

ECONOMIC DEVELOPMENT ANALYSIS

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INTRODUCTION

This chapter is intended to evaluate the local economy in Dublin through an analysis of data related to the labor force and industry, as well as local revenue, commuting and other information that may assist in understanding the current economic footprint. By examining the current information, it is easier to plan for changes and determine the direction that is appropriate for Dublin’s economic future. The challenge is to balance demographic pressures with demands for economic and community development while preserving the overall character of the Town that adds to the quality of life for residents.

Data for this chapter was collected using several sources including: the New Hampshire Department of Resources and Economic Development, NH Employment Security, New Hampshire Department of Revenue Administration, US Census American Community Survey 5-year estimates, and US Bureau of Labor Statistics Local Area Employment Statistics (LAUS). Since this data is dependent on the labor market, changes may occur frequently. Therefore, caution should be used when making comparisons in future years, especially if using a different data source.

BUSINESS PROFILE - DEMOGRAPHICS

Situated in the eastern portion of Cheshire County, Dublin has a central location to five New Hampshire labor market areas including Keene, Concord, Manchester, Nashua, and Peterborough. Dublin is one of nine communities in the Southwest Region of New Hampshire that are part of the NH 101 Corridor, which is an important east-west highway connecting the region to Manchester, Nashua, and I-93. This corridor provides opportunities for economic development with the daily commuting traffic through town.

Dublin Labor Force

According to figures from the Census Bureau, the total employed residents of Dublin has increased by 3.4% between 2010 and 2015. In 2016, the New Hampshire Department of Resources and Economic Development reported that there were 511 employed Dublin residents. This however, does not include some of the home based business that are not registered with the state. The top jobs by occupation type are shown in the table below. Approximately 64% of workers are employed in white collar jobs and 35% in blue collar jobs (with 1% unknown).

Top Jobs by Dublin Workers- 2016	
Education, Training, Library	14.70%
Office, Administrative Support	13.30%
Food Preparation, Serving	10.60%
Executive, Managers, Administrators	9.80%
Sales	9.40%
<i>Source: NHDRED (nheconomy.com)</i>	

Employment- Industry Trends

The largest industry of employment for Dublin residents continues to be the category of *Arts, Entertainment, Recreation, Accommodation, and Food Services* accounting for about 29% of all employment by Dublin's residents in 2015. *Manufacturing* and *Retail Trade* maintained their second and third status in both years. Additional industry sector figures are shown below.

Dublin Employed Civilian Population by Industry Type					
Industry Type	2010*	% 2010	2015**	% 2015	% Change
Civilian employed population 16 years and over	814	814	842	842	3.4%
Agriculture; Forestry; Fishing and Hunting; and Mining	0	0.0%	6	0.7%	
Construction	87	10.7%	60	7.1%	-45%
Manufacturing	144	17.7%	147	17.5%	2%
Wholesale Trade	25	3.1%	8	1.0%	-212.5%
Retail Trade	92	11.3%	97	11.5%	5.4%
Transportation; Warehousing; and Utilities	15	1.8%	22	2.6%	46.7%
Information Tech.; Finance/insurance; Real Estate and Rental and Leasing	15	1.8%	19	2.3%	26.7%
Professional; Scientific; Management; Administrative; and Waste Mgmt.	33	4.1%	25	3.0%	-32%
Educational Services, Health Care and Social Assistance	63	7.7%	71	8.4%	12.7%
Arts; Entertainment, Recreation; Accommodation; and Food Services	218	26.8%	242	28.7%	11%
Other services, except Public Administration	49	6.0%	76	9.0%	55.1%
Public Administration	37	4.5%	50	5.9%	35.1%

Source: US Census Bureau ACS 5-Year Estimates 2006-2010 and 2011-2015**, Civilian employed population 16 years and over*

Dublin Businesses

In 2016, the New Hampshire Department of Resources and Economic Development listed 68 businesses in Dublin. The current largest employers are the Dublin School and Yankee Publishing. The next table highlights the top employers by the number of employees. These major employers offer a range of employment opportunities such as educational, manufacturing, retail sales,

governmental, and healthcare services. Included in this list are seasonal and volunteer employers since they contribute to the commuting patterns within the Town.

