

PLANNING & ECONOMIC DEVELOPMENT COMMITTEE

MAY 17, 2016

A meeting of the Planning and Economic Development Committee was held on Tuesday, May 17, 2016, at 7:03 p.m. in the Aldermanic Chamber.

Alderwoman Mary Ann Melizzi-Golja, Chair, presided.

Members of Committee present: Alderman-at-Large Daniel T. Moriarty, Vice Chair
Alderman Tom Lopez
Alderman Benjamin M. Clemons
Alderman-at-Large Brian S. McCarthy

PUBLIC COMMENT – NONE

PRESENTATIONS

Chairwoman Melizzi-Golja

This evening on our agenda we have three presentations and we're going to start with Kristin Mendoza from the Nashua Innovation Center.

If the record could indicate Alderman McCarthy has joined us.

Our first presentation again is Kristin Mendoza the Board Chair for the Nashua Innovation Center. Thank you for being here.

- Nashua Innovation Center, Kristin Mendoza, Board Chair

Kristin Mendoza

Thank you. Good evening and thank you for inviting us to share with you some updates about the Nashua Innovation Center. My name is Kristin Mendoza and I am the Chair of the Nashua Innovation Center's Board. Let me start off by explaining what is a virtual incubator. A virtual incubator is an organization that provides a range of business tools and services to start ups regardless of where they exist. Essentially it is location independent. This model enables startups that need the support of an incubator to balance those services with their business needs for having their own office space, lab space, warehouse, or document storage space that they might need for confidentiality reasons or for staffing purposes. This model also works well for entrepreneurs that are working on a startup idea on nights and weekends while they're maintaining a full time or for those that simply work better in a quieter working environment.

The Nashua Innovation Center is a New Hampshire nonprofit organization that was formed in late November 2015. We have applied for recognition as a 501(C)3 entity and that application is pending. Our purpose is to serve as a resource for fostering innovation, creativity, and collaboration in the early stage business ecosystem of Greater Nashua by operating as a virtual business incubator. This slide contains our mission statement and the word "community" is really the focus here. Just about all of our board members have been associated with startup initiatives and understand the challenges of creating companies and launching products from their very first steps. It can feel very isolating and having the support of other entrepreneurs, mentors, and advisors in a startup community can help relieve some of that isolation. Also because time and money are a premium at the early stages, access to a vibrant community network can streamline the process for developing relationships that are needed to execute a business plan. We are a board of six. I'm the founder of Millyard Tech. Law, a boutique business law firm in

Nashua. Tom Moran is the founder of Jumpstart Manufacturing which he founded over ten years ago. Jumpstart works with early stage businesses on manufacturing, engineering issues to get product safety and quickly into the market. Paul Hebert is the founder of SquareTail Consulting Firm that assists organizations which strategic and operational needs. Randy Prizella spent most of his career with Abbott Laboratories as a General Manager of their infusion therapy division. He also has served on a number of for profit boards. Cartique Shaw is a co-founder of Skyscape, a mobile healthcare product company. He also serves on the screening committee of the Tie Angels Boston group and is a mentor of young startups at Blueprint Health, a New York based accelerator. John Falon is a Senior Vice President of commercial lending at Enterprise Bank.

So while Nashua's history includes a prominent role in the computer technology industry in the '80s and '90s, its reputation for being a tech friendly community has gone dormant. This state-wide focus on growing New Hampshire's tech. sector has enabled Nashua to stay relevant in this space but initiatives in Manchester and the Seacoast are eclipsing Nashua. It doesn't have to be this way especially since Nashua already has all of the ingredients to bring new startups here and to help them grow. Many of us on the Board have been long-time Nashua residents. We love this city and we want to see it thrive. We feel that our city is among the best technology resources in the Northeast. For example if a startup needs micro drilling of a whole one micron in diameter, Resonetics is right down the street. Low cost access machining, we have ProAccess. Tool and die making, we have Market Machining. Sheet metal fabrication, we have Rapid Group and many others. App development – Zeco Corporation. For medical devices, we have OnPoint for clinical trials and Beachwood Enterprises for quality and regulatory assistance. In short, the city has just about everything that startups need to take an idea and develop it for full scale commercialization. The problem is that these resources exist in pockets and silos that are difficult for an entrepreneur to navigate on his or her own. For the young entrepreneur, the young company, what's sorely needed is someone to connect the dots so that products can be built right here at low cost and with fast turnaround. When you combine these technical capabilities with the access to quality professional services that are available in the city and are in proximity to Boston for access and capital markets, the answer to why Nashua seems obvious. All that's missing is something that connects all of these resources for easier access. The Board of the Nashua Innovation Center is committed to being that connecting force. So we're focused on providing a network and educational platform for startups and building a vibrant entrepreneur community in Nashua. We will assist members in developing actionable business plans, help them strategize product and service development, help them strategize customer acquisition and user adoption, and prepare members to raise capital if feasible. Otherwise we will help them strategize bootstrapping and organic growth. We have a three-prong approach: education, peer to peer, and community networking, and mentoring. All of this is designed to keep entrepreneurs engaged and in learning from each other, and from local experts to reduce founder isolation, and to streamline each business's launch and development. Our approach is going to involve a high degree of engagement with members so that they achieve each of the outcomes listed here. We want our members to understand very early on whether their business plan is actionable or has deficiencies. If it is actionable, the Nashua Innovation Center can provide tools and resources to guide that development. If the plan has deficiencies, then we can assist them in evaluating what steps can be taken to develop an actionable plan or if they should consider trying something else. We know that we cannot bring the startup community together on our own. We are actively working with Makeit Labs, Rivier University, and the Flatley Company to develop programming that compliments their service offerings to entrepreneurs and startup companies in their locations. Our goal is to encourage a sort of cross pollination through programming and networking between these sites, other co-working spaces, and business resources like the Nashua Chamber in order to break down the silos and create interconnectivity and a greater overall sense of community. We're in pre-launch mode. Our website and our social media are launched. We have educational programs lined up for the fall and we are working on networking opportunities. Membership services including the mentoring will launch in January or early 2017. I know we're deferring questions to the end so with that I will thank you.

Chairman Melizzi-Golja

I thought we would do all of the presentations since they're interrelated and then answer questions and answers if everyone is okay with that. The next presentation is Adam Shrey the President of Makelt Labs.

- Makelt Labs, Adam Shrey, President

Adam Shrey

Thank you for having me here. As you said, I'm President of Makelt Labs. I'm going to go through a few things kind of what we have done, what we're doing, and then what we hope to do going forward. Our timeline of kind of our existence and plan for the future and I'll get into each one of these points as we go through. First off a lot of people ask what's a maker space or what's a hacker space. We kind of use the terms interchangeably depending on the audience. Some people had a negative connotation with the word "hacker" even though it never used to be that way. So we typically use "maker space" for it. The basic is that it's a community operated physical place where people share their interest in making. They meet and work on their projects and they learn from each other. That's taking everything from hobbies, to high level technical discussions that go on there. There's many different variations on this common theme of maker space. You will see many things that are similar if you visit different spaces but no two are exactly alike.

We like to think that we got in kind of at the beginning of this trend. This was from a recent article in Popside.com about kind of the rise of the maker space. We were founded in 2010 and you can see it's just kind of been exploding ever since. There's more and more of these every year. I think even New Hampshire is up to – there's three solid ones as far as I know and then I think there's a half dozen more that are somewhere in the planning or early stages. The Seacoast Makers which is now Portcity Maker Space came about a year or two after us. Manchester makers space is actually I think they finally got their occupancy this week and they're kind of starting their build out now. How we operate? We're 100 percent volunteer run. We have no paid staff. Our board is all volunteer. We're a 501(c)3 nonprofit so we have at least a five member board. It kind of fluctuates depending on how people have time. We've had a few that move out of the area and others come in. We operate as kind of a unique board in that it's people that are deeply involved with the space that have been members there. We're going to be branching out in the near future and bringing in more traditional board roles with leaders of the community to kind of help with the things we're looking to do in the future. Up until this point, it's all been run just by dedicated volunteers that like what we're doing. We're also self-funded. We don't rely on donation for our day-to-day operation. The only exception to this is we did a crowd funding campaign to move to our new location and we were the recipients of a CDFA tax credit grant for our build out of our space which we're still in the progress of. We have all sorts of equipment and tools at the space. I know many of you have been there. The question we get asked all the time is where do you get all this from? A lot of it is donated, or loanated, or we purchase it outright. We have some equipment that members or friends just say hey I've had this sitting in my basement for years and I'm not using it. You guys are welcome to use it as long as you want just maintain it for us. That's one of our loanations. As we've grown, we've tried to purchase or acquire otherwise all of our equipment just because it makes it easier to maintain and it's more of a reliability thing. If someone owns it, there's always a chance they're going to move out of town and need to take it with them. We've just tried to make it so that we maintain and own all of our own equipment whenever possible. We do open house every Thursday night at 6. That's when anyone is welcome to drop by and we guarantee that people will be around to answer questions, help them sign up for membership. Joining is as easy as going to our website and there's a simple on-line form to do that. Then we require them to go through about a half hour orientation at our space just to kind of make sure that everybody is on the same page with what the expectations are as a member and how to handle various aspects of the building like the alarm and the fire system. Our members get 24/7 access to the space. Everyone that is a member gets an RFID key and can come and go whenever they want so we want to make sure that they're comfortable in the building and understand what's going on there. On the same note, we have training for our various pieces of equipment. We generally break that down into anything that you can hurt or can hurt you. We require you to be trained on or at least checked out. So we won't require someone who's been a master carpenter their entire life to take woodshop 101 but our woodshop instructor will kind of run through everything with them to make sure that they're safe. Then there's some things that no matter what experience level you have, we require training on because it's a unique piece of equipment that even if you've run similar ones, you may not have run that exact one. We try to keep it as sane and easy as possible without putting anyone in danger including our equipment. We have a very tight internal community. Probably our biggest resource is all of our members and their willingness to share their ideas and experience with new members that come in. I've never had

