

NCDC

ANNUAL REPORT 2025





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 at www.askncdc.com**



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Cover photo courtesy of The Marina at American Wharf.



1. PRESIDENT'S MESSAGE

From Kevin Brown, President of NCDC – A year of *momentum*!

From Change to Momentum. We reported to you last year that 2024 was a year filled with “change” – the successes and progress in 2025 signify a year full of “momentum”, the kind of momentum that has us on path to achieve City Council goals, State Community Investment Fund goals, and the goals of residents of the City of Norwich – we are creating small business opportunity, growing the grand list, eliminating aging infrastructure through restoration or elimination, and enhancing the quality of life to create a Norwich that every resident can be proud of.

Executing on Priorities. As the shepherd of economic development and growth in Norwich, NCDC collaborates at every turn with state and municipal government, Norwich Public Utilities, and business owners, large and small, to execute on our priorities. Coined in 2021, **the ABC's** represent the 3 key priorities that have driven focused NCDC activity for the past four years:

- **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.

In summary, we have executed magnificently on those priorities. 90% of ARPA funded development is complete and funded, OIC is fully approved at the local level with tenants in position that will bring transformational grand list growth, and the cannabis industry has generated significant municipal sales tax revenue that led to investments in the Greeneville Neighborhood to beautify and strengthen the sense of community now and well into 2026.

In addition to the ABCs, our team at NCDC continues to execute on our day-to-day efforts to improve the Downtown, execute cultural and community outreach through Global City Norwich, and operate a premier small business support ecosystem at Foundry 66.

Mission Growth. Our priorities and a laser focus on those organic functions have served us well, but the NCDC mission has grown well outside of those efforts, resulting in an even broader scope of duties and service delivery. In addition to the ABCs, NCDC has led efforts to secure and, in part, manage nearly \$45M in state grant funding for the City, to replace, eliminate, or rehabilitate aging infrastructure and brownfields through a variety of grant programs. As a result, we have **reimagined the waterfront, reimagined the downtown, and reimagined the future for Dodd Stadium**.

Additionally, Foundry 66 has evolved well beyond a basic co-work space and has become a legitimate incubator, largely due to the significantly re-tooled Working Lab program and increased technical assistance programs for small business owners. In its core function as a co-work space, Foundry 66 reached its highest membership in history in 2025 and has increased revenue by 60%.

Finally, Global City Norwich has also expanded the original charter and has taken on over \$1M in State funding designed to enhance and increase NCDC's community outreach components.

Recognition. Despite this ever-expanding mission, NCDC has met the challenge, produced stellar results, and been recognized as an organization for all we have accomplished. In March of 2025, we were recognized as The Chamber of Commerce of Eastern Connecticut's Community Revitalization Leader of the Year and in October of 2025 we were recognized by the Connecticut Economic Development Association (CEDAS) as the CEDAS Member of the Year.

Momentum. Lasting, sustainable change. Heading into 2026, we have set the conditions to make 2026 a year full of project execution and completion that will continue the transformation of the Rose City. Norwich Community Development Corporation is proud to continue leading change, change that will continue through 2026 and manifest in a number of long-awaited project completions!

Kevin Brown
NCDC President

[Link here to: 2025 Annual Report Video.](#)

FINANCIALS

Balance Sheet 2025

	AS OF DEC 31, 2025	AS OF DEC 31, 2024 (PY)
TOTAL ASSETS	\$9,299,408.73	\$9,294,588.43
TOTAL LIABILITIES AND EQUITY	\$9,299,408.73	\$9,294,588.43

Note: This balance sheet reflects all of NCDC's assets and liabilities. The most significant year-over-year impact is a \$500,000.00 restricted fund from the State of Connecticut allocated for Global City Initiatives.

Profit and Loss Statement 2025

	JAN - DEC 2025	JAN - DEC 2024 (PY)
REVENUE	\$1,948,968.15	\$1,451,662.52
Total Revenue	\$1,948,968.15	\$1,451,662.52
Total Expenditures	\$1,939,434.91	\$1,581,440.37
Net Operating Revenue	\$9,533.24	-\$129,777.85
Net Other Revenue	-\$5,614.13	-\$6,122.04
Net Revenue	\$3,919.10	-\$163,796.69

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

Three major downtown housing projects – Reid & Hughes, Lower Broadway, and Water Street Lofts – were completed in 2025, delivering nearly 80 units in the heart of our downtown two other projects underway in 2025 at Ponemah Mill South and 101 Water Street will deliver another 200+ units before the end of 2026. Not only have these projects increased the inventory of transit-oriented affordable housing, but they are also leasing up and bringing “feet to the street” downtown. As of this annual report, all are above 90% occupancy. These projects are the result of 3 years of hard work, determination, city council support and important State and Federal funding incentive. In addition to actual physical developments in 2025, NCDC led the effort to engage the recently chartered Connecticut Municipal Development Authority (CMDA). Norwich became one of only 10 municipalities in the State that have a Memorandum of Agreement with the CMDA. This engagement allows us to further incentivize housing development in our downtown by creating access to the CMDA low interest loan program and funding support. In summary, this year created momentum and next year will demonstrate even more!



REID & HUGHES - 17 Units 201 Main Street

The redevelopment of the Reid & Hughes building was the City's first completed Community Investment Fund 2030 project and one of the first in the entire state of Connecticut. Governor Ned Lamont and DECD leadership joined us to celebrate this important transformation in July

2025. The site of the former Reid & Hughes department store, this once blighted location is now alive and full of residents! The State of Connecticut and the City of Norwich partnered with Heritage Housing under a 6:1 Private-to-public investment ratio to bring 17 units to the heart of the downtown in this historic building. The refreshed façade, lighting, and patterns of life have created a markable change in our downtown!





TT INVESTMENTS BROADWAY - 30 Units 59 – 61 Broadway

2 of the 3 Lower Broadway residential development projects were completed in 2025 supported by the Downtown Bond Program funding, with 9 residential units complete and fully occupied. The final and largest building, the Fairhaven will add 21 more units and is entering phase 1 of redevelopment in 2026, supported by a \$2.5M CIF Round 7 award received in 2025. At full completion, this portfolio of properties will activate over 12,000-square-feet of residential and commercial space. Centralized in our transportation-oriented district, residents can easily connect to public transportation options, enjoy our art centric and historic downtown while savoring convenient and abundant dining options.

WATER STREET LOFTS - 42 Units 85 Main Street

This residential improvement at 85 Main Street was completed in 2025 and is one of the larger ARPA funded projects with \$800K in municipal investment. This represents a 10:1 Private-to-Public investment ratio which has resulted in 100% occupancy of the 42 apartments, a doubling of the utility usage and associated revenue, and a 50% increase in real estate and property tax revenue at this address. The developer continues to complete first-floor tenant improvements in preparation for retail occupancy.



