



## II. Economic Development

### A. Introduction

The topic of economic development was combined with land use in the 2008 Moultonborough Master Plan. The result was a limitation to development assessment based on: environmental constraints, preferred development patterns, zoning restrictions, proximity to transportation corridors, and associated land use practices. Today, in the Lakes Region we understand more emphasis on economic development is needed by rural communities as a result several fundamental changes that are occurring that, if not considered through economic development practices, may have lasting negative impacts on a community. These changing forces include: an aging population; preference by younger workers to live in urban communities in proximity to services transportation options, and close to employment options; declining manufacturing jobs; increasing need for elderly services and workers that provide these services; and availability of affordable housing for elderly and first-time home owners.

#### Chapter Update Process

As noted in the Introduction, the 2017 economic development chapter is better described as a new addition to the Moultonborough Master Plan than an updated chapter. The Master Plan Steering Committee (MPSC) initiated chapter development by identifying the two most important elements of changing economic development or the 'drivers' of greatest importance.

In describing the future of Moultonborough from an economic development perspective, the MPSC reached consensus that population demographics and economic marketing/business development represent the most important drivers. These drivers are supported by: 1) a natural increase in the median age that is occurring and projected to continue where by 2030 the Carroll County population 65 years of age and older is projected to be 43.6 percent of the total population (the highest percentage in New Hampshire); combined with the fact that Belknap and Carroll Counties are the only net exporters of people over the age of 65; <sup>1</sup> and 2) the Moultonborough Master Plan - Land Use Chapter delineates priority areas for future development in Moultonborough through the creation of a mixed residential and commercial Village Center Overlay District (2017), and the consideration of additional commercial, residential, and light industrial nodes along the NH Route 25 corridor.

The following economic development goal statement, developed by the MPSC, provides a point of focus for the recommendations developed in this chapter:

**"Identify and develop town infrastructure, natural resources, and economic attributes of the town that make Moultonborough a great place to live for retirees, young families, and attractive to small business."**

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<sup>1</sup> Source: *Longer Healthy Living in the Lakes Region*, New Hampshire Center for Public Policy Studies, 2017.

## Key Findings and Trends

The economic development challenges faced by the town of Moultonborough are like those outlined in *Lakes Region Comprehensive Economic Development Strategy* (CEDS) prepared in 2013. The CEDS explored several key subject areas, such as economic and community development problems and opportunities, public and private sector participation, prioritized projects, and state-regional cooperation endeavors. The CEDS has a vital role in identifying efforts that the Lakes Region may undertake to successfully navigate through dynamic and challenging economic circumstances. The following leading goals, objectives, strengths, weaknesses, opportunities and threats are consistent with Moultonborough's economic development considerations:

- **Goal:** Promote sustainable economic growth and reduce outmigration. Support projects that make Moultonborough a more attractive, inviting, and affordable place for people of all ages to live, work and play.
- **Objectives:**
  - a) Support projects that increase employment opportunities which provide Moultonborough residents of all ages with livable wages and benefits.
  - b) Encourage town government and the private sector to recognize that the preservation of forest lands, water quality of lakes, streams and ponds, unique buildings, agricultural lands and other areas are important to maintaining Moultonborough's quality of life, sense of community, and identity.
- **Strengths:** The natural beauty of the lakes and mountains retain its status as the number one regional strength. This is followed by an excellent place to either raise a family or retire, low taxes, good public schools and a safe community.
- **Weaknesses:** Over-reliance on seasonal tourism and retail trade, over reliance on local real estate taxes, high cost of utilities and transportation.
- **Opportunities:** Telecommuting and use of retiree executive experience.
- **Threats:**
  - Increase in the cost of health care is the top threat, followed by a decrease in the number of manufacturing jobs.
  - Degradation of water quality in our streams, ponds and lakes (and associated negative impacts on real estate values) followed by a decrease in real estate valuations for lake side real estate.
  - Lack of desirable, affordable housing for young and older residents.
  - Increasing property taxes.

Examples to off-set the outmigration of young people abound in New Hampshire. For example, the 200 by 2020 Initiative is a partnership between Granite United Way, Lakes Region Chamber of Commerce, Belknap EDC, the Huot Technical Center, Lakes Region Community College, Meredith Career Partnerships Program, Lakes Region Community Services Council, MY TURN, NH Works, WinnAero, and many school-to-career coordinators and guidance counselors from our local schools. The goal of the partnership is to get a minimum of 200 businesses signed on by 2020 to provide local students access to a full range of vocational, technical, and occupational experiences throughout their school years to support our region's long-term workforce development needs. These activities are intended to teach young people about the career opportunities available in the Lakes Region and to send the message that our local

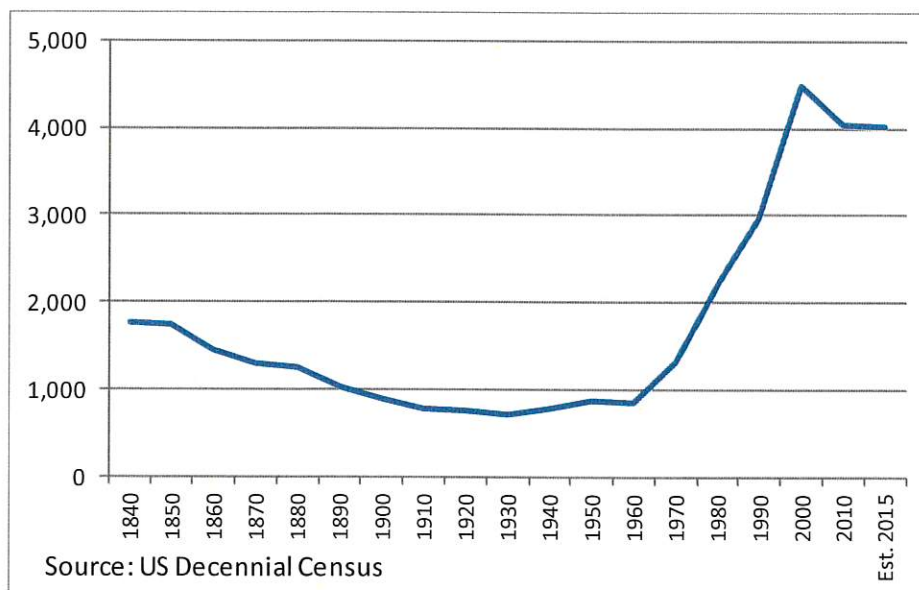
businesses care about our young people and want them to be part of our community. While this initiative is based in Belknap County, it illustrates the need for a ‘collective impact’ framework, involving many parties to effectively achieve lasting social change. The Moultonborough School District should be a part of any Economic Development planning and implementation efforts undertaken by the Town.

