

Norwich Community-Wide Economic Development Plan and Process

Draft version 4/19/2010

- Norwich City Council
- Norwich City Departments
- Downtown Neighborhood Revitalization Zone
- Norwich Community Development Corporation
- Norwich Historical Society
- Norwich Public Utilities
- Office of the Mayor
- Otis Library
- Redevelopment Agency
- Rose City Renaissance



Norwich Community-wide

Economic Development Plan and Process

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Norwich Community-wide Economic Development

Plan and Process

Data Driven Planning with Results Based Accountability

I. Introduction

The City of Norwich, like many urban environments, continues to decline in its base economic condition. Based on a number of measures attractive to individuals, families and businesses Norwich holds tremendous potential for success if thoughtfully approached and sustained over a long period of time. In the face of significant challenges, Norwich's public and private economic development organizations and elected officials have come together to develop this Economic Development Plan through which we will focus and coordinate our work to improve the economic condition of our community. We have developed this plan through a collaborative process using the framework of Results Based Accountability (RBA) to define the community results we want to see, how we will measure those results, the reasons for the current baseline situation, who needs to be involved in producing the results we want, and what will work to "turn the curve" to improve our situation.¹

Economic Development in Norwich will be an ongoing process and consist of a group of policies, activities and incentives designed to improve the economic well-being and quality of life for the residents of Norwich. Such policies shall encourage the creation of higher-skilled jobs within the community and make Norwich a place that people of diverse training and experience will want to work and live.

These policies will foster the growth of existing business while attracting new business to the Community. This will be done by encouraging innovation, entrepreneurship and private investment. Norwich will identify industry clusters that will thrive by taking advantage of the resources Norwich has to offer.

We invite the whole of Norwich, regional and state organizations and individuals to join us in this important work.

¹ For a full explanation of Results Based Accountability, see www.resultsaccountability.com and www.raguide.org

II. 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.

Recent discussions, our stakeholder survey, and many previous documents have highlighted the need for focused, coordinated action to secure a positive economic future for Norwich. For this reason, we have elevated the creation of this public-private partnership which is dynamic, focused and fully accountable for achieving measurable results to ourselves and our community.

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

III. Measuring Progress: Indicators of Success

We will measure our progress in achieving these results using the following headline indicators for quality of life and for economic health of our community. We will also track a longer list of secondary indicators which will help inform our work.

Headline Indicators: Measures Related to Quality of Life

The Norwich Economic Development Process will produce specific benefits in increased employment, better jobs, and increased property tax revenues that will all contribute to the community's ability to impact these larger quality of life issues.

Headline Indicator: Crime Rate per 100,000 Residents

Component	Timeframe ➤ Number	Timeframe ➤ Number
Overall Crime Rate	1985-1994 (Avg) • 4,026	2006 (Avg) • 3,228
Violent Crimes	2000-2004 (Avg) • 428	2006 (Avg) • 486
Property Crimes	1985-1994 (Avg) • 4,026	2006 (Avg) • 2,471

Headline Indicator: Educational Achievement - Percent of Students At or Above Goal

2009 Goal	Norwich	Statewide
CMT reading grade 3	37.8%	54.6%
CMT math grade 3	44.9%	63.0%
CAPT reading grade 10	45.6%	47.5%
CAPT math grade 10	51.9%	48.0%

Headline Indicator: Educational Achievement - Graduation Rates

- Percent of students enrolled at entry to high school that graduate [metrics to be developed]

Headline Indicator: Homeownership Rate

- Percent of housing units that are owner occupied [2006-2008: 50% / 2000: 48%]

Reason for Using These Measures

Though not a part of the work in direct control of the economic development efforts, community safety and the quality of education services are important factors in individuals' decisions to locate their household or business in a community. The home ownership rate is an indication of economic prosperity as well as increasing commitment to the community.

We believe that our success in building the economic and employment base of Norwich will contribute directly to the achievement of these higher level community results, and that improvements in these three measures, achieved primarily through the work of others in the community, will contribute significantly to the economic success.

Headline Indicators: Measures Related to Economic Success

Our economic development process will directly address the challenge of creating a more vibrant marketplace in Norwich that will- (1) attract and support increase investment in commercial real estate and businesses, (2) facilitate locating and growing job-producing businesses, and (3) transform the downtown area into a lively center of culture, leisure activities, shopping, residences and offices.

