

# **2005 Annual Report** Comprehensive Economic Development Strategy (CEDS)

Naugatuck Valley Development Corporation (NVDC)  
Shelton Economic Development Corporation (SEDC)



17 Community Strategy Area

# Naugatuck Valley Corridor Comprehensive Economic Development Strategy (CEDS)

## Annual Update, 2005

Presented to  
U.S. Department of Commerce,  
Economic Development Administration



Presented by  
Shelton Economic Development Corporation  
and  
Waterbury Development Corporation



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## **annual**

### **Introduction**

The Naugatuck Valley Corridor (NVC) is a 17-town planning area covering the Central Naugatuck Valley (13 towns) and the Lower Naugatuck Valley (4 towns), which are supported by 2 Councils of Government, the Central Naugatuck Valley Council of Government and the Valley Council of Government and further supported by 2 Chambers of Commerce. The Shelton Economic Development Corporation acting as the lead administrative agent with assistance from the Waterbury Development Corporation have successfully completed the Comprehensive Economic Development Strategy (CEDS). The 5-year plan was accepted and approved by the US Department of Commerce Economic Development Administration on February 4, 2005. The approval of the NVC CEDS requires the continued planning, monitoring and revisions to the overall CEDS report.

The recently approved CEDS provides for an organization and management structure that includes the following: a Governing/Partnering Committee, which oversees the CEDS, the Steering Committee membership, which meets quarterly and the Strategy Committee membership made up of community and business leaders, which meets quarterly or as needed. Attached is a flow chart further defining the roles of each committee as it governs the CEDS process.

The Shelton Economic Development Corporation acts as the lead administrative element for the monitoring and overseeing of the Naugatuck Valley CEDS. As outlined in the overall administrative section a Steering Committee has been established, which has and will continue to meet at least quarterly. The Steering Committee is made up of members from the Shelton Economic Development Corporation, the Waterbury Development Corporation, Valley Council of Governments, Central Naugatuck Valley Council of Governments, Greater Valley Chamber and Greater Waterbury Chamber.

A Strategy Committee has been established and expanded to include representatives from each of the 17 communities plus representatives from banking, business, community organizations, education, finance, government, higher education, industry, labor, minorities, professional, public health, public safety and women. The Strategy Committee also meets on a quarterly basis or as needed and they monitor and revise the CEDS document. Copy of the Committee is attached.

Several municipalities in the Naugatuck Valley Corridor (NVC) as a result of the initial CEDS received grants Waterbury, Naugatuck Valley Development Corporation (NVDC), now the Waterbury Development Corporation (WDC), Shelton Economic Development Corporation (SEDC), and Ansonia Economic Development Corporations. The City of Waterbury just received a grant concerning the Brownfields restoration, which is included in the strategy recently approved by EDA. Ansonia and Shelton are awaiting



additional grants in support of applications pending. The CEDS process has encouraged communities to continually submit capital improvement programs for ranking and rating. The CEDS Steering Committee has evaluated (ranked and rated) 32 capital projects for inclusion in the CEDS. The ongoing CEDS process encourages communities to submit and/or update capital improvement projects at any time during the year. Particularly when sudden or severe economic changes occur in the NVC. Connecticut is currently very concerned about the “base closing” program initiated by the US Department of Defense through the Base Realignment and Closure Commission (BRAC). The concern for all of Connecticut is what will the economic impact be on the State. Several manufacturing suppliers in the NVC will be directly impacted. Connecticut is preparing a comprehensive analysis to save the Subbase at Groton and the jobs throughout Connecticut. The activities will be monitored during the coming months.

The US Department of Commerce EDA on February 4, 2005 approved the Naugatuck Valley Corridor’s CEDS Report. EDA reminded the administrative agents that the annual CEDS report is due June 30<sup>th</sup> of each year. The report will focus on the vision statement goals and objectives, the action plan, the implementation plan and the evaluation process and any changes or amendments to the organization and management.

The significant accomplishment was the staffs commitment to revising the December 2004 Strategy and resubmitting the narrative to EDA and EDA’s acceptance of the CEDS, which will cover a five year period. EDA encouraged the organizations to implement the regional economic development activities outlined in the CEDS.

One of the primary concerns and issues facing the CEDS area is the need to improve the overall transportation and communications systems. During the year a transportation summit was held at the University of Connecticut, Waterbury Branch and in excess of 150 people attended the session. The principal speaker was the Director of the Department of Transportation’s Statewide Planning, Mr. Michael Boyce. Specifically, extensive comments were discussed concerning the link of the Rt. 8 Corridor with I-95 on the South and Interstate 84 on the North. The Steering Committee has requested the two regional planning agencies to focus on the Rt. 8 traffic issues and the I-84 interchange, which are the main transportation corridors for the CEDS areas.

Legislation was introduced at the CT General Assembly to create regional economic development districts, which mirror the CEDS criteria. Our current CEDS territory would easily meet the spirit and intend of the new Legislation. However, the Legislation was not authorized at the 2005 Legislative Session, which ended on June 8, 2005. Legislation will be resubmitted for 2006 Session. Considerable support was demonstrated during the 2005 Session. Several Legislatures in the NVC/CEDS area have expressed interest in supporting the Legislature in 2006.



During the coming year SEDC/WDC will focus on the following:

- Expand upon the transportation summit that was held in the Fall of 2004
- Coordinate and encourage the regional economic development summit outlined in the CEDS document
- Monitor the regional transportation recommendations
- Encourage municipalities to submit and/or revise capital projects. Currently 3 communities are receiving EDA funds: Shelton, Ansonia, Waterbury
- Monitor and notify participating members of any significant changes in the economic conditions of the communities utilizing the evaluation report, which is submitted quarterly to each community (copy of evaluation report is attached)
- Provide information to financial partners i.e. Matthies Foundation, Community Foundation for Greater New Haven, EDA and others regarding progress and accomplishments as required by the individual funding sources
- Connecticut has adopted an industry cluster concept. The CEDS area has identified the following clusters:
  - Plastics
  - Precision Metals and Manufacturing
  - Financial Services
  - Health Care

In further support of these clusters we will work with The Workplace Inc. concerning workforce needs and solutions.

We will monitor and revise the goals as necessary. Provide demographic and economic data to each community to determine changing economic conditions.

#### Goals for the NVC

**Goal I: Improve overall Transportation and Communications systems.**

**Goal II: Provide opportunities for job growth, advancement and job training, utilizing and identifying Connecticut Industry Clusters as the engine to support and sustain the regional economy, supporting and encouraging private investment in all these areas.**

**Goal III: Continue to develop local infrastructure that supports economic expansion while maintaining and protecting the environment.**

**Goal IV: Sustain economic expansion while reinforcing and complimenting the regional land use and quality of life of the NVC.**





These goals were prepared, discussed and subsequently approved by the CEDS Committees and accepted by the municipalities.

The continuous monitoring of the CEDS and the ultimate approval of the CEDS by EDA makes the 17 communities eligible for direct federal assistance depending on the individual community's economic development opportunities and/or if communities have a sudden and severe economic impact either through major job loss or some form of a natural disaster. The City of Waterbury did receive from EDA a grant to monitor and to evaluate existing brownfields that can be converted and rehabilitated into viable economic space within the City. The inventory of sites and recommendations on recapture of the brownfields.

As part of the CEDS process each community has been contacted and will be contacted on a quarterly basis requesting that they monitor, review and report as needed or appropriate on economic trends. Areas of concern will be job retention, new jobs created, identifying new companies or loss of existing industry, economic vision relative to capital investment and its impact on the grandlist and tax revenues. This information gathered will be the foundation for evaluating the growth and employment in the CEDS area. Our monitoring of this data is expected to show the growth areas versus areas that are less competitive.

Particular areas that will be monitored are the cluster initiatives outlined in the strategy as they relate to Metal Manufacturer, Plastics, Financial Services and Health Care.

#### Economic Development Summit 2006

The administrative organizations SEDC/WDC are preparing for a 1-day economic summit that may include topics on the following areas

- Job creation and retention
- Land use and economic development
- Housing revitalization of older mill buildings, distressed areas and/or enterprise zones
- Main Street/downtown development
- Transportation issues
- Capital improvement projects

that have been submitted by the municipalities and evaluated and ranked and rated by the Steering and Strategy Committees. To date 36 projects have been submitted. Not all of the projects were ranked due to insufficient information or long-term implementation (3 years or more before implementation is expected). Some of the projects are being implemented in phases and some projects are investigating and searching for financial ways to implement the programs.



### Lessons Learned

SEDC/WDC have utilized the CEDS process to develop economic partners for the 17 communities. They have developed a partnership with government and business. The appointment of an overall Chairman, Sheila O'Malley of the City of Waterbury with the partnering committees tasks are to oversee the CEDS document, maintain, update and adjustment, prepare and submit reports, monitor significant changes in the economy, coordinate all committees, outsource information by communicating with all the partners.

The continued monitoring of the CEDS will have direct impacts on each of the communities with some communities having a greater economic benefit through economic growth, job expansion, new businesses and/or relocation, but the entire region will have the benefit because job opportunities will be available for all residents of the corridor. The CEDS process is also to be used as a measuring stick for improving transportation, which is the bloodline for economic growth since the majority of our residents and/or businesses use our highways to commute and to deliver their products and services. This information will also be shared with state and federal legislatures.

During the CEDS process to 2 administrative organizations communicate openly with our US Senators and Congressmen and frequently require their assistance in procuring additional grants to aid the individual communities or a regional organization.

### Future Plans

The 2 corporations based on the approval of the CEDS will continue to monitor, amend and report on the progress of the goals and objectives of the overall plan. Application will be made to EDA, The Community Foundation for Greater New Haven and the Katharine Matthies Foundation and any other organization that will continue to support this regional effort. The funding from all of the organizations is vital in order to permit successful implementation of the CEDS. Without full financial aid some activities will be reduced or eliminated.

### Public Relations

Recent demographic information has indicated that there is an in migration of people from Fairfield County into New Haven County particularly in areas supported by the Rt. 8 Corridor. This in migration of people will require additional services at every level of government, will require focusing on improving mass transit with particular emphasis on railroad opportunities in the corridor.





### The CEDS Process

The CEDS process has permitted SEDC/NVDC to reach out to the 17 municipalities, the Councils of government and the private sector through the chambers of commerce to provide them with a framework for a planning process that incorporates all segments for economic development and growth within the region. The towns in the NVC represent the strengths and weaknesses of Connecticut. See CEDS report Section C “A Tale of Two (Kinds of) Towns.” Some of the municipalities perform quite well either as a place to conduct business, a residential area, or both. By contrast, other cities struggle economically and provide less than optimal living conditions for current and potential residents. The municipalities that thrive maintain a stake in those cities that struggle because their success depends in part on the condition of towns that border them. The CEDS has focused on industry clusters, transportation needs, Brownfields remediation, environmental awareness and community development activities, encouraged information technology zones like the one currently existing in downtown Waterbury and the need for a one-day economic development summit, which is currently being planned and has the support of the councils of government, the regional planning agencies and the 2 chambers of commerce and the 2 lead corporations. Through the ongoing process the corporations will identify new funding sources to benefit the continued planning that is necessary for the modification of the CEDS, including receipts from seminars, grants from state and federal agencies in support of the continuation and the continued support of local community foundations similar to the excellent support that the Community Foundation for Greater New Haven and the Matthies Foundation, which have been instrumental in the approval of the second CEDS for the region.



## A Tale of Two (Kinds of) Towns

### Demographic Updates

Since the preparation of the overall CEDS document new data has been assembled, which continues to highlight the difference, diversity, population change, unemployment and overall growth of the Naugatuck Valley Corridor (NVC).

The towns in the NVC represent the strengths and weaknesses of Connecticut. Some of the municipalities perform quite well either as a place to conduct business, a residential area, or both. By contrast, other cities struggle economically and provide less than optimal living conditions for current and potential residents. The municipalities that thrive maintain a stake in those cities that struggle because their success depends in part on the condition of towns that border them.<sup>1</sup>

The following demographics, population changes in the NVC from 2000 to 2003 and other data to summarize the strengths and weaknesses of the NVC follow this update. They illustrate the positive and negative trends that affect the NVC as a place to work, live, and operate businesses.

The population of all 17 communities expanded per the U.S. Census data (see Chart #1 Population NVC 2000 to 2003) with Shelton's population increasing the most at 1,020, Oxford seconded at 908 and Ansonia the smallest percent increased at 1.4%. Overall the NVC expanded by 2.6% with the State of Connecticut population growing at 2.8%. However, ten of the seventeen communities in the NVC expanded at a rate greater than the State of Connecticut.

The NVC seventeen communities cover 3,729 square miles with the largest community square mile being Southbury (40.0 square miles), followed by Woodbury at 36.7 square miles Cheshire and Oxford each cover 33.4 square miles. The average for the communities in the NVC is 21.9 square miles. However, it should be noted that Derby at 5.4 square miles and Ansonia at 6.2 square miles are the smallest and third smallest communities in the State of Connecticut land use per square mile.

Many of the communities demonstrated population expansion are communities with open land for rural growth. Waterbury the largest community in the NVC at 108,130 residents grew at 0.8%, Waterbury has limited land for economic growth and expansion. Waterbury is using an EDA grant to identify brownfields reclamation property for



economic expansion of its workforce and growth for the overall tax base. It is not surprising to note that the two smallest communities, Derby and Ansonia, while

growing, expanded at the second and third lowest percentage of the seventeen communities in the NVC.

The NVC labor force grew from April of 2004 to April of 2005 by 1,967 people, whereas Connecticut's labor force expanded by 28,900. Despite the overall increase in jobs, seven communities lost jobs Bethlehem, Cheshire, Naugatuck, Waterbury, Watertown, Wolcott and Woodbury.

The current April 2005 unemployment rate for the State of Connecticut is 4.9%. The United States adjusted rate is 5.2%. Eleven communities in the NVC are below the state average with Oxford being the lowest at 3.5%. Five communities in the NVC are above the U.S. adjusted unemployment rate of 5.2% with Waterbury being the highest at 8.2%.

See Chart #2 Employment April 2004 to April 2005.



# Ansonia's Demographics

## Population

Ansonia's population based on U.S. Census projections for 2003 was 18,818 a difference of 264 additional people from the 2000 population of 18,554. Ansonia's population, the seventh largest population in the NVC, grew by 1.4 percent from 2000 to 2003. The population in the NVC increased by 2.6 percent from 2000 to 2003. Connecticut's population grew by 2.8 percent during the 2000 to 2003 period.

## Unemployment and Labor Force Characteristics in Ansonia

In April of 2005, the unemployment rate was 5.5 in Ansonia, 5.8 in the NVC, and 4.9 in Connecticut. Ansonia possessed the second highest unemployment rate among NVC towns. Waterbury had the highest unemployment rate (8.2) whereas Oxford possessed the lowest unemployment rate (3.5).

In April of 2005, Ansonia possessed 5.4 percent of the labor force in the NVC. Its total labor force of 10,054 was the sixth largest in the NVC in 2005. Waterbury maintained the highest share of the NVC's labor force at 26.3 percent whereas Bethlehem only possessed about one percent of the NVC's labor force in 2005.

Despite its small labor force, Ansonia had more than 551 people of the unemployed labor force in the NVC in April of 2005. Ansonia maintained the fifth largest number of the NVC's total number of unemployed in April of 2005. Waterbury possessed the largest number of unemployed (4,047) whereas Bethlehem possessed the smallest number (77) of the NVC's unemployed in April of 2005.

## Changes in Labor Force and Unemployment Rate Over Time

Ansonia's labor force increased by 1,102 people from April 2004 to April of 2005. The labor force in the NVC and the state also increased by 1,967 and 28,900, respectively. In total, Ansonia gained 1,102 workers from April 2004 to April 2005.



# Beacon Falls' Demographics

## Population

Beacon Falls' population based on U.S. Census projections for 2003 was 5,524 a difference of 278 additional people from the 2000 population of 5,246. Beacon Falls' population, the second smallest population in the NVC, grew by 5.3 percent from 2000 to 2003. The population in the NVC increased by 2.6 percent from 2000 to 2003. Connecticut's population grew by 2.8 percent during the 2000 to 2003.

## Unemployment and Labor Force Characteristics in Beacon Falls

In April of 2005, the unemployment rate was 5.0 in Beacon Falls, 5.8 in the NVC, and 4.9 in Connecticut. Beacon Falls possessed the fifth highest unemployment rate among NVC towns. Waterbury had the highest unemployment rate (8.2) whereas Oxford possessed the lowest unemployment rate (3.5).

In April of 2005, Beacon Falls possessed 1.6 percent of the labor force in the NVC. Its total labor force of 3,117 was the second smallest in the NVC in 2005. Waterbury maintained the highest share of the NVC's labor force at 26.3 percent whereas Bethlehem only about more than one percent of the NVC's labor force in 2001.

Beacon Falls had 155 unemployed in the labor force in the NVC in 2005. Beacon Falls maintained the third smallest share of the NVC's total number of unemployed in 2005. Waterbury possessed the largest number of unemployed (4,047) whereas Bethlehem possessed the smallest number (77) of the NVC's unemployed in 2005.

