impacts from extreme weather into the CEDS priority project list.
- Promoting business continuity and preparedness through the REDC's Technical Assistance program that provides a Business Advisor that can work with businesses to understand their vulnerabilities in the face of disruptions and are better prepared to take actions to resume operations after an event.

### REDC programs that support responsive economic resilience initiatives include:

- Partnering with regional planning commissions on the development of the CEDS and other programs, so their pre-disaster recovery planning works. Municipal Hazard Mitigation Plans and municipal Emergency Operations Plans are incorporated into the REDC's workplan.
- Maintaining a contact list of key municipal officials, business leaders, and non-government and state and federal government agencies to enable active and regular communication among stakeholders in the region to communicate economic development needs and coordinate impact assessment and recovery efforts.

# Priority Projects

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## Project Selection Criteria

Using the 2017 CEDS Priority Project List as the starting point for the 2018 list, REDC first requested updates on existing project from each project proponent. Then in early 2018, REDC utilized its “RFP” (Request for Projects) process to update and create the 2018 Priority Project list. The RFP solicitation was emailed to CEDS Steering Committee members and the four Regional Planning Commissions within the CEDS region, as well as any other group that had a project on the 2017 list. Current project proponents received the CEDS Project Update form via email with follow-up emails and telephone calls as warranted.

After collecting the new and updated project proposals, REDC staff reviewed each to ensure compliance with at least one of the CEDS goals and objectives. Projects were presented to the CEDS Steering Committee throughout the year, and projects were discussed in detail. REDC staff made recommendations for additions and changes to the CEDS Priority Project List based on its review of the materials submitted by the municipalities and organizations. The Steering Committee approved changes to the list at its April 1, 2018 meeting.

## 2018 Priority Project List Updates

After extensive outreach, the RFP process produced two new priority projects for the 2018 CEDS update. More details for both projects are provided in the next section.

Additionally, REDC is happy to report that during the 2017-2018 planning cycle, six of the REDC CEDS priority were completed. The following outlines each project.

- **Pettengill Road Commerce Park, Londonderry, NH.** The purposed of this project was to develop a new roadway and associated infrastructure to access over 1,000 acres of commercial/industrial land. The cost of the project was \$2 million, with half coming from private investment and half from the town in the form of TIF and a sewer fund.
- **Front & Franklin Street Mill District, Nashua, NH.** This project saw the redevelopment of a mill district (Brownfields) site to private, mixed-use development and public infrastructure. The cost was \$30 million and was funded by private development in the form of private capital, historic tax credits, and energy rebates.
- **Bridge Street Waterfront Development, Nashua, NH.** The purpose of this project was to rebuild a 30-acre site

into a mixed-use, new-urbanist designed community with offsite improvements. This Brownfields site cost about \$24 million to complete, with approximately \$2 million in municipal sewer funds, \$4 million in NH DOT funds, and \$18 million in private investment.

- **Route28 Water Main Extension, Derry, NH.** The \$2.9 million to install new water mains and services was completed in 2017. Most of the funding (86%) came from the NH DES MtBE funds, and the balance was covered by the town of Derry.
- **25 Crown Street Redevelopment, Nashua, NH.** The project included updated a 15,000-sq ft building to accommodate Makelt Labs and construct a public Park & Ride facility onsite. The building and site are publicly owned by the city. The cost of the project was \$1.5 million, with the funds coming from the Federal Highway Administration, Congestion Mitigation and Air Quality Improvement (CMAQ) Program.
- **Greenland Well Upgrade, Portsmouth, NH.** This \$1 million infrastructure project was funed through municipal bonding and was needed to improve the reliability and efficiency of the region’s water source.

For more detailed updates regarding each project, please refer to the Priority Project List and Project Update Matrix, starting on page78.

## New Priority Project Details



### Tuscan Village

**Location:** Salem, NH

**Project Description:** The project is a 2.6 million sq ft multiuse redevelopment of the former Rockingham Racetrack, consisting of 170 acres. A 50-acre portion of the site was recently approved through the Large Scale Redevelopment Ordinance and is currently under construction on three separate parcels of land. The 50-acre portion of the Tuscan Village site will contain 189,000 sq ft-Retail, 256 units (266,000 sq ft including clubhouse) multifamily, 96 units (300,000 SF) Town-homes for a total of 755,000 sq ft. The 120-acre project site is bordered by Mall Road to the west, Rockingham Park Boulevard to the south, South Broadway/Route28 to the east and the 50 acre North Tuscan Village to the north. The project site is currently unoccupied and most

of the buildings have been demolished and removed. The 120 acres portion will contain: 350,000 sq ft Anchor retail; 592,600 sq ft Tuscan retail; 130,000 sq ft (135 Rooms) Tuscan hotel; 350,000 sq ft medical office; 62,450 sq ft office; and 280,000 sq ft (300 units plus amenities & pool) residential for a total of 1,922,550 sq ft.

**Time Frame:** Short Term    **Goals Addressed:** ID, RC

**Potential Funding Sources:** Private Developer, Town of Salem, NH MBTE Funds, Impact Fee



### Winnacunnet Road Reconstruction

**Location:** Hampton, NH

**Project Description:** The project proposes to reconstruct Winnacunnet Road in Hampton, from Route 1 to the intersection of Landing Road, which will re-establish the connection with Lafayette Rd., reconfigure parking to make spaces efficient and accessible, rebuild sidewalks and crosswalks that are safe and designed to meet ADA standards, and dedicate an area for safe bicycle travel and storage. Aging and compromised infrastructure such as drainage and sewer systems that support these uses and businesses in the area will be reconstructed at the same time as the surface improvements. The project is needed to 1) improve pedestrian access and safety to schools, a library, and other town buildings and businesses in the vicinity; 2) bring the existing storm water and wastewater

lines up to current standards; and 3) improve parking for the public buildings and private businesses in the area.

**Time Frame:** Short Term    **Goals Addressed:** ID, SL

**Potential Funding Sources:** Town of Hampton, transportation grants

# Priority Project by Location & Duration



## Exeter

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 Epping Road Economic Development Initiative

 YMCA Exeter Project

## Fremont

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 Skirkin Road Project

## Hampton

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 Hampton U.S. 1/NH 101 Interchange Realignment (formerly Hampton Intermodal Transportation Center)

 Winnacunnet Road Reconstruction

## Hudson

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 Gordon Street Storage Tank

## Nashua

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 Downtown Water Front Plan

 Eastern Gateway to Downtown

 Franklin/Front Street Connection to BSP

 Mohawk Tannery Cleanup & Redevelopment

## Pelham

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 Pelham Route 38 Water/Sewer Study

## Plaistow

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 Joanne Drive Extension

 Water/Wastewater Engineering & Needs Assessment

## Portsmouth

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 Regional Biosolid/Septage Treatment Facility

## REDC/Region-wide

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 REDC Revolving Loan Fund

## Raymond

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 Granite Meadows Business Park

 Town of Raymond Wastewater Treatment Facility

## RPC/Seacoast Region

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 NH Seacoast Greenway

## Salem

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 Tuscan Village

## Seabrook

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-  Route 1 Expansion South of Route 107
-  Route 107 West (of I-95): Future Needs Analysis
-  Replacement of Harbor Seawall

## Stratham

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-  Stratham Gateway Project
-  Well Development/Testing/Permitting (Water System Phase I)
-  Water System Treatment/Storage/Distribution Design (Water System Phase II)
-  Wastewater Disposal/Testing/Permitting (Wastewater System Phase I)
-  Water Supply System Construction (Water System Phase III)
-  Sewer Collection/Treatment/Disposal Design (Wastewater System Phase II)
-  Wastewater System Construction (Wastewater System Phase III)
-  Stratham Town Center Project

## Windham

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-  Windham Water Line Extension

### Short-term

- Epping Road Economic Development Initiative
- YMCA Exeter Project
- Winnacunnet Road Reconstruction
- Gordon Street Storage Tank
- Downtown Waterfront Plan
- Eastern Gateway to Downtown
- Joanne Drive Extension
- Water/Wastewater Engineering & Needs Assessment
- Granite Meadows Business Park
- Tuscan Village
- Route 1 Expansion South of Route 107
- Route 107 West (of I-95) Future Needs Analysis
- Replacement of Harbor Seawall
- Stratham Gateway Project
- Well Development/Testing/Permitting (Water System Phase I)
- Water System Treatment/Storage/Distribution Design (Water System Phase II)
- Wastewater Disposal/Testing/Permitting (Wastewater System Phase I)
- Windham Water Line Extension
- NH Seacoast Greenway
- REDC Revolving Loan Fund

### Intermediate-term

- Mohawk Tannery Cleanup & Redevelopment
- Water Supply System Construction (Water System Phase III)
- Sewer Collection/Treatment/Disposal Design (Wastewater System Phase II)
- Wastewater System Construction (Wastewater System Phase III)
- Stratham Town Center Project

### Long-term

- Shirkin Road Project
- Hampton U.S. 1/NH 101 Interchange Realignment (formerly Hampton Intermodal Transportation Center)
- Franklin/Front Street Connection to BSP
- Pelham/Route 38 Water/Sewer Study
- Regional Biosolids/Septage Treatment Facility
- Town of Raymond Wastewater Treatment Facility

# 2018 REDC /CEDS Priority Project Update Matrix

## Short-term (0 - 24 Months to Completion)

Project Name & Proponent	Project Description	Estimated Cost	Possible Funding Source	Jobs Created	Goals
<b>Epping Road Economic Development Initiative</b> Exeter	Infrastructure project along Epping Road (Route 27) from Continental Drive to and through the Route 101 interchange to foster new commercial and industrial growth.	UNK	Private, TIF, local bonding, EDA	150 - 250	ID
Update: In March 2018, the town passed an amendment to the existing TIF to include a \$1.1 million provision for a traffic light at the intersection of Continental Drive and Epping Road, lane widening and turn lanes.					
<b>YMCA Exeter Project</b> Southern District YMCA	Demolition of abandoned asbestos-contaminated building, cleanup of site, construction of 33,000 sq ft YMCA in two phases.	Phase Two \$3.5 million	Capital Campaign	5 - 45	SL, WF
Update: The aquatic expansion received town Planning Board approval. The addition will include a 25-meter lap pool, a warm water teaching/therapy pool, and a new locker room.					
<b>Winnacunnet Road Reconstruction</b> Hampton	The project proposes to reconstruct Winnacunnet Road in Hampton, from Route 1 to the intersection of Landing Road, which will re-establish the connection with Lafayette Rd., reconfigure parking to make spaces efficient and accessible, re-build sidewalks and crosswalks that are safe and designed to meet ADA standards, and dedicate an area for safe bicycle travel and storage.	Phase 1: \$1 million  Phase 2: \$1.5 million	Town transportation grants	50 - 100	ID, SL
Update: New project.					
<b>Gordon Street Storage Tank</b> Hudson	Remove existing lead paint and repaint the exterior of the existing Gordon Street Water Storage Tank.	\$775,000	Town Utilities Fund	0	ID, SL
Update: In 2018, the town voted to approve rehabilitation and painting of the tank through a five-year operation and maintenance contract. A contract for work is anticipated in June 2018. Moved from Intermediate Term.					
<b>Downtown Waterfront Plan</b> Nashua	The City of Nashua is currently undergoing a community-led visioning process for the portion of the Nashua River frontage within Nashua's downtown. The plan area is located along a 1.8 mile section of the Nashua River from Mine Falls Park, through the millyard and downtown sections, ending at the Bridge Street bridge.	Plan: \$50,000 Total Project: \$24 million	TIF District	UNK	ID, SL
Update: The planning phase of work was completed in May 2017 and adopted by the City of Nashua in the summer of 2017. With the adoption of the final plan, city staff are creating funding mechanisms (TIF Districts) to fund individual components of the plan, which would improve the waterfront. Over time, the waterfront development plan anticipates new developments projects, which would further contribute funds towards waterfront amenities through the TIF district funding mechanism.					

Short-term (0 - 24 Months to Completion)

Project Name & Proponent	Project Description	Estimated Cost	Possible Funding Source	Jobs Created	Goals
<b>Eastern Gateway to Downtown</b> Nashua	This proposal is a direct result of the Bridge Street Waterfront Development Site project and is located at the area bound by the confluence of the Nashua and Merrimack Rivers. Once the Bridge St. Development is completed, this project will first focus on the intersection and local access improvements for the gateway area. Second, the project will promote the infill development of the area and creation of an area-wide development plan.	Infrastructure: \$3.6 million  Development: UNK	NH DOT, private developer	UNK	ID

Update: Engineering to commence in Q1 of 2018 with a 12-month timeline. Engineering followed with Right of Way Review & Bidding, followed by construction. Estimated completion by 2020. New gateway will provide new local access for surrounding properties which also mitigate neighborhood impacts from regional East-West traffic patterns traveling on Bridge and E. Hollis Streets.

<b>Joanne Drive Extension</b> Plaistow	Proposal to extend an existing town road (Joanne Drive) from its intersection with Route 125 to both vacant commercial-zoned land and a large existing manufacturing facility in industrial-zoned land.	\$1.6 million	Town, Private Developer, EDA Grant	50-125	ID, WF
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Update: The property adjacent to the proposed project site has been purchased and secured by METCON Realty (Methuen Construction).

<b>Water/Wastewater Engineering &amp; Needs Assessment</b> Plaistow	Update a comprehensive engineering and needs assessment report from the 1970s addressing water supply and wastewater treatment.	\$150,000	EPA, USDA, State, Local, MtBE Settlement Funds	0	ID, SL
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Update: No changes in the status of this project.

<b>Granite Meadows Business Park</b> Raymond / Harrington & Reeves	This project was split from the Exit 4 (Raymond) project and focuses on the site development to construct 50-100,000 sq ft of space with a focus on high bay warehouse distribution and ecommerce space.	\$30-40 million	Private	UNK	ID, WF
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Update: The proposed high-bay warehousing and distribution project is gaining momentum and permitting is nearly complete. The town anticipates property development in the next one to three years.

Infrastructure Development = ID    Regional Cooperation = RC    Workforce Attraction & Retention = WF  
Affordable Housing = AH    Sustainable Living = SL    Unknown at this time = UNK

# Priority Projects

## Short-term (0 - 24 Months to Completion)

Project Name & Proponent	Project Description	Estimated Cost	Possible Funding Source	Jobs Created	Goals
<b>Tuscan Village</b> Salem	The project is a 2.6 million SF multiuse redevelopment of the former Rockingham Racetrack which consisting of 170 acres. The project is being developed in two phases: a 50-acre portion that will contain 189,000 SF-Retail, 256 units (266,000 SF including clubhouse) Multi-Family, 96 units (300,000 SF) Town-homes; and a 120-acre portion that will contain 350,000 SF Anchor Retail, 592,600 Tuscan Retail, 130,000 SF (135 Rooms) Tuscan Hotel, 350,000 SF Medical Office, 62,450 SF Office and 280,000 SF (300 units plus amenities & pool) Residential.	Roadway: \$4 million  Water: \$4.5 million  Site: UNK	Private Developer, Town, NH MBTE Funds, Impact Fees	UNK	ID, RC
Update: New project.					

<b>Route 1 Expansion South of Route 107</b> Seabrook	Widening main road through Seabrook business district for improved traffic flow.	\$2.2 million	Private, NH DOT, Local	400	ID
Update: This bulk of this project was completed in 2017, save for more work that needs to be done in terms of synchronizing traffic signals in the Route 1 corridor. Anticipated project closeout is spring 2018.					

<b>Route 107 West (of I-95) (Future Needs Analysis) -</b> Seabrook	Plan to evaluate and analyze the feasibility for the highest and best future development of Route 107 in Seabrook, west of the interchange with I-95.	UNK	UNK	0	ID, SL
Update: The town continues to analyze future needs of the corridor and anticipates beginning a future traffic and transportation needs study during 2018.					

<b>Replacement of Harbor Seawall</b> Seabrook	Repair and restore approximately 550 linear feet of failing seawall abutting the Seabrook/Hampton Harbor.	\$1.2 million	Local, Private, EDA	50	ID, SL
Update: No changes in the status of this project. The bonding authority for the project is still in place, and the town plans to apply for an EDA grant in 2018.					

<b>Stratham Gateway Project</b> Stratham	Upgrade water lines in business corridor for job growth.	\$1 million	EDA, Local, Private	UNK	ID, SL
Update: No changes in the status of this project.					

Infrastructure Development = ID  
Affordable Housing = AH

Regional Cooperation = RC  
Sustainable Living = SL

Workforce Attraction & Retention = WF  
Unknown at this time = UNK

Short-term (0 - 24 Months to Completion)

Project Name & Proponent	Project Description	Estimated Cost	Possible Funding Source	Jobs Created	Goals
<b>Well Development/ Testing/ Permitting (Water System Phase I)</b> Stratham	Complete analysis of two potential well sites, construct production well, test water quality/quantity, seek NHDES permits to use as water supply for Route 108 commercial corridor/town center.	\$150,000	Local, State, Coastal, TIF	UNK	ID, SL, RC
Update: No changes in the status of this project.					
<b>Water System Treatment/ Storage/Distribution Design (Water System Phase II) - Stratham</b>	After Phase I is completed: design a water supply treatment, storage, and distribution system for 108 corridor/town center. May be a multi-jurisdictional project with Exeter.	UNK	Local, State, Coastal, TIF	UNK	ID, SL, RC
Update: No changes in the status of this project.					
<b>Wastewater Disposal/ Testing/Permitting (Wastewater System Phase I) - Stratham</b>	Evaluation and testing of potential site for wastewater discharge for Route 108 commercial corridor/town center; obtain DES permits.	UNK	Local, State, Coastal	UNK	ID, SL, RC
Update: No changes in the status of this project.					
<b>Windham Water Line Extension</b> Windham	A water needs and assessment study to help the town determine the costs associated with implementing a public water system, followed by implementation of recommendations as funding becomes available.	UNK	MtBE funds, Grants	UNK	ID, SL
Update: The design and engineering, including test borings are almost completed for the first phase. This phase includes running a water line down Route 28 from Derry through Windham into Salem. Included in this phase is engineering to extend the line from Route 28 at Route 111 to Route 111A at McDonald's. Phase II has received voter approval for a RFP to have an engineering design with costs to extend the Route 111/111A water line east (under I-93) to Ledge Road. The town approved up to \$40,000.					
<b>NH Seacoast Greenway Seacoast Region / RPC</b>	The NH Seacoast Greenway is part of the U.S. East Coast Greenway; the NH portion proposal runs from the Massachusetts/NH border in Seabrook to the Maine/NH border in Portsmouth. The goal is to create a continuous trail to serve non-motorized users of all abilities and ages.	\$4.8-\$6.0 million	CMAQ, STBG,TAP, Private Brownfields, Local	UNK	ID, RC, SL
Update: NHDOT-Pan Am Railway negotiations continue. NHDOT and corridor communities are negotiating agreements for long-term management of the trail. A non-profit regional organization, the NH Seacoast Greenway Alliance, was formed in 2017, and is developing an outreach program focused on the trail as an economic catalyst for the corridor. The project remains a priority on the MPO Long Range Transportation Plan.					

# Priority Projects

## Intermediate Projects (2 - 4 Years to Completion)

Project Name & Proponent	Project Description	Estimated Cost	Possible Funding Source	Jobs Created	Goals
<b>REDC Revolving Loan Fund</b> REDC	Establishment of an EDA RLF to supplement existing loan funds. The money will be used to make loans to new and existing businesses across the region.	\$450,000 - \$1.9 million	50% RLF EDA grant; 50% TBD	UNK	WF
Update: Due to a number of circumstances, including complications with the CDBGs, the REDC has not yet reapplied for the EDA RLF. A new timeline for application submittal has not been established.					
<b>Mohawk Tannery Cleanup &amp; Redevelopment</b> Nashua	Revitalization of former tannery site, cleanup, and reuse of 39 acres for mixed use.	UNK	State, EPA, Local, Private	UNK	ID, AH, SL
Update: The Mohawk Tannery site, which is comprised of approximately 30 acres, has been identified as a #1 priority for "Immediate and Intense Action" as of December 8th, 2017. This will result in funding being made available to facilitate cleanup in conjunction with planned development of the site. Site program has yet to be determined as it will likely be affected by any proposed cleanup actions. Moved from Long Term.					
<b>Sewer Collection/ Treatment/ Disposal Design (Wastewater System Phase II)</b> - Stratham	After Phase I is completed: design a sewer collection, treatment, and disposal system for 108 corridor/town center. May be a multi-jurisdictional project with Exeter.	UNK	TIF, State, Bonds, Local	UNK	ID, RC, SL
Update: No changes in the status of this project.					
<b>Water Supply System Construction (Water System Phase III)</b> - Stratham	After Phase II is completed: construct water system for 108 corridor/town center. Maybe a multi-jurisdictional project with the town of Exeter.	UNK	TIF, State, Bonds, Local	UNK	ID, RC, SL
Update: No changes in the status of this project.					
<b>Wastewater System Construction (Wastewater System Phase III)</b> - Stratham	After Phase II is completed: construct wastewater system for 108 corridor/town center. May be a multi-jurisdictional project with Exeter.	UNK	TIF, State, Bonds, Local	UNK	ID, RC, SL
Update: No changes in the status of this project.					

Infrastructure Development = ID  
Affordable Housing = AH

Regional Cooperation = RC  
Sustainable Living = SL

Workforce Attraction & Retention = WF  
Unknown at this time = UNK

**Long-term Projects (5+ Years to Completion)**

Project Name & Proponent	Project Description	Estimated Cost	Possible Funding Source	Jobs Created	Goals
<b>Stratham Town Center Project</b> Stratham	Infrastructure improvements and Master Plan study aimed at increasing development potential, future job growth, and housing needs.	\$90,000	Local, NH DOT	UNK	ID, AH, SL
Update: During the past 12 months, the town completed streetscape improvements (sidewalk, curb, gutter, benches) along frontage of town-owned land in the project area. The town continues to seek funding opportunities for additional improvements.					
<b>Shirkin Road Project</b> Fremont	This project proposes to upgrade an existing Class VI road to be an approved Class V town road (Shirkin Road) From Beede Road west to the end of the Corporate Commercial District. The road accesses commerical-zoned property.	UNK	Private Industry, Grants	UNK	ID
Update: The town's EDC disbanded, and the project is not a top priority for the town at this time. Moved from Short Term					
<b>Hampton U.S. 1/NH 101 Interchange Realignment</b> Rockingham Planning Commission with Hampton	Development of an intermodal transportation center at the Route 1 – Hwy 101 interchange, constructing a new center with Park & Ride facility and several multi-user transportation participants.	\$5.4 million	Fed Highway Programs (CMAQ), NH DOT, STBG	UNK	ID, RC
Update: The town, with support of the regional MPO, put the project forward to the 2019-2028 NHDOT Ten Year Plan, however it was passed over in support of five smaller projects. Project costs were updated to \$7.6 million based on construction in 2028. RPC is working with NHDOT on ways to better fund mid-size projects such as this one.					
<b>Franklin/Front Street Connection to BSP</b> Nashua	The city would like to make a connection from either Front or Franklin Streets to the BSP, which will allow improved access to the northern portion of the mill-yard. This project is an unfunded part of the NH DOT 10-year plan.	\$4 million	NH DOT	UNK	ID
Update: The project has been listed in the most recent NH DOT Ten Year Plan, but it scheduled for funding in 2024. Moved from Intermediate Term.					
<b>Pelham/Route 38 Water/Sewer Study</b> Pelham	Engineering study to determine how to provide infrastructure along Pelham's business corridor to foster economic growth and development.	\$80,000 - \$150,000	Grants, Private, Town	UNK	ID, SL
Update: No changes in the status of this project.					

# Priority Projects

## Long-term Projects (5+ Years to Completion)

Project Name & Proponent	Project Description	Estimated Cost	Possible Funding Source	Jobs Created	Goals
<b>Regional Biosolids/Septage Treatment Facility</b> Portsmouth	Design and construction of a regional biosolid/septage treatment and energy recovery facility.	UNK	UNK	UNK	ID, SL, RC
Update: No changes in the status of this project.					
<b>Town of Raymond Wastewater Treatment Facility</b> Raymond	This project was split from the Exit 4 (Raymond) project and focuses on the wastewater treatment component of the original project. Although the current site proposal no longer supports the design and construction of a WWTF, there remains a strong need for wastewater treatment in Raymond.	\$30 million	NH DES, EDA, CDBG, EPA, USACOE	UNK	ID
Update: The town continues to research potential sites for a town wastewater treatment facility. No changes in the status of this project.					

## Projects Removed from Priority Project List

<b>Route 28 Water &amp; Sewer Extension</b> Derry	Project to install new water mains and services was completed October 2017.
<b>Pettengill Road Commerce Park</b> Londonderry	Pettengill Road Commerce Park continues to be a hugely successful project as the area builds out and encourages new economic development for Londonderry. The town has approved the installation of a Pettengill Road Commerce Park sign at the entrance by the Manchester Boston Regional Airport to help advertise and create a sense of place. In 2017, construction continued on both the FW Webb Distribution facility (781,000 sq ft, 200 employees) and EFI Manufacturing facility (300,000 sq ft, 400 employees). Both projects are nearing completion and are expected to be occupied in 2018. The Town has constructed a sewer pumping station to serve properties to the south of Pettengill Road as they are developed. The pumphouse and interceptor pipes were completed in 2016. Additional work to install pumps and other necessary hardware for this facility has been completed.
<b>Front &amp; Franklin Street Mill District</b> Nashua	Construction of 168 market rate units is completed. Certificate of occupancy and leasing has begun. The units are market rate and are anticipated to have the highest rents in the Downtown market. Demand for apartments remains very high while vacancy rates remain near 1%. Riverwalk and infrastructure updates will be addressed under separate projects.
<b>Bridge Street Waterfront Development Site</b> Nashua	A four-building waterfront development, which includes two 76-unit multifamily residential buildings, a two-story commercial building (built to spec), and an amenities/leasing office building. All site work is complete and leasing has begun.
<b>25 Crown Street Redevelopment</b> Nashua	Project is physically complete, and the city is in the process to project closeout with NH DOT. Park & Ride facility will create new access to/from the immediate neighborhood to the facility. Operations at the facility will commence in the spring with anticipated short-term lease of the facility to BAE, a large nearby employer in Downtown Nashua.
<b>Greenland Well Upgrade</b> Portsmouth	Project construction began in 2017, with the building and pumping equipment completed in Dec. 2017. Entire project was completed Spring 2018.