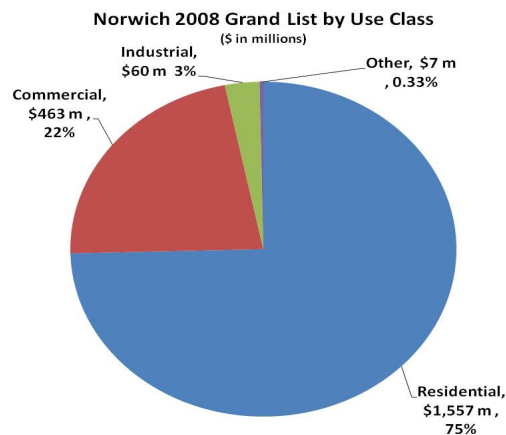
We will measure our success by tracking the following headline indicators:

Headline Indicator: Commercial Rents per Square Foot

- Dollars per S.F. for Commercial Space, by type of space- (office, retail, industrial) and area of the community- (downtown, Route 82, other defined economic activity zones)

Headline Indicator: Taxable Grand List Growth, Overall and by Component (commercial- real and personal property)

- Increase in taxable grand list
- Increase in personal property (commercial property other than real estate) portion of grand list
- Increase in real property (commercial) portion of grand list

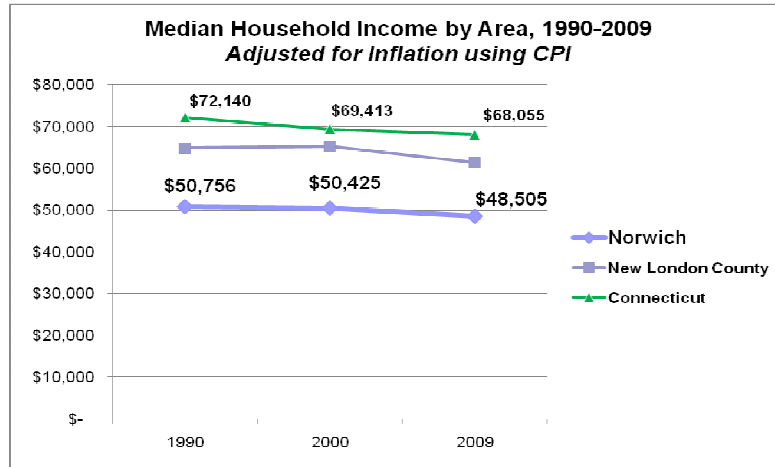


Headline Indicator: Number of Businesses

- Number of businesses and level of business creation [as measured by NPU commercial accounts opened and closed and other efforts to make an accurate count of businesses for the purposes of accurate personal property tax records]

Headline Indicator: Median Household Income

- Percent Change in median household income of Norwich residents [flat since 1990 when adjusted for inflation]
- Percent Change in individuals living in poverty



Reason for Using These Measures

Commercial rent rates, growth in the taxable grand list, increases in number of businesses and household income are good measures of the impact of our work to improve the Norwich economy. Changes in income and poverty rates are direct consequences of economic development in context with regional, state and national trends.

Secondary Indicators

We will also include a number of secondary indicators to directly guide the economic development work we do. These secondary indicators will be developed by the work groups as they work to develop metrics supporting their work. Many of them were included in the presentation made to Council.

Program Indicators

As we implement programs and efforts within our economic development framework we will institute a purposeful set of metrics and reports. We will use them to measure both program activities and the effectiveness of our actions. Norwich economic development constantly looks for areas of improvement and new activities to improve the economic condition of our community. Metrics will inform the appropriateness of the level of activities we undertake, the impact of the implemented measures, and the effectiveness of the dollars spent on activities. We will also use the metrics to assist in determining if the community is better off as a result of the implemented programs.

The economic development organizations agree to use the S.M.A.R.T. approach to guide the development of all goals.



Data Development Agenda

We will work to improve our ability to track our progress through development of better indicators of:

- Job growth by quality of job
- More insights and detail on existing and new businesses as well as ones that leave or close

A business survey is also considered important as a means to collect information on employment and jobs levels.

Development of a parcel-based data system across City departments and Norwich Public Utilities would facilitate more accurate and timely data on development activities as well as ease the administration of the tax assessment and building permit processes and the ability to deliver best in class customer experiences.

More Data Development activities will be a part of the standard of informing our economic development agenda as it matures over time.

