



Town of Simsbury

933 HOPMEADOW STREET

SIMSBURY, CONNECTICUT 06070

Economic Development Commission

Wednesday, February 27, 2019

5:30 pm

Program Room 2, Simsbury Public Library, 725 Hopmeadow Street

REGULAR MEETING AGENDA

Call to Order

- 1) Introduction of New Member
- 2) Guest Speaker: Patrick McMahon, CEO, CT Main Street Center
- 3) EDC Work Plan
 - a) Update from work streams/teams
 - Business Incentives
 - Strategic Vision
 - Business Recruitment, Retention and Outreach
 - Support Entrepreneurs/Marketing
- 4) Housekeeping Items
 - a) CCM "Creating" Business Workshop – 3/19
 - b) Reschedule November 2019 Meeting
 - c) Assign New Member to Work Stream
 - d) Reports/Updates to and from EDC, Planning, Zoning, and Board of Selectmen liaisons
- 4) Minutes
 - a) January 23, 2019

Adjournment





Tax Increment Financing Guidebook

*A Beginner's Guide to Using TIF
in Connecticut's Downtowns and Main Streets*



June 2017
CONNECTICUT MAIN STREET CENTER
PO Box 270, Hartford, CT | 860.280.2337
www.ctmainstreet.org | info@ctmainstreet.org

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Heather Conley Photography

What is Tax Increment Financing?

TIF is...

We know in the current economic environment that it is becoming increasingly difficult for states to fund economic development. This is true in Connecticut, where the State has become fiscally stressed and municipalities must now guide their economic future. This involves finding new methods to finance economic and community development. Tax Increment Financing (TIF) is an important tool to achieve that goal.

TIF is a financing method used to catalyze economic development. It uses anticipated future increases in property tax revenues to generate incremental tax revenues from a specific development project or projects across a designated district to help pay for current costs associated with development. These can be public and/or private costs.

TIF is a local economic development policy and program that is enabled and guided by state law, Connecticut Public Act No. 15-57. It does not require State approval and its structure and details are determined by the local legislative process.

TIF is Not...

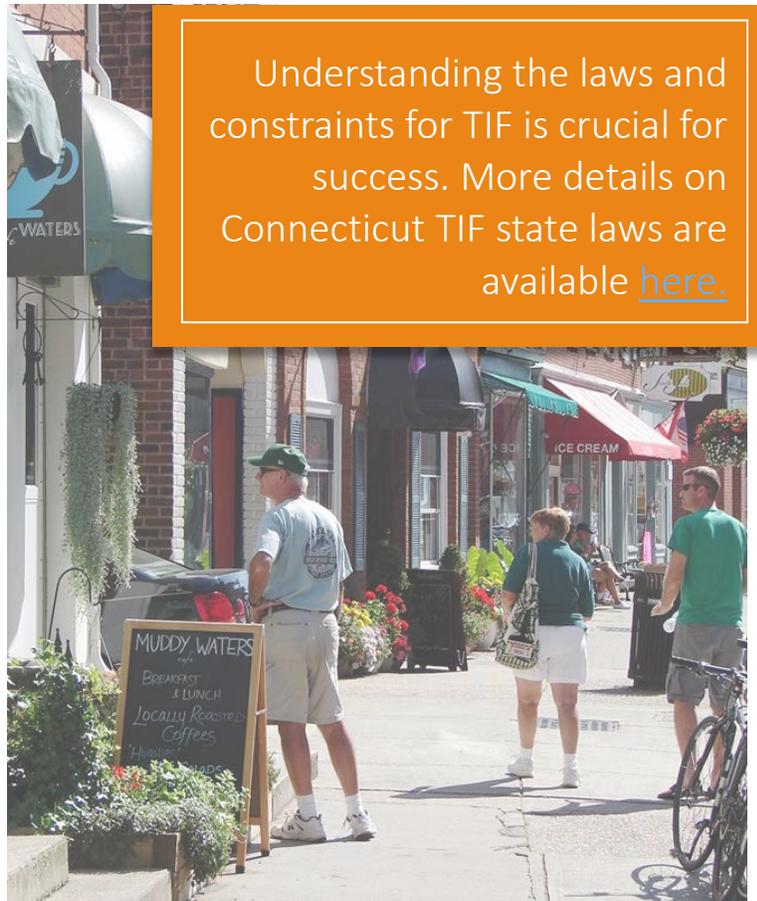
TIF is not a new tax or a special assessment on top of the existing property tax. Rather, TIF applies the same property tax rate used by a municipality for all properties and uses the same assessment process. However, with TIF, a portion of the new revenues that result from the development or other improvements can be designated by the local legislative body to pay for costs associated with the specific development and/or future economic development.

Why TIF?

TIF is a tool used to spur economic development. It creates a financing mechanism to support public and private investment for economic growth. While TIF leverages investment and economic activity within the district, when integrated with a community's economic and downtown plans, the community, region, and state benefit.

Why? Because downtowns are core assets for economic development. They are the centers for commercial activity, retail, workers and residents. Communities can have powerful visions for creating their downtowns; however, often there is a financing gap in achieving that vision. TIF is a tool that helps fill the gap so communities can realize their vision of downtowns as economic drivers.

Understanding the laws and constraints for TIF is crucial for success. More details on Connecticut TIF state laws are available [here](#).





Process for Establishing a TIF District

Connecticut Public Act No. 15-57 requires the approval of a District Master Plan to create a TIF district. The municipality's legislative body must adopt a master plan for the district. At least ninety (90) days prior to approval, the plan is transmitted to the Planning Commission for a written advisory opinion. Prior to approval, a public hearing is also required. The district master plan is adopted at the same time the district is created.

District Master Plan Components

1. The boundaries of the TIF district by legal description.
2. A list of the tax identification numbers for all lots or parcels within the tax increment district.
3. A description of the present condition and uses of all land and buildings within the tax increment district.
4. A description of the public facilities, improvements, or programs within the tax increment district anticipated to be added and financed in whole or in part.
5. A description of the industrial, commercial, residential, mixed-use, or retail development/improvements; downtown development; or transit-oriented development within the tax increment district to be financed in whole or in part.
6. A Financial Plan detailing the schedule of incremental tax revenues.
7. A plan for the proposed maintenance and operation of the tax increment district after the planned capital improvements are completed, if applicable.
8. The maximum duration of the tax increment district, which may not exceed a total of fifty tax years beginning with the tax year in which the tax increment district is established.



