

ECONOMIC DEVELOPMENT SELF-ASSESSMENT TOOL

COMPARISON OF 2008 AND 2014 RESULTS
FOR THE TOWN OF WINDHAM, NEW HAMPSHIRE

NATIONAL
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& INNOVATION



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Table of Contents

	Page
Introduction	4
Section 1: Access to Customers/Markets	5
Section 2: Agglomeration	13
Section 3: Cost of Land (Implicit/Explicit)	19
Section 4: Labor.....	25
Section 5: Local Process.....	30
Section 6: Quality of Life (Community)	39
Section 7: Quality of Life (Site)	44
Section 8. Business Incentives.....	45
Section 9: Tax Rates	48
Section 10: Access to Information.....	51
Summary.....	54

Introduction












Windham initially participated in the Economic Development Self-Assessment Tool (EDSAT) in 2008 and repeated the assessment in 2014. EDSAT is comprised of a series of questions addressing location factors relevant to businesses and developers. By analyzing a municipality's responses to the EDSAT questionnaire, strengths, weaknesses, opportunities, and threats to the city's economic development potential can be identified. The analysis includes comparisons between the responses from Windham and responses from all of the other jurisdictions that have completed the self-assessment. These jurisdictions are referred to as the comparison group municipalities (CGM) and are viewed as representing Windham's competitors for businesses and development.

The EDSAT questionnaire is the product of a rigorous and interactive process by the Dukakis Center for Urban and Regional Policy at Northeastern University involving the research team, partners in the development community, and communities that have participated in the self-assessment. The foundation for the over 250 questions that make up the EDSAT questionnaire was established when the Dukakis Center surveyed members from the National Association of Industrial and Office Properties (NAIOP) and CoreNet Global, the professional association representing in-house location experts. They were asked to identify those themes that are most important to businesses when evaluating locations. That process generated themes relevant to economic growth and development. Examples of themes are highway access, capacity of infrastructure, and the timeliness of permit approvals. The location experts ranked the themes as "Very Important," "Important," or "Less Important" to companies and developers when evaluating locations. In this report, a "Very Important" theme is identified by a shaded circle (●), an "Important" theme by a half circle (◐), and a "Less Important" theme by an unshaded circle (○).


















Each question in EDSAT addresses a location factor within a theme. The response provided by Windham to a question is compared to the median or majority response of the CGM. Depending on Windham's response in light of the CGM, EDSAT assigns a color code to the comparison, indicating Windham's relative strength in that location factor. Green indicates a municipality is stronger than the median or majority response among the CGM; yellow indicates the response equals the median or majority response or is qualitatively similar and; red indicates a municipality is weaker than the median or majority response. The interaction between the importance of a location factor and Windham's relative strength in that factor yields the most telling information. A comparison yielding "red" for a Very Important (●) factor represents the potential for a "deal breaker," while a comparison resulting in "green" for a Very Important (●) factor represents the likelihood of a "deal maker."

This report compares Windham's EDSAT responses from 2008 to the current 2014 responses to reveal any changes in Windham's location factors. For example, has the duration of the city's permitting process changed or has the composition of its workforce changed. By identifying such changes over time, Windham can continue to refine its economic development strategy to mitigate "deal breakers" and to build upon "deal makers."

Section 1: Access to Customers/Markets

● A. Highway Access						
Question	Windham	2014	CGM	Windham	2008	CGM
1: What percentages of available sites for retail trade, including your central business district, are within 2 miles of an entrance or exit to a limited-access major highway?	75%+		75%+	75%+		75%+
2: What percentages of available sites for manufacturing are within 2 miles of an entrance or exit to a limited-access major highway?	75%+		75%+	75%+		75%+
3: What percentages of available sites for general office space are within 2 miles of an entrance or exit to a limited-access major highway?	75%+		75%+	75%+		75%+
4: Does your jurisdiction impose weight restrictions on streets or access roads?	no		no	no		yes
Importance to Market ● Very Important ● Important ○ Less Important		Your Performance  Strong  Average  Weak				


















Regarding weight restrictions on roads, the comparison changed from stronger to average because the typical CGM does not impose such restrictions.

B. Public Transit						
Question	Windham	2014	CGM	Windham	2008	CGM
5: What percentages of available sites for retail trade are within 1/4 mile of public bus or rail rapid transit?	0%		between 50-74% and 75% or greater	1-25%		75%+
6: What percentages of available sites for manufacturing are within 1/4 mile of public bus or rail rapid transit?	0%		50-74%	0%		50-74%
7: What percentages of available sites for general office space are within 1/4 mile of public bus or rail rapid transit?	0%		50-74%	1-25%		50-74%
8: Is there a transit-oriented development strategy in your plans for attracting new firms?	no		no	no		between yes and no
9: Is there a commuter rail or bus stop within 5 miles of your jurisdiction's boundaries?	yes		yes	yes		yes
10: Do you offer any shuttle services to other public commuting stations?	no		no	no		no
11: Is public transit service available on nights and weekends?	no		yes	no		yes
Importance to Market		Your Performance				
● Very Important ● Important ○ Less Important		 Strong  Average  Weak				













Windham's availability of public transit in 2008 was comparatively weak, and by 2014 has become weaker, especially in regards to the proximity of public transit to sites for retail trade and general office space.

● C. Parking						
Question	Windham	2014	CGM	Windham	2008	CGM
12: What percentages of available sites for retail trade have on-site parking?	75%+		75%+	75%+		75%+
13: What percentages of available sites for manufacturing have on-site parking?	75%+		75%+	75%+		75%+
14: What percentages of available sites for general office space have on-site parking?	75%+		75%+	75%+		75%+
15: Does your jurisdiction offer parking facilities near development sites?	no		no	no		yes
16: Have you employed tax abatements or other financial incentives to local businesses to provide off-site parking?	Question omitted in 2014			no		no
17: Have you used state or federal infrastructure grants to improve parking in your jurisdiction?	yes		no	no		yes
18: How much is typically charged for parking in your central business district? \$ Hourly	0		0	Not answered		
19: How much is typically charged for parking in your central business district? \$ Daily	0		0	Not answered		
20: How much is typically charged for parking in your central business district? \$ Monthly	0		0	Not answered		
Importance to Market		Your Performance				
● Very Important ● Important ○ Less Important		Strong Average Weak				

Although the majority of the CGM used state or federal funds to enhance parking in the 2008 survey, they no longer did so in 2014. Additionally, since 2008, Windham has utilized state or federal funds for such purposes. The changes resulted in a reversal in relative strengths and weaknesses, giving Windham a new strength.










