



Town of Simsbury

933 HOPMEADOW STREET

SIMSBURY, CONNECTICUT 06070

SIMSBURY BOARD OF SELECTMEN

Library Program Room 1 – Simsbury Public Library

725 Hopmeadow Street, Simsbury

September 29, 2018 – 9:00 a.m.

Special Meeting Agenda - AMENDED

Call to Order

Pledge of Allegiance

1. Board of Selectmen Goal Setting Discussion
2. Discussion of Economic Development Commission Work Plan

Adjournment





Town of Simsbury

933 HOPMEADOW STREET

SIMSBURY, CONNECTICUT 06070

BOARD OF SELECTMEN AGENDA SUBMISSION FORM

1. **Title of Submission:** Board of Selectmen Goal Setting Session
2. **Date of Meeting:** September 29, 2018
3. **Individual or Entity Making the Submission:**
Maria E. Capriola, Town Manager *Maria E. Capriola*
4. **Action Requested of the Board of Selectmen:**
No action is needed this morning. This agenda item is for discussion purposes. The mission of the session today is to brainstorm and discuss goals and objectives the Board of Selectmen would like to establish to help guide priorities for the remainder of your two-year term.
5. **Summary of Submission:**
Ultimately, the agreed upon goals will assist in setting policy direction, including guidance that will be used during FY 19/20 budget development for establishing resource priorities. Based on discussion at the workshop, staff will summarize the ideas generated in writing and will bring back a draft of your goals for review and discussion at the October 10th meeting.

In preparation for this session I have outlined a few "homework" questions to help facilitate discussion and to provide a starting point for today. In order to prepare for this discussion, please think about the following in advance of the meeting:

- 1) What are some high level areas of focus that you think are important for the community?
- 2) What are some action items or projects you hope to see accomplished in the long term?
- 3) What action items or projects do you hope to see accomplished during this two year term?

I understand that Selectmen may have other subjects that they would like to cover in today's session; you will have an opportunity to bring those ideas forward during our discussions.

Attached is an update on the Town Manager's Goals and an introductory chapter to the Plan of Conservation and Development. These attachments are provided as background information to help frame the discussion.

6. **Financial Impact:**
None

7. Description of Documents Included with Submission:

- a) Update on the Town Manager's Goals
- b) Introductory Chapter to the Plan of Conservation and Development



Town of Simsbury

Town Manager Goals, February 2018 – June 2019

Adopted May 14, 2018 by Board of Selectmen

Progress Report as of 9/27/18

<i>Priority</i>	<i>Goal</i>
Medium	Develop a town-wide strategic plan, with a focus on a community visioning process (pending availability of funds) Update: No funds appropriated. No action yet.

Human Resources/Labor Relations

<i>Priority</i>	<i>Goal</i>
High	Conduct leadership team recruitments. Successfully onboard and orient new team members. <ul style="list-style-type: none">○ Police Chief○ Finance Director/Treasurer○ Director of Culture, Parks, and Recreation Update: All of the above recruitments have been completed, in addition to a fourth for the Director of Planning and Development. All employees have been onboarded and are being oriented to the organization and/or new position. Three of the four team members have been assigned peer mentors.
High	Begin negotiations for successor collective bargaining agreement with IBPO (police) (spring 2018). Begin negotiations for successor collective bargaining agreements with AFSCME (parks and public works), dispatchers, and all 3 unions represented by CSEA (spring 2019). Update: Currently negotiating for a successor CBA and pension CBA with the police union. Management is scheduled to begin preparing for negotiations with all other groups in November, with negotiations anticipated to begin in spring 2019.
Medium	Conduct first annual leadership retreat. Update: Received proposals from two consultants that have done municipal leadership development work. We are working with the selected vendor to finalize the agreement for services. Anticipated retreat dates are November 29 and 30. Focus will be on the DISC assessment (leadership, collaboration, communication styles and awareness), change management (capability for, making change collaborative), and a facilitated session to identify and discuss team strengths and areas for improvement.
Low	Draft and implement a professional travel policy. Update: A draft policy has been reviewed by the leadership team, union leadership, and the Personnel Sub-Committee. A draft policy is being presented to the Board of Selectmen at your October 10 th meeting.



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Low Revise the inclement weather policy.
Update: No action yet.

Economic Development

Priority Goal

High Support the work of the Board of Selectmen economic development work group.
Update: We are supporting the work of the Economic Development work group with tasks such as agenda and packet preparation, meeting coordination, coordination of recruitment for EDC applicants, and coordination of the CERC workshop.

High Assist in the preparation and development of the Economic Development Commission Ordinance as required by Charter.
Update: Assisted in the preparation and development of the Ordinance, which was adopted on August 13, 2018. Also assisted in the preparation and development of the policy resolution governing EDC membership composition.

High Coordinate and assist in preparation of economic development strategic plan or other study/technical assistance (pending availability of funds).
Update: Strategic planning funds were not approved for economic development. However, staff met with CERC and received a proposal regarding various economic development technical services should the town decide to proceed with those services.

Medium Complete the building permit fee analysis.
Update: The benchmarking and analysis has been completed and a summary is in draft form.

Medium Conduct visitations and outreach with the business community.
Update: The Town Manager, Planning and Development Director, and Main Street Partnership Executive Director have been conducting visitations with the business and development communities. Those meetings are not only an opportunity to meet our local stakeholders, but to learn what they perceive to be “going well” and what is “not going well” in regards to doing business in town.

Medium Assist special villages with initiatives related to special events, infrastructure improvements, and economic development.
Update:

- *Tariffville Farmer’s Market* – Through the public gathering permit process provided a location for the Market to be held at no cost to the event organizers.
- *Tariffville-Bloomfield and Tariffville-Curtiss Park bike paths* - The design for the Bloomfield to Tariffville Multi-Use Trail project is currently 90%



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complete and the Simsbury local wetland permit for the project has been secured. The project plans will now need to be reviewed by DOT and CROG and finalized for bidding. The project is anticipated to be advertised for bids in the spring of 2019 with construction commencing in the summer of 2019. This construction schedule is subject to sufficient funding availability from both towns participating in the project. The Multi-Use Trail (Route 10) to Curtiss and Pattison Parks project is currently in the preliminary design phase with recent work completed on base mapping, wetlands and species investigations and a site visit with DOT to discuss an appropriate alignment for the trail. This project will require extensive permitting with state and federal agencies once a preliminary design is developed for the project. This permitting effort is anticipated to be initiated in the fall of 2018 with design and permitting phase continuing into 2019. A firm schedule for the construction of this project has not been established at the present time.