IV. The Story Behind the Baselines

Why do these baseline pictures look the way they do? What are the causes and forces at work that relate specifically to our task of crafting an economic development plan? Digging behind the pictures helps us get a handle on what's going on in our community and what might work in the way of economic development activities to do better.

As we do this work we bump up against matters related to economic development we wish we knew more about. This becomes part of our information/research agenda to inform our continued work to refine this plan.

Factors Influencing Baseline Values of the Proposed Indicators

Community discussions have clearly identified a number of key resources and challenges which the Norwich economic development partners must address as we create a focused set of strategies for our economic revival.²

First, Norwich faces its economic challenges with a wealth of economic, cultural, educational and human resources on which to draw in crafting a plan. The Work Group cited the rich cultural history of Norwich as a major asset. This is reflected in the downtown and neighborhood building stock and the local and regional cultural institutions. Other assets are our educational institutions, including Three Rivers Community college and Norwich Free Academy and our extensive array of employers and businesses serving both the local, regional and global economies.

² Recent processes include the NCDC Strategic Planning process, the Rose City Renaissance Strategic Planning Process, Norwich City Council's workshop sessions, and the meetings of the Wednesday meetings of the Economic Development Work Group.

Yet, Norwich faces many of the global challenges buffeting the Connecticut and regional economy, including global competition, the decline in high value manufacturing jobs, replacement of these with lower wage service sector jobs and challenges posed by limitations in the quality of the regional workforce.

Some examples of the more localized key challenges include:

- The relatively higher cost of redeveloping Norwich assets vs. “greenfields” options
- The relative lower market rents in Norwich vs. required return on investment
- The lack of public investment in logical redevelopment activities
- The lack of visibility of commercial space inventory which is ready-for-market
- Poor perceptions of Norwich and the downtown area markets
- A lack of cohesive Norwich branding and marketing efforts
- Lack of a coordinated response to business climate issues
- Lack of coordinated, coherent marketing, recruitment and retention effort
- Lack of a coordinated business process advocacy

Our recent SWOT survey of stakeholders identified the following factors:

<p style="text-align: center;">Strengths</p> <ul style="list-style-type: none"> • Leadership (especially NCDC and NPU) • Geographic strengths • Waterfront • Downtown • Access to major highways and rivers • Proximity to casinos • Brand of Southeastern CT • Competitive land value • Redevelopment opportunities for brownfields 	<p style="text-align: center;">Weaknesses</p> <ul style="list-style-type: none"> • Lack of City leadership • Financial resources to promote economic development • Cost of development (e.g. brownfields, regulations) • Taxes / cost of doing business • Fragmented and weak political environment
<p style="text-align: center;">Opportunities</p> <ul style="list-style-type: none"> • Location (highway access, proximity to casinos, rivers, location within tri-state region) • Municipal energy cooperative (sale of utilities to municipalities) • Securing grants due to distressed community status • Leveraging brownfield redevelopment, waterfront, downtown, and competitive land value 	<p style="text-align: center;">Threats</p> <ul style="list-style-type: none"> • Costs (local and CT tax structure, cost of labor) • Location (proximity to casinos, within thin economy of Eastern CT and state as a whole) • Lack of economic development planning • Lack of state incentives / policies • Large regional employers swinging economy • Competing development sites in surrounding municipalities

V. Who Needs to be Involved to Achieve Desired Results?

Norwich stakeholders have spoken: in a recent survey sent to over 100 identified community leaders in Norwich, two of the top issues identified include- (1) the need for a focused economic development plan and (2) the need to establish clear responsibilities and accountability for carrying out the plan. These responsibilities are disbursed with little or no accountability at present. As a result, Norwich is not making the most of its internal strengths and external opportunities in economic development nor is it doing the best it can to address its internal weaknesses and external threats.

As part of the effort to facilitate the creation of a more effective economic development process, we surveyed and analyzed organizations within Norwich and the Southeastern Connecticut region that have missions of promoting economic development in the City of Norwich. The result is a framework of the roles that are necessary as part of a thorough economic development effort combined with an indication of the responsibilities to execute on those roles.

Appendix B presents in matrix form the list of local and regional organizations most directly involved in the economic development process in Norwich (in columns) with their roles in fulfilling the basic functions of an economic development process (in the rows).

In addition to these organizations, the process needs to engage other City departments with a stake in the outcome and other organizations involved in supporting implementation of the economic development plan.

