COMMUNITY REVITALIZATION PLAN

This is the dawn of a new day for the Norwich community. This is an important call for action. Join us.
COMMUNITY INVOLVEMENT

ABC Committee
Industry Liaisons, Medical, Higher Ed, Manufacturing, Community Dev.

Focus Groups
Health, Agriculture, Tourism, Housing

Strategic Planning Process
Survey, Work Groups, Public Meetings

Commerce Chenango
Committee Structure, Communications, Foreign Trade App.

ABC Public Celebration
Presentations, Networking, Education, Community Feedback

Events

World Wide Web
Website, Facebook, Videos

Local Business Partners
Chobani, Norwich Business Improvement District

Media
Press Releases, News, Press Events
Message from the President

America’s Best Communities has presented an opportunity to spur community engagement and forge a Community Revitalization Plan for Greater Norwich, New York; a plan that integrates both new and on-going activities to create and sustain business and employment growth, while renewing our community’s long-standing tradition of innovation and entrepreneurship. This includes preserving and reinforcing Norwich’s unique combination of authentic small-town and urban attributes, and promoting those attributes to attract and retain the next generation of talented individuals.

The Team guiding our effort was recruited from across the spectrum of community stakeholders, including business owners, educators, elected officials, and leaders of key non-profit service agencies. Those constituencies, in addition to members of the general public who took part in economic development community forums, informed various elements of our Community Revitalization Plan.

The specific investments we would make with the America’s Best Communities (ABC) award funding would be coordinated with many of the ongoing initiatives and projects that support the goals outlined in this plan. Furthermore, we intend to leverage any ABC award for maximum impact, by seeking additional public and private funding.

The planning process itself was of enormous value in strengthening connections and relationships that will be essential when it comes to realizing the vision articulated in this document. Additionally, the applicant leading the initial implementation has an impressive track record: Development Chenango Corporation redeveloped a large office/industrial complex donated to the community by Procter and Gamble; it supported the launch of Chobani, and provided the company more than $3,000,000 in grants, loans and other benefits to support its phenomenal growth; and has purchased and redeveloped a vital downtown property. Our affiliate organization, The Chenango Foundation, was the vehicle that created the Northeast Classic Car Museum and the Colorscape Chenango Arts Festival.

The $100,000 ABC award will be used to establish an Innovation Space in downtown Norwich. Subsequent investment will add to the initial capabilities and capacity of that space, by appending additional square footage for use as business incubator space and housing. The candidate building for this development has stood empty for more than 10 years. The building owner supports our plan and has indicated he would provide additional financing for the residential conversion. When complete, the Innovation Space will signal to the citizens of Greater Norwich and beyond that our community not only values creative thinking, but also supports the development of those ideas, processes and products. It will restore viability to a dormant anchor property; be an attractor of young professionals seeking modern, loft-style apartments within walking distance of entertainment, dining and retail venues; and will have the connectivity required for those individuals to meaningfully interact with anyone, anywhere in the world.

By 2020, we expect Greater Norwich, NY to be recognized for its support of innovation, business development and growth; for the personal and professional growth opportunities it affords the members of its community; and for the enriching recreational and cultural experiences that are vital components of any vibrant community.

We would like to thank Frontier Communications and its partners, along with our adopt-a-community mentor, Chobani, and all our local supporters, for this opportunity to crystallize our vision and create lasting impact in what we firmly believe is one of America’s Best Communities.

Steve Craig, President & CEO
Commerce Chenango, Inc.
IT’S NOT DIFFICULT TO SEE WHAT MAKES NORWICH SO AWESOME.

The Community of Greater Norwich is comprised of the City of Norwich, and the contiguous Towns of Norwich, North Norwich, Oxford, and Sherburne, including the incorporated Villages of Oxford and Sherburne. This 175-square-mile area encompasses the Northern NYS Route 12 Corridor, which is the cultural, commercial, and civic backbone of Chenango County, New York. The Corridor parallels the Chenango River, highly valued as a recreational resource, as are more than 80,000 acres of state forest drained by the Chenango and its tributaries.

