



Economic Recovery Plan

December 15th Commission Meeting

Overview

- Demographics
- Commercial and Restaurant Markets
- UNH Small Business Recovery Survey
- Identification of Opportunity Sites
- Survey Results and Key Findings
- Case Studies
- Next Steps





U.S. Economic Development Administration Grant

- Application to develop a COVID -19 Recovery Plan submitted in 2020
- Awarded in the Spring 2021
- Completion in February 2022
- Focus on women owned, minority, retail and restaurants
- Grant Awarded with Federal funds totaling \$124,000

Steering Committee

Nashua Region COVID-19 Economic Recovery Plan Steering Committee List - Updated 12/13/21			
First	Last	Title	Employer / Town Represented
Alan	Smith	Mall Manager	Pheasant Lane Mall
Liz	Calabria	President & CEO	Greater Merrimack Souhegan Valley Chamber of Commerce
Tim	Cummings	Director of Economic Development	City of Nashua
Lincoln	Daley	Director of Community Development	Town of Milford
Brian	Groth	Town Planner	Town of Hudson
David	Hennessy	Zoning Board of Adjustment	Town of Pelham
Wendy	Hunt	President & CEO	Greater Nashua Chamber of Commerce
Shoshanna	Kelly	Board of Alderman	City of Nashua
Jennifer	Kimball	Planner	Regional Economic Development Center
Mark	Laliberte	Business Resource Specialist	NH Department of Business and Economic Affairs (BEA)
Allison	McLean	Community Relations & Economic Development Manager at Eversource Energy	Eversource
Steve	Michon	Nashua Rail Transit Committee	City of Nashua
Andrea	O'Brien	Director, Business Sustainability Program	NH Small Business Development Center, UNH Manchester
Theresa	Pinto	Business Resource Specialist	NH Department of Business and Economic Affairs (BEA)
Mike	Reed	Area Sales Manager	UPS
Dean	Shankle	Town Administer	Town of Amherst
Paul	Shea	Director	Great American Downtown - Nashua
Tim	Sullivan	VP Corporate Affairs	Hitchiner Manufacturing
Tim	Thompson	Community Development Director	Town of Merrimack
Karon	Walker	Planning Board Member	Town of Wilton
Theresa	Walker	Disaster Recovery Coordinator	Regional Economic Development Center

Demographics & Socio-economics

The Nashua Region offers:

- Transitional mix between Boston Metro & rest of NH
- Boston Metro Salary
- New Hampshire Living

Trends:

- Lack of Housing
- Commuting workers



Nashua NH-MA
NECTA

Total Population	296,913
Total Households	113,968
Total Housing Units	118,730



Person per
square feet

Nashua NH-MA NECTA	617.7
Boston-Worcester- Providence CSA	854.2
New Hampshire	151.9



Percent
minorities,
excludes Hispanics
who identify as white

Nashua NH-MA NECTA	14%
Boston-Worcester- Providence CSA	21%
New Hampshire	10%



Foreign-Born

Nashua NH-MA NECTA	8.0%
Boston-Worcester- Providence CSA	19.2%
New Hampshire	6.4%



Education
(bachelor's or
higher)

Nashua NH-MA NECTA	40.4%
Boston-Worcester- Providence CSA	49.3%
New Hampshire	37.6%



Median HH
Income

Nashua NH-MA NECTA	\$94,041
Boston-Worcester- Providence CSA	\$94,430
New Hampshire	\$77,933



Poverty Rate

Nashua NH-MA NECTA	4.9%
Boston-Worcester- Providence CSA	8.6%
New Hampshire	7.3%



Housing unit per
household

Nashua NH-MA NECTA	1.04
Boston-Worcester- Providence CSA	1.07
New Hampshire	1.19



Median Value of
Owner-occupied
Housing

Nashua NH-MA NECTA	\$320,800
Boston-Worcester- Providence CSA	\$482,700
New Hampshire	\$281,400

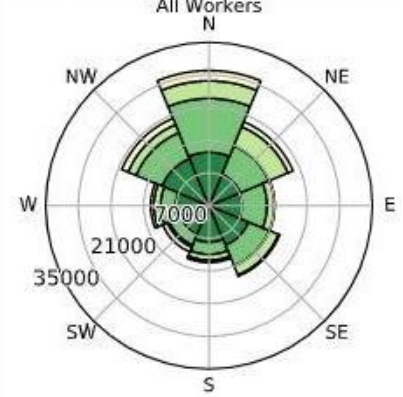


Vacancy Rate,
Both owner- and
renter-occupied
housing

Nashua NH-MA NECTA	4%
Boston-Worcester- Providence CSA	7%
New Hampshire	16%

Home/Work Locations & Commute Pattern

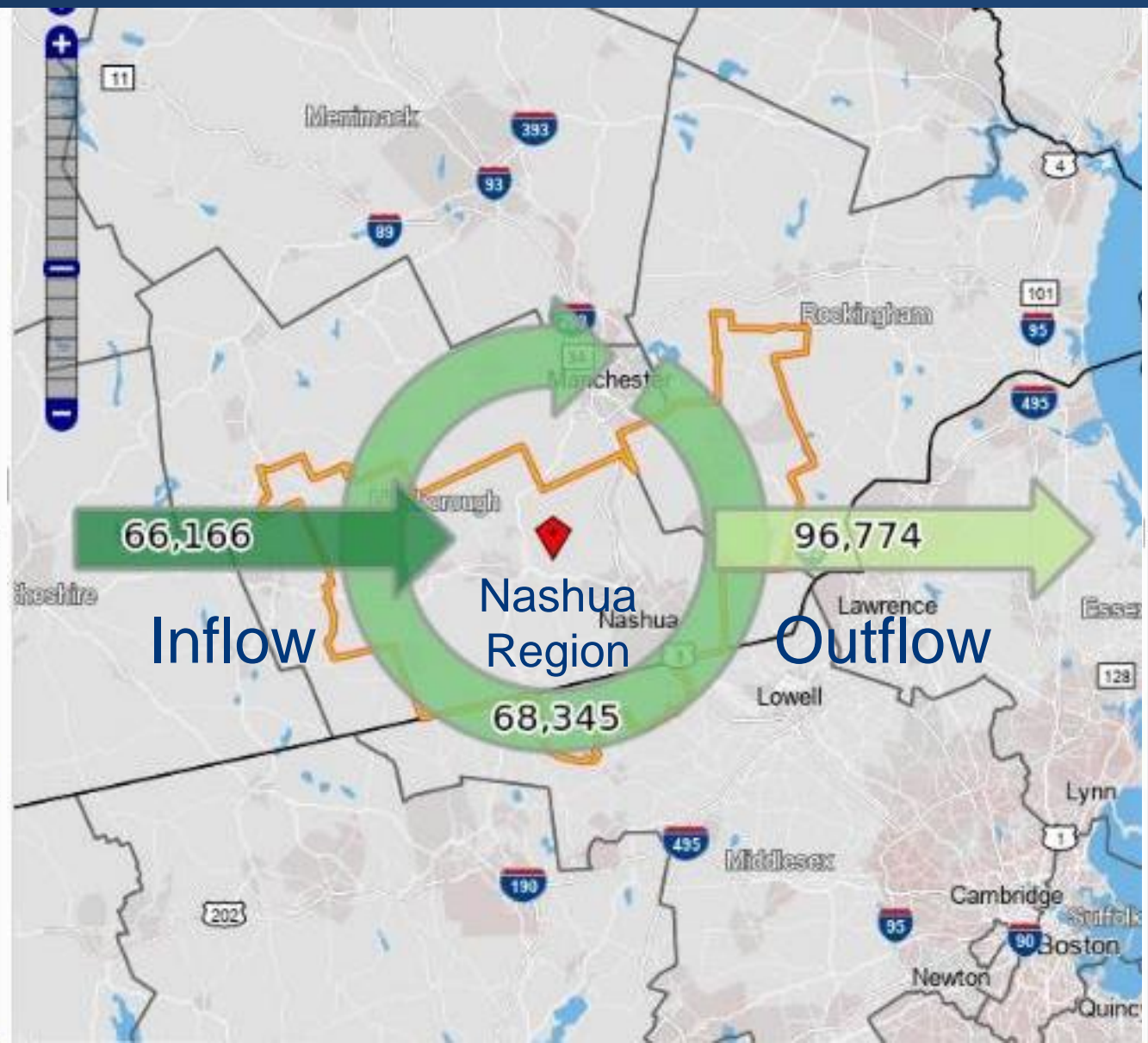
Job Counts by Distance/Direction in 2018
All Workers



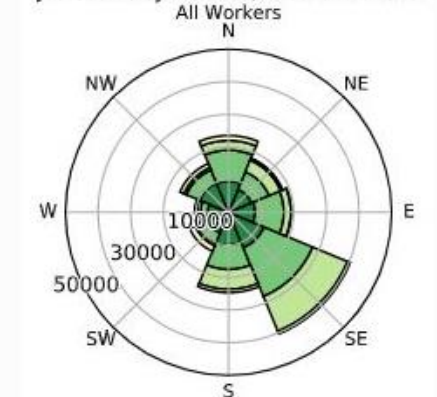
Jobs by Distance - Work Census Block to Home Census Block

	2018	
	Count	Share
Total All Jobs	134,511	100.0%
Less than 10 miles	67,536	50.2%
10 to 24 miles	42,736	31.8%
25 to 50 miles	16,930	12.6%
Greater than 50 miles	7,309	5.4%

