

Vision Statement, Goals and Objectives

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

The NVC area like any other region of this state or of the nation must focus our positive attributes and trends to build on our overall economic strength in order to provide ways and means to be a more competitive region. The weaker communities will benefit from economic overall growth of the CEDS area. Also, implementing the municipalities individual capital projects outlined in Section E of this report will begin to assist these less successful communities to improve their economic recovery.

Vision

The NVC Comprehensive Economic Development Strategy (CEDS) focuses on the economic diversity of the 17 communities working together to support the "Connecticut Industry Clusters", which will aid in reducing unemployment, diversification of the labor markets area, and building on the industrial heritage that has a strong work ethic. Also, improve the public infrastructure, including Brownfield redevelopment, improve and maintain highway access and transportation needs (Section G of the report) and advance new technologies.

The NVC CEDS Committees desires an economy that:

- Supports the Connecticut Industry Clusters
 - Manufacturing metal manufacturing (Section F of this report)
 - Financial services (Section F of this report)
 - Health care services (Section F of this report)
 - Telecommunications zones (Section I of the CEDS)
 - Tourism
- Continues Brownfield redevelopment/restoration of old buildings and sites throughout the region (Section H of the CEDS).
- Provides access to financial assistance (private and public sources)
- Supports workforce training, develop and/or retraining the skilled laborer
- Encourages businesses to provide a livable wage to all seeking employment
- Develops and maintains the Regional Transportation System (Section G of the CEDS).
- Arranges overall economic summit.

The NVC CEDS Committees incorporated throughout the Strategy several goals as they relate to specify activities, i.e. Transportation, Brownfield conservation and recovery, NVDC Waterbury ITZ and Industry Cluster Initiatives. The Cluster Initiatives were created by the Connecticut General Assembly, supported by various state agencies, i.e. Department of Economic and Community Development, Office of Policy and Management, Department of Environmental Protection, Department of Education. These initiatives were further endorsed and supported by Regional Economic Development Organizations. The CEDS Strategy Committee supported the decision to include all of these recommendations into our CEDS document. The NVC CEDS planning process reviewed, used and incorporated throughout the document recommendations from local and regional organizations that as part of their process included public input, hearings, and adoption by the appropriate agents. The CEDS Committee was not interested in reinventing the wheel, but was looking to incorporate recommendations from local, regional and state goals, objectives and programs.

Goals for the NVC

Goal I: Improve overall Transportation and Communications systems.

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

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

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

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

A recent independent study of the Lower Valley Needs and Opportunities reviewed the regional economic efforts and identified the NVC CEDS as a significant piece and have encouraged and supported the continuation, implementation and capacity building of the CEDS.

Long-term goals are recognized as a period of time covering 3 to 5 year duration. Short-term goals are viewed as a period of time covering a 1 to 3 year duration. Activities in either time frame are not always easy to achieve. However, various objectives for each goal and/or specific project will be monitored, noted and adjusted during the overall CEDS process.

The goals of the NVC CEDS are:

Goal I: Improve overall Transportation and Communications systems.

The effect that achieving this goal will have on the development potential or problem:

The two Councils of Government covering the NVC area have indicated that economic expansion for the NVC will be dependent on the transportation system capacity to accommodate the desired growth and demands that would be placed on the existing infrastructure. The many capital improvement projects outlined in the Strategy focus on new commerce and business parks, downtown development programs and the expanding housing market will further test the capacity to the transportation systems. Both regional planning groups developed regional transportation plans that examined highway and transit systems with recommendations for improving the transportation network over a five-year period. These planning initiatives were distributed to a diverse group, plus subject to public hearings and comment period.

At the conclusion of the comment period, the elected officials supported the 5-year transportation plan, which has been incorporated into the CEDS and will be modified in cooperation with two Councils of Government. These transportation improvements are divided into two categories: local feeder routes are then tied into the two main transportation corridors: Rt. 8 and Interstate 84. Economic expansion for the region is dependent upon a highway infrastructure that will support the economic expansion of the local commerce and business parks and redevelopment areas.