## B. Moultonborough Economic Development Overview

### Past Development

Early development in Moultonborough was incentivized dating back to 1777, the year the state legislature incorporated the town. To meet conditions of a land grant, which allowed founder Jonathan Moulton and 62 investors to purchase land in town, the owners had to settle 60 families within four years and build a meeting house and have a pastor within six years. Few of the investors ever lived in town and offered money for families to start farms and live in town. The town grew to over 200 farms and a population of 1,752 by 1840 when outmigration for better land out west and mill jobs in the city led to years of population decline. (See Figure 1: Population Change from 1800 to 2017) By 1900 the population of Moultonborough was 901 and continued to decline to a low of 709 by 1930 when the population began to grow slowly to 1960. The 1840 population of Moultonborough was exceeded for the first time in 1980 when the population was 2,206 following a period of growth in the 1960s and 1970s.<sup>2</sup> From 1970 to 2010 the population tripled from 1,310 to 4,014.

**Figure 1: Moultonborough Population 1840 - 2015**



<sup>2</sup> Source: A Brief History of Moultonborough, *Who Was the Founder, and How did the Town get its Name?*

## Development Activity

This review included the types of applications to the Planning Board and Zoning Board of Adjustment as summarized in Figure 2. Between 2007 through September 2017 there were 58 commercial site plan applications considered by the Planning Board excluding site plan amendments. The Zoning Board of Adjustment considered a total of 124 variance requests between 2007 to September 2017, of which 101 or 81 percent were approved. This ZBA activity helps insure checks and balances between the zoning ordinances and the property rights of individuals and businesses.

**Figure 2: Planning and Zoning Activity 2007-2017**

| Year  | Site Plan Applications | Variances  |           |
|-------|------------------------|------------|-----------|
|       |                        | Granted    | Denied    |
| 2007  | 7                      | 6          | 3         |
| 2008  | 7                      | 5          | 2         |
| 2009  | 4                      | 7          | 1         |
| 2010  | 8                      | 11         | 1         |
| 2011  | 6                      | 10         | 3         |
| 2012  | 10                     | 13         | 2         |
| 2013  | 2                      | 7          | 3         |
| 2014  | 4                      | 12         | 6         |
| 2015  | 1                      | 10         | 1         |
| 2016  | 2                      | 13         | 1         |
| 2017* | 7                      | 7          | 0         |
|       | <b>58</b>              | <b>101</b> | <b>23</b> |

\*as of Sept 2017

## Zoning Districts and Zoning Overview

Moultonborough's Zoning Ordinance was enacted in 1985, and has undergone numerous revisions, most recently in 2017. A commercial district was approved in 2000, establishing two commercial zones on Route 25 (Commercial Zone A: from the Center Harbor town line to Blake Road; and Commercial Zone B: from Route 109 South to the Sandwich town line). In 2007 a third commercial zone, known as Commercial Zone C: the Village, was created between Zones A and B on Route 25. This resulted in the establishment of a commercial zone for the entire length (8.5 miles) of Route 25 as it passes through the town.

The Town adopted RSA 79-E (Community Revitalization Tax Relief Incentive Program) in 2009, which is intended to encourage investment in the village zone with the rehabilitation and active re-use of historic buildings. Property owners who wish to substantially rehabilitate a qualifying historic building may apply for a period of temporary tax relief. Applicants must demonstrate a public benefit such as downtown economic vitality, improvement of a culturally or historically important structure, promotion of downtown development, or increase of downtown housing. In 2017, the Town adopted a Village Center Overlay District (VCOD). The Planning Board intends to pursue additional mixed use nodes along Route 25.



## Development Examples

The following examples of recent commercial development highlight businesses located in three distinct zoning districts:

- The Residential / Agricultural Zone (where commercial development is permitted via Special Exception or variance granted by the Zoning Board of Adjustment);
- Commercial Zone C: The Village, supplemented since 2017 with a non-linear Village Center Overlay District; and
- Commercial Zone A (Route 25 west of the Village).

These illustrate diverse approaches to community development and include examples of modest investments rehabilitating existing historic structures, an effort to recreate a landmark restaurant destroyed by fire, a complete redevelopment of an existing village corner property, and two large-scale developments. Common elements include business owner familiarity with the local community, dedication to local employment opportunities, limited collaborations to move the projects forward, and an emphasis on the value of municipal infrastructure.

### 1. Cup & Crumb: 84 GW Highway (corner Old Route 109)

The owners rehabilitated a vacant former corner shop into a 'scratch-made' bakery and café, which since opening in May 2015 has become a popular local destination. This start-up local business received a construction loan from a local bank, and additional financing from WEDCO (Wentworth Economic Development Corporation). Both the owners and the pastry chef have strong connections to the community. Redevelopment of the corner site required an amended Special Exception for commercial use in the Residential/Agricultural Zone and

variances from the Zoning Board of Adjustment, as well as an amended Site Plan and negotiations with the Town. Limitations of the corner site (including parking) and the desire to expand have prompted this successful venture to move to the newly built Berry Pond Corner (see example 4).



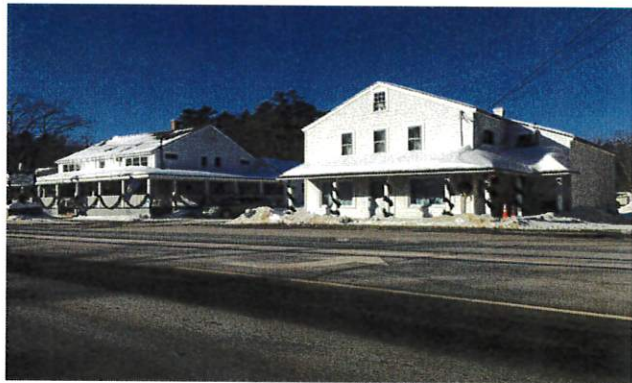
## **2. The New Woodshed: 128 Lee Road**

After the landmark Woodshed restaurant burned down on Thanksgiving night in 2013, longtime seasonal residents decided to buy the property and rebuild the restaurant, a community favorite since its opening in 1970s. Seeking to recreate the appearance and atmosphere of the iconic Woodshed, the developers combined a relocated 1810 barn with an attached replica farmhouse. Since the commercial property is located in the Residential/Agricultural Zone, work on the restaurant had to begin within one year of the fire, to retain 'grandfathered' status. The New Woodshed opened in May 2016, and the site is once again a dining destination in the Lakes Region.