Largest Employers by Number of Workers- 2016

Employer	Industry Type	Employer Size
Dublin School	Education	50-99
Yankee Publishing Inc.	Publishing	50-99
Camp Wanocksett (seasonal)	Recreation/Education	50-99
Dublin Christian Academy	Education	20-49
Town Of Dublin	Government	20-49
Mountain Shadows School	Education	20-49
Dublin General Store	Retail	10-19
New England Academy-Therapeytc	Education	10-19
Del Rossi's Trattoria	Restaurant	10-19
Phoenix House	Rehabilitation	10-19
Dublin Consolidated School	Education	10-19
Life Safety Fire Protection (Kwench Systems)	Industry	10-19
Fairwood Bible Institute	Religion	10-19

Source: New Hampshire Employment Security 2016

This table shows the number of employees in Dublin businesses according to the type of industry as reported in 2016. This gives a general representation of the types of employment opportunities in Dublin.

Number of Employees in Dublin Businesses by Industry Type in 2016

Industry Type	Number of Employees
Education	125
Accommodation & Food Services	110
Other Services	100
Public Administration	78

Source: NHDRED (nheconomy.com)

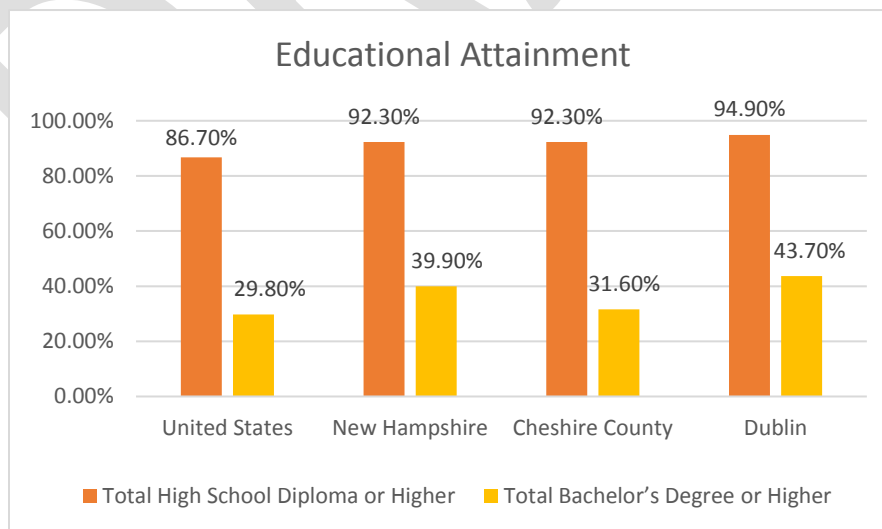
Educational Attainment

A well-educated workforce is an important resource for both existing and new businesses. The next table indicates that nearly 95% of Dublin residents aged 25 and over have earned a high school diploma or higher, and nearly 44% have received a bachelor’s degree or higher. This is well above the figures for the United States and Cheshire County, and slightly higher than New Hampshire. The accompanying graph provides a visual representation of this table.

Highest Level of Educational Attainment

	Less than 9th grade	9th to 12th grade, no diploma	High school graduate	Some college, no degree	Associate's degree	Bachelor's degree	Graduate or professional degree	Total High School Diploma or Higher	Total Bachelor's Degree or Higher
United States	5.7%	7.6%	27.8%	21.2%	8.1%	18.5%	11.2%	86.7%	29.8%
New Hampshire	2.5%	5.2%	28.8%	19%	9.6%	21.8%	13%	92.3%	39.9%
Cheshire County	2.3%	5.4%	33.8%	19%	7.9%	19.4%	12.2%	92.3%	31.6%
Dublin	<1%	4.1%	34.6%	11.3%	5.3%	24.4%	19.3%	94.9%	43.7%

Source: United States Census Bureau American Community Survey 5-Year Estimates 2011-2015



