

Action Plan, Implementation Plan, Evaluation Process

Action Plan

The Action Plan addresses how the NVC municipalities, CEDS lead agencies and CEDS Committees (SEDC/WDC) will monitor the goals and objectives outlined previously in the CEDS document. How will the various Capital Programs/Projects be implemented or modified during the “long term”? Also, how will the CEDS committees handle sudden and severe economic changes in the NVC? The Action Plan identifies the administrative organization and programs that have been included in the Strategy. It further identifies the process permitting municipalities to have continued input and modification to the CEDS process.

The Vision Statement identified four goals for the NVC CEDS. It also identified whether the goal would be short or long term. It further identified activities that are already underway or planned. Also, it identified the relationship of one goal to another.

The objectives that support the individual goals were also outlined in the Vision Statement and are not repeated in this section. One of the principal objectives throughout the CEDS was the transportation system and network, and how critical they are to the economic development initiatives for the region.

The CEDS document further recommends Brownfields conservation and recovery, not only for Waterbury, but also for the “industrialized” valley.

The Action Plan calls for a regional economic development summit. The CEDS Steering Committee and the Strategy Committee will have summits from time to time. The focus will vary based on needs and changes in the economy, sudden or severe loss of jobs, transportation issues or other program or forums to aid the Corridor.

The CEDS staff will continue to work with the workforce development specialist to create a strategy approach to workforce development that will benefit the poor and working poor. The strategy will include a workforce development concept, launch a demand-driven training program, and design career ladders for the underemployed.

Work Plan

- The two lead corporations will adjust the CEDS as necessary. They will consider unforeseen economic downturns in business, sudden and severe loss of jobs caused by move-outs, close downs or natural disasters. They will constantly monitor the make up of the committee and make replacements as necessary.
- Monitor any significant changes in the NVC economic conditions. Report to the 17 communities the changes based on the previous years activities.
- Provide information to EDA and other federal agencies in order to support program changes and/or the need to support applications for various federal assistance.

- Evaluate the vision statement and goal setting procedures.
- Support the implementation of the Connecticut Industry Clusters for manufacturing metals, financial services, telecommunications, healthcare and tourism.
- Continue the Brownfields redevelopment restoration and recovery.
- Monitor the regional transportation systems recommendations.
- Coordinate with others the overall economic development summit.
- Continue to develop with all municipalities the local infrastructure in order to support economic expansion while maintaining and protecting the environment.

Objectives

- Monitor the progress of each activity noted above.
- Amend objectives from time to time in order to keep the CEDS current.
- Assist each community to maintain its competitiveness on an individual basis while supporting the regional growth.

Regional and Municipal Demographics

- Provide demographic and economic data and compare to the most recent CEDS document to determine changing economic conditions. Advise municipal and regional authorities as necessary.
- Review employment, unemployment and workforce training issues in order to support and maintain economic growth for business and commerce needs of the CEDS area.

Implementation Plan

Introduction

The Naugatuck Valley Corridor area consists of 17 towns, 2 planning regions, 2 councils of government, 2 chambers of commerce who have all assisted with the preparation, and revisions based on the Committees input and adoption of the Comprehensive Economic Development Strategy (CEDS). The Shelton Economic Development Corporation (SEDC) has accepted the lead responsibility for the implementation of the activities outlined in the CEDS with assistance from the Waterbury Development Corporation (WDC) as necessary.

Staffing

The SEDC has accepted the responsibility to coordinate the monitoring and program evaluation for all of the work items outlined in the "NVC CEDS Document". The SEDC has the staff resources; the experience and knowledge based on their preparation of the original CEDS for the Naugatuck Valley Corridor and based on the most recently accepted CEDS 2003/2004. The SEDC working with the WDC have requested the Economic Development Administration's (EDA) financial participation to monitor the

progress and changes that ultimately will be required to satisfy the annual report documents required by EDA. James E. Ryan, President of SEDC will be the lead staff person assisted by Michael O'Connor, Chief Executive Office of WDC.

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.

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

Each of the corporations has executive committees and for the purpose of overseeing and governing the current CEDS process the executive committees will be the facilitators along with assistance from the corporations' administrative staff for the assembly of the 2003 CEDS.

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

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, Banking – Business, Insurance Agency, Social

Services Agency, Boards of Education, Finance, Industry – Labor, Professional, Public Safety, Community Organizations, Women and Minorities, and the Regional Planning Agencies that govern the 17 communities include the Valley Council of Governments and the Central Naugatuck Valley Council of Government.

