NAUGATUCK VALLEY CORRIDOR
ECONOMIC DEVELOPMENT DISTRICT

Connecticut Commission on Economic Competitiveness

James E. Ryan and Rick Dunne
September 7, 2016
Hartford
WHAT IS A CEDS?

• A minimum requirement to access funding from the US Economic Development Administration.
• A factor considered by the State of Connecticut in various funding decisions.
• Part of continuing economic development regional planning process
• Include broad based and diverse public and private sector participation
• Set goals and objectives
• Clearly defined metrics for success
WHAT COMPONENTS ARE PART OF THE CEDS?

- Economic Development Background
- Analysis of Problems and Opportunities
- Goals and Objectives
- Action Plan
- Performance Measures
WHAT IS IN THIS FOR US?
WHY IMPORTANT?

- Access to Federal Infrastructure investments
- Multi Region partnership and collaboration
- Community Driven
- Vetting of multiple initiatives that add to quality of life for the region
- Staying “Shovel Ready”
Connecticut Regional Planning Organization/Council of Government Boundaries and Current CEDS Regions

Legend (CEDS Regions):
- Northeastern Economic Development Partnership
- South Central Region
- Southeastern Connecticut Region
- Towns in multiple CEDS (Metro Hartford Alliance)
- Towns in multiple CEDS (One Coast)
- Towns in multiple CEDS (Southeastern)
- Towns proposed for NY Region CEDS

July 2010
SECOND YEAR PLANNING GRANT

- EDA Capacity Building Grant
- Planning Studies
- Implement CEDS
- Sustainability Evaluation

The first year grant was largely related to the completion of the updated 5 year CEDS which was submitted to the US EDA in June 0f 2015.
1. US EDA 70K Received
2. Valley Community Foundation 20K Received
3. CT Community Foundation (Not available
4. UI (Pending)
5. Katharine Matthies Foundation (17.5 Received)
6. John Tyma Fund (included in VCF total)
7. NV COG ($17.5 Requested)*
8. ION Bank
9. Liberty Bank
* This assumes that UI, ION, and Liberty will generate 15K. If additional is received NV COG request will be revised downward.
NEW SURVEY OF CHIEF ELECTED OFFICIALS

