

## V. Economic Development



**View of Downtown Raymond from Main Street**

## V. Economic Development

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### Introduction

The purpose of this study is to assist the Planning Board as well as the Raymond Business and Economic Development Council to promote and efficiently implement policies, programs and actions for realization of the Town's economic development goals and objectives. These goals and objectives were developed in conjunction with the Planning Board as part of the master plan community participation and visioning process, the results of which can be viewed in Volume I of this Master Plan.

In addition, this study was coordinated with the Raymond Business and Economic Development Council on May 22, 2008 at a joint Planning Board Meeting, as well as the Balanced Economic Development Topic Group's final report which was presented to the Raymond Planning Board at the January 26, 2007 public forum.

Before the final completion of this plan, it is recommended that the Planning Board and Economic Business and Development Council call upon the New Hampshire Rural Development Council (NHRDC) to conduct a *Community Visit* of Raymond, the purpose of which would be to help identify and prioritize the town's economic development issues and to set forth recommendations to accomplish the locally-generated strategies and actions identified in this plan. Information on the NHRDC can be found at: [http://www.rurdev.usda.gov/nrdp/state/state\\_profile/nh.html](http://www.rurdev.usda.gov/nrdp/state/state_profile/nh.html).

### UNH Survey Results

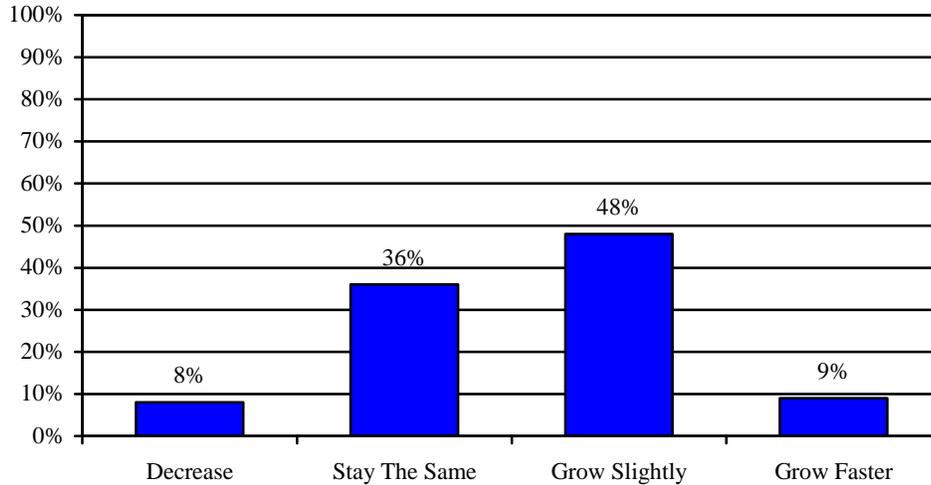
Between September and October 2007, the University of New Hampshire Survey Center conducted a community-wide master plan survey of the perceptions, interests and attitudes of residents about the Town of Raymond and future planning initiatives for Raymond.

A total of 4,580 surveys were delivered to all Raymond postal patrons in the "On the Common" newsletter on September 14, 2007. In addition, a reminder (post card) was mailed on October 4, 2007.

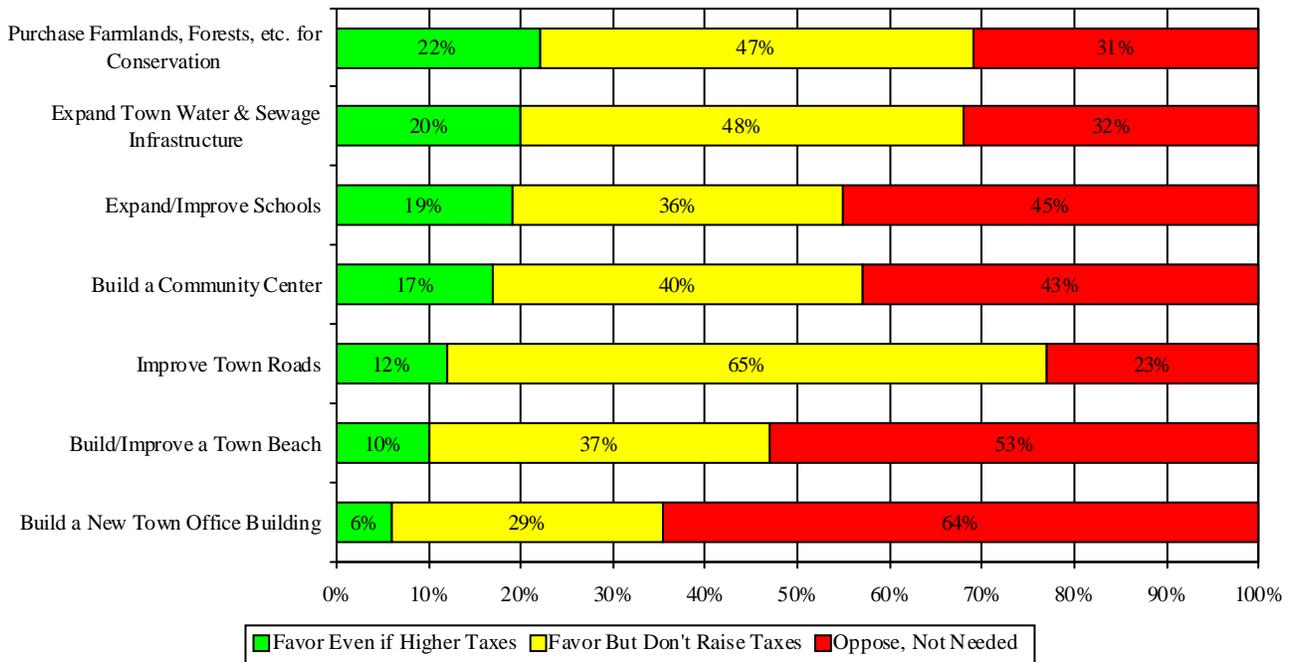
A total of 409 Raymond residents responded to the survey representing a response rate of nine percent. The following responses were received to Questions 2, 6 and 7 regarding population growth, property taxes and implementing various planning, infrastructure and economic development activities in the Town of Raymond. An Executive Summary of the Master Plan Survey and a copy of the survey questionnaire are contained within the Appendix of this plan.

**Economic Development Related Questions**

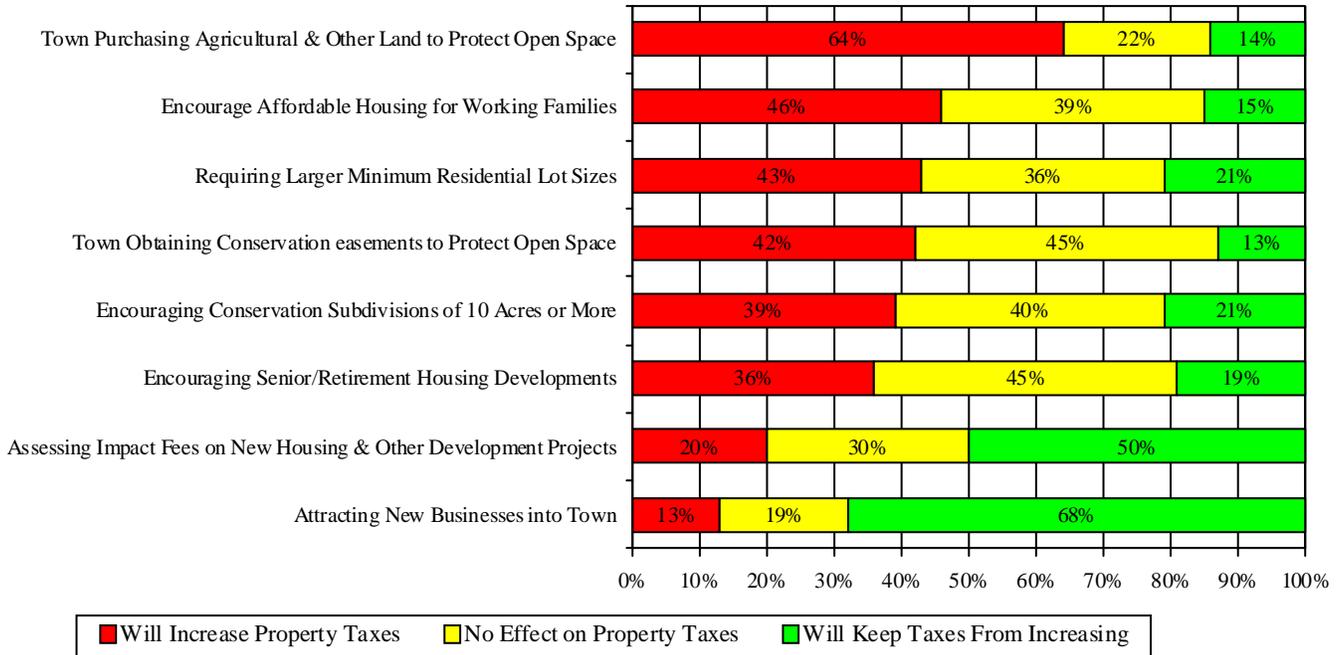
**Question 2:** *In the next five years, would you like to see the population of Raymond... 1. Decrease, 2. Stay the same, 3. Grow Slightly, or 4. Grow faster?*



**Question 6:** *Please indicate if you favor or oppose the following activities in Raymond and if so, are you willing to pay higher property taxes for them?*



**Question 7:** *What impact do you believe the following planning strategies would have on your property values?*



**Overall Summary of UNH Survey Results**

The survey results relating to Question 2 indicate that 48 percent of the survey respondents would like to see Raymond’s population growth grow slightly, while 36 percent would like to see the population of the town stay the same. Very few respondents thought that the Town of Raymond should grow faster or decrease in population.

