



KIT 4

ACTION KIT FOR ORGANIZATION

HOW CAN WE ACT?

An outgrowth of the Manchester Multimodal Transportation and Land Use Planning Study (named Manchester Connects), generously funded by the New Hampshire Department of Transportation (NHDOT) and overseen by the Southern New Hampshire Planning Commission (SNHPC), Manchester Connects begins with this plan. The goal and priorities developed through the planning process, coupled with the plan's vision and recommendations, will propel Manchester Connects into the future.

As much as Manchester Connects is a planning process, it's also a framework for future action. The planning process itself was a model for how community leaders, businesses, public agencies, institutions, and residents can come together to dream, deliberate, and determine priorities. Supported by a group of active and involved residents and business people who are committed to a vibrant and thriving 21st Century Manchester, Manchester Connects is about action. Over the course of more than a year, many stakeholders have put in many hours to help move the planning along and to discuss the best way to move forward. At its core, Manchester Connects recognizes that many things are possible with collaboration, determination, and a pinch of creativity.

Furthermore, a core principle of this initiative has been, and will continue to be, that it is good to plan, and even better to act!

While there are certainly large-scale, expensive, bricks and mortar solutions and recommendations included in this plan, Manchester Connects takes an incremental approach that prioritizes action while the

large-scale projects work their way through the funding and permitting processes.

That is why these four action kits are presented separately. Each kit is the result of hours of meetings, phone calls, interviews, and research to ensure that the Manchester Connects recommendations are not generic planning solutions sitting in silos. Each kit represents the political, economic, and social environment in which things must be possible.

The kits provide the what, who, and how of the plan's priorities and major recommendations:

1. The Loop + Riverwalk
2. Land Use + Parking
3. Placemaking
4. Organization

These kits are meant to be used separately and in conjunction with one another to move Manchester toward the shared vision of a vibrant, economically-thriving, and welcoming community that serves as the northern New England hub of technology and innovation.

These kits are not set in stone but are meant to be flexible. They serve as a "kick-starter" to move from planning to action. Their content is based on deep discussions about political realities, funding sources, local capacity to act, and what is most needed.

TABLE OF CASE STUDIES

Case Study	Location	Kit Number	Relevancy to Manchester Connect Recommendations			
			Loop + Riverwalk	Land Use + Parking	Placemaking	Organization
Access Portsmouth	Portsmouth, NH	1	●			
Amsterdam Light Festival	Amsterdam, Netherlands	3	●		●	
Armory Reuse	Various	2		●		
Butler Trail	Austin, TX	1	●		●	
Creative Portland	Portland, MD	4			●	●
Detroit Creative Corridor Center	Detroit, MI	4				●
Discovery Green	Houston, TX	2		●	●	
Hamilton Canal Innovation District (HCID)	Lowell, MA	2		●	●	
Iconic Placemaking	Various	3	●		●	
Larkinville	Buffalo, NY	2		●	●	
Metcalfe Park	Sydney, Australia	3		●	●	
Parking and Investment	Portsmouth, NH	2		●		
Paths to Pier 42	New York City, NY	3	●		●	
Riverwalk and Waterplace Park	Providence, RI	1	●		●	
Schuylkill River Trail	Philadelphia, PA	1	●		●	
Spruce Street Harbor Park	Philadelphia, PA	3	●		●	
StreetsAlive!	Moorhead, MN	1	●		●	
The Church Street Marketplace	Burlington, VT	3		●	●	
Three Rivers Revitalization	Pittsburgh, PA	1	●		●	
Unified Parking Districts	Various	2		●		
Unusual Passages	Quebec City, QC	1	●		●	
Walkway over the Hudson	Poughkeepsie, NY	1	●		●	
Wintertime Public Space Activation	Buffalo, NY and Philadelphia, PA	3			●	

ORGANIZATION ACTION KIT

THE BIG PICTURE

Over the course of a year, the Manchester Connects initiative has demonstrated the power of the Manchester community to come together around important issues, collaborate on big ideas, and identify practical solutions for issues of livability, connectivity, and economic growth in the Millyard, Riverfront, and Downtown. The range of initiatives addressed by this planning project illustrates the need for ongoing leadership in a coordinated effort that can span a variety of interests and disciplines including placemaking, transportation, marketing/branding, parking, arts + culture, and programming. This Organization Action Kit explores ways to address implementation of the Manchester Connects plan that make the best use of resources and capacity. Collaboration between stakeholders is particularly important; public/private efforts and self-funded initiatives can create funding options that help address limitations presented by the City's tax cap.



The Manchester Connects initiative has demonstrated the power of the Manchester community to come together around important issues through a series of public meetings, interviews, and working groups.

Source: CivicMoxie

WHY THIS KIT? - THE DETAILS

Uniquely, Manchester Connects was started by a group of committed and visionary business leaders, residents, and organizations. This group has drawn energy from the collaborative planning process and has expressed a desire to explore how this collaborative structure continues when the initial Manchester Connects planning process winds down and the next phase of Manchester Connects begins in June 2017.

Who will lead the effort and how can Manchester Connects be sustainable as we move forward?

This Action Kit provides information to answer this question.