✗ Complete and factored into new CEDS Plan
# Employment Data

**April 2013 to March 2015 to November 2015**

Employment in Connecticut, The NVC and The NVC Towns

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Connecticut</td>
<td>1,847,700</td>
<td>1,700,700</td>
<td>147,000</td>
<td>7.96%</td>
<td>1,916,000</td>
<td>1,794,000</td>
<td>121,900</td>
<td>6.36%</td>
<td>1,893,100</td>
<td>1,796,600</td>
<td>96,500</td>
<td>5.10%</td>
</tr>
<tr>
<td>U.S. (Adjusted)</td>
<td>155,238,000</td>
<td>143,579,000</td>
<td>11,659,000</td>
<td>7.51%</td>
<td>156,306,000</td>
<td>148,331,000</td>
<td>8,575,000</td>
<td>5.47%</td>
<td>157,301,000</td>
<td>149,364,000</td>
<td>7,837,000</td>
<td>5.05%</td>
</tr>
<tr>
<td>NVC Towns</td>
<td>242,472</td>
<td>221,676</td>
<td>20,796</td>
<td>8.58%</td>
<td>252,548</td>
<td>234,159</td>
<td>18,389</td>
<td>7.28%</td>
<td>249,458</td>
<td>236,188</td>
<td>13,270</td>
<td>5.32%</td>
</tr>
<tr>
<td>Ansonia</td>
<td>10,023</td>
<td>9,046</td>
<td>977</td>
<td>9.7%</td>
<td>9,814</td>
<td>8,761</td>
<td>853</td>
<td>8.9%</td>
<td>9,543</td>
<td>8,883</td>
<td>660</td>
<td>6.9%</td>
</tr>
<tr>
<td>Beacon Falls</td>
<td>3,271</td>
<td>3,027</td>
<td>244</td>
<td>7.5%</td>
<td>3,455</td>
<td>3,251</td>
<td>204</td>
<td>6.9%</td>
<td>3,404</td>
<td>3,267</td>
<td>137</td>
<td>4.1%</td>
</tr>
<tr>
<td>Bethlehem</td>
<td>1,952</td>
<td>1,844</td>
<td>108</td>
<td>5.5%</td>
<td>1,982</td>
<td>1,856</td>
<td>126</td>
<td>6.4%</td>
<td>1,968</td>
<td>1,899</td>
<td>69</td>
<td>3.5%</td>
</tr>
<tr>
<td>Bristol</td>
<td>33,338</td>
<td>30,649</td>
<td>2,689</td>
<td>8.1%</td>
<td>33,540</td>
<td>30,979</td>
<td>2,561</td>
<td>7.6%</td>
<td>33,074</td>
<td>31,244</td>
<td>1,830</td>
<td>5.5%</td>
</tr>
<tr>
<td>Cheshire</td>
<td>14,190</td>
<td>13,341</td>
<td>849</td>
<td>6.0%</td>
<td>15,363</td>
<td>14,706</td>
<td>657</td>
<td>4.3%</td>
<td>15,313</td>
<td>14,826</td>
<td>487</td>
<td>3.2%</td>
</tr>
<tr>
<td>Derby</td>
<td>8,880</td>
<td>8,279</td>
<td>601</td>
<td>8.7%</td>
<td>8,645</td>
<td>8,437</td>
<td>508</td>
<td>7.3%</td>
<td>8,393</td>
<td>8,537</td>
<td>402</td>
<td>5.8%</td>
</tr>
<tr>
<td>Middlebury</td>
<td>3,817</td>
<td>3,589</td>
<td>228</td>
<td>6.0%</td>
<td>3,840</td>
<td>3,656</td>
<td>184</td>
<td>4.8%</td>
<td>3,807</td>
<td>3,661</td>
<td>146</td>
<td>3.8%</td>
</tr>
<tr>
<td>Naugatuck</td>
<td>18,328</td>
<td>14,730</td>
<td>1,598</td>
<td>8.6%</td>
<td>17,698</td>
<td>16,311</td>
<td>1,387</td>
<td>7.8%</td>
<td>17,336</td>
<td>16,399</td>
<td>939</td>
<td>5.4%</td>
</tr>
<tr>
<td>Newtown* (2007)</td>
<td>14,158</td>
<td>13,371</td>