● D. Traffic						
Question	Windham	2014	CGM	Windham	2008	CGM
21: Do you have regular access to a traffic engineer or transportation planner, such as one who is on staff or with a regional organization to which your jurisdiction is a member?	yes		no	no		no
22: Do you routinely use the services of a transportation consultant?	yes		yes	yes		yes
23: Do you have access to traffic count data for the major roadways in your jurisdiction?	yes		yes	yes		yes
24: Do you require firms or developers to provide traffic mitigation beyond the streets adjacent to the site? (e.g. installing traffic signals, metering flow)	yes		yes	yes		yes
25: Do you require firms or developers to provide traffic personnel to control employee arrival and departure flows?	Question omitted in 2014			no		no
26: How would you rate traffic into and out of your jurisdiction during a typical weekday rush hour?	Moderately congested		Moderately congested	Moderately congested		Moderately congested
27. What is the average speed of automobile commuter traffic during a typical weekday rush hour?	11-25 mph		11-25 mph	Question added after 2008		
28: Do you require a traffic impact analysis for large-scale development or redevelopment projects?	yes		yes	yes		yes
Importance to Market ● Very Important ● Important ○ Less Important		Your Performance  Strong  Average  Weak				

Windham has gained regular access to a traffic engineer or transportation planner since 2008, giving your municipality a new advantage.



















○ E. Airports								
Question	Windham	2014	CGM		Windham	2008	CGM	
29: Do you have a local (municipal/general aviation) airport?	no		no		no		no	
30: The closest regional airport is how many miles away?	11-20 miles		11-20 miles		6-10 miles		6-10 miles	
31: The closest major/international airport is how many miles away?	31 miles or more		20-30 miles		6-10 miles		20-30 miles	
31: Is the major/international airport accessible by public transportation?	yes		yes		no		yes	
33. How long does it take to drive to the major/international airport from your downtown?	21-60 minutes		21-60 minutes		Question added after 2008			
Importance to Market		Your Performance						
● Very Important ● Important ○ Less Important		 Strong  Average  Weak						







The distance to Windham’s nearest major airport, Logan International Airport, was likely updated in the 2014 questionnaire to 31+ miles away to reflect a mileage correction. This correction resulted in a comparison change from strong to weak. Additionally, the mileage to Windham’s closest regional airport, Manchester-Boston Regional Airport, changed to 11-20 miles, likely reflecting another mileage correction.

Since 2008, Windham has made Logan International Airport accessible via public transportation, resulting in a net improvement from a weakness to average.

○ F. Rail							
Question	Windham	2014	CGM		Windham	2008	CGM
34: Do you have rail freight service available?	no		yes		no		yes
35: Do you have intercity passenger rail service? Check all that apply.							
- Commuter	no		no		no		no
- Intercity/Interstate (Amtrak)	no		no		no		no
Importance to Market ● Very Important ● Important ○ Less Important				Your Performance  Strong  Average  Weak			

Rail factors remained unchanged from 2008 to 2014.


















G. Physical Attractiveness						
Question	Windham	2014	CGM	Windham	2008	CGM
36: To what extent do you enforce codes and regulations on abandoned properties / abandoned vehicles / trash and rubbish disposal within your jurisdiction?	Moderately		Moderately	Very Vigorously		Moderately
37: To what extent does your jurisdiction maintain streets, sidewalks, parks, etc., near available development sites?	Weakly		Moderately	Vigorously		Moderately
38: To what extent does your jurisdiction maintain publicly owned properties near available development sites?	Omitted in 2014			Vigorously		Moderately
39: Is there a hotline available for reporting code violations and maintenance needs within your jurisdiction?	no		no	yes		no
40: Is there a system for monitoring the timeliness and quality of responses to reported violations within your jurisdiction?	no		no	no		no
41: Do you involve the arts community in the design of open space (street furniture, murals, etc.)?	no		no	no		no
42: What percentage of the acreage within your jurisdiction is reserved for parks?	0-5%		6-10%	0-5%		6-10%
43: What percentage of your housing stock is considered dilapidated?	0-5%		0-5%	0-5%		0-5%
44: What percentage of your commercial buildings are boarded up or closed down and would need renovations to reopen?	0-5%		0-5%	0-5%		0-5%
45: What percentage of commercial and industrial space is presently vacant?	Question divided into the two following questions after 2008			11-15%		6-10%

46. What percentage of industrial space is presently vacant (not currently occupied)?	0-5%		0-5%	Question added after 2008
47. What percentage of commerce space is presently vacant (not currently occupied)?	6-10		6-10%	
46: What percentage of your industrial buildings are boarded up or closed down and would need renovations to reopen?	0-5%		0-5%	
Importance to Market ● Very Important ● Important ○ Less Important		Your Performance  Strong  Average  Weak		









In 2008, Windham extensively maintained the town through strict enforcement of codes, keeping areas near development sites appealing, and making a hotline available for reporting physical issues in the town. These services contributed a very strong relative advantage in regards to town aesthetics in 2008. However, in 2014, your municipality no longer maintains the town at higher levels than the majority of the CGM. All advantages from 2008 are now average, except for maintenance levels of areas near development sites, which has a red comparison.








Regarding the percentage of vacant commercial and industrial space, the question was divided into two questions after 2008, so a comparison cannot effectively be drawn.

Section 2: Agglomeration












A. Complementary/Supplementary Business Services							
Question	Windham	2014	CGM		Windham	2008	CGM
1: Is your local chamber of commerce or business association actively involved in the economic development activities of your jurisdiction?	Vigorously		Moderately		Moderately		Moderately
2: Does your jurisdiction have an active volunteer economic development committee or nonprofit center for economic development?	yes		yes		yes		yes
3: Is there an incubator or other form of cooperative and supportive space for start-up businesses in your jurisdiction?	no		no		no		no
4: Are there CPA, business advisory and financial services firms in your jurisdiction?	yes		yes		yes		yes
5: Are there law firms in your jurisdiction specializing in commercial law, intellectual property rights, and patents?	yes		yes		no		yes
6: Are there branches of major commercial banks in your jurisdiction?	yes		yes		yes		yes
7: To what extent are the business services (e.g. venture capital, business planning, specialized recruiting, etc.) in your jurisdiction capable of working with emerging technical and scientific firms?	Moderately capable		Moderately capable		Not capable		Moderately capable
Importance to Market		Your Performance					
● Very Important ◐ Important ○ Less Important		 Strong  Average  Weak					

Since 2008, Windham has become better able to facilitate startup success. By 2014, your town has gained the relative advantage of a vigorously active chamber of commerce. Your community has also eliminated weaknesses by gaining specialized law firms as well as business service firms capable of working with emerging technical and scientific firms. These firms are especially helpful given Windham’s target industries.












