

DRAFT

Norwich Community Development Corporation

Strategic Plan

DRAFT

2010-2013

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Introduction

The revised strategic direction of the Norwich Community Development Corporation (NCDC) is all about understanding the current situation in the City of Norwich (City), the conditions that affect viable economic development there and the actions necessary to accomplish economic development initiatives that truly add value to the City. This plan, which is an update of the strategic plan completed in 2007, comprises a three-year planning period from 2010 to 2013. It is intended to be the framework for making the necessary changes in NCDC that will allow it to successfully become a key economic development resource for the City of Norwich and to implement key economic development activities that result in new investment and new jobs for the City. It is all about an external focus by NCDC staff coordinating with the mayor's office and other development agencies in the City.

NCDC has been very successful in past development activities. As an organization, it wishes to continue successful activities and improve upon them in the future. NCDC must be closely aligned with the City and at the same time continue to be independent. NCDC values its independence and believes that this independence will allow it to expand its development activities for the benefit of the City and Eastern Connecticut.

The Strategic Plan was developed with NCDC staff and the Executive Committee to gather and incorporate their very important input to the new plan. The next step will be for the Staff and the Executive Committee to bring the draft plan to the full Board for their review and input. In order to make sure this strategic plan does not languish unused, the plan will be tied into the budget of NCDC. Individuals will be identified who will be responsible for ensuring that each goal and related strategies are carried out in a timely manner.

Need for Change

The Executive Director of NCDC, and both its primary sponsors, the City of Norwich and Norwich Public Utilities, recognize that in order for NCDC to realize continued success and produce results commensurate with the funding, significant change is needed. The need for change is driven, in part, by changing conditions in Norwich including less available land for development, changing demographics, tightening of development funding, and changes in City government.

This plan acknowledges that accepting change is difficult for some and easier for others. NCDC is committed to working with affected parties to help them understand the need for change and help them become a part of the successful ventures that result.

NCDC Vision and Mission

Vision Statement

NCDC will lead a community process to achieve a common vision for long-term economic development and plan of action to achieve measureable results.

Mission Statement

NCDC will assist the City of Norwich, its agencies and economic development stakeholders to enhance the economic well being of the Community by:

- Acquiring the knowledge and information needed to promote economic development initiatives in support of the City’s economic development plan;
- Developing strategies that will enable the City to fulfill its economic development plan and the metrics to assess their success; and
- Promoting, facilitating, and implementing economic development consistent with the City’s plan.

Strategic Planning Process

Following is the process and schedule used for the revision of the strategic plan.

Table 1 Planning Schedule

Step 1 Aug. 12 – Oct. 8	<ul style="list-style-type: none">• Kick off meeting with Executive Director, consultants and citywide stakeholders.• Review and update external environment, current and future. Condition of NCDC and City, values, vision and mission.
Step 2 Oct. 16	<ul style="list-style-type: none">• Review draft components from Step 1 with Executive Committee (EC).
Step 3 Oct. 19 – Nov. 2	<ul style="list-style-type: none">• Identify major issues affecting the City, NCDC and strategic directions.• Develop goals, strategies and tactics based on the identified issues and strategic directions.
Step 4 Nov.5	<ul style="list-style-type: none">• Review draft components developed from Step 3 with EC. <i>Propose 2 hour working meeting (8 a.m. – 10 a.m.)</i>
Step 5 Nov. 9 – Dec. 7	<ul style="list-style-type: none">• Revise draft plan by incorporating EC views.• Develop measurement criteria and champion for each goal.• Develop revised strategic plan including budget and schedule.• Review draft plan with other economic development partners.
Step 6 Dec. 17	<ul style="list-style-type: none">• Review draft developed from Step 5 with EC and revise to include the committee’s input. <i>Propose 2 hour working meeting (7:30 a.m. – 9:30 a.m.)</i>
Step 7 Jan. 28	<ul style="list-style-type: none">• Board and Stakeholders Proposed Plan workshop (mid-January).• Seek Board approval.