## **3. Lamprey-Porter House: 1003, 1009 Whittier Highway/Route 25**

A local businessman acquired and rehabilitated two vacant buildings on Route 25 in Moultonborough Village for mixed use (retail and residential) in 2016. Such active reinvestment in the traditional village area is promoted and encouraged in the Village Center Overlay District. The two buildings are located next to the 'destination' Old Country Store: the renovated historic Tilton Store (1009 Whittier Highway) and adjacent professional building (1003 Whittier Highway) now house company offices, the Village Corner store, and upper level apartments. A seasonal vendor/food cart is allowed by a limited special exception (temporary use) applied for annually to the Zoning Board of Adjustment. In 2017, the Planning Board approved the existing and proposed conditions site plan and a conditional use permit for mixed use within the new VCOD (Village Center Overlay District).





#### 4. Berry Pond Corner: 1040 Whittier Highway/Route 25

The Berry Pond Corner will open for business in spring/summer of 2018. The 10,600 square foot, four-unit retail building will feature a relocated Cup & Crumb bakery/cafe (see example 1 above) in a 'barn' structure, with three additional units available for lease. The developer brought plans for this new 'Berry Pond Center' to the Planning Board in 2017, where site plan approval was granted with four waivers from the VCOD (Village Center Overlay District) requirements. Site redevelopment and construction of the new retail center necessitated demolition of the existing Berry Pond Motel and the historic Country Fare Inn (built 1843 as the Methodist Church).



#### 5. CruCon Cruise Outlet: 81 Whittier Highway/Route 25

CruCon Cruise Outlet celebrated the grand opening of its 30,000-square-foot, three story world headquarters on June 28, 2014. The founder and president had vacationed in the Lakes Region as a child, leading her to relocate her business to rental space in Moultonborough. Company growth then led her to acquire land on Route 25 near Center Harbor to construct an office compound. The Planning Board approved an initial site plan with conditions and Conditional Use Permit in 2012. Area attractors facilitating this investment include high speed internet, municipal sewer, low taxes, and quality of life in the Lakes Region. The existence of fiber optics on Route 25, essential infrastructure for this type of business, made it possible for CruCon to build in Moultonborough. CruCon has approximately 105 employees but is currently challenged to find additional workers and appropriate housing locally.



## **6. Dollar General:** location/ 929 Whittier Highway/Route 25

Located in a Commercial Zone at the junction of Commercial Zones A, B and C, this business hosted a grand opening on June 3, 2017 after a long negotiation process with the Town. The proposal required a variance from the Zoning Board of Adjustment and received Planning Board site plan approval in 2015 with two Conditional Use Permits. Members of the community objected to the introduction of this national chain store to the village area. Ultimately, negotiations with the Planning Board led to a building design (9100 square feet), site layout, signage, landscaping, and other site features that are intended to be compatible with the character of a New England village. The addition of a sidewalk and crosswalk were negotiated through the site plan review process. Dollar General currently employs approximately 8 people.



### **Keys to Development Success**

Each of these recent economic development examples illustrate a level of collaboration needed to achieve community business development goals. The local planning process is a key to achieving success and the availability of municipal infrastructure plays an integral role as well. As the town continues to define nodes for compact residential, commercial, and light industrial development along the NH Route 25 corridor, consideration should be given to the available parcels, how readily the available land can be developed within existing land use regulations, potential development constraints, and the appropriate level of municipal infrastructure required to support the desired development. Generally, developers make site location decisions based in part on the local land use requirements and certainty about the time, expenditure, and cost of successfully achieving the required local approvals. To the extent the land use approval process is clearly outlined, there is an increased chance of attracting the desired development. Site development costs are equally important. Residential, business, and industrial uses may not be able to overcome the cost of siting water and septic systems.

Collaboration between the town and the area chambers of commerce may be beneficial in advancing local economic development goals. The Lakes Region Chamber of Commerce (LRCC) and Meredith Area Chamber of Commerce (MACC) serve member businesses in Moultonborough and the surrounding towns. With close to 500 members, the Lakes Region Chamber helps connect with local service providers and offers many options for business such as business marketing, direct consumer marketing, professional development opportunities for owners and staff, and tools to recruit a workforce. The MACC is a business organization designed to advance and promote the commercial, industrial, service, professional, tourism and retail interests of the Winnepesaukee, Squam, and Newfound Regions of Central New Hampshire. The mission of the Chamber is to provide services to members and to promote the area. The organization consists of over 340 businesses located in ten towns in the Lakes Region.



## C. Labor Market Area Characteristics

### Labor Market Area (LMA)

The Town of Moultonborough is situated in the Meredith Labor Market Area (LMA). Commuting data from the US Census Bureau is used to determine the economic integration of small labor markets which are outside of and not included in metropolitan and micropolitan markets. The Meredith LMA consists of the towns of Center Harbor, Meredith, Moultonborough, and New Hampton. In 2014, the Meredith LMA provided a total of 5,235 jobs. Five prominent industry sectors accounted for more than 60 percent (62 percent) of the total employment: accommodations and food services (17 percent), retail trade (12.5 percent), educational services (12.2 percent), health care and social assistance (10.3 percent), and manufacturing (9.5 percent). Approximately, one quarter or 1,240 of the Meredith LMA jobs were in Moultonborough. More than two-thirds (68 percent) of the jobs in the Meredith LMA were held by workers that live outside the LMA. The prevailing direction for residents working outside the Meredith LMA was to the south, southeast and southwest which includes the Belmont, Franklin, and Laconia labor markets.

### Moultonborough Labor Force Demographics

According to Census Bureau 2014 data, there were a total of 1,240 primary jobs in Moultonborough. Figure 3 illustrates worker flows for jobs in Moultonborough - residents working in Moultonborough, residents working elsewhere (Outflow), and workers that live in other communities and work in Moultonborough (Inflow). Moultonborough had a net job outflow of 203; which means the Moultonborough labor force exceeded the number of jobs in town.

As summarized in Figures 4 and 5, in 2014 the greatest percentage of commuters (39.1 percent) traveled between 10 to 24 miles to work. Consistent with workers traveling outside the Meredith Labor Market Area, most Moultonborough workers that are employed outside Moultonborough travel southerly to their workplace.