<td>785</td>
<td>5.5%</td>
<td>14,309</td>
<td>13,631</td>
<td>678</td>
<td>4.7%</td>
<td>14,218</td>
<td>13,686</td>
<td>532</td>
<td>3.7%</td>
</tr>
<tr>
<td>Oxford</td>
<td>7,143</td>
<td>6,742</td>
<td>401</td>
<td>5.6%</td>
<td>7,136</td>
<td>6,746</td>
<td>390</td>
<td>5.5%</td>
<td>7,133</td>
<td>6,061</td>
<td>272</td>
<td>3.6%</td>
</tr>
<tr>
<td>Plymouth</td>
<td>8,728</td>
<td>8,154</td>
<td>572</td>
<td>5.8%</td>
<td>8,925</td>
<td>8,365</td>
<td>560</td>
<td>6.1%</td>
<td>8,773</td>
<td>8,403</td>
<td>370</td>
<td>5.5%</td>
</tr>
<tr>
<td>Prospect</td>
<td>4,992</td>
<td>4,665</td>
<td>327</td>
<td>6.6%</td>
<td>5,587</td>
<td>5,267</td>
<td>320</td>
<td>5.7%</td>
<td>5,512</td>
<td>5,293</td>
<td>219</td>
<td>4.0%</td>
</tr>
<tr>
<td>Seymour</td>
<td>9,088</td>
<td>8,384</td>
<td>684</td>
<td>7.5%</td>
<td>9,138</td>
<td>8,503</td>
<td>633</td>
<td>6.9%</td>
<td>9,088</td>
<td>8,623</td>
<td>465</td>
<td>5.1%</td>
</tr>
<tr>
<td>Shelton</td>
<td>22,089</td>
<td>20,564</td>
<td>1,525</td>
<td>6.0%</td>
<td>22,235</td>
<td>20,832</td>
<td>1,393</td>
<td>6.3%</td>
<td>22,072</td>
<td>21,091</td>
<td>981</td>
<td>4.4%</td>
</tr>
<tr>
<td>Southbury</td>
<td>8,858</td>
<td>8,261</td>
<td>597</td>
<td>6.7%</td>
<td>8,913</td>
<td>8,373</td>
<td>540</td>
<td>6.1%</td>
<td>8,883</td>
<td>8,492</td>
<td>391</td>
<td>4.4%</td>
</tr>
<tr>
<td>Thomaston</td>
<td>4,466</td>
<td>4,135</td>
<td>331</td>
<td>7.4%</td>
<td>4,708</td>
<td>4,503</td>
<td>206</td>
<td>6.0%</td>
<td>4,760</td>
<td>4,573</td>
<td>187</td>
<td>3.9%</td>
</tr>
<tr>
<td>Waterbury</td>
<td>43,911</td>
<td>43,081</td>
<td>6,830</td>
<td>12.9%</td>
<td>57,287</td>
<td>48,790</td>
<td>5,497</td>
<td>10.5%</td>
<td>51,172</td>
<td>47,066</td>
<td>4,106</td>
<td>7.9%</td>
</tr>
<tr>
<td>Watertown</td>
<td>11,671</td>
<td>10,780</td>
<td>891</td>
<td>7.8%</td>
<td>13,194</td>
<td>12,432</td>
<td>762</td>
<td>5.8%</td>
<td>13,118</td>
<td>12,586</td>
<td>530</td>
<td>4.2%</td>
</tr>
<tr>
<td>Wolcott</td>
<td>8,644</td>
<td>8,006</td>
<td>638</td>
<td>7.9%</td>
<td>9,956</td>
<td>9,409</td>
<td>557</td>
<td>5.6%</td>
<td>9,836</td>
<td>9,447</td>
<td>390</td>
<td>4.0%</td>
</tr>
<tr>
<td>Woodbury</td>
<td>5,419</td>
<td>5,118</td>
<td>301</td>
<td>5.6%</td>
<td>5,644</td>
<td>5,351</td>
<td>293</td>
<td>5.2%</td>
<td>5,557</td>
<td>5,369</td>
<td>188</td>
<td>3.4%</td>
</tr>
<tr>
<td>Totals</td>
<td>242,472</td>
<td>221,676</td>
<td>20,796</td>
<td>8.6%</td>
<td>252,548</td>
<td>234,159</td>
<td>18,389</td>
<td>7.3%</td>
<td>249,458</td>
<td>236,188</td>
<td>13,270</td>
<td>5.3%</td>
</tr>
</tbody>
</table>
## POPULATION TRENDS

