

2013

Annual

REPORT



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This report has been developed to be viewed on the internet. The online version is free and environmentally-friendly.



Web links actives as of 1.10.2014;
Report issued 1.14.2014

SPECIAL THANKS TO NCDC PARTNERS



City of Norwich
Leadership, Staff,
Taxpayers and
Residents



Norwich Public
Utilities
Leadership, Staff,
and Rate Payers

OVERVIEW

► 50 Years

From humble beginnings, with strength and fortitude, wisdom and foresight, can an organization survive. Businesspeople interested in the prosperity of their community formulate a concept, a plan, and an organization - The Norwich Community Development Corporation. Tireless hours spent pulling together the resources to focus momentum sufficient to advance Norwich in ways many said was impossible. Those community leaders are highlighted on page 2. The next time you see one of them, thank them for all they do for the community and the region.

Throughout the years, NCDC leadership understood the need to focus on the end objective and not be too distracted along the way. Early years of the organization, it is perceived, that this was achieved in cigar-smoke filled rooms where concentrated discussions could take place without disruption from others. Regardless, today we use an open process that methodically searches the community needs for logical and focused work that NCDC should take on in order to make the most difference in the wealth and well-being of the community. That process is the creation of the Strategic Plan (see sidebar).

You will see that plan outline is followed in this document beginning on page 4. The three major areas of focus for NCDC going forward are:

► Capacity and Leadership

Economic development is not an assignable responsibility, rather it is owned by the entire community. It is very important that the capacity to deliver meaningful services, and leadership's understanding of those needs, exists at all levels of the city. Therefore it becomes imperative that the professionals working in the field everyday bring that knowledge back to leadership for support and action.

► Business Relations and Development

Development, unlike the future, doesn't just happen. It takes the thoughtful establishment of plans, systems, resources, policies and tools to enable the private sector to invest in the community in a meaningful way. Norwich has to present itself and operate in a way that development, on all scales, is guided and facilitated to the desired benefit for both the community and the investors. This includes supporting efforts that align the supply and demand for development in Norwich. This community is fundamentally built out and projects that assist redevelopment of existing locations should be a priority.

► Branding, Marketing and Sales

Many things affect the brand of a community, some in our control and some not. It is imperative that we have coordinated and conscious efforts to create investment confidence in the Norwich brand. Once a brand is established in the eye of the target audience, it is most difficult to change for the better and easy to slide further to the worse. NCDC is working inside and outside the City every day to create positive impressions of Norwich.

► Implementing the Strategic Plan

Planning is not implementation. Every month NCDC reports out on progress to achieving the results itemized in the strategic plan. This Annual Report is meant to be a summary of some of the work we did in 2013.

ROBERT MILLS

President



*“What gets attention is given attention.”
Our Annual Report is a summary of some of the work we did in 2013.*

STRATEGIC PLAN

In November 2012, The NCDC Board of Directors adopted the 2013-2015 Strategic Plan. This Plan establishes three focus themes:

- Capacity and Leadership;
- Business Relations and Development;
- Branding, Marketing and Sales.

Each area of this Plan identifies issues that NCDC will be working to address along with core strategies for engaging in this work.

The Strategic Plan can be found on NCDC's website:

askncdc.com

askncdc.com/planning/documents/FinalNCDCStrategicPlan2013.pdf



BOARD MEMBERS THROUGH THE YEARS*



- | | |
|--------------------|--------------------|
| Art Lathrop | Milt Jacobson |
| Dick Abele | M Jenkins |
| Richard Abele | Tony Joyce |
| Don Alfiero | Bill Kelleher |
| Ron Aliano | Charlie Kellner |
| Rod Arpin | Msgr. Joseph King |
| Hector Baillargeon | Kathy LaComb |
| Kent Baker | Stacie Lambert |
| Mark Ballestrini | Ben Lathrop |
| Dick Bartoff | Michael Leary |
| Linda Becker | Peter Lent |
| Alan Bergren | Kelly Lin |
| John Bilda | Leland Loose |
| S. Binderman | Frank Manfredi |
| Frank Blanchard | Roger Marien |
| Mark Block | Walter McGill |
| Michael Bohara | Brian McNamara |
| Dee Boisclair | John Paul Mereen |
| Ray Both | Andre Messier |
| Robert Buckley | Ted Montgomery |
| Richard Camp | Mike Moran |
| Glenn Carberry | Konstant Morell |
| Don Cipriani | John Mullen |
| Thomas Collins | Peter Nystrom |
| Kevin Crowley | Donald Oat |
| Tom Cummings | Sue Ogren |
| Dale Cunningham | M Olean |
| Grace Curran | Don Paight |
| Brian Curtin | James Quarto |
| H. Dahl | Harry Raucher |
| T. Dahl, Jr. | Michael Rauh |
| Bob Dakers | Richard Reed |
| Dan Dennis | E. Regets |
| Nancy DePietro | Carl Reiser |
| Pete Desaulniers | Jack Ricketts |
| Richard DesRoches | John Ricketts |
| Annette DiAntuano | Tom Rodgers |
| David DiBattista | Gary Schnip |
| M Dupont | Ed Seder |
| James Dutton | Laura Seder |
| Richard Feeney | Ricki Smith |
| Stephanie Fielding | Robert Staley |
| John Fitzgerald | Maynard Strickland |
| Denison Gibbs | Eugene Sullivan |
| Michael Goldblatt | Gene Sullivan |
| M Grimshaw | James Sullivan |
| Clarence Gustafson | Bob Tabor |
| Charles Hayes | Bill Tallman |
| John Herman | Roland Traylor |
| Deb Hinchey | Fawn Walker |
| M Hisson | Donna Wertenbach |
| Bonnie Hong | Dave Whitehead |
| John Hurd | Charles Whitty |
| Stanley Israelite | Ernest Zmyslinski |
| Harry Jackson | |

*Unfortunately, our records are imperfect. Please do not consider it a slight if your name is missing, or incomplete. If you can help us complete this list, please let us know. Thanks.

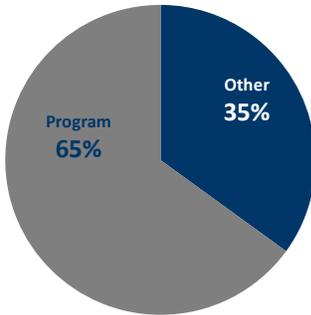
HISTORY

In 2013, NCDC celebrated 50 years as an organization. Over that time, NCDC has been instrumental in a number of significant economic development projects:

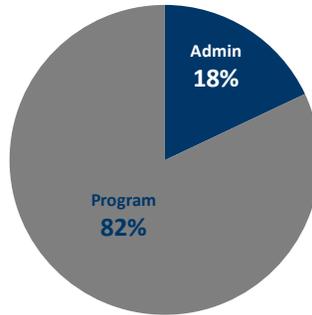
- ▶ **Stanley Israelite Business Park** - \$110.6 million grand list value (2012)
Development of the Park began in 1964, and today the 450 acre complex hosting 40 businesses, 2,300 employees, and 756 housing units. Park infrastructure is an additional value.
- ▶ **Norwich Superior Court House** - \$4.5 million
A modern courthouse facility at the time of construction, it hosts the Norwich Superior Court, GA 21. The building, designed by Richard Sharpe, FAIA, enabled the City to expand at City Hall, and sustained the downtown office market.
- ▶ **Dodd Stadium** - \$9.3 Million
A 6,270 seat, grass field, originally home to the Norwich Navigators (1995 to 2005) an affiliate of the New York Yankees. Today it is owned by the city of Norwich and operated by the Norwich Stadium Authority, and leased to a division of the Detroit Tigers. The Stadium was built with \$9.3 million of state funds.
- ▶ **Otis Library** - \$10.5 Million
A complete renovation of the previous library was administered by NCDC. The library had been located in a retail space, which was converted to a modern community center with programs and resources for the entire region.
- ▶ **Occum Park** - \$6 Million
The award winning Occum Park was designed for passive and active outdoor recreation by neighborhood and city residents. It replaced an abandoned mill / brownfield. The Park, along the Shetucket River has a large, multi-use field, walking track, basketball court, picnic tables, and a playscape. There is public water access for small boats and canoes.
- ▶ **Mercantile Exchange Building** - \$18.9 million
A design-build, Class A office building in downtown Norwich with NCDC as owner, the Mashantucket Pequot Tribal Council as master tenant and subleases to various tenants.
- ▶ **Heritage Discovery Center** - \$2 Million
Restoration of a 45,000 square foot historical building on Main and Water Streets for mixed-use and a Heritage Museum (never completed). The building was saved.
- ▶ **Atlantic Packaging** - \$100,000
Façade improvements to the Atlantic Packaging mill on North Main Street.
- ▶ **The Marina at American Wharf** - \$3.7 million
NCDC was instrumental in the acquisition of state funding for the construction and upgrade of the facility. A brownfield site became a focal point of downtown.
- ▶ **The Norwich Intermodal Transportation Center** - \$22 Million
City leaders worked with our Congressmen, starting in 1996, to develop a regional transportation center in Norwich that could serve multiple forms of transit. High speed ferries, rail, automobile, mass transit and limousines were all contemplated and accommodated in historic Downtown Norwich.

