

CEDS STATUS REPORT

2013-2014

Submitted to EDA

November 2014



SOUTHEASTERN CONNECTICUT ENTERPRISE REGION

AND

SOUTHEASTERN CONNECTICUT COUNCIL OF GOVERNMENTS





TABLE OF CONTENTS

Chapter 1: Organization, Status of Economy, 2011 CEDS Status	1
• Overview and Organization of Report	1
• EDD Application and Funding	2
• Status of Regional Economy	2
• Goal Grid with Project/Action Items Status	5
Chapter 2: Vital Project Updates	17
• Vital Regional Projects	17
Chapter 3: Suggested Project and Action Item Updates	27
• Suggested Regional Projects	27
• Action Items	30
Chapter 4: New Projects	37
• New Projects	37
Chapter 5: Conclusion	41
• Revision of 2011 CEDS goals and objectives	41
• Committees	45
• Next Steps	47



seCTer Municipalities



CHAPTER 1

Organization, Status of Economy, 2011 CEDS Status

OVERVIEW AND ORGANIZATION OF REPORT

In 2011 the Southeastern CT Enterprise Region (seCTer), in cooperation with the Southeastern CT Council of Governments (SCCOG), published a new Comprehensive Economic Development Strategy (CEDS) to replace the 2004 CEDS. The 2011 document was approved by the State of Connecticut Department of Economic and Community Development (CTDECD) and the Economic Development Agency (EDA) in December 2011.

The 2011 CEDS included a list of “Vital” proposed projects, some fully regional in scope and execution, others regional in scope but existing within specific municipalities that would be managing the execution of the projects. Also included were “Suggested” projects and “Action Items” that were regarded as important in fulfilling the Goals and Objectives of the CEDS. Pages 5-16 of this report present the original Goal Grid, which assigned Projects and Action Items. This grid gives a snapshot of the status of Projects and Actions, which are more fully discussed in Chapters 2 and 3. Progress on Strategies and Objectives are also indicated where appropriate.

Chapter 2 of this report reviews the status of the vital projects, indicating those that are “In Progress” or “Near Completion,” those that are “In Early Stages,” and those that are “Currently Inactive.” At this time no major projects have been completed, although several are progressing satisfactorily.

Chapter 3 reviews other Suggested Projects and Action items in the 2011 CEDS. Several of the Actions have been successfully completed and are contributing significantly to the economic development of the region, others are on-going. Many of the action items, and several suggested projects, are interdependent, and/or might be clustered as parts within a single project or action. An example of a multi-part action is the creation of an Arts Alliance (The SECT Cultural Coalition), which will be addressing several of the other arts related actions in the CEDS. This report will report on these types of actions and projects collectively.

Chapter 4 gives a brief outline of major new projects proposed for the region since the completion of the 2011 CEDS. These projects will be reviewed in FY 2015 by the CEDS Strategy Committee for inclusion in the CEDS. Also in FY 2015, the Committee will review all projects, and apply metrics described in the CEDS to complete a ranking report.

The CEDS committee reviewed the Goals and Objectives of the CEDS and redefined and reorganized these for clarity. The revision of this important piece of the CEDS is found in Chapter 5.

All projects, including the newly proposed, will be further reviewed by the CEDS Strategy Committee in FY 2015 based on the metrics outlined in Chapter V of the CEDS and on the status or viability of the projects. Rankings will be assigned to assist regional prioritization efforts. These rankings will be monitored and their status will inform the 2015 report to EDA. Note that there has been little or no

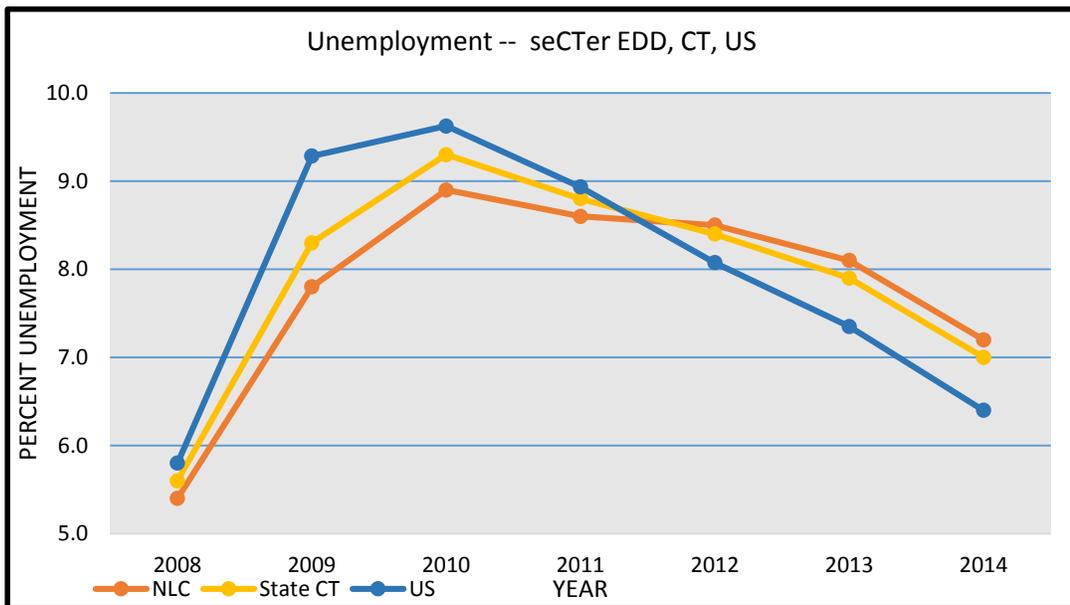
action on some of these projects, such as the Mohegan-Pequot Bridge, necessitating a review of their regional importance at this time.

EDD APPLICATION AND FUNDING

In April 2012, seCTer applied to the Economic Development Agency for status as an Economic Development District (EDD). This designation was made in June 2013. The Southeastern CT EDD then applied to EDA for Partnership Planning funds in the amount of \$70,000 for implementation and monitoring activities associated with the CEDS. On July 3, 2014, we were advised by Congressman Joseph Courtney of the 2nd CT Congressional District that the grant was awarded. Monitoring of CEDS projects and assistance to municipalities and agencies with projects is underway by designated seCTer staff in accordance with terms of the Partnership Planning award.

STATUS OF REGIONAL ECONOMY

There have been changes in the economy regionally since the approval of the 2011 CEDS. Although the economy of the Nation and State began to recover in 2011, the seCTer region was just beginning to feel



Source: CT Department of Labor, US Bureau of Labor Statistics, September 2014

the full effects of the national recession that began in 2007. Because sectors of the regional economy, specifically the Casinos, Tourism, Bio-Science and Defense remained relatively strong in the 2008-9 period, the recession was late to the region, with unemployment

rising at a slower rate than statewide or nationally. By 2010 however, unemployment levels began to rise regionally and remained high even as employment statewide and nationally began to recover in 2010-2011.¹

¹ "Searching for region's economic recovery," *The Day*, New London, CT. June 18, 2012.

<http://www.theday.com/article/20120618/OP01/306189991/0/Search>

"Region gains jobs, but stays below 2013 employment," *the Day*, New London, CT. September 19, 2014.

<http://www.theday.com/article/20140919/BIZ02/309199957/1044>

Contributing factors to this situation have been: a downturn in the gaming market;² reorganization and downsizing within Pfizer³; the transfer of two submarines and support staff from SUBASE New London due to reassessment of Navy force requirements⁴; and a softening of leisure travel.

In July 2014, the region also received another blow with the announcement of the closure of Fusion Paperboard in Sprague, and associated loss of 145 jobs. These employees are residents of towns throughout the region, attesting to the regional nature of so many businesses in the Southeastern CT EDD.

In spite of this setback, the closure demonstrated the ability of regional agencies to respond rapidly as the Eastern Workforce Investment Board (EWIB), the Eastern Advanced Manufacturers' Alliance (EAMA: a successful CEDS creation), seCTer, Three Rivers and Quinebaug Valley Community Colleges, Chambers of Commerce and other agencies immediately went to work setting up retraining programs for these displaced workers and/or placing them in other manufacturing companies in the region.⁵

Good news for the region included the US Navy's announcement of \$17.6 billion in contracts for General Dynamics/Electric Boat (EB) to build two submarines a year over a five year period, thus ensuring growth in manufacturing employment at one of the region's major employers. In addition to shipyard work, EB hired hundreds of engineers to design a new class of ballistic-missile submarines. This hiring has had a significant impact in New London in particular, where EB now has a workforce of over 3,000 in the former Pfizer Global Research and Development Center. EB recently hosted a meeting with over 300 potential companies in their supply chain from around the region and state who are expected to benefit from this work.⁶

In other positive news, Pfizer has transferred one of its lab buildings to Connecticut United for Research Excellence (CURE), where in late 2014, the State will open an "Innovation Commons" hosting incubator and research space for the many Bio-Science and Technology startups in the region; many of whom are former Pfizer employees.⁷

"Southeast CT in Sixth Year of Recession, as Rest of State Grows Moderately," the *Hartford Courant*, Hartford, CT, September 17, 2014. www.courant.com/business/hc-gdp-hartford-fairfield-new-london-new-haven-20140916,0,992049.story

² "Both casinos' slots revenues down by double digits," the *Day* New London, CT. July 15, 2014. <http://www.theday.com/article/20140715/BIZ02/140719847/0/SEARCH>

³ "Pfizer lost jobs felt across region," the *Day*, New London, CT. June 9, 2012. <http://www.theday.com/article/20120609/BIZ02/306099948/0/Search>

⁴ "Navy Sends 2 Groton Based Subs to Pacific," the *Day*, New London, CT. March 4, 2009. <http://www.theday.com/article/20090304/DAYARC/303049931/0/SEARCH>

⁵ "Fusion Paperboard job fair aims to get workers placed at new gigs," *Norwich Bulletin*, Norwich, CT, August 27, 2014 <http://www.norwichbulletin.com/article/20140827/NEWS/140829569>

⁶ "Contract for EB could benefit many state manufacturers," the *Day*, New London, CT. June 3, 2014. <http://www.theday.com/article/20140603/NWS12/140609910/0/SEARCH>

⁷ "Malloy calls deal with Pfizer a win-win," the *Day*, New London, CT. April 2, 2014. <http://www.theday.com/article/20140402/BIZ02/140409944/0/Search>

Goal One: Promote a regional collaboration around economic development that unites the region behind this common vision

<u>Strategies & Objectives</u>		<u>Responsible Agency(s)</u>	<u>Priority</u>	<u>Time Frame</u>	<u>TYPE of Project or Action</u>	<u>September 2014 Status</u>
A. Establish a CEDS Implementation Committee						
1	Meet regularly to coordinate and assist in the implementation of region-wide objectives	seCTer CEDS Strategy Committee and seCTer EDC	High	ongoing		
B. Foster Partnerships and collaboration to create efficiencies in regional organizations and municipalities						
1	Identify and Implement service Sharing Projects					
a	Develop a Regional Investment Site with Cost/Revenue Sharing	seCTer; SCCOG	Long Term	1-10 years	Vital Project	Currently Inactive
2	Encourage coordinated business development activities among business development organizations and agencies					
a	Participate in efforts to support consistency of local plans of development with regional and state plans of Conservation and Development	Municipalities, SCCOG			Action Item	In Progress
b	Simplify planning/zoning regulations to streamline development	Municipalities			Action Item	In Progress
C. Increase awareness of residents & municipal leaders of benefits of regional identity and organizations activities						
1	Develop a common theme and plan to communicate the region's assets internally and externally		High	1 year		
a	Review Brand Platform prepared for Governor's Commission to Diversify Economy of SECT in 2005 and plan implementation	seCTer EDC	High	1 Year	Action Item	In Progress
b	Develop communication strategies to provide better knowledge and understanding of agency goals and missions	Each individual agency: ECTD, EWIB, seCTer, TVCCA, UCFS, Arts Council, etc.	High	1 year	Action Item	In Progress
D. Build a more diverse leadership base						
1	Encourage participation and engagement in regional civic activities of community-based organizations and individuals representing various groups					
a	Create regional leadership group to support college student, Coast Guard and Navy personnel in engaging with community organizations	Chambers of Commerce and SCCOG	Medium	3 Years	Action Item	Currently Inactive

