

TOWN OF OLD SAYBROOK
SELECTMEN'S OFFICE

CARL P. FORTUNA JR., FIRST SELECTMAN

SCOTT M. GIEGERICH, SELECTMAN

MATTHEW PUGLIESE, SELECTMAN

302 Main Street • Old Saybrook, Connecticut 06475-2384
Telephone (860) 395-3123 • Fax (860) 395-3125

REGULAR MEETING AGENDA **AMENDED**

Tuesday, May 23, 2023

4:00 p.m.

Old Saybrook Town Hall – First Floor Conference Room

Public Zoom Link:

<https://zoom.us/j/97813035481?pwd=QkE1OVFXZlhIRTVTaGhMdjZKMkNOQT09>

Dial In: 929-436-2866

Meeting ID: 978 1303 5481

Passcode: 302302

One Tap Mobile: <tel://9294362866,,97813035481#>

I. CALL TO ORDER

II. PLEDGE OF ALLEGIANCE

III. COMMENTS FROM THE PUBLIC

IV. COMMENTS FROM THE SELECTMEN

V. APPROVAL OF MINUTES: Board of Selectmen Meeting May 9, 2023

VI. BUSINESS BEFORE THE BOARD

- A. Discussion and possible action on referral to the Board of Finance concerning a request for proposal response for 2023 Strategic Plan Focus for Mariner's Way.
- B. Discussion and possible action to call a town meeting for the purpose of appropriating \$30,000 to the FY23 budget line item 414200, Retiree Health Insurance from the fund balance.
- C. Report on up to date salary information of mayors and first selectmen.
- D. Discussion and action to ratify Supervisors Contract, AFSCME Local 818 of Council 4.
- E. Appointments
 1. Conservation Commission. Resignation vacancy. This appointment is for the unexpired portion of a two-year term due to end 11/2024.
 2. Economic Development Commission. Term expiration. Re-appointment regular member Norman Prevost Jr. This appointment is a five-year term due to expire 06/2028.
 3. Economic Development Commission. Term expiration. Re-appointment regular member Kacie Costello Hand. This appointment is a five-year term due to expire 06/2028.
 4. Zoning Commission. Resignation vacancy. Alternate member. This appointment is for the unexpired portion of a two-year term due to end 11/2023.

VII. BOARD OF SELECTMEN MEETING WITH ARPA ADHOC COMMITTEE

VIII. ADJOURNMENT



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302 Main Street • Old Saybrook, Connecticut 06475-2384
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REGULAR MEETING
MINUTES

Tuesday, May 9, 2023
8:30 a.m.

Old Saybrook Town Hall – First Floor Conference Room

Direct link to the recording: <https://youtu.be/Pn25D7Auluo>

It is also included in the following playlists:

Board of Selectmen Meetings: _

<https://www.youtube.com/playlist?list=PLKX0JMf1Kpp9SQAH0GUQCR3yLtnYxKOWK>

- I. **CALL TO ORDER** All members present.
- II. **PLEDGE OF ALLEGIANCE** Recited
- III. **COMMENTS FROM THE PUBLIC** None
- IV. **COMMENTS FROM THE FIRST SELECTMAN** The First Selectman commented on the following: today's referendum and the projected mill rate increase of .38; Whole Foods has withdrawn its application and will likely reapply; the June 25th Street party (Mr. Pugliese suggest we speak with Blue Earth about food scrap recycling); the Route 1 sidewalk project will begin at the end of the month and important legislation being considered, including early voting, firefighter cancer presumption, reduced interest rate on tax liens, the fair share housing bill and a transit oriented development bill.
- V. **COMMENTS FROM THE SELECTMEN** – Mr. Pugliese commented that the Law Enforcement Fund should be fully spent in the next few weeks as the committee met on May 8th and made some decisions and he asked about the status of the Department of Public Works director (next court date is at the end of May).
- VI. **APPROVAL OF MINUTES:** Board of Selectmen Meeting April 25, 2023. A *MOTION was made to approve the April 25, 2023 minutes.*
FORTUNA /PUGLIESE
MOTION CARRIED UNANIMOUSLY
- VII. **BUSINESS BEFORE THE BOARD**
 - A. Discussion on the Planning Commission with Christina Costa, Land Use Director.
 - i. Plan of Conservation & Development (POCD) referral
Ms. Costa discussed how the plan used to be in sections. This modification now puts the plan in one consistent format and combines some of the existing sections into a new natural resource section and transportation section and will remove the word character. Former sections of the plan have now become supplementary. There was a lot of outreach (425+ survey responses, none in Spanish) and we are looking to adopt in June or July. Mr. Giegerich appreciated all the work that went into this. Mr. Pugliese stated how important this is for state and federal grants and feels that the plan highlights certain themes throughout therefore guiding staff.
Ms. Costa is asking for any additional feedback over the next month.

ii. Resiliency Grants

Ms. Costa spoke about roads flooding, drainage issues and raising homes. The first grant we have applied and have been awarded is the 2022 National Fish and Wildlife, Long Island Futures Fund (LIFF) grant where we are working together with Clinton, Westbrook and Fenwick. The concern is that beach associations have a micro view and we should work together so as not to cause more damage than good. Ms. Costa feels Old Saybrook is ahead of all these towns as a result of the study we completed in 2017 with GZA GeoEnvironmental Inc. With this grant we are looking to identify two or three issues that will have a bigger impact. A 2002 second supplementary grant application proposed to conduct a more in-depth study from Cold Spring Brook/Chapman Beach in Westbrook, Summerwood, Chalker Beach marshes to Indiantown. These two grants are helping us look at the health of the shoreline. The result will give us a scientific look and advance the ability to do a construction project that will have shoreline benefits, not just benefits for one community. Both these grants will likely not be complete until mid-2024.

iii. Other

Ms. Costa spoke of several other initiatives: Mapgeo layers will be updated and new layers created: sidewalks, trails, open space, outfalls, zoning, historic properties and 2023 aerial layer once DEEP conducts a flyover. The Planning Commission will begin updating the town's Hazard Mitigation plan this fall for adoption in 2025. Zoning is working hard on addressing its drive thru moratorium to determine how best to adapt to changing times. Zoning will soon be conducting an audit of its affordable housing to confirm existing units are being marketed in compliance with permits and State laws. Boards and commissions are also now requiring more complete applications as they feel that too many applications have come in poorly over the last few years.

B. Discussion and recommendation of any required modifications as referred by the Planning Commission on a proposed amendment to the regulations for Public Improvements, Section 103 B.3

Ms. Costa explained this new regulation gives the homeowner the ability to increase the size of the asphalt driveway on tight lots where septic systems may be encroaching areas that are needed to park. Mr. Pugliese had concerns about the discretion allowed but since it is specific to where public health code requirements are being met, the concern was put to rest. The homeowner will be responsible for maintaining the new larger paved area.

A MOTION was made to approve recommended proposed amendment.

FORTUNA/GIEGERICH

MOTION CARRIED UNANIMOUSLY

C. Discussion and possible action to recommend a Public Hearing on May 23, 2023 for the purpose of discussing the Neighborhood Assistance Act (NAA) 2023 application from the Connecticut Cancer Foundation.

A MOTION was made to approve the Public Hearing on May 23, 2023.

FORTUNA/PUGLIESE

MOTION CARRIED UNANIMOUSLY

Board of Selectmen
Minutes
May 9, 2023

D. Discussion and possible action on Call of Special Town Meeting, May 23, 2023.
A MOTION was made to approve the Call of Special Town Meeting.

FORTUNA/PUGLIESE

MOTION CARRIED UNANIMOUSLY

VIII. ADJOURNMENT - *A MOTION was made adjourn at 9:35 a.m.*

PUGLIESE/FORTUNA

MOTION CARRIED UNANIMOUSLY

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Carl P. Fortuna Jr.', with a stylized flourish at the end.

