



Comprehensive Economic Development Strategy

City of Manchester, New Hampshire

January 2009

DRAFT

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

For

Manchester, New Hampshire

January 2009

**Prepared by:
The Manchester Office of Economic Development**

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I. INTRODUCTION

A. DEVELOPING THE CEDS

The Economic Development Administration Reform Act of 1998 introduced new federal legislation to enact the Comprehensive Economic Development Strategy (CEDS) program to replace the previous Overall Economic Development Program (OEDP). As described by the Economic Development Administration (EDA), the purpose of CEDS is to establish “a process that will help create jobs, foster more stable and diversified economies, and improve living conditions.” The CEDS program encourages a coordinated local planning process that involves individuals and local and regional entities working together to guide the economic development activities of their region. The City of Manchester prepared its first CEDS in 2003. The 2009 CEDS builds upon the 2003 strategy reflecting progress and changes that have occurred since that time while incorporating key strategies from the 2006 *Global Economic Development Strategy* prepared by Angelou Economics and the Hillier *Downtown Strategic Plan*.

The relevant region for the 2009 CEDS, as was true for the 2003 CEDS, is the City of Manchester. As the largest city in New Hampshire, Manchester plays a unique role in the state serving as its business and financial center as well as serving as a center of arts and culture, higher education, healthcare and industry. The City’s central business district and its business and industrial parks provide employment for thousands of workers in the southern New Hampshire area. The Manchester-Boston Regional Airport serves close to 4 million passengers a year, about two-thirds of whom come from outside of the state. More students attend colleges and universities in Manchester than in any other New Hampshire community and the City’s arts and cultural resources such as the Currier Museum of Art, Verizon Wireless Arena and MerchantsAuto.com stadium are unsurpassed in the state. Though it has many strengths, it should also be noted that Manchester has the state’s largest concentration of individuals and families in poverty, a large refugee and immigrant population, an older housing stock and many neighborhoods in need of improvement. Given these factors, it is important that the City develop a focused economic development strategy that comprehensively addresses its unique opportunities, challenges and needs.

Through the 2009 CEDS focuses primarily on the City of Manchester, it is recognized that the City’s economy necessarily functions within the context of a large region. As such, the CEDS includes information on the surrounding region and its principal goals, objectives, and recommended projects impact an area far beyond the City’s boundaries. The CEDS committee also reflects this view and includes representation from regional planning and business organizations, major regional institutions and members who live in neighboring communities.

B. BACKGROUND

Historically, Manchester flourished as a manufacturing center. In the early 1800s, the Amoskeag Manufacturing Company launched its mill operations in the area that became incorporated as the City of Manchester in 1846. Amoskeag soon became the world’s largest producers of textiles. As in many other New England communities, Manchester’s textile industry eventually declined. Amoskeag declared bankruptcy in 1935. Since the decline of manufacturing industries in the mid-20th century, Manchester’s economy has transitioned to a mix of manufacturing, service,

and retail. Many of Amoskeag's rambling mill buildings remain, now deployed for diversified economic uses.

Despite the successful transition from a manufacturing economy to a center for high tech industry, health care, higher education and business and financial services, economic development in the region has slowed since 2007 as a result of national and global economic forces. The housing crisis and financial crisis have both impacted Manchester and has slowed growth. New housing development has nearly stopped and commercial development has slowed significantly. While employment has contracted as the recession has begun, the city's unemployment rate of 4.6% in October 2008 is still modest compared to other areas of the country. It is clear, however, that the efforts in economic development must be continued and strengthened in order to address the negative global forces of recession.

Manchester's vision for its future, as articulated in the CEDS process, reflects appreciation of its cultural and economic heritage, its natural resources, and its unfolding role as a 21st century urban center that embraces new opportunities. The CEDS Committee created visions and goals for economic development, carried out an economic analysis, and assessed its strengths and weaknesses. Within this framework, the Committee then developed goals, strategies, and an action plan to achieve its vision and goals. The Committee identified specific projects and programs that reflected these goals and assigned them priority for implementation. The following report documents this entire planning process.

II. COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY PROCESS

A. CEDS COMMITTEE

The Comprehensive Economic Development Strategy (CEDS) is defined by the EDA as a participatory planning process that helps "create jobs, foster more stable and diversified economies and improves living conditions." It is the dynamic tool for shaping and guiding the economic future of an area. To be effective, both the development and implementation of a CEDS process requires the collaboration and support of key organizations and sectors. The Manchester CEDS Committee, appointed by the Mayor, is a formal team of citizens who convene to review and discuss the Region's economic development needs and opportunities, and to propose activities to address these.

The committee was chosen to oversee the process and formulation of the 2008 CEDS. The members consisted of a diverse representation from various community sectors of the City. The committee brought to the table the variety of areas of expertise including, private businesses, financiers, local government, public leadership, economic and business development organizations, employment and training organizations, educational institutions, community leaders, and social service organizations. The members of the CEDS Committee are listed in Appendix 1. The Committee provides a broad range of viewpoints, experience, knowledge and skills.

B. STAFF SUPPORT

On behalf of the City, the Manchester Economic Development Office (MEDO) initiated and supported the CEDS process and plan. MEDO communicated with the Mayor and the Board of Aldermen, assisted the Mayor in appointing the CEDS Committee, integrated pertinent city departments in the CEDS process, provided logistical support, and provided staff support for the CEDS Committee. Support activities included providing technical assistance, guidance and direction, data and background information, and recording Committee proceedings. As the CEDS carries forward, the MEDO will continue these support activities.

C. CEDS PROCESS

Encompassing a three month period of research and discussion, the CEDS process documented herein, organized and driven by the CEDS Committee, entailed several steps:

The CEDS process consisted of the following:

City Staff gathered data, reviewed reports, and interviewed representatives of key organizations and City departments to inform the economic analysis. The staff also reviewed recent studies that were conducted by the various City Departments including the Economic Development Strategy for the City conducted by Angelou Economics in 2006, the City's downtown Plan conducted by The Hillier Group, Inc., also completed in 2006, various Neighborhood plans and studies conducted by the City's Planning Department along with other City department plans. Key members of the community and staff from other city departments that were not part of the Steering community were also interviewed by staff members.

The CEDS committee which was appointed by the office of the Mayor consisted of 31 members representing different sectors of the community. These members included the Southern New Hampshire Regional Planning Commission, Manchester Boston Regional Airport, The Greater Manchester Chamber of Commerce, members from the local and regional property management groups, local small business owners, local higher education institutes and representatives from the various social and minority groups. While many of the members resided and worked in the city, there were others who either lived in Manchester and worked in the region or lived in the region and worked in the City. The staff felt confident that given the expertise and diversity of the committee members and their career backgrounds, the regional perspective was being brought to the table.

The CEDS Committee convened to:

Introduction and identification of goals:

The first committee meeting was held on November 12, 2008 at the Manchester Health Department located at 1528 Elm Street. The purpose of this meeting was to give the committee members an introduction to CEDS, provide them an overview of the previous CEDS plan and to identify a process for the creation of the current document. Following the overview, the committee members were divided into five groups. Here the group identified overall goals, focus areas, along with program, policies and sites that the CEDS should be focused on. Each group then presented to the larger group where additional ideas were generated. Staff then compiled all

the information gathered at this meeting and grouped them according to goal and objectives that were identified. Additional comments that were gathered from various city studies and departments, other key members of the community and available data and statistics and added to the committee comments.

Set priorities:

The second meeting was held on December 3, 2008 at the Manchester Health Department located at 1528 Elm Street. The purpose of this meeting was to set priorities and goals. The committee was given an overview of areas of focus that was the result of their previous meeting, and the criteria for judging the projects. Each member prioritized on the various goals and objectives based upon the established criteria. Staff then tallied all the results from this meeting and then set forth to write the CEDS document in combination with data and feedback that were attained from other sources as part of the information gathering phase.

Review and approve:

On January 6, 2008 the CEDS Committee received the draft copy of the current CEDS plan for review. They along with the general public were given 30 days for comment. Staff compiled comments and adjusted the CEDS accordingly.

Please see appendix A for all backup documents relating to the committee meetings. This includes a list of committee members, attendance list, copy of the PowerPoint presentations, and the raw data from the work groups.

III. STATE OF THE ECONOMY

The city of Manchester is located on the banks of the Merrimack River in Hillsborough County, in New Hampshire. Manchester was settled in the early 1700's, and was originally incorporated in 1752, by the name of Derryfield. In 1810 it received its present name of Manchester, in honor of the already booming mills of Manchester, England, and was incorporated as a city in 1846.

Manchester is the City with the largest population in New Hampshire and north of Boston. In 2000 the city's population was 107,006. The City has a total of 33 square miles of which 1.9 square miles consist of water bodies that include the Merrimack River and Lake Massebesic.

Politically, the City of Manchester is governed by a Mayor and 14 Aldermen who approve the municipal budget, raise money for it through property taxes and fees, enact and amend ordinances and nominate and elect most city officials and commissions. The Finance Committee of the Board of Mayor and Aldermen has general supervision and control over the expenditure of all money appropriated by the city.

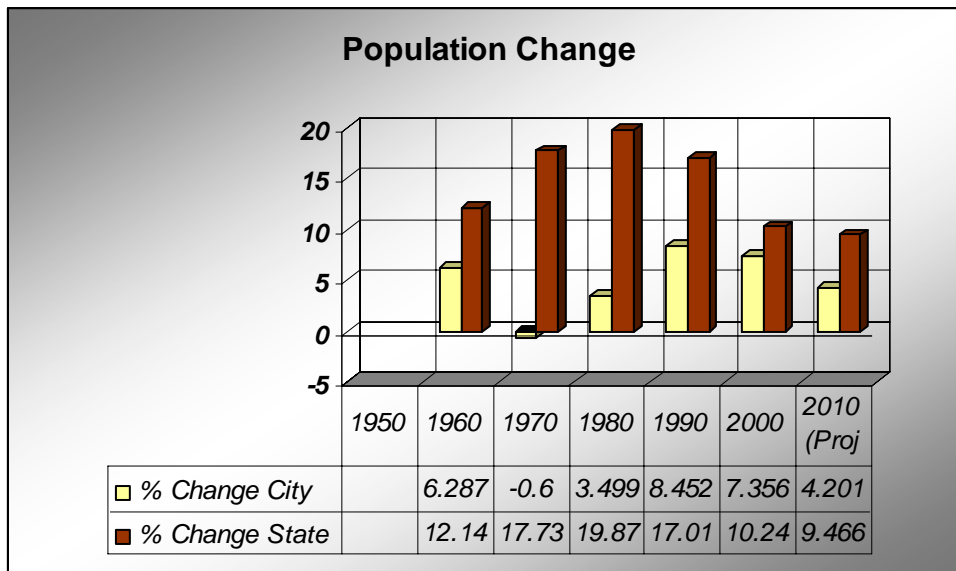
A. POPULATION and RACE

Since the 1970's, the population of City of Manchester has generally increased steadily. The 2000 Census reported that 107,006 people live in Manchester. (Table DP-1. Profile of General

Demographic Characteristics: 2000). The latest estimate of population is for 2007 for the City totaling 108,354 persons. This is actually a slight dip in population from the 2006 estimate of 109,497 (Census Bureau ACS Estimates). As Chart 1 depicts, population has increased less rapidly than population in the state of New Hampshire. The Office of State Planning projects that Manchester's population will increase by 4.2% during the 2000 to 2010 period, a pace less than 50% of the growth statewide. The projected population for 2010 is 111,921.

Manchester has the highest population density in the State at 3,241.6 persons per square mile. This is significantly denser than the county which consists of 876.36 square miles and has population density of 434.8 persons per square miles or the state with a total square miles of 8,968 and a population density of 125 persons per square mile.

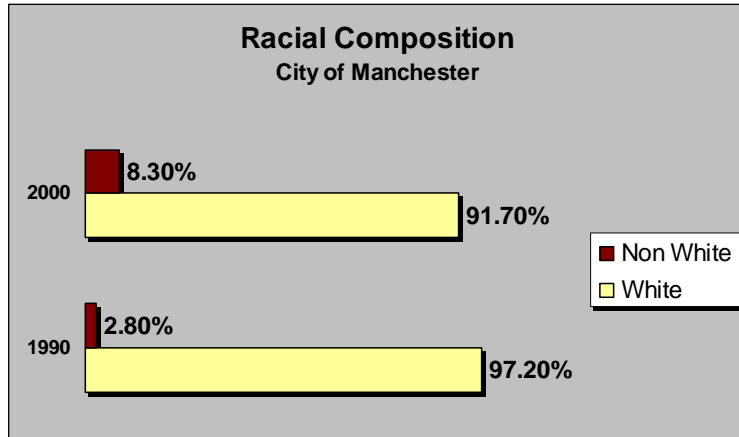
Chart 1



Source: Profile of General Demographic Characteristics, Census 2000

Racial Composition – Although Manchester is much less diverse than the US with 91.7% of its population being white versus 60% nationwide, it is the second most diverse city in the state. According to the 2000 Census the county of Hillsborough's white population was 93.7% compared to the States 95.8%. During the 1990 to 2000 period, the percent of racial minorities increased almost threefold to 8.3% of the population, as Chart 2 depicts. In 2000 the racial minority population consisted of: Latino-4.6%, Asian- 2.3%, and African-American-2.1%.

Chart 2



Source: Profile of General Demographic Characteristics, Census 2000

B. EDUCATION

The Manchester School District is the state's largest and oldest school system. The District is comprised of fifteen elementary schools, including a developmental preschool, four middle schools, three fully accredited high schools serving four area communities, a regional vocational/technical school, and a program of adult education. The District serves more than 17,250 students and employs 1,700 faculty and staff.

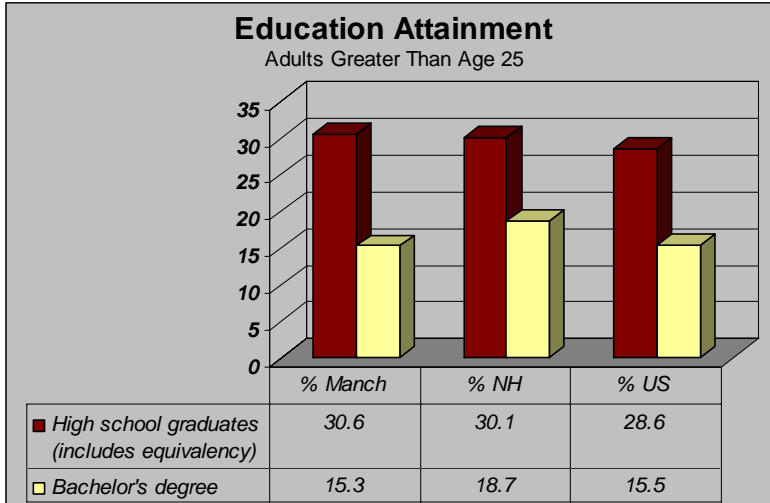
The region is also home to eleven colleges and universities of higher learning serving more than 16,000 students. Although it houses nine colleges and universities, most of the courses offered at these facilities cater to non-traditional students that are older, going to school part time and commuting from surrounding communities.

1. Attainment

Compared to the state, the region, and the nation, Manchester's population is less educated, as indicated by the percentage of high school graduates and of those holding college degrees. As can be seen on Chart 3, the population holding a bachelors degree is lower than both the State and the Nation as a whole.

The City's SAT scores also lag the state and national averages. From 2001 to 2003 the SAT scores decreased from an annual average of 1013 in 2001 to 1006 in 2003. Average SAT scores are indication of how well the public school system prepared its students for college.

Chart 3

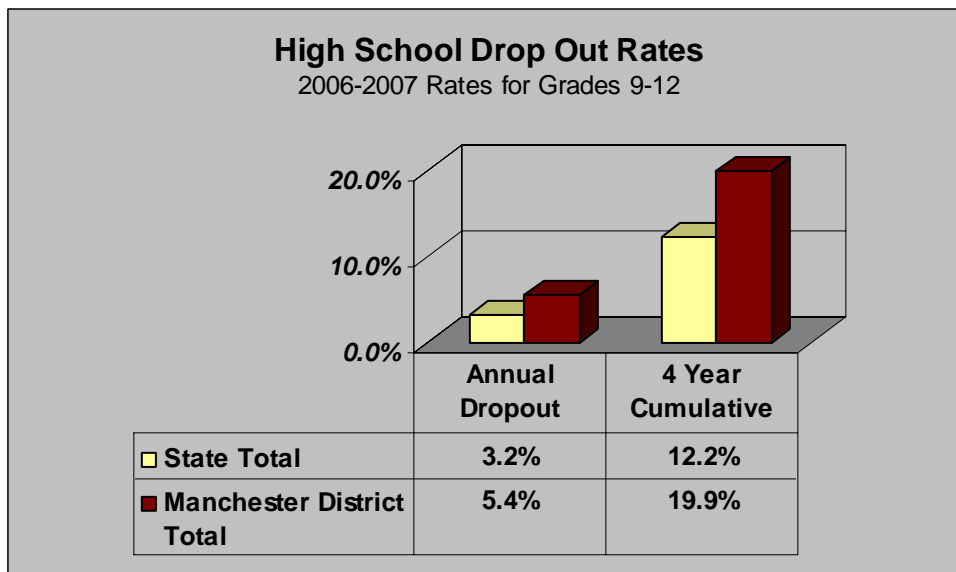


Source: Table DP-2. Profile of Selected Social Characteristics, 2000 Census

2. Drop-Out Rate

The annual and cumulative high school drop-out rates in Manchester are higher than rates statewide. The District in fact has one of the highest drop out rates in New Hampshire. This statistic is of particular concern, although it is perhaps typical of larger cities with a relatively poor population.

Chart 4



Source: NH Department of Education, Division of Program Support, March 31, 2008

3. Educational Expenditures

Compared to the State, Manchester expends less per pupil, a trend that is unchanged during the previous four years. Although the elementary school funding disparity has decreased from 17.5% in 1997 to 13.11% in 2007 the overall district gap has widened. This could be significantly attributed to the high school funding disparity which has increased from 15.20% in 1997 to 27.93% in 2007. A likely cause of the lower attainment and drop out rates, the lower expenditures results from a City that is poorer and has a smaller relative tax base than many of the other communities in the State. Education funding has been of considerable debate in New Hampshire, since a court case that recognized the limited State funding for education and the relative inequity between have and have not communities.

