

# Self-Assessment Tool Results for Windham, NH



October 2008

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#### Introduction

Contained in this report is a summary of Windham's responses to the Self-Assessment Tool as of October 10, 2008, along with comparison data based on the responses of all of the other partner communities that have completed the assessment to date. Also included is an analysis of where Windham is particularly strong and where there may be some areas in need of improvement. Of course, all individual results will be kept strictly confidential

### **Project Overview**

The Self-Assessment Tool and our accompanying analysis are part of an ongoing collaboration between Northeastern University's Center for Urban and Regional Policy, the Massachusetts Chapter of the National Association of Industrial and Office Properties (NAIOP), the NAIOP Foundation, various public interest groups, and all of the other partner jurisdictions included in our **Economic Development Partnership**. From it's inception in 2003, the CURP team has sought to identify the "deal breakers" impeding private investment in local jurisdictions. We researched and identified what jurisdictions could do to respond to changing market forces, and we highlighted strategic opportunities for other key actors including state government, the private sector, academic institution, and regional agencies. Our focus has been the development of this Self-Assessment Tool and the creation of an analytical framework for providing feedback to our partners. This is an on-going partnership with much more to come in the future.

### <u>Methodology</u>

The self-assessment questionnaire is the product of a rigorous and interactive process involving the research team, our partners in the development community, and the other partner communities in the study. That process generated a set of 36 broad themes – representing a total about 250 questions – relevant to economic growth and development.

At the same time, we surveyed a large group of NAIOP and CoreNet Global members and asked them to identify those broad themes – e.g., highway access, amenities, the timeliness of approvals and appeals, etc. – that were most important to firms and their advisors in location decisions. Their insights are intended to help local community leaders determine where to focus time and resources going forward.

The data in this report are presented in four groups:

• The first group shows the section and the questions in the section. This is a group of questions around one theme (i.e.; Highway Access). Along with this is a circle that is Black, Half-black and White, or White. These circles represent the relative significance to a particular group of question's importance to market considerations in making location decisions.

- The second group is how Windham responded to the questions. Here only you know if these are the correct answers.
- The third group is the average response of all the other jurisdictions in our partnership
- The fourth group is a series of colored blocks in between Windham's answer and our "Comparison Group". In this comparison Windham is being compared to all the other partner communities. There is a built-in function that allows you to compare yourself against other criteria such as Budget Size, Race or Population, but for purposes of this analysis, we compared Windham with all our other partners.

Note that we have not provided an overall grade for Windham. Each of our partner communities has its own unique set of strengths and weaknesses, thus it would not be relevant to the process to assign arbitrary grades. Rather, we hope that this detailed breakdown of your relative performance will provide a solid base for further self-assessment, an opportunity for informed dialogue with your colleagues, and a roadmap for action.

For an update as to just how many other communities Windham is being compared with here please take this time to visit the new Economic Development Partnership website at <a href="http://www.economicdevelopment.neu.edu/">http://www.economicdevelopment.neu.edu/</a>

### Strengths

In our analysis of factors that are deemed "very important" and "important" in our survey of developers and site location specialists, Windham, does very well, relative to our partner communities, in the following areas.

- 1) Windham does not impose weight restrictions on streets or access roads. In addition Windham has very good access by highway. Combining good access with limited weight restrictions makes for easy movement in and out of town.
- 2) How physically attractive a town is an important development factor. Windham appears to be committed to maintaining very attractive public spaces, vigorously maintaining public space and strictly enforcing public codes.
- 3) The quality of space is Windham is quite good. More than half all land in Windham is unused open space. There is also very little contaminated space.
- 4) The amount of space is an advantage for Windham as well. More than half of all land available for development are parcels of more than 5 acres or more. Also there is a large amount of land zoned for commercial and industrial uses.
- 5) Labor is paid well in Windham. Semi-skilled workers and manufacturing workers are paid an average wage of \$20 an hour. In addition high school teachers are paid an average annual salary of \$55,000 or more.
- 6) Windham has a diverse and skilled workforce with many skill sets available. Windham has many that are technically skilled or in the managerial or professional classes. There is strong capability and diversity in the Windham workforce.
- 7) Windham's labor force is also highly educated. More than 85% of residents have earned at least a high school diploma, and between 36-50% of residents have earned at least a bachelor's degree. Both educational measures are above average.
- 8) The timeliness of the permitting process is one of the most important development factors. Windham does better than its peer group in time for granting special permits as well as zoning variances and appeals during the review process.
- 9) Crime does not appear to be a problem at all in Windham. Windham has lower rates of residential burglary, auto theft and robbery than its peer group.
- 10) Windham has a home ownership rate of more than 76%, higher than average. In addition the vacancy rate for rental housing is very low, less than 3%. Windham appears to command very high demand for its housing market.
- 11) Windham schools seem to perform quite well. SAT scores are high, there is a low drop-out rate, and many students go on to four-year schools.
- 12) All property is taxed at the same rate in Windham. Generally commercial and industrial properties are taxed at higher rates, so an equal rate for all property is generally seen as good for development.
- 13) Currently there are few tax delinquent properties in town, less than 50. When tax title properties are an issue, tax abatement is sought to allow liens to clear for new owners.

In other factors, less important to market factors, Windham also does very well, relative to our partner communities, in the following areas.

1) Although airport access is considered "less important", proximity to a major airport is definitely an advantage for Windham.