An information technology survey was commissioned for the 17 towns in the NVC area. Extensive research by a private research group indicated that if managed, packaged and marketed correctly the Waterbury ITZ would be successful. Based on the survey the ITZ officials must focus on five primary areas in order to attract businesses into the ITZ. The five factors derived from the ranked orderings and verbatim commentary includes the overall cost of space within the ITZ, adequate security, state-of-the-art telecommunications products and services, sufficient parking, and adequate electrical services. These factors in fact can be the benchmark for other communities as they market their commerce parks or expand their telecommunications.

Is this goal directed toward achieving short or long-term results:

The CEDS report identifies numerous transportation projects in the 17 communities, many of which are dependent upon local, state and federal financial assistance. Several of the projects are short term in duration in that they will be completed in a 3-year period. Most of the projects are of a long-term nature.

Concerning the ITZ the immediate goal was to put in place a fiber technology loop, which is now in progress therefore being short term. Marketing of the ITZ is ongoing and its success will be measured over a long-term period.

Actions related to the goals that are already underway or planned:



Shelton Economic Development Corporation
Waterbury Development Corporation

The Central Naugatuck Valley Regional Long Range Transportation Plan included in their 5-year plan were local projects, which were given priority whenever possible, however, due to the extensive list of projects, the Council of Government for the Central Naugatuck Valley could not guarantee matching the local projects with regional or state priorities.

The Valley Council of Governments number one priority is Rt. 8. Currently, preliminary engineering on the Rt. 34 and Rt. 8, plus Pershing Drive improvements are underway with design development planned for the Spring of 2005. Other projects are subject to local and state funding and are considered long term. The City of Waterbury and the private utilities have constructed the initial fiber loop. Additional plans will expand the loop as business demands locate in the area.

The relationship of this goal to the accomplishments of other goals:

Goal I recognizes that economic development initiatives must be supported by transportation systems including vehicular transportation as well as mass transit (rail and bus). Two of the main transportation elements are to improve Route 8 and make necessary improvements to Interstate 84 and to upgrade the secondary feeder routes to these two main arteries. The other three goals focus on job development, local infrastructure, and reclamation of Brownfields areas. Without adequate transportation businesses cannot grow and prosper and employee ease of access to place of employment would be hampered.

Several buildings within the area are being cleaned environmentally to accommodate new technology businesses. The State Labor Department and the local higher educational institutions located in Waterbury are assisting Job training for businesses that are setting up shop within the ITZ.

Objectives

Based on the above goals, the following objectives were created as a vehicle to oversee and govern the implementation of the CEDS. The SEDC/WDC and the CEDS Steering Committee will monitor the progress of each activity and amend objectives from time to time depending on progress or delays, which cannot be determined or recognized at the time of acceptance of the CEDS. A planning document is only as effective as the development phase is instituted, monitored and adjusted.

Objectives for Goal I:

Objective 1: To provide a transportation system that reinforces and compliments the regional land use plan and the land use objectives to the region's seventeen municipalities.

Objective 2: To maintain and improve the region's highway system with an emphasis on making better use of existing transportation facilities while seeking to improve the safety and reduce traffic congestion, energy consumption, and motor vehicle emissions.

Objective 3: To maintain and improve public transportation service by providing a choice of travel modes, reducing highway congestion, improving efficiency, and providing mobility for people who are transit dependent.

Objective 4: To provide transportation services to eligible low-income residents participating in the federal Job Access and Reverse Commute program, in order to promote their employment opportunities.

Objective 5: To provide transportation services including ramps for wheelchairs, curb cuts, intersection timing, minibus service, large print signage, and audio-visual signal crossing cues that is responsive to the elderly and the disabled.

Objective 6: To plan and program transportation improvements according to existing and realistic future funding sources.

Objective 7: To provide "walkable communities", especially in downtown centers and in congested areas, connecting these areas with commuter parking lots, residential areas, schools, commercial and industrial corridors, and recreation areas.

