



CONNECT → GROW → IMPACT

Marjorie Swope Park Trail in Concord



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## We're hiring!

If you are passionate about the business and nonprofit community in the Capital Region, and have a strength in developing customer relationships and coordinating engaging events, then we would love to meet you! We are hiring a Manager of Member Engagement. Our small team values collaboration, innovation, and a friendly spirit. This full-time position includes health and dental benefits, and our office is located in the heart of beautiful downtown Concord. You can learn more by visiting [concordnhchamber.com](http://concordnhchamber.com), and apply on Indeed.



## Jim Bouley named 2023 Citizen of the Year

The Chamber is honored to announce Jim Bouley, Mayor of Concord and partner in Dennehy and Bouley, LLC, as its 2023 Outstanding Citizen of the Year. The Chamber will present this distinguished award at its 104th Annual Meeting and Citizen of the Year Award event on Wednesday, November 1 at the Grappone Conference Center. All are welcome to attend this celebration of Bouley's incredible impact on the Greater Concord community.

"Jim has been a selfless and tireless advocate for the City of Concord," wrote Mike Dennehy of Dennehy and Bouley, LLC. "From transforming Main Street, to building goodwill across the entire community, Jim has arguably been the most successful Mayor the City has ever seen." Bouley served as City Councilor for 10 years, followed by 16 years as Mayor of Concord. In August 2023, Bouley announced he would not be running for reelection; he shared how his service as Mayor has been an incredible honor, and that his love for Concord and its citizens will continue into his next chapter of volunteer service for the community.

Mayor Bouley received an outpouring of support for his nomination as Citizen of the Year, with recognition from Tara Reardon, Commissioner of Merrimack County, James MacKay, New Hampshire Representative and former Concord Mayor, Stephen Duprey of Duprey Companies, Stephen Shurtleff, former Speaker of the New Hampshire House of Representatives, Gary Miller of Unitil, and Ari Pollack of Gallagher, Callahan & Gartrell, PC. Tom Aspell, City Manager for Concord, shared his experiences working with Mayor Bouley for over two decades. "I can unequivocally testify to his commitment to utilize every available opportunity to improve the community for all of its residents, businesses, and visitors."

One project in particular stands out in Bouley's tenure as Mayor. The award-winning Main Street renovation has permanently transformed the capital city's landscape, creating a stunning shopping district that attracts visitors, supports small businesses, and provides better access for

individuals with disabilities, pedestrians, and cyclists. Bouley embraced the community's inherent tensions with this disruptive renovation by creating a 17-member committee, with over 70 public meetings, demonstrating the Mayor's resolute commitment and unwavering work ethic to address complex challenges and find practical solutions. Concord's citizens will reap the benefits of this historic project for generations to come.

A less visible, but equally important facet of Bouley's impact on the city has been his ability to foster and build mutually beneficial relationships with other governmental agencies. The city's relationships with the State of New Hampshire, the federal government, two school districts, and Merrimack County are unmistakably the best they have been in generations. This dedication has opened the door for funding opportunities, provided success with negotiations on Concord's upcoming I-93 expansion project, and has made immeasurable impacts on the overall function of our capital city.

Although Mayor Bouley may be well-known for the "business" of the city, few people know the extent of his connection to its citizens, and his many volunteer roles throughout our community. His approach to addressing a citizen's concern is not just to call them back, but also to stop by their home or business to hear more about their issue. For one particular resident in Concord, it meant climbing into a basement to view sewage seeping into the building, and making a weekend call to General Services to resolve the issue. Few people realize that the first winter shelter for our homeless population was due to the efforts of Jim Bouley—negotiating for space in the old Tobey building, raising funds for the necessary insurance, and going to Walmart to purchase phones so that the volunteer staff could stay in touch with each other.