Greater Norwich has a population of approximately 21,000, or 42% of the county’s total. While the median age of residents has skewed older over the past 15 years, recent data shows an uptick in the number of young adults, ages 18-39. The City of Norwich is the county seat and home to more than 600 businesses; a dozen places of worship; and nearly as many non-profit organizations, all of which contribute to the fabric of the community, and whose synergies create an enviable quality of life. And there’s more.
NORWICH IS FOR FOLKS WHO...

a. ARE INTERESTED IN FOSTERING A SENSE OF COMMUNITY.

b. ARE WEB SAVVY AND TEND TO SHARE INFORMATION VIA THE INTERNET.

c. ARE ATTRACTED TO BOTH ALTERNATIVE AND TRADITIONAL PRESS.

d. TEND TO GRAVITATE TOWARD PUBLIC RADIO AND COMMERCIAL TALK RADIO ALONG WITH BROADCAST TELEVISION NEWS.

e. VALUE CULTURAL DIVERSITY.

f. ARE AGES 18-39.

g. ARE INTERESTED IN A BROAD SPECTRUM OF RETAIL OPPORTUNITIES.

h. SUPPORT THE ARTS.

i. SEEK FAMILY-FRIENDLY ACTIVITIES.

j. VALUE SAFETY, VISUAL APPEAL, AFFORDABILITY AND ACCESSIBILITY.
TONS OF UNREALIZED CHARACTER & PERSONALITY.

The northern Chenango Valley was settled beginning in the late 18th century by veterans of the Revolutionary War whose service entitled them to small farmsteads. They established the foothold that allowed agriculture and in particular dairy, to evolve into the county’s most enduring industry.

In the mid-19th century, Norwich saw rapid growth from industrialization spurred by the access to markets afforded by the new Chenango Canal. This trend intensified as rail transport, faster and more reliable, displaced the canal in the 1870s, reinforcing Norwich’s status as a commercial and financial center. Norwich’s long heritage of innovation traces back to 1840 with the development of a new, safer hammer by blacksmith David Maydole. His company grew to become the largest hammer producer in the United States. Later, a local pill-manufacturer invented an improved topical ointment, later known as Unguentine. The company became Norwich Pharmacal, creator of Pepto Bismol and other household brands before expanding into the development of prescription pharmaceuticals.
**Historical Context**

Providing financial services to those early entrepreneurs was the Bank of Norwich, now NBT Bank. With assets approaching $8 billion, it is the only publicly-traded company in Chenango County. In 1896 New York State allowed the formation of mutual insurance companies, two of which continue to thrive in Greater Norwich.

The mid-20th century military buildup triggered by the Cold War, coupled with the rise of commercial aviation, saw the formation and growth of local companies that developed and delivered specialized electronics and electromechanical components to the aerospace industry.

Lagging the growth of agriculture, industry, and commerce, was the availability of higher education. Despite its location near Upstate New York’s “college belt”, Chenango remains one of just a handful of New York counties that do not host a main college campus. However, an ongoing relationship with Morrisville State College in neighboring Madison County led to the establishment of a branch campus in Norwich, thanks in no small measure to local philanthropists. Both the main Morrisville campus and the Norwich branch are under new leadership, bringing the promise of wider-ranging partnerships with other community stakeholders.

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*Norwich’s Future*

Photo: Leadership Class 2016
NORWICH’S ECONOMY:

- Population: 20,739
- Per Capita Income: $22,097
- Population Change Since 2000: -2.1%
- STEM Jobs: 3,000
- Living Below Poverty Line: 15%
- STEM Jobs Per Capita Income: $57,100
- 17.2% of all jobs in Chenango County
- 40% above the average of all industries in Chenango County
WE WANT NORWICH TO BE:

**Diverse.** A racially, culturally and socially mixed environment that is exemplified by the city’s splendid array of businesses, goods and services appealing to a broad range of ages, tastes and sensibilities.

**Open.** A laid back, non-judgmental, inclusive attitude that promotes a healthy community standard for visitors and residents alike.

**Exuberant.** A place that presents endless opportunities for dining, social interaction, musical entertainment, shopping, community events and festivals that bring people together and encourage city unity and civic pride.
FOR US, IT’S ABOUT WHERE WE’VE BEEN AND WHERE WE’RE GOING.