WATER WORKS - 61 Units - in 2026

101 Water Street

Over the last 5 years, Spectra Development has completed several major residential projects in Hartford and now, with the acquisition of 101 Water Street in June of 2025, Norwich will benefit from the experience Spectra brings to the table. Plans for 61 units are complete, interior demolition has begun, and Spectra is on track to deliver these units by the end of 2026, at about the same time the Howard T. Brown Park waterfront improvements are scheduled for completion. Norwich Revitalization Program funds will support electrical code correction activities to allow for redevelopment of this highly visible waterfront property. This investment is just a small contribution to the overall project that is expected to bring over \$10M in private investment to build out 52,776-square-feet of currently vacant downtown waterfront space.

This new development in our downtown will produce 5 times the tax revenue currently realized at this site while providing market friendly rents starting at \$1,200 per month. This development is one of many components of the overall effort to revitalize the waterfront and adds even more residents within walking distance of the Marina and the core of our downtown!



PONEMAH - SOUTH MILL

146 Units - in 2026

555 Norwich Avenue

In July 2021, NCDC in partnership with OneKey developers was awarded a \$795K brownfield remediation grant from DECD for asbestos remediation at the old South Mill. While significant and important to getting remediation underway, this pales in comparison to the \$40M investment by OneKey to develop 146 more units to

complement the 313 units already completed on site. Internal work on the building proceeded very well in 2025 and interior fit-out is approximately 95% complete. Ongoing coordination with DEEP to resolve site work and soil remediation matters will wrap up mid-2026 and these units should come on line by the end of the calendar year.

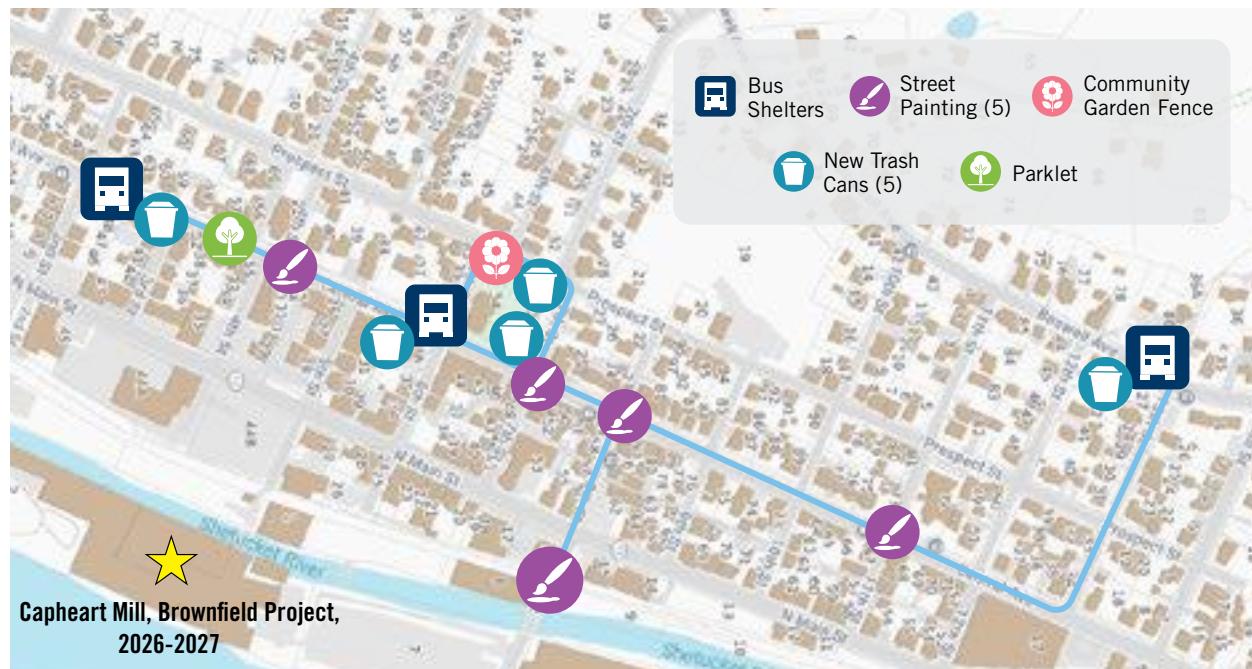
COMMUNITY IMPROVEMENTS - CANNABIS TAX REVENUE

Cannabis retail operations have been active in Norwich for 2.5 years and the City has secured a steady average of between \$11K and \$12K 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 2025 a committee of municipal leaders selected the Greeneville neighborhood as the first significant, focused distribution of these funds for streetscape improvements and neighborhood development. In partnership with the Greeneville NRZ, the committee has identified \$125K worth of community centered quality of life improvements from bus shelters to fencing for a community garden. These improvements are under way now with full completion in the spring of 2026.

Cannabis Funded Improvements





3. WORK

The core of NCDC's mission requires us to grow and sustain the Grand List, to ensure a viable tax base from businesses that balances the burden on homeowners.

We achieve this through Business Retention, Attraction, Expansion and Development (BREAD).

These efforts have been fueled by the availability of American



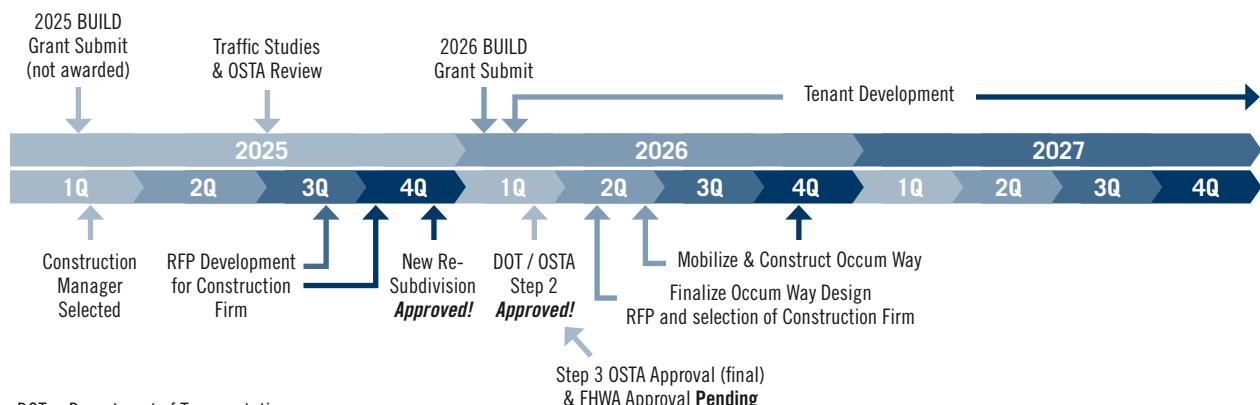
Rescue Plan funds that funded our Norwich Revitalization Program and our successful efforts to secure significant Community

