

NORWICH

2013 Plan of Conservation and Development

Part 2 - Implementation Element

September 2013

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About This Plan ...

The Plan of Conservation and Development for the City of Norwich consists of:

- a “Strategic Element”, and
- an “Implementation Element.”.

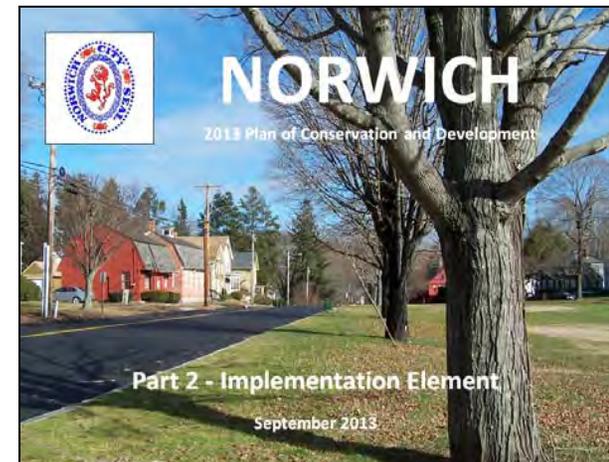
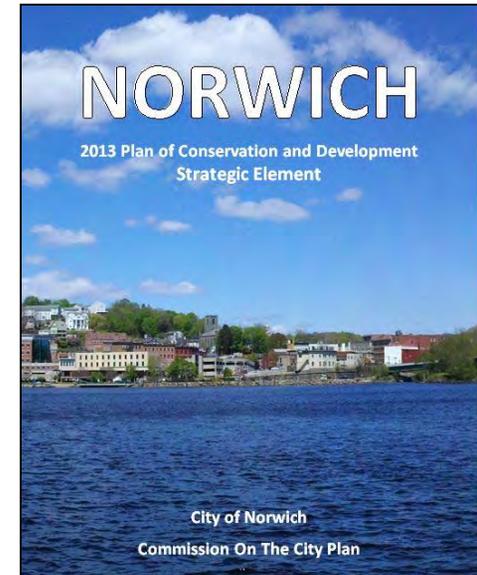
Strategic Element

The main part – known as the “Strategic Element” - is a statement of the overall strategic directions which are considered important for the City of Norwich to promote and pursue in order to preserve and enhance those things considered integral to growing strategically, promoting livability, leveraging assets, and enhancing the overall character, ambience, and quality of life in the City.

It is “big picture” and strategic in nature so that Norwich residents will use it to discuss and refine the major directions of the community. It is envisioned that the Strategic Element will be reviewed every 5-10 years to ensure that the strategic directions for Norwich are appropriate for addressing the issues facing the community.

Implementation Element

This part – known as the “Implementation Element” – is a more detailed compilation of tasks and programs which will be considered to accomplish the overall strategies. This element identifies specific tasks to be completed, the entity responsible for completing the task, and the anticipated timeframe for completing the task. It is envisioned that the Implementation Element will be reviewed and updated every year to clear completed tasks and to add new tasks. In addition, this annual review will help to ensure that the work program for the coming year (and beyond) reflects fiscal and operational capabilities and the evolving needs of the City.



Implementation Overview

Implementation is the main purpose of the planning process. While identification of desirable strategies is important, that effort will only bear fruit if tasks or actions are implemented to make it happen. It is intended that this Implementation Element be a working document used to implement strategies identified in the Strategic Element (a separate document) of the 2013 Plan of Conservation and Development.

It is expressly intended that this Plan of Conservation and Development will be used on a regular basis. The main reason that the Plan has been prepared with two elements is so that this Implementation Element will be updated on a regular basis by:

- Assessing how implementation is proceeding,
- Adding new tasks or actions that will help accomplish the overall strategic goals outlined in the Strategic Element,
- Refining tasks or actions already under way in order to enhance their implementation or improve their effectiveness,
- Deleting tasks or actions completed satisfactorily, and
- Adding or deleting tasks or actions as the Strategic Element is amended from time to time.

This process is intended to cultivate a “culture of planning” within Norwich where the overall strategies are periodically reviewed and the supporting tasks and policies are regularly revised to respond to changing conditions. This approach will help the Plan (and Plan strategies) be relevant over a long timeframe.

It is understood that implementation of the Plan will be a gradual and continual process. While some recommendations should (and will) be carried out in a relatively short period of time, others may be long-term in nature. Further, since some recommendations will involve additional study or a commitment of fiscal resources, their implementation will take place over several years or occur in stages.

The Commission On The City Plan has the primary responsibility of coordinating implementation of the Plan’s recommendations. Of course, some recommendations will require the cooperation of, and actions by, other local boards and commissions. However, if the Plan is to be successfully realized, it must serve as a guide to all residents, businesses, and individuals interested in the orderly growth of Norwich.

Implementation Tools

Implementation Committee

The Commission On The City Plan (COCP) has primary responsibility for coordinating implementation of the Plan's recommendations. However, experience in other communities has shown that the Commission can be much more effective in Plan implementation if it establishes a Plan Implementation Committee (PIC) to oversee implementation of the Plan. The Plan Implementation Committee (PIC) would include representatives of various City boards and commissions and be responsible for coordinating and monitoring implementation of the Plan. The Committee should assess the status of specific recommendations, evaluate the priorities, and even suggest new implementation techniques.