# Plan of Action

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With the development of the region's CEDS, REDC will work to support and implement projects, programs, and activities that promote economic development and opportunity throughout Southern New Hampshire. REDC will continue to meet its obligations as an Economic Development District (EDD) by (1) coordinating and implementing economic development activities in the District; (2) carrying out economic development research, planning, implementation, and advisory functions identified in the CEDS; and (3) coordinating the development and implementation of the CEDS with other local, state, federal, non-profit, and private organizations.

When REDC completed the 2015 CEDS, we developed a new set of Goals and Objectives, which will guide our activities during the five-year cycle from 2015-2019. These goals were slightly adjusted in 2017 to add a resiliency component. REDC will use the following Plan of Action to direct our activities and implementation of the CEDS on an annual basis. Status of these action items is discussed in the Evaluation and Performance Measure section of the CEDS.

## 1. Continue CEDS grassroots planning process:

- Implement the EDA Planning Investment grant on an annual basis and develop the annual updates to the 2015 CEDS;
- Schedule four CEDS Steering Committee meetings as part of the program year;
- Maintain the required percentage of private sector representatives on the CEDS Steering Committee. If we fall below that percentage, then identify, recruit, train, and orient private sector representatives for the CEDS Steering Committee. Key areas of interest include new and emerging technologies; renewable and traditional energy suppliers; expertise in green technologies; banking and financing; and real estate development;
- Host, or partner with other agencies to host, public events in order to keep stakeholders informed of the CEDS process and relevant economic development issues for our region;
- Provide demographic data and information developed through five-year CEDS process to municipalities, businesses, non-profit groups, and the public through an enhanced website and regular electronic updates.

## 2. Promote economic development and opportunities:

- Develop a program of classes and/or guest speakers for the REDC Business Training Center. Provide local entrepreneurs with access to instruction, computers, and reference materials to facilitate the creation of new rural businesses and the expansion of existing businesses;
- Continue work with the Brownfield's Advisory Committee to redevelop blighted areas and encourage economic growth;
- Meet with representatives from distressed communities to identify infrastructure and community needs;
- Pursue microlending capacity and clients to build on our CDFI designation;
- Pursue and utilize additional funding sources and opportunities;
- Provide technical assistance and financing for expanding businesses that create jobs; and
- Assist other communities as requested.

## 3. Implement the CEDS Goals and Objectives:

- Identify projects, programs, and activities that address one or more of the CEDS Goals via the CEDS Priority Project process and by increasing outreach to local communities and stakeholders;
- Provide funding for local projects that support the CEDS Goals and Objectives through the availability of additional EDA project funds;
- Develop/sponsor forums that address one or more of the CEDS Objectives;
- Work with the Steering Committee to identify opportunities to address a set of the CEDS Objectives on an annual basis;
- Continue to provide grant and loan opportunities to the region with the REDC - EDA Brownfield's grant;
- Create opportunities that encourage local and regional interactions, include state agencies when appropriate; and
- Provide technical assistance to the proponents of Priority Projects, as needed. Identify key Priority Projects that are eligible for EDA funding opportunities. Provide grant writing and management assistance as needed for these projects.

# Evaluation

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## Performance Measures

The REDC evaluates the success of its work in developing and implementing the CEDS using a variety of performance measures. The performance measures are divided into three categories: private sector investment, action plan items and objectives, and the EDA planning grant. REDC will report the progress in each of these performance measures on an annual basis in the Evaluation Section of the CEDS.

### Private Sector Investment

One of the primary goals of the CEDS is to create economic development through private sector investment and growth. REDC gauges success using the following performance measures:

- Number of new jobs created in our region;
- Number of jobs retained in our region;
- Number and types of investments undertaken in the region; and
- Amount of private sector investment in our region.

### Action Plan Items and Objectives.

REDC has a comprehensive list of Goals and Objectives, which will be used to guide our Priority Projects, programs, and activities throughout the next five years. REDC gauges success based on the following performance measures:

- Number of Priority Projects started;
- Number of Priority Projects completed;
- Number of new Priority Projects added to the list;
- Number and types of investments in areas supporting the Goals and Objectives;

- Number and types of programs/activities implemented in areas supporting the Goals and Objectives; and
- Compliance with and completion of the CEDS Plan of Action.

### EDA Planning Grant Scope of Work.

Funding for the CEDS and its annual updates comes in part from the Department of Commerce, Economic Development Administration. As part of the grant award, the REDC agrees to complete the annual CEDS and provide semi-annual Performance and Project Progress Reports. The EDA authorizes a Scope of Work with each grant award. REDC gauges success based on completing the annually approved EDA Scope of Work. For the 2017-2018 grant award, that includes:

1. Complete the third annual update to the 2015 CEDS (2017 CEDS update). Continue the grass roots ongoing planning process, which includes the production, dissemination, and implementation of the annual update. Identify, recruit, and train private sector representatives for key CEDS committees. These members will represent new and emerging technologies, green technologies, banking and financing, as well as real estate developers.
2. Identify projects, programs, and actions that will address the 2015 CEDS goals and objectives.
3. Identify projects for inclusion on the Priority Project List. Provide technical support for projects on the region's Priority Project List, including identification of potential funding sources, assistance in grant writing, and providing grant management.
4. Continue to build upon and update the CEDS Resiliency components which were initially integrated into the 2017 CEDS Update.

5. Active participation in the region's Brownfield Assessment and Brownfield Clean-up programs.

6. Provide financing and technical assistance to the private sector where job growth, emerging technologies, and/or green technology efforts are part of the outcome.

## Annual Evaluation

REDC submits its annual evaluation based on the progress in each of the 2015-2019 performance measures.

### Private Sector Investment

During the past fiscal year, the Board of Directors at REDC approved/closed on 18 loans totaling \$1.64 million. These loans have the potential to bring a total leveraged value of over \$18.2 million into and create and/or retain 275 jobs for southern New Hampshire's economy. The approved loans will help fund a variety of businesses, including:

- manufacturing
- auto dealers
- tax preparation
- senior care
- insurance

### Action Plan Items and Objectives

There are two new projects added to this year's Priority Project list. The first project, located in Salem, NH, is a 2.6 million sq ft multiuse redevelopment of the former Rockingham Racetrack consisting of 170 acres. A 50-acre portion of the Tuscan Village site will contain 189,000 SF-Retail, 256 units (266,000 SF including clubhouse) Multi-Family, 96 units (300,000 SF) Town-homes for a total of 755,000 SF. The 120 acres portion will contain 350,000 SF Anchor Retail, 592,600 Tuscan Retail, 130,000 SF (135 Rooms) Tuscan Hotel, 350,000 SF Medical Office, 62,450 SF Office and 280,000 SF (300 units plus amenities & pool) Residential for a total of 1,922,550 SF. The second project is the redevelopment of Winnacunnet Road in the downtown Hampton, NH area. The project is needed to 1) improve pedestrian access and safety to two schools, a library, and other buildings

in the vicinity; 2) bring the existing storm water and wastewater lines up to current standards; and 3) improve parking for the public buildings and private businesses in the area.

There was also positive action on a number of Priority Projects over the past year. The Epping Road Economic Development Initiative has garnered private developer interest, and the town of Exeter passed an amendment to its existing TIF for a \$1.1 million provision for traffic improvements. In Hudson, NH, the town voted to approve the rehabilitation and painting of the Gordon Street Storage Tank, with work beginning in June 2018. Finally, in Nashua, the city identified the Mohawk Tannery site as a number one priority for "immediate and intense action," resulting in funding opportunities for site cleanup and development.

REDC is happy to report that during the 2017-2018 planning cycle, six of the REDC CEDS Priority Projects were completed. These projects include the Pettengill Road Commerce Park, Londonderry; Front & Franklin Street Mill District, Bridge Street Waterfront Development, 25 Crown Street Redevelopment, Nashua; Route 28 Water Main Extension, Derry; and the Greenland Well Upgrade, Portsmouth. For more information about these projects, refer to the Priority Project section of this CEDS.

This section also reviews the Plan of Action items acted on over the past 12 months and each is evaluated, below.

### Continue CEDS grassroots planning process

During the past 12 months, REDC has met this action item by completing and filing the 2017 CEDS update, working on the 2018 CEDS update (which will be submitted to the EDA by its June 30, 2018 deadline), holding four Steering Committee meetings through the planning cycle, updating the Priority Project list, completing the evaluation for the past 12-month cycle, and updating all available demographic data. REDC continues to work with member communities on the recruitment of private sector representatives.

# Evaluation

## Promote Economic Development and Opportunities

The opening of the REDC Business Training Center has been an economic boon to the southern NH region. REDC's business advisor provided technical assistance to 72 individuals and/or businesses, 13 of which resulted in loans made by REDC. REDC also provides marketing and graphic design and technical counseling for both private and public clients. Over the past 12 months, our graphic designer worked with 12 clients on a range of services from logo and website design to the development of brochures. REDC also hosts its own business development workshops and classes, free of charge.

Addressing the goal of Workforce Attraction & Retention, REDC, in partnership with stakeholders throughout New Hampshire, kicked off and is now offering the NH New Americans Loan Fund, with the purpose of encouraging business development and job creation for new Americans (first generation immigrants) in the state. REDC is currently working hard to raise capital for this fund. A steering committee comprised of stakeholders throughout NH, such as representatives from United Way, Endowment for Health, SCORE, SBDC, and NH Health and Human services first met in October 2017 and again in April 2018, and will meet quarterly to help raise capital and foster the growth of this important fund.

## Implement the CEDS Goals and Objectives

REDC continued to tweak its Priority Project process in an effort to encompass more of the work proposed in member communities by enlisting the help of the four Regional Planning Commissions within communities in our region. Additionally, REDC closed out its \$1.875 million EPA Brownfields grant. The funds have been used to make loans and grants to clean up Brownfields sites throughout the region and state. Over the past year, REDC worked to manage the final project under this grant. REDC will likely apply for additional funding in the fall.

## EDA Planning Grant Scope of Work

1. Complete the third annual update to the 2015 CEDS (2018 CEDS update). Continue the grass roots on-going planning process, which includes the production, dissemination, and implementation of the annual update. Identify, recruit, and train private sector representatives for key CEDS committees. These members will represent new and emerging technologies, green technologies, banking and financing, as well as real estate developers.

REDC continued to work with its partners and member communities to update the 2015 CEDS. We held four planning meetings with its Steering Committee throughout the planning cycle. REDC is working with member communities to recruit to private sector Steering Committee members. Finally, the 2018 CEDS Update was submitted to the EDA before the June 30, 2017, deadline.

2. Identify projects, programs, and actions that will address the 2015 CEDS goals and objectives.

REDC continues to work with local municipalities on infrastructure projects needed to improve building conditions, allowing for economic development. Staff met with the towns of Seabrook and Plaistow regarding their ongoing projects. REDC went to Salem and met with the town and private developer regarding the new Tuscan Village project.

REDC is partnering with PlanNH on a fall conference that will cover vibrant communities and rural economic development strategies.

Additionally, in line with our Workforce Attraction & Retention Goal, REDC, in partnership with stakeholders throughout New Hampshire, kicked off and is now offering the NH New Americans Loan Fund, with the purpose of encouraging business development and job creation for new Americans (first generation immigrants) in the state.

**3.** Identify projects for inclusion on the Priority Project List. Provide technical support for projects on the region's Priority Project List, including identification of potential funding sources, assistance in grant writing, and providing grant management.

REDC and the CEDS Steering Committee worked over the past several months on the evaluation and update of the 2017 Priority Project list for inclusion in the 2018 CEDS update. First, REDC collected updates to existing projects from January through March 2018. REDC is happy to report that six projects were completed and closed-out in the past 12 months. REDC solicited applications for new projects in the first quarter of 2018, which resulted in the addition of two new projects to this year's list. The Steering Committee finalized the 2018 Priority Project list at its April 2018 meeting. Details on the Priority Project List are outlined in previous sections of this document.

**4.** Continue to build upon and update the CEDS Resiliency components that were initially integrated into the 2017 CEDS Update.

The 2017 CEDS Update (June 2017) is the first REDC CEDS to include a resiliency component, a new requirement by the EDA for every CEDS. Using the EDA guidelines, REDC worked with Rockingham Planning Commission and the CEDS Steering Committee to develop a new section of the CEDS to address the resiliency requirements. The section is broken up into four main parts: What is Resiliency Planning?; What Has Been Done in Our Region; Next Steps/What Should be Considered; and a review of REDC's Role. Additionally, REDC updated both its Infrastructure and Sustainable Living Goals to address the need for economic resiliency planning.

During the 2018 planning cycle, REDC and Rockingham Regional Planning Commission staff worked to update the section, adding additional information as needed. The final draft of the updated text will be completed in May 2018 and included in the 2018 CEDS Update.

**5.** Active participation in the region's Brownfield Assessment and Brownfield Cleanup programs.

REDC is closed out its \$1.875 million EPA Brownfields grant. The funds have been used to make loans and grants to clean up Brownfields sites throughout the region and state. Over the past year, REDC worked to manage the final project under this grant. REDC will likely apply for additional funding in the fall.

**6.** Provide financing and technical assistance to the private sector where job growth, emerging technologies, and/or green-technology efforts are part of the outcome.

During the past fiscal year, the Board of Directors at REDC approved/closed on 18 loans totaling \$1.64 million. These loans have the potential to bring a total leveraged value of over \$18.2 million into and create and/or retain 275 jobs for southern New Hampshire's economy.

The approved loans will help fund a variety of businesses, including: manufacturing, senior care, auto dealers, insurance, and tax preparation.

The Business Training Center has been up and running for four years, and REDC continues to expand the education and training opportunities we offer. REDC has held a number of business startup classes and workshops. Groups such as the Small Business Administration and SCORE, have held office hours using REDC's free, day-use office space. Additionally, REDC has expanded its in-house business counseling and added marketing and graphic design services to assist potential and existing clients gain a broader reach across the region. Our business advisor provided technical assistance to 72 individuals and/or businesses, 13 of which resulted in loans made by REDC. For the past few years REDC, has provided marketing and graphic design and technical counseling for both private and public clients. Over the past twelve months, our graphic designer worked with 12 clients on a range of services from logo and website design to the development of brochures.

# Steering Committee

The first step in creating a successful Comprehensive Economic Development Strategy is to form a steering committee that is a broad-based representation of the major interests of the region. Once again, REDC started with the previous year's CEDS Steering Committee as a starting point to develop this year's committee. The members of the 2018 Steering Committee and support staff are listed below.

## REDC Staff

Laurel Bistany	President	Laurel@redc.com
Jennifer Kimball	CEDS Planner	Jennifer@redc.com
Laura Harper	Administrative Assistant/Graphic Designer	Laura@redc.com
Beth Johnson	Accountant	Beth@redc.com
Chris Duffy	Business Advisor	Chris@redc.com
Angel Paradis	Administrative Assistant	Admin@redc.com

## Consultants

Theresa Walker	Rockingham Planning Commission	twalker@rpc-nh.org
Tim Roache	Rockingham Planning Commission	troache@rpc-nh.org
Ross Gittell	Chancellor, Community College System of NH	rgittell@ccsnh.edu

## Partnering Agencies

Nashua Regional Planning Commission	Jay Minkarah, Executive Director	jaym@nashuarpc.org
Rockingham Planning Commission	Tim Roache, Executive Director	troache@rpc-nh.org
Southern New Hampshire Planning Commission	Sylvia von Aulock, Executive Director	SvonAulock@snhpc.org
Strafford Regional Planning Commission	Cynthia Copeland, Executive Director	cjc@strafford.org

## CEDS Steering Committee Meetings

Date	Meetings	Location	Agenda
11/1/2017	CEDS Steering Committee Meeting #1	Portsmouth	<ul style="list-style-type: none"> <li>• Introduction of members; new member orientation.</li> <li>• Discussion about New American Loan fund and CEDS activities</li> <li>• Presentation on Arts and the Economy, Nancy Carmer</li> <li>• Interpretive walking tour of downtown Portsmouth cultural sites</li> </ul>
2/14/2018	CEDS Steering Committee Meeting #2	Derry	<ul style="list-style-type: none"> <li>• Presentation on Plan NH, Robin LeBlanc</li> <li>• Presentation on Tuscan Village, André Garron</li> <li>• Priority Project updates</li> </ul>
4/4/2018	CEDS Steering Committee Meeting #3	Nashua	<ul style="list-style-type: none"> <li>• Presentation on the Nashua Performing Arts Center, Tim Cummings</li> <li>• Presentation on Makelt Labs, Bill Schongar</li> <li>• Discuss and finalize 2018 Priority Project list</li> <li>• Discussion on New Americans and Origin of Birth Data for CEDS</li> <li>• Tour of Makelt Labs</li> </ul>
06/20/2018	CEDS Steering Committee Meeting #4	Raymond/REDC	<ul style="list-style-type: none"> <li>• Review and approval of the 2018 CEDS Update</li> <li>• Presentation on Workforce Housing Coalition of the Greater Seacoast, Sarah Garstka</li> </ul>

## CEDS Steering Committee Members

Name	Representing
Nancy Carmer	REDC BoD / City of Portsmouth
David Choate, III	Colliers International
Glenn Coppelman	Town of Kingston
Thomas Conaton	REDC BoD / Eastern Bank
Beverly Donovan	Greater Haverhill Chamber
Carol Estes	REDC BoD / Bangor Savings Bank
Andre Garron	REDC BoD / Town of Salem
Jeff Gowan	Town of Pelham
Craig Jewett	REDC BoD / Jewett Construction
Julian Kiszka	Town of Plaistow
Amy Kizak	Town of Londonderry
Barbara Kravitz	Rockingham Planning Commission (RPC)
Susan Blake Lee	Town of Merrimack ED Citizen Advisory Committee
Wynne Levine	SeaWind Connections
Don Marshall	Marshall Associates / RPC
Robert McDonald	REDC BoD / Town of Londonderry
Donna Morris	Greater Salem Chamber of Commerce
Rex Norman	Town of Windham
Elmer A. Pease, II	PD Associates / Town of Auburn
Peter Rayno	Enterprise Bank
George Sioras	REDC BoD / Town of Derry
Darren Winham	Town of Exeter
James Vayo	City of Nashua
Scott Zeller	REDC BoD / RallyMe.com



June 20, 2018 CEDS meeting.

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# Table A-1: Population History and Estimates

2018 CEDS Update

Table A-1: Population History and Estimates

Area	U.S. Census Population Counts										OSI Annual Population Estimates							change in population			avg. annual growth rate
	1950	1960	1970	1980	1990	2000	2010	2011	2012	2013	2014	2015	2016	1-year change		5-year change					
								%change	%change	%change	%change	%change	%change	2011-2016	%change	2011-2016	%change				
East Kingston	449	574	838	1,135	1,352	1,784	2,357	2,363	2,365	2,372	2,387	2,398	2,392	-6	-0.3%	29	1.2%	0.2%			
Exeter	5,664	7,243	8,892	11,024	12,481	14,058	14,306	14,354	14,366	14,454	14,385	14,582	14,845	263	1.8%	491	3.4%	0.7%			
Greenland	719	1,196	1,784	2,129	2,768	3,208	3,549	3,586	3,628	3,699	3,776	3,860	3,886	26	0.7%	300	8.4%	1.7%			
Hampton	2,847	5,379	8,011	10,493	12,278	14,937	15,430	14,868	14,887	14,979	15,011	15,050	15,145	95	0.6%	277	1.9%	0.4%			
Hampton Falls	629	885	1,254	1,372	1,503	1,880	2,236	2,121	2,235	2,241	2,241	2,239	2,233	-6	-0.3%	-2	-0.1%	0.0%			
Kensington	542	708	1,044	1,322	1,631	1,893	2,124	2,121	2,118	2,113	2,113	2,114	2,114	0	0.0%	-7	-0.3%	-0.1%			
New Castle	583	823	975	936	840	1,010	968	967	970	971	966	966	963	-3	-0.3%	-4	-0.4%	-0.1%			
Newfields	469	737	843	817	888	1,551	1,680	1,678	1,678	1,683	1,685	1,685	1,692	7	0.4%	14	0.8%	0.2%			
Newington	494	2,499	798	716	990	775	753	753	750	748	766	770	781	11	1.4%	28	3.7%	0.7%			
Newmarket	2,709	3,153	3,361	4,290	7,157	8,027	8,936	8,950	8,942	9,173	9,149	9,170	9,172	2	0.0%	222	2.5%	0.5%			
North Hampton	1,104	1,910	3,259	3,425	3,637	4,259	4,301	4,324	4,394	4,421	4,463	4,511	4,514	3	0.1%	190	4.4%	0.9%			
Portsmouth	18,830	25,833	25,717	26,254	25,925	20,784	20,779	21,206	21,273	21,280	21,463	21,496	21,524	28	0.1%	318	1.5%	0.3%			
Rye	1,982	3,244	4,083	4,508	4,612	5,182	5,298	5,324	5,336	5,336	5,381	5,400	5,439	39	0.7%	115	2.2%	0.4%			
Seabrook	1,788	2,209	3,053	5,917	6,503	7,934	8,693	8,697	8,732	8,768	8,791	8,814	8,829	15	0.2%	132	1.5%	0.3%			
South Hampton	314	443	558	660	740	844	814	813	811	810	811	811	810	-1	-0.1%	-3	-0.4%	-0.1%			
Stratham	759	1,033	1,512	2,507	4,955	6,355	7,255	7,245	7,270	7,280	7,297	7,334	7,359	25	0.3%	114	1.6%	0.3%			
<b>CEDS Eastern Communities</b>	<b>39,882</b>	<b>57,869</b>	<b>65,982</b>	<b>77,505</b>	<b>88,260</b>	<b>94,481</b>	<b>99,479</b>	<b>99,484</b>	<b>99,759</b>	<b>100,328</b>	<b>100,685</b>	<b>101,200</b>	<b>101,698</b>	<b>498</b>	<b>0.5%</b>	<b>2,214</b>	<b>2.2%</b>	<b>0.4%</b>			
Atkinson	492	1,017	1,697	4,397	5,188	6,178	6,751	6,741	6,739	6,732	6,728	6,722	6,748	26	0.4%	7	0.1%	0.0%			
Auburn	1,158	1,292	2,035	2,883	4,085	4,682	4,953	4,974	5,054	5,154	5,222	5,315	5,393	78	1.5%	419	8.4%	1.7%			
Brentwood	819	1,072	1,468	2,004	2,590	3,197	4,486	4,974	4,623	4,666	4,727	4,678	4,643	-35	-0.7%	146	3.2%	0.6%			
Candia	1,243	1,490	1,997	2,989	3,557	3,911	3,909	3,913	3,916	3,919	3,911	3,909	3,899	-10	-0.3%	-14	-0.4%	-0.1%			
Chester	807	1,053	1,382	2,006	2,691	3,792	4,768	4,762	4,762	4,762	4,818	4,887	4,969	82	1.7%	207	4.3%	0.9%			
Danville	508	605	924	1,318	2,534	4,023	4,387	4,424	4,441	4,436	4,433	4,458	4,447	-11	-0.2%	23	0.5%	0.1%			
Deerfield	706	714	1,178	1,979	3,124	3,678	4,280	4,308	4,371	4,394	4,385	4,413	4,480	67	1.5%	172	4.0%	0.8%			
Epping	1,796	2,006	2,356	3,460	5,162	5,476	6,411	6,501	6,544	6,617	6,731	6,828	6,871	43	0.6%	370	5.7%	1.1%			
Fremont	698	783	993	1,333	2,576	3,510	4,283	4,316	4,364	4,432	4,531	4,597	4,669	72	1.6%	353	8.2%	1.6%			
Hampstead	902	1,261	2,401	3,785	6,732	8,297	8,523	8,526	8,563	8,547	8,555	8,602	8,644	42	0.5%	118	1.4%	0.3%			
Kingston	1,283	708	2,882	4,111	5,591	5,862	6,025	6,010	6,007	6,011	6,015	6,049	6,069	20	0.3%	59	1.0%	0.2%			
Newton	1,173	1,419	1,920	3,068	3,473	4,289	4,603	4,661	4,693	4,734	4,796	4,865	4,901	36	0.7%	240	5.1%	1.0%			
Northwood	966	1,034	1,525	2,175	3,124	3,640	4,241	4,235	4,249	4,252	4,222	4,214	4,207	-7	-0.2%	-28	-0.7%	-0.1%			
Nottingham	566	623	952	1,952	2,939	3,701	4,785	4,813	4,830	4,840	4,852	4,904	4,962	58	1.2%	149	3.1%	0.6%			
Plaistow	2,082	2,915	4,712	5,609	7,316	7,747	7,609	7,584	7,576	7,563	7,562	7,602	7,667	65	0.9%	83	1.1%	0.2%			
Raymond	1,428	1,867	3,003	5,453	8,713	9,674	10,138	10,185	10,208	10,210	10,229	10,257	10,282	25	0.2%	97	1.0%	0.2%			
Sandown	315	366	741	2,057	4,060	5,143	5,986	6,076	6,136	6,184	6,202	6,255	6,260	5	0.1%	184	3.0%	0.6%			
<b>CEDS Central Communities</b>	<b>16,942</b>	<b>20,225</b>	<b>32,760</b>	<b>50,579</b>	<b>73,455</b>	<b>86,800</b>	<b>96,138</b>	<b>96,526</b>	<b>97,106</b>	<b>97,453</b>	<b>97,924</b>	<b>98,555</b>	<b>99,111</b>	<b>556</b>	<b>0.6%</b>	<b>2,585</b>	<b>2.7%</b>	<b>0.5%</b>			
Derry	5,826	6,987	11,712	18,875	29,603	34,021	33,109	33,008	33,008	32,988	32,960	32,948	32,914	-34	-0.1%	-94	-0.3%	-0.1%			
Hudson	4,183	5,876	10,638	14,022	19,530	22,928	24,467	24,514	24,514	24,538	24,668	24,781	24,888	107	0.4%	374	1.5%	0.3%			
Litchfield	427	721	1,420	4,150	5,516	7,360	8,271	8,275	8,303	8,330	8,363	8,395	8,415	20	0.2%	140	1.7%	0.3%			
Londonderry	1,640	2,457	5,346	13,598	19,781	23,236	24,129	24,132	24,137	24,209	24,305	24,891	25,361	470	1.9%	1,229	5.1%	1.0%			
Merrimack	1,908	2,989	8,595	15,406	22,156	25,119	25,494	25,454	25,473	25,474	25,408	25,427	25,396	-31	-0.1%	-58	-0.2%	0.0%			
Nashua	34,669	39,096	55,820	67,865	79,662	86,605	86,494	86,366	86,211	86,766	87,029	87,551	87,590	39	0.0%	1,224	1.4%	0.3%			
Pelham	1,317	2,605	5,408	8,090	9,408	10,914	12,897	12,894	12,898	12,970	13,069	13,117	13,221	104	0.8%	327	2.5%	0.5%			
Salem	4,805	9,210	20,142	24,124	25,746	28,112	28,776	28,702	28,707	28,688	28,611	28,674	28,752	78	0.3%	50	0.2%	0.0%			
Windham	964	1,317	3,008	5,664	9,000	10,709	13,592	13,756	13,877	13,960	14,088	14,301	14,358	57	0.4%	602	4.4%	0.9%			
<b>CEDS Western Communities</b>	<b>55,739</b>	<b>71,258</b>	<b>122,089</b>	<b>171,794</b>	<b>220,402</b>	<b>249,004</b>	<b>257,229</b>	<b>257,101</b>	<b>257,128</b>	<b>257,923</b>	<b>258,501</b>	<b>260,085</b>	<b>260,895</b>	<b>810</b>	<b>0.3%</b>	<b>3,794</b>	<b>1.5%</b>	<b>0.3%</b>			
REDC Region	112,563	149,352	220,831	299,878	382,117	430,285	452,846	453,111	453,993	455,704	457,110	459,840	461,704	1,864	0.4%	8,593	1.9%	0.4%			
Hillsborough County	156,987	178,161	223,941	276,608	336,073	380,841	400,721	400,797	401,585	402,606	402,946	404,322	405,747	1,425	0.4%	4,950	1.2%	0.2%			
Rockingham County	70,059	98,065	138,950	190,345	245,845	277,359	295,223	295,608	296,594	297,626	298,573	300,569	302,194	1,625	0.5%	6,586	2.2%	0.4%			
New Hampshire	529,880	606,787	737,681	920,475	1,109,252	1,235,550	1,316,470	1,318,000	1,321,000	1,323,459	1,326,813	1,330,608	1,334,795	4,187	0.3%	16,795	1.3%	0.3%			

