



North Stonington, Connecticut Economic Development Action Plan

December 2012

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North Stonington, Connecticut

Economic Development Action Plan

Introduction

The Town of North Stonington, Connecticut, working through its Economic Development Commission and Planning and Zoning Department, in conjunction with Garnet Consulting Services, Inc. has developed this Economic Development Action Plan to guide the Town's efforts to:

- Retain its existing business base and help it grow
- Assure a diversified economic base
- Grow the Grand List through selective business recruitment
- Provide balance between community/economic growth and environmental protection and enhancement

This project includes several interrelated tasks:

1. Preparation of a Competitive Assessment that identifies:
 - North Stonington's strengths and weaknesses as a location for business
 - Issues shaping the Town's economic development potential for the future
 - Primary opportunities the town can capitalize upon
2. Preparation of a demographic analysis that:
 - Provides a background understanding of the Town's current situation and trends
 - Provides key information in the Site Selection Data Standards recommended by the International Economic Development Council (IEDC) for marketing use
3. Preparation of a Commercial Build-out Analysis to evaluate the adequacy of the Town's supply of land intended for business development, with particular attention to four areas:
 - The western portion of Route 2 in the vicinity of Foxwoods Casino
 - Exits 92 and 93 of Interstate 95
 - Hewitt Farm
 - The region's growing medical services cluster and its relevance to North Stonington
4. Preparation of an Action Agenda providing specific recommendations on:
 - Capitalizing on marketable strengths and opportunities
 - Correcting important deficiencies and compensating for major obstacles
 - Addressing issues that may impede the Town's ability to attain the types and levels of economic development it seeks

Carrying out the Town's economic development efforts is the responsibility of the North Stonington Economic Development Commission (EDC), supported by the Town's Planning and Zoning Department. The EDC's Mission is as follows:

The mission of the Economic Development Commission is to enhance the economic well being and long-term prosperity of North Stonington by serving as an important catalyst for new business and a critical resource for existing businesses who wish to grow, in a community that values its rich rural heritage, authentic New England character and rare quality of life.

The EDC has the following Goals and Objectives:

1. Retain and grow our current businesses;
2. Diversify our local tax base;
3. Attract businesses that will improve the business climate; and
4. Maximize economic value while minimizing environmental impact.

The EDC encourages low impact, incremental development that can flourish in a rural environment, while meeting local residents' objectives to build on existing assets, skills and resources.

Current Competitive Realities in Economic Development

As part of identifying the economic development potentials and needs of your community, and carrying out a program that capitalizes on your potentials and meets your needs, it is necessary to understand the broader context in which current economic development occurs. Economic development is a continually evolving process and discipline. How it occurs today is much different than how it occurred as recently as five years ago. Even more perplexing, there is a growing recognition that how the economic development business operates in an unknown future is likely to be very different from today.

Within that context, it is important to understand some of the key philosophies and trends upon which modern economic development is dependent:

Economic Development Is Extremely Competitive

Conway Data Inc.'s New Corporate Facilities and Expansions Database reports that nationwide in 2011, there were 4,978 project announcements (new construction and expansions for manufacturing, distribution, offices, R&D, and mixed-use facilities) that met any of 3 tests: an investment of at least \$1 million; 50 or more employees; or a facility of 20,000 square feet or larger. The 2011 activity was a slight increase from 2009 (4,345 projects) and 2010 (4,623), but was 60% below 2000 when there were 12,529 such announcements.

Activity in Connecticut since 2000 has been:

Year	Manufacturing		Other	Total
	New	Expanded		
2000	0	1	7	8
2001	6	2	4	12
2002	11	7	39	57
2003	2	2	3	7
2004	7	1	18	26
2005	3	1	10	14
2006	4	6	7	17
2007	3	1	7	11
2008	3	2	6	11
2009	5	3	14	22
2010	3	4	11	18
2011	3	2	5	10
Total	50	32	131	213

Over this 12 year period, Connecticut has claimed only .27% of the total 78,282 projects in the United States shown in the Conway Data database.

There are an estimated 15,000 – 18,000 economic development organizations in the United States competing for these projects. In other words, in the United States alone, there are at least 3 to 4 times as many economic development agencies as there are new projects of substantial size announced annually. Many of these locations have master-planned business parks intended to attract those projects.

The competition to attract the capital investment and jobs brought by business locations is fierce. A focus on attracting big projects is foolish.

Avoiding Elimination

Due to the abundance of locational opportunities, the site selection process relies on an initial phase that emphasizes rapid elimination of regions and communities so as to reduce to a workable number the areas to be studied in detail. Companies in a search mode begin by evaluating regions; if they like a region, they will consider the individual communities in it. Therefore it is important that all communities be active allies with their regional economic development agency.

Even the smallest regional or community flaw can result in elimination. Critical regional and community attributes currently are:

-
- Essential community/regional data available from an easily navigable website and the ability to quickly produce customized reports
 - Adequate labor supplies and skills
 - An inventory of “ready-to-go”, available, fully serviced sites and buildings
 - A friendly business climate and expedited permit and approval procedures
 - Incentives and assistance programs
 - A business climate that shows the community is seriously interested in the project.

There are many other variables evaluated, and different industry sectors and companies will have their own set of priorities, but those listed above are usually the most important to most companies.

Companies already in a community, but in need of new space, will also consider these and other factors, and compare their current community with alternative locations.

Speed Has Become Essential

The duration of the typical site location process has been cut in half from 5 – 10 years ago. WDG Consulting, LLC reports that the typical time frame for larger projects now allows 6 to 8 weeks from the beginning of the process to the selection of the “preferred” community, and another 6 to 8 weeks to have a site under control. These companies would like to receive all local permits and approvals within a 14 day time frame (with 7 days preferred) and all state permits and approvals within a 45 day period (30 days is preferred). Smaller companies may have longer time frames, but delay is still a project killer.

Connecticut’s statutory requirements make the entire state less competitive than other states with the ability to expedite the permit and approval process. Nonetheless, Connecticut communities are competing with other places that can meet these processing speeds. Communities like North Stonington must do what they can to overcome this problem.

Staff Empowerment to Expedite Projects and Site Readiness Programs

Due to this need for expeditious project processing, an increasing number of communities are responding by creating clear land use regulations and empowering staff to issue necessary permits and approvals for projects found to be in full compliance with regulations after careful review. Other places are implementing “self-certification” procedures where qualified architects and engineers can certify that plans meet all local requirements. While our ability to do this is severely limited in Connecticut, nonetheless, competitive communities are constantly evaluating their project approval procedures in order to streamline them. Other approaches worth considering are undertaking the pre-permitting of sites without a specific project in hand, or having sites certified as “Shovel-Ready”, a program the Connecticut Department of Economic and Community Development is working on establishing.

Available Sites and Buildings are Essential

Between 65% and 75% of all prospects conducting a site search begin looking for an existing building into which they can move quickly. In most states, about 50 - 60% of projects that actually occur use existing buildings, and that is even higher in many places right now that have an abundance of vacant, modern buildings. Again, this is a function of the need for speed. This puts a premium on having available both vacant space and fully serviced sites (that is, good road access, full utilities, and modern telecommunications services) on which construction can begin immediately and be completed in a short time frame. The majority of companies are unwilling to wait for a community or private land owner to debate whether to help make a site ready, prepare designs, commit financing, and undertake infrastructure construction. There are too many other communities already fully prepared. If you are not ready, you lose.

You Must Be Aggressive

For some time now we have been in an era of a "global investment and jobs auction". Companies have jobs to offer (and the capital investment and tax revenues that comes with them) and can put them in a multitude of locations. North Stonington competes not only with neighboring communities, but with locations in other states, and places such as Barbados, Mexico and India as well. It is a buyers' market, and communities are both the sellers and the commodity being sold. Having an adequate inventory of available buildings and sites and an effective website targeted at business prospects are two common community responses. Increasingly, communities are also creating aggressive incentive and assistance packages and comprehensive informational databases in order to increase community competitiveness. The work is being done before the prospect arrives – not after.

Small Business Start-ups and Home Occupations are Very Important

According to the Kauffman Index of Entrepreneurial Activity, in 2011 an average of 0.32% of adults created a new business each month. This equates to about 543,000 new businesses (operating 12 hours per week or more) each month, which equals 6,516,000± new businesses per year, or approximately 1 new business per 47.9 people. If North Stonington's entrepreneurial activity equals this national average, it would mean approximately 110 new businesses being created in the Town each year. These businesses will need a good location from which to operate.

Initially, many new businesses, particularly those that are less than full-time, operate from the home of the entrepreneur. A trend first noted in 1997 found that more than half of new businesses were home-based. A report prepared for the Small Business Administration in 2004 found that as many as 68% of new proprietorships, partnerships and S-Corporations were home-based. This trend, which has continued, makes the availability of reasonable home occupation regulations important. Regulations should include a registration process to assure that the host community receives applicable tax revenues. This trend has also led to a growth in "incubator without walls" programs.

The Changing Nature of Retailing

Retailing as we have known it continues to change. Many communities are experiencing a decline in the vitality of older shopping areas. Communities are being impacted by many regional and national trends, which have been exacerbated by the recent recession and lingering aftereffects:

- Overbuilding of retail space has resulted in increased retail competition, retailer bankruptcies and increased vacancy rates. According to the 2007 Economic Census, there were 1,122,703 retail establishments in the United States and a total of 14.2 billion square feet of retail space. That means that at that time, there were approximately 46.6 square feet of retail space per capita in the U.S.
- According to retail specialists DANTH, Inc.(October 2012):
 - Occupied retail space in the U.S. decreased by 259 million SF between 2001 and 2011 and is expected to drop by another 210 million SF by 2016 (source: Macquarie Capital Inc.).
 - Retailers are opening fewer stores, with less space, and looking for the least risky locations.
 - There is bifurcation occurring among retailers with those at the top end and the value retailers doing best, while middle market specialty retail chains and independents are disappearing.
 - There have been a significant number of closures of enclosed malls, with about one-third of those left in difficulty and at risk of closure or re-purposing.
 - Consumers have become much more deliberate in their purchasing, focusing on “need-to-have” rather than “want-to-have” and using their credit cards less.
 - Catalogue and Internet shopping are reducing sales in traditional retail establishments; while e-shopping still accounts for only a small fraction of total retail sales, it is growing (see the next section for additional discussion).
- Big box and category killer stores continue to increase their market share of GAFO (General Merchandise, Apparel and Accessories, Furniture and Other) sales, causing closures and bankruptcies among local stores and smaller store chains that cannot match their prices and promotional budgets. This has resulted in fewer tenants for shopping centers and more competition for those fewer tenants.
- Bankruptcies and closures within the big box category (e.g. in the past, Kmart, Caldors, Ames; more recently Linens `n Things, Circuit City, Filene’s Basement) have created large blocks of vacant space that are being used for non-retail purposes. Call centers are a common use, but this space also lends itself to other uses. (Two former Kmart stores in Lee County, Florida were purchased by the County for conversion into schools. A 2008 article in the International Economic Development Council’s *Economic Development Now* newsletter discussed the conversion of under-performing malls into medical malls in Prince George’s County, Maryland and other places.)

- Beginning in the early 2000s, big box developers such as Home Depot, Wal-Mart and Best Buy began experimenting with smaller stores (15,000 – 50,000 square feet) for smaller population centers with other chains expected to follow the trend over time.
- Retail establishments are seeking to cluster in larger, master-planned and coordinated environments to draw larger numbers of shoppers and then pass them among multiple stores. Lifestyle centers (defined as “an open-air design with upscale architecture, vibrant public spaces and a critical mass of specialty retailers, cinemas and restaurants” are generating between 20 – 50% more per square foot than stores in older U.S. malls. (*CNN/Money*, January 12, 2005; DANTH, Inc. April 2010)
- Entertainment retailing, intended to give shoppers an experience beyond just the purchase of goods, is growing.
- Grocery stores are expanding in size and drugstores are moving toward larger freestanding stores, often including significant space for groceries. Walmart is establishing freestanding 42,000 square foot “Neighborhood Markets by Walmart” partly to counter the U.S. arrival of British grocer Tesco (the third largest global retailer). The new locations are described as convenience stores that fill the gap between Walmart Discount Stores and Supercenters, offering full lines of groceries, pharmaceuticals, health and beauty aids, photo developing services, and a limited selection on general merchandise. There are now 220 Neighborhood Markets, up from 151 in 2010.
- Prior to the recent recession, chain restaurants were proliferating, causing more competition for local restaurants. However, the recession resulted in many bankruptcies in the chain restaurant sector (e.g., ARG Enterprises, Buffets Holdings, Metromedia Restaurant Group).



E-Commerce is Changing the Need for Space

The Internet is now involved in 45% of retail sales, sometimes as the method of purchase, and often as preliminary research before deciding what to buy and from whom. A common fear is that the expansion of electronic commerce will cause a significant reduction in the demand for space. While this may be true at the retail end of the chain as more people buy more goods without visiting a store, the opposite is occurring at the distribution end. More e-commerce vendors are requiring increasing amounts of order fulfillment space, scattered in a variety of locations. Many of these facilities do not need high bay space for racking systems – rather, they need large footprint space with sophisticated conveyor, sorting, and shipping systems. Many older, low ceiling manufacturing or retail buildings are ideal for conversion into this type of use as long as column spacing is adequate. E-commerce fulfillment facilities also frequently employ more workers than traditional distribution warehouses, although not necessarily at high wages. The current state of e-commerce is one of rapid change, and perhaps turmoil.

The Global Job Market and Search for Costs Savings are Changing the Need for Space

The emergence of strong employment areas in other countries will continue to have an impact on the amount of space U.S. companies need. Offshoring has impacted many types of jobs including those in technology, financial services, engineering, programming, accounting and many other fields. Other companies are reducing costs by setting their workers up in home offices. Both of these trends are resulting in a declining need for new construction and increasing vacancies in existing space. These and similar trends are currently being exacerbated by the continuing weak US economy. Communities in need of additional tax revenues from new commercial construction are being hurt by reduced company needs for space.

Other Trends Impacting Space Needs and Facility Locations

However, there are counter-trends as well.

- The weakness of the dollar has encouraged “in-sourcing” – the attraction of foreign investment for facilities (and employment) in the United States.
- Customer service dissatisfaction with overseas call centers and similar operations has caused firms like Dell Computers, AT&T and Delta Airlines to rethink the cost-benefit relationship of moving these operations overseas resulting in “back-shoring” or “reshoring”.
- Higher fuel prices are changing the perceived ideal proximity among suppliers, producers, distributors, customers and labor supply.

Education is Needed to Overcome Community Concerns

Modern business facilities are vastly different from their predecessors. Architectural design, building code requirements and performance standards all aim at making business buildings and operations more attractive and better neighbors. Frequently, community hesitation to committing to more economic development is a reflection of a deserved dissatisfaction with the negative consequences of older projects. Community education is often a necessity to demonstrate that these kinds of negatives are no longer likely under the community’s current regulations, policies and procedures, and that the country is full of examples of high quality business buildings that are good neighbors and don’t detract from the community character.

Think—and Behave—Entrepreneurially

Economic development is one of the few areas of community expenditure where a return-on-investment can – and should – be expected. Across the country, communities are increasingly thinking and behaving entrepreneurially. They are willing to make strategic investments in projects or the community infrastructure necessary to obtain and support company expansions and locations, with the calculated expectation that this investment will reap the jobs, tax base and quality of life improvements the community desires. Increasingly, communities are

investing in projects located outside their boundaries and being compensated like private developers. Often these projects are joint ventures by multiple governmental units, such as FirstPark, a business park in Maine being developed by 24 communities in partnership with each other.

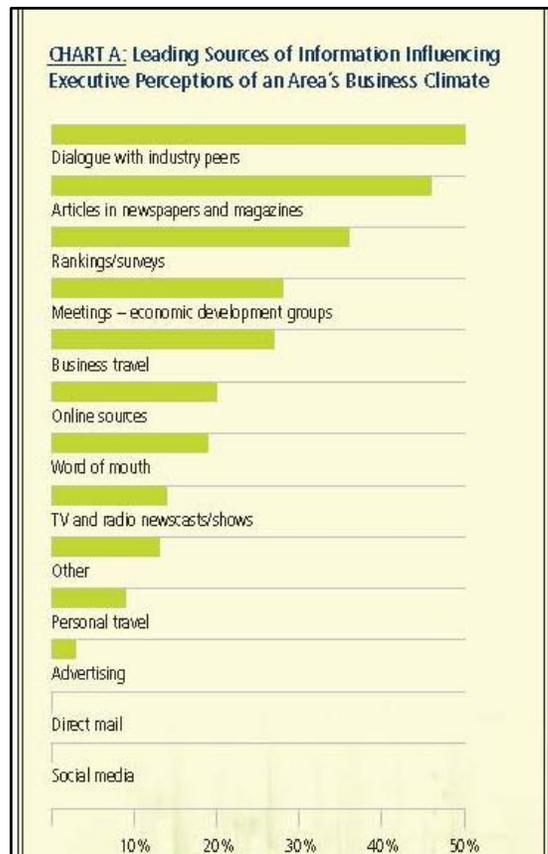


Community Preparation is Paramount

In the world of economic development, communities (or regions) are commodities. Companies select locations based on how well the location meets the company's needs – not just on how aggressive and sophisticated the area's marketing program is. While a thrust of North Stonington's economic development program may be to position the community for an aggressive marketing effort, community leadership and residents must recognize that the community is a commodity in a highly competitive marketplace, and you must constantly strive to make necessary product improvements. Some of these improvements will be physical in nature; some will be procedural; and some will require additional planning.

Community Image and Attitude Can Make or Break You

Every resident of North Stonington is a member of the community's marketing team – but business executives rely on other sources of information in forming their opinions of an area's business climate. A 2011 survey by Development Counsellors International (DCI – New York, NY) reported that corporate executives use dialogue with industry peers (50%), and articles in newspapers and magazines (46%) as the leading sources of information influencing their perception of an area's business climate. (These same factors have consistently ranked as the top 2 in earlier DCI surveys conducted every three years since 1996.) A positive image and attitude can be an important marketing tool – a negative image and attitude can be a huge obstacle. Understanding how businesspeople in North Stonington or nearby feel about it as a location for business must be an essential – and ongoing – element of your economic development preparation and marketing efforts.



Competitive Assessment

Table 1 provides a summary listing of North Stonington’s primary strengths and weaknesses as a location for business. Items noted in bold were cited by numerous sources. These opinions were gathered from a combination of research methodologies including interviews, group meetings (including a public workshop on April 28, 2012), and a survey distributed to local businesses (with very limited response) and key Boards and Commissions of the Town.

As will be noted and should be expected, there are differences of opinion on many items, with the same topic sometimes listed as both a strength and weakness. These differences reflect, in part, the variety of perceptions and opinions that exist among the Town’s residents. An example is the evaluation of local taxes, which some think are reasonable and others think are too high.

The strengths listed below help to identify community attributes that support business attraction and growth. The weaknesses help to identify community attributes that may require attention in order to improve North Stonington’s competitiveness, or are obstacles that must be compensated for. However, it must be noted that many of the weaknesses exist at the state level with no ability to correct them locally.

**Table 1
 North Stonington, CT Strengths and Weaknesses Summary**

Strengths	Weaknesses
Location and Access to Markets	
<ul style="list-style-type: none"> ▪ Strategic location between Boston and New York, and including Providence and Hartford ▪ I-95 access = market access ▪ Centralized business area along Route 2 ▪ Low “clutter” level ▪ Traffic counts ▪ Business clients love the rural atmosphere ▪ Location of mini cities, Norwich, New London & Westerly 	<ul style="list-style-type: none"> ▪ Cost of gas is high and therefore reflected in shipping costs and transportation costs for businesses ▪ Traffic on Rte 2 and I-95 especially in the summer ▪ Route 2 in North Stonington is not a good business route – narrow, twisting, no street lights or shoulders ▪ Lack of focused retail shopping areas ▪ Lack of local support ▪ No synergy for business uses so businesses could reinforce each other.
Transportation	
<ul style="list-style-type: none"> ▪ Excellent access to I-95 with two exits bookending the Town’s primary area intended for economic development ▪ Rail nearby in Westerly, NL and Mystic ▪ Groton, Westerly and Providence Airports nearby ▪ One hour to 3 airports 	<ul style="list-style-type: none"> ▪ Some congestion along Rte 2 and distracted drivers ▪ Limited train service to major cities ▪ New London closest cargo train ▪ Most roads are narrow, scenic roads. Rte 2 is the only main Rd through town (Rte 49 too) ▪ Need better lighting & turning lanes on Rte 2

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Easy to “sort out” and find Business location in town ▪ Close proximity to I-95, trains, trucking and ferries 	<ul style="list-style-type: none"> ▪ Nonexistent ▪ We couldn’t handle a large recreational facility if one were to be planned ▪ Poor condition of roads/bridges (and poor drainage in some areas)
Utilities and Telecommunications	
<ul style="list-style-type: none"> ▪ Good telecommunications - all services available ▪ Sit on aquifer – opportunity to sell water ▪ Big water resources & supplier for region ▪ Have a gas line ▪ Electric service decent 	<ul style="list-style-type: none"> ▪ No sewers and limited public water ▪ Unreliable cellular service in some areas ▪ Inadequate high speed data transmission ▪ Electric Power expensive and erratic ▪ Power outages can be severe ▪ Natural Gas along Route 2 only ▪ Limited cable (but Comcast has made NS a priority) ▪ Cost to business is high because of no water and sewer
Workforce	
<ul style="list-style-type: none"> ▪ Well educated labor force - highly skilled workers in Town and region ▪ Desire by many to work locally ▪ Decent supply of potential workers- good pool to draw from ▪ Many schools (colleges – higher education) nearby which contributes to an educated workforce ▪ Farming employment 	<ul style="list-style-type: none"> ▪ Small town gives lower supply of workers ▪ Lack of local labor force
Education	
<ul style="list-style-type: none"> ▪ Many schools (colleges – higher education) nearby which contributes to an educated workforce ▪ K-12 School system ▪ Small school gives great community support, good teachers, positive learning environment. Centrally located. 	<ul style="list-style-type: none"> ▪ Possible loss of high school & constant threat of closing school ▪ Schools have very low enrollment – lack all the programs of a larger school – lack after school programs and sports ▪ Cost of testing/improvements prohibitive for schools and businesses – State regulations an issue ▪ School board is ineffective in decision making
Business Climate	
<ul style="list-style-type: none"> ▪ P&Z and staff are slowly improving regulations and processes ▪ P&Z encourages workshops 	<ul style="list-style-type: none"> ▪ Overly long and complex zoning regulations ▪ Too many Special Permits required

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Some townspeople becoming really involved- trying to reach out (e.g., Holly Green Business owners) ▪ Cooperative P&Z Commission actively trying to change its reputation or town’s reputation of being business unfriendly ▪ Trying to enact business friendly regulations 	<ul style="list-style-type: none"> ▪ Land use regulations need a complete overhaul ▪ Town is perceived poorly ▪ Little Town Government support, hands- off attitude toward business ▪ Rhode Island has been more aggressive than Connecticut ▪ Need more predictability and fewer Special Permits ▪ Lack of flexibility in Zoning Regulations ▪ Signage Regulations business unfriendly ▪ Other towns seem more welcoming to businesses - better able to entice business ▪ Many townspeople not interested in attracting businesses or are not open to development and change – yet we have undesirable businesses very visible on Rte2 close to schools ▪ Nowhere to spend money <u>in</u> North Stonington (no grocery store, etc.) ▪ Onerous State Regulations ▪ Many obstacles in setting up a business in North Stonington
Taxes	
<ul style="list-style-type: none"> ▪ Local property and State taxes ▪ Competitive with other nearby towns (Ledyard, Preston) ▪ Some tax abatements available 	<ul style="list-style-type: none"> ▪ High State and local taxes ▪ High local taxes for minimal services provided ▪ Not enough tax incentives to draw potential business away from RI – State taxes do not compare favorably with RI ▪ Taxes and cost of living among highest in the Country- many companies closing to leave CT or go overseas. Many businesses are permanently closed, bankrupt or cutting staff.
Support Services	
<ul style="list-style-type: none"> ▪ Availability of supplies and support services nearby (I-95 facilitates) ▪ Many schools (colleges – higher education) nearby which contributes to an educated workforce ▪ Many subcontractors available and in need of 	<ul style="list-style-type: none"> ▪ Costs very high (when compared to many areas of the country)

Strengths	Weaknesses
<p>work</p> <ul style="list-style-type: none"> ▪ Costs of goods and services low when compared to the 2 nearest major metropolitan areas to the north and south (Boston & NY) 	
Available Sites and Buildings	
<ul style="list-style-type: none"> ▪ Have large undeveloped parcels along the highway ▪ Good land available and much in single ownership which is easier to deal with ▪ Lots available near rotary (fronting on Rte 184 and Rte 2) ▪ Availability of land on Rte 49 & Route 2 ▪ Available large open spaces ▪ More land for development if sewers are put in 	<ul style="list-style-type: none"> ▪ Businesses looking at vacant properties first – a great deal of competition within the region ▪ Mashantuckets own or control much of the land in the Industrial Zone and CD and OR Zones – one owner makes land expensive ▪ Limitations of developability of some areas zoned for business use by topography, wetlands, aquifer, other factors ▪ Lack of sites considered to be “shovel-ready” ▪ Limited land available for office space ▪ Access can be difficult to some of the larger parcels available ▪ High cost of land ▪ Little affordable financing ▪ Few services offered that would entice businesses to locate here - other towns provide better services ▪ Few sites available that would be considered “prime” ▪ Many of the currently available sites are small
Financing & Incentives	
<ul style="list-style-type: none"> ▪ Some tax abatements available ▪ Local agencies active (seCTer, Chamber of Commerce) ▪ Chelsea Groton Bank is a strong bank and located in NS ▪ EDC and NSBA more active 	<ul style="list-style-type: none"> ▪ Little affordable financing/capital to assist businesses ▪ There are no resources or assistance programs ▪ Not enough tax incentives to draw potential business away from RI – State taxes do not compare favorably with RI ▪ Other towns seem more welcoming to businesses - better able to entice business ▪ These programs can be political

Strengths	Weaknesses
Public Services/Facilities	
<ul style="list-style-type: none"> ▪ Active Senior Center ▪ Recreational Facilities ▪ Transfer Station ▪ Volunteer Fire and Ambulance ▪ K-12 School system 	<ul style="list-style-type: none"> ▪ Limited transfer station - No trash pick-up or bulky waste pick up ▪ Firemen are volunteer – not paid ▪ No Police Department - only have resident State Troopers – no real police presence ▪ Difficult to contact police ▪ Snow plowing of roads ▪ Few services offered that would entice businesses to locate here - other towns provide better services ▪ Schools have very low enrollment – lack all the programs of a larger school – lack after school programs and sports ▪ Provincial school system with need to able do things in depth ▪ School system could be more competitive if worked better with others to create synergy ▪ Recreational center needs work ▪ Recreation is not well marked, Tennis Courts in disrepair, walking trails exist but are not well known
Quality of Life	
<ul style="list-style-type: none"> ▪ Highly desirable community character and small town feel ▪ Good housing availability ▪ Rural community ▪ Low crime ▪ Lots of open space – preserved land – trails ▪ Great place to live ▪ Low key community ▪ Rural character ▪ Many outdoor recreational opportunities (lakes, trails, horseback riding etc). State Forest land in town ▪ Good walking trails for recreation ▪ Recreational programs ▪ Nearby Casino for entertainment ▪ RI Beaches very close ▪ Shopping very close (in both directions) 	<ul style="list-style-type: none"> ▪ Fear that economic development will change the essential character of the community ▪ Nowhere to spend money in North Stonington (no grocery store, pharmacy, etc.) ▪ Possible loss of high school would hurt quality of life ▪ Lack of housing choice - no multifamily housing (limited types of housing – mainly SFR on large lots) ▪ Limited shopping in town (but available close by) ▪ Limited cultural activities right in town (but available close by) ▪ No affordable housing for workers ▪ Lack of affordable housing ▪ No rental housing High cost of living, taxes

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Large lots ▪ Many library programs ▪ Farms ▪ Grange and youth programs. 4H program. ▪ Annual Agricultural Fair ▪ Town committed to the future – acquired Hewitt farm property ▪ Many churches are an asset to heritage and QOL in town ▪ Culture ▪ Many artists ▪ Active Senior Center 	<ul style="list-style-type: none"> and lack of potential employers ▪ Difficult to age in place or for young people to remain in town ▪ No public transportation ▪ Low minimum wage ▪ Crime rising all around (including NS) ▪ Need better services for Seniors, especially low income ▪ Recreation is poor
Image and Visibility	
	<ul style="list-style-type: none"> ▪ Town lacks a widely shared, unifying vision of what it is and wants to be ▪ North Stonington does not have a clear image or brand ▪ Board of Selectmen is perceived as not providing as much leadership as necessary and not having a clear direction ▪ The EDC is perceived as being very fractured and ineffective with no clear direction ▪ P&Z is perceived as being “control freaks” ▪ Vocal groups going to meetings & driving agendas ▪ Commissions working independently & not interacting with each other ▪ Planning is more reactive ▪ Everyone is fighting on their own turf
Other Topics	
<ul style="list-style-type: none"> ▪ Town has limited debt ▪ Many small businesses ▪ New businesses opening up (catering, childcare, landscaping, medical center, Dr. offices and Dentist in town) ▪ Holly Green businesses reaching out to the community ▪ Buon Appetito doing well 	<ul style="list-style-type: none"> ▪ Widely held and/or perceived anti-change/anti-growth mentality ▪ Anti development people serving on boards & commissions ▪ Limited staff time availability for economic development ▪ Village impaired by the lack of bridge repair ▪ Town divided (physically) ▪ Rumor mill is rampant, gossip & stories

North Stonington Demographic Analysis

Introduction

A review of data relating to a local or regional economy is usually an early step in the consideration and evaluation of a location by companies looking for a new location or comparing their current location with alternatives. The International Economic Development Council (IEDC) maintains a recommended standardized data base (referred to as the Site Selection Data Standards) providing a set of 25 spreadsheets that captures the data points most frequently sought by companies and site location consultants; this set of spreadsheets and an accompanying article about the importance of the Site Selection Data Standards can be found at http://www.iedconline.org/?p=data_standards.

The Connecticut Economic Resource Center (CERC) is the primary agency for collecting and presenting available data for Connecticut and Western Massachusetts, and uses the IEDC Data Standards. It is important to note the word "available"; while the IEDC Data Standards present an ideal world, not all data is available for every location, particularly smaller communities such as North Stonington. This document provides a data profile of North Stonington prepared by CERC in April 2012 based on the best available information at that time, with some additional information gathered from other sources by Garnet Consulting Services, Inc. Relevant commentary about the meaning of the data is provided.

This Demographic and Economic Analysis covers the following topics, for the Town, New London County (the region) and the State of Connecticut, with comparisons between the years 2000 and 2010, the points for which the most data are available.

Dimensions 2000 to 2010

- Population
- Age
- Race and ethnicity
- Households
- Housing
- Educational attainment
- Labor force and employment
- Commuting times
- Traffic counts
- Incomes and wages
- Wages
- North Stonington
- New London County
- Connecticut



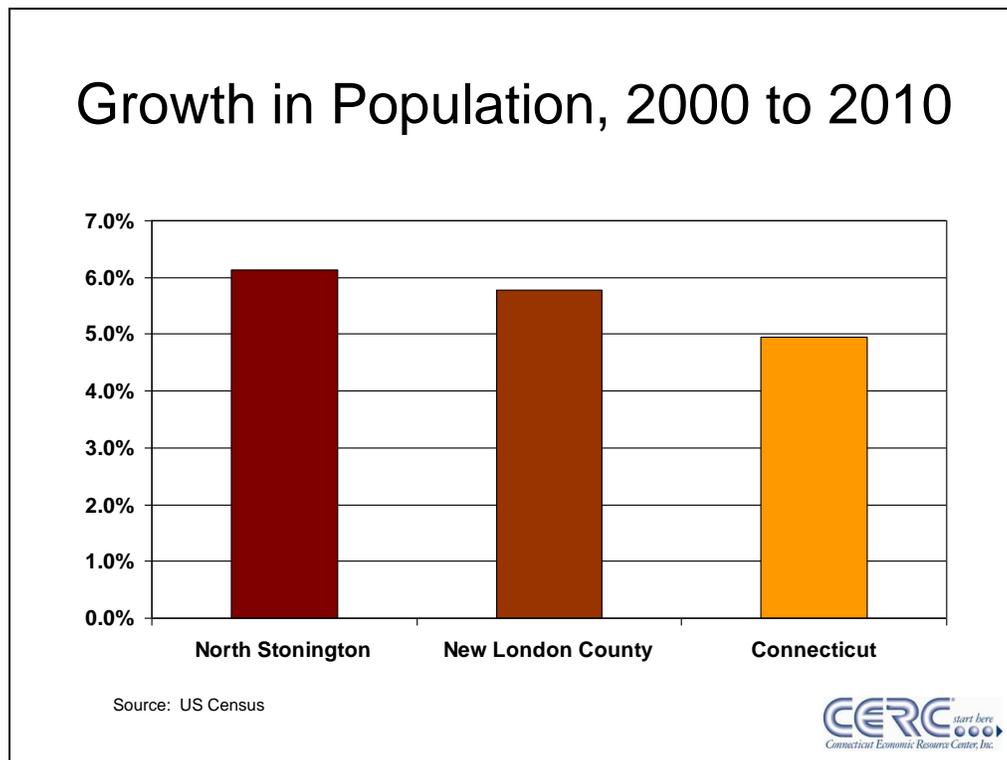
Population and Age

The first section of this Demographic and Economic Analysis provides information on population and age.

