

**Prepared for the
Town Durham:
Economic Development
Committee**

**Prepared by Michael Bergeron
Retention & Recruitment
NH Division of Economic Development
January 31, 2013**

Overview

- **Current national economy**
- **Key points in retaining business**
- **Key points in recruitment business**
- **Economic development ideas for Durham**

DRED Overview



Division of Economic Development

Division of Forests & Lands

Division of Parks & Recreation

Division of Travel & Tourism Development

Design, Development & Maintenance

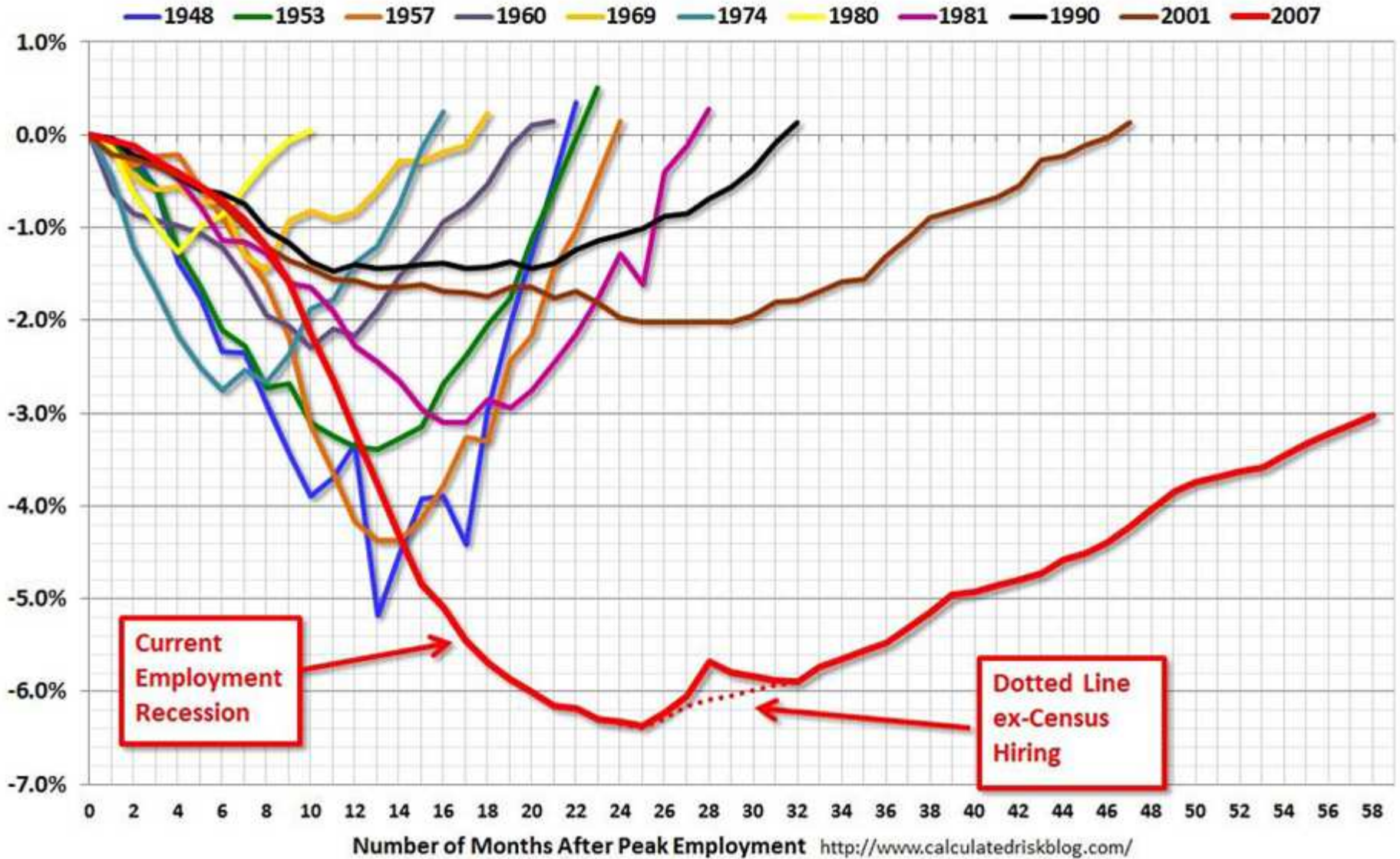
Michael's background:

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



Percent Job Losses In Post WWII Recessions

Percent Job Losses Relative To Peak Employment Month



The labor participation rate (58.6%) is well below the 66% to 67% rate that was normal over the last 20 years



1 Trillion in \$100.00 bills



Annual spending on entitlement programs is massive

ANNUAL SPENDING (2012)



“U.S. Economy Unexpectedly Contracts in Fourth Quarter”

THE WALL STREET JOURNAL.

- ***Updated January 30, 2013, 10:10 a.m. ET***

“WASHINGTON—U.S. economic momentum screeched to a halt in the final months of 2012, as businesses pared back inventories and government spending fell sharply”

Conclusion:
Its no longer
business as usual
for towns and
cities

Business Retention

Focus on Keeping Your Current Business Durham

- **Don't waste your time and limited resources looking for out-of-state companies hoping to land the **BIG ONE**.**
- **Instead, first work on **keeping the BIG ONES** already in Durham.**

Retention/Expansion is Much More Important

Current Trends in 2012:

- * More consolidations**
- * Cost containment**
- * Fierce competition**

“Double or nothing” retention and expansion projects

**How to retain and grow
companies in your community:**

Relationships

**Relationships are *primary*,
all else is secondary.**

Stay in touch with your **CURRENT BUSINESSES**

**80% of business growth will
come from your town or city.
Continue to visit your companies and ask them
how
you can help them— **Justin Slattery will help**
you with the larger companies**

Create long-term relationships with your businesses

- **Town Newsletter, e-mail**
- **Recognition awards to businesses.**
- **Ground breaking and other public relations**
- **Develop a relationship with your local chamber of commerce**
- **Set up regular visits or calls**
- **Invite the business to *get involved* with the community-get them connected!**

Current ERZ Zones in Durham?

- 1) Durham Downtown Economic Revitalization Zone (approved 5/10)

Part II

Business Recruitment

Key Target Industries--

Industrial and office uses:



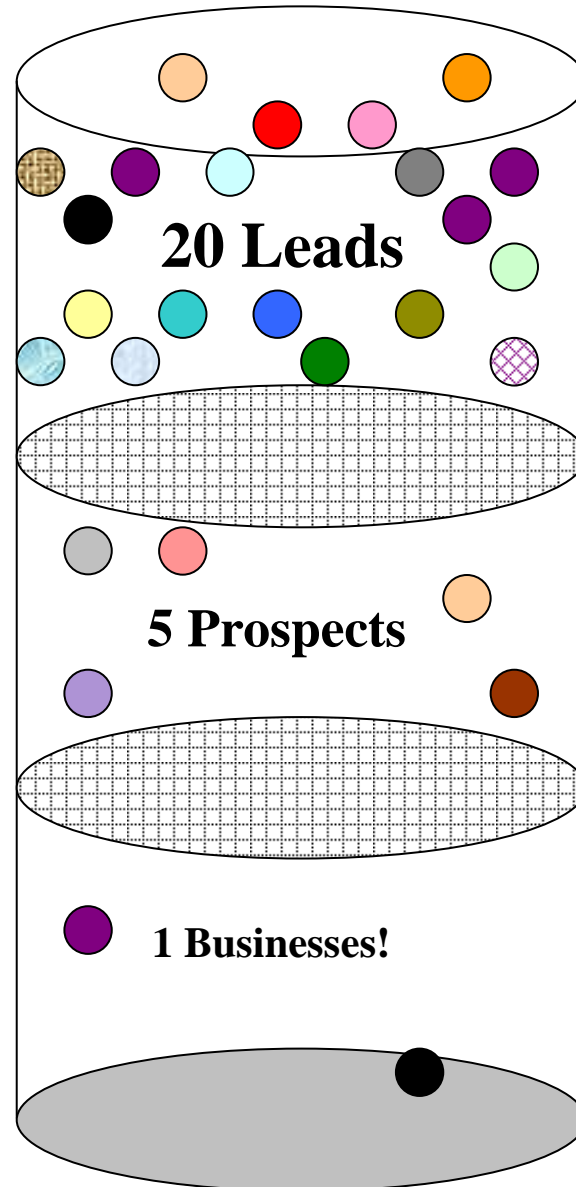
LONZA

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

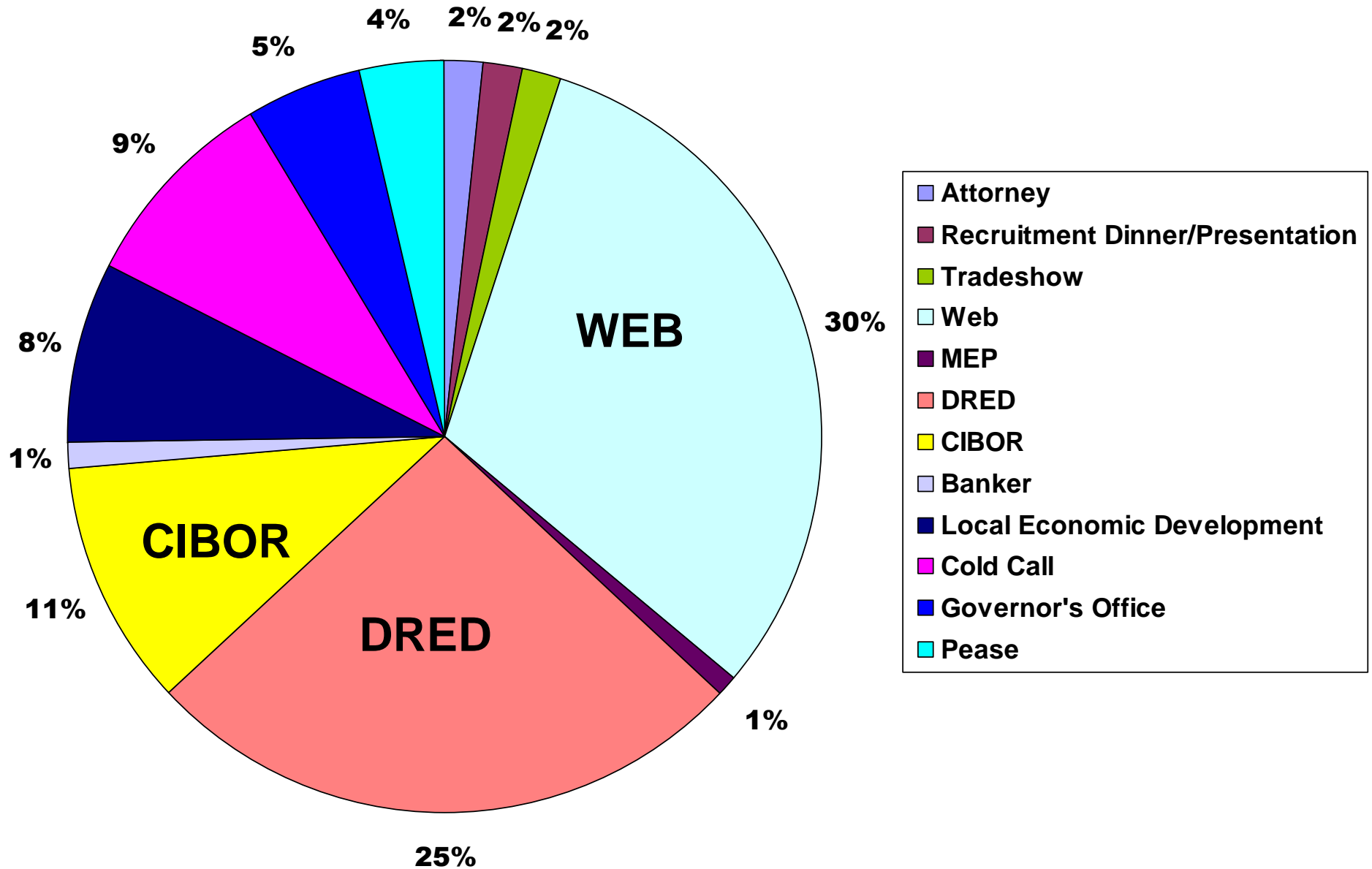
Marketing Tactics

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

Recruitment sales cycle—two years



Recruitment lead sources



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

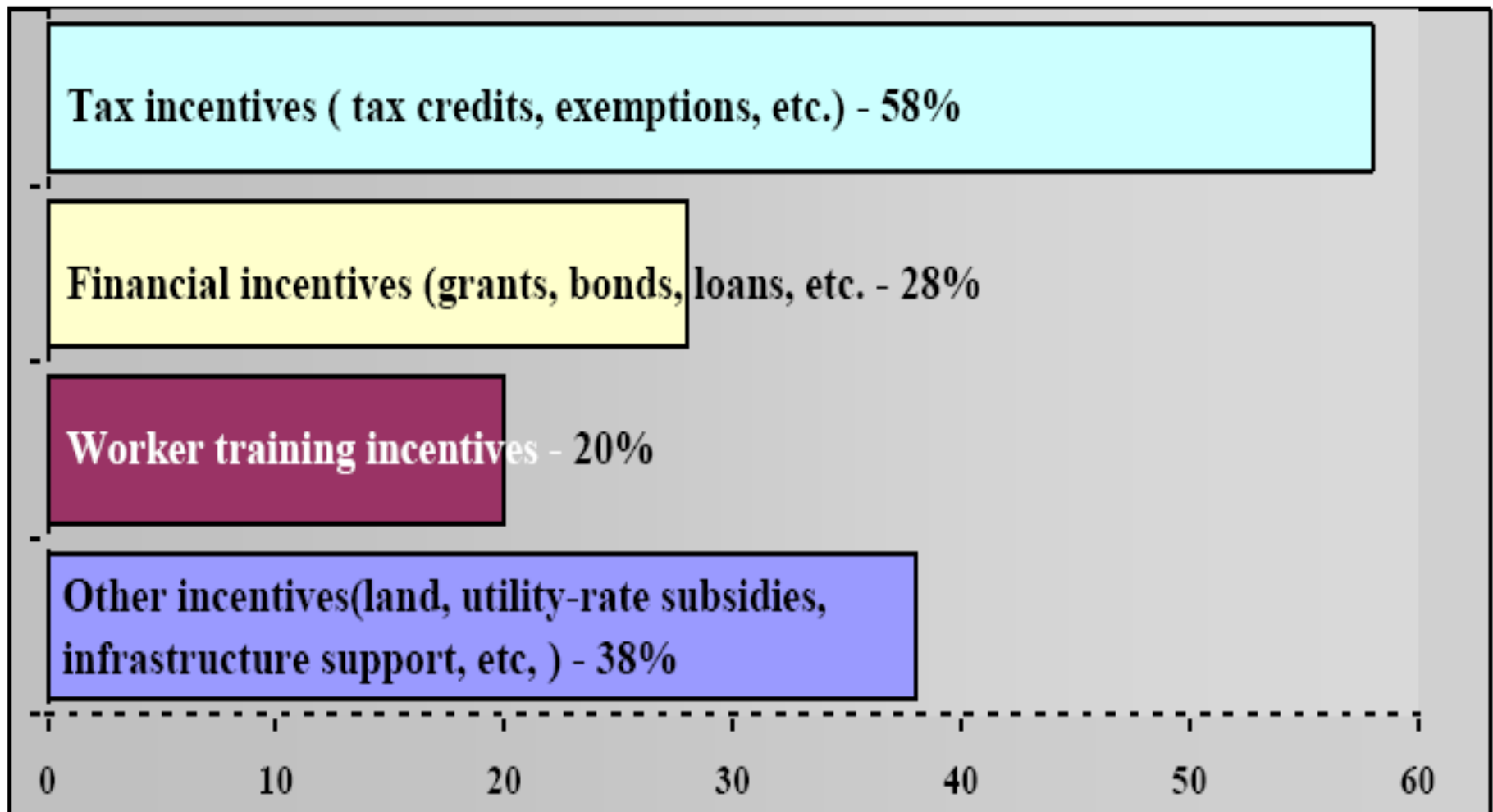
People want to know these answers to these

