

# TARGET INDUSTRY ANALYSIS



*Prepared for:*  
**Southern New Hampshire  
Regional Planning Commission**

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Moran, Stahl & Boyer  
Site Selection and Economic Development Consultants

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*This document was prepared by:*

John M. Rhodes, Senior Principal

**Moran, Stahl & Boyer**

Phone: (941) 755-0074

e-mail: john.rhodes@msbconsulting.com



## EXECUTIVE SUMMARY WITH RECOMMENDATIONS

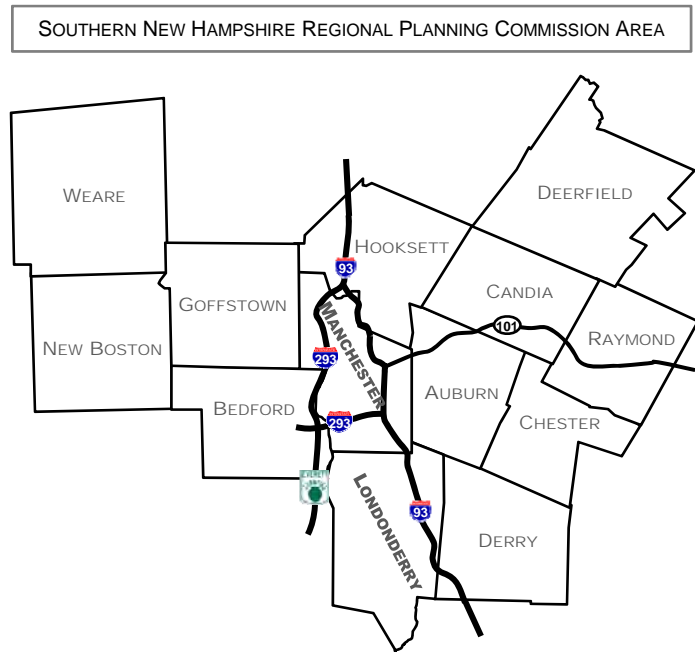
The Southern New Hampshire Regional Planning Commission (SNHRPC) consists of the City of Manchester along with twelve (12) towns located within Merrimack, Hillsborough and Rockingham Counties. The Commission is in the process of preparing an economic development plan for the region that includes the identification of target industries for future growth in each community. The target industry study involves both a macro level review of the three counties along with a focus on the types of economic opportunities that are available for each community in the region.

Input into the study was derived from information provided by the Commission, local planners, published data sources, interviews with selected companies, and internet-based research. The end result is the identification of target industries for the region and each community.

### The Process of Identifying Target Industries

The process incorporates multiple considerations that include the following:

1. Historic presence of any industries to indicate the potential presence of residual competencies.
2. Current employment by industry within the area.
3. Market trends that impact the growth of a specific industry.
4. Local interest and business environment that supports a given industry.
5. Availability of resources required to support an industry, including:
  - Labor availability/cost and education/training
  - Transportation access (interstate, rail and air)
  - Utilities (availability, backup potential and cost)
  - Sites and buildings (location, cost and readiness)
  - Services to support industry cluster (transportation, marketing, specialized legal, etc.)
  - Types of financial and incentive resources
  - Access to university graduates and R&D
  - Quality of life attributes to help attract talent.



### Target Industries Defined

Ten (10) growth options were defined by type:

#### Type 1: Expand/Attract/Start-Up Businesses:

- ▶ Back Office, Shared Service and Customer Interface.
- ▶ Headquarters Operations.
- ▶ Manufacturing of Parts, Components and Assemblies.
- ▶ Manufacturing of Machinery and Equipment.
- ▶ Professional, Technical and Scientific Services.

#### Type 2: Expand With Regional Economy

- ▶ Regional Retail.
- ▶ Regional Health Care.
- ▶ Regional Distribution.

#### Type 3: Enhance Existing Segments

- ▶ Tourism-Related: outdoor activities, B&B's destination restaurants (package activities).
- ▶ Agricultural-Related: more destination farms with bakeries, sandwich shops, zoos, tours, rides, etc.

There is something for every community.

## EXECUTIVE SUMMARY

### Application of Target Industries to Individual Communities

Industry/Economic Segment	Auburn	Bedford	Candia	Chester	Deerfield	Derry	Goffstown	Hooksett	Londonderry	Manchester	New Boston	Raymond	Weare
Back Office, Shared Service and Customer Interface	■	■				■	(1)	■	■	■			
Headquarters Operations		■							■	■			
Manufacturing of Parts, Components and Assemblies	■		■	(1)	(1)	■	(1)	■	■	■	(1)	■	(1)
Manufacturing of Machinery and Equipment	■		■	(1)	(1)	■	(1)	■	■	■	(1)	■	(1)
Professional, Technical and Scientific Services	■	■	■	(1)	(1)	■	(1)	■	■	■	(1)	(1)	(1)
Regional Retail		■						■	■	■			
Regional Health Care										■			
Regional Distribution									■			■	
Tourism-Related	■		■	■	■	■	■	■			■	■	■
Agriculture-Related	■		■	■	■	■	■	■			■	■	■

(1) Rural community without limited access highway. Smaller scale operations would be more appropriate in these towns.

The identification of a target industry for a specific community does not guarantee success. The community must assure that the right resources are in place and the location is properly marketed.

### Recommendations For Implementing Target Industry Strategy Within the Region

- ▶ **Real Estate:** (1) Inventory and maintain a database on land and buildings available to support each target industry; (2) Develop a certified site program improve and define the level of site readiness.
- ▶ **Labor:** (1) Area HR/workforce organizations need to perform semi-annual critical skills inventory; (2) Develop/implement plan to build inventory of critical skills with the region (career awareness among Middle and High School students, job shadowing, mentoring, internships, training programs, etc.)
- ▶ **Energy:** New England has some of the highest energy costs in the U.S. Seek alternative energy sources to provide industry with low cost sources.
- ▶ **Entrepreneurship:** Enhance/establish a program and incubator resource to support the start-up of small target companies within the manufacturing sectors.
- ▶ **Financial and Incentive Resources:** provide access to loans, training and other in-kind resources that support business growth without branding them as “incentives.”
- ▶ **Working Groups:** Establish working groups for each target industry that consist of planners, economic development staff, brokers/developers, HR organizations, workforce investment boards, etc. to assure the resources are available to expand and attract each target industry within specific locations within the region.

SECTION

A

Southern New Hampshire Regional Planning Commission

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BACKGROUND INFORMATION

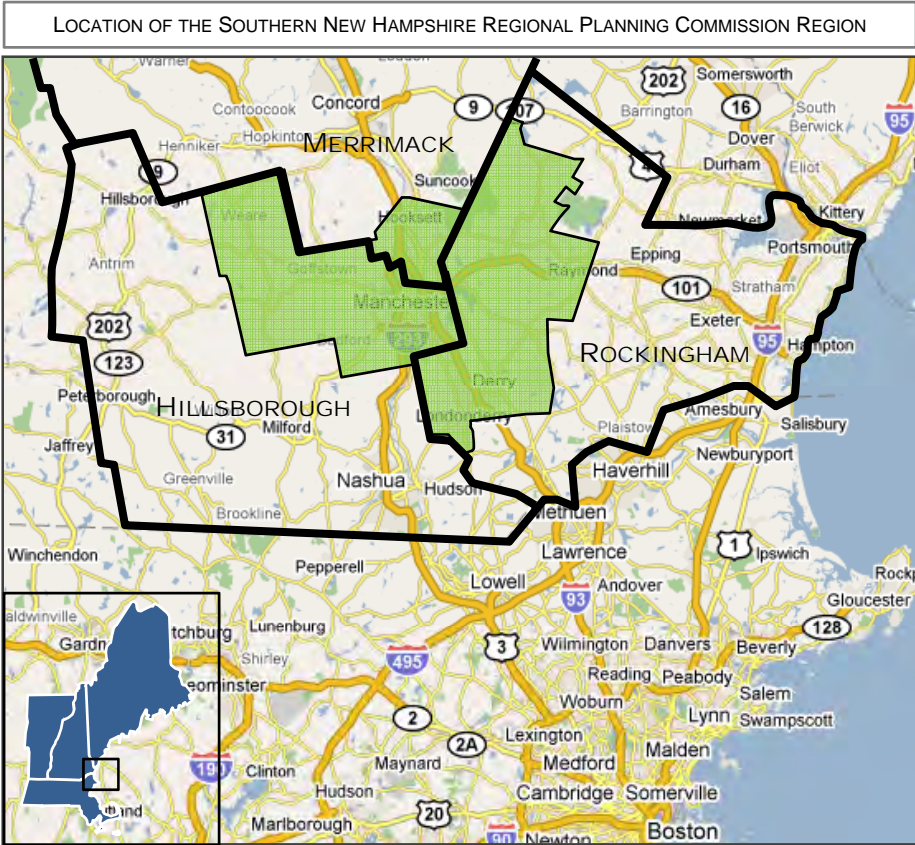
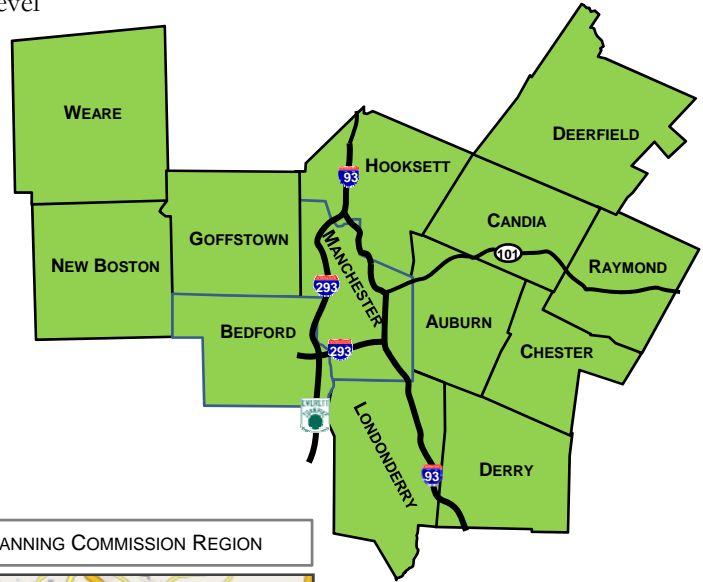


**PROJECT BACKGROUND**

The Southern New Hampshire Regional Planning Commission (SNHRPC) consists of the City of Manchester along with twelve (12) towns located within Merrimack, Hillsborough and Rockingham Counties. The Commission is in the process of preparing an economic development plan for the region that includes the identification of target industries for the future growth of each community.

The target industry study involves not only a macro level review of the three counties but also focuses on the types of economic opportunities that are available for each community in the region.

Input into the study was derived from information provided by the Commission and its communities as well as published data sources, interviews with selected companies, and internet-based research on multiple topics. The end result is the identification of target industries for the region and for each city and town.



## ■ OVERVIEW ON REGIONAL ECONOMIES, TARGET INDUSTRY ANALYSIS AND SITE SELECTION

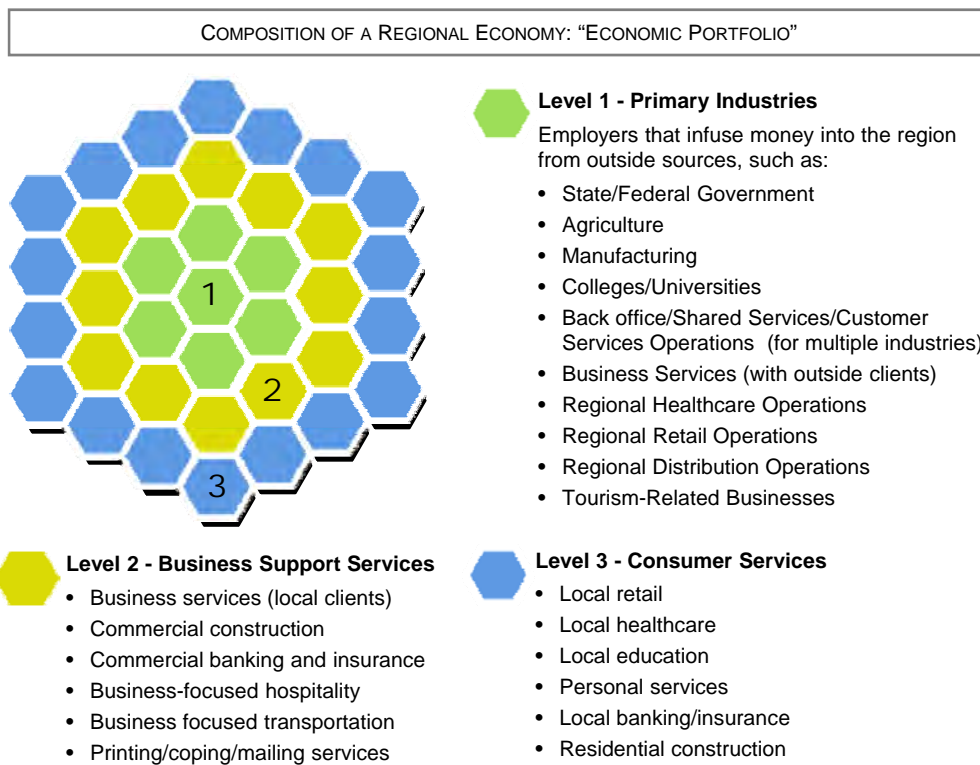
### Composition of a Regional Economy

A typical regional economy is comprised of three levels of employers that make up their *economic portfolio*. The Level 1 or Primary Industries consist of those companies/government agencies that not only offer local jobs but also infuse money into the region from other sources. These companies represent a broad range of industries – from manufacturing to agriculture and tourism. Most economic development organizations focus on the primary industries for business attraction and expansion, particularly manufacturing, back office/shared services/customer service and distribution operations.

Level 2 businesses represent those companies that exist within the region to support the Level 1 businesses and they would not exist if the Level 1 businesses were not there. This economic level is not normally focused as an economic development target because of their derivative relationship with Level 1 businesses.

Level 3 businesses include all of the services that support the local consumer/resident from grocery stores and retail banks to personal services and restaurants. This Level expands and contracts with the size of the population and can be a target for some communities if they are seeking to expand their tax base in conjunction with Level 1 business expansion/attraction.

Rural, suburban and urban settings within a region will tend to attract a different mix and size of businesses. The larger Level 1 businesses will typically be located closer to urban locations that have access to transportation while smaller companies can be located multiple settings. Within this report, there will be an effort to define the best economic alternatives for each setting.



**Consideration:** Quality/Diversity of Jobs and Size of Tax Base vs. Demand for Local Services

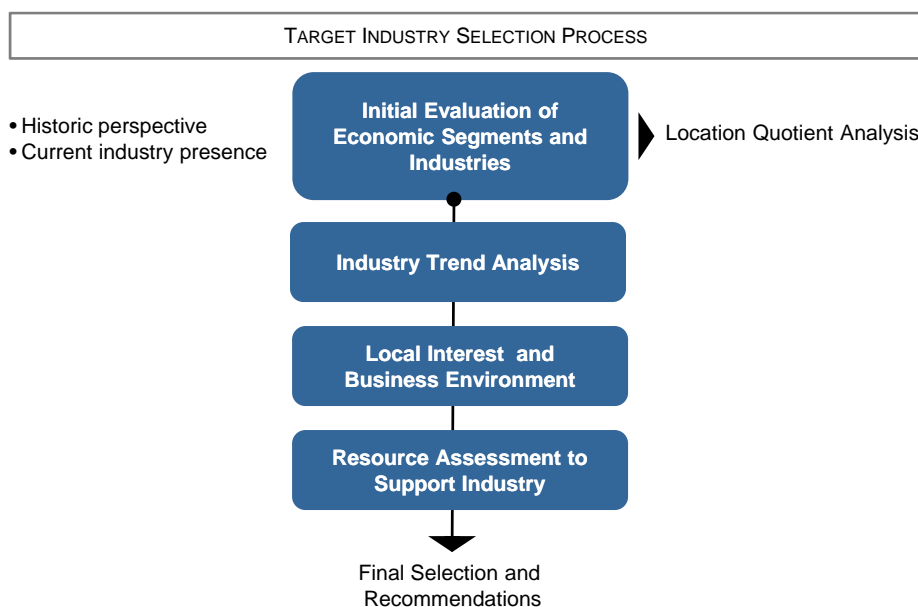
## ■ OVERVIEW ON REGIONAL ECONOMIES, TARGET INDUSTRY ANALYSIS AND SITE SELECTION

### Identifying Target Industries

Moran, Stahl & Boyer takes a comprehensive approach to selecting target industries for a given region. The process incorporates multiple considerations that include the following:

1. Historic presence of any industries to indicate the potential presence of residual competencies as well as an understanding of culture and perspective of community.
2. Current employment within specific industries/economic segments within the three-county area and the SNHRPC region.
3. Overall trends in a particular industry at a national/global level that may impact future growth.
4. Local interest and business environment to support a given industry.
5. Availability of resources required to support an industry, including:
  - ▶ Labor presence and education/training (supply and cost)
  - ▶ Transportation access (interstate, rail and air)
  - ▶ Utilities (availability, backup potential and cost)
  - ▶ Sites and buildings (location, cost and readiness)
  - ▶ Services to support industry cluster (transportation, marketing, specialized legal, etc.)
  - ▶ Financial/incentive resources
  - ▶ Access to university graduates and R&D
  - ▶ Quality of life attributes to help attract key talent (availability/cost of housing, education resources, healthcare facilities and costs, diverse cultural/recreation options, restaurant and retail options, religious and social organizational options, etc.).

Target industries for the SNHRPC region are identified and evaluated in the next two sections of this report and applied to each city/town within the region at the back of the report.





## ■ OVERVIEW ON REGIONAL ECONOMIES, TARGET INDUSTRY ANALYSIS AND SITE SELECTION

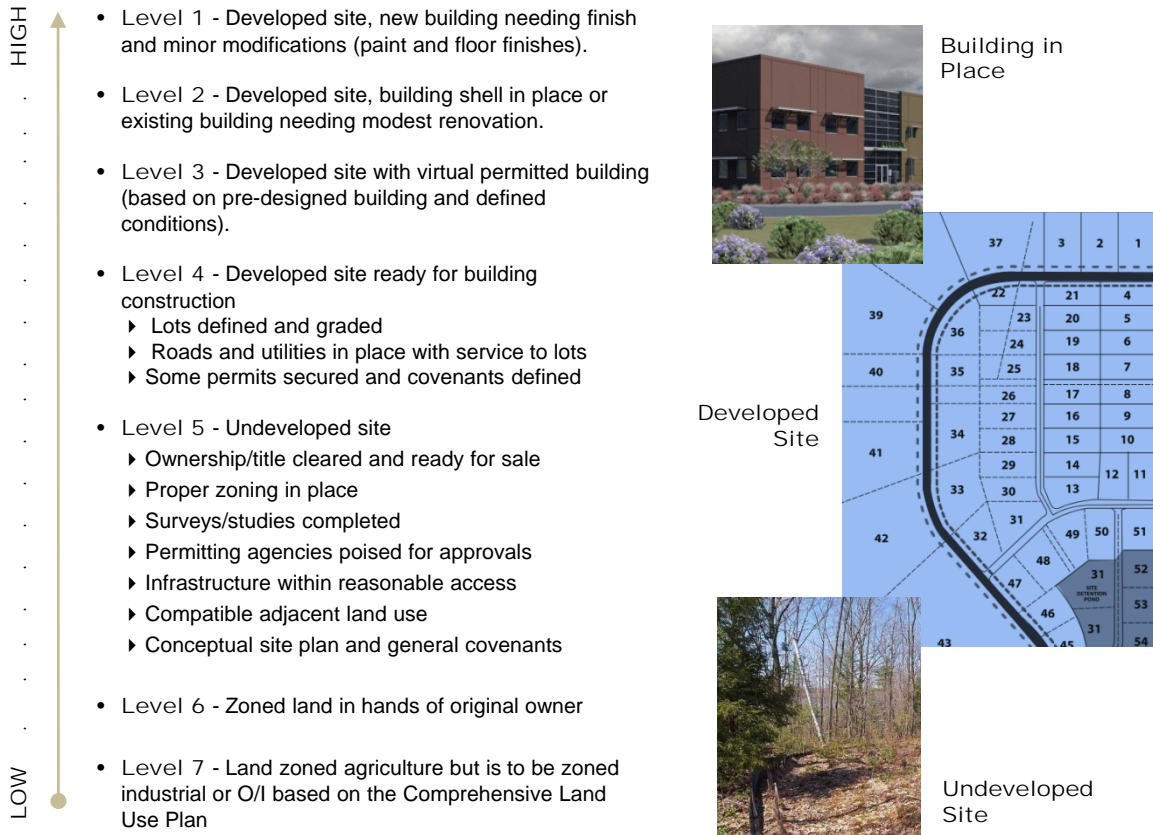
### Level of Site Readiness is Critical

When making real estate decision, companies seek out options that minimize startup time and limit potential risks. If the type of facility required is relatively generic, the company will first screen the real estate listings for buildings then for building sites. If the building requirements are fairly unique (extra large site or building size, very specialized space layouts, need for high-end architectural features), the company will seek a building site. Different companies and types of operations will be attracted to different levels of readiness – from a developed site to a shell building in place to a move-in quality building.

MS&B developed a multi-level scale for determining the level of site readiness (see figure below). The scale ranges from raw land currently zoned agriculture up to a fully developed site with a building in place. Each level indicates an incremental amount of effort that reduces the time to startup for the prospective company. When a community is considering the development and marketing of a particular site, make an effort to determine what level of readiness will be needed to assure that certain types of businesses will be attracted to the site.

### DESCRIPTION OF SITE READINESS LEVELS

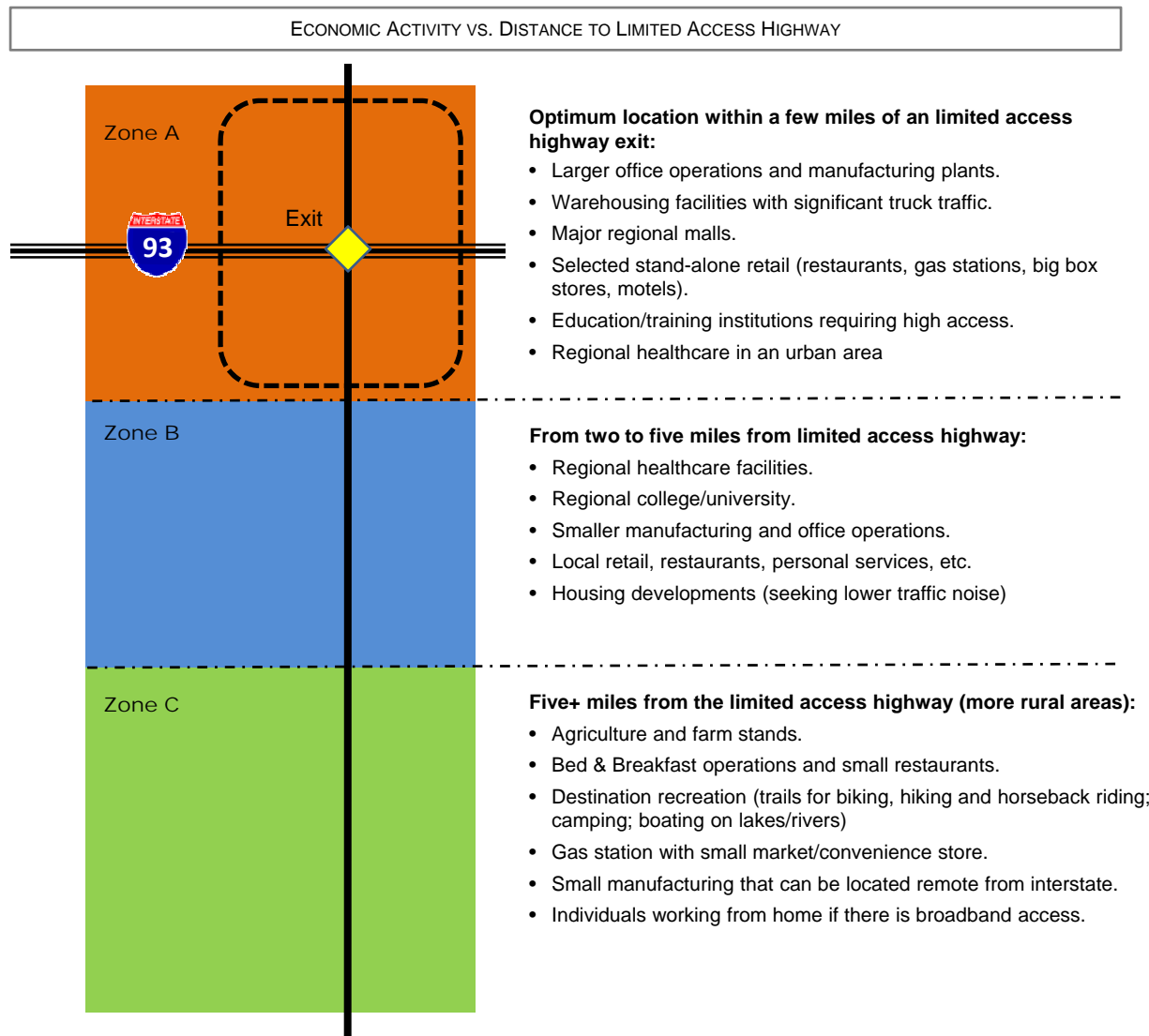
Readiness is ultimately defined by prospective companies as the time required to obtain occupancy in a building on a site.