Table A - Comparison of Per Pupil Expenditures

	1997 - 1998			2000 - 2001			2006 - 2007		
	City	State	% Difference	City	State	% Difference	City	State	% Difference
Elementary	\$4,749	\$5,580	17.50%	\$5,751	\$6,715	16.80%	\$9,311	\$10,716	13.11%
Middle/ Junior High	\$5,040	\$5,422	7.60%	\$5,436	\$6,244	14.90%	\$8,459	\$9,821	13.87%
High School	\$5,586	\$6,435	15.20%	\$5,809	\$7,173	23.50%	\$7,201	\$9,992	27.93%
District Total	\$5,071	\$5,781	14.00%	\$5,721	\$6,747	17.90%	\$8,289	\$10,304	19.55%

Source: NH State Department of Education, Bureau of Information Services

4. Language

Manchester has always been a city of diverse languages. From the French Canadians to the Greeks that brought their language and culture to the City when they arrived seeking employment in the Textile mills to the newly arrived immigrants and refugees Manchester has always been a base for those seeking a better life and employment for themselves.

Almost 93% of the Manchester population greater than 5 years old speak English as the primary language in the home or speak it “very well”. (Source: Table DP-1. Profile of General Demographic Characteristics, Census 2000). There is, however, a significant increase in other languages spoken in the schools. Central High School, for example, has 73 languages that are spoken by its students.

One of the reasons for the growth of languages is the fact that Manchester is designated as a refugee resettlement zone in the US. As a result it has the State’s largest refugee population. From the Vietnamese groups that arrived in the 1970’s and 1980’s significant numbers of other refugees such as the Bosnian, Somali, and other refugees have made Manchester their home.

C. POVERTY and INCOME

Generally speaking, New Hampshire is a relatively wealthy area of the country, partly as a result of its location nearby Boston. Table B shows New Hampshire's rank of 6th nationally in 2007. Manchester is not as wealthy as the State as a whole, however.

Table B - Median Household Income Comparison

State	Rank	Median household income (2007 dollars)
Maryland	1	68,080
New Jersey	2	67,035
Connecticut	3	65,967
Alaska	4	64,333
Hawaii	5	63,746
New Hampshire	6	62,369
Massachusetts	7	62,365
California	8	59,948
Virginia	9	59,562
Minnesota	10	55,802

SOURCE: US Census Bureau, 2007/08

In 2000, more than 42% of Manchester's population had annual household incomes less than \$35,000. During the 1990 to 2000 period, this percentage decreased substantially, but less rapidly than the reductions statewide and nationally. Whereas the reduction in the percentage of households with lower incomes in Manchester did not keep pace compared with the rate of reductions in the state and the nation, the increase in households with higher incomes was abreast of the state and outpaced the nation. During the 1990 to 2000 period, the percentage of households with incomes greater than \$100,000 increased more than threefold in Manchester and New Hampshire, faster than the nation, which increased 280%.

Both the per capita income and the household incomes in the City, state and the nation have been increasing in the past two decades. While the percentage increase in per capita income was only 22.34 percentage between 2000 and 2007 compared to 41% the decade before it is still slightly above the national increase of 21.26% between 2000 and 2007. The median household income in the City has also increased in the past two decades. Although the percentage increase was lower than the state and the nation between 1990 and 2000 the median household income in the city has increased by 30% since 2000. Although this 30% increase is higher than the state and the nation, when actual dollars are compared Manchester still lags behind the state by \$8,133.

Consistent with the expansion of the population with lower incomes, poverty levels (as defined by the Federal government) in Manchester has been increasing since 1990 while the percentage of families in poverty nationwide has been declining. As of 2007 38.38% of the families living in

the City live in poverty compared to 6.6% in the county, 7.7% statewide and 13% nationwide.

With both the median household and the poverty levels increasing in the City we can safely conclude that the gap between the rich and poor appears to be widening both in New Hampshire and the City even faster than in the nation.

Table C – Per Capita Income and Median Household Income

Income Area	PER CAPITA INCOME				
	1990	2000	% Change	2007	% Change from 2000
Manchester	\$15,111	\$21,244	41%	\$25,990	22.34%
State	\$15,959	\$23,844	49%	\$29,672	24.44%
US	\$14,420	\$21,587	50%	\$26,178	21.26%

Income Area	MEDIAN HOUSEHOLD INCOME				
	1990	2000	% Change	2007	% Change from 2000
Manchester	\$31,911	\$40,774	27.77%	\$53,326	30.78%
NH	\$36,329	\$49,467	36.16%	\$61,459	24.24%
US	\$30,056	\$41,994	39.71%	\$50,000	19.06%

Sources: Table DP-3. Profile of Selected Economic Characteristics, US Census

Table D – Families Living in Poverty

Families Living in Poverty	1990	2000	2007	% Change 1990 - 2007
Manchester	9.9	10.6	13.7	38.38
NH	5.8	6.5	7.7	32.76
US	13.1	12.4	13	-0.76

D. EMPLOYMENT, OCCUPATIONS, and WAGES

Private employment increased by nearly 20% in Manchester during the 1993 to 2000 period. This increase, however, was less than the almost 26% increase statewide. The rate of employment growth has since slowed, however. As can be seen in Table E, Manchester's employment increased by only 0.4% while during the same period, the State increased by 3.8%.

Table E
Annual Average Private Employment

Annual Average Private Employment					
<i>AREA</i>	<i>1993</i>	<i>1997</i>	<i>2000</i>	<i>2006</i>	<i>% CHANGE 2000 – 2006</i>
Manchester	49,524	54,928	59,205	59,442	0.40%
New Hampshire	421,559	485,668	529,734	549,800	3.79%

Source: NH Employment Security, Economic and Labor Market Information Bureau

In the current year, according to the NH DES, employment continued to increase to a peak of 67,830 in the first quarter of 2008 (including government). With the beginning of the national recession, employment began to decline in the second quarter of 2008 to 66,557. It is expected that with the strengthening of the recession, these employment numbers will continue to fall well into 2009. Some forecasts have indicated that the economy may not turn around until the year 2010.

Unemployment in Manchester remained lower than the nation since 2001, but has exceeded the state and the region unemployment consistently. Since 2002, the unemployment rate had been declining in the City, but in 2008 has begun to increase again. The current unemployment rate is at 4.6% for Manchester, which is still below the national average.

Table F

Annual Average Unemployment (Seasonally Adjusted)

Unemployment Rates	Manchester	New Hampshire	US
2008 October	4.60%	4.30%	6.60%
2007	3.90%	3.60%	4.60%
2006	4%	3.50%	4.60%
2005	3.90%	3.60%	5.10%
2004	4.10%	3.90%	5.50%
2003	4.70%	4.50%	6%
2002	4.70%	4.50%	5.80%
2001	3.50%	3.40%	4.70%

Source: NH Employment Security, Economic and Labor Market Information Bureau /U.S Bureau of Labor Statistics
 Manchester CEDS

Average Weekly Wages

Despite having lower per capita and median incomes compared to the state, average wages in Manchester have been consistently higher than the State of New Hampshire. Manchester's substantially higher rate of poverty, and the limited fixed incomes associated with it, accounts for this combination of higher wages and lower household incomes. Wages statewide, however, are growing more rapidly than in Manchester, as Table G demonstrates.

Table G – Average Weekly Wage

Average Weekly Wage	1993	1997	2000	2006	% Change 2000 - 2006
Manchester	\$502	\$579	\$702	\$850	21.08%
New Hampshire	\$476	\$564	\$678	\$837	23.45%

Source: NH Employment Security, Economic and Labor Market Information Bureau

Average wages in the manufacturing sector increased more rapidly than in non-manufacturing sectors from 1991 to 2000. While the increase in wage rates for manufacturing was positive, the actual number of jobs actually declined significantly. The number of manufacturing jobs was at 9,362 in 2006, down almost 10% from its 2000 level. Non-manufacturing jobs (primarily service employment) increased by 2.45% to over 50,000. Government employment lagged behind in both the number of jobs and in increase in wages, but its wages exceeded non-manufacturing wage rates.

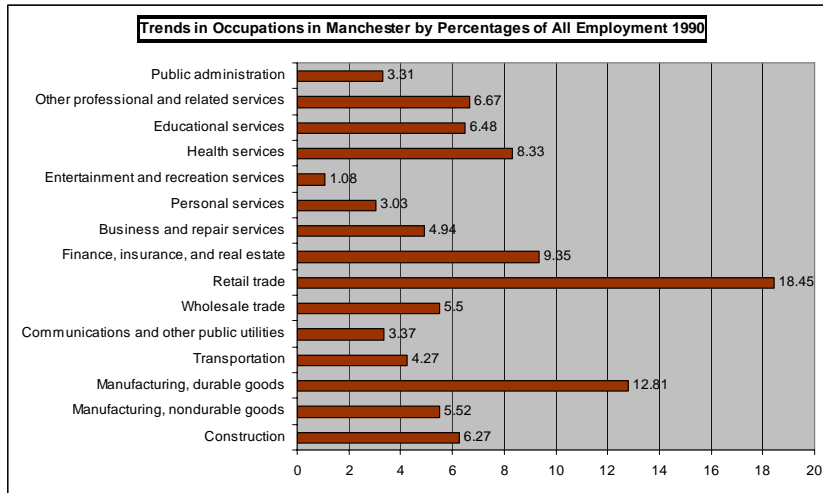
Table H

Average Employment and Wages by Industry Sector Manchester

SECTOR	1991	2000	% CHANGE from 1991 to 2000	2006	% CHANGE from 2000 to 2006
Manufacturing					
Average Employment	8,693	10,323	18.80%	9362	-9.31%
Average Weekly Wage	\$554	\$874	57.40%	\$948	8.47%
Non-Manufacturing					
Average Employment	40,892	48,882	19.50%	50,080	2.45%
Average Weekly Wage	\$445	\$666	49.70%	\$822	23.42%
Government					
Average Employment	6,636	7,599	14.50%	7,514	-1.12%
Average Weekly Wage	\$604	\$732	21.20%	\$915	25.00%
Total Avg. Employment	56,221	66,804	18.80%	66956	0.23%

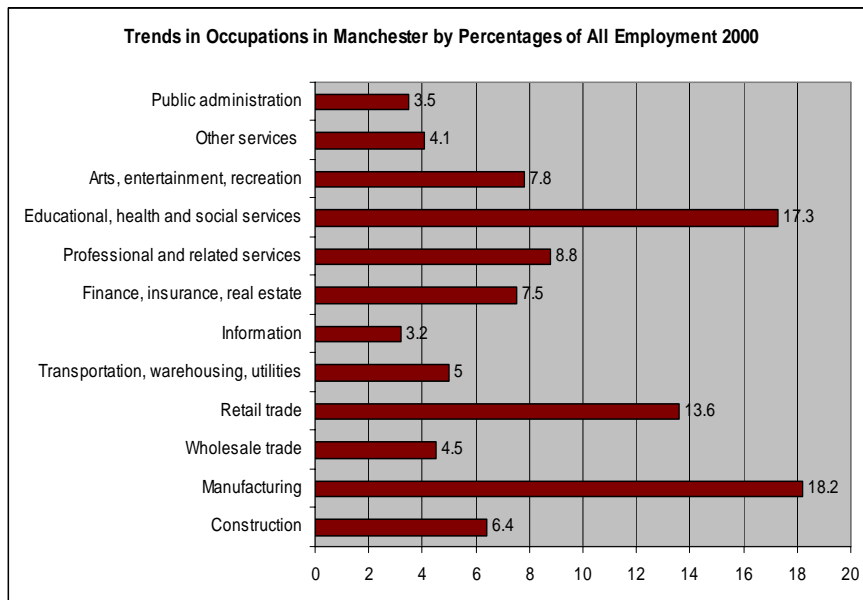
Source: NH Employment Security, Economic & Labor Market Info Bureau, Community Profiles, Manchester

Chart 5 Trends in Employment by Sector in Manchester



Source: Table DP-3, Profile of Selected Economic Characteristics, 2000 Census

Chart 6 Trends in Occupations in Manchester by Percentages of All Employment



Source: Table DP-3, Profile of Selected Economic Characteristics, 2000 Census

Service sectors have generally increased jobs in Manchester from 1990 to 2000. Jobs in professional and related service sectors increased substantially from 30.5% of jobs in 1990 to 38.4% in 2000. Other increases were in government and wholesale trade. All other sectors declined in percentage of jobs provided. Manufacturing decreased from 18.3% to 15.2% of the employment base. Unusually, jobs in the retail sector also decreased, although modestly.

E. BUSINESS and INDUSTRY

1. Major Employers

Today, almost all of the major employers in Manchester are in the service sector with an emphasis on health care, communications, finance, insurance and utilities. The two primary care hospitals – Elliot and Catholic Medical Center – were two of the largest employers in the City. These two facilities also account for two of the ten largest employers in the County. The Electric utility – Public Service Company of New Hampshire was also one of the largest. Table I provides the list of Major Employers.

Table I
Summary of Major Employers, Estimated Employees, and Product or Service

EMPLOYER	NO. EMPLOYEES	PRODUCT/SERVICE
Eliot Hospital	2,821	Hospital
Verizon Communications	1,650	Tele-Communications
Catholic Medical Center	1,700	Hospital
Public Service of New Hampshire	1,250	Electric Utility
Citizens Bank	1,225	Bank
TD Bank North	1,150	Bank
Macy's	1,046	Retail
Anthem Blue Cross	753	Health Benefits Insurer
Southern NH University	700	Education
Osram Sylvania	675	Lighting manufacturer
Freudenberg NOK	650	Custom molded manufacturer

Source: 2002 Book of Lists, NH Business Review updated to 2008 (note: Verizon Communications has now become Fairpoint Communications).

2. Economic Contribution

In the past decade Manchester has seen the decline and increase of various industry sectors throughout the City. The industry that suffered the heaviest loss was retail with 6.40%. Manufacturing also continued to decline in the past decade by 1.56% followed by real estate at 1.48%. Growth areas included a significant jump in the service industry from 9.61 to 12.33 percent. The health care and social assistance sector gained 2.14% followed by educational services with an increase of 1.13%.

Despite the total numbers decreasing, retail still is the second largest employment sector in the City with 8,328 jobs per week. The health care and special assistance sector leads the total number of employees in a given week by 10,115. Although professional and technical services occupy a smaller sector, it has the highest weekly average payroll. Table J and J2 summarizes the share of each sector in the Manchester economy for 2007.

Table J - Business Establishment Units by Sector Manchester, 2007

Industry	Units		1997	% Total 1997	Difference 2007 to 1997
	2007	% Total 2007			
Manufacturing	178	6.71%	191	8.27%	-1.56%
Wholesale Trade	264	9.95%	226	9.79%	0.16%
Retail Trade	475	17.90%	561	24.30%	-6.40%
Real Estate and Rental and Leasing	125	4.71%	143	6.19%	-1.48%
Professional and Technical Service	400	15.08%	339	14.68%	0.40%
Administrative and Waste Services	182	6.86%	121	5.24%	1.62%
Educational Services	53	2%	20	0.87%	1.13%
Health Care and Social Assistance	322	12.14%	231	10%	2.14%
Arts, Entertainment, and Recreation	46	1.73%	24	1.04%	0.69%
Accommodation and Food Services	281	10.59%	231	10%	0.59%
Other Services Except Public Admin	327	12.33%	222	9.61%	2.72%
TOTAL	2,653		2,309		

Table J 2 - Business Payroll in Manchester by Sector 2007

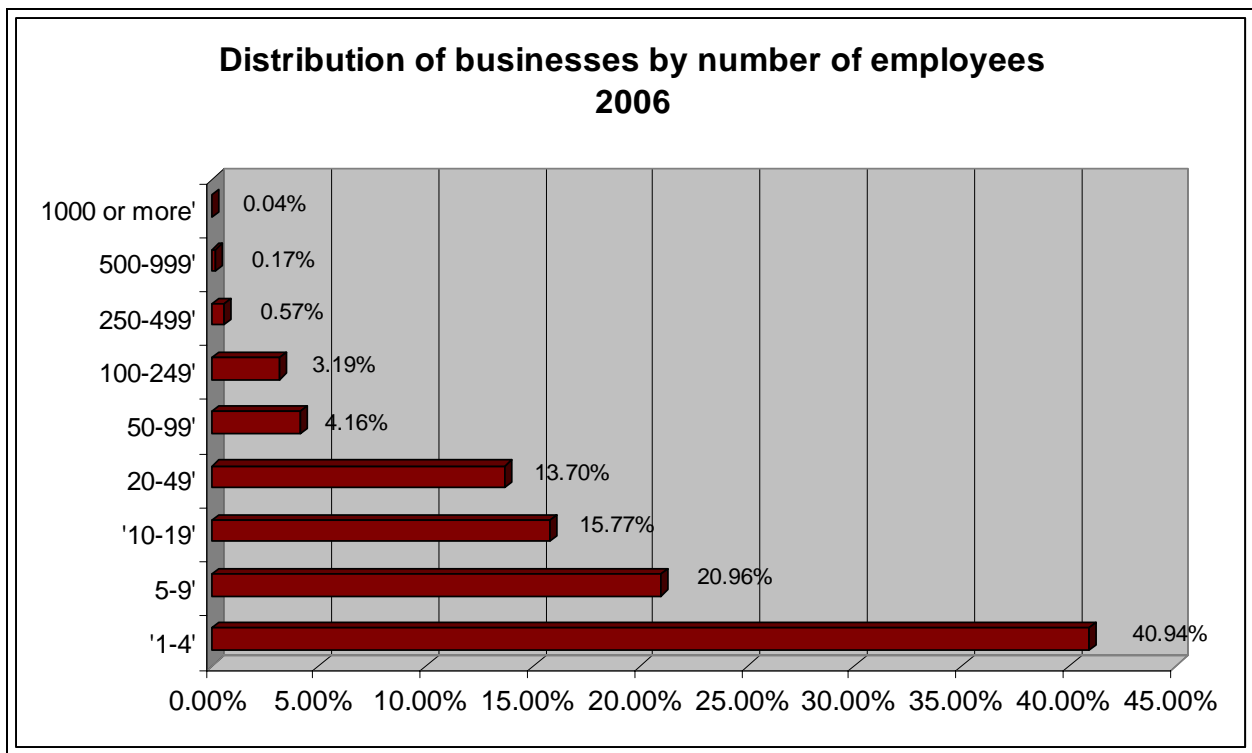
INDUSTRY	Avg. Weekly Employment 2007	Percentage of Total Industry	Avg. Weekly Wage 2007	Percentage of Total Industry
Manufacturing	7,330	14.95%	\$991.07	11.72%
Wholesale Trade	2,771	5.56%	\$1,109.15	13.12%
Retail Trade	8,328	16.99%	\$629.12	7.44%
Real Estate and Rental and Leasing	1,309	2.67%	\$633.62	7.49%
Professional and Technical Service	3,984	8.13%	\$1,437.27	17%
Administrative and Waste Services	3,698	7.54%	\$613.78	7.26%
Educational Services	2,355	4.80%	\$681.01	8.05%
Health Care and Social Assistance	10,115	20.63%	\$853.72	10.10%
Arts, Entertainment, and Recreation	758	1.55%	\$500.27	5.91%
Accommodation and Food Services	5,383	10.98%	\$316.66	3.74%
Other Services Except Public Admin	2,990	6.10%	\$684.92	8.10%
TOTAL	49,021	100%	\$8,450.59	100%

Source: 2007 Economic Census

3. Profile of Establishments by Size and Sector

Manchester is a community of small businesses. The category with the fewest employees per company – 1 to 4 employees – accounts for a sizeable 41% of all employees. Taking the firms with less than 20 employees per firm accounts for over three quarters of all employees. This number of small firms highlights the diversification of the City’s economy in comparison with Manchester of a century ago when the largest share of employees were in a few very large companies.

