

New Hampshire's Creative Crossroads

The Concord Creative Economy Plan

June 30, 2008

An initiative of the City of Concord's Economic Development Advisory Council through the Creative Economy Task Force.

Planning was funded by Unitil, Lincoln Financial Group, Duprey Companies, and the City of Concord. The Greater Concord Chamber of Commerce administered the plan. Dreeszen & Associates provided research and planning expertise.



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Geordie Wilson, Concord Monitor
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Creative Economy Task Force Members in April 3, 2007 Planning Retreat



EXECUTIVE SUMMARY

This report documents Concord's Creative Economy and presents a plan to capitalize on the creative sector to enhance Greater Concord's quality of life and prosperity. The Creative Economy consists of creative individuals, nonprofits, small businesses, and industries that draw on creativity to create wealth and jobs through generation of ideas, products and services.

Creative jobs, payroll, and numbers of employers have grown at significantly higher rates than the rest of Greater Concord's economy. Creative Industries in Greater Concord represent a robust and growing economic sector and one of most significant contributors to the area's growth. **Creative sector businesses accounted for 37 percent of net new jobs** between 2003 and 2005 while they represent less than 8 percent of the area economy. Creative industry establishments have grown both in numbers of employees and in number of businesses at a considerably higher rate than the average growth of all businesses in Concord. With 4,495 workers and a total payroll of almost \$155 million in 2005¹ the creative sector's payroll is the size of the Professional, Scientific and Professional Services and employs half as many as the Health Care and Social Services sector, which is Concord's largest. Concord's 96 registered nonprofit cultural organizations total annual spending exceeds \$18 million and their combined payroll exceeds \$8 million.

This plan recommends a new public/private partnership: a new *Creative Concord* and *Creative Economy Advisory Council*. **Creative Concord** seeks to improve the quality of life and to stimulate economic growth to benefit everyone in Concord. The forerunner of these groups, the Creative Economy Task Force envisions a city that is attractive and affordable to creative people and enterprises. Its members believe that creative pursuits and people offer substantial economic opportunity and that creativity connects the community to the state, nation, and world. The purpose of **Creative Concord** is to nurture creative individuals, business, and organizations through the implementation of this plan.

¹ The most recent year for which Bureau of Labor Statistics data is available.

Goals of the Creative Economy Plan

1. **Capacity -- Build capacity of Concord's creative sector** through strategies such as public and private funding for not-for-profits, information, networking, management assistance, and coordination.
2. **Creative Climate -- Develop a business and public policy climate that encourages creativity** with a public commitment to creative economic development that actively enables creative enterprises and individual artists.
3. **Identity -- Define and promote a creative identity and brand Concord** so residents, current and prospective employers, potential creative workers, and visitors understand Concord's unique and authentic identity as a home and destination.
4. **Downtown – Develop and enhance Concord's downtown**, implementing Main Street Concord plans for upper-story residential and creative enterprises, special events, restaurants, shopping, and streetscape and façade development that result in a vibrant, lively downtown with activity into the evenings and weekends.
5. **Greater Concord – Enhance neighborhoods and surrounding communities** as walkable villages that encourage creative businesses, artist housing, cultural programming, parks and open space, and cultural attractions.

Priority Results this plan is intended to achieve

1. Establish the private *Creative Concord Committee* and the public *Creative Economy Advisory Council* to represent the creative sector and implement this plan.
2. Define a distinctive Concord identity for business recruitment and tourism marketing.
3. Stimulate creative businesses with a new Creative Economy Revolving Loan Fund.
4. Develop a creative industry incubator and artist studio/housing project.
5. Encourage and support the expansion of NHTI – Concord's Community College from an associate-degree granting college to a baccalaureate-degree granting college.
6. Build a signature event that grows to define Concord for visitors and residents.
7. Encourage prominent cultural institutions, the Concord Public Library and League of New Hampshire Craftsmen to relocate downtown.
8. Partner with Main Street to enhance downtown with residences, restaurants, specialty retail, creative enterprises, and events.

CONCORD'S CREATIVE ECONOMY

CONCORD'S CREATIVE ECONOMY DEFINED

The Creative Economy consists of creative individuals, nonprofits, small businesses, and industries that draw on creativity to create wealth and jobs through generation of ideas, products and services. Concord's creative sector includes four interrelated clusters of enterprises and individuals².

- *Artists and creative workers* – the creative workforce talent and source of creativity (e.g., designers, architects, writers, craftspeople, singers, etc.)
- *Nonprofit cultural institutions and creative businesses* – that use artists' creative ideas to produce creative goods and services (e.g., Capital Center for the Arts, Concord Community Music School, League of New Hampshire Craftsmen, New Hampshire Public Radio, Company C, etc.)
- *Commercial businesses* – that are not inherently creative, yet employ creative talent or create iconic goods or services rooted in local history or heritage (e.g., publishers, furniture manufacturers, innovative maple syrup or granite producers, etc.)
- *Support systems* – the infrastructure of education, funding, services, and public policies that help sustain creative industries (e.g., Chamber of Commerce, Concord Community Music School, NH Charitable Foundation, Concord Master Plan, etc.)

These elements of the creative sector create jobs and wealth and are integral to the city's economy and quality of life.

When Concord Hospital director Mike Green recruits a medical professional, he emphasizes that Concord is safe and family friendly, is central to the mountains and coast, has great health care, excellent schools, many participatory sports, and enjoys more cultural amenities than most cities of its size. "I talk with three candidates a week and stress the great cultural opportunities, including our Community Music School and the Capital Center for the Arts."

Many employers interviewed for this plan echoed these observations. Concord's arts, heritage, and culture are key to attracting and keeping creative workers, employers, and residents. A strong creative sector complements Concord's other competitive advantages: a family orientation, a stable public sector, good health care, and ample open spaces and ready access to trails, mountains, lakes, and seacoast.

² Categories thanks to Mt. Auburn Associates.

Concord's Creative Economy is highly entrepreneurial with many independent artists, designers, and writers among them.



Company C designs, manufactures and markets high-quality area rugs, bedding textiles, pillows, throws and decorative fabrics under the Company C logo. Company C has a national dealer network of 1,000 as well as 3 company owned stores. It also supplies major catalog companies including LL Bean, Neiman Marcus, and Garnet Hill. \$10 million of Company C revenue is generated from customers outside New Hampshire, bringing net revenue into the greater Concord area. The annual payroll for Company C employees based in Concord is \$2.5 million. Revenue for Company C has grown at a compound annual rate of 16% for 5 consecutive years, compared with 2-3% annual growth of the home furnishings industry since 2000. CEO Walter Chapman said, "Our brand strategy based on design, creativity, and employee engagement has enabled us to prosper compared to the general home furnishings industry."

Many Concord artists The New Hampshire State Council on the Arts lists 196 amateur and professional artists of all disciplines living in Concord, including 18 in the state's prestigious juried artists' roster. These include visual artists, musicians, actors, writers, and other creative workers. **The League of New Hampshire Craftsmen**, headquartered in Concord, reports 39 juried members of the League living in the immediate Concord area. Employment statistics under-report artists, who often work at several jobs. However, as one indicator of the sector, the **Kimball School of Art** has 20 artists on a waiting list for four occupied studios on its campus.



Concord's registered nonprofit cultural organizations total annual spending exceeds \$18 million and their combined payroll exceeds \$8 million³.

The Concord Community Music School is the largest community music school in northern New England. The school employs 55 faculty members who provide instruction to 1,500 students of all ages who come to Concord from more than 100 communities in four states. More than 700 individual donors support the school and help keep tuitions affordable. As is typical in the creative sector, most of the school's \$1.9 million annual budget is spent locally. School vendors

³ Based on IRS 990 filings for 2003, the most recent year aggregated by the New England Cultural Database.

and instructors pay rent and buy groceries locally. Tuition money and contributions flow into the city from the region. The school calculates its local economic impact at \$3.5 million.

Concord's cultural institutions have been built and sustained by its citizens. The Concord City Auditorium "**The Audi**" has been preserved and programmed by an all-volunteer workforce that makes over 100 annual performances and lectures affordable and widely accessible to people of Greater Concord.

Concord citizens rallied to restore the shuttered Capital Theater, raising \$4.2 million and organizing 250 volunteers to paint and restore the theater in 1995. The **Capital Center for the Arts'** 1,310-seat theater now presents Broadway shows, dance performances, pop and country stars, family shows, international performances, school-time shows, and business meetings. The Capitol Center educational programs attract some 25,000 school children a year from throughout New Hampshire. The Capital Center's annual budget is about \$2.2 million.



New Hampshire's Creative Crossroads

The Concord Creative Economy Plan

Approved by the Creative Economy Task Force June 24, 2008

Creative Economy Defined⁴

The Creative Economy consists of a cultural core that includes occupations and industries, both for profit and not for profit that focus on the production and distribution of cultural goods and services, as well as intellectual property – but specifically intellectual property that has a cultural component. The Creative Economy involves:

***Cultural Workforce:** occupations that represent work that directly produces cultural goods and services, regardless of industry, or work within an industry that makes cultural goods/services regardless of the actual work task.*

***Cultural Enterprises:** those industries that are involved in the production and or distribution of cultural goods and services.*

CREATIVE ECONOMY TASK FORCE VISION

The Creative Economy Task Force envisions a future city that is accessible, affordable and attractive to creative people as a community in which to live, work, and achieve their potential, thus improving the quality of life and stimulating economic growth that benefits all of Concord's citizens. The Concord we aspire to will be a regional center for arts, heritage, and culture; aesthetic and practical innovation; and diverse forms of cultural expression. We believe that cultivating creative pursuits and people offers substantial economic opportunity for the city that is compatible with, and enhances, the quality of life that Concord residents cherish. Creativity connects us to the state, nation, and world.

MISSION

Creative Concord seeks to improve the quality of life and to stimulate economic growth to benefit everyone in Greater Concord. We envision a city that is attractive and affordable to creative people and enterprises. We believe that creative pursuits and people offer substantial economic opportunity.

Creative Concord nurtures creative individuals, business, and organizations.

⁴ Thanks to Michael Kane, Mt. Auburn Associates, for suggesting these categories.

CREATIVE ECONOMY GOALS

1. **Capacity – Build capacity of Concord’s creative sector** through strategies such as public and private funding for not-for-profits, information, networking, management assistance, and coordination.
2. **Creative Climate – Develop a business and public policy climate that encourages creativity** with a public commitment to creative economic development that actively enables creative enterprises and individual artists.
3. **Identity – Define and promote a creative identity and brand Concord** so residents, current and prospective employers, potential creative workers, and visitors understand Concord’s unique and authentic identity as a home and destination.
4. **Downtown – Develop and enhance Concord’s downtown**, implementing Main Street Concord plans for upper-story residential and creative enterprises, special events, restaurants, shopping, and streetscape and façade development that results in a vibrant, lively downtown with activity into the evenings and weekends.
5. **Greater Concord** – Enhance neighborhoods and surrounding communities as walkable villages that encourage creative businesses, artist housing, cultural programming, parks and open space, and cultural attractions.

PRIORITY RESULTS

The plan identifies eight priorities from among longer term objectives:

1. Establish the private *Creative Concord Committee* and the public *Creative Economy Advisory Council* to represent the creative sector and implement this plan.
2. Define a distinctive Concord identity for business recruitment and tourism marketing.
3. Stimulate creative businesses with a new Creative Economy Revolving Loan Fund.
4. Develop a creative industry incubator and artist studio/housing project.
5. Encourage and support the expansion of NHTI – Concord’s Community College from an associate-degree granting college to a baccalaureate-degree granting college.
6. Build a signature event that grows to define Concord for visitors and residents.
7. Encourage prominent cultural institutions, the Concord Public Library and League of New Hampshire Craftsmen to relocate downtown.
8. Partner with Main Street Concord to enhance downtown by developing upper-story residences, specialty retail stores, creative enterprises and retail and special events.

Goal 1. Capacity -- Build capacity of Concord's creative sector through strategies such as public and private funding for nonprofits, information, networking, management assistance, and coordination.

Organize to Implement this Plan

- 1) Create *Creative Concord*, a committee of the Greater Concord Chamber of Commerce as a coordinating, service, and advocacy organization, charged to coordinate implementation of this Creative Economy Plan. Recruit a Steering Committee of nine to twelve Chamber members⁵ by October 30, 2008. (See Appendix for details on membership and recruitment).
 - a) Creative Concord will work to i) Build the capacity and support the growth of the creative economy; ii) Increase visitation and visitor spending in Greater Concord; iii) Advocate for the creative economic sector; and iv) Serve as convener and clearinghouse for the creative economy in the Capital Region.
 - b) Create networking and working groups as needed to further develop the capacity of the creative sector and to implement this plan, including: Nonprofit Cultural Executives, Cultural Educators, Artists, and Cultural Facilities Working Group, Revolving Loan Fund, and Downtown Animation (a Main Street Concord committee).
 - c) Develop a Creative Concord website to post a summary of this plan, to help make the creative sector more visible, events calendar, links to cultural organizations and creative businesses, and to post news, information, and links to resources (funding, management assistance, marketing opportunities, etc.).
 - d) The Greater Concord Chamber of Commerce provides administrative support to Creative Concord.
- 2) Establish the 13-member Creative Economy Advisory Council to advise the City on policies to sustain and expand the Creative Economy. (See Appendix for details on membership and staffing).

