



**City of Norwich, CT – 2026 Goal Setting Workshop Report
Facilitated by: Connecticut Conference of Municipalities
January 31, 2026**

Executive Summary

On January 28, 2026, members of the Norwich City Council held a strategic goal-setting session with department officials and key stakeholders, facilitated by the Connecticut Conference of Municipalities (CCM). 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 document summarizes those priorities and provides the strategic guidance necessary to execute key infrastructure, economic, and sustainability initiatives. These objectives represent a unified vision for a more resilient and vibrant Norwich.

LIVE: Enhancing Neighborhoods & Community Services

POCD Strategic Goals:

- Support thriving neighborhood nodes and corridors.
- Promote long-term neighborhood quality and residential stability.
- Maintain high-standard community facilities and public services.
- Review and implement findings from the Health Equity Committee Report.

Short-Term (1 year)

- The City Manager will oversee the designation of department leads to manage the **Envision 360 platform**. These appointees will undergo specialized training to facilitate departmental updates and evaluate the platform for potential software consolidation. Findings regarding efficiency and integration will be reported directly to the City Manager.
- The City Council will establish an **Ad Hoc Committee to define the "Schools as Community Centers" initiative**, focusing on logistics, funding, and usage protocols.
- The City Manager will formalize a policy outlining best practices for **municipal customer service delivery**.
- A three-member City Council subcommittee will be tasked with **transforming the Health Equity Committee Report** into an actionable implementation plan for full Council review.
- The Public Safety Committee will conduct a comprehensive review of the **Police Station project**, focusing on economics and logistics. The facility will remain a dual-purpose asset, serving as both a public safety hub and a community event venue to foster public trust.
- The NCDC will collaborate with the CMDA to drive strategic investment in Norwich's downtown district.

Mid-Term (2-3 years)

- Demolish **Capehart Park**
- Continue the development of the police station to completion.

Long-Term (3+ years)

- Consider hiring a **PR firm** and **Chief Information Officer** to oversee brand and community engagement strategy.
- Address issues with *Lower Broadway*.

Ongoing Objectives

- Health Equity Committee Report action plan execution
 - Maintenance of Envision 360
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PLAY: Arts, Culture, and Recreation

POCD Strategic Goals:

- Support and Promote Arts, Cultural, and Tourism
- Promote and Support Historic Preservation
- Maintain and Expand High-Quality Parks and Recreational Opportunities

Short-Term (1 year)

- Complete the opening of **Howard T. Brown Park** as a primary phase of the broader Waterfront project.
- Mayor will partner with Tribal leaders to pursue a **National Park designation for Uncas Park**. This includes a joint request for a federal liaison to navigate the designation process.
- The NCDC will launch a quarterly **newsletter highlighting cultural and historical events** across all City agencies. Additionally, the Mayor will distribute a regular newsletter to enhance community engagement.
- NCDC, in collaboration with the City Planning Department, will lead the initiative to establish a formal **Norwich Cultural Arts District**.
- The **250-Year Celebration Committee** will present a progress report and comprehensive project plan to the City Manager and Department Directors.

Mid-Term (2-3 years)

- Execute the **parks and recreation master plan**
- Determine **Dodd Stadium's long-term use**

Long-Term (3+ years)

- Continuing work on remaining pieces of the Waterfront (i.e Heritage Trail and Boat launch)
- Consider hiring a **Community Engagement Coordinator**

Ongoing Objectives:

- Continue to improve inter-departmental and Community communication
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CONNECT: Transportation & Infrastructure

POCD Strategic Goals:

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

Short-Term (1 year)

- Prioritize and submit findings from the **Downtown Mobility Study** to SCCOG for regional implementation.
- Finalize the citywide "**Complete Streets**" plan, and utilize the New London Turnpike grant for safety improvements.
- Designate the realignment of **Falls Avenue at the Marina** entrance as a top regional priority.
- Replace **SEAT bus shelters** using regional funds, with a focus on securing aesthetically upgraded designs for Greeneville.
- Advance the planning and realignment of the **North Main Street and Central Avenue** intersection.

Mid-Term (2-3 years)

- Identify how the city will pay for the utility connections at the **Route 82 roundabout project**.
- Prepare for **I-395 Exit 18 upgrades**.

Long-Term (3+ years)

- Expand **public transportation access** (i.e buses, rail, microtransit).

Ongoing Objectives:

- Implement **Downtown Mobility Study** recommendations, with assistance of SCCOG.
- Continue **streetscape safety** efforts

GROW: Economic Development & Business Expansion

POCD Strategic Goals:

- Guide Economic Growth in Downtown Norwich
- Prepare for a Future Shore Line East Commuter Rail Station at the Norwich Transportation Center
- Promote Economic Development and Expansion of the City's Tax Base

Short-Term (1 year)

- Mayor and City Council will empower City Planning to **execute blight penalties**, and task the City Lobbyist with pursuing state legislation for a land use or **vacancy tax**.
- Mayor, City Council and City Manager will work with NCDC to refine and re-fund the **Norwich Revitalization Program** and evaluate new development tools, such as (TIF).
- Work to secure funding through the **Connecticut Municipal Development Authority (CMDA)** to assist with down redevelopment.
- NCDC and City Planning will work to **recruit high-priority businesses** (e.g., grocers for food deserts) using defined incentives and accountability metrics developed by city leadership.
- Mayor will coordinate with City Lobbyist to secure **increase in state aid**.
- Mayor, City Council and City Planning will **optimize developer application process** to encourage more development in the City, and adopt modernized zoning regulations.
- Develop downtown parking solutions and secure **Brownfield Remediation Grants** for the Norwich State Hospital site.
- **Scale small business assistance** through SECTER and expand adult education via the Rose City Learning Center and community partners.

Mid-Term (2-3 years)

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

Long-Term (3+ years)

- Establish the **Norwich American Globe Theater**.

- Hire a **dedicated grant writer and administrator**

- Reactivate the **Freeport McMoran property**

Ongoing Objectives:

- Implement Downtown Economic Strategy recommendations.
 - Continue to grants to support economic development in the city.
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RENEW: Sustainability & Resilience

POCD Strategic Goals:

- Expand Open Space Systems
- Promote Sustainability & Protect Natural and Coastal Resources
- Promote Health and Wellness Equity
- Enhance Hazard Mitigation & Emergency Response

Short-Term (1 year)

- Develop a strategy to address **food deserts** by resolving ownership of the former Starwood property to secure a long-term commercial solution.
- Collaborate with SCCOG on the **Upper Falls Dam feasibility study** to evaluate dam removal.
- Develop **recreational use plans for Taftville Reservoir 3**.

Mid-Term (2-3 years)

- Continue strategic **land acquisitions and dispositions**.

Long-Term (3+ years)

- Continue to participate in CRS to reduce citizens' cost for flood insurance.
- Norwich will have a renewable energy installation.

Ongoing Objectives:

- Continue to implement solutions for **food insecurity** and supporting efforts led by local schools, churches, and non-profits.
- Continue to pursue efforts to enhance status level within **Sustainable CT**.