RED: Programs on Program/Action List

GREEN: Suggested Projects

BLUE: Vital Projects

Goal Two: Ensure the continued strength of the existing economic base while seeking to diversify the economy through the development of the region's core competencies

<u>Strategies & Objectives</u>		<u>Responsible Agency(s)</u>	<u>Priority</u>	<u>Time Frame</u>	<u>TYPE Of Project or Action</u>	<u>September 2014 Status</u>
A. Promote Small Business Development & New Entrepreneurship						
1	Establish an Economic Gardening Program		High			
a	Develop a Business Calling Program	seCTer EDC	High	6 months	Action Item	In progress
2	Develop incubator and other space for research and business startups			1 year		
a	Convert former Gales Ferry Elementary School into Regional Kitchen Incubator to support food production, value-added agriculture, possibly culinary school	Town of Ledyard; seCTer; USDA; UConn or Three Rivers; Private Sector	High	1-5 Years	Vital Project	Currently Inactive
b	Adapt Mystic Education Center for Mixed use including Incubator Space	Town of Groton; seCTer	Medium	1-10 Years	Vital Project	Currently Inactive
c	Acquire, remediate and develop plan for re-use of Sheffield Pharmaceutical property on 99 Garfield Avenue.	City of New London; seCTer; Sheffield Mfg.	Medium	1-10 Years	Vital Project	Currently Inactive
d	Feasibility Study for establishing lab space incubator for bio-science research	seCTer; UConn; TRCC; Private Sector; Pfizer	High	1-5 Years	Action Item	Completed
e	Encourage municipal Zoning that facilitates home based offices and business as of right	SCCOG; EWIB	High	1-5 Years	Action Item	In progress
3	Develop Regional Entrepreneurial Programs					
a	Support proposed Regional Arts Entrepreneurial academy	Hygienic Arts Center	High	1 Year	Action Item	Completed
b	Add Junior Achievement programs to Middle and High Schools to encourage training and engagement in business and entrepreneurship	Chambers of Commerce; Regional Business Community; Region's School Systems; Technical High Schools	Medium	5 years	Action Item	Currently Inactive
B. Support Creative Strategies for Business Investment and Market Development						
a	Support Expansion of Foreign Trade Zone within Region	City of New London FTZ; seCTer EDC	High	1-5 years	Action Item	In progress
b	Establish Southeastern CT as an EB-5 Visa region to encourage new investment and Job creation	seCTer EDC; NCDC; SCCOG	High	1-5 years	Action Item	Currently inactive (locally)

RED: Programs on Program/Action List

BLUE: Vital Projects

GREEN: Suggested Projects

Goal Two: Ensure the continued strength of the existing economic base while seeking to diversify the economy through the development of the region's core competencies

<u>Strategies & Objectives</u>		<u>Responsible Agency(s)</u>	<u>Priority</u>	<u>Time Frame</u>	<u>TYPE Of Project or Action</u>	<u>September 2014 Status</u>
	Develop plan to promote green technology businesses to locate in Preston Riverwalk and other Job Investment Sites	Town of Preston PRA	Medium	1-10 Years	Action Item	Currently inactive
C. Support the vitality of regional manufacturing base						
	a Establish a Manufacturers' Council	seCTer EDC	High	6 Months	Action Item	Completed
	b Establish a Technology Council	seCTer EDC	High	1 year	Action Item	Early Stages
D. Support the Growth of the Maritime Cluster						
	a Advocate with NOAA for home porting of research vessel Bigelow in New London	TMC; seCTer; Congressional Delegation	Medium	1-5 Years	Action Item	Currently Inactive
E. Ensure the Continued Strength of the Region's Defense-related Facilities & Companies						
1	Support activities of Subase Coalition & Office of Military Affairs	SRC, seCTer	High	Ongoing		
2	Continue to support State and Federal Infrastructure improvements at Subase	SRC, seCTer, OMA, State of CT				
F. Promote the Region's Arts & Cultural Strengths as a Regional Economic Engine						
	a Establish A Regional Arts Council	Art organizations including Garde Arts Center; Norwich Arts Council; Hygienic Arts Center; others TBD	High	1 year	Action Item	Completed
	b Formalize Five Rivers Consortium as Regional Heritage Council	Current heritage members of Five River's Consortium	High	1 year	Action Item	Early Stages
G. Support the Sustainable Development of the Region's Tourism Industry						
1	Support Public / Private coordination of tourism activities in region					
	a Develop a Concierge Program for hotels and businesses to assist all front line businesses in servicing tourists	ECTD			Action Item	Currently Inactive
	b Develop and provide on-going training to regional tourism businesses on use of cutting edge technology to promote businesses	ECTD; TRCC			Action Item	Completed

RED: Programs on Program/Action List

BLUE: Vital Projects

GREEN: Suggested Projects

Goal Two: Ensure the continued strength of the existing economic base while seeking to diversify the economy through the development of the region's core competencies

<u>Strategies & Objectives</u>		<u>Responsible Agency(s)</u>	<u>Priority</u>	<u>Time Frame</u>	<u>TYPE Of Project or Action</u>	<u>September 2014 Status</u>
	Develop plan to build, staff and operate Visitor Centers (with rest rooms) throughout the region, preferably on year round basis	ECTD; Chambers of Commerce; Municipalities; regional hotels and attractions	High	Immediate start, on-going	Action Item	In progress
	Develop one or more "Heritage Trails" in region to attract heritage tourists and to foster a sense of place in residents	Five Rivers Consortium, ECTC			Action Item	In progress
	Identify sustainable funding for Cruise Ship Commission	CT Cruise Commission, ECTD	High		Action Item	Currently Inactive
	Develop plan for development and marketing of regional Agri-Tourism	New London County Farm Bureau (NLCFB); ECTD			Action Item	Currently Inactive
2	Capitalize a regional tourism development revolving loan fund to assist small tourism businesses in growth initiatives	seCTer Loan Office; EDA; ECTD	Medium	1-5 years		
H. Support New Economic Opportunities in Agriculture and Food Production						
1	Establish Agricultural Commissions on Municipal level	SCCOG; NLCFB				
2	Develop new value-added agricultural products					
	Prepare a feasibility study for establishment of static or mobile USDA certified abattoir in southeastern CT (incorporate results of planning study being done by multi-state consortium of Departments of Agriculture)	State of CT Depart of Agriculture; NLCFB			Action Item	currently inactive
	Prepare a feasibility study and cost analysis of establishment of dairy processing facility in southeastern CT	NLCFB			Action Item	currently inactive
3	Develop Strategic Marketing Plan to promote Southeastern CT Grown products (food/beverage) by consumers and institutions	State of CT Depart of Agriculture; NLCFB				

RED: Programs on Program/Action List

BLUE: Vital Projects

GREEN: Suggested Projects

Goal Three: Enhance the physical infrastructure needed to support the region's economy

<u>Strategies & Objectives</u>		<u>Responsible Agency(s)</u>	<u>Priority</u>	<u>Time Frame</u>	<u>TYPE Of Project or Action</u>	<u>September 2014 Status</u>
A. Strengthen the Region's Intermodal Transportation System						
1	Fund and implement 2009 Transportation Center Plan for New London	SCCOG; State of CT DOT; Private Sector	High	1-5 Years	Vital Project	In Progress
2	Provide Sustainable transportation system for tourists to and within the region	ECTD, SCCOG, Private Sector Tourism Interests	High	1 Year		
a	Implement recommendations of Mystic Mobility Plan as priorities are determined	Town of Stonington; Town of Groton; Mystic Seaport; ECTD; others TBD	High	1-5 Years	Action Item	Currently Inactive
b	Prepare study of highway and secondary route information signage for upgrade and enhancements to better serve visitors	ECTD	Medium	1-5 Years	Action Item	Currently Inactive
3	Improve SEAT system to provide sustainable and comprehensive transportation for workers, particularly in urban and rural areas and for hospitality and health care workers	SEAT, SCCOG, EWIB	High	1 Year		
a	Review all SEAT routes for timing, location and accessibility to better serve "carless"	SEAT; SCCOG; EWIB; Private sector Users	High	1 Year	Action Item	In Progress
4	Improve road capacity	SCCOG, State of CT DOT, US FHA				
a	Build second span on Mohegan Pequot Rte 2A bridge	State of CT DOT; FHWA	High	5-10 Years	Vital Project	Currently Inactive
b	Fund and complete I-95 improvements from East Lyme to Rhode Island Border including interchange upgrades and road widening	SCCOG; State of CT DOT; FHWA	High	10+ Years	Vital Project	Early Stages
c	Complete Rte. 11 from Salem to East Lyme I-95	SCCOG; State of CT DOT; FHWA	High	10+ Years	Vital Project	In Progress
d	Extend Parkway North and South to Rte. 85 connection including improvements to intersections in triangle formed by Rte. I-95, I-395, Rte. 85	Town of Waterford; CT DOT; Private sector partners.	High	5-10 years	Vital Project	Currently Inactive

RED: Programs on Program/Action List

BLUE: Vital Projects

GREEN: Suggested Projects

Goal Three: Enhance the physical infrastructure needed to support the region's economy

<u>Strategies & Objectives</u>		<u>Responsible Agency(s)</u>	<u>Priority</u>	<u>Time Frame</u>	<u>TYPE Of Project or Action</u>	<u>September 2014 Status</u>
e	Develop a comprehensive circulation and Parking Strategy for NL and Norwich	City of Norwich;¹ City of New London; CT DOT	Medium	1-5 years	Action Item	In Progress
f	Rte. 32 improvements to spur development. Includes Curb Cuts	Town of Bozrah, State of CT DOT	Medium	1-5 years	Suggested Project	Currently Inactive
5	Expand passenger and freight rail service to and through region	SCCOG, seCTer, P&W, AMTRAK, Shoreline East Rail Coalition, NEC RR	High	1-3 Years		
a	Identify and coordinate improvements to P&W Rail line for freight purposes from State Pier north to Worcester including sidings in northern end of region, and on Rail America Lines for both freight purposes and future passenger rail service	State of Ct DOT; P&W RR; Rail America; Town of Sprague; Federal RR Administration	High	1-5 Years	Vital Project	In Progress
6	Coordinate transportation services to region's commercial airports					
a	Encourage and support private sector transportation link between SECT, BDL and TF Green Airports, possibly using GON for terminal	Private sector; Amtrak; State of CT DOT	Medium	1-5 Years	Action Item	Currently Inactive
B. Provide Sites & Utilities needed to Support Region's Economic Development Priorities						
1	Expand availability of development sites with necessary access & utilities					
a	Funding for environmental remediation and infrastructure improvements where needed to develop Preston Riverwalk to fullest potential	Town of Preston	High	1-10 Years	Vital Project	In Progress
b	Fund and Complete utilities for Gateway project at Exit 74 of I-95 and Rte 161	Town of East Lyme	High	1-5 Years	Vital Project	In Progress
c	Fund and complete water /sewer/road infrastructure improvements on Flanders Rd.	Town of Groton/ Private Sector	High	1-5 Years	Vital Project	Currently Inactive
d	Extend Water and Sewer into Town of Franklin -- north on Rte. 32 and at Franklin side of Norwich Business Park to attract development to available parcels on Rte. 32	Town of Franklin/City of Norwich	High	1-5	Vital Project	In Progress

RED: Programs on Program/Action List

BLUE: Vital Projects

GREEN: Suggested Projects

Goal Three: Enhance the physical infrastructure needed to support the region's economy

