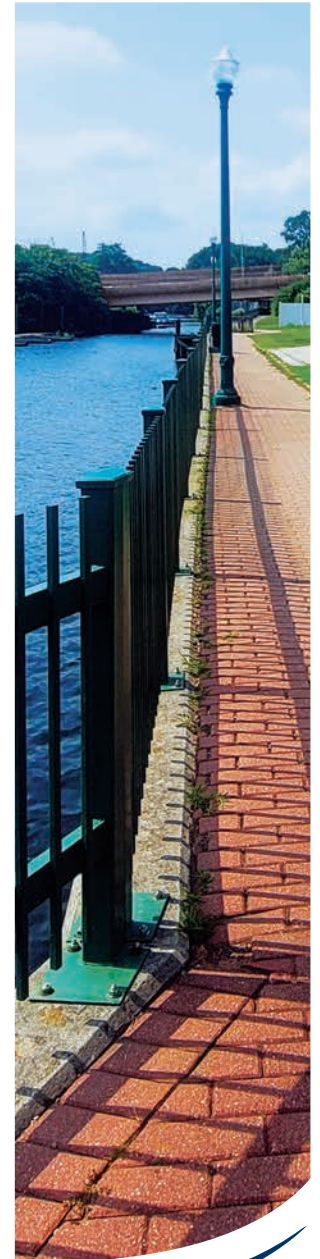
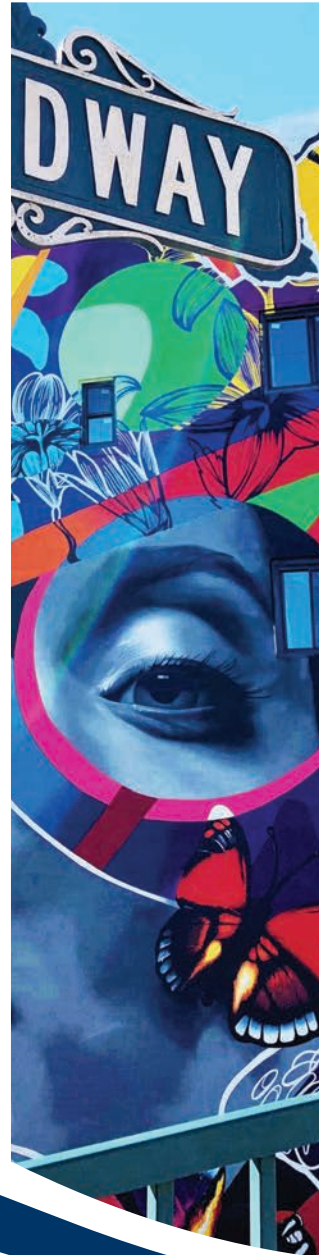
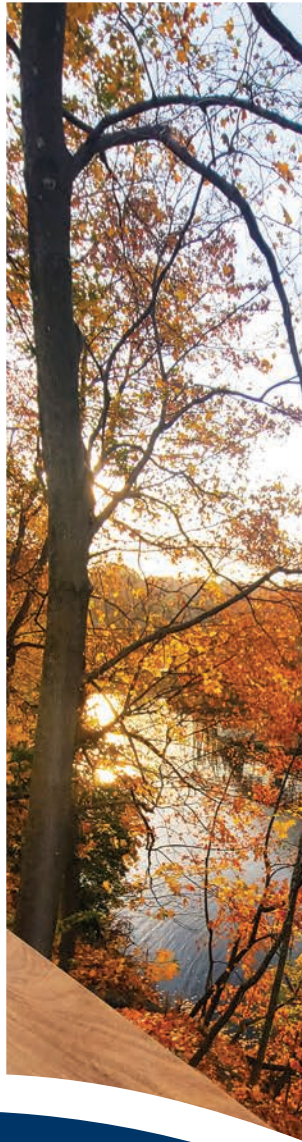


NCDC

ANNUAL REPORT 2024





OUR MISSION

The Norwich Community Development Corporation exists to **further the economic development of the Norwich community** through business, retention, expansion, attraction and development (BREAD). We accomplish this by focusing on:

- Growth and development of large and small businesses
- Focused revitalization of Downtown
- Preservation and expansion of the Waterfront
- Encouraging and attracting new development

NCDC is the flash point for much of the economic activity within our community. We accomplish this not only by traditional, measurable business development basics, but also through sustained relationship building and effective communications.


We continue to **open more lines of communication** to the public and our highly diverse community of business owners. Communication and access to NCDC is a key organizational goal in order to sustain transparency regarding the organization's ongoing efforts and functions – **ASK NCDC!**





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PRESIDENT'S MESSAGE

2024 - A YEAR OF PROGRESS

A Message from Kevin Brown, President of NCDC

2024 was a year of significant progress across the “ABC’s” of Economic Development here in Norwich. Coined in 2021, the ABC’s represent the 3 key priorities for focused NCDC activity:

- American Rescue Plan Act funded projects, led by the Norwich Revitalization Program,
- Business Park North, now known as Occum Industrial Park (OIC), and
- Cannabis, which includes all forms of licensed economic activity in this new industry.

As the shepherd of economic development and growth in Norwich, NCDC continues to collaborate with our municipal and state government partners, Norwich Public Utilities and business owners, large and small, to execute on not only those priorities but our core mission of Business Retention, Expansion, Attraction and Development (BREAD).

As you will see in this report, a focus on the ABC’s has insured we are achieving near term change. NCDC met the Federal Government timeline to have ARPA funds 100% obligated by the end of calendar year 2024, with \$6,000,000 aligned against 26 Norwich Revitalization projects, with 17 of those projects already completed. Additionally, near term change can be seen by the revenue generated through Cannabis retail operations, providing a reliable steady-state revenue stream throughout 2024 to support neighborhood and community initiatives.

But our work is not done, and a significant level of NCDC effort in 2024 was “condition setting” – planning and preparing for economic development activities that have longer dwell times or longer development timelines than just one year. In 2024, the conditions were set to make 2025 a year of strategically important activity at Occum Industrial Center and on the Cannabis front. Expect 2025 to bring remarkable forward progress on those priority areas with tenant announcements at OIC and more licensed Cannabis operations in our near future.

While the ABC's keep us focused, our small-but-mighty team remains engaged on a number of other fronts, from the tactical to the strategic. Day in and day out, our Foundry 66, Global City Norwich, and Downtown Revitalization efforts joined together to create tremendous synergy that insured our small businesses, our multi-cultural community, and our downtown assets are joined together to create success.

Finally, NCDC has been the convener and center of strategy for our pursuit of large-scale grants from the State of Connecticut Department of Economic and Community Development. As a result of our strategic and multi-disciplinary staffing and planning efforts, the City of Norwich has been awarded nearly \$35,000,000 in Community Investment Fund 2030 (CIF2030) and Office of Brownfield Remediation Division (OBRD) funds combined over the last 2 years, with over \$22,000,000 of that funding being awarded in 2024 alone.

In summary, it's an exciting time for the City of Norwich. I am proud of all we have done in 2024, proud of the NCDC team and teammates that made it all happen, and look forward to a bright 2025!

FINANCIALS

Balance Sheet 2024

	AS OF DEC 31, 2024	AS OF DEC 31, 2023 (PY)	CHANGE	% CHANGE
TOTAL ASSETS	\$10,034,331	\$9,624,923	\$409,408	4%
TOTAL LIABILITIES AND EQUITY	\$10,034,331	\$9,624,923	\$409,408	4%

Note: This balance sheet reflects all of NCDC's assets and liabilities. The most significant year-over-year impact is a \$500,000 restricted fund from the State of Connecticut allocated for Global City Initiatives.

Profit and Loss Statement 2024

	JAN - DEC 2024	JAN - DEC 2023 (PY)	CHANGE	% CHANGE
REVENUE				
Total Revenue	\$1,427,376	\$1,345,861	\$81,515	6.06%
Total Expenditures	\$1,522,661	\$1,346,818	\$175,843	13.06%
Net Operating Revenue	-\$95,285	-\$957	-\$94,329	
Net Other Revenue	-\$20,033	\$87	-\$20,120	
Net Revenue	-\$115,318	-\$870	-\$114,448	

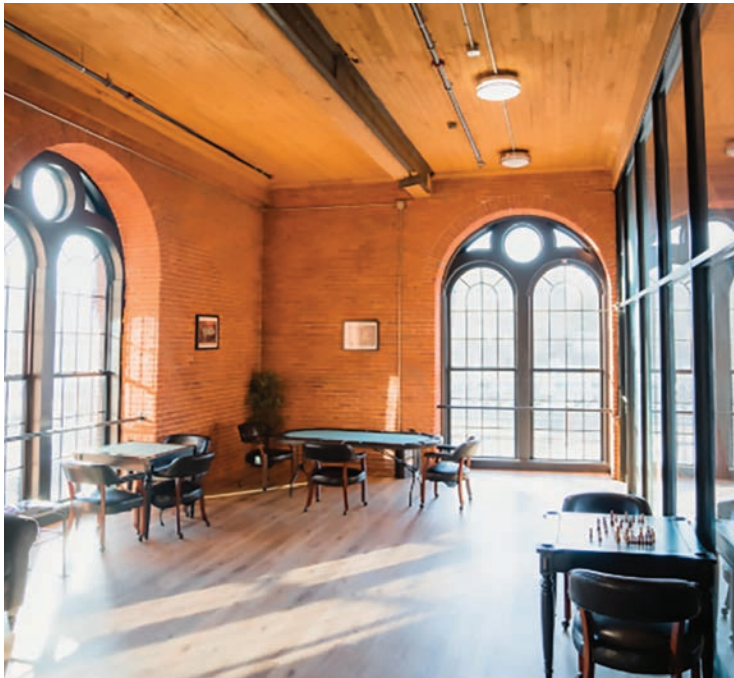
Note: NCDC operates on a July to June fiscal calendar year, which is why expenses are currently outpacing revenues. However, there are planned project fees expected to come in later in the fiscal year.