### NVC POPULATION
#### 2010-2013-2014

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Connecticut</td>
<td>3,674,007</td>
<td>3,600,347</td>
<td>3,562,083</td>
<td>17,058</td>
<td>16,260</td>
<td>798</td>
<td>0.6%</td>
<td>0.6%</td>
<td>0.0%</td>
</tr>
<tr>
<td>U.S. (Adjusted)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NVC Towns</td>
<td>-476,268</td>
<td>-476,212</td>
<td>-478,705</td>
<td>437</td>
<td>-56</td>
<td>-483</td>
<td>0.1%</td>
<td>0.0%</td>
<td>0.1%</td>
</tr>
<tr>
<td>Ansonia</td>
<td>19,248</td>
<td>19,163</td>
<td>19,128</td>
<td>-121</td>
<td>-66</td>
<td>-55</td>
<td>-0.6%</td>
<td>-0.4%</td>
<td>-0.2%</td>
</tr>
<tr>
<td>Beacon Falls</td>
<td>6,048</td>
<td>6,038</td>
<td>6,065</td>
<td>10</td>
<td>-28</td>
<td>27</td>
<td>0.3%</td>
<td>-0.2%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Bethelhehn</td>
<td>3,807</td>
<td>3,585</td>
<td>3,561</td>
<td>-56</td>
<td>-22</td>
<td>-34</td>
<td>-1.6%</td>
<td>-0.0%</td>
<td>-1.0%</td>
</tr>
<tr>
<td>Bristol</td>
<td>3,977</td>
<td>4,053</td>
<td>4,056</td>
<td>79</td>
<td>59</td>
<td>20</td>
<td>0.1%</td>
<td>0.1%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Cheshire</td>
<td>29,281</td>
<td>29,264</td>
<td>29,272</td>
<td>11</td>
<td>3</td>
<td>9</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Derby</td>
<td>12,902</td>
<td>12,641</td>
<td>12,637</td>
<td>-65</td>
<td>-61</td>
<td>-4</td>
<td>-0.5%</td>
<td>-0.5%</td>
<td>-0.5%</td>
</tr>
<tr>
<td>Middlebury</td>
<td>7,078</td>
<td>7,050</td>
<td>7,078</td>
<td>0</td>
<td>-26</td>
<td>26</td>
<td>0.0%</td>
<td>-0.3%</td>
<td>0.3%</td>
</tr>
<tr>
<td>Naugatuck</td>
<td>31,882</td>
<td>31,788</td>
<td>31,790</td>
<td>-72</td>
<td>-76</td>
<td>4</td>
<td>-0.2%</td>
<td>-0.2%</td>
<td>-0.2%</td>
</tr>
<tr>
<td>Newtown</td>
<td>27,560</td>
<td>27,772</td>
<td>27,860</td>
<td>400</td>
<td>212</td>
<td>188</td>
<td>1.4%</td>
<td>0.8%</td>
<td>0.7%</td>
</tr>
<tr>
<td>Oxford</td>
<td>12,983</td>
<td>12,736</td>
<td>12,831</td>
<td>148</td>
<td>53</td>
<td>95</td>
<td>1.2%</td>
<td>0.4%</td>
<td>0.7%</td>
</tr>
<tr>
<td>Plymouth</td>
<td>12,213</td>
<td>12,148</td>
<td>12,085</td>
<td>-128</td>
<td>-65</td>
<td>-63</td>
<td>-1.1%</td>
<td>-0.5%</td>
<td>-0.5%</td>
</tr>
<tr>
<td>Prospect</td>
<td>0,406</td>
<td>0,620</td>
<td>0,616</td>
<td>210</td>
<td>116</td>
<td>66</td>
<td>2.2%</td>
<td>1.2%</td>
<td>1.0%</td>
</tr>
<tr>
<td>Seymour</td>
<td>16,540</td>
<td>16,535</td>
<td>16,551</td>
<td>11</td>
<td>-5</td>
<td>16</td>
<td>0.1%</td>
<td>0.0%</td>
<td>0.1%</td>
</tr>
<tr>
<td>Shelton</td>
<td>30,556</td>
<td>40,008</td>
<td>40,472</td>
<td>933</td>
<td>447</td>
<td>486</td>
<td>2.3%</td>
<td>1.1%</td>
<td>1.2%</td>
</tr>
<tr>
<td>Southbury</td>
<td>19,094</td>
<td>19,864</td>
<td>19,876</td>
<td>-28</td>
<td>-40</td>
<td>12</td>
<td>-0.1%</td>
<td>-0.2%</td>
<td>-0.1%</td>
</tr>
<tr>
<td>Thomaston</td>
<td>7,987</td>
<td>7,831</td>
<td>7,863</td>
<td>-54</td>
<td>-66</td>
<td>36</td>
<td>-1.2%</td>
<td>1.2%</td>
<td>-0.6%</td>
</tr>
<tr>
<td>Waterbury</td>
<td>110,366</td>
<td>110,062</td>
<td>109,687</td>
<td>-479</td>
<td>-314</td>
<td>-186</td>
<td>-0.4%</td>
<td>-0.3%</td>
<td>-0.2%</td>
</tr>
<tr>
<td>Watertown</td>
<td>22,514</td>
<td>22,387</td>
<td>22,286</td>
<td>-228</td>
<td>89</td>
<td>-131</td>
<td>0.4%</td>
<td>-0.6%</td>
<td>-0.5%</td>
</tr>
<tr>
<td>Wolcott</td>
<td>16,880</td>
<td>16,888</td>
<td>16,724</td>
<td>44</td>
<td>8</td>
<td>36</td>
<td>0.3%</td>
<td>0.0%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Woodbury</td>
<td>8,975</td>
<td>8,910</td>
<td>8,861</td>
<td>-124</td>
<td>-85</td>
<td>-46</td>
<td>-1.3%</td>
<td>-0.7%</td>
<td>-0.6%</td>
</tr>
<tr>
<td>Totals</td>
<td>476,268</td>
<td>476,212</td>
<td>476,705</td>
<td>437</td>
<td>-56</td>
<td>483</td>
<td>0.1%</td>
<td>0.0%</td>
<td>0.1%</td>
</tr>
</tbody>
</table>

This information was obtained from the U.S. Census/Quick Facts/DataHaven.
Shelton’s Demographics

Shelton is one of the twenty communities that make up the Naugatuck Valley Corridor Comprehensive Economic Development Strategy/Economic Development District (NVCEDS/EDD). The following demographic information is a snapshot of Shelton and its overall importance and impact on the CEDS/EDD.

