



**Strategic Plan for Economic Development
Town of Hillsborough, New Hampshire
February 2011**

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PLAN OVERVIEW

The Town of Hillsborough has been working on a proactive economic development strategy for nearly a year. In late 2009, the Hillsborough Economic Development Commission was established. The EDC is comprised of local government officials, business leaders and owners, and interested community members. The EDC members are committed to strengthening the reputation of Hillsborough as a competitive option for business investment from both existing and newly evolving businesses. The fundamental goals and desired results of the Economic Development Commission are to put in place policies and programs that result in job growth, an enhanced property tax base and a diversity in products and services provided by businesses to keep more retail expenditures in Hillsborough.

Focus

The guiding theme of the Strategic Plan is based on the guiding theme that ***Economic development is broadly defined as the allocation of public resources to stimulate private investment.***

1. REPUTATION: The reputation that the community is business friendly with consistent messages and policies. There is a clearly defined and articulated value proposition for Hillsborough.
2. POINT OF CONTACT: There is one primary point of contact to address all questions with knowledge of all available economic development programs and resources.
3. BUSINESS FRIENDLY REGULATIONS: There is a clear, responsive and streamlined regulatory and permitting process.
4. COLLABORATION: Strong relationships are developed and maintained with regional, state and federal officials; existing businesses, real estate professionals, lenders and other centers of influence.
5. IMPORTANCE OF INVESTING IN ECONOMIC DEVELOPMENT INFRASTRUCTURE: The public is educated and understands the importance of proactive economic development efforts and the investments needed to make Hillsborough a competitive location for new business investment.
6. SITES & BUILDINGS: There exist development-ready sites served with appropriate utilities and proper zoning.

Capital Regional Development Council

To prepare the initial Strategic Plan, the EDC engaged the Capital Regional Development Council, CRDC. CRDC is the largest of the 10 Regional Development Corporations recognized by the New Hampshire Community Development Finance Authority to provide business development and economic development resources to New Hampshire communities. CRDC provides direct business lending through a variety of loan funds and programs. It also develops real estate projects in strategic partnerships with communities and provides economic development consulting services to cities and towns located throughout Sullivan, Merrimack and Hillsborough Counties.

Plan

The Plan is divided into the following sections.

1. Purpose & Mission Statement
2. Assessment of Strengths and Weaknesses
3. Goals and Strategies
4. Community Business Survey Summary
5. Web Site Content
6. Collaborative Partners
7. Implementation

PURPOSE STATEMENT

A “*Purpose Statement*” describes why an organization exists. This statement should guide the actions of the organization, spell out its overall goals, provide a sense of direction, and guide strategic decision making. The organizational purpose must be closely tied to providing a product or service that fills the needs of the target market and/or customer base.

The purpose of the Commission is:

- To advise the Board of Selectmen on issues regarding economic development.
- To establish a long range economic development strategy.
- To work on projects, as approved by the Board of Selectmen, that generate jobs, help retain existing jobs, and stimulate industrial and commercial growth in the Town of Hillsborough.

EDC MISSION STATEMENT

The mission of the Commission is:

- To ensure that Hillsborough focuses on the future and is a community with responsible business growth as its priority.
- To proactively pursue a robust business climate by stimulating creative and viable avenues of growth for new and existing businesses.
- To facilitate diversification of our tax base and the creation of employment opportunities, thereby building an enriched quality of life.

SMALL TOWNS/BIG IDEAS

In a case study recently completed by the University of North Carolina’s School of Government and the North Carolina Economic Development Center entitled Small Towns Big Ideas, the report identified and documented small towns that are surviving and in some cases thriving. Forty-five small towns with populations less than 10,000 were studied throughout the U.S. The intent of the report was to collect real stories from real places that are successfully facing the challenges of small town America in the 21st century. The report is intended to provide transferable ideas to policy makers and local officials on what works. The following is a summary of its lessons learned.

In small towns, community development is economic development. Community development in this sense is defined as activities aimed at building the capacity of a community and addressing challenges through a long-term lens. Community development includes revitalization of blighted neighborhoods, leadership development and supporting youth entrepreneurship, for example. Community development goes beyond immediate job creation.

Successful small towns tend to be proactive and future oriented; they embrace change and assume risk. Many of these communities “hit bottom” and decided to try new approaches and take risks. Being proactive means to act on a particular challenge before it becomes a problem. It requires a lot of trial and error and willingness to fail from time to time, but opening the community to new ideas and risks has paid off.