Building upon the vision described in the quarter finalist submission Development Chenango Corporation, the City of Norwich and Chenango County embarked on an initiative to fully involve our diverse population and organizations in the area to assist in refining both our plan and approach.
Vision

Greater Norwich will be a leader in civic engagement, volunteerism and community development. We will establish an ecosystem that supports creative thinking, innovation and modernization. We will provide a vibrant downtown showcasing the character, architecture, artistic nature and diverse history of the community. Greater Norwich will continue to be a unique destination for visitors and tourists who relish the outdoors, good food and good music.

The revitalized Downtown Corridor will provide a creative work environment with big city amenities and global connectivity, while maintaining the desirable peaceful rural setting and small town charm. The “Agriculture Innovation Space” will spearhead the local “farm-to-table” initiatives, and will further develop the existing relationships between Chenango County farms and world-class restaurants in urban centers.

To attract and retain younger (including Millennial) populations, Greater Norwich must become more globally connected. The implementation of high-speed broadband internet, first at the Innovation Space, then to local households and surrounding regions will enable significant job growth; and re-establishing a rail connection through downtown Norwich further facilitates collection and delivery of farm-fresh and manufactured goods beyond the county limits.

Chenango County will develop a prosperous and business-friendly economic climate which yields long term job growth, capital investment and improved quality of life by encouraging business recruitment, retention, and expansion; prioritizing and addressing workforce development needs; fostering downtown revitalization; supporting housing development; building tourism, agritourism, the arts and cultural opportunities; and growing agriculture and forestry.
Situation Analysis

WE’VE HAD OUR UPS-N-DOWNS, BUT NOW WE’RE GROWING.

Today, Greater Norwich boasts an impressive roster of strong legacy companies that continue to provide quality employment. But our community also faces economic challenges that emerged with the offshoring of manufacturing jobs, and the shift from locally-controlled businesses, to remote corporate control, with decisions sometimes made without regard for local negative impact. Gone are the hundreds of jobs in the shoe and textile factories. In their place are opportunities in food processing, advanced manufacturing, and finance. To maximize the impact of those jobs on the small-business sector of our economy, and on the civic and cultural life of our community, we must prepare the local workforce to fill them. To increase job opportunities over the medium-to-long term, we must rekindle the spirit of innovation and entrepreneurship that led to the founding and growth of our signature companies, and strive to replicate those successes in a 21st-century context.
Situation Analysis
**Challenges**

**Economic Strategy**
- Arts
- Agriculture
- Advanced Manufacturing

**Vision**
- Vibrant Community / Downtown
- Youthful / Talented Population
- Entrepreneurship
- Jobs
- Agriculture Brand
- Ready Workforce
- Destination
- Homegrown (Retention)

**Challenges**
- Shifting Demographic
- Business and Workforce Development
- Transportation
- Additional Food Processing
- Housing / Lodging Needs
- Limited Broadband

**Start-Up Norwich**

**Economic Strategy**

**Vision**

**Challenges**

**Start-Up Ecosystem**

**Maker Space Creative Community**
- Agriculture
- Food Processing and Packaging
- Food and Beverage Preparation
- Advanced Manufacturing

**Community Space**
- Education
- Events
- Street Presence
- Food and Beverage Sales

**Incubator**
- Collaboration Space
- Private Office / Production
- Meeting and Presentation Space
- Shared Resources

**Loft Housing**
- Contemporary
- Inspiring
- Connected
- Collaboration Space

**Tools**
- Bandwidth
- Shared technology / Equipment
- Collaboration
- Education
- Creative Environment
Our Challenges Include:

- **Shifting Demographic**
  More Millennials needed

- **Business and Workforce Development**
  Lower this barrier to business growth and wealth-building

- **Transportation**
  Move products there, from here, reliably and economically

- **Additional Food Processing**
  Transform “just-picked”, into “ready-to-eat”

- **Housing / Lodging Needs**
  Restore, repurpose, revitalize

- **Limited Broadband**
  Use broadband as a business and talent attractor
Goal: To support activities central to the creative process, in ways that enhance individuals’ creative thinking, problem-solving, and collaborative skills, making them valuable employees, and increasing their potential as innovators and entrepreneurs.