2. LIVE

A number of commercial residential and mixed-use projects are underway to meet the growing housing demand in the region. Nearly \$20,000,000 in private investment in downtown Transit-Oriented residential development is underway in addition to ongoing developments throughout the City of Norwich. In the downtown alone, the potential for over 600 units of affordable living, less than a half mile from the Intermodal Transportation Center and SEAT Bus lines indicates a continued revival of the downtown, putting “feet on the street.” A sample of those developments are provided below, representing those projects where NCDC had an active role in supporting or incentivizing the project.

Ponemah Mills **139 New Units at the South Mill**

This marquee development project has benefited from a \$795,000 grant from the Office of Brownfield Remediation and Development in DECD. The project is well on the way to a projected completion in 4Q2025, adding even more units to the existing stock of 314 affordable housing units.



Currently the building envelope has been completed and secured with new windows installed throughout. Intensive site-work will be underway in the Spring along with finalizing framing and mechanical, electrical and plumbing work that is close to 90% complete throughout the building.

Water Street Lofts 42 Market Rate Units on Main Street

This improvement at 85 Main Street is one of the larger ARPA funded projects with \$800,000 in municipal investment. This represents a 10:1 Private-to-Public investment ratio in bringing mixed-use development to Main Street.

Between October and December, 36 of the 42 apartments received a certificate of occupancy allowing for tenant move-ins. To date, 18 of those units are now rented and applications are under review for more. Meanwhile, the developer is completing first-floor tenant improvements in preparation for retail occupancy. Currently, tenants are negotiating leases for one retail space on Main Street and one retail space on Water Street. We anticipate a long-awaited ribbon cutting celebration for the entire property in the late winter.



Reid & Hughes

21 Market Rate Units in the Center of Downtown

This project was the City's first Community Investment Fund 2030 Awardee in December of 2022 in addition to a recipient of \$600,000 in ARPA funding. This project has a 6:1 Private-to-public investment ratio and brings 21 units to the heart of the downtown in a historic building that has lied dormant for nearly three decades.

At the site interior framing is nearly complete, a new stairwell is built, and interior MEP is over 50% complete. The exterior work to restore the facade and the bricks is nearly complete, the new roof is being completed 1Q2025, and new windows have arrived and are being installed. In January 2025 insulation and sheet rock work commenced inside along with a shift to storefront construction outside. The developer is on track for an April/May grand opening.



Lower Broadway

Multiple mixed-use improvements

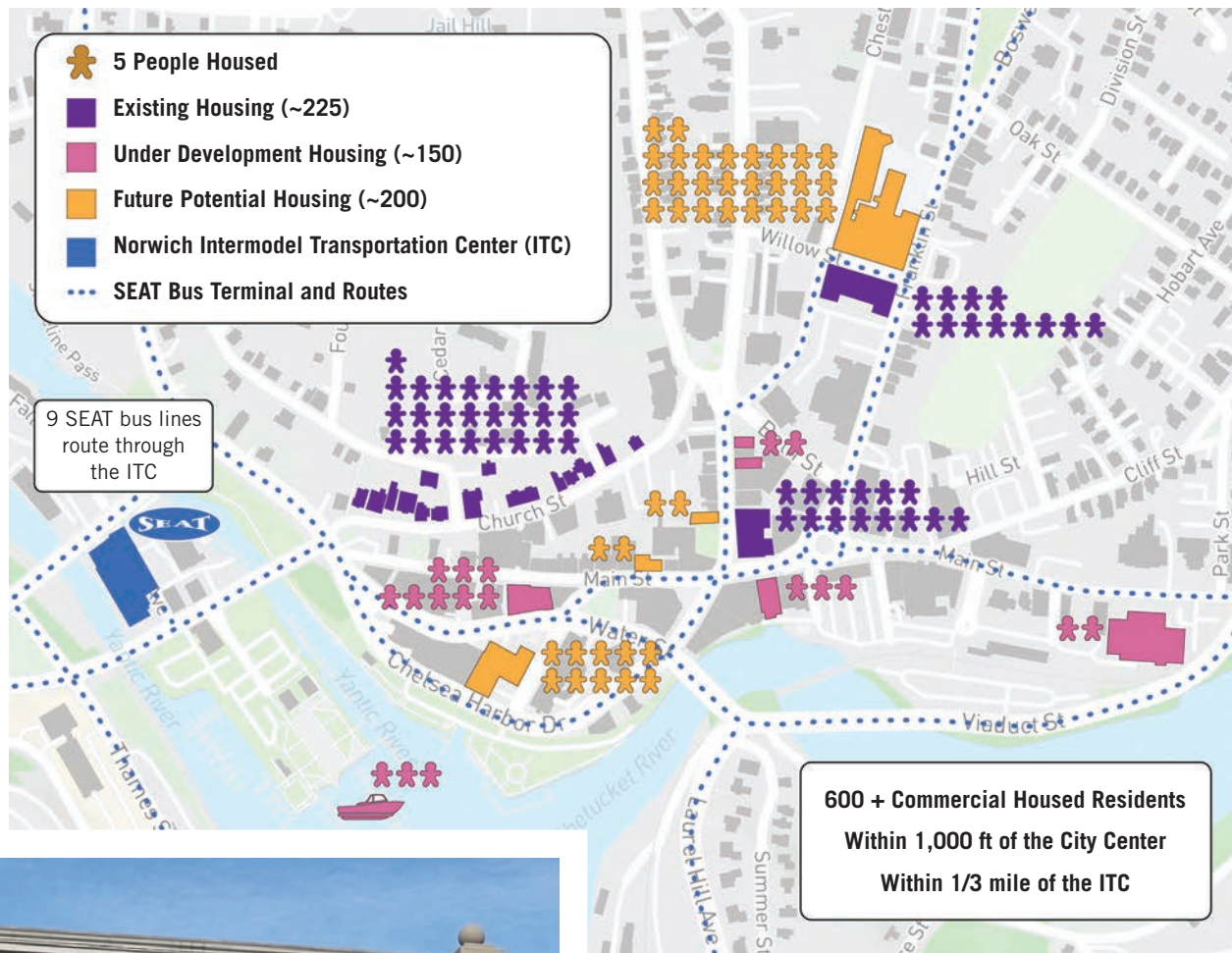
For many years a portfolio of three Lower Broadway properties at 51-53 Broadway ("The Mediterranean"), 59-61 Broadway ("The Vault") and 24-26 Broadway ("The Fairhaven") have



represented a lack of forward progress. Always “under construction” with blighted and vacant first-floor retail spaces. The prior developer made progress but ultimately could not see the project to completion. That all changed in the Fall of 2023 when TT Investments acquired the properties. Not newcomers to the City, TT Investments has been investing in Norwich for the past six years and owns more than a dozen apartment buildings in the city, with a total of 117 apartments. After the Lower Broadway purchase the team did not waste any time getting



to work and within a few months they activated the residential apartments and first floor retail space at 51-53 Broadway and have aggressively moved forward developing 59-61 Broadway. Looking forward to the 2025, TT Investments has been working with NCDC to help plan renovations of the vacant Fairhaven building, having completed 30% design documents, and they have recently purchased 138-146 Main street. This represents another sustained effort to bring “feet on the street” in our downtown and life back to these long vacant buildings.



Transit Oriented District (TOD)

The development projects outlined here, when combined with existing residential units and other residential development at Crossings at 345 (former YMCA), demonstrate that downtown living is reaching critical mass. With the addition of 90 new units heading into 2025 and the potential for over 100 more units in the outyears of our Community Investment Fund strategy, a vibrant downtown is just around the corner. Overall investment in the ongoing residential development that is opening in 2024 and 2025 exceeds \$20,000,000. This sends an important

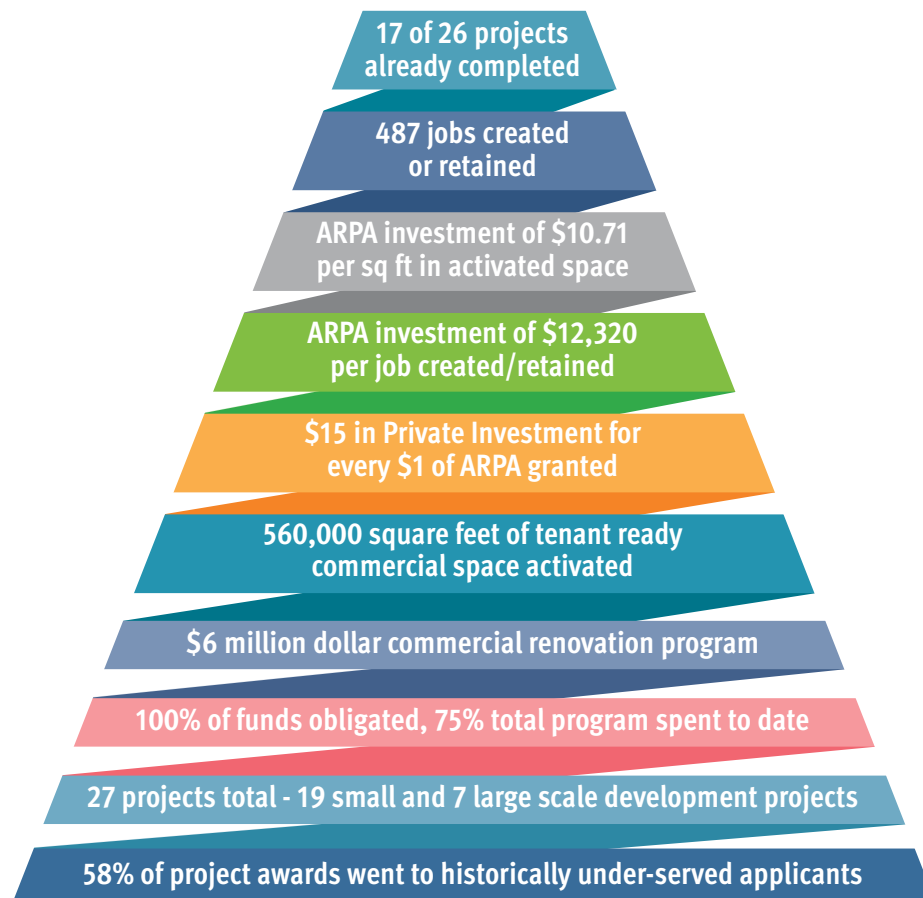
investment signal to maintain momentum and growth of a Downtown Norwich Transit Oriented District served by the Intermodal Transportation Center (ITC) that sits less than a half-mile from the downtown center and networks 9 Southeastern Area Transit (SEAT) bus lines.

