



August 27, 2019

BUILDING CONNECTIONS
Thames Street Promenade
GROTON CT

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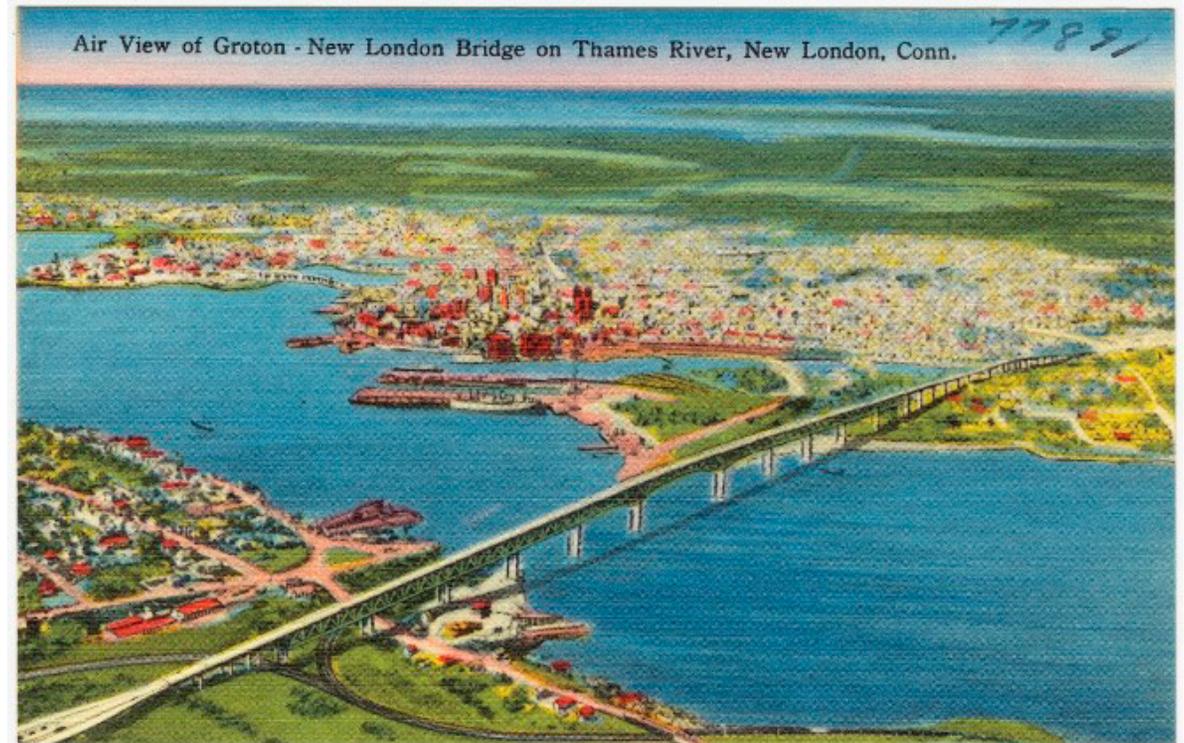
THAMES RIVER INNOVATION PLACE



Acknowledgments

Table of Contents

Executive Summary	5
Key Findings	13
Stakeholder Input	27
Recommendations	29
Conclusion	45
Appendix	47



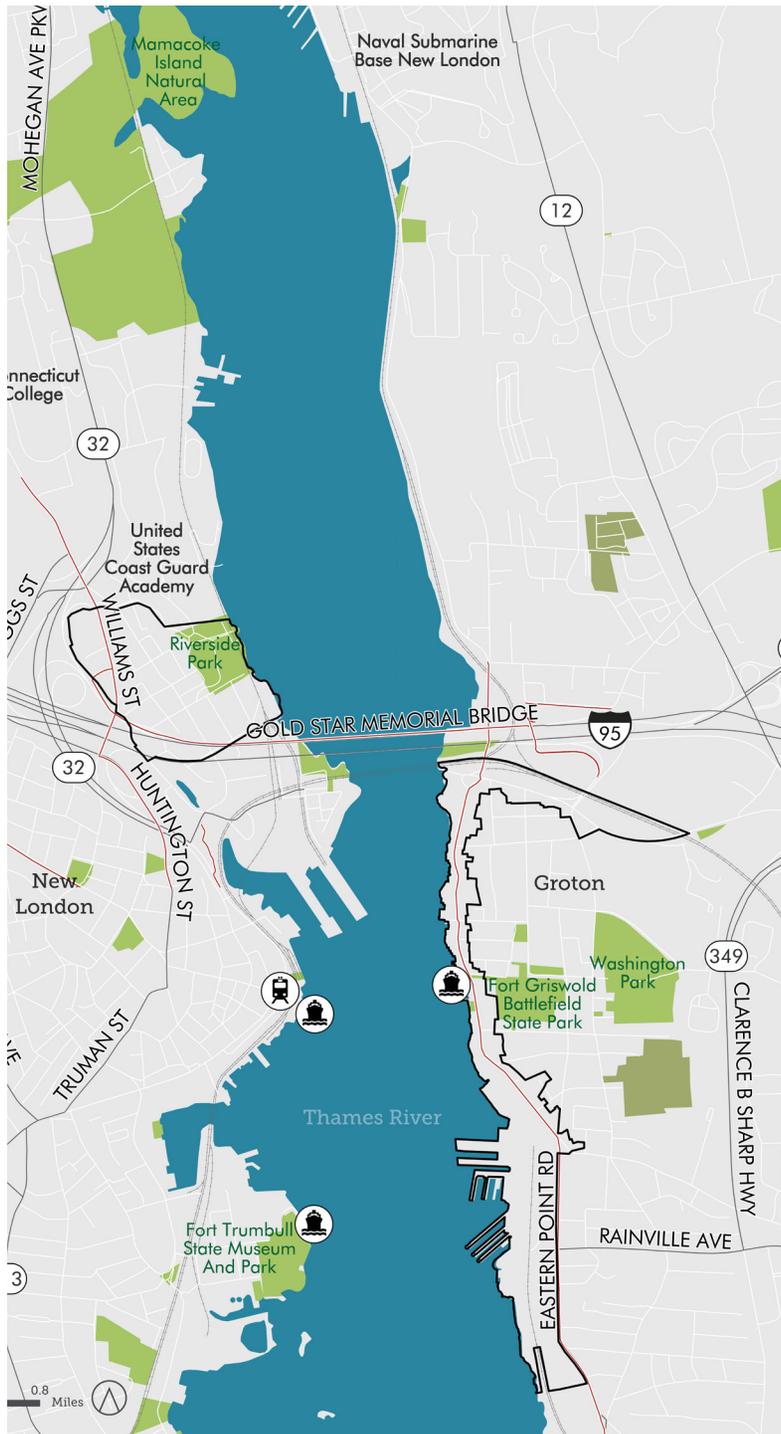
Executive Summary

Purpose

In the Fall of 2018, the Cities of Groton, CT and New London, CT - under the umbrella of the Thames River Innovation Places - hired Ninigret Partners (NP) to prepare a redevelopment analysis and plan for two study areas: the Thames Street/Bridge Street area of Groton and the Hodges Square neighborhood in New London. Ninigret Partners was selected via a rigorous RFP process, out of a pool of 10 respondents. The original RFP can be found in the appendix of this document.

Although the Thames Street Promenade and Hodges Square Neighborhood are linked by their proximity to each other and the Thames River multi-use path, the challenges facing each community are unique.

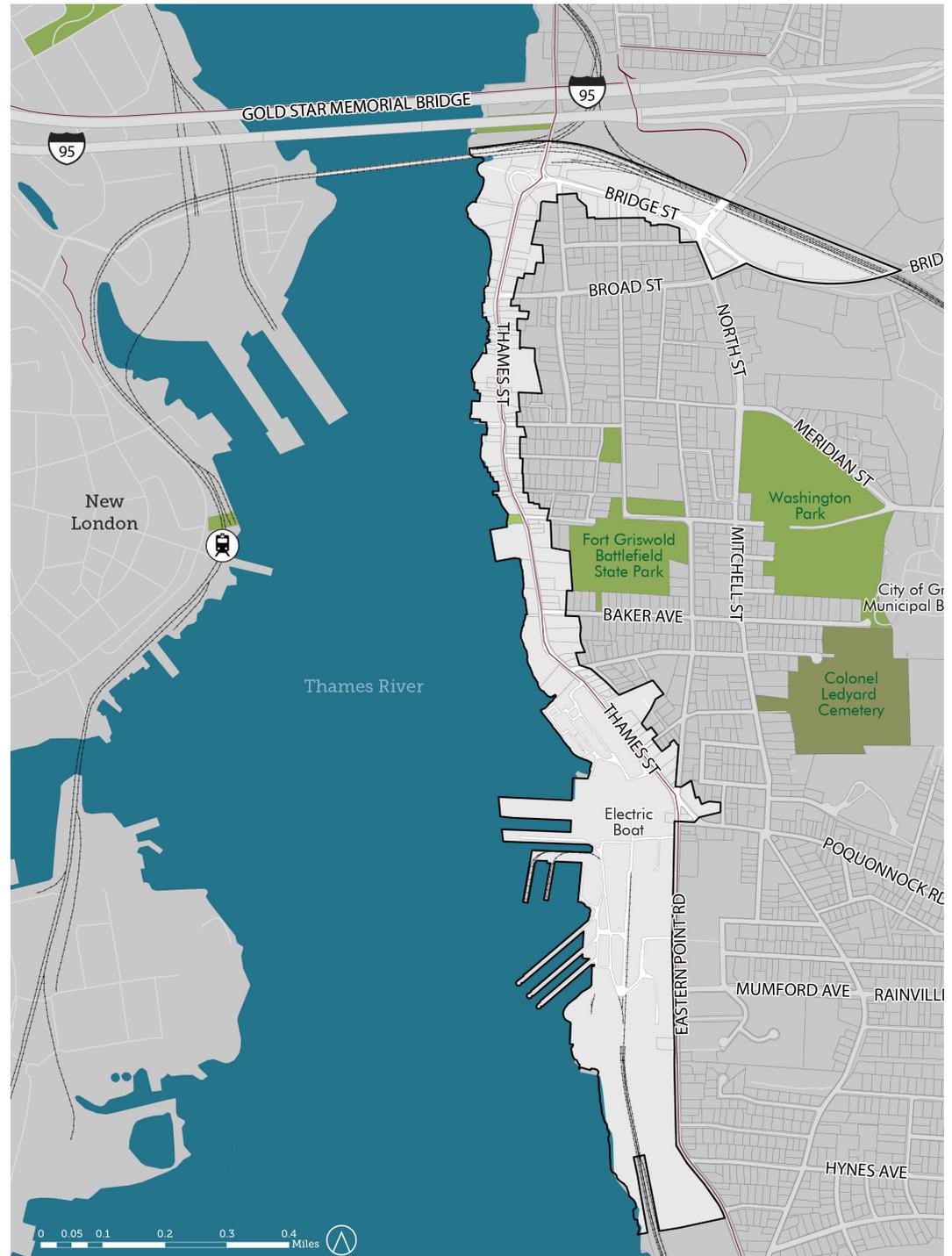
The goal of this study was to produce a high-level, policy-oriented document that would guide future action in the two study areas, while reserving some of the funding for the implementation of select near-term recommendations. The plans would provide conceptual-level strategies for strengthening the sense of place and vitality of each area, and would outline real estate and physical improvement recommendations that would serve as a guide for future investment in the two communities. To that end, this plan has identified several strategies that have low barriers to entry - meaning they can be acted upon quickly, with low cost and relative ease. However, many of these strategies will require more in-depth study to understand exactly how they might be implemented.



Study Area

Thames/Bridge Street has historically been the gateway to the City of Groton, and cultural, social and economic heart of the City. Bounded by the Thames River to the west, I-95 to the north, and Electric Boat to the south, the area is home to the Groton Bank Historic District, which is listed on the National Register of Historic Places. It is surrounded by a mix of commercial and residential land uses, has numerous historic buildings, and picturesque views of the river.

The Thames Street Promenade Study Area includes all the parcels on Bridge Street, starting at the intersection of Bridge and the I-95 ramps, and extending west towards Thames Street. It then continues down Thames Street, to the southern edge of the Electric Boat property. This area is referenced as the Thames Street Action Area in the City of Groton's Plan of Conservation and Development. (See page 10)





Assets

The Thames Street Promenade Study Area has many assets that make it a desirable location for future community investment:

- Thames Street runs parallel to the Thames River, providing ample opportunities for access to and views of the waterfront.
- The span of Thames Street stretching from Bridge Street down to Poquonock Road is scaled for easy pedestrian access.
- Multiple historic structures give the area a quintessentially quaint New England feel. Additionally, the area has several historically significant assets including Fort Griswold Battlefield State Park, the Avery-Copp House and the US Submarine Veterans of WWII National Memorial East.
- The area sits near two major employment centers: Electric Boat and Pfizer Groton.
- A variety of existing local business provide the bones needed to build a vibrant future commercial corridor.
- Multiple underutilized properties provide opportunities for future development.

The recommendations and strategies found in this report focus largely on enhancing, protecting and promoting these existing assets in order to strengthen the character and vibrancy of Thames and Bridge Streets.

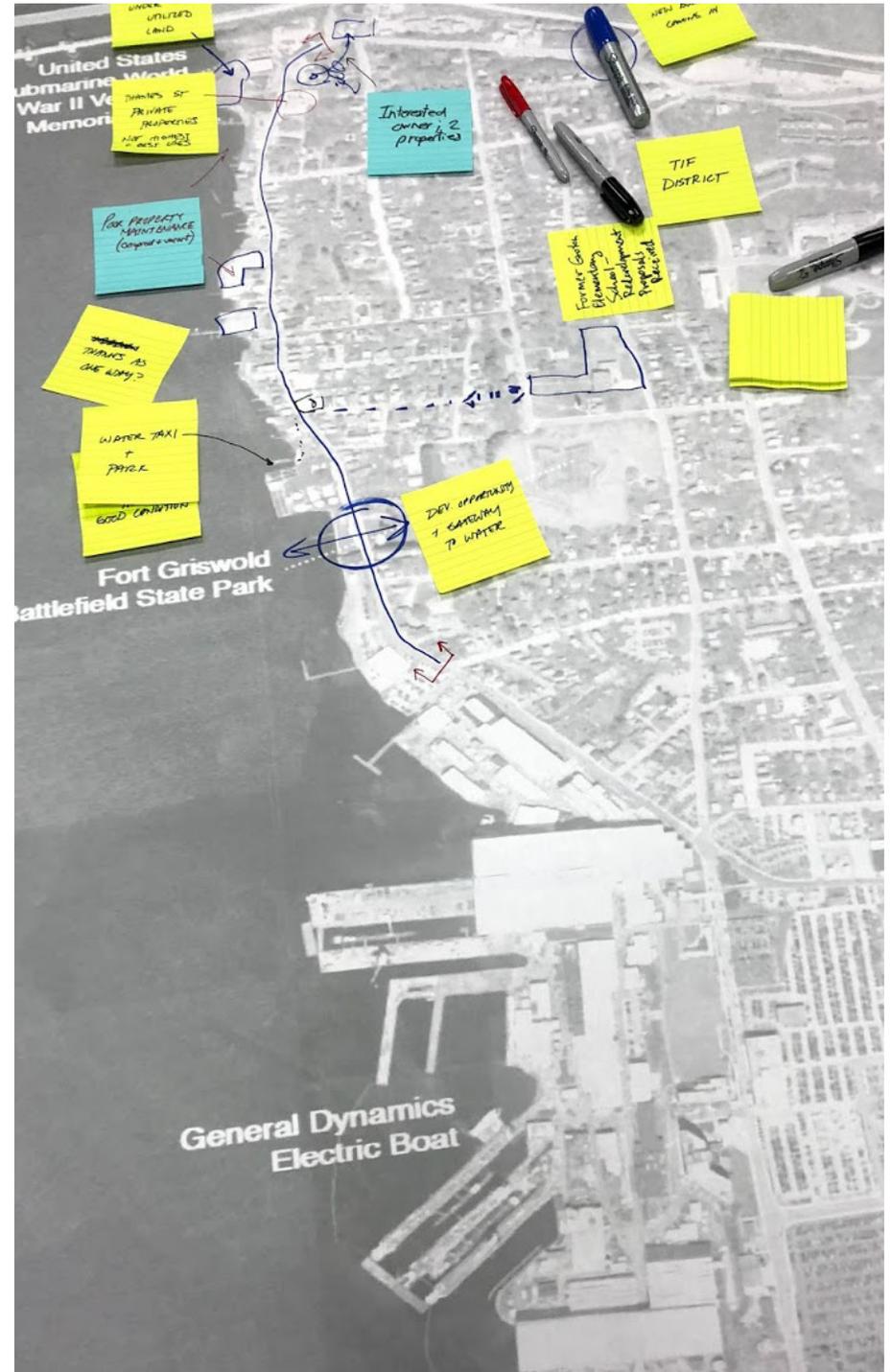
Methodology

The NP team and Thames River Innovation Places used an iterative process to develop this plan, collecting primary and secondary research through a variety of means, interviewing stakeholders, holding a open-house public workshop and conducting an online survey. The NP team conducted primary research by visiting the study areas to observe the physical conditions and characteristics, and performed a parcel-by-parcel survey of each area to confirm City-provided GIS data on land use, occupancy and ownership.

NP conducted interviews with key stakeholders from the community, in order to understand what the community's priorities were and what they perceived the major issues to be. Interviewees included local officials, business and property owners and community members.

The primary research was then supplemented with secondary research, as the team reviewed census data, real estate market data, QCEW data, LAUS data, FEMA data and NOAA data on existing conditions in each city. Population projections were also reviewed. This research provided contextual understanding of how the study areas compared with their larger communities. A presentation of these base conditions was presented to the project teams in the spring of 2019. The Base Conditions presentation can also be found in the appendix.

Finally, an open house-style public workshop and online survey were conducted, providing feedback from the larger community on their priorities and concerns.



Key Findings

The primary and secondary research elicited several key findings regarding what is happening in the study area, as well as in the larger context of Groton:

- 1 There are a variety of uses and a range of parcel sizes along Thames and Bridge Streets.
- 2 Vacant and underutilized parcels are concentrated around the intersection of Upper Thames and Bridge Streets.
- 3 Environmental factors impact the feasibility of redevelopment along portions of Thames Street.
- 4 The economy is recovering steadily with moderate growth
- 5 Demography creates challenges to driving growth.
- 6 For commercial development, it is cheaper to buy than to build.
- 7 Residential housing values and rents have improved and there is limited available supply.
- 8 Changing the Thames Street traffic flow creates a number of considerations.
- 9 Adequate parking exists, but it is often privately owned, not always visible or lacks immediate proximity to visitors' destinations.
- 10 To encourage development, a number of zoning changes need to be considered including modernizing the multi-family housing site requirements, addressing parking, and rezoning Upper Thames and adjacent areas to Electric Boat.



Additionally, findings from the stakeholder input indicated the following top three priorities:

- A Preserve the historic core of Thames Street, but improve walkability and access to waterfront.
- B Explore potential for development of riverwalk and docks at waterfront.
- C Improve Thames Street - "walkability and vibrancy".

2019 POCD

As part of the research process, NP referred to the City of Groton's Plan of Conservation and Development (POCD), which identifies the Thames Street Action Area as a primary area for investment. The plan outlines several strategies to strengthen and enhance Thames Street:

Overall

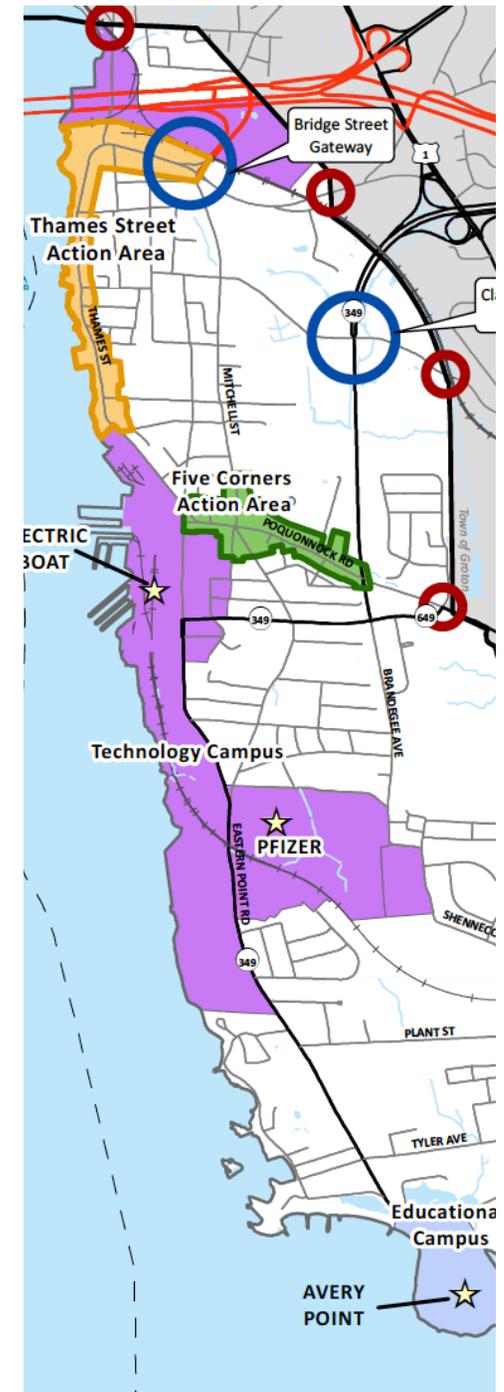
- 1 Continue to strengthen the vibrant mixed-use nature of the Thames Street area.
- 2 Continue to maintain and enhance the "sense of place" along Thames Street including use of the "village district" provisions in the Zoning Regulations and design guidelines.
- 3 Continue planning for the Thames Street area (including regionally supported redevelopment) in order to promote the desired outcomes.

Private Investment / Development

- 4 Continue to promote development which contributes to the overall vision for the Thames Street area and is consistent with the historic character and scale.
- 5 Encourage or require private development to interconnect parking areas behind buildings and underneath buildings on the downhill side of Thames Street.

Public Investment / Actions

- 6 Continue to upgrade the physical environment of Thames Street (paving, sidewalks and streetscape).
- 7 Consider using "tax increment financing" as a way to pay for public investments on Thames Street which will spur appropriate private development.
- 8 Address future parking needs in the Thames Street area by:
 - Providing on-street and off-street parking facilities to meet current and future needs.
 - Investigating other ways to maximize parking opportunities in the Thames Street area, including investigating one-way traffic flow.
- 9 Consider acquiring strategic parcels in the Thames Street area for public waterfront access and parking.
- 10 Seek opportunities to create a public boardwalk along the Thames River, north of Electric Boat.
- 11 Seek ways to simplify traffic circulation on Thames Street and deter truck traffic (except local deliveries).



Thames Street Action Area from 2019 POCD

Strategies

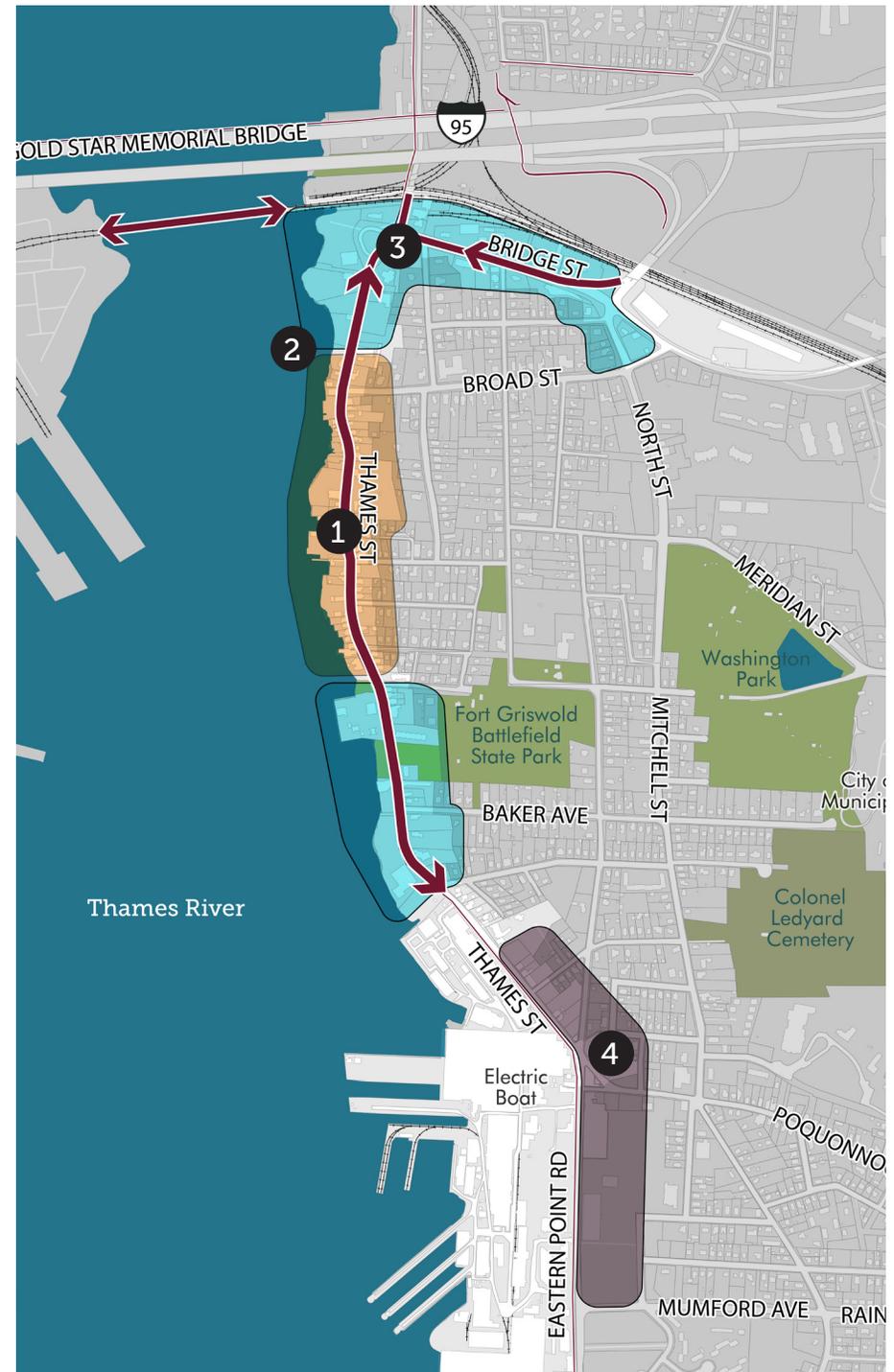
A number of activities are underway to move the Thames Street Action Area 2019 POCD concepts toward key next steps. These include:

- TIF District Master Plan hearing on Sept 3rd
- Resiliency planning
- Parking Study (Police)
- New ED Position to coordinate activities

These are important first steps and lay the ground work for an improved Bridge Street / Thames Street area. However, revitalizing Thames Street and maintaining its viability over time requires a series of strategies that will add more population, create incentives for property owners to redevelop their properties, and enhance the draw to the area..

A number of these strategies are consistent and supportive of the Thames Street Action Area components of the 2019 POCD. Suggested strategies from this study include:

- 1** Leverage Thames Center to maximize its value as walkable historic coastal village feel.
- 2** Enhance the waterfront to Become an amenity that can draw people to Thames Street.
- 3** Concentrate denser development at Upper Thames Street/ Bridge Street to take advantage of the topography, parcel sizes and limited flood zone issues.
- 4** Create a buffer area around Electric Boat to enhance security and create a potential expansion zone for suppliers and EB itself.



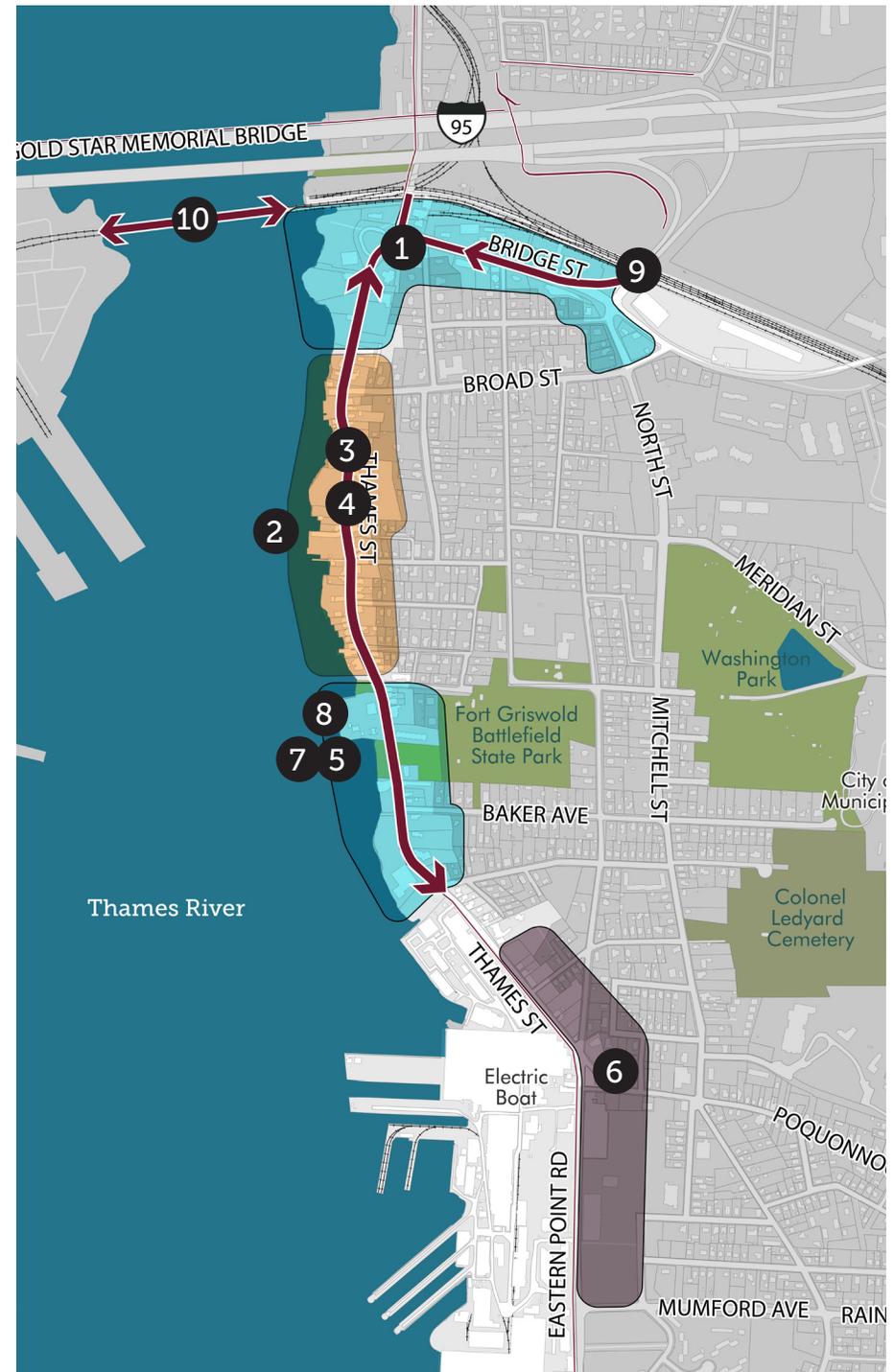
Potential Actions

Near-Term Specific Concepts

- 1** Best development opportunity based on parcel size, site control, flood zone (requires re-zoning).
- 2** Potential floating boardwalk or docks, will require coordination with DEEP.
- 3** Area for historic preservation, storefronts, pedestrian-friendly attractions, select infill development, and water access.
- 4** On-street parking option, paint cross walks.
- 5** Create municipal parking lot as a transitional strategy.
- 6** Create buffer zone around EB through zoning mechanism.

Long-Term Concepts

- 7** City-own land could be opened up to stronger development opportunity if item 8 below occurs.
- 8** Relocate water treatment plant out of flood hazard and sea level rise zones.
- 9** Improve gateway into district & bike access to Gold Star Bridge Path.
- 10** Create cantilevered bike path beside rail bridge.

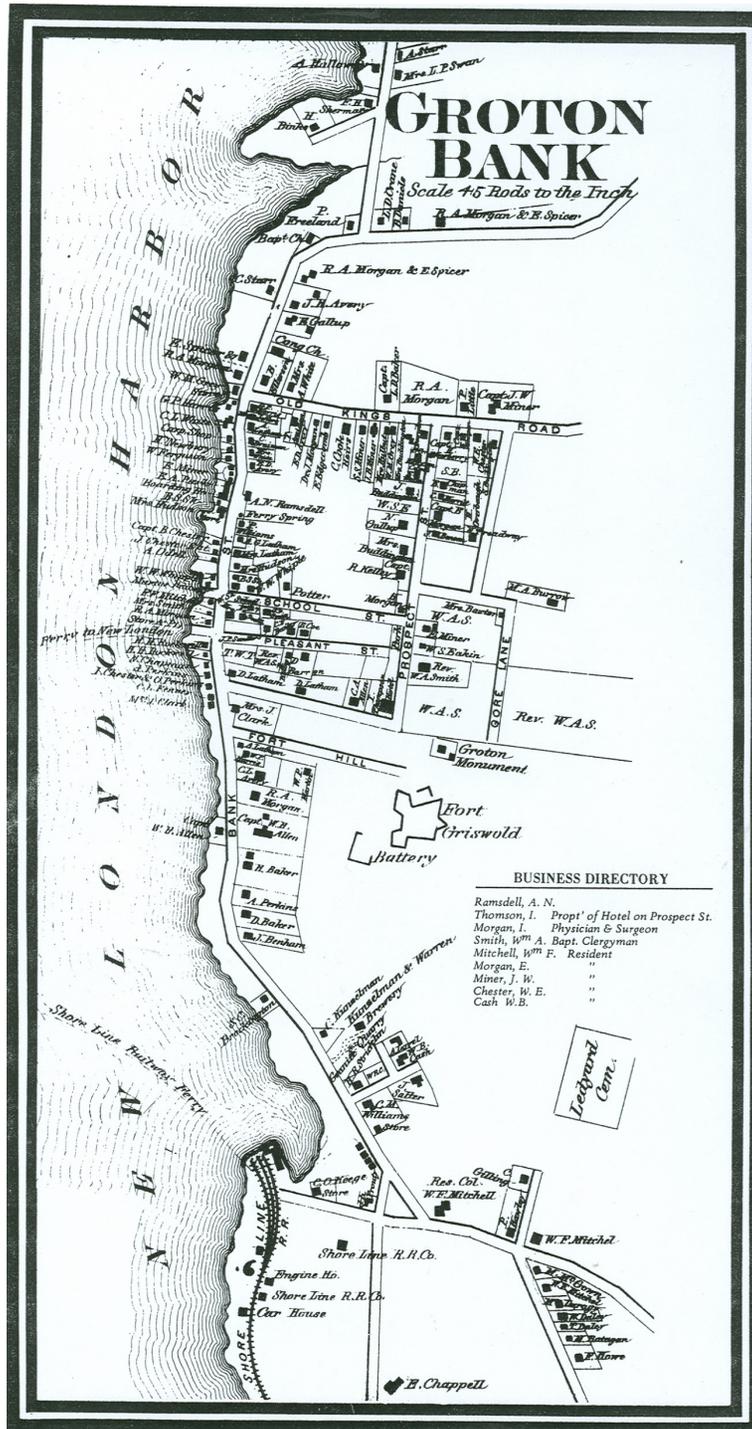


Key Findings

Overview

Dating back to 1655, Groton Bank and Thames Street has undergone several evolutions. With Electric Boat, it continues its legacy as a hub for shipbuilding. Historically, Thames Street has served as the downtown for the City of Groton, replete with shops and small businesses. However, changing lifestyles, demographics and a myriad of other dynamics have caused the City's historic core to suffer from disinvestment. There is an opportunity to re-energize the center of the City through a focused effort of thoughtfully preserving what makes it great while enhancing its potential through a series of targeted interventions.

In order to understand how the area functions today, the NP team first conducted an on-the-ground assessment to observe the physical conditions and characteristics. Second, the team performed a parcel-by-parcel survey to confirm City-provided GIS data on land use, occupancy, and ownership. It used this information, in combination with secondary sources such as population, real estate, and employment data, to develop a baseline set of conditions and findings.



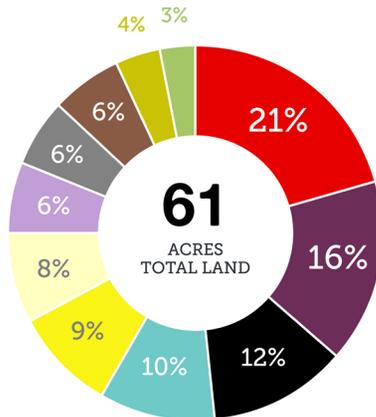
There are a **Variety of Uses and a Range of Parcel Sizes** Along Thames and Bridge Streets.

Land Use

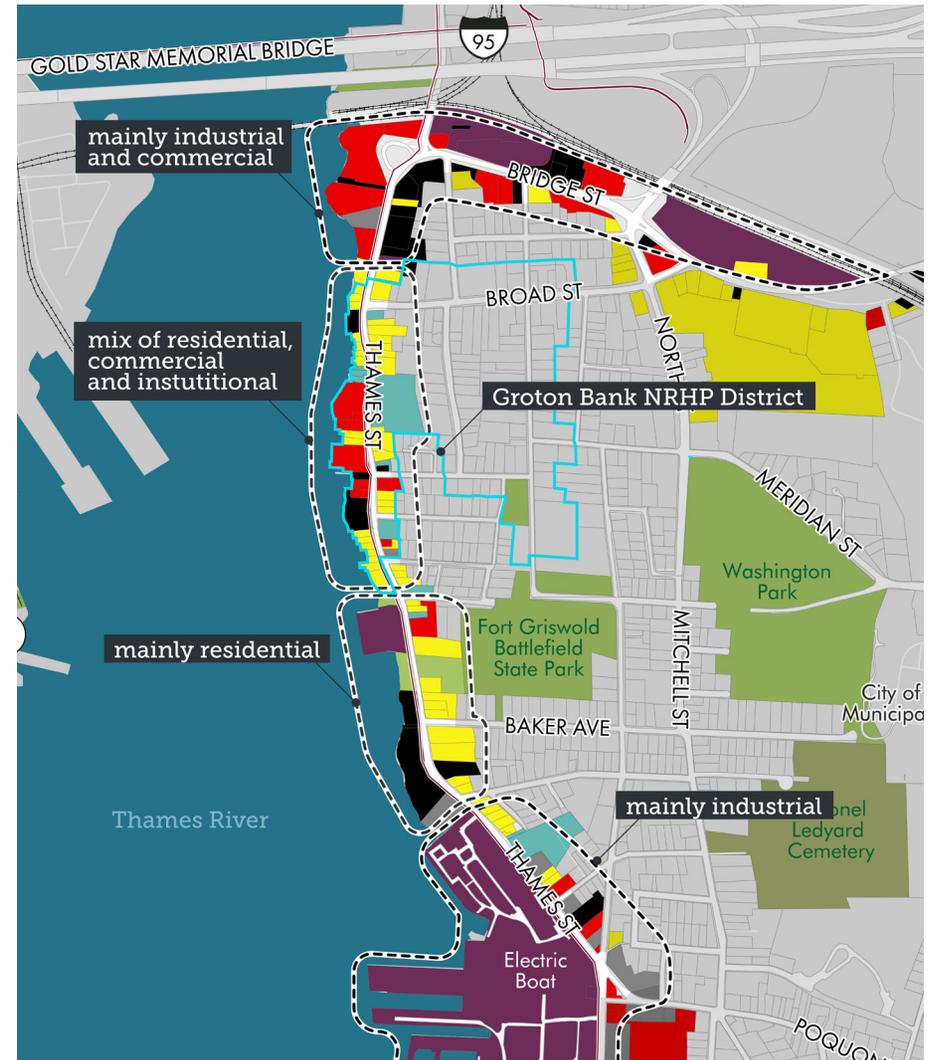
The area consists of 61 acres. Over 1/3 of the land area is employment focused. The remaining land area is a mix of residential, historic properties and vacancy.

The corridor has a mix of uses but can broadly be divided into four major character areas:

- Commercial/industrial activity around Bridge and upper Thames Streets. This area also has the largest parcels.
- A mix of uses and historic district in the central Thames corridor.
- Mainly residential uses and open space near Fort Griswold.
- Electric Boat-related uses along lower Thames Street.



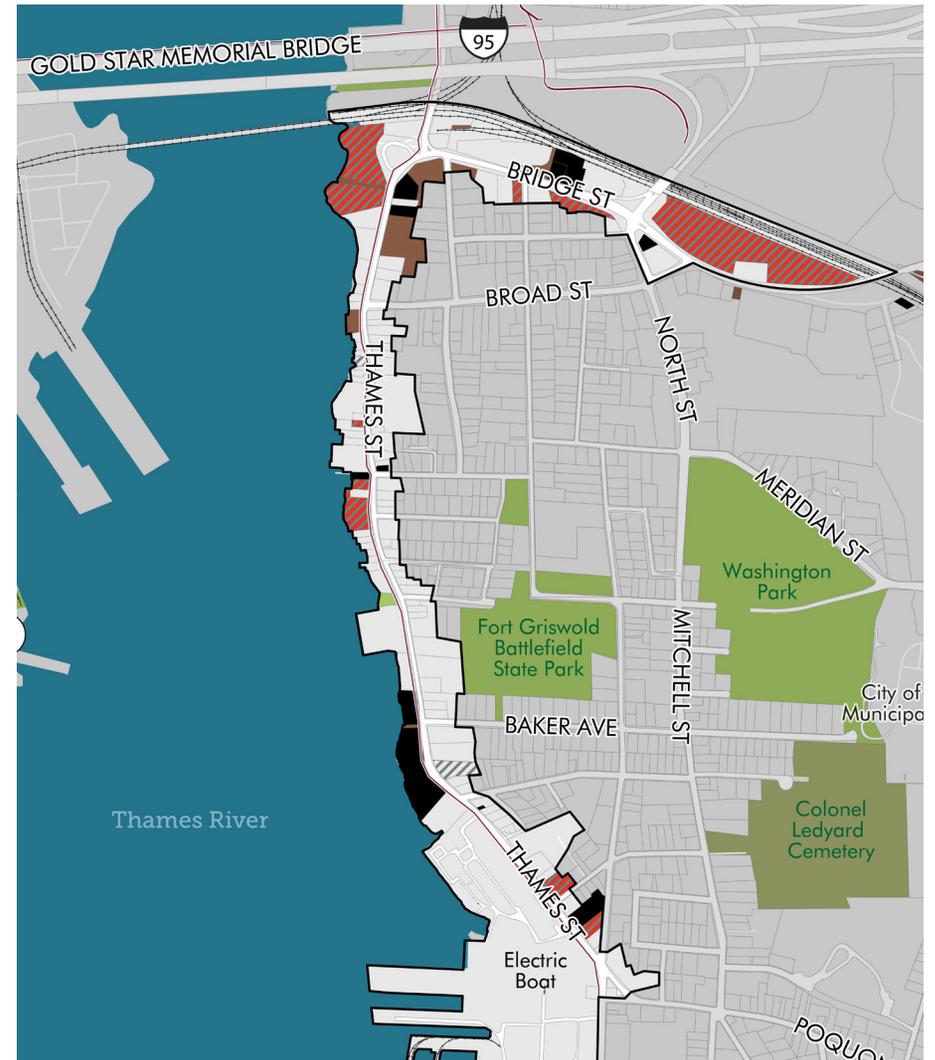
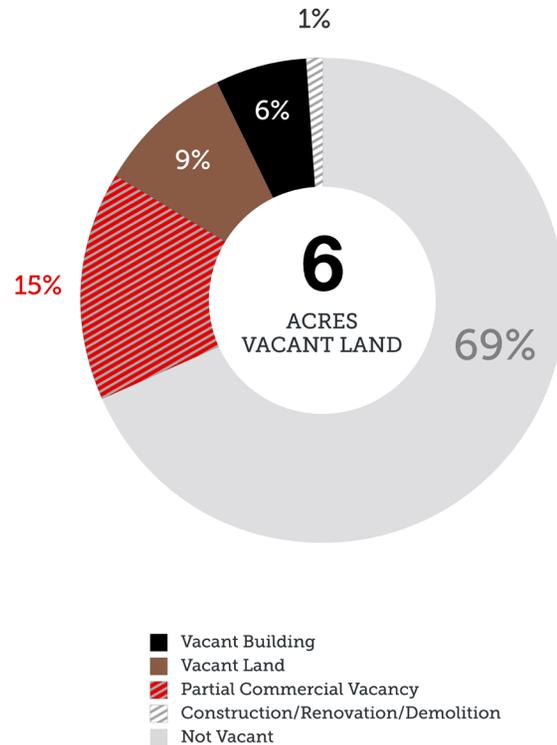
*Excludes Electric Boat property.



Vacant and Underutilized Parcels are Concentrated Around the Intersection of Upper Thames and Bridge Streets.

Vacancy/Underutilization

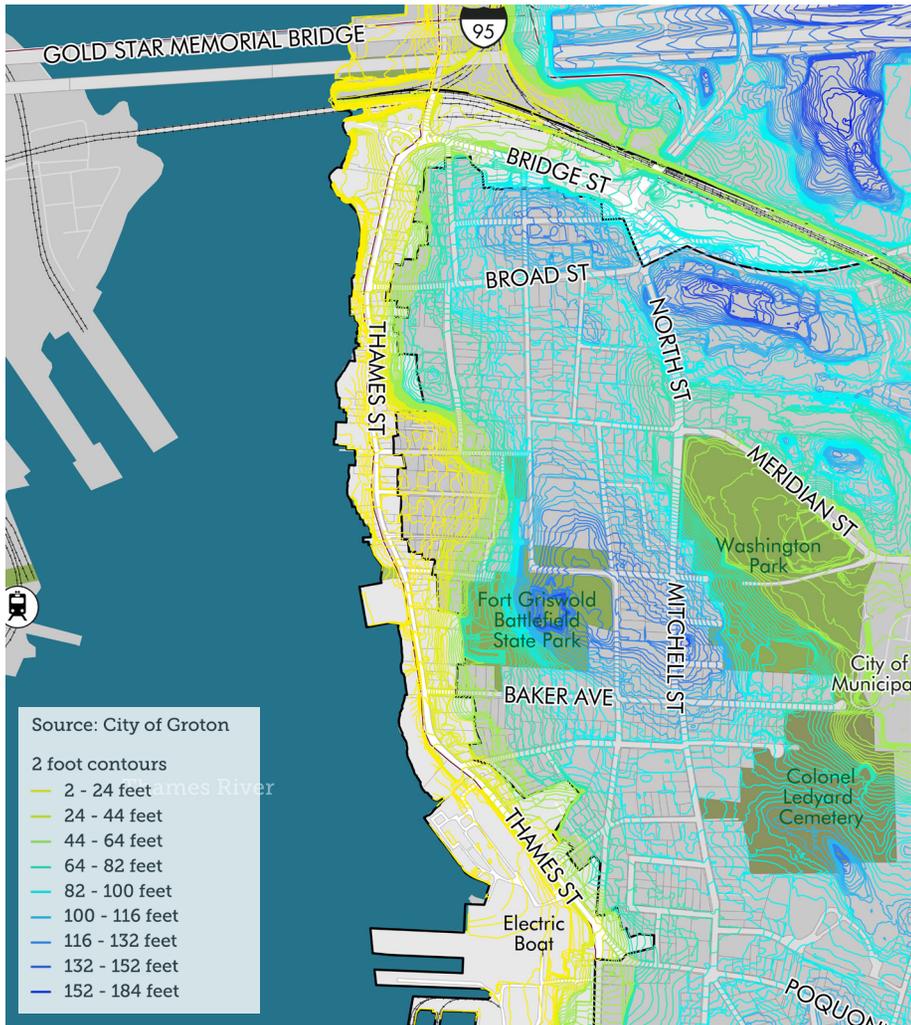
About 6 acres of land, or 30% of the study area acreage, is either vacant or partially vacant. Most of the vacant or underutilized land is concentrated in the Bridge and upper Thames Street area. These are also among the largest parcels on the corridor.



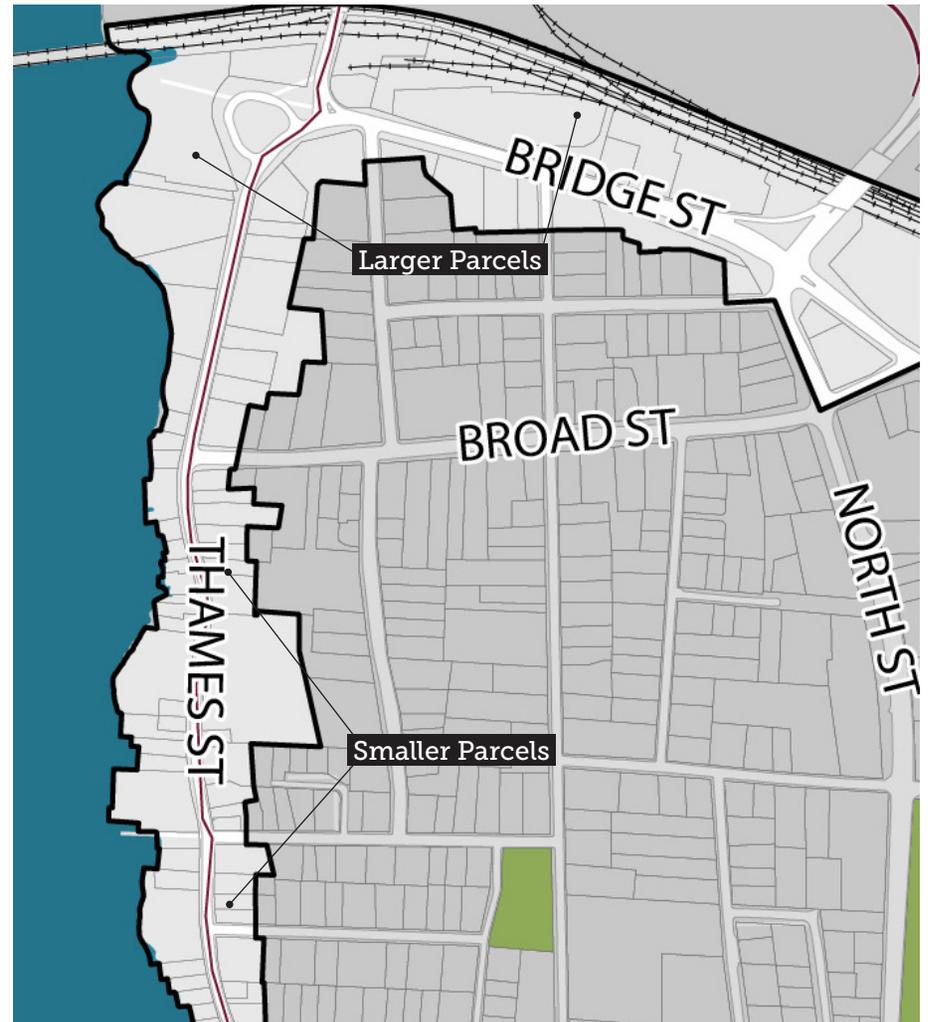
Environmental Factors Impact the Feasibility of Redevelopment.

Parcels in the study area vary considerably in size, depth, frontage and topography. When combined with exposure to flood risk, base flood elevations, and height and lot coverage restrictions, many parcels in the historic district south of Broad Street are more constrained in their redevelopment potential and most suitable for water-dependent uses. Parcels north of Broad Street along Thames and Bridges Streets are bigger, deeper, and less impacted by the flood zone.

Topography



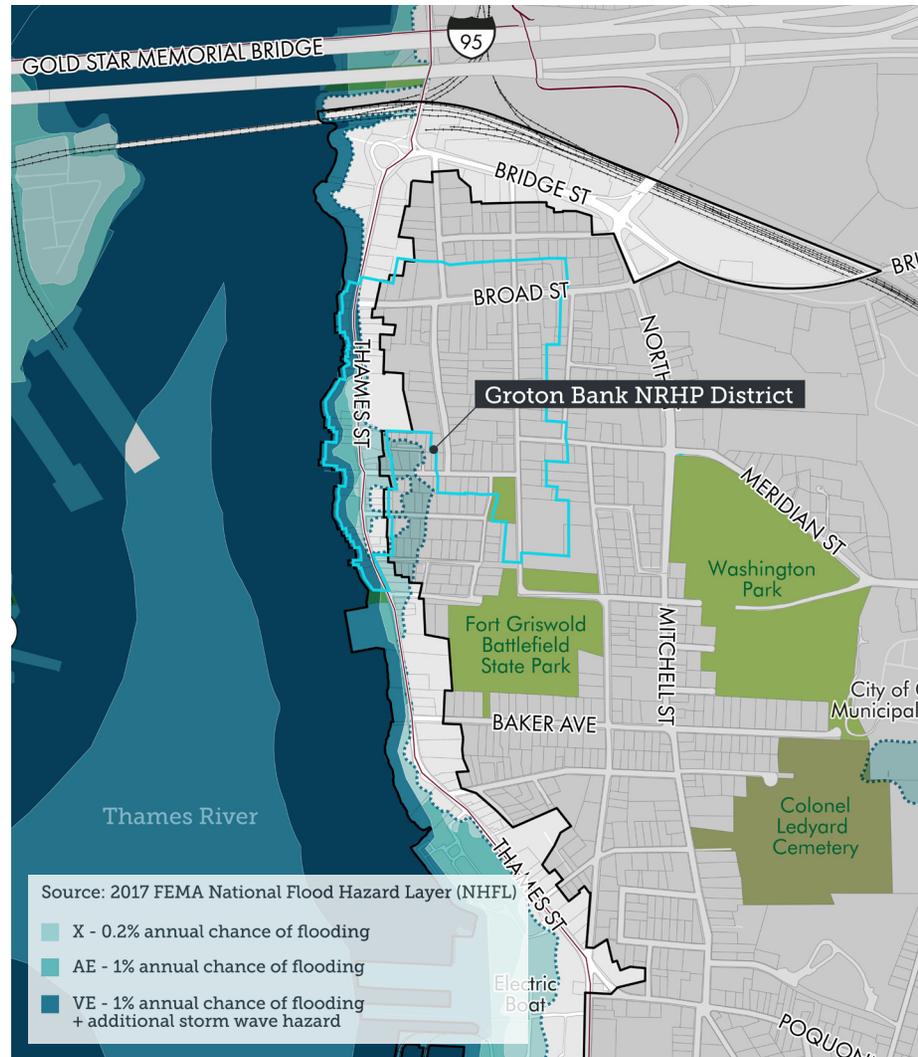
Parcel Sizes



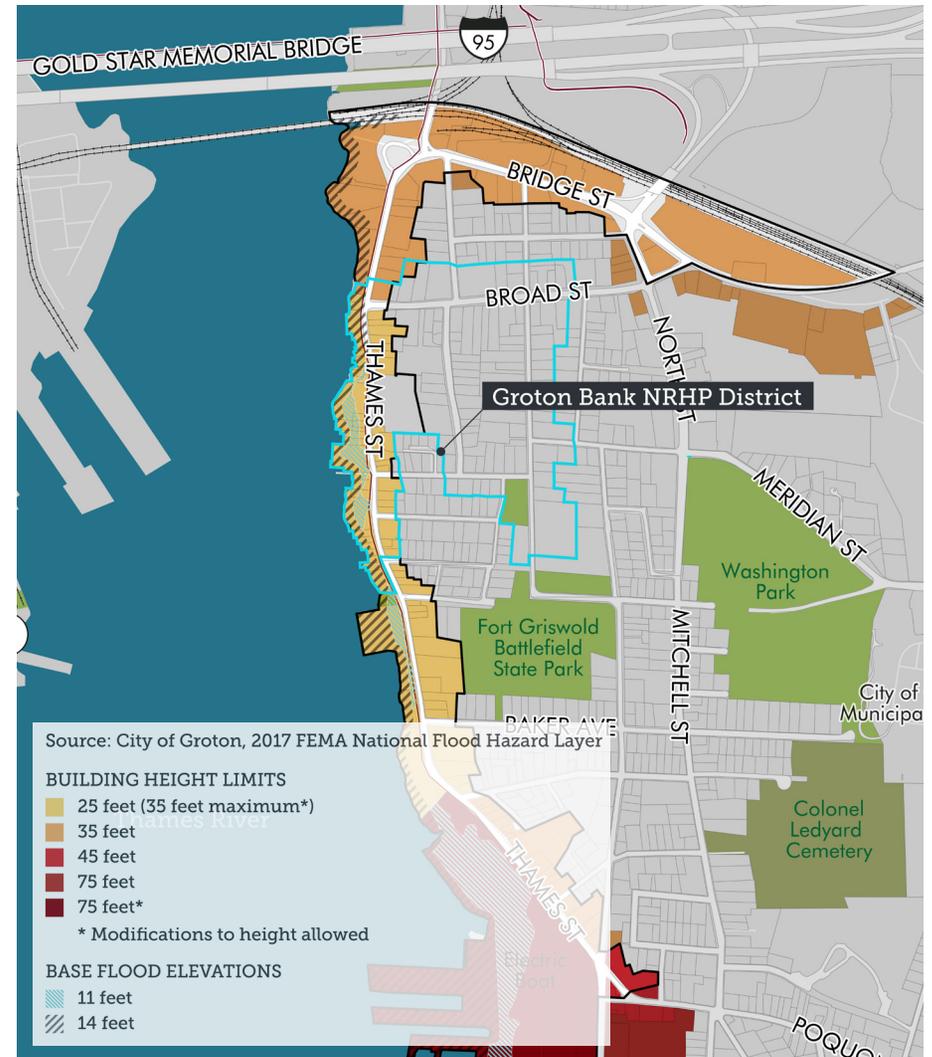
Environmental Factors Impact the Feasibility of Redevelopment. (cont.)

Waterfront development constraints are an issue. Most parcels on the west side of Thames Street are within the AE or VE flood hazard zones. Parcels within these zones are subject to base flood elevations and buildings must be elevated 11 feet and 14 feet above mean sea level in the AE and VE zones, respectively. This, combined with height limits and other zoning restrictions, constrains some parcels' buildable area, particularly in the historic core.

FEMA Flood Hazard Areas



Building Height Limits and Base Flood Elevation

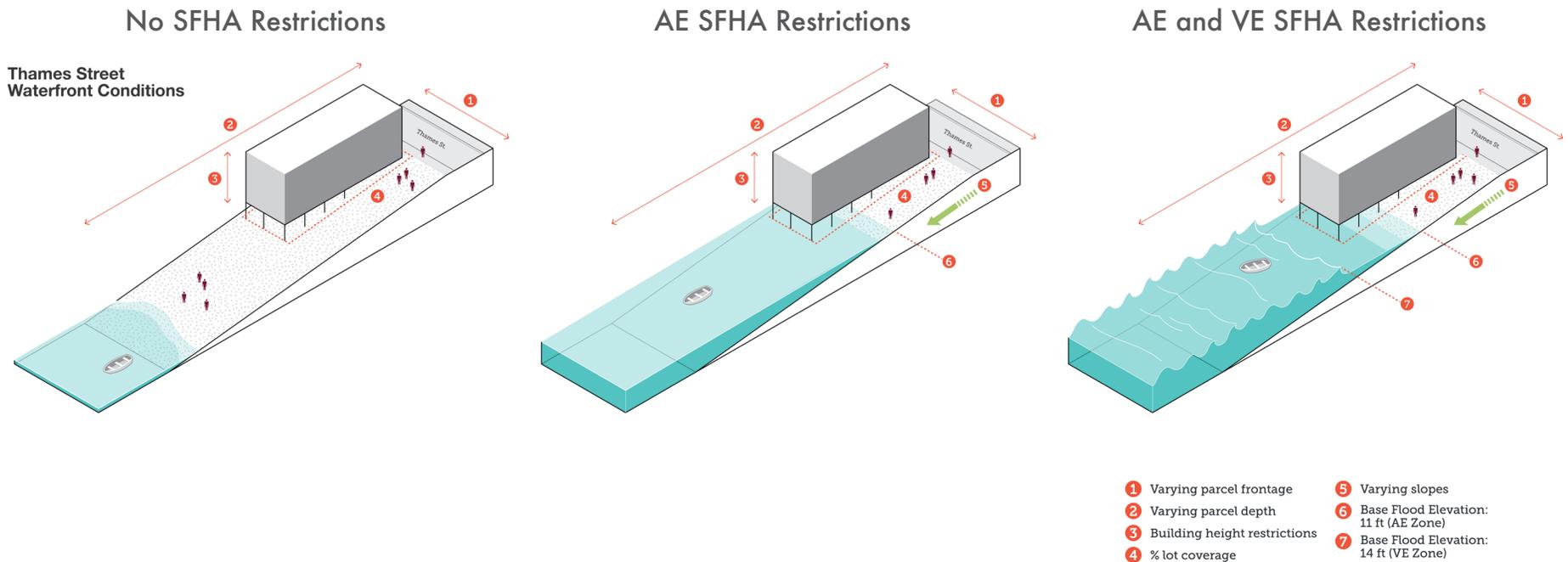


According to FEMA and the National Flood Insurance Program, any building located in an A or V zone is considered to be in a Special Flood Hazard Area, and is lower than the Base Flood Elevation. V zones are the most hazardous of the Special Flood Hazard Areas.

Environmental Factors Impact the Feasibility of Redevelopment. (cont.)

Development opportunities in Thames Center are parcel-by-parcel, with the potential that several parcels may have limited options for redevelopment.

How Topography, Parcel Depth, Flood Zones and Height Limits Interact to Impact Development Potential



Development footprint and height depends on flood zone and depth of the parcel.

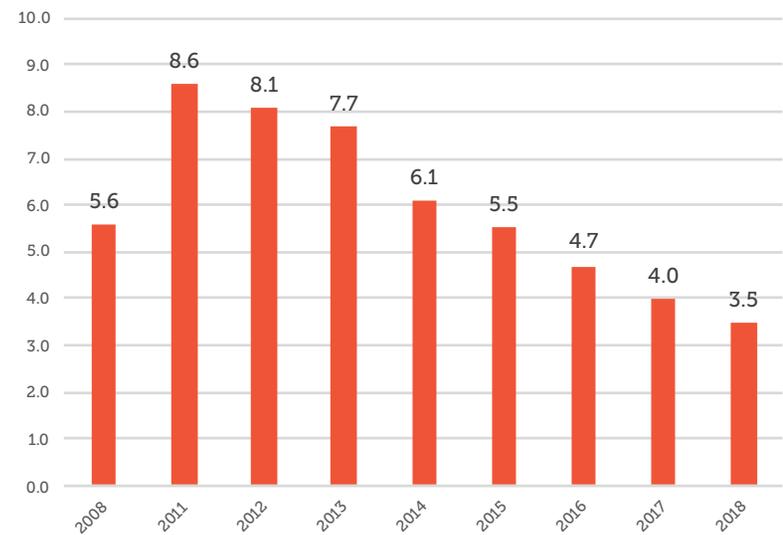
The Economy is Recovering Steadily with Moderate Growth.

Note: broad-based economic data for the City of Groton does not exist so any economic data that refers to Groton is town and City unless otherwise noted.

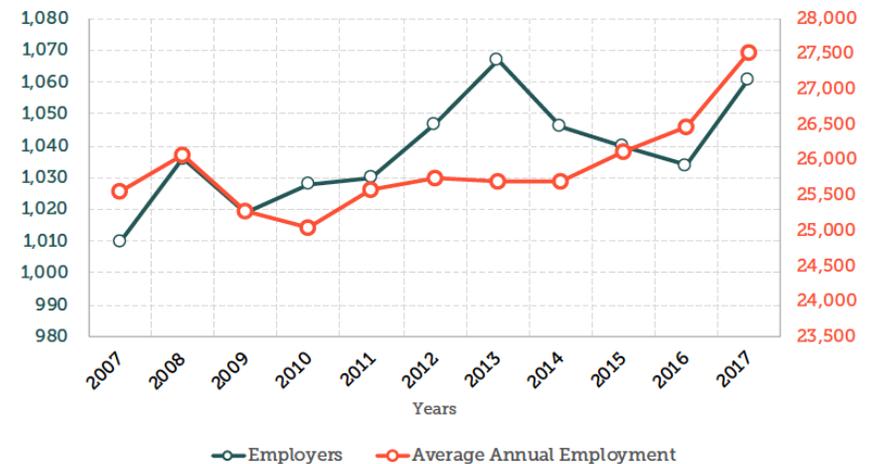
Today nearly 27,000 people work in Groton in over 1,000 businesses. Groton's economy has steadily recovered from the impact of the Great Recession. One of the interesting facts the data reveals is that the impact hit Groton almost two years later than the 2009 recession. Unemployment peaked in Groton in 2011. By 2018 it was less than half the 2011 rate.

The recession hit businesses faster. Groton lost 17 businesses between 2008 and 2010. Establishment creation peaked in 2013 with 48 businesses added from the 2010 low point but this momentum was lost subsequently. Moreover, despite this large increase in businesses and subsequent losses employment did not see a substantial increase during this time. In the last two years likely reflecting the ramp-up at Electric Boat employment in Groton has grown substantially.

Unemployment



Employment



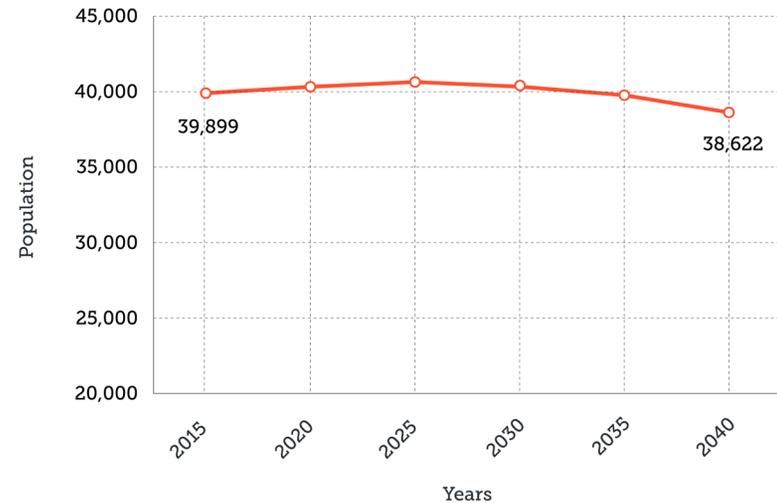
Demography Creates Challenges to Driving Growth.

Groton's population projections may be influenced by a number of factors going forward:

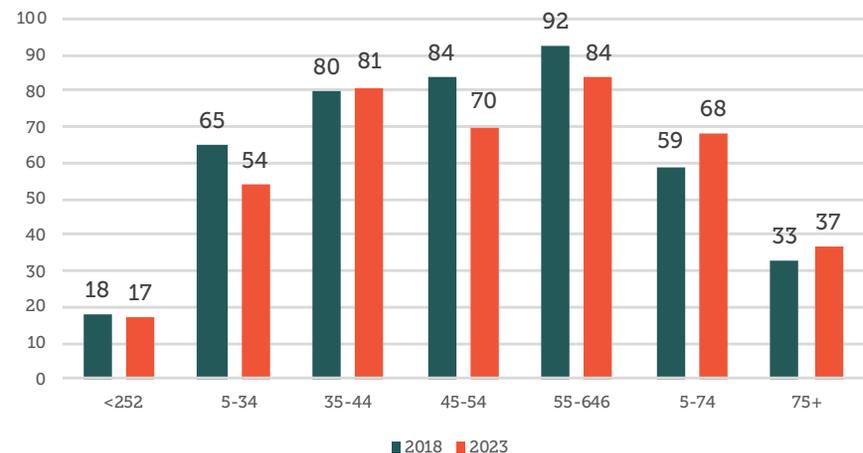
- The community is commuter-based, with approximately 80% of jobs occupied by people commuting in.
- Electric Boat is in the process of a major hiring expansion.
- Approximately 1,000 new units of housing are in the pipeline.

For the study area, another key challenge is a stable population that is getting older. Aging populations tend to spend less. Coupled with minimal household growth, it becomes very difficult to sustain any type of amenity that is dependent on resident spending. For example, the ESRI household forecast for the study area shows a household increases in the 65+ age range, coupled with an overall loss of 5% of the households.

City & Town Population Projections



Household Change by Age



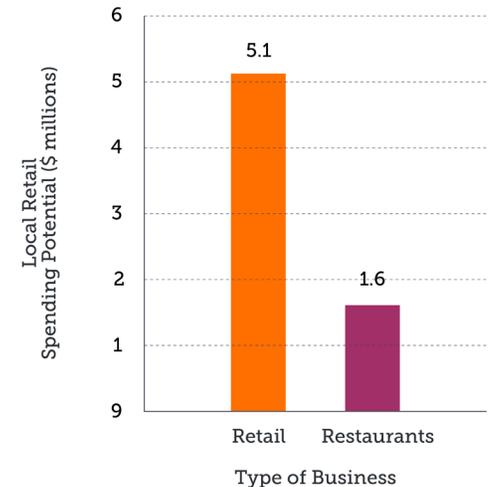
For Commercial Development, it is **Cheaper to Buy** Than to Build.

Commercial Space (February 2019 snapshot)

At the present time, it is cheaper to buy commercial property than to build property:

- Sale units available: 22
- SF range: 1,566-20,102
- Median asking price: \$650,000
- Median sales price/square foot: \$106.85 (New commercial construction typically ranges between \$170/SF and \$220/SF).

In terms of Retail Opportunity (ESRI 2018), the local retail spending potential is not adequate to support an active corridor. For example, the restaurant spending potential is roughly equivalent to a Chipotle. Strengthening retail requires becoming a destination.



Almost 30% of the total commercial parcels on Thames and Bridge Streets are office space, followed by bars and restaurants (23%) and mixed use commercial/residential (17%).

Thames Street Commercial Typologies

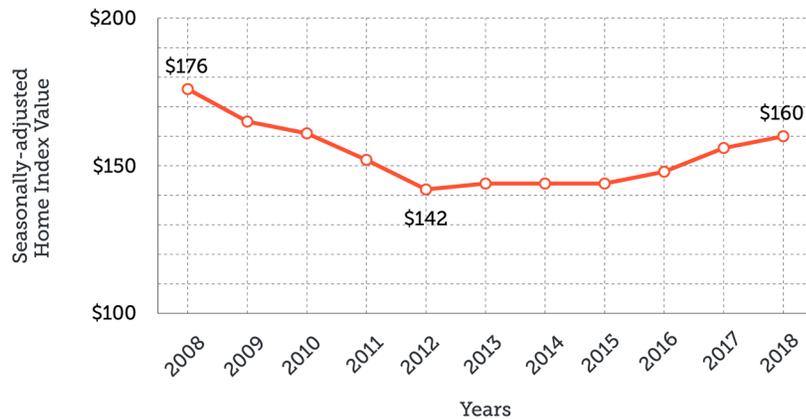


Residential Housing Values and Rents Have Improved and There is **Limited Available Supply**.

Housing Prices (February 2019 snapshot)

Housing prices are recovering from the recession, but are still below their peak.

- Groton: +\$3,000 (2%) in median home sales.
- Average price/square foot rose to \$166, up from \$149.



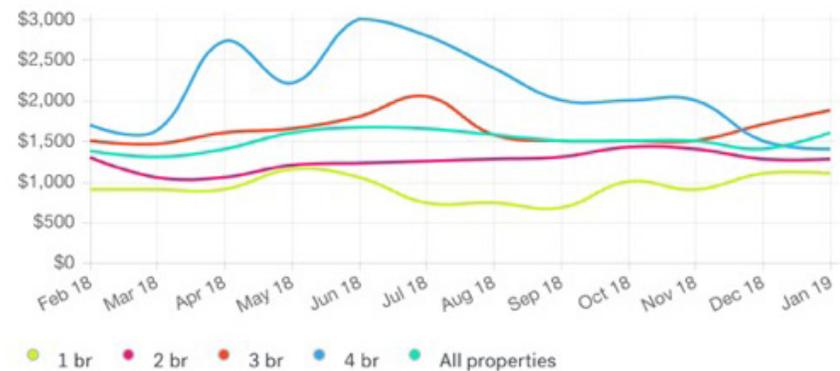
Sources: Zillow.com (sales), Trulia.com (rentals)

Residential Rental Market (February 2019 snapshot)

Low inventories suggest opportunity for apartment development.

- Median rental price: \$1,600
- Per bedroom for multiple bedrooms: Around \$630
- Available units: 29

Median Rent



Number of Rentals



Changing the Thames Street Traffic Flow Creates a Number of Considerations.

Whether Thames Street should be a one-way to increase the amount of public parking has been a long standing discussion in the City. For this project, this option was considered. The analysis found that while traffic flow on Thames Street would increase by 68% and 134 additional parking spaces could be added to Thames Street, there would also be the trade off of a lower level of service at several intersections and slower traffic flow at Mitchell, Baker and Broad Streets.

Existing PM Volumes & Levels of Service



Future PM Volumes & Levels of Service

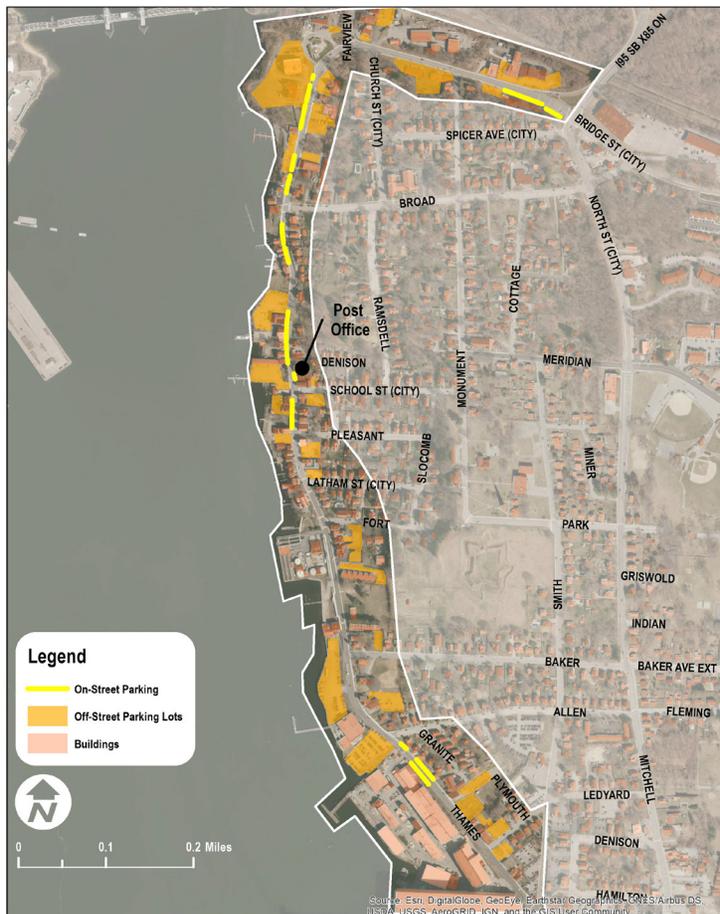


Adequate Parking Exists, But it is Often Privately Owned, Not Always Visible or Lacks Immediate Proximity to Visitors' Destinations.

Parking

Today there are 66 on-street spaces and 1,026 off-street spaces along Thames Street (1,086 total). Observed peak utilization today does not exceed 60% (500 empty spaces today). Nearly all the underutilized parking is privately owned.

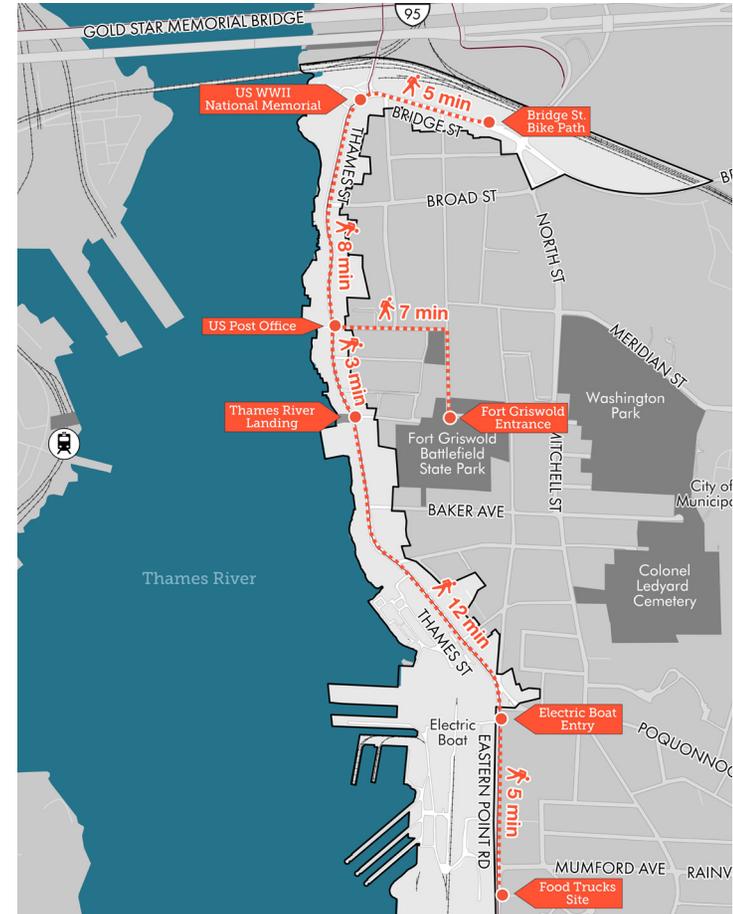
Off-Street Parking Lots



Walkshed

The walking time to key landmarks and areas of the City were mapped. For example, from EB to the Sub memorial is approximately a 25-minute walk. Parking is within easy walking distances to most areas, but public parking is limited.

Walk-Shed from Major Landmarks



To Encourage Development, a Number of Zoning Changes Need to be Considered.

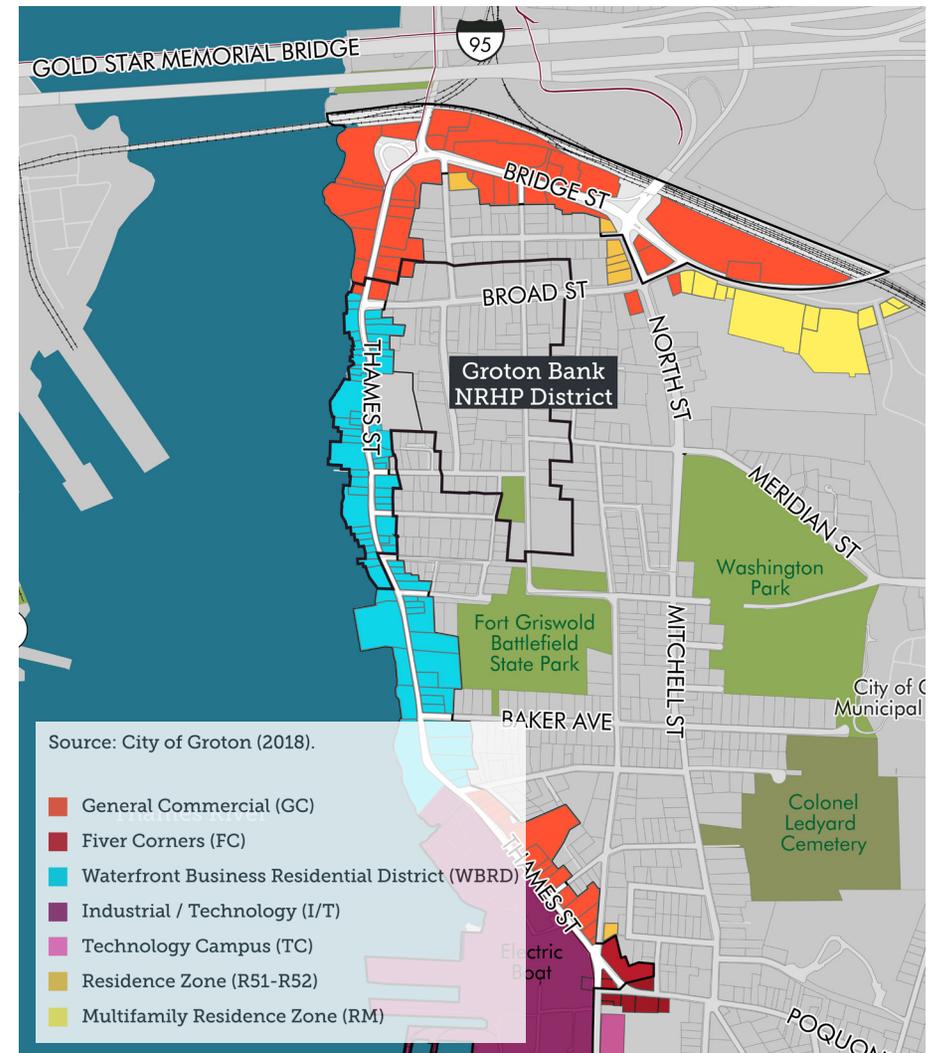
Multi-Family

The Multi-family Standards in the City's current zoning do not support mid-density apartment building developments.

Current multi-family standards within the City's zoning favors lower density, detached buildings, with fewer units per building. This is set by a lower height restriction (25' to 35'), as well as other dimensional and density restrictions (buildings cannot exceed 160 ft long, nor a density of one unit per 4,000 sq. ft per site area).

Solely modifying land use designation would not be enough to support the kind of development envisioned for the Upper Thames Street area.

Zoning Designations



To Encourage Development, a Number of **Zoning Changes** Need to be Considered. (cont.)

Parking Regulations

During the interviews and the development of the test fit conceptual plan found later in the document, the parking requirements of the City were noted as an inhibitor to development. Specifically the following items were noted:

- The minimum parking requirements are high: 4 spaces per 1,000 SF of office & retail, 2.25 spaces per Multi-family residential unit, and for restaurants, 12 spaces per 1,000 SF.
- Using a shared parking model requires a permanent deed restriction (Sec 7.1.C.2)

By comparison a revised version of the Zoning Regulations for the Town of Groton is currently undergoing public discussion. Included among these regulations are changes to parking requirements:

- Single-family parking space – 2.0 spaces per unit.
- Multi-family parking space – 0.75 spaces per 1-bedroom unit and 1.25 per 2-bedroom unit
- Commercial parking space – 1.0 spaces per 350 sq. ft of commercial space for medium-scale commercial and retail development.
- Landscaping and buffer space – The revised regulations require 10 sq. ft per parking space of interior landscaping within the paved portion of the parking area

Design Considerations

Section 8.4 addresses design considerations. The standards are broadly defined which creates some flexibility regarding how it is interpreted architecturally. However, it also creates a dynamic of uncertainty regarding community reaction to a design concept.

Finding an appropriate balance between architectural harmony with the surrounding buildings and allowing the evolution of new architectural forms and new sustainable building materials and designs. The Waterfront Business Residence District has a range architectural styles representing its development over time. However, what is consistent across those styles is the scale of the buildings which contributes to the pedestrian experience.

Additionally, one consideration regarding design and landscaping is public access to the waterfront for new waterside construction. If access becomes part of the City's coastal zone management process, then expectations around landscaping, lighting, signage will need to be adopted.



Stakeholder Input

Thames Street Promenade Public Outreach Process & Results

As part of the community outreach process, a public workshop was carried out on May 9th to ask Groton residents, workers and key stakeholders about the future of Thames Street. The event had two objectives: first, the consultant team presented the existing conditions analysis in regards to land use, economic conditions and trends, and transportation. Then, the public was asked to weigh in on priorities for turning Thames Street into a destination, and visions for development along the corridor.

These questions, as well as the existing conditions analysis, were shared with the public through an online survey, which was made available for a period of 2 weeks in May after the public workshop took place.

A total of 86 people participated in the outreach process, 57 at the workshop and 29 online. The results and findings gathered throughout this process are summarized in the following pages.

Two Questions Were Asked...

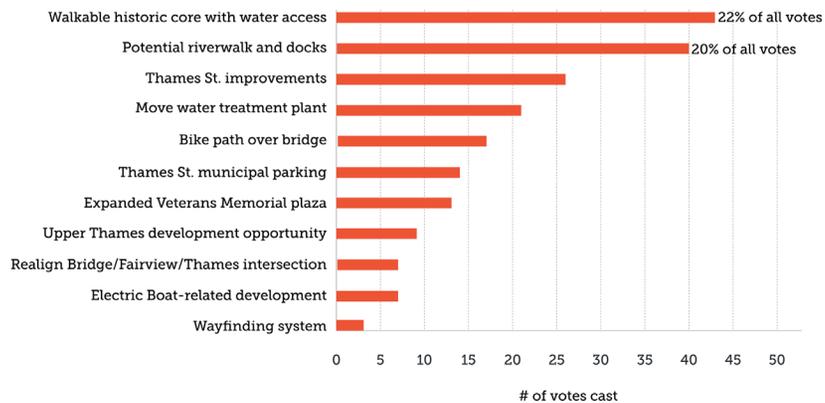
Question 1:

We asked participants to review the list of ideas for the Bridge and Thames Street corridor and choose their TOP THREE OPTIONS.

Groton Prioritization

Source: Public workshop and online survey

86 people participated in the workshop and online survey

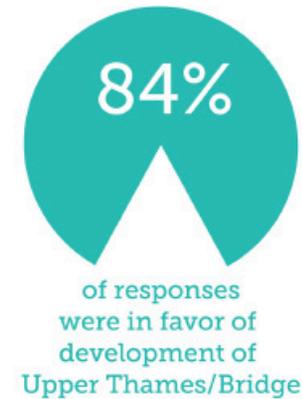


Please note: The reported comments in this report are direct quotes from the public, and do not reflect the words of the project team or City of Groton staff.

Question 2:

What kind of development makes sense here?

Bridge Street and Upper Thames Street has great potential to become a gateway to the rest of the corridor. Participants were shown potential development examples and asked to comment on what they liked or had concerns about.



- 16 want to see businesses, especially a mix of small local businesses
- 15 want open space and waterfront access, including plaza, overlook and riverwalk
- 7 want to see off-street parking
- 7 want a walkable place

"...implementing these ideas would greatly improve the Thames Street area"

"More water access and small, local businesses"

"Walkability and vibrancy"

"New plaza and overlook - be bold!"



Concerns mainly centered on tackling blight on the corridor first, especially at Thames and School Streets

"Many properties on Thames St are a blight issue. Fix what is there and people will come back."

For a complete inventory of stakeholder comments received, please see the appendix of this report.

Recommendations

Overview

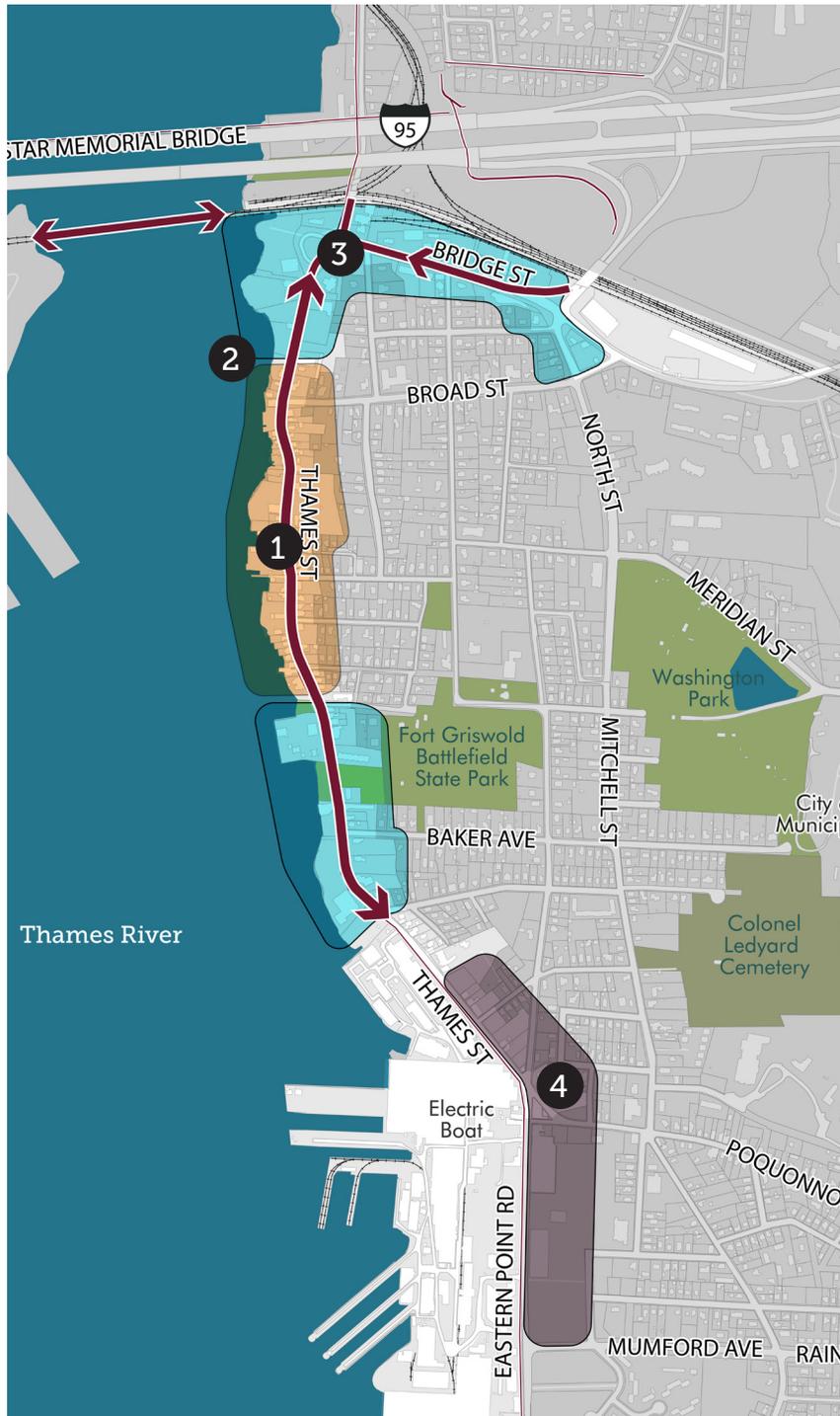
A number of activities are underway to move the Thames Street Action Area 2019 POCD concepts toward key next steps. These include:

- TIF District Master Plan hearing on September 3rd
- Resiliency planning
- Parking Study (Police)
- New ED Position to coordinate activities

These are important first steps and lay the ground work for an improved Bridge Street / Thames Street area. However, revitalizing Thames Street and maintaining its viability over time requires a series of strategies that will add more population, create incentives for property owners to redevelop their properties, and enhance the draw to the area..

A number of these strategies are consistent and supportive of the Thames Street Action Area components of the 2019 POCD. Suggested recommendations from this study include:

- 1** Leverage Thames Center to maximize its value as walkable historic coastal village feel.
- 2** Enhance the waterfront to become an amenity that can draw people to Thames Street.
- 3** Concentrate denser development at Upper Thames Street/Bridge St to take advantage of the topography, parcel sizes and limited flood zone issues.
- 4** Create a buffer area around Electric Boat to enhance security and create a potential expansion zone for suppliers and EB itself..



Leverage Thames Center

Rationale

Thames Center, Groton's historic "downtown", presents the opportunity to be restored to its vibrant, classic New England coastal village status. Moreover, its designation on the National Register of Historic Places has supported preservation of its historic character. The architectural mix and building scale is supportive of a quality pedestrian experience. Many of the remaining consumer-oriented retail businesses are still located in the core.

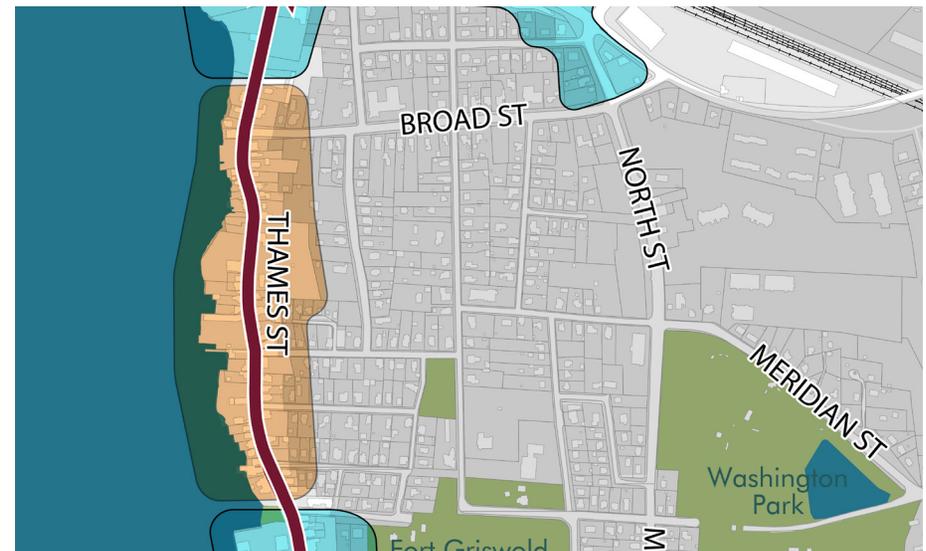
At the same time, vacant buildings and empty lots are scattered throughout the area. The topography from the coastline up to the Bank creates development dynamics regarding building heights and view sheds of those living on the Bank. Large portions of the Historic Core are comprised of small parcels of varied ownership located within high-risk flood zones. Development density can be concentrated in more appropriate locations across Thames and Bridge Streets.

Parking is considered to be the major inhibitor to a more active Center. Given the number of households, supporting an active, vibrant Thames Street will require out of area visitors. Addressing parking will be important. Given the inventory of current parking and the walkability of the Center, a number of options can be considered and explored.



Strategies

- Preserve the historic character and scale of the Center.
- Focus on activating the vacant properties and empty buildings by working with property owners on pop-up activities that can serve as a draw.
- Experiment with parking options.
 - Allow shared parking arrangements.
 - Create some on street parking.
 - Develop public parking on the edges of the Center.
- Long-term
 - Bury the power lines.



Thames Center Historic Core

Leverage Thames Center

Thames Street Improvements

Creating Additional Public Parking

One option is to add additional street parking to along Thames Street in a few selected areas where road width is sufficient to support parking on one side of the street. This effort could create additional parking spaces as well as improve the pedestrian experience by slowing down traffic.

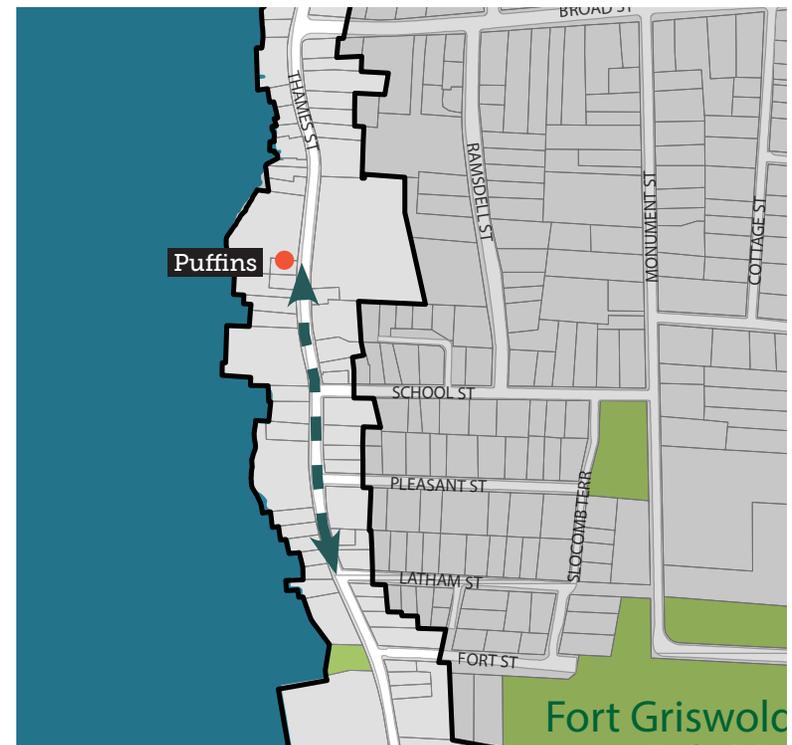
From Puffins Restaurant to Latham Street, there is a potential to add approximately 15 on-street spaces (assuming parking spaces are 8'x22')

In addition to striping on-street parking spaces, center lines, edge lines, and stop bars within this section would need to be re-striped.

Other additional improvements the City could implement that would enhance walkability and calm traffic along Thames Street include pedestrian crossing islands and curb extensions.

Two-Way to One-Way Conversion

A high-level assessment of the effects of converting Thames Street from a two-way street to a southbound one-way was conducted. Each alternative was evaluated through five categories, including Speed, Safety, and Walkability; Congestion; Parking; Neighborhood Access; and Business Access. A traffic study conducted by Milone & MacBroom Inc. in 2008 contributed to this assessment. Conversion to one-way generates an additional 134 spaces – a 12% capacity.



Leverage Thames Center

Two-Way to One-Way Conversion Benefits & Impacts

	Southbound One-Way Conversion		Existing Two-Way Design	
	Benefits	Impacts	Benefits	Impacts
Speed, Safety & Walkability	<ul style="list-style-type: none"> Shorter crossings reduce pedestrian exposure Increased walking comfort with protection of on-street parked cars Potential to widen sidewalks Fewer sideswipe accidents with on-street parking lane buffers 	<ul style="list-style-type: none"> Higher one-way speeds will increase pedestrian injury/fatality rates (or reduce walking) Less walking volume due to halved person trips Less walk security due to reduced commercial activity Increased cut-through traffic in school zones on Smith Street 	<ul style="list-style-type: none"> Slower speeds of two-way "friction" reduce crash rate/severity Good visibility of crossing pedestrians without parked cars 	<ul style="list-style-type: none"> Sidewalks cannot be widened easily Side-swipe collision threat remains Limited on-street parking to provide walking comfort
Congestion	<ul style="list-style-type: none"> Thames Street intersections experience less delay Increased southbound throughput due to eliminating left-turning delays Reduced travel time (in one direction) when parking demand is low 	<ul style="list-style-type: none"> Increase in northbound delays on Mitchell, Smith, etc. (LOS D to F) Decreased throughput in opposite direction due to increased volumes Increased travel time in opposite direction due to delays 	<ul style="list-style-type: none"> Provides PM northbound congestion relief for Mitchell & Smith Reduces trip length & VMT with direct access to destinations from southern origins 	<ul style="list-style-type: none"> Increased delay at intersections from left-turn movements due to lack of turn lanes Narrow two-way may be difficult for large trucks to navigate
Parking	<ul style="list-style-type: none"> More space for 134 new on-street spaces (a 12% increase from 1,086 to 1,220 spaces) Provides missing front-door access to many business and valuable loading zones 	<ul style="list-style-type: none"> Parking demand does not warrant existing supply Under-utilization of existing off-street parking will continue or worsen Off-street options become less visible 	<ul style="list-style-type: none"> Off-street parking options are visible through shared parking opportunities On-street parking options visible on peripheral streets 	<ul style="list-style-type: none"> Less space for on-street parking Many businesses without front-door parking
Neighborhood Access	<ul style="list-style-type: none"> No left-turn conflicts entering neighborhood from the north 	<ul style="list-style-type: none"> Residents forced to cut-through other residential streets to travel north Increased general cut-through traffic on residential streets that are ill suited for heavy traffic Increased traffic diversion into school zones 	<ul style="list-style-type: none"> Direct access to neighborhood streets for all trips Maintains normal traffic levels in school zones 	<ul style="list-style-type: none"> None
Business Access	<ul style="list-style-type: none"> Front-door parking/loading 	<ul style="list-style-type: none"> Half as many potential pass-by customers without northbound traffic Longer travel times to businesses from the south Halved pass-by visibility Need for intercept signage on neighborhood streets 	<ul style="list-style-type: none"> Provides maximum two-way potential visibility Direct access from any direction 	<ul style="list-style-type: none"> Little front-door parking/loading
Emergency Access	<ul style="list-style-type: none"> No northbound emergency vehicle traffic 	<ul style="list-style-type: none"> Diverted routes and reduced fire access except from Broad Street Fire House Software system needs to be updated and upgraded to plan new dispatch routes Emergency response time delayed 	<ul style="list-style-type: none"> Maintains current Fire Department access routes Software system remains the same Emergency response time remains the same 	<ul style="list-style-type: none"> None
Cost Estimate	\$500,000 - \$1M		\$0	

Enhance the Waterfront to Become an Amenity.

Rationale

Waterfronts often serve as the driver of revitalization. Groton's waterfront, in addition to the historic core, are the area's best assets from an amenity perspective. Enhancing access to the waterfront can serve as an important draw for people to experience Thames Street. Moreover, several waterfront businesses may benefit from the ability to leverage their location and should be encouraged to do so.



Illustrative images from other locations.

Strategies

- Perform more detailed analysis to determine feasibility of a "boardwalk" along the riverfront. The boardwalk may need to loop down to the water and return to the sidewalk from time to time.
- Leverage planned build-out of kayak launch area for enhanced public access to the waterfront through creation of piers, floating docks, and other temporary structures to experiment.
- Encourage local businesses to activate their waterfronts using info sharing sessions and meetings to provide ideas and examples.
- Acquire some additional water access/parcels to build out more public access points through easements, incentives, and selected acquisitions.
- Consider creating public access requirements on new developments that are not single family
 - Offer development incentives for enhanced public access

Concentrate Denser Development at Upper Thames Street/ Bridge Street Area.

Rationale

The desire to revitalize and create a more active Thames Street is dependent on more foot traffic that spends some portion of their disposable income in the area. Aside from additional tourism spending, residential growth is vital. Given the demographics of the Bank, it should be a priority to create denser housing to support more households to sustain a vibrant street.

Upper Thames and Bridge Streets make the most sense for a variety of reasons:

- Larger parcels and reduced flood risk make the area around Upper Thames and Bridge Street more amenable to development.
- Higher vacancy and underutilized parcels present opportunity for redevelopment.
- The topography is such that taller buildings can be built without obstructing view corridors.

Strategies

- Rezone the area to support a mix of residential and commercial uses.
 - Address parking requirements.
- Create a gateway to the area.
- Create a public plaza to create a sense of place.



Proposed Thames Street Gateway

Concentrate Denser Development at Upper Thames Street/Bridge Street Area. (cont.)

Visualizing Denser Development on Bridge & Upper Thames

One of the key elements is to create a gateway to the neighborhood by improving general walkability in the area, creating a mixed-use district and increasing density and foot traffic in the neighborhood that could spur economic development.

This vision was presented to residents and key neighborhood stakeholders through the public workshop and online survey (described in page 20). Feedback from the community helped inform and shape the vision for development on Thames Street and the steps ahead.

Through conversations with the City of Groton, and based on findings from the existing conditions analysis, three sites along Thames and Bridge Streets - 44 Bridge Street, and 15 and 19 Thames Street - were identified as having high potential for development. Some of the conditions that favored development on these sites included ownership by a single entity or individual, sizable land area, proximity to important transit infrastructure such as the I-95 and the Gold Star Memorial Bridge, and topographic conditions that significantly reduced their exposure to flooding.

These strategic parcels are currently zoned as General Commercial, which set the building height limit to 25 ft, and did not allow residential use in tandem with commercial. In order to start thinking about a mixed-use gateway district, a different zoning code would have to be implemented in the area.

How these potential conceptual interventions work with a development concept can be found on the next page.



Conceptual map of potential interventions for developing Thames Street as a district gateway. (Ninigret Partners, Interface Studio, Stantec. 2019).

Groton Test Fit Diagram Analysis: Waterfront Business Residence District

Conceptual Zoning Model



FEMA VE Zone (1% annual chance of flooding)

1 LOT A - 44 Bridge St
8 Townhouses

Total parcel acreage: 0.54 acres
Developed footprint: 0.25 acres
Building footprint: 6,720 sq ft (0.15 acres)

Residential: 8 units (2,520 sq ft each distributed in 3 floors)
Parking spaces: 1.0 spaces per unit
(garage can accommodate up to 2.0 vehicles)

2 LOT B - 15-19 Thames St
Ground Floor Commercial + 4 Floors Residential

Total parcel acreage: 3.63 acres
Developed footprint: 2.18 acres
Building footprint: 0.61 acres

Commercial: 23,980 sq ft
Residential: 104 units total
1-Bedroom: 64 units (750 sq ft each)
2-Bedroom: 40 units (1,250 sq ft each)
Parking spaces: 164 spaces (108 Residential, 56 Commercial)

3 LOT C - 25 Church St
Possible Municipal Parking
Parking spaces: 58 spaces for Commercial Use

4 SUBVETS WWII NATIONAL MEMORIAL AND PLAZA

**5 WATERFRONT ACCESS / LOOKOUT POINTS with
COMMERCIAL CONCESSION STANDS**

6 4-WAY INTERSECTION & IMPROVED PEDESTRIAN CROSSINGS

Groton Test Fit Diagram Analysis: Waterfront Business Residence District



Development potential for parcels at North Thames/Bridge Streets.

Concentrate Denser Development at Upper Thames Street/Bridge Street Area. (cont.)

Site Planning Approach

To develop upper Thames Street as a mixed-use gateway to the entire corridor, three major changes had to be introduced:

1. Change in designated use - Changing the parcels' General Commercial zoning designation, which does not allow residential uses.
2. Decreasing parking requirements for multifamily units in order to optimize available developable land.
3. Modifying current multi-family standards, which do not support mid-density development as envisioned for the site.

Two different approaches were considered. A first site plan was developed by implementing the Waterfront Business Residential District (WBRD) zoning designation on the selected parcels but departing from multi-family standards given the constraints explained in the section on zoning findings.

- The WBRD designation, which is currently enshrined in the City's code, allows for the development of residential uses alongside commercial, as well as a height limit of 35' by special permit.
- Under the City's current parking requirements, which apply to all zoning designations, the development of a two-floor building on the parcel of 15-19 Thames Street would need to fit 189 parking spaces (119 residential and 70 commercial). This implied that 74% of the 1.74 acres of developed land be used as parking space, while only 26% (0.45 acres) would be occupied by the building.
- Furthermore, conditions such as the presence of a flooding high hazard area and the existing topography, restricted fulfillment

of 100% of parking on-site, with an estimated deficit of 15% of parking spaces. The parking requirement would be completely fulfilled only if on-street parking was included in the overall count.

- Given the lot area and topography of 44 Bridge Street, the proposed built area would have had to be significantly reduced in order to accommodate the parking requirement as dictated by the code.

A second scenario proposing higher density, building height increase, and a more balanced ratio between living space and parking, called for more flexible regulations:

- Parking requirements for commercial establishments were capped at 4.0 spaces per every 1,000 sq. ft, while residential parking spaces were reduced to 0.75 per 1-bedroom unit, 1.25 per 2-bedroom unit and 1.0 per townhouse. These multi-family parking ratios are similar to those being proposed by the Town of Groton
- A less stringent parking requirement allowed for the development of a 5-story building on the parcel of 15-19 Thames Street. The proposed mixed-use building would include commercial uses at the ground floor level and 4 floors of multifamily residential. The height requirement of 25 ft (35 ft by special permit) was modified to allow for such density.
- Under the proposed parking requirements, a total of 204 parking spots (108 residential and 96 commercial) were included in the design. In accordance with zoning regulations, 20% of these were compact spaces.

Concentrate Denser Development at Upper Thames Street/Bridge Street Area. (cont.)

- Although the second scenario did see a slight increase in the number of parking spaces compared to the first scenario, the parcel of 25 Church Street was included as an off-site parking space to help alleviate the commercial parking requirement. 25 Church Street posed as an ideal site for a municipal parking, as it is a sizable parcel and still within walking distance (up to 500 ft measured along the street lines) from the commercial businesses.
- A group of three stories-high townhouses were proposed on the lot of 44 Bridge Street to better accommodate to the site conditions and parking requirements. The eight townhouses sum up a built area of 0.51 acres, with 8 parking spaces total.

ZONING REGULATION MODIFICATIONS

	GC (Current)	WBRD (Scenario 1)	Proposed (Scenario 2)
Mixed use allowed?	No	Yes	Yes
Parking - COM	4.0 for office/retail 12.0 for food and beverage establishments	Same as GC	4.0 for all commercial
Parking - RES	N/A	2.25 per unit	0.75 per 1BR unit 1.25 per 2BR unit
Max Building Coverage	70%	50%	50%
Max Building Height	35 ft	25 ft (35 ft by special permit)	?
Parking impact mitigation	10 ft buffer strip from any residential zone. 3 ft wide planting area provided between parking area and setback line. Landscaping island every 24 parking spaces (up to 12 in a continuous row)	Same as GC	10 ft buffer strip from any residential zone. 3 ft wide planting area provided between parking area and setback line. Landscaping island every 24 parking spaces (up to 12 in a continuous row)
Usable Open Space	None required (multifamily only)	<ul style="list-style-type: none"> • 400 sq. ft per unit • No more than 25% of open space can be indoor provided it allows public access. • 25% developed with recreational facilities 	<ul style="list-style-type: none"> • 400 sq. ft per unit • No more than 25% of open space can be indoor provided it allows public access. • 25% developed with recreational facilities

Concentrate Denser Development at Upper Thames Street/Bridge Street Area. (cont.)

New Gateway/Connection to Gold Star Memorial Bridge Bike Path

Creation of a gateway welcoming visitors to the area will enhance the sense of place along Thames and Bridge Streets. The intersection of Bridge Street and the I-95 on/off ramps provides an opportune site for this gateway. The large parcels at this intersection are under-utilized, and the multi-lane road has room for multiple pedestrian and wayfinding enhancements.

Sample cross-sections for the proposed roadway enhancements can be seen on the following page.

Bridge St & I-95 Ramp Intersection

Possible Mayor's Circle Gateway Intersection Improvements with Enhanced Bike and Pedestrian Facilities

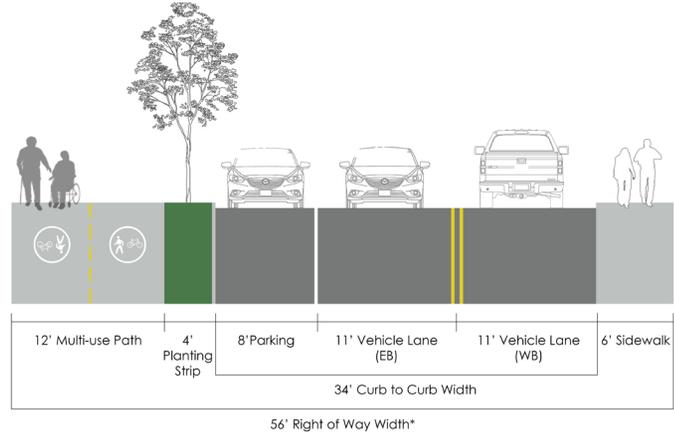
Source: Interface Studio, Stantec (2019).

- 1 Add on-street parking
- 2 Add pedestrian bump-out and crosswalk
- 3 Add gateway island
- 4 Add curb extension
- 5 Continue sidewalk (potential for a multi-use path along Bridge Street)
- 6 Add gateway island and crosswalk
- 7 Add pedestrian refuge islands, curb extensions, and crosswalks
- 8 Driveway crosswalks
- 9 Mayor's Circle redesign (will require further impact studies)
- 10 Landscape strip
- 11 Multi-use bicycle & walking path
- 12 Continue multi-use bicycle & walking path along Bridge St to Broad St Extension. A multi-use path extension from Broad St Extension to Poquonnock Rd will require further feasibility and impact studies.

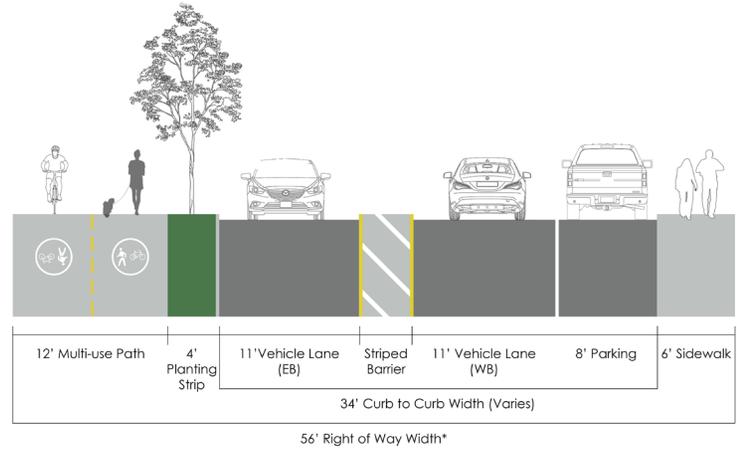




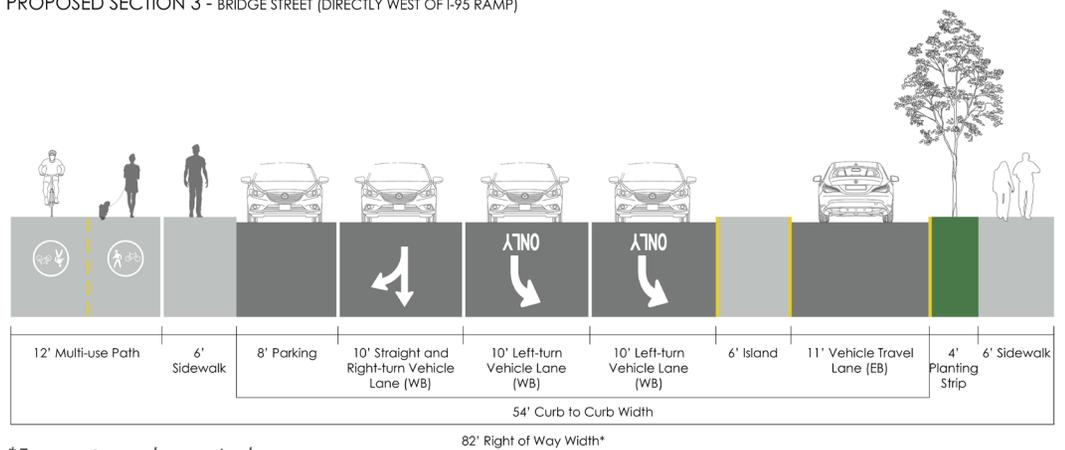
PROPOSED SECTION 1 - BRIDGE STREET (AT NEW 4-WAY INTERSECTION WITH I-95)



PROPOSED SECTION 2 - BRIDGE STREET (ADJACENT TO NAPA AUTO PARTS)



PROPOSED SECTION 3 - BRIDGE STREET (DIRECTLY WEST OF I-95 RAMP)



*Easements may be required.

Concentrate Denser Development at Upper Thames Street/Bridge Street Area. (cont.)

Dedicated Bicycle Connection along Thames Street

To create a more user-friendly and better-connected bicycle network along these corridors, a two-way multi-use bicycle path should be investigated from downtown to the Thames River crossing path, utilizing publicly-controlled property along local and State roads, as well as the northeast corridor rail alignment. Within the Thames Street Study Area, this connection would begin at the intersection of the I-95 ramps, Bridge Street, and North Street to the east where the I-95 path lands today; continue in the wide boulevard behind the existing sidewalk on the south side of Bridge Street, easily accessed by existing store frontages; and then merge with a widened multi-use sidewalk all the way to the National Submarine Memorial. This design creates a connection to a potential future cantilevered bicycle facility along the rail bridge paralleling the Gold Star Memorial Bridge, while also creating a gateway for cycling at a newly-configured intersection with Fairview Avenue, where a safer shared cycling environment on Thames Street itself could begin and continue south to downtown.

Today, the right-turn off-ramp from I-95 to Bridge Street operated in a higher-speed merge condition that is incompatible with the intended character of Bridge Street and Thames Street beyond. This highway-oriented solution can be re-crafted into a normal right-turn lane at the North Street signalized intersection, which enables the existing multi-use path to be better aligned with a future extension into downtown Groton, as described above. The resulting safer design also opens up a better parcel for development at the foot of the off-ramp, enabling a more significant and active edge to be created at this intersection, which can serve as a gateway for Groton and the Thames Street district.



Future Multi-use Path Alignment



Bridge Street Multi-use Path

Create a Buffer Around Electric Boat.

Rationale

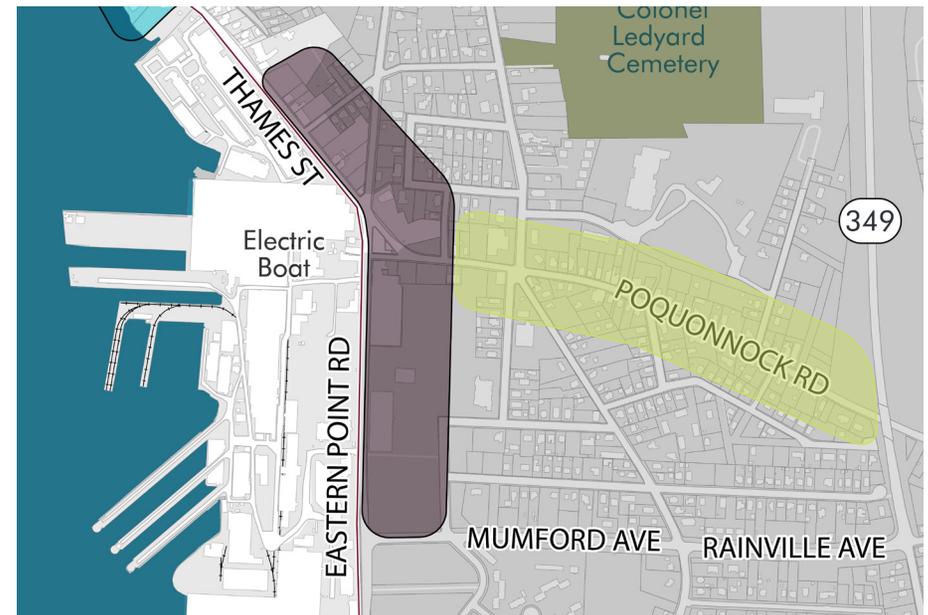
EB is critical component of the region's economy. Reducing potential conflicts and expansion options are an important planning consideration.

From a conflict management standpoint, a buffer strategy is a typical approach to reduce conflicts between heavy marine industrial uses and other uses such as residential. A buffer strategy around EB also serves another important purpose - lessening security risks by providing some separation between the facility and non EB related development.

From an expansion standpoint, it maintains critical existing parking facilities for the employees and does not create an parking problem with additional unrelated development. It also provides space for vendors or EB to establish facilities proximate to its shipyard.

Strategies

- A zoning overlay that limits heights of buildings surrounding the EB facility to less than 50ft.
- A special permit requirement related to any new development within a set distance e.g., 500ft of EB.
- Examination of development capacity along Poquonnock Rd to see if additional density can be supported.



EB buffer zone and potential development corridor.

Conclusions



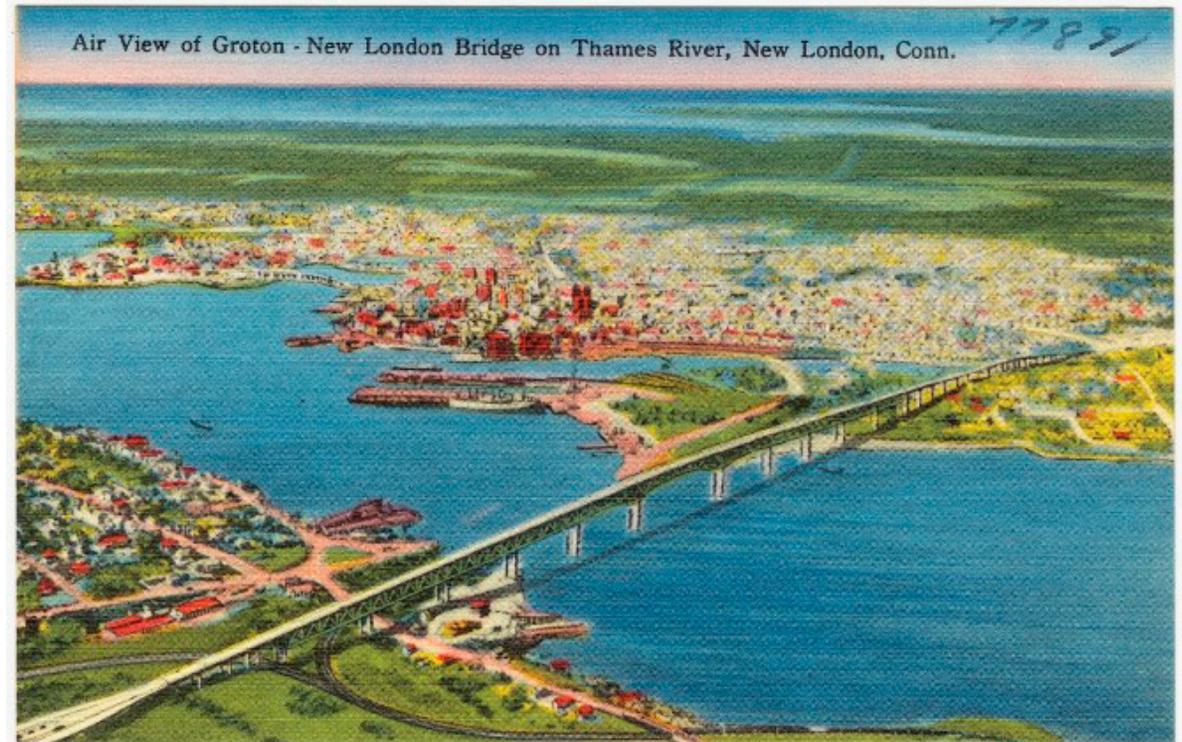
Bridge and Thames Streets present an important economic development opportunity for the city of Groton. The corridor has strong foundational elements to build on. Sections of the corridor have architectural character. Creation of an accessible, active waterfront can create a powerful amenity. Much of the corridor is very walkable and with enhancements most of the corridor can be pedestrian friendly. The edges of the historic Center has larger parcels and topographical conditions more favorable for larger scale development.

But for these assets to be leveraged, Groton will need to update its approaches to development regulations specifically density and parking to encourage redevelopment. It will also need to engage with local businesses and property owners about using tools such as pop-ups and waterside activities to generate more foot traffic to support the remaining retail base. And it should actively pursue avenues to increase access to its waterfront to strengthen the amount of activity and foot traffic on Thames Street.

Collectively these strategies should help to reinvigorate Thames Street to the vibrant, active coastal community reminiscent of its past.

Appendix

Request for Proposal	49
Financial Memo	53
Base Conditions	55
Stakeholder Comments	95



Request for Proposal



City of New London



City of Groton

Request for Proposal

Redevelopment Analysis and Action Plan for
Thames Street, Groton and Hodges Square, New London
A Thames River Innovation Places (TRIP) sponsored project
Proposal No. 2019-01

I. Introduction

The City of Groton, CT and the City of New London CT in partnership and under the umbrella of Thames River Innovation Places (TRIP) are seeking a professional firm, individual or consortium to work with both municipalities to prepare a Redevelopment Analysis plans for Thames/Bridge St. in the City of Groton and Hodges Square in the City of New London. This process and resulting document(s) will serve to strengthen the function, sense of place, economic vitality, and transportation infrastructure to create a blueprint for redevelopment with a focus on specific and individualized real estate analysis and recommendations, for both areas that will serve to guide public and private investments to build sense of place and economic opportunity.

II. About Us

In June of 2017, Thames River Innovation Places (TRIP), which is made of up of public, private, and nonprofit sectors in the communities of New London and Groton in Southeastern Connecticut, was designated as an INNOVATION PLACE by CTNext. (CTNext is a public/private network of entrepreneurs, mentors, service providers and others helping Connecticut's most promising startups succeed and grow).

The designation allocated grant funds to TRIP to support five separate projects, designed to both strengthen the entrepreneurial community, the livability and the overall economy in the region and enhance coordinated efforts to attract and retain the substantial uptick in need for employees at General Dynamics-Electric Boat division.

This project, known as the Redevelopment/Placemaking project, is one such project under the TRIP umbrella. It is a multi-municipal project overseen by staff of the cities of Groton and New London. The intent of the project is to generate plans, including recommendation for joint or municipal specific projects leading to aggressive private and public investment, redevelopment, and physical improvements in each City.

The focus of the project is on two separate but linked districts in each City. The districts are linked by a multi-use path over the Thames River. The districts follow:

Hodges Square, City of New London is:

Hodges Square is an area of historic significance to the City of New London. The district consists of a 65.8-acre neighborhood in the northern section of the city. The neighborhood houses one of the city's oldest historic residential properties feature architectural styles typical of the late 19th and early 20th centuries, including Queen Anne, Colonial Revival and Dutch Colonial Revival, an 18-acre city park - Riverside Park, a historic mill (c. 1650) that represents one of the earliest mill industrial sites in the country and historic district as of October 2016. Hodges Square is the connecting neighborhood for Connecticut College and the Coast Guard Academy to the southern portion of the city and links the neighborhood, the downtown area and Waterfront Park.

Williams Street is the main artery connecting Hodges Square and serving as a gateway into the community and the City of New London. Concentrations of businesses are along Williams Street with Interstate 95 which creates a significant challenge for visual appeal and livability. The roadways are complex, filled with on/off ramps, and nine overpasses mixing city and state streets together in concrete spaghetti-like crossroads. This exchange is the main connecting section of the north/south economic corridor.

In 2013, a Master Plan for Creative Placemaking was developed for Hodges Square highlighting assets, challenges, and opportunities of the area.

Thames/Bridge St., City of Groton is:

Thames/Bridge St. is the gateway to the City of Groton and has served culturally, socially, and economically as its heart or center since the City came into existence. The area is bounded by the North bound exit ramp from I-95 at Bridge St., where the multi-use path over the Gold Star Bridge is accessed, to the Southern end of Thames St. at Eastern Point Rd., (the northern boundary of the campus of the Electric Boat division of General Dynamics).

Bridge Street, which runs into Thames Street at its western end, is made up of small and dated strip type commercial and office developments with adjacent residential uses.

Thames Street runs parallel to the Thames River for its entirety. It has historically served as the City's Main Street and Downtown Center. The neighborhood fronting on and surrounding Thames Street, is marked by mixed uses including diverse residential uses (single-family, 1 and 2 family homes and apartments) commercial, office and retail and limited industrial/warehousing uses. Encompassed within its boundary is a Federal Historic District (Groton Bank), several historic sites and museums, the Fort Griswold State Park, WWII Sub Vet Memorial East, the Bill Library, and two small City owned open parcels that sandwich Thames St. and provide public water front access.

III. Statement of Work

The Redevelopment/Placemaking project team is looking for qualified multi-disciplinary planning, real estate and place and urban design professionals (Consultants) to submit proposals to create a Redevelopment/Placemaking Plan for the two districts within the two cities. The Plan is meant to promote attractive architectural appearance and historic preservation, enhance viable and sustainable redevelopment of properties within each area, as well as improve physical, social, and economic development of both Cities by using **Economic Development, Redevelopment best practices and Smart Growth** principles such as Transportation orientated development (TOD) to further sustainability. The Plan is meant to activate and guide public and private investment and programming for Thames/Bridge St. and Hodges Square with a focus on Redevelopment and Real Estate analysis for the Thames/Bridge area and Smart Growth and Transportation oriented development in Hodges Square. The plan must integrate initiatives already underway, such as the creation of a Tax Increment Financing District for the Thames/Bridge St. area and the Federal Transportation Alternatives Block Grant allocated to Hodges Square.

The work will include:

- Analysis and recommendations to encourage high quality **public and private property** commercial and residential development emphasizing the principles of walkability, connectivity, mixed-uses and diversity, compatible architecture, historical integrity and urban design, traditional neighborhood structure, smart transportation, sustainability and quality of life.
- Specific and individualized real estate analysis and recommendations, to guide public and private investments to build sense of place and economic opportunity.
- Designs and recommendations that make adequate provisions for pedestrian and vehicular traffic, give sufficient public access on the Gold Star Bridge, restructure and emphasize the gateways to the multi- use sidewalk over the bridge linking each community;
- Recommendations and design objectives for private and public property that supports the significance of the presence of resources such as the Thames River front, historical sites, architecture and other unique areas assets such as the Coast Guard Academy and Connecticut College.
- Ensure that access to the Thames River is maintained and/or enhanced.
- Review the public space realm and make recommendations for streetscape and multi-use path gateway improvements. Identify where each City may strategically wish to invest in improvements to the streetscapes, bike and pedestrian connections, or public spaces.
- Recommendations to encourage high quality **public and private property** commercial development emphasizing the principles of walkability, connectivity, mixed-uses and diversity, mixed housing, compatible architecture, historical integrity and urban design,

traditional neighborhood structure, smart transportation, sustainability and quality of life.

- Assess the impact of parking requirements on infill and redevelopment feasibility as well as providing directions for the street network, laneways and wayfinding. Recommend public parking strategies, if additional parking resources are needed. Assistance to both municipalities to execute scope of work and leverage other grant funding.
- Identify unique challenges related to development and placemaking improvements within each district and recommend approaches to address those challenges

Overall Goals

- **Appearance & character:** Use existing urban space to help create an attractive and strong sense of place through physical improvement that highlights and enhances the each district by:
 - a. Improve the function of each space as a bike/pedestrian corridors and gateway.
 - b. Creating a priority outline and strategy of the issues and opportunities within each district.
 - c. Evaluate infrastructure including signage, streetscape, right of way amenities, public spaces, access to the River (Groton), public art opportunities,
 - d. Evaluate architectural highlights to protect or enhance
- **Real Estate Analysis :**
 - a. Develop an analysis that will inform City staff as to the type of improvement recommended for to existing properties. Issues such as suitability for renovation, financial/highest and best use analyses, maintenance, parking, site enhancements, infrastructure (roads, sidewalks, parks, open space etc.) should be considered.
 - b. Establish redevelopment priority sites where initial investments will yield the greatest impact. (The one catalyst development)
 - c. Provide recommendations of proposed uses and necessary or desired zoning changes to existing land use zoning.
 - d. Establish public and private sector priorities on an area by area and property by property basis.
- **Land Use:**
 - a. Zoning regulation to support best and highest use and for potential zoning changes to implement vision.
 - b. Assess environment, open space and public realm conditions.
 - c. Address housing by reviewing mixed-use residential housing types and price points best suited for the market include viability of live-work units.
 - d. Address methods to enhance and to preserve the historic character of the area.
 - e. Address methods to sustain and encourage growth of commercial, business, and other compatible non-residential uses c throughout both districts.

- **Parking:**
 - a. Assess current parking conditions and future parking capacity and requirements.
 - b. Recommendation for parking management policy strategy.
- **Implementation Strategy:** Identification of specific implementation strategies and development of an action plan with goals and objectives that include, but are not limited to:
 - a. Identify multiple funding sources for public improvements
 - b. Identify incentive options and possible public-private deal structure for key redevelopments sites, both public and private.
 - c. Recommend proposed policy changes as needed.
 - d. Recommend a prioritized program of implementation measures include regulations, policies, and financing measures to implement the plan.

District Goals (Thames Street, Groton and Hodges Square, New London)

- **Goals specific to Hodges Square, New London**
 1. Identifying connection between Hodges Square Riverside Park, old Town Mill, and Downtown New London.
 2. Re-establishment, promotion and enhancement of the district/ village as a gateway.
 3. Community and stakeholders participation. The planning will include meaningful participation from the Hodges Square Village Association and property owners.
- **Goals specific to Thames/Bridge Street, Groton**
 1. Re-establishment, promotion and enhancement of the district/area as the City center with emphasis on using the Thames riverfront as development catalyst.
 2. Engagement of existing property owner participation throughout the redevelopment plan process and recommendations for creating mechanisms for ongoing participation.
 3. Maintaining Historic integrity of the district

IV. Submission Requirements

At a minimum, proposals should include the following:

1. A description of the lead consultant’s understanding and approach to the project, including projected timeline and anticipated project deliverables
2. Expertise of the team: the roles and responsibilities of the proponent and any of its agents, employees and sub-contractors who will be involved in providing the deliverables, together with the identity of those who will be performing those roles and their relevant respective expertise;
3. Examples of comparable projects completed in the past 5 years, with references for each. The Cities will contact references without prior notice.
4. Fee proposal based on the scope of services and the proposed approach detailing the time and budget allotted to each consultant and sub-consultant by task. The Fee

Proposal should include any and all travel, materials, time and delivery and all fees for tasks as described in the Consultants response to the RFP

5. A description of anticipated type and level of support the consultant will require/expect from the Cities—such as staff support, provision of meeting/studio space, materials, etc.;

Proposals should be responsive to the items presented in this RFQ, but can be enhanced to the benefit of the needs of this project.

Selection Criteria

While the review will encompass the entirety of the submissions, in evaluating the Proposals, the focus will be on the following key factors:

- A. The Consultants understanding of the goals of the Redevelopment/Placemaking project and the municipal and district specific needs.
- B. The Consultant’s demonstrated and successful experience with projects of comparable size and complexity;
- C. The expertise and experience of the Consultant and Team in addressing Real Estate analysis, infrastructure challenges, Space and Placemaking design, in a mixed private/public project.

Reserved Rights and Options

The City reserves and holds the right, at its sole discretion, to:

- A. Accept any Proposal;
- B. Reject any or all Proposals;
- C. Not enter into a transaction with any Respondent;
- D. Suspend, terminate or revise all or part of the RFP process for any reason;
- E. Negotiate with a selected Consultant without being bound by any provision in a
- F. Proposal;
- G. Request or receive additional information regarding any Proposal;
- H. Conduct investigations with respect to the qualifications and experience of
- I. Respondents;
- J. Take any other action affecting the RFP or the process that is in both City’s best interest.

No Suspension or Debarment

By submitting the information called for by this RFP, the Respondent submitting the information certifies that neither it nor those within its organization or proposed team are under suspension or debarment by any governmental entity, instrumentality, or authority.

Terms and Conditions

The terms and conditions including a proposed payment schedule will be negotiated between the Town and the selected proponent.

All proposals must be received by 2:00 pm on July 30, 2018 at the following address:

Dedra Aker, Purchasing Agent
City of New London
13 Masonic Street
New London, CT 06320

Proposals must be submitted in a sealed envelope and shall be labeled "Proposal for Redevelopment/Placemaking Project." Please submit five (5) hard copies and one (1) USB disk of your proposal with any attachments.

Financial Memo

Ninigret | Partners

TO: Dennis Goderre
City of Groton

FROM: Kevin Hively
NP

DATE: 7/16/19

RE: Financial analysis for Prospective Development in Groton

Below is a unit-based financial feasibility screening tool NP uses to test the viability of a project. It is not an in-depth *proforma* based on a specific project with a specific capital structure. The generic project below has several key assumptions based on industry averages, local market conditions and the test fit:

- Density = 30 units per acre.
- Rent = \$1.50/ft which is among the highest in the regional market but representative of new construction rents.
- Average unit size = 850 sqft to represent a roughly 60/40 split between studios/one bedrooms versus 2 bedrooms.
- Construction cost per unit = which estimates a \$163k unit finished unit (industry average for a mid level amenitized building 2-3 story built on podium) cost plus \$7k/unit for parking, landscape and hardscape. It does not assume major infrastructure improvements or land preparation costs.
- Debt / Equity = 70/30
- Cap Rate = 8.0% based on industry averages
- Real estate taxes = ZERO – NP wanted to show only the vertical construction costs. This is not reflective of any city policy requirement but simply to illuminate the difference between construction costs and market rents.
- Land costs = ZERO. NP assumed for purposes of this analysis that there was no land cost. Depending on the nature of the transaction (existing property owner versus acquirer) there would be land cost. Also depending on the location there would also be demolition costs of preexisting structures which are not included in this analysis.
- Contingency Allowance = ZERO – this is a base test case analysis.

The analysis (next page) of this generic test case found \$7.1m or 31% gap between the market value of \$15.8m versus base development costs of \$22.9m. Another important consideration is based on this high level analysis the required construction loan is basically equal to the residual value of the property. Additional equity or grants to reduce the loan level may be required to make the project privately financeable.

The town of Groton did a more detailed feasibility analysis for a proposed project on Rt 1 (Financial Feasibility Analysis of the Rt. 1 Corridor Redevelopment Project, 1/11/17). It also found a 31% gap but with different set of assumptions.

Key variables that shape the gap are the realized rents, actual cap rate, the capital structure and the expected return level. Average apartment rents to break even need to be \$1.87/sft at 7% cap rate, \$2.11/sft at 8%. Please note this generic case excludes any property taxes.

7/16/2019			
Property Name/Address	1234 Generic St	Value	
Lot Acreage		3.00 acres	
Maximum Allowable Units	30.0/acre	90 units	
Required Parking Spots	1.0/unit	90 spots	
Pre-Construction		18 months	
Construction Schedule		24 months	
Post-Construction Lease-Up (Monthly Rate)	5 units/mo.	18 months	
Total Time to Stabilization		60 months	
Average Unit Size		850 RSF	
Average Monthly Rent (today's value)	\$1.50 PSF	\$1,275	
Average Monthly Parking Rent		\$100	
Annual Gross Potential Revenue - Apartments		\$1,377,000	
Annual Gross Potential Revenue - Parking		\$108,000	
Less Annual Vacancy and Credit Losses	7.00%	(\$103,950)	
Annual Potential Revenue, Net		\$1,381,050	
Operating Expenses - today's value	Monthly	(\$378,000)	
Real Estate Taxes - today's value	\$0/unit	\$0	
Total Operating and Taxes	\$350/unit	(\$378,000)	
Retail Component		12,000 SF	
NNN Rent - today's value	\$15.00 PSF	\$180,000	
"Current" Stabilized Annual Net Operating Income (NOI)		\$1,183,050	
Base Building Hard Cost & Contingency - today's value	\$170,000/unit	66.7%	\$15,300,000
Retail Tenant Improvements - today's value	\$15.00 PSF	0.8%	\$180,000
Soft Cost % Hard Cost & Contingency & TIs	30.00%	20.2%	\$4,644,000
Senior Construction Loan to Total Project Cost	70.00%		
Construction Loan Interest & Operating Deficit	8.00%	12.3%	\$2,817,360
Land Cost	\$0/unit	0.0%	\$0
Total Project Cost (TPC)		100.0%	\$22,941,360
<i>Per Apartment</i>			<i>\$254,904</i>
"Current" Stabilized NOI Yield on Cost (Cap Rate)			5.16%
Source of Funds: Senior Construction Loan	70.00%	\$16,058,952	
Source of Funds: Equity	30.00%	\$6,882,408	
		\$22,941,360	
Income Annual Inflation Factor	2.00%		
Expenses, Taxes and CapEx Annual Inflation	2.00%		
Years to Stabilization	5.00 years		
Annual Capital Expenditures	\$250/unit		
Future Stabilized NOI after CapEx for Valuation			\$1,306,968
Future Stabilized Yield on Cost (Cap Rate)			5.70%
Asset Sale Capitalization Rate		8.00%	
Future Gross Capitalized Value		\$16,337,097	
<i>Per Apartment</i>		<i>\$181,523</i>	
Selling Costs	3.00%	\$490,113	
Sale Proceeds, Net		\$15,846,985	
Pre-Tax Profit on Sale (excludes interim year cash flows)		(\$7,094,375)	
Pre-Tax Profit Margin on Sale (excludes interim year cash flows)		-43.42%	
Multiple on Invested Equity on Sale (excludes interim year cash flows)		-0.03x	

Base Conditions



Thames River Innovation Partnership Groton Bridge & Thames Base Conditions

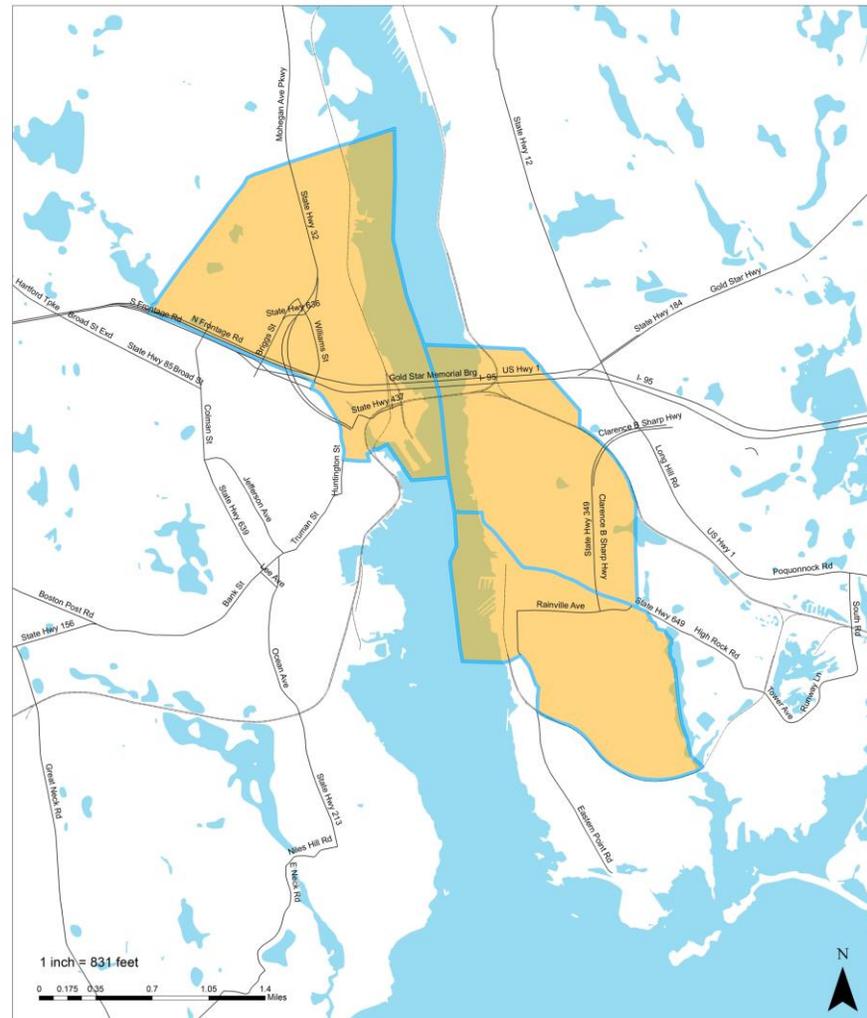
March 26, 2019

Study Context

Study Area

Context

- Encompasses Census tracts 8703, 7024 and 7025
- Focus areas:
 - Hodges Square , New London
 - Thames/Bridge Streets, Groton



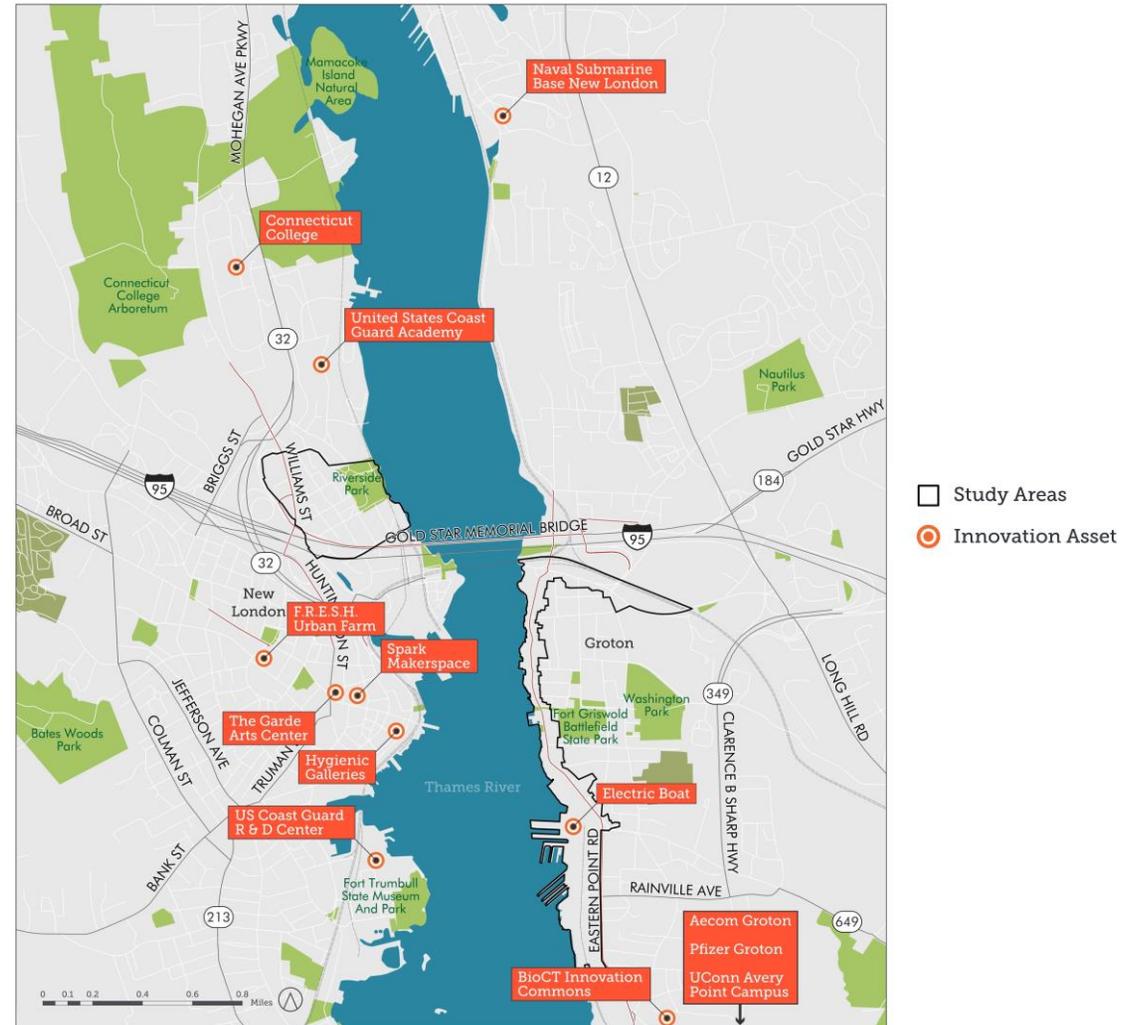
Assets

Study Area

Innovation Assets

- Institutions/Organizations

Source: City of Groton, City of New London, Ninigret Partners, Interface Studio



Historic Resources

Groton

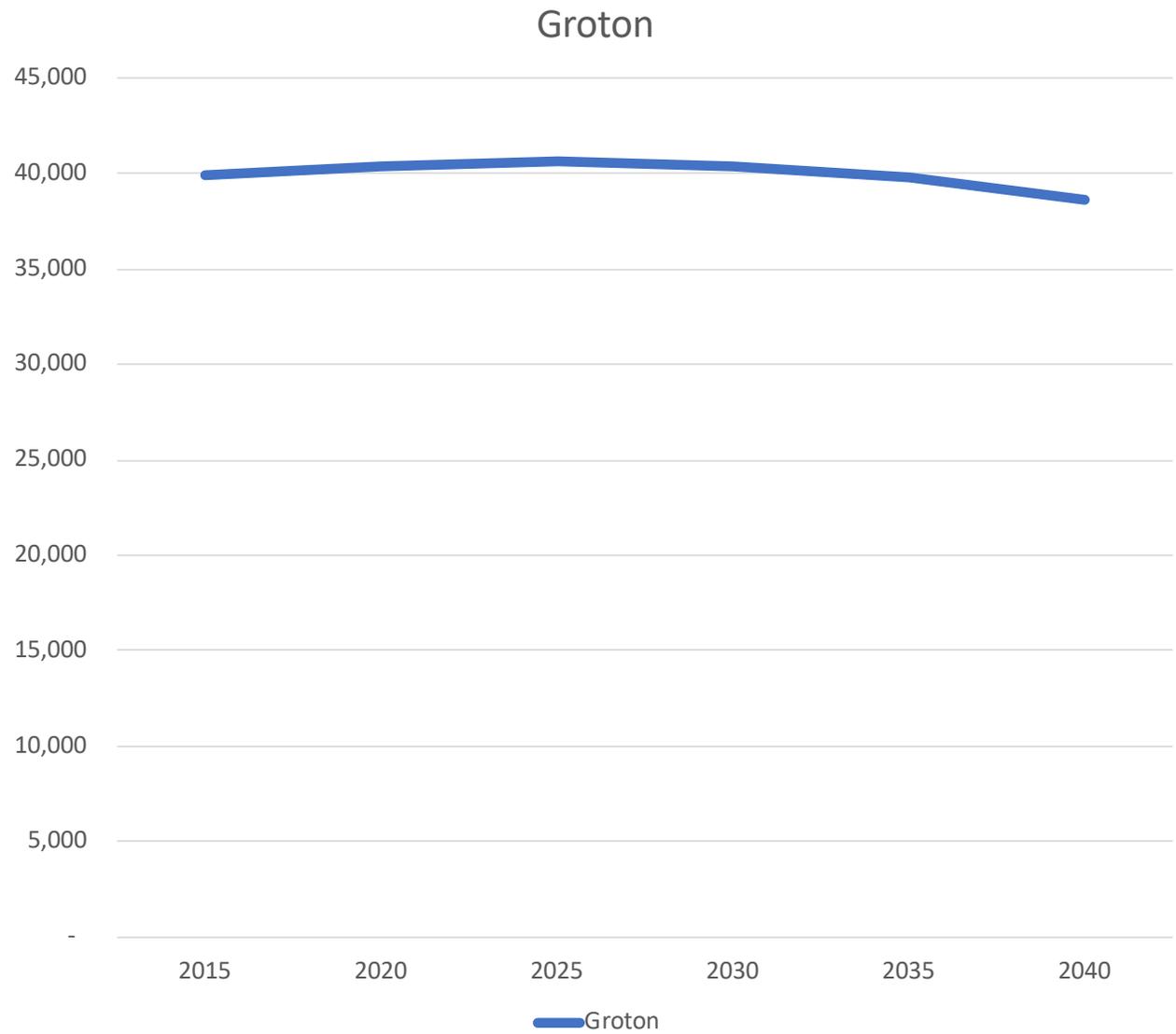
- Concentrated around northern Thames Street

Source: City of Groton



Demographic Trends

Population Projection

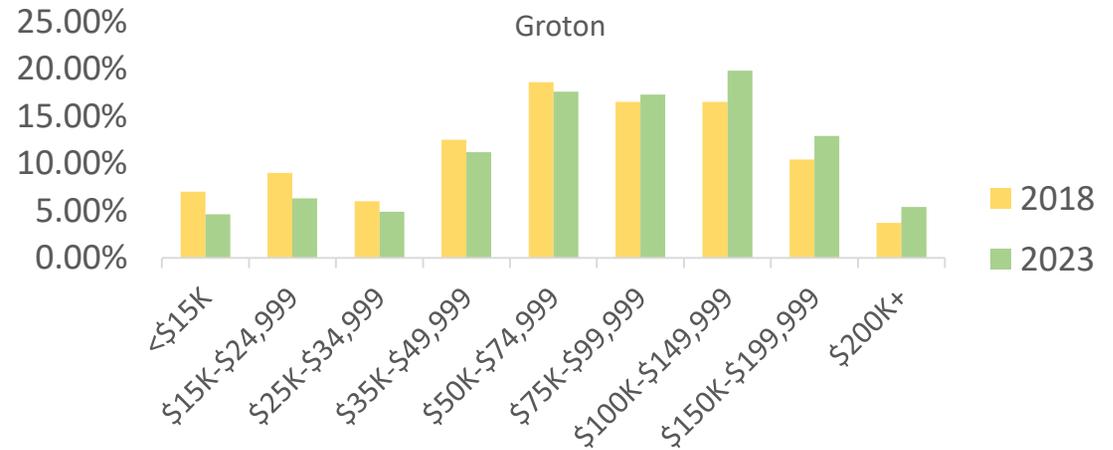


Projected Income Distribution

Groton and New London Study Areas

- Groton study area median income higher than national, lower than CT, higher than New London study area
- Overall, income is projected to increase slightly

Sources: ESRI.com



2018-2023 Change in HH Income

Groton Study Area

	<25	25-34	35-44	45-54	55-64	65-74	75+
<\$15,000	0	-1	-2	-3	-3	-1	-1
\$15,000-\$24,999	0	-3	-1	-3	-5	0	0
\$25,000-\$34,999	-1	-1	-1	-1	0	-1	0
\$35,000-\$49,999	0	-3	-1	-2	-2	0	0
\$50,000-\$74,999	0	-2	-2	-4	-2	2	1
\$75,000-\$99,999	0	-2	0	-3	-1	3	1
\$100,000-\$149,999	0	1	4	1	1	3	2
\$150,000-\$199,999	0	0	2	0	3	2	1
\$200,000+	0	0	2	1	1	1	0

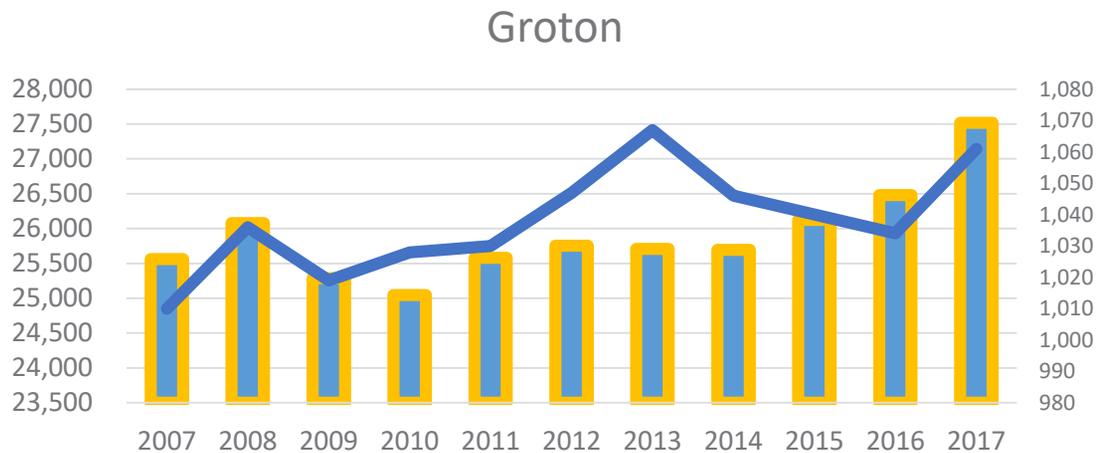
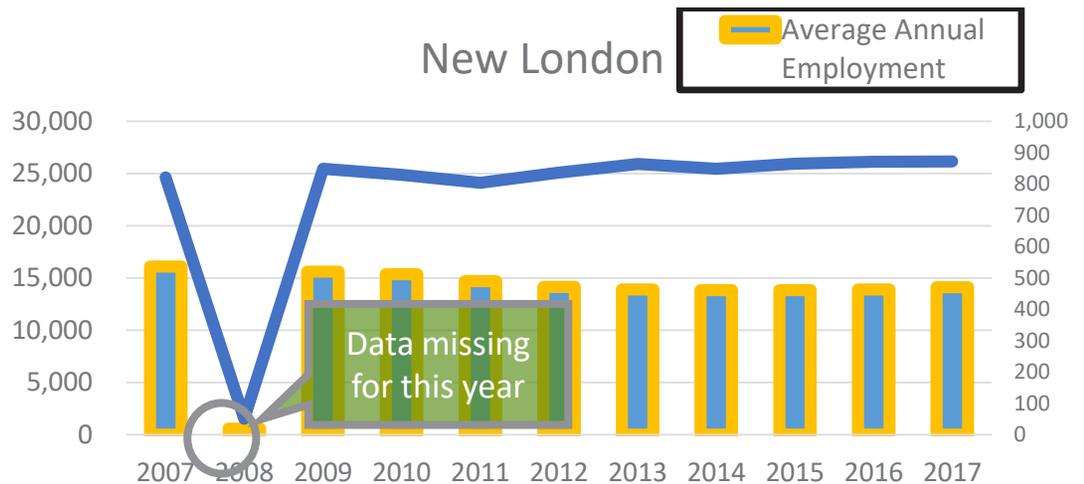
Sources: ESRI.com

Economics & Market Conditions

Employment Growth

- Incremental increase in jobs over last 10 years
- Number of Employers held steady
- Data suppression and missing data is a significant issue

Source: Connecticut Department of Labor Annual Averages - Employment & Wages by Industry (QCEW) by Town



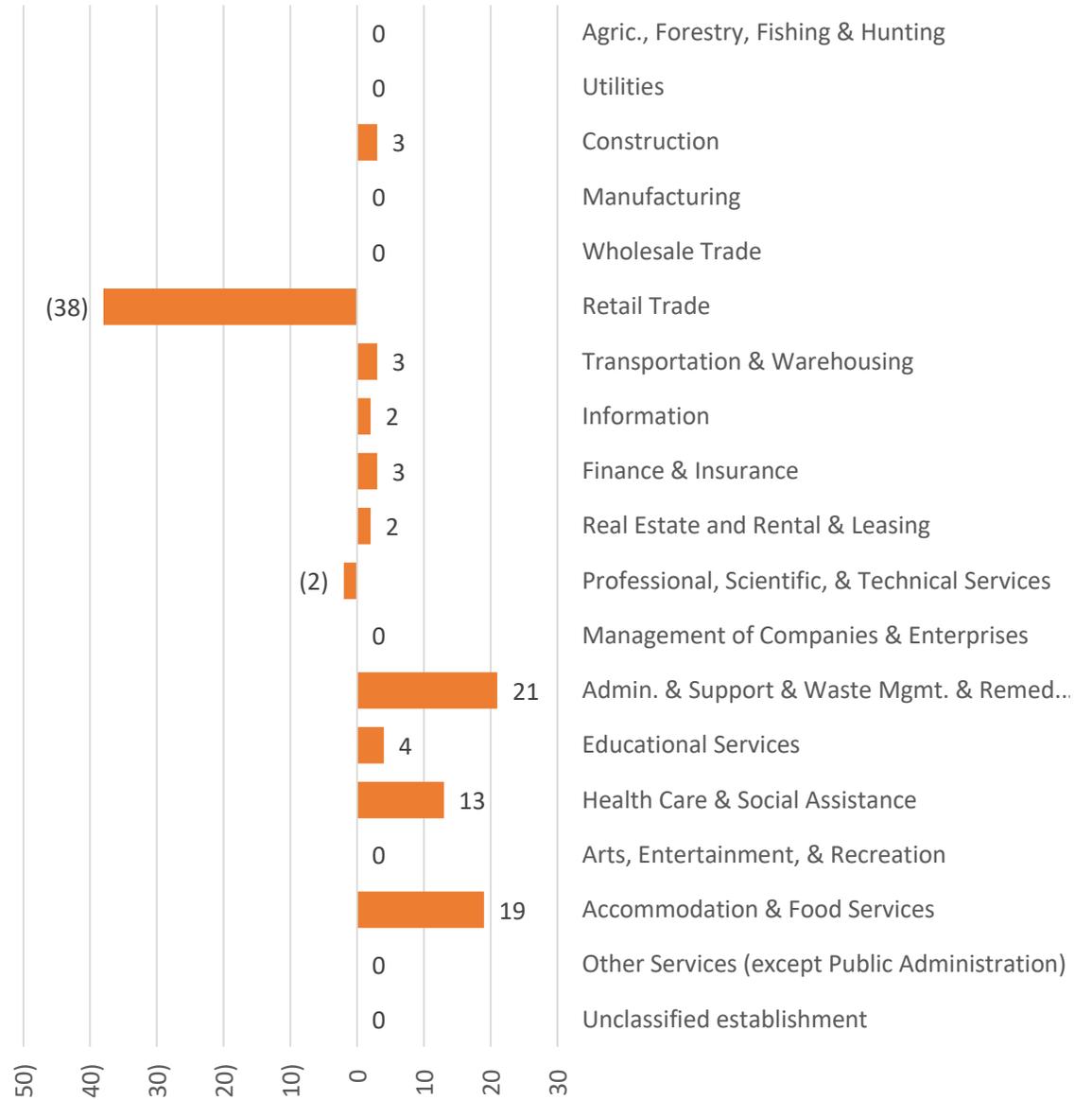
Employment

Employer Net Change by Industry
2007-2017

- Data suppression creates gap for manufacturing information

Source:

Groton



Sales Market

Trends

12 Month Market Trends

Groton

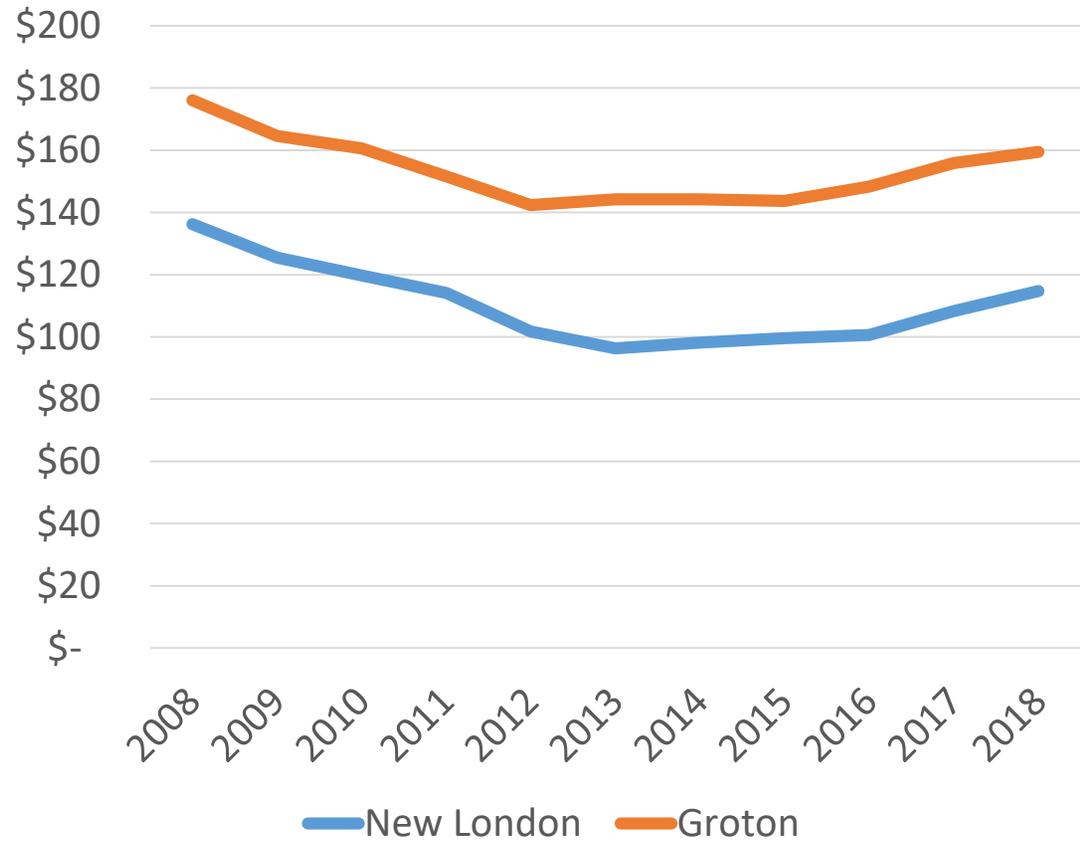
- +\$3,000 (2%) in median home sales
- Average \$/SF rose to \$166, up from \$149

New London

- +\$21,500 (14%) in median home sales
- Average \$/SF fell to \$107, down from \$115.

Source: Zillow.com, January 2019

Seasonally Adjusted Home Index Value



Zillow Home Value Index (ZHVI): A smoothed, seasonally adjusted measure of the median estimated home value across a given region and housing type. It is a dollar-denominated alternative to repeat-sales indices

Rental Market Trends

New London

- Median rental price: \$1,225
- Available units: 25
- Fall 2018: slight decrease in available units

Groton

- Median rental price: \$1,600
- Available units: 29
- Fall 2018: increase in available units

Source: Trulia.com, February 2019

New London

Median Rent



Number of Rentals

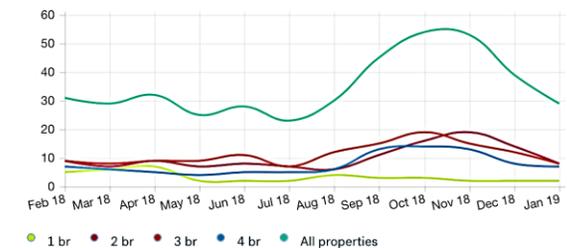


Groton

Median Rent



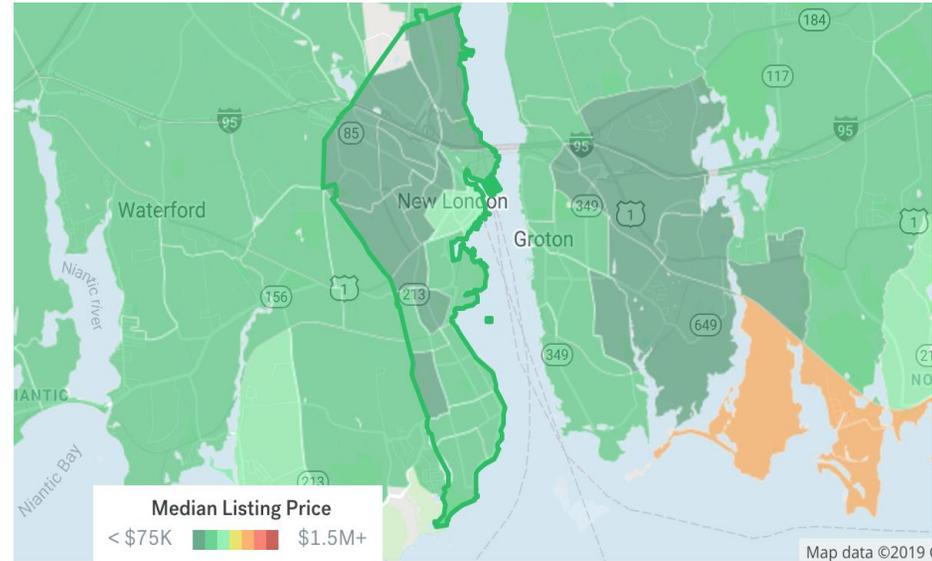
Number of Rentals



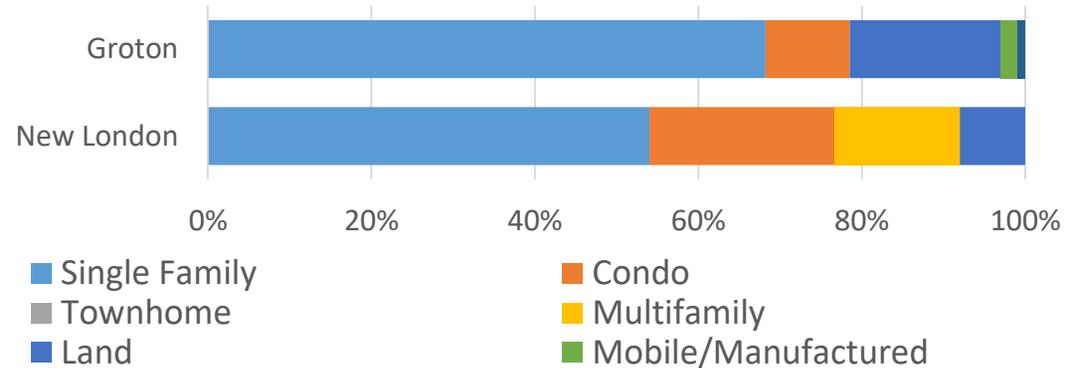
Sales Market

(Jan 2019 snapshot)

	New London	Groton
Median Sales Price	\$190K	\$168K
Price per SF	\$107	\$166
Properties for Sale	150	233



Sales Market by Type



Source: Trulia.com, January 2019

Rental Market

(Feb 2019 snapshot)

New London rents for multiple bedroom options are around \$75 to \$100 less per bedroom

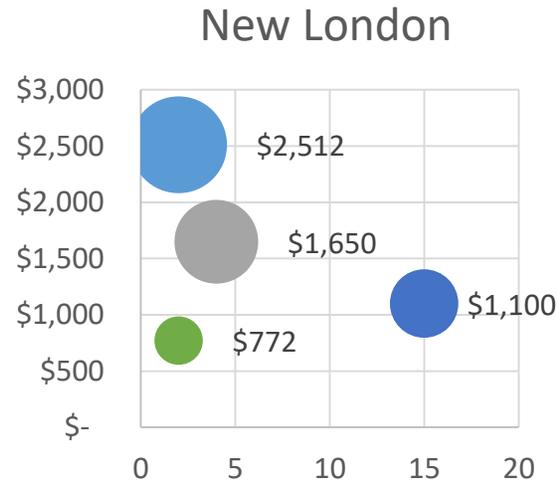
4 BDR apartments in both communities are outliers in terms of per bed pricing

New London

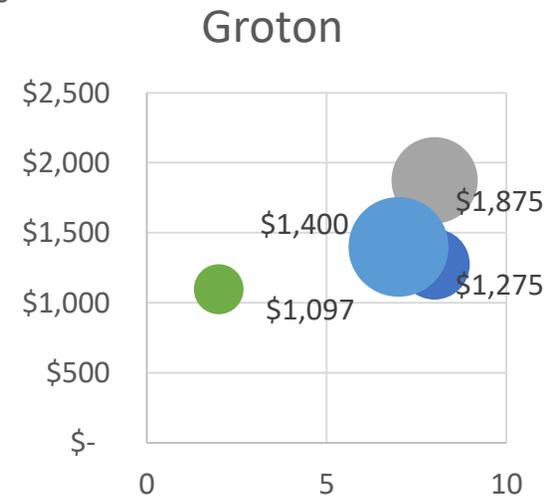
- Median rental price: \$1,225
- Per BDR for multiple bedrooms: around \$550
- Available units: 25

Groton

- Median rental price: \$1,600
- Per BDR for multiple bedrooms: around \$630
- Approximately 62
- Available units: 29



- 1 BR
- 2 BR
- 3 BR
- 4 BR



Source: Trulia.com, February 2019

Commercial Space

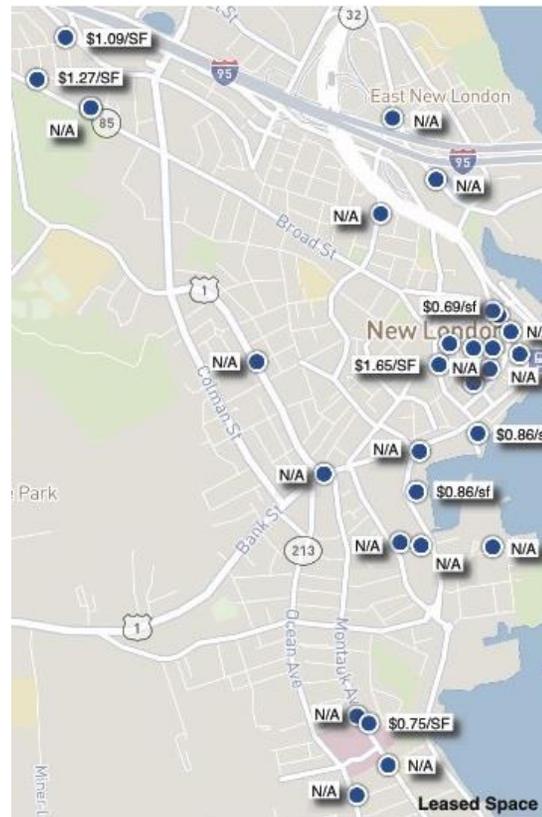
(February 2019 snapshot)

	New London	Groton
Sale units available	49	22
SF Range	1,560-43,896 SF	1,566-20,102 SF
Median asking price	\$292,450	\$650,000
Median \$/SF	\$60/SF	\$106.86/SF

At the present time it is cheaper to buy property than build property

Source: officespace.com. February 2019

New London Leased Space



Groton Leased Space



Retail Gap Analysis

Thames Street, Groton

2 Mile Drive Analysis

- Retail Gaps in
 - Electronics/Appliance Stores
 - Home Furnishing Stores
 - Book, Periodical & Music Stores
- Local demand alone would not support an average size establishment for any of these industries

Source: ESRI.com

2017 Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap
Electronics & Appliance Stores	\$561,862	\$4,413,196	(\$3,851,334)
Home Furnishings Stores	\$290,475	\$508,096	(\$217,621)
Book, Periodical & Music Stores	\$63,278	\$73,161	(\$9,883)
Vending Machine Operators	\$8,171	\$0	\$8,171
Drinking Places - Alcoholic Beverages	\$25,633	\$0	\$25,633
Special Food Services	\$46,129	\$0	\$46,129
Florists	\$46,958	\$0	\$46,958
Beer, Wine & Liquor Stores	\$295,905	\$244,968	\$50,937
Used Merchandise Stores	\$57,102	\$0	\$57,102

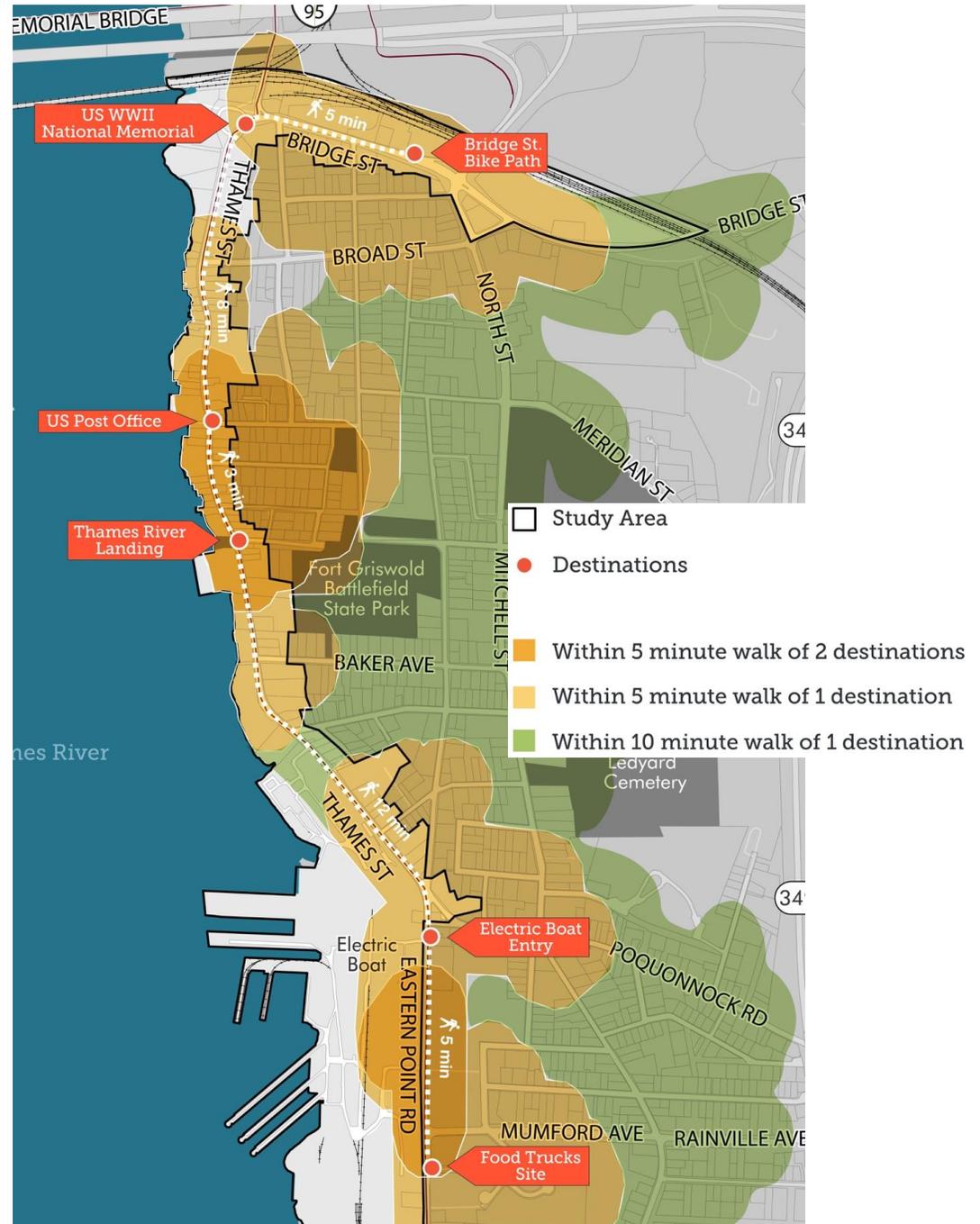
2017 Industry Group	70% of Gap	Average Sales/SF	Potential SF	Average Size Needed	Benchmarks
Electronics & Appliance Stores	(\$2,695,934)	\$713	3,781	15,350	BestBuy, GameStop
Home Furnishings Stores	(\$152,335)	\$320	476	20,700	HomeGoods, Williams Sonoma, Bed Bath & Beyond
Book, Periodical & Music Stores	(\$6,918)	\$330	21	500 – 55K	independent book sellers

Walkshed Analysis

Groton

- For purposes of demonstrating walkability we identified 6 sites
- Based on this analysis the corridor can be subdivided into 3 major nodes
 - Bridge Street
 - Thames St Center
 - Southern Thames (EB Campus)
- Most of the corridor is accessible for a park once walk option particularly from the end points to the Center
- As a practical matter Thames Center for a large % of the EB workforce is not a lunch option from a walking perspective

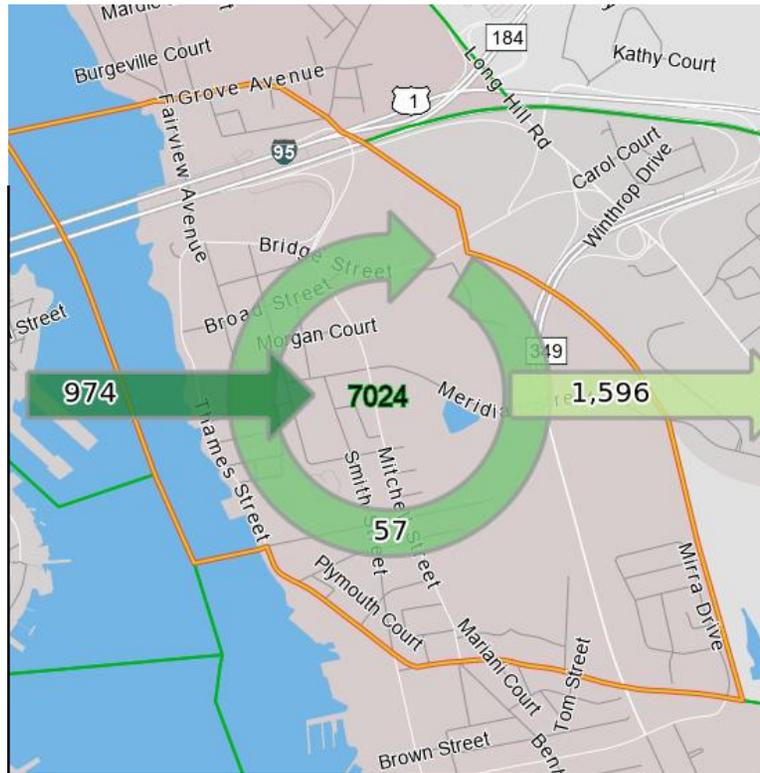
Source: Interface Studio, 2019



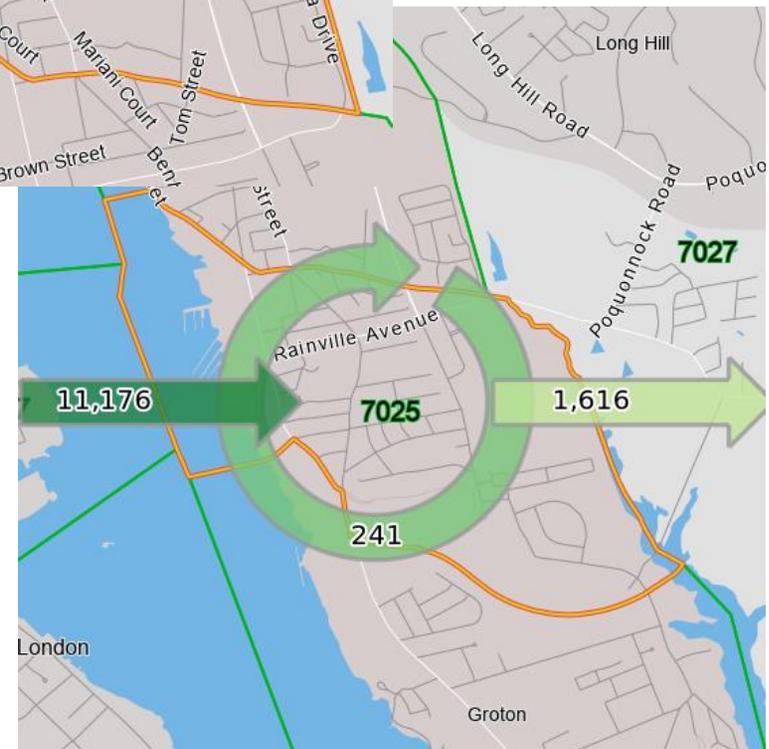
Commuting Patterns

Inflow/Outflow

- Lowest commuter inflow into Northern Thames St study area (Tract 7024)
- Southern Thames Street study area (Tract 7025) has highest
 - Contains EB campus
 - Brings in 11,000 individuals
 - Employs 240 from the immediate area
- Only 8% of the neighborhood workforce work in this area



Groton Study Area



Commuting Patterns

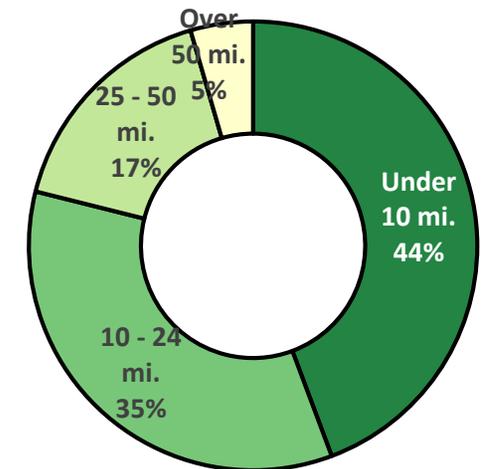
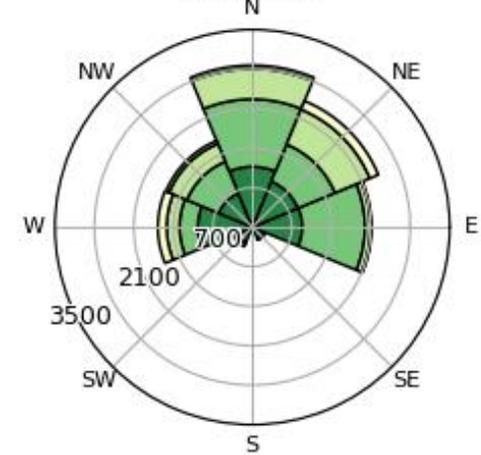
Southern Thames St - Work to Home

- 22% or approximately 2400 people travel more than 25 miles
- Most workers are coming from the North and East
- This suggests a potential pool of housing demand at the right price points

Source:

Home Location	%
All Places (Cities, CDPs, etc.)	100%
New London city, CT	6%
Norwich city, CT	5%
Groton city, CT	5%
Westerly CDP, RI	4%
Conning Towers Nautilus Park CDP, CT	2%
Pawcatuck CDP, CT	2%
Long Hill CDP, CT	2%
Old Mystic CDP, CT	2%
Warwick city, RI	2%
Mystic CDP, CT	1%
All Other Locations	70%

Job Counts by Distance/Direction in 2015
All Workers

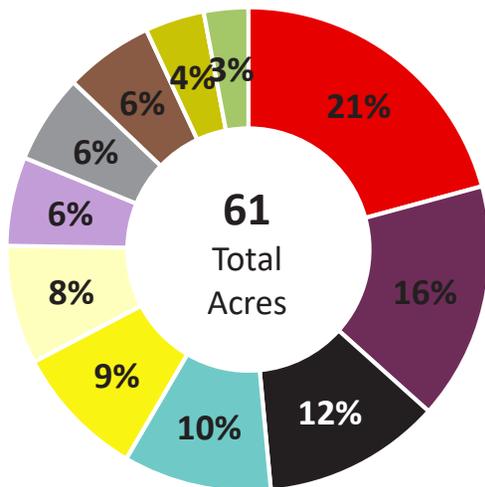


Groton Study Area Land Use

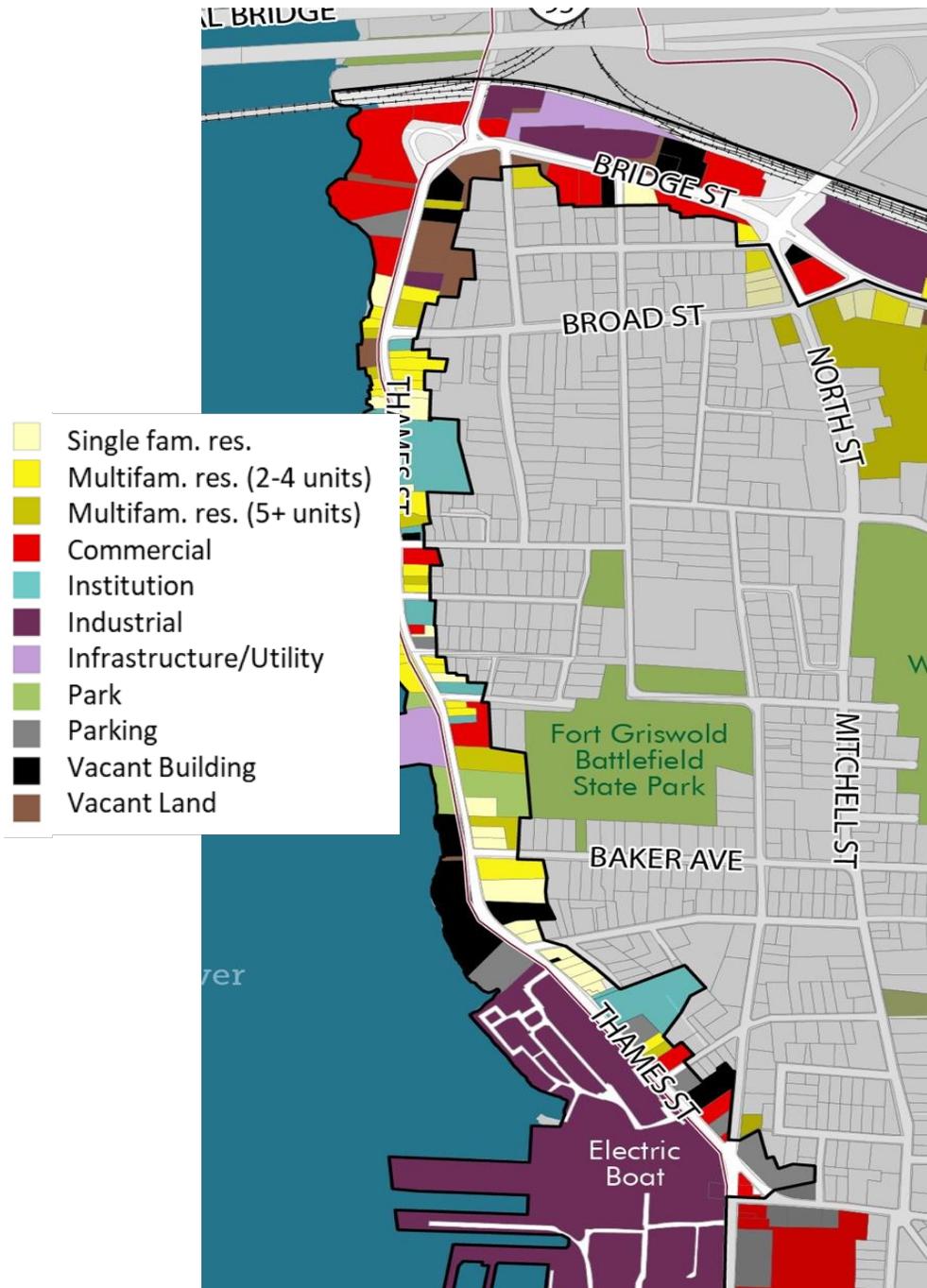
Land Use

Groton

- The corridor has an eclectic mix of uses



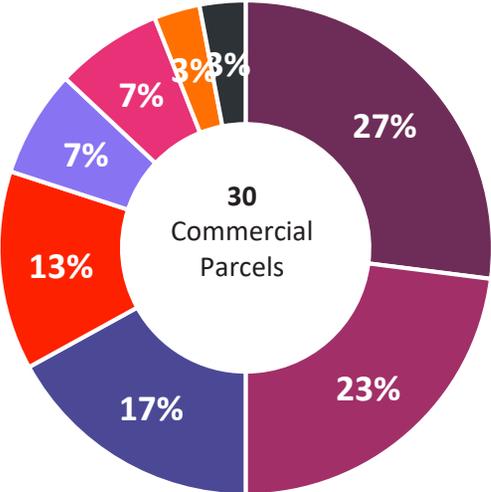
Source: City of Groton, Interface Studio. (2019)



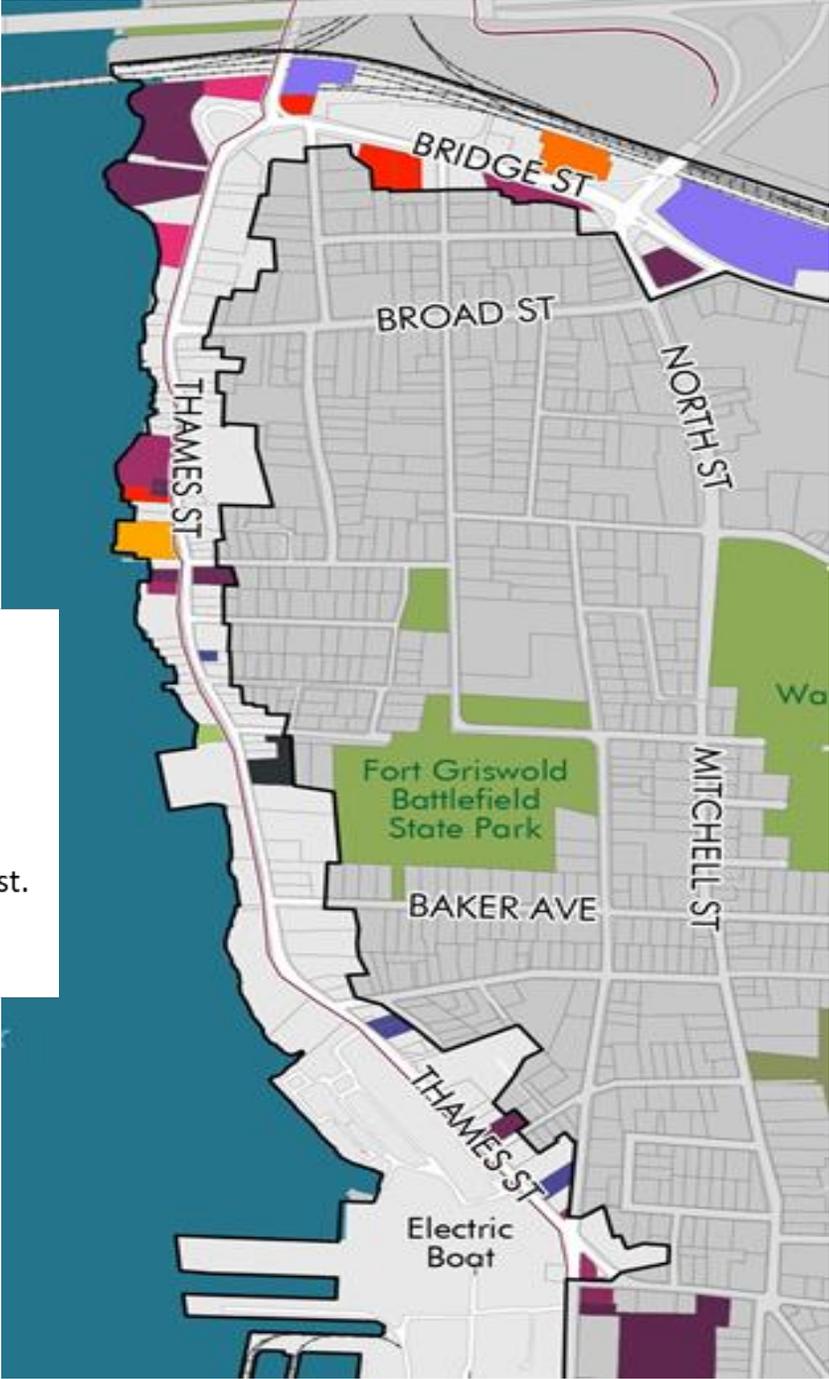
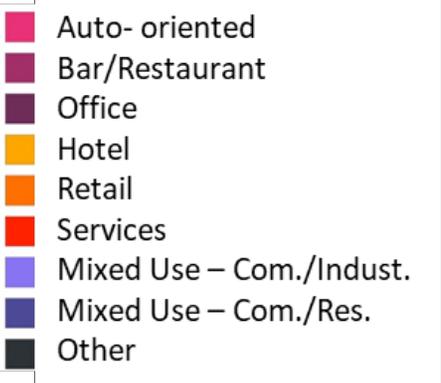
Commercial Uses

Groton

- Small nodes distributed along Thames



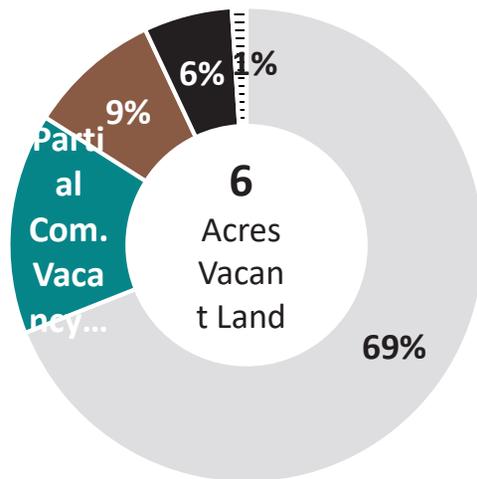
Source: City of Groton, Interface Studio. (2019)



Vacancy

Groton

- 31% of property in Study Area vacant



Source: City of Groton, Interface Studio. (2019)



Property Susceptibility to Change

Groton

- Multiple opportunity sites along Thames Street
- Abundant parking opportunities

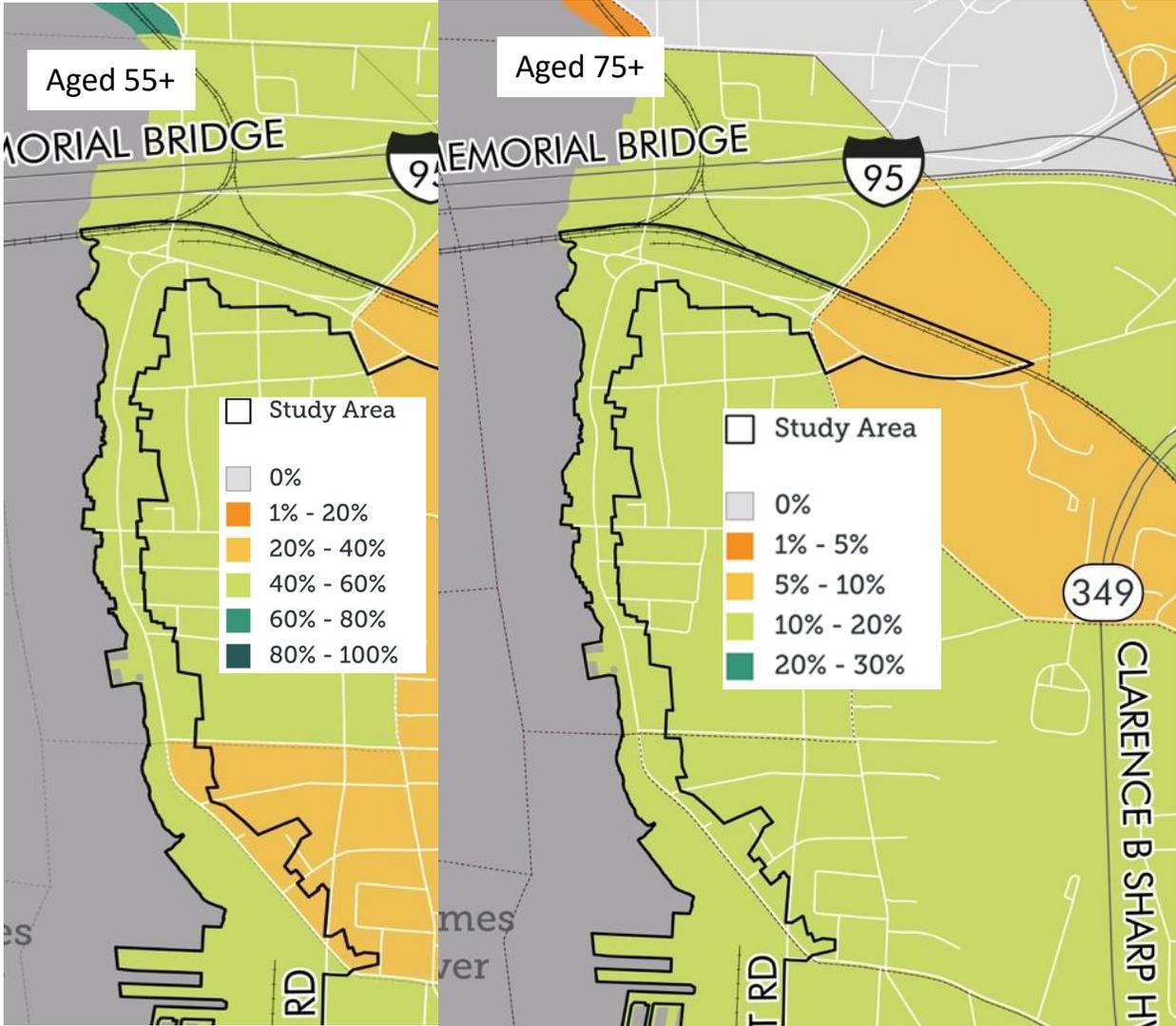
Source: City of Groton, Interface Studio. (2019)



Thames St Area Demographic Susceptibility to Change

50 – 80% of the Groton Bank area is susceptible to change based on underlying demographics and life stage changes

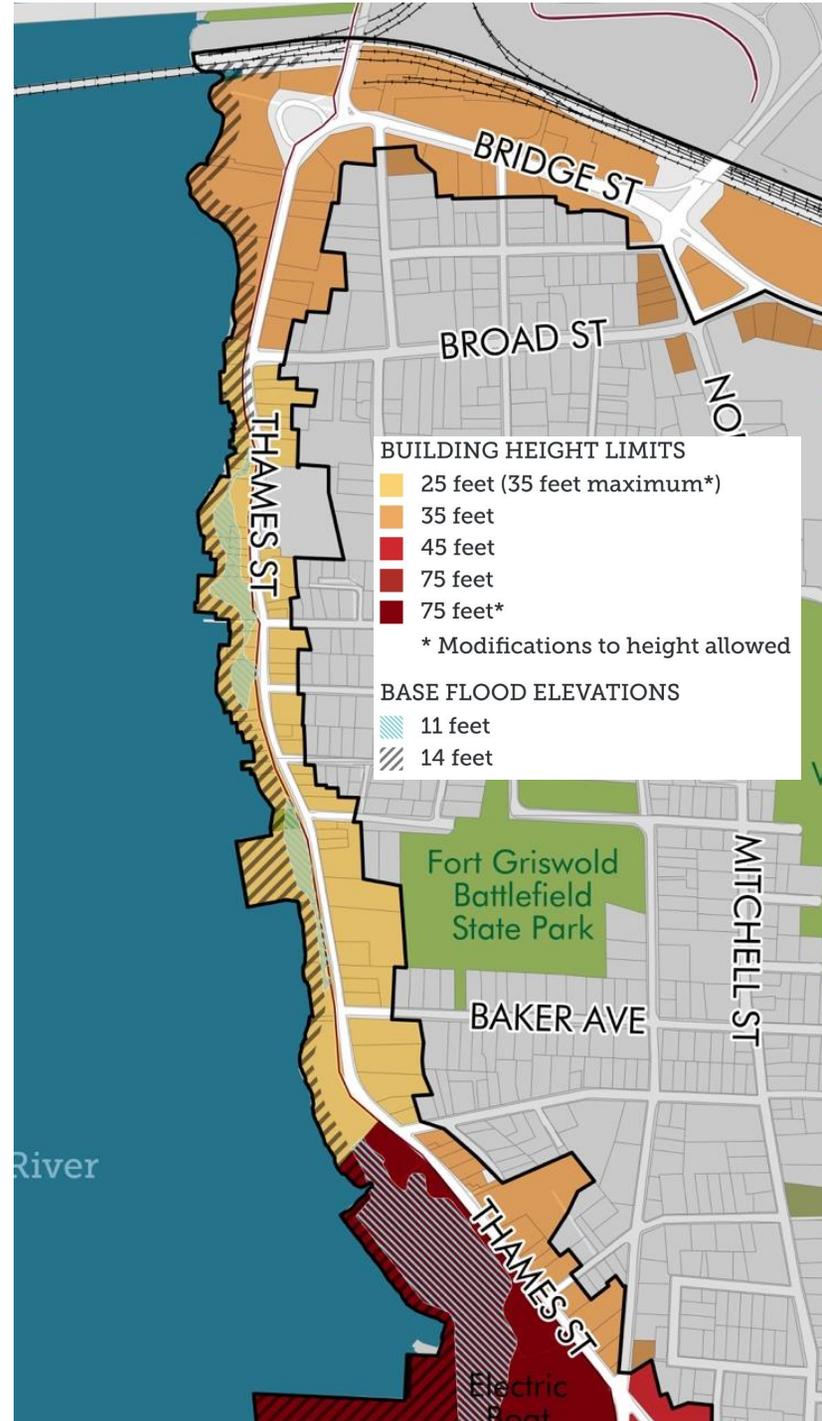
Source: ACS 2017 5-Year Estimates, U.S. Census Bureau



Bldg. Height Limits / Base Flood Elevations

Groton

Source: City of Groton, 2017 FEMA National Flood Hazard Layer



Circulation & Parking

One-way Conversion

Thames Street

- Potential to increase vehicle speed above mid-30 mph, which may increase crash rate
- Will reduce traffic volume on Thames by 68%, negatively impacting levels of service for other intersections in the area
- Will add 134 on-street parking spaces
- Residential side streets will be negatively impacted by additional traffic
- Customer traffic to Thames St will be cut by 50%

Source: Thames Street One-way Conversion Assessment Memo, Stantec, 2019

Existing Two-Way



Proposed One-Way



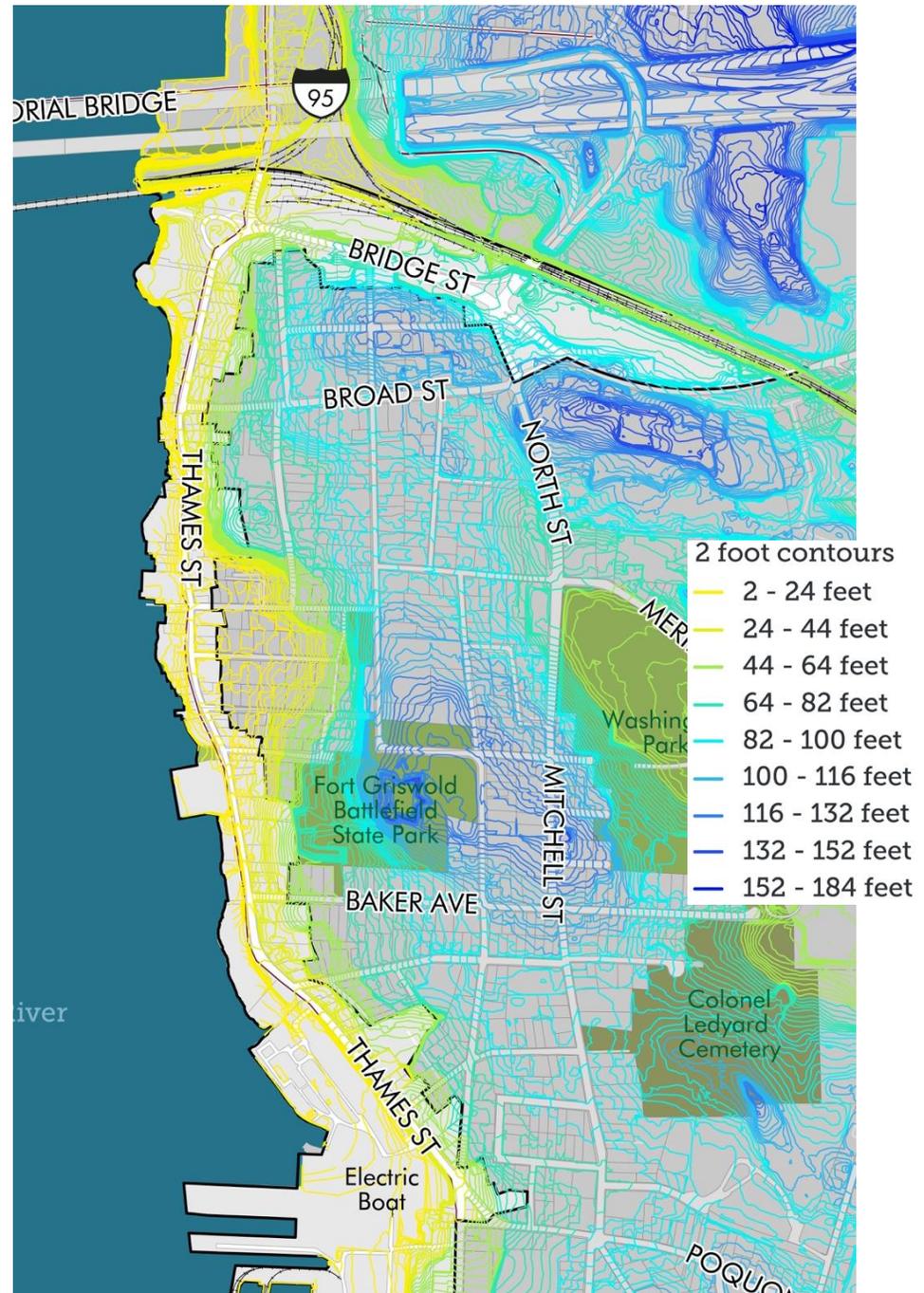
Environmental Factors Potentially Impacting Development

Topography

Groton

- Topography creates development challenges along the coastline
- Variations of “street level” versus flood plain elevation will impact pedestrian nature of new development of Thames St

Source: City of Groton



Flood Zones

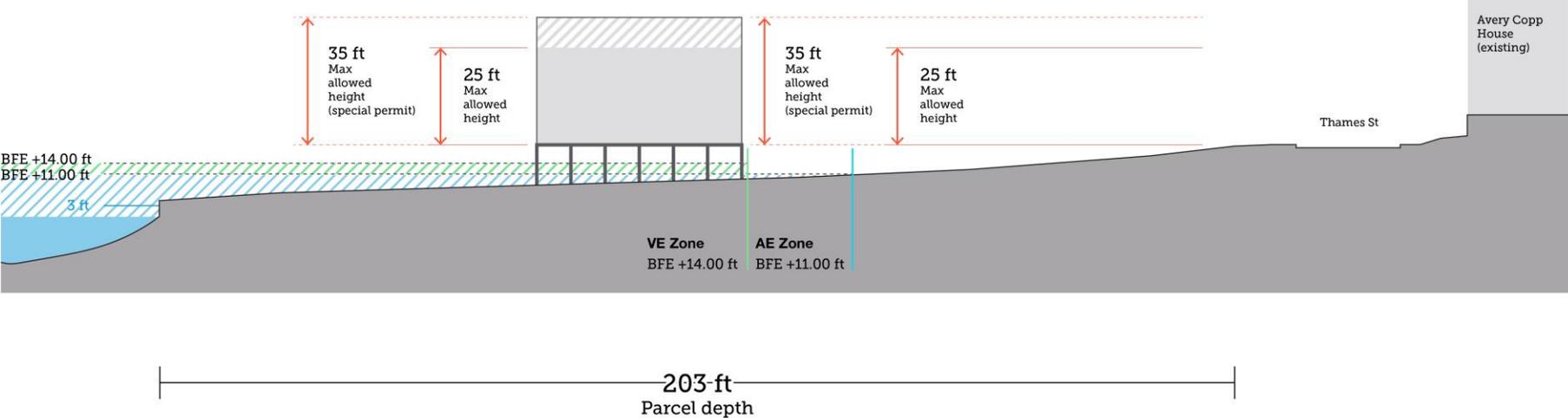
Groton

- The heart of Thames Center is subject to both flood and storm surge
- This is an important factor when considering redevelopment potential

Source: 2017 FEMA National Flood Hazard Layer (NHFL)

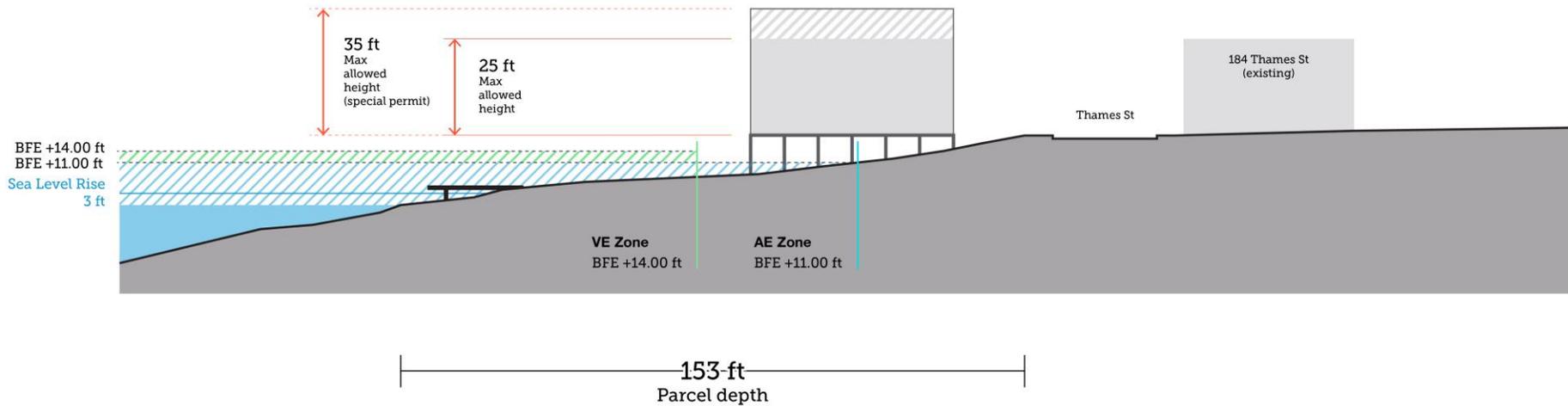


Groton Cross-Section Analysis Through 169 Thames St (Puffins Property)



Groton Cross-Section Analysis

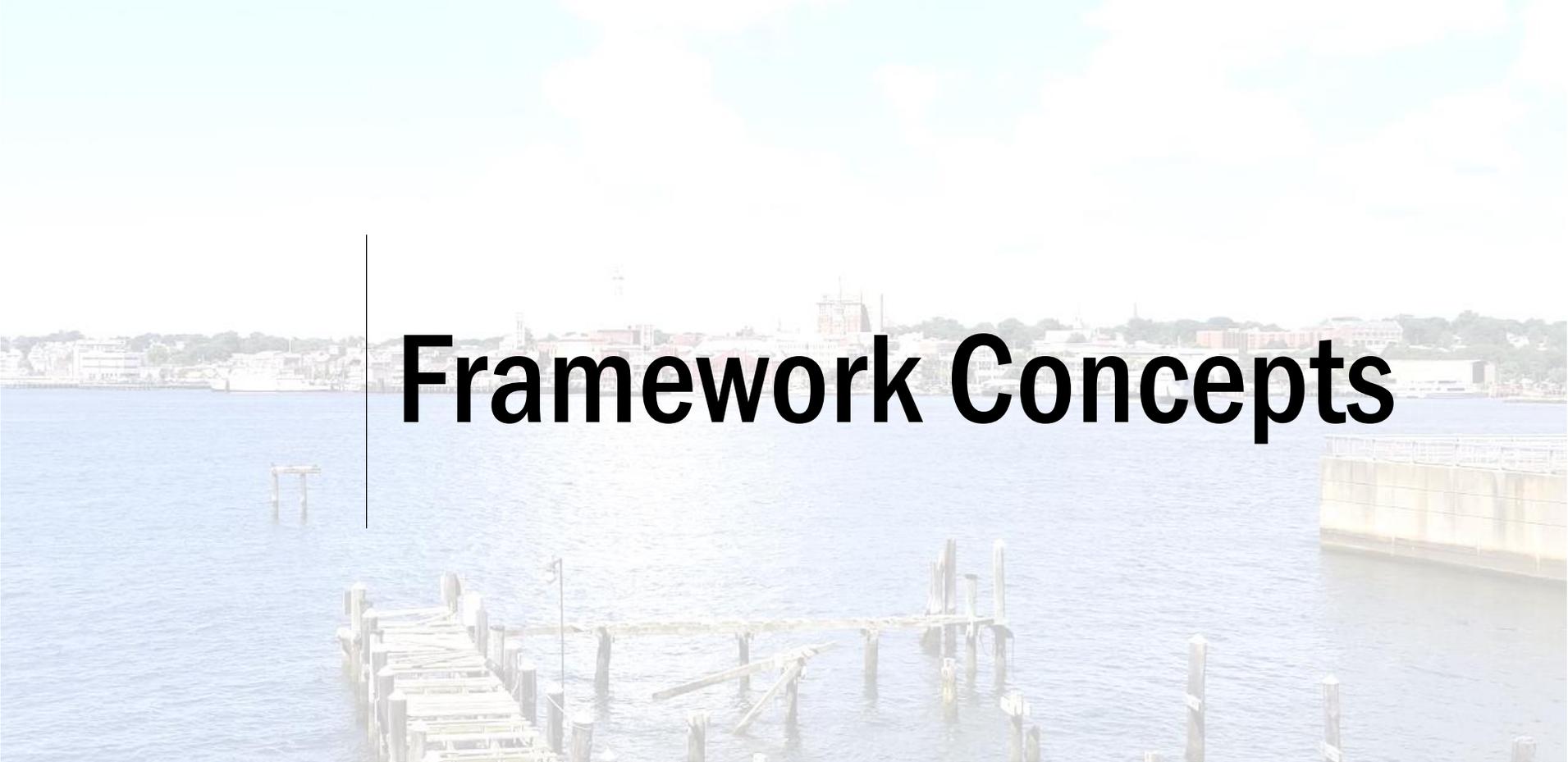
Through 184 Thames St (Post Office Vicinities)



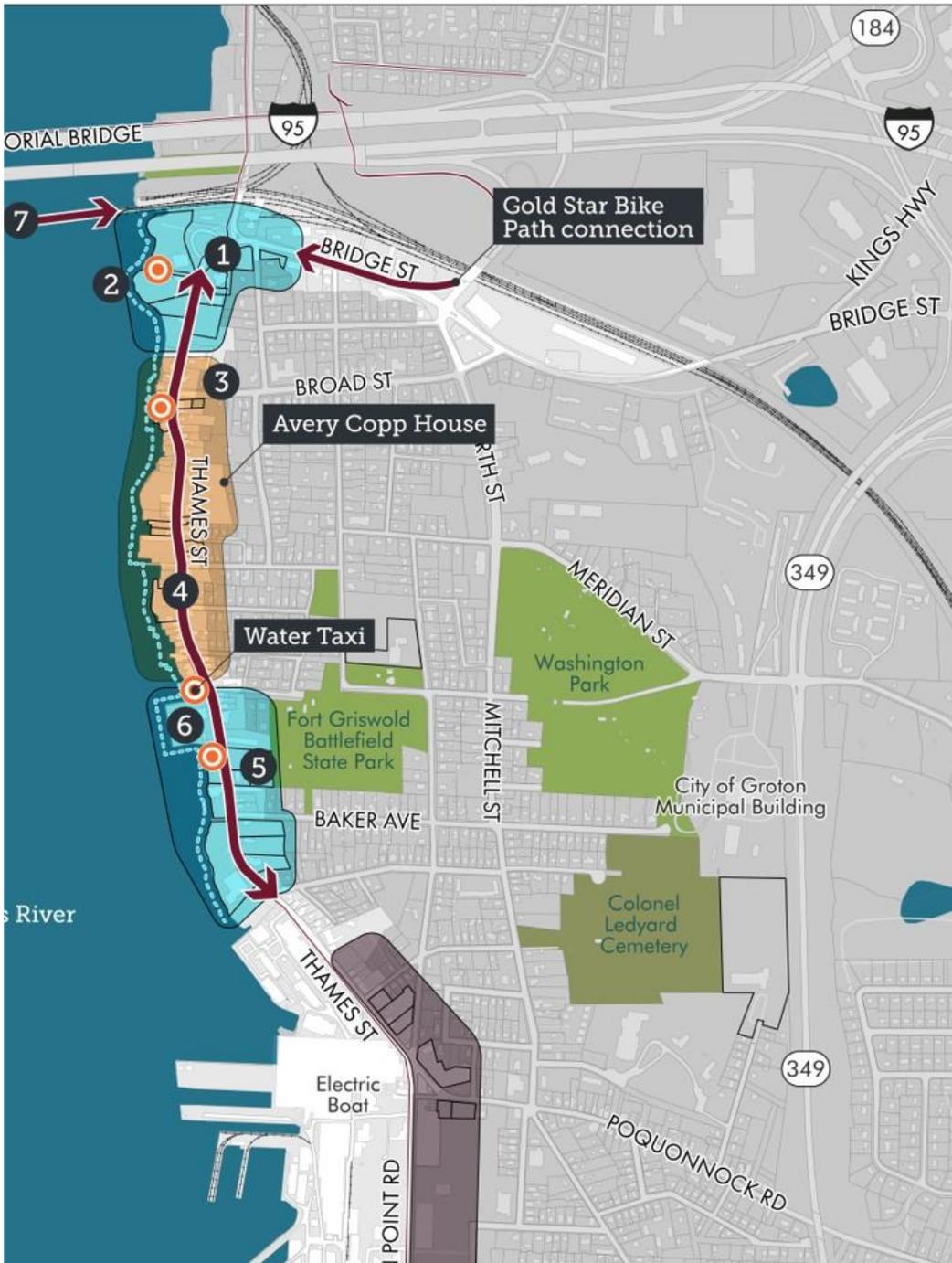
Prevailing Wind

		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Ann.
Bridgeport	Dir	W	W	NW	NW	NW	NW	WSW						
	Spd	13	13	13	13	11	10	10	10	11	12	12	12	12
	Pgu	61	61	69	63	51	48	59	68	49	56	61	64	69
Hartford	Dir	NW	NW	NW	NW	NW	NW	N	N	N	S	S	S	NW
	Spd	9	10	10	10	9	8	7	7	7	8	9	9	9
	Pgu	58	63	62	60	51	53	89	55	66	72	64	55	89

Source:
<https://www.ncdc.noaa.gov/sites/default/files/attachments/wind1996.pdf>



Framework Concepts



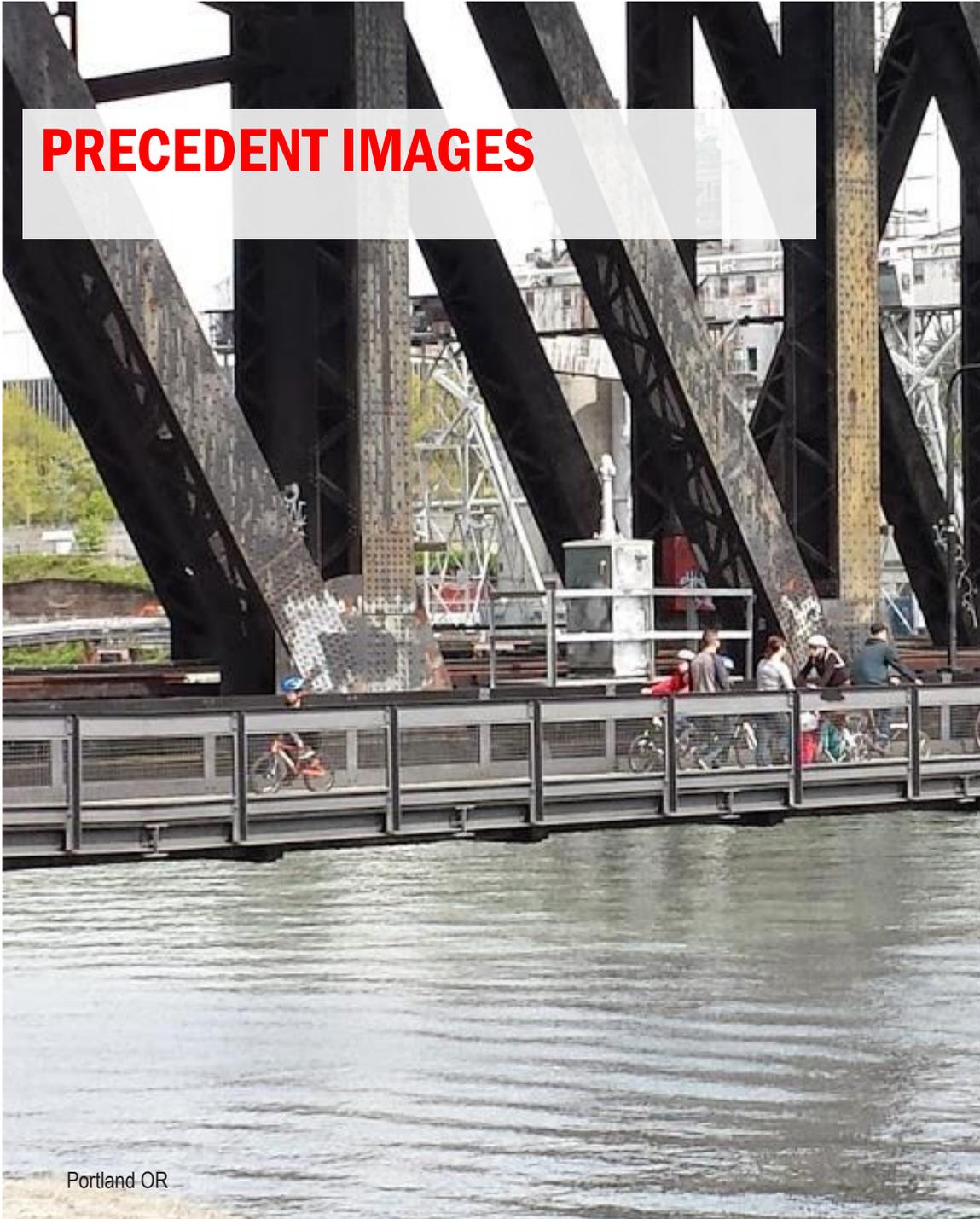
Groton Preliminary Ideas Summary

- Opportunity sites
- Public water access point
- Potential Floating Boardwalk / Docks
- Potential Areas for Future Redevelopment
- Potential Area for Preservation
- Electric Boat Buffer Area
- ↔ Connections

PRELIMINARY IDEAS

- 1 Best development opportunity based on parcel size, flood zones and zoning
- 2 Potential floating boardwalk or docks
- 3 Area for historic preservation, pedestrian-friendly attractions, water access.
- 4 Thames Street improvements
- 5 Near-term: municipal parking for Thames Street corridor and connection between Fort Griswold and waterfront
Long-term: development opportunity
- 6 Long-term: move water treatment plant out of flood hazard and sea level rise zones
- 7 Long-term: bike path over rail bridge

PRECEDENT IMAGES



Portland OR



Milwaukee WI



Portland OR

Stakeholder Comments

Responses

1. Walkability and vibrancy are so important for any type of development project. If people feel like they are going to get hit by cars, breathing in car exhaust, or only have one destination downtown then any development will leave the waterfront as it has always been, eerie, congested, and empty. That being said, we live in an era of climate change and while Groton should be taking every step it can to mitigate the direction we are headed, we are sadly not the sole determinants in CO2 emissions. Any waterfront development has to be undertaken with the understanding that it will flood, and likely frequently, so drainage and appropriate landscaping is a must.
2. Parking deck-full, not partial- and frontage around plaza
3. Make the owner's fix what they own. Many properties on Thames St are a BLIGHT issue. Who wants to invest in a dilapidated area with no growth opportunities. Fix what is there and people will come back. Invest in business and parking, but most importantly fix the corner of Thames at School St. The fire of 2010 and still a fence and damaged buildings. The old Sportsmen Café? The Thames ST Inn and Marina?? Is this efficiencies? Fix what you have before dumping money into this pit that people will not visit.
4. Each of these seems increasingly more desirable than what exists now.
5. I believe that implementing these ideas would greatly improve the Thames street area and rejuvenate a now underutilized space within the city
6. We have a beautiful waterfront that isn't be used to its full potential. I lived in Istanbul, Turkey for half a year, and in that time the most influential part was the Bosphorus, the beautiful water way that divides the city. I think we have a great chance to highlight our coastline and make it a destination. My main interest would be to have greater connectivity with small ferry boats or pedestrian access between New London and Groton waterfront. Building and beautification projects that bring businesses to the area is also an important piece to emphasize because we want people to spend time in this area. I believe this should become the downtown that Groton doesn't have and sorely needs.
7. It is difficult to understand what the map and pictures mean but I would enjoy 1. new plaza and overlook. a place where people can gather outside
8. I love the emphasis on building and maintaining flood/sea-level rise in the plans for this revitalization! I enjoy walking to/visiting Fort Griswold but have never really thought about going down Thames Street- these plans have me excited for the potential pedestrian friendly installations! Thank you!
9. More parking (not to be used by EB employees) and a wider road for Thames are the most important. Followed by the re-alignment of the intersection of Fairview and Thames. With removal of blight properties on Thames, and the introduction of a riverwalk, Thames would begin to bring more commerce and restaurants to have a thriving "downtown" feel to Thames.
10. Retail, restaurants and shore attractions
11. More water access and small, local businesses.
12. More pedestrian friendly with vistas and restaurants, and lessen vehicular traffic by making Thames street a one way passage to allow ample safe parking with a proper lane width.
13. The riverfront area has drastically improved aesthetically with the recent renovations, I am looking forward to seeing future progress. That being said, I don't believe creating a one way corridor would be prudent use of money, and creates alarming safety issues from increased speed. As one of the residents that routinely travels northbound on that street, I believe it will interrupt life for residents and not bring the additional traffic that is desired. Off street parking would be a far better option to bring more people to the location. A river walk is an excellent idea and would make the area more attractive to potential businesses. The large vacant restaurant at the southernmost end of the property is a shame, and needs to be addressed as it is one of the areas with the most potential.
14. 4 and 5. More safe active walkways on both the river walk and Thames street.
15. I like the idea of mixed space with businesses on the ground floor and apartments/offices above
16. Boardwalk combined with a plaza preserving and promoting the Veterans Memorial
17. A bike/walk path to NL on train bridge would be huge. The current sidewalk by 95 is terrible. There's very limited parking on Thames so increasing pedestrian friendliness would be a big aid.
18. Commercial units on the first floor, residential above that. Restaurants
19. Take over the derelict buildings owned but abandoned by the out-of-state landlord in the vicinity of School and Thames.
20. I would love to see a focus on creating a riverwalk with access to businesses on Thames St. Also, building on the historical charm of the area and enhancing historic landmarks could be a draw to the area. We need better parking to make it easier to park and walk on a Thames St. I'd love to see gift shops, an ice cream or candy shop, and a historical or nautical themed childrens museum, playground, or carousel to draw families to the area.
21. Develop south of Thames, more toward Avery Point
22. Love the ideas of apartments/business mixed use like Uconn
23. More local businesses (café, shops, etc)
24. Mixed use housing/commercial
25. Businesses that are attractive to younger crowd and aren't widely available... bulk zero waste store, craft brew /coffee shops, 3rd spaces, food co-ops, etc. Lifestyle oriented business
26. I like the balance between historic and contemporary
27. More sunset cocktail restaurants, coffee shops, and cute boutique shops please!!!
28. Navy wives regularly use the Puffins parking lot to watch the subs come and go for underways and wave to their spouses-- would be a really nice touch to create a designated spot (maybe part of the expanded veterans memorial / green space) for this to happen!
29. New plaza and overlook - BE BOLD!
30. Destination Point
31. Riverwalk and rail bike bridge sound good
32. We need a place to have coffee, wifi, etc
33. Need more crosswalks
34. Want an indoor playscape for children
35. Paul's aka small businesses
36. Like the welcome plaza and overlook park at Head of Thames
37. Parking garage on sewage treatment plant. Water taxi to new docks at waterfront park. Some parking at Costa property. Terraced walkway to Ft. Griswold
38. More local business! 1 each: coffee shop, cheese shop, bakery, café/bar
39. Build a public dock at Lower Costa-- Parking at Upper Costa
40. Beautification of sewage treatment plant - planting around and on roof
41. Height should not exceed current restriction of 35 ft
42. Riverwalk brings too many to residential area

- 43. I worry too much emphasis on business over residential
- 44. Slow down speeding traffic
- 45. Underuse of properties and lack of development incentives... maybe implement land-use value tax system
- 46. Lack of parking to support businesses
- 47. That one old guy owning all the land
- 48. Enforce traffic on Thames Street; large trucks speeding
- 49. One way traffic would affect on house of worship parking
- 50. I'm all in favor of developing the waterfront, but changing the road to one way would limit access and drive traffic to residential areas. It would also hurt existing businesses with regular customers who have been traveling two ways for years.