FINANCIALS

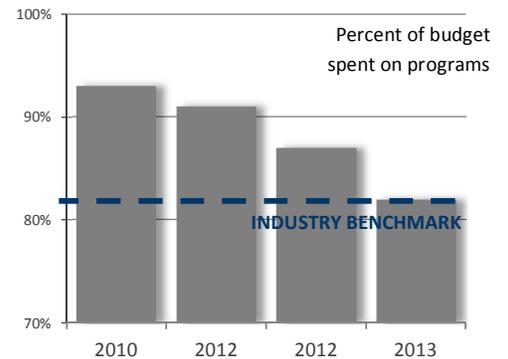
REVENUE



EXPENSES



INDUSTRY COMPARISON



Completed by O'Connor Davies LLP and reflects the time period of July 2012 to June 30, 2013

CURRENT TIDBITS

► Recognitions / Awards / Designations

NCDC received a “2013 Celebrate Connecticut” award from the Connecticut Economic Resource Center (CERC) and the Southeast Region (11/2013).

Downtown Norwich was recognized as a “Great Neighborhood” by the American Planning Association as part of their 30 Great Places in the United States campaign for 2013.

The City’s Plan of Conservation and Development received a “2013 Innovative Plan” award from the Connecticut Chapter of the American Planning Association (12/2013).

Yantic River Designated as a Greenway by the Connecticut Greenways Council (state agency). Effort included the towns of Bozrah, Franklin, Lebanon and Montville (5/2013). This was the second Greenway recognized in Norwich in as many years.

Norwich’s 26 Walktober events had drawn almost 1,000 visitors to the City of Norwich, greatly surpassing any previous efforts.

Certificate of Appreciation from the Society of the Founders of Norwich, Connecticut (11/2013).

NCDC staff was recognized by regional and state organizations. In 2013, Jason Vincent received a “40 under 40” award from the Greater Norwich Area, the Greater Westerly - Pawcatuck Areas and Greater Mystic chambers of commerce (1/2013); was named “Mr. Walktober” by The Last Green Valley (9/2013); and received a “Special Achievement Award” from the Connecticut Greenways Council (5/2013).

GRANT EFFORTS

Vibrant Communities Initiative Phase 2 (implementation) - submitted to the Connecticut Trust for Historic Preservation. (\$50,000 requested)

Recreational Trails Program (RTP) - submitted to the Connecticut Department of Energy and Environmental Protection for implementation of the Uncas Leap Report. (\$80,000 requested)

Come Home to Downtown - submitted to the Connecticut Main Street Program for implementation assistance for private properties in Downtown. (\$20,000 estimated value of Technical Assistance requested)

Innovation Fund - submitted to Connecticut Innovation by Simplified Energy Solutions. (\$150,000 awarded)

Chelsea Groton Foundation - submitted for development of the Benedict Arnold Trail. (\$2,000 requested)

Dime Foundation - submitted for development of the Benedict Arnold Trail. (\$3,000 requested)

Cultural Treasures - submitted to Connecticut Public Television for a video about Norwich (\$5,000 estimated value)

STRATEGIC PLAN STATUS – *what WE did*

Capacity and Leadership

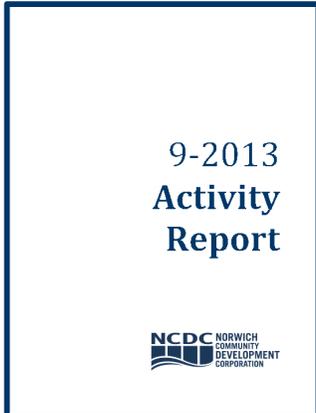
Business Relations and Development

Branding Marketing & Sales

MONTHLY REPORTS

In 2013, NCDC staff produced 10 monthly activity reports for the Board of Directors. These reports are also available for our partners and the general public. The reports are intended to show monthly progress on the various activities that NCDC is involved in. Over the course of the year the report evolved to align with the Strategic Plan format.

NCDC will continue this effort and anticipates that additional benchmarking opportunities will arise from a multiple year perspective.



GREENEVILLE LOGO



Foster Leadership

▶ **Monthly Activity Report**

Issued 10 Activity Reports, coinciding with the monthly NCDC Board Meeting. During 2013, the report evolved to align to the organizations Strategic Plan.

▶ **Downtown Coordinating Committee (DCC)**

DCC was established, as recommended, by Vibrant Communities Initiative (VCI) that was spearheaded by NCDC in 2012. NCDC worked with the City Council to establish the Committee and then organized 3 DCC Meetings. A grant for round 2 of the VCI was submitted, but not funded. Implementation is ongoing, but needs additional funding.

DCC provided guidance regarding the Reid & Hughes Request for Proposals issued in September. A technical assistance grant was submitted to the Connecticut Main Street Center's "Come Home to Downtown" program.

▶ **Greenville Neighborhood Revitalization Zone (NRZ)**

Attended 6 NRZ meetings. Assisted with development of a Greenville logo (pin and sticker – see sidebar) used to expand awareness about the neighborhood. Also coordinated a meeting with an urban market specialist to develop demand-based strategies and update the strategic plan.

▶ **Taftville Neighborhood Watch**

Connected with the neighborhood watch, a community-led initiative, to discuss how NCDC could partner with them and Community Policing to connect needs with services.

▶ **Leadership Training**

Sponsored "Leading for Result" program organized by the Community Builders Institute (CBI) and the Connecticut Chapter of the American Planning Association (CCAPA), and held at Three Rivers Community College on April 5, 2013.

▶ **Uncas Leap Heritage Area Project**

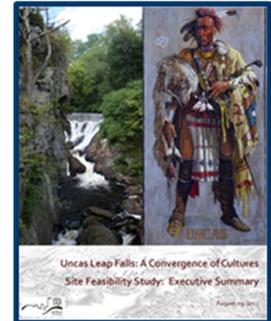
Organized 5 Uncas Leap Steering Committee meetings, and coordinated a National Park Service facilitated workshop. Also participated in 6 walking tours of the Site (2 tours as part of Connecticut Forest and Park Association's *Connecticut Trails Weekend*, 7 tours during The Last Green Valley's *Walktober*).

Worked with the towns of Montville, Bozrah, and Franklin, along with City leadership, to secure Greenway designation for the Yantic River Greenway (May 31, 2013). Hosted the Connecticut Greenway Council's annual meeting at the Marina at American Wharf. Submitted an \$80,000 Recreational Trail Program Grant (March 28, 2013).

2013 Uncas Leap Heritage Area Activities



Seal of Sachem Uncas

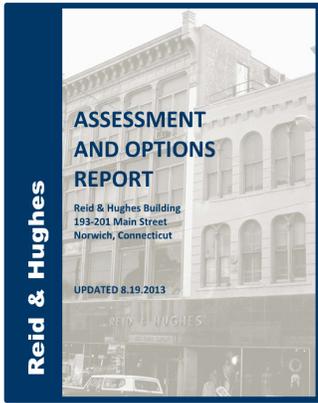


The Uncas Leap Report, completed in 2012.