#### **Concerns**

In our analysis of factors that are deemed "very important" and "important" in our survey of developers and site location specialists, Windham does not do very well, relative to our partner communities, in the following areas.

- 1) Public transit options, especially around sites available for development, are pretty limited in Windham. Also there is no transit service available on nights and weekends.
- 2) Parking facilities near development sites are not offered by the town, this can cause problems during the development process. In addition Windham has not, to date, used state or federal grants to improve parking in town. Perhaps this has never been necessary in Windham, but communities with that experience will have an advantage.
- 3) Although Windham does take steps to ensure it remains physically attractive, only a small percentage of the town's acreage is reserved for parks, less than 5%. In addition there is a good amount of vacant commercial and industrial space, which may distract from how attractive the community is viewed.
- 4) Some business services, specializing in services that new business might need, such as law firms specializing in commercial law, patents, or intellectual property, as well as other services such as business planning, venture capital, or recruiting are not readily available in Windham.
- 5) Although Windham has a local development strategy no specific industry type is targeted, and there is no industrial attraction policy.
- 6) Marketing activities by the town are essentially non-existent; there is no use of local, regional, or state organizations to help in marketing Windham for development opportunities.
- 7) There are deficiencies in Windham's infrastructure capacity. The water supply and cellular service available can only meet current needs, so any development will either limit availability or require significant investment in infrastructure. Also the areas of public sewer, wastewater treatment and natural gas were all left blank.
- 8) Rents are somewhat of a concern in Windham. In most cases rental prices are slightly above average. In addition there is no "Class A" office space available.
- 9) Some aspect of the permitting process work well, some aspects are a concern. From the time of completion to occupation, the zoning variance, building permit, and appeals process, all seem to take longer than average.
- 10) There does seem to be quite a lot of resistance from abutters and organized neighborhood groups in Windham. This is a concern, to the extent that it slows the permitting process it needs to be addressed.

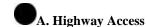
- 11) Although home-ownership in Windham is high and rental vacancies are low, home and rental prices are very high.
- 12) Amenities near development site matter, and unfortunately Windham is missing many of the basics, such as, fast food options, fine dining, and retail shopping.
- 13) Available business incentives are limited in Windham. Currently there are no state-level incentives in Windham. Locally no incentives are offered either.
- 14) Although having an equal tax rate on all property is good, the tax rate in general is a little higher than average. Also, the amount of local revenue collected from the residential portion of the tax is quite high.
- 15) Although current tax delinquent properties are limited, there are many tax defaulted properties. Exacerbating this problem is the fact that the town takes between 5-10 years to auction these properties, the comparison groups average under 5 years, some as little as 1 year.

In other factors, less important to market factors, Windham also does not do very well, **relative** to our partner communities, in the following areas.

- 1) A minor point, in a "less important" factor, but even though there is a major airport nearby, it is not accessible by any form of public transportation.
- 2) Rail freight service is not available in Windham, and although it is not the most important factor, municipalities that can offer it do have some advantage.
- 3) Overall the town website is pretty standard. A few content improvements could be made. Currently permit applications are not available on the town website. There is also no current list available of current hearings.

### **Self-Assessment Survey Results**

#### Section 1: Access to Customers/Markets



Report of Windham as compared to all jurisdictions

Question	Windham	Comparison Group
1: What percentage of available sites for retail trade, including your cent district, are within 2 miles of an entrance or exit to a limited-access major	tral business or highway?	75%+
2: What percentage of available sites for manufacturing are within 2 mil entrance or exit to a limited-access major highway?	es of an 75%+	75%+
3: What percentage of available sites for general office space are within an entrance or exit to a limited-access major highway?	2 miles of 75%+	75%+
4: Does your jurisdiction impose weight restrictions on streets or access	roads? no	yes
Importance To Market	ur Performance Relative 1	To Peers
Very Important Important Less Important	Strong Ave	rage Weak

OB. Public Transit

### Report of Windham as compared to all jurisdictions

Question	Windham	Comparison Group
5: What percentage of available sites for retail trade are within 1/4 mile of publ bus or rail rapid transit?	ic 1-25%	75%+
6: What percentage of available sites for manufacturing are within 1/4 mile of public bus or rail rapid transit?	0%	50-74%
7: What percentage of available sites for general office space are within 1/4 mi of public bus or rail rapid transit?	le 1-25%	50-74%
8: Is there a transit-oriented development strategy in your plans for attracting no firms?	ew no	between yes and no
9: Is there a commuter rail or bus stop within 5 miles of your geographical boundaries?	yes	yes
10: Do you offer any shuttle services to other public commuting stations?	no	no
11: Is public transit service available on nights and weekends?	no	yes
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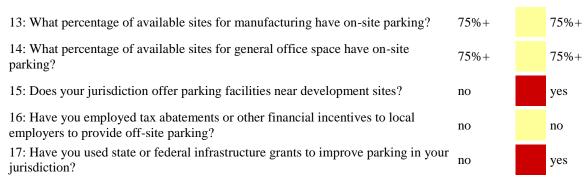


C. Parking

Report of Windham as compared to all jurisdictions

Question Windham Comparison Group

12: What percentage of available sites for retail trade have on-site parking? 75%+ 75%+