Carl P. Fortuna Jr.
First Selectman



PROPOSAL FOR

2023 Strategic Plan Focus for Mariner's Way

Town of Old Saybrook

SUBMITTED TO:

Selectman's Office
Town of Old Saybrook
302 Main Street
Old Saybrook, CT 06475
March 22, 2023

PRESENTED BY:



PO Box 3547
Saratoga Springs, NY 12866
518-899-2608
www.camoinassociates.com



March 22, 2023

Dear Selection Committee,

When I started my economic development career in the public sector, I often found myself paging through qualification responses like this one, looking for the right team that understood our needs and could offer the best solution. With that experience and perspective in mind, I hope we convey a few very important messages about our philosophy, experience, and approach.

- First, **every client, problem, and solution is unique**. We know this work, but also understand that your needs and objectives must be understood from the outset so that we can provide a comprehensive, tailored, and successful solution.
- Second, we believe that **meaningful community redevelopments** are critical to creating a sustainable economy, a healthy vibrant community, and sound fiscal conditions that **offer opportunity and prosperity for all**.
- Third, we absolutely love what we do and **care deeply about this work** and the people it impacts.

Since Camoin Associates began in 1999, our intent has not wavered—to support efforts like Town of Old Saybrook’s to create economic opportunity that allows individuals, families, and communities to prosper. During that time, we have completed over 1,600 projects in 45 states and the US Virgin Islands.

As a full-service economic development firm, we cover the gamut of representative work, including real estate market analyses, strategic plans, economic and fiscal impact studies, and business retention and attraction initiatives.

Our senior staff have decades of experience, including leadership at some of the top-performing economic development organizations in the country. We will bring this depth of experience to Town of Old Saybrook, taking a comprehensive look at the Town’s existing plans and strategies, economic composition in relationship to market trends, and redevelopment opportunities for Mariner’s Way. We will push the envelope to develop measurable strategies that build upon the existing plans of the Town. The result? A corridor that is more competitive for private investment, and thus, prosperity.

Dan Stevens, Director of Real Estate Development Services at Camoin Associates, will be directing this project and has led numerous real estate analysis and redevelopment plans across New England including communities in Connecticut. He is your main project contact and can be reached at dstevens@camoinassociates.com or (518) 899-2608.

Contact information for
Camoin Associates:
PO Box 3547
Saratoga Springs, NY 12866
Fax: 512-777-5045
Website:
www.camoinassociates.com

An overview of the proposal is as follows:

Budget: \$86,910

Schedule: All planning work will be completed within 8 months from kickoff meetings.

Key Staff: **Principal:** Dan Stevens

Data Advisor: Tom Dworetsky

Project Manager: Darrell Booker

Analyst: John Walker

Site Visits: 2

Thank you for considering our proposal. We hope to have the opportunity to share our expertise with you. Please note that we remain open to discussing the modification of our proposed scope and fee to best meet your needs and budget.

I can be reached at rcamoin@camoinassociates.com or 518-487-9587 if you have any questions.



Yours respectfully,

A handwritten signature in blue ink, appearing to read 'RCamoin', written over a light blue horizontal line.

Robert Camoin, CEcD

President & CEO



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STATEMENT OF EXPERIENCE

As the only full-service economic development consulting firm in the United States, with a long history in the northeast and Connecticut, Camoin Associates (Camoin) is well positioned to work with the Town of Old Saybrook on re-evaluating opportunities and market potential for Mariner’s Way. Our team will support the Town of Old Saybrook develop a nuanced and comprehensive understanding of the economic shifts that have taken place in and around Mariner’s Way and how that has impacted the Town’s environment for investment.

Beyond determining the factors impacting current economic conditions, our approach also examines what elements might affect future market environments so that the Town can strategically prioritize resources throughout the redevelopment process. Camoin Associates will combine the economic trends analysis with an understanding of your existing and potential development opportunities to establish a redevelopment plan that considers land use policy, infrastructure investment, and future capital projects for a highly implementable and actionable strategy that the Town can act on.

As a firm, we provide our clients with start-to-finish economic development services beginning with analyzing and identifying the economic environment, including diving into local real estate opportunities and challenges. We work with clients all over the country to determine which industries, sectors, and emerging opportunities are best suited for their region and craft redevelopment strategies that capitalize on existing assets and characteristics to attract companies and investment. Our work has led to billions in investment, thousands of jobs, and most importantly, improved success and clarity of approach for our economic development partners.

Camoin has extensive experience partnering with public and private sector clients in Connecticut communities. We pride ourselves in our knowledge of Connecticut, and our experience in the state delivering quality and innovative outcomes for our clients.



Town of New Milford	City of Bristol	Town of Cheshire	Town of Hamden
City of New Britain	City of Hartford	Town Simsbury	Town of Ridgefield
City of New Haven	Town of Putnam	Town of Manchester	City of Waterbury
City of Middletown	Town of Canton	Town of Suffield	City of Groton

WHAT WE DO



OUR BACKGROUND

Camoin Associates was founded by Robert Camoin in 1999 with a commitment to improve the economic well-being of communities. Along the way, we've completed over 1,600 projects in 45 states and the US Virgin Islands and helped advance prosperity for entrepreneurs, small businesses, multinational corporations, rural villages, cities, counties, and metropolitan regions. Today we are 27 highly skilled professionals who work diligently to analyze and understand data, build consensus, and creatively manage complex situations.



OUR APPROACH

We find simple and elegant solutions amidst complex realities. We know how to step into your position to profoundly understand your challenges before stepping back to assimilate a broad perspective. Along the way, we become your trusted adviser as we work together to answer perplexing questions and break through the obstacles that stand in your way.



OUR SPECIALTIES

We work with public officials to create and implement strategies and actions that improve the quality of life for communities, and we help business leaders and not-for-profit executives deal with tough issues. Simply stated, we stimulate investment.



- Strategic and organizational planning
- Industry and workforce analytics
- Economic and fiscal impact analysis
- Real estate development services
- Lead generation and business relationships
- Entrepreneurship and innovation

Economic development is a process that requires a comprehensive understanding and unique approach for advancing economic prosperity—that's what we do.



Daniel Stevens, AICP | *Director of Real Estate Development Services*

PROJECT ROLE: Principal

Dan brings a passion for real estate development to Camoin Associates and a belief in the transformative power of projects for communities of all sizes. His approach to development includes data-driven analytics, qualitative intelligence gathering, and implementing creative solutions. Dan enjoys working in challenging markets and with challenging properties to implement projects that beat the odds.

Dan leads Camoin Associate's Real Estate Development Services Team and founded the firm's Spatial Intelligence Program, which provides site selection and detailed geospatial analytic capabilities. His real estate work with the firm has included market feasibility studies for projects of all scales and market types, including major mixed-use, industrial building reuse, residential development, historic adaptive reuse, and commercial office and retail studies.

FEATURED PROJECTS

School Building Adaptive Reuse Feasibility Study | Middle Haddam Association | East Hampton, CT | The Middle Haddam school building fell into serious disrepair in this historic hamlet after an extended period of vacancy. In partnership with Crosskey Architects, Dan prepared a market feasibility analysis to identify viable reuses for the building that concluded a community recreation center or private/parochial school were the most feasible options to pursue.

Real Estate Development Services | Capital District Properties | Albany, NY | A major residential project was proposed for downtown Albany with new market-rate housing, and the developer needed market and economic impact services. Dan analyzed the city's real estate market and conducted an economic impact analysis of what the development would mean for the city in terms of new jobs and economic activity.

Waterfront Gateway and Revitalization Plan | City of East Providence, RI | Dan led the economic development component of the Watchemoket Square Waterfront Gateway plan for the city for an underutilized waterfront area crossed by a major bike path. The economic and market analysis revealed the area's potential as an arts and entertainment hub anchored by a new art and cultural facility that integrates existing industrial and residential uses into a vibrant gateway to the City's emerging waterfront district.