<u>Strategies & Objectives</u>		<u>Responsible Agency(s)</u>	<u>Priority</u>	<u>Time Frame</u>	<u>TYPE Of Project or Action</u>	<u>September 2014 Status</u>
e	Water Study for water/waste water system to open up industrial zone at exit 92 of I-95 up to Rte. 2 Rotary	Towns of Stonington and N. Stonington	High	1-10 Years	Suggested Project	Early Stages
f	Build road into Industrial Zoned parcel off Taugwonk Rd and I-95 for future development	Town of Stonington	Medium	1-10 Years	Suggested Project	Currently Inactive
g	Build Rd into Job Investment Site off Rte. 32	Town of Montville	Low	10 years +	Suggested Project	Currently Inactive
h	Extend Water Lines from Bozrah to Franklin To support Proposed Development	Franklin and Bozrah	High	< 1 year	Vital Project	In Progress
i	Implement infrastructure improvements to encourage commercial development on I-395/Rte 164 corridor	Town of Griswold			Suggested Project	In Progress
2	Expedite reuse of Brownfield sites (by supporting municipal efforts to obtain funding and permits)*					
a	Develop a database and assessment of regional Brownfields including remedial actions required, costs, and plans for re-use	seCTer; Municipalities	High	6 months-1 Year	Action Item	In Progress
b	Develop Baltic Mill Site to fullest potential	Town of Sprague	High	1-10 Years	Vital Project	Currently Inactive
c	Complete Remediation/Reuse of Triangle Wire and Cable and Wyre--Wind Mill sites In Griswold	Town of Griswold	High	1-5 Years	Vital Project	In Progress
d	Implement Waterfront Development Plan beginning with Shipping Street Plan for land acquisition, environmental remediation, infrastructure upgrades	City of Norwich	High	1-5 Years	Vital Project	In Progress
3	Accomplish development of the Regional Water Network	SCCOG, Municipalities				
a	Full buildout of Regional Water System	SCCOG	HIGH	1-10 Years	Vital Project	In Progress
4	Support Development of Appropriate Waste Water Systems and facilities throughout region					
a	Extend Sewer to Stockhouse Rd. Business Park	Town of Bozrah	High	>1 year	Suggested Project	In Progress
b	Fund final phase of extension of Water and Sewer to designated business park.	Town of Cochester			Suggested Project	Completed

RED: Programs on Program/Action List

BLUE: Vital Projects

GREEN: Suggested Projects

Goal Three: Enhance the physical infrastructure needed to support the region's economy

<u>Strategies & Objectives</u>		<u>Responsible Agency(s)</u>	<u>Priority</u>	<u>Time Frame</u>	<u>TYPE Of Project or Action</u>	<u>September 2014 Status</u>
	c Extend sewer lines on Rte 12 north from Groton to connect at Preston	Town of Ledyard			Suggested Project	Early stages
	d Install sewer on Rte 2 in areas where there are gaps in coverage	Town of Preston			Suggested Project	Currently Inactive
5	Achieve complete broadband coverage for region	Private sector	Medium	1-3 Years		
	a Identify gaps in broadband coverage and develop plans to complete regional coverage	State of CT Study			Action Item	Currently Inactive
C. Support full funding of State of CT Harbor Improvement Fund for improvements at State Pier						
	a Implement Improvements to State Pier developed by State of CT DOT		High	1-10 Years	Vital Project	Early stages
	b Prepare feasibility study for Cruise Ship Terminal at State Pier	CT Cruise Commission	Medium	1 year	Action Item	Currently Inactive
D. Support implementation of the Southeastern CT Housing Alliance Strategic Plan						
	a Build more affordable rental housing for senior citizens in Downtown Niantic				Suggested Project	

RED: Programs on Program/Action List

BLUE: Vital Projects

GREEN: Suggested Projects

Goal Four: Promote education and training opportunities that create and sustain careers

<u>Strategies & Objectives</u>		<u>Responsible Agency(s)</u>	<u>Priority</u>	<u>Time Frame</u>	<u>TYPE Of Project or Action</u>	<u>September 2014 Status</u>
A. Further enhance the Positive Relationship between Workforce Development System, Educational Institutions & Business Community						
1	Support partnerships to provide career guidance ladder and skill sets to meet the needs of businesses and students					
a	Find or develop template to qualitatively measure impact of arts/cultural/internship programs on student achievement	Arts Council	High	1 year	Action	Currently Inactive
b	Develop a regional Educational calendar that establishes clear information on programs available to schools by all area cultural groups. (dates, prices, age cohorts, relationship to core curriculum etc.)	All arts and heritage organizations	High	1 year	Action	Currently Inactive
B. Establish a Regional Initiative to Attract and Retain Workers						
1	Retain separating Navy and Coast Guard personnel and graduating college students in region					
2	Support entry of immigrants into workforce and business creation					
C. Develop a Tourism Career Ladder Initiative						
1	Support enhanced hospitality training and tourism management programs					
a	Strengthen tourism and hospitality programs at regional colleges and trade schools	TRCC; Mitchell, ECTD	High	on-going	Action	Early Stages
b	Develop a Hospitality Training Program for regional front line tourism employees using existing models	ECTD; seCTer; Private sector	High	1-3 years	Action	Currently Inactive
D. Develop STEM Skills training and core educational competencies in region's high schools to meet needs of all businesses						
E. Maintain and Augment the Capacity to Produce a Highly-skilled Workforce						
1	Develop long-term strategies to replace highly skilled workers at defense and other manufacturing firms				Action	In Progress

RED: Programs on Program/Action List

BLUE: Vital Projects

GREEN: Suggested Projects

Goal Four: Promote education and training opportunities that create and sustain careers

<u>Strategies & Objectives</u>		<u>Responsible Agency(s)</u>	<u>Priority</u>	<u>Time Frame</u>	<u>TYPE Of Project or Action</u>	<u>September 2014 Status</u>
2	Develop cooperative program among Technical Schools, OIC, Adult Education and Three Rivers Community College to provide adult and post-high-school technical and trades skills education and career guidance				Action	In Progress
F. Engage Regional Organizations in Critical Regional Education & Workforce Development						
1	Identify and fill gaps in career training and skill development at regional Community Colleges and Technical High Schools					
2	Promote trades and construction careers as attractive alternatives or supplements to college education					
3	Support Investments in early Childhood Education					
a	Establish Full Day kindergartens in all communities to accommodate working parents and to give children a head start on success in school	State of CT DOE; Municipal Boards of Education	High		Action	Early Stages

RED: Programs on Program/Action List

BLUE: Vital Projects

GREEN: Suggested Projects

Goal Five: Enhance the regional quality of life, in our urban centers, rural areas, and suburban communities.

<u>Strategies & Objectives</u>		<u>Responsible Agency(s)</u>	<u>Priority</u>	<u>Time Frame</u>	<u>TYPE Of Project or Action</u>	<u>September 2014 Status</u>
A. Enhance the Downtowns in the Region						
1	Promote regional planning and assistance to alleviate the impact on disadvantaged populations and their service providers in urban core downtowns					
2	Support and market New London and Norwich as living centers for young and creative populations by integrating arts, heritage, and ethnic communities into all downtown planning	NLDC; Norwich; New London; NLMS; Arts and Heritage organizations				
a	Norwich will apply for status as a Preserve America City	City of Norwich	High	<1 year	Action Item	Currently Inactive
b	Engage high school students with Main Street Programs to create downtown walking tours for residents and visitors with QR Codes for "talking" buildings, signage, and smart phone technology	NLMS, Rose City Renaissance; NLCHS; Norwich Historical Society; Writers Block; Chambers of Commerce			Action Item	Currently Inactive
c	Explore strategies for Norwich and New London to cooperate on producing multicultural events, to engage all members of community	NLMS, Rose City Renaissance; Arts Councils			Action Item	In Progress
3	Achieve downtown and village center improvements in suburban and rural communities					
a	Continue to develop and implement Jewett City Main Street improvements	Town of Griswold			Suggested Project	In Progress
b	Implement Town Center Enhancement Plan	Town of Ledyard			Suggested Project	In Progress
c	Implement Downtown Gateway and Streetscapes Improvement Strategy	Town of Groton			Suggested Project	Currently Inactive
d	Develop plan for collaborative downtown improvements in Pawcatuck and Westerly	Town of Stonington			Suggested Project	Early Stages
e	Planning grant for Mago Point improvements and utility undergrounding	Town of Waterford			Suggested Project	Early Stages
B. Support activities of regional health care providers						
1	Promote and support regional partnerships among health care providers and agencies					

RED: Programs on Program/Action List

BLUE: Vital Projects

GREEN: Suggested Projects

Goal Five: Enhance the regional quality of life, in our urban centers, rural areas, and suburban communities.

<u>Strategies & Objectives</u>		<u>Responsible Agency(s)</u>	<u>Priority</u>	<u>Time Frame</u>	<u>TYPE Of Project or Action</u>	<u>September 2014 Status</u>
2	Support retention and recruitment of skilled medical care workers					
C. Support Coordinated, Collaborative and Effective Services to at risk populations to help them achieve productive, fulfilling lives						
1	Promote and support regional partnerships among human service agencies					
2	Increase availability of both foreign language and ESL classes to address communication needs in all areas					
D. Promote Regional Sustainable Land Use Policies						
1	Encourage smart and sustainable growth policies supporting and complementing regional economic development					
a	Develop long term plan for climate change mitigation in coastal areas	Municipalities	Medium	1-10 Years	Action Item	In Progress
2	Encourage preservation & enhancement of historic built environment and emphasize high and complementary design standards for new development					
3	Encourage the protection & preservation of the region's rural places					
4	Support initiatives to preserve agricultural lands & other open space					
a	Develop collaborative Plan for open space and agricultural development	CT Farm Bureau			Action	Currently Inactive
E. Enhance Recreation Opportunities & Protect Open Space & Water Quality						
1	Increase shoreline access and water dependent transportation and recreation wherever possible					
a	Support private sector investment in Thames River sightseeing and/ or ferry service	TMC; ECTD; seCTer, Private sector			Action	Early Stages
b	Develop and support new and improved recreational opportunities on rivers (Thames, Shetucket etc.)	SCCOG; Private sector			Action	Early Stages
2	Support and expand cooperative regional water quality initiatives					

RED: Programs on Program/Action List

BLUE: Vital Projects

GREEN: Suggested Projects

CHAPTER TWO

Status of Vital Projects

VITAL REGIONAL PROJECTS

In the 2011 CEDS, projects were ranked and listed by their priority within two main categories: Vital Regional Projects; and Vital Municipal Projects. Although designated “Municipal,” most of the projects in the municipal list were regional, as their successful completions would produce jobs within the region and contribute to a stronger economy and/or quality of life. The following is a status update of projects with regional impacts based on their current position as either “Fully Underway or Near Completion,” “In Early Stages,” or “Currently Inactive.”

FULLY UNDERWAY OR NEAR COMPLETION

Regional Water System

Implementation of the Regional Water Plan developed by the Southeastern CT Council of Governments was the highest priority project identified in the 2011 CEDS. The working group established high and medium level interim priorities using the model of the completed Thames River Regional Water Project protocol (see 2004 CEDS). As of the writing of this report, parts of the project are near completion while others are in various stages of planning or implementation. Additional interconnections between Groton Utilities and Aquarion Water systems are planned.

The East Lyme/New London interconnection is nearing completion and became operational on Labor Day weekend in 2014, when for the first time East Lyme drew on the connection with New London to service its customers.⁸ The region will also benefit from an additional interconnection between Groton Utilities and Aquarion Water Company (Mystic) systems in the eastern part of the region that was completed and operational in 2013.

The search for an additional water supply to the north sub region is also progressing. Norwich Public Utilities (NPU) is taking the lead on this effort and has conducted a preliminary engineering assessment that has identified a specific area in North Franklin that looks very promising. NPU has been in contact with a property owner and is in the process of getting an appraisal of the property and developing an agreement with the owner so a detailed feasibility study can be done to determine the site’s potential.

