

# Norwich Community-Wide Economic Development Plan and Process

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- 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 Board of Education



# 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

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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. 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), we defined outcomes and results, how to measure those results, the reasons for the current baseline situation, and what we believe will help Norwich "turn the curve" and improve our situation.<sup>1</sup>

Economic Development in Norwich must be an ongoing process and should comprise of a group of policies, activities and incentives designed to improve the economic well-being and quality of life for the residents of Norwich. The policies should focus on encouraging 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 accomplished by encouraging innovation, entrepreneurship and private investment. Norwich will identify industry clusters that can take advantage of the resources Norwich has to offer and thrive here.

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

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<sup>1</sup> For a full explanation of Results Based Accountability, see [www.resultsaccountability.com](http://www.resultsaccountability.com) and [www.raguide.org](http://www.raguide.org)

## II. Results

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The results we seek for Norwich include:

- Norwich as an active, vibrant, and sustainable urban environment in which to live, work, and recreate
- Norwich as a city that values the diversity of its community, the contribution of local business, and encourages new ventures
- Norwich as a community characterized by its unique and historic districts, downtown, and waterfront
- Norwich with public and private organizations working together to 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 to each other and the community for achieving measureable results.

### 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

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We will measure our progress in achieving these results by using the following headline quality of life and economic health indicators. We will also track a longer list of secondary indicators that 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 influence 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 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.

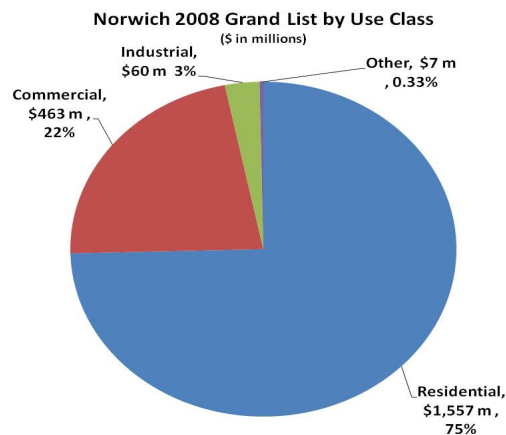
We will measure our success by tracking the following headline indicators:

### ***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-I 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 commercial/industrial real property portion of grand list

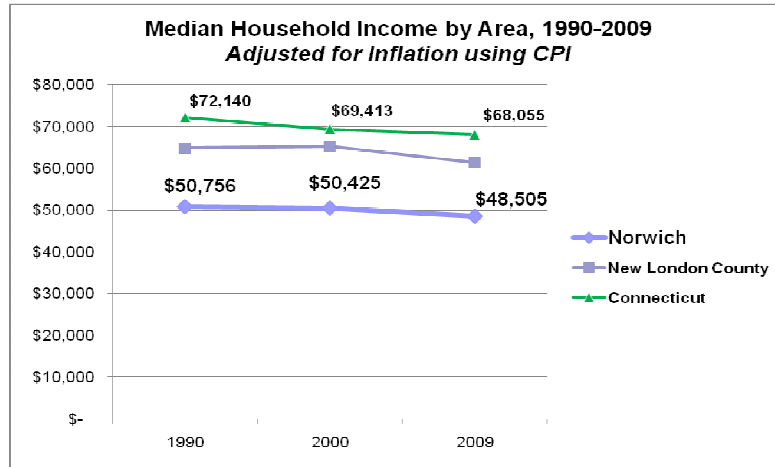


### ***Headline Indicator: Number of Businesses***

- Number of businesses and level of business creation

**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 that measure the economic development work we do. Secondary indicators will be developed by the work groups as they work toward improving quality of life and economic indicator metrics.

**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. 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 programs and activities. We will also use the metrics to help determine 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

As we look to measure progress there will be areas where data and trends will need to be identified and developed. 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

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

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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 creating an economic development plan? Researching what has influenced the baseline pictures helps us understand what is going on in our community and what economic development activities might improve those conditions.

### Factors Influencing Baseline Values of the Proposed Indicators

Community discussions have clearly identified resource gaps and challenges that Norwich must address as it creates a focused set of strategies for economic revival.<sup>2</sup>

As Norwich faces its economic challenges, the City is able to draw on a wealth of economic, cultural, educational and human resources on which to draw to construct a plan. Members of this group cited the rich cultural history of Norwich as a major asset; they see it 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.