Figure 1 shows North Stonington is a slowly growing community, although at a slightly higher rate than New London County and Connecticut. In 2010 there were 5,297 residents, 306 more than in 2000. Between 2000 and 2010 the population increased by 6.13 percent in North Stonington, by 5.78 percent in New London County, and by 4.95 percent in Connecticut. CERC's current (2011) estimate of North Stonington's population is 5,300 with a projected growth to 5,505 (a 0.8% annual growth rate) by 2016.

North Stonington's small population and slow growth rate would normally not position the town as a potential regional shopping destination. However, these "population deficiencies" (from the perspective of most retailers and personal service businesses or developers of retail/service complexes) are offset somewhat by high traffic counts on I-95 and Route 2 (see Table 4 in the section on Traffic Counts for most recent traffic counts from the Connecticut Department of Transportation).

Figure 1



Conversely, much of the traffic on Route 2 is bound for the Foxwoods casino complex, with limited motivation to stop at retail or service establishments. This competition for shopping dollars will increase (to North Stonington's disadvantage) when the 312,000 square foot, 85

store Tanger Outlet Center at Foxwoods is completed (no specific completion date has been announced).

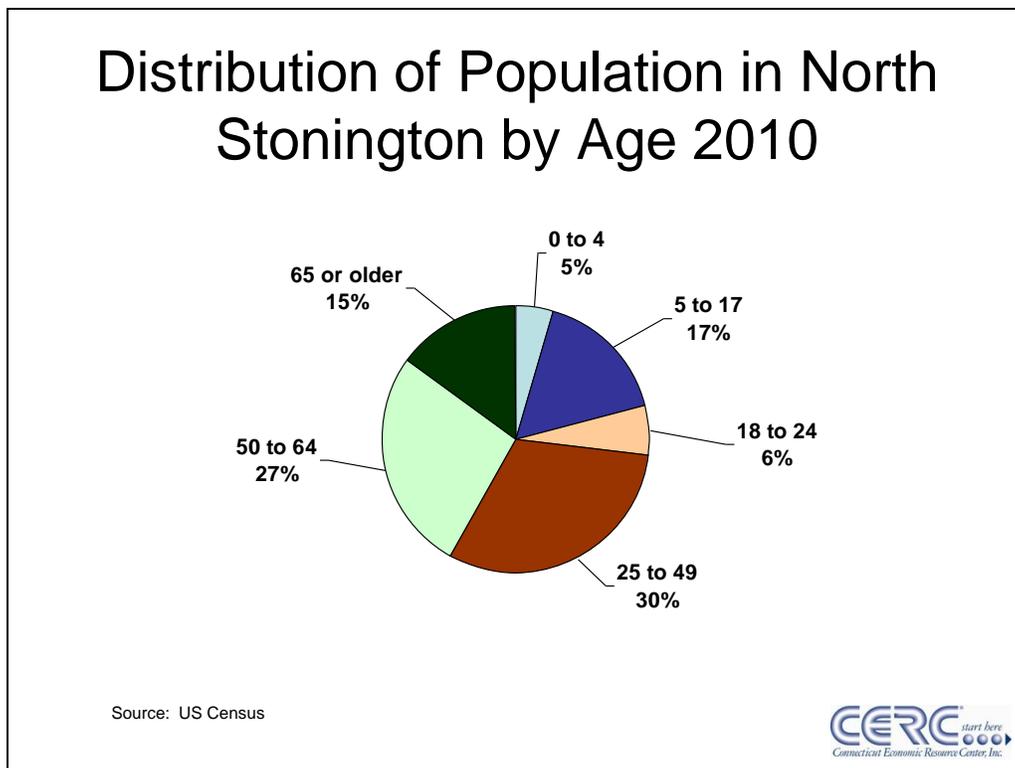
In both 2000 and 2010 the population in North Stonington accounted for 1.93 percent of New London County.

North Stonington is an older and aging community. As shown in Figure 2, 42 percent of its 2010 population was 50 years of age or older, with another 30 percent between 25 and 49. Stated differently, 42 percent of the population is already of retirement age or approaching it. While current economic conditions may keep many of these residents in the workforce longer than they anticipated, this is likely to change rapidly if the economy strengthens.

North Stonington's small cohort in the 18 to 24 year-old age group – only 6 percent of the population – does not provide a large pool of entry level or younger workers. This is offset by potential commuters into North Stonington from the surrounding region.

Thirty percent of the Town's population is in the primary working age population of 25 to 49. Older data (2000) from CERC's North Stonington Community Profile (see Appendix A) shows that the vast majority of North Stonington's residents in the labor pool commute out of town for employment. It is not likely that this situation has changed much since 2000.

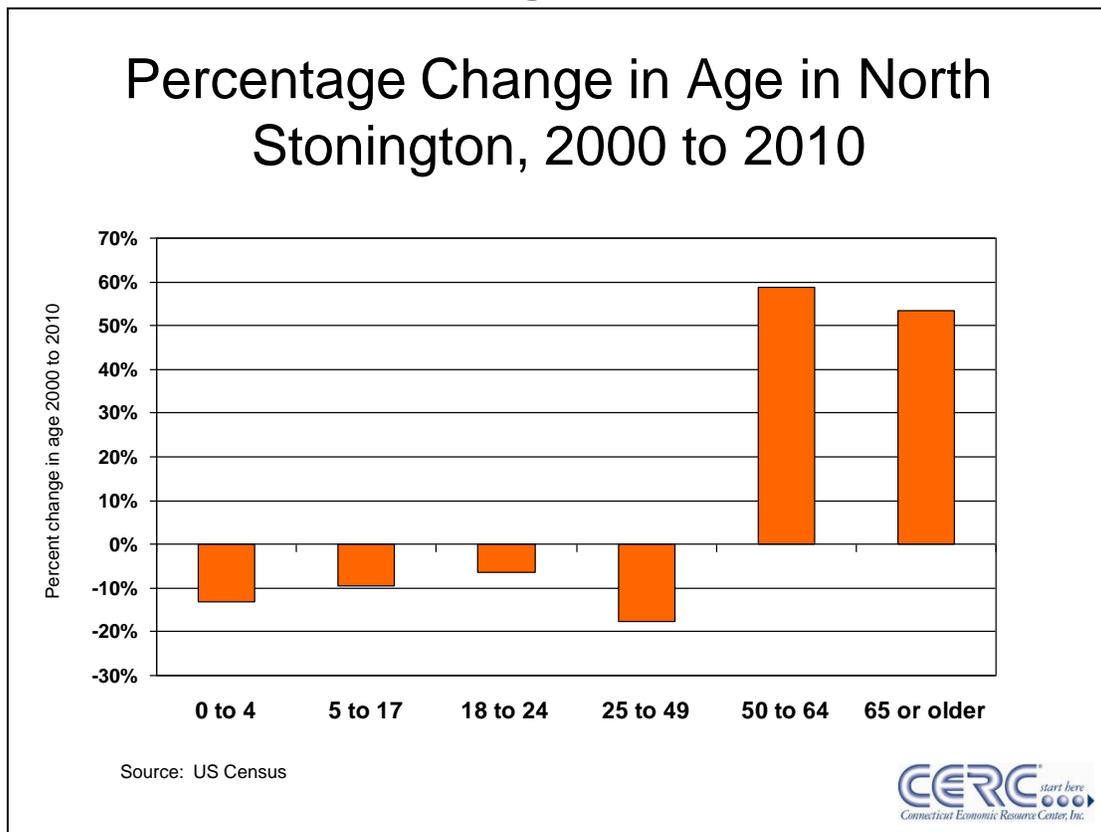
Figure 2



North Stonington's age mix results in a median age of 39.6, compared to New London County's median age of 37.0 and Connecticut's median age of 37.4. This is not considered enough of a differential to discourage employers considering North Stonington as a location, but does suggest a retail or service mix aimed at an older population.

However, if current trends hold (see Figure 3), North Stonington will continue to age rapidly, and in the future may be perceived (and be) an enclave of older residents not in the workforce. Between 2000 and 2010 North Stonington experienced a shift in the distribution of the age of its population toward the 50 or older age groups, with noticeable declines in primary workforce and younger groups.

Figure 3

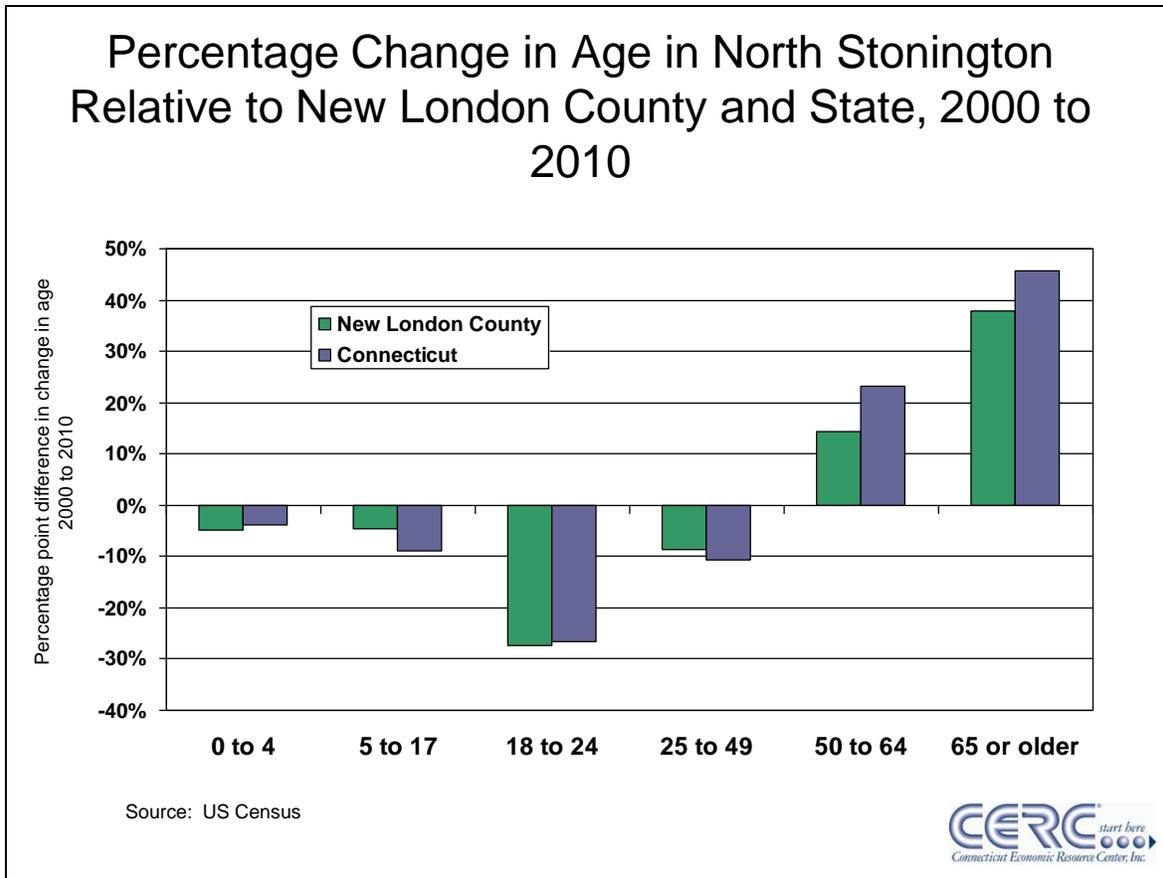


The decline in the school age population (5 to 17) is a primary factor in current consideration of closing North Stonington's high school, considered by many as a serious detriment to the town's quality of life.

In comparison with Figure 4, North Stonington's shift in age distribution between 2000 and 2010 toward the older age cohorts shown in Figure 3 exceeded the shifts experienced by New London County and the State. North Stonington's 50 to 64 age group grew by nearly 60 percent compared to only a 15 percent increase for the County and a 23 percent increase for the State.

Similarly, North Stonington's 65 and older age group grew by about 53 percent compared to only a 38 percent increase for the County and a 46 percent increase for the State.

Figure 4

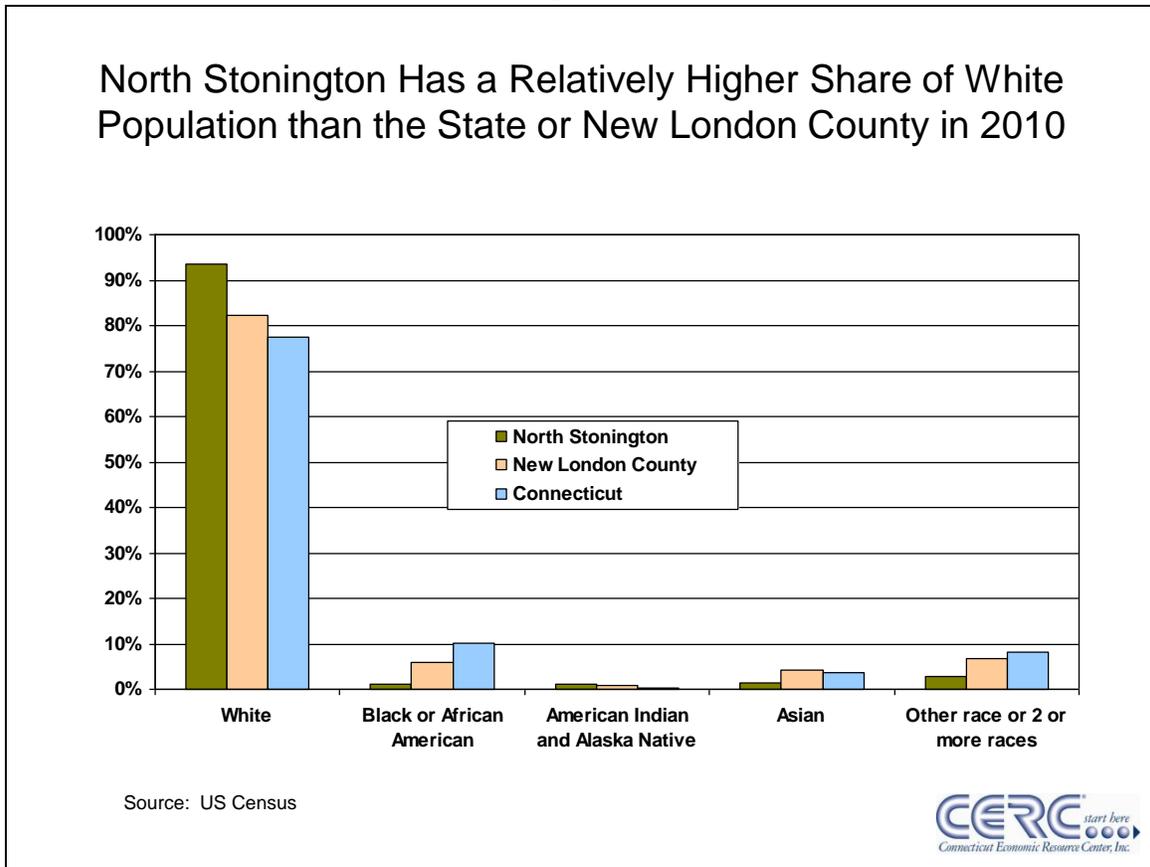


Race and Ethnicity

This section provides data on Race and Ethnicity. This data is currently not particularly significant from an economic development perspective (for example, there is no potential for an ethnically based market niche), but is presented here as a part of understanding the current and changing makeup of the community.

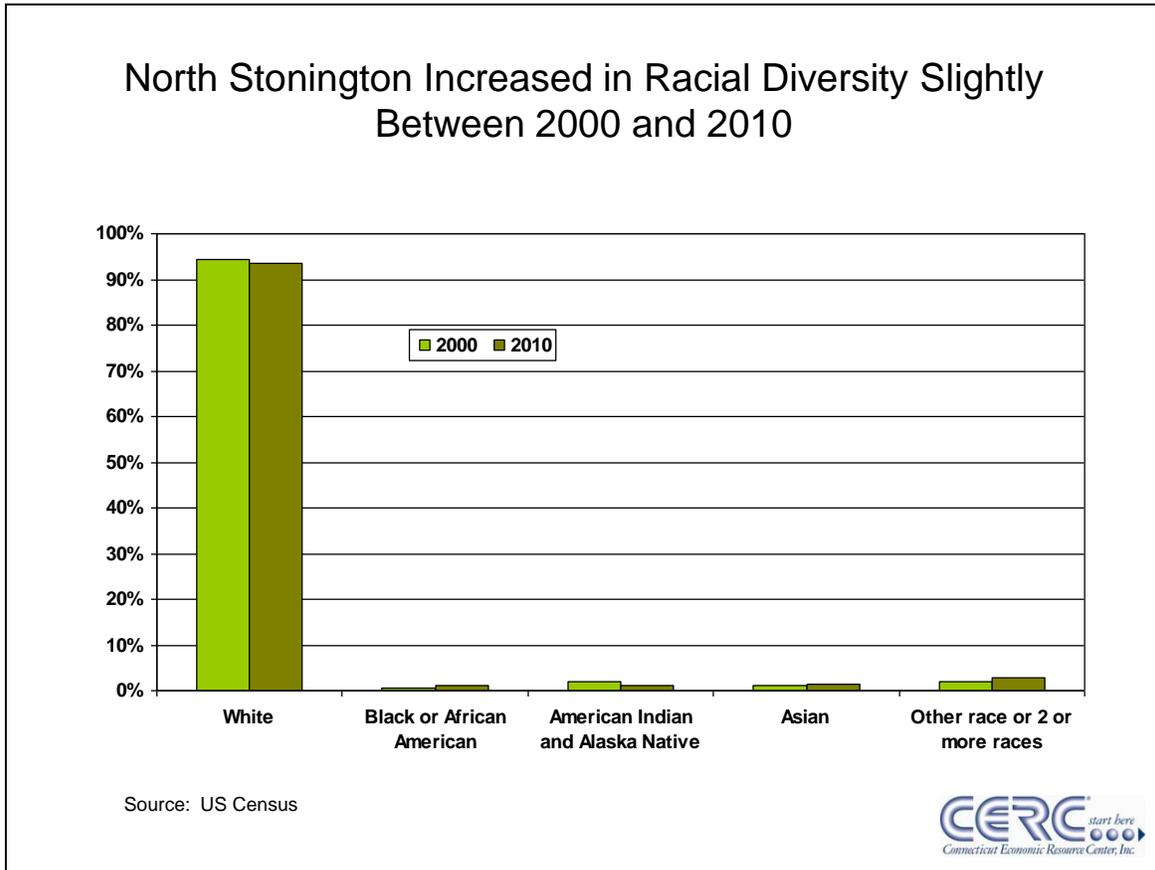
As shown in Figure 5, North Stonington is less ethnically diverse than both New London County and Connecticut.

Figure 5



However, as shown in Figure 6, between 2000 and 2010 the community became slightly more ethnically diverse, with the share of Whites declining from 94.3 percent in 2000 to 93.5 percent in 2010.

Figure 6

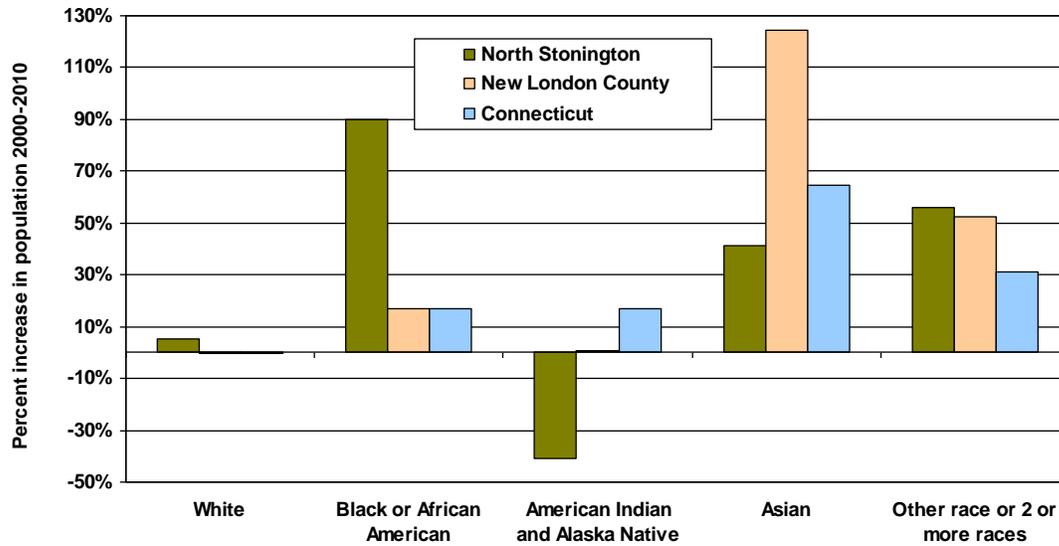


Within this small level of diversification, the largest change (see Figure 7) was in the Black/African American population, with a growth rate in this group that exceeded both the County and State; however, the growth in this group was only 27 individuals. Hispanics comprise a larger group in North Stonington (128 in 2010 and estimated at 144 in 2011) but as shown in Figure 8, had a smaller percentage of the population and slower growth rate than New London County or Connecticut as a whole.

As previously noted, this small level of growth and total population of non-White groups does not suggest the possibility of any ethnically focused market niches.

Figure 7

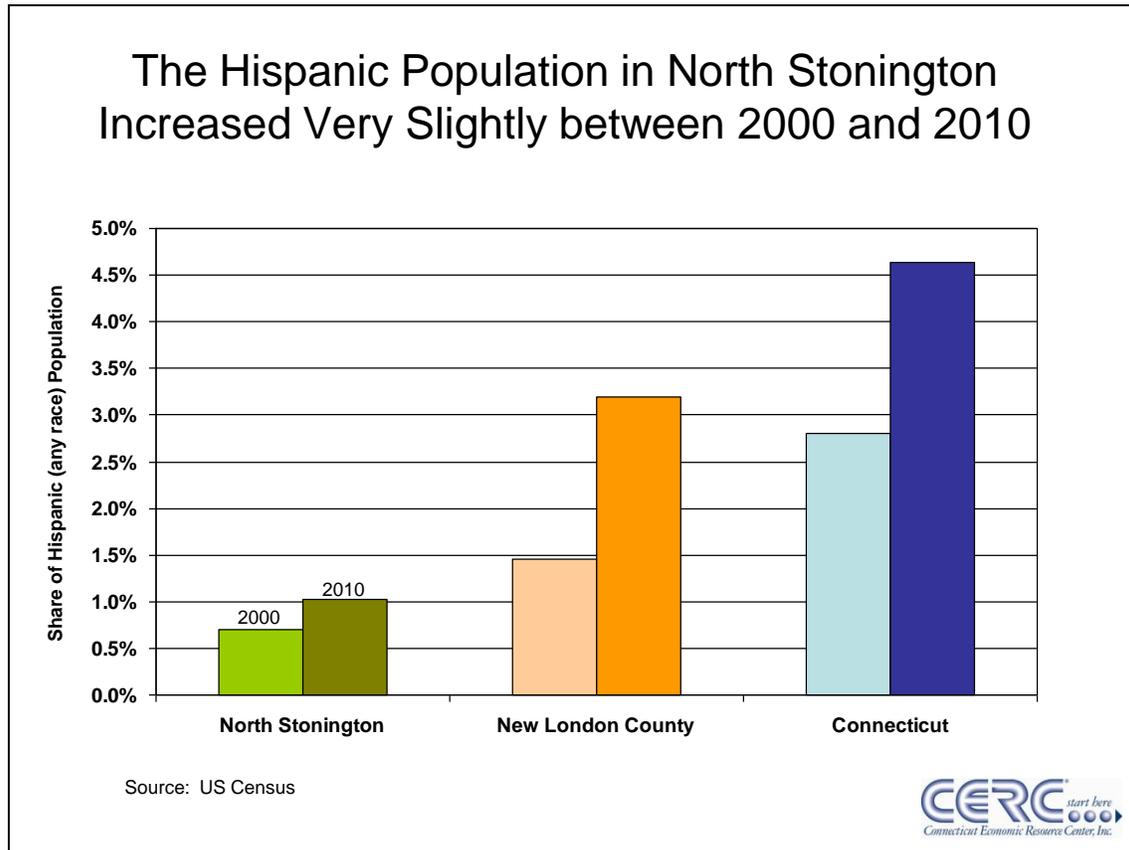
The Largest Increase in the Major Race Groups in North Stonington Between 2000 and 2010 was in the Black or African American Population - an Increase of 90% from 30 to 57 Residents.



Source: US Census



Figure 8



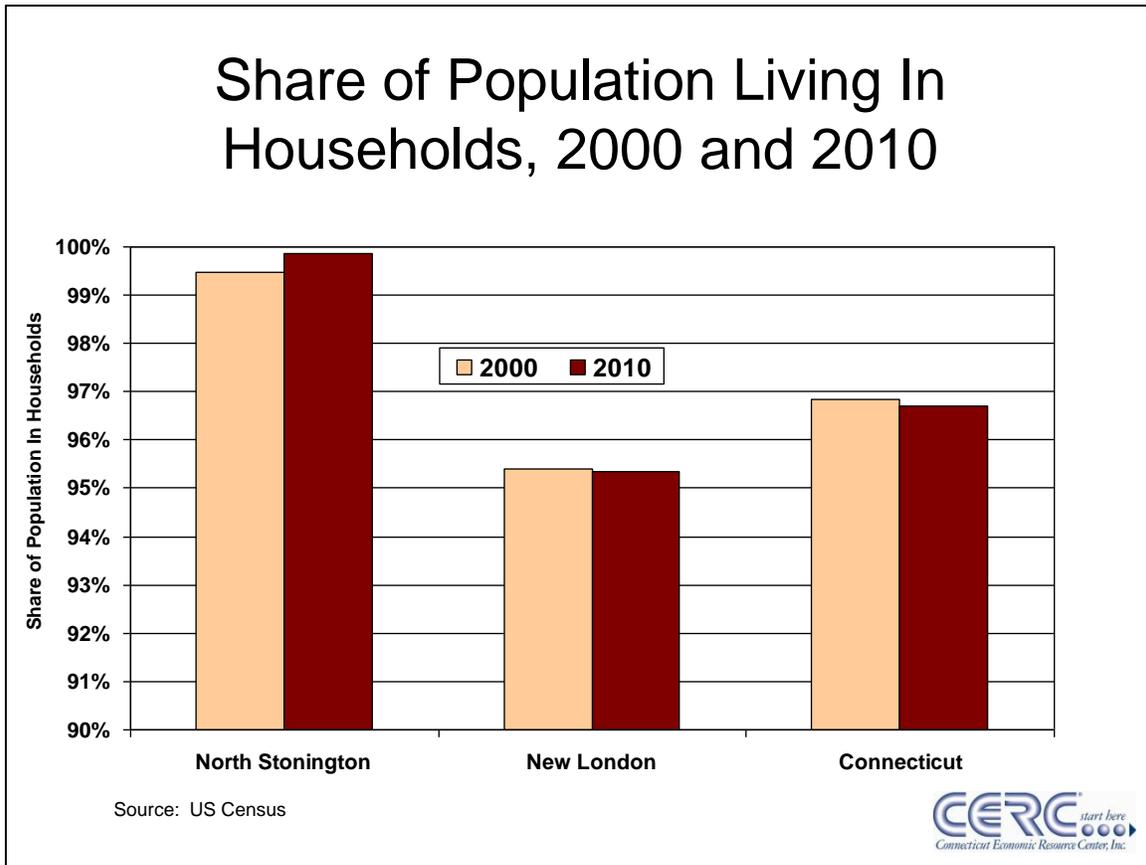
Housing, Households and Families

This section of the Demographic and Economic Analysis of North Stonington focuses on Housing, Households and Families.

Information on Household and Family composition can be important data in identifying retail or service needs and opportunities. As recognized in ESRI's Tapestry Segmentation Manual (see http://www.esri.com/data/esri_data/tapestry for an interactive "poster" summarizing ESRI's 65 market segments), different consumer or lifestyle groups have different characteristics and purchasing preferences and patterns. This type of market segmentation is frequently used by merchants – particularly major chains) in selecting new store locations.

As shown in Figure 9, North Stonington has a very high share of its population living in households (as opposed to group quarters) and that share increased between 2000 and 2010 while in the County and the State that population decreased. The remainder of the population lives in group quarters.

Figure 9

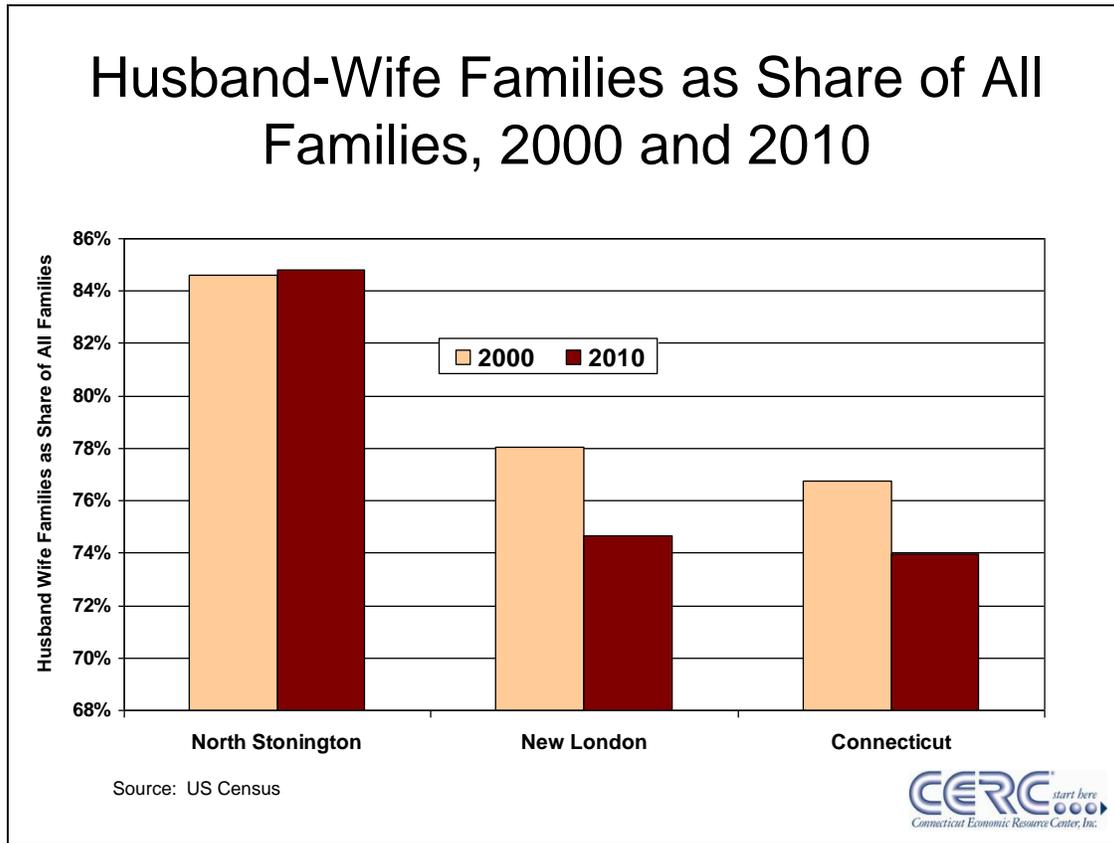


According to the U.S. Bureau of the Census:

“...a household includes all the persons who occupy a housing unit. A housing unit is a house, an apartment, a mobile home, a group of rooms, or a single room that is occupied (or if vacant, is intended for occupancy) as separate living quarters. Separate living quarters are those in which the occupants live and eat separately from any other persons in the building and which have direct access from the outside of the building or through a common hall. The occupants may be a single family, one person living alone, two or more families living together, or any other group of related or unrelated persons who share living arrangements. (People not living in households are classified as living in group quarters.)”

Figure 10 shows that, in comparison with the County and State, North Stonington has a significantly higher percentage of husband-wife families. Without taking income into account, but factoring in the age breakdown discussed above, this suggests that North Stonington may fall into a combination of the Traditional Living and Senior Styles Lifestyle Groups in the ESRI Tapestry Manual.

Figure 10



The Traditional Living group is described in the manual as follows:

The four segments in *Traditional Living* convey the perception of real middle America—hardworking, settled families. The group’s higher median age of 38 years also conveys their lifestage—a number of older residents who are completing their child-rearing responsibilities and anticipating retirement. Even though they’re older, many still work hard to earn a modest living. They typically own single-family homes in established, slow-growing neighborhoods. They buy standard, four-door American cars, belong to veterans’ clubs and fraternal organizations, take care of their homes and gardens, and rely on traditional media such as newspapers for their news.

