

## 6. Community Survey

*Overall, there was very strong support for encouraging more non-residential development to grow the tax base and create a broader, more diversified employment base. There was also strong sentiment that the town's natural resource and rural character needs to be protected and preserved.*

In September 2010 a total of 2,200 surveys were mailed to all postal patrons in Rindge and 597 responses were received for a very strong response rate of 27%. In order to achieve a high response rate, post cards announcing the survey were mailed approximately one week before the survey. Post cards were also mailed a week after the survey was sent to encourage people to complete and return the surveys.

Following is a detailed tabulation of the survey results.

**Questions #1-9** asked respondents to rate how they felt about a number of ideas to enhance Rindge's economic future (Responses were scored on a scale of 5= "strongly agree" to 1= "strongly disagree").

#	Question	Average Score	Strongly Agree	Somewhat Agree	Not Sure/Don't Know	Somewhat Disagree	Strongly Disagree	Total Responses	No Response
1	Encourage more retail/commercial development	3.98	288	150	33	38	63	572	25
2	Encourage more manufacturing development	3.83	254	137	69	55	58	573	24
3	Encourage more office & professional development	4.09	288	156	59	41	32	576	21
4	Rejuvenate the hospitality industry and encourage more tourism	3.98	258	164	67	56	30	575	22
5	Pursue creation of a new, multi-use town center near the Route 202/119 intersection	3.13	178	80	97	79	140	574	23
6	Seek stronger cooperation and economic partnership with Franklin Pierce University and other educational institutions	4.03	264	162	94	25	34	579	18
7	Provide housing opportunities for all ages	3.67	214	131	107	55	61	568	29
8	Encourage agriculture and related businesses	4.36	328	159	47	23	11	568	29
9	Do all of the above, and keep the small town character of Rindge	3.87	240	115	59	43	53	510	87

Overall, the responses showed favorable opinions about the suggested ideas. Strongest support was for:

1. Encouraging agriculture and related businesses
2. Encouraging more office and professional development
3. Seeking stronger cooperation and economic partnership with Franklin Pierce University and other educational institutions
4. Encouraging more retail/commercial development
5. Rejuvenating the hospitality industry and encouraging more tourism

6. Perusing all of these ideas but keeping the small town character of Rindge
7. Encouraging more manufacturing development

Responses to questions 5 and 7 were a more mixed. Question 5 (pursue creation of a new, multi-use town center near the Route 202-119 intersection) had an overall positive response (45% favorable) but a significant number of respondents did not like the idea (38%). Question 7 suggested providing housing opportunities for all ages. While 60% of the respondents agreed with this idea, 19% were neutral or unsure how they felt about it.

**Question #10** asked what people thought were Rindge's economic strengths. The responses to this question were grouped into three major categories.

The "attractions" category received a total of 59% of the responses. The top strong points in this category were "existing retail and grocery stores" and "Franklin Pierce University."

Location advantage was the second highest response group, receiving 30% of the total responses. This category related to being on the Massachusetts border, having good road access and proximity to Worcester and Boston.

The third category "natural resources" received 8.6% of the responses to this question. The responses focused on the town's natural beauty, natural resources, lakes and as a gateway to the Monadnock region.