With regard to Question 6, the survey results clearly indicate that residents in Raymond favor improving town roads, expanding water and wastewater treatment facilities, purchasing farmland and open space lands, building or improving town beach or expanding/improving school facilities provided there is not an increase in property taxes. More importantly, the majority of survey respondents indicated that they would not like to see a new town office built or build/improve town beach.

In terms of the greatest impact on property taxes, survey respondents overwhelming indicated that purchasing farmland and open space lands (64 percent), encouraging affordable housing for working families (46 percent), requiring larger minimum lot sizes (43 percent) and obtaining conservation easements to protect open space (42 percent) would increase property taxes. Most importantly for economic development, a majority of respondents (68 percent) favored attracting new businesses into Raymond and assessing impact fees on new development (50 percent) as a means of keeping taxes low.

## **Summary of Topic Group Reports: Balanced Economic Growth and Fiscal Impact**

In addition to the UNH master plan survey results, the following reports were identified by town residents participating on the Balanced Economic Growth and Fiscal Impact Topic Groups. These reports have been reviewed and updated by the Raymond Planning Board.

### **Balanced Economic Growth Report**

#### Develop a Business Park

Focusing on a new business park, we reviewed the Mixed Use Business Campus Overlay District zoning report from 11-16-2006 to explore our options. This report contained eight parcels for us to explore.

After reports of the actual locations were presented to us, we defined the following.

- Promote a small business park with a desire to keep the land free from pollution and remain primarily undeveloped. This park would contain perhaps a law firm office building, insurance company and a small manufacturing facility all done in an environmentally friendly park. The Town should explore potential locations for this park, including Flint Hill.
  - a) With a law firm or insurance company we feel that lack of sewer or water would not have a significant impact on these companies. These businesses will be able to support their own existing septic and water issues themselves. Our waste treatment facility can be an incentive for the future.
  - b) We discussed the possibilities of the business perhaps offering a day care for their parents, as we come into the future it is our generation that will be assisting in caring for our parents.
- Tax Map 44 lot #21 - defined as 54 Deerfield Road. We discussed an urgent care facility to combine and offer the surrounding towns Deerfield, Chester, Fremont, Candia, a facility that could serve as an emergency medical facility. The group felt this was a definite need for our residents. The difference of 10 minutes could save a life. Elliott could be approached with the idea and this could include a heli-pad to med flight in some of the severe cases.
- What would attract business to come to Raymond?
  - a) First to educate our citizens in the town to provide positive energy and willingness to promote our interest to have new businesses in our town.
  - b) Working with the town manager and advertise our town and our willingness to work with interested parties in the business sections of development publications.

- c) Offer alternative transportation to allow workers to utilize carpooling, or bus, etc.
- d) Expand the pooled mitigation plan to include focus areas yet to be defined.
- What group in Raymond should work on the development of a business park on an ongoing basis? Should there be a new group formed?
  - a) This committee would assist any other groups interested in continuing with the town development. We feel the Economic Development Committee would be the group qualified for the task. As with everything related to our group the more people we have volunteering the better our community will be.
  - b) When it comes time to look for potential businesses our Town Manager, Chris Rose should be promoting the availability of the business park, how business friendly our town has become and to work closely with the planning board in streamlining the process to assist the business in completing their facility in a timely manner.

Exit 4 Completion; TIF District

- Will additional business in our town facilitate alternative transportation?
  - a) Discussion here was to expand the existing concept with the addition of other means of transportation within the plans. There was mention that the only access for outside transportation is in Exeter. A bus company would promote interest for current residents to access alternative transportation. Looking to the future with energy conservation would we have enough support for this concept? We as a group believe the answer is, yes.
- Are there other areas in Raymond besides the present TIF that might be a good candidate for the TIF District?
  - a) At present the group agrees that the Old Tannery site and adjacent land would serve as the best location for the waste treatment facility. This will entail a major superfund cleanup and is necessary to promote growth in our town. This will allow the downtown homes immediate access to sewer where a large number have failing septic systems currently.
- What are infrastructure needs for this area and what might be recommended funding mechanisms?
  - a) The most important infrastructure needs are for sewer and water to be provided at a minimum for the areas surrounding downtown, along Rte 27, along 107 & 102 and at 107 & 156. Without these tools available the town will see minimum desire to relocate a business or start development of a business in our area.

- b) Funding can be accomplished in a number of ways. In some cases Tax Impact fees are paid by the developer. In some instances these can be paid by homeowners buying and moving into these areas also. It makes sense to distribute the fees to the actual business or home owners. This is a practice that is utilized in many states. Homebuyers want to see that the long term plans are in place and keep their value of homes increasing.
- More Shopping, Restaurant, and Theater opportunities.
  - a) With the development of Exit 4 the group felt that a movie theater would be a complement to the area and the project. This would bring surrounding town residents to our town and would bring jobs opportunities to our citizens currently and in the future another opportunity for students to work.
  - b) Additional choices for dining would be welcomed to compliment the existing food choices. The area would benefit with some competition for the existing businesses. We would never intend to have our existing merchants loose their business.
- Where should these be located?
  - a) With the development of Exit 4 the group felt that a movie theater would be a complement to the area and the project. This would bring surrounding town residents to our town and would bring jobs opportunities to our citizens.
  - b) With our waste water treatment facility still in planning stages it makes more sense to keep the Exit 4 project the ideal area for new retail business. There are currently areas that could be rehabilitated but we feel that these areas will attract smaller business ventures. For example.. The Metal Company at Epping St & Rte 27, the vacant parcel next to the church, etc....

## **Fiscal Responsibility Report**

### Goals for the Group

- The town and school need to relook at the way we do things to stabilize and lower the tax rate per individual, while keeping and improving on the level of services the community wants as part of the Master Plan.
- The fiscal responsibility committee will provide a blueprint to accomplish this goal and will bring it forward to the selectmen and school board, to have them start working on this goal.

### Blueprint Initiatives

- Benchmarking and Research
- Determination of Core Competencies

- Subcontracted Services (Outsource)
- In-Town Shared Services
- Multi-Town Shared Services
- Commitment by Boards to actively pursue the Master Plan goals.

#### Benchmarking

- Measure against a certain standard or similar towns.
- Critical to understand what we are doing effectively and cost efficiently.
- Time needs to be spent reaching out to other towns. (Similar and different sizes.)
- This will help us to understand strengths, weaknesses and new ideas.
- Requires resources in town to gather information and make contacts. (Town Manager, Department Heads, Superintendent, School Board, or adopted volunteer committee)
- Will help us to understand our core competencies.

#### Core Competencies

- Take the information from benchmarking and research and determine the items we do most cost effectively, or needing little adjustment.
- Determine if the things we are not as good at can be changed similar to other towns/schools, or if outsourcing or another solution is best.
- This may change the way we do business today but needs support and perseverance if it will continue to provide services needed at a lower cost.
- Benchmarking and core competencies may be done internally, by volunteer focus groups, or even as projects for students, but must be driven by the boards.
- Change can be good and it is critical to success.

#### Subcontracting and Outsourcing

- Some services can be handled more effectively and at more cost savings if outsourced.
- Benchmarking and core competencies need to be done first to determine what may be outsourced.
- Financial data must be compiled and analysis must be done to determine if you are really saving and getting the same services.
- Town Manager, department heads, and school managers must be able to look outside the box. They cannot be biased when preparing the comparisons, and need to lay out what each possibility gets you. (Pros and cons)
- Don't just focus on today, but what might change in the future which will affect these services you are comparing.

#### Intra-Community Shared Services

- Currently we already do some intra-community shared services but still assume independent business structures.
- We need to look at what else can be shared including same services and jobs performed by the school and town.
- Initially do not get bogged down in which entity will pay or where they reside. It comes from the same pocket. Think outside the box.

- After you get the ideas, then start smaller groups to figure out the details, and whether it can happen and how to break down barriers or challenges.
- Examples include Accounting, IT, HR, Legal.

#### Multi-Community Shared Services

- Currently we don't have many multi-community shared services.
- We need to explore more on whether we can work with other towns to share resources and redundant functions.
- This could include SAU functions, police and fire, water/sewer or others.
- The barriers here are much harder and infrastructure closeness prohibits who we can work with, but opportunities are there.
- We need to start meeting with towns close to us and get discussions started. The benchmarking and researching objectives could be a key start in developing these opportunities.

