

ECONOMICAL DEVELOPMENT COMMITTEE

December 9, 1992

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MEMBERS PRESENT: Chairman Shirley Ganem; Tony Triolo, Bill Wiebe, Bob Grott, Bob Garland, Any Milligan, Barbara Jackson, Joan Lovering, Tim Sullivan, Sharon Severy, Bob Murphy, Mike Toomey, Bruce Dreisbach, Amanda Simpson, ex officio

ABSENT: Eric Piper, Paul Kimball

Chairman Shirley Ganem called the meeting to order at 7:30 in the First NH Bank Conference Room, and gave the floor to the subcommittee which was formed at the November 18 meeting. This group: Bill Wiebe, Bob Grott, and Joan Lovering was charged with charting a planning map for the EDC.

Bob Grott spoke first, and reported that he had been talking with Bruce Mayberry, Amanda Simpson, and Michelle Sweet of UNH. The State has a "Community Renaissance" Program with 3 work sessions of 2 hours each, based on establishing a consensus of where the community is, where it's going, and how it's going to get there. The program is free, if the community is approved, and Grott has made application for Wolfeboro. Mayberry is one of the leaders of this program. These workshops lead to a strategic plan, focusing on defining goals and objectives. The Committee has met twice and all agree that EDC needs the help of a program like this with a facilitator who will provide guidance and will also do monthly follow up. Grott expects to know by the end of the week if Wolfeboro is accepted for this program, and it could begin in January. UNH will also be starting a "Small Town America" program with help of some federal money. They will develop a manual on small town planning, which will cover such things as how to set up a non-profit economic development program.

Barbara Jackson recommended a friend, Cricket Weston, who lives in Wolfeboro and is a facilitator, working for New Medico. Jackson feels she would work with us for free.

Bill Wiebe spoke next. He had prepared a "road map" that went roughly like this:

Who's Planning for Wolfeboro?

List of players--all the organizations involved in planning in town like Route 28 Committee, Downtown, Pathways, Airport, etc

The play--they all affect each other, and need to establish some information flow--how do they work together. EDC works with many of them and could be the central clearing house.

Bill had read a book "Shaping the Local Economy" which listed the following steps which he felt were especially appropriate for EDC:

1. Evaluate past performance
2. Recognize major trends (i.e. change from tourism to second homes)
Areas to develop new
3. Identify strengths and weaknesses
4. Define over-all goals (pointed out in survey)
5. Develop strategies--what has to be done to get there--develop tourist

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business, support other existing businesses, determine appropriate new business and attract them.

6. Develop an implementation plan with specific actions, dates, costs, responsibilities.
7. Do it, measure it, follow up, proceed

Guidelines

1. Focus on the needs of the various publics
2. Plan from these perspectives - social, esthetic, economic, cultural, historic
3. Plan as related to the area, state, country, etc.

Joan Lovering passed out a digest of the ideas she had put together, and those sheets are attached to these minutes.

The three members of this subcommittee all recommended that EDC find a facilitator and/or program to assist them just as soon as possible. Probably there would be a number of meetings at the start to get the group focused, and then the consultant could come back probably once a month to audit the progress and keep it going. If Wolfeboro is accepted in the Community Renaissance Program, that involves 3-2 hour sessions to get started, and then regular meetings after that.

Amanda Simpson volunteered that the town of Plymouth has recently gone through the Community Renaissance Program, with Bruce Mayberry as their facilitator. She suggested talking with Plymouth's Planner, Chris Northrup, to see how it had gone and learn about their experience with the program.

There was much discussion, and motions made and withdrawn, but finally this was settled on:

On a motion by E. Dreisbach, seconded by M. Toomey, the Board voted to authorize the subcommittee to proceed with either identifying a program or a person who can help us develop an economic development plan for Wolfeboro. If we can't get into a State or UNH program and get this help free, it would probably cost about \$4,000 to hire a consultant like Bruce Mayberry, who does many of the state programs, and already knows the town. Shirley Ganem said there is \$4,000 for this in the budget.

There was talk about how all the Town committees are talking, but not sharing their information. Simpson said that Wolfeboro 2000 was planning to have another forum in April, where all the committee would come together and give status reports to each other and the public.

BUDGET

Bob Murphy passed out copies of a budget which had been prepared by members of the Marketing committee: Sharon Severy, Andy Milligan, Shirley Ganem, Mike Toomey, and Bob Murphy. He pointed out that the EDC will be starting

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its third year next month. The EDC is responsible to the citizens of Wolfeboro, and to carrying out their wishes. The survey showed that both year-round and seasonal households wished the Town to become involved in actively encouraging economic development. This proposed budget was developed to carry out this mandate.

This budget totaled \$48,000. Shirley Ganem had also put together a budget, and had to submit something to the Selectmen today. She felt that she could justify a \$30,335 budget, which included some of these marketing recommendations, but if she submitted a budget of say \$65,000 it would be shot down.

It was getting late and the committee decided to wait until the next meeting, and work over the budget at that time. Four members of the committee could not come next Wednesday, so it was decided to meet on Monday morning, December 14 instead. Copies of Ganem's \$30,000 budget can be picked up at Town Hall in the meantime.

Respectfully submitted,

Rosemary Artander

Secretary

Plan for Economic Renewal

Principal # 1. Plug The Leaks

- Maintaining a skilled work force
- Visitation programs
- Connecting local businesses to local suppliers
- Reducing infrastructure costs

Principal # 2 - SUPPORT EXISTING BUSINESS

- Business assistance programs
- Downtown revitalization efforts
- Programs to export local product lines.
- Tourism
- Employee ownership

Principal # 3 - ENCOURAGE NEW ENTERPRIZES

A. Programs that use the community's natural resources and existing infrastructure in new + CREATIVE ways.

- Increasing the value of local products
- Business incubators
- Adapting old buildings to new uses

B. Programs that develop and support a Community's human capital = talent, experience and knowledge of the residents.

- Entrepreneurial education
- Community Relations

PRINCIPAL # 4 - RECRUIT APPROPRIATE NEW BUSINESS

- * • Target for recruitment
- Establish recruitment goals
- Develop Affordable incentives
- Recruit businesses that have a stake in the community.

EXAMPLE



TARGETING FOR RECRUITMENT

- ① Identify what is better than or different from ^{the} competition
- ⋮
- ② Deliver the message to likely companies that could operate profitably and happily in Wolfeboro

HOW

WHO

WHEN

- ③ Establish recruitment goals
 - size of firm you wish to attract
 - kind of jobs you want to create ^{skilled?} - permanent
unskilled - temporary
 - firms hire local or attract new new to town.

Recruitment Goals - 3

- Community growth and character
- Public services and facilities - "INCENTIVES"
 - financial assistance
 - site / building inducements
 - gifts of land, buildings, infrastructure improvements
financed by town
 - Adequate water & sewer lines
 - good transportation
 - electricity - phone service
 - excellent school system
- The Environment
 - what are you willing to give up in order to attract a new business -
noise?
- Develop AFFORDABLE INCENTIVES

THEN