



Intown Concord's Winterfest and the Black Ice Pond Hockey Tournament take place January 26-28.



GREATER
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CONNECT → GROW → IMPACT



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Stand out in Concord's premiere tourism & relocation magazine

Each year we publish the Guidebook to Greater Concord and send 7,000 copies of these glossy magazines to people and businesses all over the country. They are also featured in the I-93 North Visitor Center, and the Manchester-Boston Regional Airport, so that visitors can pick up a copy as soon as they arrive.

The magazine includes a list of local festivals and events, features area restaurants, and (new this year) activities for all four seasons in NH's capital city. If you want to capture the attention of a new audience that is looking for area recommendations, you can take advantage of year-round exposure in this publication. Ad space is available exclusively for Chamber members; scan the QR or visit concordnhchamber.com/guidebook to learn more and book your ad for our 2024 magazine.

Concord is a year-round festival destination

At the start of this new year, it's exciting to look back and see how Concord has grown during 2023—not only by adding new businesses to the downtown landscape and beyond, but as a destination for travelers. Many of the large events and festivals that hibernated during the COVID-19 pandemic have come back with greater force, attracting thousands of people to our vibrant city. We're proud to see so many of our members participating in our city's evolution as a festival and event destination, and are excited to share some of Concord's biggest calendar items for 2024.

Concord's Main Street is one of the most exciting locations to see festivals take place. With our pedestrian-friendly sidewalks, beautiful landscaping, sculptures, and vibrant small business community, the environment is perfect for a celebratory event, and is sure to encourage visitors to return for further exploration of the shopping and restaurant options in our downtown area. Concord's signature Main Street event is Market Days, hosted by Intown Concord June 20-22. This year's event celebrates the festival's 50th anniversary, and is anticipated to attract 50,000 attendees. In addition, a new event—New Hampshire Book Festival—is coming to Concord October 4-5, and a re-envisioned Capital Arts Fest, an immersive music and arts festival is tentatively planned by our Creative Concord committee for October 18-19.

Many of our biggest events highlight important causes and the work of local or statewide nonprofits, reflecting our city's community-minded nature. The State House Lawn is the starting location for many walks and races such as the Rock N' Race to benefit Concord Hospital Payson Center for Cancer Care on May 8, Best Buddies

Friendship Walk on May 11, 10th Annual Walk a Mile in Their Shoes event in support of the Thrive Survivor Support Center (formerly the Crisis Center of Central New Hampshire) on October 2, and much more.

Moving away from downtown, Everett Arena offers 18,000 square feet of exhibit space during the spring and summer months when ice skating season has ended. This building is operated by the City of Concord's General Services Department, and hosts a wide variety of events and shows, including a brew festival, antique show, bridal show, gem and mineral show, and more. Mark your calendar for Castleberry Fair's Capital City Craft Festival April 6-7 at the Everett Arena.

Concord is full of beautiful locations to host unique events. A community favorite is the Concord Multicultural Festival, happening on September 22 at Keach Park. The Black Ice Pond Hockey Tournament transforms White Park into multiple ice rinks January 26-28. And McAuliffe-Shepard Discovery Center will host a special countdown to the solar eclipse on April 8.

Whether you're looking for a family-friendly event, music festival, or race to support a great cause, our city's growing event schedule has something for everyone. The Chamber hosts a robust event calendar, where all members of the community can submit their offerings. Visit concordnhchamber.com/events to find the calendar, or scroll down to the "submit an event" info area to add your own. We review every item added to our calendar before it is posted, and you can reach out to our team at info@concordnhchamber.com or (603) 224-2508 if you have any questions. We're excited to see this resource on our website grow alongside Concord's vibrant festival and event scene.



Welcome new members

FARADAY FUNCTION CENTER
48 Airport Road
Concord, NH 03301
(603) 696-5480
office.manager@ibew490.org
faradayfunction.com

HOLLYWOOD HAIR SALON AND DAY SPA
133 Loudon Road, Unit 3
Concord, NH 03301
(603) 856-8336
niageorgopoulos@gmail.com
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Future in Sight
Gilmanton Winery & Vineyards
Granite State Candy Shoppe LLC
Grappone Automotive Group
Harrington And Company
HearingLife
Kimberly's Residential and Commercial Cleaning

Continued on page 3.