Sources: U.S. Census and NH Office of Strategic Initiatives

Table B-1: Housing Units – Census Counts and Housing Estimates

AREA	Housing Units (U.S. Census counts)		Avg. Annual Growth Rate '00-'10	ACS Housing Counts								
				Housing Counts 2014	Housing Counts 2015	Housing Counts 2016	Number Occupied Units 2014	Number Occupied Units 2015	Number Occupied Units 2016	Number Vacant Units 2014	Number Vacant Units 2015	Number Vacant Units 2016
	2000	2010	2014	2015	2016	2014	2015	2016	2014	2015	2016	
East Kingston	648	907	3.4%	928	947	916	882	897	861	46	50	55
Exeter	6,107	6,496	0.6%	6,469	6,395	6,456	6,248	6,257	6,327	221	138	129
Greenland	1,244	1,443	1.5%	1,443	1,450	1,499	1,397	1,405	1,390	46	45	109
Hampton	9,349	9,921	0.6%	9,516	9,676	9,593	6,618	6,809	6,934	2,898	2,867	2,659
Hampton Falls	729	900	2.1%	929	950	936	902	923	902	27	27	34
Kensington	672	806	1.8%	837	834	864	746	746	805	91	88	59
New Castle	488	537	1.0%	545	551	559	451	468	473	94	83	86
Newfields	532	591	1.1%	579	569	543	574	562	535	5	7	8
Newington	305	322	0.5%	334	328	354	314	305	333	20	23	21
Newmarket	3,457	4,139	1.8%	4,050	4,025	4,122	3,816	3,839	3,928	234	186	194
North Hampton	1,782	1,914	0.7%	1,853	1,869	1,955	1,735	1,729	1,750	118	140	205
Portsmouth	10,186	10,625	0.4%	11,072	10,782	10,617	10,325	10,262	10,143	747	520	474
Rye	2,645	2,852	0.8%	2,921	2,977	2,751	2,315	2,415	2,263	606	562	488
Seabrook	4,066	4,544	1.1%	4,671	4,598	4,685	3,837	3,823	3,861	834	775	824
South Hampton	308	504	5.0%	462	445	421	306	303	307	156	142	114
Stratham	2,371	2,864	1.9%	2,812	2,860	2,805	2,781	2,818	2,712	31	42	93
<b>CEDS Eastern Communities</b>	<b>44,889</b>	<b>49,365</b>	<b>1.0%</b>	<b>49,421</b>	<b>49,256</b>	<b>49,076</b>	<b>43,247</b>	<b>43,561</b>	<b>43,524</b>	<b>6,174</b>	<b>5,695</b>	<b>5,552</b>
Atkinson	2,431	2,788	1.4%	2,738	2,757	2,828	2,597	2,630	2,686	141	127	142
Auburn	1,622	1,814	1.1%	1,911	2,021	2,052	1,830	1,932	1,985	81	89	67
Brentwood	920	1,350	3.9%	1,400	1,475	1,502	1,400	1,475	1,496	0	0	6
Candia	1,384	1,494	0.8%	1,520	1,563	1,493	1,466	1,511	1,469	54	52	24
Chester	1,247	1,596	2.5%	1,635	1,675	1,705	1,612	1,618	1,659	23	57	46
Danville	1,479	1,684	1.3%	1,630	1,596	1,597	1,537	1,548	1,524	93	48	73
Deerfield	1,406	1,743	2.2%	1,672	1,722	1,793	1,540	1,570	1,590	132	152	203
Epping	2,215	2,723	2.1%	2,909	2,874	2,908	2,604	2,596	2,597	305	278	311
Fremont	1,201	1,573	2.7%	1,608	1,643	1,693	1,608	1,643	1,683	0	0	10
Hampstead	3,276	3,727	1.3%	3,599	3,685	3,720	3,447	3,496	3,514	152	189	206
Kingston	2,265	2,480	0.9%	2,644	2,746	2,668	2,442	2,502	2,450	202	244	218
Newton	1,552	1,751	1.2%	1,817	1,867	1,870	1,747	1,792	1,796	70	75	74
Northwood	1,905	2,129	1.1%	2,106	2,061	2,125	1,676	1,634	1,614	430	427	511
Nottingham	1,592	1,986	2.2%	2,115	1,992	1,999	1,824	1,783	1,771	291	209	228
Plaistow	2,927	3,016	0.3%	3,088	3,034	3,014	2,949	2,838	2,873	139	196	141
Raymond	3,710	4,254	1.4%	4,110	4,133	4,177	3,864	3,926	3,963	246	207	214
Sandown	1,777	2,214	2.2%	2,198	2,367	2,393	2,130	2,238	2,287	68	129	106
<b>CEDS Central Communities</b>	<b>32,909</b>	<b>38,322</b>	<b>1.5%</b>	<b>38,700</b>	<b>39,211</b>	<b>39,537</b>	<b>36,273</b>	<b>36,732</b>	<b>36,957</b>	<b>2,427</b>	<b>2,479</b>	<b>2,580</b>
Derry	12,735	13,277	0.4%	13,356	13,609	13,577	12,934	13,020	12,931	422	589	646
Hudson	8,165	9,212	1.2%	9,053	9,167	9,156	8,751	8,837	8,858	302	330	298
Litchfield	2,389	2,912	2.0%	2,928	2,983	3,025	2,786	2,848	2,982	142	135	43
Londonderry	7,718	8,771	1.3%	9,045	8,870	9,244	8,750	8,576	8,919	295	294	325
Merrimack	8,959	9,818	0.9%	9,949	9,936	10,057	9,606	9,576	9,688	343	360	369
Nashua	35,387	37,168	0.5%	36,659	36,825	36,762	34,403	34,619	34,889	2,256	2,206	1,873
Pelham	3,740	4,598	2.1%	4,627	4,638	4,700	4,439	4,453	4,506	188	185	194
Salem	10,866	11,810	0.8%	11,789	11,733	11,892	11,093	11,110	11,240	696	623	652
Windham	3,906	5,164	2.8%	5,157	5,315	5,311	4,987	5,096	5,101	170	219	210
<b>CEDS Western Communities</b>	<b>93,865</b>	<b>102,730</b>	<b>0.9%</b>	<b>102,563</b>	<b>103,076</b>	<b>103,724</b>	<b>97,749</b>	<b>98,135</b>	<b>99,114</b>	<b>4,814</b>	<b>4,941</b>	<b>4,610</b>
<b>REDC CEDS Region</b>	<b>171,663</b>	<b>190,417</b>	<b>1.0%</b>	<b>190,684</b>	<b>191,543</b>	<b>192,337</b>	<b>177,269</b>	<b>178,428</b>	<b>179,595</b>	<b>13,415</b>	<b>13,115</b>	<b>12,742</b>
<b>Hillsborough County</b>	<b>149,961</b>	<b>166,053</b>	<b>1.0%</b>	<b>166,754</b>	<b>167,207</b>	<b>167,606</b>	<b>154,236</b>	<b>155,208</b>	<b>156,114</b>	<b>12,518</b>	<b>11,999</b>	<b>11,492</b>
<b>Rockingham County</b>	<b>113,023</b>	<b>126,709</b>	<b>1.1%</b>	<b>127,468</b>	<b>127,994</b>	<b>128,637</b>	<b>117,284</b>	<b>118,095</b>	<b>118,672</b>	<b>10,184</b>	<b>9,899</b>	<b>9,965</b>
<b>State of NH</b>	<b>546,524</b>	<b>614,754</b>	<b>1.2%</b>	<b>617,286</b>	<b>618,950</b>	<b>620,729</b>	<b>519,580</b>	<b>520,251</b>	<b>521,373</b>	<b>97,706</b>	<b>98,699</b>	<b>99,356</b>

Sources: U.S. Census and American Community Survey 5-year data

Table B-4: Housing Purchase Prices – NH Counties

All Homes										
	2012	2013	2014	2015	2016	2017	1-YR change 2016 to 2017	% Change 1-YR	5-YR change 2012 to 2017	% Change 5-YR
Hillsborough County	\$209,900	\$225,000	\$216,766	\$225,000	\$235,000	\$250,000	\$15,000	6%	\$40,100	19%
Rockingham County	\$255,000	\$269,000	\$268,000	\$275,000	\$294,000	\$314,000	\$20,000	7%	\$59,000	23%
Belknap County	\$170,000	\$172,400	\$194,933	\$191,333	\$200,000	\$205,000	\$5,000	3%	\$35,000	21%
Carroll County	\$169,000	\$180,000	\$186,500	\$199,000	\$199,466	\$217,000	\$17,534	9%	\$48,000	28%
Cheshire County	\$164,500	\$164,000	\$160,000	\$163,933	\$169,933	\$178,000	\$8,067	5%	\$13,500	8%
Coos County	\$98,000	\$88,600	\$118,600	\$104,466	\$100,000	\$105,000	\$5,000	5%	\$7,000	7%
Grafton County	\$185,000	\$190,000	\$168,000	\$180,166	\$189,933	\$185,000	-\$4,933	-3%	\$0	0%
Merrimack County	\$185,000	\$202,500	\$201,533	\$199,600	\$210,000	\$228,000	\$18,000	9%	\$43,000	23%
Strafford County	\$187,900	\$200,000	\$210,000	\$205,000	\$211,500	\$229,933	\$18,433	9%	\$42,033	22%
Sullivan County	\$158,500	\$148,000	\$144,500	\$157,000	\$159,000	\$159,000	\$0	0%	\$500	0%
<b>New Hampshire Statewide</b>	<b>\$205,000</b>	<b>\$220,000</b>	<b>\$219,000</b>	<b>\$221,000</b>	<b>\$230,000</b>	<b>\$240,000</b>	<b>\$10,000</b>	<b>4%</b>	<b>\$35,000</b>	<b>17%</b>

Existing Homes										
	2012	2013	2014	2015	2016	2017	1-YR change 2016 to 2017	% Change 1-YR	5-YR change 2012 to 2017	% Change 5-YR
Hillsborough County	\$203,000	\$220,000	\$211,000	\$224,000	\$232,533	\$247,000	\$14,467	6%	\$44,000	22%
Rockingham County	\$247,900	\$260,000	\$255,000	\$272,000	\$286,000	\$306,533	\$20,533	7%	\$58,633	24%
Belknap County	\$165,742	\$170,200	\$191,000	\$190,000	\$199,000	\$204,000	\$5,000	3%	\$38,258	23%
Carroll County	\$167,500	\$179,900	\$186,000	\$198,900	\$199,000	\$215,000	\$16,000	8%	\$47,500	28%
Cheshire County	\$161,000	\$164,000	\$160,000	\$163,533	\$169,900	\$176,266	\$6,366	4%	\$15,266	9%
Coos County	\$98,000	\$87,700	\$118,600	\$104,400	\$99,900	\$105,100	\$5,200	5%	\$7,100	7%
Grafton County	\$180,000	\$185,000	\$165,067	\$180,000	\$189,000	\$183,000	-\$6,000	-3%	\$3,000	2%
Merrimack County	\$182,600	\$199,000	\$199,000	\$197,000	\$208,000	\$225,000	\$17,000	8%	\$42,400	23%
Strafford County	\$177,000	\$195,000	\$203,000	\$200,000	\$209,933	\$226,800	\$16,867	8%	\$49,800	28%
Sullivan County	\$155,000	\$145,000	\$145,000	\$157,000	\$158,000	\$158,000	\$0	0%	\$3,000	2%
<b>New Hampshire Statewide</b>	<b>\$199,000</b>	<b>\$215,000</b>	<b>\$213,533</b>	<b>\$219,933</b>	<b>\$225,000</b>	<b>\$237,933</b>	<b>\$12,933</b>	<b>6%</b>	<b>\$38,933</b>	<b>20%</b>

New Homes										
	2012	2013	2014	2015	2016	2017	1-YR change 2016 to 2017	% Change 1-YR	5-YR change 2012 to 2017	% Change 5-YR
Hillsborough County	\$281,594	\$307,000	\$311,333	\$353,866	\$355,933	\$359,933	\$4,000	1%	\$78,339	28%
Rockingham County	\$299,933	\$320,000	\$358,600	\$347,800	\$380,000	\$405,000	\$25,000	7%	\$105,067	35%
Belknap County	\$258,050	\$229,900	\$251,766	\$296,466	\$504,000	\$284,833	-\$219,167	-43%	\$26,783	10%
Carroll County	\$197,533	\$182,900	\$190,000	\$260,000	\$275,266	\$315,000	\$39,734	14%	\$117,467	59%
Cheshire County	\$215,900	\$165,600	\$140,500	\$194,500	\$204,466	\$213,200	\$8,734	4%	-\$2,700	-1%
Coos County	n/a	\$121,500	\$111,766	\$119,000	\$333,500	n/a	n/a	n/a	n/a	n/a
Grafton County	\$242,500	\$254,133	\$265,400	\$227,000	\$350,000	\$340,000	-\$10,000	-3%	\$97,500	40%
Merrimack County	\$239,061	\$250,000	\$258,000	\$262,933	\$309,000	\$330,000	\$21,000	7%	\$90,939	38%
Strafford County	\$289,900	\$302,000	\$316,266	\$343,466	\$355,866	\$358,500	\$2,634	1%	\$68,600	24%
Sullivan County	\$200,000	\$178,533	\$135,500	\$207,466	\$367,466	\$312,033	-\$55,433	-15%	\$112,033	56%
<b>New Hampshire Statewide</b>	<b>\$280,000</b>	<b>\$298,900</b>	<b>\$315,000</b>	<b>\$337,200</b>	<b>\$361,466</b>	<b>\$365,000</b>	<b>\$3,534</b>	<b>1%</b>	<b>\$85,000</b>	<b>30%</b>

Source: NHHFA Purchase Price Database

\* n/a: pricing data not available for markets with less than 20 sales.

Table B-5: Home Sales Data, REDC CEDS Region

2018 CEDS Update

Area	2017 All Home Sales			2017 Existing Home Sales			2017 New Home Sales			Med. Sales Price Change 2016-2017			Med. Sales Price Change 2012-2017		
	Med Sales Price	Sample Size		Med Sales Price	Sample Size		Med Sales Price	Sample Size		All Sales	Existing	New	All Sales	Existing	New
East Kingston	\$364,133	48		\$363,266	47		\$387,000	1		4.0%	3.8%	9.0%	32.4%	52.0%	38.7%
Exeter	\$320,000	291		\$300,000	251		\$370,000	40		3.6%	3.4%	1.2%	27.0%	24.0%	29.1%
Greenland	\$472,500	56		\$392,500	46		\$579,133	10		29.5%	16.0%	21.9%	31.3%	12.5%	42.3%
Hampton	\$335,000	503		\$324,533	451		\$399,166	52		6.3%	6.0%	7.9%	18.0%	18.0%	11.4%
Hampton Falls	\$389,966	36		\$389,966	36		\$395,000	35		3.3%	3.3%	N/A	1.3%	11.9%	-1.2%
Kensington	\$389,500	32		\$380,000	31		\$504,933	1		14.6%	11.8%	18.8%	3.9%	1.3%	N/A
New Castle	\$1,250,000	17		\$1,250,000	17		\$0	0		48.8%	48.8%	N/A	28.5%	28.5%	-100.0%
Newfields	\$391,266	32		\$375,000	31		\$449,933	1		5.7%	1.4%	N/A	-0.9%	-5.1%	N/A
Newington	\$485,000	13		\$485,000	13		\$0	0		-26.4%	-29.9%	-100.0%	-8.5%	-8.5%	N/A
Newmarket	\$285,000	142		\$283,000	138		\$441,566	4		14.0%	15.4%	0.8%	18.8%	20.4%	72.5%
North Hampton	\$542,466	84		\$539,933	83		\$735,000	1		13.0%	17.3%	-10.4%	33.9%	38.4%	63.7%
Portsmouth	\$409,500	374		\$397,666	357		\$850,000	17		9.2%	8.2%	10.4%	20.4%	24.1%	114.8%
Rye	\$654,800	109		\$650,000	105		\$864,500	4		0.7%	-3.7%	82.0%	27.8%	26.8%	33.0%
Seabrook	\$346,900	101		\$343,350	100		\$480,000	1		2.0%	3.1%	19.8%	30.9%	44.3%	23.6%
South Hampton	\$429,966	14		\$429,966	14		\$0	0		34.4%	34.4%	N/A	-17.3%	-17.3%	N/A
Stratham	\$400,000	165		\$397,000	161		\$562,500	4		8.4%	9.1%	27.1%	24.2%	24.1%	63.8%
<b>CEDS Eastern Communities</b>	<b>\$391,553</b>	<b>2,017</b>		<b>\$382,854</b>	<b>1,881</b>		<b>\$465,813</b>	<b>171</b>		<b>8%</b>	<b>7%</b>	<b>8%</b>	<b>19%</b>	<b>20%</b>	<b>29%</b>
Atkinson	\$357,666	128		\$355,000	125		\$390,933	3		11.8%	13.9%	-28.9%	37.6%	36.5%	70.0%
Auburn	\$335,450	110		\$327,000	97		\$449,933	13		9.4%	16.8%	0.4%	-3.5%	9.0%	14.2%
Brentwood	\$390,000	67		\$370,000	61		\$490,766	6		2.4%	-0.4%	1.7%	20.0%	11.1%	63.7%
Candia	\$287,700	72		\$287,700	72		\$0	0		11.1%	11.1%	N/A	35.4%	35.4%	N/A
Chester	\$363,733	98		\$361,933	93		\$388,533	5		11.2%	13.1%	-2.9%	36.2%	39.2%	11.0%
Danville	\$302,500	6		\$302,500	74		\$301,266	2		11.1%	11.1%	N/A	59.2%	59.2%	47.3%
Deerfield	\$293,500	90		\$287,833	82		\$329,466	8		4.6%	3.7%	9.9%	32.0%	30.8%	38.4%
Epping	\$268,966	110		\$252,250	92		\$355,700	18		7.6%	3.6%	4.6%	16.9%	26.2%	44.8%
Fremont	\$265,000	75		\$261,500	68		\$283,000	7		3.2%	4.6%	-18.7%	37.3%	35.5%	44.5%
Hampstead	\$307,000	156		\$306,000	154		\$347,500	2		2.3%	2.0%	-17.3%	22.8%	22.4%	28.7%
Kingston	\$286,000	129		\$284,500	126		\$380,000	3		8.1%	9.4%	11.8%	32.3%	40.8%	46.2%
Newton	\$287,533	89		\$283,000	84		\$314,933	5		1.5%	0.2%	6.6%	16.0%	15.5%	27.0%
Northwood	\$235,000	87		\$235,000	87		\$0	0		-1.7%	0.0%	N/A	51.6%	57.7%	N/A
Nottingham	\$328,750	98		\$305,000	89		\$350,000	9		13.7%	5.7%	16.7%	38.1%	33.2%	30.7%
Plaistow	\$259,133	182		\$258,266	181		\$435,000	1		15.2%	21.5%	15.2%	26.4%	26.0%	172.0%
Raymond	\$240,000	174		\$240,000	169		\$315,000	5		2.1%	2.1%	19.2%	34.1%	36.8%	46.6%
Sandown	\$279,000	119		\$268,500	108		\$395,066	11		10.2%	7.4%	14.2%	21.4%	24.9%	41.1%
<b>CEDS Central Communities</b>	<b>\$294,986</b>	<b>1,790</b>		<b>\$289,814</b>	<b>1,762</b>		<b>\$371,902</b>	<b>98</b>		<b>8%</b>	<b>8%</b>	<b>2%</b>	<b>25%</b>	<b>29%</b>	<b>34%</b>
Derry	\$235,533	580		\$235,000	563		\$329,933	17		2.4%	2.2%	-8.5%	19.6%	20.5%	32.0%
Hudson	\$272,000	441		\$269,466	418		\$379,000	23		1.9%	1.8%	2.9%	22.5%	22.5%	26.4%
Litchfield	\$323,333	127		\$319,966	122		\$392,000	5		14.7%	15.3%	31.2%	37.6%	48.8%	38.5%
Londonderry	\$287,533	457		\$281,100	440		\$450,000	17		2.9%	2.8%	-0.3%	22.4%	27.8%	36.4%
Merrimack	\$255,000	518		\$254,933	511		\$380,000	7		10.9%	11.6%	-4.3%	22.3%	25.9%	35.8%
Nashua	\$245,000	1,323		\$244,000	1,299		\$349,000	24		5.2%	5.9%	-17.9%	26.7%	28.4%	21.6%
Pelham	\$350,933	237		\$242,500	176		\$365,600	61		2.4%	-27.0%	0.2%	23.1%	-11.8%	10.8%
Salem	\$319,933	496		\$313,766	464		\$422,466	31		14.3%	14.1%	37.6%	34.4%	36.8%	38.5%
Windham	\$430,000	260		\$425,000	247		\$615,000	13		9.0%	9.0%	-3.1%	19.4%	18.1%	60.9%
<b>CEDS Western Communities</b>	<b>\$279,097</b>	<b>4,439</b>		<b>\$270,786</b>	<b>4,240</b>		<b>\$395,782</b>	<b>198</b>		<b>6%</b>	<b>5%</b>	<b>2%</b>	<b>24%</b>	<b>24%</b>	<b>29%</b>
<b>REDC CEDS Region</b>	<b>\$310,053</b>	<b>8,246</b>		<b>\$301,780</b>	<b>7,883</b>		<b>\$416,414</b>	<b>467</b>		<b>7%</b>	<b>6%</b>	<b>5%</b>	<b>22%</b>	<b>23%</b>	<b>33%</b>
<b>Hillsborough County</b>	<b>\$250,000</b>	<b>6,890</b>		<b>\$247,000</b>	<b>6,651</b>		<b>\$359,933</b>	<b>239</b>		<b>6%</b>	<b>6%</b>	<b>1%</b>	<b>19%</b>	<b>22%</b>	<b>28%</b>
<b>Rockingham County</b>	<b>\$314,000</b>	<b>5,670</b>		<b>\$306,533</b>	<b>5,357</b>		<b>\$405,000</b>	<b>313</b>		<b>7%</b>	<b>7%</b>	<b>7%</b>	<b>23%</b>	<b>24%</b>	<b>35%</b>
<b>New Hampshire</b>	<b>\$240,000</b>	<b>24,029</b>		<b>\$237,933</b>	<b>23,243</b>		<b>\$365,000</b>	<b>786</b>		<b>4%</b>	<b>6%</b>	<b>1%</b>	<b>17%</b>	<b>20%</b>	<b>30%</b>

Source: NH Housing Finance Authority Purchase Price Database

Note: Calculations based on sample sizes less than 50 are considered highly volatile; CEDS Subregion Sales Prices based on weighted averages.

