

SEPTEMBER
2016

GROTON-NEW LONDON AIRPORT DEVELOPMENT ZONE APPLICATION

Prepared by the Town of Groton and the Connecticut Economic Resource Center, Inc.





TOWN OF GROTON

PLANNING AND DEVELOPMENT SERVICES
ECONOMIC AND COMMUNITY DEVELOPMENT

Groton is located on Fisher's Island Sound in southeastern Connecticut, about 10 miles west of the Rhode Island border. The town is bounded on the west by the Thames River and the City of New London, on the north by the Town of Ledyard, and on the east by the Mystic River and the Town of Stonington. The 2010 Census indicated that Groton has 40,115 residents and a land area of about 31.8 square miles. Groton is a net importer of labor with over 24,000 primary jobs. The community has historically been influenced by a strong naval presence with impacts to the local economy. The USS Nautilus Museum showcases the world's first nuclear submarine, which was built in Groton. Today, Groton is home to a U.S. Navy Submarine Base and the submarine shipyards of the General Dynamics Electric Boat Corporation. Pfizer Pharmaceuticals also has a large presence in Groton.

The Groton-New London Airport located in southwestern Groton was established in 1929. The State of Connecticut owns the general aviation airport and it is managed by the Connecticut Airport Authority (CAA). As a general aviation airport, it supports unscheduled, military, private and commercial flights. Annual flights average approximately 38,000. There are two runways and a recently installed Engineered Material Arresting System (EMA), the first in the state, to achieve runway end safety standards. The airport is centrally located and holds economic growth potential for the town, region and state.



Connecticut
Economic
Resource Center

Collaboration at Work

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The Connecticut Economic Resource Center, Inc. (CERC) is a nonprofit corporation and public-private partnership that provides our clients with objective research, marketing and economic development services. Our mission is to provide services consistent with state strategies, leveraging Connecticut's unique advantages as a premier business location. CERC has proven and relevant expertise providing clients with the knowledge and insight they need to gain a competitive advantage. CERC is a pioneer in the development of programs, technologies and capabilities to support effective economic development and offers a complete range of services from economic impact analysis, strategic planning, data gathering and communications, to outreach, site selection and business assistance. CERC has earned a reputation for excellence in Connecticut's economic development community through our accomplished, professional staff, commitment to customer service, and connection to a network of strategic partners.

Airport Development Zone Designation Application

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Introduction

This application for designation of an Airport Development Zone (ADZ or Zone) is submitted by the Town of Groton in accordance with provisions of Connecticut General Statutes Section 32-75d, which establishes an Airport Development Zone around Bradley Airport and enables the Connecticut Airport Authority (CAA) to establish additional zones surrounding the state's general aviation airports, upon the recommendation of the Department of Economic and Community Development (DECD). In order for DECD to recommend designation of an ADZ it must find that the anticipated benefits expected from the Zone outweigh the anticipated costs of the Zone to the State and affected municipalities and that the proposed Zone complies with the State Plan of Conservation and Development (Section 32-75d(b)(1)).

The statute further provides that the DECD Commissioner's recommendation to the CAA must include an identification of: "the geographical scope of such proposed zone, including designation of all census blocks that the Commissioner proposes...provided (i) each zone shall be in accordance with the applicable general aviation airport...master plan, and (ii) no zone shall extend beyond a two-mile radius of the applicable...airport without approval of the General Assembly" (Section 32-75d(b)(2)).

To assist with the review of this application for designation of an ADZ around the Groton-New London Airport, the Connecticut Economic Resource Center, Inc. (CERC) analyzed how the proposed ADZ fits within the economic development landscape of the region and state. An analysis of the benefits anticipated from the creation of the ADZ and projections of the types of businesses and industries to be developed and the numbers of jobs to be created (Section 32-75d(b)(2)(B)) has also been conducted. An overview regarding the costs associated with establishing the ADZ and the resulting development has also been included (Section 32-75d(b)(2)(C)). For both projected benefits and costs, CERC included an analysis of both full and partial build out scenarios, based upon available information.

Background

According to the CAA, a quasi-public agency established in 2011, the ADZ procedure was adopted by the Connecticut General Assembly in July, 2011 to transform the state's airports into economic drivers through the creation of new jobs, attraction of capital and increased tax revenues to the state and municipalities. As outlined above, in the ADZ statute, legislators established the process by which municipalities around the state's five general aviation airports (Danielson, Hartford-Brainard, Waterbury-Oxford, Windham and Groton-New London) could request the creation of an ADZ within a "two-mile radius" of the subject airport. To date, Bradley Airport and Waterbury-Oxford Airport have designated Zones.

ADZ designation permits businesses constructing, acquiring, renovating or leasing facilities within the zone to qualify for certain tax incentives if the property is used for manufacturing, manufacturing-related research and development, servicing or rebuilding industrial machinery and equipment, warehousing and distribution, or other miscellaneous airport-related uses.

The incentives for newly constructed, renovated or expanded facilities are based on the property value of the improvement and equal an 80% of value property tax exemption for five years. Acquired property qualifies for the same exemption of 80% of the assessed value of the acquisition, for five years. In addition, if a business qualifies for one of these exemptions, it also qualifies for an 80% five-year tax exemption on the assessed value of the equipment or machinery it installs in the facility. Finally, businesses that qualify for these property tax exemptions also qualify for a 10-year business tax credit on the portion of their business operating in the new facility.

Boundaries of the Zone

The proposed ADZ boundary is measured from two miles in every direction from the perimeter of the Airport, as shown on the attached map in a blue oval shape. While technically not a “two-mile radius” this method enables the Groton-New London Airport ADZ to include the entire Enterprise Zone delineated by yellow on the attached map and includes key areas of the City of Groton Industrial District (including General Dynamics Electric Boat properties) and the Town of Groton Industrial Park-Zoned Property and other census blocks planned for development (see list of included census blocks attached). DECD staff has indicated that measuring the ADZ boundaries using the two miles from the airport perimeter method is an acceptable interpretation of the “two-mile radius” limitation. (See attached email from Edward Bona, DECD to Patricia McLaughlin, CERC, dated July 11, 2016).

State of Connecticut Plan of Conservation and Development (2013)

The proposed ADZ complies with, and advances, the principles of the State Plan of Conservation and Development (*Conservation & Development Policies: The Plan for Connecticut 2013-2018*, Office of Policy and Management prepared in accordance with C.G.S. Section 16a-29), as required by C.G.S. Section 32-75d. In particular, Growth Management Principle #1 “Redevelop and Revitalize Regional Centers and Areas with Existing or Currently Planned Physical Infrastructure” cites the importance of leveraging assets such as highways, railways, airports and sea ports and related facilities in order to [take] “full advantage of Connecticut’s strategic location within the Northeast Megaregion...” and “Promote supportive land uses around rail stations, airports and seaports” (p. 8-9). The proposed ADZ would be a means of leveraging assets and infrastructure already in place and promoting supportive land use around the Groton-New London Airport.

State POCD Growth Management Principle #3 is also particularly relevant to the proposed ADZ. Its purpose is to “Concentrate Development Around Transportation Nodes and Along Major Transportation Corridors to Support the Viability of Transportation Options.” It explicitly recognizes the role that transit hubs can play in being effective drivers of commercial development (p.15) and encourages such development.

Planning in the Groton-New London Airport Region

DESIGNATION PROCEDURE CAA-ADZ-ZONE adopted by the CAA requires that a proposed ADZ also comply with applicable local plans of conservation and development. The

proposed ADZ designation is consistent with the components of economic development analysis and planning that have been underway in the Southeastern Connecticut region for several years. In particular, the Town of Groton and/or CERC have reviewed relevant provisions of the Groton-New London Airport Master Plan (2013), the Southeastern Connecticut Council of Governments (SCCOG) Regional Plan of Conservation and Development (2007), the Town of Groton Plan of Conservation and Development (2002, currently updating), the Town of Groton Economic and Market Trends Analysis (2016), and the Town of Groton Strategic Economic Development Plan (2006) and have concluded that the ADZ designation is consistent with, and supports, the goals set forth in those plans, as detailed below.

- ***Groton-New London Airport Master Plan*** (2013). A copy of the Airport Master Plan is attached. The ADZ is in accordance with the Airport Master Plan, which recognizes that increased manufacturing industry activity and related support services tend to generate increased air traffic. According to the Master Plan, there is substantial additional capacity for general aviation activity at the Groton-New London facility. Current traffic levels are at 17 percent of available capacity and 2030 projected levels will be at 28 percent of capacity, according to Town officials.
- ***Southeastern CT Council of Governments (SCCOG) Regional Plan of Conservation and Development*** (2007). The Airport Master Plan references the SCCOG Regional POCD. This Plan recommends increasing service and use of the Groton-New London Airport (Recommended Action No. 10., p.116) as well as supporting current and new manufacturing operations (p.108) and therefore it is consistent with, and supports, establishment of the ADZ.
- ***Town of Groton Plan of Conservation and Development*** (2016). One of the Town POCD goals is to promote manufacturing locally. In this connection, it specifically envisions the establishment of an ADZ in order to provide tax incentives for startups and to spur manufacturing job growth in Groton.
- ***Economic and Market Trends Analysis*** (2016) (Market Analysis). A Market Analysis was completed with the assistance of an economic development consultant in 2016 and it described the region by relating back to the 2011 Comprehensive Economic Development Strategy (CEDS). The CEDS cited Groton's ship and boat building industry and its role as part of the broader regional defense cluster that also includes ship and boat repair, aircraft engines, engine parts manufacturing, and auxiliary equipment and parts manufacturing (p.18).

According to the Market Analysis, economic development investments such as tax incentives and infrastructure improvements will benefit the legacy defense cluster and also support diversifying the local economy by appealing to small scale and innovative manufacturers and entrepreneurs. Suggested regionally strong subsectors cited were: fabric mills, electrical equipment manufacturing, mineral products, nonferrous metals, food, chemicals and paper products.

The Market Analysis also found that the proposed ADZ will support investments currently being made in the local manufacturing and services workforce. The U.S. Economic Development Authority has designated New London County as an Advanced Manufacturing Community Region and has dedicated funding to modernize manufacturing processes and equipment and to enhance the skills of the regional workforce. Moreover, the Eastern Connecticut Workforce Investment Board has established training programs for manufacturing skills in the region.

In addition to aligning with the proposed ADZ in terms of tax incentives and workforce, the Market Analysis also points to transportation infrastructure as a key economic development asset to be leveraged. It finds that manufacturers seeking multiple modes of transportation and shipping in a concentrated region will be attracted to the airport, rail services, highway access and deep water ports of the Groton-New London region.

- ***Town of Groton Strategic Economic Development Plan*** (2006). Like the Market Analysis ten years later, this plan cited the valuable transportation resources of rail-based and water-based freight services and particularly pointed to the Port of New London, Providence & Worcester Railroad and New England Central Railroad as assets to be leveraged. As noted above, ADZ incentives would be attractive to manufacturers, warehousemen and all those seeking the multi-modal transportation access that this Plan highlighted.

Other Factors Relevant to Development within the Proposed ADZ

Other initiatives currently underway, such as a regulatory overhaul, an economic development-dedicated website, community signage project, U.S. Defense Department contracts recently awarded to General Dynamics Electric Boat, economic development strategic planning undertaken by the SCCOG and the U.S. Navy Submarine Base located predominantly in the Town of Groton, and U.S. EDA workforce investments as noted above, should serve singly and in combination to spur development in the region generally and in the Zone in particular.

For example, the awarding of contracts to Electric Boat for work pertaining to the Ohio and Virginia class submarines is expected to result in a gain of 4,000 jobs in Connecticut and Rhode Island by the year 2021, with approximately one-half of those jobs expected to be in Groton. In addition, there are currently approximately 18,000 employees at General Dynamics Electric Boat and 14,000 of these are expected to retire by 2021. The retirees, many of whom plan to stay in the Groton area, and the hired replacement workers should shift market demands and lead to the formation of small consulting and supporting businesses.

Economic Analysis of Proposed ADZ Development Costs and Benefits

In addition to reviewing the overall economic development landscape and operative plans, CERC analyzed the proposed ADZ development and specifically modeled the potential costs and benefits, taking into consideration such factors as the number of jobs created and grand list impacts. The analysis was modeled based on partial and full build-out scenarios as set forth below.

The Town's broad economic development strategy is to support innovation and entrepreneurship in the manufacturing-related and other sectors. The Town is looking to develop flexible industrial and commercial spaces of smaller size. With respect to light manufacturing and commercial uses, small to medium scale artisan/craft and food production, advanced manufacturing and repair/assembly uses are being targeted. Up to 20 percent of this square footage is envisioned for display and sale of goods produced on site. Development density overall in the available industrial-zoned areas may range from 0.2 to 0.4 Floor Area Ratio.

Costs

The public costs associated with the ADZ development are expected to be limited because: 1) most of the initial business expansion in the ADZ will be in expansion or renovation of already existing facilities, and 2) most of the additional infrastructure needed is expected to be privately funded.

Nevertheless, there are two sets of likely cost increases for the Town of Groton and the State of Connecticut if the Groton ADZ is approved. The first are short-term expenditures, principally the need for limited infrastructure improvements within the ADZ itself and potentially on roadways and train infrastructure outside the ADZ. As discussed more in depth below, the Town of Groton projects that potential development or expansion within the ADZ totals more than 3.4 million square feet of building space, much (75%) of which would be on currently undeveloped land.

As the parcels are well-served by the existing roadway system, any necessary improvements to roadways to accommodate traffic from this development are expected to be limited in scope. Further, most of the projected development anticipated on undeveloped parcels will be on or in close proximity to existing state routes with direct connections to the interstate highway system. Therefore, short-term infrastructure needs would likely be modest and include such items as additional curb cuts and turning lanes or signals to handle increased traffic volumes.

In addition, while the Town of Groton has concluded that most development opportunity parcels have adequate access to utilities, a small number will need connection to the town's sewer system.¹ Beyond that, there may also be the need for other water service, electrical, and telecommunications (e.g., broadband) improvements for new businesses, although these costs are expected to be nominal and, in many cases, the responsibility of the businesses rather than the Town. In addition, extensive business increases within the ADZ would likely mean more use of the Groton-New London Airport itself, which may eventually necessitate additional maintenance to sustain its current conditions.² It should also be noted that increases in infrastructure will also necessitate increased expenditures to maintain those improvements. In addition to infrastructure improvements, the growth within or adjacent to the Groton ADZ may also necessitate increased

¹ The Town estimates that the costs of connecting three properties to the sewer system, facilitating extension of the system to up to six additional contiguous parcels, would be \$4.6 million.

² The airport currently operates at 17% of available capacity, with projections that it will operate at 28% capacity in 2030. Town officials estimate the airport will not need renovation or expansion until traffic is 80% of capacity. In addition, private entities generally handle hangar or non-operational infrastructure needs that are driven by demand.

public safety officers and services, including police, fire, and maritime security, as well as additional public safety assets at the airport itself.

The second set of likely costs from the implementation of the Groton ADZ would be longer term impacts due to the anticipated population growth resulting from additional employment opportunities in the Groton ADZ and adjacent communities. The population of the Town has been relatively consistent for over ten years, with no significant increases or decreases during that time.³ The development and expansion projected for the ADZ, however, could increase the number of jobs in that area by more than 7,000 employees and an additional 2,000 jobs may be added due to direct, indirect, and induced employment. In 2014, 19.2% of those working in the Town of Groton also resided there, so the Town could see a substantial population increase – larger than recent demographic changes – due to the new jobs in the ADZ. This could lead to increased demand at the Groton Public Schools and additional expenditures for other Town and state services (e.g., libraries, public safety).

Benefits

The benefits available to the Town of Groton, the surrounding region, and the State of Connecticut as a whole due to the proposed ADZ could be quite substantial. As the final outcomes of the ADZ are unknown, four scenarios were examined for the potential annual benefits, based on information provided by the Town. There were two dimensions to the scenarios: a full versus a partial build-out of projected development and build-out of only currently developed properties (i.e., those that would need expansion or redevelopment) versus build-out of both currently developed and undeveloped properties. Following those dimensions, the four scenarios were:

1. Currently Developed, Full Build-Out
2. Currently Developed, Partial Build-Out
3. All Available Land, Full Build-Out
4. All Available Land, Partial Build-Out

Summary information about these scenarios is set forth in *Table 1*.

³ Groton's population grew from 39,988 in 2000 to 40,167 in 2014, per estimates by Connecticut Department of Public Health. This is a 0.4% population increase, whereas the state had a population increase of over 5% in that time.

Table 1: Summary of Developed and Undeveloped Sites Projected for Growth within ADZ

Currently Developed or Undeveloped Sites	Projected Land Use	Number of Parcels	New Floor Area, Full Build-Out (sq. ft.)	New Floor Area, Partial Build-Out (sq. ft.)
Developed	Flex/Light Industrial	1	316,000	158,000
Developed	Office	5	102,000	51,000
Developed	R&D	1	213,000	106,500
Developed	Manufacturing	2	158,000	79,000
Developed	Warehouse & Distribution	4	68,000	34,000
Undeveloped	Flex/Light Industrial	19	2,130,000	1,065,000
Undeveloped	Office/Commercial	4	435,000	217,500
Total		36	3,422,000	1,711,000

This available land was assigned 6-digit North American Industrial Classification System (NAICS) codes for the types of industries the Town expects to locate within the ADZ and based on industries currently in Groton. Using publicly available data and data and calculations via Economic Modeling Specialists International (EMSI), CERC estimated the annual impacts due to the Groton ADZ, contingent on the full or partial build-out being completed.⁴ These are shown in *Table 2*.

Table 2: Estimated Annual Benefits of ADZ

	Currently Developed		All Available Land	
	Full Build-out	Partial Build-out	Full Build-out	Partial Build-out
Square feet available	857,000	428,500	3,422,000	1,711,000
New employees				
Permanent	1,830	915	7,560	3,780
Direct, indirect, and induced	475	237	2,175	1,088
New public revenues				
State: Income taxes from permanent employees	\$3,841,983	\$1,920,992	\$16,894,957	\$8,447,479
Town: Property taxes	\$452,369	\$226,185	\$1,726,613	\$863,306

⁴ This analysis does not incorporate the property tax incentive (80% of assessed land value) available for businesses locating in an ADZ or any other fiscal impacts due to local or state tax exemptions for businesses locating in the ADZ. It also does not include tax revenues from personal property or motor vehicle taxes. More information about the assumptions underlying this analysis is in the following section.



In addition, business expansion or redevelopment as well as new development in the ADZ will create construction jobs that will benefit the Town, the region, and the state. Estimated total construction employment under the four scenarios is shown in *Table 3*.

Table 3: Estimated Total Construction Employment

	Currently Developed		All Available Land	
	Full Build-out	Partial Build-out	Full Build-out	Partial Build-out
Construction employment	857	429	3,422	1,711

Therefore, even under the most limited scenario (i.e., Currently Developed, Partial Build-Out), the benefits to the Town of Groton, the region, and the State of Connecticut of creating an ADZ for the Groton-New London Airport would outweigh the much more limited public costs as outlined above.

Assumptions

The above benefits analysis relied on the following assumptions:

The Town of Groton supplied a list of addresses, the attendant square footage, and a projected land use (flexible/light industrial, office, R&D, manufacturing, or warehouse and distribution). The town also supplied the list of industries it utilized in selecting the development opportunities. From this, the development opportunities were grouped by projected land use and if the land already had some development or no development, then six-digit NAICS codes were attached to each land use type derived from the list supplied by the Town and for industries with employment in Groton (*Table 4*).

Table 4: Projected Land Use and Industries

Projected Land Use	NAICS Code	Industry
Flex/Light Industrial	325412	Pharmaceutical Preparation Manufacturing
Office	541690	Other Scientific and Technical Consulting Services
R&D	541712	Research and Development in the Physical, Engineering, and Life Sciences (except Biotechnology)
Manufacturing	333519	Rolling Mill and Other Metalworking Machinery Manufacturing
Warehouse & Distribution	488190	Other Support Activities for Air Transportation

1. To estimate the permanent and direct, indirect, and induced employment:
 - a. The amount of square foot per employee by land use type was obtained from the U.S. Green Building Council with data originally from the Institute of

- Transportation Engineers.⁵ The number of employees was then calculated using the potential square footage provided by the Town and assuming 95% occupancy.
- b. All positions are assumed to be new to the state.
 - c. The jobs multiplier data was obtained from EMSI using the six-digit NAICS codes (*Table 5*).