Working Relationships

The Strategy Committee will meet quarterly to review the status of capital projects, changing economic conditions, i.e. the closing of manufacturing or businesses that impact a community in the corridor, review recommendations from the support staff of SEDC and WDC, and recommend as appropriate implementation plans, including prioritizing economic development grants to both federal and state agencies who normally support these types of activities, plus work with community foundations that are located within the jurisdictional area of the 17 communities.

Several communities have already contacted the SEDC/WDC coordinators concerning new capital investment projects. The communities have been informed that at the quarterly meetings on the Strategy committee including their reports will be incorporated as necessary.

Budget

The SEDC/WDC staff will oversee, administer and support the Steering Committee and the Strategy Committee. The Committees will upgrade and revise the CEDS document and prepare reports for the 17 communities and the EDA Philadelphia Regional Office. The Corporations have committed to permit the local staff to spend 15% of their time on the overall implementation of the CEDS. The fees for these services will be determined annually and funding will be sought for it from federal, state, regional, local and private partners. Consultant services to assist with demographic information relative to population, racial and ethnic changes, educational impacts, unemployment and labor force characteristics, housing changes and their impacts on each community and/or the region, any sudden or severe changes due to move outs, natural disasters or relocations both into and out of the NVC will be evaluated and reported. All demographic information will be based on the most current resource available.

Evaluation Process

The Steering Committee of the NVC study area contacted each of the 17 towns and cities to request their participation in the Capital Improvement Project Survey (copy of questionnaire is attached.) The Committees have adopted an open enrollment/application system permitting and encouraging projects to be submitted at any time. The Committees will meet at least quarterly or more frequently if needed. Evaluators will amend or modify the ranking and rating of projects. All communities will be provided the results after the CEDS Committees screen the information as well as the Governing/Partnering Committee.

The Capital Project Matrix (attached) was designed to evaluate the economic development project(s) from each community; and how the project(s) will benefit or are benefiting the community and the region. The data provided in the survey also aids us in the final aspect of the Naugatuck Valley Corridor Comprehensive Economic Development Strategy (CEDS). Permitting the process of moving from the planning and economic data conceptual information gathering to specific capital improvement projects generated at the local municipal level.

In order to develop the process the Steering Committee was assembled that included the chairman and representative staff from the Waterbury Development Corporation, Shelton Economic Development Corporation, the Council of Governments of Central Naugatuck Valley, the Valley Council of Government, the Greater Waterbury Chamber of Commerce and the Lower Naugatuck Valley Chamber of Commerce.

Criteria for Evaluating Projects

The Steering Committee established criteria for ranking and rating any and all projects. The economic objectives were focused on Employment Relationship (20 points), Economic Development/Feasibility (30 points), Adequacy of Infrastructure (10 points), Conceptual Planning/Engineering Status (20 points), Local/Regional/State Compliance (35 points), including points for Public Transportation Linkage (5 points) and Overall Economic Impact (5 points). Total of 115 points is top potential score. Each objective section was broken down into separate components with points assigned to each line item. The general headings were further divided to provide measures to directly evaluate the economic impact of each major strategy objective (i.e. employment relationship 20 points).

Projects, which are ready to go receive the maximum points in a category. Plus, the focus of jobs, short term (construction) long term (business retention or expansion) receive higher numbers based on a sliding scale. The CEDS Committees have since 1999 used this scoring system. All the participating communities understand the point ratios and support this process. The weight numbers were assigned to the five major topics, the list follows. No community or application has questioned the evaluation process. Fourteen of the seventeen communities have applied to the CEDS Committees for assistance.

(1)Employment Relationship (20 points)Short Term Jobs

- | | | |
|----|-----------------------|----------|
| a. | Construction Jobs (5) | |
| | 0 jobs to 25 jobs | 1 point |
| | 25 jobs to 100 jobs | 3 points |
| | 100+ jobs | 5 points |

Long Term Direct Jobs

- | | | |
|----|----------------------|-----------|
| b. | Employment (10) | |
| | 0 jobs to 25 jobs | 2 points |
| | 25 jobs to 50 jobs | 4 points |
| | 50 jobs to 100 jobs | 5 points |
| | 100 jobs to 250 jobs | 6 points |
| | 250+ jobs | 10 points |
| c. | Implementation (5) | |
| | 0 years to 2 years | 5 points |
| | 3 years to 5 years | 3 points |
| | 5+ years | 1 point |