- *Historic District Handbook* – The Historic District Handbook has not been updated since 1986. The handbook provides design guidelines for the district. A draft RFQ for technical services related to the project is prepared. I anticipate that the RFQ will be released this fall.
- *Betty Hudson Park* - This project is currently in the semi-final design phase. Local, state and federal permits for the project will be submitted for approval in the fall of 2018. Final design for the project will be completed in early 2019 with construction anticipated to begin in the summer of 2019. This construction schedule is subject to sufficient funding availability to complete the initial phase of the project.
- *Citizen initiated projects* – Two citizen initiated projects are underway: Gifts of Love barn renovation and Trail 10K. Staff is assisting with preparation and development of the proposals which will be brought to the Board of Selectmen for consideration. An initial presentation on the Gifts of Love project is scheduled for your October 10th meeting.

Financial Management

<i>Priority</i>	<i>Goal</i>
High	Prepare and submit FY 18/19 and FY 19/20 operating and capital budgets in accordance with Charter timeline requirements. Update: The FY 18/19 operating and capital budgets were prepared and submitted in accordance with Charter requirements.
High	Complete analysis of ambulance service delivery and costs. Update: This item is on hold and may not be needed. The Ambulance Association has communicated to town officials on at least three occasions that



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they do not plan to seek operating or capital budget support from the Town during the upcoming budget process.

- | | |
|--------|--|
| Medium | <p>Develop a grant application form and process for outside agencies requesting funding from the town.</p> <p>Update: Social Services developed an application that was piloted with social services related outside agencies during the FY 18/19 budget process.</p> |
| Medium | <p>Assist in developing a capital asset policy.</p> <p>Update: A capital asset policy was developed and presented to the Board of Finance. The policy was adopted on June 20, 2018.</p> |
| Medium | <p>Assist in developing a revised capital and CNR policy.</p> <p>Update: No action yet.</p> |
| Medium | <p>Assist in the development of a revised Purchasing Ordinance.</p> <p>Update: A draft Purchasing Ordinance and Purchasing Policy have been prepared and reviewed by the leadership team, Board of Finance, and legal counsel. A work group of the Board of Selectmen has been established to further vet the ordinance and policy.</p> |
| Low | <p>Implement changes to Annual Report. Complete FY 16/17 and 17/18 Annual Reports utilizing new format and content.</p> <p>Update: The FY 16/17 Annual Report was completed using the new format and content. Preparation of the FY 17/18 Annual Report is underway.</p> |
| Low | <p>Update the budget document to reflect GFOA recommended best practices for budget document presentation.</p> <p>Update: No action yet.</p> |
| Low | <p>Assist Board of Selectmen in the development of a policy and procedures for tax sales.</p> <p>Update: A Tax Sale Policy was developed and presented to the Board of Selectmen. The policy was adopted on July 9, 2018. Legal counsel has been appointed. Staff and counsel are meeting in mid-October to begin preparations for a tax sale in 2019.</p> |
| Low | <p>Conduct a cost recovery and community use analysis of the Parks and Recreation Department.</p> <p>Update: As we are working on year-end close, and the two key staff members are new (Finance and C, P, and R Directors), this project is in its beginning stages. Based on preliminary year-end results, the Recreation Fund has finished in a deficit position. Analysis of the last decade shows that the Fund regularly finishes in a deficit position. We are working to understand the challenges facing the</p> |



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Fund, as well as measures to take moving forward to reverse the trend of operating in a deficit position. Key components to this analysis will include understanding the larger community use of the department as a whole, General Fund contributions to that community use, and whether or not recreation program users are subsidizing the community use of the Department and its services.

Low Conduct an analysis of contractor fees for the Parks and Recreation Department.
Update: No action yet.

Special Projects

Priority Goal

High Complete settlement negotiations with Deepwater Wind and implement monitoring procedures.

Update: On September 12th the BOS authorized me to execute the DWW agreements, pending final review from our counsel. Counsel is finalizing the items needed in order for me to execute the agreements.

High Issue a RFQ for the parks and open space master plan. Initiate the project.

Update: A draft RFQ has been prepared and reviewed with the Open Space Committee. The RFQ is being reviewed with the Culture, Parks and Recreation Commission this week. The RFQ is anticipated to be released in October.

Medium Issue a RFQ for the public safety radio system feasibility study. Initiate the study.

Update: The RFQ was issued and a vendor selected. Study is being initiated.

Medium Issue a RFQ for labor counsel.

Update: A draft RFQ has been prepared but not released.

Medium Issue a RFQ for employee benefits consultant (if BOE is in support of).

Update: The RFQ was issued and a vendor selected. The BOE was a participant in the process. We are working with the selected vendor to finalize the agreement for services.

Medium Conduct FOIA training for staff, boards, committees, and commissions. Develop a FOIA policy for the town, FOIA form, centralized process for handling requests, and a “nuts and bolts” brochure for committees.

Update: A FOIA training session, presented by Tom Hennick, Public Information Officer for the FOIC, is being held in Simsbury on October 29th. A draft policy, form and brochure are underway.

Low Support the work of the Board of Selectmen water shortage ordinance work group.

Update: A Water Shortage Ordinance was developed and presented to the Board of Selectmen. The Ordinance was adopted September 12, 2018.



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| Low | Develop and implement storm water management ordinance (MS4).
Update: A Stormwater Management Ordinance was developed and presented to the Board of Selectmen. The Ordinance was adopted June 11, 2018. |
| Low | Develop and distribute a monthly newsletter promoting town governmental activities, news, and notes.
Update: Research on potential formats has been conducted. |
| Low | Research options for expanding our senior transportation network.
Update: No action yet. |
| Complete | Develop and implement a policy for banners along Hopmeadow Street. |

SIMSBURY



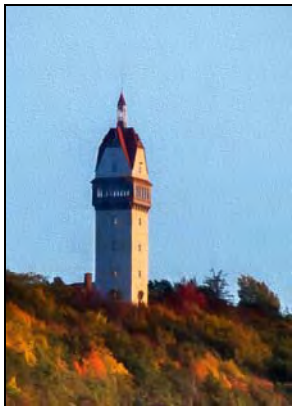
2017 PLAN OF CONSERVATION AND DEVELOPMENT



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POCD Pictures

The picture of the Heublein Tower on the front cover was taken by Lorraine Cosgrove and was submitted as part of a Photo Contest conducted by the Town of Simsbury.



Most of the other photographs in the POCD were taken by Planimetrics or were obtained from the Town.

