

CHAPTER 9: BUSINESS AND THE ECONOMY

1. INTRODUCTION

There are many factors which can significantly influence Hanover's economic future. These factors include technological innovation, the effects of the regional labor and job market, the profitability of existing businesses and institutions, the creation, growth and success of new business, the site selection process of large employers new to the area, and Hanover's land use controls. Most of these are beyond the control of individuals and boards in Hanover. However, in the ways that it can, Hanover is committed to supporting its existing business community and taking actions as needed to achieve the overall goal of business and economic stability and prosperity. This chapter identifies these actions with a special focus on Hanover's downtown.

2. COMMUNITY VALUES AND GOALS

At the end of this chapter are a summary of community attitudes about various aspects of Hanover's economy and a compilation of data which are used to measure the health of the Town economy. The community attitude information was collected by surveys of Hanover residents in 1974, 1981 and 1994. The economic indicators were collected by the US Bureau of the Census in 1979, 1989 and 1999.

The Planning Board's vision of local business and economic stability includes these elements:

- The full-service downtown with a mix of residential, civic, office, retail and service uses, enhanced by the cultural attractions offered by the College.
- A pedestrian-friendly downtown environment with convenient parking.
- Thriving retail, service, and research and development businesses in Town.
- Business prosperity promoted through cooperation among an active Chamber of Commerce, Dartmouth College, the Town and business community.
- Continued home business opportunities for residents where impacts on surrounding neighbors are limited and controlled.
- A limited number of satellite commercial areas, complementary to downtown and serving a localized clientele.
- Continued vitality of Dartmouth College, whose students, employees and visitors provide significant support for the local economy.
- Housing development in keeping with the needs of a growing workforce.
- Housing within walking distance of the downtown in the upper stories of downtown business buildings.

3. BUSINESS ASSUMPTIONS

Basic assumptions from which specific plans for Hanover's economic future are developed are discussed in this section.

Local Business Setting

Currently, the major commercial district in the Town is located immediately south of the Dartmouth College campus, concentrated in approximately two blocks on South Main Street, two blocks on Lebanon Street, one block on South Street, and one block on Allen Street. Present in various areas of the southwestern part of town with good road access are six other commercial or industrial nodes. They are located: 1) on the Lyme Road, north of the golf course; 2) at the south end of South Park Street at its intersection with Lebanon Street, 3) in Etna Village, 4) on Route 120 south of Greensboro Road, 5) on Buck Road and 6) on Great Hollow Road. It is assumed that commercial and industrial development will continue to be focused only in these established areas plus the single addition of the proposed Centerra North center. (see Map 9-1)

Regional Perspective

In planning for Hanover's economic future, a regional perspective makes sense. While Hanover's economy is vibrant and thriving, it is dependent on resident Dartmouth students, customers and employees many of whom are from neighboring towns, as well as alumni, tourists and visitors from around the country. Likewise, the services and employment opportunities in Hanover are not a perfect match for the Town's population in that many household items are not supplied by Hanover businesses, and, thus, residents rely on businesses outside of Town for their purchases and livelihood.

Diverse Economy

Hanover's position in the regional economy complements rather than competes with other towns. For example, the retail offerings in Hanover differ in scale and type from those in adjacent communities. In Hanover, economic development is diverse including retail, professional and personal service businesses, military research, computer software, biotechnology, and research industries, large manufacturers, as well as both public and private educational institutions.

Supportive of Business and the College

It is in the Town's best interest to cooperate with Dartmouth College, local businesses, and institutions in maintaining their viability. When queried as to their feeling about economic growth, Hanover residents have consistently indicated their preference that the shape and character of the Town remain the same as today: a regional economic magnet dominated by a major academic institution, yet retaining the ambience of an historic New England community. Thus, economic development efforts focus on retention of existing business, maintenance of a mix of business types and adherence to a growth factor similar to that existing today which limits and defines downtown and business areas in which high intensity commercial uses are allowed. This community attitude should be used as a guide in all efforts to further enhance the viable business climate in Hanover.

Hanover Improvement Society and Hanover Area Chamber of Commerce

The Hanover Improvement Society and the Hanover Area Chamber of Commerce add to the quality of life and business in Hanover. The Society's broad mission is "to improve the Town of Hanover to the benefit of all of its citizens." The realization of this mission is evidenced by Main Street amenities, financial support of the new parking facility, the community center, the library and the DHMC, and annual support of the Garden Club's town gardens project. This wide range of civic improvements is complemented by the Society's development and operation of recreational resources central to the community's quality of life. These include the Nugget Theatre, the Storrs

pond Recreation Area, and family, recreational, and competitive skating at the Campion Rink and Occom Pond.

The Hanover Area Chamber of Commerce convenes a business community engaged in the promotion of the economic health of the Hanover area. Members participate in cooperative efforts through civic dialogue to positively influence the community's vitality, quality of life and sense of place. Since 1961, the Chamber has promoted the general welfare of the Town and surrounding region and engaged in projects and programs to stimulate the economic growth of the community. Current projects include: marketing and communication, events such as the member golf tournament and the Homelife Show, and Hanover downtown activities such as the Summer Streetfest.

4. DOWNTOWN HANOVER

Downtown Hanover is a vital commercial center, offering a complementary mix of retail and commercial services, private and public offices, several civic uses and a few upper story residences.

An important characteristic of Hanover's downtown is its scale and historic character. The mix of uses, building height, the size of businesses, array of sidewalks and alleys, facade details and street amenities (benches, trees, etc.) contribute to the human scale, an important, though intangible, character of the downtown. Every effort should be made to identify and preserve historic structures.

It is very much in the interests of this Town that its historic character be preserved. Conservation of individual structures is worth special effort.

College buildings and uses bound the downtown to the north and east. Stable residential areas are the downtown's eastern, southern and western neighboring uses.

The downtown core consists of approximately five blocks of businesses along Main, Lebanon, South and Allen Streets. The Hanover Inn, the Dartmouth Bookstore and the Post Office are prominent anchors on the corners of Main Street. A variety of restaurants, office and retail businesses are distributed between these anchors. The Galleria, a mixed-use building across from the former P & C grocery store, defines the southern edge of the downtown.

Lebanon Street has an identity which is slightly different owing to its historic development. Many businesses on Lebanon Street are housed in converted houses (except for those in Hanover Park and Seven Lebanon Street). This structural difference, plus the interface with the Hopkins Center, gives Lebanon Street a different character from that of Main Street. Commercial expansion on Lebanon Street between Sanborn Road and the Hanover Food Cooperative is limited by zoning and existing residential and institutional uses, St. Denis Roman Catholic Church, Dartmouth College, and Richmond Middle and Hanover High Schools.

