

# Rethinking Economic Development Incentives

Innovation as a Catalyst for Growth and Opportunities



# Speaker



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CITY OF MANCHESTER, NH

Jodie is the Director of Economic Development for the City of Manchester, NH, bringing over a decade of experience in municipal community development. Her educational background includes a Master's in Public Administration from Southern New Hampshire University, a Bachelor of Science in Environmental Planning, and a Minor in Geographic Information Systems from Plymouth State University. In addition to her academic achievements, Jodie holds various certifications, including one in Creative Placemaking from the Institute of Art and Design at New England College and another in Leadership and Management from the University of New Hampshire Cooperative Extension. She is also an active and dedicated member of the American Institute of Certified Planners.

# Agenda

## Part 1: The Need

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- Thinking outside the box for strategic growth and equity

## Part 2: Innovation for Growth

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- Keep the old, but in with the new
- Strategy examples from MHT

## Part 3: Final Thoughts

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- Other noteworthy efforts
- Why invest?
- Questions?



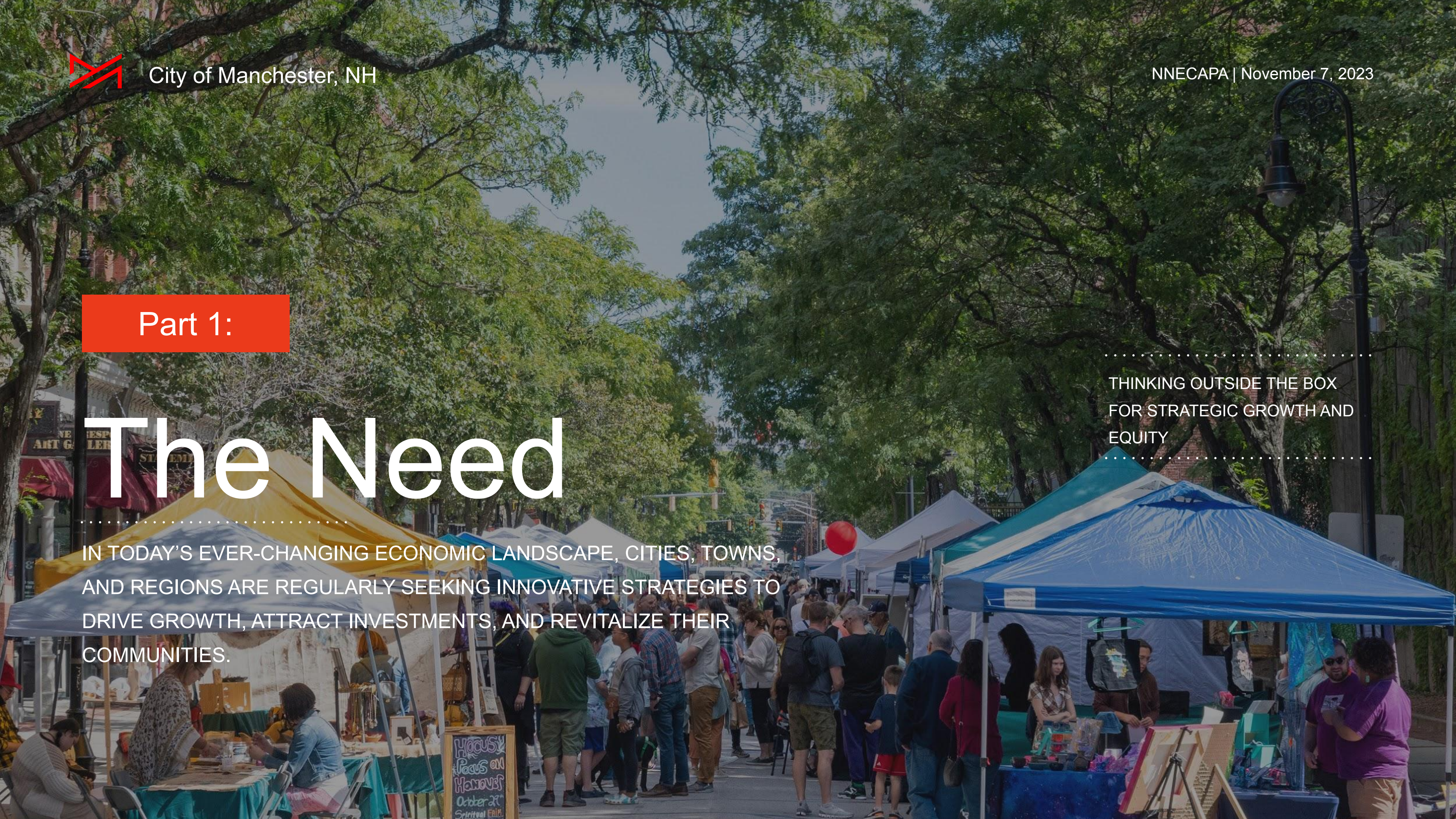


Part 1:

# The Need

IN TODAY'S EVER-CHANGING ECONOMIC LANDSCAPE, CITIES, TOWNS, AND REGIONS ARE REGULARLY SEEKING INNOVATIVE STRATEGIES TO DRIVE GROWTH, ATTRACT INVESTMENTS, AND REVITALIZE THEIR COMMUNITIES.

.....  
THINKING OUTSIDE THE BOX  
FOR STRATEGIC GROWTH AND  
EQUITY  
.....





“ The Northern New England cities face a unique challenge: They’re large enough to experience many of the issues faced by urban areas (e.g., housing, transit, and affordability) but small enough to be profoundly affected by negative impacts to population or their central industries. ”