Annual Work Programs

The Plan of Conservation and Development should be used by the Plan Implementation Committee, the Commission On The City Plan, the City Council and other boards and commissions to organize annual work programs (including operating budget requests, capital planning and work efforts). If the activities of all municipal organizations can be coordinated, there can be significant benefits in efficiency, economy, and results. Subsequent pages in this element contain implementation tables identifying initial tasks and actions that will promote implementation of the Plan. The guides assign primary responsibilities and priorities to implementing the recommended strategies and tasks.

As A Reference For Proposed Actions Or Activities

Using the Plan of Conservation and Development as a basis for land use and other decisions within the City will help accomplish the goals and objectives of the Plan. All land use proposals will be evaluated in terms of the Plan and its various elements.

Consistency Checklists

Activities proposed in the City of Norwich can and should be reviewed for consistency with the major recommendations of the Plan. The checklist (presented in the Strategic Element) is intended to help evaluate public actions and private activities to determine consistency. This type of checklist can help:

- applicants preparing and presenting applications to City Staff, the City Council, the Commission On The City Plan, or other agencies,
- Staff prepare application reviews and comments, and
- the Commission On The City Plan review applications and municipal proposals for consistency with the Plan of Conservation and Development.

Annual Operating Budget / Capital Improvement Programming

Communities that use the recommendations of their Plan of Conservation and Development to guide municipal spending priorities achieve the greatest success plan implementation and achieve the most benefit from plan preparation. Norwich can achieve similar results and should strive to do so.

The Annual Budget is the guideline for municipal spending over the coming fiscal year. Plan recommendations should be considered during formulation of the City's Operating Budget so that the overall objectives of the Plan will be accomplished.

The Capital Budget (or Capital Improvement Plan) is a tool for planning major capital expenditures of a municipality so that local needs will be identified and prioritized within local fiscal constraints that exist. The Plan proposes that plan recommendations be included in the City's Capital Improvements Plan and that funding for them be included as part of the Capital Budget.

Land Use Regulations / Enforcement

The Zoning Regulations and the Subdivision Regulations are key tools for guiding the development of Norwich and for implementing the recommendations of the Plan. However, as the Zoning Regulations have been amended over time, the organization is not as clear and concise as it could be. The regulations are becoming less "user-friendly" over time and this makes land use objectives less transparent and understandable. The City should consider undertaking a comprehensive reorganization of the zoning regulations and the subdivision regulations in order to make the regulations more user-friendly and continue to implement Plan recommendations.

Enforcement of regulations is an important related issue. It makes little sense to plan for the future of Norwich and develop regulations to encourage positive results if a lack of enforcement or implementation means that little progress is made. Special efforts should be made to support enforcement of local regulations and programs.

Implementation Tables

The implementation tables on the following pages will be used by the Plan Implementation Committee, the Commission On The City Plan, the City Council and other boards and commissions to develop and refine more detailed work programs. In addition, it is envisioned that the City will use the Plan to help develop the operational budget and the capital budget and refine the implementation schedule. The annual work program will then be shared and coordinated with other boards and commissions.

More importantly, it is envisioned that the Plan Implementation Committee will update these implementation tables on a regular basis to ensure that they reflect the most current thinking about desirable actions and programs for the City of Norwich. It is understood that policies and strategies will evolve over time as implementation or new situations provides insight into desirable policy directions. In other words, the Plan is not a static document and it will continue to be reviewed and refined over time. The process of updating the implementation tables should be swift and purposeful so that efforts can be focused back on implementation.

Legend For Implementation Tables

The following page contains an example of an implementation table and a glossary of terms. These are provided to assist with the implementation and updating of the tasks and actions in the future.

The following table summarizes the codes for some of the organizations expected to participate in implementation:

Code	Description	Code	Description
BOE	Board of Education	NPU	Norwich Public Utilities
CC	City Council	NRZ	Neighborhood Revitalization Committee
CCP	Commission on the City Plan	Other	Other Boards, Agencies, or Persons
CD	Community Development (City)	PD	Police Department
City	City Departments / Staff	PIC	Plan Implementation Committee
CM	City Manager	PNS	Planning and Neighborhood Services (City)
CoC	Chamber of Commerce	PW	Public Works Department
DRC	Design Review Committee	RA	Redevelopment Agency
EM	Emergency Management	Res.	Norwich Residents
HA	Housing Authority	SCRCOG	Southeastern Connecticut Regional Council of Governments
HDC	Historic District Commission	SCR-To	Southeastern Connecticut Regional Tourism District
HMC	Harbor Management Commission	SCR-Tr	Southeastern Connecticut Regional Transit District
MH	Municipal Historian	UHD	Uncas Health District
NCDC	Norwich Community Development Corporation	Util.	Other Utility Providers
NHS	Norwich Historical Society	WWC	Wetlands/Watercourses/Conservation Commission

Legend

Leader –
The organization with primary responsibility for implementation.
(See codes on facing page and on inside back cover).

Partners –
Other organizations that will assist with implementation.
(See codes on facing page and on inside back cover)

Program –
An ongoing program or strategy which is expected to continue over time and may never be completed. Identified with a letter in the “Priority / Status” column.

Action / Task –
A distinct step or part of a work program which can be measured and identified as completed. Identified with a number in the “Priority / Status” column and a check box for noting that the action is completed.

Norwich Plan of Conservation and Development - Implementation Element
Implementation Tables

Guide Housing Development

See pages 20-21 of the Strategic Element of the Plan of Conservation and Development for information on “Guide Housing Development” strategies.