JOINED CAMOIN: 2014

YEARS OF EXPERIENCE: 13+

EXPERTISE

- Real estate market analysis
- Brownfield redevelopment
- Financial feasibility analysis and modeling
- Community planning and design
- Economic and fiscal impact analysis

AFFILIATIONS

- NAIOP Commercial Real Estate Development Association
- American Institute of Certified Planners (AICP)
- American Planning Association, Upstate New York Chapter

CAREER EXPERIENCE

- Redevelopment Specialist, Private Consulting Firm
- Economic Analyst for National NGO
- GIS Analyst

EDUCATION

- Master of Urban Planning, Harvard University
- B.A. Economics, Binghamton University



Tom Dworetzky, AICP | *Director of Research*

PROJECT ROLE: Data Advisor

Tom’s role at Camoin Associates focuses on harnessing the power of data to uncover economic development opportunities and measure the results of strategic implementation. As the leader of Camoin’s Data Team, he is well-versed in a broad array of economic data sources and methodologies that get to the core of critical research questions and produce insights that lead to action.

Having analyzed dozens of distinct industries across the economy, Tom is adept at leveraging industry research to inform economic development strategic planning initiatives. He has led and completed a variety of supply chain studies, economic and fiscal impact analyses, and real estate analyses. His work has included quantifying the impacts of complex policies and plans, building pro forma financial models for large development projects, and conducting regional and site-specific market analyses for a range of communities and use types.

As an AICP-certified planner with national experience in both real estate and land use planning, Tom brings expertise for tackling economic development challenges in communities with unique market conditions and land use challenges. He has a special interest in strategies for downtown revitalization and the positive economic impacts that reinvigorating historic town centers can have on communities. Taking a data-driven approach, Tom has advanced innovative, community-specific initiatives to spur revitalization through redevelopment, business attraction, adaptive reuse, and other creative methods.

FEATURED PROJECTS

1 Union Avenue/54 Meadow Street Market Demand and Feasibility Study | Hill-to-Downtown District, New Haven, CT | Tom acted as project manager and lead analyst on a market analysis for an underutilized, city-owned transit-oriented development site near Union Station in New Haven. Tom led the team in developing physical development concepts and programming for the site and modeled the financial feasibility and residual value of the city-owned land. The analysis informed the city of the proceeds it could generate from the land sale and the potential economic and fiscal impact of redeveloping the site.

Scarborough Downs Redevelopment Market Analysis | Scarborough, ME | Tom spearheaded a comprehensive real estate market analysis of the greater region to inform the types of development that would be best supported as part of this large-scale, mixed-use development project. The analysis included a detailed assessment of residential and commercial market trends, including an analysis of the scale and mix of use types needed to support the development of a new downtown district.

JOINED CAMOIN: 2014

YEARS OF EXPERIENCE: 10+

EXPERTISE

- Real estate market analysis
- Financial feasibility analysis and modeling
- Economic and fiscal impact analysis
- Supply chain analysis
- Targeted industry research

AFFILIATIONS

- American Institute of Certified Planners (AICP)
- American Planning Association, Mass. Chapter (MA-APA)
- Urban Land Institute (ULI), Boston/New England Chapter
- Massachusetts Economic Development Council (MEDC)

EDUCATION

- Master of City and Regional Planning, The University of North Carolina at Chapel Hill
- B.S. Business Administration, Questrom School of Business, Boston University



Darrell Booker | *Project Manager*

PROJECT ROLE: Project Manager

Darrell brings over a decade of economic development project management and banking experience to Camoin Associates. His career began in the banking industry where he focused on small business advisory and commercial lending.

Darrell then transitioned to economic development where he has experience working as a private practitioner at the local and regional level. As an economic development practitioner, he has been directly involved in the creation of more than \$286 million in capital investment and 800+ jobs.

Darrell holds double bachelor's degrees in finance and marketing from the University of South Carolina. He also completed the South Carolina Economic Development Institute on his way to earning the designation of South Carolina certified economic developer and holds a real estate license for the State of South Carolina.

FEATURED PROJECTS

Darrell recently joined the Camoin Associates team. His featured projects were performed in previous roles.

Pandemic Recovery Plan | West Piedmont Planning District Commission | Martinsville, VA | As project manager, Darrell worked with the West Piedmont Planning District to understand the region's existing economic condition and developed a strategic plan that focused on diversification of the region's economic base.

Strategic Workforce and Resiliency Plan | Greene County Economic Development | Xenia, OH | Darrell conducted stakeholder engagement sessions to gain qualitative data on the county's current workforce environment.

Opportunity Zone Playbook | Town of Wise, VA | As project manager, Darrell developed a step-by-step guide that the Town could use to attract investments in their opportunity zones.

Target Industry Analysis | Show Me Christian County | Ozark, MO | As project researcher, Darrell compiled quantitative data on the community's historical and present industry data to show the growth or decline of specific industries. Darrell also conducted a workforce analysis focused skillsets to identify any gaps in skills needed by targeted industries.

JOINED CAMOIN: 2022

YEARS OF EXPERIENCE: 10+

EXPERTISE

- Project management
- Strategic economic development
- Economic resiliency
- Target industry analysis
- Business retention and expansion
- Opportunity Zone investment

CAREER EXPERIENCE

- Community Development, CLIMB Fund
- Business Development Manager, ECS Limited
- Senior Project Manager, Southern Carolina Alliance
- Project Manager, Orangeburg County Development Commission

AFFILIATIONS

- South Carolina Economic Development Association (SCEDA)
- ULI South Carolina

EDUCATION

- Bachelor of Science in Finance, University of South Carolina
- Bachelor of Science in Marketing, University of South Carolina



John Walker | Analyst

PROJECT ROLE: Analyst

John brings a broad range of experiences to Camoin Associates—from analyzing the economic impacts of proposed highway expansions to forecasting commercial real estate market demand at the metro-area level. He has modeled commercial and residential construction activity based on economic and demographics drivers and projected technology spending and adoption at the industry level.

FEATURED PROJECTS

Urban Redevelopment Opportunity | Hartford, CT | John assessed the opportunities and challenges in development and rehabilitation of residential and commercial properties in North Hartford. He conducted industry, demographic and real estate analysis and authored report materials supporting further residential development and evaluating prospect other commercial activity.

College Based Retirement Community | Saint Joseph’s College | Standish, ME | John researched and authored report materials profiling the various business models of retirement communities and the economic and demographic factors influencing the industry. This focused specifically on University Based Retirement Communities (UBRC) and on the prospects for Saint Joseph’s to successfully develop such a facility. Considerations included the school’s ability to draw sufficient clientele from alumni and the surrounding community to make the proposed project financially viable.

Retreat Farm Impact Analysis | Brattleboro, VT | In support of the proposed purchase of cheese production facilities and added retail space, John evaluated the employment and income impacts to the community based on new construction activity, increased employment, and added visitors to the existing destination location.

Brownfield Opportunity Areas and Downtown Revitalization Initiatives | Upstate NY | For municipalities seeking to expand economic opportunities, John authored multiple industrial and demographic profiles and analyzed the potential for residential development and expansion of retail offerings.

JOINED CAMOIN: 2021

YEARS OF EXPERIENCE: 20+

EXPERTISE

- Economic and fiscal impact analysis

CAREER EXPERIENCE

- Economist, Dodge Analytics/McGraw-Hill
- Economic Development Analyst, Cambridge Systematics
- Market Analyst/Model Developer, International Planning and Research
- Operations Analyst, Syncsort

EDUCATION

- MA Economics, Northwestern University
- BS Economics and Statistics, University of Minnesota

WORK PLAN PROCESS, APPROACH AND TIMEABLE

We understand that the town has taken several steps within the last 10 years to address redevelopment and spur investment in the Mariner’s Way area. Those steps include adopting the Mariner’s Way 2014 PoCD Section and the Mariner’s Way 2017 Discovery & Action Plan. In 2019, the Town also established a TIF district to help spur development by strengthening the relationship between businesses, the community, and the regional economy. The Camoin team understands that the town would like to get a comprehensive understanding on the previous efforts that they have implemented and how the shifting economic environment has impacted the effectiveness of those plans. Existing plans highlight the need to create a community that has unique recreational amenities and attractive site location features for businesses looking to locate along the waterfront and tourist corridors of the town that include Route 1 East. By assessing relevant characteristics of the previous efforts, the Camoin team will build upon those elements to create a strategy that is built upon actionable items that are focused on creating economic prosperity for the town.