Bouley's outstanding leadership as Mayor of Concord has helped advance our community's standing in the State of New Hampshire, transformed Concord's footprint to support a thriving economy, and made an everlasting

*Continued on page 3.*

## Welcome new members

CARLY STORRO PHOTOGRAPHY  
64 N Main St., STE 202  
Concord, NH 03301  
carlystorrophoto@gmail.com  
carlystorro.com

CHARM SMILE DENTAL  
54 South Street,  
Concord, NH 03301  
(603) 228-0123  
contact@charmsmiledental.com  
charmsmiledental.com

CONCORD MULTICULTURAL FESTIVAL  
Concord, NH 03301  
(603) 568-5740  
connect@concordnhmulticulturalfestival.org  
concordnhmulticulturalfestival.org

DAYSTAR  
121 Shattuck Way, Suite 10  
Newington, NH 03801  
(603) 766-5924  
abrown@daystarinc.com  
daystarinc.com

DUNCRAFT  
102 Fisherville Road,  
Concord, NH 03303  
(603) 224-0200  
jkimball@duncraft.com  
duncraft.com

GRANITE STATE RINGERS  
PO Box 2522,  
Concord, NH 03302-2522  
(603) 315-8614  
development@granitestateringers.org  
granitestateringers.org

JONES PLUMBING LLC  
21 Cross St, Unit 1  
Concord, NH 03303  
(603) 391-4497  
brockwayjones@gmail.com  
jonesplumbing.online

MADDY'S FOOD HUB  
89 Fort Eddy Road, Unit 2  
Concord, NH 03301  
(603) 545-9478  
maddysfoodhubnh@gmail.com

PAYCHEX  
Stratham, NH 03885  
zhawkins@paychex.com  
paychex.com

PELLETIER REALTY GROUP  
Concord, NH 03301  
(603) 660-1343  
caroline@pelletiergroup.com  
pelletiergroup.com

PEOPLEREADY SKILLED TRADES  
783 NH 3A Suite A6,  
Bow, NH 03304  
(603) 273-6585  
ddemers@peopleready.com  
skilled.peopleready.com/location/  
bow-nh-0779

Continued on page 3

## Connect with your Chamber community

Scan the QR code to visit our events calendar.



### Business After Hours at Merrimack County Savings Bank

Tuesday, October 10 from 5:30-7 p.m.  
89 North Main Street, Concord  
\$7 members in advance / \$10 members at the door



MERRIMACK  
COUNTY SAVINGS BANK

Join the Chamber, Merrimack County Savings Bank, and NHTrust for a lively networking event, where we can celebrate our business community in Merrimack and NHTrust Style! Enjoy delicious hors d'oeuvres, and expand your network by meeting fellow professionals who are eager to learn about your business. Learn more and register at [my.concordnhchamber.com/event-calendar](https://my.concordnhchamber.com/event-calendar).

### Orr & Reno Legal Breakfast Series: Employment Law

Tuesday, October 17 from 8-9 a.m. • Complimentary event  
Orr & Reno, PA, 45 South Main Street, 4th floor / Zoom

Orr&Reno

Is your business or nonprofit in compliance with local, state and federal employment laws? Are you practicing what your Employee Handbook preaches? Join Attorneys Lindsay Nadeau and Meredith Goldstein for an Employment Law Basics and Beyond discussion and learn best practices for organizations of any size. Learn more and register at [my.concordnhchamber.com/event-calendar](https://my.concordnhchamber.com/event-calendar).

### CYPN Networking at The Barley House

Tuesday, October 17 from 5:30-7 p.m.  
132 North Main Street, Concord • Complimentary event

Legacy Marketing  
& Design Co.



Join the Concord Young Professionals Network (CYPN) for a evening of networking and good times at the B Lounge, nestled within the Barley House Restaurant & Tavern. Sip on our signature cocktail expertly crafted to kickstart engaging conversations, make valuable connections, share experiences, and build relationships that could fuel your career journey. This event is presented by The Barley House and supported by Legacy Marketing & Design Co. Learn more and register at [my.concordnhchamber.com/event-calendar](https://my.concordnhchamber.com/event-calendar).