Connect with your Chamber community

Visit my.concordnhchamber.com/event-calendar to sign up for these events.

Business After Hours

Tuesday, January 9 from 5:30-7 p.m.
248 Sheep Davis Road, Suites 8 & 10
\$7 members in advance / \$10 members at the door



Join the Chamber, Budget Blinds, and ADF Flooring for an evening of networking! Explore the cutting-edge technology and designs in flooring and blinds at both neighboring storefronts. Connect with peers and colleagues in a relaxed atmosphere while savoring delectable hors d'oeuvres and drinks. Don't forget to bring your business cards for a chance to win exciting door prizes and to facilitate connections with potential clients and customers.



Monthly Forum: Catalyst projects for building Concord's tax base

Thursday, January 11 from 11:30 a.m. to 1:15 p.m.
Holiday Inn • \$35 members / \$45 public



Our next forum will spotlight transformative projects shaping Concord's future. This event is an exceptional opportunity to delve into the future of Concord's economic landscape, enjoy lunch, and engage in a stimulating Q&A session following the presentations. Presenters will include Kevin Lacasse, CEO of New England Family Housing (Monitor Way Development) and Doug Richardson, Executive Vice President of Development Onyx Partners (Steeplegate Mall Development). This event is sponsored by Monitor Way.

Concord Young Professionals Network (CYPN) Networking at Kyle Brown Performance



Wednesday, January 17 from 5:30-7 p.m.
85 Manchester Street • Complimentary event

Join CYPN to start the new year off at Kyle Brown Performance, founded by Olympic athlete Kyle Brown. Whether you're an avid gym-goer or just starting out, KBP is your place for a healthier new year. Network and mingle with friends while a class is wrapping up, so you can see how KBP is different in their approach to fitness. You can also check out their state-of-the-art cold plunge, sauna, and infrared recovery technology between conversations with fellow YPs and snacks provided by Flanagan's Southender.

Business Before Hours

Tuesday, January 23 from 7:30-9 a.m.
248 Sheep Davis Road, Suites 8 & 10
\$5 members in advance / \$10 members at the door



Join the Chamber and BELFOR Property Restoration for a morning networking event. You're invited to connect with industry professionals at BELFOR'S new Concord location over breakfast and coffee. Gain insights into the latest trends in disaster recovery and property restoration while expanding your network. This event offers a prime opportunity to engage with peers, participate in prize drawings, and cultivate meaningful professional connections before your workday begins.

Welcome Back Legislators Networking Reception

Thursday, January 11 • 4-6 p.m.
Grappone Conference Center
Chamber members receive BIA pricing



This popular networking reception is a great opportunity for business leaders to meet and mingle with the state's elected officials.

Meet Your Chamber

Wednesday, January 24 from 12-1 p.m.
Chamber Office, 49 South Main Street
Complimentary event

Join us for this orientation for new and existing members. Enjoy a light lunch while learning about your member benefits and meeting other area professionals.

Spread Joy, Shop Concord – Another shop local success!

Our popular *Spread Joy, Shop Concord* marketing campaign, presented with Intown Concord and NBT Bank, N.A., and supported by ConcordTV, Your Community Media Center, once again shone a spotlight on small businesses this holiday season. This year we stepped up the campaign with fun TikTok videos and Instagram reels that featured our "Spread Joy Elves" visiting stores, bakeries, and prancing down the streets in downtown Concord. Thank you to all the local businesses and our amazing partners for making the 2023 campaign a success.



Left to right: Berit Brown, Intown Concord; Emily Marsh, Greater Concord Chamber of Commerce; and Madison Hendrick, Greater Concord Chamber of Commerce enjoy cookies at a local bakery.



