

Norwich Community-wide Economic Development Process

Data Driven Planning with Results Based Accountability

Results

The results we seek for Norwich include:

- Norwich is an active, vibrant, and sustainable urban environment in which to live, work, and recreate.
- We are a city that values the diversity of its community, the contribution of local business, and encourages new ventures. Our community is characterized by its unique and historic districts, downtown, and waterfront.
- Norwich public and private organizations are working together and are executing a sound plan to achieve this result.

VALUES

Our work toward achieving these results is grounded in deeply held values, including:

- Promote economic stability/viability
- Create a supportive environment for independent, entrepreneurial enterprises
- Accentuate our natural assets
- Reinvest in ourselves/community
- Utilize resources and maximize asset values
- Promote informed decision making by the City and its development partners through: cooperation, flexibility, inclusiveness, and transparency
- Promote our rich history, heritage, and culture

PRIORITIZING OUR ACTIONS

DEVELOPING OUR STRATEGIES

Over the last five months we have made much progress in defining our community in economic terms, identifying key strategies to “turn the curve” and in aligning our focus along the lines of working together to enrich our community through the real work of doing true economic development work. We recognize that it has take decades for our community to deteriorate to one that relies more and more on outside assistance while we have fallen behind other communities who have grown with the state and nation economies.

We have identified more needed work than we have the resources to possibly deliver in the near term. We therefore find it necessary to prioritize our actions in order to lever our opportunity for success. We have ordered our work plans into three distinct categories:

- **NOW AND ONGOING** - those strategies underway now or that can be adsorbed into an EDO or functioning work group;
- **FIRST PRIORITY** - those strategies with results that are needed to inform a follow-on strategy
- **LONGER TERM** – those strategies that can wait for now.

These strategies, workgroups and facilitators are outlined below. Once consensus is achieved with the team, these changes will be adopted within the full Plan.

STRATEGIES TO TURN THE CURVE: NOW AND ONGOING

| STRATEGIES | EARLY ACTIONS | FACILITATOR | WORK GROUP | TIMELINE (START/DURATION) |
|---|--|---------------------------|--|---------------------------|
| A: Target Market | | | | |
| 1: Develop clear understanding and consensus on the sectors that present realistic opportunities for Norwich. | <ul style="list-style-type: none"> Identify marketable assets Quantify asset value and compare to other areas Research industry/business clusters | Bob Mills | Brian Kobylarz Tom Marien Peter Davis | Start April 2010 |
| B: Site Occupancy And Development | | | | |
| 1: Fill vacant move-in-ready spaces by facilitating process for occupying spaces - owned and/or leased. <i>Downtown</i> | <ul style="list-style-type: none"> Complete inventory of spaces Identify barriers to occupancy Get properties into SiteFinder | Rick Kramer (RCR) | Bob Mills Rick Kramer | Start April 2010 |
| 1: Fill vacant move-in-ready spaces by facilitating process for occupying spaces - owned and/or leased. <i>B-Park & Town/City</i> | <ul style="list-style-type: none"> Complete inventory of spaces Identify barriers to occupancy Get properties into SiteFinder | Bob Mills (NCDC) | Bob Mills Rick Kramer | Start April 2010 |
| H: Business Technical Assistance | | | | |
| 1: Define and market array of programs and organizations that provide Business Technical Assistance | <ul style="list-style-type: none"> Evaluate Chamber's program Identify resources that can add value to Chamber program | Tom Marien (RDA) | Tom Marien John Bilda Rick Kramer Chamber (?) | |
| J: Advocacy | | | | |
| 1: Develop an advocacy agenda and process to advance business interests in Norwich | <ul style="list-style-type: none"> | Mayor Nystrom/ Council | Alan Bergren Les King Chamber (?) | |
| 2: Develop an advocacy agenda to advance Norwich interests with appropriate State and Federal channels. | <ul style="list-style-type: none"> | Mayor Nystrom/ Council | Alan Bergren Les King Chamber (?) | |