#### Challenge

Promoting job creation, business growth, housing options, affordability, innovation, and tourism in our communities during increasingly difficult times.

#### Challenge

Maintain, increase, and diversify the tax base. Increase revenues faster than the cost of municipal services increases. Business Retention. Economic vitality and diversification.







City of Manchester, NH

NNECAPA | November 7, 2023

Part 2:

# Innovation for Growth & Equity

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City of Manchester, NH

# 1. Manchester Branding and Marketing Strategy, 2023

NNECAPA | November 7, 2023







Manchester, NH, desperately needed to start sharing its own story instead of it being dictated by outsiders and Armchair Warriors.

In late 2022, we launched an RFP process to develop a branding and marketing strategy that will take the city into the future.

In 2023, we began an inside-out approach to identify the city's place brand – and it started with listening. In-depth interviews with a range of people identified a 'brand story' and DNA Statement.

Ultimately, the goal is to create a solid feel for Manchester, enhancing its value to residents, visitors, and investors. The brand will emphasize Manchester's strengths and assets, ensuring a comprehensive understanding of what we have to offer, even for those who have not personally experienced it.





Photo Credit: Karen Jerzyk Photo

## Research

1. **Site Visit Conversations:** A range of engaging dialogues, including impromptu discussions, group sessions, and individual interviews.
2. **DistinctlyManchester.com Feedbacks:** Pertaining to outreach received on our project website.
3. **Community Survey Responses:** Offering valuable community insights.
4. **External Perception Calls:** Shedding light on Manchester's external image from local stakeholders (Chamber leaders, Economic Development Professionals, Local City Managers).
5. **External Consumer Responses:** Capturing the voice of external visitors.