(2)Economic Development/Feasibility (30 points)

- | | | |
|----|----------------------------------|----------|
| a. | Site Control | 2 points |
| b. | Implementation Schedule | |
| | 1 year | 4 points |
| | 2 years | 3 points |
| | 3 years | 2 points |
| | 4+ years | 1 point |
| c. | Local Regulatory Approval | 2 points |
| d. | Regional/State/Federal Approval | 4 points |
| e. | Local support (political) | 2 points |
| f. | Funds Obligated/Committed (10) | |
| | Private funds | 4 points |
| | Local funds | 2 points |
| | State funds | 2 points |
| | Federal funds | 2 points |
| g. | Tax Abatements | 2 points |
| h. | Distressed Factor Adjustment (4) | |
| | Is community distressed | 4 points |

(3) Adequacy of Infrastructure (10 points)

- | | | |
|----|------------------------------|----------|
| a. | Roads and highway access | 5 points |
| c. | Utilities (5) | |
| | Water | 1 point |
| | Sewer | 1 point |
| | Gas | 1 point |
| | Telephone/Telecommunications | 1 point |
| | Electric | 1 point |

(4) Planning/Engineering (20 Points)

- | | | |
|----|------------------------------------|----------|
| a. | Conceptual | 4 points |
| b. | Feasibility/Marketing | 4 points |
| c. | Preliminary Plans & Cost Estimates | 4 points |
| d. | Final Plans & Cost Estimates | 4 points |
| e. | Contract for Development Pending | 4 points |

(5) Local/Regional/State Compliance (35 points)

- | | | |
|----|----------------------------------|----------|
| a. | Consistent with NVC Strategy | 4 points |
| b. | Compliance with Regional Plan/s | 4 points |
| c. | Enhancement of Land Use | 2 points |
| d. | Enhancement of Community Welfare | 4 points |
| e. | Enhancement of Environment | 4 points |
| f. | Cluster Impact Compliance | 2 points |
| g. | Economic Impact | 5 points |
| h. | Public Transportation Linkage | 5 points |

The seventeen towns were contacted on four different occasions to request their participation/reply to the Capital Improvement Project Survey that were ranked. Fourteen municipalities responded with twenty-four projects, which were rated on 2/20/03. Three communities provided economic development information about their community, but declined to submit a specific activity. The Steering Committee met to consider, review, evaluate and score the projects based on the evaluation criteria established. Twenty-two projects were ranked. One required more information and was not rated at this time. One Project was out-to-bid with construction to commence spring of 2003 (Seymour Senior Center/Community Center). A second, was accepted for the file and the community was requested to provide additional information before it could be properly rated and ranked (Naugatuck Andrews Mountain Road). A second round of surveys were rated and ranked on November 10, 2004. Seven projects were received and incorporated into the matrix – all the projects were re-ranked. See the matrix at the end of this section.

The individual tally sheets and their results are included in their entirety at the end of this section.

The final results were distributed to each of the municipalities within the study area. The Steering Committee and the Strategy Committee intends and has advised the 17 municipalities to submit projects to them for further consideration. The Committees are supportive of the regional economic impact and will re-evaluate projects on an open basis using the original criteria and also to assist each project to find funding sources for their specific activity.

Monitor – Review Economic Trends and Report System

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

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

Economic Development Expansion or New

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

Economic Development Out Migration or Termination

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

Matrix – NVC Capital Investment Projects

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

Municipality/Project Name	Ranking & Score as of 2/20/03	Ranking & Score as of 11/10/04	Cost	Related Goal	Responsibility	Funding Partner	Jobs Const.	Jobs Created/ Retained	Time Frame
Roadway Improvements	11 73.6	11	8,400,000	1-3-4	Beacon Falls EDC	Town, State, Federal	100	N/A	Long term projects – subject to additional funding to support the downtown plan.
Cheshire									
Town Industrial Area	7 79.2	7	3,800,000	1-2-3-4	Town EDC	Town, State, Federal, Private	100	1,000+	Preliminary plan being prepared for local approval 2004.
Derby									
Route 8 Industrial Park	13 69	13	42,000,000	2-3	City, EDC	City and DECD	215	700	City has control of property. Conceptual plan and access planning on going 2006.
Fountain Lake Commerce Center	13 69	13	4,200,000	2-3	City, EDC	DECD, EDA	82	100	Pre-Engineering Concept on going. No specific date.
4 Sterling Opera House		19 55.8	9,000,000		City	OPM, State	75	15	City owned property
Naugatuck									
Andrews Mountain Road	Not ranked		2,833,000	1	EDC	Borough	N/A	N/A	Concept plan being generated 2006. More details required.
Naugatuck/ Waterbury Industrial Park – Listed under Waterbury.							100	400	Rated under Waterbury.
Industrial Park Site Work			1,500,000		Town	Borough, State, EDA	N/A	N/A	

