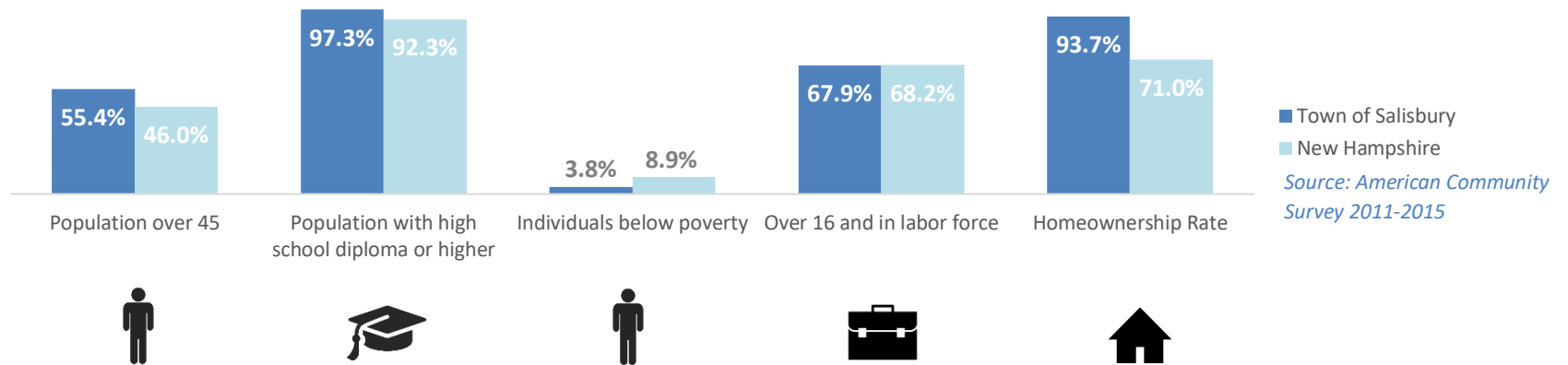


SALISBURY TODAY

Knowing your community requires a step back to assess or inventory what we know is happening – what the demographic trends and patterns of development are and what residents perceive as positive influences or challenges going forward. By analyzing data in combination with the public outreach efforts, such as the survey and visioning session, the story of Salisbury today emerges and sets the framework for identifying what needs to be addressed now and in the future. There are two main parts to telling this story: where we are today and where we want to be going forward. Once we have an understanding of the present, including data and trend analysis and what we heard from the public outreach efforts, we can look to the future with an understanding of our vision and what we want to accomplish.

KEY COMPARISON AND OVERVIEW



Building the profile for Salisbury required the use of data from a variety of sources. Census 2010 and American Community Survey (ACS) are the main sources of data for much of the demographic information. Census data is collected every ten years by the US Census Bureau, gathering official counts of population at a variety of geographic levels. The Census now only asks ten questions and a new data source, the ACS, supplements Census data by asking questions used to measure social and economic characteristics of the population. The ACS is an ongoing survey that gathers trends from a smaller population sample annually, producing estimates on data originally only available in the decennial census. Smaller geographical areas are collected in three- or five-year samples, with ACS 2011-2015 being the most recent data available. When available, statewide data from the Office of Energy and Planning (OEP) was used for the estimated 2015 population, population projections, and building permit information. Data collected through Salisbury’s Community Survey and the visioning session is also shown throughout the master plan, representing the views of residents. Survey results tallied 90 responses, focusing on a wide range of topics from local infrastructure to rural character.

POPULATION

RECENT TRENDS

New Hampshire

New Hampshire experienced a jump in growth during the 1960s and 1970s, increasing the number of residents statewide by 50% through 2000. Since the 1980s, New Hampshire’s rate of growth has slowed. Population estimates show New Hampshire only increasing 33,400 residents by 2020, a small percentage compared to the 80,000 residents gained between 2000 and 2010. Future projected populations continue to show a slower rate of growth, with only an additional 116,200 residents expected between the 2010 and the 2040 projected population. After a percent change of 6.5% between 2000 and 2010, projected values show a percent change of 2.5%, 3.9%, and 2.1% between 2010 and 2020, 2020 and 2030, and 2030 and 2040, respectively.

Merrimack County

Merrimack County’s population trends follow a path similar to the statewide. The County began experiencing smaller increases in percent growth during the 1990s, and only gained 10,200 residents between 2000 and 2010. Projected populations also show a slower rate of growth into 2040, with only 20,300 additional residents between 2010 and the 2040 projected population.