## ■ OVERVIEW ON REGIONAL ECONOMIES, TARGET INDUSTRY ANALYSIS AND SITE SELECTION

### Site Selection Based on Distance From Limited Access Highway

Larger businesses and specific operations such as major offices, manufacturing/warehousing, major malls as well as retail businesses relying on the traveling public tend to locate close to a limited access highway. As the distance from the limited access highway expands, the profile of business changes. For example, a major manufacturing operation with 500+ employees and substantial truck traffic will tend to locate within 1-2 mile of an exit. A smaller manufacturing operation (<25 employees) may be located much more remotely within the region in an industrial area or even in a converted barn. In essence, there are opportunities for each community within the region but the opportunities will vary by remoteness and access to certain resources.



## ■ OVERVIEW ON REGIONAL ECONOMIES, TARGET INDUSTRY ANALYSIS AND SITE SELECTION

### The Four Levels of Site Evaluation

When a prospective company views an area and its real estate options, there are four levels of evaluation (as outlined below) that frequently drive the decision. Having identified a particular site or building, the search team conducts a quick evaluation of access to an airport (if air travel is important) and the labor force within 30 minutes of the site. The evaluation team then reviews the local amenities and interstate access that are within a few miles of the site. Lastly, the team focuses on the overall site and the details of the building(s), if present. In the final analysis, it is the site with the best access to resources and manageable risk at the lowest cost that will most likely be selected.

#### FOUR LEVELS OF SITE EVALUATION

##### Level 1: General Proximity (30-45 minutes travel time)

- Airport access (distance to county general aviation service and regional commercial airport).
- Labor resources within the commute zone based on demographics and industry presence.
- Quality of life/cost of housing for attracting individuals to relocate from other locations
- Access to business/R&D partners that require frequent interface

##### Level 2: Local Access (Easily accessible to site)

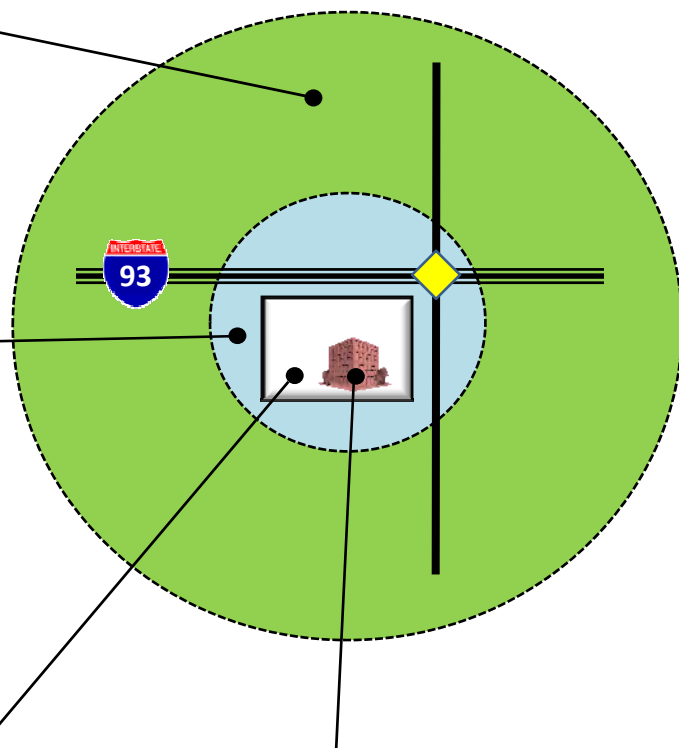
- Travel distance to interstate and the existence of “sensitive” activities between the site and the interstate (e.g., schools, hospitals, parks and shopping malls). These can be a concern for trucking operations.
- Access to public transportation (for certain types of operations)
- Access to restaurants, shopping, banking, daycare, personal services, exercise facilities, etc.
- Access to business support services

##### Level 3: Site Characteristics and Conditions

- Overall size of development and individual lot sizes with potential for future expansion
- Level of site visibility and security (general visibility from interstate, perimeter fence, controlled access, etc.)
- Level of site readiness
- General soil conditions, access to ground water, presence of wetlands and proximity to the 100-year flood plain
- Utility capacity, cost, reliability and backup capability (water, sewer, power, gas, telecom/broadband)
- Zoning/land use of site and adjacent sites, any site covenants and other restrictions
- Transportation access: interstate, rail, air, river or lake/inland sea port

##### Level 4: Evaluate Existing Building(s)

- Size/age/condition of building
- Single or multi-tenant use
- Level of readiness (time prior to occupancy)
- Layout, types of space and flexibility of use
- Cost and buy vs. lease options
- Parking capacity
- Special requirements based on type of operation





■ OVERVIEW ON REGIONAL ECONOMIES, TARGET INDUSTRY ANALYSIS AND SITE SELECTION

Case Study on Site Selection: Fidelity Site (Town of Merrimack)

The Fidelity Investments (former Digital Equipment Corporation) site in Merrimack is an example of a well placed and well designed facility. It is located near an Everett Turnpike exit and with access to significant shopping and other amenities.





■ OVERVIEW ON REGIONAL ECONOMIES, TARGET INDUSTRY ANALYSIS AND SITE SELECTION

Case Study on Site Selection: Fidelity Site (Town of Merrimack)

The site is well buffered with room for expansion, has substantial parking as well as outdoor facilities for exercise corporate team building (see below).



Incorporate Wetlands into the Design of the Site

Plenty of Parking (Open and in Garage)

Amenities on the Site:

- Walking Trails
- Basketball Courts
- Soccer Field
- Softball Field
- Water Access

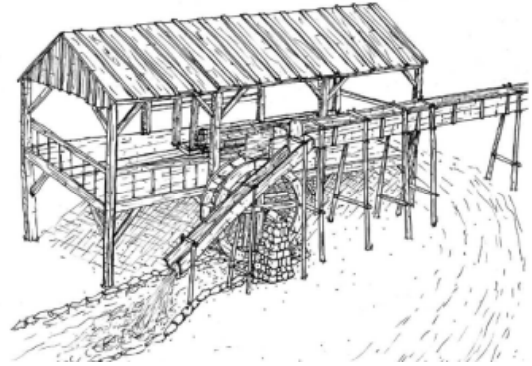


Well-Designed Buildings That are not Easily Dated

## ■ OVERVIEW ON THE REGIONAL ECONOMY

### Historical Perspective

For over 250 years, the region has been host to a diversity of industries that have grown and matured over time. In the early 18<sup>th</sup> century, the waters of the Merrimack and Piscataquog Rivers were harnessed for lumber and grist mills. In the early 19<sup>th</sup> century, investors saw the potential of the Amoskeag Falls to power a textile mill and other industries. In 1810, the small settlement of Derryfield had its name changed to Manchester after the great English textile city.



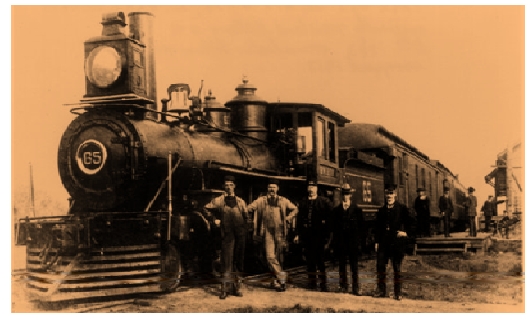
The journey from these humble beginnings would witness the rise of the Amoskeag Manufacturing Company that ultimately built and operated an industrial complex that had over 8 million square feet of manufacturing space and became the largest cotton mill in the world. The company even supplied heavy denim fabric to jean manufacturer Levi Strauss to make his famous work pants for the California gold miners.



Amoskeag Manufacturing Company not only built Manchester into a city and manufacturing center, they also branched out from textiles into steam-power fire engines as well as Winchester rifles



for the military. It also began building steam locomotives that it ultimately sold off to the Manchester Locomotive Company that became part of the American Locomotive Company. Other local products included axes and other implements made by the Blodgett Tool Company that changed ownership several times and shoes that began in the 1870's. The W.H. McElwain Company built the world's largest shoe factory under one roof in 1912.



By the 1890's the City of Manchester had a population of just over 44,000 people with an industrial base producing textiles and textile machinery, shoes, sewing machines, metal fabricated products, carriages, hosiery, agricultural implements and others. Many of skills in making machinery and fabricated metal products during this era are still in use today throughout the region.





## OVERVIEW ON THE REGIONAL ECONOMY

### Historical Perspective

A timeline that identifies the different industrial eras within the region is presented below along with the key dates noting when some of the major service industry employers (healthcare, education and financial services) came to the region.

An important observation that can be derived from the timeline is that this region has been in the metal fabrication, machine building and technical services businesses since the 1830's. Many of these early skills are still being utilized along with the work ethic and *Yankee ingenuity* that have allowed the region to make the transition from one industry to the next.

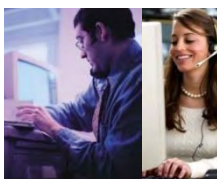
St. Anselm College (Manchester)  
 NH Institute of Art (Manchester) ▶  
 Elliot Hospital (Manchester)  
 Hesser College (Manchester) ▶  
 Catholic Medical Center (Manchester) ▶

Manchester Airport Established ▶  
 Southern NH Univ. (Manchester) ▶

Manchester Com. College (Manchester) ▶  
 US Veterans Center (Manchester) ▶

UNH-Manchester (Manchester) ▶

Insurance/Back Office  
 Since Fidelity came to the area in 1995, a number of insurance companies have established operations in the area to gain access to lower cost and the available workforce.



1800
1810
1820
1830
1840
1850
1860
1870
1880
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1900
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1920
1930
1940
1950
1960
1970
1980
1990
2000
2010



**Textile Industry**  
 Manchester was home to Amoskeag Manufacturing Company with the world's largest cotton mill and staffed its own engineering team, brickyard (in Hooksett) and machine building. Amoskeag also built steam-powered fire engines and locomotives, sewing machines, and guns for the military. At its peak, the company employed over 15,000 workers and produced nearly 260 million yards of cloth per year in over 8 million square feet of facilities. Competition from the South took hold in the 1930's.

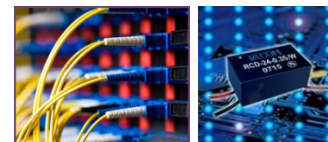
**Shoe Industry**  
 The shoe industry expanded over the years and in 1912, the WH McElwain Company opened the largest shoe manufacturing operation under one roof. Shoes produced at multiple companies eventually took over as the area's major industry but saw its demise by the 1960's due to low cost competition.



**Machining and Machine Mfg.**  
 These industries owe their roots to the textile industry of the 19th and 20th century.



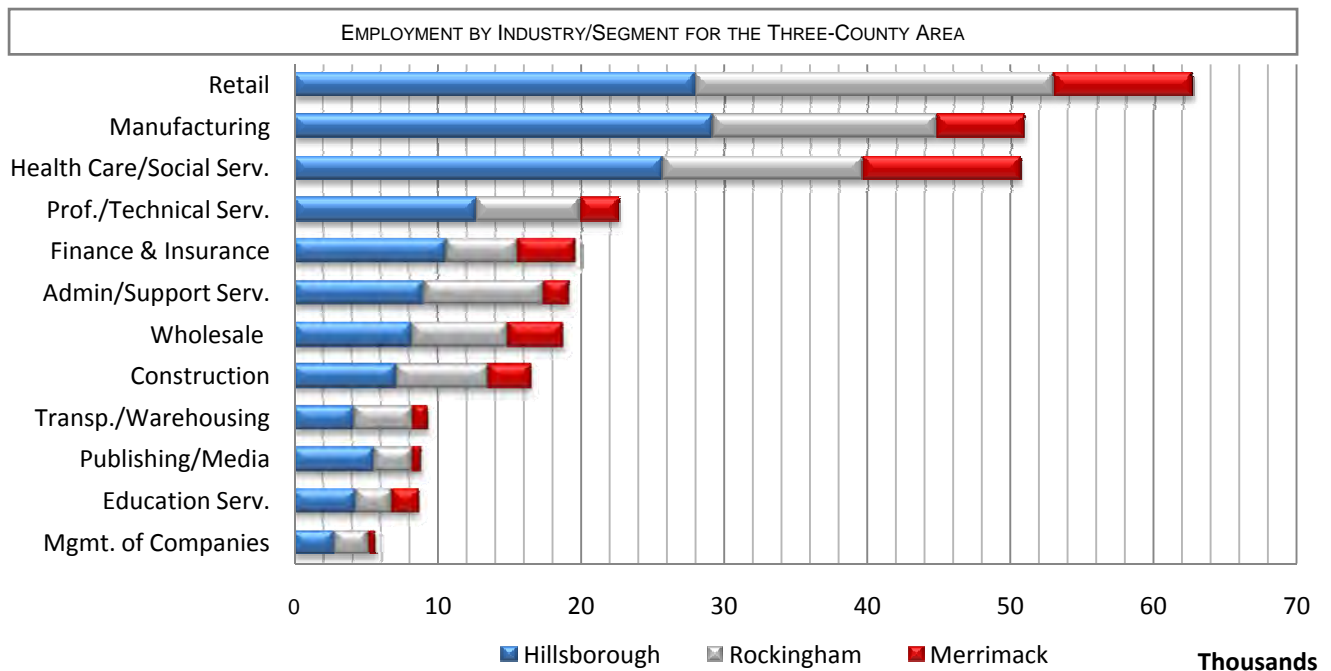
**Electronics/Computer Industry**  
 Spillover of defense, computer and electronics firms from Massachusetts occurred in the 1960's to take advantage of lower costs. There have been many acquisitions and spinoffs over the years with many companies currently producing specialty components for a global market.



## OVERVIEW ON THE REGIONAL ECONOMY

### Current Employment Profile by Industry

A number of the economic segments are population driven and will reflect the overall growth, age demographics and demands of the consumer – they include health care services, retail, wholesale and construction. In contrast, segments such as manufacturing, finance and insurance, certain professional/technical services and the management of companies are the result of an individual or company deciding to reside in the region due to a cost advantage, access to labor or other resources, or due to the personal life style preferences of the owner.



**PAST AND FUTURE GROWTH TRENDS BY INDUSTRY/SEGMENT AND KEY DRIVERS OF GROWTH**

Industry/Segment	Growth: 2002-2008 (For 3 Counties)	Projected: 2006-2016 (State-Wide)	Key Drivers of Growth
Retail	-1%	7%	Reflects population growth, income levels.
Manufacturing	-10%	-5%	Access to resources/markets, costs, owner preferences.
Health Care/Social Serv.	17%	31%	Growth of overall population and aging of population.
Finance/Insurance	-2%	17%	Proximity to financial markets, operating cost of area.
Admin/Support Serv.	29%	29%	Growth of other business segments, operating cost of area.
Wholesale	8%	14%	Growth of population and commercial businesses.
Construction	-8%	14%	Growth of population and commercial businesses.
Transp./Warehousing	-3%	8%	Growth of population and commercial businesses.
Education	13%	19%	Population growth and demand as a destination.
Publishing/Media	2%	10%	Growth of population., owner preferences.
Mgmt. of Companies	23%	15%	Attractiveness of area to CEO's, access to markets.

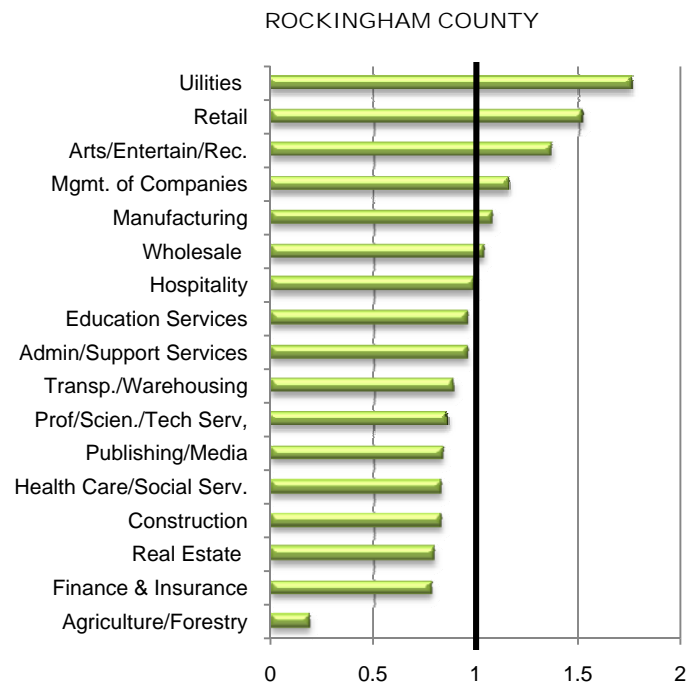
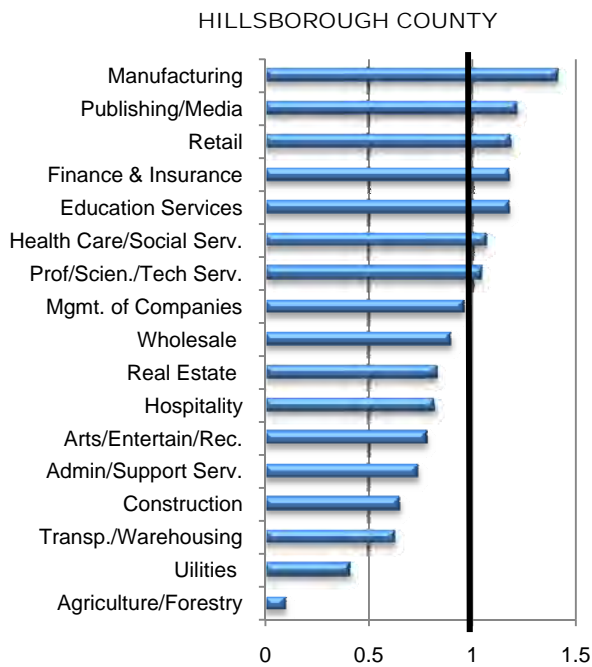
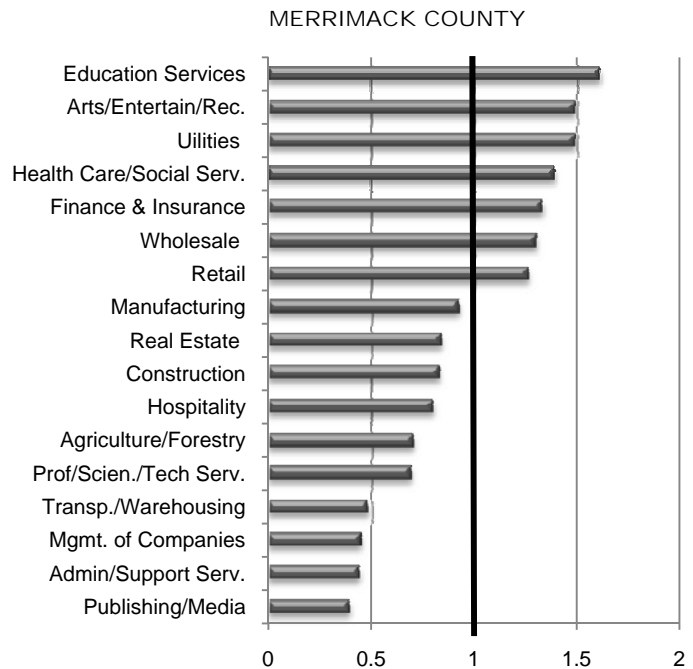
Source: U.S. Department of Labor

## OVERVIEW ON THE REGIONAL ECONOMY

### Location Quotients for Each County

The Location Quotient gauges the strength of an economic segment by comparing local employment levels within an industry/economic segment to national averages.

- **Manufacturing:** Hillsborough County hosts a large and diverse base of manufacturing firms that places it much higher than national average.
- **Retail:** Due to the population distribution in the state, the southern cities provide a significant amount of regional retail.
- **Wholesale:** is low due to much on the activity takes place further south in New England or in New York State.
- **Insurance:** back office operations represent a significant portion of this industry segment in Hillsborough and Merrimack Counties.
- **Construction:** not high level of activity in the region.
- **Professional, Scientific and Technical Services:** emerging segment with significant home-based business potential



Source: U.S. Department of Labor (2008 data)

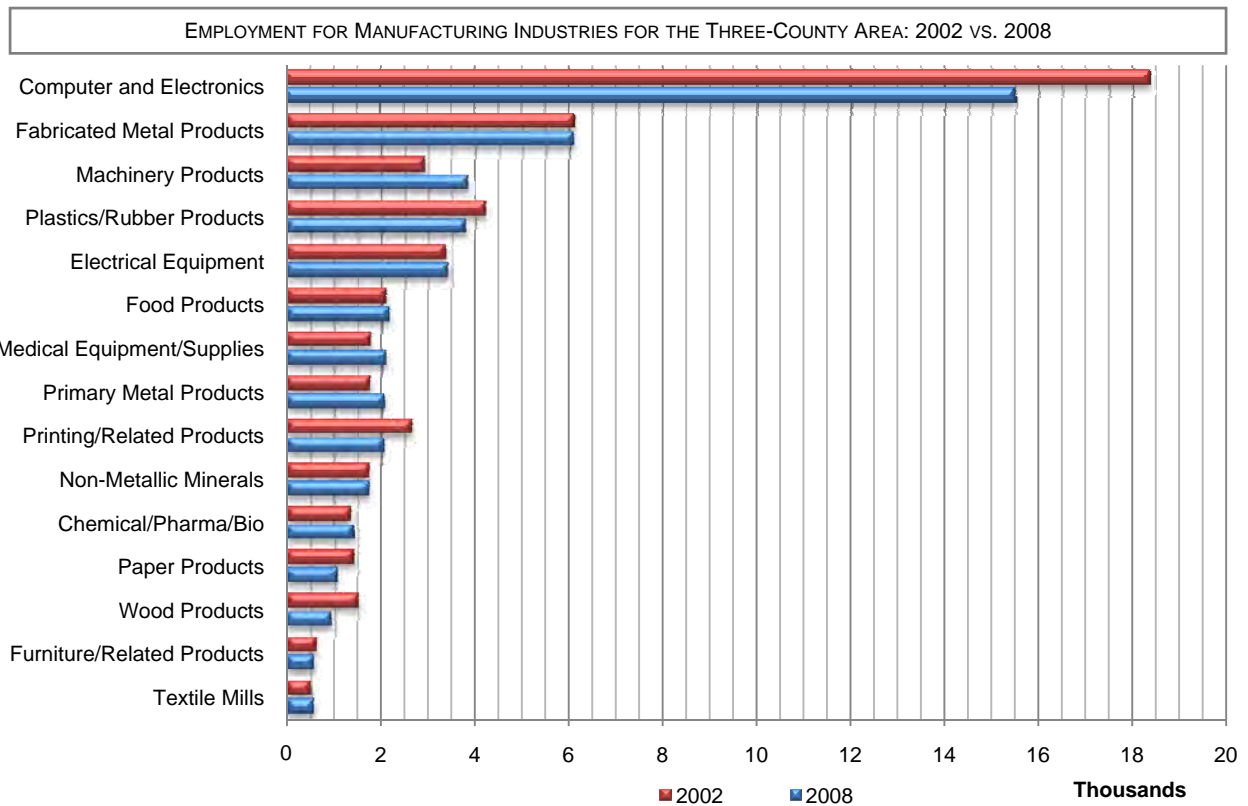
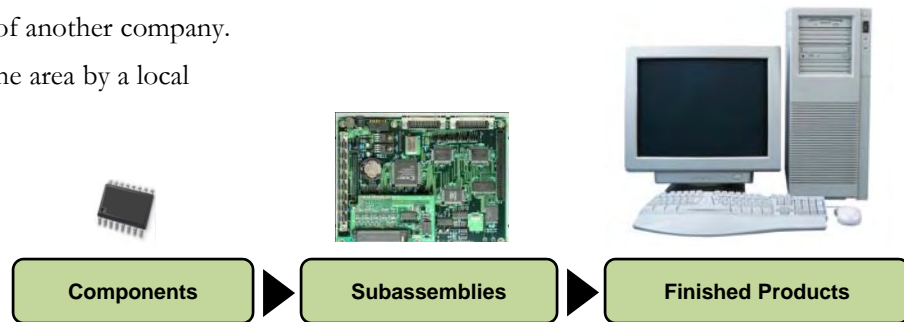
## OVERVIEW ON THE REGIONAL ECONOMY

### Details on Manufacturing Industries

Manufacturing in southern New Hampshire is dominated by the computer/electronics industry with other key industries including fabricated metal products, machinery, plastics and an emerging medical instruments. A significant portion of these industries represent producers of high value/specialized components/parts (electrical, electronic, metal and plastic) and subassemblies that are shipped globally for final assembly with other sourced parts. In addition, there are producers of high value machines and equipment such as the Segway *Personal Transporter* and the Insight Technology night vision weapons and detection systems.