**INTOWN
CONCORD**
COMMUNITY + EVENTS



Thank you for renewing

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South Main Street Service Center
Sugar River Bank
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The Palace Theatre
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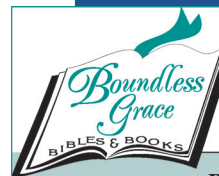
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Psalm 1

- 1 Blessed is the man that walketh not in the counsel of the ungodly, nor standeth in the way of sinners, nor sitteth in the seat of the scornful.
- 2 But his delight is in the law of the LORD; and in his law doth he meditate day and night.

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BUSINESS FOCUS: Operating agreements for NH multi-member LLCs

Guidelines for structuring and formatting

By John Cunningham, Law Offices of John M. Cunningham, PLLC

I have been drafting operating agreements for members of New Hampshire multi-member LLCs since 1993, when the New Hampshire LLC Act was first enacted. In addition, in 1998, a global legal and medical publisher called Wolters Kluwer published the first draft of my book entitled “Drafting Limited Liability Company Operating Agreements,” and I have updated that book at least once a year ever since. On the basis of this experience, I suggest, for New Hampshire business lawyers, the following structural and formatting guidelines for the drafting of operating agreements for members of New Hampshire multi-member LLCs.

1) Title page. To give the operating agreement an appropriate dignity, the agreement should begin with a title page. The identification of the LLC set forth on that page should provide, in the fewest possible words, the maximum possible information about the LLC’s legal and tax structure. A hypothetical example follows:

**OPERATING AGREEMENT,
DATED AS XX, 20XX, OF ABC, LLC
A Three-Member New Hampshire
Limited Liability Company with a
Limited Partnership Management
Structure, Controlled by a Member-
Manager and Subject to Federal
Taxation as a Partnership**

Obviously, the above title may have to be changed to take account of the name of the LLC, its “date as of,” its management structure (which, for example, may be

a general partnership structure, not a limited partnership structure), and its federal tax structure.

2) Tables of Contents. Immediately after the title page, the operating agreement should contain two tables of contents. The first should be a one-level table that provides readers with a clear overview of the contents of the agreement. The second should be a two-level table that enables them to find and review specific provisions of the agreement that address issues that concern them.

3) Table of Exhibits. Discussions of issues covered by the agreement that are particularly detailed and lengthy should generally be relegated to exhibits that follow the agreement text so as not to clutter the text. These exhibits may provide, for example, complex listings of cash and property contributions and the terms governing these contributions, complex LLC allocations and distributions, and complex arrangements for capital calls or for protections of items of intellectual property and confidential items that are to receive special treatment by the members. Obviously, all of these tables should be listed in a table of exhibits.

4) Date And Members. The first page of the text of the agreement should begin with the name of the LLC as stated in the title page. It should then, under appropriate captions, identify the “date as of” of the operating agreement and the LLC’s members residential or business addresses.

5) Background Statements.

In many operating agreements for multi-member

LLCs, it is useful to include, after the listing of members, statements of background that will provide readers with a context for understanding the provisions in the Agreement. These may include, for example, statements as to the intended date and the reason for the formation of the LLC, the LLC’s purpose, and identifications of significant LLC agreements with third parties relevant to the agreement.

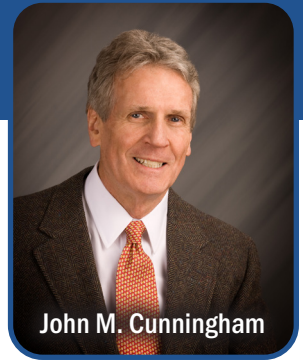
6) Provisions. The provisions in the text of the agreement should be written in plain English, and they should, to the extent possible, be understandable by non-lawyers on a careful first reading. Finally, the provisions of the agreement should contain no run-on sentences or paragraphs.

John Cunningham is a lawyer licensed to practice law in New Hampshire and Massachusetts. His practice is focused on providing advice and services to clients in the field of limited liability company law and tax, including, especially, LLC formations.

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John M. Cunningham



Diversity, Equity, & Inclusion A monthly update for Greater Concord professionals

We’re kicking off 2024 by launching a new monthly feature in this newsletter. Keep your eye out for a regular article on the Chamber’s Diversity, Equity, and Inclusion (DEI) initiatives. This month, we would like to thank NH Songa for inviting us to participate in their inaugural conference—Moving Together Conversations: Immigrants in New Hampshire’s Workforce in November 2023. Jean Hakuzimana (pictured here) is the founder and force behind NH Songa, and we can’t wait to see how his organization evolves and grows to create lasting change for New Americans across our state. The day featured five impactful panel discussions with outstanding speakers. Learn more at nhsonga.com.

