



**CITY OF DOVER**

## DOVER BUSINESS AND INDUSTRIAL DEVELOPMENT AUTHORITY - MINUTES

Meeting Type: Special Meeting  
Meeting: North End Fire Station  
Location: 262 Sixth Street, Dover, NH 03820  
Meeting Date: **Thursday, September 4, 2014**  
Meeting Time: **8:00 AM**

**Members Present:** Tim Dargan (Chair), Phil Rinaldi, Scott Johnson, Bob Paolini, Matt Sylvia, Jack Mettee, Maurice Olivier, Sam Haddadin, Annette Studebaker

**Members Not Present:** Pete Hamblett

**Ex Officio Members Present:** Dan Barufaldi, Economic Development Director, Karen Weston, Mayor

**Ex Officio Members Not Present:** J. Michael Joyal, City Manager, Daniel Lynch, Finance Director/Treasurer

**Guests:** Christopher Parker, Planning Director

**Facilitator:**

Jamie Batson, Senior Consultant, Mather Associates [www.matherassociates.com](http://www.matherassociates.com)

*There was no audio recording of this meeting.*

*The Chair called the meeting to order at 8:01 a.m.*

### Notes and Recommendations

**DBIDA Mission:** To foster and encourage growth along with providing leadership and coordination necessary for the development of business and industrial facilities within the City of Dover

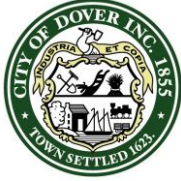
**Retreat Purpose:** To determine how DBIDA will carry out its mission over the next 3 years

**Goals:** Establish a revitalized vision for economic development in Dover  
Review current status of key projects and initiatives  
Review and revise goals from previous strategic plan  
Strengthen effectiveness of DBIDA  
Explore ways to build board

**Visioning**

*If the DBIDA mission is being carried out in 2019, what is taking place?*

Enterprise Park II purchased  
Roads are built  
Building constructed  
Additional parking garage in operation  
Appropriate size hotel and conference center on the waterfront  
Construction of new schools is underway  
Hannaford property is developed  
Better traffic flow downtown  
Remaining infill properties have developers and projects underway  
Theater & arts thriving



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Boat tourism coming up the river  
Waterfront is being developed  
Marina area attractively developed

School traffic on 108 improved  
Expanded Biz Ed connection-include more communities  
Improve “Gateway” properties  
    Exits off the Spaulding  
    Continue development and redevelopment of existing buildings  
Get turnpike travelers to stop/shop/stay/play in Dover  
    Marketing on Spaulding  
Improved access and ease to downtown—especially Silver St.  
Dover is educational mecca of the Seacoast. Pre K to 90  
    STEAM, Adult and higher education  
    Strengthen UNH connection  
Businesses continue to require support and drive educational excellence  
Quality of life is high  
    Culturally/socially/location-wise/safety  
Quality applicants eager to seek work in Dover  
Balanced demographics  
Diversity of businesses in downtown  
School built in the North end  
All of our geography in use  
Redefined downtown—beyond the current mix  
Intentional sustained growth  
Downtown business mix keeps and attracts customers and specialty stores  
Where else can retail be developed?  
Mixed use of downtown—attractive to all ages  
Culture/arts and entertainment year round  
Arts commission leads thriving movement in support of the arts  
Dover is/has good venue for performing and visual arts  
Businesses stay open after 5  
Continual recruitment  
Growth/vibrancy is apparent and attractive  
“Open for business”  
Position Dover’s uniqueness—who we are and who we aren’t  
Healthy community  
Athletic/outdoors  
Medical services in town  
Where does healthcare fit into our plan?

### Recommendations/Next Steps

1. **Revisit and revise mission.** (suggestions include adding “sustainable economic growth” and “job growth” eliminating “foster”, etc.)



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Use revised mission as a guide to establish and organize the strategic objectives for the next 3-5 years.

**Review authority name:** Does Dover Business and Industrial Development Authority still convey the mission? Dover Economic Development Authority (DEDA) was suggested for consideration.

### 2. Build DBIDA Board Capacity:

- **Clarify current Appointments process.** Can DBIDA recommend or recruit candidates to go before the Appointments board? Can DBIDA review and give feedback on candidates that apply? Would it be possible to give the Appointments Board a description of the different experience and expertise it is seeking in candidates? Depending on the answers to these questions, DBIDA may choose to work within the current structure or propose the change below
- **A new approach to building the DBIDA Board.** Propose a nomination process based on nonprofit best practices. Establish a nominating committee (select board members and other s with knowledge of Dover) that develops a list of potential board members. This group or committee would assess the leadership needs of DBIDA and seek out individuals that would strengthen the DBIDA board.