The basis for manufacturing companies being in the area can be categorized as follows:

- The company relocated to the area at some point to take advantage of relatively low operating costs along with access to qualified labor and available facilities.
- The company was a spinoff of another company.
- The company started up in the area by a local entrepreneur.

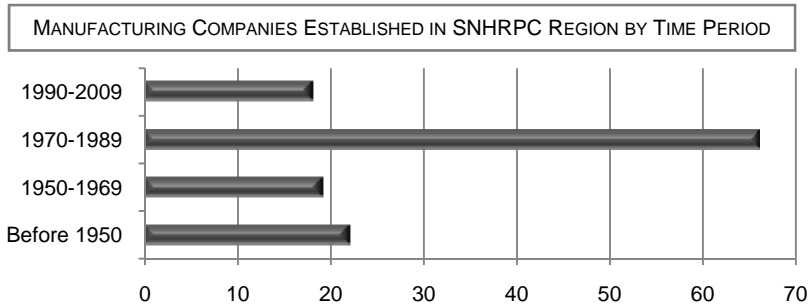


Source: U.S. Department of Labor

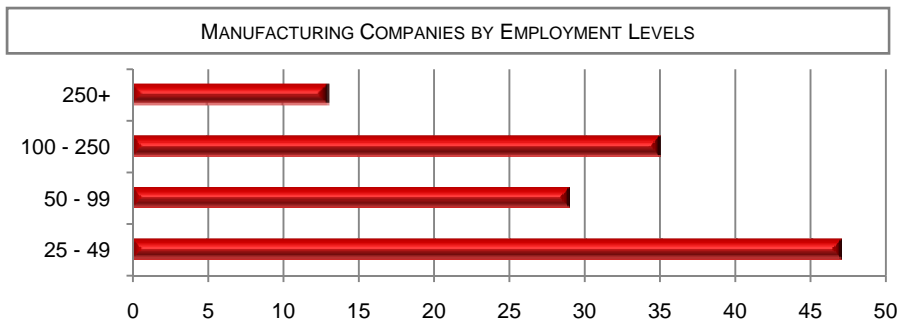
## ■ OVERVIEW ON THE REGIONAL ECONOMY

### Details on Manufacturing Industries

A list of approximately 125 manufacturing companies (see Appendix) were identified within the SNHRPC region that currently have over 25 employees. As noted in the chart below, the majority of the existing companies in the region were established between 1970 and 1989 – a period of very high growth. Also noted, there are about ten (10) companies that are foreign owned by either Japanese or Western European companies.



The size range in employment for the manufacturing firms is plotted below to determine any bias for a particular size range. There is a fairly balanced range in size.



MAJOR MANUFACTURERS WITHIN THE SNHRPC REGION (250+ EMPLOYEES)

Company	Location	Scope of Services
GE Aircraft Engine	Hooksett	Aircraft engine parts
Osram Sylvania	Manchester	HID lamps
Velcro USA	Manchester	Fasteners
Blue Seal Feeds	Londonderry	Animal feeds
Summit Packaging Systems	Manchester	Custom molded parts
Kalwall Corporation	Manchester	Wall panels and solar applications
Harvey Building Products	Londonderry	Vinyl, wood and aluminum windows and doors
Stonyfield Farms	Londonderry	Yogurt, ice cream
Insight Technology	Londonderry	Night vision weapon and detection systems
Vibro-Meter	Londonderry	Aircraft instruments, monitoring/sensing equipment
Rockwell International/A-B	Manchester	Photoelectric controls, proximity/limit switches
Poultry Products Northeast	Hooksett	Poultry, meat and cheese processing
Sanmina-SCI Corporation	Manchester	Assembly, test and packaging of printed circuit boards

## ■ OVERVIEW ON THE REGIONAL ECONOMY

### Manufacturing Employment Trends and Projections

The data provided below is several years old and did not take into account the recession of the last 18 months, but it does give a general indication of what segments of the local economy may see growth. Even though the electronics segment is projected to lose 7% employment throughout the state, it still represents a substantial number of jobs that are preserved. This industry represents such diversity that local growth really has to do with the market potential and life cycle stage of each company in the segment.

The region has a long history of supporting the fabrication of machinery and fabricated metal products and as long as the local firms continue to innovative and adapt with niche product offerings they will be in the market. The region is essentially very good at producing unique/complex/short run components constructed from metal, plastics and other materials, as well as electronic/electrical and mechanical assemblies, and selling them to a global market.

PAST AND FUTURE GROWTH TRENDS BY MANUFACTURING SEGMENT AND KEY DRIVERS OF GROWTH

Manufacturing Segment	Growth: 2002-2008 (For 3 Counties)	Projected: 2006-2016 (State-Wide)	Market Drivers and Competition
Computer & Electronics	-16%	-7%	Economic growth, competition from low cost areas.
Fabricated Metal Prod.	0%	6%	Business growth in region.
Machinery Products	31%	4%	Industrial investment from overall economic growth.
Plastics/Rubber Products	-10%	-4%	Overall economic growth, competition from low cost areas.
Electrical Equipment	2%	9%	Industrial investment, disposable personal income.
Food Products	3%	6%	Population growth, market demand for certain foods.
Medical Equip/Supplies	18%	Not defined	Aging population, expansion of global markets, new ideas.
Primary Metal Products	17%	4%	Overall market growth, competition from other materials.
Printing/Related Products	-22%	-12%	Impact from Internet, population /business growth.
Chemical/Bio/Pharma	3%	11%	Product under patent protection, new product roll-outs.
Paper Products	-26%	-74%	Global paper supply levels and cost of production.
Wood Products	-39%	-12%	Uniqueness of product, competition from low cost areas.
Textile Mills	15%	-3%	Uniqueness of product, competition from low cost areas.



SECTION

B

Southern New Hampshire Regional Planning Commission

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TARGET INDUSTRY ANALYSIS

## ■ POTENTIAL TARGET INDUSTRIES AND REQUIRED RESOURCES

### Overview on Target Industry Selection Process

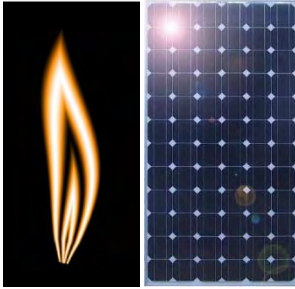
The basis for selecting target industries was outlined in Section A on page A-3 and further discussed below.

- 1. Historic presence of any industries.** The region has been engaging in metal fabrication and machine building since the early 1800's and has continuously adapted to new opportunities to apply those skills over the years. Regional retail has also been a part of the region since the early days. Regional health care came in the 1890's
- 2. Current employment within specific industries/economic segments within the three-county area and the SNHRPC region.** Employment for each industry/segment was reviewed and major employers were identified and studied via the company web sites.
- 3. Overall trends in a particular industry at a national/global level that may impact future growth.** General trends that may drive local industries are noted on page B-2.
- 4. Local interest and business environment to support a given industry.** This is based on general study of the media, discussions with the local planners and formal feedback from the planners.
- 5. Availability of resources required to support an industry:** Resources requirements are identified and evaluated for each target industry/segment beginning on page

Target industries for the SNHRPC region are identified and evaluated in this section and then applied to each city/town within the region in Section C.

## ■ POTENTIAL TARGET INDUSTRIES AND REQUIRED RESOURCES

### Market Drivers for Potential Industry Growth



#### Energy

- Diversification to renewable energy sources
- Localization of energy production
- Improved power networks
- Energy efficient construction

#### Opportunity for SNHRPC Region

- Design of systems.
- Parts and equipment production.
- Construction of energy efficient buildings and homes.



#### National Defense/Security Systems

- Innovative detection/defense systems
- Unmanned vehicles/other systems

#### Opportunity for SNHRPC Region

- Parts and equipment production.



#### Protecting, Managing and Enjoying the Environment

- Managing water resources (quality and availability)
- Removal of air pollutants
- Cleanup of brownfield sites for reuse
- Sustainable environmental practices for business and individuals

#### Opportunity for SNHRPC Region

- Technical services.
- Monitoring equipment and parts
- Offer places to enjoy the environment.



#### Health Care

- Aging Baby Boomers
- Medical device/pharmaceutical breakthroughs
- Shift to wellness and prevention of disease

#### Opportunity for SNHRPC Region

- Health care services.
- Parts, devices and equipment production for medical devices.



#### Food Safety

- Concern over content and sources of food
- Want traceability to source and buy direct from the farmer

#### Opportunity for SNHRPC Region

- Buy direct from local farms at farm stands or through the internet.
- Local restaurants utilizing local farm products.

## ■ POTENTIAL TARGET INDUSTRIES AND REQUIRED RESOURCES

### Description of Potential Target Industries

Target Industry/Sector	Description of Industry/Sector
<b>Back Offices, Shared Service and Customer Contact Centers</b>	<p>Office environment with predominantly college-trained employees in skills such as: computer software/information technology, accounting/finance, human resources, marketing, paralegal, employee benefits, insurance, investments, etc.</p> <p>Operations may range from home-based in relatively remote areas to office buildings with 500+ employees within 1-2 miles of a limited access highway.</p>
<b>Headquarters Operations</b>	<p>Includes small corporate and regional offices.</p> <p>Companies may select New Hampshire for low operating cost, low personal income tax or for life style preferences.</p> <p>Operations may range from 5-10 employees in a multi-tenant building up to 250+ employees in their own building located in an office complex or on a stand-alone site.</p>
<b>Manufacturing of Parts, Components and Subassemblies:</b> <ul style="list-style-type: none"> <li>• Electrical/Electronic</li> <li>• Metal</li> <li>• Plastic</li> <li>• Wood</li> <li>• Specialty Materials</li> </ul>	<p>Products are typically higher value, specialty items with smaller runs and easy to ship. It may also be a limited order replacement part for unique equipment.</p> <p>There is frequently on-going product enhancement and new product development.</p> <p>Companies may be start-ups, spinoffs of local companies or relocated in from other states.</p> <p>Operations can range from 5-10 employees in industrial flex space or even in a converted barn on up to 100+ employees in an industrial park.</p>
<b>Manufacturing of Machinery and Equipment:</b> <ul style="list-style-type: none"> <li>• Electrical/Electronic Instruments</li> <li>• Specialized Tools</li> <li>• Medical Devices</li> </ul>	<p>Products are typically uniquely designed with high technical content utilized for production, testing/monitoring, measuring, or medical applications.</p> <p>There is frequently on-going product enhancement and new product development.</p> <p>Operations can range from 5-10 employees in industrial flex space up to 100+ employees in an industrial park.</p>
<b>Professional, Technical and Scientific Services:</b> <ul style="list-style-type: none"> <li>• Engineering/Architecture</li> <li>• Design/Graphics</li> <li>• Software</li> <li>• R&amp;D/Testing Services</li> <li>• Business consulting</li> </ul>	<p>The sector represents of broad spectrum of high value services/specialties that can be delivered remotely as long as there is access to broad band for internet access and file transfers and within reasonable proximity to a regional airport.</p> <p>Many potential companies in this category may be rather small (2-5 owners and employees) that have either spun off from an existing company or relocated to New Hampshire for life style and no personal income taxes.</p> <p>Companies will reside in multi-tenant office building within an office park, in unique space such as an old barn/mill space, or from a home office.</p>
<b>Regional Retail</b>	<p>As the region grows, there is potential to expand regional big box/mall retail in Hooksett and in Bedford/Londonderry area.</p>
<b>Regional Distribution</b>	<p>As the region grows, there is potential to expand regional distribution in Raymond and Londonderry (near the airport).</p>
<b>Regional Health Care</b>	<p>Continued expansion of the major hospital facilities as well as installation of local clinics and walk-up services in more remote areas.</p>
<b>Tourism-Related</b>	<p>There is an opportunity for destination tourism packages in the more remote areas with more Bed &amp; Breakfast operations, trails for bikes and cross-county skiing or leverage the state parks in/adjacent to the region (Bear Brook, Pawtuckaway and Northwood Meadows) as well as other state forest and local conservation lands.</p>
<b>Agriculture-Related</b>	<p>Local farms can expand operations to include with their farm stands a bakery, a sandwich shop, a creamery, corn mazes, petting zoos, and other destination activities. They can also offer farm products and other goods via the internet.</p>

## ■ POTENTIAL TARGET INDUSTRIES AND REQUIRED RESOURCES

### Rationale for Selecting Specific Target Industries

<b>Target Industry:</b>	<b>Back Office, Shared Services and Customer Contact Operations (Multiple Industries)</b>
<b>Description:</b>	This includes financial services (banking, investments and insurance) along with any major company with similar operations that needs lower cost alternatives.
<b>Criteria for Evaluation</b>	<b>Discussion</b>
<b>Historic Presence of Industry</b>	The ramp-up of this industry segment began in 1995 when Fidelity Investment acquired the former DEC campus in Merrimack.
<b>Current Employment Levels and Major Employers</b>	Total financial services employment in the three-county area is nearly 20,000. Major back office employers in or near the SNHRPC region include: <ul style="list-style-type: none"> <li>• Fidelity Investments (2,500-4,999) in Merrimack</li> <li>• Liberty Mutual Insurance (100-249) in Bedford</li> <li>• CIGNA Health Care (100-249) in Hooksett</li> <li>• United Healthcare (100-249) in Hooksett</li> <li>• UniCare (100-249) in Londonderry</li> </ul>
<b>Industry Trends/Outlook</b>	The financial services industry as a whole is still recovering from the recent financial meltdown and will be offsetting short-term hiring with technology investments. However, communities with good cost fundamentals will be candidates for further growth as companies shed jobs in higher cost areas.
<b>Local Interest and Business Environment to Support Industry</b>	Strong local interest within region to expend existing employers and attract additional back office operations.
<b>Availability of Resources</b> (Detailed Analysis in Next Section)	Shovel ready sites and available buildings are limited. There is a significant supply of college grads in business and IT within the region. When the economic expands rapidly, the supply of business/IT talent gets tight.
<b>Other Comments</b>	A listing of major financial services companies in New England is provided below.

LISTING OF MAJOR FINANCIAL SERVICES COMPANIES IN NEW ENGLAND			
Company	HQ Location	Current Presence in NH	Comments
Fidelity Investments	Boston, MA	Merrimack	
MassMutual	Springfield, MA		
Liberty Mutual	Boston, MA	Bedford, Dover, Portsmouth	
State Street Corporation	Boston, MA		
John Hancock	Boston/Toronto		Owned by Manulife Financial in Canada.
OneBeacon	Canton, MA		
Sun Life Financial	Wellesley Hills, MA		Owned by Sun Life Assurance in Canada.
Putnam Investments	Boston, MA		
Bank of America	Charlotte, NC		Acquired FleetBoston and other regional banks.
The Hartford Fin. Serv. Group	Hartford, CT		
Aetna Incorporated	Hartford, CT		
St. Paul Travelers Companies	New York City		Strong presence in Connecticut.
CIGNA	Bloomfield, CT	Hooksett	

## ■ POTENTIAL TARGET INDUSTRIES AND REQUIRED RESOURCES

### Rationale for Selecting Specific Target Industries (cont'd)

<b>Target Industry:</b>	<b>Headquarters Operations</b>
<b>Description:</b>	Includes smaller/mid-size corporate, regional and other headquarters operations.
<b>Criteria for Evaluation</b>	<b>Discussion</b>
<b>Historic Presence of Industry</b>	The most prominent headquarters historically were the textile and shoe companies.
<b>Current Employment Levels and Major Employers</b>	The major current headquarters near the region include: <ul style="list-style-type: none"> <li>• Brookstone, Inc. (Merrimack)</li> <li>• PC Connection (Merrimack)</li> </ul>
<b>Industry Trends/Outlook</b>	Companies (both public and private) must deal with the challenges of placing their headquarters where it provides a strategic advantage while managing costs, being where it is attractive to top talent and meets the personal needs of the top executives.
<b>Local Interest and Business Environment to Support Industry</b>	The region would embrace a potential headquarters but few communities have placed it on their list of strategic targets.
<b>Availability of Resources</b> (Detailed Analysis in Next Section)	See discussion of specific resource needs of the industry in the next section of this report.

<b>Target Industry:</b>	<b>Manufacturing of Parts, Components and Subassemblies</b>
<b>Description:</b>	Includes production of high value electrical/electronic, metal, plastic, wood and specialty material parts and components as well as subassemblies and packages.
<b>Criteria for Evaluation</b>	<b>Discussion</b>
<b>Historic Presence of Industry</b>	Since the days of textiles, the region has been engaged in parts manufacturing. Initially it was primarily iron and steel machine parts but has expanded into other materials.
<b>Current Employment Levels and Major Employers</b>	There are a lot of current companies engaged in parts, components and subassembly manufacturing, including (see list of manufacturers in Appendix): <ul style="list-style-type: none"> <li>• GE Aircraft Engine (engine parts)</li> <li>• Alcumet (metal castings)</li> <li>• Strataflex (Printed circuit boards, flex circuitry and cable assemblies)</li> <li>• General Cable (electronic wire and cable), etc.</li> </ul>
<b>Industry Trends/Outlook</b>	The industry tracks the economy and can be volatile like other higher tech products. Each company must maintain a market "edge" to survive.
<b>Local Interest and Business Environment to Support Industry</b>	General interest in these types of businesses. Viewed as providing good jobs with low impact on the environment.
<b>Availability of Resources</b> (Detailed Analysis in Next Section)	There is a need to sustain a pool of skilled labor to support this segment. See discussion of specific resource needs of the industry in the next section of this report.



## ■ POTENTIAL TARGET INDUSTRIES AND REQUIRED RESOURCES

### Rationale for Selecting Specific Target Industries (cont'd)

<b>Target Industry:</b>	<b>Manufacturing of Machinery and Equipment</b>
<b>Description:</b>	Includes electrical/electronic instruments, specialized tools, medical devices, etc.
<b>Criteria for Evaluation</b>	<b>Discussion</b>
<b>Historic Presence of Industry</b>	Machine building has been a core industry in the region since the mid-19 <sup>th</sup> century.
<b>Current Employment Levels and Major Employers</b>	There are a number of machinery/equipment manufacturers in the region, including: <ul style="list-style-type: none"> <li>• High Speed Technologies (metalworking machinery)</li> <li>• Infinity Constructors (construction machinery)</li> <li>• Insight Technology (Night vision weapons and detection systems), etc.</li> </ul>
<b>Industry Trends/Outlook</b>	The industry tracks the economy and can be volatile like other higher tech products. Each company must maintain a market “edge” to survive.
<b>Local Interest and Business Environment to Support Industry</b>	The region embraces this segment due to the quality of companies and jobs.
<b>Availability of Resources</b> (Detailed Analysis in Next Section)	See discussion of specific resource needs of the industry in the next section of this report.

<b>Target Industry:</b>	<b>Professional, Technical and Scientific Services</b>
<b>Description:</b>	Includes diverse services such as engineering/architectural, design/graphics, software developer, R&D/testing services and business services.
<b>Criteria for Evaluation</b>	<b>Discussion</b>
<b>Historic Presence of Industry</b>	Technical services in the region began with the in-house design and construction of the Amoskeag manufacturing complex.
<b>Current Employment Levels and Major Employers</b>	There are nearly 23,000 employees plus micro businesses within the three-county area that are involved in this category. It is also the main utilization of “knowledge-based” jobs in the economy.
<b>Industry Trends/Outlook</b>	This is one of the fastest growing segments of the U.S. economy. Substantial small business activity within this segment. Technology allows individuals within this segment to live in more life-style based areas as long as broad board service is present.
<b>Local Interest and Business Environment to Support Industry</b>	General interest in these types of businesses. Viewed as providing good jobs with low impact on the environment.
<b>Availability of Resources</b> (Detailed Analysis in Next Section)	There is a need to sustain a pool of skilled talent to support this segment. See discussion of specific resource needs of the industry in the next section of this report.

■ POTENTIAL TARGET INDUSTRIES AND REQUIRED RESOURCES

Rationale for Selecting Specific Target Industries (cont'd)

<b>Target Industry:</b>	<b>Regional Retail</b>
<b>Description:</b>	Includes major malls and big box retail that services consumers coming from outside the region.
<b>Criteria for Evaluation</b>	<b>Discussion</b>
<b>Historic Presence of Industry</b>	Downtown Manchester was the original destination for regional retail.
<b>Current Employment Levels and Major Employers</b>	There are two major regional shopping areas in the region, one in Bedford and the other in Hooksett.
<b>Industry Trends/Outlook</b>	This segment will track the overall population growth in the region.
<b>Local Interest and Business Environment to Support Industry</b>	As developable land becomes scarce, the region will be cautious as to what land and where additional big box operations are placed.
<b>Availability of Resources (Detailed Analysis in Next Section)</b>	Requires large land tracts near limited access highway exits.



Big Box Retail in Hooksett



Bedford Mall in Bedford

■ POTENTIAL TARGET INDUSTRIES AND REQUIRED RESOURCES

Rationale for Selecting Specific Target Industries (cont'd)

<b>Target Industry:</b>	<b>Regional Distribution</b>
<b>Description:</b>	Large box distribution centers that service a significant geographic area.
<b>Criteria for Evaluation</b>	<b>Discussion</b>
<b>Historic Presence of Industry</b>	Most distribution for the area has traditionally come from states to the south.
<b>Current Employment Levels and Major Employers</b>	There are several distribution centers currently in the region: <ul style="list-style-type: none"> <li>• Activity near the airport</li> <li>• Wal-Mart distribution center in Raymond</li> </ul>
<b>Industry Trends/Outlook</b>	As land becomes a premium in higher density areas, there will be different methods of optimizing space and minimizing land consumption.
<b>Local Interest and Business Environment to Support Industry</b>	The region will be wary of investing too much land into warehousing operations.
<b>Availability of Resources</b> (Detailed Analysis in Next Section)	See discussion of specific resource needs of the industry in the next section of this report.

<b>Target Industry:</b>	<b>Regional Health Care</b>
<b>Description:</b>	Includes the major hospitals and health networks, local clinics/doctor's offices and all support services.
<b>Criteria for Evaluation</b>	<b>Discussion</b>
<b>Historic Presence of Industry</b>	Major health care came to the region in the late 20 <sup>th</sup> century sponsored by the large textile companies and the Catholic church.
<b>Current Employment Levels and Major Employers</b>	There are about 50,000 workers within the health care industry in the three-county area. Manchester is host to the majority of health care jobs within the SNHRPC Region.
<b>Industry Trends/Outlook</b>	The segment will continue to grow with the overall population growth and diversify as the large Baby Boomer population ages. Government policies on health care may dramatically alter the delivery of health services locally and nationally.
<b>Local Interest and Business Environment to Support Industry</b>	Continued general interest in health care services at affordable cost.
<b>Availability of Resources</b> (Detailed Analysis in Next Section)	There is a need to sustain a pool of skilled talent to support this segment. See discussion of specific resource needs of the industry in the next section of this report.



■ POTENTIAL TARGET INDUSTRIES AND REQUIRED RESOURCES

Rationale for Selecting Specific Target Industries (cont'd)

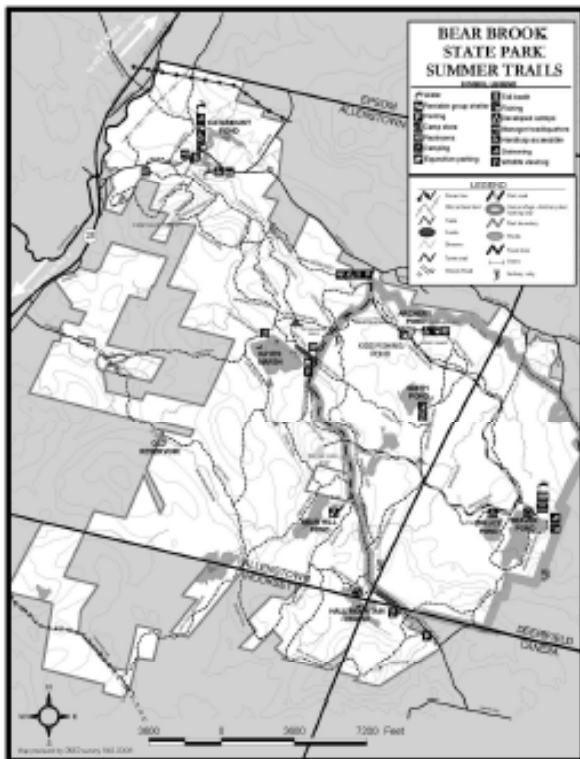
<b>Target Industry:</b>	<b>Tourism-Related</b>
<b>Description:</b>	Outdoor focused destination tourism integrating Bed & Breakfast and small restaurant operations with access to trails for biking, hiking, birding/nature study, and cross-country skiing. Also leverage lakes and rivers for canoeing/kayaking and fishing.  Also an opportunity to link craft shops, museums and historical destinations with B&B's and small restaurants.
<b>Availability of Resources</b>	Leverage state parks and conservation areas throughout the region.