Question 10: What do you feel are Rindge's Economic Strong Points?		
	Number	Percent
<b>Location Advantage</b>	<b>481</b>	<b>30.08%</b>
MA Border	194	12.13%
Location	125	7.82%
Proximity to Worcester, Boston, Etc	40	2.50%
Good Access Rt 202/119	122	7.63%
<b>Natural Resources</b>	<b>138</b>	<b>8.63%</b>
Natural beauty & resources/ Lakes	128	8.01%
Gateway to Monadnock Region	10	0.63%
<b>Attractions</b>	<b>950</b>	<b>59.41%</b>
Exist Retail & Grocery Stores	364	22.76%
FPU	186	11.63%
Rural-Small Town appeal	86	5.38%
No sales/income tax	66	4.13%
Open Land for Devel	62	3.88%
Nice place to live	32	2.00%
Tourism	28	1.75%
Restaurants	12	0.75%
Recreation options	10	0.63%
Reasonable home prices	8	0.50%
Good Schools	6	0.38%
Arts, Crafts & Culture in region	4	0.25%
Campgrounds/Inns	2	0.13%
<b>People Resources</b>		<b>0.00%</b>
Good & Educated Workforce	20	1.25%
People in town	16	1.00%
Volunteers that help make the community work	14	0.88%
Entrepreneurs, Small & Home businesses	12	0.75%
Construction Trades	8	0.50%
Town government		0.00%
Town well managed	10	0.63%
Good Police and Fire	4	0.25%
<b>Other Comments</b>	<b>30</b>	<b>1.88%</b>
Keep it as it is	16	1.00%
We Have Enough Retail	10	0.63%
Encourage - don't limit commercial development	4	0.25%
<b>Total Responses</b>	<b>1599</b>	
<b>No Response/There are none</b>	<b>429</b>	

**Question #11** asked respondents to offer suggestions about how Rindge's economic future could be improved.

41% of the responses suggested ways improve and streamline the regulatory and administrative process for new businesses seeking to come to Rindge. This also included lowering taxes and working more closely with Franklin Pierce University.

37% of the respondents indicated specific types of businesses that should be encouraged to locate in town. The largest two category responses being more business/commercial development and more retail. More sit down restaurants and a home center were also mentioned by many.

Infrastructure improvements were listed by more than 11% of the respondents. This category was dominated by a desire for better cell phone and internet accessibility.

The fourth category related to Rindge's town character which was mentioned by nearly 10% of the question respondents. Keeping the small town feel and protecting the natural environment were the two most cited responses in this category.

Question 11: What do you think could be done to improve Rindge's economic future?		
	Number	Percent
<b>Regulatory/Administrative</b>	<b>301</b>	<b>41.42%</b>
Make it easier for Business to come to Rindge/Less Regulation	67	9.15%
Lower Taxes	49	6.63%
Promote & Work with Franklin Pierce University	19	2.60%
Better Schools	13	1.78%
Keep Business Development on 202/119	12	1.64%
Work with what we have	11	1.50%
Encourage Good Planning	11	1.50%
More Diversity in Employment	10	1.37%
Marketing & Branding	10	1.37%
Listen to voters	9	1.23%
Re-use Famm Steel & Other Vacant Buildings	9	1.23%
Proximity to MA = More Tax Revenue	8	1.09%
Tax & Other Incentives	8	1.09%
Better Equipped Police & Fire Service	8	1.09%
FPU Needs to pay its fair share	8	1.09%
Provide More Affordable Housing	7	0.96%
Stop wasting tax dollars	7	0.96%
Replace Town Officials	6	0.82%
Allow More Signage and Better Business Visibility	6	0.82%
Hire a Dedicated Economic Development Person	5	0.68%
More Tax Dollars	5	0.68%
Lower Business Taxes	5	0.68%
Allow Home Based Businesses	4	0.55%
Limit Residential Development	3	0.41%
Totally Upgrade town web site	1	0.14%
<b>Infrastructure</b>	<b>84</b>	<b>11.48%</b>
Better Telecom/High Speed Internet	62	8.47%
Fix the roads	6	0.82%
More Town Services: Water, Sewer, Trash Pickup	6	0.82%
TIF District	5	0.68%
Public transportation - trains & buses	3	0.41%
Abolish Impact Fee	2	0.27%
<b>Types of Businesses</b>	<b>274</b>	<b>37.43%</b>
More Business/Commercial Development	51	6.97%
More Retail	47	6.42%
More Sit-Down Restaurants	25	3.42%
Home Improvement Center	22	3.01%
Promote Tourism	18	2.46%
Smaller Businesses	17	2.32%
Quality Businesses	14	1.91%
Manufacturing	13	1.78%
Smaller - Specialty Shopping	12	1.64%
More Agriculture	10	1.37%
Entertainment	7	0.96%
Fast Food Restaurant	5	0.68%
No more retail development	5	0.68%
Hotel/Motel/B&B	4	0.55%
Green Business Opportunities	4	0.55%
Breakfast/Coffee Shop/Café	3	0.41%
Better Paying Jobs	3	0.41%
Snowmobile Trails	3	0.41%
More Professional Offices	3	0.41%
Casino	2	0.27%
Senior Housing & Retirement Centers	2	0.27%
Year Round Farmers Marketplace	2	0.27%
No more big boxes	1	0.14%
Service Businesses	1	0.14%
<b>Town Character</b>	<b>73</b>	<b>9.97%</b>
Keep Small Town Feel	35	4.78%
Protect the Natural Environment	19	2.60%
More Visible Town Center	8	1.09%
Promote Yankee Architectural Quality	7	0.96%
Town Beach & Boat Access	2	0.27%
Town Festivals and Events	2	0.27%
<b>Other</b>	<b>91</b>	<b>12.43%</b>
<b>Total Responses</b>	<b>732</b>	
<b>No Response</b>	<b>172</b>	