Chart 7 Distribution of Business by Number of Employees - 2006
Zip Codes 03101, 03102, 03103, 03104, 03105, 03108, 03109, 03111

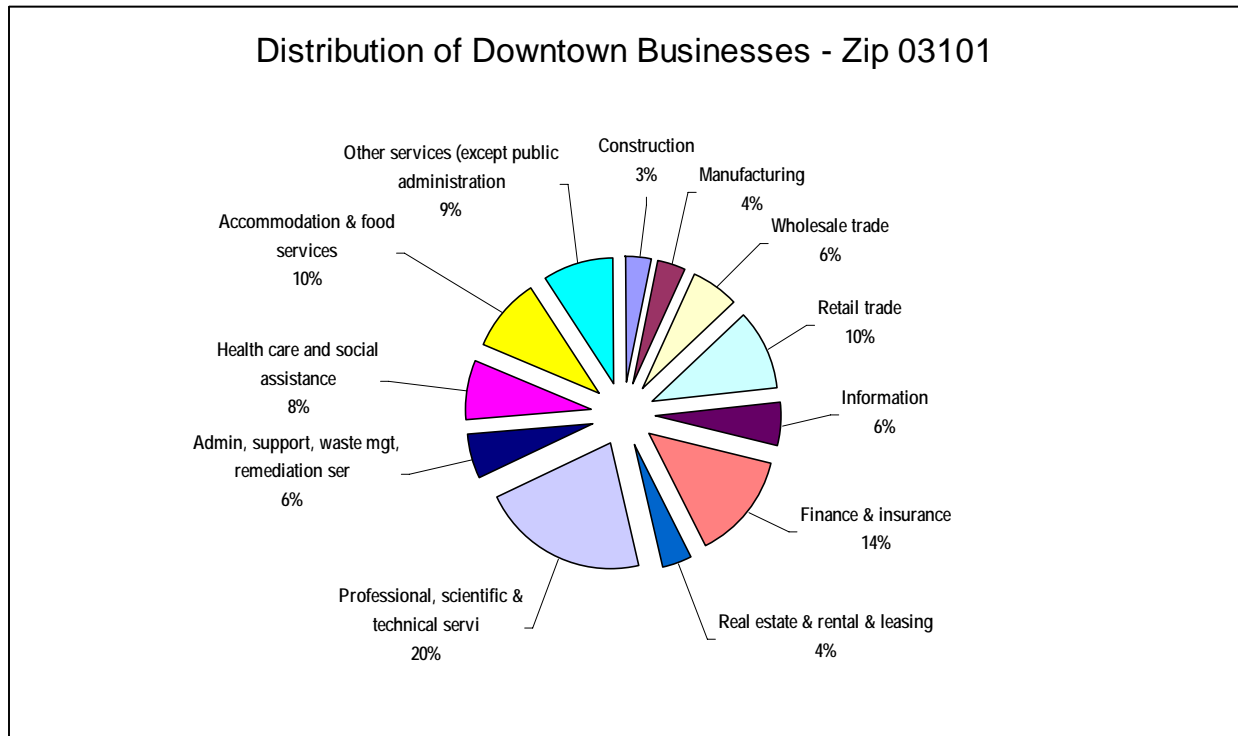


Smaller firms operate in virtually all sectors, but are aggregated in service sectors, such as retail trade and professional/technical. Bigger firms comprise a larger component of the manufacturing and administrative/waste management sectors. Manufacturing firms are clustered in metal products, electrical products and machinery, and plastics.

4. Downtown Manchester

In downtown Manchester (as contained in zip code 03101), businesses are predominantly engaged in service sectors. There was a good balance of firms in this area, with important sectors include professional/technical services, retail trade, and finance/insurance/real estate. (See Chart 8)

Chart 8



U.S. Department of Census - 2006 Industry Code Summary

Small firms are concentrated in the downtown in even higher concentrations than the City as a whole. As can be seen in Chart 13, firms employing 1 to 4 people comprised more than 45.6% of all businesses downtown in 2006. Firms employing 5 to 9 people comprised over 22% of all establishments. Only 3% of the businesses located downtown had over 100 employees.

Table K - Downtown Business Size - 2006

Downtown Business Size 2006						
Number of Employees	'1-4'	'5-9'	'10-19'	'20-49'	'50-99'	'100-249'
Total number of Businesses	362	176	97	92	34	23

Source: Zip Code Business Patterns, 2006, U.S. Census

F. NATURAL and CULTURAL RESOURCES

Straddling the Merrimack River 52 miles northwest of Boston and 44 miles from the coast, Manchester enjoys an attractive setting. The surrounding countryside is largely rural and wooded, with numerous bodies of water, both large and small. The city’s water supply is of consistently high quality for both industrial and domestic purposes. Unlike many cities its size, Manchester is remarkably free of significant pollution and hazardous waste disposal sites. Among its assets, Manchester offers a wide variety of recreational facilities, including 900 acres

of parks and playgrounds, four public swimming pools, one public beach and a ski area. Local organizations offer social and athletic activities. Manchester also has three golf courses and several bowling alleys. The City has also begun to develop a trail system that will link the downtown, neighborhoods and surrounding communities. Lake Massabesic and other lakes and streams in the area offer boating and fishing. The Atlantic coast is less than an hour's drive away, as are the White Mountains in northern New Hampshire.

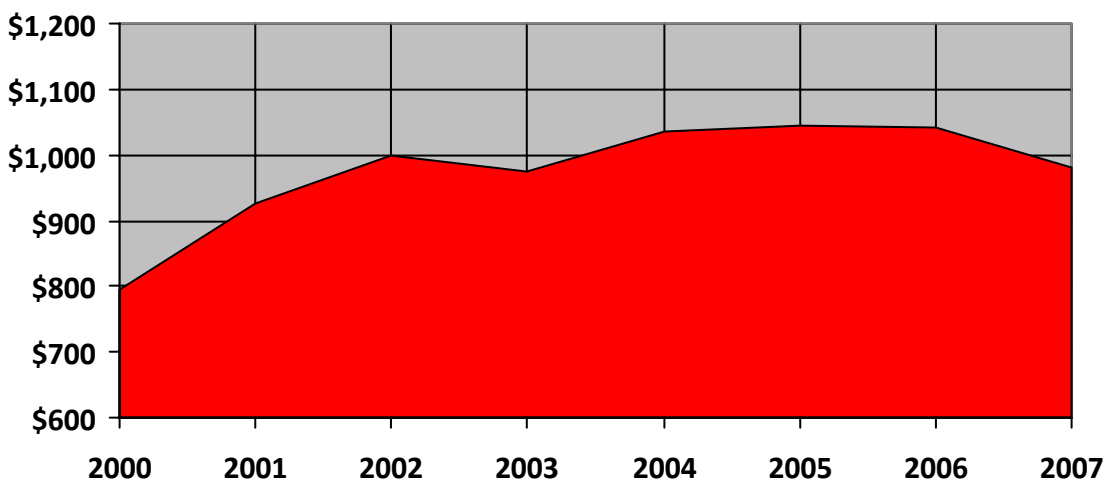
Cultural assets include the Currier Museum of Art, which houses a nationally-recognized collection of fine and decorative arts; the New Hampshire Institute of Art, which has now become a four year accredited art college and stages art exhibitions and theatrical performances; and the Palace Theatre, a restored 850-seat theater that hosts the NH Philharmonic Orchestra, the NH Symphony Orchestra, the Opera League of NH, and a host of dramatic and musical events. Eleven colleges and universities in the area provide educational services and cultural opportunities.

G. HOUSING

Contributing to a community as a place to live and work, housing is an important component of economic development. Astute employers are mindful of housing costs, quality, and availability relative to the financial capacity and tastes of their workforce, particularly when considering a relocation to or major expansion in an area.

Housing costs increased dramatically between 1997 and 2005, but have since leveled off and begun to decline. For rental housing, median rents have increased from \$667 in 1997 to \$1046 in 2005 per month for a two bedroom unit. Since that time, rental costs have begun to decline. For 2007, the average rental cost was \$980. Costs have been generally higher than statewide numbers, but while Manchester has been declining since 2005, the balance of the State has not yet shown the same decline.

Chart 10 - Comparative Trends in Rental Housing Costs - 2 Bedroom Unit

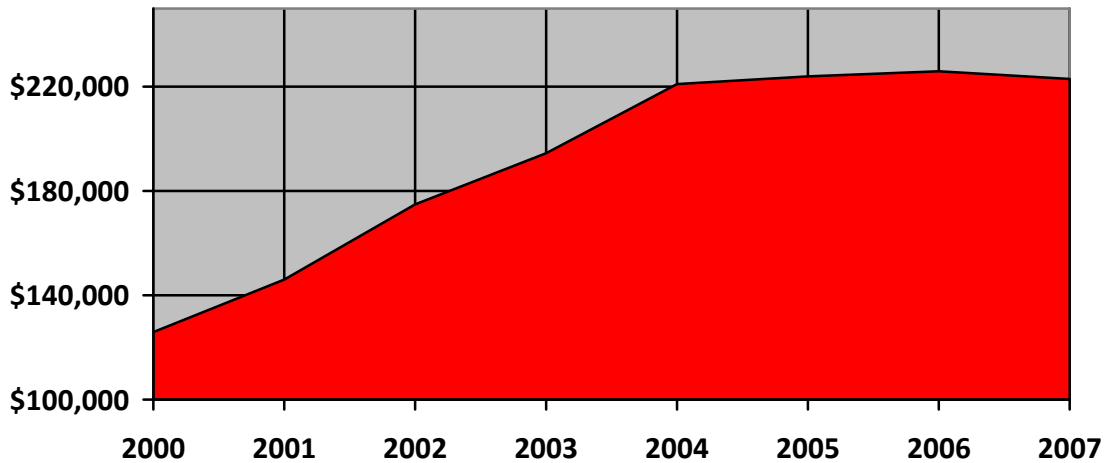


Source: NHHFA 2008

Cost trends are generally comparable for ownership housing. Trends showed a dramatic increase

in costs between 2000 and 2004; a smaller increase between 2004 and 2006; and a slight decline to 2007. It is likely that trends for 2008 will follow those at the national level where values will decline for the next couple of years. If forecasts of an overall national decline of 30% hold true for Manchester, the value of ownership housing in Manchester will be at a level of approximately \$160,000 by the year 2010.

Chart 11 - Comparative Trends in Ownership Housing Costs



Source: NHHFA 2008

With rising costs, housing become less affordable unless incomes keep pace with increased costs. In Manchester, *33.7% of the renters pay more than 30% of their household incomes for rent.* (Table DP-4. Profile of Selected Housing Characteristics, 2000 Census) Since 1999 for ownership housing in Hillsborough County, households earning the median family income have been unable to qualify financially for a median priced home. For more than 10 years, households earning 80% of the median family income or less (i.e. low-moderate incomes) have been unable to qualify. It is likely that the dramatic reductions in rental costs and homeownership values will make housing more affordable, although this may not be a significant factor if real wages decline as a result of the recession the country is currently in.

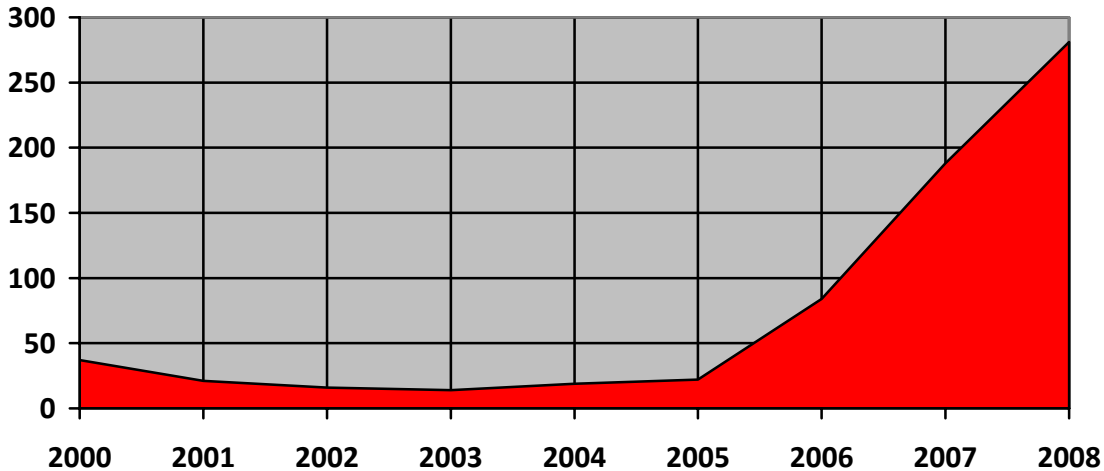
Several other indicators depict a bleak housing market for the foreseeable future. Rental vacancy rates have jumped. In 2000, the vacancy rate was .8% and fell to .5% in the following year. These are indicative of a very tight rental market with escalating costs and poor affordability factors. By 2007 the rate had jumped to 5.5% - the highest rate since the early 1990's. It is likely that the rate has increased through 2008 and certain areas of the City such as the central city neighborhoods have rates that are much higher. As a result of the changes, housing construction has fallen off considerably. In 2002, there were nearly 700 units permitted while in 2007, there were only 76 units permitted. (Source: Manchester building department).

Also of concern is the increase in foreclosures in the City in the increase in the number of abandoned buildings. Chart 12 shows the dramatic rise in foreclosures from only 14 in 2003 to 188 in 2007. Midway through 2008, the number of foreclosures was already at 281 homes. As

foreclosure rates increase in the city, there is also an increase in abandoned buildings.

Chart 12 - Foreclosures in Manchester

Note: 2008 is a partial year



Source: Real-Data.com as of 11/21/08

H. LAND USE and COMMERCIAL/INDUSTRIAL REAL ESTATE

The inventory of industrial real estate consists of about 7.5 million sf in Manchester. During the past year, vacancies have increased substantially to over 10%. The inventory of office/mill space comprises an estimated 4 million sf, consisting of Class A, B, and C space. Vacancy rates have also increased in this sector. In the “Hackett Hill Master Plan” (City of Manchester Economic Development Office), the brokerage firm, Cushman & Wakefield, reported that the first class office space in Manchester consists of Class A multi-tenant office buildings located downtown. The office market consists of 17 buildings totaling approximately 1,414,600 square feet. The entire existing inventory is second generation space.

Cushman & Wakefield provided an overview of the Manchester market. The firm asserts:

- “New office and industrial real estate activity has been spurred both by the growth of local companies, as well as out of state companies locating here (New Hampshire) to take advantage of the state’s quality of life, well-trained workforce, low tax burden, and less restrictive, pro-business governmental regulatory environment.”
- “The dynamic that most influences Southern New Hampshire’s individual (local) markets is their proximity to the Massachusetts border.”
- In contrast to communities bordering on Massachusetts such as Nashua, “Manchester is not viewed as part of the Boston metropolitan area. Because of this, it is difficult to for companies to entice workers to make the reverse commute from Massachusetts to Manchester.... for now, the demographics of the Manchester region do not appear to support the labor pool that some companies look for in making the decision to relocate.”
- “New Hampshire in general and Manchester in particular score very highly as places to live and work. The economics of living in New Hampshire vs. Massachusetts is changing as

well. At the same time, advanced telecommunications facilities are changing the way companies can do business. The connection between administrative and manufacturing functions can be virtual rather than direct. These trends augur well for companies considering relocation as quality of life issues become more important to America's workforce."

Cushman & Wakefield maintain that the recession of the late 1980s and early 1990s resulted in an erosion of Manchester's business base. Failed banks located downtown were consolidated and subsequently acquired by out-of-state interests who moved headquarters elsewhere. With this dislocation, demand declined for office space from both the banks and the many back office support functions, including local professional firms.

According to an article in the Manchester Express, "For Class-A office space in Manchester not including the millyard, the vacancy rate is about 18 percent in December, Harrington said. Come early next year, vacancies could work their way into the 20 percent range..." The article also noted "Class-A office space... is now going for \$18 to \$22 per square foot. It was much higher previously." (Manchester Express: December 15-21, 2008)

I. PHYSICAL INFRASTRUCTURE

1. Public Water Supply

City owned and controlled, Manchester's entire water supply is currently drawn from Lake Massabesic. The lake has the capacity to hold about a year's supply of water and is supplemented by flow from small ponds and reservoirs located in Auburn, Hooksett and Candia. Manchester Water Works (MWW) owns about 8,000 acres of the property that borders the lake and ponds to protect their purity. The watershed has an estimated safe yield of 20 million gallons per day and average daily consumption of 17 million gallons per day.

Utilizing a 20 year view of supply needs and future water quality regulations, the Manchester Water Works recently upgraded its 27-year-old Water Treatment Plant (WTP) designed to maintain the highest quality and reliability of service. The MWW will exceed the safe capacity of Lake Massabesic in about 10 years, when it must be supplemented by the Merrimack River. Plans are underway to develop a secondary intake and treatment facility on the River in order to meet future demands.