⁵ Chamber members are primarily dues-paying business owners and nonprofit executives and may also include school staff, elected officials, or other civic leaders appointed as members.

- 3) Sustain the full Creative Economy Task Force as an advisory group, whose members can be consulted by the Creative Economy Advisory Council and Creative Concord. Convene the full Task Force in June 2009 to monitor progress implementing this plan.

Funding

- 4) Encourage the Capital Regional Development Council (CRDC) to create a Creative Economy Revolving Loan Fund using the opportunity corridor model. Establish an initial fund of \$250,000 to make approximately ten loans. Target arts and creative entrepreneurs to broaden and diversify jobs. Recruit funding partners from among banks, the City, and CRDC. With success, create related funds for other districts in Greater Concord.
- 5) Identify and encourage artists and other creative businesses to take advantage of existing loans, information, instruction, and other assistance through CRDC, CDBG, HUD, Foundation and public agency grants, banks, MicroCredit-NH, its MicroBusiness Resource Partners, the ArtWorks-NH program, SBA, Score, Women's Fund of New Hampshire, USDA Rural Development, and other resources. Make links to these resources from the Chamber's web site.
- 6) Creative Concord will encourage private-sector philanthropy for nonprofit cultural organizations:
 - a) Promote the public benefits of a vital creative economy as a leading priority in the marketing work and city identity.
 - b) Inform nonprofits of opportunities for fundraising and grants-writing information and training.
 - c) Maintain a planning calendar of information on major capital campaigns and fundraising events.
 - d) Plan for new, sustainable funding sources.
- 7) Advocate for increased legislative appropriations for the New Hampshire State Council on the Arts so they can better fund Concord nonprofit organizations and artists.

Training and assistance

- 8) The Creative Concord partners will work with management service organizations and educational institutions to promote training and consulting to encourage nonprofit cultural organizations and creative businesses to seek capacity-building assistance. Potential partner organizations to provide service and training include New Hampshire Charitable Foundation, New Hampshire Center for Nonprofits, New Hampshire Technical Institute, New Hampshire Business Committee for the Arts, VSA Arts NH, MicroCredit-NH, MicroBusiness Resource Partners, ArtWorks-NH program, and others.

Collaborative Marketing

- 9) Coordinate market research and marketing of cultural attractions to residents and visitors as was done by the Capital Region Visitors' Council.
 - a) Use Concord Community TV to communicate creative sector news and opportunities in a regular "Creative Concord" series.
- 10) Coordinate with the new statewide Convention and Visitors Bureau to promote Concord regional attractions and recruit conventions as part of state-level marketing.

Goal 2. Creative Climate -- Develop a business and public policy climate that encourages creativity with a public commitment to creative economic development that actively supports creative enterprises and individual artists.

Public Policies

- 1) The Creative Economy Task Force formally requests adoption of this Plan:
 - a) Request that the Concord City Council accept this plan as its guide to creative economic development; and
 - b) Request that the Concord Planning Commission adopt this plan as part of the Concord Master Plan 2030.
- 2) The City of Concord should also adopt a policy to use its building codes and zoning authority to actively encourage development of creative enterprises that advance this plan.
 - a) City staff should actively help creative businesses navigate the permitting process (or create an Ombudsman position) to facilitate/fast track local government issues (such as code, engineering, and planning). Explain to creative entrepreneurs and developers that the International Building Code, adopted for existing buildings by city council, is more flexible than the requirements for new construction. Set up a system for simple variance requests to encourage creative businesses to locate and do business in Concord. Develop a comprehensive guide to the required steps to obtain permits for establishing businesses, renovating spaces, or developing new spaces to encourage individual creative entrepreneurs – a one-stop city permitting for creative enterprises, historic preservation, and downtown residential development.
 - b) Identify a typical building that could be redeveloped for creative enterprises as a test of Concord systems. Run it through the pre-development process and see what issues arise. Determine if codes, parking, or funding are limiting. Determine if

there are real gaps in the system.

- c) Consider making regulatory distinctions according to the scale of redevelopment projects to encourage smaller creative enterprises.
 - d) Consider creative enterprise zones and cultural overlay districts.
 - e) Encourage city staff to be creative as they work with creative business people. The City Manager and City Council should back up city staff members who take reasonable risks to accommodate creative economic developments.
- 3) The City should promote and actively encourage developers to take advantage of RSA 79- E Community Revitalization Tax Relief Incentive to encourage downtown redevelopments.
 - 4) Some state properties have potential for redevelopment for creative economic uses. State support for Concord's economic development would be very helpful.

Creative Economy Facilities

- 5) Develop a demonstration project of one or more live/work spaces or creative industry incubators for creative businesses in Greater Concord.
- 6) Assess the feasibility of developing creative economy studios, incubator spaces, housing, and retail spaces in the Capital region.
 - a) Create a creative economy facilities working group.
 - b) Inventory Capital region buildings and sites with potential for development as studios, incubator spaces, housing, retail spaces, and cultural organizations.
 - c) Assess the feasibility of short-term occupancy by creative workers until downtown upper story spaces are developed for market-rate tenants and owners. Commission ArtistLink to conduct a feasibility assessment⁶ of one or more high-potential properties.
 - d) Survey artists' needs.
 - e) Consider incentives or requirements that developers working in the key zones, downtown or on designated projects include creative spaces (particularly if the bulk of a project is non-CE), such as artist workspace, performance/exhibition or organizational space, as an integral component of their development plans.

⁶ Contact ArtistLink, c/o Massachusetts Cultural Council, 10 St. James Avenue, 3rd Floor, Boston, MA 02116 visit at <http://www.artistlink.org/>

- f) Encourage increased state funding for cultural facilities.
 - g) Collaborate with Main Street Concord in its efforts to develop or redevelop upper-story housing in a downtown building with funds available in a newly created revolving loan pool.
- 7) Encourage integrating creative economic elements into mixed-use projects (e.g., live/work space, affordable housing for public constituencies, government and retail complexes, business incentives and tax abatements), so that the thread of the creative economy runs clearly and deliberately across more enterprises.
 - 8) Advocate for Concord and nearby communities to develop more affordable housing.
 - 9) Help the League of New Hampshire Craftsmen locate and occupy a downtown Concord facility.
 - 10) Assist in stabilizing the Kimball-Jenkins School of Art – especially with its programs in cooperation with NHTI.
 - 11) This plan endorses the City’s capital improvement plan to develop an expanded Concord Public Library as a central, downtown community/cultural center that accommodates new media and community activities.

Education

- 12) Advocate for comprehensive instruction in visual and performing arts in Concord Public Schools as the foundation of an informed citizenry and a creative economy.
- 13) Advocate for and help sustain nonprofit cultural organizations that provide arts instruction for children and youth, and amateur and professional instruction for adults. These private-sector programs are critical to the lifelong education in creativity, arts, and culture that sustains a creative economy.
- 14) Encourage and support the expansion of NHTI – Concord’s Community College from an associate-degree granting college to a baccalaureate-degree granting college.

Goal 3. Identity -- Define and promote a creative identity and brand Concord so residents, employers, potential creative workers, and visitors understand Concord's unique and authentic identity.

Branding

- 1) Develop and Promote Concord Identity/Branding in a positioning statement and messaging points that capture Concord's assets and personality to define, brand, and market Concord.
- 2) Commission professional help with branding.
- 3) Build on an existing event or create one or more new signature events (fair, festival, parade, race or regatta, etc.) to capitalize on Concord's defined identity with potential to grow to become Concord's defining special event for visitors and residents.
- 4) Use Concord's branding and messaging points in City and Chamber of Commerce web sites, marketing materials, signage, and business and employee recruiting. Create iconic gateways to the City that reinforce this identity, possibly through a public art program.

"Concord is a great place for families. Our children grow up safe among neighbors who take care of their community. We have quality schools, rich cultural opportunities, parks, trails, and nearby forests and mountains." Interviewee

"Concord is a fun place for visitors of all ages to learn how U.S. Presidents get elected, New Hampshire history, the Shakers, outer space, forests, birds, and the arts." Task Force member

"Concord is the crossroads of Yankee ingenuity. We have always appreciated and valued ingenuity, the non-conformist, and the creative entrepreneur." Task Force member

Cultural Tourism

- 5) Promote packaged cultural tours of Concord historic, natural, scientific, and cultural attractions. Work with the state Convention and Visitors Bureau.
- 6) Persuade the State to engage in a pilot program to open the Capitol and State Library on weekends to be accessible to cultural tourists.
- 7) Document and promote the history of creativity in Concord (coach painters, silversmiths, granite sculptors, instrument and furniture makers, etc.).

Goal 4. Downtown – Develop and enhance Concord’s downtown

implementing Main Street Concord plans for upper story residential and creative enterprises, special events, restaurants, shopping, and streetscape and façade development that results in a vibrant, lively downtown with activity into the evenings and weekends.

Downtown Development

- 1) This plan endorses the Concord 20/20 vision for a “vibrant, livable downtown” as integral to the City’s creative economy, quality of life, and general prosperity.
- 2) The City should implement critical Main Street Concord proposals:
 - a) “2007 Downtown Housing Study for the Redevelopment of Vacant Upper Floors: A Report by the Main Street Concord, Inc. - Downtown Housing Committee;”
 - b) “2008 Proposal for On-Street Overnight Parking in Concord’s Urban Core”
 - c) Implement Main Street Concord’s Streetscape plan.
- 3) Encourage creative enterprises to locate downtown in upper floor developments, downtown independent restaurants, shopping, and special events.
- 4) Create a Downtown Committee within Main Street Concord Inc. to plan and implement downtown activities that “animate” or liven up public space with events, music, public art, and other creative activities.
- 5) Assist Main Street Concord to continue its façade improvement programs to enhance the attractiveness of downtown Concord.
- 6) The City should create and consistently enforce written design guidelines to protect the downtown and other areas of the City.
- 7) Continue to improve the streetscape of downtown as outlined in the Main Street Concord Streetscape Improvement Plan.
- 8) Consider designating downtown a cultural district or cultural corridor to focus, incentivize, and leverage public and private resources, zoning variations and identity of place.

Special Events

- 9) Inventory, then encourage and promote existing special events and festivals including: Somewhat North of Boston (S.N.O.B.) Film Festival, Summer Music Festival, Market Days, Conservation River Festival, Dance Competitions, etc.”

- a) Work with Main Street Concord's Promotion Committee to plan and implement downtown activities that animate or liven up public spaces with events, music, public art, and other creative activities.
 - b) Enhance the impact of existing events (e.g., Conservation River Festival, Market Days, and others) that attract visitors to Concord.
 - c) Encourage new special events (festivals, parades, bike races, rowing events/regattas, evening events, etc.) to attract people and stimulate a lively 18-hour street life. Encourage Highland Games organizers to return to Concord⁷.
 - d) Explore relocating the annual Holiday Lights parade to downtown.
 - e) Encourage and promote coordinated events that build on existing attractions such as Art Concord's coordinated quarterly gallery openings.
 - f) Encourage local businesses to offer open mic events and extended hours in coffee shops, bars, restaurants.
- 10) Help the League of New Hampshire Craftsmen to locate its offices and gallery downtown and encourage the League to organize a signature Concord craft event that takes advantage of the remarkable concentration of craft artists in the Capital Region.
- 11) Identify and negotiate mitigation of any public regulations or codes that may unnecessarily limit a lively street life including: sidewalk merchandizing, sidewalk dining, parades and street events.
- 12) Plan for a public art program.

⁷ Consider this successful model: The Somerville Arts Council puts out an annual call for proposals with small grants to organizers of downtown cultural events and mini-festivals.

Goal 5. Greater Concord -- Enhance neighborhoods and surrounding

communities as walkable villages that encourage creative businesses, artist housing, cultural programming, parks and open space, and cultural attractions.

- 1) As a Creative Economy is closely associated with good environmental planning, this plan endorses the *20/20 Vision for Concord* as a city of walkable villages and the City's plans to retain open spaces, parks, trails, and to open access to the Merrimack River. (See the *20/20 Vision for Concord* plan for details).

The 20/20 Vision The Vision is the belief that Concord can grow and still maintain its attractive personal scale, if growth is focused around village centers and downtown.

The Vision is a belief that built and natural spaces may be—and should be—closely integrated but that the edges between them should remain clear, providing a welcome visual contrast and easy accessibility to both types of space. The village concept accomplishes this, bringing together residential, commercial, and green space at a walkable scale.

The Vision is the idea that Concord's growth should be managed by keeping the 5 Vision Principles balanced, over time and across the city. It is the belief that we can enhance our current living, working, and playing spaces in ways that provide for economic vitality and inevitable growth, without sacrificing our high quality of life or rational transportation.

Five Vision Principles: A vibrant, livable Downtown; Neighborhoods served by walkable villages; Preservation and access to the natural environment; Economic vitality; and Transportation that serves the community.