3. WORK

American Rescue Plan - Norwich Revitalization Program

The Norwich Revitalization Program has entered into its third year of operation and is now fully subscribed with the successful award of nineteen construction projects ranging in size from \$12,000 to \$300,000 in funding to assist with code correction and vanilla box renovations throughout the city. These awards are also complimented by seven larger special projects funded by the American Rescue Plan Act to provide support for commercial development with awards up to one million dollars as well as twenty-one pre-application design projects that allowed business owners to do planning work for future improvements.

Norwich Revitalization Program Facts and Figures



After wrapping up the final awards in August of 2024 the program has shifted gears and is now focused on assisting applicants with the execution and payout of their grant awards. Program staff are assisting participants daily with the tasks needed to make their projects successful including:

- Working with Design Professionals
- Locating Contractors
- Awarding Construction Contracts
- Filling out and Completing Payment Requests
- Permitting Processes
- Comparing Quotes for Work
- Verifying Work Completed



To date over \$4,000,000 in construction payment requests have been successfully executed with another \$96,000 in pre-application design requests being paid out. The payment request process has been complex and comprehensive to meet City and Federal requirements and has truly been a team effort between applicants, program staff and City officials to successfully execute.

With 17 of the 26 projects, only recently completed, the total measurable economic impact of the program is difficult to quantify but so far applicants are reporting the retention or creation of over 250 jobs, with 250 more in 2026, and over \$80,000,000 of private investment in improvements to commercial properties in the City of Norwich with a private to public investment ratio of 15 to 1.



These metrics will continue to be tracked over the next year as the program continues to execute awarded projects. We are on path to achieve the federal mandate to pay out all ARPA funding by December 31, 2026.

Business Park North - Occum Industrial Center

In 2024, Occum Industrial Center (OIC) emerged from a conceptual project to a fully zoned, permitted and marketed site with a bright future. The subdivision plan was approved by the Commission on the City Plan on January 23rd, leading immediately to a signed Non-Disclosure Agreement (NDA) with an interested major anchor tenant. That NDA evolved into and through a Letter of Intent in August to a Purchase and Sales Agreement in December, when we began weekly coordination meetings to facilitate the site plan preparation and a tenant due diligence period. This site plan refinement and diligence period will end in 2025 and could result in the first significant development at OIC becoming a reality before 2025 is over.

In February a Federal RAISE grant application was submitted to fund improvements to the Exit 18 infrastructure. Our application scored a “Highly Recommended” rating in 5 of 8 Merit Criteria. Applications were to score 6 of 8 for funding consideration, therefore we are currently preparing an improved application for 2025.

In August the Assistance Agreement was signed with the State of Connecticut allowing us to begin drawing on the \$11.3 million Community Investment Fund grant we were awarded in 2023. These funds will begin to be drawn to support construction activity before the end of 2025.

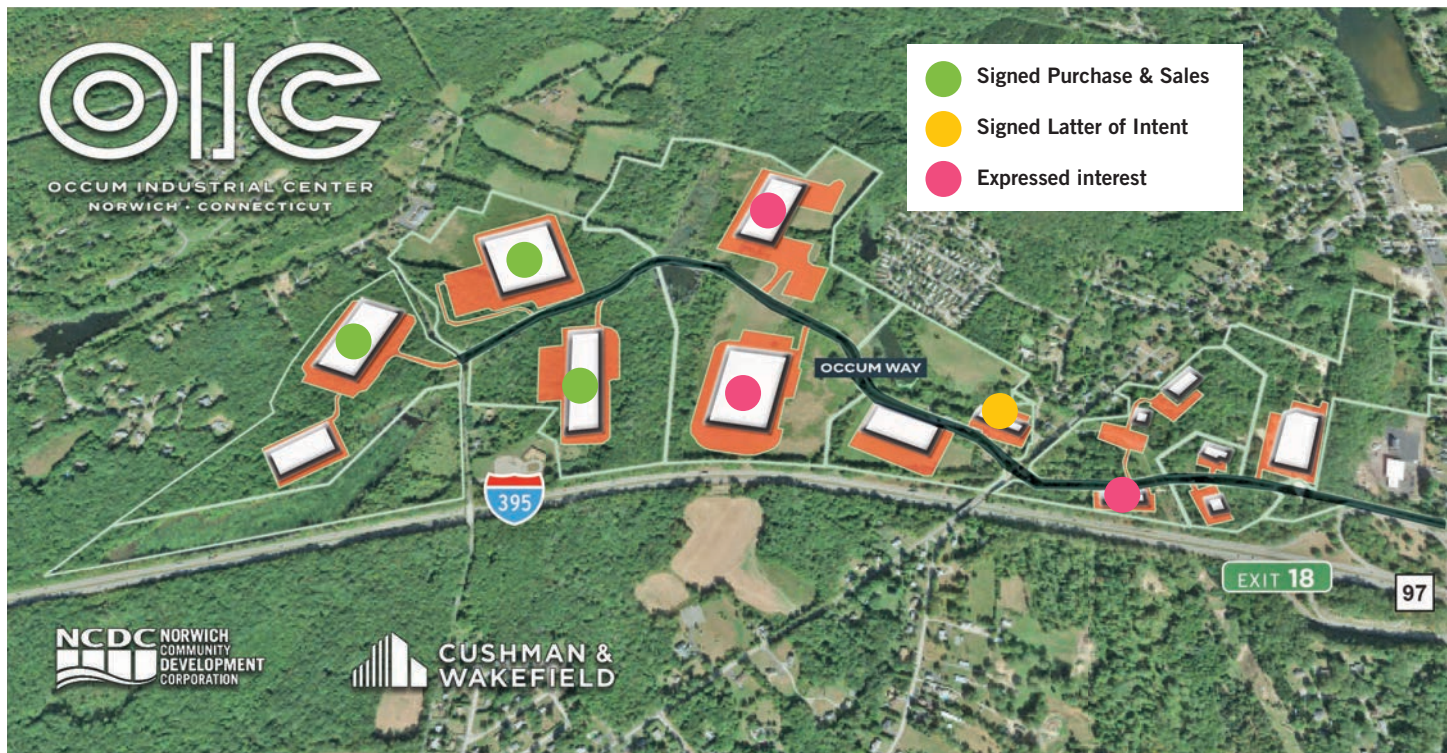
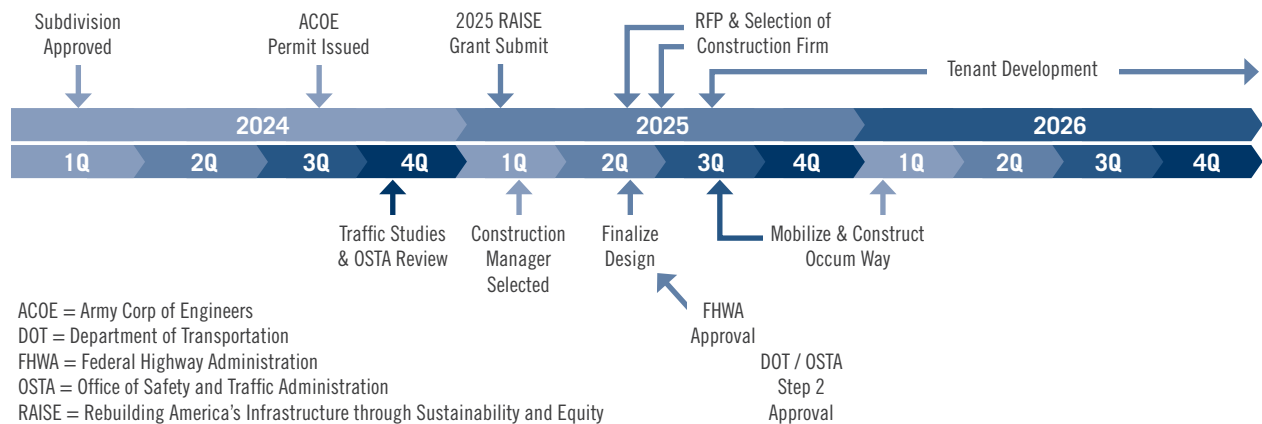
In September we were approved for a \$5,000,000 line of credit from Chelsea Groton Bank. This Line of Credit gives us the liquidity to fund ongoing design and permitting activity and future construction 2025 activity, with all of it being reimbursed by the CIF grant and the \$500,000 Urban Act Grant (fully executed as of November).

September also produced progress on the administrative steps for permitting the construction of Occum Way and the associated utility infrastructure. This included a meeting with and review by the State Office of Safety and Traffic Administration (OSTA) and execution of supporting Traffic studies. These steps prepared us for the posting of a Request for Proposals for a Construction Manager and final preparation for our OSTA Step 2 submission, both of which set the table for issuance of an RFP for an Occum Way construction firm in the spring of 2025, leading to construction starting and finishing by the end of 2025.

In addition to the exciting anchor tenant progress described above, NCDC, Cushman & Wakefield and AdvanceCT actively marketed the property throughout 2024, harvesting a Letter of Intent from a second potential tenant, and engaging with six other potential users. We continue to follow a two-tier strategy of pursuing (1) statewide and regional new construction prospects over 100,000 square feet and (2) local New London and Windham County new construction prospects of any size. We use coordinated and sustained email, direct calls and personal visits whenever possible.

In summary, 2024 has produced significant progress and 2025 will be a game changing year for Occum Industrial Center with movement of earth and firm commitments to the sale and development of the property.