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An index of maps and plans contained in the Plan of Conservation and Development is located inside the back cover.

WELCOME



September 26, 2017

The Town of Simsbury Planning Commission is pleased to present the adopted 2017 Plan of Conservation and Development to the community. In September 2016, our commission embarked on a yearlong journey, together with our planning staff and consultant, to complete the Plan before you today.

Along this journey, we had the wonderful opportunity to carefully engage members of our community in order to gather information, evaluate the information collected, and ultimately craft language to assist the community with determining the future needs and direction of the town from a land use perspective. During this journey, we utilized personal telephone surveys and online surveys to garner community input and ascertain community values. The Commission also solicited and received written and verbal input along the way at a multitude of public workshops and hearings.

Following a final public hearing on September 26, the Planning Commission voted to adopt the 2017 Town of Simsbury Plan of Conservation and Development with an effective date of November 1, 2017.

The development and adoption of the POCD is critical to the future of the Town and we anticipate that the implementation strategies and guidance offered in the document will bring the plan to life. I would like to thank all the people within our community for their involvement in the development of this plan which provides direction to the Town's policy makers and land use commissions on land use matters that will enhance our community character and quality of life in Simsbury and make Simsbury an even better place in the future.

Sincerely,

William F. Rice

William F. Rice, Chairman
Simsbury Planning Commission

EXCERPTS FROM CONNECTICUT GENERAL STATUTES 8-23 – PLAN OF CONSERVATION AND DEVELOPMENT

The Planning Commission shall:

- prepare, adopt and amend a plan of conservation and development ...
- review the plan of conservation and development at least once every ten years ...
- adopt such amendments to the plan or parts of the plan ... as the commission deems necessary to update the plan.

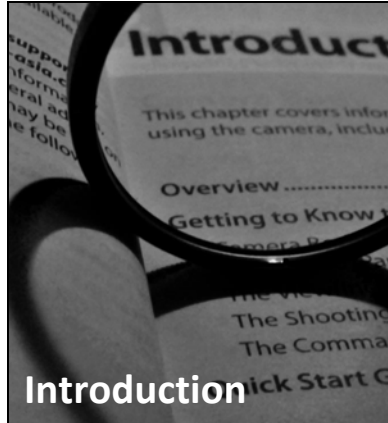
The Plan of Conservation and Development shall:

- be a statement of policies, goals and standards for the physical and economic development of the municipality, ...
- show the commission's recommendation for the most desirable use of land within the municipality for residential, recreational, commercial, industrial and other purposes and for the most desirable density of population in the ... parts of the municipality.
- be designed to promote with the greatest efficiency and economy the coordinated development of the municipality and the general welfare and prosperity of its people.
- be made with reasonable consideration for restoration and protection of the ecosystem and habitat of Long Island Sound ...
- make provision for the development of housing opportunities, including opportunities for multifamily dwellings consistent with soil types, terrain and infrastructure capacity, for all residents of the municipality and the planning region ...
- promote housing choice and economic diversity in housing, including housing for both low and moderate income households, and encourage the development of housing which will meet the housing needs ...
- take into account the state plan of conservation and development ... and note any inconsistencies it may have with said state plan.
- consider the use of cluster development to the extent consistent with soil types, terrain, and infrastructure capacity.

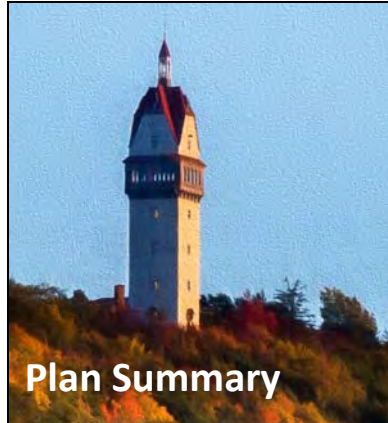
The Plan of Conservation and Development may:

- show the commission's recommendation for a system of principal thoroughfares, parkways, bridges, streets and other public ways; for airports, parks, playgrounds and other public grounds; for general location, relocation and improvement of public buildings; for the general location and extent of public utilities and terminals, whether publicly or privately owned for water, sewerage, light, power, transit and other purposes; and for the extent and location of public housing projects.
- include recommended programs for the implementation of the plan ...
- (include) such other recommendations ... in the plan as will ... be beneficial to the municipality.

INTRODUCTION



Introduction



Plan Summary



**Conditions
And Trends**



**Community
Issues & Concerns**

INTRODUCTION

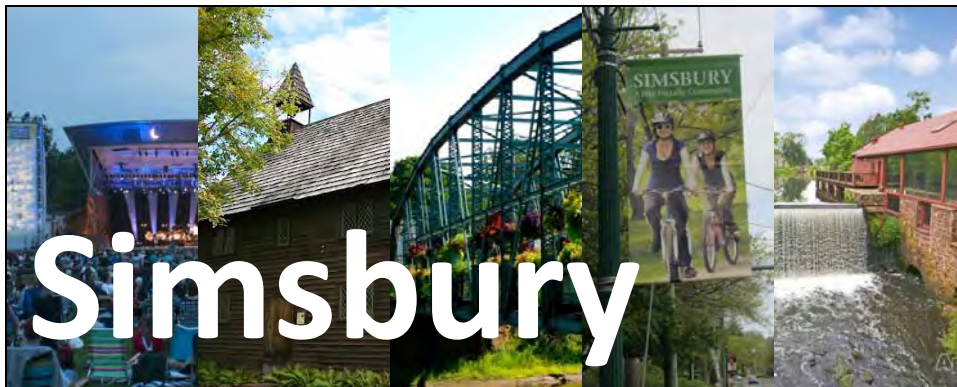
Overview

This document is Simsbury's 2017 Plan of Conservation and Development.

A Plan of Conservation and Development (POCD) is a document intended to establish a common vision for the future of a community and then recommend policies and action steps that will help attain that vision. While its key purpose and function is to address the physical development of a community, it will often address issues related to the economic development and social development.

The goals and recommendations of this Plan are intended to reflect an overall consensus of what is considered desirable for the town of Simsbury and its residents in the future. The POCD is not a regulation or a mandate but it is an important advisory document. It is intended to guide the community towards positive outcomes and to provide a framework for consistent decision-making with regard to conservation and development activities.

Implementation of the policies and action steps will only occur with the diligent efforts of the community. The Plan will only be effective if it is understood and supported by the people of Simsbury, and implemented by the Town's boards and commissions.