Successful community economic development strategies are guided by a broadly held local vision. The successful communities established a broadly held community vision including goals for all manners of development activities. Various stakeholders meet on a regular basis to establish the joint visions and monitor programmatic success. Local people are the community’s most important resource and are deeply involved in all levels of planning. It also requires paying special attention to integrating newcomers into the community, including young people, the leaders of tomorrow.

Defining assets and opportunities broadly yields innovative strategies that capitalize on a community’s competitive advantage. For example, in an ironic twist, the arrival of a Wal-Mart to Oakland, Maryland gave local leaders the opportunity to help Main Street retailers diversify their product lines. Unique assets of small towns may include people, non-profit organizations, open space, farms, parks, museums, historic architecture, local attitudes or any number of other things.

Innovative local governance, partnerships and organizations significantly enhance the capacity for community economic development. This includes new ways to approach challenges and thinking regionally. Cross-jurisdictional partnerships can assist towns by pooling resources toward shared objectives. It also requires the forging of partnerships with regional developers, bankers and utility companies, and collaborative partners that provide business development and financing tools.

Effective communities identify and celebrate short-term successes to sustain support for long-term community economic development. Given the long-term nature of economic development programs, the fact that measurable results from a particular project may take many years, small town leaders must repeatedly make the case for the importance in investing in economic development. The best way to maintain support is to demonstrate and celebrate success, no matter how small. Small successes build momentum and earn community buy-in. By starting with “low-hanging fruit,” leadership can demonstrate that change is possible. It is very important to communicate and celebrate success by publishing e-newsletters and writing routine articles in the local paper.

Viable community economic development involves the use of a comprehensive package of tools, rather than a piecemeal approach. There is no silver bullet. No single strategy saved any of the communities in the study. Successful development is always multifaceted. Nothing should be taken off the table and approaches evolve over time. Decisions about what to do and why have to be based on local conditions, context and capacity.

ASSESSMENT OF HILLSBOROUGH'S STRENGTHS AND WEAKNESSES (SWOT)

The initial work performed by CRDC was to reach out to the public, business community and local and state officials via a business survey to gauge the perceived business development reputation of the Town of Hillsborough. More than 20 people were interviewed. In addition, CRDC performed research on surrounding communities to determine the community's competitiveness. The following is a summary of the Strengths, Weaknesses, Opportunities and Threats related to business development in Hillsborough.

A SWOT analysis is a strategic planning method used to evaluate the Strengths, Weaknesses, Opportunities and Threats involved in economic development.

INTERNAL (Categories the community can influence.)

Strengths: attributes of the community that are helpful to business development.

Weaknesses: attributes of the community that are harmful to business development.

EXTERNAL (Categories with limited community influence.)

Opportunities: external conditions that are helpful to business development.

Threats: external conditions that are harmful to business development.

Competitive Advantage: Matching strengths to opportunities.

Strengths

1. ECONOMIC DEVELOPMENT COMMITTEE: Proactive economic development committee.
2. FOCUS ON BUSINESS DEVELOPMENT: Commitment of elected and appointed officials to focus on business development.
3. DEVELOPMENT CAPACITY: Strategically located sites on Main Street and adjacent to Route 202/9 By-Pass.
4. BUSINESS CENTER: Historically Hillsborough has been the "business center" for the surrounding towns; therefore people are used to coming to Hillsborough for shopping.
5. RETAIL/MANUFACTURING BASE: Hillsborough has a good base of retail and manufacturing to build upon, including the substantial manufacturing investment by OSRAM SYLVANIA.
6. CHAMBER: Hillsborough has an active Chamber of Commerce that works closely with the business community.
7. VOLUNTEERS: Hillsborough has an active community of volunteers.
8. UTILITIES: Hillsborough has sufficient water and sewer systems that can readily be extended to strategic development areas. The sanitary sewer system and wastewater treatment plant are undergoing major improvements to capacity.

9. SITES & BUILDINGS: Hillsborough has a good inventory of available sites & buildings.
10. REGULATORY FEES: Hillsborough's regulatory fees are competitively lower than surrounding towns.
11. TAX RATE: Hillsborough's property tax rate is competitively lower than surrounding towns.
12. COMMUNITY CHARACTER: Diverse communitywide civic organizations and events with full level of services provided by the Town of Hillsborough.
13. CULTURE: Hillsborough maintains a strong and diverse cultural and arts community such as Hillsborough Area Artisans, art galleries and events.
14. INTERGOVERNMENTAL RELATIONS: Hillsborough maintains strong working relationships between local, regional and state officials and organizations.