Objective 8: To package and market the ITZ in order to attract both existing and upstart new technology businesses in the vacant space in the downtown section of Waterbury.

Improve Route 8

Make improvements to Route 8 to improve access and service within and between local communities and other areas.

Route 8 is the primary transportation spine in the Valley Region. Improvement of the traffic flow at Route 8 interchanges is essential to reducing congestion and improvement service, safety, efficiency of traffic flow, and ultimately air quality in the Valley.

Make Necessary Improvement on Major Roadways

Make necessary improvements on other major roadways in the region in order to enhance level of service, improve safety, and support desired growth patterns.

- Interstate 84 Corridor
- Route 34 in Derby
- Route 67 in Seymour
- Route 115 in Ansonia
- Route 110 in Shelton
- Pershing Drive in Derby/Ansonia.

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

The effect that achieving this goal will have on the development potential or problem:

A cluster is defined as a concentration of companies and industries in a geographic region that are interconnected by the markets they serve and the products they produce, as well as their suppliers, trade associations and educational institutions. Clusters have been forming naturally for years, both in the US and abroad (i.e. Silicon Valley for its microelectronics, biotechnology, and venture capital markets.)

The Governor's Council on Economic Competitiveness and Technology worked to develop a series of industry cluster initiatives. Six initial clusters were identified: manufacturing, financial services, telecommunications and information, health care services, high technology, and tourism. The Council in February of 2001 identified a seventh operational cluster "plastics". Within the Naugatuck Valley Corridor a precious metals manufacturing cluster was created. A financial services cluster was designated for Waterbury based on Waterbury's regional center for financial services. Health care cluster was identified both for Waterbury and the Bridgeport area and was also expanded to include the Griffin Hospital, which is located in Derby. Due to the aging of the Naugatuck Valley Corridor this sector will remain one of the largest sources of jobs for local and regional residents.

Key elements of an industry cluster are leading industries, linkage industries, and the public and private sector organizations that provide response.

Cluster driven economic development also requires a new level of collaboration between businesses, government agencies, universities, legislators and others responsible for key inputs affecting the level of competitiveness of large and small companies.



Is this goal directed toward achieving short or long-term results:

The State of Connecticut had designated within the NVC CEDS area a series of industry clusters. Implementation will take more than 5 years. However, several cluster based growth objectives have already been initiated.

Actions related to the goals that are already underway or planned:

“Once a cluster forms, whole groups of industries become mutually supporting. Benefits flow forward, backward, and horizontally. Aggressive rivalry in one industry tends to spread to others in the cluster, through the exercise of bargaining power, spin-offs, and related diversification by established firms. Entry from other industries within the cluster spurs upgrading by stimulating diversity in R&D approaches and providing a means for introducing new strategies and skills. Information flows freely and innovations diffuse rapidly through the conduits of suppliers or customers who have contact with multiple competitors. Interconnections within the cluster, often unanticipated, lead to the perception of new ways of competing and entirely new opportunities. People and ideas combine in new ways.” (Michael E. Porter, *The Competitive Advantage of Nations*, 1990)

Waterbury has been designated as an Inner City Initiative. The Inner City Initiative is an untapped resource for business development. Development in the inner city should be linked to strong economic clusters in the region and Waterbury has initiated a Brownfields redevelopment program. Cluster designation has been made for precious metal manufacturers, financial services and health care.

The cluster initiative will directly link to the other three objectives in that it will improve local infrastructure, advance job growth and training, encourage private investment and comply with local land use regulations.

The ongoing transportation improvements within the region are intended to ease traffic congestion and provide those seeking employment with the opportunity to reach their place of employment with greater ease and with the assistance of where appropriate mass transit.

The relationship of this goal to the accomplishments of other goals:

Advantages of industry cluster growth recognized that firms operating in a vibrant cluster have a distinct competitive advantage. At the same time, the value of an industry cluster is considerable to the geographic region and the individuals within it.