**Question #12** asked specifically what types of businesses respondents would like to see located in Rindge.

The largest number of response to this question were:

- Restaurants 13.7%
- Home Improvement /Hardware 10.6%
- Specialty Retail 8.3%
- Retail/Commercial 7.6%
- Clothing/Department Store 5.8%
- Manufacturing 5.7%
- and
- More businesses of any type that lower taxes and create jobs 5.4%

Question 12: What types of businesses would you like to see in Rindge?		
Business Type	Number	Percent
Restaurants	145	13.65%
Home Improvement/ Hardware	112	10.55%
Specialty Retail	88	8.29%
Retail/Commercial	81	7.63%
Clothing/Department Store	62	5.84%
Manufacturing/ Light Mfg.	60	5.65%
More businesses of any type that lower taxes & create jobs	57	5.37%
Professional Offices & Consulting	45	4.24%
Movie Theater	35	3.30%
Smaller Businesses	32	3.01%
Clean/ Green Businesses	28	2.64%
Hotel/B&B	26	2.45%
Agricultural & Agri. Supply	25	2.17%
Commercial or Public Recreation	21	1.98%
Auto Parts/Auto Repair	20	1.88%
Hi-Tech	19	1.79%
Entertainment	19	1.79%
Breakfast/Coffee Shop/Cafe	18	1.69%
Sports Bar/Pub	16	1.51%
Fast Food	15	1.41%
Mall/Big Box Retail/ Outlet Mall	12	1.13%
Medical/Health Care	12	1.13%
Sporting Goods	10	0.94%
Places that Cater to FPU Students	9	0.66%
Less Development	3	0.28%
Other	87	8.19%
None	9	0.85%
Total Responses	1062	
No Response	139	

As can be seen from the raw scores for this question, many people had a wide variety of other ideas for what new businesses and services should be available in town.

**Question #13** asked what Rindge can do to attract business to town.

The single largest response was for the town to be more business friendly and have less regulation (28%). Other leading suggestions included offering tax incentives; advertising & promoting the town; lowering taxes; and making Rindge a destination.

