

Town of Stonington
Economic Development Commission
Special Meeting
Thursday June 12, 2014 Minutes
Stonington Police Department Conference Room- 7:00pm

Present: Ed Planeta, Blunt White, Amy Arruda, Suzanne Lane, David Hammond, and Joel Valenti

Absent: None

Town Guests:

Call to Order: 7:10pm

"Motion to approve April 24th Minutes" Passed 6-0

Motion: Blunt White

Second: Ed Planeta

Business:

A. 2014 Plan of Conservation and Development

- 2013 POCD EDC recommendations reviewed
- 2014 POCD EDC recommendations discussion
 - EDC recommends Director of Planning position be filled immediately
 - Input from David Lattizori on Ch.10 Commercial Development
 - All EDC lead positions and involvement in 2014 POCD thoroughly reviewed

"Motion to approve EDC recommendations packet" Passed 6-0

EDC prepared a packet of recommended changes to present at the June 16, 2014 POCD meeting.

Motion: Blunt White

Second: Amy Arruda

- B. Initiative to Broaden allowed uses in M1 Zone
- C. New Initiatives
- D. Search for additional Member
- E. Budget report
- F. EDC website
- G. Business outreach follow-up
- H. Regional and local tourism marketing
- I. Historic Preservation Tax Credits – discuss determining the eligibility of certain portions of Stonington for renovation cost tax credits. Consider as a possible new initiative.

Adjournment:10:45pm

Respectfully submitted by Joel Valenti

*Approved 2/11/2014
Blunt White Chairman*

INTRODUCTION

1

Land grow its property tax base to pay for current and increasing levels of services.

Overview

This Plan of Conservation and Development is a strategic plan to guide the future of the Town of Stonington so as to continue to protect ^{its} character, and preserve precious resources. It is an advisory document of recommended policies and actions that are intended to provide a framework for consistent decision-making with regard to conservation and development activities over the next decade. Although addressed where appropriate, this Plan does not have jurisdiction over the Borough of Stonington.

This Plan has been prepared to help guide Stonington's future conservation and development ...

The character of Stonington is determined by its many unique features such as:

- the existence of four villages with residential / commercial uses and areas of historical significance,
- being bounded on three sides by rivers and scenic coastal areas,
- containing both rural residential and agricultural lands,
- having three interstate highway exchanges and two state route corridors with a mix of existing commercial development, and
- Town facilities and services that have evolved over many years.

1.1 Purpose Of This Plan

This Plan of Conservation and Development is a tool for guiding the future of Stonington. It is intended to be both visionary and action-oriented.

One purpose is to establish a common vision for the community's future supported by recommended land use. It provides strategy and policy recommendations to provide a framework for consistent decision-making. It serves as a guide for elected officials, boards and commissions, town employees, and residents in conducting town business with consideration of achieving desired future outcomes.

Another purpose is to provide recommended tasks that, when implemented, are intended to accomplish positive actions towards achieving desired goals. It is expected that these tasks will be prioritized for accomplishment, and may be modified as needed for changing circumstances over the implementation period.

If steadily implemented as recommended, this Plan will help protect important resources, guide appropriate development, protect community character and ensure that Stonington is moving towards a more sustainable future.

Handwritten notes at the top of the page, including "Draft POCD Revised May 16, 2014" and "Chapter 4 Agriculture".

Draft POCD Revised May 16, 2014

Chapter 4 Agriculture

Leader / Partners

See the inside back cover for a legend to the leaders and partners identified in this table.

Recommendations

4.1 Support Farms And Farmers		
Policies	Leader	Partners
4.1.1 Support local farmers and seek ways to minimize some of the challenges and obstacles they face.	AC	BOS
Initial Tasks	Leader	Partners
4.1.2 Establish a town Agricultural Commission	BOS	
4.1.3 Adopt the statutory definitions of "agriculture", "farming", and "farm", "livestock" and "poultry"	BOS	AC, PZC
4.1.4 Adopt a "Right to Farm" ordinance	BOS	AC
4.1.5 Convene local farmers and produce groups to identify business needs and opportunities.	AC	BOS

4.2 Preserve Agricultural Land		
Policies	Leader	Partners
① 4.2.1 Encourage eligible property owners to participate in the PA-490 farm assessment program.	AC	BOS, CC
4.2.2 Explore programs to encourage the preservation of farmland in Stonington.	AC	BOS, CC
Initial Tasks	Leader	Partners
4.2.3 Identify important farmland and help determine ways to keep it in agriculture.	AC	CC
4.2.4 Identify town owned parcels suitable for agriculture and recommend the town lease it to local farmers.	AC	BOS, CC

