

REGIONAL CONTEXT

INTRODUCTION

While other chapters of this Master Plan address conditions and issues specific to the Town of Jaffrey, or within the Town's control to some extent, this chapter surveys the region of which Jaffrey is a part. Jaffrey's Master Plan will be stronger when it accounts for the spatial development patterns and trends within a regional context; the geographic distribution of homes, jobs, shopping and services; the water, soil, forests and wildlife that blanket the hills around Jaffrey without regard for political boundaries; the highway network; regulations and policies of neighboring towns; and the often far-reaching social networks of residents. While development within New Hampshire's Monadnock Region is affected by local regulations, services and infrastructure, it is driven by the central New England economy and strongly influenced by the Merrimack Valley and central and eastern Massachusetts. The Monadnock Region gets its name from Mount Monadnock, which rises 3,165 feet above sea level and is the second most climbed mountain in the world.

This chapter is included in the basic studies of Jaffrey's 2006 Master Plan update to ensure awareness of the regional conditions that identify the strengths, weaknesses, opportunities, and challenges confronting the region and the Town of Jaffrey. By accurately identifying Jaffrey's internal and external environments the Town is more informed to seek innovative solutions to recurring problems. In addition, garnering a strong understanding of the issues and trends confronting Jaffrey and the entire Southwest Region will enable the Town to prioritize and allocate resources to adapt to the changes.

THE SOUTHWEST REGION

The landscape of the Southwest Region, a 36-town area in Cheshire, western Hillsborough, and Sullivan counties, is mostly forested with rural and suburban residential development dispersed between village centers. More than 98,000 people lived in 42,066 households in the 1,031-square-mile Region of 36 towns in 2000. Town populations ranged from 22,563 in Keene to 201 in Windsor; with the regional average being 2,171 excluding Keene. Population density region-wide has grown from 64 persons per square mile in 1970 to 95 persons per square mile in 2000. For comparison, Hillsborough County's population density in 2000 was 422 persons per square mile, while Cheshire and Sullivan County was 100 and 73 respectively.

The vast majority of the Region's land area has one house for every ten or more acres. Between 1990 and 2000 there was a very small increase in the percentage of land in the Region with household densities ranging from 2 to 10 households per acre and a small decrease in the percentage of U.S. Census Blocks with high densities, less than 1 acre per household. Map 1 depicts Census Blocks shaded by household densities. The variations in the size of Census Blocks makes further analysis difficult – the distribution of densities from low to high is informative in and of itself. The trend in housing densities observed during recent decades is slight but consistent: no increase in density in the existing high-density areas; a slow expansion of the edges of the existing high density areas; increasing densities in the medium-density areas; and little change in the existing low-density areas. This dynamic may have three basic causes: 1) new residents and residents whose changing economic status allows them to relocate to larger properties choose new homes on exurban lot sizes (more than 1 acre, less than 10 acres); 2) our traditional development centers may be approaching development capacity given existing zoning and infrastructure;

and 3) new development in the lower density areas tends to be within 1,000 feet of existing municipal and state roads.

The Region's natural and historic rural landscape is prized by residents and considered an asset to be guarded and managed. About 15% of the Region's land area is encumbered against development through deed restrictions, conservation easements and public ownership for protection - including Mount Monadnock and New Hampshire's largest State Park, 13,000-acre Pisgah State Park. There is a strong ethic in the Southwest Region for environmental protection and preservation of the visual community character. The Southwest Region has recently experienced increased pressures to exercise public or private control over the rates and kinds of growth in the Region. This has become increasingly evident by the interim growth management (moratoria) strategies currently being used by several of the Region's towns. While these interim strategies allow for the temporary enactment of building permit caps or limitations on subdivisions, permanent growth management controls must be created to manage growth and development beyond the one year horizon allowed under interim controls.

Most of the land area in the Region is zoned for low density residential use, with a variety of agricultural and commercial uses allowed by right or special exception, and typically requires minimum lot sizes ranging from two to five acres. A relatively small proportion of the land in Southwest Region towns is zoned for medium or high density residential, commercial or mixed uses and these areas are usually existing village centers and downtowns. Proportionally, there are limited areas zoned exclusively for commercial or industrial use.

Historic development patterns in the Ashuelot and Contoocook river valleys (separated by the Monadnock Highlands), create a socio-economic geography of two sub-regions: one dominated by Keene as an employment, commercial, and population center at the intersection of NH routes 9, 10, 12, and 101, and the other being a more linear configuration of Contoocook Valley population centers of Rindge, Jaffrey, and Peterborough on the US 202 corridor. The Region's commerce and employment is dominated by light manufacturing, business and service industries. While seven businesses employ more than 500 workers (1,196 maximum), few of the approximately 4,400 businesses in the Region employ more than 50.¹ Tourism, retail and resource extraction are also important sectors of the economy. There are about 40,000 workers employed in the Region. Almost half of these employees work in Keene (18,000+), 4,700 in Peterborough, 2,700 in Jaffrey, and the average number of jobs in the remaining towns is about 300 in each. The Region has recently experienced two periods of rapid growth: in the early 1970's and again in the late 1980's. Both episodes brought substantial increases in population, commerce and demand for housing and public services.