Beacon Falls' labor force increased by 132 jobs from April of 2004 to April of 2005 whereas the labor force in the NVC and the state decreased by 1,967 and 28,900, respectively. In 1990, Beacon Falls' labor force was 3,088 whereas it was 2,803 in 2001. In total, Beacon Falls gained 155 workers from April 2004 to April 2005.



# Bethlehem's Demographics

## Population

Bethlehem's population based on U.S. Census projections for 2003 was 3,579 a difference of 157 additional people from the 2000 population of 3,422. Bethlehem's population, the smallest in the NVC, grew by 4.6 percent from 2000 to 2003. The population in the NVC increased by 2.6 percent from 2000 to 2003. Connecticut's population grew by 2.8 percent during the 2000 to 2003 period.

## Unemployment and Labor Force Characteristics in Bethlehem

In April of 2005, the unemployment rate was 4.4 in Bethlehem, 5.8 in the NVC, and 4.9 in Connecticut. Bethlehem possessed the seventh lowest unemployment rate among NVC towns. Waterbury had the highest unemployment rate (8.2) whereas Oxford possessed the lowest unemployment rate (3.5).

In April of 2005, Bethlehem possessed about 1 percent of the labor force in the NVC. Its total labor force of 1,770 was the smallest in the NVC in 2005. Waterbury maintained the highest share of the NVC's labor force at 26.3 percent whereas Bethlehem only possessed about 1 percent of the NVC's labor force in 2005.

Bethlehem maintained less than 1 percent of the unemployed labor force in the NVC in 2005. Bethlehem maintained the smallest number of the NVC's total number of unemployed in 2005. Waterbury possessed the largest number of unemployed (4,047) whereas Bethlehem possessed the smallest number (77%) of the NVC's unemployed in 2005.

## Changes in Labor Force and Unemployment Rates Over Time

Bethlehem's labor force decreased by 239 people from April 2004 to April 2005, whereas the labor force in the NVC and the state increased by 1,967 people and 28,900, respectively. In total, Bethlehem lost 239 people from April 2004 to April 2005.





# Cheshire's Demographics

## Population

Cheshire's population based on U.S. Census projections for 2003 was 29,187 a difference of 644 additional people from the 2000 population of 28,543. Cheshire's population, the fourth largest in the NVC, grew by 2.3 percent from 2000 to 2003. The population in the NVC increased by 2.6 percent from 2000 to 2003. Connecticut's population grew by 2.8 percent during the 2000 to 2003 period.

## Unemployment and Labor Force Characteristics in Cheshire

In April of 2005, the unemployment rate was 3.9 in Cheshire, 5.8 in the NVC, and 4.9 in Connecticut. Cheshire possessed the third lowest unemployment rate among NVC towns. Waterbury had the highest unemployment rate (8.2) whereas Oxford possessed the lowest unemployment rate (3.5).

In April of 2005, Cheshire possessed nearly 7.4 percent of the labor force in the NVC. Its total labor force of 13,924 was the fourth largest in the NVC in 2005. Waterbury maintained the highest share of the NVC's labor force at 26.3 percent whereas Bethlehem possessed only about 1 percent of the NVC's labor force in 2005.

Cheshire had 544 people of the unemployed labor force in the NVC in 2005. Cheshire had the sixth largest number of the NVC's total number of unemployed in 2005. Waterbury possessed the largest number of unemployed (4,047) whereas Bethlehem possessed the smallest number (77) of the NVC's unemployed in 2005.

## Changes in Labor Force and Unemployment Rates Over Time

Cheshire' labor force declined by 745 people from April 2004 to April 2005, whereas the labor force in the NVC and the state increased by 1,967 people at 28,900, respectively. In total, Cheshire lost only 745 workers from April 2004 to April 2005.



# Derby's Demographics

## Population

Derby's population based on U.S. Census projections for 2003 was 12,593 a difference of 202 additional people from the 2000 population of 12,391. Derby's population, the eighth smallest in the NVC, grew by 1.6 percent from 2000 to 2003. The population in the NVC increased by 2.6 percent from 2000 to 2003. Connecticut's population grew by 2.8 percent during the 2000 to 2003 period.

## Unemployment and Labor Force Characteristics in Derby

In April of 2005, the unemployment rate was 5.2 in Derby, 5.8 in the NVC, and 4.9 in Connecticut. Derby possessed the fourth highest unemployment rate among NVC towns. Waterbury had the highest unemployment rate (8.2) whereas Oxford possessed the lowest unemployment rate (3.5).

In April of 2005, Derby possessed 3.7 percent of the labor force in the NVC. Its total labor force of 6,943 was the tenth largest in the NVC in 2005. Waterbury maintained the highest share of the NVC's labor force at 26.3 percent whereas Bethlehem only possessed about 1 percent of the NVC's labor force in 2005.

Derby had more than 359 unemployed in the labor force in the NVC in 2005. Derby had the eighth largest share of the NVC's total number of unemployed in 2005. Waterbury possessed the largest share of number on unemployed (4,047) whereas Bethlehem possessed the smallest number (77) of the NVC's unemployed in 2005.

## Changes in Labor Force and Unemployment Rate Over Time

Derby's labor force increased by 355 people from April 2004 to April 2005, whereas the labor force in the NVC and the state increased by 1,967 people and 28,900, respectively. In total, Derby gained 355 workers from April 2004 to April 2005.



# Middlebury's Demographics

## Population

Middlebury's population based on U.S. Census projections for 2003 was 6,745 a difference of 294 additional people from the 2000 population of 6,451. Middlebury's population, the third smallest in the NVC, grew by 4.6 percent from 2000 to 2003. The population in the NVC increased by 2.6 percent from 2000 to 2003. Connecticut's population grew by 2.8 percent during the 2000 to 2003 period.

In April of 2005, the unemployment rate was 4.2 in Middlebury, 5.8 in the NVC, and 4.9 in Connecticut. Middlebury possessed the sixth lowest unemployment rate among NVC towns. Waterbury had the highest unemployment rate (8.2) whereas Oxford possessed the lowest unemployment rate (3.5).

In April of 2005, Middlebury possessed 1.9 percent of the labor force in the NVC. Its total labor force of 3,573 was the third smallest in the NVC in 2005. Waterbury maintained the highest share of the NVC's labor force at 2.63 percent whereas Bethlehem possessed about 1 percent of the NVC's labor force in 2005.

Middlebury had 149 of the unemployed labor force in the NVC in 2005. Middlebury had the second smallest share of the NVC's total number of unemployed in 2005. Waterbury possessed the largest number of unemployed (4,047), whereas Bethlehem possessed the smallest share (77) of the NVC's unemployed in 2005.

## Changes in Labor Force and Unemployment Rates Over Time

Middlebury's labor force increased by more than 35 jobs from April 2004 to April 2005, whereas the labor force in the NVC and the state increased by 1,967 people and 28,900, respectively. In total, Middlebury gained 35 workers from April 2004 to April 2005.



# Naugatuck's Demographics

## Population

Naugatuck's population based on U.S. Census projections for 2003 was 31,700 a difference of 711 additional people from the 2000 population of 30,989. Naugatuck's population, the third largest in the NVC, grew by 2.3 percent from 2000 to 2003. The population in the NVC increased by 2.6 percent from 2000 to 2003. Connecticut's population grew by 2.8 percent during the 2000 to 2003 period.

## Unemployment and Labor Force Characteristics in Naugatuck

In April of 2005, the unemployment rate was 5.5 in Naugatuck, 5.8 in the NVC, and 4.9 in Connecticut. Naugatuck possessed the second highest unemployment rate among NVC towns. Waterbury had the highest unemployment rate (8.2) whereas Oxford possessed the lowest unemployment rate (3.5).

In April of 2005, Naugatuck possessed 8.8 percent of the labor force in the NVC. Its total labor force of 16,614 was the third largest in the NVC in 2005. Waterbury maintained the highest share of the NVC's labor force at 26.3 percent whereas Bethlehem possessed 1 percent of the NVC's labor force in 2005.

Naugatuck maintained 912 unemployed in the labor force in the NVC in 2005. Naugatuck had the second largest share of the NVC's total number of unemployed in 2005. Waterbury possessed the largest number of unemployed (4,047), whereas Bethlehem possessed the smallest number (77) of the NVC's unemployed in 2005.

## Changes in Labor Force and Labor Force Over Time

Naugatuck's labor force declined by 218 jobs from April 2004 to April 2005, whereas the labor force in the NVC and the state increased by 1,967 people and 28,900, respectively. In total, Naugatuck lost 218 workers from April 2004 to April 2005.



# Oxford's Demographics

## Population

Oxford's population based on U.S. Census projections for 2003 was 10,729 a difference of 908 additional people from the 2000 population of 9,821. Oxford's population, the eleventh largest in the NVC, grew by 9.2 percent from 2000 to 2003. The population in the NVC increased by 2.6 percent from 2000 to 2003. Connecticut's population grew by 2.8 percent during the 2000 to 2003 period.

## Unemployment and Labor Force Characteristics in Oxford

In April of 2005, the unemployment rate was 3.5 in Oxford, 5.8 in the NVC, and 4.9 in Connecticut. Oxford possessed the lowest unemployment rate among NVC towns. Waterbury had the highest unemployment rate (8.2).

In April of 2005, Oxford possessed 3.4 percent of the labor force in the NVC. Its total labor force of 6,349 was the tenth smallest in the NVC in 2005. Waterbury maintained the highest share of the NVC's labor force at 26.3 percent whereas Bethlehem only possessed about 1 percent of the NVC's labor force in 2005.

Oxford maintained 3.5 percent of the unemployed labor force in the NVC in 2005. Oxford had the sixth smallest share of the NVC's total number of unemployed in 2005. Waterbury possessed the largest number of unemployed (4,047) whereas Bethlehem possessed the smallest number (77) of the NVC's unemployed in 2005.

## Changes in Labor Force and Unemployment Rates Over Time

Oxford's labor force increased by 924 jobs from April 2004 to April 2005, whereas the labor force in the NVC and the state increased by 1,967 people and 28,900, respectively. In total, Oxford gained 924 workers from April 2004 to April 2005.



# Prospect's Demographics

## **Population**

Prospect's population based on U.S. Census projections for 2003 was 9,161 a difference of 454 additional people from the 2000 population of 8,707. Prospect's population, the fifth smallest in the NVC, grew by 5.2 percent from 2000 to 2003. The population in the NVC increased by 2.6 percent from 2000 to 2003. Connecticut's population grew by 2.8 percent during the 2000 to 2003 period.

## **Unemployment and Labor Force Characteristics in Prospect**

In April of 2005, the unemployment rate was 4.0 in Prospect, 5.8 in the NVC, and 4.9 in Connecticut. Prospect possessed the fourth lowest unemployment rate among NVC towns. Waterbury had the highest unemployment rate (8.2) whereas Oxford possessed the lowest unemployment rate (3.5).

In April of 2005, Prospect possessed 2.7 percent of the labor force in the NVC. Its total labor force of 5,073 was the sixth smallest in the NVC in 2005. Waterbury maintained the highest share of the NVC's labor force at 26.3 percent whereas Bethlehem possessed about 1 percent of the NVC's labor force in 2005.

Prospect maintained 2.7 percent of the unemployed labor force in the NVC in 2005. Prospect had the fifth smallest share of the NVC's total number of unemployed in 2005. Waterbury possessed the largest number of unemployed (4,047) whereas Bethlehem possessed the smallest number (77) of the NVC's unemployed in 2005.

## **Changes in Labor Force and Unemployment Rates Over Time**

Prospect's labor force increased by 178 jobs from April 2004 to April 2005, whereas the labor force in the NVC and the state increased by 1,967 people and 28,900, respectively. In total, Prospect gained 178 workers from April 2004 to April 2005.





# Seymour's Demographics

## Population

Seymour's population based on U.S. Census projections for 2003 was 16,045 a difference of 591 additional people from the 2000 population of 15,454. Seymour's population, the eighth largest in the NVC, grew by 3.8 percent from 2000 to 2003. The population in the NVC increased by 2.6 percent from 2000 to 2003. Connecticut's population grew by 2.8 percent during the 2000 to 2003 period.

## Unemployment and Labor Force Characteristics in Seymour

In April of 2005, the unemployment rate was 4.1 in Seymour, 5.8 in the NVC, and 4.9 in Connecticut. Seymour possessed the fifth lowest unemployment rate among NVC towns. Waterbury had the highest unemployment rate (8.02) whereas Oxford possessed the lowest unemployment rate (3.5).

In April of 2005, Seymour possessed 4.8 percent of the labor force in the NVC. Its total labor force of 9,111 was the seventh largest in the NVC in 2005. Waterbury maintained the highest share of the NVC's labor force at 26.3 percent whereas Bethlehem possessed about 1 percent of the NVC's labor force in 2005.

Seymour maintained nearly 4.8 percent of the unemployed labor force in the NVC in 2005. Seymour had the seventh highest share of the NVC's total number of unemployed in 2005. Waterbury possessed the largest number of unemployed (4,047) whereas Bethlehem possessed the smallest number (77) of the NVC's unemployed in 2005.

## Changes in Labor Force and Unemployment Rates Over Time

Seymour's labor force increased by 913 jobs from April 2004 to April 2005, whereas the labor force in the NVC and the state increased by 1,967 people and 28,900, respectively. In total, Seymour gained 919 workers from April 2004 to April 2005.



# Shelton's Demographics

## Population

Shelton's population based on U.S. Census projections for 2003 was 39,121 a difference of 1,020 additional people from the 2000 population of 38,101. Shelton's population, the second largest in the NVC, grew by 2.7 percent from 2000 to 2003. The population in the NVC increased by 2.6 percent from 2000 to 2003. Connecticut's population grew by 2.8 percent during the 2000 to 2003 period.

## Unemployment and Labor Force Characteristics in Shelton

In April of 2005, the unemployment rate was 4.0 in Shelton, 5.8 in the NVC, and 4.9 in Connecticut. Shelton possessed the fourth lowest unemployment rate among NVC towns. Waterbury had the highest unemployment rate (8.02) whereas Oxford possessed the lowest unemployment rate (3.5).

In April of 2005, Shelton possessed 12 percent of the labor force in the NVC. Its total labor force of 22,486 was the second largest in the NVC in 2005. Waterbury maintained the highest share of the NVC's labor force at 26.3 percent whereas Bethlehem possessed about 1 percent of the NVC's labor force in 2005.

Shelton maintained 4.0 percent of the unemployed labor force in the NVC in 2005. Shelton had the third highest of the NVC's total number of unemployed in 2005. Waterbury possessed the largest number of unemployed (4,047) whereas Bethlehem possessed the smallest number (77) of the NVC's unemployed in 2005.

## Changes in Labor Force and Unemployment Rates Over Time

Shelton's labor force increased by 2,267 jobs from April 2004 to April 2005, whereas the labor force in the NVC and the state increased by 1,967 people and 28,900, respectively. In total, Shelton gained 2,267 workers from April 2004 to April 2005.



# Southbury's Demographics

## Population

Southbury's population based on U.S. Census projections for 2003 was 19,279 a difference of 712 additional people from the 2000 population of 18,567. Southbury's population, the sixth largest in the NVC, grew by 3.8 percent from 2000 to 2003. The population in the NVC increased by 2.6 percent from 2000 to 2003. Connecticut's population grew by 2.8 percent during the 2000 to 2003 period.

## Unemployment and Labor Force Characteristics in Southbury

In April of 2005, the unemployment rate was 3.8 in Southbury, 5.8 in the NVC, and 4.9 in Connecticut. Southbury possessed the second lowest unemployment rate among NVC towns. Waterbury had the highest unemployment rate (8.02) whereas Oxford possessed the lowest unemployment rate (3.5).

In April of 2005, Southbury possessed nearly 4.8 percent of the labor force in the NVC. Its total labor force of 8,935 was the eighth largest in the NVC in 2005. Waterbury maintained the highest share of the NVC's labor force at 26.3 percent, whereas Bethlehem only possessed about 1 percent of the NVC's labor force in 2005.

Southbury maintained 4.8 percent of the unemployed labor force in the NVC in 2005. Southbury had the second lowest share of the NVC's total number of unemployed in 2005. Waterbury possessed the largest number of unemployed (4,075) whereas Bethlehem possessed the smallest number (77) of the NVC's unemployed in 2005.

## Changes in Labor Force and Unemployment Rate Over Time

Southbury's labor force increased by 1,412 jobs from April 2004 to April 2005, whereas the labor force in the NVC and the state increased by 1,967 people and 28,900, respectively. In total, Southbury gained 1,412 jobs from April 2004 to April 2005.



# Thomaston's Demographics

## Population

Thomaston's population based on U.S. Census projections for 2003 was 7,857 a difference of 354 additional people from the 2000 population of 7,503. Thomaston's population, the fourth smallest in the NVC, grew by 4.7 percent from 2000 to 2003. The population in the NVC increased by 2.6 percent from 2000 to 2003. Connecticut's population grew by 2.8 percent during the 2000 to 2003 period.

## Unemployment and Labor Force Characteristics in Thomaston

In April of 2005, the unemployment rate was 5.3 in Thomaston, 5.8 in the NVC, and 4.9 in Connecticut. Thomaston possessed the third highest unemployment rate among NVC towns. Waterbury had the highest unemployment rate (8.02) whereas Oxford possessed the lowest unemployment rate (3.5).

