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ASSOCIATES

COMMUNITY DEVELOPMENT & COMMUNICATIONS

October 1, 1997

Mr. Glenn English  
Town Manager, Town of Haverhill  
RR 1, Box 23A  
North Haverhill, NH 03774

Dear Glenn,

It is a pleasure to present this proposal for a Tourism Marketing Plan including the framework for a community education campaign. We look forward to discussing our proposed concepts to you, and to developing a plan which is valuable to the entire community of the greater Haverhill area.

### **Our Understanding Of The Issues**

Haverhill has an abundance of natural and cultural resources which would provide a visitor with a fulfilling travel experience. Town residents indicate that visitor traffic already flows through the area as visitors pass between Interstate 91 to the west and the White Mountains to the east. It is the desire of the Haverhill Economic Development Committee (HEDC) to develop a marketing plan which would encourage more traffic to stop within the area. Efforts are underway for developing specific resources in the area, but HEDC would like focused marketing plan which unifies all groups as well as community residents and businesses in a single direction.

### **Objectives**

With this background in mind, we would like to propose the following objectives for HEDC's tourism marketing efforts:

- 1) The identification of geographic marketing partners and of potential for joint promotion to niche markets.
- 2) A community education plan which emphasizes the positive impacts of tourism and addresses the impairment to progress of divisive community issues.



- 3) The identification of barriers to and opportunities for special interest groups to work together.
- 4) An understanding of Haverhill's competitors, what they do well, and some issues they have encountered along the way.
- 5) An implementation plan which focused on long-term goals, short-term goals and the visibility of immediate outcomes in the community.

### **Work Plan**

The work will be divided into 5 phases.

*Phase One* - During this initial phase, we will review a considerable amount of material about the Town, special interest groups within the Town, existing plans for development, and become familiar with all of the historical and cultural resources, civic groups, human resources, real estate, natural resources and recreational opportunities, and other parts of the infrastructure in the community. We will also analyze the context of the community in terms of existing industry markets, traffic patterns, and environment in the larger surrounding area. By the end of this phase, a market analysis and competition assessment will be completed.

*Phase Two* - In phase two, we will conduct a focus group of tourism leaders in surrounding communities to assess current plans for development and discover possible ways of partnering efforts.

*Phase Three* - In phase three, we begin to narrow the focus of the analysis by speaking with key figures in the Haverhill community to identify barriers to and opportunities for working in a more cohesive direction. We will also learn in this phase the priorities of each group so that we can begin to identify common goals.

*Phase Four* - A series of four to five meetings with town residents will be the basis for assessing the current attitude and awareness of the community towards tourism and towards the impacts of tourism. From the information gathered in this stage, the community education campaign can be crafted.

*Phase Five* - The comprehensive marketing plan written in this phase will include:

- implementation strategies and "what do we do first?" recommendations,
- suggestions on the role of existing groups within the community regarding these implementation strategies,



- an outline for community education and unification efforts on the topic of tourism development,
- ideas on ways to benefit from existing promotion going on outside of the immediate Haverhill community,
- methods for collecting data on Haverhill visitors,
- guidelines for evaluating progress over time, and
- a model for future tourism planning and analysis.

We will present an overview of the plan in a two-hour session to HEDC or to a larger group determined by HEDC.

### **Fees & Terms**

Our estimated fees for this proposal are based on time spent, billed at standard hourly rates, plus out-of-pocket expenses. We anticipate the work outlined in this proposal will take seven to ten weeks to complete; we can begin work on this immediately.

We estimate our time charges for the work outlined will run \$9,400 to \$10,400. This is a firm estimate that we will not exceed unless we mutually agree. If the focus or scope of this engagement changes significantly, we will provide a revised estimate for your review and obtain approval before proceeding further.

No out-of-pocket expenses for this project are anticipated.

### **Cancellation Provisions**

None.

### **Thank You**

Thank you, Glenn, for the opportunity to present this proposal to you. Having worked in the tourism industry for many years, I bring considerable experience and enthusiasm to the project. The Haverhill area is rich in many ways and I would enjoy the opportunity to contribute to the Town as well as to bringing the Haverhill experience to visitors of New England. We look forward to discussing in more detail the exciting prospects for this project.

Yours very truly,

Carol S. Kline

Associate

## DEVELOPMENT OF A TOURISM MARKETING PLAN

For the Village of Woodsville and the Town of Haverhill

### INTRODUCTION

Haverhill in general has an abundance of natural, historic and cultural resources which could provide a visitor with a fulfilling travel experience. Vehicular traffic counts in Haverhill and in Woodsville, in particular, indicate that the Woodsville Rt. 302 corridor from Wells River, VT is indeed a major gateway for visitors from South and West to the North Country. To a lesser extent the Rt. 10 corridor from the south and the Rt. 25 corridor from the southeast also serve as other gateways to the area. A marketing plan for local businesses and community and government leaders would focus and unify these groups to position the Town, in general and Woodsville Village, in particular to take advantage of this potential tourism market.

### OBJECTIVES

The plan has the following general objectives:

1. The identification of other communities or Towns who could work with us to promote "niche" markets. Such as recreational trail development, covered bridge attractions, camping, snowmobiling, etc.
2. To raise community awareness about the positive impacts of tourism and the importance of a unified and focused approach by all community leaders and businesses.
3. To work toward the elimination of barriers to cooperative efforts and to promote opportunities for special interest groups to work together.
4. To better understand Haverhill's competitors, what they do well, and how they have resolved problems along the way.
5. To develop an implementation plan which focuses on short-term and long-term goals emphasizing immediate tourism outcomes for the community.

## WORK PLAN

The following work plan would be coordinated by the consultant with the input and participation of governmental and community leaders and most importantly, the business community.

### Phase One: Gathering of information

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The review of existing information about Haverhill in general and Woodsville in particular. This would include existing development plans, historical, cultural and natural resources, recreational opportunities, and more specifically a review of the "Case for Haverhill", the "Haverhill Community Forum", the Woodsville Village Master Plan and the Haverhill Town Master plan. Analysis of the context of the community in terms of existing industry markets, traffic patterns, and environment in the larger surrounding area. By the end of this phase a market analysis and competition assessment will be completed.

### Phase Two: Making contact with other communities

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A series of meetings of tourism leaders in surrounding communities would be held to assess current plans for development to discover opportunities to partner with them.

### Phase Three: Involving Community leadership

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Speaking with key leaders and figures in the greater Haverhill community to establish common goals and priorities.

### Phase Four: Fostering Community Dialogue

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Hold a series of community meetings with Town residents to assess current attitude and awareness of the community towards tourism and its impacts. From information so gathered a general community awareness campaign can be crafted.

### Phase Five: Write the marketing plan

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The Plan itself would have the following elements:

1. Implementation strategies - What do we do first recommendations.
2. Make suggestions on the roles of existing community groups.
3. Develop an outline for community education and unification on tourism development.
4. Focus ideas on ways to benefit from existing promotion going on outside of the immediate Haverhill community.
5. Devise methods of collecting data on Haverhill visitors.
6. Provide guidelines for evaluating progress over time.
7. Develop a model for future tourism planning and analysis.

An overview of the plan will be presented in a two-hour session to HECC or to a larger group determined by HECC.

## HAVERHILL-BATH COVERED BRIDGE – MEETING NOTES, 12.22.97

The following is a list of the comments received during the brainstorming session.

### **Area 1: Open Space/Public Park – site behind Kelley's market**

- Safety fencing/embankment stabilization
- Benches, walkways
- Caboose in park
- Natural amphitheater
- Outdoor rail museum/interpretive ctr.
- Connection for canoeists on Connecticut and Ammonoosuc rivers
- Fishing access @ confluence of rivers

### **Area 2: Woodsville Rail Station**

- Recreational equipment rentals – snowmobile, x-c ski, bicycles
- Parking
- Historic rail aspect focused upon- plaque
- Concentrated effort to purchase old B&M truss rail bridge – Ntl. Register of Historic Places – rail and other buildings
- Old Courthouse – possible alternate location
- Railroad hobby shop
- Model railroad as centerpiece of site – constructed on site by volunteers?
- Video – interviews with railroad engineers living in Woodsville – oral history of rail in Woodsville.

### **Area 3: Covered Bridge/American Legion**

- Swimming access to river for public
- Property across street from American Legion as mem'l site (currently for sale)
- Relocate water tank
- Covered bridge outreach through media advertising after NHDOT project concludes
- Contact *Yankee Magazine* to profile rehab of America's oldest covered bridge.