Home
Location



Job Counts by Distance/Direction in 2018
All Workers



Jobs by Distance - Home Census Block to Work Census Block

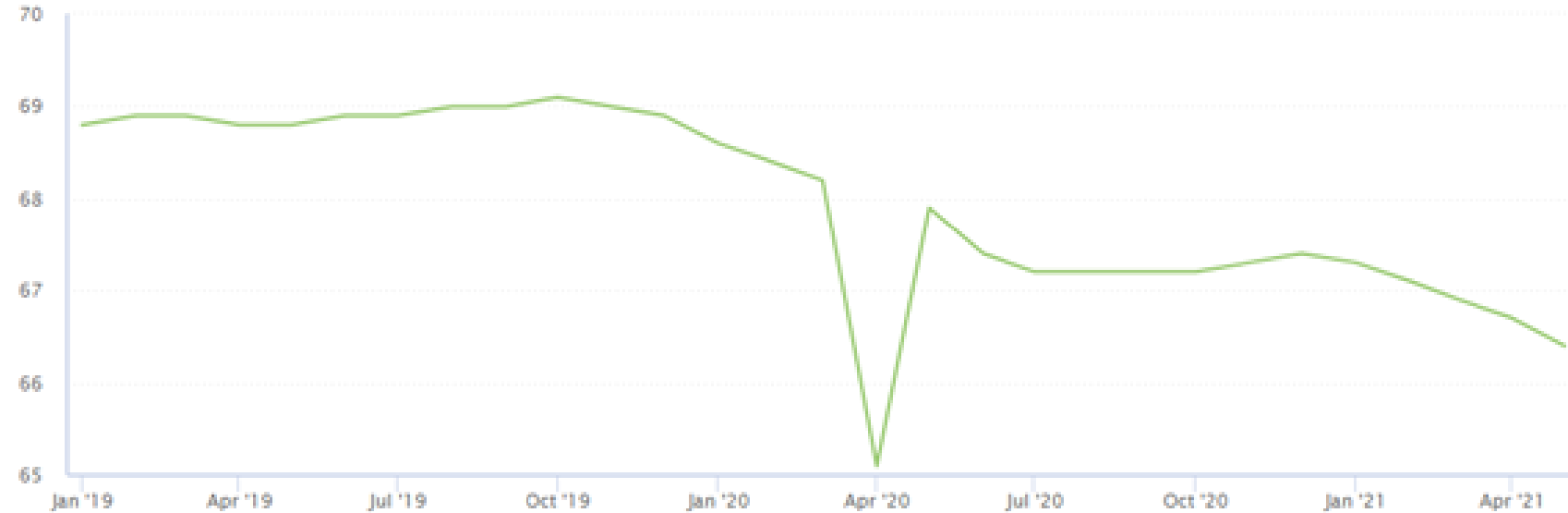
	2018	
	Count	Share
Total All Jobs	165,119	100.0%
Less than 10 miles	69,983	42.4%
10 to 24 miles	57,762	35.0%
25 to 50 miles	29,383	17.8%
Greater than 50 miles	7,991	4.8%

Work
Location

Workforce & Unemployment

- Recent trends began in Dec '19
- Big dip/spike in Apr '20 – Stay-at-Home Order, which was lifted in most state by the end of May'20
- Workforce Participation keeps declining
- Unemployment dips below pre-pandemic level

New Hampshire Workforce Participation Rate



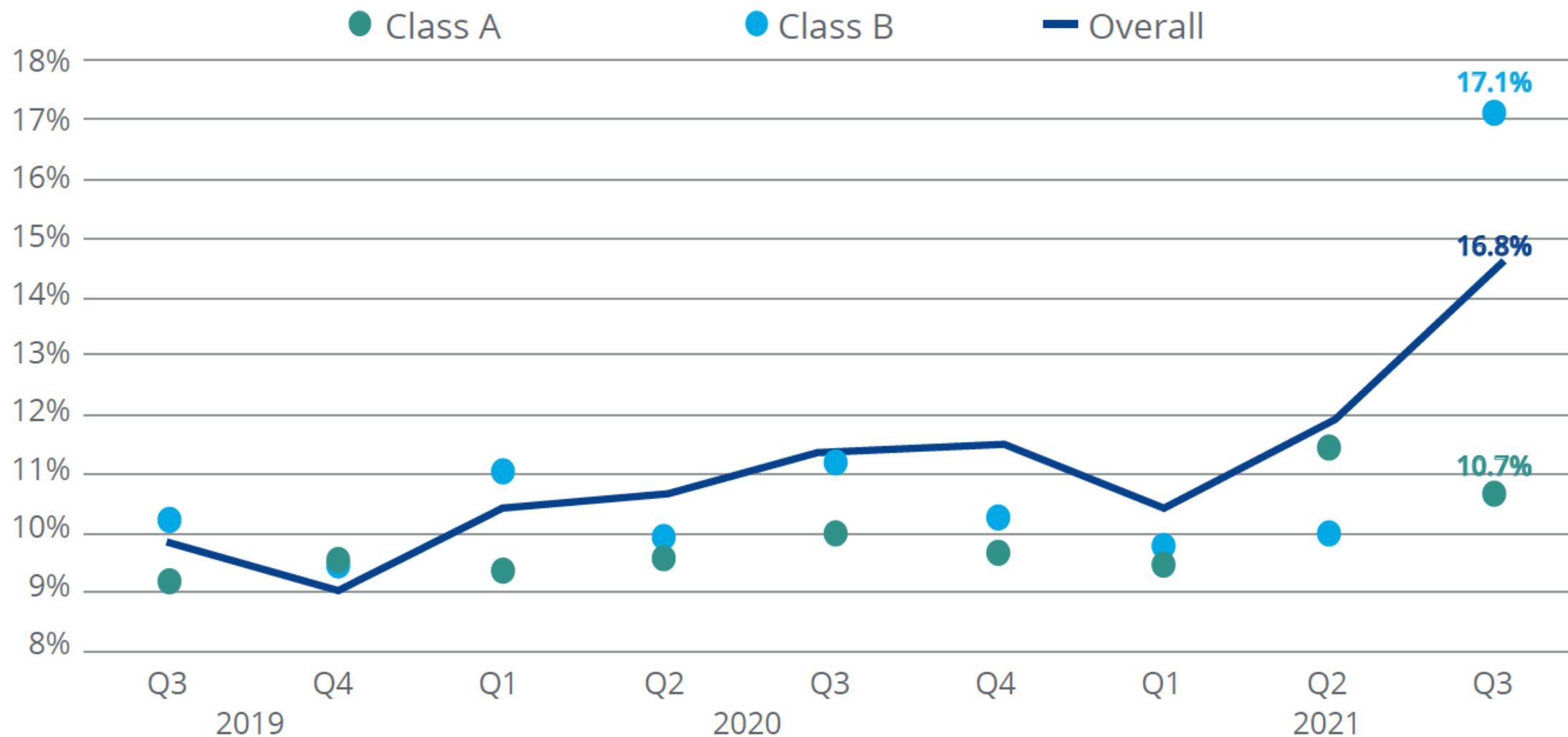
New Hampshire Unemployment Rate



Vacancy Rates



Accelerating success.



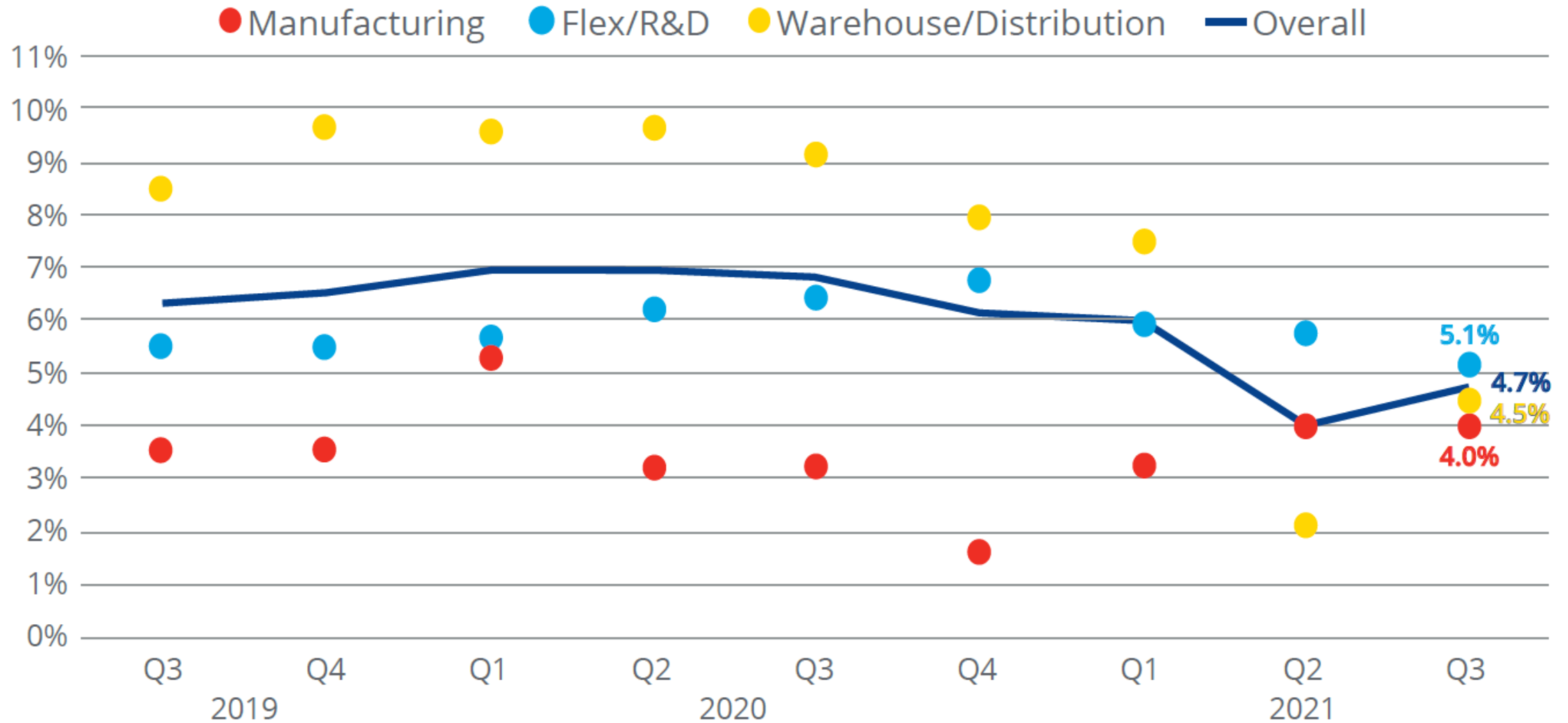
Asking Rates (MG)



Accelerating success.