Weaknesses

1. BRAND: No defined Hillsborough Value Proposition or Brand.
2. STRATEGY: No proactive business development marketing plan, collateral materials or targeted business recruitment strategy.
3. CONTACT: No defined single point of contact for business development questions and liaison with economic development resources.
4. REGULATORY: Perceived lack of support for business development by Planning Board.
5. WEB: Weak business development web page not in conformance with industry standards.
6. SITES LISTINGS: No comprehensive list of available sites and buildings linked to EDC and Town web page.
7. BUSINESS PARKS: No developed aesthetically designed business or office parks.
8. TIFS: No Tax Increment Financing Districts. (See definition below.)
9. INCENTIVES: No business development incentives.
10. AMENITIES: Limited diversity of services and amenities (restaurants, retail, business services, daycare).
11. EDUCATION: Adult education opportunities are limited. The local school system experiences some below average statewide achievement standards.

Tax Increment Financing (TIF)

TIF is defined as the financing of public infrastructure (roads, water, sanitary sewer, sidewalks) with new property taxes generated by the newly taxed construction, expansion or renovation of properties within a defined TIF district. Nothing is taken away from the existing tax payer and taxes do not increase for existing tax payers. TIF districts fund infrastructure improvements with the new taxable revenue from new private investment that results directly from the new infrastructure. The new tax revenue generated on the value of the new improvements is set aside to pay the debt or cost of the new infrastructure in the defined TIF district. Property taxes collected in the TIF district are divided into two streams. The first stream is set at the original value of the property before development, known as the base rate. This tax revenue continues to go where it did prior to the adoption of a TIF district, to the town, county and schools. The second stream contains the additional tax revenue generated by the higher property tax value after improvements. This stream is dedicated to pay for the new infrastructure.

Opportunities

1. LOCATION: Strategic location equidistant to Concord and Keene, with proximity to Newport and Peterborough.
2. RECREATION: Hillsborough offers nearby access to a diverse recreational experience that includes fishing, hunting, boating, skiing and many other year-round outdoor activities.
3. COMMUNITY CHARACTER: Hillsborough has a historic town center and many natural amenities. There are substantial recreational opportunities nearby.
4. AFFORDABILITY: Rents appear to be competitive for growing young families.
5. AIR SERVICE: Less than one hour to the Boston Manchester Regional Airport and less than 30 minutes to Concord and Keene airports that maintain active private and corporate service.
6. STATE CAPITAL: Proximity to state capital.
7. MEDICAL: Proximity to excellent medical facilities.
8. MARKETS: Proximity to major market of Boston and suburbs.
9. HIGHER EDUCATION: Proximity to community college (NHTI) in Concord, New England College in Henniker, Keene State College and various colleges in Manchester.
10. ACCESS: State Highways 202 & 9.
11. TELECOM: Good broadband telecom infrastructure.
12. BANKS: Strong national and regional banking presence in Hillsborough.
13. NON-TRADITIONAL FINANCING: Access to business financing resources-CRDC, BFA, CDFA, Vested for Growth, etc.
14. HYDRO POWER: Two underutilized hydro power facilities with expansion potential.

Threats

1. PUBLIC TRANSPORTATION: No or limited public transportation.
2. ELECTRIC: New Hampshire experiences higher costs than surrounding states.
3. NATURAL GAS: Limited natural gas availability.
4. TAX STRUCTURE: State tax structure high reliance on property tax with no sustainable broad based tax structure.
5. INCENTIVES: Limited statewide business development incentives.
6. POPULATION: New Hampshire has a higher than the national average of aging population.
7. DIRECT INTERSTATE ACCESS: Limited direct interstate access.
8. REMOTE NATIONAL LOCATION: Remote northern New England location-limited access to national markets.
9. COMPETITION: Proactive business development policies and direct incentives in adjacent states.

ECONOMIC DEVELOPMENT GOALS AND STRATEGIES

The following goals and strategies are designed to guide business development in the Town of Hillsborough.