Garnet Hill Lodge  
North River, NY

The lodge was built in 1936 after the old garnet mine closed down. The operation offers seasonal activities:

- Mountain biking, hiking, birding and nature study in spring through fall.
- Water sports on local lake.
- Cross-country skiing and snowshoeing in winter.



Extensive trail system in Bear Brook State Park.



There are successful B&B's throughout New Hampshire.



Damian's on the River in New Boston.

■ **POTENTIAL TARGET INDUSTRIES AND REQUIRED RESOURCES**

**Rationale for Selecting Specific Target Industries (cont'd)**

<b>Target Industry:</b>	<b>Agriculture-Related</b>
<b>Description:</b>	Provide destination options for visiting farm, consider: baked goods; ice cream and milk products direct; regional agricultural products such as maple syrup and cheeses; small sandwich shop; corn maze; petting "zoo"; hay rides and others. See examples on next two pages.
<b>Availability of Resources</b>	Expand facilities at existing farms.

FARM PROFILE IN THE THREE COUNTY AREA



Description	Hillsborough	Merrimack	Rockingham
<b>Size of Farm</b>			
50 to 179 acres	182	185	151
180 to 499 acres	66	66	38
500 to 999 acres	9	20	4
1,00+ acres	2	4	1
<b>Revenue From Farm</b>			
\$25,000 to \$49,999	34	37	43
\$50,000 to \$99,999	25	14	22
\$100,000+	33	50	44
<b>Product Types (# of Farms)</b>			
Livestock and Poultry	136	150	125
Forage Crops	172	221	205
Orchards	51	41	39

■ POTENTIAL TARGET INDUSTRIES AND REQUIRED RESOURCES

Rationale for Selecting Specific Target Industries (cont'd)



Wrights Dairy Farm & Bakery  
North Smithfield, RI

Retail Store on the Farm Property

The 100+ year old farm milks 130 cows and has a retail store on-site for both their dairy products and well-known bakery products. They offer milking tours in the afternoon and sell Hermit cookies over the internet. This is a very popular destination in northern Rhode Island.

Milky Way Farms  
Chester Springs, PA

This 18<sup>th</sup> century farm located on 103 acres raises 30 milking cows as well as 30 calves and heifers. Milk is sold to Land-o-Lakes Cooperative as well as a small portion is converted into ice cream. The farm has the following features:

- Creamery and retail ice cream store
- Small farm animal “zoo”
- Automated milking machines
- Pumpkin and squash farm stand
- Offer tours to clubs and school groups.
- Field crops grown for local “shareholders” under the Community Supported Agriculture Program.



Retail Store on the Farm Property



Cow ▶



DeLaval Automatic Milking Machine



## ■ POTENTIAL TARGET INDUSTRIES AND REQUIRED RESOURCES

### Rationale for Selecting Specific Target Industries (cont'd)



Lakeside Farms  
Ballston Lake, NY

Began as an orchard and cider mill in 1948, the operation focuses now on retail and includes the following:

- Seasonal retail of apples, fruits and vegetables (sourced locally)
- Store for NY cheeses, maple syrup and other farm products
- Serves breakfast and lunch (a local favorite)
- Small bakery for pies and donuts
- Seasonal garden center
- Pavilion rental for group gatherings



Salisbury Farm  
Johnston, RI

This farm is famous for its annual corn maze – purported to be the oldest in New England. The farm also offers the following:

- Pick your own strawberries in season
- Farm stand with sweet corn, raspberries, pumpkins and decorations
- Offer free hayrides
- Host educational tours, birthday parties and corporate outings

■ POTENTIAL TARGET INDUSTRIES AND REQUIRED RESOURCES

Resource Analysis to Support Target Industries

Target Industry:	Back Office, Shared Services and Customer Contact Operations (Multiple Industries)	
Description:	This includes financial services (banking, investments and insurance) along with any major company with similar operations that need slower cost alternatives.	
Resource	Requirements	Assessment/Comments
Transportation Access	<ul style="list-style-type: none"> <li>• &lt;30 minute travel to regional airport.</li> <li>• Large operations: close proximity to interstate.</li> <li>• Small operations: farther from interstate.</li> </ul>	<ul style="list-style-type: none"> <li>• Regional air access is very good.</li> <li>• Need to determine available buildings and sites within close proximity of interstates and other limited access highways.</li> </ul>
Facilities (Sites & Buildings)	<ul style="list-style-type: none"> <li>• Prefer existing facilities in favorable locations.</li> <li>• Some companies will opt to build on Shovel Ready sites.</li> </ul>	<ul style="list-style-type: none"> <li>• Need to develop inventory of office space and consider spec building if inventory is very limited.</li> <li>• Make inventory of Shovel Ready building sites throughout the region.</li> </ul>
Utilities	Power and telecom are critical with access to redundancy. More critical if they have a data center on site.	Utilities are adequate for developed areas. Rural areas may have challenges. Power costs are very high for data centers.
Labor Skills	<p>Will vary by operation but may include the following college grads /experienced skills:</p> <ul style="list-style-type: none"> <li>• Computer software/information technology</li> <li>• Accounting/finance</li> <li>• Human resources</li> <li>• Marketing and sales support</li> <li>• Paralegal</li> <li>• Employee benefits specialists</li> <li>• Insurance and investments specialists.</li> </ul>	<ul style="list-style-type: none"> <li>• Annual college graduation within target areas is favorable to demand.</li> <li>• There can be an issue for sourcing experienced talent when the economy tightens.</li> </ul>
Business Support Services	Shipping services, catering for special events, printing, etc.	A variety of services are available in the region.
Financial/Incentives	Some tax abatements expected primarily for larger operations.	Not a strong point for NH communities.
Quality of Life Attributes	Cost of housing, taxes, school quality, ability to get MBA/advanced degrees, cultural and recreation options and specialized health care services.	Quality of life is quite favorable.

■ POTENTIAL TARGET INDUSTRIES AND REQUIRED RESOURCES

Resource Analysis to Support Target Industries (cont'd)

Target Industry:		Headquarters Operations
Description:		Includes smaller/mid-size corporate, regional and other headquarters operations.
Resource	Requirements	Assessment/Comments
Transportation Access	<ul style="list-style-type: none"> <li>• &lt;30 minute travel to regional airport.</li> <li>• Large operations: close proximity to interstate.</li> <li>• Small operations: farther from interstate.</li> </ul>	<ul style="list-style-type: none"> <li>• Regional air access is very good.</li> <li>• Need to determine available buildings and sites within close proximity of interstates and other limited access highways.</li> </ul>
Facilities (Sites & Buildings)	<ul style="list-style-type: none"> <li>• Smaller operations prefer multi-tenant building in a high-end location</li> <li>• Larger companies will opt to build on Shovel Ready sites.</li> </ul>	<ul style="list-style-type: none"> <li>• Need to develop inventory of office space and consider spec building if inventory is very limited.</li> <li>• Make inventory of Shovel Ready building sites throughout the region.</li> </ul>
Utilities	Power and telecom are critical with access to redundancy. More critical if they have a data center on site.	Utilities are adequate for developed areas. Power costs are very high for data centers.
Labor Skills	Will vary by operation but may include by lower level and senior staff in functional areas such as legal, finance, engineering, sales, IT, HR, etc.	Reasonable supply for lower level talent. Most senior talent will need to be relocated to the area.
Business Support Services	Shipping services, catering for special events, printing, business consulting, marketing, advertising, etc.	A variety of services are available in the region but services such as advertising and high end consulting will need to access Boston and NYC.
Financial/Incentives	Some tax abatements expected primarily for larger operations.	Not a strong point for NH communities.
Quality of Life Attributes	Cost of housing, taxes, school quality, ability to get MBA/advanced degrees, cultural and recreation options and specialized health care services. There will also be a need for spousal employment.	Quality of life is quite favorable. There will be a perceived /real challenge for certain types of spousal employment.

■ POTENTIAL TARGET INDUSTRIES AND REQUIRED RESOURCES

Resource Analysis to Support Target Industries (cont'd)

Target Industry: Manufacturing of Parts, Components and Subassemblies		
Description:		
Includes production of high value electrical/electronic, metal, plastic, wood and specialty material parts and components as well as subassemblies and packages.		
Resource	Requirements	Assessment/Comments
Transportation Access	<ul style="list-style-type: none"> <li>• Access to regional airport for shipping and periodic business travel.</li> <li>• Reasonable proximity to interstate. Larger operations seek to be closer than smaller operations.</li> <li>• Larger plastics molding operations need rail access.</li> </ul>	<ul style="list-style-type: none"> <li>• Regional air access is very good.</li> <li>• Need to determine available buildings and sites within close proximity of interstates and other limited access highways.</li> </ul>
Facilities (Sites & Buildings)	<ul style="list-style-type: none"> <li>• Most companies will refer existing facilities (flex space) in industrial parks or on appropriate stand-alone site.</li> <li>• Larger companies may opt to build on Shovel ready site.</li> </ul>	<ul style="list-style-type: none"> <li>• Need to develop inventory of office space and consider spec building if inventory is very limited.</li> <li>• Make inventory of Shovel Ready building sites throughout the region.</li> </ul>
Utilities	Power and telecom are critical with access to redundancy. Some operations may need gas.	Utilities are adequate for developed areas. Rural areas may have challenges. Power costs are very high for large users.
Labor Skills	<p>Operations typically require technical staff at different levels:</p> <ul style="list-style-type: none"> <li>• Engineering</li> <li>• Skilled labor (machinists)</li> <li>• Semi-skilled that require some OJT</li> <li>• Unskilled support staff</li> </ul>	<p>Engineering staff recruiting can be very competitive (only two schools in the area: UNH-Durham and UMass-Lowell) or recruit up from Boston.</p> <p>Skilled labor is aging and there are few sources for replacements.</p>
Business Support Services	Shipping services, tech support, etc.	A variety of services are available in the region.
Financial/Incentives	Some tax abatements expected primarily for larger operations.	Not a strong point for NH communities.
Quality of Life Attributes	Cost of housing, taxes, school quality, ability to get MBA/advanced degrees, cultural and recreation options and specialized health care services.	Quality of life is quite favorable.

■ POTENTIAL TARGET INDUSTRIES AND REQUIRED RESOURCES

Resource Analysis to Support Target Industries (cont'd)

Target Industry:		Manufacturing of Machinery and Equipment
Description:		Includes electrical/electronic instruments, specialized tools, medical devices, etc.
Resource	Requirements	Assessment/Comments
Transportation Access	<ul style="list-style-type: none"> <li>• Access to regional airport for shipping and periodic business travel.</li> <li>• Reasonable proximity to interstate. Larger operations seek to be closer than smaller operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Regional air access is very good.</li> <li>• Need to determine available buildings and sites within close proximity of interstates and other limited access highways.</li> </ul>
Facilities (Sites & Buildings)	<ul style="list-style-type: none"> <li>• Most companies will refer existing facilities (flex space) in industrial parks or on appropriate stand-alone site.</li> <li>• Larger companies may opt to build on Shovel ready site.</li> </ul>	<ul style="list-style-type: none"> <li>• Need to develop inventory of office space and consider spec building if inventory is very limited.</li> <li>• Make inventory of Shovel Ready building sites throughout the region.</li> </ul>
Utilities	Power and telecom are critical with access to redundancy. Some operations may need gas.	Utilities are adequate for developed areas. Rural areas may have challenges. Power costs are very high for large users.
Labor Skills	<p>Operations typically require technical staff at different levels:</p> <ul style="list-style-type: none"> <li>• Engineering</li> <li>• Skilled labor (machinists)</li> <li>• Semi-skilled that require some OJT</li> <li>• Unskilled support staff</li> </ul>	<p>Engineering staff recruiting can be very competitive (only two schools in the area: UNH-Durham and UMass-Lowell) or recruit up from Boston.</p> <p>Skilled labor is aging and there are few sources for replacements.</p>
Business Support Services	Shipping services, tech support, etc.	A variety of services are available in the region.
Financial/Incentives	Some tax abatements expected primarily for larger operations.	Not a strong point for NH communities.
Quality of Life Attributes	Cost of housing, taxes, school quality, ability to get MBA/advanced degrees, cultural and recreation options and specialized health care services.	Quality of life is quite favorable.



■ POTENTIAL TARGET INDUSTRIES AND REQUIRED RESOURCES

Resource Analysis to Support Target Industries (cont'd)

Target Industry:	<b>Professional, Technical and Scientific Services</b>	
Description:	Includes diverse services such as engineering/architectural, design/graphics, software developer, R&D/testing services and business services.	
Resource	Requirements	Assessment/Comments
Transportation Access	<ul style="list-style-type: none"> <li>• &lt;30 minute travel to regional airport.</li> <li>• Large operations: close proximity to interstate.</li> <li>• Small operations: farther from interstate.</li> </ul>	<ul style="list-style-type: none"> <li>• Regional air access is very good.</li> <li>• Need to determine available buildings and sites within close proximity of interstates and other limited access highways.</li> </ul>
Facilities (Sites & Buildings)	<ul style="list-style-type: none"> <li>• Prefer existing facilities in favorable locations.</li> <li>• Some companies will opt to build on Shovel Ready sites.</li> </ul>	<ul style="list-style-type: none"> <li>• Need to develop inventory of office space and consider spec building if inventory is very limited.</li> <li>• Make inventory of Shovel Ready building sites throughout the region.</li> </ul>
Utilities	Power and telecom are critical with access to redundancy.	Utilities are adequate for developed areas. Rural areas may have challenges.
Labor Skills	Will vary by operation and include a variety of technical, scientific and business skills.	<ul style="list-style-type: none"> <li>• Depending on the level of specialization, there may be a need to go beyond UNH-Durham and UMass- Lowell for talent. .</li> <li>• There can be an issue for sourcing experienced talent when the economy tightens.</li> </ul>
Business Support Services	Shipping services, catering for special events, printing, etc.	A variety of services are available in the region.
Financial/Incentives	Some tax abatements may be expected primarily for larger operations.	Not a strong point for NH communities.
Quality of Life Attributes	Cost of housing, taxes, school quality, ability to get MBA/advanced degrees, cultural and recreation options and specialized health care services.	Quality of life is quite favorable.

■ **POTENTIAL TARGET INDUSTRIES AND REQUIRED RESOURCES**

**Resource Analysis to Support Target Industries (cont'd)**

<b>Target Industry:</b> Regional Retail		
<b>Description:</b> Includes major malls and big box retail that services consumers coming from outside the region.		
<b>Resource</b>	<b>Requirements</b>	<b>Assessment/Comments</b>
Transportation Access	• Close proximity to interstate.	• Currently have ideal locations.
Facilities (Sites & Buildings)	• Access to large land sites for future growth.	• Need to develop inventory sites that are appropriate for growth.
Utilities	Power and telecom are critical with access to redundancy and backup power sources.	Utilities are adequate for developed areas.
Labor Skills	Primarily retail service personnel.	Supply tightens as education levels rise.

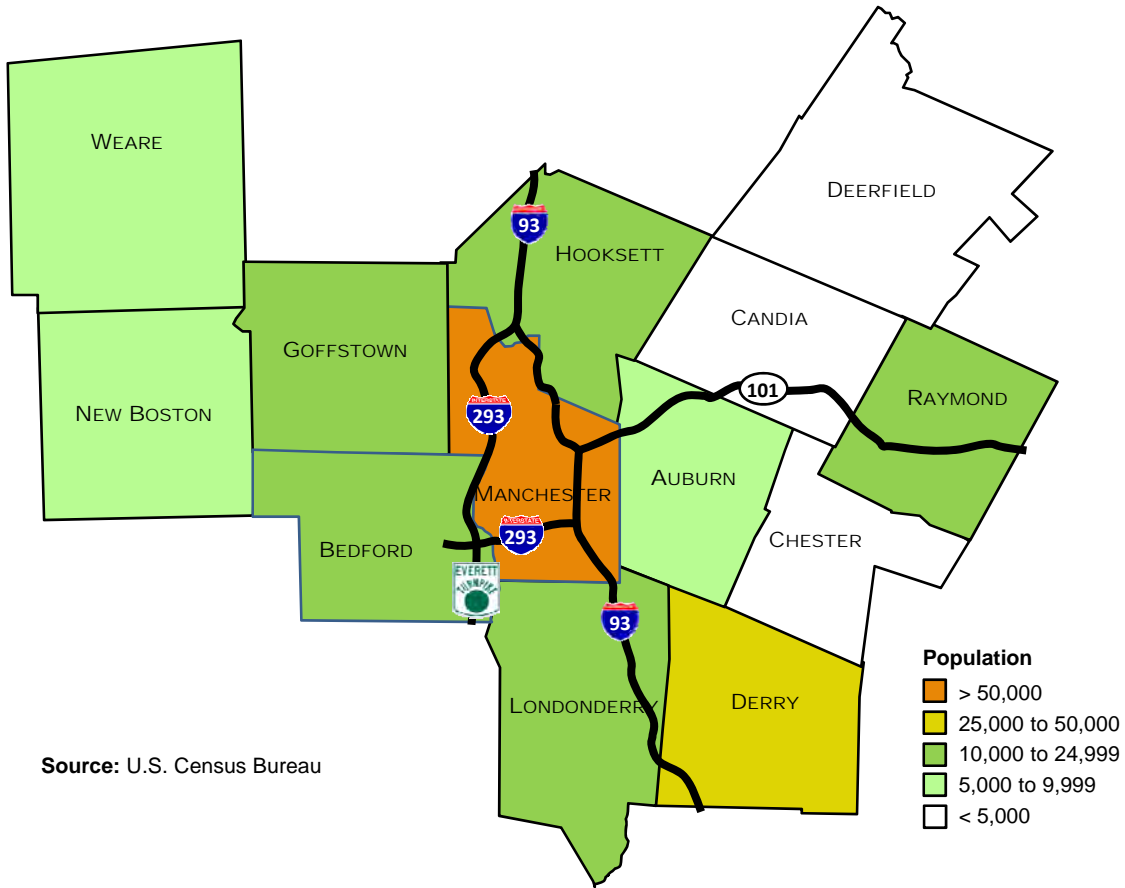
<b>Target Industry:</b> Regional Distribution		
<b>Description:</b> Large box distribution centers that service a significant geographic area.		
<b>Resource</b>	<b>Requirements</b>	<b>Assessment/Comments</b>
Transportation Access	• Close proximity to interstate.	• Additional sites must be identified with interstate access.
Facilities (Sites & Buildings)	• Access to large land sites for future growth.	• Need to develop inventory sites that are appropriate for growth.
Utilities	Power and telecom are critical with access to redundancy and backup power sources.	Utilities are adequate for developed areas.
Labor Skills	Skilled and non-skilled labor.	Supply is currently adequate.

<b>Target Industry:</b> Regional Health		
<b>Description:</b> Includes the major hospitals and health networks, local clinics/doctor's offices and all support services.		
<b>Resource</b>	<b>Requirements</b>	<b>Assessment/Comments</b>
Transportation Access	• Close proximity to interstate. • Smaller clinics will be located in more remote areas.	• Existing major hospitals are adequately positioned in the region.
Facilities (Sites & Buildings)	• Expansion in place for existing major facilities. • Smaller sites available for future growth.	• Need to develop inventory sites that are appropriate for growth.
Utilities	General access to utilities. Backup power for smaller facilities is a plus.	Utilities are adequate for developed areas.
Labor Skills	Medical staff: doctors, nurses, technicians, administrative skills.	Supply is currently adequate except for high level specialists and the ongoing challenge of recruiting doctors.

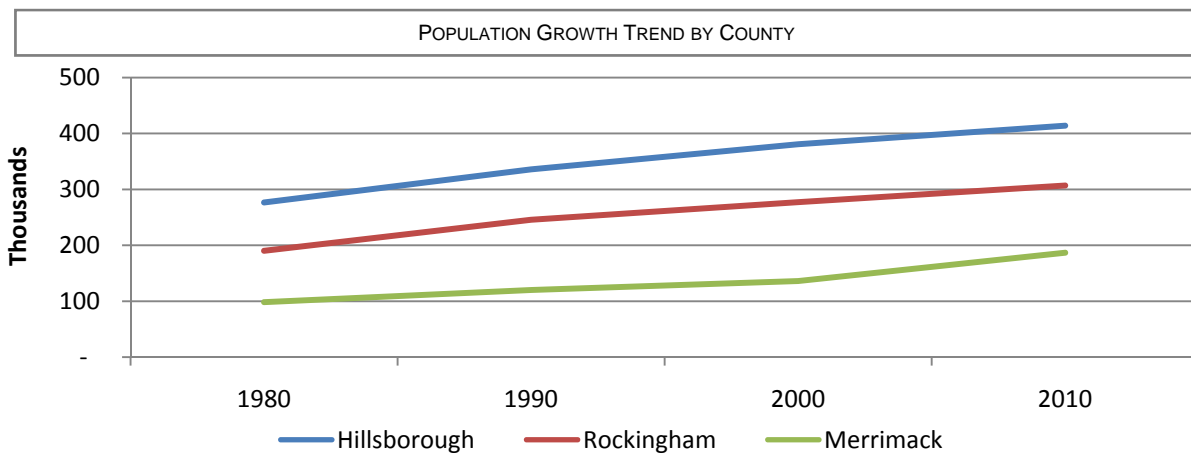
■ **POTENTIAL TARGET INDUSTRIES AND REQUIRED RESOURCES**

**Population Concentration and Growth**

The concentration of population continues to build along the I-93 and Everett Turnpike corridors, particularly in the southern towns nearest to Massachusetts.



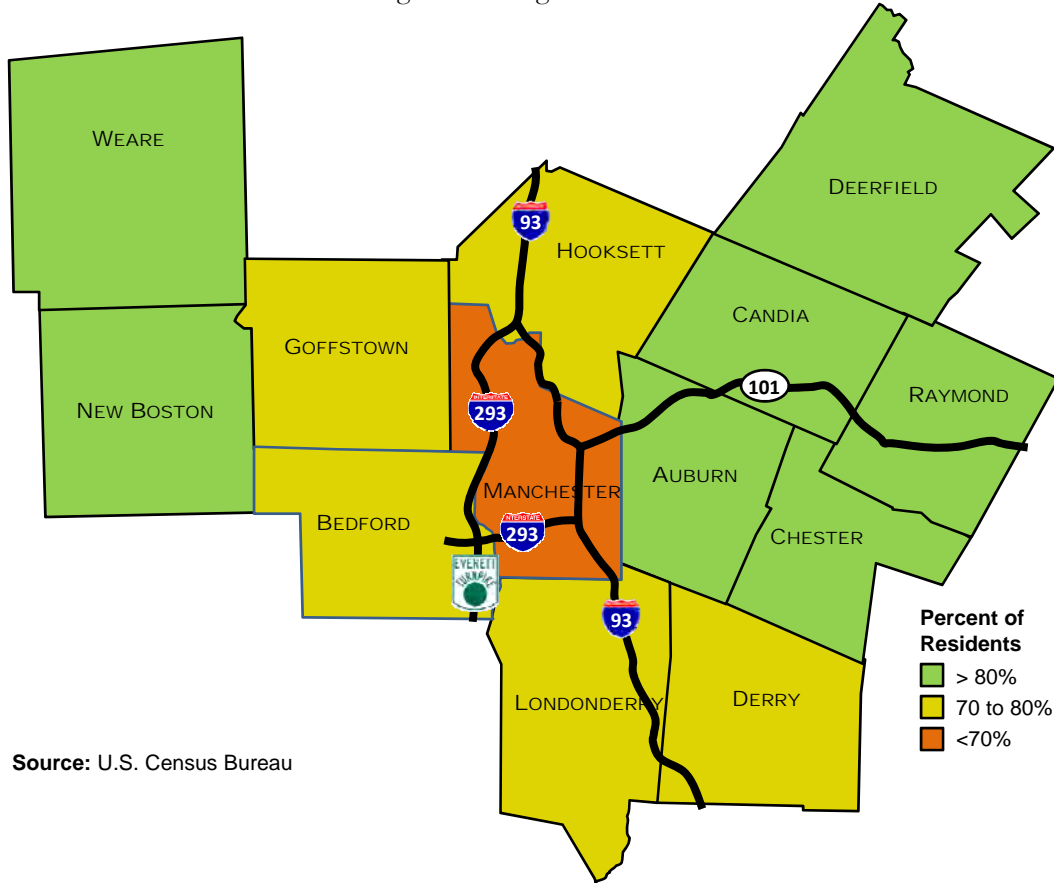
Source: U.S. Census Bureau



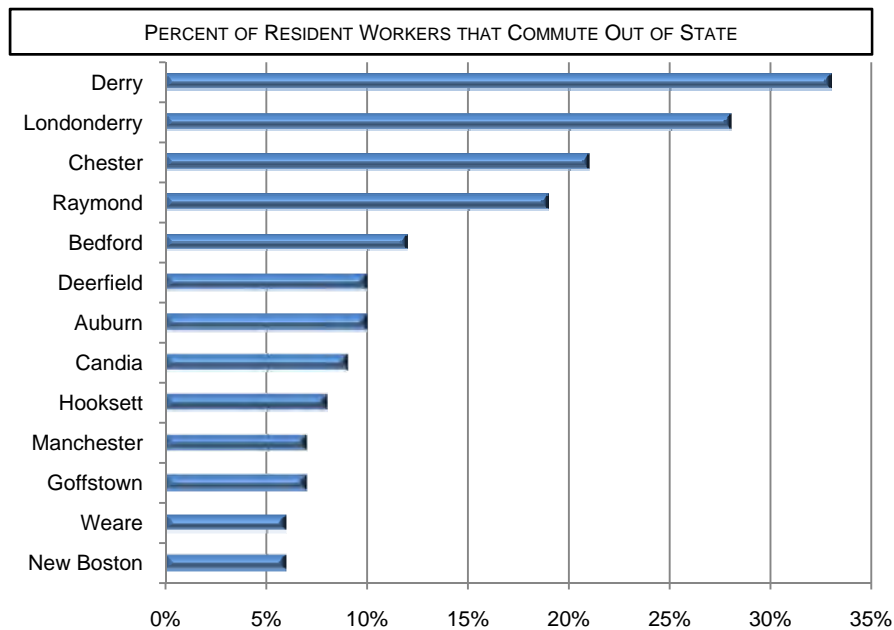
■ **POTENTIAL TARGET INDUSTRIES AND REQUIRED RESOURCES**

**Population Concentration and Growth**

In the rural communities, over 80% of the working residents leave their towns to work in adjacent communities or down in Massachusetts. Major employers such as Fidelity Investments in Merrimack and BAE Systems in multiple locations attract labor from throughout the region.