In April of 2005, Thomaston possessed 2.3 percent of the labor force in the NVC. Its total labor force of 4,404 was the fourth smallest in the NVC in 2005. Waterbury maintained the highest share of the NVC's labor force at 26.3 percent whereas Bethlehem possessed about 1 percent of the NVC's labor force in 2005.

Thomaston maintained 2.3 percent of the unemployed labor force in the NVC in 2005. Thomaston had the thenth highest share of the NVC's total number of unemployed in 2005. Waterbury possessed the largest number of unemployed (4,047) whereas Bethlehem possessed the smallest number (77) of the NVC's unemployed in 2005.

## Changes in Labor Force and Unemployment Rates Over Time

Thomaston's labor force increased by 170 people from April of 2004 to April of 2005, whereas the labor force in the NVC and the state increased by 1,967 people and 28,900, respectively. In total, Thomaston gained 170 workers from April 2004 to April 2005.



# Waterbury's Demographics

## Population

Waterbury's population based on U.S. Census projections for 2003 was 108,130 a difference of 859 additional people from the 2000 population of 107,271. Waterbury's population, the largest in the NVC, grew by 0.8 percent from 2000 to 2003. The population in the NVC increased by 2.6 percent from 2000 to 2003. Connecticut's population grew by 2.8 percent during the 2000 to 2003 period.

## Unemployment and Labor Force Characteristics in Waterbury

In April of 2005, the unemployment rate was 8.02 in Waterbury, 5.8 in the NVC, and 4.9 in Connecticut. Waterbury possessed the highest unemployment rate among NVC towns. Waterbury had the highest unemployment rate (8.02) whereas Oxford possessed the lowest unemployment rate (3.5).

In April of 2005, Waterbury possessed 26.3 percent of the labor force in the NVC. Its total labor force of 49,184 was the largest in the NVC in 2005. Waterbury maintained the highest share of the NVC's labor force at 26.3 percent whereas Bethlehem possessed about 1 percent of the NVC's labor force in 2005.

Waterbury had the highest number of the NVC's total number of unemployed in 2005 whereas Bethlehem possessed the smallest number (1%) of the NVC's unemployed in 2005.

## Changes in Labor Force and Unemployment Rates Over Time

Waterbury's labor force increased by 3,728 jobs from April of 2004 to April of 2005, whereas the labor force in the NVC and the state increased by 1,967 people and 28,900, respectively. In total, Waterbury gained 3,728 workers from April 2004 to April 2005.



# Watertown's Demographics

## Population

Watertown's population based on U.S. Census projections for 2003 was 22,178 a difference of 517 additional people from the 2000 population of 21,661. Watertown's population, the fourth largest in the NVC, grew by 2.4 percent from 2000 to 2003. The population in the NVC increased by 2.6 percent from 2000 to 2003. Connecticut's population grew by 2.8 percent during the 2000 to 2003 period.

## Unemployment and Labor Force Characteristics in Watertown

In April of 2005, the unemployment rate was 4.8 in Watertown, 5.8 in the NVC, and 4.9 in Connecticut. Watertown possessed the sixth highest unemployment rate among NVC towns. Waterbury had the highest unemployment rate (8.02) whereas Oxford possessed the lowest unemployment rate (3.5).

In April of 2005, Watertown possessed 6.4 percent of the labor force in the NVC. Its total labor force of 12,000 was the fifth largest in the NVC in 2005. Waterbury maintained the highest share of the NVC's labor force at 26.3 percent whereas Bethlehem possessed about 1 percent of the NVC's labor force in 2005.

Watertown maintained 6.4 percent of the unemployed labor force in the NVC in 2005. Watertown had the sixth highest share of the NVC's total number of unemployed in 2005. Waterbury possessed the largest number of unemployed (4,047) whereas Bethlehem possessed the smallest number (77) of the NVC's unemployed in 2005.

## Changes in Labor Force and Unemployment Rates Over Time

Watertown's labor force decreased by 32 jobs from April of 2004 to April of 2005, whereas the labor force in the NVC and the state increased by 1,967 people and 28,900, respectively. In total, Watertown lost 32 workers from April 2004 to April 2005.





# Wolcott's Demographics

## Population

Wolcott's population based on U.S. Census projections for 2003 was 16,024 a difference of 809 additional people from the 2000 population of 15,215. Wolcott's population, the ninth largest in the NVC, grew by 5.3 percent from 2000 to 2003. The population in the NVC increased by 2.6 percent from 2000 to 2003. Connecticut's population grew by 2.8 percent during the 2000 to 2003 period.

## Unemployment and Labor Force Characteristics in Wolcott

In April of 2005, the unemployment rate was 4.0 in Wolcott, 5.8 in the NVC, and 4.9 in Connecticut. Wolcott possessed the seventh lowest unemployment rate among NVC towns. Waterbury had the highest unemployment rate (8.2) whereas Oxford possessed the lowest unemployment rate (3.5).

In April of 2005, Wolcott possessed 4.6 percent of the labor force in the NVC. Its total labor force of 8,586 was the ninth largest in the NVC in 2005. Waterbury maintained the highest share of the NVC's labor force at 26.3 percent whereas Bethlehem only possessed 1.0 percent of the NVC's labor force in 2005.

Wolcott maintained 4.6 percent of the unemployed labor force in the NVC in 2001. Wolcott had the ninth highest share of the NVC's total number of unemployed in 2001. Waterbury possessed the largest number of unemployed 4,047 whereas Bethlehem possessed the smallest number 77 of the NVC's unemployed in April 2005.

## Changes in Labor Force and Unemployment Rates Over Time

Wolcott's labor force decreased by 12 people from April 2004 to April of 2005, whereas the labor force in the NVC and the state increased by 1,967 people and 28,900, respectively. In total, Wolcott decreased by 12 workers from April 2004 to April 2005.



# Woodbury's Demographics

## Population

Woodbury's population based on U.S. Census projections for 2003 was 9,557 a difference of 359 additional people from the 2000 population of 9,198. Woodbury's population, the sixth smallest in the NVC, grew by 3.9 percent from 2000 to 2003. The population in the NVC increased by 2.6 percent from 2000 to 2003. Connecticut's population grew by 2.8 percent during the 2000 to 2003 period.

## Unemployment and Labor Force Characteristics in Woodbury

In April of 2005, the unemployment rate was 4.4 in Woodbury, 5.5 in the NVC, and 4.9 in Connecticut. Woodbury possessed the seventh lowest unemployment rate among NVC towns. Waterbury had the highest unemployment rate (8.02) whereas Oxford possessed the lowest unemployment rate (3.5).

In April of 2005, Woodbury possessed 2.5 percent of the labor force in the NVC. Its total labor force of 4,743 was the fifth smallest in the NVC in 2005. Waterbury maintained the highest share of the NVC's labor force at 26.3 percent whereas Bethlehem possessed about 1 percent of the NVC's labor force in 2005.

Woodbury maintained 2.5 percent of the unemployed labor force in the NVC in 2005. Woodbury had the fifth smallest share of the NVC's total number of unemployed in 2005. Waterbury possessed the largest number of unemployed (4,047) whereas Bethlehem possessed the smallest number (77) of the NVC's unemployed in 2005.

## Changes in Labor Force and Unemployment Rates Over Time

Woodbury's labor force decreased by 553 jobs from April of 2004 to April of 2005, whereas the labor force in the NVC and the state increased by 1,967 people and 28,900, respectively. In total, Woodbury lost 553 gained 75 workers from April 2004 to April 2005.



# Population NVC 2000 to 2003

Chart 1

Town	2000	2003	Difference	Percent
Ansonia	18,554	18,818	264	1.4
Beacon Falls	5,246	5,524	278	5.3
Bethlehem	3,422	3,579	157	4.6
Cheshire	28,543	29,187	644	2.3
Derby	12,391	12,593	202	1.6
Middlebury	6,451	6,745	294	4.6
Naugatuck	30,989	31,700	711	2.3
Oxford	9,821	10,729	908	9.2
Prospect	8,707	9,161	454	5.2
Seymour	15,454	16,045	591	3.8
Shelton	38,101	39,121	1,020	2.7
Southbury	18,567	19,279	712	3.8
Thomaston	7,503	7,857	354	4.7
Waterbury	107,271	108,130	859	0.8
Watertown	21,661	22,178	517	2.4
Wolcott	15,215	16,024	809	5.3
Woodbury	9,198	9,557	359	3.9
NVC	357,094	366,227	9,133	2.6
Connecticut	3,405,565	3,503,604	98,039	2.8
Source: US Census Bureau				



# Employment April 2004 to April 2005

Chart 2

Employment in Connecticut, the NVC, and the NVC Towns, 2004-2005, and Change from January 2004 to April 2005							
	April 2004			April 2005			Change in Employment from 2004 - 2005
	Employed	Unemployed		Employed	Unemployed		
Connecticut	1,688,700	80,900	4.6%	1,711,500	87,000	4.9%	22,000
U.S. (Adjusted)			5.6%			5.2%	
NVC Towns							
Ansonia	8,413	538	6.0%	9,502	551	5.5%	1,089
Beacon Falls	2,828	157	5.53%	2,962	155	5.0%	134
Bethlehem	1,938	71	3.5%	1,693	77	4.4%	-245
Cheshire	14,206	463	3.2%	13,380	544	3.9%	-826
Derby	6,174	414	6.3%	6,584	359	5.2%	410
Middlebury	3,406	132	3.7%	3,424	149	4.2%	18
Naugatuck	15,864	968	5.8%	15,702	912	5.5%	-162
Oxford	5,216	209	3.9%	6,128	221	3.5%	912
Prospect	4,704	191	3.9%	4,868	205	4.0%	164
Seymour	7,827	365	4.5%	8,740	371	4.1%	913
Shelton	19,321	898	4.4%	21,591	895	4.0%	2,270
Southbury	7,239	284	3.8%	8,598	337	3.8%	1,359
Thomaston	3,990	244	5.8%	4,172	232	5.3%	182
Waterbury	48,736	4,176	7.9%	45,137	4,047	8.2%	-3,599
Watertown	11,465	567	4.7%	11,429	571	4.8%	36
Wolcott	8,231	367	4.3%	8,241	345	4.0%	10
Woodbury	5,140	156	2.9%	4,535	208	4.4%	-605
Totals	174,698	10,200	4.71%	176,686	10,079	4.7%	2,060
Source: CTDOL							

Matrix – NVC Capital Investment Projects

<b>Municipality/Project Name</b>	<b>Ranking &amp; Score as of 2/20/03</b>	<b>Ranking &amp; Score as of 11/10/04</b>	<b>Cost</b>	<b>Related Goal</b>	<b>Responsibility</b>	<b>Funding Partner</b>	<b>Jobs Const.</b>	<b>Jobs Created/ Retained</b>	<b>Time Frame</b>
<b>Ansonia</b>									
<b>Business and Commerce Center</b>	1 98.6	1	2,201,600	2-3-4	Ansonia Development Corporation	City, State, EDA/Federal, Private	100	500	Concept planning completed. On-going subject to funding. Application requested 2005/6 FY
<b>Beacon Falls</b>									
<b>Commerce Center</b>	14 67.8	14	1,500,000	1-2-3	Beacon Falls EDC	Town, State, DECD, Federal	75	750	Planning in process at local level. Future 2006.
<b>Transportation Center</b>	8 77.4	8	2,850,000	1-3	Beacon Falls EDC	Town, State, DOT, FHWA	35	10	Conceptual design in process. Negotiate with CT Department of Transportation for land swap 2005.
<b>Depot Street Bridge</b>	5 82.8	5	2,500,000	1-3	Beacon Falls EDC	State, DOT, Town, FHWA	50	N/A	Preliminary design in process. Bridge has reduced traffic due to structural deficiencies. Immediate 2005.
<b>Riverwalk</b>	9 76.8	9	1,300,000	1-3	Beacon Falls EDC	Town, DECD, DEP, FHWA	50	N/A	Project plan for recapture of river way approved. Federal funds pending 2004/05 FY.

Municipality/Project Name	Ranking & Score as of 2/20/03	Ranking & Score as of 11/10/04	Cost	Related Goal	Responsibility	Funding Partner	Jobs Const.	Jobs Created/ Retained	Time Frame
Roadway Improvements	11 73.6	11	8,400,000	1-3-4	Beacon Falls EDC	Town, State, Federal	100	N/A	Long term projects – subject to additional funding to support the downtown plan.
Cheshire									
Town Industrial Area	7 79.2	7	3,800,000	1-2-3-4	Town EDC	Town, State, Federal, Private	100	1,000+	Preliminary plan being prepared for local approval 2005.
Derby									
Route 8 Industrial Park	13 69	13	42,000,000	2-3	City, EDC	City and DECD	215	700	City has control of property. Conceptual plan and access planning on going 2006/7.
Fountain Lake Commerce Center	13 69	13	4,200,000	2-3	City, EDC	DECD, EDA	82	100	Pre-Engineering Concept on going. No specific date.
4 Sterling Opera House		19 55.8	9,000,000		City	OPM, State	75	15	City owned property Under Reconstruction
Naugatuck									
Andrews Mountain Road	Not ranked		2,833,000	1	EDC	Borough	N/A	N/A	Concept plan being generated 2006. More details required.
Naugatuck/ Waterbury Industrial Park – Listed under Waterbury.							100	400	Rated under Waterbury.
Industrial Park Site Work			1,500,000		Town	Borough, State, EDA	N/A	N/A	



Municipality/Project Name	Ranking & Score as of 2/20/03	Ranking & Score as of 11/10/04	Cost	Related Goal	Responsibility	Funding Partner	Jobs Const.	Jobs Created/ Retained	Time Frame
Downtown Mixed-Use Development			250,000,000		Town, NEDC & Conroy Dev. Co.	Borough, State, EDA, Private	N/A	N/A	
Uniroyal Site Cleanup & Demolition			15,000,000		Town, NEDC	State, EDA, Private & Town	N/A	N/A	
4 3 above were returned for additional information. To be considered in next round.							N/A	N/A	Awaiting further information.
Oxford									
Route 67 Improvements	17 63	17	2,575,000	1-3	Oxford EDC	Town, Regional Planning, State DOT	50	TBD	Project preliminary engineering planned for Spring 2004. Construction 2005/6
Woodruff Hill Industrial Park	10 76.6	10	60,000,000	1-2-3	Oxford EDC	Town, State, DECD	75	1,250	Project planning complete. Bidding Spring 2005. Construction 2005/6.
Business Incubator	16 63.4	16	4,200,000	2-3	Oxford EDC	Town, Private	50	150	Concept planning in process. Site selected. No construction date selected.
Jacks Brook Industrial Park	13 69	13	650,000	2-3-4	Oxford EDC	TBD	125	350	Town planning on road improvements. No construction date selected.

<b>Municipality/Project Name</b>	<b>Ranking &amp; Score as of 2/20/03</b>	<b>Ranking &amp; Score as of 11/10/04</b>	<b>Cost</b>	<b>Related Goal</b>	<b>Responsibility</b>	<b>Funding Partner</b>	<b>Jobs Const.</b>	<b>Jobs Created/ Retained</b>	<b>Time Frame</b>
Foreign Trade Zone (Accepted, not ranked. More info. Required)			150,000	3-4	First Selectman	Town	N/A	N/A	Time from 12 to 18 months from 11/10/04.
4 Lot 4 Jack's Hill Road (not ranked)			500,000	1-3	Local EDC	Looking	N/A	N/A	TBD
<b>Prospect</b>									
<b>US Cap</b>	15 65.2	15	1,000,000	3	Brownfield Reclamation	DEP, EPA	15	50	Property identified for reclamation. Preplanning in process.
<b>Business &amp; Commerce TOWN WITHDREW</b>	3 85.8		12,000,000	1-2-3-4	Prospect EDC	Town, State, DECD, Federal, EDA	100	800	Environmental evaluation completed. Project plan and local referendum planned for Spring 2004.
<b>Shelton</b>									
<b>Commerce &amp; Business Park</b>	2 97.4	3	12,000,000	2-3-4	Shelton EDC	City, State, DECD, Federal, EPA, EDA	100	300	Phase III preliminary engineering completed. Final design Spring 2005. Construction 2005/6.
<b>Southbury</b>									
4 Southbury Corporate Park		20 53.6	TBD	1-2-3	Southbury EDC	Town, State, Private	100	250	Town acquired property for \$3M. Market study and traffic evaluation underway. Construction 2006.
<b>Thomaston</b>									

Municipality/Project Name	Ranking & Score as of 2/20/03	Ranking & Score as of 11/10/04	Cost	Related Goal	Responsibility	Funding Partner	Jobs Const.	Jobs Created/ Retained	Time Frame
Plume & Atwood Business Park	6 80.6	6	1,000,000	2-3	Local EDC	Town, State, DECD	50	250	Final scheduling being considered. No date selected.
Waterbury									
4Waterbury/ Naugatuck Industrial Park		2 98	10,000,000	2,3,4	NVDC, NEDC	City, Borough, State, EDA	100	400	Both municipalities owned all the properties. Preliminary engineering and market studies on going. Environmental evaluation complete. Negotiating with tentative developer.
Multimodal Transportation Facility	12 70.2	12	TBD	1-3	Naugatuck Valley Development Corporation	DOT, FHWA, Regional Transit	TBD	TBD	Concept planning in process 2005/06.
Jackson Street Thomaston Avenue Connector	17 63	17	TBD	1-3	Naugatuck Valley Development Corporation	City, State	TBD	TBD	TBD
Naugatuck River Walkway	18 58.6	18	TBD	3-4	Naugatuck Valley Development Corporation	City, CTDOT, FHWA	TBD	TBD	Concept planning on going 2005/06.

