

**Appendix A
Correspondence
and
Selected Committee Minutes**

Comments from Businesses and Public

Input from local business owners, obtained by Cindy Fortner:

Ms. Gail Wipfler, Manager, Citizen's Bank, Gales Ferry Branch -

Ms. Wipfler would like to be able to safely cross Route 12 as well as walk down to the Gales Ferry Drug/Subway plaza. Due to safety concerns, most employees of the Citizen's Bank plaza drive to local businesses rather than walk. She believes that there is a big problem with traffic on Route 12 and has witnessed many car accidents that have occurred in front of Citizen's Bank. She believes that there should be no access to Route 12 from Hurlbutt Road. Ms. Wipfler also stated that she believes that Citizen's Banks would be interested in participating in town improvements.

Mr. Robert Barnett, Chiropractor, Citizen's Bank Plaza -

Dr. Barnett would truly like to be able to walk around town. He finds the Gales Ferry downtown area unfriendly to walking traffic and is supportive of walking trails in the downtown area. Dr. Barnett also wondered if the Gales Ferry School could be used as a larger Gales Ferry Library. He suggested that the many classrooms would be good work areas for groups of older students working together on projects.

Mr. Lenny Clymer, Pharmacist and owner Gales Ferry Drug -

Mr. Clymer believes that the "Gales Ferry business district" needs to be defined and named. Parameters must be decided. He believes that the town must give this area an identity (he suggested a catchy, attractive name) in order to make it more marketable.

Ms. Charlene Johnson, Manager, Gales Ferry Subway

Ms. Johnson would like to see an attractive outside eating area, along Route 12, for her customers.

Resident and Tri-Committee comments from the September 25, 2000 presentation made by Professor John Alexopolus of the University of Connecticut School of Agriculture:

- 1) Gales Ferry Village is not discernable from Route 12.
- 2) How can the village be introduced as the Gales Ferry Center at Route 12?
- 3) Roadside parking lots in front of buildings may be necessary for safety reasons (visibility).
- 4) The State of Connecticut does not maintain its right of way on either side of Route 12 now, so who will pay for design and tree line aspects recommended in the Route 12 study?
- 5) How can property owners be asked to fund proposed changes? They can not be forced to follow the new guidelines. If the findings of the study are incorporated into the Plan of Conservation

- and Development, new developers and existing owners may see what is possible and be encouraged to follow guidelines. If the Zoning Commission also devises new Design District guidelines, the guidelines can contain the actual regulations for new developers to follow.
- 6) Support was expressed for making Route 214 a scenic road. Voluntown was able to get part of Route 49 designated as a scenic road.
 - 7) How can traffic be slowed down on Route 12 in Gales Ferry center-- does the Town have the authority to set speed limits? No, speed the regulated by the State of Connecticut.
 - 8) What changes are proposed for the North and South ends of Route 12? The study seems to focus upon the Gales Ferry Village.
 - 9) When CT DOT starts working on the Christy Hill/Route 12 intersection, is it possible to obtain improvement in the area of Kartway? DOT does pretty much what it wants to, so the best way to "influence" DOT is to develop a personal relationship with individual personnel in DOT; e.g., the First Selectman of Brooklyn was able to stop DOT from putting in a four-lane highway on Route 6. A local Chamber of Commerce might be an avenue for local businesses to cooperate to resolve issues.
 - 10) To save tree canopy along Military Highway (proposes scenic road) locate the projected bikeway on private property side via an easement.

Correspondence with Town Agencies and Groups

Letter dated June 8, 2000

Re: Rt. 12 Advisory Tri-Committee soliciting ideas and recommendations from various Town committees, commissions and boards

Tom Reynolds, Chairman
Ledyard Board of Education
4 Blonders Boulevard
Ledyard, Ct. 06339

Michael W. KcKechney, President
Gales Ferry District
53 Hurlbutt Road
Gales Ferry, Ct. 06335

Sondra S. Deeds, Chairperson
Parks and Recreation Commission
4 Blonders Boulevard
Ledyard, Ct. 06339

Jean Frances Scialabba, Chairperson
Library Commission
Bill Library
Ledyard, Ct. 06339

Dennis W. Sindel, Chairman
Ledyard Community Center Building Committee
27 Overlook Road
Gales Ferry, Ct. 06335

An example of the letter is attached

Appendix B

**Guidelines
for
Tax Abatement and Tax Incentives**

Guidelines for Tax Abatement and Tax Incentives

Overview:

The Town of Ledyard adopts these Guidelines for Tax Abatements and Tax Incentives for developers and businesses to use when petitioning the Town for tax relief. The Town of Ledyard desires constructive land and property improvements and economic development; viewing tax abatements and tax incentives as a means to achieve growth that is consistent with the Town's character. When approving the tax relief requests, the Town of Ledyard desires linkage to specific development or other improvements that are viewed as enabling development or additional improvements.