B. Critical Mass Firms							
Question	Windham	2014	CGM		Windham	2008	CGM
8: Does your jurisdiction have a development strategy, overall economic development plan (OEDP), or an economic development plan within your community master plan?	yes		yes		yes		yes
9: Is your jurisdiction part of a county or regional OEDP or Comprehensive Economic Development Strategy (CEDS)?	yes		yes		yes		yes
10: Does your state have a development strategy or economic development plan?	yes		yes		yes		yes
11: If yes, are there firms within specific industry types or sectors that are targeted in your jurisdiction's, your county's or your state's development strategy?	yes		yes		no		yes
12: If yes, what specific industry types or sectors are targeted in your jurisdiction's or your state's development strategy?							
Your municipality's targets that are state targets:	Information Technology; Financial Services; Other Life Sciences, including Biotech; Healthcare				None		
Your municipality's targets that are not state targets:	Warehousing				Question added after 2008		
Your region/county's development strategy has the following state targets:	Other, please specify; Alternative Energy; Information Technology; Financial Services;				Question added after 2008		

● B. Critical Mass Firms							
Question	Windham	2014	CGM		Windham	2008	CGM
	Traditional Manufacturing; Other Life Sciences, including Biotech; Healthcare						
State targets:	Other, please specify; Alternative Energy; Travel and Tourism; Information Technology; Financial Services; Traditional Manufacturing; Other Life Sciences, including Biotech; Healthcare				Question added after 2008		
13: Does your jurisdiction or your state have development specialists available to assist in interpreting the needs of these clusters?	State and region/county		State and region/county		yes		yes
14: How aggressive is your industrial attraction policy?	Weak		Moderate		Don't have one		Moderate
Importance to Market ● Very Important ● Important ○ Less Important				Your Performance  Strong  Average  Weak			








Although described as relatively weak, creating an industrial attraction policy is a significant improvement that can help Windham focus its economic development efforts. Through crafting this policy, your town has identified target industries that mostly fall within state and regional targets, changing this comparison from a disadvantage to average.

C. Cross Marketing						
Question	Windham	2014	CGM	Windham	2008	CGM
15: Do you actively enlist the services of firms already resident in your jurisdiction to assist in attracting new firms?	yes		no	no		no
16: Do you engage local and regional business organizations to participate in marketing your jurisdiction?	yes		yes	no		yes
17: Do you engage regional planning and development organizations to participate in marketing your jurisdiction?	yes		yes	no		yes
18: Do you engage state agencies and organizations to participate in marketing your jurisdiction?	yes		yes	no		yes
Importance to Market ● Very Important ● Important ○ Less Important		Your Performance  Strong  Average  Weak				

Windham has drastically improved its cross marketing efforts from 2008 to 2014. Since 2008, your town has begun to enlist resident firms in attracting new firms, representing a comparative improvement from yellow to green. Efforts to engage local, regional, and state organizations were relatively weak in 2008, but again, Windham has begun engagement efforts since then. Therefore, those three weaknesses are now on par with the typical CGM.















D. Marketing Follow-up								
Question	Windham	2014	CGM		Windham	2008	CGM	
19: Is there a formal de-briefing process with firms that chose to locate in your jurisdiction about what made the difference?	yes		no		no		no	
20: Is there a formal de-briefing process with firms that chose not to locate in your jurisdiction about what made the difference?	yes		no		no		no	
21: Do you have a formal procedure for contacting existing local firms about their satisfaction with your jurisdiction?	yes		no		no		no	
22: Do you have a formal procedure for intervening when early news surfaces about firm dissatisfaction with your jurisdiction?	no		no		no		no	
Importance to Market		Your Performance						
● Very Important ● Important ○ Less Important		 Strong  Average  Weak						






Windham is now better able to glean insight from firms regarding its economic development strategies and processes. Due to the creation of procedures that initiate conversations with firms, your town has changed comparisons from averages to advantages in 2014.

○ E. Proximity to Universities & Research							
Question	Windham	2014	CGM		Windham	2008	CGM
23: How many major public or private four-year college or universities are located within your jurisdiction?	0		0		N/A: Not answered		
24: How many major public or private four-year college or universities are located within 10 miles of your jurisdiction?	2		2		N/A: Not answered		
25: How many community colleges are located within your jurisdiction?	0		0		N/A: Not answered		
26: How many vocational/technical schools are located within your jurisdiction?	0		1		N/A: Not answered		
Importance to Market		Your Performance					
● Very Important ● Important ○ Less Important		 Strong  Average  Weak					



















Windham did not provide answers regarding proximity to educational institutions in 2008.








Section 3: Cost of Land (Implicit/Explicit)

● A. Infrastructure						
Question	Windham	2014	CGM	Windham	2008	CGM
Are there significant limitations to any of your existing infrastructure systems?						
1: Water Supply	Unreliable service		Sufficient capacity for growth & reliable service	Capacity for Current Needs Only		Sufficient capacity for growth & reliable service
2: Public Sewer	Inadequate capacity for current needs		Sufficient capacity for growth & reliable service	N/A: Not Answered		
3: Water Treatment	Inadequate capacity for current needs		Sufficient capacity for growth & reliable service	N/A: Not answered		
4: Natural Gas	Inadequate capacity for current needs		Sufficient capacity for growth & reliable service	N/A: Not answered		
5: Electric Power	Unreliable service		Sufficient capacity for growth & reliable service	Sufficient Capacity for Growth & Reliable Service		Sufficient capacity for growth & reliable service
6: Data/Telecommunications – Land Lines	Capacity for current needs only		Sufficient capacity for growth & reliable service	Sufficient Capacity for Growth & Reliable Service		Sufficient capacity for growth & reliable service
7: Data/Telecommunications – Cellular	Unreliable service		Sufficient capacity for growth & reliable service	Capacity for Current Needs Only		Sufficient capacity for growth & reliable service
8: Data/Telecommunications – Fiber optic/Cable/DSL	Unreliable service		Sufficient capacity for growth & reliable service	Sufficient Capacity for Growth & Reliable Service		Sufficient capacity for growth & reliable service
9: What is the average cost in cents per kilowatt-hour (kWh) for residential, commercial, and industrial end users in your municipality? Residential	16		16.23	Question Added after 2008		

10: What is the average cost in cents per kilowatt-hour (kWh) for residential, commercial, and industrial end users in your municipality? Commercial	18.5		15.20		Question Added after 2008
11: What is the average cost in cents per kilowatt-hour (kWh) for residential, commercial, and industrial end users in your municipality? Industrial	18.5		13.03		Question Added after 2008
Importance to Market		Your Performance			
● Very Important ● Important ○ Less Important		 Strong  Average  Weak			

Infrastructure capacity in 2008 was generally weak, with both water supply and cellular communication capacity meeting current needs only. By 2014, those two services have become unreliable and are still red, and other services (electric power, land lines, and DSL) that were on par with the typical CGM response in 2008 are now weak. Therefore, all infrastructure comparisons are now relatively weaker than in 2008. Infrastructure upgrade costs are generally too high for firms to incur, and therefore, the limited capacity and associated costs may strongly dissuade a firm from locating in Windham. All firms require these types of infrastructure, and cellular and broadband services are even more important than ever in this digital age.












