

ECONOMIC DEVELOPMENT

A Joint Report to The City Council

by

Norwich

Economic Development

Organizations

April 19, 2010



► askncdc.com

CITY COUNCIL CHARGE

- Identify Key Economic Indicators
- Create Implementable & Meaningful Strategies
- Organize the Process for Implementation
- Establish Metrics for Accountability and Results
- Codify in City's 2012 Plan of Conservation & Development

“TEAM NORWICH”

- The Mayor
- The City Council
- City Manager
- Planning
- Assessor
- Human Services
- NPU
- NCDC
- RDA
- RCR
- DNRZ
- Otis Library
- Representative Olson
- Rotary
- Historical Society
- Norwich Chamber

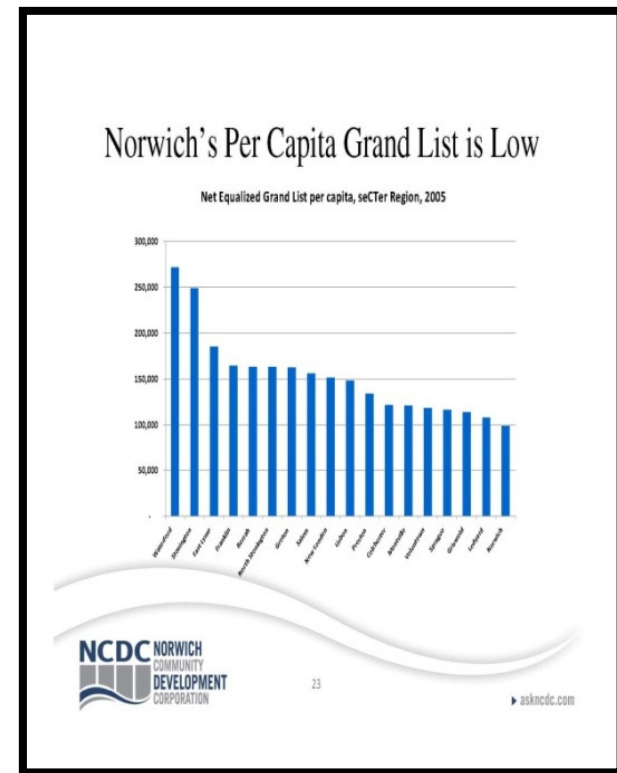
PROGRESS TO DATE

- ✓ Established Community-Wide Economic Development Collaborative
 - ✓ Stakeholders (Council, EDOs, City Departments, Interested Parties)
 - ✓ Workgroups and Workshops
 - ✓ Wednesdays and Saturdays Work
 - ✓ WordPress Strategy Development Tool



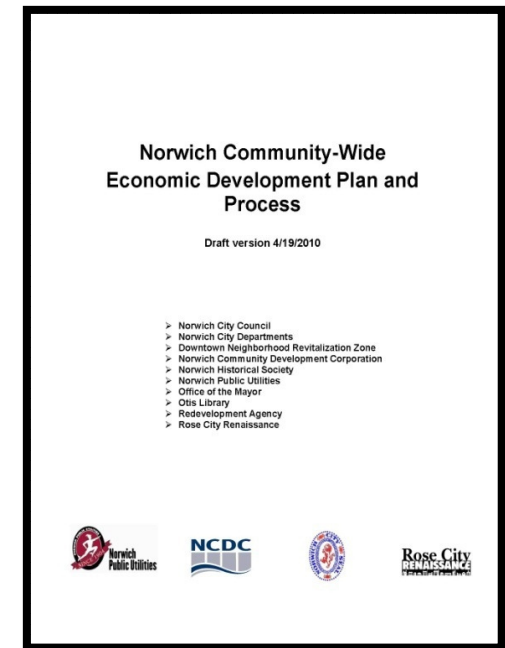
PROGRESS TO DATE

- ✓ Identified Key Indicators
- ✓ Norwich's Economic Condition Defined Leadership
- ✓ S.W.O.T. Analysis
- ✓ Adopted Results Based Accountability Model (RBA)



PROGRESS TO DATE

- ✓ Defined 20 Strategies Within 11 Objectives
- ✓ “*Turn The Curve*” on the Economic Condition of the Community
 - ✓ Economic Investment Areas City-Wide
 - ✓ Business Centric Focus
 - Retention, Expansion & Attraction
 - Workforce Development
 - ✓ Finance & Incentives
 - Federal, State & Local