- 2) The City should develop and consistently apply written design guidelines to protect streetscapes throughout Greater Concord (see goal 4).
- 3) Create a "Percent for Art" requirement (similar to those used by the federal and many state and municipal governments that devote 1% of capital construction budgets to public art commissions) for public art and for live events. This could include permanent public art as well as creative performance/exhibition events in targeted buildings, zones, or downtown to generate activity that promotes pedestrian traffic and public participation in the streets, buildings and greenscapes.
- 4) Encourage businesses to incorporate art into the workplace as modeled by the Lincoln Financial Group's art collection, the Concord Hospital's art collection and program, and The Duprey Group's gallery at its Two Pillsbury Street development.

CREATIVE ECONOMY ADVISORY COUNCIL

Establish the *Creative Economy Advisory Council* to advise the City to sustain and expand the Creative Economy.

- 1) The members of the Advisory Council shall review and recommend on matters which affect sustaining and expanding the creative economy in Concord. The members of the Advisory Council shall act in an advisory capacity to the City Manager, Deputy City Manager, Development, and the City Council. The Advisory Council shall annually review the proposed goals, objectives, and planned activities of the Deputy City Manager, Development and propose changes in the creative economy policy as they feel appropriate.

- 2) The Creative Development Advisory Council shall consist of thirteen (13) members: five (5) members of the City Council (CRDC); one member of the Capital Regional Development Council appointed by the Mayor from a list of three (3) names provided by the CRDC; one member of the Greater Concord Chamber of Commerce appointed by the Mayor from a list of three (3) names provided by the Greater Concord Chamber of Commerce; one member of Main Street Concord appointed by the Mayor from a list of three (3) names provided by Main Street Concord, and five (5) at-large members representative of for-profit and nonprofit creative enterprises in the City. All appointees shall be confirmed by the City Council. The City Manager shall serve as a nonvoting ex officio member of the Creative Economy Advisory Council. The members shall be residents of the City of Concord or shall have an economic interest in the well-being of the City of Concord. All members shall be appointed for a term of two (2) years. Vacancies shall be filled by appointment to the unexpired term as necessary. Members of the Advisory council shall select their chairperson. The Executive Director of the Capital Regional Development Council shall be an ex officio member.

- 3) The Deputy City Manager, Development shall serve as Clerk of the Advisory Council and shall submit monthly activity reports to the City Council. The members of the Advisory Council shall meet with the Deputy City Manager, Development monthly and at such times as may be deemed necessary by the City Manager or Deputy City Manager, Development.

CREATIVE CONCORD

Organize *Creative Concord*. Action steps to recruit steering committee members for the new Creative Concord:

- 1) The Creative Economy Task Force (CETF) charges the CETF Steering Committee to serve as a Nominating Committee that will recruit the founding Steering Committee members of Creative Concord.
- 2) Task Force members may suggest community leaders with desired attributes and potential to join Creative Concord's Steering Committee.
 - a) The Nominating Committee will seek to be representative of key constituents and stakeholders in the creative economy, including the creative side of for-profit businesses.
 - b) Such representation may include: not-for-profit arts and cultural organizations, art galleries, performing arts and visual arts educational organizations, museums, libraries, Main Street Concord, designers, graphic artists, architects, etc. In addition, the Council will be inclusive to representation from hospitality and attractions for their interest in increasing visitor spending.
- 3) The Nominating Committee reviews suggestions and recruits candidates to the founding Steering Committee of Creative Concord. The Nominating Committee identifies the top priority candidates by early September 2008.
 - a) The invitation to serve on the Creative Concord's Steering Committee might be extended on behalf of the Creative Economy Task Force, the City of Concord, and the Greater Concord Chamber of Commerce.
 - b) Identify the Nominating Committee members who will approach each priority candidate.
 - c) The terms of office of the founding Steering Committee should be staggered with approximately one third serving one, two, and three-year terms respectively. Subsequently the new Steering Committee would nominate and elect their successors as outlined in proposed operating procedures for three-year terms.
- 4) Designated nominating committee members call upon candidates, advise them they have been recommended for Steering Committee membership, and ask if they can discuss whether this might be a good fit.

- 5) The full Creative Economy Task Force meets in September 2008 to elect candidates, who agree to serve as the founding Creative Concord's Steering Committee.
- 6) Establish Steering Committee responsibilities (see plan appendix for recommendations).

RECOMMENDED RESPONSIBILITIES OF CREATIVE CONCORD STEERING COMMITTEE

- 1) Leadership – Lead to implement the Concord Creative Economy Plan.
- 2) Planning -- Periodically monitor the Creative Economy Plan and evaluate its fulfillment. Staff members advise in goal planning and the Steering Committee advises staff on more specific objectives and strategies.
- 3) Funding – Help raise funds through grants, contributions, and sponsorships by cultivating friends and donors.
- 4) Fiscal management – Approve the budget, monitor income and expenses, and assure sound fiscal management.
- 5) Outreach – Promote Creative Economy plans and priorities to City policy makers and civic leaders and listen for needs.
- 6) Manage governance – Recruit and orient new Steering Committee members, conduct Steering Committee business, appoint committees, and continually develop the Steering Committee's capacity to govern.
- 7) Advise on Creative Economy programs and services – Advise and assist staff on programs and services.

THE PLANNERS' REFLECTIONS ON CONCORD'S AUTHENTIC IDENTITY

Concord's cultural assets are impressive. They are strongest in the historical, natural, and civic realms, as well as in the crafts, music, literature, and visual arts. The City's economy emerged from what its people could harvest from the forests, rivers, and hills, and what they could fashion from the materials at hand. Traditions of active participation in art-making through music and crafts, along with involvement in citizenship and environmental stewardship, are hallmarks of the culture of Concord.

These traditions have translated into the establishment and growth of organizations such as the Audubon and Forest Societies, Fish and Game Discovery Center, McAuliffe Planetarium, Concord Community Music School, City Auditorium, Capitol

Center for the Arts, and the Red River Theatres and the NH Political Library. Venerable institutions such as the NH Historical Society, State Library, and Canterbury Shaker Village lend a sense of stability and connection to the cultural values that have shaped New Hampshire for centuries. The seat of State Government, Pierce Law Center, New Hampshire Technical Institute, Granite State College, Kimball-Jenkins Community Arts School, and New Hampshire Public Radio, among others, continue to actively shape New Hampshire's future.

Concord's geographic location and political designation guarantee the City will remain a center of activity related to transportation, tourism, civic life, law, and finance. It is the state's gathering place and at the virtual hub of the New England States, close to mountains, ocean, and urban centers.

Concord takes comfort in its economic stability, its quality education, health care, public green spaces, family life, and the care it provides its elderly. These are assets to celebrate and to build upon. The City's leadership takes pride in the balanced life its population enjoys, rooted in a past marked by creativity, simplicity, and a spirit of independence.

Carrying these assets and values forward leads Concord to emphasize its position at the crossroads of the State – the place where New Hampshire comes together. They also suggest building on its role as the education capital – the place where people learn about the universe, nature, and human endeavors. Concord's continuing role as the hub of New Hampshire politics and of the nation's first presidential primary make it the place where people get involved and make a difference. Concord is a deliberative place, a place you can trust with your children, your money, and your law-making. Concord's new identity is really its old identity, expressed in a new way.

The stewards, entrepreneurs, and artists of Greater Concord make life better for everyone by building and improving upon the past. They contribute in multiple ways to the quality of life and the community's economic future.

Concord will do best what it has done best. It will educate, inspire, involve, and care for its people. It will welcome and it will innovate. As it has for centuries, it will rely on what it has to invent what it needs. Embracing all that it has, rather than what it lacks, is the surest road to finding an authentic identity while re-envisioning the future. A "new" identity for Concord must be true to the place and the community of people who make it up. Its dynamic future can only spring from these seeds. (See Appendix for possible identity themes).

Tom Borrup

POSSIBLE CONCORD IDENTITY THEMES

Concord
Get Creative
Get Involved
Live Creative
Live Creatively
A Balanced Life
Getting Creative
Creating History
Creative Concord
Creating Concord
Living Creatively
Building on the Past
Live Creative or Die
History in the Making
Improving on the Past
Welcoming Creativity
A Place to Get Involved
A Place to Make a Difference
Where New Hampshire Meets
Cross Roads of New Hampshire
New Hampshire's Meeting Place
New Hampshire's Gathering Place
New Hampshire's Creative Capital
Bringing New Hampshire Together
New Hampshire's Education Center
New Hampshire's Education Capital
Creativity, Education, and Independence
Creativity, Simplicity, and Independence
Connecting New Hampshire to the Universe
Where New Hampshire Comes Together
New Hampshire's Creative Crossroads

GREATER CONCORD'S CREATIVE ECONOMY WORKFORCE, PAYROLL, AND EMPLOYERS

A Summary and Analysis of Economic Data 2003 – 2005

This report surveys economic activity in the Census Bureau-defined Greater Concord Micropolitan area using criteria established by the New England Foundation for the Arts (NEFA). These criteria identify industry classifications related most closely to Core and Peripheral Creative industries using a broadly accepted definition of the Creative Economy. The adoption of NEFA criteria in this analysis is intended to provide consistent data on the scale and position of the creative sector within the larger economy of Greater Concord, providing research that can be tracked over time. Growing numbers of jobs, employers and payrolls are good indicator of the creative sector's economic impact.

NEFA's goal and recent work has been to update New England's creative economy data and provide an analysis using a more consistent framework focused on the production and distribution of cultural goods and services. In doing so, NEFA can collaborate with others engaging in similar research on the local, state, regional, national and international levels. This creative economy model purposefully upholds a conservative definition of the standard U.S. federal data categories used as a foundation for research, while allowing for local refinement and adjustment to these categories to account for local geographic and historic differences.

Creative jobs, payroll, and numbers of employers in Greater Concord have grown at significantly higher rates than the rest of the area's economy.

Creative Industries in Greater Concord represent a robust and growing economic sector and one of most significant contributors to the area's growth. Creative sector businesses accounted for 37 percent of net new jobs between 2003 and 2005 while they represent less than 8 percent of the area economy. Creative industry establishments have grown both in numbers of employees and in number of businesses at a considerably higher rate than the average growth of all businesses in the Concord area.

With 4,495 workers and a total payroll of almost \$155 million in 2005 (the most recent year for which data is available) the creative sector's payroll is roughly the same size as of the Professional, Scientific and Professional Services. It employs half as many as the Health Care and Social Services sector, which is Concord's largest employment category.

The total number of people employed in the creative sector grew by a robust 13.5 percent between 2003 and 2005 from 3,962 to 4,495, while the total number of workers in Concord grew by only 2.5 percent from 58,038 to 59,490. Creative businesses represent about 7.5 percent of the total, yet they account for 36.7 percent of all new jobs in Concord. At the same time total payroll in each of these years grew at a faster pace

(15.3%) than the rate of employee growth. This is most likely due to the particular jobs added in the field of custom product manufacturing.

Between 2003 and 2005, the number of business establishments in the Creative sector grew at a faster rate than the average of all businesses in Concord. The number of Creative sector firms grew by 4.2 percent from 405 to 422, while all business establishments expanded by 2.5 percent from 4,169 to 4,273.

The particular establishments showing the most significant growth are in industries that emerge from the raw materials and traditional skills that have historically fueled the area's economy. Wood Kitchen Cabinet and Countertop Manufacturing added two new firms and 170 new employment opportunities. Additionally, three new printing companies added 60 new jobs, and two custom architecture firms grew to create 10 to 20 additional jobs.

Data in this report and analysis were drawn from the US Census Bureau utilizing the County Business Patterns and the NAICS Codes. The specific numbers are from the Concord, NH Micropolitan Statistical area which includes Merrimack County.

Select NAICS Codes were chosen following the guidelines set forth in The Creative Economy: A New Definition (2007) published by the New England Foundation for the Arts. This entails breaking the creative economy into Core and Peripheral categories and then further into three groups: Group 1 Cultural Goods Production; Group 2 Cultural Goods Distribution; Group 3 Intellectual Property Production & Distribution.*

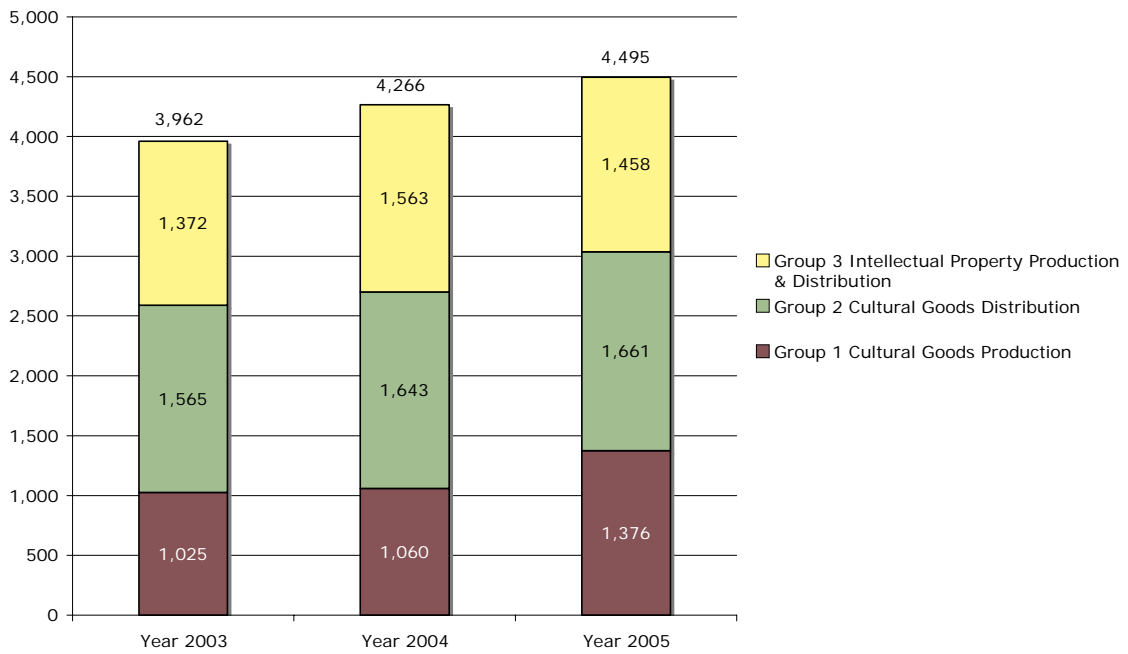
Additional categories were selected related to Concord's particular history and relationship to skills, raw materials such as wood and stone working, and to businesses with an indirect relationship to cultural and creative activities such as those directly related to tourism.