Questions in this order:

- 1. What are the incentives and taxes \$\$\$?
- 2. Your skilled labor?
- 3. Highway access?
- 4. Available industrial/office buildings to lease/sale?



Types of incentives considered most important when making a location decision:



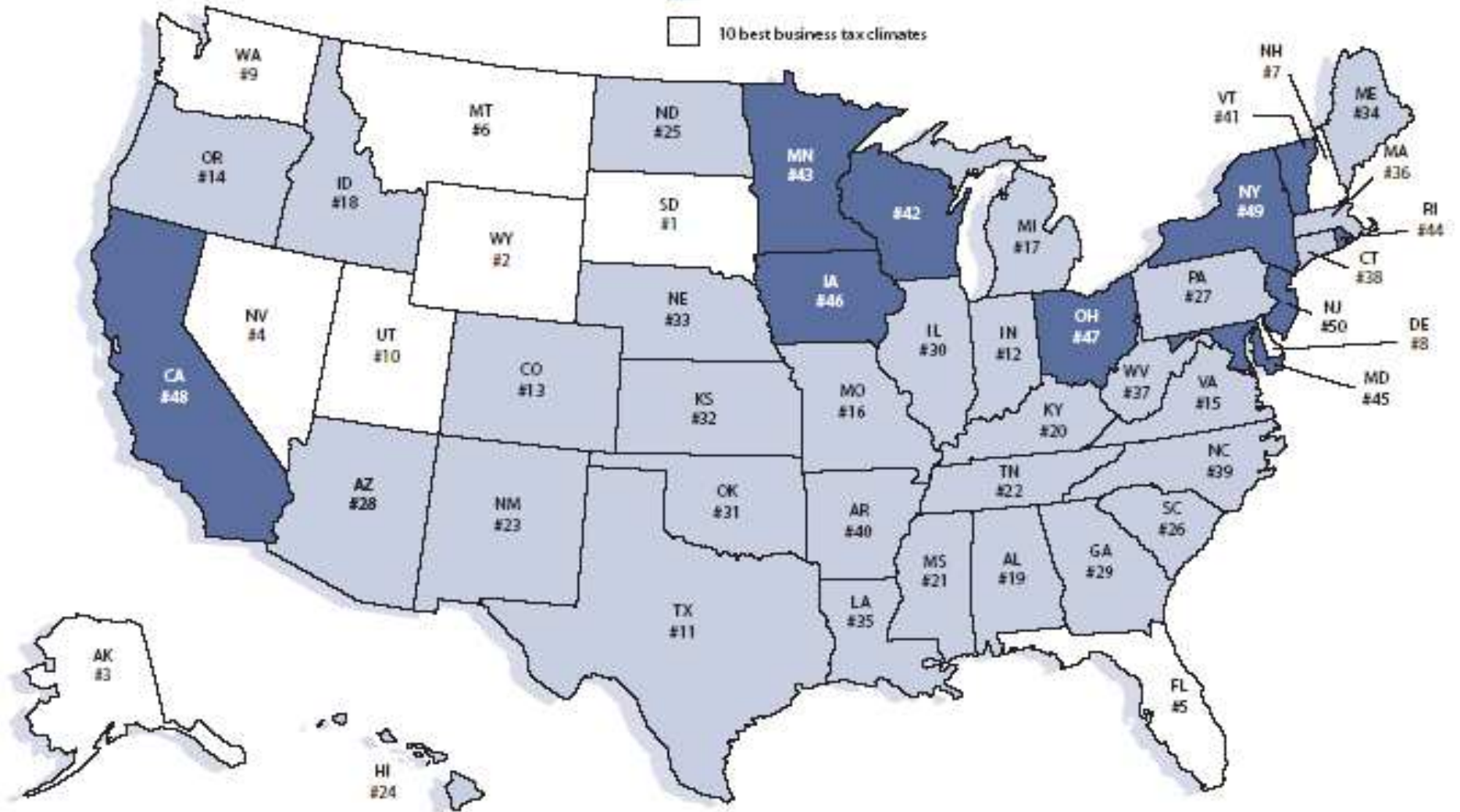
New Hampshire's business taxes compared to neighboring states

US Business Tax Climate 2013			
1 = best 50= worst			
Rank	State	Rank	State
7	New Hampshire	46	Rhode Island
22	Massachusetts	47	Vermont
30	Maine	49	New Jersey
40	Connecticut	50	New York

Source: Tax Foundation, Washington DC

(South Dakota is lowest)

■ 10 worst business tax climates
□ 10 best business tax climates



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

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

The point person should:

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

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



Selectman and economic development committee must work together

- **Select one person to represent the town**
- **Town selectman should agree with the selection**
- **Town selectman should have consensus on the role of the committee and it's authority.**

Remember:

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

Commissioner George Bald, DRED

Confidentiality must be honored
“Loose lips sink ships”



SPEED = SUCCESS:

Speed is of the essence.

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

**Selection process stresses
ELIMINATION !!**

Ways to be Eliminated Today:

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

What = *NOT* business friendly?

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



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

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

Town Hall

- **Is the town hall well kept?**
- **How is the parking?**
- **Is the parking lot well lighted at night?**
- **Is it easy to find if your not from town?**
- **Is it easy to find the main entrance?**



What does the town hall look like?

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



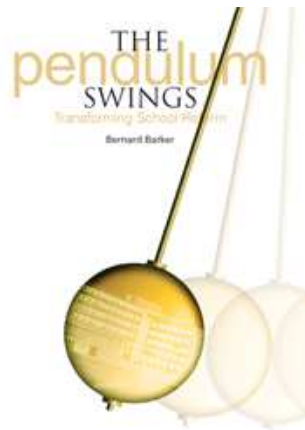
How can local (and state) Boards *deter* business?