The Senior Styles group is described as follows:

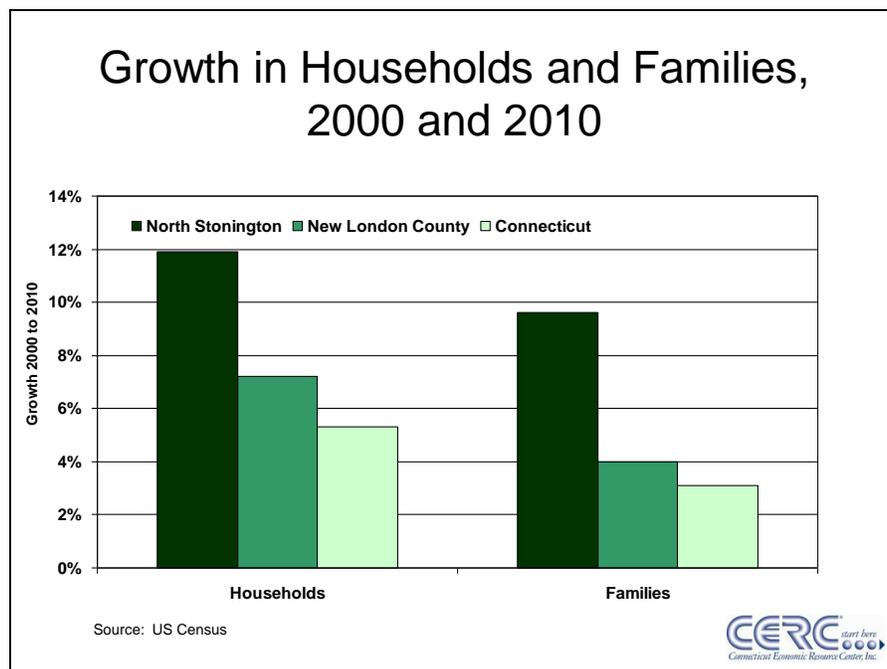
More than 14.4 million households in the nine *Senior Styles* segments comprise one of the largest LifeMode summary groups. As the U.S. population ages, two of the fastest growing American markets are found among *The Elders* and the *Silver and Gold* segments. *Senior Styles* segments illustrate the diversity among today’s senior markets.

Although incomes within this group cover a wide range, the median is \$45,396, attributable mostly to retirement income or Social Security payments. Younger, more affluent seniors, freed of their child-rearing responsibilities, are traveling and relocating to warmer climates. Settled seniors are looking forward to retirement and remaining in their homes. Residents in some of the older, less privileged segments live alone and collect Social Security and other benefits. Their choice of housing depends on their income. This group may reside in single-family homes, retirement homes, or highrises. Their lifestyles can be as diverse as their circumstances, but senior markets do have common traits among their preferences. Golf is their favorite sport; they play and watch golf on TV. They read the newspaper daily and prefer to watch news shows on television. Although their use of the Internet is nearly average, they are more likely to shop through QVC than online.

These descriptions should be useful to North Stonington in identifying the types of retailers or service providers that would have the most patronage from residents. However, given the small population and slow growth rate of the community discussed above, it is unlikely North Stonington can provide the “critical mass” of shoppers needed to meet the site selection criteria of most major chains. Retailers or service establishments that select a North Stonington location will most likely be single locations operated by someone from the community or nearby.

Figure 11 shows that the number of households in North Stonington grew by nearly 12 percent between 2000 and 2010 from 1,833 to 2,052. The percent increase in households in North Stonington was nearly 5 percentage points higher than New London County and more than 6.5

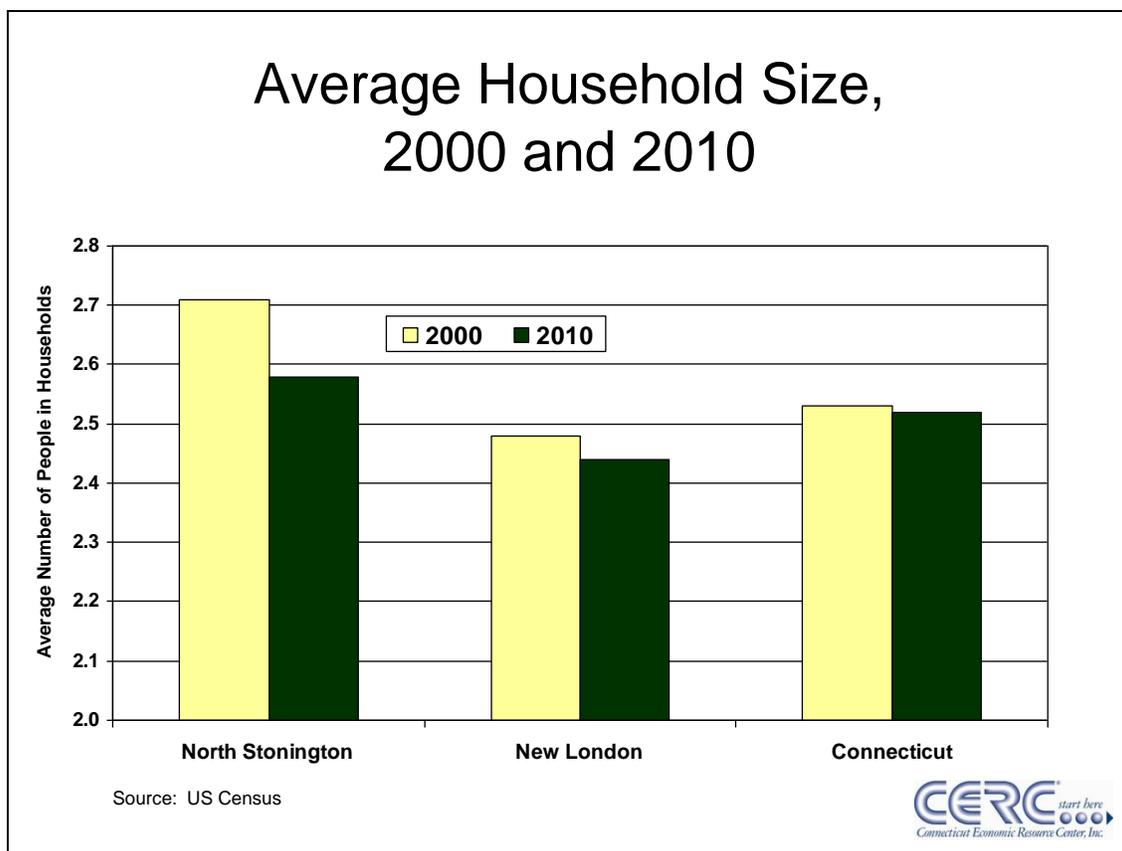
Figure 11



percentage points higher than the State. The growth in the number of families accounted for more than 60 percent of the growth in households in North Stonington and at 9.6 percent it was more than 5.5 percentage points higher than the County and 6.5 percentage points higher than the state. Again, these statistics indicate that North Stonington is comprised more of Traditional Living lifestyle groups than other groups identified in the Tapestry Manual.

Figure 12 shows that North Stonington's average household size (now 2.58) exceeds that of the County and State, but has declined more in size between 2000 (when it was 2.71) and 2010 than either the County or State. This is a national trend, with average household size shrinking constantly since 1970, when it was 3.1 nationally.

Figure 12

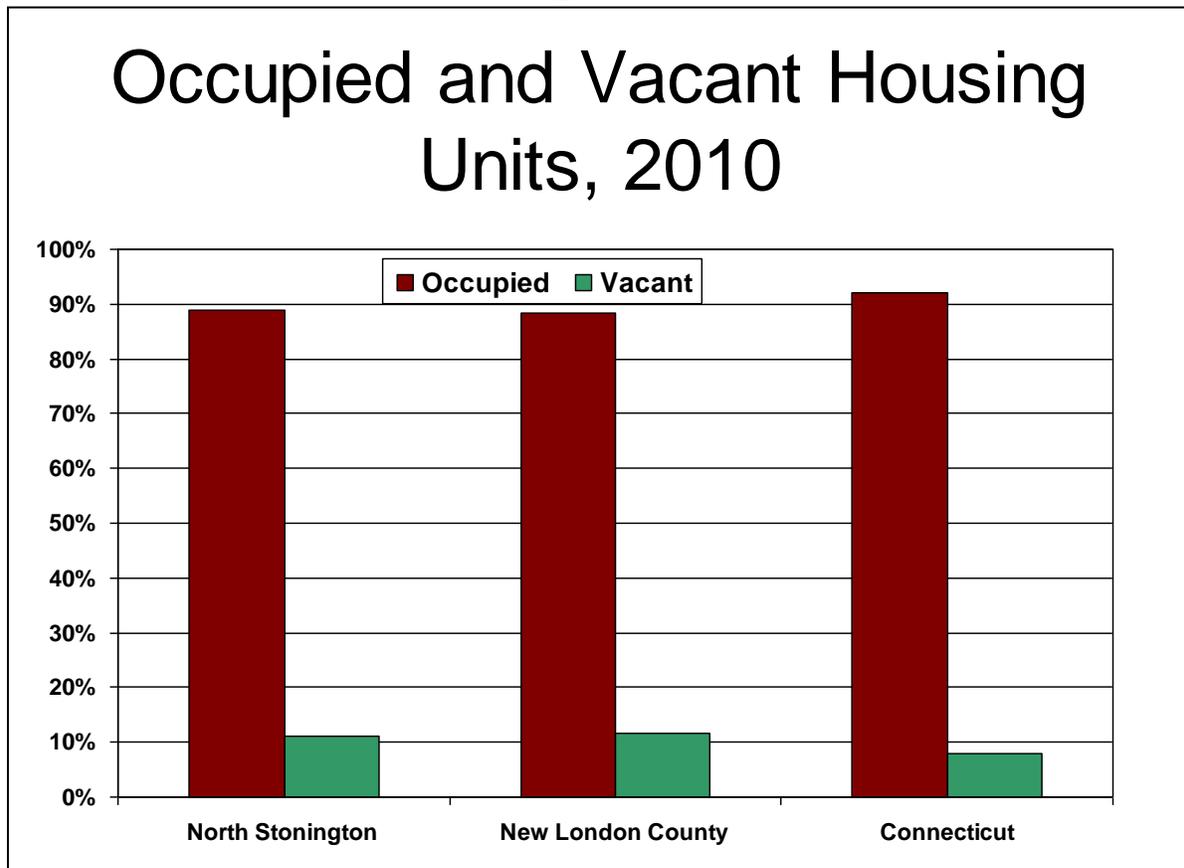


If the trend of declining household size but increasing household formations continues, this suggests continuing pressure for new residential construction and the need for stores selling all types of household furnishings. As previously noted, North Stonington's population would not be enough to support such establishments, but in combination with the regional population, transportation network (particularly I-95) and high drive-by traffic, stores serving the regional market could find a North Stonington location attractive. Shoppers from Rhode Island could be

expected to come to North Stonington to take advantage of the sales tax differential (6.35% in Connecticut versus 7.0% in Rhode Island) for larger purchases.

Figure 13 shows that North Stonington has a relatively low housing vacancy rate, with nearly 90 percent of housing units occupied. This is slightly higher than the County rate but slightly lower than the State rate. This is another factor that should be of interest to retail or service establishments serving the residential market as it indicates both strength in occupancy and growth possibilities as vacant units are filled.

Figure 13

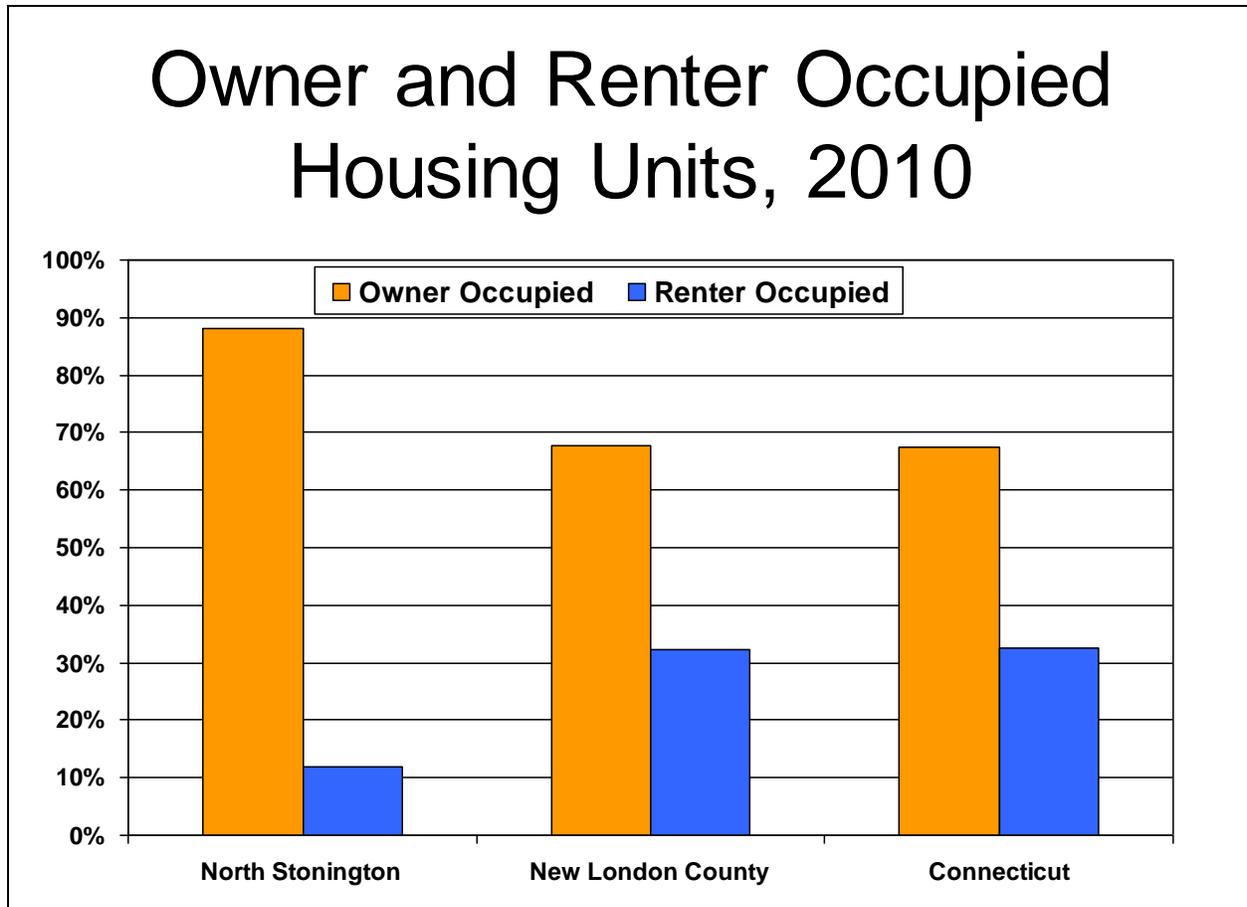


North Stonington is primarily an owner occupied, single-family housing market. Figure 14 shows the breakdown between owner-occupied and renter occupied housing units for the Town, County and State. North Stonington substantially exceeds both the County and State owner occupancy rate, and conversely is much lower in renter occupancy. This reflects the limited number of rental units in the Town.

In the future, if home values continue to rise (median house sale value in 2009 was \$241,000 according to CERC's North Stonington Town Profile shown in Appendix A) this will be a concern. Many younger people will not be able to afford to live in North Stonington because of a lack of affordable rental units. This will not only cause the median age of the community to continue to

rise, it may also make it difficult to provide an adequate number of volunteer firefighters needed by the Town.

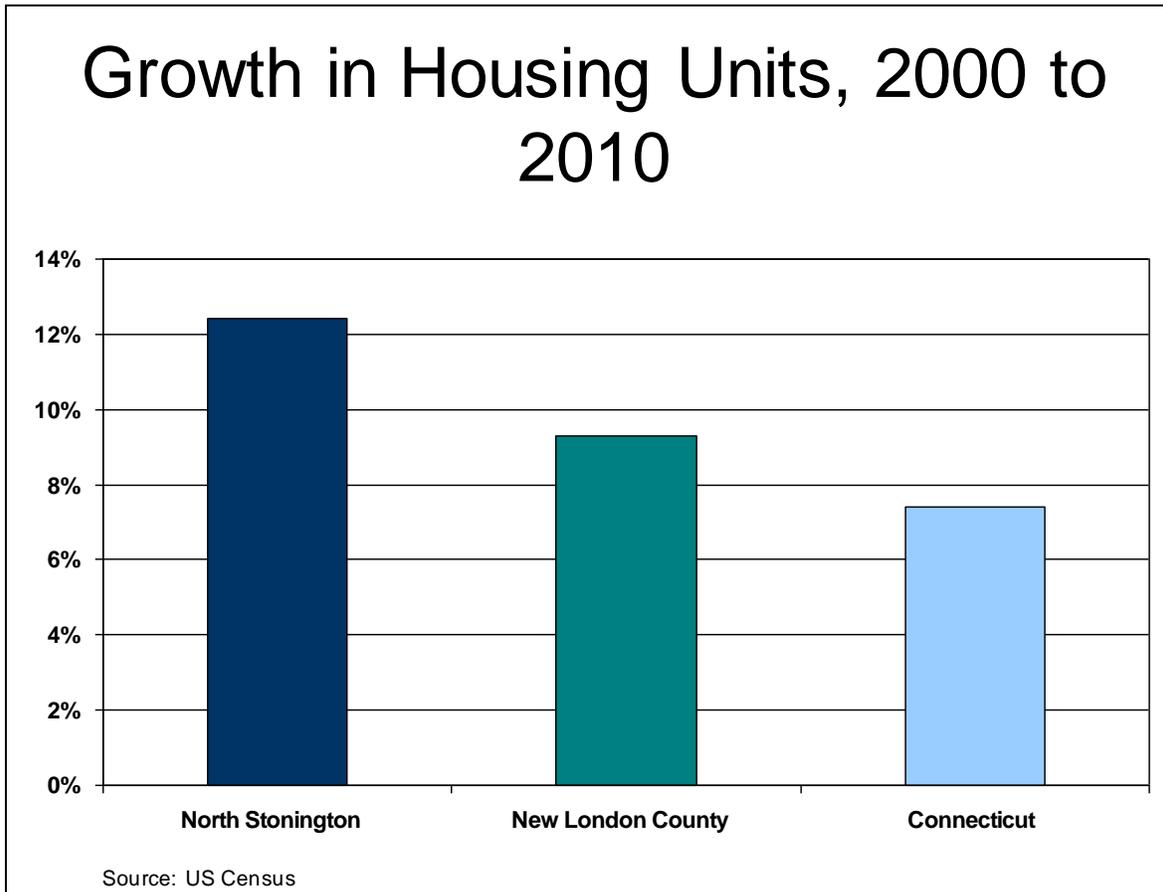
Figure 14



Between 2000 and 2010 North Stonington added 254 housing units, resulting in a growth of 12.4% as shown in Figure 15. New London County's housing stock growth rate was 3.1 percentage points less, but obviously working from a much larger base. Overall, the State of Connecticut had an increase in housing stock of 7.4 percent during the decade, 5 percentage points less than North Stonington's over the decade.

However, due to the current sluggish housing market, new home starts are down significantly throughout the region. For a community like North Stonington that is largely dependent on new residential construction for Grand List growth, this is a problem that can lead to a continually escalating mill rate and residential property tax bill. Additional commercial growth would help alleviate this condition.

Figure 15

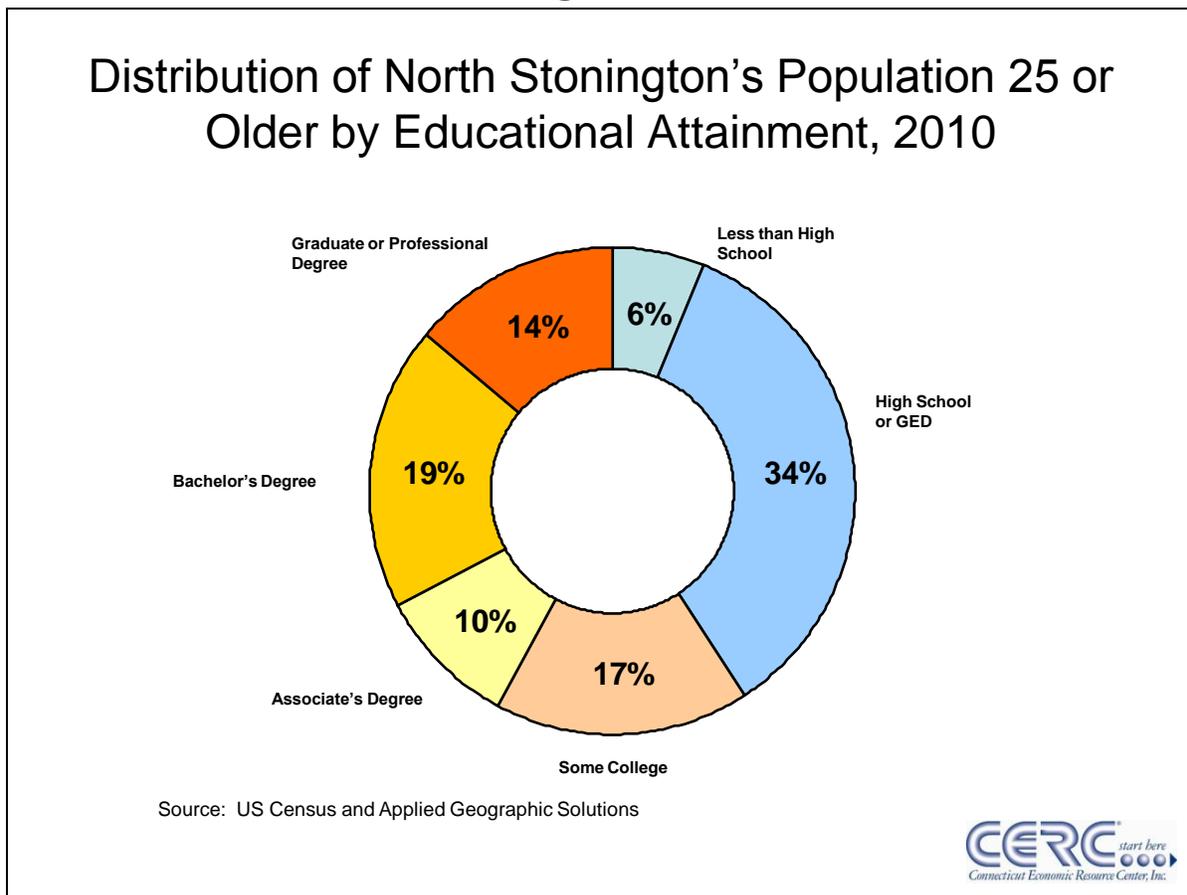


Educational Attainment

Figures 16 – 18 present information on the educational attainment of North Stonington’s residents compared with those of New London County and Connecticut.

Figure 16 shows that 60 percent of North Stonington’s residents have some level of education beyond high school, with 17 percent with some college but no degree, 10 percent with Associate’s Degrees, 19 percent with Bachelor’s Degrees, and 14 percent with an advanced degree of some type.

Figure 16



Educational attainment is one of the primary labor force characteristics evaluated by many companies whose operations require a well educated workforce. In addition, when combined with income statistics (see the section on Income and Wages), educational attainment is one of the factors evaluated by merchants in selecting new store locations.

Figure 17 shows that North Stonington’s educational attainment lags that of Connecticut as a whole for Bachelor’s and Graduate/Professional Degrees, but is equal to or better than New London County in these areas. Conversely, North Stonington has a higher number of residents

with only a high school diploma or GED (34 percent of the population) than either the County or State. However, the differences are not significant enough to impact the Town's ability to attract employers, since they would be drawing from the regional workforce, not just the Town's.

Figure 17

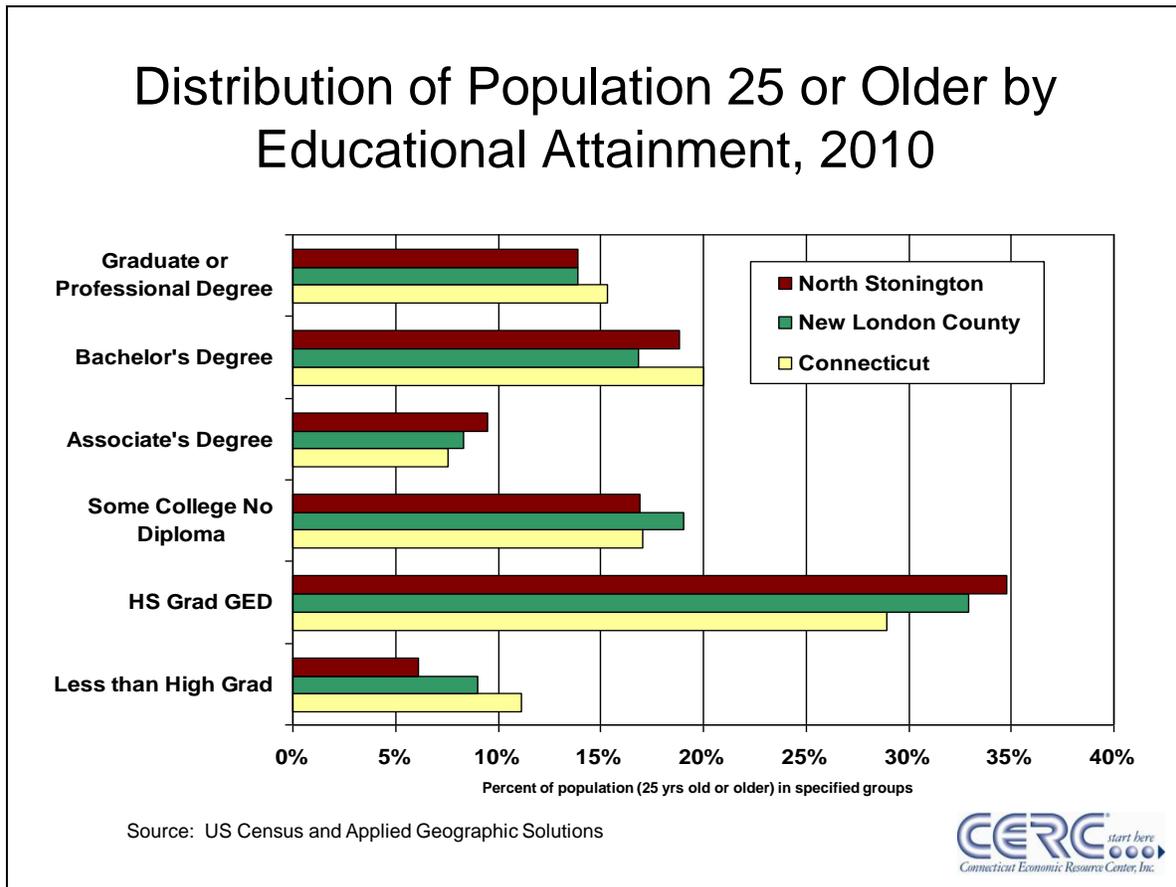
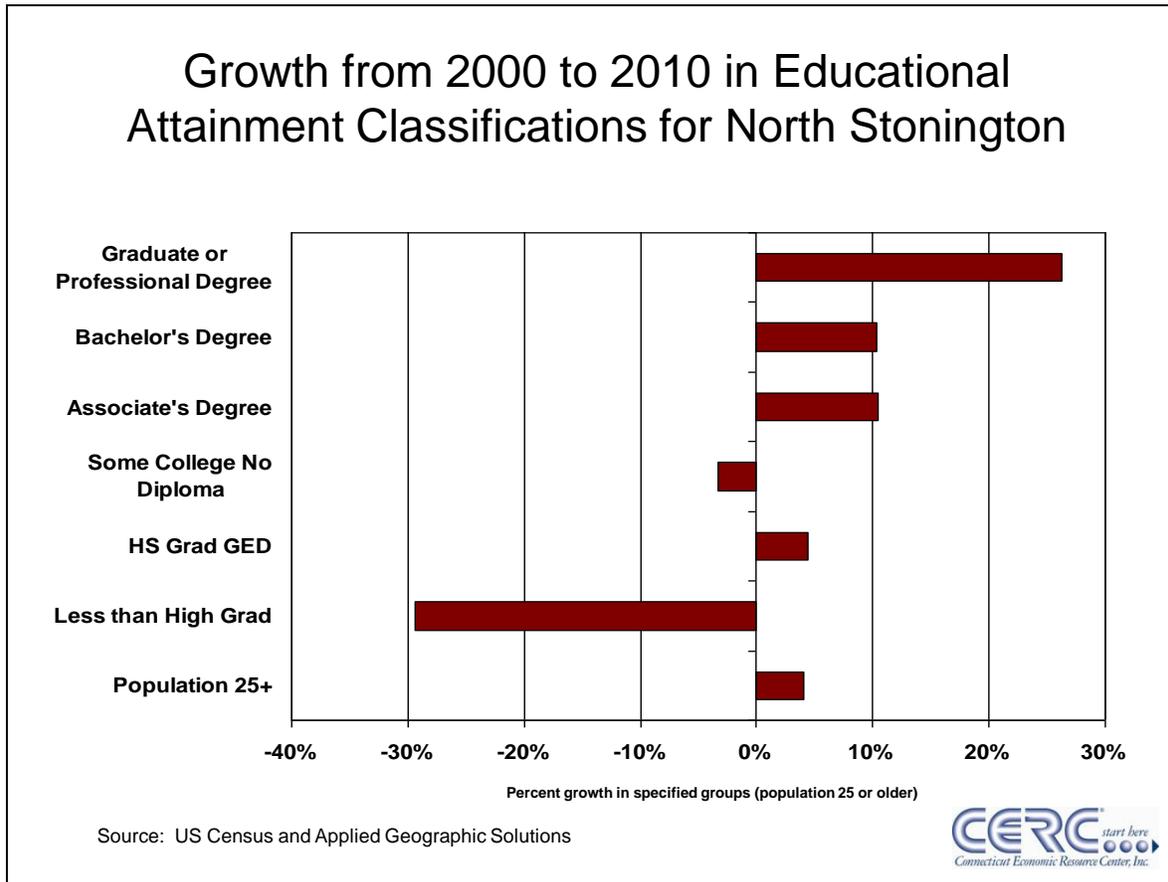


Figure 18 shows that educational attainment in North Stonington improved between 2000 and 2010 in the 25 and older age cohort, a positive trend related to both employment and purchasing power potential. (The 25 or older cohort is used because most of the younger groups are still in school with an undetermined final level of educational attainment.) The 27 percent increase in those with Graduate or Professional Degrees, and the 29 percent decline in those with less than a full high school education are particularly noteworthy when assessing the Town's resident workforce.

Figure 18



Employment Information

This section (Figures 19 – 23) presents information on North Stonington’s employment situation. As this Demographic and Economic Profile was prepared, the most recent employment data were for July 2012. Table 2 provides comparative Labor Force Data (from the Connecticut Department of Labor’s monthly “Labor Force Data for Labor Market Areas & Towns” report).

Table 2

July 2012 Labor Force Information – Not Seasonally Adjusted				
Area	Labor Force	Employed	Unemployed	Unemployment Rate
North Stonington	3,309	3,055	254	7.7
Norwich New London LMA	142,108	128,863	13,245	9.3
Connecticut	1,938,000	1,758,900	179,400	9.3

As of July 2012, North Stonington’s unemployment situation was better than that of the County or State, but was still higher than desirable. Additional employment opportunities in the community would be helpful.

Figure 19 provides comparative unemployment statistics for the Town, County and State for the 2000 – 2010 decade. This Figure demonstrates that North Stonington’s unemployment rate has consistently been lower than the County or State. This reflects the Town’s educated and mature labor pool, factors that would be advantageous in staffing up new companies in town, particularly given the high level of out-commuting by North Stonington residents mentioned earlier in this report.

Figure 19

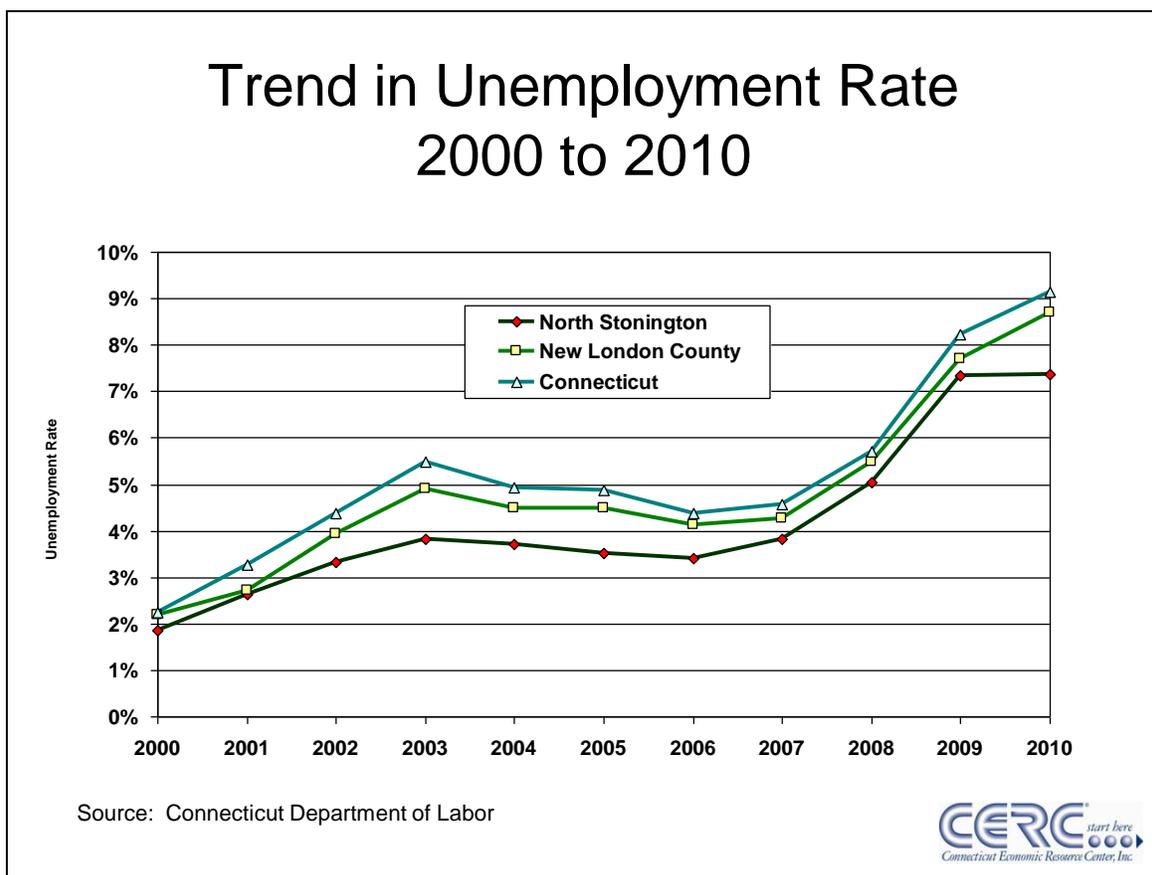


Figure 20 shows that the number of North Stonington residents in the labor force has been increasing over the past decade, and at a faster rate than of the County and State. The increase is attributable to the growth in population (see the earlier section on Population and Age). The fact that the Town's growth rate exceeds that of the County and State reflects the Town's much smaller population base. Nonetheless, a growing workforce with an unemployment rate lower than the surrounding area are both positive indicators about the availability of good labor for an employer considering a North Stonington location. While the Town is most suitable for smaller employers, mid-size to larger employers could also find an adequate number of workers from within the regional labor pool.