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

Municipality/Project Name	Ranking & Score as of 2/20/03	Ranking & Score as of 11/10/04	Cost	Related Goal	Responsibility	Funding Partner	Jobs Const.	Jobs Created/Retained	Time Frame
Foreign Trade Zone (Accepted, not ranked. More info. Required)			150,000	3-4	First Selectman	Town	N/A	N/A	Time from 12 to 18 months from 11/10/04.
4 Lot 4 Jack's Hill Road (not ranked)			500,000	1-3	Local EDC	Looking	N/A	N/A	TBD
Prospect									
US Cap	15 65.2	15	1,000,000	3	Brownfield Reclamation	DEP, EPA	15	50	Property identified for reclamation. Preplanning in process.
Business & Commerce TOWN WITHDREW	3 85.8		12,000,000	1-2-3-4	Prospect EDC	Town, State, DECD, Federal, EDA	100	800	Environmental evaluation completed. Project plan and local referendum planned for Spring 2004.
Shelton									
Commerce & Business Park	2 97.4	3	12,000,000	2-3-4	Shelton EDC	City, State, DECD, Federal, EPA, EDA	100	300	Phase III preliminary engineering completed. Final design Spring 2004. Construction 2004/05.
Southbury									
4 Southbury Corporate Park		20 53.6	TBD	1-2-3	Southbury EDC	Town, State, Private	100	250	Town acquired property for \$3M. Market study and traffic evaluation underway.
Thomaston									

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

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

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

Evaluation Process Naugatuck Valley Corridor Capital Project Ranking

Municipality	Project	Cost	Employment Relationship Max 20 pts.	Economic Development Max 30 pts.	Adequacy Infrastructure Max 10 pts.	Planning/ Engineering Max 20 pts.	Local/State Regional Compliance Max 35 pts.	Score	Ranking
Ansonia	Business & Commerce Park	2,201,600	18	25.4	9.4	17	28.8	98.6	1
Beacon Falls	Commerce Center	1,500,000	14.2	12.8	10.4	8.8	21.6	67.8	14
	Transportation Center	2,850,000	8.4	21	10.6	14.2	23.2	77.4	8
	Depot Street Bridge	2,500,000	9.8	21.4	10.8	15	25.8	82.8	5
	Riverwalk	1,300,000	9.6	22.8	10.6	15.4	18.4	76.8	9
	Roadway Improvements	8,400,000	8.2	19.2	10.4	13.4	22.4	73.6	11
Cheshire	Town Industrial Park	3,800,000	15.2	14.6	9.8	13.8	25.8	79.2	7
Derby	Rt. 8 Industrial Park	42,000,000	14.4	18.2	8.8	7.4	20.2	69	13 tie
	Fountain Lake Commerce Center	4,200,000	12.4	16.2	8	10.8	21.6	69	13 tie
	Sterling Opera House	9,000,000	5.6	10.4	9.4	12	18.4	55.8	19
Naugatuck	Andrews Mountain Road	2,833,000							
**	Industrial Park Site	1,500,000							
**	Downtown Mixed-use development	250,000							
**	Uniroyal Site Cleanup& Demolition	15,000,000							
Oxford	Route 67 Improvements	2,575,000	8.8	11.2	8.4	11.4	23.2	63	17 tie
	Woodruff Hill Industrial Park	60,000,000	15.6	15.4	7.4	15.4	22.8	76.6	10
	Business Incubator	4,200,000	9.2	12	8.6	13.6	20	63.4	16
	Jacks Brook Industrial Park	650,000	14.6	11.6	7	14.8	21	69	13 tie
**	Foreign Trade Zone	150,000							
**	Lot 4 Jack's Hill Road	500,000							
Prospect	US Cap	1,000,000	10.2	11.4	9	10.6	24	65.2	15
	Commerce & Business Park	12,000,000	16.8	16.6	10	15.2	27.2	85.8	withdrew
Shelton	Commerce & Business Park	12,000,000	19.2	22	10	19	27.2	97.4	3
Southbury	Commerce & Business Park	TBD	16.8	6.4	7.2	6.2	17	53.6	20