Figure 4: Commuting Distances

| 2014                           |              |               |
|--------------------------------|--------------|---------------|
|                                | Count        | Share         |
| <b>Total Primary Jobs</b>      | <b>1,240</b> | <b>100.0%</b> |
| ■ <b>Less than 10 miles</b>    | 431          | 34.8%         |
| ■ <b>10 to 24 miles</b>        | 485          | 39.1%         |
| ■ <b>25 to 50 miles</b>        | 219          | 17.7%         |
| ■ <b>Greater than 50 miles</b> | 105          | 8.5%          |

Figure 3: Inflow – Outflow Job Counts

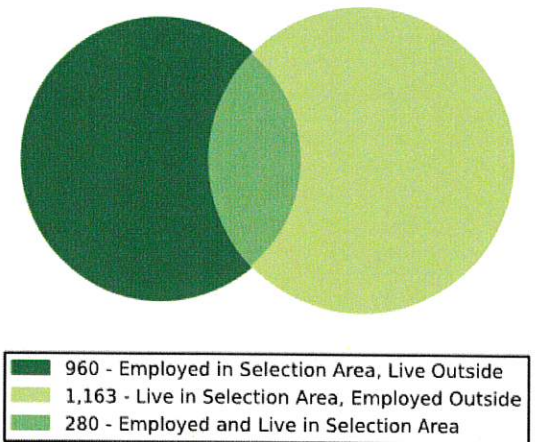
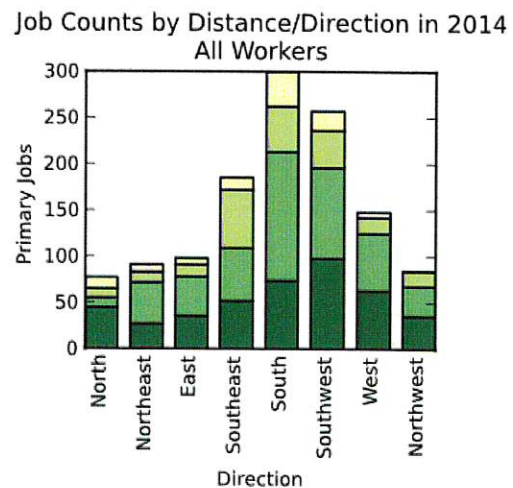


Figure 5: Commuting Patterns



## Area Wages

A living wage is the hourly rate individuals must earn to support their family, if they are the sole provider and are working full-time (2,080 hours per year). The expenses considered in a livable wage calculation include: food, child care, medical, housing, transportation and other. All expenses vary by family size and composition, and location. All values displayed in Figure 6 are per adult in a family.

**Figure 6: Belknap County Living Wage 2017**

| Hourly Wages | 1 Adult | 1 Adult<br>1 Child | 1 Adult<br>2 Children | 1 Adult<br>3 Children | 2 Adults<br>(1 Working) | 2 Adults<br>(1 Working)<br>1 Child | 2 Adults<br>(1 Working)<br>2 Children | 2 Adults<br>(1 Working)<br>3 Children | 2 Adults | 2 Adults<br>1 Child | 2 Adults<br>2 Children | 2 Adults<br>3 Children |
|--------------|---------|--------------------|-----------------------|-----------------------|-------------------------|------------------------------------|---------------------------------------|---------------------------------------|----------|---------------------|------------------------|------------------------|
| Living Wage  | \$10.86 | \$23.33            | \$27.96               | \$34.50               | \$16.74                 | \$21.65                            | \$24.05                               | \$27.12                               | \$8.37   | \$13.13             | \$15.24                | \$17.69                |
| Poverty Wage | \$5.00  | \$7.00             | \$9.00                | \$11.00               | \$7.00                  | \$9.00                             | \$11.00                               | \$13.00                               | \$3.00   | \$4.00              | \$5.00                 | \$6.00                 |
| Minimum Wage | \$7.25  | \$7.25             | \$7.25                | \$7.25                | \$7.25                  | \$7.25                             | \$7.25                                | \$7.25                                | \$7.25   | \$7.25              | \$7.25                 | \$7.25                 |

NOTE: The above-shown table (Figure 6) shows data for Belknap County because for employment analysis purposes, Moultonborough more closely aligns with Belknap County than with Carroll County.

The state minimum wage is a constant for all individuals, regardless the number of dependents. For comparison purposes, the poverty rate is converted from gross annual income to an hourly wage.<sup>3</sup> A comparison of labor market area wages earned with the living wage provides a reasonable understanding of potential labor force attraction constraints. For example, in general the average 2015 wage for experienced workers in the Meredith LMA (Figure 7) was less than needed to support a five-person family with one working adult living in Belknap County in 2017 and the entry wage for a single person is below the living wage. While the best available data is for different years, it is established that the cost of living is increasing at faster rate than wages. A key element of these costs is the cost of housing. This topic will be discussed in more detail in the Master Plan's Housing Chapter.

**Figure 7: Meredith Labor Market Area (LMA) Wages 2015**

| Estimated<br>Employment | Entry Wage | Average Wage | Experienced<br>Wage | Median<br>Wage |
|-------------------------|------------|--------------|---------------------|----------------|
| 6,110                   | \$9.75     | \$20.10      | \$25.27             | \$16.78        |

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

<sup>3</sup> Source: Massachusetts Institute of Technology, *Living Wage Calculator User's Guide / Technical Notes*, Feb. 7, 2017.



## Moultonborough Employment by Industry

Figure 8 illustrates the annual average level of employment in Moultonborough in 20 business sectors. On average, there were 1,347 jobs in 20 business sectors in Moultonborough in 2014. The sectors employing the greatest percentage of workers included construction, educational services, retail trade, administrative/support/waste management/remediation services, and accommodation/food service. Each of the leading job sectors accounted for between 11 to nearly 16 percent of the jobs.

**Figure 8: Moultonborough Jobs by NAICS Industry Sector**

|  | Count        | Share         |
|--|--------------|---------------|
| Agriculture, Forestry, Fishing and Hunting                 | -            | -             |
| Mining, Quarrying, and Oil and Gas Extraction              | -            | -             |
| Utilities  | 9            | 0.7%          |
| Construction   | 211          | 15.7%         |
| Manufacturing  | 27           | 2.0%          |
| Wholesale Trade  | 47           | 3.5%          |
| Retail Trade   | 166          | 12.3%         |
| Transportation and Warehousing                             | 38           | 2.8%          |
| Information  | 8            | 0.6%          |
| Finance and Insurance                                      | 36           | 2.7%          |
| Real Estate and Rental and Leasing                         | 18           | 1.3%          |
| Professional, Scientific, and Technical Services           | 45           | 3.3%          |
| Management of Companies and Enterprises                    | 51           | 3.8%          |
| Administration & Support, Waste Management and Remediation | 156          | 11.6%         |
| Educational Services                                       | 189          | 14.0%         |
| Health Care and Social Assistance                          | 14           | 1.0%          |
| Arts, Entertainment, and Recreation                        | 52           | 3.9%          |
| Accommodation and Food Services                            | 150          | 11.1%         |
| Other Services (excluding Public Administration)           | 48           | 3.6%          |
| Public Administration                                      | 82           | 6.1%          |
|  | <b>1,347</b> | <b>100.0%</b> |

Job retention is equally as important as new business development in providing community economic stability. This is an important consideration for local job sectors that are highly specialized and sectors that exceed state and national concentrations that are forecast for future decline. One such sector in Moultonborough is the construction trades which provide a higher percentage of jobs locally (15.7 percent) in comparison to the Belknap County (8.3 percent). Further review is beyond the scope of this chapter, but sources for additional information are detailed in the recommendations section.