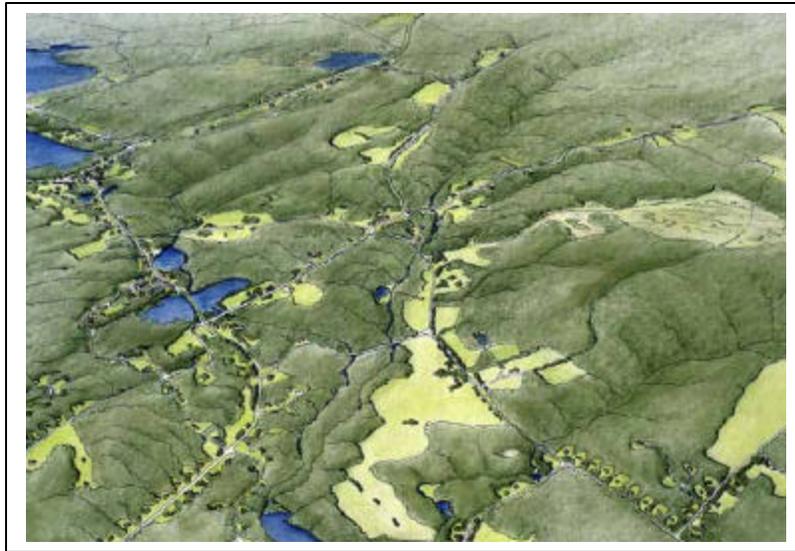
While a strong sense of local identity defined by town boundaries prevails, there is great variety in the "personal geography" of residents. That is, the map people carry in their minds determined by where they work and shop, where they have social connections, and where they spend leisure time. The Region is as connected with Vermont and Massachusetts, socio-economically, as it is with the rest of New Hampshire. And the Region's population is as highly mobile as any in the U.S. Most residents work and shop outside their towns of residence. Sixty-four percent of the Region's households owned two or more cars in 2000. Southwest Region residents travel for an average of 27 minutes one way for work each day with most (79%) driving alone. Nationwide, the average commute time is 25.5 minutes with a 76% drive alone rate.

The Region's residents and visitors have reasonable access to interstate highways and major airports. Interstates 89, 91 and 93 can be reached from most parts of the Region within an hour. Three international airports are also within convenient driving range: Manchester International Airport: 55 miles

¹ The total number of businesses is difficult to specify due to the absence of a definitive centralized inventory and the dynamic nature of business starts, failures and changes. The figure used is based on a 1998 Dun and Bradstreet Business Inventory.

from the center of the Region; Logan International Airport (Boston): 95 miles; and Bradley International Airport (Hartford): 95 miles.

The Southwest Region is many things: natural beauty, historic villages, Yankee tradition, good jobs, strong economy, and, perhaps most importantly, a community of capable residents. All of these things that residents enjoy and take pride in are, in part, products of change. Change has come to the Region by design and by chance, bringing good fortunes and misfortune. While residents have many different visions and hopes for the future, there seems to be consensus that protecting the good things we have and improving our community are priorities.



The development of forests and fields along town and state roads may be the single most common concern among residents and local governments in our region today. There are many opinions about how the ongoing development of new homes and commercial sites affect our community character, services and infrastructure, our social fabric, our economic vitality, and our natural resources. Figure 1 is a hypothetical bird's-eye view of the New England landscape most of us envision for the Monadnock Region and want to preserve.

Figure 1. Rural Development Pattern



Figure 2. shows a different version of that same view developed for housing using medium lot sized conventional subdivisions. Whether arising one new house at a time or in large developments, this suburban development pattern is what most of the region's rural residential zoning is creating.

The Monadnock Region's lower cost of living, economic vitality, scenic beauty, access to outdoors, and appeal of small town life will continue to attract new residents and drive the development of new homes and commercial sites.

Figure 2. Suburban Development Pattern

Managing development to create opportunities for positive change, while protecting and mitigating against loss is a principal challenge for the entire Region today. To adequately prepare for continued development it is important to understand that the Southwest Region is on the edge of very powerful engine of change to the south and east – powerful in terms of numbers, number of people, dollars, households, commercial floor space, and jobs.

Figure 3 depicts the urban areas in New England and eastern New York State after the 1990 U.S. Census. Figure 4 shows urban areas designated by the 2000 Census. Figure 5 illustrates the frontier effect on the edge of the urbanizing areas to the south and east that is driving much of the change in our Region by mapping the densities of households using 2000 U.S. Census data.