#### Summary

- We need to start now and have dedicated people working on each of the initiatives.
- Most will require either change or force us to look at ourselves in a different light, which can be hard to do, but can provide much needed help.
- Do not let barriers stop the process. First think of things that might be done, then work at how to overcome those barriers.
- Use the Master Plan as a start as to what services are most important to the community, and work to provide those services first, at the most cost effective means.
- Look to outsource or share services if you can accomplish the same thing at better values.

#### Examples

- One Finance and Accounting services for the town and school (AR, AP, Payroll, Reporting)
- Shared IT, Legal, and HR resources. Combine benefits, equipment, servers, phones, etc. Get a lawyer to do most items that town and school share.
- Outsource indoor/outdoor maintenance if more efficient.
- Think about shared buildings in future planning so you don't have duplicate utilities, etc.
- Look to share fire/police/SAU duties with other local towns when possible. Possible substations on the outside of town used by communities, etc.

## A. Local and Regional Economic Development

The Town of Raymond is one of the fastest growing communities in the Southern New Hampshire Planning Commission Region. Between 1990 and 2007, the population of Raymond increased by 23.8 percent from 8,713 to 10,786.<sup>37</sup> This rate of growth is similar to what other communities within the SNHPC Region, Rockingham County, and the state of New Hampshire experienced during the same time period (see Table 25). Raymond's current 2007 estimated population of 10,786 is projected to grow to 11,996 by the year 2015.<sup>38</sup>

**Table 25**  
**NH Population Change, 1990-2005**  
**Town of Raymond, NH**

	1990	2007	1990-2005		
			Absolute Change	Percent Change	Annualized Growth Rate
Raymond	8,713	10,786	2,073	23.8%	1.4%
SNHPC Region	216,479	262,138	45,659	21.1%	1.24%
Rockingham County	245,845	295,948	50,103	20.4%	1.2%
New Hampshire	1,109,252	1,315,000	205,748	18.5%	1.09%

Source: US Census 2000, 1990 American Community Survey, NH Office of Energy and Planning 2007

**Questions:** What does the current and future population growth of Raymond mean in terms of local and regional economic development? Why is economic development important?

The answers are simple. First, as Raymond, and the surrounding regions, continue to grow there will be an increasing need to ensure that there are adequate goods, services and jobs to sustain a greater number of residents. Second, as Raymond develops an adequate tax base will need to be maintained to fund the community's schools, roads, and other services. This requires careful economic development planning at both the local and regional level.

Economic development planning is also closely linked with other community goals, including sustainability, infrastructure improvements, schools, affordable housing, police, fire and recreation. All of these factors work together to attract business and create jobs within the community.

<sup>37</sup> US Census and NH Office of Energy and Planning, 2006 Population Estimate

<sup>38</sup> Southern New Hampshire Planning Commission

In the past, much of the economic engine of Southern New Hampshire revolved around the City of Manchester as its economic center. This remains true because the city provides a labor market and a strong base of employment within the region.

While Raymond's proximity to Manchester has been and will continue to be an important factor in the town's regional economic growth and development, today with improved transportation (NH Route 101) and internet access, Raymond's relative position to the rest of the world as well as its relationship with the City of Manchester to the west and the City of Portsmouth to the east has changed. Today, Raymond's future is now linked to the economic growth of both the Manchester and the Portsmouth urban areas. With enhanced mobility within the region, Raymond is approximately 24 minutes to Manchester, 34 minutes to Portsmouth, an hour drive to Boston, and less than a click away.

Increasing local job opportunities and finding the right balance and mix of residential and business growth is another important element of successful local and regional economic development planning. Many communities within Southern New Hampshire, including Raymond, are eager to establish a more sustainable local economy as well as a diversified tax base from a mixture of residential and non-residential development.

Promoting local and regional economic development within many of the towns surrounding Manchester has not been an easy task. The Manchester Chamber of Commerce's Metro Center-NH initiative is a recent example seeking participation and agreement among all the municipalities within the region on economic development initiatives and strategies. For many surrounding towns such as Auburn, Candia, Chester and Deerfield which have become bedroom communities (i.e. where the majority of residents commute out of town for employment resulting in fewer employment opportunities at home), it is often difficult to understand how regional economic development will help the community.

While it is a fact that most of Raymond's workers also commute out of town to their jobs, the Town of Raymond supports a strong local economy, which brings in people from other market areas to take advantage of the goods and services as well as jobs that are offered locally. But as Raymond moves forward, it will become increasingly important for the community to continue to work to increase local employment opportunities and to continue to promote a vibrant and diversified economic base.

Another challenge facing Raymond in the years ahead will be maintaining the community's small town character and identity while at the same time promoting economic growth and development within the parameters of New Hampshire's Smart Growth Principles. While both goals are often diametrically opposed, there are a number of innovative economic development strategies, such as compact village development, mixed use zoning and eco-industrial parks, which can lead to new business growth, but at the same time preserve the rural character of many SNHPC towns.

As the population of Raymond continues to grow, the community will need to look towards creative, innovative ideas to maintain the town's small town character and achieve financial prosperity. In addition, local officials will need to work together to continue to develop local infrastructure (water and sewer) and other quality-of-life amenities within the community. Great examples of these efforts are Raymond's newly created Sewer Overlay District and Tax Increment Financing District (TIFD), which was established to address the Town's infrastructure needs at Exit 4 and the Town Center. Another is the addition of the Mixed Use Business Campus Overlay District to the Town's Zoning Ordinance. All of these actions should assist in enhancing Raymond's economic growth and development in the years ahead. Still more can and will need to be done.

This study only begins to identify the opportunities and challenges ahead, while attempting to identify potential grants, funding sources and economic development strategies and techniques available to finance and enhance economic and community development within the community. It also takes a look at Raymond's local economy and local economic indicators and characteristics.

## **B. The Local Economy and Labor Force**

The Town of Raymond supports a wide variety of commercial and industrial activities. While there is currently no overall or comprehensive business inventory or list of existing business establishments in town, Raymond's businesses range from retail to service-oriented to light and heavy manufacturing and transportation. Most of these businesses are located near Rt. 101 at Exit 5 and can be found along the town's major transportation corridors. There are also a number of manufacturing, professional and retail businesses, government and schools located within the downtown area.



**View of Main Street Downtown Raymond**

The 2000 Census indicates that there are a total of 13 different types of businesses or industrial classifications existing within the Town of Raymond. The largest industry category consists of manufacturing employment which represents 25 percent of all industries in Raymond and provides a total of approximately 1,347 jobs within the community (see Table 26). Retail Trade at 15.1 percent and education, health and social services at 12.0 percent are the next largest industries within the community. When combined with manufacturing these industries and businesses provide approximately 50.2 percent of all Raymond's current employment. The industries with the smallest share of the town's economic pie are Public Administration at 1.9 percent, and Agriculture, Forestry, Fishing and Mining at 0.7 percent.

**Table 26**  
**Businesses by Industry**  
**Town of Raymond, NH**

Industry	Number of Employees	Percent
Agriculture, Forestry, Fishing, Mining	39	0.7%
Construction	520	9.7%
Finance, Insurance and Real Estate	232	4.3%
Manufacturing	1,347	25.1%
Public Administration	102	1.9%
Retail Trade	812	15.1%
Professional, scientific, management, administrative, and waste management services	494	9.2%
Information	127	2.4%
Educational, health, and social services	641	12%
Arts, entertainment, recreation, accommodation, and food services	277	5.2%
Transportation and Public Utilities	352	6.6%
Other services (except public administration)	187	3.5%
Wholesale Trade	233	4.3%
<b>Total</b>	<b>5,363</b>	<b>100%</b>

Source: U.S. Census 2000 SF-3

Overall, as reported by the 2000 Census, there were a total of 5,363 jobs existing at the time of the census (1999) within the Town of Raymond. This total number of jobs represents a job to population ratio of approximately 0.55 jobs per resident within the community.

According to the NH Manufacturing Directory, the Wal-Mart Distribution Center adjacent to NH Route 101 at the Exit 5 on-ramp/off ramp is by far the largest employer in town. This distribution center was established in 1995 and has been an economic anchor for Raymond as well as much of the development which has recently taken place at Exit 5 and along NH Routes 102 and 107 within the immediate area. Raymond's location along NH Route 101 is ideal for distribution economic activities.

Hannaford Brothers is the second largest employer. This business was established in Raymond in 1989 and as of 2005 had a total of 150 employees. Some of the other large employers in Raymond include Jackson Lumber and Millwork, Aggregate Industries, and Profile Metal Forming which when combined employed a total of 93 individuals in 2005.

This mixture and variability in the types of industrial and commercial businesses existing within Raymond provides a good diversity within the town's tax base in case of recession or economic downturn. The development and maintenance of a diverse, vibrant economic base in smaller towns, if properly planned, can enhance quality of life, alleviate transportation problems, and provide greater tax revenues.

**Table 27  
Largest Private Employers  
Raymond, NH**

<b>Largest Employers</b>	<b>Product/Service</b>	<b>Employees</b>	<b>Established</b>
Wal-Mart	Distribution Center	600	1995
Hannaford Brothers	Supermarket	150	1989
Ben Franklin/Ace Hardware	Retail Store	63	1975
Gemini Valve	Ball Valves	60	1970
Profile Metal Forming	Metal Forming, Stamping	40	1988
Hampton Machine	Machinery for Leather Industry	28	1985
Jackson Lumber & Millwork	Lumber & Custom Millwork	28	2003
Aggregate Industries	Mining, Construction Aggregate	25	1986
Shookus Machine	Metal Working	13	1990

Source: NH Economic and Labor Market Information Bureau, Community Profiles 2005.