<b>Municipality/Project Name</b>	<b>Ranking &amp; Score as of 2/20/03</b>	<b>Ranking &amp; Score as of 11/10/04</b>	<b>Cost</b>	<b>Related Goal</b>	<b>Responsibility</b>	<b>Funding Partner</b>	<b>Jobs Const.</b>	<b>Jobs Created/ Retained</b>	<b>Time Frame</b>
Redevelopment North End	19 48	21	TBD	3-4	Naugatuck Valley Development Corporation	City, DECD	TBD	TBD	Preliminary planning on going. No final schedule.
Willow Street Redevelopment Phase II and III	4 83.2	4	TBD	3-4	Naugatuck Valley Development Corporation	TBD	TBD	TBD	No time frame selected.
Senior Center/ Community Center	Under Construction Not Ranked		N/A	4	Naugatuck Valley Development Corporation	City	N/A	N/A	In progress.
Comprehensive Brownfields Proposed (City of Waterbury)	N/A		700	2-3-4	Waterbury Economic Resource Center	City, DEP, EDA			Funded by EDA T.A. in process.
Bethlehem Middlebury Watertown Woodbury	Submitted Questionnaires with no projects.			N/A	N/A	N/A			N/A

4 New projects incorporated into matrix after Steering Committee reviewed and accepted on November 10, 2004.



# Schedule of CEDS Implementation/Coordination Of Partners for 2005 – 2006

The Schedule of CEDS Implementation/Coordination of Partners for 2005- 2006 functions will focus on initiatives outlined in the CEDS document approved by EDA. The tasks are outlined below. The tasks will be the focus of the various committees with overall responsibility to be handled by the Shelton Economic Development Corporation, which will act as the lead administrative group with assistance from the Waterbury Development Corporation. See the attached chart outlining communications and committee meeting schedules. At the June 22, 2005 meeting of the Strategy Committee endorsed the tasks listed below. The tasks are not listed in a priority ranking, but are a comprehensive list of items to be considered.

## **Task One**

Secure a planning grant from the Economic Development Administration (EDA) and others

- Submitted preapplication to EDA on June 15, 2004
- If preapplication is approved then a full application will be made to EDA
- Immediately secure funding from other sources: Community Foundation of Greater New Haven, Katherine Matthies Foundation, Greater Waterbury Chamber of Commerce, and others.

## **Task Two**

Support the Connecticut Industry Cluster (Section F) of the CEDS.

- Manufacturing
- Financial Services
- Health Care
- Telecommunications
- Plastics



### **Task Three**

Hold an Economic Development Summit during 2005/2006.

- Invite all communities and CEDS Steering and Strategy Committee members and related parties.
- The purpose of the Summit is to discuss the Comprehensive Economic Development Strategy and collaborate on how to enhance the region's competitiveness at all levels.
- Economic Initiatives, Enterprise Zone and Distressed Communities.
- Revitalization of mill buildings, village districts and main street revitalization.
- Greenways and multi-modal transportation connections.
- Business and commerce park initiatives (6 CEDS capital projects).
- Job training
- Local initiatives and how they relate to the stated CEDS.

### **Task Four**

Transportation:

- Work with two Councils of Government to expand and improve the transportation system capacity.
- Improve the Route 8 Interstate 84 corridor connector, expand capacities.
- Several preliminary engineering surveys are in process for these two major corridor connectors.
- Support the local feeder routes of all local roads that feed into the two main transportation corridors.
- Build on the Transportation Summit held at the Waterbury Branch of UCONN, 150 people attended, see minutes for details.
- Support rail study for passenger train service for the Waterbury line.
- Assist Regional Workforce Investment Board with transportation initiatives.
- Encourage and develop marketing efforts to increase Mass Transit in the NVC.





### **Task Five**

Brownfields:

- Support the Waterbury/EDA Brownfields identification and implementation plan
- Support efforts of the Naugatuck Valley Brownfields Pilot Initiatives.
- Encourage more communities to develop and participate in coming to grips with industrial past, abandoned factories, boarded up mills and contaminated sites and waterways, remove visual eyesores and turn them into productive uses.

### **Task Six**

Continue the CEDS planning process

- All meetings of CEDS Committee will be posted by SEDC with various Town/City Clerks for all 17 communities including an agenda. Copies of minutes will be maintained by Corporation and made part of the public record portion the annual report.
- CEDS/Governing/Parenting Committee – SEDC and WDC to keep the committees informed of all activities.
- Steering Committee meetings to be held at least quarterly or as activities require action.
- Strategy Committee meetings to be held quarterly or as needed. Chairman will determine.
- Amend CEDS to accommodate unforeseen changes in the NVC.
- Annual report will report on activities throughout the year, particularly on implementation of specific projects or economic changes in the NVC.



# Organization And Management

## Beginning/Management

The Shelton Economic Development Corporation (SEDC) and the Naugatuck Valley Development Corporation (NVDC) accepted the management of the planning process for the 17 town area designated as the Naugatuck Valley Corridor (NVC) in 1999 with the preparation of the “Naugatuck Valley Corridor Economic Development Strategy Report.” The Strategy was the initiation of the planning process for the NVC. The two corporations (SEDC/NVDC) created the original Steering Committee consisting of the two regional planning agencies/councils of government and the Greater Waterbury Chamber of Commerce and the Lower Naugatuck Chamber of Commerce.

### **NVC Original Steering Committee**

Name & Title	Association	Represents
James E. Ryan, Chief Executive Officer	SEDC	Community Organizations, Municipalities & Regional Government
Michael O'Connor, Chief Operating Officer	NVDC	Community Organizations, Municipalities & Regional Government
Richard S. Eigen, Executive Director	VCOG	Regional Governments
Peter Dorpalen, Executive Director	CNV/COG	Regional Governments
William E. Purcell, President and Chief Executive Officer	Greater Valley Chamber of Commerce	Business Community
Stephen R. Sasala, II, President & Chief Executive Officer	Greater Waterbury Chamber of Commerce	Commerce Business and Retail

The 1999 Strategy was distributed to each of the 17 municipalities, specifically the chief elected officials, area legislators and/or local business partners. The Summary Report was provided to all the organizations that participated in the planning process. The original Strategy pointed out the NVC area is well designed to alleviate economic distress and achieve a healthier local economy because the towns within the district have the characteristics of either high-end residential or industrial/commercial towns.



This diversity allows some towns within the district to be suppliers and others to be consumers while certain towns have strengths, which reduce the weaknesses of others and vice-versa.

The NVC has distinct strengths, which include but are not limited to local governments that care for business, a committed workforce and a pre-existing infrastructure that is conducive for business. The prime location of this district, including its transportation network Interstate I-84 on the North running East to West and CT Rt. 8 running North to South in the center of the Valley Corridor connects to the Merritt Parkway CT Rt. 15 and Interstate I-95.

The NVC also has serious problems. Initial survey respondents were generally concerned with a number of business-related expenses, such as tax rates and rising utility costs. They are particularly disturbed by Connecticut's high worker's compensation rates. In addition, even though the work force has its attributes, the bifurcation of the labor force between the older, skilled, reliable workers and the unskilled, younger, less reliable workers is a problem that needs to be addressed through increased training in high schools and community colleges.

A regional strategy can use this diversity as a strength. A longitudinal analysis of town expenditure data indicates that each town must develop strategies according to their strengths and ultimate goals. On the one hand, towns that seek job growth should among other things reduce their mill rates, increase spending on police and social services and avoid a heavy emphasis on restrictive zoning and land use planning. On the other hand, towns that wish to attract high status taxpayers should spend more money on planning and zoning and should not be afraid of high mill rates because highly educated, wealthy residents are willing to pay for increased services.

The original Strategy indicated that the NVC needed to build upon past success and develop new strategies. For example, abandoned industrial sites, which contribute to the image that the NVC is a depressed area, should be inventoried, targeted and prioritized for clean-up because they are excellent locations for new business development. The Brownfields initiatives for the NVC have started to inventory properties and in some cases "clean up" is already in process.

The two lead corporations determined in 1999 that in order to insure that the NVC operates in a coordinated manner, more time needs to be spent educating the district's business, civic, community, and political leaders. Example, projects that look town specific have a far-reaching regional effect. The individual strength of each town is not nearly as powerful and productive as the strength of the entire district.



### CEDS Process 2003 - Comprehensive Economic Development Strategy

The two corporations acting as the parents and/or governing bodies accepted the responsibility of building on the original Strategy and began the process to convert to the CEDS program. EDA recognized their leadership and overall community acceptance of the two corporations and commissioned SEDC and NVDC to prepare a CEDS in 2003. During the preparation of the CEDS, the NVDC was reorganized and is now The Waterbury Development Corporation (WDC). All future references will recognize the WDC (copy of the resolution governing the change is included in the Waterbury Demographics Section V. ). SEDC/WDC (formerly NVDC) Memberships:

### CEDS Governing/Parenting Committee

#### SEDC Executive Committee

Kenneth E. Schaible, Chairman	Norman Santa, At Large	David M. Grant, 2 <sup>nd</sup> Vice Chairman	Ralph Matto, Secretary	William C. Partington, Treasurer
Tony Pogoda, Planning & Zoning	Mark A. Lauretti, Mayor	Fred Musante, Chairman, EDC	Fred Ruggio, At Large	

#### WDC Executive Committee

William Morris, Chairman	Garrett Casey, Mayor's Office	Jon Jay De Temple, At Large	James Gatling, At Large	John Zinno, Treasurer
Sandra Vigliotti, Secretary	Sheila O'Malley, Mayor's Office	Steve Sasala, Vice Chairman	Paul Vance, At Large	Joe Yamin, At Large

All the partners outlined below accepted the responsibility of building on the Strategy and to begin the conversion to the CEDS process. Based on the effort, experience and general acceptance of previous efforts the following organization and management team were developed for the preparation and implementation of the CEDS.

### Steering Committee

The Steering Committee was expanded at the initial planning phase of the 2003 CEDS to include a chairman. The chairman was familiar with the CEDS process based on her previous government relationships. The chairman accepted the responsibility of running the Steering Committee and the Strategy Committee. The Chairman is Sheila O'Malley. Currently she is the Chief of Staff for the City of Waterbury Office of the Mayor.



Members of the Steering Committee supported that the SEDC act as the lead administrative role for the preparation of the 2003 CEDS with assistance from the WDC. Both of these corporations have been recognized as leading regional economic development and community development, planning and implementation oriented agencies.

### **Steering Committee Calendar for 2005:**

The Steering Committee will meet quarterly in January, April, September and November of every year or as needed.

The Calendar for 2005 for the Steering Committee is as follows:

January 13, 2005	April 14, 2005
September 8, 2005	November 10, 2005

### **NVC Steering Committee**

Name & Title	Association	Represents
James E. Ryan, Chief Executive Officer	SEDC	Community Organizations, Municipalities & Regional Government
Sheila O'Malley, Chairman	City of Waterbury	Government and Municipal
Michael O'Connor, Chief Operating Officer	NVDC	Community Organizations, Municipalities & Regional Government
Richard S. Eigen, Executive Director	VCOG	Regional Governments
Peter Dorpalen, Executive Director	CNV/COG	Regional Governments
William E. Purcell, President and Chief Executive Officer	Greater Valley Chamber of Commerce	Business Community
Stephen R. Sasala, II, President & Chief Executive Officer	Greater Waterbury Chamber of Commerce	Commerce Business and Retail



### Strategy Committee

The SEDC and the WDC administrative staff have the responsibility, experience and knowledge to prepare the technical and administrative components of the overall CEDS. Based on the initial experience of preparing the first Economic Development Strategy for the 17 towns an initial framework was created to establish the foundation for a Strategy Committee. Building on the initial experience and working with EDA's Philadelphia Regional Office staff, the two corporations have during the planning process expanded their window of opportunity to include additional participation in the planning of the Strategy, the capital project investment survey and development process, but more importantly a framework for ongoing assistance and participation. Organizations being represented include local governments, businesses, industry, finance, the professionals, labor, utilities, community organizations, public service agencies, racial or ethnic minorities, and women.

### Strategy Committee Calendar for 2005:

The Strategy Committee will meet quarterly in January, April, September and November of every year or as needed.

The Calendar for 2005 for the Strategy Committee is as follows:

January 21, 2005	April 28, 2005
September 16, 2005	November 18, 2005

Members of our Strategy Committee (names, occupations and areas they are representing are attached as Exhibit A) broadly represent all interests of the 17 communities beginning with public leadership commencing with the two (2) Councils of Government that represent the 17 communities in the NVC area. These elected officials that form the Valley Council of Government and the Central Naugatuck Valley Council of Government are provided information regarding the preparation and content for the CEDS. Other members include the Executive Committee of SEDC and WDC Board of Directors, representatives of the Lower Naugatuck Valley Chamber of Commerce, the Greater Waterbury Chamber of Commerce, local Planning and Zoning Commissions, Economic Development Commissions, Insurance Agency, Social Services Agency, Boards of Education, Community Organizations, Women and Minorities, and the Regional Planning Agencies that govern the 17 communities including the Valley Council of Governments and the Central Naugatuck Valley Council of Government.





### Working Relationships

The Strategy Committee at its quarterly meetings will monitor and review economic development trends (i.e. employment numbers), the status of capital projects, and other economic conditions, i.e. the closing of manufacturing or businesses that impact a community of the corridor. Review recommendations from the support staff of SEDC and WDC, and recommend as appropriate amendments to the implementation plans/CEDS document. Also, assist communities with economic development grants to both federal and state agencies. Continue to work with community foundations that are located within the jurisdictional area of the 17 communities that have supported and continue to support the CEDS process.

Where appropriate the Strategy Committee, because of its community involvement, may be asked to contact local, state and federal legislators, either regarding implementation and/or legislation that will be beneficial to the corridor area.

### Staff Support

SEDC/WDC will continue to provide the day-to-day administrative functions and responsibilities for the overall strategy, working with chief elected officials of each municipality and/or their economic development agents. Their involvement will include collecting and disseminating information, assist with establishing implementation priorities, and monitoring existing programs to aid the region. The staff of the corporations and the consultant will provide both demographic and technical information regarding the ever changing population, out migrations from our major cities, and increased population in the rural communities within the NVC, economic and tax information provided as part of the overall planning and technical assistance aspect to the various committees.

The two corporations will annually submit to EDA requests for financial assistance to continue the CEDS process. Requests will also be made annually to other corporations in the NVC area to assist with the implementation and updating process required by the CEDS guidelines.

### **The Capital Needs Evaluation Assessment Team**

A major component of the overall Strategy was the development of a Capital Improvement Projects and Strategy Building and Development Survey Form that was to be completed by the 17 communities in the Naugatuck Valley Corridor impact area. The Evaluation Team was provided with a sample survey used in the previous NVC Strategy. Based on comments received from the membership the final survey was revised to



include credit for projects that had a greater economic impact on jobs - short and long term, and that had a direct link to a transportation system. The total potential points were not to exceed 115.

The two sponsoring corporations SEDC and WDC distributed the survey to each of the towns with follow-up requests and a notice to the community that the corporations would consider an “open enrollment” for any project(s) that might be considered, which would be reviewed by both the Evaluation Team and the Strategy Committee for inclusion and modification from time to time. The full report of the initial Investment Survey is included elsewhere within this strategy.