Population: The population annual update are based on statistics from the U.S. Census, CERC Town Profiles and Datalaven. Shelton’s population for 2014 is 476,705 people. Shelton ranks 3rd of the 20 communities.

The population of the NVC for the similar period is 476,705 people. Shelton’s population increased from the 2013/2014 period by 466 people (refer to the population chart 2010-2013-2014 period to review the modification in the population).

Unemployment and Labor Force Characteristics: The recent unemployment figure from the CT Labor Department indicates Shelton has 981 unemployed workers or 4.4%. Shelton possessed the 8th highest unemployment rate amongst the NVC communities.

The unemployment and labor force have changed during the past year based on the improved state/national/worldwide economics. All of the communities in the NVC reflected an increase in the employee workforce and all communities have had a slight decrease in their individual unemployment rate.

The NVC overall labor force declined by 3,090 from the previous reporting period. However, all 20 communities now have a larger employed workforce of 2,029 from the previous reporting period. The NVC unemployment rate is 5.32%. Individual community statistics are shown on the unemployment chart. The state’s labor force declined by 2,600. The state’s number of unemployed declined by 25,400 to a rate of 5.10%.
STRATEGIC INITIATIVES

- Brownfields (USEPA/ CT DECD Funding Competition)
- NVCOG Brownfields Offerings/Land Bank
- Philanthropy (VCF approaches $20 Million in assets)
- Transportation (NVCOG Summit in Waterbury very successful)
- Heritage District (Valley Chamber leads effort)
- Advanced Manufacturing Segment
- Regional Gigabit Network Investment
1. SEDC is completed its work under the current EDA grant by June 30th.
2. The SEDC is no longer able to provide direct staff support of this program.
3. SEDC partnered with WDC on this program.
4. Originally the staff work was shared but the NVCD/WDC and SEDC with the SEDC working the Valley COG region.
5. Eventually all staff work was allocated to SEDC with the support of a consultancy.
6. The District will have to demonstrate that it has the capacity to continue in order to obtain future EDA planning grants, and, the District will have to demonstrate real progress in implementing each 5 year Comprehensive Economic Development Strategy.
7. New budgets addressing level of effort will have to be developed by successor agency. SEDC has opinion on expected costs, possible revenue sources for successor administrative agency. NO funding is ever ‘guaranteed” to be available and applications for funding from any source should be a minimum expectation. Prior funders might be considered but should not be assumed.
EDA INFRASTRUCTURE/ENVIRONMENTAL GRANTS AWARD HISTORY, INCLUDING PRECEDS PERIOD

- Shelton 1 Million for Canal Street (sudden and severe job loss with Philips Medical relocation out of State)
- Derby 1 Million for Road A - Urban Transit Industrial/Office Campus
- Waterbury $1,250,000 for Cherry Street Project
- Ansonia $1,000,000 for Fountain Lake Infrastructure Development
- Waterbury $500,000 for Environmental

All grants leveraged other significant funding including but not limited to CT DECD, US EPA, Local Funding, and new private investment.

** The US EDA programs require that priority be given to economically distressed communities. However, all District communities are eligible to apply. It is a direct responsibility of the communities to apply and the inclusion of their infrastructure programs on the CEDS priority list is helpful in the federal review of their proposals as the awards are made based on a National completion and are very competitive.
EDA PLANNING GRANTS TO NVDC/WDC AND SEDC (APPROXIMATE DATES)

- 1997 “Sudden and Severe Distress” $100,000.00
- 2003-2016 Four Grants approximately $70,000 per grant for creation of 5 Year CEDS. Last two grants are under their Community Partnership Planning Grants. Future grants depend on Federal appropriations and are not guaranteed but can be reasonable forecast to be available at 3-4 year intervals, depending on Congressional appropriations.
- These programs required matching funding all of which were provide from community foundations, UI, a private foundation, NVCOG last year, and other sources.
THE COOPERATIVE RELATIONSHIP

✗ Prior to approval of the NVC District by the State of CT letters of support from a majority of participating communities were obtained in accordance with EDA requirements.

