

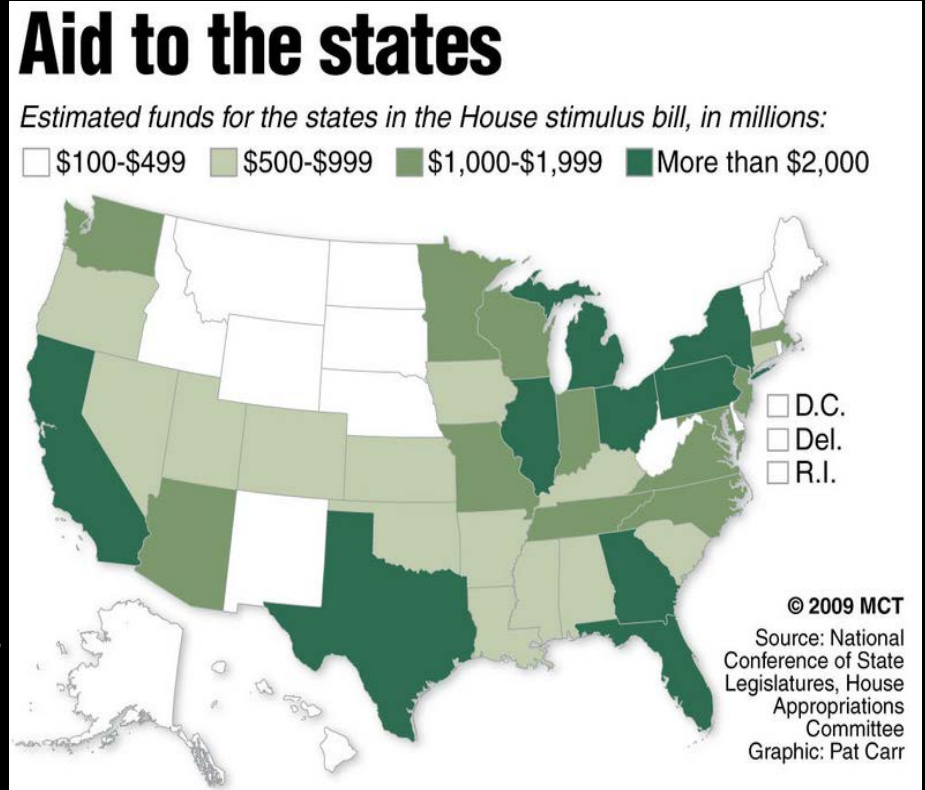
# City of Rochester

*State of the City Tuesday March 3, 2009*  
*Karen Pollard, Economic Development Manager*

THINK **ROCHESTER** NEW HAMPSHIRE

# Impact of Economic Conditions

- Business Attraction, Retention & Attraction
  - Layoffs, downsizing, decisions on hold
  - Entrepreneurship
- Workforce Development
  - One-stop system not designed for this
  - Talent solutions
- Partnerships & Resources
  - Consensus building
  - "Strategic Doing"
- American Recovery & Reinvestment Act
  - What's in it for Us?



## **Rochester Economic Development Commission**

Develop Rochester's potential as a business destination and hub of regional development activity.  
Provide for the continued availability of marketable industrial and commercial sites within Rochester, including capital improvements, municipal programs and other actions in order to strengthen the City's fiscal diversity and stabilize its tax base through sustainable growth and business retention.

# How do you keep score?



# Northeastern University CURP



*The CURP is a  
“Think and Do” Tank –  
Pooling the expertise of  
faculty, staff, business and  
community leaders.*

- Local Municipalities Self-Assessment
- Identify “Deal Breakers”
  - NAIOP & CoreNet
- Within Local Control or Influence
- Performance as Compared to other NE Cities
- Adapt to changing market forces
- Strategic opportunities & partnerships

# Access to Customers & Markets

- Very Important
  - Highway Access
  - Traffic
  - Parking
- Important
  - Public Transit
- Less Important
  - Rail
  - Airports

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# Key Points About Access



- Comparable to other NE communities
- Improve transit connections to development sites
- Increase municipal parking near available downtown space
- Develop Park & Ride

# Physical Attractiveness

- Maintenance of Public Areas
- Maintenance codes
  - Enforcement
  - Method of reporting
  - Response times
- Dilapidated housing
- Commercial vacancies
- Industrial vacancies
- Acres dedicated to Parks & Recreation
- Arts Community Involvement