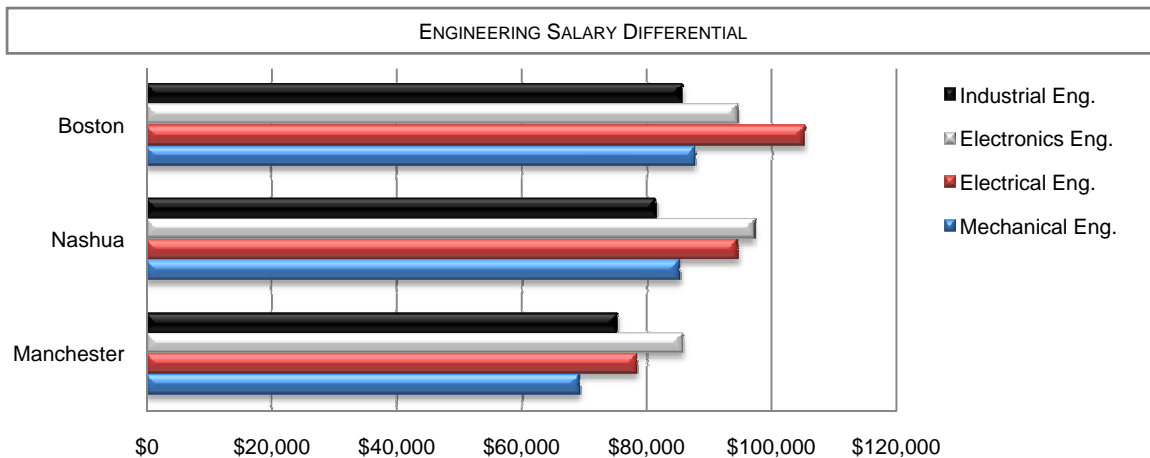
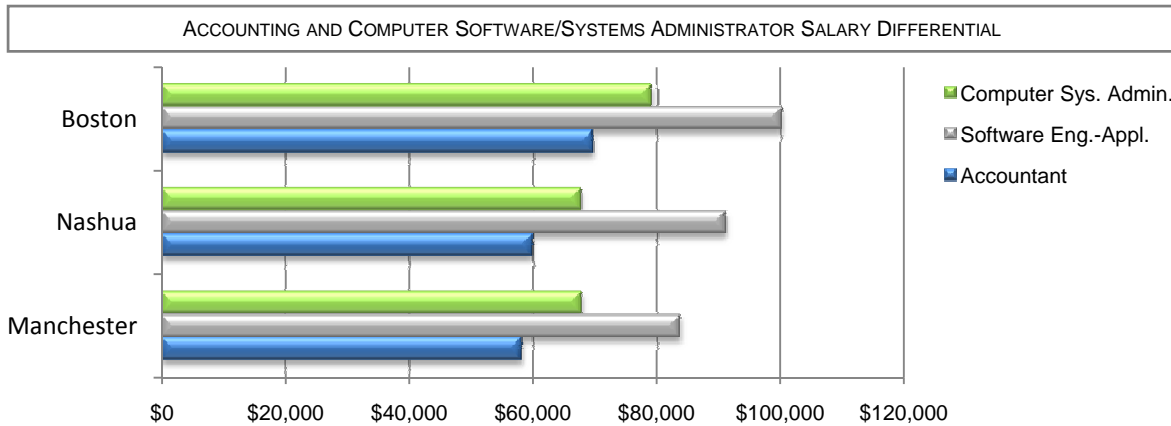
Source: U.S. Census Bureau



■ **POTENTIAL TARGET INDUSTRIES AND REQUIRED RESOURCES**

**Salary Differentials Between Manchester, Nashua and Boston**

As is well known, a large portion of talent resides in southern New Hampshire to gain access to high paying jobs in the Boston area while enjoying New Hampshire’s relatively low cost and great life style. The charts below document the salary differential for selected skill areas between Manchester and Nashua and even more so with Boston. This makes it very difficult to offer local residents jobs in Manchester unless they can justify it based on reduced travel time and expenses and eliminating the income tax paid to Massachusetts.



**Note:** The high level of compensation in Nashua for Electronics Engineers is most likely attributed to BAE Systems presence there.

**Source:** U.S. Department of Labor



## ■ POTENTIAL TARGET INDUSTRIES AND REQUIRED RESOURCES

### Comparisons of East Coast Locations

In order to place the competitive positioning of Manchester area in context with other New England and East Coast locations, the following analysis was performed. In general, the Manchester area is quite competitive within New England but less competitive with selected East Coast destinations.

COMPARISON OF MANCHESTER WITH SELECTED LOCATIONS BASED ON TYPICAL SITE SELECTION CRITERIA

Parameter	Providence, RI MSA	Hartford, CT MSA	Boston, MA MSA	Manchester, NH MSA	Richmond, VA MSA	Raleigh, NC MSA	Greensboro, NC MSA	Greenville, SC MSA
2006 Population (000's)	1,613	1,189	4,455	403	1,194	995	685	601
Avg. Annual Growth Rate	0.5%	0.69%	0.24%	1.13%	1.43%	3.83%	0.97%	1.12%
4-Yr + Educ. Attainment	23.5%	30.5%	36.6%	30.1%	27.8%	37.8%	23.8%	23.7%
% of Employed in Union (state-wide basis)	16.5%	16.9%	15.7%	10.6%	4.1%	3.5%	3.5%	3.9%
Right to Work State	NO	NO	NO	NO	YES	YES	YES	YES
Corporate Tax Rate	9%	7.5%	9.5%	8.5%	6%	6.9%	6.9%	5%
Individual Tax Rate	9.9% max	5%	5.3%	0%	5.75%	7.75%	7.75%	7%
Class A Off/CBD (\$/SF)	30+	22	60+	22	24	23	18	17
Class A Off/Suburbs (\$/SF)	22	18	26	12	20	21	13	13
Mfg/Warehouse (\$/SF)	4	5.5	5.7	6	3.3	4.8	3.5	3
Flex/R&D (\$/SF)	Limited Supply	8.5	9.9	9.5	7.8	9.3	8.5	6.4
Cost of Electric Power (cents/kWHR)	14.3	14.2	13.9	13.9	7.0	5.5	5.5	5.6
Accountant	\$63,580	\$67,870	\$68,740	\$58,200	\$64,080	\$62,270	\$60,400	\$59,910
Insurance Underwriter	\$62,170	\$73,590	\$75,440	\$65,680	\$50,780	\$54,920	\$44,450	\$42,470
Mechanical Engineer	\$81,820	\$77,350	\$87,650	\$69,190	\$77,140	\$69,420	\$74,240	\$79,930
Computer Controlled Mach.	\$34,220	\$41,170	\$37,950	\$34,560	\$29,730	\$29,330	\$34,200	\$35,420
Machinist	\$40,320	\$41,720	\$42,090	\$43,900	\$39,400	\$33,670	\$35,360	\$33,310

#### Legend

- Least Favorable
- Most Favorable

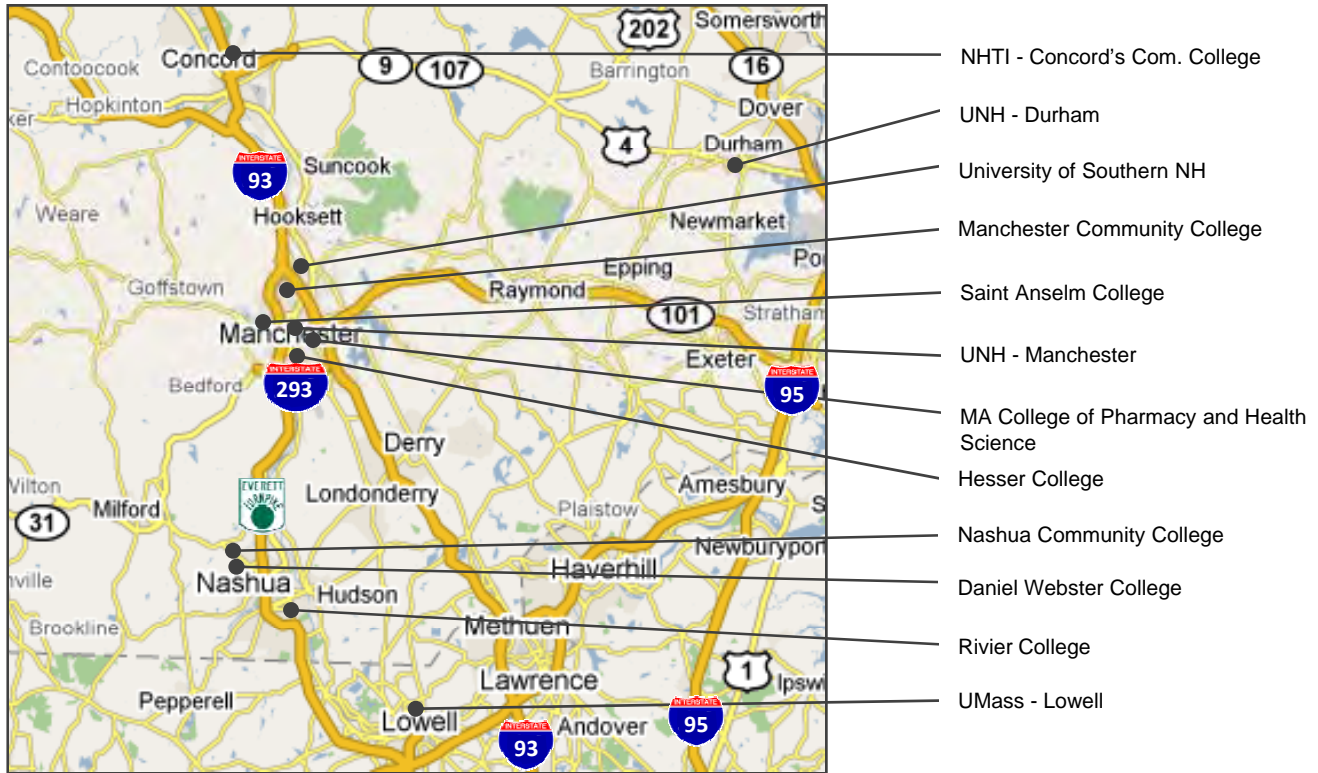
#### Data Sources

- U.S. Census Bureau and Claritas (demographic data)
- U.S. Department of Labor (union activities and cost of labor)
- U.S. Department of Energy (electric power rates)
- Co-Star and Grubb & Ellis databases (real estate data)

## ■ POTENTIAL TARGET INDUSTRIES AND REQUIRED RESOURCES

### Education Resources

Regional colleges and universities with greater than 1,000 students were identified by location and profiled below by their respective level of program offering – from certificate on up to a Doctorate degree. Additional details on the number of students graduating by specific program are provided in Appendix B-1.



**MAJOR COLLEGE/UNIVERSITY ENROLLMENT AND OFFERING OF SELECTED PROGRAMS**

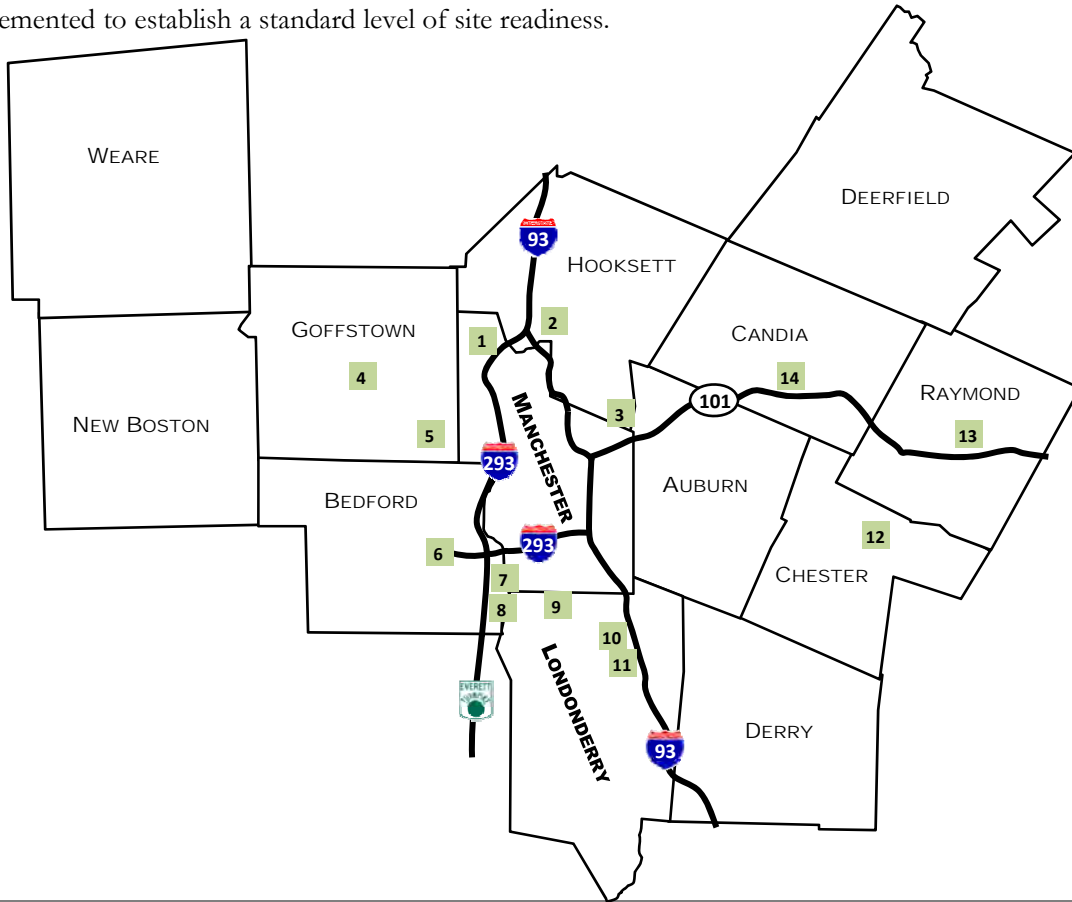
No.	College/University	Enrollment	Business	IT/Computer	Engineering	Nursing/Health-Related	Bio/Chem/BioMed
1	UNH-Durham	14,900	C,A,B,M,D	B,M,D	C,A,B,M,D	C,B,M	B,M,D
2	NHTI-Concord's Com. College	3,650	C,A	C,A	C,A	C,A	
3	UNH-Manchester	1,060	B	B	B	B	
4	Southern NH University	7,000	C,A,B,M,D	C,A,B,M		C,A	
5	Saint Anselm College	1,900	B	B		B	B
6	Hesser College	3,800	A,B	A		A	
8	Manchester Com. College	2,450	C,A	C,A		C,A	
9	Nashua Community College	1,925	C,A	C,A	A	C,A	
10	Daniel Webster College	1,000	A,B,M	B	A,B		
11	Rivier College	3,000	A,B,M	A,B,M		A,B,M	
12	UMass - Lowell	12,500	A,B,M	A,B,M,D	A,B,M,D	B,M,D	B,M,D

Degrees Offered: C = Certificate; A = Associate; B = Bachelor; M = Master; D = Doctor

## ■ POTENTIAL TARGET INDUSTRIES AND REQUIRED RESOURCES

### Major Land Parcels Available (25+ Acres)

There are a significant number of development sites located throughout the region that are at different levels of readiness and cost. An inventory of all sites above 5 acres should be made and a *certified sites* program implemented to establish a standard level of site readiness.



Site #	Description	No. Acres	Zoning Options	Approx. Cost/Acre
1	NW Business Park at Hackett Hill	88	Industrial	\$60,225
2	University Heights in Hooksett	39.8	Office, Business Park	\$30,150
3	20 Londonderry Turnpike	25	Industrial	\$22,360
4	136 Mast Road in Goffstown	32	Industrial Flex Space	\$7,800
5	376 Goffstown Back Road	45.7	Industrial	\$59,200
6	SR 101 at SR 114 in Bedford	38	Office, Retail	\$184,200
7	308 South River Road in Bedford	27	Multi-Family, Office and/or Retail	\$87,969
8	Everett Turnpike at New Airport Access	27	Multi-Family, Office and/or Retail	\$111,110
9	1 Akiraway in Londonderry	25.5	Commercial and industrial	\$117,650
10	Clarks Farm Industrial Park	78	Industrial	\$125,000
11	62 Perkins Road	26	Commercial and Residential	\$88,460
12	SR 102 at Raymond Road in Chester	34.5	Commercial and Residential	\$37,780
13	133 Rt. 127 in Raymond	31.5	Industrial, Office and Residential	\$9,200
14	SR 101, Exit 3 in Candia	32	Industrial, Office, Commercial	\$62,500

■ APPENDIX B-1

Graduates From Area Universities by Program for the 2007/2008 Academic Year



Program	UNH - Durham				UNH - Manchester		Southern NH University				St. Anselm Univ.		Hesser College	
	A	B	M	D	A	B	A	B	M	D	A	B	A	B
Biological/Biomedical		153	12	9	1							26		
Business	55	366	156		4	28	98	717	505	4		107	176	102
Accounting			18				15	81	31			17	39	28
Bus. Admin/Mgmt.		327					78	445	398			69	132	74
International Business								15	24	4		9		
Finance									28			8		
Marketing							3	40	17					
Hospitality Mgmt.		39						94	4					
Operations Mgmt.									3					
Computer/IT						8	13	20	49			6	33	
Engineering		158	44	3		16 T						2		
Chemical		15	4											
Civil		54	9											
Computer		10												
Electrical/Electronics		13	16											
Environmental		11												
Materials			3											
Mechanical		55	9	1										
Polymer/Plastics														
Health-Related		221	124			11			31			64	131	
Nursing		78	33			11						64		
Medical/Clinical Assistant													111	
Clinical Lab Science		9												
Communication Disorders		45	20											
PT/OT		58	55											13
Culinary Arts							31							

A = Associates; B = Bachelor; M = Master; D = Doctorate/PhD

Source: National Center for Educational Statistics

■ APPENDIX B-1

Graduates From Area Universities by Program for the 2007/2008 Academic Year

Program	Daniel Webster College			Rivier College			UMass - Lowell			
	A	B	M	A	B	M	A	B	M	D
Biological/Biomedical					5			41	37	2
Business	2	40	40	1	34	54	5	279	42	
Accounting										
Bus. Admin/Mgmt.	2	11	40		34	53		279	42	
International Business										
Finance										
Marketing		5								
Operations Mgmt.										
Computer/IT		14		1	6	10	10	122	27	2
Engineering	1	7						167	118	9
Chemical								12	10	1
Civil								32	14	
Computer								13	17	
Electrical/Electronics								40	32	
Materials										
Mechanical								48	8	1
Aerospace/Aeronautical		7								
Polymer/Plastics								22	34	5
Health-Related				106	64	8		136	41	31
Nursing				106	64	8		69	17	2
PT/OT									8	29

One of the strongest engineering programs in the region.

A = Associates; B = Bachelor; M = Master; D = Doctorate/PhD

Source: National Center for Educational Statistics



■ APPENDIX B-1

Graduates From Area Universities by Program for the 2007/2008 Academic Year

	NHTI - Concord	Manchester Community College	Nashua Community College
	A	A	A
Biological/Biomedical			
Business	73	38	51
Accounting	19	21	12
Bus. Admin/Mgmt.	42	12	25
International Business			
Finance			
Marketing		4	13
Hospitality Mgmt.	6		
Operations Mgmt.			
Computer/IT	29	11	14
Engineering/Mfg.	65		18
CADD/CAM Drafting			
Chemical			
Civil			
Computer	11		4
Electrical/Electronics	6		3
Electromechanical			3
Mechanical	16		
Machinist			1
Mfg. Technology	13		
Polymer/Plastics			
Health-Related	165	54	
Medical Radiation Tech	3		
Nursing	70	40	
PT/OT			

Nashua is the only college with a machinist program and only one graduate.