General Overall Goals

To seek a balance between growth and quality of life by encouraging economic development that strengthens and broadens the non-residential property tax base, establishes high-paying new and diverse skilled jobs and increases the quality of life for the Town's residents by adding diverse products, services and amenities.

To reverse the trend of a high percentage of Hillsborough residents commuting out-of-town for good paying jobs.

Strategies:

- Continue to evaluate and assess the regional market and customers to learn business needs.
- Identify business types to aggressively recruit.
- Link database of sites and buildings to EDC and Town web sites.
- Overall review local regulatory processes and fees to strengthen the business friendly reputation of the permitting process.
- Identify strategic development sites suitable for commercial and industrial development.
- Consider the establishment of Tax Increment Financing Districts to fund expansion of appropriate utilities to strategic development areas.
- Maximize the limited downtown parking through enhanced signage and securing agreements with businesses to permit public use of their parking after their businesses close.
- Establish monthly reports to the Selectmen from the EDC and local business community to strengthen the business-local government relationship. Invite collaborative partners to present their programs to the Selectmen and planning board.
- Maintain and fund the Hillsborough Economic Development Committee to guide and implement a proactive development strategy.

Collaboration Goal

Reach out and establish clear relationships with all local, regional and statewide development partners. Identify the specific resources each can bring to growing businesses and establish a process to engage partners quickly as needed.

Strategies:

- Involve CRDC, the New Hampshire Division of Economic Development, the local chamber of commerce and the regional planning commission in routine EDC activities and events.
- Consider joining appropriate organizations to establish networks-BIA, larger regional chambers, etc.
- Routine participation in regional economic development events and programs.

Regulatory Review Goal

Perform a detailed review of all land use policies, regulations, fees and zoning regulations and do a competitive review of regulations and fees in surrounding communities and revise as necessary.

Strategies:

- Develop streamlined permitting process.
- Establish single point of contact in town government to shepherd projects through the entire regulatory process.

Business Development and Retention Goal

Retain and strengthen existing businesses in Hillsborough.

Strategies:

- Establish routine business visitation program.
- Establish monthly business e-newsletter to send to all local businesses with relevant business content.
- Invite businesses to monthly EDC meetings as guests to discuss ongoing concerns or issues.
- Establish a strong economic development web site with appropriate content and resources.
- Establish and routinely update commercial/industrial/office buildings and sites database.
- Identify and market a single point of contact to address business development.

Business Recruitment Goal

Establish a proactive business recruitment program that creates diverse and stable jobs while attracting a variety of products, services and business types.

Strategies:

- Update the Town's and EDC's web site to attract economic development in accordance with the attached content outline. (See later section in this report for content.)
- Develop and implement a business recruitment marketing plan.
- Identify key properties and buildings ready for development. Establish relationships with property owners, developers and commercial real estate professionals.

COMMUNITY BUSINESS SURVEY

Between mid-December 2010 and early January 2011, CRDC performed telephone (and occasionally in-person) interviews with twenty-three business owners, local officials, property owners and state and regional officials identified by the Hillsborough Economic Development Commission as a broad cross-section of community members. The questionnaire was designed to address Hillsborough's business development reputation and what initiatives might be undertaken to strengthen this reputation. A summary of the findings follows.

Sales Trends: Between 2008 and 2010, most of the businesses surveyed reported a reduction in total annual sales of between 0-30 percent, with the majority of those interviewed experiencing at least a 20 percent decline in business during the recession. Several contractors and construction dependent companies experienced reduced sales of more than 50 percent.

Employees: Most of those interviewed also experienced reduced employment during the recession with the average being a 10-15 percent decline. Most businesses did not expect to increase hiring in 2011 determined to wait out the year with existing staff. While the overall sense for 2011 sales growth was of cautious optimism, those interviewed remained concerned about the uncertainty of the US economy.

Employee Quality: Most firms reported relative success in finding employees when hiring does occur, although filling more skilled positions was challenging. Some of the reasons noted for the challenge were the rural nature of the community, a lack of diversity, a historical working class employment base and competing jobs in larger communities. Most of the employees lived within 15 miles of Hillsborough, although higher paying jobs could recruit from a larger radius.