Once the plan is developed and assignments made to and accepted by our economic development organizations, a process of accountability and reporting must be implemented and adhered to by all parties. On behalf of the community interest, it is incumbent upon the leadership of the community to demand accountability from themselves and all economic development organizations in these efforts.

VI. Strategies to “Turn the Curve”

This section begins work on the framework of activities and initiatives that will collectively address the challenges identified above.

This framework builds on the City’s Plan of Conservation and Development, the 2010 NDC Strategic Plan, the 2010 Rose City Renaissance Strategic Plan, the Downtown Neighborhood Revitalization Zone strategic plan and extensive discussions among our political leadership and economic development organizations.

A. Target Markets

Strategic Objective: Identify next candidate growth areas that Norwich could retain or attract

An understanding of trends in the regional and national marketplace is important to understanding how we are targeting our local economic development efforts.

Strategy A.1. Develop clear understanding and consensus of the business sectors that present realistic opportunities for Norwich

Tactics

- Review analyses by EWIB, SecTer, CT DECD, Norwich analyses, and others to distill key trends and opportunities for Norwich business growth
- Define priority target sectors and prioritize their requirements related to the plan
- Create stronger ties with the Casinos - showcase Norwich
- Evaluate potential of tourism promotion
- Define and explore potential of new multi-cultural populations and businesses

Measure of Success	Market sectors identified
Resources Required	Staff time, consulting time
Lead Responsibility	
Partners	SeCTer, EWIB, CERC
Planning Work Group	Bob Mills, Tom Marien, Bob Farwell, Peter Davis

B. Site Occupancy and Development

Strategic Objective: Make sites within Norwich’s defined economic zones available for business development

The Norwich Plan of Conservation and Development defines 12 “economic opportunity areas” (p. 66-67) across the community, largely along major transportation thoroughfares, downtown, and along the rivers. This plan addresses the need to renovate and market existing and create new commercial and industrial space within and across each of these areas within a context of sound strategies to develop each area. This activity will ensure the “product” for firms recruited or retained through the diverse and coordinated efforts guided by this plan.

Three basic types of sites need to be addressed to advance economic use of land and buildings:

- Valuable, marketable, useable, move-in-ready spaces;
- Underutilized spaces needing upgrades to meet code and economic standards (i.e., mill sites & upper floors in the Downtown);
- Brownfield sites needing remediation and re-development (i.e., Hospital site, mill buildings, Shipping Street, etc.).

Important to all three strategies in this section is developing a complete inventory of spaces available for economic activity across the zones identified in the City’s Plan of Conservation and Development.

The Planning Work Group for all three of these strategies would draw from the collaborative partners with a stake in this work, including between the City Planning Office, NCDC, RCR, NPU and the Board of Realtors.

B.1. Fill vacant move-in-ready spaces by facilitating process for occupying spaces – owned and/or leased

Tactics

- Assist in promotion of move-in-ready sites by participating in Broker’s monthly meetings, attending site consultant events bi-annually and introducing opportunities to interested parties.

Measure of Success	Square feet of space leased Number of sites on SiteFinder Number of property showings Number of referrals among brokers, owners, and prospective end users
Resources Required	Staff time
Lead Responsibility	
Partners	Realtors, Chambers of Commerce
Planning Work Group	Bob Mills, Rick Kramer

Strategy B.2. Populate vacant, underutilized spaces

Tactics

- Collaborate with the City and other economic development entities to identify underutilized spaces and analyze any shortcomings (the factors keeping them from being occupied) to develop a plan that will make them marketable
- Review City codes and permitting process to ensure maximum support for reuse of old buildings (2002 Plan of C&D)
- In collaboration with owners, conduct preliminary assessment and categorize buildings based on need and type of improvements
- Develop a programmatic approach to resolve issues on a prioritized basis including funding, structural issues, participation, and zoning
- In collaboration with owners, implement a City sponsored program to revitalize old spaces and make them economically viable
- Explore land assemblages to prepare development sites (Lead: RDA)

Measure of Success	City’s adoption of the program NPU’s adoption of the program
Resources Required	
Lead Responsibility	
Partners	NCDC, Planning, Zoning
Planning Work Group	Rick Kramer, Brian Kobylarz, Tucker Braddock

B.3. Work with City and property owners to return Brownfield sites to productive use