A. Promote Neighborhood Stability

Priority / Status	Description	Res. Alloc.	Target Date	% Complete	Leader	Partners
A	1. Promote neighborhood stability and quality of life.	1/1/2011	Ongoing	n/a	CC	PNS, PD, Res.
B	2. Continue efforts to increase homeownership and property value.	1/1/2011	Ongoing	n/a	CC	CDAC, NR-D, MR-G, PNS
B	3. Consider modifying where and how multi-family development is allowed.	10/2011	Ongoing	n/a	CC	PNS
1	4. Consider rezoning areas in the MR-zone which contain established single family streets to a single family zoning district.	1/1/2012	10/2011		CC	PNS
5	5. Review zoning regulations in regard to standards for multi-family housing (location, scale, design, density, etc.).	10/2011	4/2014		CC	PNS
B	6. Support the maintenance / improvement of the existing housing stock.	10/2011	Ongoing	n/a	CC	CDAC, NR-D, MR-G, PNS
B	7. Implement a team approach to enforcing housing, and other codes to help prevent or eliminate blight.	10/2011	Ongoing	n/a	CC	PNS, PD
B	8. Support and expand the Neighborhood Revitalization Zone (NRZ) program.	1/1/2012	Ongoing	n/a	CC	CDAC, NR-D, MR-G, PNS

Letter = Ongoing Program / Strategy
 A = Most Important
 B = Very Important
 C = Important
 D = Needed

Number = Distinct Task / Action
 1 = Most Important
 2 = Very Important
 3 = Important
 4 = Needed

Percent Complete –
Information to track progress of implementation of actions / tasks. Marked as not applicable (n/a) for programs.

Target Date –
The projected target date for implementation to be complete. Marked as on-going for programs.

Date Added –
The date the item was added to the implementation tables.

Strategic Priorities Legend –
A = Most Important
B = Very Important
C = Important
D = Needed

Task Priorities Legend –
1 = Most Important - Should be implemented immediately
2 = Very Important - Should be implemented in near future
3 = Important - Should be addressed in next few years
4 = Needed - Should be implemented as opportunities arise

Maintenance of Implementation Tables

It is intended that the implementation tables on the following pages will be reviewed and updated annually. It is not intended that these implementation tables should be expected to remain valid or relevant for an extended period since circumstances affecting the City of Norwich will certainly change over time. The process of annual review and updating of the implementation tables might include the following protocol for each element and strategy:

Programs / Objectives (Ongoing activities where progress or completion may not be completed)

1. Which programs or objectives are being implemented?
 - a. Are the results helping to achieve the strategic direction identified in the Strategic Element of the Plan?
 - b. Should any refinements be made to the program or objective?
2. Are there any new programs or objectives (or changes to listed programs or objectives) which should be undertaken to help achieve the strategic direction identified in the Strategic Element of the Plan?

Task / Actions (progress or completion can be identified and measured)

3. Which tasks or actions have been initiated or completed since the last review?
 - a. Are the results helping to achieve the strategic direction identified in the Strategic Element of the Plan?
 - b. Should any refinements be made to the task or action?
 - c. Can the task or action be marked as completed?
4. Are there any new tasks or actions (or changes to listed tasks or actions) which should be undertaken to help achieve the strategic direction identified in the Strategic Element of the Plan?

Priority / Responsibility

5. Are the priorities for the program/objectives appropriate?
6. Is the target date realistic and reasonable given available resources and priorities?
7. Are the appropriate entities identified?

Overall Strategy

8. Is the overall strategy still relevant and appropriate?
9. Are any new strategies needed to focus attention in new areas?

Implementation Tables

Grow Strategically

Reinforce Community Structure

See pages 22-25 in the "Strategic Element" of the Plan of Conservation and Development for information on "Community Structure" strategies.

A. Recognize Planning Districts

Reinforce Community Structure

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
A	1 . Utilize the concept of planning districts in order to enhance a "sense of place" for residents and build upon neighborhoods affiliations.	11/2012	Ongoing	n/a	CC	CCP PNS Staff
B	2 . Recognize that different planning districts will have different development and conservation priorities.	10/2011	Ongoing	n/a	CC	CCP NCDC PNS Staff

B. Focus On Core Areas And Nodes

Reinforce Community Structure

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
A	1 . Recognize the importance of neighborhood "nodes" or focal points in reinforcing a strong community structure.	11/2012	Ongoing	n/a	CC	CCP NCDC PNS
B	2 . Strive to focus on nodes in order to enhance a "sense of place" and focus efforts within key areas of the community.	11/2012	Ongoing	n/a	CC	CCP NCDC PNS
B	3 . Promote development in core areas.	11/2012	Ongoing	n/a	NCDC	CC CCP PNS
C	4 . Encourage development of a possible future focal point (node) on Route 82 at New London Turnpike.	11/2012	Ongoing	n/a	NCDC	CCP PNS CC

Letter = Ongoing Program / Strategy

- A = Most Important
- B = Important
- C = Needed

Number = Distinct Task / Action

- 1 = Most Important
- 2 = Important
- 3 = Needed

Implementation Tables

Grow Strategically

Promote Economic Development

See pages 26-29 in the "Strategic Element" of the Plan of Conservation and Development for information on "Economic Development" strategies.