This planning process has highlighted a number of goals that should be addressed by an organizational plan to move Manchester Connects forward:

- Formalize an organization that addresses and supports varied efforts:
 - a. Transportation, creating connections, and parking
 - b. Business growth, innovation, and overall economic health
 - c. Arts, culture, and history
 - d. Event programming, enhancing public space, and placemaking (including supporting a vibrant Riverwalk!)
 - e. Branding, marketing, and business recruitment
- Create an implementation structure that provides a “big tent” to continue an inclusive and far-reaching effort to make the city the best it can be for living, working, and playing. This means a way of working that includes City Hall, State government, private businesses, non-profits, and property owners, to name a few.
- Emphasize social, business, and physical connections between Downtown, the Millyard, and the West side of the Merrimack.
- Capitalize on the strong synergy between efforts, organizations, and projects.
- Identify a clear and holistic path to implementation.
- Build on the “Manchester Connects” brand and message as implementation strategies move forward.
- Ensure that the physical planning is tied to economic development and enhanced quality of life by working in a cross-disciplinary manner to use resources wisely and efficiently.

THE MISSION

The mission of a Manchester Connects organization should encompass the core goals and values highlighted by the planning process. The statement to the right is offered to inform the mission for a Manchester Connects organization, which should be decided by key stakeholders involved in its formation.

POTENTIAL TASKS TO BE SPEARHEADED BY A FUTURE MANCHESTER CONNECTS INITIATIVE

A future Manchester Connects initiative would support key tasks critical to leverage and grow the assets of the Millyard, Riverfront and Downtown. These include:

- Taking responsibility for advocating for and supporting collaborations to implement the recommendations as outlined in this Manchester Connects Multimodal Transportation and Land Use Plan.
- Creating collaborative opportunities between City departments, agencies, and businesses to ensure vibrancy and connectivity within the Millyard and connecting Downtown and the west side of the Merrimack River.
- Advocating for and implementing elements of a connected downtown and Millyard including bike paths, bike share systems, extensive and well-maintained pedestrian access, and smart parking solutions that reduce congestion, encourage walking, and promote vibrant land uses. This includes advocating for and planning for commuter rail service to Boston.
- Advocating for and implementing a world class Riverwalk along the Merrimack

THE MISSION

Manchester Connects is a community action group that is committed to a vision of Manchester as a premier place for people of all ages to live, work, study, and play. As the name implies, Manchester Connects is about forming connections: connections among people and organizations, connections among places, and connections among ideas. Manchester Connects intends to collect and compile the various visions and plans that people have for the city into a comprehensive set of programs that make the most of Manchester's location, history, architecture, and civic pride. To achieve this vision, Manchester Connects hopes to act as the backbone organization that encourages and helps coordinate the efforts of government, business, non-profits, academia, and individuals to develop plans and obtain the necessary resources to make the city more inviting, attractive, and livable. Manchester Connects focuses on:

- Transportation, creating connections, and parking
 - Business growth, innovation, and overall economic health
 - Arts, culture, and history
 - Event programming, enhancing public space, and placemaking (including supporting a vibrant Riverwalk!)
 - Branding, marketing, and business recruitment
 - Creativity and the characteristics of an innovation district: Innovation districts are a direct result of changing preferences among workers. Young workers especially prefer working in urban environments where they can walk to work and have easy access to shopping, dining, and entertainment.
-
- Maintaining a brand for the Millyard and Downtown—Manchester Connects—and ensuring this brand is communicated in clear and compelling ways to promote business growth and the overall economic health of the city.
 - Advocating for a vibrant mixed-use Millyard that functions as an innovation district...where companies want to locate, where visitors want to explore, and residents want to live and work.
 - Ensuring art, culture, innovation, and education are woven throughout the Downtown, Millyard, and Riverwalk in multiple ways including public art, interpretive signage, historical markers, cutting edge technology, lighting, educational programming, and other elements.

WHAT WILL IT TAKE?

Can an existing Manchester organization take on the role of implementation for recommendations outlined in the Manchester Connects multimodal plan? How will this project continue when the framework and energy of the official planning process draws to an end? Who or what will keep the energy of the collaborative group of stakeholders together? These questions have been posed since the very start of the Manchester Connects planning initiative in Spring 2016. To help answer these questions and ensure successful implementation, the roles and characteristics for an implementation organization are listed below.

ASSESSMENT - A NEW OR EXISTING ORGANIZATION?

As outlined above, the scope of activities for advocacy and implementation of the Manchester Connects plan is broad and will involve a diverse group of interests and disciplines in order to be successful. Ideally, some entity or initiative will be an advocate for implementing of this plan and will oversee the coordination of existing efforts and the efficient use of resources in order to ensure that existing capacity isn't stretched and that efforts aren't being duplicated across initiatives, organizations, and the public sector.

The following list indicates possible existing organizations, City departments, or groups that address some of the goals listed above and that have the infrastructure, expertise, and/or resources to carry Manchester Connects forward:

- Intown Manchester
- Greater Manchester Chamber of Commerce












- Department of Planning + Community Development
- Manchester Economic Development Office
- Manchester Development Corporation

Each of these entities has a mission that has some overlap with the overall goals of Manchester Connects. Each also has expertise in one or more desired focus areas of a future Manchester Connects entity. Intown Manchester is the Business Improvement District (BID) that covers the Central Business Service District which includes the Downtown and the Millyard on the east side of the Merrimack. The BID promotes the retail and dining establishments in this area as well as cleanliness, public safety, programming, and special events. It does not, however, recruit new businesses directly, nor bring together a wider range of stakeholders to look at an integrated approach to live, work, and play in the study area.

The Greater Manchester Chamber of Commerce provides advocacy, networking, programming, professional development, and business support for regional businesses. Its purview is Manchester and nine surrounding communities. While the Chamber supports business recruitment to some degree by creating a collaborative environment and advocating transportation infrastructure projects, it does not include the direct interests of residents, nor does it cross disciplines such as arts and culture, education, etc. in extensive ways. It does, however, have an ongoing commitment to the health of the Downtown and Millyard and is involved in numerous initiatives, including the wayfinding plan for this area.