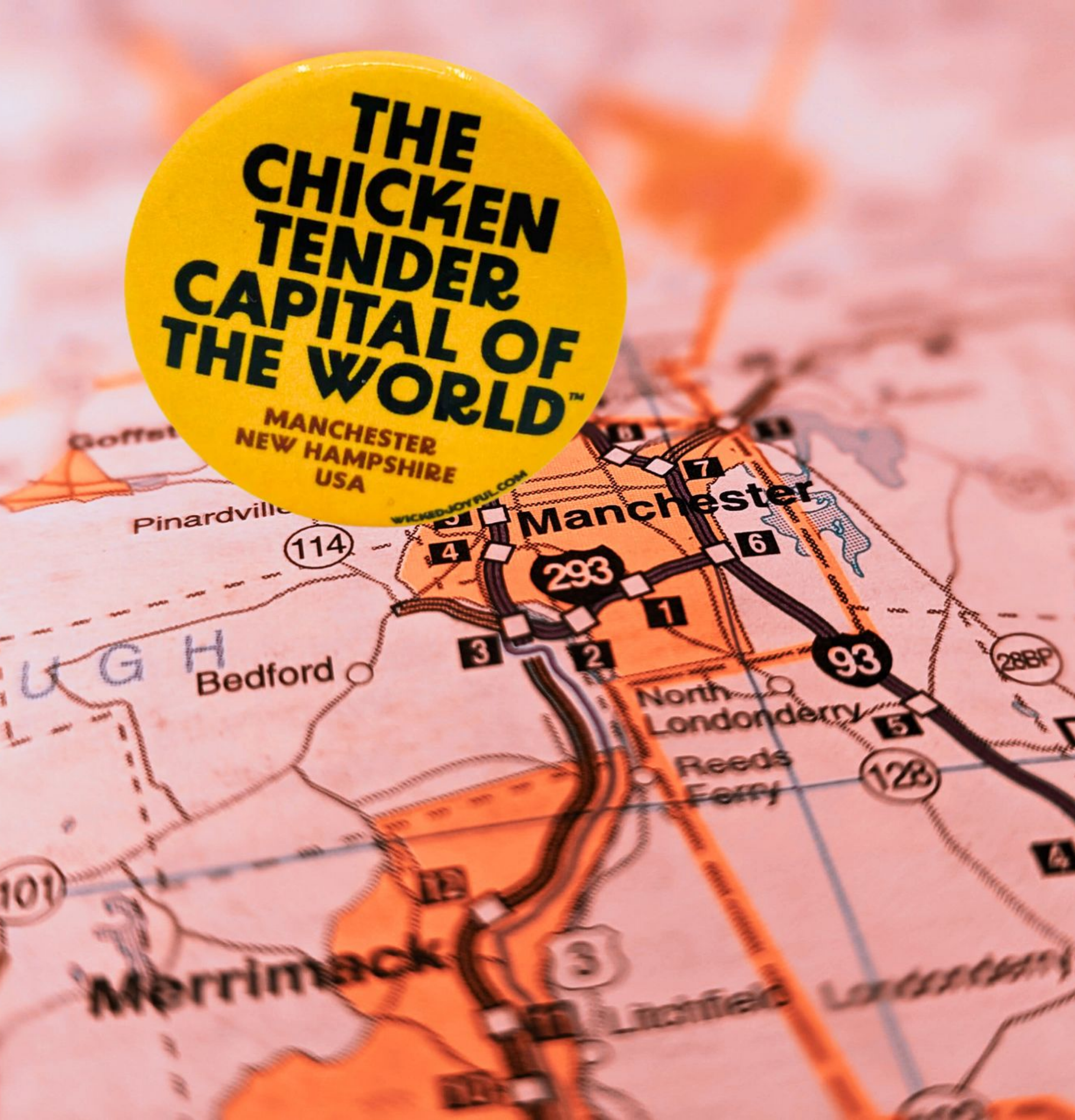
## Key Insights

- **Hidden Gems:**
  - Restaurants, Parks & Trails, Arts lead the chart.
  - Other noteworthy mentions include History, Location, Museums (especially The Currier Museum), The Millyard, Waterways, Tech Innovation, and being the Chicken Tender Capital.
- **Manchester's Distinctiveness (internal - no surprises here):**
  - Its convenient location & connectivity.
  - New Hampshire's largest city with rich cultural offerings.
  - Having a diverse culture with varying incomes, cultures, and interests.
  - However, issues such as homelessness and urban challenges cast a shadow.
- **General Sentiments:**
  - While some see Manchester as having "great character" and being "inclusive," others feel it's "the least desirable spot in the state to live." There's a pressing need to enhance local pride and promote Manchester's positives.









<https://www.tiktok.com/@wbznewsradio/video/7260861208054500651>





## 2. Livability.com

LIVABILITY MEDIA

Sharing The Stories of America's Best Places



Manchester, NH  
Ranks Among the  
Best Places to Live in  
the U.S. 2023

[Home](#) > [New Hampshire](#) > [Manchester, NH](#)

## Manchester, NH

Meet the "Queen City" of [New Hampshire](#).