We will assign two Directors to work on this strategic plan. Dan Stevens, Director of Real Estate Development Services, will serve as the project principal and Tom Dworetzky, Director of Research, will serve as the data advisor and will create a tailored data plan for the Town of Old Saybrook. Dan and Tom both have more than 10+ years experience working on economic development and real estate development projects across the nation with numerous projects in the State of Connecticut.

Building off work that has been done in the town previously in combination with other regional and statewide initiatives, Camoin Associates will work closely with the project team to refine a scope of work, timeline, and engagement strategy that will align with your needs. This will include discussions about how best to facilitate meetings with community stakeholders, the types of strategies that have been tried in the past and level of success, capacity for implementation, and overall capacity for redevelopment.

Our approach to the project will respond to the detailed outline provided in the Request for Proposals, including:

- Exceptional project management to ensure the timeline of the project is met.
- Detailed research into the real estate make-up of the town, including identification of potential emerging opportunities and sub-sectors.
- Development of a clear, actionable redevelopment strategy for the town and stakeholders to use to move forward towards the vision for Town of Old Saybrook’s future.

1 | INITIAL MEETING & START-UP

We will begin the project with a virtual meeting between the Camoin team, and representatives of the Town of Old Saybrook ("Project Team"). The meeting will be designed to get a full understanding of the goals of the project, timeline, alignment with other simultaneous efforts, and critical stakeholders.

This meeting will establish the working relationship we will have with your team. At this meeting we will:

- Understand nuances and project background and review specifics of the project approach.
- Discuss expectations and desires surrounding stakeholder engagement.
- Develop a list of key stakeholders and partners for qualitative data collection.
- Discuss shared goals for the Mariner's Way area and the current barriers to achieving those goals.
- Agree upon project management protocols.

Camoin Associates will hold regular project management calls throughout the engagement to maintain the project schedule; we have found these project management calls are vital to ensure you are up to date on the project's progress. To streamline the focus of the calls, we will ask that the town designate representatives to be on the bi-weekly project management phone calls. We encourage the client to reach out to us with any questions or updates throughout the project between these calls.

DELIVERABLE | The team will help develop the foundation for a smooth working relationship and each person will be clear about what is happening, who to contact, and when to expect work products.

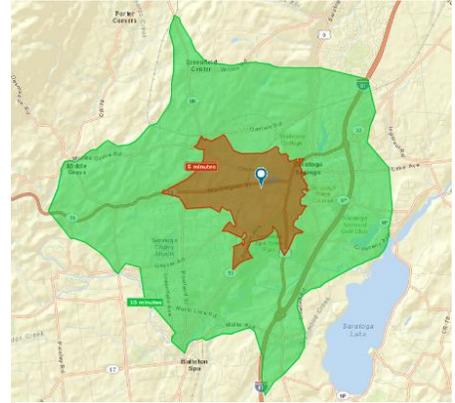
2 | BACKGROUND RESEARCH

Our team will review any relevant background documents and summarize the key takeaways that will inform the strategic plan. This will provide Camoin Associates with a deep understanding of existing economic, real estate, and related conditions in Old Saybrook. This work allows us to identify the connection between trends, challenges, and opportunities and lead to the establishment of strong foundation for the project understanding.

DELIVERABLE | The Camoin team will synthesize key findings from the background research and create a summary of the analysis.

3 | MARKET ANALYSIS

Our team will work with the Town to identify a primary and a secondary market geography for which to gather information. Our approach to defining the local and regional markets will be based on our understanding of two things: (1) the role of the Town in the regional economy, and (2) the current market activity in the Town. These two factors will determine the radius from which people will be drawn to the redeveloped sites within the Mariner’s Way. The Team will work with the Town to determine how best to define the boundaries, but it will likely entail using drive times for the retail market and MSA boundary for the employment/office market research. The Team will conduct research and provide the Town with a memo outlining our recommendations for the primary and secondary markets before proceeding with data collection.



Example of Local and Regional Trade Areas

Socioeconomic Characterization

After determining the primary and secondary market geographies, we will analyze socioeconomic trends within them to determine potential impact on the local economy. The analysis will evaluate changes in population, household type, age distribution, educational attainment, and household income. The analysis will consider recent trends (2012-2022) as well as five-year projections to 2028. This baseline information will be used to “set the stage” for additional analysis, as well as draw preliminary conclusions about existing and potential demand within the Mariner’s Way footprint.

Assessing the physical real estate within the region will help us determine the competitiveness of Mariner’s Way in various real estate market sectors, and further, refine how the study area can differentiate itself. It is critical to understand real estate market conditions, as market challenges can deter private investment in the types of development projects that could transform the area. The analysis will include a detailed data analysis complemented by interviews of local real estate experts, including commercial realtors, property owners, developers, brokers, etc.

Identifying Market Potential

Camoin will conduct a real estate market analysis to profile residential; office; flex/light industrial; and retail, restaurant, and entertainment trends in the region. The real estate market trends analysis will consider local and regional trends impacting development opportunities. The analysis of each use type will include the following components:

- Market Trends – National and regional real estate trends, including the impact of COVID-19 on specific factors that could influence development and market absorption
- Supply – Existing inventory in the Old Saybrook submarket and broader region, vacancy rates, pipeline development, lease rates, and rent growth
- Demand – Projected demand/absorption for the asset type over the next 5 years within the market and submarket (in units or SF)

Our approach to the market analysis will include an analysis of the following specific use categories:

RESIDENTIAL

The residential market analysis will require an assessment of the supply and demand by residential space type, including both for-sale and rental housing options. We will compile information regarding major trends (pricing, amenities, product type, demand) as well as demographic and industry shifts that may impact the redevelopment. The number, type, and price point of residential housing demand will be estimated based on our analysis of the following:

- Projected population growth
- Forecasted industry and job trends
- Commuting patterns
- Renter vs. Owner-Occupied Trends
- Household size and changing composition
- Age and income cohort changes

RETAIL, RESTAURANT, & OUTDOOR RECREATION

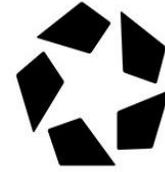
Camoin will complete a consumer spending analysis including compiling and analyzing retail sales and consumer spending data for the region. The analysis will consider the amount of sales leakage (i.e., the demand for goods and services not being met locally). The sales leakage data will be utilized to identify business opportunities and potential niche markets for the study area. We will also analyze local consumer segments and local consumer spending patterns and behaviors around outdoor recreation. The outcome of the analysis will be a projection of market supportable businesses and square feet by retail category over the next five years.

OFFICE

Camoin will examine economic data on the growth (or decline) of relevant industries in Old Saybrook and the surrounding region to determine demand for office space. To supplement the market analysis, Camoin will pull baseline economic data from our proprietary data source, Light cast (formerly EMSI), that will identify key sectors or industries that are particularly competitive in the region. As unique opportunities are identified, Camoin will dig deeper into building requirements, industry trends, and spatial and amenity needs. The outcome of the analysis will be a projection of the future demand for office and flex/light industrial space that could be supported at in the Mariner's Way area.