Tactics

- Develop a plan to conduct phase 1-3 environmental and economic assessments on Brownfield sites identified
- Prioritize sites for remediation based on known information
- Develop and Implements Mill Reuse Program
- Obtain funds for planning and develop plans for selected sites which includes environmental assessments and completed economic analyses

Measure of Success	Plan sequencing assessment/ remediation applications Number of grant applications submitted and awarded Number of Brownfield sites reduced by cleanup
Resources Required	
Lead Responsibility	Tom Marien
Partners	NCDC
Planning Work Group	Tom Marien, Alan Bergren, Tucker Braddock

C. Downtown Focus

Strategic Objective: Revitalize Downtown Norwich as a vital destination and place to live, work, and recreate

In surveys and meetings, the revitalization of downtown Norwich as a major economic, cultural and community asset ranks at the top of most priority lists. The challenge is to change market and consumer perceptions of downtown as well as address a number of economic, technical and infrastructure issues in order to set the stage for new investment and increasing activity downtown.

This will require a comprehensive strategy implemented consistently across multiple partners that addresses multiple issues and opportunities simultaneously. This strategy necessarily draws on the work in multiple other strategies in the plan, especially A. Target Markets, B. Sites, D. Transportation, E. Recruitment and Retention, and F. Marketing, and G. Incentives.

This is a daunting challenge, but many smaller cities have taken this challenge on and succeeded.

C.1. Plan and Implement a Comprehensive Downtown Revitalization Strategy

This strategy must address a number of critical dimensions that will support development of downtown Norwich as as a commercial and retail center, a center for culture and the arts, and a lively residential neighborhood. It will require attention to physical development, public infrastructure concerns, and the overall management and marketing of Downtown Norwich as an experience and location for work, living, and recreation.

These include work drawn from the other areas of the plan across the following:

- Urban Design and Physical Planning (sites, assemblages, relation to neighboring areas, circulation and parking)
- Market definition (residential, commercial, types of retail)
- Creating incentives specific to downtown and removing barriers to investment

Measure of Success	Master Plan, Implementation Plan, and schedule Vacancy rate and rents downtown by type of space (ground floor, upper floor) and use (office, retail, etc)
Resources Required	Staff time, funds for planning consultant team
Lead Responsibility	
Partners	
Planning Work Group	Rick Kramer, Brian Kobylarz, Bob Farwell, Peter Davis

D. Transportation and Infrastructure

Strategic Objective: Provide sound transportation infrastructure to support city development

D.1. Develop phased transportation plan for Norwich

Tactics

- Develop downtown circulation and parking plan with attention to signage...
 - Address supply, distribution, and effective pricing and management of public and private parking resources within the city to support economic development
 - Design for a walking friendly city (“Complete Streets” concept)
- Complete and market new Transportation Center
- Explore range of options previously identified as part of long-term plan (light rail, water taxis, access to Casinos, increased water access, etc.)

Measure of Success	Planning is funded; implementation strategy developed
Resources Required	
Lead Responsibility	
Partners	
Planning Work Group	Brian Kobylarz, Peter Davis

D.2. Develop and market fiber-optic network where feasible

Tactics

- Tap the potential of the public fiber-optic network to support business location on the network

Measure of Success	TBD
Resources Required	
Lead Responsibility	John Bilda
Partners	NPU, Planning
Planning Work Group	John Bilda, Peter Davis, Brian Kobylarz

E. Retention and Recruitment

Strategic Objective: Retain existing and recruit new businesses in Norwich

Recruitment and retention of businesses is at the heart of any economic development strategy. This involves active listening to business concerns and aggressive efforts to support expansion of job-producing activities that complement community efforts to improve our quality of life.

E.1. Design and implement a business retention initiative

Tactics

- Meet with major Norwich employers on a regular basis to garner knowledge about their needs and any threats to their continuation in Norwich
 - Include exit interviews for businesses leaving or relocating to understand reasons
- Develop responses to the system to address concerns as they come up

Measure of Success	Decrease in number of businesses closing or leaving Building vacancy rates
Resources Required	
Lead Responsibility	Chambers of Commerce, Bob Mills
Partners	RCR, SeCTer, EWIB, City of Norwich, NPU
Planning Work Group	John Bilda, Les King, Deb Hinchey, Tucker Braddock, Peter Davis, Bob Mills

