

WOLFEBORO ECONOMIC DEVELOPMENT COMMITTEE
June 23, 1993

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MEMBERS PRESENT: Chairman Shirley Ganem, Joan Lovering, Barbara Jackson, Bob Grott, Andy Milligan, Paul Kimball, Bob Garland, Bill Wiebe, Sharon Severy; Amanda Simpson ex officio

The Chairman opened the meeting at 7:30 a.m. in the First NH Bank Conference Room, and turned the floor over to Bill Wiebe for continued discussion of Strategic Planning.

Wiebe reported that the subcommittee, consisting of Joan Lovering, Bob Grott and himself had met Monday and had set the items they felt were most important to discuss:

1. Reaffirm the recent EDC reorganization.
2. Describe how it is going to happen.
3. Develop the documentation for the strategic plan.
4. Develop procedures for the EDC steering committee to coordinate the many projects in planning and implementation that are taking place in Town.
5. Prioritize the projects that we decide are the most important ones.

Bill reported that he had attended the joint Planning Board-Selectmen's Meeting two weeks ago and was most encouraged by the spirit of cooperation expressed. There are a lot of planning projects underway that need coordination and communication, and we need a single planning process. But the climate is right for getting a strategic planning process in town.

THE REORGANIZATION PLAN - What specific changes had we decided on?

The number of members was to be cut to 11, by attrition. Joan Lovering said that because of new job responsibilities she felt she should withdraw from the EDC, or at least take a leave of absence.

Under the reorganization there would be task forces, or subcommittees, each with a chairman who was a member of the steering committee. They would probably meet on alternate weeks, or as necessary, and then report. This would prevent tying up the whole EDC with every idea that comes along.

The point is to get a more focused group that can get something done. The task force members would not necessarily all be members of EDC - other interested people could be involved, and consultants too. The EDC will be the vision committee, and the task forces the worker bees. They would work on specific tasks, and then disband when the tasks were completed.

The present problems is there are a lot of plans on the table, but not much concerted action. Plans need to be developed, implemented. You don't just put it together and put the document in the drawer. It should be a living thing--constantly reviewed and updated.

The original reorganization recommendation was that the meeting agendas should be set by the steering committee. The EDC had approved this plan at its April 14 meeting, but somehow this reorganization plan has gotten lost in the works. A copy of it will be attached to these minutes.

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Amanda Simpson suggested that maybe what was needed in town was a central Strategic Planning Committee, that included Selectmen, EDC, and Planning Board and linked the implementation of all the planning in town. The private sector could be involved with a rep from the Chamber of Commerce. That central group could review the elements of the Master Plan every year, prepare the Capital improvement Program, and review the zoning amendments, and the work of the EDC and other implementers.

Ultimate goal of EDC - Get the town unified behind a theme, which can provide a better quality of life for everyone in town.

After this discussion of the EDC Organization, members felt that they had a better understanding of exactly what they had voted to accept on April 14.

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BACK TO STRATEGIC PLANNING

After clearing up this past history, the group got back to the draft of Bill's Economic Development Strategy, which was to be the agenda for the day. Members had been asked to put together their ideas on the subject. Don Hughes and Rick Mancke of the Planning Board had written down their thoughts, which had gone out to EDC members with the minutes.

SUGGESTED PROJECTS FOR TASK FORCES

User's Guide for the Development Process

Planner - one of the suggestions from the Community Renaissance program had been developing a group of brochures giving guidance for new businesses - how to smooth their way through the planning process. She reported that suddenly the economy seems to have turned, and people are starting speculative projects. The Planning Board Agendas are filled for the next two months. Single homes are up, and business starts are up.

Because of the increased requirements on staff, there is less time to devote to each applicant. The Planning Board has discussed producing a manual in layman's terms. It should be customer oriented--not just promotion of the town. Perhaps an Ombudsman could assist prospects. Economic Development should be assisting small businesses. Simpson suggested that there might be money available both through the Charitable Foundation and the NH Homebuilders Association to assist with graphics and writing of such a manual. This could be a project for a task force.

Bob Garland pointed out that it's hard to give answers to someone coming to town and wanting to start a business, because often they don't know what questions to ask.

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Get plugged into the Regional Economic Development system

EDA has federal funds available to get infrastructure in to establish a business park on Town. A requirement is that the town is in the Regional Economic Development Plan. As we develop specific economic development projects, we're going to be looking for public funding. We can get into this through the LRPC.