Introduction - Introduction

The following introductory text adapted from the 2007 POCD helps set the stage for this Plan and its meaning for the community:

For centuries people have left their mark, small and large, on this place we call Simsbury. Our community is what it is today partly because of its physical location and natural environment, and partly because of the choices made or not made, with both intended and unintended results. All have combined to create this unique and attractive place.

Just as the decisions of our predecessors shaped the Simsbury of today, current actions will shape the Simsbury of tomorrow. In evaluating possible directions for the next decade we ask a number of questions. What will Simsbury be in twenty, thirty, or fifty years? Will we secure our identity and build places we care about? In what ways can we manage our future? Answers to these questions begin with a vision, then a plan, and finally actions to secure our chosen direction.

Healthy and prosperous communities do not just happen. They are created by informed and intentional choices based on a comprehensive, long-term plan. The way we develop affects the quality of our lives and the vitality of our community. We seek an environment designed around the expressed needs of individuals, conducive to the formation of community and preservation of the town's landscape.

Planning is the process to secure our chosen destiny – a community by choice.

This 2017 POCD provides a framework within which to make informed decisions that will allow Simsbury to continue to be attractive, functional and economically healthy; and an increasingly desirable place to live, work, attend school, play, visit, shop, and invest in the development of the community. The goal is to build a community that remains healthy and prosperous over the long term, benefiting the local economy as well as the residents of the place where we live.

This 2017 POCD is the Town's statement of what we want our future to be and how we propose to achieve and manage it. Overall, the mission statement embodied in this POCD is:

POCD Mission Statement

Preserve the best from Simsbury's past ...

... Ensure the best for Simsbury's future.

PLAN SUMMARY

2

Overview

This Plan of Conservation and Development (POCD) is intended to guide:

- the current and future physical conservation and development of Simsbury,
- the current and future economic development of Simsbury, and
- the overall quality of life in the community.

By implementing policies and completing action steps identified in the POCD, we will make Simsbury a better community for all of us. Please consider joining your neighbors and other Simsbury residents in implementing the 2017 Plan of Conservation and Development.

Plan Organization

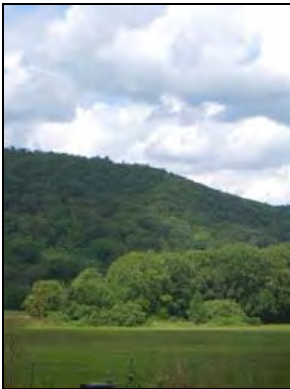
The POCD contains five main sections:

Introduction	An overview of planning, conditions and trends affecting Simsbury, and community concerns
What We Want To Protect	Strategies to protect the things that Simsbury residents have indicated are important to them (natural resources, open space, community character, etc.)
How We Want To Grow	Strategies to guide growth or change in ways that will help make Simsbury a better community in the future (Simsbury Center, Tariffville, business development, residential development, etc.)
What We Want To Provide	Strategies related to services and facilities that will help make Simsbury a better community in the future (community facilities and services, transportation, infrastructure, etc.)
Looking Ahead	A future land use plan illustrating the desirable future configuration of the community and a chapter promoting implementation of the POCD recommendations.



Introduction ...

1. **How Much Will We Grow (Or Not)?** – There has been visible housing growth in Simsbury in recent years so it is reasonable to expect the population to grow. At the same time though, there are changes in the 9,000 other housing units in Simsbury as the “baby boomers” get older (older households generally contain fewer people). The net effect of these two trends will become more apparent when the 2020 Census results are received. Beyond 2020, whether Simsbury grows and by how much will depend on the balance between new housing (and new residents) and changes in existing housing units.
2. **Room For Growth** - Simsbury has room for additional residential and business growth so the POCD focuses on how land is zoned and used since these two factors influence how communities grow in the future.
3. **Resident’s Concerns** - In a community-wide survey, residents indicated their top three concerns included:
 - Maintain and enhance community character.
 - Encourage additional business development.
 - Maintain and enhance community facilities.



What We Want To Protect

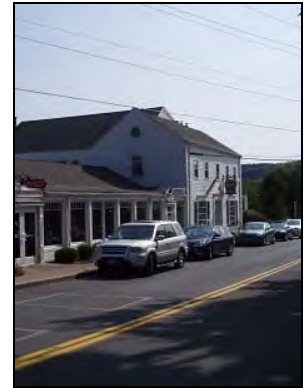
4. **Protect Natural Resources** – Simsbury will continue efforts to protect natural resources and will remain diligent in its efforts to protect water quality.
5. **Preserve Open Space** – Simsbury will focus on a strategic approach to preserving open space in order to create a meaningful overall open space system while preserving important natural resources and the overall character of the community.
6. **Maintain And Enhance Community Character** – Simsbury will seek to protect resources that contribute to community character and ambience:
 - historic resources (buildings and sites),
 - farms and farming,
 - scenic views and scenic roads, and
 - community spirit.

Simsbury will also promote community character by continuing to carefully review building and site design as part of new development.

7. **Promote Sustainability & Resiliency**– Simsbury will seek to be a more sustainable community and a more adaptable community in the future. Not only is this the right thing to do ecologically, it is the right thing to do fiscally and economically.

How We Want To Grow

8. **Promote Places With A Sense of Place** – Simsbury will seek ways to guide development so that it maintains and enhanced places with a “sense of place.” This means recognizing the special places that Simsbury already has and making them even better in the future:
 - Simsbury Center
 - Tariffville and Weatogue Center,
 - Hoskins and West Simsbury.
 - Other unique places in the community.
9. **Promote Economic Development** – Simsbury will encourage and promote economic development that benefits the community (jobs, goods and services, tax base). Some areas will be investigated for expansion of business zoning in order to take advantage of Simsbury’s locational advantages.
10. **Guide Residential Development** – Simsbury will guide residential development to protect existing neighborhoods, address housing needs, and promote places with a sense of place while maintaining and reflecting Simsbury’s history and special character.



Simsbury Center



Tariffville



Economic Development



Residential Development





What We Want To Provide

11. **Enhance Community Facilities**– Community services and facilities help make Simsbury such a great community. Simsbury intends to provide community services and facilities that meet community needs and enhance the quality of life as cost-efficiently as possible.
12. **Address Transportation Needs**– Simsbury intends to address transportation issues in order to address problem areas and enhance the overall quality of life in the community. The POCD also recognizes how much Simsbury has achieved in terms of bicycle and pedestrian improvements and seeks to continue this progress.
13. **Address Utility Infrastructure Needs**– Simsbury intends to encourage the provision of adequate utility infrastructure to meet community needs. In addition to water and sewer services, this also includes storm drainage and internet capacity.



