

**Prepared for the
Town of Windham**

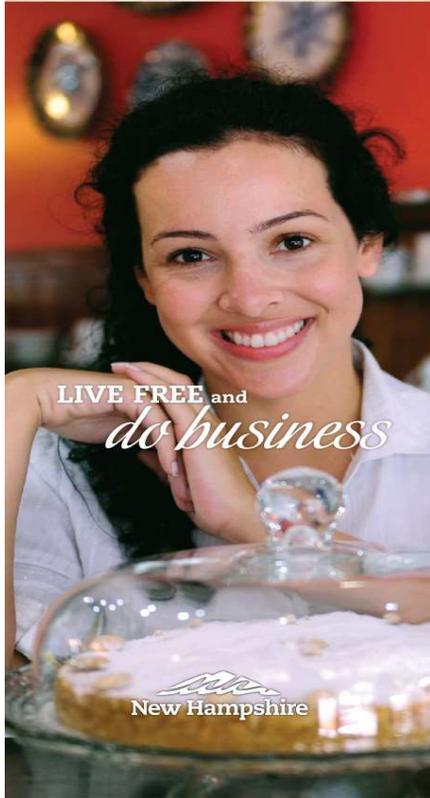


Prepared by Michael Bergeron

**NH Division of Economic Development
November 7, 2013**

Department of Resources and Economic Development

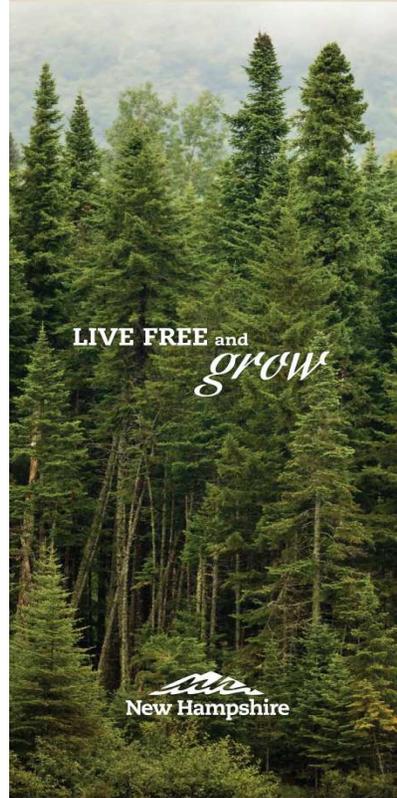
nheconomy.com
The NH Division of Economic Development



LIVE FREE and
do business


New Hampshire

 **DIVISION OF
FORESTS AND LANDS**
NHDFL.ORG

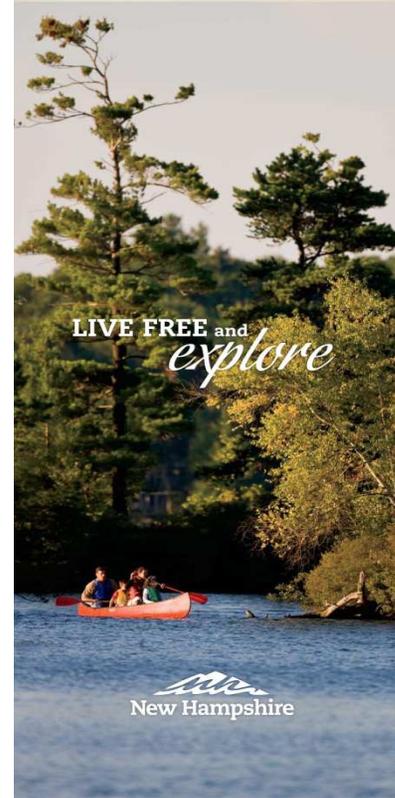


LIVE FREE and
grow


New Hampshire

 **PARKS &
RECREATION**
NEW HAMPSHIRE

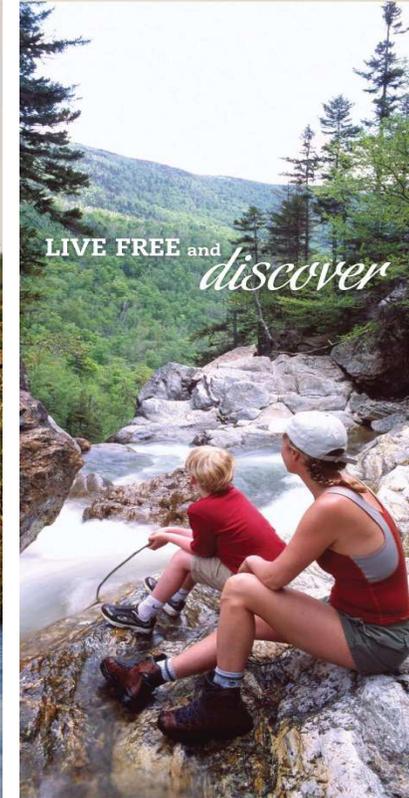
NHSTATEPARKS.ORG



LIVE FREE and
explore


New Hampshire

 **New Hampshire**
visitnh.gov



LIVE FREE and
discover


New Hampshire

Michael's background:

- **Has been with DRED since 1997**
- **Manages out of state business recruitment**
- **Before joining DRED, worked with CB
Richard Ellis in Boston as a leasing broker**
- **Lives in Litchfield New Hampshire**
- **Has three children—two boys and a girl.**

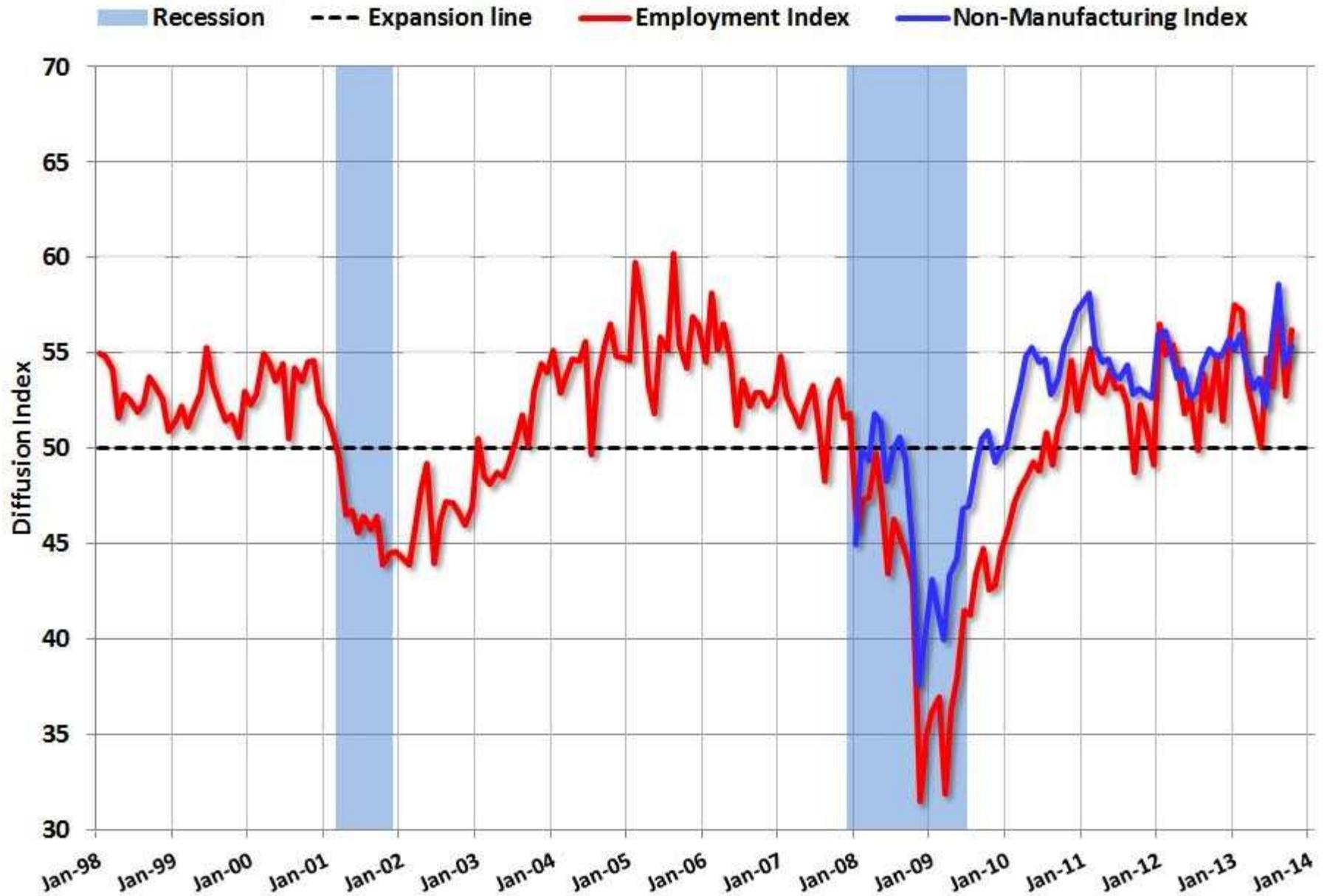
The economy is looking much better this year

- **Manufacturing out put is up**
- **Auto sales looking good**
- **Housing market is heating up**
- **Unemployment is down**
- **Non-mfg consumer sales are up**



**“(Tempe, Arizona) November 5, 2013
— Economic activity in the non-
manufacturing sector grew in
October for the 46th consecutive
month, say the nation's purchasing
and supply executives in the latest
Non-Manufacturing ISM *Report On
Business*®”**