Lastly, City Departments in Economic Development and Planning and Community Development focus on many infrastructure, land use, and business areas. The Manchester Development

MANCHESTER CONNECTS—WHAT'S NEEDED?

Roles/Characteristics	Details	
Business Recruiting		Growth of Manchester in general, and the Millyard in particular as an “innovation district” and tech hub needs coordinated active recruitment of skilled workers and businesses around a central message/brand. Manchester Connects can provide an umbrella message and brand under which to coordinate resources.
Financial Administration		Support for efforts will require applications for grants and eligibility to receive gifts and donations. Ability to harness non-profit status or apply for grants/support grants will be critical.
Event Programming		Enliven public spaces and private lobbies/event places with programs, music, and events that are important to create the kind of place residents, businesses, and visitors desire.
Advocacy		Ensure the Millyard, Riverfront, and Downtown get the attention they need in terms of physical improvements, public safety, marketing, etc. Complement Intown Manchester efforts.
Coordination of Varied Efforts		Ensure that transportation improvements account for arts + culture goals (public art), marketing efforts address City economic development goals, advocate for parking coordination, and acknowledge land use opportunities, public image, etc.
Room for Diverse Stakeholders		Allow for business, resident, public, and non-profit voices at the table and in implementation roles to continue the active collaboration of the planning initiative and to recognize that no one group or government agency can do it all.
Sustainability		Ensure that whatever the organizational mechanism used, it is sustainable by making good use of resources, avoiding overlap and duplication of roles with others, and providing good value for benefits provided.
Political Agency		Recognized by the public sector at the regional, local, and state level and able to work with all forms of government to achieve stated goals of mutual interest to all.
Credibility		Have clout and be inclusive enough to bring people together and get things done, even if the group of stakeholders is diverse and don't usually work together.
Image that Fits the Goals		The image must appeal to the businesses and sectors that are being recruited to the Millyard/Downtown as well as the broader population...creating an inclusive and compelling “brand” attractive to many people, including residents and visitors.
Innovation		Continue the theme of innovation that is the foundation for the Millyard's existence.

Corporation supports economic development activities for the city but like the other City departments and agencies, doesn't focus on programming, events, or educational outreach and coordination.

There are other organizations within the Greater Manchester region that address some of the areas of focus for Manchester Connects. However, no organization or City Department currently meets all the criteria that will need to be fulfilled to provide the full range of advocacy, planning, leadership, and funding envisioned for Manchester Connects.

The question is, should a new not-for-profit 501(c)3 organization be formed as a "Manchester Connects" entity, or should an existing organization in the city embrace the recommendations of the Manchester Connects Plan? This question and possibilities are explored in this kit. The two possible outcomes are discussed and the pros and cons are weighed.

Choice #1 Existing Organization to Embrace Recommendations outlined in Manchester Connects Plan

There are great benefits to an existing organization embracing the recommendations of the Manchester Connects Plan. Rather than have to raise funding for start-up and operations that may be duplicative with an existing organization, using an existing non-profit to host the Manchester Connects initiative could be an efficient use of resources that also addresses an overlap of mission and goals.

In order to evaluate whether this strategy could be effective, it is necessary to choose an organization for assessment. It seems most appropriate to focus on non-profits or other entities rather than public agencies for this initiative as there are benefits for

an organization raising grant money and initiating a range of activities such as activities, placemaking, and marketing that may be outside the purview of City government. The Manchester Development Corporation is focused on recruiting and offering revolving loans and would need to expand its constituency and mission to address the goals of Manchester Connects. This is not an impossible strategy to pursue, but there are significant hurdles to remaking that entity, if so desired by all involved. Intown Manchester has a narrow scope defined by its status as a BID serving the General Business Services District; while it serves much of the focus area of this study, it doesn't extend its reach to Milliard West, nor does it offer business recruitment and overall branding of the city. Its constituency is the group of property owners who pay an additional tax to support the services it provides.

In reviewing the list of possible organizations to "host" Manchester Connects, the most likely candidate is the Greater Manchester Chamber of Commerce (GMCC). Because of its focus on business health and its existing involvement and commitment to issues that affect quality of life and Downtown/Milliard user experience such as the wayfinding initiative, the GMCC already touches many aspects of city life that are key concerns highlighted in the Manchester Connects study.

The following table is an assessment of the pros and cons of the GMCC embracing the Manchester Connects initiative within its organizational structure:

CHOICE #1: GMCC EMBRACES THE RECOMMENDATIONS OF MANCHESTER CONNECTS – ASSESSMENT OF VIABILITY AND FIT

Roles/Characteristics	Pro	Con	Overall (+, -, or neutral)
Business Recruiting	Already well-versed in messaging positives for the city as a place to live and work. Has staff on board experienced in these matters.	Slight expansion of its existing mission? There is overlap with Manchester Development Corporation here and the City's Economic Development office (but this overlap is present whether GMCC or a new non-profit takes this on).	+
Financial Administration	Already a non-profit and this wouldn't require additional start-up capital or a duplication of many existing resources although possible space and new staff would be needed. Is sensitive to concerns that a new organization stretches a limited supply of political capital, funding, etc.	Will have to adjust mission, organization structure for at least a part of GMCC to accommodate broader goals for Manchester Connects	+
Event Programming	Limited pros – event programming experience with business events such as summits, meetings, networking events. Can build upon existing programming.	Limited experience with larger festivals, placemaking events, etc. Overlap with Intown Manchester regarding larger events. Large learning curve regarding event production unless bringing on experienced people.	neutral
Advocacy	Already serves as a strong advocate for the business community which also includes quality of life, infrastructure, and signage. Well-positioned to serve this function.	None	+
Coordination of Varied Efforts	While the areas of interest are broader than current GMCC focus, it is seasoned at working across disciplines and interests to serve its members and mission. Members represent varied areas of the business community and existing and past initiatives have been collaborative.	None	+