External Environment

The NCDC Board has attained all the goals outlined in the 2007 adopted Strategic Plan and at the August 2009 meeting authorized the Executive Director to create an updated plan for review, comment and ultimately adoption. Since the adoption of NCDC’s strategies, the economy, global to local, has experienced a nearly unprecedented downturn and the need for aggressive but coordinated support for new and existing business growth has become even more important. Though many of the external drivers remain the same, the import for addressing them has become more critical. The analysis of the external environment was conducted by looking at each element facing the Board, evaluating its current relevance, and identifying the impact each element has on the Board’s ability to function and NCDC’s ability to operate.

Table 2 External Environment

PROPERTY	ITEM	WHY ITS IMPORTANT
	NCDC can help the City acquire property.	Developers often have confidentiality concerns; with NCDC as a buffer between the developer and the City those concerns are better addressed.
	There are vacant existing and useable spaces needing to be promoted and marketed.	As long as buildings and sites do not remain vacant for long periods, movement in and out can be seen as a positive and can be good for development: “There is a lot of activity going on in Norwich, must be a good place for business...”
	Most developable areas have been developed. Remaining areas need major environmental remediation. The old mill sites, which could be redeveloped, are in a flood plain that creates additional issues.	The value of the grand list is eroding; debt service and unfunded mandates from the State and Federal Governments are straining the budgets and the city needs growth to broaden its tax base and increase the value of the grand list. NCDC can help obtain funds for the property remediation needed for that growth to happen in Norwich.
	There is a lack of understanding of how to implement smart/responsible growth in the City and there is no common vision for that smart/responsible growth.	There has been a preoccupation with finding undeveloped land, which is virtually non-existent in Norwich. Land is not a renewable resource and there are few sites available for new large commercial development. (There are the Hospital site and Shipping Street but, at best, these redevelopment sites are many years away.) Careful assessment of what will best work in those areas is important to smart/responsible growth but the emphasis should be redirected toward reuse of underutilized properties where infrastructure already exists.

External Environment cont'd

PROPERTY cont'd	ITEM	WHY ITS IMPORTANT
	Development of the waterfront and downtown has not been the number one priority. The Hospital site and Shipping Street sites are years out in terms of actual development.	The downtown and waterfront area is right now the best development opportunity the city has. Suburban malls are in demise, people are coming back to the urban environments where arts and commercial retail are plentiful. Downtown could be a valuable asset but empty retail spaces and storefronts abound, and historic mills adaptable to residences are vacant.
501C STATUS		
	NCDC does not have all the IRS and 990 reporting requirements in place at this time.	In order to meet current IRS standards for our 501C status NCDC must have policies and procedures created and adopted by the Board.
POLITICS		
	The City's focus has been on near-term development.	The importance of encouraging timely development cannot be underrated but smart/responsible growth requires looking at long-range development. NCDC can be instrumental in developing and carrying out those long-range goals and visions.
	Norwich has many agencies and committees competing for the same projects and dollars.	Funds are tighter and success, meaning responsible resources delivering on their missions, is more critical than ever. As NCDC continues to earn its funding, it will serve as the coordinator of high-value economic development in the City.
UTILITIES		
	NPU needs to expand its facilities but does not have the capability to borrow or bond on its own.	New creatively applied funding instruments and mechanisms would allow NPU to expand its infrastructure and provide services critical to development.
	NPU offers utility rates that are favorable when compared to other utilities in the region. The rates that encourage growth in the City also benefit NPU. The City needs utility programs that are beneficial to all customers and are conducive to growth and development.	Growth in the City, including attracting new people or companies to locate there, helps creation of new jobs and retention of existing ones, plus increases tax revenues. In addition, this brings new customers to NPU, which in turn, means new revenues to the City. NCDC is committed to promoting NPU's pro-business rates and programs.
	While the sewer system benefits the entire community, there is a small population of sewer users that bear the cost sewer infrastructure. To make the costs more equitable, NPU has implemented interconnection fees that could challenge new investment.	NCDC is committed to working with NPU and the City to find equitable solutions