someone come in and ask a question that someone couldn't answer that didn't have experience in that area. It's one of our biggest strengths. Everyone is very welcoming there and we try to make new members feel at home and bring them into the community as quickly as we can. We also have an external community outreach that we're becoming more and more involved in as we grow which is partnering with other organizations both to let them use our space and to bring our knowledge and experience to them. This includes like libraries - we've done electronic programs at libraries; we're looking to bring in other groups like the Boys and Girls Club and Girls, Inc. to basically make use of our facility to teach programs under their schedule. I'll get into that later but it's something that we're really hoping to grow more as we do. Jumping back to our very beginning, we first opened in Lowell, MA, as an LLC sole proprietorship for profit. We were in this little 900 square foot bay. That's a wide-angle shot of it. It was not very big. It's actually I think right across from one of the biggest superfund sites in Massachusetts. We opened there and pretty much immediately outgrew the space. This next slide after this one is the entire space. So this was our lounge cleaner work area and this was our shop. That was the whole space about 900 square feet. Most the time spent here was working on our move up to Nashua and reforming as a nonprofit which we did in 2011. We created a five-member board, planned our move up into the Nashua area and with ten members we moved into the 29 Crown Street property which is about 6,000 square feet. This is kind of our initial layout plan. Things changed very much throughout our tenancy there but this gave us a much bigger place. When we immediately got there our first thought was we'll never fill this up and within four months it was completely full of stuff. This was our old clean space which is all public work space. We tend to divide our space up into - originally we called it "clean and dirty". It's a little different now but we had one area that we kept for everything that was kind of office appropriate and then the rest of the space for everything that makes dust, and dirt, and noise and fumes. So this was the clean space. We had our work stations here - our lounge. Everything was kind of combined together. You can see the work benches along the side. Our classroom/lounge is up at the front. So we fit as much in here as we could. The rest of the space was broken up into dirty space. This was kind of looking in our garage door area straight down the path there. It was a good building for us to start out but based on its location and just how it was built, it was just a dust factory. Everything that was sitting out would be covered in a layer of grime within a few days. That was a constant uphill battle to keep everything clean. This was our old metal shop and our old wood shop which is one of the latest additions to the old space. Last year we began looking at the Armstrong building which is the property I think you may be noticed that the city bought a couple of years ago as the potential home for the commuter rail station. A couple of the buildings there they wanted to see if they could rent them out just to make use of them until that project went through. I saw that the front building was available and started taking a look at it. After months of kind of evaluation and figuring out if it was a good move for us, we decided to sign the lease at the end of 2015 and immediately start working on it. The next part is broken out into phases. We call this "Phase I" which was essentially moving the maker space to the new building. The 25 Crown property is about 19,000 square feet. We're not using all of that yet. Some of that will be phase II and phase III that I'll get into. At the time of the move, we had grown from our ten members that we started with up here to about 100-110 and we kind of had a meeting of everyone and did a show of hands as to who thought we should move and it was pretty much unanimous. So that let us dive in head first and get into tens of thousands of man hours to get the place ready. This is our new home as of today when the picture was taken. I put this up mainly to break out the few areas. The building on the left we call the "brick building" for obvious reasons. The section in the middle is the showroom when it was Armstrong and for us it's our clean space. The part on the right is the garage. It's to kind of help orient you as I go through the rest of this. We're going to do the garage first kind of cutting from right to left. This is our new woodshop. Much bigger. We have some new equipment in there and this is one of the heaviest, used parts of our space now that we've made one that can accommodate more than one person at a time safely. We have a machining area now. One of our newest pieces of equipment is there on the left. It's a Turmox CNC router which we purchased through a grant program and this is going to bring a whole new level of capability to our metal working. This is one piece of equipment that's going to require weeks of training and classes but in the end, people will be able to produce professional machine parts and it will be very useful for doing prototypes if you need mechanical fixtures or that sort of thing. We have a welding area in the back too. Also much larger than the previous location and we've accumulated some more welders since then. We try to work everything together so that there's a good flow from one area to another. We learned a lot from our old space in which things were just kind of haphazardly placed as we acquired them. Knowing what we had to work with going in made it a lot easier to set this all up as we built it out. This is our new automotive area complete with a lift and there are some of the air tools hanging on the wall in the back. Now I'm moving back into the middle

section of it. Thirty printing is a pretty popular thing right now and we have some pretty decent capabilities for it. It's an area that's continued to grow since our start. These are all plastic based machines. So it's kind of a like a hot glue gun but it spits out molten plastic and lays it down in layers to produce a finished part. We also have a brand new one which is a colored 3D printer. Tom there has one of the first test pieces out of it which is a mini Tom. These were donated from 3D Systems who's moving from Andover to I believe South Carolina and they didn't want to take these two with them so we gladly accepted. This again gives us a big boost in our capabilities as far as rapid prototyping. A lot of companies will use these for artistic models of parts because it can do four color. I think a big use for these is actually sneaker companies will print their shoe models before they send them out to actually be made. We have a room dedicated to our laser cutters which is another one of our most popular tools just because of its ease of use and versatility. These can cut and engrave more softer materials like acrylic and wood. They can engrave just about anything but they're limited in their cutting power to the softer materials. These on the sides – the left one is a downdraft bench which allows you to do optic types work. It basically creates a mini clean room. The one on the right – it's hard to see – but it has a lot of our electronic test gear that isn't spread throughout the rest of the space. There's also our resident R2D2 there. This is our event room. We're really looking forward to getting this area because at our previous space anything that we did had to be done in the clean space which required us to either displace members that were using it that weren't involved in the activity or the activity was being constantly interrupted by people coming in through the front door, walking through because it was the only way to do it. This gives us a private meeting room where we can shut all the doors to the other areas and people do not need to cut through here to disturb anything. It allows us to accommodate much bigger classes than we could before. It was also one of the impetuses for us to bring in more outside groups because we now had a space that was presentable, and not filthy, and cold, and much more appealing to outside areas. We're hoping to make great use of this. We already have some events planned for the summer including a few weeks of a youth stem style workshop that's being run by a third party and making use of our space for that. This is our new clean space which, again, is all public space for our members. We have work stations on the right with soldering setups and electronics test gear. In the left side is mostly open bench space where people can spread out and work on their projects. Same room just a view from the other side kind of looking back to where the 3D printers are. We have a kitchen at the new space which is also a big boost for us because before everything we cooked had to be in a microwave. We have an art room. This is dedicated to basically anything you find in a college art room. So painting, pottery, ceramics. The kilns are pictured. They live in the basement of the building. This has also gotten a ton of use since we opened it. It's been a sorely needed addition to the space. That was Phase I which was moving the space over. It's pretty much done. We have a few odds and ends to clean up still and some machines to finish setting up but for the most part, everything is functional. Our Phase II which we are now just getting into is the first floor of the brick building which we want to turn into kind of a loose co-working space based on our member demand. We had a lot of people requesting work space but at the old building we just couldn't accommodate that. So we wanted to make sure we had that capability here and the goal for this is to provide private and semi-private work spaces for people that need a little extra space. Either they're working on projects that they want to be able to keep out overnight, or for months at a time, or they are trying to get a business off the ground and need some inexpensive space for it. We're limiting this to technology and creativity based business. So we want them to kind of fit with our model of the maker space. For now, this is still all kind of contained. This isn't a separate membership or anything along those lines. Also at this point in the four months of so since we've been opened at the new space, we've had significant growth. We're up to about 150 members now. It doesn't look like it's slowing down anytime soon. This is a rough layout of the brick building and how we kind of plan to set up the co-working space. For the most part, this doesn't need as nearly as much work as the rest of the space did. It's mostly paint and cleanup and prettying everything up. There was some damage that was done when the building was vacant – some vandalism but for the most part the space is in good shape. At the extreme opposite end from the garage so it's nice and quiet down here no matter what's going on in the other parts of the space but it's just a quick walk down the hall to get to all the tools and equipment that we have available down there. We're planning on having private offices at the top for people need either a secure environment or maybe they have a couple of employees they'd like to work together out at one space. Then the bottom part there is cubicle style, semi-private work spaces. Some of these we'll rent out on a monthly basis and others will be shared spaces where kind of first come first serve you can sit down and work in them. We also have a conference room in the back that is said to be renovated as part of an Eagle Project. Someone decided that they wanted to do that and they're going to renovate that into a stem classroom/conference room. If we need a smaller