CHOICE #1: GMCC EMBRACES THE RECOMMENDATIONS OF MANCHESTER CONNECTS – ASSESSMENT OF VIABILITY AND FIT

Roles/Characteristics	Pro	Con	Overall (+, -, or neutral)
Room for Diverse Stakeholders	Works with varied stakeholders in broader initiatives.	Manchester Connects efforts would require that the GMCC have a least a part of its organizational structure that was inclusive of a larger network of interests in the city. Assumption is that this would be acceptable to the chamber, otherwise it would not take on Manchester Connects functions.	+
Sustainability	This is an existing organization – startup would require time to shape a branch of the GMCC and set up a governing structure for Manchester Connects within the chamber but would not require most startup operating costs such as space, Executive Director, etc.	Could draw from main GMCC mission and efforts. Would have to be clear about what all the goals are of the organization, who are members of each, and how funded (and how they serve each other in holistic ways).	+
Political Agency	A big plus here...GMCC currently works with and has good relationships with the public sectors= at all levels.	None	+
Credibility	GMCC already has extensive credibility with businesses, government, etc.	Would need to be clear about mission and goals so that credibility could be built with residents and other stakeholders who don't normally see chamber initiatives as directly affecting them. Would need to build its base for this portion of its work.	+
Image That Fits the Goals of Manchester Connects	The mission and activities of the GMCC already align with key goals of Manchester Connects.	The image of the organization (or at least the subset of activities of Manchester Connects) would need tweaking to ensure clarity of message. For instance: Manchester Connects...an initiative of the GMCC in partnership with our community.	+
Innovative	The GMCC has members who are part of cutting edge innovation in their fields.	None	+

Choice #2: Create a New Manchester Connects Non-profit Organization

A new organization would have the advantage of being built from the ground up to uniquely address Manchester Connects’ goals. The organization would have a diverse group of founding partners and collaborators, ensuring a cooperative and mutually beneficial arrangement for all involved. A new organization would have a fresh image and not be tied to the perceptions of an existing organization’s roles, successes, failures, and key constituencies. Free to make brand new partnerships and reach out to stakeholders, the organization could define itself without being beholden to the image or roles of another initiative. It is compelling to think of the launch of a new organization as a celebration of all the work and people that have been involved in Manchester Connects and to establish that organization as a new way of working and collaborating in the city to achieve positive outcomes for all.

As compelling as the creation of a new organization might be, there are downsides. A key concern is the issue of what funding, resources, and time commitment will be needed that may detract from other efforts or be unrealistic. This could work against long-term sustainability for Manchester Connects. Cautionary examples of the challenges new initiatives can face include the short-lived Greater Manchester Convention & Visitors Bureau initiative and stories of previous events such as RiverFest and the rubber duck races that could not be sustained because of limited resources and not enough people sharing responsibility to ensure their success.

To assist in the evaluation of creating a new organization to lead the implementation of Manchester Connects initiatives, the pros and cons for each of the necessary roles/ characteristics are explored in the following chart:

CHOICE #2: CREATE A NEW MANCHESTER CONNECTS NON-PROFIT ORGANIZATION – ASSESSMENT OF VIABILITY AND FIT			
Roles/Characteristics	Pro	Con	Overall (+, -, or neutral)
Business Recruiting	Can start from scratch to build a “Manchester Connects” vibe	There is overlap with Manchester Development Corporation and the Greater Manchester Chamber of Commerce here and the City’s Economic Development office.	■
Financial Administration	Can be a non-profit which allows it to apply for grants and accept tax deductible donations	Starting a new non-profit organization requires significant start-up and operating costs that are typically not covered by grants.	■
Event Programming	Can design events specific to new organization and goals	Overlap with Intown Manchester regarding larger events. Large learning curve regarding event production unless bringing on experienced people.	■

CHOICE #2: CREATE A NEW MANCHESTER CONNECTS NON-PROFIT ORGANIZATION – ASSESSMENT OF VIABILITY AND FIT

Roles/Characteristics	Pro	Con	Overall (+, -, or neutral)
Advocacy	There is no one advocacy organization for this area – one organization doing this can develop a deep constituency base and ensure it is at the table for major discussions and policy issues.	There is the danger of duplicating efforts with Intown Manchester. This danger exists no matter what the organizational structure is, and careful collaboration will be needed to ensure Manchester Connects focuses on advocacy that is beyond the purview of Intown.	neutral
Coordination of Varied Efforts	There is no one advocacy organization ensuring many voices are at the table for a range of decisions in the study area – one organization doing this can develop a deep constituency base while promoting an efficient use of resources and innovative outcomes.	None – the board of advisors or steering committee of a new organization would have other non-profits, businesses, City agencies/departments included, thereby ensuring ongoing collaboration and coordination between a wide range of efforts.	+
Room for Diverse Stakeholders	A board and various working groups can be built from scratch, ensuring diverse input.	This will be one more organization to keep track of, add to busy schedules, etc. (this applies to many different roles/ characteristics on the chart).	+
Sustainability	A clear mission that is distinct from other organizations may draw new supporters and enthusiasm.	A new non-profit requires start-up capital, space, resources, and a membership that will draw from other organizations and efforts. Limited supply of political capital, funding, etc. to go around.	-
Political Agency	Undetermined – much will depend on public sector acceptance and participation in the new organization.	If this organization is seen as an “outsider” to existing modes of working and decision making, it could be dismissed by all relevant parties (City, State, etc.) and have very little political agency...again, one more thing to coordinate.	-
Credibility	Carefully crafted membership and leadership can provide credibility.	A “newcomer” organization that doesn’t have support from City Hall or other key entities will lack credibility which will undermine all attempts at fundraising and getting things accomplished.	-