Looking Ahead

14. **Implement The Plan**– Simsbury intends to implement the policies and complete the action steps identified in the POCD. Many recommendations can and will be implemented for little or no expense. Simsbury is considering establishing a “Plan Implementation Committee” made up of representatives of local boards and commissions as a way to promote and coordinate implementation of POCD strategies.

A glossary in the Appendix may help you understand some of the terms used in the POCD.

CONDITIONS & TRENDS

3

Overview

This section of the POCD provides a general overview of conditions and trends affecting Simsbury at the time this POCD was being prepared.

History of Simsbury

The landscape of the area we now know as Simsbury evolved over millions of years as a result of massive geologic forces. The advance and retreat of glaciers and fluctuations in climate created a riverine valley between two sets of ridges and hilltops. While there is no written record of their early habitation, Native Americans are believed to have lived in this area as early as 10,000 years ago.

European Settlement

Europeans “discovered” this part of North America in 1614 when Dutch explorer Adriaen Block sailed into what we now call Long Island Sound. For the next 20 years or so, the Dutch and English competed for trade with Native Americans. The British settled in Plymouth (Massachusetts) in 1620 and the Dutch settled in New Amsterdam (New York) in 1624 before settlement began in what we now know as Connecticut.

A trading post was established by the English about 1634 at the confluence of the Farmington River with the Connecticut River (present day Windsor). Even though trade was welcomed by both groups, there were occasional skirmishes between settlers and Native Americans that raised tensions. After the Pequot War of 1637, European settlement began to extend to other areas of what we now know as Connecticut.

Settlers from Windsor began to migrate up the Farmington River to establish new homesteads and this eventually led to settlement at an area called Massaco where broad flat meadows, rich soil, and stands of trees all seemed ideal for homes and farms.

Introduction - Conditions & Trends

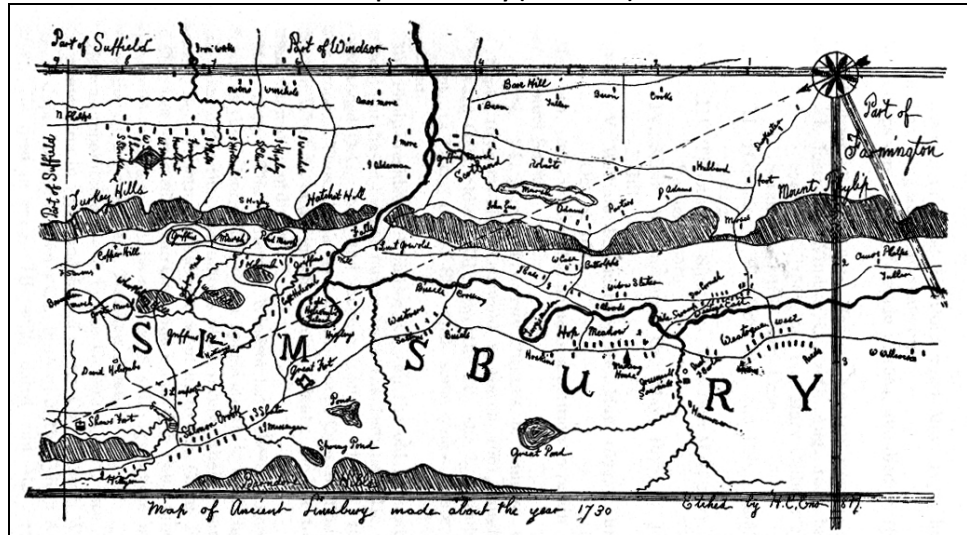
Formation Of A Town

Life was challenging for early settlers in this area and it was made more challenging by the customs of the time where settlers would travel every week to a “meetinghouse” for religious services regardless of season or weather.

By 1670, several settlements were in place and the Colonial legislature granted “town privileges”. The original land grant covered about 100 square miles of territory (10 miles by 10 miles) and included parts of what we now know as Granby, East Granby, Canton, and Bloomfield.

As concerns over safety diminished, new settlers came to this area and moved further out to create their own homesteads. Sawmills, blacksmith shops, and other communal amenities were established along brooks and streams to support the growing economy. Tar and pitch were created from local forests. Copper was extracted from local mines.

Map of Simsbury (after 1730)



1766 Map of Connecticut



Re-Enactment Of Colonial Agriculture



Introduction - Conditions & Trends

This growing settlement was resented by Native Americans. In 1676, Simsbury was the target of an organized Indian assault (one of the last of its kind in New England) where 40 houses were burned. This attack deterred some existing settlers and slowed the arrival of new settlers. However, taxes were abated for a period and settlement activity resumed.

Local ingenuity and resources combined to bring changes to the community. One of the first coins minted in America was made by Doctor Samuel Higley, a Simsbury resident. Local inventiveness led to the invention of the safety fuse and the growth of a specialized industry that later became the Ensign-Bickford Company. The unique climatic conditions of this area led to a tobacco farming industry which later specialized into "shade tobacco" grown for cigar wrappers.

The power of the Farmington River was harnessed for carpet manufacturing and what was known as Griswold Village was changed to Tariffville in recognition of the role of the Tariff Manufacturing Company. At the height of its economic strength, the population of Tariffville was almost as big as the rest of the community. Tariffville was also a social destination for people from other areas.

Economic advances also brought transportation changes. Between 1825 and 1835, an inland canal was constructed from Northampton Massachusetts, through Simsbury, to New Haven. Unfortunately, this canal was soon replaced by the advent of the railroad and several rail lines travelled through Simsbury bringing people and resources in and taking products out.

Age of the Automobile

After the turn of the century, the advent of the automobile and paved roadways supported the continued growth of Simsbury. Following World War II, Simsbury experienced the same surge of growth that affected other communities in the region. A cultural trend toward suburban living and the flexibility offered by the automobile supported the development of Simsbury. Former farms were subdivided and developed and the population more than doubled between 1950 and 1960 and almost quadrupled between 1950 and the "tri-centennial" celebration in 1970.

By 1980, Simsbury had grown to be a community of over 21,000 people and the overall pattern of the community was established.

While the amount of land available for new development is limited, there continues to be considerable interest in Simsbury because of its location, character, amenities, and the quality of life it offers its residents.