ISM Non-Manufacturing and Employment Diffusion Indexes



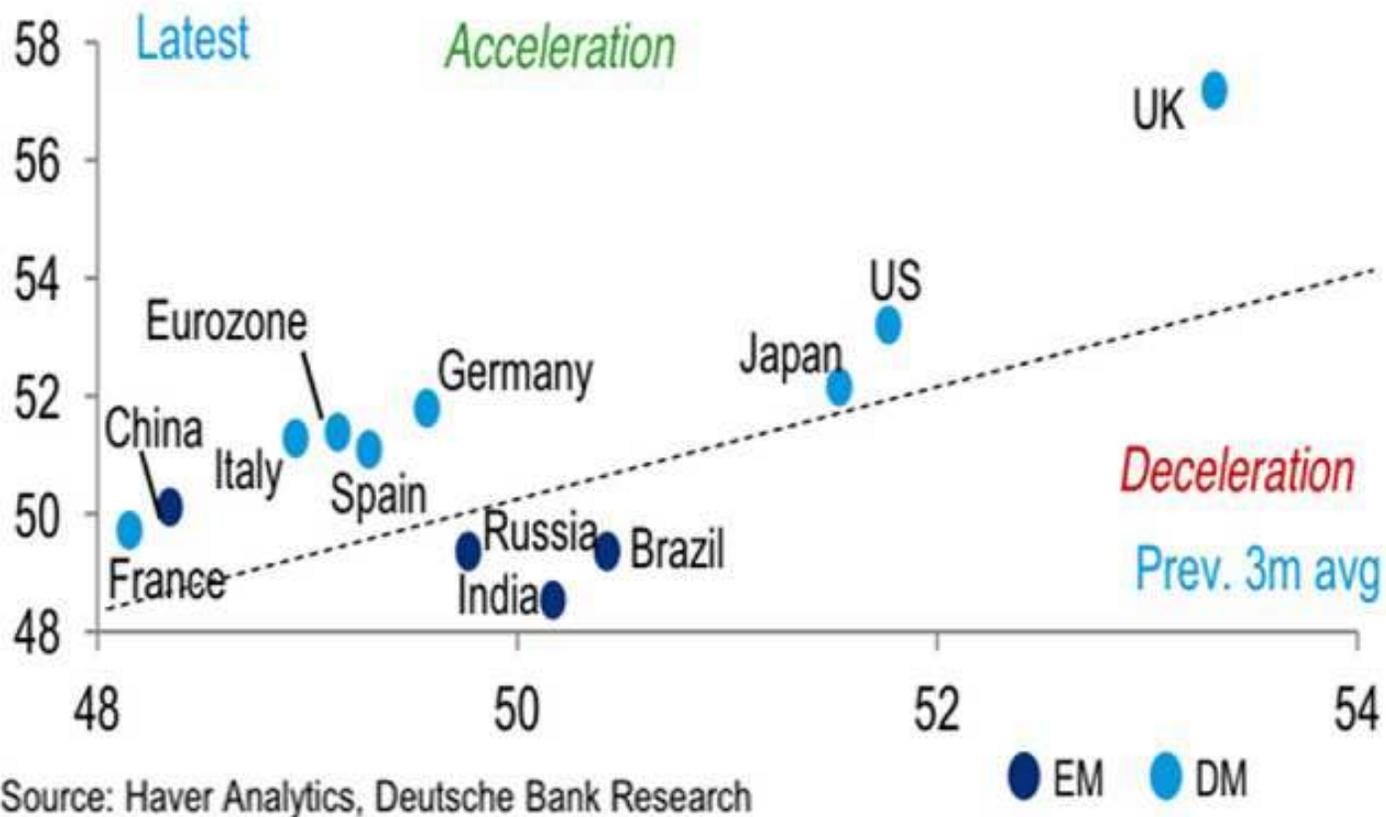
<http://www.calculatedriskblog.com/>

JPMorgan global PMI output

DI, sa

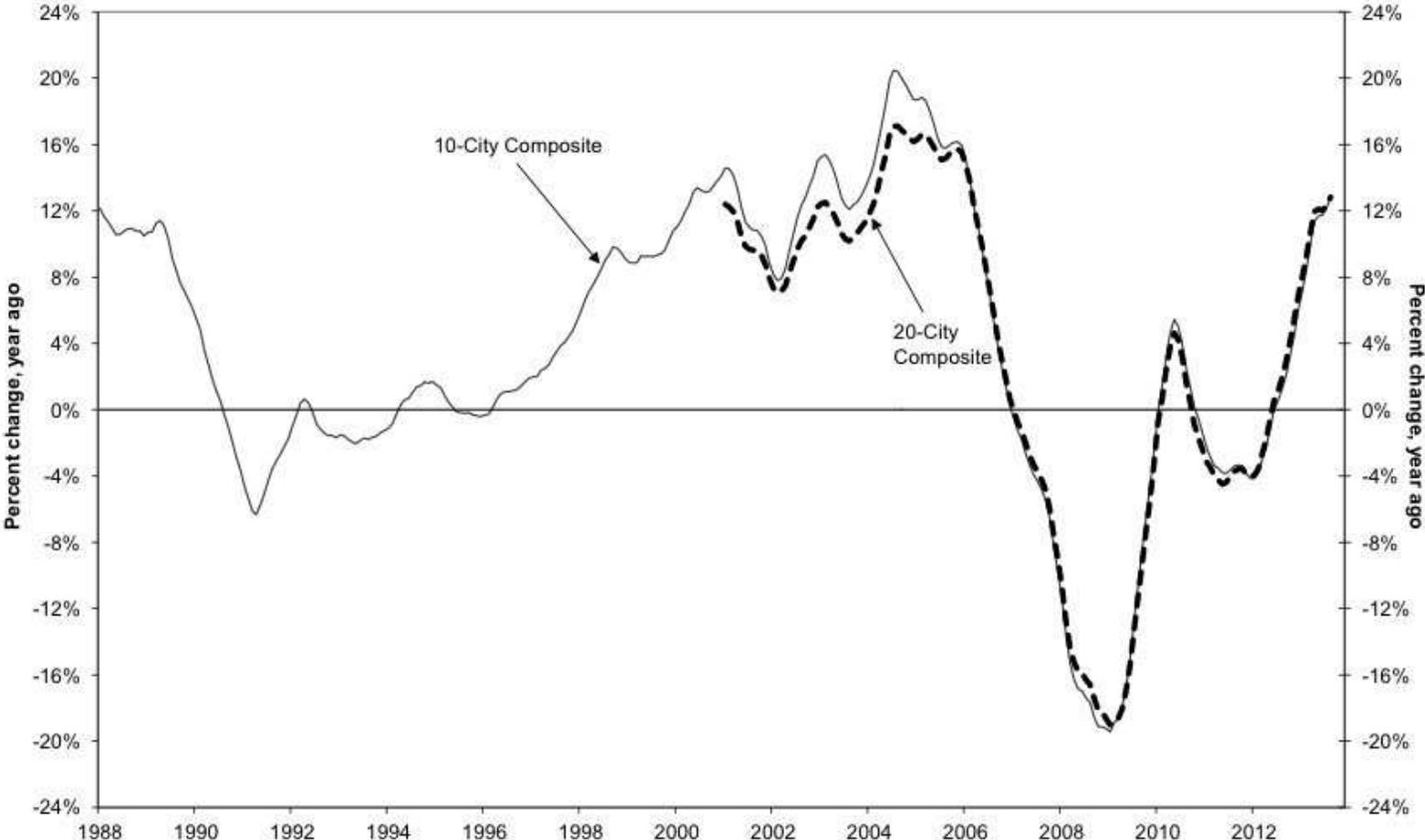


Manufacturing PMIs: developed economies accelerating whereas most major EM slowing



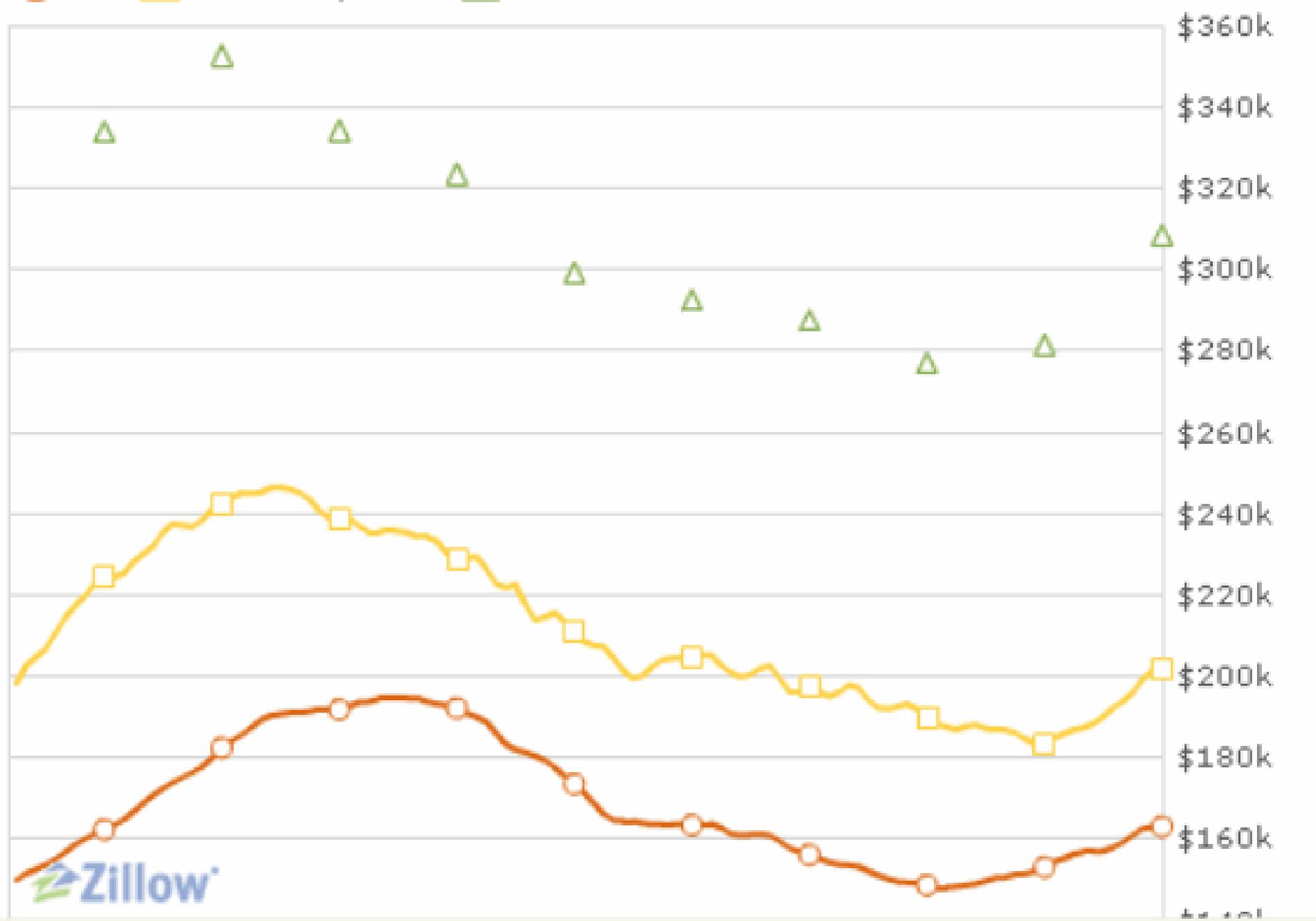
Home Prices Surge And Have Their Best Month Since February 2006

