



## 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**

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

attractive to small business."

## 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

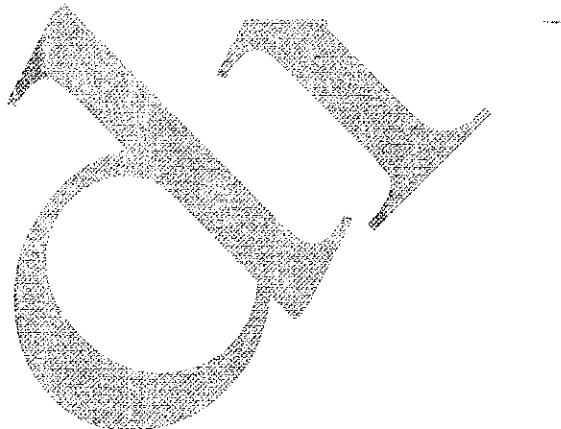
our region's long-term workforce development needs. These activities are intended to teach young people about the career opportunities available in the Lakes Region and to send the message that our local businesses care about our young people and want them to be part of our community. While this initiative is based in Belknap County, it illustrates the need for a 'collective impact' framework, involving many parties to effectively achieve lasting social change.

## B. Moultonborough Economic Development Overview

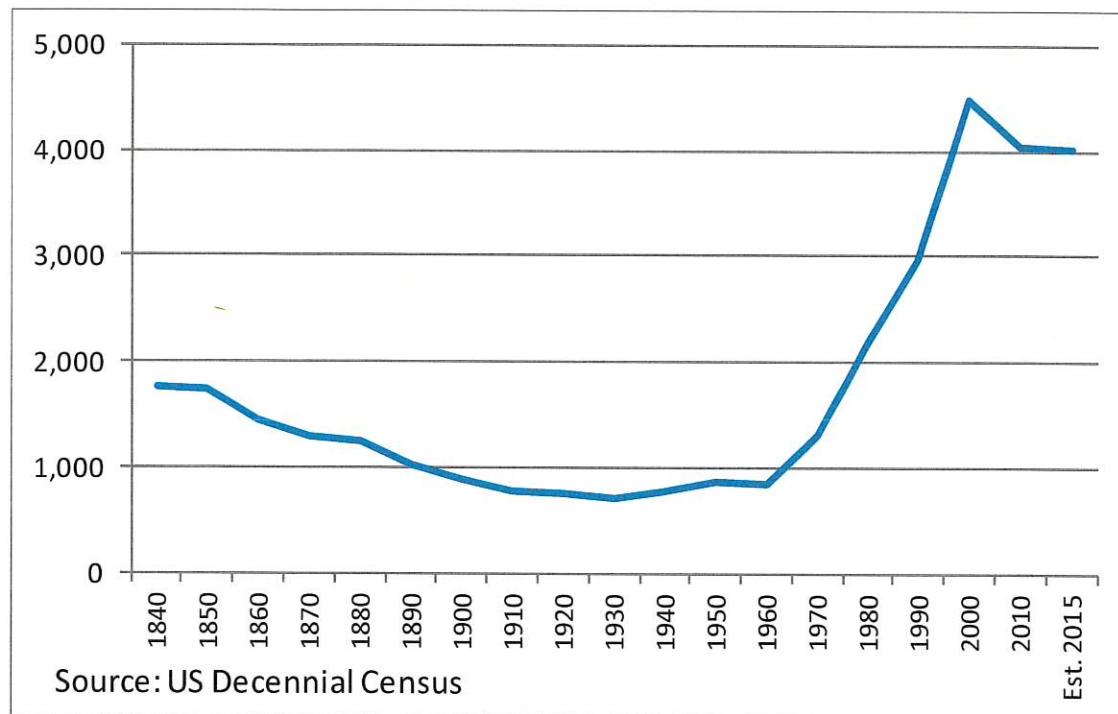
### Past Development

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?*



## Recent Development

Notable are technology changes over time, such as the transition from carriage to automobile repair and the relatively high number of building trades, which are characteristic of Moultonborough today. More recently, business and industrial development in Moultonborough was reviewed since the last master plan. 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.

**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
	58	101	23

\*as of Sept 2017

## Development Examples

The following examples of recent commercial development in the Town of Moultonborough paint a picture of preserving and creating new culture, business owner familiarity with the community and local values, dedication to local employment opportunities, collaborations to move the projects forward, and the value of municipal infrastructure.

