



Strategic Plan

for Economic Development

Strategic Plan Summary

An Economic Development Strategy Committee was established to look at: safety, education, energy, economic development, and city infrastructure.

The committee was tasked with identifying economic growth and development opportunities, and recommend strategies and actions.

Components of the Strategic Plan

- Economic Profile and Competitive Assessment
- Economic Development Opportunities and Targets
- Goals and Objectives

Economic Profile and Competitive Assessment

▪ Today's Economic Profile

✓ Population growth highest amongst peers	✓ Targeted growth areas in the city
✓ 53/47% white-collar vs. blue-collar	✓ Population growth highest amongst peers
✓ Targeted growth areas in the city	✓ Post-secondary education lags peer group
✓ Youthful population	✓ Lower housing costs
✓ Average income mid versus peer group	

▪ Industry & Employment

- Largest sectors include: Government, Healthcare and Socials Services, Hospitality, Retail and Manufacturing
- Target areas for growth are: Manufacturing, Scientific, Technical and Professional

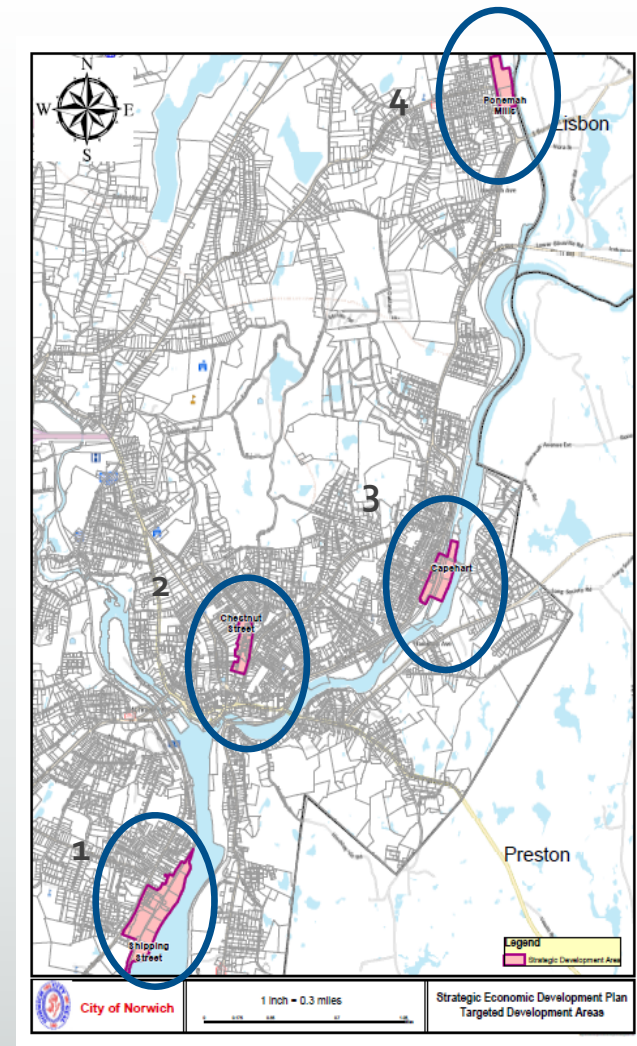
▪ Site Selection Factors Favor Norwich

- Transportation, Utility Systems, Labor Availability, Quality of Life, Public Attitudes and Policies, Lower Business Costs, Site Development Inventory

Development Target Zones

Four Primary Target Zones

1. Shipping Street
2. Chestnut Street
3. Capehart
4. Ponemah Mills



City of Norwich Summary of Strengths

- Strong and Traditional Labor Force
- Education, including Three Rivers College
- Business Friendly Environment
- Good Quality of Life
- Substantial Existing Industry Base
- Competitive Location
- Pleasant Small Town Atmosphere
- Room for Concurrent Commercial and Residential Growth