● B. Rents						
Question	Windham	2014	CGM	Windham	2008	CGM
12: What is the current average square foot cost for existing retail space in your central business district (Triple Net/Lease)?	18		12	11		11
13: What is the current average square foot cost for existing retail space in your highway business district (Triple Net/Lease)?	13		between 11 and 12	11		11
14: What is the current average square foot cost for existing manufacturing space (Triple Net/Lease)?	6.5		6	6		5.50
15: What is the current average square foot cost for existing general office space in your central business district (Triple Net/Lease)?: CLASS A	17		between 12 and 12.50	No Class A Space		
16: What is the current average square foot cost for existing general office space in your central business district (Triple Net/Lease)?: CLASS B	14		12	13		12.00
17: What is the current average square foot cost for existing general office space in your central business district (Triple Net/Lease)?: CLASS C	11		between 8.50 and 9	9		8
18: What is the current average square foot cost for existing general office space in your highway business district (Triple Net/Lease)?: CLASS A	15		15	No Class A Space		
19: What is the current average square foot cost for existing general office space in your highway business district (Triple Net/Lease)?: CLASS B	12		9	13		between 10 and 10-15
20: What is the current average square foot cost for existing general office space in your highway business district (Triple Net/Lease)?: CLASS C	9		7	9		8
21: Of all the available office space in your jurisdiction, what percentage is: CLASS A	10		15	0		20-21

● B. Rents								
Question	Windham	2014	CGM		Windham	2008	CGM	
22: Of all the available office space in your jurisdiction, what percentage is: CLASS B	60		40		60		between 39 and 40	
23: Of all the available office space in your jurisdiction, what percentage is: CLASS C	30		40		40		40	
Importance to Market		Your Performance						
● Very Important ● Important ○ Less Important		 Strong		 Average		 Weak		












2014 rents tend to be slightly more expensive than in 2008. In most cases, the gaps between Windham’s and the median CGM response have widened. The most pronounced example is retail space in the central business district. In 2008, Windham’s response was average, and in 2014 it was 50% higher, resulting in a new comparative weakness. Retail space in the highway business district increased only slightly for another change to a weakness, and manufacturing rents increased by the same nominal amount as the median CGM response, maintaining a weakness.

All other rents continue to be red and gaps continued to widen by 2014. Office space in the central business district increased. Class B space in the highway business district decreased, although the same space among CGM jurisdictions decreased by an equal nominal amount. Additionally, while Class C office space in Windham remained the same from 2008 to 2004, it decreased among the CGM.

In regards to proportions of office space, your town still lags behind the median CGM in Class A space. However, your town has increased such space from 0% to 10% since 2008, decreasing the comparative gap. Additionally, your jurisdiction now has less Class C space, which accounts for the new advantage.












C. Quality of Available Space						
Question	Windham	2014	CGM	Windham	2008	CGM
24: Approximately what percentage of available sites in your jurisdiction would be considered contaminated or brownfield sites?	1-10%		21-35%	0-10%		0-10%
25: What experience does your jurisdiction have with the redevelopment of contaminated or brownfield sites?	None		Limited	None		Limited
26: Approximately what percentage of available sites in your jurisdiction would be considered abandoned or underutilized shopping centers?	0%		11-20%	0-10%		0-10%
27: Approximately what percentage of available sites in your jurisdiction would be considered unused open land or greenfield sites?	51%+		21-35%	51%+		0-10%
Importance to Market <input checked="" type="radio"/> Very Important <input checked="" type="radio"/> Important <input type="radio"/> Less Important						
Your Performance  Strong  Average  Weak						

Windham's responses have not changed since 2008. However, your community has gained new advantages in this category due to negative changes among the CGM. In addition, the margin of advantage in regards to greenfield and unused open land sites has decreased due to a rise in the median CGM answer.
















D. Land (space)						
Question	Windham	2014	CGM	Windham	2008	CGM
28: Approximately how much vacant developable land in your jurisdiction is currently zoned for commercial/industrial uses?	301-450 acres		301-450 acres	437		between 156 and 190
29: Approximately how much vacant useable industrial or warehouse space exists in commercial/industrial buildings in your jurisdiction?	1-250,000 sq. feet		1-250,000 sq. feet	30,000		between 100,000 and 150,000
30: Approximately how much vacant useable office space exists in commercial/ industrial buildings in your jurisdiction?	1-250,000 sq. feet		1-250,000 sq. feet	20,000		25,000
31: What proportion of the parcels available for industrial development or large scale commercial development is of 5 acres or more?	51%+		11-20%	51%+		11-20%
Importance to Market		Your Performance				
● Very Important ● Important ○ Less Important		 Strong  Average  Weak				

Answer input methods for this category were changed to ranges after 2008. This change enabled municipalities to more easily answer questions without the hindrance of finding exact numbers. Therefore, 2008 and 2014 number cannot be compared.










Section 4: Labor

A. Labor Cost							
Question	Windham	2014	CGM		Windham	2008	CGM
1: What is the prevailing average hourly wage rate for semi-skilled, blue-collar manufacturing workers?	\$17.26 - \$22.25		\$17.26 - \$22.25		\$20+		\$12.51-\$20
2: What is the prevailing average hourly wage rate for mid-level clerical workers?	\$12.26 - \$17.25		\$12.26 - \$17.25		\$12.51-\$20		\$12.51-\$20
3: What is the prevailing average annual salary for public high school teachers?	\$50,001 - \$60,000		\$50,001 - \$60,000		\$55,000+		\$45,000-\$54,000
4: Is there a local minimum or living wage statute?	no		no		no		no
Importance to Market <input checked="" type="radio"/> Very Important <input type="radio"/> Important <input type="radio"/> Less Important				Your Performance  Strong  Average  Weak			








The wage and salary ranges were updated after 2008 to take inflation into account, therefore the 2008 and 2014 response cannot be directly compared.

● B. Workforce Composition								
Question	Windham	2014	CGM		Windham	2008	CGM	
5: What percentage of your workforce is Unskilled?	1-25%		1-25%		1-25%		1-25%	
6: What percentage of your workforce is Semi-skilled?	1-25%		1-25%		1-25%		1-25%	
7: What percentage of your workforce is Technically skilled?	26-49%		26-49%		26-49%		1-25%	
8: What percentage of your workforce is Managerial?	26-49%		1-25%		26-49%		1-25%	
9: What percentage of your workforce is Professional?	26-49%		1-25%		26-49%		1-25%	
10: What percentage of your workforce are English language learners?	0-10%		0-10%		0-10%		0-10%	
Importance to Market		Your Performance						
● Very Important ● Important ○ Less Important		 Strong  Average  Weak						

The workforce composition in Windham has not changed since 2008. The removal of the advantage in technically skilled workers was due to an increase in their proportion in the typical CGM in 2014.

○ C. Unions							
Question	Windham	2014	CGM		Windham	2008	CGM
11: Have any employers in your jurisdiction had a major strike or work stoppage within the last three years?	yes		no		no		no
12: Has there been a major union organizing drive among public or private workers in the last 3 years?	no		no		no		no
13: Do labor unions have a significant presence in the labor market of your jurisdiction?	Somewhat		Somewhat		Somewhat		Somewhat
Importance to Market ● Very Important ● Important ○ Less Important			Your Performance  Strong  Average  Weak				

Windham has had a major strike or work stoppage since 2008.















● D. Labor (available)						
Question	Windham	2014	CGM	Windham	2008	CGM
14: What percentage of residents age 25 or older has earned at least a high school diploma?	85% or greater		85% or greater	85% or greater		66-84%
15: What percentage of residents age 25 or older has earned at least a bachelor's degree?	51% or greater		21-35%	36-50%		21-35%
Importance to Market ● Very Important ● Important ○ Less Important		Your Performance  Strong  Average  Weak				

Comparatively, Windham is still highly educated. A larger proportion of Windham's residents have attained at least a bachelor's degree than in 2008, widening your town's advantage. The change of residents attaining high school degrees from green to yellow was a result of a higher proportion of residents among CGM jurisdictions having attained high school degrees.
