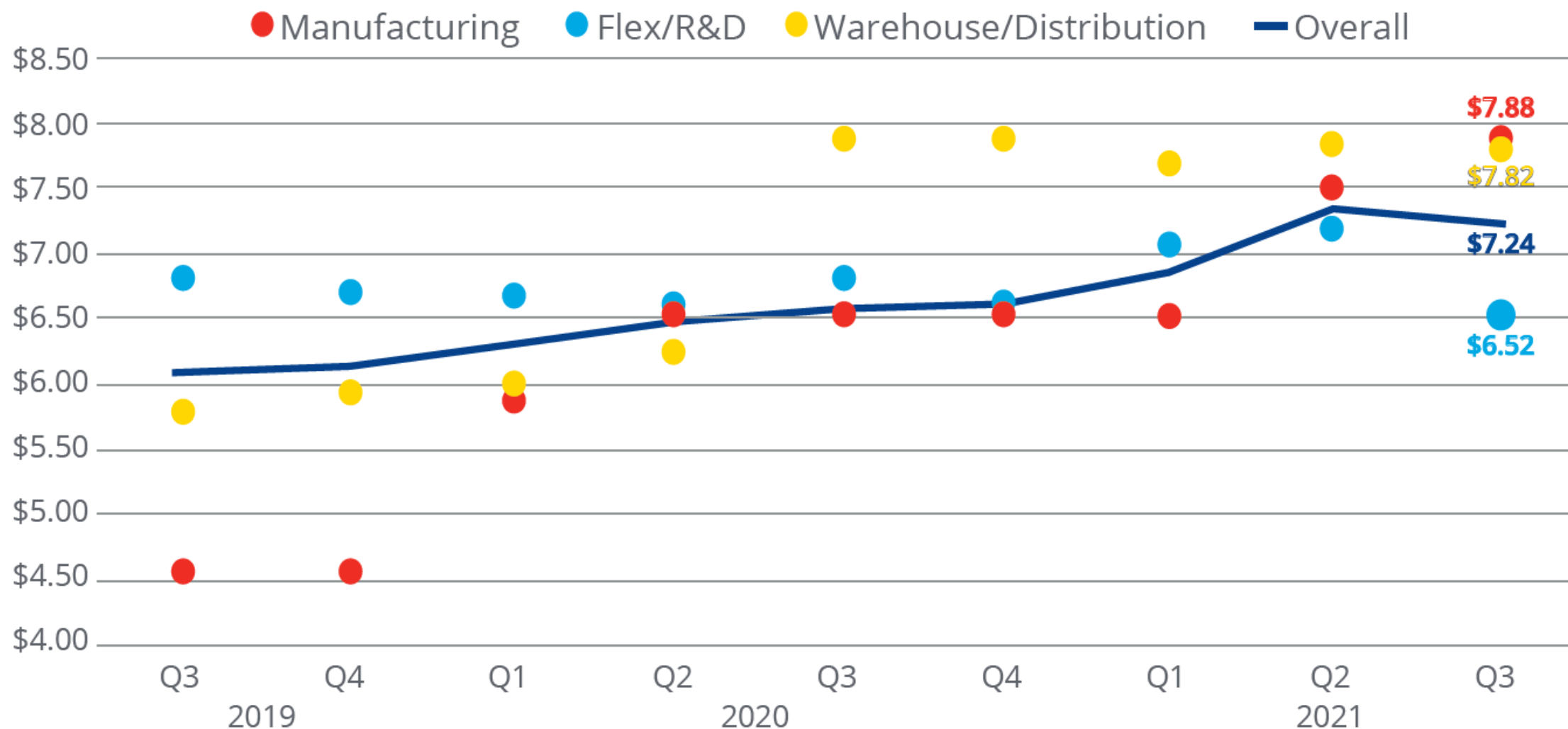
Vacancy Rates



Asking Rates (NNN)



Accelerating success.

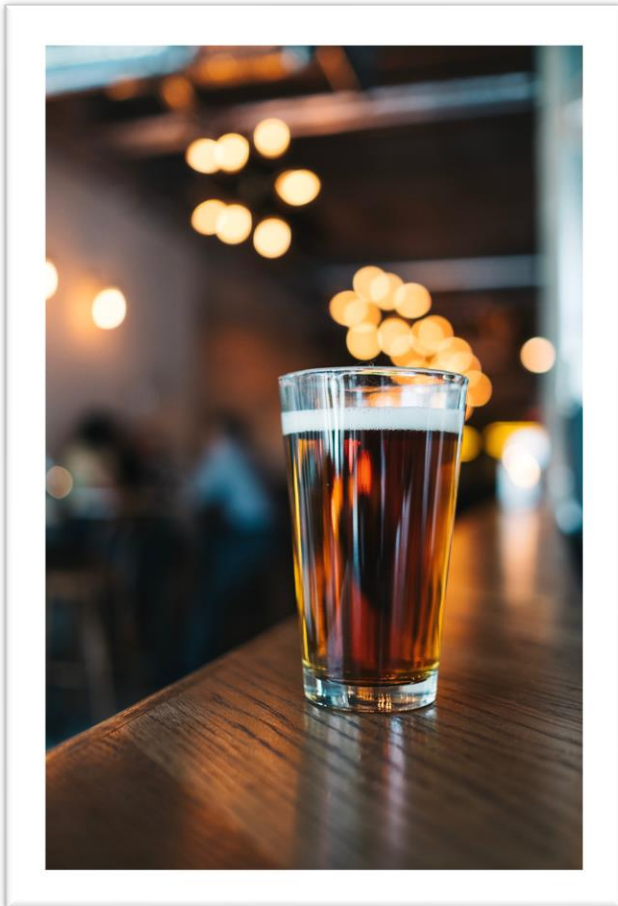


NOT ALL BUSINESSES IMPACTED EQUALLY

- Restaurant Sector – casual and fine dining have been hit hardest. QSR has been doing well. Seeing a shift in business model
- Lodging sector – independent and smaller properties hit hardest. National flags are faring better. Business travel has cratered
- Events/Function sector – larger venues hit hardest. Business events and meetings down significantly. Weddings and leisure events are up
- Breweries – have done fine, off-premise sales have been strong
- Campgrounds – have never been busier
- Tourist attractions – busy over the summer but weather didn't help



WHAT DOES THE FUTURE HOLD?



- Culture – lifestyle and benefits will likely have to change for most
- Restaurants – Will need to adopt automation, a split in service model – shift to limited service model/fine dining,
- Lodging – limited housekeeping/room service/amenities here to stay. Independents will need to adopt technologies,
- Events/Functions – smaller events, business events limited,

SBDC – Business Resiliency Survey

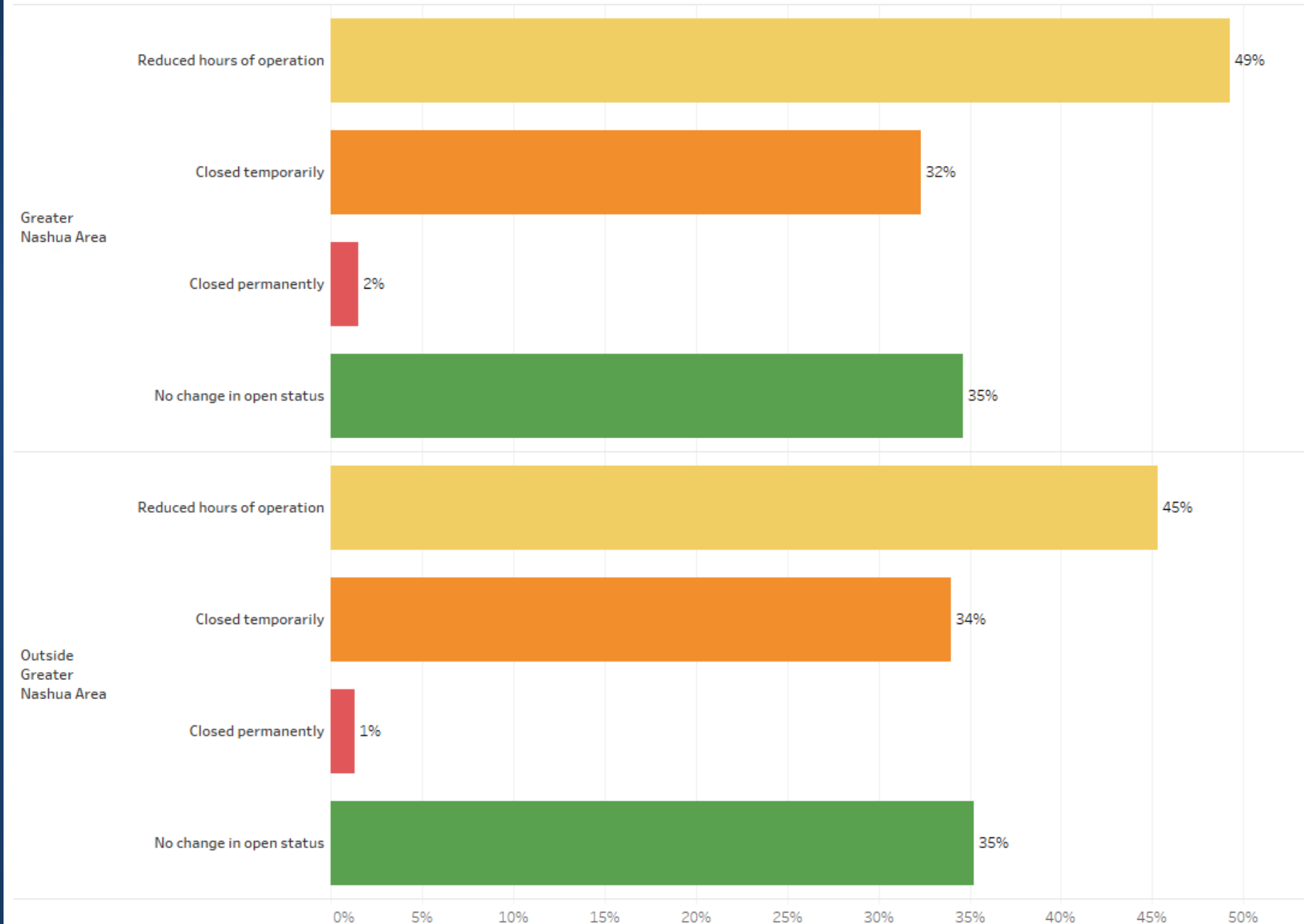
- Phase 1 conducted - June 2020; Phase 2 February 2021
- Goal – to assess the impact of Covid-19 on small businesses
- Partnered with 56 business organizations to distribute the survey.
- Statewide 1,611 responses from 174 communities
- Nashua Region 131 responses from our communities
- Region: Amherst, Brookline, Hollis, Hudson, Litchfield, Lyndeborough, Mason, Merrimack, Milford, Mont Vernon, Nashua, Pelham, Wilton.

Open Status Employees

Number of Employees
February 2020 versus
February 2021

- 13% of businesses have more employees
- 43% have the same number
- 43% have less

Figure 4b: Which of the following has happened to your business since February 15, 2020? (Please select all that apply) - By Region - February 2021



Finances

- More businesses expressed a revenue decrease in the Nashua Region compared with outside of the region.