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

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<sup>2</sup> 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.

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

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

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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. Lack of accountability has resulted in a climate where Norwich is not able to make the most of its internal strengths and external opportunities; nor is the City able to address its internal weaknesses and external threats effectively.

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 compilation of the roles that are a necessary 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 outcomes of economic development as well as other organizations that will be involved in supporting implementation of the economic development plan.

Once the plan is developed and assignments are made to and accepted, 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”**

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

These strategies build on the City’s Plan of Conservation and Development, the 2010 NCDC 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

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**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

<b>Measure of Success</b>	<ul style="list-style-type: none"><li>• Criteria identified for target businesses (i.e. wages, number of jobs, types of jobs)</li><li>• Business clusters that meet that criteria identified</li><li>• Tool for objectively selecting desired business clusters created</li></ul>
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## B. Site Occupancy and Development

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**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 objective addresses the need to renovate and market existing spaces and create new commercial and industrial space within and across each of these areas within a context of sound development strategies. This activity will ensure the placement opportunities for firms recruited or retained. 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. 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.).

**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 introduce opportunities to interested parties.

<b>Measure of Success</b>	<ul style="list-style-type: none"> <li>• Square feet of space leased</li> <li>• Number of sites on SiteFinder</li> <li>• Number of property showings</li> <li>• Number of referrals among brokers, owners, and prospective end users</li> </ul>
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**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)

<b>Measure of Success</b>	<ul style="list-style-type: none"> <li>• City’s adoption of the program</li> <li>• NPU’s adoption of the program</li> </ul>
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**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 and obtain funds for remediation process
- Prioritize sites for remediation based on known information
- Develop and Implement Mill Reuse Program

<b>Measure of Success</b>	<ul style="list-style-type: none"> <li>• Plan sequencing applications for funds</li> <li>• Number of grant applications submitted and awarded</li> <li>• Number of Brownfield sites reduced by cleanup</li> </ul>
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## C. Downtown Focus

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### ***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 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.

#### ***Tactics***

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

<b><i>Measure of Success</i></b>	<ul style="list-style-type: none"><li>• Master Plan, Implementation Plan, and schedule</li><li>• Vacancy rate and rents downtown by type of space (ground floor, upper floor) and use (office, retail, etc)</li></ul>
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## D. Transportation and Infrastructure

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**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.)

<b>Measure of Success</b>	<ul style="list-style-type: none"><li>• Planning funded and adopted</li><li>• Implementation strategy developed</li></ul>
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### D.2. Develop and market fiber-optic network where feasible

Norwich Public Utilities (NPU) has long recognized the need for high-speed data pipes to every home and business in its market and has been taking steps to enable an open access ultra-high speed broadband network. NPU has installed a Municipal Area Network comprising 32 miles of 144-strand fiber backbone in a triple loop configuration that connects virtually every neighborhood in Norwich.

#### Tactics

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

<b>Measure of Success</b>	<ul style="list-style-type: none"><li>• Number of businesses supported by the network</li></ul>
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## E. Retention and Recruitment

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**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

<b>Measure of Success</b>	<ul style="list-style-type: none"><li>• Decrease in number of businesses closing or leaving</li><li>• Building vacancy rates reduced</li></ul>
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## E. 2. Business Attraction Initiative

### Tactics

- Develop and implement business attraction strategy

<b>Measure of Success</b>	<ul style="list-style-type: none"><li>• Increase in number of new business</li><li>• Building vacancy rates reduced</li></ul>
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## F. Marketing

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### ***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)

<b>Measure of Success</b>	<ul style="list-style-type: none"> <li>● Number of ‘impressions’ made through marketing efforts</li> <li>● Number of unique visitors to City and Economic Development web sites</li> </ul>
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## G. Financing and Incentives for Economic Development

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**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 to:

- 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

<b>Measure of Success</b>	<ul style="list-style-type: none"> <li>● Incentives adopted/used;</li> <li>● Square feet developed occupied</li> <li>● Amount of other funds (loan or grant) leveraged</li> </ul>
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## 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, both loans and grants, to advance Norwich economic development interests
- Train economic development partners on implementation process
- Assist economic development partners in securing funding for viable projects