To engage in a broader understanding of the trends of Concord, data has been pulled for 2003, 2004, and 2005, the most recent data available at the time this report was compiled.

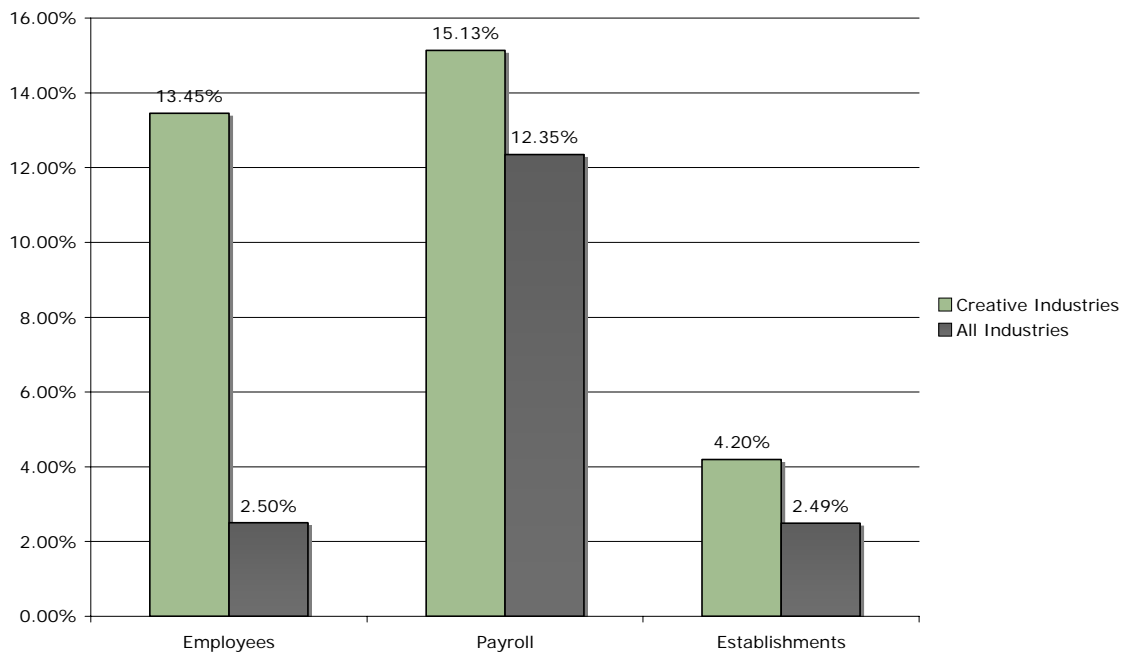
**A description of the core and peripheral NAICS codes, as well as a list of codes selected for Concord, can be found at the end of this report.*

***When data was generalized to protect anonymity, simple averages were made to adjust for the employees and payroll average, thus these numbers are approximate.*

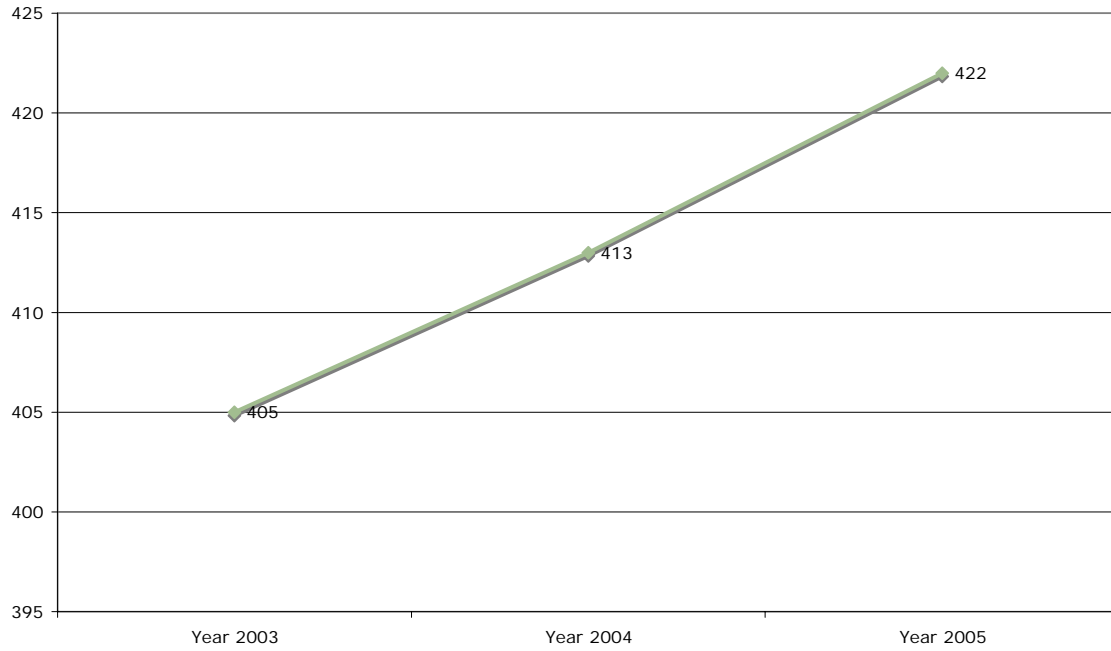
**Employee Trends in the Creative Sector
Greater Concord 2003-2005**



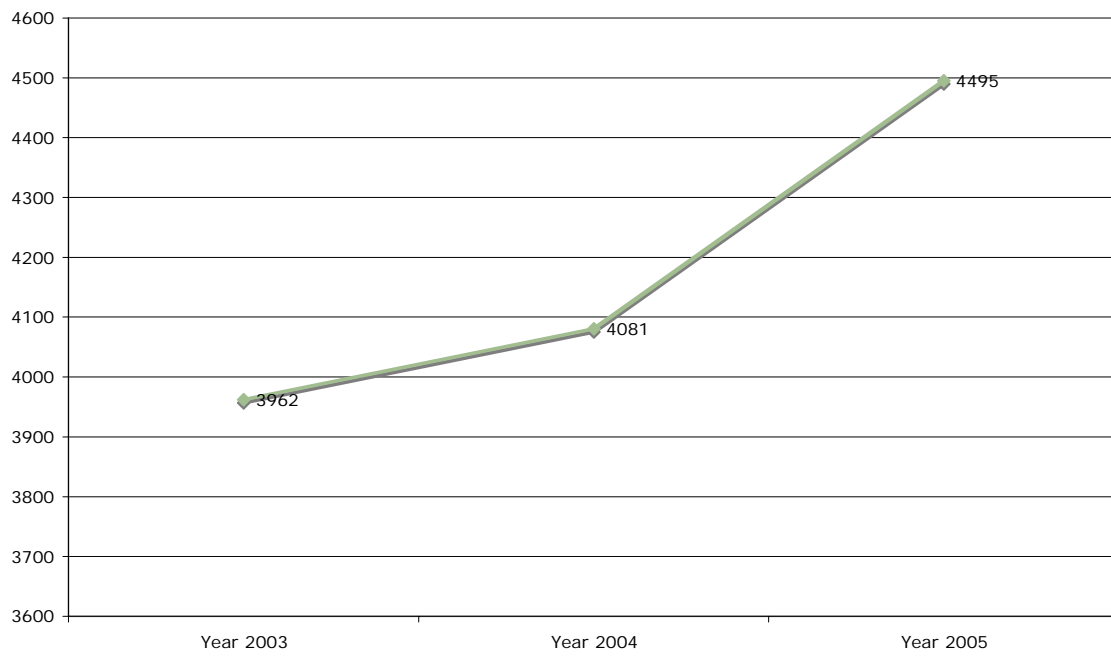
**Change in Creative Industries vs. Change in All Industries
Greater Concord 2003-2005**



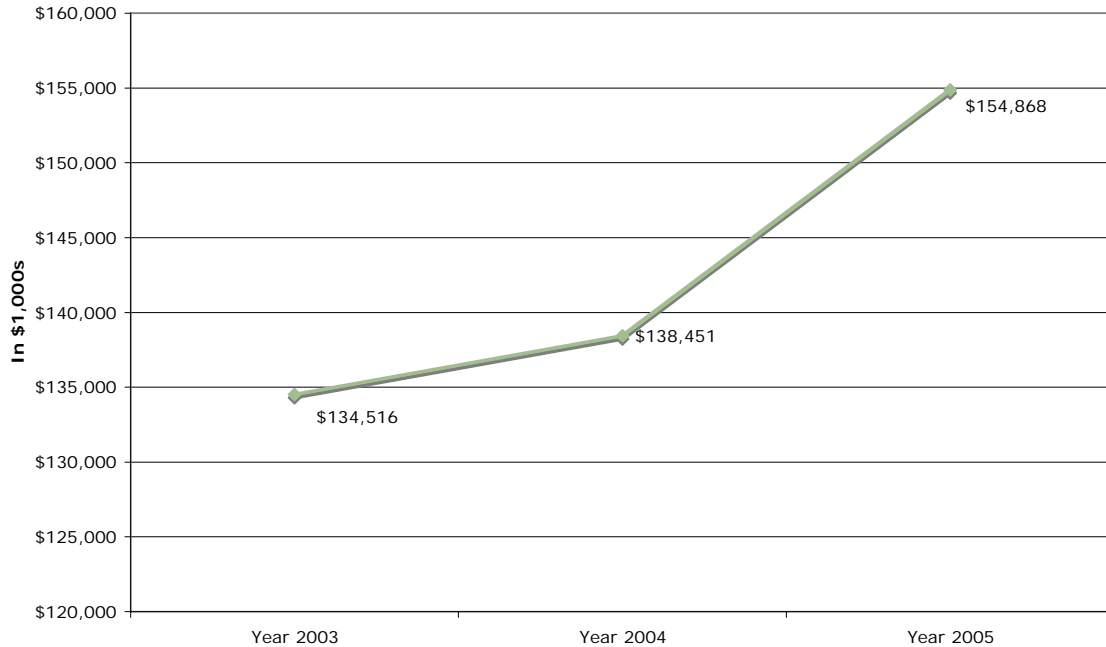
**Total Creative Establishments
Greater Concord 2003-2005**



**Total Creative Workers
Greater Concord 2003-2005**



Total Payroll for Creative Industries



CORE North American Industrial Classification System (NAICS) Codes Used in Analysis

NAICS Industry

Group 1 Cultural Goods Production

- 323110 Commercial Lithographic Printing
- 323111 Commercial Gravure Printing
- 323112 Commercial Flexographic Printing
- 323113 Commercial Screen Printing
- 323115 Digital Printing
- 323117 Books Printing
- 323119 Other Commercial Printing
- 323121 Tradebinding and Related Work
- 323122 Prepress Services
- 325992 Photographic Film, Paper, Plate, and Chemical Manufacturing
- 327112 Vitreous China, Fine Earthenware, and Other Pottery Product Manufacturing
- 327212 Other Pressed and Blown Glass and Glassware Manufacturing
- 332323 Ornamental and Architectural Metal Work Manufacturing
- 333293 Printing Machinery and Equipment Manufacturing
- 334310 Audio and Video Equipment Manufacturing
- 334612 Prerecorded Compact Disc (except Software), Tape, and Record Reproducing
- 337212 Custom Architectural Woodwork and Millwork Manufacturing

339911 Jewelry (except Costume) Manufacturing
339912 Silverware and Hollowware Manufacturing
339913 Jewelers' Material and Lapidary Work Manufacturing
339914 Costume Jewelry and Novelty Manufacturing
339942 Lead Pencil and Art Good Manufacturing
339992 Musical Instrument Manufacturing