Occum Industrial Center Planning and Execution Timeline

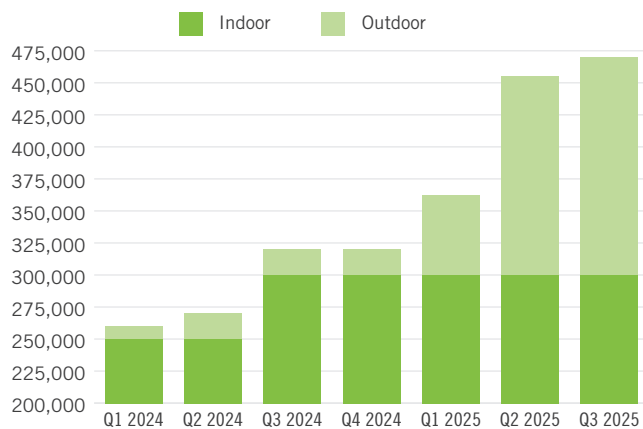


Cannabis

Our Cannabis goal for 2024 was to “Create a Cannabis Industry eco-system in Norwich”, and we have done just that with 6 confirmed businesses and two pending.

Cannabis operations were slowed state-wide in 2024 given a difficult regulatory and real estate environment. Overall, the state-wide market has been considered a \$1 billion dollar market, with only \$300 million being tapped to date. As a result of this slow start the legislature has adjusted to allow for more outdoor grow, which should result in more supply in the market (see the Projected Cannabis Cultivation Space chart) as well as more cultivators looking for agricultural and outdoor grow locations in the Norwich area.

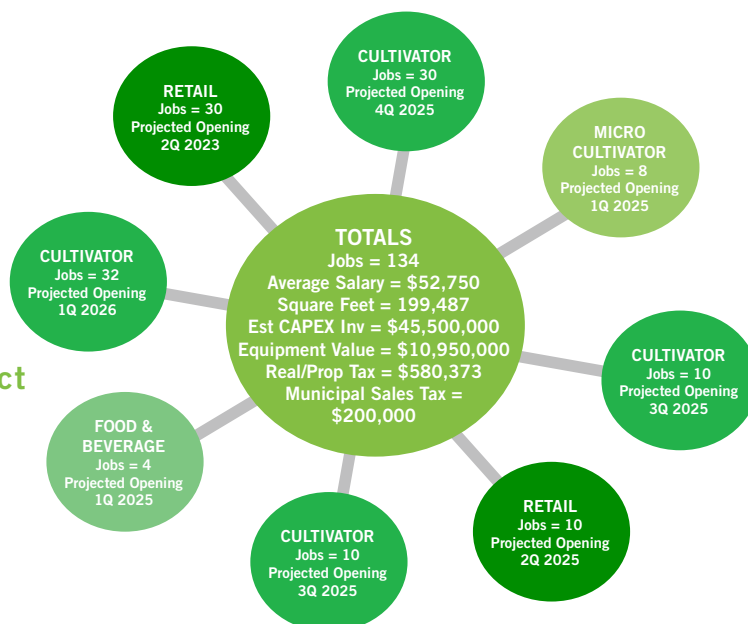
Projected Statewide Cannabis Cultivation Space



This graph represents the 13 Section 149 Social Equity Cultivators with provisional or final Licenses and the two microcultivators.

Still, Norwich has succeeded. This is, in large part, due to the open and cooperative atmosphere we have provided for the growth of a responsible cannabis ecosystem here in our City. See the Cannabis Economic Impact Figure, which demonstrates the significant expected overall economic impact of the industry for our City, including over 134 jobs, nearly 200,000 square feet of activated manufacturing and retail space, and nearly \$750,000 in anticipated annual tax revenue to the City.

Cannabis Economic Impact



The year of 2024 saw the approval of 3 more operators (2 cultivators and 1 Food & Beverage Manufacturer), and the arrival of another 2 (1 cultivator and 1 retail) still awaiting final approval in 2025 that will help achieve these estimated economic impacts.

- Zen Leaf
- CT Cannabis Co
- Debbie's Dispensary
- Nautilus Botanicals
- CT Plan Based Compassionate Care
- Quinnipiac Valley Grow Partners
- Divine 1 (pending approval)
- Let's Grow (pending approval)

In the first year of retail operations, the City has secured a steady average of between \$11,000 and \$12,000 per month in Sales Tax revenues. These funds can be used for the following efforts as dictated by public law:

1. Streetscape improvements and other neighborhood developments in communities where cannabis / hybrid retailers or micro-cultivators are located
2. Education programs or youth employment & training programs in town
3. Services for town residents who were released from custody, probation, or parole
4. Mental health or addiction services
5. Youth service bureaus & municipal juvenile review boards
6. Community civic engagement efforts.

In addition to the required sales tax, the industry has found other avenues to demonstrate their commitment to social equity issues, with donations to St. Vincent DePaul Place, Global City Norwich, the Connecticut Pardon Team, and the NAACP Million Jobs Campaign.

The addition of a second retailer in Norwich is anticipated in 2025, as soon as 2Q2025, which could increase annual municipal sales tax revenues to over \$200,000 per year. If we can continue to successfully champion for the business currently in our pipeline, the Cannabis ecosystem will result in the equivalent or greater economic impact of adding a light manufacturing business that supports submarine development, or a large-scale shopping center. This legalized industry is achieving the intended affect of Public Law 21 here in Norwich – support to the Disproportionately Impacted Areas of Connecticut.

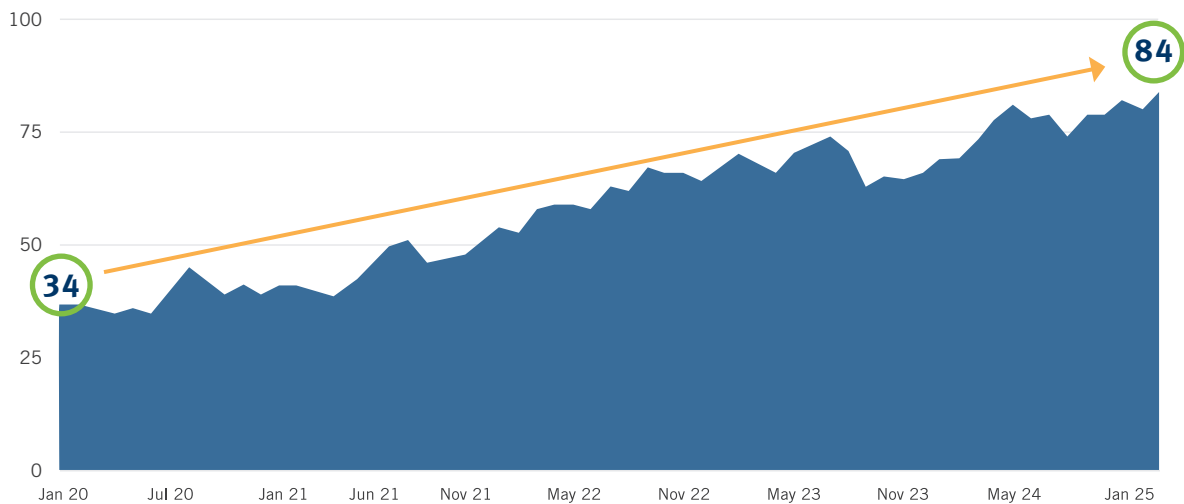


Foundry 66

Foundry 66 continues to support and sustain small businesses in Norwich. 2024 saw total membership increase by 15 new members. We helped our local businesses gain access to critical funding through the seCTer Rise grant program resulting in over \$120,000 to our applicants. Foundry 66 completed 124 business support meetings to connect new and existing businesses to the resources they need to grow and thrive in Norwich. We completed various upgrades to our physical space which resulted in the highest occupancy rate we have seen in Foundry’s history. We continue to refine our programming, education, and resource office offerings.



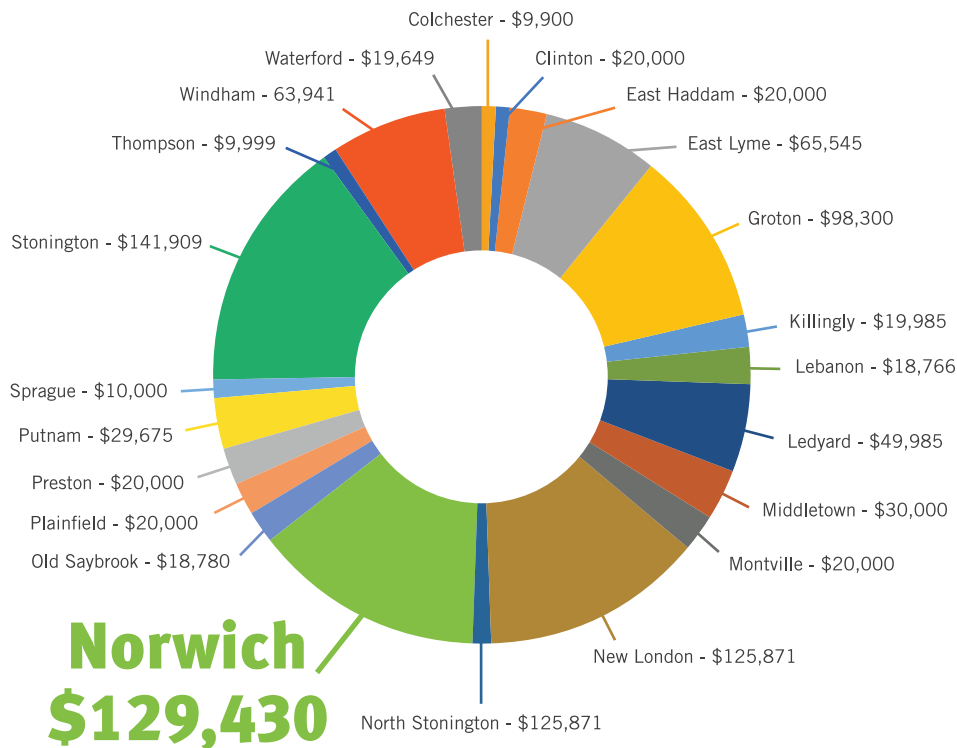
Membership Growth Since COVID



seCTer RISE Awardees

- Comfort Catering
- Ice and Fire Cuisine
- McKenna Flowers
- Short Rib Café
- Whisk Together Catering
- Epicure Brewing
- Craftsman Cliff Roaster
- Orchid Maids
- SVG On Demand

seCTer RISE Grant Awards - by town as of 9/11/2024



LOOKING AHEAD: 2025 is shaping up to be an outstanding year at Foundry 66. With new partnerships underway with Global City Norwich and Eastern Savings Bank, Foundry 66 will co-host the third installment of Working Lab, a retail incubator & education program and fully develop Foundry on Ferry, a second location to expand our footprint in downtown. Together, Foundry 66 and NCDC are forging the future of business in Norwich.