### **Committee Work Program**

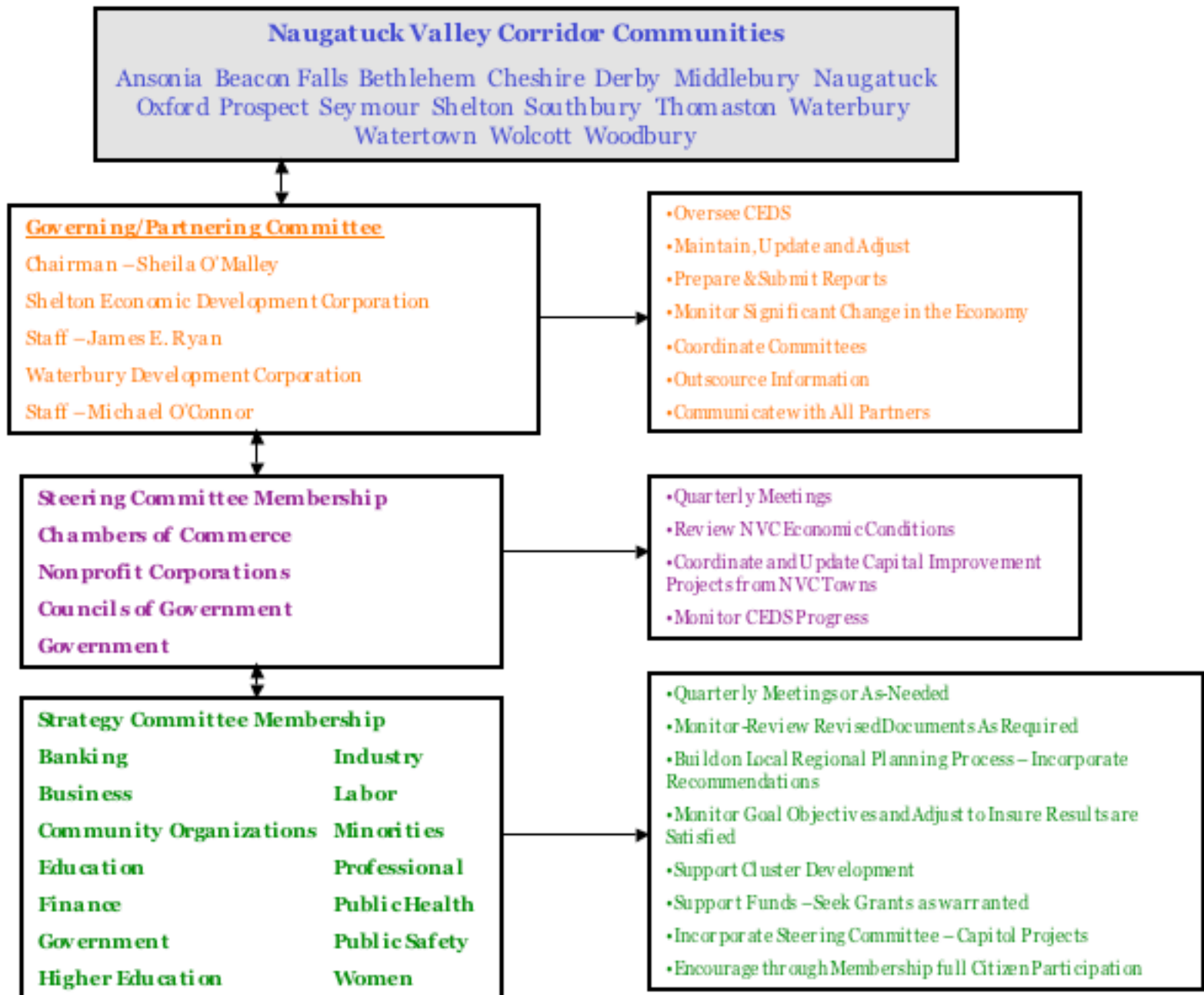
The staff received the demographic and economic background information from the consultant. The information was reviewed and analyzed by the staff and presented to the Strategy Committee and other regional organizations that have an interest in the economic viability of the region.

The Committees have accepted this information including transportation, housing and economic development initiatives of the various communities and began to analyze how the implementation plan would be phased over a period of time, and establishing an immediate implementation (1-3 years), a mid-point (3-5 years) and a long term (5 years and beyond) with constant oversight to accommodate unforeseen economic impact issues.

The background information that was presented to the Strategy Committee (attached to this submission) allowed for review, discussion and decision making predicated on local jurisdictional matters and/or regional concepts that have been considered and voted upon by the appropriate agencies.

- Demographic and economic data provided to the Committee and included in the CEDS.
- Updated the information of the 1997 Strategy, a considerable amount of this information was provided by the Connecticut Economic Resource Center (CERC). CERC is a quasi-public research agency that is widely recognized and utilized by regional, municipal and utility organizations in the State of Connecticut.
- Other information provided to the Strategy Committee came from local and regional resources including employment, unemployment and workforce training issues in order to accommodate business and commerce needs of the area.

# CEDS Implementation/Coordination of Partners





# NVC - CEDS Strategy Committee

Name	Address	Occupation	Municipality/ Organization	EO	C	U	R	W	B	O	M/F
	735-8688										
Garofalo, Marc	35 Fifth Street Derby, CT 06418 736-1450	Mayor	City of Derby	X	X	X		X			M
Gentile, Linda	Hodge Avenue Ansonia, CT 06401 736-5963	State Legislature	Connecticut		X	X		X			F
Grant, David	458 River Road Shelton, CT 06484 924-2623	President/CEO	David Grant Caterers		X	X		X			M
Hughes, Peter	27 Waterbury Rd. Prospect, CT 06712 778-6647	Ins Broker	Insurance Agcy		X		X	X			M
King, Rita	801 Bpt. Ave. Shelton, CT 06484 926-5263	Regional Dir.	UI Co./Utlilty		X	X			X		F
Murphy, Susanne	42 Grove St. Ansonia, CT 06401 736-5095	Education	Ans. Schools		X	X		X			F
O'Connor, Michael	156 W. Main St. Waterbury, CT 06702 756-2719	CEO	NVDC		X	X		X			M
		S									
O'Malley, Sheila	170 Scott Ave. Watertown, CT 06795 (860) 274-0381	Chief of Staff Mayor's Office	City of Waterbury		X	X		X			F
Osak, Frank Jr.	150 Roosevelt Dr.	President	Derby Cellular/Manf.		X	X		X			M

**NVC - CEDS Strategy Committee**

Name	Address	Occupation	Municipality/ Organization	EO	C	U	R	W	B	O	M/F
	Derby, CT 06418										
	735-4661										
Pepe, Mary L.	90 Sargent Drive New Haven, CT 06511	V. P.	RWA/Utility		X	X		X			F
	624-6671										
Powanda, William	130 Division St. Derby, CT 06418	V. P.	Hospital		X	X		X			M
	732-7515										
Purcell, William	900 Bridgeport Av. Shelton, CT 06484	Pres/CEO	Valley C of C		X	X		X			M
	925-4981										
Ritkin, David	200 Main Street Ansonia, CT 06401	President/CEO	Travel Agency		X	X		X			M
	735-9574										
Rioux, Denis	102 Westmore Rd. Cheshire, CT 06410	Architect	Licensed Professional		X		X	X			M
	272-5912										
Ryan, James	64 Bridge Street Shelton, CT 06484	President	SEDC		X	X		X			M
	924-2521	S									
Schaible, Ken	24 Nature Lane Shelton, CT 06484	Construction	SEDC		X	X		X			M
	924-6004										



# NVC - CEDS Strategy Committee

Name	Address	Occupation	Municipality/ Organization	EO	C	U	R	W	B	O	M/F
Smith, Irene	12 Meadowbrook Dr. Shelton, CT 06484	Community Advocate	Medical		X	X		X			F
	929-5531										
Sobin, Madeleine	One Silver Hill Rd Ansonia, CT 06401	Retired	Education		X	X		X			F
	735-4205										
Stamos, Gregory	One Kingston Dr. Ansonia, CT 06401	Attorney	Law Firm		X	X		X			M
	735-9293										
Stroman, Diane	30 Elizabeth St. Derby, CT 06418	Prg. Director	Anti-Poverty Agency & Board of Education		X	X			X		F
	736-5420										
Thomas, Dominick	315 Main Street Derby, CT 06418	Attorney	Law Firm		X	X		X			M
	735-9521										
Tyma, Alan	231 Coram Ave. Shelton, CT 06484	Attorney	Law Firm		X	X		X			M
	924-2601										
Valentine, Nancy	18 Farrel Drive Ansonia, CT 06401	Education	Yale/Womans Advocacy		X	X		X			F
	734-7385										
Walsh, Jack	75 Liberty St. Ansonia, CT 06401	Exec Director	United Way		X	X		X			M
	735-9331										

NVC - CEDS Strategy Committee

Name		Address	Occupation	Municipality/ Organization	EO	C	U	R	W	B	O	M/F
Wilson, Karen		85 Blackberry Hill Beacon Falls, CT 06403 723-0629	Grant Admin	Municipality		X		X	X			F
Wilson, Roderick Rev.		173 Grove Street Waterbury, CT 06710 573-9571 / 756-7180	Clergy	Local Church & Youth Program Director		X	X			X		M
EO = Elected Official		B = Black O = Other										
C = Citizen		M = Male										
U = Urban		F = Female										
R = Rural		S = Staff										
W = White												

# **The Community Foundation for Greater New Haven**

## **PROGRAM/SERVICES AWARD – FINAL REPORT**

### SECTION C(1)

The Shelton Economic Development Corporation acts as the lead administrative element for the monitoring and overseeing of the Naugatuck Valley CEDS. As outlined in the overall administrative section we have established a Steering Committee, which has and will continue to meet at least quarterly. The Steering Committee is made up of members from the Waterbury Development Corporation, Valley Council of Governments, Central Naugatuck Valley Council of Governments, Greater Valley Chamber and Greater Waterbury Chamber.

The Strategy Committee has been expanded to include representatives from each of the 17 communities plus representatives from banking, business, community organizations, education, finance, government, higher education, industry, labor, minorities, professional, public health, public safety and women. The Strategy Committee also meets on a quarterly basis or as needed and they monitor and revise the CEDS document.

The US Department of Commerce EDA on February 4, 2005 approved the Naugatuck Valley Corridor's CEDS Report. EDA reminded the administrative agents that the annual CEDS report is due June 30<sup>th</sup> of each year. The report will focus on the vision statement goals and objectives, the action plan, the implementation plan and the evaluation process and any changes or amendments to the organization and management.

### SECTION C(2)

The significant accomplishment was the staffs commitment to revising the December 2004 Strategy and resubmitting the narrative to EDA and EDA's acceptance of the CEDS, which will cover a five year period. EDA encouraged the organizations to implement the regional economic development activities outlined in the CEDS.

Legislation has been introduced at the CT General Assembly to create regional economic development districts, which mirror the CEDS criteria. Our current CEDS territory would easily meet the spirit and intend of the new legislation. We will monitor the progress of the legislation and apply as necessary and appropriate for funding and to constantly modify our NVC CEDS.

## Goals for the NVC

**Goal I: Improve overall Transportation and Communications systems.**

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**Goal II: Provide opportunities for job growth, advancement and job training, utilizing and identifying Connecticut Industry Clusters as the engine to support and sustain the regional economy, supporting and encouraging private investment in all these areas.**

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**Goal III: Continue to develop local infrastructure that supports economic expansion while maintaining and protecting the environment.**

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**Goal IV: Sustain economic expansion while reinforcing and complimenting the regional land use and quality of life of the NVC.**

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These goals were prepared, discussed and subsequently approved by the CEDS Committees and accepted by the municipalities and EDA accepted the overall CEDS document.

One of the primary concerns and issues facing the CEDS area is the need to improve the overall transportation and communications systems. During the quarter a transportation summit was held at the University of Connecticut, Waterbury Branch and in excess of 150 people attended the session. The principal speaker was the Director of the Department of Transportation's Statewide Planning, Mr. Michael Boyce. Specifically, extensive comments were discussed concerning the link of the Rt. 8 Corridor with I-95 on the South and Interstate 84 on the North. The Steering Committee has requested the two regional planning agencies to focus on the Rt. 8 traffic

issues and the I-84 interchange, which are the main transportation corridors for the CEDS areas.

The administrative agents have been able to maintain the CEDS planning process as originally conceived. Where we have adjusted has been to include additional representatives on the Strategy Committee.

The continuous monitoring of the CEDS and the ultimate approval of the CEDS by EDA makes the 17 communities eligible for direct federal assistance depending on the individual community's economic development opportunities and/or if communities have a sudden and severe economic impact either through major job loss or some form of a natural disaster. The City of Waterbury did receive from EDA a grant to monitor and to evaluate existing brownfields that can be converted and rehabilitated into viable economic space within the City.

As part of the CEDS process each community has been contacted and will be contacted on a quarterly basis requesting that they monitor, review and report on economic trends. Areas of concern will be job retention, new jobs created, identifying new companies or loss of existing industry, economic vision relative to capital investment and its impact on the grandlist and tax revenues. The first quarterly reports are now being circulated. This information will be the foundation for evaluating the growth and employment in the CEDS area. Our monitoring of this data is expected to show the growth areas versus areas that are less competitive.

Particular areas that will be monitored are the cluster initiatives outlined in the strategy as they relate to Metal Manufacturer, Plastics, Financial Services and Health Care.

### Economic Development Summit

The administrative organizations SEDC/WDC are preparing for a 1-day economic summit wherein we will report on demographic changes, transportation issues, and the capital improvement projects that have been submitted by the municipalities and evaluated and ranked and rated by the Steering and Strategy Committees. To date 36 projects have been submitted. Not all of the projects were ranked due to insufficient information or long-term implementation (3 years or more before implementation is expected). Some of the projects are being implemented in phases and some projects are investigating and searching for financial ways to implement the programs.

### Lessons Learned

SEDC/WDC have utilized the CEDS process to develop economic partners for the 17 communities. They have developed a partnership with government and business. The appointment of an overall Chairman, Sheila O'Malley of the City of Waterbury with the partnering committees tasks are to oversee the CEDS document, maintain, update and

adjustment, prepare and submit reports, monitor significant changes in the economy, coordinate all committees, outsource information by communicating with all the partners.

The continued monitoring of the CEDS will have direct impacts on each of the communities with some communities having a greater economic benefit through economic growth, job expansion, new businesses and/or relocation, but the entire region will have the benefit because job opportunities will be available for all residents of the corridor. The CEDS process is also to be used as a measuring stick for improving transportation, which is the bloodline for economic growth since the majority of our residents and/or businesses use our highways to commute and to deliver their products and services. This information will also be shared with state and federal legislatures.

During the CEDS process to 2 administrative organizations communicate openly with our US Senators and Congressmen and frequently require their assistance in procuring additional grants to aid the individual communities or a regional organization.

#### Future Plans

The 2 corporations based on the approval of the CEDS will continue to monitor, amend and report on the progress of the goals and objectives of the overall plan. Application will be made to EDA, The Community Foundation for Greater New Haven and the Katharine Matthies Foundation and any other organization that will continue to support this regional effort.

#### Public Relations

Recent demographic information has indicated that there is an in migration of people from Fairfield County into New Haven County particularly in areas supported by the Rt. 8 Corridor. This in migration of people will require additional services at every level of government, will require focusing on improving mass transit with particular emphasis on railroad opportunities in the corridor.

# KATHARINE MATTHIES FOUNDATION

## GRANT APPLICATION

Submitting Organization: Shelton Economic Development Corporation  
Address: 64 Bridge Street, Shelton, CT 06484  
Contact Person: James E. Ryan, President Telephone Number: 203-924-2521  
E-mail address: [SEDC1@snet.net](mailto:SEDC1@snet.net)

### Briefly State Purpose of Grant:

The Naugatuck Valley Corridor (NVC) is a 17-town planning area covering the Central Naugatuck Valley (13 towns) and the Lower Naugatuck Valley (4 towns), which are supported by 2 Councils of Government, the Central Naugatuck Valley Council of Government and the Valley Council of Government and further supported by 2 Chambers of Commerce. The Shelton Economic Development Corporation acting as the lead administrative agent with assistance from the Waterbury Development Corporation have successfully completed the Comprehensive Economic Development Strategy (CEDS). The 5-year plan was accepted and approved by the US Department of Commerce Economic Development Administration on February 4, 2005. The approval of the NVC CEDS requires the continued planning, monitoring and revisions to the overall CEDS report.

The Economic Development Administration (EDA) requires a continued commitment to monitoring the action plan and evaluation process outlined in the approved CEDS. The CEDS requirement is a pre-requisite to receiving federal funds from the EDA for public works types of activities and/or planning grants and also to support other grants, i.e. transportation and/or housing activities. Several municipalities in the Naugatuck Valley Corridor (NVC) as a result of the initial CEDS received grants Waterbury, Naugatuck Valley Development Corporation (NVDC), Shelton, Shelton Economic Development Corporation (SEDC), and Ansonia Economic Development Corporations. The City of Waterbury just received a grant concerning the Brownfields restoration, which is included in the strategy recently approved by EDA. Ansonia and Shelton are awaiting additional grants in support of applications pending. The CEDS process has encouraged communities to continually submit capital improvement programs for ranking and rating. As of November 10, 2004 the CEDS Steering Committee has evaluated (ranked and rated) 32 capital projects for inclusion in the CEDS. The ongoing CEDS process encourages communities to submit and/or update capital improvement projects on a quarterly basis.

The recently approved CEDS provides for an organization and management structure that includes the following: a Governing/Partnering Committee, which oversees the CEDS, the Steering Committee membership, which meets quarterly and the Strategy Committee membership made up of community and business leaders, which meets quarterly or as needed. Attached is a flow chart further defining the roles of each committee as it governs the CEDS process.

The current session of the Connecticut General Assembly has considered a state legislative bill



that would mirror the Federal CEDS criteria for regional economic development programs. The Legislation is Substitute Bill 1106. The Bill has received favorable recommendations from the Commerce Committee. It has also been endorsed by many regional and chambers and business organizations. This Legislation if passed would require the establishment of an organization, which SEDC and the WDC have fulfilled for the past 8 years. In addition, the approved CEDS has and will continue to maintain individual town eligibility for financial assistance. The state Legislation will require that any state funds for projects must be a part of a CEDS. The process we have followed and will continue to follow provides our NVC with a distinct advantage of already having an approved CEDS.

The federal criteria requires an annual report that will ensure that the CEDS process is continued, that there is full participation by all communities and organizations interested in overall economic development. Our CEDS outlines and provides for a vision statement, goals and objectives, an action plan, implementation plan and evaluation process. It has identified as a urgent and continuing need transportation issues, brownfields conservation and recovery. The financial assistance provided through the Matthies Foundation will permit us to meet the criteria noted above.