classroom for some of our activities we can make use of that or people that are using the co-working space can book it as a conference room and have their meetings in there, meet with clients privately. Really whatever the need is for it. This is looking down the semi-private ones. It still needs some work to get everything ready to go there. This picture was actually taken a long time ago when we first started looking at the space. This has gotten significantly cleaned up since then. This is one of the private offices. They're all pretty much in good shape. They're nice offices and hopefully we'll be renting these out within the month. I have members that pester me every day about this. So we're hoping to get that done really soon. Finally is our Phase III. This is the second floor of that brick building. This is what we have the CDFA Tax Credit Program funding us to help renovate and our end goal of this is to turn it into a technology focused incubator. The next few slides are just shots of what's up there right now. It's in decent shape structurally but it needs massive renovations which is why we have the CDFA program. It would not be possible without that at least in a timely manner. We plan to turn this into a unique type of incubator. Many incubators are going to be focusing on the business side of things and we know that that is not our strength. We want to play to our strengths and focus more on the technology and idea side of things. So we want people that have this idea for an invention or just something they're not sure. Maybe something big they're not quite sure how they're going to develop it. We want to help them develop the idea into a prototype and eventually a product and partner with outside organizations to give them the business advice and the legal advice that they need to actually turn it into a viable business. We've raised about \$118,000 so far through the CDFA Program. We have one more year of tax credits to sell before we'll be fully finished with that. We hope to begin the renovations up there soon. Our design stage is about to start. We're working with a group that puts organizations like ours in touch with architects that do pro bono work for either portfolio work or just because they like the project. We have a few architectural firms that are interested in this and we're trying to finalize that and get some designs on paper so that we can start moving forward with the renovations of this and hope to be able to open in 2017 sometime. With our new building like I mentioned, there's new partnerships. Two of them are here today. Three actually. We want to bring in more groups with our space both for the incubator portion we're going to need the expertise of groups like these and we want to give back to the community by partnering with the Boys and Girls Club, Girls, Inc., and First Robotics to let them make use of our facilities to let them further their goals for education. The REDC is another group that we'd like to work with as far as their business offerings that they have. Positive Street Art is someone that we've long wanted to have a partnership with and we're actually going to be talking about that tomorrow night. That is the end of mine.

- nashuaHUB, Chris Williams, Executive Director

Chairwoman Melizzi-Golja

Our next presentation is from Chris Williams the Executive Director of nashuaHUB. Welcome.

Chris Williams

Thank you very much. As Alderman Melizzi-Golja said, my name is Chris Williams and I'm here tonight in my capacity as the volunteer Executive Director for nashuaHUB which is the newest element in what has become a really ecosystem here in Nashua. I think Kristin really sort of hit the nail on the head in her remarks when she was talking about there's really sort of a gap here in Nashua that's existed for a while. I would continue on her remarks by saying Nashua is sort of experiencing its own big bang theory. What I mean by that is that we've had all of these raw elements that have sort of been here in this black void all of them doing their different thing. Nashua for as long as it's been around really has been an economic engine for the entire State of New Hampshire. In fact we send significant tax dollars and economic output out of our city and we are the economic engine for the State of New Hampshire. Yet when you think about what our ecosystem looks like for supporting startups and entrepreneurs, we really haven't had any organized approach. In the last couple of years, that has changed significantly. We've gone from not really having anything to suddenly people sitting back and saying woo what is the nashuaHUB? What is the Nashua Innovation Center? What's Makelt Labs doing? It's really neat for all three to be sitting here together describing what has become sort of an ecosystem that is finally putting Nashua on the map. I want to preface my remarks by giving huge accolades to Kristin and her teammates at the Nashua Innovation Center for what they've already put together and what they're going to be continuing to do. Then of course Adam and his colleagues who

are sort of the pioneers in this ecosystem here in Nashua six years ago sort of planting the first flag on the moon if you want to continue that analogy here of what I'm talking about here today. So with that I'd like to introduce nashuaHUB which is again sort of the newest or one of the newer elements here that's been the Nashua ecosystem for startups and entrepreneurs. That's really kind of what our entity is all about. We recognize that's there huge potential here in Nashua for startups for entrepreneurs and we want to be a part of helping make that happen and by doing so we can play our own small part in putting a dent in our universe. The next few slides that I will go through here tonight and I will touch on our vision for nashuaHUB its values, who the team is, what our goals are, and then finally the actual nuts and bolts – the plan for making that vision a reality. First and foremost, I want to start painting the macro picture for you and that is over the next 11 plus years we envision nashuaHUB being responsible for helping to launch and grow 250 separate businesses and aggregate through those businesses helping to create 5,000 new jobs here throughout the Nashua community. So again 11 plus years, 250 different businesses that will come through nashuaHUB and the product of that will itself will turn around and domino into 5,000 new jobs throughout the community. Our values. We simply want to be authentic, entrepreneurial ourselves and that really is what this venture is all about. It's in itself an entrepreneurial undertaking and of course we're inspired by those who are already here and wanting themselves to start businesses and we're very optimistic by what we've put together in terms of that being able to turn into a success. The actual team that has put this together – I'd like to introduce a couple of individuals to you. Some of you may already know these gentlemen. Some of you might know them by name. I'll preface my introduction of these two individuals by saying that many of us in this room can relate to what I'm about to say. Often times politicians can put ideas out there quite a bit and there's not a day that goes by where a politician doesn't come up with a new idea. Certainly when I was running for Mayor last year I talked a lot about the idea of a co-working and business incubator and how that could be a huge impetus for Nashua's startup community. What's more rare than a politician throwing out an idea is when it's an actual good idea. What's even rarer still is when you have people in the community who are willing to take that idea and actually make it happen. That's who you have in front of you here on screen tonight.

Brendan Keegan is a Nashua native. He is a BG alum. He left Nashua when he was in his late teens, sort of went off to college and then conquered the world and then he came back with his young family about six years ago to raise his own kids right back here in the city where he grew up. Part of his interest in raising his family and starting his own company here was giving back to the community. He started his own foundation. Some of you are aware of the Courage and Faith Foundation that does a lot of work with PAL here in the community and some other groups. Then he was also a big supporter of mine in my campaign. He and I sat down in November and he said Chris just because the election didn't go the way you wanted it to doesn't mean your ideas have to die. Why don't we actually get this incubator up and running? So he reached out to Jay Jacobs. Jay is a CEO of a company that a lot of your probably know well. It's the fastest growing company in Nashua right now. It's called "The Rapid Group" and that was referenced earlier in Kristin's remarks with Rapid Sheet Metal which is a subsidiary of Jay's company. So Brendan reached out to Jay and said hey we've got this idea. I think I can play a big part in and Jay said absolutely what can I do. Between the two of them, they've invested over \$120,000 in startup or in capital costs to actually fit up what is now nashuaHUB a co-working and incubator space downtown and I'll talk to what that looks like in a second. That's who Brendan and Jay are both very successful businessmen in their own rights, both of them love Nashua and its community, both very much responsible for our economy here through Jay's 400 employees and through Brendan's foundation and the work that we do and our company Velocity Performance. Beyond them, you have myself as the volunteer Executive Director and then two other colleagues. Amanda Rodgers works with me at Velocity Performance and Matt Cirdillo works for Jay at the Rapid Group. So the three of us along with Brendan and Jay form sort of the brain trust that is putting all the work and the resources into making nashuaHUB a reality. You see our goal again – 250 companies; 5,000 jobs; 11 ½ years. If you're wondering why the 11 ½, that's because Brendan's youngest child Patrick is going to be 22 in 11 ½ years. Brendan is committed to being a part of this and seeing this incubator work well. He also raises his own kids here in our community. Unlike Nashua Innovation Center and Makelt Labs which are both 501(c)3s, we are technically a for profit initiative. We are organized as an LLC. We intentionally chose to do that because we were able to move really fast as an LLC versus as a nonprofit. Evidence of that can be seen in the fact that the very first conversation we ever had about this idea occurred in November of last year and here we are this coming Friday already cutting the ribbon on the facility which I'll talk to in just a second. Even though we're organized as an LLC and technically a for profit initiative, we have committed from

day one to making this a zero profit initiative for ourselves individually or for our own companies. What that means is that should we ever actually eventually break even, which I question which we ever will given how low our business model is for rent and sponsorships, if we ever do reach the point where we're turning a profit, we'll simply reinvest all of that right back in to expanding the actual footprint of the facilities and being able to add other programs and other amenities to the initiative. The plan itself. So as I mentioned earlier this all really started two weeks after the Mayoral election last year. November 20th Brendan and I sat down at Castro's cigar shop right down the street from here and that's when Brendan had that conversation saying look the ideas that we talked about in the election can still happen. Why don't we actually do that and if you come work with me as a partner at Velocity Performance, then I'll commit to putting the capital and other resources in to converting this idea that you had in the campaign into reality. So from November 20th, the idea started to take shape. You'll see there in December we put together a business plan. In early January, Jay Jacobs came on board as one of our co-founders and then from there on we've been putting the pieces together and on the far right of the screen, you'll see May 20th which is this coming Friday will be our ribbon cutting. The plan is built as follows: it's built upon memberships, sponsorships, donations, events and rentals and I'll start at the top. We're offering three types of memberships there and we have what we have a community membership, a virtual membership, and then a VIP membership. I'll explain what each of those membership levels are on the next slide. What you can see here is that we already have two virtual members and five VIP members confirmed to date. Beyond the members, we'll also have sponsorships. Now we have three different levels of sponsors involved in this. We have what's known as the business partner level. That's the highest level of sponsorship and that is \$1,500 per year from a sponsoring company and they make a five-year commitment to donate that \$1,500 each year. The next level down is the business sponsor commitment. That is a two year commitment of \$1,000 each and they also commit to providing some sort of a discounted service or product that their company does. They provide a discounted version of that to the tenants of the nashuaHUB. So that is their commitment as a business sponsor and we have 12 of those to date and counting. Finally community sponsors. That is a two year commitment as well of \$500 each year and we have one community sponsor locked in at this point. We then have donations and grants that we'll be going after and then we'll be doing different events and seminars which will each have a small cover charge associated with them in the neighborhood of \$5 to \$10 each depending on what that event is. Then finally at the bottom we'll have rentals of the conference room. It's a really, really nice conference room that we've built into this facility. You probably know downtown Nashua doesn't really have a lot of corporate meeting space available so we'll be making the conference room available to any corporations that want to rent it out for different events, meetings, etc. We'll also be making it free of charge to nonprofit organizations here in the community. So if there's a nonprofit out there that currently struggles to find a consistent meeting place for their board meetings or committee meetings, we're happy to make the conference room available to them on a first come first serve basis provided that there's an opening for that day and time that they want it.