S&P/Case-Shiller Home Price Indices

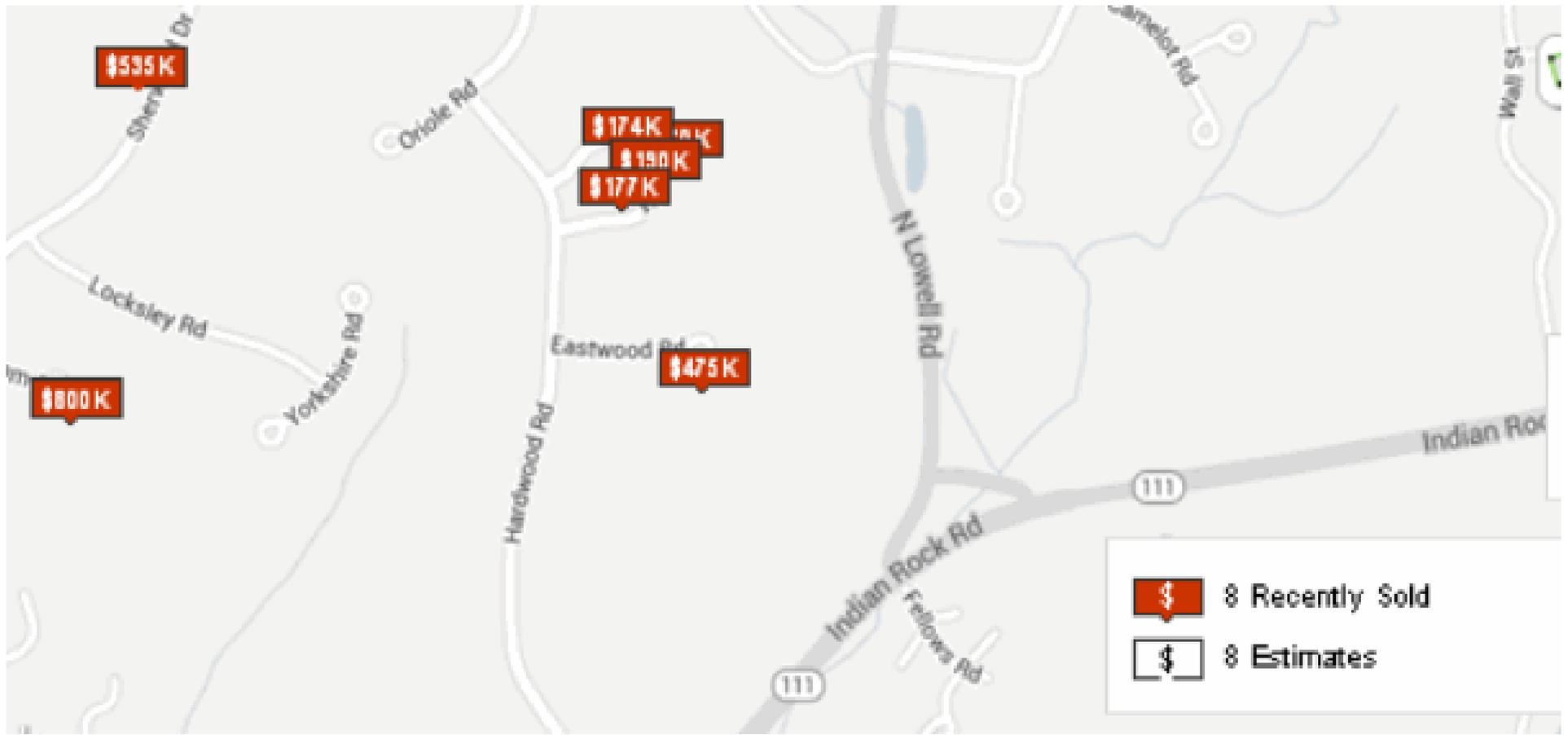


Source: S&P Dow Jones Indices & CoreLogic

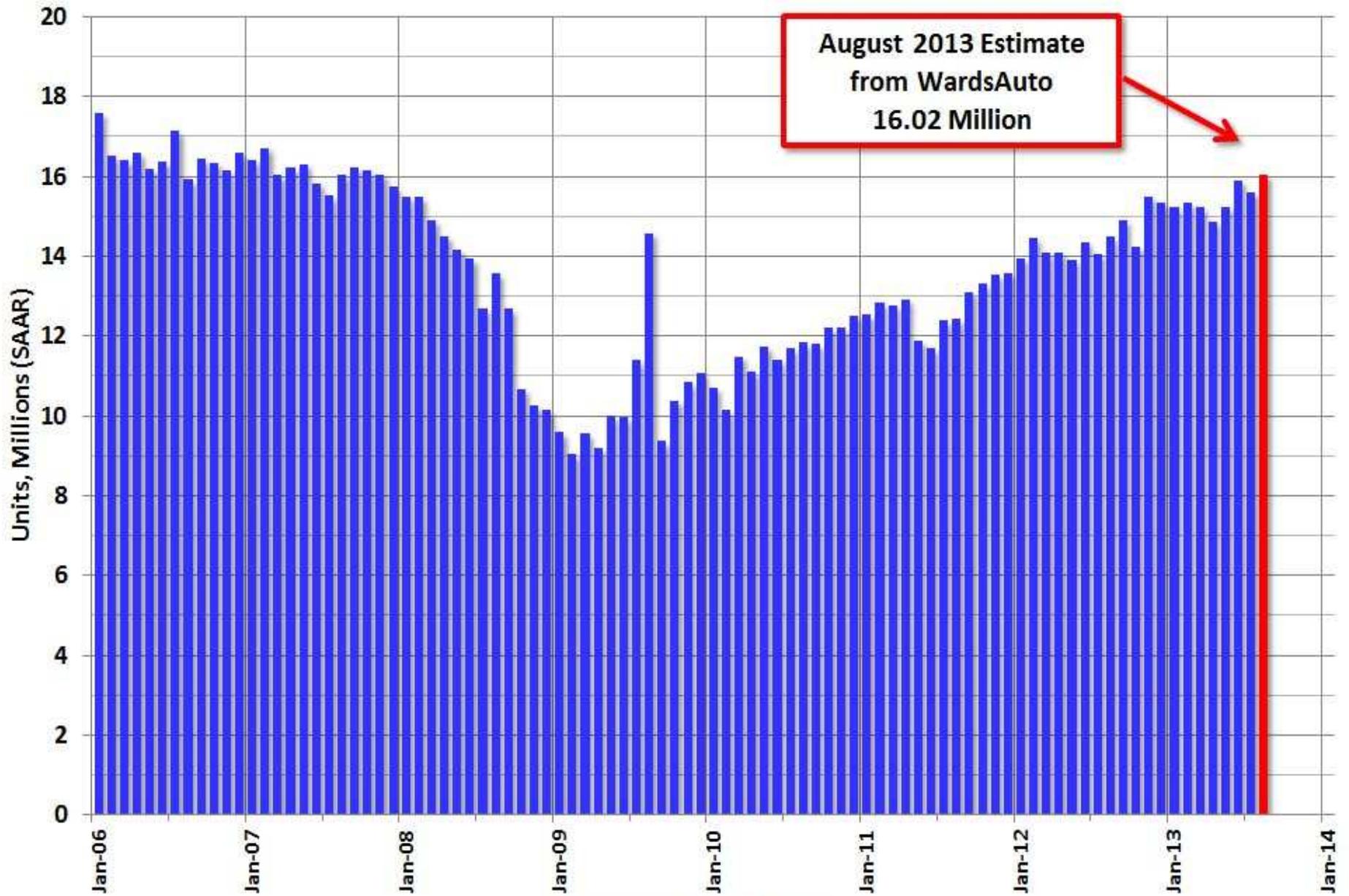
○ US □ New Hampshire △ Massachusetts



Windham recent home sales examples



U.S. Light Vehicle Sales (SAAR), Source: BEA

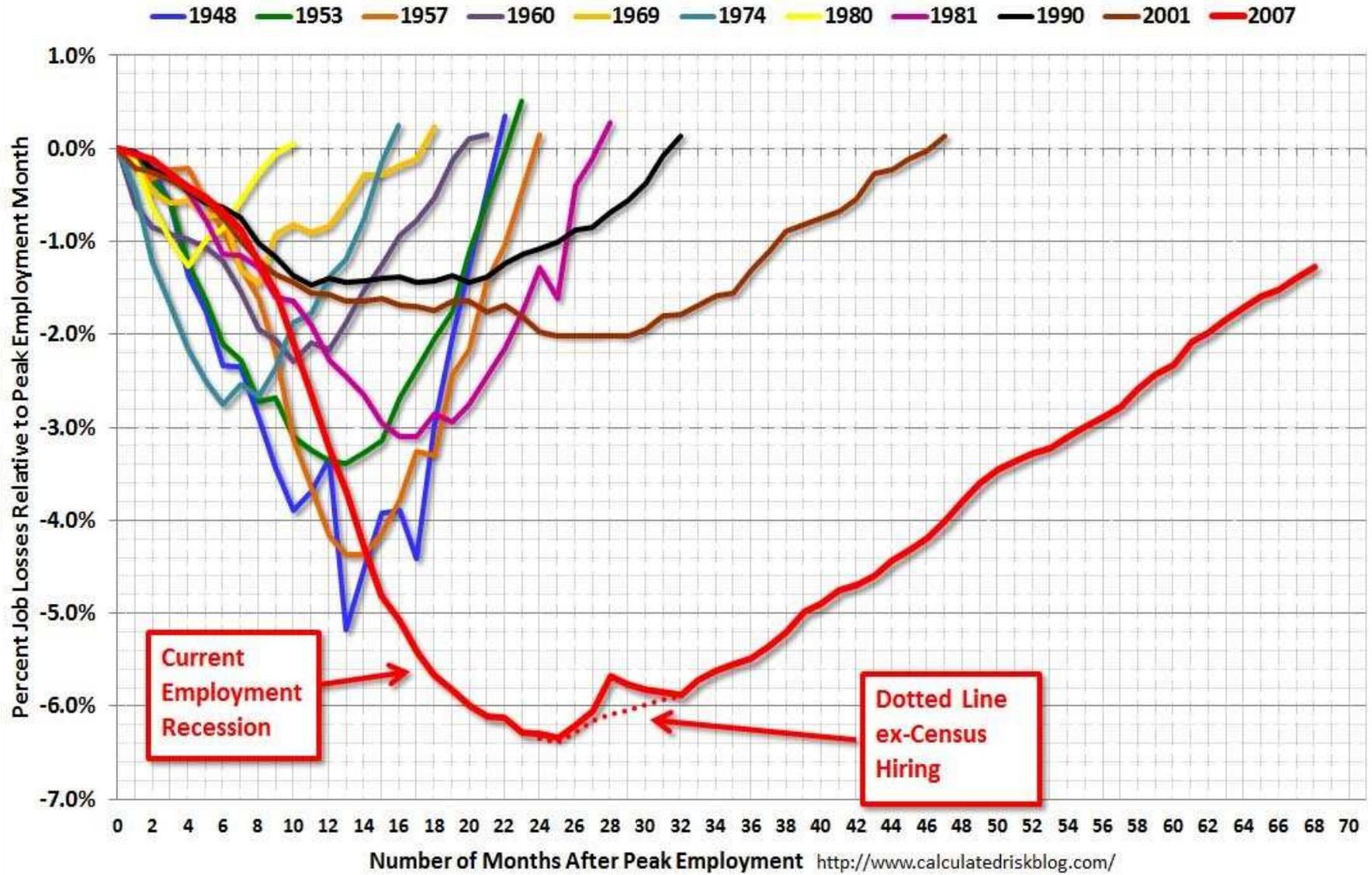


August 2013 Estimate
from WardsAuto
16.02 Million

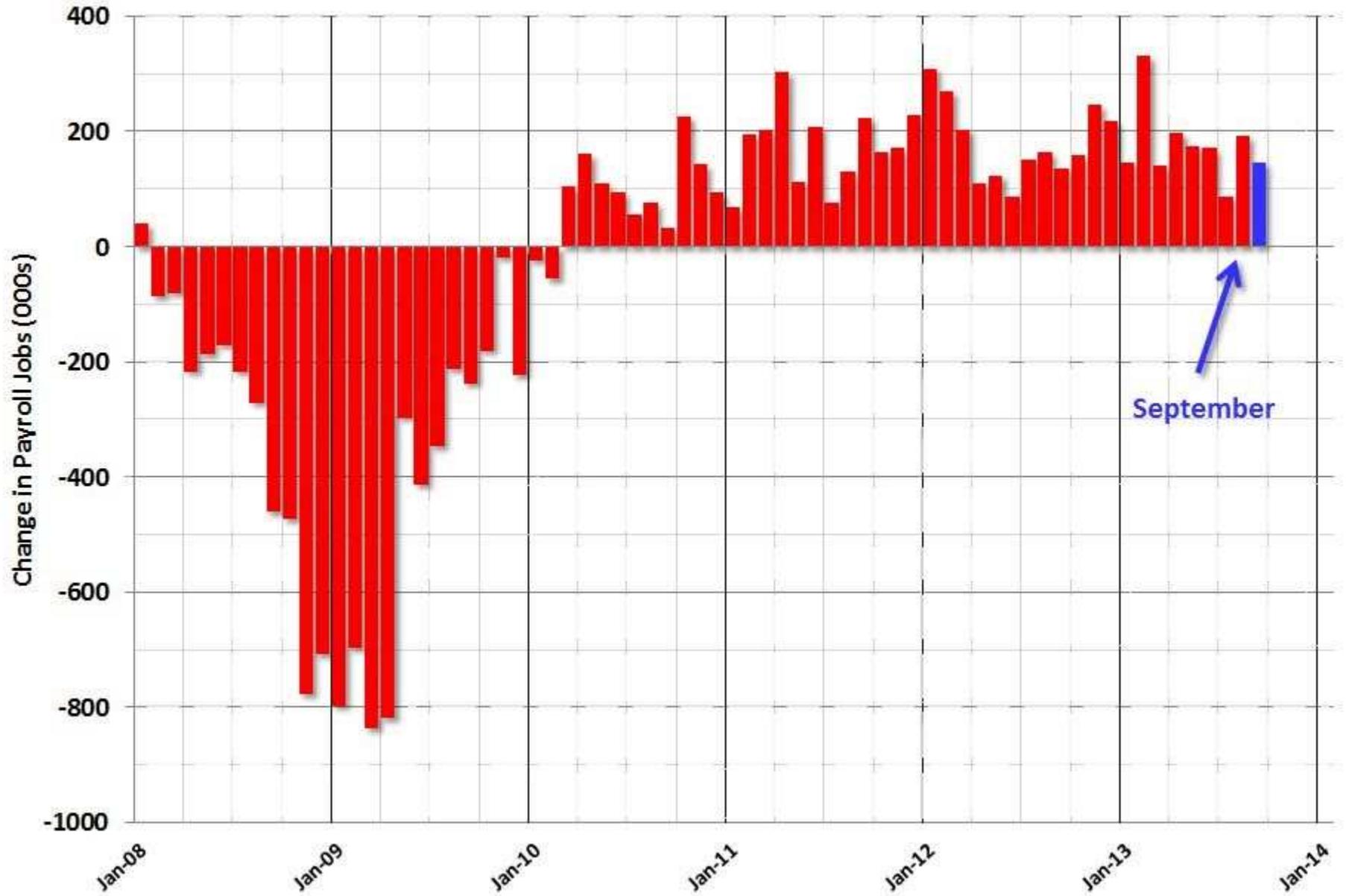
But not all good news

- **VERY slow job recovery**
 - **Increase in debt**
 - **Increase in taxes**

Percent Job Losses in Post WWII Recessions



Change in Payroll Jobs per Month (ex-Census hiring)





Economic News Release

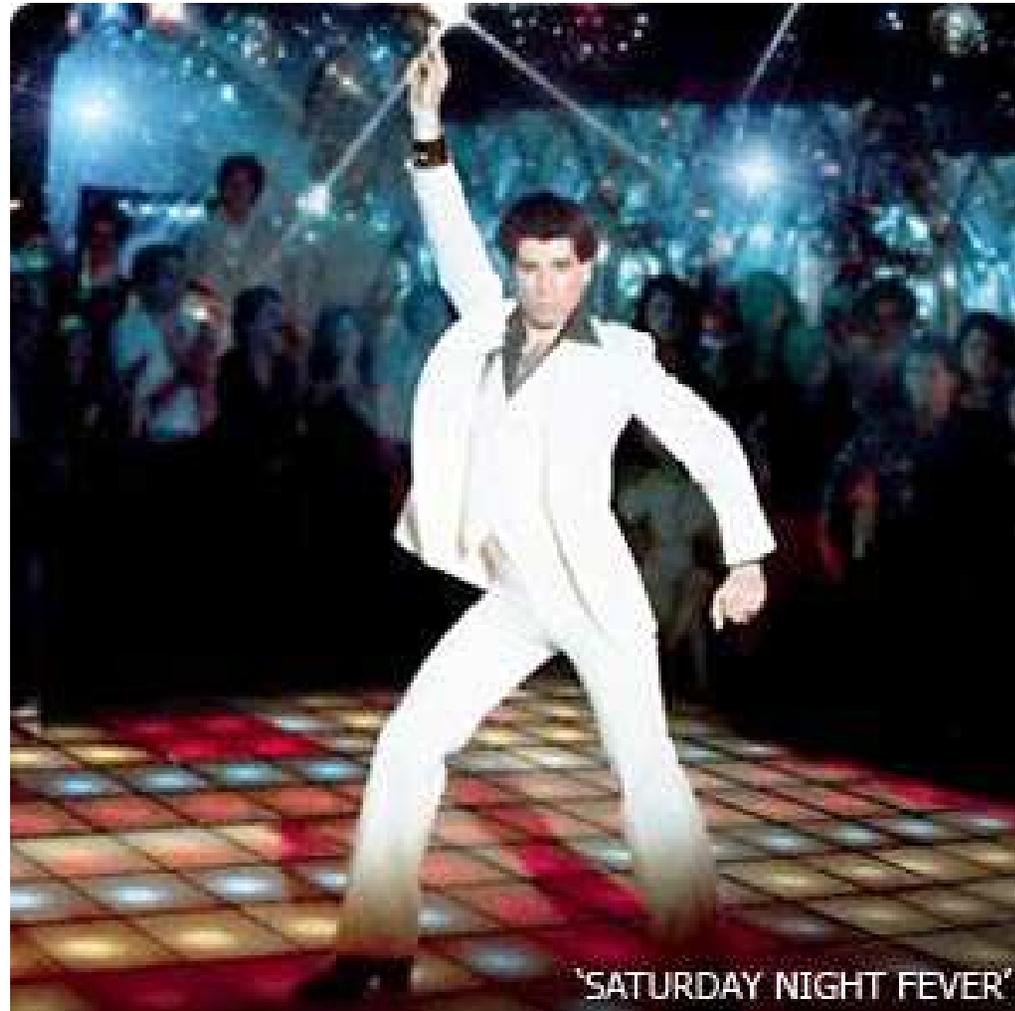
Employment Situation Summary

Transmission of material in this release is embargoed
1527 until 8:30 a.m. (EDT) Friday, August 2, 2013