Figure 20

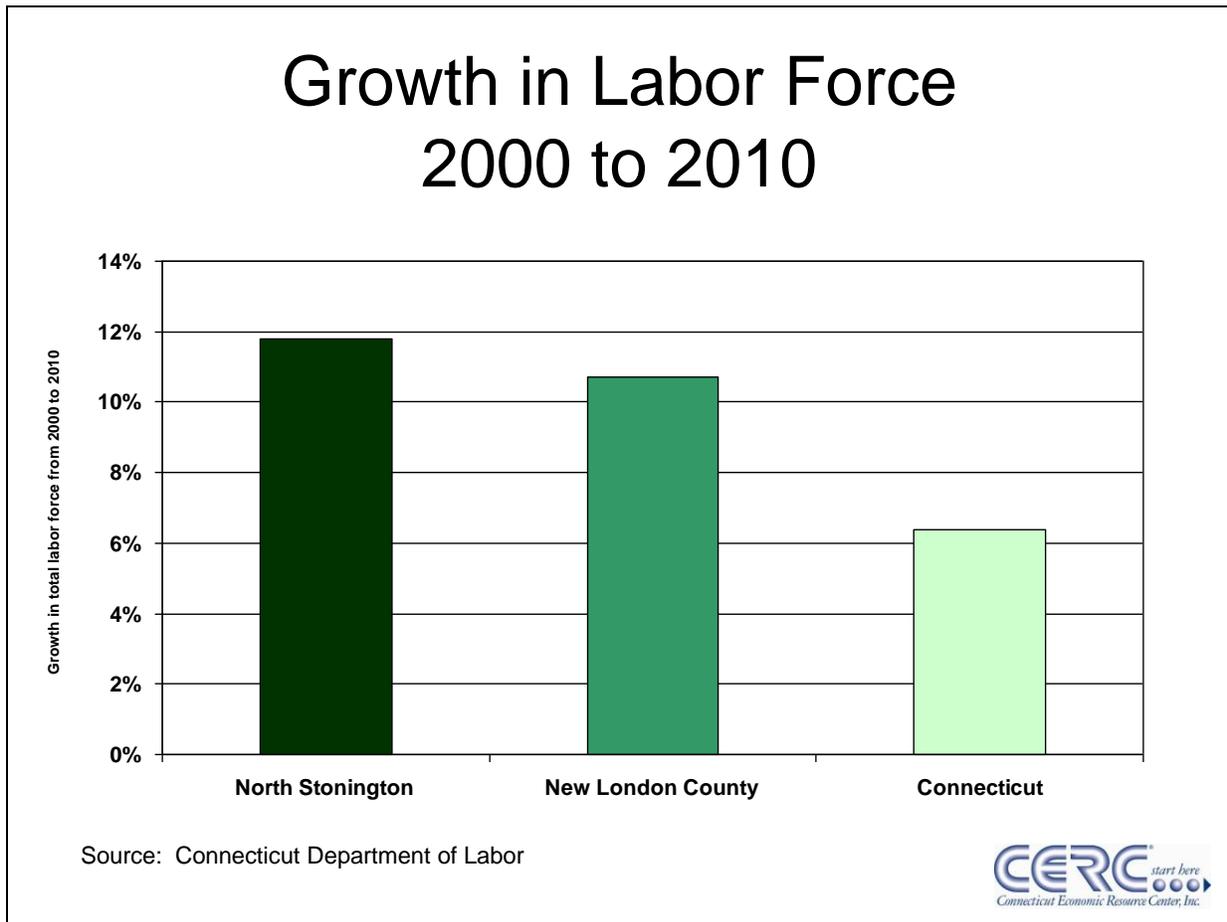


Figure 21 compares employment in the Town, County and State over the 2000 – 2010 decade, using 2000 as the base year for calculating an employment index; this index shows a percent change by year from the base year of 2000 which has an index value of 1.0. While all three areas are below their 2000 number as of 2010, North Stonington has had the largest drop over the longest period. Factors other than the recent recession and very slow recovery have negatively impacted North Stonington’s employment situation.

Figure 21

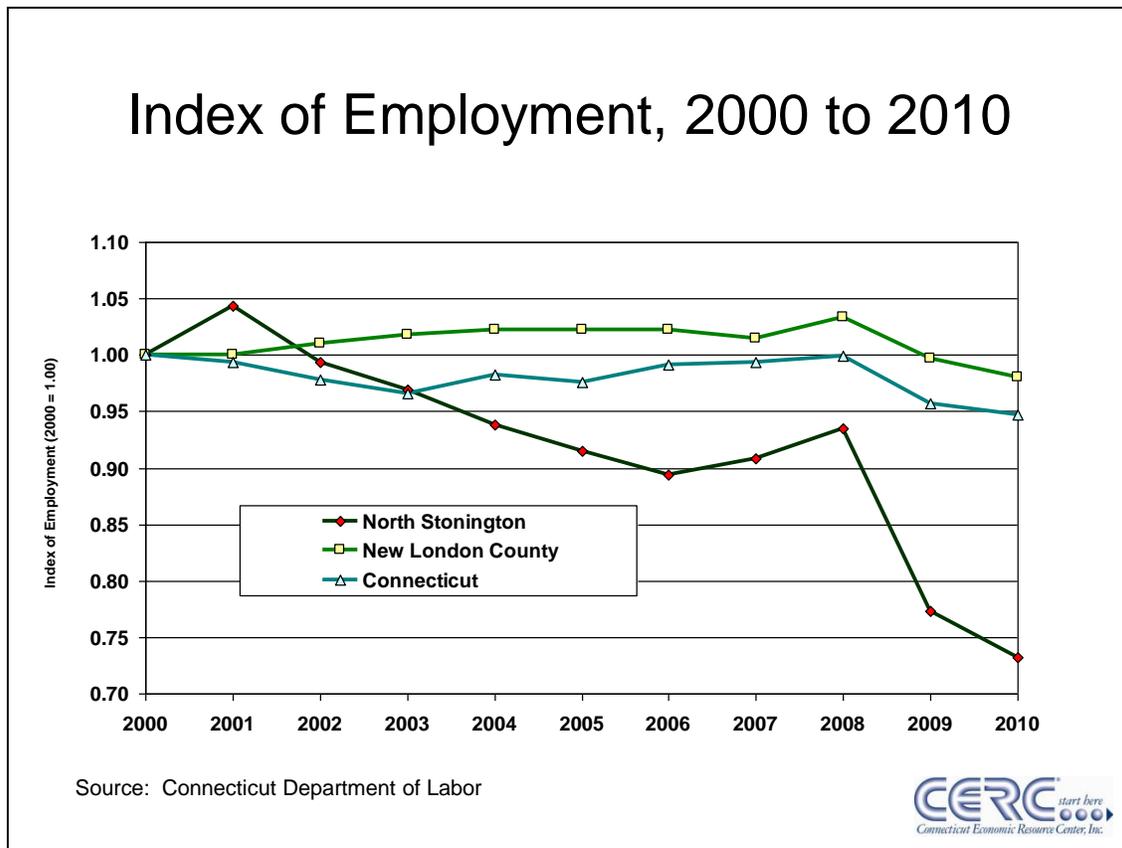


Figure 22 shows the number and types of jobs in North Stonington in 2010, the most recent year this data was available when this analysis was written. Figure 23 shows the types of jobs by percentage distribution. The predominant categories are Accommodation and Food Services, Government, Health Care and Social Assistance, and Retail (plus a catch-all "All Other" category). Ranging from about 75 jobs (Retail) to 275 (Accommodation and Food Services), none of these is a particularly strong cluster. Other than possibly the Health Care and Social Assistance category, none are sectors associated with higher wages.

It is likely that many workers commuting into North Stonington (CERC data from 2000, the most recent available, showed 775 commuters into North Stonington from the top 9 Connecticut and Rhode Island communities) are filling lower paying jobs. Conversely, many of North Stonington's better educated and skilled residents are forced to commute to better paying jobs in other communities.

Figure 22



Figure 23

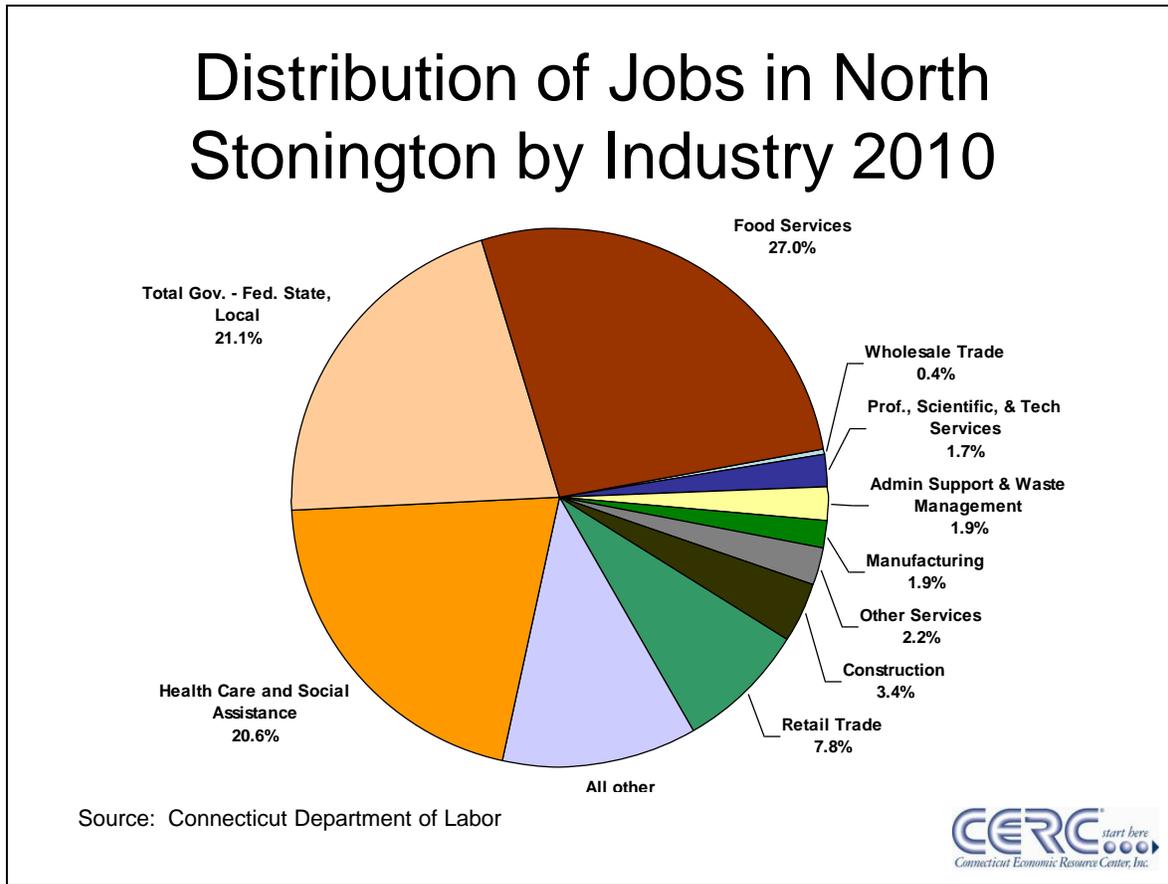


Table 3 provides a breakdown of the employment of North Stonington residents by occupational category. This information was taken from the website <http://www.city-data.com/work/work-North-Stonington-Connecticut.html#mostCommonOccupations>, and shows a very broad mix of occupational categories filled by North Stonington residents. Of note are the 42 people employed in agriculture in the categories Agricultural Workers including Supervisors and Farmers and Farm Managers. The total of all occupations in this table is lower than the total of all North Stonington residents in the labor force due to different data sources and incomplete or suppressed data, but it is likely the percentage distribution is fairly accurate.

Table 3 - North Stonington Employment by Occupation	% (#)
Other management occupations except farmers and farm managers	4.7% (130)
Other office and administrative support workers including supervisors	4.1% (112)
Supervisors and other personal care and service workers except personal appearance, transportation, and child care workers	3.5% (95)
Other sales and related workers including supervisors	3.3% (90)

Table 3 - North Stonington Employment by Occupation	% (#)
Engineers	3.1% (86)
Metal workers and plastic workers	2.6% (72)
Food and beverage serving workers except waiters/waitresses	2.6% (71)
Registered nurses	2.5% (69)
Media and communication equipment workers	2.4% (65)
Other food preparation and serving workers including supervisors	2.3% (64)
Other production occupations including supervisors	2.3% (63)
Life and physical scientists	2.2% (61)
Business operations specialists	2.0% (56)
Waiters and waitresses	2.0% (55)
Preschool, kindergarten, elementary and middle school teachers	2.0% (55)
Retail sales workers except cashiers	2.0% (55)
Building and grounds cleaning and maintenance occupations	1.9% (52)
Computer specialists	1.8% (50)
Operations specialties managers except financial managers	1.8% (49)
Assemblers and fabricators	1.6% (45)
Health technologists and technicians	1.6% (45)
Information and record clerks except customer service representatives	1.6% (45)
Electrical equipment mechanics and other installation, maintenance, and repair occupations including supervisors	1.6% (44)
Driver/sales workers and truck drivers	1.5% (40)
Carpenters	1.3% (37)
Cooks and food preparation workers	1.3% (37)
Counselors, social workers, and other community and social service specialists	1.3% (35)
Material recording, scheduling, dispatching, and distributing workers	1.3% (35)
Laborers and material movers, hand	1.2% (34)
Other healthcare support occupations	1.2% (34)
Vehicle and mobile equipment mechanics, installers, and repairers	1.2% (34)
Customer service representatives	1.2% (34)
Librarians, curators, and archivists	1.2% (34)
Fishing and hunting, and forest and logging workers	1.2% (33)
Supervisors, construction and extraction workers	1.2% (33)
Financial managers	1.1% (30)
Other health diagnosing and treating practitioners and technical occupations	1.1% (29)
Personal appearance workers	1.1% (29)

Table 3 - North Stonington Employment by Occupation	% (#)
Bookkeeping, accounting, and auditing clerks	1.0% (28)
Construction laborers	1.0% (27)
Accountants and auditors	0.9% (26)
Secretaries and administrative assistants	0.9% (25)
Secondary school teachers	0.9% (25)
Cashiers	0.9% (24)
Art and design workers	0.9% (24)
Child care workers	0.9% (24)
Postsecondary teachers	0.9% (24)
Other protective service workers including supervisors	0.9% (24)
Agricultural workers including supervisors	0.8% (22)
Nursing, psychiatric, and home health aides	0.8% (21)
Entertainers and performers, sports, and related workers	0.8% (21)
Pipelayers, plumbers, pipefitters, and steamfitters	0.8% (21)
Farmers and farm managers	0.7% (20)
Painters and paperhangers	0.7% (19)
Lawyers	0.7% (19)
Other transportation workers	0.7% (19)
Top executives	0.7% (18)
Construction trades workers except carpenters, electricians, painters, plumbers, and construction laborers	0.7% (18)
Drafters, engineering, and mapping technicians	0.6% (17)
Communications equipment operators	0.6% (16)
Textile, apparel, and furnishings workers	0.5% (15)
Therapists	0.5% (14)
Religious workers	0.5% (14)
Plant and system operators	0.5% (14)
Financial clerks except bookkeeping, accounting, and auditing clerks	0.5% (14)
Other construction workers and helpers	0.5% (13)
Advertising, marketing, promotions, public relations, and sales managers	0.5% (13)
Legal support workers	0.4% (12)
Bus drivers	0.4% (12)
Other teachers and instructors, education, training, and library occupations	0.4% (12)
Motor vehicle operators except bus and truck drivers	0.4% (11)
Architects, surveyors, and cartographers	0.4% (11)

Table 3 - North Stonington Employment by Occupation	% (#)
Life, physical, and social science technicians	0.4% (10)
Social scientists and related workers	0.3% (8)
Food processing workers	0.3% (8)
Sales representatives, services, wholesale and manufacturing	0.3% (8)
Law enforcement workers including supervisors	0.3% (7)
Extraction workers	0.2% (6)
Transportation, tourism, and lodging attendants	0.2% (6)
Material moving workers except laborers and material movers, hand	0.2% (5)
Electricians	0.2% (5)
Special education teachers	0.2% (5)

Commuting Information

Table 4 summarizes information from the website <http://www.city-data.com/work/work-North-Stonington-Connecticut.html#travelTimeToWork> on commuting times for North Stonington residents. Table 4 shows one-third of North Stonington workers – a total of 919 individuals – commuting for more than 30 minutes to work, with 232 individuals (8.5 percent of North Stonington’s labor force) commuting an hour or more. It is likely that some of these people would like to find a comparable or better job closer to home.

Table 4
Commuting Times of North Stonington Residents

Commuting Time (Min)	# of Residents	% of Residents	Commuting Time (Min)	# of Residents	% of Residents
Less than 5	84	3.1%	30 – 34	407	14.9%
5 – 9	152	5.6%	35 – 39	97	3.6%
10 – 14	249	9.1%	40 – 44	87	3.2%
15 – 19	363	13.3%	45 – 59	96	3.5%
20 – 24	601	22.1%	60 – 89	125	4.6%
25 – 29	254	9.3%	90 or more	107	3.9%

Traffic Counts

Traffic counts can be important for business establishments dependent on drive-by traffic. They can also be a concern to local residents because of accidents and traffic congestion.

The commuting for work into and out of North Stonington discussed in the preceding section is one contributing factor to North Stonington's traffic counts shown in Table 5. Even more so is the traffic between I-95 and the Foxwoods Casino complex, which results in an Average Daily Traffic count of more than 14,000 on Route 2 west of Route 201.

An obvious opportunity for North Stonington is to recruit businesses that can capitalize on high traffic – particularly at Exits 92 and 93 of I-95, as well as at the west end of Route 2 near Foxwoods.

Table 5
North Stonington Traffic Counts (2011)

Location	Traffic Count
I-95 southbound*	30,900 – 33,600
I-95 northbound*	33,800 – 39,300
Rt. 95 Exit 92 off ramp*	5,500 - 5,700
Rt. 95 Exit 92 on ramp*	3,200 - 3,500
Rt. 95 Exit 93 off ramp*	1,600 - 4,000
Rt. 95 Exit 93 on ramp*	6,900
Exit 92 from Rt. 49 onto I-95 northbound	3,000
Exit 92 off ramp to Rt. 49	2,700
Exit 93 onto I-95 northbound	2,400
Exit 93 on ramp to I-95 southbound	1,500
Exit 93 off ramp to Rt. 216 from I-95 southbound	3,100
Exit 93 off ramp from I-95 (Rt. 216)	1,300
Rt. 2 underpass & Rt. 95 at Stonington Town Line	14,000
Rt. 2 & Rt. 184 at Stonington Town Line	2,200
Rt. 2 & Rt. 201	2,000
Rt. 2 & Rt. 201 after split to west	14,200
Rt. 2 & Rt. 214 at Ledyard Town Line	4,100
Rt. 201 at Griswold Town Line	2,300
Rt. 201 at Stonington Town Line	1,200
Rt. 49 at Voluntown Town Line	1,400
Rt. 184 at Stonington Town Line	5,500

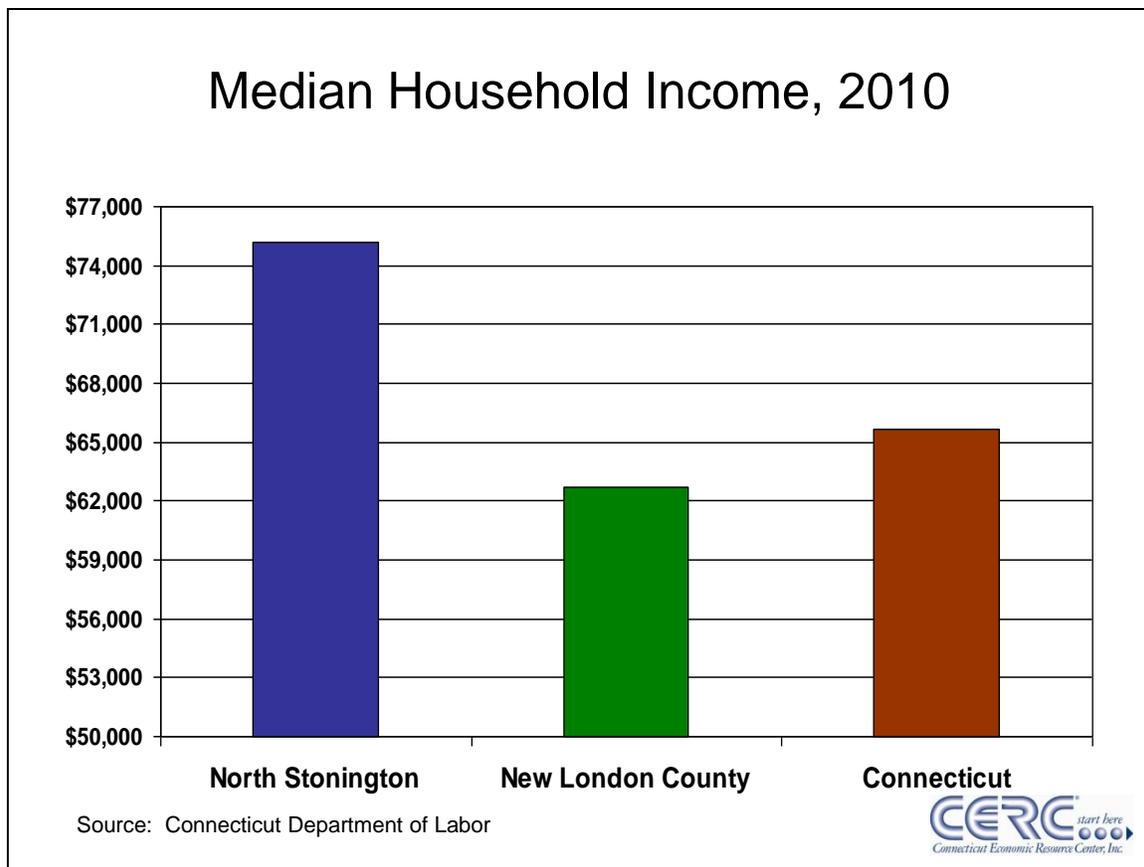
Traffic counts are for average daily traffic in both directions except where noted by *.
 Source: Connecticut Department of Transportation

Income and Wages

As shown in Figure 24, North Stonington is in the enviable position of having a median household income that is well above that of the County and State. Further, as shown in Figure 25, the Town's median household income grew more rapidly than that of the County or State's in the 2000 – 2010 period.

A substantial portion of the "spending power" associated with these incomes is currently being lost because of the lack of retail or service opportunities in the Town – what is called "retail leakage" in the economic development trade. Most residents do not seem to find the need to drive to other communities to shop or access services to be particularly onerous; indeed, as is frequently the case when there is substantial out-commuting for work, they shop where they work or somewhere in between the places of residence and employment. However, this is another instance where having more business establishments in town would both increase shopper convenience and provide more businesses to pay some of the taxes necessary for public facilities and services.

Figure 24



The Town's high wages, educational attainment, and home ownership statistics suggest that a significant portion of North Stonington's population may fit into some of the Tapestry Manual's

Upscale Avenues lifestyle group (not including the Urban Chic and Pacific Heights segments), described as:

Prosperity is the overriding attribute shared by the seven segments in *Upscale Avenues*. Residents have earned their success from years of hard work. Similar to the *High Society* segments, many in this group are also well educated with above-average earnings. However, their housing choices reveal their distinct preferences. Urban markets such as *Urban Chic* and *Pacific Heights* favor townhouses and highrises, *Pleasant-Ville* residents prefer single-family homes in suburban neighborhoods, and *Green Acres* residents opt for open spaces. Some have not settled on a home yet, such as the renters among *Enterprising Professionals*; others, such as *Cozy and Comfortable* residents, have been settled for years. The median household income for the group is \$70,720, and their median net worth is \$188,740. Prosperous domesticity also characterizes the lifestyle in *Upscale Avenues*. They invest in their homes; the owners work on landscaping and home remodeling projects, and the renters buy new furnishings and appliances. They play golf, lift weights, go bicycling, and take domestic vacations. Although they are partial to new cars, they also save and invest their earnings.

Figure 25

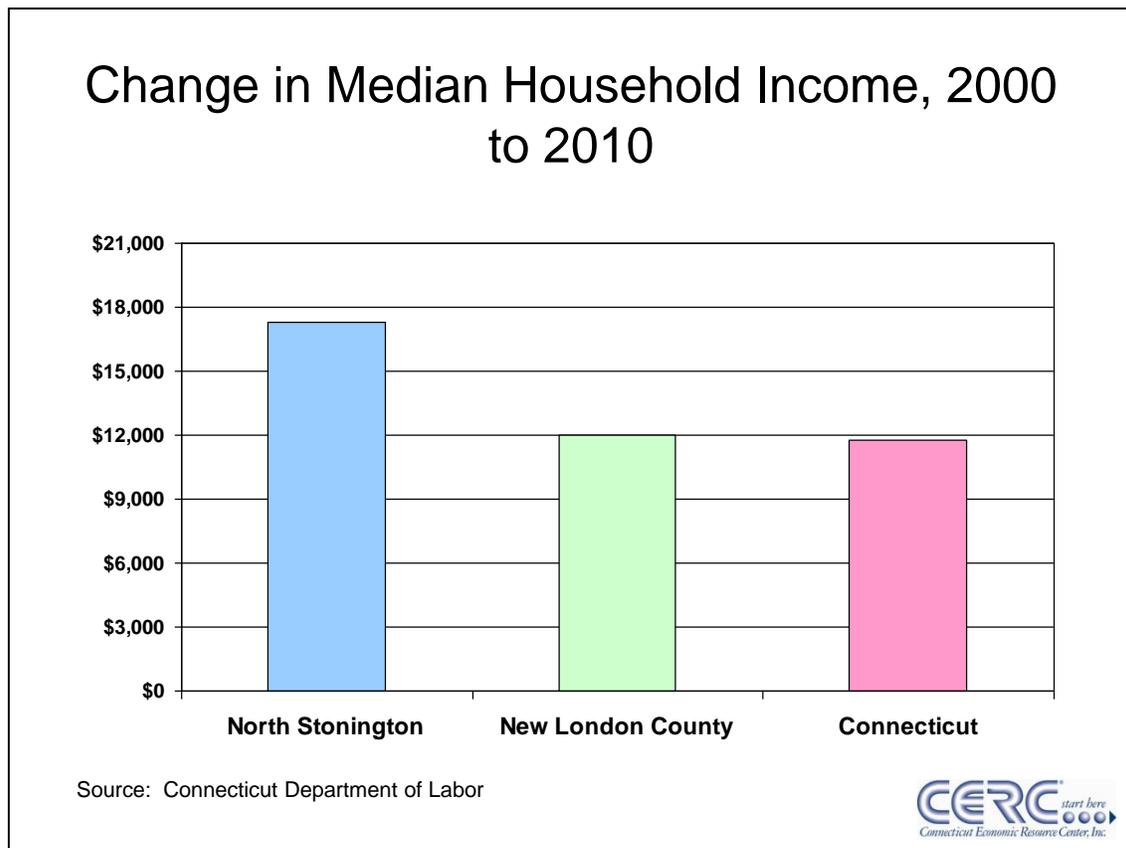
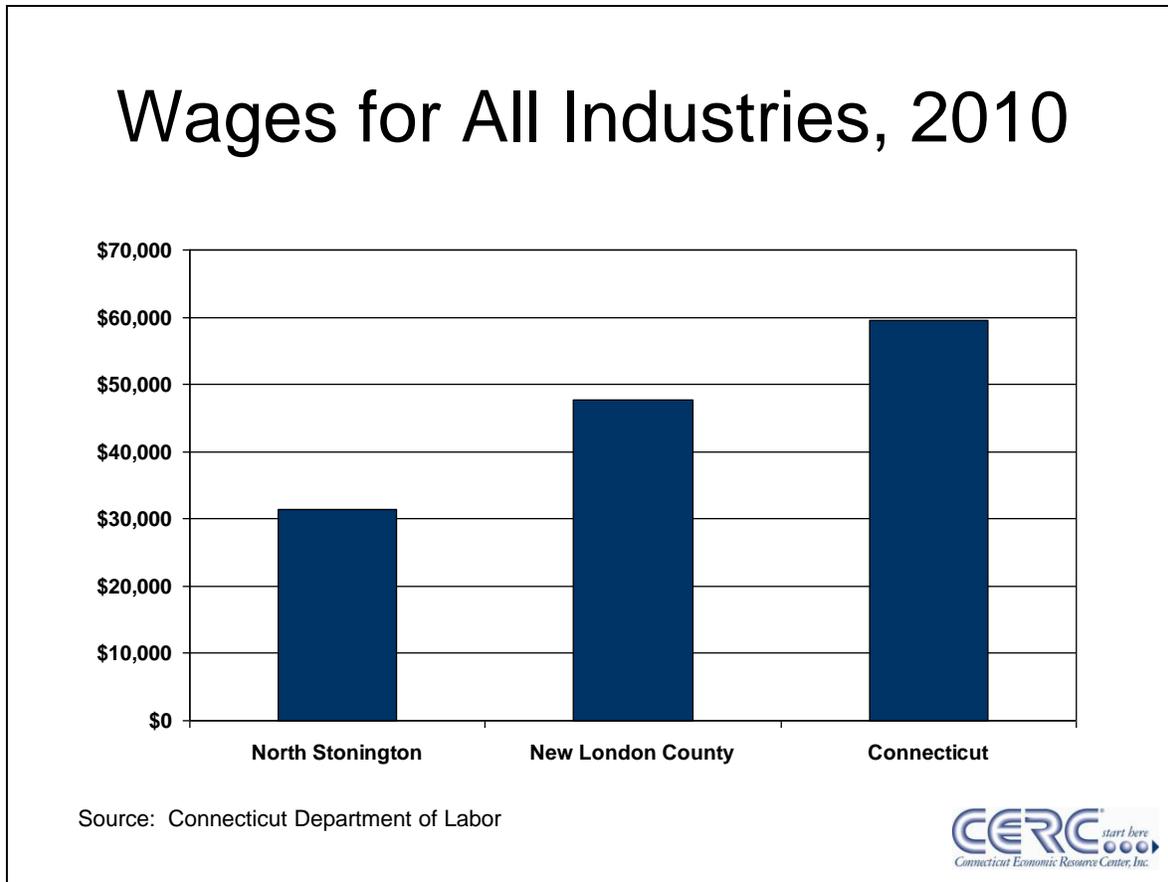


Figure 26 compares wages paid in North Stonington with wages in New London County and Connecticut. As noted in the comments related to slides 22 and 23, the current jobs mix in North Stonington is dominated by jobs in employment sectors typically associated with lower wages. This situation is clearly shown in Figure 26 where the average wage for jobs in North Stonington was \$31,324 compared to \$47,660 for the County and \$59,463 for the state.

Figure 26



On top of North Stonington’s job mix paying lower wages, the mix of jobs in the Town actually lost ground in the 2000 – 2010 decade as shown in Figures 27 and 28. During this time period, average wages in North Stonington jobs dropped from \$34,703 in 2000 to \$31,324 in 2010 while the County’s average wages rose from \$36,205 to \$47,660 and the State’s average wage rose from \$45,454 to \$59,463.

A focus of North Stonington’s future economic development efforts should be to add more, higher paying jobs to the mix of employment in the Town. The current situation is a primary cause of the high level of out-commuting by Town residents; reflects a lower standard of living of Town residents who hold some of the jobs in Town; and provides a poor image of spending potential for retail or service businesses who may consider the Town as a location.