I mentioned the three different membership levels. So here you can see what each of those get. I'll start on the far right. That is sort of the full bells and whistles membership. We're going to start off with 12 of these spots available in the space. On the previous slide, I mentioned that we have five VIP tenants locked in so far. So out of the 12, we have 5 of them filled right now therefore room for 7 more to come in. As a VIP member, you pay \$150 a month. As I said earlier, technically we're a for profit venture but we're certainly not going to be getting rich off of this. For \$150 a month, you get 24/7 access to a work station inside the HUB which means a desk. You can come in at any time whether it be at 9 p.m. on a Monday evening or 9 a.m. on a Saturday morning. You have your own key card that you simply waive in front of the reader and that gets you into the building and into the HUB for you to take advantage of the work stations.

You also thanks to the City and thanks to this Board of Aldermen, you get parking with your membership as well. The Infrastructure Committee on the Board of Aldermen was very gracious in letting us come in a couple of months ago and they have donated with Mayor Donchess's support 15 parking spots to the HUB. So anyone who comes will have access to parking there which that alone as many of you know in the room that's \$50 a month for a parking permit. So you're paying \$150 a month and right away you're getting \$50 of value back each month and the access to free parking. You also get access to discounted services and products provided by our sponsors. For example the Print Factory on Factory Street. They are one of our business sponsors. As a VIP member, you get to go to the

Print Factory and the Print Factory will give you a really nice discount on printing your business cards, printing up your brochures, and other collateral that you might need. We have examples of that from other business sponsors. For example an insurance broker will sit down and offer free consulting on what types of insurance you might need. Scott Flegal a local attorney is one of our sponsors. You could go to him as an example and get an hour or two of consulting or a discounting on your filing papers for example. These are examples of what a VIP member would get. It's up to each business sponsor involved with the project to decide what sort of a discount service or product they want to offer to the VIP members. The VIP members beyond that they also get a mailing address at the HUB. Their own mailing address that they're able to use which is a really nice benefit for a lot of startups as well so they don't have to use their home address. Then of course access to the kitchenette and everything else – the mini conference room, etc., etc. The next level though is the virtual member. That's \$50 a month. So where the VIP member pays \$150, a virtual pays \$50 a month. They get access to the HUB during regular business hours so think between the hours of when Velocity Performance is actually in the building. We're there from 7 a.m. to about 7 p.m. So a virtual member would have access during those hours. They would also have access to the mini conference side of the room, the kitchenette space, and for a modest rental they would be able to get access to the large conference room also. They also get a dedicated mailing address as a virtual member. What they do not get is the parking access, and they don't get the 24/7 access, and they don't get a work station as well. So they can hold meetings there. They can use it as sort of a break point in their day if they're downtown doing business as such, and then they have access to all the events that we'll be doing there. Then finally you have the member-at-large. This is really for someone who doesn't need the space themselves but they just want to be a part of the initiative. They want to come to the events. Perhaps they want to be on the mailing list but they don't really need to use it for meetings and work. So they would pay a one-time annual fee of \$99 and that would give them official membership in the entity.

We'll be doing different types of programs both throughout the year. You can see this is divided into sort of four major categories of programs. On the far right upper corner, entrepreneur workshops. So from time to time we'll put on a workshop that focuses on a skill, or a need, or a tool that a typical startup might need to know more about. So for example we might have Scott Flegal come in and lead a workshop on all the legal ramifications that you need to be thinking about proper filings, and where to file, how to file for your business. Do you need to worry about just State? Do you need to worry about both State and local? State, local and federal, etc. So that would be an example of a workshop that we might put on. We'll also do happy hour socials. I insisted on us putting a kegerator into the place. So I'm happy to say that we'll have mixer and mingle type events where you can come in, have a beer, or a glass of wine and network with each other in a really relaxed social setting and that will allow entrepreneurs and startups to really get those creative juices flowing with each other at those types of events. Upper left key note series. Those will be a little larger events where we might bring in a panel of speakers to focus on a topic that is of interest to a larger group than say the workshops might be. Finally the lower left what we're calling the "HUBapalooza". Around the time of the Holiday Stroll, we think it would be sort of neat to showcase Nashua startup community after all we're located right downtown. Right off of Main Street and we get 15,000 plus people at the Holiday Stroll. Why not take advantage of that and hold some sort of an event there where we open the space almost like an open house so that people can come in, we'll decorate it nicely, and we'll have some sort of a Holiday Stroll themed activity going on. That will be a nice addition as well as sort of promoting Nashua as a great startup. Out of those 15,000 plus people, you never know who's in that crowd of people that are walking up and down Main Street. You might have potential investors in that crowd. People who themselves thought about starting a venture but really never knew that there were resources in the local community available for that. So we think we should take advantage of that and see what pops up. These are examples of the workshops that we might put on. So you can see some of those examples in front of you: networking to win, presenting like a CEO, planning your exit strategy, am I an entrepreneur to begin with. Again these are types of topics that we will put on throughout the year. These are some photos of the actual space. I recognize most of us in the room probably haven't been in the building. We are located at 4 Water Street. So for the viewers at home who know downtown, that's right behind Darrell's Music Hall. We're in the old Pennichuck building for those who know where that building was located. So that is our physical address and this co-working space is on the ground floor. So when you walk into the building, you are immediately right in the shot that you see here in the screen. Through those glass panels, you can see the actual co-working desks themselves. That is where our tenants would actually set up each day when they come in. There are electrical outlets strategically placed around the wall for easy access for someone to plug in the MAC, their

laptop, etc. and go to work. This is another shot of the work area facing toward the mini conference area and the kitchenette. What you see on the right of the screen are blue day lockers. Because it's a co-working and shared space, we recognize there's not a lot of privacy in there. You might be in there on a Sunday morning and you might decide you want to go and get a coffee. Well rather than having to pack up everything and take it with you, you can simply put your stuff in one of the day lockers and come then come back after you're done with your coffee and get right back to work. Straight in the middle you'll see some white chairs around a small conference table. That is sort of a mini conference area and kitchenette space. On the left side of the screen if you have good vision there, you'll see the tap protruding from the countertop from my little kegerator. The kitchenette here's another view of the same space and now you're looking the opposite direction from that mini conference area there. You'll see the big Greek guy. He hangs out at Castro's. He has his own payroll vending company here in Nashua. He's one of our latest sponsors. So I took that photo when we were happening to get him on board. This is the large conference room itself. It has space for 24 individuals around a conference table and in the far back there, that's actually a fish aquarium that you're looking at that divides the large conference room from that mini kitchenette and conference room area that you saw on the previous slide. The entire place is wireless and there's AV. We've got speakers that we've built into the ceiling both on the work station side and in the conference room. So it's very easy to put on AV presentations there, social events, etc. or if you're the only one in the place, you can just put your iPod and plug that in or listen to Spotify and then have music going throughout the whole place. I tested it out last Friday night and it works great. Again sorry for the formatting. Again I want to make sure that everyone knows this Friday is the official ribbon cutting for nashuaHUB. So if anyone from the general public would like to join us and I want to extend a special invite to the Board of Aldermen and to City officials to join us as well, that will take place this Friday afternoon, May 20th at 4 o'clock in the afternoon. We'll have some beer, wine, h'orderves provided there and it will be a nice opportunity for people to get to see for themselves just what we're all about and potentially even explore the idea of people moving themselves in and starting a venture with us. In closing, I think what you've seen here tonight is really exciting. Again it's sort of this big bang where we sort of have this void up until the last few years and then Makelt Labs started filling that in and suddenly within the last 6 months you've had 2 new entities pop up. Each of them being part of this ecosystem. The way I see it if you want to picture sort of our galaxy that we live in. You've got the sun as what we all gravitate around, that's the city - City Hall or the City of Nashua itself and now you got planets starting to take shape. You got Makelt Labs which has been orbiting here now for about 6 years now. Now you have nashuaHUB. Both of us physical entities that you can walk into. You can see it; you can grab onto it; you can become members of. So you've got two different planets that are not orbiting here the City of Nashua. Each of us doing very different things that in a really neat way supplement each other. You heard Adam talk about how their space is really going to be geared toward those and the technology and the creative field. We're more focused on the professional services - the work stations, the conference meeting space. So 2 years, 3 years, 4 years into the future if a startup comes to me and says Chris I need startup space that allows for me to do prototyping, some soldering, some experimental work, I'm going to say that's great let me introduce you to Adam and his team over at Makelt Labs. Two, 3, 4 years down the road, Adam is going to get somebody who comes to him and says I have a SmartPhone App. I'm half way through development. I'm ready to roll it out and try and find some investments in the next 6 months can you help me out. Adam is going to say yeah that's great let me introduce you to Chris and nashuaHUB. They're geared for someone like you. So again you have this sun, the city two planets orbiting and then you've got Nashua Innovation Center that's sort of providing the gravity you know. That's keeping this together. You can't see it. It's not a physical thing and yet in a virtual way they're helping to connect the dots, putting the planets together.