## Location Quotients

A location quotient is way to assess the concentration of jobs by business type (sector) in an area of interest compared to a larger region or the nation. For this assessment, the 2016 averaged annual employment for 20 business sectors was reviewed for Moultonborough in comparison to the Meredith Labor Market Area, the Lakes Region, and the State of New Hampshire. The industry

categories for each sector are by defined by the North American Industry Classification System (NAICS) which uses a numbering system to denote the level of detail about business types. Industry employment data are available at what is called the "two-digit" level of aggregation which is the broadest category (six-digits is the most detailed). While this level of aggregation hides the finer industry details, it is a good starting point to explore potential strengths and opportunities. Generally, a location quotient greater than 1.0 indicates an economy which is self-sufficient and may even be exporting the good or service of that industry; while a quotient less than 1.0 suggests dependence, that is a tendency to import the good or service. (As a rule of thumb, a location quotient greater than 1.25 almost certainly identifies exporting industries; a location quotient less than 0.75 indicates importing industries.)

Figure 9 shows the location quotients for Moultonborough in comparison to other areas. The 'exporting' industries indicate job sectors providing goods and services beyond the needs of the community. The concentration of company and enterprise managers in Moultonborough may provide useful expertise in community and business development endeavors! Areas for potential consideration in Moultonborough include manufacturing, information services, retail trade, and healthcare.

**Figure 9: Moultonborough Export and Import Industries**

|                               |  | When compared to...            |                 |                |
|-------------------------------|--|--------------------------------|-----------------|----------------|
|                               |  | Meredith<br>LMA                | Lakes<br>Region | State of<br>NH |
| NAICS Industry Classification |  | Moultonborough has a LQ of.... |                 |                |
| Exports                       | Construction   | 1.62                           | 2.27            | 3.29           |
|                               | Management of Companies and Enterprises                                  | 1.77                           | 2.02            | 2.50           |
|                               | Administrative and Support and Waste Management and Remediation Services | 2.21                           | 3.48            | 2.35           |
|                               | Arts, Entertainment, and Recreation                                      | 2.27                           | 2.43            | 4.34           |
| Imports                       | Manufacturing  | 0.51                           | 0.37            | 0.39           |
|                               | Retail Trade   | 0.85                           | 0.68            | 0.76           |
|                               | Information  | 0.33                           | 0.32            | 0.14           |
|                               | Health Care and Social Assistance  | 0.28                           | 0.19            | 0.21           |

## Job Growth Projections

Job growth projections for New Hampshire through 2024 were reviewed. The occupations with double digit growth projections are illustrated in Figure 10. A similar review was conducted for Belknap County with all industry projections listed in Figure 11. The information for Belknap County appears favorable for Moultonborough job retention. Comparing the four leading export industries in Moultonborough, each is projected to have long-term growth. Comparing the four import industries, Retail Trade and Health Care/Social Assistance have positive long-term projections and may be beneficial for further consideration and potential promotion, while Manufacturing and Information are projected to decline.



**Figure 10: New Hampshire Occupational Projections  
2014 - 2024**

| Occupations with Double Digit Growth Projections | Projected<br>Percent Growth |
|--|-----------------------------|
| Healthcare Support                               | 18.2                        |
| Healthcare Practitioners and Technical           | 16.1                        |
| Computer and Mathematical                        | 13.0                        |
| Personal Care and Service                        | 12.3                        |
| Community and Social Services                    | 11.9                        |
| Life, Physical, and Social Science               | 10.8                        |
| Business and Financial Operations                | 10.7                        |

**Figure 11: Belknap County Long-Term Industry Projections, 2014-2024\***

| NAICS<br>Code | Industry   | 2014<br>(estimated) | 2024<br>(projected) | Numeric<br>Change | Percent<br>Change |
|---------------|--|---------------------|---------------------|-------------------|-------------------|
| <b>101</b>    | <b>Goods Producing Industries</b>                | <b>3,555</b>        | <b>3,589</b>        | <b>34</b>         | <b>1.0%</b>       |
| 11            | Agriculture, Forestry, Fishing and Hunting       | 68                  | 71                  | 3                 | 4.4%              |
| 21            | Mining   | 53                  | 55                  | 2                 | 3.8%              |
| 23            | Construction                                     | 1,138               | 1,199               | 61                | 5.4%              |
| 31            | Manufacturing                                    | 2,296               | 2,264               | -32               | -1.4%             |
| <b>102</b>    | <b>Service Providing Industries</b>              | <b>22,298</b>       | <b>23,336</b>       | <b>1,038</b>      | <b>4.7%</b>       |
| 22            | Utilities  | 123                 | 112                 | -11               | -8.9%             |
| 42            | Wholesale Trade                                  | 481                 | 500                 | 19                | 4.0%              |
| 44            | Retail Trade                                     | 5,082               | 5,287               | 205               | 4.0%              |
| 48            | Transportation and Warehousing                   | 613                 | 638                 | 25                | 4.1%              |
| 51            | Information                                      | 249                 | 228                 | -21               | -8.4%             |
| 52            | Finance and Insurance                            | 512                 | 533                 | 21                | 4.1%              |
| 53            | Real Estate and Rental and Leasing               | 304                 | 324                 | 20                | 6.6%              |
| 54            | Professional, Scientific, and Technical Services | 688                 | 755                 | 67                | 9.7%              |
| 55            | Management of Companies and Enterprises          | 579                 | 603                 | 24                | 4.1%              |
| 56            | Administrative and Waste Management Services     | 863                 | 939                 | 76                | 8.8%              |
| 61            | Educational Services                             | 2,326               | 2,412               | 86                | 3.7%              |
| 62            | Health Care and Social Assistance                | 3,411               | 3,604               | 193               | 5.7%              |
| 71            | Arts, Entertainment, and Recreation              | 627                 | 693                 | 66                | 10.5%             |
| 72            | Accommodation and Food Services                  | 3,307               | 3,541               | 234               | 7.1%              |
| 81            | Other Services (Except Government)               | 1,039               | 1,099               | 60                | 5.8%              |
| 90            | Government                                       | 2,094               | 2,068               | -26               | -1.2%             |
|               | <b>Self-employed Workers</b>                     | <b>1,584</b>        | <b>1,634</b>        | <b>50</b>         | <b>3.2%</b>       |

\* For purposes of employment analysis, Moultonborough more closely aligns with Belknap County than Carroll County, therefore Belknap County employment data are shown in Figure 11.

## **D. Other Economic Indicators**

Key indicators of future economic development include community location, the quality of municipal infrastructure, programs, schools, taxes, the concentration and types of existing commercial/industrial development, and the availability of housing and a labor force to fill jobs. This section reviews the town of Moultonborough's capacity for future economic development and provides the framework for economic development goals and strategies to achieve a preferred economic strategy.