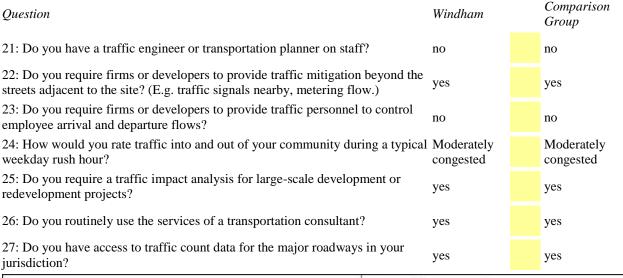


- 18: How much is typically charged for parking in your central business district? \$ Hourly
- 19: How much is typically charged for parking in your central business district? \$ Daily
- 20: How much is typically charged for parking in your central business district? \$ Monthly



D. Traffic

Report of Windham as compared to all jurisdictions

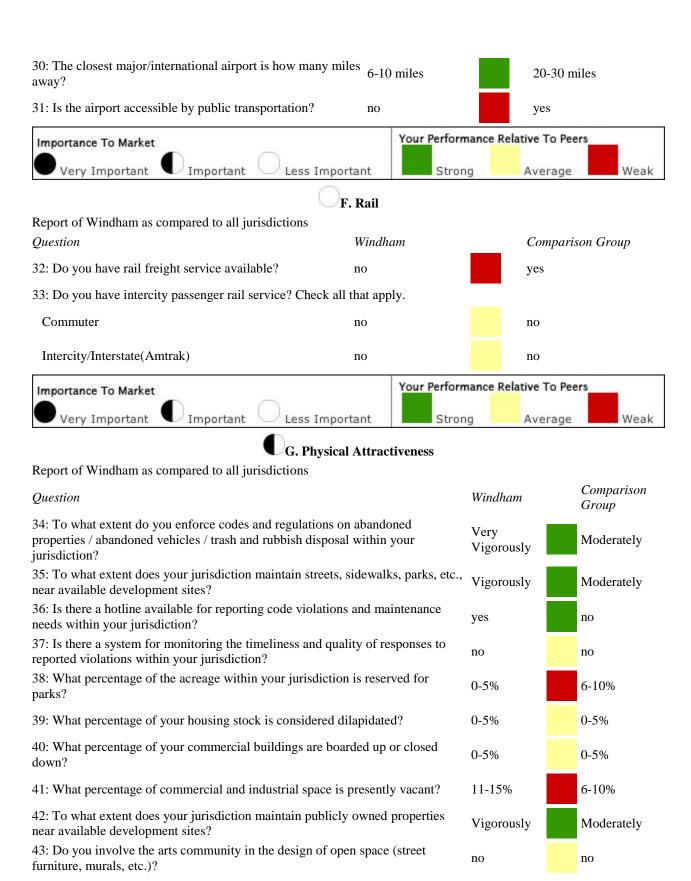




E. Airports

Report of Windham as compared to all jurisdictions

QuestionWindhamComparison Group28: Do you have a local (municipal/ general aviation) airport? nono29: The closest regional airport is how many miles away?6-10 miles



Importance To Market

Very Important

Less Important

Your Performance Relative To Peers

Strong

Average

Weak

### Section 2: Agglomeration

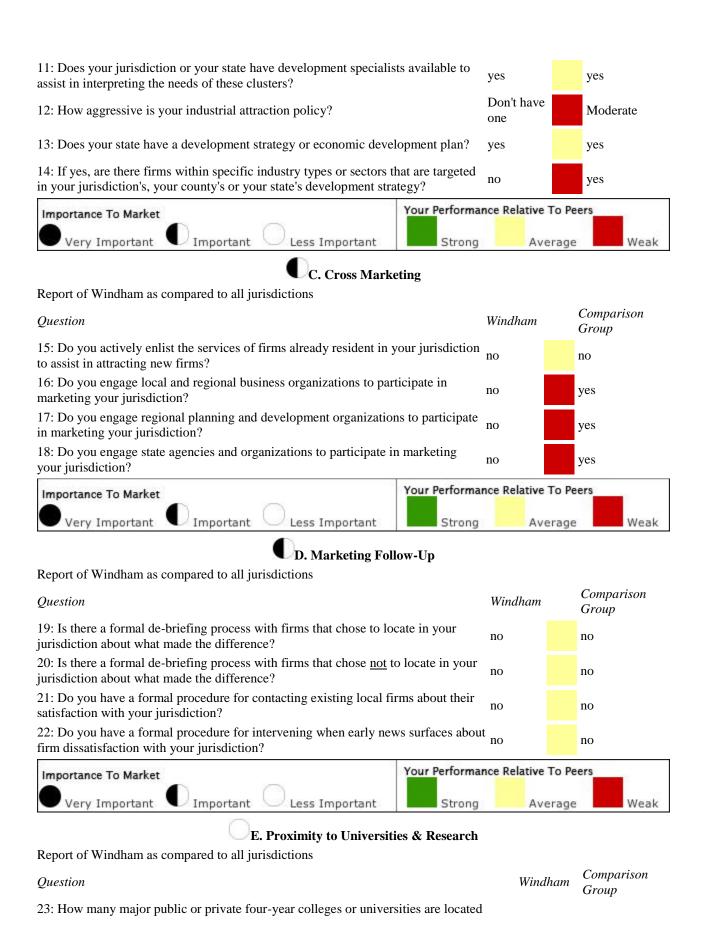
## OA. Complementary/Supplemental Business Services