Table B-7: Foreclosure Data

Area							Year-to-Year Change	5-Year Change
	2012	2013	2014	2015	2016	2017	2016-2017	2012-2017
East Kingston	3	8	0	3	2	0	-2	-3
Exeter	32	29	19	17	15	5	-10	-27
Greenland	4	0	4	3	3	2	-1	-2
Hampton	27	13	14	15	12	7	-5	-20
Hampton Falls	5	0	2	2	0	0	0	-5
Kensington	5	3	0	1	2	2	0	-3
New Castle	0	0	0	0	0	0	0	0
Newfields	2	2	1	0	0	0	0	-2
Newington	1	0	0	0	0	0	0	-1
Newmarket	17	13	8	7	5	3	-2	-14
North Hampton	11	4	5	3	2	5	3	-6
Portsmouth	16	8	14	7	1	5	4	-11
Rye	2	2	1	1	1	0	-1	-2
Seabrook	17	13	4	4	8	5	-3	-12
South Hampton	3	0	1	1	1	0	-1	-3
Stratham	12	8	12	7	7	4	-3	-8
<b>CEDS Eastern Communities</b>	<b>157</b>	<b>103</b>	<b>85</b>	<b>71</b>	<b>59</b>	<b>38</b>	<b>-21</b>	<b>-119</b>
Atkinson	7	6	6	4	3	2	-1	-5
Auburn	11	9	8	8	2	1	-1	-10
Brentwood	9	5	7	4	2	1	-1	-8
Candia	7	12	4	6	4	7	3	0
Chester	15	7	7	5	3	5	2	-10
Danville	18	17	6	11	8	8	0	-10
Deerfield	12	9	9	12	10	5	-5	-7
Epping	22	13	13	10	10	6	-4	-16
Fremont	16	11	16	5	4	6	2	-10
Hampstead	25	11	9	10	10	7	-3	-18
Kingston	18	9	13	12	15	11	-4	-7
Newton	16	10	12	6	6	10	4	-6
Northwood	18	15	10	10	7	8	1	-10
Nottingham	16	13	10	3	10	4	-6	-12
Plaistow	24	17	11	11	11	14	3	-10
Raymond	38	30	28	29	17	17	0	-21
Sandown	19	18	15	14	12	6	-6	-13
<b>CEDS Central Communities</b>	<b>291</b>	<b>212</b>	<b>184</b>	<b>160</b>	<b>134</b>	<b>118</b>	<b>-16</b>	<b>-173</b>
Derry	131	100	52	58	37	29	-8	-102
Hudson	55	47	32	30	28	18	-10	-37
Litchfield	23	11	12	5	6	7	1	-16
Londonderry	50	40	36	27	22	19	-3	-31
Merrimack	87	52	43	28	28	15	-13	-72
Nashua	205	132	99	79	74	50	-24	-155
Pelham	23	18	8	16	10	11	1	-12
Salem	81	40	33	27	23	25	2	-56
Windham	16	16	9	11	9	10	1	-6
<b>CEDS Western Communities</b>	<b>671</b>	<b>456</b>	<b>324</b>	<b>281</b>	<b>237</b>	<b>184</b>	<b>-53</b>	<b>-487</b>
<b>REDC CEDS Region</b>	<b>1,119</b>	<b>771</b>	<b>593</b>	<b>512</b>	<b>430</b>	<b>340</b>	<b>-90</b>	<b>-779</b>
<b>Hillsborough County</b>	<b>1,100</b>	<b>776</b>	<b>535</b>	<b>493</b>	<b>436</b>	<b>334</b>	<b>-102</b>	<b>-766</b>
<b>Rockingham County</b>	<b>726</b>	<b>511</b>	<b>398</b>	<b>354</b>	<b>284</b>	<b>239</b>	<b>-45</b>	<b>-487</b>
<b>New Hampshire</b>	<b>3,659</b>	<b>2,702</b>	<b>2,074</b>	<b>1,724</b>	<b>1,555</b>	<b>1,305</b>	<b>-250</b>	<b>-2,354</b>

Source: the Warren Group via NH Housing Finance Authority

Table C-2: Employment and Wages for Hillsborough County

		Hillsborough County 2014			Hillsborough County 2015			Hillsborough County 2016		
NAICS Code	Industry	Units	Average Annual Empl.	Average Weekly Wage	Units	Average Annual Empl.	Average Weekly Wage	Units	Average Annual Empl.	Average Weekly Wage
<b>ALL</b>	<b>Total, Private plus Government</b>	<b>11,328</b>	<b>193,565</b>	<b>\$1,093</b>	<b>11,386</b>	<b>196,842</b>	<b>\$1,100</b>	<b>11,405</b>	<b>199,729</b>	<b>\$1,119</b>
	Total Private	11,036	172,574	\$1,101	11,097	175,848	\$1,107	11,117	178,867	\$1,126
<b>101</b>	<b>Goods-Producing Industries</b>	<b>1,562</b>	<b>31,422</b>	<b>\$1,934</b>	<b>1,585</b>	<b>31,842</b>	<b>\$1,401</b>	<b>1,632</b>	<b>32,654</b>	<b>\$1,437</b>
<b>11</b>	<b>Agriculture/Forestry/Fishing</b>	<b>27</b>	<b>161</b>	<b>\$594</b>	<b>29</b>	<b>172</b>	<b>\$588</b>	<b>30</b>	<b>172</b>	<b>\$653</b>
111	Crop Production	11	98	\$323	12	108	\$343	13	111	\$444
112	Animal Production	n	n	n	n	n	n	n	n	n
113	Forestry and Logging	13	50	\$949	14	54	\$986	14	52	\$1,050
114	Fishing, Hunting, and Trapping	0	0	\$0	0	0	\$0	0	0	\$0
115	Agriculture and Forestry Support Activities	n	n	n	n	n	n	n	n	n
<b>21</b>	<b>Mining</b>	<b>10</b>	<b>73</b>	<b>\$871</b>	<b>7</b>	<b>43</b>	<b>\$1,143</b>	<b>8</b>	<b>47</b>	<b>\$1,249</b>
211	Oil and Gas Extraction	0	0	\$0	0	0	\$0	0	0	\$0
212	Mining (except Oil and Gas)	10	73	\$871	0	0	\$0	8	47	\$1,249
213	Support Activities for Mining	0	0	\$0	7	43	\$1,143	0	0	\$0
<b>23</b>	<b>Construction</b>	<b>941</b>	<b>6,747</b>	<b>\$1,083</b>	<b>953</b>	<b>6,972</b>	<b>\$1,145</b>	<b>994</b>	<b>7,424</b>	<b>\$1,203</b>
236	Construction of Buildings	236	1,361	\$1,181	148	1,480	\$1,226	260	1,581	\$1,290
237	Heavy and Civil Engineering Construction	24	388	\$1,270	26	338	\$1,333	26	313	\$1,448
238	Specialty Trade Contractors	681	4,998	\$1,042	679	5,154	\$1,110	708	5,530	\$1,164
<b>31-33</b>	<b>Manufacturing</b>	<b>585</b>	<b>24,441</b>	<b>\$1,486</b>	<b>596</b>	<b>24,654</b>	<b>\$1,480</b>	<b>601</b>	<b>25,010</b>	<b>\$1,512</b>
311	Food Manufacturing	27	433	\$685	34	458	\$673	36	487	\$671
312	Beverage and Tobacco Product Manufacturing	7	384	\$1,431	9	402	\$1,403	9	428	\$1,376
313	Textile Mills	8	690	\$1,022	8	656	\$1,058	8	609	\$1,083
314	Textile Product Mills	8	78	\$692	8	90	\$732	8	83	\$914
315	Apparel Manufacturing	n	n	n	n	n	n	3	42	\$1,524
316	Leather and Allied Product Manufacturing	3	10	\$436	n	n	n	n	n	n
321	Wood Product Manufacturing	9	152	\$956	10	162	\$1,005	11	187	\$1,029
322	Paper Manufacturing	9	549	\$1,116	8	490	\$1,222	8	452	\$1,201
323	Printing and Related Support Activities	54	657	\$946	50	679	\$958	49	666	\$1,049
324	Petroleum and Coal Products Manufacturing	n	n	n	n	n	n	n	n	n
325	Chemical Manufacturing	16	359	\$1,245	16	314	\$1,200	16	324	\$1,241
326	Plastics and Rubber Products Manufacturing	34	1,951	\$1,063	35	1,937	\$1,102	35	1,915	\$1,121
327	Nonmetallic Mineral Product Manufacturing	20	393	\$1,043	20	407	\$1,075	19	399	\$1,127
331	Primary Metal Manufacturing	11	1,068	\$1,045	11	1,137	\$1,099	11	1,198	\$1,150
332	Fabricated Metal Product Manufacturing	108	3,087	\$1,114	105	3,125	\$1,155	103	3,177	\$1,158
333	Machinery Manufacturing	50	1,177	\$2,144	49	1,025	\$1,644	49	956	\$1,608
334	Computer and Electronic Product Manufacturing	128	9,956	\$1,880	128	10,298	\$1,885	131	10,680	\$1,915
335	Electrical Equipment/Appliances Manufacturing	20	1,471	\$1,427	22	1,339	\$1,390	21	1,262	\$1,481
336	Transportation Equipment Manufacturing	6	114	\$1,344	6	113	\$1,362	6	100	\$1,383
337	Furniture and Related Product Manufacturing	11	90	\$742	9	93	\$785	10	103	\$745
339	Miscellaneous Manufacturing	55	1,785	\$1,247	6	1,878	\$1,273	64	1,926	\$1,307
<b>102</b>	<b>Service-Providing Industries</b>	<b>9,474</b>	<b>141,152</b>	<b>\$1,036</b>	<b>9,512</b>	<b>144,005</b>	<b>\$1,041</b>	<b>9,485</b>	<b>146,213</b>	<b>\$1,057</b>
<b>22</b>	<b>Utilities</b>	<b>16</b>	<b>338</b>	<b>\$1,711</b>	<b>14</b>	<b>273</b>	<b>\$1,748</b>	<b>14</b>	<b>237</b>	<b>\$1,875</b>
221	Utilities	16	338	\$1,711	14	273	\$1,748	14	237	\$1,875
<b>42</b>	<b>Wholesale Trade</b>	<b>872</b>	<b>7,425</b>	<b>\$1,658</b>	<b>872</b>	<b>7,555</b>	<b>\$1,825</b>	<b>846</b>	<b>7,522</b>	<b>\$1,719</b>
423	Merchant Wholesalers, Durable Goods	303	4,281	\$1,701	306	4,443	\$1,705	300	4,374	\$1,744
424	Merchant Wholesalers, Nondurable Goods	84	1,351	\$1,059	86	1,285	\$1,844	83	1,328	\$1,091
425	Electronic Markets and Agents and Brokers	486	1,793	\$2,006	480	1,827	\$2,103	462	1,820	\$2,117
<b>44-45</b>	<b>Retail Trade</b>	<b>1,544</b>	<b>27,551</b>	<b>\$360</b>	<b>1,532</b>	<b>27,879</b>	<b>\$658</b>	<b>1,528</b>	<b>28,108</b>	<b>\$665</b>
441	Motor Vehicle and Parts Dealers	175	3,911	\$1,037	177	3,934	\$1,110	174	4,036	\$1,103
442	Furniture and Home Furnishings Stores	76	791	\$682	74	803	\$737	73	832	\$755
443	Electronics and Appliance Stores	92	1,557	\$1,532	93	1,605	\$1,596	92	1,597	\$1,560
444	Building Material and Garden Supply Stores	110	2,174	\$648	112	2,116	\$711	111	2,194	\$708
445	Food and Beverage Stores	158	5,732	\$371	156	6,037	\$368	157	6,115	\$377
446	Health and Personal Care Stores	133	1,432	\$622	129	1,380	\$657	134	1,381	\$658
447	Gasoline Stations	128	860	\$408	122	839	\$442	118	791	\$454
448	Clothing and Clothing Accessories Stores	228	2,885	\$376	223	2,826	\$374	217	2,765	\$382
451	Sporting Goods, Hobby, Book, and Music Stores	118	1,498	\$392	115	1,462	\$397	111	1,340	\$407
452	General Merchandise Stores	59	3,788	\$431	57	3,778	\$442	60	3,727	\$456
453	Miscellaneous Store Retailers	189	1,809	\$441	194	1,889	\$459	199	1,878	\$458
454	Nonstore Retailers	79	1,115	\$1,351	81	1,209	\$1,302	83	1,453	\$1,252
<b>48-49</b>	<b>Transportation and Warehousing</b>	<b>211</b>	<b>3,728</b>	<b>\$813</b>	<b>215</b>	<b>3,770</b>	<b>\$822</b>	<b>213</b>	<b>3,971</b>	<b>\$804</b>
481	Air Transportation	17	251	\$1,180	19	256	\$1,139	18	263	\$1,206
484	Truck Transportation	77	733	\$923	81	831	\$914	80	796	\$948
485	Transit and Ground Passenger Transportation	28	735	\$430	30	753	\$451	28	864	\$445
486	Pipeline Transportation	0	0	\$0	0	0	\$0	0	0	\$0
487	Scenic and Sightseeing Transportation	0	0	\$0	0	0	\$0	0	0	\$0
488	Support Activities for Transportation	n	n	n	32	258	\$993	34	265	\$1,016
491	Postal Service	n	n	n	0	0	\$0	0	0	\$0
492	Couriers and Messengers	29	989	\$924	29	1,039	\$911	32	1,169	\$851
493	Warehousing and Storage	24	745	\$791	24	633	\$798	22	614	\$766

Source: NH Economic and Labor Market Information Bureau

Table C-2: Employment and Wages for Hillsborough County

NAICS Code	Industry	Hillsborough County 2014			Hillsborough County 2015			Hillsborough County 2016		
		Units	Average Annual Empl.	Average Weekly Wage	Units	Average Annual Empl.	Average Weekly Wage	Units	Average Annual Empl.	Average Weekly Wage
<b>51</b>	<b>Information</b>	<b>185</b>	<b>5,102</b>	<b>\$2,193</b>	<b>179</b>	<b>5,141</b>	<b>\$1,703</b>	<b>173</b>	<b>5,348</b>	<b>\$1,799</b>
511	Publishing Industries (except Internet)	83	2,417	\$3,110	79	2,366	\$2,051	76	2,260	\$2,205
512	Motion Picture and Sound Recording	15	366	\$812	16	388	\$896	16	390	\$946
515	Broadcasting (except Internet)	8	230	\$1,244	7	223	\$1,292	7	231	\$1,315
517	Telecommunications	40	1,762	\$1,546	40	1,860	\$1,556	38	1,850	\$1,584
518	Data Processing and Related Services	19	235	\$972	16	200	\$926	15	527	\$1,669
519	Other Information Services	20	94	\$1,466	21	103	\$1,801	21	90	\$1,706
<b>52</b>	<b>Finance and Insurance</b>	<b>598</b>	<b>9,862</b>	<b>\$2,311</b>	<b>619</b>	<b>10,054</b>	<b>\$2,248</b>	<b>634</b>	<b>10,397</b>	<b>\$2,368</b>
522	Credit Intermediation and Related Activities	203	2,032	\$1,214	n	n	n	n	n	n
523	Financial Investment and Related Activities	154	4,988	\$3,061	166	5,180	\$2,820	180	5,373	\$3,034
524	Insurance Carriers and Related Activities	n	n	n	247	2,863	\$1,850	243	2,888	\$1,843
525	Funds, Trusts, and Other Financial Vehicles	n	n	n	n	n	n	n	n	n
<b>53</b>	<b>Real Estate and Rental and Leasing</b>	<b>357</b>	<b>2,475</b>	<b>\$941</b>	<b>360</b>	<b>2,408</b>	<b>\$1,056</b>	<b>364</b>	<b>2,390</b>	<b>\$1,083</b>
531	Real Estate	294	1,831	\$967	298	1,742	\$1,103	302	1,650	\$1,117
532	Rental and Leasing Services	n	n	n	n	n	n	n	n	n
533	Lessors of Nonfinancial Intangible Assets	n	n	n	n	n	n	n	n	n
<b>54</b>	<b>Professional and Technical Services</b>	<b>185</b>	<b>5,102</b>	<b>\$2,193</b>	<b>1,447</b>	<b>12,649</b>	<b>\$1,747</b>	<b>1,395</b>	<b>12,209</b>	<b>\$1,802</b>
541	Professional and Technical Services	83	2,417	\$3,110	1,447	12,649	\$1,747	1,395	12,209	\$1,802
5411	Legal Services	15	366	\$815	257	1,649	\$1,687	243	1,662	\$1,852
5412	Accounting and Bookkeeping Services	8	230	\$1,244	180	1,762	\$1,663	175	1,797	\$1,684
5413	Architectural and Engineering Services	40	1,762	\$1,546	198	1,999	\$1,605	197	1,911	\$1,682
5414	Specialized Design Services	19	235	\$972	30	184	\$1,265	29	194	\$1,318
5415	Computer Systems Design and Related Services	20	94	\$1,466	404	4,075	\$2,185	377	3,628	\$2,309
5416	Management and Technical Consulting Services	205	1,022	\$1,611	198	1,054	\$1,715	201	1,101	\$1,620
5417	Scientific Research and Development Services	39	843	\$1,834	36	656	\$1,873	31	623	\$1,956
5418	Advertising, PR, and Related Services	54	515	\$921	53	566	\$844	53	597	\$852
5419	Other Professional and Technical Services	90	692	\$715	93	705	\$750	91	698	\$774
<b>55</b>	<b>Management of Companies/Enterprises</b>	<b>121</b>	<b>3,118</b>	<b>\$1,473</b>	<b>124</b>	<b>3,135</b>	<b>\$1,531</b>	<b>121</b>	<b>3,365</b>	<b>\$1,499</b>
551	Management of Companies/Enterprises	121	3,118	\$1,473	124	3,135	\$1,531	121	3,365	\$1,499
<b>56</b>	<b>Administrative and Waste Services</b>	<b>818</b>	<b>11,429</b>	<b>\$743</b>	<b>814</b>	<b>11,747</b>	<b>\$766</b>	<b>838</b>	<b>11,739</b>	<b>\$789</b>
561	Administrative and Support Services	788	11,263	\$743	784	11,552	\$766	810	11,538	\$789
5611	Office Administrative Services	124	1,092	\$1,837	124	1,156	\$1,849	129	1,167	\$1,836
5612	Facilities Support Services	11	166	\$451	13	98	\$499	n	n	n
5613	Employment Services	96	4,535	\$595	92	4,721	\$592	105	4,495	\$626
5614	Business Support Services	70	883	\$765	69	844	\$868	64	847	\$890
5615	Travel Arrangement and Reservation Services	61	201	\$816	56	228	\$809	56	230	\$883
5616	Investigation and Security Services	46	943	\$864	46	923	\$861	49	946	\$887
5617	Services to Buildings and Dwellings	369	3,276	\$553	372	3,406	\$596	381	3,526	\$611
5619	Other Support Services	13	168	\$753	14	177	\$689	n	n	n
562	Waste Management and Remediation Services	30	165	\$715	30	195	\$776	28	201	\$786
<b>61</b>	<b>Educational Services</b>	<b>190</b>	<b>5,284</b>	<b>\$799</b>	<b>196</b>	<b>5,952</b>	<b>\$837</b>	<b>195</b>	<b>6,399</b>	<b>\$834</b>
611	Educational Services	190	5,284	\$799	196	5,952	\$837	195	6,399	\$834
<b>62</b>	<b>Health Care and Social Assistance</b>	<b>1,087</b>	<b>27,383</b>	<b>\$976</b>	<b>1,100</b>	<b>28,368</b>	<b>\$986</b>	<b>1,101</b>	<b>28,846</b>	<b>\$1,002</b>
621	Ambulatory Health Care Services	716	9,773	\$1,365	721	9,832	\$1,404	719	10,016	\$1,418
622	Hospitals	13	8,646	\$992	14	8,959	\$1,004	15	9,199	\$1,011
623	Nursing and Residential Care Facilities	104	5,407	\$577	105	5,462	\$588	109	5,355	\$619
624	Social Assistance	255	3,557	\$474	261	4,115	\$478	260	4,277	\$487
<b>71</b>	<b>Arts, Entertainment, and Recreation</b>	<b>153</b>	<b>2,423</b>	<b>\$468</b>	<b>163</b>	<b>2,681</b>	<b>\$445</b>	<b>170</b>	<b>2,789</b>	<b>\$375</b>
711	Performing Arts and Spectator Sports	27	269	\$1,374	28	421	\$835	30	393	\$448
712	Museums, Historic Sites, Zoos, and Parks	9	139	\$451	10	136	\$472	9	141	\$473
713	Gambling, Recreation, Amusement Industries	117	2,016	\$349	125	2,125	\$366	131	2,255	\$357
<b>72</b>	<b>Accommodation and Food Services</b>	<b>868</b>	<b>15,292</b>	<b>\$348</b>	<b>873</b>	<b>15,594</b>	<b>\$364</b>	<b>872</b>	<b>15,939</b>	<b>\$377</b>
721	Accommodation	53	1,347	\$492	54	1,403	\$508	55	1,417	\$520
722	Food Services and Drinking Places	815	13,945	\$334	819	14,192	\$350	817	14,523	\$363
<b>81</b>	<b>Other Services Except Public Admin</b>	<b>986</b>	<b>7,085</b>	<b>\$634</b>	<b>996</b>	<b>6,777</b>	<b>\$680</b>	<b>1,005</b>	<b>6,910</b>	<b>\$700</b>
811	Repair and Maintenance	352	2,114	\$877	356	2,145	\$932	360	2,128	\$946
812	Personal and Laundry Services	313	2,587	\$541	321	2,586	\$562	329	2,670	\$599
813	Membership Associations and Organizations	176	2,189	\$525	172	1,849	\$577	171	1,917	\$590
814	Private Households	145	196	\$452	148	197	\$464	146	195	\$485
<b>99</b>	<b>Unclassified Establishments</b>	<b>17</b>	<b>34</b>	<b>\$1,084</b>	<b>9</b>	<b>22</b>	<b>\$1,038</b>	<b>17</b>	<b>46</b>	<b>\$728</b>
999	Unclassified Establishments	17	34	\$1,084	9	22	\$1,038	17	46	\$728
	<b>Total Government</b>	<b>292</b>	<b>20,991</b>	<b>\$1,024</b>	<b>289</b>	<b>20,994</b>	<b>\$1,041</b>	<b>289</b>	<b>20,862</b>	<b>\$1,054</b>
	Federal Government	71	3,775	\$1,582	70	3,974	\$1,615	71	3,966	\$1,618
	State Government	105	1,891	\$757	102	1,782	\$793	102	1,731	\$819
	Local Government	117	15,325	\$920	117	15,238	\$920	116	15,166	\$933