✗ No turf approach!
FOUNTAIN LAKE SUCCESS STORY
Brownfields Success in Shelton
By His Excellency Dannel P Malloy, Governor: an
Official Statement

On behalf of the State of Connecticut,
I, DANNEL P. MALLOY, Governor,
therefore proceed to
recognize
City of Shelton Canal Street Revitalization Program
as it is honored by the
Connecticut Economic Resource Center
as a
2011 Celebrate CT Honoree.

This recognition is a testament to your outstanding service and commitment to the State of Connecticut.

The City of Shelton Canal Street Revitalization Program has contributed to the growth of the local, regional and state economy through hard work and diligence. Your business has invested in the success of the State of Connecticut and is an appreciated and valued component of our state’s economy.

This recognition celebrates the City of Shelton Canal Street Revitalization Program’s many achievements and its devotion to the State of Connecticut. I congratulate you on this honor and wish you the very best in your future endeavors.

Therefore, I DANNEL P. MALLOY, Governor of the State of Connecticut, hereby officially convey honor and recognition to the City of Shelton Canal Street Revitalization Program in the State of Connecticut.

[Signature]
GOVERNOR
Brownfields Success in Shelton

THE JOURNEY BEGINS

While most of New England was suffering from business relocations to the "Sunbelt" in the mid-1970s, Shelton was holding its own until that fateful night in 1975 when our downtown and the regional economy was crippled by the unimag"-niblelosion at the BF Goodrich site.

This photograph, while not from 1975, is an accurate reflection of the downtown campus up to that period and the significant business presence that had been assembled from the late 1800s on. Nearly every inch of downtown real estate was put to work and contributing to the local economy in terms of jobs, disposable income, and tax revenue. In a manner of speaking, downtown was the economic engine up to that period.

The State of Connecticut mourned the loss of the former BF Goodrich operation, once boasting 2400 jobs, with many Valley families dependent on the employment it offered. Many older workers were "lifers" at the "Sponge Rubber" plant and never returned to the workforce. Unemployment in the Valley exceeded 20% for many years.

While there was devastating loss of livelihood, there was fortunately no loss of life. Herosic teamwork with Valley firefighters, led by the Shelton volunteer fire department, contained this cataclysmic event. Job training programs were put into play through the federal Comprehensive Employment Training Act (CETA) program and the City of Shelton and its many stakeholders began its long road forward to successful redevelopment.
Brownfields Success in Shelton

BROWNFIELDS REDEVELOPMENT INITIATIVE

Reclaiming Land for Public Use and Economic Development
Brownfields Economic Redevelopment Initiative

EPA’s Brownfields Economic Redevelopment Initiative is designed to empower states, communities, and other stakeholders in economic redevelopment to work together in a timely manner to prevent, assess, safely clean up, and sustainably reuse brownfields.

Long before the environmental industry used the term brownfields, Shelton was preparing and planning for the rejuvenation of its downtown and riverfront areas. Like most brownfield development areas, Shelton has its share of properties that were great industrial and commercial resources at the turn of the 20th century and beyond. With the change of industrial practices and business opportunities, combined with unfortunate events like multi-property fires, once vibrant industrial buildings became less desirable.

In the Connecticut town of Shelton, brownfields lie in varying degrees of abandonment and decay, representing a legacy of economic development that can be rejuvenated. The history of Shelton is an example of how a community can address the challenges of brownfield redevelopment.

The Shelton Economic Development Corporation (SEDC) and the City designated the downtown riverfront area as the Shelton Enterprise and Commerce Park (SECP) to set the stage for its brownfields revitalization. The SEDC is supported by community leaders and by community participants on the Economic Development Commission and the Citizens Advisory Board.

Beginning in 1991, the City of Shelton embarked on an ambitious program of downtown revitalization, working in partnership with the U.S Environmental Protection Agency (U.S. EPA), the Connecticut Department of Environmental Protection (CT DEP), and the Connecticut Department of Economic and Community Development (CT DECD). These agencies have provided technical support as well as financial resources. Together, and with the direct support of the Valley Council of Governments (VCOG), the Regional Valley Brownfields Pilot, the City assessed several sites within the SECP project area to summarize environmental conditions and start its brownfield development plan. One site, the former BP Goodrich, located along the Housatonic River, was targeted as a cornerstone to the revitalization efforts.