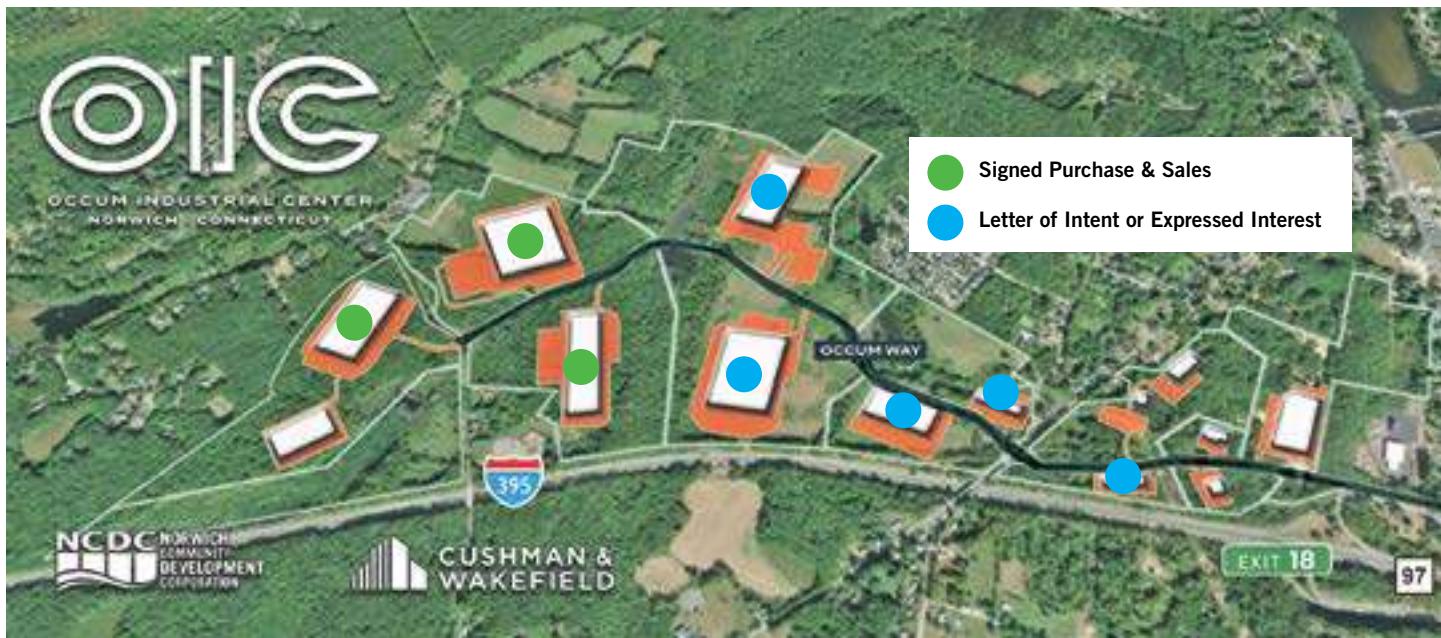
Investment Fund 2030 and Brownfield funding. In 2025, these efforts impacted all aspects of BREAD. Additionally, the efforts of Foundry 66 and Global City Norwich set the conditions for small business owners to thrive in Norwich.

OCCUM INDUSTRIAL CENTER

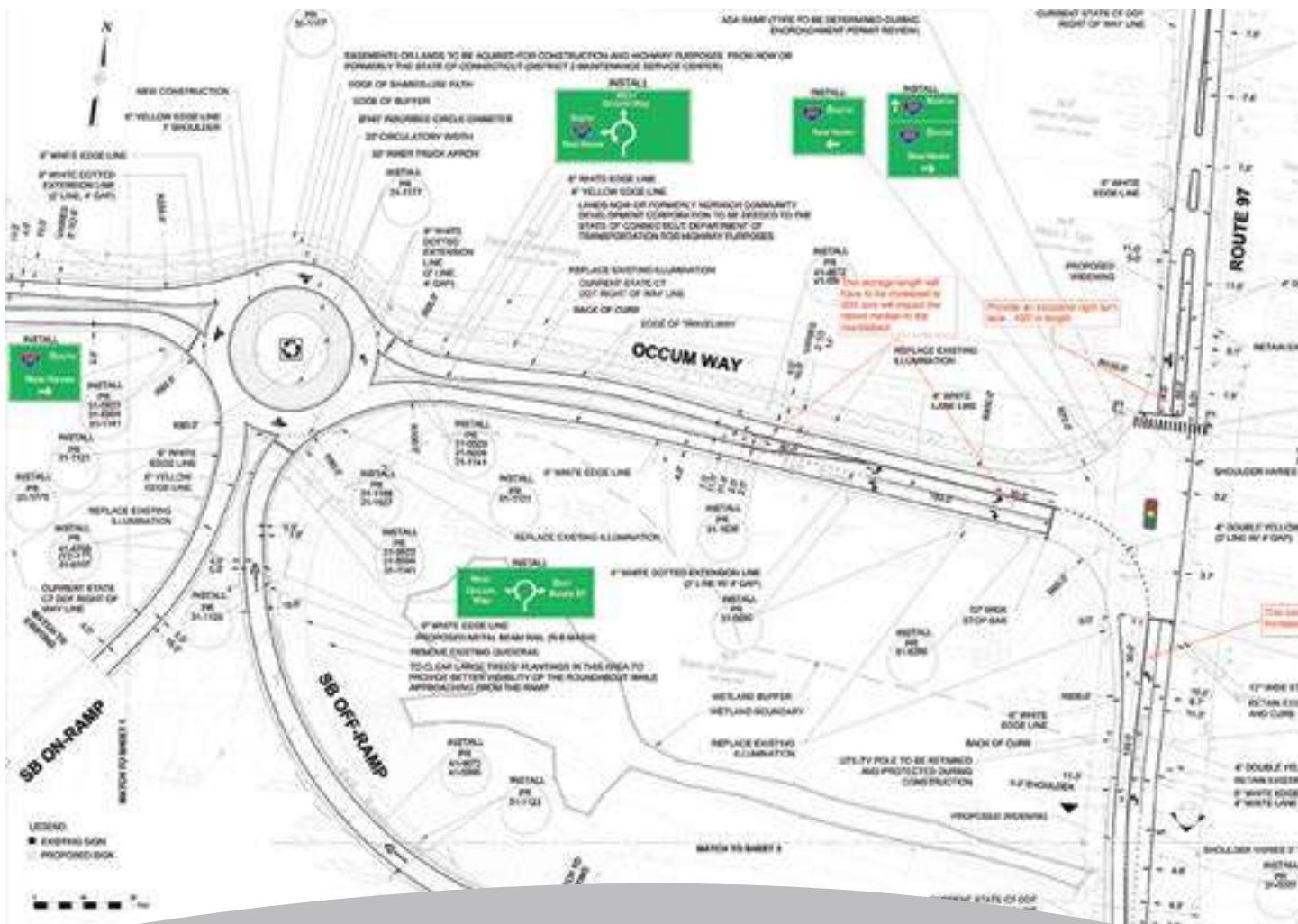
- In 2025, Occum Industrial Center (OIC) emerged from complex design, engineering and permitting processes with municipal and state level approvals and remains in a promising position as the single most transformational project for the City of Norwich. The site represents the potential for over \$300M in capital investment by a variety of industrial users. This type of investment can produce significant municipal tax revenue that will have a positive effect on the mill rate and the affordability of municipal services.
- The site has been actively marketed by Cushman & Wakefield and Connecticut's AdvanceCT team generating interest from a Fortune 100 company, a German advanced manufacturing company, a regional dairy farming operator, and a local construction firm who are likely to all be under Letters of Intent in 1Q 2026.
- The subdivision plan approved in early 2024 was modified in order to present a larger site for the Fortune 100 company to meet their demands. This new re-subdivision plan was approved by Commission on the City Plan in November 2025 creating the conditions required to move to a site plan with our proposed anchor tenant. We continue weekly coordination meetings to facilitate the site plan preparation and a tenant due diligence. The diligence period has been extended to June of 2026 and we are hopeful for an announcement in 2Q 2026.
- We have begun to draw down on the \$11.3 million Community Investment Fund grant we were awarded in 2023 as we refine planning and design documents and prepare for the construction of Occum Way. As of the writing of this report, the administrative steps for permitting the construction of Occum Way and the associated utility infrastructure are nearing the end. In 2025 we contracted Jacobs Engineering as our Construction Manager, and they are preparing the Request for Proposals for a road construction firm. We are about 6 months behind the schedule we presented in our annual report last year, but things are about to take off – look for a groundbreaking for Occum Way and major tenant announcements in 2Q 2026.