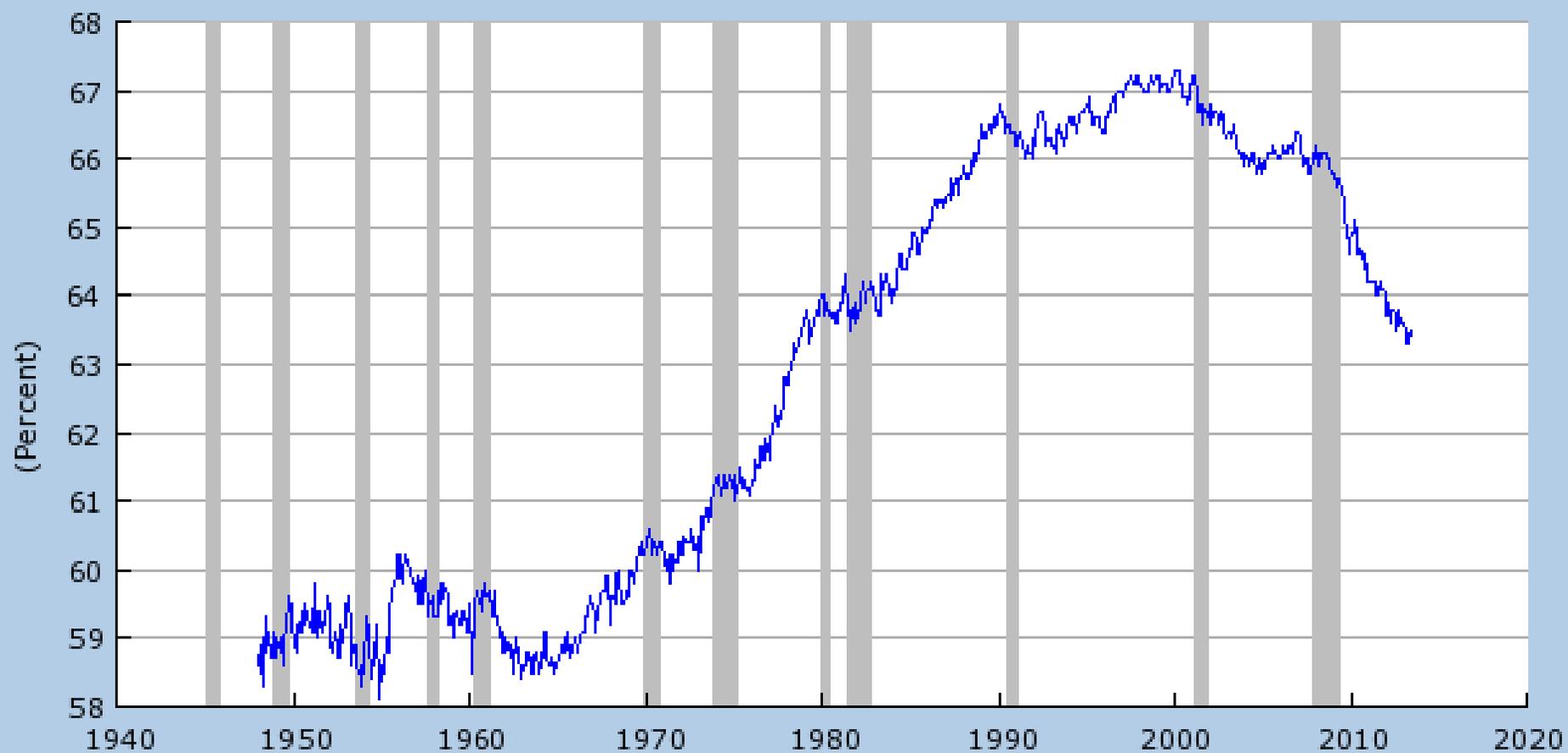
USDL-13-

- **“Both the number of unemployed persons, at 11.5 million, and the unemployment rate, at 7.4 percent, edged down in July.**
- **The number of persons employed part time for economic reasons (sometimes referred to as involuntary part-time workers) was essentially unchanged at **8.2 million** in July.”**
(just over 70%)

Labor participation rate lowest since the end of the disco era 1978



Civilian Labor Force Participation Rate (CIVPART)
Source: U.S. Department of Labor: Bureau of Labor Statistics



Shaded areas indicate US recessions.
2013 research.stlouisfed.org



“Job Seekers are Out of Sync with Hiring Managers”

THE WALL STREET JOURNAL.

**“Third-annual survey reveals various
“disconnects” -- not job market -- may
be biggest barrier to employment.”**

DOWNERS GROVE, Ill.--(BUSINESS WIRE)--October 28, 2013—

- * 72% confident on skills and
knowing what the manager wants**
- * 15% of the hiring managers said
they found skills they needed**

Managerial expectations:

- "Global outlook" (36 point gap)**
- "Strategic perspective" (28 point gap)**
- "Business acumen" (26 point gap)**
- "Ability to network effectively" (16 point gap)**

“Managerial-level job seekers are short-changing themselves by touting skills that hiring managers consider to be baseline”

- "Strong work ethic" (57 point gap)**
- "Self-motivation" (31 point gap)**
- "Ability to work well with others" (23 point gap)**

“Most Americans accumulating debt faster than they’re saving for retirement”

The Washington Post
with Bloomberg

By [Michael A. Fletcher](#), Published: **October 23, 2013**

Before the recession:

46% (2006-2007)

of workers accumulated debt faster than retirement savings.

After the recession:

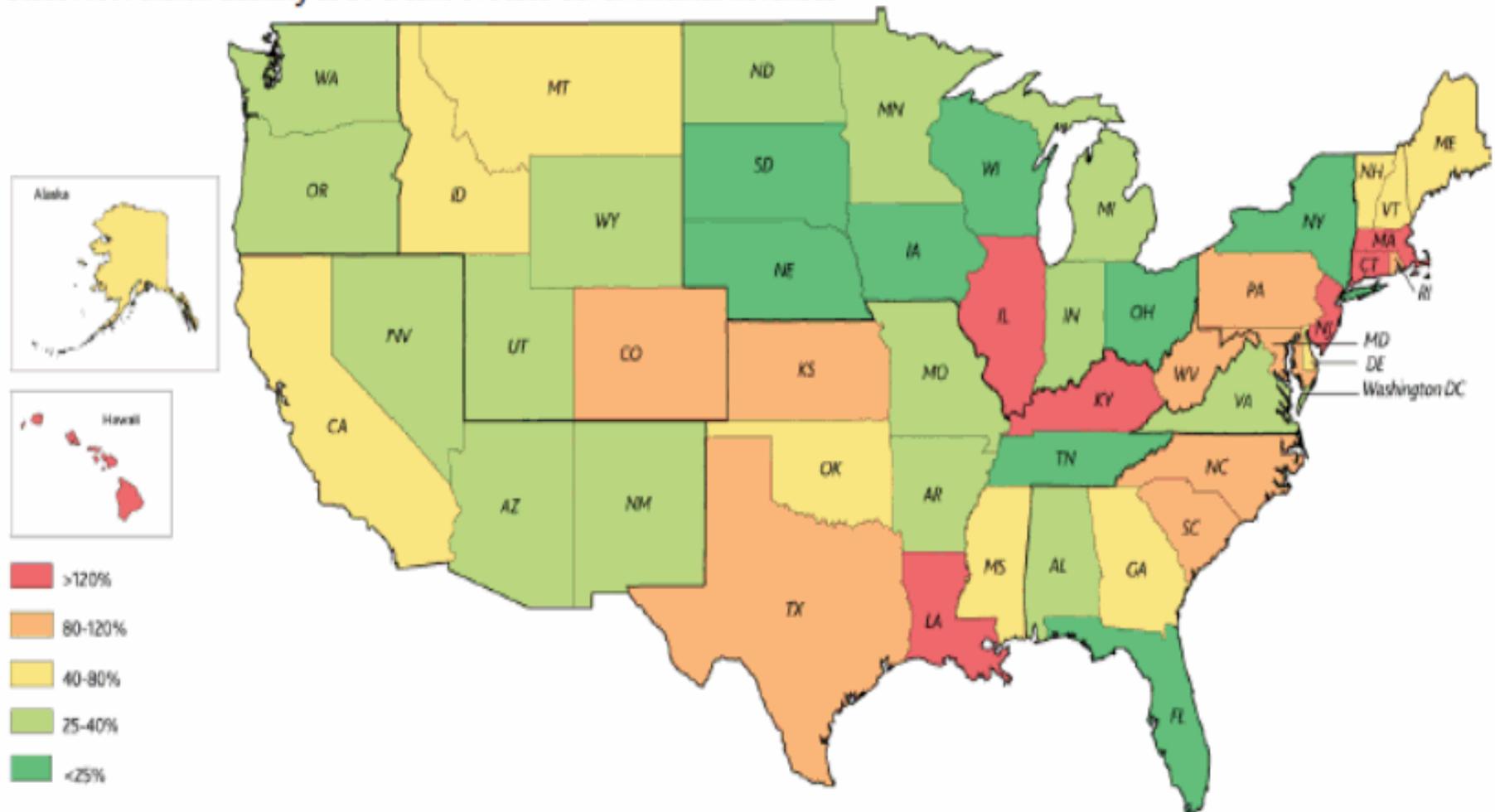
64% (2010-2011)

State unfunded liabilities, 2013

MOODY'S
INVESTORS SERVICE

EXHIBIT 2

State Net Pension Liability as a Percent of State Governmental Revenues



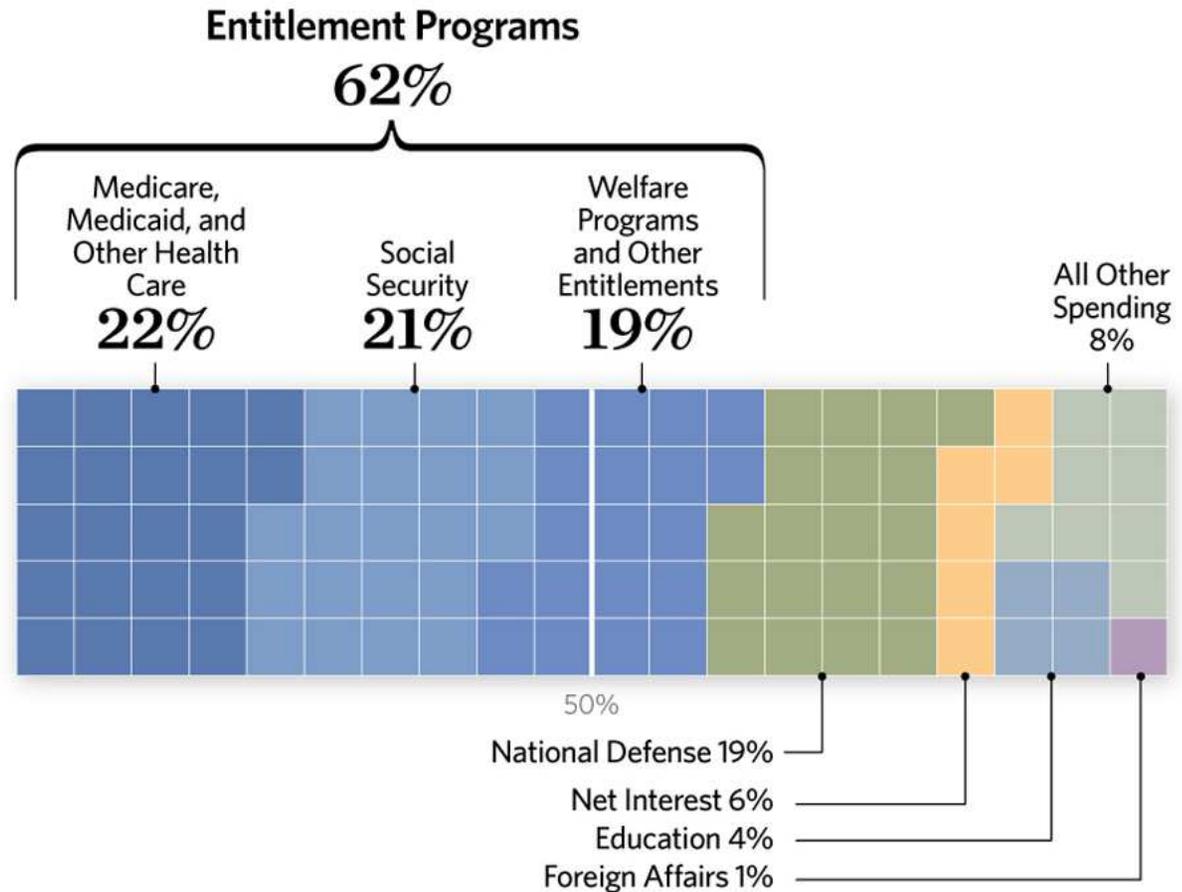
17+ Trillion in \$100.00 bills



More than Half of All Federal Spending Will Be on Entitlement Programs in 2012

Medicare, Medicaid, and Social Security—along with other entitlements such as food stamps, unemployment, and housing assistance—make up 62 percent of all federal spending. In contrast, spending on foreign aid represents about 1 percent.

PERCENTAGE OF FY2012 SPENDING



Source: Office of Management and Budget.

**Debt problem result at some point:
Higher taxes and fewer government
services**

“IRS Watchdog: \$67M Missing from Obamacare”



September 27, 2013 ... **“The “Health Insurance Reform Implementation Fund” (HIRIF) was tucked into Obamacare in order to give the IRS money to enforce the tax provisions of the healthcare law. The fund, totaling some \$1 billion of taxpayer money, was used to roll out enforcement mechanisms for the approximately 50 tax provisions of Obamacare.”**

Conclusion:
Its no longer
business as usual

Business Recruitment

Key Target Industries-- Industrial and office uses:



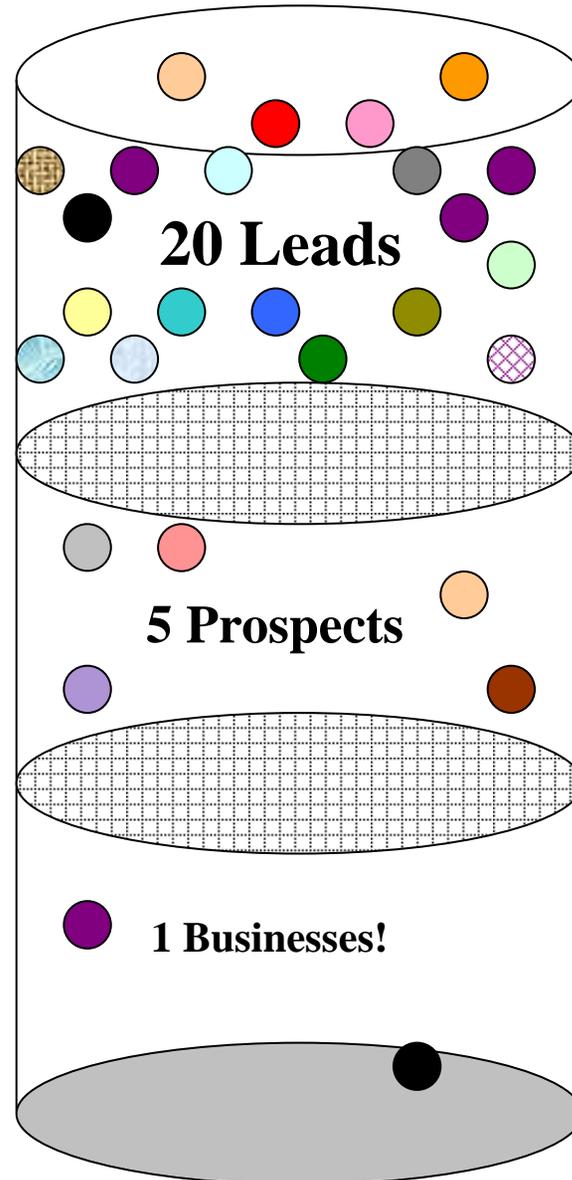
LONZA

- **Advanced mfg. companies**
- **Biotechnology/ Medical Device Industries**
- **Financial Services & Insurance Companies**