Financial Plan Components

1. Cost estimates for the public improvements and developments anticipated in the District Master Plan.
2. The maximum amount of indebtedness, if any, to be incurred to implement the District Master Plan.
3. Sources of anticipated revenues, including TIF and any other revenues, to be used for the District.
4. A description of the terms and conditions of any agreements, to set or hold the assessed value to a specific amount for a fix period of time, including any anticipated assessment agreements, contracts, credit enhancement agreements (CEA), or other obligations related to the District Master Plan.
5. Estimates of the increased assessed values of the tax increment district.
6. The portion of the increased assessed values to be applied to the District Master Plan as captured assessed values and resulting tax increments in each year of the plan. *Note:* A municipality can designate an amount up to 100% of incremental value to be utilized for specified TIF purposes or any amount less than 100%. Whatever amount of incremental revenues that are not utilized for specified TIF purposes accrue to the General Fund and can be utilized through appropriations process for General Fund Purposes.
7. Specify the portion of TIF revenues to be utilized for municipal purposes versus any to be utilized to support private developers through credit enhancement agreements or other mechanisms.

TIF Limitations

A municipality can have multiple TIF Districts; however, all districts combined are subject to limitations of:

The original assessed value of the tax increment district plus the original assessed value of all existing tax increment districts within the municipality may not exceed ten percent (10%) of the total value of taxable real property within the municipality as of October 1st of the year immediately preceding the establishment of the tax increment district. It can also be used to pay for projects, programs, and services directly as they occur, or a "pay-as-you-go" approach.

How can TIF revenues be used?

Connecticut TIF legislation enables a municipality to use TIF revenues to support or leverage projects and programs within or related to the TIF District. This includes: governmental services made necessary by the project, repayment of debt service on municipal or private developer costs, and debt related to the TIF district, support or leverage for further economic development within or related to the district. More specifically, TIF revenues can be used for the following purposes:

- Public infrastructure improvements
- Façade improvements
- Project development and redevelopment costs (including transit-oriented and downtown district development)
- Capital costs
- Remediation costs
- Land assembly costs
- Technical and marketing assistance
- Revolving loans
- Professional services
- Repayment of private debt incurred by private developer
- Administrative expenses, including personnel, studies, reports, administration for Main Street managers

TIF also allows a municipality to utilize a Benefit Assessment (a special assessment on property owners to help pay for improvements). However, Benefit Assessments are not required as part of TIF.

It is important to note that there is a trade-off between TIF funds to support economic development and having money available for the General Fund: What you take in and designate for TIFs cannot be used for General Fund purposes.



- Business development and expansion assistance for TIF district property owners
- TIF district establishment costs
- Off-Site (related to TIF District)
 - Roadways, water/sewer
 - Public safety
 - School
 - Mitigate adverse impacts (e.g. new traffic)
- Economic development and environmental
 - Economic development initiatives
 - Workforce training
 - Environmental mitigation

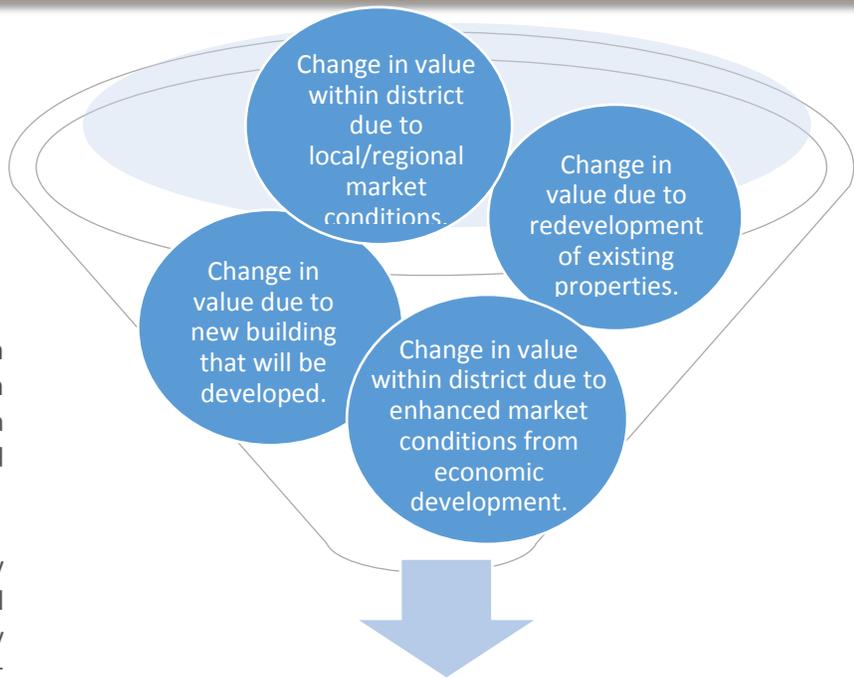
How does TIF fit with other financing tools?

TIF can, but does not have to be, used in conjunction with municipal bonding. It can be used to pay down debt service associated with the TIF District. It can also be used to pay for projects, programs, and services directly as they occur.

TIFs can be used to support private development by providing a portion (up to 100%) of incremental property taxes back to the private developer annually through what is known as a “credit enhancement agreement” (CEA). The CEA is a binding legal contract developed and agreed to as part of the TIF District process that can be used by the private developer to offset some private development costs and be used to support or enhance financing for the private developer. If the municipality chooses to provide CEAs it should do so in the form of a percentage of incremental taxes to be returned as opposed to a fixed dollar amount to protect itself from underperforming TIF development.

TIFs can and should be used with other public and private financing tools as appropriate. They are not meant to be used “instead of” or “exclusive of” other financing mechanisms. This is particularly true for the support of private development as credit enhancement. Private developers should, as a matter of policy, be required to demonstrate that “but for” the TIF agreement this project would not occur *and* that they have utilized and exhausted all other financing mechanisms such as state and federal grants, and tax credit programs.

TIFs *can and should* be used with other public and private financing tools as appropriate.