Occum Industrial Center Planning and Execution Timeline





Exit 18 Traffic Improvement Design



NORWICH REVITALIZATION PROGRAM

After three years of sustained effort the Norwich Revitalization Program continues to push for the activation of commercial space by providing financial support for code correction and vanilla box renovations throughout the city. To date, the program has awarded construction funds ranging from \$15K to \$300K to twenty-three projects, fifteen of which are fully completed and paid out. 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-three pre-application design projects that allowed business owners to do planning work for future improvements.

The program continues to focus on assisting applicants with the execution and payout of their grant awards so that projects can make it to the finish line. Program staff are assisting participants daily with the tasks needed to make their projects successful including:

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

To date over \$1.5M in construction payment requests have been successfully executed with another \$153K 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 fifteen of the twenty-three projects completed the economic impact of the program is starting to show. Applicants are reporting the creation of 168 new jobs and over \$16M of public and private investment for improvements to commercial properties in the City of Norwich with a private to public investment radio of 9 to 1.



These Guys at American Wharf - Year round dining.

Upward Growth





TT Investments Broadway 59 – 61 Broadway

TTI Broadway represents both residential and commercial development activity in downtown. 2 of the 3 total commercial spaces are ready for tenancy and reflect the addition of 2,700-square-feet of renovated, code compliant, visually attractive retail space in the heart of downtown.

After successfully completing a Norwich Revitalization Program project at 51-53 Main Street, brothers and owners of TT Investments

LLC, Ernest and Alfred Tollja continued their redevelopment journey next door at 59-61 Main Street where they cut the ribbon on four residential apartments and a first-floor retail space on September 29, 2025. Momentum for developing the Lower Broadway neighborhood is expected to continue into 2026 following a \$2.5M CIF2030 grant award to support improvements to the long vacant Fairhaven Building that is also owned by TT Investments.

Crossings at 345 345 Main Street

Mattern Construction has made significant progress on the former YMCA building in downtown Norwich in 2025. The capital stack for this renovation includes a \$400K contribution from the Norwich Revitalization Program as one of its larger special projects. Work on the building will continue through 2026 until completion.

Plans for 15,000-square-feet of commercial space include the future headquarters of Mattern Construction as well as other business, retail and food service tenants.



Initial condition: 2021.



Actual: January 2026.



Rendering:2023.

La Stella 80 Broadway

This long-standing Norwich restaurant relocated to lower Broadway in early 2025 to support expansion. Grant funds were used to make code corrections to the building and prepare the space for its new use as a full-service downtown restaurant. La Stella's completed vanilla box and code correction renovations to prepare a former night club to become home to a 150-seat restaurant. Improvements include demolition, a re-build of the walk-in freezer, HVAC improvements, interior paint, flooring, plumbing, electrical, stairway safety improvements, window installation and ventilation code improvements to support kitchen equipment.



first floor retail space was eligible for Norwich Revitalization Program funding to facilitate the creation of a code-compliant commercial kitchen, restrooms and a sales area.

Clark & Co. 307 Washington Street

Jenny and Geoff LaMarche, with the help of her sisters, Aimee and Katie, opened Clark & Co. in the fall of 2025. This family owned business includes a full service bakery, healthy food options for lunch and dinner as well as small bouquets and other gifts for those visiting loved ones at Backus Hospital. Norwich Revitalization Program funds were used to bring the building back up to code and prepare the space for use as a bakery and retail shop. This revived a 6,596-square-foot mixed use building that includes approximately 1,554-square-feet of first floor retail space with residential living above. The

FOUNDRY 66



Throughout 2025, Foundry 66 served as a catalyst for small business growth and economic development in Norwich, Connecticut.

Impact & Engagement

We completed **120 business** support meetings, connecting service and product-based businesses to critical resources for growth and scaling. Our membership reached an all-time high of **83 active members**, while we achieved **100% occupancy** at the Sunlight Building retail facility—demonstrating strong demand for quality commercial space in Norwich.



Access to Capital: Financing Your Small Business
Grants and Loans, Education, Resources

- Ignite Grant - up to \$10k
- Rise Grant - up to \$20k
- Boost Loan - up to \$500k

Learn About:
- Are You Eligible?
- What Makes a Successful Application
- Application Process & How to Apply
- Contact Information for All Programs

Next Free Webinar:
NCDC Group Development

8.00 pm - 9:00 pm
Tuesday, Oct 16, 2025
Norwich, CT 06360

Register for the
FOUNDRY 66
Community Center of Business Excellence

Entrepreneurship Education

Educational programming throughout the year addressed key business challenges including human resource planning, capital access, grant readiness, and time management—providing entrepreneurs with practical tools to build sustainable operations.



HR HOUR WITH ADRIENNE
SMALL BUSINESS ESSENTIALS

HR Hour! Ready to start taking the first step in getting your business off the ground?

Join us for a free hour to learn how to build a small business from the ground up, and get your business off the ground with practical resources.

When: Oct 16, 2025
Time: 6:00 pm - 7:00 pm
Location: NCDC Group Development

Adrienne is a professional with over 20 years of experience in the field of human resources. She has worked in various industries, including retail, healthcare, and technology, and has helped numerous businesses build strong, efficient, and effective teams.

Adrienne is currently the HR Manager at NCDC Group Development, where she oversees all aspects of the company's HR operations, including招聘, training, and employee relations.

Adrienne is a member of the American Society for Human Resources Management (ASHRM) and the Society for Human Resource Management (SHRM).