Table 5: Employment Multipliers by Industry

NAICS Code	Employment Multipliers		
	Direct Jobs	Indirect Jobs	Induced Jobs
325412	0.1385	0.0103	0.2211
541690	0.0392	0.0019	0.0205
541712	0.2615	0.0153	0.0782
333519	0.0429	0.0023	0.0549
488190	0.0804	0.0045	0.0317

2. To calculate income taxes from permanent employees:
 - a. The average weekly earnings for each two-digit industry sector were retrieved from the Connecticut Department of Labor⁶ and multiplied to 52 weeks of work per permanent worker. Income taxes were then calculated for each salary level using the Connecticut Department of Revenue Services Income Tax Calculator for a person filing jointly.
 - b. This amount was then multiplied by the number of new permanent employees adjusted so that only 86.5% of the workers were assumed to live in the state, consistent with current residential patterns for workers in Groton, per the Census Bureau's Longitudinal Employer-Household Dynamics.⁷
3. Property taxes were estimated by:
 - a. Sales prices by land use in Groton were obtained from CERC *SiteFinder*⁸ and property sales listings on the Town of Groton website. These were associated with the relevant land use types as provided by the Town and the estimated property values were calculated for the available square footage for development or redevelopment.
 - b. State property tax revenues were calculated by multiplying the market value (i.e., the sales price) by the state's assessment ratio⁹ by the mill rate. The mill rate used was the Town rate plus the average of the eight fire districts plus the sewer district.¹⁰

⁵ <http://www.usgbc.org/Docs/Archive/General/Docs4111.pdf>

⁶ <http://www1.ctdol.state.ct.us/lmi/CES/productionworkers.asp>

⁷ <http://onthemap.ces.census.gov/>

⁸ <https://www.ctsitefinder.com/>

⁹ The assessment ratio is 70% for all property in the state, except for in Hartford.

https://www.cga.ct.gov/fin/tfs%5C20140929_State%20Tax%20Panel%5C20151027/CT%20Property%20Tax%20Primer%20Bell.%20Draft.pdf

¹⁰ <http://www.groton-ct.gov/depts/finance/docs/2015GL%20Mill%20Rates.pdf>

- c. The state's ADZ incentives provide an 80% tax exemption for businesses locating in the Zone. This incentive is an exemption related to the property's assessed value, and it is available for five years. However, because businesses must meet specified criteria to qualify for this exemption, it was not included in this analysis.
 - d. Because sales prices may be lower or higher than advertised prices for land (e.g., if advertised prices are higher because current and prospective owners expect to negotiate prices down during the sales process or, conversely, if there are multiple offers for properties that drive the prices up), the sales prices for commercial land in Groton were compared to the properties' assessed values with sales data from 2013 that was retrieved from the Connecticut Office of Policy and Management.¹¹ Assessed prices were on average 8% higher than sales prices in Groton, excluding an outlier property,¹² supporting the property values and tax amounts calculated here.
 - e. The estimates of property tax revenues exclude those from motor vehicle and personal property.
4. The estimated number of construction jobs is cumulative for the full and partial build-outs. The assessment was based on one construction worker per square foot, per a similar large scale commercial real estate construction project.¹³ Construction on laboratory or R&D facilities is typically more labor intensive, requiring more workers per square foot, so this analysis may undercount the number of construction workers needed.

Conclusion

The proposed Airport Development Zone around the Groton-New London Airport, consisting of the census blocks listed in this application, should be established, as it meets all relevant requirements for approval of an ADZ. Its establishment supports, and is consistent with, the State Plan of Conservation and Development and all relevant regional and local plans. In addition, according to the analyses conducted by CERC based on Town data, the anticipated economic benefits of the expected development within the Zone outweigh the projected costs to the State and affected municipalities of that development. Moreover, economic development initiatives affecting the Town of Groton and the surrounding region already underway point to future success in the development of the proposed Zone.

¹¹ <http://www.ct.gov/opm/cwp/view.asp?q=385048>

¹² One property had an assessed value of \$158,340 but a sales price of \$2,500.

¹³ <http://www.buffalonews.com/business/solarcity-efforts-continuing-in-buffalo-20160519> and <http://www.buffalonews.com/city-region/south-buffalo/solarcity-construction-hiring-about-to-explode-20150929>

List of Attachments

- Correspondence between CERC Inc. & DECD regarding proposed boundaries
- Summary of Selection Method Used to Identify Development Opportunities
- Memorandum: Airport Master Plan and POCD Support for Proposed ADZ
- Review of Economic and Market Trends Analysis
- Review of 2006 Strategic Economic Development Plan
- Memorandum on Groton's Economic Development Strategies and Initiatives
- Listing of US Census blocks within the proposed ADZ Boundary
- Development Opportunities Sites Key
- Manufacturing Facilities Key
- Maps:
 - 2-Mile Limit & Proposed ADZ Boundary
 - 2-Mile Limit & Proposed ADZ Blocks
 - Commercial Developments: ADZ
 - Commercial Developments: NE Quadrant
 - Commercial Developments: NW Quadrant
 - Commercial Developments: SE Quadrant
 - Commercial Developments: SW Quadrant
 - Development Opportunities: ADZ
 - Development Opportunities: NE Quadrant
 - Development Opportunities: NW Quadrant
 - Development Opportunities: SE Quadrant
 - Development Opportunities: SW Quadrant
 - Manufacturing Facilities: ADZ
 - Manufacturing Facilities: NE Quadrant
 - Manufacturing Facilities: NW Quadrant
 - Manufacturing Facilities: SE Quadrant
 - Manufacturing Facilities: SW Quadrant
 - Open Space & Public-Owned Properties: ADZ
 - Open Space & Public-Owned Properties: NE Quadrant
 - Open Space & Public-Owned Properties: NW Quadrant
 - Open Space & Public-Owned Properties: SE Quadrant
 - Open Space & Public-Owned Properties: SW Quadrant
 - Undeveloped Parcels: ADZ
 - Undeveloped Parcels: NE Quadrant
 - Undeveloped Parcels: NW Quadrant
 - Undeveloped Parcels: SE Quadrant
 - Undeveloped Parcels: SW Quadrant
 - Zoning & Enterprise Zone Boundary: ADZ
 - Zoning & Enterprise Zone Boundary: NE Quadrant
 - Zoning & Enterprise Zone Boundary: NW Quadrant
 - Zoning & Enterprise Zone Boundary: SE Quadrant
 - Zoning & Enterprise Zone Boundary: SW Quadrant
- Groton-New London Airport Master Plan (Disk)



June 27, 2016

Mr. Edward Bona
Ms. Barbara Fernandez
State of Connecticut Department of Economic and Community Development
505 Hudson Street
Hartford, CT 06106

Dear Mr. Bona and Ms. Fernandez:

Thank you again for your time on the call recently in connection with the permitted boundaries of a proposed Airport Development Zone for the Groton-New London Airport under the requirements of C.G.S. Section 32-75d. As I mentioned, CERC is assisting the Town of Groton with the compilation of an ADZ application.

We discussed a question that had arisen regarding the statutory requirements, which provide in pertinent part that: “no zone shall extend beyond a two-mile radius of the applicable...airport without approval of the General Assembly” (C.G.S. Section 32-75d(b)(2)(A)(ii)) and the procedures for ADZ applications which require “a map that is logically coded and sufficiently specific... to clearly view the following: the subject Airport;...the proposed Airport Development Zone; [and] the 2-mile radius surrounding the Airport.” (DECD/CAA Designation Procedure CAA-ADZ-ZONE)

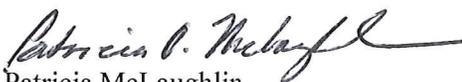
Specifically, because of the statutory “radius” limit, we advised the Town to pick a point within the airport and illustrate a circle from that point on the map, using a two mile radius in all directions. The attached map illustrates this circle in red.

The Town desires to propose an alternative methodology that measures two miles out in every direction from the Airport perimeter, as shown on the attached map in a blue oval shape. Measuring the limit this way would enable the ADZ to include key areas of the City of Groton Industrial District (including General Dynamics Electric Boat properties) and the Town of Groton Industrial Park-Zoned Property and other census blocks desired (see attached).

We are writing to request DECD guidance regarding whether this alternative two miles from the perimeter method meets requirements, and an answer to this question will enable the Town to complete the application. Please let us know if you need any additional information.

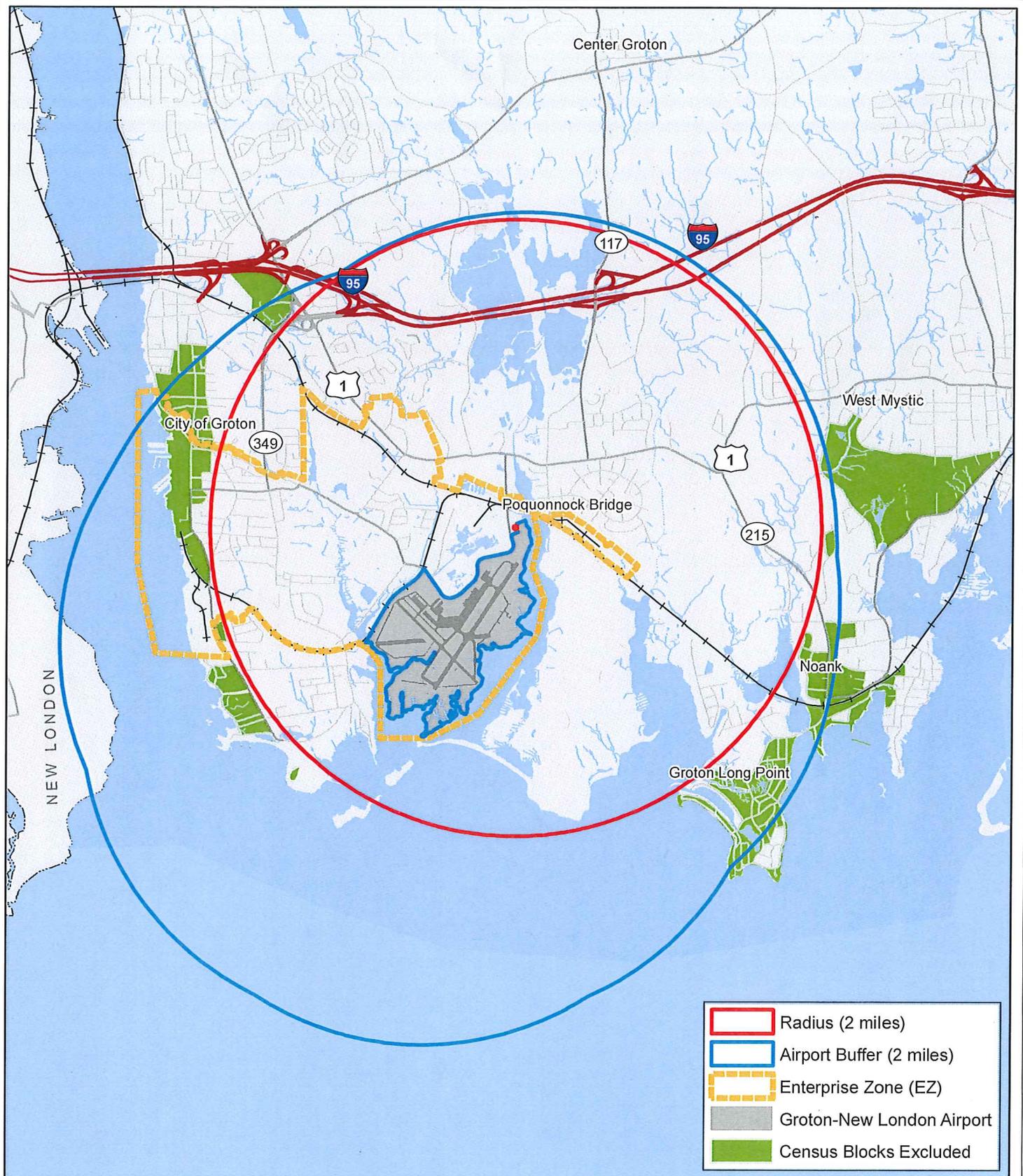
Thank you for your prompt attention.

Sincerely,


Patricia McLaughlin

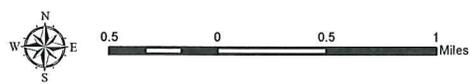
cc: P. Bronk
S. Eisenbeiser

Attachments: Proposed Map
List of Census Blocks



	Radius (2 miles)
	Airport Buffer (2 miles)
	Enterprise Zone (EZ)
	Groton-New London Airport
	Census Blocks Excluded

Methodology Comparison - Radius & Buffer ADZ Proposal - Groton-New London Airport Groton, Connecticut



DATE: June 22, 2016

Disclaimer: The Town of Groton and the mapping companies assume no legal responsibility for the information contained in this data.

Pat McLaughlin

From: Bona, Edward <Edward.Bona@ct.gov>
Sent: Monday, July 11, 2016 2:10 PM
To: Pat McLaughlin; Fernandez, Barbara
Cc: Bronk, Paige; Eisenbeiser, Sam; Sarah Ficenec
Subject: RE: Proposed ADZ Boundaries

Hi Pat:

Sorry for the delay, the map you submitted works for us. The airport zone is still over some water, is this an issue? Once you completed the impact analysis, you can submit the entire package for our review.

Thanks,
Ed

Edward R. Bona
Business Development Agent
State of Connecticut - DECD
505 Hudson Street
Hartford, CT 06106
Tel: 860-270-8252
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Email:edward.bona@ct.gov



From: Pat McLaughlin [mailto:pmclaughlin@cerc.com]
Sent: Monday, June 27, 2016 1:56 PM
To: Bona, Edward <Edward.Bona@ct.gov>; Fernandez, Barbara <Barbara.Fernandez@ct.gov>
Cc: Bronk, Paige <PBronk@groton-ct.gov>; Eisenbeiser, Sam <SEisenbeiser@groton-ct.gov>; Sarah Ficenec <sficenec@cerc.com>
Subject: Proposed ADZ Boundaries

Dear Ed and Barbara,

Attached is a letter (and accompanying map) requesting guidance on the proposed ADZ boundaries issue. Given the language of the ADZ statute, we want to assure that the proposed zone meets geographic requirements as interpreted by DECD.

Thank you very much for your assistance.

Pat

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Collaboration at Work



MEMORANDUM

TO: Paige Bronk, Economic & Community Development Manager

FROM: Sam Eisenbeiser, Economic Development Specialist

DATE: August 30, 2016

SUBJECT: Airport Development Zone Proposal: Method to Identify Development Opportunities

The following method was employed to identify the development opportunities expected to benefit from the incentives offered by Airport Development Zone designation.

Overview

Parcels were identified as development opportunities from two categories:

- Existing developed sites with additional capacity and an existing or potential manufacturing-related use
- Undeveloped sites with an anticipated manufacturing-related use

Existing parcels with manufacturing-related uses anticipated to expand based on available capacity were identified as Developed Sites with Expansion Potential. Vacant parcels of appropriate size, zoning and location to warrant development for manufacturing-related uses were identified as Undeveloped Opportunity Sites.

Build-out assumptions

Full build-out represents the long-term potential for development assuming improving market conditions. Partial build-out represents potential development in the near- to mid-term based on attractive investment opportunities assuming improving marketing conditions.

For Developed Sites with Expansion Potential, the projected additional floor area under full build-out was calculated based on single-story expansion bringing the parcel to 15 pct. building coverage overall. Floor area yield under partial build-out is the equivalent of half of full build-out.

For Undeveloped Opportunity Sites, the projected additional floor area under full build-out was calculated based on the equivalent floor area of single-story development yielding 15 pct. building coverage overall. Floor area yield under partial build-out is the equivalent of half of full build-out.

Projected Uses

The projected use of the estimated additional floor area for Developed Sites with Expansion Potential was assigned based on the existing use of the property. For Undeveloped Opportunity Sites, the projected use was

assigned based on the existing zoning: sites in commercial zones are projected to be Office space and industrial areas are projected to be developed as Flex/Light Industrial uses.

Industries

For the purposes of assessing the economic impact of the projected development, the following list of industries was selected based on the most recent market analysis conducted for the Town of Groton:

- Manufacturing
 - 311 Food Manufacturing
 - 3254 Pharmaceutical and Medicine Manufacturing
 - 3326 Spring and Wire Product Manufacturing
 - 333 Machinery Manufacturing
 - 336 Transportation Equipment Manufacturing
 - 3364 Aerospace Product and Parts Manufacturing
 - 3366 Ship and Boat Building
 - 3391 Medical equipment and supplies manufacturing
- Transportation & Warehouse
 - 4885 Freight Transportation Arrangement
 - 4881 Support Activities for Air Transportation
 - 4931 Warehousing and Storage
- Professional
 - 5416 Management, Scientific and Technical Consulting Services
 - 5417 Scientific Research and Development Services

Date: April 3, 2016
To: Jonathan Reiner, Director of Planning and Development Services
From: Paul Dickson
Subject: Groton-New London Airport Master Plan and POCD Support for proposed Airport Development Zone

The benefits of the Airport Development Zone (ADZ) are extended to facilities that support or carry out manufacturing. Support for manufacturing related activities and for the increase of the service levels of the Groton-New London Airport is included in the Groton-New London Airport Master Plan, the 2007 Regional Plan of Conservation and Development for the Southeastern Connecticut Council of Governments, and the Town of Groton Plan of Conservation and Development.

The 2013 Groton New-London Airport Master Plan does not directly address the establishment of an ADZ. The master plan provides support through the recognition that the economic characteristics of a community will affect the demand for air traffic.

“The type of industry in an airport’s service area also will affect aviation demand, with manufacturing and service industries tending to generate more aviation activity than resource industries such as mining.” Groton-New London Airport Master Plan, Page 3

The Airport Master Plan references the Southeastern Connecticut Council of Governments (SCCOG) 2007 Regional Plan of Conservation and Development. The SCCOG Plan recommends a supportive environment for manufacturing and improved service levels and use of the Groton-New London Airport.

“In the global economy of the 21st Century, the region must focus its resources on creating a supportive environment for manufacturing, both to retain current manufacturers and to attract new firms.” SCCOG Regional POCD, Page 108

“Recommended Actions: ... 10. Support actions to improve service levels and the use of Groton-New London Airport.” SCCOG Regional POCD, Page 116

The Town of Groton Plan of Conservation and Development (POCD) directly cites the ADZ as an economic development opportunity and expresses a desire to help create the conditions and regulatory support for investment.

“As access to new manufacturing technologies becomes increasingly affordable and widespread, locally-produced consumer goods can become an avenue for startup

business and job growth in Groton, provided that there is regulatory support and appropriate buildings for investment.” Groton POCD (draft), Page 54

“The town will also work with the Groton-New London airport to complete necessary infrastructure ... to create more shovel-ready sites within the ADZ.” Groton POCD (draft), Page 55

The adoption of an ADZ for the Groton-New London Airport would support the desired development goals envisioned by the Groton-New London Airport and the Town of Groton and provide a tool to support the goals for smart growth of manufacturing in the area of the proposed ADZ.

M E M O R A N D U M

TO: Paige Bronk, Economic & Community Development Manager

FROM: Sam Eisenbeiser, Economic Development Specialist

DATE: May 17, 2016

SUBJECT: Airport Development Zone Proposal: Review of Economic & Market Trends Analysis

The 2016 Economic & Market Trends Analysis (Market Analysis) prepared by Camoin Associates was reviewed to evaluate the consistency between the findings and strategies of Market Analysis with the objectives of the proposed Airport Development Zone (ADZ).

The relevant comments (referenced by page number) in the Market Analysis are listed below by topic, followed by the assessment of consistency with the proposed ADZ.

Local Industrial Concentration:

Market Analysis Comment: The Analysis identifies the stability of the local economy, dominated by the shipbuilding industry, as offering both pros and cons. With a strong concentration in a few key industry sectors, the local economy provides stability accompanied by a modest growth that would be the envy of many communities.

Specifically, the Analysis provides a detailed breakdown of the town's existing and projected industry concentration in the manufacturing subsector of Ship and Boat Building. Continued growth in manufacturing-related jobs is also forecast (pg. 63-75). The Manufacturing Industry was identified as a Targeted Industry Group based on anticipated demands for additional space as well as local competitive advantages (pg. 89-90). In addition, according to the 2011 Comprehensive Economic Development Strategy for the region, businesses in Groton are a component of a broader regional defense cluster that includes ship building and repairing, aircraft engine and engine parts manufacturing, and parts and auxiliary equipment manufacturing (pg. 18).

While efforts to diversify the economy are critically necessary, this historically-dominant component of the economy will benefit from traditional economic development efforts, including infrastructure investments and tax incentives (pg. 10).

Assessment: The ability to offer substantial development-related incentives, including Enterprise Zone and other local & state incentives is essential to support growth and re-investment in the existing businesses representing the key legacy industries of the town. The incentives offered by the proposed ADZ will serve as an important tool for business retention.

Workforce Development:

Market Analysis Comment: New London County has been designated as an Advanced Manufacturing Community Region by the U.S. Economic Development Authority. The funding made available through this designation will be used to modernize manufacturing processes and equipment and to enhance the skillset of the region's workforce. In addition, the Eastern Connecticut Workforce Investment Board manages workforce-related programs in support of the manufacturing industry in the region (Appendix E).

Assessment: Investments continue to be made in workforce development in support of the regional manufacturing industry. The proposed ADZ will incentivize manufacturing-related business developments that capitalize on the existing workforce and leverage these investments.

Transportation Infrastructure:

Market Analysis Comment: The Action Plan recommends strengthening relationships with partner organizations, including coordination with the airport as well as the City of New London with regard to linking regional transportation assets with economic development efforts (pg. 32). In addition, the Analysis identifies transportation infrastructure as an asset to be leveraged and specifically notes the need to take advantage of the potential creation of an ADZ (pg. 20, 115).

Assessment: The incentives offered by the ADZ are targeted to businesses and industries that can benefit from access to multiple modes of shipping in the same proximity and are supportive of these recommendations.

Strategies to Diversify the Economy:

Market Analysis Comment: The Analysis emphasizes the need to diversify the industries comprising the local economy, noting the opportunity to support regionally-strong subsectors such as fabric mills and manufacturing of electric equipment, mineral products, nonferrous metal, food, chemicals and paper. The lack of existing sites or buildings impedes potential for growth in these subsectors, as does the constraints of the Water Resources Protection District (pg. 19).