Retail uses occur on basement, first-floor and second-floor levels on Main Street. Office use tends to be concentrated on upper floors, though a few offices are accessible from the street. The Town Offices, Post Office and Howe Library are the only structures in civic use. Third-floor business use in most structures in the downtown is limited to access by stairs due to the expense of installing elevators. Continued residential use of these upper stories is encouraged because of this access limitation and to keep diversity in the housing stock.

Daytime and evening, cultural activities and entertainment take place at the Hopkins Center, the Hood Museum, the Nugget Theater, in restaurants and regularly at the Howe Library.

The downtown has distinct natural and manmade boundaries: the land slopes steeply west to the Connecticut River and south to Lebanon and rises steeply up Balch Hill. Approaches and neighboring uses lend character to the downtown. Along each of the downtown's major approaches, a change in topography and/or a change in land use signal a "sense of arrival". For example, traveling from Norwich up Wheelock Street, the steep hill and residential land use are left behind upon arrival at the busy intersection of Main and Wheelock.

Neighboring land uses, in particular, institutional and residential, reinforce the feeling that Hanover's downtown is "people-oriented". Having residential areas and wooded hillsides as a backdrop to the downtown adds to the feeling of accessibility and of being in a small town. These aspects of the downtown should not be overlooked in the context of future plans for the area.

The Hanover Downtown Vision Study, completed in April, 2001 by a diverse group of volunteers, sets forth an overall vision meant to guide the future development of the downtown. The Planning Board endorses the results of that study and supports the vision for the downtown:

Hanover's downtown should include a vibrant, compact commercial center balanced by the adjacent campus of Dartmouth College and offering an abundant mix of housing opportunities in close proximity.

The commercial center should reinforce Hanover's sense of community; the streetscape should encourage pedestrian interaction and gathering, and most civic buildings and functions should be located within the downtown center.

Commercial spaces should be available in the center to provide places to work, to serve the retail needs of daily life and to offer opportunities to gather, relax, and be entertained. Although recognizing that Hanover has been and will continue to be the focus of significant tourism, it is important that the commercial center serve the needs of the local and area population (including students). The commercial center should be active both during the day and at night.

Housing should be an important component of the downtown, with an abundant and diverse mix of housing (large and small) located within, and radiating out of, the commercial center. Downtown housing should reinforce the connections between residents and the downtown, should convey a sense of neighborhood and should help promote independence from the automobile.

Buildings within the downtown may be diverse in function but should be relatively compatible with their neighbors in size and disposition on their lots. Streets should be spatially defined by these buildings and uninterrupted by parking lots. The downtown should invoke a sense of tradition, dignity and stability and provide the ambiance of a small but prosperous New England

college town.

A major outcome of the Downtown Vision Study was a 2002 zoning amendment to the former “B-2” zone. The new zone incorporates the “B-2” Central Business District and expands it in the vicinity of South Street, Sanborn Road and Sargent Place. The new “D-1” zone covers the downtown center and the smaller “D-2” zone is the downtown southern edge. The character of the “D-2” zone is intended to ease the transition from the downtown center to be compatible with the adjacent residential area. Allowed uses were revised to promote more residential use. Density is governed primarily by the floor-area-ratio (FAR) technique rather than the conventional minimum lot size.

5. BUSINESS POLICIES AND RECOMMENDATIONS

The following policies and actions are meant to direct Hanover toward a stable economic future.

A. As the tax base grows, a balance between residential and non-residential portions of the tax base should be maintained.

While no expansion of the “D” district is contemplated, physical expansion of existing businesses and the establishment of new businesses increase the non-residential tax base. These additions to the Hanover economy provide both jobs and services and strengthen the tax base. For example, the top tax payers in Town are among its major employers (Dartmouth College, Kendal at Hanover, Hypertherm). Their contribution to the Town’s tax base benefits other tax payers.

B. Industrial/commercial opportunities, where State road access is suitable, local water and sewer service is readily available and abutting neighbors can be protected from undesirable impacts, should be explored.

It makes sense for Hanover to plan for complementary industrial and business growth adjacent to Lebanon’s Centerra business park. This area is currently zoned “BM”, but should be a business and high-density residential zone of reduced size with access only to Route 120. No access to Great Hollow Road or Greensboro Road is appropriate as through traffic would compromise those neighborhoods and Etna Village. Internal loop roads should be created by participating developers. Preliminary environmental analysis suggests that the eastern bounds of business development be the third Mink Brook tributary east of Route 120.

A new village center is proposed here. The suggested name, Centerra North, reflects the desirable connections across Town lines to Lebanon’s Centerra business park. Designed around common open space, this business/village center should include a mix of business and high-density housing. The high density housing component is envisioned to facilitate non-automobile commuting and housing diversity. Site planning will require careful study of natural resources given existing wetlands, stream courses and significant wildlife habitat. Protected green space should be an important element of the overall design. Cooperation with Lebanon planners in this planning analysis will permit conservation of critical natural resources shared by the two municipalities.

C. Update the zoning in the Route 10 corridor, north of downtown to offer some business expansion opportunities complimentary to adjacent residential and school uses. Associated road and streetscape changes should be made to enhance the definition of this neighborhood.

The Route 10 corridor between Reservoir Road and the Chieftain Inn should become the Dresden Village Center, with mixed use zoning with moderate to high density residential uses. The business portions of the zone should provide office and retail space primarily for the residents of the neighborhood.

While already zoned for some office and business use, school, recreation and housing of a variety of densities are intermixed, each in their own specific single purpose zone. The Planning Board recommends a comprehensive transportation corridor study as well as a land use study of this area with consideration given to development of a new mixed use zone offering some new business opportunities which would complement adjacent residential and school uses. Housing at various densities is proposed to remain the predominant use. It is hoped that careful planning including roadway and streetscape changes will contribute to a cohesive neighborhood with many services within walking distance. Transit access for residents of this area will further enhance its connection to the College and to the Downtown businesses.

D. Business and economic opportunities should be coupled to Hanover's natural environment and housing market.

- Encourage new and existing businesses to contribute positively to Hanover's natural environment.
- Consider mechanisms whereby new large business developments augment the housing stock to avoid a further tightening of the housing market.
- Promote increased residential use in and near downtown.
- Promote mixed residential and commercial uses in the Centerra North and Dresden village centers.