FLEX/LIGHT INDUSTRIAL

Using findings from trends in industrial space-utilizing industries and other data, we will show the demand for various industrial uses based on those that would be the best fit for the study area. The industrial/flex analysis will examine current absorption rates, vacancy trends, rental rates, and other key market metrics to understand current



CoStar Group™

Our Advantage. Camoin subscribes to CoStar's comprehensive database of properties and market analytics giving us unparalleled access to detailed information on properties and market trends in the greater market area, including real-time information on vacancy, rental rates, absorption, proposed and under construction projects, and other market intelligence.

market conditions and future development potential. Key industrial market opportunities and critical challenges will be identified such as availability or lack of shovel-ready sites, construction costs, burdensome approvals process, etc.

Camoin will use CoStar, the leader in commercial real estate data, to help identify real estate opportunities for development and redevelopment as they align with the region's target industries.

We will also benchmark Mariner's Way against competing commercial nodes in the region to understand the competitive advantages/disadvantages of the study area's market and private development potential. Key metrics for the assessment include property tax rates, land prices, commercial lease rates, retail spending power, development approvals process, local development incentives/resources, and others. The purpose of this assessment is to identify advantages that can be further capitalized upon and to identify disadvantages that can be mitigated to better attract private investment in real estate development, which will facilitate the recruitment of businesses in target industries.

DELIVERABLE | Information gathered from the market analysis will be used to create an interim analysis report that will be incorporated into the final report. The interim market analysis report will identify primary and secondary markets for residential, retail, restaurants, & outdoor recreation, office, and flex/light industrial real estate. The report will also include market trends and supply/demand analysis.

4 | ECONOMIC OPPORTUNITY STUDY

In addition to the market analysis findings, we will consider capacity, resources, and land use regulations in the Mariner's Way area to determine how opportunities can be leveraged.

CAPACITY AND RESOURCES

We will inventory resources available to support economic development in the town, including incentives, grant programs, loan programs, and others. We will also review the local and regional organizations for capacity to support economic growth in the town and ensure alignment with regional economic development studies and plans.

LAND USE AND ZONING

We will examine current land uses in the Mariner's Way area and how land use patterns have changed over time. The Town's existing land use and development regulations and processes will be reviewed to provide a foundational understanding of how the town is currently shaping new development. This review, along with stakeholder interviews will seek to understand if there are specific processes and regulatory hurdles that are currently constraining new investment and development projects. We will identify and propose policy initiatives to facilitate and incentivize economic revitalization in line with the goals of revitalization. This effort will be guided by input from the Town and the community engagement process.

ECONOMIC OPPORTUNITY STUDY

The report will present the market opportunities and constraints, considering the different factors impacting the area. We will succinctly identify the key market opportunities and the critical challenges and barriers that exist. This study will help determine how and what items in the 2017 Mariner's Way Plan may need to be adjusted so that the Town can make informed policy and investment decisions.

DELIVERABLE | We will create an inventory of resources available to support economic development, incentives, grant programs, and loan programs. The Economic Opportunity Study will establish the framework for strategy moving forward.

5 | PLAN COMPARISON AND ANALYSIS

Once the Market Analysis and Economic Opportunity Study has been completed, Camoin will produce a written analysis that creates a comparison of the 2017 Mariner's Way Plan to the updated data and analysis. Camoin will refer to analysis from task 4 to formulate suggestions about best practices for incentives, land use regulations, marketing, resources, and other relevant policies that will position the town to facilitate potential redevelopment opportunities.

The objective of this task is to ensure that the results of this process identify goals, objectives, and strategies that are consistent with, and build upon, efforts already underway and utilize the best available information for making sound decisions.

DELIVERABLE | We will provide a report that compares the 2017 Mariner's Way plan to data and analysis gathered in previous task. We will identify the greatest areas of change and work with the Town to determine how best to address these topics.

6 | COMMUNITY INPUT

Outreach Meetings

Camoin Associates will conduct 2 in-person stakeholder meetings to report initial findings for the market analysis, economic opportunity study and the analysis of the existing Mariner's Way Plan. These meetings may be digital or in-person depending on the preference and timing of the town staff. These will be interactive meetings where staff can ask questions, engage with the content, and help guide Camoin's approach to developing strategy.

Interviews

We will develop an interview protocol, approved by the Town, to guide the discussions and get input from the stakeholders. Stakeholders will include those:

- Property owners on Mariner's Way
- Tenants on Mariner's Way
- Relevant public and private agencies
- Influential others as identified by town's project team

We will look to the town to make connections with desired stakeholders and facilitate scheduling the community outreach meetings. We anticipate most of these meetings occurring digitally and can also plan for in-person work as needed. This on-the-ground perspective will reveal the relationships among property owners, tenants, developers, business owners, and other stakeholders and identify opportunities for private and public investment that cannot be identified solely through data analysis. Moreover, our stakeholder involvement will help create buy-in for the strategies developed in the plan.

DELIVERABLE | Information gathered from community input will be used to help form the final strategies of the report.

7 | PRESENTATION OF FINDINGS

Camoin will bring together all elements of the research and analysis into an executive summary that documents the path forward for Mariner's Way. This will include what land uses are best suited for the area based on market demand, approximately how much square footage, redevelopment or adaptive reuse opportunities and finally, defining the value proposition for Mariner's Way. This presentation will act as a natural segue to Phase II, where additional workshops will be held with Town staff to detail resources, funding and capacity for advancing the strategy.

DELIVERABLE | We will present an interim report of findings in a visually appealing version that includes an executive summary, charts, graphs, and narrative.

8 | ECONOMIC DEVELOPMENT STRATEGY (PHASE II)

WORKSHOP WITH STRATEGY FRAMEWORK

The market opportunities for Mariner's Way and the proposed updates to the 2017 plan will be evaluated with respect to community priorities and vision as well as for their alignment with the town's political leadership based on stakeholder interviews, public engagement, and our review of existing plans and studies.

We will also work to hold two workshops with Project staff, the Economic Development Commission, Zoning Commission and Planning Commission to come to a consensus on priorities, in public and private activities, and document the path to achieving those priorities. We will work with your team to document what resources are available or set aside for the future and determine how TIF can be used strategically.

FINAL STRATEGY

At this stage, we will synthesize all previous phases to develop a concise executive summary that will serve as an introduction to the 2023 Strategic Plan for Mariner's Way. We will write the executive summary for a general audience, use graphics where appropriate, and provide an electronic copy for review. We also welcome revisions based on comments received via email and during project management calls.

Camoin will develop a matrix-style summary of recommendations and strategies on how the Town can proactively engage with the public, private and non-profit sectors to achieve the redevelopment goals for Mariner's Way. The final plan will cover critical issues, such as the balance of use types, zoning, opportunities, and challenges.

Our team will provide recommendations on funding sources and strategies to implement the highest priority strategies, which may include additional sources for construction, private sector funding approaches (e.g., historic tax credits), and ongoing funding (e.g., ongoing sources of revenue). As part of this task, our team will also advise on public-private partnership and deal structuring for the Town to engage a private or non-profit sector partners.

DELIVERABLE | Input gathered from the workshops will be placed into a draft action plan matrix that will summarize recommendations and strategies.

9 | MATERIALS AND PLAN EXECUTION (PHASE II)

Marketing Materials

We will work with you to develop a tailored approach to your communications and messaging strategy that identifies the **Audience** (who is being targeted), the **Message** (what is being said), and the **Channel** (where it is being said). Promoting the findings of the market analysis or distinct opportunities within Mariner’s Way to a targeted audience will help to attract the appropriate investors in target sectors. Camoin will prepare 1-2 redevelopment visions as sell sheets, pictured right, for the Town to use as communication tools.

Request for Expression of Interest

A Request for Expressions of Interest (RFEI or sometimes referred to as REOI) is a formal solicitation to prospective partners for a redevelopment project aimed at developers, business owners, nonprofits, or other entities that would potentially partner with the Town to redevelop a portion of Mariner’s Way. The solicitation is typically less intensive than a full proposal and often requires a simple submission of 1-3 pages, which helps “cast a wide net” by not requiring a substantial investment of resources for a full proposal.