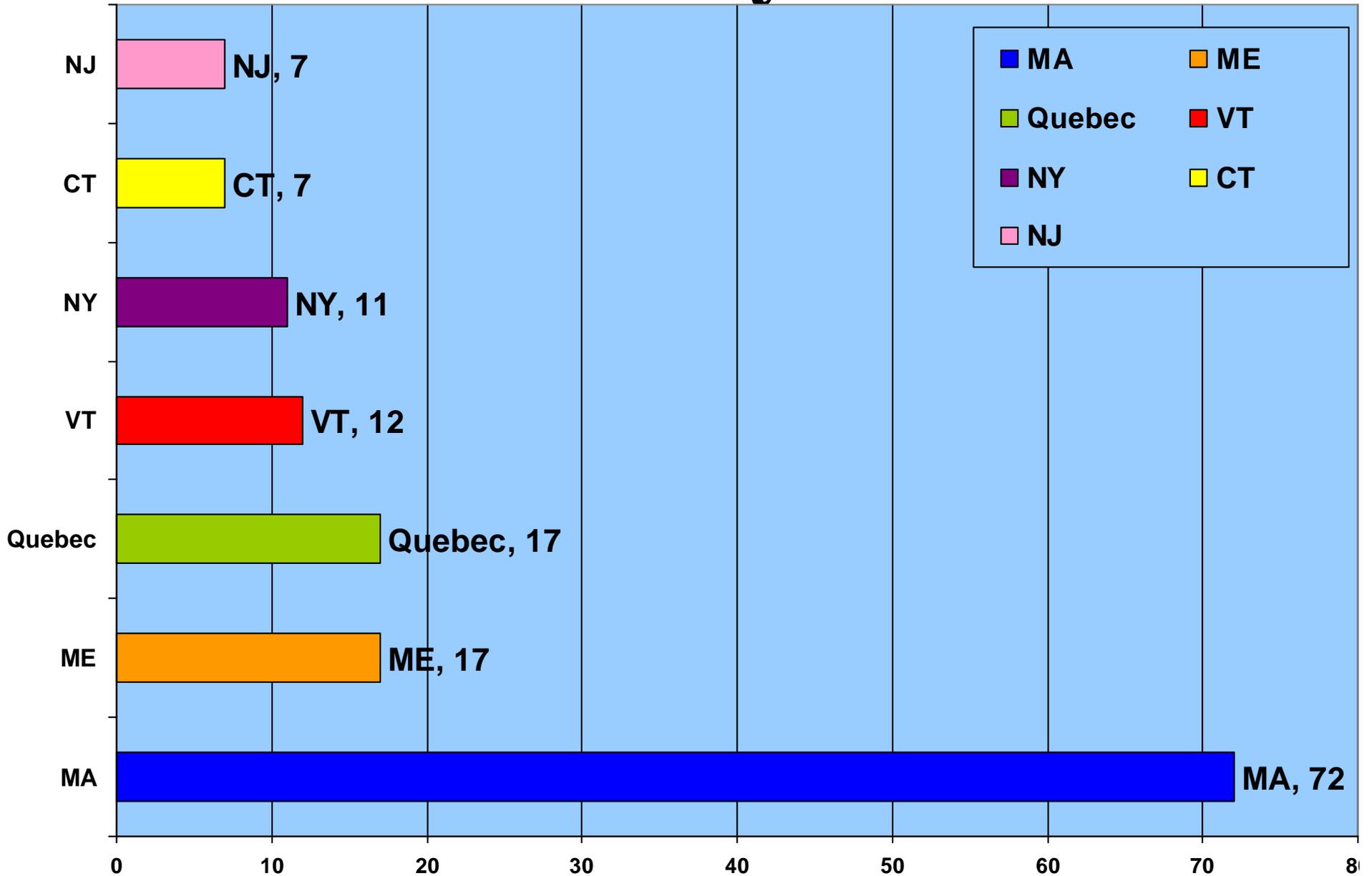
Marketing Tactics

- **Old fashion cold calls**
- **Web-site as a sales tool – key to success**
- **Targeted Tradeshows (about 2 per year)**
- **Targeted sales group presentations**
- **Targeted initiatives**
- **Referrals from NH companies**
- **Network with real estate brokers, venture capitalists, site consultants and attorneys**
- **Network with local and regional economic development officials**

Recruitment sales cycle—two years



DRED Leads By State 2013



Offering a great “quality of life” is not a competitive advantage anymore.

People want to know these answers to these

Questions in this order:

- 1. Skilled labor?
- 2. Taxes/Incentives?
- 3. Highway access?
- 4. Available industrial/office buildings to lease/sale?



New Hampshire's business taxes compared to neighboring states

US Business Tax Climate 2014			
1 = best 50= worst			
Rank	State	Rank	State
8	New Hampshire	46	Rhode Island
25	Massachusetts	45	Vermont
29	Maine	49	New Jersey
42	Connecticut	50	New York

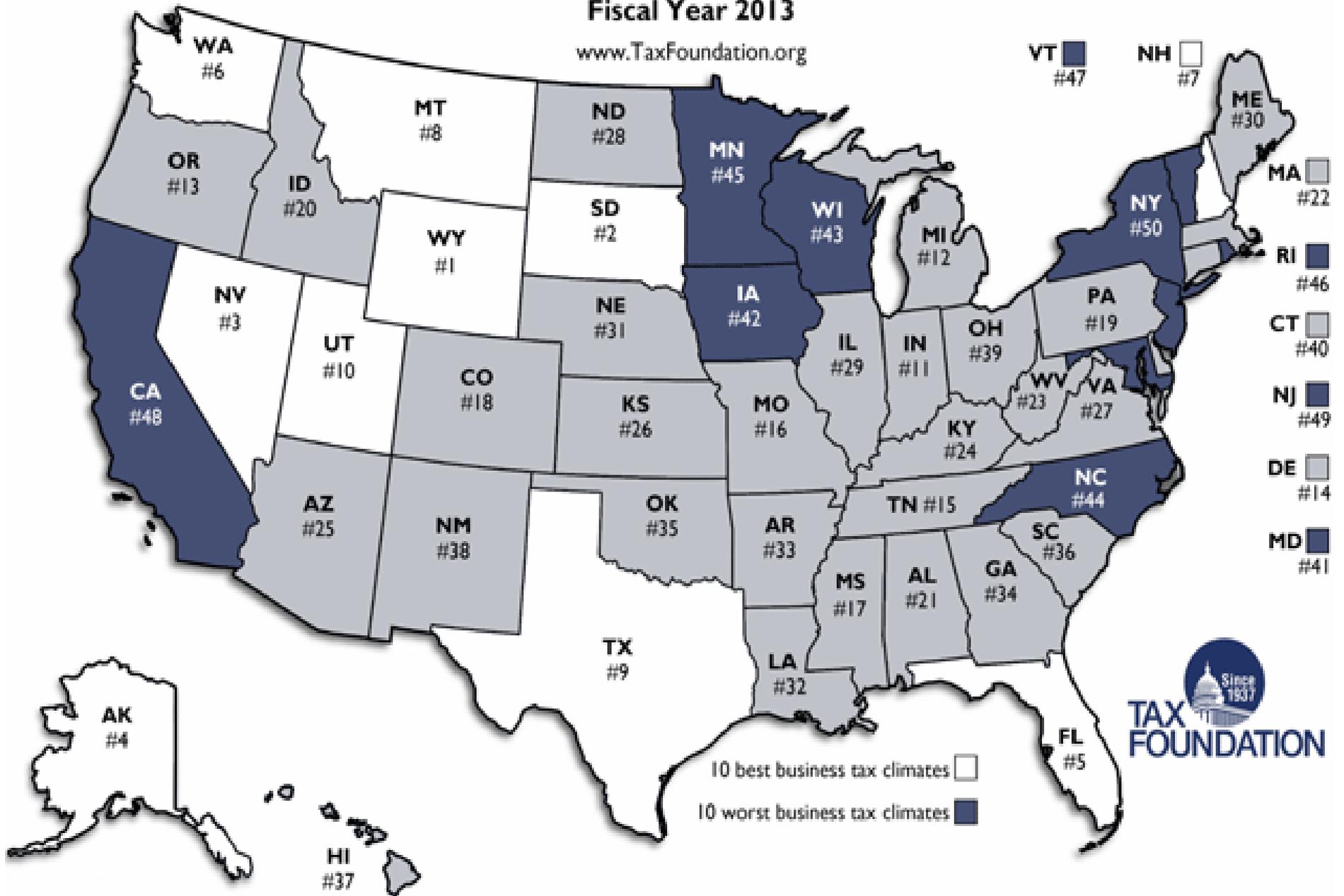
Source: Tax Foundation, Washington DC

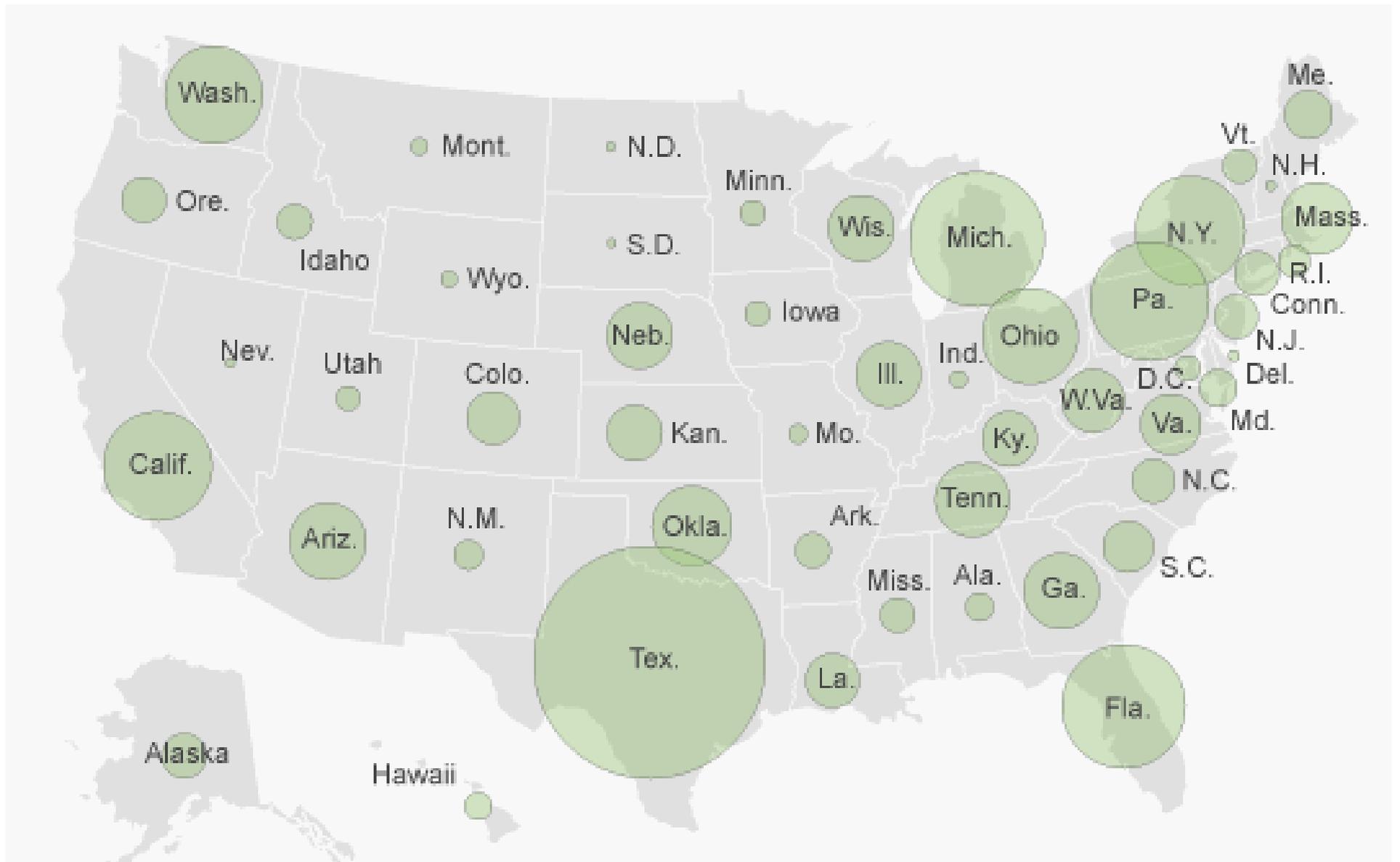
(South Dakota is lowest)

State Business Tax Climate Index

Fiscal Year 2013

www.TaxFoundation.org





**How can a town
show they
are business friendly?**

**Start with a single point of
contact in town and have clarity
of approval process**



Town representatives:

- **Professional dress and meeting place**
- **Consultative selling—good questions**
- **Correspondence—Professional**
- **Don't apologize for weaknesses**

**Do too many town employees think
they are the boss?—
“Too many cooks spoil the broth”**



Confidentiality must be honored
“Loose lips sink ships”



SPEED = SUCCESS:

Speed is of the essence.

**Decision time frames are
half of what was allowed
3 years ago.**

**Selection process stresses
ELIMINATION !!**

Ways to be Eliminated Today:

- Can't find skilled employees
- Can't find the right building
- Weak or poor water/sewer system
- Permit and approval process
TOO SLOW
- City or town with a *bad attitude*

What = *NOT* business friendly?