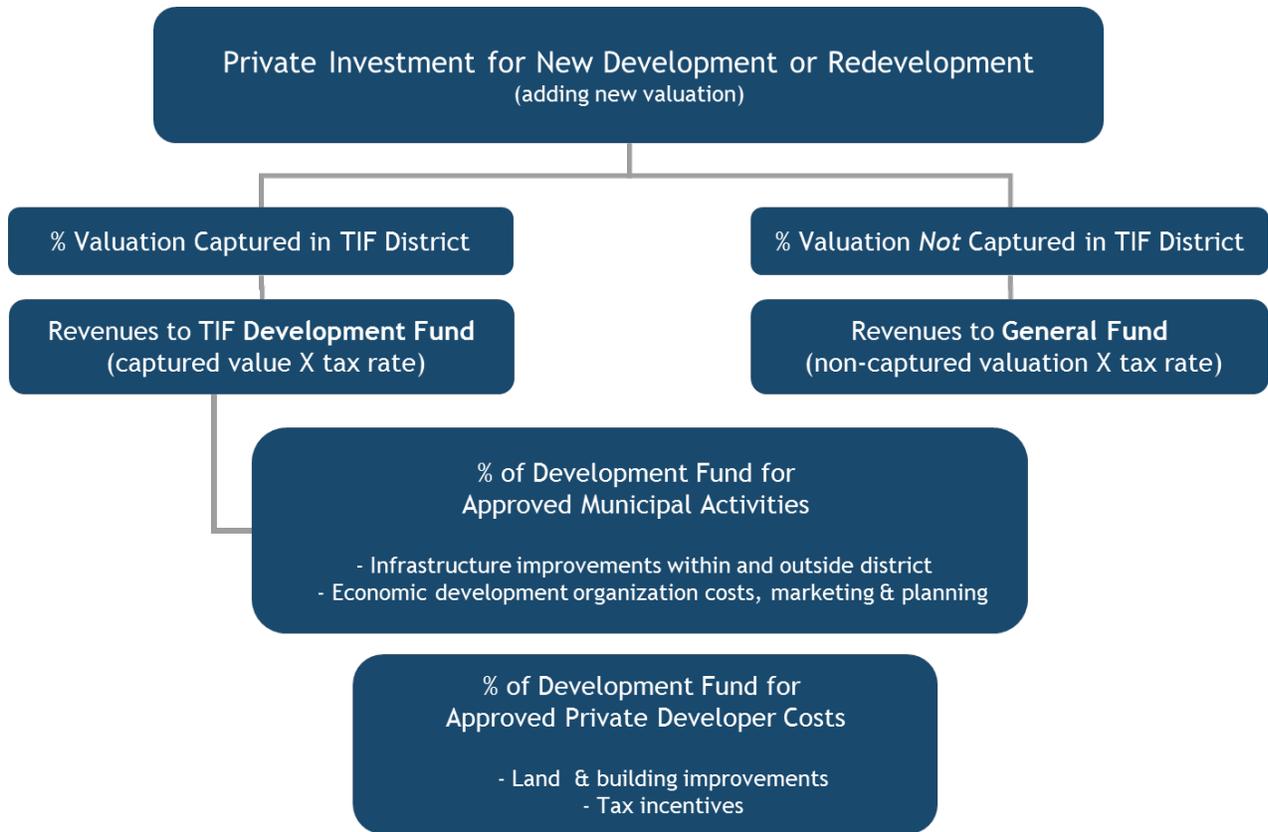
Understanding How to Estimate Future Value and Revenues

For the establishment of a TIF District and as part of the District Master Plan, the municipal assessor must certify the Original Assessed Value of Real (land and building) Taxable Property. This should be the value based on the last Certified Assessment as of the immediate past October 1st values. It should exclude non-real property (equipment, vehicles) and exclude property that is likely to become tax-exempt.

The annual tax increment (incremental value and associated revenues) will be based on the annual increased value as certified by the municipal assessor each October 1st and the agreed to percentage to be “captured” within the TIF District. TIF revenues will further be based on the mill-rate in that year, and the estimated mill-rate over the life of the TIF District.

For projecting values for TIF District planning, valuation should be estimated based on projected new development and redevelopment in the district as well as overall anticipated changes in valuation due to market conditions. This should take into consideration regional market trends based on historic (5-10 year) trends as well as increases anticipated because of enhanced market opportunities due to economic development within the TIF District. The mill rate can be held constant for planning purposes or have an annual escalator applied based on mill rate performance in the past five years.

How TIF Works



Understanding TIF District Boundaries

TIF Districts can be a single parcel or multiple parcels. In the case of a downtown they typically would involve multiple parcels associated with the defined downtown area. This allows for consistent planning and use for the overall economic well-being of the downtown or main street area.

Managing and Oversight of TIF Districts

- Municipalities should create an advisory board to advise on the planning, design, and implementation of the district. It should include key staff related to TIF (assessing, planning, finance and economic development directors), and representatives from the council, finance committee, planning commission, and economic development committee as applicable.
- Downtown TIFs should include coordination with planning, design, implementation, and oversight of the district. Include key staff (assessing, planning, finance and economic development directors) along with representatives from the council and key committees such as finance, planning, and economic development, and finally, public and private stakeholders. However, the TIF District and its boundaries, goals, and policies need not be identical to those of these other entities.



Tips for the Use of TIF on Main Street

- A TIF Policy, separate from the plan, can be crafted and utilized to help guide and direct decisions on when and how to use TIF, and be tailored to meet a community's long term objectives.
- Align use of TIF into a long-term economic development strategy for the community and for downtown and main street through the District Master Plan.
- Go beyond creating TIF Districts for development or redevelopment of single parcels or projects. Rather, utilize TIF to support and leverage private development for proposed projects, potential future projects, and strategies, programs, and services to further develop and sustain downtown and main street businesses, housing, and residents.
- Downtown management entities can be a recipient of TIF District revenues per the TIF District Plan for performance of specific programs or services related to the approved district and economic development.
- Identify both public and private needs and costs to be supported by the TIF District.
- Instead of just using TIF for business incentives, consider using TIF to fund public infrastructure and activities to support economic development.
- When using TIF revenues to benefit businesses and private developers, what the municipality provides will serve as a benchmark for future requests. Develop policies and guidelines that specify under what conditions your municipality/town/downtown, etc., will utilize credit enhancement agreements to support private development including goals regarding minimum private investment, jobs, type and level of development.
- Consider TIF within a mix of financing options.
- Once TIF is used, implement an internal system for tracking values, revenues, and expenditures throughout the duration. Provide regular reporting to administration, council, and the public.
- Create an advisory board to advise on the planning, design, implementation, and oversight of the district. Include key staff (assessing, planning, finance and economic development directors) along with representatives from the council and key committees such as finance, planning, and economic development, and finally, public and private stakeholders.
- Educate and engage the community at large about the importance of downtowns and main streets and understanding of TIF in order to build community support.