Manchester, nestled along the banks of the Merrimack River, is flowing with plenty of amenities, and has become a cultural and business hub.

This midsize city about an hour north of Boston, MA, is a wonderful place to live. It boasts a central location, a thriving economy with plenty of job opportunities, short commutes, walkability and [affordability](#) (no state income tax or sales tax!). Residents also enjoy easy access to the stunning surroundings of New England, including some of the best fall foliage in the United States.



# Livability.com

Livability explores what makes small-to-medium-sized cities great places to live. Through proprietary research studies, engaging articles, and original photography and video, we examine topics related to community amenities, education, sustainability, transportation, housing, and the economy. We then leverage that expertise to develop city rankings for a range of topics, including small towns, college towns, and our annual Top 100 Best Places to Live.





FORBES MAGAZINE

Manchester is cool and getting cooler all the time. The City is well-equipped with all the raw ingredients it needs to be a modern city that attracts young families and offers a high quality of life for long-time residents. Several new and renovated parks and close proximity to the White Mountains, Lakes Region and the seacoast attract adventurous and outdoorsy young families.

A landing place for immigrants and refugees, Manchester is the second most diverse city with Nashua being the first, according to niche.com. The broad range of ethnicities and backgrounds translates locally into a wealth of cultural events and restaurants. Multiple new dining, drinking, and entertainment establishments have opened their doors in the past few years, and it seems likely that many more will follow.

In 2017, Manchester ranked #19 among the happiest cities in America, according to Forbes. The factors that shot the City into this enviable spot were access to green spaces, a work/life balance, and residents feeling that they were able to achieve their professional goals. These factors likely influenced other notable rankings, such as Manchester's 2019 placement in the top 20 cities nationally with the highest net in-migration of millennials, according to BUSINESS NH Magazine. Also, US News & World Report placed Manchester at #43 on its 2019 list of "Best Places to Live in the US" based on five metrics: job market, value, quality of life, desirability, and net migration.

## Ranked: The 25 Happiest Cities In America



**Laura Bagley Bloom** Senior Contributor @  
ForbesWoman

THIRTY-THREE

Locals in the happiest cities tend to smile, laugh and socialize more often

🐦 If we're happy where we live, we're more likely to achieve bigger goals



Source: Forbes Magazine

BUSINESS NH MAGAZINE

BUSINESS NH Magazine applauded the City's recent influx of millennials, among the highest in the nation. This trend is a strong, positive sign for the area's economy, as incoming young workers are needed to reverse the historical pattern of "brain drain"—loss of young, educated residents—and supply Manchester's businesses with fresh talent.



Source: BUSINESS NH Magazine

## NH BUSINESS REVIEW

New Hampshire  
a top destination  
where people  
are moving.



Source: NH Business Review

# IMAGE AND VIBE

LIVABILITY.COM

Livability.com ranks Manchester in their top 100 livable cities nationwide. The article begins by stating, "Manchester is a true treasure," and goes on to highlight the City's "perfect skiing weather," breweries, and plentiful weekend events.



Source: Liability

## WALLETHUB

2021's Best Cities for Jobs, Manchester ranked as the #22 Best City in the Nation to Find a Job out of 182 U.S. Cities.



Source: Wallethub

## NEW HAMPSHIRE

Manchester was featured in a 2018 issue of New Hampshire Magazine that reported the City's influx of young residents, increasing livability, and the opening of several hip new businesses, including a "board game bar" and a new bookstore café.



Source: NH Magazine

## AREA VIBES

**A+ for amenities.**



Source: Areawibes

## REAL ESTATE

In 2020, Manchester ranked as the 54th Best Place to Live in the USA. Cited among Manchester's strengths were: its location, a "vibrant" student population, job market, and quality of life.