### Monthly Forum: Economic Inequity with Jeff Fuhrer

Tuesday, October 24 from 7:45-9:15 a.m.  
Holiday Inn, 172 North Main Street, Concord  
\$25 members / \$35 public • Register by Thursday, October 19



We've invited back Jeff Fuhrer, former Executive Vice President and Director of Research at the Federal Reserve Bank of Boston for an exciting breakfast forum. Fuhrer is the author of the newly published book *The Myth That Made Us: How False Beliefs about Racism and Meritocracy Broke Our Economy (And How to Fix It)*, which exposes how false narratives have been used to excuse gross inequities and shape and sustain the U.S. economic system. This event includes a full breakfast, Q&A session, and networking with fellow professionals. Fuhrer's book will be available for purchase as an optional add-on to your ticket. This event is generously sponsored by Unitil. Learn more and register at [my.concordnhchamber.com/event-calendar](https://my.concordnhchamber.com/event-calendar).

### Mental Health First Aid Workshop

Friday, October 20 and 27 from 9 a.m. to noon  
Greater Concord Chamber of Commerce, 49 South Main Street  
\$50 registration fee includes certification • Register by Friday, October 6



Our popular 2-part workshop with Riverbend Mental Health, Inc. is back! This program will teach you how to identify, understand, and respond to signs of mental health and substance use challenges among adults. Whether you are an employer, HR professional, or work in a service industry, the skills provided in this workshop will help you safely, effectively and mindfully support individuals who are experiencing these challenges. We anticipate this workshop will fill up fast. Learn more and register online at [my.concordnhchamber.com/event-calendar](https://my.concordnhchamber.com/event-calendar).



## 104th Annual Meeting and Citizen of the Year

Wednesday, November 1 from 5-8 p.m.

Grappone Conference Center, 70 Constitution Ave

\$95 / \$760 table of eight • Register by Thursday, October 26



**MERRIMACK**  
COUNTY SAVINGS BANK

Celebrate the 2023 Citizen of the Year, Mayor Jim Bouley, at the Chamber's biggest social event of the year. The evening begins with a lively cocktail reception and networking that attracts business and nonprofit community leaders. Guests are then welcomed into the ballroom to enjoy a delicious sit-down dinner, where we will recognize Mayor Bouley with the Chamber's top honor. We'll also have a brief changing of the gavel and thank our 2023 Board Chair, Elyssa Alfieri of Lilise Designer Resale, for her dedicated service to the Chamber. Tickets include passed hors-d'oeuvres, plated dinner with wine and dessert, as well as a cash bar available throughout the evening. Learn more and register at [my.concordnhchamber.com/event-calendar](http://my.concordnhchamber.com/event-calendar).

**Thank you to our generous sponsors:** Merrimack County Savings Bank; Bar Harbor Bank & Trust and Bar Harbor Wealth Management; Eversource Energy; Grappone Automotive Group; Mason & Rich, PA; NBT Bank, N.A.; Unitil; Nathan Wechsler & Company, PA; Northeast Delta Dental; Orr & Reno, PA; Cleveland, Waters and Bass, P.A.; Dartmouth Health; Eastern Bank.



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### Moving Together Conversations: Immigrants in NH's Workforce

Wednesday, November 15 • 9 a.m. to 4 p.m.  
Grappone Conference Center  
\$100 ticket includes breakfast, lunch, snacks

The Chamber is proud to partner with NH Songa for an impactful one-day conference that will discuss the importance of embracing, integrating, and celebrating the vital partnership between immigrant workers and the labor market. *Moving Together* engage with CEOs, human resource staff, employers, service providers, academic institutions, non-profit organization leaders, staffing agencies, ethnic-based organizations, immigrants, and state and municipality officials. Learn more at [my.concordnhchamber.com/event-calendar](http://my.concordnhchamber.com/event-calendar).