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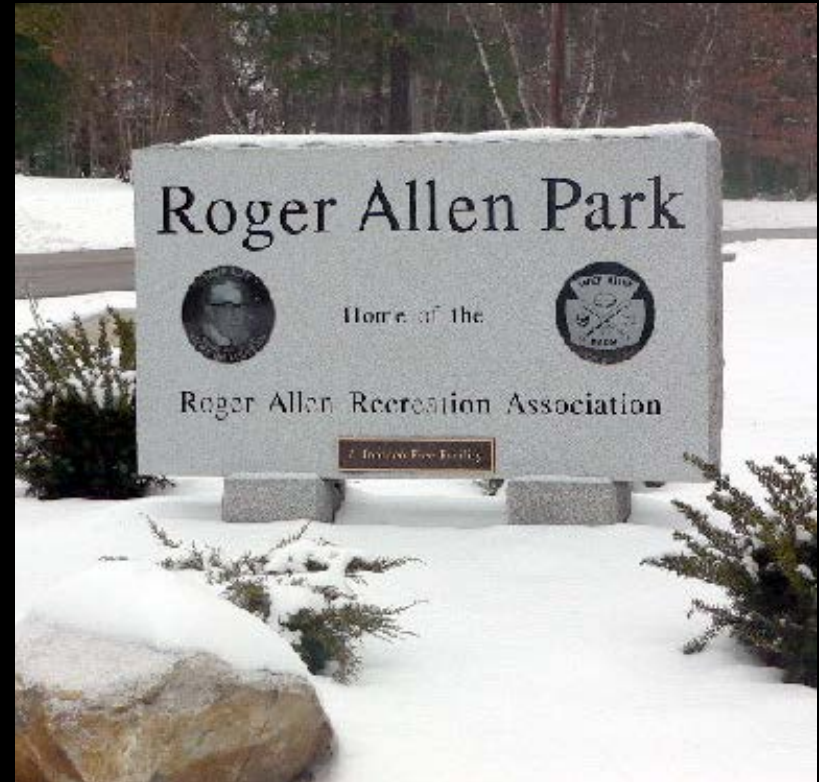
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# Key Points About Attractiveness



- Day-in, day-out maintenance is critical
- Develop a reporting & follow up system
- Vacancies are part of every community
- We have an advantage in Parks & our Arts Community

# Business Environment

- Business Services
  - Support firms
  - Professional organizations
  - Incubator
  - Start-up support
- Universities
- Strategic Plans
  - Targeted Strategy
  - Regional CEDS
- Cross-Marketing
- Marketing Follow Up

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# Key Points About Environment

- Strong in Marketing
  - Industry Targets
- Attract Specialty Firms
  - Patents, Venture Capital
- Participate in the Regional CEDS
- Increase support for business start-ups
- Increase educational opportunities



# Labor

- Workforce Composition
  - Semi-Skilled W
  - Technically Skilled A
  - Managerial S
- Labor Availability W
- Labor Cost W
- Workforce Training A
- Unions A



*Phase II Medical –  
Granite State Business Park*

# Key Points About Labor



*Great Bay Community College  
- NHCTC 2006*

- Polarization of Salaries
- Abundance of semi-skilled labor
- Attract or Develop Career Training Center
- Bachelor's Degree and Higher

# Land and Buildings

- Infrastructure
  - Telecommunications
- Rents
- Quality of Space
- Availability
  - Vacant Land
  - Vacant Space
  - Zoning

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# Key Points About Land and Buildings



- Complete Comprehensive Rezoning
- Increase fiber-optic capability
- Minimal Class A space available
- Vacant space is an opportunity

# Municipal Process



- Timeliness of Approvals
- Predictable Permits
- Fast Track Permits
- Industry Sensitivity
- Control of Sites
- Citizen Participation
- Permitting Assistance

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# Key Points About the Municipal Process

- Average may be **W** in all jurisdictions
  - *(Potential to gain Competitive Advantage)*
  - Site Plan Review
  - Checklist of Permitting Requirements
- Overlay Districts
  - Fast Track Permits
- City/REDC does not own industrial sites
- Abutters can slow/stop process
- City Manager & Top Officials support Economic Development