Figure 27

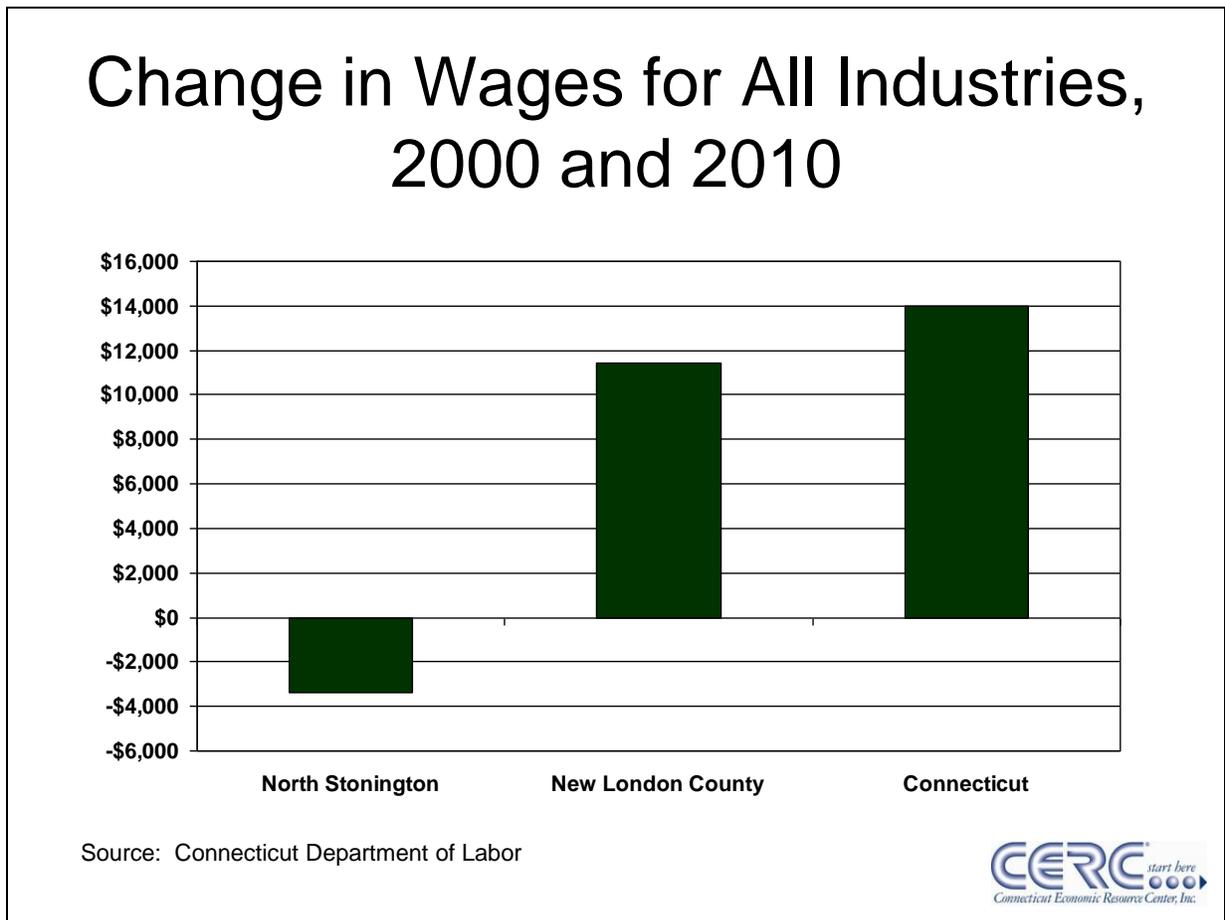


Figure 28

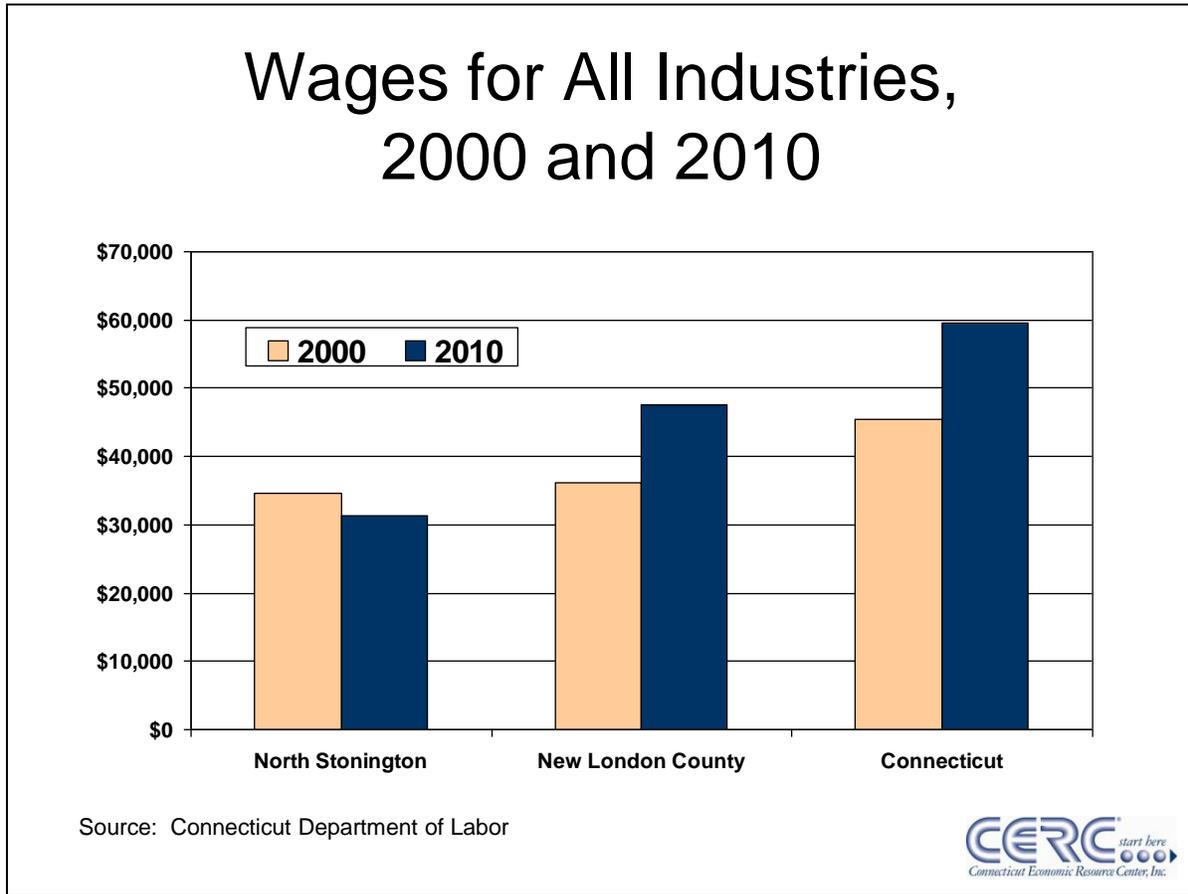
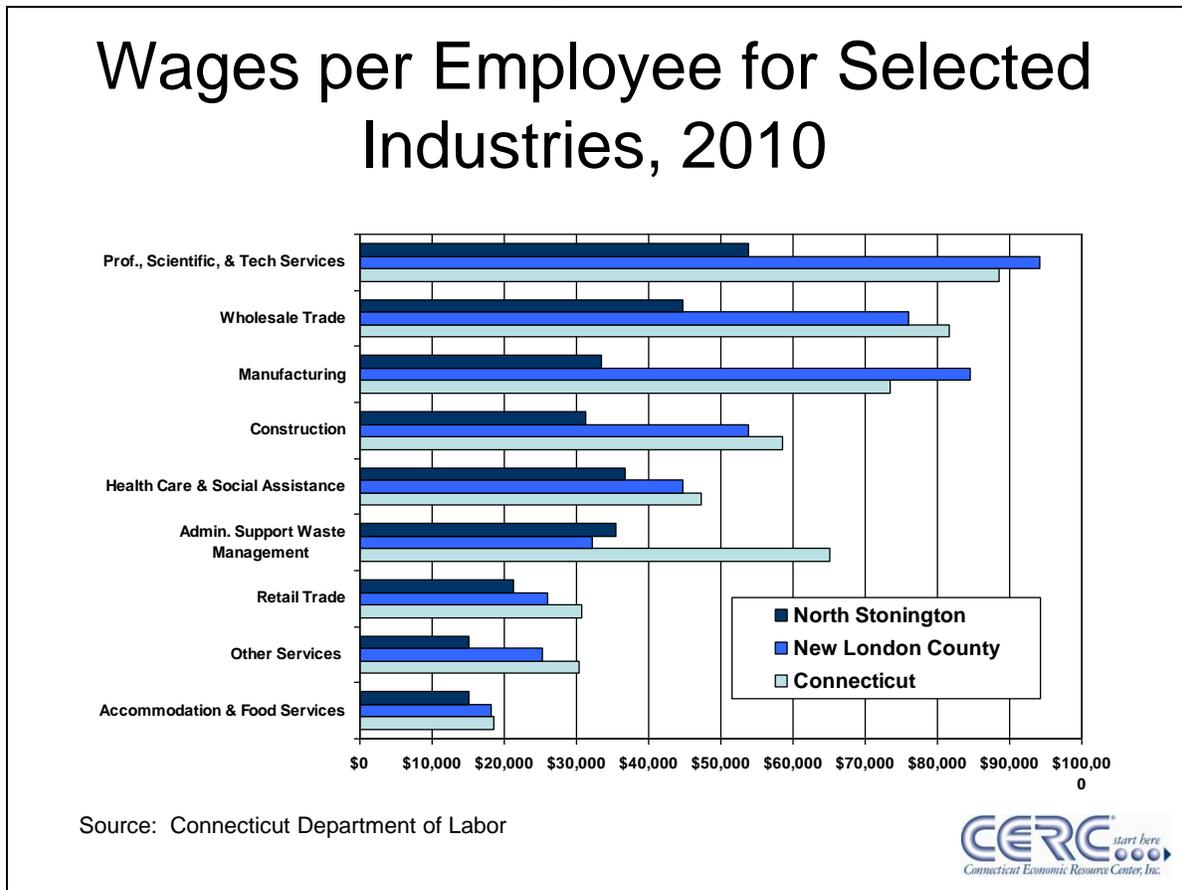


Figure 29 looks in more detail at comparative wages by selected industry sectors in North Stonington, New London County, and Connecticut. Quite obviously, the wages paid in North Stonington lag wages in the County and State in all the industry sectors shown.

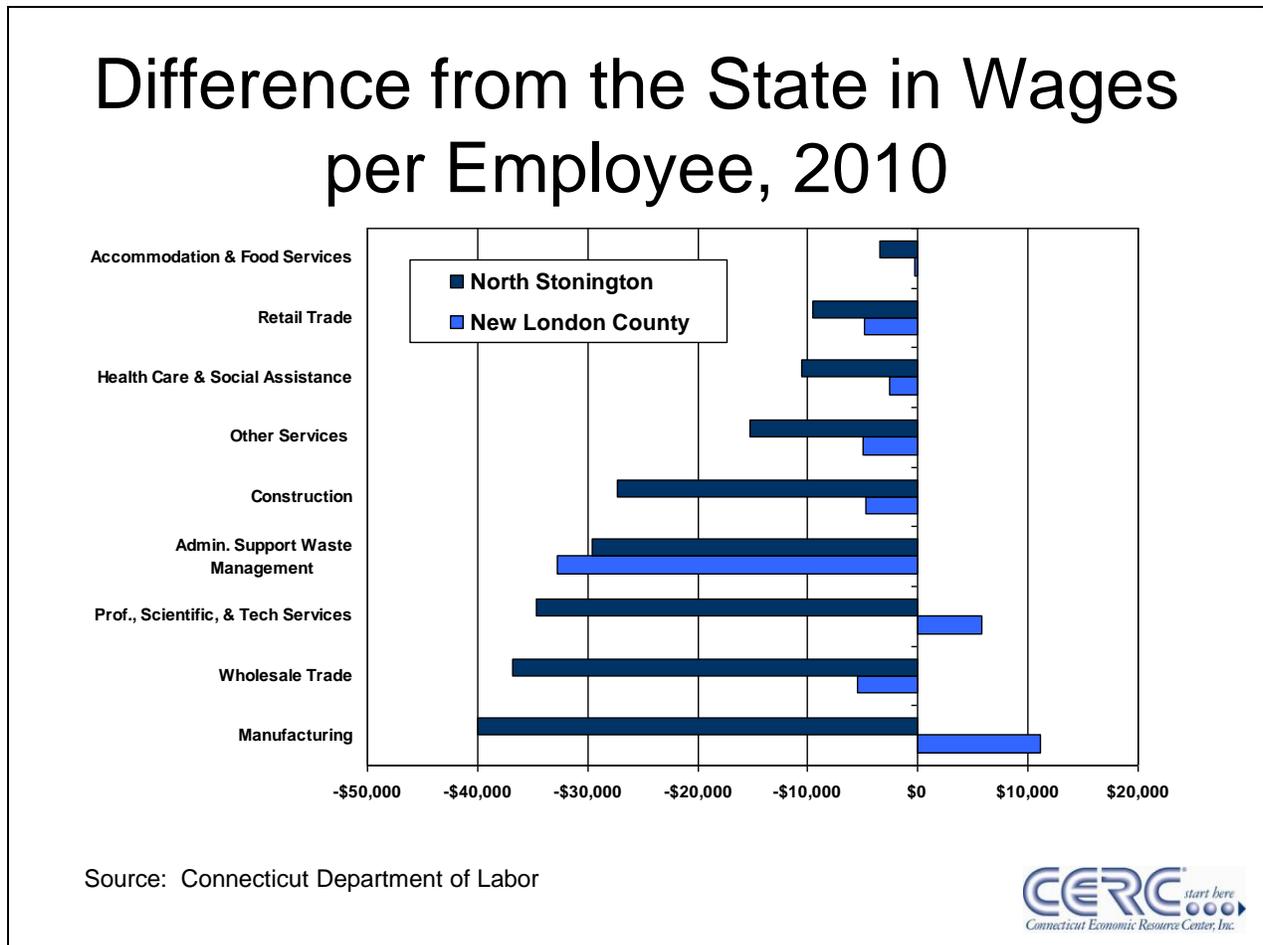
When Figure 29 is compared with Figure 22, it is also clear that the industry sectors with the highest wages per employee are the ones with the least employment in North Stonington.

Figure 29



Finally, Figure 30 shows how wages in North Stonington and New London County differ from wages for similar industry sectors statewide. North Stonington lags Connecticut in all sectors shown, with particularly large differentials in sectors such as manufacturing jobs, professional, scientific and technical service jobs, and administrative support and waste management jobs. North Stonington also lags New London County in every sector shown except administrative support and waste management jobs.

Figure 30



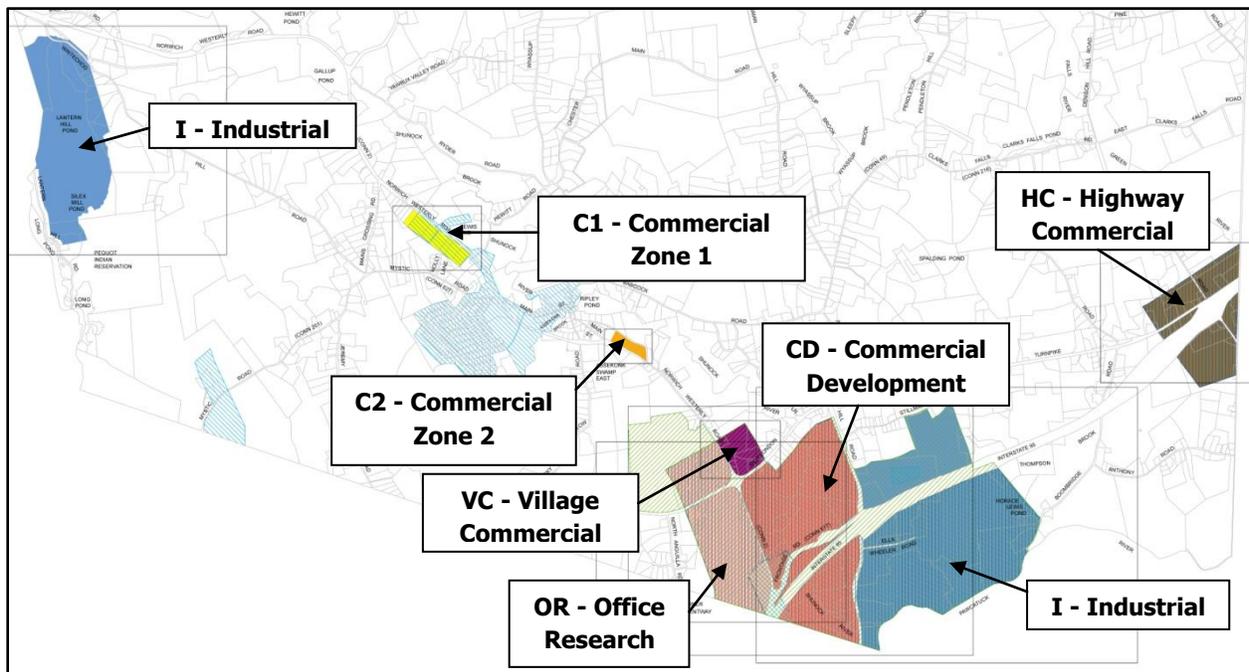
Given the number of Town residents with high levels of education and high employment skills (as indicated by current income statistics), it is obvious there is an opportunity to provide larger numbers of better paying jobs for people already living in North Stonington, or those who will move to town in the future.

Commercial Area Build-out Analysis

As shown in Figure 31, North Stonington's "economic development districts" are clustered in three portions of the Town:

- A corridor associated with I-95 between Exits 92 and 93. This is a mix of several different zoning districts (Highway Commercial, Industrial, and Commercial Development).
- Scattered business districts associated with Route 2 north of I-95, Exit 92. This is also a mix of several different zoning districts (Commercial Development, Office Research, Village Commercial, Commercial Zone 1 and Commercial Zone 2).
- An Industrial district at the western end of Route 2 immediately southeast of the Ledyard Town Line and the Mashantucket Pequot Reservation and Foxwoods Casino complex. This area does not include properties fronting on the high traffic Route 2, which would seem to offer commercial development potential.

Figure 31
North Stonington "Economic Development Districts"



This plethora of zoning districts is a reflection of old school Euclidian zoning where each different type of land use has its own zoning district. As recommended later in this Action Plan, serious consideration should be given to simplifying this structure.

Based on information provided by the Town's Planning and Zoning Department, as shown in Table 6, the Town contains a total of 1920.6 acres of land zoned for differing business development types. This represents just over 5.5% of the Town's total 54.3 square miles. This

total of acres, and therefore the total amount of ground floor building space that could be developed (see the Maximum 25% Coverage (SF) column in Table 6), may be somewhat overstated in several Zoning Districts, given the presence of properties in a “split zone” condition where the type of development is controlled by other aspects of the Town’s Zoning Regulations.

**Table 6
 Existing North Stonington Commercial Development**

District	Total Acres	Buildable Acres	Existing Coverage (SF)	Maximum 25% Coverage (SF)	Existing % Coverage of	
					Total Acres	Buildable Acres
C1	32.8	23.1	116,468	357,192	8.14%	11.55%
C2	9.7	5.9	28,054	105,633	6.65%	10.89%
CD	433.8	259.5	179,236	4,724,082	0.95%	1.59%
HC	172.9	107.5	80,268	1,882,881	1.07%	1.71%
I (West)	323.0	163.8	10,514	3,517,470	0.07%	0.15%
I (East)	661.5	450.7	76,843	7,203,735	0.27%	0.39%
OR	251.0	172.8	106,298	2,733,390	0.97%	1.41%
VC	35.9	25.4	25,829	390,951	1.65%	2.33%
Totals	1920.6	1208.7	623,510	20,915,334	0.75%	1.18%

As is normal in New England, portions of these business zones are impacted by physical features that limit developability or potential use. These limitations include:

- An aquifer and associated Aquifer Protection Overlay Area that impacts some or all of the business districts except the Highway Commercial District around Exit 93 of I-95
- Alluvial, poorly drained, or very poorly drained soils
- Streams, ponds and lakes with associated wetlands
- Steep slopes
- Conservation or other easements and rights-of-way

Development is also subject to limitations included in the Town’s Zoning Regulations. Table 7 summarizes important dimensional requirements and limitations. Of particular note are the portions of Table 7 dealing with maximum lot coverage, which allows no more than 25% of any lot in any business district to be covered by the building footprint. In addition, all business districts restrict lot coverage by impervious surfaces to a maximum of 70% except the Office Research (OR) district, where a maximum of 60% is allowed.

These development limitations reduce the amount of developable acreage to 1,208.7, or 3.5% of the Town’s total area (see Table 6).

Based on the maximum 25% land coverage by buildings in business districts allowed in the Town’s Zoning Regulations, the Town’s 1,960.7 acres of land zoned for business could accommodate a maximum of 20,915,334 square feet of ground floor space. Currently, the Town has 623,510 square feet of ground floor space, 2.9% of the total possible. Quite obviously, in the aggregate, North Stonington is currently relatively undeveloped compared to what is

**Table 7
 North Stonington Zoning Regulations – Dimensional Requirements**

District	Minimum Lot Size (Square Feet)	Minimum Street Frontage	Setbacks			Maximum Coverage		Maximum Height	
			Front	Side	Rear	By Building	By Impermeable Surface	Feet	Stories
C1	40,000	150	35	20	20	25%	70%	35	2.0
C2	40,000	150	35	20	20	25%	70%	35	2.0
CD	200,000*	200 – 250	35	20	20	25%	70%	40	3.0
HC	60,000	200	35	20	20	25%	70%	35	2.0
I	80,000	250	50	25	35	25%	70%	50	3.0
OR	80,000	250 – 300	50	25	35	25%	60%	50	3.0
VC	60,000	200	35	20	20	25%	70%	35	2.0

* 5 acre lot in CD District can be subdivided into 2 or more lots of 60,000 square feet or more

allowed by zoning, although there are noticeable differences among zoning districts (see Table 6), with the C1 and C2 districts more heavily developed and the I Districts (both east and west) the least developed.

Based on maps of important features provided by the Town Planning and Zoning Department related to the key physical features of the various business districts, the following observations are germane to future development:

A. Western Industrial (I) District

- This area (see Figure 32) is comprised of 17 parcels totaling 323 acres. Of the total area, 159.2 acres are considered not buildable, yielding a total of 163.8 buildable acres.
- Ten of the parcels in this district are partially zoned R80, which may further reduce the actual business development that can occur in the Western I District.
- The western half or more of the area is part of the Aquifer Protection Overlay Area.
- The area is laced with alluvial, poorly drained, or very poorly drained soils.
- The area has significant steep slopes.
- No public water or sewers are available.
- Conditions listed above limit developability of a significant portion of this area.
- The area zoned for business development is not located on Route 2; rather it is located west of Wintechog Hill Road. This limits the desirability for development that could benefit from the high traffic count on Route 2.
- This Zoning District should be enlarged to include properties on Route 2, and should be changed from an Industrial District to a more multi-purpose use that can capitalize on Route 2 traffic and proximity to the Foxwoods Casino complex. Nonetheless, many portions of this area will be difficult to develop.

B. Commercial Zone 1 (C1)

- This area (see Figure 33) on the west side of Route 2 is comprised of 7 parcels totaling 32.8 acres, of which 9.7 acres are considered not buildable, yielding a total of 23.1 buildable acres.
- Existing development in this area totals 116,468 square feet of building footprint. This compares to a maximum allowable 25% coverage of 357,192 square feet. Therefore additional development of approximately 240,000 square feet is possible in this District.
- The entire area is part of the Aquifer Protection Overlay Area.
- A small portion of the area contains a water body and associated poorly drained soils.
- The area is relatively flat, with enough topography for good site drainage, but not enough to make development difficult.
- The area is served with public water but not sewers.

Figure 32 – Western Industrial (I) District

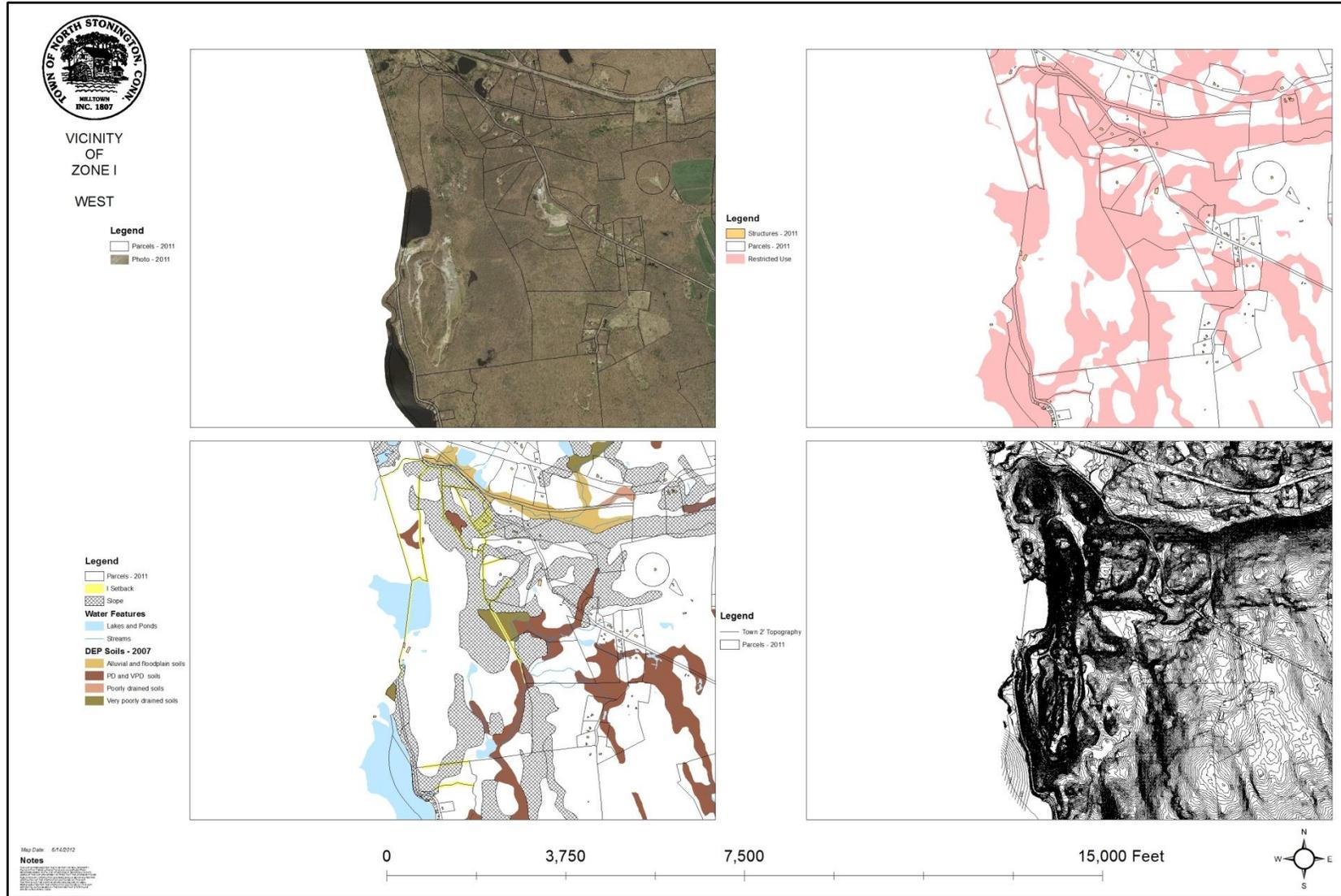
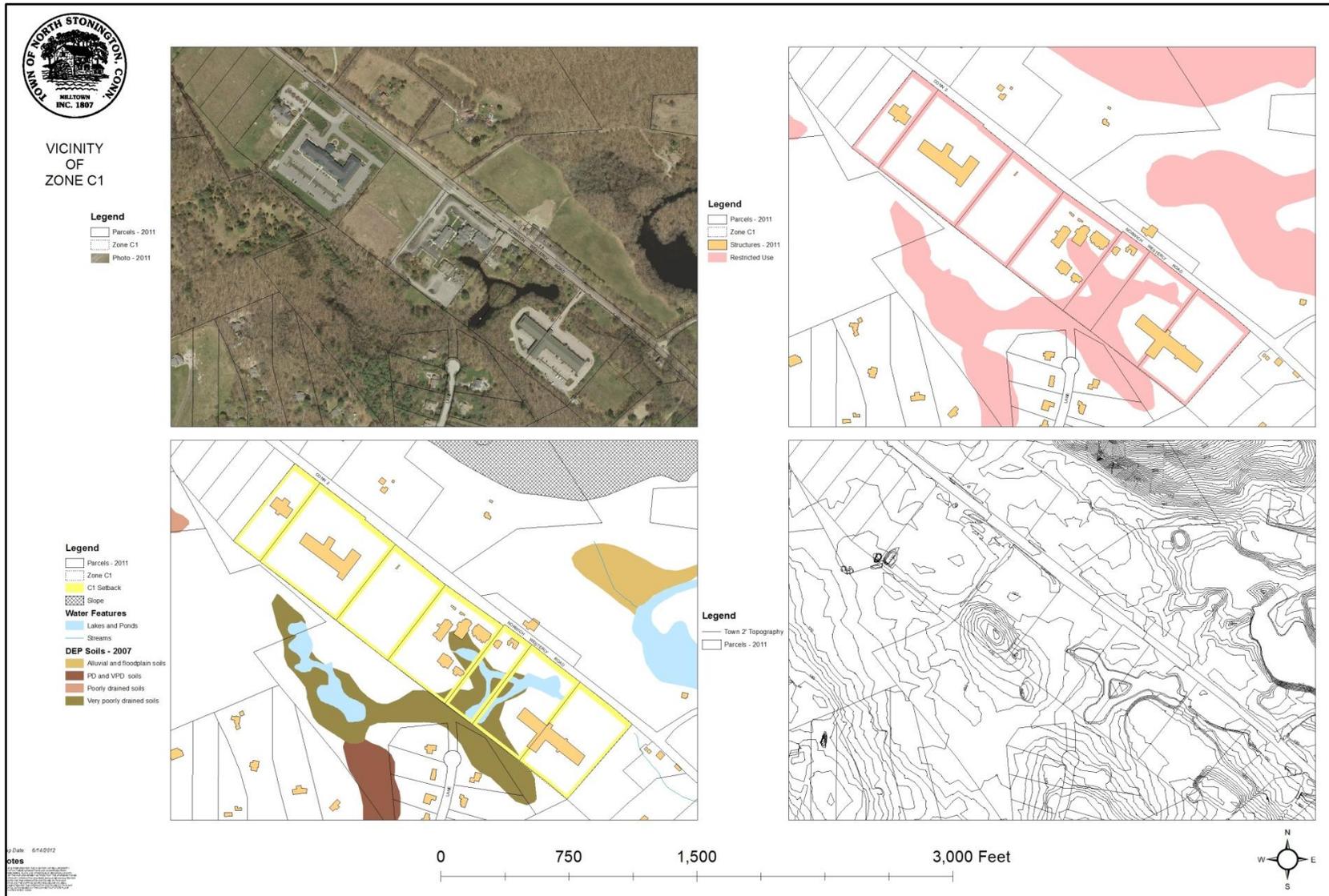


Figure 33 – Commercial Zone 1



C. Commercial Zone 2 (C2)

- This small area (see Figure 34) on the east side of Route 2 is comprised of 9 parcels totaling 9.7 acres. Of the total area, 3.8 acres are considered not buildable, yielding a total of 5.9 buildable acres.
- Existing development in this area totals 28,054 square feet of building footprint. This compares to a maximum allowable 25% coverage of 105,653 square feet. Therefore additional development of approximately 77,599 square feet is possible in this District.
- The entire area is part of the Aquifer Protection Overlay Area.
- There are no water bodies, wetlands, or areas associated with poorly drained soils.
- The Route 2 frontage of the area is relatively flat, with steeper topography at the rear of the lots comprising this District.
- The area has no public water or sewer.

D. Village Commercial (VC) District

- This small area (see Figure 35) comprises the northeastern quadrant of the intersection of Routes 2 and 184 at the North Stonington Rotary, a short distance north from Exit 92 of I-95.
- This area is comprised of 11 parcels totaling 35.9 acres. Of the total area, 10.5 acres are considered not buildable, yielding a total of 25.4 buildable acres.
- Existing development in this area totals 28,829 square feet of building footprint. This compares to a maximum allowable 25% coverage of 390,951 square feet. Therefore additional development of approximately 365,122 square feet is possible in this District.
- The entire area is part of the Aquifer Protection Overlay Area.
- There are several small water bodies in the center of the site which may have associated wetlands.
- Aside from slopes associated with the water bodies, the area is relatively flat.
- The area has no public water or sewer but is in a portion of town where both are proposed.
- This area has good development potential but may be being hurt by the use and size limitations in the Town's current zoning regulations.

E. Office/Research (OR) District

- This area (see Figure 36) comprises the northwestern and southwestern quadrants of the intersection of Routes 2 and 184 at the North Stonington Rotary, a short distance north from Exit 92 of I-95.
- This area is comprised of 24 parcels totaling 251 acres. Of the total area, 78.2 acres are considered not buildable, yielding a total of 172.8 buildable acres.
- Four of the parcels in this district are partially zoned R40, which may further reduce the actual business development that can occur in the O/R District.
- Except for the western half of the portion of this district north of Route 184, the majority of the area is part of the Aquifer Protection Overlay Area.