Source: NH Economic and Labor Market Information Bureau

Table C-2: Employment and Wages for Rockingham County

NAICS Code	Industry	Rockingham County 2014			Rockingham County 2015			Rockingham County 2016		
		Units	Average Annual Empl.	Average Weekly Wage	Units	Average Annual Empl.	Average Weekly Wage	Units	Average Annual Empl.	Average Weekly Wage
<b>ALL</b>	<b>Total, Private plus Government</b>	<b>9,877</b>	<b>139,972</b>	<b>\$968</b>	<b>10,025</b>	<b>143,650</b>	<b>\$999</b>	<b>10,112</b>	<b>146,926</b>	<b>\$1,009</b>
	Total Private	9,576	125,705	\$977	9,727	129,571	\$1,008	9,813	132,843	\$1,016
<b>101</b>	<b>Goods-Producing Industries</b>	<b>1,396</b>	<b>20,107</b>	<b>\$1,215</b>	<b>1,435</b>	<b>20,954</b>	<b>\$1,261</b>	<b>1,459</b>	<b>21,711</b>	<b>\$1,289</b>
<b>11</b>	<b>Agriculture/Forestry/Fishing</b>	<b>29</b>	<b>244</b>	<b>\$466</b>	<b>29</b>	<b>264</b>	<b>\$508</b>	<b>27</b>	<b>261</b>	<b>\$515</b>
111	Crop Production	15	172	\$391	14	185	\$410	13	187	\$410
112	Animal Production	4	21	\$447	5	23	\$484	5	17	\$504
113	Forestry and Logging	4	15	\$805	4	19	\$1,010	3	18	\$1,116
114	Fishing, Hunting, and Trapping	n	n	n	0	0	\$0	0	0	\$0
115	Agriculture and Forestry Support Activities	n	n	n	6	38	\$754	6	39	\$741
<b>21</b>	<b>Mining</b>	<b>12</b>	<b>105</b>	<b>\$1,059</b>	<b>13</b>	<b>122</b>	<b>\$1,064</b>	<b>11</b>	<b>125</b>	<b>\$1,067</b>
211	Oil and Gas Extraction	0	0	\$0	0	0	\$0	0	0	\$0
212	Mining (except Oil and Gas)	n	n	n	n	n	n	n	n	n
213	Support Activities for Mining	n	n	n	n	n	n	n	n	n
<b>23</b>	<b>Construction</b>	<b>882</b>	<b>5,691</b>	<b>\$1,094</b>	<b>913</b>	<b>6,161</b>	<b>\$1,172</b>	<b>937</b>	<b>6,385</b>	<b>\$1,182</b>
236	Construction of Buildings	229	1,034	\$1,052	234	1,112	\$1,164	244	1,216	\$1,215
237	Heavy and Civil Engineering Construction	44	1,050	\$1,519	49	1,250	\$1,531	47	1,143	\$1,533
238	Specialty Trade Contractors	609	3,607	\$983	630	3,799	\$1,057	646	4,026	\$1,072
<b>31-33</b>	<b>Manufacturing</b>	<b>474</b>	<b>14,068</b>	<b>\$1,277</b>	<b>480</b>	<b>14,407</b>	<b>\$1,314</b>	<b>484</b>	<b>14,939</b>	<b>\$1,350</b>
311	Food Manufacturing	27	1,275	\$1,372	30	1,350	\$1,478	29	1,383	\$1,553
312	Beverage and Tobacco Product Manufacturing	15	301	\$941	17	379	\$878	19	429	\$844
313	Textile Mills	n	n	n	n	n	n	n	n	n
314	Textile Product Mills	n	n	n	n	n	n	8	27	\$696
315	Apparel Manufacturing	n	n	n	n	n	n	n	n	n
316	Leather and Allied Product Manufacturing	n	n	n	n	n	n	n	n	n
321	Wood Product Manufacturing	17	195	\$1,006	17	191	\$1,083	17	189	\$1,068
322	Paper Manufacturing	9	99	\$841	9	95	\$8,011	n	n	n
323	Printing and Related Support Activities	40	429	\$933	39	408	\$936	38	424	\$989
324	Petroleum and Coal Products Manufacturing	5	181	\$1,292	5	185	\$1,328	5	163	\$1,484
325	Chemical Manufacturing	17	1,068	\$1,599	17	1,094	\$1,684	19	1,216	\$1,721
326	Plastics and Rubber Products Manufacturing	22	1,200	\$994	22	1,283	\$1,034	21	1,377	\$1,018
327	Nonmetallic Mineral Product Manufacturing	20	730	\$1,144	22	758	\$1,219	20	854	\$1,263
331	Primary Metal Manufacturing	5	233	\$914	5	227	\$914	5	232	\$953
332	Fabricated Metal Product Manufacturing	114	2,654	\$1,308	116	2,513	\$1,238	119	2,663	\$1,285
333	Machinery Manufacturing	31	1,400	\$1,336	31	1,256	\$1,372	33	1,263	\$1,500
334	Computer and Electronic Product Manufacturing	58	2,155	\$1,516	57	2,077	\$1,607	58	1,893	\$1,648
335	Electrical Equipment/Appliances Manufacturing	17	721	\$1,240	17	1,005	\$1,370	18	1,115	\$1,390
336	Transportation Equipment Manufacturing	11	156	\$942	n	n	n	n	n	n
337	Furniture and Related Product Manufacturing	23	294	\$1,056	23	322	\$1,043	22	322	\$1,080
339	Miscellaneous Manufacturing	30	454	\$1,322	32	539	\$1,432	31	571	\$1,440
<b>102</b>	<b>Service-Providing Industries</b>	<b>8,180</b>	<b>105,598</b>	<b>\$931</b>	<b>8,292</b>	<b>108,617</b>	<b>\$959</b>	<b>8,354</b>	<b>111,132</b>	<b>\$963</b>
<b>22</b>	<b>Utilities</b>	<b>19</b>	<b>927</b>	<b>\$2,343</b>	<b>17</b>	<b>845</b>	<b>\$2,371</b>	<b>19</b>	<b>848</b>	<b>\$2,238</b>
221	Utilities	19	927	\$2,343	17	845	\$2,371	19	848	\$2,238
<b>42</b>	<b>Wholesale Trade</b>	<b>886</b>	<b>6,502</b>	<b>\$1,508</b>	<b>883</b>	<b>6,634</b>	<b>\$1,604</b>	<b>867</b>	<b>6,770</b>	<b>\$1,551</b>
423	Merchant Wholesalers, Durable Goods	289	3,188	\$1,404	287	3,252	\$1,526	286	3,270	\$1,386
424	Merchant Wholesalers, Nondurable Goods	98	1,652	\$1,257	102	1,764	\$1,355	117	1,891	\$1,440
425	Electronic Markets and Agents and Brokers	499	1,663	\$1,957	495	1,617	\$2,031	464	1,609	\$2,015
<b>44-45</b>	<b>Retail Trade</b>	<b>1,469</b>	<b>25,362</b>	<b>\$525</b>	<b>1,495</b>	<b>25,694</b>	<b>\$545</b>	<b>1,511</b>	<b>26,020</b>	<b>\$554</b>
441	Motor Vehicle and Parts Dealers	197	2,675	\$908	206	2,714	\$956	205	2,775	\$965
442	Furniture and Home Furnishings Stores	82	627	\$646	84	703	\$650	88	754	\$644
443	Electronics and Appliance Stores	80	1,089	\$1,015	82	1,135	\$1,109	88	1,131	\$1,188
444	Building Material and Garden Supply Stores	132	2,767	\$632	127	2,684	\$668	125	2,799	\$668
445	Food and Beverage Stores	128	5,856	\$360	131	6,139	\$354	129	6,316	\$356
446	Health and Personal Care Stores	124	1,186	\$568	126	1,239	\$590	131	1,262	\$628
447	Gasoline Stations	112	937	\$391	112	955	\$404	110	953	\$425
448	Clothing and Clothing Accessories Stores	187	1,857	\$339	192	1,765	\$363	194	1,752	\$370
451	Sporting Goods, Hobby, Book, and Music Stores	99	1,112	\$336	103	1,160	\$358	98	1,188	\$350
452	General Merchandise Stores	65	4,692	\$411	62	4,572	\$415	63	4,497	\$421
453	Miscellaneous Store Retailers	187	1,762	\$411	195	1,822	\$423	204	1,837	\$448
454	Nonstore Retailers	78	805	\$1,030	78	805	\$1,110	77	756	\$1,053
<b>48-49</b>	<b>Transportation and Warehousing</b>	<b>232</b>	<b>4,293</b>	<b>\$798</b>	<b>232</b>	<b>4,554</b>	<b>\$863</b>	<b>231</b>	<b>4,905</b>	<b>\$891</b>
481	Air Transportation	8	160	\$1,247	6	183	\$1,344	7	205	\$1,387
482	Rail Transportation	n	n	n	n	n	n	0	0	\$0
483	Water Transportation	n	n	n	n	n	n	n	n	n
484	Truck Transportation	103	833	\$977	101	826	\$1,011	101	920	\$1,043
485	Transit and Ground Passenger Transportation	35	1,319	\$518	37	1,302	\$543	37	1,256	\$543
486	Pipeline Transportation	n	n	n	n	n	n	n	n	n
487	Scenic and Sightseeing Transportation	n	n	n	n	n	n	n	n	n
488	Support Activities for Transportation	37	371	\$1,047	37	430	\$1,067	35	455	\$1,083
491	Postal Service	0	0	\$0	0	0	\$0	0	0	\$0
492	Couriers and Messengers	21	570	\$840	22	591	\$857	24	684	\$807
493	Warehousing and Storage	16	197	\$849	18	1,164	\$981	17	1,325	\$1,028

Source: NH Economic and Labor Market Information Bureau

Table C-2: Employment and Wages for Rockingham County

NAICS Code	Industry	Rockingham County 2014			Rockingham County 2015			Rockingham County 2016		
		Units	Average Annual Empl.	Average Weekly Wage	Units	Average Annual Empl.	Average Weekly Wage	Units	Average Annual Empl.	Average Weekly Wage
<b>51</b>	<b>Information</b>	<b>114</b>	<b>3,196</b>	<b>\$1,736</b>	<b>116</b>	<b>3,330</b>	<b>\$1,765</b>	<b>115</b>	<b>3,278</b>	<b>\$1,759</b>
511	Publishing Industries (except Internet)	43	1,226	\$1,984	43	1,280	\$1,987	44	1,372	\$1,943
512	Motion Picture and Sound Recording	13	130	\$362	12	142	\$337	11	138	\$362
515	Broadcasting (except Internet)	5	63	\$1,076	5	64	\$1,048	5	56	\$1,214
517	Telecommunications	18	829	\$1,603	21	893	\$1,712	20	924	\$1,660
518	Data Processing and Related Services	17	180	\$1,883	18	811	\$1,867	20	694	\$1,923
519	Other Information Services	18	148	\$1,110	16	140	\$1,267	16	94	\$1,209
<b>52</b>	<b>Finance and Insurance</b>	<b>451</b>	<b>5,773</b>	<b>\$1,755</b>	<b>465</b>	<b>5,999</b>	<b>\$1,776</b>	<b>472</b>	<b>6,177</b>	<b>\$1,826</b>
521	Monetary Authorities - Central Bank							0	0	\$0
522	Credit Intermediation and Related Activities	164	2,083	\$1,433	163	2,104	\$1,380	168	2,159	\$1,444
523	Financial Investment and Related Activities	143	631	\$3,238	n	n	n	163	698	\$3,308
524	Insurance Carriers and Related Activities	144	3,059	\$1,669	148	3,226	\$1,729	139	3,314	\$1,764
525	Funds, Trusts, and Other Financial Vehicles	0	0	\$0	n	n	n	n	n	n
<b>53</b>	<b>Real Estate and Rental and Leasing</b>	<b>319</b>	<b>1,653</b>	<b>\$1,041</b>	<b>315</b>	<b>1,554</b>	<b>\$1,044</b>	<b>322</b>	<b>1,650</b>	<b>\$1,086</b>
531	Real Estate	262	1,179	\$1,011	257	1,087	\$1,000	261	1,139	\$1,052
532	Rental and Leasing Services	57	475	\$1,116	n	n	n	n	n	n
533	Lessors of Nonfinancial Intangible Assets	0	0	\$0	n	n	n	n	n	n
<b>54</b>	<b>Professional and Technical Services</b>	<b>1,113</b>	<b>7,769</b>	<b>\$1,530</b>	<b>1,199</b>	<b>8,344</b>	<b>\$1,533</b>	<b>1,108</b>	<b>8,639</b>	<b>\$1,550</b>
541	Professional and Technical Services	1,113	7,769	\$1,530	1,199	8,344	\$1,533	1,108	8,639	\$1,550
5411	Legal Services	155	731	\$1,286	150	695	\$1,362	144	708	\$1,369
5412	Accounting and Bookkeeping Services	135	1,018	\$1,137	141	1,044	\$1,169	136	1,054	\$1,189
5413	Architectural and Engineering Services	185	1,530	\$1,725	158	1,869	\$1,734	184	2,044	\$1,758
5414	Specialized Design Services	22	50	\$1,185	28	146	\$1,062	30	168	\$1,120
5415	Computer Systems Design and Related Services	244	2,032	\$1,820	248	2,085	\$1,670	245	2,125	\$1,609
5416	Management and Technical Consulting Services	221	932	\$1,823	219	1,035	\$1,870	215	1,035	\$2,006
5417	Scientific Research and Development Services	28	301	\$1,760	27	300	\$1,947	26	266	\$2,064
5418	Advertising, PR, and Related Services	42	228	\$1,005	39	215	\$1,025	39	208	\$1,121
5419	Other Professional and Technical Services	81	948	\$989	82	956	\$993	91	1,031	\$1,075
<b>55</b>	<b>Management of Companies/Enterprises</b>	<b>105</b>	<b>1,785</b>	<b>\$3,798</b>	<b>118</b>	<b>1,979</b>	<b>\$3,519</b>	<b>118</b>	<b>1,932</b>	<b>\$3,183</b>
551	Management of Companies/Enterprises	105	1,785	\$3,798	118	1,979	\$3,519	118	1,932	\$3,183
<b>56</b>	<b>Administrative and Waste Services</b>	<b>721</b>	<b>9,499</b>	<b>\$926</b>	<b>739</b>	<b>9,970</b>	<b>\$954</b>	<b>746</b>	<b>10,031</b>	<b>\$984</b>
561	Administrative and Support Services	661	8,817	\$901	680	9,299	\$927	687	9,316	\$962
5611	Office Administrative Services	113	949	\$1,818	117	1,045	\$1,919	124	1,110	\$1,984
5612	Facilities Support Services	10	81	\$548	10	89	\$604	n	n	n
5613	Employment Services	105	3,508	\$848	103	3,617	\$874	108	3,672	\$917
5614	Business Support Services	48	1,130	\$907	51	1,263	\$776	44	1,148	\$831
5615	Travel Arrangement and Reservation Services	43	224	\$1,494	40	246	\$1,626	38	247	\$1,291
5616	Investigation and Security Services	31	806	\$851	32	845	\$905	31	851	\$944
5617	Services to Buildings and Dwellings	299	1,897	\$534	214	1,984	\$568	323	2,043	\$571
5619	Other Support Services	13	221	\$548	13	209	\$610	n	n	n
562	Waste Management and Remediation Services	60	683	\$1,259	59	672	\$1,321	59	715	\$1,267
<b>61</b>	<b>Educational Services</b>	<b>130</b>	<b>2,540</b>	<b>\$786</b>	<b>132</b>	<b>2,730</b>	<b>\$804</b>	<b>133</b>	<b>2,736</b>	<b>\$821</b>
611	Educational Services	130	2,540	\$786	132	2,730	\$804	133	2,736	\$821
<b>62</b>	<b>Health Care and Social Assistance</b>	<b>850</b>	<b>15,348</b>	<b>\$905</b>	<b>847</b>	<b>15,603</b>	<b>\$928</b>	<b>845</b>	<b>16,401</b>	<b>\$939</b>
621	Ambulatory Health Care Services	588	6,249	\$1,218	591	6,386	\$1,254	590	6,640	\$1,268
622	Hospitals	9	3,630	\$992	9	3,631	\$1,016	11	3,862	\$1,041
623	Nursing and Residential Care Facilities	45	2,453	\$597	44	2,472	\$611	47	2,535	\$621
624	Social Assistance	207	3,016	\$401	203	3,114	\$410	197	3,365	\$411
<b>71</b>	<b>Arts, Entertainment, and Recreation</b>	<b>167</b>	<b>2,910</b>	<b>\$407</b>	<b>172</b>	<b>3,017</b>	<b>\$400</b>	<b>184</b>	<b>3,050</b>	<b>\$424</b>
711	Performing Arts and Spectator Sports	35	408	\$651	34	361	\$559	35	330	\$662
712	Museums, Historic Sites, Zoos, and Parks	13	145	\$351	12	149	\$364	12	152	\$369
713	Gambling, Recreation, Amusement Industries	119	2,357	\$369	126	2,507	\$379	138	2,568	\$397
<b>72</b>	<b>Accommodation and Food Services</b>	<b>793</b>	<b>13,860</b>	<b>\$361</b>	<b>819</b>	<b>14,124</b>	<b>\$380</b>	<b>824</b>	<b>14,364</b>	<b>\$399</b>
721	Accommodation	75	1,593	\$439	74	1,545	\$466	71	1,527	\$455
722	Food Services and Drinking Places	719	12,267	\$351	745	12,759	\$377	753	12,837	\$392
<b>81</b>	<b>Other Services Except Public Admin</b>	<b>800</b>	<b>4,157</b>	<b>\$638</b>	<b>815</b>	<b>4,230</b>	<b>\$673</b>	<b>843</b>	<b>4,304</b>	<b>\$683</b>
811	Repair and Maintenance	308	1,631	\$899	303	1,643	\$946	313	1,609	\$956
812	Personal and Laundry Services	272	1,632	\$424	280	1,658	\$457	293	1,744	\$475
813	Membership Associations and Organizations	105	742	\$559	105	752	\$592	108	774	\$628
814	Private Households	115	152	\$207	128	176	\$496	129	177	\$485
<b>99</b>	<b>Unclassified Establishments</b>	<b>13</b>	<b>23</b>	<b>\$1,040</b>	<b>11</b>	<b>12</b>	<b>\$1,203</b>	<b>17</b>	<b>27</b>	<b>\$995</b>
999	Unclassified Establishments	13	23	\$1,040	11	12	\$1,203	17	27	\$995
	<b>Total Government</b>	<b>301</b>	<b>14,268</b>	<b>\$892</b>	<b>298</b>	<b>14,079</b>	<b>\$925</b>	<b>299</b>	<b>14,084</b>	<b>\$934</b>
	Federal Government	63	985	\$1,319	63	1,004	\$1,336	64	1,051	\$1,305
	State Government	93	1,291	\$653	90	1,288	\$668	90	1,329	\$661
	Local Government	145	11,992	\$882	145	11,787	\$918	146	11,703	\$932

Source: NH Economic and Labor Market Information Bureau

Table C-2: Employment and Wages for State of NH

		State of NH - 2015					State of NH - 2016				
NAICS Code	Industry	Units	Average Annual Empl.	Average Weekly Wage	Hills. Co. share of emplmt	Rock. Co. share of emplmt	Units	Average Annual Empl.	Average Weekly Wage	Hills. Co. share of emplmt	Rock. Co. share of emplmt
<b>ALL</b>	<b>Total, Private plus Government</b>	<b>46,362</b>	<b>636,798</b>	<b>\$1,011</b>	<b>30.9%</b>	<b>22.6%</b>	<b>47,056</b>	<b>647,375</b>	<b>\$1,030</b>	<b>30.9%</b>	<b>22.7%</b>
	Total Private	44,309	552,276	\$1,022	31.8%	23.5%	45,016	562,836	\$1,043	31.8%	23.6%
<b>101</b>	<b>Goods-Producing Industries</b>	<b>6,003</b>	<b>93,968</b>	<b>\$1,225</b>	<b>33.9%</b>	<b>22.3%</b>	<b>6,151</b>	<b>96,138</b>	<b>\$1,251</b>	<b>34.0%</b>	<b>22.6%</b>
<b>11</b>	<b>Agriculture/Forestry/Fishing</b>	<b>257</b>	<b>2,013</b>	<b>\$681</b>	<b>8.5%</b>	<b>13.1%</b>	<b>255</b>	<b>2,022</b>	<b>\$678</b>	<b>8.5%</b>	<b>12.9%</b>
111	Crop Production	74	889	\$512	12.1%	20.8%	76	919	\$551	12.1%	20.3%
112	Animal Production	50	512	\$553	n	4.5%	49	504	\$577	n	3.4%
113	Forestry and Logging	99	452	\$841	11.9%	4.2%	95	439	\$873	11.8%	4.1%
114	Fishing, Hunting, and Trapping	0	0	\$0	n	n	0	0	\$0	n	n
115	Agriculture and Forestry Support Activities	35	161	\$1,566	n	23.6%	34	159	\$1,191	n	24.5%
<b>21</b>	<b>Mining</b>	<b>65</b>	<b>527</b>	<b>\$1,113</b>	<b>8.2%</b>	<b>23.1%</b>	<b>65</b>	<b>558</b>	<b>\$1,125</b>	<b>8.4%</b>	<b>22.4%</b>
211	Oil and Gas Extraction	0	0	\$0	n	n	0	0	\$0	n	n
212	Mining (except Oil and Gas)	n	n	n	n	n	n	n	n	n	n
213	Support Activities for Mining	n	n	n	n	n	n	n	n	n	n
<b>23</b>	<b>Construction</b>	<b>3,730</b>	<b>24,228</b>	<b>\$1,101</b>	<b>28.8%</b>	<b>25.4%</b>	<b>3,877</b>	<b>25,460</b>	<b>\$1,132</b>	<b>29.2%</b>	<b>25.1%</b>
236	Construction of Buildings	960	5,389	\$1,130	27.5%	20.6%	993	5,756	\$1,177	27.5%	21.1%
237	Heavy and Civil Engineering Construction	194	3,140	\$1,410	10.8%	39.8%	194	3,032	\$1,429	10.3%	37.7%
238	Specialty Trade Contractors	2,577	15,698	\$1,030	32.8%	24.2%	2,689	16,672	\$1,063	33.2%	24.1%
<b>31-33</b>	<b>Manufacturing</b>	<b>1,951</b>	<b>67,200</b>	<b>\$1,286</b>	<b>36.7%</b>	<b>21.4%</b>	<b>1,955</b>	<b>68,098</b>	<b>\$1,313</b>	<b>36.7%</b>	<b>21.9%</b>
311	Food Manufacturing	118	2,491	\$1,180	18.4%	54.2%	118	2,568	\$1,189	19.0%	53.9%
312	Beverage and Tobacco Product Manufacturing	38	861	\$1,106	46.7%	44.0%	42	942	\$1,071	45.4%	45.5%
313	Textile Mills	26	1,942	\$1,196	33.8%	n	26	1,871	\$1,225	32.5%	n
314	Textile Product Mills	36	222	\$646	n	n	37	217	\$737	38.2%	12.4%
315	Apparel Manufacturing	16	481	\$949	n	n	15	468	\$998	9.0%	n
316	Leather and Allied Product Manufacturing	12	252	\$712	n	n	12	231	\$763	n	n
321	Wood Product Manufacturing	94	1,682	\$914	9.6%	11.4%	98	1,740	\$946	10.7%	10.9%
322	Paper Manufacturing	24	901	\$1,198	54.4%	10.5%	23	858	\$1,209	52.7%	n
323	Printing and Related Support Activities	159	2,441	\$934	27.8%	16.7%	156	2,409	\$1,010	27.6%	17.6%
324	Petroleum and Coal Products Manufacturing	17	272	\$1,299	n	68.0%	16	249	\$1,409	n	65.5%
325	Chemical Manufacturing	53	1,923	\$1,404	16.3%	56.9%	56	2,049	\$1,458	15.8%	59.3%
326	Plastics and Rubber Products Manufacturing	95	5,288	\$1,038	36.6%	24.3%	94	5,497	\$1,042	34.8%	25.1%
327	Nonmetallic Mineral Product Manufacturing	100	1,841	\$1,091	22.1%	41.2%	96	1,961	\$1,141	20.3%	43.5%
331	Primary Metal Manufacturing	34	2,370	\$1,070	48.0%	9.6%	34	2,345	\$1,115	51.1%	9.9%
332	Fabricated Metal Product Manufacturing	389	11,353	\$1,108	27.5%	22.1%	388	11,519	\$1,136	27.6%	23.1%
333	Machinery Manufacturing	160	6,967	\$1,332	14.7%	18.0%	159	6,829	\$1,356	14.0%	18.5%
334	Computer and Electronic Product Manufacturing	257	14,777	\$1,765	69.7%	14.1%	262	14,916	\$1,802	71.6%	12.7%
335	Electrical Equipment/Appliances Manufacturing	58	3,973	\$1,288	33.7%	25.3%	59	4,107	\$1,306	30.7%	27.1%
336	Transportation Equipment Manufacturing	42	2,073	\$1,377	5.5%	n	43	2,161	\$1,343	4.6%	n
337	Furniture and Related Product Manufacturing	66	967	\$888	9.6%	33.3%	67	963	\$926	10.7%	33.4%
339	Miscellaneous Manufacturing	158	4,126	\$1,137	45.5%	13.1%	157	4,198	\$1,160	45.9%	13.6%
<b>102</b>	<b>Service-Providing Industries</b>	<b>38,307</b>	<b>458,308</b>	<b>\$980</b>	<b>31.4%</b>	<b>23.7%</b>	<b>38,865</b>	<b>466,699</b>	<b>\$1,000</b>	<b>31.3%</b>	<b>23.8%</b>
<b>22</b>	<b>Utilities</b>	<b>100</b>	<b>2,182</b>	<b>\$1,983</b>	<b>12.5%</b>	<b>38.7%</b>	<b>100</b>	<b>2,136</b>	<b>\$1,981</b>	<b>11.1%</b>	<b>39.7%</b>
	Utilities	100	2,182	\$1,983	12.5%	38.7%	100	2,136	\$1,981	11.1%	39.7%
<b>42</b>	<b>Wholesale Trade</b>	<b>4,952</b>	<b>27,578</b>	<b>\$1,742</b>	<b>27.4%</b>	<b>24.1%</b>	<b>4,959</b>	<b>27,783</b>	<b>\$1,729</b>	<b>27.1%</b>	<b>24.4%</b>
423	Merchant Wholesalers, Durable Goods	972	11,018	\$1,579	40.3%	29.5%	968	10,889	\$1,568	40.2%	30.0%
424	Merchant Wholesalers, Nondurable Goods	379	7,162	\$1,278	17.9%	24.6%	401	7,402	\$1,184	17.9%	25.5%
425	Electronic Markets and Agents and Brokers	3,601	9,399	\$2,288	19.4%	17.2%	3,590	9,493	\$2,340	19.2%	16.9%
<b>44-45</b>	<b>Retail Trade</b>	<b>5,812</b>	<b>94,914</b>	<b>\$591</b>	<b>29.4%</b>	<b>27.1%</b>	<b>5,823</b>	<b>95,919</b>	<b>\$596</b>	<b>29.3%</b>	<b>27.1%</b>
441	Motor Vehicle and Parts Dealers	794	12,355	\$1,010	31.8%	22.0%	782	12,544	\$1,004	32.2%	22.1%
442	Furniture and Home Furnishings Stores	306	2,465	\$675	32.6%	28.5%	315	2,551	\$685	32.6%	29.6%
443	Electronics and Appliance Stores	272	3,447	\$1,270	46.6%	32.9%	270	3,425	\$1,281	46.6%	33.0%
444	Building Material and Garden Supply Stores	502	9,104	\$668	23.2%	29.5%	491	9,389	\$672	23.4%	29.8%
445	Food and Beverage Stores	576	21,715	\$369	27.8%	28.3%	568	22,025	\$377	27.8%	28.7%
446	Health and Personal Care Stores	440	4,411	\$664	31.3%	28.1%	452	4,367	\$682	31.6%	28.9%
447	Gasoline Stations	556	4,478	\$393	18.7%	21.3%	547	4,438	\$406	17.8%	21.5%
448	Clothing and Clothing Accessories Stores	661	6,657	\$383	42.5%	26.5%	648	6,550	\$380	42.2%	26.7%
451	Sporting Goods, Hobby, Book, and Music Stores	414	4,581	\$381	31.9%	25.3%	407	4,454	\$385	30.1%	26.7%
452	General Merchandise Stores	248	15,113	\$424	25.0%	30.3%	271	15,283	\$433	24.4%	29.4%
453	Miscellaneous Store Retailers	683	5,497	\$425	34.4%	33.1%	703	5,557	\$445	33.8%	33.1%
454	Nonstore Retailers	361	5,092	\$1,121	23.7%	15.8%	371	5,337	\$1,075	27.2%	14.2%
<b>48-49</b>	<b>Transportation and Warehousing</b>	<b>873</b>	<b>13,149</b>	<b>\$811</b>	<b>28.7%</b>	<b>34.6%</b>	<b>873</b>	<b>14,026</b>	<b>\$819</b>	<b>28.3%</b>	<b>35.0%</b>
481	Air Transportation	34	474	\$1,232	54.0%	38.6%	34	511	\$1,300	51.5%	40.1%
484	Truck Transportation	385	3,011	\$958	27.6%	27.4%	377	3,101	\$978	25.7%	29.7%
485	Transit and Ground Passenger Transportation	137	3,263	\$509	23.1%	39.9%	142	3,473	\$510	24.9%	36.2%
486	Pipeline Transportation	n	n	n	n	n	n	n	n	n	n
487	Scenic and Sightseeing Transportation	20	305	\$491	n	n	20	288	\$556	0.0%	n
488	Support Activities for Transportation	123	1,034	\$951	25.0%	41.6%	124	1,151	\$972	23.0%	39.5%
491	Postal Service	6	25	\$538	0.0%	0.0%	n	n	n	n	n
492	Couriers and Messengers	92	2,548	\$858	40.8%	23.2%	95	2,803	\$814	41.7%	24.4%
493	Warehousing and Storage	75	2,483	\$885	25.5%	46.9%	74	2,660	\$911	23.1%	49.8%