The City acquired funding for the assessment and cleanup of this site, including both local and state (CT DECD) funding, and it is now a public green space and park marking an attractive start to the remaining area designated for mixed-use development. In 2011, the Derby-Shelton Rotary Club produced an attractive pavilion illustrating the benefits of sites that have been reclaimed.

The U.S. EPA awarded a targeted site assessment grant to the City of Shelton in 2009 for the purpose of preparing a concep-
Brownfields Success in Shelton

ROLFITE SITE

The Rolfite Company previously occupied property at 131 Canal Street. The City of Shelton took ownership of this property through tax foreclosure. The city, with grant awards in the amount of over $1 million from the U.S. Environmental Protection Agency and the CT Department of Economic and Community Development completed the removal of asbestos panels from the exterior of the building, effected the demolition of the structure and remediated significant soil contamination from the site.

Local developers have conceptualized a plan to reuse the cleared site which will include the construction of a new mixed-use structure consisting of 15,000 square feet of office/retail/commercial space and 40 units of new residential housing. Construction is anticipated to begin in the spring of 2017.
Brownfields Success in Shelton

PRIVATE INVESTMENT - THE BIRMINGHAM

The early years of the downtown revitalization program were marked by planning, team building, and construction of landmark public spaces. These landmark public spaces included the Housatonic Riverwalk, the Veterans Memorial Park, the Veterans Memorial, and the Shelton Farm and Public Market. These improvements were combined with significant road and utility upgrades.

This first phase was based on an expectation that once the visible signs of the City of Shelton’s commitment to this neighborhood were demonstrated, the end result would be significant new private investment.

The first example was the adaptive reuse of the Birmingham building, now known as the Birmingham Condominiums on the River. Project developers, John Guedes, Al DaSilva, and the Nazzaro family teamed up to tackle this building that was largely idle for a decade. Their design of this building was carefully screened by many community organizations and ultimately approved for the construction of 103 residential condominiums. The property had formerly generated approximately $4,000 per year in taxes and now generates in the vicinity of $400,000. The developer’s investment is estimated at approximately $18 million in the reconstruction of this strategically located property. The new residents add important disposable income which assists in the support of our downtown, local and regional economy.

Prior to construction, the SEDC was able to arrange for an assessment grant related to the parking area which provided guidance on historical uses.

Other developers have followed suit and the new private investment in downtown is at record levels.
Brownfields Success in Shelton

BEARD ASPHALT PLANT-AVALON APARTMENTS

The demolition, remediation and construction of 250 housing units on the property of the former Beard Asphalt property is a quintessential example of the power of public resources leveraged private investment. The developers of this site completed the purchase, demolition and construction of housing units, while the city invested roughly $1 million in public dollars to support the roadway and utility infrastructure. The private owners also donated the right-of-way, enabling the city to continue the further expansion of the Housatonic Riverwalk.

Approximately $60 million in private investment was leveraged against $1.5 million (40:1 ratio) in public funding to effect the redevelopment of this major property, which sits in the heart of Shelton Enterprise and Commerce Park.

Shelton
Going Green
Brownfields Success in Shelton

PHASE 3-INFRASTRUCTURE IMPROVEMENTS

The Canal Street Revitalization Program has carefully considered the relationship of the road to the planning of its Brownfields efforts. Due to the overall length of Canal Street and available resources, the road and infrastructure reconstruction efforts have been separated into various phases so the work could progress in an orderly fashion.

Beginning with renewal efforts in early 1990s the approach has included full depth reconstruction of the Canal Street right of way with modernization and upgrading of all utilities. This has translated into the removal of overhead wires and poles, installation of conduit to respond to future undergrounding efforts in later phases and the realigning of other utilities such as water and gas in order to accommodate the higher density housing development that was forecasted and has become a reality.