A. Support Economic Development

Promote Economic Development

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
A	1 . Retain and support existing businesses.	11/2012	Ongoing	n/a	NCDC	City NPU CC
B	2 . Target desired markets and business sectors.	11/2012	Ongoing	n/a	NCDC	City NPU CC
B	3 . Actively market Norwich for business.	11/2012	Ongoing	n/a	NCDC	NPU City
C	4 . Continue to promote tourism, cultural attractions, sporting events, and special events.	11/2012	Ongoing	n/a	CoC	NCDC SCR-To
C	5 . Use civic events and activities to showcase Norwich.	11/2012	Ongoing	n/a	CoC	NCDC
B	6 . Use historic resources as a way to market the city and as a way to "tell the story" of Norwich.	11/2012	Ongoing	n/a	CoC	NCDC Staff
C	7 . Recognize Dodd Stadium as an opportunity to promote economic development and seek to expand use of the facility of sporting events and festivals.	11/2012	Ongoing	n/a	CoC	NCDC Staff

Letter = Ongoing Program / Strategy

- A = Most Important
- B = Important
- C = Needed

Number = Distinct Task / Action

- 1 = Most Important
- 2 = Important
- 3 = Needed

Implementation Tables

B. Support Community Structure

Promote Economic Development

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
A	1 . Guide business and economic development to downtown, core nodes, the Business Park, and other targeted development areas.	11/2012	Ongoing	n/a	NCDC	CC PNS CD
B	2 . Continue to support development and redevelopment of node areas (“cores”).	11/2012	Ongoing	n/a	NCDC	CC RA CD
B	3 . Encourage infill development in targeted development areas (“future ready” areas).	11/2012	Ongoing	n/a	NCDC	CC RA PNS CD
B	4 . Encourage redevelopment of existing mill buildings and seek ways to minimize code compliance issues.	11/2012	Ongoing	n/a	NCDC	CC RA PNS CD
A	5 . Continue to help remediate brownfields (apply for grants, assign funding, provide staff support, implement the area-wide plan, etc.).	11/2012	Ongoing	n/a	RA	CC NCDC PNS CD
B	6 . Use financial incentives to support expansion of existing businesses and attract new businesses to targeted development areas.	11/2012	Ongoing	n/a	CC	NCDC RA PNS CD
C	7 . Recognize the harbor area and the waterfront is a key development opportunity area.	11/2012	Ongoing	n/a	HMC	NCDC CC PNS CD
C	8 . Participate in planning for the redevelopment of the Norwich State Hospital site.	11/2012	Ongoing	n/a	NCDC	CC RA PNS CD
C	9 . Investigate expansion of the Business Park.	11/2012	Ongoing	n/a	NCDC	CC PNS

Letter = Ongoing Program / Strategy

A = Most Important
 B = Important
 C = Needed

Number = Distinct Task / Action

1 = Most Important
 2 = Important
 3 = Needed

Implementation Tables

C. Facilitate New Economic Development

Promote Economic Development

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
A	1 . Continue to work effectively with the Norwich Community Development Corporation.	11/2012	Ongoing	n/a	CC	NCDC PNS CD RA
B	2 . Utilize Norwich Public Utilities to help attract and retain businesses.	11/2012	Ongoing	n/a	CC	NPU NCDC PNS
C	3 . Continue to facilitate and streamline the economic development process in Norwich.	11/2012	Ongoing	n/a	NCDC	CC NPU PNS
B	4 . Review regulations to facilitate desired growth and ensure that expansion / redevelopment is not harder than developing vacant land.	11/2012	Ongoing	n/a	CC	NCDC PNS
B	5 . Seek to make full utilization of the programs offered by the State for "Targeted Investment Communities".	11/2012	Ongoing	n/a	NCDC	CC Staff

Letter = Ongoing Program / Strategy

- A = Most Important
- B = Important
- C = Needed

Number = Distinct Task / Action

- 1 = Most Important
- 2 = Important
- 3 = Needed

Implementation Tables

Grow Strategically

Guide Housing Development

See pages 30-33 in the "Strategic Element" of the Plan of Conservation and Development for information on "Housing Development" strategies.

A. Promote Neighborhood Stability

Guide Housing Development

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
A	1 . Promote neighborhood stability and quality of life.	11/2012	Ongoing	n/a	CC	PNS PD CD NRZ
B	2 . Continue efforts to increase homeownership and property values.	11/2012	Ongoing	n/a	City	NRZ PNS CD
B	3 . Consider modifying where and how multi-family development is allowed.	11/2012	Ongoing	n/a	CC	NCDC PNS
1 <input type="checkbox"/>	4 . Consider rezoning areas in the "MF" Zone which contain established single family streets to a single family zoning district.	11/2012	4/2014		CC	PNS
2 <input type="checkbox"/>	5 . Review zoning regulations in regard to standards for multi-family housing (location, scale, design, density, etc.).	11/2012	4/2014		CC	PNS
B	6 . Support the maintenance / improvement of the existing housing stock.	11/2012	Ongoing	n/a	CC	NRZ PNS
B	7 . Implement a team approach to enforcing housing and other codes to help prevent or eliminate blight.	11/2012	Ongoing	n/a	City	PNS PD UHD NRZ
B	8 . Support and expand the Neighborhood Revitalization Zone (NRZ) program.	11/2012	Ongoing	n/a	CC	NRZ PNS

Letter = Ongoing Program / Strategy

- A = Most Important
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Number = Distinct Task / Action