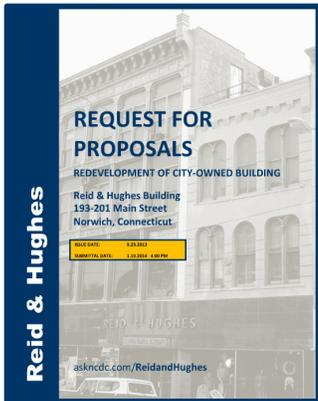
JAN	<ul style="list-style-type: none"> Conceptual design / locations of Heritage Walk wayfinding finalized (sign location map, spreadsheet and initial cost estimate)
FEB	<ul style="list-style-type: none"> Norwich awarded chance to host the Connecticut Greenway Council's annual meeting Walking tours scheduled for Connecticut Trails Weekend (June 1 & 2). Three walks are scheduled
MAR	<ul style="list-style-type: none"> Planning Workshop scheduled for end of April Discussion with state historic preservation officials regarding grant funding for roof replacement (granite mill building)
APR	<ul style="list-style-type: none"> Submitted a \$80,000 Recreational Trails Program Grant Application to the Connecticut Department of Energy and Environmental Protection Secured matching funds from NCDC for the RTP Grant Uncas Leap Planning Workshop held in conjunction with John Monroe of the National Park Service; achieved target date; the need for additional workshops will be discussed at next steering committee meeting Worked with Connecticut Public Television to feature the site as a portion of the Norwich Treasures segment that will be featured later this year
MAY	<ul style="list-style-type: none"> Yantic River Greenway nomination submitted to the Connecticut Greenways Council Yantic River Greenway designation granted (updated 5-21-2013) Secured cost estimate from GNCB for structural stabilization and roof repair of the Granite Mill Building (updated 5-21-2013) Completed the Meeting Summary from the April 30th workshop (updated 5-21-2013) Posted workshop pictures on NCDC Facebook Page (updated 5-21-2013) Initiated conversation with Connecticut Department of Transportation to install Uncas Leap signs on Interstate 395 as part of the sign replacement project (updated 5-21-2013) Rallied several city groups and residents to host seven walking tours involving the Uncas Leap Heritage Area as part of The Last Green Valley's Walktober program. The following walks will be held: Dog Walk 10/6 & 10/20; Legends of Uncas 10/6; 10/20; Fun Run 10/26; Yantic River Tour 10/13 & 10/27. 21 walks will be held in the City.
JUN	<ul style="list-style-type: none"> Conducted two walking tours: June 1 from Howard T. Brown Park to Uncas Leap; June 2 from the Dog Park to Uncas Leap. Approximately 11 people joined the walking tour. Initiated conversation with Mohegan Tribe, with assistance of Stephanie Fielding, to develop Mohegan Heritage Area sign program (that could be used for the Uncas Leap highway signs) Developed conceptual logo to further the conversation Tracking Sachem Fund progress for future funding opportunity
JUL	<ul style="list-style-type: none"> Facebook Page created Monitoring Sachem Fund Progress (potential local funding source for various projects) I-395 Sign Application Completed and Submitted Monitoring Recreational Trail Program (RTP) grant application Spoke with Connecticut Humanities Council about potential funding
AUG	<ul style="list-style-type: none"> Spoke with National Park Service about interpretive meeting; working to identify the right resources Conducted Uncas Leap Steering Committee meeting
OCTO	<ul style="list-style-type: none"> Completed the Walktober program in cooperation with The Last Green Valley: <ul style="list-style-type: none"> Conducted 5 walks that featured the Uncas Leap site (The Legend of Uncas – 2 times; Dogs Day in the City – 1 time; A Jaunt Along the Heritage Walk – 2 times) Conducted 5 walks that included the Mohegan Royal Burial Grounds site (The Legend of Uncas – 2 times; A Jaunt Along the Heritage Walk – 2 times, Millionaire Mile – 1 time) Over 900 people attended the 25 walking opportunities that were provided in Norwich
NOV	<ul style="list-style-type: none"> Began process to plan for walks in 2014 as part of Walktober Established a Walktober Committee to work on Walktober 2014
DECE	<ul style="list-style-type: none"> Spoke with museum consultant about program development and guidance as to how to proceed Refined Walktober 2014 events to specific walks and began working on logistics to improve on Walktober 2013 success Conducted Uncas Leap Steering Committee meeting (12/18) Updated implementation Tracking document

REID AND HUGHES PUBLICATIONS

Alternatives Assessment Report

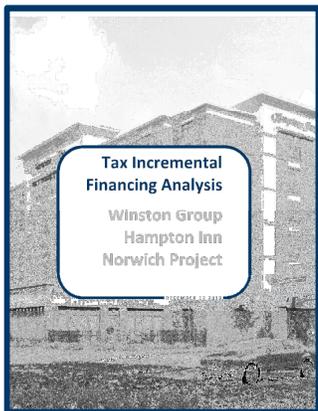


Request for Proposals (RFP)



asknrcdc.org/ReidandHughes

TAX INCREMENTAL FINANCING REPORT



▶ **Customer Service Training**

Sponsored a multi-day webinar program on providing exceptional customer service (March – April 2013)

▶ **Community Programming**

We also provided our conference room, often after normal business hours, to support local not-for-profit groups and for-profit programs that provide community benefit, including Grayson Seminars, Miranda Creative, and Artreach.

▶ **NCDC e-news**

In 2013, NCDC issued 7 e-newsletters detailing work that we have been involved in, and highlighting information that we felt could help Norwich’s business community.

FEBRUARY	APRIL	MAY	JUNE
JULY	SEPTEMBER	OCTOBER	

The .pdf version of this report includes hyperlink to the archived newsletters

▶ **Marketing Made Easy Brownbag Training Series**

In April, NCDC hosted a four-week brown bag lunchtime training series regarding marketing. The program focused on some of the basic tools and skills needed to craft and promote a message.

▶ **Facebook Training Program**

NCDC staff provided city organizations, businesses and residents with a free Facebook training program on November 29, 2013. 15 people attending the training, and we received good feedback about the program. We will be offering similar training in the future.

Create Informed Leaders

▶ **Reid and Hughes Alternatives Assessment**

Prepared alternatives assessment for the Reid & Hughes building to assist the City Council regarding the issuance of a third Request for Proposals (RFP). 3 Proposals were received on January 10, 2014. NCDC is now working to review those proposals.

▶ **Reid and Hughes Request For Proposals (RFP)**

Developed the city’s third Reid & Hughes Request for Proposals (RFP) to solicit development opportunities for this property. Project rollout included a marketing strategy. RFP issued September 23, 2013, and due January 10, 2014.

▶ **Tax Incremental Financing Analysis**

Assisted the City Comptroller with the development of an assessment report regarding Winston Group’s request for Tax Incremental Financing (TIF) from the City. Report was issued to the City Council on December 16, 2013, with a minor amendment issued on December 17, 2013 and is available on the City’s website: norwichct.org/ArchiveCenter/ViewFile/Item/300

▶ **Business Park Committee**

Conducted 4 Business Park Committee meetings. Advocated for Park improvements. Provided communications to businesses in the Park regarding road improvements. The Business Park Committee also reviewed and authorized the Dominion project.

► **Downtown Property Inventory**

Maintain and expand the information in NCDC’s inventory of Historic Downtown Norwich properties. This inventory has 156 properties with over 80 data fields (per property), many of which are not replicated in other city, state or federal databases. The inventory also has 120 data conversion points to provide information and summarize aspects of the data in the inventory. NCDC’s goal is to link this database to the NCDCGIS and serve the information on the NCDC webpage in tabular and geographic formats.

Sample Information

DEVELOPED ACRES	REAL ESTATE VALUE	BUILDING SQUARE FEET	OCCUPIED SPACE	PERCENT OCCUPIED	VALUE / ACRE
37.87	\$69,152,900	1,740,036	1,100,204	63%	\$1,826,000

► **Downtown Parking Inventory**

Parking is often cited as the number one problem in Downtown Norwich. It is an easy blame, as suburban retail and dining destinations have parking lots immediately adjacent to their operations. Parking is also seen as an impediment to suburban minded residential developers that have traditionally built stand-alone apartment buildings or single-family houses, which require occupants to own motor vehicles.

This suburban-slant, which is dominant in this region because of the current development patterns, clouds people’s ability to perceive how to interact with downtown as a consumer. Having a comprehensive parking inventory and then working to market that information, and maximize the use of the facilities becomes a critical strategy for Norwich.

To that end, NCDC has compiled and reviewed all parking studies and plans for Downtown and developed an extensive inventory. The goals for the coming year is to maintain and expand the information in NCDC’s inventory of downtown parking facilities, and to work with City leaders and private property owners to maximize the use of these resources.

Sample Information

OFF STREET SPACES	ON STREET SPACES	CITY OWNED	PRIVATE OWNER	“FREE” PARKING
2,505	520	1,756	1,269	1,109

► **Business Park Property Inventory**

Maintain and expand the information in NCDC’s inventory of the Stanley Israelite Business Park properties. In 2014, we hope to add personal property information as part of our effort to quantify the economic value of the Business Park.

Sample Information

DEVELOPED ACRES	REAL ESTATE VALUE	BUILDING SQUARE FEET	OCCUPIED SPACE	PERCENT OCCUPIED	VALUE / ACRE
450	\$110,602,000	1,820,407	1,409,731	77%	\$268,000

► **Conditions and Trends Data**

Maintain and expand the city’s Conditions and Trends tool developed as part of the Plan of Conservation and Development.

Parking alone is not economic development. We care more about how we’re going to store our cars than about how some of our people are going to live.

TAX VALUE OF A SURFACE PARKING LOT

Surface parking lots have a low assessed value when compared to developed land. For the 156 North Main Street Variance Application report, NCDC evaluated the value of eight parking lots in Downtown Norwich. What we found: the average land value per acre is \$237,000, which would generate \$7,400 in property taxes at the current Mill Rate.

Several developed properties were also evaluated. Developed sites had an average per acre value of \$2,800,000 (over 10 times greater than the surface parking lot). This would generate \$88,000 in property tax revenue (not including the personal property taxes).

Parking is important, but is it **that** (10 times more) important?

Which has us thinking... are we using existing parking efficiently?

VALUE PER ACRE

Did you know that one acre in downtown Norwich is worth over six times more than one acre in the Business Park? The reason? Density, and efficient use of land. Downtown has over one acre of building area per acre of land, while the Business Park has 1/10 of an acre of building area per acre.

\$7,000,000 in economic activity was a ROI ratio of 16, based on NCDC's \$450,000 budget

ECONOMIC DEVELOPMENT SPENDING

Norwich spends about \$95,000 in city-budget funding in direct support of economic development activities, and about \$100,000 of indirect funding, via project support, for economic development, totaling \$195,000.

General Fund

NCDC - \$50,000

Mayor - \$45,000

Capital Improvements

\$100,000

Comparatives

On a per capita basis (40,085 – 2011), that works out to \$4.86 per capita.

On a grand list basis (\$2.424 billion), that works out to significantly less than 1/10 of 1 percent property value.