Report of Windham as compared to all jurisdictions

Question	Windham	Comparison Group
1: Are there CPA, business advisory and financial services firms in your jurisdiction?	yes	yes
2: Are there law firms in your jurisdiction specializing in commercial law, intellectual property rights, and patents?	no	yes
3: Are there branches of major commercial banks in the community?	yes	yes
4: To what extent are the business services (e.g. venture capital, business planning, specialized recruiting, etc.) in your jurisdiction capable of working with emerging technical and scientific firms?	Not capable	Moderately capable
5: Is your local chamber of commerce or business association actively involved in the economic development activities of your jurisdiction?	Moderately	Moderately
6: Does your jurisdiction have an active volunteer economic development committee or nonprofit center for economic development?	yes	yes
7: Is there an incubator or other form of cooperative and supportive space for start-up businesses in your jurisdiction?	no	no
Importance To Market Your Performa	nce Relative T	o Peers
Very Important Important Less Important Strong	Aver	age Weak

# B. Critical Mass Firms

Question	Windham	Comparison Group
8: Does your jurisdiction have a development strategy, overall economic development plan or an economic development plan within your community master plan?	yes	yes
9: Is your jurisdiction part of a county or regional OEDP or CEDS?	yes	yes
10: If yes, what specific industry types or sectors are targeted in your jurisdiction strategy? (Check all that apply)	's or your state's	s development
Health care	no	no
Other life sciences, including Bio-tech	no	no
Traditional manufacturing	no	no
Financial services	no	no
Information technology	no	no
Travel and tourism	no	no

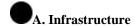


within your jurisdiction? (if none, type "0")

- 24: How many major public or private four-year colleges or universities are within 10 miles surrounding your jurisdiction? (if none, type "0")
- 25: How many community colleges are located within your political boundaries? (if none, type "0")
- 26: How many vocational/technical schools are located within your political boundaries? (if none, type "0")

Importance To Market			Your Performance		
Very Important	<b>●</b> Important	Less Important	Strong	Average	Weak

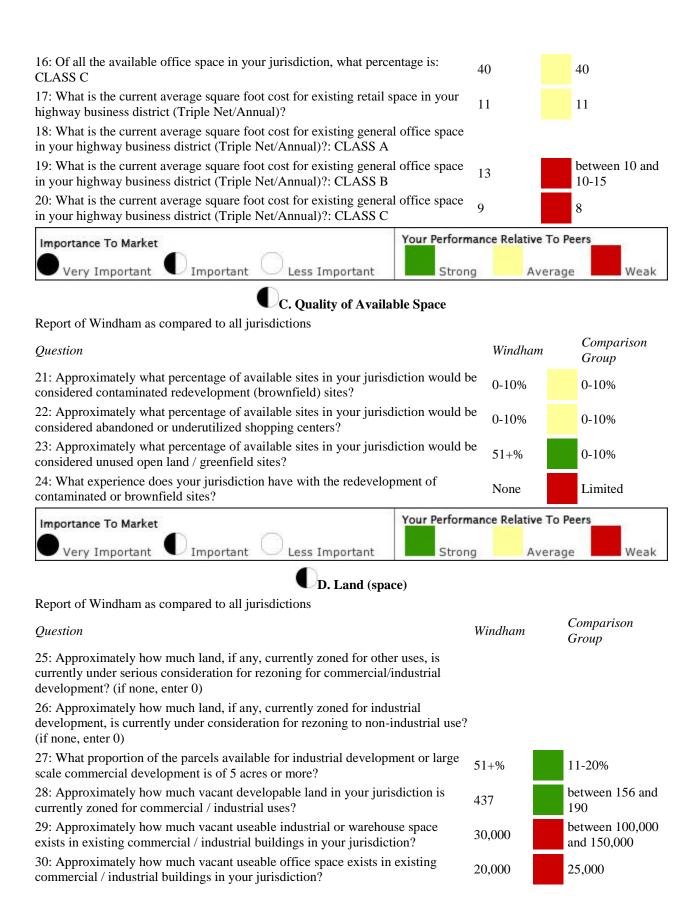
### Section 3: Cost of Land (Implicit/Explicit)



Report of Windham as compared to all jurisdictions Windham Question Comparison Group Capacity for 1: Are there significant limitations to any of your existing Sufficient Capacity for Growth Current Needs infrastructure systems? - Water Supply & Reliable Service Only 2: Public Sewer 3: Wastewater Treatment 4: Natural Gas Sufficient Capacity for Sufficient Capacity for Growth 5: Electric Power Growth & & Reliable Service Reliable Service Sufficient Capacity for Sufficient Capacity for Growth 6: Data/Telecommunications - Land Lines Growth & & Reliable Service Reliable Service Capacity for Sufficient Capacity for Growth 7: Data/Telecommunications - Cellular Current Needs & Reliable Service Only Sufficient Capacity for Sufficient Capacity for Growth 8: Data/Telecommunications - Fiber optic / Cable / DSL Growth & & Reliable Service Reliable Service Your Performance Relative To Peers Importance To Market Very Important Important Less Important Weak Strong Average