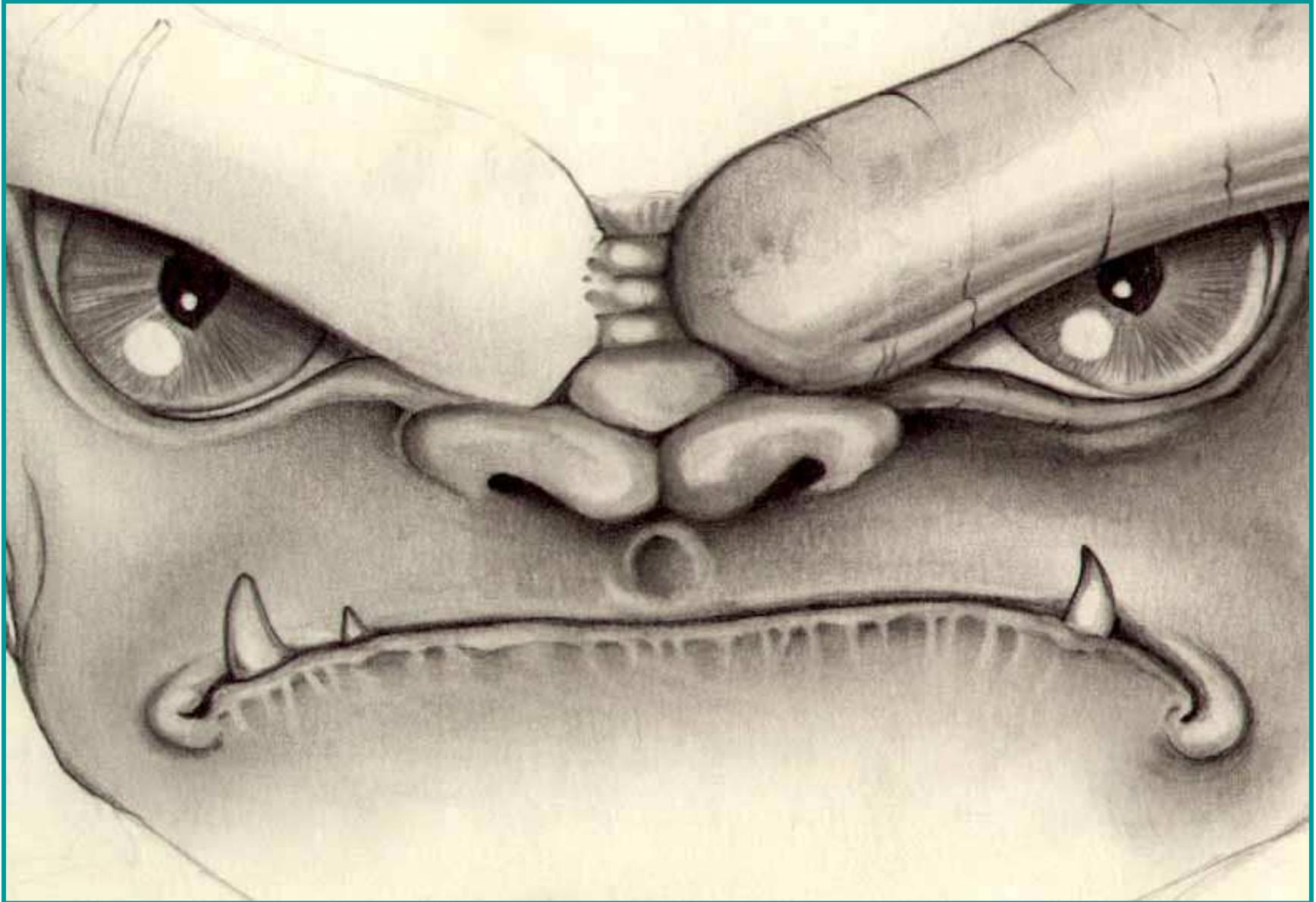
- Too much in-fighting between boards
- Protracted regulatory review: planning board, ZBA and conservation committee
- Poor customer service

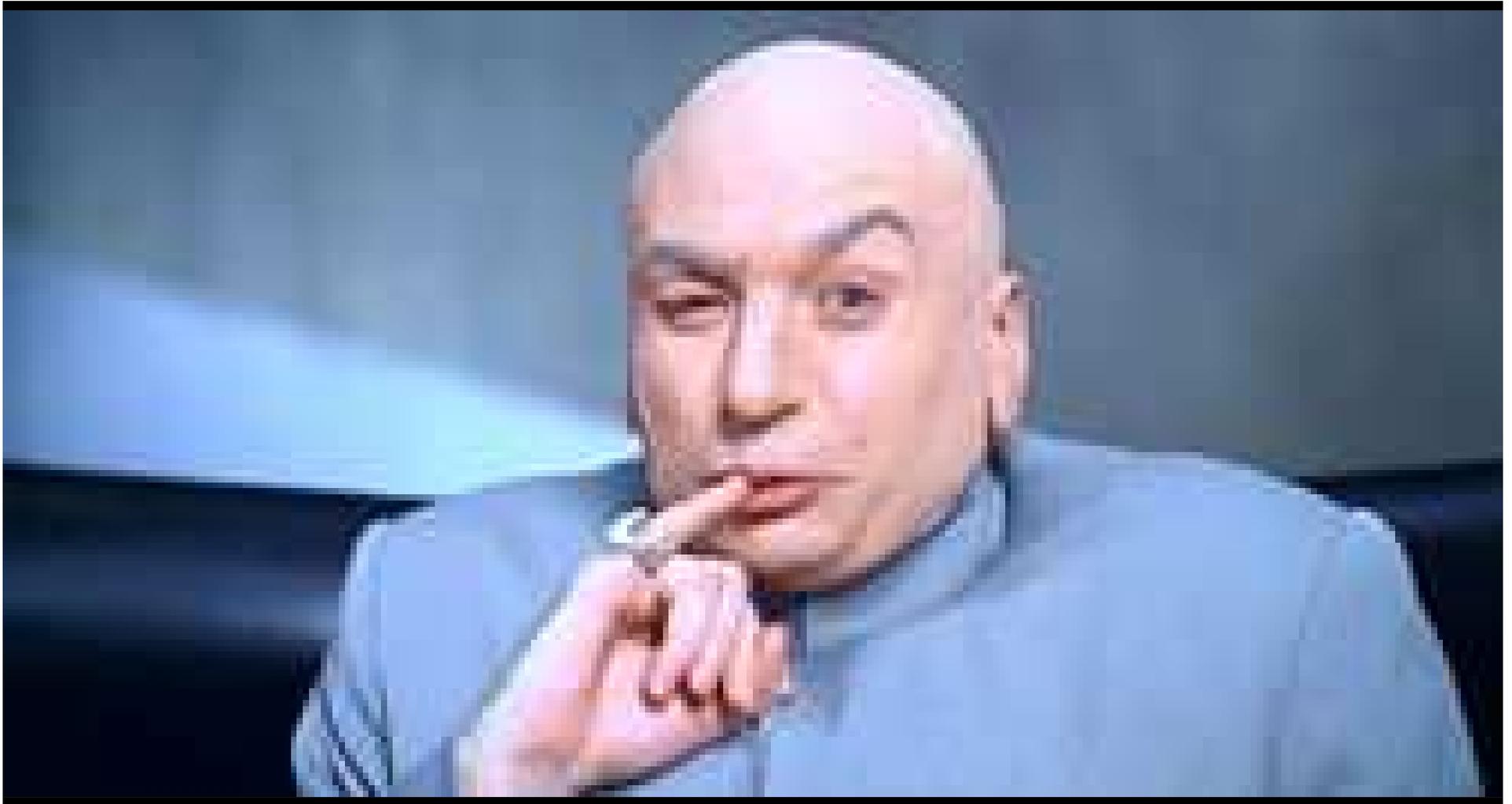


The elected officials and town employees must have a *Service Excellence Attitude*:

- * **Return phone calls & e-mails promptly**
- * **Quick follow-up**
- * **Don't use voice mail to avoid the public**
- * **Remember the tax payers are your customers**
- * ***Smile***

First Impression?





Passive/ Aggressive ?

Out side perspective:

- **How is Windham viewed from the eyes of a site consultant or company not familiar with the town?**

SOUTH 
Salem
Boston

EXIT 3


Windham
N Salem 
EXIT ONLY











WINDHAM
TOWN COMPLEX



FELLOWS ROAD

POLICE DEPARTMENT

FIRE DEPARTMENT

NESMITH LIBRARY

Town Hall

- **How is the parking?**
- **Is the parking lot well lit at night?**
- **Is the town hall sign lit at night?**
- **Is it easy to find if your not from town?**



WINDHAM
GRANGE
1798 * 1868

* *Town Hall* *
WINDHAM
* 1798 * 1868 *

What does the town hall look like?

- **Is it welcoming?**
- **Is it designed with the customer in mind?**



Windham Demographics

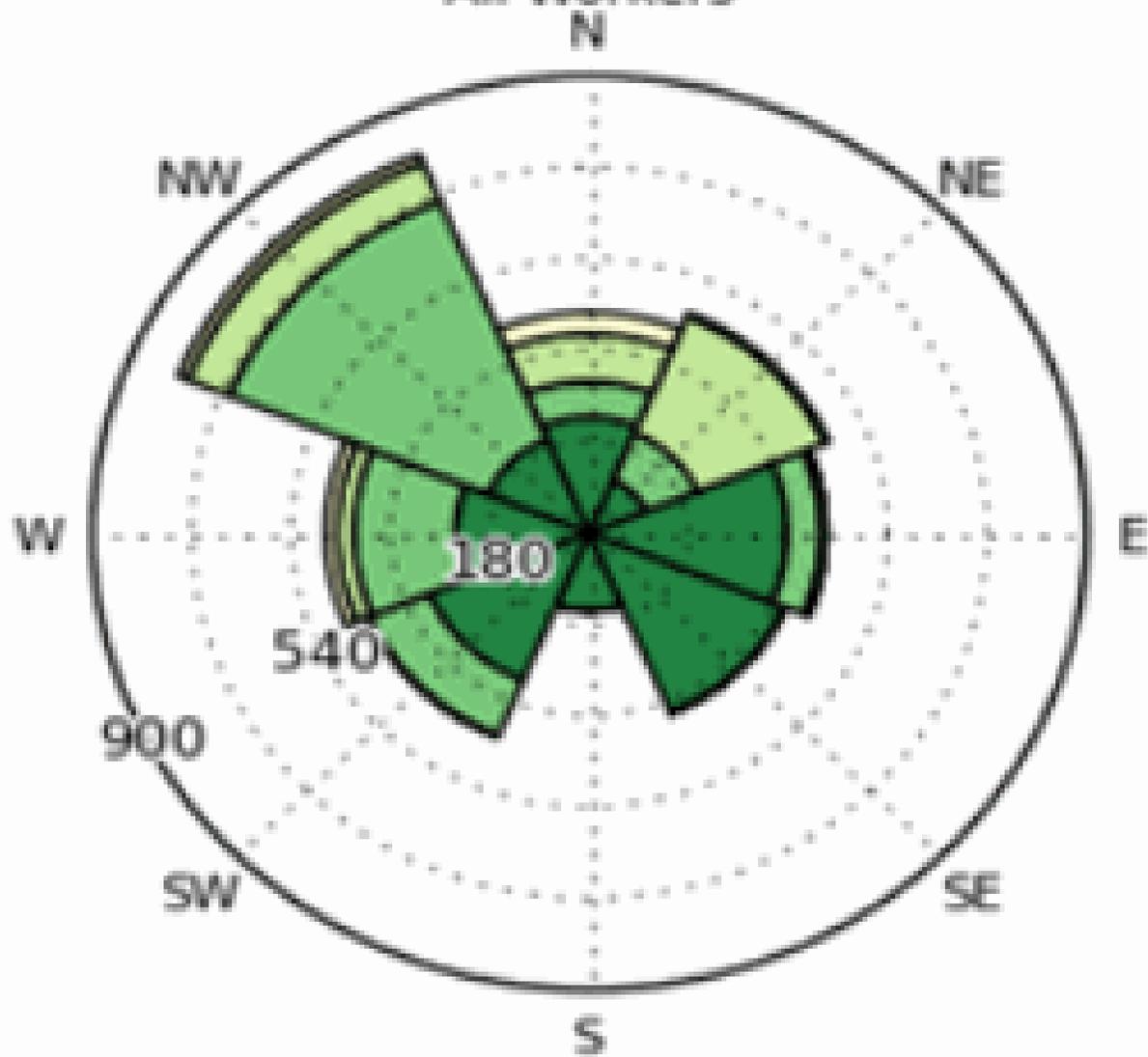
**Where do most people from
Windham commute to work
everyday?**