STRATEGIES TO TURN THE CURVE: PRIORITY ONE

| STRATEGIES | EARLY ACTIONS | FACILITATOR | WORK GROUP | TIMELINE (START/DURATION) |
|--|--|--|---|----------------------------------|
| B: Site Occupancy And Development | | | | |
| 1: Populate vacant, underutilized spaces. <i>Downtown</i> | <ul style="list-style-type: none"> • Interview property owners • Correct defined deficiencies | Rick Kramer (RCR) | Bob Mills Rick Kramer | Start: April 2010 |
| 1: Populate vacant underutilized spaces. <i>B-Park & Town/City</i> | <ul style="list-style-type: none"> • Interview property owners • Correct defined deficiencies | Bob Mills (NCDC) | Bob Mills Rick Kramer | Start: April 2010 |
| C: Downtown Focus | | | | |
| 1: Plan and implement a comprehensive Downtown revitalization strategy | <ul style="list-style-type: none"> • Planning tasks first • Create implementation plan with implementation tasks next | Rick Kramer (RCR) | Bob Farwell Brian Kobylarz | |
| E: Retention and Recruitment | | | | |
| 1: Design and implement a business retention initiative | <ul style="list-style-type: none"> • Design tasks first • Integrate with Chamber initiative • Create implementation process | Bob Mills (NCDC) until Chamber member is ID'd | John Bilda Les King Deb Hinchey Tucker Braddock Peter Davis | |
| I: Workforce and Education | | | | |
| 1: Mobilize Education & Training providers to support specific business development as well as create a competitive workforce. | <ul style="list-style-type: none"> • Identify Norwich's current competency clusters • Research which clusters may be needed for Target Markets | Doug Relyea | Beverly Goulet Melissa Olson Bob Farwell | Start: April 2010 |
| E: Economic Development Planning and Coordination | | | | |
| 1: Develop ongoing process to coordinate economic development activities in Norwich | <ul style="list-style-type: none"> • Hold weekly stakeholder meetings • Coordinate reporting in process • Ongoing task | Bob Mills (NCDC) | EDOs and Stakeholders "Team Norwich" | Start: December 2009 |

STRATEGIES TO TURN THE CURVE: PRIORITY ONE (CONT'D)

| STRATEGIES | EARLY ACTIONS | FACILITATOR | WORK GROUP | TIMELINE (START/DURATION) |
|---|---|------------------|--|---------------------------|
| E:Economic Development Planning and Coordination (cont'd) | | | | |
| 2: Develop local capacity to collect and publish data to track and support economic development process | <ul style="list-style-type: none"> • Publish baseline metrics • Identify data source for each metric/activity • Create reporting schedule as applicable to each metric • Assign tracking responsibility | Bob Mills (NCDC) | Peter Davis Doug Relyea Others??? | |
| 3: Develop parcel-based information system to modernize city operations across departments | <ul style="list-style-type: none"> • Identify existing maps • Standardize and reconcile parcels and information • Create process for this information to be included & maintained in NPU's GIS | Peter Davis | John Bilda Donna Ralston Public safety/ police, fire? | |

STRATEGIES TO TURN THE CURVE: LONGER TERM

| STRATEGIES | EARLY ACTIONS | FACILITATOR | WORK GROUP | TIMELINE (START/DURATION) |
|---|--|---|---|---------------------------|
| B: Site Occupancy And Development | | | | |
| 3: Work with City and property owners to return Brownfield sites to productive use. | <ul style="list-style-type: none"> • Create inventory of sites • Indicate status of remediation • Create plan or process to remediate and reclaim sites | Tom Marien (RDA) | RDA members Alan Bergren Tucker Braddock | |
| D: Transportation and Infrastructure | | | | |
| 1: Develop phased transportation plan for Norwich | <ul style="list-style-type: none"> • Planning tasks • | Brian Kobylarz (NRZ) | Peter Davis Brian Kobylarz | |
| 2: Develop and market fiber-optic network where feasible | <ul style="list-style-type: none"> • Planning tasks | Brian Kobylarz (NRZ) | Peter Davis John Bilda | |
| E: Retention and Recruitment | | | | |
| 2: Design and implement a business attraction initiative | <ul style="list-style-type: none"> • Design tasks first • Integrate with Chamber initiative • Create implementation process | Bob Mills (NCDC) until Chamber member is ID'd | John Bilda Les King Deb Hinchey Tucker Braddock Peter Davis | |
| F: Marketing | | | | |
| 1: Develop and implement community marketing and communication plan | <ul style="list-style-type: none"> • Planning tasks first • Define messages for each market segment • Identify delivery system • Develop plan for implementation | Melissa Olson | Bob Mills Others? | |

STRATEGIES TO TURN THE CURVE: LONGER TERM (CONT'D)

| STRATEGIES | EARLY ACTIONS | FACILITATOR | WORK GROUP | TIMELINE (START/DURATION) |
|--|---------------|-------------|---|---------------------------|
| G: Financing and Incentives | | | | |
| 1: Create a set of incentives for businesses, developers, redevelopers | • | | Tom Marien Rick Kramer John Bilda Alan Bergren Tucker Braddock Bob Mills | |
| 2: Create systematic approach for identifying and obtaining economic development financing from external sources | • | | John Bilda Alan Bergren Bob Mills Beverly Goulet Les King | |
| K: Economic Development Planning and Coordination | | | | |
| 4: Develop economic development component of 2012 Plan of Conservation & Development | • | Peter Davis | Bob Mills Others as needed | |