Reputation: This question asked if Hillsborough was a good place to do business. There was a broad range of responses from generally positive to extremely negative, although the negative comments far outweighed the positive. Many retail businesses expressed substantial loss of sales related to the Route 202/9 By-Pass. The reduction in Main Street traffic, although an aesthetic benefit, resulted in less traffic and subsequent business. Comments included: the local business climate is very poor due to the overall lower income of the area's residents; New Hampshire and Hillsborough offer limited business development incentives; utility costs are very high; the reputation of Hillsborough as business-friendly was damaged by the loss of the Wal-Mart project. This comment was universal from most survey participants. Even those who initially opposed the project acknowledged that projects the scale of Wal-Mart are accompanied by other investments and businesses that co-locate near Wal-Marts. The community missed a great opportunity to recruit a variety of new businesses and diversify the business and employment base. The theme was that development creates development and

success creates success. Additional comments included: Hillsborough is a challenged community-the first to suffer and the last to recover; local elected officials do not have much experience and do not invest in business development or recruitment; the community remains visually challenged; the lack of sufficient parking downtown is a major impediment to new investment by businesses; no anchor destination stores; Hillsborough is a great location between Keene and Concord and it needs to build on its location.

Leadership: This question focused on whether the local elected and appointed officials are supportive of business. Once again there was a broad range of responses, although most thought that leadership was trying with the limited resources available. The bad economy was more to blame than the lack of local initiatives, but there was a universal concern about the attitude of the planning board. The majority of those interviewed blamed the planning board for the loss of Wal-Mart and they expressed their concerns that its actions are interpreted as anti-development. The first impression in working with the planning board is “very scary.” There were also various comments about the need for the water and sewer commission to be controlled by the Town. Several comments related to the lack of accountability and transparency of the existing commission. The police department received several positive comments. Overall there was a perception that too many regulations impede new development.

Initiatives: This question focused on what the Town could do to increase business development. Several ideas emerged. There was universal support for the Economic Development Commission although not everyone knew who was on it and what their agenda was. Other suggestions included: make pro-business appointments to planning and zoning or actively recruit business savvy people to run; continue to invest in the EDC; strengthen signage on the By-Pass; invest in water and sewer infrastructure; consider moving management of the water and sewer utilities to the Town; establish and implement a business development strategy; streamline planning regulations; provide more parking downtown; reach out to business community through ongoing forums and invitations to meet with Selectmen; perform strategic building demolition; engage Osram Sylvania executives better; establish programs to assist new and existing businesses with financing and town liaison; strengthen collaborations with local, regional and state business resources; establish a good web-page; provide one-stop shopping for businesses; establish a proactive business recruitment program; focus on manufacturing recruitment.

Hillsborough Chamber: The survey participants were asked if they were Chamber members and to comment on the effectiveness of the Chamber as the local voice of business. Nearly 75 percent of those surveyed are currently Chamber members. The consensus was that the

Chamber is a good resource for local businesses, although several members expressed a desire for it to be more aggressive with joint marketing programs, attempting to establish uniform hours for local businesses, business recruitment and lobbying the Town for better business friendly regulations and programs.

Summary: Despite the challenges of the past several years, there is a strong sense that the Town of Hillsborough has potential and the opportunity to strengthen business development with new initiatives. Many of those interviewed spoke fondly of earlier times when the business community was more diverse and there was a strong sense of community. There is an opportunity for the EDC and Board of Selectmen to re-commit to strengthening Hillsborough's business development reputation by adopting and implementing a proactive economic development and business development strategic plan.

RECOMMENDED ECONOMIC DEVELOPMENT WEB SITE CONTENT

Source: Role of Websites in Facilities Location by Dennis Donovan, Wadley-Donovan Group, May 16, 2002

The web has become an indispensable tool for corporate site selectors and site selection consultants. Its impact is of particular importance during the final "drill down" stage when a short list of 3-5 sites (or communities) is being considered and detailed information is needed to assist in making the final selection. Most site selection research is performed using web resources and unless a community makes it to the final short list, you will never know if you are being considered or have been eliminated based on the lack of availability of information. Site selectors look for reasons to eliminate communities and weak web pages make elimination easy. The following minimum information needs to be easily accessible on a web page. Good design and ease of navigation are very important.