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In partnership with Global City Norwich, we launched our inaugural Working Lab Entrepreneurship Education Program. Eight businesses graduated in June 2025, equipped with foundational knowledge in business planning, operations, and growth strategies. Based on participant feedback, we've refined the curriculum and class structure for Working Lab 2026, which launches in February with 15 available seats.

Capital Access & Grant Support

Foundry 66 facilitated access to significant funding opportunities for Norwich businesses:

- Rise Grants: Six additional awards in 2025 brought the total awarded since 2023 to **\$191.7K** for Norwich businesses
- Women's Business Development Council Partnership: Hosted Coffee & Connections and Access to Capital events, securing **three \$10K** grants for women-owned businesses
- seCTer Pitch Competitions: Featured three Working Lab students and one Foundry 66 member, connecting entrepreneurs to lending opportunities
- Shop Small Grants: Currently providing technical assistance to four businesses competing for **\$20K awards** (closes mid-January 2026)

Facility Expansion & Infrastructure

To accommodate growing demand, we secured our first tenant at Foundry on Ferry, an 8,000-square-foot expansion that will provide additional space for businesses to grow in Norwich.



Infrastructure improvements in 2025 included upgraded Wi-Fi, smart whiteboard technology in meeting spaces, and development of new member-focused website and management software. These technological enhancements will continue throughout 2026 to ensure our facilities meet the evolving needs of modern businesses.

seCTer RISE Awardees

- A Peace of Space
- Craftsman Cliff Roaster
- Epicure Brewing
- Everly After Floral
- First Impressions Learning
- First Step Learning Center 2
- Griswold Eye Care
- Ice and Fire Cuisine
- Jerry's Appliances
- Keltech Technology Services, LLC
- Lending Automator
- McKenna Flowers
- Miranda Creative
- Norwich Fitness Center
- Odin Farms LLC
- Orchid Maids
- Puerto Lima
- Reynolds Home Daycare
- Short Rib Café
- SVG On Demand
- Sweet Grass Creamery
- Sweet Mommas
- The Main Avent Group
- Twisted Sugar Cake

WHAT'S NEXT: Foundry 66 enters 2026 positioned to expand our impact as a hub for entrepreneurship, business support, and commercial development in Norwich. Our combination of education, technical assistance, facility access, and capital connections creates a comprehensive ecosystem where small businesses can establish, grow, and thrive.

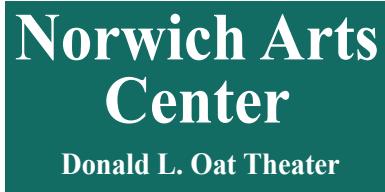
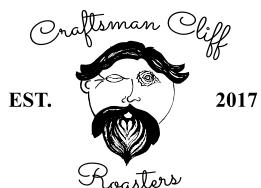
CANNABIS

Our Cannabis goal for has always been to “Create a Cannabis industry eco-system in Norwich”, and we have done just that. Despite headwinds for the industry statewide, Rejoice Cannabis joined ZenLeaf as our second recreational cannabis retail site. Norwich became home to a “clean-lab” build out, completed by Crisp Cannabis in October 2025. This confidence in Norwich allowed for first crop production to be ready for wholesale at the end of the year. We remain actively engaged with 2 additional cultivators, having lost 1 due to market conditions. Industry activity slowed state-wide due to difficult regulatory and real estate environments, and even with this market volatility, Norwich continues to achieve our goals of impactful growth, promised revenues, and high-quality employment opportunities.



SIGN PROGRAM

The Sign Support Program assisted in the planning, creation, design, permitting, and installation of signage for 15 small businesses. The program assisted in creating a cohesive and visually connected downtown to support increased pedestrian activity, greater visibility for participating businesses, and showcasing the unique retail landscape of our historic downtown center.



MOFONGO HOUSE





4. PLAY

GLOBAL CITY NORWICH

This year, Global City Norwich hosted 13 flag raisings, expanding to include the Sikh, Italian and Philippine flag ceremonies. In addition, GCN hosted two festivals, Summer Sounds @ the Harbor and Harbor Glow, as well as partnered with Rose City Movement to host the Juneteenth Tea for the second consecutive year, honoring Black history and culture through reflection, education, and community connection.



Beyond these signature events, Global City Norwich enriched Norwich's community landscape through strategic sponsorships and active participation in community events. By supporting local initiatives that align with GCN's mission, the organization continues to strengthen the cultural vibrancy of Norwich through arts, education, and community building efforts.

Harbor Glow

Hosted by Global City Norwich in partnership with Marina @ American Wharf and Norwich Public Utilities, Harbor Glow returned for its second year as a signature waterfront celebration. This glowing community experience welcomed more than 2,000 attendees to the Marina in Norwich for an evening filled with light, entertainment, and family friendly fun.



Hot air balloons illuminated the harbor while colorful fire and water installations glowed in the distance. Attendees enjoyed a wide variety of food options, from seafood and pizza to whoopie pies, cupcakes, and decadent coffee. The hot air balloons held a special surprise, offering guests the opportunity to take an evening ride and enjoy an unforgettable view of the Norwich waterfront. Harbor Glow continues to grow as a beloved community event, bringing residents and visitors together to celebrate Norwich in a unique and vibrant way.

Summer Sounds at the Harbor

Summer Sounds at the Harbor brought music, culture, and community together at Howard T. Brown Park for a high energy battle of the bands that welcomed more than 400 attendees. Performances featured a mix of local bands and artists, including crowd favorite performances by Asian Performing Arts dancers and Dawa the Tibetan dancer.

The festival included food trucks, inflatable activities for youth, and a local group that provided free toiletries and clothing to community members. This year's event also highlighted a brand new lemonade business launched in 2025, another example of how Global City Norwich events support and showcase emerging local entrepreneurs.



COMMUNITY DEVELOPMENT

This year, Global City Norwich received grant funding from the Connecticut Department of Economic and Community Development to support local programming. These funds supported multiple initiatives, including the Rose City Learning Center, a Social Emotional Learning initiative at two elementary schools, the Working Lab program, and support for a design build project in a downtown storefront. While the project is in its early stages, planning is underway and implementation is expected to advance in 2026.

Rose City Learning Center

Through this support, the Rose City Learning Center, which provides language and workforce development classes in Norwich, was able to secure a permanent space in downtown Norwich and expand access to essential services for the community. This year, the Center served more than 270 students who collectively completed over 8,000 hours of in person learning. This investment strengthened educational pathways, workforce readiness, and economic opportunity for Norwich's diverse population.

School Initiative

Global City Norwich partnered with a Community Health Worker to deliver Social Emotional Learning programming to 12 classrooms across two elementary schools, reaching 258 students in grades two through five. The curriculum focused on building community, identifying and managing emotions, practicing calming techniques, strengthening social connections, and using art for self expression.