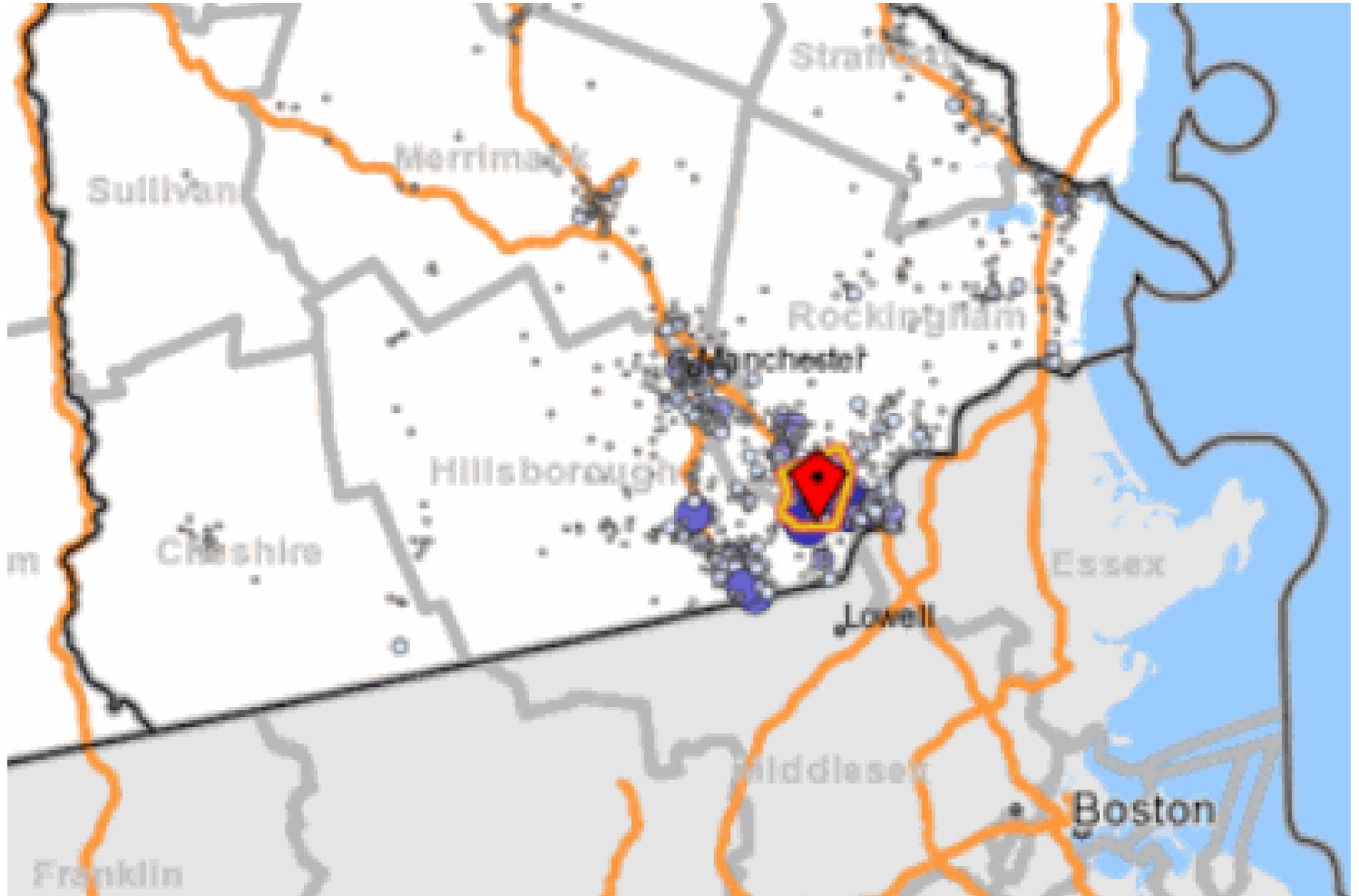
Commuting distance

		2011	
		Count	Share
Total Primary Jobs		3,584	100.0%
 <u>Less than 10 miles</u>		1,988	55.5%
 <u>10 to 24 miles</u>		1,044	29.1%
 <u>25 to 50 miles</u>		463	12.9%
 <u>Greater than 50 miles</u>		89	2.5%

Job Counts by Distance/Direction in 2011

All Workers





Windham has lots of spas and salons



[Bella Viaggio Salons & Spas](#) 

www.bellaviaggiowindham.com

4 Google reviews

Renew MediSpa 

www.windhammedspa.net

Google+ page

[Soleil Salon & Spa](#) 

www.soleil-salon.com

4 Google reviews

Bien Soigne 

www.biensoigne.com

3 Google reviews · Google+ page

[Style'n Salon & Spa](#) 

plus.google.com

Google+ page

[Massage Chi Therapeutic Bodyworks Center](#)



 **A** 127 Rockingham Rd
Windham
(603) 898-9222

 **B** 127 Rockingham Rd
Windham
(603) 585-0056

 **C** 49 Range Rd #105
Windham
(603) 434-8233

 **D** 63 Range Rd #100
Windham
(603) 890-3244

 **E** 25 Indian Rock Rd
Windham
(603) 421-0678

 **F** 63 Range Rd #300
Windham

Are there plans to accommodate manufacturing space in the future?

- **Water or sewer study?**
- **Most likely locations for manufacturing uses?**



LISTING ID: 28250110

Commercial Building- Windham, NH, Suite: Unit 4 - 5 Ledge Road Windham, NH 03087

Rental Rate: **\$650 (Monthly)**
Lease Type: **Modified Gross**
Space Type: **New**

Available Space: **600 - 4,400 SF**
Max. Contiguous: **4,400 SF**
Suite: **Unit 4**
Modified: **11/4/2013**

Status: **Active**
Type: **Retail-Commercial For Lease**
Also: **Office, Industrial**
Subtype: **Free-Standing Building**
Zoning: **LID**

Multi-tenant facility located directly on Route 111 in Windham. This location on major State route and located very close to Exit 3 is hard to find. The facility has access and parking on Route 111 as well as Ledge road.

Scott Reiff Prudential Verani Realty-CD

603-845-2199 scott.reiff@verani.com



LISTING ID: 11836863

Drive In industrial, Suite: 1 - 10B Industrial Way Windham, NH 03087

Rental Rate: **\$6.50 PSF (Annual)**
Lease Type: **NNN**
Space Type: **Relet**

Available Space: **2,500 SF**
Suite: **1**
Modified: **11/4/2013**

Status: **Active**
Type: **Industrial For Lease**
Subtype: **Industrial-Business Park**
Zoning: **See Agent**

Christopher Burke Goodnow Goodnow R.E Svcs

603-893-5000 goodnowmit@juno.com

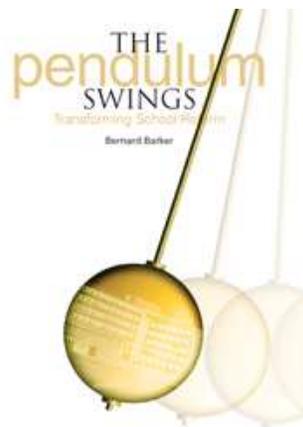
How can local (and state) Boards *deter* business?

Delay, Delay, Delay

- too focused on small technical issues like the number of landscaping trees and bushes**
- requiring a company to pay for infrastructure that the town or city should have planned and paid for in advance.**
 - zoning rules that restrict business growth in a slow economy**

Small business say they are frustrated by too many local regulations

Government rules are always made with good intentions usually justified for **public safety/welfare** and **revenue needs**. But how much is too much?



Federal Rules



State Rules



City/Town Rules

**If you can't change the rules,
make it easy for your businesses
to work through the
approval process**

What helps a business:

- **“Look at the zoning rules on the website”**

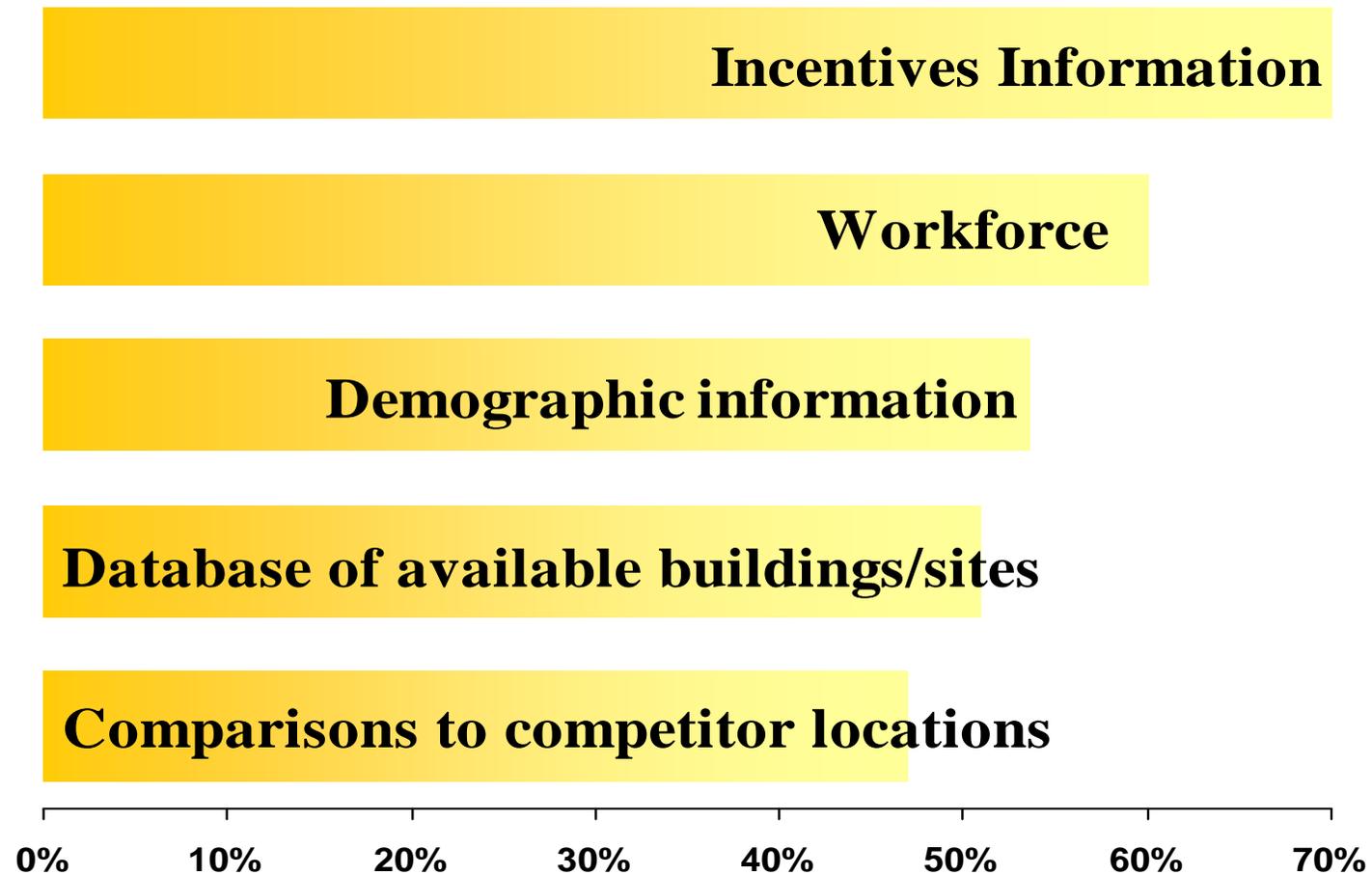
VS

- **“These are the critical steps you need to take and this is how long it will take—let me know how I can help you”**

Your website is your window to the outside world

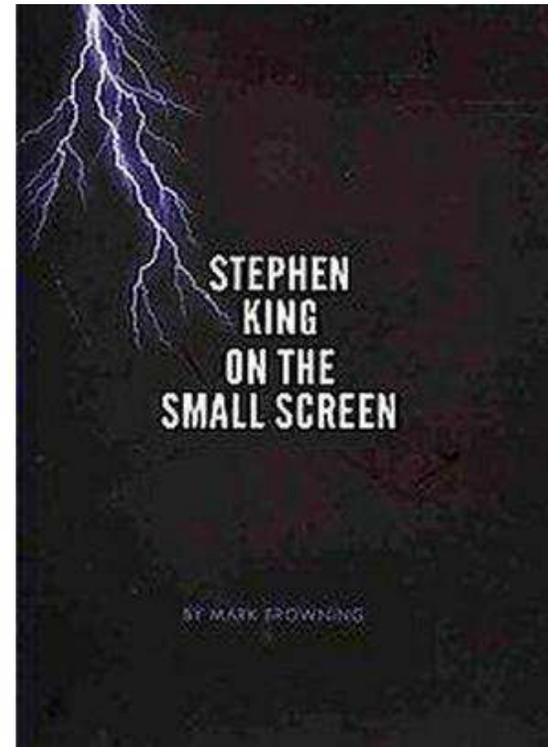
- **80% of brokers, site consultants, and company decision makers research a city or town by a website before contacting someone at the city or state.**
- **Its also important to your tax**

Top Five Most Useful Features of an Economic Development Organization's Website



Web images

Your web images should not look like a Steven King novel where aliens have kidnapped all the people and all that is left are buildings and cars.













Blue Ash, Ohio—front page





LEXINGTONKY.GOV

Horse Capital of the World

Mon, Aug 29 **SUNNY**, 77°



About Us

Lexington Now

I Want To...

Community

Businesses

Visitors

City Government



Homepage Slideshow

Chasing a soccer dream



Focus On...



[Watch video of 5191 Memorial Dedication](#)



News

Labor Day waste collection schedule

Bates chosen as master planner of Arena, Arts & Entertainment District

Division of Police issue scam alert

Shape up while enjoying the outdoors at Cheapside Park

[More News »](#)



Events

Budget & Finance Committee

8/30/2011
1:00 PM

Social Services Committee

8/30/2011
3:00 PM

Land Subdivision Regulations Waiver Request Filing Deadline

8/31/2011

[More Events »](#)



Harrodsburg Double Diamond



Smart911



LexCall 3-1-1



Boards, Commissions

Sign up for Mayor Gray's Electronic Newsletter



Traffic Updates



Environment



Parks & Recreation





ECONOMIC DEVELOPMENT

BUSINESS ASSISTANCE

AVAILABLE PROPERTY

REGIONAL OVERVIEW

Remember when...
Live local, Work global



[HOME](#)

[REMEMBER WHEN](#)

[LIVE LOCAL](#)

[WORK GLOBAL](#)

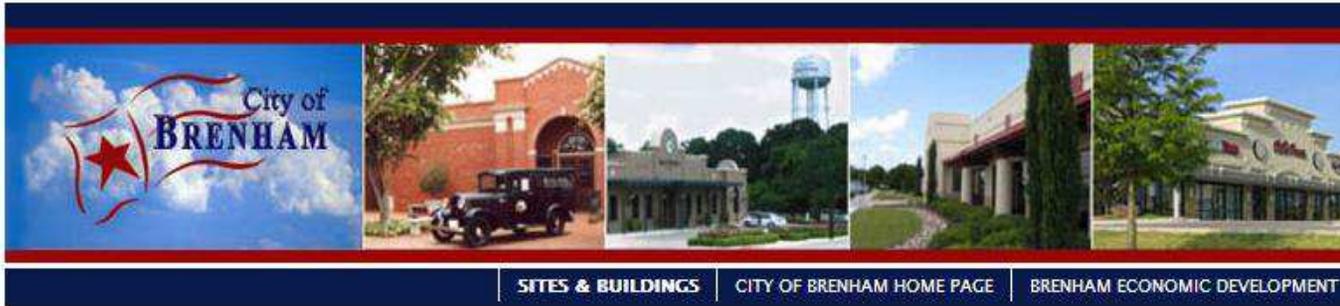
[CONTACT US](#)

At the Intersection of Tradition and Innovation.