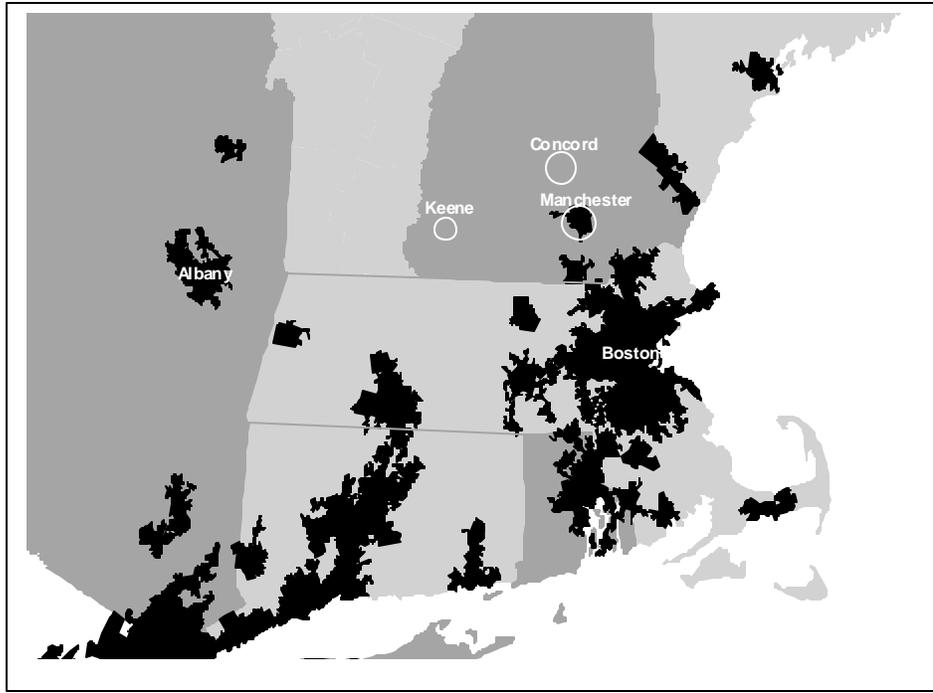


Figure 3. Urban Areas in New England Designated by the 1990 U.S. Census

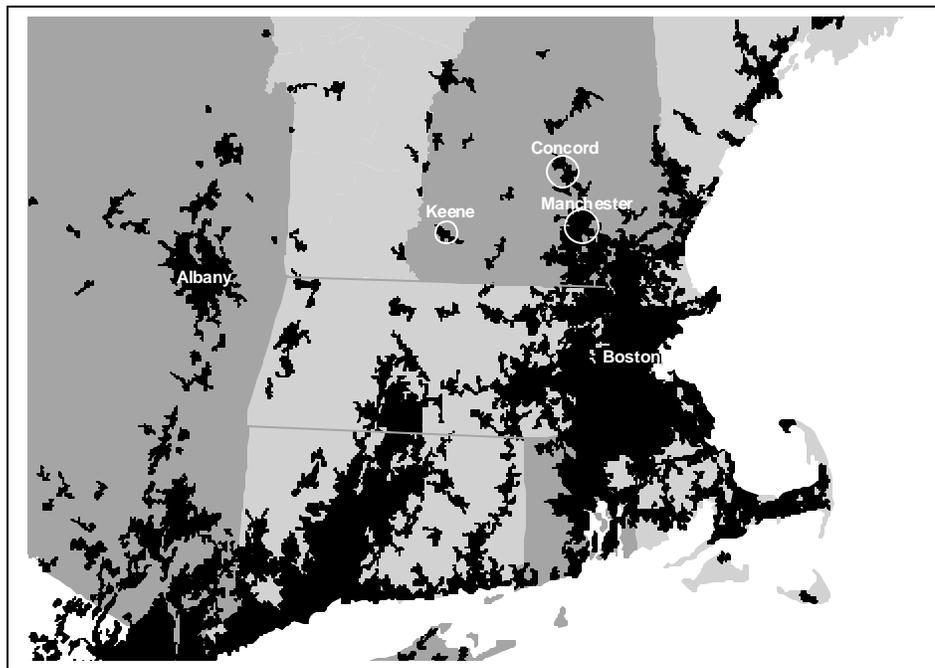


Figure 4. Urban Areas in New England Designated by the 2000 U.S. Census

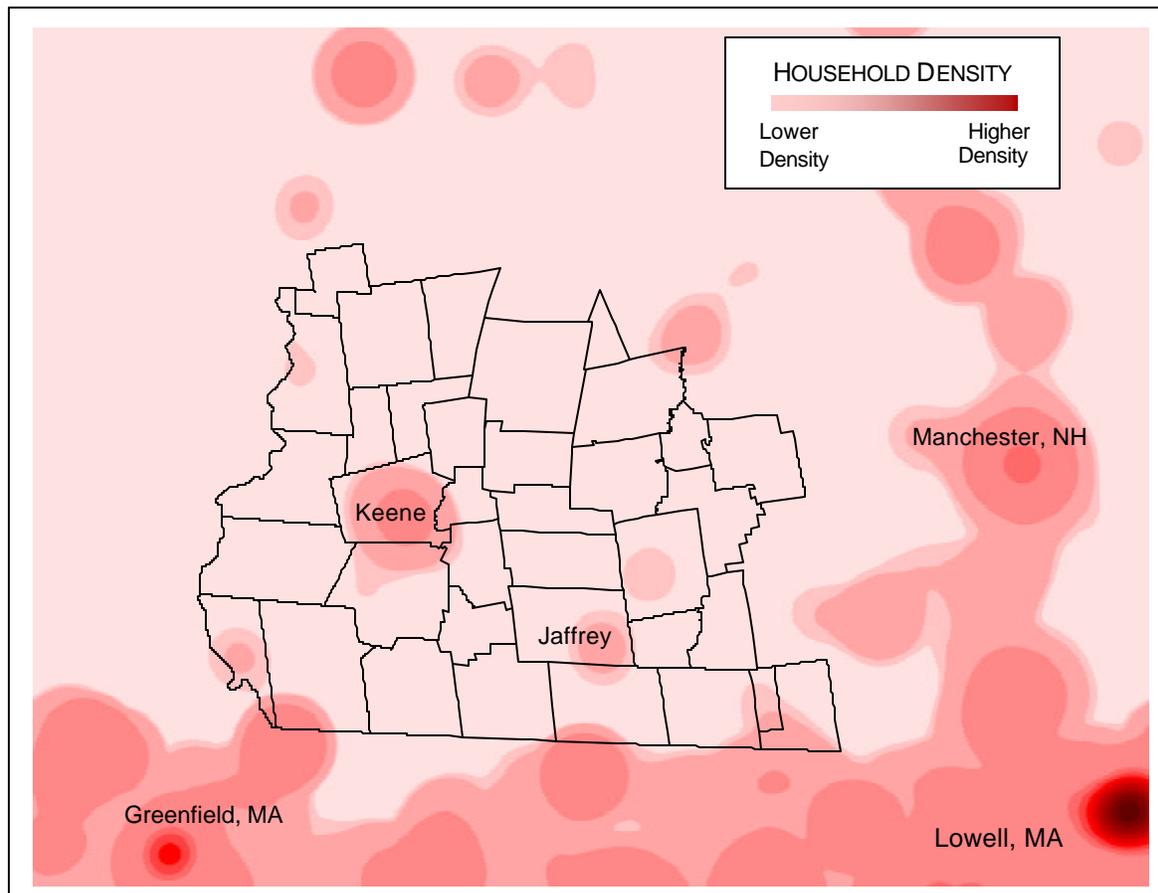


Figure 5. Household Densities in Central New England based on 2000 U.S. Census Block Data

As the regional economy ebbs and flows with national business cycles and regional advancements and downturns, the principal determinants of development patterns are highway access, public infrastructure and services, and municipal zoning.

The Region's 36 municipal zoning and capital spending plans are our future land use plan. Figure 6 on the following page is a map of zoning districts in the Southwest Region. While there are 124 unique districts among the 36 towns, they have been generalized as rural residential, village, commercial, industrial, and institutional. The map also shows conservation land – land permanently protected against development through legal stipulations. The vast majority of the land in the Southwest Region is zoned for medium or low density residential use with a variety of commercial uses allowed by right or special exception. The availability of road frontage and public sewer and water is an important determinant of development density. While there are only seven municipal sewer and water systems in the Region, more than half of the households on the Region are served by those systems.

The current distribution and future development of highway access, public infrastructure and services, and municipal zoning will have immediate effects on land values, development patterns, traffic patterns, distribution of jobs versus housing, demand for public services and infrastructure, and the quality of our natural resources ranging from scenic beauty and biodiversity to water supply and clean air.