Specifically, an industry cluster creates:

- Greater access to industry-specific skills and a higher quality workforce
- More up-to-date market/customer intelligence
- Earlier awareness of new products and services being development
- Quicker diffusion of new technologies and processing techniques



- Greater expertise among financial institutions about cluster industries, thereby increasing business access to capital
- Highly developed and specialized suppliers in close geographic proximity
- Increased opportunities for inter-firm collaboration in areas of specialized training, capital investment, market research and information
- Widespread awareness of a region as a vibrant center of cluster activity, thereby improving businesses' ability to attract specialized professional staff, as well as recruit new suppliers to the region.
- Improved levels of government/education/business interaction to promote cluster growth.

Value to individuals and the geographic region

When an industry cluster begins to grow, individuals and the entire geographic region benefit greatly. Specifically, the results are:

- An increasing number of value-added, higher paying jobs are created
- The area is less dependent upon the strength and adaptability of any one company, and employees are less likely to be negatively affected by business downturns than in a community reliant upon a single industry
- The educational and training systems preparing the workforce for the 21st century economy become more relevant and effective
- The opportunity and motivation to establish new, start-up businesses increase for the employee who sees a market gap, the young entrepreneur who has a good idea, and the executive who is retiring early
- Community and technical colleges, as well as vocational schools, perform better through closer working relationships with businesses, the primary source of job opportunities
- Local companies benefit from higher level of purchasing that occurs
- The infrastructure improves to meet the transportation and communications needs of the advanced industries
- More R&D investments are made in conjunction with local universities and research hospitals
- A growth in the number of "civic entrepreneurs" playing a bridging role between sectors to help resolve the problems facing society.

Objectives for Goal II:

Cluster-driven economic development is based upon a profoundly different view of how a geographic region can gain a competitive advantage.



Cluster-based growth objectives require:

- Involving large groups of related companies;
- A clear commitment to establish an environment that gives a broad range of companies the ability to compete in global markets;
- An understanding that long-term competitiveness only occurs when businesses increase their level of productivity and innovation;
- The development of the workforce to match the new economic opportunities and higher paying jobs that are created;
- A recognition of the critical need to create dynamic “economic foundations”;
- New types of collaboration among business competitors and between government, educators and the private sector;
- An understanding that negative or apathetic relationships between businesses and legislators, educators or key decision makers will reduce economic growth, discourage start-up and emerging businesses, and accelerate the migration of existing companies to out-of-state locations;
- An agreement that a geographic region’s economic growth and prosperity should be determined not only on job growth figures, but on a number of other indicators, including average wages, industry productivity gains, levels of innovation, and improved quality of life.

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

The effect that achieving this goal will have on the development potential or problem:

The Naugatuck Valley Corridor (NVC) has long been one of Connecticut’s leading manufacturing centers. In fact, the Waterbury LMA has been designated as one of its “cluster” areas for precision metals. It is also true that manufacturing jobs continue to decline in Connecticut and the NVC. (See Section C – A Tale of Two (Kinds of) Cities). Many of the jobs lost in manufacturing are directly related to change in technology and manufacturing applications and processing. What has happened that many of the old manufacturers have failed to keep pace with technology, capital costs for new equipment, research and development funds were channeled elsewhere. The net results, many of the NVC sites and buildings are either reduced in size; the major manufacturing communities in the NVC like Waterbury, Naugatuck, Seymour, Ansonia and Derby have lost their competitive edge. World economics, costs of doing business, and regional competition have left communities with “Brownfields”.

The Brownfields proposal has been a multi-agency effort from both within the City of Waterbury as well as regional and state agency efforts. The goal is to investigate, catalog and assess potential Brownfield properties, and then rank them based on a positive return on investment. Through remediation use federal, state, local and private capital investment to prepare an adaptive reuse for existing structures or Brownfields. This



concept, while directed and recommended for the City of Waterbury through the Waterbury Partnership for Growth, could be expanded to other communities with Brownfield issues. Currently, there are other Brownfield initiatives working and sites have been identified and remediation has taken place in the NVC.