4. PLAY



Global City Norwich

In 2024, Global City Norwich (GCN) made significant strides in fostering community engagement and cultural exchange. We hosted a total of 10 Flag Raisings and 8 Cultural Events, including 3 festivals. These events played a key role in amplifying diverse voices and fostering a sense of inclusion across the region.

Notably, GCN organized two flag raisings for new communities in Norwich: Guatemala and Jamaica. These events marked a milestone in expanding the organization's support for international communities that had not previously been recognized in such a public and celebratory manner. By celebrating the flags of Guatemala and Jamaica, GCN not only elevated the cultural visibility of these communities but also played a crucial role in supporting the

newly opened Jamaican business in the area, thus contributing to the local economy and fostering a more inclusive atmosphere.

Through these flag raisings and other cultural activities, GCN reached over 7,000 community members, directly engaging with individuals from various cultural backgrounds and strengthening Norwich's reputation as a global city. These events, which included performances, cultural showcases, and festival celebrations, helped highlight the region's rich diversity and made a lasting impact on residents and visitors alike.



Community Sponsorships

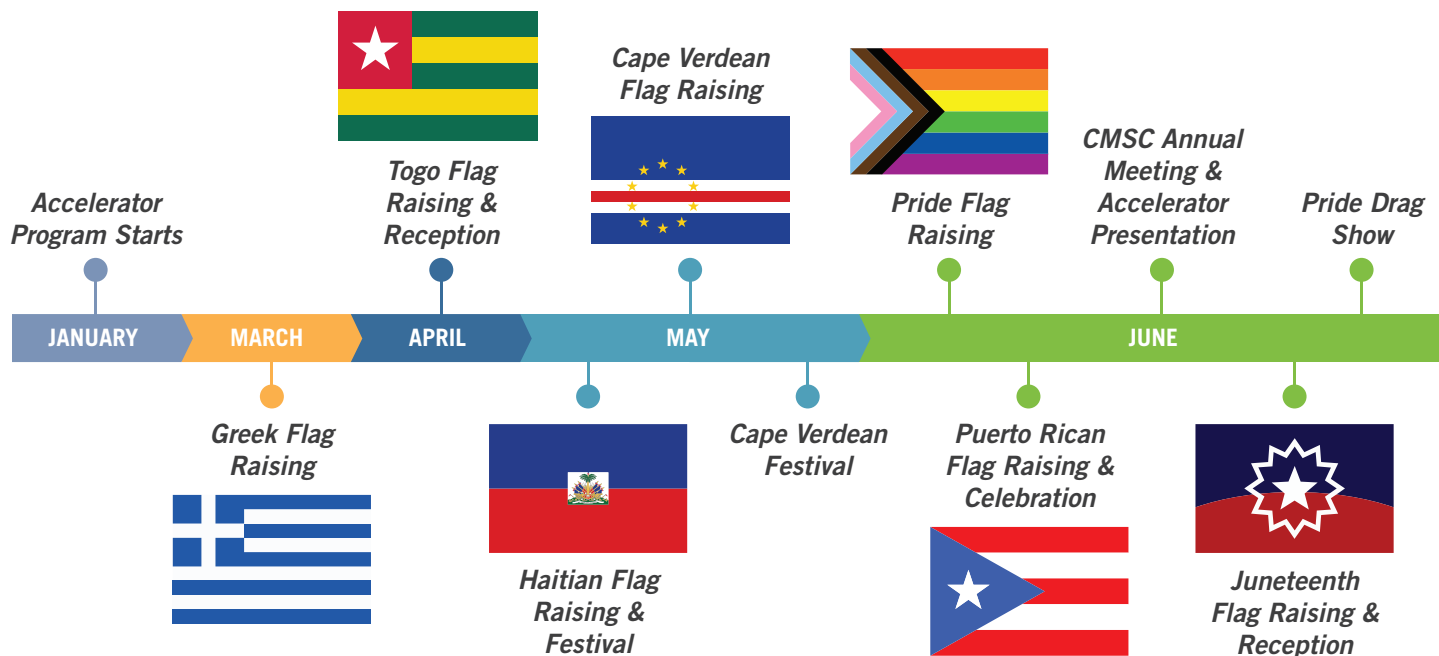
In addition to hosting cultural events, GCN further enriched Norwich's community landscape by sponsoring 8 local events. These sponsorships supported local initiatives that aligned with GCN's mission of promoting diversity and inclusion. Whether through arts, education, or community-building activities, these events contributed to the vibrancy and cultural fabric of Norwich.

CT Main Street Program: Accelerator Course

In 2024, GCN took a proactive step in addressing urban development challenges by participating in the CT Main Street Program's Accelerator Course. This intensive, 6-month program brought together members of the Norwich Community Development Corporation (NCDC), city departments, and local residents to create actionable plans for improving downtown Norwich.



Global City Norwich Events Timeline





The Accelerator focused on enhancing the community's impact on the city, specifically addressing public perceptions of safety in the downtown area.

As a direct result of the course, GCN initiated a crosswalk mural project across from the Otis Library. This area, known for its dangerously long crosswalk, had become a significant concern, especially for families, teens, and elderly residents crossing to access the library. GCN partnered with VN Engineers to design the crosswalk mural as part of the ongoing Downtown Mobility Study. The mural, which not only beautifies the space but also enhances safety, serves as a visual cue to drivers and pedestrians alike to slow down and be more cautious.

In addition to the mural, NCDC Community Development Specialist, Lucas Kaiser, took the initiative to paint a designated “no parking” area in front of the library. This zone had been the site of frequent illegal parking, which obstructed access and created a potential hazard for those entering and exiting the parking lot. By addressing this issue, GCN enhanced pedestrian safety and further improved the area's accessibility.





In April 2023, Lottie B. Scott was celebrated at the prestigious Otis Library Evening with an Author event. To honor her remarkable legacy, Global City Norwich commissioned Norwich native artist Sarah Falman-Flores to create a custom art piece dedicated to Lottie. This heartfelt tribute was presented to her during the event and now holds a place of distinction in the Lottie B. Scott Cultural Corner at Otis Library, where it continues to inspire and honor her contributions.

Greenville Neighborhood Committee

GCN also played an instrumental role in supporting the Greenville Neighborhood Committee (GNC), a grassroots organization dedicated to enhancing the quality of life in the Greenville neighborhood. As the project manager for Greenville Neighborhood Committee, GCN provided guidance, logistical support, and resources throughout the year. The Committee successfully hosted five events, including a highly anticipated neighborhood block party, which drew over 400 residents. This event, in particular, fostered a sense of community pride and unity, with local families and individuals coming together to celebrate their shared heritage and neighborhood. Other events included a rug tufting workshop that offered participants access to a unique and otherwise inaccessible craft, a flower arranging class that not only nurtured creativity but also fostered meaningful connections through heartfelt conversations while serving the elderly, and a series of Haitian Heritage Month celebrations that immersed the community in the rich history, art, and culture of the Haitian community through engaging events and live demonstrations.



The continued success of the Greenville Neighborhood Committee highlights GCN's commitment to grassroots organizing and neighborhood-level collaboration. The events not only strengthened bonds among local residents but also provided a platform for raising awareness about the needs and opportunities in the neighborhood.

In 2024, Global City Norwich demonstrated its dedication to creating a more connected, inclusive, and safe community through a variety of impactful initiatives. From flag raisings and cultural events to strategic safety improvements in downtown Norwich and support for local neighborhood groups, GCN's activities helped to further establish Norwich as a truly global city. Looking ahead, GCN remains committed to its mission of fostering cross-cultural understanding, improving urban spaces, and empowering local communities to thrive.

Uncas Leap

In 2010 NCDC and former President Jason Vincent led a core group of enthusiastic supporters to create what would become the Uncas Leap Steering Committee. That began a journey of 14 years that led to the dedication of the Uncas Leap Heritage Park on the first day of November in 2024. With the support of state legislators and agencies, municipal leadership and staff, the Mohegan Tribe, the Norwich Historical Society, and numerous consultants, the dream and the challenging work that followed became a reality. Over the course of a decade nearly \$800,000 in funding support for planning and feasibility studies was provided by the Connecticut Department of Economic and Community Development (DECD), the Connecticut Trust for Historic Preservation, and city-managed federally funded Community Development Block Grants.



In 2021 and 2022, the leadership and decision-making of the City Manager and City Council, informed by the Public Works team, directed \$2,800,000 in federal American Rescue Plan Act (ARPA) funding to the project in support of the Municipal Master Parks Plan. In 2024 the diverse and passionate

group of stakeholders and members of the community gathered and celebrated the final transformation of this fantastic, picturesque, historical, and meaningful piece of property into The Uncas Leap Heritage Park.

It links our past, our present and our future in an unbelievably beautiful, tangible way, making arts and culture, and history and traditions, more accessible and more fully understood by visitors. The centuries-old history of the Mohegan Tribe and the modern history of the evolution of the City of Norwich as a mill and manufacturing town are both respectfully on display in the

same 1.5 acre parcel. The site provides everything from traditional educational opportunities to self-guided learning, as well as a place for recreation, contemplation, and meditation. Future Community Investment Fund 2030 funding will enhance and improve the Heritage Trail creating an even more inviting link between Uncas Leap and our emerging downtown waterfront improvements. Kayakers, cyclists, and pedestrians can make their way between the two sites and enjoy the activity of the downtown and the peaceful space of Uncas Leap all within a 1-mile stretch of the Heritage Trail and Yantic River.