### a. CruCon

June 28, 2014 CruCon Cruise Outlet celebrated the grand opening of its 30,000-square-foot, three-story world headquarters at 81 Whittier Highway. Founder and President Sandra Cleary has fond memories of the Lakes Region, where Cleary and her family had vacationed in Paugus Bay on Lake Winnipesaukee as a child, which drew her to Moultonborough. Company growth and the need for more parking space led Cleary to consider the lot across the street. "We had to go to the town to get a variance to park on the access road," Cleary said. Business growth led to the need for more space and the construction of the Adirondack-style structure, whose environmentally friendly design includes pervious pavement to prevent stormwater runoff into the lake. Locally, Cleary and CruCon are acknowledged as a Lakes Region asset. Karmen Gifford, Executive Director of the Lakes Region Chamber of Commerce, made the observation that CruCon has doubled their employment so far,



has brought a lot of new jobs to the area, and that they are still hiring. She also stated that the Lakes Region Chamber of Commerce is thrilled to have CruCon as part of the Moultonborough community. Former Moultonborough Town Planner Bruce Woodruff said the new CruCon headquarters is the beginning of a comprehensive campus.<sup>3</sup> Area attractors included: high speed internet, municipal sewer, low taxes, and quality of life. The existence of fiber optics, essential infrastructure for this business, made CruCon's location in Moultonborough possible. The firm currently employs approximately 105 employees.

#### b. The New Woodshed Restaurant



The Woodshed, a Lakes Region landmark restaurant burned to the ground Thanksgiving night 2013. About 40 employees lost their jobs because of the fire. The 2,000-square-foot residence and barn were converted to a restaurant about 40 years ago. The restaurant featured 40 years of memorabilia and photos of famous people, like the late actor Henry Fonda, who ate there.

impressive, 200-year-old barn that was moved from the Seacoast to Moultonborough. The New Woodshed, like the original, has the appearance of a farmhouse with a barn. Construction began on the barn in November 2014, and then the farmhouse was started in May 2015. The new owners of this restaurant business currently employ approximately 30 persons.

#### c. Cup and Crumb

Eventually obtaining a variance from the town's zoning board of adjustment to open a commercial venture in a residential zone, the owners transformed the 103-year-old vacant building into a business. The full-time Pastry Chef at the café and bakery attended Moultonborough Academy. The Wentworth Economic Development Corporation (WEDCO), a nonprofit, regional economic development corporation, with the goal of retaining or creating jobs in the region, assisted. WEDCO Executive Director Denise Roy-Palmer lauded the Cup and Crumb endeavor as one with multiple benefits.



#### d. Dollar General

<sup>3</sup> Source: New Hampshire Union Leader, *CruCon's business in Moultonborough is cruising along*, June 28, 2014.

The proposal required application to the Zoning Board of Adjustment. Ultimately, negotiations with the Planning Board led to a building design, site layout, signage, landscaping, and other site features that are within the business development character that Moultonborough strives for. The addition of a sidewalk and crosswalk, consistent with community plans to improve pedestrian access in the village, was also negotiated through the site plan review process. This unique Dollar General Store 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 Winnipesaukee, 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)

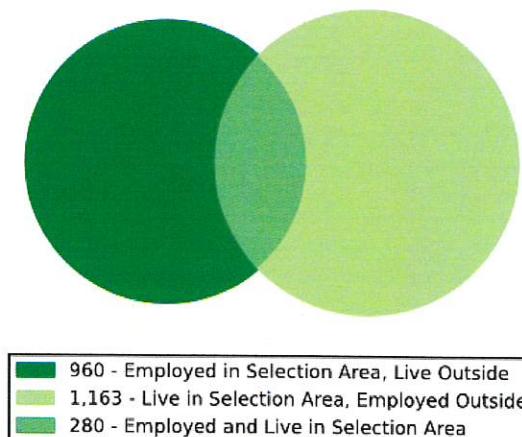
The Town of Moultonborough is situated in the Meredith Labor Market Area (LMA). Commuting data from the US Census Bureau is used to determine the economic integration of small labor markets which are outside of and not included in metropolitan and micropolitan markets. The Meredith LMA consists of the 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 3: Inflow – Outflow Job Counts**

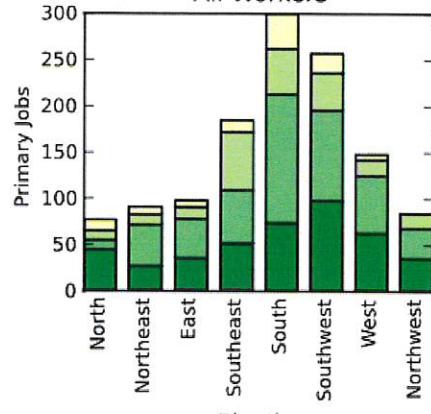


**Figures 5: Commuting Patterns**

## Figures 4: Commuting Patterns

2014	
	Count
<b>Total Primary Jobs</b>	1,240
<b>Less than 10 miles</b>	431
<b>10 to 24 miles</b>	485
<b>25 to 50 miles</b>	219
<b>Greater than 50 miles</b>	105