Is this goal directed toward achieving short or long-term results:

This goal is generally considered long-term meaning that it will take more than 5 years to accomplish many of the objectives. However, many objectives are already being implemented and communities will continue to facilitate clean up contingent upon user and financial aid.

Actions related to the goals that are already underway or planned:

Phase I

1. A survey of abandoned and severely underutilized industrial properties will be undertaken to compile a list of potentially contaminated sites.
2. Using this list of suspected sites, Phase I studies will be done for all properties.
3. A matrix for ranking properties based on their suitability for adaptive reuse will be developed.
4. The matrix will take into account, possible reuse scenarios economic impact, and extent of known contamination, ownership status and probable cost of clean up.
5. Properties that are best suited to reuse will have a redevelopment scenario prepared for them that will include likely mitigation plans, possible reuse options and historical assessments.
6. Redevelopment scenarios will include conceptual site plans and design renderings.
7. Select sites will receive Phase II testing to better determine environmental issues.
8. Priority sites will receive limited site work to improve marketability as needed.
9. Reuse scenarios will then be compiled into a final document to be used for marketing/redevelopment purposes.

The relationship of this goal to the accomplishments of other goals:

The 17 town corridor has many communities that have been the backbone of the manufacturing segment and have initiated Brownfields clean up. The results directly benefit the other three goals in that abandoned or underutilized facilities are put back on line, local infrastructure is upgraded to accommodate the Brownfields redevelopment, and new jobs using new technologies provide new economic life to these areas. The long-term need is that there are numerous additional sites and/or buildings that require redevelopment.



Phase II

1. Utilizing the rankings from Phase I, sites are selected for Phase II testing and on a case-by-case basis Phase III testing/remediation plans will be completed for the sites most likely to produce a productive reuse scenario.
2. On a case-by-case basis, site work to improve the property for marketing (such as building demolition and removal) will be undertaken.
3. Aggressive marketing efforts will be undertaken for selected properties.
4. As appropriate, site remediation of selected properties will be pursued.

Objectives for Goal III:

1. Identify, catalog and assess all Brownfields in the NVC.
2. Establish criteria for ranking contaminated sites based on the probability for redevelopment.
3. Develop site-specific redevelopment scenarios for sites best suited for adaptive reuse.
4. Complete environmental testing for selected sites.
5. Complete limited site work to improve the marketability of selected sites.
6. Create a "Brownfield Directory" to assist in the marketing of these challenged sites.
7. Facilitate the return of priority sites to productive use that expands the grand list of the NVC.

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

The effect that achieving this goal will have on the development potential or problem:

The SEDC/NVDC CEDS Steering Committee solicited capital improvement projects from all 17 communities. Fourteen of the 17 communities responded with twenty-two projects being ranked. Of the twenty-two projects ranked, twelve of the projects were for business and commerce parks, industrial parks, incubator space or reclamation of a Brownfield area. Most of these communities have preliminary or final engineering plans that are consistent with local planning and zoning, wetlands, some of the projects have been reviewed CT DECD and/or approved under the state's municipal development program. This review process gives extensive consideration to environmental impacts that will result from these programs moving forward. Throughout the ranking and rating of the capital investment survey specific attention is paid to short-term jobs, long term employment opportunities, implementation schedule and if the projects were ready for implementation. The Steering Committee in its final ranking also considered the economic development feasibility, adequacy of the infrastructure, the various stages of planning and engineering, and the impact on the local, regional and/or state plans of development. All of these criteria resulted in the

CEDS Committee capital project ranking and rating, which is listed in Section Z of the Strategy.

Community development activities affect the lives of all residents of the Valley as well as the vitality of the businesses that operate there.

- Industrial waste and Brownfields are the most identifiable and pressing environmental problems confronting the Valley.
- The Brownfields Pilot project is an innovative and effective regional effort that offers considerable promise in addressing environmental issues in the Valley.
- Sprawl and the loss of open space is becoming a major concern, and with no regional land use planning there is a threat to the long-term quality of life in the region.
- A number of small environmental organizations in the region are focusing on preserving farmland, open space, and the quality of the rivers. However, they have limited capacity and have not been very involved in regional collaborative organizations.