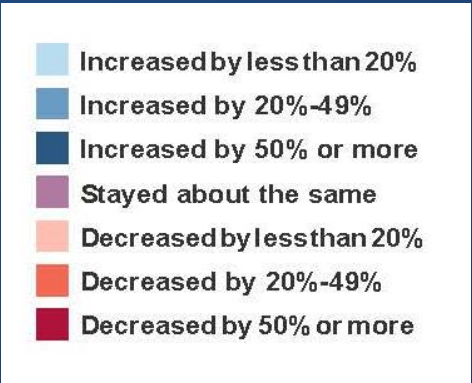
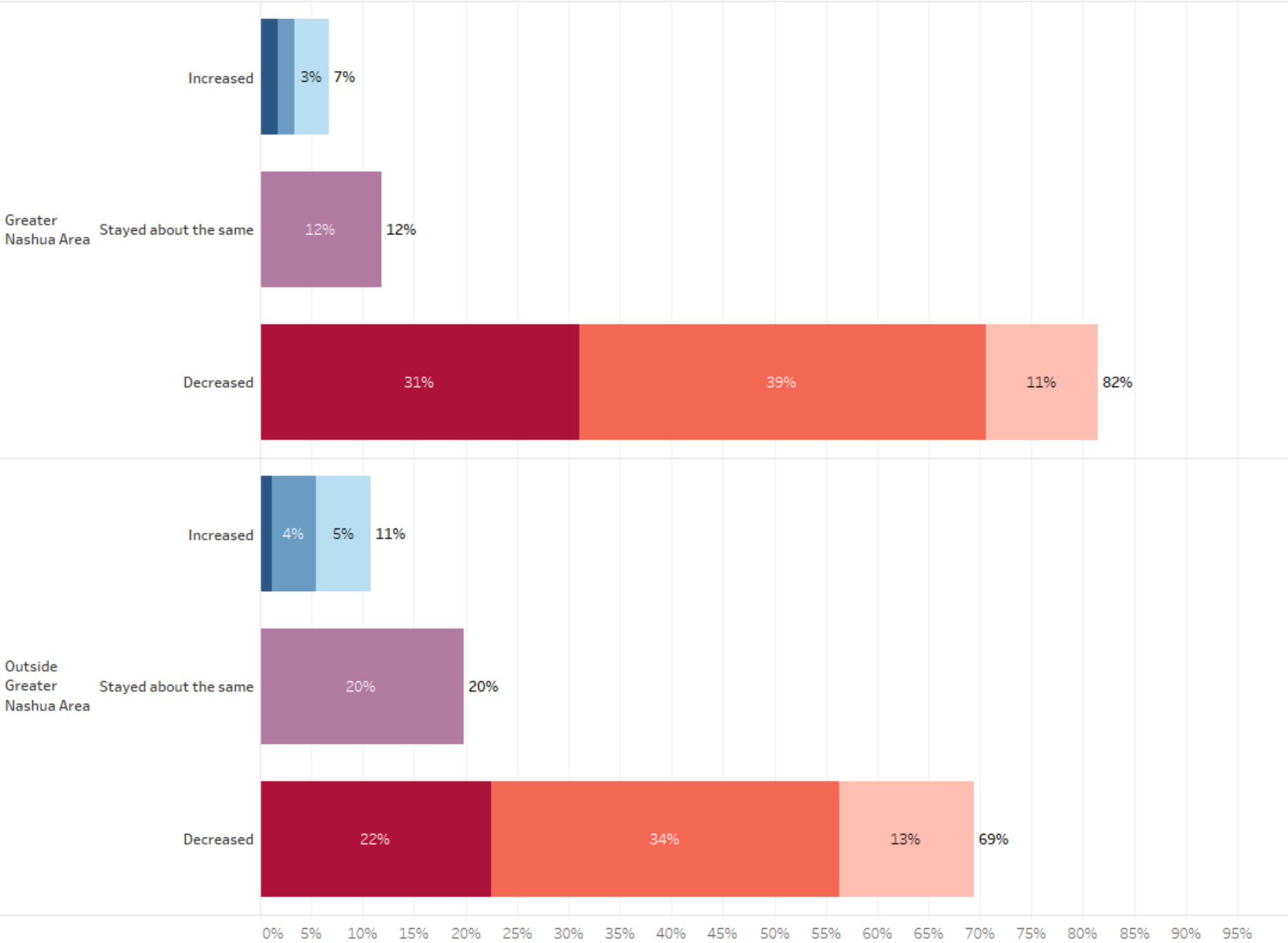


Figure 10b: To the best of your knowledge, how has your monthly revenue been affected by the COVID-19 pandemic? - By Region



Relief Programs

- Applied for aid in 2020 and intend to in 2021

75% of businesses applied for aid in the Greater Nashua area vs. 61% outside of Nashua

Figure 21a: What did your business do with regard to the following state, municipal, or private relief programs in 2020? - Greater Nashua Area - February 2021 - Applicable businesses

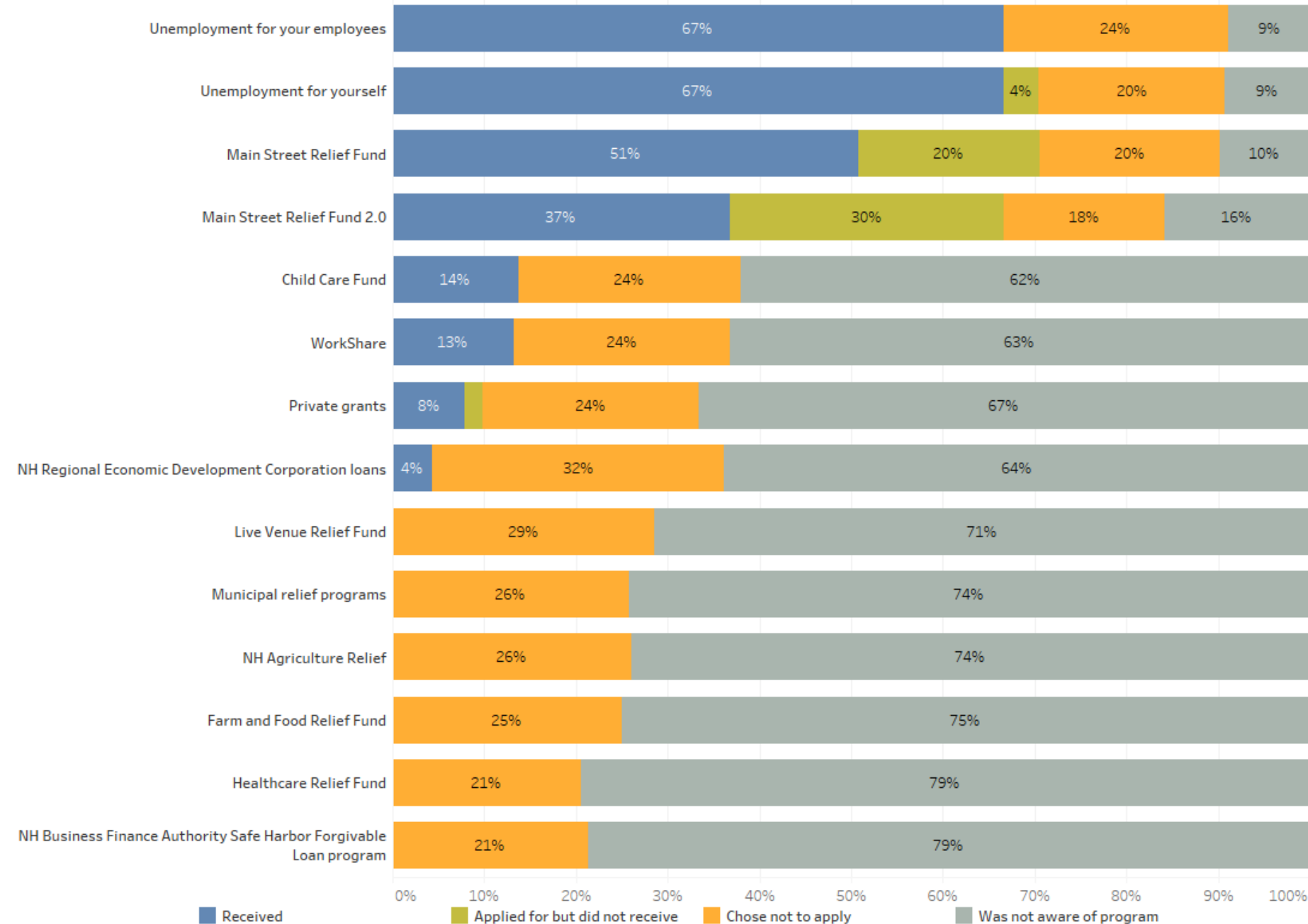
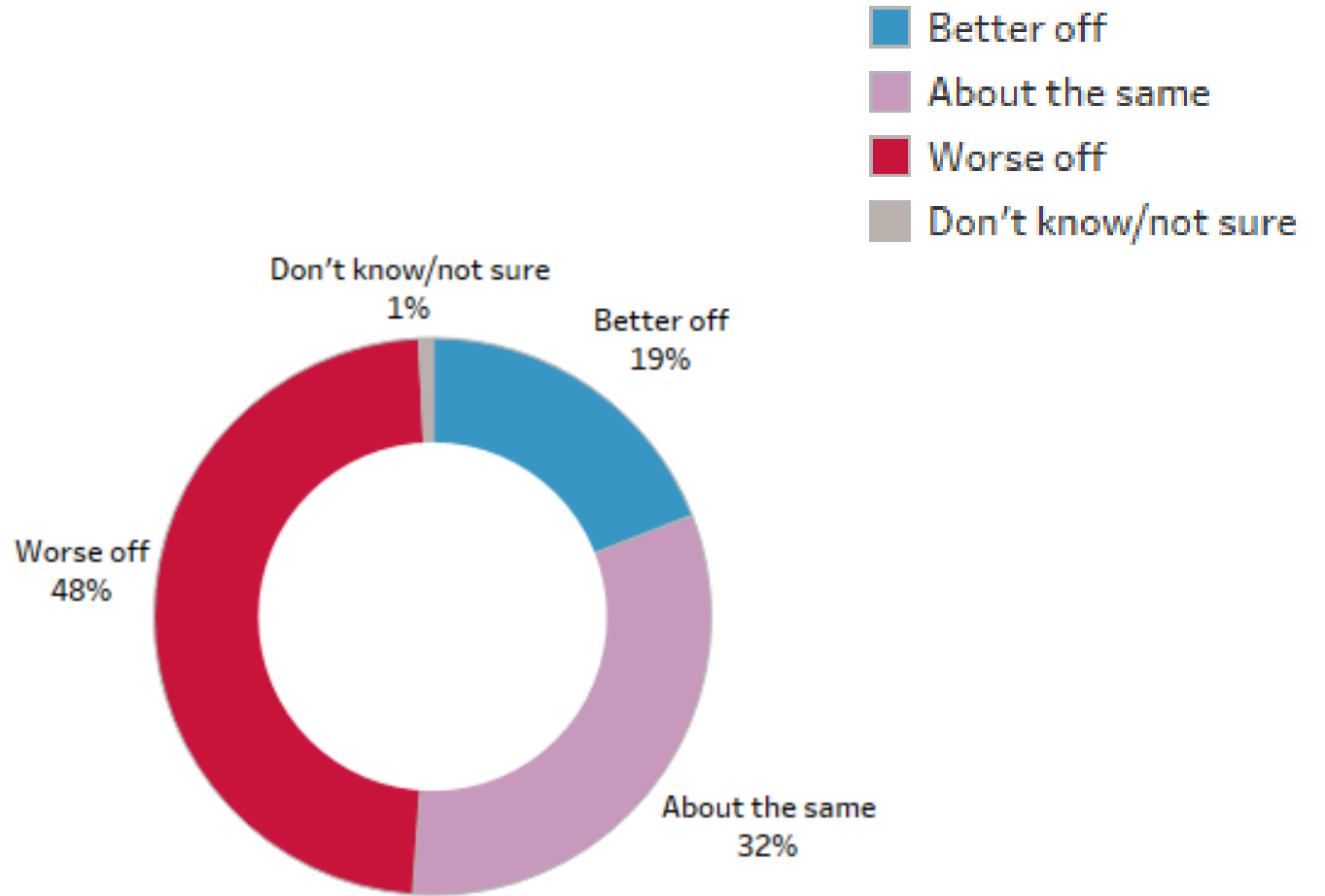


Figure 28a: Would you say that you and your business are better off or worse off financially than you were in June 2020? - Greater Nashua Area - February 2021

Recovery

- Business modifications from June 2020 to February 2021
- Made physical changes to location
- E-Commerce
- Curbside Delivery
- Home Delivery
- Takeout



SBDC Business Resiliency Survey #3

Financial

- Improvement! Just over half reported revenue losses, compared with more than 4 in 5 in June 2020.
- 1 in 4 owners are working without a salary.
- 1 in 5 says revenue has increased.

