

**FY 2018-2021**

# STRATEGIC INTENTIONS

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**Prepared by:**

**Dover Business and Industrial  
Development Authority**

***For:***

***The City of Dover  
And the Director of Business  
Development***

## **Our Vision**

*We aspire to provide the city of Dover, NH diverse economic development solutions to assure superb quality of living while preserving its unique heritage.*

## **Our Mission guides our aspiration**

*Our mission is to facilitate and encourage sustainable economic growth within the community of Dover.*

*We provide the leadership and coordination necessary to foster business development that provides quality of place, life and fiscal health.*

## **In carrying out our Mission we will be known for:**

*The leading champion and advocate for assuring that Dover's economic development is robust and enduring.*

### **By Being:**

- **Responsive and responsible**
- **Innovative and forward-looking**
- **Approachable and transparent**
- **Committed to high standards of performance**

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***During the next 12 to 36 months, we commit to focusing our collective efforts and available resources on the following three areas of strategic intentions:***

**1. Growth and Positioning:**

**A. We intend to increase the commercial tax rate-able base in Dover:**  
*IN A WAY THAT* attracts advanced manufacturing, healthcare and other growth industries *SO THAT* the long-term expansion of the tax rate-able base is realized.

**Supporting Tactics; In order to carry-out this strategic intention:**

**WE NEED TO:**

1. Identify and initiate the conversion of select residentially zoned properties to commercial/industrial or mixed-use zones.
  - Time frame to present findings to the City Council: **YEAR ONE**

**HOW**

- a. Drive the tax ratable base ratio towards a realistic goal. We intend to influence the tax ratable base in favor of commercial versus residential.
  - b. The Board will present selected properties to the City Council for rezoning consideration presented sequentially, one ward at a time.
2. Work to expand healthcare related businesses to actively facilitate their relocation to Dover.
    - Time frame to present to the board: **YEAR TWO-THREE**

**HOW:**

- a. The Director with at least two Board members will monitor and make contact with the healthcare industry. Their objective is to examine and better understand the landscape of the healthcare industry.
  - b. The Director, with the two Board members, will present the information gathered to the Board to develop a plan for implementation.
3. Take an active role in business retention by assisting existing businesses to overcome challenges by education and awareness. Understanding that the business must be receptive to outside assistance.
    - Time frame for implementation is immediate and on-going: **YEAR ONE-THREE**

**HOW:**

- a. The Director, with the **entire** Board's participation, will make periodic visits to local businesses. These visits are intended to gather input and feedback as to how the city and DBIDA can be more active partners.
4. Find and purchase a large enough parcel of property or multiple smaller properties, as available to begin Enterprise Park II development.
- Time frame to present to the Board: YEAR THREE

**HOW:**

- a. The Director with assistance from staff and Board members will continue to identify acceptable parcels of land suitable for development.
- b. The Director with the Board will select the most suitable parcels and initiate acquisition.

**B. We intend to direct commercial and economic development to position Dover for sustainable, quality job growth:**

IN A WAY THAT attracts companies and helps existing companies expand SO THAT we maximize local job opportunities.

**Supporting Tactics: In order to carry-out this strategic intention:**

**WE NEED TO:**

1. Focus our activities on maintaining a balance among residential, business, recreation and hospitality sectors.
2. Continue to update and invest in outreach through social media and promotional activities by producing updated literature and publications.
3. Work with businesses and the City Council to consider incentives for businesses to move to and stay in Dover.
4. Sustain a vibrant downtown to provide a "work, stay, play" culture for all generations.
5. Work with local schools, colleges and community organizations in the region to insure a workforce for the future.
6. Continue to support public transportation expansion and transit to and from the area.

7. Maintain waterfront development connection through Board member participation with CWDAC.
8. Explore all opportunities to create much needed accelerator space in Dover.

## **2. Operational Focus**

### **A. We intend to guide the City Council/Appointments Committee in the selection of future board members to insure a balance of skills in membership:**

IN A WAY THAT is clear to the committee that the Board believes in the importance of skilled members SO THAT they continue to trust our judgment and seek our input.