External Environment cont'd

	ITEM	WHY ITS IMPORTANT
DEVELOPMENT		
	The City needs a vision or direction for growth sufficient to let the development community understand how, where or if they fit in the City.	Creating an environment where businesses and developers understand where they fit in the City's overall growth plan will attract and help retain the business base Norwich needs and wants.
	There should be better communication among those responsible for growing Norwich. Need to find a way to organize effective development for the City and establish who-does-what-piece of the City's development, split into short-term and long-term deliverables.	The Mayor is the elected leader responsible for economic development and that charge needs to be supported by all development agencies. NCDC sees itself responsible for making the Mayor and the City Council successful by marshalling the skills, resources, knowledge, and talent resident throughout the agencies and channeling those attributes into creating wealth, tax base growth, and employment opportunities within the City.
	Instead of waiting for projects to appear, NCDC needs to create opportunities for projects that contribute to the economic value of the City.	NCDC should create and promote both public and private projects as long as they add economic value to the City and fit into its strategic growth plan (i.e., Dodd Stadium, Shipping Street, Hospital Site, etc.).
FUNDING & FINANCE		
	NCDC needs to ensure its sources of revenue in order to achieve its goals and objectives.	If NCDC is to expand its capabilities and capacity to help grow Norwich, it will need continued funding. NCDC needs to operate so that its sponsors realize a positive return.
	There should be a focused structure around searching for, identifying, and applying for State and Federal funding.	Growth in the City relies on more than governmentally funded projects. NCDC should provide a structured approach to identifying and getting funding to facilitate developers' efforts to move to the area.
	There is a lack of structure and understanding around what incentives and tax credits are available to investors, developers and redevelopers.	Having a structured way to identify available Commercial and Industrial incentives and tax credits would help attract business and industry to the area. Offering similar incentives to existing businesses for expansion would make staying in Norwich more attractive.

External Environment cont'd

COMMUNITY ISSUES	ITEM	WHY ITS IMPORTANT
	Brand the City.	Branding the City as a “Business Friendly” community will create activity, as it is an integral part of business development.
	The City needs to better understand the value that NPU provides to the city and the contribution this value can make to high-value development.	Being the owner of a municipal utility provides the City with a competitive advantage when working with developers and new businesses. NPU’s low rates and philosophy of working with all its customers and potential customers to facilitate building, relocating, or upgrading their facilities make the City an easier place to do business. In addition, NPU is willing to help new commercial and industrial entities take advantage of energy efficiency and renewable energy programs to lower their cost.
	Current zoning limits business expansion and is not being considered as part of the “smart/responsible growth” philosophy. Residents of the City have demonstrated a reluctance to support rezoning appeals.	Revisiting zoning and other city regulations with an eye to development would allow the city to develop strategies for sustainable growth and at the same time allow the city to satisfy upper-end housing needs.
	Casinos are transforming the region to a service industry with lower paying jobs that can only support sub-standard living conditions and low taxable values of property. The earning capability of the workforce has been diminished. The City is clearly multi-cultural.	Wealth is created by manufacturing and creating new products from raw materials; service businesses support manufacturing but do not create wealth on their own. In order for Norwich to increase in value, it must also create wealth.
	Casinos have brought significant population growth to the city. This population, earning low wages and coming from a number of different cultures and value systems has led to increased service costs but also an infusion of new small-scale business activity.	The educational system and services needed to assist this population challenge and pressure public budgets but do not increase the value of the grand list. The community needs to meet this challenge but cannot lose sight of the purpose for developing an environment where wealth can be realized.
	The community does not view the City’s approach to development positively. It sees a number of development agencies in town and tends to see them all as one. It is vocal in noting that it feels there is chaos in development and that the job is not being done. There is no identifiable process for coordinated economic development in Norwich.	Lack of community support and understanding of development processes hinders the effectiveness of the agencies. Identifying and maximizing the skills and talents within each agency and publicizing their successes could go far in garnering support and minimizing the negative stigma often associated with multi-agency organization.