Source: NH Economic and Labor Market Information Bureau

Table C-2: Employment and Wages for State of NH

NAICS Code	Industry	State of NH - 2015					State of NH - 2016				
		Units	Average Annual Empl.	Average Weekly Wage	Hills. Co. share of emplmt	Rock. Co. share of emplmt	Units	Average Annual Empl.	Average Weekly Wage	Hills. Co. share of emplmt	Rock. Co. share of emplmt
<b>51</b>	<b>Information</b>	<b>728</b>	<b>12,267</b>	<b>\$1,591</b>	<b>41.9%</b>	<b>27.1%</b>	<b>737</b>	<b>12,510</b>	<b>\$1,641</b>	<b>42.7%</b>	<b>26.2%</b>
511	Publishing Industries (except Internet)	247	4,900	\$1,864	48.3%	26.1%	251	4,897	\$1,946	46.2%	28.0%
512	Motion Picture and Sound Recording	64	830	\$632	46.7%	17.1%	66	845	\$643	46.2%	16.3%
515	Broadcasting (except Internet)	48	707	\$1,001	31.5%	9.1%	49	695	\$1,047	33.2%	8.1%
517	Telecommunications	142	3,868	\$1,537	48.1%	23.1%	138	3,887	\$1,550	47.6%	23.8%
518	Data Processing and Related Services	85	1,421	\$1,769	14.1%	57.1%	90	1,687	\$1,825	31.2%	41.1%
519	Other Information Services	142	542	\$1,289	19.0%	25.8%	143	500	\$1,242	18.0%	18.8%
<b>52</b>	<b>Finance and Insurance</b>	<b>2,089</b>	<b>28,597</b>	<b>\$1,830</b>	<b>35.2%</b>	<b>21.0%</b>	<b>2,146</b>	<b>29,405</b>	<b>\$1,941</b>	<b>35.4%</b>	<b>21.0%</b>
522	Credit Intermediation and Related Activities	753	7,781	\$1,246	n	27.0%	767	7,966	\$1,407	n	27.1%
523	Financial Investment and Related Activities	529	6,529	\$2,854	79.3%	n	577	6,817	\$3,108	78.8%	10.2%
524	Insurance Carriers and Related Activities	791	14,262	\$1,680	20.1%	22.6%	780	14,594	\$1,688	19.8%	22.7%
525	Funds, Trusts, and Other Financial Vehicles	17	25	\$1,843	n	n	23	28	\$1,757	n	n
<b>53</b>	<b>Real Estate and Rental and Leasing</b>	<b>1,313</b>	<b>6,688</b>	<b>\$978</b>	<b>36.0%</b>	<b>23.2%</b>	<b>1,341</b>	<b>6,899</b>	<b>\$1,002</b>	<b>34.6%</b>	<b>23.9%</b>
531	Real Estate	1,072	4,723	\$964	36.9%	23.0%	1,089	4,752	\$987	34.7%	24.0%
532	Rental and Leasing Services	236	1,948	\$1,003	n	n	244	2,126	\$1,022	n	n
533	Lessors of Nonfinancial Intangible Assets	5	17	\$2,152	n	n	8	20	\$2,467	n	n
<b>54</b>	<b>Professional and Technical Services</b>	<b>5,894</b>	<b>33,432</b>	<b>\$1,674</b>	<b>37.8%</b>	<b>25.0%</b>	<b>5,968</b>	<b>33,912</b>	<b>\$1,707</b>	<b>36.0%</b>	<b>25.5%</b>
541	Professional and Technical Services	5,894	33,432	\$1,674	37.8%	25.0%	5,968	33,912	\$1,707	36.0%	25.5%
5411	Legal Services	727	3,849	\$1,514	42.8%	18.1%	697	3,861	\$1,603	43.0%	18.3%
5412	Accounting and Bookkeeping Services	634	3,920	\$1,411	44.9%	26.6%	626	4,001	\$1,449	44.9%	26.3%
5413	Architectural and Engineering Services	723	5,737	\$1,618	34.8%	32.6%	741	5,933	\$1,652	32.2%	34.5%
5414	Specialized Design Services	112	456	\$1,224	40.4%	32.0%	115	487	\$1,261	39.8%	34.5%
5415	Computer Systems Design and Related Services	1,869	9,249	\$2,109	44.1%	22.5%	1,919	9,087	\$2,118	39.9%	23.4%
5416	Management and Technical Consulting Services	1,046	3,919	\$1,950	26.9%	26.4%	1,059	4,063	\$1,958	27.1%	25.5%
5417	Scientific Research and Development Services	173	1,732	\$2,187	37.9%	17.3%	170	1,781	\$2,302	35.0%	14.9%
5418	Advertising, PR, and Related Services	211	1,651	\$754	34.3%	13.0%	221	1,617	\$808	36.9%	12.9%
5419	Other Professional and Technical Services	400	2,920	\$893	24.1%	32.7%	421	3,082	\$930	22.6%	33.5%
<b>55</b>	<b>Management of Companies/Enterprises</b>	<b>541</b>	<b>8,634</b>	<b>\$2,049</b>	<b>36.3%</b>	<b>22.9%</b>	<b>553</b>	<b>8,890</b>	<b>\$1,993</b>	<b>37.9%</b>	<b>21.7%</b>
551	Management of Companies/Enterprises	541	8,634	\$2,049	36.3%	22.9%	553	8,890	\$1,993	37.9%	21.7%
<b>56</b>	<b>Administrative and Waste Services</b>	<b>3,634</b>	<b>34,569</b>	<b>\$869</b>	<b>34.0%</b>	<b>28.8%</b>	<b>3,766</b>	<b>34,881</b>	<b>\$888</b>	<b>33.7%</b>	<b>28.8%</b>
561	Administrative and Support Services	3,444	32,831	\$857	35.2%	28.3%	3,576	33,036	\$877	34.9%	28.2%
5611	Office Administrative Services	774	4,051	\$1,845	28.5%	25.8%	830	4,218	\$1,846	27.7%	26.3%
5612	Facilities Support Services	59	462	\$569	21.2%	19.3%	52	413	\$518	n	n
5613	Employment Services	650	12,439	\$755	38.0%	29.1%	699	12,213	\$780	36.8%	30.1%
5614	Business Support Services	279	3,076	\$827	27.4%	41.1%	269	2,912	\$856	29.1%	39.4%
5615	Travel Arrangement and Reservation Services	155	801	\$1,197	28.5%	30.7%	155	847	\$1,139	27.2%	29.2%
5616	Investigation and Security Services	150	2,221	\$837	41.6%	38.0%	152	2,260	\$862	41.9%	37.7%
5617	Services to Buildings and Dwellings	1,300	8,895	\$567	38.3%	22.3%	1,344	9,255	\$580	38.1%	22.1%
5619	Other Support Services	78	886	\$685	20.0%	23.6%	76	919	\$733	n	n
562	Waste Management and Remediation Services	190	1,738	\$1,101	11.2%	38.7%	190	1,845	\$1,081	10.9%	38.8%
<b>61</b>	<b>Educational Services</b>	<b>715</b>	<b>19,455</b>	<b>\$1,029</b>	<b>30.6%</b>	<b>14.0%</b>	<b>738</b>	<b>19,783</b>	<b>\$1,040</b>	<b>32.3%</b>	<b>13.8%</b>
611	Educational Services	715	19,455	\$1,029	30.6%	14.0%	738	19,783	\$1,040	32.3%	13.8%
<b>62</b>	<b>Health Care and Social Assistance</b>	<b>3,677</b>	<b>88,016</b>	<b>\$1,000</b>	<b>32.2%</b>	<b>17.7%</b>	<b>3,680</b>	<b>89,807</b>	<b>\$1,022</b>	<b>32.1%</b>	<b>18.3%</b>
621	Ambulatory Health Care Services	2308	30,523	\$1,379	32.2%	20.9%	2304	31,397	\$1,410	31.9%	21.1%
622	Hospitals	43	28,247	\$1,082	31.7%	12.9%	45	28,836	\$1,101	31.9%	13.4%
623	Nursing and Residential Care Facilities	326	14,888	\$616	36.7%	16.6%	336	14,672	\$630	36.5%	17.3%
624	Social Assistance	1,000	14,357	\$428	28.7%	21.7%	995	14,901	\$438	28.7%	22.6%
<b>71</b>	<b>Arts, Entertainment, and Recreation</b>	<b>728</b>	<b>11,320</b>	<b>\$417</b>	<b>23.7%</b>	<b>26.7%</b>	<b>746</b>	<b>11,596</b>	<b>\$413</b>	<b>24.1%</b>	<b>26.3%</b>
711	Performing Arts and Spectator Sports	155	1,482	\$695	28.4%	24.4%	156	1,484	\$633	26.5%	22.2%
712	Museums, Historic Sites, Zoos, and Parks	62	574	\$424	23.7%	26.0%	61	570	\$430	24.7%	26.7%
713	Gambling, Recreation, Amusement Industries	511	9,264	\$372	22.9%	27.1%	530	9,542	\$378	23.6%	26.9%
<b>72</b>	<b>Accommodation and Food Services</b>	<b>3,436</b>	<b>57,149</b>	<b>\$373</b>	<b>27.3%</b>	<b>24.7%</b>	<b>3,475</b>	<b>58,138</b>	<b>\$387</b>	<b>27.4%</b>	<b>24.7%</b>
721	Accommodation	513	9,941	\$451	14.1%	15.5%	519	9,478	\$463	15.0%	16.1%
722	Food Services and Drinking Places	2,923	47,708	\$357	29.7%	26.7%	2,956	48,660	\$373	29.8%	26.4%
<b>81</b>	<b>Other Services Except Public Admin</b>	<b>3,640</b>	<b>20,128</b>	<b>\$680</b>	<b>33.7%</b>	<b>21.0%</b>	<b>3,701</b>	<b>20,616</b>	<b>\$691</b>	<b>33.5%</b>	<b>20.9%</b>
811	Repair and Maintenance	1,335	6,780	\$948	31.6%	24.2%	1,366	6,777	\$963	31.4%	23.7%
812	Personal and Laundry Services	995	6,729	\$519	38.4%	24.6%	1,020	6,877	\$530	38.8%	25.4%
813	Membership Associations and Organizations	729	5,786	\$581	32.0%	13.0%	745	6,142	\$595	31.2%	12.6%
814	Private Households	583	834	\$499	23.6%	21.1%	571	820	\$514	23.8%	21.6%
<b>99</b>	<b>Unclassified Establishments</b>	<b>177</b>	<b>231</b>	<b>\$1,691</b>	<b>9.5%</b>	<b>5.2%</b>	<b>259</b>	<b>398</b>	<b>\$1,594</b>	<b>11.6%</b>	<b>6.8%</b>
999	Unclassified Establishments	177	231	\$1,691	9.5%	5.2%	259	398	\$1,594	11.6%	6.8%
<b>Total Government</b>		<b>2,052</b>	<b>84,522</b>	<b>\$937</b>	<b>24.8%</b>	<b>16.7%</b>	<b>2,040</b>	<b>84,538</b>	<b>\$946</b>	<b>24.7%</b>	<b>16.7%</b>
Federal Government		378	7,509	\$1,478	52.9%	13.4%	385	7,625	\$1,472	52.0%	13.8%
State Government		867	20,468	\$989	8.7%	6.3%	847	20,617	\$997	8.4%	6.4%
Local Government		808	56,544	\$847	26.9%	20.8%	809	56,296	\$857	26.9%	20.8%

Source: NH Economic and Labor Market Information Bureau

Table C-3: Employers, Employment, and Wages by Community

Area	2015			2016			# Change: 2015-2016			% Change: 2015-2016		
	Estab- lishments	Avg. Annl. Employ- ment	Average Weekly Wage									
East Kingston	34	210	\$857	34	219	\$820	0	9	-\$36	0.0%	4.1%	-4.4%
Exeter	556	9,942	\$1,150	557	10,314	\$1,133	1	372	-\$17	0.2%	3.6%	-1.5%
Greenland	170	1,845	\$1,005	177	1,906	\$981	7	61	-\$24	4.0%	3.2%	-2.5%
Hampton	527	5,735	\$1,025	534	5,876	\$1,027	7	141	\$2	1.3%	2.4%	0.2%
Hampton Falls	90	626	\$721	86	639	\$695	-4	13	-\$27	-4.7%	2.0%	-3.8%
Kensington	50	352	\$828	50	362	\$832	0	10	\$4	0.0%	2.8%	0.5%
New Castle	36	377	\$660	33	375	\$642	-3	-2	-\$17	-9.1%	-0.5%	-2.7%
Newfields	63	776	\$858	59	806	\$886	-4	30	\$28	-6.8%	3.7%	3.2%
Newington	214	5,516	\$966	211	5,715	\$1,037	-3	199	\$70	-1.4%	3.5%	6.8%
Newmarket	151	1,331	\$812	161	1,431	\$812	10	100	\$1	6.2%	7.0%	0.1%
North Hampton	257	2,130	\$1,970	262	2,276	\$1,690	5	146	-\$280	1.9%	6.4%	-16.6%
Portsmouth	1,832	31,735	\$1,186	1,844	32,396	\$1,204	12	661	\$18	0.7%	2.0%	1.5%
Rye	156	1,283	\$819	149	1,270	\$829	-7	-13	\$10	-4.7%	-1.0%	1.2%
Seabrook	333	6,494	\$995	342	6,608	\$953	9	114	-\$42	2.6%	1.7%	-4.4%
South Hampton	27	131	\$692	28	136	\$712	1	5	\$19	3.6%	3.7%	2.7%
Stratham	265	4,192	\$1,121	266	4,354	\$1,067	1	162	-\$54	0.4%	3.7%	-5.0%
<b>CEDS Eastern Communities</b>	<b>4,761</b>	<b>72,675</b>	<b>\$979</b>	<b>4,793</b>	<b>74,683</b>	<b>\$958</b>	<b>32</b>	<b>2,008</b>	<b>-\$22</b>	<b>0.7%</b>	<b>2.7%</b>	<b>-2.2%</b>
Atkinson	129	1,180	\$962	133	1,194	\$976	4	14	\$14	3.0%	1.2%	1.4%
Auburn	138	1,782	\$1,079	139	1,841	\$1,064	1	59	-\$15	0.7%	3.2%	-1.4%
Brentwood	159	2,041	\$894	163	1,976	\$927	4	-65	\$34	2.5%	-3.3%	3.6%
Candia	100	795	\$875	105	832	\$889	5	37	\$13	4.8%	4.4%	1.5%
Chester	66	365	\$871	66	384	\$842	0	19	-\$29	0.0%	4.9%	-3.4%
Danville	42	181	\$665	42	178	\$689	0	-3	\$24	0.0%	-1.7%	3.6%
Deerfield	75	419	\$628	78	449	\$686	3	30	\$58	3.8%	6.7%	8.4%
Epping	200	3,197	\$630	213	3,458	\$639	13	261	\$9	6.1%	7.5%	1.3%
Fremont	69	513	\$738	73	554	\$725	4	41	-\$13	5.5%	7.4%	-1.8%
Hampstead	250	2,180	\$715	252	2,222	\$739	2	42	\$24	0.8%	1.9%	3.2%
Kingston	171	1,601	\$772	173	1,692	\$789	2	91	\$17	1.2%	5.4%	2.2%
Newton	57	497	\$933	60	532	\$956	3	35	\$23	5.0%	6.6%	2.4%
Northwood	88	958	\$730	92	1,034	\$745	4	76	\$15	4.3%	7.4%	2.1%
Nottingham	45	303	\$834	49	316	\$921	4	13	\$87	8.2%	4.1%	9.5%
Plaistow	351	4,809	\$703	347	4,857	\$723	-4	48	\$20	-1.2%	1.0%	2.8%
Raymond	182	2,996	\$834	179	3,066	\$868	-3	70	\$34	-1.7%	2.3%	3.9%
Sandown	57	271	\$694	56	281	\$680	-1	10	-\$14	-1.8%	3.6%	-2.0%
<b>CEDS Central Communities</b>	<b>2,179</b>	<b>24,088</b>	<b>\$797</b>	<b>2,220</b>	<b>24,866</b>	<b>\$815</b>	<b>41</b>	<b>778</b>	<b>\$18</b>	<b>1.8%</b>	<b>3.1%</b>	<b>2.2%</b>
Derry	657	8,109	\$819	648	8,234	\$820	-9	125	\$1	-1.4%	1.5%	0.1%
Hudson	614	10,115	\$1,047	623	10,295	\$1,107	9	180	\$60	1.4%	1.7%	5.5%
Litchfield	104	908	\$879	103	985	\$967	-1	77	\$88	-1.0%	7.8%	9.1%
Londonderry	773	13,213	\$950	788	13,488	\$980	15	275	\$30	1.9%	2.0%	3.1%
Merrimack	773	17,180	\$1,703	791	17,974	\$1,761	18	794	\$58	2.3%	4.4%	3.3%
Nashua	2,754	51,634	\$1,106	2,734	51,101	\$1,127	-20	-533	\$21	-0.7%	-1.0%	1.9%
Pelham	275	2,371	\$866	276	2,438	\$884	1	67	\$18	0.4%	2.7%	2.1%
Salem	1,266	22,032	\$933	1,276	22,013	\$963	10	-19	\$30	0.8%	-0.1%	3.1%
Windham	394	3,535	\$939	389	3,644	\$970	-5	109	\$31	-1.3%	3.0%	3.2%
<b>CEDS Western Communities</b>	<b>7,610</b>	<b>129,097</b>	<b>\$1,027</b>	<b>7,628</b>	<b>130,172</b>	<b>\$1,064</b>	<b>18</b>	<b>1,075</b>	<b>\$38</b>	<b>0.2%</b>	<b>0.8%</b>	<b>3.5%</b>
<b>REDC CEDS Region</b>	<b>14,550</b>	<b>225,860</b>	<b>\$916</b>	<b>14,641</b>	<b>229,721</b>	<b>\$923</b>	<b>91</b>	<b>3,861</b>	<b>\$7</b>	<b>0.6%</b>	<b>1.7%</b>	<b>0.8%</b>
<b>Hillsborough County</b>	<b>11,386</b>	<b>196,842</b>	<b>\$1,100</b>	<b>11,405</b>	<b>199,729</b>	<b>\$1,119</b>	<b>19</b>	<b>2,887</b>	<b>\$19</b>	<b>0.2%</b>	<b>1.4%</b>	<b>1.7%</b>
<b>Rockingham County</b>	<b>10,025</b>	<b>143,650</b>	<b>\$999</b>	<b>10,112</b>	<b>146,926</b>	<b>\$1,009</b>	<b>87</b>	<b>3,276</b>	<b>\$10</b>	<b>0.9%</b>	<b>2.2%</b>	<b>1.0%</b>
<b>New Hampshire</b>	<b>46,363</b>	<b>636,798</b>	<b>\$1,011</b>	<b>47,056</b>	<b>647,375</b>	<b>\$1,030</b>	<b>693</b>	<b>10,577</b>	<b>\$19</b>	<b>1.5%</b>	<b>1.6%</b>	<b>1.8%</b>