2. Wastewater

The City of Manchester has over 300 miles of public sewer available to existing and potential users and a modern 34 million gallons per day secondary treatment plant. The owners of all properties connected to the municipal sewer system are required to pay user charges quarterly. The present day wastewater treatment plant provides primary and secondary treatment designed to treat an average daily flow of 34 million gallons per day (mgd) with a peak design of 56 mgd. At least annually, Manchester's Industrial Pretreatment program inspects industries that discharge wastewater to the City's treatment plant. The purpose is to ensure compliance with City and Federal laws governing toxic industrial loads that can easily upset the biological treatment process at the City's Wastewater Treatment Plant. Class I industrial users are

permitted for up to three years

The Manchester Environmental Protection Division estimates that about 220 million gallons of combined sewage and rainwater are discharged annually directly in the Merrimack River. The City has negotiated a Combined Sewer Outflow (CSO) bypass order with the Environmental Protection Agency in which the Wastewater Treatment Plant will take up to 80 mgd. Flows in excess of the secondary capacity of the plant will undergo primary treatment, bypass the aeration tanks, and flow directly to chlorination/de-chlorination. For the longer term, the City, the U.S. Environmental Protection Agency, and the State of New Hampshire have agreed to a settlement for a phased approach to the CSO problem. In March of 1999, the EPA issued an Administrative Order requiring the City to spend approximately \$52 million over a 10-year period to begin to eliminate CSOs and provide more detailed planning for the Phase II Program. The program has nearly completed the sewer and storm water separation for the west side of the City. The larger project – separation of east side facilities – will be subject to negotiations with the State DES and Federal EPA beginning in 2010.

3. Utilities

Public Service of New Hampshire serves Manchester with electrical power. Its industrial power rates (GV and LG) compare favorably with electrical rates in the Northeast. There are also two water power production facilities in the City – the Amoskeag hydroelectric facility on the Merrimack River and the Kelley Falls facility on the Piscataquog River.

National Grid distributes natural gas and propane to customers in southern New Hampshire, including Manchester. Formerly Keyspan, National Grid offers several rate structures for commercial and industrial customers.

4. Communications

Fairpoint Communications (formerly Verizon Communications) provides telephone service in Manchester, where its state headquarters is also located. Verizon had installed a 100% digital network that offers services to more than 120,000 miles of fiber optics spanning the state. Fairpoint reports that fiber optics service and broadband internet service are available to all Manchester business areas.

5. Transportation

Manchester is well served by interstate highways. Interstate 93 passes through its eastern border, stretching from Boston, Massachusetts, and connecting with Interstate 95 which extends south through the major metropolitan areas in the Northeast. Interstate 93 extends north of Manchester through the state capital and into northern New Hampshire where it connects to highways leading into the Province of Quebec, Canada. Interstate 293 forms a loop around Manchester, connecting the Interstate 93 on the south and north. Fast moving state highways connect Manchester to Nashua and Portsmouth. An important ongoing highway improvement involves the construction of two entry/exit ramps at the I 293 Granite Street intersection and the widening of Granite Street from Main Street on the west side to Elm Street in the downtown. The project is nearing completion and will serve as the primary gateway into the downtown and the City.

The State of New Hampshire has proposed and is seeking funding for the widening of Interstate 93 from its existing 6 lane roadway just north of the Massachusetts border to Interstate 293 in Manchester. This would aid commerce, tourism, and commuting on the crowded interstate. The State has faced severe budget limitations, particularly in its 10 year plan, however, and the project may have to be delayed or reduced. Currently construction is underway from the Massachusetts line to Exit 3.

Three bus companies provide regularly scheduled bus service to cities throughout the Northeast. The Manchester Transit Authority operates local public transportation serving all parts of the city, including major business areas. The Boston and Maine Railroad provides rail freight service to Manchester.

A city-owned facility, the Manchester Boston Regional Airport is the largest airport in northern New England. A full Category I Instrument Landing System serves its main runway, which has recently been extended to 9,000 feet. This \$65,000,000 project extended the reach of the airport and sets up the potential for cross country non-stop flights. The cross wind runway has been expanded to 7,000 feet. A surveillance radar system improves operational capacity during restricted weather conditions. The passenger facilities consist of a 230,000 square foot complex. Ten airline companies provide non-stop passenger service to more than 15 cities in eastern and central U.S. and Canada. Passenger activity at Manchester Airport has increased from 1.1 million passengers in 1997 to 3.24 million passengers in 2001 and reached 4.4 million passengers in 2005. Growth has fluctuated since that time as certain airlines have reduced seat capacity as a result of certain difficulties in the airline industry. Cargo activity is also growing, comprising 175 million pounds of air cargo in 2001. Wiggins Airways, the airport BGO, provides a variety of aviation services at the Manchester Airport. A Federal Inspections Services facility, complete with full time U.S. Customs and USDA, serves for both passenger and air cargo. The industrial area around the airport is a federally designated Foreign Trade Zone.

To improve access to the Manchester Airport, the State of New Hampshire has begun to construct an access road between the Everett Turnpike and the airport. This \$150,000,000 project will provide direct access into the airport without needing to use Brown Avenue.

J. CITY and EDUCATIONAL INFRASTRUCTURE

1. City of Manchester

A Mayor and 14 Aldermen govern the City of Manchester. The Finance Committee of the Board of Mayor and Aldermen supervises the expenditure of appropriated city funds. Manchester currently maintains an “Aa2” rating on its bond issues as graded by Moody’s Investors Service.

In 2000, the property tax rate was \$30.68 per \$1,000. In 2001 as a result of a reassessment, the property tax rate was changed to \$23.82 per \$1,000. The 2008 residential tax rate is \$17.35 per \$1000.00 of assessed value of a home. Annually, the NH Department of Revenue computes Equalized Tax Rates that reflect the Department’s assessment of the true market value of property in all municipalities. The Department then ranks the 234 municipalities according to

Equalized Tax Rates, of which the lowest is “1”. From 1990 to 2000, Manchester’s Equalized Tax Rate had generally ranged from the mid-high to mid range relative to other municipalities. In 2007 however it was lowered to 95 out of 234.

Table L - Equalized Municipal Tax Rate

1990		1995		2000		2002		2007	
Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank	Rate	Rank
\$23.56	200	\$34.37	199	\$22.70	160	\$19.09	129	16.57	95

Source: “Equalized Municipal Tax Rates: 1990, 1995, 2000, 2002, 2007”, NH Department of Revenue Administration

The total assessed valuation declined from \$4.6 billion in 1988, to \$3.6 billion in 1995, and increased to \$3.74 billion in 1999 and \$5.2 billion in 2001, due in part to the scheduled reassessment of values. The assessed valuation in 2007 was \$9,631,808,500. In 2000, the property valuation consisted of 60.0% residential, 37.1% commercial, and 2.9% other. The NH Office of Energy and Planning computes the taxable equalized property valuation per resident for the 234 municipalities, and ranks them with a rank of “1” reflecting the lowest valuation per person. From 1990 to 2000, Manchester’s taxable equalized property valuation per resident was generally low relative other municipalities, as follows:

In sum, the relatively low valuation per person obliges the City to levy a comparatively high tax rate to generate revenue. Substantial increase in assessed value in 2001 relieves some of this pressure.

The City operates a Community Improvement Program as an essential element of the planning and management of its capital and service needs. For the fiscal year 2008 (July 1, 2007 through June 30, 2008), the City has identified and recommended action on \$34.5 million in projects utilizing federal, state, and private funds with city investment as appropriate. Proposed investments include neighborhood redevelopment and business incentives, youth and workforce development programs, the NH Small Business Development Center, highway infrastructure improvements, and improvements to the water supply system.

The City has been active in economic development activities. The City facilitated the development and owns the Manchester Airport, a significant contributor to the economy. In the past few years the City also facilitated the development and owns the recently completed Verizon Wireless Arena, and the Merchants Auto minor league baseball stadium, another contributor to the economy as well as the quality of life. Along with the major projects there have been significant investments in the neighborhoods in the past two years focusing on infrastructure improvements’ such as sidewalk and lighting improvements on major neighborhood commercial cores. The City has also continued its efforts to assist small businesses with programs such as the Facade Improvement grant, section 108 loans and revolving loan funds.

2. Educational Institutions

The City of Manchester operates the state's largest and oldest school system. The District is comprised of fifteen elementary schools, including a developmental preschool, four middle schools, three fully accredited high schools, a regional vocational/technical school, and a program of adult education. The District serves more than 17,250 students and employs 1,700 faculty and staff.

The City also is the home to nine colleges and universities of higher learning serving more than 16,000 students, including:

- The University of New Hampshire at Manchester was established in 1985 as the sixth college of the University of New Hampshire to provide access to public higher education for people who live and work in the greater Merrimack Valley Region. UNH Manchester fulfills this mission by offering selected liberal arts and professional degree programs at the associate, baccalaureate, and graduate levels with special emphasis on programs which address urban issues. Each semester approximately 1,500 degree and continuing education students attend UNH Manchester.
- Southern New Hampshire University is a private, coeducational institution known for its solid educational programs and excellent connections with employers. The university awards associates and bachelor's degrees in business, liberal arts, and hospitality management as well as the applied science degree through the Culinary Institute. SNHU also awards masters and doctorate degrees through the Graduate School of Business. The student body consists of 1,300 undergraduates and 1,700 graduate students. The University's School of Community Economic Development is a pioneer in the field.
- The Massachusetts College of Pharmacy and Health Sciences is a private coeducational college offering professional and pre-professional degrees in pharmacy and health sciences. Founded in 1823, it is well into its second century as the nation's second oldest school of pharmacy and is the largest college of pharmacy in the United States. Programs offered through the Manchester campus include the Doctor of Pharmacy (PharmD), Master in Physician Assistant (MPA), and Bachelor of Science in Nursing (BSN) degrees. The student body consists of 226 students. The College is in the process of increasing their enrollment to 500 students. The Massachusetts College of Pharmacy and Health Science is the newest college to open its doors in Manchester.
- Manchester Community College strives to respond to the educational and civic needs of the diverse communities in Greater Manchester through partnerships with businesses, social service agencies, non-profit and cultural organizations. MCC offers more than 30 degree and certificate programs for transfer and career training. Associate degree include allied health, automotive technologies, building construction, business studies, computer science, education, fine arts, graphic design, HVAC, liberal arts and welding. MCC also offers professional and workforce development, and customized corporate training.
- Founded in 1900, Hesser College is a private, coeducational college attended by 950 students. Owned by Quest Education Corporation, the College emphasizes real-world,

career-oriented education that helps prepare students for the jobs of tomorrow.” Hesser College offers over 25 Associate Degree Programs and Bachelor Degree programs in Criminal Justice and Business Administration.

- Occupying a 400 acre site, St. Anselm College was founded in 1889. The College offers access to an educational process that encourages its 1,964 students to lead lives that are both creative and generous. Saint Anselm challenges its students to engage in the fullest experience of a liberal arts education. A primary commitment is teaching undergraduates through course work and collaborative research endeavors. The College offers 29 majors and Bachelor of Arts & Bachelor of Science degrees.
- Springfield College, founded in 1885, is a private, coeducational institution that emphasizes the education of leaders for the allied health sciences, human and social services, sports movement activities, and the arts and sciences. Undergraduate and graduate programs reflect its distinctive Humanics philosophy—education of the whole person in spirit, mind, and body for leadership in service to others. The College offers Bachelor of Arts and sciences, and select graduate degrees.
- The NH Institute of Art, located on Concord Street in downtown Manchester, was founded in 1868, and is the first and only independent college of art located in the state. The Institute offers the bachelor's of fine arts degree, certificate programs, and life long learning courses to approximately 650 degree and continuing education students.
- Founded in 1965, Chester College of New England, in nearby Chester, NH, provides programs leading to an associate and a baccalaureate degree in creative, liberal and fine arts. Chester is a small private institution that enrolls approximately 150 students.
- Granite State College, formerly The College of Life Long Learning (CLL) of the University System of New Hampshire has an office and classrooms located close to the Manchester airport at 175 Ammon Drive. CLL offers adult students the opportunity to earn an associate or baccalaureate degree in a number of self designed majors. Approximately 1,000 students attend CLL in Manchester on a full or part time basis.

K. ECONOMIC DEVELOPMENT TRENDS

Manchester is the largest city in New Hampshire, which has enjoyed a vigorous economy during the past 30 years. An influx of workers and companies has boosted the state per capita income from 26th nationally in the early 1980s to 8th in 2000. Many of these firms are technology companies that seek both to enjoy the state’s lifestyle and to utilize the workforce and amenities of Greater Boston. The state now has the second highest concentration of high tech workers in the nation, twice the national average. It also has a higher concentration of employment in manufacturing than the nation as a whole. As a result of this growth, New Hampshire’s gross state product increased by more than one third between 1996 and 2001, in contrast to 26% in New England and 18% nationally.

Prosperity in New Hampshire is unevenly distributed geographically. Generally, the southern counties, those closest to the Boston metropolitan area, are the most thriving. The following

table illustrates:

TABLE M – 2000 Income, Wage Comparison 2000

County	Per Capita Income		Median Household Income		Average Wage Per Job	
	Amount	Rank	Amount	Rank	Amount	Rank
Best Access/proximity to Boston						
Hillsborough	\$33,650	2	\$49,285	2	\$36,010	1
Merrimack	\$30,085	4	\$45,230	3	\$30,059	3
Rockingham	\$34,305	1	\$57,667	1	\$32,881	2
Distant from Boston						
Belknap	\$29,082	6	\$40,292	7	\$25,450	7
Carroll	\$29,376	5	\$36,816	9	\$22,112	10
Cheshire	\$26,771	7	\$41,640	4	\$27,454	6
Coos	\$24,303	10	\$33,381	10	\$24,008	9
Grafton	\$31,125	3	\$40,676	6	\$28,840	5
Strafford	\$25,972	8	\$41,413	5	\$29,047	4
Sullivan	\$25,345	9	\$38,668	8	\$25,313	8
State	\$31,125	N/A	\$45,401	N/A	\$31,547	N/A

Source: NH Office of Energy and Planning

Located in Hillsborough County, Manchester has benefitted from this economic trend. Manchester, however, is located on the northern edge of this sphere of greater prosperity, where the regional trend of southern prosperity prevails. Localities that are economic centers close to the Massachusetts border are generally more prosperous, as the following table illustrates:

Locality	Per Capita Income	Change in PCI, 1989 - 00	Percent Persons in Poverty
Manchester	\$21,244	\$6,133	10.64%
Nashua	\$25,209	\$7,199	6.76%
Portsmouth	\$27,540	\$11,983	9.30%
Salem	\$26,170	\$8,240	4.13%

The comparing communities, which all are all closer to Massachusetts, uniformly have larger per capita incomes and lower poverty rates, and their per capita incomes increased more substantially in the 1989 to 1999 period. The economic sectors driving the state's prosperity are

concentrated in the areas closer to Massachusetts. Located on the northern edge of this sphere of prosperity, Manchester has not benefited as substantially, but enjoys a stronger economy than its northern neighbors.

The trend of disparity in economic performance also applies to income groups in New Hampshire. The State Development Plan, set forth by the Office of State Planning (1 July 1998), reports: “Over the past two decades the average incomes of poor and middle-class families with children in New Hampshire decreased, while the average income of the richest fifth of families increased. Most recently (mid-1980s to mid-1990s) the gap between the top fifth and the bottom fifth of families increased faster in New Hampshire than in all but three states. The gap between the rich and the middle class increased faster than in all but 9 states.”

L. CLUSTERS

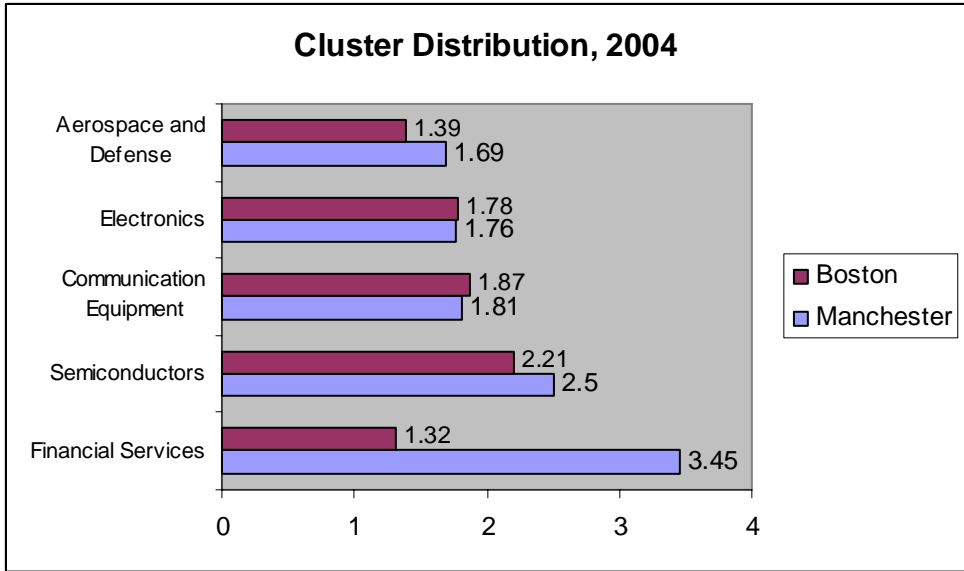
In 2005 the City contracted with Angelou Economics to conduct an economic development strategy for the City. One of the areas of focus in this study was cluster analysis.

Traditionally, the economic growth of regional economies has been described in terms of the growth of a region’s basic industries. These industries typically export their goods or services outside the region. Historically the location and distribution of these facilities has been largely attributed to natural advantages, cost factors and existing transportation infrastructure. However new economic structures and globalization of economies put these competitive factors in a new perspectives.

Manchester was built on the strength of the textile industry. The Merrimack River was harnessed to supply the power to operate these massive textile mills. The same river was used to transport goods to the Atlantic Ocean. With the advancements in how electricity was generated, combined with cheap labor forces in the south where cotton was grown and national competition Manchester’s powerhouse as the textile manufacturer declined. As the sole industry that sustained the city declined, so did the health and the welfare of the city. This combined with the financial decline of the banks in the 1980’s the city has taken an active role to diversity its economic base as not to be dependent on one industry for its livelihood.

According to the Angelou report “the textile industry, is long gone and unlikely to return. Residing in Financial services, semiconductors and communications equipment, Manchester’s clusters are weak, because they are not deep. Although Manchester has some businesses in these industries, this is not an accurate cluster assessment, because there0 are not enough support businesses in these categories to truly claim a cluster. Manchester has a strong diversity of economy but no strong clusters.”

Some of the major fields where Manchester has its strengths as identified by the Angelou study include: Financial services, semi conductors, communications equipment, electronics and aerospace and defense.



The above cluster distribution analysis demonstrates industries in which Manchester has “strengths” as measured by the number of people employed. “1” indicates the national average in each in listed industries.