You'll see members of Nashua Innovation Center coming in and being part of those workshops. Being part of those panels. Coming to the social events, etc. You'll see them doing the same thing at Makelt Labs. So that's sort of a visual representation of what sort of really has become out of this big bang theory over the last few years. It's exciting to not just see it happen. It's exciting to be a part of it and I'm really excited to see our Board of Aldermen and our Economic Development Committee, especially interested enough to bring us all together. So thank you Chairman Melizzi-Golja for bringing us here tonight.

Chairwoman Melizzi-Golja

Thank you and thank you to each of you for making time to be here and rescheduling from our first day. I'm glad you were all able to make it. Before I open it up for questions or comments from members of the Committee, Kristin brought some members of her Board here so I just thought I'd let you introduce them and they're also here to answer questions and participate.

Kristin Mendoza

That's right we have Tom Moran from Jumpstart Manufacturing; Randy Pruzella and Don Fahland.

Chairwoman Melizzi-Golja

Thank you for joining us. I would just ask that our mikes you have to be fairly close to so if you are speaking if you would pull them towards you so that we can capture them. I'm going to open it up to members of the Committee. Questions? Comments?

Alderman Lopez

Yeah this is kind of for Chris I guess. You mentioned that you have a hefty number of business sponsors and then also that you were looking at future grant opportunities but had chosen to begin as an LLC which I think all three organizations sound like they did as well in order to expedite the development of your business. Have you thought about partnering with an existing 501(c)3 like the innovation center so that you could kind of provide both benefits both donation and grant obtaining capital but also the innovation from an LLC?

Chris Williams

Yes I know down the road we're going to want to look at perhaps CDBG funding opportunities because there is a whole separate half of the building that we could move into and actually provide private office space separate from just the shared space. So there will be some opportunities for us to try to look at and we recognize there are limitations on an LLC being able to drive that sort of a process. When that time arrives, and I do say when rather than if, we'll have to figure out some good partnerships there with a 501(c)3 that sort of supports or fits our mission and vice versa that makes sense for us to be able to partner with in. Until that arrives, I'll be focusing more on sponsorships than grants and then probably donations before grants as well.

Alderman Clemons

I just want to say I'm very, very impressed with everything that I've seen this evening. I guess this question is sort of based off of what Chris sees or presented as the 250 businesses in the next 11 years. I'd like to know what each of you thinks the future holds in the next 10 years and how Nashua is going to set itself apart from places like Lowell, Manchester, Portsmouth, Concord. If you can just go down the line, that would be great.

Kristin Mendoza

I think what we as a board are expecting is that innovation is pervasive and it's going to happen in almost every type of industry sector. So we look at that and try to keep an open mind in what we're doing and being able to service members from a variety of industry sectors who are going to disrupt and innovate how we live today all over in every facet of how we live our lives. If that's how we're looking at the future – guys do you want to chime in.

Tom Moran

Yeah I actually have some kind of unique experience. In 2014 Jumpstart focused on servicing specifically incubator companies out of One Kendall Square, the Glassworks Factory in Cambridge, incubators at Shriner's Hospital and at Tufts University in Medford. One of the things that we found is that you have a lot of brilliant post-doctoral folks that were probably funded by folks like the Mass Challenge and so forth. It got initial funding but they find it very difficult to launch the practical part of the project. What we've done over the past two years – one of the things that make me very passionate about Nashua, I'm a lifeline resident here. Nashua is a unique city that's very difficult to navigate. What we've done for these incubator companies is we'll go there, we'll pick up either design work, implementation, or machining. We'll bring it back here to Nashua. We'll go to places like ProAccess, Market Resonetics, Rapid Group, etc. Get those manufactured and bring them back and drop them off. One of the unique things about working with these type of companies in Boston, Cambridge, and Medford, many of our customers they don't actually own cars. For them it's a great service for us to go there, pick up work and bring it here. One of the things that I really liked that Kristin said is we kind of hoped to connect those dots because here in Nashua if you know how to navigate the businesses and leverage them, next to Makelt Labs the old building, DDG, sheet metal fabrication shop, if you didn't know they were in the Millyard, you wouldn't know to go there to get those services. I think that's something that Nashua has to offer. We just need to get the word out and capture those businesses.

Chris Williams

I've often said that Nashua's economy is built on a three-legged stool. You have the manufacturing industry which forever has driven Nashua's economy. Over the last 30 years, you've got the healthcare industry and then finally thanks to our geographical location, we have the retail section here as well. The manufacturing out of those three-legs – the manufacturing leg is by far the strongest one. I see that continuing for the next 10, 15, 20 years. What I am hopeful is that Nashua is going to become more integrated with the economy at the Greater Boston areas. Many would say we are reliant upon the Boston economy. I would say that's largely true. What we haven't done a good job of is integrating ourselves into the Greater Boston economy. What I mean by that is that there's a whole network of angel investors, venture capitalists, and startups in the biotechnology, in the professional services world that all kind of hover around MIT, Harvard, the UMass system, in Cambridge wealth, etc. Then there's us sort of as this outlier, this suburb. What I'm hopeful is that this ecosystem that you're starting to see take shape is going to put Nashua on that map over the next 5 to 10 years. One really tangible way that you're going to see that happen – there's 3 conversations I'm having right now with a network of co-working spaces all around the Boston area called "work bar". Work bar is a network of 18 co-working facility. They're located in Boston proper, Cambridge, Dorchester, Waltham, Burlington, even as far up as UMass Lowell campus. I'm in conversations with them to put nashuaHUB into their network. What that will allow us to do is give our members at nashuaHUB to all 18 of those co-working spaces around the Greater Boston area. So if you're a startup here in Nashua and you've got a potential client or an investor down in the Boston area, no longer do you have to rely upon them for office space, no longer do you have to find a café or somewhere like that to meet. You can now actually access one of these 18 spots. Now as exciting as that is, what's even more exciting to me is that it gets their members coming up and realizing oh I can come to Nashua and have a place to do business. A lot of those guys have potential clients and other partnerships in New Hampshire but right now that network of 18 sites that all located in the Greater Boston area, none of them are in New Hampshire. In a very real way Alderman Clemons what you're going to see is Nashua starting to get more integrated into the community even through simple mechanisms like this – getting nashuaHUB into the work bar network of organizations. When that starts happening, guess who work bar has really good relationships with: venture capitalists, angel networks, other investors in the area that right now I don't have an open door to. Going through a network like work bar, now we're going to start having those conversations. I'll give up on my soapbox for just a minute as well. To your question what is our economy going to look like? What is Nashua going to look like? If we are truly going to integrate into the Greater Boston economy and benefit from that, we have to keep working on passenger rail. So we're going to be connected virtually through these incubators and through the Nashua innovation center but we need to be connected physically to the Greater Boston economy as well. I know all of us in this room are unanimous in our opinion on that so I'll get off my soapbox on that one. Since we're on the record, I want to put a plug in for that as well.

Alderman McCarthy

For now, we may have to get a bus and call it virtual rail. I wanted to touch on something else which is I think we're getting some really good ways to get people once they have made the decision to innovate and to be entrepreneurs, we have a great support network for them. One of the things that I noticed over the years is that getting them to start pat of the issue that doesn't happen, I recall back when the Greater Nashua software entrepreneurs group was in existence and it had a rather eclectic set of membership. There were a lot of people in it that who were – I'll use the word "techno nerds" because I use it to describe myself a lot of the time. It had a lot of ideas but did not understand whether they could bring them to fruition and there were guys there that would say things like well I don't have time for marketing. I spend all my time on my product development. I would sort of slap myself in the head when I heard those things and say you're not going to rich. I guess one of the things I'd like to see us figure out ways to do and I don't think it's that hard is to get an outreach and a presence to people who are maybe not part of that community yet but are interested in it and want to follow what's going on and get someone who's aggressive and wants to market and sell a product together with someone who has no clue how to do that but has a pretty good idea on how to build the thing the other guy wants. I think if we can provide some networking opportunities to get those people together because there was a lot of both in the Nashua area that that's something that's helpful to Nashua and I think it's helpful to your incubators as well. I'd like to hear your reaction to what we can do to do that.

Adam Shrey

That's kind of where we're helping to go with our incubator project is that we have a lot of the people that you described that they may have these ideas that they think they can turn into a product but that they have no idea where to take it from there. We want to help them get it to the stage where they have a viable prototype or they have a project that could be a product and then either through partnerships through external organizations or perhaps we'll have our own internal people by that time expand it out to give them the help that you're describing. So this is something like what Chris mentioned we can hand them off to NashuaHUB once we get to them to the point where they think they have an idea they can spin into something else and they can assist with the business plan, the marketing, and all of that and also to join on my soapbox a little bit. The commuter rail station if it comes in will be in our backyard. You have no easier access to a place than to hop off the train and walk about 100 yards to our facility and the way our lease is structured, we could be there easily for the next ten years. We're hoping it won't take that long but we're prepared to wait.