Source: US Census Bureau American Community Survey 5-Year Estimates 2011-2015

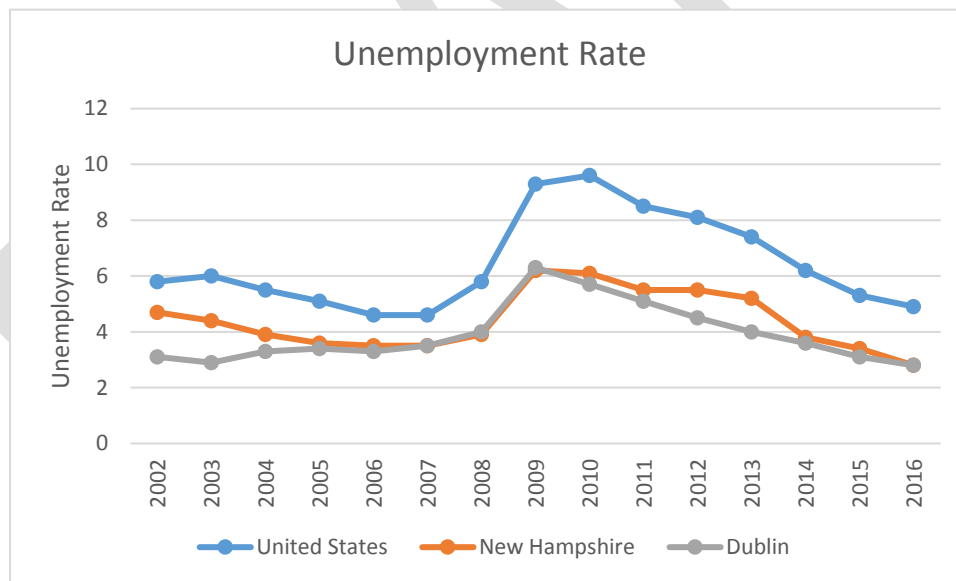
Unemployment Rate

The unemployment rate refers to the percentage of the labor force (persons 16 years and older) that are jobless and are looking for work. The following graph shows the average annual unemployment rate between 2002 and 2016 for Dublin, New Hampshire and the United States. The unemployment rate in Dublin over the last fifteen years has followed the state trend with a peak in 2009. Both the Dublin and New Hampshire unemployment rates are consistently below the national rate as shown in the table and graph on the next page.

Average Annual Unemployment Rate

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
US	5.8	6	5.5	5.1	4.6	4.6	5.8	9.3	9.6	8.5	8.1	7.4	6.2	5.3	4.9
NH	4.7	4.4	3.9	3.6	3.5	3.5	3.9	6.2	6.1	5.5	5.5	5.2	3.8	3.4	2.8
Dublin	3.1	2.9	3.3	3.4	3.3	3.5	4	6.3	5.7	5.1	4.5	4	3.6	3.1	2.8

Source: NH Employment Security and US Bureau of Labor Statistics Local Area Employment Statistics (LAUS)



Source: United States Census Bureau American Community Survey 5-Year Estimates 2011-2015

LAND VALUATION AND TAXATION

Land Valuation

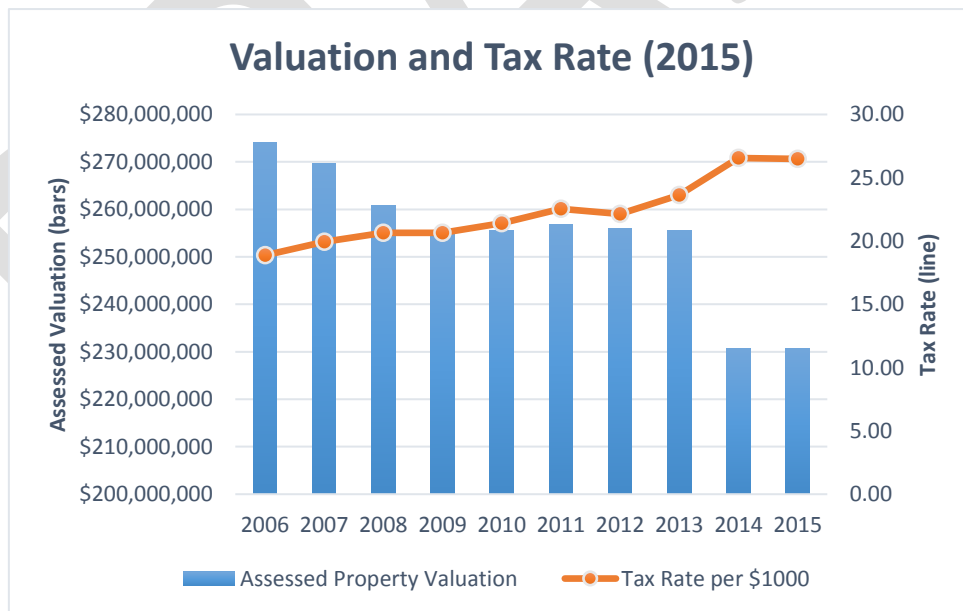
Municipal property taxes are levied as a percentage of the assessed value of buildings and land in the community. Similar to the national and state trends, tax rates fluctuate with the land valuations.