Supply Chain

- Two-thirds of respondents report being affected a lot or some by supply chain issues in 2021.



SBDC Business Resiliency Survey #3

Relief Programs

- 3 out of 4 applied for COVID Relief in 2020, just under half applied in 2021 and would apply in the future. 9 out of 10 applicants received PPP.

Business Concerns

- maintaining sales or revenue, a resurgence in COVID-19 cases, maintaining customers, supply chain disruptions, and public acceptance of the COVID-19 vaccine

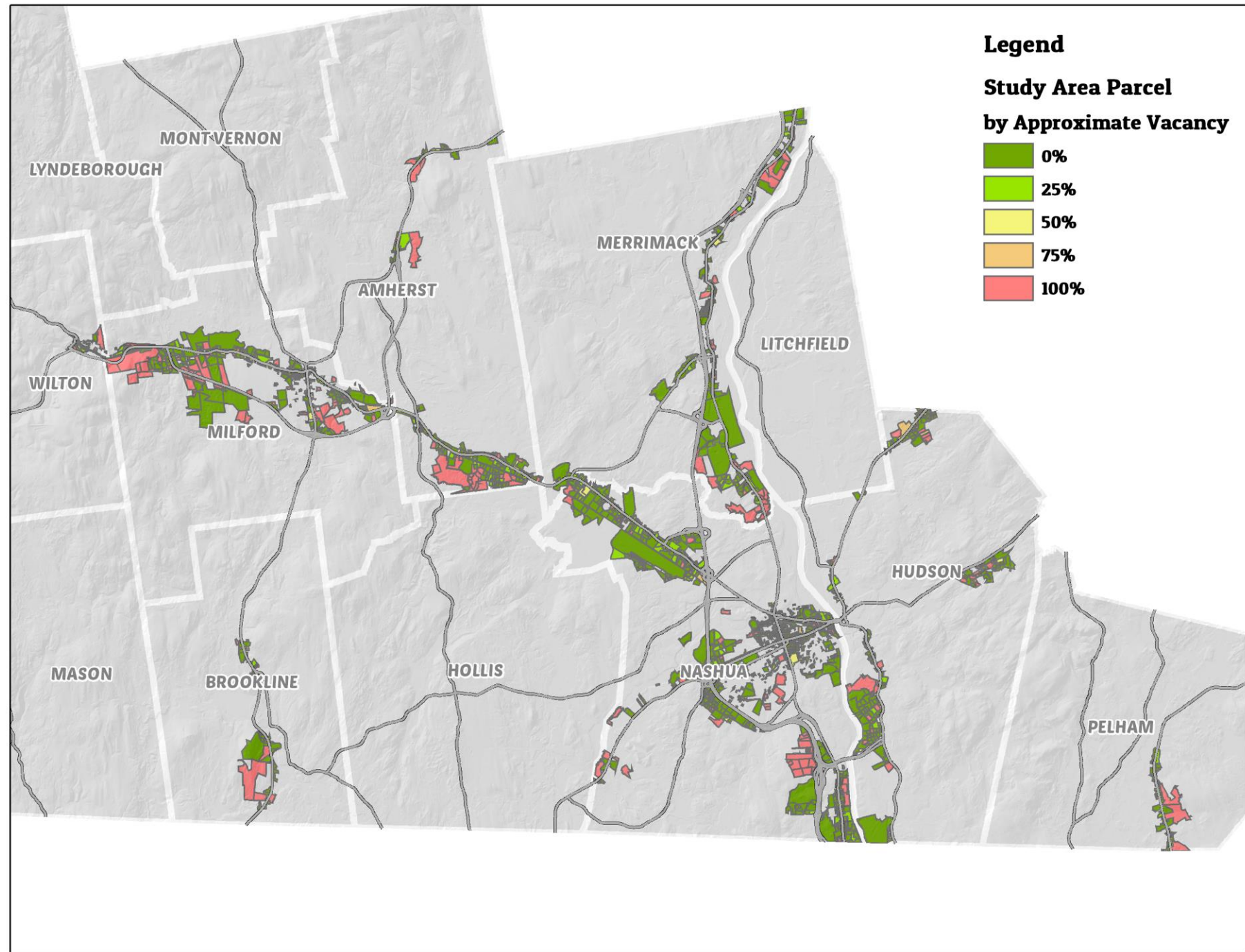
Employees

- Recruitment and retention remains a key issue
- reducing hours, remote work, increasing efficiency or automation, increased compensation and one-time bonuses



Vacant Commercial Space

- Snapshot from the summer of 2021.

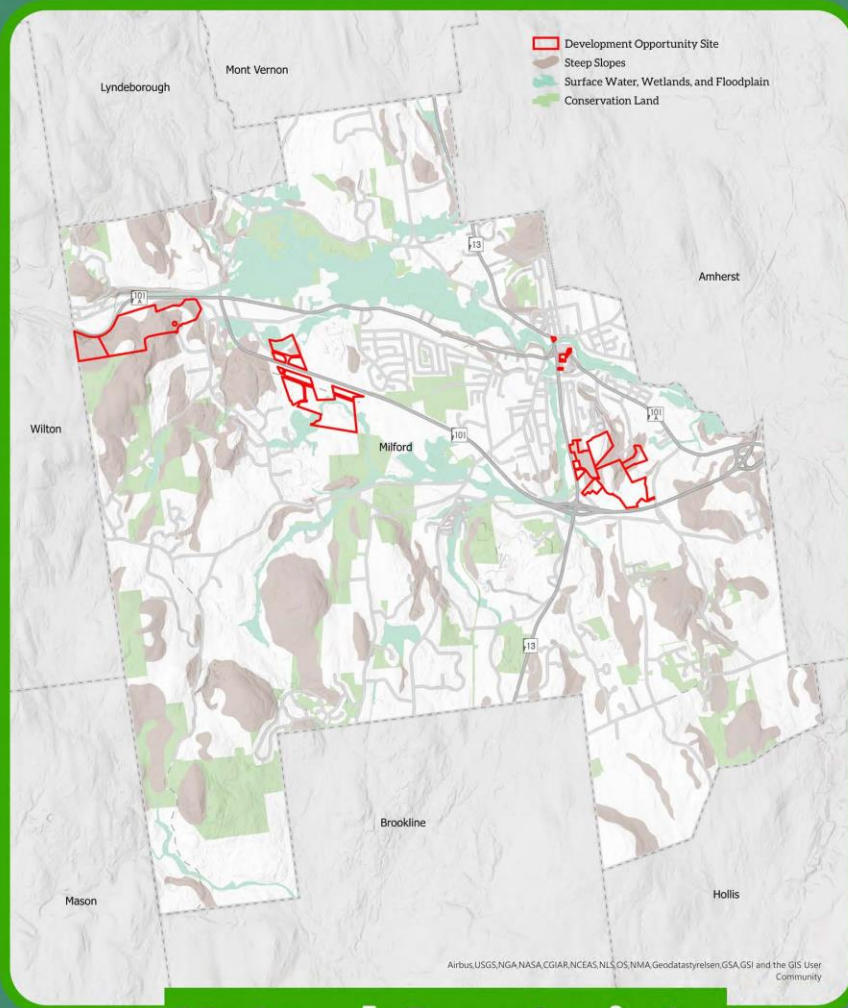


OPPORTUNITY SITES MILFORD

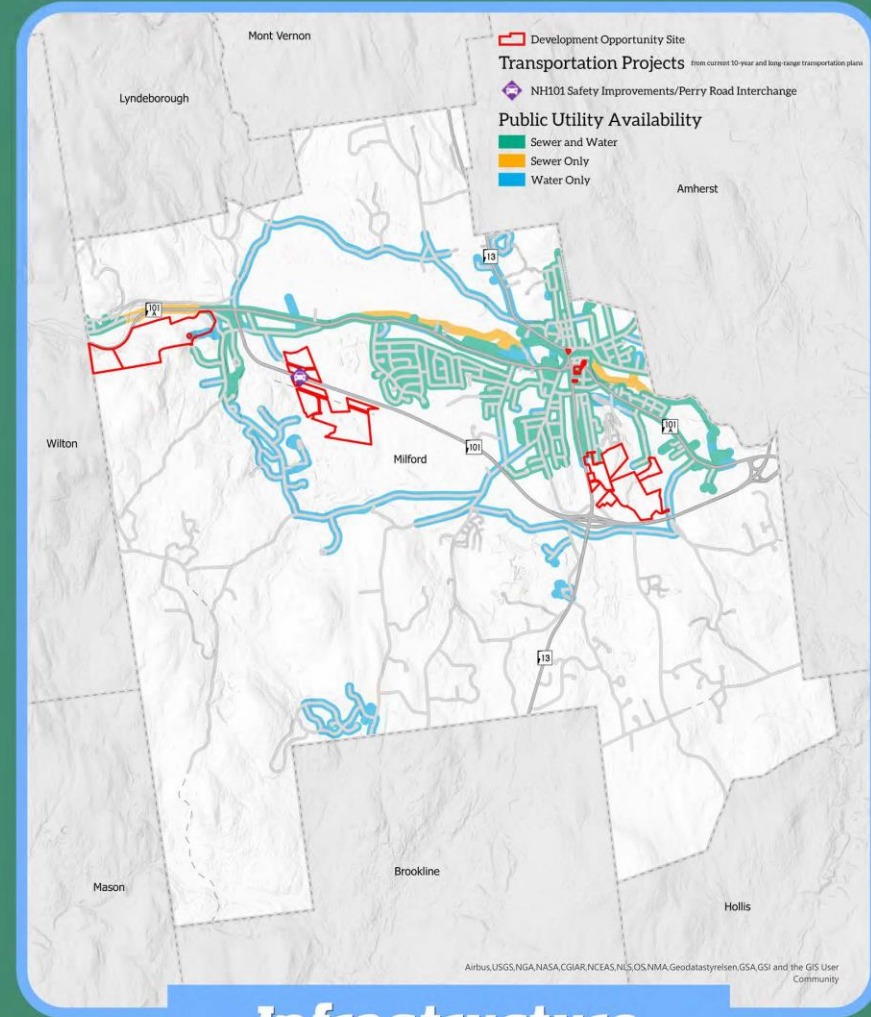


COVID-19 Regional
Economic Development
Recovery Plan

These sites were selected by community staff and steering committee members as those with the highest current potential for development, redevelopment, and reinvestment.