E. Home business should be encouraged in ways that protect neighborhood character.

- Continue and expand the policies that allow office uses to be integrated into the pattern of residential use. It is an opportunity to expand Hanover's economic base. Allowing such uses saves office and commercial space for uses dependent on face to face interaction and reduces employee traffic impacts. However, the presence of these businesses should not have a negative impact on the residential character of the area in which they locate.

F. Interrelationships between Hanover's businesses, public schools, institutions, the Town, the Chamber, the Hanover Improvement Society and neighboring communities should be fostered so that economic development can occur in a coordinated, efficient manner.

- Continue to coordinate the future of the Town with the plans for institutional growth. (Dartmouth College and Dartmouth Hitchcock Medical Center)
- At the earliest possible stages for all new developments, share information, including impact studies and site plans.

- Cooperate with neighboring communities in the review and provision of services required to support development affecting both municipalities, such as the Dartmouth Hitchcock Medical Center.
- Develop and maintain a close working relationship with the planning boards of neighboring communities. Foster an understanding of common concerns to facilitate development that is mutually beneficial.
- Work regionally to address through-commuter traffic while protecting the viability of businesses downtown.

G. Other specific business area recommendations include:

- Mixed use including high density rental housing and office uses, in the **South Park Street and Summer Street** areas should continue.
 - Commercial use in **Etna Village** should continue at a scale compatible with the surrounding village uses. Previous studies of the Village should be refined and implemented.
 - No further expansion of the Great Hollow Road developed business area should take place as wetlands and Mink Brook are critical limitations defining the edge of existing uses. Permitted uses should emphasize minimal through-traffic impact on adjacent residential uses in Etna and on **Great Hollow Road** and minimal noise impacts to nearby residences.
 - Business development on the east side of **Route 120** south of Greensboro Road should continue as long as safety improvements are considered at the intersections with Greensboro and Buck roads. Turning traffic safety, Advance Transit bus access and pedestrian access to this area all require study.
 - **Buck Road:** mixed use and office uses should continue to be permitted, assuming traffic improvements at Route 120 and Buck Road are undertaken.
 - The character of the residential neighborhood adjacent to business areas and the Dartmouth College campus should be protected.
 - Underground utilities should be required of all commercial projects and as an improvement to the downtown streetscape. Encourage the development of a plan by the Department of Public Works to coordinate the placement of utilities underground throughout the Downtown with normally scheduled maintenance of roads or major development projects.
8. Key Downtown recommendations developed by the Downtown Vision Committee and expanded by the Planning Board follow.
- Maintain and enhance a vibrant downtown.
 - Maintain the “D-1” and “D-2” zones as distinct downtown boundaries and allow the downtown to grow only within the boundary to protect the in-town neighborhoods. Monitor downtown development and appropriateness of the FAR maximums and new front setback requirements.
 - Support the creation of a design vision for downtown building and streetscapes.
 - Provide more activities downtown.
 - Improve the existing road network to protect neighborhoods; seek regional transportation improvements that can reduce downtown through traffic at peak commuter times.
 - Encourage the creation of a variety of housing downtown.
 - Facilitate the establishment of diverse retail opportunities in the downtown.
 - Improve parking areas and structures.

- Treat people to more public space in the downtown.
- Maintain existing desirable downtown attributes such as its village scale and character.
- Maintain civic uses such as the Post Office, Town Offices and Howe Library in the downtown. Proximity of the High School to the downtown is desirable from a business standpoint.
- Encourage alternatives to visiting the downtown in a car. Advance Transit also provides a way to reduce both the number of cars entering Hanover and the parking need. Bicycling and walking, in addition to Advance Transit, can relieve parking pressures.

APPENDIX 9-1:COMMUNITY ATTITUDES & ECONOMIC INDICATORS

COMMUNITY ATTITUDES

General Attitudes

Community surveys conducted in 1974, 1981 and 1994 contain questions which seek both general opinions about the Hanover economy and specific attitudinal information about the downtown and businesses. Based on these surveys of Hanover residents, it appears that economic conditions are not a major concern. This attitude is probably a reflection of the fact that Hanover has a very healthy and stable economy. In 1994, as a whole, respondents were more interested in the preservation of the "small town" atmosphere of the downtown and the affordability and variety of merchandise offered in retail establishments than in jobs and wages.

People like Hanover the way it is. In 1994, when asked how commercial and industrial growth should be encouraged, a solid 30% opposed encouraging commercial and industrial growth. However, 55% wanted more of what they enjoy today, by encouraging new business and industry of the types currently in Hanover. Advertising (23%) was preferred to expansion of town water and sewer (12%), zoning for more intensive development (11%) or promoting institutional growth (17%) as a method of encouraging business growth.

There are a few things about Hanover that a solid majority of respondents have agreed upon over time: that they like the small town atmosphere and cultural activities.

Expansion of the Business District

There were two questions relating to business district expansions. In one, residents were asked about the Town's forty-two foot height limitation for buildings in the central business district (CBD) and the town as a whole. Increasing the height limit in the CBD could result in a vertical expansion of this zone. However, in all three years, the majority, with 57% in 1994, felt that the existing limit should be maintained. Only 12% of the respondents felt that the limit should be relaxed in the CBD. For those who supported a change, 18% thought that the height limit should be relaxed only in low places where the increased height would not permit structures to have their tops protrude conspicuously. Only 2% in 1974, 7% in 1981 and 4% in 1994 favored increasing the maximum height.

Nearly half of the respondents favored keeping the CBD more or less as it is in size, with growth in one or more major business centers elsewhere. Overwhelmingly, of those respondents who suggested locations for a new business center, most identified Rte. 120/Centera/near DHMC/hospital area (109) or Lyme Road/Rte 10 (79). Many suggested both of these general locations.

Thirty percent of respondents favored keeping business in the central business district and allowing its area to grow if necessary. Only 9% supported keeping the present acreage of the central business district and allowing higher buildings.

Acceptability of Business Types

According to the 1974 and 1981 surveys, the most acceptable types of businesses in Hanover include: (1) professional/business offices; (2) retail shops and service businesses; (3) private home-based businesses; (4) restaurants; and (5) building trades. Shopping plazas and heavy industry are least acceptable. The only significant change between 1974 and 1981 was the town's attitude toward light industry and small manufacturing firms. The percentage of respondents who found light industry to be acceptable nearly doubled, from 25 percent in 1974 to 48 percent in 1981. Similarly, the percentage in favor of small manufacturing firms increased from 42 percent in 1974 to 53 percent in 1981.