-
- Existing development in this area totals 106,298 square feet of building footprint. This compares to a maximum allowable 25% coverage of 2,733,390 square feet. Therefore additional development of approximately 2,627,092 square feet is possible in the district.
 - There are several small water bodies and areas of poorly drained and wetlands soils scattered across the site.
 - The area is generally free of development limitations from steep slopes.
 - A small portion of this area (north of I-95 and west of Route 2) has public water available; the remainder of this district is in a portion of Towns proposed for additional water service. The entire area is in the portion of the community proposed for public sewer.
 - This area has good development potential and is a good location for the mix of higher end offices and research facilities contemplated in the current zoning. However, two factors may be limiting development of this area: first, the lack of water and sewers makes this area less desirable; and second, the limited strength of the market for these types of facilities in the current economy, combined with competition from existing real estate in other nearby locations, results in limited demand.

F. Commercial Development (CD) District

- This zoning district (see Figure 37) is located east of Route 2, and west of Route 49, both north and south of I-95, just west of Exit 92. The district is bracketed by the two halves of the I-92 interchange, with the westbound exit ramp and eastbound entrance ramp at Route 49 on the east edge of the district, and the westbound entrance ramp and eastbound exit ramp at Route 2 on the west edge of the district.
- This area is comprised of 29 parcels totaling 433.9 acres. Of the total area, 174.4 acres are considered not buildable, yielding a total of 259.5 buildable acres.
- Existing development in this area totals 179,236 square feet of building footprint. This compares to a maximum allowable 25% coverage of 4,724,082 square feet. Therefore additional development of approximately 4,544,846 square feet is possible in the district.
- The entire area is part of the Aquifer Protection Overlay Area.
- There are relatively small areas of water bodies, wetlands, or areas associated with poorly drained soils. More of the portion of this district south of I-95 are impacted by these conditions than north of I-95.
- There are small areas of steep slope in the eastern portion of the district north of I-95 and along the border with Stonington in the portion of the district south of I-95.
- The area has no public water or sewer but is in a portion of town where both are proposed.
- This is a highly developable area that may be being hurt by the use and size limitations in the Town's current zoning regulations. Consideration should be given to combining this area with the adjacent Eastern Industrial District and creating a broadly mixed-use Economic Development District with a larger mix of uses permitted by right and an increase in maximum building size.

Figure 34 – Commercial Zone 2



Figure 35 – Village Commercial District



Figure 36 – Office/Research District

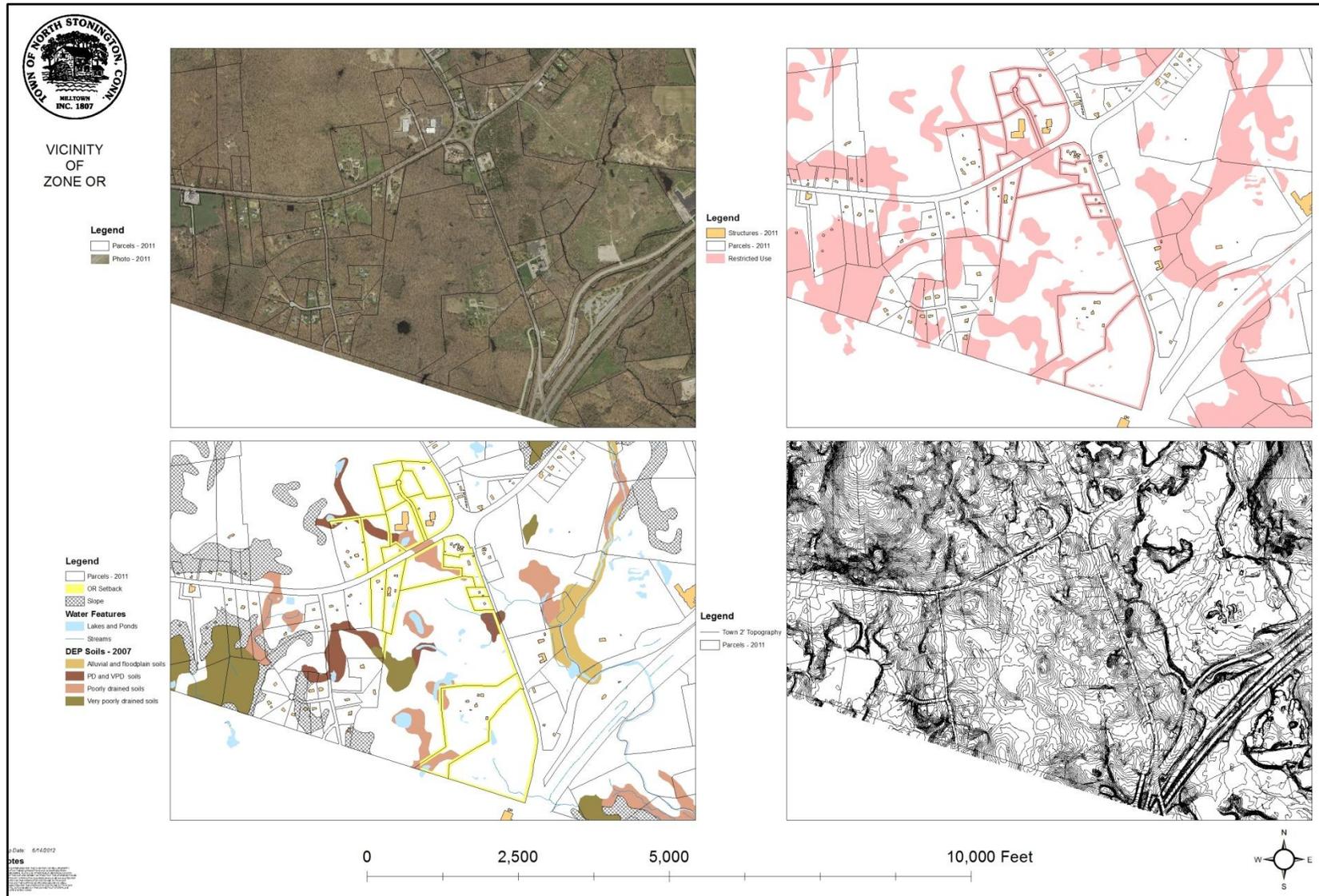
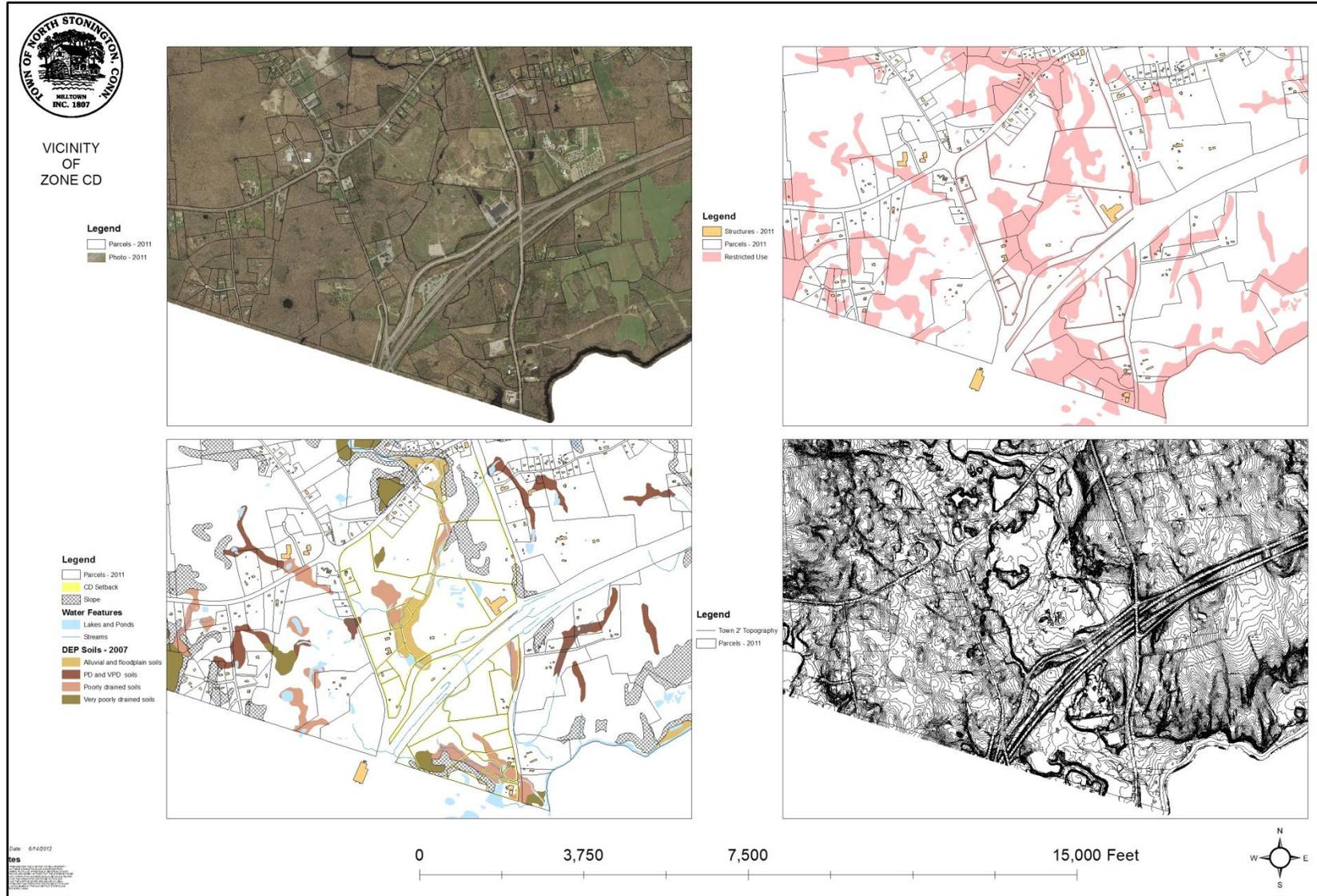


Figure 37 – Commercial Development District



G. Eastern Industrial (I) District

- This area (see Figure 38) comprises the northeastern and southeastern quadrants of Exit 92 of I-95 at Route 49; the district sits on both sides of I-95. This is not a full interchange at this location; rather, the westbound entrance ramp and eastbound exit ramp are located slightly less than a half mile to the west off Route 2. The two portions of the exchange are linked by a frontage road (Route 617) running parallel with and north of I-95.
- This area is comprised of 30 parcels totaling 661.5 acres. Of the total area, 210.8 acres are considered not buildable, yielding a total of 450.7 buildable acres.
- Ten of the parcels in this district are partially zoned R60 or R80, which may further reduce the actual business development that can occur in the Eastern I District.
- Existing development in this area totals 76,843 square feet of building footprint. This compares to a maximum allowable 25% coverage of 7,203,735 square feet. Therefore additional development of approximately 7,126,892 square feet is possible in this District.
- A significant portion of the district is part of the Aquifer Protection Overlay Area. However, the center and part of the eastern portion of the area is free of this limitation.
- There are several small water bodies and streams scattered throughout the site which may have associated wetlands. There are also other small areas of poorly drained soils.
- There are scattered areas of steep slopes, predominantly in the portion of the district south of I-95.
- The area has public water available south of I-95 and in a small area north of I-95. It is in the portion of the community proposed for public sewer.
- This is a highly developable area that may be being hurt by the use and size limitations in the Town's current zoning regulations, as well as the limited demand for industrial sites in the region and Connecticut in general. Consideration should be given to combining this area with the adjacent Commercial Development District and creating a broadly mixed-use Economic Development District with a larger mix of uses permitted by right and an increase in maximum building size.

H. Highway Commercial (HC) District

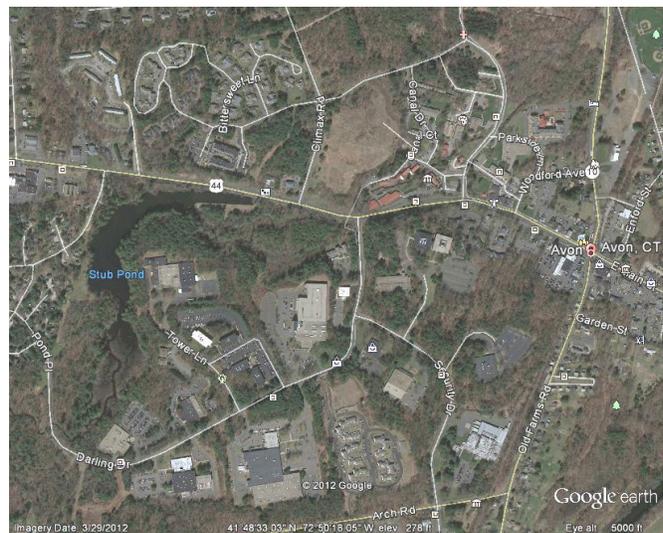
- This area (see Figure 39) is at the eastern edge of the community, adjacent to Rhode Island at Exit 93 of I-95. It comprises all four quadrants of the I-95 intersection with Route 216.
- This area is comprised of 35 parcels totaling 172.9 acres. Of the total area, 65.4 acres are considered not buildable, yielding a total of 107.5 buildable acres.
- Ten of the parcels in this district are partially zoned R60 or R80, which may further reduce the actual business development that can occur in the Eastern I District.
- Existing development in this area totals 80,268 square feet of building footprint. This compares to a maximum allowable 25% coverage of 1,882,881 square feet. Therefore

additional development of approximately 1,802,613 square feet is possible in this District.

- None of the district is in the Town's Aquifer Protection Overlay Area.
- There are several small water bodies and streams scattered throughout the site which may have associated wetlands. There are also other small areas of poorly drained soils.
- There is a small band of steep slope in the center of the area north of I-95.
- The area has been proposed for public water, but is not in the portion of town proposed for public sewer.
- This is a highway oriented area as its zoning indicates. Existing development creates the character of the area, which is not likely to change appreciably in the near future.

Summary of Commercial Build-out Analysis Findings

- ❖ North Stonington has an adequate supply of developable land to meet its economic and business development needs for the foreseeable future.
- ❖ Physical characteristics of most of the areas zoned for business development support such development, albeit with some limitations.
- ❖ Other than expanding the Western Industrial District to include properties fronting on Route 2, no additional land is recommended for rezoning to a business district at this time.
- ❖ The Zoning District for the area currently classified as the Western Industrial District should be changed to a more broadly mixed classification to include uses that could capitalize on traffic on Route 2 and proximity to the Foxwoods casino complex. This new district may include both business and residential uses.
- ❖ The current CD (Commercial Development) and eastern I (Industrial) Districts should be combined into a more broadly mixed-use Economic Development District with a larger mix of uses permitted by right and an increase in maximum building size. An excellent example of this type of mixed use development is Avon Park North and South in Avon, Connecticut (see the aerial photo to the right) that includes offices, research and development, manufacturing, distribution, retail, health services, and residential uses. This park is barely visible from the main highway (US 44), is not densely developed, is highly landscaped and buffered, and adds greatly to the Town's Grand List and tax revenues.
- ❖ The current lack of sewers is negatively impacting North Stonington's competitiveness. In a time of a very sluggish economy, with substantial competition from other communities in the region including in Rhode Island, any limitation such as this can be a fatal flaw for attracting business investment.



-
- ❖ While the amount of possible business development in large – more than 19 million square feet – this will not occur overnight. Development in North Stonington has been, and will continue to be, primarily small scale and slow. Even with added sewer capacity, the Town has a 30 to 40 year supply of business land.

Figure 38 – Eastern Industrial (I) District

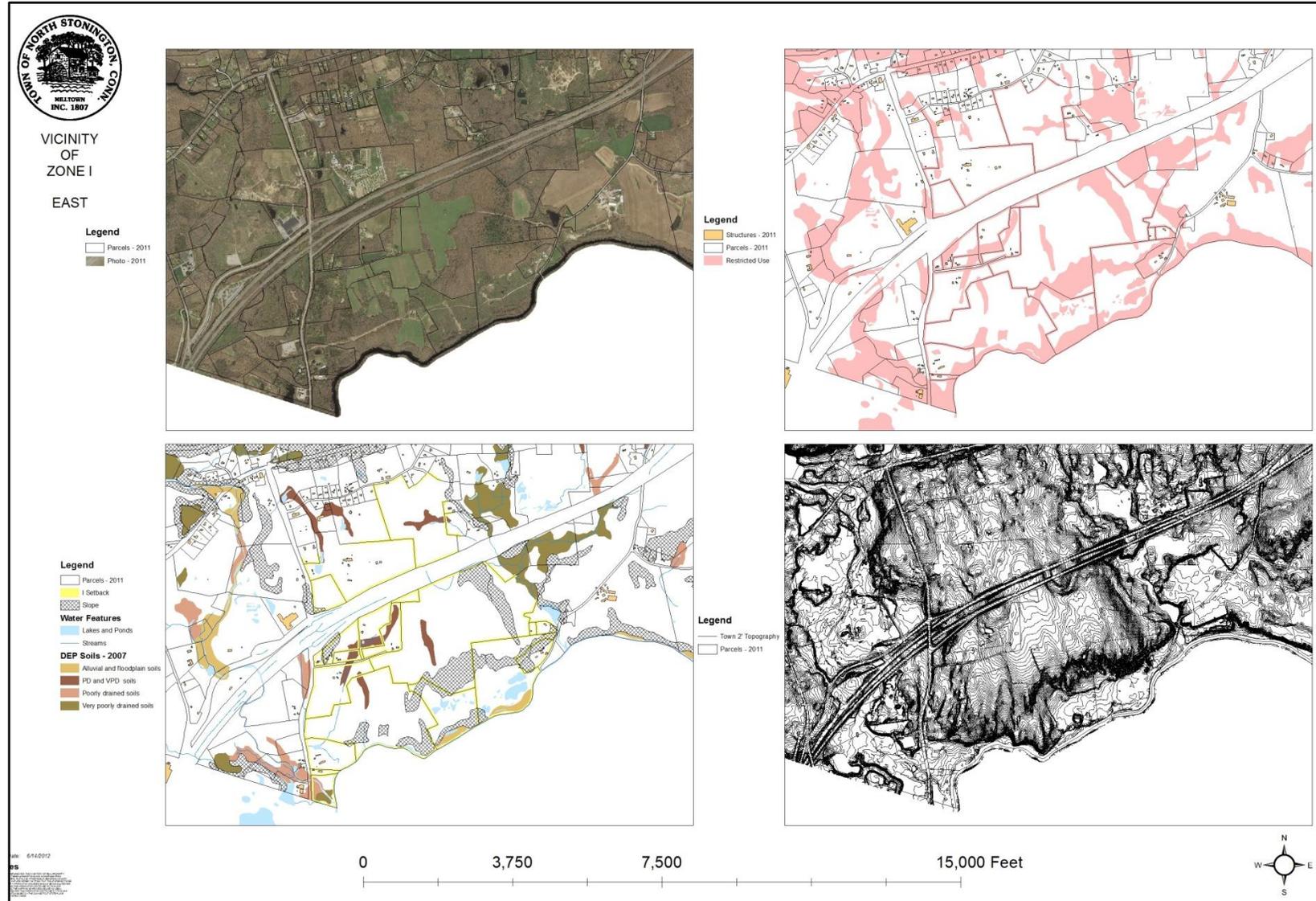


Figure 39 – Highway Commercial (HC) District



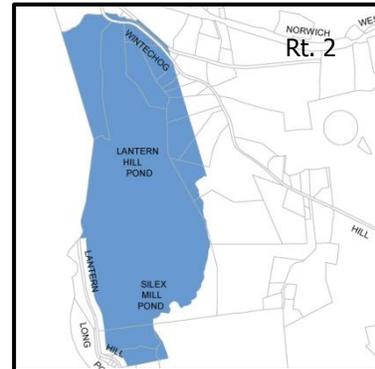
Other Development Considerations

This Action Plan pays specific attention to three potential development areas and one cluster development possibility. The three development areas are:

1. Western End of Route 2 near Foxwoods Casino
2. I-95 Exits 92 and 93:
3. Hewitt Farm

1. Western End of Route 2 near Foxwoods Casino

As previously noted, this area has some development potential despite difficult physical characteristics. The area should be enlarged to include properties with frontage on Route 2 to take advantage of significant drive-by traffic and proximity to the Foxwoods complex. The area should also be changed to a more broadly mixed classification that may include retail, hospitality and resort, services, and other business uses, as well as residential uses, in order to create a new neighborhood.

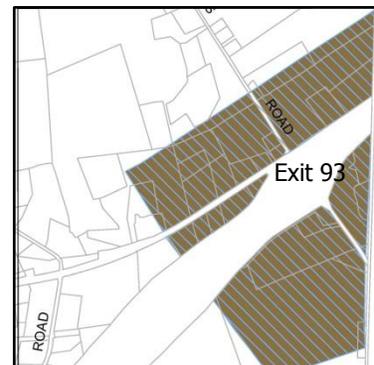


2. I-95 Exits 92 and 93

More detailed analysis of these areas is provided in the earlier section of this Plan on Commercial Build-out Analysis. Although both these areas are served by Exits of I-95, they are significantly different in character.

Exit 93

The Exit 93 area is predominantly traveler oriented and will likely remain so. As the first stop in Connecticut coming from the east, the area should be positioned as the state's and Town's "Welcome Center". A focus should be on making the best "first impression" possible; therefore, attention must be paid to improving the visual quality of the area.



However, given the substantial additional development possible in this area (more than 1.8 million square feet), it is unlikely that the entire area will be developed with motels, gas stations, restaurants, and convenience stores aimed at the traveler. Therefore, there is a need to broaden the mix. This might include warehouse and distribution operations south of I-95 and retail facilities or offices north of I-95.

There are two limiting factors in the Town's current Zoning regulations that may be impeding development in the Exit 93 area:

1. The maximum sizes allowable for retail stores or offices (less than 10,000 square feet except by Special Permit) or warehouse/distribution facilities (less than 20,000 square feet except by Special Permit).
2. The need to obtain a Special Permit for many possible uses, which encourages developers and property users to look elsewhere for a site that does not have these limitations.

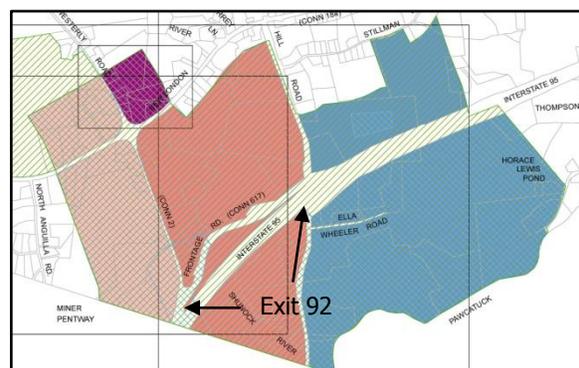
An additional limiting factor for the Exit 93 area is the lack of public sewers. Consideration should be given to designing and installing a package treatment plant to serve this area.

In addition to the actions recommended above, the Town, working through the EDC and Planning and Zoning Department, can improve marketability of this area by taking the following actions:

- Contact all property owners to identify properties on the market and the asking price (only being able to say the price is negotiable is a marketing disadvantage).
- Identify adjacent properties that might make sense to be marketed and developed as a unit.
- Evaluate properties and identify current conditions that may be detracting from marketability. Encourage property owners to correct these deficiencies and provide assistance where possible.
- Prepare a Marketing Prospectus (see Initiative #11 in the Action Plan that follows) providing key information on the available sites and demographics for the area (drive-by traffic count, population and disposable income within a 30 minute drive, etc.). Include a map showing the relationship of this area to the broader region (e.g., proximity to T.F. Green airport, population centers in Connecticut and Rhode Island, the Port of New London).
- List available properties on the CERC SiteFinder Inventory.
- Include a link to the Town's available property on the economic development portion of the Town's website.
- Distribute the Marketing Prospectus to all major commercial and industrial brokers in the region (including Westerly, Rhode Island) and have it available from the Town's website.

Exit 92

The Exit 92 area is currently a mixture of intended uses: office/research in the western part of the area; general commercial use in the center of the area; and industrial in the eastern part of the area.



As recommended above, the CD (Commercial Development) and I (Industrial) Districts should be combined into a unified Economic Development District that allows a broader mix of uses throughout the area. The O/R District could be included in this Economic Development District as well. This is the nature of modern, mixed use business parks across the country, and this area should be treated as such a park even though there are multiple property owners.

Currently there is no discernible market sector or cluster in the southeastern Connecticut region toward which this area should be aimed. In addition, allowing this broader mix of uses will help the current CD portion, which is in competition with the sizable commercial cluster on Route 2, just to the south in Stonington.

This area has the major share of the Town's future development potential, with more than 14 million square feet of additional space possible. Assuring high quality development will be critical and the Town should define now what it would like the more visible portions of this area to look like by creating a set of design guidelines (see Initiative #5 in the following Action Plan).

The desirability of this area is currently impeded by the lack of public sewers and limited public water, although the Town has indicated a willingness to correct both deficiencies and has sewers in the planning stage through extension of sewers from Stonington. Completing this process, or as an alternative serving the area with a package treatment plant (see Initiative #7 in the following Action Plan), is a critical piece of making this portion of North Stonington of greater interest to developers and potential business prospects.

As a significant portion of the land in this area is owned by the Mashantucket Pequot Tribe, a cooperative approach to marketing or developing this land will be useful.

Steps the Town can take (working through the EDC and Planning and Zoning Department) to stimulate development in this area include:

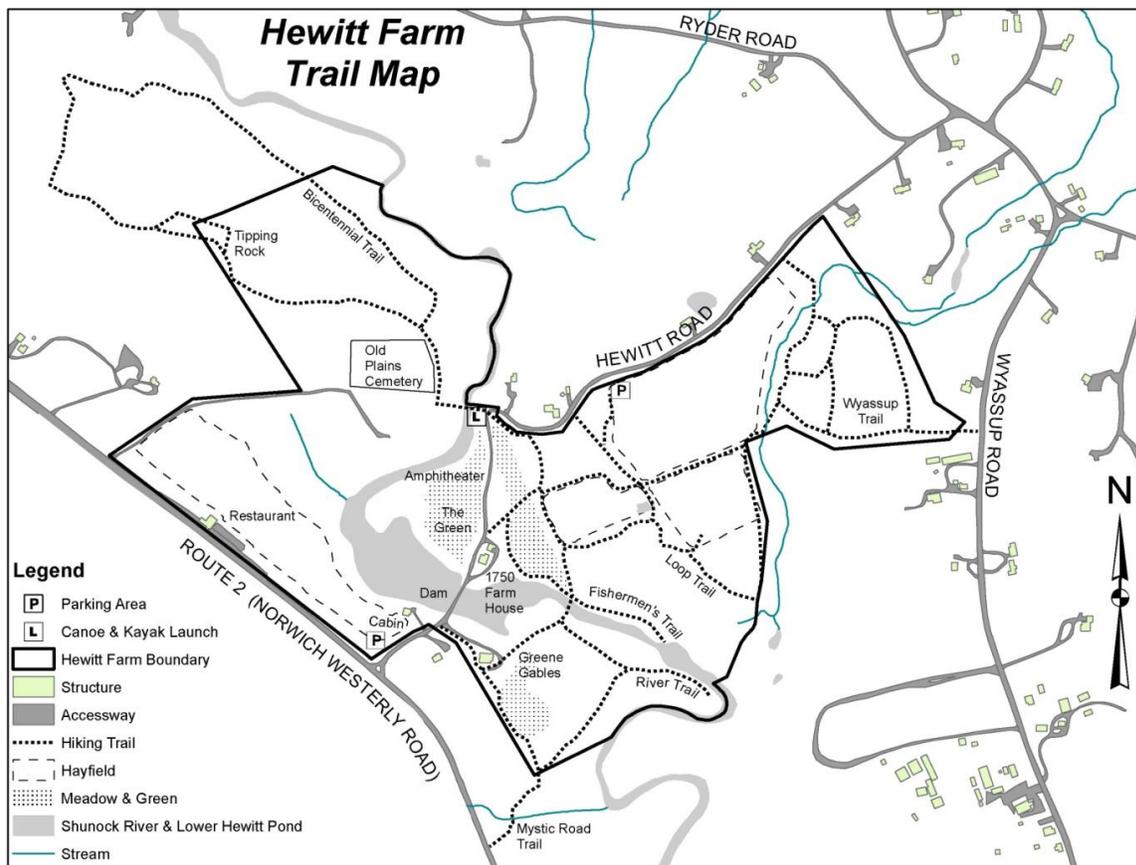
- Contact all property owners to identify properties on the market and the asking price (once again, a stipulated price is better than only being able to say the price is negotiable). Not all available property may currently be listed with a broker.
- Evaluate properties and identify current conditions that may be detracting from marketability. Encourage property owners to correct these deficiencies and provide assistance where possible.
- Prepare a master map of the Economic Development District showing property lines, ownership, key physical features, location of utilities, supporting road network, etc.
- Prepare a Marketing Prospectus (see Initiative #11 in the Action Plan that follows) providing the master map, key information on the Economic Development District such as permitted uses and other requirements or limitations, and demographics for the area (estimated available workforce within a 30 minute drive, etc.)

- List all available properties on the CERC SiteFinder Inventory and include a link to the Town's available property list on the economic development portion of the Town's website.
- Distribute the Marketing Prospectus to all major commercial and industrial brokers in the region (including Westerly, Rhode Island) and have it available from the Town's website.

3. Hewitt Farm

Consideration was given to possibilities for use of Hewitt Farm including, but not limited to, farmers markets and summer concerts as a means of attracting more people to North Stonington. Figure 40 shows the Hewitt Farm property.

Figure 40 – Hewitt Farm



Potential uses of the Farm are very limited due to the conditions in the deed under which the Town took control of the property. As stated in an opinion letter from then Attorney General Richard Blumenthal:

- The property can be used only for recreation and park purposes
- The Town's use of the property is subject to conditions and covenants that run with the deed.

The deed itself stipulates that no construction is allowed for a ninety-nine year period (commencing April 1967) except for "...buildings or structures as may be incidental to the use of the property for reforestation, nursery and recreational purposes and such other purposes as may be consonant with the aims and purposes of the Marine Historical Association, Inc."

Proposed Uses, Rules and Recommendations set forth by the Town committee overseeing use of the farm further demonstrate the intention to keep this property as a farm and outdoor recreational area with no additional construction except for outbuildings (that is, accessory uses) related to farm or recreational uses.

Thus it is clear that future use of the farm is largely limited. A problem with use of a portion of the farm for public gatherings (such as the specified farmers markets or concert grounds) is the lack of visibility and convenient accessibility of most of the site from Route 2, although the damaged bridge linking the interior of the site to Route 2 has recently received a State permit for repair which is likely to start in the spring of 2013.

The hayfield area behind the Buon Appetito restaurant could be used for a farmer's market and associated parking in warm weather months, but is too long and narrow for other gatherings such as concerts.

While the list of proposed uses and related rules previously mentioned does not specifically address the subject of using a portion of the site for gatherings such as concerts, fields for organized sports are prohibited, which may be an indication of how a proposed concert may be viewed. In addition, no alcoholic beverages are permitted, which would detract from the attractiveness of attending a concert on the site. Nonetheless, Figure 40 does show a green and amphitheater portion of the farm. This is a topic that warrants additional discussion between the Economic Development Commission and Hewitt Farm Committee.

While there are many possibilities for outdoor recreational use of a site such as this (see Table 8) research conducted as part of this project did not uncover strong demand for any particular use. Once again, any use included in Table 8 or otherwise suggested would likely require permission of the Hewitt Farm Committee before being allowed.

Table 8
Potential Uses for Outdoor Centers

Antique shows	4-H events
Auctions	Harvest festivals
Arts and craft shows	Hot air balloon festivals
Bicycle gymkhanas	Llama & alpaca show
Civic association and club outdoor events	Microbrewery festivals
Classic car shows/auctions	Music related events
Country & western dances/concerts/events	Nature walks and educational events
Cross country ski events	Pet adoption day
Dog & cat shows	Picnics/parties/banquets
Educational classes and events	Private parties

Footraces	Reenactments
Fundraisers	Trade shows
Flea markets	Weddings
Forest management educational events	

Development of a Medical Cluster

Because of the presence of existing medical complexes in North Stonington, consideration was given to the possibility of developing a Medical Services Cluster. SECTER (the Southeastern Connecticut Economic Region) reports:

There is a developing cluster along the shoreline – Lawrence + Memorial (New London) has clinics in Old Saybrook and East Lyme; there is a new Dana Farber Cancer Center and a Diagnostic Imaging Center in Waterford plus the hospital in New London and they just bought a building that will become doctor’s offices; they also have some kind of outpatient facility in Stonington and a rather huge outpatient/rehab/outpatient surgical facility in Groton; the Westerly Hospital is now (or soon will be) owned by them, and that has given them a facility in Mystic, and they have a rehab center in New London. So they pretty well cover a “cluster” along the shore from Old Saybrook to Westerly.

The 2004 Comprehensive Economic Development Strategy (CEDS) for the Southeastern Connecticut region identified a bioscience cluster in the region, but the most recent CEDS update (2011) notes that this cluster has weakened considerably, in particular due to closures and cutbacks at Pfizer in Groton and New London and companies in Pfizer’s supply chain.

Biosciences continue to be a primary cluster for the state of Connecticut. However, the focus is in the Farmington area with the positioning of the University of Connecticut (UConn) Health Center as a hub of research/clinical work in bioscience. This includes the addition of Jackson Laboratory’s research center there.