E. 2. Business Attraction Initiative

Tactics

Develop and implement business attraction strategy

Measure of Success	Increase in number of new business Building vacancy rates reduced
Resources Required	
Lead Responsibility	Les King
Partners	Norwich Chamber, SeCTer, DECD, CERC, NCDC
Planning Work Group	John Bilda, Bob Mills, Les King

F. Marketing

Strategic Objective: Increase awareness of Norwich locational advantages to businesses, investors, and consumers

Norwich needs to tell its story of assets and forward looking economic planning to the world as well as galvanize its leaders and citizens to believe in the plan and support its execution. This requires thoughtful marketing to business and investment prospects, current businesses, regional consumers, and visitors from a distance, as well as residents in Norwich and the region. We will market identified sites along with all available incentives.

F.1. Develop and implement community marketing and communications plan

Tactics

- Define what “products” we are marketing
- Define target markets, messages, the most effective messengers, and the most effective media and vehicles to disseminate the messages, (branding)
- Develop coordinated web strategy for City and partners
- Develop an “Internal” Marketing strategy to reach and build the confidence of Norwich residents with messages about the plan, the positive future for Norwich, and what they can do to support it
- Develop marketing materials for new and prospective businesses
- Create Informational Clearinghouse for:
 - Economic Indicators and data to support business decisions
 - Building and Site inventory (see below under Planning)
 - Incentives & Financing Vehicles (see below under Financing and Incentives)

<i>Measure of Success</i>	Number of ‘impressions’ made through marketing efforts Number of unique visitors to City and Economic Development web sites
<i>Resources Required</i>	
<i>Lead Responsibility</i>	
<i>Partners</i>	
<i>Planning Work Group</i>	Bob Mills, Melissa Olson

G. Financing and Incentives for Economic Development

Strategic Objective: Provide financing and other incentives to advance economic development projects and infrastructure. Through offering incentives Norwich will take a holistic approach to creating a sustainable market environment for success while attracting outside investment into the community. We will be looking at the full array of incentives, including but not limited:

- Commercial rental rebates
- Façade programs
- Existing Enterprise zones
- Assessment deferrals
- Utility incentives
- Business retention incentives/rewards
- Business loans and forgivable loans

G.1. Create a set of incentives for business, developers and redevelopers

Tactics

- Study and develop options for economic development incentives that address the cost disadvantages of development and operation of businesses in Norwich
- Conduct impact analysis and cost/benefit analysis to refine structure of proposed incentives
- Determine long-term stable funding methodology and commitment
- Leverage other funding sources (i.e. CDBG)

Measure of Success	Incentives adopted/used; square feet developed or occupied as a result
Resources Required	
Lead Responsibility	
Partners	
Planning Work Group	Tom Marien, Rick Kramer, John Bilda, Alan Bergren, Tucker Braddock, Bob Mills

G.2. Create a systematic approach for identifying and obtaining economic development financing from external sources

Tactics

- Develop sustainable system to identify and target financing to advance Norwich economic development interests
- Train economic development partners on implementation process
- Assist economic development partners in securing grants for viable projects
- Develop and maintain database of funding sources

Measure of Success	System developed and adopted by City Council EDOs trained in the process Number of grants submitted and amount of funding awarded
Resources Required	
Lead Responsibility	
Partners	
Planning Work Group	John Bilda, Alan Bergren, Les King, Beverly Goulet, Bob Mills

H. Business Technical Assistance

Strategic Objective: Support business growth and new business development through technical assistance

H.1. Define and market array of programs and organizations that provide Business Technical Assistance

Tactics

- Conduct inventory of all business development supports, including 1:1 Technical Assistance, Information / Educational Programs, Entrepreneurial Program/Club, and Resource List for Entrepreneurs (legal, finance, etc)
- Convene these resources to develop a coordinated process to raise awareness of their services and assess for any gaps in services that need attention
- Implement and conduct training/education for existing businesses/entrepreneurs and people interested in starting their own businesses

Measure of Success	Number of businesses assisted by sector and type of assistance Increased investment in Norwich businesses
Resources Required	
Lead Responsibility	
Partners	NCDC
Planning Work Group	Tom Marien, John Bilda, Rick Kramer

I. Workforce and Education

Strategic Objective: Increase workforce education and skills to meet individual and business needs

I.1. Mobilize Education & Training providers to support specific business development as well as create a competitive workforce