This guidebook was created by Camoin Associates on behalf of the Connecticut Main Street Center

This Guidebook was partially funded by grants from the Connecticut Housing Finance Authority and the State Historic Preservation Office of the CT Department of Economic and Community Development with funds from the Community Investment Act of the State of Connecticut.



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Economic Development Commission

- Topic Area 2: Strategic Vision – Draft 1 - 02/21/19

Draft

From the recommendations of the multiple Town Studies, the Economic Development Commission should create plans to implement four (4) additional priorities

- **Initial list of recommendations prioritized from top to bottom (in RED)**

1. Process

- Goal – Evaluate the process from initial interest of a developer through completion of a successful project as well as staff/organizational roles; identify barriers to success as well as solution to fix them.
- **Next Steps**
- Land Use Process, Structure, Sequence of Steps
 - Revise the Town Charter to consolidate the Planning Commission and Zoning Commission
 - Optimize the sequencing of Board Commission meetings to maximize efficiency of the process for applicants

2. Encourage economic development that is consistent with the POCD and that harmonizes with Simsbury's locational advantages, the natural environment and surrounding structures and uses

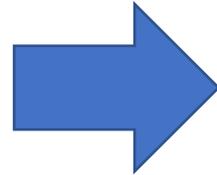
- Implement the comprehensive economic development strategy
- Review & maintain the comprehensive economic development strategy so that Simsbury can adapt to changing economic conditions
- Periodically review / amend land use regulations to adapt to changes in economic conditions and the marketplace
- Consider consolidating the number & types of non-residential zones in order to simplify the zoning regulations & facilitate economic development
- Celebrate & publicize economic development successes

3. Create an Economic Development Project Evaluation and Discussion Guide - Develop a comprehensive roadmap by which to evaluate incoming projects for future development

- Re-present Guide & Glossary of Terms to the Economic Development Commission to ensure consistent review of projects
- Make documents available to developer prior to presenting to the EDC to make certain the transparency of expectations
- EDC should establish the regular review of the Guide and Glossary, and update as needed

4. Commission Members

- Create an orientation and continuous education process for commission members
- Emphasize the importance of the process for qualifying elected or appointed officials
- Include a clear summary of the Commission Member's voting record



1. Review the application approval process for any new or existing land use proposals to ensure it is as efficient and effective as possible
2. Review and amend Land Use regulations to consolidate and simplify zoning regulations to facilitate economic development
3. Create an Economic Development Project Evaluation and Discussion Guide - Develop a comprehensive roadmap by which to evaluate incoming projects for future development
4. Create an orientation and continuous education process for commission members

Strategic Vision– Review previous EDC studies and plans that have already been completed & determine priority items that should be advanced.

- EDC Deliverables
 - A prioritized list of items the EDC recommends should be pursued
 - Work with Maria to determine who should lead the implementation of each item
 - Develop a Roadmap for implementation

2017 Plan of Conservation & Development (POCD) – Promote Economic Development

A. Overall Simsbury will

1. Encourage economic development that is consistent with the POCD and that harmonizes with Simsbury’s locational advantages, the natural environment and surrounding structures and uses
 1. Implement the comprehensive economic development strategy
 2. Review & maintain the comprehensive economic development strategy so that Simsbury can adapt to changing economic conditions
 3. Periodically review / amend land use regulations to adapt to changes in economic conditions and the marketplace
 4. Consider consolidating the number & types of non-residential zones in order to simplify the zoning regulations & facilitate economic development
2. Celebrate & publicize economic development successes

B. Enterprises – Simsbury will

1. Maintain positive relationships with local businesses
2. Retain existing businesses and support their growth and expansion in Simsbury
3. Support the start-up of new enterprises in Simsbury
4. Seek to attract new businesses to Simsbury

Strategic Vision – Review previous EDC studies and plans that have already been completed & determine priority items that should be advanced (cont)

2017 Plan of Conservation & Development (POCD) – Promote Economic Development (continued)

C. Locations – Simsbury will

1. Consider rezoning land to commercial in the Bushy Hill Lane contingent upon the submission of a unified master plan that includes all the land this area and demonstrates good access management

D. Tourism – Simsbury will

1. Promote Simsbury as a cultural, educational, historic, recreational and tourist destination
2. Support the efforts of the Simsbury Tourism Committee and the Farmington Valley Visitors Association
3. Expand the number and level of tourism resources available to visitors to Simsbury (cultural, recreational, etc)
4. Promote recreational and cultural opportunities such as at the Performing Arts Center

E. Fiscal – Simsbury will

1. Strive to maintain Simsbury’s strong financial situation and reduce the tax burden on property owners by continuing to
 - Grow the grand list
 - Diversify the tax base
 - Attract uses that pay more in taxes than they require in services
2. Foster discussion among local boards about how to increase revenues and manage expenses
3. Employ incentives for new and expanding businesses, such as property tax abatements, and the infrastructure reimbursement fund

F. Implementation – Simsbury will

1. Seek grants that will support economic development efforts
2. Participate with state and regional economic development agencies to foster economic development for the benefit of Simsbury

Strategic Vision – Review previous EDC studies and plans that have already been completed & determine priority items that should be advanced (cont.)

2013 (?) Fairweather Consulting – Economic Implementation & Marketing Action Study for Simsbury, CT

- Target Opportunities –
 1. Advanced Manufacturing / Technology
 - Articulate Simsbury’s advantages for technology-based development in a marketing/PR campaign focused in Greater Hartford area
 - Build regional relationships: MetroHartford Alliance, Knowledge Corridor, DCED, UConn/Jackson Labs, CT Center for Advanced Technology, etc.
 - Create a Business Retention & Expansion program
 - Ensure an expedited approvals process for targeted growth areas (e.g. North Village, Powder Forest)
 2. Tourism / Recreation / Culture
 - Explore potential for Tariffville as a hub for outdoor recreation & related activities
 - Leverage growing market for “travel” sports (ice sheets, field houses, etc.)
 - Continue “event packages” for various niches including Skating/hockey, Weddings, Water-based recreation (kayaking, fishing), Biking/hiking, Concerts/cultural events
 3. Specialty Retail/Services
 - Continue to build the “Simsbury brand” & complement it in the North Village & Southern Gateway areas, i.e.
 - Continue Main Street efforts
 - Charette for “North Village” with appropriate zoning/preapprovals
 - Promote mixed uses with housing in centers/hamlets, including Simsbury Center, Weatogue, “North Village”
 4. Internal & External Marketing Program
 - Target geography: Simsbury & the Greater Hartford area
 - Target Audience – Small to Mid-size Innovation-based Manufacturers/Services (0-100 employees); Developers; Tourists/visitors; Residents
 - Media - Social media/video; Word-of-mouth (with collateral material); Contact with Regional ED community & Realtors; BR&E visits with current employers

Strategic Vision – Review previous EDC studies and plans that have already been completed & determine priority items that should be advanced (cont.)