External Environment cont'd

	ITEM	WHY ITS IMPORTANT
COMMUNITY ISSUES cont'd		
	Relatively high taxes on real property compared to other regional communities are causing disinvestment and erosion of Grand List value.	Diversity in development and increasing the Grand List by housing new business and industry will stabilize residential taxes and encourage families to stay in the City.
	The traffic circulation system is a continuing concern for many interested in downtown revitalization.	Convenient access and parking are critical to downtown's success. The developing "complete streets" movement seeks a balance between moving traffic and creating a more inviting environment for pedestrians and bicyclists.
	The City lacks a robust public transportation system.	The city has become multicultural with many residents making less income than those made in the past so public transportation would be a benefit. The question that has to be answered is whether, on a net cost basis, this would help economic development and create more value in the City.
BARRIERS TO ENTRY		
	There are a number of barriers that prevent developers from investing in the City.	NCDC should work with the City to understand these barriers and try to restructure or eliminate them to foster the right kind of economic development within the City. This could be perceived as purely a City issue but if NCDC wishes to succeed with attracting the right kind of economic development it will have to help the City with these.
	<p>A few such barriers are:</p> <ul style="list-style-type: none"> • Zoning Regulations. • Inability to use upper floors of downtown buildings due to significant improvements required for City ordinances. • Sewer connection fee. • Parking is limited and restricted. 	Tools to eliminate barriers include incentives, ability to offer grants and low-interest loans, fees waivers, assistance with cost of access, etc.). Smart/responsible growth includes restructuring the community to be less dependent on cars making parking less an issue.

Current and Future Conditions

The purpose of defining the current and future conditions is to begin assessing the environment in which NCDC operates and forming a framework for change that aligns with the organization’s vision and mission. For NCDC to attain success, each of the factors affecting the organization—the Board, funding sources, staff, and the City—needs to be addressed. This section will show the reader what NCDC is today and what it wants to be in the future.

Table 3 Current and Future Conditions

CURRENT CONDITION we are/ have:	FUTURE CONDITION we want to have:
Board	
Not all board members are able to attend meetings regularly and participate in the decision-making processes. This creates difficulty when moving forward with items that require full board approval. The items cannot move forward as rapidly as the Board would like.	Board members who are able to attend and participate in meetings; who continue to support NCDC’s goals; and who remain committed to NCDC’s mission.
NCDC’s Board members are all successful professionals representing a number of business disciplines but their expertise and focus of their business experience are currently not inclusive of the disciplines involved in the practice of economic development. Board members need the opportunity for exposure to classic economic development principles.	Board members who have diversity in business experience who will employ their individual strengths and expertise to lead the organization to success.
NCDC has operated in an environment of individual projects and project management. Projects were conceptualized, designed, funded, and monitored through their completion. With the economic climate being what it is and faced with participating in the City’s revitalization, the role of NCDC will be less focused on single projects and more visionary in nature.	Proactive and forward-looking Board members leading NCDC as new initiatives that bring growth opportunities to the City are developed and implemented.
NCDC’s By-laws note that Board members are only able to serve three consecutive three-year terms before they must step down for one year. The By-laws do not provide for recruitment or succession planning. NCDC needs a formal process for attracting and recruiting new members to fill vacant positions.	A fully developed and implementable recruitment and succession plan that is managed by the Executive Committee.
Members are held to high ethical standards.	Board members that continue to disclose existence and nature of any conflict of interest, and that refrain from participating in any discussion or voting should a conflict exist.

Current and Future Conditions cont'd

CURRENT CONDITION we are/ have:	FUTURE CONDITION we want to have:
NCDC Funding	
There is currently a 5-year commitment for funding from NPU and the City. NCDC is working through Year 3 of that commitment.	An organization, proven to be fiscally responsible, bringing added value to the City by successfully facilitating growth opportunities and building good solid relationships with its development partners.
Economic Development Project Funding	
NCDC acts as a federal and state grant administrator on current City projects. This is not the proactive role Board members want.	An organization engaged in systematically identifying and securing grants and incentives for City-sponsored economic development projects.
Staff	
NCDC employs a staff of professionals that are knowledgeable and experienced in the fields of economic development, project and program management, and business. However, there is currently no plan in place for staff's professional credentialing and educational advancement.	An ongoing development plan that will result in a team of advanced credentialed professionals with development goals and an organization known for valuing educational experiences.
NCDC is in the midst of a paradigm shift: a new Executive Director is in place, and additional support and professional staff have been acquired.	An organization that clearly defines the roles and responsibilities of all players.
Executive Director and members of the Board are in the process of strengthening relationships with key federal and state administrative and legislative policymakers.	A Board, Executive Director, and professional staff in close communication with federal and state legislators and key department/agencies capable of enhancing and expanding development opportunities.
NCDC	
The Executive Director is actively involved in outreach to City Stakeholders but involvement in the City's economic development is still limited. Strategies that will grow the City need to be developed collaboratively.	A dynamic and proactive organization with a clear purpose and economic development strategies, designed to bring value to the City.
The public is not fully aware of the roles of each of Norwich's economic development agencies; the role or importance of having an economic development coordinator in the City is not generally understood.	An organization, branded as an economic resource of the City, known for its contributions to employment opportunities and improvements to the tax base and utility revenue stream.

