



ESTABLISHING THE DIRECTOR OF COMMUNITY DEVELOPMENT

Advancing Economic Growth, Coordination, and Customer Service in North Attleborough

CONTEXT AND STRATEGIC ALIGNMENT



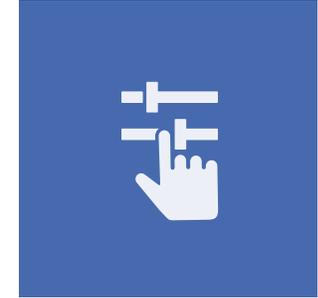
Current Landscape

The Economic Development Coordinator role is vacant, the opportunity exists to collaborate and coordinate internally to take advantage of growth opportunities.



Challenges

Lack of centralized leadership for critical development functions, resulting in inefficient processes, this challenge now creates an opportunity to focus on Economic Growth.



Alignment with Strategic Priorities

Establishing the Director of Community Development role directly supports the town's strategic goals of developing and sustaining economic growth, promoting good governance, and building a thriving community.

The current landscape and challenges highlight the need for a centralized leadership role to drive strategic growth, improve coordination, and enhance customer service in North Attleborough.

VISION FOR THE ROLE

Lead and Integrate Efforts

Oversee and coordinate the activities of key municipal departments, including Planning, Conservation, Zoning, and Building.

Enhance Mission Delivery

Drive initiatives that support the Town's mission of 'Building a Thriving Community through Collaboration, Responsible Governance, and Enhancing Quality of Life.'

Foster Economic Development

Spearhead business growth and retention strategies to achieve the strategic priority of 'Develop and Sustain Economic Growth.'

Streamline Processes and Communication

Improve interdepartmental coordination, transparency, and responsiveness in permitting and approvals, aligning with 'Good Governance.'

Serve as Central Point of Contact

Provide exceptional customer service to residents, businesses, and developers as the go-to resource for community development needs.

PROPOSED RESPONSIBILITIES AND CUSTOMER SERVICE FOCUS

- **Economic Development**

Foster business growth and retention, secure grants and funding for key projects

- **Department Coordination**

Oversee Building, Planning, Zoning, and Conservation activities, streamline processes and improve interdepartmental communication

- **Customer Service Excellence**

Serve as central contact for residents, businesses, and developers, improve transparency and responsiveness in permitting and approvals

- **Collaboration with Boards**

Serve as liaison to the Planning Board, Conservation Commission, Zoning Board of Appeals, and Board of Assessors

- **Daily Operations**

Facilitate interdepartmental collaboration, monitor compliance with zoning laws, conservation regulations, and long-term planning goals



CUSTOMER SERVICE EXCELLENCE

The Director of Community Development will embody the Town's core values of Transparency, Inclusivity, and Sustainability, delivering an enhanced customer experience that builds trust among residents, businesses, and developers.

EXAMPLES FROM OTHER MUNICIPALITIES



Cambridge, MA



Franklin, MA



Attleboro, MA

KEY INITIATIVES SUPPORTED BY THE ROLE



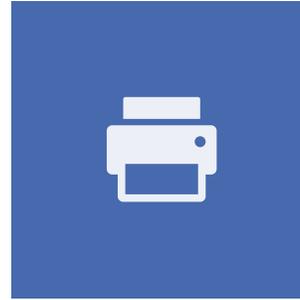
Economic Growth

Redevelopment of Emerald Square Mall - Coordinate with property owners and town boards to revitalize this key commercial district.



Housing Strategies

Implementation of 40B/40R affordable housing programs – Coordinate information flow concerning housing developments collaborate with developers, residents to expand housing options.



Good Governance

Process improvement for permitting and inspections - Enhance transparency and efficiency in the town's development review procedures.

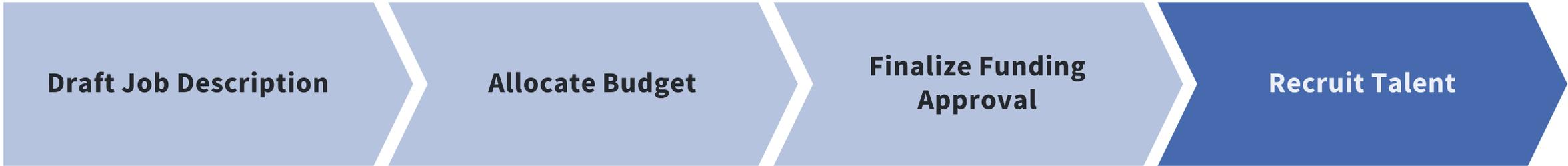


Community Engagement

Engage the community to update zoning, conservation, planning, and economic development efforts. Facilitate collaborative efforts that involve residents, businesses, and stakeholders.

The Director of Community Development will be instrumental in driving strategic initiatives that foster economic development, improve housing initiatives, and enhance good governance and community engagement within North Attleborough.

IMPLEMENTATION PLAN



Draft Job Description

Develop a comprehensive job description outlining the Director of Community Development's key responsibilities, qualifications, and reporting structure.

Allocate Budget

Finalize the budgetary allocation for the new position, ensuring sufficient funding for salary, benefits, and associated operational expenses.