The Planner offered to go through Wiebe's list of projects and show which of them are connected to present committee work. For example, 8D - develop a set of standards for property maintenance, and 8C - coordinate architecture, signs etc. to achieve economic objectives are being discussed by the Downtown Committee.

Wiebe said that his list included many things which he knows all groups are working on, because he wanted to develop links to the common vision.

Town Docking Projects

There was discussion of the importance of the docks to Economic Development. We want to make it easy for people to get to Town. We can't afford to lose dock slips. The docking committee is looking at the design and engineering; the funding of the project is vital to Economic Development. A Harbormaster may be needed, with launching and parking fees added to pay his salary.

Signs - After we get the people to town, they need direction as to where to go. Signs--parking--merchants are all connected. We need properly designed public directional signs, unique Wolfeboro signs with the same appearance, and in the same locations. Sign and Downtown Committees are looking at this.

Chamber of Commerce kiosk at the dock - plans for this have been dropped. Winnepesaukee Flagship Co. didn't think they should pay the 80% of the cost that was requested. The project is on hold until the fall.

People must get involved in the thinking so they feel ownership of the plans. If you own it, you protect it. When you do strategic planning you must involve as many people as possible--like the Charrette planning. And you have to keep rewriting and updating plans and action plans. They must fit into specific land use areas. And you also have to choose where the money goes.

It is important to seek commitment from the town to develop quality public project standards. Often the biggest deviation from the New England character is found in public buildings. We're trying to promote the quality of life and historical character of Wolfeboro. We need some vision

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here--not just the bottom line. For example, good looking street signs are very important - not just those metal ones on metal poles.

Wolfeboro's #1 business should be the business of resort support - sharing the Town and its heritage--the business of being a host--the business of Town pride. We need to convince the public that this concept is correct, and that they want to buy into it. This is our first public relations job.

There's a silent majority and a vocal minority in town, and the vocal minority is running things. The silent majority must start talking.

CHARRETTE

The Planner reported that the Planning Board wanted every group in town which is doing planning to have a display during the two-day process, and have an opportunity to talk one-on-one with the public. Barry Bishop of the Downtown Committee has offered to help the committees get their displays together. They hope that 150 people will participate.

MARKETING STRATEGY

There needs to be a marketing task force that can be called on to market specific projects, when needed. We really need assistance from the media to help get all these positive plans across. We need a civic reporter passing on good news, not just conflicts.

FOURTH SESSION WITH BRUCE MAYBERRY - This was an option when we had the Community Renaissance series, and all felt it was really needed to get us focused. Bill Wiebe will try to set this up.

It was suggested that each EDC member study this list of projects, and prioritize them. Bill will do this - and his list will be sent out with the minutes.

It was now 9:15 and half of the group had left. The next meeting will be on July 14.

Respectfully submitted,

Rosemary Arctander
Secretary

EDC Organization

This is a proposal for the organization of the Wolfeboro EDC into a more goal oriented group.

The present group is unwieldy in that the meetings do not focus on narrow issues, and even when this is attempted, the discussions become anecdotal, unproductive and time consuming with little accomplished.

The present committee has 14 members plus Amanda as town representative. The committee should continue this way, but the goal should be to have a maximum of 9 members at large plus Amanda. The reduction would be made through attrition. Criteria for membership should be established by the time a vacancy occurs.

Task groups should be established to accomplish specific goals in specified time frames. We can expect that at any one time 4 or 5 Task Groups would exist.

The chair of the EDC plus the chair of each task group would form the steering committee of the EDC. This committee would monitor the progress of the task groups, establish the need for other groups, and set meeting agendas.

The committee as a whole would meet every four weeks in order to receive reports of the task groups and take action when necessary. Meetings would be two hours in length.

The steering committee would meet every four weeks, alternating with the general committee. Meetings would be one and one half hours in length.

The task group chairs would be appointed by the EDC chair. As tasks are completed and new groups formed, the make-up of the steering committee would change. As a new group is formed, the new group chair would submit his or her understanding of the scope and purpose of the group and this would be signed off on by the steering committee.

In this process, the committee as a whole would have to clearly establish ~~committee~~ goals with which each task group would be guided. *overall*

Present subcommittees such as zoning, infrastructure, marketing and inventory would be eliminated.