A = Associates; B = Bachelor; M = Master; D = Doctorate/PhD

Source: National Center for Educational Statistics

■ APPENDIX B-2

Listing of Manufacturing Firms Within the SNHRPC Region With >25 Employees (Page 1 of 4)

Location	Company	Business Description	Year Estab.	Employment
Bedford	Coca-Cola Bottling Co.	Beverage mfg.	1978	45
Bedford	Enviro-Tote	Canvas tote bags	1990	38
Bedford	Ferrotec USA	Adv. materials/components/assemblies	1968	100
Bedford	Graham Packaging	Innovative packaging (beverage containers)	1974	100-249
Bedford	Metronics	High precision measuring tools	1983	30
Bedford	Segway	Innovative transportation products	1999	100-249
Bedford	Technical Research & Mfg.	Microwave components	1970	45
Bedford	Z-Flex	Venting products	1978	35
Candia	High Speed Technologies	Metalworking machinery	1979	25
Chester	Genesis Woodcraft	Wooden house wares	1977	25
Derry	Allen Datagraph	Recording instruments, vinyl cutters/plotters	1980	45
Derry	BE Peterson	Metal fabrication	N/A	100-249
Derry	Biosan Labs	Vitamins, minerals and food supplements	1972	100
Derry	Business Cards Express	Thermographic printer	1985	40
Derry	Derry Publishing	Newspaper publisher	1880	35
Derry	Fireye (Div of United Tech)	Flame safeguard and protection systems	1992	150
Derry	Hawk Quality Products	Machine shop	1977	40
Derry	Martel Electronics	Process control instruments and display panel meters	1983	30
Derry	Merrimack Valley Wood Products	Doors and windows	1949	100
Derry	NEL-Tech Labs	Digital voice systems	1984	26
Derry	Precision Tool & Die	Machine shop, plastic injection molds	1982	45
Derry	Strataflex	Printed circuit boards, flex circuitry, cable assemblies	1993	100
Derry	Vermillion	Graphic design, pre-printing and printing	1976	60
Goffstown	Accurate Brazing Corp	Brazing and heat treating services	1989	45
Goffstown	NH Stamping Company	Metal stamping	1991	27
Goffstown	Northeastern Sheet Metal	Sheet metal fabricators	1975	80
Goffstown	Plastic Techniques	Utility field items and aerial truck equipment	1969	25
Goffstown	NH Steel Fabricators	Steel fabrication	1981	50
Hooksett	Cummings Printing	Printing	1914	105
Hooksett	GE Aircraft Engine	Metal fabrication of aircraft engine parts	1966	650
Hooksett	Manchester Sand/Gravel/Cement	Cement and asphalt aggregates	1933	30
Hooksett	Pike Industries	Asphalt, aggregate crushing operations	1872	120
Hooksett	Poultry Products Northeast	Poultry, meat and cheese processing	1967	250
Hooksett	Sullivan Tire	Tire retreads	1955	30
Hooksett	RG Tombs Door Co	Overhead and hollow metal doors	1978	25

■ APPENDIX B-2

Listing of Manufacturing Firms Within the SNHRPC Region With >25 Employees (Page 2 of 4)

Location	Company	Business Description	Year Estab.	Employment
Londonderry	Alcumet	Precision investment casting	1975	95
Londonderry	Blue Seal Feeds	Animal feeds	1868	550
Londonderry	Coca-Cola Bottling Co.	Beverage mfg.	1978	200
Londonderry	Continental Paving	Asphalt, aggregate crushing, sand	1980	200
Londonderry	CTS Electronics	Electronic component manufacturing	N/A	100-249
Londonderry	Donovan Equipment Co.	Truck body repair, metal fabrication, dump truck bodies	1953	58
Londonderry	Felton Brush	Industrial brushes and nylon brush weather stripping	1852	78
Londonderry	Fiberkraft	Paper converter (envelopes, folders and paper)	1971	35
Londonderry	Anthony Galluzzo Company	Architectural millwork, casework and moldings	1972	31
Londonderry	Granite State Plastics	Injection molding and printing assemblies	1969	32
Londonderry	Harvey Building Products	Vinyl, wood and aluminum windows and doors	1961	350
Londonderry	Insight Technology	Night vision/electro-optical weapons systems	1990	250-499
Londonderry	Kluber Lubrication NA (German)	Speciality oils and greases	1983	40
Londonderry	Laurier Inc.	Hybrid die and semiconductor sorting equipment	1970	40
Londonderry	Linear and Metric Co.	CNC milling and turning	1975	25
Londonderry	Metal Works, Inc.	Precision sheet metal fabrication	1985	68
Londonderry	Micro Metrics	Microwave semi-conductors	1986	54
Londonderry	NH Precision Metal Fabricators	Sheet metal fabricators, sub assembly, powder coating	1983	75
Londonderry	Northern Electronics	Automation systems and equipment	1988	30
Londonderry	Nu-Cast	Aluminum casting and machining	1985	120
Londonderry	Omni Services	Hydraulic hose assembly, adapters and fittings	1978	70
Londonderry	Stonyfield Farms	Yogurt, ice cream	1983	310
Londonderry	Uni-Cast	Non-ferrous investment castings	1968	140
Londonderry	Vibro-Meter (English Co.)	Aircraft instruments, monitor/sense equip., fire detect.	1922	250
Londonderry	Wire Belt Co. of America	Conveyor belt, wire mesh belts, conveyors	1947	100
Londonderry	Workplace Systems	Steel workplace and vocational/lab furniture	1947	45
Manchester	ACL Industries	Metal and aluminum ladders and stair treads	2000	25
Manchester	API of NH	Heating equipment and supplies	1979	75
Manchester	Admix	Mixing and agitation	1989	30
Manchester	Aggregate Industries	Concrete products	1948	25
Manchester	Budd Foods	Baked chicken pies	1955	125
Manchester	CADEC	On-board vehicle computers	1976	50
Manchester	Celestica	Electronics for computer and communications	1939	60
Manchester	Coca-Cola Bottling Co.	Beverage manufacturing	~1975	50
Manchester	Control Technologies	Air conditioning/heating mfg. and installations	1990	70

■ APPENDIX B-2

Listing of Manufacturing Firms Within the SNHRPC Region With >25 Employees (Page 3 of 4)

Location	Company	Business Description	Year Estab.	Employment
Manchester	Counter Pro	Counter tops	1988	30
Manchester	Cushcraft Corp.	Aluminum antennas	1955	90
Manchester	EPE Corporation	Manufacturers of printed circuit boards	1968	100
Manchester	Electropac	Printed circuit boards	1976	104
Manchester	Empire Sheet Metal	Sheet metal work	1972	25
Manchester	FCI - Bundy Products (French)	Electric connectors	1924	175
Manchester	Freed's Bakery	Baked goods	1921	125
Manchester	Vibracoustics (Freudenberg-NOK)	Automotive vibration control products	~1990	N/A
Manchester	GTI Spindle Technology	Acoustic control systems	1997	50
Manchester	General Cable	Electronic wire and cable	1973	200
Manchester	Gentex Corporation	Communication microphones	1975	150
Manchester	Granite State Mfg.	Electro-mechanical assemblies, machinery, automation	1938	100
Manchester	H&O Dental Lab	Dental labs	1945	135
Manchester	Hitachi Cable Manch. (Japanese)	Optical fiber cables	1986	170
Manchester	IEMS	Printed circuit boards	2005	25
Manchester	Intelitek	CNC training/prototype lathes and milling systems	1982	47
Manchester	Jewell Instruments	Panel meters, control meters, sensors for avionics	1969	150
Manchester	KRL Bantry Components	Power resistors and temperature sensors	1985	75
Manchester	Kalwall Corporation	Wall panels and solar applications	1955	400
Manchester	Keller Products	Wooden drum shells, plastic profile extrusions, etc.	1942	70
Manchester	Ladesco	Custom coil winding	1973	50
Manchester	Manchester/Blake's Creamery	Ice cream	1900	100
Manchester	Miraco	Connections for printed circuits	1987	25
Manchester	New England Brace Co.	Orthotic and prosthetic devices	1947	28
Manchester	NH Plastics	Plastic sheet extrusion/co-extrusion, color conc.	1971	100
Manchester	Northstar Direct	Commercial printing	2004	25
Manchester	Nycoa-Nylon Corp. (French)	Nylon resins	1962	64
Manchester	Osram-Sylvania (German)	HID Lamps	1959	500
Manchester	PGM of New England	Machine shop	2000	57
Manchester	Pepsi Bottling Company	Beverage mfg.	N/A	130
Manchester	RCD Components	Resistors, molded induction coils, capacitors	1973	110
Manchester	RR Donnelley	Printed forms and labels	1982	130
Manchester	Rockwell Int'l/Allen-Bradley	Photo electric cont., proximity/limit switches, software	N/A	250
Manchester	Sanmina-SCI Corporation	Assembly, test and packaging of printed circuit boards	1995	250
Manchester	Schleuniger (Swiss)	Coax cable, semi-rigid cable, fiber optic cable	1988	55

■ APPENDIX B-2

Listing of Manufacturing Firms Within the SNHRPC Region With >25 Employees (Page 4 of 4)

Location	Company	Business Description	Year Estab.	Employment
Manchester	SP Sercel Associates	Robots for assembly line and commercial/industrial	1994	50
Manchester	Skylight Roofing	Sheet metal work, rubber roofing and copper work	1986	30
Manchester	Structures Unlimited	Skylights	1968	60
Manchester	Summit Packaging Systems	Aerosol valves (custom molding)	1976	350
Manchester	Suntron	Contract printed circuit board assembly	1989	80
Manchester	Swanson's Die Company	Die makers	1949	25
Manchester	Sylvester Sheet Metal	Sheet metal fabrication	1971	25
Manchester	Symmetry Medical Poly-Vac	Injection molded products for the operating room	1982	160
Manchester	Teletrol Systems	Automated temp and building controls, software	1987	45
Manchester	Temco Tool Company	Precision 5-axis machining	1963	40
Manchester	Textiles Coated	Coated PTFE glass fabrics, silicone coated, PTFE lam.	1985	100
Manchester	AW Therrien	Sheet metal for roofing	1937	35
Manchester	VHG	Industrial chemicals	1987	45
Manchester	Velcro USA (Danish)	Velcro brand fasteners	1957	500
Raymond	Aggregate Industries	Quarry and concrete	1988	40
Raymond	Gemini Valve	Ball valves	1974	50
Raymond	Infinity Constructors	Construction machinery	1996	30
Weare	Northland Tool and Electronics	Spindle repair, printed circuit board repair, ind. mach.	1984	50



SECTION

C

Southern New Hampshire Regional Planning Commission

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TARGET INDUSTRY ANALYSIS  
BY CITY/TOWN

## ■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

### GENERAL DISCUSSION

In Section B, ten (10) industry categories/sectors were identified as potential target industries to support the region's economy. In this section, the target industries are applied to each city/town within the SNHRPC region (see page C-2). It should be pointed out that due to local conditions (remoteness from a limited access highway and workforce concentration) a given industry may not be suitable for every city/town or they may need to be scaled down in size.

There are two (2) pages for each city/town with the first page providing basic statistics, land use map and aerial photos of strategic locations. The second page provides an overview of the local situation along with the current presence of employers within each industry category and the potential target industries for the town/city for economic growth.

### Comments on Each Industry Category/Sector

- **Back Office/Shared Services/Customer Contact Centers:** These types of operations typically seek low cost locations (vs. higher cost headquarters locations), often prefer existing facilities to minimize start-up costs and have the ability to negotiate price for purchase or lease. Larger (>100 employees) operations are typically located near limited access highways in more populated areas to assure access to labor. There may be circumstances (smaller operations with local owners) when the facility is located remotely away from the limited access highway.
- **Headquarters Operations:** Headquarters will most likely reside along the Everett Turnpike and near the Manchester Airport in well designed office parks with access to restaurant, shopping and hotel amenities.
- **Manufacturing:** The size of the operation will dictate how far from a limited access highway it would choose to reside. Some companies prefer certified land ready for development while others seek out existing buildings – particularly flex buildings that are easily adapted and expandable.
- **Professional, Scientific and Technical Services:** Some operations will be home/farm based in more remote areas (that have internet access) while others will seek multi-tenant office space to accessible areas.
- **Regional Retail, Health Care and Warehousing:** Each segment requires a different location strategy and will grow in proportion to the area population and its demographic profile.
- **Tourism-Related:** This is an opportunity package the different outdoor, museum and shopping options and expand the Bed & Breakfast network to make this area a stronger destination location.
- **Agriculture-Related:** Farms throughout the U.S. have developed destination options that include the addition of a bakery, sandwich shop, ice cream parlor, multi-product farm stand, petting zoo, activity center, horse training center, etc. to increase sales and profits. They have also offered certain items over the internet to maintain interaction with their customer base.

■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

Application of Target Industries to Individual Communities

Industry/Economic Segment	Auburn	Bedford	Candia	Chester	Deerfield	Derry	Goffstown	Hooksett	Londonderry	Manchester	New Boston	Raymond	Weare
Back Office, Shared Service and Customer Interface	■	■				■	(1)	■	■	■			
Headquarters Operations		■							■	■			
Manufacturing of Parts, Components and Assemblies	■		■	(1)	(1)	■	(1)	■	■	■	(1)	■	(1)
Manufacturing of Machinery and Equipment	■		■	(1)	(1)	■	(1)	■	■	■	(1)	■	(1)
Professional, Technical and Scientific Services	■	■	■	(1)	(1)	■	(1)	■	■	■	(1)	(1)	(1)
Regional Retail		■						■	■	■			
Regional Health Care										■			
Regional Distribution									■			■	
Tourism-Related	■		■	■	■	■	■	■			■	■	■
Agriculture-Related	■		■	■	■	■	■	■			■	■	■

(1) Rural community without limited access highway. Smaller scale operations would be more appropriate in these towns.

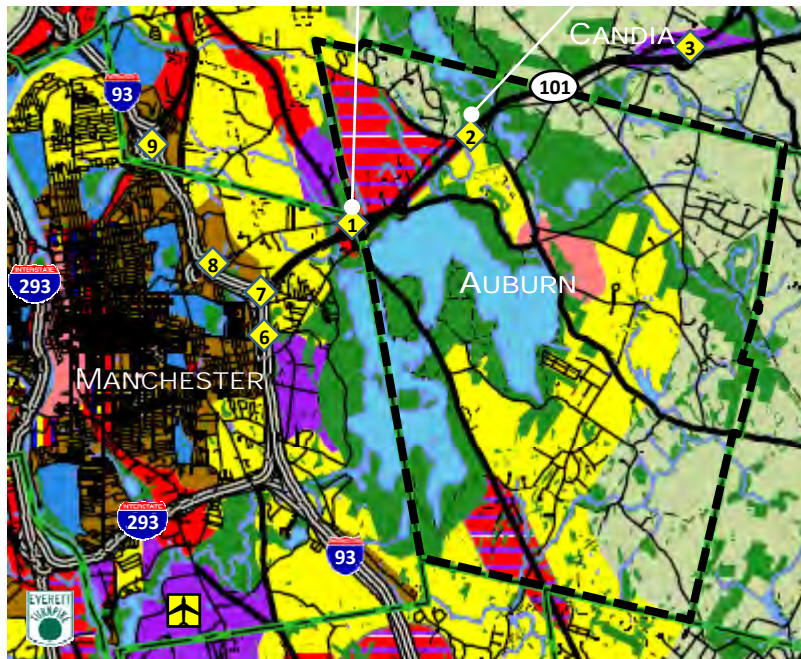
The identification of a target industry for a specific community does not guarantee success. The community must assure that the right resources are in place and the location is properly marketed.

■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

TOWN OF AUBURN

General Statistics

Population (2008 est.): 5,085	% Adult Population With 4-Yr.+ Degree: 27% (U.S. average: 27%)
Median Age: 36.8 (U.S. average: 35.3)	% Population Over 65: 6.1% (U.S. average: 12.4%)
Population Density: 200 residents/sq. mi.	Per Capita Income (2000 Census): \$28,405 (U.S. average: \$21,587)
% Residents Commute to Other Community: 87%	Direct Access to Interstate/Limited Access Highway: Yes (2 exits)



- Commercial
- Conservation
- High Residential
- Industrial
- Medium Residential
- Mixed Use Commercial/Industrial
- Mixed Use Commercial/Residential
- Mixed Use Commercial/Residential/Public
- Public
- Rural Residential
- Town Center
- Village Center

■ **TARGET INDUSTRY ANALYSIS BY CITY/TOWN**

**TOWN OF AUBURN (CONT'D)**

**Overall Observations and Comments on Target Industries**

The town is located due east on the City of Manchester with direct access to Route 101 via Exits 1&2 and in close proximity to I-93. There is substantial lakes/conservation areas within the town and two (2) mixed use commercial/industrial areas. The major of working residents leave the town for jobs and the adult population has a four-year+ level of education that is at the national average.

The town does not have a substantial business presence but there are opportunities to develop sites between Exits 1 & 2 of Route 101 that could be utilized for manufacturing, smaller back office operations as well as offices for professional, technical and scientific services. Planning for the area should include some retail and restaurant presence to support the employees as well as local residents.

CURRENT EMPLOYERS BY ECONOMIC LEVEL AND INDUSTRY WITH NOTATION OF POTENTIAL TARGET INDUSTRIES		
Economic Sector	Auburn	Existing Employers
<b>Level 1 - Primary Industries</b>		
Agriculture/Forestry	■	Family farms on eastern portion of town.
State/Federal Government	■	Post office
Manufacturing		
Colleges/University/Training		
Back Office/Shared Services		
Prof./Tech/Scien. Services	■	Sunrise Labs (product development), Woodward & Curran, Alliance Technology
Regional Healthcare		
Regional Retail		
Regional Distribution		
Tourism-Related		
Headquarters		
<b>Level 2 – Business Support Services</b>	Construction services (blasting, electrical, drywall, blacktop sealers, HVAC, plumbing, etc.), security services, energy services	
<b>Level 3 - Consumer Services</b>	Restaurants, healthcare services	

■ Existing Industry      □ Potential Opportunities

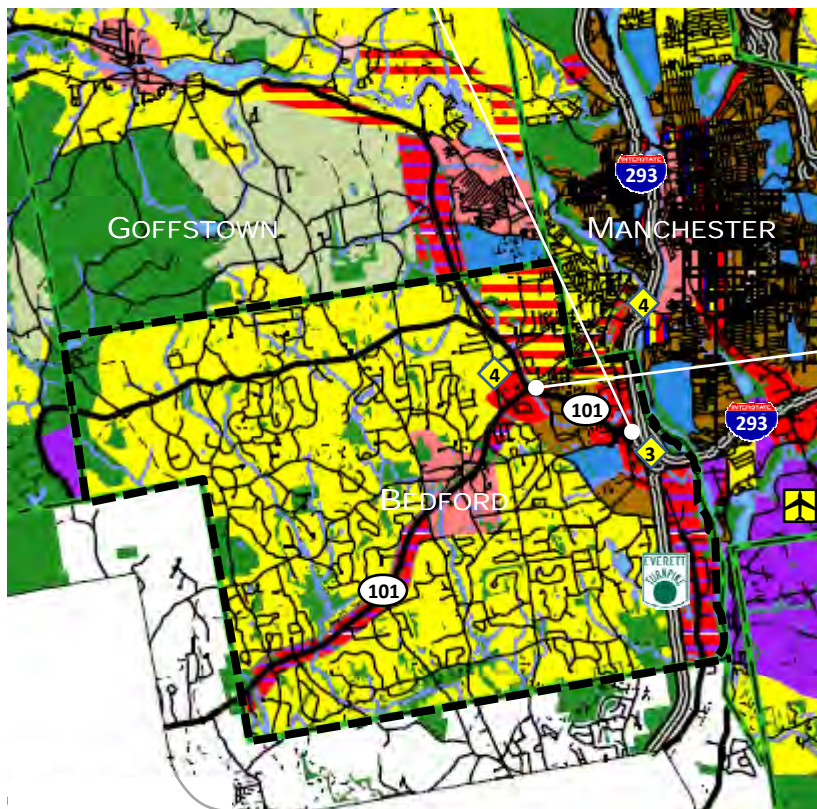


■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

TOWN OF BEDFORD

General Statistics

Population (2008 est.): 20,800	% Adult Population With 4-Yr.+ Degree: 49.3% (U.S. average: 27%)
Median Age: 39.2 (U.S. average: 35.3)	% Population Over 65: 11.5% (U.S. average: 12.4%)
Population Density: 636 residents/sq. mi.	Per Capita Income (2000 Census): \$37,730 (U.S. average: \$21,587)
% Residents Commute to Other Community: 74%	Direct Access to Interstate/Limited Access Highway: Exit 3, Everett Tpk



- Commercial
- Conservation
- High Residential
- Industrial
- Medium Residential
- Mixed Use Commercial/Industrial
- Mixed Use Commercial/Residential
- Mixed Use Commercial/Residential/Public
- Public
- Rural Residential
- Town Center
- Village Center

■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

**TOWN OF BEDFORD (CONT'D)**

**Overall Observations and Comments on Target Industries**

The town is located southeast of the City of Manchester along the Route 3/Everett Turnpike corridor. It has the highest per capita income of the region and a very high percentage of the adult population has four-year+ college degrees. Nearly three quarters of the working population commutes out of the town for work. The town is host to the Bedford Mall, a regional retail center. Much of the land within the town has been developed for medium density residential. There are some parcels available for future business development but most are relatively small in size.

Opportunities for future economic growth will be mostly small footprint buildings for headquarters, back office operations and for professional, technical and scientific services. There may be some areas appropriate for manufacturing of parts, components, equipment or medical devices.

Ferrotec makes seals for multiple applications



Bedford is home to the Segway Personal Transporter



CURRENT EMPLOYERS BY ECONOMIC LEVEL AND INDUSTRY WITH NOTATION OF POTENTIAL TARGET INDUSTRIES

Economic Sector	Bedford	Existing Employers
<b>Level 1 - Primary Industries</b>		
Agriculture/Forestry		
State/Federal Government	■	Post Office
Manufacturing	■	Segway, Graham Packaging, Ferrotec, etc.
Colleges/University/Training		
Back Office/Shared Services	■	Liberty Mutual Insurance
Prof./Tech/Scien. Services	■	Normandeu Associates
Regional Healthcare	■	Nursing homes and assisted living
Regional Retail	■	Wal-Mart, Target, Macy's, Lowe's, Super Stop & Shop, etc.
Regional Distribution		
Tourism-Related		
Headquarters		
<b>Level 2 – Business Support Services</b>		Hospitality industry, construction services,
<b>Level 3 - Consumer Services</b>		Local retail, education services,

■ Existing Industry



Potential Opportunities

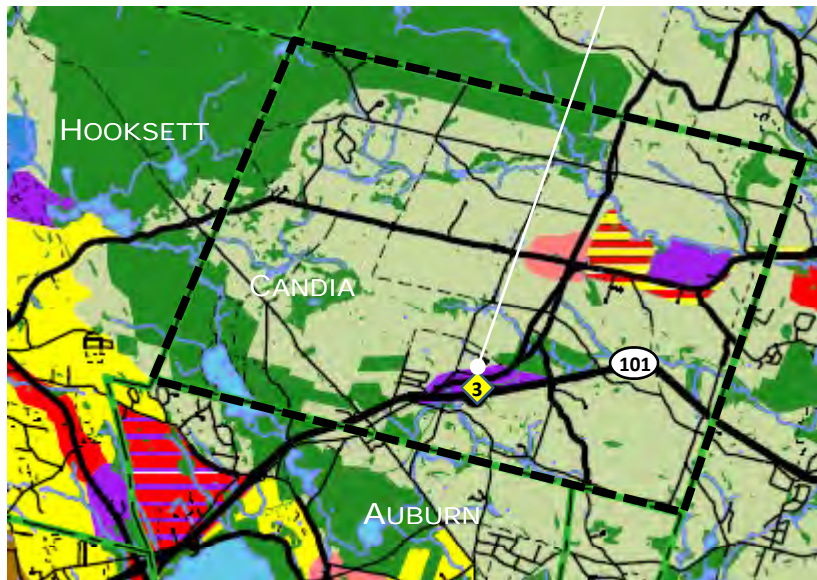


■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

## TOWN OF CANDIA

### General Statistics

<b>Population (2008 est.):</b> 4,085	<b>% Adult Population With 4-Yr.+ Degree:</b> 28.9% (U.S. average: 27%)
<b>Median Age:</b> 37.6 (U.S. average: 35.3)	<b>% Population Over 65:</b> 7.2% (U.S. average: 12.4%)
<b>Population Density:</b> 135 residents/sq. mi.	<b>Per Capita Income (2000 Census):</b> \$25,267 (U.S. average: \$21,587)
<b>% Residents Commute to Other Community:</b> 89%	<b>Direct Access to Interstate/Limited Access Highway:</b> Yes



- Commercial
- Conservation
- High Residential
- Industrial
- Medium Residential
- Mixed Use Commercial/Industrial
- Mixed Use Commercial/Residential
- Mixed Use Commercial/Residential/Public
- Public
- Rural Residential
- Town Center
- Village Center

■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

**TOWN OF CANDIA (CONT'D)**

**Overall Observations and Comments on Target Industries**

The town is located along Route 101 east of Manchester and in a rural area with low population density. Nearly 90% of the town working residents leave to work in outlying towns. Candia has one exit off of Route 101 around which is zoned industrial. There are several manufacturing firms in the tow along with a number of business support services (trucking, equipment rental, construction, etc.).

Due to its location with access to Route 101, the town should continue to attract small and mid-size manufacturers, small professional/technical services firms and additional agricultural and tourism destinations.

Powertronics manufacturers different types of power analyzers



Charmingfare Farm is an innovative working farm with an extensive zoo of farm and North American animals.



CURRENT EMPLOYERS BY ECONOMIC LEVEL AND INDUSTRY WITH NOTATION OF POTENTIAL TARGET INDUSTRIES		
Economic Sector	Candia	Existing Employers
<b>Level 1 - Primary Industries</b>		
Agriculture/Forestry	■	Charmingfare Farm (farm + tourist destination)
State/Federal Government		
Manufacturing	■	High Speed Technologies, Powertronics,
Colleges/University/Training		
Back Office/Shared Services		
Prof./Tech/Scien. Services	■	Atlantic Bridge & Engineering,
Regional Healthcare		
Regional Retail		
Regional Distribution		
Tourism-Related	■	Candia Golf Links (regional),
Headquarters		
<b>Level 2 – Business Support Services</b>	Severino Trucking, American Oil Burner Services, Sunbelt Rentals, communications, farm equipment retailers, Candia Trailers, Blastech (construction), Hydro Grass, cleaning services	
<b>Level 3 - Consumer Services</b>	Education services	

■ Existing Industry      ■ Potential Opportunities

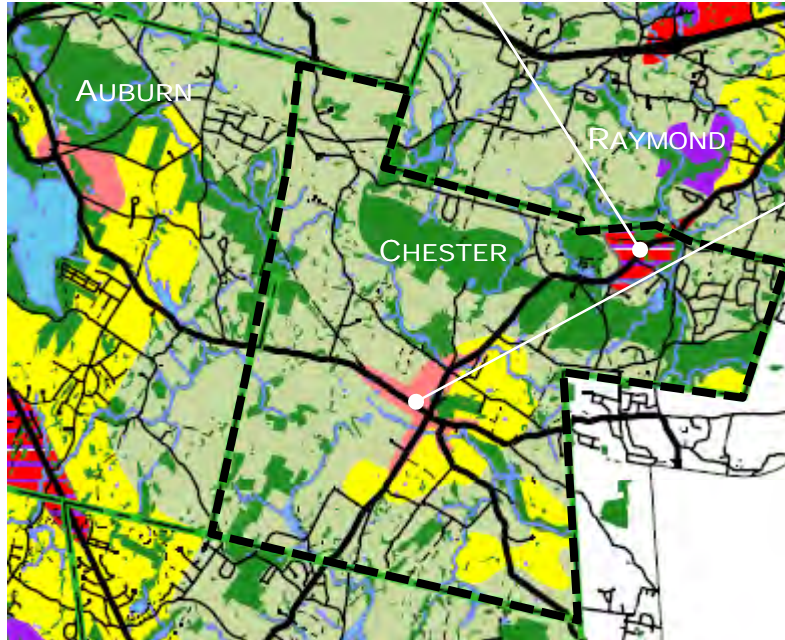


■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

# TOWN OF CHESTER

## General Statistics

<b>Population (2008 est.):</b> 4,620	<b>% Adult Population With 4-Yr.+ Degree:</b> 31.1% (U.S. average: 27%)
<b>Median Age:</b> 35.7 (U.S. average: 35.3)	<b>% Population Over 65:</b> 6.1% (U.S. average: 12.4%)
<b>Population Density:</b> 178 residents/sq. mi.	<b>Per Capita Income (2000 Census):</b> \$23,842 (U.S. average: \$21,587)
<b>% Residents Commute to Other Community:</b> 84%	<b>Direct Access to Interstate/Limited Access Highway:</b> No (I-93 is 7 mi.)