### **General Comments**

- Rt. 135 South – connections to site
- Overhead walkway/gateway along Central St. – advertisements at entrances to village
- Parking issues exist even within pedestrian context
- Off-street parking (municipal lots)
- Location of John Woods burial site? By Kelley's market? Namesake/founder of Woodsville
- Maintenance of ALL SITES – who- how much \$? – how often?
- Bury overhead utility lines along Central St.
- Beautification (overall) of downtown

- Tap into landscape architecture schools or write an RfP for a design competition to utilize “free” design work
- Coordinate with national historic programs for preservation \$\$\$.
- Utilize NHDOT and NH Cultural Resource personnel for technical assistance on these projects.
- Woodsville literal center of east-west rail trail connection (VT-NH-ME)
- Make sure local/regional newspapers cover/document progress in regular feature articles with photos

**What is your VISION for Woodsville?**

- Hot air balloon site by covered bridge for high visibility
- Main Street Program – Dickens Main Street
- One way, east to west, on the old rail bed from Bath behind the elementary school and Ames connecting into Central Street as a truck route to provide greater safety.

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HAVERHILL NEW HAMPSHIRE

■ *Tourism  
Marketing  
Plan*

*Prepared By:*

GREGORY S. FRANKLIN ASSOCIATES, LLC  
LEBANON, NH

CREATED NOVEMBER 1998  
UPDATED DECEMBER 2000

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HAVERHILL NEW HAMPSHIRE

*Tourism  
Marketing  
Plan*

CREATED NOVEMBER 1998  
UPDATED NOVEMBER 2000

# Table of Contents

SECTION 1: INTRODUCTION /PROJECT OBJECTIVES	3
SECTION 2: TOURISM FACTBASE	
<i>Community Capacity Model</i>	6
<i>Community Assets</i>	
2.0 Basic Demographic Data	8
2.1 Physical Infrastructure	11
2.2 Historical/Cultural Assets	13
2.3 Natural & Recreational Resources	15
2.4 Government	17
2.5 Potential Partners	18
2.6 Location/Proximity	19
2.7 CT River Scenic Byway Program	21
SECTION 3: ANALYSIS & IMPLICATIONS	
3.0 Overall Analysis	25
3.1 Implications	27
SECTION 4: STRATEGIC OBJECTIVES	
4.0 General Considerations	31
4.1 Creating An Identity	33
4.2 Positioning Haverhill	34
4.3 Overall Objectives	39
SECTION 5: STRATEGIES & PROJECTS	
5.0.1 Building the Foundation	41
5.0.2 Foster Business... Be the Catalyst	45
5.0.3 Communicate & Promote	49
SECTION 6: MEASUREMENT/UPDATE	
6.0 Tourism Measurement Strategies	54
6.1 Plan Update Strategies	55

***Section 1***  
***Introduction/  
Project  
Objectives***

## 1. 1. Introduction

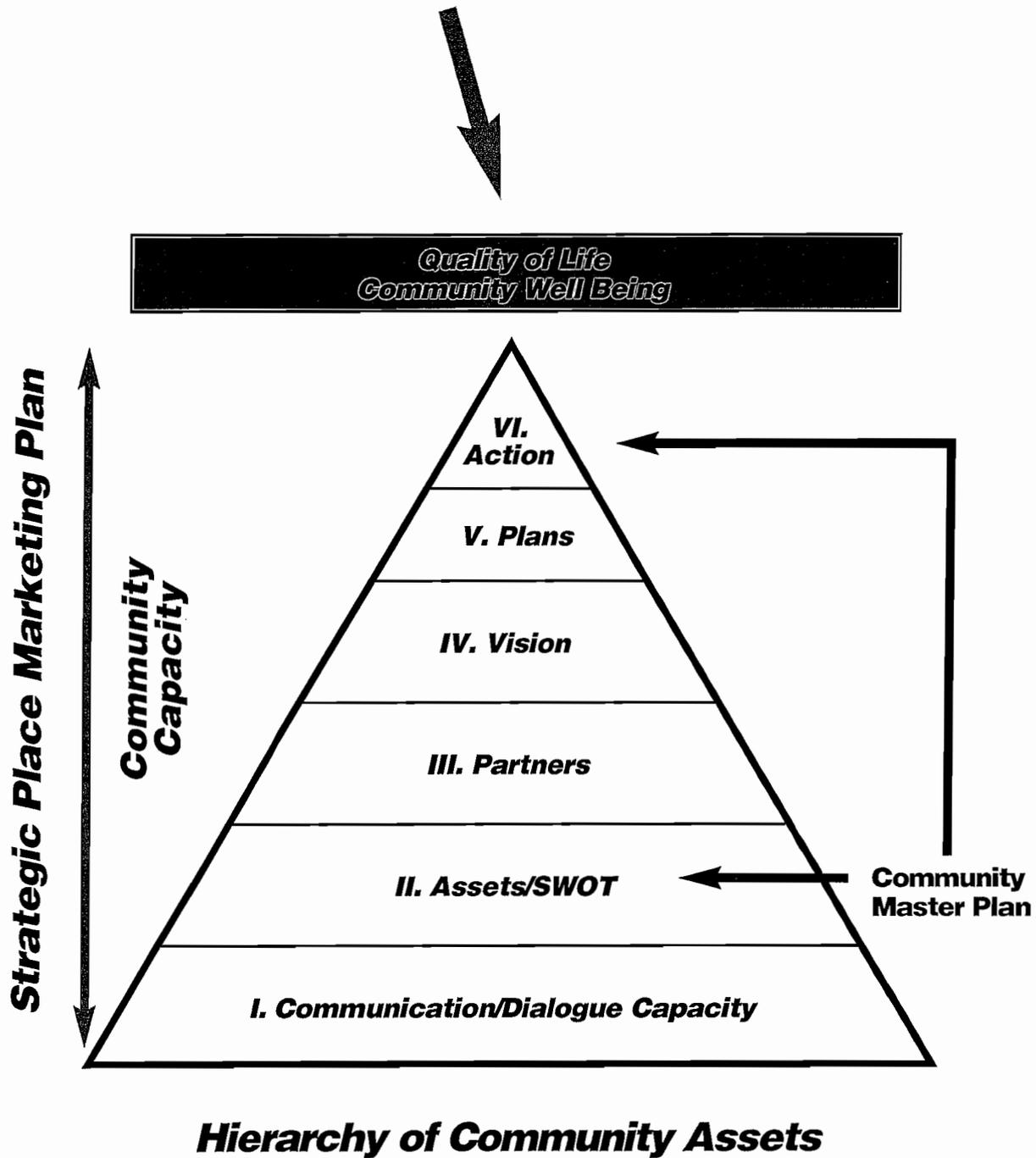
Tourism marketing is truly a “good story...well told.” Haverhill New Hampshire is fortunate in that it has a rich history and an abundance of natural resources that can form the foundation of a “good story.” The challenge now facing the community is in organizing this into “products” that tourists - referred to as “guests” in this plan – will find enjoyable and remarkable. This will take being able to tell this story well, which in the tourism industry means that many in the community will need to understand this story, since so many will be engaged in delivering it. In addition to the specific project objectives outlined below, we believe a long term, some what intangible objective of this effort is that, community wide, opinions and attitudes shift to where residents see tourists as their “guests” and see themselves as the hosts. To the extent this happens, Haverhill will have a very successful tourism development effort in that it will be a highly attractive community that attracts and retains high value tourists on regular basis.

## 1. 2. Specific Project Objectives

- Develop a tourism marketing plan that engages all of Haverhill’s assets in building economic growth for the community:
  - provide a hands-on, practically focused plan;
- Provide a plan that is consistent with the objectives with the Connecticut River Scenic By-ways program, specifically positioning Woodsville and Wells River as A Way Point Community;
- Begin with projects focusing on building Haverhill’s tourism business, with specific emphasis on engaging the community’s business community in this effort;
- Build a cross-community education effort to support this effort;
- Help build leadership.