TIMELINE

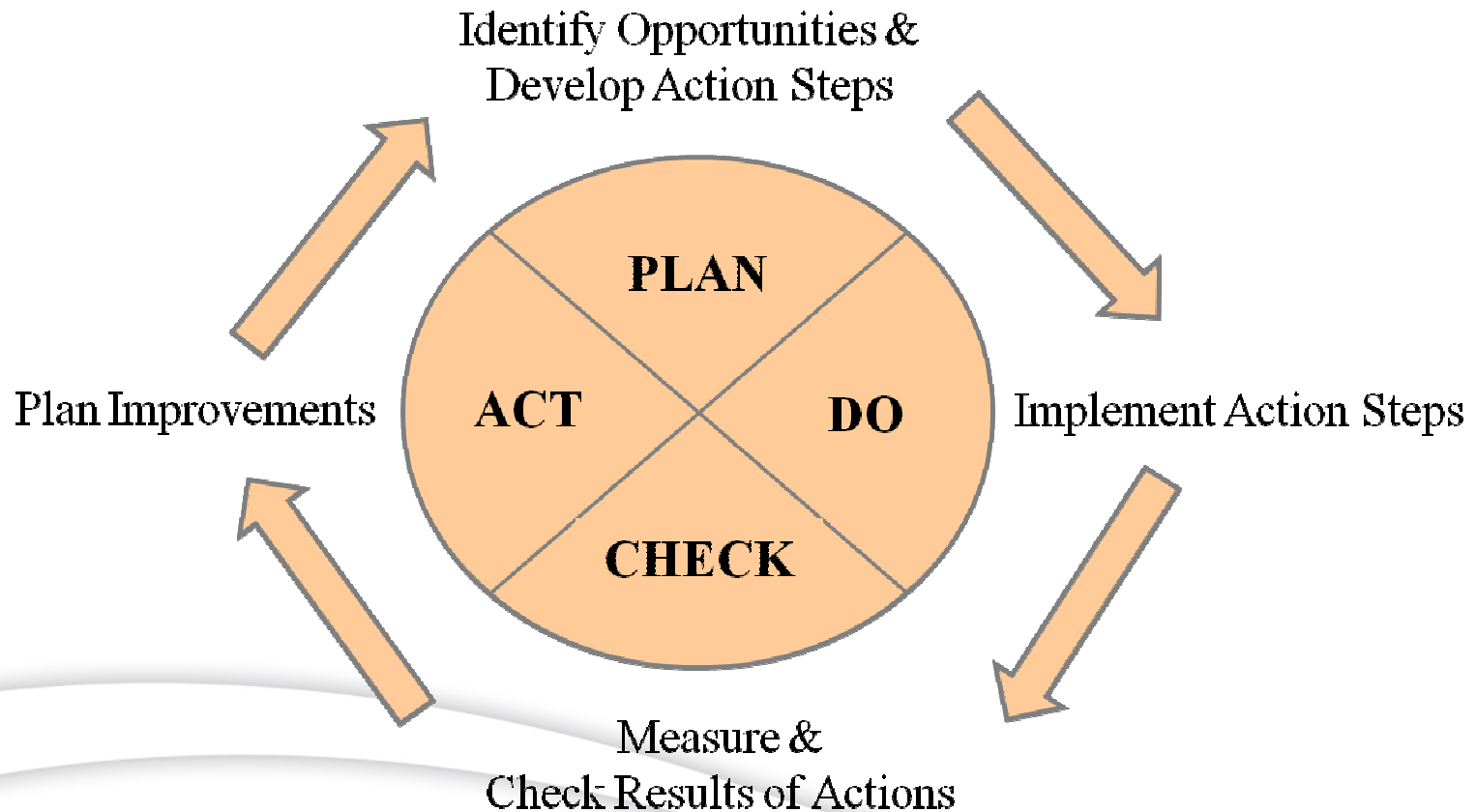
- ✓ Fall 2009 Organized Collaborative
- ✓ Winter 2009 Developed Strategies

- Spring 2010 Develop Programs (Sub Groups)
- Summer 2010 Establish E.D. Criterion
- Fall 2010 Prioritize & Commission Programs
- Winter 2010 Monitor, Evaluate & Adjust

STRATEGY DEVELOPMENT

- Paradigm Shifts
 - Economic Development vs. Real Estate Development
 - Policies vs. Programs
 - Accountability and Results
- Re-Investment Strategies
 - Outcomes
 - Incentives
 - Resources

OUR PROCESS *



OUR PROCESS: PLAN

- Quantify Norwich Needs
- Quantify Resources Available
- Develop Detailed Program for Each Strategy
- Establish Metrics and Scorecard
- Assign for Implementation

OUR PROCESS : DO

- Fully Develop Programs on Each Strategy
- Create Strategy Goals & Indicators (Metrics)
- Prioritize Strategies
- Commission Implementation

OUR PROCESS : CHECK

- Monitor and Evaluate Results
 - Regular Reporting
 - Accountability
 - In Process Reviews
 - Identify Improvements
 - Mid-Course Correction Opportunity

OUR PROCESS : ACT

- Redefine & Redirect
- Plan Improvements
- Develop New Action Steps
- Renegotiate Implementation

FINAL THOUGHTS

- Fresh and Sustainable Approach
 - Collaborative Committed to Success
 - Insightful, Inclusive Process
 - Focused with City-Wide Impact
- Not Just Another Plan
 - Living Document
 - Sustainable Across Leadership Changes
 - Roadmap for Norwich

FINAL - FINAL THOUGHTS

Expect Results- not Miracles

It Took Norwich Many Years To Get
Into This Condition. It Will Certainly
Take Time To Get Out Of It.

THANK YOU!