○ E. Workforce Training							
Question	Windham	2014	CGM		Windham	2008	CGM
16: Which of the following workforce training resources do you interact with to respond to skill development needs of firms?							
- Regional employment board or state employment services department	yes				no		no
- Area high schools	no				no		no
- Voc-tech schools or community colleges	no				no		no
- Human service or nonprofit career training centers	no				no		no
17: Do you support public-private partnerships to provide specific workforce training?	no				no		yes
18: Is there an adult education program readily available to residents of your jurisdiction?	yes				yes		yes
Importance to Market ● Very Important ● Important ○ Less Important				Your Performance ■ Strong ■ Average ■ Weak			

With the exception of Windham's utilization of a regional employment board or state employment services department since 2008, your municipality's workforce training considerations have not changed.

Section 5: Local Process

















A. Industry Sensitivity								
Question	Windham	2014	CGM		Windham	2008	CGM	
1: Does your jurisdiction have a marketing program based on the needs identified by industrial or office location specialists?	no		no		no		no	
2: Does your jurisdiction have a marketing program based on existing core strengths, identified opportunities, or industry concentrations?	yes		no		no		no	
3: Do you have a quick response team available when negative data, stories, or incidents about your jurisdiction make the news?	no		no		no		no	
4: Do you actively engage local business spokespersons to speak on behalf of your jurisdiction?	yes		no		no		no	
5: Do you have a strategy for engaging your jurisdiction's racial or ethnic populations in unique businesses, festivals, etc., as a way to attract regional niche shopping?	no		no		no		no	
6: Do you have a strategy for taking locally developed products and bringing them into regional markets?	Omitted in 2014 survey				no		no	
Importance to Market ● Very Important ● Important ○ Less Important		Your Performance  Strong  Average  Weak						








Your town has added marketing activities, giving Windham new advantages. Specifically, your jurisdiction now features a marketing program based on existing core strengths, identified opportunities, or industry concentrations, as well as actively utilizing local businesspeople to represent Windham.

B. Sites Available								
Question	Windham	2014	CGM		Windham	2008	CGM	
7: Does your jurisdiction own sites that it is currently marketing for development?	no		yes		no		yes	
8: Do you maintain a complete list of sites that are available for development in your jurisdiction?	no		no		no		between yes and no	
9: Do you maintain an active relationship with commercial real estate brokers, developers, or agents with sites in your jurisdiction?	yes		yes		yes		yes	
10: Do your land use regulations protect land currently zoned industrial from encroachment by residential or other incompatible uses?	no		yes		yes		yes	
11: Do you have an active strategy for reclaiming or land banking tax delinquent and tax title properties?	no		no		yes		yes	
12: Do you have an active strategy for reclaiming abandoned or underutilized shopping plazas?	no		no		no		no	
Importance to Market		Your Performance						
● Very Important ● Important ○ Less Important		 Strong  Average  Weak						












Your jurisdiction no longer has land use regulations that protect land currently zoned industrial from encroachment by residential or other incompatible uses, putting your town at a new disadvantage compared to the typical CGM.

● C. Timeliness of Approvals












Question	Windham	2014	CGM	Windham	2008	CGM
13: What is the average time from application to completion of the review process for the following?: Site plan review	9-12 weeks		5-8 weeks	5-8 weeks		5-8 weeks
14: What is the average time from application to completion of the review process for the following?: Zoning variance	0-4 weeks		5-8 weeks	0-4 weeks		5-8 weeks
15: What is the average time from application to completion of the review process for the following?: Special permit	5-8 weeks		9-12 weeks	5-8 weeks		9-12 weeks
16: What is the average time from application to completion of the review process for the following?: Building permit	0-4 weeks		0-4 weeks	0-4 weeks		0-4 weeks
17: What is the average time from application to completion of the review process for the following?: Appeals process	0-4 weeks		5-8 weeks	0-4 weeks		5-8 weeks
18: What is the average time from application to completion or occupation in existing structures: Site plan review	5-8 weeks		5-8 weeks	5-8 weeks		5-8 weeks
19: What is the average time from application to completion or occupation in existing structures: Zoning variance	0-4 weeks		5-8 weeks	9-12 weeks		5-8 weeks
20: What is the average time from application to completion or occupation in existing structures: Special permit	5-8 weeks		9-12 weeks	5-8 weeks		9-12 weeks

● C. Timeliness of Approvals								
Question	Windham	2014	CGM		Windham	2008	CGM	
21: What is the average time from application to completion or occupation in existing structures: Building permit	0-4 weeks		0-4 weeks		5-8 weeks		0-4 weeks	
22: What is the average time from application to completion or occupation in existing structures: Appeals process	0-4 weeks		5-8 weeks		9-12 weeks		5-8 weeks	
Importance to Market		Your Performance						
● Very Important ● Important ○ Less Important		 Strong  Average  Weak						













Your municipality has considerably shortened the time it takes to process zoning variances and appeals for existing construction, not just eliminating both weaknesses, but turning them into strengths. Windham has also shortened its processing time for reviewing building permits for existing construction, putting your town on par among the CGM. Lastly, your jurisdiction processed site plan reviews for new construction within the same duration as the typical CGM in 2008, but now processes them relatively slower.

D. Predictable Permits							
Question	Windham	2014	CGM		Windham	2008	CGM
23: Do you provide a checklist of permitting requirements to prospective developers?	no		yes		yes		yes
24: Do you provide a flowchart of the permitting process to prospective developers?	no		no		no		no
25: Do you provide a development handbook to prospective developers?	no		no		no		no
26: Do you allow for a single presentation of a development proposal to all review boards and commissions with relevant permit authority?	no		no		no		no
Importance to Market			Your Performance				
● Very Important ● Important ○ Less Important			 Strong  Average  Weak				

While your town did so in 2008, Windham no longer provides prospective developers with a checklist of permitting requirements, changing the comparison to red.






E. Fast Track Permits							
Question	Windham	2014	CGM		Windham	2008	CGM
27: Do you pre-permit development in certain districts?	no		no		no		no
28: Are there any publicly or cooperatively owned industrial parks in your jurisdiction that have their own expedited permitting authority?	no		no		no		no
29: Do you have an "overlay" district that allows expedited permitting of certain uses?	no		no		no		no
30: Do you market "fast track" permitting to potential developers or firms?	no		no		no		no
Importance to Market <input checked="" type="radio"/> Very Important <input checked="" type="radio"/> Important <input type="radio"/> Less Important			Your Performance  Strong  Average  Weak				

All fast track permit considerations remained the same in 2008 and 2014.