The Analysis also recommends focusing on smaller manufacturers by promoting the availability of shovel-ready sites as well as smaller flex spaces. Supporting small- to medium-sized businesses and entrepreneurs is an additional strategy for diversifying the economy (pg. 20). The analysis mentions the opportunity to support the entrepreneurial and small business community through cooperation with the CURE Innovation Commons (pg. 32).

Assessment: The incentive programs offered through the proposed ADZ will be critical to promoting the development of appropriate facilities supportive of small-scale and innovative manufacturing businesses. The availability of the incentives will enhance the potential impact of these diversification strategies.

Utilities:

Market Analysis Comment: The Action Plan recommends re-examining a referendum to bring water and sewer to the underserved industrially-zoned properties along I-95. The lack of shovel-ready projects in the market impedes both business attraction and retention (pg. 35). While activity levels in the industrial real estate market seem relatively low, the town should position itself to take advantage of future improvements in market conditions by increasing the number of building sites served by utilities (pg. 115)

Assessment: The proposed ADZ includes most of the industrially-zoned areas in town and the ADZ incentives would enhance the impact of utility investments. In addition, the adoption of the ADZ could serve as an important financial incentive for offsetting shared costs of utilities, supporting a strategy to encourage development in the industrial zones.

Conclusion: The objectives and the expected impacts of the proposed ADZ are consistent with and supportive of the findings and recommended strategies listed in the Market Analysis.

M E M O R A N D U M

TO: Paige Bronk, Economic & Community Development Manager

FROM: Sam Eisenbeiser, Economic Development Specialist

DATE: May 16, 2016

SUBJECT: Airport Development Zone Proposal: Review of 2006 Strategic Econ. Dev. Plan

The 2006 Strategic Economic Development Plan (2006 Plan) was reviewed to evaluate the consistency between the findings and strategies of 2006 Plan with the objectives of the proposed Airport Development Zone (ADZ). Particular attention was paid to the degree to which the potential tax incentives offered through the ADZ align with the economic development and fiscal strategies recommended by the 2006 Plan.

The relevant comments (referenced by section and sub-section) in the 2006 Plan are listed below by topic, followed by the assessment of consistency with the proposed ADZ.

Incentives: 0.1 Key Findings; 2.4 Cost of Business; 4.1 Strategy #6

2006 Plan Comment: Groton is able to offer substantial development-related incentives, including Enterprise Zone and other local & state incentives, as compared to other municipalities. This capability is essential to offset the development costs intrinsic to its regional setting.

Assessment: The proposed ADZ will serve as a critical additional incentive to be made available to offset the high costs of development in the Town of Groton.

Market Access: Section 2.7

2006 Plan Comment: Local access to both rail-based and water-borne freight service - specifically, the Port of New London, Providence & Worcester Railroad and New England Central Railroad - is a valuable asset. The Town should capitalize on its nearby access to a deep-water port and rail service by marketing the available services and by recruiting industries that would benefit.

Assessment: Multiple modes of shipping in the same proximity offer potential support to manufacturing-related businesses in the ADZ. The incentives offered by the ADZ are targeted to businesses and industries that can benefit from access to a deep-water port and are supportive of this 2006 Plan recommendation.

2006 Plan Comment: Prior to 2006, the Airport was threatened with the loss of its Commercial Airport Certificate.

Assessment: The proposed ADZ will help to incentivize a supportive business community in the vicinity of the airport as well as send a message to the business community that the airport itself is recognized as a critical component of the area's economy.

Strategies to Diversify the Economy: 0.2 Proposed Economic Development Policies; 2.5 Economic Development Programs

2006 Plan Comment: Section 0.2 Proposal #1 states that incentive programs should be actively marketed to both prospective and existing businesses.

Assessment: Broader use of the incentive programs is a valid approach to diversifying the local economy, and the addition of the incentives from the proposed ADZ will enhance the potential impact of this strategy.

Labor Force: 1.3.4 Target Industry Identification and Marketing Plan (1991); 2.2 Economic Structure; 4 Policies and Strategies – Item #1, Diversifying the Economy

2006 Plan Comments: A strategy identified in the 1991 document was to leverage the region's skilled labor force to attract elements of different but related industries that would benefit from this asset. The large, skilled labor force in the region offers expertise relevant to manufacturing-related industry clusters.

An important strategy for diversifying the economy is to grow and attract businesses which benefit from the region's concentration of technical talent, inventors and entrepreneurs with skills relevant to manufacturing but, ideally, represent industries not currently local to the region.

Assessment: The primary aspect of the strategy stated in the 1991 Plan remains valid, and the proposed ADZ can incentivize manufacturing and related businesses that capitalize on the existing workforce to support the introduction of emerging manufacturing-related industries to the area, diversifying the industry concentration while leveraging a key existing asset. The incentive available through the proposed ADZ supports this diversification strategy.

Business Incubator: 2.1 Labor Force; 0.3 Project #10 Business Incubator; 4.2 Strategy #11; 5.10 Business Incubator

2006 Plan Comment: The development of a 'start-up' or 'spin-off' niche focused on industries compatible with existing industry clusters should be encouraged through the creation of an incubator.

Assessment: Continued support and expansion of the incubator network in the area will serve as a key component to the diversification strategy listed above.

Supply of Available Commercial & Industrial Property: 0.1 Key Findings; 2.10.2 Supply; 2.4 Cost of Business; 4.1 Strategy #6

2006 Plan Comments: Development is hindered by an overall lack of available commercial and industrial land adequately served by utilities and having a readiness of financial feasibility. Overall, there exists limited diversity in available industrial and office product. Most of the existing facilities are consolidated in 'self-

contained campuses'. Much of the remaining available space is designed as professional services offices in retail settings. As of 2006, no Class A or B office space was available on the open market.

In addition, the opportunities for intensive or master-planned development are limited to a few areas: the D'Angelo/Antonino Site, the Downes Patterson Group properties and the Paulson Site on Route 117. Zoning for mixed use in these areas would allow the flexibility to develop retail and residential in early phases to support later office and industrial use development.

Assessment: The comments note the dearth of facilities to meet diverse and fluctuating needs – smaller spaces in a diversity of settings and adaptable to a diversity of needs. The comments also note the importance of leveraging the available development sites within the proposed ADZ to serve the current and projected lack in the market. The incentives offered through the proposed ADZ can facilitate appropriate development to meet existing and future needs. With the accompanying adoption of mixed-use zoning, master-planned properties taking advantage of incentives could offset the costs of ineligible uses within the same site.

Business Park Utilities Infrastructure Improvement Project: 0.2 Proposal #2. Utilities Planning; 0.3, Project #3; 2.5 Economic Development Programs

2006 Plan Comments: The plan emphasizes that utilities planning should be coordinated with economic development planning. Specifically, Section 0.3 Project #3 proposes extending utility service to the Flanders Road and IP-zoned areas.

Assessment: The proposed ADZ includes most of the IP-zoned areas with the exception of properties east of Flanders Road. The adoption of the ADZ could serve as an important financial incentive for offsetting shared costs of utilities, supporting a strategy to encourage development in the Flanders Road Industrial District.

Expanded Commerce Park: 4.2 Strategy #9; 4.4 Strategy #24: Limiting “Big Box” Retail

2006 Plan Comments: The town should reserve a portion of the land north of the Mystic Marriot complex for a commercial park. This could be in the form of a Town-sponsored industrial park. Another approach would be to limit retail development in this area through new zoning regulation. Establishing a Town-sponsored industrial park pursuant to the 1990 Manufacturing Assistance Act would be the most direct method of creating new industrial sites.

Assessment: This tactic, part of a broader strategy of increasing the availability of commercial and industrial property town-wide, would be enhanced given the availability of the ADZ incentives benefits.

Metrics for Measuring Success: 6.4.1 Direct Job Increases

2006 Plan Comments: Using “Direct Job Increases” as a metric to gauge the impact of economic development strategies is recommended since this measure is directly available and provides an objective assessment of economic conditions.

Assessment: The Plan notes the importance of this metric as an indicator of economic health. As a tool designed to grow the job base, the proposed ADZ is supportive of this metric and, as such, represents a critical element of an overall strategy for promoting economic vitality.

Conclusion: As indicated, the anticipated impacts of the proposed ADZ are consistent with and, in fact, supportive of the stated overall objectives and many specific strategies listed in the 2006 Plan.

MEMORANDUM

TO: Pat McLaughlin, CERC Inc.

FROM: Paige Bronk, Economic & Community Development Manager

DATE: June 10, 2016

SUBJECT: Airport Development Zone Proposal: Economic Development Strategies & Initiatives

The following is a description of development trends, as well as a discussion of local economic development initiatives, to serve as background information to support the assumptions and inputs needed for the economic impact analysis.

Summary

- Groton's long-term economic development strategy is to diversify available commercial and residential inventory.
- The market analysis recently completed by Camoin Associates emphasized the need for a higher standard of design and attention to community character as a critical element of a broader economic development strategy.
- From the market analysis: "Quality of place encompasses all the things that make a community and a region a place where business wants to be, including recreational and cultural assets, quality design, educational and housing opportunities, transportation alternatives, broadband infrastructure, niche retail, etc. Quality of place drives locational decisions for growing businesses and talented workers—who have lots of choices. Diverse, welcoming communities with stimulating built and natural environments are seeing the greatest success in both growing from within and attracting new businesses, workers, and residents."
- In addition, the analysis discussed the need to diversify the housing stock in Groton, specifically to create desirable housing options in attractive settings with appeal to empty nesters and young adults. These are the two demographic segments with the highest growth rates, and both groups tend to favor smaller, more modern housing units in walkable settings.
- Currently, 80 percent of Groton employees commute in from outside the town – creating desirable residential options and a stronger quality of place is necessary for enticing a portion of these employees to live in Groton.
- Another component of the broader economic development strategy is to support innovation and entrepreneurship. These operations demand flexible industrial/commercial spaces of smaller size and a broader range of types, settings/footprints, ownership/lease terms and possible uses.

Land Use

Based on these broader strategies, the expected uses in the opportunity areas in the proposed airport development zone are as follows:

- Uses: A Range of Industrial/Commercial
 - Light Manufacturing: Up to 20 percent of the floor area reserved for display and sale of goods produced on-site
 - small- to medium-scale
 - artisan/craft or food production
 - advanced manufacturing
 - repair/assembly
 - R&D and other supportive activities
- Building Types: Flexible spaces in terms of size, footprint, tenure
 - Spaces that can accommodate range of tenants
 - Detached, self-contained
 - Long narrow buildings with clear-span access and floor area for each tenant
 - Overall development intensity in the available industrial-zoned areas may range from an FAR of 0.2-0.4.

Local Economic Development Initiatives

The following is a description of other initiatives being undertaken and likely to facilitate future development such as zoning and administrative approval streamlining, a new website and the recently-awarded Electric Boat submarine contract:

Market Analysis: The Town of Groton has completed a community market analysis that focused on Groton's demographics, strengths, weaknesses, issues and opportunities. It is a significant document that is on the Town of Groton website. Key findings included: improve Groton's "sense of place", create a stand-alone economic development website, foster small-to-medium sized business/industrial development, redevelop "Downtown Groton" by implementing mixed use development, better integrate local and tourism economies, focus on branding Groton, and create more partnership opportunities. This last recommendation is clearly part of the ADZ effort in offering more incentives and reducing risks for investors and growing businesses.

Regulatory Overhaul: In 2015/16, the Town also completed a regulatory audit with focus on zoning and subdivision regulations. The audit indicated that the approval process is cumbersome and needs to be simplified. Also it was found that there are too many special permits and more administrative approvals should be used for land use permission. As a result, the Town allocated funding and the entire zoning and subdivision

regulations will be overhauled. They will be crafted in a way to be clear and easier to use with less board and commission approvals required. It is anticipated that the new “streamlined” regulations will help attract investment interests to Groton including the ADZ area.

Economic Development Website: The Town of Groton has funding to develop a stand-alone economic development website. The existing web is imbedded within the Town’s municipal website and does not gain the attention deserved. This was a strong recommendation from the community market analysis. Stand-alone economic development websites gain 90% more traffic than those that are a part of a municipal website. The ADZ will be promoted when the website is designed and launched.

Electric Boat contracts: General Dynamics, Electric Boat has recently secured contracts for work pertaining to Ohio and Virginia Class submarines. As a result, a net increase in 4,000 jobs is anticipated in Groton and Rhode Island by years 2021/22. Groton is expecting approximately half of these positions. More importantly, there will be a high turnover in the existing 18,000 positions for EB. Approximately 14,000 personnel will retire by 2021/22 and will be replaced with younger personnel. This anticipated phenomenon will have a huge impact on Groton’s economy in shifting market demands. It is also anticipated that many of the retirees may remain in Groton and start supporting businesses – possibly within Groton’s planned growth areas such as the ADZ.

Community signage (gateway and wayfinding): The Town has funding in hand to develop a Gateway and Wayfinding signage program. This targets visitors and helps improve the image of the commercial and business areas within Groton. Uniform and well-placed gateway and wayfinding signage will create an immediate positive image to people entering the community.

The following census blocks lie within the proposed ADZ boundary.

090117026001019	090117029003001	090117028001028
090117025002017	090117029002021	090117029002039
090117025002025	090117029002015	090117027002021
090117026001001	090117028001023	090117026001007
090117026001032	090117027001006	090117029003007
090117026001028	090117027002018	090117028002009
090117027003006	090117028001026	090117021002091
090117027001009	090117028001009	090117027003008
090117027001012	090117025002011	090117027003010
090117027003017	090117029002023	090117029001003
090117025001003	090117021002085	090117025001011
090117027003001	090117021002025	090117026001034
090117027003020	090117028001013	090117029002032
090117028002022	090117028002012	090117028001003
090118702002019	090117025002029	090117029003028
090117028001029	090117024003015	090117029002031
090117027002009	090117027002016	090117028002015
090117027002007	090117025002026	090117028002010
090117027002005	090117025002018	090117024003001
090117024003002	090117026001025	090117029002027
090117028001007	090117026001023	090117029003031
090117029002024	090117027003005	090117029002038
090117028002017	090117029003035	090117027001002
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090117025002002	090117025001013	090117021002070
090117024003014	090117028001011	090117027001000
090117024003017	090117028002028	090117021002083
090117025002014	090117029001016	090117021002086
090117029003000	090117028001024	090117021002028
090117029001012	090117027003002	090117027001007
090117029003005	090117028001020	090117024003005
090117029003026	090118702002002	090117027001001
090117029003021	090117021002087	090117028002034
090117028001014	090117026001004	090117029001028
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090117024003013	090117026001035	090117029003034
090117026001000	090117027001011	090117029003004
090117025002009	090117027003016	090117029001014
090117024001005	090117026001026	090117029001019
090117027002017	090117021002072	090117029001021
090117025001008	090117029003024	090117029001026
090117026001024	090117028002038	090117029003020
090117026001012	090117029003017	090117029003036
090117026001008	090117028001004	090117029003009
090117026001029	090117028001019	090117029002033
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090117027001010	090117028002011	090117026001010
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090117026001033	090117026001005	090117029001018
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090117027002006	090117027003018	090117029002017
090117027002024	090117028001015	090117029003018
090117028001022	090117026001027	090117027002020
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090117029003014	090117021002093	090118702002007
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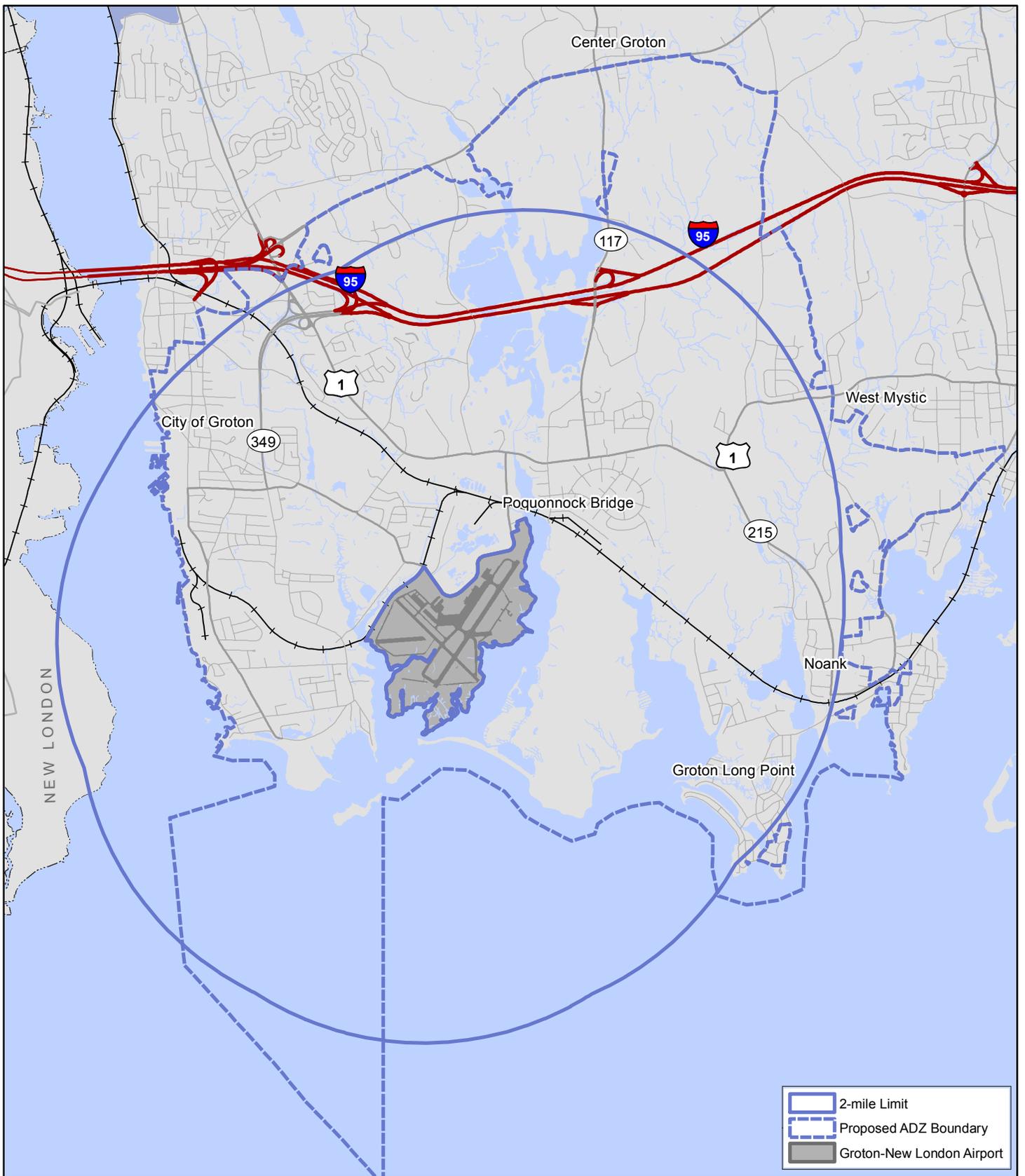
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090117021002074	090117028001025
090117029002025	090117029001022
090117029001020	090117026001009
090117029002022	090117029001000
090117029002019	090118702002018
090117029003016	090117021002089
090117027003015	090117027002004
090117024003009	
090117024003007	
090118702002015	
090117021002088	
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Key to Development Opportunity Sites

Undeveloped Sites					
Key	Address	Acreage	Zoning	Projected Land Use	New Floor Area
U1	0 ANTONINO RD	41.5	CB-15	Office/Comm.	271,000
U2	0 FLANDERS RD	5.6	IP-80B	Flex/Lt. Ind.	37,000
U3	0 FLANDERS RD	1.2	IP-80B	Flex/Lt. Ind.	8,000
U4	0 FLANDERS RD	4.3	IP-80B	Flex/Lt. Ind.	28,000
U5	0 FLANDERS RD	3.8	IP-80B	Flex/Lt. Ind.	25,000
U6	351 FLANDERS RD	92.4	IP-80B	Flex/Lt. Ind.	604,000
U7	0 GOLD STAR HWY	8.7	CB-15	Office/Comm.	57,000
U8	0 GOLD STAR HWY	6.3	CB-15	Office/Comm.	41,000
U9	529 GOLD STAR HWY	10.1	CB-15	Office/Comm.	66,000
U10	327 HAZELNUT HILL RD	55.7	IP-80B	Flex/Lt. Ind.	364,000
U11	455 HAZELNUT HILL RD	5.2	IP-80B	Flex/Lt. Ind.	34,000
U12	90 LEONARD DR	8.8	IA-40	Flex/Lt. Ind.	57,000
U13	230 LEONARD DR	1.9	IA-40	Flex/Lt. Ind.	12,000
U14	245 LEONARD DR	2.6	IA-40	Flex/Lt. Ind.	17,000
U15	252 LEONARD DR	2.4	IA-40	Flex/Lt. Ind.	16,000
U16	0 NORTH RD	4	IP-80A	Flex/Lt. Ind.	26,000
U17	0 NORTH RD	31.1	IP-80A	Flex/Lt. Ind.	203,000
U18	456 POQUONNOCK RD	3.6	IA-40	Flex/Lt. Ind.	24,000
U19	20 PAULSON RD	86.3	IP-80A	Flex/Lt. Ind.	564,000
U20	155 POHEGANUT DR	7.9	IP-80A	Flex/Lt. Ind.	52,000
U21	0 TOWER AVE	3.6	IA-40	Flex/Lt. Ind.	24,000
U22	0 TOWER AVE	4.3	IA-40	Flex/Lt. Ind.	28,000
U23	0 TOWER AVE	1.1	IA-40	Flex/Lt. Ind.	7,000
Developed Sites - Expansion Opportunities					
Key	Address	Acreage	Zoning	Projected Land Use	New Floor Area
D1	475 BRIDGE ST	3.3	CB-15	Office	7,000
D2	0 EASTERN POINT RD	89.6	RI	R&D	213,000
D3	445 EASTERN POINT RD	57.8	GI	Manufacturing	126,000
D4	929 FLANDERS RD	10.4	IP-80B	Warehouse & Distribution	47,000
D5	1387 GOLD STAR HWY	2.4	CB-15	Office	12,000
D6	1425 GOLD STAR HWY	6.5	CB-15	Office	9,000
D7	60 LEONARD DR	2.8	IA-40	Warehouse & Distribution	8,000
D8	225 LEONARD DR	1.7	IA-40	Warehouse & Distribution	7,000
D9	973 NORTH RD	8.2	IP-80A	Warehouse & Distribution	6,000
D10	618 POQUONNOCK RD	2.9	CB-15	Office	6,000
D11	835 POQUONNOCK RD	16.9	IA-40	Manufacturing	32,000
D12	1154 POQUONNOCK RD	11.5	CA-12	Office	68,000
D13	185 SOUTH RD	52.2	IA-40	Flex/Light Industrial	316,000