Delay, Delay, Delay

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

Small business say they are frustrated by too many local regulations

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



Federal Rules



State Rules



City/Town Rules

Durham Business Park

- * Ever expanding wetland rules reduce usable land
- * Vague rules that are open to “*confusion and delay*”



Building design for park:

- **Buildings shall be designed to complement rather than dominate their surroundings.**
- **There must be a coherent and consistent theme reflected in the design and construction for all of the individual buildings located on the site.**
- **Mechanical equipment and other utility hardware (i.e. meters, satellite dishes, etc.) shall be screened from public view with materials harmonious to the building or located to preclude visibility from any public ways.**
- **Traditional building materials such as wood, stone, and brick shall predominate.**
- **Windows shall be located on building sides facing primary roads or public areas in addition to any windows that may be located on the water side.**

How many screws in your dry wall?



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

What helps a business:

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

VS

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

Marketing Durham to the outside world

Your key strengths includes:

1. University of New Hampshire

Young talented labor at lower cost

R & D possibilities

2. Close proximity to Portsmouth

3. Excellent school system nice small town feel

Your Key Weakness

- 1. Perceived as anti-development**
- 2. Lack of industrial inventory**
- 3. High real estate taxes**

**Commercial real estate search on
broker websites—what shows up for
Durham?**

**8 New Market Road, 4059SF
\$769,000**



10 Newmarket Road, Durham

- **Summary**
- **Property Details**
- **[View Details](#)**
- **Primary Property Type:OfficeProperty**
Sub-type:Office BuildingBuilding
Size:7,233 SF

Recommendation:

- **Inventory your industrial buildings and land**
- **Address, contact name and e-mail address**
- **Show on a map**

Recommendation

- **Change the perception that Durham is anti development—work on your brand image**

Marketing: More Intense Competition Necessitates Differentiation

- **Economic Development Marketing consists of all activities designed to create desirability and differentiation of a state or town to the audience.**

**Be Different!
Get Attention!**



"This frugal, business-friendly, low-tax atmosphere adds up to increased profits for the businesses which operate in the Granite State."

— New Hampshire Gov. John Lynch in a radio spot urging Bay State companies to expand in New Hampshire.

"He's encouraging businesses that are talking about going over the border to come to him first and let him know how we can make it easier for those businesses to remain here."

— A spokeswoman for Massachusetts Gov. Deval Patrick on his efforts to help companies expand in the Bay State.



STAFF GRAPHIC

N.H. ads look to lure Massachusetts businesses

NEW HAMPSHIRE, from Page 22

Many of them are high-tech companies, but financial firms such as Fidelity Investments have also increased their presence in New Hampshire.

Lynch's media blitz seems to be a direct challenge to Gov. Deval Patrick, who has vowed to work with local businesses thinking of expanding.

Patrick yesterday told business leaders at a Massachusetts Technology Leadership Council that his administration is committed to helping them expand here.

Patrick said he's creating a "one-stop shopping" post within his administration, where businesses can go to get assistance in landing building permits and getting through regulatory red tape.

While saying he plans to concentrate

on helping existing firms expand in Massachusetts, Patrick didn't rule out one day advertising in other states in an effort to attract companies and jobs.

CEOs polled in a survey released yesterday by Chief Executive magazine ranked Massachusetts as one of the three worst states to do business in, along with California and New York. New Hampshire was ranked the 15th best.

Work with media to help get the word out

- **Write positive press releases**
- **Talk about growing companies in Durham**
- **Pitch stories to the media**

The Boston Globe

“New Hampshire’s secret salesman luring Bay State firms across the line”

By [Jenn Abelson](#) Globe Staff / July 8, 2011

“CONCORD, N.H. - New Hampshire pays Michael Bergeron to be a full-time thief, sending him across the border in an unmarked black sedan to poach Massachusetts companies.”

Insurance Dinner, Hampton, NH



Dinner/Presentation in New Jersey



Northern Coos County Bus Tour for Southern NH Brokers September, 2003 & 2007



Western Grafton County Tour Bus 2012



Broker Tour: Western Grafton County 2012





OPERATIVE
MUNICIPAL
SERVICES

T H E
A R T S

4 SEASONS
RECREATION

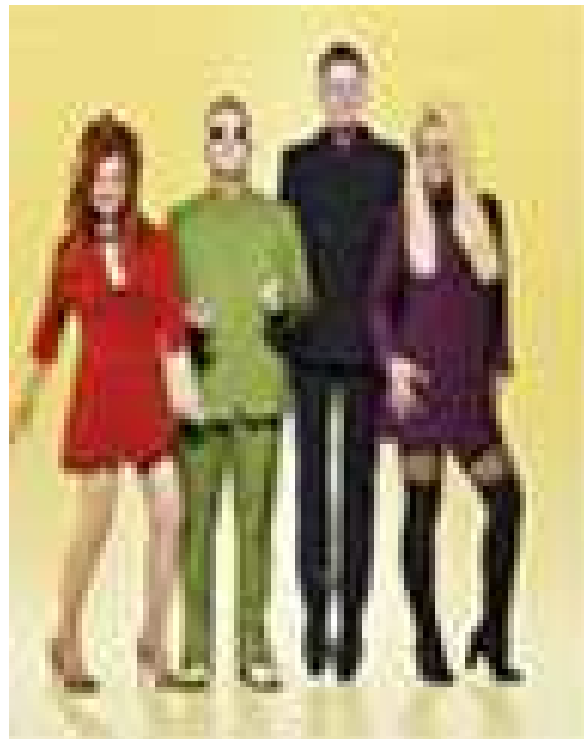
COMPASSIONATE
HEALTH CARE

QUALITY
OF LIFE IN
COLEBROOK





B-52s Private dinner/concert Hampton Beach 2011



**LIVE
FREE &
DANCE**

the **B-52s**

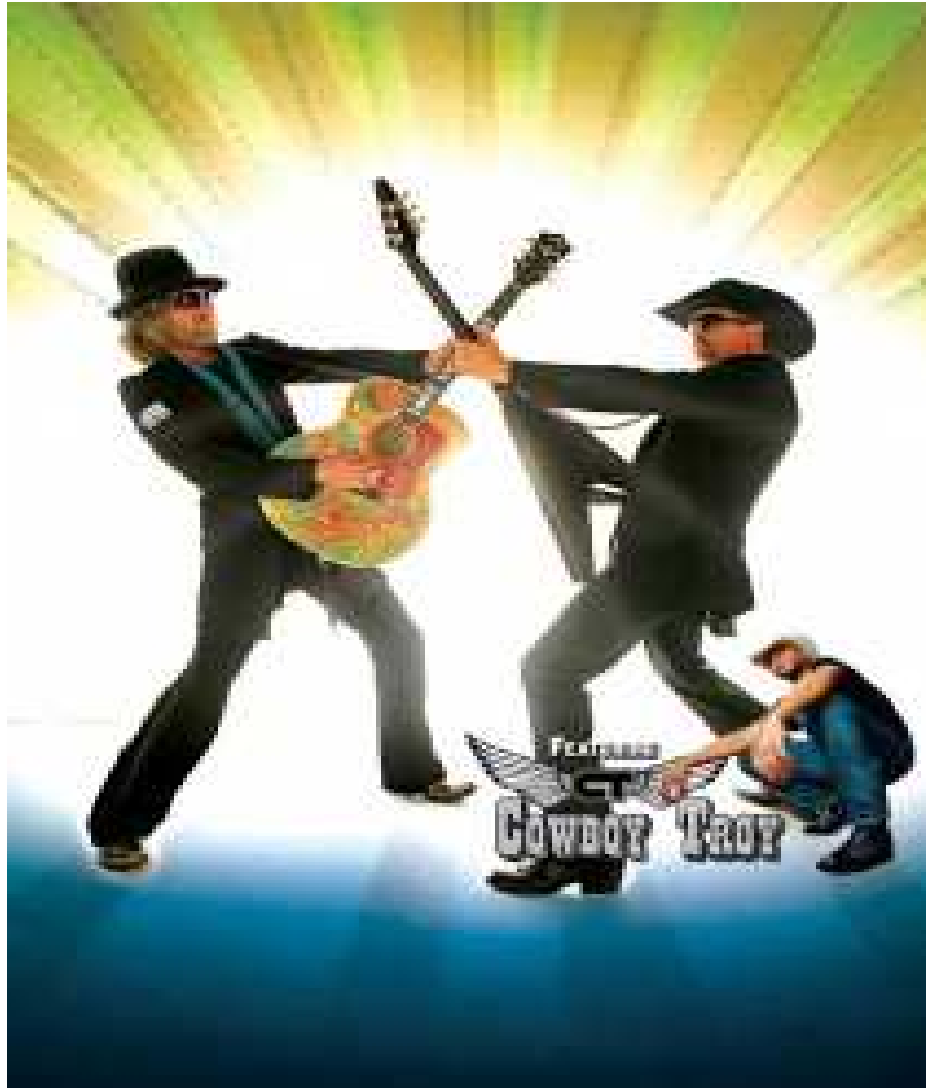
Private Client Dinner before the concert