F. Citizen Participation in the Review Process							
Question	Windham	2014	CGM		Windham	2008	CGM
31: To what extent do abutters slow the permitting process in your jurisdiction?	Somewhat		Somewhat		Somewhat		Somewhat
32: To what extent do organized neighborhood groups slow the permitting process?	Somewhat		Somewhat		Very much		Somewhat
33: To what extent do elected officials in your jurisdiction expedite development by facilitating dialogue with community groups?	Very little		Very little		Very little		Very little
34: Do you establish a specific time frame and procedure for abutter or neighborhood response in the initial stage of the process?	no		yes		yes		yes
35: Do interested parties get multiple opportunities for review and comment during the various development review processes?	yes		yes		yes		yes
36: Has a development proposal in your jurisdiction been stopped by abutter or neighborhood opposition in the past 5 years?	yes		yes		yes		yes
37: Have officials from your jurisdiction intervened to rescue a development proposal that was endangered by abutter or neighborhood opposition in the last 5 years?	no		no		no		no
Importance to Market ● Very Important ● Important ○ Less Important				Your Performance  Strong  Average  Weak			

Organized neighborhood groups have become less active in Windham’s permitting process since 2008. Your municipality no longer has an established timeframe and procedure for opposition commenting during the initial stage of the permitting process, giving Windham a relative weakness.

O G. Permitting Ombudsman						
Question	Windham	2014	CGM	Windham	2008	CGM
38: Does the chief executive officer of your jurisdiction play a significant role in ensuring the efficiency of your local permitting process?	no	<input type="checkbox"/>	no	no	<input type="checkbox"/>	no
39: Are there other local officials empowered to ensure the efficiency of your local permitting process?	yes	<input type="checkbox"/>	yes	yes	<input type="checkbox"/>	yes
40: Is there a "development cabinet" that is convened to review major developments?	yes	<input type="checkbox"/>	yes	no	<input type="checkbox"/>	yes
41: Do you have an established training program for development staff that regularly identifies critical adjustments in policy or regulation to accommodate changing needs of firms?	no	<input type="checkbox"/>	no	no	<input type="checkbox"/>	no
42: Do you have an established training program for boards, commissions, authorities, districts, and elected officials that regularly identifies critical adjustments in policy or regulation to accommodate changing needs of firms?	no	<input type="checkbox"/>	no	no	<input type="checkbox"/>	no
43: Does your jurisdiction require any local licenses for specific businesses or industries?	Yes: junkyards, gun sales	<input type="checkbox"/>		yes	<input type="checkbox"/>	yes
44: If yes, approximately how long (in weeks) is your local licensing process for businesses?	0-4 weeks	<input type="checkbox"/>	0-4 weeks	0-4 weeks	<input type="checkbox"/>	0-4 weeks
45: Is your jurisdiction involved in the process for businesses that require state or federal permitting or licensing?	yes	<input type="checkbox"/>	yes	yes	<input type="checkbox"/>	yes











O G. Permitting Ombudsman							
Question	Windham	2014	CGM		Windham	2008	CGM
46: Do you provide technical assistance for businesses in the state or federal permit or license application process?	no		yes		no		yes
Importance to Market ● Very Important ● Important ○ Less Important			Your Performance  Strong  Average  Weak				

Since 2008, Windham has added a development cabinet that convenes to review major development. This permitting process enhancement created a change from red to yellow.
















Section 6: Quality of Life (Community)

A. Cultural and Recreational Amenities							
Question	Windham	2014	CGM		Windham	2008	CGM
1: Is there a professional sports team resident within your jurisdiction?	no		no		no		no
2: Is there a major art, science, or historical museum?	no		no		no		no
3: Is there a professional repertory theater company?	no		no		no		no
4: Is there a civic center, arena, or major concert hall?	no		no		no		no
5: Is there a golf course within your jurisdiction?	yes		yes		yes		yes
6: Is there a symphony orchestra, opera, or ballet company?	no		no		no		no
7: Are there public beaches or boating activities within 5 miles of your jurisdiction?	yes		yes		no		yes
Importance to Market <input checked="" type="radio"/> Very Important <input checked="" type="radio"/> Important <input type="radio"/> Less Important				Your Performance <input checked="" type="checkbox"/> Strong <input type="checkbox"/> Average <input type="checkbox"/> Weak			

The change from “no” to “yes” in 2014 regarding public beaches or boating activities may either be a result of new facilities or a correction to the answer provided in 2008.












● B. Crime							
Question	Windham	2014	CGM		Windham	2008	CGM
8: What was the residential burglary rate per 100,000 last year in your jurisdiction?	243		between 288 and 295		118		320
9: What was the auto theft rate per 100,000 last year?	52		between 91 and 93		41		between 138 and 150
10: What was the robbery rate per 100,000 last year?	15		between 33 and 36		6		48
11: What was the homicide rate per 100,000 last year?	0		3		N/A: Not Answered		
Importance to Market		Your Performance					
● Very Important ● Important ○ Less Important		 Strong  Average  Weak					

Crime has increased in Windham since 2008, while it has decreased in the median CGM. Overall, crime is still lower in Windham.

C. Housing								
Question	Windham	2014	CGM		Windham	2008	CGM	
12: What was the median sale price of a single family home in your jurisdiction last year?	\$451,000+		\$251,000-\$350,000		\$351,000-\$450,000		\$251,000-\$350,000	
13: What was the median rent for a two bedroom apartment in your jurisdiction last year?	\$1251+		\$801-\$1000		\$1251+		\$801-\$1000	
14: What is the home ownership rate?	76% or greater		66-75%		76% or greater		66-75%	
15: What is the vacancy rate for rental housing?	Less than 3%		3-5%		Less than 3%		3-5%	
16: What percent of homes are for sale?	Less than 3%		Less than 3%		Less than 3%		Less than 3%	
17: Approximately what proportion of the major officers of firms located in your jurisdiction live in the community?	Some		Some		Some		Some	
Importance to Market		Your Performance						
● Very Important ● Important ○ Less Important		 Strong  Average  Weak						












The median sale price of a single family home in Windham increased between 2008 and 2014, maintaining a weakness in this cost of living factor.

D. Local Schools						
Question	Windham	2014	CGM	Windham	2008	CGM
18: What is the average K-12 per pupil expenditure in your jurisdiction last year?	\$12,001-\$14,000		\$12,001-\$14,000	\$8,501+		\$8,501+
19: Does your state mandate an assessment or proficiency test as a prerequisite for high school graduation?	yes		yes	no		yes
20: If yes, what percentage tested as proficient English?	81% or greater		66-80%	N/A: Unanswered		
21: If yes, what percentage tested as proficient in Mathematics?	81% or greater		66-80%	N/A: Unanswered		
22: If yes, are the tests used as a measure of performance within your local school district for teacher assessments or teacher evaluations?	no		no	N/A: Unanswered		
23: What percentage of your jurisdiction's K-12 students are eligible for free or reduced-cost lunch last year?	1-25%		1-25%	1-25%		26-49%
24: What is the average combined SAT score (Verbal and Math) for college-bound seniors from your jurisdiction last year?	1629			1051-1125		976-1050
25: What percentage of high school seniors from your jurisdiction graduated last year?	Question omitted in 2014			75%+		75%+
26: What percentage of high school freshmen normally graduate within 5 years?	95% or more		95% or more	Question added in 2014		
27: What is the high school dropout rate last year?	0%		1-25%	1-25%		1-25%
28: Are there any schools in your jurisdiction that are currently deemed "underachieving" or "underperforming"?	no		no	no		no
29: What percentage of high school seniors from last year's class went on to a four-year college?	75% or greater		50-74%	50-74%		50-74%