On a budget basis (\$100 million), that works out to 0.2% of the total budget appropriation.



Build Capacity

Plan Implementation

NCDC has been working to take plans to the next level: implementation. All of the capital projects that we are working on include an implementation chart along with progress tracking. Progress tracking enables people to see that work is being performed to reach the end goal, even when it does not “feel” like progress is being made.

One of the impediments to implementation is the limited financial resources available to complete the work. NCDC has applied for several grants, and worked with City Leadership to identify new opportunities to fund initiatives.

Return on Investment Benchmarking

Because economic development means so many different things to different people (e.g., jobs, tax revenue, business investment, utility revenue), in 2013, NCDC began developing a Return on Investment (ROI) tracking tool. It is not perfect, and we have not been able to find a similar tool that has been developed showcasing both a public-sector and private-sector value for the work that the organization is involved, but we feel that this is the type of information that will prove meaningful as we refine it over time.

Our initial concept for ROI tracking involved the use of the quintessential fundraising thermometer. We quickly realized that there was a need to add depth to the tool and are using an excel spreadsheet to track the data and convert it into information. Here are some of the initial outputs, valued at close to \$7 million in economic activity, resulting from the effort:

Public Sector Value

ACTIVITY TYPE	INVESTMENT ¹	TAXES ²	UTILITIES ³	TOTAL
Attraction	\$350,000	\$1,750		\$351,750
Retention				
Development				
Expansion	\$55,000	\$196,598		\$251,295
Technical Assistance				\$53,000
TOTALS	\$405,000	\$198,348		\$656,348

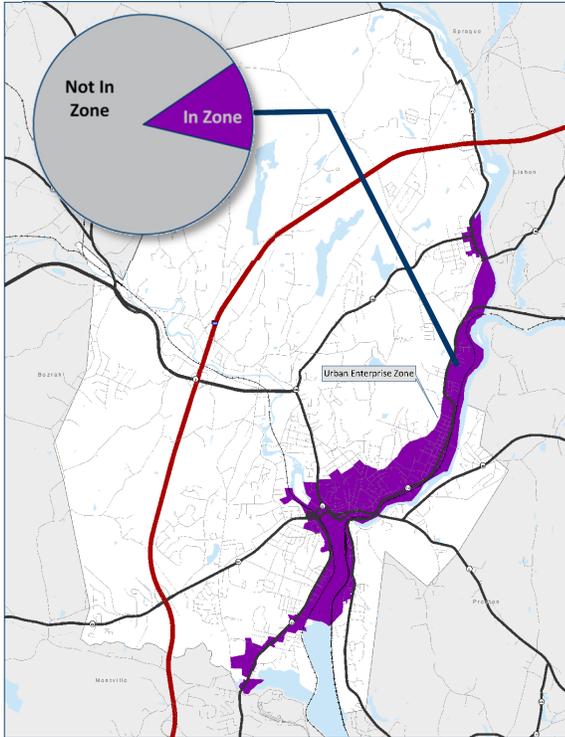
Private Sector Value

ACTIVITY TYPE	COST SAVINGS	REVENUE	TECHNICAL ASSISTANCE	TOTAL
Attraction	\$99,263	\$300,000	\$35,500	\$434,763
Retention	\$657,000	\$5,034,398	\$25,000	\$5,716,398
Development	\$0	\$0	\$13,000	\$13,000
Expansion	\$145,620	\$0	\$5,000	\$150,620
TOTALS	\$901,883	\$8,334,398	\$41,500	\$6,314,781

NOTES: 1 Investment involves purchasing property in the City. 2 Tax revenue is not measureable in the short-term. Many of the businesses we have worked with during 2013 did not receive or pay a property tax bill, yet. 3 While we receiving funding from NPU, they are not authorized to disclose customer information. As a result, we have not found an easy way to integrate this information into the system.

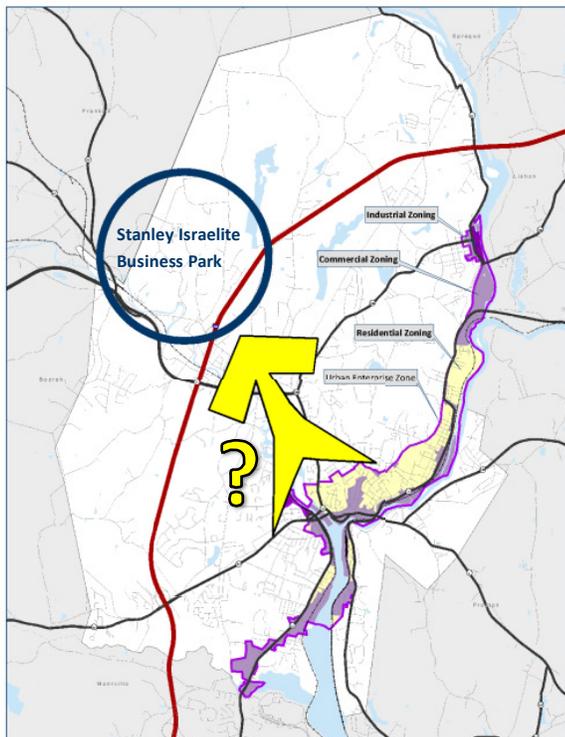
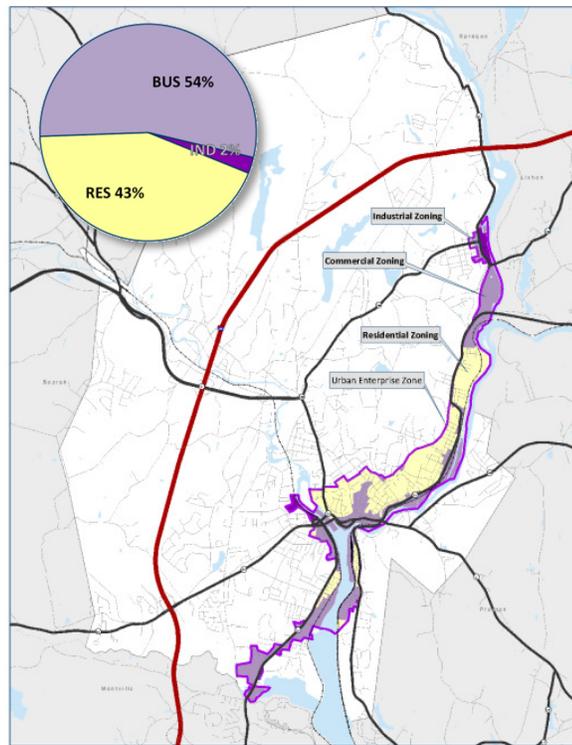
► **NCDC Geographic Information Systems (GIS) Tool** – Established the NCDG GIS tool to convert geographic data into information that can be used for public policy issues. Initial work products include an analysis of the City’s Urban Enterprise Zone benefit district and the Business Park expansion idea suggested in the City’s Plan of Conservation and Development (September 2013).

Using the GIS to Test Ideas – Urban Enterprise Zone



Norwich’s Urban Enterprise Zone, is an economic development tool to promote business investment in Norwich, and covers about 2,500 acres, or 13% of the City (see map to the left). The Zone is located along the eastern border of the community, where much of the legacy industrial sites (mills) were located.

Evaluation of the land use patterns within the Zone identifies that only 60 acres, or 2% of the Zone allows industrial activities and a total of 1,402 acres allow business activities (56% of the Zone, 7% of the City) – see map below.



NCDC used the GIS tool to convert the one-dimensional knowledge of the Zone (top left) into the multi-dimensional knowledge, knowing future land uses, above. This new awareness of the program enables city leaders to evaluate whether action should be taken, and how to communicate the challenges of the current designation, which is controlled by state lawmakers.

Because such a small portion of the existing zone allows business development, one of the key questions regarding the Urban Enterprise Zone involves how to expand it to include the Stanley Israelite Business Park (see map on left). That will be one of the next areas where the GIS will be utilized to assist with the assessment.

*We don't always know **how** we can help, but we cannot help if we do not know that you need help.*

NORWICHTOWN COMMONS BY THE NUMBERS

ACQUISITION	
\$15,750,000	\$52.50 / SF

RENOVATION	
\$7,500,000	\$46.86 / SF

DEVELOPER INVESTMENT	
\$23,250,000	\$145.31 / SF

SALE	
\$39,300,000	\$226.88 / SF

DEVELOPER PROFIT	
\$16,050,000	\$100.31 / SF

SF = building square foot

PROJECTS IN 2013

MANUFACTURING	
ACTIVE	OPERATING
17	3

OFFICE	
10	2

RETAIL / SERVICE	
7	2

RESTAURANT	
24	7

HOUSING	
8	0

Enable Development

► **Dominion and 24 Stott Avenue** – Stanley Israelite Business Park
 Opportunity can sometimes be found where it is not expected. In this instance a site that was not envisioned to be developable by Business Park developers and designers is now being utilized for a new office building. Dominion has been approved to construct a 15,000 square foot Emergency Operations Facility for their power station located in Waterford, Connecticut.

This project is estimated to have a construction value of \$10 million. Equally notable as part of this effort was that Easter Seals became the recipient of a found asset, a developable lot, valued at \$350,000. To-date, Dominion has spent over \$400,000 in Norwich to implement this project.