2015 Town of Simsbury Economic Development Task Force – November, 2015

- Goals & Next Steps

1. Marketing

- Goal – Identify and review existing marketing pieces; speak with development community on marketing gaps; create action plan/budget for new/revised marketing pieces. Look for ways the Economic Development Commission can strengthen and promote the Simsbury brand.
- **Next Steps**
- Website (on-going) – create new & simplified, customer-friendly content
- Manage annual photo contest (ongoing) – create catalog of fresh web images; Keep EDC in the forefront of the Town brand
- Refresh Branding (December 2015) – Re-work brand material created for Simsbury Main Street Partnership to fit color and messaging of the new town website. Brand materials and revised graphic standards will be available to use by the town as it chooses.

2. Process

- Goal – Evaluate the process from initial interest of a developer through completion of a successful project as well as staff/organizational roles; identify barriers to success as well as solution to fix them.
- **Next Steps**
- Land Use Process, Structure, Sequence of Steps
 - Revise the Town Charter to consolidate the Planning Commission and Zoning Commission
 - Optimize the sequencing of Board Commission meetings to maximize efficiency of the process for applicants
- Staffing
 - Emphasize economic development as a priority and a primary focus of the Town of Simsbury
 - Supplement the staffing for both the building department and the planning department
 - The Economic Development Commission should operate as a function of the Chief Executive Officer of the Town

Strategic Vision— Review previous EDC studies and plans that have already been completed & determine priority items that should be advanced (cont.)

2015 Town of Simsbury Economic Development Task Force – November, 2015 (continued)

- Goals & Next Steps

2. Process **Next Steps** (continued)

- Commission Members
 - Create an orientation and continuous education process for commission members
 - Emphasize the importance of the process for qualifying elected or appointed officials
 - Include a clear summary of the Commission Member’s voting record

3. Programs

- Goals – Review all existing programs both locally and nationally that are used as a catalyst for economic development and identify those that would best fit Simsbury (i.e. tax incentives, abatements, infrastructure, etc).
- **Next Steps**
 - Create an Economic Development Project Evaluation and Discussion Guide - Develop a comprehensive roadmap by which to evaluate incoming projects for future development
 - Re-present Guide & Glossary of Terms to the Economic Development Commission to ensure consistent review of projects
 - Make documents available to developer prior to presenting to the EDC to make certain the transparency of expectations
 - EDC should establish the regular review of the Guide and Glossary, and update as needed
 - Business Incentive Policy – Enhance and improve the incentives for high quality development consistent with the Town Plan
 - Consider appropriate mechanism and level of funding for the infrastructure fund in future budgets
 - Establish a regular review of the policy conducted by the Business Development Committee with continued consideration of state and national programs
 - Develop communications targeting key business publications, both in the print & online media, such that potential decisions makers are aware of the new policy

A number of recommendations have already been implemented

- ***Recommendations already implemented***
- Emphasize economic development as a priority and a primary focus of the Town of Simsbury
 - Supplement the staffing for both the building department and the planning department
 - The Economic Development Commission should operate as a function of the Chief Executive Officer of the Town
- Tourism – Simsbury will
 - Promote Simsbury as a cultural, educational, historic, recreational and tourist destination
 - Support the efforts of the Simsbury Tourism Committee and the Farmington Valley Visitors Association
 - Expand the number and level of tourism resources available to visitors to Simsbury (cultural, recreational, etc)
 - Promote recreational and cultural opportunities such as at the Performing Arts Center
- Fiscal – Simsbury will
 - Strive to maintain Simsbury’s strong financial situation and reduce the tax burden on property owners by continuing to
 - Grow the grand list
 - Diversify the tax base
 - Attract uses that pay more in taxes than they require in services
 - Foster discussion among local boards about how to increase revenues and manage expenses

A number of recommendations are included with the other 3 Workstreams

- ***Recommendations for the Business Incentives Workstream***

- Employ incentives for new and expanding businesses, such as property tax abatements, and the infrastructure reimbursement fund
- Implementation – Simsbury will
 - Seek grants that will support economic development efforts
 - Participate with state and regional economic development agencies to foster economic development for the benefit of Simsbury
- Business Incentive Policy – Enhance and improve the incentives for high quality development consistent with the Town Plan
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 - Establish a regular review of the policy conducted by the Business Development Committee with continued consideration of state and national programs
 - Develop communications targeting key business publications, both in the print & online media, such that potential decisions makers are aware of the new policy

- ***Recommendations for the Business Recruitment, Retention and Outreach workstream***

- Enterprises – Simsbury will

1. Maintain positive relationships with local businesses
 2. Retain existing businesses and support their growth and expansion in Simsbury
 3. Support the start-up of new enterprises in Simsbury
 4. Seek to attract new businesses to Simsbury
1. Advanced Manufacturing / Technology
 - Articulate Simsbury's advantages for technology-based development in a marketing/PR campaign focused in Greater Hartford area
 - Build regional relationships: MetroHartford Alliance, Knowledge Corridor, DCED, UConn/Jackson Labs, CT Center for Advanced Technology, etc.
 - Create a Business Retention & Expansion program
 - Ensure an expedited approvals process for targeted growth areas (e.g. North Village, Powder Forest)

A number of recommendations have already been implemented or are included with the other 3 Workstreams (continued)

- ***Recommendations for the Support Entrepreneurs Workstream***

1. Internal & External Marketing Program

- Target geography: Simsbury & the Greater Hartford area
- Target Audience – Small to Mid-size Innovation-based Manufacturers/Services (0-100 employees); Developers; Tourists/visitors; Residents
- Media - Social media/video; Word-of-mouth (with collateral material); Contact with Regional ED community & Realtors; BR&E visits with current employers

2. Marketing

- Goal – Identify and review existing marketing pieces; speak with development community on marketing gaps; create action plan/budget for new/revised marketing pieces. Look for ways the Economic Development Commission can strengthen and promote the Simsbury brand.
- **Next Steps**
- Website (on-going) – create new & simplified, customer-friendly content
- Manage annual photo contest (ongoing) – create catalog of fresh web images; Keep EDC in the forefront of the Town brand
- Refresh Branding (December 2015) – Re-work brand material created for Simsbury Main Street Partnership to fit color and messaging of the new town website. Brand materials and revised graphic standards will be available to use by the town as it chooses.