5. RECOVER & GROW

RECOVER: Post-Pandemic

The past 3 years of work at NCDC has successfully supported an economic rebound from the pandemic. The needs of small and large businesses varied in the post-COVID period. While some service industries were crushed and needed to rebuild, others actually saw growth in their sales (outdoor activities, outdoor dining). The purposeful application of the American Rescue Plan Act through the Norwich Revitalization Program has had a direct impact on a central measure of town economic health, the Connecticut Town Economic Index (CTEI). It is released by the Connecticut Department of Labor (CT DOL) in early September each year and captures data for prior Calendar Year.

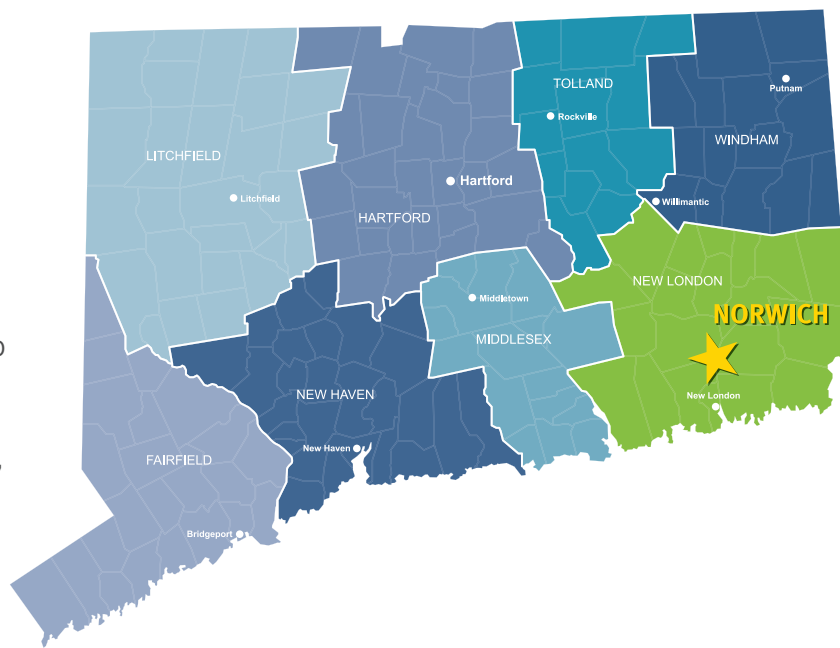
As an aggregate indicator, the CTEI indexes 4 different economic indicators:

- Open “units” (business doors)
- Average annual wages
- Unemployment rate
- Total employment

The index aggregates the growth or decline of those 4 major indicators, then combines them into one overall index for uniform comparisons.

The 2023 measure (aggregating 2022 data, and indexed from a 2010 start point) showed that Norwich and New London had the fastest year over year growth for cities between 25,000 and 100,000, and that Norwich actually **led the entire state for municipalities with populations over 4,000** in CTEI growth when you aggregated the 2 years post-pandemic period.

In 2024 that trend continued. The 2023 data was “re-indexed” on 2019 to show a pre-COVID baseline in order to capture that important recovery trend. Once again, this generalized economic indicator continues to show that Norwich is leading the way on “coming back”. It is important to note that our City was one of the hardest hit from the pandemic, leaving plenty of room to recover, but the success story is that ***we have recovered!***



We are now “above water”, not just surviving, and are on the verge of thriving and leaving the economic impact of the pandemic behind for good. Our CTEI is higher than it has been in the 20 year data history provided by the Connecticut Department of Labor, making it clear that we are still on the way up!.

Connecticut Town Economic Index

25 Largest CT Cities		CT Town Economic Index (indexed from 2019=100)						Year Over Year Change in CTEI				Aggregate Change Post COVID
TOWN/CITY	POP	2018	2019	2020	2021	2022	2023	2020	2021	2022	2023	2020- 2023
NORWICH	40,054	97	100	81	86	96	99	-19%	6%	12%	3%	21.72%
MANCHESTER	59,510	97	100	85	90	100	104	-15%	6%	10%	4%	21.55%
FAIRFIELD	62,072	98	100	88	95	104	106	-12%	9%	9%	2%	20.76%
BRIDGEPORT	148,470	98	100	86	90	102	104	-14%	4%	13%	3%	20.71%
NEW HAVEN	135,736	96	100	89	92	103	107	-11%	4%	12%	4%	20.55%
HARTFORD	121,057	99	100	88	90	102	106	-12%	3%	13%	3%	20.53%
STATEWIDE	3,611,317	98	100	87	91	101	104	-13%	6%	10%	3%	20.50%
WEST HARTFORD	64,088	97	100	87	92	100	104	-13%	6%	9%	5%	19.70%
NEW BRITAIN	74,212	99	100	87	90	100	104	-13%	3%	12%	4%	19.31%
EAST HARTFORD	50,942	95	100	85	87	98	102	-15%	2%	12%	4%	19.30%
WEST HAVEN	55,336	98	100	87	93	100	104	-13%	6%	8%	4%	19.17%
GREENWICH	63,498	100	100	88	95	102	105	-12%	8%	8%	2%	19.06%
HAMDEN	61,069	97	100	86	91	99	102	-14%	5%	9%	3%	18.72%
MILFORD	52,283	98	100	86	90	101	102	-14%	5%	11%	1%	18.23%
STAMFORD	135,413	97	100	85	91	98	101	-15%	7%	8%	3%	18.20%
ENFIELD	41,346	98	100	87	91	98	102	-13%	5%	7%	5%	17.68%
STRATFORD	5,2436	99	100	87	92	100	102	-13%	6%	9%	2%	17.33%
DANBURY	86,456	98	100	86	90	97	100	-14%	5%	7%	3%	16.77%
MIDDLETOWN	48,152	97	100	87	89	97	102	-13%	3%	9%	4%	16.60%
NORWALK	91,050	97	100	82	88	96	96	-18%	7%	9%	0%	16.36%
MERIDEN	60,556	98	100	88	90	99	102	-12%	3%	10%	3%	16.31%
BRISTOL	61,052	98	100	86	88	97	99	-14%	3%	10%	2%	15.74%
SHELTON	41,206	96	100	88	92	99	102	-12%	4%	8%	3%	15.50%
WATERBURY	114,480	98	100	87	90	99	101	-13%	3%	11%	1%	15.28%
SOUTHINGTON	43,569	96	100	90	94	101	104	-10%	5%	7%	2%	15.27%
WALLINGFORD	44,251	98	100	86	88	94	98	-14%	3%	7%	4%	14.46%

Notes

- Smallest of the Top 25 largest cities in Connecticut
- 2023 CTEI Is highest for Norwich in almost 20 years (Data from 2005 to present data, indexed to 2014)
- Most impacted CTEI among Cities > 20,000 Population, 3rd most regardless of population (Ledyard 24%, Montville 20%)
- Greatest Aggregate rebound from COVID among Cities > 20,000 Population

Data: Connecticut Economic Digest, September 2024, produced by the Connecticut Department of Labor

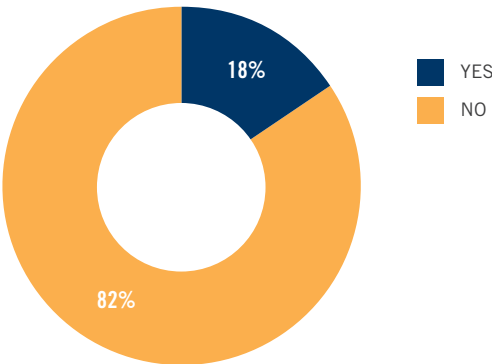
RECOVER: Yantic Business Recovery Micro-Grants

In the midst of aiding businesses in the recovery from the pandemic, a few dozen Norwich businesses were met with the challenge of a historic rise in the Yantic River and flooding after a period of significant rain. Acknowledging the need for quick response, NCDC partnered with our teammates at the Connecticut Department of Economic and Community Development (DECD) and the Southeastern Connecticut Enterprise Region (seCTer) to rapidly develop and execute a Business Recovery Micro-grant process from scratch in 3 weeks time.

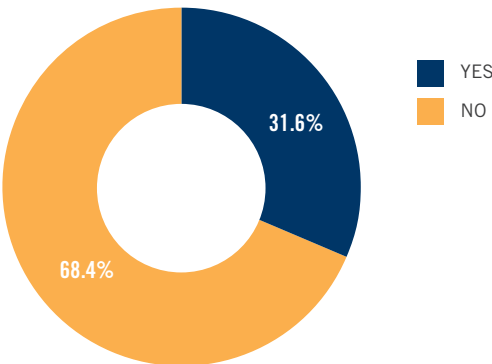
The importance of this rapid response can not be underestimated. Federal responses require massive data calls and lengthy decision-making processes. Additionally, as shown below, very few business can or do secure flood or business interruption insurance.

Do you have business interruption insurance?

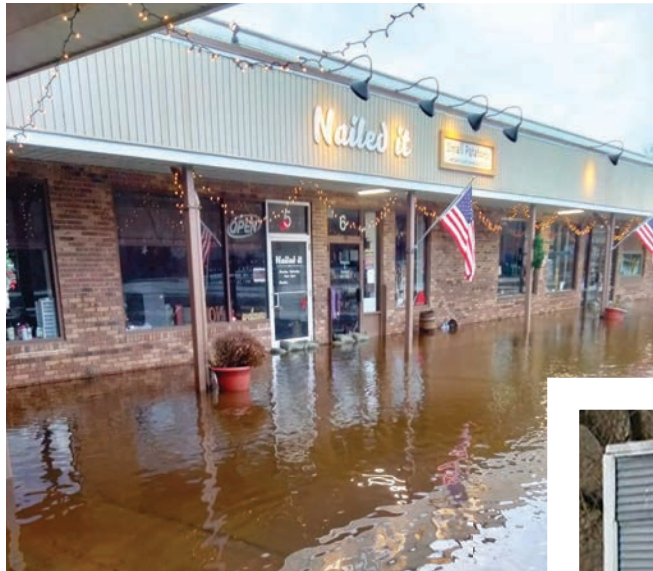
20 responses



Have you filed a claim with your insurance?