Source: Realestate.usnews.com



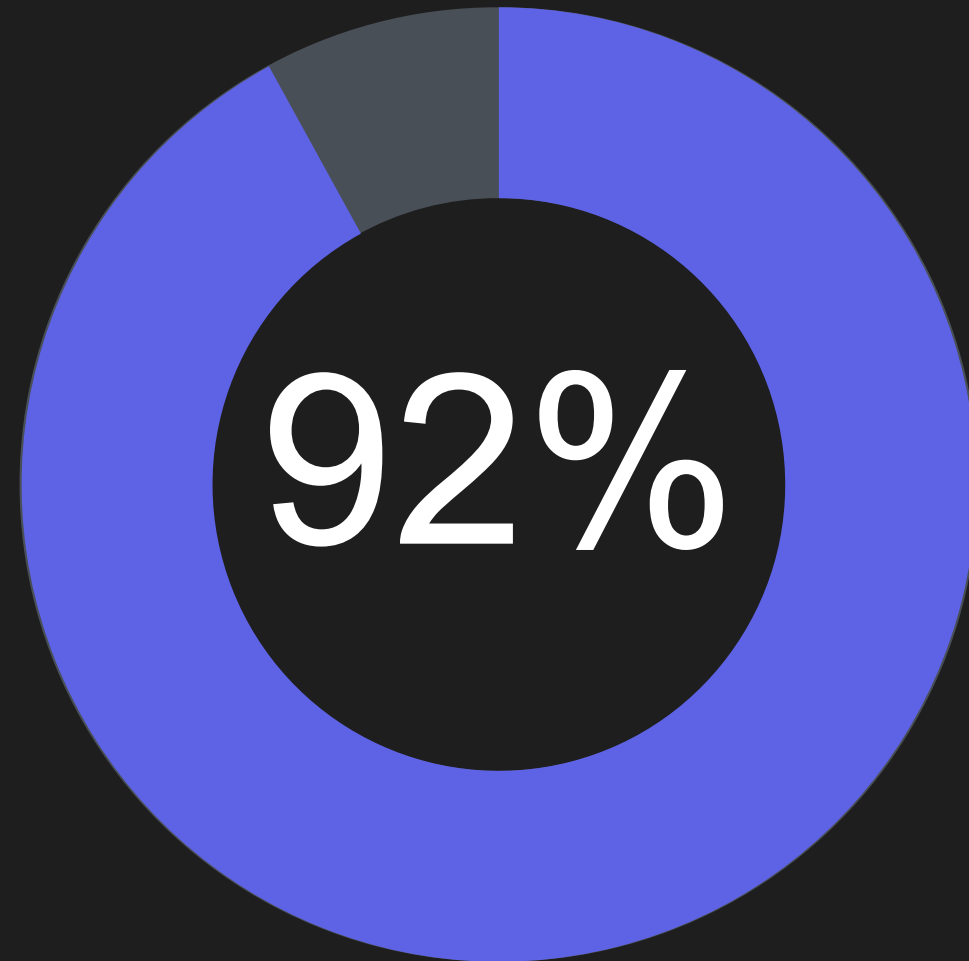
# 3. Leveraging Foot Traffic Analytics for Municipal Economic Development

Municipalities and local government leaders can use location intelligence to attract business, optimize community services, boost tourism, track Covid recovery, and improve revenue management and forecasting.

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Commercial Foot Traffic Recovery:  
Downtown Manchester, New Hampshire  
Sep, 2023 Compared To Sep, 2019



