

Economic Development Commission
SPECIAL MEETING
September 17, 2026
5:00-6:30 pm
The Norfolk Hub, In Person



AGENDA

- Approve August minutes
- Update on speaker series
- Continued discussion of progress and potential for the EDC's areas of responsibility in the 2019 Norfolk POCD
- Dark Sky Certification request
- Cultural District update
- Adjourn

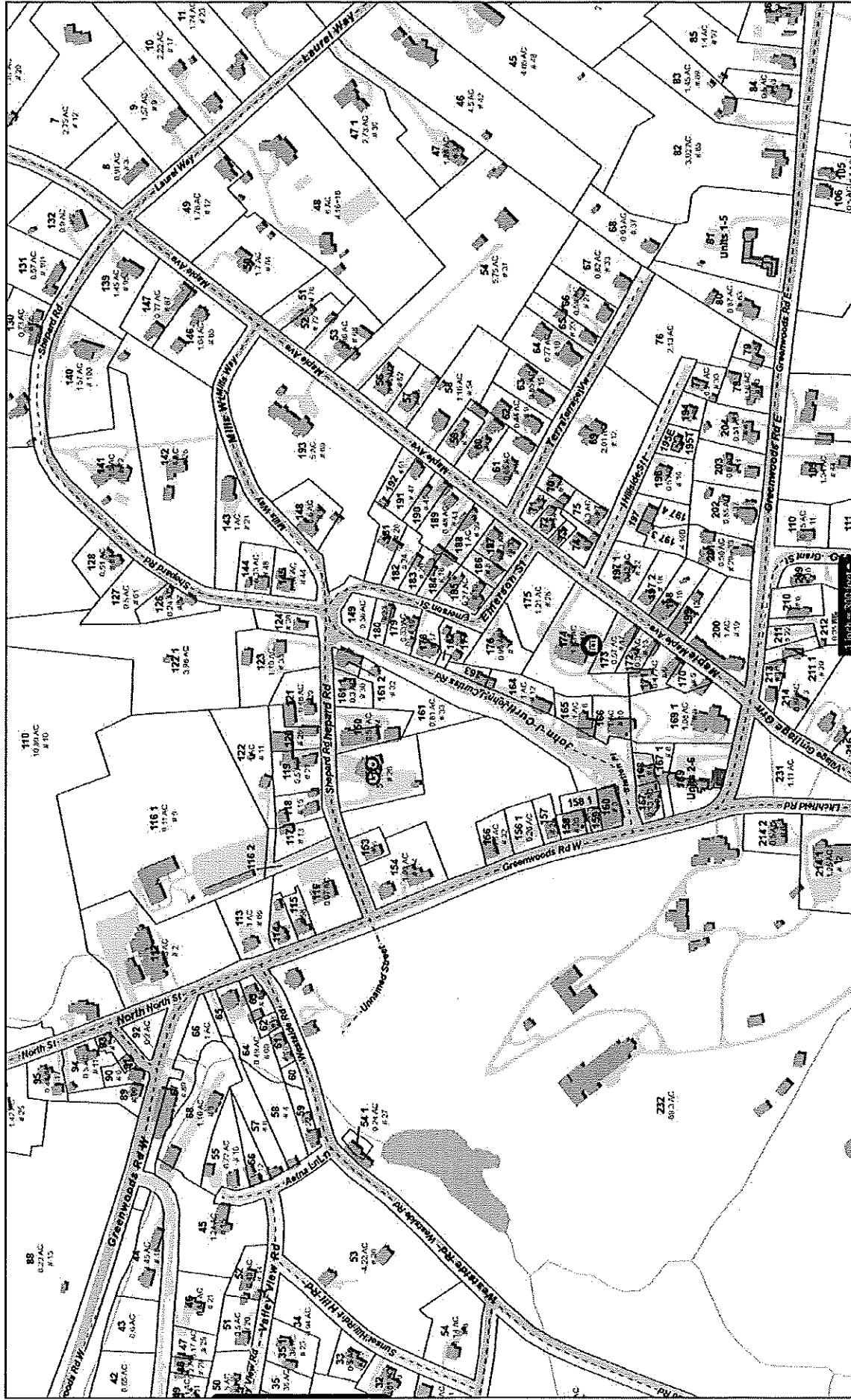
Here is a link to the 2019 POCD: <https://norfolkct-media.s3.us-east-2.amazonaws.com/wp-content/uploads/2019/09/26174837/2019-Adopted-POCD-Effective-091419-RFS-1-2.pdf>

Attachments

- Summary of EDC Tasks as outlined on the POCD
- Assessor's map of Norfolk "Downtown"

NORFOLK COMMERCIAL SPACE WORKING MAP

Village center - mark up during discussion



MARK: ○ AVAILABLE ○ VACANT ○ UNDERUSED ○ POTENTIAL ○ UNKNOWN

Property / address notes:
Use parcel numbers and street names on the map to identify properties. Base image: Norfolk assessor/GIS screen capture.