- 1 = Most Important
- 2 = Important
- 3 = Needed

Implementation Tables

B. Guide Housing Development

Guide Housing Development

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
A	1 . Guide residential development in ways that support overall community structure.	11/2012	Ongoing	n/a	CC	PNS
B	2 . Continue to promote adaptive reuse of historic mills as multi-family housing.	11/2012	Ongoing	n/a	NCDC	CC RA PNS
B	3 . Encourage “conservation design” of residential subdivisions in rural planning areas.	11/2012	Ongoing	n/a	CCP	PNS
B	4 . Maintain low density residential patterns in “rural” planning areas.	11/2012	Ongoing	n/a	CC	PNS
C	5 . Continue to provide for the creation and maintenance of housing which is affordable to a wide range of people.	11/2012	Ongoing	n/a	CC	PNS
C	6 . Prepare for housing needs of an aging population.	11/2012	Ongoing	n/a	PNS	HA CD

Letter = Ongoing Program / Strategy

- A = Most Important
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Number = Distinct Task / Action

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- 2 = Important
- 3 = Needed

Implementation Tables

Grow Strategically

Manage Utility Infrastructure

See pages 34-35 in the "Strategic Element" of the Plan of Conservation and Development for information on "Utility Infrastructure" strategies.

A. Support Community Structure

Manage Utilitu Infrastructure

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
A	1 . Provide for adequate infrastructure to meet community needs and support desired growth patterns.	11/2012	Ongoing	n/a	NPU	Util. NCDC
B	2 . Work with DEEP and OPM to ensure the correct categorization of the two watershed areas west of Taftville which are not used for public water supply watersheds	11/2012	Ongoing	n/a	NPU	Util. NCDC
B	3 . Work with NPU to categorize areas within the municipality in accordance with the provisions of CGS Section 7-246(b).	11/2012	Ongoing	n/a	NPU	NCDC

Letter = Ongoing Program / Strategy

- A = Most Important
- B = Important
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Number = Distinct Task / Action

- 1 = Most Important
- 2 = Important
- 3 = Needed

Implementation Tables

B. Improve Infrastructure Systems

Manage Utilitu Infrastructure

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
B	1 . Implement strategies to conserve water.	11/2012	Ongoing	n/a	NPU	UHD WWC
A	2 . Improve the wastewater treatment system to address water quality, overflows, inflow/infiltration, and capacity constraints.	11/2012	Ongoing	n/a	NPU	PW
B	3 . Continue to improve the stormwater system to comply with water quality requirements.	11/2012	Ongoing	n/a	PW	NPU
B	4 . Seek opportunities to implement "low impact development" techniques (LID), especially in outlying areas.	11/2012	Ongoing	n/a	PNS	PW WWC
B	5 . Use the City's fiber-optic cable system as a communication tool for businesses and residents.	11/2012	Ongoing	n/a	NPU	NCDC
C	6 . Embrace wireless communication systems to take advantage of smartphone technology, wi-fi systems.	11/2012	Ongoing	n/a	NPU	NCDC
C	7 . Enhance system reliability and the capability to recover from disruptions.	11/2012	Ongoing	n/a	NPU	PW EM
B	8 . Expand the natural gas system.	11/2012	Ongoing	n/a	NPU	NCDC
C	9 . Expand the public water supply system.	11/2012	Ongoing	n/a	NPU	NCDC

Letter = Ongoing Program / Strategy

A = Most Important
 B = Important
 C = Needed

Number = Distinct Task / Action

1 = Most Important
 2 = Important
 3 = Needed

Implementation Tables

Promote Livability

Enhance Character / Spirit

See pages 38-41 in the "Strategic Element" of the Plan of Conservation and Development for information on "Character / Spirit" strategies.

A. Enhance Physical Character

Enhance Character / Spirit

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
A	1 . Continue to promote beautification of Norwich.	11/2012	Ongoing	n/a	CC	Res.
B	2 . Enhance community gateways (entry points into Norwich).	11/2012	Ongoing	n/a	NCDC	PW City
2 <input type="checkbox"/>	3 . Work with the Connecticut Department of Transportation to change signage along I-395 to direct people to "Historic Norwich".	11/2012	10/2014		NCDC	PW PNS
B	4 . Enhance wayfinding to key destinations, core areas, and parking.	11/2012	Ongoing	n/a	NCDC	PW PNS
B	5 . Improve the aesthetics of public spaces.	11/2012	Ongoing	n/a	NCDC	PW PNS CD
C	6 . Plant and maintain street trees.	11/2012	Ongoing	n/a	PW	Res.
B	7 . Establish a design assistance team (using City staff) to help guide developers through the application approval process.	11/2012	Ongoing	n/a	PNS	NCDC
B	8 . Consider the need to establish a design review process (regulatory) to help enhance character, especially in the core areas.	11/2012	Ongoing	n/a	PNS	NCDC DRC
2 <input type="checkbox"/>	9 . Consider establishing "village districts" in core node areas to help protect and enhance community character.	11/2012	4/2014		CC	PNS
1 <input type="checkbox"/>	10 . Establish a façade improvement program.	11/2012	10/2014		NCDC	PNS CD
2 <input type="checkbox"/>	11 . Evaluate lighting standards.	11/2012	4/2014		NPU	NCDC PNS PD

Letter = Ongoing Program / Strategy

- A = Most Important
- B = Important
- C = Needed

Number = Distinct Task / Action

- 1 = Most Important
- 2 = Important
- 3 = Needed

Implementation Tables

B. Preserve And Enhance Scenic Resources

Enhance Character / Spirit

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
B	1 . Continue to identify and protect scenic resources (views, vistas, scenic roads).	11/2012	Ongoing	n/a	PNS	Staff Res.
B	2 . Protect scenic vistas, including ridgelines along the rivers, by acquiring these lands or requiring conservation easements.	11/2012	Ongoing	n/a	CCP	WWC PNS Staff