Dining  
Fitness  
Grocery  
Hotels/Leisure

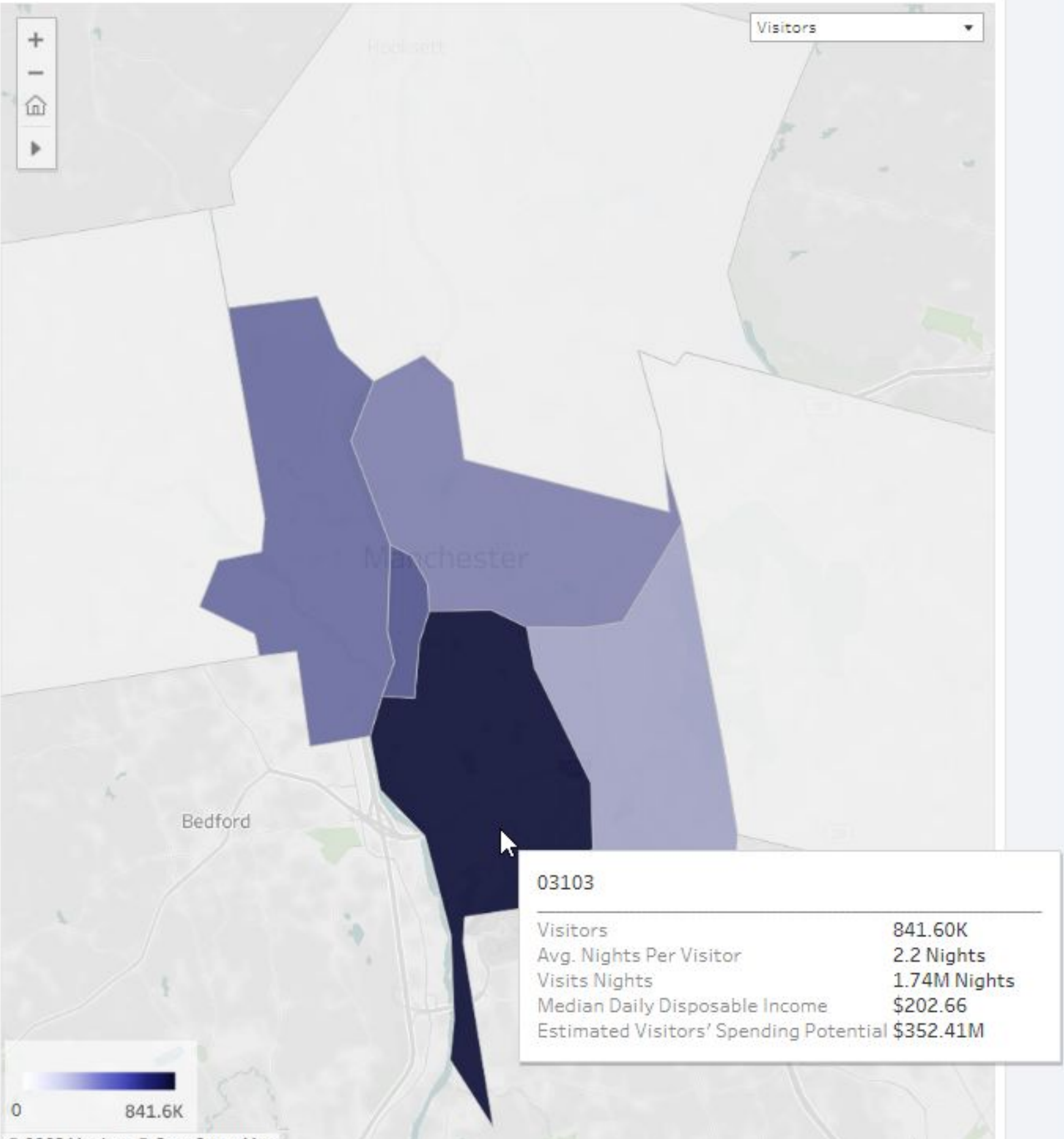


Retail  
Home Goods  
Spa/Beauty





# Covid Recovery & Visitor Destinations





Downtown

 , Manchester, NH

Downtown

Dataset:

Experian: Mosaic 

Benchmark with:

Nationwide **State**



Overview Households Population

Search Group or Attribute



70 % of Visits

By Households



O - Singles and Starters	19.5%	<div><div></div><div></div></div>	211
K - Significant Singles	11.7%	<div><div></div><div></div></div>	232
R - Aspirational Fusion	6.8%	<div><div></div><div></div></div>	501

K - Significant Singles

10.4%



K40 - Bohemian Groove	7.5%	<div><div></div><div></div></div>	305
K38 - Modern Blend	1.2%	<div><div></div><div></div></div>	825
K37 - Wired for Success	1.3%	<div><div></div><div></div></div>	121
K39 - Metro Fusion	<0.5%	<div><div></div><div></div></div>	327



Dover NH

 , Dover, NH

Overview Households Population

Search Group or Attribute

 |  70 % of Visits

By Households

O - Singles and Starters 	19.5%	<div><div></div><div></div></div> 211
E - Thriving Boomers	11.2%	<div><div></div><div></div></div> 95
C - Booming with Confidence	12.6%	<div><div></div><div></div></div> 82