In 1994, these preferences had not changed much. The most acceptable businesses were: (1) retail shops/service businesses; (2) professional/business offices; (3) restaurants; (4) home-based businesses; (5) corporate executive offices; and (6) building trades. Shopping plazas and heavy industries remain the least favorite business types. The acceptability of light industry fell to 40% and that of small manufacturing fell to 48%.

Shopping in Hanover

More respondents (57%) do most of their normal every day shopping in Hanover than elsewhere (39%). Shopping in Hanover seems to be related to age. In 1994, older respondents (over 60 years old) were more apt to shop in Hanover, while younger respondents were more likely to shop elsewhere. More parking and increasing the affordability and variety of merchandise were the most often noted suggestions for making Hanover a more attractive place to shop.

Creation of a Pedestrian Mall

Forty-four percent of respondents do not favor the creation of a pedestrian mall which would be closed to all but emergency vehicles. Of the 38% who do favor the idea, younger people (18-39 years old) tended to like the idea more than older people. Concerns expressed in the written comments included the feeling that pedestrian malls "kill towns" and apprehensiveness about the traffic impacts if another street in Town was closed off.

ECONOMIC INDICATORS

The economic indicators summarized in this appendix include income patterns, poverty, employment and unemployment characteristics, the local property tax base and commuting patterns. Each of these indicators is considered by comparative means to determine the relative soundness of the local economy.

Unless otherwise stated, students are included in the count of residents.

Income Patterns

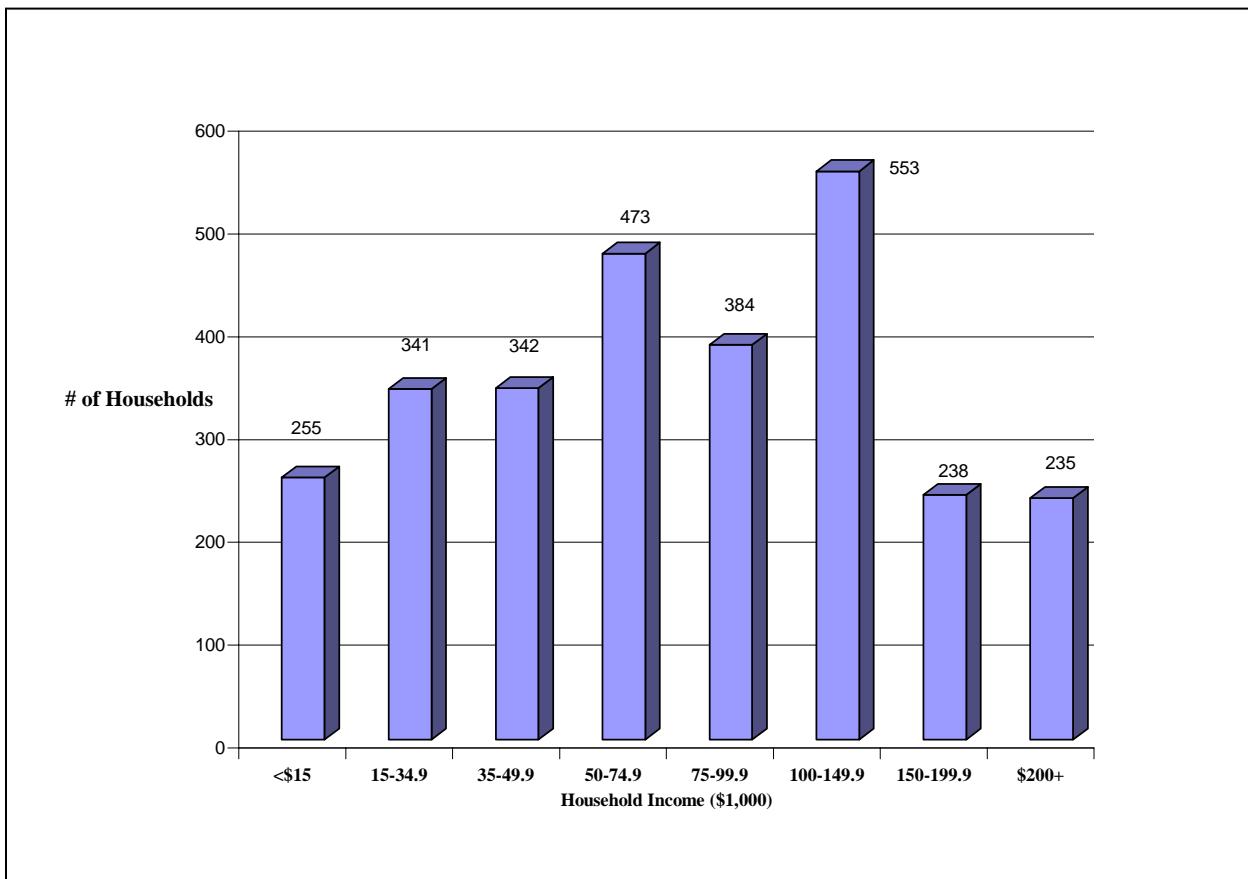
Income levels in Hanover exceed regional and State averages. Hanover has one of the highest concentrations of wealthy households and families in the State of New Hampshire. According to the 2000 U.S. Census, Hanover's median household and median family income are highest in the Region. The Town's per capita income ranks fifth, presumably tempered by the number of students counted in the per capita income calculations.