M. CONCLUSIONS

In reviewing the data, the economic indicators are mixed. While Manchester enjoys some superb economic assets such as the airport and favorable quality of life, it is located on the edge of the geographic radius of greater prosperity. Unemployment rates are low, however, poverty remains a serious issue as evidenced by low per capita income and the percent of the population below the federal poverty level. The challenge for Manchester is to utilize its potent economic assets to improve the low per capita income and the quality of employment opportunities without impairing those assets. The high paying jobs offered in the manufacturing sector compared to other business sectors, in addition to the continuing durability of manufacturing in Manchester, underscore its importance. Technology firms are growing in Manchester, but not as rapidly as in communities closer to Boston. To attract and strengthen these firms, who value a skilled workforce, Manchester needs to improve the performance of its schools and strengthen partnerships with post high school institutions. Firms considering relocating or expanding in Manchester, however, have little suitable land at their disposal to utilize.

At the same time, employers attest and observers point out that firms are attracted to Manchester due to its quality of life. Manchester is a pleasant place to work and live. The ultimate challenge is to maintain this precious asset while improving economic performance.

IV. ECONOMIC STRENGTHS and WEAKNESSES

As part of the CES process, an analysis to identify strengths and weaknesses in the Manchester area's economy that may affect new growth was conducted. Partners that can participate in utilizing these strengths and mitigating the weaknesses were also identified.

The following strengths and weaknesses were identified:

A. STRENGTHS

1. Geographic Location - Manchester is located within Southern New Hampshire's "golden triangle" of Nashua/ Portsmouth/Concord.

As the Regional Trends section reported, southeastern New Hampshire is the most prosperous section of the state. Manchester is on the edge of this prosperous region, defined by a geographic triangle formed by Nashua on the southwest, Portsmouth on the southeast, and to the north, Concord, which is 18 miles north of Manchester.

2. Manchester is adjacent to urban markets, including:

- a. Boston – 53 miles
- b. Worcester – 70 miles
- c. Hartford – 133 miles
- d. New York – 247 miles
- e. Montreal, Canada – 260 miles

Manchester is accessible to major markets in the United States and Canada. The city's products can be shipped to these substantial markets inexpensively.

3. Manchester has capable physical infrastructure, including:

- a. Interstate highway access to New Hampshire cities, Boston, and major urban markets in the Northeast, as well as around the city;
- b. A water supply system;
- c. A wastewater treatment system;
- d. Power supply; and
- e. Telecommunications, including broadband internet.

Manchester is well served by physical infrastructure essential to economic growth. The Committee noted that two interstate highways intersect the city, including one leading south to Boston and north to Quebec, and two speedy state highways link it to Nashua and Portsmouth. The planned expansion of interstate access to Boston improves this connection. The water, wastewater, and power supply systems can provide additional capacity to support growth. Its internet infrastructure compares favorably with high technology areas.

4. Growing in volume and services, the Manchester Airport brings visitors to the city, offers readily available passenger and cargo transport to businesses and residents, and attracts firms dependent on airport access.

The Committee identified the Airport as an important economic asset, and one of the few airports nationally that is retaining much of its ridership. In addition to attracting passengers undertaking leisure travel, the Airport serves businesses whose activities rely on air transport for travel, or receiving supplies or shipping products.

5. Customs service at the Airport and the adjacent Foreign Trade Zone support international trade opportunities.

The Committee observed that the Airport provides services essential for facilitating foreign trade. Its Foreign Trade Zone reduces regulatory barriers to such trade.

6. The Verizon Wireless Arena and more recent MerchantsAuto.com Stadium enrich community life, attracts shoppers downtown, and offers potential for business uses.

The Arena has been recognized as a very useful economic asset, including providing entertainment that members enjoyed personally. The Arena accommodates sport and cultural events attracting patrons from a wide geographic radius. Sales at adjacent entertainment businesses have increased since the Arena was opened. Although developed primarily for entertainment purposes, the Arena has potential for business uses, such as small conventions.

7. Manchester's small businesses are growing in their role in the economy, reflecting entrepreneurship and diversity.

Small businesses are increasingly important component in the Manchester economy. Businesses with less than 10 employees comprise 67% of all businesses. Businesses with fewer than 20 employees comprise 61.3% of all firms. These reflect growing entrepreneurship and strength through diversity.

8. Although attenuated, Manchester's manufacturing sector remains significant and provides relatively high wages. Established firms comprise much of this sector. Manufacturers, which tend to be larger firms, continue to make significant contributions to the Manchester economy in providing numerous, well-paying jobs. Despite the decline in employment provided by manufacturing, it constitutes the largest share of payroll and generates the second largest share of sales among all firms in Manchester.

9. High wage professional and technical occupations are expanding in Manchester. Although not a high technology center, Manchester is enjoying growth in this desirable sector. Despite changes in data gathering procedures obscuring this trend, it is clear that these types of jobs are increasing.

10. Demographic trends – Manchester's population is generally increasing and becoming

more diverse, offering a larger local market and projecting community vigor.

Unlike many older former mill towns, Manchester is gaining population, which is increasingly minority. Together, these provide an expanding, diverse local market, and underscore Manchester has the potential of becoming a dynamic community.

11. From an employee's perspective, Manchester's relatively high average weekly wage makes it an attractive place to work.

Manchester's 2006 Average Weekly Wage of \$850 exceeded the comparable state wage of \$769.

12. Service sector businesses are growing in Manchester.

Service businesses are growing in number and economic contribution in Manchester, as they are nationally. These firms, providing services to the Manchester region, carry out pollution free business activities, and are often suitable tenants for the City's abundant mill buildings that, designed for 19th century purposes, are difficult to reuse.

13. Conditions in Downtown Manchester have improved with the redevelopment of key commercial buildings, aesthetic improvements, and entry of new retail businesses, especially restaurants. The development of the Verizon Arena undoubtedly contributed to this reinvestment in the downtown. With the advent of malls outside and on the perimeter of the City, the downtown declined. Few large retail stores remain. Public investments in the downtown have yielded promising results, however with the state of the current economy Manchester has seen a significant under of small businesses down in the past few months.

14. Downtown Manchester contains attractive, historic buildings.

In forging its emerging identity, downtown boasts distinctive physical assets – handsome commercial and residential buildings. Pleasing to the eye, these contribute to an image that distinguishes the downtown from newer commercial areas that typically feature more homogenous architecture.

15. Less expensive mill space and Class B office space is available in the central business district.

Tenants select space based on price and quality, including location. The central business district, which is readily accessible to Interstate 293, contains both more expensive and less costly space. The lower rent structure of mill/Class B space in the downtown area is a competitive advantage that does attract cost driven firms. Savvy renovation and sound management of such properties result in high occupancy by desirable tenants, as recent redevelopment of key commercial properties on Elm Street and of mill properties illustrates.

16. The South Willow area contains a rich array of retail facilities, including "big box" retailers.

In contrast to the downtown, South Willow, located immediately adjacent to Interstate 293, offers a rich array of major retailers, including T J Maxx, Sam's Club, Macy's, K Mart, Barnes and Noble, Home Depot, Payless Shoes, Mens Wearhouse, the Mall of New Hampshire, and others. These businesses comprise a thriving retail center, provide jobs, and contribute to the tax base

17. Number of Higher Learning Institutions

For a city of its size, Manchester contains a rich contingent of post-secondary educational institutions, offering services to educate the workforce and businesses.

As the Educational Infrastructure section reports, Manchester is the home of ten colleges and universities that provide accessible educational opportunities for the City's college age population, contribute to the cultural and intellectual life of the community, and constitute economic centers that purchase goods and services and employ residents. Many of these institutions, such as University of New Hampshire and the New Hampshire Institute of Art, have explicitly participated in Manchester's economic development activities.

18. Manchester is home to the state headquarters of prominent businesses, including banks, law firms, accounting firms, utilities, and telecommunication firms.

Manchester is a business center that houses regional headquarter offices of such businesses as Fairpoint Communications, Public Service of New Hampshire, Citizens Bank, and Blue Cross Blue Shield. This elevates the image of the City and attracts visitors who are conducting business with these entities.

19. Manchester is home to the only statewide newspaper (Union Leader) and national affiliate television station (WMUR Channel 9 – ABC affiliate), making the city a media capital of New Hampshire. The City is also served by the Manchester Express and Hippo newspapers and by three community television stations.

Similar to its prominence as a business center, Manchester is also a media center, emanating news and opinions that virtually all of New Hampshire receives.

20. Manchester has active cultural, artistic, and historic communities and facilities, including the Currier Museum of Art, the Palace Theater, the New Hampshire Institute of Arts and Sciences, and the Manchester Historic Association.

Despite its medium city status, Manchester has some big city cultural assets, including art museums and institutes. The Committee concluded that these contribute to the attractiveness of the City as a place to live and work.

21. Housing in Manchester is less expensive than in Massachusetts.

The price of housing in Manchester is less than these prices in Greater Boston, making the availability of reasonably priced housing an economic asset for Manchester relative to expensive Boston. Good cost of living and doing business – Manchester can boast about its housing costs relative to the area, particularly given it is the retail,

transportation and education hub for the state.

22. The Northwest Business Park at Hackett Hill can give a very strong competitive advantage to Manchester.

B. WEAKNESSES

1. Many hometown residents perceive that Manchester is a city with fewer positive attributes than “in the old days.”

Since the zenith of its mill economy, Manchester economy, population, and land uses have changed substantially. Like its urban cousins, Manchester has inherited many 21st century community problems. Manchester has evolved new attributes that deserve recognition – ethnic restaurants, heterogeneous colleges, and diverse employment opportunities. Many residents’ emphasis on the bygone days and failure to appreciate the current Manchester undercuts community confidence and circumscribes its vision.

2. Educationally, Manchester lags behind with:
 - a. Lower levels of educational attainment than the state, the region, and the nation;
 - b. Greater high school drop out rates than the state; and
 - c. Uniformly lower levels of educational expenditures than the statewide levels.

This characteristic adversely affects the ability of the community to produce a capable work force and to attract and retain employers concerned about their host community.

3. Manchester’s per capita and median incomes increased less on a percentage basis than the state and the nation, and remain lower comparatively.

Although Manchester has relatively higher wages than the state and is a business center, it has lower levels of income.

4. Manchester has a higher poverty rate than the statewide rate.

This dynamic is similar to the above, and may contribute statistically to the lower per capita and household median incomes. It is also a concern that the poverty rate has been increasing in recent years rather than decreasing.

5. The expanding service sector generally provides lower wage jobs.

The service sector is expanding and offering more jobs, but these jobs tend to be lower wage positions. These are suitable for entry part-time employees seeking supplementary income, but cannot generally support a livable household income.

6. While improving, Downtown Manchester still lacks major retail facilities and some attractive recreational uses such as movie theaters.

Major retail facilities and attractive recreational uses are needed to consummate the downtown as a destination. Despite vigorous efforts by Intown Manchester to facilitate such uses, they are still absent. Such uses are difficult to establish in older downtowns which have nearby major retail outlets.

7. Downtown Manchester has a higher crime rate and homeless population than the rest of the city, shaping a perception that the downtown is unsafe, especially at night time.

The homeless populations and crime as impediments to retail business are a function of perception. If potential clients believe these are a problem affecting their shopping habits, then it becomes a problem for those businesses. In the case of downtown, crime rates are marginally higher than the rather low crime rate citywide. The homeless population is more apparent, especially than in the more rural suburbs. There is a concern both about the existence and the perception of these social problems.

8. The current national economic climate has reduced demand and financing for new development. There is virtually no new residential development occurring in the City and very limited non-residential development.

The decline in property values – particularly on the residential side – have reduced the wealth of the residents by a significant amount.

9. Financing for start-up and early stage businesses, especially in collateral poor industries, is difficult to obtain.

This short fall in financing, a gap frequently occurring in many markets, is an impediment to business development. Risky, financing for start-up and early stages is usually provided by the entrepreneur, including family and friendly investors. Institutional sources are few, especially for less exotic businesses.

10. Manchester has limited available land for commercial/industrial growth.

Companies that wish to expand in Manchester have few if any options if their present site is inadequate. This stifles growth. Manchester has lost thriving companies due to this shortage.

11. Manchester is considered outside the Metropolitan Boston commercial real estate market.

On the edge of the area of southeastern New Hampshire closest to Boston, Manchester has limited attractiveness to firms who must rely on a labor force or other inputs emanating from Boston. Realtors report that firms are especially concerned about the mobility of their workforce when considering relocating to Manchester.

12. The stagnation in total assessed valuation since 1985 and the low assessed value per person pose problems for the city to obtain tax revenues to fund services and investments useful to economic development.

The city budget is tight, and the property tax base, a primary source of revenue, is limited. The City faces difficult choices in allocating funds to uses that affect economic development. For example, the per pupil expenditure in Manchester schools is 19.55% lower than the state average.

13. The city faces significant long term expenditures for maintaining or improving its water and wastewater systems.

Significant investments will be needed, particularly for the separation of the City's combined sewer and storm drainage systems. This may affect the ability of the City to invest in services and investments useful to economic development.

14. The city's public transportation system has experienced declining revenues, resulting in service cutbacks affecting employee access.

There is a need for public transportation for many individuals to access employment, especially for employees receiving lower wages and unable to purchase an automobile. Reduction of service adversely affects the ability of these employees to obtain suitable employment and of individuals dependent on public transportation to retain jobs.

15. Lack of Skilled Labor - Businesses report that many entry level employees often lack basic skills.

As a result of both formal reports and anecdotal information, the CEDS Committee understands that many entry level employees lack basic skills that employers require, such as language, job preparedness, or academic capabilities.

16. Decline in population especially of young professionals.

C. PARTNERS FOR ECONOMIC DEVELOPMENT

Manchester Economic Development Office is a city department that endeavors to make Manchester an attractive and viable business location by improving the city's business climate and quality of life. The Office operates a variety of grant and loan programs such as the Manchester Revolving Loan Fund, the facade improvement program grant and the Section 108 loan.

It is unfortunate that the Federal Enterprise Community designation has expired since it provided a number of resources for community and economic development. The legacy of the program – the Manchester Resource Center, however, continues to provide valuable workforce development in the central part of the City.

Numerous public and private entities are engaged in economic development activities in Manchester:

- *InTown Manchester* is a tax exempt nonprofit organization with whom the City contracts to manage downtown revitalization initiatives within the “Intown District”, bounded by the Merrimack River, Bridge Street, Chestnut Street, and Granite Street. In cooperation with the City, InTown Manchester acts as a catalyst and partner for downtown redevelopment, enhances the economic vitality of the Intown district, and promotes the attractiveness of downtown as a dynamic mixed-use center for the benefit of the community. Intown is funded by a special surtax on commercial properties within the district, a Business Improvement District. InTown Manchester is engaged in numerous activities, including: Operating the maintenance and beautification programs for sidewalks, planters, in public areas; providing technical assistance to CBDS businesses; and conducting a summer entertainment program; and organizing promotional activities for downtown.
- *The Amoskeag Incubator* is a small business incubator developed and managed jointly by the City of Manchester and Southern New Hampshire University. In September of 2005, the Incubator became its own 501c3 non profit corporation and under a management contract, the Incubator continues to be managed by Southern NH University. The mission of the Amoskeag Business Incubator is to provide a supportive entrepreneurial environment that stimulates the growth of businesses to ensure economic vitality and encourage job creation. The mission is accomplished by providing affordable office space and technical assistance to early stage companies. Tenants include software firms, consultants, telecommunication services, and other firms. By providing small units, lower rents and access to financing, the incubator seeks to support the creation and growth of small businesses
- *The Small Business Development Center*, Manchester Regional Office provides business counseling and management seminars to small businesses in the Manchester area.
- *The Manchester Community Resource Center (MCRC)* is an independent 501(c) 3 nonprofit agency offering a multi-service, multi-cultural center in the Center City of Manchester. MCRC’s mission is to provide education and employment services to assist residents with barriers to move toward economic self-sufficiency. MCRC assists people of all levels to reach their goals with a continuum of services ranging from adult basic education to career-specific job training. Many of these individuals face significant barriers to employment which include poor or intermittent work histories, lack of work references, transportation issues, limited English proficiency, criminal records, and no or limited marketable work skills. Specific services include:

Adult Basic Education services to help individuals improve their basic academic skills; prepare for and obtain their GED; develop computer literacy, expand English proficiency; and/or acquire financial management knowledge.

Job Readiness services to help individuals prepare for work through classes, workshops, and resources designed to assist with technical skills such as resume-writing, interview preparation, and job search activities; and soft skills such as work ethics, communication, teamwork skills, and time management and organizational skills. Specific job readiness services are available to refugees and immigrants through an 8-week classroom training and worksite simulation program.

Career Training services through MCRC's On-Track Training program, a NH licensed postsecondary education career school, offering computer technology classes and industry-recognized, short-term occupational training and national certification/work credentials for the healthcare, business, and human services field.

Information and Resource services provide free public access to computers, faxing, telephone, and photocopying services; community resource posting; and local job listings and job fairs at the center; as well as information and referral to other local agencies providing needed services.

- *The Manchester Greater Chamber of Commerce* serves 9 communities in Manchester area. The mission of the Chamber is to be the leading force in the improvement of the business environment, the economic health and general vitality of the region. Among its array of activities, the Chamber is engaged in development of tourism, the downtown, and communications infrastructure.
- *The Manchester Development Corporation (MDC)* is a non-profit corporation closely affiliated with the City of Manchester. Through its Investment Committee, it may make loans, with approval of the Board of Mayor and Aldermen, to promote economic development of the City. Both businesses and real estate projects may qualify for loans, which must have a term of five years or less and result in job creation.
- *New Hampshire Micro-Credit* - Operating an office in Manchester, *New Hampshire Micro-Credit* provides training, loans, and other support to self-employed people throughout the state. Loans range from \$500 to \$5,000.
- *Southern New Hampshire Services* provides social services programs and advocacy activities to low income youth, elderly and other specialized populations through Housing, Head Start, WIC, Weatherization, Parent Aide, Energy Assistance, Summer Youth Feeding, Child Care and Transportation. Headquartered in Manchester, SNHS serves southern New Hampshire. SNHS serves as a major partner in the delivery of the New Hampshire Employment Program, the state's primary welfare reform effort designed to promote economic independence. SNHS provides financial assistance and employment and training support to low-income families with children who receive benefits under the Temporary Assistance to Needy Families Program (TANF). SNHS also operates the NH Welfare-to-Work (WtW) Program that enables and assist hard-to-employ long-term recipients to make the transition from Temporary Assistance to Needy Families (TANF) assistance to unsubsidized employment and to achieve economic self-sufficiency by providing a comprehensive and integrated array of services. Those in need are eligible for job retention and other post-employment services such as child care, transportation, barrier resolution, and career development planning.
- *Latin American Center* - Offers social services, adult basic education, youth programming, and cultural enrichment activities designed to support, strengthen and enhance the lives of the Hispanic community. Programming includes English as a Second Language, computer education, and other services.