The most recent phase of infrastructure work has been from the railroad overpass to the end of the Awawakay property. This work has resulted in attractive sidewalks and streets trees, landscaped compliant intersections, attractive bike crossings, and a widened right of way which best meets the demands of increased density. There have been no observed traffic conflicts in the vicinity of the newest section. This will be followed by a section of road improvements that runs from 223 Canal Street to the Wooster Street intersection. Bidding for this is expected to occur by this fall. The final phases, or phases, will include the reconstruction of Wooster Street from Canal Street and the reconstruction of Canal Street from Wooster Street to the historic Shelton Ledges.

The earliest phases of work which dramatically improved Canal Street run from the Route 8 overpass past the soon to be demolished Chromium Process building, up to the end of the Spongebag property. But for these strategic infrastructure investments made in accordance with the State of Connecticut’s “Smart Growth” principles and practices, the strategic Brownfields sites would have lain fallow.
Brownfields Success in Shelton

THE RIVERFRONT RECAPTURED

The City of Shelton finalized its planning for the “Shelton Enterprise and Commerce Park” which was approved at a citywide referendum in 1997 following extensive public participation and community involvement.

One key element of the proposed project plan was the construction of the first phase of the Housatonic Riverwalk. This idea was born at a meeting of the City of Shelton’s Citizens Advisory Board in the mid-1990s and carried forward on every planning update towards actual construction in 2001. This concept of “riverfront recapture” was also recommended for approval by the Housatonic Valley Association, the stewards of the treasured Housatonic River. It was in fact the first mixed-use (business and public spaces) development that the HVA supported.

Elected officials led by Mayor Lauretti, and the President of the Board of Aldermen, John Angiame, worked closely with project planners at the Shelton Economic Development Corporation, and with officials from the CT Department of Economic Development (now CT DECD) and CT DEP (now CT DEEP) who enthusiastically made the overall project, with its complex brownfields elements, and the carefully planned riverwalk feature, with technical assurance and significant financial support. The City of Shelton Economic Development Corporation partnered with the SEDC to provide project information which the public needs to properly consider this type of public investment. The referendum of 1997 enjoyed significant public support and was approved at the same time that the City of Shelton and Shelton voters approved the critical acquisition of former reservoir property owned by the Bridgeport Hydraulic Company. It was also recommended for approval by the City of Shelton’s Conservation Commission.

The project was funded by the City of Shelton, State of Connecticut, and Small Cities Grant funds.

Balanced growth was the rule of the day, and today Smart Growth principles and practices prevail, combined with “Shelton Going Green” priorities. Shelton would no longer turn its back to the Housatonic River.
Brownfields Success in Shelton

HOUSATONIC RIVERWALK PHASE I

The Housatonic Riverwalk Phase I, the permanent open spaces once home to B.F. Goodrich, the Veterans Memorial, the Farm and Public Market, along with a widened Canal Street with utility undergrounding are now reflective of the City's strategy of reinventing downtown. The addition of these new landmark spaces are used by residents and visitors daily while still maintaining a respect of Shelton's industrial past.

Citizen Participation and Elected Officials touring Site in 1996.
Brownfields Success in Shelton

OUR PARTNERS

Regional
- Valley Chamber of Commerce
- Valley Council of Governments
- Naugatuck Valley Council of Governments
- Naugatuck Valley Corridor Economic Development District
- Housatonic Valley Association
- Naugatuck Valley Health District
- Regional Brownfields Partnership (RBP)
- TEAM
- Boys & Girls Club of the Lower Naugatuck Valley
- Derby-Selton Rotary Club

Local
- Mayor Mark A. Lauretti
- Shelton Board of Aldermen
- Shelton Planning and Zoning Commission
- Shelton Economic Development Commission
- Shelton Conservation Commission
- State Representative Jason Perillo
- State Representative Ben McGorty
- State Senator Kevin Kelly

Not for Profit/Public/Private Partnership
- Shelton Economic Development Corporation (SEDC)
- City of Shelton Citizens Advisory Board (CAB)

Federal
- United States Environmental Protection Agency (U.S. EPA)
- United States Economic Development Administration (U.S. EDA)

State
- Connecticut Department of Energy and Environmental Protection (CT DEEP)
- Connecticut Department of Economic and Community Development (CT DECD)
- Connecticut Department of Transportation (CT DOT)


Former SEDC Chairman Kenneth Schubie

Shelton Going Green
Observations and Questions

US EDA/CEDS/DISTRICTS