Simsbury's Population

1790	2,576
1800	2,956
1810	1,966
1820	1,954
1830	2,221
1840	1,895
1850	2,727
1860	2,410
1870	2,051
1880	1,830
1890	1,874
1900	2,094
1910	2,537
1920	2,958
1930	3,625
1940	3,941
1950	4,822
1960	10,138
1970	17,475
1980	21,161
1990	22,023
2000	23,234
2010	23,511

2020 23,206 – 23,810

2030 22,508 – 23,303

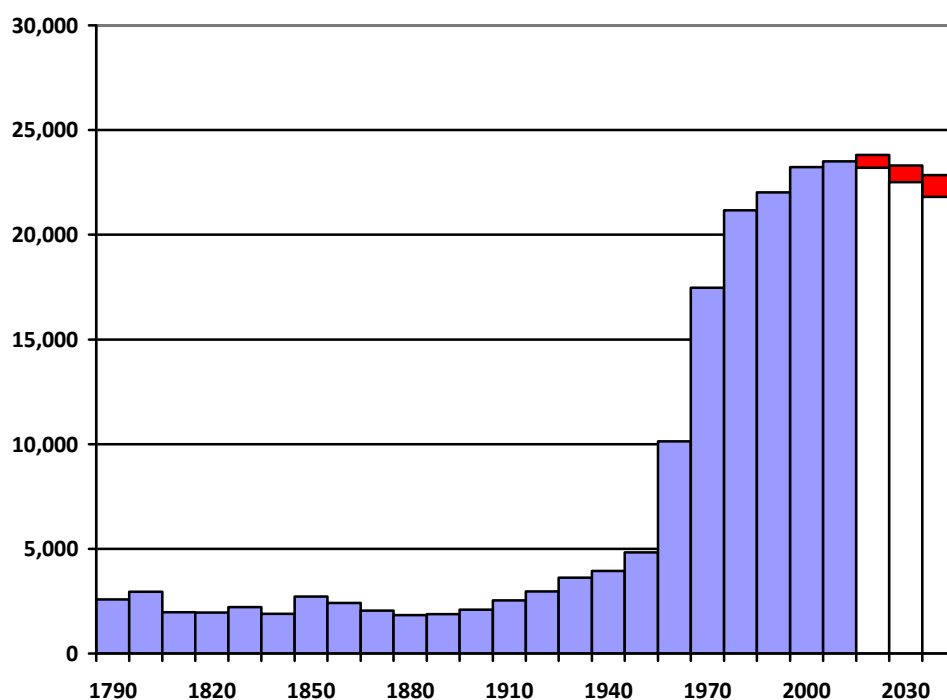
2040 21,810 – 22,850

US Census data for 1820 to 2010. Low projections from Connecticut State Data Center (do not reflect recent residential growth). High projections from Planimetrics account for reflect recent residential growth.

People Of Simsbury / Demographics

According to the Census, Simsbury had a year 2010 population of 23,511 persons. This represents an increase of 277 persons from the 23,234 persons reported in the 2000 Census. If pre-2010 trends had continued in terms of housing construction and migration, it is projected that Simsbury would likely have lost population in the coming decades due to an aging population.

Simsbury's Population (1790 – 2010)
(with projections to 2040 if past trends continued)



United States Census / Connecticut State Data Center

From 1950 to 1980, net in-migration was the main driver of population change in Simsbury. From 1980 to 2010, natural increase was the main driver of population change since there was net out-migration during this period.

Components of Population Change

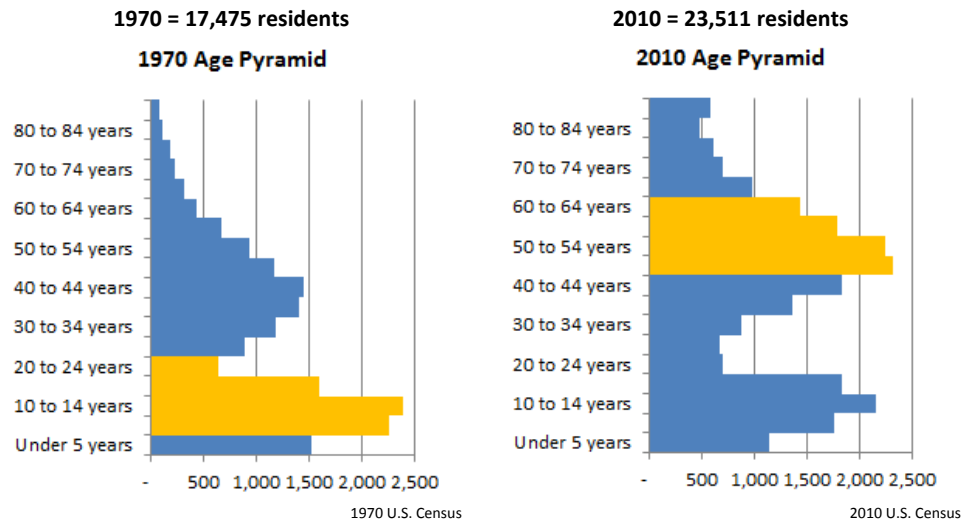
	1950s	1960s	1970s	1980s	1990s	2000s
Births	1,784	2,356	1,967	2,382	2,688	2,123
Deaths	499	713	954	1,182	1,496	1,480
Change Due To Natural Increase	+1,285	+1,643	+1,013	+1,200	+1,192	+643
Total Change (from Census)	+5,316	+7,337	+3,686	+862	+1,211	+277
Change Due To Net Migration	+4,031	+5,694	+2,673	(338)	(19)	(366)