Primary Locational Criteria

1. Population, household income, employment by industry sector and adult educational attainment. Wages by occupations, unemployment and employment data.
2. State and local taxes, property, income, business profits, worker compensation rates, all costs of doing business, etc. Details on exemptions.
3. Proximity, in miles, to key transportation resources (interstates, international airports, local FBO airports, rail, inland ports, sea ports, etc).
4. Proximity to Foreign Trade Zones.
5. Housing costs and overall residential and commercial real estate trends. Average annual square foot costs for industrial, commercial and office space.
6. Description of trade area, On-demand drive time reports in 15, 30 and 45 minutes (ESRI.com).
7. Utility providers, connection fees and operational costs-water, sewer, power, natural gas & telecom. Describe capacity issues if they exist.
8. Comparative local educational benchmark criteria.

9. Proximity to higher education (community colleges, universities, colleges), names, number of students, primary educational focus, etc...
10. Aerial photos and plans of strategic commercial/industrial development areas.
11. Local regulatory review process and fees.
12. General information on quality of life, cost of living, recreational and cultural resources.
13. Medical facilities proximity, size in beds and specializations.
14. List of available sites and buildings showing sizes, available utilities, costs, etc.
15. Proximity to trucking, common carriers, FEDEX, UPS terminals, etc.
16. List of business incentives, work force training resources and grants, etc.
17. Recent trends in business growth, job losses, 10-20 regional/community major employers with numbers of employees, types of businesses, etc.
18. List of union activity if present and percentage of organized labor force in region.

Site Map with drop down as listed below that will contain all of the above information.

Demographics	Establishing a business and permitting process
Labor Force	List of sites and buildings updated regularly
Wages	Aerial maps and plans
Training/Education	Housing prices and locations
Major Employers	Proximity and description of medical services
New/expanding employers	Zoning maps and regulations
Recent downsizing employers	Overall quality of life data
Market Proximity	Transportation resources
Utilities	Environmental regulations & programs
Taxes	Business development incentives
Interactive GIS	

COLLABORATIVE PARTNERS

New Hampshire Division of Economic Development (Concord)
Roy Duddy, Director (603/271-2591)

Michael Bergeron, Business Development Manager (603/271-2591)
Business development and recruitment, workforce training

Community Development Finance Authority (Concord)
Glenn Coppelman, Economic Development Director (603/717-9117)
Project financing & grants

New Hampshire Small Business Development Center (Durham)
Mary Collins, Director (603/862-4879)
Small business guidance, business plan assistance

New Hampshire Business Finance Authority (Concord)
Jack Donovan, Director (603/415-0191)
Business financing

Capital Regional Development Council (Concord)
Stephen Heavener, Executive Director (603/369-6000)
Business financing, grant writing, real estate projects & economic development consulting

Central New Hampshire Regional Planning Commission (Concord)
Stephanie Alexander (603/226-6020)
Planning assistance, grant writing

USDA Rural Development (Concord)
Steve Epstein, Business Programs Specialist (603/223-6041)
Business and infrastructure financing programs

Vested for Growth (Concord)
James Key-Wallace, Senior Investor (603/856-0724)
Business financing programs

IMPLEMENTATION

The Hillsborough Economic Development Commission should carefully review this Plan and prioritize and formulate a WORK PLAN based on suggested goals and strategies. It should contain a list of prioritized activities divided into ongoing efforts, one year, two to three year and three year and beyond activities. The Work Plan needs to include the following sections.

Ongoing Efforts

Primary Responsible Person
Identified Partners
Resources
Challenges/Solutions
Evaluation Schedules
Success Measures

Immediate Actions (Within One Year)

Primary Responsible Person
Identified Partners
Resources
Challenges/Solutions
Evaluation Schedules
Success Measures

Mid-Term Actions (Within Two-Three Years)

Primary Responsible Person
Identified Partners
Resources
Challenges/Solutions
Evaluation Schedules
Success Measures

Long-Term Actions (Within Three-Ten Years)

Primary Responsible Person
Identified Partners
Resources
Challenges/Solutions
Evaluation Schedules
Success Measures

All activities suggested in this Plan require regular review and revision based on changes in the regional, state and national business climate; additional and loss of resources and partners; changes in priorities and competency of leadership and experience.

CONCLUSION

The Town of Hillsborough has articulated a desire to proactively address economic development challenges. Acknowledging that the status quo is unacceptable is an important initial step to impacting the future. This Plan contains a variety of strategies and suggested actions to start to strengthen Hillsborough's competitive position in the business development marketplace. It does not contain quick answers or a magic bullet to solve identified problems; it provides a framework, based on proven successes and best practices from other communities, to improve the economic development investment process.

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