**Sponsors:** Capitol Center for the Arts; Ascentria Care Alliance; Merrimack County Savings Bank; The Duprey Companies, International Institute of New England; New Hampshire Business Review; New Hampshire Housing; Northeast Delta Dental.

### Bouley named Citizen of the Year

*Continued from page 1.*

impact on our quality of life. Trieste Philbrook of Mariner Wealth Advisors wrote, "There is no better time to recognize someone who has worked tirelessly to better our community." The longest-serving Mayor in the history of Concord will soon complete his final term, but the community can rest assured that his positive impact and commitment will extend well into the future. As Jim would say, "It's another great day in the city." The Chamber thanks Jim Bouley for being one of the reasons Concord stands out as one of the greatest capital cities in the country.

All are welcome to celebrate Jim Bouley by attending our 104th Annual Meeting and Citizen of the Year award event on Wednesday, November 1 at the Grappone Conference Center. Learn more in the article at the top of this page.

*Welcome* new members

*Continued from page 2*

#### THE ELEVENTH LETTER

4 Park Street, Suite 403

Concord, NH 03301

(781) 296-3316

[theeleventhletter1111@gmail.com](mailto:theeleventhletter1111@gmail.com)

[theeleventhletter.com](http://theeleventhletter.com)

*Thank you* for renewing

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Annis & Zellers, PLLC

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Bar Harbor Wealth Management

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Business & Industry Association of NH

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Conference Center

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ExcellenceNorth Alliance

GeeWiz Technical Services, LLC

Granite United Way - Merrimack County

Region

Hart's Turkey Farm Restaurant

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Homebody

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SMP Architecture

Staples

Swenson Granite Works

TDS Telecommunications Corp.

Teddy's Tees

The Alliance Group USA

Twinstare Technologies

White Rock Senior Living Community



Scan the QR code  
to view our online  
Membership  
Directory.



## Welcoming Week

September 8-17, 2023

CREATED BY  
CONCORD NH CHAMBER  
OF COMMERCE

CONCORD NH CHAMBER  
OF COMMERCE

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## Thank you to all who participated in Welcoming Week!

We received 30 photo submission from local businesses and nonprofits who came alongside us to promote a welcoming and inclusive environment during a celebration from September 8-17. This

initiative was presented by Concord Multicultural Festival, and we were thrilled to get involved in the project. Learn more, view an album of the photo submissions, and video of our window display at [concordnhchamber.com/welcoming-week](https://concordnhchamber.com/welcoming-week).

## Update your business info

In just a couple of months, we'll be sending our new Membership Directory to the printer, and we want it to have your most up-to-date information. Please take a moment to login to your account by October 18 to review your business listing, and make any necessary changes. You'll receive email instructions, but you can also learn more and watch our how-to video at [concordnhchamber.com/printed-member-directory](https://concordnhchamber.com/printed-member-directory). We print over 1,300 copies of this annual book, and want to ensure your listing looks great! Reach out to [info@concordnhchamber.com](mailto:info@concordnhchamber.com) or (603) 224-2508 if you have any questions.



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at [friendsprogram.org](https://friendsprogram.org)

## Thank you to our Board Members

Our Board of Directors ensures that we follow our mission to develop economic opportunities, strengthen the business climate, and enhance the quality of life in the Capital Region. These dedicated business leaders make key decisions for our organization, develop the annual budget, and plan for the Chamber's future. We asked our outgoing Board Members to share a little bit about their experiences on the Chamber board. "What impressed me most was how the Chamber and all of its staff pressed forward creatively amidst the challenges of COVID," said Pamela Puleo, former Chief Advancement Officer of Concord Hospital. Michael Herrmann, owner of Gibson's Bookstore shared a similar sentiment. "It's been an honor to serve on the Chamber Board, and to be a small part of the Chamber's ongoing service to the Concord community. It was especially valuable during the pandemic, to be able to share information and best practices with Concord's business leaders." We are honored that all our outgoing Board Members thanked us so wholeheartedly for the opportunity to give back to the community. "The Chamber is an invaluable resource to us all," said Beth Slepian, President and CEO of Granite VNA.