4.3 Support Agricultural Activities		
Policies	Leader	Partners
4.3.1 Encourage Community Supported Agriculture (CSA) Programs, farmers markets, and other programs	AC	PZC, BOS
Initial Tasks	Leader	Partners
4.3.2 Conduct a town-wide "inventory of agricultural operations and assess the economic, cultural and environmental benefits of the agriculture cluster.	AC	DOP
4.3.3 Sponsor an annual "Celebrate Agriculture" Event.	AC	BOS

① EDC does not support using town resources to encourage property owners to take their property off the tax rolls.

Chapter 5 - Natural Resources

Draft POCD Revised May 16, 2014

5.2 Protect Inland and Coastal Wetlands		
Policies	Leader	Partners
5.2.1 Require vegetative buffers to wetland and watercourses to filter pollutants from stormwater runoff where appropriate.	IWWC	PZC, STF
5.2.2 <u>Limit clearing</u> and grading of sites so as to minimize the impact on natural drainage patterns.	PZC	IWWC, ADRB, STF
Initial Tasks	Leader	Partners
5.2.3 Clarify land use regulations regarding buffers from natural resources particularly in residential zones.	PZC	DOP

5.3 Protect Other Natural Resources		
Policies	Leader	Partners
5.3.1 Encourage open space developments in order to better preserve natural resources.	PZC	CC
5.3.2 Minimize wildlife habitat loss through preservation of open space and natural resource areas.	CC,	IWWC, PZC
Initial Tasks	Leader	Partners
5.3.3 Prepare a Town wide Natural Resource Inventory	CC	DOP
5.3.4 Develop and adopt buildable land regulations to reduce development pressure on sensitive areas.	PZC	DOP
5.3.5 Amend regulations to prohibit the introduction of invasive species during the site development process.	PZC	IWWC, CC, DOP
5.3.6 Amend regulations to require review of CTDEEP's Natural Diversity Database (NDDDB) when land use applications fall under the NDDDB area of concern.	PZC	DOP
5.3.7 Amend regulations to prohibit new excavation operations, such as quarries, in Town.	PZC	DOP, STF

EDC believes existing local, state and federal buildable land regulations are sufficient.

EDC believes this is an unnecessary intrusion on private property rights. Existing regulations are sufficient.

Chapter 6 Open Space

Recommendations

Leader / Partners

See the inside back cover for a legend to the leaders and partners identified in this table.

6.1 Protect And Preserve More Open Space		
Policies	Leader	Partners
6.1.1 Strive to achieve the goal of preserving 21% of the Town's land as committed open space.	CC	BOF, BOS
6.1.2 Actively search for open space that is contiguous to other deeded open space and forms a green infrastructure	CC	
6.1.3 Actively search for federal/state grants to help in acquiring open space	CC	DOP, BOS
6.1.4 Actively seek cooperative initiatives with private land trusts to acquire open space land and development rights / easements	CC	BOS
6.1.5 Enforce conservation easements.	CC	DOP
Initial Tasks	Leader	Partners
6.1.6 Add a line item in the budget and make an appropriation each year for a fund to purchase open space	BOS	BOF
① 6.1.7 Consider increasing the open space set-aside requirement in the subdivision regulations	PZC	CC
② 6.1.8 Revise regulations to prohibit detention basins and utility rights of way from being counted towards the percentage of open space "set asides"	PZC	CC, DOP
6.1.9 Update Open Space Development regulations to eliminate requirement that open space cannot have a greater percentage of wetlands than the entire property	PZC	CC, DOP
6.1.10 Review procedures and standards for recording of subdivision open space set-asides and the enforcement of conservation easements.	DOP	PZC, CC, Land Trusts
6.1.11 Inventory municipally owned open space for possible conversion to committed open space.	CC	DOP

- ① Subdivisions currently require a 15% open space set aside. EDC does not support an increase to 20% which would clearly be a taking without compensation.
- ② EDC does not support revising regulations to restrict the types or quality of land donated for open space set asides.