Hampton Beach Casino, 2011



GET BIG AND RICH IN NEW HAMPSHIRE



Biotech Show, Boston 2012



Sherbrooke Dinner, 2012



Follow up FAM tour in Coos September 2012





**Kheops Inc., in Colebrook invited
10 people from Quebec to meet with
Benno and Michael Sept. 2012**





Aerospace show in Montreal 2012



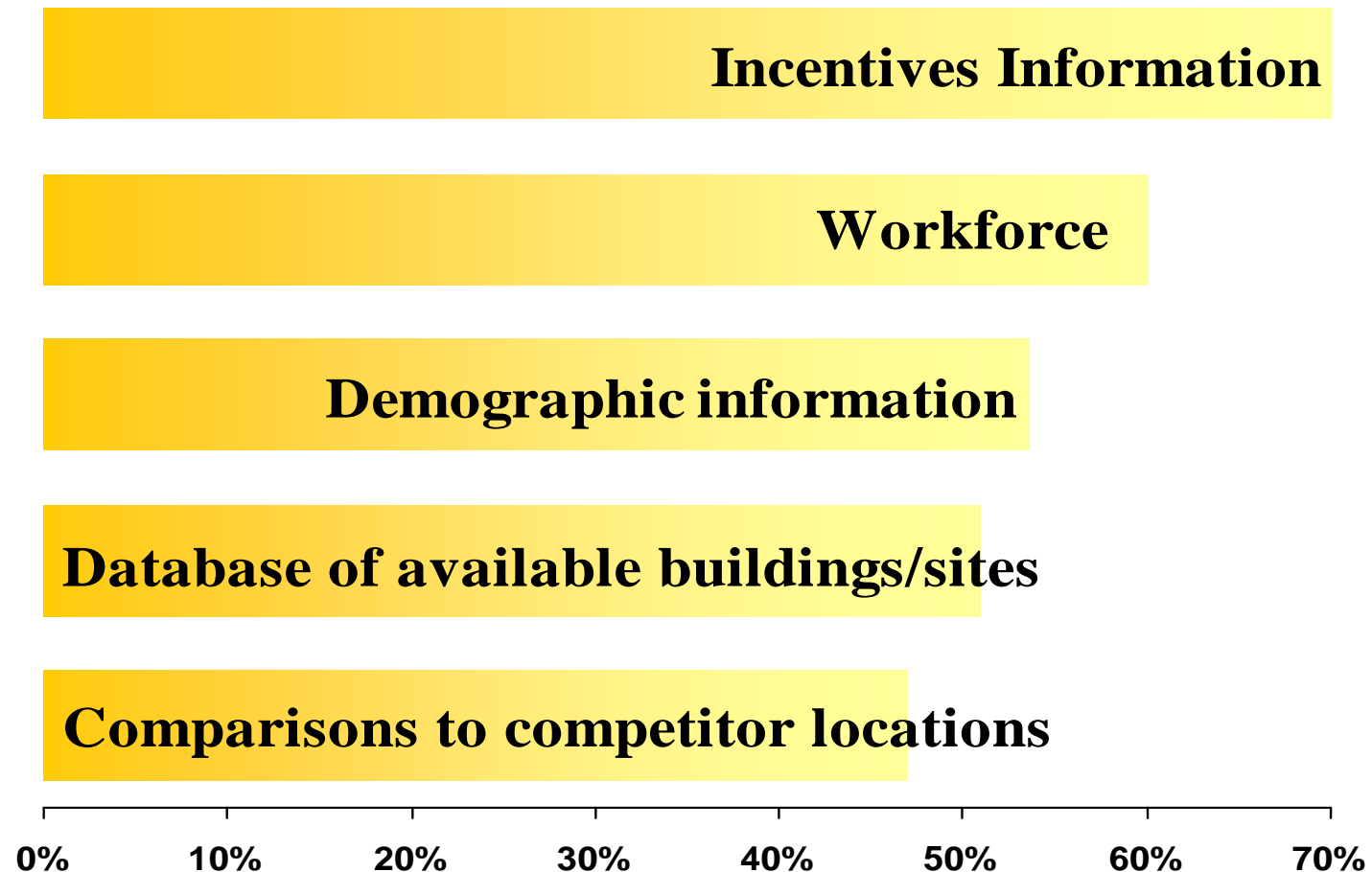
Private dinner in Montreal with Manufacturing company



**Next Suggestion to Durham:
Your website is door to the outside
world**

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

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



Examples of award winning websites (International Economic Development Council)

Population—under 25,000 people

- **Ohio**
- **Florida**
- **Texas**
- **California**
- **Virginia**

Website colors

- **Simplicity**
- **Forget black and white or shades of gray.**
- **Think of green, yellow, red, and blue as your primary color.**
- **Limit your to two or three colors.**



WELDWANGELALE said
7 minutes ago

RT: @geeddy @AngelaAlexandra
and @geeddylove #PROGNY-
#OOOOOOOOOT #MOGELS
<http://twitpic.com/7160m/>



FASTEN YOUR SEATBELTS.



WE'RE DESIGNERS, AND WE'RE HERE TO HELP.

Collision Labs is a creative design studio in Chicago. We develop brand identities, design websites, and do awesome graphic design for clients all over the world.

[VIEW OUR WORK](#)



WE DESIGN

All kinds of creative stuff. From impressive [websites](#) to knock-your-socks-off [print designs](#), memorable [logos](#), and powerful [motion graphics](#). Sounds pretty good right? We're always open to new ideas for projects, so [get in touch](#) with us today.



WE ARE

A kickass design team in downtown Chicago. We're dedicated to our terrific clients, and we love every minute of it. We're as excited about your project as you are, and we hope our commitment to stunning design shows it. We're always on the lookout to do cool work with cool people, so [check us out](#).