Manufacturing Facilities, Property Key

Key	Street No.	Street Name	Acreage	Zoning	Existing Land Use	Existing Floor Area (SF)
1	0	Eastern Point Rd	89.6	RI	Research and Development facilities	2,224,723
2	252	Thomas Rd	1.0	IA-40	Warehouses for storage of manufactured products	3,160
3	445	Eastern Point Rd	57.8	GI	Buildings for manufacturing operations	410,735
4	0	Eastern Point Rd	89.6	RI	Research and Development facilities	2,224,723
5	60	Leonard Dr	2.8	IA-40	Warehouses for storage of manufactured products	9,900
6	115	Leonard Dr	46.5	IA-40	Warehouses for storage of manufactured products	15,840
7	120	Leonard Dr	5.9	IA-40	Buildings for manufacturing operations	45,893
8	145	Leonard Dr	1.6	IA-40	Warehouses for storage of manufactured products	16,428
9	0	South Rd	0.0	IA-40	Buildings for manufacturing operations	2,448
10	175	Leonard Dr	1.8	IA-40	Warehouses for storage of manufactured products	7,500
11	210	Leonard Dr	1.7	IA-40	Buildings for manufacturing operations	4,000
12	225	Leonard Dr	1.7	IA-40	Warehouses for storage of manufactured products	4,050
13	250	Leonard Dr	1.8	IA-40	Buildings for manufacturing operations	12,000
14	114	South Rd	1.0	CB-15	Buildings for manufacturing operations	4,620
15	835	Poquonnock Rd	16.9	IA-40	Buildings for manufacturing operations	106,248
16	839	Poquonnock Rd	8.4	IA-40	Buildings for manufacturing operations	80,136
17	0	Eastern Point Rd	13.4	RI	Office Building - part of manufacturing operation	446,190
18	739	Meridian St Ext	1.4	DDD	Buildings for manufacturing operations	14,240
19	0	Eastern Point Rd	74.9	GI	Buildings for manufacturing operations	3,799,921
20	415	Thames St	2.1	WBR	Warehouses for storage of manufactured products	34,700
21	9	Kings Hwy	14.4	CB-15	General Office Buildings	127,647
22	973	North Rd	8.2	IP-80A	Warehouses for storage of manufactured products	57,941
23	70	Marsh Rd	1.0	WC	Buildings for manufacturing operations	7,639

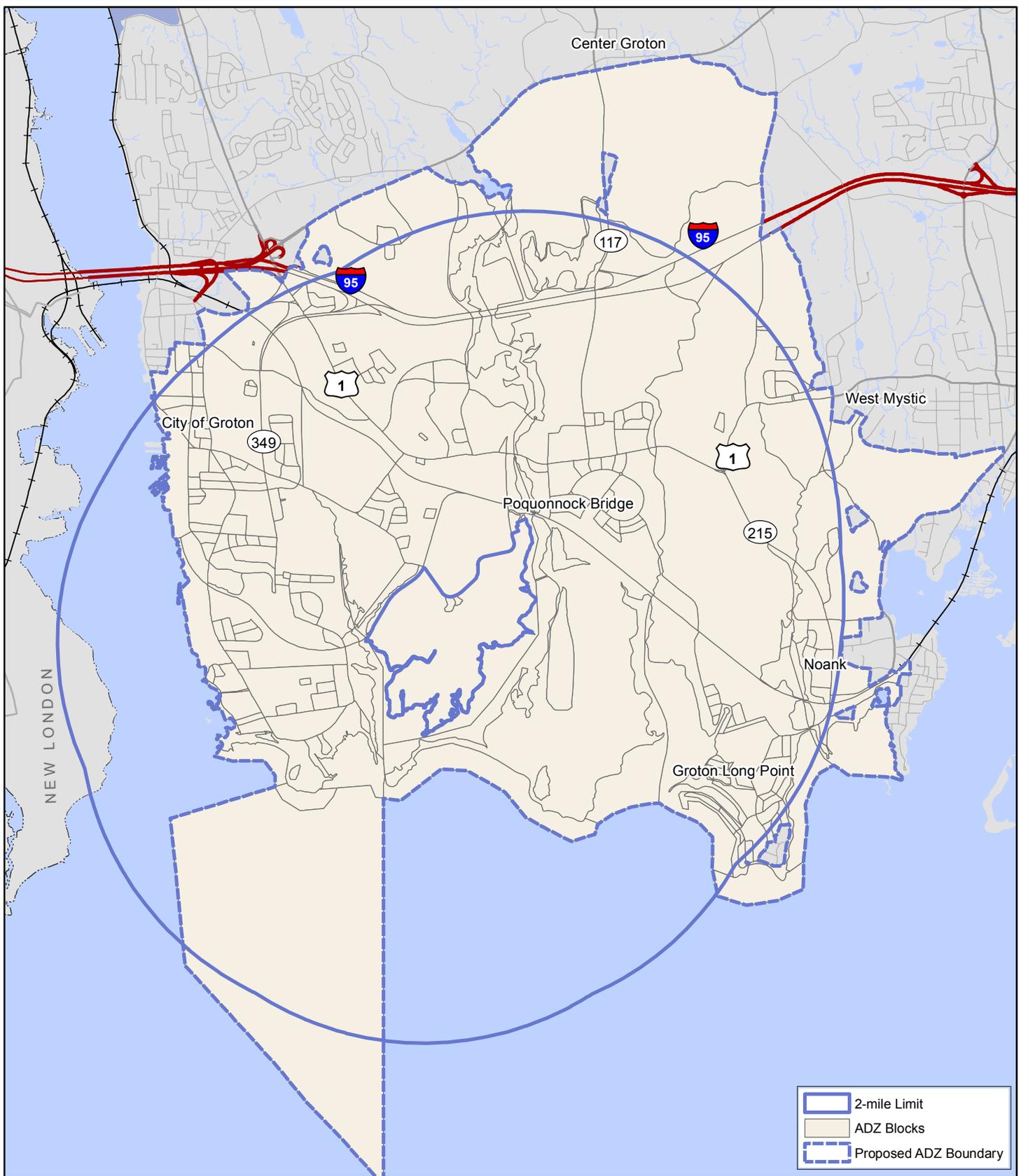


2-Mile Limit & Proposed ADZ Boundary
Proposed ADZ - Groton-New London Airport
Groton, Connecticut



DATE: July 27, 2016

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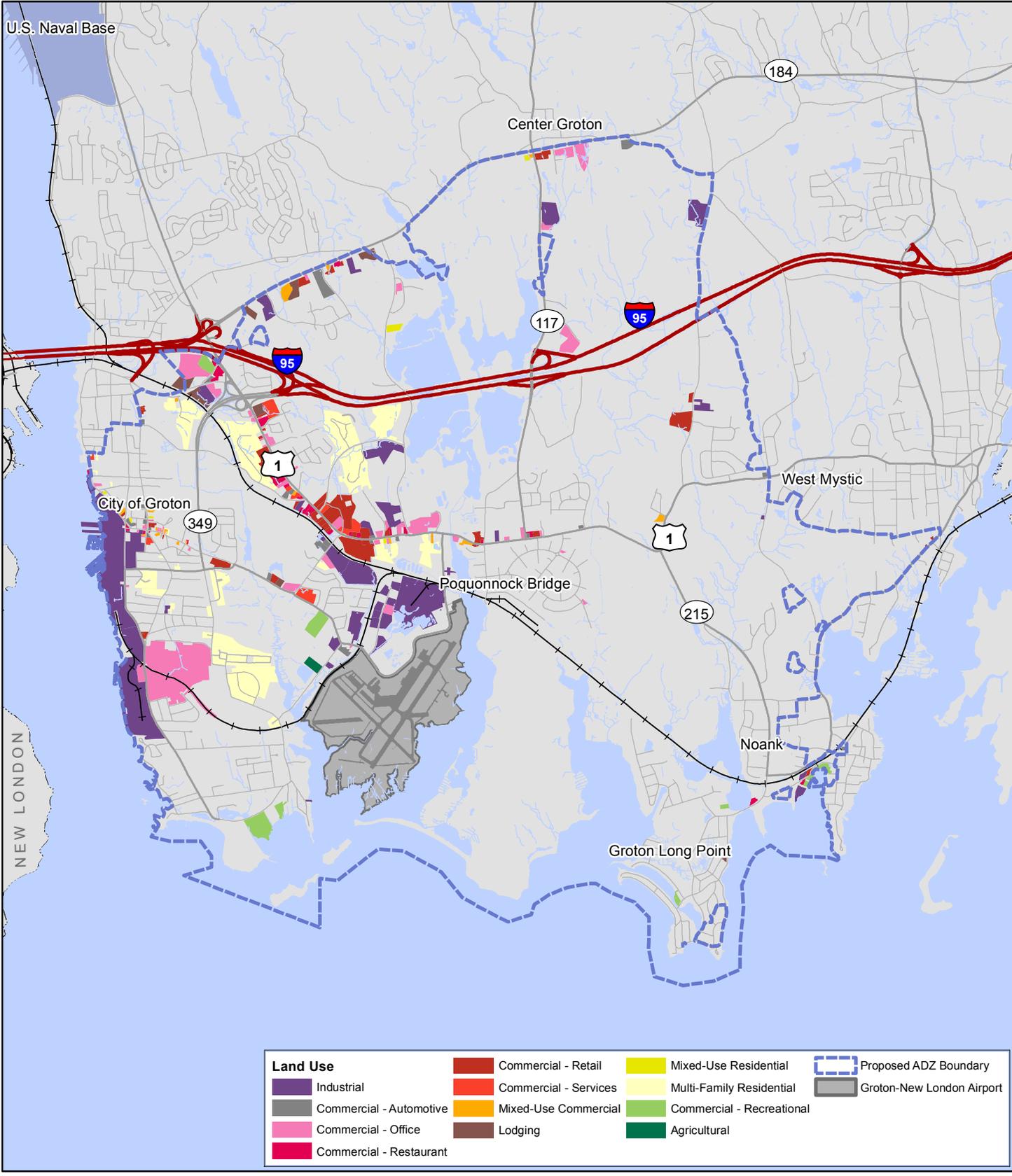


2-Mile Limit & Proposed ADZ Blocks
Proposed ADZ - Groton-New London Airport
Groton, Connecticut



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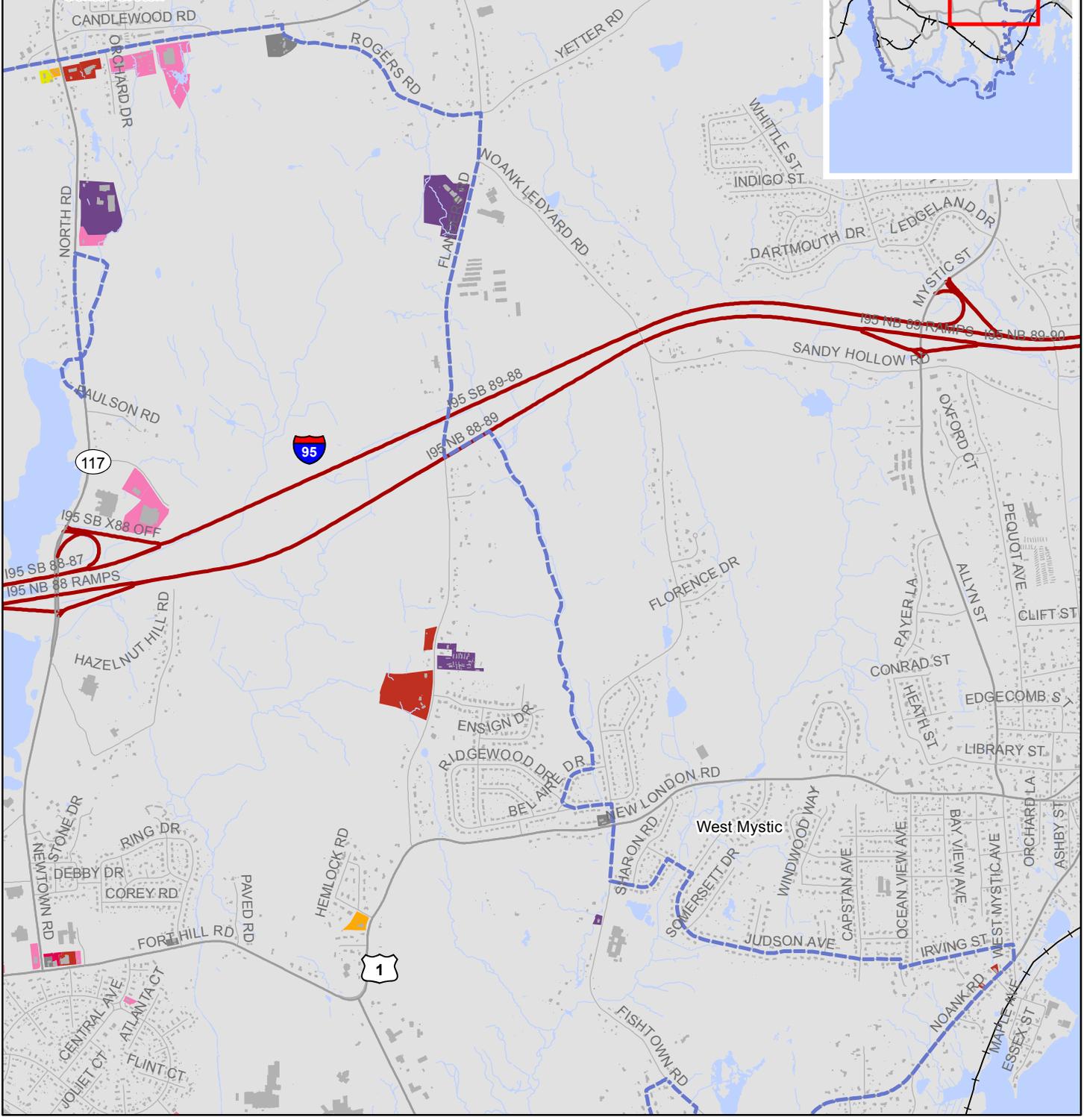
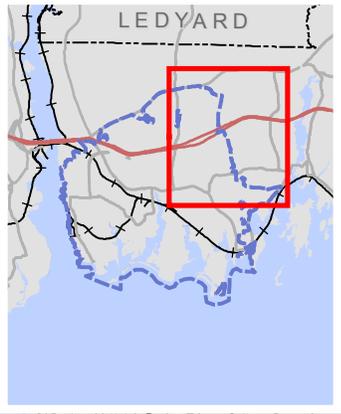
Commercial Developments Proposed ADZ - Groton-New London Airport Groton, Connecticut



DATE: July 11, 2016

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Land Use	
	Commercial - Retail
	Industrial
	Commercial - Automotive
	Commercial - Office
	Commercial - Restaurant
	Mixed-Use Residential
	Multi-Family Residential
	Mixed-Use Commercial
	Commercial - Recreational
	Agricultural
	Commercial - Services
	Lodging
	Proposed ADZ Boundary
	Buildings
	Groton-New London Airport

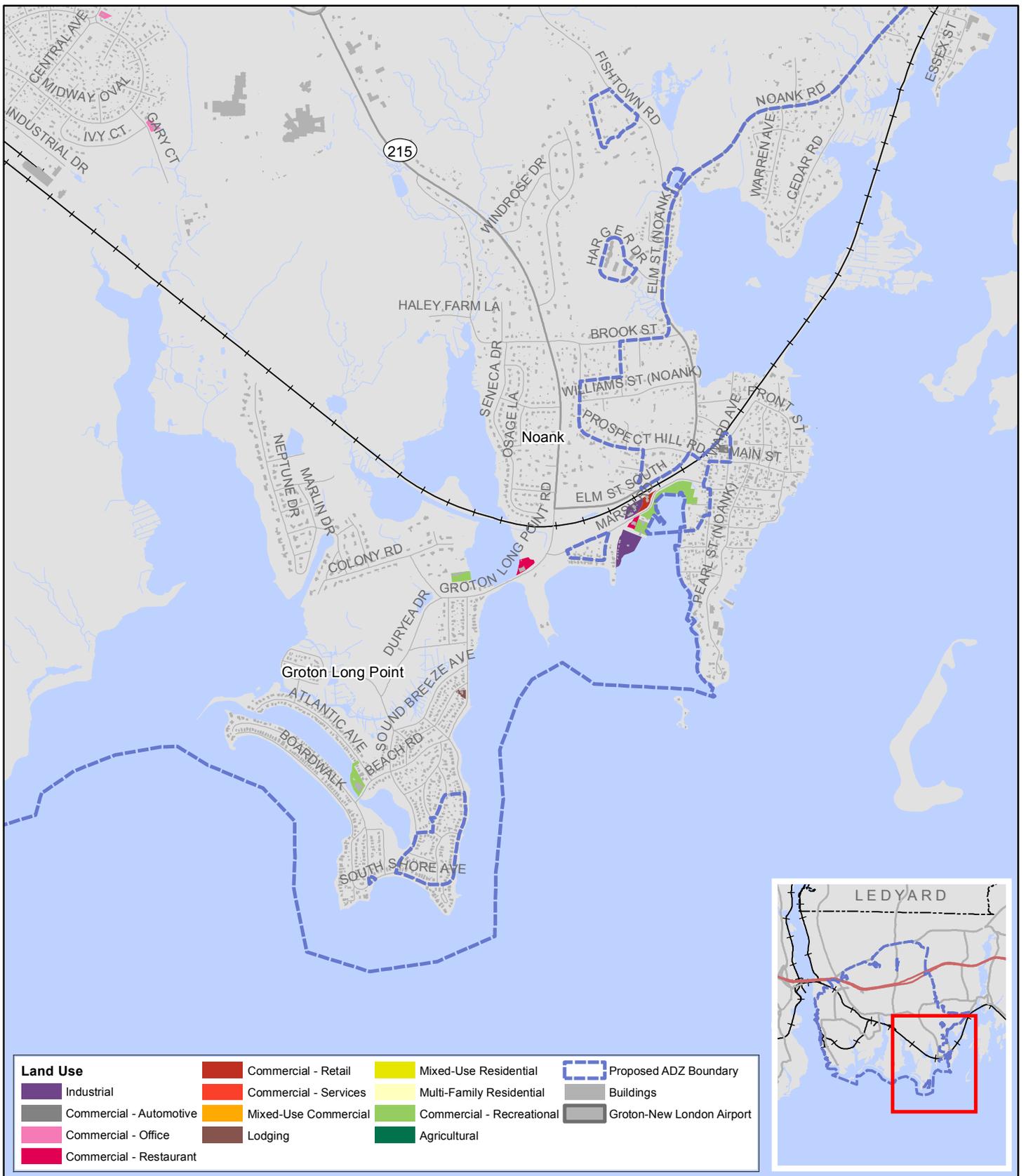


Commercial Developments - NE Quadrant Proposed ADZ - Groton-New London Airport Groton, Connecticut