Draft PQCD Revised May 16, 2014
 Chapter 7 Senior & Historic Resources

7.2 Encourage Protection Of Historic Resources		
Policies	Leader	Partners
7.2.1 Encourage sensitive stewardship by property owners as an effective means of preserving historic resources.	HS	DOP
7.2.2 Continue to provide educational programs and technical assistance about historic preservation to historic property owners.	HS	DOP
① 7.2.3 Provide economic incentives such as tax abatements, grants or loans for restoration of historic resources.	BOS	BOF, EDC
7.2.4 Continue to identify and recognize important historical resources through national, state and local recognition programs.	HS	DOP
7.2.5 Promote adaptive re-use of the Town's mill buildings and other underutilized historic commercial buildings through regulatory incentives.	PZC	EDC
Initial Tasks	Leader	Partners
7.2.6 Conduct a town wide Historic Resources Inventory.	DOP	BOS, HS, PZC
② ③ 7.2.7 Adopt a demolition delay ordinance that requires as much as a 90 day waiting period before historic buildings can be demolished.	BOS	DPW

7.3 Protect Archaeological Resources		
Policies	Leader	Partners
7.3.1 Enhance protection for undeveloped land that is valuable in terms of archaeological resources.	PZC	CC, HS
Initial Tasks	Leader	Partners
7.3.2 Review regulations for identifying and protecting archaeological resources and update as needed.	PZC	DOP

- ① EDC does not support the Town providing grants to private property owners, but would work with them to apply for grants from other sources.
- ② EDC believes a 90 day ordinance before demolition is an unnecessary intrusion on private property rights.
- ③ Page 54 EDC does not support the creation of a Historic District Commission

Chapter 8 Villages

8.2 Encourage and Support Vibrant Villages		
Policies	Leader	Partners
8.2.1 Strive to attract a mix of businesses that support both the tourist and local needs within the villages.	EDC	COC
8.2.2 Maintain and improve pedestrian access, safety and comfort within village areas and points of interest.	DPW	ADRB, PZC
8.2.3 As riverside properties are redeveloped in the villages, encourage increased public access.	PZC	
8.2.4 Encourage an appropriate balance in the implementation of new floodplain requirements in existing village settings.	PZC	ZBA
Initial Tasks	Leader	Partners
8.2.5 Establish village districts.	PZC	DOP
8.2.6 Review the NDD and IHRD zoning requirements for potential updates and encourage greater use of these types of tools.	PZC	DOP
8.2.7 Perform a study of Incentive Housing Zones within the village areas.	PZC	DOP, AHC

8.3 Address Village Business Needs		
Policies	Leader	Partners
8.3.1 Support and strengthen existing businesses (business retention)	EDC	COC
8.3.2 Encourage investment in commercial properties	EDC	COC
Initial Tasks	Leader	Partners
8.3.3 Address parking issues	PZC	EDC, COC, DOP, DPW

Add

8.3.4 Review signage regulations in both villages and other (nearby) areas. Lead: EDC, Partners: PZC

(Review signage regulations in both villages and other (nearby) areas)

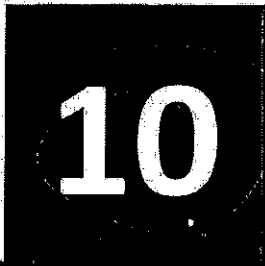
Chapter 9 Residential Housing

9.2 Strengthen Residential Development Patterns		
Policies	Leader	Partners
9.2.1 Within the village areas, promote new development, infill development, and redevelopment which are in keeping with the overall character of the neighborhood.	PZC	EDC, ADRB
9.2.2 Encourage the re-use of mill buildings for housing where appropriate.	PZC	EDC
9.2.3 Encourage mixed use buildings, as appropriate, on major streets in village areas.	PZC	
9.2.4 Promote more flexible development in rural areas of town to conserve natural resources, help preserve rural character, and provide greater opportunities for greenways and walkability.	PZC	CC, DOP
Initial Tasks	Leader	Partners
9.2.5 Comprehensively review residential bulk requirements.	DOP	PZC

9.3 Address Other Housing Issues		
Policies	Leader	Partners
9.3.1 Promote energy efficient housing designs, construction techniques and "green buildings."	PZC,	ADRB, DPW, DOP
9.3.2 Encourage re-use of existing buildings and mills for mixed use developments in village areas.	PZC	EDC
9.3.3 Maintain or enhance tax relief programs for older residents.	BOS	BOF
Initial Tasks	Leader	Partners
9.3.4 Explore modification of regulations to expand use of accessory apartments.	DOP BOS	PZC

Consider the following large vs. small houses... [unclear] by [unclear] in village areas

COMMERCIAL AND INDUSTRIAL DEVELOPMENT



Overview

Economic development is important to Stonington for several reasons:

- It provides for a healthy tax base to support local services and facilities
- It provides, retains, and creates jobs and income for residents of Stonington and the region, and
- It provides the goods and services the community needs.