Portsmouth

 , Portsmouth, NH

Overview Households Population

Search Group or Attribute

 |  70 % of Visits


By Households

C - Booming with Confidence	23.9%	<div><div></div><div></div></div> 267
O - Singles and Starters	13.2%	<div><div></div><div></div></div> 128
A - Power Elite	13.4%	<div><div></div><div></div></div> 160



# Burlington, VT

 , Burlington, VT

Experian: Mosaic 

Nationwide

State



Overview

Households

Population

Search Group or Attribute



70 % of Visits

## By Households



C - Booming with Confidence

18.2%



A - Power Elite

13.8%



O - Singles and Starters

13.9%



# Portland

 , Portland, ME

Overview

Households

Population

Search Group or Attribute



70 % of Visits

## By Households



O - Singles and Starters 

17.4%



G - Young City Solos

9.6%



E - Thriving Boomers

9.3%







City of Manchester, NH

# 4. State RSA 79-E: Community Revitalization Tax Relief Incentive

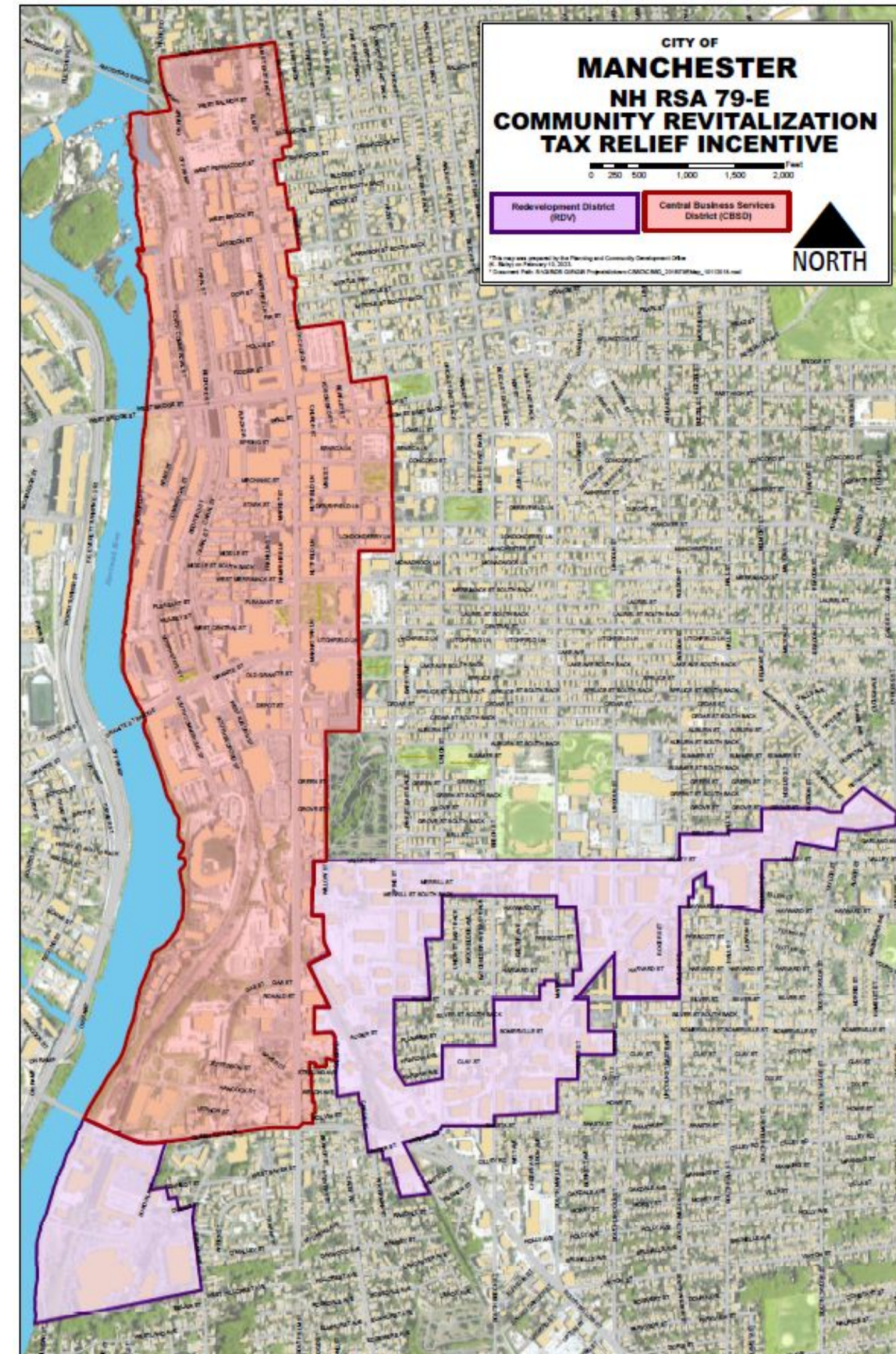
Temporary property tax relief for a defined period to incentivize development projects.