US Census, Connecticut Health Department reports,

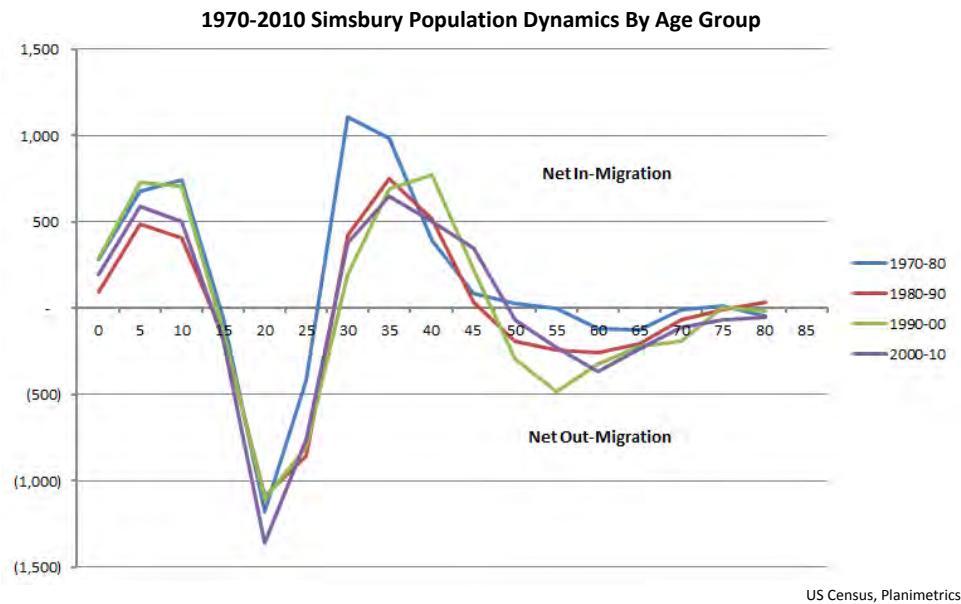
Introduction - Conditions & Trends

Age Composition

The age composition of Simsbury changes over time as a result of births, deaths, net migration, and natural aging. The following charts show the change in the age composition between 1970 and 2010 and the impact of the “baby boom” (people born between about 1945 and about 1965, shown in orange below).



When looked at in more detail, it can be seen that Simsbury has historically experienced net in-migration of families (ages 30 to 50) with children (ages 0 to 15). The following chart also shows a pattern of net out-migration of young adults (ages 15 to 25) and older adults (ages 50 and higher).



Migration Patterns

Simsbury probably attracts families with children due to:

- the overall attractiveness of the school system,
- community amenities,
- location, and
- Simsbury's reputation as a family-friendly community.

The pattern of net out-migration of young adults (ages 15 to 25) and older adults (ages 50 and higher) likely reflects:

- young adults setting off to find their place in the world, and
- “empty nesters” and retired persons finding new places to live.

Even with these trends, it is anticipated that the number of people aged over 55 in Simsbury will continue to grow due to the number of people in the “baby boom” who are getting older and the fact that people are living longer.

Housing Units

1980	6,837
1990	8,175
2000	8,739
2010	9,123

US Census. Data for 1980 to 2010 reflects number of units. Due to data availability, data for 1960 and 1970 reflects number of households.

Average Household Size

1980	3.09
1990	2.69
2000	2.66
2010	2.57

US Census. Data for 1980 to 2010.

Housing Tenure

	Own	Rent
Simsbury	84%	16%
State	68%	32%

2010 Census

Percent Multi-Family

State	35%
Bloomfield	29%
Canton	22%
East Granby	20%
Simsbury	15%
Avon	17%
Granby	5%

2010 Census

Affordable Housing

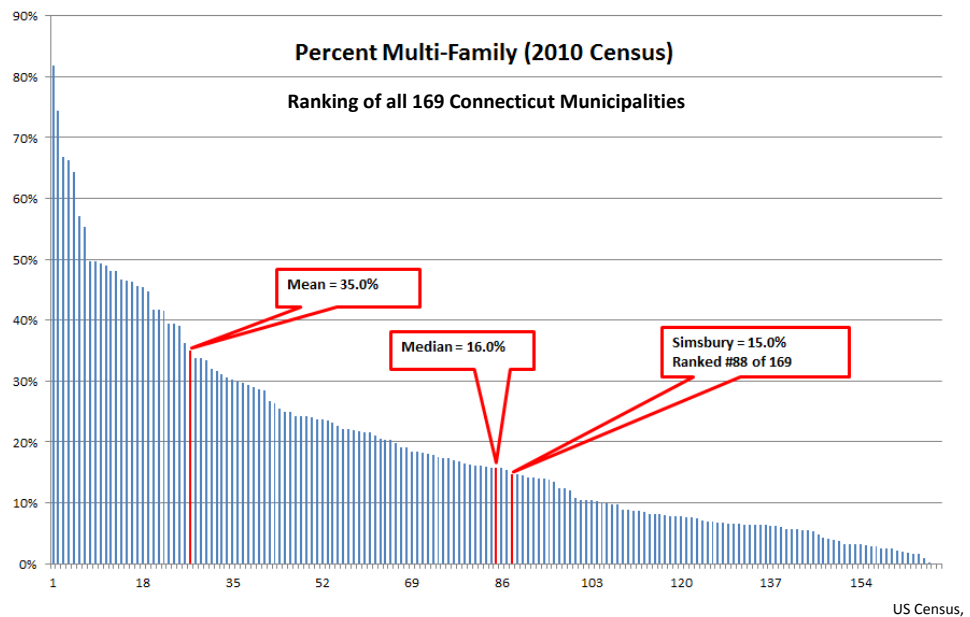
State	11.1%
Bloomfield	10.8%
Canton	7.0%
East Granby	5.1%
Simsbury	4.5%
Avon	3.8%
Granby	3.0%

CT Department of Housing, 2017

Housing In Simsbury

According to the U.S. Census, Simsbury had about 9,123 housing units in 2010. Between 1990 and 2010, Simsbury was adding an average of about 47 housing units per year. Prior to 1990, Simsbury had been adding an average of over 130 units per year.

The housing stock in Simsbury consists primarily of single-family detached homes. As a result, the vast majority of homes in Simsbury (84%) are owner-occupied. According to the 2010 Census, about 15 percent of the residential units in Simsbury were multi-family units at that time (in structures containing more than one dwelling unit).