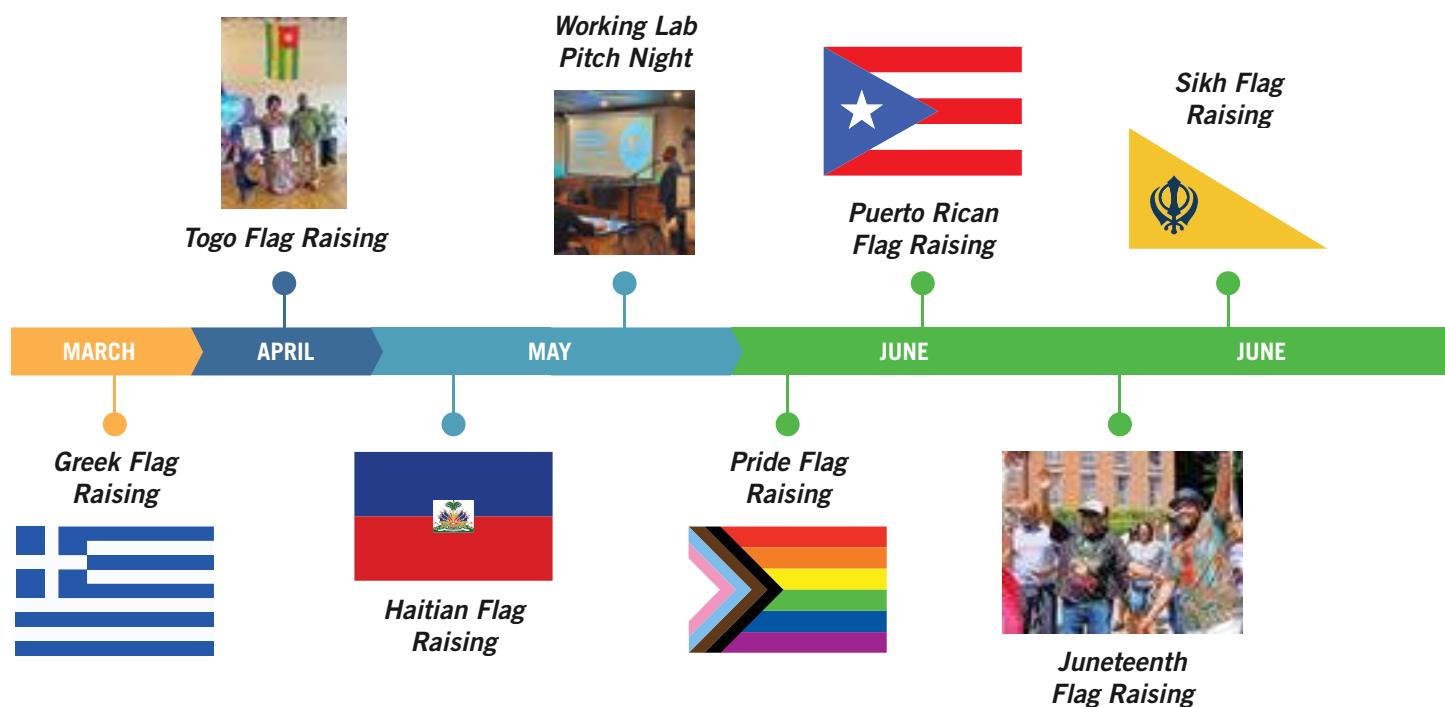
Students created personalized toolkits made up of tangible and intangible strategies they could use to manage difficult emotions and support their peers. This initiative helped equip students with practical skills that support emotional well being, resilience, and positive classroom environments.

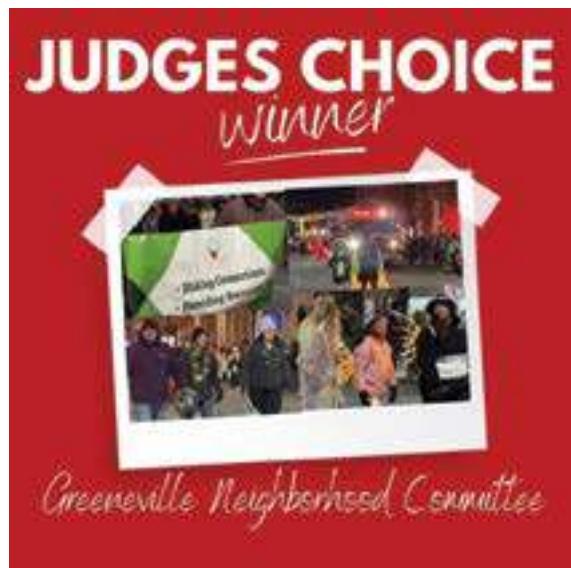
Working Lab 2025 Entrepreneurship Program

In spring 2025, Global City Norwich relaunched the Working Lab Entrepreneurship Program for the first time in three years. This twelve week program provided hands-on instruction, mentorship, and practical tools for local new and aspiring business owners. The program launched with 12 participants and concluded with 8 graduates. Upon completion, each graduate received access to \$1,000 to support their business goals, helping them take meaningful steps toward economic independence and business growth.

In addition to building core business skills, students gained hands-on experience in pitching their ideas through a real world opportunity with seCTer shortly after the program concluded. From a competitive pool of 25 applicants, six entrepreneurs were selected, with Working Lab graduates representing three of those selected.

Global City Norwich Events Timeline





Greeneville Neighborhood Community

Global City Norwich continued to provide fiduciary support to the Greeneville Neighborhood Community, a grassroots organization dedicated to enhancing quality of life in the Greeneville neighborhood. Throughout the year, the organization successfully hosted more than seven community events, including a senior flower bouquet making event, a week long summer camp, and four Haitian Heritage Month celebrations.

Their annual block party in September was a neighborhood highlight, drawing residents to Central Park for games, activities, pizza, and a variety of community vendors. The continued success of the Greeneville Neighborhood Community reflects Global City Norwich's deep commitment to uplifting residents, fostering connection, and strengthening neighborhoods.



Summer Sounds @ the Harbor Festival

Peruvian Flag Raising



Guatemala Flag Raising

Italy Flag Raising



JUNE

Juneteenth Tea



JULY



Cape Verdean Flag Raising

AUGUST

Jamaican Flag Raising



SEPTEMBER



Harbor Glow

OCTOBER

Philippines Flag Raising



POCKET PARKS & MUSIC

In 2025 NCDC partnered with the Southeastern Connecticut Enterprise Region (seCTer) to utilize AI-based technology to assess the impact of community events, the flow of local and regional tourism, and to ensure targeted marketing campaigns in the future. Placer-AI is a cellular phone based data collection technique that helps us understand local patterns of life with the frequency and nature of visits allows us to enhance activities, capitalize on market trends, and create engaging community events.

Pocket Parks on Broadway



Three years of evolution at the corner of Bath and Broadway hit a new high with the installation of a shipping container funded by a grant from the National Association



of Realtors (NAR), facilitated by the Eastern Connecticut Association of Realtors (ECAR). Starting with the Metamorphosis Mural, this space has evolved and now the shipping container is positioned, and artfully decorated, to complete the transformation of this space from an underutilized, blighted parcel into an engaging, human-scaled environment that encourages pause, gathering, and community pride. The container will be both a band shell as well as vendor space during the plethora of events and festivals that we host downtown. This "third space" that we have created will work in tandem with our newly established Downtown Sounds Music District.