The southwest sub region has been working on identifying potential water supplies for that sub region as well. Meeting on a fairly frequent basis, the effort is a collaboration between East Lyme, New London, Waterford, Salem, Groton Utilities and Chris Clark (coordinator of project from Mohegan Tribal Utility

⁸ “East Lyme-New London water interconnection put to use,” the *Day*, New London, CT. 9/4/2014.
<http://www.theday.com/article/20140904/NWS01/140909816/0/Search>

Authority). We have begun to evaluate a number of options and have started the effort of a high-level evaluation of a few.

In June 2012, an update to the 2005 Emergency Response Plan was completed. The new plan, referred to as the “Intra-Regional Water Supply Response Plan,” has matured from an emergency “re-active” based document, to one that articulates a more pro-active and organized process whereby water supplies are shared not only during the event of an emergency, but also when the interconnected systems may be vulnerable during periods of maintenance. A preparation is underway of a first-in-the-state permit request to both the Department of Energy and Environmental Protection (DEEP) and Department of Public Health (DPH) to allow the eight participating communities to share a limited amount of water in non-emergency situations for a short periods of time. The plan has eight parties, Aquarion Water Company (Mystic System), East Lyme, Groton Utilities, Ledyard WPCA, Montville WPCA, New London Department of Public Utilities, Norwich Public Utilities and Waterford Utilities Commission along with two supporters, The Southeastern Connecticut Water Authority and the Mohegan Tribal Utility Authority.”⁹

Freight Rail Improvement and Passenger Rail Expansion

This project has strong support from the State of CT, the Genesee and Wyoming Railroad (G&WRR), the CT Congressional delegation, the regional business community, and regional municipalities. A TIGER grant application submitted by the State of CT in the amount of \$8.2Million, was awarded by the Federal Department of Transportation on September 9, 2014. This grant will allow upgrades of the G&WRR line starting at State Pier in New London and ending at the Massachusetts border. Upgrades will provide a seamless link from State Pier to the Canadian border. G&WRR committed to a \$2 million match for this grant, and in addition, the State of Connecticut has allocated \$3.6 million to upgrade bridges and make track improvements along sections of the line. This commitment strengthens the public/private partnership evident in this project.¹⁰

Upon successful upgrades to the existing freight line, anticipated to be complete by late 2015 or early 2016, regional interests will increase existing effort to commence passenger rail traffic from New London to Vermont, and continuing to Montreal. This service, the “Central Corridor,” has been proposed, planned, and encouraged for some years. It is anticipated that it will draw immediate ridership from the over 90,000 students at colleges and universities located along the rail line (including the University of Connecticut and University of Massachusetts), and from Amtrak passengers currently using the Northeast Corridor service that stops in New London but has no connections directly north.¹¹

⁹ Email from Chris Clark, Mohegan Tribal Utility Authority to Deborah Donovan, 4/7/2014

¹⁰ “Connecticut Receives Federal Grant to Upgrade New England Central Railroad,” the *Day*, New London, CT, September 9, 2014. <http://www.theday.com/article/20140909/NWS01/140909626/1047>. “\$8 Million in Rail Funding for Region Hailed,” the *Day*, September 10, 2014. <http://www.theday.com/article/20140909/NWS01/140909626/1017>

¹¹ <http://centralcorridorline.com/>

Preston Riverwalk

Work on this project includes environmental remediation, building demolition, and infrastructure improvements on the former State Hospital Site now owned by the Town of Preston. As of 2011, a Conceptual Site Development Plan had been completed. As of mid-2014, considerable work was accomplished on the site that was funded by a combination of municipal, state and federal funds. This project is considered of highest priority to the region due to its projected capacity to create both construction, and permanent jobs, as development proceeds following full site remediation.

To date, Preston has raised approximately \$14M and has generated an additional \$1M in material scrap proceeds for a total of \$15M. The Federal Government has provided \$2.2M; the State of CT \$9.3M; and the Town of Preston \$2.4M in Town Matched Federal and State grants. To date, the town has spent approximately \$10M of these funds in remediating and demolishing 47 structures (including buildings, tunnels, oil tanks and overhead piping/rigging). The remaining \$5M is currently being used to abate and demolish an additional 3 structures.

Preston is working with an abatement/demolition contractor along with their Licensed Environmental Professional (LEP) for contaminated areas of concerns (AOC's) which are outside of structures, and estimates the need for an additional \$8-10M to bring the site to an industrial/commercial clean-up standard. These funds will be used to abate and demolish an additional 4 buildings, remediate a number of Areas of Concern (AOCs), and to abate the Pier that extends into Thames River.

The town has hired Jones, Lang, LaSalle (JLL) to serve as broker in marketing the property to developers. There has been an increase in the number of requests for information, tours and follow-up meetings since this hiring, although no formal proposals have been received to date.

East Lyme Gateway Project

The intent of this project was to enhance water infrastructure and make road improvements on a proposed development site in East Lyme. Plans were in place for a large mixed use development including retail and housing on a 200 acre site at Exit 74 off I-95 and Route 161. The economic downturn limited funding for the developer, causing this project to be on hold for some years. However, the necessary water issues were addressed by the near complete New London/East Lyme water connection (see Regional Water System).

In February 2014, the plan was restarted with the announcement that Costco planned to build on the site as the anchor for the retail portion of the project.¹² In June 2014, a ground-breaking was held for construction of 280 residential units on the property.¹³ Roadway improvements, both on Route 161 and at the Exit 74 Interchange are being discussed by the developer, the Town, and the Connecticut Department of Transportation (CONNDOT). Currently, plans are to create a temporary new access ramp

¹² "Costco To Anchor East Lyme Complex," the *Day*, New London, February 15, 2014.

<http://www.theday.com/article/20140215/NWS01/302159952/0/SEARCH>

¹³ "Officials Break Ground on Gateway Commons in East Lyme," the *Day*, New London, June 26, 2014.

<http://www.theday.com/article/20140625/NWS01/140629832/0/SEARCH>

from the project to the Interstate, pending acquisition of a small parcel of land within the project (See I-95 Improvements which are currently in early stages).

Triangle Wyre and Wyre Wynde Full Remediation and Reuse – Griswold

Remediation of the former wire drawing company property and structures has been completed and the Change Wind Corporation, located out of Port Chester, New York, is in the process of re-occupying the buildings. The Change Wind Corporation has revolutionized the wind energy industry with the development of a powerful, compact and cost effective electricity generating wind turbine.

Change Wind has been working with the Town of Griswold and the State of Connecticut in securing a \$2.3 Million low interest loan from the Connecticut Office of Policy and Management and the Department of Economic and Community Development to be used as start-up capital for the manufacture of their Wind Turbines.

The manufacturing operation has the potential to provide more than 150 skilled positions within three years of the start of the manufacturing process. This “Green Energy” operation will, in addition to providing an alternate source of energy, bring back “manufacturing” to The Borough of Jewett City which historically is what the City was known for.

IN EARLY STAGES

State Pier – New London

A 2012 report commissioned by the State of CT suggested numerous improvements to New London’s State Pier to use the facility to its fullest capacity. New London Harbor is a major deep water port between Boston and New York, and because the US Naval Subbase is located here, maintenance channel dredging is overseen by the US Navy, alleviating what is a constant issue for other CT ports. State Pier improvements included rail upgrades, and preparation of available land for new uses, including short shipping and possible construction of a cruise ship terminal. Two freight rail systems terminate or transit State Pier; Genessee & Wyoming Railroad (GWRR) and Providence and Worcester Railroad (PWRR) respectively.¹⁴

During the 2014 Legislative session, the State of CT created a State Port Authority (Public Act 14-222) for the ports of New London, New Haven, and Bridgeport. One of the tasks for this newly established agency will be to implement the recommendations of the port study for State Pier. The Port Authority is currently (summer 2014) being organized through the efforts of a Port Authority Working Group, established by the enabling legislation. The group’s mandate will expire in October 2015 after making

¹⁴ 99 Realty Drive., “State Pier Needs and Deficiencies Study,” New London, CT. March 2011.
http://www.ct.gov/dot/lib/dot/documents/dcommunications%5CMajorProjectUpdates%5CFINAL_DRAFT_REPORT-March2011.pdf

recommendations for the structure, duties, and membership of the actual Port Authority, which at that time will become activated.

Additional activity impacting the State Pier project involves upgrade of rail lines servicing the Port, primarily the GWRR (formerly New England Central RR). (See project on “Freight Rail Improvement and Passenger Rail Expansion” for update.) The upgraded rail lines will allow increased inbound and outbound freight capacity.

Regional Intermodal Transportation Center

In 2009, the SCCOG prepared the 2009 Transportation Center Plan for Union Station New London, which services Amtrak Northeast Corridor trains and Shoreline East Commuter Trains, as well as adjacent Cross Sound, Block Island and Fisher’s Island ferries, and Greyhound and regional SEAT buses. Funding and implementation for this Plan is considered a high priority for the region’s infrastructure. In 2012, the Coast Guard Museum Foundation announced that a long planned Coast Guard Museum would be built adjacent to Union Station on the waterfront in New London. With construction of the Museum imminent (when funding is in place), the build-out of the transportation center has become an even greater priority. Plans for the Museum include a walkway over the tracks and catenary lines, and improvements to the adjacent Cross Sound Ferry terminal. The State of CT has committed up to “\$20 Million for the design and construction of a proposed pedestrian bridge over the railroad tracks to access not only the Museum but also an adjacent new Cross Sound Ferry terminal and the north bound AMTRAK platform.”¹⁵ In July 2014, an environmental impact report on the project, commissioned by the State, was completed. Hearings continue to be held soliciting public comment on the report.¹⁶ In the fall of 2014, at the request of the City of New London, SCCOG staff began assessing parking and circulation in the downtown area, and will assist in recommending a plan that will accommodate the location of the Coast Guard Museum adjacent to the train station.

I-95 Improvements from Branford to Rhode Island Border

This project involves the funding and completion of improvements along I-95 from East Lyme to Rhode Island Border including interchange upgrades and road widening that were detailed in a 2004 Feasibility Study.¹⁷ Traffic congestion on I-95 in southeastern CT is less severe than in southwestern CT but is projected to increase to a point that will adversely impact economic development in the region. In 2004, CONNDOT prepared an exhaustive study detailing the problems and issues that included planned improvements. In 2005, well before the completion of the 2011 CEDS, the Exit 81 Cross Road

¹⁵ “Coast Guard Breaks Ground in New London for National Museum,” *US Coast Guard Museum News*, May 2014. www.coastguardmuseum.com/news.

¹⁶ Milone & MacBroom, Inc., “CEPA Environmental Impact Evaluation. National Coast Guard Museum Pedestrian Overpass, New London, CT,” MM1#22247-06, July 2014. http://www.ct.gov/ceq/lib/ceq/NCGM_EIE.pdf.

¹⁷ Clough, Harbour & Associates, LLP, “I-95 Corridor Branford to Rhode Island Feasibility Study Final Report,” December, 2004. http://www.ct.gov/dot/lib/dot/documents/dpolicy/i95/docs/Final_Report-complete.pdf

interchange was completed. Since that time, CONNDOT has concentrated on projects in southwestern CT and with the exception of routine maintenance, the status of most future work on I-95 in eastern Connecticut, is proceeding slowly.

Planning for a realignment of the interchange and new bridge overpass at Exit 73 is underway, and major realignments of the Exit 74 interchange, and proposed highway widening to three lanes in each direction over the interchange, continue to be under discussion among Town of East Lyme, CONNDOT, and developers of proposed mixed use development (Gateway Commons). This potential development at Exit 74 will necessitate realignment of the interchange to improve site access, sight lines on Route 161, and traffic flow.¹⁸ At this time, some issues with the development and acquisition of a small parcel of land within the project are delaying the start of road work; however town permits are in place and developers are ready to begin.