Development is about transforming the lives of people, not just transforming economies."

Joseph E. Stiglitz

Commercial and industrial development can attract new residents and businesses. Future growth to generate tax revenue can be done by making efficient use of existing commercial land and buildings. Development has the potential to ~~alter~~ the fiscal balance in Stonington due to the varying ability of certain uses to generate tax revenue or require municipal services.

10.1 Increase Commercial Tax Base

The tax base in Stonington supports municipal services and facilities. From 2004, growth of the Grand List has slowed and this has placed stress on the local budget and resulted in challenging decisions about what can be funded. Since the bulk of the Grand List is made up of residential property, residents are sensitive to tax increases. Growing the tax base and diversifying the tax base with more commercial property will help address this situation.

Stonington must grow the Town's grand list and diversify its tax base to increase the commercial tax revenue. To grow the grand list on an annual basis, Stonington must encourage and prioritize non-residential development. Retirement / senior care should also be considered as a strategic business cluster for the Town since it can increase the tax base without a concomitant increase in service demands.

Hotel



Underutilized Commercial Building



and education

but will also require the use of vacant land

delete

*delete non-residential
Note conflict
Retirement / senior care is residential*

Economic Clusters

The phrase "Industry clusters" refers to groups of businesses in similar economic activities. Through their strength, clusters can generate an influx of new dollars into the region.

In 2011, the Southeastern Connecticut Enterprise Region (SECTer) and the Southeastern Connecticut Council of Governments (SCCOG) completed the Comprehensive Economic Development Strategy for Southeastern Connecticut.

The 2004 CEDS identified six regional clusters that continue to be the primary economic drivers in the region in 2014:

- Bioscience
- Creative
- Defense
- Maritime
- Tourism
- Agriculture

10.2 Guide Business Development

Any economic development should be compatible with, and enhance the overall character of, the community. To accomplish this, economic development activity should be focused in the existing villages, along Route 1, and at Stonington's three interstate highway exits. ~~as currently zoned:~~ High value, low impact development is encouraged.

Feedback from a questionnaire of over 700 Stonington residents, property and business owners indicate that the community is very supportive of encouraging economic development in the community to create jobs and grow the grand list. The POCD local questionnaire showed the community to be very supportive of redevelopment of existing buildings and filling existing commercial vacancies with small businesses to enhance the villages and highway interchanges.

Since 2005, new zoning designations have been introduced which have:

- encouraged appropriate development in the villages and fringe areas,
- used master plans to specify what is proposed,
- added flexibility to the development process, and
- involved the neighborhood in preliminary discussions about potential development to create mutually beneficial outcomes.

Projects approved and built using this approach include:

- Prospect Park in Pawcatuck (Neighborhood Development District)
- Allen Spool Mill in Mystic (Industrial Heritage Reuse District)

Projects approved using this approach (and development is pending) include:

- Threadmill in Pawcatuck (Industrial Heritage Reuse District)
- Mystic Harbour in Mystic (Industrial Heritage Reuse District)
- Pawcatuck Landing Pawcatuck (Industrial Heritage Reuse District)

The increased use of these floating zones is one strategy to stimulate economic development while maintaining control over community character through use of master plans.