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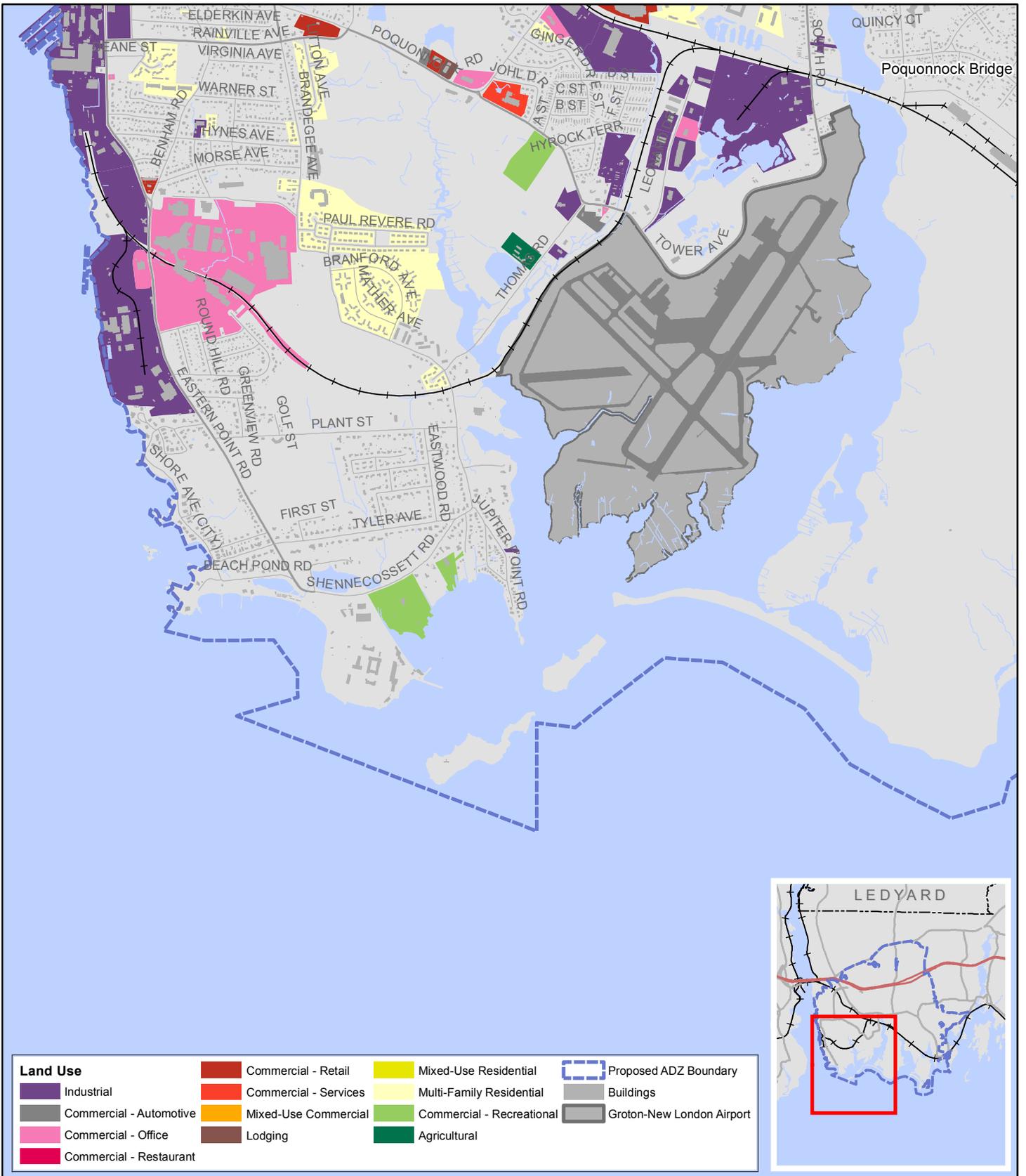


Commercial Developments - SE Quadrant Proposed ADZ - Groton-New London Airport Groton, Connecticut



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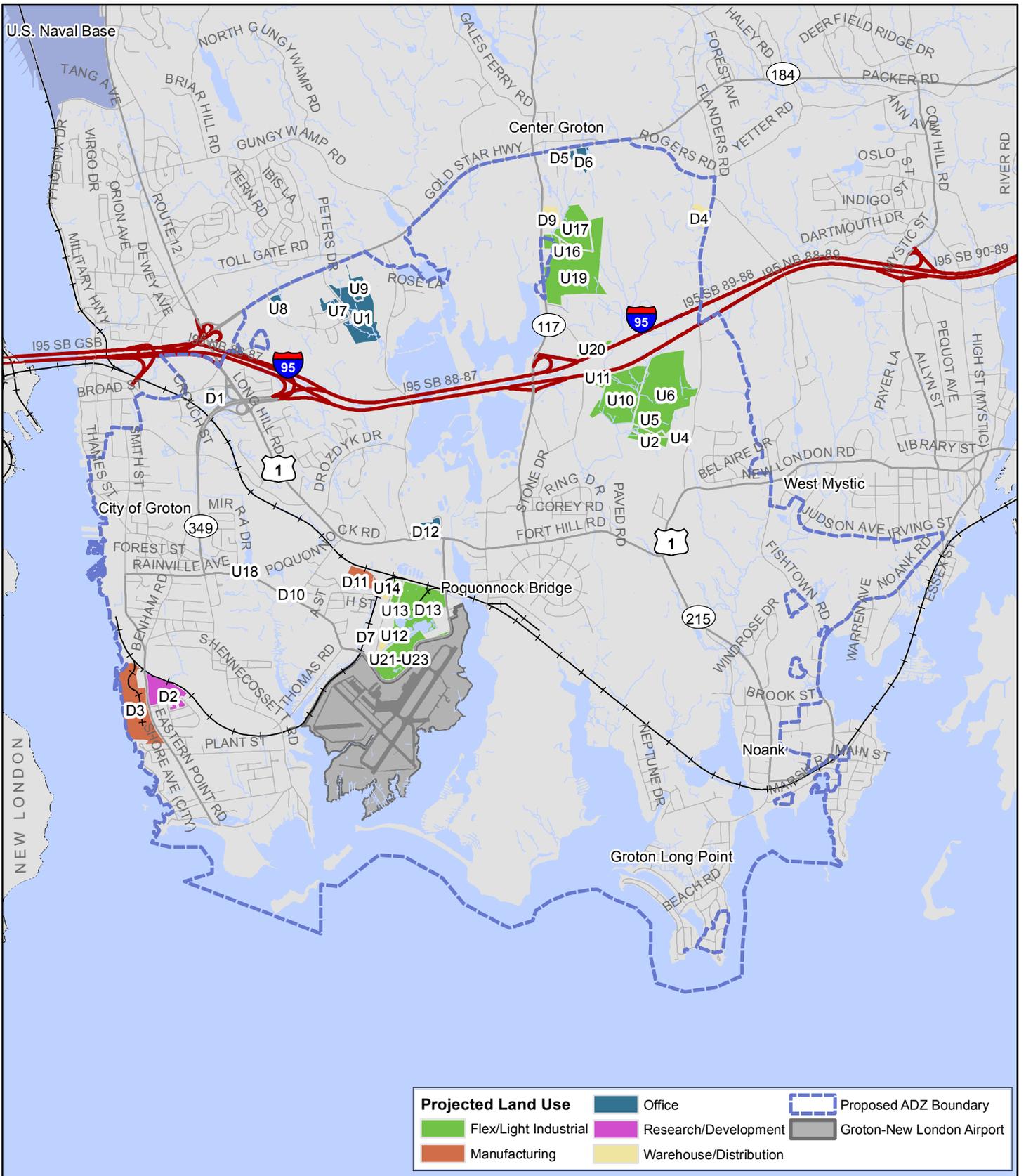


Commercial Developments - SW Quadrant Proposed ADZ - Groton-New London Airport Groton, Connecticut

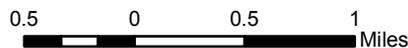


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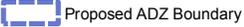


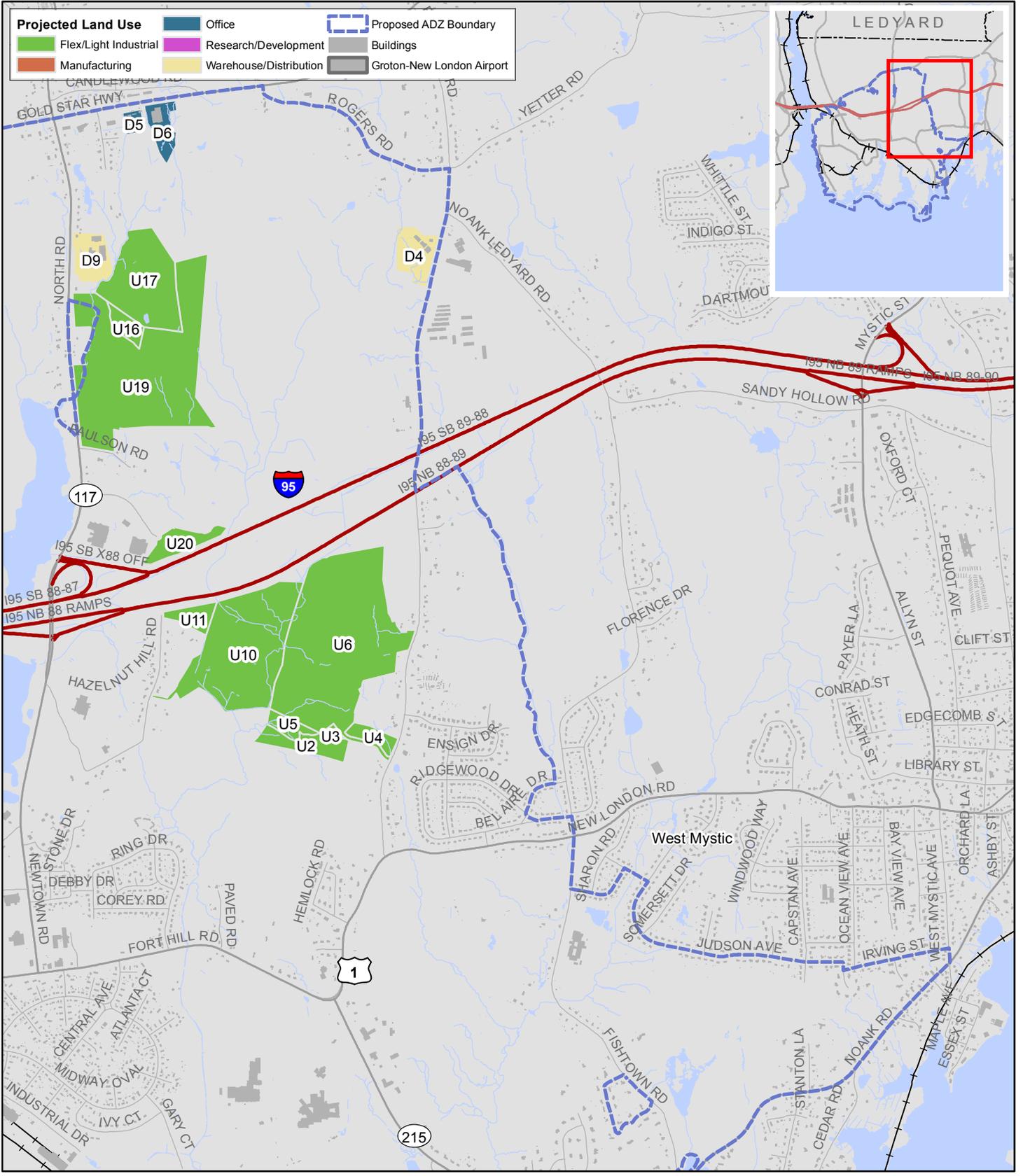
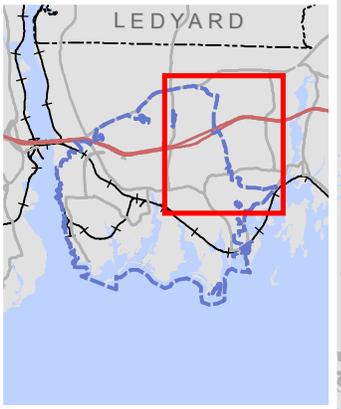
Development Opportunities Proposed ADZ - Groton-New London Airport Groton, Connecticut



DATE: August 11, 2016

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Projected Land Use		Proposed ADZ Boundary
	Office	
	Flex/Light Industrial	
	Research/Development	
	Manufacturing	
	Warehouse/Distribution	
		

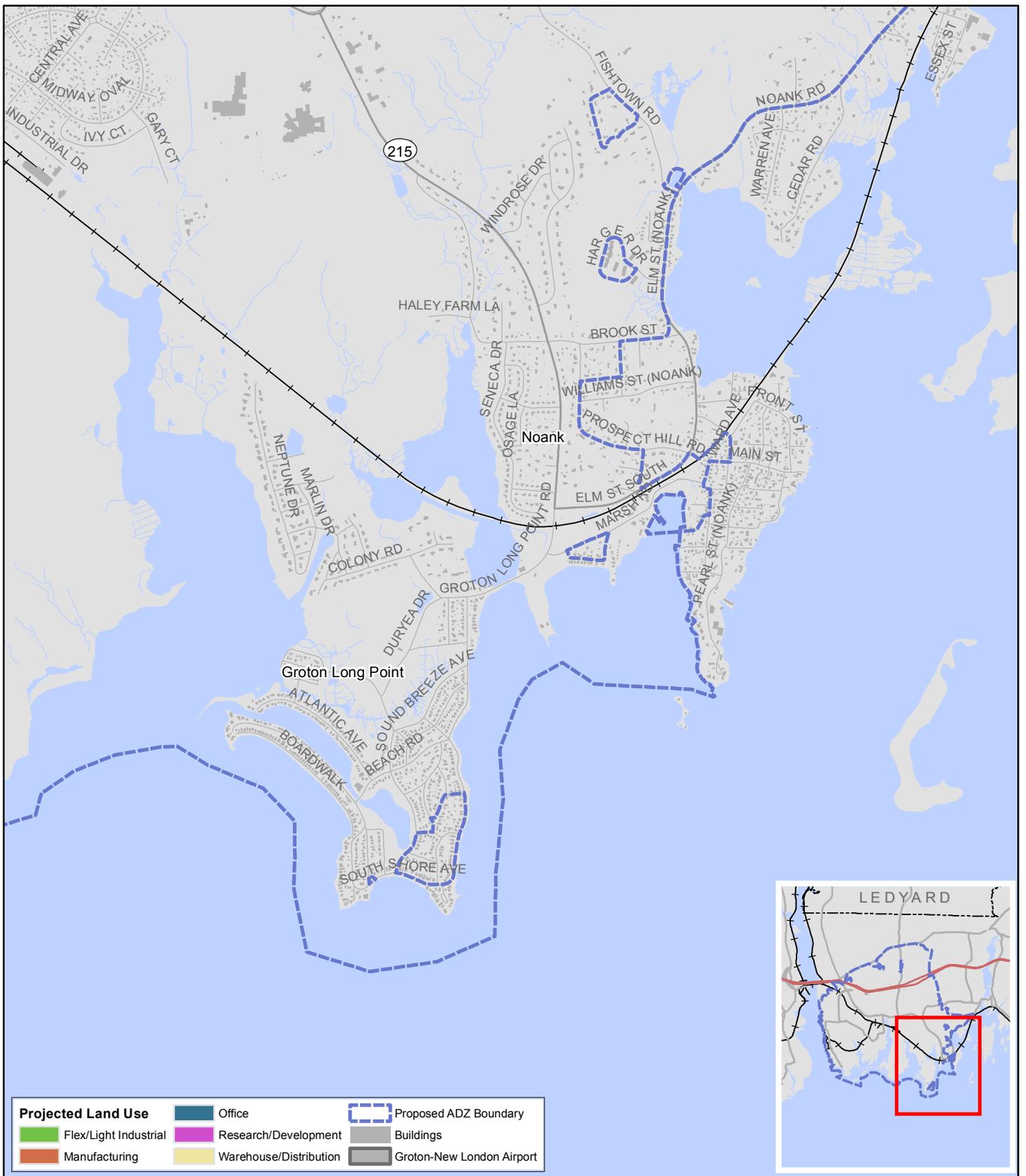


Development Opportunities - NE Quadrant Proposed ADZ - Groton-New London Airport Groton, Connecticut



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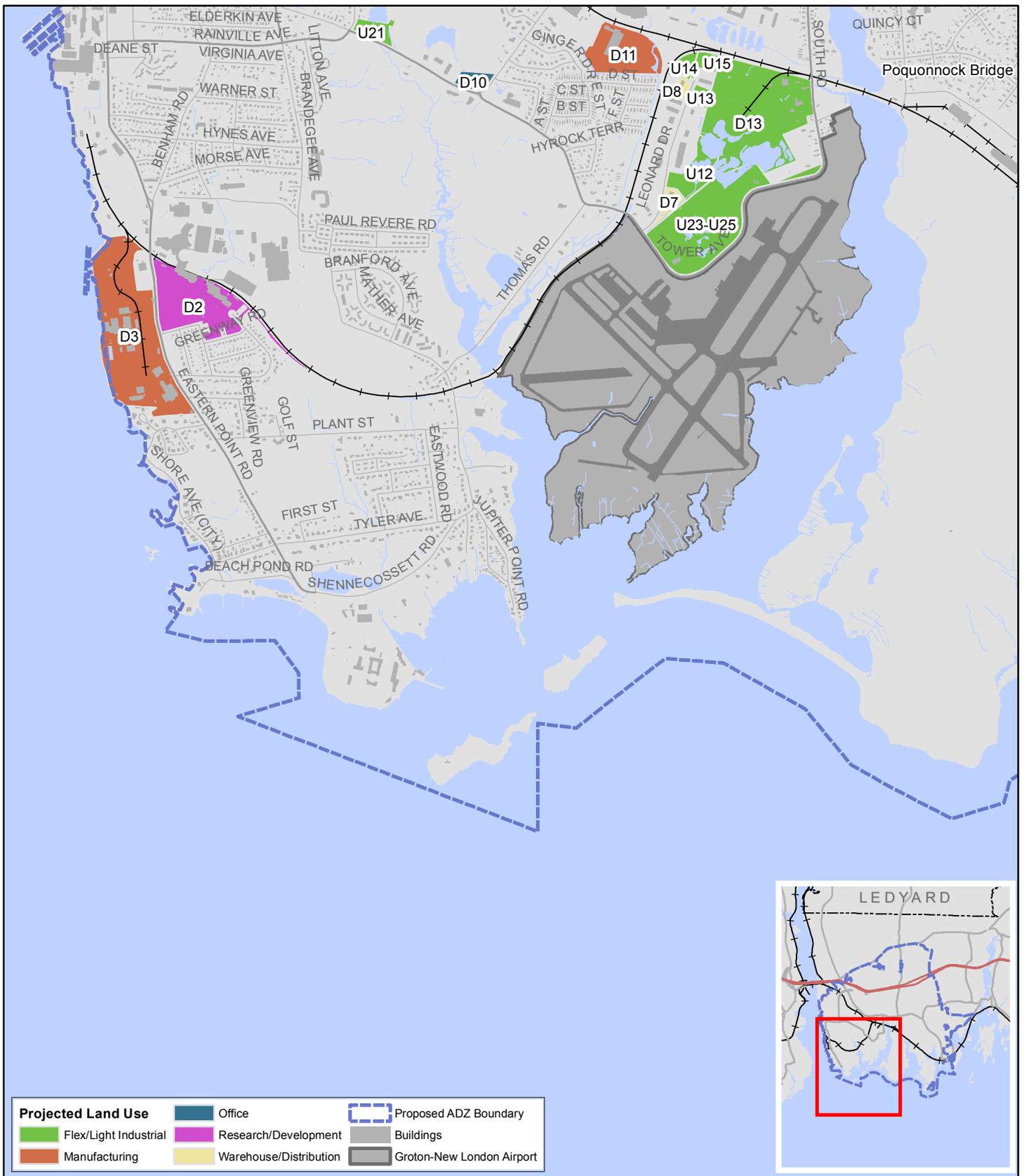


Development Opportunities - SE Quadrant Proposed ADZ - Groton-New London Airport Groton, Connecticut



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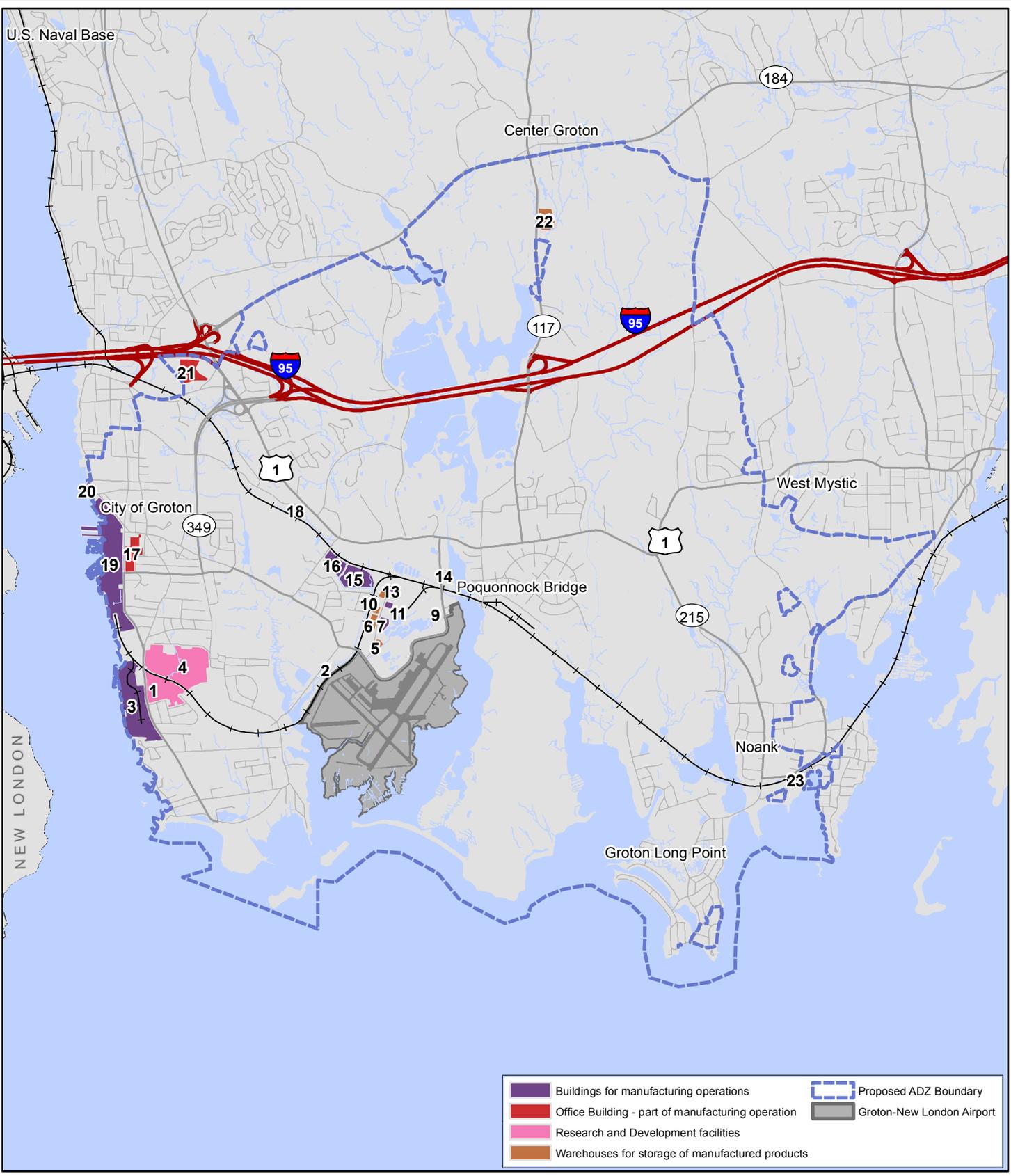
Development Opportunities - SW Quadrant Proposed ADZ - Groton-New London Airport Groton, Connecticut