As reported by the 2006 Census Community Data, approximately 83 percent (4,450 people) of Raymond's labor force commute outside of the Town of Raymond to work and the remaining 17 percent live and work in Raymond.

**Table 28  
2006 Census Commuting Data  
Town of Raymond, NH**

<b>Total Working</b>	<b>Living in Raymond/Working in Raymond</b>	<b>Living in Raymond/Working Outside Raymond</b>
5,363 (100%)	913 (17%)	4,450 (83%)

Source: US Census Data

Most of residents in the labor force in Raymond are engaged as manufacturing employees or laborers, followed by educational, health, and social service workers. Employment within agriculture, forestry, fishing and mining sectors accounts for only 39 jobs within Raymond.

According to the NH Economic and Labor Market Information Bureau, average weekly wages for goods producing industries in 2005 in Raymond were \$1,071 per week. Average weekly wages for service providing industries in the same period were far lower at \$630 per week. As shown in Table 29, the growing trend in service sector expansion both nationally and locally has resulted in depressed wages that can possibly act as a deterrent to economic growth.

**Table 29**  
**Employment by Industry 1995-2005**  
**Raymond, NH**

Industry	1995	2005
<b>Goods Producing Industries</b>		
Average Employment	361	479
Average Weekly Wage	\$625	\$1,071
<b>Service Providing Industries</b>		
Average Employment	895	2,149
Average Weekly Wage	\$300	\$630
<b>Total Private Industry</b>		
Average Employment	1,256	2,628
Average Weekly Wage	\$393	\$710
<b>Government (Federal, State, and Local)</b>		
Average Employment	350	401
Average Weekly Wage	\$423	\$628
<b>Total, Private Industry plus Government</b>		
Average Employment	1,607	3,029
Average Weekly Wage	\$400	\$699

Source: NH Economic and Labor Market Information Bureau,  
Community Profiles 2005

## C. Cost of Living Indicators

Cost of living information is an important element in the determination of economic goals and policies. Unfortunately, the only available statistical data is based on county parameters, and not individual towns. Nevertheless, some assumptions can be postulated based on a recent study conducted in New Hampshire on “livable wages”<sup>39</sup>, which the study defines as “income sufficient to meet a household’s basic needs.”<sup>40</sup>

The 1999 livable wage for Rockingham County was estimated to range from \$9.09 for a single person to \$19.06 for a single person and two children. The New Hampshire average for these same household types was \$9.01 and \$18.92, respectively. These examples vary across the state depending on the costs of living in these areas – for example, Coos County has the lowest livable wage of all 10 New Hampshire counties. Using the 1998 average weekly wage of \$408, an overall average of **\$10.20** per hour for all workers in Raymond can be assumed. This average, however, is now out of date and needs to be determined as part of the 2010 Census.

## D. Tax Base

The economic base of any community can be defined as all the sources from which the town receives revenue. In general, the more diverse the economic base, the lower the per capita tax burden. In Raymond, as with most surrounding towns, the primary sources of revenue are property taxes, with the greatest percentage of those taxes coming from residential properties.

Table 30 illustrates the acreage and assessed valuation by type of land use. In 2009, the total assessed valuation of residential land in Raymond was \$338,267,410 and the total assessed valuation of commercial and industrial land was \$40,675,880.

Using the combined values for residential properties and commercial/industrial properties, the overall percent of the total tax valuation is 85.8 percent residential and 10.3 percent commercial/industrial. This represents a ratio of a little over 8 to 1. This ratio is fairly representative of many smaller towns outlying Manchester that raise the vast majority of their taxes through the residential property tax. To make local economic development improvements within the community, Raymond should consider increasing its commercial/industrial percentages.

To better understand the relationship between the tax base and economic development, the Town of Raymond could consider conducting a cost of community services. This study compares the costs of providing infrastructure and other public services to different types of land uses, such as commercial/industrial, residential, and open space.

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<sup>39</sup> New Hampshire Basic Needs and a Livable Wage”, The Josiah Bartlett Center for Public Policy, June 2000

<sup>40</sup> Basic needs are considered to be food, rent, utilities, basic telephone service, clothing, transportation, child care, health care, household expenses, personal expenses, and savings.

Within the last ten years, the Town of Raymond's tax rate has remained fairly constant. This is true also of the county tax rate which has never deviated by more than a dollar during the period 1996-2006. A comparison of the town's tax rate over the past ten-year

**Table 30**  
**Tax Base, 2009**  
**Raymond, NH**

<b>Value of Land Only</b>	<b>Acreage</b>	<b>2006 Assessed Valuation</b>	<b>Percent of Total</b>
Current Use Land	5,593.3	\$612,346	.2%
Discretionary Easements	4.7	\$1,410	0%
Discretionary Preservation Easements	0.20	\$0	0%
Residential Land	7,229.3	\$338,267,410	85.8%
Commercial/Industrial Land	1,725.0	\$40,675,880	10.3%
Tax Exempt & Non-Taxable Land	2,502.0	\$14,649,188	3.7%
<b>Totals</b>	<b>17,054.5</b>	<b>\$394,206,234</b>	<b>100%</b>

Source: Raymond Town Report, 2006

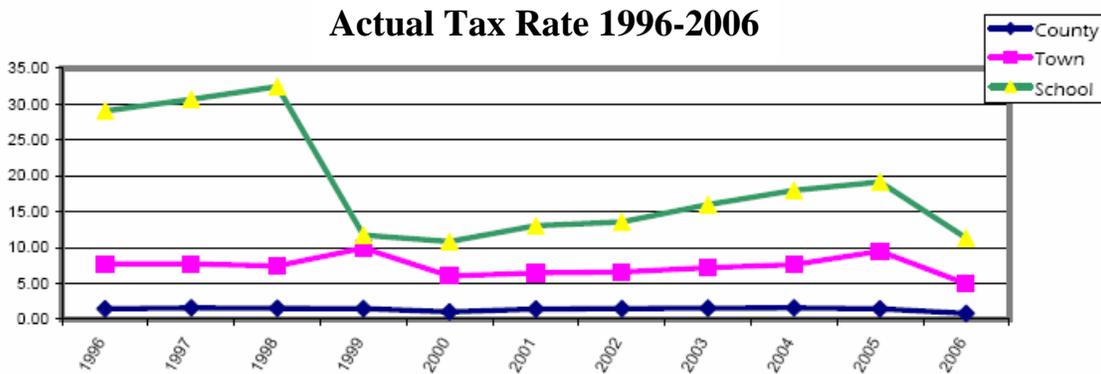
history is reflected in Figure 8. This figure shows when the state education funding formula became law and subsequently lessened the separate category of town school tax rate. Assessment ratios in 2000 and 2006 were both about 100 percent which reflects town wide revaluations that bring taxation on par with updated property assessments. The town tax rate in 2006 has fallen sharply from 2005 which is good for property owners at a time where the town is expanding and new business are locating in Raymond.

As requested by the Raymond Planning Board, the Southern New Hampshire Planning Commission (SNHPC) made an attempt to track down the number of new business starts in Raymond by examining the Town's building permit and certificate of occupancy permits. However, the Town's Building Inspector advised against such an evaluation in that it would be fruitless as the town's records do not accurately identify new businesses. This problem is also exacerbated as the town does not require the issuance of business licenses so there are no local records of new business start ups.

In addition, the SNHPC contacted the New Hampshire Department of Revenue Administration to obtain a database of new business registrations with the NH Secretary of State's Office within the past five years in the Town of Raymond. Unfortunately, the state's database was not compatible with Excel or Access data fields so the data could not be obtained. Dun and Bradstreet however, has the computer software set up to purchase the state's data and for a fee could provide this information to the Town of Raymond.

**Figure 8  
Tax Rate History  
Town of Raymond, NH**

Year	Ratio	County <i>(Equalized)</i>	Town <i>(Equalized)</i>	School <i>(Equalized)</i>	State Ed <i>(Equalized)</i>	Total <i>(Total Equalized)</i>					
1996	88%	1.48	1.30	7.73	6.80	29.04	25.56	38.25	43.47		
1997	80%	1.60	1.28	7.72	6.18	30.68	24.54	40.00	50.00		
1998	76%	1.54	1.17	7.44	5.65	32.45	24.66	41.43	54.51		
1999	71%	1.49	1.06	9.93	7.05	11.73	8.33	9.56	6.79	32.71	46.07
2000	94%	1.04	0.98	6.03	5.67	10.84	10.19	5.61	5.27	23.52	25.02
2001	78%	1.45	1.36	6.47	6.08	13.05	12.27	6.11	5.74	27.08	28.81
2002	68%	1.51	1.18	6.60	5.15	13.57	10.58	6.13	4.78	27.81	35.65
2003	60%	1.56	1.06	7.19	4.89	16	10.88	6.13	4.17	30.88	45.41
2004	59%	1.60	0.96	7.62	4.59	17.99	10.83	4.7	2.83	31.91	53.01
2005	53%	1.47	0.87	9.50	5.63	19.17	11.37	4.42	2.62	34.56	58.28
2006	100%	0.83	0.83	4.96	4.96	11.34	11.34	2.14	2.14	19.27	19.27



Source: Raymond Town Report 2006

### **E. Educational Attainment**

Experts in various fields have established a direct relationship between one's income and his or her level of education. Generally speaking, the higher the level of education an individual attains, the higher the income earned by that particular individual.