### **Location, Services, and Taxes**

Current demographics indicate the need to actively promote economic development. If left to chance, the demands of an aging population will not be served due to a lack of younger workers. This trend is not Moultonborough-specific, it is affecting the state and nation as well. Potential keys to success include actively marketing Moultonborough and local assets as an incentive for business location, a housing stock that supports the needs of the local workforce, and a land use process that is both user friendly and protects the community's appeal.

The town of Moultonborough is well positioned for economic success with many positive attributes; key among these are; location, services, and low taxes. Situated on a principle east/west corridor, NH Route 25 offers easy access to the White Mountains and other Lakes Region communities. Moultonborough's location also provides easy access to several labor market areas. The extensive Lake Winnepesaukee shoreline contributes to one of the lowest rates of the 234 incorporated municipalities in New Hampshire, and the eleventh highest valuation totaling \$3.027 billion in 2017. Residents and visitors prize the quaint atmosphere and extensive recreational opportunities.

Challenges to economic success include the preservation and improvement of water quality which plays an integral role in property values, tourist attraction, and enhanced recreational opportunities such as swimming, fishing, water sports, wildlife viewing, etc. Several recent and ongoing studies have been undertaken by the town to assess current conditions and advance water quality. Among these are the Moultonborough Bay water quality influenced by storm water run-off and the septic study. The impact of limited municipal sewer means most residents and businesses are dependent on onsite septic systems. As these systems age and fail, surface water quality can be and is being affected. The expansion of municipal sewer presents the potential for multiple economic benefits: 1) potential for more compact commercial and residential development (currently lot sizes are designed to support both onsite sewer and water) helping maintain the rural charm that attracts visitors; 2) to the extent shoreline properties are serviced, water quality can be preserved and enhanced; and 3) lower land development costs by increasing municipal sewer service.

### **Waste Treatment**

The Winnepesaukee River Basin Program (WRBP), is a sewage treatment facility serving portions of ten Lakes Region communities including a small portion of Moultonborough. The program was established by legislative action in 1972, as a comprehensive plan to control water pollution. The



intent of the legislation was to eliminate and remove wastewater discharges to lakes and tributaries in the Winnepesaukee River Watershed Basin. The treatment plant, located in Franklin, has a designed capacity of 11.5 million gallons per day and is currently operating at about 6.5 million gallons per day or 57 percent capacity. There is a significant summer population increase in the area served by the WRBP, where there are approximately 38,000 sewer users year-round and an estimated 68,000 during the summer.

Moultonborough participates in the Bay District Sewer System, which is shared with Center Harbor. The Bay District system utilizes stabilization lagoons which pretreat sewage and discharges the partially treated wastewater to the WRBP. The Bay District Sewer Commission (BDSC) that manages the system is comprised of three elected commissioners. The District has clearly defined boundaries agreed on by the two towns and expansion outside of the district takes the affirmative vote of the Board of Selectman of both towns, regardless of which town where the expansion is located. The district is allocated 240,000 gallons per day of discharge to the WRBP. The BDSC estimates the district currently serves approximately 220 residential and commercial users, evenly split between Center Harbor and Moultonborough.

The main trunk line for the Moultonborough portion of the system follows the south side of Lake Shore Drive in the western end of the road to the junction of Alpine Park Road and the northern side of the road to the eastern portion. An expansion in 1990 included the northern portion of NH Route 25 between Glidden and Bean Roads. The system follows Bean Road for approximately one-half mile. There have been no significant expansions of the system since the 1990's except for a small development of 12 lots on Colonial Drive and 9 lots on NH Route 25. Two pump stations support the system by forcing septage from the lower elevations along the shore area up to the trunk lines along Lake Shore Drive and NH Route 25.

The Bay District average daily flow during the winter months is 58,000 gallons per day (gpd) which increases to 104,000 gpd in the summer when many of the seasonal homes are occupied. Sewage is collected through more than 4 miles of collection lines and transferred to three lagoons located north of NH Route 25 in Moultonborough that were part of an older, abandoned system when the towns connected to the WRBP. The lagoons serve as a holding facility during the winter months and solids settling system. The lagoons are drained every fall and excess accumulated sludge is removed. The trunk line and pumps used to transport wastewater to the Franklin facility are sized to handle wastewater with most solids removed.