Tactics

- Work with Eastern Workforce Investment Board and Three Rivers Community College to develop responsive package of training resources and incentives to support business retention and attraction
- Support EWIB and its Regional STEM Council efforts to develop regional workforce skills and address need for increased focus on science, technology, engineering, and mathematics (STEM) education and training

<i>Measure of Success</i>	Number of customized training packages defined for businesses/sectors
<i>Resources Required</i>	
<i>Lead Responsibility</i>	
<i>Partners</i>	
<i>Planning Work Group</i>	Melissa Olson, Beverly Goulet, Bob Farwell, Doug Relyea

J. Advocacy

Strategic Objective: Increase effectiveness and responsiveness of economic development policy and operations to needs of Norwich, its businesses, and its interests within the State.

J.1. Develop an advocacy agenda and process to advance business interests in Norwich

Tactics

- Review the experience of doing business in Norwich
- Elevate the identified business issues for advocacy to the appropriate City and State entities

<i>Measure of Success</i>	Established data gathering process Issues elevated to appropriate entities
<i>Resources Required</i>	
<i>Lead Responsibility</i>	Mayor, Council
<i>Partners</i>	Chambers of Commerce
<i>Planning Work Group</i>	Alan Bergren, Les King

J.2. Develop an advocacy agenda to advance Norwich interests with appropriate State and Federal channels

Tactics

- Develop and maintain a list of advocacy concerns and communicate them through appropriate channels to the State

Measure of Success	Number of issues defined and addressed through advocacy process
Resources Required	
Lead Responsibility	
Partners	Chambers of Commerce
Planning Work Group	Alan Bergren, Les King, Brian Kobylarz

K. Economic Development Planning, Implementation and Coordination

Strategic Objective: Ensure coordinated and effective implementation of the plan

K.1. Develop ongoing process to coordinate economic development activities in Norwich

Tactics

- Institute a coordinated process for reviewing and, if criteria met, promoting projects being brought to Norwich by outside developers and developing projects to attract new investors to Norwich
- Institute process for project planning, conceptualization, packaging, and implementation
- Monitor progress on regular periodic intervals
- Hold all partners accountable for their responsibilities under the approved plan.

Measure of Success	Coordinated process in place
Resources Required	
Lead Responsibility	
Partners	
Planning Work Group	Bob Mills, Peter Davis, Rick Kramer

K.2. Develop local capacity to collect and publish data to track and support economic development process

Tactics

- Establish baseline measures of the City’s current economic status that will be updated annually to measure progress and advance accountability for results (Headline Indicators)
- Establish baseline measures which inform economic development initiatives (Secondary Indicators)
- Develop an environment where Measures of Success are identified and systematically reported for each economic development initiative (Program level)

Measure of Success	Regular Reports on Headlines and Secondary Indicators & Key Performance Measures
Resources Required	Staff time across partners
Lead Responsibility	
Partners	
Planning Work Group	Bob Mills, Peter Davis

K.3. Develop parcel-based information system to modernize City operations across departments

Tactics:

- Connect and integrate geographic databases of the City and NPU to support work of city clerk, assessor, planning, building, utilities, public works, and other departments.

Measure of Success	Progressive commitment by all parties
Resources Required	
Lead Responsibility	Peter Davis, Donna Ralston, NPU staff
Partners	
Planning Work Group	John Bilda, Peter Davis, Donna Ralston, Bob Mills

K.4. Develop economic development component of 2012 Plan of Conservation & Development

Tactics

- Refine this plan for inclusion in the Plan of Conservation and Development
- Benchmark Norwich against successful cities of similar size and age; learn from their successes
 - Use road trips to visit cities and meet with economic development entities
 - Identify what might work in Norwich.

Measure of Success	Coordination process measures, Databases established
Resources Required	
Lead Responsibility	Peter Davis
Partners	
Planning Work Group	Bob Mills, Peter Davis

VII. Implementing the Plan

Implementing the plan involves managing the entire process from the Mayor and City Manager through all City Boards and Commissions as well as the implementing Economic Development Organizations down to the individual programs themselves. There are decades of viable, well developed and yet unfulfilled plans on the shelves in Norwich that have not taken shape. An unmanaged plan or process is no better than no process at all. In order for Norwich to break the cycle of consensus building, planning, assigning responsibilities to smaller and smaller groups to deal with on their own and then leaving everyone alone as though the work is done, we must also beef up systematic management and total community accountability for results or lack thereof.