Question 13: What can Rindge do to attract business to Town?		
	Number	Percent
Less Regulation/Be More Business Friendly	139	27.91%
Tax Incentives	65	13.05%
Advertise & Promote	60	12.05%
Improve Telecom/Internet	43	8.63%
Lower Taxes	34	6.83%
Make it a Destination	16	3.21%
Nothing	15	3.01%
Less Restrictive Sign Regulations	15	3.01%
Town Water/Sewer	11	2.21%
Well Paying Jobs	10	2.01%
Commerce & Retail Only on Rt. 202	9	1.81%
Promote Hiking, Biking, Skiing, Hunting, Natural Resources, etc.	8	1.61%
Less Restrictive Wetland Regs.	7	1.41%
Keep Rindge As It Is	7	1.41%
Cater to FPU Students & Visitors	6	1.20%
Have More Fairs & Events	6	1.20%
Don't Need More Business	6	1.20%
Develop a Business/Industrial Park	6	1.20%
Tap into MA Market: No Sales Tax	5	1.00%
Multi-Use Town Center	5	1.00%
Don't turn 202 into 101A Nashua	4	0.80%
Tourism	4	0.80%
Dedicated Econ. Devel. Person	3	0.60%
Keep Young People in Town	3	0.60%
More Building	3	0.60%
Abolish Impact Fees	2	0.40%
Listen to Voters	2	0.40%
Some Large Retail	2	0.40%
Stop Infighting	2	0.40%
Other	99	19.88%
Total Responses	498	
No Response	205	

**Question #14** asked if respondents would support a water/sewer district to encourage commercial development if system users paid for it. 68% of the responses supported this initiative.

Question 14: Would you support the establishment of a public water/sewer district for commercial development if it was paid for by the system users and not tax dollars?				
	Yes	No	Maybe	No Response
Total	351	156	11	79
Percent of Those Responding	67.76%	30.12%	2.12%	

Question #15 was requested by the town to better understand the extent of people's involvement and interest in town government. The first part of the question asked how often respondents vote in town elections. 69% said they always vote, 22% said they vote sometimes and the remainder indicated that they do not vote.

	Number	% of Responses
Always	380	69.09%
Sometimes	121	22.00%
Never	49	8.91%
No Response	107	

The second part of the question asked why they vote with the frequency that they indicated. The two largest responses related to people feeling that it was important and their duty to vote (39%) and they want their voice heard and care about the town's future (30%). The remainder of the responses indicated why people did not always vote in town elections.

	Number	% of Responses
Its important/its our duty	134	39.30%
I want my voice heard/Care about town's future	103	30.21%
Don't always get back from work in time	25	7.33%
Not always aware of issues/candidates	23	6.74%
New to town	18	5.28%
Rindge not main residence	13	3.81%
Depends on issues and candidates	9	2.64%
Not registered yet	4	1.17%
Out of town	3	0.88%
Not a US Citizen	1	0.29%
Other Comments	8	2.35%

Questions #16-18 were asked for the benefit of the Town's interest in expanding internet service throughout the community. Questions related to whether respondents currently have internet service; who their current provider is; and their home address.

Question #19 was the final question and it asked if respondents had any final suggestions for developing a Rindge economic development strategy. The responses, shown at right, were similar to those received in other questions in the survey

	Number Responding	Percent of Those Responding
Better High Speed Internet, Cell & Cable Service	33	12.50%
Reduce Regulations- Be More Friendly to Business	17	6.44%
Attract More Tax Paying Businesses to Lower Taxes & Provide Good Jobs	17	6.44%
Don't Overdevelop town- keep small town character	14	5.30%
Keep Rindge Just the Way it is	10	3.79%
Do Whats Right for All Citizens Not Just a Few	9	3.41%
Lower Taxes	9	3.41%
Good, Long Term Planning and involve the people	8	3.03%
Get more public involvement: Better Communications & More Surveys	8	3.03%
See What Successful Towns Do	6	2.27%
Other Comments	133	50.38%
No Response	364	

## 7. Economic Development in Rindge

The economic development field is rife with “solutions de jure”. In the past decade alone, new strategies have included cluster development, creative and/or innovative economy recruitment, technology-researched based economic development, entrepreneurial incubation, research commercialization, Heritage Tourism, and others.

