
***Implementation / Roadmap
& Conclusion***

Implementation

The report has already reviewed the implementation of each subset of recommendations in the sections prior. The next few table explains, in brief, a holistic, sector-by-sector implementation strategy.

	Near Term (within 6 months)	Medium Term (Within 12-24 months)	Long-Term (Beyond 2 years)
1. Entrepreneurship	Involve convening disparate actors and scoring "Quick Wins" using existing resources and stakeholders	Involve careful business planning, outreach, applications for funding, and early-stage implementation	Involve evaluating progress thus far and breaking ground on major civic and physical infrastructure once funding is in place
1(a) Prioritize Technology & Healthcare Sector-based Entrepreneurship Development	Launch web-hosted rebranding campaign that acknowledges Nashua's heritage and identity in technology-based, high-potential industry	Oversee an educational entrepreneurship task force to weave entrepreneurship content into local curriculums .	Based on the demand, Launch an educational entrepreneurship lab.
	Develop relationships between the city of Nashua and institutional / private stakeholders that can increase their engagement with local entrepreneurship	Pilot entrepreneurship resources as agreed-upon between the entrepreneurship development task force and the Adult Learning Center in the Tree Streets neighborhood.	
1(b). Prioritize Affordable Incubator Space in Millyard	Identify and convene the community stakeholders currently engaging or considering business incubation as a service.	Work with a formal task force or working group to create a business plan for the long-term viability and success of a business incubator.	Launch a revamped or brand new business incubator that focuses on technology-based and healthcare related industry
	Define the City of Nashua's vision for a business incubator.	Grants from the federal government for entrepreneurship development	
	Convene a task force or working group to formally define goals, determine milestones and make decisions about a business incubator.	Request for Proposal to procure services of the organization(s) that will provide full-service mentorship, networking, programming, and advertising services for the planned incubator.	

1(c). Arts Incubator	Define the City of Nashua's intentions and goals for fostering and incubating arts-based entrepreneurship in the region		After completion of the Performing Arts Center in 2020 or later, open the arts incubator downtown or in another selected site.
	Make contact with ArtsPlace America or a similar source that can provide funding or technical assistance well established artists and arts organizations functioning in and around Nashua to form an advisory body or <i>informal</i> agency in setting up the Arts Incubator.		
2. Workforce Development	Convene - <i>Healthcare Sector Working Group.</i> (within 1 month)	Connect - <i>Industry Partners</i> - BIA and the Chamber of Commerce as potential partners	Grow - If this pilot program is successful, we recommend expanding it to manufacturing or technology sectors.
	Create - <i>Healthcare Jobs Pilot Program.</i> (within 6 month)		
3. Millyard Development	<ol style="list-style-type: none"> 1. Create a Business Improvement District 2. Preliminary branding conversation 3. Urban Design study 4. Incubator / city owned parcel feasibility study 5. RFPs for residential/mixed-use development on City owned parcels 	<ol style="list-style-type: none"> 1. City pursues renovation of NIMCO building and establishment of the Incubator 2. Through the BID, property owners discuss shared parking between property owners and opportunities to consolidate parking to free up new land for infill development 3. Issue RFPs for urban design consultants and infrastructural improvements plan for the Millyard 	Pursue state and federal grants to support urban design and infrastructural improvements

Conclusion

Nashua's 2018 Economic Development Plan is the outcome of field visits, stakeholder interviews, research and data analysis over the course of four months, from February to May 2018. The City of Nashua's guidance and steering, as well as the input of various dedicated community stakeholders, were integral to the development of the plan's final recommendations. This same wisdom and dedication will be integral to the City's implementation of this economic development plan moving forward.

The City of Nashua is poised to harness the resources of its already robust economy -- as well as the diverse resources within its existing civic infrastructure of political offices, businesses, nonprofits, and residents -- to build an economic foundation that will not only spur further economic growth, but also fortify its economy against economic shocks and disruptions that may occur in the future.

The plan emphasizes three sectors of economic development in the name of economic growth and economic resilience:

1. The City of Nashua shall spur robust, equitable and accessible entrepreneurial development by stewarding entrepreneurship in high-potential, technology-based industries and re-integrating local and regional entrepreneurship-related resources.

