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Strategic Plan for Economic Development

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March 2017

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## Introduction

The Department of Economic Development Strategic Plan for 2017-2022 is the product of an inclusive planning process involving staff and representatives of (Insert representation e.g. Boards and Commissions, list stakeholders, other city departments, and members of the community.)

As part of the City of Dover's Framework for Performance Excellence, each department develops its own strategic plan which works in conjunction with the City's Master Plan to guide the community. This Strategic Plan builds on the accomplishments from earlier strategic planning efforts. It presents a vision, mission, core values, goals and objectives developed in collaboration with staff and management. This plan includes a performance-based management framework that will ensure the continued success and effectiveness of work.

The Strategic Plan reviews identified issues and challenges for the Department organized around four major goals:

### Goals

- A. **Public Information, Outreach, and Engagement** - Increased public awareness and understanding of issues and ensure public participation is vital to the continued success of all public organizations.
- B. **Workforce Development and Management** - Attracting, developing, and retaining a high-quality, diverse, professional staff with the ability to create innovative, implementable plans and the expertise to facilitate service delivery.
- C. **Organizational Excellence and Customer Service** – By maintaining effective internal systems and processes we enhance overall organizational performance and responsiveness to customer needs and expectations.
- D. **Infrastructure and Technological Assets** – Through the application of efficient and modern use of technology and infrastructure staff is able to accomplish high quality services delivery.

Each of these four Goals has a set of specific objectives, actions and performance measures to assess progress. These have been listed in an Action Plan that serves as a road map for action.

## Vision Statement

The City of Dover's overall vision statement as derived from the collective input of citizens, business owners and other key stakeholders interested in the long term future of the community is as follows:

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

## Mission Statement

The City of Dover's organizational mission statement reflecting the purpose to be served by the existence and ongoing efforts of our municipal operations is as follows:

***"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."***

## Core Values

The core values representing the beliefs and behaviors by which all members of the City of Dover organization shall conduct ourselves and providing a common basis for making and evaluating all decisions and actions are as follows:

**Customer-Focused Service** – We engage our customers, with a focus on listening to and supporting their needs, anticipating and delivering high quality services and ensuring their satisfaction.

**Integrity** – We conduct ourselves at all times in a manner that is ethical, legal and professional, with the highest degree of honesty, respect and fairness.

**Innovation** – We develop creative solutions and share leading practices that enhance the value of services provided for our customers.

**Accountability** – We promote openness and transparency in our operations ensuring that we are accountable for our actions at all times.

**Stewardship** – We serve as trusted stewards of the public's financial, environmental, social and physical resources always seeking to responsibly utilize, conserve and sustain for current and future generations.

## Emerging Issues and Challenges

The strategic planning process identified the following issues and challenges:

### 1) **Maintain and Enhance the City's Position as a Regional Destination**

Since its inception Dover has been an economic hub that serves a market of well over its 30,000 residents. This role as a regional market has supported residential and commercial growth by improving the quality of life. Competition from neighboring communities and the need to maintain visibility and Dover's unique heritage drives the need to continue to create an outreach and education plan, which markets Dover as an affordable and desirable place to do business, whether as an employer or as a customer.

### 2) **Promote Events and Tourism**

The City currently attracts visitors to community events, concerts, art exhibits, recreational tournaments, and various road races. In addition to these events, the City is host to many visitors from nearby communities for dining and social experiences. These events provide a large economic benefit to the City. This activity contributes to Dover's vibrancy and money spent on lodging, food, entertainment, fuel, goods and services supports local business. Growth of these businesses adds to the economic base and makes the community more attractive for residential growth, which in turn, adds to the ability to attract more visitors. Promotion of these opportunities compete with similar messages from other communities and destinations.

### 3) **Attraction of Workforce Talent to Dover**

Dover weathered the downturn in the national economy strongly. Unemployment has continued to be low and has consistently been below the national and state levels. This has created a market where business may not find labor with the skills and experience they need. This leads to training and educational needs. The approach to job skills building must be tri-fold: to train or educate local residents for jobs at existing and new companies through the Dover High School Career Technical Center, through the University System of New Hampshire and through on the job training.

### 4) **Diverse Economic Development**

The City has grown outward over the past two decades, while re-focusing on the urban core for commercial service and retail growth. This approach has generated new commercial and residential developments that provide revenue and shopping and living choices for residents, but also unsustainable City expenses to keep up with the cost of development (such as arterial streets and in some areas, sanitary sewer extension). The City has a large inventory of residential lots and houses to be built and sold and a supply of underutilized office space that is well suited for redevelopment. Diversity of non-residential growth includes the need for smaller "startup" spaces as well as opportunities for businesses to grow and mature, without leaving Dover. The City must continue to work on supporting development in a responsible manner with tools for economic growth and diverse options for new and mature businesses.

## Action Plan: Goals, Objectives, Actions & Outcome Measures

The responses to the Issues and Challenges listed in Section 2 are provided in the following Matrix. The Matrix lists the four Goals and their corresponding Objectives, Actions and Outcome Measures.