Then add images of people
Red--Life Magazine Website:



Green

Eastern Ranges
GP Association Inc

PROGRAMS & SERVICES | RESOURCES & PUBLICATIONS | NEWS | EVENTS | FIND A GP | CONTACT US

General Practice services and health-care solutions for Melbourne's Eastern and Southern suburbs. [Read more](#)

FOR GPs | **OTHER RESOURCES**

- Clinical Information
- Practice Information
- Educational Information
- Prospective GPs
- Health Professionals
- Patients & The Public

LATEST NEWS

- 2019 Tertiary Health Scholarships**
Eastern Ranges GP Association in conjunction with Ranges Community Health Service and the Yarra Ranges... [Read more](#)
- New General Practice Funding Opportunity: Case finding and referrals to the Life! Program**
Funding is available from Diabetes Australia - VIC (DA-VIC) to support practices to identify and... [Read more](#)
- BoilBoy Milk: Information for Medical Practitioners**
A cluster of 7 and possibly 8 outbreaks in one practice in NSW have... [Read more](#)

UPCOMING EVENTS

- 04** APCC Local Wave - Orientation
GPs Training Room, Greater [Read more](#)
- 10** Infection Control
Rangely Street Clinic, Pheasant [Read more](#)
- 17** Aged Care Networking Event - Service Delivery
GPs Training Room, Greater [Read more](#)
- 22** Orientation Module No 3 - Medical Practitioners

FIND YOUR LOCAL GP

ENTER POSTCODE, SUBURB OR PRACTICE NAME

SEARCH

LATEST TWITTER STATUS

Eastern Ranges GP Association
New job on the ERGPA website, a Pharmacist is needed as a Quality Use of Medicines Facilitator [http://bit.ly/Section4#](#)
19 January 2:01pm | [Follow us](#)

Blue

The image shows a website for Maryland Security Professionals. The header includes the company logo, the name "MARYLAND SECURITY PROFESSIONALS", and a "GET SECURED NOW" button with the phone number (410) 224-0026. A navigation menu contains links for HOME, SECURITY SERVICES, CAREER OPPORTUNITIES, WHY US, TESTIMONIALS, CONTACT US, and ABOUT US. The main content area features a large banner with two security guards in blue uniforms. The text on the banner reads "SECURITY GUARD SERVICES" and "DETER CRIMINAL ACTIVITY WITH OUR UNIFORMED PRESENCE". A green call-to-action button says "INTERESTED IN THE SERVICE? LEARN MORE & REQUEST MORE INFO". Below the banner are four service categories: CAMERA SURVEILLANCE, SECURITY GUARD SERVICES, PRIVATE INVESTIGATION, and CUSTOM MANUFACTURING, each with a representative image.

MARYLAND
SECURITY PROFESSIONALS

GET SECURED NOW
(410) 224-0026

HOME SECURITY SERVICES CAREER OPPORTUNITIES WHY US TESTIMONIALS CONTACT US ABOUT US

SECURITY GUARD SERVICES

DETER CRIMINAL ACTIVITY WITH OUR UNIFORMED PRESENCE

INTERESTED IN THE SERVICE?
LEARN MORE & REQUEST MORE INFO

CAMERA SURVEILLANCE
PROTECT YOUR BUSINESS

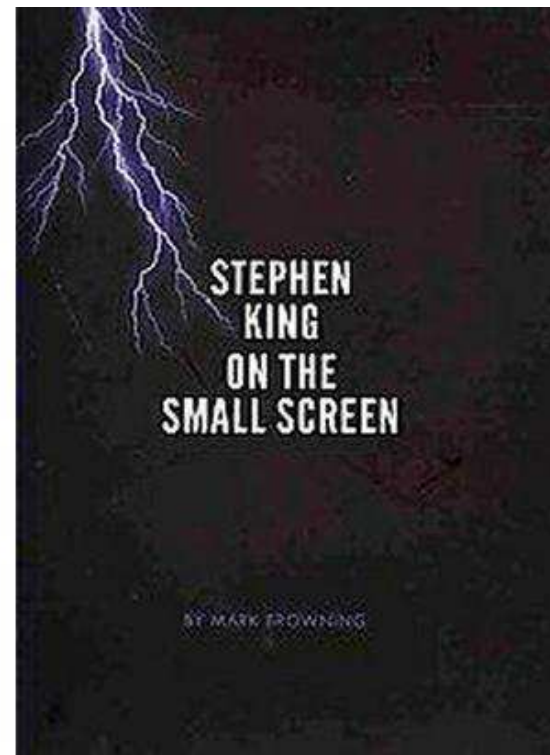
SECURITY GUARD SERVICES
ROUND THE CLOCK MONITORING

PRIVATE INVESTIGATION
ASSISTANTS AND DOCUMENTERS

CUSTOM MANUFACTURING
SPECIALTY SOLUTIONS

Web images

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



Blue Ash, Ohio—front page







About Us

Lexington Now

I Want To...

Community

Businesses

Visitors

City Government



Homepage Slideshow

Chasing a soccer dream



Focus On...



[Watch video of 5191 Memorial Dedication](#)



News

Labor Day waste collection schedule

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

Division of Police issue scam alert

Shape up while enjoying the outdoors at Cheapside Park

[More News »](#)



Events

Budget & Finance Committee

8/30/2011
1:00 PM

Social Services Committee

8/30/2011
3:00 PM

Land Subdivision Regulations Waiver Request Filing Deadline

8/31/2011

[More Events »](#)



Harrodsburg Double Diamond



Smart911



LexCall 3-1-1



Boards, Commissions

Sign up for Mayor Gray's Electronic Newsletter



Traffic Updates



Environment



Parks & Recreation

Quality of Life Images





ECONOMIC DEVELOPMENT

BUSINESS ASSISTANCE AVAILABLE PROPERTY REGIONAL OVERVIEW

Remember when...
Live local, Work global



[HOME](#)

[REMEMBER WHEN](#)

[LIVE LOCAL](#)

[WORK GLOBAL](#)

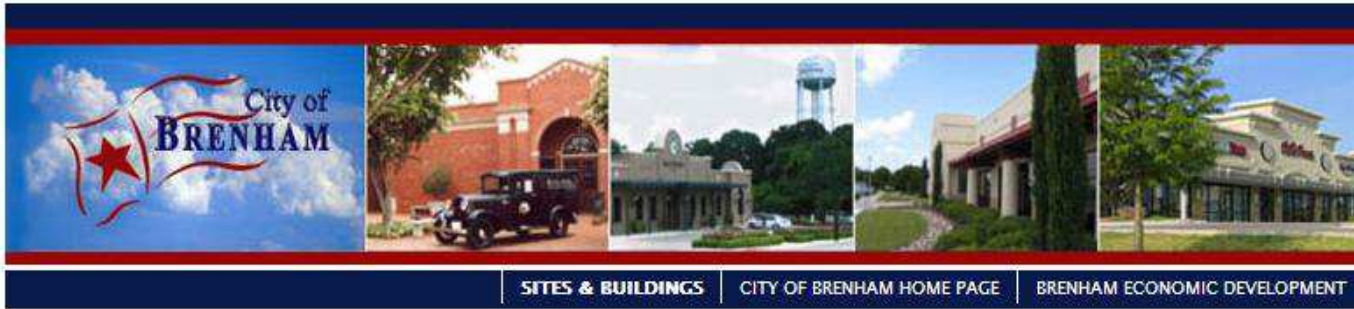
[CONTACT US](#)

At the Intersection of Tradition and Innovation.