CHOICE #2: CREATE A NEW MANCHESTER CONNECTS NON-PROFIT ORGANIZATION – ASSESSMENT OF VIABILITY AND FIT

Roles/Characteristics	Pro	Con	Overall (+, -, or neutral)
Image That Fits the Goals of Manchester Connects	The mission, goals, and organizational structure, along with membership will match the organization's objectives, ensuring a perfect match with Manchester Connects.	There is a potential cost to the new organization to develop and market this brand: this would be true of any initiative that is created unless it sits within a larger organization that has this broad appeal.	neutral
Innovative	A new organization can determine any path and set of initiatives it chooses and in this case, can bring on innovation, industry, and educational partners to ensure goals are met.	None	+

WHICH PATH IS BEST?

The above assessments indicate that there is no single "best fit" with all positives for the GMCC embracing the Manchester Connects Plan recommendations.

However, a comparison of starting a new organization or using the GMCC as an umbrella entity for Manchester Connects yields the following:

A NEW NON-PROFIT OR GMCC EMBRACE MANCHESTER CONNECTS PLAN RECOMMENDATIONS?

Roles/Characteristics	Create New Non-Profit	GMCC to Embrace	Overall Advantage
Business Recruiting	-	+	GMCC
Financial Administration	+	+	GMCC

A NEW NON-PROFIT OR GMCC EMBRACE MANCHESTER CONNECTS PLAN RECOMMENDATIONS?

Roles/Characteristics	Create New Non-Profit	GMCC to Embrace	Overall Advantage
Event Programming	-	-	
Advocacy	Neutral	+	GMCC
Coordination of Varied Efforts	+	+	
Room for Diverse Stakeholders	+	+	
Sustainability	-	+	GMCC
Political Agency	-	+	GMCC
Credibility	-	+	GMCC
Image That Fits the Goals of Manchester Connects	Neutral	+	GMCC
Innovative	+	+	

Embedding Manchester Connects within an existing organization such as the GMCC has distinct advantages in several key areas:

- Business recruiting
- Sustainability
- Political agency
- Credibility

From the start of the planning process, there has been significant focus on ensuring that planning translates to action. These areas of advantage for embedding the Manchester Connects initiative within the chamber's organization address the key attributes needed to have a credible voice at the table when collaborating with public and private entities, advocating for key issues that concern economic health and quality of life for all, and attracting key partners and funding.

The GMCC has been a consistent and active voice at the table during Manchester Connects planning and it is recommended that Manchester Connects stakeholders begin discussions with the Chamber about taking on the roles required to move the Manchester Connects initiative forward.

WHAT WOULD NEED TO HAPPEN?

People with much deeper knowledge of the day to day workings, budget, and goals of the GMCC can best inform if the marriage of Manchester Connects and the GMCC would be a good fit. To aid those conversations, there are key considerations listed below that can guide decision-making:

Organizational Structure

Manchester Connects could be a separate initiative within the GMCC, with its own Advisory Committee. This Advisory

Committee could have some level of autonomy over the Manchester Connects program within the GMCC. Some overlap would occur with the GMCC, with the Executive Director of GMCC sitting on this Advisory Committee and perhaps some sharing of staff members. The Manchester Connects initiative would have dedicated staff who are solely working on the initiative while sharing other staff with GMCC.

Manchester Connects Director

Responsible for the day-to-day oversight of the initiative and reporting to the Manchester Connects Advisory Committee

Advisory Committee

Made up of key stakeholders including proponents of the Manchester Connects Planning initiative. The intention is that this Advisory Committee comprise the key entities that will need to collaborate to ensure action is taken on the plan and that there is an efficient use of resources. This committee should be selected in a democratic and transparent process that honors and celebrates the inclusivity of the Manchester Connects planning process. Key members should represent:

- City of Manchester
 - a. Department of Planning and Community Development
 - b. Parking Division
 - c. DPW
 - d. Parks and Recreation
- Aldermen for Wards 3 and 11
- Greater Manchester Chamber of Commerce
- Southern New Hampshire Planning Commission
- Arts, Culture, History:
 - a. Public Art Commission
 - b. Millyard Museum
- Area Colleges:
 - a. UNH Manchester
 - b. SNHU