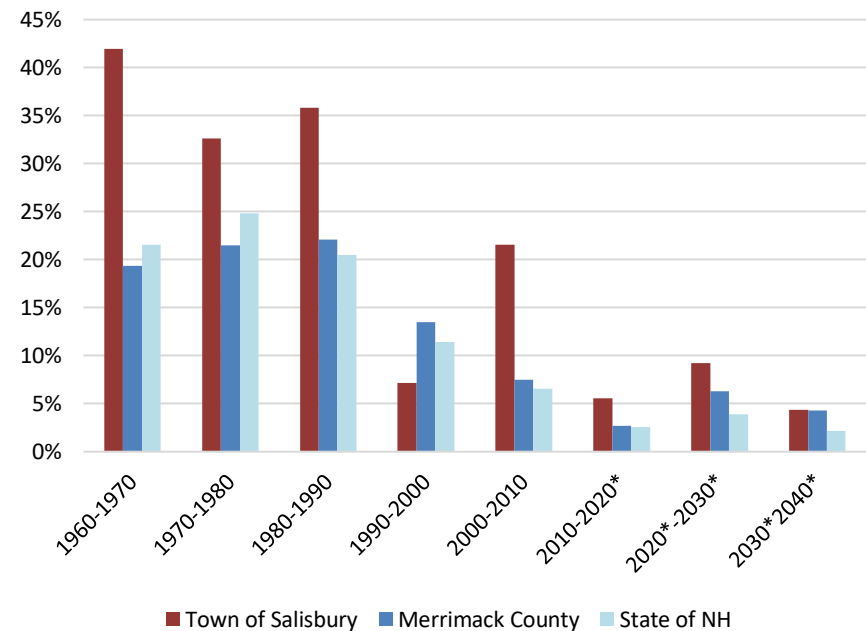
Town of Salisbury

Exceeding county and statewide trends, Salisbury experienced substantial growth from the 1960s through the 1980s due to its initial small population. During the 1990s, Salisbury’s rate of growth dropped significantly, going below both the New Hampshire and Merrimack County average and gaining only 76 residents, a 7.2% increase, through the decade. Population projections show a slowing rate of growth, but Salisbury should still meet or exceed county and state growth expectations through 2040. With a 2010 population of 1,382, Salisbury is projected to gain just over 280 residents between 2010 and 2040, a total percent growth of 20.3%.

Table 1.1: Historic and Projected Population Trends

	Town of Salisbury		Merrimack County		New Hampshire	
	Population	% Change	Population	% Change	Population	% Change
1960	415	-	67,785	-	606,921	-
1970	589	41.9%	80,925	19.4%	737,681	21.5%
1980	781	32.6%	98,302	21.5%	920,610	24.8%
1990	1,061	35.9%	120,005	22.1%	1,109,252	20.5%
2000	1,137	7.2%	136,225	13.5%	1,235,786	11.4%
2010	1,382	21.5%	146,445	7.5%	1,316,470	6.5%
2020*	1,459	54.6%	150,434	2.7%	1,349,908	2.5%
2030*	1,594	9.3%	159,899	6.3%	1,402,878	3.9%
2040*	1,663	4.3%	166,771	4.3%	1,432,730	2.1%

Figure 1.1: Percent Change in Population, 1970-2040*



Source: U.S. Census Bureau

*NH Office of Energy and Planning Population Estimates 2015 and Population Projections, September 2016

DEMOGRAPHIC DETAILS

NATURAL INCREASE

Natural Increase, the difference between births and deaths per year, naturally fluctuates over time. Statewide, natural increase has been declining due to a steady rise in the number of deaths. Salisbury has experienced low natural increases throughout the later part of the last decade. But, despite a natural increase of (-2) in 2015, the number has consistently stayed positive over the last decade.

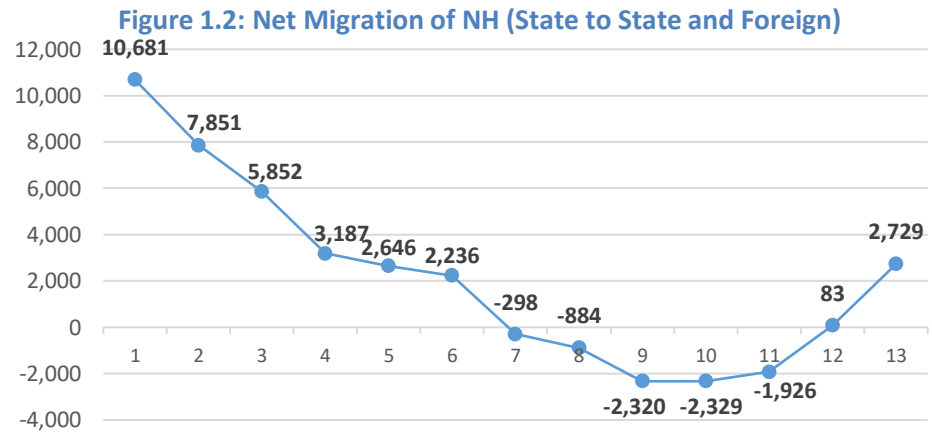
Table 1.2: Births and Deaths in Salisbury, 2005-2015

	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
Births	14	7	16	17	11	8	11	10	13	8	7
Deaths	2	7	9	4	8	6	9	6	8	6	9
Natural Increase	12	0	7	13	3	2	2	4	5	2	-2

Source: Salisbury Annual Reports

MIGRATION

Migration, the difference of people moving in and out of an area, historically accounted for the large increases in statewide population during the 1970s and 1980s. Many moved from Massachusetts, which added to the attainment level of education in the workforce, stimulated the economy, and provided employment opportunities. Recently, migration from Massachusetts has slowed from over 10,000 per year to about 1,500 a year over the past decade.¹ In addition to Massachusetts, new residents also moved into New Hampshire from Florida, Maine, New York, Vermont, and California.