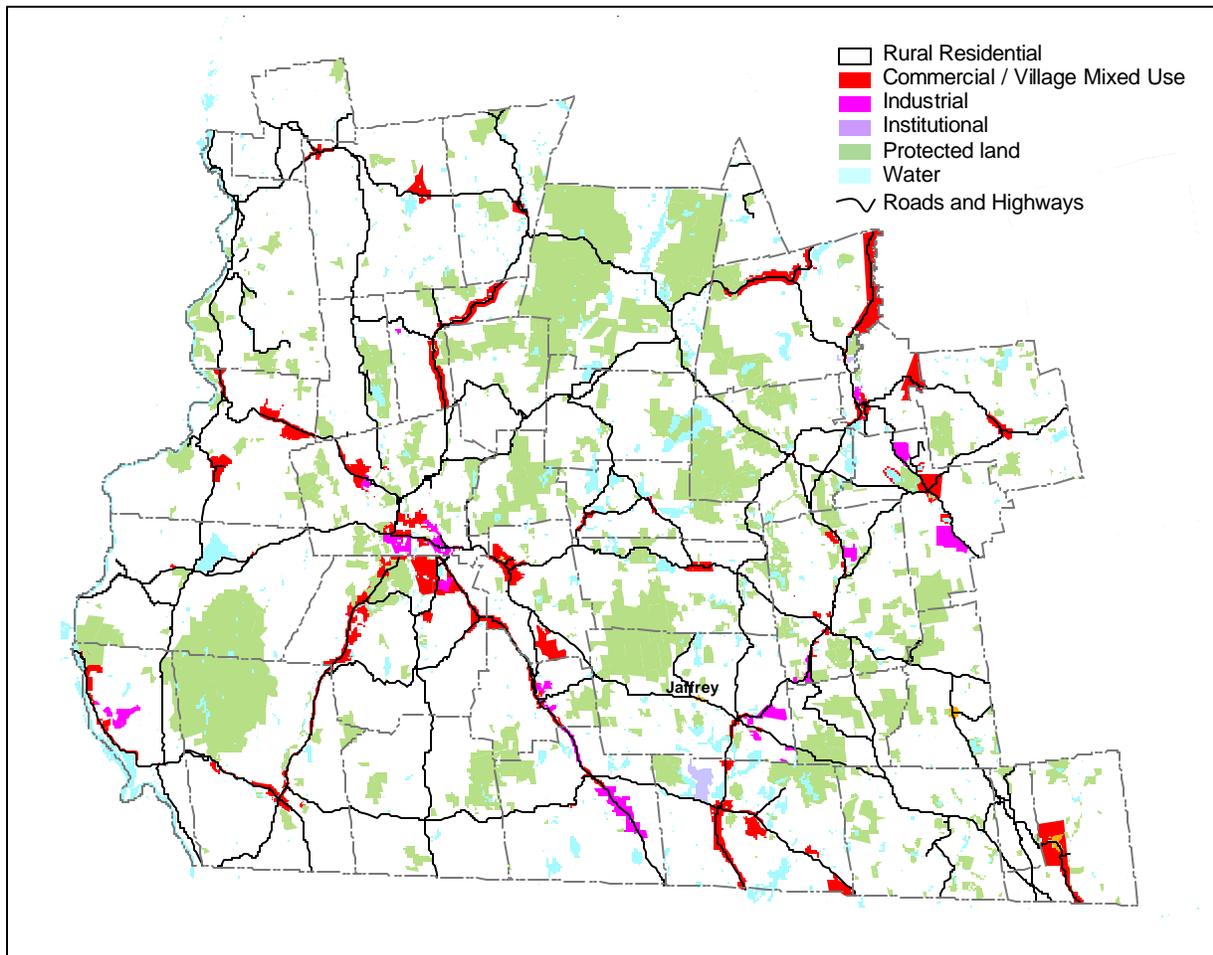


Figure 6. Southwest Region Municipal Zoning and Protected Land

The Southwest Region Planning Commission (SWRPC) publishes studies and reports to provide a more developed regional perspective for use by municipal governments. Several of the Commission's reports and research, which are available on the SWRPC website (www.swrpc.org) or by contacting the Commission, are described below:

Guiding Change, The Southwest Region at the Beginning of the 21st Century (2002)

Guiding Change, The Southwest Region at the Beginning of the 21st Century, is the Region's Master Plan. RSA 36:45 requires regional planning commissions to prepare plans for their respective regions ... "taking into account present and future needs with a view toward encouraging the most appropriate use of land, such as agriculture, forestry, industry, commerce, and housing; the facilitation of transportation and communication, the proper and economic location of public utilities and services; the development of adequate recreational areas; the promotion of good civic design; and the wise and efficient expenditure of public funds."

This Plan, prepared by Commission staff and the SWRPC Board of Directors with input from municipal officials and citizens, considers those qualities and attributes which residents thought defined the Southwest Region, and were considered important to preserve. This list includes the physical environment, the historical and cultural richness, a strong economy, and the public spirit of citizens who

have worked together for years to preserve these qualities in the Monadnock Region. The Regional Plan will be updated every five years.

Southwest Region Trends and Conditions (June 2003)

The *Southwest Region Housing Trends and Conditions* report presents 1) a brief discussion of housing as a community development issue, including an overview of housing related information at the national, state, regional and municipal levels, and 2) an array of data and statistics relevant to housing and prevailing socioeconomic conditions in the Southwest Region.