In developing these guidelines, a balance between obtaining development benefiting the town and fairness to all Town of Ledyard taxpayers must be achieved. It is understood that a variety of tax relief modalities exist and that individually or together they can be adapted to individual circumstances. Development that may enable other desired economic growth or generate long term growth receives high consideration.

Guidelines:

These guidelines are proposed as a means to help business developers and property owners, as well as Town commissions, determine the types of tax relief that will be considered. The guidelines are not a specific criteria for tax abatement or tax incentives. Business developers and property owners may also propose tax consideration or request assistance not included in these guidelines. The guidelines are not binding and the town may opt to reject proposals that meet the guidelines.

Modernization projects that enable business growth and have an economic life of more than 15 years are eligible for relief are given high consideration. Facade and grounds improvements that improve the appearance of the site and would tend to enable development consistent with the town's character are also given high consideration.

Tax abatements and tax incentives consistent with Connecticut State Statues will be considered. Those allowed under Connecticut General Statue 12-81 are directly applicable. When proposing tax relief developers should consider real and personal property tax exemptions including:

- a) Up to 100% for 5 years on newly acquired and installed machinery and equipment eligible for 5-7 year depreciation. State Statutes 12-81 (72) and 12-94b,c.
- b) Up to 100% for inventories. State Statutes 12-81 (50) (54) and 12-95a.
- c) Between 30-100% from the increased assessment for personal property for manufactures and 20-50% for eligible real property improvements can be offered by towns for 2 to 7 years, depending on the investment amount. State Statues 12-65b,h.

- d) Up to 100% for unbundled software, machinery and equipment that will be exempt under State Statute 12-81(72) once installed and used. State Statutes 12-71 and PA 99-272 section 3, 12-71.
- e) Up to 100% for 5 years on new commercial motor vehicles weighing over 26,000 lbs. that are used to transport freight for hire and, as of 10-1-2000, on all new commercial vehicles weighing over 55,000lbs. State Statutes 12-81 (74), 12-94b,c and PA 99-280, section 1, 12-81 (74).

Additional guidance can be obtained at the State of Connecticut web site

<http://www.state.ct.us/ecd/cttaxinfo/>

Process:

Based upon the guidelines, above, tax incentives and/ or abatements will be reviewed and negotiated between the Town of Ledyard Economic Development Commission and the developer or property owner, and submitted for approval to the Town Council based upon linkage to or the agreed upon investment in the community.

From the execution of the abatement to the end of the agreement, taxes shall be payable as follows: (1) the value of ineligible property shall be fully taxable; (2) the base year value of existing eligible property as determined each year shall be fully taxable; and (3) the additional value of eligible property shall be taxable in the manner agreed upon.

Process to Obtain Tax Abatement or Assistance:

1. Business developers and property owners should work with the Economic Development Commission to develop specific tax abatement or Town sponsored development or site improvement assistance. Each proposal should contain the following:
 - a) An outline of the project. The outline shall consist of: 1. general description of the new improvements to be undertaken; 2. descriptive list of the improvements for which an abatement is requested; 3. list of the kind, number and location of all proposed improvements of the property; 4. map and legal description of the property; and 5. schedule for undertaking and completing the proposed improvements. In the case of modernization or site improvement, a statement of the assessed value of

the facility separately stated for real and personal property shall be given for the tax year immediately proceeding the application. The application form may require financial and other information the Town deems appropriate for evaluating the project and the financial capacity of the applicant.

- b) Benefit of the project to the Town (i.e. Does the project potentially enable other development? Is the development proposed consistent with surrounding development?),
 - c) Specify the abatement (amount and duration) and development considerations that would justify approval of the abatement,
 - d) Define the Town sponsored development assistance and its cost,
 - e) Estimate the time required for the Town to recover its investment, and
 - f) Estimate the long-term financial benefit to the Town.
2. The Economic Development Commission will consider the request (tax abatement or Town sponsored development assistance) using the guidelines outlined above. If deemed appropriate, the Economic Development Commission will forward the proposal to the Ledyard Town Council. If rejected, the proposal will be returned to the applicant with Economic Development Commission comments and recommendations.
- a) The Town Council will consider submitted each tax abatement proposal and if approved, forward it to the Mayor and tax collector for reduction in tax collection.
 - b) The Town Council will consider submitted economic development assistance proposals and if approved, will allocate funds or seek financing (i.e. bonding) for the project. If appropriate, the Town Council will appoint a Building Committee.
3. Unless specifically renewed, these guidelines will expire on June 30, 2005.