Job Counts by Distance/Direction in 2014  
All Workers



## 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 1 Child	1 Adult 2 Children	1 Adult 3 Children	2 Adults (1 Working)	2 Adults (1 Working) 1 Child	2 Adults (1 Working) 2 Children	2 Adults (1 Working) 3 Children	2 Adults 2 Adults	2 Adults 1 Child	2 Adults 2 Children	2 Adults 3 Children
	1 Adult	1 Child	2 Children	3 Children	(1 Working)	1 Child	2 Children	3 Children	2 Adults	1 Child	2 Children	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>4</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

<sup>4</sup> Source: Massachusetts Institute of Technology, *Living Wage Calculator User's Guide / Technical Notes*, Feb. 7, 2017.

Chapter.

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

Estimated Employment	Entry Wage	Average Wage	Experienced Wage	Median Wage
6,110	\$9.75	\$20.10	\$25.27	\$16.78

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

### 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%
	1,347	100.0%

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 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 an importing industry.)

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**

NAICS Industry Classification	When compared to...		
	Meredith LMA	Lakes Region	State of NH
<b>Moultonborough has a LQ of....</b>			
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
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 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 Code	Industry	2014 (estimated)	2024 (projected)	Numeric Change	Percent Change
<b>101</b>	<b>Goods Producing Industries</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>				
22	Utilities	22,298	23,336	1,038	4.7%
42	Wholesale Trade	123	112	-11	-8.9%
44	Retail Trade	481	500	19	4.0%
48	Transportation and Warehousing	5,082	5,287	205	4.0%
51	Information	613	638	25	4.1%
52	Finance and Insurance	249	228	-21	-8.4%
53	Real Estate and Rental and Leasing	512	533	21	4.1%
54	Professional, Scientific, and Technical Services	304	324	20	6.6%
55	Management of Companies and Enterprises	688	753	67	9.7%
56	Administrative and Waste Management Services	579	603	24	4.1%
61	Educational Services	863	939	76	8.8%
62	Health Care and Social Assistance	2,326	2,412	86	3.7%
71	Arts, Entertainment, and Recreation	3,411	3,604	193	5.7%
72	Accommodation and Food Services	627	693	66	10.5%
81	Other Services (Except Government)	3,307	3,541	234	7.1%
90	Government	1,039	1,099	60	5.8%
	<b>Self-employed Workers</b>	2,094	2,068	-26	-1.2%
		1,584	1,634	50	3.2%

\* 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 and schools, taxes, the concentration and types of existing commercial/industrial development, and the availability of 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 Winnipesaukee 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 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 stormwater 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 Winnipesaukee 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 Winnipesaukee 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**

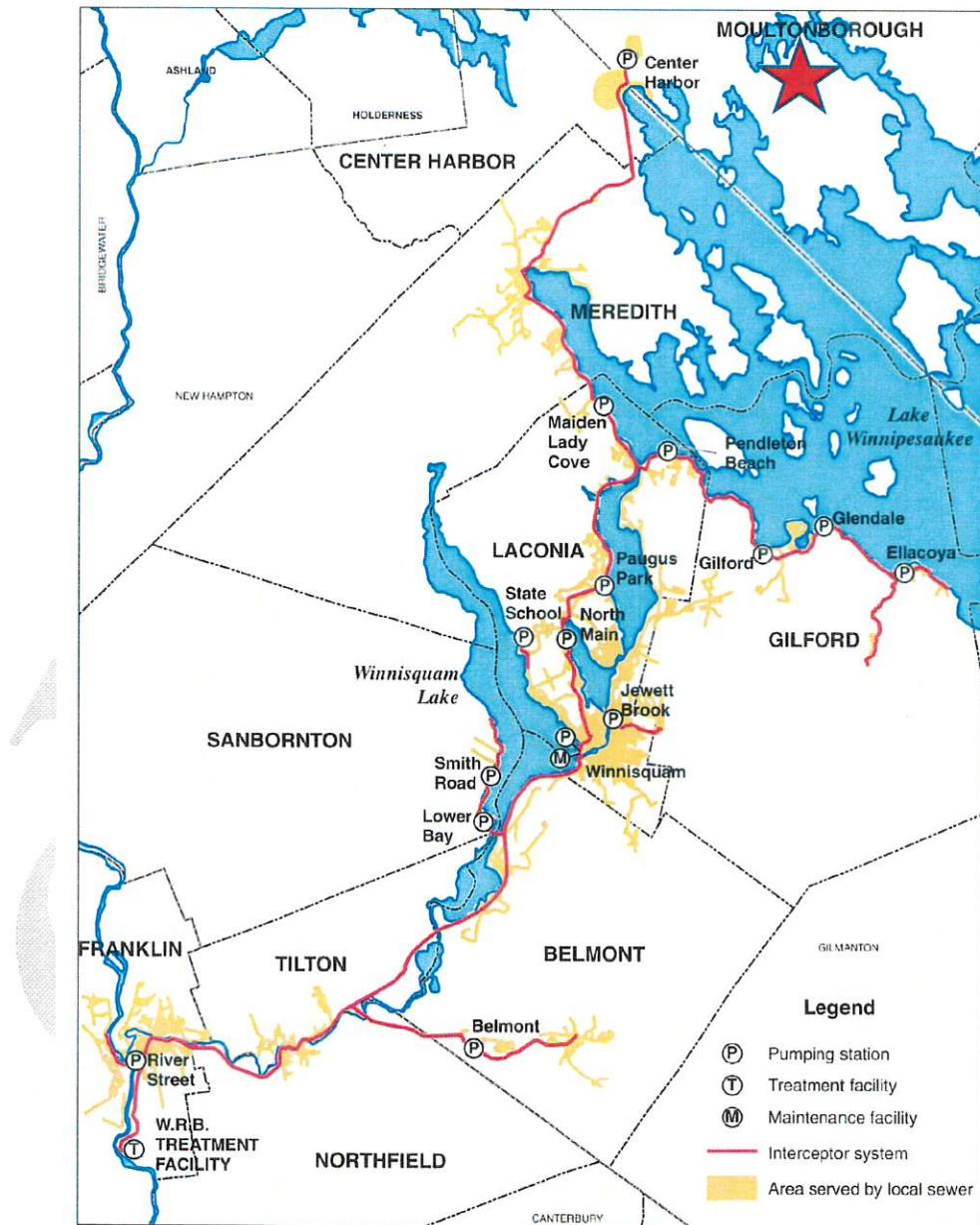
As noted, the WRBP has excess capacity and could serve expansion of service. For Center Harbor and Moultonborough any expansion would be subject to Board of Selectmen affirmative votes from both communities. The expanded availability of municipal sewer along NH Route 25 from CruCon to the village center 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 Winnipesaukee 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>5</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>6</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>7</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

<sup>5</sup> NH Department of Environmental Services, One Stop, <http://www4.des.state.nh.us/DESONestop/BasicList.aspx>

<sup>6</sup> <http://broadbandnow.com/New-Hampshire/Moultonborough>

<sup>7</sup> Lakes Region Broadband Plan, 2014.

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 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**
- **Promote tourism by redesignating the Lakes Tour Scenic Byway**

## 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

**Goal:** Economic Development - Community Boards to collectively take long-term proactive approach to enhance local economic development initiatives and outreach.

Objectives	Strategies	Tactics / Comments	Short: 6mo.- 3 yrs. Mid: 3 -5 yrs. Long: > 5 years	Responsible Party/Board/Commission
1. Proactive local engagement to achieve economic development in established and 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
1a. Educate the public, landowners, and interested parties about development goals.	Conduct an informational workshop.	Invite landowners, real estate practitioners, and developers to discuss development vision for Village District and possible incentives.	Short	Planner/Planning Board
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
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
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
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.	Mid	Planner/Planning Board
3. Proactively market the 'Moultonborough advantage'	Encourage both businesses and workers to locate in town.	Develop a Moultonborough marketing strategy.	Short	Board of Selectmen/Planner
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
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>Goal:</b> <i>Improve Infrastructure / Systems</i> - Municipal investment in infrastructure and systems to support preferred development				
Objectives	Strategies	Tactics / Comments	Short: 6mo.- 3 yrs. Mid: 3 -5 yrs. Long: > 5 years	Responsible Party/Board/Commission
1. Develop sewer expansion feasibility, costs, and funding mechanisms.	1. Coordinate with Bay District Sewer Commission. 2. Look for grants/economic development funding. 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	
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	
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. 2. Develop viable alternatives	Present concepts to Board of Selectmen and developers.	Long Planner/Planning Board	
<b>Goal:</b> <i>Improved Functionality</i> - Enhance Natural, Cultural, Historic and Recreation Resources				
Objectives	Strategies	Tactics / Comments	Short: 6mo.- 3 yrs. Mid: 3 -5 yrs. Long: > 5 years	Responsible Party/Board/Commission
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 between Old Route 109 to Blake Road.	Short-Mid Planner/Planning Board/Heritage Commission	
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	