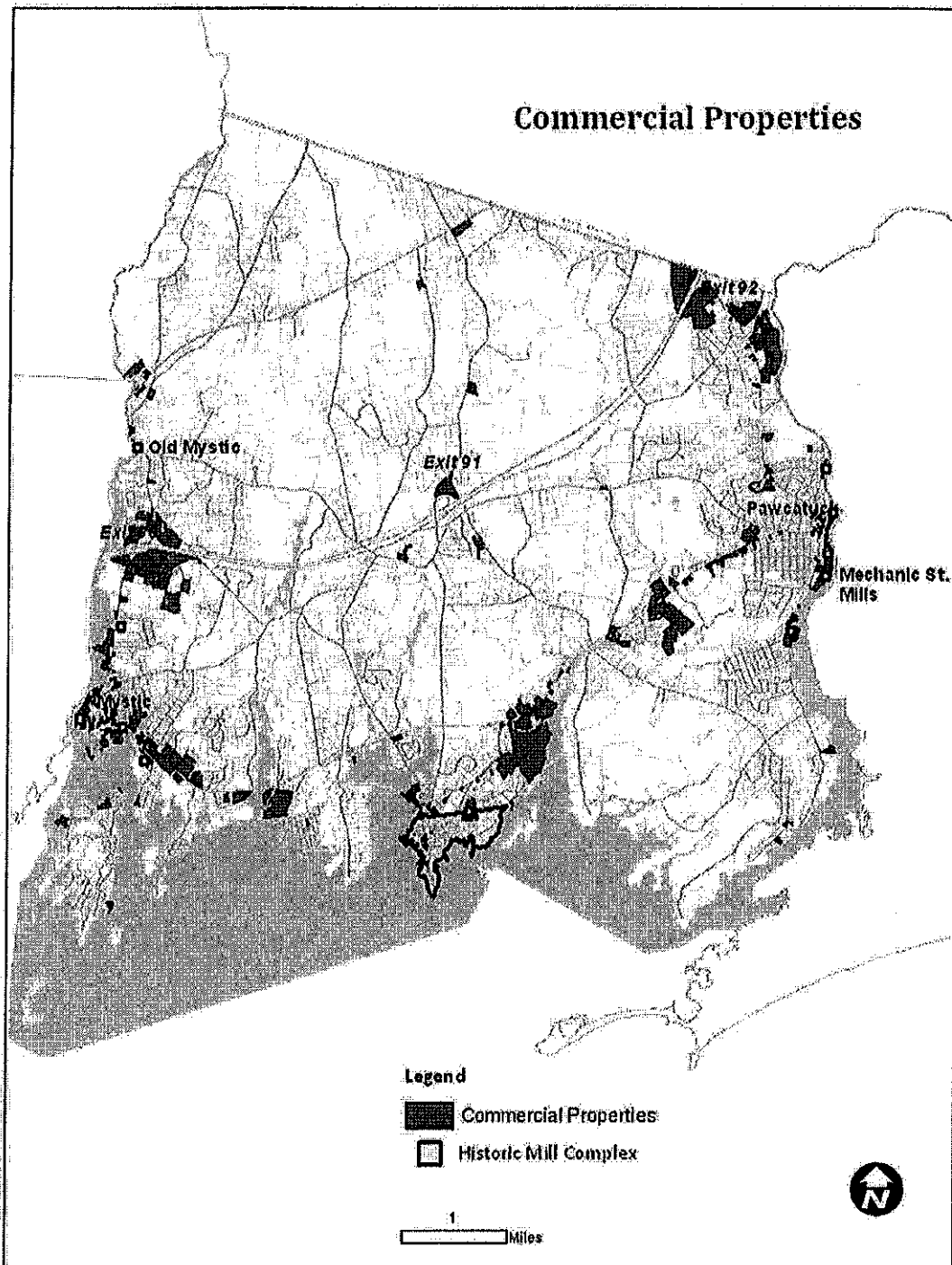
The zoning regulations of commercial zones, including allowed uses, have not been updated comprehensively to modernize language, objectives, uses, and purpose of commercial zones, specifically the Manufacturing (M-1), Light Industrial (LI-130), and Tourist Commercial (TC-80) zones.

The Town should encourage a wider range of uses in all of the manufacturing zones to make efficient use of the properties, particularly with its older mill sites, make greater use of existing NDD and IHRD master planning tools, and use flexible zoning tools to creative and smart growth redevelopment in village areas. The Town should encourage mixed used developments to attract new residents and businesses. For the historic mills located in the M-1 zoning district, the Town should explore rezoning these sites to a new designation (such as "Heritage Mill") to remove some of the impediments to the productive use of these buildings.

Some may now be too far gone to reuse economically. Amend IHRD to remove bias against preservation of existing structure.

Handwritten notes in the left margin: "The... in Stonington... use for..."

Handwritten notes at the bottom left: "The... from..."



Opportunity Areas

There are seven main areas for economic development in Stonington. These include the four villages: Mystic, Pawcatuck, Old Mystic and Stonington Borough and the three highway interchanges at Exits 90, 91 and 92. Additionally, the Route 1 Corridor is the major artery through Town with areas for development and re-development.

Village of Old Mystic - The Village of Old Mystic is the smallest of the villages with the least amount of commercial development. Old Mystic is not suitable for new commercial development because there is no buildable commercial land available. Opportunities exist for higher value residential development. The Stonington Schools Administration Building is located in a residential zone, and the Board of Education has recommended selling the building to relocate on Route 1 closer to other school facilities.