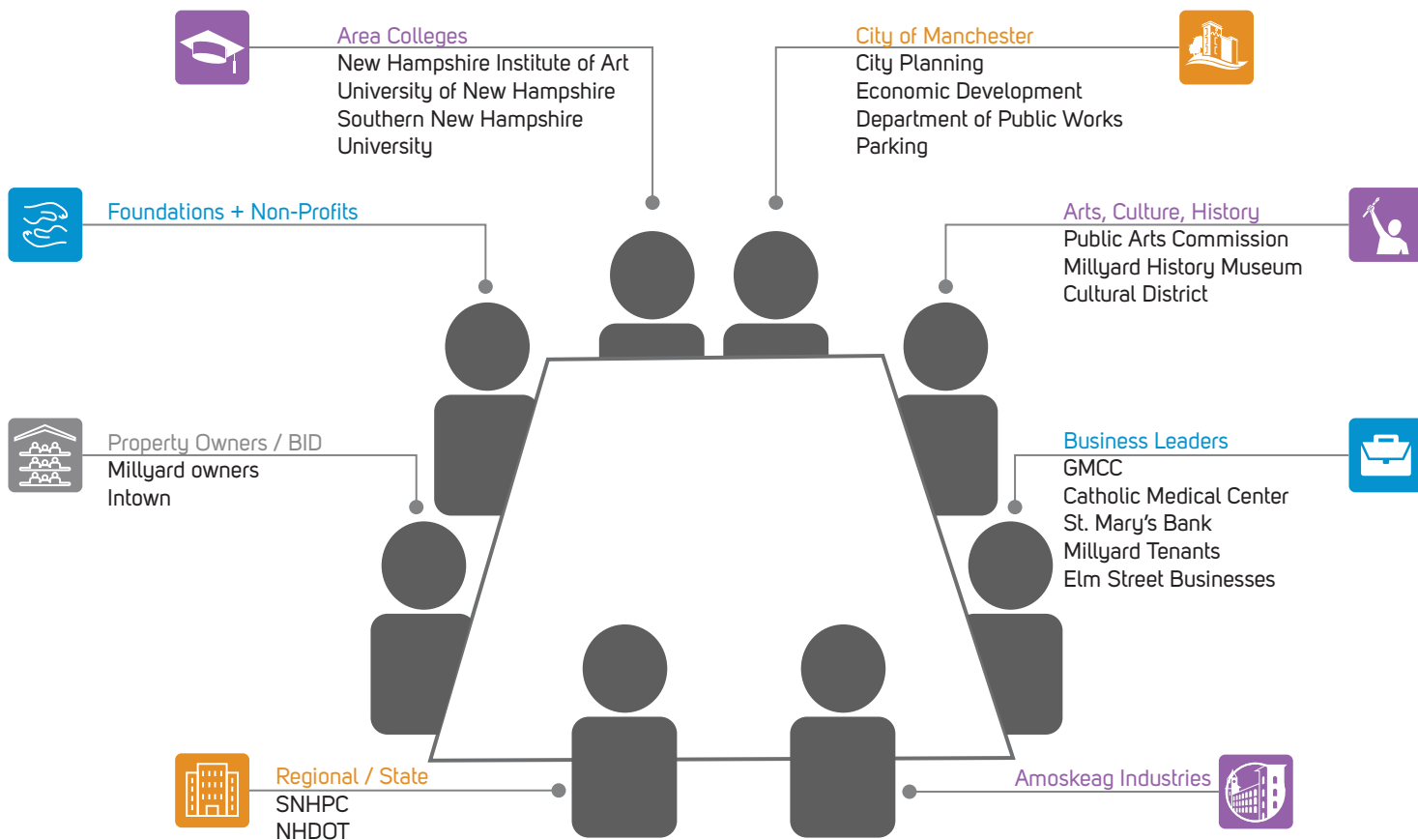
- c. Property Owners
- d. Amoskeag Industries
- e. Non-Profits and Foundations
- f. Catholic Medical Center

efforts to revitalize Gateway Park should be coordinated as part of Manchester Connects to ensure that resources are used efficiently and that all initiatives benefit from collaboration and consistent communication.

To avoid overlapping roles with other organizations and agencies, key stakeholders should be a part of the Advisory Committee and a collaborative work-share arrangement should be made whenever possible to ensure that efforts are complementary, not duplicative. For instance, action plans that affect city streets and sidewalks should align with DPW and transportation planning so that efforts are coordinated. Likewise, the

The Manchester Connects Advisory Committee should function as a “water cooler for collaboration” in the city... ensuring that even small projects and temporary initiatives are coordinated and that efforts by Manchester Connects influence and are influenced by other projects and plans throughout the area.

Suggested Manchester Connects Advisory Board



Source: CivicMoxie

DETROIT CREATIVE CORRIDOR CENTER

Detroit, MI

The Detroit Creative Corridor Center (DC3) is an economic development organization committed to strengthening Detroit's creative economy and the people and businesses connected to it. DC3 provides services to businesses and designers and offers opportunities to connect professionals. It is a partnership between Business Leaders for Michigan and College for Creative Studies.

While the focus of DC3 is on the creative economy, this model can be applied to other economic development efforts, including an expanded definition of the creative economy and/or a focus on high-tech and other knowledge businesses. First and foremost, DC3 has spent time raising awareness. This has been accomplished through a burst of energy in 2016 for connecting people and hosting events to highlight businesses, spaces, and the network of creatives. These events have included:

- Corporate Membership Campaign Launch event

- Focus groups with partners across academia, business, government, and the community
- Panel discussions
- A two-day design summit

Business programs offered included:

- Creative Co. member network
- Workshops and training on IP, legal issues, branding, and marketing.
- Client services bootcamps as training for small creative business owners on a range of subjects from contract negotiation to marketing.
- Tech start-up funding to subsidize marketing and design services for new businesses
- Funded travel to attend business shows in larger cities

DC3 also hosted a year-long Drinks x Design events in collaboration with 70 partner organizations to produce 10 events featuring a combined audience of over 4000 people. Lastly, DC3's 6th annual Design Festival ran over 6 days and was attended by over 25,000 people. The event is a showcase for local designers as well as an opportunity for national networking.