**(Question:** Does DBIDA currently have term limits?)

- **Engage Board in the mission.** Members are clearly interested in the work of DBIDA. Some are active and engaged while others feel that they are not contributing and question their usefulness. Each member needs to determine the highest and best use of their time and expertise. Board members can do a simple self assessment to determine if DBIDA is a good fit for them and, if yes, whether there are ways to be more informed and engaged.

**3. Draft Vision narrative.** Use brainstormed results to describe what will be taking place when the revised mission is being carried out in 2019.

### 4. Ongoing challenges/opportunities from work groups:

Continue to establish consensus among the various stakeholders in defining balanced and sustainable economic growth for the city.

Build the capability to leverage and achieve the desired growth essential for a vibrant community.

Establish an agreed upon set of measures focused on job creation, expansion and retention for determining the continued success of an economic development program in Dover.

Identify and establish goals and objectives for developing and sustaining a vibrant downtown

Identify, purchase and support the development of future business parks

### 5. Organize brainstormed results in a way that is most useful to DBIDA.



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### **Some possible areas of results from visioning to be developed into objectives:**

Downtown Dover and the Waterfront

- Second industrial park creates additional jobs
- Exceptional education produces ready workforce
- Roads and traffic flow
- Business developed throughout Dover
- Arts and culture builds community and attracts visitors

**6. Draft 3-7 Strategic Objectives.** These 5-7 strategic objectives guide the decisions and actions of the board. They describe the “what”. The “how” is determined by the staff with appropriate input from volunteer leaders.

#### **Examples:**

Downtown Dover and the Dover Waterfront district have a diverse mix of businesses and cultural activities attracting visitors and residents.

Businesses in Enterprise Park II offer a range of new job opportunities.

Dover’s Business Education Connection is creating career opportunities for high school students throughout Strafford County.

### **7. Draft Strategic Plan for Board review, revision, approval**

Components:

- I. Mission
- II. Vision
- III. 5-7 Strategic Objectives
- IV. 3-5 Goals that support each of the objectives

### **8. Use the plan both internally and externally to convey the direction that DBIDA is going.**

#### **Materials and Notes from Session:**

#### **Dan Barufaldi gave Dover Economic Development Update:**

- 1.** Prior to 20 years ago, DIDA started with Industrial Park Drive and Crosby Road Industrial Parks. Now all privately owned with many buildings renovated for new use leased space.
- 2.** This was followed about 21 years ago by the DIDA and the City of Dover acquiring the parcels now known as Enterprise Park. This is a BUSINESS PARK has about 15 total usable acres left, including one 12.5 acre parcel. The funding bonds are paid off. The NET revenue after debt service is \$2.4Million and is now throwing off \$500,000 a year in property tax revenues. Enterprise Park houses 15 businesses and employs about 500 people. As you know, we would very much like to replicate that success and are looking for land parcels for EPII.



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3. The current era started about 5 years ago. I came on board on March 1, 2009.
4. We now have 5 approved ERZ zones in Dover, none before 2009.
5. Passed TIF enabling legislation at the City Council almost 2 years ago and the current Council approved a 59 acre downtown TIF District this year. We are currently putting together a TIF Advisory Board and DBIDA Board membership on that Board has been requested.
6. The First Street City Parking lot development has now broken ground, a two building, \$12 Million mixed use project encompassing first floor restaurant, second floor office and 2-3 upper floors of high-end residential. The City is guaranteed a minimum annual tax payment of \$295,000 when both building are complete and incorporates a performance mortgage.
7. A new parking garage and police station have been approved by the City Council on the 4<sup>th</sup> Street parking lot (utilization rate of only 17%). Orchard Street reconstruction and utility replacement underground will begin in September with the parking garage expected to be complete in 14 months and the police station in 18 months according to latest estimates.
8. The third Street parking lot development RFP is just out for a mixed use development with some additional city parking, perhaps in a two story deck for North end merchant parking.
9. We are 75 apartments into a 120 apartment reconstruction project in the Cocheco Falls Mill putting at least 300 people in residence downtown. This is helping to attract new restaurants, brewpubs, music venues, retail making Dover's downtown vibrant day or night.
10. In the last 5 years, Dover has acquired 50 new or expanded businesses in the middle of a recession, many in the targeted advanced manufacturing categories.
11. The BizEd Connect project, now in its third successful year now has a recognition and a momentum with the school system, the business community and the citizens of Dover. Earlier this month, the NH Governor came to Dover to sign into law Senate Bill 335 that DBIDA worked on with Senator Watters and together with our testimony in Concord, got it through the Ways & Means Committee and the crossover period. It provides for the BPT/EPT tax exemption up to 25% for companies that supply professional staff time and/or equipment to NH educational entities like our CTC through BizEd Connect. It should help bring more participating companies to our intern programs so more CTC seniors can benefit.
12. The establishment of the Tourism Stakeholders Committee allows the coordination of annual event calendars between the Children's Museum, the Woodman Museum, the Chamber of Commerce, Dover Main Street, Dover Parks & Recreation pool and rink events, the Dover hotels. The Dover Arts commission, C&J Bus Lines, Arts Markets, and Theater Unmasked.