### **Supporting Tactics: In order to carry-out this strategic intention:**

#### **WE NEED TO:**

1. Actively seek members of the community who have the skill sets, experience, resources and contacts to sustain an appropriate balance on the existing Board while ensuring the availability of Board vacancies from time to time to accomplish this.
  - Time frame is on-going: YEAR ONE-THREE

#### **HOW:**

- a. By complying with the DBIDA operating rules at all times.
  - b. By actively networking through current Board members and community connections.
  - c. By requiring active participation and maintaining accountability when necessary.
2. Actively review the strategic intentions at regular intervals so it is clear that the Board is providing guidance and direction to the Director.
    - Time frame: YEAR ONE-THREE

#### **HOW:**

- a. Board members should communicate with the Director as needs, issues or opportunities arise.
- b. Engage Board members in DBIDA's Mission and Strategic Intentions by educating and refreshing Board members periodically.

3. Expand our role to include more outreach to businesses. Provide business cards for each Board member so there is a working/consultative partnership.
  - Time frame is on-going: YEAR ONE-THREE

**HOW:**

- a. By assigning the task of visitations to each Board member throughout their tenure. Visitations should be done periodically to include the Director as well as other city officials.
- b. By obtaining copies of recently submitted permit applications and completed certificate of occupancy permits from the Inspections Manager so that follow up visits and interviews can be done.

**B. We intend to continue to clarify and refine consistent direction and focus of the Directors' role to accomplish DBIDA strategies, tactics and objectives: IN A WAY THAT doesn't interfere with the Director's ability to accomplish goals SO THAT effectiveness is not compromised.**

**Supporting Tactics: In order to carry-out this strategic intention:**

**WE NEED TO:**

1. Work with the Director closely to identify where time is spent and help decide where resources are best utilized.
  - Time frame is on-going: YEAR ONE-THREE

**HOW:**

- a. Consider an Assistant Director position for future transitioning purposes adding immediate value and assistance to the current Director.
2. Work toward assuring Board accountability by implementing a 360-degree feedback assessment process coordinated by the Board's Secretary.

**C. We intend to continue to communicate, explain, promote and reinforce Dover's reputation as an appealing place to be, live, work and play: IN A WAY THAT places Dover's success and potential in the public view SO THAT our activities gain more recognition and support.**

**Supporting Tactics: In order to carry-out this strategic intention:**

**WE NEED TO:**

1. Invest in marketing campaigns, literature and signage.

- Time frame: YEAR ONE-THREE

**HOW:**

- a. Consider investing in a marketing firm.
  - b. Continue to update all literature and publications that have been printed or established more than 2 years ago.
2. Continue to connect, communicate and interact with other local groups that have similar goals.
- Time frame on-going: YEAR ONE-THREE

**HOW:**

- a. Assign one or two Board members to follow local groups with similar goals and to attend functions, reporting back to the board.
3. Work with the media to publish, promote and showcase local company achievements and awards.
- Time frame on-going: YEAR ONE-THREE

**HOW:**

- a. Assign or seek a new Board member who has these skills and who could coordinate and work directly with the media on a regular basis.
  - b. The Economic Development Assistant is encouraged to continue composing articles for print to the local newspaper outlets.
4. *Consider* changing the DBIDA name.

**D. We intend to optimize the Director's work efficiencies through active board involvement in carrying out the strategic intentions tactics and objectives.**

**E. We intend to optimize how Board members conduct their work:**

- a. All Board members are expected to be very active in carrying-out the Board's agenda. All members are assigned as a Point Person and held accountable for implementing/facilitating selected projects within one of the three areas of Strategic Intentions. Members report on the progress of their work at the Board's regular monthly meeting. Members may be assigned as the Point Person for more than one project depending on scope and complexity.



### **3. Financial Imperatives**

**A. It is imperative that we are provided the financial capacity to capture potential development opportunities as they arise:**

IN A WAY THAT requisite funding is granted SO THAT opportunities are not missed.

**Supporting Tactics: In order to carry-out this strategic intention:**

**WE NEED TO:**

- Continue to manage the current DBIDA expenses within budget as approved by City Council.
  - Time frame on-going: YEAR ONE-THREE
1. Identify the annual commercial tax ratable increase in order to measure progress.
    - Time frame: YEAR ONE-THREE
  2. Emphasize the need to increase the DBIDA budget by demonstrating examples of Return on Investment (ROI).
    - Time frame: YEAR ONE-THREE

**HOW:**

- a. Assign a Board member with the requisite financial skills the task of putting together ROI information. This could then be reported to the City Council on a periodic basis to build the case for increased budget allocations.
3. When appropriate, communicate what “Doing more with more” means and “Saving our way to prosperity” is not a viable strategy for long term success!!