Chris Williams

I think just an addendum to what Adam said too is that I know Makeit Labs is already in conversations with Rivier University about bringing their students in on a periodic or regular basis. We're looking to do the same at NashuaHUB. So that's one audience we're sort of thinking along the lines what Alderman McCarthy is saying and saying to ourselves what can we be doing to actually get the student population here in Nashua involved or aware of who we are and what we're doing, etc. On the menu of different programs that you saw me touch on, the upper right corner, am I an entrepreneur? We recognize that some people are well I got an idea but I have no idea if this would make money, if it would turn into a business venture or not. We are thinking when it comes to our programming examples of what we can be putting on for people to help them figure out do I actually have an idea that's winnable. I would imagine NIC is doing a lot of similar programming as well.

Unidentified Female Speaker

I hesitate to say this in a public forum but there's something called the "3 S's rule" for startup success. You need a smartass team with a kickass product for big ass market. That's what you need to focus on. As crude as that sounds, it's actually the selling points of a solid business plan right. Our Board recognizes that we are keeping that very global vision of what resources need to be accessible to start out founders and like the others, we are looking to access all sorts of community stakeholders from high school students, college students, members of the community to let them know that we're here as a resource and that we have the ability to provide that inner connection that I was

talking about so that if you are strong in tech. you can find somebody who is going to be potentially your pitch guy, and your marketing guy, and the operations guy so that the teams really form and the business really form and flourish.

Tom Moran

I think I just want to add that our programing the first six programs that we started I know for myself when I opened Jumpstart 10 years ago, I got together with Score. It was great. They teamed me up with Frank Deekman who was the former President of Hollis Automation making waves out of machines, etc. I'm a machine designer by trade and I really didn't need that type of help. What I needed to know was do I need general liability? Do I need O & E? What do I need there? So I needed those expertise that fell well outside of my core competency and one of the things that I think we've done a great job is the first six programs are really aimed at helping people to understand what those specific needs are that maybe general and outside of what they bring to the table – their technology or their expertise. There's a whole lot of other things that when you give your resignation and your quite your job and you go down in your basement that first day you need to know.

Alderman McCarthy

Yeah actually Chris touched on my next question which is you're working with the colleges locally but I guess I would also encourage you to work even with our high schools. It amazes me to see that we have students in our high schools are being internationally recognized for inventions they're making while they're there. Those are certainly we ought to be providing the opportunity for them to succeed and we ought to be seizing the opportunity to keep them here to do that.

Chris Williams

I think it's incumbent upon us all three of us to be proactive in finding who are those markets out there those audiences and then building those bridges. A good example would be the Science Café right here in Nashua. That's a group of men and women who get together every month who are oriented toward this type of entrepreneurial thinking. So reaching out to them. Reaching out to HUGO the young professionals group in town. Reaching out like you said to the high schools. I think these are all going to be incumbent upon the three of us individually and collectively to figure out how to build those bridges.

Chairwoman Melizzi-Golja

Just a follow up on Alderman McCarthy. I don't know if you're familiar with our career and technology program across the district and what's available there from auto shop, to the biomedical but they're doing some pretty amazing things there. I don't know some of you may actually sit on their advisory boards but whatever their focus is, they actually have people who are currently involved in the fields so our biomedical group the woman who runs that program is connected to the Boston medical community and those are the people who are working to make sure that our students who are going through those programs have the latest equipment to work on. They're doing like state of the art stuff and when they go into their undergraduate programs or decide to take a summer off and intern somewhere, they have some real experience and can really hold their own. I'm going to go out on a limb and say I'm sure if you call Maryann Dustin who is the Director of those programs she would be more than happy to take you around and show you the facilities and you do see the staff and see that they have there because they have spent as Chris I know you know from being in there. A lot of time, energy and money and have a very large number of community members who are supporting the students who are participating in those programs.

Alderman Lopez

I was listening to what you were saying about the three-legged stool of an economy. I think I would pause that there may be a fourth leg that's unique to Nashua because of the way New Hampshire's tax structure is and because of

Nashua's proximity to the more urban areas of Boston. Nashua is a really robust nonpublic sector. You may have been considering them when you mentioned the medical field but they don't all necessarily fit in the medical field. The Partnership for Successful Living for example employs quite a few people across the city. They have dozens of facilities if you start counting their housing programs. They're a non and indirect contributor to our overall economic ecosystem. I know Paul Hebert was on the Board and was mentioned at the Nashua Innovation Center and I thought he had been part of the 501 HUB but maybe it was Velocity. He has a program called "501HUB". It basically is a nonprofit incubator. Do your models account for nonprofit organizations and the slightly different strategies that you would have to take in that you're not trying to make money per say, you're trying to focus on an ideological mission, build a social of contexts and that kind of stuff?

Unidentified Male Speaker

Yeah actually most of the partnerships we have with nonprofits we do free of charge. We're still working on figuring exactly what we're going to be doing with like Girls, Inc. and Boys and Girls Club. The general proposal so far is that we'll train their staff on whatever equipment and machinery we have in our facilities that they want to use to teach their kids and then they can run programs out of our facility and we're not charging them anything for that.

We do a slightly different model for for profit entities that want to make use of the same stuff. We have other groups that are media business that's designed to run summer camp for kids and they have a small fee attached for use of the space but for nonprofits we try to keep it free to foster as much of that as we can.

Chris Williams

Similarly NashuaHUB is the same way we provide that conference meeting space free of charge to any nonprofit board or committee that wants to meet there. When I talk about the three-legged stool, I'm referring exclusively to the amount of tax revenue and direct economic output that's generated by those three industries. Certainly for anyone who is connected – I sit on a number of nonprofit boards. I don't want them to think that I'm discounting the nonprofit sector. I'm simply saying when you look at the sheer volume of economic output through wages paid, economic revenue generated and business taxes, those are the three industries that really sort of drive those factors.

Alderman Lopez

I recognize that nonprofits by their terminology are not generating tax revenue but what I was speaking to was indirect impact they have on strengthening our economic system providing low income housing, providing education, even Great American Downtown as a nonprofit is really livening up our downtown neighborhoods. What I was asking about specifically wasn't existing nonprofit support but developing and cultivating. If someone has a purpose or an idea, do you help with environmental scanning? Do you help with identifying stakeholders, resource development, and that kind of stuff?

Chris Williams

There's actually an association here in New Hampshire that already exists for that. It's a state-wide entity the Association of Nonprofits headquartered in Concord. That's actually what they specialize in doing is providing those sorts of support and services. One thing I've seen in my 16 years living in New Hampshire is that New Hampshire has such a large nonprofit community. We tend to duplicate a lot of services between organizations and they end of sort of competing with each other. Looking at what the Association already does for supporting nonprofits, we weren't really looking to duplicate what they already do. So if there is someone out there that is looking to start a nonprofit venture, has an idea for what they want to do but not sure how to go about doing it, I would strongly encourage them to look at that Association.

Unidentified Male Speaker

In our small way towards that, we have helped several other maker spaces in the State and actually all over the country with advice in getting up and running. We continue to do that. We get people that ask us for advice, and how do you get your insurance, how do you handle this. We get those questions every month and we're happy to help other spaces basically startup because it's a big challenge to get them up and running.

Chairwoman Melizzi-Golja

Any other questions or comments?

Alderman McCarthy

What can we do to help?

Chairwoman Melizzi-Golja

That was going to be my question. One thing Mr. Moran you commented that Nashua's difficult to navigate so that combined with the bigger question what can we do to help?

Tom Moran

What I mean by that is if you didn't grow up here and know Lester Gidge, or Jack Poulin, Charlie Austin, or George Gordon and so forth, all of those folks have these like residual resources that have either been grown from their or kind of come out of there and one of the things that you find are these really true craftsmen – tool and die makers. Just for example, Dave and Pat at Market at 29 Front Street. If you didn't know that they were there, you won't know. One of the things that I think would be of great help for Nashua is a way to navigate and find those people, find the people like DD&G, or the Landrys over at L&L Fabricators. These are great resources. They do great work. Resonetics we're taking work from Boston and bringing it to them and having them fabric things with really super high precision lasers. One microdiameter holes in one-sided tubing for catheters and fluid delivery systems. Even my customers in Boston and Cambridge they say literally don't know where to go and it's just amazing that we have those resources right here. A lot of these shops are smaller shops. Some of them don't have websites. They're just craftsmen that really love the trade that they do. They've been at it for 30 or 40 years. They're really I think precious to Nashua.

Chris Williams

I think there are a couple of things that City Hall should be proud of itself in terms of helping the ecosystem that's taking shape. I won't speak for Adam but certainly Adam can talk to the relationship that Makeit Labs has had with City Hall and through their lease relationship for starters. With NashuaHUB, again, the Board of Aldermen through the infrastructure Committee already stepped up in a big way to donate those 15 parking spots. That may sound like a small thing but that's a huge consideration for someone who's looking to setup and do business in the downtown. So even that small step alone is actually has a very positive impact. A couple things beyond in terms of new things the city could consider. Number one, I would ask the city to consider our economic development pages on our website making sure that the Dare to Begin site and the Economic Development office pages on the city's website were actually reflect and promote what each of these three entities are doing. Right now I don't think there's any reference. A lot of that is simple due to the fact that the NIC and the NashuaHUB are so new but Makelt Labs has been around for a few years. I think the city could do a more organized effort through our virtual presence or live presence of promoting these types of entities. I also know we have a new Economic Development Director so getting him out to two or each of these three sites. Again I know he's got a lot to learn but I would hope that this would be on his agenda getting to know each of these three entities, what we each do, and how we can all

complement each other. So those would be a couple of small things that I would suggest in terms of what the city could be doing beyond what it's already done.