Letter = Ongoing Program / Strategy

A = Most Important
 B = Important
 C = Needed

Number = Distinct Task / Action

1 = Most Important
 2 = Important
 3 = Needed

Implementation Tables

C. Expand Community Events

Enhance Character / Spirit

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
B	1 Continue hosting and coordinating community events and seek to expand these activities.	11/2012	Ongoing	n/a	CoC	Others
B	2 . Promote community events / activities (banners, posters, etc.) and continue to seek positive recognition for community events / activities.	11/2012	Ongoing	n/a	CoC	Others

Letter = Ongoing Program / Strategy

- A = Most Important
- B = Important
- C = Needed

Number = Distinct Task / Action

- 1 = Most Important
- 2 = Important
- 3 = Needed

Implementation Tables

D. Maintain And Enhance Quality Of Life

Enhance Character / Spirit

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
B	1 . Protect residential neighborhoods from negative influences (non-residential uses, through traffic, etc.).	11/2012	Ongoing	n/a	PD	Staff PNS Res.
B	2 . Support residential neighborhoods with community policing, community events, and a well-performing school system.	11/2012	Ongoing	n/a	CC	BOE PD Staff Res.
A	3 . Strive to lessen the number of social service delivery facilities in the Downtown.	11/2012	Ongoing	n/a	CC	PNS
B	4 . Develop strategies to minimize the impact of transitional residential uses on community character.	11/2012	Ongoing	n/a	PNS	CD
B	5 . Help convert blighted and/or foreclosed homes in distressed neighborhoods to occupied houses or to vacant land / open space.	11/2012	Ongoing	n/a	CD	NRZ PNS
B	6 . Strengthen community-based policing / code enforcement in areas that need it.	11/2012	Ongoing	n/a	PD	PNS CD

Letter = Ongoing Program / Strategy

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Implementation Tables

Promote Livability

Provide For Community Facilities

See pages 42-43 in the "Strategic Element" of the Plan of Conservation and Development for information on "Community Facility" strategies.

A. Maintain Adequate Community Facilities

Provide For Community Facilities

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
A	1 . Continue to provide and maintain community facilities and programs.	11/2012	Ongoing	n/a	CC	BOE CM Staff
B	2 . Continue to evaluate and prioritize municipal facility issues and needs.	11/2012	Ongoing	n/a	CM	BOE CC
B	3 . Explore opportunities to consolidate activities between school and municipal operations.	11/2012	Ongoing	n/a	CM	BOE CC
B	4 . Investigate the use of reserve funds and other mechanisms to help provide for the lifecycle needs of municipal facilities.	11/2012	Ongoing	n/a	CM	BOE CC

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Implementation Tables

B. Implement New Service Technologies

Provide For Community Facilities

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
B	1 . Expand the use of technology to offer on-line services.	11/2012	Ongoing	n/a	NPU	CM Staff
B	2 . Maintain and improve the Geographic Information System (GIS).	11/2012	Ongoing	n/a	NPU	CM Staff

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Implementation Tables

C. Encourage And Support Other Facilities

Provide For Community Facilities

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
B	1 . Continue to support educational organizations such as Norwich Free Academy, Norwich Technical HS, and Three Rivers Community College.	11/2012	Ongoing	n/a	City	BOE Res.
B	2 . Continue to support health and medical organizations such as Backus Hospital.	11/2012	Ongoing	n/a	City	Res.
B	3 . Support arts and cultural organizations such as museums and theaters.	11/2012	Ongoing	n/a	City	Res.
B	4 . Support other organizations and facilities which enhance the livability of Norwich.	11/2012	Ongoing	n/a	City	Res.

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Implementation Tables

Promote Livability

Enhance Open Space / Greenways

See pages 44-45 in the "Strategic Element" of the Plan of Conservation and Development for information on "Open Space / Greenway" strategies.

A. Maintain Existing Open Spaces

Enhance Open Space / Greenways

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
B	1 . Maintain and improve existing open spaces and parks.	11/2012	Ongoing	n/a	PW	Staff
C	2 . Expand existing parks and open spaces (such as Mohegan Park) as opportunities arise.	11/2012	Ongoing	n/a	CC	Staff

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Implementation Tables

B. Seek To Create An Open Space System

Enhance Open Space / Greenways

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
B	1 . Create an overall interconnected city-wide open space / trail network with greenways and blueways along river corridors.	11/2012	Ongoing	n/a	NCDC	PNS Staff
2 <input type="checkbox"/>	2 . Consider revising the subdivision regulations to increase the open space set-aside required and/or promote conservation development patterns.	11/2012	10/2013		CC	CCP PNS
B	3 . Work with Norwich Public Utilities to identify ways to provide access to reservoir properties for passive land-based activities.	11/2012	Ongoing	n/a	CC	NPU PNS
2 <input type="checkbox"/>	4 . Establish a municipal land acquisition fund to expand existing and purchase new open space.	11/2012	4/2014		CC	CM
B	5 . Seek out additional funding for open space acquisition from federal/state programs.	11/2012	Ongoing	n/a	CM	CC Staff
B	6 . Partner with others to acquire open space.	11/2012	Ongoing	n/a	CC	PNS Staff Others

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Implementation Tables

Promote Livability

Address Transportation / Mobility Needs

See pages 46-51 in the "Strategic Element" of the Plan of Conservation and Development for information on "Transportation / Mobility" strategies.