- Commercial
- Conservation
- High Residential
- Industrial
- Medium Residential
- Mixed Use Commercial/Industrial
- Mixed Use Commercial/Residential
- Mixed Use Commercial/Residential/Public
- Public
- Rural Residential
- Town Center
- Village Center



■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

**TOWN OF CHESTER (CONT'D)**

**Overall Observations and Comments on Target Industries**

The town is in a rural setting with low population density, located seven miles east of I-93. Adult population has a high (31%) four-year+ education attainment level and 84% of working population leaves the town to work – over 20% travel to Massachusetts each day. The town has a variety of family farms, some manufacturing as well as technical services companies.

Due to its location away from limited access highway, the town should continue to attract small manufacturers, small professional/technical services firms and additional agricultural and tourism destinations. A significant portion of technical services and other consulting businesses may work from a home office.

Stone Machine makes complex metal parts.



Senator Bell Horse Farm.

CURRENT EMPLOYERS BY ECONOMIC LEVEL AND INDUSTRY WITH NOTATION OF POTENTIAL TARGET INDUSTRIES		
Economic Sector	Chester	Existing Employers
<b>Level 1 - Primary Industries</b>		
Agriculture/Forestry	■	Family farms, Senator Bell Farm, Jackson Farm
State/Federal Government	■	Post office
Manufacturing	■	Genesis Woodcraft, Stone Machine Company, Carp Industries
Colleges/University/Training	■	Chester College of New England
Back Office/Shared Services		
Prof./Tech/Scien. Services	■	SWS Consulting, Crawford Software Consulting, Dann Norris Batting Architects
Regional Healthcare		
Regional Retail		
Regional Distribution		
Tourism-Related		
Headquarters		
<b>Level 2 – Business Support Services</b>		JR Pepper Electric, realtors, mailing services, water and fire damage services
<b>Level 3 - Consumer Services</b>		Local retail and restaurants

■ Existing Industry      □ Potential Opportunities

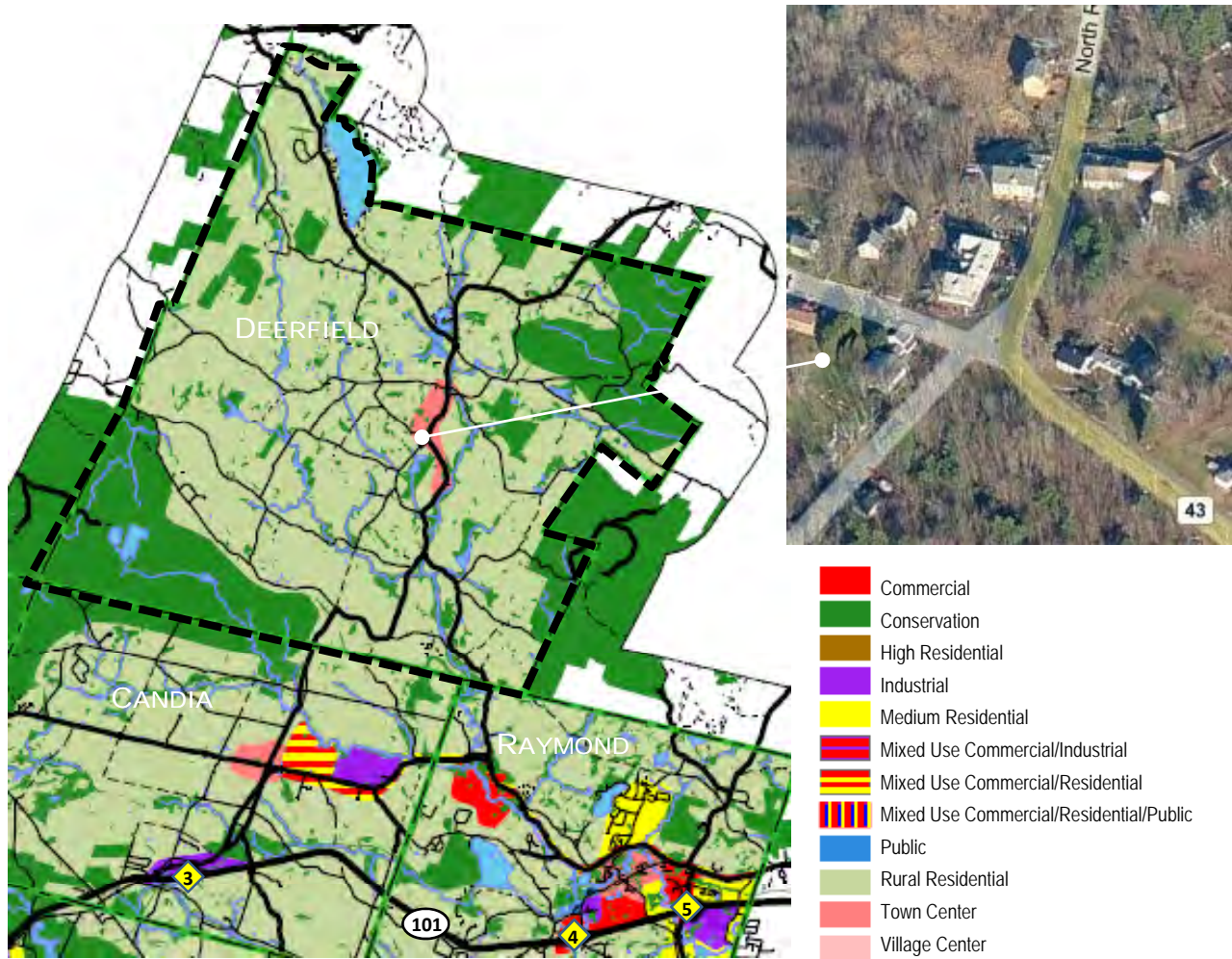
**Note:** Due to remoteness from limited access highway, manufacturing operations may be smaller in size.

■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

**TOWN OF DEERFIELD**

General Statistics

Population (2008 est.): 4,366	% Adult Population With 4-Yr.+ Degree: 31.7% (U.S. average: 27%)
Median Age: 36.2 (U.S. average: 35.3)	% Population Over 65: 6.9% (U.S. average: 12.4%)
Population Density: 85.6 residents/sq. mi.	Per Capita Income (2000 Census): \$24,160 (U.S. average: \$21,587)
% Residents Commute to Other Community: 84%	Direct Access to Interstate/Limited Access Highway: No



■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

**TOWN OF DEERFIELD (CONT'D)**

**Overall Observations and Comments on Target Industries**

The town is a low density, rural city/town with some agriculture (livestock, dairy and nursery) and primarily inhabited with adults having above average education levels that commute out of the town for work. Having no direct access to an interstate or limited access highway has some limitations for attracting larger businesses that need interstate access. This will be less of an issue for smaller businesses (<25 employees) that will locate based on the needs and desires of the owner. The town also has a significant portion of its land designated as conservation area, with the major land tracts being state parks.

Most likely candidates for economic growth are agriculture-related and tourist-related destinations and some small manufacturing operations – possibly in a home/farm-based situation.

Van Berkum Wholesale Nursery



CURRENT EMPLOYERS BY ECONOMIC LEVEL AND INDUSTRY WITH NOTATION OF POTENTIAL TARGET INDUSTRIES		
Economic Sector	Deerfield	Existing Employers
<b>Level 1 - Primary Industries</b>		
Agriculture/Forestry	■	Family farms, Van Berkum Wholesale Nursery
State/Federal Government		Post office and state park personnel
Manufacturing		
Colleges/University/Training		
Back Office/Shared Services		
Prof./Tech/Scien. Services		
Regional Healthcare		Inn at Deerfield (retirement center)
Regional Retail		Country Berries (home/garden goods)
Regional Distribution		
Tourism-Related		
Headquarters		
<b>Level 2 – Business Support Services</b>	J&D Power Company (industrial equipment), East Coast Signals (traffic control installation) and multiple construction companies.	
<b>Level 3 - Consumer Services</b>	Convenience store, family restaurant and a few other retail and service employers. Residents must leave the town for most shopping requirements.	

■ Existing Industry      □ Potential Opportunities

**Note:** Due to remoteness from limited access highway, manufacturing and prof/technical services operations may be smaller in size.

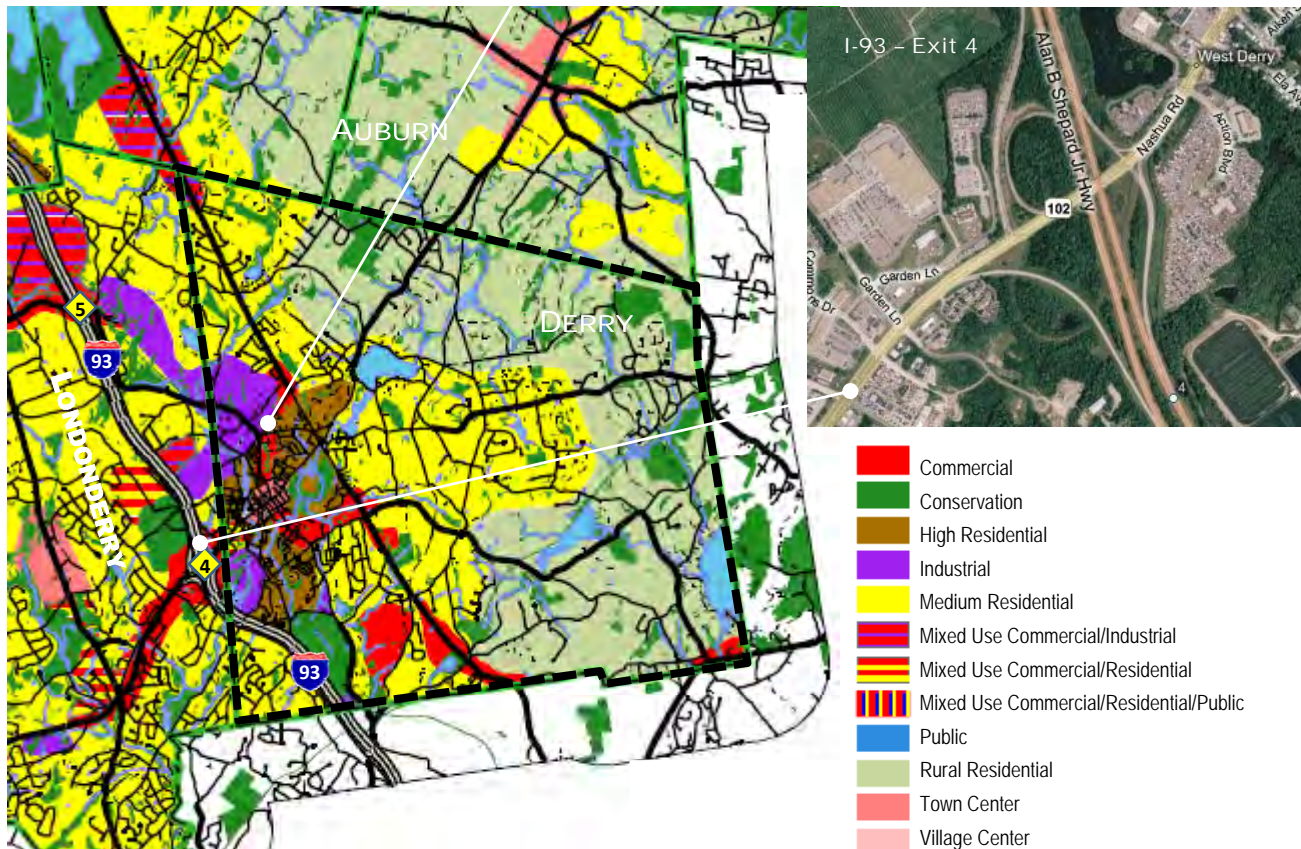


■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

**TOWN OF DERRY**

General Statistics

<b>Population (2008 est.):</b> 34,070	<b>% Adult Population With 4-Yr.+ Degree:</b> 26.3% (U.S. average: 27%)
<b>Median Age:</b> 33.6% (U.S. average: 35.3%)	<b>% Population Over 65:</b> 6.2% (U.S. average: 12.4%)
<b>Population Density:</b> 966 residents/sq. mi.	<b>Per Capita Income (2000 Census):</b> \$22,315 (U.S. average: \$21,587)
<b>% Residents Commute to Other Community:</b> 80%	<b>Direct Access to Interstate/Limited Access Highway:</b> Near I-93, Exit 4



■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

**TOWN OF DERRY (CONT'D)**

**Overall Observations and Comments on Target Industries**

The town is located just east of Londonderry and southeast of the City of Manchester. Population of over 34,000 makes it the second largest jurisdiction and the SNHRPC region behind the City of Manchester. There is access to both exits 4 & 5 off I-93 and the town has zoned industrial lands on the western section near I-93. There town has both medium and high density residential as well as rural areas.

Future economic growth can be derived from additional high value manufacturing operations, possibly a back office/shared services operation if the right location is set aside, and some enhanced family farms with destination attractions (small restaurant, direct sale of dairy products, ice cream, etc.)



Vermillion Printers



Fireye Burner Controls

CURRENT EMPLOYERS BY ECONOMIC LEVEL AND INDUSTRY WITH NOTATION OF POTENTIAL TARGET INDUSTRIES

Economic Sector	Derry	Existing Employers
<b>Level 1 - Primary Industries</b>		
Agriculture/Forestry	■	Family farms
State/Federal Government	■	Post office
Manufacturing	■	Fireye, BE Peterson, Vermillion Inc. (cables)
Colleges/University/Training	■	Pinkerton Academy
Back Office/Shared Services		
Prof./Tech/Scien. Services		
Regional Healthcare	■	Several clinics, nursing homes and assisted living centers
Regional Retail		
Regional Distribution		
Tourism-Related		
Headquarters		
<b>Level 2 – Business Support Services</b>	Communications companies,	
<b>Level 3 - Consumer Services</b>	Local retail (Wal-Mart, Hannaford, Shaw's Supermarket. etc.), education services, healthcare	

■ Existing Industry      □ Potential Opportunities

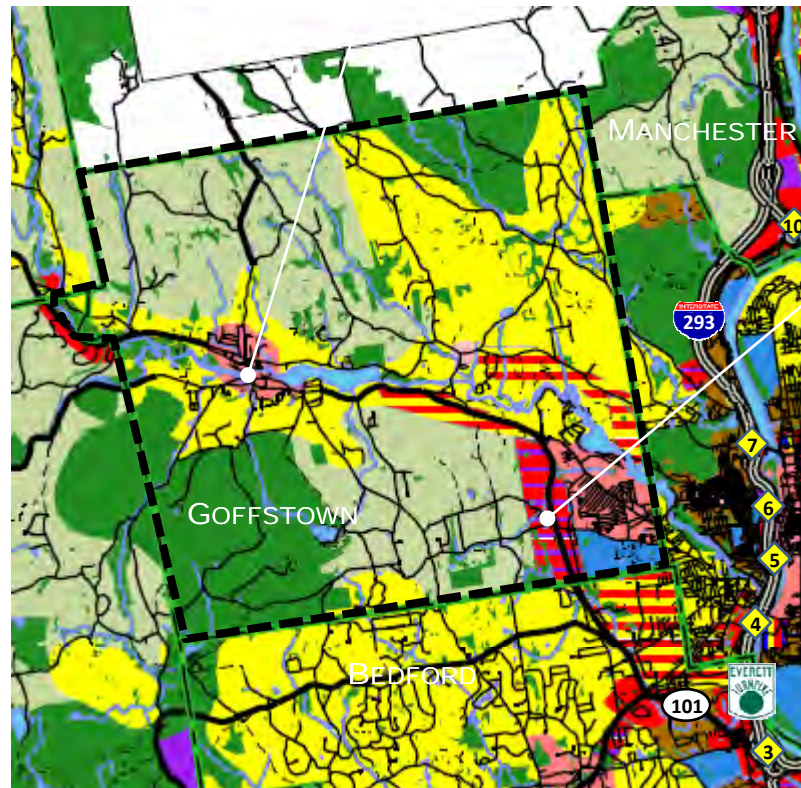
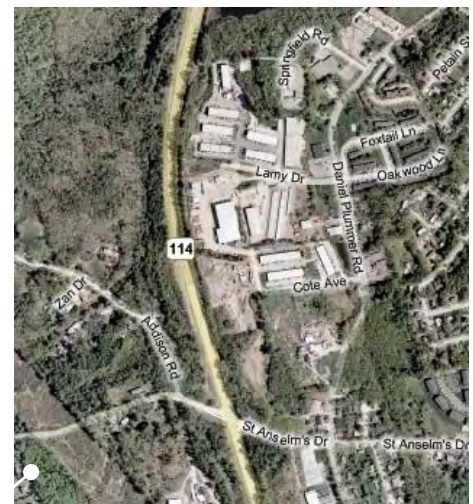


■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

TOWN OF GOFFSTOWN

General Statistics

Population (2008 est.): 17,600	% Adult Population With 4-Yr.+ Degree: 25.2% (U.S. average: 27%)
Median Age: 35.4 (U.S. average: 35.3)	% Population Over 65: 6.9% (U.S. average: 12.4%)
Population Density: 476.8 residents/sq. mi.	Per Capita Income (2000 Census): \$21,907 (U.S. average: \$21,587)
% Residents Commute to Other Community: 78%	Direct Access to Interstate/Limited Access Highway: No



■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

**TOWN OF GOFFSTOWN (CONT'D)**

**Overall Observations and Comments on Target Industries**

The Town of Goffstown is located just west of the City of Manchester and also has an industrial heritage derived for textile and other mill activities along the Piscataquog River. Nearly 80% of the town’s working residents leave the town for work in adjacent communities. Although portions of the town have already been developed there are available parcels in the southeast corner that are zoned for industrial uses. The town does not have direct access to a limited access highway but is within a few miles of exit 3 of the Everett Turnpike via Route’s 101 and 114.

The town has some manufacturing presence along with nursing homes and a state prison for women. For the future, there is an opportunity to attract additional small to medium size manufacturing if facilities are available. There is also potential for small back office operations (<50 employees initially) if a facility is available as well as expand destination options for tourism and agriculture.



New Hampshire Stamping Company

CURRENT EMPLOYERS BY ECONOMIC LEVEL AND INDUSTRY WITH NOTATION OF POTENTIAL TARGET INDUSTRIES		
Economic Sector	Goffstown	Existing Employers
<b>Level 1 - Primary Industries</b>		
Agriculture/Forestry	■	Family farms
State/Federal Government	■	Women’s Prison
Manufacturing	■	Northeast Metal Fabrication, Accurate Brazing Co., NH Stamping Co., etc.
Colleges/University/Training		
Back Office/Shared Services		
Prof./Tech/Scien. Services		
Regional Healthcare	■	Nursing homes
Regional Retail		
Regional Distribution		
Tourism-Related		
Headquarters		
<b>Level 2 – Business Support Services</b>	Trucking services, cleaning services,	
<b>Level 3 - Consumer Services</b>	Education/day care services, real estate, restaurants, local retail, landscaping, communications	

■ Existing Industry      □ Potential Opportunities

**Note:** Due to remoteness from limited access highway, back office, manufacturing and prof/technical services operations may be smaller in size.

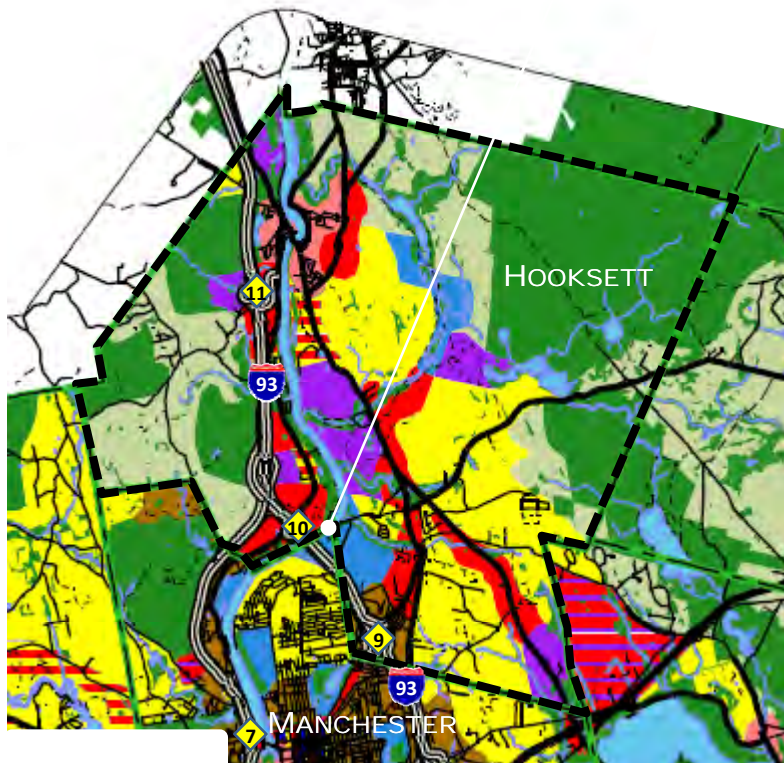


■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

# TOWN OF HOOKSETT

## General Statistics

<b>Population (2008 est.):</b> 13,480	<b>% Adult Population With 4-Yr.+ Degree:</b> 29.4% (U.S. average: 27%)
<b>Median Age:</b> 35.3 (U.S. average: 35.3)	<b>% Population Over 65:</b> 9.1% (U.S. average: 12.4%)
<b>Population Density:</b> 365 residents/sq. mi.	<b>Per Capita Income (2000 Census):</b> \$24,629 (U.S. average: \$21,587)
<b>% Residents Commute to Other Community:</b> 79%	<b>Direct Access to Interstate/Limited Access Highway:</b> I-93/Route 101



- Commercial
- Conservation
- High Residential
- Industrial
- Medium Residential
- Mixed Use Commercial/Industrial
- Mixed Use Commercial/Residential
- Mixed Use Commercial/Residential/Public
- Public
- Rural Residential
- Town Center
- Village Center

■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

**TOWN OF HOOKSETT (CONT'D)**

**Overall Observations and Comments on Target Industries**

The town is located due north of the City of Manchester where I-93 and I-293 converge. Access to the town is through three exits (9-11) onto I-93. It is also in close proximity to exit 1 on Route 101. Hooksett has a diverse economic based comprised of manufacturing, back office operations, education and regional retail. It also has direct access to Bear Brook State Park on the east side of the town. While labor for local employers can be drawn from a broad area in all directions, nearly 80% of the working residents leave town for work.

Target industries for future growth include manufacturing of components and equipment, back office operations, offices for professional and technical consultants, additional regional retail and distribution operations as well as leverage access to Bear Brook State Park as tourist destination.



GE Aircraft Engine makes component parts in Hooksett



Huttig Building Products in Hooksett Constructed by ProCon, a local design and construction firm.