B. Rents

Question	Windham	Comparison Group
9: What is the current average square foot cost for existing retail space in your central business district (Triple Net/Annual)?	11	11
10: What is the current average square foot cost for existing manufacturing space (Triple Net/Annual)?	6	5.50
11: What is the current average square foot cost for existing general office space in your central business district (Triple Net/Annual)?: CLASS A		
12: What is the current average square foot cost for existing general office space in your central business district (Triple Net/Annual)?: CLASS B	13	12.00
13: What is the current average square foot cost for existing general office space in your central business district (Triple Net/Annual)?: CLASS C	9	8
14: Of all the available office space in your jurisdiction, what percentage is: CLASS A		
15: Of all the available office space in your jurisdiction, what percentage is: CLASS B	60	between 39 and 40

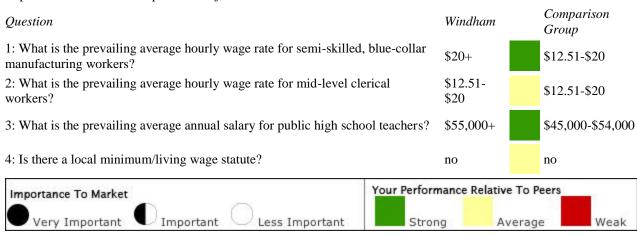


Very Important Important Less Important Strong Average Weak

#### Section 4: Labor



Report of Windham as compared to all jurisdictions



## B. Workforce Composition

Report of Windham as compared to all jurisdictions

Question	Windham	Comparison Group
5: What percentage of your workforce is Unskilled?	1-25%	1-25%
6: What percentage of your workforce is Semi-skilled	1-25%	1-25%
7: What percentage of your workforce is Technically skilled	26-49%	1-25%
8: What percentage of your workforce is Managerial	26-49%	1-25%
9: What percentage of your workforce is Professional	26-49%	1-25%
10: What percentage of your workforce uses English as a second language?	0-10%	0-10%

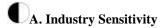


#### C. Unions

Question	Windham	Group
11: Have any employers in your jurisdiction had a major strike or work stoppage within the last three years?	no	no
12: Has there been a major union organizing drive among public or private workers in the last 3 years?	no	no
13: Do labor unions have a significant presence in the labor market of your jurisdiction?	Somewhat	Somewhat



### Section 5: Municipal Process



Report of Windham as compared to all jurisdictions

Question		Windham	Comparison Group
1: Does your jurisdiction have a marketing program based on the needs industrial or office location specialists?	identified by	no	no
2: Do you have a quick response team available when negative data/storabout your jurisdiction make the news?	ries/incidents	no	no
3: Do you actively engage local business spokespersons to speak on bel jurisdiction?	nalf of your	no	no
4: Do you have a strategy for engaging your jurisdiction's racial or ethn populations in unique businesses, festivals, etc., as a way to attract regionshopping?		no	no
5: Do you have a strategy for taking locally developed products and brit into regional markets?		no	no
6: Does your jurisdiction have a marketing program based on existing c identified opportunities or industry concentrations?	ore strengths,	no	no
Importance To Market  Very Important  Important  Less Important	ur Performano Strong	e Relative To	

**O**B. Sites Available

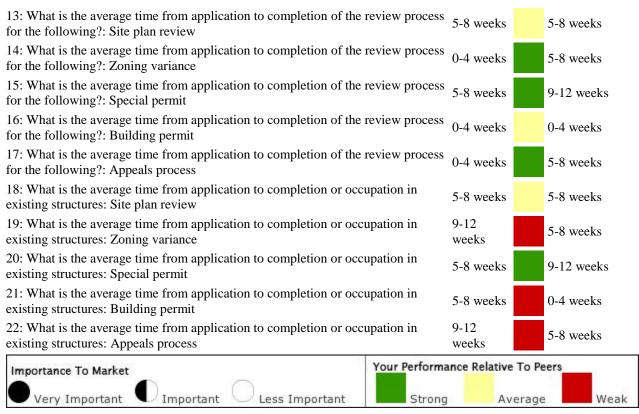
Report of Windham as compared to all jurisdictions

Question	Win	ıdham	Comparison Group
7: Does your jurisdiction own sites that it is currently marketing for	development? no		yes
8: Do you maintain a complete list of sites that are available for deveryour jurisdiction?	elopment in no		yes
9: Do you maintain an active relationship with commercial real estate brokers/developers/agents with sites in your jurisdiction?	e yes		yes
10: Do your land use regulations protect land currently zoned industriencroachment by residential other incompatible uses?	rial from yes		yes
11: Do you have an active strategy for reclaiming or land banking tale and tax title properties?	x delinquent yes		yes
12: Do you have an active strategy for reclaiming abandoned or undershopping plazas?	erutilized no		no
Importance To Market	Your Performance Re	elative To Pe	ers
Very Important Important Less Important	Strong	Average	Weak

C. Timeliness of Approvals

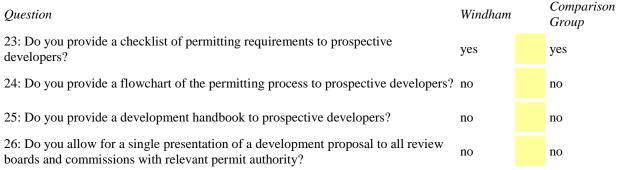
Report of Windham as compared to all jurisdictions