FIGURE 9-1 Comparative Median Family, Median Household and Per Capita Income Levels, 1999

	1999 Per Capita Income	1999 Median Family Income	1999 Median Household Income
Canaan	\$20,515	\$46,339	\$43,220
Enfield	\$23,054	\$53,631	\$47,990
Hanover	\$30,393	\$99,158	\$72,470
Lebanon	\$25,133	\$52,133	\$42,185
Lyme	\$29,521	\$64,531	\$57,250
Norwich	\$35,285	\$78,178	\$66,000
Plainfield	\$26,062	\$61,205	\$57,083
Upper Valley RPC	\$23,888	\$54,637	\$47,642
Grafton County	\$22,227	\$50,424	\$41,962
New Hampshire	\$23,844	\$57,575	\$49,467

Source: US Bureau of the Census, 2000, compiled by Upper Valley Lake Sunapee Regional Planning Commission

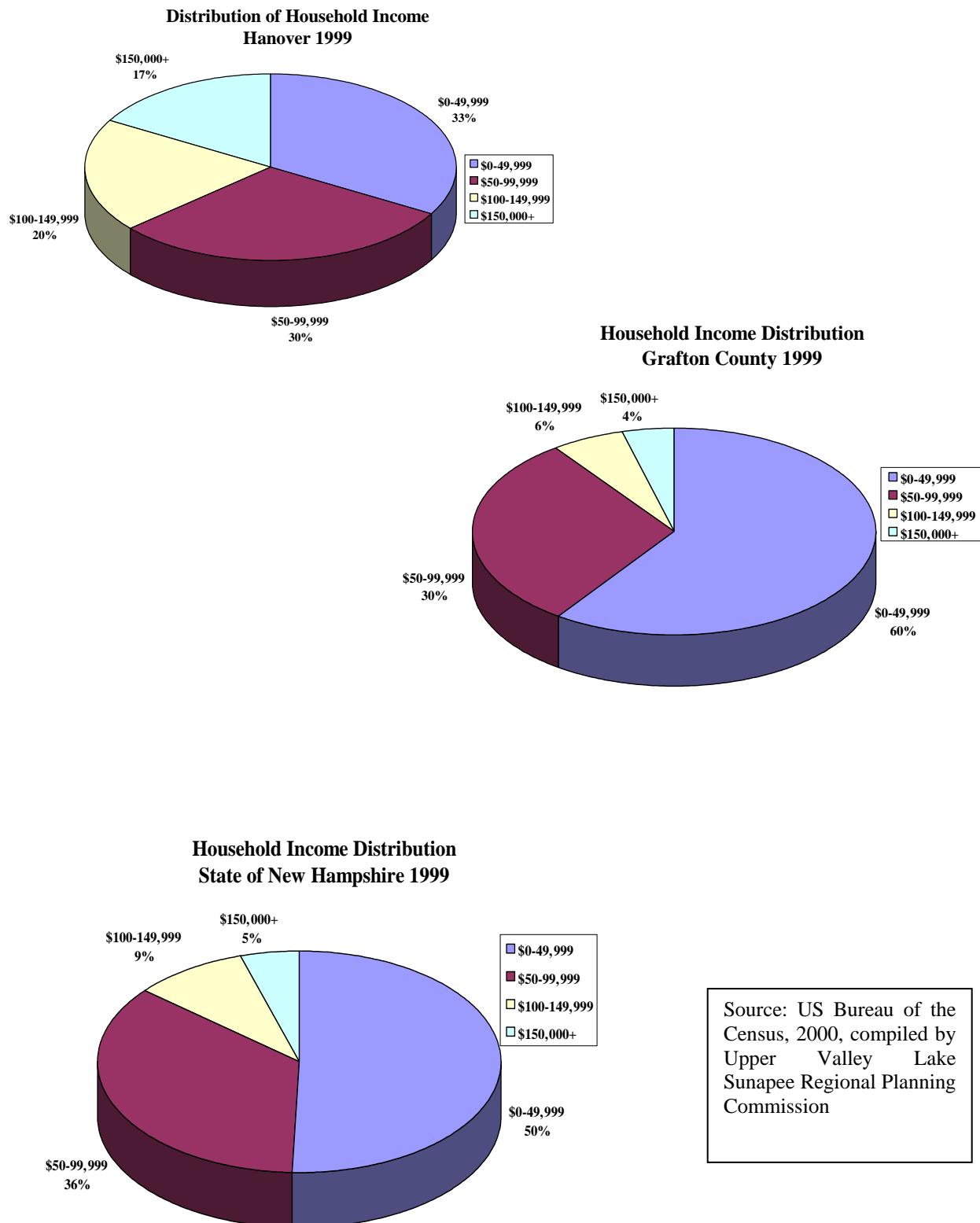
FIGURE 9-2 Household Income Distribution Hanover, 1999



Source: US Bureau of the Census, Table DP-3

By grouping household income categories, for Hanover, the County and State, Figure 9-2 shows that the Town has a relatively high percentage of higher income households and a low percentage of lower income households. Income distribution in Hanover is skewed toward greater annual incomes. The distribution is very different from that of the County or State. In Hanover, a third of households make less than \$49,999, less than a third earn between \$50,000 and \$99,999 and more than a third make over \$100,000 with 17% earning over \$150,000. In Grafton County and the State, households earning below \$50,000 are 59.7% and 50% respectively. Only 10% of the households in Grafton County and 14% of the households in the State earn over \$100,000.

FIGURE 9-3 Distribution of Household Income



Poverty Level

Poverty levels are below average in Hanover. The national poverty level is defined by the U.S. Bureau of the Census, and is adjusted annually to allow for changes in the cost of living as reflected in the Consumer Price Index. In 2000, the poverty threshold for a family of four persons was \$13, 874.

The percentage of persons in Hanover below the poverty level in 1999 was 9.1, which was above the County percentage of 8.6 and the State rate of 6.5%. In absolute terms, the poverty level population in Hanover declined from 537 people in 1979 to 448 people in 1989, then increased in 1999 to 633 people.

In every age group except one, there are proportionately fewer Hanover residents below the poverty level than in the County or State. It is likely that the high proportion of Hanover residents living below the poverty level in the age category 18-64 is due to the students with low income but with financial support from their parents or with little income of their own.

FIGURE 9-4 Poverty Status by Age Groups
Hanover, Grafton County, and New Hampshire, 1999

Age	Hanover		Grafton County		New Hampshire	
	# of Poverty Persons	%	# of Poverty Persons	%	# of Poverty Persons	%
Under 18	10	1	1,489	23	22,028	28
18-64	593	94	4,214	65	46,510	59
65-75	30	5	759	12	9,992	13
Total Persons	633		6,462		78,530	

SOURCE: US Bureau of the Census, 2000, Table DP-3

Employment

Employment status- Employment for Hanover residents is concentrated in stable economic sectors which pay relatively good wages. According to the Hanover Attitude Surveys, over the last 20 years the percentage of employed respondents has fluctuated from a low of 54% in 1974, to a high of 66% in 1981, to 58% in 1994. The percentage of full-time homemakers dropped from 21% in 1974 to 8% in 1994. Retirees, who previously numbered 1 out of every 6 people in Town, now represent 1 in 4 of the population.