► **Norwichtown Mall Revitalization** – Norwichtown
 In 2011, Winstanley Enterprises and Surrey Equities purchased the Norwichtown Mall with the intention of repositioning / “right sizing” the aging facility. Built in the late 1960s, the Norwichtown Mall was a small, outdated shopping center that was not performing well in the regional marketplace. At the time, Adam Winstanley commented that he received emails that the Norwichtown Mall was dead, and could not be turned around.

The team acquired the property for \$15.75 million and set out to develop plans to convert the 300,000 square foot enclosed mall into a 160,000 square foot open air retail center. Ground was broken in May 2012 and the \$7.5 restoration project was completed in July 2013. The Commons is now leasing at a 90% occupancy rate, a common occupancy standard in retail leasing with 10% vacancy being the national average in 2013.

On December 23, 2013 TKG Norwichtown Commons, LLC of Columbia Missouri reportedly purchased the property for \$39.3 million. The City earned \$196,598 in conveyance tax on the sale.

► **156 North Main Street** – Tooneytown
 During the December of 2012 NCDC annual meeting event we were approached by the property owner of 156 North Main Street, Pietro Camardella. He informed us that the cost of owning his property was crushing his business and was wondering if we could help. The challenge: the property did not comply with the City’s off-street parking requirements (zoning) and limited the owner to 25 percent use of the building.

We worked with city agencies to develop the information that they needed to provide regulatory relief and enable full use of the building, at minimal cost to the property owner. If the regulatory relief were not granted, the long-term solution would have been to build the required parking facilities, at an estimate cost of \$500,000 (not including land acquisition). See the *25 Percent is Not Enough* article from our May 2013 e-news: askncdc.com/may-2013.

► **9 Wisconsin Avenue** – Stanley Israelite Business Park

Not all economic development activity involves building new buildings. In this instance the new property owner was seeking to “freshen up” a neglected building and site, to improve its position in the marketplace. During the work the property fell out of compliance with local regulations, particularly those relating to stormwater runoff and erosion control.

Because of NCDC’s role in managing the Business Park, city enforcement agents made us aware of the issues. We then worked with the property owner, and his contractor, a Norwich business, to develop a solution to avoid a formal enforcement action and most importantly establish credibility for future improvements. An enforcement action would have prevented lease of the space, impacted future permitting and involved some level of legal expense. All of these aspects were avoided because of NCDC’s participation and the relationship it has with city officials.

► **Harp and Dragon Expansion** – 130 Main Street, historic Downtown
Harp and Dragon is an anchor of the historic Downtown Norwich business scene. Since its arrival in 2006, the pub had expanded (2010) and become one of the higher volume restaurants in the city. The restaurant owner was looking to do more and developed a plan to create a banquet facility and bar space on the second floor, along with an exterior deck on the rear of the building.

NCDC worked with the owner to develop an investment approach utilizing the Downtown Program lease rebate and code correction tools, over a ten year timeframe. This approach led to a second expansion, including several thousand of private investment and a commitment for \$1.35 million over the next ten years.

► **John’s Gym** – Main Street, historic Downtown
For Gjin Gjini it is all about the kids. Gjin, an immigrant from Albania, is a hardworking businessman with an interest in boxing. He found the ideal spot in historic Downtown Norwich and went to work fitting it out to his needs. The problem: the space did not have zoning, building or fire permits necessary for occupancy, and because he did work without gathering the right permissions he was shut down.

We worked with city code enforcement agents, local professionals and Gjin to secure the permits needed, including a parking waiver from the Commission on the City Plan. We also requested that the City Council add gyms / fitness centers to the list of permitted uses in the Zoning Regulations for the Chelsea Central District (CCD) to reduce the burden for future businesses. It was added in April 1, 2013.

► **Simplified Energy Solutions (SES)** – Stanley Israelite Business Park
We see a lot of startups at NCDC. Quite often, these businesses have no business plan, no money, and no experience running the business that they are proposing to start. Starting a business is challenge, but not if you are Joel and Michael Barlow of Simplified Energy Solutions. Joel and Michael first toured the city in 2012 and began operations late that year. Since that time, one of the products they have invented –Frog City Fuel, a clean coal alternative for the home pellet stove marketplace- has received a patent, venture capital investment and has begun manufacturing operations in the city, creating 3 full time jobs.

► **Philly’s** – historic Yantic Falls
In the two-and-one-half years it has been open, Philly’s has become a Norwich institution. The owner, Shem Adams, has known he was onto something good for some time and we had been trying to find him a second location in the city. Instead, an opportunity arose

FROG CITY FUEL

Frog City Fuel is a new kind of pellet fuel, for use in traditional wood pellet stoves. Frog City Fuel uses waste stream, recycled materials to create a new, more affordable biomass heating pellet. Frog City Fuel pellets are available in a store near you or from online retailers.



frogcityfuel.com
facebook.com/FrogCityFuel

ENCORE JUSTIFIED

Encore Justified is historic downtown Norwich’s newest boutique shop featured upcycled goods. Upcycling involves repurposing products that no longer satisfied the origin design.

facebook.com/encorejustified

PHILLYS

Philly’s is Norwich’s authentic cheesesteak shop that opened in June of 2011. In 2013 Shem Adams decided to expand the operation and provide indoor dining. The dining room opened on January 2, 2014.



phillysct.com

RENAISSANCE FAIRE

The Connecticut Renaissance Faire is an enchanted recreation of an old world harvest fair as one might have been in the Middle Ages. Costumed performers wander the streets interacting with guests, craft shops line the streets selling unique wares and eight stages run continuous entertainment throughout the day.

The Faire has been operating since 1999, and operated at Dodd Stadium, weekends, from September 27th through October 26th.



ctfaire.com
facebook.com/ctfaire

CHACERS BAR AND GRILL



chacersbarandgrill.com
facebook.com/chacers.bar



pinkcutcolor.com
facebook.com/pinkcutcolor

when the Liquid Lounge closed, leaving Shem's landlord with a space to fill. He also saw the power of the product and approach Shem about using both buildings.

The project involved creating a hallway to connect the two buildings, and this need creating a zoning challenge. Our focus has been to let Shem master the art of cheesesteaks and let us worry about the zoning. We worked with city officials and the Zoning Board of Appeals to help Philly's secure the necessary permits to start construction and have been anxiously awaiting the opening of this new space. It has been delayed over the summer because Philly's set up a seasonal operation at Dodd Stadium.

► **Encore Justified** – 102 Main Street, historic Downtown

Jill Fritzsche owns Canterbury Antiques in Canterbury Connecticut. She was attending a small business training program in the city to see how she might improve her business. She heard our pitch about historic Downtown Norwich, and the City's Bond Program, but was not sure if she was ready for a different space.

Because we have vacant storefronts we are always looking for someone to decorate them and make them vibrant. We made a pitch to Jill that she advertise her antique shop in downtown. She came down to look at the space a said "Why am I not here?" we said "Exactly!" and the rest is history, of sorts. And Encore Justified, an upcycle shop was born.

We coordinated a parking waiver through the Commission of the City Plan and linked Jill up with the lease rebate component of the Downtown Bond Program. Jill estimates that she has made \$12,000 in leasehold improvements. The Downtown Bond Program will leverage \$54,613 in private investment over the term of the lease.

► **Connecticut Renaissance Faire** – Stanley Israelite Business Park

We worked with the Connecticut Renaissance Faire, Inc. a small, local business and the Connecticut Tigers, another small, local business that is a tenant of the city-owned Dodd Stadium, to develop an arrangement for the Faire to locate in the city in 2013. Over 17,500 people attended the Faire over the course of four weekends, providing a lot of positive experiences about the city.

Equally important, both parties were able to profit from the Faire locating at the Stadium, and we are working to extend that arrangement into the future. See the *King of the Mound* article from our September 2013 e-news: askncdc.com/september-2013.

► **Chacers** – historic Downtown

Chacers Bar and Grill is a mom-and-pop restaurant located on Franklin Street in downtown. They have been operating for five- years in the original Billy Wilson's Ageing Still location. Owners Courtney and Geoff Chase worked in the hospitality industry and were looking for an opportunity to run their own place. NCDC worked with them to update their website, including mobile functionality and to provide them with a lease rebate as part of their commitment to renew their lease. We continue to work with them through the programming of events in coordination with the other restaurants and bars located in downtown.

► **Pink Cut and Color Studio** – historic Downtown

Pink Cut and Color Studio is a high-end hair salon located in downtown Norwich. NCDC has been working with Pink to enhance their web presence and to be responsive to their business needs.

► **Spirit of Broadway Theater** – historic Downtown

Early in 2013, the Spirit of Broadway Theater (SBT) approached NCDC about the need for funding to complete the Benedict Arnold musical set to premier in September, and with the hopes of creating a weeklong series of events to coincide with the production. NCDC suggested a crowd-sourcing campaign, which commenced in the summer of 2013.

By the conclusion of the campaign, SBT was able to raise the funds needed to complete the writing associated with the musical. It opened softly, via dramatic readings (rather than a full production) in 2013, and will be fully produced in July of 2014. This is the first full production musical produced in Norwich this Century.