Norwich Waterfront Redevelopment and Brownfield Remediation

In May 2011, the City of Norwich created a Waterfront Vision Plan that included acquisition and remediation of a large area of brownfields on the west bank of the Thames River just south of Downtown Norwich (Shipping Street area) and east of the Thames at Norwich Harbor. The Plan proposed the development of connections between this area, the newly constructed Transportation Center, and Historic Uncas Leap on the outskirts of downtown.

This project will satisfy a number of CEDS goals including providing increased recreational access to the Thames River, tourism enhancement, and remediation and redevelopment of brownfields with rail and water access. It is considered a high priority project for the City of Norwich, involving public/private partnerships, sustainable development around or near transportation centers, and a restoration of both the natural and man-made environment.

Recently, the State of CT awarded the City a \$200K brownfield grant to jumpstart the environmental assessments necessary for this project. The City plans to build a small boat launch south of the main harbor area to encourage recreational use of the area and river. There is widespread support in the City of Norwich, including support from the Mohegan Tribe, which encourages and supports trails along the waterfront in the downtown area to Uncas Leap; a waterfall of historic significance both to the tribe and to the industrial history of Norwich. The CT DEEP is also committed to working with the City on Phase I environmental studies. Upon completion of the Phase 1 studies the City will apply for further grants from the Environmental Protection Agency (EPA) to complete Phase II and III remediation work.

Franklin Route 32 Infrastructure and Water/Sewer Connections for Proposed Business and Sewer Extensions from Norwich through Franklin to Stockhouse Rd. Business Park in Bozrah

¹⁸ Ibid., P. 73. http://www.ct.gov/dot/lib/dot/documents/dpolicy/i95/docs/Figure_5-2_73.pdf

Two projects have been combined for this major infrastructure upgrade that proposes the extension of water and wastewater systems from Norwich into Franklin and Bozrah. The Norwich part of the project involves City-owned Norwich Public Utilities (NPU). The expanded services will extend from the NPU serviced “Norwich Business Park,” a section of which is adjacent to Route 32 in Franklin. The total development will extend water/sewer systems north along Route 32 in Franklin, where several industrial areas are under development, and west from Franklin to Bozrah into the Stockhouse Rd. Business Park; a small and growing enterprise with several newly located businesses. Because the entire project involves three communities and Norwich Public Utilities, it is a truly regional venture. Franklin and Bozrah are in the process of preparing a joint grant application for this infrastructure upgrade/extension.

CURRENTLY INACTIVE

Mohegan-Pequot Bridge

Building a second span across Thames River at the location of the Mohegan/Pequot Bridge (Route 2A linking the east side of the Thames River and I-395) is considered a high priority based on anticipated development of the Preston Riverwalk site, which will rely on the bridge for convenient access to I-395. The bridge is also heavily trafficked by Casino patrons enroute to Mohegan Sun from the East and to Foxwoods from the West. This is a CONNDOT project. At this time, CONNDOT has no immediate plans for this bridge expansion. Reduced visitation to the Casinos during the last 5 years has alleviated the urgency of the project. However, as development proceeds at Preston Riverwalk, it will have to be re-addressed with CONNDOT and within the CEDS.

Rte 11

Completion of Route 11 from Salem to East Lyme I-95 has been in the planning stages by CONNDOT and regional planning organizations for several decades. As of summer 2014, “CONNDOT is still slowly doing the fiscal analysis and environmental studies for the road that might satisfy [requirements of] USEPA.”¹⁹

Regional Investment Site

A long-considered regional goal has been to identify a site in the region that would then be prepared for development utilizing a regional cost and revenue sharing plan, whereby municipalities would cooperatively build out infrastructure, prepare permits and plans, and market the site as a shovel-ready. The 2011 CEDS proposed such a site be used as a business park to accommodate start-up businesses as they expand and grow. This project presumed a cooperative effort among municipalities that, at present, is still in investigative stages. However, in 2014, the seCTer Board of Directors, acting as the CEDS Strategy Committee, upgraded the importance of the Preston Riverwalk Project to a Vital Regional project, replacing the “regional investment site.” Although Preston Riverwalk does not represent a

¹⁹ Email from James Butler, Southeastern CT Council of Governments to Deborah Donovan, 6/16/2014.

regional cost and revenue sharing project, given its geographically central location within the Southeastern CT EDD, its size, and its potential as a development employing residents throughout the region, it is considered to have the wide ranging impact of a Regional Investment Site.

Waterford Roadway Improvements

This project envisioned extending Parkways North and South (parallel roads to I-95 in Waterford) to connect with Route 85. This would facilitate traffic flow and access to the triangle formed by I-95, I-395 and Route 85; retail developments on Route 85; and to the recently constructed Lawrence & Memorial Hospital (L&M) Cancer Center on Parkway South. According to Waterford officials, “the project is still valid [as] one piece of a multi-improvement/intersection project.” Work on this project has not begun, and is “dependent on substantial upgrades to signalized intersections in the Business Triangle due to the changes in traffic patterns anticipated once the south frontage road is connected to Route 85. [The] current plan for intersection with Route 85 is not fully supported and alternatives require direct discussions with the Crystal Mall.”²⁰ The “Triangle” referred to above, is at the intersection of Cross Rd. and I-95. CONNDOT has totally rebuilt, widened, and improved the Exit 81 interchange from I-95, just south of this area. This major improvement will support the further extensions, widening and road connections of this project, when and if it is determined to be necessary.

Sprague Baltic Mill Remediation/Reuse

Despite some interest in 2011 from a recycled oil manufacturer, nothing has materialized with this site and environmental assessments and remediation are proceeding very slowly. The studies and remediation of the 19th Century mill site, mostly destroyed by fire in 1999, must be done, before development can occur. To date, grants from the EPA in the amount of \$200,000 have been received and used for some Phase I assessment studies. In order to fully prepare this site for any future development, all remediation work must be completed, and a small section of the mill and chimneys that remained after fire will need to be razed.

Adaptation/ Reuse of Mystic Education Center in Groton

This State-owned property was put on the Surplus Property List by the State of CT in 2011. Although one potential developer was interested in an international project here, to be funded using the EB-5 Visa program, the State of CT did not accept his offer and withdrew the Education Center from active surplus status. The property needs significant remediation and, as it has been closed for some time, deterioration is progressing, including mold and water damage. According to the Town of Groton, in

²⁰ Email from Tom Wagner, Director of Planning, Waterford CT, to Deborah Donovan, 1/23/2014.

May 2014 the State of CT proposed a partnership with the Town for outreach and public visioning on a plan for the site. No further activity has occurred.²¹

Adaptation/Reuse of Garfield Avenue Mill Site in New London

The Garfield Avenue Mill is a 1913 structure with 62,000 square feet of space that is currently owned by the Faria Corporation and is partially used by their Sheffield Pharmaceutical plant to store pallets and product inventory. There is a desire on the part of City of New London to adapt this facility to other use(s). A portion of a \$200K Brownfield Assessment Grant from the State of CT may be allocated to this project in 2014. In 2013, at the suggestion of seCTer staff, an Architectural Studio Class at Connecticut College prepared four plans for suggested reuse. All are slightly different, but all include various variations on residential, community center, retail and incubator uses. At this time the owners of the mill are in state of indecision as to the disposition of the site, which could be a central location for an incubator and residential space.

Kitchen Incubator in Ledyard at Former Gales Ferry School

Although interest remains strong in the region for establishment of a Kitchen Incubator servicing start up food businesses, the proposed location of this project in Ledyard is no longer available, and it has lost town support due to a change in administration. There are several areas regionally where this type of incubator might be placed, but at this time there is no action being taken on the specific project.

Build out Flanders Road Infrastructure in Groton to support growth of small existing business park

This project appeared in both the 2004 and 2011 CEDS. In a 2013 referendum, town voters in Groton were asked to approve infrastructure build out on Flanders Road. The proposal was defeated by a wide margin. The project is currently inactive, although the owner of a small business park continues to work with the Town on ideas to grow development in the area.²²

²¹ Email from Kristin Clarke, Groton Town Economic Development Coordinator to Deborah Donovan, 9/5/2014

²² "Voters Turn Down Referendum on Utilities, Police Station," the *Day*, November 5, 2013.

<http://www.theday.com/apps/pbcs.dll/article?AID=/20131105/NWS01/131109781/0/Search>

CHAPTER 3

Status of Suggested Projects and Action Items

SUGGESTED REGIONAL PROJECTS

A list of “suggested” projects with regional impacts was included in the 2011 CEDS, listed by Town. These projects for the region were proposed by municipalities, and were not necessarily considered regional in scope or in effect. Many of these projects have been funded in whole or part by Community Development Block Grant funds (CDBG) or Small Town Economic Assistance Plan grants (STEAP).

FULLY UNDERWAY OR COMPLETED

Town of Colchester – *Complete Water/Wastewater extension to proposed Business Park.*

This project has been completed, with State of CT Department of Transportation (CONNDOT) funding, but no further activity has occurred on Business Park development at this time.²³

Town of Griswold – *Extend utilities including Wastewater system to I-395/Route 16 junction to facilitate development.*

Since 2000, Small Cities Program Grant Funds were secured through the Connecticut Department of Economic and Community Development to extend the Jewett City sanitary service south of I-395 where it effectively can provide sanitary tie-in to approximately 250 acres of prime commercial land. To date, a convenience Store with gas service has been constructed within the Route 164 Corridor. In addition, a 100 room hotel facility with an indoor water park feature and a pad restaurant has been approved. The Town of Griswold is confident that the hotel and restaurant will start construction during the 2014-2015 period. The Town is currently gearing up to apply for additional State grant applications to continue with sanitary and potable water extensions along the Route 164 corridor. The hotel and restaurant facilities once constructed and operational will have upwards of 50 to 75 new jobs available in the Griswold area.

Town of Griswold – *Jewett City Village Center improvements.*

In 2011, The Griswold Planning Department was awarded a \$200,000.00 STEAP grant from the Connecticut Office of Policy and Management to prepare the Jewett City Main Street Corridor &

²³ Email to Deborah Donovan from Adam Turner, Colchester Town Planner, 9/17/2014

Streetscape Improvement Master Plan and to install furniture on Main Street consisting of planters, benches and waste receptacles.

Following the implementation of the STEAP grant, the Griswold Planning Department in 2013 received a \$264,000.00 Main Street Investment Fund (MSIF) Grant from the Connecticut Department of Housing to continue with physical improvements to Main Street consisting of the installation of historic period pedestrian scale energy efficient light poles. A total of 37 poles will be installed along the east and west sides of Main Street. Work on the lighting installation began on September 4, 2014.

The completion of the Main Street Lighting Project is dependent on the award of the Town's 2014 MSIF Grant application for \$500,000.00. In addition to completing the Lighting Project, approximately \$75,000.00 of the grant is slated to be used to jump start a Façade Restoration Program for Main Street buildings. The Town of Griswold anticipates future Grant awards to further improve the quality of life and infrastructure within the Borough of Jewett City's Main Street. Although the number of jobs resulting from the Main Street Improvement Plan is insignificant, the Town is confident that the physical Improvements and building restoration program will make Main Street more attractive to new business start-ups, maintain and strengthen existing commercial businesses and attract new shoppers to Main Street.

Town of Ledyard – *Village Center Improvements including traffic and pedestrian upgrades.*

The total cost of this project is estimated at \$4.5M and has begun. A STEAP grant in amount of \$500K was received in 2014 to continue with elements of the village enhancement plan.

Town of Waterford – *Planning for improvements of Mago Point Retail/Recreation Center.*

In August 2014, the town received a \$500K STEAP grant to begin planned improvements in this area to include landscaping, signage, and façade improvements intended to improve visitation and assist businesses in enhancing and growing their operations.