Verizon Wireless Arena is a recently completed, 10,000 seat civic center in downtown

Manchester. The Arena hosts concerts, professional sports events, including the Manchester Monarchs hockey team, and other events.

Manchester area is the home to 11 institutions of higher learning serving more than 16,000 students

- *The University of New Hampshire at Manchester* was established in 1985 as the sixth college of the University of New Hampshire to provide access to public higher education for people who live and work in the greater Merrimack Valley Region. UNH Manchester fulfills this mission by offering selected liberal arts and professional degree programs at the associate, baccalaureate, and graduate levels with special emphasis on programs which address urban issues. Each semester approximately 1,500 degree and continuing education students attend UNH Manchester.
- *Southern New Hampshire University* is a private, coeducational institution known for its solid educational programs and excellent connections with employers. The university awards associates and bachelor's degrees in business, liberal arts, and hospitality management as well as the applied science degree through the Culinary Institute. SNHU also awards masters and doctorate degrees through the Graduate School of Business. The student body consists of 1,300 undergraduates and 1,700 graduate students. The University's School of Community Economic Development is a pioneer in the field.
- *Manchester Community College* strives to respond to the educational and civic needs of the diverse communities in Greater Manchester through partnerships with businesses, social service agencies, non-profit and cultural organizations. MCC offers more than 30 associate degree and certificate programs for transfer and career training. Associate degree programs include allied health, automotive technologies, building construction, business studies, computer science, education, fine arts, graphic design, HVAC, liberal arts and welding. MCC also offers professional and workforce development, and customized corporate training
- *Massachusetts College of Pharmacy and Health Sciences* – The Massachusetts College of Pharmacy and Health Sciences is a private coeducational college offering professional and pre-professional degrees in pharmacy and health sciences. Founded in 1823, it is well into its second century as the nation's second oldest school of pharmacy and is the largest college of pharmacy in the United States. Programs offered through the Manchester campus include the Doctor of Pharmacy (PharmD), Master in Physician Assistant (MPA), and Bachelor of Science in Nursing (BSN) degrees. The student body consists of 226 students. The College is in the process of increasing their enrollment to 500 students by 2012. The Massachusetts College of Pharmacy and Health Science is the newest college to open its doors in Manchester.
- *Hesser College* - Founded in 1900, *Hesser College* is a private, coeducational college attended by 950 students. Owned by Quest Education Corporation, the College emphasizes real-world, career-oriented education that helps prepare students for the jobs of tomorrow.” Hesser College offers over 25 Associate Degree Programs and Bachelor Degree programs in Criminal Justice and Business Administration.

- *St. Anselm College* - Occupying a 400 acre site, *St. Anselm College* was founded in 1889. The College offers access to an educational process that encourages its 1,964 students to lead lives that are both creative and generous. Saint Anselm challenges its students to engage in the fullest experience of a liberal arts education. A primary commitment is teaching undergraduates through course work and collaborative research endeavors. The College offers 29 majors and Bachelor of Arts & Bachelor of Science degrees.
- *Springfield College* - Founded in 1885, *Springfield College* is a private, coeducational institution that emphasizes the education of leaders for the allied health sciences, human and social services, sports movement activities, and the arts and sciences. Undergraduate and graduate programs reflect its distinctive Humanics philosophy—education of the whole person in spirit, mind, and body for leadership in service to others. The College offers Bachelor of Arts and sciences, and select graduate degrees.
- *The NH Institute of Art*, located on Concord Street in downtown Manchester, was founded in 1868, and is the first and only independent college of art located in the state. The Institute offers the bachelor's of fine arts degree, certificate programs, and life long learning courses to approximately 650 degree and continuing education students.
- *White Pines College* - Founded in 1965, *White Pines College*, in nearby Chester, NH, provides programs leading to an associate and a baccalaureate degree in creative, liberal and fine arts. *White Pines* is a small private institution that enrolls approximately 150 students.
- *The College of Life Long Learning (CLL)* of the University System of New Hampshire has an office and classrooms located close to the Manchester airport at 175 Ammon Drive. CLL offers adult students the opportunity to earn an associate or baccalaureate degree in a number of self designed majors. Approximately 1,000 students attend CLL in Manchester on a full or part time basis.

D. RESOURCES FOR ECONOMIC DEVELOPMENT

A range of public and private resources for economic development are available to Manchester. Important public resources include:

- *HUD Community Development Block Grants* - Community Development Block Grants distributed annually to Manchester as an entitlement entity. Usable for a variety of community economic development purposes, CDBG is a limited resource which has many competing demands in this period of limited public resources.
- *HUD Section 108* - HUD Section 108 is a loan program usable for activities compatible with CDBG, and appropriate for projects that have debt service capacity and requiring funding in excess of the annual granting capacity. The city has utilized Section 108 loans for downtown projects.

- *Community Revitalization Tax Relief Incentive Program* - This program encourages reinvestment in existing buildings within the downtown area by allowing qualifying property owners to avoid taxes on the value of improvements made to their properties for a certain period of years. To qualify, properties must be located within the designated downtown area, the value of the rehabilitation must equal at least 15% of a building's pre-rehab assessed value or \$75,000 (whichever is less), and must be consistent with Manchester's master plan and development regulations.
- *City of Manchester Revolving Loan Fund (RLF)* - The City of Manchester's Office of Economic Development provides financing assistance to businesses for the purpose of creating or retaining jobs in the City. Loans of \$10,000-\$50,000 may be made for working capital, while loans in the amount of \$10,000-\$100,000 may be granted for fixed asset acquisition and capital improvements.
- *Neighborhood Facade Improvement Program* - The City of Manchester provides matching grants of up to \$5,000 per building or \$3,500 per retail space for businesses in targeted neighborhoods for visible exterior improvements.
- *Section 108 Loans* - This federal program, administered by the City of Manchester, provides low-interest loans for qualifying economic development initiatives.
- *HUB Zones* - HUB Zones are geographic areas in which qualified companies can receive certain preferential treatment in selling to the federal government. Manchester's HUB Zone area includes Census Tracts 4.00, 5.00, 13.00, 14.00, 15.00 and 17.00. The U.S. Economic Development Administration provides grants for infrastructure and revolving loan funds. The U.S. Department of Transportation funds roadway improvements and enhancements.
- *Economic Revitalization Zone Tax Credits Program (formerly CROP Zone)* - Seven census tracts in the City of Manchester have been designated as Economic Revitalization Zones (ERZ). New and expanding businesses within these zones, which include the Downtown, Airport and other key commercial and industrial areas, are eligible to apply for tax credits against the New Hampshire Business Profits Tax and/or the Business Enterprise Tax. Certification under this program is granted by the State of New Hampshire Department of Resources and Economic Development and extends for a five tax year period.
- *Economic Revitalization Zone Tax Credits Program (formerly CROP Zone)* - Seven census tracts in the City of Manchester have been designated as Economic Revitalization Zones (ERZ). New and expanding businesses within these zones, which include the Downtown, Airport and other key commercial and industrial areas, are eligible to apply for tax credits against the New Hampshire Business Profits Tax and/or the Business Enterprise Tax. Certification under this program is granted by the State of New Hampshire Department of Resources and Economic Development and extends for a five tax year period.
- *Workforce Development Training Fund* - This program provides companies up to \$7,500 in matching grants in an 18-month period to train newly-hired employees to foster business growth and competitiveness. The program also allows for skills upgrade training of current workers who need retraining to ensure ongoing employment. Under the program, companies can apply to receive a grant that pays up to 50 percent of the cost of a training program for their employees. All New Hampshire companies that regularly pay into the state's Unemployment Compensation Fund, including non-profits, are eligible for these grants. The program is administered by the New Hampshire Workforce Opportunity Council.

- *Research and Development Tax Credit* - The New Hampshire Job Training Fund makes up to \$1 million available in matching grants to companies for training new workers or retraining existing employees. The program is designed to provide New Hampshire companies with the resources to grow their business and retain employees.
- *Tax Reduction for Insurance Companies* - The State of New Hampshire has reduced the state's insurance premium tax from 2% to 1%, thus reducing the overall premium taxes paid by companies doing business in New Hampshire, as well as decreasing the burden of retaliatory taxes paid by New Hampshire's domestic insurance companies in other states.
- *The New Hampshire Business Finance Authority (BFA) is the State's primary vehicle for offering financial incentives to business. The Authority offers the following programs:*

Capital Access Program - Loans of between \$5,000 and \$100,000 for any legitimate business purposes to businesses, start-ups or expansions.

Guarantee Asset Program - BFA guarantees 90 percent of loans to capital intensive businesses, having at least 25 employees. Up to 40 percent of the loan can be used for working capital.

Industrial Development Revenue Bond Financing - A manufacturing business, eligible for tax exempt financing may apply for capital investment funds. Terms are negotiable with the bondholder(s), with loans limited to \$10 million per project.

Guarantee of Loans to Small Business Program - Funds are available for working capital, real estate, equipment and business expansions through Small Business Administration/BFA guarantee, up to 90% of total project costs, not to exceed \$1.5 million. Terms are negotiable with the participating bank.

Working Capital Line of Credit Program - Guarantee of up to 75 % of a line of credit for working capital, not to exceed \$2 million.

- *Citizen's Bank Low Interest Loan Program* - The State of New Hampshire offers a low interest loan program through Citizen's Bank that provides financing from \$250,000 to \$10 Million. The loan is based on creating new jobs in New Hampshire. For every new job created, \$40,000 can be allocated towards a loan for investments in machinery, equipment and buildings. The interest rate is offered at 5.50%. The specified jobs must be created within three years after the funds are borrowed.
- *Ocean Bank Energy Efficiency Loan Program* - Ocean Bank offers low interest loans (1% below prime) for the purchase of new equipment and structural improvements that increase energy efficiencies.
- *St. Mary's Bank* - The St. Mary's \$12 million loan program focuses on the City's West side. Of the \$12 million program, \$5.5 million will be targeted toward commercial loans for capital equipment needs and commercial and investment real estate repair and refurbishment. A \$500,000 portion of the commercial loan allocation is provided by Amoskeag Industries in participation with St. Mary's Bank, and designated specifically for

the Rimmon Heights area targeted by the City and the Planning Commission. The remaining \$6.5 million is allocated for home improvement loans and first-time home buyers.

V. GOALS & OBJECTIVES

A. DOWNTOWN DEVELOPMENT

1. Complete the Jac Pac (Rivers edge) development, redevelop the Rockwell site, continue Gaslight/Warehouse district and South Elm Street improvements and integrate these initiatives into a new “South Downtown.”
 - a) Continue to work with the property owner/developer, prospective tenants and purchasers and other parties to complete the “River’s Edge” development on the former Jac Pac site.
 - b) Work with the current property owner of the Rockwell site to plan and redevelop the site into a mixed-use project that could include major anchor retail and/or entertainment uses such as a downtown grocery store, movie theater, department store and other retail uses along with the planned multi-modal transit center (See Infrastructure, below).
 - c) Work with area property owners, developers and others to encourage redevelopment of other sites in the “Warehouse” District on Elm Street between Queen City Ave. and Lake Street.
 - d) Construct sidewalk, street light, landscaping, parking and utility improvements on Elm Street between Lake and Valley Streets (1 to 2 years) and between Valley and Queen City Avenue (3 to 5 years) to give the area a look and feel similar to that of Elm Street north of Lake Street.
 - e) Construct sidewalk, landscaping and other improvements – including gateway arches - in the “Gaslight District” to encourage its redevelopment into a mixed-use entertainment oriented district.
2. Promote downtown as a vibrant destination point for entertainment, business relocation, culture and education.
 - a) Work with In-Town, the Chamber and the Manchester Economic Development Office (MEDO) to develop a marketing campaign to attract visitors to the downtown.
 - b) Develop marketing strategy focused specifically on attracting business to downtown.
 - c) Develop new or expanded convention facilities.

3. Create venues that generate more foot traffic.
 - a) Continue to restrict the development of surface parking lots in the “Arena District,” in the vicinity of Merchantsauto.com Stadium and near other major venues to encourage people to park and walk throughout the downtown area.
 - b) Continues to encourage new downtown development to be oriented toward the street.
 - c) Encourage retail and service oriented retail development at street level and to discourage first floor office and other uses that do not cater to foot traffic.
 - d) Work to attract specialty and in-fill retail and service establishments that encourage people to move from one establishment to the other on foot.
4. Develop/attract a downtown grocery store and “anchor” retail stores in Downtown.
 - a) Undertake a comprehensive market analysis of the downtown area market to determine the types of grocery and other major retail establishments that could be attracted to downtown based on area demographics, income and spending patterns, industry trends and other factors.
 - b) Evaluate potential downtown grocery and anchor store locations based on industry standards and preferences.
 - c) Develop targeted marketing campaign to attract a grocery store, movie theater and various anchor retail stores based on the results of the market analysis noted above.

B. EDUCATION / WORKFORCE DEVELOPMENT

1. Support expansion of area Colleges and Universities through advocacy, planning, assistance in obtaining permits and approvals, parking, obtaining public financing and other forms of assistance. Specific projects include:
 - a) The University of New Hampshire Manchester campus expansion proposal on Commercial Street (2 to 5 years)
 - b) The New Hampshire Institute of Art expansion of downtown instruction and dormitory space on Lowell Street and elsewhere in the downtown (1 to 3 years)
 - c) The Massachusetts College of Pharmacy & Health Sciences on Elm Street,
 - d) On-going expansion and improvements at the Manchester Community College (1 to 3 years)
 - e) On-going expansion of the Southern New Hampshire University expansion on River Road.

2. Encourage area colleges and universities to collaborate with industry to provide applied sciences and technology training for workforce development and strengthen the college to business link.
3. Develop a strategy to keep the workforce trained and growing through partnerships with existing educational systems and the creation of new training and employee recruitment programs.
4. Strengthen the Manchester public school system by working with public officials, parents, teachers, business leaders and other stakeholders to identify deficiencies and opportunities for improvement.
5. Encourage area colleges and universities to expand applied science and technology education programs in collaboration with private industry.

C. BUSINESS CLIMATE

1. Revisit, revamp and simplify the City's zoning ordinances to streamline approval processes, provide greater flexibility and encourage more mixed-use development.
 - a) Form an ad hoc committee builders, developers, businesspeople, City staff and elected officials to review the City's zoning ordinance to identify and recommend potential amendments.
2. Create a plan to recruit more high tech companies to Manchester
3. Provide more incentives to improve properties.
4. Explore ways to increase flexibility in the regulation of new construction and renovation including the adoption of a modern rehabilitation code.
5. Create programs to retain existing businesses.

D. MARKETING

1. Expand the City's marketing program to improve the perception of Manchester and promote it as a good place to start a business.
 - a) Continue to develop the MEDO website as a vehicle for promoting a positive image of the City.
 - b) Increase the use of earned media coverage of positive economic development related events through press releases, public speaking engagements, and other means.
 - c) Increase the use of web based, radio and appropriate print advertizing communications to promote a positive image of Manchester.
2. Create and aggressively promote Manchester as destination site and model community.

3. Define "who is Manchester" and "why Manchester" by undertaking a series of interviews, focus groups, surveys and other means to help the City define its perception of its self.

E. NEIGHBORHOOD DEVELOPMENT

1. Create neighborhood development and redevelopment plans including a plan for the Granite Square, Hollow (Hallsville), Squag and other neighborhood areas.
2. Continue Neighborhood infrastructure improvements such as road repairs, sidewalk development, and other similar improvements.
3. Encourage small business development in the neighborhoods.
 - a) Conduct neighborhood business district meetings and workshops to share information on available business assistance, loan and grant programs, and to gain a better understanding of the opportunities and challenges of each distinct area.
 - b) Develop marketing materials specific to each neighborhood business district.

F. ARTS, CULTURE AND TOURISM

1. Create and promote more performing arts and cultural events including activities in the neighborhoods.
 - a) Encourage neighborhood associations, churches, schools, businesses and various arts and cultural organizations to collaborate on neighborhood-based arts and cultural programming.
 - b) Work with various ethnic and national groups and organizations to promote events that reflect the diversity of cultures.
 - c) Support-the creation of a robust arts and cultural commission.

G. GREEN ENERGY/SUSTANIABLE GROWTH

1. Use the City's natural resources as an economic development tool by promoting its water resources, important wildlife habitats, scenic vistas and other features to prospective businesses, residents and visitors.
2. Create a directory of available alternative energy resources.

H. HOUSING

1. Increase the development of housing in downtown and the Millyard, including housing aimed at Downtown/Millyard workers, young professionals and others, by and providing incentives and through other means. Specific projects include:

- a) Completion of the remaining 165 of the 189 unit Riverwalk Place development (1 to 3 years).
 - b) Development of the 89-units in the approved mixed-use rehabilitation of 300 Bedford Street.
 - c) Rehabilitation of vacant and underutilized upper floors of commercial mixed-use and commercial building throughout downtown (1 to 5 years).
 - d) development of the approved three-story residential building in the River's Edge (Jac Pac) project.
 - d) Incorporation of residential units in new mixed use development on Elm Street South.
2. Encourage landlords to assist in neighborhood development and provide incentives to rehabilitate their properties.
- Focus on increasing homeownership in neighborhoods with 50% or less owner occupied units

I. INFRASTRUCTURE

- a) Restore commuter rail service to Manchester along with the development of multi-modal transit centers serving downtown and the airport.
- b) Continue to develop and expand upon existing pedestrian and bicycle accommodations including the development of improved sidewalks, trails and bike lanes along with appropriate lighting, landscaping, pedestrian friendly traffic calming measure and other improvements.
- c) Complete the Riverwalk and expand access to the water's edge to more promote river-oriented activity.
- d) Create a standardized streetscape plan for the City that includes specifications for pedestrian amenities, street trees, traffic calming measures and other improvements.
- e) Work towards providing a better overall public transportation system

J. OTHER KEY DEVELOPMENT INITIATIVES

- 1. Renovate the Pandora Building along with redevelopment of the adjacent Seal Tanning and Granite Street lots.
- 2. Create a redevelopment plan for the South Willow, Gold Street and Beech Street area.
- 3. Complete the Northwest Business Park at Hackett Hill.
- 4. Develop a new convention center capable of supporting larger events.
- 5. Create a "North of Bridge" improvement area in the downtown

VI. STRATEGIC PROJECTS, PROGRAMS, ACTIVITIES and CEDS PLAN of ACTION

This section identifies the projects programs and activities intended to implement the Goals and Objectives of the CEDS. The section also includes the CEDS Plan of Action and identifies performance measures such as job creation, number of residential units or square footage of commercial and industrial space developed. It also discusses funding sources, identifies lead organizations and describes the way in which key projects meet national, state and regional goals. Section A identifies *Vital* projects by category. Section B discusses other strategic projects, programs and activities.