The majority of the region’s biosciences cluster is located in New London including Constitution Bio-Fuels, Myometrics, Amarin, and Flavours of Life. However, the 2011 CEDS notes both the lack of venture capital availability or activity in the region, as well as a comparatively small level of new patents emanating from the region as problems for significant expansion of the region’s biosciences cluster.

More traditional medical services are generally linked to two factors: a population base in need of treatment and proximity to a hospital. North Stonington offers neither of these. Specialty treatment facilities can draw from a larger area, and here, North Stonington’s availability of land immediately off an Exit of I-95 is helpful. However, this advantage is offset by the lack of public water and sewer, which are a necessity for many forms of medical offices.

Further, there are other competing areas with larger population bases and better proximity to Lawrence + Memorial Hospital in New London, Backus Hospital in Norwich, or The Westerly Hospital in Westerly, Rhode Island. The fact that the existing "cluster" is spread over a fairly long stretch of I-95, rather than actually clustered in any particular location, is indicative of the fact that no place has been identified as ideal for this type of operation. It is doubtful North Stonington would be so selected.

While the region's workforce skills are adequate to support biomedical research and development operations, especially given the layoffs by Pfizer, once again the lack of water and sewer will be a limiting factor for attracting these types of operations to North Stonington.

For the foreseeable future, the medical sector should be a target of opportunity for North Stonington, not a target of intent. Stated differently, the Town should respond to these opportunities if and when they present themselves, but should not devote significant resources to chasing them.

Economic Development Action Agenda

This section provides a set of recommended action steps aimed at improving the Town's economic development performance. Such performance is generally measured in terms of several possible goals:

- Attracting capital investment to generate more tax revenues from businesses
- Improving employment opportunities
- Assuring conveniently available goods and services for residents
- Other community-specific motivations

For North Stonington, the first category – adding to the Town's Grand List to reduce the tax burden on residential tax payers – is by far the dominant motivation for an enhanced economic development effort. This emphasis was clear in a prioritization exercise held at a community forum on April 28, 2012 where residents allocated points to the categories above, with the following results:

Table 9
North Stonington's Reasons for Supporting Economic Development

Category	Percent of Votes
Capital Investment/Tax Revenue	42.56
Goods and Services	29.72
Jobs	20.45
Other motivations (a total of 6 suggested)	7.31
Total	100.04

As a point of comparison, Table 10 provides a calculation of the current (2011 Grand List) business portion of the Town's Grand List, and shows that just over 15% is comprised of business related property.

This ranking shown in Table 9 is consistent with other input received during interviews and group meetings such as several with the North Stonington Economic Development Commission. The Town's residents are clearly much more concerned about economic development as a means to maintain an acceptable local tax rate than they are about employment opportunities (the town's unemployment rate is lower than the regional or state averages), available goods and services (town residents appear to be comfortable finding what they need in the nearby region), or other motivations.

Therefore, the dozen initiatives recommended in this Action Plan are aimed at the goal of making North Stonington more ready and competitive for attracting more business investment that will equate to a higher portion of local taxes being paid by businesses rather than homeowners. As with many communities that have never had a full-time economic

development effort, the initial focus, as reflected in this Action Plan, is on making North Stonington a more competitive “product” for the highly competitive economic development marketplace. Product readiness and community preparedness must precede aggressive marketing.

Table 10

NORTH STONINGTON BUSINESS PORTION OF THE 2011 GRAND LIST

Category	Assessment
Real Property (Gross Assessment)	
Commercial	\$47,655,580
Industrial	\$6,443,220
Apartments	0
Public Utilities	\$811,860
Motor Vehicles	
Commercial	\$1,431,750
Combination (1)	\$106,622
Farm	\$336,540
Personal Property	
Industrial/Manufacturing Machinery/Equipment	\$705,455
Commercial Furniture & Fixtures	\$6,756,312
Farm Machinery & Tools	\$1,794,771
Farm Tools	\$16,994
Mechanics Tools	\$267,524
Electronic Data Processing Equipment	\$745,968
Telecommunications Equipment	\$640,046
Cable, Conduits, Pipes, Poles, Towers, Telephone, Water, Etc.	\$15,818,344
Monthly Average Quantity of Supplies	\$38,797
All Other Taxable Property, Chattels & Effects	\$1,052,599
TOTAL BUSINESS PROPERTY	\$84,622,382
TOTAL 2011 GRAND LIST (2)	\$561,467,240
BUSINESS PORTION OF 2011 GRAND LIST	15.07%
Notes:	
(1) 10% of Combination Motor Vehicles treated as business use	
(2) Assessment before exemptions	
Source: Data from North Stonington Assessor’s Office analyzed by Garnet Consulting Services, Inc.	

Some Caveats

North Stonington's residents take great pride in the rural character and scenic attractiveness of the community. Future economic development in the Town must fit into that character rather than noticeably change it.

There are two discernible and conflicting "camps" in the Town: one committed to protection of the community's character, and one committed to attracting more business investment to reduce the tax burden on residents. These points of view are not mutually exclusive. Both are concerned with protecting North Stonington's quality of place and quality of life – they are just looking at different pieces of that quality. Rather than continually fight with each other, the two camps must collaboratively develop a vision that effectively meshes community character and economic development. This is the ideal time to accomplish this, given the Town's current process of updating its Plan of Conservation and Development.

Perhaps more importantly, economic development almost never occurs for free or without effort. A more aggressive economic development effort by the Town will require an investment in that effort – with the express intention of receiving a return on that investment. We recognize that North Stonington does not have a large amount of spare cash. Therefore, the Initiatives recommended in this Action Plan are intended to be as cost-effective as possible. However, in most cases where out-of-pocket costs are low, there is a need for dedicated staff and/or effective volunteer time in order to implement the initiatives.

The Town is unlikely to see any significant level of success if it remains dependent on the part-time efforts of its current staff and/or the volunteer efforts of its Economic Development Commission. Some additional, dedicated staff time will be necessary to implement the recommended initiatives. However, as this Action Plan is written and until that staff time dedicated to economic development is available, it is necessary to rely on current manpower resources – which means an increasing burden on EDC members, and more likely, already over-committed staff.

North Stonington Economic Development Action Plan

Initiative #1: Economic Development Team Building

Background Information

Economic development is a team sport. Success depends upon having all the right players working from the same game plan. This Action Plan is intended to provide the necessary game plan – North Stonington must now field an effective team. Without that team, none of the rest of the Initiatives in this Action Plan are likely to be implemented and the Town will not achieve its goal of increasing the business portion of its Grand List.

An increasing number of places have recognized that many governmental departments, staff, and board/commission members can have a dramatic impact on economic development success (or failure), but have never thought of themselves as a “first-string player” of the community or region’s economic development team. This is the case with North Stonington.

The First Selectman’s office, Planning and Zoning Department, and Economic Development Commission (EDC) should plan and host an “Economic Development for Public Officials” session to which all Town Staff and Board and Commission members who impact the economic development process are invited. This group should be broadly inclusive – not limited to those functions typically thought of as part of the economic development process. It would include all land use officials, boards and commissions; the Board of Education; the Town Sanitarian; the Public Works Department; and anyone else whose responsibilities bring them in contact with existing or prospective businesses.

For many years, the MetroHartford Alliance and its predecessor, the Capital Region Growth Council, has run a very successful program called Economic Development for Public Officials. Many other EDOs across the country have sought to emulate this program, the purpose of which is to provide periodic training and team-building for city and town elected and appointed officials, board and commission members, and municipal employees, as well as residents, regarding their roles in economic development. North Stonington should seek to have the MetroHartford Alliance, Southeastern Connecticut Economic Region (seCTer), or some other entity provide this training for the Town.

As a companion effort, the Town should prepare an Economic Development Team Handbook for EDC members and other primary members of the Town’s economic development team. This Handbook should provide information on the fundamentals of an economic development program, a synopsis of this Action Plan and any other pertinent documents, and other information necessary to help new Board and Commission members, and Town staff, to quickly understand the Town’s economic development program.

Initiative #1 Major Action Steps and Schedule			
Action Steps		Schedule	
<u>EDPO</u>			
1. Contact the MetroHartford Alliance, seCTer, or other entity about running an Economic Development Education and Team-Building session similar to EDPO for North Stonington.		Jan 2013	
2. Develop a North Stonington specific agenda for an EDPO session.		Feb 2013	
3. Schedule a North Stonington EDPO session, arrange all logistics (speakers, location, AV equipment, handouts, refreshments, etc.) and invite all appropriate Town staff and Boards and Commissions.		Mar 2013	
4. Conduct the EDPO session.		Apr 2013	
<u>Economic Development Team Handbook</u>			
1. Establish a committee of the EDC to research existing Economic Development Handbooks from throughout the country to identify models that can be used by North Stonington.		Mar 2013	
2. Create an outline of topics (for example: an organizational chart of North Stonington's economic development team; fundamentals of the economic development business; pertinent local regulations and programs; summaries of important local, regional, and state programs EDC and other team members should be aware of) to be included in a North Stonington Economic Development Team Handbook.		May 2013	
3. Prepare a master set of materials to be included in the initial Team Handbook.		Jul 2013	
4. Prepare the Team Handbook and disseminate it electronically to all those considered part of North Stonington's economic development team.		Aug 2013	
5. Keep the Team Handbook current to reflect changes in team members, available programs, etc. and reissue the Handbook to the team as necessary.		As needed	
Responsibility			
Primary:		Support:	
<ul style="list-style-type: none"> ▪ EDC ▪ Town Planner ▪ First Selectman 		<ul style="list-style-type: none"> ▪ All other applicable Town staff, boards and commissions 	
Resources Needed			
	Item	Amount	Possible Sources
Funding:	<ul style="list-style-type: none"> ▪ Cost of handout materials, refreshments, speakers' fees 	\$1000 per session	<ul style="list-style-type: none"> ▪ EDC budget ▪ Board of Selectmen budget
Other:	<ul style="list-style-type: none"> ▪ Participation by Town staff and Board and Commission members 		

Performance Measures

- North Stonington EDPO session held by April 2013
- Session rated as "Very Valuable" by majority of attendees
- Additional EDPO sessions held periodically as change in Town staff or Boards and Commissions warrant
- Initial North Stonington Economic Development Team Handbook published August 2013

Timeframe

This Initiative is:

<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing As needed
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Additional Information

See the Metro-Hartford Alliance's "Economic Development for Public Officials" program as a model for a regional Economic Development Education and Team-Building Program. See <http://www.metrohartford.com/economic-development/municipal-services> or contact Sandra Johnson, Vice President and Business Development Officer, MetroHartford Alliance, 860-525-4451, Ext. 281.

Background information on and examples of Economic Development Handbooks can be found at:

<http://sogpubs.unc.edu/electronicversions/pdfs/econdevhbk09.pdf>

http://www.positivelyminnesota.com/Data_Publications/Publications/Economic_Development_Guidance/Economic_Development_Authority_Hbook.pdf

For a recommended book on the subject, see: Economic Development in Local Government: A Handbook for Public Officials and Citizens, Roger L. Kemp, Author and Editor, McFarland & Co., 2007.

North Stonington Economic Development Action Plan			
Initiative #2: Modify Zoning Districts and Regulations			
Background Information			
<p>North Stonington has a complex and confusing set of Zoning Regulations. The Town has recognized this problem, and as this Action Plan is being prepared, is working to make necessary modifications to the Regulations.</p> <p>In order to allow the Town to better capitalize on current economic development opportunities, the following changes to the Town’s Zoning Districts and Regulations should be made:</p> <ul style="list-style-type: none"> ▪ Reduce the number of uses requiring a Special Permit by making them Permitted Uses in specified zoning districts. ▪ Combine districts along I-95 into a unified, multi-use Economic Development District. ▪ Expand the area intended for business use at the west end of Route 2 and change the district from Industrial to a district allowing a broader mix of uses. <p>In the future, North Stonington should also consider the adoption of form-based zoning in business areas to replace the current Euclidian (use-based) zoning.</p>			
Initiative #2 Major Action Steps and Schedule			
Action Steps			Schedule
1. Continue the process of multi-board and commission discussions concerning necessary amendments to Zoning Regulations.			On-going
2. Assure that the recommendations above are considered by the group, especially the Planning and Zoning Commission (PZC), the Town’s Zoning Regulations consultant, and the community as a whole.			Jan 2013
3. Adopt the recommended changes, and reflect them in the Town’s updated Plan of Conservation and Development.			May 2013
4. Widely publicize the changes as a way to promote economic development in North Stonington (see Initiative #9).			June 2013 and ongoing
Responsibility			
Primary:		Support:	
<ul style="list-style-type: none"> ▪ Planning & Zoning Commission ▪ Town Planner and Consultant ▪ Economic Development Commission 			
Resources Needed			
Funding:	Item	Amount	Possible Sources
	<ul style="list-style-type: none"> ▪ 2013 Budget – PZC line item for consulting 	\$18,000	
Other:	<ul style="list-style-type: none"> ▪ Collaboration of PZC and EDC 		

Performance Measures

- Amendments to Zoning Districts and Regulations adopted by May 2013 or tied to POCD update
- Amendments communicated as part of the Town's economic development marketing starting June 2013

Timeframe

This Initiative is:

<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input type="checkbox"/> Continuing
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Additional Information

For an article on streamlining zoning regulations, see:

<http://www.providenceri.gov/mayor/mayor-taveras-announces-new-streamlined-zoning-0>

For an article on the impacts of streamlining regulatory processes on the availability of affordable housing, see: <http://www.huduser.org/rbc/search/rbcdetails.asp?DocId=254>

For an article on form-based zoning from The University of Connecticut's Community and Natural Resource Planning Program, see:

<http://www.cnp.uconn.edu/documents/FS%205%20Form%20Based%20Code.pdf>

North Stonington Economic Development Action Plan	
Initiative #3: Plan of Conservation & Development Economic Development Section	
Background Information	
<p>North Stonington is in the process of updating its Plan of Conservation and Development (POCD). Other than a one-page discussion of the Economic Development topic under the current conditions section (“What We Have”), the current POCD (adopted in 2003 and amended in 2009) does not include any meaningful reference to the role economic development can and should play in the overall planning and management of the Town. The exception is a focus on increasing agricultural uses, which certainly should be a part of the town’s economy, but does not, by itself, provide the basis for a diverse and balanced economy, or the means for appreciably growing the business portion of the Town’s Grand List.</p> <p>Because POCD’s are supposed to provide the foundation upon which the planning and management of a community’s future growth and development rests, it is essential to include a robust Economic Development Section in the ongoing revisions to the Town’s Plan of Conservation and Development. The intent should be to assure that an appropriate balance of development and preservation of community character is achieved. As part of the preparation of the new POCD, the PZC and EDC should run a Community Forum on the topic of “Economic Development and Community Character.”</p>	
Initiative #3 Major Action Steps and Schedule	
Action Steps	Schedule
1. Identify other small, high-quality, predominantly rural communities that have a balanced economic base.	Jan 2013
2. Obtain copies of those communities’ POCDs or comparable documents.	Feb 2013
3. Review these documents to obtain a clear understanding as to how they seek to balance community character and economic development.	Mar 2013
4. Prepare a draft Economic Development section of the new North Stonington POCD.	Jun 2013
5. Conduct a Community Forum on the topic of “Economic Development and Community Character.”	July 2013
6. Incorporate a more robust section on economic development in the updated POCD.	Oct – Dec 2013
7. Communicate this increased focus on economic development as part of the Town’s economic development marketing	Starting Jan 2014 and ongoing
Responsibility	
Primary:	Support:
<ul style="list-style-type: none"> ▪ Town Planner with POCD Committee ▪ PZC 	<ul style="list-style-type: none"> ▪ EDC ▪ Board of Selectmen

Resources Needed			
Funding:	Item	Amount	Possible Sources
	<ul style="list-style-type: none"> ▪ None 		
Other:	<ul style="list-style-type: none"> ▪ Staff time ▪ Time of PZC and EDC members 		
Performance Measures			
<ul style="list-style-type: none"> ▪ Research on "benchmark" communities completed by February 2013 ▪ Draft POCD Economic Development section written by June 2013 ▪ Community Forum on "Economic Development and Community Character" held in conjunction with spring 2013 POCD Planning Fair ▪ Updated POCD with Economic Development section adopted December 2013 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input type="checkbox"/> Continuing
Additional Information			
<p>For the Business Development section of Ridgefield, Connecticut's POCD, see: http://www.ridgefieldct.org/filestorage/46/78/FINAL_Chapter_11_Business_Development.pdf</p> <p>For the Economic Development section of Litchfield, Connecticut's current POCD, see pages 18 – 21 of: http://www.townoflitchfield.org/Pages/LitchfieldCT_Land/POCAD%20Adopted%20June%204,%202007.pdf</p> <p>For the Economic Development section of Goshen, Connecticut's POCD, see: http://www.goshenct.gov/Pages/GoshenCT_Planning/development/section6/economic</p>			

North Stonington Economic Development Action Plan

Initiative #4: Development Process Review Task Force

Background Information

There is an unhealthy level of complaint from the development sector about the regulations and procedures that comprise North Stonington's permit and approval process, although several interview sources noted recent improvements in the development process. Negative observations come from those who report having had a difficult time, those who report knowing someone who had a difficult time, and those who are concerned about what they consider to be that unhealthy level of complaint. Often this situation is a function of lingering perception from long-past "horror stories", while in other instances there is good reason for the dissatisfaction. Frequently it is a reflection of an incorrect understanding on the part of the applicant as to what is required.

The reputation of being a business-unfriendly community – that is, having a less than desirable business climate – can result in a community being passed by as a possible location for business investment – both new business attraction and retention/expansion of what is already there. North Stonington currently has that reputation. The Town can do a better job of communicating the details of its development process to the public, and in particular to businesses the Town seeks to attract and retain.

Other communities (in the past, Raleigh, NC has been a good example) dealing with this situation have had good success by creating a working group comprised of key staff, representatives of Boards and Commissions, and representatives of the real estate development community (developers, commercial real estate brokers, architects and engineers) who meet together to identify specific problems about the development process (first, by distinguishing between real, current problems, and those that are based on old "horror stories"), explore all sides of the issue in a non-hostile environment, and jointly identify the most effective way to make the system work more effectively.

A Town – Development Sector Task Force should be established to identify regulatory issues (both policies and procedures) impeding the Town's economic development and work collaboratively to identify, help implement, and inform the community about improvements in the North Stonington's permit and approval process. It is much more effective to do this when there is not a specific development project involved. Success in the process can result in case studies about what is working effectively and why, as well as what can work better and how to make that happen. While Town departments, boards and commissions will remain on this Task Force for as long as it exists, representatives of the development community should change regularly to bring in fresh perspectives and not overly burden any individual.

As a related issue, many communities attempt to make their development process more understandable by creating flowcharts and/or manuals to make the process easier to understand. The Economic Development Commission, working with the appropriate Town staff,

boards and commissions, should seek to provide additional materials that help developers and business prospects understand the process more fully. As a part of this process, the efficacy of creating more detailed design guidelines and a design or development advisory committee should be considered (see Initiative #5).

Initiative #4 Major Action Steps and Schedule

Action Steps	Schedule
1. EDC requests that the Board of Selectman establish a Town – Development Sector Task Force.	2 nd Qtr 2013
2. Establishment of Task Force approved.	3 rd Qtr 2013
3. Identify other locations (for example, the City of Raleigh, NC) that have had a similar Task Force to research their setup and operations.	3 rd – 4 th Qtrs 2013
4. Identify Town departments, Boards and Commissions that should be involved.	4 th Qtr 2013
5. Prepare a list of developers, architects, engineers and commercial real estate brokers who might be involved.	4 th Qtr 2013
6. Select 5± development sector representatives to be invited to be part of the initial Task Force. (While Town staff and Board and Commissions will have permanent slots on the Task Force, representatives of the development community should be rotated annually to assure fresh thoughts and allow a reasonable time commitment.)	4 th Qtr 2013
7. Schedule the first meeting of the Task Force.	1 st Qtr 2014
8. At the initial meeting of the Task Force, discuss procedural matters for the functioning of the Task Force.	1 st Qtr 2014
9. At the second meeting of the Task Force, prepare a list of issues related to regulations and permit and approval procedures for future discussion. Identify top priority issues.	2 nd Qtr 2014
10. At the third meeting of the Task Force, begin consideration of priority issues; make recommendations for improvements expeditiously.	3 rd Qtr 2014
11. Communicate recommended changes in regulations and the development process to appropriate agencies and departments.	4 th Qtr 2014 and ongoing
12. Task Force members should testify as needed at any meetings or hearings called to consider the Task Force recommendations.	As needed
13. Development Process flowchart and/or manual prepared and available from Town website.	1 st Qtr 2015
14. Development community testimonials on process and regulations improvements communicated on Town website.	3 rd Qtr 2015 and as appropriate
15. Task Force continues to meet as needed.	2015 and ongoing

Responsibility

Primary:	Support:
<ul style="list-style-type: none"> ▪ Board of Selectmen ▪ Economic Development Commission ▪ Planning & Zoning Commission 	<ul style="list-style-type: none"> ▪ Other applicable Town departments, boards and commissions, GIS Coordinator

		<ul style="list-style-type: none"> Development community representatives 	
Resources Needed			
Funding:	Item	Amount	Possible Sources
	<ul style="list-style-type: none"> Refreshments for Task Force meetings 	\$50 per session	<ul style="list-style-type: none"> EDC budget Business donations
Other:	<ul style="list-style-type: none"> Staff and volunteer time 		
Performance Measures			
<ul style="list-style-type: none"> Town – Development Sector Task Force established by Nov 2013 First Task Force meeting held by Jan 2014 Monthly meetings of the Task Force held throughout 2014 and thereafter Permit & Approval flowchart and/or manual prepared by Jan 2015 Task Force meetings held regularly on a schedule to be determined 2015 and beyond Testimonials on improvements to the Town’s development permit and approval process issued beginning Sep 2015 and thereafter 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			
For an example of websites devoted to a permit and approval process, see: http://www.co.shasta.ca.us/index/drm_index/bldg_index/drm_permit.aspx http://www.cityofmesquite.com/DRP/			
For examples of a Development Process Flowchart, see: http://www.kcmo.org/idc/groups/cityplanningdevelopmentdiv/documents/cityplanninganddevelopment/devflowchart.pdf http://www.placer.ca.gov/Departments/CommunityDevelopment/~/_media/cdr/Permit%20Process%20Flowchart.ashx http://www.middletonplanning.com/forms/flowchartguide.html			

North Stonington Economic Development Action Plan	
Initiative #5: Design Advisory Committee and Manual	
Background Information	
<p>Create a Design Advisory Committee and prepare a written Design Advisory Manual that illustrates design elements desired by the Town. Such a Committee and Manual will help those considering development in the Town to understand the Town’s preferences in architectural design, and building and site appearance. This can be a useful tool in overcoming the Town’s image as being a difficult place to do development (see Initiative #4) and help those considering development to minimize costs and time in obtaining permits and approvals. Because this Committee is called “Advisory” rather than “Review” or “Approval”, it should be perceived as a help in the process rather than another hurdle to be cleared, and should be positioned and promoted in that light.</p>	
Initiative #5 Major Action Steps and Schedule	
Action Steps	Schedule
<ol style="list-style-type: none"> 1. Request the Board of Selectmen to create a Design Advisory Committee and to task that Committee to work with the Planning and Zoning Commission to create a Design Advisory Manual. The Board of Selectmen should also designate a Town Department or staff member to provide staff services for the Committee. 2. Conduct national research on similar municipal bodies, their operations, forms used, and similar items. 3. Customize material gathered from research to meet North Stonington’s needs. 4. The Committee should create a draft set of Recommended Design Elements and a set of Standard Operating Procedures. 5. The Recommended Design Elements and Standard Operating Procedures should be adopted by the Board of Selectmen, PZC, and/or other appropriate boards and commissions. 6. Upon official adoption, the Design Advisory Committee begins operations. 7. The availability of the Design Advisory Committee should be publicized as available to serve those seeking to undertake development in North Stonington. 	<p>3rd Qtr 2013</p> <p>4th Qtr 2013</p> <p>1st Qtr 2014</p> <p>2nd – 3rd Qtr 2014</p> <p>4th Qtr 2014</p> <p>1st Qtr 2015</p> <p>2nd Qtr 2015 and ongoing</p>
Responsibility	
Primary:	Support:
<ul style="list-style-type: none"> ▪ PZC ▪ Town Planner 	<ul style="list-style-type: none"> ▪ EDC

Resources Needed			
Funding:	Item	Amount	Possible Sources
	<ul style="list-style-type: none"> ▪ None 		
Other:	<ul style="list-style-type: none"> ▪ Staff and Board/Commission time 		
Performance Measures			
<ul style="list-style-type: none"> ▪ Design Advisory Committee established by Sep 2013 ▪ Recommended Design Review Elements and Design Advisory Committee Standard Operating Procedures written by Sep 2014 ▪ Recommended Design Review Elements and Design Advisory Committee Standard Operating Procedures adopted by December 2014 ▪ Design Advisory Committee assists first business to obtain building and site plan approval by May 2015 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			
For Ridgefield's Architectural Review Checklist, see: http://www.ridgefieldct.org/filestorage/46/78/175/Microsoft_Word_-_AAC_Review_CHECKLIST.pdf			
To view Simsbury's "Guidelines for Community Design", see: http://www.simsbury-ct.gov/public_documents/simsburyCT_Downloads/community_design/DesignGu.pdf			
For examples of communities with Design or Development Review Committees, see: http://www.smartgrowthvermont.org/fileadmin/files/Toolbox_Images/Publications/designguidelines_full_doc.pdf http://www.chulavistaca.gov/City_Services/Development_Services/Planning_Building/Boards_Commissions/Design_Review.asp http://www.spokaneplanning.org/docs/Current_Planning/Applications/Application_Design_Review.pdf http://www.castlepinesvillage.org/design-review.php http://www.montvillenj.org/index.php?option=com_content&task=view&id=105&Itemid=118 http://www.ci.longmont.co.us/planning/drc/drc.htm			

North Stonington Economic Development Action Plan

Initiative #6: Commercial Property Marketing

Background Information

Next to an adequate supply of labor with the needed skills, the availability of real estate is the next most common factor evaluated by most businesses. A typical function of an economic development program is to provide information on available sites and buildings in the community. This is of help to businesses seeking locations, as well as to property owners and listing brokers.

While there are available properties in North Stonington, available information about them is not readily available from typical sources used by business prospects, and site location consultants. The Town’s website provides no information and does not provide a link to the Connecticut Economic Resource Center’s (CERC) SiteFinder Inventory or seCTer’s real estate listings. Going directly to the SiteFinder Inventory shows five buildings (or portions) available totaling 22,100 square feet, but at only two addresses. Similarly, a SiteFinder search shows four sites totaling 38.81 acres available in North Stonington. Quite obviously there are more properties available in the Town.

North Stonington can help its economic development marketing efforts by doing a better job of promoting available properties in the Town by preparing and maintaining an inventory of available business properties in North Stonington. This inventory should be available through the economic development portion of the Town’s website. In addition, the EDC should work with owners of primary sites for business development to assure they are listed on CERC’s SiteFinder inventory. The Town should consider becoming a member of the SiteFinder Program to take advantage of being able to have unlimited listings. Updated information on available properties should also be regularly provided to seCTer for inclusion in their regional real estate listings.

Initiative #6 Major Action Steps and Schedule

Action Steps	Schedule
1. Maintain a master list of all available sites and buildings in business zones in North Stonington.	Apr 2013
2. Become a municipal member of the CERC SiteFinder program.	May 2013
3. For those properties not listed by a broker or owner in the SiteFinder Inventory, obtain permission of the property owner to list the property on SiteFinder.	Jun 2013
4. For each available property, collect the information required for inclusion in the SiteFinder Inventory, and post it to the system where permission has been obtained. Where permission has not been obtained, maintain the information in the Town’s economic development files.	Jun – Aug 2013
5. Provide a link on the Town’s Economic Development website to the	Jul 2013

SiteFinder Inventory and show on the Town website that this is where to go for information on available properties. Similarly, provide the information to seCTer for their real estate listings and provide a link on the Town website.			
6. Promote availability of the property listings as part of the Town's economic development marketing efforts.		Jul 2013 and ongoing	
7. Constantly maintain the list, adding and deleting properties as soon as possible after they become available or are taken off the market.		Ongoing	
Responsibility			
Primary:		Support:	
<ul style="list-style-type: none"> ▪ EDC ▪ Town Planner 		<ul style="list-style-type: none"> ▪ Property owners and brokers 	
Resources Needed			
Funding:	Item	Amount	Possible Sources
	<ul style="list-style-type: none"> ▪ SiteFinder Annual Membership 	\$550 per year	<ul style="list-style-type: none"> ▪ EDC Budget
Other:	<ul style="list-style-type: none"> ▪ Staff or EDC member time to maintain the inventory and assure listing on SiteFinder 		
Performance Measures			
<ul style="list-style-type: none"> ▪ Initial master list of available properties completed by Apr 2013 ▪ Available properties list and website link operational Jul 2013 ▪ Inventory constantly maintained so that all information is current within 10 days of a change in situation ▪ First business located in North Stonington as a result of the inventory by Oct 2013 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			
For information on CERC's Site Finder Inventory, see: https://www.ctsitefinder.com/			

North Stonington Economic Development Action Plan

Initiative #7: Package Treatment Plant Study

Background Information

North Stonington’s lack of sewers is an impediment to economic development. Most businesses seek sites with full utilities and telecommunications services. While very small businesses may be able to operate from a septic system, in North Stonington the situation is complicated by the fact that the majority of the Town’s business zones sit atop an aquifer, which results in a large number of prohibited or special permit uses unless sewer service is available.

However, the Town’s Zoning Regulations (specifically, Section 1104.5.24 of the Overlay Districts section of the regulations) appear to allow package treatment plants in the Aquifer Protection Overlay Area as a preferred alternative to larger wastewater treatment plants and facilities.

As in many communities concerned with protecting their environmental quality, there is concern in North Stonington about the reliability of package treatment plants despite the fact that there are already such systems operating in the Town. Because of these concerns, the Town should have prepared a detailed and objective study of package treatment plants and if and how they could be used to address North Stonington’s lack of sewers in order to increase the possibilities for additional business investment.

Initiative #7 Major Action Steps and Schedule

Action Steps	Schedule
1. Develop a list of questions to be answered in a Package Treatment Plant Study.	3 rd Qtr 2013
2. Issue a Request for Qualifications (RFQ) that includes the questions to be answered and asks for an approximate price for conducting the study. Notice of the RFQ should be published in newspapers serving the Providence, Hew Haven, and Hartford areas as well as locally.	4 th Qtr 2013
3. Receive RFQ responses.	4 th Qtr 2013
4. Include the budget for this study in the Town’s annual budget for either the Board of Selectmen, Public Works Department, or Economic Development Commission.	1 st – 2 nd Qtrs 2014
5. From the responses to the RFQ, select a limited number of qualified vendors for receipt of a full Request for Proposals (RFP).	2 nd Qtr 2014
6. Prepare a detailed RFP and issue it to the prequalified vendors selected to receive it.	2 nd - 3 rd Qtrs 2014
7. Select a vendor and execute a contract for work.	3 rd Qtr 2014
8. Receive the Package Treatment Plant Study from the vendor.	4 th Qtr 2014
9. Use the results of the Package Treatment Plant Study to determine how to proceed with having more business sites with adequate wastewater treatment capability.	1 st Qtr 2015 and ongoing

Responsibility			
Primary:		Support:	
<ul style="list-style-type: none"> ▪ Board of Finance ▪ Board of Selectmen ▪ Town Planner 		<ul style="list-style-type: none"> ▪ EDC ▪ Public Works Department 	
Resources Needed			
Funding:	Item	Amount	Possible Sources
	<ul style="list-style-type: none"> ▪ Consultant for Package Treatment Plant Study 	To be determined by RFQ and RFP Estimate \$25,000	Town Annual Budget
Other:	<ul style="list-style-type: none"> ▪ Staff time to manage the study process 		
Performance Measures			
<ul style="list-style-type: none"> ▪ RFQ issued by November 2013 ▪ Study funding included in adopted FY 2014-2015 budget ▪ RFP issued by July 2014 ▪ RFP responses received and contract executed with vendor by August 2014 ▪ Package Treatment Plant Study received by November 2014 ▪ Actions approved by Board of Selectmen for implementation of the Study recommendations beginning January 2015 and continuing as necessary 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			
For an example of a County Package Treatment Plant Policy and Procedure, see: http://www.sonoma-county.org/prmd/docs/policies/1-4-3.pdf			
For a Package Treatment Plant User Guide, see: http://www.cleanstream.co.uk/downloads/CleanStream%20Sewage%20package%20treatment%20plants%20User%20Guide.pdf			
For literature on package treatment plants and providers, see: http://www.pollutioncontrolsystem.com/Page.aspx/31/PackagePlants.html http://www.water.siemens.com/en/products/biological_treatment/wastewater_package_treatment_plants/Pages/default.aspx http://www.cstwastewater.com/package-treatment-plants			

North Stonington Economic Development Action Plan

Initiative #8: Year-Round Farmers' Market and Crafts Center

Background Information

North Stonington prides itself on its agricultural heritage and existing agricultural base. The subject of growing the Town's agricultural sector is prominently mentioned in the existing Plan of Conservation and Development.

In this era of increased focus on organic farming, wellness, farm-to-table, and other agricultural related lifestyle issues, an increasing number of communities are establishing farmers' markets. The problem with these, particularly in more rural areas in the Northeast, is the combination of a limited growing season in a small market, which leads to such markets being seasonal and only one or two days a week.