Southwest Region Housing Needs Study (September 2004)

The Southwest Region Housing Needs Study 1) provides a detailed analysis of housing trends and housing cost burdens by income level based on US Census data for the Southwest Region, and 2) develops an approach to estimating future housing production needs for the Southwest Region. The report highlights housing needs and trends in the Southwest Region and its counties, as well as statewide totals. The report uses Census data to analyze changes in population, households by tenure, vacancy rates, and housing cost burden for renters and single family homeowners, and estimates the range of and demand for housing production for the 2000-2010 period.

Southwest Region Natural Resources Inventory (October 2003)

The Southwest Region Natural Resources Inventory provides a basic analysis of natural resources and landscape fragmentation on a regional scale that can be used “as is” by municipalities as their first edition NRI, or used as a template to be enhanced with original local research and local knowledge. While a set of topographic maps annotated with information by residents about the character of the forests and ponds, movement of wildlife and viewscapes that define their town is a perfectly acceptable starting point for conservation planning, the Planning Commission offers this analysis of available GIS information. It is hoped that this project can provide a common point of departure for the development of municipal NRI’s in the Southwest Region.

Southwest Region Transportation Plan (2001 update)

The Regional Transportation Plan presents policy and technical information relevant to local, regional, and state activity of the planning and management of the transportation system. The Plan facilitates a regional approach among local and state decision makers to planning and decisions regarding transportation, land use, and community development.

Comprehensive Economic Development Strategy for Southwest New Hampshire (2005)

The purposes of the Comprehensive Economic Development Strategy (CEDS) for Southwest New Hampshire are to promote greater coordination among communities and economic development interests and to establish eligibility for federal assistance through the U.S. Economic Development Administration. The current CEDS was developed through a year-long effort by the CEDS Advisory Committee, with input from interested stakeholders at a series of public meetings and support from experts in such fields as workforce development, vocational training and housing. The Committee reviewed and analyzed existing trends and developed goals and objectives to help the Region control its destiny and protect its competitive advantage in New England and the global economy in the coming years. The CEDS will be updated annually and revised every five years.

JAFFREY'S ROLE IN THE REGION

Jaffrey is located in the south-central area of New Hampshire's Monadnock Region. There are a number of outside influences that affect Jaffrey, however the Town has limited control over them. For many of these issues, Jaffrey can similarly affect other communities with its own actions. This section highlights the primary areas that Jaffrey should be concerned about and offers suggestions on how the Town can work toward addressing these issues. The Town's awareness of these issues will help to ensure that Jaffrey is prepared to deal with issues as they arise and continues to be a good neighbor to its adjacent communities.

Environment

One of Jaffrey's defining crown jewels is Mount Monadnock. The mountain is located in Jaffrey's northwest corner and provides a plethora of outdoor, recreational, and tourist activities. Jaffrey also boasts numerous streams and ponds including the Contoocook River and Thorndike Pond. The natural and scenic environment is one of the hallmark traits associated with the Town of Jaffrey. The Town should prioritize and strategically plan ways to assure such prized environmental features are preserved.

Multi-Town Mountain Overlay District

In the 1990s, the towns of Jaffrey, Troy, Marlborough, and Dublin established a multi-town Mountain Overlay District to protect Mount Monadnock and the surrounding land from development. Recent development pressures have raised questions about the intent and integrity of the zoning ordinances in the respective communities. Several of the communities are currently embarking on amendments to increase the minimum lot size for dividing lots within the Mountain District and/or require open space clustering subdivisions to preserve the rural character and maintain scenic mountain views.

Recommendation: Continued communication among the respective municipal boards and committees is critical for ensuring thoughtful development is occurring within the municipal mountain zone in Jaffrey. Forging strong lines of communication with the Towns of Troy, Marlborough and Dublin will assure the scale and types of development are copasetic with the overarching intent of mountain zones crafted by the Towns. Jaffrey currently has codified language to encourage open space and village plan subdivisions. Jaffrey should continue to encourage the incorporation of these subdivision design schemes and look at ways to modify and improve the existing code language such as adding a mandatory percentage of "set-aside" open space for open space developments.

Land Use

RSA 36 defines development which may potentially produce adverse impacts on a regional scale. It is important for the Town of Jaffrey to forge collaborative partnerships with neighboring towns to establish a regional perspective with concern that local land use decisions can impose impacts on other towns within the region. This collaborative relationship can address ways to appropriately mitigate impacts created by land use decisions.

Recommendation: Follow State guidelines pertaining to "Development of Regional Impact" to assure adjacent towns are afforded ample opportunities to review and comment on proposals.

Economy

Employers

As this study notes, a large number of residents in the Southwest Region commute a sizable distance for employment. Jaffrey has a local job base to retain a portion of residents. Major employers like Millipore and THX Medical create living wage jobs, making a positive contribution to the local job base.