The four Goal areas are:

- A. Public Information, Outreach, and Engagement
- B. Workforce Development and Management
- C. Organizational Excellence and Customer Service
- D. Infrastructure and Technological Assets

The Matrix also:

- Identifies the timeline for implementing each Action
  - Ongoing: Actions which are continuous or are already being carried out
  - Short: Actions which should be undertaken in 1-2 years
  - Medium: Actions which should be undertaken within 3-5 years
  - Long: Actions which will take more than 5 years to be initiated or completed
- Identifies the responsible person or people tasked with performing the Action
- Indicates which Issue or Challenge is being addressed by the proposed Action

## Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
<b>Goal A</b>	<b>Public Information, Outreach, and Engagement</b>			
<b>Objective A.1</b>	<b>Aspire to provide the City of Dover, NH quality economic development solutions to assure superb quality of living while preserving its unique heritage.</b>			
<b>Action A.1.1</b>	Prepare and distribute the Economic Action of Dover Newspaper.	ongoing	Director and Assistant	2
<b>Action A.1.2</b>	Attend Chamber Government Affairs monthly meeting presentations.	ongoing	Director	2 & 4
<b>Action A.1.3</b>	Promote Dover at the Commercial Investment Board of Realtors monthly meetings for the Seacoast and another for NH statewide. Skyhaven Airport Advisory Board membership and participation with tri-city personnel.	ongoing	Director	2 & 4
<b>Action A.1.4</b>	Attend NH Passenger Rail Transit Authority Advisory Board meetings in Concord.	ongoing	Director	1 & 2
<b>Action A.1.5</b>	Document Dover's success through business attraction contacts, business journal ads, IN FOCUS Magazine free ink on Dover.	ongoing	Director & Mayor	1, 2, & 4
<b>Objective Outcome Measure</b>	<b>Number of business attractions to Dover.</b>			
<b>Objective Outcome Measure</b>	<b>Number of existing Dover businesses retained over time.</b>			
<b>Objective Outcome Measure</b>	<b>Positive cache enjoyed by Dover with out of town and in-City respondents</b>			

## Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
<b>Goal B</b>	<b>Workforce Development and Management</b>			
<b>Objective B.1</b>	<b>Provide a sufficient volume of work skilled employees to Dover businesses and good job opportunities for Dover workers.</b>			
<b>Action B.1.1</b>	BIZEDConnect Program with the CTC GBCC and UNH	ongong	Director, Board Members Guy Eaton, Scott Johnson.	3
<b>Action B.1.2</b>	Investigate Intern Program with UNH	ongoing	Director, Board Member Eaton	3
<b>Action B.1.3</b>	Intern Program discussions with GBCC business outreach dept.	ongoing	Director, Warren Daniel SBDC	3
<b>Action B.1.4</b>	Seacoast Manufacturers Exchange participation.	ongoing	Director	3
<b>Objective Outcome Measure</b>	<b>Number of Interns placed</b>			

## Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures	Timeline	Responsibility	Issue	
<b>Goal B</b>	<b>Workforce Development and Management</b>			
<b>Objective B.2</b>	<b>Develop long range staff succession plan</b>			
<b>Action B.2.1</b>	Identify staffing needs and develop roles and responsibilities for additional staffing as needed	Short	Director, Board Chair	All
<b>Action B.2.2</b>	Increase City financial commitment to encompass additional staff	Short	Director, Board	All
<b>Action B.2.3</b>	Retain Assistant Director to train with the expectation they can provide continuity when Director retires	Medium	Director, Board	All
<b>Objective Outcome Measure</b>	<b>Realistic Succession plan is developed and implemented</b>			

## Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
Goal C	<b>Organizational Excellence and Customer Service</b>			
Objective C.1	<b>To be the leading champion and advocate for assuring that Dover's economic development is robust and enduring.</b>			
Action C.1.1	Be responsive and responsible.	ongoing	Director and Board	All
Action C.1.2	Be Innovative and forward looking.	ongoing	Director and Board	1 & 3
Action C.1.3	Be approachable and transparent.	ongoing	Director and Board	1
Action C.1.4	Committed to high standards of performance.	ongoing	Director and Board	All
Objective Outcome Measure	<b>Positive Citizen feedback on Economic Development in Dover.</b>			
Objective Outcome Measure	<b>Expansion in the Tax ratable base and job growth.</b>			
Objective Outcome Measure	<b>ROI of \$ production versus ED cost to the City.</b>			

## Action Plan: Goals, Objectives, Actions and Objective Outcome Measures

Goal/Objectives/Actions/Objective Outcome Measures		Timeline	Responsibility	Issue
<b>Goal D</b>	<b>Infrastructure and Technological Assets</b>			
<b>Objective D.1</b>	<b>Provide updated promotional assets website, literature, brochureware every two years.</b>			
<b>Action D.1.1</b>	Update, reprint flyers so they are available in an electronic format	Ongoing	ED Assistant	1 & 4
<b>Action D.1.2</b>	Investigate software to allow in house design for update, reprint of rack cards and appropriate brochure pages.	Short	Director	1 & 4
<b>Action D.1.3</b>	Update, reprint appropriate brochure pages and rack cards.	Ongoing	ED Assistant	1 & 4
<b>Action D.1.4</b>	Replace each laptop and Ipad every five years.	Short	Director	1 & 4
<b>Objective Outcome Measure</b>	<b>Inventory of up-to-date materials</b>			
<b>Objective Outcome Measure</b>	<b>Highly functional digital equipment.</b>			