***Section 2***  
***Tourism***  
***Fact Base***

$$\text{Community Capacity} + \text{Economic Activity} + \text{Livability} = \text{Community Well Being}$$



## Community Assets

- 2.0 BASIC DEMOGRAPHIC DATA
- 2.1 PHYSICAL INFRASTRUCTURE  
*Access - roads, air, telecommunications, etc.*
- 2.2 HISTORICAL/CULTURAL ASSETS  
*Places & Events*
- 2.3 NATURAL & RECREATIONAL RESOURCES  
*Local & regional*
- 2.4 GOVERNMENT  
*Local & regional*
- 2.5 PARTNERS  
*Opportunities*
- 2.6 LOCATION/PROXIMITY  
*Connections*

COMMUNITY ASSETS

2.0 BASIC DEMOGRAPHIC DATA

TABLE 2.0A – HAVERHILL POPULATION

	<u>HAVERHILL</u>	<u>% OF COUNTY</u>	<u>GRAFTON COUNTY</u>
1996	4,203	5%	77,644
1990	4,164	6%	74,929
1980	3,445	5%	65,806
1970	3,090	6%	54,914

TABLE 2.0B – INCOME DATA

	<u>HAVERHILL</u>	<u>NEW HAMPSHIRE</u>
Per Capita Income (1990)	\$12,034	\$15,959
Median Family Income	\$26,269	\$41,628

Average Weekly Wage           **\$351**

TABLE 2.0C – GENDER & AGE OF HAVERHILL RESIDENTS (1990)

Male	49%	2,021
Female	51%	2,143
Total:		4,164
<i>Age (1990)</i>		
5 and under	8%	329
6 to 17	16%	687
18 to 29	16%	661
30 to 59	36%	1515
60 to 69	9%	395
70+	14%	577
<b>Total</b>		<b>4,164</b>

TABLE 2.0D – CURRENT LABOR FORCE - HVERHILL

	(1990)
Total Number of Employers:	125
Total Workers Employed:	1,933
Labor Force Participation Rate:	
Male:	80.4%
Female:	19.6%

TABLE 2.0E – LABOR FORCE EDUCATION LEVEL

	<u>HVERHILL</u>
Less than high school	9.4%
High School and Higher Graduates	76.5%
Bachelor's Degree and Higher	14.1%

TABLE 2.0F – COMMUTING PATTERNS

	(1990)
Mean Travel Time To Work (minutes):	21.31
Percent of Residents Working in Community:	52.4%
Percent of Residents Commuting Elsewhere:	47.6%
Percent of Nonresidents Commuting In:	44.3%

TABLE 2.0G – EMPLOYMENT BY LARGEST EMPLOYERS\*\*

<u>Largest Employers</u>	<u>Product/Service</u>	<u>Employees</u>	<u>Estab.</u>
Butson's Supermarket	Retail grocery store chain	591	
Grafton County Complex	Governmental unit	325	
Woodsville Guaranty Savings Bank	Financial institution	77	1889
Cottage Hospital	Health care	204	
Davidson Industries	Lumber	78	
Upper Valley Press/Transport	Printing/transport	93	1975

TABLE 2.0H – EMPLOYMENT BY OCCUPATIONAL GROUP

	HAVERHILL (1990)
Executive/Administrative Management:	215
Professional Specialty:	216
Technical/Related Support:	30
Sales Workers:	162
Administrative Support/Clerical:	203
Private Household:	18
Protective Service:	48
Services, Other:	335
Farming/Forestry/Fishing:	128
Precision Production/Craft/Repair:	227
Machine Operators/Assemblers:	168
Transportation/Material Moving:	152
Handlers/Helpers/Laborers:	31

COMMUNITY ASSETS

## 2.1 PHYSICAL INFRASTRUCTURE

### 2.1A. Transportation Access

1. **Air Access**

- Dean Memorial Airport - general aviation, one lighted runway (2475 feet), no control tower, limited weather access.
- Lebanon Regional Airport, West Lebanon, NH - scheduled passenger service to New York, Hartford, and Boston, freight express service; control tower; all weather access.
- Concord Municipal Airport - primarily corporate and small general aviation, 2 runways, 4,000 feet and 6,000 feet; no control tower; all weather access.

Manchester Airport - New Hampshire's premier passenger and freight airport; non-stop and direct passenger service by most major U.S. carriers.

Within a two and a half hour drive are two major airports, Logan Airport (Boston, MA) and Bradley (Hartford, CT), for passengers and cargo.

2. **Rail Access**

Freight service is now accessible in Wells River, VT, with the recent rehab of the line from White River Junction to Wells River, and the resumption of limited freight service.

3. **Bus Transportation**

None currently

4. **Major Road and Highway Access**

- Interstate 91 is 3 miles west.
- New Hampshire Routes 10, 25, 116 and 302 run through Haverhill.

### 2.1B. Communication Resources

1. **Newspapers**

- Caledonian Record, Daily
- Courier, Weekly
- Journal Opinion, Weekly
- North Country News Independent, Bi-weekly
- The Union Leader, Daily
- Valley News, Daily

2. **Radio**

Haverhill is served by a variety of radio formats, including the following local stations:

- WYKR, Wells River
- WLTN, Littleton
- WRTR, Littleton
- Haverhill is also covered by Vermont and New Hampshire public radio stations.

3. Local Television
  - WCAX, Burlington
  - WNNE-TV, White River Junction
  - WMTV, Portland
  - Haverhill is also covered by public television stations in NH and VT.
- Cable TV service is served by Charter Communications.
- Telegraph
  - Western Union has an office in Butson's.
- Cellular Access
  - There is cellular access in the Haverhill area.

**2.1C. Retail and Service Businesses**

Over 260 retail and service businesses are located in Haverhill.

**2.1D. Hospitality and Tourism Support Facilities**

1. Local hotels, motels, B&B's
2. Restaurants
3. Service Stations
4. Convenience Stores
5. Laundromat
6. Pharmacies

COMMUNITY ASSETS

2.2 HISTORICAL/CULTURAL ASSETS

2.2A. Key Cultural Assets (by village)

**Woodsville**

Historic Railroad Yards  
Court House  
Opera Block  
Pine Grove Cemetery

Historic Railroad Station  
Covered Bridge/Ammonoosuc River  
Woodsville Free Library  
No Man's Island (Fort Folly)

**North Haverhill**

Town Hall  
Horse Meadow  
John Hazen Homestead  
Old Ferry Site  
Indian Corn Mill

Patton Library  
Horse Meadow Cemetery  
First Court House Monument  
Keyes Mansion  
All Wars Veterans Monument

**Haverhill Corner**

Haverhill Library Association  
Coos Turnpike  
Old Taverns  
Alumni Hall  
Jail  
Ladd Street Cemetery  
Powder House Hill

Haverhill Historical Society  
Haverhill Commons  
Old Country Record Office (Library)  
Academy  
Ladd Street School  
Railroad Station  
Bedell Bridge Site

**Pike**

Pike Store  
Pike Mill & Dam

Pike Library  
Cutting Hill Quarters

**East Haverhill**

Saw Mill Sites  
Lime Kilns

Old Blacksmith Shop

2.2B. Additional Cultural Assets

2.2C. Regional Assets

2.2D. Annual Special Events

	<u>Number of Visitors</u>
<b>JANUARY</b>	
Winter Fest	100-500
<b>JUNE</b>	
Airport Awareness Day & Young Eagles Flying Event	500 - 1000
<b>JULY</b>	
4th of July Parade	15,000 - 20,000
Haverhill Garden Walk	400
Archie Steenburgh Auctions	300 - 400 for each
North Haverhill Fair	22,000
<b>AUGUST</b>	
Woodstock Kennel Club Show	600 - 800
Archie Steenburgh Auctions	300 - 400 for each
<b>SEPTEMBER</b>	
"Labor Day Classic" Softball Tournament	1300
Good Sam R.V. Rally	800 - 1000 (300 - 350 R.V.s)
Snowmobile Grass Strip Drag Races	256 - 300 (est)
Archie Steenburgh Auctions	300 - 400 for each
<b>OCTOBER</b>	
Archie Steenburgh Auctions	300 - 400 for each
Foliage Bus Tours (500 buses stop at the Bath Brick Store)	21,000
Estimated spending in Haverhill economy at \$39 per day per individual	<b>\$2,626,650</b>

COMMUNITY ASSETS

## 2.3 NATURAL & RECREATIONAL RESOURCES

### Parks

Bedell Bridge State Park  
Black Mountain State Forest  
Mountain Lakes Common Lands  
Haverhill Common  
Woodsville Community Field  
North Haverhill Fairgrounds

### Playgrounds

Woodsville Elementary School grounds  
Mountain Lakes District

### Playing Fields

Woodsville Community Field  
Woodsville High School grounds  
VFW Memorial Field  
Haverhill Common  
Mountain Lakes Ski Area  
Woodsville Elementary School grounds  
(HCMS) Haverhill Cooperative Middle School grounds

### Basketball Courts

Woodsville Community Building - indoor  
James R. Morrill Municipal Building - indoor  
Woodsville Community Field - outdoor  
Mountain Lakes District - outdoor  
Woodsville Elementary School - indoor  
Haverhill Cooperative Middle School - indoor

### Tennis Courts

Mountain Lakes District  
Haverhill Corner

### Golf Courses

Blackmount Country Club

### Swimming

Mt. Lake Beach  
Oliverian Brook  
French Pond  
Wood Pond Access  
Woodsville Community Pool

### Hunting

Bedell Bridge Wildlife Management Area (hunting)

### Camp Grounds

Oliverian Campground

**Hiking Areas**

Black Mountain  
Oliverian Campground - bike/horse trails

**Clubs**

Radio Controlled Racing Cars  
Upper Valley Prop Busters (model airplanes)

**Cinemas**

Meadows Drive-In

**Boating Sites**

Connecticut River Boat Launch at Bedell Bridge State Park

Shopping Centers/Malls: 1

YMCA/YWCA: 1

Indoor Skating Rinks: 3 Outdoor

Bowling Centers: 1

**Ski Areas**

Cannon Mountain  
Loon Mountain

Opportunities to: snowmobile, ski, hike, fish, hunt, bike, take in scenic views and vistas, whitewater canoe, bowl, golf, etc.