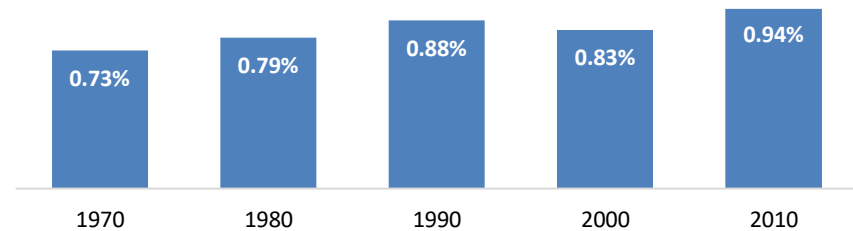


¹ What is New Hampshire? An Overview of issues shaping the Granite State’s Future. Published by the New Hampshire Center for Public Policy Studies, September 2015.

RELATIVE SHARE OF POPULATION (MERRIMACK COUNTY)

Salisbury’s relative share has grown since 1970, with the largest growth occurring from 2000 to 2010. Salisbury’s share of Merrimack County increased every decade, with the exception of the 2000s, in which it dropped to 0.83%.

Figure 1.3: Salisbury’s Relative Share of Population, Merrimack County



Salisbury’s relative share of New Hampshire’s population increased from 1970 through 2010, going from 0.080% to 0.105%. Similar to Salisbury’s share of Merrimack County, the largest increase occurred between 2000 and 2010, as a result of the Town gaining 245 residents.

Source: U.S. Census Bureau and CNHRPC calculations

SALISBURY AND SURROUNDING COMMUNITIES

PAST AND PROJECTED POPULATIONS

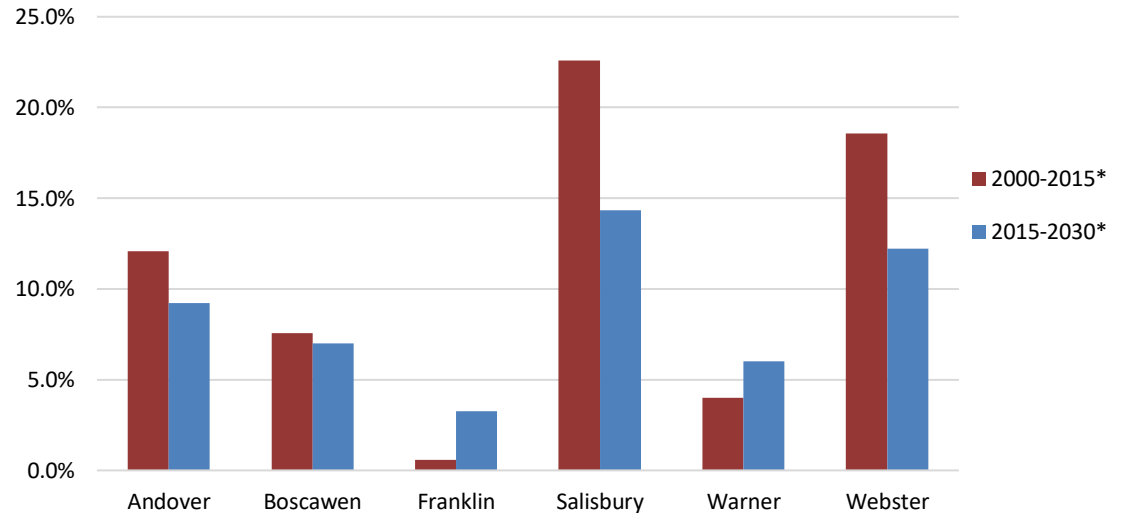
Compared to its neighbors, Salisbury’s overall increase in population from 2000 to 2015 was lower than most with nearly 260 new residents, as shown in Table 1.3. However, this increase was the highest percent change in population of the abutting communities between 2000 and 2015, with 22.6%. Andover had the most similar increase in population of the time period, with just over 250 new residents, but had a lower percentage change of 12.1%. Franklin, which has the largest population of the abutting communities, only experienced a 0.6% growth between 2000 and 2015.

Examining the population projections shown in Table 1.3, Salisbury is expected to gain approximately 200 new residents between 2015 and 2030, which is higher (14.3%) than the abutting communities. In addition to Salisbury, Webster and Andover are expected to experience the largest percent increases in population growth between 2015 and 2030, with 12.2% and 9.2%. Franklin is projected to see the smallest percent increase in population with 3.3%, followed by Warner with 6.0%.

Table 1.3: Past and Projected Populations for Salisbury and Abutting Communities

	2000	2005	2010	2015*	2020*	2025*	2030*
Andover	2,109	2,219	2,371	2,364	2,418	2,494	2,582
Boscawen	3,672	3,848	3,965	3,950	3,998	4,082	4,226
Franklin	8,405	8,686	8,477	8,454	8,408	8,432	8,729
Salisbury	1,137	1,257	1,382	1,394	1,459	1,540	1,594
Warner	2,760	2,953	2,833	2,870	2,892	2,939	3,043
Webster	1,579	1,761	1,872	1,872	1,941	2,030	2,101

Figure 1.4: Percent Change in Population, 2000-2030*



Source: US Census Bureau

*2015 Estimate and Population Projections from the NH Office of Energy and Planning, September 2016

WHAT THE COMMUNITY SURVEY SAID...