Group 2 Cultural Goods Distribution

423410 Photographic Equipment and Supplies Merchant Wholesalers
423940 Jewelry, Watch, Precious Stone, and Precious Metal Merchant Wholesalers
424110 Printing and Writing Paper Merchant Wholesalers
424920 Book, Periodical, and Newspaper Merchant Wholesalers
443112 Radio, Television, and Other Electronics Stores
443130 Camera and Photographic Supplies Stores
448310 Jewelry Stores
451130 Sewing, Needlework, and Piece Goods Stores
451140 Musical Instrument and Supplies Stores
451211 Book Stores
451220 Prerecorded Tape, Compact Disc, and Record Stores
453920 Art Dealers
712110 Museums
812921 Photofinishing Laboratories (except One-Hour)
812922 One-Hour Photofinishing

Group 3 Intellectual Property Production & Distribution

511110 Newspaper Publishers
511120 Periodical Publishers
511130 Book Publishers
511191 Greeting Card Publishers
511199 All Other Publishers
512110 Motion Picture and Video Production
512120 Motion Picture and Video Distribution
512131 Motion Picture Theaters (except Drive-Ins)
512132 Drive-In Motion Picture Theaters
512191 Teleproduction and Other Postproduction Services
512199 Other Motion Picture and Video Industries
512210 Record Production
512220 Integrated Record Production/Distribution
512230 Music Publishers
512240 Sound Recording Studios
512290 Other Sound Recording Industries
515111 Radio Networks
515112 Radio Stations
515120 Television Broadcasting
515210 Cable and Other Subscription Programming
516110 Internet Publishing and Broadcasting
517510 Cable and Other Program Distribution
519110 News Syndicates
519120 Libraries and Archives
532230 Video Tape and Disc Rental

541310 Architectural Services
 541320 Landscape Architectural Services
 541340 Drafting Services
 541410 Interior Design Services
 541420 Industrial Design Services
 541430 Graphic Design Services
 541490 Other Specialized Design Services
 541810 Advertising Agencies
 541830 Media Buying Agencies
 541840 Media Representatives
 541850 Display Advertising
 541921 Photography Studios, Portrait
 541922 Commercial Photography
 611610 Fine Arts Schools
 711110 Theater Companies and Dinner Theaters
 711120 Dance Companies
 711130 Musical Groups and Artists
 711190 Other Performing Arts Companies
 711510 Independent Artists, Writers, and Performers
 712120 Historical Sites
 712130 Zoos and Botanical Gardens
 712190 Nature Parks and Other Similar Institutions

PERIPHERAL North American Industrial Classification System (NAICS) Codes

NAICS Industry

Group 1 Cultural Goods Production

323114 Quick Printing
 325910 Printing Ink Manufacturing
 327215 Glass Product Manufacturing Made of Purchased Glass
 327420 Gypsum Product Manufacturing
 327991 Cut Stone and Stone Product Manufacturing
 327999 All Other Miscellaneous Nonmetallic Mineral Product Manufacturing
 333315 Photographic and Photocopying Equipment Manufacturing
 334220 Radio and Television Broadcasting and Wireless Communications Equipment
 334613 Magnetic and Optical Recording Media Manufacturing
 336612 Boat Building

Group 2 Cultural Goods Distribution

423620 Electrical and Electronic Appliance, Television, and Radio Set Merchant Wholesalers
 423920 Toy and Hobby Goods and Supplies Merchant Wholesalers
 424990 Other Miscellaneous Nondurable Goods Merchant Wholesalers
 451120 Hobby, Toy, and Game Stores
 451212 News Dealers and Newsstands
 453220 Gift, Novelty, and Souvenir Stores
 453998 All Other Miscellaneous Store Retailers (except Tobacco Stores)

Group 3 Intellectual Property Production & Distribution

511210 Software Publishers
 532220 Formal Wear and Costume Rental
 532299 All Other Consumer Goods Rental

541820 Public Relations Agencies
541860 Direct Mail Advertising
541890 Other Services Related to Advertising
611519 Other Technical and Trade Schools
711310 Promoters of Performing Arts, Sports, and Similar Events with Facilities
711320 Promoters of Performing Arts, Sports, and Similar Events without Facilities
711410 Agents and Managers for Artists, Athletes, Entertainers, and Other Public Figures
72119- Other Traveler Accommodations

Group 4 Added Codes for Greater Concord, NH

33711 Wood Kitchen Cabinet and Countertop Manufacturing
4232-- Furniture and Home Furnishing Merchant Wholesalers
42332- Brick, Stone, and Related Construction Material Merchant Wholesalers
442--- Furniture and Home Furnishings Stores
44412- Paint and Wallpaper Stores
453110 Florists
541140 Directory and Mailing List Publishers
721110 Hotels (Except Casino Hotels) and Motels

CONCORD DEMOGRAPHICS PROFILE

Demographic Analysis

The demographic profiles of the City of Concord and surrounding Merrimack County differ from many U.S. averages while they also differ slightly from each other.

A 2000 Census population count of 40,687, increased less than 5 percent by 2006 with an estimated 42,378 people residing in the City of Concord. This is just below the average New Hampshire growth rate of 6.4 percent, the only state that is right on the mark of the national average rate of population increase. New Hampshire's total population now tops 1.3 million. Merrimack County, however, grew by almost 9 percent during this same six-year time period to 148,085.

As the largest city in Merrimack County, Concord has dramatically fewer foreign-born residents, 4.3 percent compared with 11.1 percent nationally. The County counted only 3.6 percent. The median age of the County's population is 38.3 years, a full two years older than the national average. Concord is about the same. Concord and Merrimack County have smaller average family and household sizes from U.S. averages.

In contrast, median household and family incomes are higher than U.S. averages by more than 10 percent in Merrimack County, but by only about 2 percent in Concord. The White population makes up over 95 percent of Concord and over 96 percent of Merrimack County compared with U.S. averages of less than 75 percent.

County residents are significantly more married than the national average, 55.5 percent of men are married versus a U.S. average of 52.4 percent, and 50.7 percent of women are married compared to a national average of 48.4 percent. The reverse is true in Concord where a higher percentage of men and women are unmarried when compared to national averages.

Merrimack County residents are more educated than the nation's with 28.9 percent having a bachelor's degree or higher, compared with 27 percent nationally. This rate is even higher in Concord with 30.7 percent with a four-year college degree.

Individuals below the poverty level represent just 8 percent in Concord and 7.3 percent in the County, nearly half the national rate. As might be expected, a higher percentage of both County and City populations are in the labor force, 69.7 percent of the County in 2006 versus 65 percent in the U.S.

The County has more home owners than the U.S. average versus renters. However, the reverse is true in Concord where 48.6 percent of housing units are occupied by renters versus 33.8 percent nationally.

Conclusions

On average Concord's population is older, less racially diverse, more native-born, better educated, and more financially well off. At the same time more are single and live in rented homes when compared to U.S. averages. These last two characteristics are shared with other centers of commerce and government, although the former characteristics generally are not.

In the context of Creative Economy development, these demographic characteristics suggest some advantages and challenges for Concord. Challenges may include building a workforce prepared for creative and global economies. This includes providing residential and cultural lifestyles, accommodating creative workers, and housing options at an adequate rate of growth.

Communities unable to attract and/or "home grow" enough qualified workers to meet the future labor demands of creative industries face stagnation or worse. While the population of Concord has grown, the rate is lagging. Little of the community's population growth for a century or more has been from immigration from outside the U.S. Welcoming and integrating people of different cultures, languages, races, etc. is not among the City's core capacities. This can present a challenge in regards to keeping up with technological and cultural innovation and change, and maintaining a labor force equipped to succeed in global markets.

On the other hand, Concord offers several advantages: a highly livable environment for young families, good education, and ample job opportunities in a wide range of industries and fields. The lower rate of home ownership may indicate some barriers as well as some opportunities for newcomers. Higher than average growth in areas of the County outside Concord indicate less than desirable residential opportunities within the City such as high prices, taxes, or barriers to redevelopment or new construction.

Estimated median household income in 2005: \$46,700 (it was \$42,447 in 2000)

Concord	\$46,700
New Hampshire:	\$56,768

Estimated median house/condo value in 2005: \$220,700 (it was \$112,300 in 2000)

Concord	\$220,700
New Hampshire:	\$240,100

For population 25 years and over in Concord

High school or higher: 88.6%
Bachelor's degree or higher: 30.7%

Graduate or professional degree: 12.5%
Unemployed: 3.7%

Mean travel time to work: 20.5 minutes

Most common industries for males:

Construction (11%)
Public administration (8%)
Professional, scientific, and technical services (8%)
Educational services (5%)
Health care (5%)
Finance and insurance (4%)
Accommodation and food services (4%)

Most common industries for females:

Health care (20%)
Educational services (13%)
Finance and insurance (10%)
Public administration (8%)
Professional, scientific, and technical services (6%)
Accommodation and food services (5%)
Social assistance (4%)

LARGEST INDUSTRIES, CONCORD, NH ECONOMIC DATA 2005

Largest industries*

Health Care and Social Assistance

10,583 employees
Annual Payroll: \$388,076,000
Total Establishments: 390
Subsectors with most employment
General Medical and Surgical Hospitals
(2,685 employees)
Ambulatory Health Care Services (2,772
employees)
Social Assistance (2,529 employees)

Retail Trade

10,047 employees
Annual Payroll: \$229,920,000
Total Establishments: 693
Subsectors with most employment
Motor vehicle and Parts Dealers (1469
employees)

Food and Beverage Stores (2140
employees)
General Merchandise (1660 employees)

Manufacturing

7,255 employees
Annual Payroll: \$311,441,000
Total Establishments: 235
Subsectors with most employment
Wood Product Manufacturing (559
employees)
Printing and Related Support Activities
(948 employees)
Plastics and Rubber Products
Manufacturing (307 employees)
Nonmetallic Mineral Product
Manufacturing (382 employees)
Fabricated Metal Product
Manufacturing (860 employees)
Machinery Manufacturing (595
employees)
Computer and Electronic Product
Manufacturing (608 employees)

* *data from the 2005 MSA County Business Patterns
(NAICS), US Census Bureau,
<http://censtats.census.gov>

**Census 2000 Demographic Profile Highlights Data from the
U.S. Census Bureau
General Characteristics**

	Number	Percent	U.S.
Total population	40,687		
Male	20,149	49.5	49.1%
Female	20,538	50.5	50.9%
Median age (years)	37.0	(X)	35.3
Under 5 years	2,373	5.8	6.8%
18 years and over	31,292	76.9	74.3%
65 years and over	5,564	13.7	12.4%
One race	40,154	98.7	97.6%
White	38,863	95.5	75.1%
Black or African American	421	1.0	12.3%
American Indian and Alaska Native	120	0.3	0.9%
Asian	598	1.5	3.6%
Native Hawaiian and Other Pacific Islander	13	0.0	0.1%
Some other race	139	0.3	5.5%
Two or more races	533	1.3	2.4%
Hispanic or Latino (of any race)	591	1.5	12.5%
Household population	37,420	92.0	97.2%
Group quarters population	3,267	8.0	2.8%
Average household size	2.30	(X)	2.59
Average family size	2.95	(X)	3.14
Total housing units	16,881		
Occupied housing units	16,281	96.4	91.0%
Owner occupied housing units	8,373	51.4	66.2%
Renter occupied housing units	7,908	48.6	33.8%
Vacant housing units	600	3.6	9.0%
Social Characteristics	Number	Percent	U.S.
Population 25 years and over	27,940		
High school graduate or higher	24,755	88.6	80.4%
Bachelor's degree or higher	8,577	30.7	24.4%
Civilian veterans (civilian population 18 years and over)	4,517	14.4	12.7%
Disability status (population 5 years and over)	6,706	18.9	19.3%
Foreign born	1,737	4.3	11.1%
Male, Now married, except separated (population 15 years and over)	8,702	53.8	56.7%
Female, Now married, except separated (population 15 years and over)	7,818	46.5	52.1%
Speak a language other than English at home (population 5 years and over)	2,665	6.9	17.9%
Economic Characteristics	Number	Percent	U.S.
In labor force (population 16 years and over)	21,145	65.3	63.9%
Mean travel time to work in minutes (workers 16 years and over)	20.5	(X)	25.5
Median household income in 1999 (dollars)	42,447	(X)	41,994
Median family income in 1999 (dollars)	52,418	(X)	50,046
Per capita income in 1999 (dollars)	21,976	(X)	21,587

Families below poverty level	603	6.2	9.2%
Individuals below poverty level	2,980	8.0	12.4%

Census 2000 Demographic Profile Highlights Data from the US Census Bureau

General Characteristics	Number	Percent	U.S.
Total population	40,687		
Male	20,149	49.5	49.1%
Female	20,538	50.5	50.9%
Median age (years)	37.0	(X)	35.3
Under 5 years	2,373	5.8	6.8%
18 years and over	31,292	76.9	74.3%
65 years and over	5,564	13.7	12.4%
Housing Characteristics	Number	Percent	U.S.
Single family owner occupied homes	6,068		
Median value (dollars)	112,300	(X)	119,600
Median of selected monthly owner costs	(X)	(X)	
With a mortgage (dollars)	1,150	(X)	1,088
Not mortgaged (dollars)	464	(X)	295



Creative Community Comparisons

Dreeszen and Associates | April 2008

The consultants identified five comparable communities in non-urban settings that suggest effective creative economic strategies: Asheville North Carolina, Montpelier Vermont, Peekskill New York, Northampton Massachusetts, and Portland Maine. Some common features include: population under 75,000, hub of a rural area, intentional planning, downtown revitalization, inspired local leadership and a coordinating organization, strong nonprofit cultural organizations, cross-sector partnerships and funding, and development of artist workspaces and housing. Results include lively downtown streets, restaurants, galleries, bookstores, independent shops and film theaters, and new private sector investments. And unemployment rates below their relative state averages.