IN BEGINNING STAGES

Town of Ledyard – *Extend wastewater lines on Route 12 north from Groton to Gales Ferry commercial center.*

The town has recently completed a Town-wide wastewater facilities plan which includes and establishes the projects eligibility for funding and they are now seeking funding options for this project.

Towns of N. Stonington and Stonington – *Implement a Water/Wastewater cooperative system between the towns.*

This project has been in planning stages for over a decade. Currently the Town of Stonington is in discussions with the regional Water Pollution Control Authority (WPCA) on potential for connecting sewer lines to N. Stonington to take advantage of excess capacity in Stonington.²⁴

Town of Stonington – *Downtown improvements in Pawcatuck Center in collaboration with Westerly, RI.*

Discussions are currently (September 2014) underway between the towns of Westerly and Stonington regarding various efforts on joint improvements, signage, pedestrian access.²⁵

CURRENTLY INACTIVE

Town of Bozrah – *Route 32 improvements to spur development, including curb cuts.*

There has been no activity associated with this project, which is, or would be, a CONNDOT project depending on any new development.

Town of Groton – *Downtown improvements.*

The plan to enhance the downtown area and gateway to downtown was completed in 2006, but no appreciable action has occurred to date.

Town of Montville – *Develop a road from Route 32 into 340 acre proposed investment site along Thames River.*

This acreage is behind St. Bernard's High School on Route 32. At this time any potential development activity on the site is inactive.

City of New London – *Revise Ft. Trumbull MDP; Implement elements of Downtown Hyett Palma Plan; and Implement Neighborhood Planning.*

These three "projects" are actually action items and have been moved from the project lists. As implementation becomes active in City of New London, they may become projects.

²⁴ Email from Stonington First Selectman Ed Haberek, Jr. to Deborah Donovan, September 9, 2014.

²⁵ Email from Stonington First Selectman Ed Haberek, Jr. to Deborah Donovan, September 9, 2014

Preston—Install Wastewater lines on Route 2 where gaps exist.

This project is inactive, but may get underway depending on future needs in the Town of Preston as Preston Riverwalk is developed.

Town of Stonington – Build a road into industrial zoned parcel off Taugwonk Road and I-95 for future development.

This is an environmentally sensitive area and no action has been taken on the access at this time.

ACTION ITEMS

The 2011 CEDS contained a list of action items or steps to be taken by a variety of organizations, municipalities, and agencies to achieve the goals of the CEDS. These action items do not require investments in “hard” infrastructure, but rather are accomplished by specific activities of groups involved. The Table beginning on Page 33 details the original action item list, with a snapshot report for each using the categories “Accomplished,” “Underway,” or “Currently Inactive.” Details on some of the more successful action items are included below.

Establish a Manufacturer’s Council

A small group of manufacturers in the region met several times with staff at Three Rivers Community College and seCTer in 2012-2013, and were introduced to the Quinebaug Manufacturers Institute (QMI), located in Northeastern CT. The QMI suggested a “merger” of a Southeastern group with their own, which merger was completed in 2013. The new name of this non-profit organization is the Eastern Advanced Manufacturers Alliance (EAMA). Their primary mission is “to promote manufacturing as a career option and ensure that training and employee development education is available at the local level.”²⁶

In the last year and a half the combined organization has grown to over three dozen manufacturers, and in partnership with Quinebaug Valley Community College, Three Rivers Community Colleges, EWIB and seCTer, EAMA has hosted professional development days for Technical Education Teachers, hosted open houses, and held hands on learning days for Middle and High School students. The two colleges have also prepared continuing education courses for manufacturing employees and a Pre-Manufacturing Certificate program for potential employees. Several action items that relate to workforce education and recruitment of new workforce are directly related to this over-arching action. EAMA is a successful and growing organization resulting from actions taken on the CEDS goals.

²⁶ <http://www.eamainc.org/>

Establish a Regional Arts Council

In the fall of 2012, a group of more than 50 regional business, arts, tourism, government, and educational leaders conducted cultural assessments in both the greater New London and Norwich areas. These studies identified the region's assets and potential, and clearly demonstrated the need for strategic collaboration. The Southeastern Connecticut Cultural Coalition was formed and the region now has a Designated Regional Service Organization (DRSO) supporting the CT Office of the Arts in the Department of Economic and Community Development to support the state's creative economy and provide cultural leadership in the region. In November of 2013, a founding Board of Directors was established. An executive director was hired in January of 2014.

The Coalition is a 501(c)(3) nonprofit organization headquartered in New London governed by a board of directors comprised of cultural, community, and business leadership. Their mission is to “foster[s] region-wide economic growth in New London County by optimizing existing and new arts and cultural activities to assure that cultural sector and creative business assets are central to the vitality of the region.” In fulfilling this mission to be the “voice” of the cultural sector and the liaison between the cultural sector and leadership entities invested in regional revitalization, the independent nonprofit coalition provides core services to connect, strengthen, and advocate for the cultural community. Supporting the belief that culture is a catalyst for place making, the coalition seeks to play a creative, innovative role fostering partnerships among cultural sector assets and other regional initiatives seeking to advance regional identity, and attract and retain businesses, residents, and visitors.

Currently, nearly 300 regional partners region have registered with the Coalition which recently began a *Rising Tide Series*, a series of Cultural Conversations and Cultural Summits to provide opportunities for collaboration, capacity building, information sharing, addressing common challenges and stakeholder discussions. The Coalition will support and provide a leadership role in regional initiatives that advance the mission of the organization.²⁷

Develop a Long Term Strategy for Coastal Security and Climate Change Mitigation

In January 2014, CT Governor Dannel Malloy announced the establishment of “The Institute for Community Resiliency and Climate Adaptation” to be headquartered at the University of Connecticut Avery Point campus in Groton. This agency will work on research and projects addressing this issue using the resources of the Marine Science Department at UConn and in cooperation with CT municipalities, particularly those along the shoreline.

Support Private Sector Investment in Thames River Sightseeing or Ferry Service

In September 2014, the steering committee of the Thames River Heritage Park (see New Projects), organized a trial water taxi service on the Thames River, linking Groton, New London and Fort Trumbull

²⁷ www.CultureSECT.org

State Park. The effort was funded by a combination of private sector donations, and contributions from the City of Groton, Town of Groton and City of New London. The boat was loaned at no charge by nearby Mystic Seaport, and operated at cost by Cross Sound Ferry personnel. The trial was very successful and the committee is currently studying requirements for making this a permanent service, as an integral part of the proposed Heritage Park.²⁸

Develop and provide on-going training to regional tourism businesses on use of cutting edge technology to promote businesses.

In fall of 2013, the Eastern CT Tourism District (ERTD) and the Greater Mystic Visitor's Bureau (GMVB), in collaboration with several regional chambers of commerce and a local advertising agency, organized a series of tourism "Marketing Boot Camps" to train hospitality businesses in the use of social media, public relations, brochure design and international marketing. Both sessions were oversubscribed and they will be repeated in November 2014 with some enhancements.²⁹

Prepare a Feasibility Study for establishing lab space incubator for bio-science research.

A group of local entrepreneurs focused on life sciences and technology, many of whom are former Pfizer associates, created an informal committee called the Southeastern CT Entrepreneurs Network. Working with the assistance of seCTer staff and local CT General Assembly members, they were instrumental in sponsoring a bill at the State level that would report on the future needs of the BioTech Cluster in Southeastern CT. This bill (#5574) authorized CT United for Research Excellence (CURE) to produce this report. Subsequently, the State of CT DECD and Governor Malloy announced that Pfizer would transfer ownership of one of their unused buildings, otherwise slated for demolition to the State. The transfer was completed in September 2014 and the CURE "Innovation Commons" will be opened in 2015, after the building is remediated and remodeled. It is anticipated that this space will become a much needed co-working and incubation space for the entrepreneurial community in Southeastern CT.³⁰

²⁸ "Committee takes next steps toward making Thames River Heritage Park a reality," the *Day*, September 18, 2014.
<http://www.theday.com/article/20140918/NWS01/309189368/1018>

²⁹ "Seven businesses in region to host tourism marketing boot camps," the *Day*, October 27, 2013.
<http://www.theday.com/article/20131027/BIZ02/310279954/0/Search>

³⁰ "Local scientists seek input on biotech incubator board," the *Day*, May 8, 2014.
<http://www.theday.com/article/20140508/BIZ02/305089434/0/SEARCH>

ACTION ITEMS

Following is the original list of action items in the 2011 CEDS with snapshots of activity taken, or not taken, to date.

CEDS ACTION ITEMS from 2011				
APPLICABLE CEDS Goal, Objective, Strategy	TYPE OF ACTION	RESPONSIBILITY	PROGRAM	STATUS AS OF 9/2014
5D4	Agriculture	SCCOG	Develop collaborative Plan for open space and agricultural development	Currently inactive
2H2	Agriculture	Farm Bureau ECT, UConn, seCTer	Prepare a feasibility study and cost analysis of establishment of dairy processing facility in southeastern CT	Currently inactive
2H2	Agriculture	Farm Bureau ECT, UConn, seCTer	Prepare a feasibility study for establishment of static or mobile USDA certified abattoir in southeastern CT (incorporate results of planning study being done by multi-state consortium of Departments of Agriculture.	Currently inactive
2F	Creative Cluster	Arts, Heritage Groups	Establish a Regional Arts Council	Accomplished
4A	Creative Cluster	Cultural Alliance	Develop a regional Educational calendar that establishes clear information on programs available to schools by all area cultural groups. (dates, prices, age cohorts, relationship to core curriculum etc.)	Underway as project of the Cultural Coalition
4A	Creative Cluster	Cultural Alliance	Find or develop template to qualitatively measure impact of arts/cultural programs on student achievement	Underway as project of the Cultural Coalition
2F	Creative Cluster	Heritage Groups; Cultural Alliance	Institutionalize Five Rivers Consortium as Regional Heritage Council	Underway
2A3	Creative Cluster	Cultural Alliance	Support the establishment of the proposed Regional Arts Entrepreneurial academy	Accomplished
3A4	Downtown Planning	Cities of NL and Norwich; NCDC; Norwich Chamber; RCDA; NLMS	Develop a comprehensive circulation and Parking Strategy for NL and Norwich	Underway

APPLICABLE CEDS Goal, Objective, Strategy	TYPE OF ACTION	RESPONSIBILITY	PROGRAM	STATUS AS OF 9/2014
5A2	Downtown Planning	Cultural Alliance	Engage high school students with Main Street Programs to create downtown walking tours for residents and visitors with QR Codes for "talking" buildings, signage, smart phone technology	Currently inactive
5A2	Downtown Planning	Cultural Alliance	Explore strategies for Norwich and New London to cooperate on producing multicultural events, to engage all members of community	Underway as project of the Cultural Coalition
2G2	Economic Development	ECTD, seCTer	Capitalize a regional tourism development revolving loan fund to assist small tourism businesses in growth initiatives	Currently inactive
2A3	Economic Development	Chambers, seCTer, School Districts	Consider adding Junior Achievement programs to Middle and High Schools to encourage study, training and engagement in business and entrepreneurship	Currently inactive
2A1	Economic Development	seCTer	Develop a Business Calling Program	Underway
1C1	Economic Development	seCTer AND ALL AGENCIES INDIVIDUALLY	Develop a communication strategy to provide better knowledge and understanding of agency goals and missions.	Underway
3B2	Economic Development	seCTer, UCONN, DECD	Develop a database and assessment of regional Brownfields including remedial actions required, costs, and plans for re-use	Underway on State Level
2C	Economic Development	seCTer	Establish an Manufacturer's Council and an Emerging Technology Businesses Council	Accomplished
2B	Economic Development	seCTer, UCONN IE HUB, NCDC	Establish Southeastern CT as an EB-5 Visa region to encourage new investment and Job creation	Underway (Stamford)
2A2	Economic Development	seCTer	Feasibility Study for establishing lab space incubator for bio-science research	Completed (CURE)
3B3	Economic Development		Identify gaps in broadband coverage and develop plans to complete regional coverage	Currently inactive