City of Norwich Summary of Challenges

- Traffic Patterns for motor vehicles, bicycles and walking
- Workforce Preparation
- Focused Community Identity
- Waterfront Commercial Development Opportunities
- Urban Services and Amenities
- Property Taxes (can be eased with growth)

Economic Development Opportunities and Targets

▪ Selection Criteria

- Those targeted for recruitment by the State of Connecticut
- Those defined and adopted as targets by economic development agencies in Connecticut
- Those growing nationally and regionally with tendencies to locate and expand in New England
- Those already well-represented in New London County and Norwich
- Those having location and operating characteristics compatible with the labor, transportation, and other resources in New London County and Norwich

▪ Target Industries include:

- Aviation/Aerospace
- Insurance, Financial, and Professional Services
- Green Technology
- Construction
- Health care/Biosciences—biotechnology, medical device mfg, pharmaceuticals, health care
- Emerging Technologies—materials science, nanotechnology, marine science
- Homeland Security/Defense
- Advanced Manufacturing
- Clean Energy—solar, biofuels, fuel cells, etc.
- Fabricators

Action Plan

Goal: 1. Expand Businesses and Industry in Norwich

1.1 Identify Desirable Business and Industry Targets

1.2 Market Norwich to New Businesses and Industry

1.3 Provide Outreach to Existing Businesses and Industry

1.4 Establish an Effective Internal Organization Structure

1.5 Establish an Effective Regional Coordination Framework

Action Plan

Goal: 2. Position Norwich for Economic Growth

2.1 Improve Existing Infrastructure

2.2 Improve Public Transportation Infrastructure

2.3 Improve Communication Infrastructure

2.4 Promote Development and Adaptive Re-Use of Existing Properties

2.5 Identify and Plan New Business and Industry Locations

2.6 Attract and Prepare the Workforce for Tomorrow's Jobs

2.7 Provide for a Safe Community and Neighborhoods

Action Plan

Goal: 3. Elevate Community Image and Urban Services

3.1 Plan and Develop a Vibrant Downtown (Vibrant Community Initiative)

3.2 Improve Bicycle and Pedestrian Circulation

3.3 Improve Wayfinding

Action Plan

Goal: 4. Increase Waterfront Access and Activity

4.1 Improve Existing Public Access Facilities

4.2 Identify and Promote Development of Waterfront Sites

Action Plan

Goal: Leverage Assets | Objective: Prepare for Successful Economic and Community Development

Desired Outcome: Improve the overall economic health of the city. Norwich has an atmosphere and brand that is in demand.

| Team Leader:
Peter Davis

Action: Develop and Implement Plan of Conservation and Development

Action: Remove City barriers to Development

Action: Encourage Brownfield Development

Action: Create proactive Land Use Policies

Action Plan

Goal: 5. Invest in the Future of Norwich

5.1 Establish Local Incentive Policies and Programs for targeted areas

5.2 Develop New and Coordinate Existing Public Financing Mechanisms

5.3 Actively Seek Federal, State and Private Financial Support

Action Plan

Goal: Engage the Community | Objective: Provide a safe community and neighborhoods

Desired Outcome: Recognized though out the region as one of the most safe and enviable communities | Team Leader: Chief Fusaro

Action: Expand Community Policing Program.

Action: Continue "Broken Window" policy of removing blight.

Action: Enhance street lighting, where necessary.

Action Plan

Goal: Engage the Community | Objective: Develop a positive, meaningful, safe and successful community school environment

Desired Outcome: Produce successful and productive young adults who return and contribute to the community. | Team Leader: Abby Dolliver

Action: Focus on our students' abilities to learn and achieve at high levels through setting high and reasonable standards for all students.

Action: Norwich Public Schools will work to connect families in meaningful ways with the school and the community.

Action: Develop additional innovative and personalized after school programs.

Action: Implement multiple strategies to attract, identify, develop and retain extraordinary educators and staff.