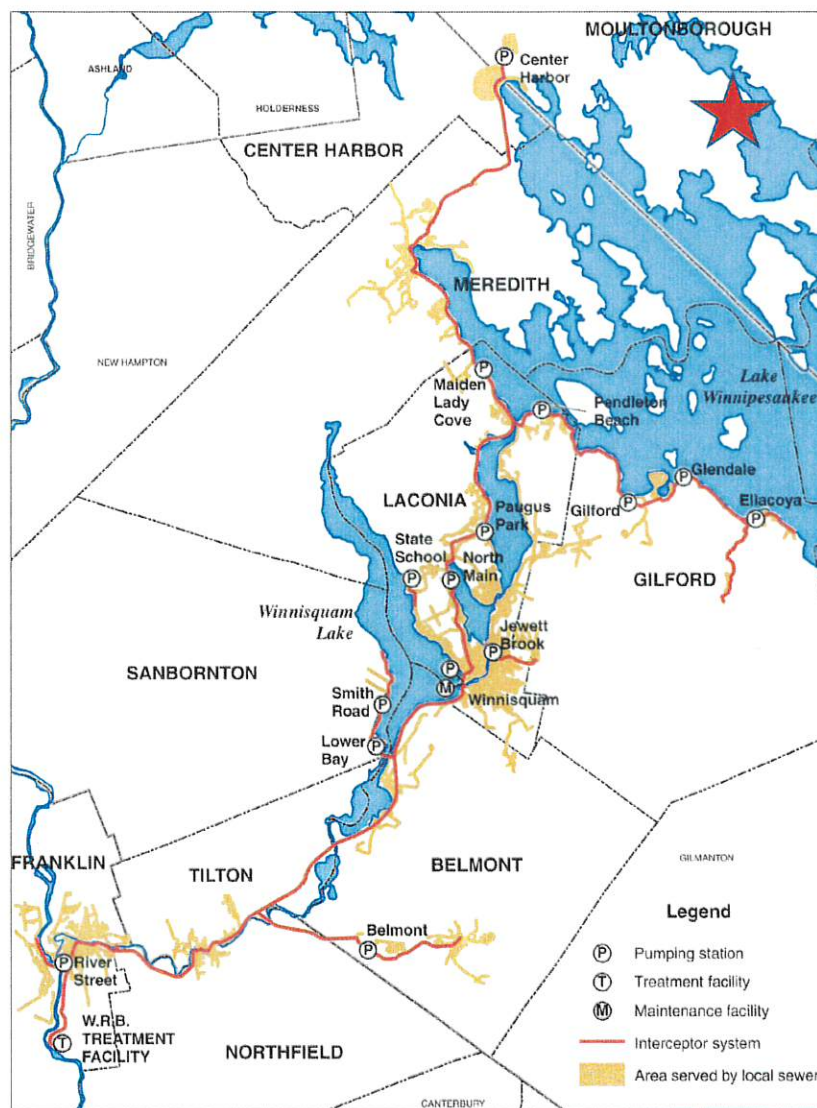
### **Sewer Expansion Capabilities**

As noted, the WRBP has excess capacity and could serve expansion of service. For Center Harbor and Moultonborough any expansion would be subject to Board of Selectmen affirmative votes from both communities. The expanded availability of municipal sewer along NH Route 25 from CruCon to the village center could significantly change the density of future residential and commercial development and allow residential and commercial development that would be precluded by need for onsite septic. To overcome the costs of providing these services, many New Hampshire communities have developed Tax Increment Finance (TIF) Districts as outlined in NH RSA 162-K. A TIF District allows a municipality to capture (some or all) of the incremental change in property tax associated with new development to finance infrastructure improvements within the district.

The town of Northfield, NH has recently explored utilizing WRBP excess capacity by expanding septage collection in the NH Route 140 corridor which serves as the town's commercial and industrial zone. Where Northfield has explored the pathway for an expanded system, Moultonborough may benefit from the lessons learned.

Keys to success in early conversations include: making sure Bay District Commission is engaged; direct town interaction with the WRBP Executive Director (Sharon McMillin); and preliminary feasibility assessment. Potential grant funding sources associated with economic development through infrastructure investment include: Community Development Block Grant (CDBG) Public Facilities grants administered by the New Hampshire Community Development Finance Authority; Northern Border Regional Commission's Economic Infrastructure Grants; US Department of Agriculture (USDA) Rural Development Water and Waste Disposal Loan and Grant Program; and the NH Department of Environmental Services Clean Water State Revolving Fund Project.

**Figure 12: The Winnepesaukee River Basin Program Service Area**



## Water Systems

The availability of potable water is critical to economic development. Unfortunately, there is not a municipal water system in Moultonborough. Water is supplied by individual wells or through private community water systems. There is a total of 13 active community water systems serving approximately 3,800 Moultonborough residents living in condominium and single-family housing developments.<sup>4</sup> The largest system (characterized as a major community water supply because it serves a population greater than 1,500) is operated by the Lakes Region Water Company, Inc. In addition to residential community systems, there are many public water systems maintained by individual system owners. While Moultonborough does not currently have plans for the provision of municipal water, this may be worthy of consideration to accommodate desired development.

**Figure 13: Community Water Systems**

| Name                           | Population Served |
|--------------------------------|-------------------|
| CROSSWINDS                     | 73                |
| FAR ECHO HARBOR                | 200               |
| HARBOURSIDE ON WINNIPESAUKEE   | 40                |
| JONATHANS LANDING CONDOS       | 158               |
| KILNWOOD ON KANASATKA          | 68                |
| LANDS END                      | 50                |
| LAKES REGION WATER COMPANY (A) | 1,881             |
| STANYAN ROAD                   | 113               |
| POA SUISSEVALE Inc.            | 888               |
| WENTWORTH ACRES                | 88                |
| LAKES REGION WATER COMPANY (B) | 93                |
| WEST WYNDE VILLAGE             | 26                |
| WINDWARD HARBOR CONDOS         | 90                |
|                                | 3,768             |

## Internet Infrastructure

Multiple wired providers service approximately 95 percent of Moultonborough residents. Moultonborough has a total of 15 Internet providers including 2 Cable providers, 2 Copper providers, 2 DSL providers, 1 Fiber provider, 2 Fixed Wireless providers, 3 Mobile Broadband providers, 3 Satellite providers.<sup>5</sup> In 2014, Cru-Con Cruise Outlet completed construction of its 30,000 square foot facility directly on NH Route 25 in Moultonborough. This business is highly dependent on high speed, high quality, and reliable Internet service. An important factor in their location was the availability and redundancy of high speed Internet services.<sup>6</sup> We recognize broadband infrastructure is a critical factor for economic development.

## Commercial Development Potential

While the availability of vacant commercial land changes readily, the development of a vacant commercial lands inventory that is monitored over time is a valuable tool in establishing possibilities to achieve economic development goals. The automation of this task is made easy with minor additions to the tax assessor database and the mapping capabilities of Axis GIS, the town's online planning tool. For example, the database contains a 'Zone' field, however the parcels within the Village District are not currently described as such in this field. A total of 42

<sup>4</sup> NH Department of Environmental Services, One Stop, <http://www4.des.state.nh.us/DESONestop/BasicList.aspx>

<sup>5</sup> <http://broadbandnow.com/New-Hampshire/Moultonborough>

<sup>6</sup> Lakes Region Broadband Plan, 2014.



vacant commercial parcels, totaling more than 600 acres existed in town at the time this chapter was developed. Most of these parcels, 25 of 42, are located on NH Route 25.

### **Lakes Region Single Family Home Assessed Value by Community**

In 2012, Moultonborough had the highest average single-family home assessed valuation (\$538,976) of the 30 communities in the Lakes Region. Using the 2017 Moultonborough Tax Assessor data, the total number of single-family residential units (excluding mobile homes on individual lots or in mobile home parks, condominiums and apartments in multi-family units) is a total of 4,287 single family units. Approximately 43.6 percent of these homes have waterfront or water access. The average value of waterfront/water access homes is \$1,024,244 compared to the average non-water home value of a \$285,869. For this chapter, it is important to note that while the average home price is high for the region, when considering non-water properties combined with the town's low tax rate (second lowest in the Lakes Region), the effect on housing affordability may be comparable or favorable to many other communities in the region. The availability and potential need for additional housing in the price range of typical worker wages will be explored in more detail in the Master Plan's Housing Chapter.

## **E. Conclusions**

The town of Moultonborough focus on economic development has the potential to address changing forces that will affect many rural communities in New Hampshire. There is a need to create opportunities for jobs. This is accomplished in part through marketing the town, providing an efficient land use permitting process, and a diverse housing stock that is within the means of area and local workers. Economic growth that compliments the town's current dependence on seasonal tourism, and second home tax income will provide economic vitality and lessen residential property tax burden. Consideration is provided in the Goals and Strategies as to what practical steps will best provide a framework to build on local strengths, infrastructure, and community values.

