



## NCDC Board of Directors Meeting

**Meeting Date: October 23, 2025, 08:00 am**

**In Attendance:** Chris Jewell, Bob Staley, Peter Nystrom, John Salomone, Swarnjit Singh, Jeff Brining, Lynn Perry, Angelina Gardiner, Brian Hayes, DeVol Joyner

**Absent:** John Mancini, Sheila Hayes, Rev. Benjamin Green, Cathy Special, John Harris

**Others in Attendance:** Kevin Brown, Ted Phillips, Mary Riley, Lucas Kaiser, Bobbie Braboy, Scott Lessard

### Bylaw and Governance Updates

- The board agreed to launch a **bylaw review** to address underperforming subcommittees and update governance rules last revised in **2019**.
- The review will focus on retaining necessary subcommittees, including the executive, finance, nominating, global city, bylaws, and personnel committees.
- A small bylaw committee will be formed including **Bob Staley**, Kevin, and at least one non-executive board member, aiming to complete the work over **two to three meetings**.
- The **nominating committee** also needs members to oversee board participation and recruitment, with a goal of adding **one to two new members per year** and ensuring proper vetting and confidentiality.
- The board must resolve the ambiguous **term status of Chris**, who filled a prior directors term, by November to decide on his continuation as chairman, with a bylaw rewrite planned to clarify such cases.
- Attendance enforcement will be emphasized, reminding members that missing **three consecutive meetings or four total in a calendar year** could lead to removal, encouraging proactive communication about availability.
- The board is considering shifting to **bimonthly meetings** to reduce staff burden, supported by a pre-submitted calendar and allowed electronic voting processes for urgent matters.

### ARP Projects and Economic Development

- The team is nearing the **90% ARP fund spend target** with **86.5% spent** and another **3.5% pending payment by Halloween**, leaving approximately **\$442,500** to be disbursed.
- Key projects include One Wisconsin, which will house **two tenants occupying 40,000 sq ft** by year-end, creating around **30 jobs**, although the utility infrastructure is overbuilt anticipating higher demand that didn't materialize.
- The **Sunlight building vertical platform** and **Clark and Company (MDNL LLC)** projects are close to completion, with payments pending legal review.
- The **Hotel Callista project** is expected to pay out in the next few weeks, marking progress on long-running efforts.

- The **Eyes on Main project** faces permitting delays with unresolved technical issues and a looming **November 1 contractor start deadline**; with rumors the building owner may sell, the board is leaning toward de-obligating funds if progress stalls to reallocate resources before the **end of 2026 ARP deadline**.
- Smaller grants remain active, including for a barbershop (\$18,000 remaining), Whisk Together Catering (design completion expected by next week for a \$75,000 grant), and Ice & Fire, with ongoing landlord-tenant communication challenges delaying progress.
- Scott and Kevin highlighted the importance of steady project handholding to ensure final payouts and successful closures.

### **Business Park and Infrastructure Development**

- The **subdivision approval in August** was delayed by a legal appeal, pushing the **Project Wildcat site plan submission from December to early January**, causing a **60-day schedule slip**.
- Negotiations with plaintiffs are ongoing to find a compromise and end the appeal, with hearings scheduled for **November 4 and 8** for wetlands and city plan commissions.
- The city remains actively courting a **German manufacturing company** for a 2026 build on Lot 12, representing a significant potential tenant at the Occam Industrial Center.
- The long-standing **DOT OSTA roundabout issue** was resolved thanks to advocacy from **Matt Pugliese**, allowing the use of **\$11.4 million state funds** for construction without costly land purchases, resetting the construction RFP timeline to **February**.
- Industrial tenants remain committed despite delays, showing confidence in the projects eventual success.

### **Waterfront and Marina Projects**

- The **Marina** has completed Phase 1 and 2 environmental assessments, with a **\$50,000 budget** to begin base proceeding environmental work immediately.
- The **Marina Towers site (74-78 Main)** requires a Phase 1 environmental study, scheduled for completion through GZA under an existing city contract, with a \$5,000 budget allocated.
- Phase 2 assessments will depend on Phase 1 findings, recognizing triggers such as prior oil company activity.
- Fuel pump testing is underway but delayed, with final delivery expected soon to enable operational readiness.
- Demolition of a stranded boat at the marina is imminent, clearing the site for ongoing development.
- The **Howard T. Brown Park design** is progressing with SLR completing refined plans, including a splash pad and potential boat ramp relocation, pending regulatory approvals expected by **late 2027** for new ramp construction.
- Additional engineering funds are being sought to complete design work without impacting the overall project budget.

### **Downtown and Community Engagement Initiatives**

- **Foundry on Ferry** secured its first tenant, a prominent local law firm, beating out New London, showcasing competitive attraction to Norwich's amenities and community support.

- Mail systems installation and key access upgrades are underway, aiming for **65% completion** with continued tenant interest from recent events and ribbon cuttings.
- The organization hosted multiple events including HR workshops, pitch competitions awarding **\$7,500**, and ongoing collaborations with seCTer and Connecticut Main Street Center to support small business growth.
- seCTer is considering providing stipends to graduates of the Working Lab program, highlighting successful partnerships fostering local talent.
- Upcoming events include a business after-hours gathering with the Chamber on **October 30** and a holiday party planned for **December 18**.
- The Global City committee is expanding cultural engagement with flag-raising ceremonies, including a new Filipino event scheduled for **next Thursday at 2 PM** at City Hall, and finalizing projects like Project Peace funding and Working Lab for **2026**.
- Lucas reported ongoing downtown improvements with a mural completion before Halloween, repaired and painted picnic tables, bus shelter planning in progress with potential student involvement, and advancing citywide music licensing discussions with ASCAP.

### Financial and Strategic Funding Outlook

- The fiscal year is on track after two months, with no surprises reported and financials to be updated next month.
- The city received **\$2.5 million** in CIF funds for an **\$11 million project** involving public-private partnerships totaling **\$3.5 million** in matching funds, aiming to revitalize Fair Haven and Jubilee Park areas.
- Discussions with Deputy Commissioner are planned to clarify funding allocations, noting the tight budget won't cover all planned projects fully.
- Private investments from property owners and potential additional grants may help close funding gaps.
- The newly formed **Municipal Development Authority (MDA)** includes Norwich in a coalition accessing **\$90 million** for downtown transit-oriented development, signaling new financing opportunities beyond CIF.
- CIF Round 8 priorities include gap funding for Occum Way infrastructure, addressing shortfalls in the Broadway project, and potentially funding the Flatiron building rehabilitation with a modest grant under **\$1 million**.
- The Integrated Day Charter School faces a funding gap exceeding **\$500,000 to \$1 million** for remediation and structural repairs, requiring city approval before pursuing CIF grants.
- The glass factory demolition contract has been approved and sent for state approval, with solar field development progressing on site.

### Risk Management and Site Security

- The state hospital property continues to face security and insurance challenges following a nearby fire, prompting efforts to install **approximately 800 feet of partial fencing** and signage to limit liability.
- Insurance quotes currently stand at around **\$20,000**, with ongoing searches for more cost-effective options that do not require fencing the entire 50-acre site.

- The team is exploring persistent surveillance measures like strategically placed cameras to monitor the perimeter and detect unauthorized activity, aiming to minimize risk and insurance exposure.
- Concrete barriers are being installed to block unauthorized vehicular access, balancing cost and effectiveness given the site's large perimeter and limited budget.
- These measures are critical to reduce the likelihood of repeated fires and vandalism as the site remains vulnerable during colder months.