<b>Measure of Success</b>	<ul style="list-style-type: none"><li>• System developed and adopted by City Council</li><li>• EDOs trained in the process</li><li>• Amount of funding awarded</li></ul>
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## H. Business Technical Assistance

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### *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

<b>Measure of Success</b>	<ul style="list-style-type: none"><li>• Number of businesses assisted by sector and type of assistance</li><li>• Identify existing portals for business assistance</li><li>• Included in the marketing plan</li></ul>
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## I. Workforce and Education

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**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

<b>Measure of Success</b>	<ul style="list-style-type: none"><li>• Identify existing training sources for businesses/sectors</li><li>• Included in the marketing plan</li></ul>
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## J. Advocacy

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**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

<b>Measure of Success</b>	<ul style="list-style-type: none"><li>• Data gathering process established</li><li>• Issues elevated to appropriate entities</li></ul>
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### 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

<b>Measure of Success</b>	<ul style="list-style-type: none"><li>• Number of issues defined and addressed through advocacy process</li></ul>
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## K. Economic Development Planning, Implementation and Coordination

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**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.

<b>Measure of Success</b>	<ul style="list-style-type: none"><li>• Goals for implementation established by Council</li><li>• Economic development a standing item on council agendas</li></ul>
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### 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)

<b>Measure of Success</b>	<ul style="list-style-type: none"><li>• Regular Reports on Headlines and Secondary Indicators &amp; Key Performance Measures</li></ul>
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**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.

<i>Measure of Success</i>	<ul style="list-style-type: none"><li>• Implementation plan developed</li><li>• Roles assigned</li></ul>
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**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.

<i>Measure of Success</i>	<ul style="list-style-type: none"><li>• Coordination process measures, Databases established</li></ul>
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## VII. Implementing the Plan

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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.

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### Appendix A: Norwich Economic Development Implementation Plan

[to be developed in full once strategic plan is adopted by council]

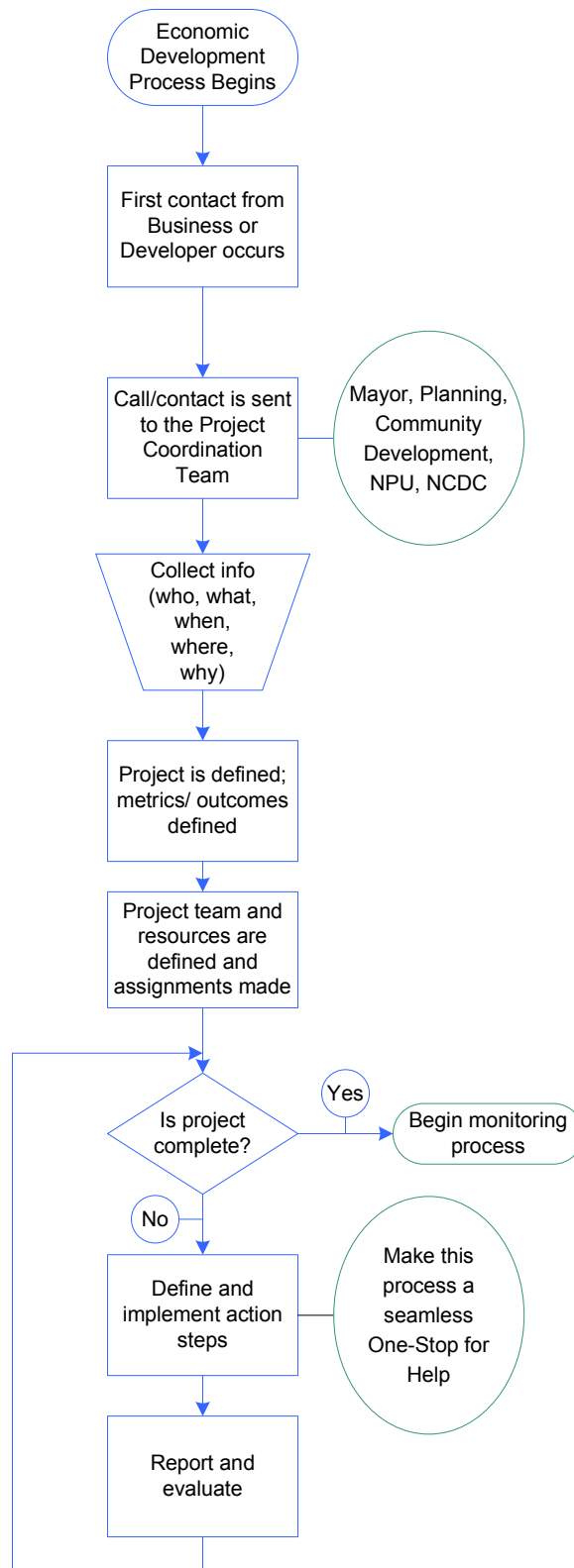
This plan to include:

- The economic development process
- 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
- Methodology and schedule for reporting on progress.

# 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



## **Definition of the process**

This process flow applies to all development projects; the magnitude of the project will determine the required resources.

Step 1 - This step represents the first contact with the City. It is recognized that the contact or inquiry could enter the process from any of the economic development partners or City departments.

Step 2 - The inquiry/contact is sent to the Project Coordination Team for action. The team will comprise the entities that are directly impacted by new development including the Mayor; City Planning, Community Development, Norwich Public Utilities, and NCDC.

Step 3 - Project Coordination Team will collect the information needed to assess what the project is so that it can proceed to step 4 - basically the who - what - when - where - whys of the project.

Step 4 - At this step the project is defined, the magnitude is assessed, the metrics and measures are identified, and the project team resources are called in and become involved with moving the project forward. The intent is to assist the business and/or developer complete their projects and facilitate the process of establishing themselves in Norwich.

Step 5 - Indicates a decision point. If the project is moving forward the project team needs to identify what actions need to be taken (i.e. assistance with inspections, permitting, registrations, etc) and who will be responsible for assuring successful completion of the action step.

Step 6 - Ensures that a vehicle is in place for reporting back to the team/economic development groups/ others as needed and for evaluating actions in the spirit of continually improving the process. This strategic plan is built on results based accountability and success measures. At project completion the initiative enters the monitoring process and the measures and metrics are monitored, evaluated and reported out. Adjustments are made as needed.

## Appendix D: Assessing Economic Development Proposals

One way to work out differences between projects or program priorities is to develop a standard set of criterion for judging the values of each project or program then to apply that criterion to each and compare and rank them accordingly. Analytical Hierarchy Pairwise Comparison Process is a statistical evaluation software application that results in a numeric comparison and ranking of disparate projects across a standardized set of criteria. This tool can be utilized in deciding which projects or initiatives will result in a maximized to the City based on comparable factors. It is a way to compare projects against one another based on criteria that is important to the community. In the following example Project 1 is being compared to Project 2 & 3 & 4 & 5 based on how well it conforms to Criteria 1 For example: Will project 1 (i.e. rebuilding of a downtown property) compared to project 2, (i.e. increase of industrial inventory) meet the criteria (i.e. - bring more high paying jobs to the City). The same projects are evaluated against any number of additional criteria. A number of individuals can weigh in on each project and consensus reached.

Consider 1 criterion at a time

Criterion 1	Project 1	Project 2	Project 3	Project 4	Project 5
Project 1	1	0.3	0.6	0.7	0.9
Project 2		1	0.9	0.6	0.3
Project 3			1	0.1	0.3
Project 4				1	0.9
Project 5					1

Across up to 5 projects

Each project is individually valued

Criterion 2	Project 1	Project 2	Project 3	Project 4	Project 5
Project 1	1	0.9	0.3	0.5	0.4
Project 2		1	0.8	0.7	0.1
Project 3			1	0.5	0.2
Project 4				1	0.7
Project 5					1

The application compiles all the values from the input tables and calculates how each of the projects rank within each criteria and how they rank overall. The results will guide Council in making informed decisions.

Criterion	Project 1	Project 2	Project 3	Project 4	Project 5	Priority
Project 1	Value					3
Project 2		Value				2
Project 3			Value			4
Project 4				Value		1
Project 5					Value	5

The output is a priority ranking of each project by standardized criterion

The application allows users to build consensus on various projects and establish a priority to advance each.