BUSINESS FOCUS: Nature connections for better work-life balance

By Kelly Dwyer, Nature Education Opportunities



Welcome to 2024. For many of us, January brings feelings of overwhelm and stress, affecting our personal and work lives. The holidays, which provided great diversions, are behind us, those New Year's resolutions are now clamoring for attention, and the looming frigid winter months can exacerbate the "Winter Blues" or Seasonal Affective Disorder (SAD, an appropriate acronym).

Recognizing and understanding how our stress mechanisms operate provides valuable information to consciously make changes and adopt effective strategies to improve our wellbeing. As we evolved over millions of years, our primitive danger detection system, the Limbic System, kept us safe with bursts of stress hormones like adrenaline and cortisol to propel us into life-saving action. Unfortunately, this fight-flight-freeze response, designed for acute and time-limited situations, has difficulty shutting off and now operates continuously, keeping many of us in a chronic state of physiological and emotional stress.

Living in this beautiful state of New Hampshire, we have an excellent tool to manage daily stress: Our natural environment. Yes, the mountains, lakes and beaches are the obvious stars of the fantastic options available to foster connections with nature. However, studies (NIH, National Library of Medicine, 2021) conclude that even a few minutes of mindfully embracing aspects of our natural environment create benefits such as: A decrease in stress hormones, a decrease in blood pressure, an increase in immune function, and an increase in energy, focus and general feelings of wellbeing.

Collecting information through our five senses enables us to easily create new memories and experiences that we can use to manage stress. Here are simple and effective techniques we can incorporate into our existing daily routines.

Sense of Sight

Intentionally notice the natural elements in your surroundings, especially walking into work, running errands, or even gazing out windows. Look at the shapes and colors of the trees. Glance up at the sky and study the clouds for a moment. While walking, become aware of nature in your neighborhood. Even the snowbanks offer visual benefits! Bring houseplants or pictures of the natural world into your home and workspace.

Sense of Hearing

Take advantage of the 360 degrees of sound available to your ears, enjoying birdsong, wind rustling in the trees, and children playing. Bundle up after dark and listen for the hoot of courting owls this month. Close your eyes and deepen the experience, triangulating the sound's location.

Sense of Smell

Remember the smells of freshly cut grass, salty air, the clean smell after a summer rain shower? Frosty and crisp air can smell invigorating, too! Create new memories to savor using drops of essential oils on cotton balls, sealing them into baggies, and poking a few holes with a toothpick for scent access. Peppermint, lavender, balsam, and vanilla are great options.

Sense of Touch

Head outside and connect your fingers to the cool, smooth bark of deciduous

trees or the rough texture of pines.

Make a snowball with your bare hands! The textures of

indoor plants provide opportunities to connect with nature in the winter.

Sense of Taste

Create opportunities to slow down and savor meals, focusing on textures and tastes. Silence phones and set aside devices while nourishing your body, embracing these mindful moments.

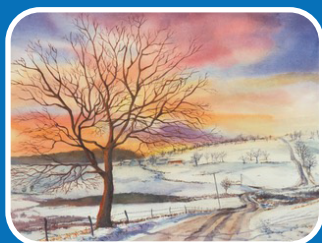
Incorporating these sensory strategies into your daily routine will help manage stress and improve your overall wellbeing, bringing a better work-life balance. Here's to a great 2024!

Kelly Dwyer, MS, founder of Nature Education Opportunities, is a certified elementary educator, naturalist, and certified wellness coach. Her programs connect people of all ages to the natural environment for improved wellbeing. To learn more about Workplace Wellness programs, visit natureeducationopportunities.com.