Appendix C

STATE OF CONNECTICUT DEVELOPMENT GRANT FOR THE ROUTE 12 CORRIDOR IN LEDYARD, CONNECTICUT DRAFT PROPOSAL

**STATE OF CONNECTICUT
DEVELOPMENT GRANT
FOR THE
ROUTE 12 CORRIDOR IN
LEDYARD, CONNECTICUT
DRAFT PROPOSAL**

**Prepared by:
Advisory Route 12 Tri-Committee**

December 4, 2000

C-1

Background

The Town of Ledyard is a residential town that prides itself on its rural character, historical heritage, and having quality schools. Its citizens are largely employed in the surrounding towns and cities in the pharmaceutical industry, defense industry, serve in the Navy, or are employed in the resort industry, including the Foxwoods Casino. Retired military personnel also comprise a significant sector of the population. At public meetings, Ledyard citizens have expressed the desire for the town to remain a safe rural community and wish to encourage business development that blends well with the community and improves the quality of life for all. The Town of Ledyard is a community where family values, local culture, historical heritage, and the environment are respected and protected.

The State of Connecticut benefits from two casinos in the area that provide revenue to the State of Connecticut with little of the revenue shared by the Town of Ledyard. In fact, the Town of Ledyard is affected by the Foxwoods and Mohegan Sun casinos and will be further impacted by development at the former Norwich State Hospital and at other local Native American reservations being considered for recognition. The Mashantucket Pequot Tribal Nation's Foxwoods Casino, which opened in February 1992 and has an average of 55,000 patrons visiting each day, currently has over 5,000 slot machines, over 1,000 hotel rooms, a large theater, and nearly 20 restaurants. The 1990 Gaming Compact between former Governor Weicker and the Mashantucket Pequot Tribal Nation (MTPN) that permitted the Foxwoods development did not require Mashantucket Pequot Tribal Nation to directly compensate the host town for impacts. Most of the revenue that the State of Connecticut derives from the compact (a percentage of slot machine revenues) is allocated elsewhere in Connecticut. Since most of the Foxwoods development is located on federal trust lands, local property taxes paid by the Mashantucket Pequot Tribal Nation do not provide the Town with the resources that would be needed to improve the Town economically. The former Norwich Hospital is located along the Thames River and on Route 12, north of Ledyard. When operated as a

hospital, the traffic and infrastructure impacts to Ledyard were not as significant as are the impacts that can be expected when the waterfront property and the buildings are reused for residential, commercial and/or educational uses. Traffic along Route 12 through the Gales Ferry Village section of Ledyard will increase, potentially changing the character of the area. Since the Norwich Hospital site is not in Ledyard, Ledyard will be unable to obtain revenue from the property to help defray the cost of its impact upon the Town of Ledyard. The Town of Ledyard has examined the Route 12 corridor in Ledyard and desires to position itself to benefit from development at the area casinos and at the former Norwich Hospital. With its relatively small tax base and high residential property taxes, investment by the Town into the infrastructure that would enable the Town to position itself to attract the type of development that would benefit the Town and area would put an unrealistic tax burden on the residents of Ledyard. In light of the revenue that the State of Connecticut receives from the resort casinos in the area, a development grant to allow the Town of Ledyard to compete for businesses entering the area and maintain Ledyard's rural and historic charm appears warranted. The following is an outline of projects that the Town of Ledyard deems appropriate for such a grant.

Ledyard, with a population 17,000, derives most (86%) of its annual revenues from residential homeowners and has a very small commercial and industrial tax base. As a residential town, Ledyard places a high value upon the Town's schools and continues to place school expenditures as a high priority, recently approving construction of a new grammar school. During development of its fiscal budget, the Town annually debates the need to obtain a competitive tax rate and provide quality education. The Town also realizes its municipal obligations and has recently finished construction of a water pipeline along Route 12, is building a new Emergencies Services Center, and is in the process of purchasing land along the Thames River that will be developed into a park.