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## D. Predicable Permits

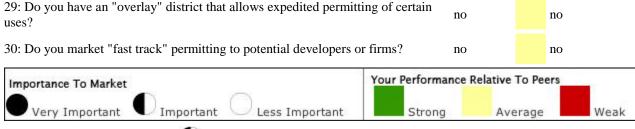
Report of Windham as compared to all jurisdictions





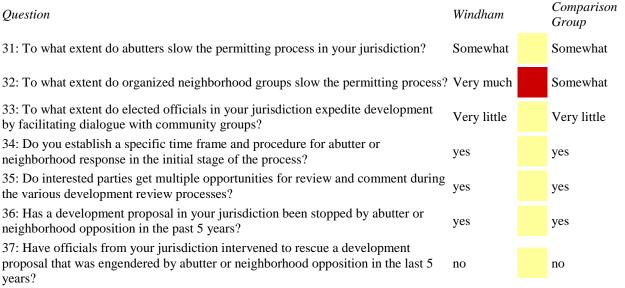
## **L**E. Fast Track Permits

Question	Windham	Comparison Group
27: Do you pre-permit development in certain districts?	no	no
28: Are there any publicly or cooperatively owned industrial parks in your jurisdiction that have their own expedited permitting authority?	no	no



### **O**F. Citizen Participation in the Review Process

Report of Windham as compared to all jurisdictions





### G. Permitting Ombudsman

Comparison

Question	Windham	Group
38: Is there another local official empowered to do so?	yes	yes
39: Does your jurisdiction require any local licenses for specific businesses or industries?	yes	yes
40: Is your jurisdiction involved in the process for businesses that require state or federal permitting or licensing?	yes	yes
41: Do you provide technical assistance for businesses in the state or federal permit / license application process?	no	yes
42: Does the chief executive officer of your jurisdiction play a significant role in ensuring the efficiency of your local permitting process?	no	no
43: Is there a "development cabinet" that is convened to review major developments?	no	yes
44: Do you have an established training program for development staff which regularly identifies critical adjustments in policy or regulation to accommodate	no	no

changing needs of firms?

45: Do you have an established training program for boards, commissions, authorities, districts, and elected officials which regularly identifies critical adjustments in policy or regulation to accommodate changing needs of firms?

no no no 0-4 weeks

46: If yes, approximately how long (in weeks) is your local licensing process for businesses?

Very Important Important Less Important Strong Average Weak

### Section 6: Quality of Life (Community)



Report of Windham as compared to all jurisdictions

Importance To Market	our Performance Relative	To Peers
7: Are there public beaches or boating activities within five miles of yo jurisdiction?	our no	yes
6: Is there a symphony orchestra, opera, or ballet company?	no	no
5: Is there a golf course within your jurisdiction?	yes	yes
4: Is there a civic center, arena or major concert hall?	no	no
3: Is there a professional repertory theater company?	no	no
2: Is there a major art, science or historical museum?	no	no
1: Is there a professional sports team resident within your jurisdiction?	no	no
Question	Windham	Comparison Group

OB. Crime

Strong

Average

Less Important

Report of Windham as compared to all jurisdictions

Very Important Important

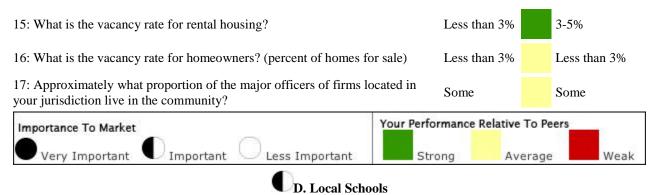
Question	Windham	Comparison Group
8: What was the residential burglary rate per 100,000 last year in your jurisdiction?	118	320
9: What was the auto theft rate per 100,000 last year?	41	between 138 and 150
10: What was the robbery rate per 100,000 last year?	6	48

11: What was the homicide rate per 100,000 last year?



C. Housing

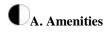
Question	Windham	Group
12: What was the median sale price of a single family home in your jurisdiction last year?	\$351,000- \$450,000	\$251,000- \$350,000
13: What was the median rent for a two bedroom apartment in your jurisdiction last year?	\$1251+	\$801-\$1000
14: What is the home ownership rate?	76+%	66-75%



Question	Windham	Comparison Group
18: What is the average K-12 per pupil expenditure in your jurisdiction last year?	\$8,501+	\$8,501+
19: If yes, what percentage tested as proficient English?		
20: If yes, what percentage tested as proficient in Mathematics?		
21: What percentage of your jurisdiction's K-12 students are eligible for free or reduced-cost lunch?	1-25%	26-49%
22: What is the average combined SAT score (Verbal and Math) for college-bound seniors from your jurisdiction?	1051- 1125	976-1050
23: What percentage of high school seniors from your jurisdiction graduated in 2004?	75%+	75%+
24: What is the high school drop out rate?	1-25%	1-25%
25: Have any of the schools in your jurisdiction been deemed "underachieving"	no	no
26: What percentage of high school seniors go on to a four-year college?	50-74%	50-74%
27: Are there any charter schools in your jurisdiction?	no	no
28: What types of private schools are there in your jurisdiction?		
Parochial	no	no
Non-sectarian	no	no
Boarding	no	no
29: Does your state mandate an assessment or proficiency test as a prerequisite for high school graduation?	no	yes
30: If yes, are the tests used as a measure of performance within your local school		