A RFEI does not commit the Town to selecting or contracting with a respondent. It is simply a tool to collect ideas and input for the reuse of the property and begin conversations with prospective partners. The Town may choose to enter into negotiations with a specific respondent and secure an agreement prior to commencing engineering studies and construction work but is in no way obligated to do so. The Town also has the option to move forward with construction and solicit bids/proposals upon completion of the project or engage a third-party partner in another way that it prefers.

The following tasks below document a complete RFEI process. Depending on the Town’s desired involvement of Camoin and available resources, we can either perform all of these tasks or any combination of them. Note the prices are provided for each particular step. The total fee for the RFEI process will appear in the budget.

1. PREPARE RFEI DOCUMENT

In this task, Camoin will prepare an RFEI document suitable for distribution to prospective purchasers/developers of Mariner’s Way. While we will work with you to determine appropriate content for the RFEI, the document will likely include the following at a minimum:

- Cover letter/letter of local support from town
- Property description and photo(s)
- Locator map
- Site details
- Overview of preferred concepts and vision
- General overview of available incentives
- Submission requirements and instructions
- Timeline and contact information

Redevelopment Vision:

800 Saw Mill River Road

CONCEPTUAL REDEVELOPMENT PLAN	PROPERTY OVERVIEW
<p>VISION</p> <p>The Village desires to see private redevelopment of this largely vacant retail plaza into an attractive mixed-use building with ground floor retail and upper floor residential units. The design should include minimal setback from Route 9A and improvements to the public realm.</p>	<p>DEVELOPMENT CONCEPT</p> <p>Total Development: 15,000 sq.ft., 3-stories Commercial : 4,500 sq. ft. leasable Residential: 8 market-rate or senior apartments (1 & 2-bedroom units) Rent Potential: \$370,000/year (\$31,000/month)</p>
<p>EXAMPLE IMAGES</p>	
<p>The Village commissioned a real estate market analysis and development strategy and is encouraging redevelopment of priority commercial sites in partnership with willing property owners to capitalize on identified opportunities and help achieve the vision for a vibrant downtown area and commercial corridors.</p>	
<p>Village of Ardsley 507 Ashford Avenue Ardsley, NY 10508 914-693-1550</p>	

Example site development profile

Camoin will prepare a draft RFEI outline for review and approval of the Town prior to preparing the draft RFEI. A draft RFEI will then be prepared for review, discussion, and refinement. It is anticipated that the Town will have proper legal review of the RFEI at this stage. A final REI will then be prepared for distribution.

Task 1 fee: \$4,000

2. ASSEMBLE MARKETING/DISTRIBUTION PLAN FOR RFEI

Based on the final preferred concepts, we will develop a marketing/distribution plan that will identify key target markets and priority/recommended distribution channels and methods. This task does not include distribution, which the Town may wish to handle or Camoin can assist with as a separate task (see task 3).

Task 2 fee: \$2,000

3. ASSIST WITH MARKETING AND DISTRIBUTION

Camoin will assist in the marketing and distribution of the RFEI, including the following activities:

- Draft press release
- List property on appropriate online listing sites (e.g., LoopNet)
- Provide contact information for relevant developers, businesses, and other appropriate entities (spreadsheet form).
- Other minor miscellaneous marketing and distribution activities as needed (e.g., social media graphic, etc.)

If more substantial marketing and distribution assistance is desired beyond the above items, such as direct calling, an additional scope and fee estimate will be provided.

Task 3 fee: \$4,000

4. RFEI EVALUATION AND VETTING

In this task Camoin will prepare an evaluation matrix summarize and compare responses. A memo will be provided along with the matrix that includes a brief description of each submission, key areas of similarities and contrasts, and recommendations for next steps. Includes review and evaluation of up to 8 responses. Includes regular communications and calls as necessary with the Town staff.

Task 4 fee: \$4,000

SCHEDULE

We propose to complete the project within eight months of the project kickoff meeting, as shown in the table below. Green dots indicate proposed site visits. We will confirm these dates with you upon contract execution.

Task		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Phase I									
1.	Initial Meetings & Project Start-up								
2.	Background Research								
3.	Market Analysis								
4.	Economic Opportunity Study								
5.	Plan Comparison & Analysis								
6.	Community Input								
7.	Presentation of Findings								
Phase II									
8.	Economic Development Strategy								
9.	Materials & Plan Execution								
<p><i>*Note that Task 9 will begin in November and be developed in the following months. An additional schedule will be negotiated at this point in the project.</i></p>									

PRICE PROPOSAL AND ESTIMATED COSTS

BUDGET

To complete the scope of work outlined above, we propose a total project fee of \$86,910. This includes our professional fee (staff time) and expenses, such as interview preparation, printing costs, and travel.

	Tasks	Fee
1.	Initial Meetings & Project Start-up	\$760
2.	Background Research	\$900
3.	Market Analysis	\$14,590
4.	Economic Opportunity Study	\$9,180
5.	Plan Comparison & Analysis	\$6,120
6.	Community Input	\$19,820
7.	Presentation of Findings	\$5,780
8.	Economic Development Strategy	\$11,760
9.	Materials and Execution	\$14,000
	Subtotal of hours per person	\$82,910
	Total Professional Fee	\$82,910
	Expenses	\$4,000
	Total Project Fee	\$86,910

PROFESSIONAL REFERENCES

Camoin Associates is at the forefront of the evolving practice of economic development, and we offer far more than the standard approach. For over 23 years, we've differentiated ourselves through our record of implementation, and implementation begins during planning. Our clients come out of our processes with the momentum and tools they need to advance their strategies, many of which are often underway by the time the final document is delivered. This is the result of our emphasis on an understanding of economic conditions and market trends that drive private development and industry investment, our **cultivation of economic development leadership** and capacity within the region, **purposeful and substantive stakeholder engagement**; and the fact that our plans are grounded in **detailed, place-specific analysis** informed by cutting-edge data resources.

WE UNDERSTAND AND ARE EXPERIENCED IN INDUSTRY AND REAL ESTATE DEVELOPMENT INVESTMENT AND ATTRACTION

As a full-service economic development firm, Camoin Associates also specializes in industry and business intelligence and attraction. We have worked with numerous regions and states covering all industry sectors. Using our industry and business intelligence we provide lead generation and prospect development-related services for business and investment attraction. With a clear understanding of targeted industries and a region's competitive positioning, our engagement professionals are armed with the business intelligence needed to generate leads and prospects.

WE DEVELOP AND INTEGRATE FINANCING TOOLS TO SUPPORT PROGRESS

Plans without actions matched by funding opportunities fail to get implemented and without implementation, there is no economic impact. Camoin Associates has worked with numerous regions and communities to develop strategies and actions that lead to securing needed funding and private investment. We understand federal and state funding processes for economic development and have successfully helped regions and communities secure these funds. We are also a leader in value-capture tools such as Tax Increment Financing to support development programs or master plans.

WE USE PROVEN STAKEHOLDER FACILITATION TECHNIQUES

We understand the challenges of keeping stakeholders engaged in a world of competing interests and limited time, and we use a range of proven facilitation and outreach techniques to obtain meaningful input. We will work with you to determine the best mix of techniques based on the size and diversity of your stakeholder groups, among other factors. Beyond meeting formats and tools, we help with developing newsletters, press releases, social media, and other content as appropriate to the project.

Cook's Corner Revitalization Plan

Town of Brunswick, ME

THE CHALLENGE | The Town of Brunswick is a fast-growing community on Maine's Midcoast about 30 minutes northeast of Portland. Within Brunswick, Cook's Corner is a vehicle-centric retail center that serves local and regional visitors with national and regional chains. As brick-and-mortar retail has evolved due to the dawn of e-commerce and various economic shocks in the last decade, lingering vacancies prompted the Town to take a public-private approach to envision the future of Cook's Corner.