A. Establish And Maintain A Balanced Transportation System

Address Transportation / Mobility Needs

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
B	1 . Provide for the transportation / mobility needs of the community.	11/2012	Ongoing	n/a	CC	PW PNS SCR-Tr
A	2 . Provide for a balanced transportation system which addresses pedestrian needs, bicycle needs, vehicular needs, and transit needs.	11/2012	Ongoing	n/a	CC	PW PNS SCR-Tr
B	3 . Seek to transform existing streets to "complete streets" (as per Public Act 09-154).	11/2012	Ongoing	n/a	CC	PW PNS SCR-Tr

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Implementation Tables

B. Address Specific Roadway Needs **Address Transportation / Mobility Needs**

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
A	1 . Continue to maintain roads and bridges in order to extend their useful life and minimize the need for expensive reconstruction.	11/2012	Ongoing	n/a	PW	CC CM
B	2 . Improve access to the Norwich Business Park.	11/2012	Ongoing	n/a	NCDC	PW
B	3 . Encourage the establishment of roadway connections where beneficial to the community.	11/2012	Ongoing	n/a	PNS	CM CC COCP Others
B	4 . Work with the Department of Transportation to create a full interchange at I-395 and Route 2.	11/2012	Ongoing	n/a	NCDC	PW CM
B	5 . Address issues along Route 82 (driveways, traffic conflicts, turning lanes, sidewalks, bike routes, street trees, and bus shelters).	11/2012	Ongoing	n/a	PW	CC CM PNS
B	6 . Implement parking and streetscape strategies to enhance the overall experience in the downtown area.	11/2012	Ongoing	n/a	NCDC	NRZ CC
2 <input type="checkbox"/>	7 . Review parking requirements and their applicability in village core areas, village fringe areas, and other areas.	11/2012	4/2014		PNS	CC
B	8 . Assess traffic signals and eliminate any signals that do not significantly mitigate congestion.	11/2012	Ongoing	n/a	PD	PW PNS

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Implementation Tables

C. Enhance Provisions For Pedestrians And Bicycles

Address Transportation / Mobility Needs

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
A	1 . Increase opportunities for walking and bicycling and promote these as viable transportation choices.	11/2012	Ongoing	n/a	PNS	CC CM PW
C <input type="checkbox"/>	2 . Identify priority areas for sidewalks and other pedestrian pathways.	11/2012	10/2014		PNS	CC CM PW
3 <input type="checkbox"/>	3 . Consider whether the City should participate in sidewalk repairs and replacement.	10/2011	4/2014		CC	CM
2 <input type="checkbox"/>	4 . Identify priority areas for bicycle routes (on-road and off-road).	11/2012	4/2014		PW	Others
B	5 . Seek to be designated a "Bicycle Friendly Community".	10/2011	Ongoing	n/a	CC	CM

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Implementation Tables

D. Enhance Transit Services

Address Transportation / Mobility Needs

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
B	1 . Seek to maintain and expand SEAT transit service.	11/2012	Ongoing	n/a	CM	CC Others
B	2 . Continue to support public bus service that benefits local businesses, workers, and residents.	11/2012	Ongoing	n/a	CM	CC Others
B	3 . Continue to support para-transit service (such as dial-a-ride) for people who need it.	11/2012	Ongoing	n/a	CM	CC Others
C	4 . Explore the opportunity to provide water transportation options.	11/2012	Ongoing	n/a	HMC	Others
C	5 . Continue to support rail improvements, both passenger and freight.	11/2012	Ongoing	n/a	CC	Staff

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Implementation Tables

Leverage Assets

Capitalize On Historic Assets

See pages 54-55 in the "Strategic Element" of the Plan of Conservation and Development for information on "Historic Resource" strategies.

A. Protect Historic Resources

Capitalize On Historic Assets

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
B	1 . Continue to protect and preserve historic resources.	11/2012	Ongoing	n/a	HDC	NHS Staff Res.
B	2 . Encourage restoration of historic properties by providing tax abatements, assessment deferrals, and/or building code flexibility.	11/2012	Ongoing	n/a	CC	CM Staff
B	3 . Consider preparing a cultural resources plan for the City.	11/2012	Ongoing	n/a	CC	CCP NHS Staff Others

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Implementation Tables

B. Support Historic Preservation Efforts

Capitalize On Historic Assets

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners			
B	1 . Continue to support the efforts of private groups and “sensitive” owners.	11/2012	Ongoing	n/a	City	NHS	HDC	Res.	Others
B	2 . Continue to encourage historic organizations to recognize significant historic resources through signage, publicity, and ceremonies.	11/2012	Ongoing	n/a	City	NHS	Res.		
B	3 . Maintain the designation as a Certified Local Government.	11/2012	Ongoing	n/a	CM	CC	Staff	HDC	
B	4 . Become recognized as a Preserve America community.	11/2012	Ongoing	n/a	NHS	CM	CC	Staff	

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Implementation Tables

Leverage Assets

Protect Natural Resources

See pages 56-57 in the "Strategic Element" of the Plan of Conservation and Development for information on "Natural Resource" strategies.