COMMUNITY ASSETS

## 2.4 GOVERNMENT/RELATED AGENCIES

**HECC** - The Haverhill Economic Coordinating Council plays a central role in bringing economic initiatives such as this plan to Haverhill

**Town** - Haverhill's Town government is flexible and has a can do attitude towards business and industry in the Town. The officials are well-educated and take on a proactive role in developing the community. It has three highly functional commissions – the Airport Commission, Recreation Commission and the Heritage Commission. In addition the Haverhill-Bath Covered Bridge Committee and Haverhill Arts Committee are active.

**Village Districts** - the village districts of the town play a key role in providing municipal services such as fire protection, water, sewer, electric power and ambulance service.

**County** - <sup>NH</sup>Woodsville is the county seat of Grafton County, where the presence of county government has added to the community's historic role as a center for business and government in Northern New Hampshire.

Also, see Partners section of fact base.

COMMUNITY ASSETS

## 2.5 POTENTIAL PARTNERS

Below are some possible partners for future development and promotional efforts. We have listed them to stimulate discussion about them and others.

- Office of Business and Industry Development - Business Visitation Program
- Haverhill Industrial Roundtable
- Institute for NH Studies- Community Visit Program
- Rural Development Council
- Business and Industry Association - Community ED Forum
- Job Training Council
- Office of Economic Initiatives- Community Renaissance Program
- NH Technical Colleges and Institute System
- NH Industrial Research Center
- Main Street
- SBDC/SBA
- Manufacturing trade organizations
- Health trade organizations
- Local banks
- North Country Investment Corporation
- BEDCO
- Public Service of New Hampshire, Inc.
- Nynex
- Town Government
- County Government
- Village District Government
- Office of State Planning - Community Development Block Grant
- NH Business Development Corporation
- Upper Valley region
- Connecticut River Joint Commissions
- any Main Street business
- any Main Street property owner
- community's schools
- State Historic Preservation Office
- New Hampshire Historical Society
- Office of Travel and Tourism Development
- North Country Council
- Upper Valley Regional Planning Commission
- Department of Transportation
- NH Arts Council
- New England Arts Foundation
- NH Charitable Foundation
- Northern New Hampshire Community Foundation
- Local Chambers of Commerce
- civic groups
- NH Parks and Recreation Department
- UNH Cooperative Extension
- Department of Cultural Affairs
- NH Department of Employment Security
- NH Department of Agriculture

COMMUNITY ASSETS

## 2.6 PROXIMITY/LOCATION

### TOURISM FACTS AND FIGURES

- Tourism constitutes a 2.7 billion dollar industry in NH.
- Tourism directly employs over 51,000 people in NH.
- The majority of visitors come in the summer (41%), followed by Fall (25%), Winter (18%) and Spring (16%).
- About 1/3 of visitors to NH stay with friends and relatives or at second homes.
- The average spending per visitor day in Fiscal Year 96 was approximately \$55, a slight increase from FY 1994. Compared to other states, visitors to NH spend a larger share of their money at retail stores.
- Almost 58% of all visitor days during Fiscal Year 96 were during day trips! Those on day trips comprised only 46% of all visitor spending.
- Over forty percent of those staying overnight in NH lodged at a hotel, motel or resort. Less than 5% stayed at a B&B or Inn.
- About 65% of visitors to NH report an annual income of over \$50,000. About 20% report an annual household income of over \$100,000.
- Approximately half of all visitors to NH are from Massachusetts.
- From 26%-50% of visitors list "outdoor activities" as their primary purpose for visiting NH, depending on the season in which they were asked.
- Visitor spending in NH in FY 96 was divided among the regions as follows:
  - Merrimack 36.1%
  - White Mountains 18.4%
  - Seacoast 18.1%
  - Lakes Region 15.8%
  - Dartmouth-Sunapee 6.1%
  - Monadnock 5.6%.
- In visitation, however, most people visited the White Mountains, the Lakes Region, and Merrimack Valley. The Seacoast was fourth most visited during the 1996/97 winter months, while the Dartmouth-Sunapee Region was fourth most visited position during the spring months of 1997, hosting 20% of all visitors.
- The state has just formed a new tourism region called THE NORTH WOODS that borders Haverhill to the north.
- A cross-state tourism effort between NH and VT called the Connecticut River Scenic By-Ways program has recently been established, with Woodsville and Wells River, Vt being a Way-Point community in this effort. Discussion continues on highlighting the Connecticut River Valley as another tourism area.

TRAFFIC COUNTS ON MAJOR TRAVEL CORRIDORS IN THE WHITE MOUNTAINS

Routes 302 & 16 in Conway (1997)	20,970
Interstate 93 at Exit 42 (Littleton to Lisbon, 1997)	11,000
Route 302 in downtown Woodsville(1998)	9,900
Routes 5 & 302 on NH-VT state lines (1996)	7,400
Route 10 (North of the County Farm) (1997)	5,300
Route 112 in Lincoln (east of Loon Mountain) (1997)	5,000
Route 302, east of Interstate 93 off Exit 40 (1997)	5,000
Interstate 91, between Exits 16 & 17 (1996)	4,400

Average daily traffic count for three Haverhill corridors  
(Routes 10, 25 & 302) 7,533

The Math...

Vehicles per day	7,533
less 6% for commercial vehicles	7,081
less 15% for margin of error (VT allows 10%, NH 20%)	6,019

6,019 vehicles per day x 365 days      2,196,886 vehicles per year.

For each percentage of this traffic which Haverhill can attract the local economy would benefit as follows:

1%	\$4.8 million
2%	\$9.6 million
3%	\$14.4 million

COMMUNITY ASSETS

## 2.7 CONNECTICUT RIVER SCENIC BYWAYS PROGRAM

### Introduction

The Connecticut River Scenic Byway program has become the overall tourism promotional plan for the Connecticut River Valley between New Hampshire and Vermont. This project has recently completed its foundational plan that has inventoried the natural, built and cultural resources in this two state area. Overall, its stated goals are to:

- Balance the promotion, preservation, enjoyment and stewardship of the Connecticut River Valley;
- Link the people, organizations, communities and state/federal agencies in the development of the Connecticut River Scenic Byway as a tourism asset;
- Secure the resources needed to implement the Connecticut River Scenic Byway Plan.

### Connecting this plan to Haverhill's...

This plan provides an overarching framework within which this specific tourism development plan for Haverhill should be implemented. As such, it provides an opportunity to leverage all of the recommendations contained in this plan. This is specifically true in the development of the overall regional identity for the Haverhill area, and maximizing the impact/benefit of Woodsville and Wells River being designated as a Way Point Community. Wherever appropriate, we have connected our tactical recommendations to the Scenic Byways effort to maximize this opportunity.

# ***Section 3***

# ***Analysis & Implications***

## Strategic Analysis

### 3.0 OVERALL COMMUNITY SWOT ANALYSIS

### 3.1 IMPLICATIONS OF A HIGH DEGREE OF TOURISM DEVELOPMENT

STRATEGIC ANALYSIS

### 3.0 OVERALL SWOT ANALYSIS

**Strengths** (good substance)

- The "historic center..." of an identifiable region;
- Physically a very attractive community, with a variety of architecture, farm land and natural vistas;
- Offers visitors a diverse range of experiences (it's all here);
- In a great location at the junction of heavily traveled routes (302, 10, I-91);
- Good proximity to all major metro markets in the northeast USA and North America;
- Has many marketable assets - historic, cultural, natural;
- Recognizes the need to organize and plan – has interested leadership;
- Very accessible through a range of different transportation modes (road, air, possibly rail).

**Weaknesses** (mostly in form)

- Un-organized "products" that consumers can see and experience;
  - no common packaging, identity;
  - no coordination/cross selling of multiple products (events to passive tours, etc.);
- No commonly expressed "sense of place" (cornerstone);
- No idea of customers;
- No organized promotion of the community or region exists;
- No organized product delivery;
- No full time, experienced management available to manage/oversee this process.