“How long have you lived in Salisbury?”

6.7%

Less than 1 year

13.5%

1-5 years

20.2%

6-10 years

32.6%

11-20 years

10.1%

20-30 years

16.9%

Over 30 years

AN AGING POPULATION

New Hampshire’s population is growing older, and Salisbury is no exception. In the past decade, the number of residents forty-five and over has seen a notable increase, compared to the modest changes in the younger population. New Hampshire, along with much of the U.S., experienced a large increase in births due to the baby boom post-World War II. This baby boom now contributes to a larger adult population as Baby Boomers start to reach their fifties and sixties. This large age group is also expected to continue to increase as the over sixty-five population grows with aging baby boomers in the next two decades.

Figure 1.5: New Hampshire’s Population by Age

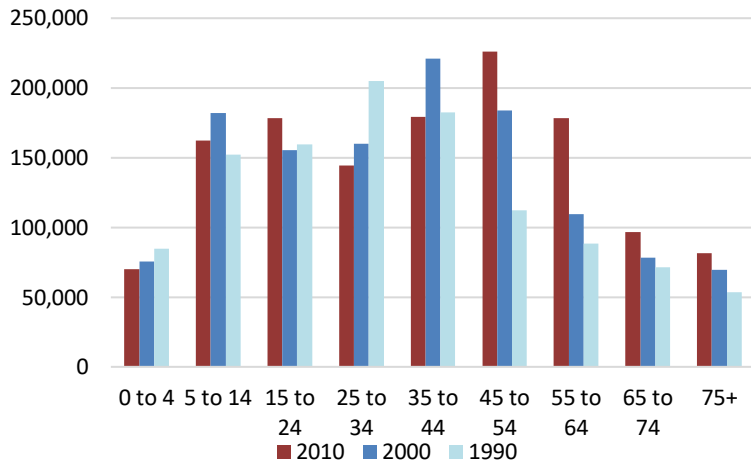
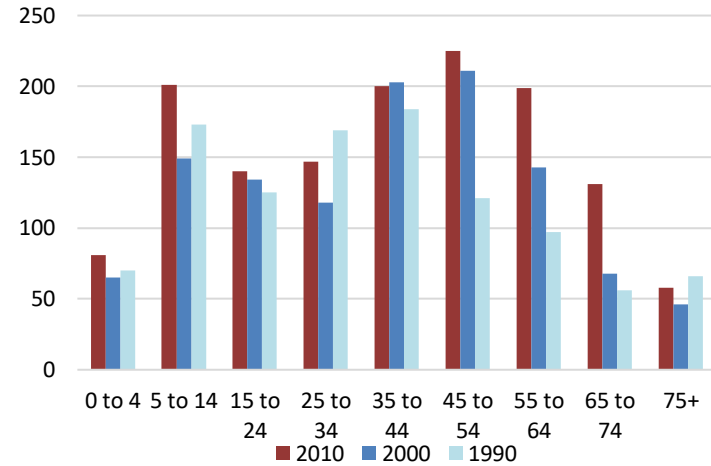


Figure 1.6: Salisbury’s Population by Age



Source: U.S. Census Bureau

CHALLENGES DUE TO CHANGING DEMOGRAPHICS

Day-to-day living for an aging population is becoming more of a concern as many retirees are remaining in rural areas to be close to family or to enjoy the scenic and recreation amenities available in the Central New Hampshire Region. Recreation, housing, and transportation needs change as the population ages. Providing accessible year-round outdoor and indoor recreation opportunities to older residents as they age in place is important, especially as the pattern of retiring to the South fades.² The demand for smaller houses for downsizing families will likely continue to increase as the average household size continues to decrease statewide. Transportation, and the need of public transportation as the population ages could be especially problematic for those who must utilize different sources of transportation for everyday needs.

² New Hampshire Demographic Trends in the Twenty-First Century, written by Kenneth M. Johnson. Published by the Carsey Institute at the University of New Hampshire, 2012.

THE WORKFORCE

One of the advantages of having a strong middle aged population is a strong working population, with many in the peak of their careers and earning potential. This also means a large portion of New Hampshire's workforce will be retiring soon, potentially causing a shortfall of qualified workers available to fill their positions.

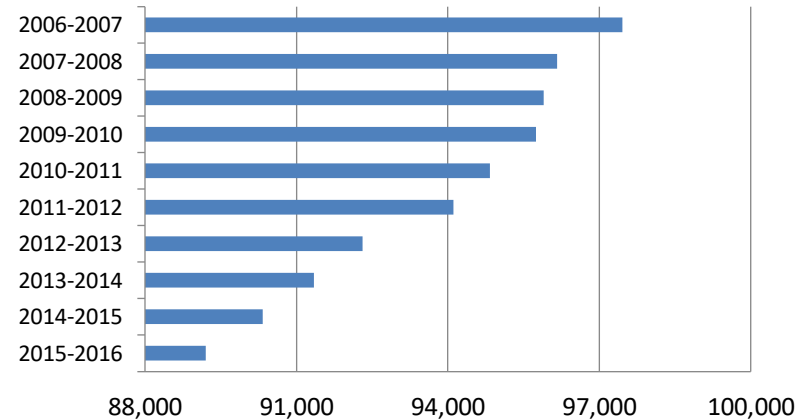
SCHOOL ENROLLMENT

ENROLLMENT TRENDS

In addition to a growing senior population, the trends also show a decrease in elementary school aged children. Statewide, elementary school enrollments have decreased over nine percent since the 2006-2007 school year, with an enrollment decrease of nearly 8,250 students. This trend is expected to continue, especially as the change in population growth slows and the percent of the population over sixty-five increases.