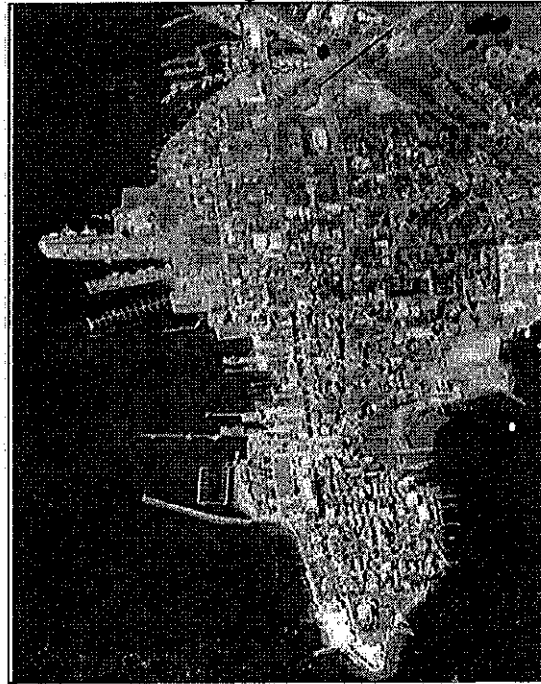
Old Mystic



Stonington Borough - Stonington Borough has its own government, its own Plan of Conservation and Development, and its own zoning authority.

As a result, recommendations for this area are not considered here.

Stonington Borough



Village of Mystic - The Village of Mystic spans both the town of Stonington and the Town of Groton. It is commonly referred to as "historic downtown Mystic" and is a mix of commercial and residential uses along the Mystic River. Currently, there are significant opportunities for mixed use development in Mystic.

Within the last 5 years an IHRD master was successfully executed on the Allen Spool Mill property which abuts Seaport Marine. Today the Allen Spool property has commercial offices on the first floor and residential apartments on the two floors above. The Village of Mystic currently has low commercial and residential vacancy rate. Mystic River Park has become a popular site for community events.

The Mystic Streetscape project was completed in Stonington in 2013. Major challenges for downtown Mystic are lack of public parking and the balance of newer flood plain requirements with preservation of character.

The Mystic Mobility Study was completed to explore options for many 2004 POCD concerns, including creating a visitor/transportation center, improved signage and streetscape, and reconfiguring Coogan Boulevard and Jerry Brown Road. The study provided various options for improvements, but funding for the recommended changes is a major obstacle to implementation.

2. because demand is strong and is expected to remain strong.

Mystic:



Substandard Private

Village of Pawcatuck - The Village of Pawcatuck borders Westerly, Rhode Island and shares the Pawcatuck River with downtown Westerly. The POCD survey showed that there is overall desire, need and opportunity for economic development in Pawcatuck and is the priority area for economic development in Stonington. There are many opportunities for reuse and re-development including the Mechanic Street mills and properties near the intersection of Rt. 2 and Rt. 1. Pawcatuck has very little vacant land in the village and will require investment in the existing downtown area properties.

There are no major regulatory obstacles to development in the village of Pawcatuck with conducive zoning, parking and infrastructure. The village is a Downtown Business Zone (DB-5) as is downtown Mystic, so any changes to help stimulate Pawcatuck development would apply to downtown Mystic as well.

In 2005, the Pawcatuck Revitalization Strategies study was completed. Outcomes of this study include the creation of the Industrial Heritage-Re-Use District (IHRD) zoning designation, the rezoning of vacant M-1 land between Mechanic and Prospect Street to the Neighborhood Development District (NDD) for construction of Prospect Place housing development, and the development of Pawcatuck Parking Study (completed in 2007) which resulted in the Planning and Zoning Commission's decision to create a Pawcatuck Overlay District which eliminated the requirement for on-site parking for commercial buildings. The Pawcatuck Streetscape was completed and Donahue Park was also renovated. The challenges are the lack of interest in investment in commercial properties for lease and deferred maintenance of key commercial buildings in the village.

Include

Pawcatuck



the IHRD was an outcome of the 2004 POCD, not this study.