Current and Future Conditions cont'd

CURRENT CONDITION we are/ have:	FUTURE CONDITION we want to have:
NCDC cont'd	
Traditionally NCDC has been a project driven organization. A number of successful initiatives define NCDC's history, i.e., the Business Park; Otis Library, the Mercantile Exchange, and Occum Park. Independent, singular projects are no longer sufficient to drive Norwich's re-emergence as a destination for travelers and a cornerstone for residents. NCDC should no longer just manage projects; it needs to create development initiatives.	An organization working from a fully developed and aggressively pursued economic development plan including industrial, commercial, and mixed use, as well as public projects that will drive wealth and value into the city.
CITY	
The City's most recent Plan of Development and Conservation calls out a role for NCDC. If NCDC is to support the City's efforts, this role needs to be re-emphasized and defined along with the roles of Norwich's other economic development partners.	An organization that champions a coordinated, collaborative, network of City development agencies all focused on supporting the City's development plans and that supports the City's plan while working on fulfilling its own mission.
The Grand List is eroding in value, debt service continues to rise, and State funding is decreasing.	A highly valued Grand List with a vital downtown and a City with a strong stable fiscal position.

The revision of the strategic plan called for the development of the core values and beliefs that drive the vision and the mission of NCDC.

Core Values and Beliefs

- Integrity
- Trust and confidentiality
- Respect for all
- Knowledge
- Pragmatism
- Effectiveness

Major Strategic Issues

Taking into consideration the analysis of the external environment and the conditions facing NCDC, the Strategic Planning Team focused on identifying the key issues facing NCDC. After iterative discussions between the Executive Committee of the Board and NCDC staff these issues were prioritized and reduced to four that are key to NCDC's continued success. They are the building blocks for the goals and objectives identified in this section.

Issue 1: We are operating in a dynamic and challenging environment. NCDC needs a Board with a solid understanding of economic development issues and the commitment to provide policy guidance for NCDC to carry out its mission.

Issue 2: NCDC needs to articulate a more comprehensive vision and approach to economic development in Norwich that will add value to the City’s economic base and provide opportunity for more independent NCDC revenue streams.

Issue 3 - Sites: There are three basic types of sites to be identified and addressed when considering economic development efforts for the City:

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

Issue 4 - Financing: There are few green-fields available for development; development opportunities mostly involve existing sites. Norwich essentially offers opportunities for re-development initiatives. Economic Development initiatives that add value to the City require external sources of funding in addition to local funding sources to help bring redevelopment sites to marketable condition.

Goals and Strategies

The NCDC staff working with the Executive Committee drafted a set of goals and strategies that address the four key issues facing NCDC; a number of these issues have a direct impact on the economic development successes for the City. The issues include both long-term and near-term goals and activities, the outcomes of a number of them are dependent upon economic conditions and the ability of our economic development partners to participate with NCDC. By necessity, these goals and strategies are likely to change and will need continued review to make sure they still apply to NCDC’s purpose. They will need to be prioritized, revisited, and considered for inclusion in future NCDC strategic plans and will require significant coordination with other Norwich economic development partners.

Table 4 Goals and Strategies

ISSUE 1	We are operating in a dynamic and challenging environment. NCDC needs a Board with a solid understanding of economic development issues and commitment to provide policy guidance for NCDC to carry out its mission.
Goal 1	Create an environment where the Board can be more informed and engaged in providing policy guidance and direction around economic development issues and NCDC policy.
Strategy 1	Survey similar boards for size, effectiveness, functionality, structure.
Strategy 2	Without modifying the Board structure at this time, diversify the board composition by recruiting new members.