### *Strategic Considerations*

Strategies – to be effective and sustainable – must be customized to the particular community, reflecting its values and its reality. Smaller communities face different challenges; we address those first. Since Rindge has particular and unique characteristics, we describe specific considerations and possible Best Practices. Lastly, any economic development initiative should consider all core competencies, and decide which to provide, and which to provide through working with others. The Ten Core Competencies are listed for strategic consideration (see pages 45-46).

### *Economy Development for a Small Community*

Just as small entrepreneurs have found themselves able to battle corporate giants, so too do smaller communities now face a David-Goliath competitive environment. It isn't easy, but remember that David did win out over Goliath!

Here are three steps we suggest *all* communities consider:

1. **Think** – “Fire, ready, aim” is not a strategy. When people say we need to develop our economy, they may seek very different things. We have developed *ten core competencies* that make up economy development. Decide what is most important: perhaps downtown development; a new office park; retraining workers, or is it attracting tourists?

**Have a Plan.** Know where you want to go first. Be sure that there is a shared consensus. Like any good plan, it needs to be realistic and measurable. For small communities, this can be a strategic advantage. You can get key leaders into one room, and in a couple of hours determine shared opportunities and threats. Your larger competitors will take a month fighting over who is invited. That is what this Rindge Economic Development Initiative is all about!

2. *Get* – Small communities often approach economic development without any –or minimal - funds available. Time to think like an entrepreneur; “bootstrap” resources during these early stages.

For a community, the best resource is its people. If you ask around, you will be surprised by the talent and willingness to help. There are also regional, state and federal offices which can provide free guidance and assistance. Universities can offer services and facilities. Get your team together.

Eventually, you will need financial resources. With a record of committed, successful volunteers, that resource channel will open. Get the resources you need equal to the task. You do not want to be constantly fund-raising; take on a project you can afford.

3. *Do* – Finally, we’re doing something! It is important that the actions be supported before commencement. Many small communities –faced with a crisis – want to just get on with “it”, only to see volunteer and political support erode as “it” means different things to different people.

As with any endeavor, leadership is the key. Who is the person accountable for success? Who has agreed to help and follow this leadership? Are tasks laid-out, understood and publically supported?

We have seen how much just a few key people can do in a small community. Your larger competitors will be months introducing themselves; while you are making progress with community leaders you know and trust.

Factors that hinder a smaller community – lack of staffing and resources, limited workforce pool, remote locations, and minimal infrastructure - are realities. But a small community also offers advantages:

**Flexible, honest and accessible governments:** that provides suggestions to make things happen, versus official reasons why not.

**Small is good:** To make a difference, you do not need big wins. Pay attention to the growing few-person enterprise that would be lost in a large city, and build loyalty as the company grows.

**Network your “captured market”**, find and network the enterprising people who already have made the commitment to live in or near the community, who don’t need convincing why this community is a great place. They will find opportunities once they meet each other.

**Know your employers:** most small communities can easily name – and subsequently visit with – their top employers before trouble hits.

**Limit your appetite.** A new large-company employer may require an area that offers at least a 20-1 “qualified applicant” to hire ratio. Consider your community: determine what is 1/20<sup>th</sup> of the qualified workforce, and that is the maximum employer size you should target.

**No place like home.** Establish support for networking “Free Agents”; people who are home workers connected to national clients, who can produce new ventures and a positive “buzz” about the community. Make work-at-home easy by encouraging land-use permitting that is flexible for home-based business.

**Build upon existing niche strengths.** Why is your community unique? Do you have a cadre of early successful, retirees from similar industries? College graduates who would like to stay? Is there any grouping of like companies – wineries, marinas, food processors, engineers, organic farmers – that could form the base of a “cluster” strategy – a unique niche that others from that industry will seek out?

**Designate a credible message and messenger.** In 20 words or less: why your community? Who is the go-to person when there is an inquiry, or who will follow-up on “a business-is-failing” (or growing) rumor, or the state wants someone to attend a workshop? Who knows how to speak to the media, and has local credibility? Do others confirm the same message?