Jaffrey has embarked on efforts to revitalize downtown and create additional economic opportunities. These efforts have been channeled through a variety of public, and private not-for-profit venues. Additionally, Jaffrey has utilized other innovative economic development mechanisms such as tax increment financing (TIF) to bolster economic growth and development. Past and present TIF Districts include Jaffrey's downtown and the Stone Arch Bridge Industrial Development.

Recommendation: Jaffrey should continue to incorporate a diverse economic development strategy. Jaffrey can continue to partner with local and regional leaders, economic development organizations, government, and private sector businesses interested in maintaining a competitive economy.

Recreation

Mount Monadnock

Mount Monadnock, said to be the world's most climbed peak, is a National Natural Landmark and the region's largest mountain. The mountain has six major trailheads, with parking at each head, that provide hiking access to the mountain.

Mount Monadnock has year round hiking and camping. All trails are open during the spring, summer and autumn months. During the winter there are sixteen miles of backcountry skiing and hiking at the park headquarters. The park headquarters is the only automobile access open, plowed and maintained during the winter months. There are twenty-eight campsites located at the main entrance of Mount Monadnock; 21 of them are family sites and seven are for groups only. Mount Monadnock's busiest season is middle September through middle October when all of the beautiful fall foliage is at its peak.

A natural and cultural resource as valuable as Mount Monadnock requires the volunteer support of local citizens from the surrounding communities, in addition to the park rangers based at the mountain's State Park, to ensure the mountain's trails and terrain are safe for travelers and protected from the impact of frequent use.

Recommendation: Communication among the volunteers and municipal officials of the respective communities, park rangers, and the NH Division of Parks and Recreation, will help to ensure that the mountain continues to serve as clean, safe recreational resource for local residents as well as prospective tourists who may also impact the region's economy.

Regional Trail Network

In 1847 the Cheshire Railroad was built through the center of Jaffrey. The line was used for passenger and freight. The Cheshire line follows Route 12 from Massachusetts to Walpole, through Fitzwilliam, Jaffrey, Swanzey, Keene, and Westmoreland. The Cheshire line has been abandoned since the 1950's, and has been purchased by the State of New Hampshire. Today it is managed by the NH Department of Revenue and Economic Development. This rail line, like so many others in New Hampshire, is now being

used as a multi-use recreational trail for horseback riding, snowmobiling, mountain biking, hiking, cross-country skiing, and other forms of recreation.

The southwest region of New Hampshire is fortunate in that there are several abandoned railroad lines throughout the region, which are slowly being converted into multi-use recreational trails. There are six lines right now that are either completely or partially purchased for such use. Each line that was purchased was paid for with federal transportation money in order to keep the rail lines protected. The NH Department of Transportation purchased the land, and turned over management of the corridors to the Department of Resources and Economic Development. The Friends of Pisgah Park maintain parts of the system within the southwest region.

Recommendation: This recreational resource is invaluable to the many interested users. However, given the variety of potential uses and input from prospective users, continued communication is critical to ensure the safety of users and maintenance of the trail.

Additional branches of the Trail are described in the Historic, Cultural and Recreation Chapter of the Master Plan.

APPENDIX

REGIONAL RESOURCES

The following regional and state groups, organizations and agencies are key resources for implementation of the Master Plan:

Southwest Region Planning Commission

The Southwest Region Planning Commission (SWRPC) currently serves 36 member-municipalities in Cheshire, western Hillsborough, and Sullivan Counties. SWRPC provides local assistance on a wide range of planning issues to member municipalities through activities including community master planning, site plan review, capital improvement planning, subdivision reviews, ordinance preparation, interpretation of state and local planning requirements, grant administration, cartographic support, and geographic information system (GIS) applications. The agency has a diverse work program made up of six major program areas: Local Planning Assistance, Natural Resources Planning, Community and Economic Development, Transportation Planning, Hazard Mitigation Planning, and Regional and Geographic Information Systems.

Monadnock Conservancy

The Monadnock Conservancy is a regional non-profit land trust that assists land owners and municipalities with protecting land through easement, donation or purchase of land. Preservation efforts may include farmland; productive forest; open space; recreational trails; water supply; wildlife corridors; scenic ridgelines above the City of Keene and the Ashuelot River Valley; floodplain, aquifer and wetlands along the Contoocook River; and, scenic forests along the Wapack Trail and the Monadnock-Sunapee Greenway.

Southwestern Community Services

Southwestern Community Services, Inc. (SCS) is one of six community action agencies throughout New Hampshire, and part of the larger network of 70 agencies in New England and nearly 900 agencies nationwide. SCS advocates for and assists citizens in need through a variety of program areas including Head Start, fuel assistance, developmental services, economic development, elderly services, weatherization, homeless services, housing rehabilitation, affordable housing, health and nutrition, and workforce development.