Is this goal directed toward achieving short or long-term results:

The NVC is not alone, of course, in coming to grips with an industrial past – abandoned factories, boarded up mills, and contamination of sites and waterways. Unfortunately, many of the problems are very visible and many are close to the downtowns of several communities. Cleaning up these visual eyesores and turning them into more productive use is a very serious challenge for the Valley. Some planning and clean up has begun, but much remains to be done.

Actions related to the goals that are already underway or planned:

SEDC/NVDC should arrange a one-day economic development summit, invite all communities particularly those with or planning commerce/business parks to exchange ideas and concepts on their development plans.

Twenty-two projects were submitted for review under the Investment Survey report process. Eleven of the twenty-two projects are for business and commerce development type projects (land acquisition, infrastructure development, road, water, sewer and other utilities, marketing information and disposition parcels and/or buildings within the community).

Communities will be able to exchange client needs, space requirements, types of business needs including access to highway, utility demands, i.e. water for processing and/or discharge into municipal systems, land or buildings space availability.

The Valley's Brownfields Pilot Project is an innovative effort to assess and redevelop the many Brownfield sites located throughout the Naugatuck Valley. Initiated by the



Naugatuck Valley Project and the Valley Regional Planning Agency, the project has identified over 100 Brownfields throughout the region and has received over \$300,000 in federal, state, and foundation funding for environmental assessment.

The relationship of this goal to the accomplishments of other goals:

Communities might have some “competitive” restraints not all communities can satisfy all the developer or business demands/requirements. A cooperative sharing of information on a regular basis will provide for two-way communications, sharing of resources in order to promote each individual town’s “commerce/business parks”, will also permit one town to hand off to another potential leads that cannot be accommodated within one town, but that can be satisfied in another or within the region.

The municipalities that thrive maintain a stake in those cities that struggle because their success depends in part on the condition of towns that border them.

The project has been involved in funding environmental assessment on O’Sullivan’s Island in Derby, the Vest Pocket Area in Ansonia, the former Nutmeg Bakery in Beacon Falls, and the incinerator in Ansonia. To date, the project’s greatest success has been the redevelopment of the Silvermine Landfill in Seymour. This site was the first to benefit from the pilot and is currently being redeveloped by Haynes Construction for a 40,000 square foot industrial building. The Pilot is also actively involved in managing the environmental assessment related to the Downtown Revitalization District in Derby and is proposing an innovative project in environmental reclamation at a number of sites in the Naugatuck River watershed.

Objectives for Goal IV:

Transportation

For the Lower Valley Region to achieve its smart growth strategies, the desired growth and economic development initiatives must be supported by the transportation system. This includes vehicular transportation as well as transit services (rail and bus) and pedestrian/bicycle facilities.

- Improve Route 8
- Enhance Transit Services
- Make necessary improvements on major roadways
- Enhance pedestrian and bicycle transportation
- Transportation systems that reinforce and complement the regional land use plans.

Enhance transit services in the region.

1. Create, support and enhance local bus transportation that helps achieve the region's housing, employment, and economic development objectives.
2. Encourage preparation of a regional multi-modal transportation study.
3. Continue to work with Valley Transit to enhance local bus services for the handicapped and senior citizens.
4. Explore the feasibility of expanded employment shuttle service to serve more residents and destinations.
5. Continue to develop and encourage marketing efforts to increase mass transit use in the region.

Make necessary improvements on major roadways and minor arterial roads.

1. Work with CTDOT to design improvements (as necessary) to Route 34.
2. Work with CTDOT to prepare a corridor study for Route 67 (with emphasis on an access management program).
3. Develop a circulation plan for Main Street in Ansonia (Route 115) as a key part of a Downtown Enhancement Plan for this area.
4. Work with CTDOT to design improvements (as necessary) to Route 110.
5. Work with CTDOT to extend Pershing Drive to connection to downtown Derby.
6. Work with the local communities and CTDOT to address needed improvements on major roadways in the region.
7. Support access management planning for Huntington Street and Commerce Drive in Shelton and Division Street on the Derby/Ansonia line.
8. Assist in obtaining state funding to implement plans to widen Bridgeport Avenue in Shelton to four lanes.
9. The COGCNV lists numerous transportation projects. The following are the number one priorities of each town:

Beacon Falls: Route 42 Corridor Study to Oxford.