Finalize Funding Approval

Obtain formal approval from the appropriate governing bodies (Town Council) for the budgetary allocation.

Recruit Talent

Initiate a thorough recruitment process focused on identifying candidates who align with the Town's core values of Integrity, Transparency, Inclusivity, and Sustainability.

Whitepaper

Establishing the Director of Community Development

Date:

25 NOV 2024

Prepared By:

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Town Manager

North Attleborough, MA

Executive Summary

This proposal outlines the need for a new **Director of Community Development** position to centralize leadership, enhance customer service, and align the Town's operations with its strategic priorities. The Director will oversee key departments and boards, ensuring effective coordination, streamlined processes, and sustainable economic growth. This role directly supports the Town's Strategic Plan FY24–26, addressing immediate operational challenges while preparing North Attleborough for long-term success.

Background

The vacant Economic Development Coordinator position has revealed gaps in coordination, leadership, and operational efficiency within the Town's development-related departments and boards. Key challenges include:

- **Fragmented Department Coordination:** Departments such as Planning, Building, and Conservation operate independently, leading to inefficiencies and delays.
 - **Customer Service Gaps:** Businesses, residents, and developers face confusion navigating Town processes.
 - **Develop Opportunities for Economic Growth:** Appoint a central leader to drive efforts in attracting and retaining businesses within the Town.
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Proposal: Director of Community Development

The **Director of Community Development** will unify and oversee economic development, planning, zoning, and conservation efforts. This position will serve as a critical leadership role, bridging gaps between departments, enhancing customer service, and driving strategic initiatives. This position reports directly to the Town Manager.

Key Responsibilities

1. Economic Development:

- Develop strategies to attract, retain, and grow businesses in line with the **Strategic Priority: Develop and Sustain Economic Growth**.
- Collaborate with local and regional stakeholders to secure grants and funding.
- Build relationships with local businesses to understand their needs, challenges, and growth opportunities. Develop and implement programs to support existing businesses, helping them grow and thrive within the community.

- Develop and implement marketing campaigns to promote the Town’s strengths, such as its location, infrastructure, and workforce, to attract new businesses and investors.
- Position the Town as a competitive and desirable location for both new and expanding businesses.

2. Department and Board Coordination:

- Oversee the actions of the Building Commissioner, Town Planner, Zoning Clerk, and Conservation Agent.
- Serve as an additional liaison to the Planning Board, Zoning Board of Appeals, Conservation Commission, and Board of Assessors.

3. Customer Service Excellence:

- Act as the central point of contact for development-related inquiries.
- Simplify processes, reduce response times, and enhance transparency, aligning with the Town’s **Core Values: Transparency and Inclusivity**.

4. Strategic Vision Delivery:

- Ensure alignment with the Town’s **Mission**: "Building a Thriving Community through Collaboration, Responsible Governance, and Enhancing Quality of Life."
- Drive initiatives such as the redevelopment of Emerald Square Mall and affordable housing strategies.

Strategic Alignment

This position directly supports the **North Attleborough Strategic Plan FY24–26**, particularly in the following areas:

1. Develop and Sustain Economic Growth:

- The Director will drive economic development by creating a business-friendly environment and attracting investment.

2. Good Governance:

- Promotes efficiency, transparency, and accountability by centralizing leadership and streamlining operations.

3. A Thriving Community:

- Facilitates long-term growth through strategic infrastructure and education initiatives.
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Examples from Other Municipalities

Several neighboring towns have successfully implemented similar roles:

- **Cambridge, MA:** A Director oversees economic growth, housing, and urban planning, emphasizing customer engagement and innovation.
 - **Franklin, MA:** Their Community Development Director integrates planning and conservation, improving customer satisfaction and operational efficiency.
 - **Attleboro, MA:** A unified leadership model ensures streamlined development processes and stronger public trust.
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Financial and Operational Benefits

1. Cost-Benefit Analysis:

- Investment in this leadership position will yield long-term savings through process efficiencies and increased tax revenue.

2. Operational Impact:

- Faster permitting and approvals will enhance satisfaction among residents and businesses.
- Centralized oversight will improve resource management and reduce redundant efforts.

3. Potential Funding Sources:

- Leverage the vacant Economic Development Coordinator position as the foundation for creating the Director of Community Development role.
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Implementation Plan

1. Next Steps:

- Collaborate with the Town Council to refine the scope and responsibilities of the Director of Community Development position, ensuring alignment with the Town's strategic goals and long-term vision.
- Finalize the job description and align funding in the FY25 budget.
- Conduct a recruitment process targeting candidates who exemplify the Town's core values of integrity, transparency, inclusivity, and sustainability.

2. Key Performance Indicators (KPIs):

- Reduction in permit processing times.
 - Increased business investment and retention.
 - Positive stakeholder feedback.
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Conclusion and Recommendation

The establishment of the Director of Community Development is a pivotal step in addressing operational inefficiencies, enhancing customer service, and advancing North Attleborough's Strategic Plan FY24–26. This role will provide the centralized leadership necessary to ensure sustainable growth, effective governance, and exceptional public service.

Recommendation:

Approve the creation of the Director of Community Development position to unify Town functions, improve processes, and ensure the long-term success of North Attleborough.