While this \$5,000 program was not designed to meet the full recovery needs of local businesses, it “filled the gap” and provided near-immediate funding until insurance claims, FEMA support, or other larger governmental efforts could be brought to bear. As a result, all of these businesses were able to quickly return to operation with funding to support cleanup or seed further more complex work. Subsequent to this grant effort, all of these businesses remain in operation and a few have actually expanded.



Business Recovery Micro-Grants

Comfort Inn

Small Potatoes

UCFS

Dixie Donuts

G's Country Barn

Hale Mill

Mohegan Four Winds

Coleman Pediatric

Nailed It Nail Salon

Brick & Basil

Dexter's Smoothie

Sweet Momma's

Dave's Mattress

Details Hair

Riddy's Tire

Path to Self

Busy Bee Hive

Cove Plaza

Paragon Salon

Domino's

Yantic Auto Center

GROW: Community Investment Fund 2030 and Brownfield Grant Awards

Turning our attention to the future, NCDC and the City of Norwich have worked cooperatively and strategically to leverage state funding available through the Community Investment Fund 2030 (CIF 2030) and Office of Brownfield Remediation (OBRD). In the last 3 years, the City has been awarded nearly \$35,000,000 in grant money, with a view toward transformational change to our downtown, our waterfront, and our long term economic health.

In 2024 the Norwich Community Development Corporation continued to work with City officials and stakeholders to pursue funding through the Community Investment Fund 2030 program offered through the Department of Economic and Community Development. These efforts resulted in three new CIF2030 grant awards totaling \$14,350,000 to support the demolition of the blighted Capehart Mill in Greenville as well as development activities along the Norwich waterfront. When combined with funding from previous years the City of Norwich and NCDC have been awarded a total of \$26,291,193 in the first five rounds of the CIF2030 program.

Community Investment Fund 2030 Grant Application Summary

CIF Round	Apply	Award	Project Name	Status/Priority	Amount
1	May 2022	Dec 2022	Reid & Hughes Lower Broadway Project	Awarded Not Awarded	\$ 550,000.00 \$ —
2	Jan 2023	Apr 2023	DIC (BPN) Arterial Road (Part 1) Capehart	Awarded Not Awarded	\$ 11,371,000 \$ —
3	June 2023	Sept 2023	Waterfront	Not Awarded	\$ —
4	Dec 2023	Mar 2024	Waterfront Norwich State Hospital Property (Planning Grant)	Partial Award (\$2m) Not Awarded	\$ 2,000,000 \$ —
5	Jun 2024	Sept 2024	Waterfront Capehart Norwich State Hospital Property (Planning Grant)	Partial Award (\$4.55m) Partial Award (\$7.5m) Not Awarded	\$ 4,550,000 \$ 7,800,000 \$ —
6 Current Round	Dec 2024	Marc 2025	Fontaine Field Norwich State Hospital Property (Planning Grant)	1 2	Awaiting Results in March 2025
Total CIF Awards To Date					\$ 26,271,000
Total OBRD Awards to Date					\$ 8,000,000
Total Project Grant Awards to Date					\$ 34,271,000



In addition to capturing new funding NCDC has also begun the hard work of implementing these hard-earned grant dollars. Progress on the Round 1 Reid and Hughes Project has been steady throughout the year resulting in two payouts totaling \$294,867. This momentum is expected to continue into 2025 with a final CIF2030 payment request early in the year and project completion expected over the summer.

The Round 2 award for the Occum Industrial Center arterial roadway build out is also well underway. Planning work for the project has taken place throughout 2024 and the selection process for a construction management firm to build out the roadway is nearing completion. The project team continues to navigate their way through the permitting and approval process while simultaneously searching for new occupants for the future business park.

Norwich Waterfront Revitalization

Work on the Norwich Waterfront Improvement project has started to spin up following two CIF2030 awards totaling \$6,550,000. The first priority for implementation is the restoration of fuel service to the Marina at American Wharf which is currently under procurement with the hope of have the new fuel system in place early in the 2025 boating season. This work will be followed shortly by the demolition of the city owned Marina Towers that was selected for removal after engagement with the public and City officials. A request for proposals for design services to master plan the remainder of the improvements is also ongoing and expected to launch early in 2025 to start the planning process for the remainder of the waterfront improvements.

Norwich Waterfront Revitalization as of 01.14.2025

Waterfront Master Planning - CIF Round 4 & 5 Awards: Synchronize ~\$7,000,000 of project scope, including Master Park Plan and the Chelsea Mobility Study findings - RFP 25-48 posted, Master Plan - 3Q 2025 goal



1. CIF Round 5 Award - Marina Towers
assessment and demo, *NOTE: City acquisition July 1, 2024, RFP 25-56 Posting Pending, 3Q 2025 goal*

2. CPA/SHIPP Award – Yantic Overlook
installation for public access
(*Harbor Commission Project*)

3. CIF Round 4 Award - Fuel Tanks
for public & private boaters,
RFP 25-45 Posted, 2Q 2025 goal

4. CIF Round 5 Award - Heritage Walk
lighting, signage, paver rehab, connection to Marina & ITC

5. Ongoing Private + Public ARPA Partnership - Restaurant & Catering
Renovation & Expansion of restaurant and installation of new festival tent, *1Q 2025 goal*

6. CIF Round 4 Award – Public Recreational Space
Demo and rehab or rebuild old miniature golf course for new public use
- *OR* -
potential splash pad / small ice rink subject to public input, *RFP 25-48 Posted, Master Plan – 3Q 2025 goal*

7. Ongoing Private + Public (ARPA) Partnership, Ice Cream Shop
Renovation complete, open for business!

8. CIF Round 5 NOT FUNDED - Docks C & D Private + Public Partnership
assessment, selective demo, repair & replace

9. CIF Round 4 Award, Permanent Stage & Self-Cleaning Restroom
Replace temporary solutions, *RFP 25-48 Posted, Master Plan – 3Q 2025 goal*

10. CPA/SHIPP Award + CIF Round 4 Award, Public Boat Dock

Capehart



The Norwich Department of Planning and Neighborhood services with assistance from GZA Environmental have taken the lead on the \$11,800,000 demolition of the Capehart Mill. Initial planning for the procurement of demolition services has begun while financial assistance agreements with DECD are underway. This work is expected to continue throughout 2025 as the project team moves toward procuring demolition services and beginning work on the site.

CIF2030 Future Priorities

In 2024 the Norwich CIF2030 stakeholders' group has also been looking ahead to start planning future CIF2030 grant proposals. With the help of a \$500,000 Urban Act Grant from

State Senator Cathy Osten, the team has been working with Newman Architects to produce 30% design documents and a cost estimate for the build-out of Jubilee Park on Lower Broadway. Other potential future projects that have received some planning assistance through NCDC include rehabilitation of the Fairhaven Building next door to Jubilee Park and collaboration with Norwich Public Works and Casella Waste Systems to study solutions for managing trash and recycling collection downtown.

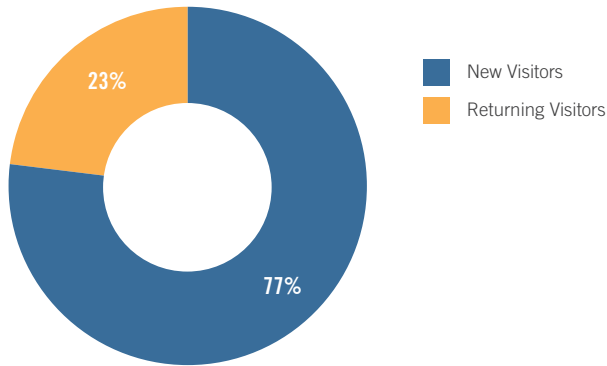


Much of the success NCDC has achieved in Community Investment Fund 2030 decision-making and grant awards can be attributed to our broader goal of demonstrating more effective lines of communication with the public. Though we acknowledge we have more work to do on this front, our use of an online community engagement platform, Envision Norwich 360, has been very helpful. In the first 3 rounds of CIF2030 we resorted to traditional focus group meetings and official City meetings to engage with the public. EnvisionNorwich360 has grown from 195 members in 2022, to 363 in 2023, to a peak of 520 in 2024. This has resulted in an increase in unique visits from 3,793 in 2023 to 5,355 in 2024 or a 40% increase.



Sustainable Development Goal	Percentage of Respondents
Community Development	56
Public Spaces and Buildings	50
Work, Economy, and Tourism	36
Culture, Sports, and Events	23
Social Inclusion	21
Sustainable Development	21
Safety	20
Education and Youth	20
Public Services	20
Mobility	19
Health and Welfare	15
Housing	13

Visitor Types



Much of this can be attributed to a project that generated significant public attention and interest – the future of the Marina Towers. Through a combination of time-tested traditional methods (banners) and emerging social engagement (QR-code and online platform) we successfully generated useful dialogue with important from the community regarding the future of the Marina Towers building. This facilitated municipal decision making

and supported CIF2030 funding decisions. As a result, the decades-long blighted structure is slated for demolition to start in 2025. Going forward for CIF2030 Rounds 7, 8, 9, and 10 (Calendar Years 2025 and 2026), we will continue to evolve our use of EnvisionNorwich360 and methods to integrate traditional methods (focus groups, surveys, banners) to insure that the priorities of the community are identified and integrated into our grant applications and project pursuits.

As we look around, take in a 360 Degrees view and Envision Norwich of the Future!