Goals and Strategies cont'd

ISSUE 1	Goal 1 cont'd
Strategy 3	Conduct annual board self-evaluations.
Strategy 4	Develop and document a succession planning process for officers and board members based on qualifications and requirements analysis.
Performance Measurements	<ul style="list-style-type: none">• Issues are thoroughly discussed by an engaged board.• Votes are cast on every issue by every member in attendance.• Number of completed Board surveys.• Developed list of qualifications and requirements.• Slate of nominees developed in accordance with qualifications.• Documented process and recommendation for By-law modification if needed.
Goal Team	NCDC Staff & Member(s) of the Executive Committee
Goal 2	Provide the information that the Board and Community needs in order to make effective decisions.
Strategy 1	No less than 4 times/year dedicate an additional 30 minutes at Board meetings to discuss relevant topics.
Performance Measurement	<ul style="list-style-type: none">• Meetings are scheduled around relevant and valuable content.• How many Board members attend.
Goal Team	NCDC Staff & Executive Committee
ISSUE 2	NCDC needs to articulate a more comprehensive vision and approach to economic development in Norwich that will add value to the City's economic base and provide opportunity for more independent NCDC revenue streams.
Goal 1	Work with City and other stakeholders to create and maintain a data-driven economic development strategy for Norwich to benefit the city, addressing creation of wealth, taxes, utilities, jobs and business retention.
Strategy 1	Complete the first phase of the Economic Development Strategy process begun in September 2009.
Strategy 2	Identify roles and responsibilities of economic development partnerships; leverage partners.

Goals and Strategies cont'd

ISSUE 2	Goal 1 cont'd
Strategy 3	Establish with stakeholders baseline measures of the City's current economic status that will be updated annually to measure progress and advance accountability for results.
Strategy 4	Work with City Comprehensive Plan process and other organizational partners to develop a common economic development vision and action plan for Norwich that will drive short- and long-term policies as well as public and private investment.
Performance Measures	<ul style="list-style-type: none">• Economic development strategy and plan developed with partners and adopted by NCDC Board.• Economic development strategy ratified by City Council and major funding and implementation partners.• City's annual economic metrics measured against prior years.
Goal Team	NCDC Staff, City Staff, Consultants
Goal 2	Put tools and processes in place that will allow Norwich to develop sound economic development initiatives.
Strategy 1	Develop new logo/branding for NCDC.
Strategy 2	Develop and go live with website.
Strategy 3	Develop marketing plan.
Strategy 4	Develop interim marketing materials for new and prospective businesses.
Strategy 5	Make Building and Site inventory (phase 1 SiteFinder) available on ASKNCDC.COM.
Strategy 6	Create with the City a set of incentives for business, developers and redevelopers: Concept to City Council Q1 CY2010; Structure incentives Q2 CY2010; Impact analysis cost/benefit analysis Q3 CY2010; Approval secured Q4 CY2010; Long-term funding methodology and commitment Q1 CY2011.
Strategy 7	Develop ongoing process to coordinate economic development activities in Norwich, monitor progress, and hold all partners accountable for their responsibilities under the approved plan.

Goals and Strategies cont'd

ISSUE 2	Goal 2 cont'd
Performance Measurements	<ul style="list-style-type: none"> • Approvals by entities and dates as noted in strategies. • Effective ongoing process as measured by results and process measures (e.g., enhanced coordination, publication of reports).
Goal Team	NCDC Staff (lead on 1-5, shared with City Staff on 6 and 7), Sachem Fund, Consultant, Economic Development Stakeholders
ISSUE 3	<p>Three basic types of sites need to be addressed when considering economic development efforts for the City:</p> <ul style="list-style-type: none"> • Valuable, marketable, useable move-in-ready spaces (i.e., Business Park); • Underutilized spaces needing upgrades to meet code and economic standards (i.e., mill sites & Downtown); • Brownfield sites needing remediation and re-development (i.e., Hospital site, mill buildings, Shipping Street, Hollyhock Island, etc.).
Goal 1	Fill vacant move-in-ready spaces by facilitating process for occupying spaces – owned and/or leased.
Strategy 1	Make centralized building and sites inventory database (CERC SiteFinder) of move-in-ready spaces available on ASKNCDC.COM.
Strategy 2	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.
Performance Measures	<ul style="list-style-type: none"> • Number of Sites on SiteFinder. • Number of Property showings. • Number of Referrals between brokers, owners, and end users.
Goal Team	NCDC Staff working with Brokers, DECD, SECTER, and others as needed.
Goal 2	Populate vacant spaces by collaborating with the City and other economic development entities to identify underutilized spaces and analyze any shortcomings (what factors keep them from being occupied) to develop a plan that will make them marketable.
Strategy 1	Identify and solidify effective teams to carry out these goals and strategies.