## Section 7: Quality of Life (site)



Question		Windham	Comparison Group	
1: What proportion of existing development sites within your jurisd following within 1 mile?: Fast food restaurant	iction have the	Few	Most	
2: What proportion of existing development sites within your jurisd following within 1 mile?: Fine dining	iction have the	Few	Some	
3: What proportion of existing development sites within your jurisd following within 1 mile?: Day care	iction have the	Most	Most	
4: What proportion of existing development sites within your jurisd following within 1 mile?: Retail shops	iction have the	Some	Most	
Importance To Market	Your Performan	mance Relative To Peers		
Very Important O Important O Less Important	Strong	Aver	age Weak	

#### Section 8: Business Incentives

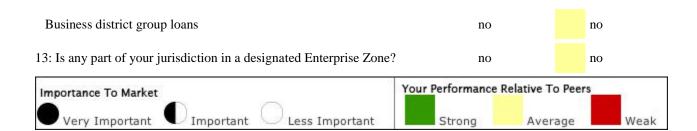
Equity participation



Report of Windham as compared to all jurisdictions Comparison Windham Question Group yes 1: Are businesses in your jurisdiction eligible for any special state tax incentives? yes 2: To what extent does your jurisdiction actively take advantage of any special Very little Somewhat state business incentives? 3: Does your state allow for priority funding for distressed economic areas? yes yes Your Performance Relative To Peers Importance To Market Weak Very Important Important Less Important Strong Average B. Local Report of Windham as compared to all jurisdictions Comparison Windham Question Group 4: Does your jurisdiction provide any additional tax or other financial incentives no yes to local businesses? 5: Does your jurisdiction actively pursue federal and/or state programs designed yes no to assist in attracting and retaining businesses? 6: Does your jurisdiction use Tax Increment Financing (TIF) or other programs to yes provide tax breaks to businesses? 7: Do you grant TIFs for retail development? no no 8: Who negotiates the tax abatement? Legislative Legislative 9: Does your jurisdiction assist in securing financing for businesses with no yes commercial lenders or state industrial finance mechanisms? 10: Do you actively pursue locating local, state, and federal (public) facilities, including post offices, to stimulate the creation of amenities and other attractions no yes to spur private sector commercial and industrial development? No 11: Do you participate in a regional brownfield revolving loan fund or offer your brownfields Regional own? funds utilized 12: Does your jurisdiction offer any of the following incentives for businesses to locate in your jurisdiction? (Check all that apply) Revolving loan fund no no Loan guarantees no no Revenue bonds no no