This statewide decrease can be seen in Figure 1.7 to the right.

Figure 1.7: State Elementary School Enrollments



Source: NH Department of Education

SAU #46 SALISBURY ELEMENTARY SCHOOL

Salisbury Elementary School has experienced a decrease in school enrollment, mirroring the statewide trend. Various fluctuations in enrollment have occurred between the 2006 and 2015 school years, of which there were two years of 0.0% percent change and five years of negative percent change. Additionally, of the ten school years shown below, larger decreases in enrollment have been occurring in the past five school years with a total decrease of 16.3% since 2010.

Table 1.4: Salisbury Elementary School Percent Change in Enrollment

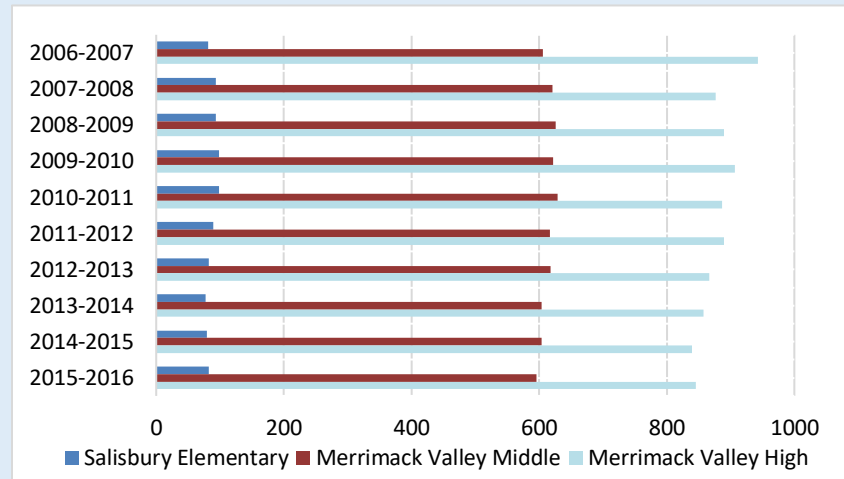
School Year	Percent	School Year	Percent
2006-2007	-2.4%	2011-2012	-9.2%
2007-2008	14.8%	2012-2013	-7.9%
2008-2009	0.0%	2013-2014	-6.1%
2009-2010	5.4%	2014-2015	-2.6%
2010-2011	0.0%	2015-2016	3.8%

Source: NH Department of Education

SAU #46 SCHOOL DISTRICT ENROLLMENT

Merrimack Valley Middle and High Schools, which enroll students from the towns of Andover, Boscawen, Loudon, Salisbury, Webster, and Penacook Village, have also seen highschool enrollment drop by 7% since 2004.

Figure 1.8: Salisbury School District Past Enrollment



Source: NH Department of Education

EDUCATION ATTAINMENT, INCOME, AND POVERTY LEVEL

EDUCATION ATTAINMENT

According to ACS 2011-2015 data, 97.3% of residents in Salisbury have a high school diploma or higher post-secondary education.

Nationally, New Hampshire is well known for having a high percentage of educated residents. Though many New Hampshire natives choose to age in place, a large percent of the state’s education attainment is gained through migrants moving to New Hampshire. In 2010, 36% of state residents with a college degree were migrants from out of state while only 24% were born in New Hampshire.

Table 1.5: Education Attainment for Salisbury and Surrounding Communities

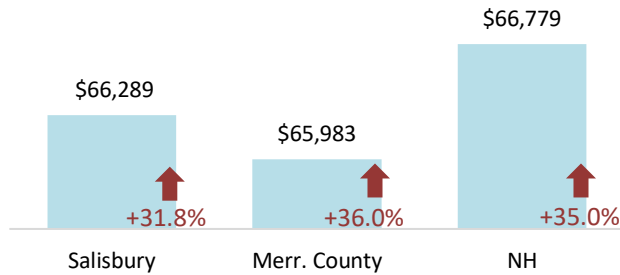
	Population Aged 25+	Less than 9th Grade	9th to 12th (no diploma)	HS Diploma or GED	Some College (no degree)	Associate’s Degree	Bachelor’s Degree	Graduate Degree
Andover	1,841	0.8%	6.1%	36.2%	15.3%	7.4%	21.4%	12.9%
Boscawen	2,901	1.9%	8.0%	44.1%	20.7%	9.4%	11.8%	4.2%
Franklin	5,886	3.3%	9.1%	39.3%	19.7%	10.5%	13.0%	5.1%
Salisbury	1,015	0.4%	2.3%	39.6%	21.7%	10.1%	16.7%	9.3%
Warner	2,037	1.5%	4.5%	23.9%	20.4%	12.0%	26.1%	11.7%
Webster	1,294	1.4%	3.0%	33.9%	20.4%	12.8%	19.9%	8.7%