Michael Herrmann



Pamela Puleo



Beth Slepian



# BUSINESS FOCUS: Severance agreements — risks and benefits

By Beth A. Deragon, Esq. and Kathleen Davidson, Esq., Pastori | Krans, LLC

Employers are not required to offer severance to departing employees, unless contractually obligated to do so. Employers typically consider offering severance when the terminating employee is a long-term employee, or the circumstances of the termination were not the fault of either party, or when there is legal risk associated with the employee's termination. Employers are often hesitant to offer severance, as they see it as compensating an employee who may not "deserve" it, or worry it will set a precedent and other employees will come to expect it. Severance, however, is an important tool that employers can use to mitigate their risk of being sued, and to reaffirm other agreements such as non-solicitation, non-competition, trade secret, and confidentiality agreements.

When an employer offers severance, they can, and should, have the employee waive any potential claims they have against the company via a release contained in severance agreement. If the employee is over 40 years old, the ADEA requires that specific language be contained in the agreement in order to validly waive claims under that act, and that the employee be given up to 21 days to consider it, and 7 days to revoke it.

Severance agreements also give the employer an opportunity to have an employee reaffirm their obligations under non-solicit or non-compete agreements. This is important because if a prior non-compete agreement did not comply with the law (for example, if it was not presented to the employee prior to the employee accepting the job), then the severance payment can be the consideration that makes the non-compete agreement enforceable.

There are some claims that cannot be released in settlement agreements or severance agreements, but creative language in a severance agreement can still protect an employer. For example, the employer can have the employee affirm that they have been paid all wages to date, and that they are not aware of

any unreported workplace injuries. If a former employee later tries to claim that they are due wages, the employer can use this affirmation to impeach the employee and to show that as of that date, the employee considered themselves paid in full.

While employers' main objective in presenting severance agreements to employees is to protect themselves from liability, for employees receiving the severance agreement, the main objective is to receive a fair amount relative to the value of the claims being waived, and ensure that they will be receiving all amount owed pursuant to contractual terms, policies, and practices.

Before signing a severance agreement, employees should review all relevant employment documents such as offer letters, employment contracts, handbooks and any other company policies and procedures related to the terms and conditions of employment. For at-will employees, offer letters should provide the terms of conditions of employment, including bonus or commission information and payout of time off policies. Often, employers believe erroneously that amounts otherwise due to a departing employee (e.g., wages, bonus, commission, vacation time) are included in the severance amount offered. This is not the case. The severance is consideration for the employee waiving claims, and does not include amounts that otherwise would have been paid to the employee at termination of employment.

Severance is a valuable tool in an employer's tool belt, and can be helpful to employees in their transition to new employment, but like with most legal issues, employers and employees should consult competent employment counsel prior to offering an employee severance, and before signing a severance agreement.

*Beth A. Deragon and Kathleen Davidson practice law at the firm of Pastori | Krans, PLLC in Concord, NH.*



Beth Deragon



Kathleen Davidson

## PASTORI | KRANS

Pastori | Krans, PLLC  
82 North Main Street, Suite B,  
Concord NH 0330  
(603) 369-4769

[kdavidson@pastorikrans.com](mailto:kdavidson@pastorikrans.com)  
[bdragon@pastorikrans.com](mailto:bdragon@pastorikrans.com)  
[pastorikrans.com](http://pastorikrans.com)