Employment by economic sector and occupations- As shown in Figure 9-5, an extremely high percentage (78.4%) of Hanover's resident workers have jobs in the service sector of the economy, especially educational services and health services (61.3%). These statistics reflect the

presence of the college, SAU and schools in Hanover and the nearby medical facilities in Lebanon and Hartford. Also note the extremely low percentage (3.8%) of jobs in the manufacturing sector relative to the County and State. Since 1979, there has been a slight growth in the number of people holding non-manufacturing jobs. In all, the percentage of workers had declined most significantly in trade and other professional services in the past ten years. There have been modest increases in business and repair and personal and entertainment employment.

FIGURE 9-5 Percent of Employment by Economic Sector
Hanover, Grafton Co., New Hampshire, 1989, 1999

	Hanover		Grafton County		New Hampshire	
	1989	1999	1989	1999	1989	1999
Manufacturing	4.0	3.8	14.8	12.7	22.5	18.1
Non-manufacturing	95.9	96.2	85.2	87.3	77.5	81.9
-Constr., Agric., Forest, Fishing, Mining	3.6	1.7	10.4	8.5	8.6	7.7
-Transportation, Commerce, Utilities	1.9	0.8	4.8	3.6	5.8	4.1
-Trade	12.4	6.7	20.2	13.9	21.7	17.3
-Finance, Insurance, Real Estate	2.8	2.3	4.4	4.1	6.8	6.3
-Information	-	4.8	-	2.4	-	2.7
-Services	74.3	78.4	42.0	50.9	31.0	43.8
Business & Repair	3.0	6.7	3.3	6.2	4.4	8.8
Personal, Entertainment	3.3	8.0	5.7	10.4	4.0	6.9
Professional & Related Services	68.0	63.7	33.0	34.3	22.6	24.3
Health & Educational Services	59.5	61.3	26.6	30.3	16.4	20.0
Other Prof. Services	8.5	2.4	6.4	4.0	6.2	4.3
-Public Administration	0.9	1.5	3.4	2.9	3.6	3.8

Measured in %

SOURCE: US Bureau of the Census, 1990, 2000 Table DP-3

Figure 9-6 presents employment by occupational categories. The trend over the past decade is for an increasing number of Hanover's residents to be employed in managerial and professional specialty occupations; fewer and fewer are involved in service, farming, construction and production jobs. Hanover's preponderance of managers and professional specialty occupations relative to the County and State are in lieu of manufacturing jobs and employees in service, construction and production and natural resource-based work.

FIGURE 9-6 Percent of Employment by Occupational Categories
 Hanover, Grafton Co., New Hampshire, 1999, 2000

	Hanover		Grafton County		New Hampshire	
	% 1989	% 1999	% 1989	% 1999	% 1989	% 1999
Managerial, Prof. Specialty	51	67.3	27.7	36.6	28.6	35.8
Technical, Sales, Admin. Support	31.6	19.6	28.5	23.6	31.8	26.6
Service Occupations	10.0	8.6	15.6	16.0	12.0	13.0
Farming, Forestry, Fishing	0.9	0.5	2.7	1.0	1.4	0.4
Construction, Extraction, Maintenance, Production, Transportation, Materials Moving	6.9	4.0	25.6	22.8	26.2	24.2

% of employed persons 16 years or older

Total persons in Hanover in 1989 = 4,159, in 1999=4,730

SOURCE: US Bureau of the Census, 1990, 2000 Table DP-3

Employers and wages- Major employers of Hanover and the Upper Valley are listed in Figure 9-7. As shown, institutions are the largest employers in Hanover and the Region.

The number of private employers is presented in Figure 9-8. Between 1991 and 2000, over 100 new businesses were established in Hanover. As the business areas have not been enlarged, it appears that there are many new smaller enterprises, some of which are home occupations. During that time, average annual employment in Hanover declined by over one half as a result of the Dartmouth Hitchcock Medical Center moving to Lebanon and the apparent decline in the number of employees at any one business. As shown in Figure 9-9, weekly average wages in Hanover have been consistently higher than those across the County. Interestingly, wages across the State have risen over the past decade to the level of wages of employees in Hanover.

**Figure 9-7 Major Employers in Hanover and the Upper Valley
1981, 1993, 2002**

	1981	1993	2002
Dartmouth College & Medical School (Hanover)	2,500	3,000	3,300
Dartmouth-Hitchcock Medical Center (Lebanon)	2,000	2,500	5,000
Veterans Administration Hospital (WRJ)	700	800	700
Timken Aerospace Corp. (Lebanon)	650	550	612
Hypertherm (Hanover)	N/A	320	453
US Postal Service (WRJ)	616	N/A	358
CRREL (Hanover)	271	N/A	310
Dartmouth Printing (Hanover)	160	240	299
Thermal Dynamics (Lebanon)	315	280	240
Hanover Inn	N/A	120	120
Trumbull Nelson (Hanover)	N/A	85	106
Creare (Hanover)	N/A	90	100
Total average annual employment in Hanover			8,863

Source: Upper Valley Lake Sunapee Regional Planning Commission; employer human resource personnel; New Hampshire Department of Employment Security

**Figure 9- 8
Total Number of Establishments(businesses)
Hanover, Grafton County, New Hampshire
1991-2000**

Year	Hanov er	Grafton County	New Hampshire
2000	275	2,549	40,005
1999	258	2,739	39,251
1998	255	2,720	38,428
1997	244	2,611	36,966
1996	251	2,527	35,207
1995	244	2,371	34,831
1994	230	2,448	33,323
1993	202	2,371	32,175
1992	180	2,278	31,304
1991	166	2,206	30,353

