



City of Norwich, CT - Goal Setting Workshop Report
Facilitated by: Connecticut Conference of Municipalities
Date: January 25, 2025

Executive Summary

The Norwich City Council convened on January 25, 2025, for a strategic goal-setting workshop, facilitated by the Connecticut Conference of Municipalities. The purpose of this session was to establish a clear set of short-, mid-, and long-term goals across five categories outlined in the Norwich Plan of Conservation and Development (POCD): **Live, Play, Connect, Grow, and Renew**.

This report summarizes the objectives identified in each category, offers expert recommendations to guide implementation to enhance understanding of key projects. These goals reflect the council's commitment to economic development, community well-being, infrastructure improvements, and sustainability initiatives.

Detailed Breakdown

1. Live: Enhancing Neighborhoods & Community Services

POCD Goals:

- Support Vibrant Neighborhood Nodes and Corridors
- Promote Neighborhood Stability and Livability
- Provide and Maintain High-Quality Community Facilities and Public Services
- Review the Health Equity Committee Report

Short-Term (1 year)

- Establish **schools as community centers**
- Move forward with the **police station referendum**
- Revitalize **Lower Broadway and Jubilee Park greenspace**
- Renew **Envision 360** program
- Receive and discuss **Health Equity Committee report**
- Direct City Manager to implement a **customer service and diversity training policy**

Mid-Term (2-3 years)

- Complete the **police station project**
- Demolish **Capehart Park**
- Maintain and evaluate **Envision 360** initiatives
- Implement priority recommendations from the **Health Equity Committee report**

Long-Term (3+ years)

- Sell the **current police station** and allocate proceeds toward debt service

- Consider hiring a **PR firm** and **Chief Information Officer** to oversee brand and community engagement strategy

Expert Recommendation: Implementing a **Community Engagement Dashboard** can help track progress on initiatives and enhance transparency. A **public-private partnership** with local businesses could aid in funding revitalization projects.

2. Play: Arts, Culture, and Recreation

POCD Goals:

- Support Arts and Cultural Development
- Promote Historic Preservation
- Expand High-Quality Parks and Recreational Opportunities

Short-Term

- Promote **historical and cultural assets**
- Develop a **Waterfront Master Plan**
- Apply for **National Park status for Uncas Park**
- Assign a **lead agent** for the cultural arts district application
- Improve **communication between departments on events**
- Market new uses for **Dodd Stadium**

Mid-Term

- Execute the **parks and recreation master plan**
- Implement **cultural arts initiatives**
- Plan and execute the **250-Year Celebration**
- Determine **Dodd Stadium's long-term use**

Long-Term

- Continue **park expansion and maintenance**
- Consider hiring a **Community Engagement Coordinator**

Expert Recommendation: Norwich should explore **public-private sponsorships for park enhancements** and pursue **state grants for historic preservation** to minimize financial burden.

3. Connect: Transportation & Infrastructure

POCD Goals:

- Improve Transportation for All Users
- Maintain Municipal Infrastructure
- Realign Key Roadway Intersections

Short-Term

- Review findings from the **Downtown Mobility Study**
- Implement **streetscape safety improvements**
- Realign **Falls Avenue and Marina entrance**
- Address **SEAT bus shelter maintenance issues**
- Begin **North Main St. and Central Avenue realignment**

Mid-Term

- Implement **Downtown Mobility priorities**
- Plan for **Route 82 roundabout project**
- Prepare for **I-395 Exit 18 upgrades**

Long-Term

- Continue **streetscape improvements**
- Expand **public transportation access**

Expert Recommendation: Norwich should consider a **Smart City initiative**, integrating **real-time traffic monitoring** and **pedestrian safety measures** to improve urban mobility.

4. Grow: Economic Development & Business Expansion

POCD Goals:

- Guide Economic Growth in Downtown Norwich
- Prepare for a Future Commuter Rail Station
- Expand the City's Tax Base

Short-Term

- Adopt **new zoning regulations**
- Plan for **parking solutions in downtown developments**

- Apply for a **Brownfield Remediation Grant** for Norwich State Hospital site
- Sustain small business support through **SECTER**
- Enhance **Norwich Adult Education programs**

Mid-Term

- Develop a **Downtown Economic Strategy**
- Execute grant awards for **brownfield remediation**
- Re-envision **Marina Towers site**

Long-Term

- Establish the **Norwich American Globe Theater**
- Hire a **dedicated grant writer and administrator**
- Reactivate the **Freeport McMoran property**

Expert Recommendation: Norwich should leverage **Tax Increment Financing (TIF)** districts and **Opportunity Zone investments** to attract private-sector funding for economic growth.

5. Renew: Sustainability & Resilience

POCD Goals:

- Expand Open Space Systems
- Promote Sustainability & Protect Natural Resources
- Enhance Hazard Mitigation & Emergency Response

Short-Term

- Identify and address **food deserts**
- Develop **recreational use plans for Taftville Reservoir 3**
- Conduct an **Upper Falls Dam removal feasibility study**

Mid-Term

- Implement **food security strategies**
- Continue strategic **land acquisitions and dispositions**

Long-Term

- Execute **food security solutions**
- Support **renewable energy projects**

Expert Recommendation: Norwich should seek **state and federal sustainability grants** to accelerate renewable energy adoption and flood mitigation efforts.

Next Steps & Implementation Strategy

- Assign **project leads** and establish **quarterly progress reviews**.
- Utilize a **public-facing dashboard** for goal tracking.
- Develop **strategic partnerships** for funding and execution.
- Ensure **community engagement** through town halls and digital updates.

This report serves as a roadmap for Norwich's future, ensuring **measurable progress** toward a vibrant, connected, and economically sustainable city.