D. Local Schools						
Question	Windham	2014	CGM	Windham	2008	CGM
30: Are there any charter schools in your jurisdiction?	no		no	no		no
31: What types of private schools are there in your jurisdiction?						
- Parochial	yes			no		no
- Non-sectarian	yes			no		no
- Boarding	no			no		no
Importance to Market <input checked="" type="radio"/> Very Important <input checked="" type="radio"/> Important <input type="radio"/> Less Important		Your Performance  Strong  Average  Weak				

Windham High School was established in 2009. Therefore, 2008 numbers most likely reflect data gathered about Windham’s students attending school in another municipality or at a regional high school. In 2008, your students were generally on par with the typical CGM, with the exception of higher SAT scores. By 2014, with respect to the high school dropout rate and proportion of students going on to four-year colleges, Windham’s students outperformed those among the CGM. Your town also gained parochial and non-sectarian schools since 2008. Lastly, costs associated with educating the students in both Windham and the typical CGM increased at the same rate, maintaining the average comparison.

Section 7: Quality of Life (Site)

A. Amenities						
Question	Windham	2014	CGM	Windham	2008	CGM
1: What proportion of existing development sites within your jurisdiction have the following within 1 mile?: Fast food restaurant	Most		Most	Few		Most
2: What proportion of existing development sites within your jurisdiction have the following within 1 mile?: Fine dining	Few		Some	Few		Some
3: What proportion of existing development sites within your jurisdiction have the following within 1 mile?: Day care	Most		Most	Most		Most
4: What proportion of existing development sites within your jurisdiction have the following within 1 mile?: Retail shops	Most		Most	Some		Most
Importance to Market <input checked="" type="radio"/> Very Important <input checked="" type="radio"/> Important <input type="radio"/> Less Important		Your Performance  Strong  Average  Weak				








Windham gained more amenities near development sites. Your town now features more fast food restaurants and retail shops than in 2008, resulting in net improvements from relative weaknesses to matching CGM towns in 2014.

Section 8. Business Incentives

A. State						
Question	Windham	2014	CGM	Windham	2008	CGM
1: Are businesses in your jurisdiction eligible for any special state tax incentives?	This question is now a checklist of incentives			Yes		Yes
- Investment tax credits	No		No	Incentive checklist added after 2008		
- Job training tax credits	Yes		No	Incentive checklist added after 2008		
- Research and Development (R&D) tax credits	Yes		No	Incentive checklist added after 2008		
- Low (subsidized) interest loans	Yes		No	Incentive checklist added after 2008		
- Loan guarantees	Yes		No	Incentive checklist added after 2008		
- Equity financing	Yes		No	Incentive checklist added after 2008		
- Workforce training grants	Yes		No	Incentive checklist added after 2008		
2: To what extent does your jurisdiction actively take advantage of any special state business incentives?	Somewhat		Somewhat	Very little		Somewhat
3: Does your state allow for priority funding for distressed economic areas?	yes		Yes	Yes		Yes
Importance to Market			Your Performance			
● Very Important ● Important ○ Less Important			■ Strong ■ Average ■ Weak			

Since 2008, Windham has taken more advantage of special state tax incentives, improving from taking “very little” advantage in 2008 to “somewhat” in 2014. Additionally, businesses in Windham continue to be eligible for several specific state tax incentives. Those firms in the typical CGM municipality, however, are not eligible for any incentive on the checklist, resulting in a new strength for Windham. However, this comparison may not be entirely accurate. CGM municipalities may have had access to other incentives in 2008 that are not on the checklist, which may have been why their original response in 2008 was “yes.”

B. Local						
Question	Windham	2014	CGM	Windham	2008	CGM
4: Does your jurisdiction offer existing or new businesses property tax abatements?	no		no	Question added after 2008		
5: Does your jurisdiction provide any additional tax or other financial incentives to local businesses?	no		no	no		yes
6: Does your jurisdiction offer any of the following incentives for businesses to locate in your jurisdiction? (Check all that apply)						
- Revolving loan fund	no		no	no		no
- Loan guarantees	no		no	no		no
- Revenue bonds	no		no	no		no
- Equity participation	no		no	no		no
- Business district group loans	no		no	no		no
7: Does your jurisdiction actively pursue federal and/or state programs designed to assist in attracting and retaining businesses?	no		yes	no		yes
8: Does your jurisdiction use Tax Increment Financing (TIF) or other programs to provide tax breaks to businesses?	no		yes	no		yes
9: Does your jurisdiction grant TIFs for retail development?	No		no	no		no
10: Who negotiates the tax abatement?	Legislative		Legislative	Legislative		Legislative
11: Does your jurisdiction assist in securing financing for businesses with commercial lenders or state industrial finance mechanisms?	no		Between yes and no	no		yes
12: Do you actively try to attract local, state, and federal facilities, including post offices, to your jurisdiction?	no		no	no		yes

B. Local								
Question	Windham	2014	CGM		Windham	2008	CGM	
13: Is any part of your jurisdiction in a designated Enterprise Zone?	no		no		no		no	
14: Do you participate in a regional brownfield revolving loan fund or offer your own?	No brownfields funds utilized		Regional		No brownfields funds utilized		Regional	
Importance to Market <input checked="" type="radio"/> Very Important <input checked="" type="radio"/> Important <input type="radio"/> Less Important		Your Performance  Strong  Average  Weak						

The comparison changes from red to yellow regarding the provision of tax and financial incentives, assistance with securing financing, and a policy to attract government facilities were results of changes among CGM responses, not enhancements to Windham’s activities. All of Windham’s responses remained the same since 2008.

Section 9: Tax Rates

A. Local						
Question	Windham	2014	CGM	Windham	2008	CGM
1: What types of taxes are collected by your jurisdiction to pay for local services?						
- Property tax	yes	Average	yes	yes	Average	yes
- Local sales tax	no	Average	no	no	Average	no
- Local income tax	no	Average	no	no	Average	no
2. Of the potential commercial and industrial property tax revenue your jurisdiction could collect, what percent is currently abated?	0%	Average	0%	Question added after 2008		
3: Are there different revenues sources to pay for K-12 education?	Question omitted in 2014			yes	Average	yes
4: Does your jurisdiction tax property in industrial or commercial uses at a different rate than residential properties?	no	Strong	yes	no	Strong	yes
5: If yes, what is the tax rate on industrial/commercial property? \$ /\$1,000	Windham offers a single tax rate			No comparison because Windham offers a single tax rate		
6: If yes, what is the tax rate on residential property? \$ /\$1,000	Windham offers a single tax rate			No comparison because Windham offers a single tax rate		
7: If no, what is the tax rate on all property?	23.60	Weak	13.9	16.10	Weak	between 12.69 and 13.50
8: What % of your tax revenue is derived from: Industrial %	2%	Average		1%	Weak	6.27%
9: What % of your tax revenue is derived from: Commercial %	6%	Average		6%	Weak	12%
10: What % of your tax revenue is derived from: Residential %	92%	Average		93%	Weak	75%+
11: Does your jurisdiction impose impact fees on new commercial or industrial development?	yes	Weak	no	yes	Weak	no
Importance to Market ● Very Important ◐ Important ○ Less Important						
Your Performance Strong Average Weak						

Windham's single tax rate was relatively weak in 2008, and weakened further by 2014. In 2008, it was about 23% higher than the median CGM response, and in 2014, it was 70% higher. Additionally, from 2008 to 2014, the median CGM's tax rate increased by only 6%, while Windham's increased by 47%. The higher property tax rate is explained by New Hampshire not levying a sales tax or income tax.