The remaining recommendations form the list of prioritized recommendations that should be advanced

- ***Initial list of recommendations prioritized from top to bottom***

1. Goal – Evaluate the process from initial interest of a developer through completion of a successful project as well as staff/organizational roles; identify barriers to success as well as solution to fix them.
 1. ***Next Steps***
 2. Land Use Process, Structure, Sequence of Steps
 1. Revise the Town Charter to consolidate the Planning Commission and Zoning Commission
 2. Optimize the sequencing of Board Commission meetings to maximize efficiency of the process for applicants
2. Encourage economic development that is consistent with the POCD and that harmonizes with Simsbury’s locational advantages, the natural environment and surrounding structures and uses
 1. Implement the comprehensive economic development strategy
 2. Review & maintain the comprehensive economic development strategy so that Simsbury can adapt to changing economic conditions
 3. Periodically review / amend land use regulations to adapt to changes in economic conditions and the marketplace
 4. Consider consolidating the number & types of non-residential zones in order to simplify the zoning regulations & facilitate economic development
 5. Celebrate & publicize economic development successes
3. Create an Economic Development Project Evaluation and Discussion Guide - Develop a comprehensive roadmap by which to evaluate incoming projects for future development
 1. Re-present Guide & Glossary of Terms to the Economic Development Commission to ensure consistent review of projects
 2. Make documents available to developer prior to presenting to the EDC to make certain the transparency of expectations
 3. EDC should establish the regular review of the Guide and Glossary, and update as needed
4. Commission Members
 1. Create an orientation and continuous education process for commission members
 2. Emphasize the importance of the process for qualifying elected or appointed officials
 3. Include a clear summary of the Commission Member’s voting record

Next Steps . . .

1. Review list of recommendations and edit for additional accuracy & clarity
2. Work with Maria to determine who should be the lead for each item
3. Have that lead create a team to develop a roadmap for implementation

Economic Development Commission Roundtable Discussion Interview Guide
Version 1 – 02/12/19

The purpose of this Roundtable Discussion is to provide our Economic Development team with information in order that we can make informed policy recommendations to the Board of Selectmen. Our intent is to help our local businesses grow and thrive, to “Help Us Help You”.

Introduction and Mission of the EDC

- The Commission shall serve as an advisory board to the Board of Selectman. The purpose of the Commission shall be to promote and develop the economic resources of the Town and to advance the Town’s economic development goals as defined by the Board of Selectman. The Commission shall be empowered to conduct research into economic conditions and trends, and to collaborate with community organizations which promote economic development.

Introductions: Please take a moment to introduce yourself and provide a brief description of your business.

1. What is your name?
 2. Name of your business?
 3. Business category, i.e. Retail, Mfg, & Type?
- **What are the most critical issues currently facing your business?**
 - **How would you describe your current business volume?**
 - declining
 - holding steady
 - increasing
 - **Are there any Town policies or rules that present an obstacle for the success of your business? If so, what are they and what changes would help?**
 - **Are there any Town policies, rules, or programs that have contributed to the success of your business? If so, what are they and are any changes which would help even more?**
 - **What do you like about doing business in Simsbury?**
 - **What do you not like about doing business in Simsbury?**
 - **Is there anything else you’d like to share with us about doing business in Simsbury?**
 - **Where should the EDC focus their time & resources?**

**Economic Development Commission Roundtable Discussion Interview Guide
Version 1 – 02/12/19**

Additional potential questions:

- **What factor, if any, is finding skilled resources impacting your business?**
- **What is the legal structure of your business?**
- **Do you own rent, or sublet your space?**
- **What are your future plans for your space?**
 - Stay in the same location
 - Same location, but expand
 - Change location
 - If so, do you plan to stay in Simsbury? Yes No
 - If no, why not?
- **How many people do you currently employ? Part-time _____ Full-time _____**
- **Have you made use of the Town's Business Incentive Policy Program? Why or why not?**
- **Have you ever used any of the free services or resources offered at the Business Resource Center in Simsbury Public Library? If yes, was the experience helpful? If no, why not?**
- **Does your business belong to the Simsbury Chamber of Commerce? If not, why not?**

Thank you for taking the time to tell us more about your business and giving us feedback about doing business in Simsbury. For questions or to learn more about Simsbury's current business resources, services, and policies please contact:

We wish you success in all your current and future endeavors!