Natural Constraints



Infrastructure

Several commercial-zoned parcels in Downtown Milford, including three parcels near the Oval and two former gas stations, offer opportunities for commercial development. The industrial-zoned 31 Savage Road (site off Elm St/Hwy 101) offer a large but hilly development site. Like the downtown parcels, this site is serviced by both town water and sewer. Further east, on both sides of Highway 101 (bypass portion) are several large parcels in the Integrated Commercial-Industrial 2 District. They are relatively flat but not serviced by town water or sewer. While this section of Highway 101 is access-restricted, the Town is planning to add a highway interchange on Perry Road, which will provide convenient access to all of these parcels.

NRPC's MetroQuest Surveys

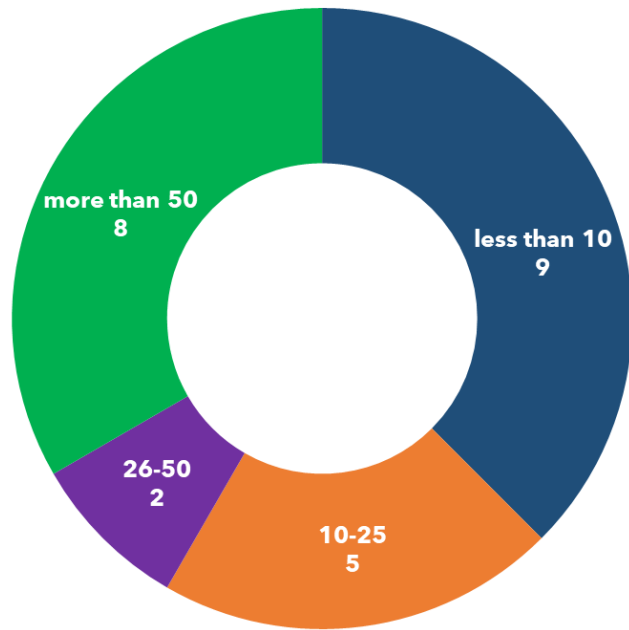
- Workforce
- Restaurant and Retail
- Entrepreneurship

-  total responses

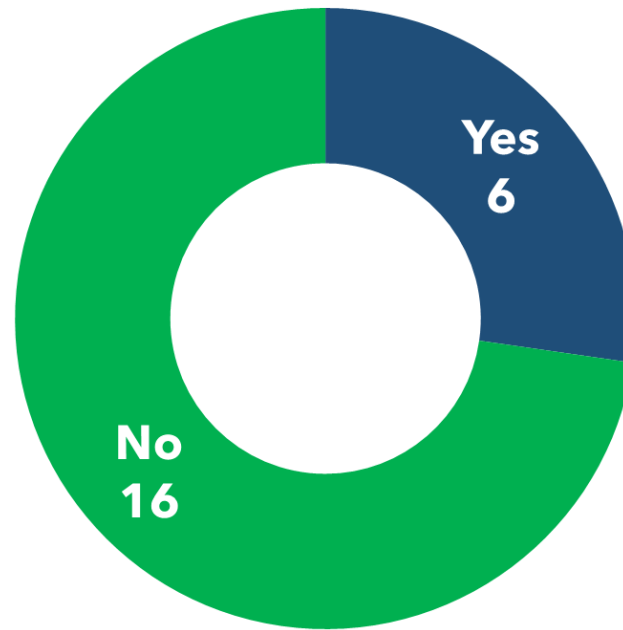


Workforce Survey – 37 participants

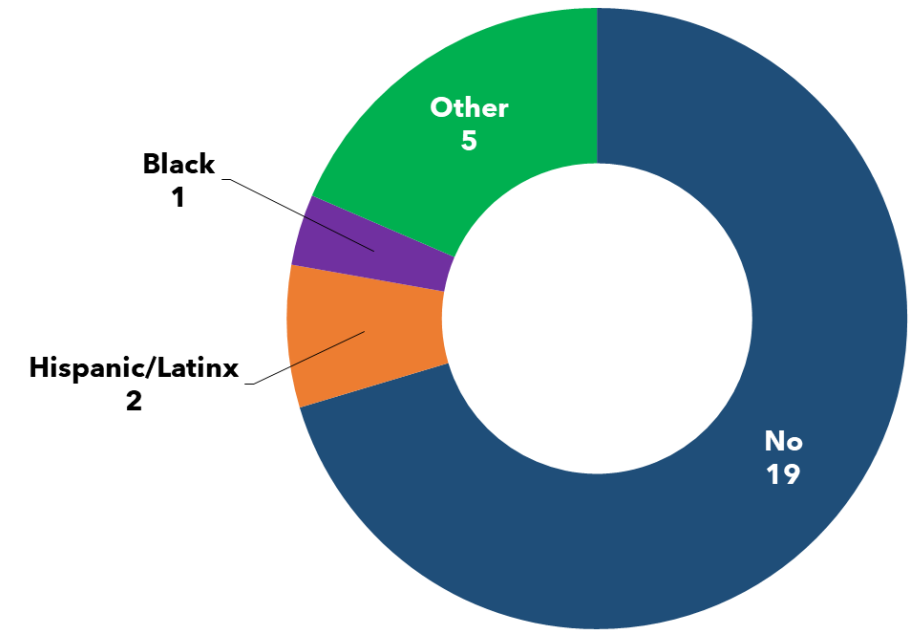
Number of Employees



Is this a woman-owned business?



Is this a minority-owned business?



.....
↑ Order your top 5 items above this line ↑

Adopt innovative recruiting methods

Provide housing assistance

Create more part-time positions

Provide relocation assistance

Offer on-the-job training

Attract non-traditional workers

Increase wages and/or benefits

Offer bonuses to new employees

Allow for remote work flexibility

Provide on-site childcare

Adopt innovative recruiting methods

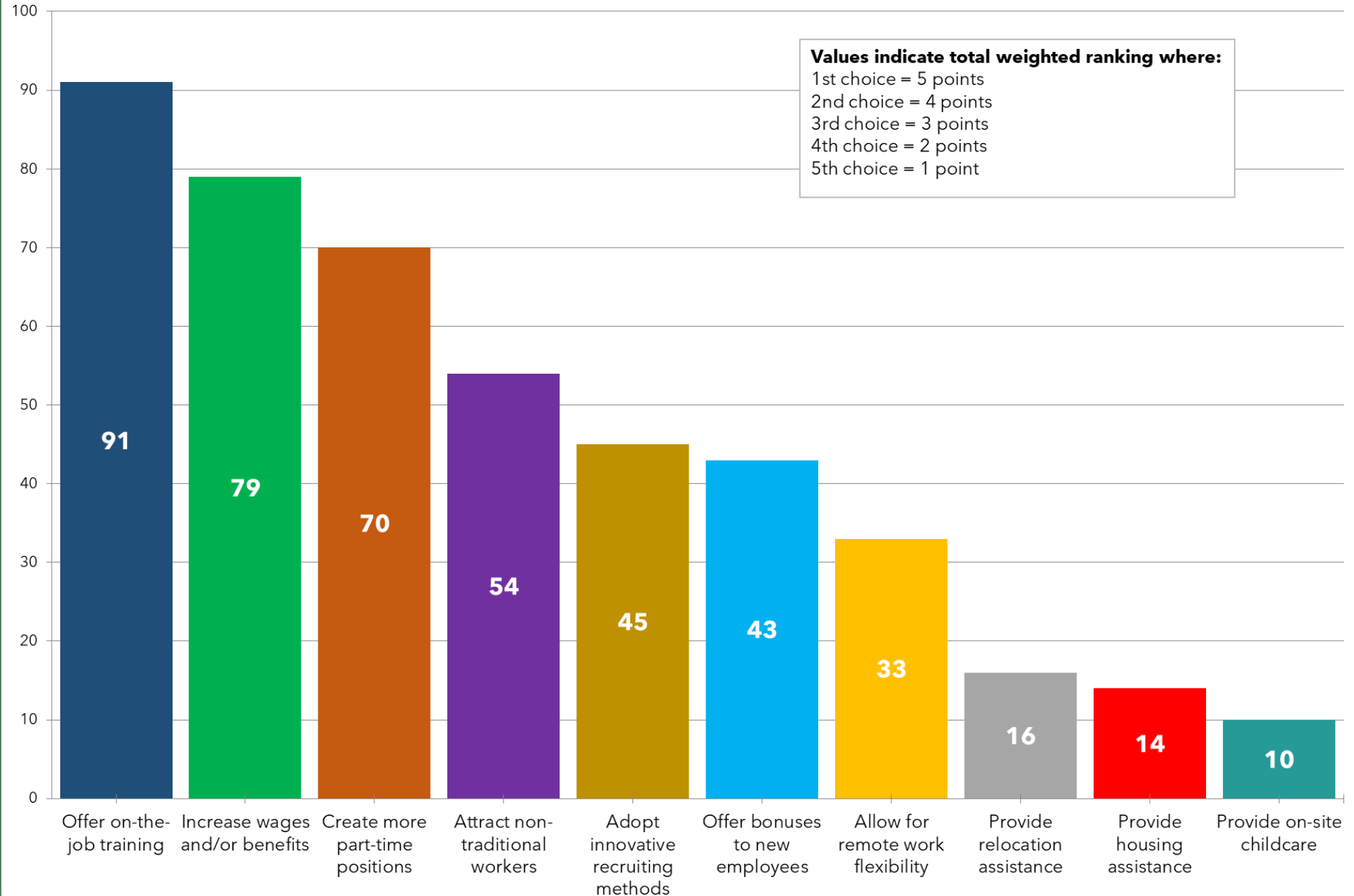


Examples include virtual interviews and job fairs, web-based advertising and recruiting.