Source: American Community Survey 2011-2015

MEDIAN HOUSEHOLD INCOME

Nationally, New Hampshire ranks among one of the highest in the nation in regard to the State's median income.³ According to ACS 2011-2015 data, the United States had an estimated median household income of \$53,889, 23.9% less than New Hampshire's median household income of \$66,779. Within the State, trends point towards higher median household income in

Figure 1.9: ACS 11-15 Median Household Income and Percent Change Since 2000



Source: American Community Survey 2011-2015

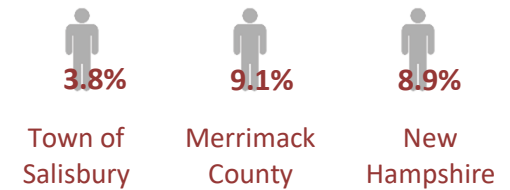
the southern portion of the state, similar to trends of education attainment and poverty. Salisbury had a median household income of \$66,289, which was a 31.8% increase from the median household income reported in 2000. Salisbury's median is slightly higher than Merrimack County, which experienced the third highest median household income in the State.

³Granite State Future The Statewide Snapshot Nashua Regional Planning Commission, June 2015.

POVERTY

Statewide, poverty levels are highest for children, predominantly in the North Country and along the border with Maine. This is most likely caused by lower education and income levels in these areas.

Percent below poverty



Source: American Community Survey 2011-2015

HOUSING

A PLACE TO CALL HOME

Table 1.6: Average Household Size

Average Persons per Household in Salisbury	
2000	3.10
2010	2.78

Source: US Census Bureau

Table 1.7: Persons Per Square Mile

	1970	1980	1990	2000	2010
Andover	28.4	39.6	47.0	52.6	59.0
Boscawen	127.5	138.5	144.6	148.1	159.2
Franklin	264.2	286.3	300.9	304.5	306.0
Salisbury	14.9	19.8	26.9	28.8	34.9
Warner	26.1	35.0	40.8	50.0	51.3
Webster	24.1	38.8	45.0	56.0	66.1

Source: NH Employment Security

Table 1.8: Residential Building Permits

	2012	2013	2014	2015
Andover	0	1	1	2
Boscawen	0	2	6	-1
Franklin	9	10	16	21
Salisbury	2	2	3	4
Warner	8	2	4	5
Webster	-1	0	2	3

Source: NH Office of Energy and Planning

AVERAGE HOUSEHOLD SIZE

The need for housing statewide and throughout Central New Hampshire can be attributed to a modest population growth and decreasing household size. Salisbury's average household size has varied over the past few decades, experiencing an increase in 2000 to 3.10 and then a decrease in 2010 to 2.78.

POPULATION DENSITY

Salisbury's persons per square mile increased 21.2% between 2000 and 2010, which was above the average of the surrounding communities. Andover, which has the most similar acreage of land area to Salisbury, experienced a 12.1% increase between 2000 and 2010; nearly 9.1% less than Salisbury.

BUILDING PERMITS

Current building trends continue to point towards slower construction gains. In a comparison of local communities, Salisbury saw a higher number of residential building permits between 2012 and 2015 at 11, with Franklin issuing the most permits at 56.

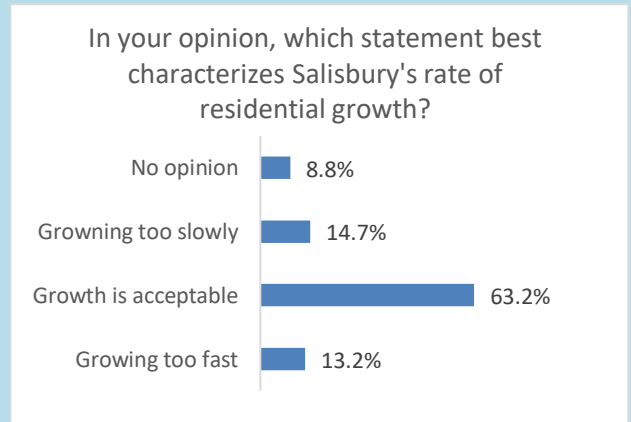
Note: values represent the net change of dwelling units and includes any demolitions that year. Thus, any negative values represent a net loss of dwelling units.

HOUSING NEEDS OF THE AGING POPULATION

Much of the aging population is choosing to age in place, instead of retiring south.⁴ This growing trend is creating a demand for smaller housing units as families downsize and choose to remain in rural and suburban areas. As the number of older adults is predicted to increase over the next two decades, concern of accessibility for the older demographic increases as access to day to day services becomes a challenge. These challenges include mobility issues for needs such as transportation to grocery stores, doctors' offices and recreational resources. Additionally, growing concern for the high cost of living, including housing and taxes in rural and suburban areas, can be challenging for the older population living on a fixed income.