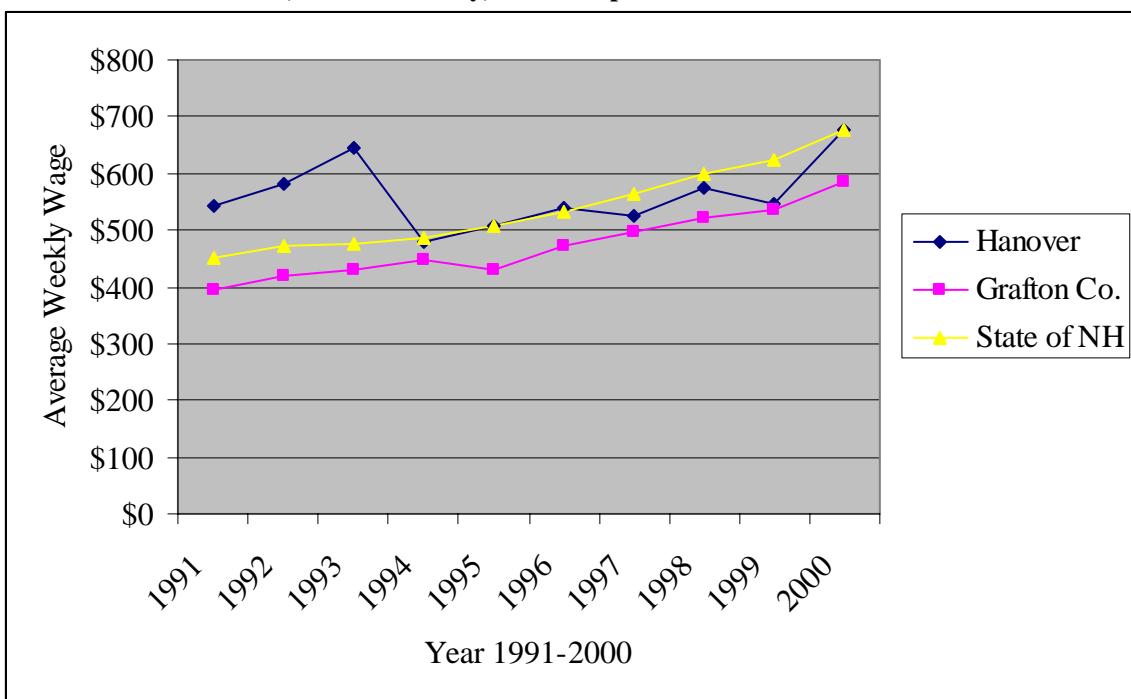
Source: NH Department of Employment Security

Figure 9- 9 Hanover Average Annual Employment

Employment	1991	2000
Manufacturing	602	860
Non-manufacturing	9,320	7,253
Total Private Industry	9,922	8,113
Government	814	750
Total Employment	10,736	8,863

Source: NH Department of Employment Security

Figure 9-10 Average Weekly Wage
Hanover, Grafton County, New Hampshire 1991-2000



Source: NH Department of Employment Security

Unemployment- In August 2002, the number of unemployed people in Hanover was 64, a rate of 1.2%. This extremely low unemployment rate compares to 4.5% for the State and 5.7% for the country. Historically, the unemployment rate in Hanover has been consistently well below the State average.

Location of employment- The effects of the relocation of DHMC and decentralization of places of employment are shown in the 1994 survey results by the decline of residents employed in Hanover, 57% of respondents in 1981, compared to 37% of respondents in 1994. For other household members, 40% worked in Hanover in 1981 versus 29% in 1994. The increase in employees living in Hanover and working in Lebanon or West Lebanon is on the order of 8% of respondents and their house mates. Lyme and White River Junction were the two most often mentioned "other places" to which Hanover respondents commuted. In 1999, the US Census

found that 7% of Hanover's residents in the labor force worked at home and 33% walk to work. This means that of workers 16 years or older, over 40% work in Hanover.

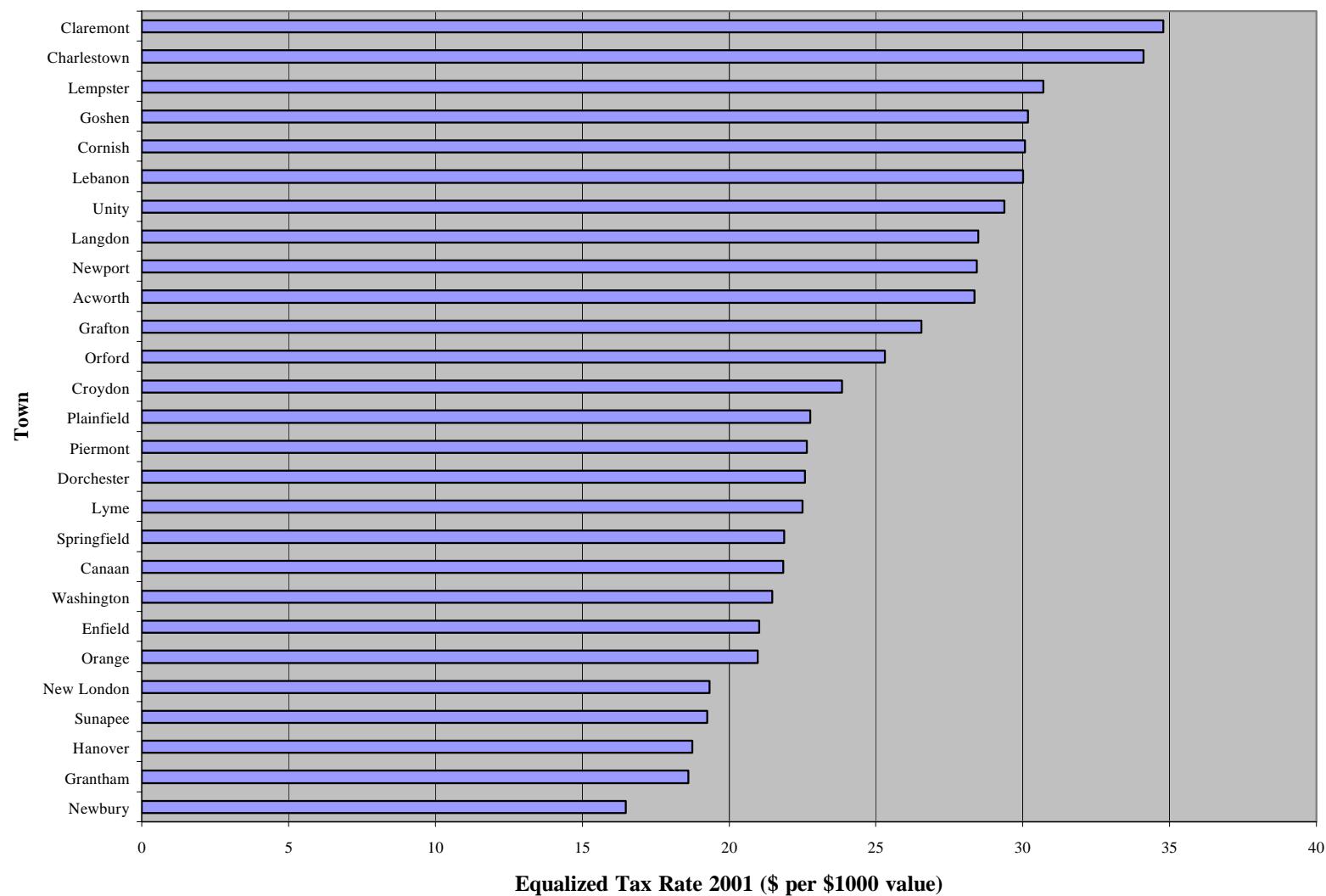
Property Tax Base

In comparison to other communities in the region and the State as a whole, Hanover's tax rate and per capita tax base can be considered "average". In comparison to communities of a similar size or larger, Hanover's tax rate can be considered low. Figures 9-11 and 9-12 compare Hanover's tax rate and equalized valuation per capita to those of other communities in the Region.