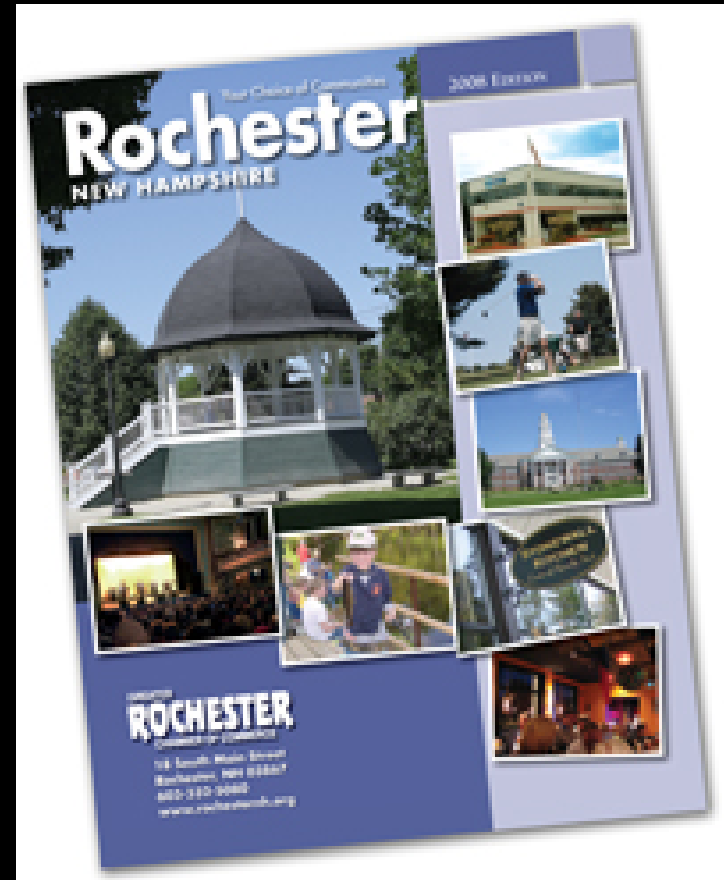
# Quality of Life



- Cultural & Recreational Amenities **A**
  - Golf Course
  - Opera House
- Crime **S**
- Housing **S**
  - Availability, Price
  - Ownership Rate
- Local Schools **A**
  - W in expenditures per pupil
- Proximity of Amenities to Industrial & Commercial **W**

# Access to Information

- Websites
  - [www.rochesternh.net](http://www.rochesternh.net)
  - [www.thinkrochester.biz](http://www.thinkrochester.biz)
  - Departments
- Electronic Mail
- Public Meetings
  - Well Attended
- Documents
  - Electronic Format



# Incentives & Taxes

- State Incentives
  - Revitalization Zone
  - BFA Guarantees & Bonding
  - Brownfield Programs
- Local Incentives
  - JOB Loan Program
  - Reduced Land Prices
  - 79E Tax Credit Program
  - Tax Increment Financing
- Tax Rates
  - NO Sales or Income Tax
  - High Tax Delinquency



# Key Points About Incentives



- Neighboring States Offer More Incentives
  - We use what's available
- Very Reliant Upon Residential Tax Revenue
  - Working to Balance
  - Increase Commercial & Industrial Development

# Summary of Findings

*Very Important*

*Important*

*Less Important*

Access to Customers & Markets <b>A</b>	Business Services <b>A</b>	Physical Attractiveness <b>A</b>	Airports & Rail <b>S</b>
Public Transit Parking, Traffic <b>A</b>	Business Environment <b>A</b>	Culture & Recreation <b>A</b>	Proximity to Universities <b>A</b>
Infrastructure <b>A</b>	Marketing & Ind. Targets <b>S</b>	Local Schools <b>A</b>	Workforce Training <b>A</b>
Comm & Ind. Rents <b>S</b>	Land Avail. <b>S</b>	Housing <b>S</b>	Permitting Assistance <b>A</b>
Workforce Avail & Composition <b>W</b>	Zoning <b>W</b>	Predictable Permits <b>A</b>	Access to Information <b>S</b>
Timeliness of Approvals <b>S</b>	Labor Costs <b>W</b>	Incentives & Taxes <b>A</b>	Amenities <b>W</b>