Asheville, NC

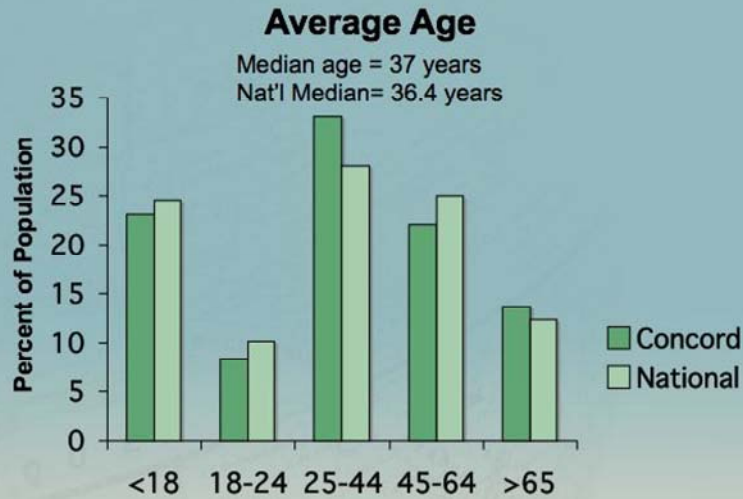
Population: 72,789 (est. 2006) Approx. 130 miles from Charlotte, NC



Concord, NH



Age of Residents | Concord, NH



Economic Information | Concord, NH

- Median Income
 - \$42,447
- Below Poverty line
 - 8% of Population
- Unemployment Rate
 - 3.1% (NH=3.2%) Sept. 2007
- Gross Real Estate Value
 - \$1,325,000,000
- Tax Collected (2004)
 - Property: \$25,484,000





Asheville, NC

Population: 72,789 (est. 2006)

Approx. 130 miles from Charlotte, NC

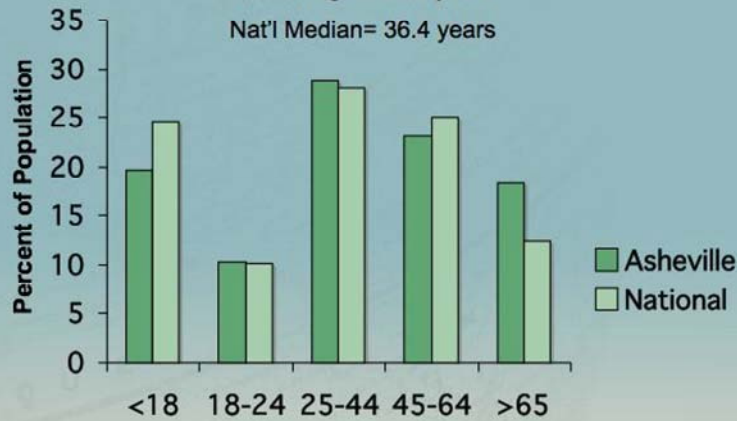


Age of Residents | Asheville, NC

Average Age

Median age = 39.2 years

Nat'l Median = 36.4 years



Economic Information | Asheville, NC

- Median Income
 - \$38,837
- Below Poverty line
 - 15.5% of Population
- Unemployment Rate
 - 3.3% (North Carolina=4.5%)
Sept. 2007
- Gross Real Estate Value
 - \$8,251,000,000
- Tax Collected (2004)
 - Property: \$34,654,000



Public Art in Asheville

Lessons | Asheville, NC

Creative Economy Plan
Based on local assets

Built on Tourism

- Tourism arm “Explore Asheville”
- Connection with region through crafts
- Interactive visitor book online



Lessons | Asheville, NC

HandMade in America

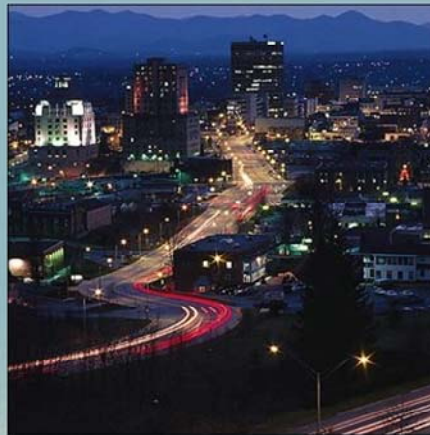
- Founded 1993
- Economic revitalization through heritage and craftsmanship of area
- Branded: The Center of the Handmade Object in America
- Build from the ground up



Lessons | Asheville, NC

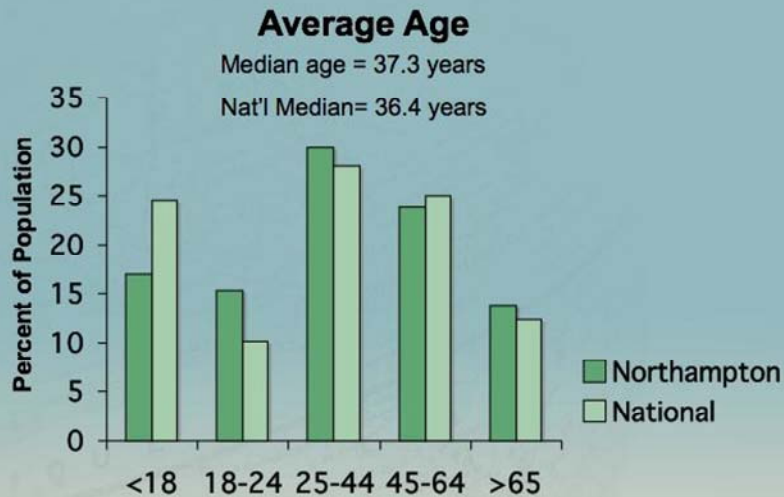
Funky Downtown area Downtown Association

- Changes over the past 15 years
- Artist Studio/Industrial Park
- \$200 Million in revitalization
- Shopping, dining, culture and music
- "Paris of the South"



Asheville skyline at night

Age of Residents | Northampton, MA



Economic Information | Northampton, MA

- Median Income
 - \$43,900
- Below Poverty line
 - 9.8% of Population
- Unemployment Rate
 - 3.6% (MA 4.4%) Sept 2007
- Gross Real Estate Value
 - \$14,791,000,000
- Tax Collected (2004)
 - Property: \$32,642,000



Downtown Northampton

Lessons | Northampton, MA

- Cultural Plan 1989
- Vibrant downtown street life
- Paradise City Festival started 1995
- Independent cinema and Film Festival started 1995
- Thornes market opened in 1979
- Unique balance of students, residents, and tourists
- Dozens of quality restaurants



Downtown Northampton

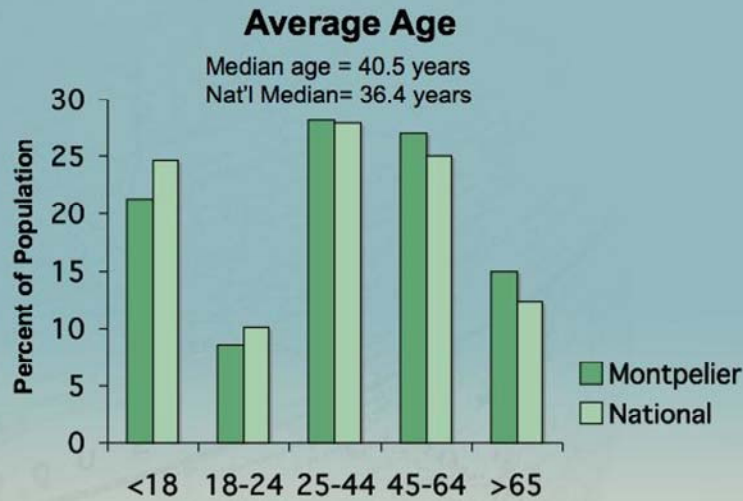


Montpelier, VT

Population: 7,954 (est. 2006)



Age of Residents | Montpelier, VT



Economic Information | Montpelier, VT

- Median Income
 - \$40,800
- Below Poverty line
 - 9.8% of Population
- Unemployment Rate
 - 3.1% (Vermont=3.8%)
Sept 2007
- Gross Real Estate Value (2007)
 - \$504,668,800
- Tax Collected (2007)
 - Property: \$6,207,426



Downtown Montpelier, VT

Lessons | Montpelier, VT

Master Plans for Montpelier

- 1990/1995
 - Master Plan formed a downtown revitalization committee in 1998
- 1999 Downtown Marketing Plan
 - Calls for a preservation of pedestrian street traffic
 - Recommended artist clusters
- 2000 Master Plan Identifies cultural and economic outcomes
 - Targets small and locally owned businesses and nonprofits
 - Specifically highlights the need for continued support and development of cultural and tourism sector
- 2005 Adjustments to Master Plan
 - Reinforcing mixed use zoning (retail/residential)

Lessons | Montpelier, VT

Results

- Vibrant Downtown Scene
- Majority of businesses are locally owned
- Film festival started in 1997 and continues annually
- 12 Galleries or Studios
- 2 Movie theatres
- Opera Theatre company and Chamber Orchestra
- Community and professional theatre
- Over 75 Restaurants and shops



Artisans Hand Craft Gallery, Main Street



Downtown Montpelier, VT



Mural highlighting the retail and arts district downtown

Peekskill, NY

Population: 24,601 (est. 2006)

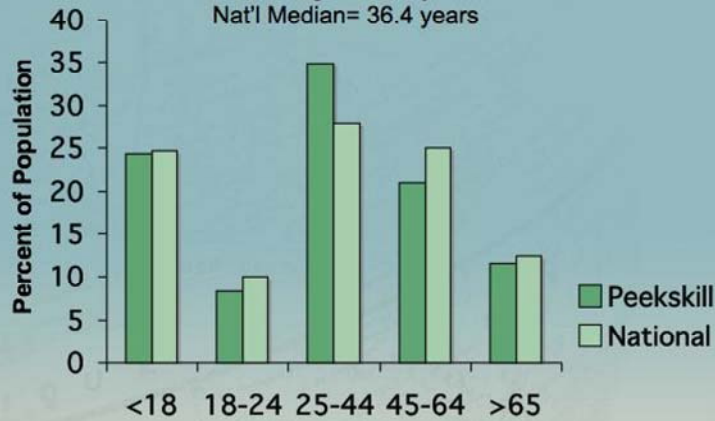
Approx. 50 miles from New York City



Age of Residents | Peekskill, NY

Average Age

Median age = 35.2 years
Nat'l Median = 36.4 years



Economic Information | Peekskill, NY

- Median Income
 - \$53,300
- Below Poverty line
 - 13.7% of Population
- Unemployment Rate
 - 3.3% (New York=4.4%)
Sept 2007
- Gross Real Estate Value (2002)
 - \$122,770,000
- Tax Collected (2002)
 - Property: \$8,668,000



Overlooking the Hudson River

Lessons | Peekskill, NY

Downtown/Neighborhood Revitalization Results

- Downtown Historic District named in 2001
- Completion and full occupancy in 2002
- Fostered creation of arts establishments
 - Paramount Arts Center
 - Hudson Valley Center for the Contemporary Arts
- Attracted more professional artists (over 100 local artists)
- Attracted more light retail supported by neighborhood



Real Estate Ad for street level business opportunity in the "Restaurant Row" in the Artist District

Lessons | Peekskill, NY

Downtown/Neighborhood Revitalization Plan

- Maximize existing structures
 - Decaying retail stores with storage in upper floors
 - Dilapidated theatre
- Attract pedestrians to downtown
- Increase tax base
- Target artists-related/high tech professionals
 - Open studio tours from the city to highlight artists
 - City aided in finding tenants for the first 30 units



The Artists' Lofts, Peekskill, NY

Lessons | Peekskill, NY

Additional Downtown redevelopment plan

- Highlights mixed use buildings
- 646 Residential Spaces
- 3 Distinct retail buildings (126,000 sq. ft)
- Parking layout to accommodate
 - Ramps
 - Angled street parking
- Total of 4 phases
- Finalized plan Feb 2007
- Total Costs: \$309,766,000

Artist Rendering of Main Street Redevelopment:
Street View

Highlights use of street level retail with residential space in upper levels



Lessons | Peekskill, NY

Waterfront Redevelopment

- Goal to restore and revitalize the riverfront
- Highlights mixed use buildings
- Creating the waterfront to be a destination
- Easing and promoting pedestrian lifestyle

Artist Rendering of Waterfront Redevelopment

Area would have residential, retail, restaurants, commuter entrance, and museums.