## **F. Goals and Strategies**

The following goals are advanced by the Moultonborough Planning Board as the Town's economic development policy to support effective land use practices and economic growth:

- **Promote Economic Development and Tourism**
- **Improve Infrastructure**
- **Enhance Natural, Cultural, Historic and Recreation Resources Functionality**

## **G. Implementation**

Each goal is equally important and works in concert to achieve the community vision for the future. The Master Plan Steering Committee, Planning Board Chairman and Planning Consultant developed Objectives, Strategies, and Tactics to achieve the goals. Priority strategies were determined based on the timeframe for implementation. Generally, the timeframe is defined as: short-term - six months to three years; mid-term – three to five years; and long-term – greater than five years. The following is a list of strategies and implementation actions identified for each economic development goal.

# GOALS, OBJECTIVES, STRATEGIES and TACTICS

## ECONOMIC DEVELOPMENT CHAPTER

|   | B  | C  | H   | I  | J   |
|---|--|--|---|--|---|
| <b>Goal:</b> <i>Economic Development</i> - Community Boards to collectively take long-term proactive approach to enhance local economic development initiatives and outreach. |  |  |   |  |   |
| 1   |  |  |   |  |   |
| 2   | <b>Objectives</b>  | <b>Strategies</b>  | <b>Tactics / Comments</b>   | <b>Short: 6mo.- 3 yrs.<br/>Mid: 3 -5 yrs.<br/>Long: &gt; 5 years</b> | <b>Responsible Party/Board/Commission</b>                     |
| 3   | 1. Proactive local engagement to achieve economic development in established and expanded commercial zones.          | Establish the Moultonborough Economic Development Work Group.  | Set development group's charge for consistency with development goals/Master Plan Goals   | Short  | Planner/TA  |
| 4   | 1a. Educate the public, landowners, developers and interested parties about development goals.                       | Conduct an informational workshops.  | Invite landowners, real estate practitioners, and developers to discuss development vision for Village District and possible incentives.  | Short  | Planner/Planning Board  |
| 5   | 1b. Minimize applicant expense and time for commercial permitting while maintaining community character ideals.      | Review land use regulations and applicable ordinances to determine any obstacles to local and state permitting | Establish an expedited review process for parcels in the Village District and new commercial/mixed use nodes or districts as appropriate.   | Short  | Planner/Planning Board  |
| 6   | 1c. Integrate economic development in land use planning tools.   | Create a potential lands for economic development database.  | Review properties to assess development potential and limitations to development in accordance with zoning ordinances and site plan regulations, the types of permitted uses and available utilities. | Short  | Planner/Planning Board  |
| 7   | 1d. Improve capabilities to readily identify parcels with commercial development potential in desired areas of town. | Add the Village District and any proposed nodes/districts as a layer in Axis GIS.                              | Coordinate needed changes with CAI Technologies (CAI).  | Short  | Planner/CAI   |
| 8   | 2. Expand development opportunities through the creation of development nodes or districts.                          | Continue to seek community support for additional mixed commercial/residential districts.                      | Build on Village District successes within the NH Route 25 corridor. Create additional mixed use overlay districts at other locations.  | Mid  | Planner/Planning Board  |
| 9   | 3. Proactively market the 'Moultonborough advantage'   | Encourage both businesses and workers to locate in town and encourage young adults already here to stay.       | Develop a Moultonborough marketing plan and strategy that emphasizes the strengths Moultonborough offers which differentiates us from other communities.  | Mid  | Planning Board/Planner/School District and Board of Selectmen |
| 10  | 3a. Educate residents and build local consensus on economic development strategies.                                  | Seek public input on economic development strategies as they are being considered for implementation.          | A variety of opinions were expressed through the most recent community survey. The desired outcomes and approaches for economic development may require additional fostering through education.       | Short  | Planner/Planning Board  |
| 11  | 4. Investigate Designation of certain roads as "Scenic and Cultural Byways"  | Work with Land Use Boards to determine which roads could be so designated                                      | Seek public support for official designation  | Short  | Planner/Planning Board/Heritage Commission                    |



GOALS, OBJECTIVES, STRATEGIES and TACTICS

ECONOMIC DEVELOPMENT CHAPTER

|    | B  | C  | H  | I  | J   |
|----|--|--|--|--|---|
|    | <b>Goal: <i>Improve Infrastructure / Systems</i> - Municipal investment in infrastructure and systems to support preferred development</b> |  |  |  |   |
| 12 |  |  |  |  |   |
| 13 | <b>Objectives</b>  | <b>Strategies</b>  | <b>Tactics / Comments</b>  | <b>Short: 6mo.- 3 yrs.<br/>Mid: 3 -5 yrs.<br/>Long: &gt; 5 years</b> | <b>Responsible Party/Board/Commission</b>   |
|    | 1. Develop sewer expansion feasibility, costs, and funding mechanisms.   | 1. Coordinate with Bay District Sewer Commission.<br>2. Look for grants/economic development funding.<br>3. Explore other funding sources. | Determine potential for sewer connection from CruCon to Old Route 109. Engage Budget Committee, Capital Improvements Plan Committee, and Board of Selectmen. | Short-Mid  | Planner/Planning Board/TA                   |
| 14 |  |  |  |  |   |
|    | 2. Provide state of the art communication technology   | Restart/refresh the Broadband Committee to expand access to technology   | To be competitive, assure access to appropriate speed/pricing to support economic development  | Short-Mid  | Planner/Planning Board/ Broadband Committee |
| 15 |  |  |  |  |   |
|    | 3. Plan for the potential provision of municipal water in the NH Route 25 corridor.  | 1. Review NH RSA 486-A Aid to Public Water Systems and additional supporting documents as applicable.<br>2. Develop viable alternatives    | Present concepts to Board of Selectmen and developers.   | Long   | Planner/Planning Board                      |
| 16 |  |  |  |  |   |
| 17 |  |  |  |  |   |
| 18 | <b>Goal: <i>Improved Functionality</i> - Enhance Natural, Cultural, Historic and Recreation Resources</b>                                  |  |  |  |   |
| 19 | <b>Objectives</b>  | <b>Strategies</b>  | <b>Tactics / Comments</b>  | <b>Short: 6mo.- 3 yrs.<br/>Mid: 3 -5 yrs.<br/>Long: &gt; 5 years</b> | <b>Responsible Party/Board/Commission</b>   |
| 20 | 1. Incorporate existing structures in economic development strategies.   | Explore incentives including but not limited to use of NH RSA 79E Community Revitalization Tax Relief Incentive.                           | Focus on existing structures in the Village Center and future Overlay Districts.   | Short-Mid  | Planner/Planning Board/Heritage Commission  |
| 21 | 2. Provide developers flexibility in site design and layout.   | Research form based zoning for the Village District.   | Inform Planning Board of research results and recommendations.   | Short  | Planner/Planning Board                      |