Summary of EDC responsibilities in the 2019 Plan of Conservation and Development For discussion at the August 13th monthly EDC meeting

EDC members: please review and bring your thoughts on:

- Where we've made progress in the areas assigned to us
- Ideas you have for how we can address them over the remaining three years
- What actions and resources are needed to implement your ideas

A. KEY ELEMENTS:		
1.	Campus – Visualize that all areas of the village area – not just the village center – should be interconnected and integrated into a cohesive campus with a sense of place.	Town RPO
2.	Uses – Encourage and support existing uses and promote additional retail, entertainment, hospitality, community, and other uses that will help attract residents and visitors to the village center.	PZC EDC
3.	Events – Coordinate events and other cultural programming that attracts residents and visitors to the village center.	EDC NF Town RPO
4.	Buildings – Encourage new or expanded buildings while maintaining design controls to ensure that new development activities maintain and enhance the character of the village center.	PZC

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A. ECONOMIC DEVELOPMENT		
1.	Encourage business and economic development.	EDC
2.	Continue to focus business and economic development in the village center.	EDC PZC
3.	Continue to support home-based businesses that expand economic opportunities without compromising neighborhood character.	PZC
4.	Revisit the Commercial / Industrial Zoning District.	PZC
	☐ a. Consider modifying the Commercial / Industrial Zones to eliminate retail stores and retail sales (and other non-industrial uses) as a use permitted by Special Permit.	PZC
	☐ b. Consider refining the boundaries of the Commercial / Industrial Zones in East Norfolk to conform to the non-wetland area that can reasonably be developed.	PZC
5.	Maintain the outlying Retail / Business Zones.	PZC
6.	Discourage new or expanded outlying retail districts until it is clear that the village center area is inadequate to meet local needs.)	PZC

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A. KEY ELEMENTS:			
1.	Improve Safety – Make roadway changes to improve safety on Station Place.	☐	BOS PW
	a. Investigate whether it makes sense to make Station Place one-way in-bound from Route 44 since this intersection has limited sight distance for exiting traffic.	☐	BOS PW
	b. Direct drivers exiting Station Place and John J. Curtis Road to turn left onto Shepard Road to get to Route 44, where drivers have a clearer view of oncoming traffic.	☐	BOS PW

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B. SECONDARY ELEMENTS:			
1.	Add Parking – With less pavement width needed due to the one-way travel flow, seek to create more parking.	☐	FS PW
	a. Within existing paved areas, seek to create more parking spaces (additional 24 parallel spaces may be possible).	☐	FS PW
2.	Enhance Awareness of Parking Availability – Provide information that event parking is available at:	☐	Town RPO
	- Town Hall - Shepard Road and City Meadow - Village Green	☐	FS
	a. Install signage directing visitors to parking areas.	☐	EDC Town
	b. Install informational maps informing visitors about parking areas.	☐	EDC Town
	c. Create map brochures about parking areas and make available on-line and in the village center area.	☐	EDC Town

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A. ATTRACT MORE YOUNG PEOPLE			
1.	Continue efforts and activities to attract more young people and families to Norfolk.	☐	Town RPO
	2. Be proactive about making people aware of the activities and amenities in Norfolk (character – community – culture) so that more young people will consider Norfolk as a place to live.	☐	EDC
	a. Undertake branding to help Norfolk promote its many assets and to help encourage more young people and families to live in Norfolk.	☐	EDC