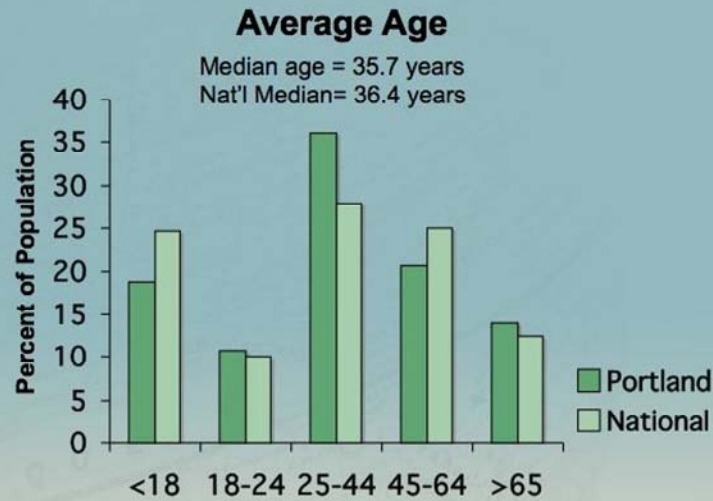
Portland, ME

Population: 63,011 (est. 2006)

Approx. 115 miles from Boston, MA



Age of Residents | Portland, ME



Economic Information | Portland, ME

- Median Income
 - \$40,500
- Below Poverty line
 - 14.1% of Population
- Unemployment Rate
 - 3.6% (ME=4.2%) Sept 2007
- Gross Real Estate Value (2004)
 - \$7,081,000,000
- Tax Collected (2004)
 - Property: \$121,092,000



Lessons | Portland, ME

Downtown Revitalization

- Mixed use buildings (retail on street level, residential above)
- Arts district mix of arts, dining, and shopping
- Portland Downtown District is 501(c)3
- Maine College of Art driving force of revitalization
- Portland Arts & Cultural Alliance created as part of revitalization efforts
- 34 Galleries and Museums
- 22 Live Entertainment spots
- Over 100 eateries



OBJECTIVES AND PLANNING METHODS

The planners' charge The charge to the Creative Economy Task Force and consulting team was to "define what makes up the Concord Creative Economy, measure the economic impacts, develop a work plan to nurture and expand the Concord Creative Economy, and identify foundations, corporations, individuals, developers, and other potential partners in sustaining a long-term creative economy effort."

The Creative Economy Task Force (CETF) developed a vision and mission. CETF commissioned Dreeszen & Associates to research the creative sector and facilitate planning. The consulting team of Dr. Craig Dreeszen and Tom Borrup developed the following work plan: "...document Concord research findings, analyze successful creative economy strategies in other communities, and develop a creative economy plan for Concord in a written report, and present findings and recommendations. Interim reports and drafts of the emerging plan keep the Creative Economy Task Force informed of progress and engaged in strategy development."



An inclusive assessment Dreeszen & Associates consultants made four trips to Concord. Dreeszen and Borrup interviewed 60 community leaders from the Economic Development Advisory Council and Creative Industries Task Force and other creative businesses, elected officials and staff of municipal and state government, education institutions, nonprofit cultural executives and board members, and artists. Interviewees identified Concord assets, initiatives underway, opportunities for creative

economy planning, and potential strategies. The planners examined New England Cultural Database records of nonprofit cultural organizations and their finances and US Census Bureau's County Business Patterns, and Bureau of Labor Statistics of creative businesses. The New Hampshire State Council on the Arts provided lists of artists and grants awarded within Concord.

The Creative Economy Task Force met three times with the consulting team. They met March 3 to launch the assessment and identify Concord assets, April 3 in a planning retreat, and June 24 to consider, amend, and approve the Creative Economy Plan.

Comparable communities The consultants identified five comparable communities in nonurban settings that suggest effective creative economic strategies: Asheville North Carolina, Montpelier Vermont, Peekskill New York, Northampton Massachusetts, and Portland Maine. Some common features include: population under 75,000, hub of a rural

area, intentional planning, downtown revitalization, inspired local leadership and a coordinating organization, strong nonprofit cultural organizations, cross-sector partnerships and funding, and development of artist workspaces and housing. Results include lively downtown streets, restaurants, galleries, bookstores, independent shops and film theaters, and new private sector investments. And unemployment rates below their relative state averages.

Economic methods We define Concord's Creative Economy using a 2007 jobs classification definition developed by the New England Foundation for the Arts (NEFA) and Northeastern University⁸. The estimate of economic activity is calculated by categorizing and aggregating Concord's creative industries and workforce based on NAICS codes selected in conformance with NEFA's definition of creative industries. Data is drawn from County Business Patterns from the Census Bureau and Bureau of Labor Statistics. It will include total number of enterprises, gross revenues, number of workers, and wages paid.

The sector includes nonprofit and for-profit creative or cultural enterprises and creative workers including arts schools, galleries, architects, advertising agencies, designers, publishers, visual artists, craftspeople, musicians, writers, broadcasters, librarians, editors, and web designers.

The New England Foundation for the Arts (NEFA) documents a New England cultural workforce of 274,719 people. NEFA found the unemployment rate of cultural workers to be almost two percentage points below the region's overall rate. A 2000 New England Council study found the sector growing twice as fast as the region's overall economy and employing 3.5% of the workforce⁹. Richard Florida, a leading thinker in the Creative Economy, uses a broader definition that he claims represents at least one third of all jobs in the U.S. The strength of the creative class workforce, he argues represents at least a third of all jobs and is a bell weather for cities positioned for growth in the 21st century global economy.



⁸ *The Creative Economy: A New Definition*, Douglas DeNatale and Gregory H. Wasall, New England Foundation for the Arts, 2007.

⁹ Creative Economy Initiative: The Role of Arts and Culture in New England's Economy, The New England Council, June 2000

REPORT APPENDIX

CONCORD'S NONPROFIT CREATIVE SECTOR

The following analysis uses data on nonprofit cultural organizations aggregated from IRS 990 reports aggregated by the New England Foundation for the Arts' New England Cultural Database (NECD). We determine jobs from Bureau of Labor Statistics reports using a selection of standard NAICS codes determined by a 2008 NECD creative economy definition.

CONCORD NONPROFIT SPENDING AND PAYROLL

Summary Aggregate Financial Information for
36 Concord Nonprofit Cultural Organizations
Based on 2003 IRS 990 Reports
Data assembled in New England Cultural Database

Revenue	
Total Contributions, Gifts, Grants	10,570,003
Program Service Revenue	4,854,729
Membership Dues/Assessments	694,245
Net Income/Loss from Special Events	24,486
Gross Profit/Loss from Sales of Inventory	203,262
Total Investment Income	1,190,344
Other Revenue	617,218
Total Revenue	18,272,983

Expense	
Grants and Similar Amounts Paid	1,257,444
Salaries, Compensation, & Employee Benefits	8,061,270
Payments to Independent Contractors	259,797
Other Expenses	6,598,192
Printing, Publications, and Shipping	767,224
Occupancy, Rent, Utilities, and Maintenance	863,936
Payroll Taxes	358,759
Total Expenses	17,708,706

Net Assets	
Excess/Deficit for Year	899,726
Net Assets/Fund Balances at Beginning of Year	47,861,561
Other Changes in Net Assets/Fund Balances	895,760
Total Net Assets at End of Year	50,214,825

DETAILED FINANCIAL INFORMATION FOR CONCORD NONPROFITS

Aggregated from 36 Concord Nonprofit Cultural Organizations filing IRS 990 Reports for 2003 Calculated by the New England Cultural Database



Financial Variable	Amount						
Revenue							
Total Contributions, Gifts, Grants	10,570,003						
ADDITIONAL DETAIL:							
Direct Public Support	9,056,034						
Contributions from Federated Fundraising Agencies or Parent Organization	280,923						
Total Government Grants	1,139,050						
<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="padding-left: 40px;">Grants from U.S. Federal Government</td> <td style="text-align: right;">580,600</td> </tr> <tr> <td style="padding-left: 40px;">Grants from State Government</td> <td style="text-align: right;">752</td> </tr> <tr> <td style="padding-left: 40px;">Grants from Local Governments</td> <td style="text-align: right;">N/A</td> </tr> </table>		Grants from U.S. Federal Government	580,600	Grants from State Government	752	Grants from Local Governments	N/A
Grants from U.S. Federal Government	580,600						
Grants from State Government	752						
Grants from Local Governments	N/A						
Program Service Revenue	4,854,729						
Membership Dues/Assessments	694,245						
Net Income/Loss from Special Events	24,486						
Gross Profit/Loss from Sales of Inventory	203,262						
Total Investment Income	1,190,344						
ADDITIONAL DETAIL:							
Interest on Savings and Temporary Cash Investments	145,216						
Dividends and Interest from Securities	550,983						
Other Investment Income	601,321						
Net Gain/Loss from Sales of Assets other than Inventory	129,051						
<table style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2" style="padding-left: 20px;">ADDITIONAL DETAIL:</td> </tr> <tr> <td style="padding-left: 40px;">Gain/Loss from Securities</td> <td style="text-align: right;">129,051</td> </tr> <tr> <td style="padding-left: 40px;">Gain/Loss from Other</td> <td style="text-align: right;">0</td> </tr> </table>		ADDITIONAL DETAIL:		Gain/Loss from Securities	129,051	Gain/Loss from Other	0
ADDITIONAL DETAIL:							
Gain/Loss from Securities	129,051						
Gain/Loss from Other	0						
Other Revenue	617,218						
ADDITIONAL DETAIL:							
Net Rental Income/Loss	333,564						
Other Revenue	450,654						
Total Revenue	18,272,983						

Expense

Grants and Similar Amounts Paid	1,257,444
ADDITIONAL DETAIL:	
Grants and Allocations	507,634

Salaries, Other Compensation, and Employee Benefits	8,061,270
ADDITIONAL DETAIL:	
Compensation of Officers, Directors, Etc.	874,478
Other Salaries and Wages	5,910,381
Pension Plan Contributions	126,933
Other Employee Benefits	816,923
Professional Fees and Other Payments to Independent Contractors	259,797
ADDITIONAL DETAIL:	
Professional Fundraising Fees	0
Accounting Fees	215,521
Legal Fees	17,012
Other Expenses	6,598,192
ADDITIONAL DETAIL:	
Supplies	174,507
Telephone	161,031
Travel	261,355
Conferences, Conventions, and Meetings	171,814
Interest Expense	269,477
Depreciation, Depletion, Etc.	855,315
Other Expenses (a)	86,964
Other Expenses (b)	1,471,922
Other Expenses (c)	255,580
Other Expenses (d)	282,541
Other Expenses (e)	2,495,703
Printing, Publications, and Shipping	767,224
ADDITIONAL DETAIL:	
Postage and Shipping	192,842
Printing and Publications	554,331
Occupancy, Rent, Utilities, and Maintenance	863,936
ADDITIONAL DETAIL:	
Occupancy	669,458
Equipment Rental and Maintenance	143,284
Payroll Taxes	358,759
Total Expenses	17,708,706

Net Assets

Excess/Deficit for Year	899,726
Net Assets/Fund Balances at Beginning of Year	47,861,561
ADDITIONAL DETAIL:	
Unrestricted Net Assets Beginning of Year	22,393,573
Temporarily Restricted Net Assets Beginning of Year	8,156,272
Permanently Restricted Net Assets Beginning of Year	9,737,747

Capital Stock, Trust Principal or Current Funds Beginning of Year	0
PaidIn or Capital Surplus, or Land, Building, and Equipment Fund Beginning of Year	0
Retained Earnings, Endowment, Accumulated Income, or other funds Beginning of Year	290,744
Other Changes in Net Assets/Fund Balances	895,760
Total Net Assets at End of Year	50,214,825

The aggregate financial data displayed is based upon financial returns filed by the following 36 organizations:

- | | |
|--|---|
| American Academy of Doll Artists Foundation | New Hampshire Preservation Alliance |
| Audubon Society of New Hampshire | New Hampshire Public Radio WEVO FM 89.1 |
| Bachelor Library Trust | New Hampshire State Council on the Arts |
| Capitol Center for the Arts | Northern Forest Center |
| Christa McAuliffe Planetarium | Petit Papillon. |
| Community Players of Concord New Hampshire | Philomel Piano and Vocal Ensemble |
| Concord Chorale, Incorporated | Robert S Bristol Charitable Trust |
| Concord Community Concerts | Timothy and Abigail B Walker Lecture Fund |
| Concord Community Music School | VSA Arts of New Hampshire |
| Concord Community Television | |
| Concord Public Library Foundation | |
| Granite State Symphony Orchestra | |
| J Henry Hanhisalo Charitable Trust | |
| Kimball Jenkins Community Arts School | |
| League Of New Hampshire Craftsmen, Incorporated / League Of New Hampshire Craftsmen Foundation | |
| Library And Archives Of New Hampshire Political Tradition | |
| Main Street Concord, Incorporated | |
| New Hampshire Aviation Historical Society | |
| New Hampshire Business Committee for the Arts | |
| New Hampshire Department Of Cultural Resources | |
| New Hampshire Farm and Forest Exposition | |
| New Hampshire Film and Television Office | |
| New Hampshire Gathering of Scottish Clans | |
| New Hampshire Historical Society | |
| New Hampshire Humanities Council, Incorporated | |
| New Hampshire Library Association | |