APPLICABLE CEDS Goal, Objective, Strategy	TYPE OF ACTION	RESPONSIBILITY	PROGRAM	STATUS AS OF 9/2014
2B	Economic Development	seCTer, City of New London FTZ	Support Expansion of Foreign Trade Zone within Region	Underway
4F3	Education	Municipalities, Boards of ED	Establish Full Day kindergartens in all communities to accommodate working parents and to give children a head start on success in school	Underway
2D	Maritime	Port Authority of New London, CT Maritime Commission	Advocate with NOAA for home porting of research vessel Bigelow in New London	Currently inactive
2G1	Maritime	CT Maritime Commission; CT DOT, ECTD	Prepare feasibility study for Cruise Ship Terminal at State Pier	Currently inactive
2B	Municipal Planning	Town of Preston	Develop plan to promote green technology businesses to locate in Preston Riverwalk	Currently inactive
5A2	Municipal Planning	NCDC, City of Norwich	Norwich will apply for status as a Preserve America City	Currently inactive
1B2	Municipal Planning	Municipalities	Participate in efforts to support consistency of local plans of development with regional and state plans of Conservation and Development.	Underway
1B2	Municipal Planning	Municipalities	Simplify planning/zoning regulations to streamline development	Underway
2A2	Municipal Planning	Municipalities	Update Zoning Regulations to allow for "work from home" occupations	Underway
5D1	Regional Planning	SCCOG and Municipalities	Develop long term plan for coastal security and climate change mitigation	Underway
2G1	Tourism	ECTD	Develop a Concierge Program for hotels and businesses to assist all front line businesses in servicing tourists	Currently inactive
4C1	Tourism	ECTD	Develop a Hospitality Training Program for regional front line tourism employees using existing models	Currently inactive

APPLICABLE CEDS Goal, Objective, Strategy	TYPE OF ACTION	RESPONSIBILITY	PROGRAM	STATUS AS OF 9/2014
2G1	Tourism	ECTD; Chambers	Develop and provide on-going training to regional tourism businesses on use of cutting edge technology to promote businesses	Underway
5E1	Tourism	ECTD; Municipalities; private sector	Develop and support new and improved recreational opportunities on rivers (Thames, Shetucket etc.)	Underway
2G1	Tourism	ECTD; Cultural Alliance; Heritage Groups	Develop one or more "Heritage Trails" in region attract heritage tourists and to foster a sense of place in residents	Underway
2G1	Tourism	ECTD; CT Maritime Commission	Identify sustainable funding for Cruise Ship Commission	Currently inactive
3A2	Tourism		Implement recommendations of Mystic Mobility Plan as priorities are determined	Currently inactive
3A2	Tourism	ECTD; SCCOG; DOT	Prepare study of highway and secondary route information signage for upgrade and enhancements to better serve visitors.	Currently inactive
5E1	Tourism	ECTD; Municipalities	Support private sector investment in Thames River sightseeing and/ or ferry service	Underway
2G1	Tourism	Farm Bureau ECT; ECTD	Develop plan for development and marketing of regional Agri-Tourism	Currently inactive
3A6	Transportation		Encourage and support private sector transportation link between SECT, BDL and TF Green Airports, possibly using GON for terminal	Currently inactive
3A3	Transportation	SCCOG; EWIB; Municipalities	Review all SEAT routes for timing, location and accessibility to better serve "carless"	Underway
1D1	Workforce Development	Chambers	Create regional leadership group to support college student and navy personnel in engaging with community organizations	Currently inactive

CHAPTER 4

New Projects

NEW PROJECTS

The following are new projects with regional significance that have been proposed by municipalities and agencies. They are subject to review by the CEDS Strategy Committee before being added to the Project list.

Groton/New London -- Thames River Heritage Park (TRHP) Infrastructure

In 1987, the State of CT passed legislation intended to create a system of Heritage Parks throughout the State. The first such park was designated in the Groton/New London Harbor area. The park was planned to be “without borders,” but through signage, a visitor center, brochures and collaborative programming, would encompass various historic sites within the designated area. Funding for this project was allocated and the Park was a priority project as late as the 2004 Regional CEDS. However, with the exception of some infrastructure - including restrooms at Groton’s Ft. Griswold and a floating dock in Groton - the plan eventually ran out of funding and became inactive. In 2013, the Board of Directors of the historic Avery-Copp House in Groton hired the Yale Urban Design Center (YUDC) to resuscitate this project and formed a steering committee to guide the project. In 2014, the State of CT General Assembly revisited the original legislation and made changes, including placing the responsibility for Heritage Park operations more directly under local control.

The final plan from the YUDC will be presented to the committee and the public in late 2014. In September 2014, the committee, with public and private sector cooperation, was able to run a trial water taxi system over two weekends. It is considered that such a water transportation system will be critical to the overall operations of the proposed Park. The taxi was an overwhelming success. The committee is now working on finalizing the Park components, establishing a permanent transportation system, and securing funding to realize the plans for this Heritage / Tourism development.

Two components of this project for which funding will be required are, the Permanent Water Taxi, and Construction of a dock at the USS Nautilus and Submarine Museum. The water taxi will require purchase of boats and contracting with an operator, or contracting with an operator who will provide boats. This is yet to be determined. Some subsidy will certainly be required for the first 1-3 years of operation. The dock at the USS Nautilus and museum will require renewal of town permits, obtaining required permits from the Department of Defense and US Navy, and obtaining funding estimated to be \$750,000 for construction. The construction alone is estimated to provide up to 50 jobs with as many as 100 jobs in support of the entire project as it is completed.

Groton – Route 117 Utility Extension

This project involves extending water, sewer and gas lines north on Route 117 from Tan Bark Road to its intersection with Route 184. The Town of Ledyard has expressed interest in connecting with Groton sewer and gas lines on Route 117 to continue north to the Ledyard Center. This increased capacity will service approximately 120 acres of industrial land and 35 acres of commercially zoned land in Groton. All of this property is currently vacant. Infrastructure extension would make the property more desirable for development, creating jobs and increasing the tax base in Groton. Working with Ledyard, which also has available commercial property along Route 117, will enhance and encourage development and will further advance Village Center Improvements.

Groton – Improve Infrastructure in support of Creation of Airport Development Zone

The Town of Groton has proposed creation of a Development Zone around Groton/New London Airport. This zone, if approved as proposed, would include the State Pier in New London.

The creation of this special zone would support increased and intensified development at the Airport Business Park (including allowing expansion of existing businesses) and at the Airport in general. By including State Pier in New London (within a 2.5 mile radius of Airport), the zone would both support and take advantage of on-going improvements at the pier (see existing projects on Pp. 17 and 19).³¹

Immediate infrastructure improvements for this project are to railroad bridges on South and Poquonnock Roads. Currently, access to the Airport and Airport Business Park is limited due both to low rail overpasses and flooding in periods of heavy rain. This project is a critical step in development of the Airport. Increased bridge clearance will enable larger trucks to enter the area, and additional roadwork will mitigate flooding issues.

Groton – Design and construct Downtown Commuter Rail Station

Groton is an employment hub that attracts thousands of commuters daily, including workers from Quonsut Point in Rhode Island. Rhode Island is upgrading the MBTA commuter connections with a full stop in North Kingston near Quonsut Point. Constructing a Shoreline East commuter rail station in Groton would enable rail commuting into town from this and other locations. This project is consistent with Goal 3 (A)(4) of the 2011 CEDS to strengthen passenger and freight rail service through the region as well as with the State's POCD to invest in transportation infrastructure and support systems that will foster business growth. Developing rail connections supports environmentally sustainable development by reducing auto dependence and provide alternate modes of transportation which is consistent with both the SCCOG's 2007 Regional Plan of Conservation and Development and Strategy 5 of the EDA Investment Priorities. Direct economic impacts include job retention and growth through transit oriented

³¹ "Groton seeks support for development zone at airport," the *Day*, September 24, 2014.
<http://www.theday.com/article/20140924/NWS01/140929869/0/SEARCH>

development as the hope is this project will spur mixed-use redevelopment of downtown Groton to create additional Class A office space and revitalized retail shopping.

New London -- *Downtown New London Parking/Traffic*

A Main Street Investment Fund (MSIF) Grant has been awarded to New London to calm traffic along a high-traffic, high-speed thoroughfare in the downtown, and to provide improved pedestrian amenities as well as landscaping, way-finding signage, lighting and pedestrian connectivity improvements in the adjacent municipal parking lots. \$500,000 in a MISF has been awarded. The project calls for additional City funds of \$500,000 to be also dedicated to the parking lot reconstruction and roadwork portions of the project. This project will greatly enhance the downtown New London parking and traffic situation, which is a goal specified in CEDS. (Goal 3A4 – Improve Road Capacity). It is of increasing importance as plans for the new US Coast Guard National Museum in downtown proceed.

Norwich – *Otrobando Avenue Redevelopment*

This is the second phase of a multi-part effort to assist the growth of a key logistics area of Norwich, anchored by the regional distribution center for US Foods. The plan is to redevelop a targeted area within the City with infrastructure improvements, road reconstruction and realignment, and relocation of the access to I-395. It is consistent with Goals 2B and 2C, 3A and #B and 5D, of the CEDS. Total cost of the project is estimated at \$24M, with private funding accounting for 50% of the cost. Utility improvements will be sustained via utility fees and the roadway will be assigned to City's Capital Improvement Program which is updated annually.

Norwich – *Urban Agri-tech Farm*

This project involves the creation of an Urban Agri-tech Farm complex (Green Business Park) to promote intense food production in the region. The project involves land acquisition, design and preparation of land for the construction of large scale greenhouses and similar high –tech agricultural facilities. The land to be used is adjacent to current business park. This proposed complex may also provide a location for a regional Kitchen Incubator; a CEDS project that is currently inactive due to location issues. This will be a public / private partnership and will foster Food Resilience, a National Strategic Priority. Cost is projected to be \$32.5M of which at least 50% will be private funding.

Norwich – *Mill and underutilized Site Reuse Project*

The remediation of several 18th and early 19th century mill complexes is essential to address the challenges resulting from an industrial legacy that does not align with modern industrial needs or current environmental policies, which make these several sites obsolete and burdensome to develop. The

remediation and reuse plan would include the former Ponemah, Capehart and Chestnut Street properties. The cost of the project is estimated at \$100M, with approximately 25% private investments.

Norwich – *Route 82 Corridor/ Exit 80 Municipal Development Plan*

This plan proposes the implementation of the Route 82 and Exit 80 (I-395) Municipal Development Plan to enable the coordinated redevelopment of properties located along this important transportation corridor in Norwich. Cost is estimated at \$18.5M which would enable an additional \$50M in private investment. \$2.5M in government funds will be leveraged. This project will create new locations for business development at one of the most trafficked intersections within the region.

North Stonington -- *Implement infrastructure improvements to encourage commercial development on the I-95 corridor. Interchange access improvement and water/sewer/gas line extensions. Extend Natural Gas Line on Frontage Rd. and Route 49 to underutilized and un-served buildings and sites.*

The extension of this gas line is of particular importance to encourage commercial and/or industrial development in this area, with its very convenient access to I-95. This project complements the intended extension of wastewater lines from North Stonington to Stonington, detailed in a project in beginning stages.

North Stonington -- *Develop greater Village Revitalization Plan to include redevelopment of the Commercial 2 Zone and the creation of a pedestrian path to link with Historic Village.*

This project was considered of vital interest to the community when preparing the town's 2013 Plan of Conservation and Development. It is consistent with Goal 5 of the CEDS relating to the enhancement of Village Centers in the region.