\$ 15,000

Amount of Grant Request

\$280,000

Total Annual Operating Budget of Submitting Organization for Most Recent Complete Year

We attest that all of the information disclosed in this application is true to the best of our knowledge.

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Signature of Executive Director Signature or Board Chairperson

Date of Submission: 4/29/05

## **Katharine Matthies Foundation Grant Application Proposal Description**

Describe in narrative form of not more than one typewritten page the proposal/grant request/capital expenditure being submitted.

2004/2005 CEDS process resulted in an approval of the NVC Action Plan. As of this application EDA has only approved two other Connecticut CEDS, one for Northeastern and one for Greater New Haven. During the coming year SEDC/WDC will focus on the following:

- Expand upon the transportation summit that was held in the Fall of 2004
- Coordinate and encourage the regional economic development summit outlined in the CEDS document
- Monitor the regional transportation recommendations
- Encourage municipalities to submit and/or revise capital projects. Currently 3 communities are receiving EDA funds: Shelton, Ansonia, Waterbury
- Monitor and notify participating members of any significant changes in the economic conditions of the communities utilizing the evaluation report, which is submitted quarterly to each community (copy of evaluation report is attached)
- Provide information to financial partners i.e. Matthies Foundation, Community Foundation for Greater New Haven, EDA and others regarding progress and accomplishments as required by the individual funding sources
- Connecticut has adopted an industry cluster concept. The CEDS area has identified the following clusters:
  - Plastics
  - Precision Metals and Manufacturing
  - Financial Services
  - Health Care

In further support of these clusters we will work with The Workplace Inc. concerning workforce needs and solutions.

### Goals/Objectives

Goal I: Improve overall Transportation and Communications systems.

Goal II: Provide opportunities for job growth, advancement and job training, utilizing and identifying Connecticut Industry Clusters as the engine to support and sustain the regional economy, supporting and encouraging private investment in all these areas.

Goal III: Continue to develop local infrastructure that supports economic expansion while maintaining and protecting the environment.

Goal IV: Sustain economic expansion while reinforcing and complimenting the regional land use and quality of life of the NVC.

We will monitor and revise the goals as necessary. Provide demographic and economic data to each community to determine changing economic conditions.

# Katharine Matthies Foundation Grant Application

## 1. Principal purposes and services of your organization.

The Shelton Economic Development Corporation was created to provide economic assistance and revitalization for Shelton and the Lower Naugatuck Valley that covers the Towns of Ansonia, Derby, Shelton and Seymour. This is the same geographical make-up of the Lower Naugatuck Valley Regional Planning Agency, which is being transitioned to a Council of Government. SEDC's goal is to promote the economic welfare and continued growth of business and industry within the area by assisting members of the business and industrial community to remain in, locate in, and expand their activities in the area; to work with all agencies and Federal, State and local governments in planning and developing for business and industrial purposes, including, but not limited to, all commercial, financial and retail operations; to engage in activities by itself and with other agencies, organizations, corporations, institutions and other entities or individuals, to further promote the living and working environment in the area.

## 2. Specific purposes for which grant is to be used.

The Naugatuck Valley Corridor CEDS process during the past year (2004/2005) satisfied a major objective in the federal government approving the CEDS for the area. The CEDS document defines a working relationship with government, business and community leaders. The organization structure that has been put in place to monitor the CEDS is widely accepted and supported. The purpose of the grant will be now to monitor and amend as necessary the CEDS report, to assist the various committees with their planned/scheduled meetings, which are for the Steering and Strategy Committee quarterly and for the Governing/Partnering Committees monthly and will provide for and maintain updates and adjustments of data, prepare and submit reports to all partners, monitor significant changes in the economy, encourage and participate in the capital needs survey, and to support as necessary applications for state and federal assistance as part of the economic development strategy. Unless a strategy is maintained the communities eligibility will be jeopardized.

## 3. What are the specific objectives to be attained at the conclusion of the program, and how does the agency expect to achieve the stated objectives?

### Goals

- I. Improve overall transportation and communications systems.**
- II. Provide opportunities for job growth, advancement and job training, utilizing and identifying Connecticut Industry Clusters as the engine to support and sustain the regional economy, supporting and encouraging private investment in all these areas.**
- III. Continue to develop local infrastructure that supports economic expansion while maintaining and protecting the environment.**
- IV. Sustain economic expansion while reinforcing and complimenting the regional land use and quality of life of the NVC.**

Long-term goals are recognized as period of time covering 3 to 5 year duration. Short-term goals are viewed as a period of time covering a 1 to 3 year duration. Activities in either time

frame are not always easy to achieve. However, various objectives for each goal and/or specific project will be monitored, noted and adjusted during the overall CEDS process.

**Objectives** - for each goal we identified several objectives for the purpose of this application we are provided the first two objectives for each goal outlined in the CEDS.

**Objectives for Goal I:**

1. To provide a transportation system that reinforces and compliments the regional land use plan and the land use objectives to the region's seventeen municipalities.
2. To maintain and improve the region's highway system with an emphasis on making better use of existing transportation facilities while seeking to improve the safety and reduce traffic congestion, energy consumption, and motor vehicle emissions.

**Objectives for Goal II:** Cluster-driven economic development is based upon a profoundly different view of how a geographic region can gain a competitive advantage.

1. Engage related companies through Chamber and workplace interface;
2. Clear commitment to establish an environment that gives a broad range of companies the ability to compete in global markets.

**Objectives for Goal III:**

1. Review status of the major brownfields sites in the NVC.
2. Establish criteria for ranking contaminated sites based on the probability for redevelopment.
3. Review funding objectives for assessment/cleanup grants

**Objectives for Goal IV:**

For the Lower Valley Region to achieve its smart growth strategies, the desired growth and economic development initiatives must be supported by the transportation system.

1. Improve Route 8.
2. Enhance public transit services.

4. Did your organization receive a grant from the Katharine Matthies Foundation last year? Yes X No \_\_\_\_\_

a.) If yes, how much was awarded? We received a grant in 2004 for \$10,000

b.) If yes, please give a brief description of the funded project.

Application was made to The Community Foundation for Greater New Haven and they committed \$15,000. The Matthies Foundation provided \$10,000. Application is pending with the USED. EDA has placed NVC/CEDS on a list for next available funds.

c.) Was the project completed as expected?

The project resulted in EDA accepting and authorizing the CEDS February 4, 2005, which also requires the CEDS to be monitored and reports prepared over the next 5 years. Three communities continue to receive funds from EDA – Ansonia, Shelton and Waterbury. Without the CEDS process these grants would not have been authorized.

5. What alternatives does the Agency have if this request is not funded? Will the program be able to continue?

SEDC has made a request for full funding to the Community Foundation for Greater New Haven for this multi-year process, which appears to be a 3-year period. Our request is to share equally the non-federal share between the Matthies Foundation and the Community Foundation grant.

Without funding from the two foundations the future of the CEDS process would be in jeopardy and therefore communities would not be able to satisfy CEDS criteria.

6. Can Foundation grant dollars be used to obtain matching grants or access other funds or opportunities? Please provide specifics.

SEDC has applied to the Community Foundation for then non-federal share of 50%. The amount of the request is \$30,000 to be shared equally with the Matthies foundation. We will make application to the Economic Development Administration for \$30,000, upon invitation. The total project cost would be \$60,000.

7. Does the project have the potential to generate income? If so, how much and from what source?

The CEDS process does not generate any program income but does provide for eligibility for interested communities to apply for state and federal assistance that would not be available unless a CEDS is in place.

The NVC area like any other region of this state or of the nation must focus our positive attributes and trends to build on our overall economic strength in order to provide ways and means to be a more competitive region. The weaker communities will benefit from economic overall growth of the CEDS area. Implementing the municipalities individual capital projects outlined in the full CEDS report.

8. How do you plan to support the project after the proposed grant expires?

The approval of the CEDS document is only the first step of the journey. The CEDS process is an ongoing planning process that requires continual monitoring, review and adjustments. The benefits will be judged on a year-to-year basis. The economic erosion and job out migration are a major concern and the need for transportation improvements and the development of the industry clusters are required to maintain the areas competitive position in an ever-changing world economy.

The CEDS process has permitted SEDC/WDC to reach out to the 17 municipalities, the Councils of government and the private sector through the chambers of commerce to provide them with a framework for a planning process that incorporates all segments for economic development and growth within the region. The towns in the NVC represent the strengths and weaknesses of Connecticut. Some of the municipalities perform quite well either as a place to conduct business, a residential area, or both. By contrast, other cities struggle economically and provide less than optimal living conditions for current and potential residents. The municipalities that thrive maintain a stake in those cities that struggle because their success depends in part on the condition of towns that border them. The CEDS has focused on industry clusters, transportation needs, Brownfields remediation, environmental awareness and community development activities, encouraged information technology zones like the one currently existing in downtown Waterbury and the need for a one-day economic development summit, which is currently being planned and has the support of the councils of government, the regional planning agencies and the 2 chambers of commerce and the 2 lead corporations. Through the ongoing process the corporations will identify new funding sources to benefit the continued planning that is necessary for the modification of the CEDS, including receipts from seminars, grants from state and federal agencies in support of the continuation and the continued support of local community foundations similar to the excellent support that the Community Foundation for Greater New Haven and the Matthies Foundation, which have been instrumental in the approval of the second CEDS for the region.

# Katharine Matthies Foundation Program Budget

## Katharine Matthies Foundation

### Program Budget

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Total Program/Proposal Cost	<u>\$60,000</u>
Total Amount of Grant Request	<u>\$15,000</u>
Source(s) of Other Funds to Support Program	
1. Economic Development Administration	<u>\$30,000</u>
2. Community Foundation for Greater New Haven	<u>\$15,000</u>
Program Budget	
1. Capital	<u>\$</u>
2. Salaries/Benefits	<u>\$30,000</u>
3. Operating (supplies, utilities, etc.)	<u>\$5,000</u>
4. Purchased Services (consultant fees, etc.)	<u>\$25,000</u>
5. Other (specify)	<b>N/A</b>
a.)	<u>\$</u>
b.)	<u>\$</u>
c.)	<u>\$</u>
Total Program/Proposal Budget	<u>\$60,000</u>

## Program Beneficiary Statistics

**Number of people who would be served annually *from this grant*** 357,094 or 10% of the State of Connecticut's population

**Please indicate percentage from:**

<b>Seymour</b>	<u>4.3%</u>	<b>Ansonia</b>	<u>5.2%</u>
<b>Beacon Falls</b>	<u>1.5%</u>	<b>Derby</b>	<u>3.5%</u>
<b>Oxford</b>	<u>2.8%</u>	<b>Shelton</b>	<u>11%</u>
<b>Other</b>	<u>71.6%</u>		

**(Specify)**

The NVC consists of 17 communities other than those listed above the communities consist of Bethlehem, Cheshire, Middlebury, Naugatuck, Prospect, Southbury, Thomaston, Waterbury, Watertown, Wolcott, Woodbury.



**DID YOU REMEMBER TO INCLUDE THE FOLLOWING?**

**Original application + six (6) copies \_\_\_\_\_ List of Board of Directors \_\_\_\_\_**

**Most recent audited Financial Statement \_\_\_\_\_ Copy of IRS 501(c)(3)**

**determination letter \_\_\_\_\_ Operating Budget for organization \_\_\_\_\_**

# **The Community Foundation for Greater New Haven**

## **PROGRAM/SERVICES AWARD – FINAL REPORT**

### SECTION C(1)

The Shelton Economic Development Corporation acts as the lead administrative element for the monitoring and overseeing of the Naugatuck Valley CEDS. As outlined in the overall administrative section we have established a Steering Committee, which has and will continue to meet at least quarterly. The Steering Committee is made up of members from the Waterbury Development Corporation, Valley Council of Governments, Central Naugatuck Valley Council of Governments, Greater Valley Chamber and Greater Waterbury Chamber.

The Strategy Committee has been expanded to include representatives from each of the 17 communities plus representatives from banking, business, community organizations, education, finance, government, higher education, industry, labor, minorities, professional, public health, public safety and women. The Strategy Committee also meets on a quarterly basis or as needed and they monitor and revise the CEDS document.

The US Department of Commerce EDA on February 4, 2005 approved the Naugatuck Valley Corridor's CEDS Report. EDA reminded the administrative agents that the annual CEDS report is due June 30<sup>th</sup> of each year. The report will focus on the vision statement goals and objectives, the action plan, the implementation plan and the evaluation process and any changes or amendments to the organization and management.

### SECTION C(2)

The significant accomplishment was the staffs commitment to revising the December 2004 Strategy and resubmitting the narrative to EDA and EDA's acceptance of the CEDS, which will cover a five year period. EDA encouraged the organizations to implement the regional economic development activities outlined in the CEDS.

Legislation has been introduced at the CT General Assembly to create regional economic development districts, which mirror the CEDS criteria. Our current CEDS territory would easily meet the spirit and intend of the new legislation. We will monitor the progress of the legislation and apply as necessary and appropriate for funding and to constantly modify our NVC CEDS.

## Goals for the NVC

**Goal I: Improve overall Transportation and Communications systems.**

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**Goal II: Provide opportunities for job growth, advancement and job training, utilizing and identifying Connecticut Industry Clusters as the engine to support and sustain the regional economy, supporting and encouraging private investment in all these areas.**

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**Goal III: Continue to develop local infrastructure that supports economic expansion while maintaining and protecting the environment.**

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**Goal IV: Sustain economic expansion while reinforcing and complimenting the regional land use and quality of life of the NVC.**

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These goals were prepared, discussed and subsequently approved by the CEDS Committees and accepted by the municipalities and EDA accepted the overall CEDS document.

One of the primary concerns and issues facing the CEDS area is the need to improve the overall transportation and communications systems. During the quarter a transportation summit was held at the University of Connecticut, Waterbury Branch and in excess of 150 people attended the session. The principal speaker was the Director of the Department of Transportation's Statewide Planning, Mr. Michael Boyce. Specifically, extensive comments were discussed concerning the link of the Rt. 8 Corridor with I-95 on the South and Interstate 84 on the North. The Steering Committee has requested the two regional planning agencies to focus on the Rt. 8 traffic

issues and the I-84 interchange, which are the main transportation corridors for the CEDS areas.

The administrative agents have been able to maintain the CEDS planning process as originally conceived. Where we have adjusted has been to include additional representatives on the Strategy Committee.

The continuous monitoring of the CEDS and the ultimate approval of the CEDS by EDA makes the 17 communities eligible for direct federal assistance depending on the individual community's economic development opportunities and/or if communities have a sudden and severe economic impact either through major job loss or some form of a natural disaster. The City of Waterbury did receive from EDA a grant to monitor and to evaluate existing brownfields that can be converted and rehabilitated into viable economic space within the City.

As part of the CEDS process each community has been contacted and will be contacted on a quarterly basis requesting that they monitor, review and report on economic trends. Areas of concern will be job retention, new jobs created, identifying new companies or loss of existing industry, economic vision relative to capital investment and its impact on the grandlist and tax revenues. The first quarterly reports are now being circulated. This information will be the foundation for evaluating the growth and employment in the CEDS area. Our monitoring of this data is expected to show the growth areas versus areas that are less competitive.

Particular areas that will be monitored are the cluster initiatives outlined in the strategy as they relate to Metal Manufacturer, Plastics, Financial Services and Health Care.

### Economic Development Summit

The administrative organizations SEDC/WDC are preparing for a 1-day economic summit wherein we will report on demographic changes, transportation issues, and the capital improvement projects that have been submitted by the municipalities and evaluated and ranked and rated by the Steering and Strategy Committees. To date 36 projects have been submitted. Not all of the projects were ranked due to insufficient information or long-term implementation (3 years or more before implementation is expected). Some of the projects are being implemented in phases and some projects are investigating and searching for financial ways to implement the programs.

### Lessons Learned

SEDC/WDC have utilized the CEDS process to develop economic partners for the 17 communities. They have developed a partnership with government and business. The appointment of an overall Chairman, Sheila O'Malley of the City of Waterbury with the partnering committees tasks are to oversee the CEDS document, maintain, update and

adjustment, prepare and submit reports, monitor significant changes in the economy, coordinate all committees, outsource information by communicating with all the partners.

The continued monitoring of the CEDS will have direct impacts on each of the communities with some communities having a greater economic benefit through economic growth, job expansion, new businesses and/or relocation, but the entire region will have the benefit because job opportunities will be available for all residents of the corridor. The CEDS process is also to be used as a measuring stick for improving transportation, which is the bloodline for economic growth since the majority of our residents and/or businesses use our highways to commute and to deliver their products and services. This information will also be shared with state and federal legislatures.

During the CEDS process to 2 administrative organizations communicate openly with our US Senators and Congressmen and frequently require their assistance in procuring additional grants to aid the individual communities or a regional organization.

#### Future Plans

The 2 corporations based on the approval of the CEDS will continue to monitor, amend and report on the progress of the goals and objectives of the overall plan. Application will be made to EDA, The Community Foundation for Greater New Haven and the Katharine Matthies Foundation and any other organization that will continue to support this regional effort.