CONCORD'S 96 REGISTERED NONPROFIT CULTURAL ORGANIZATIONS

Identified in the New England Cultural Database

American Academy of Doll Artists Foundation	Library and Archives of New Hampshire
Audubon Society of New Hampshire	Political Tradition
Bachelor Library Trust	Main Street Concord, Incorporated
Capitol Center for the Arts	National Society of the Daughters of the American Revolution Buntin Rumford Webster Chapter
Christa McAuliffe Planetarium Foundation	Nevers' Second Regiment Band
Citizens for New Hampshire Land and Community Heritage	New Hampshire Archeological Society, Incorporated
Community Players of Concord New Hampshire	New Hampshire Association of Fairs and Expositions
Concord Chorale, Incorporated	New Hampshire Association of Installers and Designers
Concord City Auditorium (The Friends of)	New Hampshire Aviation Historical Society
Concord Coach Society	New Hampshire Business Committee for the Arts
Concord Community Concerts	New Hampshire Campaign for the Arts and Humanities
Concord Community Music School	New Hampshire Charitable Foundation
Concord Community Music School	New Hampshire Macdowell Celebration
Musicians of Wall Street	New Hampshire Cultural Access Committee
Concord Community Music School	New Hampshire Department of Cultural Resources
Musicians of Wall Street Jazz	New Hampshire Department of Cultural Resources Division of Historical Resources
Concord Community Television	New Hampshire Department of Justice
Concord Historical Society	Living Treasure Gallery
Concord Music Club	New Hampshire Division of Records Management and Archives
Concord Public Library	New Hampshire Educational Media Association
Concord Public Library Foundation	New Hampshire Farm and Forest Exposition
Concord Schools Friends of Performing Arts	New Hampshire Film and Television Office
DeweyKimball PTO Arts Organization	New Hampshire Folk Festival
Dunbarton Historical Society North Dunbarton, NH	New Hampshire Gathering of Scottish Clans
Edward A Long Irrevocable Trust	New Hampshire Historical Society
Freese Brothers Band	New Hampshire Historical Society
Friends of Hopkinton Library (Concord, New Hampshire)	Museum Of New Hampshire History
Friends of the Concord City Auditorium	New Hampshire Hospital Mackown Library
Granite State Symphony Orchestra	
Heritage Concord	
J Henry Hanhisalo Charitable Trust	
Kimball Jenkins Community Arts School	
Land and Community Heritage Investment Program	
League Of New Hampshire Craftsmen / League Of New Hampshire Craftsmen, Incorporated / League Of New Hampshire Craftsmen Foundation	

New Hampshire Humanities Council, Inc
 New Hampshire Library Association
 New Hampshire Library Trustees Association
 New Hampshire Preservation Alliance
 New Hampshire Public Radio WEVH 91.3 FM
 New Hampshire Public Radio WEVN 90.7 FM
 New Hampshire Public Radio Wave FM 89.1
 New Hampshire Radio Theatre
 New Hampshire September 11 Memorial
 New Hampshire Society of Genealogists, Incorporated
 New Hampshire State Council on the Arts
 New Hampshire State Library
 New Hampshire State Prison Library
 New Hampshire Weavers Guild
 North American Folk Music and Dance Alliance, Incorporated
 North Country Historical Foundation
 Northern Forest Center
 Old Man of the Mountain Revitalization Fund, Incorporated

Old North Cemetery Restoration Fund
 Petit Papillon
 RB Productions
 Red River Theatres, Incorporated
 Robert Frost Homestead Foundation
 Robert S Bristol Charitable Trust
 Saint Pauls School Art Center in Hargate
 Saint Pauls School Art Department
 Saint Pauls School Department Of Dance
 Saint Pauls School WSPS FM 90.5
 Saint Pauls School Ballet
 Sargent Museum
 Simpatico, Incorporated
 Strathspey and Reel Society of New Hampshire
 Suncook Valley Chorale, Incorporated
 Timothy and Abigail B Walker Lecture Fund
 Touch the Future, Incorporated
 Upham Walker House
 VSA Arts of New Hampshire
 William H Gile Concert Series
 Womens Caucus for Arts New Hampshire
 WVNH FM 91.1

ARTISTS LIVING IN GREATER CONCORD

Listed in the New Hampshire State Council on the Arts database January, 2008

18 NHSCA Juried Artist Roster and Traditional Arts Listing by Concord

Rose, Jack Granite State Symphony Orchestra
 Hale, R.P.
 Kelly, Karen E.
 King, Ron
 Musicians of Wall St. Coordinator Musicians of Wall Street Chamber Players
 Musicians of Wall St. Coordinator Musicians of Wall Street Jazz Ensemble
 Hodes, Peggo and Paul Peggo & Paul with the Peggosus Band
 Dornin, Catharine Quillen Philomel Voice and Piano Duo
 Stuart, Kelly Doremus
 Hodes, Peggo Horstmann
 Kalajian, Garry
 Miskoe, Sylvia
 Winterling, Ann
 Souther, Diane & Chuck
 Webster, Gordon & Lezlie NH School of Scottish Arts
 Webster, Gordon
 Webster, Lezlie
 Smuda, Gail

196 Professional and amateur Concord artists

From the NHSCA constituent database

Rorich, Beverly	Machlitte, Joe	Habib, Dan
Sullivan, Heidi	Hale, R.P.	Fletcher, William
Rorick, Beverly	Graham, Linda	Gfroerer, John
Miller, Melissa A	Perron, Raymond	Paton, Nigel
Gott, Shirley	Smith, Terri	Robinson, Rebecca
Belanger, Donald R	Osman, Peter	McDermott, Inez
Ehmling, Tara	Turgeon, Sandra	Pederzani, Margaret
Koza, Jane	Peck, Peter	Lajoie, Sharon
Drown, Merle	Axen, Jeannette S	Meyer, Jane
Covnor, DeDe	Bofinger, Lenita	Eastley, Sophie C
Densmore, Gary	Snow, Deborah	McNabb, Brian
Chipman, Gail	Dornin, Christopher L	Chambers, Susan
Lemire, Michael W	Levine, V.A.L.	Meachen, Jim
Boyle, David C	Nichols, Meredith	Krone, Christopher
Smuda, Gail	Roundtree, Ralph	Ford, Alison
Skafidas, Chris	McLeod, Van	Willingham, Sara
Worchel, Elaine	Kelly, Jayne	Charest, Paul
Jacobi, Lotte	Schenkerman, Arline	Higgs, John
McGowan, Mary Strayer	Black, Stephen	Berube, Ed Peter
Saunders, Suzanne	Anguish, George R	Eschenbach, Michael
Zanes, Hope	Fried, Robby	Sartwell, Dehbra
Samson, Gary	Kane, Christopher	DiLuzio, Susan
Levine, David	Miller, Mellissa	Baker, Frank
Bolden, Mel	Lacouter, Stephen	King, Ron
McDonnell, Dorothy	Demme, Catherine	Merrill, Diana
Livingston, Robert	Annicchiarico, Michael	Graff, Chris
Currey, Ruth	George, Andrew	Mac Stavic, Brian
McGreal, Elizabeth Yates	Brook, Bruce	Concord Community
Hayden, Barbara	Buganski, Robert	School
Winterling, Ann	Dudley, Reginald E	Carlson, Judith
Otterson, Jeffrey	Curtin, Stephen	Kalajian, Garry
Robinson, Jane	Fitterman, Mindy	Crompt, Mary
Dieter Uhl, Willo	Clauson, Michelle	Roussos, Katherine
Mancuso, Leni	Barrett, Thomas	Boyer, Daniel Christopher
Lamothe, Yvan	Choyt, Brad	Feldvebel, Alex
Robinson, Edward	Lamothe, Ivan	Joziatas, Brenda
Moller, Barry D	Byers, Timothy	Hodes, Peggo Horstmann
Haddad, Farid & Sylva	Campe, Joseph	Tarbell, Pam
Stearns, Donald	Vercoe, Elizabeth	Badger George, Norma
Myron, Martha	Power, Michael	Blanchard, Betty
Talbot, Charles	Fillen, Barbara	Martin, Daithi
Tobey, Richard & Ruth	ErwinCowie, Alessia	Miskoe, Sylvia
Benson, Mrs Oscar C	King, Janet L	Porter, Earl
Eppelsheimer, Ellen	Niles, David	Porter, Monica
Maher, Jeanne D	Resnick, Kenneth	Purcell, Trina
Newell, Ester	Stuart, Kelly Doremus	Smith, Alan
Blanchard, Richard O	Kinhan, Rebecca	Souther, Diane & Chuck
Martone, Charles	Caron, Leslie	Kelly, Karen E.
Blanchard II, Richard	Karvoski, Kathryn	Scholz Cohen, Patricia
Mamalis, Dennis	Wiren, James	Graham, Colleen
Young, Gail WC	Shea, Amy	Lanier, Rose Marie
North Country Historical	Armand Szainer/Gerry	Rodriguez, Angel Luis
Fdn	Williams	Kelly, George W.

Webster, Gordon
Webster, Lezlie
Webb, Jeremy
Simonson, Julia
Robbins, Joanne L
Houston Tuttle, Catherine
Wyatt, Robert D.
Tari, Janan
Henderson, Julie
Rosemont, Constance
Marie
Young, Stephen
Canonico, Judy
Curtis, Jeryl
Carchide, Buddy
Potter, Serena
Lapierre, John
Wallner, Peter
Clanton, Connie
Murdock Clanton, Connie
Ambrose, Zachary
Filleul, Barbara
Dumm, Megan
Bertolino, Andre
Stuart, Robert
Gibbs, Roger
Piroso, Shane
Rardin, Laurie
Tenczar, Anthony
Vermilyea
Harbaugh, Kristen
Perry, Nancy
Gordon, David
Maguire, Carolyn
Pothier, Christopher
Najecki, Gloria
Bogonovich, Megan
Morrison, Laura
Buswell, Winthrop H.
Kravitz, Darryl
Herron, Martha

INTERVIEWEES

Concord Creative Economy Planning Interviewees, March – April, 2007

Trish Anderson-Soule, Anderson-Soule Art Consulting
Stephen Ambra, NHTI
Mike Annicchiarico, Musician
Thomas Aspell, City Manager
Deb Avery, NH Dept of Resources and Economic Development
Carlos Baia, Community Development Director
Carol Bagan, The Friends of the Audi
Jane Berwick, Retired, Capitol Center for the Arts
Dr. Doug Black, City Council, EDAC
Mark Bogacz, Mark F. Bogacz Photography
Mayor Jim Bouley, City of Concord
Funi Burdick, Canterbury Shaker Village
Sharon Callahan, Pierce Law Center
Chris Carley, Chairperson, EDAC
Byron Carr
Sarah Chaffee, McGowan Fine Arts
Byron Champlin, Lincoln Financial Group
Walter Chapin, Company C
Mark Ciborowski, Downtown Property Owner
Nicollete Clarke, Capitol Center for the Arts
Alice DeSouza, Travel and Tourism
Jane Difley, New Hampshire Forests
Robbi Farshman, Red River Theatres
Cindy Flanagan, Concord Dance Academy
Betsy Gardella, N.H. Public Radio
Jeanne Gerulskis, Christa McAuliffe Planetarium
Camille Gibson, Artist
Joan Goshgarian, New Hampshire Business Committee for the Arts
John Gfroerer, Accompany Video Production
Mike Green, Concord Hospital
Nan Hagen, Main Street Concord
Andy Hampton, Artist
Stephen Heavener, Capital Regional Development Council
Elizabeth Hengen, Heritage Concord, Inc.
John Hutson, Pierce Law Center

Pat Immen, Concord Public Library
Kristin Kennedy, Artist
Lynn Kilchenstein, NHTI
Rebecca Lawrence, New Hampshire Council on the Arts
Deborah Libby, Artist
Ryan Linehan, Kimball Jenkins School of Art
Susie Lowe-Stockwell, League of NH Craftsmen
Ken Lurvey, Business Development Coordinator
Van McLeod, Commissioner, NH Cultural Resources
Rick Minard, Audubon Society
Dick Osborne, Concord Historical Society
Emily Gray Rice, Red River Theatres
Connie Rosemont, Red River Theatres
Peggy Senter, Concord Community Music School
George Theriault, New Hampshire Association for the Blind
Julienne Turner, Concord Community TV
Connie Rosemont, Red River Theatre
Susan Leidy, Currier Museum of Art
Bill Norton, Norton Asset Management, Inc.
Tim Sink, President, Greater Concord Chamber of Commerce
Dan St. Hillaire, Concord City Council/County Attorney
John Swope, Planning Commission
Pam Tarbell, Mill Brook Gallery & Sculpture Garden
Bill Veillette, NH Historical Society
Ric Waldman, Capitol Center for the Arts
Claudia Walker, Economic Development Advisory Council
Adrienne Walkowiak, StoreyManseau
David White, Cultural Strategist
Geordie Wilson, Concord Monitor