Through the 79-E program, a governing body may grant temporary property tax relief for a defined period. The tax relief period is intended to incentivize development projects that substantially rehabilitate a qualifying structure or replace structures that do not possess significant historical, cultural, or architectural value, provided said projects create certain public benefits.

In Manchester, properties within the Central Business Service District (CBSD) or the Redevelopment District (RDV) qualify for the relief incentive.





# Priority Goal: Incentivize & Encourage Housing

The city can utilize initiatives such as 79-E to attract housing developers and investors to the Manchester market, thereby enhancing the total housing inventory and investments in our community. As more homes become available, the supply of housing units grows, and the vacancy rate increases.

When housing supply matches demand, the market tends to offer more consistent and fair rental rates.





# 5. Small Business Grant & 360 Business Success Program

The Grant program is designed to provide relief to businesses that have experienced significant negative financial impacts associated with the COVID-19 public health emergency and to allow for investments enabling resilience of business operations.

The 360 Business Success Program provides technical assistance consulting services to small businesses that have experienced significant operational impacts associated with the COVID-19 public health emergency.

This program exclusively focuses on capacity-building activities, including improvements to financial practices and documentation, legal assistance, and/or marketing and branding projects.

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## Round One



164

Small Business  
Grants Awarded



\$1.6M

Total Dollar  
Amount: \$1,640,000

8/16

Small Businesses Awarded the  
360 Grant

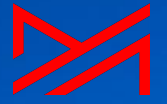


\$79k

Total Dollar  
Amount: \$79,398

## Round Two





City of Manchester, NH

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Part 3:

# Final Thoughts



# Other Noteworthy Efforts

## 1 Downtown Business Improvement District (BID)

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Central Business Service District (CBSD)

## 3 Manchester Development Corporation

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Supports and facilitates economic development activities for the City of Manchester, including business relations, retention, attraction, and expansion.

## 5 Community Partnerships

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Higher Education - SNHU, UNH, MCC, etc.  
Hospitals - Elliot, Dartmouth, Catholic Medical Center

## 2 Grant Recipient

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Build Back Better Regional Challenge - \$44 Million from EDA  
RAISE grant - \$20 Million from USDOT

## 4 Tech Hubs Designation

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Southern New Hampshire ReGen Valley is one of only 31 Regional Technology Hubs in the country.

## 6 Regulatory Updates

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2021 Master Plan Update  
2024 Zoning Code Overhaul





## ECONOMIC DEVELOPERS AND PLANNERS

- Connection to Resources & Capital
- Problem-Solving
- Marketing the Community as a Great Place to Invest and do Business
- Navigating the System
- Community & Economic Revitalization
- Site Development
- Strategies for Business and the Community



## SUCCESSFUL BUSINESSES

- Local Tax Revenue
- Employees in the Community
- Stronger Social Fabric
- supporting the community
- being part of the community culture
- Growth Potential for Residents



## COMMUNITY

- Public Employees
- Quality of Life
- Parks & Amenities
- Roads & Infrastructure
- Public Safety
- Housing Funding





City of Manchester, NH

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# Thank you!

Please reach out with any questions.

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/Economic-Development](http://www.manchesternh.gov/Departments/Economic-Development)

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