THE SOLUTION | Although there had been previous visioning projects for Cook's Corner in the past, Camoin Associates designed a process that differentiated itself as a multi-disciplinary approach that drew support from a myriad of perspectives and was intentionally aligned with the Town's budgeting process. Looking at real estate market realities, public sector investments, and the values of the community helped direct the recommendations within the Cook's Corner Revitalization Plan. A vision for Cook's Corner was established, leading to three goal areas to work towards that vision. Elements of land use, Town policy, traffic planning and economic development programs were all incorporated into the final Plan, reiterating the importance of interdepartmental collaboration to achieve the vision for Cook's Corner.

THE IMPACT | As the Plan was adopted unanimously by the Town Council, the Economic Development Department took on the role of managing the implementation structure, which had been vetted and agreed upon by the participants in the planning process. This structure will enable work groups to tackle the actions that fit within their purview and collaborate as a large group as needed. The data within the Plan has been widely used by Economic Development and Planning Departments to vet incoming development applications and continues to be a daily resource tool.

Coverage of the Plan can be found **here**. Project website: <https://www.cookscornerrevitalization.com/>

CLIENT

- Town of Brunswick, ME

PARNTERS

- Gorrill Palmer Consulting Engineers Inc.

SERVICES

- Retail Market Analysis – Real Estate and Consumer Demand
- Financial Feasibility Analysis
- Community and Stakeholder Engagement – In person and digital
- Website Buildout
- Strategic Planning and Visioning
- Traffic Pattern Analysis and Buildout

Repositioning a Suburban Office Park for a New Era Chelmsford, MA

THE CHALLENGE | Built out piecemeal over the course of several decades in the mid-to-late 20th century, Chelmsford Cross Roads at Route 129 is a classic case of an aging American suburban office park. The park has endured chronic vacancy over the last decade, with the overall vacancy rate at 16% and office space vacancies at 28% in 2019. Over 800,000 square feet of space stood unoccupied.

THE SOLUTION | In order to attract new tenants, fill vacancies, and elevate the overall appeal of the park, the Town applied for and was awarded funding to achieve these objectives through MassDevelopment's Site Readiness Program. MassDevelopment retained a team led by Camoin 310 to undertake a study to help the Town understand the existing conditions and economic trends impacting occupancy and vacancy in the park and how best to position the park for future success. Camoin worked with the Town of Chelmsford to inventory and assess the large park. Our work involved identifying industry clusters that the Town can target to fill vacant space in the park as well as case studies of successful office park repositioning.

THE IMPACT | The Town of Chelmsford has begun implementation of Camoin 310's recommendations, working with individual property owners to bring about transformational development projects that introduce amenities to the park. The Town has reengaged Camoin to convene the park's many property owners and tenants to strategize around marketing and branding the park and conducting business attraction efforts.

CLIENT

- MassDevelopment

SERVICES

- Assessment of existing conditions
- Market analysis
- Industry cluster analysis
- Stakeholder interviews & engagement sessions
- Case studies
- Repositioning recommendations

Economic Development Strategy, Zoning Audit, & Opportunity Area Analysis

Town of Groton, CT

THE CHALLENGE | The Town of Groton’s strengths lie in large legacy companies and establishments that dominate its manufacturing industry, defense industry, and the biotech and life sciences industry. Referred to as the “Big 3” (Naval Base, Electric Boat, and Pfizer), these employers make up nearly 60% of the Town’s workforce. The lack of diversity in the local economy is a concerning situation because, as the Town has experienced in the past, when one of these Big 3 employers ramps up or down, a significant portion of the local economy is affected.

THE SOLUTION | The Town retained Camoin Associates and the engineering firm VHB to lead them through a dynamic, robust approach to strengthening Groton’s economy and boosting its tax revenues. The innovative approach included a review of current zoning regulations to simplify and streamline the development review process grounded in thorough market research and analysis of the local economy.

The marketing strategy for this project included website audit, cut-sheets for business attraction, eNewsletter, and social media.

THE IMPACT | After 24 months, the Town and its partners completed about 90% of the action items laid out in the implementation plan, including launching a new economic development website and establishing TIF districts in key opportunity areas.

CLIENT

- Town of Groton

SERVICES

- Real Estate Market Analysis (Retail, Commercial, Industrial)
- Economic Trends Analysis
- Public and Steering Committee Facilitation
- Land Use Policy Grounded in Market Research
- Marketing audit and strategy development

Mystic Education Center Redevelopment & Revitalization

Town of Groton, CT

THE CHALLENGE | The Mystic Education Center (formerly known as Mystic Oral School) is located at 240 Oral School Road and sits on approximately 77 acres of state-owned property with significant building assets. The property originally housed the Whipple School for the Deaf which moved from Ledyard to this location in 1872. In 1921, the State of Connecticut assumed ownership and supervision of the school. The state discontinued its usage in 1980 and the site has remained vacant since.

THE SOLUTION | The Town of Groton, determined to see the property but back into productive use, retained Camoin 310 to serve as advisors in the redevelopment process. As part of the redevelopment process, Camoin provided the Town with real estate market intelligence, marketing and communications support, and financial modeling.

THE IMPACT | With Camoin's support, the Town was able to attract significant interest from the development community to this important site. Since we started, there have been communications with over 50 developers and over 40 property showings. The preferred developer, Respler Homes LLC, is advancing a mixed-use development, called "Mystic River Bluffs," with a commercial hub and about 931 housing units. The project will bring young professionals, such as Electric Boat employees, to live in Groton. This project is meeting one of the overall goals of the Town's economic development plan – to attract more people that both live and work in Groton.

News: <https://www.theday.com/article/20210319/NWS01/210319328>

CLIENT

- Town of Groton, CT

SERVICES

- Real Estate Market & Reuse Potential Analysis
- Site Redevelopment Strategy
- Property RFP Process Advisement
- Public Engagement
- Site Marketing Strategy Development and Implementation Support
- Town's Advisor for Tax Increment Financing (TIF) Modeling & Negotiations with Developer

REFERENCES

Jonathan Reiner, Director, Planning and Development Services

Town of Groton, CT

Phone: 860-446-5980 | Email: JReiner@groton-ct.gov

Project: Mystic Education Center Redevelopment & Revitalization, TIF, strategic planning, market analysis