Nature Education Opportunities
Hooksett, NH 03106
(603) 370-8921

kelly@natureeducationopportunities.com
natureeducationopportunities.com



Visitor Center Art Gallery

Visit our office at 49 South Main Street to view woodcuts, monoprints and watercolors by Mary Carolyn Webber. Webber's work has garnered nine national awards, the most recent being the Gold Medal of Honor in Graphics from the Audubon exhibit at the Salmagundi Club in New York City. This exhibit is presented by the New Hampshire Art Association, and the gallery also features works by New Hampshire Furniture Masters. We are open Monday through Friday from 8:30 a.m. to 5 p.m.

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Save the date for Business Showcase!

Tuesday, April 16 from 3-6 p.m.

Grappone Conference Center, 70 Constitution Ave

If you regularly attend Business After Hours, you'll love our key networking event of 2024! We anticipate over 200 attendees and 75 exhibitors at this lively trade show. With a multitude of door prizes, and numerous hospitality sponsors offering delicious food samples, everyone will enjoy the energetic, friendly networking atmosphere that this popular event is known for. Reserve your booth at my.concordnhchamber.com/event-calendar.

Meeting Calendar January

Capital Arts Fest Meeting

Jan 2 (Tue) 8:30 AM

LGC Steering Committee

Jan 3 (Wed) 8 AM • Zoom

Ambassadors Meeting

Jan 3 (Wed) 4 PM

Fall Chamber Connections

Jan 4 (Thu) 7:30 AM

Spring Chamber Connections

Jan 4 (Thu) 4 PM

Local Government Affairs

Jan 9 (Tues) 8:30 AM

Business After Hours

Jan 9 (Tues) 5:30 PM
Budget Blinds / ADF Flooring

Executive Committee

Jan 10 (Wed) 8 AM • Zoom

Leadership Greater Concord (LGC) Session Day

Jan 10 (Wed)
Communications & the Media

Monthly Forum: Catalyst Projects for Building Concord's Tax Base

Jan 11 (Thurs) 11:30 AM
Holiday Inn

BIA's Legislative Reception

Jan 11 (Thurs) 4:00 PM
Grappone Conference Center

Concord Young Professionals Network (CYPN) Networking

Jan 17 (Wed) 5:30 PM
Kyle Brown Performance Fitness

Fall Chamber Connections

Jan 18 (Thu) 7:30 AM

Spring Chamber Connections

Jan 18 (Thu) 4 PM

Board of Directors

Jan 18 (Thu) 5:30 PM

Business Before Hours

Jan 23 (Tue) 7:30 AM
BELFOR Property Restoration

Meet Your Chamber

Jan 24 (Wed) 12:00 PM

CYPN Steering Committee

Jan 24 (Wed) 9 AM

CASL Steering Committee

Jan 26 (Fri) 8 AM

February

Fall Chamber Connections

Feb 1 (Thu) 7:30 AM

Spring Chamber Connections

Feb 1 (Thu) 4 PM

Creative Concord and Capital Arts Fest Meeting

Feb 6 (Tues) 8:30 AM

LGC Steering Committee

Feb 7 (Wed) 8 AM Zoom

Ambassadors Meeting

Feb 7 (Wed) 4 PM

Monthly Forum

Feb 8 (Thurs) 11:30 AM
Holiday Inn, Concord

Local Government Affairs

Feb 13 (Tues) 8:30 AM

Business After Hours

Feb 13 (Tues) 5:30 PM
Warrenstreet Architects

Leadership Greater Concord (LGC) Session Day

Feb 14 (Wed)
Government & Politics

Executive Committee

Feb 14 (Wed) 8 AM Zoom

Fall Chamber Connections

Feb 15 (Thu) 7:30 AM

Spring Chamber Connections

Feb 15 (Thu) 4 pm

CASL Steering Committee

Feb 16 (Fri) 8 AM

Capital Area Student Leadership (CASL) Reception

Feb 20 (Tue) 5:30 pm

Concord Young Professionals Network (CYPN) Networking

Feb 21 (Wed) 5:30 PM

Board of Directors

Feb 22 (Thu) 5:30 PM

CYPN Steering Committee

Feb 28 (Wed) 9 AM

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Snow Policy:

If Concord Schools are delayed or closed as a result of inclement weather, all morning meetings (unless virtual) are cancelled.

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