⁴ New Hampshire Demographic Trends in the Twenty-First Century, written by Kenneth M. Johnson. Published by the Carsey Institute at the University of New Hampshire, 2012.

WHAT THE COMMUNITY SURVEY SAID...



EMPLOYMENT

LABOR FORCE

According to New Hampshire’s Economic and Labor Market Information Bureau (ELMI), the percent of civilians in the New Hampshire labor force increased between 2010 and 2015 by 0.4%, an overall increase in the labor force of nearly 2,900 residents. However, the number of civilians in the labor force has not increased consistently every year, as a decrease of nearly 1,300 residents occurred between 2013 and 2014. Similar to statewide trends, Salisbury has seen an increase in the number of civilians in the labor force. Between 2010 and 2015 Salisbury gained 0.4% of its labor force, with fluctuations of increases and decreases over the six years. The Town’s overall number of employed civilians in the labor force also increased, rising 1.7% to over 770 people in 2015.

OCCUPATION AND EMPLOYERS

Within Salisbury, 2011-2015 ACS data indicates that 65.6% are employed, which is higher than the State’s employment rate of 64.3%. Of these residents, the majority (40.2%) work within the management, business, science, and arts fields. Other common occupations include sales and office employment and service with 23.2% and 13.5%, as shown in Table 1.9. It should be noted that the numbers below do not necessarily represent the types of occupations available in the Town of Salisbury, but those occupations of Salisbury residents.

Table 1.9: Occupations of Employed Salisbury Residents

	Number Employed	Percent Employed
Management, business, science, and arts occupations	305	40.2%
Sales and office occupations	176	23.2%
Production, transportation, and material moving occupations	102	13.5%
Service occupations	101	13.3%
Natural resources, construction, and maintenance occupations	74	9.8%
Total employed persons over 16 years of age	758	100.0%

Source: American Community Survey 2011-2015

UNEMPLOYMENT RATE

Compared to its neighbors, Salisbury has a similar unemployment rate in 2015 at 3.0%. Webster, Warner and Andover experienced a lower unemployment rate (2.6%, 2.8%, and 2.9%). Salisbury’s unemployment rate was also consecutively one of the lowest rate between 2010 and 2015, with the highest rate occurring in 2012 at 4.9%. Franklin experienced the highest unemployment rate all years between 2010 and 2015, while most recently having an unemployment rate of 4.0%.

Table 1.10: Unemployment Rates for Salisbury and Abutting Communities

	2010	2011	2012	2013	2014	2015
Andover	5.7%	4.9%	4.8%	4.4%	3.6%	2.9%
Boscawen	6.3%	5.4%	5.4%	5.1%	4.2%	3.6%
Franklin	7.4%	6.5%	6.4%	5.9%	5.0%	4.0%
Salisbury	4.3%	3.9%	4.9%	4.6%	3.6%	3.0%
Warner	5.5%	5.0%	5.3%	4.8%	3.8%	2.8%
Webster	5.1%	4.3%	4.4%	4.0%	3.0%	2.6%

Source: NH Economic and Labor Market Bureau

COMMUTING PATTERNS

Figure 1.10: Job Counts by Distance/Direction in 2014

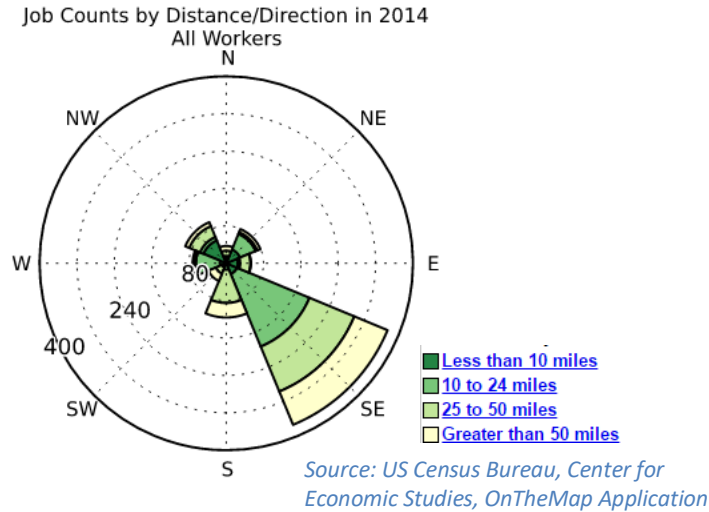
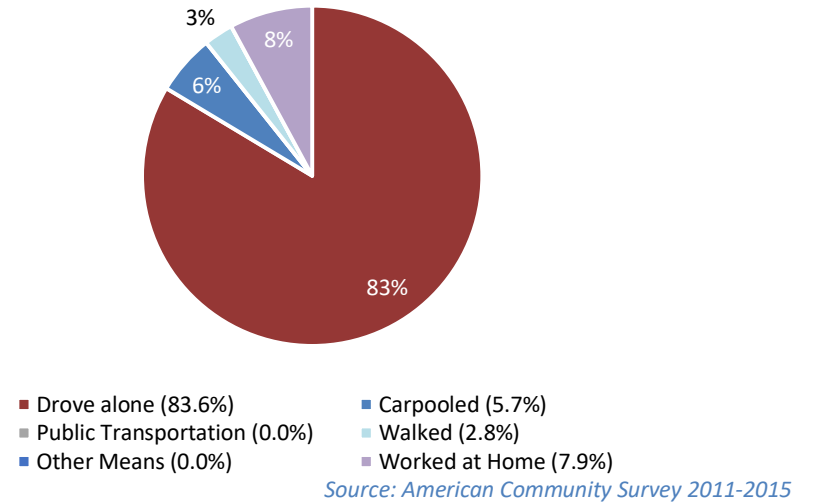