The first step in galvanizing Nashua's technology-based entrepreneurship capacity is establishing and improving coordination among already existing local and regional entrepreneurship-related resources, which so far have operated largely independently despite similar ends. Due to the fact that the entrepreneurship scene in Nashua is difficult for newcomers to navigate, networking Nashua's rich, existing infrastructure of entrepreneurship resources must also involve consolidating information and goal-setting into a central office or point-person. This central nexus can be

situated within the city government, but it can also be sponsored by a third-party that is still trusted by the diverse communities that make up Nashua. In addition, the establishment of a business incubator, or the fortification of an existing incubator, will accomplish the necessary consolidation and expansion of entrepreneurship resources in an accessible, physical space. Separately, the City should continue building up the capacity of its arts-entrepreneurial ecosystem in advance of and during the operation of its planned Performing Arts Center. Finally, the City should leverage existing resources within local educational institutions as well as within institutions that face Nashua's immigrant population in order to foster interest in entrepreneurship and business acumen in younger populations and immigrant groups.

2. The City of Nashua shall foster the development of a vibrant, mixed-use Millyard district that is seamlessly integrated with Nashua's downtown and establish the Millyard as a hub of innovation through a central incubator and co-working space.

Our recommendations for the Millyard support the district's current mixed-use nature and the City's continued support of new and diverse business in that district. The Millyard is a valuable asset within the City of Nashua, and it is the ideal physical grounding for a revised city branding campaign under the banner of "Live - Work - Play Outdoors!" Beyond branding, the City should immediately move to analyze the feasibility of various interventions to make the Millyard a more successful and vibrant location, such as urban design improvements to better connect the Millyard to Downtown, mixed-use development that includes residential space, and the renovation of an existing structure (such as the NIMCO building) into a business incubator. Finally, the City should oversee the creation and maintenance of a Business Improvement District (BID) to network the district's landowners and tenants in order to support events and programming, resolve issues related to the supply of parking, and enable collaboration toward the general, common goal of growth, attractiveness and adaptability to change.

3. The City of Nashua shall pursue a place-based workforce development program to connect concentrations of underemployed residents with centers of employment in the community in order to activate local talent and strive toward economic equity.

Despite the City of Nashua's markedly low levels on unemployment and its residents' generally high wages, a well-structured and precise workforce development strategy can improve social equity and achieve long-term resilience by linking spatial concentrations of unemployed and underemployed residents to local centers of major employment in the city. We propose an initial focus on the healthcare sector given its high share of "opportunity occupations," the diversity of occupations that are needed to support the healthcare sector, and Nashua's comparative advantage in healthcare relative to other economies in the region. The spatial workforce development strategy consists of four emphases. Nashua shall convene a healthcare sector working group consisting of the City, educational institutions, health employers, social services, and local nonprofits in order to determine a vision and priorities. The working group shall create a healthcare jobs pilot by leveraging and connecting existing training resources in the community and directing their efforts toward gaps in educational programming that are keeping otherwise qualified workers out of the healthcare sector. The City shall connect major industry, educational and nonprofits into a healthcare-related community infrastructure that long outlasts the working group. And the city shall grow its workforce development program, once successful and sustainable, to other high-opportunity sectors of its economy such as manufacturing.

Realizing the recommendations of Nashua's economic development plan requires Nashua to acknowledge and embrace the rich resources that exist within its community -- to take advantage of what many stakeholders referred to Nashua residents' "two degrees of separation" rather than the proverbial six. Participation, engagement and

leadership throughout Nashua's community -- certainly within the City but also among its businesses, nonprofits, community leaders, longtime residents and growing immigrant community -- will ensure more inclusive, holistic planning and more successful implementation. Although it is easy to consider growth and resilience the results of tangible assets -- like a fully developed, connected Millyard, or a new business incubator -- enduring growth and economic resilience also depend on a community's ability to "bounce back" from an unexpected shock and disruption, and Nashua's centuries' long ability to endure and bounce back has always in part derived from the strength and diversity of its residents' ties.