B. Tax Delinquency						
Question	Windham	2014	CGM	Windham	2008	CGM
12: How many properties in your jurisdiction are more than one year delinquent in taxes?	Question changed, for 2014, to the following three questions:			0-50		100-200
13. What proportion of residential property in your jurisdiction is more than one year delinquent in taxes?	0%-3%		0%-3%	Question added after 2008		
14. What proportion of commercial property in your jurisdiction is more than one year delinquent in taxes?	0%-3%		0%-3%	Question added after 2008		
15. What proportion of industrial property in your jurisdiction is more than one year delinquent in taxes?	0%-3%		0%-3%	Question added after 2008		
16: How many properties are tax defaulted or subject to the power of sale?	0-50		0-50	100-200		50-100
17: When do you choose to auction tax title properties?	1-5 years		1-5 years	5-10 years		1-5 years
18: Do you have an organized and defined process for conducting such auctions and ensuring that they are successful?	yes		yes	yes		yes
19: Do you auction the "right to foreclose" on tax delinquent properties?	no		no	no		no
20: Do you seek tax abatement on tax title properties to allow the liens to clear for new owners?	no		no	yes		no
21: If a tax delinquent or tax title property serves as an impediment to development, does the property receive special attention?	no		no	yes		yes
Importance to Market ● Very Important ● Important ○ Less Important						
Your Performance Strong Average Weak						

Since 2008, both Windham and the median CGM have reduced their numbers of properties that are tax defaulted. However, your town has decreased its number more than the median CGM, improving a weakness to average. Your jurisdiction has decreased the number of years it takes to auction tax title properties, eliminating another relative weakness. In 2008, Windham was relatively strong in that it sought tax abatements on tax title properties to allow the liens to clear for new owners. Your jurisdiction no longer seeks such abatements, thus eliminating this strength.

Section 10: Access to Information

○ A. Website						
Question	Windham	2014	CGM	Windham	2008	CGM
1: Does your jurisdiction's website list all local development policies and procedures?	yes		no	no		no
2: Does your website have contact information for key officials?	no		yes	yes		yes
3: Does your website have general information about your jurisdiction?	yes		yes	yes		yes
4: How frequently is your website updated?	Weekly		Weekly	Weekly		Weekly
5: Does your website include an explicitly designed economic development tool aimed at businesses and developers?	no		no	no		no
6: Is there a development permit checklist or flow chart on the website?	no		no	no		no
7: Are permit applications available for downloading on the website?	yes		yes	no		yes
8: Are applications and other forms date-certified to ensure that they are the most recent versions (i.e. the same versions that you would get in person)?	yes		no	no		no
9: Is it possible to file a permit application electronically?	no		no	no		no
10: Is there a list of available land and building sites on the website?	no		no	no		no
11: If yes, check the types of information available about each site. (Check all that apply)						
- Owner	no		no	no		no
- Square footage of vacant land	no		no	no		no
- Square footage and quality of existing buildings and structures	no		no	no		no
- Abutters	no		no	no		no

○ A. Website							
Question	Windham	2014	CGM		Windham	2008	CGM
- Zoning	no		no		no		no
- Assessed value	no		no		no		no
- Tax rate	no		no		no		no
- Current tax status (e.g., paid up, delinquent)	no		no		no		no
- Contamination	no		no		no		no
- Aerial photos	no		no		no		no
- GIS links	no		no		no		no
12: Other, please specify							
13: Is there a posting of current hearings available on the website?	yes		yes		no		yes
14: Is there a posting of pending applications available on the website?	no		no		no		no
15: Is there a listing of current members of development review boards and staff contact information?	yes		yes		yes		yes
16: Are there links to other local development resources? (Check all that apply)							
- State finance agencies	yes		no		no		no
- State permitting agencies	no		no		no		no
- Regional planning agencies	yes		no		no		no
- Regional development organizations	yes		no		no		no
- Workforce training organizations	yes		no		no		no

○ A. Website								
Question	Windham	2014	CGM		Windham	2008	CGM	
- Local public or quasi-public financing resources	yes		no		no		no	
- Demographic information	yes		yes		no		no	
- Economic development agencies	yes		no		no		no	
17: Other, please specify								
18: Are there links to other locally-based private or non-profit organizations?								
- Colleges and universities	no		no		no		no	
- Chambers of commerce	yes		yes		no		no	
- Community development corporations	yes		no		no		no	
- Arts and cultural organizations	no		yes		no		no	
- Sports and recreation venues	yes		no		no		no	
- Convention and tourist organizations	no		no		no		no	
19: Other, please specify								
20: Is there a designated webmaster or staff person responsible for maintaining the website?	Yes		Yes		yes		yes	
Importance to Market		Your Performance						
● Very Important ● Important ○ Less Important		Strong Average Weak						

Compared to 2008, Windham’s current website contains more information of interest to prospective businesses and developers. Eliminating weaknesses, Windham’s site now features the ability to download permit applications and view current hearings. The website gained strengths with the addition of the ability to download date-certified forms and applications, a list of all local development procedures and policies, and links to a number of development agencies and community development corporations. Adding weaknesses are that your town’s website no longer features contact information for key officials or links to arts and cultural organizations.

Summary

Overall, Windham has improved since 2008 in regards to economic development efforts. The most significant and impactful changes involve the permitting process and marketing activities. Your town improved upon nearly all permitting processes, turning two weaknesses into strengths and bringing one weakness to a level on par with the typical CGM. These improvements considerably enhance the attractiveness of Windham to prospective firms and developers. Quicker review times reduce startup time and costs as well as expedite expansion efforts for businesses.

In regards to marketing and follow-up activities, Windham now engages stakeholders and various types of organizations in marketing. Your town now has a marketing program, and formally reaches out to firms to learn about location decision reasons and satisfaction levels. These efforts, of which many are not conducted by the typical CGM, can help advertise your jurisdiction more effectively and help Windham access constructive criticism and insights into its strengths and weaknesses.

While your town has some major improvements, there are a number of new weaknesses in 2014. The most notable are infrastructure capacity and rents. Infrastructure was relatively weak in 2008 and became significantly weaker by 2014. Capacities for all forms of communication (land lands, DSL, and cellular), water supply, and natural gas are more limited. Without sufficient capacity of these services, firms will have considerable barriers to locating in your town and may simply choose to locate elsewhere. With respect to rents, all rents increased from 2008 to 2014. Most increased by a nominal amount compared to the typical CGM change, while existing retail space in the central business district increased by a high proportion.