### Fall Chamber Connections Class

Chamber Connections participants strengthen their connection to the Greater Concord community, grow their client base, and learn from other motivated professionals. The program is hosted twice a year; each Spring and Fall session meets bi-weekly for 12 sessions. The program includes two presentation opportunities for each participant, networking activities, and guest speakers from local organizations. Each non-compete group of participants is carefully selected to reflect a diverse range of industries. Please help us welcome our fall class: A. Eli Leino, Bernstein Shur, P.A.; Kevin Ronald / Greg Dorfman, Budget Blinds; Jen Abou Raad, Catering By Design; Adrien Deshaies, EOC Environmental; Stephen Smith, Firehorse Creative; Kris Labrake, Keller Williams Realty Metropolitan-Concord; Mariah M. McClay, Mariah McClay State Farm; Fredric Johnson, Merrimack County Savings Bank; Debra J. Shepard, NH DOC, Correctional Industries; Tim Sheedy, Phenix Title; Jim Figueira, Primerica; Chase Pennoyer, Resilient Buildings Group; Michelle French-Labrecque, Sam's Club; Marc Bramhall, Staples; Jeff Jackson, Summit IT Services; Ryan Poirier, Thrive Accounting; Fred Richards, WNHN-LP 94.7 FM. Visit [concordnhchamber.com/chamber-connections](http://concordnhchamber.com/chamber-connections) to learn more.

# BUSINESS FOCUS: The little-known benefits of naming a corporate trustee

By Valerie Nevel, Esq. Ledyard Financial Advisors

In order to fully appreciate the benefits of naming a corporate trustee, it is important to understand the extensive role trustees play, the duties they must carry out, and the potential liability to which they may be subject when administering a trust.

A trustee is an organization or individual who has been given the legal responsibility of taking care of the assets or money in a trust, for the benefit of the beneficiaries. The trust creator or grantor names the beneficiaries, who may be family members, friends, charities, a group of individuals, or even themselves. A trustee has the duty to exclusively manage the trust assets for the benefit of, and in the best interests of the beneficiaries.

One of the most important roles a trustee plays is ensuring that a trust is administered according to its terms. The trustee must impartially manage the trust for the sole benefit of the beneficiaries. The trustee provides independent oversight and guidance to beneficiaries in this role. They review requests for discretionary distributions and bill payments on behalf of the beneficiaries. When a trust terminates, they ensure that the assets are distributed fairly and in accordance with the trust terms.

Administering a trust is complicated. Trustees are responsible for safeguarding and managing the investments. They must properly account for the income and principal separately, and segregate the assets from their own holdings. They also need to supply statements or accountings to the beneficiary, as well

as prepare and file fiduciary federal and state income tax returns. Failing to adhere to any of these requirements can result in a breach of fiduciary duty, potentially leading to legal liability and monetary damages.

Often individuals name themselves as trustee and a spouse or child as a successor trustee of their revocable or living trust. While this may work, you should ask yourself the following questions: If I can no longer be trustee because of age or infirmity, will my spouse, who may be of similar age, be able to take over? Does my child have the financial skill to play that role? Do they have experience managing investments and interpreting a trust? Do they have the time to do so? Will they be able to impartially handle distributions? If you are naming a child as trustee, will your other children, if any, resent them, thereby making it difficult to manage the trust?

I frequently tell clients that naming a family member as trustee is not an honor; it is a burden. A corporate trustee, co-trustee, or successor trustee, will relieve you and your family of the time-consuming duties of being a trustee. The use of one can help protect you and your family from making costly mistakes, and potentially shield your family from legal liability. Moreover, having a disinterested party can promote family harmony. Finally, a corporate trustee will eliminate the inherent risk of relying on a sole personal trustee, who may eventually be unable to carry out his or her duties.

If you do decide to use family members as trustees for your revocable

or living trust, you may at least want to consider hiring a professional trustee to manage your

investments. Corporate trustees are in the business of managing investments, safeguarding assets, filing tax returns, interpreting legal documents, and helping beneficiaries with their needs. When serving as investment manager, they may be able to provide you and your family members, who serve as trustees, with guidance on how to professionally manage and administer your trust.