## Opportunities

- To create/define a future without dilution or abrogation of Town's past. (There is still local control over Town's fate and direction);
- There is time to plan and build support for a consistent community image;
- To package/promote the community's natural resources;
- Wide range of assets enable them to be "bundled" into multiple unique, marketable experiences;
- The development of formal and strategic alliances with key partners to enhance community success;
- **LOCALLY** - geography within the town focuses travel, creating multiple communities or "hubs" around which to build activities;
  - no organized competitors – just opportunities to partner;
  - a group of communities that have long term relationships that could form the base for a wider regional identity;
  - Multi-accessible - road, rail, air;
- **REGIONALLY** - Location, Location, Location
  - Proximity/central location to many key markets:  
(Montreal, Quebec, Boston, Hartford/So. CT, NYC)
  - History (key product) is still intact;
  - "Gateway status" - tourist market is already here - just needs a reason to stop;
  - Marketing methods already in place/experienced events/tourism
- **REGIONALLY** - the recent establishment of the Connecticut River Scenic Byway program offers a regional marketing umbrella (with national connections) that will allow Haverhill to leverage its investment in this plan;
- **NATIONALLY** - growth in experiential tourism (agri-tourism, cultural tourism, industrial tourism, heritage tourism, eco-tourism, etc.)
  - growth in disposable income...
  - decline in disposable time

**Threats (mostly internal):**

- Inadvertent loss of historically significant assets (railroad);
- Nothing to stop existing market from passing through;
- Dominance of regional attractions (also opportunity);
- Decline in agriculture;
- Lack of organization/community consensus;
- Lack of understanding:
  - image is as tangible and significant as physical assets & must be as consciously managed.

STRATEGIC ANALYSIS

### 3.1 IMPLICATIONS OF A HIGH DEGREE OF TOURISM DEVELOPMENT:

- Working in conjunction with Piermont NH, Bradford and Newbury VT, the Town creates a tourism development task force to identify and recommend potential experience-based "products/services" based on existing community assets;
  - identify "missing assets" needed to make the community more attractive to guests;
  - develop and recommend a "positioning" theme that reflects and differentiates the Haverhill experience from other communities;
  - create a specific tourism development plan that maximizes the community's opportunities;
- Town to consider developing zoning ordinances to encourage the growth of tourism-based businesses;
- Town actively seeks businesses/partners to develop missing pieces of its tourism infrastructure;
- Town develops a revolving development loan fund to help create tourism-based businesses and jobs;
- Town develops and maintains an active partnership with all state agencies with resources NH DRED: Division of Economic Development(Stuart Arnett), Office of Tourism Development (Lauri Klepos); NH Department of Cultural Affairs (Van McLeod); Office of State Planning (Jeff Taylor, Carol Barleon); and the Department or Agriculture/Marketing Division (Gail McWilliam);
- Town further strengthens its participation and leadership role the Connecticut River Scenic Byway program;
- Town takes active role in developing and maintaining relationships with key partners such as the DNE, other destinations, regional and national travel organizations, etc.;
- Town reviews and updates its master plan to support tourism development;
- Town continues public education campaign;

- Town considers the creation and funding of staff position/organization and operating budget for all necessary development activities;
- Continued investment in long-term road development and traffic flow management;
- Formal packaging and promotion of community resources to local, regional and national tourism markets;
- Encouragement/financing of needed businesses necessary to provide missing services to guests;
- Community education/unification efforts--perhaps partnering with a hospitality training organization or educational institution to insure a high level of "guest service", which would include some form of community-wide awareness raising as to the impact of overall community hospitality;
- The need for a specific time-phased plan to manage/direct tourism development;
- Investment in/commitment to on-going data collection and market research;
- Attempted coordination among all existing civic, cultural, educational, recreational, and municipal organizations/ facilities/ programs/ leaders;
- Town becomes the leader/initiator in building state-wide and regional partnerships.

***Section 4***  
***Strategic***  
***Objectives***

# Strategic Objectives

- 4.0 GENERAL CONSIDERATIONS
  
- 4.1 CREATING AN IDENTITY  
REGIONAL ISSUES...REGIONAL PARTNERS
  
- 4.2 POSITIONING HAVERHILL
  
- 4.3 OVERALL OBJECTIVES

## 4.0 GENERAL CONSIDERATIONS

Implementing the provisions of this plan will take more than just developing "tourism products" and attracting guests – it will require the endorsement and support of the Haverhill community – both the various business sectors who will be the primary points of contact with Haverhill's guests as well community residents. Unlike other forms of economic development that revolve around attracting and retaining business, tourism is a people business that involves everyone. Therefore, it requires a greater level of community understanding and involvement as in many respects each community member is a "host" to your guests. Other considerations in developing the recommendations included in this plan are:

**1. Beginning at the beginning.**

This plan is designed to provide an initial set of recommendations required to build a long term tourism development effort. The specific strategies and projects contained in Section 5 are presented as those necessary to get the effort started over the next 1 - 3 years. We have also based our recommendations on the premise that there is a significant market already passing through Haverhill and the region that is under-served with "products," and therefore the most effective cost/benefit strategy for Haverhill is to focus on expanding its activities to meet the needs of these guests before investing resources in attracting additional visitors.

**2. Local promotion first.**

As discussed throughout this project, the most important audience for this plan is Haverhill residents. They deliver the experiences that will attract and retain guests. In addition, tourism development does not operate just within the confines of a communities boundaries – it requires relationships and involvement with other "partner" communities that comprise the "gateways" to Haverhill. Their understanding and potential involvement in the strategies outlined here will enhance the effectiveness of your efforts. In the same manner, residents in Piermont, NH, Newbury and Bradford, VT comprise another important local target audience.

**3. Create & Sustain Program Credibility**

The critical issue that will determine the success or failure of this program is credibility - not just of these recommendations, but of HECC and the town. The critical strategy for all that follows is that progress must be made - the first few steps must be visible, accomplished smoothly and successfully.

**4. Constant Community Communication & Promotion.**

As noted above, the most important constituency in this process are Haverhill residents. For long term success, this program will need to be constantly promoted to the community in order to maintain a base of support. This will be true even after achieving initial goals.

**4. Staffing**

While the volunteerism that has characterized Haverhill's activities to date is noteworthy, this same process will not provide for long term implementation of this plan. With few true volunteers and many worthy activities needing help, volunteers easily become burnt out. For Haverhill to fully benefit from these recommendations, it will have to invest in a full time "marketing manager." In addition to insuring all approved strategies become implemented, this position will also provide the "work balance" needed to effectively engage volunteers.

## 4.1 CREATING AN IDENTITY

### The Region

The greater Haverhill area historically has been both a commercial, social and geographic center in northern New Hampshire and Vermont. At the confluence of three rivers, the junction of two former railroads, and now the intersection of major north-south/east-west highways, it has also served as a gateway to and from to Northeast Kingdom of Vermont, as well as to White Mountains and the newly defined GREAT NORTH WOODS OF NEW HAMPSHIRE. Analysis of current traffic patterns further reinforces this historical regional characteristic.

While Haverhill is at the center of this area, it does not stand alone – Bradford and Newbury, VT and Piermont and Bath NH are communities that control the routes of access to and from Haverhill as well as the larger regions noted above, and in many cases frame the image people will take away of Haverhill. Historically, these towns represent traditional business partners, with close business, trade, travel, education, and social ties. While the Connecticut River creates a state boundary, it has also served to unify business and other ties between adjoining New Hampshire and Vermont communities, particularly between Haverhill (Woodsville) and (Newbury) (Wells River)

### *The Connecticut River Valley...A Region Unto Itself*

Historically, the Connecticut River has been the transportation corridor that has defined a region common to both the New Hampshire and Vermont. Indeed, this regional focus has been so strong that it has dominated not only the economic and travel patterns of the region, it has dominated the region's "sense of place" to the extent that communities on both sides of the river have, in many cases, created stronger ties cross-river among themselves than with other places in their respective states. Today this natural and historic identity is being captured and leveraged through the Connecticut River Scenic By-ways initiative, where both Wells River and Woodsville are being recognized and marketed as a Way Point Community. This effort offers Haverhill not only a marketing foundation on which to build its efforts, but also a marketing partner that will naturally leverage Haverhill's marketing activities as outlined in this plan.

**Creating a marketable identity for Haverhill...a regional effort.**

Unlike many other economic development activities, building a successful tourism effort requires the marketing of a place – identifying those unique characteristics of a place that can be molded into and communicated succinctly to target markets. Creating a distinct, singular, memorable identity for a community such as Haverhill is very difficult – and not very effective – if the region within which it exists is not included. The traditional connections that join these communities together – both geographic, social and business – make it impossible to create such an identity specifically for Haverhill. For it to be recalled and seen as a place to go, it must take its identity from the region in which it exists.

The most prominent and common feature in this region are its rivers – both the Connecticut River, and the other rivers that flow together at the Woodsville/Wells River confluence (Ammonoosuc & Wells Rivers). These have shaped not only the river valleys, meadows and hills that form the geography of the region, they have shaped local and regional transportation patterns, the types of industry that historically and to this day form the economy of this region, and cross community connections that connect these communities. While this pattern is seen along other areas of the Connecticut River, most notably in West Lebanon NH/White River Junction and the Claremont NH/Windsor-Springfield area, no place north of Haverhill/Wells River does this pattern exist to the same degree.