2018 TOP 25 LIST OF TAXPAYERS AS OF JANUARY 31, 2019

				2018 GL Tax Value at 36.42 Mills
CONNECTICUT LIGHT AND POWER	PUBLIC UTILITY	35,679,280	1.5%	\$1,299,439
E AND A/ I AND G SIMSBURY COMMONS LP	COMMUNITY SHOPPING CENTER	25,952,630	1.1%	\$945,195
SIMSBURY DEVELOPERS	APARTMENTS	21,774,600	0.9%	\$793,031
DORSET CROSSING APARTMENTS LLC	APARTMENTS	19,533,560	0.8%	\$711,412
EXECUTIVE RISK INDEMNITY INC	REAL ESTATE HOLDINGS	16,473,460	0.7%	\$599,963
HIGHCROFT SIMSBURY LLC	APARTMENTS	15,389,610	0.6%	\$560,490
BW MILL COMMONS LLC	APARTMENTS	13,552,130	0.6%	\$493,569
HOFFMAN ENTERPRISES LIMITED PARTNERHSIP	REAL ESTATE - AUTO DEALERSHIPS	11,075,400	0.5%	\$403,366
SL SIMSBURY LLC	REAL ESTATE HOLDINGS	10,143,920	0.4%	\$369,442
SIMSBURY COMMONS NORTH E A LLC	SUPERMARKET PROPERTY	8,995,000	0.4%	\$327,598
HIGHCROFT PHASE II LLC	APARTMENTS	8,883,900	0.4%	\$323,552
WOODGREEN SIMSBURY LLC	OFFICE PROPERTIES	8,803,790	0.4%	\$320,634
MCLEAN AFFILIATES INC	APARTMENTS	8,114,400	0.3%	\$295,526
SIMSBURY HOPMEADOW STREET LLC	DYNO NOBEL REAL ESTATE	7,859,690	0.3%	\$286,250
AQUARION WATER COMPANY OF CT	PUBLIC UTILITY	6,676,360	0.3%	\$243,153
RIVER BEND DEVELOPMENT CT LLC	RESIDENTIAL LAND; FARM LAND	6,408,460	0.3%	\$233,396
HOFFMAN PHYLLIS W TRUSTEE	RETAIL PROPERTY	5,723,950	0.2%	\$208,466
10 WINSLOW PLACE SIMSBURY LLC	BANQUET VENUE	5,568,430	0.2%	\$202,802
SIMSBURY TURNPIKE REALTY	RETAIL PROPERTY	5,407,180	0.2%	\$196,929
	REAL ESTATE HOLDINGS, PERSONAL			
MITCHELL AUTO GROUP INC	PROPERTY	5,369,904	0.2%	\$195,572
	ASSISTED LIVING FACILITY UNDER			
CA SENIOR SIMSBURY CT PROPERTY OWNER LLC	CONSTRUCTION	5,337,000	0.2%	\$194,374
GPF-DRAKE HILL LLC	NEIGHBORHOOD SHOPPING CENTER	5,289,050	0.2%	\$192,627
TOYOTA LEASE TRUST	LEASED MOTOR VEHICLES	4,564,820	0.2%	\$166,251
CANAL PLACE LLC	APARTMENTS	4,480,000	0.2%	\$163,162
STORAGE PROS SIMSBURY LLC	MINISTORAGE AND OFFICE	4,448,240	0.2%	\$162,005
TOTALS		271,504,764	11.3%	
NET TAXABLE GRAND LIST 1/31/2019		2,445,031,029		\$9,888,204

NET TOP 25 TAXPAYERS FOR TOWN OF SIMSBURY - PERSONAL PROPERTY	10/1/2018	2/8/2019	2018 GL Tax Value at 36.42 Mills
NAME	ASSESSMENT		
CONNECTICUT LIGHT AND POWER CO THE	34,653,950	PUBLIC UTILITY	\$1,262,097
AQUARION WATER COMPANY OF CT	6,676,360	PUBLIC UTILITY	\$243,153
STOP & SHOP SUPERMARKET COMPANY THE	4,171,760	RETAIL	\$151,935
CONNECTICUT NATURAL GAS CORP	3,042,300	PUBLIC UTILITY	\$110,801
ENSIGN-BICKFORD AEROSPACE AND DEFENSE CO	2,564,180	MANUFACURER	\$93,387
ACE AMERICAN INSURANCE COMPANY	1,875,540	INSURANCE	\$68,307
LANDMARK PARTNERS LLC	1,528,660	FINANCIAL	\$55,674
CURALEAF LLC	1,323,830	MANUFACTURER	\$48,214
HOPMEADOW COUNTRY CLUB INC	1,033,580	COUNTRY CLUB	\$37,643
SIMSCROFT ECHO FARMS INC	983,350	CONSTRUCTION	\$35,814
DYNO NOBEL INC	960,070	MANUFACTURER	\$34,966
SIMSBURY BANK & TRUST COMPANY INC THE	903,220	BANK	\$32,895
TOWERS WATSON DELAWARE INC	901,050	PROFESSIONAL SERVICES	\$32,816
DEERE CREDIT INC	806,490	LEASING COMPANY	\$29,372
WEX HEALTH INC	690,390	SOFTWARE DEVELOPMENT	\$25,144
MITCHELL AUTO GROUP INC	673,740	DEALERSHIP	\$24,538
GLOBAL ATLANTIC FINANCIAL COMPANY *	595,530	SERVICES TO INSURANCE	\$21,689
ROMANS 9:16:17	587,470	FAST FOOD	\$21,396
HOFFMAN OF WEST SIMSBURY INC	571,949	DEALERSHIP	\$20,830
VEEDER-ROOT COMPANY	546,110	MAUNFACTURER	\$19,889
LUSSIER VENTURES INC	492,780	RETAIL	\$17,947
ENSIGN-BICKFORD INDUSTRIES INC	474,690	CORPORATE OFFICE	\$17,288
HARBORSIDE CONNECTICUT LTD PARTNERSHIP	438,700	NURSING HOME	\$15,977
AVON WATER COMPANY THE	406,820	PUBLIC UTILITY	\$14,816
CELLCO PARTNERSHIP	397,550	CELLULAR TELEPHONE	\$14,479
TOTAL	67,300,069		\$2,451,067
* TAX AMOUNT REPORTED IS FOR FORETHOUGHT SERVICES, WHICH IT BOUGHT			



MUNICIPAL TRAINING

"Creating" Business

Tuesday, March 19, 2019

**Thomaston Town Hall
158 Main Street**

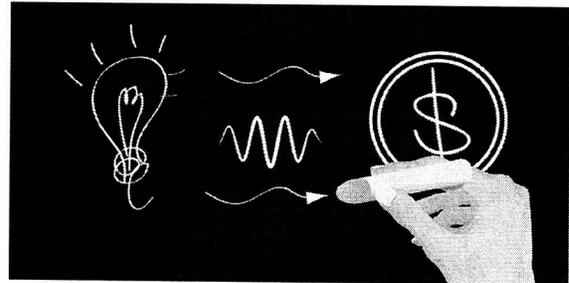
Thomaston, CT 06787

9:00 a.m. - 12:00 p.m.
Check-in begins at 8:30 a.m.

FREE to CCM member municipalities

PROGRAM OVERVIEW

An exciting new dimension to our traditional definition of economic development is "business creation." We all know the foundation of local economic development as business retention, expansion and attraction. But consider expanding that foundation by assisting entrepreneurs in our communities. How is your community engaging and supporting the home-based businesses, the small one- and two-person shops, the folks that are baking, tinkering, consulting and landscaping – those who are experts in their skill



but perhaps don't know much about how to set up and grow a business?

LEARNING OBJECTIVES

Communities can take creative measures to provide support to this growing business sector. Some are providing co-working space. Some are providing "office hours" to help early-stage entrepreneurs navigate the process of forming a business. Some are providing legal counsel, IT support, accounting and bookkeeping. Helping individuals go from an idea to a company is an exciting pursuit and one that more and more municipalities are realizing is critical to their local economy. Attendees will learn about ways to help their community "create" business in town.