Source: www.playgrounddetroit.com/detroit-creative-corridor-center-is-gives-back-to-detroit-through-design

Working Groups

Working groups should be formed around key initiatives to allow flexibility and to invite others to join the Manchester Connects effort. These groups would cover the planning and implementation of initiatives and special projects with some groups being temporary in nature and others having long-term status in the organization. Examples of each type of working group include:

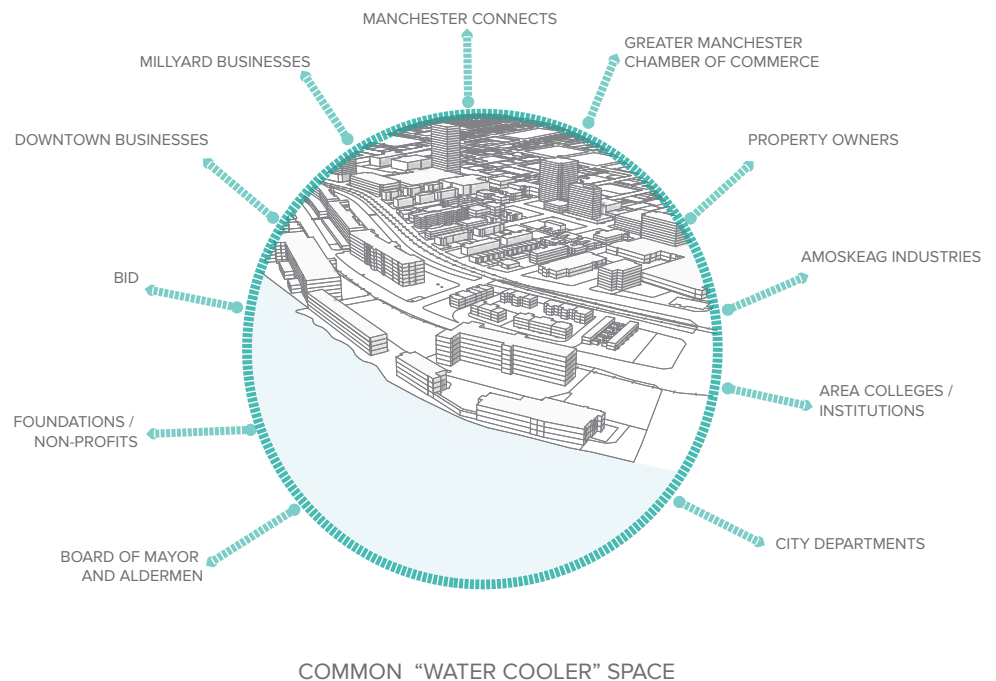
- Standing Groups:
 - a. Millyard placemaking/event planning
 - b. Parking (major property owners and tenants)
 - c. Multimodal – transit, complete streets, bike, pedestrian, accessibility (ADA, inclusive programming, multi-generational accessibility, etc.)

- Temporary Groups:
 - a. Wayfinding (may simply be one person who is involved with downtown wayfinding efforts)

These groups should be inclusive and pull from stakeholders far and wide. For instance, there are already existing Millyard events that occur under the auspices of individual businesses and organizations. Manchester Connects is not meant as a replacement for existing initiatives but rather as an umbrella organization offering a shared calendar of events, marketing, and advocacy and technical assistance around permitting for events, coordination with City initiatives, etc.

Staff/Volunteers/Shared Positions

Assistance in the following roles (some of these roles overlap with existing efforts



Source: CivicMoxie

of the GMCC and a shared arrangement should be agreed upon, while other roles could be taken on by supporting official staff positions, by coordinating with other organizations (such as Intown Manchester for some events), or by hiring part-time consultants:

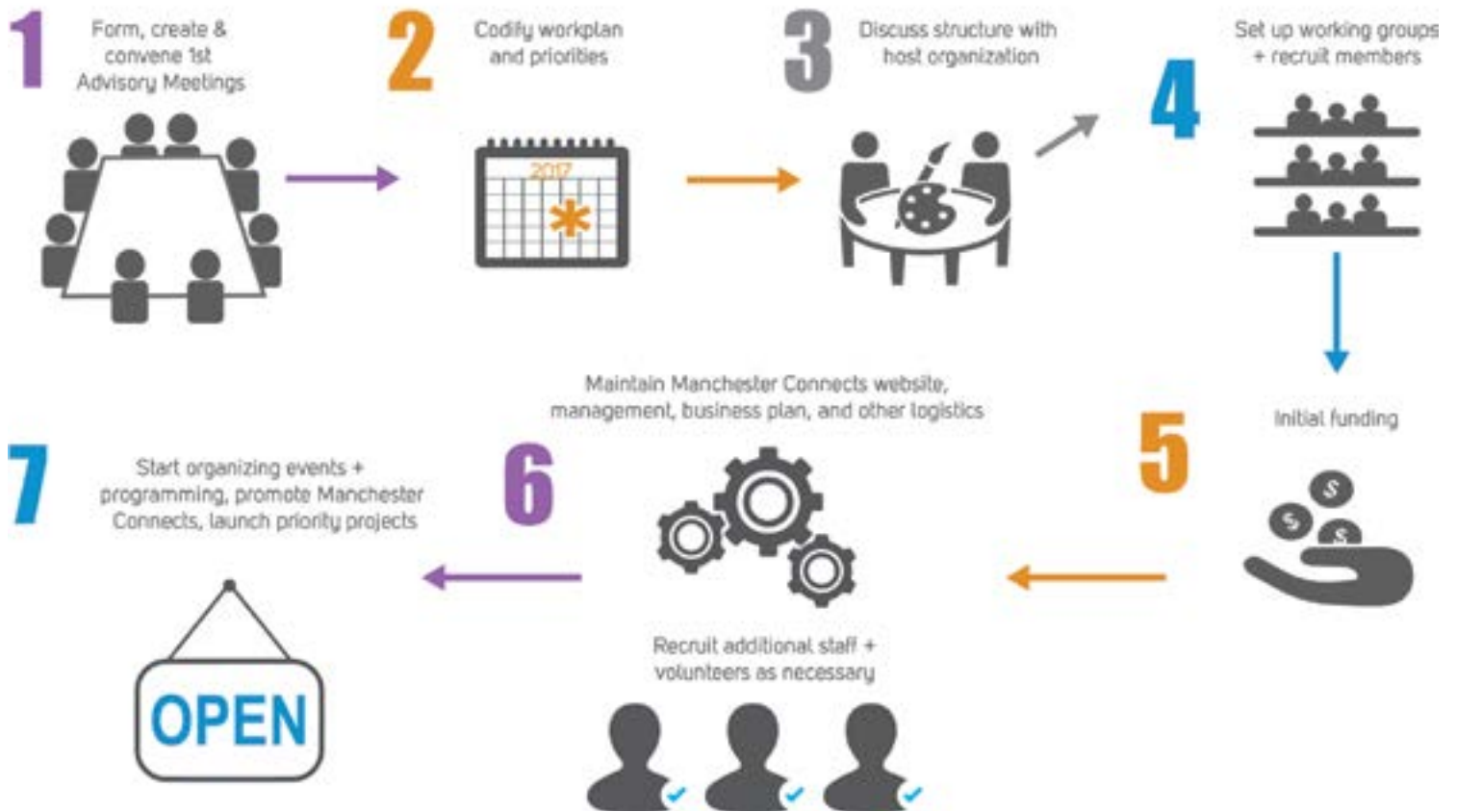
- Marketing/programming
- Volunteer Coordinator
- Education/Innovation
- Funding/fundraising
- Innovation liaison