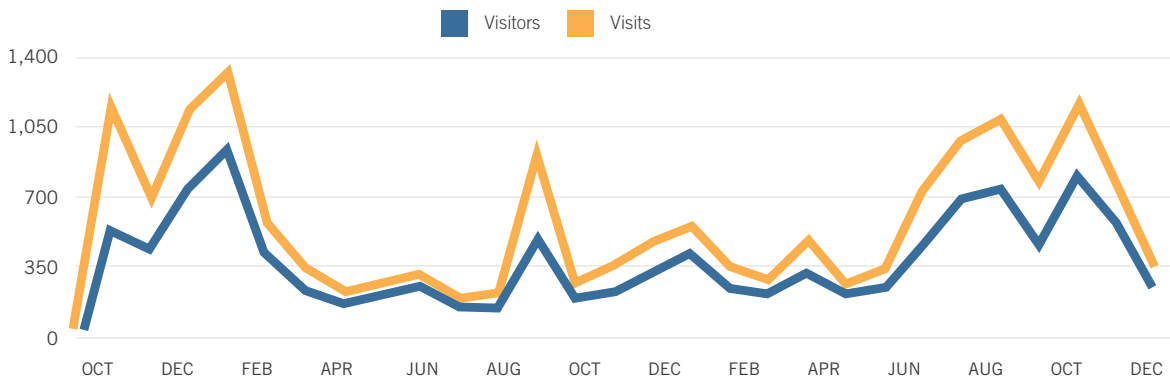
Visitation Since Inception - September 2022 to Present

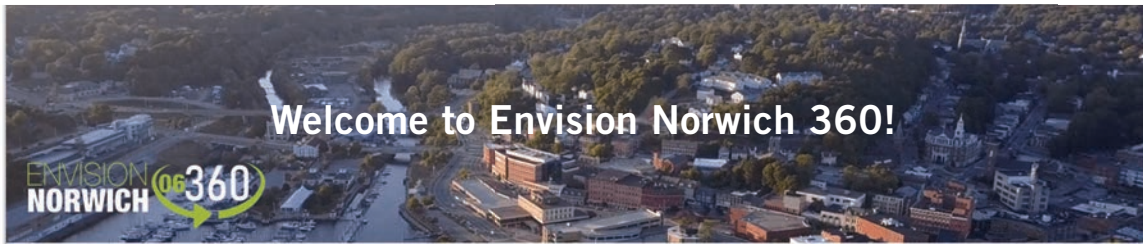
Visitors = 11,138
Last 30 days: 453

Visit duration = 00:05:16
Last 30 days: 00:04:40

Visits = 16,595
Last 30 days: 637

Page views per visit = 4.62
Last 30 days: 4.07





The City of Norwich wants to hear from you. Your voice is important. Share your thoughts, give your opinion, support ideas, suggest changes, and notify us of what you want to see happen in our community.

Sign up to view a project, learn about the details, and add your feedback.

We need your input to shape Norwich - now and in the future!

[Published \(13\)](#)
[Archived \(4\)](#)
[All \(17\)](#)

[Tag](#)
[Area](#)

[Learn more](#)

Reimagining the Waterfront

FINISHED

Occum Industrial Center

Learn about Occum Industrial Center and take out short survey.

Tactical Urbanism

Tactical Urbanism centers around community focused, sustainable, and impactful development to improve access, quality of life, and highlight valuable assets. Discover details about our first Tactical Urbanism project.

FINISHED

Community Investment Fund 2030

The Community Investment Fund is a multi-year funding initiative through the State of Connecticut using...

FINISHED

Norwich Prevention Council Community Survey

2025 Community Survey

[Submit your idea](#)

Envision Norwich! Submit An Idea

Leave a General Comment. This project page collects general comments, information, and the...

LOOKING AHEAD: Aspirational Development Possibilities

Norwich State Hospital Property

On the last day of 2024, NCDC took possession of the Norwich State Hospital property. This is a strategically important acquisition given its location, potential, and current obstacles to future development. The nearly 50-acre property sits on the Norwich-Preston town line and serves as one of the “gateways” to the City. The adjacency of this portion of the State Hospital to the Preston parcel highlights the importance of brownfield remediation of this neighboring property.



The Preston Riverwalk Development Authority, Town of Preston, Mohegan Tribe, and State of Connecticut have invested significant time, money, and planning efforts into the adjacent 300+ acre property, setting the stage for cleanup and marketing of the NCDC owned property. NCDC is uniquely positioned to access Federal and State cleanup monies to unlock this site for future commercial development, and is now holding it in the State-approved Municipal Brownfield Liability Relief Program. Watch for future 2025 efforts, and beyond, regarding this property.

The American Globe Theater - A Destination Theater

The American Globe Center (AGC) is a non-profit whose operations are guided by a mission to foster economic development, community, education, and cultural enrichment through a transformation of the arts. The State Department of Economic and Community Development introduced AGC to NCDC early in 2024, and together AGC, NCDC and The City of Norwich spent 2024 cultivating the possibility of this first of a kind theater being developed here in Norwich. Performances at Chestnut Street Playhouse in April and November provided an opportunity for the AGC team to “test the market” for performing arts audiences. We are proud to announce that we have coalesced around this unique possibility and will spend 2025 pursuing funding to make this a reality so ***Norwich can become home to the American Globe Theater!***



The American Globe Center (AGC) combines a re-creation of London’s Shakespeare1614 Globe theatre with a modern performing arts and education facility to create a one-of-a-kind cultural and tourism hub. The plan is to provide year-round rotating repertory productions using Shakespeare’s Staging Conditions and immersing the audience in the world of the play. The potential economic impact could be tremendous and drive local and regional economic growth through tourism and job creation. The cultural impact is equally important, providing accessible, high-quality arts education and professional training at reasonable cost.

Key Differentiators:

- World’s only timber-frame re-creation of Shakespeare’s Globe theatre built in 1614.
- Specialized style with a proven track record of commercial success.
- Hybrid non-profit model with for-profit efficiency, prioritizing financial sustainability as a well as work/life balance for performers and staff.
- Bankable leadership team with decades of success in arts, theatre management, and for-profit business.

Educational and Cultural initiatives include:

- School Partnerships: collaborations with local schools to integrate arts education into the curriculum, offering workshops, tours, and interactive performances.
- Scholarships and Grants: providing financial support to students and educators to participate in AGC's programs.
- Research and Development: supporting academic research on theatre history, performance techniques, and educational methodologies.
- Community Initiatives Cultural Festivals: hosting annual festivals that celebrate local culture and heritage, bringing together diverse communities.
- Public Art Projects: collaborating with artists to create public art installations that enhance the cultural landscape.

Strategic Location. AGC's strategic location in Connecticut leverages the rich cultural heritage of the area, making it a prime destination for both local residents and tourists.

Why Norwich? Comparing Norwich to the locations of other commercially successful destination theaters reveals a significant demographic advantage. Norwich already serves as a gaming, entertainment, and maritime tourist destination. By welcoming the AGC, Norwich has a clear opportunity to establish itself as a premier hub for cultural tourism, economic growth, and educational enrichment.

Destination Theater		Oregon Shakespeare Festival	Utah Shakespeare Festival	Stratford Festival	American Shakespeare Center	American Globe Center (projected)
Home City		Ashland OR	Cedar City UT	Stratford ON	Staunton VA	Norwich CT
Population		21,281	34,764	31,053	25,000	49,000
Number of Theaters		3	3	4	1	3
Number of Seats		2,068	Mar 2024	3,630	300	2,074
Annual Attendance		400,000	110,000	502,605	55,000	300,000
Within 4 Hour Radius	Cities 500,000+	0	1	2	5	3
	Total Population	2.3 Million	2.25 Million	20 Million	20 Million	49 Million
	High Schools	210	112	2,709	2,336	5,000+
	Colleges	25	11	159	264	513
Estimated Annual Economic Impact		\$120 Million*	\$42 Million**	\$278 Million***	\$29 Million****	\$131 Million

*Oregon Shakespeare Festival - <https://oregonbusiness.com/in-ashland-the-plays-still-the-thing>

**Utah Shakespeare Festival - <https://le.utah.gov/interim/2024/pdf/00000769.pdf>

***<https://www.stratfordbeaconherald.com/news/local-news/stratford-festivals-economic-impact-pegged-at-276-7m-in-2023>

****<https://americanshakespearecenter.com/2018/11/the-asc-welcomes-the-governors-summit-on-rural-prosperity-to-blackfriars-playhouse> AGC economic development is a projection of average impact per attendee (\$440.55) at other festivals times projected attendance.

6. BREAD Awards

RETENTION

Commitment - Loyalty - Dedication

Vocatura's Bakery
Vocatura's West Side
D'elias Grinder Shop
The Leader Store
Small Potatoes
Busy Bees Play Hive
Jerry's Appliances

DEVELOPMENT

Vision - Inclusivity - Community

TT Investments
CT Cannabis Company

ATTRACTION

Faith - Forward Looking - Opportunity

Decoraciones Charito
Khyber Kebab House
JDraza Ink

EXPANSION

Growth - Courage - Impact

Peace of Space
Brick & Basil
Paragon Salon
Mi Encanto



BOARD MEMBERS

Rebecca Alberts
Chairwoman
These Guys Brewing Co.

Chris Jewell
Vice Chairman
Collins & Jewell

John F. Mancini
Treasurer
Eastern CT Savings Bank

Robert Staley
Secretary
Norwich Public Utilities

Angelina Gardner
Owner
Uncle D's Blazin BBQ

Sheila Hayes
Councilwoman
City of Norwich

Rev. Benjamin Green
Pastor in Charge
Evans AME Zion Church

John G. Harris
Councillor
Mohegan Tribal Council

Chris LaRose
General Manager
Norwich Public Utilities

John Paul Mereen
Partner
Gerwick Mereen LLC

Peter Nystrom
Mayor
City of Norwich

John Salomone
City Manager
City of Norwich

Swarnjit Singh
Councilman
City of Norwich

Bryan Hayes
Senior Vice President
Gaming Operations
Foxwoods Resort Casino

Lynn Perry
Attorney
Lynn Perry Law LLC

STAFF

Kevin Brown
President & Executive Director

Mary Riley
Community Manager
Foundry 66

Lucas Kaiser
Community Development
Specialist

Katherine Turker
Bookkeeper

Bobbie Braboy
Program Director
Global City Norwich

Devin Schleidt
Consultant & Liaison

Scott Lessard
Leading Edge
NRP/CIF Program
Management

Mark Block
NCDC General Counsel

COLLABORATING PARTNERS