MEETS CHALLENGES: a. SHIFTING DEMOGRAPHIC; b. BUSINESS AND WORKFORCE DEVELOPMENT; d. ADDITIONAL FOOD PROCESSING

Strategy #1: Establish Innovation Space

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<tr>
<td>Lease 1st floor rear, 16 South Broad St. or equivalent; return existing comm’l kitchen to serviceability; install basic makerspace amenities; Market assets via mass and social media</td>
<td>ABC, Southern Tier East Regional Planning Development Board (STERPDB), Southern Tier Startup Alliance, Southern Tier Region URI, Morrisville State College, Delaware Chenango Madison Otsego Board of Cooperative Educational Services (DCMO BOCES), Norwich/Oxford/Sherburne schools, FIRST Robotics, Chobani; Sunrise Family Farms; Norwich Meadows Farm; Upstate Venture Connect</td>
<td>Makerspace/commercial kitchen equipped, available, utilized, and programmed; ideation &amp; new product development support for Chobani, Sunrise Family Farm (yogurt co-pack facility), and Norwich Meadows Farm (organic produce); measurement of new patents issued to users of Innovation space, increase in innovation index for Chenango County.</td>
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Strategy #2: Integrated Workforce Development

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<tr>
<td>Link skill-sets needed by employers to providers of workplace readiness/job training</td>
<td>NYS Department of Labor (NYSDOL); RC Smith Foundation; Oxford Central Schools; DCMO BOCES; Morrisville State College</td>
<td>Established Pathways-to-Employment for job seekers; less workforce “churn”; more local jobs held by local residents</td>
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Initiatives

Start-Up Norwich Building Section

- Green Roof
- Loft Housing
- Incubator/Office
- Makerspace/Community
Goal: To connect Greater Norwich with the resources required to support business and workforce development; entrepreneurship; quality-of-life amenities; and educational attainment.

**MEETS CHALLENGES:** a. SHIFTING DEMOGRAPHIC; b. BUSINESS AND WORKFORCE DEVELOPMENT; c. TRANSPORTATION; d. ADDITIONAL FOOD PROCESSING; e. LIMITED BROADBAND

### Strategy #1: Broadband Build-Out

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<tr>
<td>Install fiber &amp; related infrastructure</td>
<td>Finger Lakes Technologies Group, Frontier, NY State Broadband for All, STERPDB, Appalachian Regional Commission</td>
<td>100mbps in CBD</td>
</tr>
<tr>
<td>Connect existing dark fiber in Sherburne</td>
<td>Finger Lakes Technologies Group, NY State Broadband for All, Frontier, Village of Sherburne</td>
<td>100mbps in Village</td>
</tr>
<tr>
<td>Extend high-speed broadband to remainder of Rte 12 corridor customers</td>
<td>Finger Lakes Technologies Group, Frontier, NY State Broadband for All, STERPDB</td>
<td>100mbps to all customers</td>
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### Strategy #2: Rail Revitalization

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<tr>
<td>Restore 45 miles of damaged/deteriorated track</td>
<td>U.S. Economic Development Administration (EDA), NYS Department of Transportation (NYSDOT), Chenango County, NY Susquehanna &amp; Western Railway (NYS&amp;W), County of Chenango Industrial Development Agency (CCIDA), Development Chenango Corporation (DCC)</td>
<td>Track restored to enhanced class II for freight; number of weekly freight routes</td>
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### Strategy #3: Rural Energy Access

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<tr>
<td>Extend gathering-line and access to natural gas to Sherburne</td>
<td>Emkey Energy, LLC, Village of Sherburne; Southern Tier Pet Nutrition; All In Meats, Baillie Lumber</td>
<td>Natural gas available to, and utilized by, food processors, village micro-grid co-generation</td>
</tr>
<tr>
<td>Village of Sherburne micro-grid</td>
<td>NYS Energy Research &amp; Development Authority (NYSERDA), Village of Sherburne</td>
<td>Distributed generation will provide power during grid outages; surplus power sold to grid as municipal revenue stream</td>
</tr>
</tbody>
</table>
By 2020, we expect Greater Norwich to be recognized for its support of innovation, business development and growth.

Steve Craig, President & CEO
Commerce Chenango, Inc.
Goal: Support the growth of Norwich’s legacy industries, ensuring that they continue to be job generators in the 21st century; and establishing new capacity to create opportunities in the evolving Agriculture and Food System.