OPERATING COSTS/BUDGET

The budget for Manchester Connects will depend on the level of collaboration with GMCC if this is the route selected and the resources the initiative needs for the projects it undertakes in its first years.

Manchester Connects will need to draw on larger fundraising and grants, along with a possible membership funding system similar to the GMCC or as an add-on to

Setting Up a Manchester Connects Initiative with Advisory Committee



Source: CivicMoxie

GMCC's current membership structure. The property owners in the Central Business Services District already pay an additional tax for services provided by Intown Manchester. Manchester Connects should not duplicate those services but should be complementary. Questions to be explored include: Would property owners and businesses be willing to pay membership dues for an organization that was an advocate and actor for critical issues and concerns such as parking, joint marketing and event programming, congestion and traffic management, and land redevelopment?

Improvements to the Millyard, Riverwalk, and Downtown benefit a wide range of constituents including the City, which would benefit greatly from an increased tax base and support for existing businesses. Planning for an iconic pedestrian bridge; pedestrian loops supported by exciting, cutting edge lighting, signage, and public art; and quality of life improvements that make it easier for universities to recruit students and faculty/staff and businesses to recruit skilled workers are clear benefits.

Likewise, the Manchester Development Corporation recruits businesses and offers services. At the same time, individual businesses and organizations organize small employee events in the Millyard and some larger activities. Would these organizations be willing to contribute to a coordinated effort toward streamlining these things?

A SUGGESTED WORK PLAN

- Discuss with GMCC to explore "fit" for Manchester Connects and alignment of goals and interests.
- Create informal structure for Manchester Connects organization and MOU with GMCC to be grant arm for pilot period.
- Create Advisory Board for Manchester Connects Initiative.
- Use pilot project (Autumn 2017 event launch) on loop and placemaking to test structure, refine rolls, gather support through doing, test collaborative ways of working, and fundraising capability.

CREATIVE PORTLAND PORTLAND, ME



Creative Portland is an initiative in Portland, ME based on the notion that the culture of the city, its neighbors, downtown, and businesses can best be supported by people who value creative communities and the arts. The organization promotes Portland as an ideal place to live and work, strives to attract people who value the city's creative economy, and supports the artists and creative entrepreneurs that live in Portland. In 2010, founding president Andy Graham called on Portland to attract 10,000 creative-minded people to move to the city in 10 years. Local artists and cultural institutions have always been central to Portland's identity and economy; Creative Portland was born out of the desire to celebrate, support, and expand this sector of their community.

To promote Portland as an ideal place for artists and culture-lovers to live and work,

Creative Portland has launched several events and services. 2 Degrees Portland is a networking service for engineers, artists, entrepreneurs, designers, and other creative professionals who want to find out what it's like to live and work in Portland. Visitors to Portland or those exploring the city through online means can ask Creative Portland to connect them with a like-minded professional. The organization also sponsors gatherings so people can connect in person.

First Friday Art Walk is a monthly arts and cultural event that takes place on the first Friday of every month centered primarily in the Arts District, attracting over 3,000 people each month to visit businesses and museums, see live performances, buy work from street artists, and greet friends as they stroll along city streets. Creative Portland has also organized a professional development series called Business

Basics for Artists that addresses topics like grant-writing, tax preparation, pricing art work, and starting a creative business to support Portland's creative professionals

Creative Portland is supported by the Creative Portland Corporation, a non-profit organization that was created in 2008 to receive donations, grants, and contributions. Creative Portland is a part of the City of Portland and received base annual funding for its operations. In total, these monies are to be in support of the City of Portland's economic development efforts, which are focused on enhancing and creating business in the creative economy, arts district development, and employment opportunities. The Creative Portland Corporation is led by a Board of Directors. This Board includes up to 21 people: eight are appointed by the Portland City Council, two are ex officio members (the Mayor or a City Council Member and the City Manager, who can designate someone from the Economic Development Department), and eleven members are elected by the Board of Directors. Two-thirds of the Board of Directors, exclusive of the ex officio members, must be Portland residents, own a business in Portland, or work in the City.



Sources, top to bottom: www.portlanddailyphoto.com/2016/09, www.meca.edu/artists-at-work/job-board