Taxes are still needed to cover the cost for the Town services, even in years of assessment declines. In 2015, the assessed valuation in Dublin was nearly \$231 million and the tax rate was \$26.50.

Dublin Valuation and Tax Rate 2006-2015

	Assessed Property Valuation	Tax Rate per \$1000
2006	\$274,190,366	18.87
2007	\$269,730,695	19.95
2008	\$260,760,644	20.65
2009	\$254,689,026	20.65
2010	\$255,615,271	21.40
2011	\$256,735,375	22.54
2012	\$255,981,783	22.15
2013	\$255,544,828	23.64
2014	\$230,734,338	26.56
2015	\$230,701,607	26.50

Source: NH Department of Revenue Administration (NHnetwork)



Source: NH Department of Revenue Administration (NHnetwork)

This breakdown of property valuation according to land use is shown below. The land valuation is listed as residential, commercial/industrial, utilities, and current use land and shown as a percentage of the towns' gross valuation. The distribution of each category is a common theme throughout the state, with a significant portion in the residential category.

Subregional Property Valuation Statistics (2015)

	Gross Valuation	Residential (% of Gross)	Commercial & Industrial (% of Gross)	All Utilities (% of Gross)	Current Use (% of Gross)
Dublin	\$231,001,607	87%	10%	2%	>1%
Harrisville	\$188,719,628	96%	3%	1%	>1%
Jaffrey	\$405,440,851	88%	10%	2%	>1%
Marlborough	\$185,759,600	85%	13%	1%	>1%
Peterborough	\$630,557,851	77%	21%	2%	>1%

Source: NH Department of Revenue Administration. Taxable valuations only.

Taxes

In order to levy a fair and proportional statewide property tax and county tax, the imbalance created by varying municipal assessments must be resolved. This process, called "equalization", involves the adjustment of a town's local assessed value, either upward or downward, in order to approximate the full value of the town's property. The equalized tax rates can then be compared from town to town. Below is a subregional comparison of the tax rates with neighboring towns. Dublin ranks 135 out of 227 towns in a scale of lowest to highest taxes in the state.

2015 Tax Rate Comparison

	Dublin	Harrisville	Jaffrey	Marlborough	Peterborough
Equalized Valuation	\$253,285,654	\$194,096,790	\$419,375,018	\$163,020,784	\$675,565,610
Total Property Taxes Assessed	\$6,101,355	\$3,325,997	\$13,392,269	\$5,230,630	\$18,561,407
Municipal Tax Rate	\$6.68	\$4.59	\$11.51	\$7.24	\$9.32
Local Education Tax Rate (equalized)	\$11.98	\$6.96	\$15.07	\$19.00	\$14.65
State Education Tax Rate (equalized)	\$2.36	\$2.31	\$2.35	\$2.42	\$2.27
County Tax Rate (equalized)	\$3.07	\$3.27	\$3.43	\$3.43	\$1.24
Total Tax Rate	\$26.50	\$17.66	\$33.22	\$28.31	\$29.71
Full Value Tax Rate	\$24.09	\$17.14	\$31.93	\$32.09	\$27.48
Equalization Ratio	90.9	97.0	96.6	114.6	95.6
State Ranking	135	53	219	220	187

Source: NH Department of Revenue Administration (1 = Low, 227 = High)

COMMUTING PATTERNS

This section takes a look at the commuting patterns of those employees coming into Dublin for work, as well as those employees living in Dublin but working in another town. Combining this information, with traffic counts and other data found in the Transportation Chapter, decisions can be made about infrastructure needs and potential areas for future economic development.

Top 10 Work Destinations for Dublin Residents 2014

	Count	Share
Keene	220	35%
Peterborough	59	9%
Dublin	41	7%
Jaffrey	21	3%
Swanzy	21	3%
Harrisville	20	3%
Brattleboro, VT	16	3%
Concord	15	2%
Rindge	10	2%
Greenfield	10	2%
Other locations	199	32%

This table shows the most common work destinations for all Dublin residents that are employed. Approximately 35% (or 220 workers) of employed Dublin residents work in Keene. The next most common work destination is Peterborough with 9% (or 59 workers), and another 7% (or 41 workers) of Dublin’s employed residents also work in town. The near-by towns of Jaffrey, Swanzy, and Harrisville account for 9% (or 62 workers) of Dublin commuters.