**MEETS CHALLENGES:** b. BUSINESS AND WORKFORCE DEVELOPMENT; d. ADDITIONAL FOOD PROCESSING

### Strategy #1: Increase job opportunities at existing manufacturers

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<tr>
<td>Norwich Pharma/Alvogen</td>
<td>CCIDA, Southern Tier Region Upstate Revitalization Initiative (URI); StartUp NY; Binghamton University (BU)</td>
<td>Further relationship between company and new College of Pharmacy (Binghamton University); append portion of plant’s Good Manufacturing Practices (GMP) area to BU’s StartUp NY space; 100 additional jobs</td>
</tr>
<tr>
<td>Support Chentronics expansion</td>
<td>CCIDA, Southern Tier Region URI, Empire State Development - NYS Department of Economic Development (ESD)</td>
<td>Reconfigure existing space; potentially move to larger facility; 10 additional jobs</td>
</tr>
<tr>
<td>Tecnofil</td>
<td>CCIDA, ESD, Southern Tier Region URI, NYSDOl</td>
<td>Expand capacity for oxygen-free copper production; 30 new jobs</td>
</tr>
<tr>
<td>Support growth of GE/Unison into new product lines</td>
<td>ESD, CCIDA, Southern Tier Region URI</td>
<td>Larger building footprint; 50 additional jobs</td>
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### Strategy #2: Attract New Employers

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<tbody>
<tr>
<td>Market Norwich Aero property/workforce</td>
<td>Esterline, Chenango County, CCIDA; DCC</td>
<td>Building is either occupied wholly by another manufacturer, or divided as needed for multiple occupants</td>
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<tr>
<td>Market Bytheway building</td>
<td>DCC, CCIDA</td>
<td>Building fully utilized by new tenant/owner</td>
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<td>Market FTZ benefits</td>
<td>DCC</td>
<td>Alternative site framework activation; cost savings will improve competitive position of local manufacturers, supporting job creation/retention</td>
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<tr>
<td>Market restored rail service (after 2017)</td>
<td>CCIDA, DCC, NYS&amp;W, Southern Tier Pet Nutrition; Tecnofil; Baillie Lumber; Raymond Corp</td>
<td>Regular freight service reestablished; car count above threshold to generate Payment In Lieu Of Taxes; Lower transportation costs will secure/increase employment</td>
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### Strategy #3: Develop FDA slaughterhouse/meat processing facility

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<tr>
<td>Remediate preferred site, facilitate sale/lease &amp; construction of facility</td>
<td>Southern Tier Region URI, Southern Tier Rural Initiative Fund; CCIDA, All In Meats, Village of Sherburne; Cornell Cooperative Extension, U.S. Department of Agriculture (USDA), Southern Tier Food Hub; Purdys Meats, Norwich Meadows Farm</td>
<td>Building is either occupied wholly by another manufacturer, or divided as needed for multiple occupants; Facility with 125 animal/day capacity, on site packaging + cooking of ground beef; 100 additional jobs; increase in dollar value of Chenango County shipments of meat to urban markets; increase in acres in agricultural production in Chenango County</td>
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### Strategy #4: Increase fresh food sales to NYC

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<tr>
<td>Establish and strengthen relationships with downstate markets and food/beverage service providers</td>
<td>Union Square Market; Danny Meyer Restaurant Group; Southern Tier Food Hub; Norwich Meadows; Cascun Farm, Norwich Brewing Company, DCC, trucking/distribution companies</td>
<td>Increase acres under cultivation; establish distributed poultry grow-out program; increase cash inflows to area; increase dollar value of Chenango County shipments of produce to urban markets; some job creation</td>
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### Strategy #5: Support growth of local farm-to-table offerings

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<tr>
<td>Strengthen Bullthistle Farmers’ market model</td>
<td>Norwich Business Improvement District (BID), Chenango County, Morrisville State College, Cornell Cooperative Extension</td>
<td>Increase participants by lowering barriers to entry, and attract customers through more aggressive marketing; increase purchase of locally produced foods and beverages.</td>
</tr>
<tr>
<td>Support Oxford farmers’ market</td>
<td>Village &amp; Town of Oxford, Morrisville State College, Cornell Cooperative Extension</td>
<td>Supplement marketing; increase purchase of locally produced foods and beverages.</td>
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</table>
Goal: Encourage novel and mixed-use redevelopment of downtown properties to become venues for quality-of-life amenities, which will be promoted along with other area attributes to attract both visitors and new permanent residents.