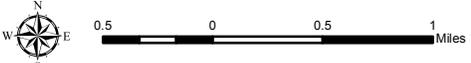
DATE: July 11, 2016

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U.S. Naval Base



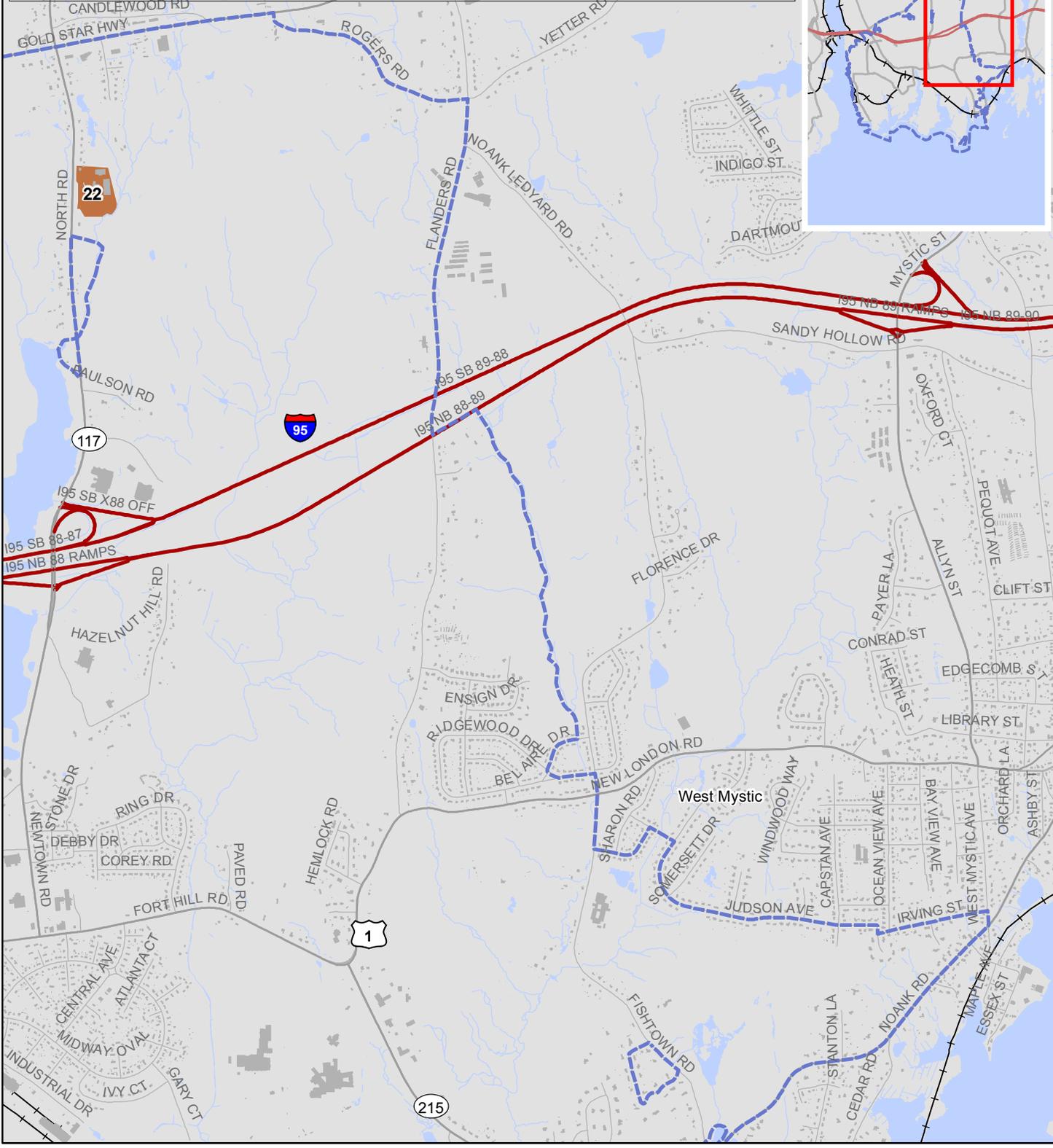
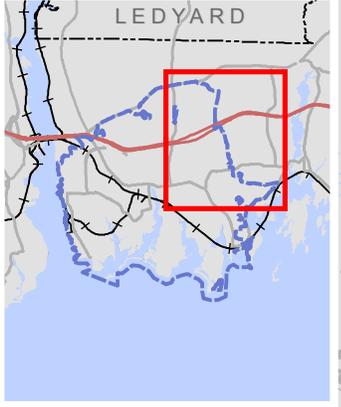
Manufacturing Facilities Proposed ADZ - Groton-New London Airport Groton, Connecticut



DATE: July 11, 2016

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- Buildings for manufacturing operations
- Research and Development facilities
- Office Building - part of manufacturing operation
- Warehouses for storage of manufactured products
- Proposed ADZ Boundary
- Buildings
- Groton-New London Airport

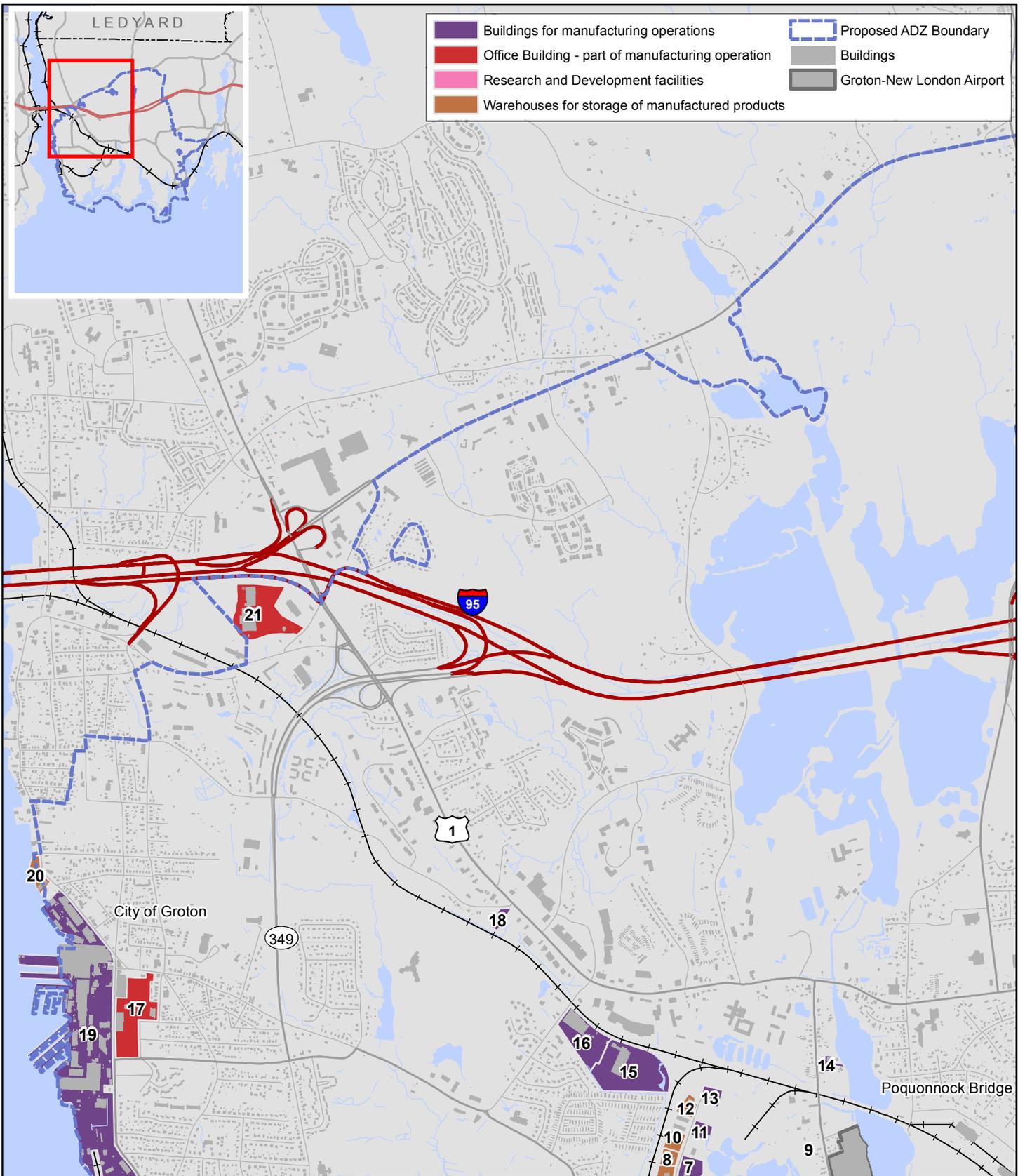


Manufacturing Facilities - NE Quadrant Proposed ADZ - Groton-New London Airport Groton, Connecticut



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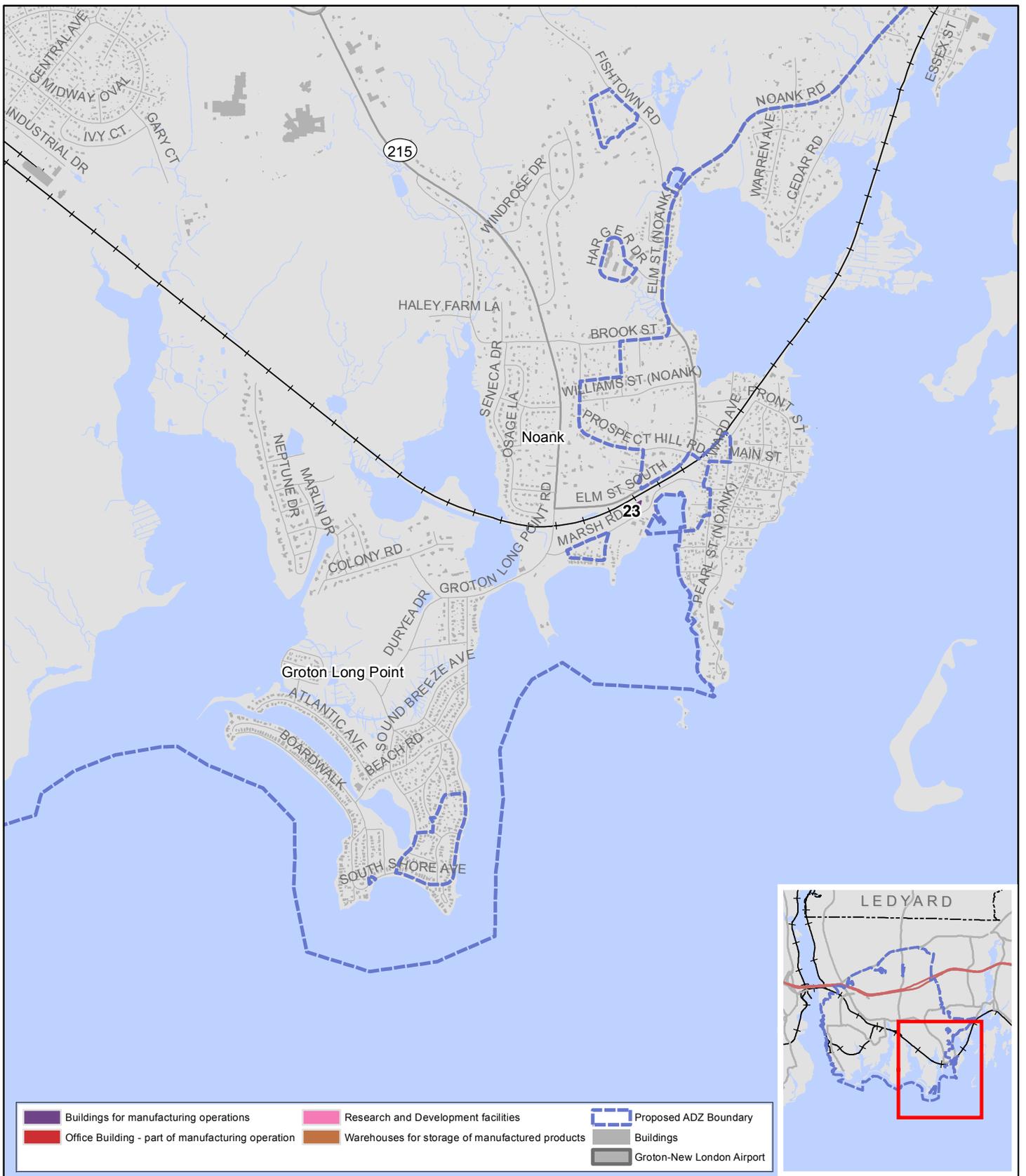


Manufacturing Facilities - NW Quadrant Proposed ADZ - Groton-New London Airport Groton, Connecticut



DATE: July 27, 2016

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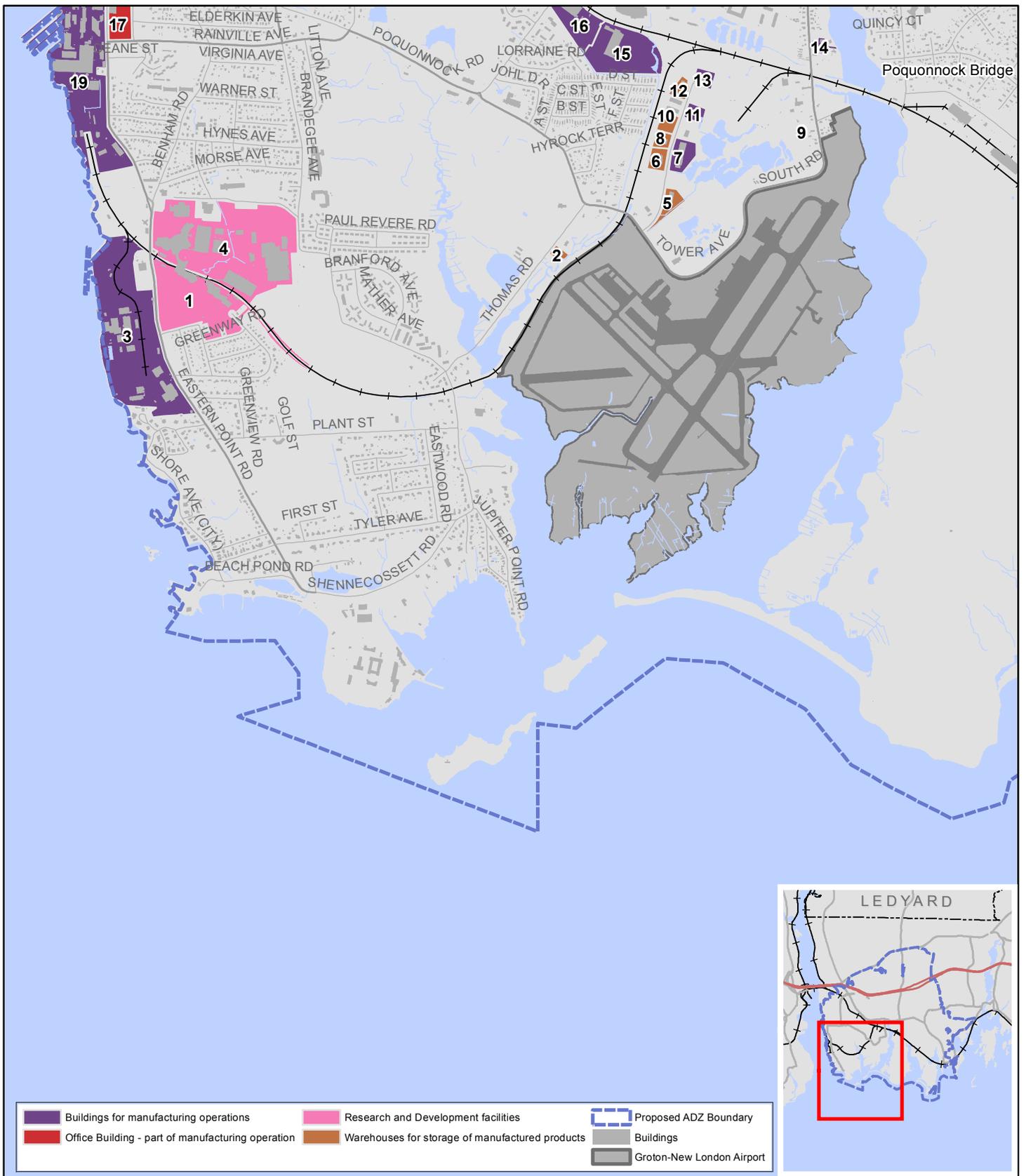


Manufacturing Facilities - SE Quadrant Proposed ADZ - Groton-New London Airport Groton, Connecticut



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Manufacturing Facilities - SW Quadrant Proposed ADZ - Groton-New London Airport Groton, Connecticut



DATE: July 11, 2016

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U.S. Naval Base

184

Center Groton

117

95

1

City of Groton

349

West Mystic

1

Poquonnock Bridge

215

NEW LONDON

Noank

Groton Long Point

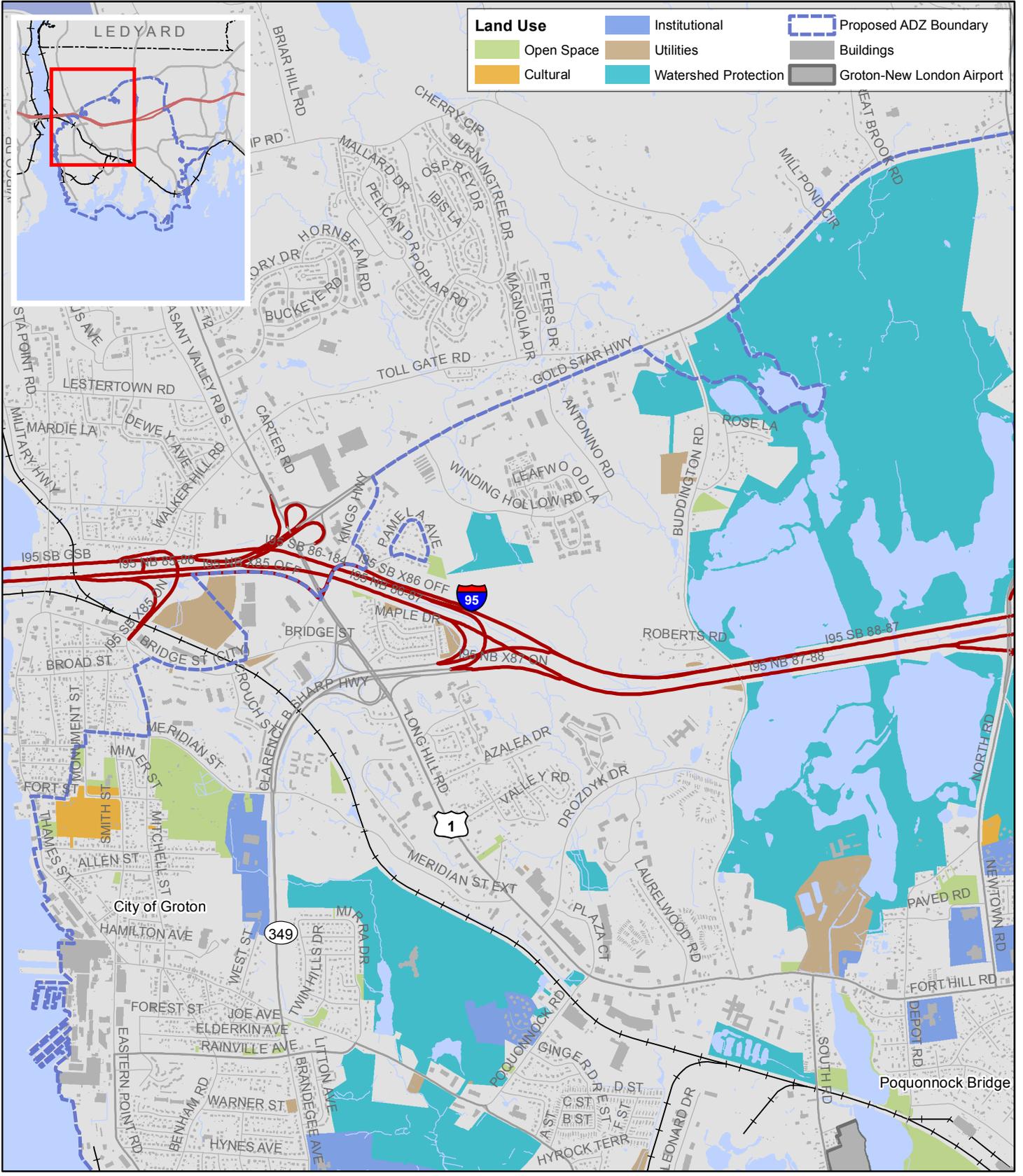
Land Use	Institutional	Proposed ADZ Boundary
Open Space	Utilities	Groton-New London Airport
Cultural	Watershed Protection	

