

Organization And Management

Beginning/Management

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

NVC Original Steering Committee

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

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

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

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

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

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

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

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



CEDS Process 2003 - Comprehensive Economic Development Strategy

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

CEDS Governing/Parenting Committee

SEDC Executive Committee

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

WDC Executive Committee

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

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

Steering Committee

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

Members of the Steering Committee supported that the SEDC act as the lead



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administrative role for the preparation of the 2003 CEDS with assistance from the WDC. Both of these corporations have been recognized as leading regional economic development and community development, planning and implementation oriented agencies.

Steering Committee Calendar for 2005:

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

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

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

NVC Steering Committee

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

Strategy Committee

The SEDC and the WDC administrative staff have the responsibility, experience and knowledge to prepare the technical and administrative components of the overall CEDS. Based on the initial experience of preparing the first Economic Development Strategy for the 17 towns an initial framework was created to establish the foundation for a



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Strategy Committee. Building on the initial experience and working with EDA's Philadelphia Regional Office staff, the two corporations have during the planning process expanded their window of opportunity to include additional participation in the planning of the Strategy, the capital project investment survey and development process, but more importantly a framework for ongoing assistance and participation. Organizations being represented include local governments, businesses, industry, finance, the professionals, labor, utilities, community organizations, public service agencies, racial or ethnic minorities, and women.

Strategy Committee Calendar for 2005:

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

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

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

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

Working Relationships

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



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continue to support the CEDS process.

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

Staff Support

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

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

The Capital Needs Evaluation Assessment Team

A major component of the overall Strategy was the development of a Capital Improvement Projects and Strategy Building and Development Survey Form that was to be completed by the 17 communities in the Naugatuck Valley Corridor impact area. The Evaluation Team was provided with a sample survey used in the previous NVC Strategy. Based on comments received from the membership the final survey was revised to include credit for projects that had a greater economic impact on jobs - short and long term, and that had a direct link to a transportation system. The total potential points were not to exceed 115.

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



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Waterbury Development Corporation

Committee Work Program

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

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

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

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

NVC - CEDS Strategy Committee

| Name | Address | Occupation | Municipality/ Organization | EO | C | U | R | W | B | O | M/F |
|-------------------|--|----------------|-------------------------------|----|---|---|---|---|---|---|-----|
| Andrianna, Joseph | 18 Carriage Drive Oxford, CT 06478 888-0489 | Exec. Director | OEDC | | X | | X | X | | | M |
| Barclay, Joyce | 350 Fairfield Ave. Bridgeport, CT 06604 576-7030 Ext 319 | Administrator | Workplace, Inc. | | X | X | | X | | | F |
| Bassett, William | 100 Trap Falls Rd Ext Shelton, CT 06484 924-8483 | President | W.E. Bassett Co. | | X | X | | X | | | M |
| Cormack, Marilyn | 435 E. Main St. Ansonia, CT 06401 736-2601 | CEO | Birmingham Group | | X | X | | X | | | F |
| Crawford, John J. | 27 Elm Street New Haven, CT 06510 786-4719 | Executive | Strategem, LLC | | X | X | | X | | | M |
| Daloia, Daniel | 41 Brentwood Dr. Wolcott, CT 06716 879-7019 | Engineer | Licensed Professional | | X | | X | X | | | M |
| D'orso, Joe | 78 Arline Drive Waterbury, CT 06702 753-8717 | Auditor | DECD | | X | X | | X | | | M |
| Eigen, Richard | 12 Main Street Derby, CT 06418 735-8688 | Exec Dir | VCOG | | X | X | | X | | | M |
| Garofalo, Marc | 35 Fifth Street | Mayor | City of Derby | X | X | X | | X | | | M |

NVC - CEDS Strategy Committee

| Name | Address | Occupation | Municipality/ Organization | EO | C | U | R | W | B | O | M/F |
|-------------------|---|---------------|-------------------------------|----|---|---|---|---|---|---|-----|
| | Derby, CT 06418 736-1450 | | | | | | | | | | |
| Gentile, Linda | 253 Main Street Ansonia, CT 06401 736-5963 | Executive Aid | Municipality | | X | X | | X | | | F |
| Grant, David | 458 River Road Shelton, CT 06484 924-2623 | President/CEO | David Grant Caterers | | X | X | | X | | | M |
| Hughes, Peter | 27 Waterbury Rd. Prospect, CT 06712 778-6647 | Ins Broker | Insurance Agcy | | X | | X | X | | | M |
| King, Rita | 801 Bpt. Ave. Shelton, CT 06484 926-5263 | Regional Dir. | UI Co./Utility | | X | X | | | X | | F |
| Murphy, Susanne | 42 Grove St. Ansonia, CT 06401 736-5095 | Education | Ans. Schools | | X | X | | X | | | F |
| O'Connor, Michael | 156 W. Main St. Waterbury, CT 06702 756-2719 S | CEO | NVDC | | X | X | | X | | | M |
| O'Malley, Sheila | 170 Scott Ave. Watertown, CT 06795 (860) 274-0381 | Grant Admin. | City of Waterbury | | X | X | | X | | | F |
| Osak, Frank Jr. | 150 Roosevelt Dr. Derby, CT 06418 735-4661 | President | Derby Cellular/Manf. | | X | X | | X | | | M |

NVC - CEDS Strategy Committee

| Name | Address | Occupation | Municipality/ Organization | EO | C | U | R | W | B | O | M/F |
|-------------------------|---|---------------|-------------------------------|----|---|---|---|---|---|---|-----|
| Pagliari, Joseph A. Jr. | 390 River Road Shelton, CT 06484 924-6800 | Owner | Funeral Home | | X | X | | X | | | M |
| Pepe, Mary L. | 90 Sargent Drive New Haven, CT 06511 624-6671 | V. P. | RWA/Utility | | X | X | | X | | | F |
| Powanda, William | 130 Division St. Derby, CT 06418 732-7515 | V. P. | Hospital | | X | X | | X | | | M |
| Purcell, William | 900 Bridgeport Av. Shelton, CT 06484 925-4981 | Pres/CEO | Valley C of C | | X | X | | X | | | M |
| Rifkin, David | 200 Main Street Ansonia, CT 06401 735-9574 | President/CEO | Travel Agency | | X | X | | X | | | M |
| Rioux, Denis | 102 Westmore Rd. Cheshire, CT 06410 272-5912 | Architect | Licensed Professional | | X | | X | X | | | M |
| Ryan, James | 64 Bridge Street Shelton, CT 06484 924-2521 | President | SEDC | | X | X | | X | | | M |
| Schaible, Ken | 24 Nature Lane Shelton, CT 06484 924-6004 | Construction | SEDC | | X | X | | X | | | M |

NVC - CEDS Strategy Committee

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

NVC - CEDS Strategy Committee

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