Unidentified Speaker (Shawn)

Just to continue and facilitate the conversations, about a year ago I was invited to a meeting here at City Hall. Tom Galligani had put it together with Amy Basso from the Small Business Administration. We invited about 20 folks in different aspects of finance – banks, credit unions, subordinate lenders. Basically the message we got from Concord and from folks in different parts of the State was that Nashua is a higher place to get funding. Being a commercial lender for a bank, you know I was seriously offended right but it helped the conversation develop into Nashua is the top place to do business in general just because it just seems so disconnected. That's when I started having a chat with Chris about started the Nashua Innovation Center and I was talking to Chris at the same time when he was running for Mayor and he had these incubator ideas. Getting us all in a room and talking through the issues was I think a great step to take and I think a lot happened since that one conversation.

Chairwoman Melizzi-Golja

So Shawn if I may what do you think the next step is and we have a new Economic Development Director and there are lots of new people in City Hall. I guess if all of you were to put a wish list together one or two things you hope the city will kind of focus on and move forward to kind of help bring things together. A couple of us sitting here are also not from Nashua and we know how we had to work to learn the city.

Unidentified Speaker (Shawn)

I think it's just being actively part of the conversation. A lot of us in the private sector have gotten together and developed different programs and different initiatives. I think having the city as part of that discussion is crucial. So maybe getting us all in a room on a periodic basis and just talking through certain issues that need to be discussed like bring topics you think are important to having the city grow and helping the city proceed.

Chairwoman Melizzi-Golja

Okay so provided a kind of a forum for you to just get together and really do some face to face conversation and see what needs to be supported and where priorities are at that time.

Chris Williams

A couple of ideas I'll just put out there for consideration, right now the Flatley Company does its annual startup business challenge. That could be so much bigger than what it currently is. Right now they just sort of do that on their own and they've been doing it for a few years. Imagine if you had the City of Nashua, the Flatley Company, us three all partnering together on sort of a city-wide startup business challenge that's driven by City Hall or at least certainly lead by City Hall. That could be a really powerful way of putting Nashua on the map in an official capacity beyond just the private or nonprofit sectors stepping up to do that. Number two, I mentioned our potential expansion of the nashuaHUB. I'll tell you now tonight I'll warn you, I'll be coming back in probably 9 months asking the city to consider CDBG funds to allow us to expand another 2,000 square feet and build a larger footprint for startups to take place. So those are a couple of concrete things that the city could be thinking about.

Kristin Mendoza

I would just add as you've heard, some of these initiatives are new but the good news is that we all know one another and there is great comradery and a desire for all our organizations to work together. We're going to be continuing these discussions and developing some strategic goals and initiatives working together and we would love for you all to continue to be part of conversation as John said. Another concrete idea that I could just throw out

is we discussed at our last board meeting that small business week is recognized nationally as the first week in May and yet Nashua doesn't do a very good job of using that as a platform to raise the visibility of small businesses in the city. Again to Chris's point, imagine events sponsored a week-long series of events sponsored by each of our organizations – the Chamber, the Economic Development office, and any other stakeholders that want to participate and really use that small business week as a way of really promoting what's happening and in the city.

Alderman McCarthy

Before people leave, can we get everybody to write down their name and e-mail address so we can get it into the minutes?

Chairwoman Melizzi-Golja

I have all of the e-mail addresses but on that note I know Kristin sent your presentation to be attached to the minutes if Chris if you Adam could send those also to Ms. Lovering. I copied her. So for people who might be reading the minutes, they'll have these to refer to. I think that that's something we as a Committee and as the Board of Aldermen are interested in doing and figuring out how we can support not only each of you individually but as a community understanding that it all comes together and we're all a part of it including working with the Chamber. I'm just thinking even as you move forward if periodically you think there's something you need to update us on if you want to do that either electronically shoot us some sort of communication or contact us and let us know you'd like to come back in and kind of update us on what's going on and what you see as maybe next steps for the way we can be working with you.

Chris, your comment about our city pages and the Planning and Economic Development page, I'm just wondering if we need to as a city work with all of you because I think you certainly have the knowledge that you we don't have around who are the small businesses that people don't know about and how can we somehow get the out there so if people are looking for someone to do some sort of project at least if they look for that it's going to come up because its included in our web pages and how we can better do that because I know there are a lot of people who have no clue the number of really small specialized manufacturing we have right there in the city and what's available. So maybe that's something we can think about also.

Alderman McCarthy

Yeah I think from what I'm hearing it sounds like if we being some members from the Board and the administrative staff got together with you on a more regular basis and we kept a list of issues where the city could do things where we're just looking for solutions and pursued those, that would probably be helpful and I will try to pursue getting that set up so that we can try to meet on a fairly regular basis and at least have that discussion.

Alderman Lopez

Isn't that the purposes of Planning and Economic Development Committee?

Alderman McCarthy

Yeah but I think I don't think a lot of it needs to be done in this setting. I think there's more grunt work that needs to be done that can be facilitated and meetings during the day for example when we have the staff available easily.

Alderman Lopez

I had questions about that actually. So with the continuum of the agency members – the continuum of care, member agencies whenever they find out about a new nonprofit or a new program, or a resource, they tend to pool it and send that information forward so we have a resource tool kit. Is that information like something that would be difficult

for incubators or businesses to provide per say like if the city were to create a platform for you to list resources for getting your printing done, getting your sheet metal done and that kind of stuff. Is that something that we would meet resistance from or is that something that everyone would be excited about doing and would literally create a space for it?

Chris Williams

I think you might just get into some logistical challenges that are trying to identify all the print shops for example, or all the manufacturing entities that are in the city. I don't think you'd run into political challenges it might just be logistical challenges of trying to find and properly organize that in a way that's going to make sense to the reader.

Chairwoman Melizzi-Golja

Any other comments, thoughts? Is there anything you were hoping we'd ask you or some information you were hoping to share that we didn't...

Chris Williams

I just simply want to say thank you. The fact that we're even having this conversation at all is a really good sign that the city through the Board of Aldermen wants to play a supportive role. I've been here 10 years in Nashua. This is the first time I remember the PEDC or the Aldermen sort of having this type of conversation in the public setting. So thank you Chairman Melizzi-Golja for bringing us together and to the members of the Committee for being willing to sit here and listen to us.

Chairwoman Melizzi-Golja

Thank you. We have a very short bit of our agenda so if you don't mind just bearing with us and then I'll return all this.

COMMUNICATIONS - None

UNFINISHED BUSINESS - None

NEW BUSINESS - None

GENERAL DISCUSSION - None

PUBLIC COMMENT - None

REMARKS BY THE ALDERMEN

Alderman Lopez

The Greek Festival is this weekend. The India celebration at Nashua High North is this weekend. There's a beer and bacon festival this weekend. There's a lot of stuff going on this weekend.

Chairwoman Melizzi-Golja

Thank you.

POSSIBLE NON-PUBLIC SESSION - None

ADJOURNMENT

**MOTION BY ALDERMAN MCCARTHY TO ADJOURN
MOTION CARRIED**

The meeting was declared adjourned at 8:43 pm.

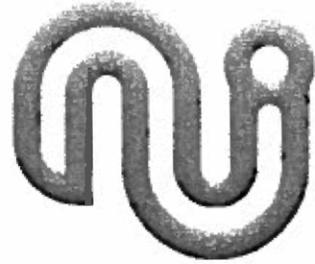
Alderman-at-Large Daniel T. Moriarty
Committee Clerk

Presenter's Contact Information:

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kmendoza@millyardtechlaw.com

Mr. Adam Shrey, President
MakeIt Labs
adam@makeitlabs.com

Mr. Chris Williams, Executive Director
nashuaHUB
chris@velocityperformance.com

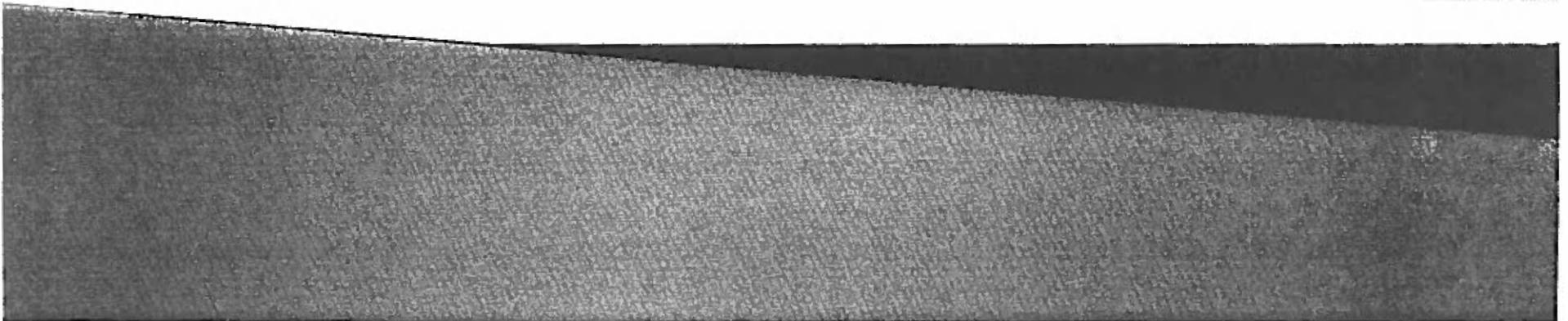


Nashua Innovation Center

Your New Hampshire Virtual Incubator

Presentation to Planning & Economic Development
Committee, City of Nashua

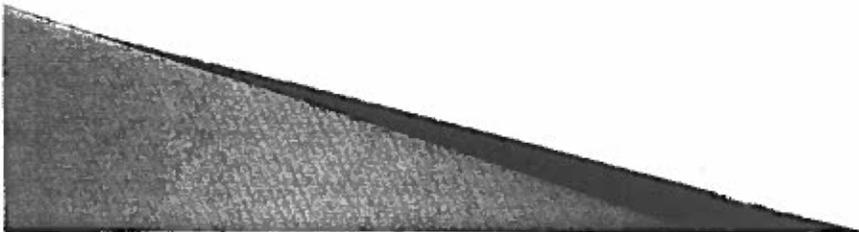
May 17, 2016



What Is a Virtual Incubator?