Source: NH Dept. of Employment Security, Labor Market Information Bureau

Table C-4: Current and Historic Unemployment Data

Area	Annual Unemployment Rate -- Not Seasonally Adjusted											10-yr change from 2007 to 2017	5-yr change from 2012 to 2017	1-yr change from 2016 to 2017
	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017			
East Kingston	4.0%	4.3%	6.0%	5.2%	4.8%	5.0%	5.6%	4.4%	3.0%	2.4%	2.8%	-1.2%	-2.2%	0.4%
Exeter	3.5%	4.1%	6.3%	6.1%	5.7%	5.7%	5.1%	4.1%	3.2%	2.6%	2.6%	-0.9%	-3.1%	0.0%
Greenland	3.0%	3.2%	5.0%	5.1%	5.0%	4.6%	4.3%	3.9%	3.0%	3.3%	2.2%	-0.8%	-2.4%	-1.1%
Hampton	3.6%	4.2%	6.3%	6.0%	5.3%	5.8%	5.9%	5.3%	4.1%	2.7%	3.1%	-0.5%	-2.7%	0.4%
Hampton Falls	3.5%	4.2%	5.8%	5.1%	5.2%	5.4%	6.1%	4.2%	3.1%	2.8%	2.7%	-0.8%	-2.7%	-0.1%
Kensington	3.7%	4.6%	6.4%	5.8%	5.3%	5.3%	5.3%	3.9%	2.7%	2.4%	2.5%	-1.2%	-2.8%	0.1%
New Castle	3.2%	2.9%	4.2%	4.2%	3.4%	4.0%	4.3%	3.2%	2.6%	2.4%	2.0%	-1.2%	-2.0%	-0.4%
Newfields	2.7%	3.3%	5.8%	6.0%	5.0%	5.1%	5.0%	3.4%	2.8%	2.5%	2.2%	-0.5%	-2.9%	-0.3%
Newington	2.5%	2.7%	4.8%	5.4%	3.4%	5.2%	4.8%	3.8%	2.9%	2.4%	2.0%	-0.5%	-3.2%	-0.4%
Newmarket	2.8%	3.2%	5.1%	5.2%	4.5%	4.5%	4.1%	3.5%	2.8%	2.4%	2.0%	-0.8%	-2.5%	-0.4%
North Hampton	2.7%	3.0%	4.7%	4.9%	4.2%	5.1%	5.0%	4.1%	2.8%	2.8%	2.6%	-0.1%	-2.5%	-0.2%
Portsmouth	2.9%	3.4%	5.2%	4.8%	4.3%	4.3%	4.1%	3.5%	2.4%	2.2%	2.1%	-0.8%	-2.2%	-0.1%
Rye	3.1%	3.6%	5.4%	5.2%	4.9%	4.8%	5.0%	3.6%	2.8%	2.0%	2.0%	-1.1%	-2.8%	0.0%
Seabrook	5.6%	6.8%	9.3%	8.0%	7.3%	8.1%	7.9%	7.1%	5.5%	4.3%	4.1%	-1.5%	-4.0%	-0.2%
South Hampton	3.9%	4.2%	7.7%	4.9%	4.4%	6.5%	6.0%	4.4%	4.0%	3.6%	2.6%	-1.3%	-3.9%	-1.0%
Stratham	3.2%	3.3%	5.0%	4.5%	4.6%	4.5%	4.5%	3.4%	2.6%	2.3%	2.2%	-1.0%	-2.3%	-0.1%
<b>CEDS Eastern Communities</b>	<b>3.4%</b>	<b>3.8%</b>	<b>5.8%</b>	<b>5.4%</b>	<b>4.8%</b>	<b>5.2%</b>	<b>5.2%</b>	<b>4.1%</b>	<b>3.1%</b>	<b>2.7%</b>	<b>2.5%</b>	<b>-0.9%</b>	<b>-2.8%</b>	<b>-0.2%</b>
Atkinson	3.6%	5.2%	7.3%	6.6%	6.2%	5.8%	5.9%	5.4%	4.1%	3.4%	3.2%	-0.4%	-2.6%	-0.2%
Auburn	2.8%	3.1%	5.4%	5.0%	4.6%	4.3%	4.0%	3.7%	2.9%	2.4%	2.5%	-0.3%	-1.8%	0.1%
Brentwood	4.4%	4.5%	6.8%	6.6%	6.1%	6.2%	5.4%	3.4%	2.6%	2.0%	2.4%	-2.0%	-3.8%	0.4%
Candia	3.1%	3.1%	4.9%	5.3%	4.3%	4.7%	4.5%	3.6%	3.0%	2.6%	2.1%	-1.0%	-2.6%	-0.5%
Chester	3.4%	3.3%	5.3%	5.7%	5.2%	5.1%	5.0%	4.3%	3.1%	2.7%	2.9%	-0.5%	-2.2%	0.2%
Danville	4.7%	5.4%	8.1%	7.5%	7.2%	7.8%	6.7%	5.4%	4.2%	3.0%	3.0%	-1.7%	-4.8%	0.0%
Deerfield	3.9%	3.5%	6.0%	5.9%	4.5%	5.5%	5.3%	4.0%	3.0%	2.5%	2.3%	-1.6%	-3.2%	-0.2%
Epping	3.9%	4.7%	7.4%	7.2%	6.2%	6.9%	5.9%	4.4%	3.5%	2.9%	2.3%	-1.6%	-4.6%	-0.6%
Fremont	4.0%	4.5%	7.0%	7.0%	5.8%	6.5%	5.7%	4.8%	3.7%	3.1%	2.8%	-1.2%	-3.7%	-0.3%
Hampstead	4.1%	5.0%	7.4%	7.0%	6.1%	6.7%	6.3%	5.1%	4.0%	3.1%	3.3%	-0.8%	-3.4%	0.2%
Kingston	4.8%	5.4%	7.6%	7.5%	7.0%	7.6%	7.3%	5.9%	4.5%	3.5%	3.5%	-1.3%	-4.1%	0.0%
Newton	4.1%	5.4%	7.5%	7.0%	6.8%	7.2%	6.0%	4.8%	3.9%	3.2%	3.3%	-0.8%	-3.9%	0.1%
Northwood	3.6%	4.0%	6.8%	6.1%	6.0%	7.5%	5.0%	4.2%	3.4%	2.8%	2.3%	-1.3%	-5.2%	-0.5%
Nottingham	3.0%	3.4%	5.6%	5.0%	4.3%	4.6%	4.5%	3.5%	2.7%	2.2%	2.3%	-0.7%	-2.3%	0.1%
Plaistow	5.2%	5.8%	8.0%	7.4%	6.4%	7.5%	7.5%	6.5%	5.1%	4.2%	3.7%	-1.5%	-3.8%	-0.5%
Raymond	4.1%	4.6%	7.5%	7.0%	5.9%	5.9%	5.7%	4.8%	3.9%	3.2%	2.9%	-1.2%	-3.0%	-0.3%
Sandown	4.0%	5.5%	7.8%	7.2%	6.8%	6.9%	6.5%	5.2%	4.2%	3.3%	3.0%	-1.0%	-3.9%	-0.3%
<b>CEDS Central Communities</b>	<b>3.9%</b>	<b>4.5%</b>	<b>6.8%</b>	<b>6.5%</b>	<b>5.8%</b>	<b>6.3%</b>	<b>5.7%</b>	<b>4.6%</b>	<b>3.6%</b>	<b>2.9%</b>	<b>2.8%</b>	<b>-1.1%</b>	<b>-3.5%</b>	<b>-0.1%</b>
Derry	4.0%	4.5%	6.9%	7.0%	6.1%	6.5%	6.1%	5.1%	4.1%	3.5%	3.4%	-0.6%	-3.1%	-0.1%
Hudson	3.8%	4.2%	6.7%	6.6%	5.8%	6.1%	5.8%	5.2%	4.3%	3.4%	3.3%	-0.5%	-2.8%	-0.1%
Litchfield	3.2%	3.6%	5.7%	6.1%	5.4%	5.3%	5.1%	4.9%	3.9%	3.2%	3.0%	-0.2%	-2.3%	-0.2%
Londonderry	3.5%	3.8%	5.9%	5.9%	5.2%	5.6%	5.3%	4.5%	3.6%	2.8%	2.7%	-0.8%	-2.9%	-0.1%
Merrimack	3.0%	3.3%	5.8%	5.7%	4.9%	5.0%	4.9%	4.0%	3.4%	2.9%	2.6%	-0.4%	-2.4%	-0.3%
Nashua	3.7%	4.1%	6.9%	6.7%	6.0%	6.2%	5.9%	5.1%	4.0%	3.3%	3.2%	-0.5%	-3.0%	-0.1%
Pelham	5.0%	5.2%	8.2%	7.8%	7.1%	7.3%	7.2%	6.0%	4.7%	4.0%	3.7%	-1.3%	-3.6%	-0.3%
Salem	5.0%	5.4%	8.0%	8.2%	7.3%	8.1%	7.6%	5.5%	4.3%	3.5%	3.6%	-1.4%	-4.5%	0.1%
Windham	3.7%	3.6%	6.1%	5.5%	5.1%	5.1%	5.2%	4.7%	3.9%	3.0%	3.1%	-0.6%	-2.0%	0.1%
<b>CEDS Western Communities</b>	<b>3.9%</b>	<b>4.2%</b>	<b>6.7%</b>	<b>6.6%</b>	<b>5.9%</b>	<b>6.1%</b>	<b>5.9%</b>	<b>5.0%</b>	<b>4.0%</b>	<b>3.3%</b>	<b>3.2%</b>	<b>-0.7%</b>	<b>-3.0%</b>	<b>-0.1%</b>
<b>REDC CEDS Region</b>	<b>3.7%</b>	<b>4.2%</b>	<b>6.4%</b>	<b>6.1%</b>	<b>5.5%</b>	<b>5.9%</b>	<b>5.6%</b>	<b>4.5%</b>	<b>3.5%</b>	<b>2.9%</b>	<b>2.8%</b>	<b>-0.9%</b>	<b>-3.1%</b>	<b>-0.2%</b>
<b>Hillsborough County</b>	<b>3.6%</b>	<b>3.9%</b>	<b>5.6%</b>	<b>6.3%</b>	<b>5.5%</b>	<b>5.7%</b>	<b>5.4%</b>	<b>4.5%</b>	<b>3.6%</b>	<b>3.0%</b>	<b>2.8%</b>	<b>-0.8%</b>	<b>-2.9%</b>	<b>-0.2%</b>
<b>Rockingham County</b>	<b>3.9%</b>	<b>4.3%</b>	<b>6.6%</b>	<b>6.3%</b>	<b>5.7%</b>	<b>6.0%</b>	<b>5.7%</b>	<b>4.7%</b>	<b>3.6%</b>	<b>3.0%</b>	<b>2.9%</b>	<b>-1.0%</b>	<b>-3.1%</b>	<b>-0.1%</b>
<b>New Hampshire</b>	<b>3.5%</b>	<b>3.9%</b>	<b>6.2%</b>	<b>6.1%</b>	<b>5.4%</b>	<b>5.5%</b>	<b>5.3%</b>	<b>4.3%</b>	<b>3.4%</b>	<b>2.8%</b>	<b>2.7%</b>	<b>-0.8%</b>	<b>-2.8%</b>	<b>-0.1%</b>

Source: NH Dept. Employment Security - Economic & Labor Market Information Bureau

Table C-5: Employment and Weekly Wages

2018 CEDS Update

Area	Private Employers, 2015				Total Number of Employees, 2015				Private Employers, 2016				Total Number of Employees, 2016				Avg. Weekly Wage Total Private + Govt	
	Private Goods-Producing	Private Service-Providing	Total		Private Goods-Producing	Private Service-Providing	Govt	Total	Private Goods-Producing	Private Service-Providing	Govt	Total	Private Goods-Producing	Private Service-Providing	Govt	Total	2015	2016
East Kingston	11	21	31		35	82	93	210	10	21		31	40	89	90	219	\$857	\$820
Exeter	59	481	540		1,195	7,813	934	9,942	57	482		541	1,241	8,148	924	10,314	\$1,150	\$1,133
Greenland	35	130	164		325	1,383	136	1,845	37	134		171	930	1,423	153	1,906	\$1,005	\$981
Hampton	54	457	511		882	3,836	1,017	5,735	56	462		518	939	3,927	1,011	5,876	\$1,025	\$1,027
Hampton Falls	10	77	87		99	436	92	626	10	74		83	102	442	95	639	\$721	\$695
Kensington	8	40	48		37	255	60	352	10	39		48	29	275	58	362	\$828	\$832
New Castle	0	32	32		0	325	52	377	0	29		29	0	316	59	375	\$660	\$642
Newfields	16	41	57		496	205	76	776	16	38		53	510	218	78	806	\$858	\$886
Newington	21	191	212		1,973	3,383	160	5,516	19	190		209	2,223	3,300	192	5,715	\$966	\$1,037
Newmarket	24	121	145		233	782	311	1,331	25	129		155	246	867	318	1,431	\$812	\$812
North Hampton	36	214	250		217	1,810	103	2,130	34	221		255	230	19,946	101	2,276	\$1,970	\$1,690
Portsmouth	119	1,659	1,778		2,651	27,233	1,850	31,735	121	1,669		1,790	2,706	27,809	1,881	32,396	\$1,186	\$1,204
Rye	13	134	147		22	1,057	204	1,283	12	128		140	23	1,039	209	1,270	\$819	\$829
Seabrook	55	269	324		1,101	4,896	497	6,494	55	278		333	1,005	5,108	495	6,608	\$995	\$953
South Hampton	8	17	25		55	41	34	131	9	17		26	53	47	37	136	\$692	\$712
Stratham	32	227	259		715	3,081	396	4,192	31	229		260	772	3,162	420	4,354	\$1,121	\$1,067
<b>CEDS Eastern Communities</b>	<b>501</b>	<b>4,111</b>	<b>4,610</b>		<b>10,036</b>	<b>56,618</b>	<b>6,015</b>	<b>72,675</b>	<b>504</b>	<b>4,140</b>		<b>4,642</b>	<b>10,449</b>	<b>76,116</b>	<b>6,121</b>	<b>74,683</b>	<b>\$979</b>	<b>\$958</b>
Attinson	33	94	127		381	733	66	1,180	38	93		131	386	742	66	1,194	\$962	\$976
Auburn	43	92	135		512	1,131	139	1,782	42	94		136	534	1,165	142	1,841	\$1,079	\$1,064
Brentwood	40	105	144		339	981	721	2,041	41	107		148	376	920	680	1,976	\$894	\$927
Candia	25	70	95		228	451	116	795	28	72		100	253	472	108	832	\$875	\$889
Chester	21	43	63		69	137	158	365	21	43		63	77	143	163	384	\$871	\$842
Danville	14	26	40		57	77	47	181	15	25		40	66	67	45	178	\$665	\$689
Deerfield	24	48	73		133	239	47	419	28	49		76	163	236	49	449	\$628	\$686
Epping	31	159	190		118	2,689	389	3,197	31	171		202	125	2,933	400	3,458	\$630	\$639
Fremont	20	45	66		117	275	121	513	22	48		70	125	301	129	554	\$738	\$725
Hampstead	53	196	246		344	1,726	110	2,180	53	195		248	349	1,764	110	2,222	\$715	\$739
Kingston	35	127	162		133	1,157	312	1,601	36	128		164	144	1,223	325	1,692	\$772	\$789
Newton	18	34	52		130	191	177	497	19	36		55	148	208	176	532	\$933	\$956
Northwood	28	55	83		178	601	179	958	29	58		87	194	664	177	1,034	\$730	\$745
Nottingham	12	28	40		51	85	167	303	14	31		44	59	89	168	316	\$834	\$921
Plaistow	57	285	342		565	3,192	1,051	4,809	56	281		338	588	3,244	1,026	4,857	\$703	\$723
Raymond	29	148	177		341	2,247	409	2,996	30	145		174	347	2,303	416	3,066	\$824	\$848
Sandown	17	37	54		53	161	57	271	18	35		53	61	168	53	281	\$694	\$680
<b>CEDS Central Communities</b>	<b>500</b>	<b>1,592</b>	<b>2,089</b>		<b>3,749</b>	<b>16,073</b>	<b>4,266</b>	<b>24,088</b>	<b>521</b>	<b>1,611</b>		<b>2,129</b>	<b>3,995</b>	<b>16,642</b>	<b>4,233</b>	<b>24,866</b>	<b>\$797</b>	<b>\$815</b>
Derry	106	541	646		826	6,291	992	8,109	103	534		637	797	6,455	983	8,234	\$819	\$820
Hudson	158	444	602		3,882	5,322	911	10,115	163	448		611	4,119	5,252	925	10,295	\$1,047	\$1,107
Litchfield	26	73	99		202	362	344	908	29	69		98	286	407	342	985	\$879	\$967
Londonderry	132	628	759		3,639	8,473	1,101	13,218	133	641		774	3,621	8,824	1,043	13,488	\$950	\$980
Merrimack	107	649	756		3,065	13,033	1,082	17,108	116	658		774	3,019	13,860	1,095	17,974	\$1,703	\$1,761
Nashua	262	2,449	2,711		7,826	39,157	4,652	51,634	277	2,415		2,692	8,105	38,360	4,637	51,101	\$1,106	\$1,127
Pelham	72	195	267		594	1,288	490	2,371	74	195		269	624	1,326	489	2,438	\$866	\$884
Salem	144	1,097	1,241		2,366	18,542	1,124	22,032	146	1,106		1,252	2,518	18,392	1,103	22,013	\$933	\$963
Windham	55	331	386		337	2,617	581	3,535	55	327		381	336	2,702	606	3,644	\$939	\$970
<b>CEDS Western Communities</b>	<b>1,062</b>	<b>6,407</b>	<b>7,467</b>		<b>22,737</b>	<b>95,085</b>	<b>11,277</b>	<b>129,030</b>	<b>1,096</b>	<b>6,393</b>		<b>7,488</b>	<b>23,375</b>	<b>95,578</b>	<b>11,223</b>	<b>130,172</b>	<b>\$1,027</b>	<b>\$1,064</b>
<b>REDC Region</b>	<b>2,063</b>	<b>12,110</b>	<b>14,166</b>		<b>36,522</b>	<b>167,776</b>	<b>21,558</b>	<b>225,793</b>	<b>2,121</b>	<b>12,144</b>		<b>14,259</b>	<b>37,819</b>	<b>188,336</b>	<b>21,577</b>	<b>229,721</b>	<b>\$916</b>	<b>\$923</b>
Hillsborough County	1,585	9,512	11,097		31,842	144,005	20,994	196,842	1,632	9,485		11,117	32,654	146,213	20,862	199,729	\$1,100	\$1,119
Rockingham County	1,435	8,292	9,727		20,954	108,617	14,079	143,650	1,459	8,354		9,813	21,711	111,132	14,084	146,926	\$999	\$1,009
New Hampshire	6,003	38,307	44,309		93,968	458,308	84,522	638,798	6,151	38,865		45,016	96,138	466,699	84,538	647,375	\$1,011	\$1,030

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

Table C-6: Civilian Labor Force and Employment: Hillsborough and Rockingham Counties, New Hampshire, and New England

REGION/STATE (in thousands)	2012				2013				2014			
	Civilian Labor Force	Employed	Unemployed	Unempl. Rate (%)	Civilian Labor Force	Employed	Unemployed	Unempl. Rate (%)	Civilian Labor Force	Employed	Unemployed	Unempl. Rate (%)
	Hillsborough County	227	214	13	5.8	228	216	12	5.4	228	218	10
Rockingham County	175	165	10	5.8	176	166	10	5.4	176	168	8	4.6
New Hampshire	741	700	41	5.5	741	704	38	5.1	741	709	32	4.3
Connecticut	1887	1730	158	8.3	1863	1718	146	7.8	1892	1767	125	6.6
Maine	703	650	53	7.5	705	659	47	6.6	696	657	40	5.6
Massachusetts	3485	3252	233	6.7	3513	3277	236	6.7	3566	3362	204	5.7
Rhode Island	560	502	58	10.4	556	503	53	9.5	553	511	42	7.7
Vermont	356	339	18	5.0	351	336	15	4.4	349	335	14	4.1
New England	7729	7170	559	7.2	7730	7196	533	6.9	7798	7341	457	5.9
United States	154975	142469	12506	8.1	155389	143929	11460	7.4	155992	146305	9617	6.2
REGION/STATE (in thousands)	2015				2016				2017			
	Civilian Labor Force	Employed	Unemployed	Unempl. Rate (%)	Civilian Labor Force	Employed	Unemployed	Unempl. Rate (%)	Civilian Labor Force	Employed	Unemployed	Unempl. Rate (%)
	Hillsborough County	229	221	8	3.6	230	223	7	3.0	231	225	7
Rockingham County	178	142	6	3.6	180	175	5	3.0	181	176	5	2.9
New Hampshire	742	717	25	3.4	746	725	21	2.9	747	727	20	2.7
Connecticut	1896	1787	108	5.7	1905	1807	98	5.1	1919	1829	90	4.7
Maine	683	653	30	4.4	692	666	26	3.8	700	677	23	3.3
Massachusetts	3588	3416	172	4.8	3611	3471	140	3.9	3657	3521	135	3.7
Rhode Island	554	521	33	6.0	554	525	29	5.2	555	530	25	4.5
Vermont	345	333	12	3.6	345	333	11	3.2	345	334	10	3.0
New England	7808	7426	381	4.9	7852	7526	325	4.1	7921	7618	303	3.8
United States	157130	148834	8296	5.3	159187	151436	7751	4.9	160320	153337	6982	4.4

Source: NH Employment Security, U.S. Bureau of Labor Statistics

Table E-1: Property Valuation and Taxes

Area	2016	Property Valuation and Taxes			
		2016 Total Equalized Valuation	2016 Valuation per Capita	Full Value Tax Rate	State Rank (1=lowest)
East Kingston	2,392	\$ 31,105,522	\$ 13,004	\$ 24.79	136
Exeter	14,845	\$ 1,696,035,282	\$ 114,250	\$ 26.24	161
Greenland	3,886	\$ 703,370,116	\$ 181,001	\$ 16.65	40
Hampton	15,145	\$ 3,301,877,500	\$ 218,018	\$ 16.08	38
Hampton Falls	2,233	\$ 416,653,775	\$ 186,589	\$ 21.50	85
Kensington	2,114	\$ 302,436,616	\$ 143,064	\$ 23.51	111
New Castle	963	\$ 723,255,705	\$ 751,044	\$ 5.85	1
Newfields	1,692	\$ 245,767,396	\$ 145,253	\$ 23.22	108
Newington	781	\$ 1,013,624,828	\$ 1,297,855	\$ 9.15	4
Newmarket	9,172	\$ 731,700,728	\$ 79,775	\$ 25.45	149
North Hampton	4,514	\$ 315,781,465	\$ 69,956	\$ 17.99	51
Portsmouth	21,524	\$ 4,771,704,551	\$ 221,692	\$ 17.04	42
Rye	5,439	\$ 1,884,140,400	\$ 346,413	\$ 10.68	8
Seabrook	8,829	\$ 2,699,282,950	\$ 305,729	\$ 14.79	26
South Hampton	810	\$ 133,217,144	\$ 164,466	\$ 18.23	53
Stratham	7,359	\$ 1,252,202,907	\$ 170,159	\$ 20.40	68
<b>CEDS Eastern Communities</b>	<b>101,698</b>	<b>\$ 20,222,156,885</b>	<b>\$ 198,845</b>	<b>NA</b>	<b>NA</b>
Atkinson	6,748	\$ 9,405,914,454	\$ 1,393,882	\$ 17.88	49
Auburn	5,393	\$ 654,335,959	\$ 121,331	\$ 20.25	66
Brentwood	4,643	\$ 564,104,663	\$ 121,496	\$ 24.25	126
Candia	3,899	\$ 389,834,643	\$ 99,983	\$ 22.11	92
Chester	4,969	\$ 539,771,700	\$ 108,628	\$ 23.91	120
Danville	4,447	\$ 388,826,151	\$ 87,436	\$ 26.65	170
Deerfield	4,480	\$ 560,578,668	\$ 125,129	\$ 22.20	93
Epping	6,871	\$ 700,786,974	\$ 101,992	\$ 25.94	155
Fremont	4,669	\$ 399,735,833	\$ 85,615	\$ 29.88	211
Hampstead	8,644	\$ 1,022,193,546	\$ 118,255	\$ 24.20	125
Kingston	6,069	\$ 658,210,325	\$ 108,454	\$ 25.50	151
Newton	4,901	\$ 504,674,098	\$ 102,974	\$ 26.16	159
Northwood	4,207	\$ 461,751,883	\$ 109,758	\$ 23.98	124
Nottingham	4,962	\$ 605,934,041	\$ 122,115	\$ 20.65	73
Plaistow	7,667	\$ 981,044,737	\$ 127,957	\$ 22.50	98
Raymond	10,282	\$ 923,356,261	\$ 89,803	\$ 23.74	115
Sandown	6,260	\$ 519,561,180	\$ 82,997	\$ 29.16	204
<b>CEDS Central Communities</b>	<b>99,111</b>	<b>\$ 19,280,615,116</b>	<b>\$ 194,536</b>	<b>NA</b>	<b>NA</b>
Derry	32,914	\$ 2,772,484,347	\$ 84,234	\$ 27.06	175
Hudson	24,888	\$ 2,641,720,555	\$ 106,144	\$ 21.97	90
Litchfield	8,415	\$ 881,950,684	\$ 104,807	\$ 21.60	87
Londonderry	25,361	\$ 3,763,364,163	\$ 148,392	\$ 21.50	86
Merrimack	25,396	\$ 3,303,284,437	\$ 130,071	\$ 22.79	101
Nashua	87,590	\$ 8,110,637,286	\$ 92,598	\$ 25.07	142
Pelham	13,221	\$ 1,673,147,442	\$ 126,552	\$ 20.95	76
Salem	28,752	\$ 4,392,820,340	\$ 152,783	\$ 20.43	70
Windham	14,358	\$ 2,279,643,640	\$ 158,772	\$ 21.82	88
<b>CEDS Western Communities</b>	<b>260,895</b>	<b>\$ 29,819,052,894</b>	<b>\$ 114,295</b>	<b>NA</b>	<b>NA</b>
<b>REDC CEDS Region</b>	<b>461,704</b>	<b>\$ 69,321,824,895</b>	<b>\$ 265,708</b>	<b>NA</b>	<b>NA</b>
<b>Hillsborough County</b>	<b>405,747</b>		<b>\$ -</b>	<b>NA</b>	<b>NA</b>
<b>Rockingham County</b>	<b>302,194</b>		<b>\$ -</b>	<b>NA</b>	<b>NA</b>
<b>New Hampshire</b>	<b>1,334,795</b>	<b>\$ 161,238,525,730</b>	<b>\$ 533,560</b>	<b>NA</b>	<b>NA</b>

Sources: NH Department of Revenue Administration (comparison of effective tax rates); NH Office of Strategic Initiatives