Source: US Census Bureau, Center for Economic Studies-On the Map

This table differs from the previous table by showing where the people who work in Dublin, are commuting from to get to their jobs. This can help to determine where the commuting patterns are, and what the potential infrastructure needs may be as the businesses grow. There are approximately 338 people who work in Dublin. Of these workers, 41 (or 12%) also live in Town. The most common destinations that workers are coming from include Stoddard (10%), Peterborough (7%), and Keene (7%).

Top 10 Places of Residence for People who Work in Dublin Businesses (2014)

	Count	Share
Dublin	41	12%
Stoddard	33	10%
Peterborough	24	7%
Keene	23	7%
Harrisville	16	5%
Sullivan	16	5%
Jaffrey	14	4%
Nelson	13	4%
Hancock	10	3%
Swanzy	9	3%
Other Locations	139	41%

Source: US Census Bureau, Center for Economic Studies-On the Map

UTILITIES AND MUNICIPAL SERVICES

Electric

In terms of industrial and manufacturing development, the availability of three-phase power is desirable. Three-phase power is made up of three single phases of electricity synchronized and offset by 120 degrees. The benefit of three phase power is that, at any given instant, one of the three phases is nearing a peak to provide even power output for high power motors and industrial applications. There are currently no plans to extend the three phase power, however, this may change as development opportunities arise.

Communications and Entertainment

Internet and satellite television is available to residences and businesses throughout Dublin provided by private companies. Providers and service options vary depending on location.

Transportation Infrastructure

Dublin is part of the regional highway network of the NH 101 corridor. This corridor, as defined by Southwest Region Planning Commission's (SWRPC) Long Range Transportation Plan, is an important east-west highway in the Southwest Region, connecting the region to Manchester, Nashua, and I-93. Regional corridors, such as this, provide the backbone of the transportation network that connects communities to employment, goods and services, entertainment, and travel destinations within and beyond the region and thereby bring economic opportunities.

Broadband

The current internet service is limited in much of the town. The town is seeking a consultant to explore options for bringing broadband into town.

MUNICIPAL POLICY ANALYSIS

To remain in a competitive economic market, a review of local policies and regulations should be done on a regular basis. This will not only bring an awareness to gaps in the types of uses that are acceptable to the Town, but it will also help to identify outdated requirements that may need to be amended as new strategies and technological methods are developed. An important element of economic development planning is ensuring that current municipal policies and regulations can support the policies, goals and actions recommended in this plan. The analysis also examines the policies and regulations in the surrounding towns to ensure that Dublin is prepared to compete regionally for new businesses.

The table on the next page looks at the minimum lot requirements for Dublin and the surrounding towns. The Districts listed are those which allow some type of business uses. This gives a snapshot

comparison and can aid in decisions regarding changes in minimum lot size and setback requirements to remain competitive.

Minimum Lot Requirements for Dublin and Surrounding Towns

District	Minimum Lot Size	Minimum Lot Frontage	Minimum Front Setback	Minimum Side /Rear Setbacks
Dublin				
Village District	1 acre	150'	35'	35'
Neighborhood Commercial District	2 acres	150'	35'	35'
Rural/ District	4 acres	250'	35'	35'
Mountain District	8 acres	250'	35'	35'
Harrisville				
Residential/Agricultural District	2 acres	250'	50'	40'
Commercial District	35,000 sq.ft.	200'	35'	35'
Industrial District	40,000 sq.ft.	200'	35'	35'
Village Residential District	35,000 sq. ft.	150'	25'	15'
Jaffrey				
Rural District	1.5 or 3 ac	150 or 200	60'	40'
General Business District	1 acre	125'	30'	30'
Industrial District	2.5 acre	200'	100'	30' & 50'
Turnpike Road Industrial District	2.5 acre	200'	100'	30' & 50'
Marlborough				
Village Residential (R1)	10,000 sq. ft.	100'	25'	20'/15'
Residential District (R2)	1.5 acres	150'	40'	20'/40'
Residential District (R 3, 4)	5 acres	200'/300'	40'	25'/40'
Village Commercial District (C1)	10,000 sq. ft.	100'	15'	15'
Rte. 124 Commercial District (C2)	2 acres	200'	50'	35'
Rte. 101 Commercial District (C3)	1 acre	150'	20'	20'
Rte. 12 Commercial District (C4)	2 acres	200'	40'	20'
Peterborough				
Downtown Commercial District	none	none	5'	15'
Commercial District	none	50'	15' or 30'	15'
Business/Industrial District	none	50'	25' or 50'	25'
Commercial Park District	20,000 sq.ft.	100'	25'	20'
Office District	1 acre	100'	50'	30'
Rural District	3 acres	200'	50'	30'