Hanover's relatively sound tax structure is a reflection of local property values, the socio-economic characteristics of its residents and municipal and school facilities and budgets. Many of the homes in Hanover have high values, generating tax revenues which exceed municipal and school service costs. Despite a moderately-sized local budget, Hanover offers high-quality community facilities and services which attract higher-income residents and higher-priced housing. The most significant community facilities and services, in terms of impact on immigration characteristics, are the Dresden School District and Dartmouth College.

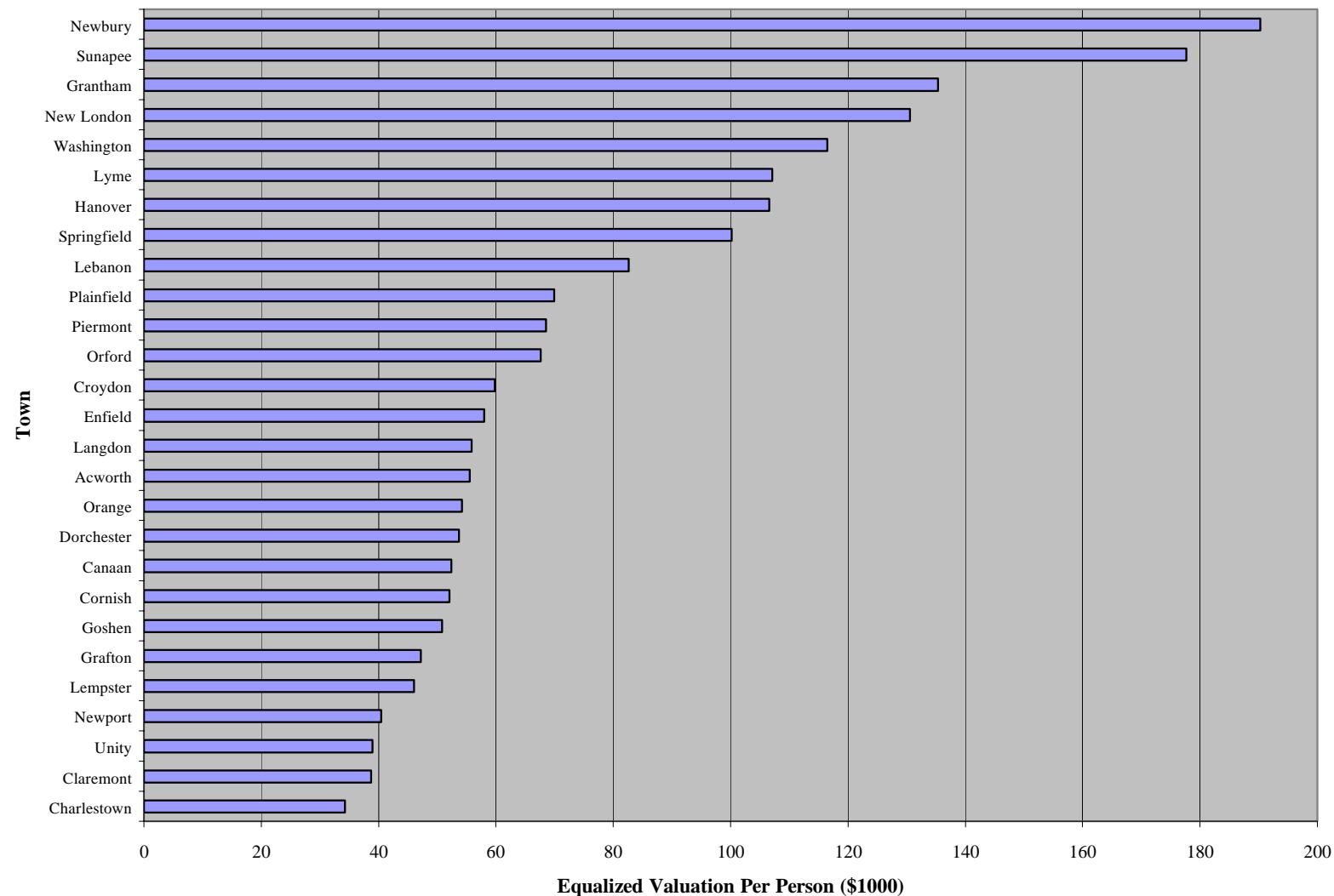
If the Town wishes to keep its tax base high and its tax rate low, it should make land use decisions which will not depreciate property values and maintain a suitable environment/quality of life which will attract quality investment. Strong zoning, site plan review and subdivision regulations are essential to ensure quality development. Also, the Town's policy to charge user fees for many Town services (recreation, parking, water, sewer, solid waste, etc.) helps to keep taxes down.

Figure 9-11 Equalized Tax Rate for NH Towns in Upper Valley, 2001



Source: NH Department of Revenue Administration

Figure 9-12 Equalized Valuation Per Person for NH Towns in the Upper Valley, 2001



Source: NH Department of Revenue Administration

Commuting Time

Commuting information reported in the 2000 Census show that most Hanover residents have the shortest mean travel time to work of all the communities in the Upper Valley.

Figure 9-13 Mean Travel Time to Work

Town	# Minutes
Canaan	28.2
Charlestown	21.4
Claremont	19.2
Cornish	25.1
Dorchester	39.1
Enfield	23.8
Grafton	36.2
Grantham	29.7
Hanover	13.9
Hartford, VT	19.3
Hartland, VT	21
Lebanon	16.2
Lyme	21.1
Norwich, VT	19.7
Orford	27.6
Piermont	31.8
Plainfield	22.5

Source: U.S. Bureau of the Census 2000, compiled by
Upper Valley Lake Sunapee Regional Planning Commission