The educational attainment of Raymond's population (aged 25 years and over in 2000) is slightly lower than that of the SNHPC region, Rockingham County and the State of New Hampshire as shown in Table 31. The number of residents in Raymond who had attained a Bachelor's Degree was noticeably lower (8.1 percent) than the number who attained that educational threshold in Rockingham County (21.1 percent) and the state as a whole (18.7 percent). The number of residents who had achieved a Graduate or Professional Degree was slightly lower (5 percent) than the number for the region (8.8 percent) and half the average for the state (10 percent).

This disparity in educational attainment could be due to professionals with higher levels of education moving close to primary centers of business, government, and knowledge-based work in areas such as Concord, Manchester, and Portsmouth.

While it is hard to account for disparities from town to town, the quality of local education factors greatly in determining outcomes as well as the increasingly high cost of financing a college education, especially in New Hampshire. Increasing the educational attainment of town residents as well as bringing in highly educated workers should be a primary goal of the community which could help spur greater economic development and job growth within town.

**Table 31**  
**Educational Attainment, 2000**  
**Town of Raymond, NH**

<b>Attainment Level</b>	<b>Raymond</b>	<b>SNHPC Region</b>	<b>Rockingham County</b>	<b>New Hampshire</b>
Less than 9 <sup>th</sup> grade	3.2%	5.0%	2.5%	3.9%
9 <sup>th</sup> to 12 <sup>th</sup> grade, no diploma	13.4%	9.0%	7.1%	8.7%
High school graduate (or equivalency)	37.3%	29.1%	28.6%	30.1%
Some college, no degree	23.5%	20.8%	20.7%	20.0%
Associate degree	9.6%	9.1%	9.5%	8.7%
Bachelor's degree	8.1%	18.2%	21.1%	18.7%
Graduate or professional degree	5.0%	8.8%	10.6%	10.0%

Source: 2000 Census, DP

In the past, the Raymond school district had been listed by the NH Department of Education's Bureau of Accountability as a "District in Need of Improvement". For a district to be designated as in need of improvement, they must miss adequate yearly progress (AYP) in the same content area for two consecutive years. The content areas for measurement are reading and mathematics. The Raymond School District (SAU 33) is now off of the "District in Need of Improvement" which means it has achieved satisfactory progress in math and reading. This is a good sign for the Town of Raymond, in that it shows the importance that is being placed on quality educational facilities as an integral part of a community's character and well being. Quality education in Raymond will afford young residents the opportunity to go to college and have successful futures.

## **F. Commuting Patterns/Travel Time to Work**

Another economic development concern facing Raymond and the Southern New Hampshire region in general is the large number of residents who commute to jobs outside of the region.

As reported by the 2000 Census and illustrated in Table 32, the average daily commute time (one-way) for SNHPC residents was 29.35 minutes. The data in Table 32 reveals that the lowest travel time for a one way commute to work in 2000 was within the City of Manchester where a sizable percentage of the workforce live and work in the city.

Within the Town of Raymond in 2000, however, the average travel time to work was 31.6 minutes. This time did not drastically change from 1990 and is fairly consistent with the average travel time to work of residents living in adjacent towns within the region.

## **G. Future Employment Growth**

The continued growth of Raymond combined with the growth anticipated to result from widening the I-93 corridor between Massachusetts and Manchester will have significant changes in the economic conditions of the region by 2015. Hillsborough, Rockingham, and Merrimack Counties are all expected to experience employment growth rates of approximately 15 to 20 percent by 2012.<sup>41</sup>

These changes come as a result of the region's projected population gain of nearly 30,000 people between 2005 and 2015.<sup>42</sup> It is anticipated that this growth will be spread throughout nearly all industries, with the greatest gains in information, professional and technical services, arts, entertainment, and recreation.

As shown in Figure 9 and Table 33, the region is projected to experience increased employment numbers for 2015. The growth is shared by the retail and non-retail sectors, but is typically stronger in non-retail, which supports a diverse economy with higher wages and skilled labor.

The towns of Bedford and Londonderry, which already have a large number of commercial and industrial businesses, also show many potential new jobs.

Merrimack County has a projected 61 percent increase in Arts, Entertainment, and Recreation, a 54 percent increase in Information, a 40 percent increase in Administrative and Waste Services, and a 33 percent increase in Professional and Technical Services.

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<sup>41</sup> NH Employment Projections by Industry and Occupation, 2002- 2012

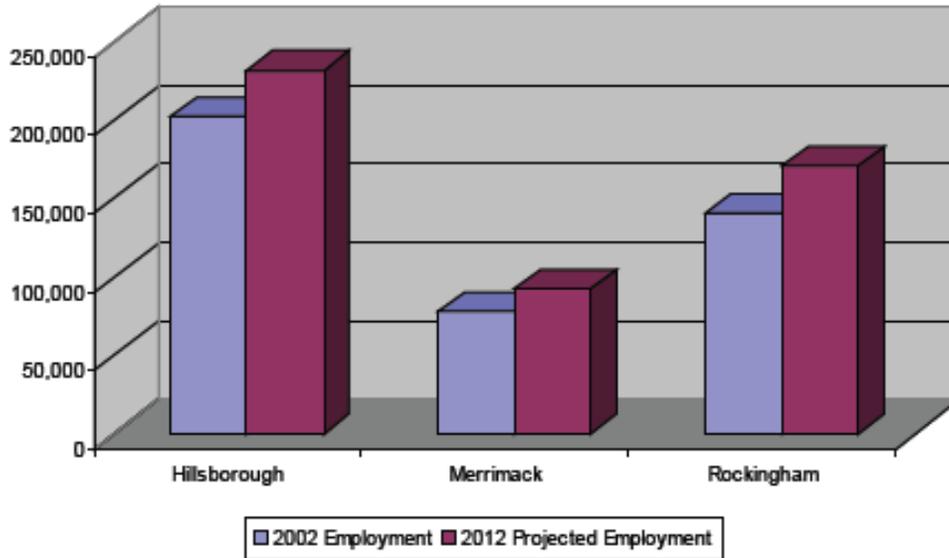
<sup>42</sup> SNHPC

**Table 32  
Commuting Methods, 1990 and 2000  
For the SNHPC Region**

	Drove Alone		Carpooled		Public Transportation (Including Taxi)		Bicycled or walked		Motorcycle or other means		Mean travel time to work	
	1990	2000	1990	2000	1990	2000	1990	2000	1999	2000	1999	2000
<b>Municipality</b>	79.3	87.9	15.4	6.8	0.5	0.4	1.5	0.3	0.4	1.3	25.6	26.7
Bedford	85.5	86	7.5	5.4	0.4	0.3	1.2	0.5	0.5	1.5	21.4	27.2
Candia	79.6	86.5	12.1	9.4	1.1	0.5	2.1	0.5	0.8	0	25.8	28.3
Chester	79.9	84.2	10.4	6.8	0.6	1.2	2.4	0.6	1	0	32.3	32.2
Deerfield	82.6	86.6	9.7	7.8	0.3	0	1.4	1	1	0.3	33.6	33.9
Derry	83.3	84.9	12.1	9.7	0.6	0.8	1.3	1.4	0.5	0.6	29.6	31.1
Goffstown	78	81.7	11.5	8.5	0.1	0.1	6	5.1	0.5	1	22.6	26.1
Hooksett	87.8	82	6.9	8.8	0.5	1.6	1.6	3.6	0.2	0.4	20.7	25.7
Londonderry	82.8	86.3	12.1	7.9	0.8	1.3	1.7	0.7	0.5	0.6	28.3	29.7
Manchester	76.9	81	14.2	11.9	1.5	1.4	4.8	3.1	0.6	0.4	18.8	21.3
New Boston	79.1	82.4	14.1	10.5	0	0.5	3	1.3	0.5	0.6	29.3	32.7
<b>Raymond</b>	<b>81.2</b>	<b>83.7</b>	<b>14.4</b>	<b>12.3</b>	<b>0.6</b>	<b>0.2</b>	<b>1.3</b>	<b>1.5</b>	<b>0.5</b>	<b>0.2</b>	<b>31.2</b>	<b>31.6</b>
Weare	82.4	81.6	13	11.5	0	0.4	0.4	2.1	0.6	0.4	31	35.1
SNHPC Region	80.0	83.0	12.7	10.0	0.9	1.0	3.3	2.3	0.5	0.6	26.94	29.35
State of New Hampshire	78.2	81.8	12.3	9.8	0.7	0.7	4.4	3.1	0.8	0.6	21.9	25.3

Source: SNHPC Regional Comprehensive Plan, 2005.