no

no



### Section 9: Tax Rates



Question 1: Does your jurisdiction tax property in industrial or commercial uses at a different rate than residential properties? 2: If yes, what is the tax rate on industrial/commercial property? \$ /\$1,000 3: If yes, what is the tax rate on residential property? \$ /\$1,000 4: If no, what is the tax rate on all property? \$ /\$1,000 5: What % of your tax revenue is derived from: Industrial % 6: What % of your tax revenue is derived from: Commercial % 6: What % of your tax revenue is derived from: Residential % 93 75+ 8: What types of taxes are collected by your jurisdiction to pay for local services?  Property tax yes yes Local sales tax no no 10: Does your jurisdiction impose impact fees on new commercial or industrial yes  Importance To Market  Your Performance Relative To Peers Weak Weak    Very Important   Imp	Report of Windham as compared to all jurisdictions		
different rate than residential properties?  2: If yes, what is the tax rate on industrial/commercial property? \$ /\$1,000  3: If yes, what is the tax rate on residential property? \$ /\$1,000  4: If no, what is the tax rate on all property?  16.10  between 12.69 and 13.50  5: What % of your tax revenue is derived from: Industrial %  6: What % of your tax revenue is derived from: Commercial %  6: What % of your tax revenue is derived from: Residential %  93  75+  8: What types of taxes are collected by your jurisdiction to pay for local services?  Property tax  yes  yes  Local sales tax  no  no  9: Are there different revenues sources to pay for K-12 education?  yes  yes  Importance To Market  Your Performance Relative To Peers	Question	Windham	Comparison Group
3: If yes, what is the tax rate on residential property? \$ /\$1,000 4: If no, what is the tax rate on all property?  16.10  between 12.69 and 13.50 5: What % of your tax revenue is derived from: Industrial %  1 6.27 6: What % of your tax revenue is derived from: Commercial %  6 12 7: What % of your tax revenue is derived from: Residential %  8: What types of taxes are collected by your jurisdiction to pay for local services?  Property tax  yes  yes  Local sales tax  no  no  10  9: Are there different revenues sources to pay for K-12 education?  yes  yes  no  Importance To Market  Your Performance Relative To Peers		no	yes
4: If no, what is the tax rate on all property?  16.10 between 12.69 and 13.50  5: What % of your tax revenue is derived from: Industrial %  1 6.27  6: What % of your tax revenue is derived from: Commercial %  6 12  7: What % of your tax revenue is derived from: Residential %  8: What types of taxes are collected by your jurisdiction to pay for local services?  Property tax yes yes  Local sales tax no no no  Local income tax no no no  9: Are there different revenues sources to pay for K-12 education? yes yes  10: Does your jurisdiction impose impact fees on new commercial or industrial development?  Your Performance Relative To Peers	2: If yes, what is the tax rate on industrial/commercial property? \$ /\$1,000		
4: If no, what is the tax rate on all property?  16.10  13.50  5: What % of your tax revenue is derived from: Industrial %  6: What % of your tax revenue is derived from: Commercial %  6: What % of your tax revenue is derived from: Residential %  93  75+  8: What types of taxes are collected by your jurisdiction to pay for local services?  Property tax  yes  Local sales tax  no  no  no  9: Are there different revenues sources to pay for K-12 education?  yes  yes  10: Does your jurisdiction impose impact fees on new commercial or industrial development?  Your Performance Relative To Peers	3: If yes, what is the tax rate on residential property? \$ /\$1,000		
6: What % of your tax revenue is derived from: Commercial % 7: What % of your tax revenue is derived from: Residential % 8: What types of taxes are collected by your jurisdiction to pay for local services?  Property tax yes yes Local sales tax no no no  9: Are there different revenues sources to pay for K-12 education?  9: Are there different revenues sources to pay for K-12 education?  9: Are there different revenues sources to pay for K-12 education?  10: Does your jurisdiction impose impact fees on new commercial or industrial development?  Your Performance Relative To Peers	4: If no, what is the tax rate on all property?	16.10	0001110011100011100
7: What % of your tax revenue is derived from : Residential % 93 75+  8: What types of taxes are collected by your jurisdiction to pay for local services?  Property tax yes yes  Local sales tax no no  Local income tax no no  9: Are there different revenues sources to pay for K-12 education? yes yes  10: Does your jurisdiction impose impact fees on new commercial or industrial development?  Importance To Market  Your Performance Relative To Peers	5: What % of your tax revenue is derived from: Industrial %	1	6.27
8: What types of taxes are collected by your jurisdiction to pay for local services?  Property tax yes yes  Local sales tax no no  Local income tax no no  9: Are there different revenues sources to pay for K-12 education? yes yes  10: Does your jurisdiction impose impact fees on new commercial or industrial development?  Importance To Market  Your Performance Relative To Peers	6: What % of your tax revenue is derived from: Commercial %	6	12
Property tax  Local sales tax  no  no  Local income tax  no  9: Are there different revenues sources to pay for K-12 education?  yes  yes  yes  yes  10: Does your jurisdiction impose impact fees on new commercial or industrial development?  Importance To Market  Your Performance Relative To Peers	7: What % of your tax revenue is derived from : Residential %	93	75+
Local sales tax  no  no  Local income tax  no  no  9: Are there different revenues sources to pay for K-12 education?  yes  10: Does your jurisdiction impose impact fees on new commercial or industrial development?  Importance To Market  Your Performance Relative To Peers	8: What types of taxes are collected by your jurisdiction to pay for local service	es?	
Local income tax  no  9: Are there different revenues sources to pay for K-12 education?  10: Does your jurisdiction impose impact fees on new commercial or industrial development?  Importance To Market  Your Performance Relative To Peers	Property tax	yes	yes
9: Are there different revenues sources to pay for K-12 education?  10: Does your jurisdiction impose impact fees on new commercial or industrial development?  Your Performance Relative To Peers	Local sales tax	no	no
10: Does your jurisdiction impose impact fees on new commercial or industrial yes no  Importance To Market  Your Performance Relative To Peers	Local income tax	no	no
development?  Importance To Market  Your Performance Relative To Peers	9: Are there different revenues sources to pay for K-12 education?	yes	yes
Importance to market		yes	no
	Importance To Market Your Perfo	rmance Relat	tive To Peers
		ong	Average Weak

B. Tax Delinquency

Question	Windham	Comparison Group
11: How many properties in your jurisdiction are more than one year delinquent in taxes?	0-50	100-200
12: How many properties are tax defaulted or subject to the power of sale?	100-200	50-100
13: When do you choose to auction tax title properties?	5-10 years	1-5 years
14: Do you have an organized and defined process for conducting such auctions and ensuring that they are successful/effective?	yes	yes
15: Do you auction the "right to foreclose" on tax delinquent properties?	no	no
16: Do you seek tax abatement on tax title properties to allow the liens to clear for new owners?	yes	no

17: If a tax delinquent/tax title property serves as an impediment to development, do the properties receive special attention?

Importance To Market

Very Important

Less Important

Very Important

Less Important

Strong

Average

Weak

## Section 10: Access to Information

## A. Website

Question	Windham		Comparison Group
1: Does your jurisdiction's website list all local development policies and procedures?	no		no
2: Does your website have contact information for key officials?	yes		yes
3: Does your website have general information about your jurisdiction?	yes		yes
4: How frequently is your website updated?	Weekly		Weekly
5: Does your website include an explicitly designed economic development tool aimed at businesses and developers?	no		no
6: Is there a development permit checklist/flow chart on the website?	no		no
7: Are permit applications available for downloading on the website?	no		yes
8: Are they date certified to ensure that they are the most recent version (i.e. the same version that you would get in person)?	no		no
9: Is it possible to file a permit application electronically?	no		no
10: Is there a list of available land and building sites on the website?	no		no
11: If yes, check the types of information available about each site. (Check all that a	apply)		
:Owner	no		no
Square footage of vacant land	no		no
Square footage and quality of existing buildings and structures	no		no
Abutters	no		no
Zoning	no		no
Assessed Value	no		no
Tax rate	no		no
Current tax status (e.g. paid up, delinquent)	no		no
Contamination	no		no
Aerial photo	no		no
GIS link	no		no