Goals and Strategies cont'd

ISSUE 3	Goal 2 cont'd
Strategy 2	Develop and populate database of underutilized and Brownfield properties – if possible this will be done in concert with CERC.
Strategy 3	In collaboration with owners, conduct preliminary assessment and categorize buildings based on need and type of improvements.
Strategy 4	Develop a programmatic approach to resolve issues on a prioritized basis including funding, structural issues, participation, and zoning.
Strategy 5	In collaboration with owners, implement a City sponsored program to revitalize old spaces and make them economically viable.
Performance Measures	<ul style="list-style-type: none">• City’s official adoption of the program.• NPU’s official adoption of the program.
Goal Team	NCDC Staff, RCR, City Staff, Economic Development Stakeholders, City Council
Goal 3	In conjunction with the City and other economic development agencies work with property owners to return Brownfield sites to productive use.
Strategy 1	Identify and solidify effective teams to carry out these goals and strategies.
Strategy 2	Develop a plan to conduct phase 1-3 environmental and economic assessments on Brownfield sites identified in Goal 2/Strategy 2.
Strategy 3	Prioritize sites for remediation based on known information.
Strategy 4	Promote and present findings to City for informed decisions.
Strategy 5	Obtain funds for planning and develop plan for selected sites that includes environmental assessments and completed economic analyses.
Strategy 6	Source funding and implement remediation.
Performance Measurements	<ul style="list-style-type: none">• Developed plan that sequences assessment/remediation applications.• Number of grant applications submitted and awarded.• Number of Brownfield sites in the initial inventory is reduced by cleanup activities.

Goals and Strategies cont'd

ISSUE 3	Goal 3 cont'd
Goal Team	NCDC, RCR, RDA, City Staff and agencies affecting economic development.
ISSUE 4	Properties available for development initiatives are predominately within already existing sites; Norwich essentially offers opportunities for re-development initiatives. Economic Development initiatives that add value to the City require external sources of funding in addition to local funding sources to help bring redevelopment sites to marketable condition.
Goal 1	Create a program for obtaining grants and additional financing for economic development projects.
Strategy 1	Create a process for conceiving economic development projects in a manner that satisfies core requirements of available grants.
Strategy 2	Train economic development partners on how to implement this process.
Strategy 3	Assist economic development partners in securing grants for viable projects.
Strategy 4	Develop and maintain database of funding sources.
Performance Measures	<ul style="list-style-type: none">• Scheduled and conducted training in this process.• Number of grant applications submitted.
Goal Team	NCDC, City Staff, and Economic Development Stakeholders

Conceptual Budget and Estimated Schedule

NCDC, working with the Executive Committee, has developed a multiple year conceptual budget for extraordinary items to secure sufficient resources to help it carry out the goals and strategies identified herein.

The strategic planning team has also developed a multiple year schedule setting forth the estimated dates for completion of the goals and strategies. This schedule will certainly change as the realities of the economy and the myriad aspects of economic development play out in the City.

The following tables will be made available on request.

Table 5 Personnel Time Allocation -	An allocation of staff time, as a percentage of the whole, showing the amount of time required to accomplish each goal and each strategy.
Table 6 Special Projects Budget	Estimated cost associated with accomplishing each goal and each strategy. Costs have not been spread across years; that analysis is in process.
Table 7 Implementation Schedule	A three-year issue/goal/strategy based project plan.