Destina de Triangle

Exit 90 (Route 27) - Known as the "Golden Triangle," this highway interchange is considered the gateway to Mystic. This exit provides accessibility to Mystic's major attractions, historic downtown Mystic, Olde Mistick Village, Route 27/connector to Route 1, and major arteries for access to residential areas. The addition of the new Hampton Inn hotel is a recent change to this interchange area which is traditionally a tourist area.

The Stoneridge continuing care community is located in this area and an assisted living complex was recently approved on the Coogan Farm property. These are strong additions to the tax base.

a Masonic

for class Drive

where

*Insert
Paragraph
see attached*

On Coogan Boulevard there are a few properties zoned M-1 which can be developed. In 2013, retail use by Special Permit was approved in M-1 properties located within 1 mile of highway interchanges (additional stipulations were included). ~~Areas for re-development include outdated Golden Triangle properties:~~

delete outdated

Exit 90 (Route 27)



Additional paragraph recommended by EDC –

Across the street from StoneRidge is a 70 acre parcel of undeveloped land with significant frontage on I-95. This property is ideal for commercial mixed use development due to its location next to the I-95 interchange as well as its close proximity to high-density housing and the Town's highest assessed properties. Not only is this site clearly visible from I-95 but it also served by city water and sewer in sufficient capacity to support commercial development. All of these factors contribute towards making this parcel a highly attractive candidate for expansion of the tax base in support of the POCD goal to grow commercially to diversify the Town's Grand List. The current approved use – 36 single family homes – is not the best use for the property; the previous POCD concluded that professional offices and other commercial uses should be considered on the site as a natural complement to Mystic's tourism and hospitality industry. Accordingly, a commercial zone change request for this large parcel should be anticipated.

Draft POCD Revised May 16, 2014

Exit 91 (Taugwonk Road) - No major changes have taken place at Exit 91 in the past ten years. The only Light Industrial zoned land in Stonington is at this highway interchange.

While there are areas for new development in the LI-130, there is no public water or sewer infrastructure in place, and there has been no initiative by the Town to extend utilities to this area. In addition, there has been concern expressed over to the impact on existing agricultural uses and existing residential uses in this area.

The 2004 POCD made a recommendation to re-orient the LI-130 zone from a North South configuration to an East West configuration in order to help preserve the rural character and the environmental resources in this area. Since then, there have been two attempts to change the LI-130 zone to GBR-130. Both applications were denied by the Planning & Zoning Commission.

There is high voltage electrical power service suitable for light industry along Taugwonk Road. Thirty acres of LI-130 land was purchased by a land trust reducing the amount of LI-130 land available for development by 15%.

To ensure appropriate development in the future which balances economic growth with community character, the LI-130 regulations should be reviewed to update allowable uses and bulk requirements and prohibit those uses that are inappropriate due to the rural character.

Exit 91 (Taugwonk Road)



Exit 92 (Route 2) - The 2004 recommendation to create a new Highway Interchange Zone (HI-60) specifically at Exit 92 to encourage more economic development has been completed. After the change in zoning, new commercial buildings were completed in the Pawcatuck Farms commercial complex. Additional buildings are planned as part of the approved Liberty Crossing commercial complex.

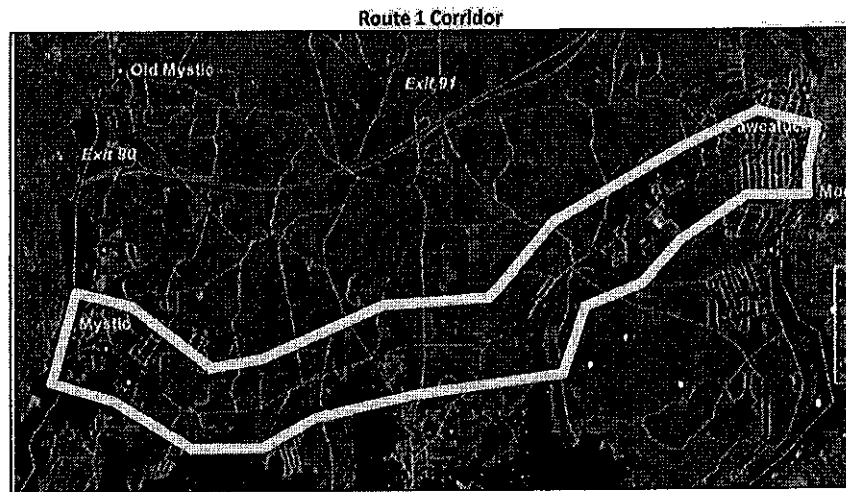
Additional commercial development continues to be appropriate for the Exit 92 highway interchange area where approvals for big box retail remain valid. There a number of planned and permitted projects and pads that are shovel ready but lack funding due to the change in the economy and recession. At the southern end of the Highway Interchange (HI60) zone, the former waterslide property was foreclosed and is available for development. Due to market conditions, the biggest challenge has been attracting new businesses to the area.