**MEETS CHALLENGES:**
- SHIFTING DEMOGRAPHIC
- BUSINESS AND WORKFORCE DEVELOPMENT
- HOUSING / LODGING NEEDS

### Strategy #1: 16 South Broad Redevelopment

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<tr>
<td>Add business incubator space on 2nd floor, housing on 3rd floor</td>
<td>NBT Bank, STERPDB, local foundations, Upstate Venture Connect</td>
<td>Integrate live-work-innovate activities under one roof for entrepreneurs and startups</td>
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### Strategy #2: Heritage Block Redevelopment

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<td>Renovate 5 buildings on North Broad St. and Lackawanna Avenue; install “green” storm water capture infrastructure; rebuild &amp; landscape common parking lot</td>
<td>DCC; City of Norwich; NYS Environmental Facilities Corporation (EFC); NYS Office of Community Renewal (OCR); Southern Tier Region Economic Development Corporation (STREDC) Community Revitalization Fund</td>
<td>10 refurbished or reclaimed housing units; 5 refurbished or reclaimed commercial spaces; downtown amenities</td>
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### Strategy #3: Norwich Best Western Hotel

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<td>Renovate downtown hotel, and transition to new brand.</td>
<td>JEGG Realty, LLC; Southern Tier Region URI, City of Norwich</td>
<td>$2M renovation; recaptures $800K/yr. of business travel expenditures lost to neighboring counties; supports tourism (Northeast Classic Car Museum; festivals; seasonal outdoor sports); house downtown amenities</td>
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### Strategy #4: Designate and Promote Arts & Innovation District

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<tr>
<td>Build collaboration to strengthen and promote Norwich’s Creative Community</td>
<td>StartUp Norwich; Morrisville State College; Chenango Arts Council; Artists’ Palette; Made in Chenango; Colonia Theater; Chenango Blues Association; Colorscape Chenango; Car Museum, 6 On The Square;</td>
<td>Position Norwich as a unique, authentic, amenity-rich location, attractive to visitors, students, entrepreneurs, and relocating employees</td>
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### Strategy #5: Promote access to Great Outdoors

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<tr>
<td>Create four-season branding for outdoor recreational resources</td>
<td>I Love NY; Southern Tier Innovative Culture branding; Finger Lakes Trail Association; Chenango County Snowmobile Federation; Cornell Cooperative Extension</td>
<td>Position Norwich as a staging point for outdoor adventures, including hiking the Finger Lakes Trail; canoeing/kayaking on three local rivers; access to hundreds of miles of snowmobile trails; hunting; fishing; horseback riding</td>
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### Strategy #6: Museum District Streetscape

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<tr>
<td>Design and install streetscape elements to improve and unify the appearance and functionality of the existing Museum District on Rexford Street.</td>
<td>NYSDOT; Southern Tier Region URI, City of Norwich</td>
<td>Increased visits to Northeast Classic Car Museum and the Chenango County Historic Society, improved visitor experience at museum, as measured by visitor survey</td>
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### Strategy #7: Sherburne Inn

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<td>Restoration of the 100 year old historic Sherburne Inn structure to include sleeping rooms, event space, conference space, farm-to-table restaurant, retail space and office space.</td>
<td>Friends of the Sherburne Inn, Village of Sherburne, NBT Bank, local foundations, Southern Tier Region Economic Development Council (STREDC)</td>
<td>$1.3M project investment, creation of part-time and full-time positions, support of local events and businesses</td>
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Greater Norwich ABC Revitalization Team and Networks

Thanks to the Greater Norwich Revitalization Team and their affiliate organizations for all their guidance and contributions. These networks and partnerships are vital in our efforts to revitalize the Greater Norwich community.