Welcome

The City of Winter Garden's Economic Development Department is dedicated to providing an economically sustainable community by providing an economic development approach focused on business retention, business expansion, business attraction and encouragement of entrepreneurial growth. Winter Garden sets itself apart by focusing on the people and providing services and an environment enriched in culture, community and place. As one



SITES & BUILDINGS

CITY OF BRENHAM HOME PAGE

BRENHAM ECONOMIC DEVELOPMENT

Welcome to the City of Brenham



Welcome to [BRENHAM PROSPECTOR](#), the City of Brenham's premier web site for building and land availability as well as demographic information. Our website application allows users to view, create and print maps; perform site selection searches and analyze demographic and business data as is needed to meet their needs. The site also includes links on doing business in the City as well as information on places to visit and see while in Brenham.

Located on U.S. Highway 290 in the great State of Texas, Brenham is a strategic "hub" between Houston and Austin. Many companies choose to locate in Brenham, because of its location and the lower cost of operations here, specifically lower tax rates, utilities, real estate and labor. Washington County is also rich in history and scenic beauty. This is a place where your employees and families can enjoy a superior quality of life.

We hope you find this web site useful as you make decisions about business expansion and/or relocation. If there is anything else we can do to help your business, do not hesitate to contact us.



You need a good map on the website



Examples of award winning city and town government websites





The City of
CEDAR PARK TEXAS

Search...



[Home](#)

[Residents](#)

[Visitors](#)

[Businesses](#)

[City Government](#)

[I Want To...](#)



in the **Spotlight**

DOWN TO ONE WATERING DAY PER WEEK

[One day-per-week watering restrictions are now in effect.](#)
[Click for more info.](#)

[VOLUNTEER](#)

[JOBS](#)

[HAPPENINGS](#)

[LATEST NEWS](#)

[CALENDAR](#)

Cedar Park, TX Business Page

ents Visitors **Businesses** City Government I Want To...



Permits

[Businesses](#)

ECONOMIC DEVELOPMENT

Purcell *Oklahoma*

Search...



[Home](#) · [About Us](#) · [What's New](#) · [Residents](#) · [Visitors](#) · [Business](#) · [Government](#) · [I Want to...](#)



Latest News

No news items at the moment.

[More >>](#)

Upcoming Event

Loose Caboose Antiques & Crafts
Festival
Aug 31, 2013

City of Enid Oklahoma

Contact Us Page

Home

Our Community

City Government

Departments

What's New

Residents

I want to...



Communicate with the City of Enid: [Contacts for the Media!](#)

Hello! **Live Chat** (8-5) On-line

Living

Visiting

Moving



latest news

upcoming

traffic info

City of Arlington, WA

Home

Living

Working

Visiting

Doing Business

Govern

Sep 3, 201



Arlington Update

The Update will be hitting the mail soon. Many great things going around the City. Here is an advanced [copy](#).

economic
development



EDEN PRAIRIE MINNESOTA

Search...

GO



[CITY GOVERNMENT](#)

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[AMENITIES](#)

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Welcome to Windham, NH

Town & Public Notices

[2013 Tax Rate](#)

[No Building Inspections 11/01-13](#)

[Trick or Treat Hours in Windham](#)

[read more](#)

Town Updates

[2nd Annual Holiday Shopping Extravaganza](#)

[WEDC Proposes Water Supply Study](#)

[2014 Town Meeting Planning Board Items](#)

[Recreation Fall Programs](#)

[read more](#)

Invitation/Opening Bids

[Roofing Bid](#)

[read more](#)

Economic Development Page

The Windham Economic Development Committee (WEDC), was originally formed in 2007 as a subcommittee of the Greater Salem Chamber of Commerce. In April of 2010, the Board of Selectmen established the EDC as a Town Committee that they may better assist, counsel, and advise the Citizens of Windham, the Board of Selectmen, other Town Boards and Departments, and Windham businesses, both existing and proposed, on the merits of Economic Development.

It is the mission of the Economic Development Committee to enhance the vitality of the local economy by supporting existing business and attracting new businesses to Windham, encouraging economic development consistent with the Windham Master Plan, and promoting the spirit of the Town Motto: Old Values, New Horizons. You may learn more about the

Who are the selectman in town?

others, the primary objective of the Board remains the oversight and management of the Town's financial, departmental, and community affairs.

Currently serving on the Board are:

- ❑ **Phil Lochiatto, Chairman**
- ❑ Kathleen DiFruscia, Vice Chairman
- ❑ Roger Hohenberger
- ❑ Ross McLeod
- ❑ Al Letizio, Jr.

While the members of the Board of Selectmen are not generally available in the Administrative offices during the course of the business day, any

[Home](#)

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[Government ▼](#)

[Departments ▼](#)

[Committees ▼](#)

[Employment](#)

[Volunteer](#)

Existing User

If you have previously created an account on this site, you do not need to create a new login.

New User

If you do not have an account on this site, please enter your Email Address and a desired Password in the appropriate boxes :

Password Requirements

The password is case sensitive and must be at least 5 characters long.

Request Tracker Login	
Email Address:	<input type="text"/>
Password:	<input type="password"/>
	<input type="button" value="Login"/>
	<input type="button" value="New User"/>
	Forgot your password?

[Return to the Request Tracker page](#)

Contact Us

Select Desired Department : *

Your First Name :

Your Last Name :

Street Address:

Telephone #:

Your Email Address : *

Comments : *

Administration Department

Location:

Main level of Town Hall at 12 School Street

Hours:

Monday – Friday 8:00 AM to 4:30 PM

Phone: (603) 886-6000 x0

Fax: (603) 598-6481

E-mail:

[Steve Malizia – Town Administrator](#)✉

[Susan Kaempf – Admin Aide](#)✉

[Donna Graham – Exec Assistant](#)✉

Department Responsibilities



The Town Administrator coordinates the daily administrative functions of the Office of Selectmen, supervises town office operations and administers town policies. He serves as liaison between the Selectmen and department heads and assists with personnel hiring, evaluation, promotion and discipline. The office handles advertising and legal requirements, in conjunction with Town Counsel. The office is also responsible for coordinating and preparing the Town Report, as well as arranging for, preparing the agenda for and attending

EXPAND OR RELOCATE TO NEW HAMPSHIRE

Let us know how we can help you in your research on New Hampshire.
All communication with us is confidential.

New Hampshire Division of Economic Development
172 Pembroke Road
Concord, New Hampshire 03302
[View directions and a map to our offices.](#)

MICHAEL BERGERON



Business Development Manager

[Email Michael](#)

Or call 603-271-2591

Cell 603-419-9163

Councilor Christopher T. Sununu



Address

71 Hemlock Court
Newfields, NH 03856

Telephone

Executive Council Office: (603) 271-3632
Home Office: (603) 658-1187

E-Mail

csununu@nh.gov

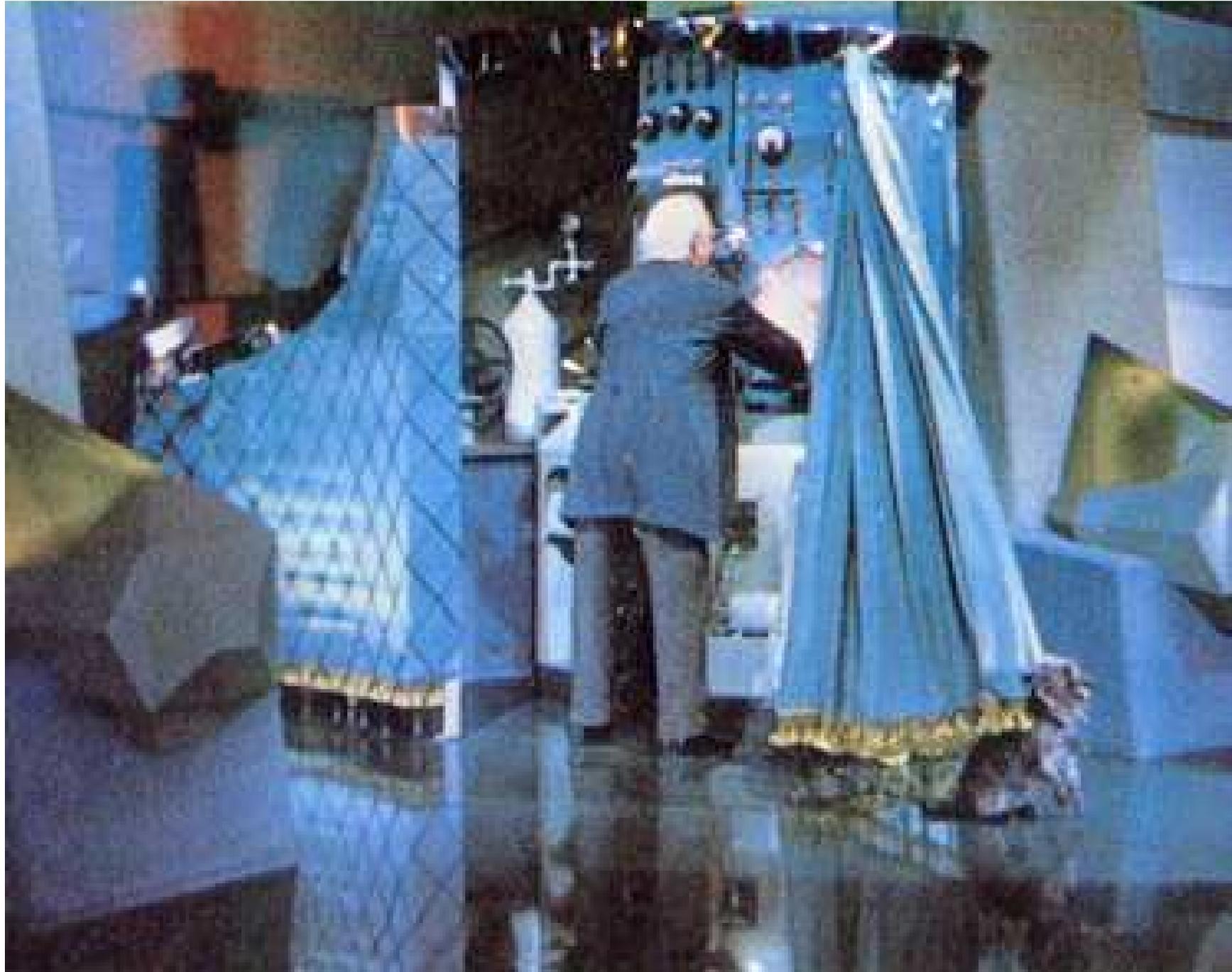
Party Affiliation

Republican

Began Serving on the Executive Council in 2011

**Create written checklist of
Windham's approval process.....**

**Names, titles, phone numbers
and time frames
for the normal approval process,
*assuming the application is
complete***



Nashua's Planning Board Contacts

Active Members

Last [Special Designation]	First	MI	Term	Appointment	End of Term
<u>CRAFFEY, JR.</u>	ARTHUR	T.	2	Aldermen	Dec 31 2013
<u>DOOKRAN</u>	STEVE			Department / Division	
<u>DUFOUR</u>	KENNETH	O	3	Mayor	Mar 31 2014
<u>IRELAND</u>	THOMAS	C	3	Mayor	Mar 31 2016
<u>KELLY</u>	DANIEL	R	3	Mayor	Mar 31 2014
<u>LECLAIR</u>	SCOTT	E	3	Mayor	Mar 31 2016
<u>ROBBINS</u>	DAVID		3	Mayor	Mar 31 2016
<u>VARLEY</u>	ADAM	C	3	Mayor	Mar 31 2015
<u>VITALE</u>	KATHY		2	Aldermen	Dec 31 2013
<u>WEBER</u>	EDWARD		3	Mayor	Mar 31 2015

Board / Commission member detail

Name: ARTHUR T. CRAFFEY, JR.

Street: 109 VINE STREET

City: NASHUA

State: NH

ZIP: 03060

Home Phone: 595-2649

Email:

Name of Business: ALDERMAN WARD FOUR

Business Phone: 589-3030

Comment: APPOINTED BY BOARD OF ALDERMEN – ALTERNATE
LIAISON MEMBER

Board or Commission Name: PLANNING BOARD

Term Length: 2

Special Designation: ALDERMANIC LIAISON – ALTERNATE MEMBER

Appointment By: Aldermen

Social mobile media revolution is not going away



How will your town engage social mobile media?

**One sixth of humanity is on face
book and twitter**

**Your website should be engage in
this *lifestyle* to some degree**

“You may hate gravity, but gravity does not care” Clay Christenson, Harvard Business School

Just because you ignore something or don't use it, does not mean its not there!

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 [GO](#)

FINAL Remember:

**“Attitude and Patience
is more important than
water and sewer.”**

Commissioner George Bald, DRED

Towns People have to Work Together

- **Everyone can take a part---
from business owners to stay-at-home mothers**
- **You already have so much going for you—don't take it for granted!**

**There are regions of New
Hampshire that are in
great need and
yet keep a positive attitude**











Summary

- **Smile and be friendly**
- **Explain time lines for approvals**
- **Do most of people in town want manufacturing uses?**
- **If yes, plan locations for future mfg uses**
- **Look at your website and social media**
- **Don't take things for granted**

Thank you

**Contact:
Michael Bergeron**

DRED

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NH DIVISION OF ECONOMIC DEVELOPMENT