A. VITAL PROJECTS, PROGRAMS AND ACTIVITIES

Vital projects, programs and activities are considered to be initiatives that received the highest overall priority by the CEDS Committee with consideration for the impact on job creation and retention, impact on distressed populations, readiness to proceed, environmental impact and the ability of the lead organizations or sponsors to manage the project. Vital projects are also defined as those programs or activities that address multiple CEDS goals and that have a strong regional impact. The following Vital projects, programs and activities are presented by category.

Downtown Development

Redevelop, integrate and improve the area south of the downtown core along Elm Street from Lake/Granite Street to Queen City Avenue and between Elm Street and the Merrimack River including completion of the Jac Pac (Rivers Edge) development, redevelopment the Rockwell site, implementation of the proposed Gaslight/Warehouse District and South Elm Streetscape improvements and completion of the Baseball Stadium/Riverwalk Place development.

Improvements to the “South Downtown” corridor would provide significant **economic development opportunities** through increased job creation in a diverse array of businesses and industries. Improved pedestrian & bicycle accommodations, new public transit facilities, public parking, and street and highway improvements integrated into specific development projects would **foster effective transportation access**. **Environmental protection** would be enhanced through the clean-up of brownfields sites, incorporation of “green” building technologies, improved stormwater treatment, through planting street trees and the development of a new Riverfront park. Collectively, the jobs created and retained would cover a wide range of disciplines and skill levels including jobs available to low and moderate income people and semi-skilled and entry-level workers in retail, food service and other industries. The potential development of office and R&D space in the area would also likely attract business and professional services, healthcare, software development & IT uses and other state and local target industries. As such, **the effective use and development of the workforce will be maximized consistent state and local goals**. Further, utility improvements, including telecommunications infrastructure will be improved throughout the corridor and **state-of-the-art technology will be promoted** and incorporated into the building systems of major projects such as the Elliot at River’s Edge. By encouraging higher-density, mixed-use development that is integrated into the existing urban fabric, **sound land use management and physical**

development within the region is promoted. Through various partnerships, **the use and investment of adequate funds** from multiple, private, public and semi-public sources would be leveraged.

It should also be noted that the improvements recommended for this area also touch on several CEDS goals including the development of additional downtown housing, the development of additional downtown retail including grocery and anchor retail stores, transit goals, the improvement of bike and pedestrian paths and ways, and the promotion of natural resources such as the Merrimack River. Specific projects, strategies, programs and actions are outlined below.

1. **River's Edge (Jac Pac)**

Continue to work with the property owner/developer, prospective tenants and purchasers and other parties to complete the "River's Edge" development on the former Jac Pac site.

River's Edge is the largest development project in Manchester in approximately 30 years. The project involves the demolition of an expansive former meatpacking plant situated on 17 acres located on Queen City Avenue, a major gateway into the City, about a mile south of the downtown core. The site is bisected by an active railroad line and has frontage on the Merrimack River. The groundwater underlying the site is contaminated and buildings on the site contain extensive quantities of asbestos and other contaminants. The development project includes demolition of the existing buildings (in progress), clean up of the site and development of a 240,000 sq. ft. urgent care center for Elliot Hospital expandable to 348,000 sq. ft., a 111,000 square foot medical office building, a 35-50 unit apartment building and a 13,000 sq. ft. retail commercial building. Site improvements also include a 700 car parking garage for the urgent care facility and a second garage for the medical office building. Infrastructure improvements will also include development of a new entrance from Queen City Avenue and an extension of Gas Street to provide access to Elm Street. Four acres of the seventeen acre site will be returned to the City for use as a public park. The site will also be accessible to the Riverwalk which connects River's Edge to the adjacent Riverwalk Place residential development currently under construction and MerchantsAuto.com Stadium (the City's new Baseball Stadium and home of the AA Minor League New Hampshire Fisher Cats). It is noteworthy that attracting a minor league baseball team to Manchester was a goal of the 2003 CEDS. In addition to its economic benefits, the development of the Elliot Urgent Care facility will also greatly enhance the delivery of medical services to the Greater Manchester area.

Lead Organizations: Anagnost Investments, Inc., Elliot Hospital & Manchester Economic Development Office.

Funding: \$80 to \$100 million including private financing, New Markets Tax Credits, possible EDA funds and other sources.

Job Creation: 200 to 250 new permanent jobs with up to 800 jobs retained.

Timing: 1 to 3 years.

2. **Redevelopment of the Rockwell Site**

Redevelop the Rockwell property into a mixed-use project that could include major anchor retail and/or entertainment uses such as a downtown grocery store, movie theater, department store and other retail uses along with the planned multi-modal transit center (See Infrastructure, below)

Rockwell International has announced plans to vacate their existing facility at Elm and Auburn Streets at the end of 2009. Approximately 175 jobs are expected to be lost. The 12-acre site contains a former mid-twentieth century department store converted into an industrial facility with extensive surface parking. The property is strategically located just south of the downtown core situated between the “Gaslight District” and Gas Street which will serve as a secondary access to the River’s Edge project described above. The Rockwell site has been identified as the City’s preferred location for a new park & ride/intermodal transit facility that will accommodate inter-city bus and future commuter rail service. In addition, a recent study identified the Rockwell site as a possible location for a new convention center.

Lead Organizations: Anagnost Investments, Inc., Manchester Economic Development Office, Manchester Highway Department and the New Hampshire Department of Transportation.

Funding: \$50 million including private financing, \$9.4 million in federal CMAQ and City funding, \$500,000 in state capital funding, possible New Markets Tax Credits, possible EDA funds and other sources.

Job Creation: Up to 750 new jobs created or retained.

Timing: 2 to 5 years.

3. **Warehouse District & South Elm Street Improvements**

Work with area property owners, developers and others to encourage redevelopment of other sites in the “Warehouse District” on Elm Street between Queen City Ave. and Lake Street including 379 Elm Street, the Thibault property and other sites.

The Warehouse District is comprised of mainly one and two story former industrial and warehouse buildings, many of which are currently vacant or underutilized, situated along Elm Street south of the downtown core and north of the River’s Edge site. The Rockwell property discussed above is located within this district. New Hampshire’s largest indoor performance venue, the 10,000-seat Verizon Wireless Arena, sits at the northern edge of the district. With its year-round schedule of minor league hockey, arena football, concerts and other events, the Verizon attracts around 750,000 visitors a year which greatly enhances the development potential of the adjacent Warehouse District and south Elm Street area.

Lead Organizations: Manchester Economic Development.

Funding: \$50 to \$80 million in private funding with possible New Markets Tax Credits, EDA funds and other sources. Low interest loans targeted to the area are also available from the Manchester Development Corporation and Hampshire First Bank.

Job Creation: Up to 500 new jobs created or retained (not including Rockwell).

Timing: 1 to 5 years.

4. **South Elm Street Improvements**

Construct sidewalk, streetlight, landscaping, parking and utility improvements on Elm Street between Lake and Valley Streets and between Valley and Queen City Avenue to give the area a look and feel similar to that of Elm Street north of Lake Street. These improvements are planned to stimulate private investment in various sites with the Warehouse District (see 3, above). Preliminary designs were completed in 2008 for the Lake to Valley Street section.

Lead Organizations: Manchester Highway Department and Economic Development Office.

Funding: \$3.5 million in City of Manchester and possible Federal TE, CDBG and EDA funds.

Job Creation: Up to 500 new jobs created or retained (see 3, above).

Timing: Elm Street between Lake and Valley Streets (1 to 2 years), Valley and Queen City Avenue (2 to 3 years).

5. **Gaslight District**

Construct sidewalk, landscaping, gateway arches and other improvements in the “Gaslight District” to encourage its redevelopment into a mixed-use entertainment oriented district. Preliminary designs were completed in 2008.

The Gaslight District is an approximately four block area comprised primarily of late 19th and early 20th century industrial buildings, many of which have historic and architectural value. The area is bounded by the Rockwell site to the south (see 2 above), The Center of New Hampshire Convention Center and Radisson Hotel and Verizon Wireless Arena (see description in subsection 3, above) to the east. MerchantsAuto.com Stadium is located about ¼-mile to the west. Given its location and appealing characteristics, the area has great potential to develop into a mixed-use district with a focus on entertainment, dining and specialty retail.

Lead Organizations: Manchester Highway Department and Economic Development Office.

Funding: \$1.5 million in City of Manchester and possible Federal TE, CDBG and EDA funds. Low interest loans targeted to the area are also available from the Manchester Development Corporation and Hampshire First Bank.

Job Creation: Up to 250 new jobs created or retained.

Timing: 1 to 2 years.

INFRASTRUCTURE IMPROVEMENTS

Restore commuter rail service from Boston to Manchester on the existing rail line from Lowell, MA through Nashua (Capital Corridor Project), with eventual service to Concord, NH along with the development of multi-modal transit centers serving downtown and the airport. Additional stops would be located in Nashua, NH, Chelmsford, MA and possibly Merrimack, NH.

Expansion of Commuter Rail service to New Hampshire and to the Manchester area specifically, has tremendous potential to **stimulate significant economic development opportunities** through increased job creation, expansion of and **effective use and development of available workforce** including young professionals (an important state and local goal), increased property values in the vicinity of station sites and by improving overall quality of life. The project would have the effect of plugging the Manchester area into one of the largest transit systems in the country providing rail access to and from Boston and mid-sized urban centers such as Providence, Rhode Island and Cambridge, Lowell and Worcester, Massachusetts. In addition, rail service would be provided to the Manchester-Boston Regional airport (the fastest growing airport in the region) from Massachusetts, as well as to Logan International Airport in Boston. Obviously, **effective transportation access** would be greatly enhanced. The **use of up-to-date technology including high speed telecommunications would be promoted** in all aspects of the project. The proposed project would **utilize significant federal and state funds** to leverage private investment, primarily in and around station sites. **Environmental protection would be enhanced** through reduced automobile emissions and through reduced truck traffic resulting from the ability to move freight on improved track. Further, mixed-use transit oriented development which would be encouraged around station sites in downtown Manchester and at the airport station in Bedford or Merrimack. Such development would significantly **foster sound land use management and physical development**. Specific activities are outlined below

1. **Corridor Improvements**

Continue to work with the New Hampshire Rail Transit Authority, Southern New Hampshire Planning Commission, NHDOT and other parties to identify funding sources and secure necessary agreements with the Railroad, the MBTA and other necessary parties to provide for track improvements for the Capital Corridor. The Capital Corridor is the top priority rail transit improvement identified by the New Hampshire Rail Transit Authority, running between Lowell, MA and downtown Manchester, with eventual expansion to Concord, NH. The project also includes the acquisition of train cars, engines, and other necessary improvements.

Lead Organizations: NH Rail advisory Authority, Southern NH Planning Commission, Manchester Economic Development Office, NH DOT.

Funding: \$300 million from Federal Transit Authority, State of NH and other state and federal funding sources.

Job Creation: 30 to 40 (directly created new jobs).

Timing: 1-5 years

2. **Downtown Park & Ride/Inter-modal Facility**

Work with the NH DOT and Southern New Hampshire Planning Commission to advance the \$9.4 million in federal CMAQ funds allocated for development of the downtown Park & Ride/Inter modal facility currently scheduled for the 2012 to 2016 period to the 2009 to 2010 period.

Lead Organizations: Manchester Economic Development Office, Southern NH Planning Commission, NH Rail advisory Authority, NH DOT.

Funding: \$9.4 million from federal CMAQ funds and City of Manchester. \$500,000 also available in state funds.

Job Creation: 5 to 10 design related jobs.

Timing: 1-2 years

3. **Transit Oriented Development**

Work with the Rockwell site ownership to incorporate the development of a 400 to 650 car park & ride/intermodal into redevelopment of the overall site (see 2, above). Should integration of the facility into the overall site redevelopment prove to be infeasible, the City-owned Bedford Street lot located at the Canal and Spring Streets has been selected as the back-up site.

Lead Organizations: Manchester Economic Development Office, Anagnost Investments, Southern NH Planning Commission, NH DOT.

Funding: \$9.4 million from federal CMAQ funds and City of Manchester. \$500,000 also available in state funds. Up to \$50 million in private funds leveraged.

Job Creation: Up to 750 jobs created or retained.

Timing: 1-2 years

4. **Manchester-Boston Regional Airport Intermodal Transit Facility.**

Work with the Manchester-Boston Regional Airport, Southern New Hampshire Planning Commission and public officials in Bedford and/or Merrimack to develop a park & ride/intermodal transit facility to serve the airport and area commuters. Given limits on the availability of appropriate sites for station development in Manchester in close proximity to the airport and with consideration for the Airport Access Road now under construction, the proposed airport station is likely to be located in the town of Merrimack or Bedford. The station site is also anticipated to draw a considerable number of commuters from the surrounding area and is projected to generate the largest of number of passengers of any of the stations currently planned. As such, station site development will be planned in conjunction with mixed-use transit oriented development likely to include significant office, retail and residential uses.

Lead Organizations: Manchester-Boston Regional Airport, Southern New Hampshire Planning Commission, Manchester Economic Development Office.

Funding: \$9 to \$10 million from federal CMAQ funds, Manchester-Boston Regional Airport and other sources.

Job Creation: 500 created or retained.

Timing: 3 to 5 years.

EDUCATION /WORKFORCE DEVELOPMENT

Support continued expansion of area Colleges and Universities through advocacy, planning, and assistance in obtaining permits and approvals, parking, obtaining public financing and other forms of assistance.

The improvements describe below benefit the Manchester economy through job creation, student spending and by serving as catalysts for innovation and the creation of new businesses and industries. Most of the projects described are also heavily oriented toward workforce development and are have been developed based on programming derived from consultations with local businesses, analyses of gaps in existing educational programming and designed with consideration for businesses and industry trends. As such, these proposed improvements collectively meet the following CEDS goals:

- Encourage area colleges and universities to collaborate with industry to provide applied sciences and technology training for workforce development and strengthen the college to business link.
- Develop a strategy to keep the workforce trained and growing through partnerships with existing educational systems and the creation of new training and employee recruitment programs.
- Encourage area colleges and universities to expand applied science and technology education programs in collaboration with private industry.

In addition to the benefits noted above, the expansion of Manchester area colleges and universities would provide **significant economic development opportunities** through increased job creation directly and well as indirectly in a variety of businesses and industries that provide support services and products to students, faculty, staff and visitors. Economic vitality would also be increased through **enhanced workforce development**, increased access to job training and continuing education for existing area workers, and the development of businesses and industries that spin off of and benefit from proximity to research and instructional facilities. By providing greater educational opportunities within the core of the Manchester Metro area, travel requirements would be reduced for commuter students which would foster **more effective transportation access**, enable the use of public transit and reduce automobile emissions. The projects proposed would also **obtain and utilize adequate funds** leveraged through a variety of private, public and semi-public sources. **Environmental protection would be enhanced** through the incorporation of “green” building technologies in most sites, the rehabilitation and reuse of existing buildings in many cases – including the restoration of buildings of historic value. The use of **state-of-the art technology, including high-speed telecommunications,**

would be promoted in all improvement projects. Further, by developing expanded facilities within the existing urbanized area, these projects **foster sound land use management and physical development**. Specific projects include:

1. **The University of New Hampshire Manchester (UNHM) campus expansion.**
Expansion of the UNHM facility on Commercial Street in Manchester's Historic Millyard to include a science and technology center developed on UNH property adjacent to its existing 75,000 square foot facility. The proposed expansion would include classroom and laboratory space to enhance UNHM's focus on applied science, technology and business education at the graduate and undergraduate levels. The addition, currently in the planning stages, could range in size from 24,000 to 84,000 square feet and potentially allow for the current enrollment of approximately 1,500 students to double. Programming would be oriented toward meeting the workforce development needs of the greater Manchester and Merrimack Valley areas.

Lead Organizations: UNH Manchester, University System of New Hampshire.

Funding: \$25-\$35 million including state funding, private contributions, US Dept of Education grants, possible EDA funding, and other sources.

Job Creation: Up to 150.

Timing: 3 to 5 years.

2. **Massachusetts College of Pharmacy & Health Sciences expansion.**
This project would expand the existing Massachusetts College of Pharmacy & Health Sciences (MCPHS) facility to allow enrollment to double from 226 to 500 students and to double the current total of 38 faculty and staff allowing the college to better serve demand in the Manchester area and elsewhere in northern New England. The project involves the acquisition and redevelopment of a site adjacent to its existing Elm Street facility in downtown Manchester to provide expanded program space and parking along with the rehabilitation of 10,000 square feet of existing space. In addition, the expansion would allow Dental Hygiene and Radiological programs to be added to current existing Nursing, Pharmacy and Physician's assistant programs. The project would be phased over a four period with completion anticipated for 2012. The MCPHS' primary campus is located in Boston with an additional facility located in Worcester, Massachusetts.

Lead Organizations: Massachusetts College of Pharmacy & Health Sciences

Funding: \$25-\$35 million including state funding, private contributions, UD Dept of Education, possible EDA funding, and other sources.

Job Creation: 38.

Timing: 1 to 4 years.

3. **New Hampshire Institute of Art**

Continued expansion of the New Hampshire Institute of Art (NHIA) located in downtown Manchester, including the redevelopment of the former brick school house site on Lowell Street featuring the construction of a new multi-story building alongside the soon to be rehabilitated historic structure for additional instruction and dormitory space along with other improvements elsewhere in the downtown. Current plans anticipate enrollments to increase from over 300 students to currently to 800 over the next five to ten years with corresponding increases to the existing full and part-time complement of approximately 100 faculty and staff. The NHIA is the state's premier higher educational institution focused on the visual arts.

Lead Organizations: New Hampshire Institute of Art

Funding: \$5 million+ including private contributions, Section 108 loans, possible EDA funding, and other sources.

Job Creation: Up to 50.

Timing: 1 to 5 years.

Manchester Community College

Continued expansion and improvements to the **Manchester Community College** (MCC). The MCC has undergone dramatic improvements in recent years including the development of a new health science and state-of-the-art automotive facilities. The college serves Manchester and a large surrounding region.

Lead Organizations: Manchester Community College, University System of New Hampshire.

Funding: State of New Hampshire.

Job Creation: TBD.

Timing: 1 to 5 years.

4. **Southern New Hampshire University**

\$20 million expansion of the Southern New Hampshire University on River Road in Manchester and Hooksett to include new dining hall, academic building and parking.