Music District - Downtown Sounds

Cultural and creative economy development has been advanced through the planning and coordination of the Downtown Music District, which will launch on February 6th and will include a musical tribute to the late Lottie Scott and include other

live performances at Norwich Arts Center, Strange Brew, and Epicure. This initiative will center on live music downtown every First Friday and First Saturday from February to June, culminating with a fundraiser at The American Wharf Marina which will kick off a Thirsty Thursday series. The fundraising will support musical performances at this summer's Rose Arts festival, the largest 1-day music festival in New England. There are 7 current businesses and organizations joined into the district, with the goal of the district is to have music spilling out into the streets to create a better sense of walkability. This initiative positions Norwich as a regional hub for live music and creative expression, supporting local artists, attracting visitors, and strengthening the nighttime economy while reinforcing downtown's identity as a vibrant cultural destination.



CIF2030 Round 8 Priority Project, \$4.25M - results March 2026





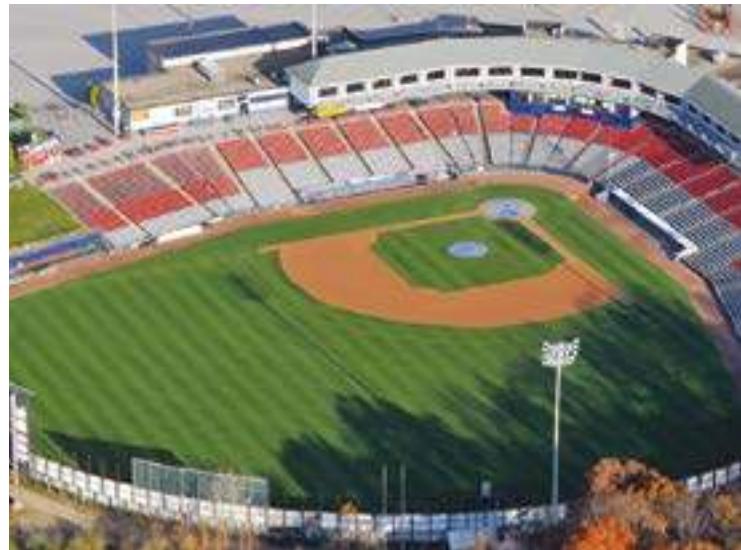
5. REIMAGINE

REIMAGINE – Dodd Stadium

Momentum. Three straight Futures Collegiate Leagues titles by the Sea Unicorns has certainly created its own form of momentum at Dodd Stadium. Given this success, the organic support of a fan base here in Norwich, and the intent expressed by the City of Norwich to insure that the stadium facility is sustainable both financially and from an infrastructure standpoint, NCDC has been actively engaged in coordinating with the Sea Unicorn organization on ways to “keep baseball alive”.

The NCDC mission includes a specified task to “encourage and attract new development.”

In that spirit, strategic conversations with private parties are underway on ways to reimagine the future of Dodd Stadium. Baseball is ON for the 2026 Futures League season. Simultaneously, a 4-month mixed use assessment coordinated by NCDC will help determine highest and best future uses of the stadium while also including cost assessments for sustainability, maintenance, or expansion. This effort is intended to insure a financially viable and exciting way ahead for *reimagining Dodd Stadium!*



REIMAGINE – Norwich State Hospital



Just before the 2024 Annual Report, NCDC acquired nearly 50 acres of the former State Hospital property on the north side of the Norwich-Preston town line. The site serves as the southern gateway to the City of Norwich along State Route 12 and is adjacent to the Preston Riverwalk site. Since 2009, the State of CT has funded over \$20M in remediation to support economic development opportunities to support greater tourism efforts. In 2025, NCDC and the City of Norwich through Planning & Neighborhood

Services secured two important grants – a \$250K planning grant and a \$100K environmental assessment grant.

The environmental assessment grant will be operationalized in 2026 and will fund a complete Phase III ESA to determine degree and extent of impacts, preparation of a Remedial Action Plan (RAP) to assist planning efforts, completion of a structural evaluation to evaluate current condition of building, and an updating of cost estimates for remediation, abatement and demolition to support future Clean-Up Grant Applications.

The planning grant funding will also be activated in 2026 to reimagine the future for this site, which sits on the National Register of Historic Places. The strategic vision is to create a sense of place for City residents and visitors alike - a community driven place that works in synergy with the Mohegan Tribal development of the adjacent Preston Riverwalk in support of the Norwich Plan of Conservation and Development

REIMAGINE – Lower Broadway

The NCDC Mission includes the specified task of “focused revitalization of the Downtown”. The rehabilitation and revival of Lower Broadway has provided an anchor for that focused effort and is the cumulative effect of a number of individual project efforts that have evolved in a way that brings synergy and real affect.

The former “Downtown Bond Program” set the conditions for the “Live” and “Work” redevelopment of a portfolio of 3 properties along Lower Broadway (24 Broadway, the Fairhaven; 51-53 Broadway, “the Mediterranean”, and 59-61 Broadway, “the Vault”). While that program incentivized initial rehabilitative efforts, the change of ownership to TT Investments was a critical step in seeing real momentum. Facilitated by an American Rescue Plan Act (ARPA) investment, 2 of these 3 properties are now open with 9 fully occupied residences and two completed and tenant-ready retail spaces.



Fairhaven Front View

ARPA investments also impacted the Quality of Life and “Live” aspects of Lower Broadway as 2 separate pocket parks are under development. These pocket parks create urban “third space” where residents and visitors can retreat, relax and enjoy downtown life in revived and modern outdoor spaces. The “Beat Box”, see page 23, was acquired through a grant from the National Association of Realtors and doubles down on the beautiful “Metamorphosis” mural



on the side of 59-61 Broadway. Additionally, landscape and sitting area improvements have created a colorful, inviting space.

ARPA and Urban Grants set the conditions for a successful Lower Broadway CIF2030 grant by completing compelling 30% complete design diagrams for a magnificent terraced space between the Fairhaven Building and Castle Church. At the time of this writing, NCDC successfully applied for a \$2.5M grant to rehabilitate the Fairhaven alongside TT Investments, with that work beginning in 2026. Additionally, a grant application was filed in December 2025 to fund the work on the adjacent Jubilee Park.

Finally, adjacent to Lower Broadway and just across the street, the \$9M renovation of the historic Reid & Hughes building was completed in July 2025, celebrated along

with Governor Lamont and a number of Connecticut officials that aided in this important redevelopment. By the end of 2025 the 16 of the 17 units had been rented.

Finally, with the momentum created by these significant infrastructure improvements, NCDC secured a “music district” grant to incentivize activation of the “Beat Box” space and all of the food and beverage operators in the downtown to bring these new and occupied spaces to life.