Another major factor is the fundamental “gateway” position of the this region - both states - to THE WHITE MOUNTAINS in New Hampshire, and the NORTHEAST KINGDOM in Vermont. This is another attribute that needs to be considered in developing an accurate and marketable identity.

After careful consideration of all the characteristic on which to create a marketable identify for Haverhill, we are recommending that a broader, regional identity that encompasses the four communities of Haverhill, Piermont, Bradford and Newbury be created and initiated by Haverhill through this tourism development plan. This identity should be developed and marketed not only on its own native strengths, but also within the framework of the Connecticut River Scenic Byway program.

### Potential Names

Given the importance of this issue, we are recommending the selection of a final name be the first project in the implementation of this plan. This facilitated process will enable the needed level of community input and discussion to generate consensus on the most descriptive and marketable name. Below are several possibilities created from the research and community input that went into this plan:

THE GREAT NORTH RIVER KINGDOM

THE COHASE TERRITORY

THE LOWER COHASE PLAIN

THE LOWER COHASE RIVER VALLEY

THE GREAT RIVER GATEWAY

THE COHASE VALLEY GATEWAY

### *Rationale*

- These recommendations intentionally builds on the existing/established identities of the regions that Haverhill acts as a gateway to:
  - the Northeast Kingdom of VT;
  - the White Mountains of NH.These regions have active promotions and existing equity that add strength to this start-up tourism marketing effort while establishing a natural framework for complimenting/cooperative marketing activities;
- With the exception of Cohase, these are very easily understood “visual” identities by all potential target tourism markets – the words immediately conjure up visual images of northern rivers, forests, log drives, vistas, meadows, farming – images that portray Haverhill’s key tourism products and naturally create strong recall;
- They capture and express the river heritage of the four communities while communicating a sense of significance and stature;
- They create a practical regional “umbrella” identity that allows for each community to still promote its own efforts and activities while gaining marketing synergy and stature from a larger identity;

- By initiating this broader, more regional identity through its own tourism marketing efforts, they provide Haverhill with the leadership opportunity to implement the identity of the area that will bring tourist into its community centers;
- They create a compelling description of Haverhill and adjoining towns that enhances Haverhill's unique status of being a way-point community on two Scenic Byway routes;
- They build off of the Connecticut Rivers recent designation as a national historic river, capturing and enhancing Haverhill's historic position as a northern business and transportation center on this national landmark;
- They create a logical and natural opportunity for all four communities to create and promote larger events that will attract and retain larger segments of both New Hampshire and Vermont's significant tourist markets;
- They provide an arresting, common identity that gives existing tourists – those already passing through this region (and those who will come because of marketing this new identity) – a significant reason for stopping in this area, in addition to passing through on the way to and from more established regions in both New Hampshire and Vermont.

**NOTE:**

When considering these options, it is important to remember that the final identity will always exist with in the context of New Hampshire and Vermont – just as the White Mountains or Northeast Kingdom regions exist within the greater identity of their states. This means the selected identity will not have to define itself and compete nationally, but rather must differentiate itself from other regions in New Hampshire and Vermont in a manner that does not compete with these other regions, but complements and adds further interest and uniqueness to the regions that border on the Haverhill, Piermont, Bradford and Newbury area.

## 4.2 POSITIONING HAVERHILL

### Introduction

Providing the leadership in developing and implementing the regional identity recommended above also provides Haverhill with the opportunity to position itself within this region to maximize its historic position in the region. Carefully interpreting and presenting aspects of the Haverhill community through its history, homes, businesses and natural resources will enable Haverhill to effectively differentiate and position itself, both on a local and regional basis.

### Our Recommendation:

We recommend Haverhill position itself as a **historic business and recreational center of the region**.

- Create and deliver experiences based on the abundant natural, historic and business resources of the community and surrounding region;
- Grow and attract businesses and events that focus on:
  - Sightseeing;
  - Agri-tourism;
  - Eco-tourism;
  - Event tourism;
  - Historic/cultural tourism, heritage tourism;
  - Business tourism;
  - Outdoor activities (hiking, mountain biking, snowmobiling, river floats, fishing, hunting);
- Deliver/celebrate these in a “hands-on” experiential manner:
  - Self-directed Experiences (active or passive):
    - Open to all interests at all times (drives, hikes, walks, tours, floating, shopping, museums, vista viewing, snowmobiling);
  - Planned Events (active or passive):
    - Focused on specific interests at specific times (fairs, RV meets, seasonal events, group tours, sporting events, historical events);

- Guide and direct the building of an integrated “balance” of businesses based on “hands-on” activities that offer something for all levels of interest:
  - **Sales** (wholesale, retail, direct mail);
  - **Education** (observing to participating, seminars to schools, sports camps to crafts);
  - **Events** (exhibits to workshops, amateur to professional, seasonal to year-round, etc.);
  - **Tours** (walking, biking, hiking, car, skiing, snowmobiling);
  - **Activities for all interests** (passive to active);
  - **Hospitality** (Big Mac’s to country dining, hostels to hotels);
  - **Manufacturing** (products & services that benefit from and bring forward the characteristics of the community).

An integrated series of related experiential products that offer active families/guest more reasons to stay, experience, and return.

*Rationale:*

- It creates products for an existing market that is currently passing by;
- It ties into/builds on major social/demographic trends:
  - recreational education;
  - discretionary time and dollars;
- It maximizes Haverhill’s principle assets:
  - access to under-developed natural and recreational assets;
  - abundance of cultural/historical assets;
  - manufacturing heritage;
- Fits community’s hands-on heritage;
- Is small business/entrepreneurial in focus (doable);
- Creates a niche that does not compete with neighbors/region - rather it compliments them;
- Capitalizes on gateway nature of transportation system;
- Maximizes a key asset – Location Location Location:
  - access & proximity to major markets;
  - cross-roads location (I-91/Rts 302 & 10);

## 4.3 OVERALL OBJECTIVES

With this positioning discussion setting the framework for all future actions, here are the overall objectives for this plan:

### 4.3.1 Lead the development of the region's identity;

- Further define and select the name that best captures and communicates the essence of the region;
- Create and sustain contacts that enable this regional identity to be discussed/considered;
- Build partnerships with other communities and regional marketing entities and initiatives that enable this identity to grow and develop.

### 4.3.2 Create and sustain community consensus for the concepts and objectives outlined in this plan:

- Provide the leadership and systems needed to create community support for this plan;
- Lead the community in understanding and interpreting its natural resources, history, and activities into effective tourism products
- Protect & enhance unique natural, cultural, historic assets of the community.

### 4.3.3 Develop new products

- Develop Haverhill's cultural/historical assets into "experiential" products and connect with recreational activities;
- Develop Woodsville's "downtown access" to natural resources into recreational products and connect to cultural/historical products;
- Capitalize on growing number of events currently happening with Haverhill and the region and tie them into other passive tourism activities;
- Build on transportation, agriculture and business heritage and broaden into diverse small business manufacturing & service base tied to arts and outdoor recreation.

### 4.3.4. Constantly promote & position Haverhill and the region to all key audiences:

- Image now becomes as important as "bricks & mortar;"
- The role of HECC and/or Town needs to shift to one of being the promoter & marketer;
- Promotion will need to be both internal and external.

***Section 5***  
***Strategies & Projects***

## 5.0 OVERALL STRATEGIES

### 5.0.1 Build the foundation

- Define and select an overall identity that captures and communicates the essence of the region;
- Build internal capacity to direct/manage this (leadership);
- Build needed internal & external partnerships (capacity);
- Create & sustain consensus (vision);
- Initiate, promote, recruit, sustain key internal relationships;
- Develop a regional business promotion organization such as a chamber of commerce.

### 5.0.2 Foster Business... be the catalyst

- Create knowledge;
- Illustrate opportunity;
- Provide capital (intellectual & financial);
- Monitor/manage results.

### 5.0.3 Communicate & promote

- lead the charge;
- tell the story when no one else will.

### 5.0.4 Plan the work...work the plan

- Patience, persistence, perspiration.

The order of the overall strategies and project presented in this section reflect our recommendations as the order/priority Haverhill should follow in implementing this plan.

## 5.1 RECOMMENDED PROJECTS

### Strategy 5.0.1 – Build the foundation

- Build internal capacity to direct/manage this (leadership);
- Build needed internal & external partnerships (capacity);
- Create & sustain consensus (vision).

**Project 1:** Revitalize HECC by working in conjunction with all Lower Cohase Communities in establishing a series of work committees to focus on implementing different portions of this plan:

- Developing a regional identity
- Product & business development
- Promotion & communication
- Partnerships & Resources

*Objective:* Provide framework within which to re-engage community leaders and community interest as well as to segment and conduct work.