Figure 1.11: Means of Transportation to Work



PLACE OF WORK

As shown in Figure 1.10 above, residents of Salisbury work in various locations across the state. The majority of residents work in Concord and Nashua. Residents of Salisbury had a mean travel time to work of 30.7 minutes according to the ACS 2011-2015 data, which is higher than New Hampshire’s mean travel time of 26.9 minutes.

MEANS OF TRANSPORTATION TO WORK

With a mean travel time of 30.7 minutes, the majority (83.6%) of residents drove alone to work. While some carooled, worked at home, or walked, none used public transportation as an alternative means for their commute. Please refer to the Transportation Chapter for additional information.

COMMUTING PATTERNS OF SALISBURY’S RESIDENTS

According to the US Census Bureau Center for Economic Studies, in 2014 the majority of residents were employed in a community outside of Salisbury, with 856 residents commuting to another community and only 11 residents employed in Salisbury. Additionally, the American Community Survey for 2011-2015 reports only 2.8% of residents work outside of New Hampshire. As presented in the US Census Bureau’s on theMap application, residents commute to Concord (17.4%), Nashua (5.0%), and Manchester (3.2%). Additionally, an estimated 72 non-residents commute into Salisbury for work, with the majority commuting from Franklin (4.8%). Please refer to the Transportation Chapter for additional information.

TOWN TAX RATES

Table 1.11: Salisbury's Tax Rates, 2010-2016

Year	Municipal Rate per \$1000	County Rate per \$1000	Local Education Rate per \$1000	State Education Rate per \$1000	Total Rate per \$1000
2010	\$3.1	\$2.65	\$10.76	\$2.27	\$18.77
2011	\$3.4	\$2.48	\$10.65	\$2.39	\$18.87
2012	\$4.3	\$2.90	\$14.14	\$2.79	\$24.15
2013	\$4.6	\$2.85	\$14.29	\$2.61	\$24.30
2014	\$3.9	\$2.88	\$13.99	\$2.54	\$23.30
2015	\$4.7	\$2.85	\$14.25	\$2.44	\$24.23
2016	\$4.3	\$2.97	\$14.88	\$2.38	\$24.56

Source: NH Department of Revenue Administration

Table 1.12: Equalized Tax Rates of Salisbury and Abutting Communities, 2015

Community	Net Valuation	Tax Rate per \$1000	Full Value Tax Rate per \$1000	Local School Tax Rate	State School Tax Rate
Andover	\$251,496,815	\$19.88	\$20.45	\$10.62	\$2.37
Boscawen	\$233,750,314	\$29.40	\$29.06	\$15.50	\$2.41
Franklin	\$524,340,346	\$25.03	\$23.70	\$6.63	\$2.45
Salisbury	\$126,669,847	\$24.23	\$22.73	\$14.25	\$2.44
Warner	\$280,406,495	\$26.64	\$27.63	\$12.46	\$2.16
Webster	\$208,542,144	\$24.08	\$25.03	\$12.67	\$2.49

Source: NH Department of Revenue Administration

A review of Salisbury's total tax rates between 2010 and 2016 shows that the rate increased from \$18.77 in 2010 to \$24.56 in 2016. In that time span the total rate has increased every year except from 2013 to 2014, where it dropped from \$24.30 to \$23.30. The municipal, county, and local rates have all seen various fluctuations in their values over the past six years, despite generally increasing.

Equalized valuation, or equalization, is an adjustment of the town's local assessed values, either upward or downward, in order to approximate the full value of the Town's property. This process is due to an imbalance caused by varying local assessment levels. That being said, the full value tax rate is the equalized tax rate for a town.

Compared to its surrounding communities, Salisbury had the lowest net valuation in 2015, with a value of \$126,669,847. Salisbury's equalized tax rate of \$24.23 is also lower than most for the abutting communities. Similarly, Salisbury's full value tax rate of \$22.73 is also lower than most, with Andover having the lowest rate at \$20.45.

WHAT DO RESIDENTS THINK?

Results of the Community Survey indicated varied opinions relating to the rate of economic growth occurring in Salisbury. When asked if they would be in favor of a commercial zoning district, 40.5% were in favor, 40.5% were not in favor, and 18.9% had no opinion. Of those who answered that they were in favor, the majority would prefer the district to be located along Route 127 and Route 4. Additionally, approximately 84.4% of survey participants were supportive of maintaining agriculture and forestry as economically viable land uses in Town. Opinions of those in attendance at the visioning session parallel the opinions expressed in the survey, with attendees supportive of appropriate economic development that could offset property taxes but maintain Salisbury's historic character.