Bill Acee
Village of Sherburne

Charlie Andrews
Norwich, an Alvogen Company
  • Commerce Chenango Board

Mary Branham
Pivotel, LLC

Liz Bunce
Commerce Chenango
  • City of Norwich Planning Commission
  • Chenango United Way Board
  • CDO Workforce Youth Council
  • Center for Agriculture Development & Entrepreneurship (CADE) Hops Producer Group – Founding member
  • Northeast Hop Alliance – Member

Steve Craig
Commerce Chenango
  • Moderator Executive Council of the United Church of Christ
  • Service Corps of Retired Executives (SCORE) Member
  • County of Chenango Industrial Development Agency
  • Development Chenango Corporation
  • Commerce Chenango
  • Southern Tier Region Economic Development Corporation

Jim Currie
Former Frontier executive/Veteran relations
  • Commerce Chenango
  • Chenango United Way
  • Norwich Family YMCA

Todd Dreyer
Director of Planning, City of Norwich
  • Chenango Arts Council
  • Chenango Greenway Conservancy
  • Chenango Agriculture Development Council
  • Chenango Housing Council
  • Development Chenango Corporation
  • Norwich Business Improvement District Management Association
  • Norwich Merchants’ Association
  • Southern Tier East Regional Planning Development Board

Matt Fronk
Alternative Energy Consulting

Jeff Genung
Chobani, local partner
  • Chenango Foundation

Randy Gibbon
Town designee, Town of Norwich

Christopher Golden
SWBR Architects

Mark Golden
GOLDEN Artist Colors, CEO
  • Alliance of Artist Communities Board (Treasurer)
  • College Arts Association – Governance Task Force
  • New York Foundation for the Arts – Advisor & Mentor for Entrepreneurial Arts Program
  • The Painting Center, NYC – Advisory Committee
  • The Sam and Adele Golden Foundation for the Arts
  • Engage Central NY – Associate member engaging with Upstate NY Colleges and Universities
  • American Institute of Conservation – Associate Member

Jessi Jaramillo
Commerce Chenango
  • Chenango Agriculture Development Council

Pegi LoPresti
NBT Bank
  • Treasurer, Norwich Business Improvement District, Board of Directors & Executive Committee
  • Bullthistle Farmers Board
  • City of Norwich Brownfield Opportunities Committee
  • Commerce Chenango Board of Directors & Executive Committee (Secretary)
  • Friends of the Parks Committee
  • Morrisville State College Advisory Committee
  • Morrisville State College Foundation Board
  • Norwich Merchants Association (Treasurer)
  • Norwich Pumpkin Festival Committee (Treasurer)
  • RC Smith Foundation Board of Directors

Claudia Maroney
Frontier

Sheila Marshman
Designee, Town of Oxford

Denny Mirabito
  • Travelers Agents Council
  • New York Central Mutual Agents advisory council
  • Erie Niagara agents advisory council
  • Preferred Mutual agents advisory council
  • Chenango Mutual Board of Directors
  • Utica National task force and VFD council
  • Excellus agents council
  • Norwich YMCA building campaign
  • Norwich Rotary Club
  • Chenango Lake Association
Greater Norwich ABC Revitalization Team and Networks

Donald P. Naetzker II  
SWBR Architects

Steven Palmatier
Walking Ridge Development
- Member, Chenango Memorial Hospital Board of Directors, Finance Committee
- Member, Chenango County Job Services Committee
- Member, Morrisville State College Norwich Campus Advisory Panel
- Member, Oxford Youth Employment Committee
- Member, New York State Department of Labor’s STEM Council
- Member, Commerce Chenango’s Governmental Affairs Committee
- Vice President, Chenango County Blues Association (Founding Member)
- Advising Member, Chenango County Planning Board
- Vice President, Lost Pond Club

Donald J. Pannone  
SWBR Architects

Andrea Pertilla
Pivotel
- President, Chenango County Job Services Committee

Courtney Reich
Courtney Reich, PE, PLLC

Audrey Robinson
Commerce Chenango
- Bullthistle Farmers Market Committee
- Regional Central NY Tourism Board

Gray Stevens
DCMO BOCES
- President, Chenango County Catholic Charities Board
- President, Diocese of Syracuse Catholic Charities Board
- Member, Oxford Village Tree Board
- Member, Oxford Historical Society Board
- Member, Chenango Arts Council Gallery Committee
- Member, Oxford Lions Club

Deb Sylstra
Frontier

Rob Wightman
Deputy Superintendent, Norwich City School District