Because of the lack of an adequate commercial or industrial tax base, Ledyard is, however, unable to develop the infrastructure or provide publicly supported amenities that would help Ledyard develop economically. Ledyard, particularly along the Route 12 corridor in Ledyard, must cope with the diminished quality of life that is, and will be further aggravated by:

- a. development at the former Norwich State Hospital,
- b. the tremendous increases in traffic along local roads and state highways,
- c. deteriorating roadway infrastructure, and
- d. increased policing and emergency services costs.

The Town of Ledyard desires to develop economically so that it can better support its school and municipal obligations.

The development outlined below is consistent with the “Ledyard Plan of Development”, adopted by the Town of Ledyard and “Conservation and Development Policies Plan for Connecticut 1998 – 2003”, prepared by the Office of Policy and Management, State of Connecticut.

Overview

The review of the Route 12 corridor in Ledyard indicates that maintenance of the rural character and historic heritage, and responsible development of commercial sites along Route 12 are jeopardized by development in the area that the Town of Ledyard is unable to leverage for its benefit. This review has identified needs that would enable development along Route 12 and maintain the Route 12 corridor in Ledyard as an asset to the area. If these needs were funded in a timely manner, they would, however, place an unrealistic tax burden upon the Town.

The topography along Route 12 in Ledyard, wetland, ledge and other difficult site-specific considerations, typically encumber development of sites, making development

further limiting business development. To help bring the revenue ratio more in line with state averages (60% residential and 40% commercial/ industrial) and to maintain the rural character and historic heritage along Route 12, the Town of Ledyard realizes that a haphazard approach to capture potential consumers will have limited success and will be ultimately undesirable to the citizens of Ledyard. To pursue development the Town sees the need to:

- a. extend the Town's sewage disposal and water system,
- b. accommodate the additional traffic,
- c. keep the area as an environmentally desirable by retaining or creating "green belt" areas, and
- d. improve sites to allow them to be competitive with sites sponsored by the State of Connecticut in New London, CT.
- e. extend the "New England Village" character to the east side of Route 12 and to the north and south of the existing Gales Ferry Village.

Unattained Revenue and Impact

To help put this grant request in perspective, the revenue that would enter the Town of Ledyard if the Resort Casino and some of the Tribal property were taxable can be calculated as follows:

The Foxwoods Casino, at 4,500,000 sq. ft and at \$120 per sq. ft. would be valued at \$540,000, 000. At 70% assessment, it would have an assessed value of \$378,000,000. Multiplying the assessable value by the 1999/2000 Town of Ledyard mil rate of 29.95 would equal \$11,321,100 in additional property tax revenue to the town. Adding to this, 335 vehicles with a value of \$4,972,560, multiplied by 70% and 29.95 (mil rate) would equal \$1,042,497 in additional property tax revenue to the town. The revenue that would be associated with homes in Ledyard that have been taken into trust is valued at \$1,807,346 in additional property tax revenue to the town (\$8,620,780,

multiplied by 70% and 29.95 (mil rate). These items would add \$14,170,943 additional property tax revenue to the town, which is more than a third of the 2000/2001 budget, proposed for the Town. This is substantially less than the \$614,488 per year that the Town receives from the Pequot Fund.

While the State of Connecticut has agreed to compensate the Town for land within the Settlement Boundary that is annexed by the MPTN, the Town's local property tax base may continue to erode as a result of annexation outside of the Settlement Boundary. The likelihood of continued annexation, and subsequent loss of taxes from casino-related development located on these tribal properties, leaves Ledyard potentially unable to support maintenance of essential services to Town residents, or casino patrons and casino employees who travel roads in Ledyard daily. Foxwood's gross revenues are over \$1 billion annually; little of which has trickled down to Ledyard. The Federal Impact aid to schools and the Pequot Fund provide the Town with a projected \$942,071 yearly revenue.

Grant

To allow the Town of Ledyard to develop a tax base that can generate the revenues needed to support the Town, maintain the rural and historic character along Route 12, and meet growing community needs, the following are proposed:

- a. Provide sewage disposal along Route 12 from the Groton/Ledyard line to the Preston line with service to Dow Chemical Allyn's Point Facility and sites along Route 214 near Route 12.
- b. Provide water and sewage disposal along Route 214, with service to residential homes in that vicinity.
- c. To preserve the character of the Gales Ferry Village, realign Route 12 to accommodate additional traffic generated by the former Norwich State Hospital.