*Ledyard Financial Advisors is the wealth management division of Ledyard National Bank. They manage over \$1.8 billion of client assets and help individuals, businesses and institutions make effective decisions about how to save, borrow and manage their finances. Their unique combination of expert advice, leading-edge financial solutions and personal attention represent the highest standard of client advocacy and responsiveness, resulting in peace of mind for what matters most.*



  
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## Visitor Center Art Gallery

Our art gallery at 49 South Main Street currently features a show titled *Magical Realism*, presented by New Hampshire Art Association. This toy-inspired collection of paintings by William Turner captures the imagined lives of toys, and invites viewers to immerse themselves in the fun of their stories. Turner's eccentric paintings showcase vintage toys playfully interacting with each other and the real world, offering a fresh perspective on toy nostalgia and seamlessly weaving in references to pop culture. Our gallery also contains works by New Hampshire Furniture Masters.



# BUSINESS FOCUS: New England's seniors need affordable housing alternatives

By Pete Delano, PE, Senior VP and Chris Nadeau, PE, Director of Commercial Services, Nobis Group

New England is grappling with an affordable housing crisis that extends beyond the realm of Millennials and Gen Z. And while these demographics do face rising housing costs and low inventory, it's vital that we confront the housing needs of the retiring Baby Boomer generation. New England is facing an overall housing shortage estimated at 100,000 housing units as of 2022, but it's the complex and growing senior housing need that we must confront with a regional commitment to the establishment of many more Continuing Care Retirement Communities (CCRCs).

CCRCs are communities offering a comprehensive range of housing, healthcare, and essential services to seniors, accommodating their evolving needs without necessitating a move to a different facility. Also known as "aging-in-place" communities, CCRCs are critically needed in urban and suburban areas alike to meet the needs of our aging population.

**The demographic imperative:** All Baby Boomers will reach 65 years old by 2030, and the 65+ population is set to outnumber children in the U.S. by 2034. This population is 60 million today, and is projected to be 71 million by 2030. These figures underscore the urgency to address this need aggressively.

**Essential senior living design considerations:** Architects, engineers, and planners must be knowledgeable in the unique design elements necessary to create effective "aging-in-place" communities that are valued as good investments by the residents and surrounding communities. Key design elements include:

**Housing flexibility and choice:** CCRCs must offer a variety of housing unit options including apartments, condominiums, and attached/detached units. ADA accessibility, adaptable living spaces, and provisions for live-in home health aides are essential options. Offering a combination of independent

living, assisted living, and skill nursing care units is vital.

**Amenities:** Key amenities encompass access to healthcare, communal dining, and spaces for social and recreational activities. On-site healthcare clinics, dining halls, clubhouses, fitness areas, and attractive visitor areas are often vital features. Site layout considerations for workforce parking and related infrastructure to support these amenities must be accounted for.

**Enhance wellness:** Prioritizing resident well-being involves providing natural light and indoor and outdoor spaces for socialization and exercise, especially considering future pandemic-related protocols. Alzheimer's and dementia care requires thoughtful site design, such as circular walking paths, adequate lighting, signage, and secure pedestrian-vehicle interfaces.

**Safety and accessibility:** CCRC site designs should account for safety with features such as safety lighting, call boxes, bench/resting areas, and dedicated parking for various vehicles, including visitors. Controlling access points and establishing secure visitor processes are also essential for resident, visitor, and employee safety.

**Investing in future generations:** When designed effectively, Continuing Care Retirement Communities are a forward-looking investment towards the well-being and independence of our seniors. The creation of these thoughtfully designed "aging-in-place" communities requires commitment and collaboration among our community leaders, developers, real estate professionals, and the architecture/engineering industry.

In the face of this mounting need, action is imperative. The urgency to provide housing solutions that respect the dignity, independence, and choice of our aging population is clear. The time to act is now. As the saying goes, "we're not getting any younger".