Table F-3: ACS Data: Per Capita Income

Area	2011	2012	2013	2014	2015	2016	1-year change 2015 - 2016	% change 2015 - 2016
East Kingston	\$42,916	\$43,887	\$39,366	\$39,405	\$39,413	\$40,527	\$1,114	2.8%
Exeter	\$38,018	\$38,220	\$37,972	\$40,310	\$40,616	\$42,164	\$1,548	3.8%
Greenland	\$45,333	\$53,652	\$50,901	\$47,768	\$47,745	\$49,511	\$1,766	3.7%
Hampton	\$41,022	\$40,827	\$41,913	\$43,081	\$45,189	\$45,740	\$551	1.2%
Hampton Falls	\$57,770	\$54,410	\$59,712	\$54,481	\$61,298	\$65,862	\$4,564	7.4%
Kensington	\$44,747	\$49,509	\$49,435	\$51,523	\$51,406	\$50,733	-\$673	-1.3%
New Castle	\$83,682	\$86,051	\$82,879	\$94,166	\$97,601	\$87,613	-\$9,988	-10.2%
Newfields	\$50,351	\$52,774	\$50,700	\$51,874	\$52,945	\$52,204	-\$741	-1.4%
Newington	\$36,086	\$37,970	\$39,587	\$40,537	\$45,170	\$43,242	-\$1,928	-4.3%
Newmarket	\$33,473	\$32,032	\$32,244	\$32,894	\$32,633	\$34,133	\$1,500	4.6%
North Hampton	\$48,534	\$57,216	\$61,736	\$60,672	\$65,339	\$63,228	-\$2,111	-3.2%
Portsmouth	\$39,344	\$40,111	\$39,839	\$42,724	\$45,062	\$45,745	\$683	1.5%
Rye	\$56,171	\$54,214	\$52,866	\$57,171	\$61,697	\$60,071	-\$1,626	-2.6%
Seabrook	\$30,218	\$30,014	\$30,156	\$28,794	\$28,791	\$29,578	\$787	2.7%
South Hampton	\$41,922	\$40,721	\$41,425	\$47,001	\$47,755	\$50,219	\$2,464	5.2%
Stratham	\$51,674	\$53,833	\$56,550	\$59,990	\$58,137	\$53,588	-\$4,549	-7.8%
<b>CEDS Eastern Communities</b>	<b>\$41,718</b>	<b>\$42,596</b>	<b>\$42,862</b>	<b>\$44,363</b>	<b>\$45,751</b>	<b>\$45,967</b>	<b>\$216</b>	<b>0.5%</b>
Atkinson	\$41,143	\$39,628	\$42,505	\$41,691	\$43,938	\$49,142	\$5,204	11.8%
Auburn	\$34,811	\$36,070	\$38,501	\$41,274	\$41,238	\$43,896	\$2,658	6.4%
Brentwood	\$37,385	\$35,815	\$37,506	\$38,591	\$39,042	\$39,772	\$730	1.9%
Candia	\$36,809	\$37,781	\$36,618	\$39,822	\$39,475	\$41,243	\$1,768	4.5%
Chester	\$36,954	\$41,261	\$39,816	\$40,388	\$43,176	\$47,311	\$4,135	9.6%
Danville	\$29,699	\$30,857	\$31,443	\$33,100	\$33,448	\$33,002	-\$446	-1.3%
Deerfield	\$36,278	\$37,187	\$36,150	\$36,004	\$35,858	\$34,858	-\$1,000	-2.8%
Epping	\$30,179	\$32,416	\$32,406	\$33,535	\$34,982	\$33,706	-\$1,276	-3.6%
Fremont	\$29,274	\$32,512	\$36,331	\$38,265	\$40,336	\$42,016	\$1,680	4.2%
Hampstead	\$38,704	\$37,425	\$39,530	\$39,960	\$41,611	\$42,289	\$678	1.6%
Kingston	\$30,549	\$30,025	\$37,266	\$43,586	\$44,718	\$45,814	\$1,096	2.5%
Newton	\$32,027	\$32,207	\$34,035	\$34,840	\$37,765	\$40,080	\$2,315	6.1%
Northwood	\$32,300	\$34,204	\$35,153	\$34,008	\$33,735	\$34,757	\$1,022	3.0%
Nottingham	\$39,431	\$36,058	\$36,367	\$39,019	\$38,353	\$40,726	\$2,373	6.2%
Plaistow	\$35,390	\$31,583	\$31,204	\$32,150	\$32,956	\$34,774	\$1,818	5.5%
Raymond	\$28,531	\$28,149	\$27,755	\$28,689	\$29,476	\$29,743	\$267	0.9%
Sandown	\$33,208	\$34,130	\$37,507	\$35,362	\$37,429	\$39,156	\$1,727	4.6%
<b>CEDS Central Communities</b>	<b>\$34,178</b>	<b>\$34,207</b>	<b>\$35,569</b>	<b>\$36,687</b>	<b>\$37,781</b>	<b>\$39,203</b>	<b>\$1,422</b>	<b>3.8%</b>
Derry	\$31,254	\$31,259	\$30,397	\$30,570	\$31,447	\$31,967	\$520	1.7%
Hudson	\$33,712	\$34,615	\$36,109	\$37,065	\$38,009	\$38,856	\$847	2.2%
Litchfield	\$36,497	\$37,412	\$35,674	\$36,021	\$37,456	\$37,962	\$506	1.4%
Londonderry	\$38,492	\$37,865	\$38,553	\$40,369	\$39,687	\$40,884	\$1,197	3.0%
Merrimack	\$37,698	\$40,093	\$38,711	\$39,833	\$39,695	\$40,980	\$1,285	3.2%
Nashua	\$33,032	\$33,352	\$32,874	\$32,842	\$33,100	\$33,896	\$796	2.4%
Pelham	\$36,558	\$37,594	\$37,663	\$36,572	\$38,067	\$39,140	\$1,073	2.8%
Salem	\$34,496	\$35,290	\$36,598	\$36,734	\$37,325	\$39,983	\$2,658	7.1%
Windham	\$48,336	\$49,552	\$49,552	\$51,810	\$50,546	\$50,932	\$386	0.8%
<b>CEDS Western Communities</b>	<b>\$35,114</b>	<b>\$35,730</b>	<b>\$35,623</b>	<b>\$36,106</b>	<b>\$36,450</b>	<b>\$37,500</b>	<b>\$1,050</b>	<b>2.9%</b>
<b>REDC CEDS Region</b>	<b>\$36,364</b>	<b>\$36,913</b>	<b>\$37,205</b>	<b>\$38,049</b>	<b>\$38,782</b>	<b>\$39,731</b>	<b>\$949</b>	<b>2.4%</b>
<b>Hillsborough County</b>	<b>\$33,653</b>	<b>\$34,208</b>	<b>\$34,390</b>	<b>\$34,767</b>	<b>\$35,242</b>	<b>\$36,012</b>	<b>\$770</b>	<b>2.2%</b>
<b>Rockingham County</b>	<b>\$37,422</b>	<b>\$37,820</b>	<b>\$38,399</b>	<b>\$39,605</b>	<b>\$40,469</b>	<b>\$41,449</b>	<b>\$980</b>	<b>2.4%</b>
<b>New Hampshire</b>	<b>\$32,357</b>	<b>\$32,758</b>	<b>\$33,134</b>	<b>\$33,821</b>	<b>\$34,362</b>	<b>\$35,264</b>	<b>\$902</b>	<b>2.6%</b>
<b>United States</b>	<b>\$27,915</b>	<b>\$28,051</b>	<b>\$28,155</b>	<b>\$28,555</b>	<b>\$28,930</b>	<b>\$29,829</b>	<b>\$899</b>	<b>3.1%</b>

Sources: American Community Survey, U.S. Census Bureau; NH Office of Strategic Initiatives

Note: the subregion and region values are weighted averages based on population.

Table F-4: ACS Data: Poverty Rates

Area	2011	2012	2013	2014	2015	2016	1-year change 2015 - 2016	5-year change 2011- 2016
East Kingston	5.4%	4.7%	3.8%	2.9%	3.1%	3.5%	0.4%	-1.9%
Exeter	5.7%	7.0%	8.7%	7.4%	7.0%	7.4%	0.4%	1.7%
Greenland	6.0%	3.3%	3.4%	4.2%	3.4%	1.5%	-1.9%	-4.5%
Hampton	8.6%	8.9%	7.5%	7.1%	5.9%	5.0%	-0.9%	-3.6%
Hampton Falls	2.4%	2.8%	3.1%	3.7%	4.7%	4.0%	-0.7%	1.6%
Kensington	0.6%	1.5%	2.0%	4.0%	4.6%	4.7%	0.1%	4.1%
New Castle	2.7%	2.6%	2.6%	2.7%	1.0%	1.2%	0.2%	-1.5%
Newfields	0.5%	0.4%	0.1%	0.1%	1.7%	1.9%	0.2%	1.4%
Newington	3.7%	6.4%	3.9%	4.4%	4.5%	4.6%	0.1%	0.9%
Newmarket	12.0%	11.6%	11.2%	10.0%	10.9%	8.8%	-2.1%	-3.2%
North Hampton	1.2%	1.9%	2.9%	3.7%	4.5%	5.3%	0.8%	4.1%
Portsmouth	9.0%	7.8%	8.7%	7.6%	6.6%	6.1%	-0.5%	-2.9%
Rye	3.2%	2.7%	4.0%	4.8%	4.8%	5.1%	0.3%	1.9%
Seabrook	6.5%	9.3%	9.4%	12.4%	11.7%	9.3%	-2.4%	2.8%
South Hampton	3.1%	3.1%	1.1%	2.6%	2.8%	3.0%	0.2%	-0.1%
Stratham	0.8%	0.4%	0.6%	0.3%	0.6%	0.3%	-0.3%	-0.5%
<b>CEDS Eastern Communities</b>	<b>6.5%</b>	<b>6.5%</b>	<b>6.8%</b>	<b>6.6%</b>	<b>6.3%</b>	<b>5.7%</b>	<b>-0.6%</b>	<b>-0.8%</b>
Atkinson	3.6%	4.0%	3.2%	3.1%	3.2%	1.8%	-1.4%	-1.8%
Auburn	1.7%	2.6%	3.5%	2.6%	2.5%	2.7%	0.2%	1.0%
Brentwood	2.2%	6.9%	6.9%	7.4%	9.0%	8.3%	-0.7%	6.1%
Candia	4.2%	3.5%	4.5%	3.8%	5.3%	5.4%	0.1%	1.2%
Chester	3.9%	4.8%	5.9%	4.5%	5.2%	3.9%	-1.3%	0.0%
Danville	2.0%	1.6%	3.2%	2.7%	3.1%	3.3%	0.2%	1.3%
Deerfield	2.9%	3.7%	3.4%	3.8%	3.5%	4.0%	0.5%	1.1%
Epping	4.7%	4.7%	4.3%	6.3%	6.3%	6.3%	0.0%	1.6%
Fremont	4.0%	3.7%	2.5%	2.7%	1.8%	3.0%	1.2%	-1.0%
Hampstead	4.6%	4.6%	3.6%	6.2%	5.5%	4.0%	-1.5%	-0.6%
Kingston	1.8%	5.7%	4.4%	5.5%	4.8%	6.8%	2.0%	5.0%
Newton	5.0%	6.2%	7.4%	9.1%	6.1%	5.0%	-1.1%	0.0%
Northwood	2.6%	3.1%	7.2%	8.4%	8.7%	8.1%	-0.6%	5.5%
Nottingham	3.5%	4.1%	3.4%	3.0%	2.1%	2.1%	0.0%	-1.4%
Plaistow	4.8%	6.7%	5.4%	3.3%	3.4%	4.7%	1.3%	-0.1%
Raymond	5.9%	6.0%	6.6%	8.8%	6.9%	8.5%	1.6%	2.6%
Sandown	7.8%	8.0%	6.7%	7.3%	6.5%	4.6%	-1.9%	-3.2%
<b>CEDS Central Communities</b>	<b>4.1%</b>	<b>4.9%</b>	<b>4.9%</b>	<b>5.4%</b>	<b>5.0%</b>	<b>5.0%</b>	<b>0.0%</b>	<b>0.9%</b>
Derry	6.3%	5.0%	7.3%	8.1%	7.9%	7.3%	-0.6%	1.0%
Hudson	3.2%	3.9%	4.5%	4.4%	4.4%	5.8%	1.4%	2.6%
Litchfield	4.5%	4.8%	2.3%	4.7%	4.2%	3.9%	-0.3%	-0.6%
Londonderry	2.3%	2.9%	2.8%	3.0%	2.6%	2.8%	0.2%	0.5%
Merrimack	3.1%	2.8%	4.2%	3.8%	4.0%	4.6%	0.6%	1.5%
Nashua	7.9%	9.3%	10.8%	10.7%	11.0%	11.0%	0.0%	3.1%
Pelham	3.4%	3.6%	4.6%	6.2%	5.4%	5.1%	-0.3%	1.7%
Salem	4.1%	4.0%	4.5%	4.0%	4.7%	4.1%	-0.6%	0.0%
Windham	1.2%	1.7%	3.4%	3.4%	3.8%	3.7%	-0.1%	2.5%
<b>CEDS Western Communities</b>	<b>5.1%</b>	<b>5.6%</b>	<b>6.7%</b>	<b>6.8%</b>	<b>6.9%</b>	<b>6.9%</b>	<b>0.0%</b>	<b>1.8%</b>
<b>REDC CEDS Region</b>	<b>5.2%</b>	<b>5.6%</b>	<b>6.3%</b>	<b>6.5%</b>	<b>6.4%</b>	<b>6.2%</b>	<b>-0.1%</b>	<b>1.0%</b>
<b>Hillsborough County</b>	<b>7.5%</b>	<b>8.0%</b>	<b>8.6%</b>	<b>8.6%</b>	<b>8.8%</b>	<b>8.6%</b>	<b>-0.2%</b>	<b>1.1%</b>
<b>Rockingham County</b>	<b>4.9%</b>	<b>5.2%</b>	<b>5.5%</b>	<b>5.7%</b>	<b>5.5%</b>	<b>5.1%</b>	<b>-0.4%</b>	<b>0.2%</b>
<b>New Hampshire</b>	<b>8.0%</b>	<b>8.4%</b>	<b>8.7%</b>	<b>8.9%</b>	<b>8.9%</b>	<b>8.5%</b>	<b>-0.4%</b>	<b>0.5%</b>
<b>United States</b>	<b>14.3%</b>	<b>14.9%</b>	<b>15.4%</b>	<b>15.6%</b>	<b>15.5%</b>	<b>15.1%</b>	<b>-0.4%</b>	<b>0.8%</b>

Sources: American Community Survey, U.S. Census Bureau; NH Office of Strategic Initiatives

Note: the subregion and region values are weighted averages based on population.

Table F-5: ACS Data: Citizenship Data

Area	2016 Total Population	2016 U.S. Citizen				2016 Not a U.S. Citizen *	2016 Percentage Foreign-Born Population
		Born in U.S.	Born in Puerto Rico/U.S. Islands	Born Abroad to U.S. Parents	Naturalized Citizen *		
East Kingston	2,406	2,329	13	9	27	28	2%
Exeter	14,562	13,869	50	69	373	201	4%
Greenland	3,783	3,566	3	35	112	67	5%
Hampton	15,216	14,357	5	194	316	344	4%
Hampton Falls	2,377	2,291	0	16	65	5	3%
Kensington	2,157	2,038	0	8	79	32	5%
New Castle	935	912	0	6	14	3	2%
Newfields	1,526	1,457	0	24	37	8	3%
Newington	839	760	5	14	39	21	7%
Newmarket	8,928	8,037	0	99	303	489	9%
North Hampton	4,384	4,137	0	17	192	38	5%
Portsmouth	21,458	19,723	63	196	663	813	7%
Rye	5,355	5,096	4	102	124	29	3%
Seabrook	8,772	8,297	0	0	158	317	5%
South Hampton	804	750	0	1	30	23	7%
Stratham	7,361	6,984	0	124	151	102	3%
<b>CEDS Eastern Communities</b>	<b>100,863</b>	<b>94,603</b>	<b>143</b>	<b>914</b>	<b>2,683</b>	<b>2,520</b>	<b>5%</b>
Atkinson	6,829	6,492	0	24	273	40	5%
Auburn	5,222	5,008	0	21	120	73	4%
Brentwood	4,686	4,456	6	68	83	73	3%
Candia	3,914	3,706	0	86	76	46	3%
Chester	4,866	4,738	17	17	60	34	2%
Danville	4,447	4,311	0	11	108	17	3%
Deerfield	4,382	4,233	0	57	82	10	2%
Epping	6,735	6,421	0	96	97	121	3%
Fremont	4,505	4,376	0	39	81	9	2%
Hampstead	8,553	8,010	0	47	373	123	6%
Kingston	6,099	5,776	0	72	201	50	4%
Newton	4,787	4,583	0	19	86	99	4%
Northwood	4,271	4,164	0	12	76	19	2%
Nottingham	4,901	4,778	0	9	70	44	2%
Plaistow	7,620	7,373	0	31	102	114	3%
Raymond	10,257	9,895	40	114	131	77	2%
Sandown	6,231	6,038	0	21	152	20	3%
<b>CEDS Central Communities</b>	<b>98,305</b>	<b>94,358</b>	<b>63</b>	<b>744</b>	<b>2,171</b>	<b>969</b>	<b>3%</b>
Derry	33,255	31,495	117	189	759	695	4%
Hudson	24,808	23,107	82	275	883	461	5%
Litchfield	8,382	7,895	0	88	362	37	5%
Londonderry	24,844	23,530	88	101	865	260	5%
Merrimack	25,580	24,147	53	199	741	440	5%
Nashua	87,279	72,943	861	591	5,836	7,048	15%
Pelham	13,189	12,506	50	71	427	135	4%
Salem	28,860	26,154	41	194	1,458	1,013	9%
Windham	14,238	13,486	0	103	443	206	5%
<b>CEDS Western Communities</b>	<b>260,435</b>	<b>235,263</b>	<b>1,292</b>	<b>1,811</b>	<b>11,774</b>	<b>10,295</b>	<b>8%</b>
<b>REDC CEDS Region</b>	<b>459,603</b>	<b>424,224</b>	<b>1,498</b>	<b>3,469</b>	<b>16,628</b>	<b>13,784</b>	<b>7%</b>
<b>Hillsborough County</b>	<b>404,948</b>	<b>362,361</b>	<b>2,406</b>	<b>3,222</b>	<b>19,287</b>	<b>17,672</b>	<b>9%</b>
<b>Rockingham County</b>	<b>300,365</b>	<b>283,626</b>	<b>452</b>	<b>2,245</b>	<b>8,379</b>	<b>5,663</b>	<b>5%</b>
Concord	42,634	39,000	71	393	985	2,185	7%
Dover	30,750	27,898	53	338	931	1,530	8%
Durham	15,934	14,716	8	150	349	711	7%
Hanover	11,371	9,819	0	132	482	938	12%
Laconia	16,171	15,511	7	95	406	152	3%
Lebanon	13,528	11,897	61	109	712	749	11%
Manchester	110,231	93,629	1,179	918	7,014	7,491	13%
Rochester	30,052	28,748	21	458	370	455	3%
Somersworth	11,756	457	21	106	397	775	10%
<b>New Hampshire</b>	<b>1,327,503</b>	<b>1,236,222</b>	<b>3,619</b>	<b>10,599</b>	<b>40,973</b>	<b>36,090</b>	<b>6%</b>
<b>United States</b>	<b>318,558,162</b>	<b>271,639,606</b>	<b>1,866,412</b>	<b>2,857,790</b>	<b>19,979,407</b>	<b>22,214,947</b>	<b>13%</b>

Source: 5-year American Community Survey, U.S. Census Bureau

\* For additional information on Country of Origin, refer to Table F-6.

ACS	American Community Survey
AMID	Advanced Manufacturing by Innovation and Design
AMPed	Advanced Manufacturing Partnerships in Education
ATAC	Advanced Technology & Academic Center
CART	Greater Derry-Salem Cooperative Alliance for Regional Transportation
CCSNH	Community College System of New Hampshire
CEDC	Coastal Economic Development Corporation
CMAQ	Congestion Mitigation and Air Quality
CSA	Community Supported Agriculture
CTAP	Community Technical Assistance Program
DPH	Division of Ports and Harbors
DRED	Department of Resources and Economic Development
EDA	Economic Development Administration
EDD	Economic Development District
ELMI	Economic & Labor Market Information Bureau
EPA	Environmental Protection Agency
FEIS	Federal Environmental Impact Study
FEMA	Federal Emergency Management Agency
GBCC	Great Bay Community College
NCC	Nashua Community College
NCRC	National Career Readiness Certificate
NECTA	New England City and Town Area
NH DES	New Hampshire Department of Environmental Services
NH DOT	New Hampshire Department of Transportation
NHES	New Hampshire Employment Security
NHHFA	New Hampshire Housing Finance Authority
NH OEP	New Hampshire Office of Energy & Planning
NHTI	New Hampshire Technical Institute
NHRTA	New Hampshire Rail Transit Authority
NMFS	Northeast Marine Fisheries Service
NPDES	National Pollutant Discharge Elimination System
NRPC	Nashua Regional Planning Commission
OMB	United States Office of Management and Budget
PDA	Pease Development Authority
RFP	Request for Proposal
RLF	Revolving Loan Fund
RPC	Rockingham Planning Commission or Regional Planning Commission
RSA	Revised Statutes Annotated
SBA	Small Business Administration
SBDC	Small Business Development Center
SCORP	Statewide Comprehensive Outdoor Recreation Plan
STEM	Science, Technology, Engineering, and Mathematics
TAC	Total Allowable Catch
TIF	Tax Increment Finance District
UNHCE	University of New Hampshire Cooperative Extension
WWTF	Wastewater Treatment Facility



# REDC BOARD OF DIRECTORS

## Executive Committee

**William Davis, Chairman of the Board** – Mr. Davis is Colonel of the 157th Mission Support Group at Pease Air National Guard Base, as well as Chief of the NH National Guard's Congressional Affairs Contact Team. Mr. Davis was Newfields' Town and School Moderator for 13 years.

**Scott Zeller Esq., Vice Chairman of the Board** – Mr. Zeller is an entrepreneur who started several companies. He used his background in law to aid local non-profits, such as the NH Music Chamber, with their formation. Each year Mr. Zeller travels to El Salvador to donate his time through the charitable organization Friends of ASAPROSAR (FoA), which provides critical eye care services to the local population. Mr. Zeller also served on the REDC Loan Committee for several years and sits on the board for a private charitable foundation based out of Las Vegas, NV.

**Paul Deschaine, Secretary** – Mr. Deschaine served as REDC's Treasurer for many years before transitioning to Secretary. He is the long time Town Administrator for Stratham, NH and is an active volunteer within the community. Mr. Deschaine is also an original incorporator of REDC.

**Thomas Conaton, Treasurer** – Mr. Conaton is a Senior Vice President and Business Banking Team Leader with Eastern Bank, and a member of the REDC Loan Committee. In addition to serving on the REDC Board, he has served on the Board of the SEE Science Center and the Home Health & Hospice Care. Mr. Conaton is also a 2012 graduate of the Greater Manchester Leadership Program.

## Board Members

**Robert McDonald** – Mr. McDonald recently retired from Santander Bank as a senior credit officer and serves on the REDC Loan Committee. He is also actively involved in local economic development in NH as a long-time member of the Londonderry Housing and Redevelopment Authority.

**George Sioras** – Mr. Sioras is the Planning and Community Development Director for the town of Derry, NH. He works closely with Derry businesses to facilitate economic development and acts as a liaison for the Derry Revolving Loan Fund (DRLF), which REDC helps run. Mr. Sioras is also on the Board of Directors of Greater Derry-Salem Cooperative Alliance for Regional Transportation (CART), a non-profit public transit agency serving towns in the Derry-Salem area. CART provides access to medical care, employment, and other basic life needs for transit-dependent individuals.

**Carol Estes** – Ms. Estes is a vice president and commercial lender with Bangor Savings Bank, as well as a member of the REDC Loan Committee. Ms. Estes was also the NH SBA 504 Lender of the Year for 2010, 2012, and 2013. Ms. Estes has a MBA from Southern NH University. Ms. Estes has been previously active with NH Workforce Housing Charettes and the United Way of the Greater Seacoast.

**Craig Jewett** – Mr. Jewett is President of Jewett Construction Co., Inc., which is a second generation, family-run company based in Raymond, NH. He holds a bachelor of science degree in Environmental Planning from Slippery Rock University. Mr. Jewett is also involved in the Town of Raymond Economic Development Committee, Children's Hospital at Dartmouth-Hitchcock All-Star Football Finance Committee, New Hampshire Businesses for Social Responsibility, Exeter Chamber of Commerce Board of Directors, Daniel Webster Council Boy Scouts of America Board of Directors, New Hampshire Automobile Dealers Association, Jack Miller Network, and the U.S. Green Building Council.

**Dianne Connolly** – Since 2012, Ms. Connolly has served on the Advisory Board of the Salvation Army in Concord, NH, served as Secretary for the Windham Economic Development Committee, and as Chairman for the Merrimack Valley chapter of SCORE. Ms. Connolly co-founded Lab Force, Inc., a medical staffing company based in Windham, NH, providing specialized medical staffing throughout much of the United States. Concurrent with her successful 18-year career with Lab Force, Inc., Ms. Connolly served on a variety of educational and community boards, including nine years as a Trustee for The Derryfield School in Manchester, NH, concluding her service with three years as Chairman. In 2006, Ms. Connolly established DM Connolly Associates to provide management, strategic planning, and transition planning services to for-profit and nonprofit companies.

**Nancy Carmer** – Ms. Carmer has been the Economic Development Program Manager for the City of Portsmouth since 1998. Ms. Carmer is a Certified New Hampshire Economic Development professional and is a graduate of the UNH Economic Development Academy. She has served as project manager on several community and economic development projects. She currently serves as the city's liaison to Art-Speak, the city's Cultural Commission, the Chamber of Commerce Tourism Committee, and local business associations. Ms. Carmer has a bachelor of science degree in Interdisciplinary Studies from Allegheny College and has completed several master degree level courses in economic development and sustainability.

**Mike Decelle** – Mr. Decelle is the Dean of UNH Manchester, a multidisciplinary research college of the University of New Hampshire. He assumed leadership of the Manchester campus in February 2016 following a 35-year career in the technology sector as an engineer, corporate executive, and startup company CEO. Mr. Decelle also serves as the Chief Workforce Officer for the Advanced Regenerative Manufacturing Institute (ARMI). Mr. Decelle graduated from UNH with a bachelor's in electrical engineering, and was recruited on campus by Bell Laboratories. He was accepted into their graduate fellowship program, earning a master's in electrical engineering from Cornell. He later completed the Program for Management Development at Harvard University.

**André Garron** – Mr. Garron is the Community Development Director and Assistant Town Manager for the Town of Salem, NH. He has over 25 years of community planning and economic development experience, having worked in communities such as the City of Lee's Summit, MO; Town of Goffstown, NH; Town of Londonderry, NH; and the UNH Cooperative Extension. Mr. Garron is a member of the American Institute of Certified Planners (AICP) and a graduate of the International Economic Development Council's Economic Development Institute.

The Regional Economic Development Center is a non-profit regional development corporation located in southern New Hampshire. REDC serves new, growing, and challenged businesses within our service territory. Whether you need to find a lending partner, finance an expansion, or need assistance with restructuring, REDC can help. REDC assists municipalities with strategic planning, economic development training, and assistance with infrastructure projects through the Comprehensive Economic Development Strategy (CEDS).



**57 Main Street**  
**Raymond, NH 03077**  
**603-772-2655**  
**[www.REDC.com](http://www.REDC.com)**