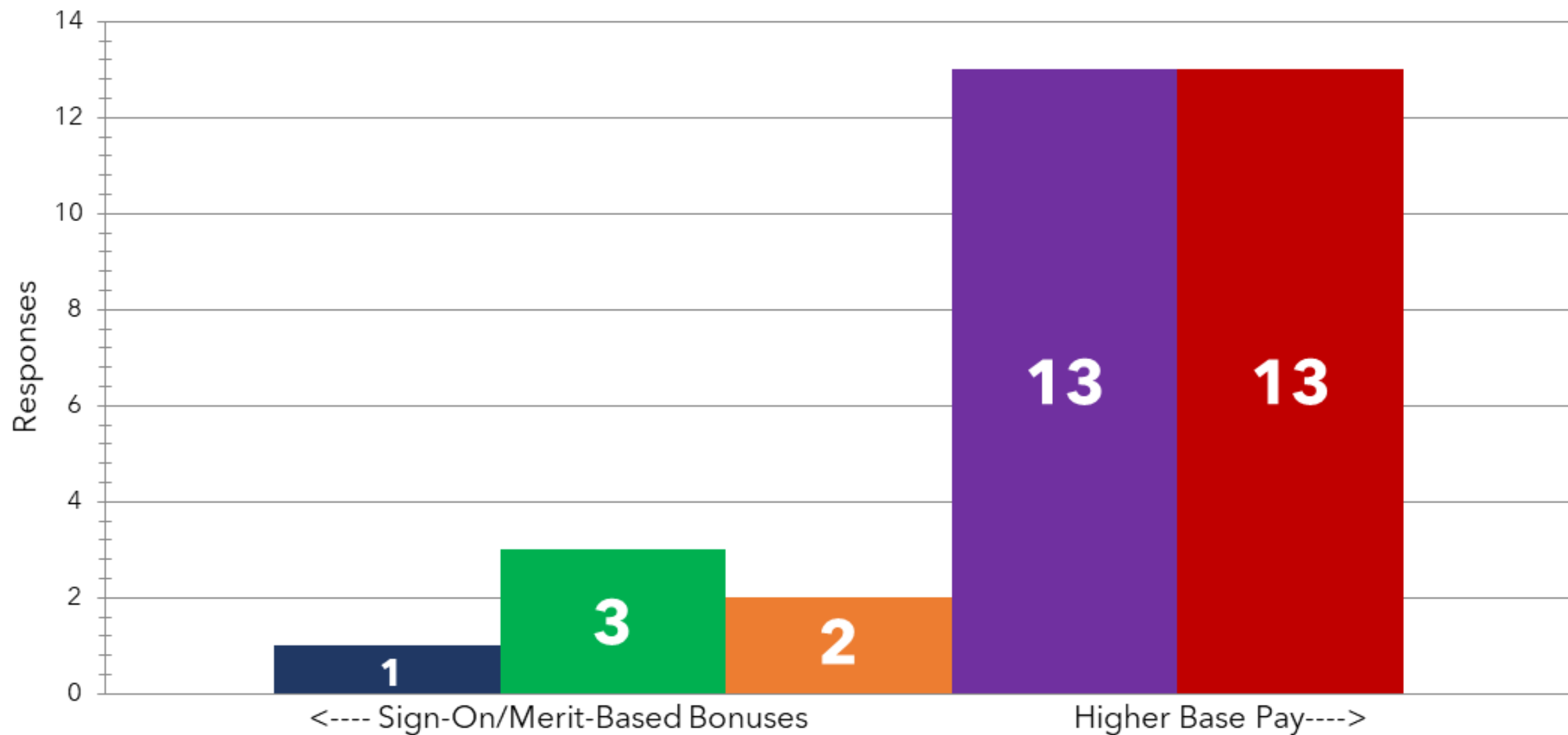
Methods of Expanding Workforce Ranking

Select the top 5 methods that may be useful to your business in expanding workforce,
in the order of most to least useful



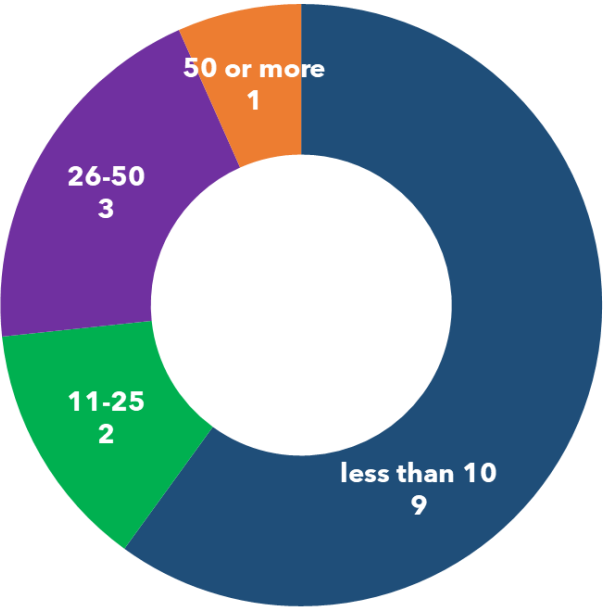
Compensation

What's more effective for your business to offer?

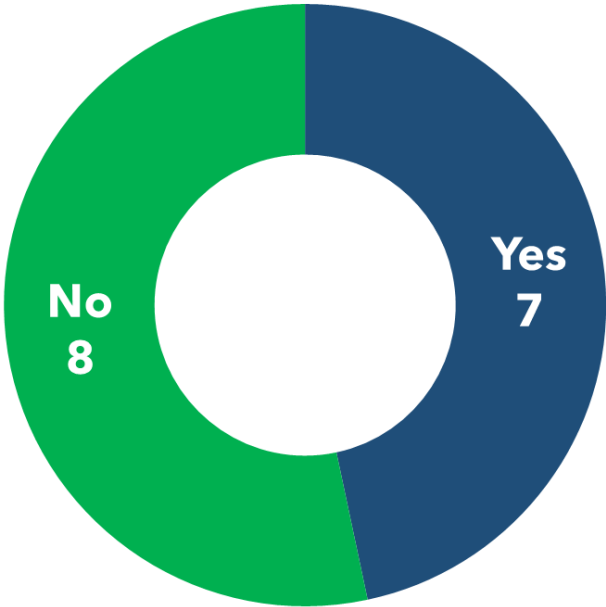


Retail & Restaurant Survey – 30 participants

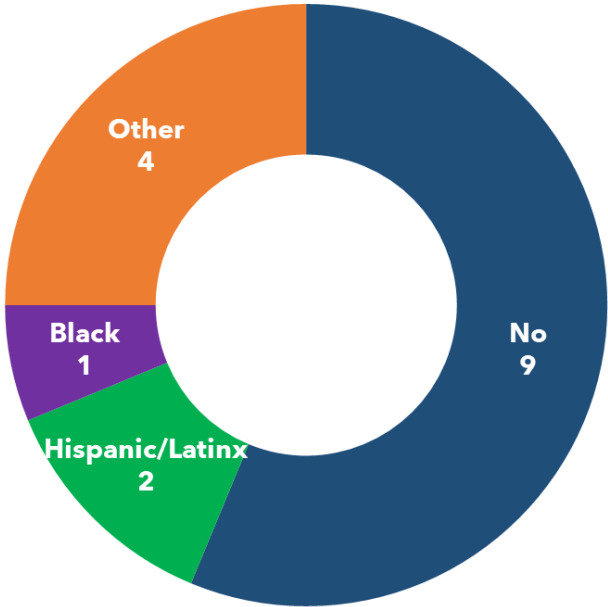
Number of Employees



Is this a woman-owned business?



Is this a minority-owned business?



Please rank 5 of the following items according to how much your business has been impacted by them.

CHALLENGES

↑ Order your top 5 items above this line ↑

Capacity limits

Employee shortages

Layoffs

Rising cost of goods

Reduced hours of operation

Physical changes to space

Supply chain

Delivery of goods to customers

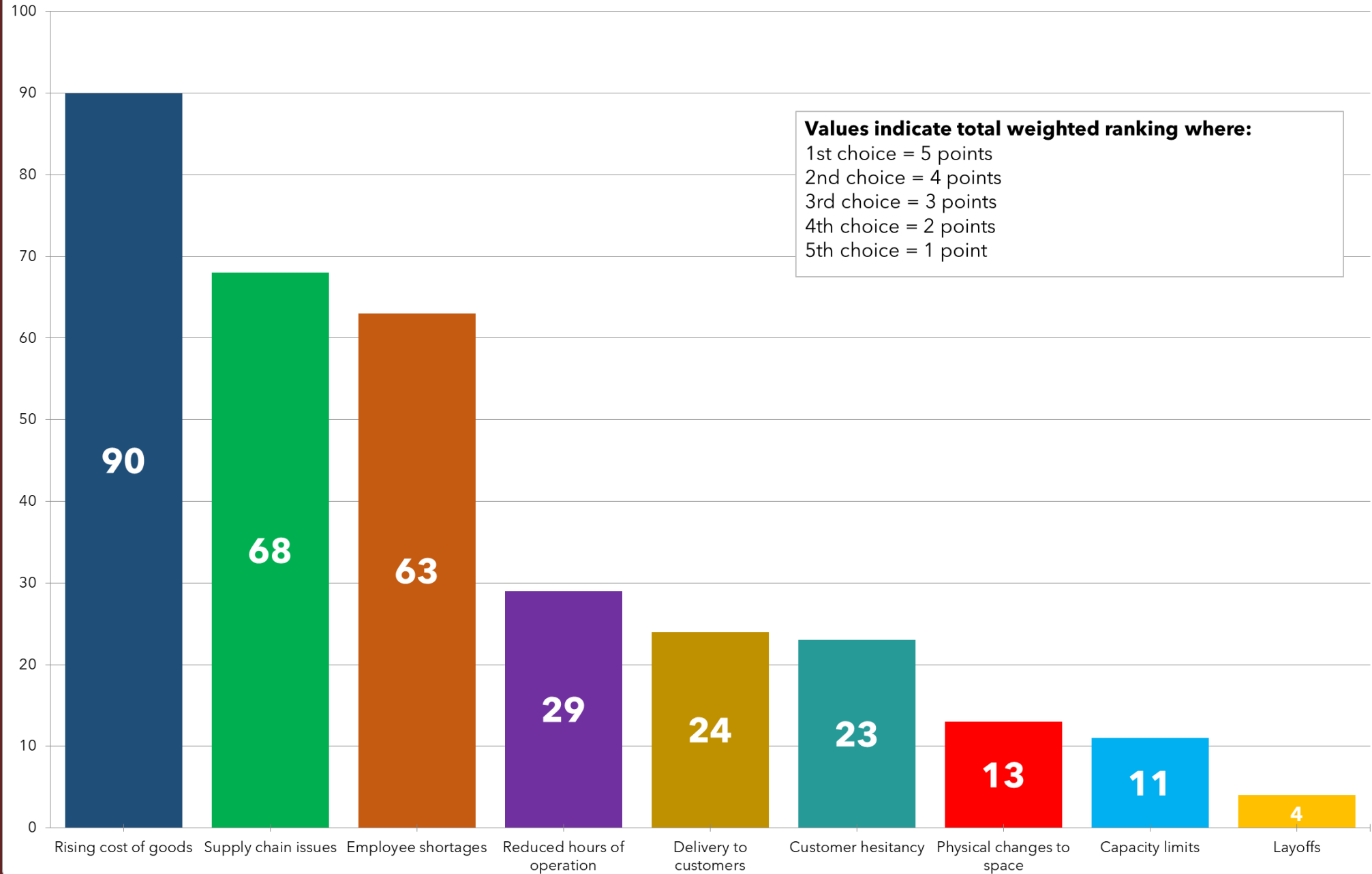
Customer hesitancy

Please rank the top 5 challenges your business has faced due to the pandemic by dragging the items in order above the line

Please click each item for a detailed explanation.