A weeklong series of events was also held in 2013, with some assistance from NCDC. Otis Library, Leffingwell House Museum and the Norwich Historical Society all contributed to the effort, which included the delivery of the “good leg” – the leg wounded in the Battle of Saratoga – delivered from New London after their effigy burning ceremony.

► **Leffingwell House Museum** – historic Norwichtown

Non-profits are businesses too. That may be a fact that is lost in the discussion about economic development. Non-profits spend money locally, often have employees, provide jobs and contribute to the community’s quality of life. NCDC worked with the Leffingwell House Museum to reposition debt, to attract new visitors and to promote itself as a destination. Several NCDC-supported initiatives, in furtherance of these efforts, included the Benedict Arnold Trail, and the Historical Society’s evening with Benedict Arnold.

Align Supply and Demand

Economic Development involves Supply and Demand. When supply exceeds demand the supply needs attention; when demand exceeds supply the supply needs to be addressed. Over the past 50 years, NCDC has been a supply-side development outfit. When there was need for more industrial land, we worked to create the Business Park. When there was an identified need for a new courthouse, we worked to build a new facility and parking to accommodate it.

Our efforts on the supply side of the equation, coupled with the regional economy and some brand challenges have suggested that there is a need to work on the demand side. Tools like the Downtown Database and the Business Park Database, discussed on page 7 are useful devices to track progress on the demand side, and to identify areas where shortfalls exist.

► **Southern Connecticut Cultural Coalition (SC3)**

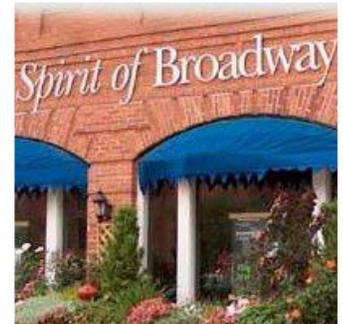
If you have attractions, and people are not coming, there is an alignment issue. NCDC has been instrumental in creating a state-supported regional cultural coalition to advocate for strong arts, heritage and cultural activities in southeastern Connecticut. Their mission is to pull together the disparate entities to work together and raise the economic impact in New London County.

► **Norwich Heritage Collaborative**

As a subset of the SC3 effort, NCDC has been working with Norwich’s Heritage groups to position them for inclusion in the regional effort. The goal is to have Norwich’s groups working together first, and then fully integrate into the regional effort. The Heritage Collaborative developed a strategic plan in July of 2013, and since that time has met several times, sponsored an event and implemented 4 of the 11 items in the Plan.

SPIRIT OF BROADWAY THEATER

Founded in 1996, The Spirit of Broadway Theater is an intimate, professional, high-quality, black box theater that is internationally recognized for its annual dedication to the full production of new musicals.



spiritofbroadway.org

LEFFINGWELL HOUSE MUSEUM

Leffingwell House Museum in Norwich Connecticut, it is one of the finest restored examples of New England Colonial architecture.



leffingwellhousemuseum.org

BRANDING

Good branding can assist in making cities desirable, just as bad branding can assist in making cities undesirable... A strong positive image has the potential of giving a powerful and distinct competitive advantage for a place.

A Case Study of Beijing, Ge Qin, 2008

SOCIAL MEDIA STATS

f ASKNCDC		
FANS	CLICKS	REACH
588	9,380	178,025

f DOWTOWNNORWICHCT		
FANS	CLICKS	REACH
273	1,200	28,313

f NORWICH FARMERS		
FANS	CLICKS	REACH
168	972	7,863

JERRY'S APPLIANCE REPAIR

NCDC helped Jerry's Owner Bob Alain by setting up a Facebook page for the Greenville-based business. The next step is to help them use the tool.



Improve Prosperity

▶ Branding

For Norwich, branding has two major components: part a) employing consistent style and graphic standards (i.e., "the civic brand"); and part b) improving the perception of the community (i.e., "how the place feels"). Putting up fancy light poles, banners and signs to address part a, but not addressing the causes of the negative perceptions (e.g., crime, lack of parking, high taxes, bad politics) prevents a change the assumptions.

Changing community perception is one of Norwich's largest challenges as it tries to position itself as a place worthy of investment, to improve prosperity.

▶ Community Policing Efforts

NCDC appreciates the need for a police department that is connected with neighborhoods and the business community. The City's new Community Policing effort has been just the type of effort that was needed to create these networks.

▶ Mural Project

Engaging the creative community (e.g., visual and performing arts) is important part of creating a positive image, especially in public spaces.

▶ Social Media

NCDC has been working to promote Norwich through new media resources, such as Facebook and Twitter, and also via interactive travel resources, such as Yelp. In 2013, NCDC created 1093 posts on the organization's Facebook Page. NCDC staff were also active in managing, or assisting with 26 other Norwich-related Facebook Pages and Groups:

- Billy Wilson's Ageing Still
- G Bar at the Marina
- Uncas Leap Heritage Area
- WalkNorwich
- Evil Olive Cafe
- Mi Casa Mexican Restaurant
- Asian Thai Restaurant
- New Village Chinese Restaurant
- Benedict Arnold Walking Tour of Norwich
- Encore Justified
- Norwich Winterfest Parade
- Jerry's Appliance Repair
- AIP Arms
- First Fridays Norwich
- Rock the Docks
- Downtown Norwich Farmer's Market
- Friends of Maria
- Norwich Saint Patrick's Day Parade
- Norwich, CT Ultimate Fishing town
- Leffingwell House Museum
- Downtown Norwich
- St. Patrick's Day Parade
- Downtown Norwich, CT Businesses Group
- Norwich Walktober Team Group
- Norwich BZZZZZ Group
- Leffingwell House Museum Group

► **Banners**

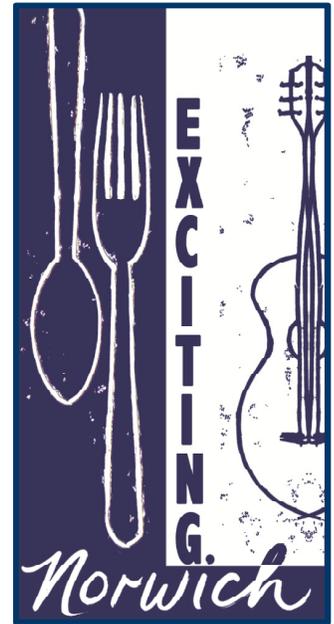
In 2009 Norwich celebrated 350 years as an incorporated community. At that time, the community installed banners throughout downtown in celebration of this milestone. Those banners are still in place, some looking tired and worn. NCDC reached out to other community groups to try to inspire an effort for their replacement, to no avail. Because there was a lack of enthusiasm for the work, NCDC took a leadership role in commissioning new designs, via a local artist, soliciting sponsorships and fabricating the banners. NCDC hired a commissioned outside consultant to sell advertising/sponsorship of banners. Banner installation is anticipated in 2014.

► **NCDC Staff Connectivity and Engagement**

Part of enhancing Norwich’s brand is by raising awareness of Norwich within the region, as a regional leader, and working towards solving perceived problems. “Norwich needs to get its act together” is one of the comments that we have heard frequently within and outside of the City. NCDC is working with its partners (as listed below) to overcome that sentiment, and in doing so, help our partners spread the word about Norwich’s efforts.

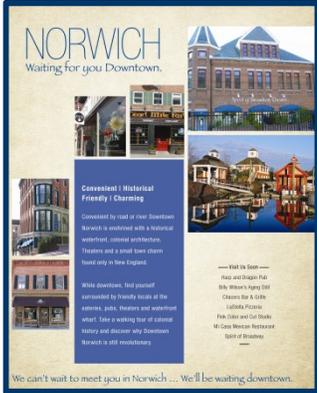
LEADERSHIP ROLES	ATTEND MEETINGS	STAFF SUPPORT
1. Southeastern Connecticut Enterprise Region (seCTer)	1. City Council	1. Downtown Coordinating Committee (DCC)
2. Southeastern Connecticut Cultural Coalition (SC3)	2. Redevelopment Authority	2. Uncas Leap Heritage Area Steering Committee
3. The Last Green Valley	3. Commission on the City Plan	3. Business Park Committee
4. Norwich Historical Society	4. Zoning Board of Appeals	4. Norwich Community
5. Connecticut Chapter of the American Planning Association (CCAPA)	5. Harbor Management Commission	4. Norwich Community Development Corporation (NCDC) Board of Directors
6. Connecticut Greenways Council	6. Parking Commission	5. NCDC Executive Board
7. Artreach	7. Greater Norwich Area Chamber of Commerce (GNACC)	6. City Council (occasionally)
	8. GNACC Economic Development Committee	7. Norwich First Fridays
	9. Sachem Fund	8. Norwich BZZZZ Facebook Team
	10. Public Works Committee	9. O’Tis a Festival Committee
	11. Norwich Public Utilities (NPU) Coordinating Committee	10. Saint Patrick’s Day Parade Committee
	12. Norwich Heritage Collaborative	
	13. Walktober 2014 Committee	
	14. Norwich Arts Center Gallery Committee	
	15. Norwich Noontime Rotary	
	16. Norwich Sunrise Rotary	
	17. Norwich Rotary Community Corps (RCC)	
	18. Greeneville Neighborhood Revitalization Zone	
	19. Norwich Property Owners Association	
	20. Eastern Connecticut Association of Realtors	
	21. Chamber of Commerce of Eastern Connecticut	