Ashuelot River Local Advisory Committee

The Ashuelot River Local Advisory Committee (LAC) is one of six LAC's in Southwestern New Hampshire convened by the Rivers Management and Protection Program of the NH Department of Environmental Services. The main responsibilities of this citizen advisory committee is to develop and implement a local river corridor management plan and advise local, state, and federal governing bodies and agencies of activities which may affect the water quality or flow of the protected river or segment. The DES offers the committee technical assistance in developing and implementing the management plan.

Monadnock Business Ventures

Monadnock Business Ventures (MBV) is one of 15 Non-Profit Regional Economic Development Corporations located throughout New Hampshire. MBV provides the following services:

- Assist business start-ups, expansions and relocations.
- Advise businesses and communities about state programs available for economic assistance.

- Operate a 70,000 square foot "incubator" facility for new business start-ups.
- Maintain a database of available commercial and industrial property
- Initiate, process and receive Community Development Block Grants (CDBG) for local governments to create employment opportunities.
- Operate a revolving loan fund for new and expanding businesses.
- Work with others to market the region for the creation of jobs.

Monadnock Economic Development Corporation

Monadnock Economic Development Corporation (MEDC) is one of 15 Non-Profit Regional Economic Development Corporations located throughout New Hampshire. MEDC is a private, not-for-profit regional development organization committed to the creation of jobs and the broadening of the tax base for the Southwest corner of New Hampshire. The Board of Directors and staff of MEDC concentrate their efforts on business retention, relocation, expansion, and recruitment projects, as well as downtown revitalization and rehabilitation projects. In addition to its revolving loan fund, its USDA Rural Development Intermediary Re-lending Program and its network of financial institutions, MEDC has access to state and federal funds earmarked for economic development.

NH Office of Energy and Planning

The NH Office of Energy and Planning (NH OEP), formerly known as the Office of State Planning, is based in Concord and is legislatively required to plan for the orderly development of the State and the wise management of the State's resources. NH OEP compiles, analyzes, and disseminates data, information, and research services to advance the welfare of the State; encourages and assists with planning, growth management, and development activities of cities and towns; administers select Federal and State grant-in-aid programs; and, participates and advises in matters of land use planning regarding lake and river management programs. NH OEP typically does most of its work with communities through the regional planning commissions.

NH Department of Resources and Economic Development

The Department of Resources and Economic Development (NH DRED) consists of four divisions: Forest and Lands, Parks and Recreation, Travel and Tourism Development, and Economic Development. The Division of Forests and Lands protects and promotes the values provided by trees, forests and natural resources (and includes the Natural Heritage Bureau) while the division of Parks and Recreation aims to protect historic and natural resources. Promoting New Hampshire as a travel destination is the mission of Travel and Tourism Development Division. Similarly, the Economic Development Division promotes businesses and the expansion of existing businesses.

NH Department of Environmental Services

The goals of the NH Department of Environmental Services (NH DES) are to protect and promote wise management of the State's environment. The Department's responsibilities include ensuring high levels of water quality for water supplies, regulating the emissions of air pollutants, fostering the proper management of municipal and industrial waste, and managing water resources for future generations.

U.S. Environmental Protection Agency, Region I

The goal of the Environmental Protection Agency Region I (New England) is to protect human health and safeguard the natural environment where people live, learn, and work in the six New England states: Connecticut, Massachusetts, Maine, New Hampshire, Rhode Island, and Vermont. One way to help accomplish this goal is to ensure that communities have access to accurate information sufficient to effectively participate in managing human health and environmental risks. This federal agency is a resource for information on environmental regulation, resource protection, and human health protection.

NH Municipal Association of the NH Local Government Center

The New Hampshire Municipal Association was established in 1941 to serve member cities and towns. NHMA has evolved into a service and action arm for New Hampshire local governments. The Association prides itself on its ability to meet the ever-changing educational and training needs of municipal officials and employees, as well as the flexibility to develop new programs designed to meet the needs of local governments. Today, NHMA represents 233 of the 234 Granite State Communities and offers legal and technical assistance, legislative representation, training, workshops, and personnel services.

CONCLUSION

The information presented in this chapter offers Jaffrey the opportunity to work closely with adjacent communities and communities of the greater Monadnock Region to accomplish together what they could not accomplish alone due to funding, resources or the sheer size of the goal. The regional concerns identified in this chapter could have a greater impact on the Town of Jaffrey if the Town takes an isolated approach to addressing the issues.

The larger regional context, as described in the identified resources prepared by the Southwest Region Planning Commission, provides a basis for Jaffrey to garner a broader understanding of the problems at hand, in order to better plan for the changes to come. In addition, the resources identified in Section IV can assist the community, and its neighbors, with addressing forthcoming pressures or problems. Establishing a relationship with abutting communities and regional groups will ensure that the Town is in the best possible position to handle each demand that comes its way.