*As Director of Commercial Services, Chris is responsible for developing business opportunities and executing projects across a vast array of clients, including K-12 and higher education, residential and commercial developers, health care providers, retail franchises, and renewable energy developers.*



Chris Nadeau

*Nobis Group® is a cohesive team of over 75 professionals with expertise in engineering and science. As active participants in the communities where we live and work, Nobis Group® is committed to creating safer, healthier, and more viable environments.*



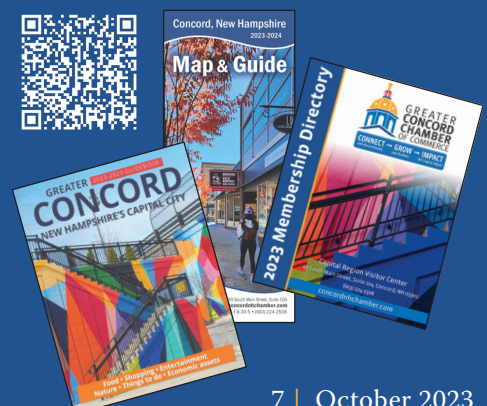
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## Meeting Calendar

### October

**Creative Concord Committee**  
Oct 3 (Tues) 8:30 am

**Leadership Greater Concord (LGC) Steering Committee**  
Oct 4 (Wed) 8 am Zoom

**Ambassadors Meeting**  
Oct 4 (Wed) 4 pm

**Chamber Connections**  
Oct 5 (Thurs) 7:30 am

**Business After Hours**  
Oct 10 (Tue) 5:30 pm  
Merrimack County Savings Bank / NH Trust

**Executive Committee**  
Oct 11 (Wed) 8 am Zoom

**Leadership Greater Concord (LGC) Session Day**  
Oct 11 (Wed)  
*Liveable Communities*

**Orr & Reno Legal Breakfast Series: Employment Law**  
Oct 17 (Tue) 8 am  
Orr & Reno, PA and Zoom

**Concord Young Professionals Network (CYPN) Networking**  
Oct 17 (Tues) 5:30 p.m.  
The Barley House

**Deadline to update your info for the printed 2024 Membership Directory**  
Oct 18 (Wed) 5:30 p.m.

**Chamber Connections**  
Oct 19 (Thurs) 7:30 am

**Board of Directors**  
Oct 19 (Thu) 5:30 pm

**Mental Health First Aid Workshop: Part 1**  
Oct 20 (Fri) 9 am

**Monthly Forum: Economic Inequity with Jeff Fuhrer**  
Oct 24 (Thurs) 7:45 am  
Holiday Inn

**CYPN Steering Committee**  
Oct 25 (Wed) 9 am Zoom

**Mental Health First Aid Workshop: Part 2**  
Oct 27 (Fri) 9 am

### November

**Leadership Greater Concord (LGC) Steering Committee**  
Nov 1 (Wed) 8 am Zoom

**Annual Meeting and Citizen of the Year**  
Nov 1 (Wed) 5 pm  
Grappone Conference Center

**Chamber Connections**  
Nov 2 (Thu) 7:30 am

**Executive Committee**  
Nov 8 (Wed) 8 am Zoom

**Leadership Greater Concord (LGC) Session Day**  
Nov 8 (Wed)  
*Environment & Sustainability*

**Concord Young Professionals Network (CYPN) Neighborhood Nonprofit Night**  
Nov 8 (Wed) 5:30 p.m.  
Bank of NH Stage

**Creative Concord Committee**  
Nov 14 (Tue) 8:30 am

**Capital Arts Fest Committee**  
Nov 14 (Tue) 9:30 am

**Business After Hours**  
Nov 14 (Tue) 5:30 pm  
Hillsbrook Village at Allentown

**Moving Together Conversations: Immigrants in the Workforce**  
Nov 15 (Wed) 9 am  
Grappone Conference Center

**Chamber Connections**  
Nov 16 (Thu) 7:30 am

**CYPN Steering Committee**  
Nov 22 (Wed) 9 am

**Chamber Connections**  
Nov 30 (Thu) 7:30 am

## Contact Us

(603) 224-2508

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