#### Public Relations

Recent demographic information has indicated that there is an in migration of people from Fairfield County into New Haven County particularly in areas supported by the Rt. 8 Corridor. This in migration of people will require additional services at every level of government, will require focusing on improving mass transit with particular emphasis on railroad opportunities in the corridor.

## Monitor – Review Economic Trends and Report System

Each municipality will be contacted quarterly to request assistance in monitoring, reviewing and reporting on economic trends. This report will assist the CEDS Committees with overseeing the economic development in the NVC. The following represents the types of measurements that will be evaluated.

Activities	This Quarter	Year to Date	Annual Goal
Jobs Retained			
New Jobs Created (New)			
Number of New Companies			
Number of Companies Lost			
Capital Investment			
Grand List Impact			
Tax Revenue Impact			
Status of Activities			

### Economic Development Expansion or New

Municipal Location	Business Name	Type of Business	Cost Est./Actual	Square Footage	Jobs Impacted New      Retained	

### Economic Development Out Migration or Termination

Municipal Location	Business Name	Type of Business	Closing / Relocating	Square Footage	Job Impacts

# **The Katharine Matthies Foundation**

## **POST GRANT EVALUATION**

### **1. How did you fulfill the goals set by your organization in the grant application?**

The Shelton Economic Development Corporation, which is the lead administrative agent for the 17 town Naugatuck Valley Corridor Comprehensive Economic Development Strategy area prepared, discussed and subsequently had the following goals approved by the CEDS Committees. These goals were accepted by the 17 municipalities and the US Department of Commerce Economic Development Administration (EDA) on February 4, 2005 accepted the NYC Strategy, which is a major accomplishment and based on the acceptance the CEDS must be monitored and revised as appropriate over the next 5 years.

#### **Goals for the NVC**

**Goal I: Improve overall Transportation and Communications systems.**



**Goal II: Provide opportunities for job growth, advancement and job training, utilizing and identifying Connecticut Industry Clusters as the engine to support and sustain the regional economy, supporting and encouraging private investment in all these areas.**



**Goal III: Continue to develop local infrastructure that supports economic expansion while maintaining and protecting the environment.**



**Goal IV: Sustain economic expansion while reinforcing and complimenting the regional land use and quality of life of the NVC.**



The Shelton Economic Development Corporation acts as the lead administrative element for the monitoring and overseeing of the Naugatuck Valley CEDS. As outlined in the overall administrative section we have established a Steering Committee, which has and will continue to meet at least quarterly. The Steering Committee is made up of members from the Waterbury Development Corporation, Valley Council of Governments, Central Naugatuck Valley Council of Governments, Greater Valley Chamber and Greater Waterbury Chamber.



The Strategy Committee has been expanded to include representatives from each of the 17 communities plus representatives from banking, business, community organizations, education, finance, government, higher education, industry, labor, minorities, professional, public health, public safety and women. The Strategy Committee also meets on a quarterly basis or as needed and they monitor and revise the CEDS document.

EDA reminded the administrative agents that the annual CEDS report is due June 30th of each year. The report will focus on the vision statement goals and objectives, the action plan, the implementation plan and the evaluation process and any changes or amendments to the organization and management.

## 2. What are the lasting benefits of the project?

The 17 communities within the CEDS area are now and continue to be eligible for federal funding under EDA's programs. The City of Shelton currently is benefiting with the phased improvements in the Shelton Enterprise & Commerce Park area. The City of Ansonia has made application for public works improvements at the Latex Foam site. The City of Waterbury has received a grant to monitor brownfields, which will be the City's primary economic development tool to recapture underutilized or vacant properties.

Legislation has been introduced at the CT General Assembly to create regional economic development districts, which mirror the CEDS criteria. Our current CEDS territory would easily meet the spirit and intend of the new legislation. We will monitor the progress of the legislation and apply as necessary and appropriate for funding and to constantly modify our NVC CEDS.

These goals were prepared, discussed and subsequently approved by the CEDS Committees and accepted by the municipalities and EDA accepted the overall CEDS document.

One of the primary concerns and issues facing the CEDS area is the need to improve the overall transportation and communications systems. During the quarter a transportation summit was held at the University of Connecticut, Waterbury Branch and in excess of 150 people attended the session. The principal speaker was the Director of the Department of Transportation's Statewide Planning, Mr. Michael Boyce. Specifically, extensive comments were discussed concerning the link of the Rt. 8 Corridor with I-95 on the South and Interstate 84 on the North. The Steering Committee has requested the two regional planning agencies to focus on the Rt. 8 traffic issues and the I-84 interchange, which are the main transportation corridors for the CEDS areas.

The administrative agents have been able to maintain the CEDS planning process as originally conceived. Where we have adjusted has been to include additional representatives on the Strategy Committee.

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relative to capital investment and its impact on the grandlist and tax revenues. The first quarterly reports are now being circulated. This information will be the foundation for evaluating the growth and employment in the CEDS area. Our monitoring of this data is expected to show the growth areas versus areas that are less competitive

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The continued monitoring of the CEDS will have direct impacts on each of the communities with some communities having a greater economic benefit through economic growth, job expansion, new businesses and/or relocation, but the entire region will have the benefit because job opportunities will be available for all residents of the corridor. The CEDS process is also to be used as a measuring stick for improving transportation, which is the bloodline for economic growth since the majority of our residents and/or businesses use our highways to commute and to deliver their products and services. This information will also be shared with state and federal legislatures.

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The 2 corporations based on the approval of the CEDS will continue to monitor, amend and report on the progress of the goals and objectives of the overall plan. Application will be made to EDA, The Community Foundation for Greater New Haven and the Katharine Matthies Foundation and any other organization that will continue to support this regional effort.

#### Public Relations

Recent demographic information has indicated that there is an in migration of people from Fairfield County into New Haven County particularly in areas supported by the Rt. 8 Corridor. This in migration of people will require additional services at every level of government, will require focusing on improving mass transit with particular emphasis on railroad opportunities in the corridor.

3. What problems did you encounter during the course of this project?

The administrative agents for this project provided EDA, which is the overall administrative agent for the CEDS process with reams of documentation for the individual communities and reformatted the CEDS report based on EDA's comments. SEDC responded in a timely manner, we altered our administrative program to include an expansion of the Strategy Committee, and we have implemented a monitoring program to evaluate economic job gains and losses and capital investment. This process is in its infancy and we will be working with all communities to respond so that we can determine appropriate economic trends.

4. Please provide an itemized income and expense summary for the total project. Please indicate specific sources of all income.

Please see attached.

5. If this project is on-going, please list the sources for future funding.

We will continue to request funding support from EDA. We have provided an application to our Economic Development Representative who has committed to support the program on an annual basis. We will also request continued financial support from The Community Foundation For greater New Haven, the Waterbury Foundation, and from The Matthies Foundation.

These organizations have supported us in the past and many of the communities within the Strategy area have used the demographic and community information to support other grants that the communities have applied for. Economic Development Commissions in these communities are also utilizing the information in support of grants to the State of Connecticut Department of Economic and Community Development plus any other state and federal sources.

6. What are the specific plans, if any, for continuing the work started by this project?

SEDC with the concurrence of the Waterbury Development Corporation will continue to be the lead administrative agent for the implementation of the CEDS documents. As noted above, the various committees have scheduled quarterly and/or as necessary meetings. We have established a monitoring report (copy attached), which will allow us to begin our data base and reporting systems information resource.

## **The Northwest Regional Workforce Investment Board**

### **Major Accomplishments this year - July 1, 2004 through March 31 2005**

**Accomplishments for Greater Waterbury area:** 13 of 41 municipalities served by the Northwest Regional Workforce Investment Board.

<b>Training Source</b>	<b>Enrolled</b>
VIM - Adult Training	118
WIA - Dislocated Worker Training	111
VIM - Youth Training	13
Jobs First Employment Services (TANF)	168
Work Experience Program	7
Community Development Block Grant	8
HIB Grant	282
Incumbent Worker	190
<b>Total</b>	<b>897</b>

\* this number does not reflect customers using self service only (internet access, etc.)

- **Increased training opportunities through Community Development Block Grant Funding**

The Board in partnership with Waterbury's Office of Housing and Neighborhood Development successfully trained 8 Waterbury residents in soft skills construction trade training. Residents were then referred to a variety of union apprenticeship programs for continued training and placement.

- **Low wage worker funds**

With funding from the Office of Workforce Competitiveness, the Board in collaboration with St. Mary's Hospital is training 8 low wage workers to move up from dietary and transportation jobs to certified nurses aides and clerical coordinator positions.

## **Major Accomplishments**

Page Two.

- **Incumbent workers**

A variety of companies throughout the region availed themselves of funds set aside for the Incumbent Worker Training designed to increase the skill sets of their current employees. Companies selected for funding provided training that resulted in an increase in productivity and competitiveness.

- **HIB 1-84 Information Corridor Technology Grant**

Northwest Regional Workforce Investment Board is currently in the 2Qd year of the 3-year \$3 million dollar grant received from the U.S. Department of Labor. The grant focuses on increasing the skill sets of high level Information Technology workers. Among the participating companies are IBM of Southbury, Webster Bank and Waterbury Hospital. To date 282 incumbent workers have benefited from this project.

## **Major Challenges this year - July 1, 2004 to March 31, 2005**

Major challenges facing the region include:

1. Massive layoffs - As manufacturing continues to downsize, for the 50th straight month the Greater Waterbury area leads the State in unemployment rates. The Board's attempts to mitigate the effects to those employees dislocated have been furthered by the receipt of National Emergency Grants from the US Department of Labor. National Emergency Grants are designed to target those employees of specific companies undertaking mass layoffs.
2. Transportation - The Board, with the help of the Northwest Regional Transportation Grant, has been able to provide a variety of transportation initiatives to area employers and employees to assist in their commute both to and from work.

NVC/EDA Comprehensive Economic Development  
Steering Committee Meeting  
Shelton Economic Development Corporation

January 18, 2005

Meeting Minutes

A rescheduled regular meeting of the NVC/EDA steering committee was held on Friday February 18, 2005 at the Shelton Economic Development Corporation located at 64 Bridge Street in Shelton, Connecticut. This was the date, place and time scheduled for said meeting.

Those attending the meeting included:

1. Peter Dorpalen, Executive Director, Central Naugatuck Valley Council of Governments
2. John Lembo, Waterbury Development Corporation
3. Peter Burns, Vice President of DeCarlo and Doll
4. Stephen Sasala, President, Greater Waterbury Chamber of Commerce
5. James E. Ryan, President, Shelton Economic Development Corporation
6. William Purcell, President, Greater Valley Chamber of Commerce

Chairperson O'Malley was excused due to an urgent matter related to the City of Waterbury

James Ryan called the meeting to order at 8:04 AM. He then distributed the agenda a copy of which is attached.

The first order of business was an update on the EDA review of the CEDS. Mr. Ryan reviewed the approval letter from Mr. Beach and commended the Steering Committee for their tireless commitment to the EDA process. He noted that the Annual Report for the CEDS would be June 30, 2005.

The second order of business was a review of Committee work and timetables. Mr. Ryan noted that the adverse winter weather had affected some timetables but that the work would still be complete within original schedules. He also noted that the absence of EDA financial support impacted the staff's ability to dedicate adequate time to some of the global interests of the CEDS. Mr. Burns then reviewed the status of CEDS projects for the committee.

The third order of business was to discuss the scheduling for the NVC CEDS Strategy Committee. It was decided to schedule a meeting in late March for the full Strategy Committee. The Chairperson will select a date for this meeting which also has been rescheduled due to adverse weather. The Waterbury Regional Chamber offered to host the meeting.

The fourth order of business was to discuss member participation in the annual EDA conference. Peter Burns of DeCarlo and Doll reported that an Annual Conference may not be held this year and that he would let the committee know when the EDA decision is finalized.

In other business NVC staff reported that they are updating the CEDS membership list for discussion at a later date. Staff also reported that each section of the CEDS will be review for updates for the required Annual Report.

There being no other business the meeting adjourned at 9: 31 AM.

Mr. Ryan then reported that the pre-application to the EDA for ongoing maintenance of the program has not yet been invited to submit a full application.

The Committee then reviewed progress on the Regional Transportation Summit. Mr. Ryan reported that the Chief of Planning, H. James Boice, would be in attendance to review the DOT's plans for CT Route 8 and I 84. The agenda that morning will include a greeting from Mayor Jarjura, a CEDS report from James Ryan, and keynote remarks followed by questions and answers from the audience. The meeting will be held at the UCONN Branch and up to 150 people can be accommodated. Mr. Ryan reminded the Steering Committee that the meeting would be taped and the tape would be provided to the EDA for their information and in support of the ongoing inclusive process which has been used to create the CEDS and which is being used to maintain the CEDS.

In regards to Brow fields Redevelopment, a NVC CEDS priority, it was reported that the work plan for the CEDS calls for support of regional iniatives to update information on Brownfield's sites. Mr. Ryan reported on meeting with Brownfield's staff, including Richard Eigen, Arthur Bogen, and with the Regional Pilot Chairperson, Mayor Marc Garofalo of Derby. Sheila O'Malley reported that the Regional Pilot had submitted an application for \$200,000.00 for additional assessments in the region. Mr. Ryan noted that Shelton had submitted two applications for cleanup activities in the Downtown Revitalization Area.

In regards to work contemplated in support of the Regional Cluster initiatives Mr. Ryan proposed a joint meeting with the two partnering chambers and it was agreed to have a meeting on this subject right after the year end Holidays.

There being no further business the meeting adjourned at 10:19 AM.



NVC/EDA Comprehensive Economic Development  
Steering Committee Meeting  
Shelton Economic Development Corporation

February 18, 2005

Meeting Minutes

A rescheduled regular meeting of the NVC/EDA steering committee was held on February 18, 2005 at the Shelton Economic Development Corporation located at 64 Bridge Street in Shelton, Connecticut. This was the date, place and time scheduled for said meeting.

Those attending the meeting included:

1. Peter Dorpalen, Executive Director, Central Naugatuck Valley Council of Governments
2. John Lembo, Waterbury Development Corporation
3. Peter Burns, Vice President of DeCarlo and Doll
4. Stephen Sasala, President, Greater Waterbury Chamber of Commerce
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Chairperson O'Malley was excused due to an urgent matter related to the City of Waterbury

James Ryan called the meeting to order at 8:04 AM. He then distributed the agenda a copy of which is attached.

The first order of business was an update on the EDA review of the CEDS. Mr. Ryan reviewed the approval letter from Mr. Beach and commended the Steering Committee for their tireless commitment to the EDA process. He noted that the Annual Report for the CEDS would be June 30, 2005.

The second order of business was a review of Committee work and timetables. Mr. Ryan noted that the adverse winter weather had affected some timetables but that the work would still be complete within original schedules. He also noted that the absence of EDA financial support impacted the staff's ability to dedicate adequate time to some of the global interests of the CEDS. Mr. Burns then reviewed the status of CEDS projects for the committee.

The third order of business was to discuss the scheduling for the NVC CEDS Strategy Committee. It was decided to schedule a meeting in late March for the full Strategy Committee. The Chairperson will select a date for this meeting which also has been rescheduled due to adverse weather. The Waterbury Regional Chamber offered to host the meeting.

The fourth order of business was to discuss member participation in the annual EDA conference. Peter Burns of DeCarlo and Doll reported that an Annual Conference may not be held this year and that he would let the committee know when the EDA decision is finalized.

In other business NVC staff reported that they are updating the CEDS membership list for discussion at a later date. Staff also reported that each section of the CEDS will be review for updates for the required Annual Report. Mr. Ryan also noted that the Waterbury Regional Chamber sponsored a meeting in January with the two workforce development groups, SEDC, WDC, and Sheila O'Malley on their priorities. Both work force development groups will issue a report for the CEDS annual report.

There being no other business the meeting adjourned at 9: 31 AM.

NVC/EDA Comprehensive Economic Development  
Strategy Committee Meeting  
Shelton Economic Development Corporation

April 26, 2005

Meeting Minutes

A rescheduled regular meeting of the NVC/EDA Strategy committee was held on April 26, 2005 at the Waterbury Regional Chamber, located at 83 Bank Street, Waterbury, Connecticut. This was the date, place and time scheduled for said meeting.

Chairperson O'Malley was called the meeting to order at 8:05 AM.

The first order of business was an update on the EDA review of the CEDS. Mr. Ryan reviewed the approval letter from Mr. Beach and commended all Committees for their tireless commitment to the EDA process. He noted that the Annual Report for the CEDS would be June 30, 2005. Mr. Ryan had previously reported this to the NVC CEDS Steering Committee.

The second order of business was a review of Committee work and timetables. Mr. Ryan noted that the adverse winter weather had affected some timetables but that the work would still be complete within original schedules. He also noted that the absence of EDA financial support impacted the staff's ability to dedicate adequate time to some of the global interests of the CEDS. Mr. Burns then reviewed the status of CEDS projects for the committee. NVC staff has engaged workforce development officials and Brownfields officials to ascertain the status of issues associated with their initiatives and discussions have been held with the Chambers on the various cluster initiatives.