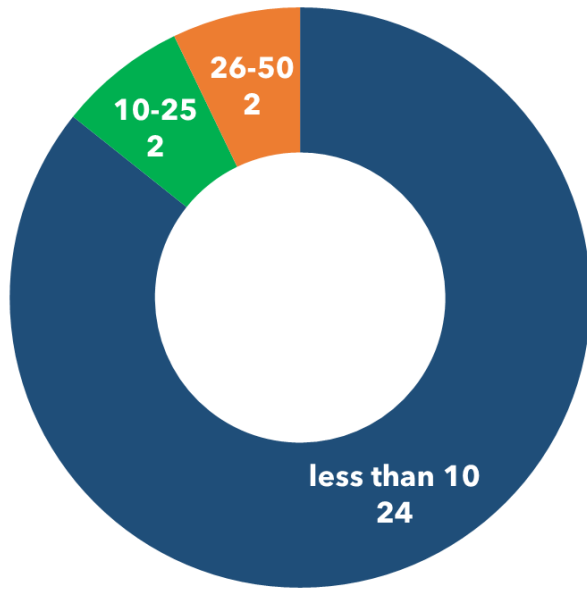
Challenge Ranking

Select the top 5 challenges from the pandemic that your business is facing,
in the order of most to least significant

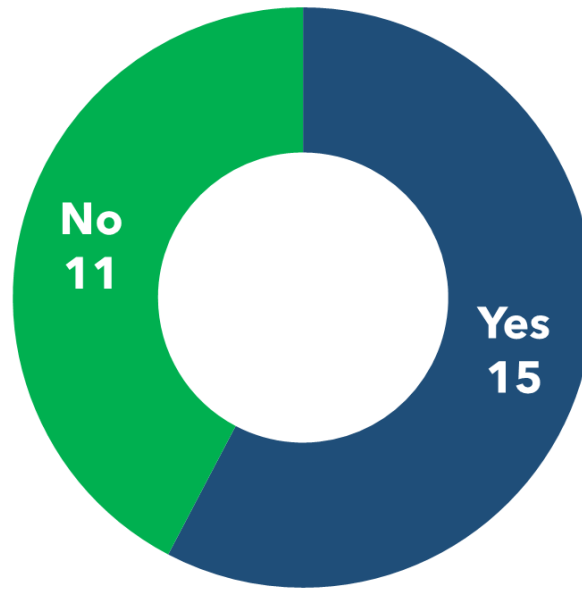


Entrepreneurship Survey – 33 participants

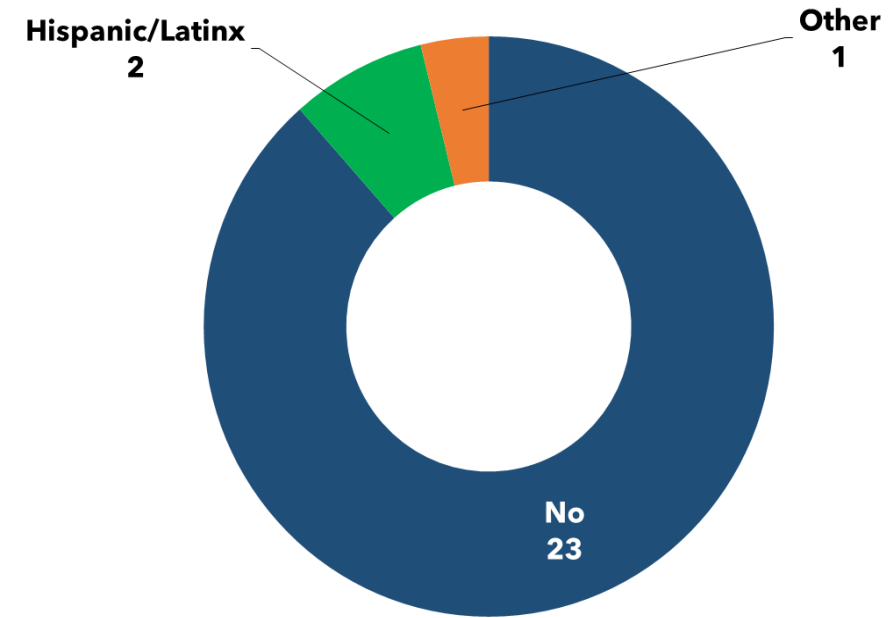
Number of Employees



Is this a woman-owned business?



Is this a minority-owned business?





You have been given \$100,000 to enhance your business. How would you allocate the money into the following services?

"10" coins = \$10,000

"1" coins = \$1,000

Click on an "i" button for more information about each item. Not every item requires coins.



10



90

i Accounting & Finance



0

i Legal Services



0

i Grant Writing



0

i Marketing & Communication



0

i Networking



0

i Health & Wellness



0

i Strategic Planning



0

i Advice & Mentoring



0

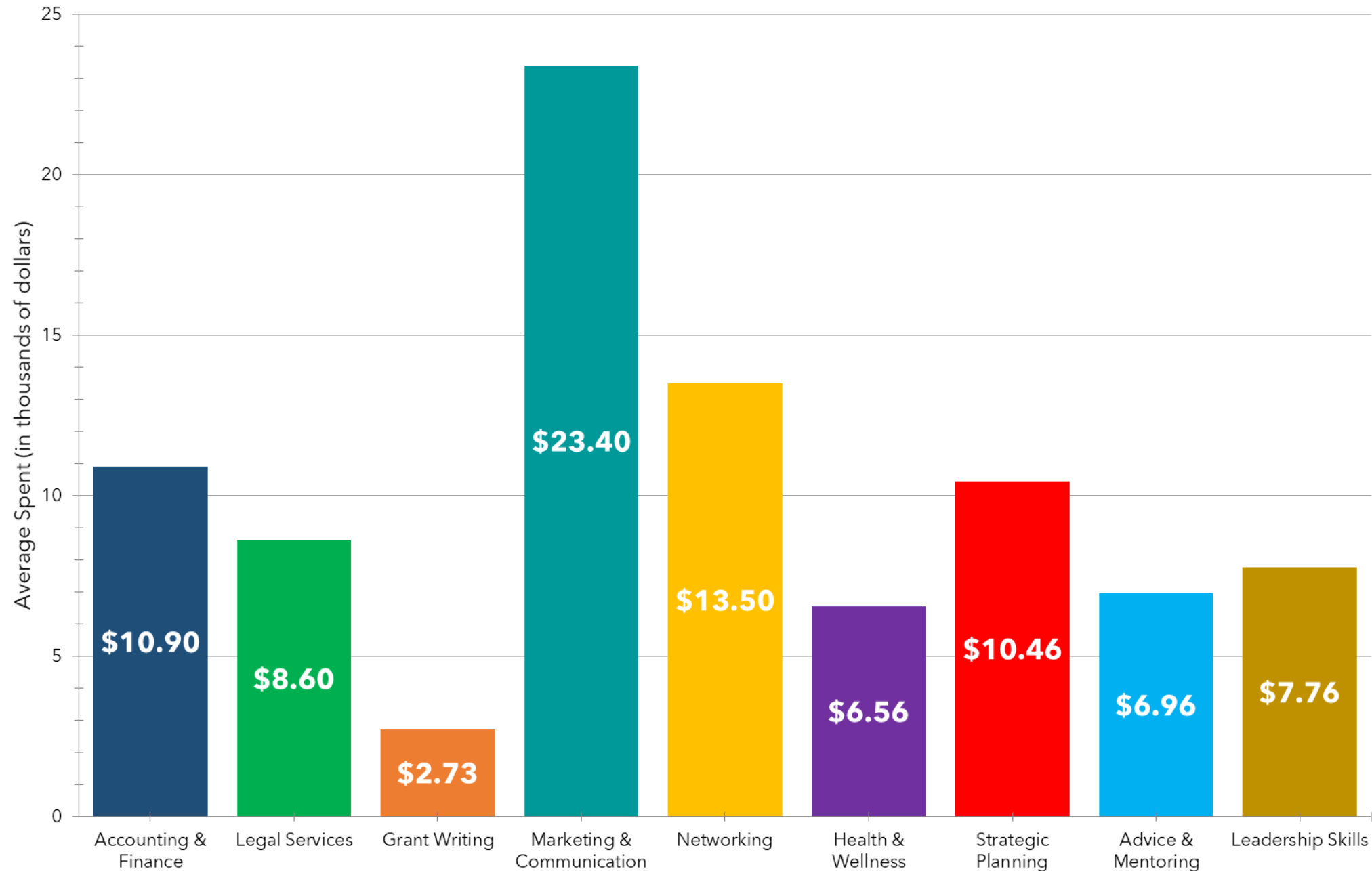
i Leadership Skills



0

Allocating Resources

How would you spend \$100,000 on services to strengthen your business?



Focus Groups

- Woman Owned Business
- Minority Business Owners
- Entrepreneurs
- Restaurant and Retail
- Manufacturing and Trades
- Workforce



Focus Groups Key Findings

- Women business owners – challenges with real estate, leasing and financing.
- Black Lives Matter Movement
- Entrepreneurs need assistance with regulations, taxes, HR, finances, insurance, lease agreements, and legal advice.
- Commercial kitchen space is needed.



Focus Groups Key Findings

- Improved access to parking and dedicated employee parking.
- Increasing Homeless Population
- Supply chain issues, increases in food prices and wages continue to reduce restaurant revenues.
- Need more exposure to maintain a steady customer base.
- Lack of cash flow is impacting inventory

Focus Groups Key Findings

- Competing for skilled manufacturing employees.
- Relationships with local high schools and community colleges.
- Great benefits and sign on bonuses cannot compete with a higher wage.
- Workforce housing is a major barrier to hiring retail, restaurant, and hourly positions - disproportionately impacting small businesses.



Bright Ideas Preschool and Learning Center

bright
ideas

Background

- Amherst NH
- Opened in August 2020

Challenges

- Real Estate
- Regulations

Future

- Considering additional services such as art therapy and counseling.



Tropical Flavors Restaurant

Background

- West Hollis Street, Nashua
- Took over ownership in January 2020

Challenges

- Loans to get started.
- Supply Chain

Needs

- Additional Public Parking
- Assistance with marketing and IT.
- Additional Funding



Next Steps

- Creating a Micro-Site - Revize
- Branding, Catchy Project Name, Marketing Materials – Kelly Creative
- Region Specific Recommendations
- Creating a Final Plan
- Adding Resources to the Website