**Figure 9**  
**Regional Employment Projections, 2002-2012**  
**Hillsborough, Merrimack, and Rockingham Counties**



Source: New Hampshire Employment Projections by Industry and Occupation, 2002-2012

The top industry growth rates in Rockingham County are Information (55 percent), Real Estate Rental and Leasing (44 percent), Administrative and Waste Services (33 percent), Professional and Technical Services (30 percent), Arts, Entertainment, and Recreation (30 percent), and Construction (27 percent). The Finance and Insurance industry is projected to decrease by three percent.<sup>43</sup>

<sup>43</sup> New Hampshire Employment Projections by Industry and Occupation, 2002-2012

**Table 33**  
**Employment Projections by Town 2000 - 2015**  
**SNHPC Region**

Municipality	2000 Employment		2015 Employment		Percent Change	
	Retail	Non-Retail	Retail	Non-Retail	Retail	Non-Retail
Auburn	60	923	122	1,635	103.3%	77.1%
Bedford	2,064	10,705	2,699	18,963	30.8%	77.1%
Candia	51	587	45	1,048	-11.8%	78.5%
Chester	11	367	40	705	263.6%	92.1%
Deerfield	18	481	80	895	344.4%	86.1%
Derry	1,997	6,693	3,037	8,509	52.1%	27.1%
Goffstown	976	3,157	1,056	4,718	8.2%	49.4%
Hooksett	1,660	5,183	2,636	8,660	58.8%	67.1%
Londonderry	2,014	9,583	2,681	18,210	33.1%	90.0%
Manchester	12,277	54,760	14,610	66,456	19.0%	21.4%
New Boston	77	344	80	666	3.9%	93.6%
<b>Raymond</b>	<b>1,730</b>	<b>1,468</b>	<b>1,984</b>	<b>2,578</b>	<b>14.7%</b>	<b>75.6%</b>
Weare	161	1,147	245	1,949	52.2%	96.9%
SNHPC	23,096	95,398	29,315	134,992	26.9%	41.5%

Source: SNHPC 2000

## H. Local Issues/Needs

In March of 2006, voters approved many exciting warrant articles dealing with the establishment of a new mixed-use zone located at Exit 4, called the Sewer Overlay District. The adoption of this new district was one part of several concurrent developments that included proposed retail and residential development (condominiums), a Brownfield's Clean-Up Project, and a Tax Increment Financing District (TIF), which will help pay for future construction of the community's first wastewater treatment facility within the Sewer Overlay District.

Last year the Town of Raymond was notified that it had received two separate EPA Brownfield Clean-up Grants totaling \$400,000 through the efforts of the former Town Manager, the Conservation Commission Chair, the Board of Selectmen and countless others. These grants are to be used to remove contaminants located at the old Rex Tannery site, enabling it to be reused in the future for municipal purposes, including the construction of a wastewater treatment facility.

It is important that the Town of Raymond continues to work towards implementation of its new TIF and the financing and construction of the town's first wastewater treatment facility to serve future development at Exit 4. Eventually, this system will be extended to the Raymond Town Center to address many existing septic tank contamination issues. In addition, the expansion of wastewater services throughout the town and to Exit 5 will have positive economic benefits for the community. More information about the town's wastewater treatment system is described in the Community Facilities Study.

Another important economic development issue is flooding. The spring floods of 2006 and 2007 in Raymond caused significant damage along many roads in Raymond and throughout the state. While the town has received flood damage assistance through the state and FEMA, these events have brought to light the importance of maintaining and protecting town infrastructure from hazardous events that have the potential to cause great loss and economic harm. As the Town of Raymond moves forward with development at Exit 4, funding should also be pursued for current infrastructure repair and future infrastructure growth.



**Flood damaged road in Raymond  
Image obtained from Town Report**

In addition to the previously stated concerns, the community recently adopted another important economic development initiative at the 2007 Town Meeting. This zoning amendment established an overlay zone referred to as the Mixed Use Business Campus Overlay District or MUBCOD. This overlay zone can be used within Raymond to promote both economic development goals and the protection of open space.

Currently, while there are no properties which have been rezoned to this new overlay district, there are a number of potential areas under consideration by the Planning Board to be rezoned in the future.

## **I. Home/ Business Occupations**

Home occupations are an important component of the local economy in Raymond. Home businesses are specifically regulated under the Town's zoning ordinance and are permitted in the Residential Zone A, Residential/Agricultural Zone B, Commercial Zone C.1 and Commercial/Residential Zone C.2. The Town of Raymond defines three similar home economic activity types as home business, home office, and home shop. These definitions can be found in the zoning ordinance.

The diversity of home business definitions is a testament to the diverse economic activities carried on by entrepreneurs throughout Raymond and across the state of New Hampshire. Statistics on current activities at the municipal level for home based business activity are notoriously difficult to ascertain, but on the whole, there will always be a portion of professionals, artisans, and hobbyists who will continue to impact the local economy. As the Town of Raymond continues to grow in the years ahead, emphasis should be placed on both attracting high wage jobs such as those described in the home office definition, while also encouraging diverse trades and crafts that can fill the need for niche markets that can generate both a primary as well as supplementary income for the town's citizens, entrepreneurs, and artists.

The Town of Raymond should continue to allow home based business as a permitted use in the residential, residential/agricultural, commercial, and commercial/residential zoning districts. The Town may also consider targeting or promoting home business in the proposed new village district and mixed use districts that traditionally were centers of home based economic activities in small towns and villages throughout New England in the 19<sup>th</sup> and 20<sup>th</sup> Centuries. While the Town of Raymond should focus efforts on marketing and outreach to bring in outside business sectors, planners and town officials should not forget the importance of home based occupation in planning for the town's economic future.

## **J. Agricultural Sustainability**

Despite the increasing loss of agricultural land within the region and state, agricultural activities are an important part of the local economy and culture. This is true for the Town of Raymond as well. Raising and selling agricultural and forestry products locally will ensure that Raymond can sustain itself in times of need as well as promote locally grown products and industries.

Agricultural sustainability allows agricultural producers to meet the needs of their operations, their environments, and their communities. While specific techniques and approaches vary by farmer, common goals include:

- Providing a more profitable farm income
- Promoting environmental stewardship
- Promoting stable, prosperous farm families and communities

To address the need to promote both agricultural sustainability and protect agricultural land within the community, it is important that the Town of Raymond undertake an agricultural audit and consider establishing an Agricultural Committee to study the agricultural and forestry issues and needs of the community, including land use and zoning changes. Currently, the Town of Raymond's agricultural/residential district is predominately residential and agricultural land use comprises only 320 acres (1.7 percent) of the town's total land use (Refer to Existing Land Use study). Much of Raymond's existing agricultural land is located along major transportation corridors that have seen increasing residential, commercial, and industrial development. The adjacency of these land uses is cause for concern for those who support agricultural sustainability as well as environmental stewardship.



**Old Commercial Poultry Coop**

The Town of Raymond should also value its agricultural resources and consider more stringent regulations to preserve these lands and prevent sprawl from overtaking prime agricultural soils. A first step that Raymond could take would be to reference the NH Right-To-Farm law in the Town's zoning ordinance. Since the mapping of prime agricultural lands is a part of this Master Plan update (see Natural Resources study), the town should also conduct an agricultural inventory to assess and protect vital agricultural land for future generations.

In addition, it would be beneficial if the Town of Raymond did every thing possible to encourage the establishment of a farmers market with the Town Center or at other highly visible locations within the community. This would help to bring people back to the commons to shop or run errands; farmer's markets are valuable and an important economic and cultural attractions. Community Supported Agriculture (CSA) is another emerging concept bringing community residents into direct participation in the local agricultural industry.

Also, the New Hampshire Department of Agriculture, Markets and Food recently entered into an agreement with the NH Farm to Restaurant Connection/NH Stories to develop a web site where chefs, food buyers and consumers can buy fresh produce, meat and other products directly from farmers. NH Stories is a non-profit corporation formed in 1997 to promote locally made products.

## **K. Potential Economic Development Strategies, Grant Programs & Funding Sources**

### **United States Department of Agriculture (USDA) Rural Development Grants**

The Town of Raymond is 100 percent eligible to receive federal monies for economic development purposes. There are two grant opportunities available from the USDA Rural Development Office at <http://www.rurdev.usda.gov/vt/>. The Rural Business Opportunity Grants (RBOG) program is designed to promote sustainable economic development in rural communities with exceptional needs. These grants may be used by municipalities and non-profit organizations for a number of purposes:

- 1 To identify and analyze business opportunities that will use local rural materials or human resources. This includes opportunities in export markets, as well as feasibility and business plan studies.
- 2 Identify, train, and provide technical assistance to existing or prospective rural entrepreneurs and managers.
- 3 Establish business support centers and otherwise assist in the creation of new rural businesses.
- 4 Conduct local community or multi-county economic development planning.
- 5 Establish centers for training, technology, and trade that will provide training to rural businesses in the utilization of interactive communications technologies to develop international trade opportunities and markets.
- 6 Conduct leadership development training of existing and prospective rural entrepreneurs and managers.
- 7 Pay reasonable fees and charges for professional services necessary to conduct technical assistance, training, or planning functions.