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13. In the area of business retention, we've worked with the Formax expansion, the Future Automation expansion, the Red Dot Net/ CRS expansion, Nicoles ownership transition, the Fish Shanty, the Tuttle Farm sale, Kelly's Row, Asia restaurant and NEMO Equipment.
14. Some upcoming projects we are working on include redevelopment of the Robbins properties, the St. Charles Church property redevelopment, the Marina Project, the Yacht Club mixed use development, among others on the horizon. We are staying informed on the new approach CWDAC is taking to the Waterfront development being managed by them under the Dover Housing Authority umbrella.
15. We have just initiated the Dover Downtown Marketing Project utilizing Darci Creations to get the message out there that during all this construction in Dover, Dover businesses are open for business and that convenient access and convenient proximate parking will be sustained throughout the holiday period and into April. It will also be used to enhance the Dover brand for all Dover merchants.
16. Dover has become:
  - The fastest growing City in NH
  - The youngest City in NH
  - One of the top places to live in the United States (Money Magazine)

This has all been accomplished by a pro-business political outlook, the DBIDA and volunteer community team over several years and a professional and highly competent administration staff working together with coordination, cooperation and a passion for excellence and for the mission.

### Challenges for Successful Economic Development from 2007

*Do these hold true today?*

*What has changed?*

*What needs to be added?*

*Response summary in red*

1. Establishing consensus between the varied stakeholders in defining what truly is balanced, responsible and sustainable economic growth for the community.  
*Largely established and needs to continue. Suggest annual meeting of all stakeholders.*
2. Building the "capacity" to leverage and achieve the desired growth identified by consensus as essential for a vibrant economy  
*Yes, this remains a challenge. Replace capacity with capability.*
3. Determine and agree upon which entity most appropriately leads and promotes overall economic development efforts on behalf of the community



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This is working and is no longer as much of a challenge .But, there is the question of DBIDA's relationship with the Waterfront development effort.

4. Appoint and ensure long term commitment of a point person(s) to coordinate and manage economic development efforts on behalf of the designated entity and the entire community.

Strong endorsement of Dan's work. This is no longer a challenge. Need to figure ways to better define role of the board and build a diverse and engaged board to support efforts.

5. Establish an agreed upon set of measures (focused on job creation, expansion and retention) for determining the continuing success of an economic development program here in Dover

6. Current economic context worldwide  
Continued challenge.

Add to challenges:

Identifying and establishing goals and objectives for developing and sustaining a vibrant downtown

Identify, purchase and support the development of future business parks.

The current name of the organization does not really reflect the breadth of its mission. Suggested: DEDA. Dover Economic Development Authority.

Opportunities—How effective has the economic development effort been in Dover?

\*\*\*\*\*

### Opportunities for Economic Development Activity

To the best of your knowledge, rank the effectiveness of economic development efforts in Dover over the past 6 years in each of these 9 relative to these opportunities?

1. Identify and promote properties available for development\_\_\_

<b>Poor</b>	<b>Fair</b>	<b>Satisfactory</b>	<b>Good</b>	<b>Excellent</b>
	1	3	5	1

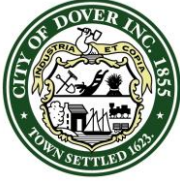
2. Identify and promote community aspects that contribute to retaining and growing the work force\_\_\_

<b>Poor</b>	<b>Fair</b>	<b>Satisfactory</b>	<b>Good</b>	<b>Excellent</b>
		1	6	3

3. Enhance the availability of information accessible to business owners (interactive web site, regular visitation program)\_\_\_

<b>Poor</b>	<b>Fair</b>	<b>Satisfactory</b>	<b>Good</b>	<b>Excellent</b>
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implementation of a plan of action that coordinates and revitalizes the local economic development function.

3. Assemble and share local economic growth data and periodically report to interested stakeholders (residents, business owners, City Council, Planning Board, Chamber of Commerce, Main Street, DHA, etc.) on the progress made in achieving the economic development expectations that result from the stakeholder consensus.

### 9. ADJOURN:

**Motion:** S.Johnson made a motion to adjourn at 1:00 p.m. Seconded by P.Rinaldi. Vote: U/A