Welcome

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



SITES & BUILDINGS

CITY OF BRENHAM HOME PAGE

BRENHAM ECONOMIC DEVELOPMENT

Welcome to the City of Brenham



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

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

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



Recommendation: Good map



Government website awards 2011
Government Technology Magazine

- **First place: West Hollywood, CA**

Translate this page

I am looking for...

WEST HOLLYWOOD *The Creative City*

- Home
- City Hall
- Residents
- Business
- Visitors
- Services
- WehoTV

Search



2011 West Hollywood Halloween Costume Carnival

Join us for one of the largest Halloween celebrations.

MOST POPULAR

- Current Meeting Agendas
- City Jobs
- Pay Your Parking Ticket
- Parking Permits
- Rental Referral List
- Recreation Schedule
- Municipal Code

CONNECT WITH

CITY COUNCIL 	DEPARTMENTS & DIVISIONS 	RENT STABILIZATION 	PARKING SERVICES 	SOCIAL SERVICES
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ARTS & CULTURE

TOP Stories

Public Health Advisory: West Nile Virus

A Dead Bird in the in the City of West Hollywood has Tested

Highlights

City to Host Halloween Carnival!

Get ready for Monday October 31st as hundreds of thousands let loose upon

CITY CALENDAR

Monday, Oct 31

- Helen Albert Certified Farmers' Market



Site Selection

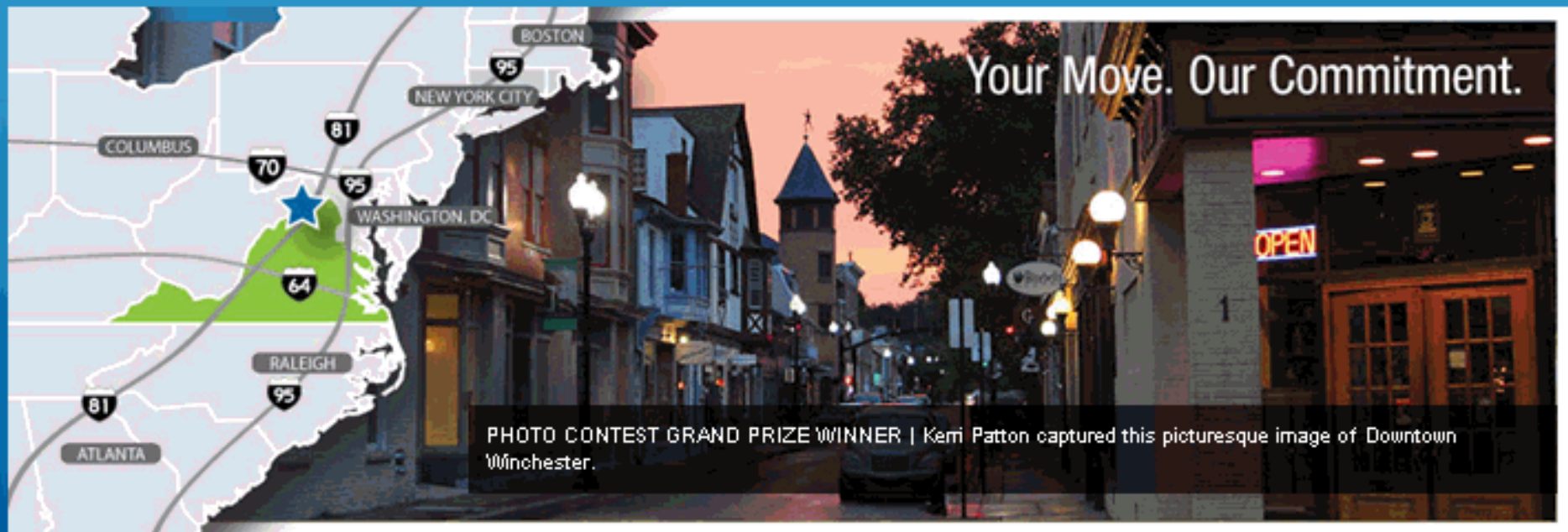
Doing Business

Living Here

Data Center

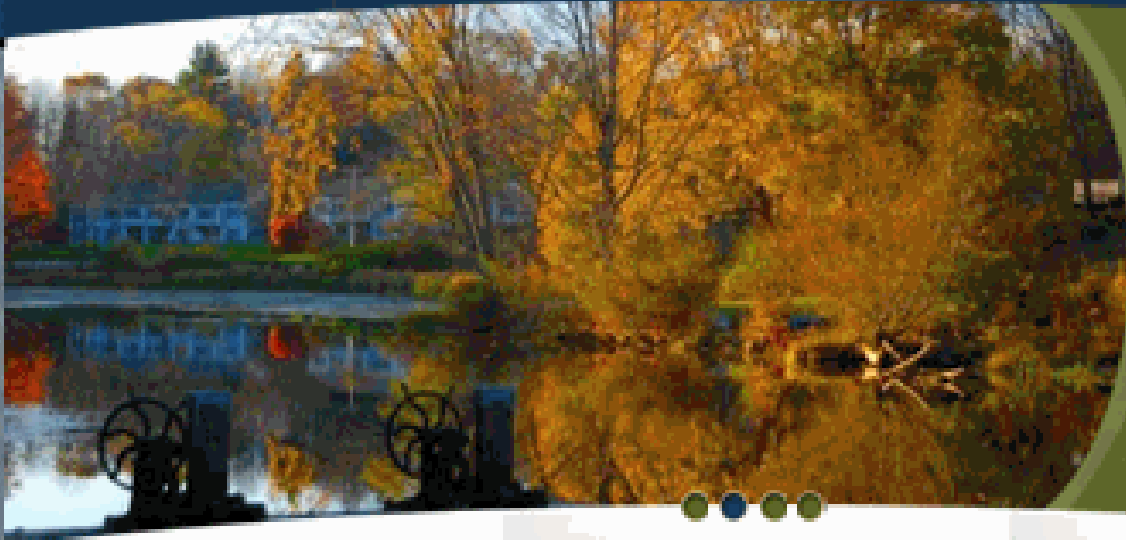
Contact

Search...





- [Our Community](#)
- [Doing Business](#)
- [Welcome Visitors](#)
- [Inside Town Hall](#)
- [Helpful Resources](#)



- [Agenda & Minutes](#)
- [Town Code](#)
- [Contact Us](#)
- [Forms](#)
- [Jobs](#)
- [Library](#)
- [Calendar](#)
- [Local Cable Access TV \(DCAT\)](#)

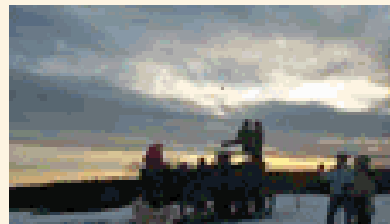
Featured Article

PUBLIC FORUM ON PROPOSED TOWN HALL SITE AT 8 NEW MARKET RD - AVAILABLE ON DCAT ON DEMAND

What's New

- Energy Committee Vacancy**
- Public Hearing Notice - \$2,500,000 Bond Referendum for WWTP Sludge Dewatering Equipment Replacement**

Friday Updates



[Town of Durham Home](#) > [Boards, Committees and Commissions Home](#) > [Committees](#) > [Economic Development Committee Home](#)

Key Topics

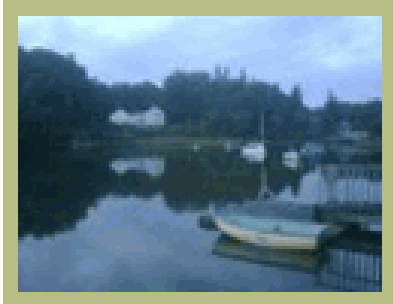
Economic Development Committee



On October 1, 2007, the Town Council adopted Ordinance #2007-10 amending Chapter 4 "Administrative Code", Article IV, Section 4-18 of the Durham Town Code adding the provisions for an Economic Development Committee; thereby making it "standing" committee of the Town. The Committee shall consist of five (5) member: as follows: Two (2) members shall be appointed for two-year terms, and one (1) member shall be appointed for a three-year term, such terms to be staggered.