The Rural Business Enterprise Grants support the development of small and emerging businesses. Grants may be made only when there is reasonable prospect that they will result in the start-up or expansion of small and emerging private business enterprises. These grants may be used by municipalities and non-profit organizations for:

- 1 Establishing a small business revolving loan fund.
- 2 Acquiring and developing land, easements and rights-of-ways; conducting, converting, enlarging, repairing or modernizing buildings, plants, machinery, equipment, access streets and roads, parking areas, or utilities that will be owned by the applicant but whose use will benefit small businesses.
- 3 Technical assistance (defined as a problem solving activity for the benefit of a small business or group of small businesses, such as marketing research, product and/or service improvement, feasibility study).

### **Community Revitalization Tax Relief Incentive (RSA 79E)**

To date, a total of four communities within New Hampshire (Hooksett, Berlin, Manchester and Pittsfield) have elected to take advantage of the recently adopted

Community Revitalization Tax Relief Incentive (RSA 79E). This incentive is aimed at spurring rehabilitation in downtowns and village centers.

Any municipality within the state may adopt this incentive program with a majority vote of its legislative body. Once it is adopted, a property owner who wants to substantially rehabilitate a building located downtown, or in a village center, may apply to the local governing body for a period of temporary tax relief. The law is structured to encourage not only rehabilitating downtown structures, but housing in the downtown area, as well.

### **Rockingham Economic Development Corporation (REDC)**

The Rockingham Economic Development Corporation is a private, non-profit, 501(c)(3), regional economic development agency located in Exeter, NH. REDC was incorporated in 1994 and today serves communities, businesses and citizens of Rockingham County, NH to promote stronger local economies through a regional approach to sustainable economic development.<sup>44</sup> In communities with active local development groups and/or Chambers of Commerce, the Rockingham Economic Development Corporation (REDC) provides coordinated services, direct input and access to state, regional and federal agencies. The REDC also works directly with municipal officials and local businesses, either for a single project or on an on-going basis.

Among its 2007 Priority Project List is the Town of Raymond's Route 101 Exit 4 Development which is scheduled as an intermediate project to be completed within the next 2 to 4 years. The Town of Raymond's former Town Manager and the Executive Director of the Southern NH Planning Commission serve on the Board of Directors of REDC. In addition, to providing assistance on the Route 101 Exit 4 Development Project, the REDC offers two regional loan funds: a Revolving Loan Fund (RLF) and an Intermediary Re-Lending Loan Fund (IRP) which may be used for real estate, construction, machinery and equipment and working capital to create jobs within Raymond and other communities within the county.

Also, the REDC publishes annually a Comprehensive Economic Development Strategy (CEDS) for Rockingham County which is a process by which economic development stakeholders identify strengths, weaknesses and goals in the region. The CEDS also contains helpful economic data and trends analysis which would be helpful in developing an economic development plan for the Town of Raymond.

### **Community Development Block Grant (CDBG) Program**

The Community Development Block Program (CDBG) funds projects that benefit low to moderate-income populations (80 percent or less of an area's median household income). The grants are allocated to states and large cities by the U.S. Department of Housing and Urban Development. Grants of up to \$500,000 are offered in the categories of housing, public facilities, and economic developments. The New Hampshire Community

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<sup>44</sup> [www.redc.com](http://www.redc.com)

Development Finance Authority is responsible for CDBG programs and funding in the state.

### **The New Hampshire Community Development Finance Authority (CDFA)**

The CDFA works specifically to aid in housing, community and economic development for low – to moderate-income New Hampshire residents. Projects have ranged from affordable housing to economic revitalization and downtown village development. Assistance available includes tax credits, grants, and technical support and is available only to non-profit community or economic development organizations, housing authorities, and certain municipal entities. A list of the recent projects approved by the Board of Directors of the Community Development Finance Authority (CDFA) can be found at the CDFA home webpage.

It is also important to note that CDFA owns the property at Exit 4 currently under consideration for development in Raymond. When CDFA sells the land they may have a windfall in profits which represent a source of economic development funds that could be utilized elsewhere within the community and at Exit 5.

### **Tax Increment Financing (TIF) Districts**

TIF Districts can be established by towns to use revenue gained through taxation of new development to pay for public improvements within the district. (RSA 162-K: 9-10). The incremental taxes that result from new development, expansion, or renovation, in the district can be earmarked specifically for infrastructure, parking, or other public needs. All previously existing taxes are distributed as standard (to schools, the county, and the town). TIF districts come with several restrictions, such as specifications on renovations, developments, and use of funds collected. Currently, several towns in the SNHPC region are using TIF Districts as an economic development tool. The City of Manchester, the towns of Derry, Londonderry, Raymond, and Hooksett are all currently using TIF Districts to fund necessary local improvements to spur economic development.

### **Economic Revitalization Zone Tax Credits (ER-Z)**

ER-Z Zones as designated by RSA 162-N:8 are “established to stimulate economic redevelopment, expand the commercial and industrial base, create new jobs, reduce sprawl, and increase tax revenues within the state by encouraging economic revitalization in designated areas”. They can be created in an area that has experienced population loss, houses a low income population, or contains abandoned, contaminated, or underutilized commercial or industrial land and buildings. Employers who make significant investments to improve facilities in these zones can apply for tax credits equal to the compensation paid to new employees resulting from the project created. The state of New Hampshire has set aside close to 1 million dollars for tax credits in the past several years for this program.

## L. Impact Fees

Impact Fees are a one-time fee charged to new development for the construction or improvement of public facilities necessitated by that development. The fees must go towards costs directly attributable to growth as opposed to maintenance or quality improvement of existing facilities. Municipalities most commonly use impact fees from residential development to pay for schools, but they can also be used for parks, libraries, water, sewer, and road improvements (RSA 674:21).

Communities should be cautious not to impose large impact fees that may discourage companies from relocating to their town. Most of the communities in the Southern New Hampshire planning region use impact fees.

The Town of Raymond does not charge impact fees for commercial development but does assess fees for new residential development to help fund school and road improvements. The Raymond Planning Board is also considering developing impact fees for police and fire facility improvements. Table 34 provides an overview of the types of Impact Fees that are currently being assessed in neighboring communities.

**Table 34**  
**Types of Impact Fees Assessed for Neighboring Towns**  
**Surrounding Town of Raymond, NH**

Town	School	Police	Fire	Roads	Transfer Station
Auburn	No	No	No	No	No
Candia	No	No	No	No	No
Chester	No	No	Yes	Yes	No
Deerfield	Yes	No	No	Yes	Yes
<b>Raymond</b>	<b>Yes</b>	<b>No</b>	<b>No</b>	<b>Yes</b>	<b>No</b>
Epping	Yes	Yes	Yes	No	No
Fremont	Yes	No	No	No	No

Source: SNHPC

The communities of Deerfield, Epping, and Fremont, currently use Impact Fees to offset the cost of new development upon municipal facilities. The Town of Chester currently does not have an Impact Fee Ordinance, but uses a similar regulatory approach entitled a “Fair Share Contribution” for development impacts. The towns of Auburn and Candia do not currently use Impact Fees. However, the Town of Candia is currently pursuing Impact Fees for solid waste and road improvements.

## **M. Other Strategies**

Local officials in the Town of Raymond may also wish to consider and employ other creative strategies and techniques to attract businesses to the community. Due to the unique characteristics of Raymond and its economic needs, the town can participate in the following programs:

### **Greater Manchester Regional Economic Development Roundtable**

Recognizing the growing population and economy of the greater Manchester area, a collaboration of economic development agencies and organizations are cultivating a cooperative project to oversee and promote regional business activities into the future. The goal is to create an Economic Development Commission allowing all towns and cities in the region to exchange ideas and market the region under one brand name “Metro Center-NH.” While the group is still in its early stages, the New Hampshire Department of Resources and Economic Development and the Greater Manchester Chamber of Commerce are enlisting local governments, planners, and businesses of all sizes. The Metro Center-NH collaboration can be a powerful tool to make the region visible to national and international audiences as well as offer resources to all participating businesses. The Town of Raymond’s participation in this effort is essential for both Raymond and the region.

### **Business Incubators**

A business incubator is a small office or industrial building, which start-up businesses can occupy at reasonable rates to encourage new business ventures in the area. These spaces can also offer a range of small business services including shared reception, copying, production facilities, etc. Incubators can be a good investment for towns looking to develop local commerce with minimum new development, environmental impact, or infrastructure demands. Studies show that the vast majority of firms that graduate from an incubator remain in business in the community (Business Incubation Work). There are only a few business incubators in the state of New Hampshire, including the Amoskeag Business Incubator in Manchester, Dartmouth Tech’s Incubator in Hanover, and the Monadnock Region Business Incubator Network (MRBIN) in Keene.

The Amoskeag Business Incubator currently hosts 15 small businesses, offering affordable office space and technical assistance for start-up businesses. Over 30 local service providers provide two free hours of consultation and discounts to incubator businesses while they are in the Incubator. Many of these programs are open to the public and they receive funding from the City of Manchester. The Manager of the Amoskeag Business Incubator believes that incubators can effectively work outside of the City of Manchester, but only with generous support from the community. Towns that are interested in encouraging incubators should first do feasibility studies to assess available resources. The Monadnock Region Business Incubator Network in Keene has initiated satellite office expansion for remote areas that cater to businesses native to the region, a technique that could be duplicated in the SNHPC region.