CURRENT EMPLOYERS BY ECONOMIC LEVEL AND INDUSTRY WITH NOTATION OF POTENTIAL TARGET INDUSTRIES

Economic Sector	Hooksett	Existing Employers
<b>Level 1 - Primary Industries</b>		
Agriculture/Forestry		
State/Federal Government		
Manufacturing	■	GE Aircraft Engine, Pike Industries,
Colleges/University/Training	■	Southern New Hampshire University
Back Office/Shared Services	■	United Healthcare, Cigna Healthcare
Prof./Tech/Scien. Services	■	ProCon (arch/eng serv),
Regional Healthcare		
Regional Retail	■	K-Mart, Wal-Mart, Kohl's, Home Depot, Shaw's Supermarket, Target, BJ's, etc.
Regional Distribution	■	Great State Beverages, Amoskeag Beverages, Huttig Building Products
Tourism-Related		
Headquarters		
<b>Level 2 – Business Support Services</b>		Hooksett Crushed Stone, Cummings Printing
<b>Level 3 - Consumer Services</b>		Local healthcare, restaurants, retail,

■ Existing Industry      ■ Potential Opportunities

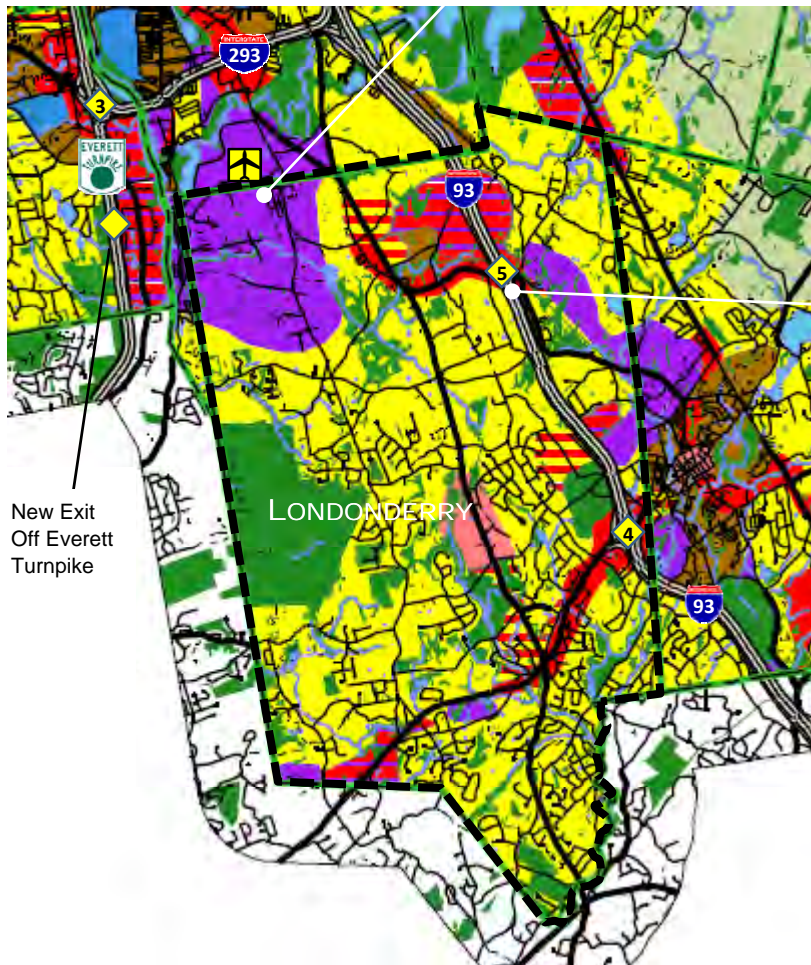


■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

# TOWN OF LONDONDERRY

## General Statistics

<b>Population (2008 est.):</b> 24,570	<b>% Adult Population With 4-Yr.+ Degree:</b> 35.9% (U.S. average: 27%)
<b>Median Age:</b> 35.0 (U.S. average: 35.3)	<b>% Population Over 65:</b> 6.9% (U.S. average: 12.4%)
<b>Population Density:</b> 586 residents/sq. mi.	<b>Per Capita Income (2000 Census):</b> \$26,491 (U.S. average: \$21,587)
<b>% Residents Commute to Other Community:</b> 78%	<b>Direct Access to Interstate/Limited Access Highway:</b> I-93/Everett Tpk



New Exit  
Off Everett  
Turnpike



- Commercial
- Conservation
- High Residential
- Industrial
- Medium Residential
- Mixed Use Commercial/Industrial
- Mixed Use Commercial/Residential
- Mixed Use Commercial/Residential/Public
- Public
- Rural Residential
- Town Center
- Village Center



■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

**TOWN OF LONDONDERRY (CONT'D)**

**Overall Observations and Comments on Target Industries**

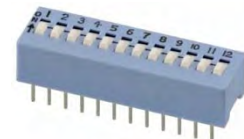
The Town of Londonderry is located just south of the City of Manchester and has access to I-93 via two exits on the east side and will have direct access to the Everett Turnpike to the west once the new exit is completed in 2010. Population is moderate at nearly 25,000 and will continue to grow in the future. The adult education attainment level for four-year+ college is high (~36%) and nearly 80% of the working residents leave the town to work.

Due to its strategic location and available land, Londonderry will play a critical role in the growth of the region over the next ten years. With the completion of the new Everett Turnpike exit, businesses have both east and west access to I-93 and the Everett Turnpike respectively. The area around the airport is well positioned as both an office and industrial park. It will be critical in the layout of the area and its amenities in determining the image and types of companies that will have an interest in the area.

Key economic growth opportunities for the town back offices and some headquarters (depending on the quality of the office park), component and equipment manufacturing, and multi-tenant offices for professional and technical consulting businesses. There may also be some regional retail at I-93, exits 4&5 and distribution operations placed near the airport.



Night Vision Detection Systems From Insight Technologies



CTS Electronics Components

CURRENT EMPLOYERS BY ECONOMIC LEVEL AND INDUSTRY WITH NOTATION OF POTENTIAL TARGET INDUSTRIES		
Economic Sector	Londonderry	Existing Employers
<b>Level 1 - Primary Industries</b>		
Agriculture/Forestry		
State/Federal Government		
Manufacturing	■	Harvey Industries, Insight Technologies, Vibro-Meter, CTS Electronics, Wire Belt of America, Concrete Systems, Uni-Cast (foundry)
Colleges/University/Training		
Back Office/Shared Services		
Prof./Tech/Scien. Services		
Regional Healthcare		
Regional Retail		
Regional Distribution	■	Herrington Catalog (national),
Tourism-Related	■	Restaurants off interstate
Headquarters		
<b>Level 2 – Business Support Services</b>	Construction contractors, shipping/trucking, fire protection systems, inventory services, paving contractors, freight services	
<b>Level 3 - Consumer Services</b>	Health club, retail (Home Depot, Sears, Shaw's Supermarket, etc.)	

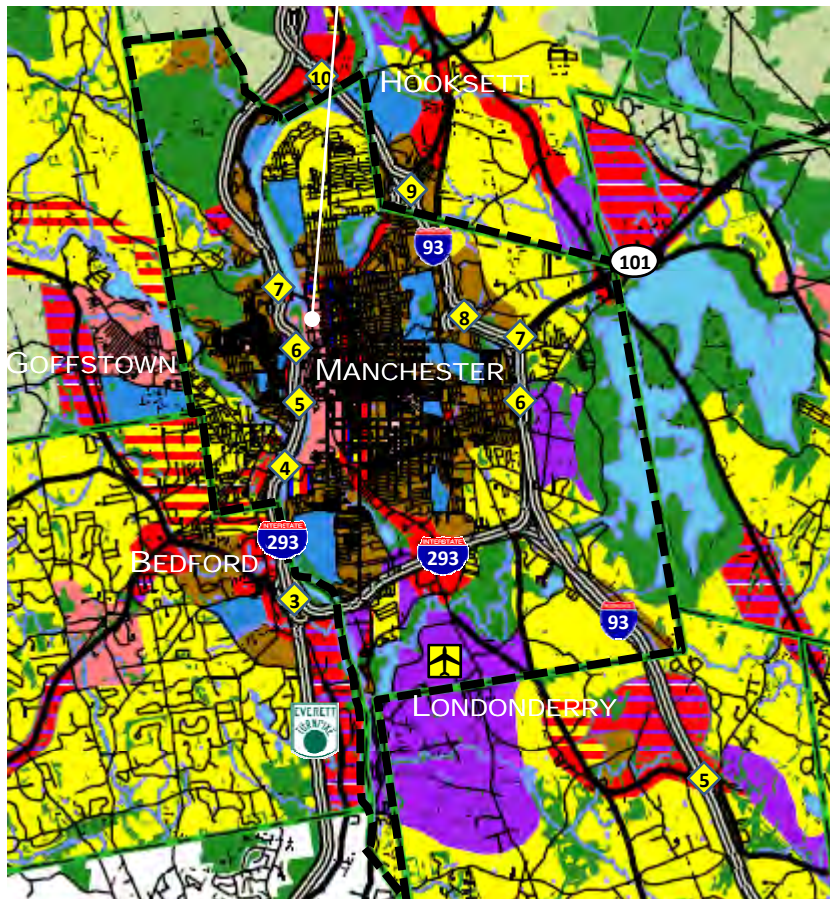
■ Existing Industry      □ Potential Opportunities

■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

CITY OF MANCHESTER

General Statistics

Population (2008 est.): 108,150	% Adult Population With 4-Yr.+ Degree: 22.3% (U.S. average: 27%)
Median Age: 34.9 (U.S. average: 35.3)	% Population Over 65: 12.9% (U.S. average: 12.4%)
Population Density: 3,290 residents/sq. mi.	Per Capita Income (2000 Census): \$21,244 (U.S. average: \$21,587)
% Residents Commute to Other Community: 48%	Direct Access to Interstate/Limited Access Highway: Yes



- Commercial
- Conservation
- High Residential
- Industrial
- Medium Residential
- Mixed Use Commercial/Industrial
- Mixed Use Commercial/Residential
- Mixed Use Commercial/Residential/Public
- Public
- Rural Residential
- Town Center
- Village Center

■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

**TOWN OF MANCHESTER (CONT'D)**

**Overall Observations and Comments on Target Industries**

The City of Manchester has been the focal point of the region’s economic since the early 19<sup>th</sup> century. It continues to be a strong destination for regional employment with its manufacturing, healthcare, education and service industry base. In addition, the successful, multi-phased approach in the development of the former Amoskeag Manufacturing complex has brought substantial new life into the local economy. The key challenge with this project is that it was originally built for a pedestrian workforce that is now mainly commuters needing substantial parking. The ultimate success of this complex may be riding on how well this problem is addressed.

The target opportunities Manchester will depend on the availability of sites and buildings as well as skilled labor and include additional components and assemblies manufacturing, some back office and selected headquarters operations, professional and technical consulting services (many of which will reside in the Amoskeag complex) as well as regional healthcare, niche shopping and event-driven tourism.



Velcro USA



Osram Sylvania outdoor light



Elliot Hospital



Vibracoustic Parts

CURRENT EMPLOYERS BY ECONOMIC LEVEL AND INDUSTRY WITH NOTATION OF POTENTIAL TARGET INDUSTRIES		
Economic Sector	Manchester	Existing Employers
<b>Level 1 - Primary Industries</b>		
Agriculture/Forestry		
State/Federal Government	■	Post Office and regional offices
Manufacturing	■	Osram Sylvania, Vibracoustic, Velcro USA, Summit Dispensing Systems, Sanmina-Sci Corp., Ladesco, etc.
Colleges/University/Training	■	St. Anselm, Hesser, UNH-Manchester, Manchester Com. College, etc.
Back Office/Shared Services		
Prof./Tech/Scien. Services	■	Law, accounting, engineering, software, etc.
Regional Healthcare	■	Elliot Health Sys., Catholic Medical Ctr., U.S. Veterans Medical Ctr., Dartmouth Hitchcock Medical Ctr., etc.
Regional Retail	■	Downtown shopping and regional auto sales
Regional Distribution	■	Multiple operations near Manchester-Boston Regional Airport
Tourism-Related	■	Multiple destinations (museums, entertainment, etc.)
Headquarters		
<b>Level 2 – Business Support Services</b>	Construction services, media, utilities, transportation services (air/trucking/rail)	
<b>Level 3 - Consumer Services</b>	Full complement of consumer services	

■ Existing Industry

■ Potential Opportunities

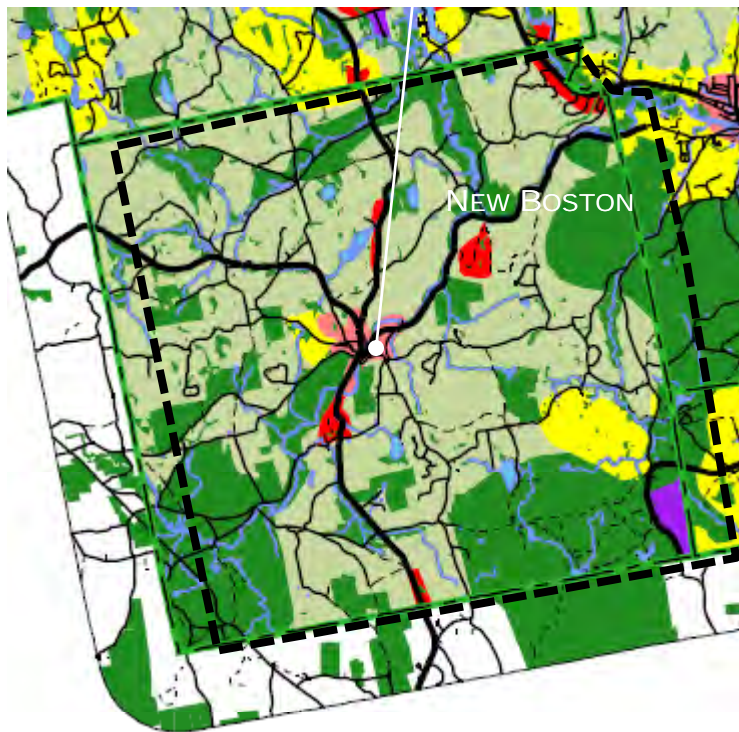


■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

TOWN OF NEW BOSTON

General Statistics

Population (2008 est.): 5,130	% Adult Population With 4-Yr.+ Degree: 36% (U.S. average: 27%)
Median Age: 36.2 (U.S. average: 35.3)	% Population Over 65: 5.0% (U.S. average: 12.4%)
Population Density: 118.2 residents/sq. mi.	Per Capita Income (2000 Census): \$26,488 (U.S. average: \$21,587)
% Residents Commute to Other Community: 84%	Direct Access to Interstate/Limited Access Highway: No



- Commercial
- Conservation
- High Residential
- Industrial
- Medium Residential
- Mixed Use Commercial/Industrial
- Mixed Use Commercial/Residential
- Mixed Use Commercial/Residential/Public
- Public
- Rural Residential
- Town Center
- Village Center

■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

**TOWN OF NEW BOSTON (CONT'D)**

**Overall Observations and Comments on Target Industries**

New Boston is a rural area with a traditional small town center. The residents have one of the highest education attainment levels with more than 35% of the adult population having a four-year and above college degree. Although over 80% of the working residents leave the town for work, there are some small manufacturing and professional services firms present. For example, Retcomp is an electronics assembly company that produces sophisticated assemblies for different instrument applications out of a remodeled barn in the town.

The future economic opportunities for New Boston may be derived from a combination of small businesses, many home-based, focused on parts/components/assemblies manufacturing, professional and technical consulting services as well as tourism/agricultural-based destination activities.



Damian's Restaurant makes a great destination as part of an area tourism package.



Retcomp, a small electronics assembly company, works in a converted barn equipped with state-of-the-art processes.

CURRENT EMPLOYERS BY ECONOMIC LEVEL AND INDUSTRY WITH NOTATION OF POTENTIAL TARGET INDUSTRIES		
Economic Sector	New Boston	Existing Employers
<b>Level 1 - Primary Industries</b>		
Agriculture/Forestry	■	Family farms
State/Federal Government		Post office and small Air Force office
Manufacturing	■	Retcomp (electronic assemblies)
Colleges/University/Training		
Back Office/Shared Services		
Prof./Tech/Scien. Services	■	Sandford Surveying - Engineering
Regional Healthcare	■	Rose Meadow Farm (assisted living)
Regional Retail		
Regional Distribution		
Tourism-Related	■	Damian's on the River (destination restaurant)
Headquarters		
<b>Level 2 – Business Support Services</b>	Construction companies, other services	
<b>Level 3 - Consumer Services</b>	Local restaurants and retail, day care /private school, real estate brokers, medical services	

■ Existing Industry      ■ Potential Opportunities

**Note:** Due to remoteness from limited access highway, manufacturing and prof/technical services operations may be smaller in size.

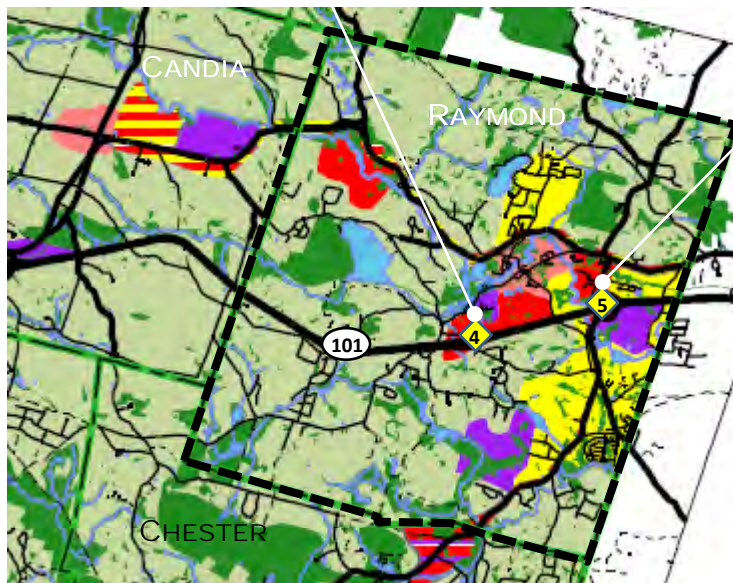


■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

TOWN OF RAYMOND

General Statistics

Population (2008 est.): 10,825	% Adult Population With 4-Yr.+ Degree: 13.0% (U.S. average: 27%)
Median Age: 34.4 (U.S. average: 35.3)	% Population Over 65: 6.9% (U.S. average: 12.4%)
Population Density: 374.5 residents/sq. mi.	Per Capita Income (2000 Census): \$18,430 (U.S. average: \$21,587)
% Residents Commute to Other Community: 82%	Direct Access to Interstate/Limited Access Highway: 2 exists off 101



- Commercial
- Conservation
- High Residential
- Industrial
- Medium Residential
- Mixed Use Commercial/Industrial
- Mixed Use Commercial/Residential
- Mixed Use Commercial/Residential/Public
- Public
- Rural Residential
- Town Center
- Village Center

■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

**TOWN OF RAYMOND (CONT'D)**

**Overall Observations and Comments on Target Industries**

The Town of Raymond is relatively rural and located along the Route 101 corridor with two exits within the town limits. The local economy has both distribution (Wal-Mart distribution center) and several manufacturing employers that leverage the local workforce that has primarily a high school diploma education attainment and low four-year+ college attainment. Over 80% of the working residents leave the community for work.

The target industries that would support economic growth in the town while leveraging its location and resources include component/assembly manufacturing and warehousing as well as build up destination tourism and agriculture.



Gemini Valve



Northeast Aerospace



Jackson Lumber and Millwork

CURRENT EMPLOYERS BY ECONOMIC LEVEL AND INDUSTRY WITH NOTATION OF POTENTIAL TARGET INDUSTRIES

Economic Sector	Raymond	Existing Employers
<b>Level 1 - Primary Industries</b>		
Agriculture/Forestry	■	Family farms, garden centers
State/Federal Government	■	Post office
Manufacturing	■	Gemini Valve, Jackson Lumber and Millwork, Aggregate Industries (construction materials), Northeast Aerospace (specialty parts)
Colleges/University/Training		
Back Office/Shared Services		
Prof./Tech/Scien. Services		
Regional Healthcare		
Regional Retail		
Regional Distribution	■	Wal-Mart distribution center, Hudson/RPM
Tourism-Related	■	Camp On-Way
Headquarters		
<b>Level 2 – Business Support Services</b>	JCR Construction Company, Infinity Constructors, IC Reed and Sons	
<b>Level 3 - Consumer Services</b>	Apria Lifeplus, Lamprey Health Care, Hannaford Supermarket, MacDonalds, Dunkin' Donuts, Wal-Mart	

■ Existing Industry      ■ Potential Opportunities

**Note:** Due to remoteness of town prof/technical services operations may be smaller in size.

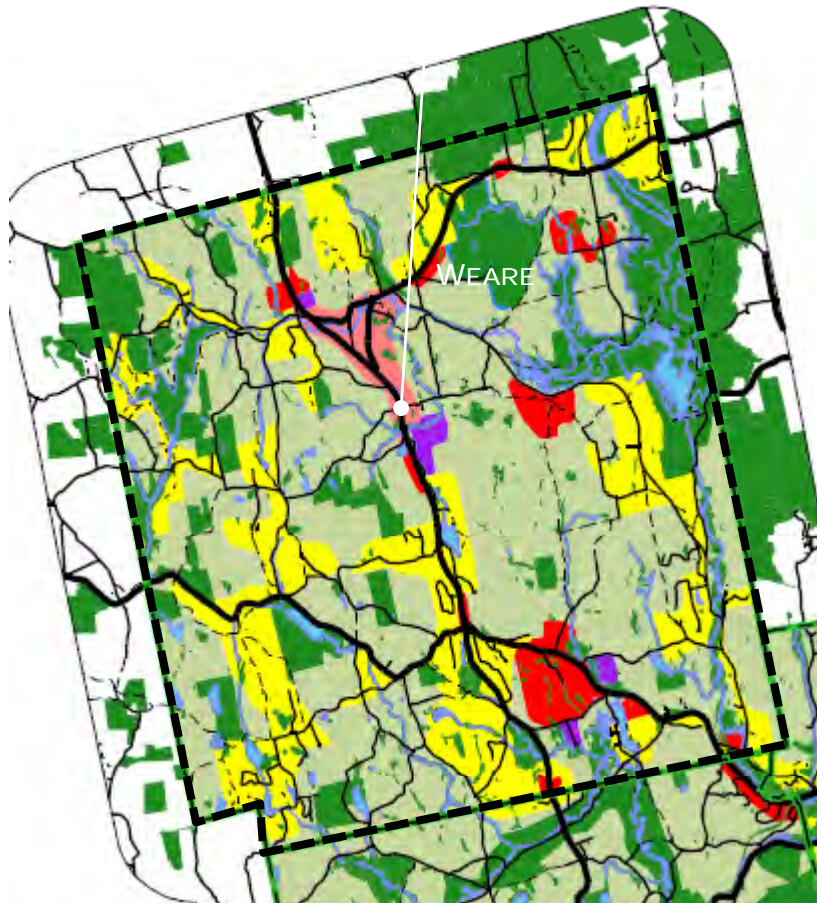


■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

TOWN OF WEARE

General Statistics

Population (2008 est.): 8,990	% Adult Population With 4-Yr.+ Degree: 25.1% (U.S. average: 27%)
Median Age: 34.1 (U.S. average: 35.3)	% Population Over 65: 4.7% (U.S. average: 12.4%)
Population Density: 151.5 residents/sq. mi.	Per Capita Income (2000 Census): \$22,217 (U.S. average: \$21,587)
% Residents Commute to Other Community: 85%	Direct Access to Interstate/Limited Access Highway: No



- Commercial
- Conservation
- High Residential
- Industrial
- Medium Residential
- Mixed Use Commercial/Industrial
- Mixed Use Commercial/Residential
- Mixed Use Commercial/Residential/Public
- Public
- Rural Residential
- Town Center
- Village Center

■ TARGET INDUSTRY ANALYSIS BY CITY/TOWN

**TOWN OF WEARE (CONT'D)**

**Overall Observations and Comments on Target Industries**

The town is in a rural setting with no direct access to a limited access highway/interstate. Population density is low and 85% of the working residents leave the community for work. There are very limited Level 1 employers in the community other than agriculture and Northland Tool & Electronics. Potential target industries for the community include small manufacturing (assuming facilities/zoned land is available) and agricultural-related destination activities (retail milk/ice cream products, small restaurant or bakery, expanded farm stand with other products, etc. There is also an opportunity for professional/technical services have home-based or small office-based services.



Machine tool spindle rebuild and repair by Northland Tool and Electronics

CURRENT EMPLOYERS BY ECONOMIC LEVEL AND INDUSTRY WITH NOTATION OF POTENTIAL TARGET INDUSTRIES		
Economic Sector	Weare	Existing Employers
<b>Level 1 - Primary Industries</b>		
Agriculture/Forestry	■	Family farms
State/Federal Government		
Manufacturing	■	Northland Tool & Electronics (tool rebuild/repair),
Colleges/University/Training		
Back Office/Shared Services		
Prof./Tech/Scien. Services		
Regional Healthcare		
Regional Retail		
Regional Distribution		
Tourism-Related		
Headquarters		
<b>Level 2 – Business Support Services</b>	Construction services, industrial supply, telecom services, truck center, emergency power sales	
<b>Level 3 - Consumer Services</b>	Self storage, education services, some retail/restaurant, RV/camper sales, home party services,	

■ Existing Industry      □ Potential Opportunities

**Note:** Due to remoteness from limited access highway, manufacturing and prof/technical services operations may be smaller in size.