*Rationale:* This finished plan provides a vision that now can be used to excite and engage community members in its implementation. Committees provide a way to engage both HECC Board members and community members in implementing this plan

*Work Steps:*

1. Identify/appoint a chair for each committee noted above;
2. Define a mission and first 6 month objectives for each committee;
3. Identify & build relationships with key community partners & engage them on appropriate committees:
  - Legislative delegation
  - Major manufacturers/businesses
  - Major civic organizations
  - Major cultural organizations
  - Major recreational organizations
4. Hold facilitated work planning sessions with each committee to develop integrated work plans.

*Responsibility:* HECC Board, professional manager, committee chairs.

**Project 2: Build a regional identity for Haverhill with the adjoining communities of Piermont NH, Bradford and Newbury VT.**

*Objective:* Identify desire to build regional identity, share resources and build working relationships. Introduce the basic objectives of this plan and identify ways to work cooperatively, share resources, technical assistance, etc.

*Rationale:* Will enable Haverhill to effectively leverage its resources and efforts by leading the development of a larger, more marketable identity.

*Work Steps:*

1. Identify/contact key leaders in these communities and discuss the benefits and potential for developing this regional identity;
2. Identify level of interest, similar tourism marketing efforts and other resources available necessary to launch this effort;
3. Develop a working agreement to participate in this regional identity, create working partnerships, and to share tourism development information;
4. Define a work plan to build this identity among these communities.

*Responsibility:* HECC Board, professional manager, Lower Cohase Committees.

**Project 3: Identify & build relationships with other key external partners.**

*Objective:* Identify potential resources and build working relationships.

*Rationale:* Will enable Haverhill to effectively leverage its resources and efforts by working in concert with others wherever possible. Partners are not competitors, they offer access to people, information, expertise, programs, experience, financial assistance, management assistance, media access, etc.

*Work Steps:*

1. Identify/contact key state & regional agencies and organizations.
  - State Departments of Agriculture, Resources & Economic Development, (OTTD), Cultural Affairs;
  - Manchester Airport;
  - Lebanon Airport;
  - Pease Tradeport/Port Authority;
  - Discover New England;
  - NH Business & Industry Association;
  - NH Travel Council;
  - NH Lodging & Restaurant Association;
  - Other allied travel/tourism associations and regions such as the WHITE MOUNTAINS ATTRACTIONS;
  - SBDC/SBA;
  - Local businesses that will benefit from this tourism development plan.

*Responsibility:* HECC Board, Lower Cohase Committees.

**Project 4. Retain/hire some form of professional management for this plan/effort.**

*Objective:* Provide constant, consistent management for this tourism marketing effort.

*Rationale:* This effort will not succeed with just volunteer effort.

*Work Steps:*

1. Identify what capacity HECC has to fulfill this need;
2. Develop a job description for this position and secure initial economic development support to fund all or part of this cost of this position.  
Possible funding sources:
  - Creative CDBG use;
  - NH Charitable Foundation/Upper Valley Community Foundation economic development grant;
  - other economic development funds to be identified.
3. Investigate a "loaned executive" for this position, working with one of the major corporations in area;
4. Build a cooperative effort with the other communities in the region to develop funding for a shared position.

*Responsibility:* HECC Board, Lower Cohase Committees.

### 5.0.2 Foster Business... be the catalyst

- Create knowledge
- Identify/Illustrate opportunity
- Provide capital (intellectual & financial)
- Monitor/manage results

**Project 1: Develop an visual identity for the selected regional identity.**

This project will develop the overall graphic image of the region that would then be utilized by all communities in promoting the region on signage, printed materials, web sites, etc. This project must conducted with a full knowledge of the visual identity being created and promoted for the Connecticut River Scenic By-ways program.

*Objective:* Provide a way for the region to be easily identified in a manner that stimulates recall, and expresses the essence of the region.

*Rationale:* A well designed, graphically sound identity organizes these experiences communicates a constant positive message about the region, creating recall through multiple use.

*Work Steps:*

1. Put together an RFP that outlines a design project to develop a "regional identity" program that will be primarily executed through outdoor signage, informational kiosks and collateral materials and maps, and send out to creative firms across the state. Work should entail developing a practical "use manual" that outlines how to implement this identity.
2. Consider developing funding for this effort from participating organizations, economic development grants, etc.;
3. Tie this RFP into the one outlined below in Project #2.

*Responsibility:* HECC professional manager, Lower Cohase Committees.

**Project 2: Develop an visual identity system for all of Haverhill's existing agricultural, natural, cultural and historical assets.**

This project will develop the overall concept and the physical signage/kiosks, collateral materials and maps needed, and will be based on the regional identity developed above in Project #1.

*Objective:* Provide a way for citizens and guests to easily identify what is available to experience in Haverhill.

*Rationale:* A well designed, graphically sound identity/signage system not only visually organizes these experiences, it communicates a constant positive message about the community.

*Work Steps:*

1. Put together an RFP that outlines a design project to develop an integrated "product identity" program that will be primarily executed through outdoor signage, informational kiosks and collateral materials and maps, and send out to creative firms across the state. Work should entail developing a practical "use manual" that outlines how to implement this system as well as use the designs.
2. Consider developing funding for this effort from participating organizations, economic development grants, etc.;
3. Put together a panel of citizens to provide input to the selected vendor and evaluate results
4. Select a firm and have them work with the Lower Cohase Committees in Project #3 below;
5. Consider requiring that all materials needed to implement this effort must be built at the high school or local business.

*Responsibility:* HECC professional manager, Lower Cohase Committees.

**Project 3: Develop and promote two new passive experiential products per year for the next three years based on Haverhill's existing natural, agricultural, cultural and historical assets.**

These could include walks, tours, bike tours, hikes, etc. that allow residents and guests to experience Haverhill's wide range of assets on a self-directed basis. Insure that all such activities are designed in a "hub & spoke" fashion that originates and ends in in one of the four Haverhill communities, or as linear tours that takes the guest throughout all four. The key is should be to expose each participating guest to those facets of the community they are interested, while providing as many other opportunities for them to "stop and shop." Examples could be:

- The Farms of Grafton County and Orange Co. Vt;
- Covered Bridges of Grafton County and Orange Co. Vt;
- Industrial heritage tours on railroading, logging, etc.;
- "Where Rivers Run" ...self-guided tours that illustrate the natural systems and economic/social impact of the Connecticut, Ammonoosuc and Wells Rivers.

*Objective:* Organize Haverhill's wide range of existing natural, agricultural, cultural and historical assets into easy-to-use experiences that can be promoted to residents and guests.

*Rationale:* Self-directed activities provide "natural attractions" that can effectively reach the market already passing through Haverhill.

*Work Steps:*

1. Develop a list of potential self-directed tours such as noted above;
2. Working with other partners, identify those that would be most attractive to guests and prioritize the list. Given the abundance of existing resources, we recommend the first tours be developed in the agri-tourism and outdoor activity areas;
3. Work with selected signage/identify vendor retained in Project #2 above to develop an integrated signage/collateral plan;
4. Develop and implement each self directed tour;
5. Identify and get other community organizations to run and manage each as needed.

*Responsibility:* HECC professional manager, Lower Cohase Committees.

**Project 4. Over the next four years, develop and implement one interactive, experiential event for each season per year that celebrates an aspect of the Haverhill community and/or the region.**

These should build off of existing community events, tie into the community's agricultural, transportation, manufacturing heritage and effectively connect to the passive, self directed activities developed above. These can and should tie into activities in surrounding communities and or organizations for greater marketing synergy.

*Objective:* Develop four events per year based on Haverhill's assets that will attract a growing number of guests to Haverhill.

*Rationale:* Such events will not only reach the market already passing through Haverhill, they become natural mechanism for developing and/or attracting new businesses and people to the community and region.

*Work Steps:*

1. Make sure the appropriate committee has the right community members to develop the right mix of events. Set up a sub-committee if needed;
2. Look for existing events in the region that can be recruited and brought to Haverhill;
3. Partner with NH Travel Council and DRED/OTTD to insure plans are congruent with over tourism development plans;
4. Develop a full business plan for each selected event (look to SBDC for assistance if needed);
5. Identify and get other community organizations to run and manage each as needed.

*Responsibility:* HECC professional manager, Lower Cohase Committees.

**Project 5: Create and maintain a list of the businesses needed to strengthen Haverhill's tourism activities.**

As the projects noted above get implemented, build and publish a list of businesses that would enhance Haverhill's overall tourism development and economic development plans. Communicate these needs to the community & region.

*Objective:* Stimulate "entrepreneurial interest that is congruent with Haverhill's development objectives."