Open Space & Public-Owned Properties Proposed ADZ - Groton-New London Airport Groton, Connecticut



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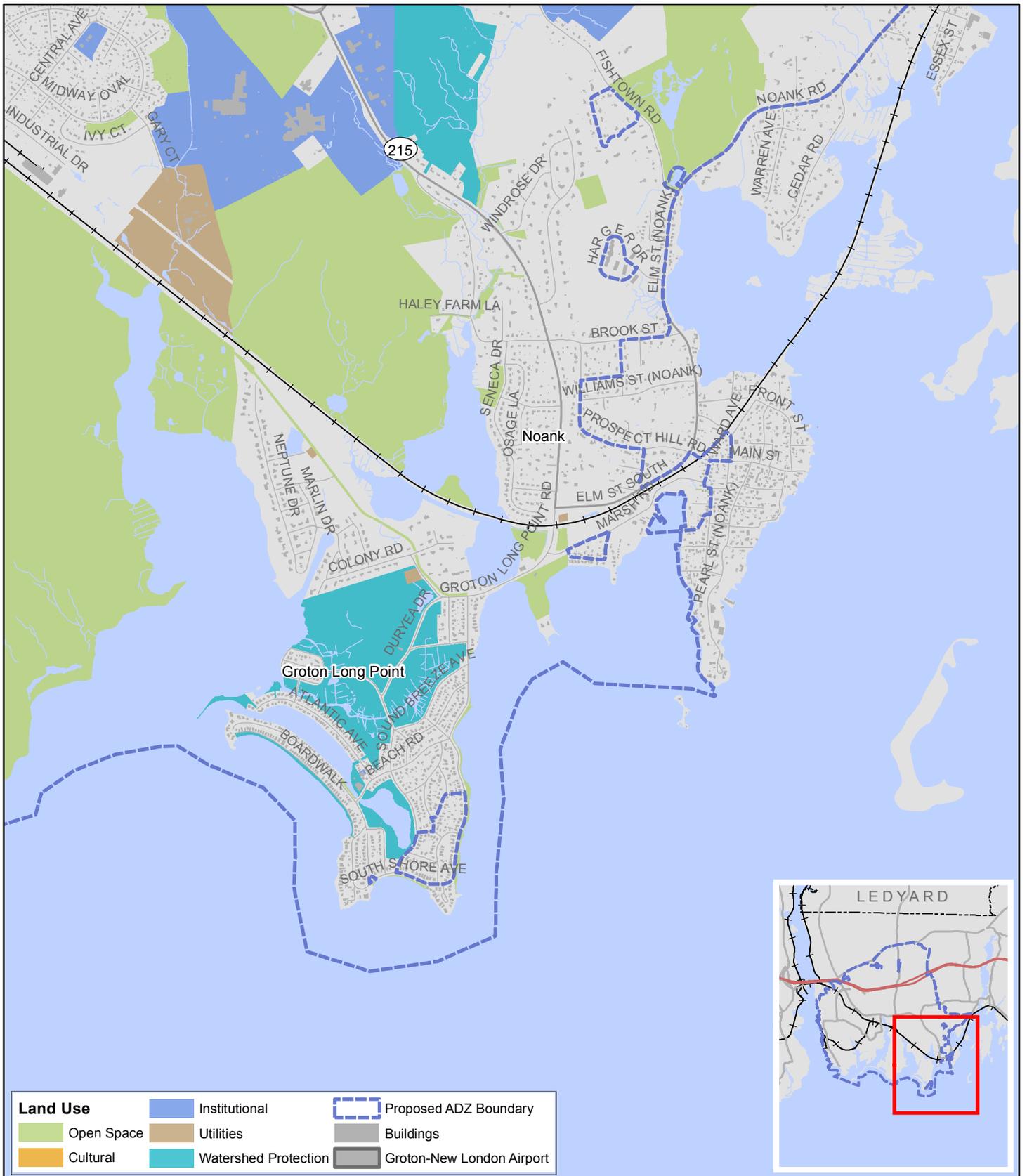


**Open Space & Public-Owned - NW Quad.
Proposed ADZ - Groton-New London Airport
Groton, Connecticut**



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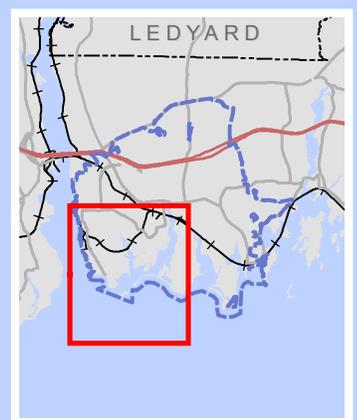
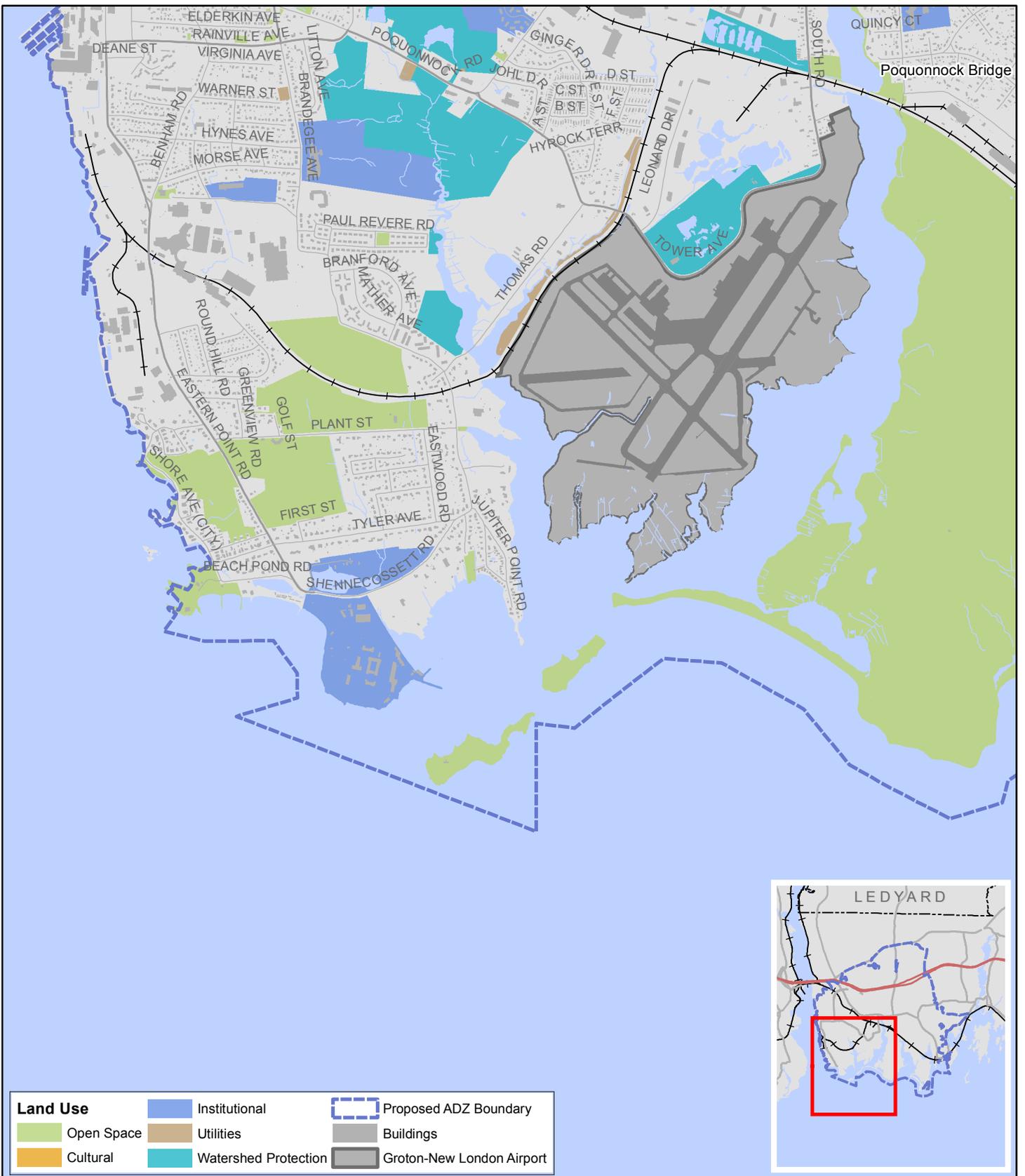


Open Space & Public-Owned - SE Quad. Proposed ADZ - Groton-New London Airport Groton, Connecticut



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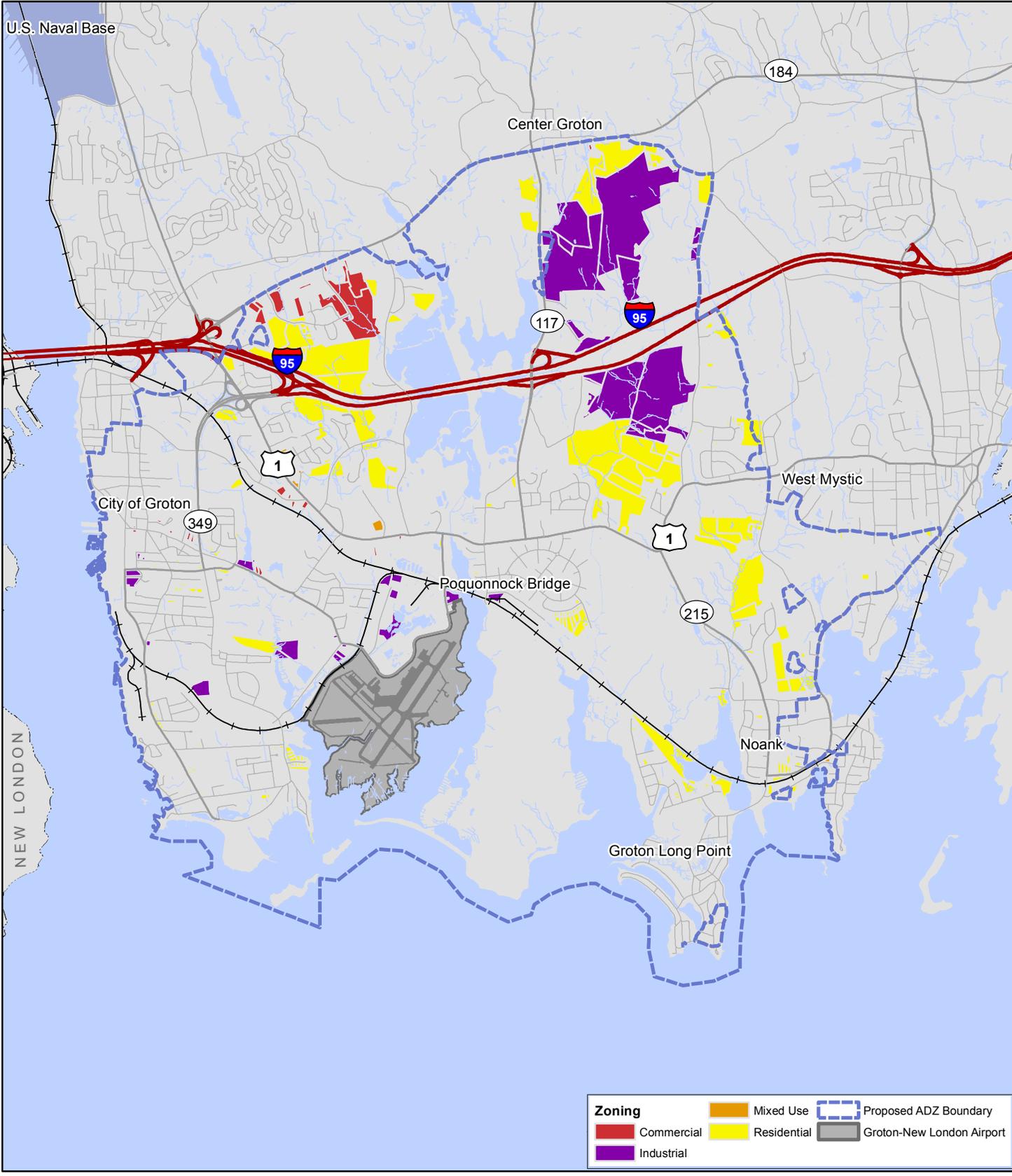


Open Space & Public-Owned - SW Quad. Proposed ADZ - Groton-New London Airport Groton, Connecticut



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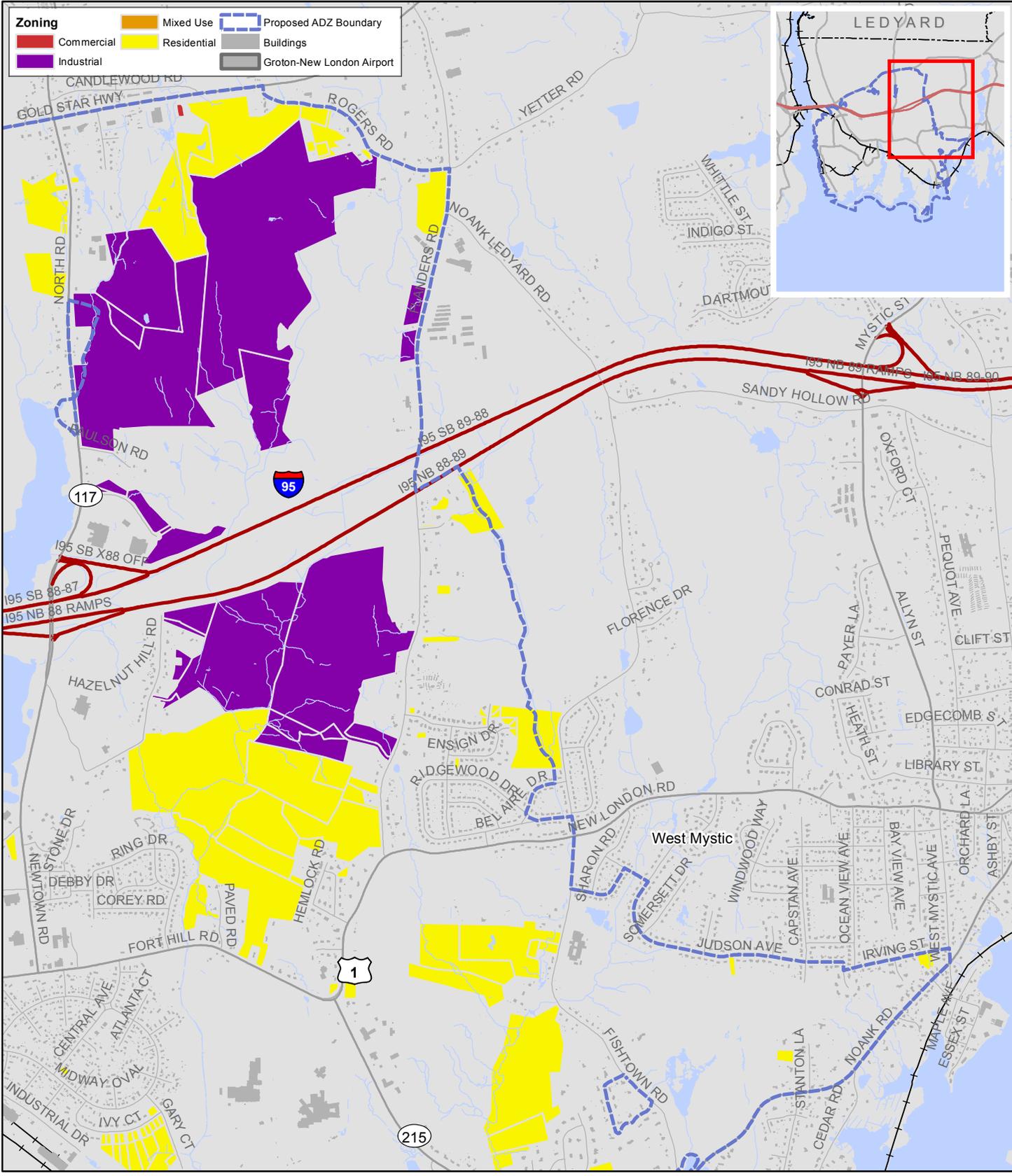


Undeveloped Parcels Proposed ADZ - Groton-New London Airport Groton, Connecticut



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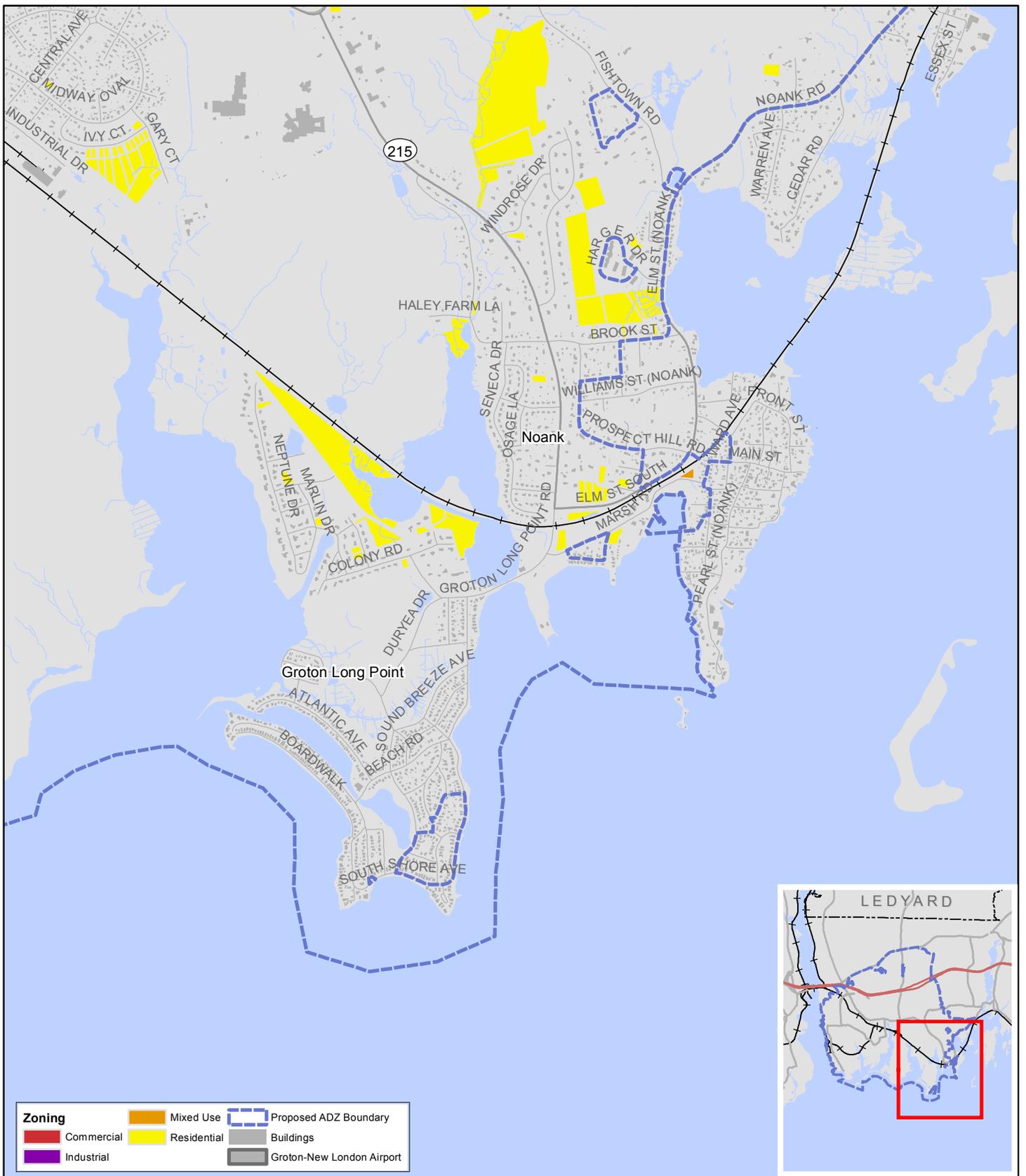


Undeveloped Parcels - NE Quadrant Proposed ADZ - Groton-New London Airport Groton, Connecticut