*Congratulations:* You have taken on a very important service for your community, ensuring its future viability. Small-community economy development does not have the big headlines wins. But it also does not have the big headaches. Utilize your smaller size to be flexible, accessible, creative and accountable. Small wins add up, and patience prevails. *And remember to have some fun!*

### *Possible Best Practices for Rindge*

As noted in the introduction, the town's assets can also be its liabilities. As an example, the Town's quaint character – seen economically – means that the remote location, small labor force and limited road system may preclude any major relocation of a manufacturer of large goods, or other wholesale-distribution facility.

Small communities can look at their size and location as a positive. Some ways include:

- ◆ College towns are becoming the desired location for early-retirees and economic “free agents”, who have high levels of disposable income, and are often entrepreneurial.
- ◆ Much of the new residential and commercial development elsewhere in the country is an attempt to recreate the attributes of the traditional New England village, so prominent today in Rindge.
- ◆ Advances in internet-based technologies (e.g. cloud computing: file sharing services that allow easy access for work groups to shared files anywhere) allows for greater collaborations without regard to location.
- ◆ A college can be a source of graduates looking for an opportunity to live, work and play in the community they have grown to enjoy. They bring new energy and innovation into the economy. The next Google or face book might be started here.
- ◆ Higher-education, through its cultural and education features, gives the Town a “Creative Economy” boost. Creative companies are both fast-growing and have minimal impact on town or natural resources.
- ◆ The utilization of off-season education facilities provides possible tourism opportunities via Learning Tourism, such as a summer Environmental Institute. The University also provides possible conferencing and retreat facilities that can lead to business and academia collaborations.
- ◆ Rindge's proximity to Massachusetts continues the opportunity to attract retail shoppers. Rindge is considering a Tax Increment Financing (TIF) District for its retail sector, to allow for the construction of sewer and water, and perhaps a new

mixed use Village Center to take advantage of traffic patterns on Routes 119 and 202.

- ◆ Research shows that innovation is stimulated by frequent contact of innovator-to-innovator. This need for human connectivity can be difficult in rural settings, where innovative may have a residence that is intentionally where “you can’t get there from here...” Towns can help with establishing a place where creative and innovative people can meet, dawdle, and exchange ideas. It can be as simple as encouraging the neighborhood Wi-Fi coffee house; Starbucks anyone?
- ◆ A college setting is great for the cross-fertilization of resident innovators. The college and community could go further by creating an incubation network of subject-matter experts, seeding a high-risk capital pool, and jointly establishing incubation and “launching” space – to provide for the subsequent steps on the ladder of local innovation.

### *Core Competencies for Economic Development*

#### *How well are we doing?*

While every community is unique, there are core competencies that every community development effort should have, or have access to from another partner. Which of these are local strengths? Which need help from regional, state or private allies? Does your leadership agree on what is important? Your priorities will change over-time, so review this listing regularly.

1. Organization and leadership for growth of the economic development entity.
2. Retention and expansion of existing employers (advocacy and problem solving).
3. Cultivation of new, entrepreneurial ideas and people.
4. Recruitment of expanding companies to your community.
5. Branding your community, differentiating from the competition, and marketing that brand.
6. Supplying development financing - grants, loans, credit enhancements, equity - where and when needed.
7. Real estate development - developing and managing land, buildings, downtowns, Brownfield, etc.

8. Workforce development - the retention and development of the existing labor force and the building of the smart skills needed for tomorrow.
9. Providing key industry sector services - for manufacturing, biosciences, tourism and conferencing, creative and cultural, health care, and retail. What industry clusters drive your local economy, and what uniquely do they need?
10. Technology and innovation development - Broadband and wireless tools, technology transfer from R&D facilities, creative economy opportunities, among others. Technology, innovation and productivity produce competitiveness and profitability.