If North Stonington is serious about this sector as an important component of its economic development program, it will be necessary to "annualize" the operations and provide it with "stronger legs." One way to do this is to broaden the concept from just a farmer's market to also include a variety of products made by local or area craftsmen. As an example, the well-known Burlington, Vermont Farmer's Market includes not only agricultural goods, but also a wide variety of crafts such as locally made soaps, leather goods, scented oils, and a wide variety of similar items. Another strategy would be to lengthen the growing season by providing greenhouse space for produce, flowers, or other items that can be grown year-round.

The Hewitt Farm would be an ideal location for this type of operation, given its location on the high-traffic Route 2, but terms of the Deed under which the Town took possession of the property appear to preclude this type of use unless it could be justified as a recreation or park purpose. There is also some question as to whether the original prohibition on construction of new buildings except as related to reforestation, nursery, or recreation purposes that pertained to the Marine Historical Association, Inc. would also apply to the Town. Another possible course would be to seek an amendment to the deed agreed to by the Estate of Flora Hewitt.

Rather than fight this battle, a more prudent course is to have a feasibility study prepared for creation of a year-round farmers' market (possibly with greenhouses) and crafts center on one or more suitable locations to be identified in that feasibility study. Upon completion, the Town should then use the study to interest potential developers in creating and operating the facility.

Initiative #8 Major Action Steps and Schedule

Action Steps	Schedule
1. Develop a list of market analysis questions to be answered in a Farmers' Market and Craft Center Market Analysis.	3 rd Qtr 2014
2. Issue a Request for Qualifications (RFQ) that includes the questions to be answered and asks for an approximate price for conducting	4 th Qtr 2014

<p>the study. Notice of the RFQ should be published in newspapers serving the Providence, Hew Haven, and Hartford areas as well as locally.</p> <ol style="list-style-type: none"> 3. Receive RFQ responses. 4. Include the budget for this study in the Town's annual budget for either the Board of Selectmen or Economic Development Commission. 5. From the responses to the RFQ, select a limited number of qualified vendors for receipt of a full Request for Proposals (RFP). 6. Prepare a detailed RFP and issue it to the prequalified vendors selected to receive it. 7. Select a vendor and execute a contract for work. 8. Receive the Farmers' Market and Craft Center Market Analysis from the vendor. 9. Mesh the results of the Market Analysis with the previously completed work performed by the UConn Landscape Architecture program, and use the results to determine how to proceed including selecting a site and developing such a Center. 	<p>4th Qtr 2014 1st – 2nd Qtrs 2015</p> <p>2nd Qtr 2015</p> <p>2nd - 3rd Qtrs 2015</p> <p>3rd Qtr 2015 1st Qtr 2016</p> <p>2nd Qtr 2016 and ongoing</p>		
<p>Responsibility</p>			
<p style="text-align: center;">Primary:</p> <ul style="list-style-type: none"> ▪ Boards of Selectman and Finance for funding ▪ Town Planner 	<p style="text-align: center;">Support:</p> <ul style="list-style-type: none"> ▪ EDC 		
<p>Resources Needed</p>			
<p>Funding:</p>	<p style="text-align: center;">Item</p> <ul style="list-style-type: none"> ▪ Consultant for Farmers' Market and Craft Center Market Analysis 	<p style="text-align: center;">Amount</p> <p>To be determined by RFQ and RFP Estimate \$15,000</p>	<p style="text-align: center;">Possible Sources</p> <p>Town Annual Budget</p>
<p>Other:</p>	<ul style="list-style-type: none"> ▪ Staff time to manage the study process 		
<p>Performance Measures</p> <ul style="list-style-type: none"> ▪ RFQ issued by November 2014 ▪ Study funding included in adopted FY 2015-2016 budget ▪ RFP issued by July 2015 ▪ RFP responses received and contract executed with vendor by August 2015 ▪ Farmers' Market and Crafts Center Market Analysis received by February 2016 ▪ Implementation actions approved by Board of Selectmen and implementation begun beginning May 2016 and continuing as necessary 			

Timeframe

This Initiative is:

<input checked="" type="checkbox"/> Short-term (1-2 years) Study Start	<input checked="" type="checkbox"/> Intermediate-term (3-5 years) Study Finish	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing Implementation
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Additional Information

For information on the award-winning Farmers' Market in Coventry, CT, see:
<http://coventryfarmersmarket.com/>



For information on combined Farmers' Markets and Craft Centers, see:
<http://www.ncagr.gov/ncproducts/ShowSite.asp?ID=2071>



***Johnston County Farmers
Market & Craft Center***

<http://www.heskinfarmersmarket.co.uk/>

North Stonington Economic Development Action Plan

Initiative #9: Business Communications Plan and Improvements

Background Information

The linkage between an economic development program and both the existing and prospective business community is dependent on an effective communications program. While North Stonington has pieces of a communications program in operation, they are not part of a comprehensive and coordinated Business Communications Plan, and can be improved.

There are many potential elements of such a Communications. North Stonington's Plan need not be complex and overly expensive. The following elements are suggested as the core of the Plan, which can then be modified over time as needed to be most effective:

- A. Maintenance of a **master contact list** of North Stonington businesses, allies, prospects, and other categories. The local business portion of this list already exists but the master contact list must be expanded and maintained. An essential element will be valid e-mail addresses to facilitate regular communications between the Town and its business community, as well as other contact categories. Website URLs are also necessary to allow the Town to provide a link between its website and those of its businesses. Additional segments of the contact list should be created for commercial real estate brokers who should be interested in North Stonington, site selection consultants, economic development allies, and other contact categories. Not every category will receive all communications from the Town. Consideration should be given to using Constant Contact as a mailing list segmentation and management tool.
- B. A continuing **business visitation program** to develop a stronger relationship between the Town and its businesses. Visits need not be lengthy or dependent on old-fashioned retention and expansion surveys. Rather, they should be short – no more than 15 minutes unless the business would like more time – and focused on maintaining the Town-Business communications process. All Economic Development Commission members should be responsible for visiting one business each month. Any person running for election to the EDC should commit to making the time available to make these visitations, which should be coordinated from the master list of businesses. The Town should utilize the ExecutivePulse (E-Pulse) business intelligence system available for free from Northeast Utilities to maintain records on business visitations.
- C. The **economic development portion of the Town's website** is currently inadequate to meet the needs of businesses and the real estate brokers and site selection consultants that serve them. We are aware that improvements to the Town's overall website are underway. Because of the complexity of the information needed for an effective economic development website, many communities have created a separate website for this purpose, with a link from the economic development tab on the

community website to the separate site. The economic development portion should be created, advised or reviewed by someone with direct experience in the economic development business. We suggest discussing this need with Mark James, a recognized national expert on economic development website design and performance maximization. Contact information for Mark James is provided in the section on Additional Information below, as are examples of award winning economic development websites from smaller communities. A portion of the economic development website should allow businesses to communicate needs, issues or opportunities to the Town. (See Initiative #4 for a discussion of commercial property marketing as part of the website and communications plan.)

D. Create a **regular electronic newsletter** for use by the Town in communicating with its businesses using the master contact list above. Some communities (for example, Farmington, CT) use a monthly newsletter, supplemented by more frequent announcements of important events or other topics as needed. Other communities (for example, Danville, KY) use a weekly newsletter that coordinates ads, event announcements, employment opportunities, and other items submitted by merchants and organizations. The Danville program takes ads and announcements created by merchants and organizations in Publisher, Fireworks, or similar software, and pieces them together into a Constant Contact jpg format for distribution. Examples of both are provided in the Additional Information section below.

E. Create the **Business Recruitment Prospectus** discussed in Initiative #11.

Initiative #9 Major Action Steps and Schedule

Action Steps	Schedule
1. Create EDC subcommittees to be in charge of each of the Communications Plan elements shown above or others added by the EDC. Each subcommittee should be headed by an EDC member but could include others who are not members of the EDC.	Jan 2013
2. Each subcommittee creates a detailed, written plan for making their assigned element work most effectively.	Jan – Feb 2013
3. Contact Northeast Utilities to obtain a subscription to the E-Pulse system.	Feb 2013
4. EDC melds each subcommittee plan into a combined North Stonington Business Communications Plan.	Mar 2013
5. Any cost elements for implementing the Business Communications Plan are included in the EDC annual budget request.	Mar 2013
6. Plan items not dependent on funding (e.g., the Business Visitation Program) are implemented immediately.	Apr 2013 and ongoing
7. Plan items requiring funding are begun in the new fiscal year.	Jul 2013 and ongoing
8. Business Communications Plan reviewed and updated annually.	Feb – Mar Each Year

Responsibility			
Primary:		Support:	
<ul style="list-style-type: none"> ▪ EDC ▪ Board of Finance ▪ Board of Selectmen 		<ul style="list-style-type: none"> ▪ Town Planner 	
Resources Needed			
	Item	Amount	Possible Sources
Funding:	<ul style="list-style-type: none"> ▪ Website review by Mark James 	\$2,500	Annual EDC budget
	<ul style="list-style-type: none"> ▪ Constant Contact subscription 	\$180-\$360/year	
	<ul style="list-style-type: none"> ▪ E-Pulse annual renewal 	\$100 /year	
	<ul style="list-style-type: none"> ▪ Other items necessary to implement plan 	To be determined	
Other:	<ul style="list-style-type: none"> ▪ Staff time to coordinate and help implement the Plan preparation and implementation 		
Performance Measures			
<ul style="list-style-type: none"> ▪ Business Communications Plan Subcommittees established by Jan 2013 ▪ Subcommittee reports received Feb 2013 ▪ North Stonington Business Communications Plan adopted by EDC Mar 2013 ▪ Funding needs included in EDC budget request Mar 2013 ▪ Plan implementation begins Apr 2013 ▪ Plan reviewed and updated annually 			
Timeframe			
This Initiative is:			
<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
Additional Information			
<p>To see Farmington, Connecticut's quarterly electronic newsletter, see: http://archive.constantcontact.com/fs033/1102455603841/archive/1110577911649.html</p> <p>A partial example of the Heart of Danville's (KY) weekly E-News is shown on the next page. (Please note this example was made from multiple, cropped screen shots and therefore does not look as good as the actual newsletter.) To see a full version of this newsletter, go to: http://campaign.r20.constantcontact.com/render?llr=ohqyhucab&v=001tn3vzqXP0zbZHQU4D4_KYAt6gOVRHZbyZ4CUB1320Snh0Aa-b-VGY41nSkx-BLgkLL6x5bJBPvIMLm2dNB7bHuYz_yyoZV7g4v798uqPH2gyf0xFKCZInyexKsq_z0cdXlqb3eAF-HZ_yWf53i_hwdZqJc3VzfrkmiIbDUNhMVXpkMsdt2rV2De-AH4o_CIA3wVqkmnGyYIES4LdMFaUDNqbVeG64gbrlyLXsx3SUNtw-6GSiJjnTxBuSYow2Lewu-i0ZaMbBwxBk%3D</p>			

September 8, 20



Heart of Danville E-News

Dear Mark,

Constitution Square Arts Fest is upon us again! Join us this weekend in historic Constitution Square in downtown Danville for this annual arts extravaganza. There will be over 80 great artists on site, with several demonstrating their work. There will also be several historical interpreters and re-enactors. The Miss Constitution Square pageant will be held on Friday night, and there will be great entertainment throughout the weekend. We hope to see everyone downtown this weekend enjoying the festival, as well as all of our downtown stores and restaurants.



See you at the festival!
Julie Wagner

UPCOMING EVENTS

SEPTEMBER 9-11



Friday 9am-11pm
Saturday 9am-11pm
Sunday 11am-6pm

SEPTEMBER 9
Constitution Square
Arts Fest Pageant
6 - 8 p.m.

SEPTEMBER 18
Constitution 5K
Run for the Arts
Sponsored by Danville
Bike and Footwear

SEPTEMBER 24
City of Firsts
Walksmarsh
1 - 3 p.m.

Oktoberfest: A Craft
Beer Celebration
4 - 8 p.m.
Downtown Danville

SEPTEMBER 25
KyADAPT's
Family Fun Walk
Millennium Park
3 p.m.

SEPTEMBER 26
Chamber of Commerce
Annual Golf Scramble
Contact 236-2361 for
more info

September 9-11
Constitution Square
Friday 9a-11p
Saturday 9a-11p
Sunday 11a-6p

**Come on down to
Central KY's
premiere arts festival
and enjoy talented
artists, crafts,
delicious food and
great entertainment!**

Find the hottest styles
for Homecoming 2011
at Carol's Bridal!

SCOR
Over 500 dresses in sizes 0 - 30W
from the top designers!

Alfred Angelo | Alyce | Benjamin
Walk | Cathy's Concepts | Dave and
Johnny | Elit' Prou | Glam Gurls
Jill Myers | J. Lynn Moore



For contact information for Mark James, see: <http://www.solutionsed.com/about-us>

To see the most recent International Economic Development Council award winning websites for communities with less than 25,000 population, see:

Lindale, Texas - <http://www.lindaletexas.com/>

Sweetwater, Texas - <http://www.sweetwatertexas.net/>

Waynesboro, VA - <http://www.waynesborobusiness.com/>

North Stonington Economic Development Action Plan

Initiative #10: Prospect Servicing Protocol

Background Information

Many communities make the mistake of aggressively marketing to find existing local businesses needing help, entrepreneurs requiring assistance, and out-of-the-community businesses who may be looking for a new location – but are then totally unprepared to service those prospects when they are found.

It appears that business contacts with North Stonington are handled in a variety of different ways. Some come in to the First Selectman’s office; some come in to the Town Planner’s office; some come to EDC members; others probably have initial contact with the Town in other ways. This can cause confusion for both the businesses as well as Town staff and board/commission members.

North Stonington should prepare a written description of the process for servicing business prospects interested in North Stonington. This Prospect Servicing Protocol should explain how a business contact will be processed from the initial inquiry, through meeting the variety of needs prospect businesses may have. The Prospect Servicing Protocol should address:

- Who should be the Town’s “point person” for receiving prospect inquiries?
- Who will be the team leader in taking charge of all prospects?
- Who will provide the guide service through the Town’s operational system?
- Who will assure that all prospect questions are answered in a timely fashion?
- Who will be the ombudsman in attempting to resolve issues between the prospect and Town?
- Who will be the “one-stop” source of information about available assistance programs from seCTer, DECD and other state agencies, SBA and other federal agencies, the Eastern CT Workforce Investment Board, and other sources?
- What itinerary will be used to provide a tour of the Town to a business prospect?
- Other questions related to most effectively meeting the needs of a business prospect?

This Prospect Servicing Protocol should be developed in a collaborative process involving the Board of Selectmen, EDC, Town Planner, and any other appropriate staff or board/commission members. Once created, all Town Departments and Boards/Commissions should adopt this Protocol and agree in writing to comply with it.

Initiative #10 Major Action Steps and Schedule

Action Steps	Schedule
1. EDC creates a broadly representative (Board of Selectmen, EDC, Town Planner, others as appropriate) Prospect Servicing Task Force to create a Prospect Servicing Protocol.	Jun 2013

2. Task Force reviews the questions above and adds any others that should be addressed as part of the Protocol.	Jul 2013
3. Task force determines best method (committee of the whole, subcommittees, other methods) do answer each question.	Jul 2013
4. Task Force conducts any necessary research.	Aug 2013
5. Task Force creates a draft master Prospect Servicing Protocol.	Sep – Oct 2013
6. Draft Protocol is reviewed by all appropriate agencies and comments are provided to the Task Force.	Nov – Dec 2013
7. Final Prospect Servicing Protocol is prepared by the Task Force.	Jan 2014
8. Protocol is officially adopted by all appropriate departments, boards and commissions.	Feb – Mar 2014
9. Prospect tour is scripted and tested.	Apr 2014
10. Other elements of the Protocol are implemented as needed.	As needed
11. Prospect Servicing Protocol is reviewed and amended as necessary.	As needed and at least annually

Responsibility

Primary:	Support:
<ul style="list-style-type: none"> ▪ EDC ▪ Board of Selectmen 	<ul style="list-style-type: none"> ▪ Town Planner ▪ Other departments, boards, commissions

Resources Needed

	Item	Amount	Possible Sources
Funding:	<ul style="list-style-type: none"> ▪ None to create ▪ To be determined for implementation 		
Other:	<ul style="list-style-type: none"> ▪ Staff, board and commission time 		

Performance Measures

- Prospect Servicing Protocol Task Force operational by Jun 2013
- Draft Prospect Servicing Protocol ready for review Oct 2013
- Final Prospect Servicing Protocol adopted by all applicable departments, boards and commissions by Mar 2014
- Prospect tour scripted and tested Apr 2014
- First prospect serviced and given tour using the Prospect Servicing Protocol by Jul 2014
- Prospect Servicing Protocol is reviewed at least annually for needed improvements

Timeframe

This Initiative is:

<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
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Additional Information

Use the IEDC, NEDA, or Economic Development 2.0 LinkedIn discussion forum to conduct research on existing prospect servicing protocols or procedures.

North Stonington Economic Development Action Plan

Initiative #11: Business Opportunity Prospectus

Background Information

North Stonington needs a promotional piece that explains why businesses, real estate brokers, and commercial developers should be interested in the Town. While the economic development portion of the Town's website (see Initiative #9) should provide access to the wide range of detailed data sought by most businesses, the Business Opportunity Prospectus should summarize the most important factors that would be of interest to a cross section of businesses, as well as those who might want to develop properties to host those businesses. Rather than just being a generic community economic development marketing piece, the Prospectus should focus on specific opportunities in North Stonington such as desired types of businesses, and available properties and what they are suitable for. Where appropriate, information should be about the region rather than just the Town.

This Prospectus should contain:

- Specific market opportunities and identified needs in North Stonington
- Key demographics, particularly related to workforce, educational attainment, and disposable income
- Business zones, available sites and buildings, and applicable zoning
- Available incentive or other assistance programs
- Key quality of place information
- Photographs illustrating information provided in narrative or data form
- One or more maps showing the Town's location and proximity to other important things (for example, I-95; T.F. Green State Airport; Providence, Hartford, Boston and New York City; Foxwoods and Mohegan Sun)
- Contact information for additional assistance
- Other information found appropriate.

The purpose of this Prospectus is not to make a sale – rather it is to increase the level of interest in North Stonington and facilitate contact with the Town's economic development "point person" (see Initiative #10). The prospectus should be created in the computer using Microsoft Publisher or similar high quality software. In this format it can easily be modified or customized whenever necessary.

Once created, it should be widely disseminated using the Master Contact List discussed in Initiative #9. It should also be available for downloading from the Town's economic development website.

Initiative #11 Major Action Steps and Schedule			
Action Steps		Schedule	
1. EDC establishes a Business Opportunity Prospectus Task Force. This group should include appropriate individuals from outside the EDC who can provide assistance, such as seCTer's Director of Economic Development and Marketing, a representative from DECD, and others as appropriate.		Jul 2013	
2. Task Force conducts research to identify examples of business recruitment prospectuses or similar documents being used elsewhere.		Aug – Sep 2013	
3. Task Force creates an outline of a primary Business Opportunity Prospectus and identifies any special categories that may be specific to certain opportunities (e.g., the need for a mid-level hotel at one of the I-95 exits, information specific to reuse of a certain building, or development of a particular piece of property).		Oct 2013	
4. Task Force determines the best approach for creating a draft of the Prospectus.		Oct 2013	
5. Details of the Prospectus are developed.		Nov – Dec 2013	
6. Potential recipient list of the Prospectus, or opportunity-specific variations thereof, is created.		Jan 2014	
7. Draft prospectus is created including all topics and content previously identified. This would include general content that would be used on all occasions and special content specific to more limited opportunities.		Jan – Mar 2014	
8. Draft Prospectus is reviewed by the Task Force and others that may be invited, and final modifications are made.		Apr 2014	
9. Final Prospectus is distributed to the recipient list developed in Step 6 and is posted on the Town's economic development website.		May 2014	
10. Prospectus is modified over time to reflect new information or opportunities and reissued as appropriate.		As needed	
Responsibility			
Primary:		Support:	
<ul style="list-style-type: none"> ▪ EDC ▪ Business Opportunity Prospectus Task Force 		<ul style="list-style-type: none"> ▪ Town Planner ▪ Other organizations asked to assist 	
Resources Needed			
Funding:	Item	Amount	Possible Sources
	<ul style="list-style-type: none"> ▪ None 		
Other:	<ul style="list-style-type: none"> ▪ Staff and volunteer time 		
Performance Measures			
<ul style="list-style-type: none"> ▪ Business Opportunity Prospectus Task Force established Jul 2013 ▪ Draft Prospectus reviewed Apr 2014 			

- Final Prospectus issued and distributed May 2014
- First project to occur as a result of the Prospectus by Jan 2015

Timeframe

This Initiative is:

<input checked="" type="checkbox"/> Short-term (1-2 years)	<input type="checkbox"/> Intermediate-term (3-5 years)	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing
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Additional Information

For an example of a web-based business opportunity prospectus, see: <http://www.bioaccel.org/>

Use the IEDC, NEDA, or Economic Development 2.0 LinkedIn discussion forum to conduct research on Business Opportunity Prospectuses or similar documents being used by other areas.

North Stonington Economic Development Action Plan

Initiative #12: Capitalize on North Stonington's Water Supply

Background Information

While North Stonington's location atop a large aquifer creates some limitations on the types of businesses that can locate in the Town without a public sewer or package treatment plant capability, the aquifer and availability of large volumes of water create other possible business opportunities. As a minimum, this resource may be of interest to businesses in need of an abundant water supply such as a bottling plant or craft brewery. The demand for high quality bottled water free of chemicals remains high. Some communities in a similar situation have created their own water bottling operations or established a relationship with a private bottling plant to create a new source of revenue.

North Stonington's Zoning Regulations (Section 1104.4.2.B of the Overlay District regulations) sets forth the following regulations related to groundwater extraction:

1104.4.2.B. For a Special Permit to Sell, Process, or Return Groundwater:

1. a description of the process whereby groundwater is removed for sale, heating, cooling, or other non-consuming purposes; or returned or inserted into the ground;
2. evidence of qualified professional supervision in the design, installation, and maintenance of the system that will sell, process, or return groundwater;
3. a description of the method for monitoring the system that will sell, process, or return groundwater;
4. a description of the proposed measures to mitigate any potential adverse impact from the failure or malfunction of the system that will sell, process, or return groundwater; and
5. a schedule whereby the information contained in this application will be updated on a periodic basis.

North Stonington should prepare a market analysis and feasibility study for capitalizing on its water supply as a portion of its economic development recruitment efforts and possible source of new revenue for the Town. This study should:

- Identify specific components of this market that might exist
- Evaluate how strong the market potential is for each component
- Quantify the revenue potential to the Town from each component
- Provide a recommended operating structure for capitalizing on opportunities
- Provide a set of "next steps" for capitalizing on each opportunity

Initiative #12 Major Action Steps and Schedule

Action Steps	Schedule
1. EDC develops a list of questions to be answered in a market analysis and feasibility study related to capitalizing on North Stonington's abundant water supply.	3 rd Qtr 2015
2. Town issues a Request for Qualifications (RFQ) that includes the	4 th Qtr 2015

<p>questions to be answered and asks for an approximate price for conducting the study. Notice of the RFQ should be published in newspapers serving the Providence, Hew Haven, and Hartford areas as well as locally.</p> <ol style="list-style-type: none"> 3. Receive RFQ responses. 4. Include the budget for this study in the Town's annual budget for either the Board of Selectmen, Department of Public Works, or Economic Development Commission. 5. From the responses to the RFQ, select a limited number of qualified vendors for receipt of a full Request for Proposals (RFP). 6. Prepare a detailed RFP and issue it to the prequalified vendors selected to receive it. 7. Select a vendor and execute a contract for work. 8. Receive the Water Resources Market Analysis and Feasibility Study from the vendor. 9. Use the results of the Water Resources Market Analysis and Feasibility Study to determine how to proceed with capitalizing on North Stonington's abundant water supply. 	<p>4th Qtr 2015 1st – 2nd Qtrs 2016</p> <p>2nd Qtr 2016</p> <p>2nd - 3rd Qtrs 2016</p> <p>3rd Qtr 2016 1st Qtr 2017</p> <p>2nd Qtr 2017 and ongoing</p>
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Responsibility

Primary:	Support:
<ul style="list-style-type: none"> ▪ EDC ▪ Board of Finance ▪ Board of Selectmen 	<ul style="list-style-type: none"> ▪ Public Works Department ▪ Town Planner

Resources Needed

	Item	Amount	Possible Sources
Funding:	<ul style="list-style-type: none"> ▪ Consultant for Water Resources Market Analysis and Feasibility Study 	To be determined by RFQ and RFP Estimate \$35,000	Town Annual Budget
Other:	<ul style="list-style-type: none"> ▪ Staff time to manage the study process 		

Performance Measures

- RFQ issued by November 2015
- Study funding included in adopted FY 2016-2016 budget
- RFP issued by July 2016
- RFP responses received and contract executed with vendor by August 2016
- Water Resources Market Analysis and Feasibility Study received by February 2017
- Actions approved by Board of Selectmen for implementation of the Feasibility Study recommendations beginning May 2017 and continuing as necessary

Timeframe

This Initiative is:

<input checked="" type="checkbox"/> Short-term (1-2 years) Start	<input checked="" type="checkbox"/> Intermediate-term (3-5 years) Completion	<input type="checkbox"/> Long-term (5+ years)	<input checked="" type="checkbox"/> Continuing Implementation
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Additional Information

For an article on bottled water, including use of municipal groundwater sources, see:
<http://waterquality.cce.cornell.edu/publications/CCEWQ-11-BottledWater.pdf>

For an article on water-intensive industry sectors that might be interested in North Stonington's water supply, see: http://www.hbmwd.com/site_documents/HSU%2010-28-09%20Research%20water%20intensive%20industries.pdf

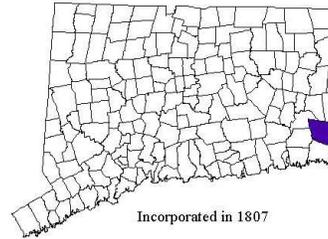
Appendix A

North Stonington, Connecticut

CERC Town Profile 2012

Town Hall
40 Main Street
North Stonington, CT 6359
(860) 535-2877

Belongs to
New London County
LMA Norwich - New London
Southeast Economic Dev. Region
Southeastern Connecticut Planning Area



Demographics

Population (2011)				Race/Ethnicity (2011)			
	Town	County	State		Town	County	State
1990	4,884	254,957	3,287,116	White	4,950	228,237	2,800,328
2000	4,991	259,088	3,405,565	Black	59	16,228	365,949
2011	5,300	277,700	3,610,073	Asian Pacific	78	11,708	138,364
2016	5,505	292,047	3,754,486	Native American	61	2,537	11,369
'11-'16 Growth / Yr	0.8%	1.0%	0.8%	Other/Multi-Race	152	18,990	294,063
				Hispanic (any race)	144	25,778	512,039
Land Area (sq. miles)	54	666	5,009	Poverty Rate (2010)	4.0%	7.2%	9.2%
Pop./ Sq. Mile (2011)	98	417	721	Educational Attainment (2011)			
Median Age (2011)	40	40	40	Persons Age 25 or Older	Town	%	State
Households (2011)	2,072	108,680	1,391,975	High School Graduate	996	28%	702,670
Med HH Inc. (2011)	\$86,683	\$68,884	\$70,705	Some College	903	26%	594,209
				Bachelors or More	1,378	39%	883,658
Age Distribution (2011)							
	0-4	5-17	18-24	25-49	50-64	65+	Total
Male	187 4%	475 9%	317 6%	858 16%	492 9%	367 7%	2,696
Female	148 4%	406 8%	227 4%	924 17%	472 9%	427 8%	2,604
County Total	15,861 6%	44,714 16%	27,651 10%	94,194 34%	55,872 20%	39,408 14%	277,700
State Total	217,641 6%	611,932 17%	343,959 10%	1,213,300 34%	711,463 20%	511,778 14%	3,610,073

Economics

Business Profile (2005)			Top Five Grand List (2009)		
Sector	Establishments	Employment		Amount	% of Net
Agriculture	8.0%	2.7%	Lake of Isle LLC	\$21,412,860	3.5%
Const. and Mining	18.9%	6.1%	Congeris Realty LLC	\$9,238,880	1.5%
Manufacturing	5.0%	18.3%	CT Light & Power Co	\$8,721,965	1.4%
Trans. and Utilities	2.5%	3.0%	Raspberry Junction	\$6,372,520	1.0%
Trade	18.1%	23.5%	Yankee Gas Service Company	\$5,213,017	0.8%
Finance, Ins. and Real Estate	3.8%	1.7%	Net Grand List (2009)	\$620,469,730	
Services	37.4%	44.1%	Top Five Major Employers (2006)		
Government	6.3%	0.5%	A-Z Corporation	N Stonington Elementary School	
			Fisher Controls International	Raspberry Junction	
			Stonington Institute		
				Town	State
			Retail Sales (2007)	\$52,530,900	\$136,936,194,241
			All Outlets		

Education

2009-2010 School Year			Connecticut Mastery Test Percent Above Goal						
Total Town School Enrollment	Town	State	Grade 4		Grade 6		Grade 8		
	Town	State	Town	State	Town	State	Town	State	
806	806	552,782	77	61	74	69	66	69	
Most public school students in North Stonington attend North Stonington School District, which has 795 students.			69	64	78	69	70	65	
			75	64	63	62	70	67	
			Average SAT Score						
			Average Class Size			Town			State
			Grade K	21.0	Grade 2	18.0	Reading	522	503
			Grade 5	19.3	Grade 7	16.5	Writing	538	506
			High School	12.6	Math	540	508		

For more education data please see: http://www.state.ct.us/sde/	Students per Computer	Town	State
	Elementary:	2.3	4.1
	Middle:	1.3	2.8
	Secondary:	2.5	2.7

North Stonington Connecticut



Government

Government Form: Selectman-Town Meeting		Annual Debt Service (2010)	\$1,225,758
		As % of Expenditures	6.9%
Total Revenue (2010)	\$18,473,700	Total Expenditures (2010)	\$17,679,149
Tax Revenue	\$12,461,260	Education	\$11,909,344
Non-tax Revenue	\$6,012,440	Other	\$5,769,805
Intergovernmental	\$5,581,009	Total Indebtness (2010)	\$2,970,000
Per Capita Tax (2010)	\$2,447	As % of Expenditures	16.8%
As % of State Average	98.7%	Per Capita	\$583
		As % of State Average	26.2%
		Eq. Net Grand List (2008)	\$845,341,288
		Per Capita	\$164,144
		As % of State Average	99%
		Date of Last Revaluation (2009)	2005
		Moody's Bond Rating (2009)	A3
		Actual Mill Rate (2010)	19.94
		Equalized Mill Rate (2010)	14.71
		% of Grand List Com/Ind (2007)	10.1%

Housing/Real Estate

Housing Stock (2009)	Town	County	State	Owner Occupied Dwellings (2009)	1,748	64,162	812,964
Existing Units (total)	2,238	117,950	1,452,007	As % Total Dwellings	76%	55%	57%
% Single Unit	93.2%	69.2%	64.8%	Subsidize Housing (2008)	10	12,075	149,355
New Permits Auth. (2009)	10	427	3,786	<i>Distribution of House Sales (2009)</i>			
As % Existing Units	0.45%	0.36%	0.26%	<i>Town County State</i>			
Demolitions (2009)		46	1,219	Number of Sales			
House Sales (2009)	19	1,204	14,696	Less than \$100,000	3	55	346
Median Price	\$241,000	\$250,000	\$265,000	\$100,000-\$199,999	5	277	3,539
Built Pre 1950 share (2000)	23.0%	32.7%	31.5%	\$200,000-\$299,999	5	479	4,847
				\$300,000-\$399,999	5	204	2,510
				\$400,000 or More	1	189	3,454

Labor Force

Place of Residence (2011)	Town	County	State	Commuters (2000)	Commuters into Town from:		Town Residents Commuting to:
Labor Force	3,275	151,676	1,918,145	North Stonington	424	Groton	571
Employed	3,056	138,558	1,749,489	Stonington	195	North Stonington	424
Unemployed	219	13,118	170,828	Westerly, RI	163	Stonington	408
Unemployment Rate	6.7%	8.6%	8.9%	Norwich	83	New London	208
				Groton	77	Ledyard	186
<i>Place of Work (2011)</i>				Hopkinton, RI	71	Westerly, RI	155
# of Units	105	6,888	103,381	New London	52	Waterford	101
Total Employment	1,392	88,797	1,612,373	Ledyard	52	Montville	98
2000-'11 Growth AAGR	0.1%	-2.9%	-0.3%	Richmond, RI	44	Norwich	98
Mfg Employment	18	14,247	166,279	Waterford	38	East Lyme	48

Other Information

	Town	State	Distance to Major Cities	Miles	Residential Utilities
Banks (2007)	1	1,029			Electric Provider
					Connecticut Light & Power
					(800) 286-2000
Crime Rate (2009)			Hartford	46	Gas Provider
Per 100,000 Residents	78	298	Boston	74	Yankee Gas Company
			New York City	122	(800) 989-0900
Library (2010)			Providence	34	Water Provider
Total Volumes	25,466				Aquanon Water Company
Circulation Per Capita	10.3				(800) 732-9678
					Cable Provider
					Comcast/Groton-Thames Valley Communicat
					860-445-8116