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A. OPEN SPACE		NLT CC DEEP RPO
1.	Continue efforts to preserve open space in Norfolk in order to help protect water quality, conserve important natural resources, preserve unfragmented forests and wildlife corridors, and preserve the character of Norfolk.	
2.	Designate the Conservation Commission as the leader in overseeing open space preservation efforts in Norfolk.	CC Town
3.	Continue to use the Natural Resource Inventory as an important guide to protecting and managing open space in Norfolk.	Town RPO
4.	Continue to preserve open space at the time of development as required by Section 3.04 of the Subdivision Regulations.	PZC
☐	a. Consider revising the Zoning Regulations to make an Open Space Residential Development (Section 3.05.G) the default approach to subdivision in the Rural Residential District.	PZC
5.	Work with the Norfolk Land Trust and other conservation organizations to preserve open space.	Town RPO
☐	a. Investigate establishment of an Open Space Fund as authorized by GCS Section 7-131r to help reserve funds for open space acquisition.	BOS
6.	Expand and develop the existing interconnected network of multi-purpose trails and other public ways for residents and visitors.	CC RTC
☐	a. Create and publish maps with useful information about trails and access points for residents and visitors.	EDC CC RTC

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A. WALKING		Town RTC EDC RC NLT DEEP
1.	Promote pedestrian activity in Norfolk.	
2.	Maintain and expand sidewalks, crosswalks, and walking trails in the village area.	Town RTC
3.	Preserve and maintain existing trails and expand walking trails, if possible, elsewhere in Norfolk.	RTC NLT DEEP

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B. CYCLING		Town RTC EDC RC
1.	Promote bicycle activity in Norfolk.	
2.	Continue to identify and promote bicycle routes and bicycle activity in the community.	Town RTC
☐	a. Create a town-wide system of bicycle routes.	EDC
☐	b. Promote a town-wide system of bicycle routes.	RTC
3.	For bicyclists who drive to Norfolk to ride, encourage them to park their vehicles at the Town Hall rather than on Station Place.	

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A. INFRASTRUCTURE	
1. Continue efforts to ensure that all properties have adequate potable water supply.	TAHD
2. Continue efforts to ensure that all properties have safe and sanitary sewage disposal.	TAHD Sewer
3. Continue efforts to improve the operations and efficiency of the wastewater treatment system.	Sewer
4. Investigate ways to spread the cost burden of the wastewater treatment system over a larger base.	Town Sewer
5. Maintain outlying areas of Norfolk as sewer avoidance areas.	Town
6. Encourage upgraded telecommunications infrastructure (internet speed and capacity) to better support residents and businesses.	EDC
☐ a. Investigate the possibility of creating or participating in a municipal or regional broadband infrastructure system.	EDC
7. Enhance wireless communications capacity and capability while seeking to preserve scenic views and community character.	Town

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Priorities

If desired, the action steps in the POCD can be prioritized by the PZC or as part of the plan. Implementation workshops.

Action steps could be prioritized according to a three-step scale.

- High priority: action steps that are either critical to the success of a strategy or are relatively easy to implement within one or two years.
- Moderate priority: action steps that may be less time sensitive, or may be more difficult to implement due to complexity or funding restraints. Moderate priorities should be addressed within two to four years from the adoption of The Plan.
- Lower priority: typically longer-range items which may have funding constraints, or those requiring a wait-and-see approach. Lower priorities might be addressed toward the end of the planning period.

6.3. Implementation

The main and essential purpose of the planning process is to implement the recommendations of the POCD.

The Planning and Zoning Commission (PZC) has the primary responsibility to promote the implementation of the Plan's recommendations. The PZC can implement some of the recommendations directly through amendments to the Zoning Regulations, the Zoning Map, the Subdivision Regulations, application reviews and by other means.

Other recommendations require cooperation with or action by other local boards and commissions such as the Board of Selectmen, the Inland Wetlands Agency, the Conservation Commission, the Economic Development Commission and other agencies.

However, to be successfully realized, the Plan must be endorsed by all of Norfolk's residents. Only then will the Plan serve as a useable guide to the businesses, developers, applicants, owners, agencies and individuals interested in the orderly conservation and development of Norfolk.

Implementation Tools

The main tools used by communities to implement the recommendations of strategic plans such as the Plan of Conservation and Development include:

- Plan Implementation Workshops – Quarterly or semi-annual meetings of all municipal boards and commissions where priorities for POCD implementation are discussed and strategies to accomplish them are identified.
- Implementation Guide – For the implementation workshops, the PZC should prepare and maintain an implementation status report identifying what has been accomplished, what is in process, and what policies and action steps could be priorities over the next year.
- Application Reviews – The PZC should use the POCD as a basis for decisions with regard to zoning map changes, zoning text changes, and Special Permit applications.
- Land Use Regulations – The PZC should update the Zoning Regulations and the Subdivision Regulations to reflect Plan recommendations.
- Operating and Capital Budgets – The Town should strive to align Town spending with policy objectives in the POCD.