Source: Town Zoning Ordinances

DUBLIN ZONING

Permitted Uses that Support Business Activity

Dublin has four districts that support a range of economic opportunities and can serve as places of employment for residents and commuters as development occurs.

Village District: The Village District includes a variety of mixed-uses and is generally a higher density.

Neighborhood Commercial District: The Neighborhood Commercial District allows a variety of commercial uses near the intersection of NH 101 and NH 137.

Rural District: The Rural District allows a mix of residential uses, agriculture, forestry, and limited businesses by Special Exception as appropriate.

Mountain District: The Mountain District was designed to protect the scenic beauty of Mount Monadnock. It allows a mix of residential, agriculture, forestry, and limited businesses by Special Exception. Minimum lot sizes are double the requirement of the Rural District.

Here is a list of business uses that are allowed within each district. This table is a guide only for the types of businesses. Additional information can be found in the Zoning Ordinance.

Uses Permitted in Dublin's Business, General Residence, and Industrial Districts

Land Use	Village	Neighborhood Commercial	Rural	Mountain
Health Care Facility	Permitted	Not Permitted	Special Exception	Not Permitted
Retail	Permitted	Permitted	Special Exception	Not Permitted
Village Grocery	Permitted	Not Permitted	Not Permitted	Not Permitted
Office	Permitted	Permitted	Permitted	Special Exception
Consumer Service	Permitted	Permitted	Special Exception	Not Permitted
Inn, Hotel	Permitted	Not Permitted	Special Exception	Special Exception
Child Care Center	Permitted	Special Exception	Special Exception	Special Exception
Veterinary, Kennel	Special Exception	Not Permitted	Special Exception	Not Permitted
Religious, Governmental, Educational, Cultural Facility	Permitted	Not Permitted	Special Exception	Special Exception

Land Use	Village	Neighborhood Commercial	Rural	Mountain
Gasoline Service Station, Repair garage	Special Exception	Special Exception	Special Exception	Not Permitted
Restaurants	Permitted	Permitted	Special Exception	Not Permitted
Craft/Artisan Shop	Permitted	Permitted	Permitted	Special Exception
Commercial Recreation Facility	Not Permitted	Permitted	Special Exception	Not Permitted
Boarding House, Bed & Breakfast	Special Exception	Not Permitted	Special Exception	Special Exception
Family Day Care	Special Exception	Not Permitted	Special Exception	Special Exception
Home Business	Special Exception	Not Permitted	Special Exception	Special Exception
Private Club or Lodge	Permitted	Not Permitted	Special Exception	Special Exception
Agriculture Activities	Not Permitted	Not Permitted	Permitted	Permitted
Forestry Activities	Not Permitted	Not Permitted	Permitted	Permitted
Wholesale Business	Not Permitted	Not Permitted	Special Exception*	Not Permitted
Material Storage	Not Permitted	Not Permitted	Special Exception*	Not Permitted
Building Trades (Contractor services)	Not Permitted	Not Permitted	Special Exception	Special Exception
Printing, Packaging, Bottling	Special Exception	Permitted	Special Exception	Not Permitted
Sawmill	Not Permitted	Not Permitted	Special Exception*	Not Permitted
Cabinetry & Woodworking	Not Permitted	Permitted	Permitted	Special Exception
Other Light Industrial Uses	Not Permitted	Not Permitted	Special Exception*	Not Permitted
Home Occupations	Permitted	Permitted	Permitted	Permitted

Source: Dublin Zoning Ordinance * Must have frontage and access onto NH 137 or NH 101 or other limitations. Refer to Dublin Zoning Ordinance for details.