Lead Organizations: Southern New Hampshire University

Funding: Private sources, possible EDA funding, and other sources.

Job Creation: TBD.

Timing: 1 to 2 years.

5. **Saint Anselm College**

Saint Anselm College, located partially in Manchester, but primarily in Goffstown, is planning to develop a new 150 bed residence hall, fitness center providing state-of-the-art cardiovascular and weight training equipment and rehabilitation of a former convent for faculty offices and instructional space. The college will cover the cost of these projects through their own sources.

Lead Organizations: Saint Anselm College

Funding: Private sources.

Job Creation: TBD.

Timing: 1 to 3 years.

HOUSING

1. **Increase the development of housing in downtown Manchester and the Millyard, including housing aimed at Downtown/Millyard workers, young professionals and others, by providing incentives and through other means. Specific projects include:**
 - a) Completion of the remaining 200 (+/-) units in the Riverwalk Place development (1 to 3 years).
 - b) Development of the 80+ units in the approved mixed-use rehabilitation of 300 Bedford Street.
 - c) Rehabilitation of vacant and underutilized upper floors of commercial mixed-use and commercial buildings throughout downtown (1 to 5 years).
 - d) Development of the approved three-story residential building in the River's Edge (Jac Pac) project (2 to 3 years).
 - e) Incorporation of residential units in new mixed use development on Elm Street South (2 to 5 years).

Development of additional downtown housing is critical to support the thousands of employees working in the more than 4 million square feet of office and commercial space in the downtown Manchester and Millyard areas. Such housing is also likely to help attract and retain young professionals, an important state and local goal. As such, these projects would **maximize the effective use and development of the area's workforce**. Additional housing would also stimulate downtown retail development – another important CEDS goal - and increase the overall vibrancy of downtown. With these improvements, **significant economic development opportunities** through increased job creation can be realized. Further, providing increased housing in close proximity to places of employment, shopping, services and entertainment venues would greatly reduce travel requirements which would **foster more effective transportation access**. **Up-to-date technology, including high-speed telecommunications**, would be promoted in all improvement projects. The projects proposed would **obtain and use adequate funds** from a variety of sources and leverage substantial private and public investment. **Environmental protection would be enhanced** through reduced emissions, the reuse of

existing – often historic buildings – and through the incorporation of green space and improved drainage systems into various projects such as Riverwalk Place. The development of new housing in downtown also **fosters sound land use management and physical development**. Together, these projects would result in the development of at least 500 new units, for a target rate of 100 per year.

Lead Organizations: Various private developers, the Manchester Planning & Community Development Department and Economic Development Office.

Funding: \$45 to \$50 million from private sources, CDBG, HUD HOME, Federal Tax Credit programs and other sources.

Job Creation: 20 direct. Up to 500 created and retained indirectly.

Timing: 1-5 years

OTHER KEY DEVELOPMENT INITIATIVES

1. Renovate the Pandora Building (currently underway) along with redevelopment of the adjacent Seal Tanning and Granite Street lots.

This redevelopment project, located at the recently improved Granite Street gateway into downtown Manchester, includes restoration of the former Pandora Mill into 120,000 square feet (+/-) of office and commercial space and the sale and redevelopment of two City-owned parking lots for structured parking to support the building and to enable the expansion of businesses in adjacent buildings within the “Gateway Technology Park” complex. The Pandora is a seriously deteriorated historic landmark of local, state and national importance that has been vacant for about 20 years. Its prominent nine-story tower, clearly visible from I-293, is an iconic feature of the Millyard and has great symbolic and emotional importance to people in the Manchester area.

The restoration of the Pandora Mill and redevelopment of the adjacent surface parking lots would provide **significant economic development opportunities** through increased job creation in the building itself as well as in surrounding buildings through the creation of additional parking capacity. The Gateway Technology Park area currently houses some of the Manchester area’s most prominent high tech employers such as Texas Instruments, Autodesk and Deka Research. As such, newly available space is likely to be attractive to state and local target industries such as software development and IT and medical instruments R&D which would therefore, **maximize the use of the workforce** consistent with state and local goals. The development of new downtown parking would **foster effective transportation access** to the area. The use of **state-of-the art technology, including high-speed telecommunications**, would be incorporated into the rehabilitated building to provide for a modern office environment. **Environmental protection would be enhanced** through the clean-up of on-site contamination and through the incorporation of “green” building technologies such as solar panels on the roof and energy efficient building systems. A public access easement would also be provided to the nearby Merrimack River. The project would **obtain and use adequate**

funds from private sources, leveraged by federal tax credit and other incentive programs. Further, by restoring and reusing a historic landmark and developing structured parking, **sound land use management and physical development** within the region is promoted.

Lead Organizations: Manchester Economic Development Office, 1848 Associates.

Funding: \$16 to \$20 million in private funds, with possible New Markets Tax credits, EDA and other funding sources.

Job Creation: 350.

Timing: 1-2 years

2. **Northwest Business Park at Hackett Hill.**

Conditional approval for Phase One of this project, consisting of 12 lots on 130 acres (+/-), was granted by the Manchester Planning Board in spring of 2007. All necessary environmental approvals have been granted and final design is in process. Upon completion of the final design, the marketing of individual lots can commence and the necessary infrastructure improvements including the widening of the existing road network, utility upgrades and other improvements can commence. These improvements will **foster more effective transportation access.**

Phase One is estimated to be able to support approximately 600,000 square feet of Class A office & light industrial space which is projected to support the creation of an estimated 1,200 jobs which would provide **significant economic development opportunities** for the Greater Manchester region and the state as a whole. Once Phase One is under development, planning for Phase Two, which is hampered by access limitations, can commence.

It is also noteworthy that the overall project has resulted in conservation of over 400 acres of natural areas and important wildlife habitat and will incorporate innovative environmental protection measures into the project such as the use of porous pavement, thereby **enhancing environmental protection. Up-to-date technology, including high-speed telecommunications,** would be integrated into the development of all individual sites. **Adequate City funds** of between \$3.5 and \$4 million can be obtained to leverage an estimated \$100 million in private investment. The Northwest Business Park at Hackett Hill is the last opportunity for significant new business and industrial development in Manchester. Developing the park would effectively create a new employment center in close proximity to the largest population concentration in the state which would foster **sound land use management and physical development** within the greater Manchester area. This project was also one of the key projects identified in the 2003 CEDS.

Lead Organizations: Manchester Housing & Redevelopment Authority, Manchester Economic Development Office.

Funding: \$3.5 to \$4 million in City of Manchester funds, with possible EDA and other funding sources.

Job Creation: 1,200.

Timing: 1-5 years

Business Climate

1. **Revisit, revamp and simplify the City's zoning ordinances, building codes and permitting processes to streamline approvals, provide greater flexibility and encourage more mixed-use development. Explore ways to increase flexibility in the regulation of new construction and renovation including the adoption of a modern rehabilitation code.**

Lead Organizations: Manchester Planning & Community Development Department, Building Department, Fire Department, Economic Development Office and Greater Manchester Chamber of Commerce.

Funding: TBD.

Job Creation: TBD.

Timing: 1 to 3 years.

B. IMPORTANT STRATEGIC PROJECTS, PROGRAMS & ACTIVITIES

Important projects, programs and activities are considered to be priority initiatives that would benefit job creation and retention, distressed populations, environmental quality and meet other important CEDS goals. These projects, programs and activities, however, though important, are likely to have less of an overall regional economic impact than is anticipated for vital projects. The following important projects, programs and activities are presented by category.

Housing

1. Encourage landlords to assist in neighborhood development and provide incentives to rehabilitate their properties.

Lead Organizations: Manchester Planning & Community Development Department, NeighborWorks, Inc.

Funding: TBD.

Job Creation: TBD.

Timing: 1-5 years

2. Focus on increasing homeownership in neighborhoods with 50% or less owner occupied units

Lead Organizations: Manchester Planning & Community Development Department, NeighborWorks.

Funding: TBD.

Job Creation: TBD.

Timing: 1-5 years

Infrastructure

1. **Continue to develop and expand upon existing pedestrian and bicycle accommodations including the development of improved sidewalks, trails and bike lanes along with appropriate lighting, landscaping, pedestrian friendly traffic calming measures and other improvements.**

Lead Organizations: Manchester Highway Department, Parks Recreation & Cemetery Department, Manchester Moves, Inc.

Funding: \$5 to \$6 million.

Job Creation: TBD.

Timing: 3-5 years

2. **Complete the Riverwalk and expand access to the water's edge to more promote river-oriented activity.**

Lead Organizations: Manchester Highway Department, Parks Recreation & Cemetery Department, Manchester Moves, Inc.

Funding: TBD.

Job Creation: TBD.

Timing: 1-5 years

3. **Create a standardized streetscape plan for the City that includes specifications for pedestrian amenities, street trees, traffic calming measures and other improvements.**

Lead Organizations: Manchester Highway Department.

Funding: TBD.

Job Creation: TBD.

Timing: 2-3 years

4. **Work towards providing a better overall public transportation system.**

Lead Organizations: Manchester Transit Authority, Southern NH Planning Commission, NH DOT.

Funding: TBD.

Job Creation: TBD.

Timing: 1-5 years

Downtown Development

1. **Promote downtown as a vibrant destination point for entertainment, business relocation, culture and education.**

- a) Continue to work with In-Town, the Chamber and the Manchester Economic Development Office (MEDO) to develop a marketing campaign to attract visitors to the downtown.

Lead Organizations: Manchester Economic Development Office.

Funding: NA.

Job Creation: NA.

Timing: 1 to 5 years.

- b) Develop marketing strategy focused specifically on attracting business to downtown.

Lead Organizations: Manchester Economic Development Office.

Funding: NA.

Job Creation: NA.

Timing: 1 to 2 years.

- c) Develop new or expanded convention facilities (see subsection 3 under Other Key Development Initiatives, below).

2. **Create venues that generate more foot traffic.**

- a) Continue to restrict the development of surface parking lots in the “Arena District,” in the vicinity of MerchantsAuto.com Stadium and near other major venues to encourage people to park and walk throughout the downtown area.

Lead Organizations: Manchester Planning & Community Development Department.

Funding: NA.

Job Creation: NA.

Timing: On-going.

- b) Continue to encourage new downtown development to be oriented toward the street.

Lead Organizations: Manchester Planning & Community Development and Building Departments.

Funding: NA.

Job Creation: NA.

Timing: On-going.

- c) Encourage retail, restaurant and service oriented business development at street level and to discourage first floor office and other uses that do not cater to foot traffic.

Lead Organizations: Manchester Planning & Community Development Department and Economic Development Office.

Funding: NA.

Job Creation: NA.

Timing: On-going.

- d) Work to attract specialty and in-fill retail, restaurant and service establishments that encourage people to move from one establishment to the other on foot.

Lead Organizations: Manchester Economic Development Office and In-Town Manchester.

Funding: NA.

Job Creation: NA.

Timing: 1 to 5 years.

4. **Develop/attract a downtown grocery store and “anchor” retail stores in Downtown.**

- a) Undertake a comprehensive market analysis of the downtown area market to determine the types of grocery and other major retail establishments that could be attracted to downtown based on area demographics, income and spending patterns, industry trends and other factors.

Lead Organizations: Manchester Economic Development Office.

Funding: \$50,000 – City of Manchester, Manchester Development Corporation, State of NH DRED, EDA.

Job Creation: TBD.

Timing: 1 to 2 years.

- b) Evaluate potential downtown grocery and anchor store locations based on industry standards and preferences.

Lead Organizations: Manchester Economic Development Office.

Funding: NA.

Job Creation: NA.

Timing: 1 to 2 years.

- c) Develop targeted marketing campaign to attract a grocery store, movie theater and various anchor retail stores based on the results of the market analysis noted above.

Lead Organizations: Manchester Economic Development Office.

Funding: \$10,000 to 20,000 – City of Manchester, Manchester Development Corporation, State of NH DRED, EDA.

Job Creation: TBD.

Timing: 1 to 2 years.

- d) Redevelop the Rockwell site (See 1 b in section A, above) and other potential downtown redevelopment sites with the potential to support larger scale retail establishments, preferably within the context of pedestrian oriented mixed-use developments.

Business Climate

1. Create programs to retain existing businesses.

- a) Implement a formalized business visitation program.

Lead Organizations: Manchester Economic Development Office and Greater Manchester Chamber of Commerce.

Funding: NA.

Job Creation: TBD.

Timing: 1 year.

- b) Increased use of the Economic Development Website, social network sites and other forms of outreach and communication.

Lead Organizations: Manchester Economic Development Office.

Funding: TBD.

Job Creation: TBD.

Timing: 1 to 2 years.

- c) Continue to promote and expand the City's Revolving Loan Fund.

Lead Organizations: Manchester Economic Development Office.

Funding: \$100,000 of additional funding per year from City of Manchester, CDBG and Manchester Development Corporation and other sources.

Job Creation: 50.

Timing: 1 to 5 years.

Other Key Development Initiatives

1. Create a redevelopment plan for the South Willow, Gold Street and Beech Street area.

This portion of south-central Manchester is a transitional area between the residential neighborhoods on and around the western portions of Gold Street and Beech Street, the industrially developed portions of eastern Gold Street and the heavily developed South Willow Street regional retail corridor. Traffic issues and land use conflicts have limited

the economic and development potential of the area. A comprehensive plan to address land use issues, infrastructure improvements and traffic management is required.

Lead Organizations: Manchester Planning & Community Development Department, Manchester Economic Development Office.

Funding: \$50,000 to \$70,000.

Job Creation: 250 created or retained.

Timing: 2-3 years

2. **Develop a new convention center capable of supporting larger events.**

Manchester's existing Center of New Hampshire facility is the state's largest convention center, serving as the venue for variety of significant local and regional events. Its relatively small size and configuration, however, limits its ability to draw larger events from a wider region. In 2008, the City of Manchester completed a feasibility study for the development of new or expanded convention facilities funded in part, with EDA funds. The study concluded that Manchester could support an expanded facility with 60,000 square feet of exhibit space, 15,000 square feet of ballroom space and 12,000 square feet of meeting space, roughly double what is currently available. An additional 400 hotel rooms was also recommended to support the facility. The Rockwell site (see 1 b in Section A, above) was recommended as a possible location for the proposed facility. Other potential sites include two locations adjacent to the existing center of New Hampshire/Radisson.

Lead Organizations: Manchester Economic Development Office.

Funding: \$20 million (convention facility only) in City of Manchester, possible EDA and other funding sources.

Job Creation: 30 to 40 (direct).

Timing: 3-5 years

3. **Create a "North of Bridge" improvement area in the downtown.**

In 2008, In-Town Manchester, a non-profit corporation that administers downtown Manchester's business service district, hosted a charette to stimulate development of a conceptual plan for the northern portion of the downtown area. As a direct result of the charette, an ad hoc committee of stakeholders has formed with the goal of encouraging infrastructure improvements, redevelopment and reinvestment in the area. Currently, a plan for streetscape improvements has been developed and proposed for funding.

Lead Organizations: In-Town Manchester.

Funding: TBD.

Job Creation: TBD

Timing: 2-3 years

Arts, Culture and Tourism

1. **Create and promote more performing arts and cultural events including activities in the neighborhoods.**
 - a) Encourage neighborhood associations, churches, schools, businesses and various arts and cultural organizations to collaborate on neighborhood-based arts and cultural programming.
 - b) Work with various ethnic and national groups and organizations to promote events that reflect the diversity of cultures.
 - c) Support-the creation of a robust arts and cultural commission.

Lead Organizations: Manchester Arts Commission.

Funding: TBD.

Job Creation: TBD.

Timing: 1 to 5 years

Green Energy/Sustainable Growth

1. **Use the City's natural resources as an economic development tool by promoting its water resources, important wildlife habitats, scenic vistas and other features to prospective businesses, residents and visitors.**

Lead Organizations: Manchester Economic Development Office.

Funding: TBD.

Job Creation: TBD.

Timing: 2-5 years

2. **Create a directory of available alternative energy resources.**

Lead Organizations: Greater Manchester Chamber of Commerce Green Committee.

Funding: TBD.

Job Creation: TBD.

Timing: 1-3 years

Marketing

1. **Expand the City's marketing program to improve the perception of Manchester and aggressively promote it as a destination place, as a good location to start a business and to attract more high tech industries.**
 - a) Expand Manchester's representation at trade shows, trade missions and participation in other potential marketing initiatives and events.
 - b) Continue to develop the MEDO website as a vehicle for promoting a positive image of the City.
 - c) Increase the use of earned media coverage of positive economic development related events through press releases, public speaking engagements, and other means.
 - d) Increase the use of web based, radio and appropriate print advertizing communications to promote a positive image of Manchester.

Lead Organizations: Manchester Economic Development Office.

Funding: \$50,000 per year from City of Manchester, Manchester Development Corporation, CDBG, NH DRED, possible EDA and possible EDA funding sources.

Job Creation: TBD.

Timing: 1 to 5 years.

3. **Define "who is Manchester" and "why Manchester" by undertaking a series of interviews, focus groups, surveys and other means to help the City define its perception of its self.**

Lead Organizations: Manchester Economic Development Office.

Funding: TBD.

Job Creation: TBD.

Timing: 1 to 2 years

Neighborhood Development

1. **Create neighborhood development and redevelopment plans including a plan for the Granite Square, Hollow (Hallsville), Squag and other neighborhood areas.**

Lead Organizations: Manchester Planning & Community Development Department, Economic Development Office and NeighborWorks, Inc.

Funding: \$250,000 from City of Manchester, CDBG, Possible EDA and other sources.

Job Creation: TBD.

Timing: 1 to 5 years.

2. **Continue Neighborhood infrastructure improvements such as road repairs, sidewalk development, and other similar improvements.**

Lead Organizations: Manchester Highway Department.

Funding: TBD.

Job Creation: TBD.

Timing: 1 to 5 years.

3. **Encourage small business development in the neighborhoods.**

- a) Conduct neighborhood business district meetings and workshops to share information on available business assistance, loan and grant programs, and to gain a better understanding of the opportunities and challenges of each distinct area.

Lead Organizations: Manchester Economic Development Office.

Funding: TBD.

Job Creation: TBD.

Timing: 1 to 2 years

- b) **Develop marketing materials specific to each neighborhood business districts.**

Lead Organizations: Manchester Economic Development Office.

Funding: \$20,000 from City of Manchester and other sources.

Job Creation: TBD.

Timing: 2 to 3 years

Appendix 1: CEDS Committee Membership

Appendix 2: Documents from CEDS Committee Meetings