Sally Costello, Economic Development Director

Town of Brunswick, ME

Phone: 207-271-4051 | Email: scostello@brunswickme.org

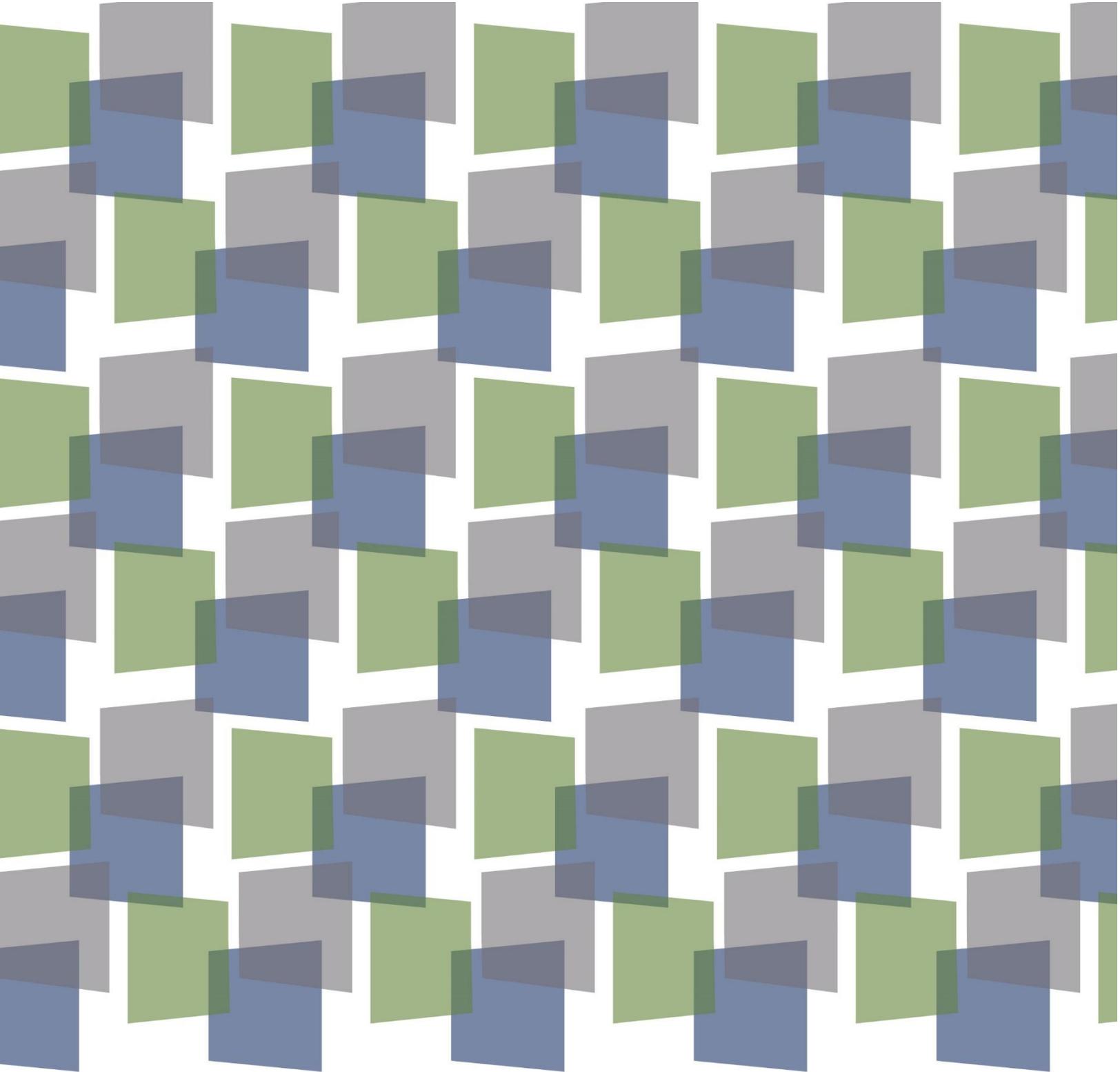
Project: Cook's Corner Revitalization Plan

Lisa Marrone, Director of Business Development

Town of Chelmsford, MA

Phone: 978-244-3303 | Email: lmarrone@townofchelmsford.us

Project: Cross Roads at Route 129 Business Park Repositioning Study



www.camoinassociates.com

Municipality	Population	Government Type	First Selectman	Mayor
Andover	3248	Selectman-Town Meeting	0.00	\$ n/a
Barkhamsted	3651	Selectman-Town Meeting	71,914.00	\$ n/a
Beacon Falls	6168	Selectman-Town Meeting	61,999.00	\$ n/a
Bethel	19802	Selectman-Town Meeting	109,600.00	\$ n/a
Bloomfield	21406	Council-Manager	n/a	0.00 \$
Branford	28111	Representative town meeting	105,788.00	\$ n/a
Brookfield	17133	Selectman-Town Meeting	117,880.83	\$ n/a
Burlington	9640	Selectman-Town Meeting	91,365.53	\$ n/a
Cheshire	29330	Council-Manager	n/a	n/a
Coventry	12439	Council-Manager	n/a	n/a
Danbury	85246	Mayor-Council	n/a	136,768.00 \$
Darien	21887	Representative town meeting	142,500.00	\$ n/a
East Hampton	12901	Council-Manager	n/a	n/a
East Lyme	18789	Selectman-Town Meeting	106,340.00	\$ n/a
East Windsor	11395	Selectman-Town Meeting	90,514.58	\$ n/a
Ellington	16195	Selectman-Town Meeting	91,112.52	\$ n/a
Essex	6588	Selectman-Town Meeting	97,613.00	\$ n/a
Farmington	25572	Council-Manager	n/a	n/a
Goshen	2888	Selectman-Town Meeting	77,623.00	\$ n/a
Granby	11357	Council-Manager	n/a	n/a
Greenwich	62855	Representative town meeting	152,952.00	\$ n/a
Groton (T)	39075	Council-Manager	n/a	n/a
Guilford	22283	Selectman-Town Meeting	117,017.18	\$ n/a
Haddam	8264	Selectman-Town Meeting	82,679.00	\$ n/a
Hampton	1844	Selectman-Town Meeting	38,853.00	\$ n/a
Hartford	123400	Mayor-Council	n/a	0.00 \$
Harwinton	5452	Selectman-Town Meeting	85,000.00	\$ n/a
Hebron	9507	Selectman-Town Meeting	n/a	n/a
Kent	2800	Selectman-Town Meeting	75,961.00	\$ n/a
Killingworth	6401	Selectman-Town Meeting	79,671.00	\$ n/a
Litchfield	8168	Selectman-Town Meeting	85,528.56	\$ n/a
Manchester	57932	Council-Manager	n/a	3,000.00 \$
Marlborough	6397	Selectman-Town Meeting	n/a	n/a

Meriden	59927	Council-Manager	n/a	16,788.00	\$
Middlebury	7725	Selectman-Town Meeting		78,443.00	\$ n/a
Montville	19149	Mayor-Council	n/a	80,000.00	\$
Morris	2277	Selectman-Town Meeting		57,643.00	\$ n/a
Naugatuck	31461	Mayor-Council	n/a	101,951.09	\$
New Britain	72710	Mayor-Council	n/a	99,026.00	\$
New Haven	131014	Mayor-Council	n/a	134,013.00	\$
New London	27072	Mayor-Council	n/a	110,000.00	\$
New Milford	27099	Mayor-Council	n/a	103,503.00	\$
Newtown	27965	Selectman-Town Meeting		113,069.00	\$ n/a
North Stonington	5270	Selectman-Town Meeting		50,000.00	\$ n/a
Norwalk	89005	Mayor-Council	n/a	166,838.00	\$
Norwich	39470	Council-Manager	n/a	45,000.00	\$
Pomfret	4167	Selectman-Town Meeting		56,781.00	\$ n/a
Portland	9360	Selectman-Town Meeting		84,769.00	\$ n/a
Putnam	9357	Selectman-Town Meeting	n/a	47,427.10	\$
Redding	9233	Selectman-Town Meeting		130,841.62	\$ n/a
Salisbury	3623	Selectman-Town Meeting		87,969.00	\$ n/a
Simsbury	24952	Council-Manager		0.00	\$ n/a
Somers	11106	Selectman-Town Meeting		93,280.00	\$ n/a
Stafford	11949	Selectman-Town Meeting		75,000.00	\$ n/a
Stamford	130824	Mayor-Council	n/a	191,449.00	\$
Stratford	52345	Mayor-Council	n/a	123,000.00	\$
Suffield	15698	Selectman-Town Meeting		111,392.56	\$ n/a
Thomaston	7602	Selectman-Town Meeting		68,055.00	\$ n/a
Union	839	Selectman-Town Meeting		23,304.00	\$ n/a
Warren	1410	Selectman-Town Meeting		59,341.00	\$ n/a
Waterbury	108629	Mayor-Council	n/a	136,341.00	\$
Weston	10331	Selectman-Town Meeting		52,000.00	\$ n/a
Wilton	18581	Selectman-Town Meeting		120,000.00	\$ n/a
Winchester	10739	Council-Manager	n/a	1,500.00	\$
Windham	24686	Council-Manager	n/a	5,000.00	\$
Windsor	28898	Council-Manager	n/a	0.00	\$
Windsor Locks	12554	Selectman-Town Meeting		103,950.60	\$ n/a

Woodbury

9557 Selectman-Town Meeting

86,105.00 \$ n/a