## **Village Center or Main Street Development**

Most of the towns in the SNHPC region have expressed interest specifically in developing a village center, a main street commercial area, or mixed-use zoning districts. Several towns, such as Derry and Goffstown, have worked with NH Main Street Program to revitalize their downtowns. The NH Main Street Program alone has created over 1,500 new jobs, 130 new housing units, and 569 businesses in New Hampshire as well as placing over \$100 million into public and private improvements.<sup>45</sup>

The closely related idea of village or mixed-use development is consistently lauded by think-tanks across the nation as smart planning for rural areas. From a logistical and economic standpoint, a mixed-use zone that concentrates retail and other business establishments into a defined area is cost-efficient in terms of infrastructure improvements and smart growth. Allowing apartments above retail or office space maximizes building usage and provides opportunities for affordable housing. From a social and community perspective, pedestrian-friendly mixed-use villages offer common social spaces for informal interaction and community events. Residents have easy access to local goods and services while businesses have a loyal client base. The businesses provide an important source of tax revenue to the town without producing the strip-mall sprawl style development that threatens rural character.



**View of Main Street Sidewalk Downtown Raymond**

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<sup>45</sup> NH Community Development Finance Authority 2003

## **Eco-Industrial Park**

Eco-Industrial Parks are collaborative business structures with the goal of optimal economic performance with minimal environmental impacts. Companies cohabitate buildings with green design, and both their facilities and production techniques are engineered for clean production, energy efficiency, and waste minimization. Participating companies often work together to achieve these goals.

The Stonyfield Eco Park in the Town of Londonderry was a community collaboration that created an environmentally sound industrial park, benefiting the community with increased tax base and significant new jobs while adhering to environmental standards dictated by a citizen committee. Stonyfield Farms Inc. and the Town of Londonderry provided the seed money and staff to create the industrial park; the Town of Londonderry also owns the land that the park is on. The park thrives on innovative collaboration between tenants, such as a plastics recycling company that purchases waste plastics from Stonyfield Farms Yogurt and an on-site power company that provides natural gas power and wastewater treatment. This is a positive model that can be successfully employed in other towns as it works to increase the local tax base, minimizes infrastructure improvements, and reinforces the open space and rural character of the community.

## **Transit-Oriented Development**

Transit-Oriented Development (TOD) involves high-density, mixed-use residential, commercial, and municipal buildings concentrated around a public transit center. TOD caters towards non-vehicular transportation, and the entire development is within easy walking distance (10 minutes or less) from a transit stop. TOD's greatly relieve traffic congestion and offer benefits to residents, businesses, and governments. These types of development work best in areas with defined town and commercial centers where pedestrians can easily access a variety of services from their work or homes.

Businesses have good incentive to invest in TOD projects, as a strong client base resides proximate to their offices and the area also receives high pedestrian traffic. As the region's population continues to grow, towns that offer transit-oriented development will provide an attractive high-density housing option for residents that want to avoid stressful commutes. The housing built into TOD centers does not end up as subdivided lots on the town's open land. More information on TOD as well as potential TOD locations for the region can be found in the Transportation Chapter of the SNHPC Regional Comprehensive Plan.

## **Business Outreach**

There are a number of specific strategies and actions the Town of Raymond could be working on to promote economic development, including working to attract specific types of businesses that will provide the necessary living wages Raymond's residents need. These businesses can include light industrial, technology, and/or business services

which can provide jobs with a range of skills and pay levels. The results of the master plan survey indicate that many residents in Raymond would like to see the following types of businesses locate to the community:

- Retail Stores
- Light Manufacturing/Technology Business
- Professional Offices
- Tourism Related Business
- Chain Restaurants
- Big Box Stores/Shopping Centers

The strategy to attract businesses can work on many scales, from filling a single small business park to revitalizing the downtown. The Town of Raymond's Board of Selectmen and Raymond's Business and Economic Development Council's recent decision to publish and distribute a Request for Proposals (RFP) to develop the Flint Hill Environmental Park is a good case in point. The intention is to develop a Green Business Park that meets the LEED certification from the U.S. Green Building Council. This is a good example of how the Town of Raymond is acting to seek and promote economic development within their community. While residents of the community recently voted at the March 2009 Town Meeting to proceed with this Environmental Park, the use of an RFP to attract specific business is a good economic development strategy and tool.

In continuing to promote good economic development, Raymond's Business and Economic Development Council should also consider contacting the New Hampshire Division of Economic Development to help coordinate efforts of business recruitment. The following actions could help benefit the town:

- 1 **Identify prime businesses** – Using town demographic characteristics, an existing economic profile, and/or surveys of community businesses and residents, the town can determine what types of businesses it wishes to attract. Some characteristics to consider include number of employees, salary, education level of employees, and type of industry.
- 2 **Build a business database** – With the existing statistical compilation of the ideal business profile, the town can begin to compile contact information for businesses meeting specifications within the state, sub-region, region, etc. The database could be adjusted in size according to the town's commitment to preparing mailings.
- 3 **Promotional outreach** – Prepare promotional materials advertising the quality of life and area attractions in the town to send to businesses in a series of monthly mailings. Each mailing would include a personalized letter and offers of economic development information. Those businesses that request further information would be invited to town for a guided visit.

- 4 **Assess and identify global market potential** - The region holds strong potential for further expansion into a global market and Raymond should take that into consideration for future economic development planning. The Town of Raymond is within close proximity to the City of Manchester, Portsmouth and Boston; this allows its residents to convenient travel to airports, industry, and ports. While the region has the potential to be a global player, it must work to shift its image in order to retain local talent.
- 5 **Participate in Destination Manchester** - Several local economic experts agree that promoting Manchester as a convention destination will provide a strong boost to the regional economy. Manchester already has adequate capabilities of hosting conferences with over 1,100 hotel rooms and over 170,000 square feet of meeting facilities. Convention participants would support local hotel, restaurant, and retail services and visit regional attractions, spreading the benefits to surrounding towns as well. By emphasizing Manchester, Raymond refers a large local market for new businesses in the Town's efforts at promotional outreach. An estimated 25 to 30 million visitors travel to New Hampshire each year, spending \$3.96 billion in 2004. The majority of tourists visit New Hampshire by car, with another significant portion traveling by plane. The Manchester Airport and Interstate 93 serve as transportation hubs for these travelers as they make their way through the state. By capitalizing on opportunities to attract and provide services to these travelers, the region can gain tax revenue and new business ventures.

## **Recommendations**

- 1 Conduct Community Visit – As stated above, before the final completion of this plan, the New Hampshire Rural Development Council (NHRDC) should conduct a visit to Raymond to identify and prioritize the towns' development issues and help create recommendations to assist locally-generated strategies as identified in this plan.
- 2 Develop Business Directory and Database – This will help local economic development planners and elected officials keep track of existing business in town as well as potential future business relationships in an easy to access database.
- 3 Revitalize Downtown Raymond – This should focus on four primary initiatives:
  - a) Develop a downtown plan with a continued focus on infrastructure growth and maintenance;
  - b) Seek to enroll Raymond in the NH Main Street Program;
  - c) Focus on historic preservation as a form of economic tourism; and
  - d) Use RSA 79-E for tax relief incentives to bring in new business and aid in development and redevelopment of downtown.
- 4 Promote Tourism – With abundant natural resources and adjacency to state parks, rivers, lakes, and hiking trails, the Town of Raymond is well equipped to continue

to rely on tourism as a strong seasonal economic force, but only if there is a renewed effort to preserve these natural resources for generations to come.

- 5 Expand Job Opportunities – Continue to attract a diversity of businesses that create jobs in several sectors and do not rely too heavily on service sector employment. Continue to bring in jobs for highly educated professionals as well as opportunities for recent college graduates.
- 6 Improve Infrastructure – Provide adequate capacity for future growth of residents and workers and anticipate infrastructure needs of new businesses while keeping taxes at a reasonable level.
- 7 Develop a Telecommunications Plan – Develop a plan that assesses the current state of telecommunications in Town concerning existing infrastructure and citizen access to information and media and focus on greater public/private cooperation in bringing telecommunication services to citizens who lack access.
- 8 Support Senior Housing – Continue to allow for affordable housing options for senior citizens and asses future housing needs to address the graying of NH’s population.
- 9 Support Training of the Labor Force – Job training programs are essential to continued growth at both the state and local level as technologies change and job sector growth or decline leads to job losses in one area and greater demand for new skills in another. A skilled labor force will continue to attract employers to Raymond and Southern New Hampshire in general.
- 10 Cooperative with DRED and REDC – The Department of Resources and Economic Development (DRED) is the major state department that assists municipalities in economic development issues. The NH Business Resource Center office of DRED can work with towns to help locate opportunities for business expansion and assist in the CDBG and CROP Zone grants and financial assistance programs.

The Rockingham Economic Development Corporation (REDC) can assist Raymond in future development by providing loan funds for new businesses as well as providing technical assistance in developing plans and studies relating to development proposals.