A traditional incubator requires an entrepreneur to be a resident at the incubator's workspace in order to receive mentoring and support.

A virtual incubator allows an entrepreneur to garner the advice and resources of an incubator without actually being located at the incubator's site.



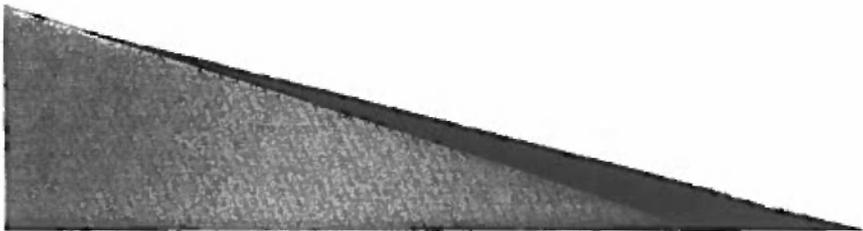
About Nashua Innovation Center

- ▶ NH non-profit formed in November 2015
- ▶ Our Purpose: To serve as a resource for fostering innovation, creativity and collaboration in the early-stage business ecosystem in Greater Nashua by operating as a virtual business incubator



Our Mission Statement

The Nashua Innovation Center is a community for entrepreneurs that fosters learning from mentors, advisors, investors and fellow entrepreneurs and supports startups seeking to grow scalable businesses that advance innovation.



Our Board



Kristin Mendoza
Millyard Tech Law



Randy Prozeller
Prozeller Associates



Tom Moran
JumpStart Manufacturing



Paul Hebert
SquareTail



Kartik Shah
Skyscape & Mobiuso

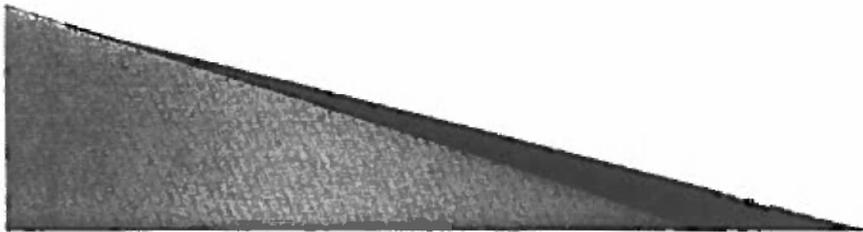


John Phelan
Enterprise Bank



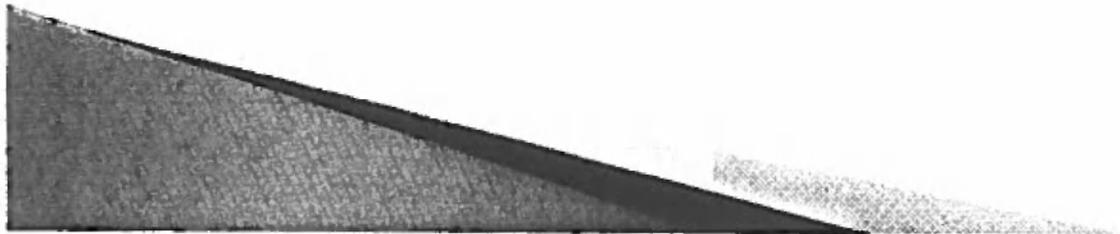
Why Nashua? Why Nashua Innovation Center?

- ▶ In July 2015, the Manchester–Nashua area made a top 10 list for “up and coming cities for tech jobs,” compiled by the website, ZipRecruiter, an online job board.
- ▶ However, Nashua is being eclipsed by initiatives in Manchester and the Seacoast and is losing its competitive edge for being a tech friendly community. If Nashua does not act, the NH tech sector will migrate to other parts of the state.



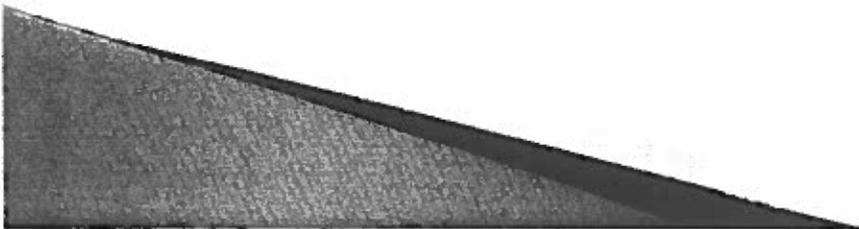
Our Focus

- ▶ To provide a networking and educational platform for startups and to build a vibrant entrepreneur community in Nashua
- ▶ We will focus on helping each member determine if their business is sustainable and scalable
- ▶ We will measure our success by our members' business growth, not just by the amount of money they can raise from angel/VC investors



Our Approach

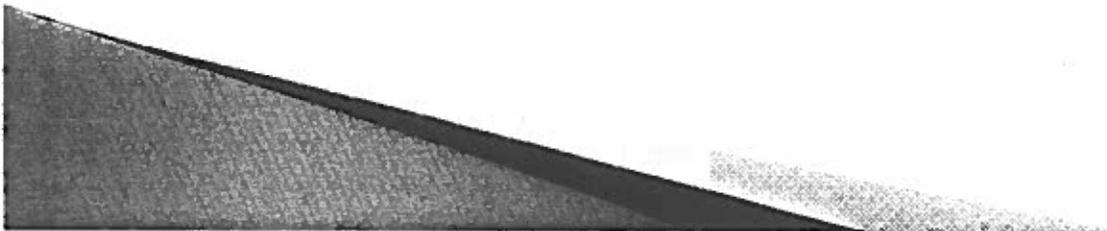
- ▶ Provide relevant educational content to fill “gaps” between an entrepreneur’s industry experience and the many facets of starting a business (e.g. legal, accounting, marketing, etc.)
- ▶ Encourage and facilitate networking among peers and other business owners in the community
- ▶ Provide experienced mentors to work with each member, not just within the founder’s subject matter expertise but in developing the expertise that they do not possess
- ▶ Provide access to community resources who are needed for R&D and commercialization and who have the experience of working with startups



Outcomes for Members

▶ Members will:

- Have an actionable business plan to guide development
- Have a solid foundation on a required skills needed to successfully operate a business
- Know and have established relationships with local resource partners and vendors
- Know and have established relationships with other entrepreneurs, business owners and mentors in Nashua
- Be prepared to raise capital for or bootstrap their business' growth



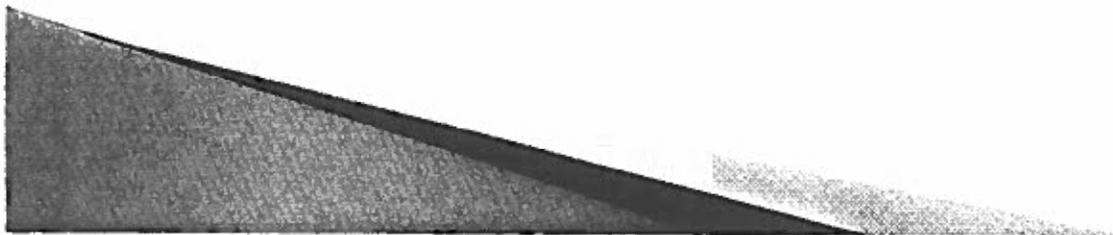
How Will This Succeed?

- ▶ We are primarily focused on bringing the startup community together
 - Our strength will be our partnerships with other stakeholders who wish to support our mission and vision
- ▶ We are walking our talk. We are a startup that is bootstrapping its growth to develop a sustainable and scalable resource for the Nashua startup community. There is no greater feeling of success than creating something from nothing



Our Next Steps

- ▶ Spring/Summer 2016 – Launch website & social media and raise awareness of fall program offerings
- ▶ Fall 2016 – Begin program offerings open to the public and with program partners
 - 7 Launch ‘n Learn lunch programs (1.5 hrs.) on basic startup topics
 - 1 InnovationU workshop (3 hrs.) on raising capital
 - 2–3 after hours networking events showcasing successful entrepreneurs in Nashua (1.5 hrs.)
- ▶ January 2017 – Membership program launch



Questions?



Thank You



Nashua Innovation Center

www.nashuainnovation.com

Twitter: @startupNashua