Appendix A: Norwich Economic Development Implementation Plan

[to be developed]

This appendix to include:

- Prioritized strategies and tactics;
- Metrics and Indicators;
- Methodology for commissioning work;
- Methodology for evaluating proposals;
- Methodology for evaluating and monitoring progress;
- Methodology for data collection.

Appendix B: Economic Development Organization Roles and Responsibilities

Norwich Economic Development Functions and Roles of Primary Economic Development Organizations																						REVISED 3-31-10	
DRAFT		Key:		☼ Legal Mandate	* Key Agency for Function	● Leading Role in Execution	○ Supporting Role in Execution																
Norwich Community Development Corporation		# of Agencies by Role				Elected Officials		Economic Development Organizations															
Area	Function	Key Agency for Function	Legal Mandate	Leading Role	Supporting Role	Office of the Mayor	Norwich City Council	Office of the City Manager	Municipal				Non-Profit				Regional						
									City of Norwich Planning & Development	Community Development	Redevelopment Agency	Norwich Public Utilities	Norwich Community Development Corp.	Rose City Renaissance, Inc.	Otis Library	Downtown NRZ	Greenville NRZ	Southeastern CT Council of Governments	Southeastern Connecticut Enterprise Region (SeCter)	Eastern Workforce Investment Board	Three Rivers Community College	Greater Norwich Chamber of Commerce	Chamber of Commerce of Eastern CT
Policy & Coordination	Review & Advise on Municipal Policies Affecting Economic Development	1	0	8	9		*	○	○	○	○	○	○	○	○	○	○	○	○	○	○		
	Overall Economic Development Coordination		1	4	8	☼		○	○		○	○	○	○	○	○	○	○	○	○	○		
Planning	Area Planning		0	7	5			○	○														
	Developing Overall Economic Development Plan	2	1	6	8	☼	*	○	○				*	○	○	○	○	○	○	○	○		
	Developing Plan of Conservation & Development	1	2	1	8	☼	☼	○	*														
	Transportation Planning		1	1	9			○	○							☼							
Marketing, Communications	Identifying Target Sectors		0	4	6			○	○														
	Marketing the Community to Prospects		1	4	7	○		○	○							☼							
	Marketing to Consumers		1	3	9			○	○														
	Tourism Promotion		1	0	9			○	○				☼	○	○				○				
	Marketing Incentives & Financing Vehicles		0	4	9			○	○					○	○	○							
Retention & Recruitment	Informational Clearinghouse - Indicators, Incentives		0	5	6			○	○														
	Prospect Recruitment		0	3	7	○		○	○														
	Maintain inventory of C/I Buildings and Land Business Visiting Program		0	4	4			○	○														
Project Management and Execution	Business Visiting Program		0	4	5			○	○														
	Project Planning and Conceptualization		1	3	6	○		○	○							☼							
	Project Packaging		0	4	3			○	○														
	Project Implementation		0	3	6			○	○														
	Land Acquisition		1	2	6			○	○			☼											
Development Facilitation	Industrial Park Development		0	2	6			○	○			○											
	Permit Review		1	1	2			○	☼														
Program Management & Execution	Permit Facilitation		1	1	3	○		○	☼														
	Program Development		0	4	10			○	○														
	Downtown Development Assistance		0	4	8			○	○														
	Neighborhood Commercial Development Assistance		0	1	12			○	○														
	Mill Reuse Program Implementation		0	2	9			○	○														
	Program Implementation		0	4	8			○	○														
	Program Review		0	5	8	○	○	○	○														
Business Technical Assistance	1 : 1 Technical Assistance		0	3	7			○	○														
	Information / Educational Programs		0	3	9			○	○														
	Entrepreneurial Program / Club		0	3	5			○	○														
	Resource List for Entrepreneurs (legal, finance, etc)		0	1	6			○	○														
Advocacy	Legislative Program		0	4	4	○	○	○	○														
	Regional Advocacy		0	10	5	○	○	○	○														
Education & Training	One-Stop Career Center		1	1	5			○	○										☼	○	○		
	Education and Training		2	1	5			○	○										☼	○	○		
	Customized Job Training		1	2	5			○	○										☼	○	○		

Appendix C: Flow Chart of Economic Development Process

[to be developed]

Appendix D: Format and Criteria for Assessing Economic Development Proposals

[to be developed]