*Rationale:* HECC can effectively play its role of economic catalyst by monitoring key market needs created by changes/growth in the community.

**Work Plan:**

1. At key locations in town, particularly on the signage systems that direct people to self-directed activities, on the community web sites, etc., provide a survey forms that asks residents/guests what other services they would like to see;
2. Monitor the activities of other towns/regions with similar tourism development efforts to see what businesses are being added;
3. From these patterns identify needs to specific services or business, and publish/communicate these possible opportunities.

*Responsibility:* HECC professional manager, Lower Cohase Committees, SCEDC.

**Project 6: Further define the following long term tourism product and business development needs.**

- A. Form a local intellectual capital group:
  - idea pool;
  - mentoring groups.
- B. Put together sources for local working capital:
  - can be collaboration of local banks;
  - develop into revolving loan fund.
- C. Foster flexible business networks in all business activities:
  - build in capacity for harnessing entrepreneurial drive.

*Responsibility:* HECC professional manager, Lower Cohase Committees, North Country Council.

### 5.0.3 Communicate & promote

- lead the charge;
- tell the story when no one else will.

**Project 1: Adapt the visual identity created for the region for Haverhill.**

This project would include the development of :

- overall positioning statement;
- logo and use standards;
- theme & tag line that personalizes this to Haverhill.

*Recommended tag line:*

**Haverhill New Hampshire – Four Historic Communities in the center of the (selected regional identity name).**

*Objective:* Provide for a consistent visual and written message/image in all materials.

*Rationale:* Consistency strengthens communication and recall.

*Work Steps:*

1. Consider making this part of the signage system project described earlier;
2. Consider developing funding for this effort from participating organizations, grants, etc.;
3. Put together a panel of citizens to provide input to the selected vendor and evaluate results.

*Responsibility:* HECC professional manager, Lower Cohase Committees.

**Project 2: Develop a “grass roots” Community PR/Communications Plan**

*Objective:* Create a more positive community self-image; constantly and consistently communicate current and planned activities and seek community feedback.

*Rationale:* Create a more positive environment that will enable Haverhill to achieve its objectives.

*Work Plan:*

1. Identify all potential partners/current supporters for this effort - any existing town newsletters, bank newsletters/bill stuffers, civic organization, schools, churches, etc. Approach and develop opportunities;
2. Develop a series of topics/issues that need to be constantly reinforced/communicated;

3. Develop a communications plan based on these. Specific tools could include:
  - Press releases, feature articles, op-ed pieces, etc.;
  - TV/radio talk shows;
  - Point-of-purchase displays in stores that reinforce key messages/images of Haverhill;
  - School essay program;
  - Bumper sticker campaign;
  - Image advertising if needed.

*Responsibility:* HECC professional manager, Lower Cohase Committees.

**Project 3: Haverhill/region web site.**

Create an interactive site that for all audiences, provides up-to-date information "marketing" information that attracts people and business to Haverhill. While this could be associated with a "town information" site, it needs its own URL address, and should not be cluttered with "operational" information that does not promote the community.

*Objective:* Provides an interactive, world-wide medium that promotes Haverhill to residents, potential guests existing and potential businesses – where people can discover Haverhill.

*Rationale:* Create a highly flexible, interactive medium that can promote all of the "products" developed earlier, help make reservations, publicize business opportunities, etc.

*Work Steps:*

1. Develop a list of potential informational objectives/sections the site would support, and a list of functions the site needs to support (take information requests, sell tickets to fairs, events, download brochures on self-directed tours, maps to locations, etc.);
2. Visit other community sites on the web to build an idea of what the site should do;
3. Identify students at the high school to design and develop the site;
4. Content, function and design of the site to remain the decision of the Promotional & Communications Committee.

*Responsibility:* HECC professional manager, Lower Cohase Committees, local schools.

**Project 4: Develop an external communications plan.**

Work with a wide range of external partners to effectively promote Haverhill to a wide range of audiences. This plan would use a wide range of tools, depending on the resources available and specific objectives. These could include:

- working with partners on regional promotion (DRED/OTTD, NH Travel Council, Discover New England, etc.)
- trades associations, arts associations, realtors, etc.;
- trade shows
- using cooperative advertising tools (DRED coop funds, Joint Promotion Program, etc.)

*Objective:* Build external visibility with key audiences.

*Rationale:* Critical to attracting/retaining residents, key businesses, events, etc.

*Work Plan:*

1. Through contacts and partnerships created earlier, identify all collaborative promotional opportunities available;
2. From the "products & events" developed earlier, plus the overall positioning of Haverhill, develop a series of promotional objectives that will best build awareness of Haverhill and the region and reach key audiences;
3. Develop promotional strategies to achieve these objectives, including a budgets and measurement systems;
4. Develop a range of funding mechanisms from cooperative advertising to DRED/JPP grants to corporate sponsorship (having a well developed plan will greatly enhance the possibility of gaining underwriting assistance.);
5. Retain professional creative help – the results will be worth it;
6. This plan should be an annually updated plan that includes "assumptions" for the next two years.

*Responsibility:* HECC professional manager, Lower Cohase Committees.

**Project 5: Develop an external communications plan to use Haverhill's airport a marketing channel to attract "tourist pilots" to Haverhill and the region.**

This project could include promoting the airport as a key access point to Haverhill and the Great North River Valley to New England/Northeast US pilots as Whitefield Airport has done as a way to attract a high value market.

*Objective:* Build external visibility with a high profile, affluent audience that is looking for recreational flying destinations.

*Rationale:* This audience not only represents potential high value tourists, it also represents potential business owners who might consider relocating to the Haverhill airport after experiencing the region through tourism.

*Work Plan:*

1. Meet with airport officials in Whitefield to understand how their promotional effort is structured and its results;
2. Meet with officials at Lebanon airport to identify ways to jointly promote each region's opportunities available to vacationing pilots using these airports;
3. Create a promotional plan built around building traffic to Haverhill airport. Include the consideration of hosting events such as regional meets of the Soaring Society of America, "packaged" flying-ins for aircraft owners groups such as the American Bonanza Society, NH Pilots Association, Cessna Owners Association, Cherokee Pilots Association, etc.
4. Create materials needed to promote Haverhill's airport through direct mail to New England/Northeast US private and business aircraft owners; - insure tourism materials also include references to the business property/opportunities around the airport;
5. Investigate all DRED available funding sources such as JPP and other grants to fund this promotion.

*Responsibility:* HECC professional manager, Haverhill Support Commission.

Airport

# ***Section 6***

## ***Measurement/ Update***

## 6.0 Tourism Measurement Strategies

Effectively measuring the results of the tourism development recommendations contained in this plan will require compiling data from a number of different sources. Below are our recommendations for this effort:

**1. NH DOT traffic counts**

Monitoring DOT traffic counts both a meters within Haverhill and the Lower Cohase Communities will provide valuable raw data, and the best quantified data that will reflect changes in tourism patterns. Getting a constant update from DOT is a critical part of the overall measurement of this program.

**2. DRED/OTTD annual tourism activity studies.**

Each year at the Governor's Conference on Tourism OTTD present the tourism research numbers for the previous year. This provides good background information on average spending levels as well as regional activity patterns, area of tourism interest etc. This can be obtained by calling OTTD.

**3. Self-directed tour surveys.**

As noted earlier, we recommend people using the self-directed tours have a survey form on which to provide feedback and suggestions. These would be made available at the kiosks that support these tours, and would be filled out and dropped there or mailed in.

**4. Origination/Destination Survey**

The most extensive measurement process we recommend is the implementation of the local Origination/Destination Survey by local merchants. This study would capture data on where people are coming from, what they are doing in Haverhill, purchase patterns, and where they are going after Haverhill. We recommend this survey be done once each season. This could be a joint project of HECC and the North Country Council.

**5. Web site page views**

As the web site on Haverhill and/or the Lower Cohase Communities is developed, monitoring the requests for information, tracking the pages that are selected and the hit counts will provide additional information as to what visitors and potential visitors are interested in.

## 6.1 Plan Update Strategies

To maintain the accuracy and effectiveness of this plan, it will be important to update it on at least an annual basis. Below are our recommendations for developing an annual updating procedure.

1. HECC's professional manager should initiate this process by pulling together data from all the sources outlined previously in this section.
2. Next, all a status report on all current projects should be pulled together, again either by staff or by the appropriate committees.
3. Armed with this data, a Plan Review committee formed by the chairs of each committee and the staff should review and update all of the assumptions this plan was built on – Haverhill' Strengths, Weaknesses, Opportunities, Threats.
4. From this discussion, objectives and overall strategies can be reviewed, kept or changed.
5. Once these changes are complete, each committee can then hold another planning session to define its work plan for the coming year.
6. Once each committee has completed its planning, the whole plan should then be updated by staff and presented to the full HECC board for review and approval.