CCM PRESENTERS

Courtney Hendricson

Vice President of Municipal Services
Connecticut Economic Resource Center (CERC)



Connecticut
Economic
Resource Center

Kevin Bielmeier

Connecticut Economic Resource Center (CERC)

WHO SHOULD ATTEND?

- First Selectmen, Mayors, Town/City Managers
- Finance Personnel
- Economic Development Directors & personnel
- Superintendents/School Business Managers
- Public Safety
- Town/City Attorneys
- City/Town Planners
- City/Town Clerks
- Board, Commission, and Committee Members



BECOME A CERTIFIED CONNECTICUT MUNICIPAL OFFICIAL!

This workshop is good for **3 credit hours of Community Development** that can be used towards completing your certification. For more information such as details on requirements and how to get started, please visit www.ccm-ct.org/ccmo.

THREE WAYS TO REGISTER

1. **Online:** [Click here](#) to register - Registration deadline: March 18th
2. **Email:** ccmtraining@ccm-ct.org
3. **Phone:** CCM Training, (203) 498-3037

Limited seating available - please register early. Refreshments not provided.

Cancellation Policy: *This workshop may be cancelled or postponed due to insufficient enrollment, inclement weather, or other unforeseen circumstances. Registrants will be notified of any changes.*

UPCOMING WORKSHOPS

- March 20 - FOIA for Police and Fire
- March 21 - Customer Service for Municipal Personnel
- March 26 - Navigating the ADA, FMLA, and Workers Compensation Maze

For a complete list of upcoming workshops, [click here](#).



Stay connected! Follow us and don't forget to tag us in your posts. We'd love to see what our members are saying about CCM's workshops and training. Be sure to share your pictures from CCM workshops using the hashtag #ccm_training.



Connecticut Conference of Municipalities | (203) 498-3000 | www.ccm-ct.org

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545 Long Wharf Drive
New Haven, CT | 06511 United States

This email was sent to mcapriola@simsbury-ct.gov.
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Town of Simsbury

933 HOPMEADOW STREET

SIMSBURY, CONNECTICUT 06070

Economic Development Commission
Regular Meeting
Minutes - DRAFT

Wednesday, January 23, 2019 at 5:30pm
Simsbury Public Library, Program Room 2 – 725 Hopmeadow Street

Call to Order

The meeting was called to order by Chairman Bob Crowther at 5:30pm. Commission members Peter Van Loon, Carrie Meckel, Ron Jodice, and Brooke Freeman (by phone) were present. Ex officio member Jackie Battos (Zoning Commission) was also present. Staff members in attendance included Town Manager Maria Capriola, Deputy Town Manager Melissa Appleby, Director of Planning and Community Development Mike Glidden, and Sarah Nielsen (Main Street Partnership). Guest in attendance included Lisa Gray, Executive Director for the Chamber of Commerce, and other interested parties.

1) Guest Speaker: Sarah Nielsen, Executive Director, Simsbury Main Street Partnership

Ms. Nielsen gave a presentation on the Simsbury Main Street Partnership (MSP), which is a non-profit organization that works with the Town and other community partners on economic development. The presentation included: a history on the organization; the role of MSP in advocacy and outreach; branding and marketing efforts; and partnerships with the Library, Simsbury Public Schools, and other Town departments on events and grant funding opportunities. She described the “main street” model, which is a comprehensive approach to economic development, focusing on cultural and historic tourism, the built environment, supporting existing businesses, and preserving historic resources.

Mr. Crowther encouraged commission members to attend future MSP meetings. He shared his observation that economic development is the responsibility of multiple parties. The EDC will be working on solidifying its role as it works through the work plan. Commission members discussed the need to prioritize support for existing businesses

2) EDC Work Plan

a) Update from work streams/teams

- *Business incentives* – Mr. Van Loon noted that business incentives seem to be tied specifically to physical space or location. The commission discussed the idea of expanding the concept of incentives to include grants and other types of assistance. Mr. Van Loon indicated that this work team will need to work collaboratively with the others to ensure that the incentives being pursued are consistent with the needs of the business community.

Ms. Meckel discussed the needs assessment survey that she developed. This is a tool to help identify obstacles and challenges faced by the business community. The commission discussed how this tool could be used at a small business roundtable; Ms. Meckel will work to scale down and refine the draft survey.

- *Strategic vision* – The work team will be reviewing past studies to identify any recommendations that have not yet been implemented.
- *Business recruitment, retention, and outreach* – Mr. Crowther presented a list of discussion questions to further refine the action plan for this work team. Discussion ensued regarding how to identify the right types of businesses to target. Staff noted that there is often a difference between the property owner and the business owner. The group decided to expand its focus beyond the top real estate taxpayers list; staff will develop a list of the top personal property taxpayers, and Mr. Van Loon will develop a list of high tech manufacturing firms.

In order to expand its outreach, the group also decided to pursue a small business roundtable. This will be a facilitated session used to identify issues of importance to small and mid-sized businesses.

- *Support entrepreneurs/marketing* – Ms. Nielsen said that MSP will be making a funding request in the upcoming budget cycle to update the branding materials. This work team will play a key role in this process, including engaging stakeholders and developing materials.

3) Housekeeping Items

a) Potential Topics/Guest Speakers

Mr. Van Loon noted that once the work teams get further into their work, the commission can identify specific speakers that would be helpful to hear from. Ms. Meckel said that it would be helpful to hear from state agencies, specifically in regards to business incentives.

Ms. Gray invited the commission to the Chamber of Commerce's legislative breakfast on February 22 at 8:00am at the Simsbury Housing Authority; Senator Kevin Witkos and Representative John Hampton will be in attendance.

Ms. Capriola noted that the next two speakers will be Sarah Loudenslager, Business Resource Center Coordinator at the Simsbury Public Library (February meeting) and Lisa Gray, Executive Director for the Chamber of Commerce (March).

b) Chamber of Commerce Government Affairs Committee

No update.

c) Reports/Updates to and from EDC, Planning, Zoning, and Board of Selectmen Liaisons

Commission members shared general observations on the board and commission meetings that they have attended.

4) Minutes

a) December 27, 2018

Mr. Van Loon made a motion to approve the minutes as presented. Ms. Meckel seconded the motion. All were in favor and the motion passed.

Adjournment

Mr. Van Loon made a motion to adjourn at 7:30pm. Ms. Meckel seconded the motion. All were in favor and the motion passed.

Respectfully submitted,

Melissa Appleby
Deputy Town Manager