BANNERS



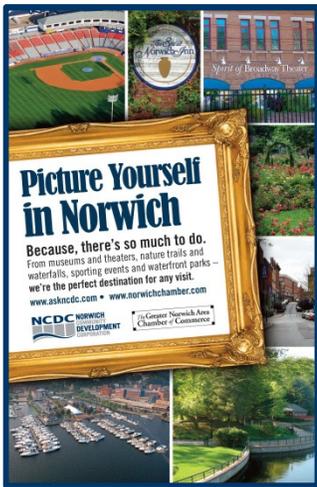
AD PLACEMENTS

MYSTIC COUNTRY



mystic.org

THE LAST GREEN VALLEY



tigv.org

NEW ENGLAND REAL ESTATE JOURNAL



nerej.com

Market the City

▶ **Picture Yourself in Norwich**

In 2012, NCDC came up with the “Picture Yourself In Norwich” campaign as a double-entendre of sorts to: a) get people to take pictures of themselves at events in Norwich, then share them on Facebook – so raise awareness of the events in the City; and b) to get people imagining (“picturing”) that they could live in Norwich. The program was sponsored by many local businesses as well as the Mohegan Sun. In 2013 the campaign ran for a second time with a \$1,000 grand prize which garnered greater participation from the community. The campaign drives interest to events throughout Norwich and informs people of where and when events will occur.

▶ **Marketing Placements**

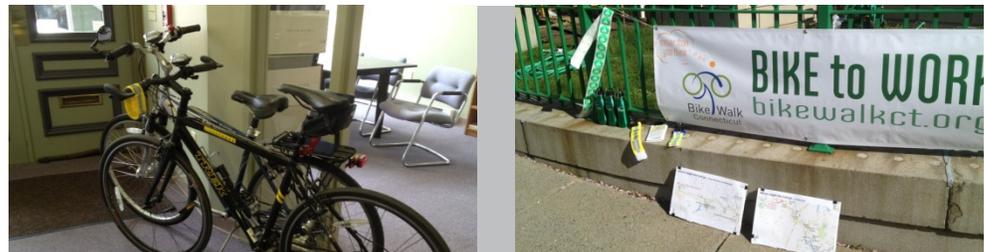
In 2013 NCDC significantly expanded the marketing campaign for Norwich. Ads were placed in the Norwich Magazine, Sitefinder Magazine, New England Real Estate Journal, The Norwich Journal Quarterly, The Last Green Valley, Spirit of Broadway Theater, The Greater Norwich Area Chamber of Commerce membership directory, Norwich Bulletin, Mystic Country and the Eastern Connecticut Chamber of Commerce Directory. This is an effort to promote Norwich area businesses as well as put NCDC out front, and raise awareness about the organization.

▶ **Pub Tours**

Helped the downtown pubs host the Benedict Arnold Day , Saint Practice Day, Octoberfest and Santacon pub tours, to draw people into downtown during non-traditional holidays / events, some of which were unique to Norwich.

▶ **Bike-to-Work Day**

Bike-to-Work Day is annual event celebrated across the United States. Bicycle commuting is a healthy alternative to driving a motor vehicle. A diverse transportation network that includes provisions for pedestrians and bicyclist is considered to be an important quality of life component. NCDC organized and conducted the first Bike-to-Work Day event in the city in this century (May 17, 2013).



NCDC staff rode their bikes to work for the first Bike to Work Day in Norwich.

The main event was held at City Hall, to create some “buzz” about alternative transportation in Norwich.

▶ **Downtown Egg Hunt**

After receiving numerous inquiries about the location of egg hunts in the area NCDC identified an opportunity to get families to come to downtown Norwich and perhaps entice them to grab a bite to eat at a local business. The Egg hunt was a low cost family-friendly event, and drew about 200 adults and children to Howard T. Brown Park on Easter weekend. During the event, fliers that highlighted all the downtown restaurants, along with family-friendly meal choices at each venue, were handed out to families.

► **New England Real Estate Journal**

In 2013, NCDC worked to place 2 ads in the New England Real Estate Journal (NERJ). NERJ is the country’s largest weekly commercial real estate publication and reaches over 35,000 subscribers. NCDC’s ad space, a full page in the magazine, included space for a 650-word article.

- The March 15 ad featured an article regarding Norwich’s infrastructure: “Looking for a new business opportunity? Norwich is the Place for you.” Read the article here: nerej.com/61653
- The July 19th ad featured an article regarding some of the less well-known opportunities in the city: “Shh...Our best kept secrets including economic opportunities in Norwich.” nerej.com/64597

► **The Last Green Valley**

The Last Green Valley is a nonprofit that manages the National Heritage Corridor in eastern Connecticut (formerly the Quinebaug-Shetucket Rivers Valley National Heritage Corridor). Placed an ad, participated in the Green Lights program and helped six downtown businesses participate. We were not able to determine how to capture data for this program during 2013, and whether the program will be continued in 2014. We also jointly hosted their “Stew and Story” program at the Spa at Norwich Inn in January 2013.



William Champagne, Norwich Historical Society, and Stephanie Fielding, Mohegan Tribal Elder and NCDC Board Member, provide Walktober attendees with a tour of Uncas Leap.



The Uncas Leap Walktober event also includes a stop at the Royal Mohegan Burial Ground.

► **Mystic Country**

Mystic Country is one of the state’s regional tourism districts (Eastern Regional Tourism District). NCDC worked with the Harp and Dragon and Mystic Country by helping to place an ad in their publication and provide information about Norwich for their website.

► **Norwich Magazine**

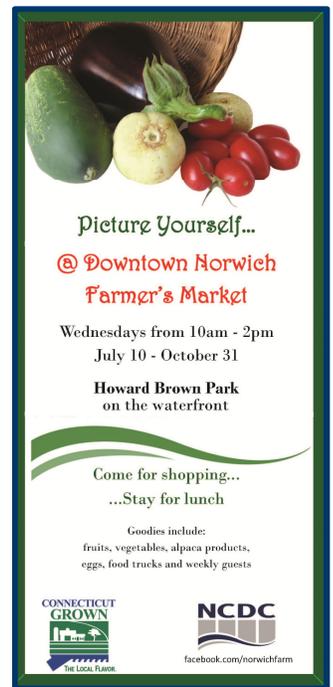
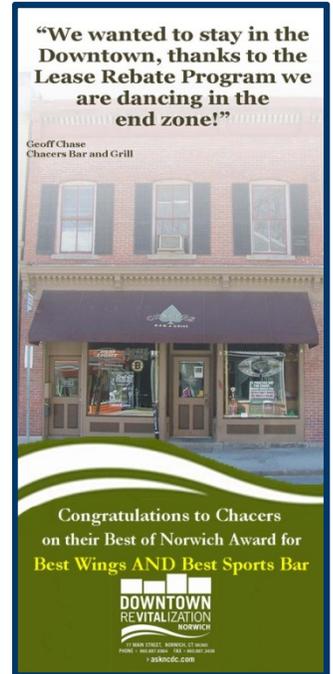
Norwich Magazine is a great marketing tool for Norwich. The articles and stories in it showcase the great places and people that make this community special. NCDC recognizes that there is a need for this tool and has worked diligently with the editorial staff at the Magazine to develop story ideas, and to work within the editorial calendar. In 2013, we placed 12 ads. We also worked to make sure that local businesses were featured and that Norwich’s neighborhoods highlighted, including authoring the Occum village article.

► **Cultural Treasures**

Worked with Connecticut Public Television (CPTV) to create the Norwich Cultural Treasures program (aired September 26, 2013). It can be viewed here: youtube.com/watch?v=CwGFB_xLN4I

AD PLACEMENTS

NORWICH MAGAZINE



FEATURED BUSINESSES IN NORWICH MAGAZINE

- Chacers Bar and Grill
- Pink Cut and Color Studio
- GBar
- AC / DC
- Norwichtown Commons
- Encore Justified
- Harp and Dragon

AD PLACEMENTS

SITEFINDER

Everybody has power...
Nobody has it like
Norwich Connecticut

RELIABLE
Norwich has power 99.999% of the time. It's the only city in the state that has a backup power source. It's the only city in the state that has a backup power source. It's the only city in the state that has a backup power source.

REDUNDANT
Norwich has two power lines. It's the only city in the state that has two power lines. It's the only city in the state that has two power lines. It's the only city in the state that has two power lines.

RESPONSIVE
Norwich has a 24-hour power center. It's the only city in the state that has a 24-hour power center. It's the only city in the state that has a 24-hour power center. It's the only city in the state that has a 24-hour power center.

We have a perfect spot for your data center!

And we would love to show you how being Reliable, Redundant and Responsive can still be cost-effective. For more information about Norwich, Connecticut, please contact Norwich Community Development Corporation at 860.887.8166.