- d. Extend the 440 volt, 3 phase electrical power along Routes 12.
- e. Extend ISDN communication lines along Routes 12.
- f. Create a village center at Route 12 and Gales Ferry Village intersection.
Interconnect the retail shops, residencies, historic sites and parks.
Improvements could include:
 - i) Sidewalks and colonial style street lights,
 - ii) Development of a park at the former Gales Ferry School site, and
 - iii) Development of a setting that is conducive to Farmer's Market, art shows, music concerts, craft fairs.
- j. Construct Community Center as a means to attract business and to an amenity to attract workers to the area.

Water and Sewage Disposal

The Town of Ledyard has recently completed a waterline along Route 12 from the Groton/Ledyard town line to the Ledyard/ Preston town line. Private developers have noted that municipal water and sewage disposal are highly desirable, especially when surrounding Towns and cities readily provide such services. Ledyard sees the need to continue public water service across Town, along Route 214 which intersects Route 12 and provide sewage disposal along Routes 12 and 214 with processed waste water outfall to the Thames River. The water and sewer system would support development already existing along Route 12.

Realign Route 12 to Accommodate Additional Traffic

To contend with additional traffic along Route 12 and ensure that the Gales Ferry Village retains its New England charm, realignment of Route 12 is proposed to incorporate access roads and green belt buffers between Route 12 and the Gales Ferry Village.

Access roads are needed to allow visitor and local traffic easy, slow speed access to shops, homes and parks in the Gales Ferry Village. The access road would link retail shops along both sides of Route 12 with a green belt between the access road and Route 12. Incorporation of sidewalks, stone walls, lampposts and a park within the grammar school site that the Town plans to replace with new construction at another site in 2002. These features are needed to ensure the businesses along Route 12 can remain viable and that the area remain attractive economic development.

Power and Communication Infrastructure

Business development along Route 12 requires 440 volt 3 phase electrical power and ISDN communication lines be extended into Ledyard. These services exist in neighboring towns and can be extended into Ledyard.

Gales Ferry Village Green

The Town is building a new grammar and will relinquish the Gales Ferry School which is located along Route in the Gales Ferry Village. The site could support a green and commercial and/or municipal use. Additional improvements to this site could:

- a. include sidewalks and landscaping,
- b. be bounded by stonewalls (which are somewhat a Town signature)
- c. better incorporate the antique one-room schoolhouse that resides near the grounds,
- d. connect portions of the Green with nearby Gales ferry Library, and
- e. accommodate Farmer's Market.

Improvements outlined above would create the desired "destination" feature that is needed for the area and provide the small amenity needed to attract shoppers to retail shops.

Community Center

In response to desires elicited from town wide surveys, the Town has chartered a Community Center Building Committee to develop plans and determine costs for a Community Center. Plans for the Community Center include an activity spaces, gymnasium, and pool and are designed to be an asset to the community that would attract clients to a business and retail center. The Community Center is included in this proposal because it is envisioned to be an enabler for retail business by attracting clients to retail area. Additionally the Community Center would also be an asset that will attract workers to the area.

Summary

The following summaries the items listed above and includes detailed planning efforts needed to add necessary architectural and engineering for each item.

Category	Item
Water and Sewage Disposal	
	Sewer connection from Southern end of Route 12 to Groton facility <ul style="list-style-type: none"> • 4,500 ft forced main • Pumping station
	Sewer connection from Ledyard Center to Thames River outfall along Route 214
	Waste water treatment plant
	Water service from Ledyard Center to Route 12 along Route 214 from Ledyard water facility
Realign Route 12 to Accommodate Additional Traffic	
	Realign Route 12 through Gales Ferry Village
	Access roads
	Green belt
	Sidewalks, lamp posts, stone walls etc.
	Complete water front park with links to Gales Ferry Village
Power and Communication Infrastructure	
	440 volt 3 phase electrical power along Routes 12 and 214
	Extend ISDN communication lines along Routes 12 and 214
Gales Ferry Village Green	
	Complete sidewalks in Town Center linking Ledyard Center Design District
	Improve Gales Ferry School site, remodel as a Town Green
Community Center	
	Land acquisition
	Building construction

The Town of Ledyard desires to proceed with these necessary improvements within the next two years and desires design grants in fiscal year 2000 totaling \$1,000,000 to develop architectural drawings and engineering specifications for these projects.

Appendix D

Route 12 Traffic Statistics

Note: The points and data on Figure 9 of this appendix correspond to points on the spread sheet and traffic volumes at selected locations.

D-1

D-2

D-3

D-4

D-5

D-6

D-7

Appendix E

An Example of a Blighted Building Ordinance

Part of Appendix A

Selected
Advisory Route 12 Tri-Committee
Meeting Minutes