A. Protect Natural Resources

Protect Natural Resources

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
A	1 . Strive to preserve significant natural resources such as wetlands, watercourses, steep slopes, 100-year floodplains, and other areas.	11/2012	Ongoing	n/a	WWC	CCP CC Staff
B	2 . Continue efforts to clean up contaminated landfill and "brownfield" sites.	11/2012	Ongoing	n/a	RA	CC Staff
B	3 . Continue efforts to improve water quality.	11/2012	Ongoing	n/a	WWC	CCP Staff PW
B	4 . Maintain a program for periodic cleaning of storm sewers and drainage systems.	11/2012	Ongoing	n/a	PW	Staff
2 <input type="checkbox"/>	5 . Consider adopting a septic management ordinance to help protect water quality in rural areas.	11/2012	4/2015		CC	NPU CM Staff
2 <input type="checkbox"/>	6 . Make regulatory changes to ensure consideration of significant and important natural resources as part of reviewing development proposals.	11/2012	4/2014		CC	CCP Staff
B	7 . Seek ways to enable redevelopment of historic properties located in floodplain areas.	11/2012	Ongoing	n/a	PNS	NCDC RA CC Staff
C	8 . Address invasive species.	11/2012	Ongoing	n/a	PNS	WWC Staff

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Implementation Tables

Leverage Assets

Protect Coastal Resources

See pages 58-59 in the "Strategic Element" of the Plan of Conservation and Development for information on "Natural Resource" strategies.

A. Protect Coastal Resources

Protect Coastal Resources

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
A	1 . Continue to implement state and federal programs for coastal management.	11/2012	Ongoing	n/a	PNS	HMS Staff
B	2 . Continue to improve coastal water quality.	11/2012	Ongoing	n/a	PNS	NPU PW Staff
B	3 . Evaluate the long-term implications of sea-level rise.	11/2012	12/2013		EM	NPU PW Staff

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Implementation Tables

B. Plan For Waterfront Areas

Protect Coastal Resources

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
B	1 . Promote and preserve waterfront areas for water dependent uses.	11/2012	Ongoing	n/a	HMC	CCP CC NCDC Staff
B	2 . Secure additional public access along the waterfront.	11/2012	Ongoing	n/a	HMC	CCP CC Staff
B	3 . Continue to support dredging efforts for maritime navigation.	11/2012	Ongoing	n/a	HMC	CC Staff
A	4 . Implement the Harbor Management Commission's vision/plan.	11/2012	Ongoing	n/a	HMC	CC Staff
2 <input type="checkbox"/>	5 . Revisit the extent of the Waterfront Development (WD) zoning designation.	11/2012	10/2014		HMC	CC Staff

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Implementation Tables

Leverage Assets

Promote Sustainability

See pages 60-61 in the "Strategic Element" of the Plan of Conservation and Development for information on "Business Development" strategies.

A. Promote Agriculture

Promote Sustainability

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
2 <input type="checkbox"/>	1 . Establish an agricultural committee to explore how the city could help support farmers and farming and help preserve farms and farmland.	11/2012	10/2014		PNS	CCP WWC CC
B	2 . Coordinate local efforts with state farmland preservation programs.	11/2012	Ongoing	n/a	PNS	CCP WWC CC
2 <input type="checkbox"/>	3 . Review land use regulations with regard to local farming and urban agriculture.	11/2012	10/2014		PNS	CCP WWC CC Staff
B	4 . Use conservation development designs to help preserve farmlands if property is developed.	11/2012	Ongoing	n/a	CCP	Staff

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Implementation Tables

B. Promote Ecological Sustainability

Promote Sustainability

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
B	1 . Promote efforts to reduce water usage.	11/2012	Ongoing	n/a	NPU	UHD Staff
B	2 . Promote efforts to reduce energy usage and implement the Energy Plan developed by the City's Sustainable Energy Committee.	11/2012	Ongoing	n/a	NPU	WWC Staff
B	3 . Promote efforts to recycle and reduce waste.	11/2012	Ongoing	n/a	PW	Staff
B	4 . Promote efforts to limit chemical / pesticide / fertilizer use.	11/2012	Ongoing	n/a	City	PW
B	5 . Seek to incorporate "green practices" into municipal operations / facilities, including being a leader in alternative fuel vehicles.	11/2012	Ongoing	n/a	NPU	WWC Staff

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Implementation Tables

Overall Implementation Implementation

See pages 70-71 in the "Strategic Element" and pages 2-7 in the "Implementation Element" of the Plan of Conservation and Development for information on overall implementation.

A. Implement The Plan Overall Implementation

Priority / Status	Description	Date Added	Target Date	% Complete	Leader	Partners
A	1 . Implement the recommendations of the Plan of Conservation and Development.	11/2012	Ongoing	n/a	CCP	PIC CC CM Staff
1 <input type="checkbox"/>	2 . Establish a Plan Implementation Committee.	11/2012	4/2013		CC	CCP PNS
A	3 . Use a consistency narrative to review planning proposals.	11/2012	Ongoing	n/a	PNS	CCP CC
A	4 . Attach the "Consistency Narrative - Cover Sheet" to City application packages.	11/2012	Ongoing	n/a	PNS	CCP CC
A	5 . Use the Plan of Conservation and Development to guide municipal expenditures.	11/2012	Ongoing	n/a	CM	CC
A	6 . Seek opportunities for grants to fund City initiatives and implement Plan recommendations.	11/2012	Ongoing	n/a	CM	CC Staff
2 <input type="checkbox"/>	7 . Undertake a comprehensive reorganization / update of the Zoning Regulations.	11/2012	4/2014		PNS	CC
2 <input type="checkbox"/>	8 . Update the Subdivision Regulations.	11/2012	10/2013		PNS	CCP
B	9 . Work with NPU to update utility service information and maintain it as part of the overall GIS system.	11/2012	Ongoing	n/a	NPU	Staff
3 <input type="checkbox"/>	10 . Make the POCD maps and other GIS maps available on-line.	11/2012	10/2014		NPU	SM Staff

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