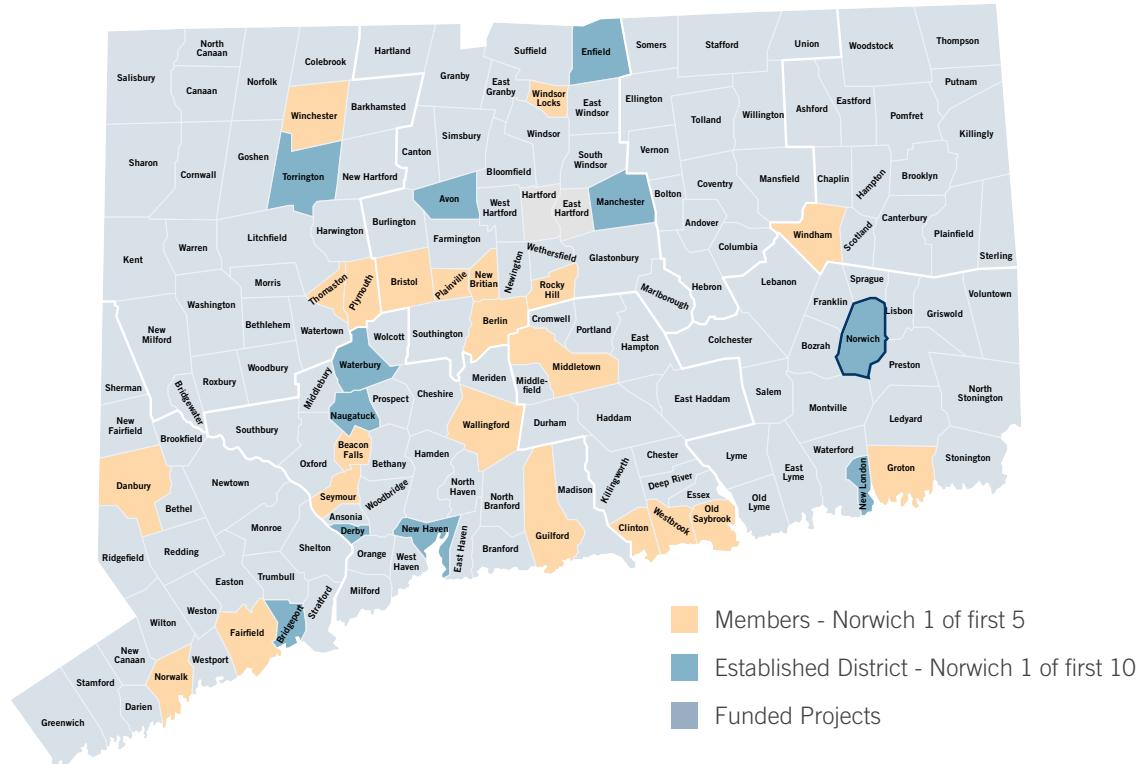
We are reimagining Lower Broadway - a strategic 800-foot stretch of road in the face of our magnificent City Hall where we have momentum!

REIMAGINE – Downtown Development District

Downtown development across the state received a shot in the arm with the stand up of the Connecticut Municipal Development Authority. At last year’s annual meeting, we heard from David Kooris, the executive Director of the CMDA as he outlined his agencies approach to improving housing opportunities and economic development in downtowns across Connecticut. For Norwich, this was an a call to action and NCDC quickly coordinated via Memorandum of Understanding with the CMDA to opt in as an interested municipality, one of the first five in the state. The City Council took action on this in March 2025 and by August 2025 we entered into a memorandum of agreement as one of the first 10 municipalities in the State of

Connecticut to partner with the CMDA. The department of planning and neighborhood services staff worked quickly to ensure that our zoning regulations aligned with the CMDA charter and intent and as a result, we are positioned to see potentially the first or at least one of the first CMDA supported projects in the state right here in downtown Norwich.

CMDA Partnered Municipalities



CMDA Development District



From the CMDA Charter

Sec. 8-169jj. Purposes of authority include but are not limited to:

- Stimulate economic and transit-oriented development,
- encourage residential housing development,
- stimulate new investment within development districts,
- market and develop development districts as vibrant and multidimensional, and
- provide financial support and technical assistance to municipalities to develop housing growth zones.

REIMAGINE – The Waterfront

The NCDC mission includes the specified task of “preservation and expansion of the waterfront.” The City Council goal-setting session in January of 2022 identified “the waterfront” as a strategic priority for the revitalization of our Downtown and our City as a whole. The Harbor Management Commission has had a standing Harbor Management vision to “...encourage and support the provision of facilities for well-designed, meaningful, and coordinated public access” to the waterfront. Our mission alongside the established priorities of these two bodies has served as the foundation for all that has been undertaken over the past 4 years and ...

Water Front Activity Chart



We have momentum.

Since the private acquisition of the Marina proper by Patten Marina Holdings in late 2023, this strategic priority has done nothing but move upward and onward. To date, between Small Harbor Improvement Program (SHIP) grants acquired by the Harbor Management Commission and Community Investment Fund 2030 (CIF2030) funding the City of Norwich has secured over \$7M in public improvement funding.

2025 was the pivot point to “irreversible momentum” as 4 primary and critical changes have occurred in this past year:

- There is once again a 4-seasons restaurant on site with the opening of These Guys at American Wharf in February 2025
- There is once again fuel available to boaters with the installation of new fuel tanks and point of service capability
- There is an ongoing, CIF-funded design effort to reimagine Howard T. Brown park as a place of public pride and activated space with a target of construction through the summer of 2026
- The specter of the blighted, vacant and unusable Marina Towers has been removed

In short, NCDC, alongside the Harbor Commission and the City, are achieving a long-standing and decades old desire to **Reimagine the Waterfront!**



Active demolition of Marina Towers.



Fuel Tank groundbreaking April 4, 2025.



Completed fuel tank systems August 2025.

COMING IN 2026!

Howard T. Brown Concept



West Plaza Summer View - Splash Pad



West Plaza Winter View - Ice Rink



6. BREAD AWARDS

RETENTION

Commitment - Loyalty - Dedication

El Traviezo
Rogers Kitchens
Quercia's Auto Repair



EXPANSION

Growth - Courage - Impact
Mommy's Delicious Food
La Stella Pizzeria
Path 2 Wellness Center

ATTRACTION

Faith - Forward Looking - Opportunity
TMG Plumbing & Disaster Solutions
Moon Convenience
Spice & Slice Asian Farmer's Market

DEVELOPMENT

Vision - Inclusivity - Community
Wonder Work's Construction Corporation
Clark & Co. Eatery



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Mary Riley
Community Manager
Foundry 66

Lucas Kaiser
Downtown Development
Specialist

Devin Schleidt
Consultant & Liaison
SchleidtWorks

Scott Lessard
Leading Edge
NRP/CIF Program
Management

Bobbie Braboy
Program Director
Global City Norwich

Mark Block
NCDC General Counsel (retired)

Theodore Phillips
General Counsel

COLLABORATING PARTNERS



SPECIAL THANKS:

