

John Vincent

# TOWN OF LEDYARD CONNECTICUT

741 Colonel Ledyard Highway Ledyard, Connecticut 06339

# Economic Development Commission ~ AGENDA ~

Regular Meeting

**Tuesday, May 6, 2025** 

6:00 PM

**Town Hall Annex - Hybrid Format** 

#### REMOTE MEETING INFORMATION

Join Zoom Meeting

https://us06web.zoom.us/j/81539862991?pwd=4vV9vAhynxiH32gZT9jo01aZr3NiK8.1

Meeting ID: 815 3986 2991 Passcode: 936215

Dial by your location: +1 646 558 8656 US (New York)

- I. CALL TO ORDER
- II. ROLL CALL
- III. ADDITIONS OR CHANGES TO THE ORDER OF THE AGENDA
- IV. PRESENTATIONS / INFORMATIONAL ITEMS
  - A. Justin LaFoutain of Goman & York: Update of GF Corridor Study
  - **B.** Transparency & Government Presentation to the Community Relations Committee was completed on April 16, 2026 by Chairman Vincent

Attachments: EDC-Transparency & Governance-Final

- V. CORRESPONDENCE
- VI. RESIDENTS & PROPERTY OWNERS COMMENTS
- VII. REPORTS
  - **A.** Mayor's Report
  - B. Planner's Report

#### VIII. APPROVAL OF MINUTES

A. EDC Regular Meeting Minutes of April 1, 2025

Attachments: EDC Regular Meeting Minutes 4-1 -2025 FINAL

**B.** EDC Special Meeting Minutes of April 15, 2025 - Workshop

Attachments: EDC Special Meeting Minutes 4-15 -2025 FINAL

#### IX. OLD BUSINESS

- A. Corridor Study Update
- **B.** Business Directory Update
- C. Business Directional Signage
- D. CT Main Street town visit
- E. Ribbon Cutting Completed for Frags Retro Zone

#### X. NEW BUSINESS

- A. Town of Ledyard EDC Brochure Update
- **B.** Route 12 Corridor Study Resources Page on the EDC Webpage Update: Mullen Plan (1998), Tri-Committee Report (2001), Uconn Study (2012), RFQ/RFP, Rte 12 Corridor Study Timeline

#### XI. ADJOURNMENT

DISCLAIMER: Although we try to be timely and accurate these are not official records of the Town.



741 Colonel Ledyard Highway Ledyard, CT 06339-1511

**File #:** 25-1231 **Agenda Date:** 1/7/2025 **Agenda #:** A.

**REPORT** 

**Staff/Committee Report:** 

Justin LaFoutain of Goman & York: Update of GF Corridor Study



741 Colonel Ledyard Highway Ledyard, CT 06339-1511

**File #:** 25-1862 **Agenda Date:** 5/6/2025 **Agenda #:** B.

#### **GENERAL DISCUSSION ITEM**

#### **Subject:**

Transparency & Government Presentation to the Community Relations Committee was completed on April 16, 2026 by Chairman Vincent

#### **Background:**

(type text here)

#### **Department Comment/Recommendation:**



# Transparency & Governance

LEDYARD ECONOMIC DEVELOPMENT COMMISSION



# **EDC OVERVIEW**

The Economic Development Commission (EDC) was first established in 1979. It is comprised of 7 volunteer members who are appointed to 3-year terms by the Mayor. There is currently one vacancy on the commission.

The EDC is responsible for expanding the tax base of the Town of Ledyard and for advocating, facilitating, promoting, and advising on economic development issues within the town through marketing, property tax incentives, and infrastructure improvement.

The role of the EDC is primarily advisory and not regulatory. Therefore, the EDC focuses on fostering a productive and positive relationship with both large and small businesses.

<u>Ledyard Boards & Commissions Vacancies: https://ledyardct.granicus.com/boards/w/8c5b94737705e1b7/vacancies</u>



# **EDC GOVERNING DOCUMENTS**

- Connecticut General Statues
  - Sec. 7-136 "Municipal Economic Development Commissions"
  - Sec. 7-137 "Regional economic development commissions"
  - Sec. 32-7 "Financial and technical assistance to municipal and regional economic development agencies"
    - Chapter 588r "Small Business"
- Ledyard Town Charter
- <u>Ledyard Ordinance #300-020 An Ordinance To Promote Econnomic Development In The Town Of Ledyard</u>
- Ledyard EDC Bylaws
- 2023 EDC Strategic Plan
- Ledyard 2020 Plan of Conservation and Development
  - Economic Development is discussed is in Section VII (page 37)



# **EDC STRATEGIC PLAN**



A Town for all Seasons

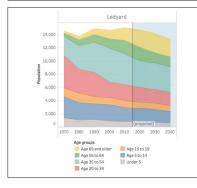
Town of Ledyard

**Economic Development Commission** 

2023 Strategic Plan

**EDC Mission** 

To enhance the economic well-being and longterm prosperity of Ledyard by serving as an important catalyst for new business and a critical resource for existing businesses who wish to grow, in a community that values its rich rural heritage, authentic New England character and rare quality of life.



#### Catalyst for new business...

- Rt. 12 Corridor Study: Produce an updated study to support State grant applications.
- Permit approval process and regulations: Provide adequate staffing and provide Commission training. Keep regulations simple and flexible.
- Water and sewer infrastructure: Support both phases of the sewer extension in Ledyard Center.
   Promote the need for sewer on Rt. 12 corridor. Pursue Federal and State Funding.
- Identify prime parcels for development: Maintain a list of parcels along with suggested uses.
- Pre-permitted sites: Select 1-2 key parcels per year with no defined plan for future development and have engineers complete a basic site plan i.e. boundary survey, well, septic, and potential areas for detention basins and other drainage. Partner with PZC on the project.
- Funding: Consider a fund for small businesses to help them improve their curb appeal. Provide matching fund for building renovations for key properties. Clearly demonstrate the ROI to ensure community support.



#### Market Character and Quality of Life...

- Comprehensive Marketing and Branding:
   Create a video to promote our assets to show their value. Build on these assets in a way that promotes business growth.
- Create concept drawings for underutilized parcels in our commercial zones.
- Pedestrian Friendly: Include sidewalks and bike paths where possible.

#### Critical Resource for existing businesses...

- · Host Networking Events: Solicit feedback.
- Business Directory: List all businesses.
- Use Social Media: Communicate with the business community and stakeholders.
   Highlight new & existing local businesses.
- Provide Data: Share annual market analysis to help businesses make better decisions.

Download: https://www.ledyardct.org/DocumentCenter/View/847906/Ledyard-EDC-Strategic-Plan-2023---Final



# **EDC STRATEGIC PLAN**

#### Challenges and Opportunities...

58.5% of those responding to the 2022 Residents Survey preferred to "Make it easier to have businesses in town, even in your own neighborhood."

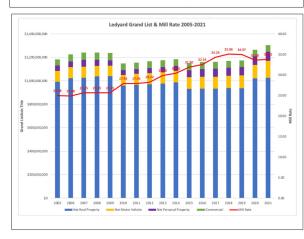
The percentage of the Town's Grand List from Commercial has dropped over 1% since 2015, from 5.57% in 2015 to 4.54% in 2021. (From State of Connecticut OPM.)

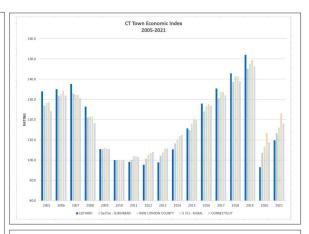
Ledyard's Town Economic Index outperformed both the State and New London County from 2016-2019 but then suffered the largest COVID-related drop of all towns in CT in 2020. Its recovery in 2021 leaves it behind other SeCTer suburban towns in southeastern CT, New London County, towns rated as "Rural" by the 5 Connecticuts classification system, and the entire State. (Data from Connecticut Economic Digest.)

Ledyard's population is forecast to drop almost 10% from 2020 to 2040. All age groups are projected to decline except the Age 65 and older group. (Data from Connecticut State Data Center.)

Of the 24,000 acres in town, only 1,376.91 acres (5.74%) are zoned non-residential. Of those, 190.87 acres are currently being used residentially, 154.81 acres are dedicated open space, and 298.2 acres are unbuildable, leaving just 239.8 acres (31 parcels representing 1.00% of the total acreage in town) undeveloped.

17.1% of the town's office/retail spaces are currently unoccupied.





#### Quotes from Residents Survey...

- "Collaborate with local businesses to have more Town-sponsored events."
- "Need land to build housing (particularly rental units) and infrastructure necessary to support growth. Water and sewers needed to support more dense housing and business development. Lack 5G service; Town needs sidewalks and bike lanes; EV Charging stations."
- "More opportunities and services needed for the youth; Allow Bill Library to expand; add seating or gazebo to town green area; need a town gathering space like a brew-pub."
- "Ledyard Center gets more attention than Gales Ferry; Rte. 12 corridor needs to be redesigned to be more car and pedestrian friendly; Add more bike and running paths."
- "Need to work to beautify this town; Town should invest in its parks
   – they need upkeep."

Rev 1.1 - 20-Feb-2023

Download: https://www.ledyardct.org/DocumentCenter/View/847906/Ledyard-EDC-Strategic-Plan-2023---Final



# EDC MEETINGS

- Meeting Information
  - The EDC normally meets at 6:00pm on the first Tuesday of the month except when that would conflict with a holiday or an election day
  - <u>EDC meeting schedule, agendas, and minutes</u> can be found on the town's Meeting Portal
  - You can sign up to receive <u>email updates</u> at the top of the EDC page on the Meeting Portal
  - Meetings are usually held in the Ledyard Town Hall Annex
  - · Ledyard residents and property owners are welcome to attend
    - Each meeting's agenda includes a "Residents & Property Owners Comments" item
  - Meetings are also accessible online via Zoom. The Zoom link for each meeting can be found at the top of the agenda for that meeting

Ledyard Economic Development Commission: https://www.ledyardct.org/65/Economic-Development



# **EDC** ACTIVITIES

- Contact new businesses to let them know that the EDC is available to provide assistance
- Reach out to business to offer support and foster a positive relationship with the Town of Ledyard
- Maintain an online Business Directory
- •Hold <u>ribbon-cutting ceremonies</u> for new businesses
- Look for opportunities to promote Ledyard businesses
- Monitor State of CT legislation regarding economic development
- Produce an Annual Report that summarizes the work of the EDC as well as other significant economic activity in Ledyard

Ledyard EDC on Facebook: https://www.facebook.com/LedyardEDC



# COMMISSION MEMBERS

- John Vincent Chairman (2018 present)
- Peter Hary Vice Chairman (2021 present)
- Richard Tashea (1991 present)
- Michael Dreimiller Secretary (2017 present)
- Carol Schneider (2016 present)
- Mike Cherry (2024 present)
- Vacant (since Aug. 2022)
- Liz Burdick Town Planner (2018 2021, 2024 present)
- Fred Allyn III Mayor (2017 present)
- Jessica Buhle Town Council Liaison to the EDC (2023 present)



741 Colonel Ledyard Highway Ledyard, CT 06339-1511

**File #:** 24-0516 **Agenda Date:** 8/6/2024 **Agenda #:** A.

**REPORT** 

**Staff/Committee Report:** 

Mayor's Report



741 Colonel Ledyard Highway Ledyard, CT 06339-1511

**File #:** 24-0517 **Agenda Date:** 8/6/2024 **Agenda #:** B.

**REPORT** 

**Staff/Committee Report:** 

Planner's Report



741 Colonel Ledyard Highway Ledyard, CT 06339-1511

**File #:** 25-1849 **Agenda Date:** 5/6/2025 **Agenda #:** A.

**MINUTES** 

**Minutes:** 

EDC Regular Meeting Minutes of April 1, 2025



# TOWN OF LEDYARD CONNECTICUT ECONOMIC DEVELOPMENT COMMISSION

741 Colonel Ledyard Highway

Ledyard, Connecticut 06339

Chairman John Vincent

#### HYBRID FORMAT REGULAR MEETING

~ MINUTES ~

Tuesday, April 1, 2025

6:00 PM

Council Chambers, Town Hall Annex

I. CALL TO ORDER - Chairman Vincent called the meeting to order at 6:00 p.m. in the Conference Room of the Town Hall Annex Building. Chairman Vincent welcomed all to the Hybrid Meeting.

#### II. ROLL CALL

**Present:** Chairman, John Vincent

Secretary, Michael Dreimiller Commissioner, Michael Cherry Vice Chairman, Peter Hary Commissioner, Carol Schneider Commissioner, Richard Tashea

**Excused:** 

In addition, the following were present:

Mayor Fred Allyn Director of Land Use & Planning, Elizabeth Burdick

III. ADDITIONS OR CHANGES TO THE ORDER OF THE AGENDA

None.

IV. PRESENTATIONS / INFORMATIONAL ITEMS

A. Justin LaFountain (Goman & York)

Town Planner Burdick stated that he is unable to join us tonight. Goman & York will run a public workshop at an EDC Special Meeting scheduled for Apr. 15<sup>th</sup> 5:00pm-6:30pm at Ledyard Senior Center. A press release was published in The Day newspaper and it has also been posted on the Town's website. Dreimiller also posted it to the EDC's Facebook page and it was shared on the Ledyard Community Forum Facebook group.

B. Eastern Connecticut Chamber of Commerce

Hosting an Earth Day Coffee and Contacts event on Wed. Apr. 23 7:30am-9:45am.

#### V. CORRESPONDENCE

None.

#### VI. RESIDENTS & PROPERTY OWNERS COMMENTS

Eric Treaster asked if the Goman & York Rt. 12 Study could be shared before the Special Meeting on April 15th. Mayor Allyn explained that the report doesn't exist yet and that the Special Meeting is the kick-off meeting for it. The Special Meeting is for information idea gathering. Treaster then asked about the objectives of the previous report. Mayor Allyn stated that the Town would like to apply for another STEAP Grant so that they could do in Gales Ferry the same kind of improvements that have been done in Ledyard Center. However, the previous Rt. 12 corridor studies in 2012 (UConn) and 2001 (Tri-Committee) are not considered current by the State so they want an updated study before they will consider a STEAP Grant for Gales Ferry. Goman & York have been provided copies of the previous two reports.

#### VII. REPORTS

#### A. Mayor's Report

On March 25<sup>th</sup> the Greater Norwich Area Chamber of Commerce had a meeting for the 10 municipal CEOs that were part of the CT Main Street project. The Ledyard report is scheduled to be delivered the week of April 14th.

The March 26<sup>th</sup> seCTer meeting included an interesting presentation on Placer.AI which is a platform that tracks 10 million cell phone users that are subscribed with them to analyze their traffic patterns. seCTer has purchased a membership and can run reports for us. Goman & York is also using Placer.AI for the Rt. 12 study. Dreimiller also attended. seCTer meets on the 2<sup>nd</sup> Tuesday of every other month with the next meeting scheduled for May 13<sup>th</sup> and are accessible via Zoom.

#### **B.** Planner's Reports

Gales Ferry Intermodal appeal has been filed. That matter will be taken up by the Superior Court.

12 apartments in the back of the at former Ledyard Center School have been approved. Site plan available in Town Planner's office. The projected was submitted as multi-family but their intent is 55 and older. All the units are ADA compliant. There will be two 2-bedroom units and 10 1-bedroom units. They'll be removing some of the parking in the back and creating a green space.

The business at the former Lou's Garage, Ryan's Reliable Services landscape company, has been growing despite requests to hold off. They were asked not to do business there until they had gotten their permits. He did get a site plan and submitted that for approval on March 12<sup>th</sup> but has continued to do work there, adding a construction trailer and a portable toilet, thus rendering the site plan incomplete since it doesn't match existing conditions. The enforcement process has been started to slow things down.

Schneider mentioned FRAG's Retro Zone, a new gaming store opening soon in the building next

to the Gales Ferry Post Office. It will buy/sell/trade retro video games, classic consoles, rare action figures, and toys.

#### VIII. APPROVAL OF THE MINUTES

#### A. March 4, 2025 Regular Meeting Minutes

MOTION to approve the Regular EDC Meeting Minutes of March 4, 2025. Motion Passed by the following vote.

RESULT: 6-0 APPROVED AND SO DECLARED

MOVER: Cherry SECONDER: Hary

**AYES:** 6 Cherry, Dreimiller, Hary, Schneider, Tashea, Vincent

#### IX. OLD BUSINESS

#### A. Corridor Study Update

Previously covered.

#### B. Business Directory Update

Dreimiller found some businesses that were in the online version that were missing from the PDF and Hary added them to the PDF. The updated PDF is now posted on the town's website. Dreimiller also posted about this on the EDC's Facebook page shared it on the Ledyard Community Forum Facebook group.

#### C. Business Directional Signage

Currently waiting for Steve Masalin to contact DOT to find out if it we can place business directional signs place above existing signs in the State's right-of-way. Dreimiller said he found some information about Plainfield's program - \$150/sign, maximum 4 signs, within ¼ mile of the business.

#### D. Transparency & Governance Draft Discussion

Cherry said that he was happy with it. Vincent questioned some of the content of the Strategic Plan that is included in the presentation. It was pointed out that those items were list of things that the EDC could pursue if funding was to become available, not things that we actually currently do. The Mayor questioned whether there was better wording for the phrase "prepermitted sites" in that list of possible future efforts by the EDC. It was decided that it was ok as is and Dreimiller made a note to revisit that when the Strategic Plan is next updated.

A motion was made by Commissioner Cherry, seconded by Commissioner Tashea, to accept the Transparency & Governance presentation as is. The motion carried by the following vote:

**RESULT:** 6—0 APPROVED AND SO DECLARED

MOVER: Tashea SECONDER: Hary

**AYES:** 6 Cherry, Dreimiller, Hary, Schneider, Tashea, Vincent

#### X. NEW BUSINESS

None.

#### XI. ADJOURNMENT

Our next regular meeting is scheduled for May 1st at 6:00pm in the Town Hall Annex.

Our special meeting is scheduled for April 15<sup>th</sup> at 5:00pm at the Ledyard Senior Center.

A motion was made by Commissioner Dreimiller, seconded by Commissioner Hary, to adjourn at <u>6:32pm</u>. The motion carried by the following vote:

#### **VOTE:** 6 - 0 Approved and so declared

Respectfully submitted,

Chairman John Vincent

**Economic Development Commission** 



741 Colonel Ledyard Highway Ledyard, CT 06339-1511

**File #:** 25-1850 **Agenda Date:** 5/6/2025 **Agenda #:** B.

**MINUTES** 

**Minutes:** 

EDC Special Meeting Minutes of April 15, 2025 - Workshop



# TOWN OF LEDYARD CONNECTICUT ECONOMIC DEVELOPMENT COMMISSION

741 Colonel Ledyard Highway

Ledyard, Connecticut 06339

Chairman John Vincent

# HYBRID FORMAT SPECIAL MEETING

~ MINUTES ~

Tuesday, April 15, 2025

5:00 PM

Council Chambers, Town Hall Annex

I. CALL TO ORDER - Chairman Vincent called the meeting to order at 5:00 p.m. in the Ledyard Senior Center. Chairman Vincent welcomed all to the Special Meeting.

#### II. ROLL CALL

**Present:** Chairman, John Vincent

Secretary, Michael Dreimiller Commissioner, Michael Cherry Commissioner, Carol Schneider

**Excused:** Vice Chairman, Peter Hary **Absent:** Commissioner, Richard Tashea

In addition, the following were present:

Mayor Fred Allyn Director of Land Use & Planning, Elizabeth Burdick

#### III. PUBLIC INTERACTIVE WORKSHOP LED BY GOMAN & YORK

Chairman Vincent introduced Justin LaFountain of Goman + York.

LaFountain stated that he is a senior Vice President of Planning and Economic Development at Goman & York and previously was a Regional Planner for Southeastern Council of Governments. He introduced Denise Robidoux, Executive Vice President Chief Operating Officer, and Data Analysts Alyssa Flemming and Derek O'Connor all of Goman & York and Jared Hite of Solli Engineering.

LaFountain gave a 45 minute presentation explaining what they will be doing and how they will be doing it. A PDF of his presentation will be available for downloading on the EDC's page on the Town's website.

Questions from the public in attendance:

1. Will the study area include just Rt. 12 or will it extend beyond that? LaFountain stated that

there isn't a defined limit and they will go about ¼ mile outside of Rt. 12 if there's something interesting there.

- 2 Have they learned anything yet that would explain why the grocery stores that have been located in Gales Ferry have failed? LaFountain stated that it might have been due to the stores being too small as well as having trouble matching the prices at larger stores outside of town.
- 3. Will there be any more outreach to the community, perhaps a survey or another meeting? Vincent stated that nothing else is scheduled. Cherry stated that when previous two Rt. 12 studies that were done in 2010 and again 4 years after that and attendance at those meetings was far less than the attendance at this meeting. He encouraged that all in attendance talk to your neighbors and share what you learned and that everyone submit any questions to LaFountain either directly or through the Town. Robidoux stated that they will also be reaching out to businesses and property owners, and that there will be a final community presentation of the plan.
- 4. Will the plan include opportunities for smaller businesses? LaFountain said that it would.
- 5. How is Placer.ai able to track young children? LaFountain stated that they can estimate visitor information based on the known demographics of the residential areas that cell phone being tracked is from. Also, some children have their own phones.
- 6. What will this be doing for the Town's youth to help keep them in town as they get older? LaFountain stated that ideas like that are what they want to get in the interactive session that follows.
- 7. How do you plan to reach out to the younger people in town? LaFountain stated that they're planning to do focus groups.
- 8. Could they share studies that they've done for other towns? LaFountain said that he would send some to Town Planner Burdick.
- 9. Could the proposal for this study be shared? LaFountain said that would be up to the Town to decide.

#### **Interactive Session**

**Sorrys & Prouds** – Participants were asked to write on post-in notes three things that they were proud of about Rt. 12 and three things that they were least proud of.

**Roadway Design, Accessibility, and Pedestrian Safety** – Participants were given post-it notes to note any areas of concerns regarding the roadway, including motor vehicle, pedestrian, and bicycle access/safety.

**Continuums of Change** – Participants were asked to place a sticky dot on each of 9 different scales to represent how they felt about those 9 topics.

**Existing Conditions & Future Outcomes** – Participants were given post-it notes to share three words that describe Route 12, both now and in the future.

**Investing in Rt. 12** – Participants were given a stack of fake money (\$50, \$20, two \$10, and two \$5 bills) and asked to place them in any of 9 bags labelled with different programs and projects based on how important they were to them.

#### III. ADJOURNMENT

Our next regular meeting is scheduled for May 6, 2025 at 6:00pm in the Town Hall Annex.

A motion was made by Commissioner Dreimiller, seconded by Commissioner Hary, to adjourn at <u>6:32pm</u>. The motion carried by the following vote:

**VOTE:** 4 - 0 Approved and so declared

Respectfully submitted,

Chairman John Vincent Economic Development Commission



741 Colonel Ledyard Highway Ledyard, CT 06339-1511

**File #:** 24-0465 **Agenda Date:** 8/6/2024 **Agenda #:** A.

#### AGENDA REQUEST GENERAL DISCUSSION ITEM

**Subject:** 

Corridor Study Update

**Background:** 

(type text here)

**Department Comment/Recommendation:** 



741 Colonel Ledyard Highway Ledyard, CT 06339-1511

**File #:** 24-0466 **Agenda Date:** 8/6/2024 **Agenda #:** B.

#### AGENDA REQUEST GENERAL DISCUSSION ITEM

**Subject:** 

**Business Directory Update** 

**Background:** 

(type text here)

**Department Comment/Recommendation:** 



741 Colonel Ledyard Highway Ledyard, CT 06339-1511

File #: 24-0850 Agenda Date: 10/1/2024 Agenda #: C.

#### AGENDA REQUEST GENERAL DISCUSSION ITEM

**Subject:** 

Business Directional Signage

**Background:** 

(type text here)

**Department Comment/Recommendation:** 



741 Colonel Ledyard Highway Ledyard, CT 06339-1511

**File #:** 24-1005 **Agenda Date:** 11/12/2024 **Agenda #:** D.

GENERAL DISCUSSION ITEM

**Subject:** 

CT Main Street town visit

**Background:** 

(type text here)

**Department Comment/Recommendation:** 



741 Colonel Ledyard Highway Ledyard, CT 06339-1511

**File #:** 25-1854 **Agenda Date:** 5/6/2025 **Agenda #:** E.

#### **GENERAL DISCUSSION ITEM**

#### **Subject:**

Ribbon Cutting Completed for Frags Retro Zone

### **Background:**

(type text here)

#### **Department Comment/Recommendation:**



741 Colonel Ledyard Highway Ledyard, CT 06339-1511

**File #:** 25-1856 **Agenda Date:** 5/6/2025 **Agenda #:** A.

GENERAL DISCUSSION ITEM

**Subject:** 

Town of Ledyard EDC Brochure - Update

**Background:** 

(type text here)

**Department Comment/Recommendation:** 



741 Colonel Ledyard Highway Ledyard, CT 06339-1511

**File #:** 25-1861 **Agenda Date:** 5/6/2025 **Agenda #:** B.

#### GENERAL DISCUSSION ITEM

#### **Subject:**

Route 12 Corridor Study Resources Page on the EDC Webpage - Update: Mullen Plan (1998), Tri-Committee Report (2001), Uconn Study (2012), RFQ/RFP, Rte 12 Corridor Study Timeline

#### **Background:**

(type text here)

#### **Department Comment/Recommendation:**