The third order of business was to discuss the pending EDA pre-application. NVC staff reported that Mr. Pecone of the EDA staff had indicated that only New Haven has received funding for ongoing activities. After due discussion and consideration the Chairperson was authorized to send a letter to Mr. Raetsch of the EDA Philadelphia office to find out the status of the pre-application. Currently SEDC is receiving partial funding from the CFGNH and the Matthies Foundation for maintenance of the CEDS.

The fourth order of business was to hear presentations from Peter Dorpalen and Rick Dunne on the transportation initiatives being undertaken. Both gentlemen reported their progress and priorities under Federal and State programs and the activities being undertaken by their respective MPO's. Their progress and priorities will be included in the CEDS annual report. Special emphasis was made by both speakers on the importance of ongoing investments in Route 8 and I-84.

The fifth order of business was to hear a presentation on the status of Regional Brownfields programs. Rick Dunne, Executive Director of the Valley Council of Government noted the following:

1. The target communities may add new members.
2. New bylaws are under development.
3. Quarterly meetings are being maintained.
4. New Brownfields funding is being sought.

In other business NVC staff reported there will be no EDA national conference this year. No reason for the cancellation has been provided.

Mr. Burns then gave a brief report on the status of the project rankings and municipal reports.

There being no other business the meeting adjourned at 9: 41 AM.

NVC/EDA Comprehensive Economic Development  
Steering Committee Meeting  
Shelton Economic Development Corporation

May 17, 2005

Meeting Minutes

A rescheduled regular meeting of the NVC/EDA Steering committee was held on Tuesday, May 23, 2005 at the Waterbury Development Corporation, located at 24 Leavenworth, Waterbury, Connecticut. This was the date, place and time scheduled for said meeting.

Chairperson O'Malley was called the meeting to order at 11:00 AM.

Those attending included James Ryan, Rick Dunne, Peter Dorpalen, John Lembo, Peter Burns and Sheila O'Malley.

The first order of business was to discuss the NVC CEDS annual report submission due on June 30, 2005 at the EDA Philadelphia Office. Mr. Ryan and Mr. Burns both reported on the progress during the year and major elements which would be featured. Mr. Ryan reviewed several formats which he had found on the WEB and provided them to Mr. Burns. After due discussion and consideration it was agreed that a draft would be sent to the Steering Committee by June 15, 2005 and that the full Strategy committee would hear a presentation on the report on a meeting to be held on Thursday June 23, 2005 at 10 AM at the Waterbury Development Corporation prior to submission to obtain any final comments.

Mr. Burns then gave a brief report on the status of the project rankings and municipal reports.

There being no other business the meeting adjourned at 11:48 AM.

**NAUGATUCK VALLEY CORRIDOR  
COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY  
STRATEGY COMMITTEE (NVCCEDSC)**

**MEETING**

**TIME:** 10:00 AM – 11:30 AM  
**DAY/DATE:** Thursday June 23, 2005  
**LOCATION:** Waterbury Development Corporation  
24 Leavenworth  
Waterbury, Connecticut

**AGENDA**

- Call to Order and Introductions – Sheila O’Malley
- Staff Report
- Review Draft NVC CED Annual Report
- Updated meeting schedule
- Other NVC CEDS business
- Adjournment

Shelton Economic Development Corporation  
64 Bridge Street  
Shelton, Connecticut 06484  
Telephone: 203 924 2521 FAX: 203 924 0547 [www.shelton-ct-life.org](http://www.shelton-ct-life.org)

NVC/EDA Comprehensive Economic Development  
Strategy Committee Meeting  
Shelton Economic Development Corporation

June 23, 2005

Meeting Minutes

A rescheduled regular meeting of the NVC/EDA Strategy committee was held on June 23, 2005 at the Waterbury Development Corporation located at 24 Leavenworth, Waterbury, Connecticut. This was the date, place and time scheduled for said meeting.

James Ryan acting for Chairperson O'Malley was called the meeting to order at 10:08 AM.

The first order of business was a report of staff. Mr. Ryan reported that NVC staff had concentrated recent efforts on preparation of the CEDS Annual Report and on monitoring proposed State legislation recommending formal districts. This legislation failed at the General Assembly but is expected to be revisited next year.

The second order of business was a review the NVC CEDS Annual Report to the EDA due by June 30, 2005 at the Philadelphia Office. Mr. Burns distributed copies which had been previously distributed by Mr. Ryan to the NVC Strategy Committee. After due discussion and consideration it was agreed to send the report to the EDA as presented by the NVC staff and consultant. Other broad distribution will be made to the Mayors, CEO's, State, and other constituencies via email or hard copy. Mr. Ryan will be meeting with Chairperson Sheila O'Malley in July to discuss next steps and to finalize the proposed quarterly meeting schedule.

The third order of business was to discuss pre-application which had been invited by NVC EDR Anthony Pecone for the Waterbury/Naugatuck Business Park. John Lembo updated the Committee on this matter and the timetables under consideration.

The fourth order of business was to hear a report from Joseph Carbone on Workplace efforts which support the NVC CEDS and anticipated directions for 2006 at the Federal level.

There being no other business the meeting adjourned at 10: 41 AM.

**MINUTES OF MEETING  
NAUGATUCK VALLEY BROWNFIELDS PILOT COMMITTEE  
Thursday, September 8, 2005  
at Beacon Falls Town Hall**

**Pilot Representatives Present:** Beth Lynch, Ansonia; Ed Jurzynski, Beacon Falls; Robyn Bugbee, Bristol; Marc Garofalo, Derby ; Wayne McAllister, Naugatuck; Bill Kuehn, Plymouth; James Ryan, Shelton; Adam Rinko, Waterbury; Roy Cavanaugh, Watertown; Karen Spargo, VCOG Rep.; Sam Gold, COGCNV Rep.; William Purcell, Greater Valley Chamber; Pramod Pandey (proxy for Carl Stephani, CCRPA).

**Others Present:** Arthur Bogen, Rick Dunne, Jan Jadach, VCOG Staff; Richard Minnick, Beacon Falls; Kathy McNamara, Waterbury

The meeting was called to order by Chairman Garofalo at 4:08 p.m. The Pledge of Allegiance was said.

The Chairman indicated that there was a quorum present for both the regular meeting and the By-laws amendments. He noted that there were proxy letters from the following: Paul Pimentel, Rep. Shays' office (appointed M. Garofalo as proxy); Tim Carr, At-large member (appointed M. Garofalo as proxy); Del Cummings, At-large member (appointed M. Garofalo as proxy); Ron Skurat, Seymour (appointed R. Dunne as proxy); Jim Mahoney, Berlin (appointed R. Dunne as proxy); Elaine LaBella, HVA (appointed R. Dunne as proxy); and Carl Stephani, CCRPA; (appointed P. Pandey as proxy). There were no questions on the quorum.

The Chairman then welcomed everyone and asked that those present give their names and organizations. Following that, he asked if there were any additions, deletions or corrections to the agenda. Rick Dunne mentioned that under #6, Assessment Allocation Authorizations, two proposed motions were in the agenda packet. There will be a third proposed motion for Cook Industrial site in Ansonia.

**Motion:** by Ed Jurzynski – To adopt the agenda as presented with the correction. **Second:** Karen Spargo **Vote:** Unanimous

**Minutes:** The Chairman asked if there were any corrections to the June 9, 2005 minutes. There were no corrections.

**Motion:** by Ed Jurzynski - To accept the minutes of 6/9/05 as presented. **Second:** Adam Rinko **Vote:** Unanimous

**Review of Financial Statement:** Chairman Garofalo noted that the format of the statement shows the on-going projects and expenditures. Robyn Bugbee had a few questions. Under Shelton Farmers' Market, it says the project is completed. However, it shows a balance of \$2,530. She wondered if that is available for reallocation. Rick said yes, but we allocate from assessment pools granted to us by EPA and we have exhausted original grant that it was targeted from. Arthur noted that that funding is not available. It would have been switched to something else. Rick noted that for the December meeting, we will have a different formatted report with a normal year-to-date balance sheet and a project income and expense summary. Robyn then asked about the Bristol Babcock project. The



report indicates it is in progress but the funds are shown as expended. Do we need more funds? Arthur said the project is open in that the assessment work was completed. Additional work could be completed but the project has not gone far enough in its development to warrant allocating any more money. This is from a grant from 2001. Robyn said the reason she is asking these questions is that in light of the \$80 million rescission by EPA, she wants to be sure that we are spending EPA funds in a timely fashion. Arthur noted that we should be getting a letter from EPA saying that our two grants, Hazardous Waste and Petroleum, are intact. We should also be hearing that our transition agreements from moving our RLF to the new format have been approved. We have been told this has been approved and we should lose nothing. The cooperative agreement has to come through before we can make any loans on that.

Robyn Bugbee had one last question on the financial statement. She wondered what the source of funding was for the local administrative project funds. Rick Dunne said dues and, in some cases, additional funds from the towns to the Pilot. This report does not show the \$800 dues. There were no other questions.

**Nominate Carol Burkhardt-Lyons as At-Large Member from NVP:** The Chairman sadly informed the group that JaneEllen Traugott, who has been actively involved with the Pilot for many years, is very ill and, with regret, we are taking this action to replace her. A motion was in order to nominate Carol Burkhardt-Lyons to replace her.

Motion: by James Ryan – To nominate Carol Burkhardt-Lyons of the Naugatuck Valley Project to fill the at-large seat on the Pilot Committee; Second: Ed Jurzynski. There were no other nominations for the seat. Vote: Unanimous.

**Discussion and Action on Revision of By-Laws:** The Chairman noted that this item was on the June agenda but we did not have a quorum. He asked for discussion regarding the proposed revisions. Ed Jurzynski and Robyn Bugbee both noted that in the first paragraph of Article III, the number of other representatives appointed should remain at 14 and not be changed 16 as proposed. Otherwise, it would not add up correctly. Also, Sam Gold mentioned that COGCNV should have the word “the” in it when spelled out (Council of Governments of the Central Naugatuck Valley).

Motion: by Ed Jurzynski – To adopt the revisions to the By-Laws with the proposed corrections;  
Second: Roy Cavanaugh;

There was then further discussion regarding Article IV, Section (G) Quorum. Roy did not think the first sentence read correctly. Bill Kuehn suggested adding the word “also” so that the sentence would read: “For the committee to conduct business, 50% of the membership of the Committee plus one member and also 50% of the member municipalities shall be present.” This was put in the form of a friendly amendment to the motion and was seconded by Carol Burkhardt-Lyons.

The Chairman then reiterated the three corrections to the proposed revisions, after which a vote was taken. Vote: Unanimous

**Presentation of Quarterly Project Report:** Arthur thanked everyone for attending today and briefly went over each item in the report.

Watertown, Steele Brook Corridor: There is a proposed motion to award money to this project. Watertown wants us to resolve a series of issues along Steele Brook. We have talked with DEP who encouraged the town to apply for 319 money which provides grants to study the watershed. DEP will work with us to develop a protocol which is part of the motion that follows to complete an assessment of an area behind the dam that would be given to the town for a greenway.

Plainville – 311 New Britain Avenue: We have filed an eligibility determination with EPA. There is an early estimate of cleanup of over \$1 million. There has been discussion between the developer and Plainville about entering into a tax incremental finance agreement. The state will put up the cleanup money and it can be repaid out of tax receipts for a period of 15 years. If the Pilot can help, then the town might receive money from the state and the developer and development would generate the taxes. In the event the project fails, those monies do not have to be paid back. This is under review as possibly drawing down funds from both the Petroleum and the Hazardous Waste grants. Our leveraging will help to reduce the cleanup cost estimates.

Beacon Falls, O&G site: This project is now complete. A site was being offered to the town and the risks and liabilities were defined.

Hazardous Waste Grant: The Technical Advisory Committee spent many hours reviewing 20 RFQ submissions. Three companies were recommended to perform assessments under this grant.

Revolving Loan Fund: The transition is completed and grants as well as loans are now available. Now we have to spend this money so we will be accepting projects that qualify. When the agreement is in hand, we can give grants to municipalities for up to \$14,000 towards cleanup and also make zero-interest loans. Also, you may become eligible for direct grants from EPA on site specific projects.

The Chairman then took this opportunity to read a letter from Senator Joseph Lieberman in response to a letter from Rick Dunne regarding potential cuts to the EPA Brownfields programs. The Senator said he will continue to fight for full funding for these programs and is hopeful that EPA will reconsider any plans for a rescission. Rick noted that our Pilot is protected because we have spent our money and spent it well. It is a testament to the work the Pilot has done since 1996.

O'Sullivan's Island: Staff has completed contacts with all responsible parties and is moving forward.

Radium Cleanup: We have received a final revised scope of work to complete cleanup of the Belco building.

Other Sites: Arthur noted that there are times when town representatives call us to look at sites. This is a list of inquiries we have had recently. Rick mentioned that these are staff assessments/initial investigations. This is where the dues money from the towns goes.

Transaction Forum: This will take place in November at the national conference. Arthur passed around a marketing brochure he received from Utah which shows a huge site. He said it would be great if we could put something together along these lines. Rick said we want to get our sites in front of national developers who are looking for Brownfields sites, so if anyone has a site we are not aware of, even if we did not work with the site, we should know about it.

The Chairman then asked if there were any questions regarding the project report. Robyn Bugbee asked where the radium site, the Belco building, was. Arthur said it was in Waterbury and this will probably be the last work we do until the state decides it wants to allocate more bonding money. The assessment by DEP did not uncover asbestos. When asbestos was encountered, this threw the entire project into 3-4 times more than what it was supposed to be.

Jim Ryan noted that regarding Shelton's Farmers' Market, with the staff's assistance, Shelton obtained \$200,000 from EPA brownfields cleanup grant and he is very appreciative.

**Assessment Allocation Authorizations:** Chairman Garofalo read the first proposed motion for an assessment allocation to Watertown, as follows: Award an amount up to \$20,000 from the EPA Hazardous Materials Grant to Watertown to conduct an environmental assessment leading to estimates of cleanup on land to be donated to the Town for a greenway adjacent to the Pin Shop dam, subject to the approval of EPA and other stipulations.

Motion: by Sam Gold – To approve the award to Watertown as stated. Second: Ed Jurzynski. Vote: Unanimous.

The Chairman noted that the greenway projects are a tremendous success and a great asset to the communities. The Derby greenway recently was completed.

Chairman Garofalo then read the next proposed motion for an assessment allocation to Plainville: Award an amount up to \$50,000 combined from the Hazardous Materials and Petroleum Grants as provided by EPA to Plainville for an environmental site assessment and conceptual remedial action plan for the site at 311 New Britain Ave, subject to authorization by CT DEP and EPA.

Motion: by James Ryan – To approve the award to Plainville as stated. Second: Robyn Bugbee. Vote: Unanimous.

At Ed Jurzynski's request, Arthur gave a brief synopsis of this project. We have received a full application from Plainville and a request from the Town Council. The site is 9.55 acres and they want to reuse it for retail development.

Rick Dunne then read the third motion: Award an amount up to \$8,000 combined from the Hazardous Materials and Petroleum Grants as provided by EPA to Ansonia for an environmental site assessment and conceptual remedial action plan for the Cook Industrial site, subject to authorization by CTDEP and EPA.

Motion: by James Ryan – To approve the award to Ansonia as stated. Second: Karen Spargo. Vote: Unanimous.

Jim Ryan requested that, in the future, press releases be sent out on these awards. The Chairman directed the staff to do this.

**Grants Update/Designation of Short-List Contractors:** The Chairman read the proposed motion, as follows: Adopt the recommendation of the Technical Advisory Committee and select MACTEC,

Tighe & Bond and Louis Berger Co. to be the shortlist firms for the Hazardous Materials Assessment Grant. Each of the three firms is to be solicited for an individual proposal on each site as sites are qualified for funding.

Motion: By Ed Jurzynski – To approve the recommendation as stated. Second: Robyn Bugbee.  
Vote: Unanimous.

**Discussion and Planning-Brownfields Conference Transaction Forum:** Rick Dunne said as stated earlier that we will be soliciting sites for the Transaction Forum. Regarding the conference, staff as reviewed available funds and we will be able to send three people—Marc Garofalo, Robyn Bugbee, Rick Dunne—to the conference in November in Denver. There is no charge for registration. We will use money in our EPA grants for travel to pay for airfare and hotel. Rick said he was invited to participate in a panel discussion on brownfields remediation and he asked Arthur to serve in his place.

Motion: by Jim Ryan – To authorize the funds for travel for the three persons mentioned; Second: Carol Burkhart-Lyons; Vote: Unanimous

Jim Ryan then mentioned that as a new grantee, he was advised by EPA to attend, so he plans on going, also.

**Discussion on DECD Fund:** Rick Dunne gave some background on this. We have a \$500,000 grant from the State of CT, DECD. They do not want us to do grants, just loans. It has made it difficult to use the money. There are issues involved with it, and we will continue to discuss this with DECD. We don't have an immediate need to expend the funds although there is a project under consideration in Waterbury for some of these funds. We have the right under the existing agreements to just make grants. This is just for updating purposes.

The Chairman said that our next meeting will be the second Thursday in December at 4:00 p.m. at a location to be determined. (Rick Dunne noted after adjournment that we are trying to arrange to hold all quarterly meetings at NVCTC in Waterbury.)

There being no further business, the meeting was adjourned at 4:55 p.m.