## 8. Strategic Opportunities

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Early in June, 2010 a workshop was held at the Franklin Pierce University Boathouse to undertake a strategic assessment of the town's current economic situation and begin to frame its opportunities for the future. With approximately thirty people in attendance, there was a healthy cross section of residents to offer a range of perspectives. The process involved breaking the attendees into four groups and asking them to focus on four issues: Strengths, Weaknesses, Opportunities and Threats – often referred to as a SWOT analysis.

- *Rindge's Internal Strengths*: What assets does the town have that make it a desirable place to live and work?
- *Internal Weaknesses*: What are the significant challenges that the town currently faces that inhibit its ability to become everything that it wants to be?
- *External Opportunities*: What issues and trends are occurring outside Rindge that could be used to the town's advantage in improving its quality of life and economic future?
- *External Threats*: What issues and trends are happening outside town that could pose a threat to the vitality and quality of life in Rindge?

Following is a description of the results of the June workshop.

### *Internal Strengths*

- ◆ Franklin Pierce University and other education institutions.
- ◆ Availability of land for economic growth in the commercial corridors.
- ◆ Interest by the town in pursuing a tax increment financing district to support more concentrated non-residential development.
- ◆ Natural Resources including the beauty of the lakes, ponds, open space, biodiversity.
- ◆ Proximity to larger economic areas including routes 119, 202 and the Massachusetts border.
- ◆ Wonderful people who have a strong sense of community, are civic minded, well educated, have strong skill levels including talented volunteers, retirees and town employees.
- ◆ Energy opportunities.

- ◆ Other assets include the summer residents, Cathedral of the Pines, a growing retail base, strong construction trades, and the lack of a sales or income tax.

### *Internal Weaknesses*

- ◆ Lack of infrastructure to attract and support a growing economic base including high speed internet, public water and sewer, and the large quantity of wetlands and ledge in town.
- ◆ Lack of a town center.
- ◆ Weak communication links between the town and Franklin Pierce University.
- ◆ Some view the town as having excessive regulations.
- ◆ There is political division within the town that has led to the lack of a clear vision of the town's economic future and the lack of a consistent approach to economic development.
- ◆ Rindge is also hindered by lack of an economic development director and budget that could begin to address lack of manufacturing, the net export of workers to other communities in the region, a limited pool of skilled labor and high property taxes.

### *External Opportunities*

- ◆ Tourism opportunities that can build on the recreation, scenic, wildlife and camping resources available in Rindge.
- ◆ Being a border town with Massachusetts, Rindge can exploit its lack of a sales and income tax.
- ◆ Rindge should take advantage of the assets available through Franklin Pierce University including its graduates and the potential for promoting incubator businesses that derive from FPU initiatives and expertise.
- ◆ New Hampshire is a safe place to live and work.
- ◆ Rindge has a strategic location within its region due to the intersection of Routes 119 and 202.
- ◆ Due to its high quality of life, Rindge should take advantage of smart growth opportunities, foster green technologies, promotion of the arts and entertainment opportunities as well as fostering the vitality of the many home and farm based businesses.
- ◆ A number of nearby towns are not being proactive about encouraging economic development. Rindge could become a regional leader by becoming proactive.
- ◆ Encourage commuters and Rindge residents who own businesses elsewhere to relocate businesses to town.

### *External Threats*

- ◆ The voting base in some area communities is more pro-active and could draw economic development away from Rindge if it does not reverse its real or perceived internal disagreements, and become pro-active itself.
- ◆ Lack of public water and sewer.
- ◆ Because Rindge is at an important regional transportation crossroads, it has become a crime and drug traffic corridor.
- ◆ There are better salaries and more employment opportunities elsewhere.
- ◆ There is better broadband coverage elsewhere.
- ◆ The state tax structure, reliance on property taxes and lack of tax incentives makes it challenging to attract new business, particularly in light of the uncertainty of budget issues at the state level.
- ◆ Younger people are leaving the region.
- ◆ Destabilizing effect of the condition of the national economy.
- ◆ Uncertainty about long term national costs of energy.