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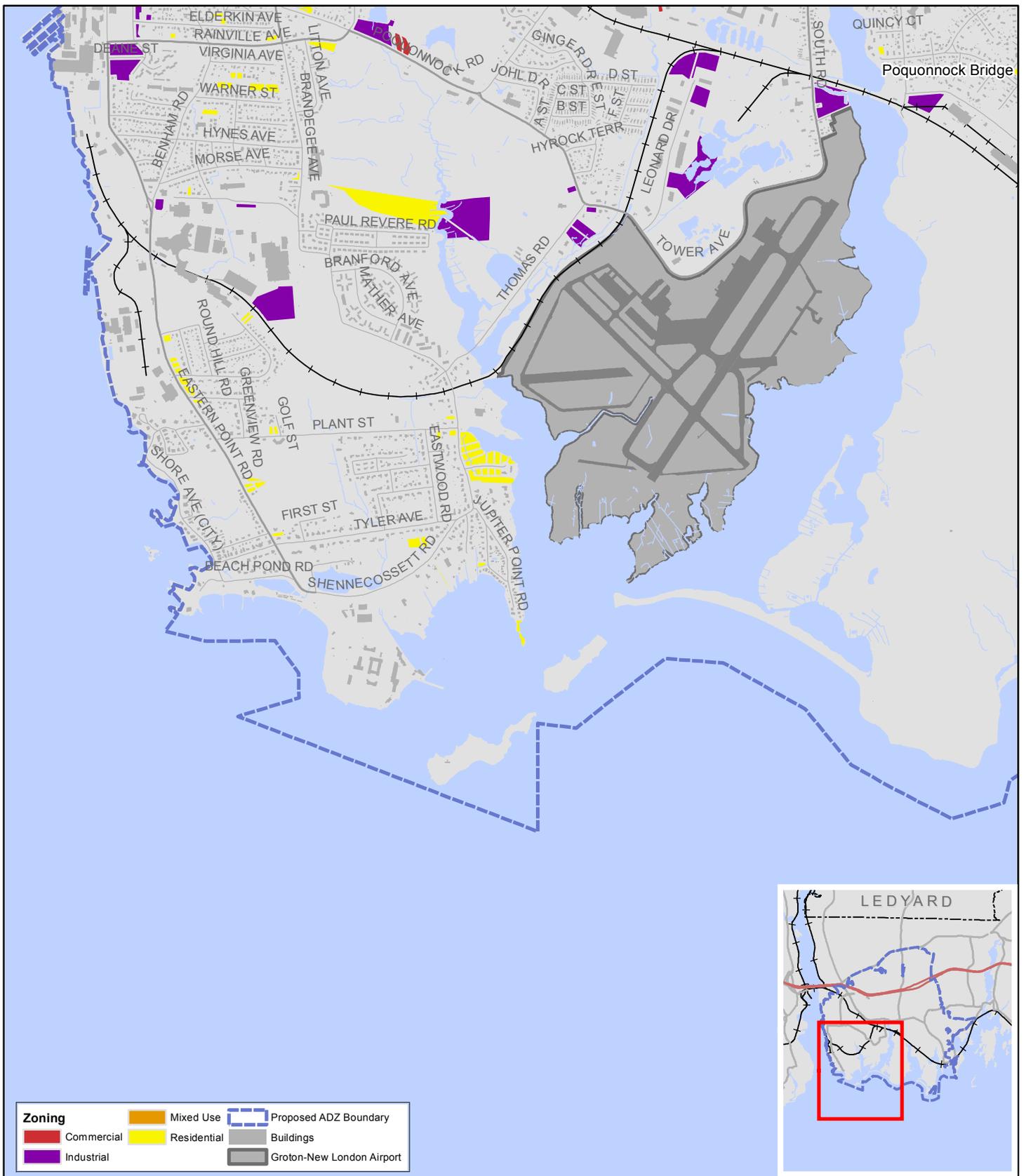


Undeveloped Parcels - SE Quadrant Proposed ADZ - Groton-New London Airport Groton, Connecticut



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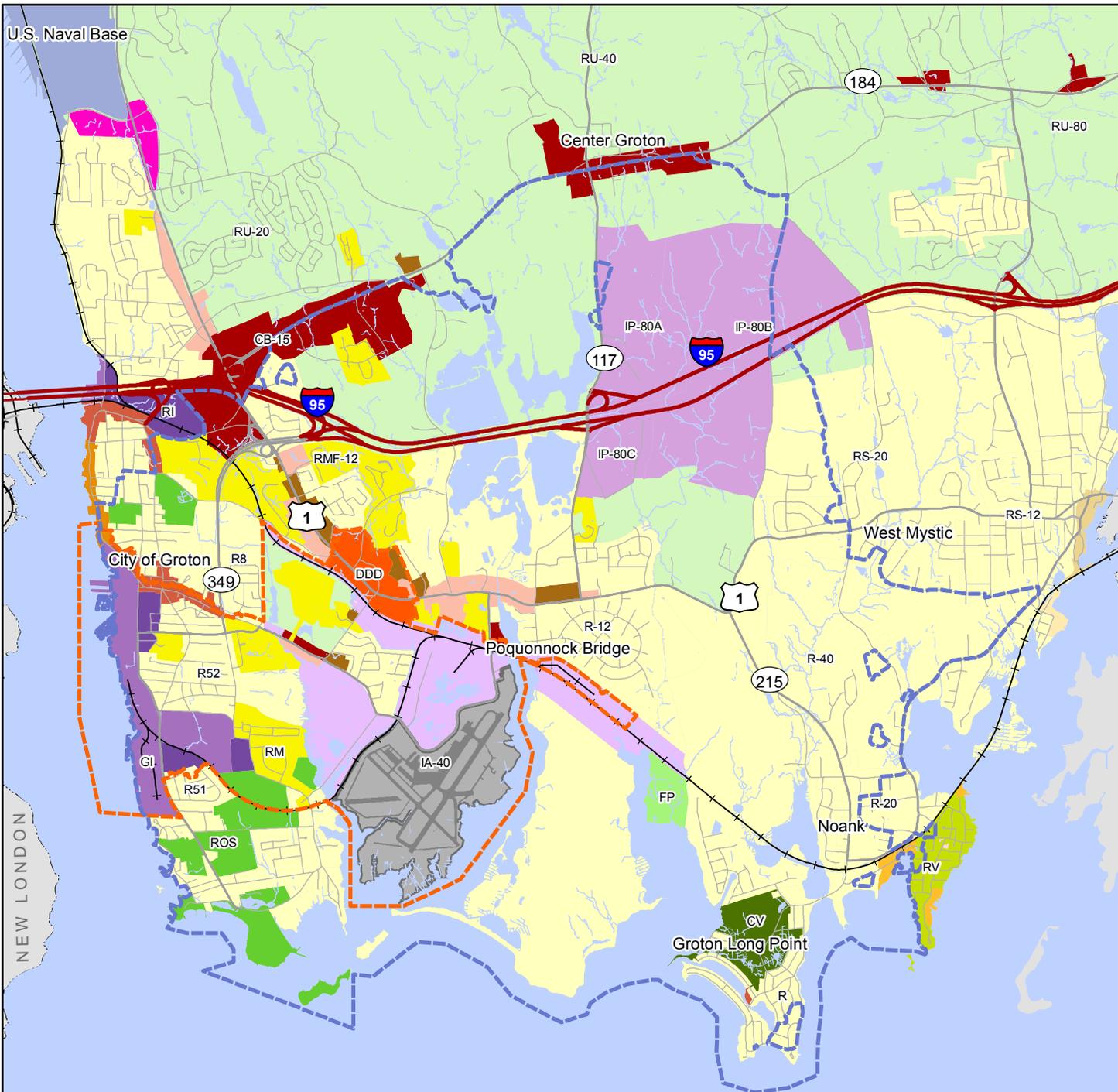


Undeveloped Parcels - SW Quadrant Proposed ADZ - Groton-New London Airport Groton, Connecticut



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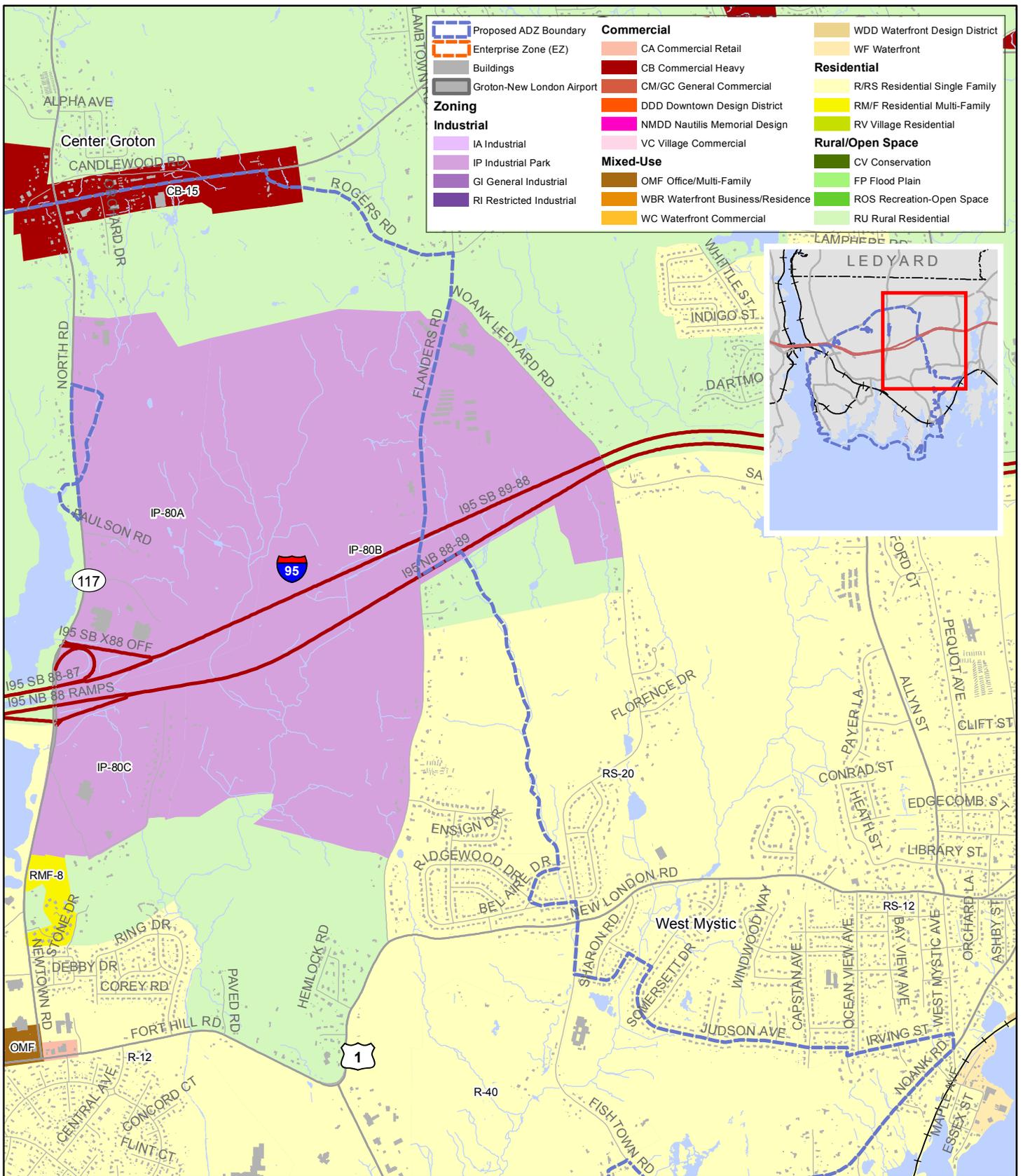
Zoning	Commercial	Mixed-Use	Residential	
Industrial	CA Commercial Retail	OMF Office/Multi-Family	R/RS Residential Single Family	Proposed ADZ Boundary
IA Industrial	CB Commercial Heavy	WBR Waterfront Business/Residence	RM/F Residential Multi-Family	Enterprise Zone (EZ)
IP Industrial Park	CM/GC General Commercial	WC Waterfront Commercial	RV Village Residential	Groton-New London Airport
GI General Industrial	DDD Downtown Design District	WDD Waterfront Design District	Rural/Open Space	
RI Restricted Industrial	NMDD Nautilus Memorial Design	WF Waterfront	CV Conservation	
	VC Village Commercial		FP Flood Plain	
			ROS Recreation-Open Space	
			RU Rural Residential	

Zoning & Enterprise Zone Boundary Proposed ADZ - Groton-New London Airport Groton, Connecticut



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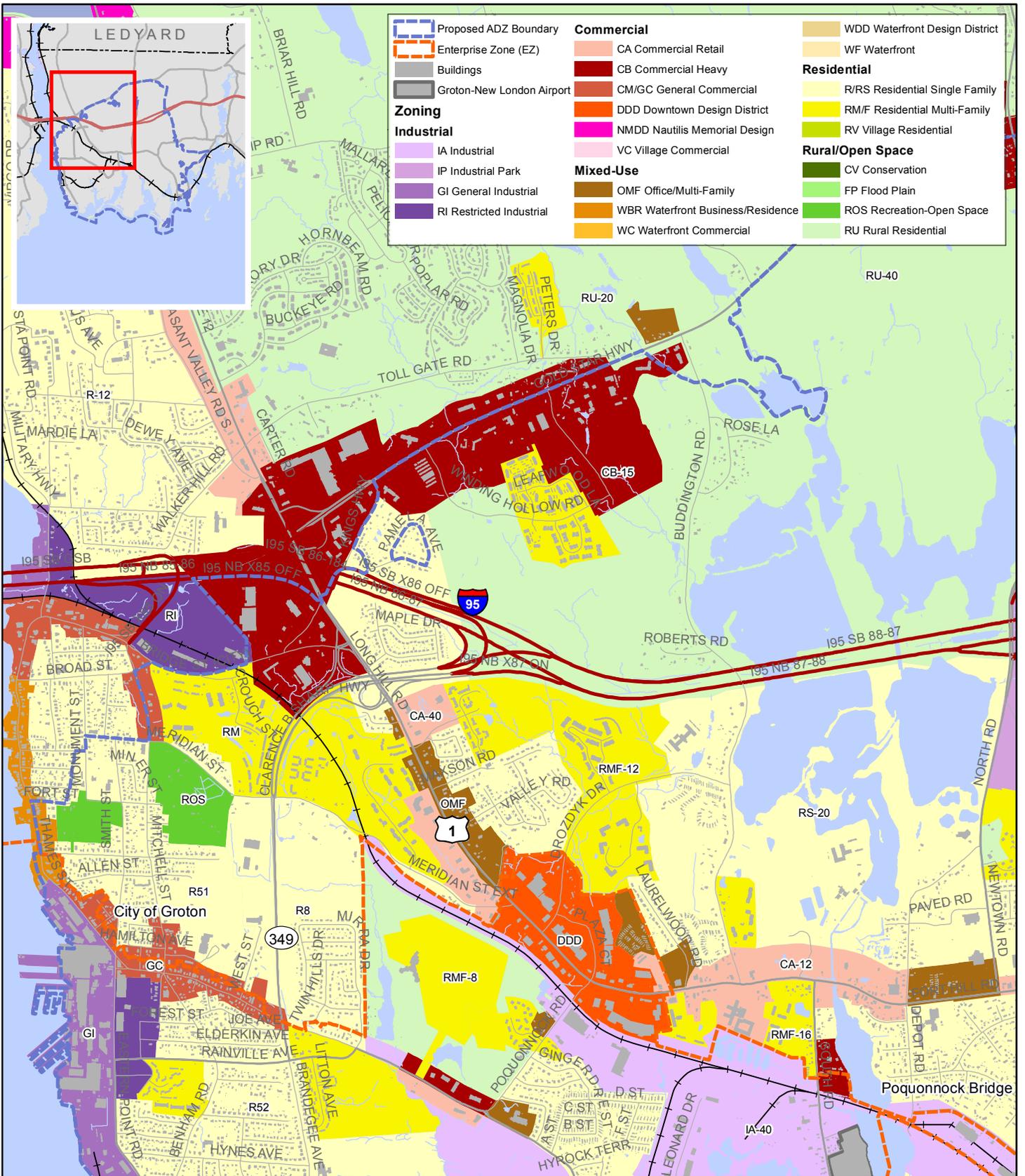


Zoning & Enterprise Zone Boundary - NE Quad. Proposed ADZ - Groton-New London Airport Groton, Connecticut



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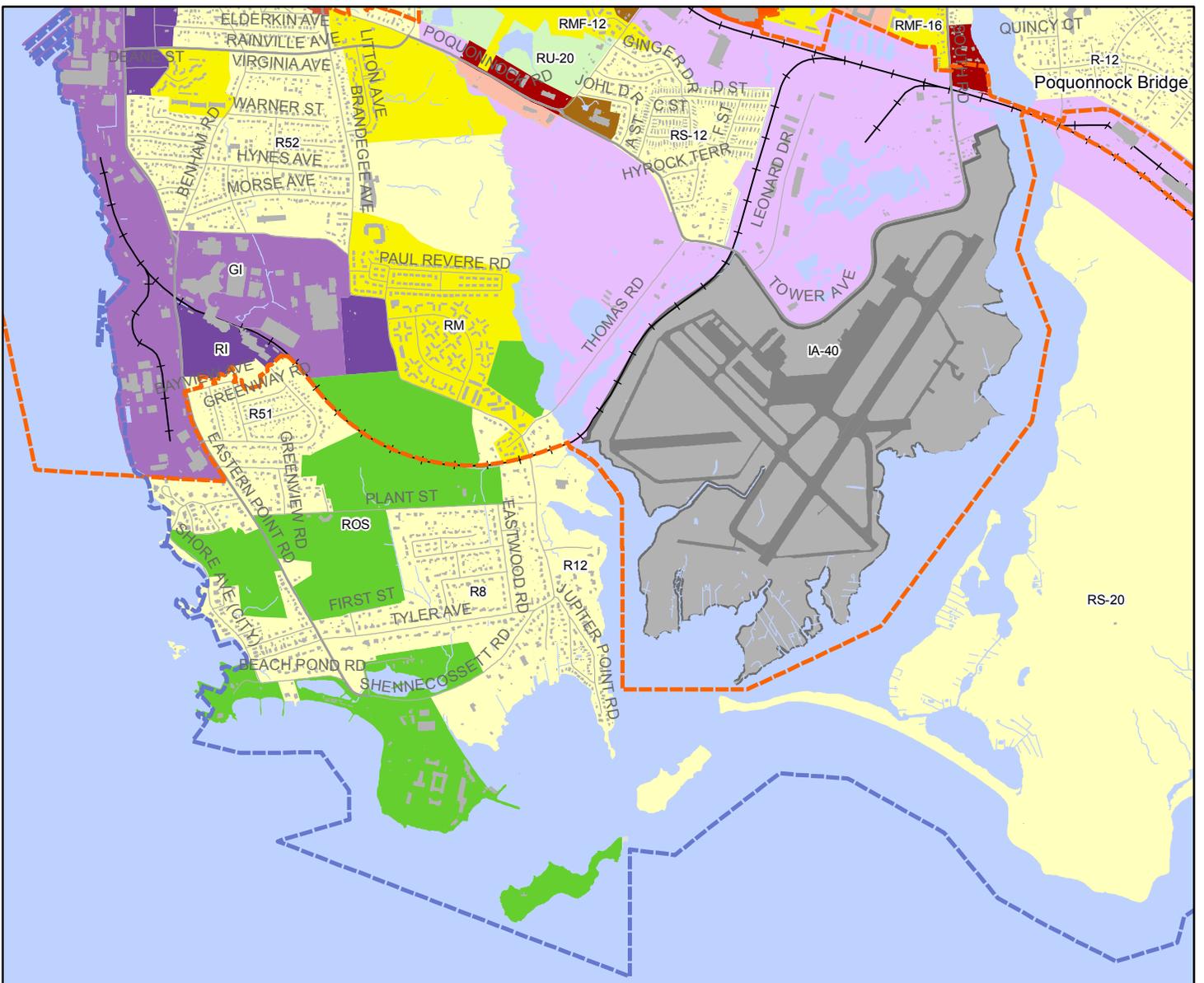


Zoning & Enterprise Zone Boundary - NW Quad. Proposed ADZ - Groton-New London Airport Groton, Connecticut

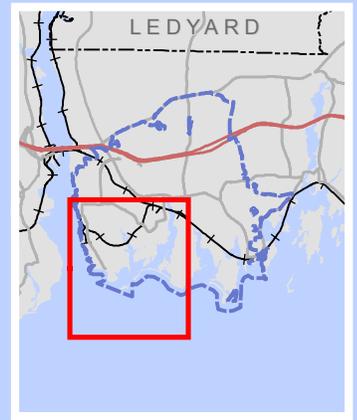


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	Proposed ADZ Boundary	Commercial		WDD Waterfront Design District		
	Enterprise Zone (EZ)		CA Commercial Retail		WF Waterfront	
	Buildings		CB Commercial Heavy	Residential		R/RS Residential Single Family
	Groton-New London Airport		CM/GC General Commercial			RM/F Residential Multi-Family
Zoning			DDD Downtown Design District			RV Village Residential
Industrial			NMDD Nautilus Memorial Design			CV Conservation
	IA Industrial		VC Village Commercial			FP Flood Plain
	IP Industrial Park	Mixed-Use				ROS Recreation-Open Space
	GI General Industrial		OMF Office/Multi-Family			RU Rural Residential
	RI Restricted Industrial		WBR Waterfront Business/Residence			
			WC Waterfront Commercial			



Zoning & Enterprise Zone Boundary - SW Quad. Proposed ADZ - Groton-New London Airport Groton, Connecticut



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