There are no major zoning impediments to development in Pawcatuck, but new development must continue to meet environmental and regulatory constraints to protect groundwater resources in this area. The Town needs to work with property owners to find a good balance between the business uses and the sensitive groundwater and other natural resources in this area, especially in the Alice Court area.

Exit 92 (Route 2)



Route 1 Corridor - A Route 1 Corridor Study was completed and adopted in 2008. Emerging issues identified in the study included: façade improvement funding; removal of billboards; pedestrian-oriented mixed-use development; parking solutions; transit services; relocation of commuter parking areas; and enhance pedestrian connections. These issues continue today.



10.3 Retain and Support Existing Businesses

The Town should include planning for retention of existing businesses as part of its economic development efforts. Maintaining and supporting the businesses that are already here is as important as attracting new businesses. The Town should work with the Chambers of Commerce to identify and support needs of existing local businesses.

10.4 Maintain Tourism as an Economic Driver

Two of the Connecticut's major tourist attractions are located in Stonington, and "Mystic Country" is the major economic driver in the tourism industry for the state. With tourism being a large part of our community and our economy, the needs of visitors is an important consideration in planning. Create a tourism master plan that reaches towards and beckons the visitor of tomorrow.

Chapter 10 Commercial and Industrial Development

Recommendations

Leader / Partners

See the inside back cover for a legend to the leaders and partners identified in this table.

10.1 Increase Commercial Tax Base		
Policies	Leader	Partners
10.1.1 Encourage appropriate economic development.	EDC	COC, PZC
10.1.2 Strive to maintain ^{diversify and} increase the tax base annually.	EDC	BOS DOP

10.2 Guide Business Development		
Policies	Leader	Partners
10.2.1 Continue to encourage use of NDD and IHRD floating zones, particularly in village areas.	PZC	EDC
10.2.2 Encourage re-use of the mills and other underutilized commercial and industrial sites.	EDC	PZC
10.2.3 Encourage flexibility and creative adaptations regarding some flood hazard requirements in historic zones, specifically for historic structures.	PZC	DPW
10.2.4 Strive to preserve business-zoned land for economic development purposes.	PZC	EDC
10.2.5 Guide development to Exit 92 and Village of Pawcatuck.	EDC	PZC
Initial Tasks	Leader	Partners
10.2.6 Conduct a comprehensive review of zoning regulations to revisit, update and modernize allowed uses by right in commercial zones.	PZC	EDC, DOP
10.2.7 Study the economic impact of new FEMA regulations regarding re-building after major storms.	PZC	EDC, DOP
10.2.8 Amend the LI-130 zone regulations to allow agricultural uses and allow expansions to existing residential uses.	PZC	DOP
10.2.9 Review text of LI-130 zone to update for new uses, review bulk requirements and eliminate uses considered inappropriate.	PZC	DOP
10.2.10 Update the current zoning regulations to modernize language, objectives, uses, and purpose of commercial zones, specifically the M-1 and TC-80 zones.	PZC	DOP, EDC
10.2.11 Expand permitted uses in M-1 zone.	PZC	EDC, DOP

Residential construction on vacant land would continue to be prohibited.

Leader: EDC Partners: BOF

Add -> 10.2.12 PZC to annually review grand list growth

10.2.12 Create Heritage Mill District (HM) zone.	PZC	EDC, DOP
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10.3 Retain and Support Existing Businesses		
Policies	Leader	Partners
10.3.1 Support existing businesses through business retention programs.	EDC	COC, BOS

10.4 Maintain Tourism as an Economic Driver		
Policies	Leader	Partners
10.4.1 Promote and support tourism as an economic driver	EDC	BOS
Initial Tasks	Leader	Partners
10.4.2 Participate in the creation of a regional tourism master plan to identify current and potential visitor attractions/amenities/experiences.	EDC	DOP, COC
10.4.3 Develop ways to make tourist attractions / destinations more connected/integrated and more easily navigable via different forms of transportation, including bikes, sidewalks, public transportation, water taxi, etc.	DOP	EDC, BOS, PC, DPW, BTF, COC