Logos: NDC Norwich Development, Norwich Public Utilities, and a quote: "Yes, we still do owned dark fiber. Let's figure out how you can use it."

American Planning Association Great Neighborhood designation

Worked in support of the City's Department of Planning and Neighborhood Services to provide background information for the application.



Peter Davis (left)- Director of Planning and Neighborhood Services and Mayor Peter Nystrom (right) receive the plaques from Emily Moos, AICP – President of the Connecticut Chapter of the American Planning Association, at an event in October 2013

The plaque from the American Planning Association. Downtown Norwich is the second site located in Connecticut by the American Planning Association (APA) - planning.org

SiteFinder Data Center Ad

Partnered with Norwich Public Utilities to create a Data Center Ad for Sitefinder Magazine. The Stanley Israelite Business Park is uniquely structured to be perfect for housing a data center. With redundant and reliable power sources and responsive customer relations, Norwich is ready for Data Centers.

Coordinate Promotions

Norwich Heritage Collaborative

Worked with various heritage groups in the City to develop a strategic plan and implementation strategy that led to coordination of a Benedict Arnold Week, a “front-of-house” orientation for workers in the hospitality industry and various Walktober events.

Heritage Collaborative Information Program

Worked with this group of Norwich-based heritage sites and organizations to create the first ever front-of-house program to promote Norwich attractions (September 25, 2013). The program was held at the Atrium on the Norwich Free Academy campus and provided each venue and organization with a chance to explain “what there is to do” in the City. The goal: to educate front-of-house hospitality workers so that they may share this information to visitors.

First Friday Norwich

Partnered with the First Friday Norwich Committee to promote the First Friday Art series in Downtown Norwich. First Friday events have been happening in Downtown since 1999. It was a “softly” organized program until April of this year when a committee was formed, along with a new website and Facebook Page, created with NDC's assistance.

Coopertition

The Downtown Businesses are working together in effort to create “coopertition” in Norwich. The businesses realize that if they all work together, when the tide rises they will rise with it. A prime example of the effort is Harp and Dragon Irish Pub owner Scott Capano, who has branded the sponsorship spots he purchased on the new Downtown Banners. He purchased three sponsorships for his business, and included Chacers Bar and Grill and Billy Wilsons Ageing Still. Instead of each business having their own banner, all three banners will include their logos.

DOWNTOWN PROGRAMS



Activity

The Downtown Programs were established by voter authorization of the program in November of 2010. At that time \$3.38 million was authorized to be spent in three different programs: Code Correction - \$1,840,000 allocated, Lease Rebate - \$500,000 allocated, and a Revolving Loan program - \$1,040,000 allocated. In May of 2013, due to low demand in the loan program (and a small candidate pool), NCDC requested that the allocations be adjusted as follows: Code Correction - Remain the same at \$1,840,000; Lease Rebate – Increase to \$1,000,000 from \$500,000; and Revolving Loan – Reduce from \$1,040,000 to \$540,000.

The program was approved in April of 2011. Since that time, 23 awards totaling \$744,415 have been made to private enterprises. Those public dollars have leveraged private investment (and commitments to invest) totaling \$3,403,797, a ratio of \$1 leveraging \$4.5 of private capital.

Code Correction

AWARDS	AMOUNT AWARDED (AA)	AMOUNT REMAINING ¹	LEVERAGED INVESTMENT (LI)	TOTAL VALUE LI + AA
5	\$145,620	\$1,694,380	\$351,470	\$497,090

¹ The total allocated towards Code Correction is \$1,840,000

Lease Rebate

AWARDS	AMOUNT AWARDED (AA)	AMOUNT REMAINING ¹	LEVERAGED INVESTMENT (LI)	TOTAL VALUE LI + AA
6	\$576,095	\$423,905	\$2,233,336	\$2,809,431

¹ On May 6, 2013 the total allocated towards Lease Rebate was increased from \$500,000 to \$1,000,000

Loan

AWARDS	AMOUNT AWARDED (AA)	AMOUNT REMAINING ¹	LEVERAGED INVESTMENT (LI)	TOTAL VALUE LI + AA
1	\$22,700	\$517,300	\$0	\$22,700

¹ On May 6, 2013 the total allocated towards Lease Rebate was reduced from \$1,040,000 to \$540,000

HOW DO YOU DEFINE SUCCESS?

One dollar in public funding from the Downtown Bond Program has leveraged **\$4.50** in private investment.

Businesses that have received assistance:

- Encore Justified
- Asian Thai
- Harp and Dragon
- Chacers
- Castle Pizza
- 3D Dance Studio
- Uzmah Development
- Tyler Technologies



Wall-breaking ceremony at Harp and Dragon. The Harp and Dragon expanded, once again, and Downtown Program funds helped.



Storefront decorations at 102-110 Main Street. Decorating the storefront led to an interest in renting retail space. The Downtown Program is providing a lease rebate for the new business: Encore Justified.



NCDC

2013 BOARD OF DIRECTORS



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Norwich Housing Authority



Corporation Counsel:
Mark E. Block

TRIBUTE TO OUT-GOING BOARD MEMBERS

Stanley Israelite – Stanley Israelite was a founding member of the Norwich Community Development Corporation 50 years ago. He capably led the organization’s efforts to develop a business park, reposition operations in downtown and position the community for success.

Charles Whitty – Charlie Whitty, a longtime member of the NCDC Board of Directors, is a former City Manager of Norwich.

Peter Nystrom – Peter Nystrom’s term on the Board concluded in conjunction with his term as Mayor of the City of Norwich.

NEW BOARD MEMBERS



Deberey Hinchey
Mayor, City of Norwich
Elected in November 2013



Frank Manfredi
Cotter, Greenfield, Manfredi
& Lenas



Kathy LaCombe
KML Architects

STAFF



Robert Mills
President
August 2008 - present



Jackie Roy
Vice President
through September 2013



Jason Vincent, AICP
Vice President
June 2012 - present



Miria Toth
Manager, Marketing and
Communications
June 2011 - present

THANK YOU

Jackie Roy

Jackie worked part time with NCDC as an “Executive on Loan” from Norwich Public Utilities. She assisted with the development and management of the Downtown Program, strategic planning for the organization, and working to bring a strong customer service focus to the organization.

She touched many lives during her time here and was a intergral part of transforming the organization towards the demand-based economic development approach.

Thank you Jackie, and Thank you to NPU for the help!

THE WILLIAM R. HAASE IV, AICP FELLOWSHIP

William Haase (Bill) was a professional land use planner who worked throughout Connecticut and southwestern Rhode Island until his passing in 2012 at the age of 56.

Bill was a passionate planner. His excitement for the profession and the work he was engaged in was worn on his sleeve.

Few who crossed his path were not influenced by this passion and excitement. For some, these interactions became great learning experiences and for others he became a mentor.

Bill was the first to reach out to young professionals, and to challenge them to be great, to do great work, and to be engaged in the profession.

The William R Haase IV Fellowship sponsors young professionals that are embarking on a career in the profession, or contemplating such a move.

It also includes a mentoring component for these young professionals and opportunities to network within the profession.

2013 INTERNS



Eric Lindquist – Eric, a graduate of Eastern Connecticut State University, joined NCDC to assist with implementation of the NCDCGIS tool. He was able to secure the program and equipment necessary to operate the GIS and developed maps used in the Yantic River Greenway designation application.



Regan Miner – Regan joined NCDC for a second internship this past year and worked to develop the Benedict Arnold Trail. Initial project guidance involved researching 11 sites that were believed to have a connection to Benedict and the American Revolution. Ultimately over 50 sites and stories were identified.



Zachary Zeilman – Zack was the first recipient (2013) of the William R. Haase IV, AICP Fellowship (see sidebar) and worked with NCDC to evaluate wayfinding needs along the Heritage Walk and to create a three-dimensional model of the Chelsea Harbor Drive waterfront in historic downtown Norwich.



Mason Perrone – Mason is the 2014 recipient of the William R. Haase IV, AICP Fellowship and is working with NCDC to develop a trail assessment for the Yantic River Greenway. The Greenway was officially designated by the state in 2013, and Mason is working to determine how bicycling and walking trails can be expanded along the city's Greenways.



Kevin Mills – Kevin became NCDC's eyes of the street as he evaluated parking lot usage (to determine demand) and explored the various transit routes within the City. These experiences helped us understand some of the opportunities and challenges that exist and how to improve some of the user experiences.



Cody Atruic – Cody was an unemployed teenager in the transition between high school and college that was looking to learn about the office work environment. He offered, through a mutual friend of the organization to volunteer his time to work on projects for NCDC.



Jennifer LaMarque – Jennifer is a student at Three Rivers Community College here in Norwich and is interested in architecture. During her internship she conducted an assessment of the City's zoning map and property baseline information to determine where discrepancies might exist in the zoning classification of properties in the City.



Mariola "Mary" Swiatkowski – Mary joined us as part of a vocational training program via Alternative Services, Inc., located in Colchester. Mary had been out of the workforce for several years and was in need of an opportunity to prove her work skills. NCDC worked with Mary and the team at Alternative Services to provide her with meaningful work.