Bethlehem: Route 132 improve sightlines and grading.

Cheshire: Implement traffic calming along Mountain Road, Cheshire Street and Peck Lane.

Middlebury: Evaluate traffic congestion and safety concerns at Abbotts Pond.

Naugatuck: Secure a shuttle for the elderly residents.

Oxford: Improve traffic patterns on Routes 142, 188, and 34.

Prospect: Conduct a corridor study of Route 68.

Southbury: Secure funding for the Pomperaug River Bridge.

Thomaston: Route 6 corridor study.

Waterbury: Design local street improvements to increase capacity.

Watertown: Evaluate traffic congestion at Straits Turnpike (Route 63).

Wolcott: Analyze bridge at the intersection of Wolcott Road, Route 69 and Center Street (Route 322).

Woodbury: Participate in the corridor study of Route 6.

Other projects are noted in Section D of the Strategy.

Enhance Pedestrian and Bicycle Transportation, Sidewalk and Trails, Bicycle Routes and Multi-use Trails

1. Conduct an inventory of where sidewalks and trails exist in each community and develop strategies to extend and interconnect them.
2. Assist communities seeking funding for sidewalks and trails in open space/recreational areas.
3. Continue to plan for multi-use trails within open space and recreation areas that accommodate both pedestrian and bicycle traffic.
4. Provide improved mapping for the Bicycle Route Concept Plan developed for the Region, as part of the Consolidated Regional Transportation Plan.
5. Encourage provision of safe, convenient bicycle facilities (including signage, pavement markings, etc.) when improvements are undertaken on major roads.
6. Support provision of public facilities such as bicycle racks, where appropriate, to encourage bicycle use.

Brownfield Conservation and Recovery (Waterbury)

- Identify, catalog and assess all Brownfields in Waterbury.
- Establish criteria for ranking contaminated sites based on the probability for redevelopment.
- Develop site-specific redevelopment scenarios for sites best suited for adaptive reuse.
- Complete environmental testing for selected sites.
- Complete limited site work to improve the marketability of selected sites.
- Create a "Brownfields Directory" to assist in the marketing of these challenged sites.
- Facilitate the return of priority sites to productive use that expands the grand list of Waterbury.

Waterbury ITZ Recommendations

The Waterbury ITZ should develop linkages to the state's cluster initiative on economic development and leverage resources there with focus on cluster for health care, financial services, all within the ITZ.

Other communities might follow with the ITZ concept particularly the NVC communities with vacant and underutilized spaces in the downtown area that can be supported by fiber and/or technology advances.

Recommendations for Regional Action¹

Create a More Streamlined and Productive Civic Infrastructure in the Valley

- ❖ Hold a full-day summit in the Valley focused on creating a more efficient and streamlined civic infrastructure.

Create a Strategic Approach to Workforce Development that Benefits the Poor and Working Poor

- ❖ Develop a Valley workforce development plan.
- ❖ Launch a demand-driven training program.
- ❖ Design career ladders for the underemployed.

Increased Intermunicipal Cooperation around a Range of Development Issues that Affect the Communities of the Lower Naugatuck Valley

- ❖ The Valley Regional Planning Agency, working with area residents and business people, should develop a plan to protect and sustain the region's natural environment.

Retain and Create New Jobs in the Valley by Assisting Existing Valley Companies and Residents with Entrepreneurial Interests

- ❖ Initiate a Business Calling Program to assist in the retention and expansion of existing companies.
- ❖ Advocate for the establishment of a one-stop business assistance center at the Valley Chamber of Commerce.

¹ "Addressing Needs and Opportunities in the Lower Naugatuck Valley" prepared by Mt. Auburn Associates.