[Read More](#)

Town Council, Durham, NH



About the Town Council

The Town of Durham operates under the Town Council form of government, according to the **Town Charter** adopted at the 1987 Town Meeting. Registered voters vote the Council in for a term of three years, and each year three seats are open for re-election.

The Town Council approves all ordinances, resolutions, policies, and the yearly budget. The Town Council also appoints people to the various Boards and Committees. The Town Administrator, hired by the Council, is responsible for the day-to-day operations of the town and reports directly to the Council. [Click here for more information about the Administrator.](#)

[Read More](#)

Click on Planning Board:

[Town of Durham Home](#) > [Planning and Zoning Home](#)

What Is Community Development?

There are as many definitions as there are types of communities. A good working definition is the process whereby the people—that is, the community—arrive at group decisions and actions to bring about changes that will enhance the physical, social, and economic well being of the community. In other words, community development is a dynamic, interactive, and participatory process intended to make the quality of life better for all members of the community.

**OK, what about the contact page:
I want to call the town hall**

Contact Us

Have a comment, question, or concern? We always encourage feedback. Please fill out the form below.

First Name: *

Last Name: *

Email Address: *

Phone Number:



Town Administration

[Town Administration Home](#)

[Town of Durham Home](#) > Administration Contact Information

Administration Contact Information

Hours of Operation: Mon-Fri, 8:00 AM-1:00 PM - 2:00-5:00 PM

Todd I. Selig, Administrator

Jennie Berry, Admin. Assistant, jberry@ci.durham.nh.us

15 Newmarket Road

Durham, NH 03824

Telephone: (603) 868-5571

Email: administrator@ci.durham.nh.us

Contact Information

*Hours of Operation:
Mon-Fri, 8:00 AM-1:00
PM - 2:00-5:00 PM*

Todd I. Selig, Administrator

Jennie Berry, Admin. Assistant,

jberry@ci.durham.nh.us

[Click Here for Contact Details](#)

EXPAND OR RELOCATE TO NEW HAMPSHIRE

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

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

MICHAEL BERGERON



Business Development Manager

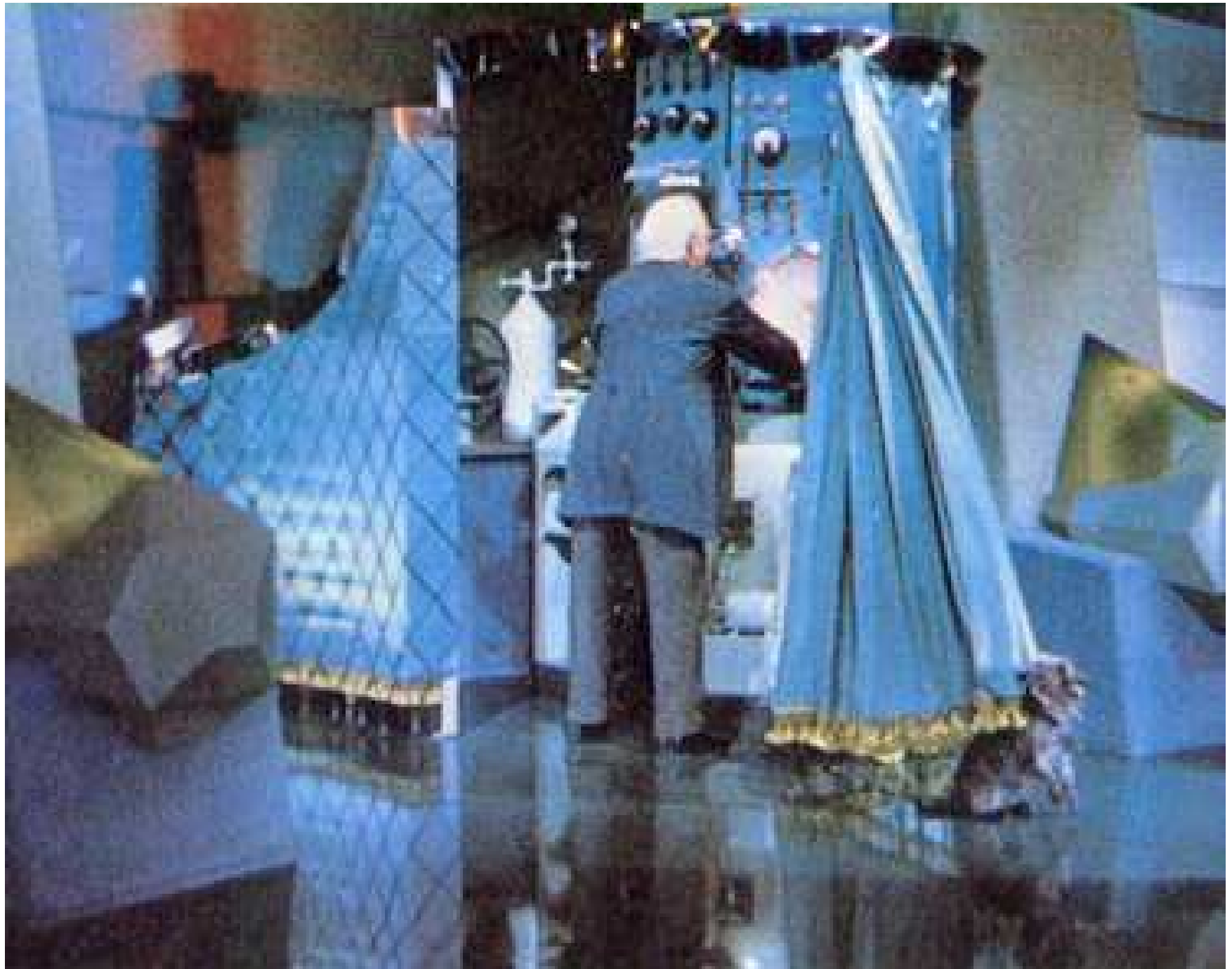
[Email Michael](#)

Or call 603-271-2591

Cell 603-419-9163

**Recommendation: Create written
checklist of
Durham's approval process.....**

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



Recommendations

Website:

Map

Business—why Durham

Inventory—available industrial land/buildings

**List the names and contact info for the town council,
planning board members, etc**

Good contact page

**Remember: The tax payers are your customers—
make it easy for them to contact you**

Towns People have to Work Together

- **Everyone can take a part--- from business owners to stay-at-home mothers**
- **You already have so much going for you—don't take it for granted!**
- **Be Patient and don't give up.**
Ex: Colebrook, New Hampshire

Finally, Remember:

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

Commissioner George Bald, DRED







Summary

- **Planning Board and Selectman--smile when you meet with businesses**
- **Ask how you can help them with town rules and the process.**
- **Improve the town website**
- **Let us know who DRED can help you**

**Contact:
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**DRED
603-271-2591**



NH DIVISION OF ECONOMIC DEVELOPMENT