North Stonington -- *Develop a plan to integrate mixed-use development into existing commercial zones.*

Currently zoning regulations are such that mixed use development is difficult to effect in North Stonington. The 2013 Plan of Conservation and Development suggests that plans be made to make more effective use of existing commercial zones by creation of mixed-use overlays. This project is consistent with the CEDS Goal 3B or expanding availability of development sites, as well as Goal 5A, enhancing village center improvements and Goal 5D, promoting sustainable land use policies.

CHAPTER 5

Conclusion

REVISION OF 2011 CEDS GOALS AND OBJECTIVES

Upon review of the regional 2011 Goals/ Objectives/Strategies, it became apparent that they could have been more clearly delineated in the original report. The Committee has therefore edited the original goals to clarify the region's priorities. No substantive changes have been made, rather items have been clarified as objectives or strategies and responsible agencies have been more clearly identified. Some items originally designated as Objectives have been moved to Action item status. Changes are indicated in red.

Goal One: Promote a regional collaboration around economic development that unites the region behind this common vision

- A. Establish a CEDS Implementation **Plan and** Committee
 - 1. Meet regularly to coordinate and assist in the implementation of region-wide objectives
- B. Foster Partnerships and collaboration to create efficiencies in regional organizations and municipalities
 - 1. **Municipalities will** Identify and Implement Service Sharing Projects
 - 2. **Municipalities will endeavor to facilitate cross-municipal coordination of services and business activities**
 - 3. **Regional Organizations and Agencies will identify areas to increase efficiencies in service delivery to their constituents and members.**
- C. Increase awareness of residents, businesses & municipal leaders of benefits of regional identity and organizations' activities
 - 1. Develop a theme and **marketing** plan to communicate region's assets internally and externally
 - 2. **Encourage regional organizations and agencies to develop more pro-active marketing communications strategies within region.**
- D. Build a more diverse Leadership base
 - 1. Encourage **increased** engagement and participation in **regional organizations and civic activities by residents of all ages, ethnicities and socio-economic groups.**

Goal Two: Ensure the continued strength of the existing economic base while **diversifying** the economy through the development of the region's core competencies

- A. Promote Small Business Development and New Entrepreneurship
 - 1. Develop incubator and other **co-working/supportive** space for research and business start-ups

- 2. Foster **and encourage** Regional Entrepreneurial programs **among diverse groups**
- B. Support Creative Strategies for Business Investment and Market Development
 - 1. **Develop programs to enhance and encourage international business development**
 - 2. **Develop programs and plans for attracting and growing green technology businesses in region**
 - 3. **Communicate availability of Business Assistance, Revolving Loan Funds, and Hiring Incentives to businesses across Economic Clusters, including Agriculture, Tourism and Maritime Industries.**
- C. Support the vitality **and sustainability** of the Regional Manufacturing Base
- D. Ensure Continued Strength of Regional defense-related companies and facilities
 - 1. Support **and Encourage improvements at** U. S. Navy Subase New London in Groton **to ensure its continued regional viability**
 - 2. **Maintain existing, and develop new, training opportunities for submarine manufacturing workforce.**
- E. Encourage sustainable development of the Region's Tourism Industry
 - 1. Support Public/Private coordination of tourism **marketing and workforce training**
- F. Support the Growth of the Maritime Cluster
- G. Promote Region's **Cultural and Heritage Assets** as Economic Drivers
- H. Develop New **or Improved** Economic Opportunities in Agriculture and Food Production
 - 1. Facilitate establishment of emerging agricultural enterprises within municipalities and region
 - 2. Foster Development of Value-Added Agriculture
 - 3. Promote Consumer and Institutional purchasing/**production** of locally grown agricultural products

Goal Three: Enhance the physical infrastructure needed to support the region's economy.

- A. Strengthen the Region's Transportation Systems Across all modes
 - 1. Improve Road Capacity **to, from and within region**
 - 2. Improve SEAT system to provide **comprehensive and sustainable** transportation for **workforce, students and other area residents.**
 - 3. Expand **Freight and Passenger** Rail service to and through region
 - 4. **Establish** transportation services to **regional** commercial airports
 - 5. Provide Sustainable transportation system(s) for tourists to and within the region
 - 6. Develop and implement robust and extensive system of walking trails and bike paths in region.
- B. Provide sites and utilities to support the region's Economic Development Priorities
 - 1. Expedite **Identification, Remediation and** Reuse of Brownfield Sites
 - 2. **Provide Available** Development Sites with **appropriate** Access and Utilities
 - 3. **Extend** comprehensive and appropriate Waste Water Systems and Facilities **within** Region.
 - 4. **Complete** full development of Regional Water Network
 - 5. **Ensure robust and comprehensive broadband accessibility for residents and businesses**

6. Make Necessary Improvements to State Pier Facility At Port of New London

Goal Four: Promote *Opportunities and Education* to Create and Sustain careers

- A. Engage Regional Workforce, Education and Business Organizations in Critical Education and Workforce Development
 - 1. Create Partnerships to provide career guidance and direction in skill set development to meet needs of students and businesses
 - 2. Develop cooperative programs between educational services and business community to provide Adult and Post High School Technical Training and Continuing Education opportunities
- B. Maintain and Augment the Educational Capacity to Sustain a Highly Skilled Workforce
 - 1. Support Investments in Early Childhood Education
 - 2. With participation of Business Community, Develop STEM Skills Training and Core Educational Competencies in Region's K-12 Schools
 - 3. Implement Enhanced Hospitality Training and Tourism Management Programs
 - 4. Encourage and Provide Comprehensive Training in Trade(s) and Construction Careers, as Alternative or Supplement to College.
- C. Establish a Regional Initiative to Attract Workers
 - 1. Develop programs to encourage separating Military Personnel and Recent College Graduates to locate in Region and Join Regional Workforce
 - 2. Develop programming to support Entry of Immigrants into workforce.

Goal Five: Enhance the Regional Quality of Life in Urban Centers, Rural Areas, and Suburban Communities.

- A. Enhance the Attractiveness of Urban Downtowns and Rural/Suburban Village Centers
 - 1. Promote Regional Planning and assistance to alleviate impact of disadvantaged populations and their service providers on downtown urban cores.
 - 2. Champion and market New London and Norwich as residential centers for younger and creative populations by integrating arts, heritage and ethnic communities into all downtown planning.
 - 3. Achieve desired downtown and village center infrastructure and beautification improvements in all communities.
- B. Promote and Support Coordinated and Collaborative Service Activities of Regional Health Care and Human Service Providers
 - 1. Sustain Effective Services to at-risk Populations to help them achieve productive, fulfilling lives.
 - 2. Develop strategies for recruitment and retention of skilled medical care workers
- C. Promote Regional Sustainable Land Use Policies and Open Space
 - 1. Encourage smart and sustainable growth policies supporting and complementing regional economic development
 - 2. Encourage preservation and enhancement of historic built environment

3. Encourage protection and preservation of region's agricultural and rural places and open space
- D. Protect Water Quality and Recreation
 1. Support and expand cooperative regional water quality initiatives
 2. Increase shoreline access and recreation
 - E. Implement Southeastern CT Housing Alliance Strategic Plan

COMMITTEES

CEDS IMPLEMENTATION COMMITTEE

Steve MacKenzie	Southeastern Connecticut Enterprise Region
Juliet Hodge	Southeastern Connecticut Enterprise Region
Al Valente	Town of Groton Economic Development Commission
Annah Perch	New London Main Street Executive Director
Bob Congdon	First Selectman - Preston
Bob Mills	Norwich Community Development Corporation
Charles Karno	Town Planner - Ledyard
Constance Kristofik	New London Landmarks
David Hammond	Pfizer
Dennis Goderre	Town Planner - Waterford
Donna Simpson	Citizen
Ed Dombroskas	Eastern Connecticut Regional Tourism District
Frank McLaughlin	Renaissance City Development Corporation, New London
Fred Allyn, Jr.	Allyn Realtors
Gary Goeschel	Town Planner - East Lyme
Ginny Sampietro	Eastern Connecticut Workforce Investment Board
Jean Schaefer	Southeastern Connecticut Entrepreneur Network
Kevin Skulczyck	First Selectman - Griswold
Kristin Clarke	Economic Development Coordinator - Groton
M.S. Garth Swaby	CT Labor Department
Maria Miranda	Miranda Creative
Merrill Gerber	Preston Redevelopment Agency
Tom Kasprzak	Connecticut Light & Power
Ned Moore	Connecticut Department of Economic and Community Development
New Hammond	City of New London, Economic Development
Peg Stroup	Three Rivers Community College
Susan Bailey	Town of Groton Economic Development Commission
Tammy Daugherty	City of New London, Planning & Development
Todd O'Donnell	Union Station New London
Tom Wagner	Consultant
Tom Gerson	UConn - SECT tech
Tricia Walsh	Greater Mystic Chamber of Commerce
Tucker Braddock	Greater Norwich Chamber of Commerce
Wendy Bury	Southeastern Connecticut Cultural Coalition
Frank Winkler	Groton Utilities

CEDS STRATEGY COMMITTEE

Officers:

Chairman:	Jerry Lamb, Naval Submarine Medical Research Laboratory, Groton
Vice Chair:	Robert Giffen, Senior Vice President, Dime Bank, Norwich
Secretary:	Donna Simpson, Business at Large, New London
Treasurer:	John W. "Bill" Sheehan, IT Consultant, Waterford

Members:

Tucker Braddock	Director, Greater Norwich Chamber of Commerce, Norwich
Tom Kasprzak	Connecticut Light & Power
Michael Carey	Attorney, Suisman Shapiro, New London
Robert Congdon	First Selectman, Preston
Ed Dombroskas	Tourism District of Eastern CT, Mystic
Richard Erickson	Citizen, Norwich
Wayne Fraser	Wayne Fraser Projects, East Lyme
Ed Haberek, Jr.	First Selectman, Town of Stonington
Rocco Cavalieri	Director of Communications, General Dynamics/Electric Boat
David Hammond	Private Citizen, Pawcatuck
Thayne Hutchins	Councilor, The Mohegan Tribal Nation, Uncasville
Carmelina Kanzler	Citizen, New London
Frank McLaughlin	Renaissance City Development Association, Inc. (RCDA), New London
Richard Matters	First Selectman, Town of Franklin
Robert Mills	Executive Director, Norwich Community Development Corp., Norwich
Maria Miranda	Principal, Miranda Creative, Norwich
Mark Oefinger	Town Manager, Groton
Melvin Olsson	Southeastern CT Central Labor Council, Groton
Naomi Otterness	Citizen, Groton
Charles Seeman	President/CEO, United Community and Family Services, Norwich
Tony Sheridan	President, Chamber of Commerce of Eastern CT
Gabriel Stern	CT Municipal Electric Energy Cooperative, Norwich
Robert Tabor	Managing Partner, Stanton Bay Capital, LLC, Stonington
Marjorie Valentin	Assoc. Dean, Three Rivers Community College, Norwich
Tom Wagner	Waterford Town Planner, Waterford
Tricia Walsh	Executive Director, Greater Mystic Chamber of Commerce, Mystic
Andrea Stillman	State Senator, 20th District, Waterford
Andrew Maynard	State Senator, 18th District, Stonington
James Butler	Executive Director, Southeastern CT Council of Governments, Norwich
Ayanti Grant	Norwich District Headquarters, Congressman Joseph Courtney
John Beauregard	Executive Director, Eastern CT Workforce Investment Board, Franklin
Patricia Paesani	State of CT DECD, Hartford

NEXT STEPS

The CEDS Implementation Committee, which is comprised of members of the seCTer Economic Development Committee, the CEDS Strategy Committee, a sub-committee of the seCTer Board of Directors, and SCCOG will review and accept the New Projects detailed in this report, review the status of projects that are underway or inactive, and will complete a re-prioritization of all projects in 2015. The 2015 Status report provided to EDA will include this prioritization, and the status of new projects in this report, and any others that become active in the upcoming year.