**Affordable Housing**

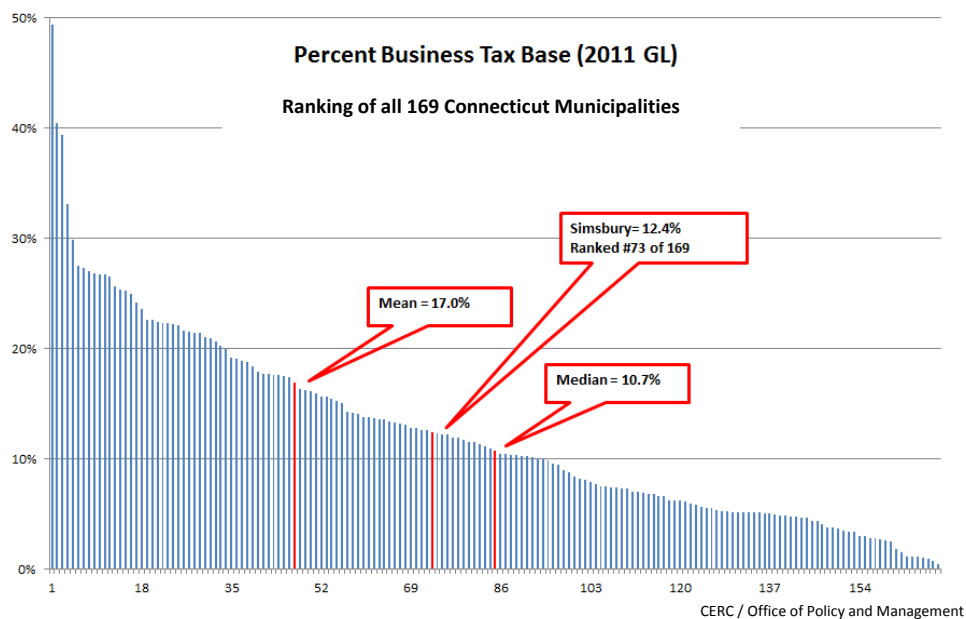
About 4.5 percent of the housing units in Simsbury meet the State definition of “affordable housing” (assisted housing, financed by Connecticut Housing Finance Authority mortgages, or sale price restricted by deed). Since less than ten percent of the housing units in Simsbury meet the State definition, Simsbury is subject to the State’s Affordable Housing Appeals Procedure (codified as Section 8-30g of the Connecticut General Statutes).

The Town has been working on increasing the number of affordable housing units in ways and locations appropriate for the community.

Economy of Simsbury

While Simsbury is not recognized as a major employment center, there are many jobs in the community. Even with the relocation of the jobs by Hartford Insurance, it is still possible that Simsbury will have more jobs than housing units and this supports the local economy.

Since Simsbury is predominantly a residential community, the Grand List (the value of taxable property) is heavily influenced by the value of residential real estate. According to data from the Connecticut Economic Resource Center, the business component of the tax base is about 12.4 percent. It is important to Simsbury to maintain a strong tax base with a solid business component.



Jobs In Simsbury

1970	3,473
1980	5,050
1990	9,500
2000	11,080
2010	9,929

CT Labor Dept.

Jobs

Bloomfield	19,272
Simsbury	9,558
Avon	8,013
East Granby	3,842
Canton	3,534
Granby	2,400

CERC, 2014

Business Tax Base

Bloomfield	22.3%
East Granby	15.3%
Canton	12.3%
Simsbury	11.3%
Avon	10.5%
Granby	4.3%

CERC, 2014

Median Household Income

Simsbury	\$113,224
Avon	\$105,116
Granby	\$97,500
Canton	\$87,643
East Granby	\$77,596
Bloomfield	\$68,372
State	\$67,740

2010 Census

Providing Employment



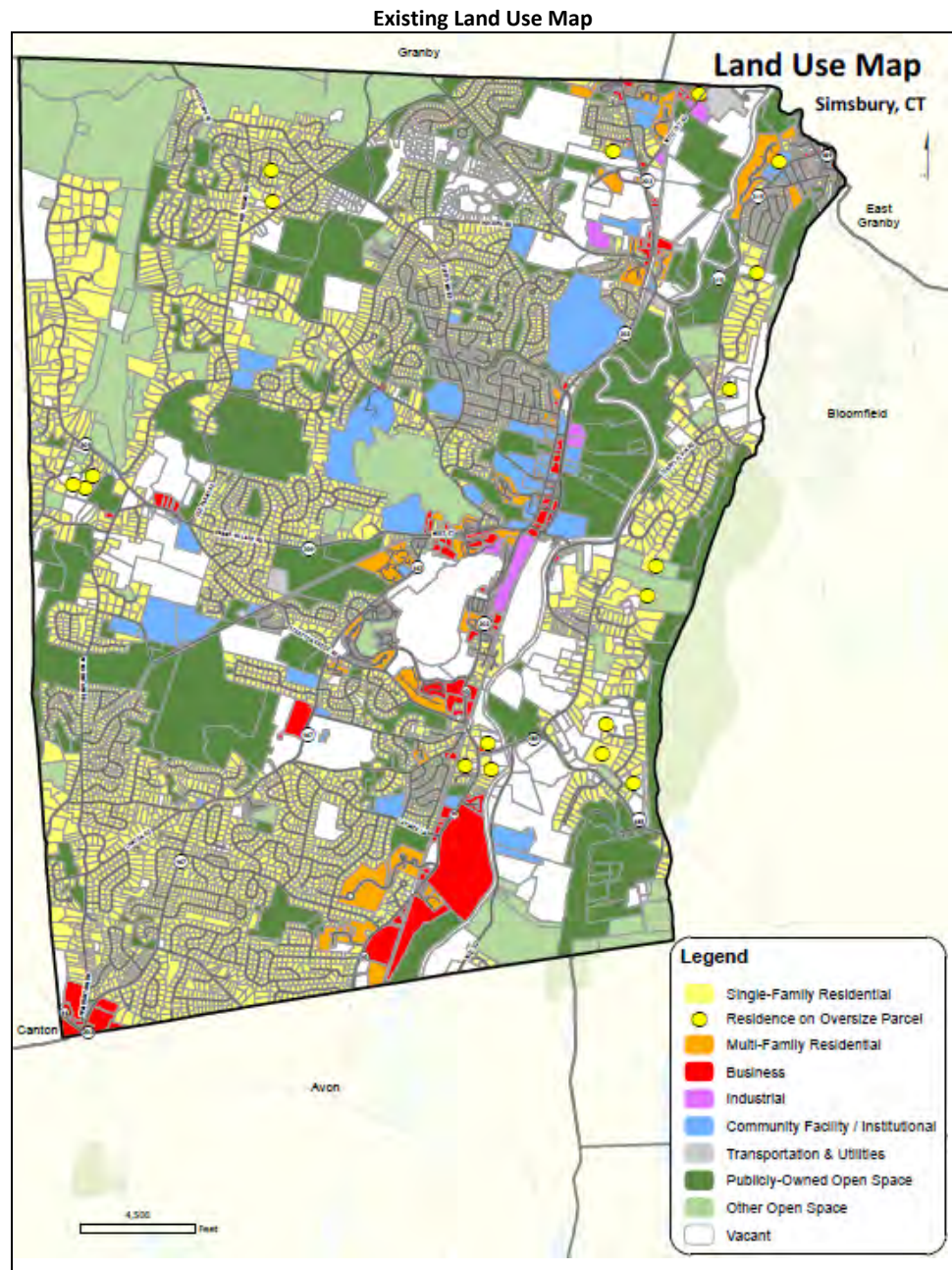
Providing Goods and Services



Land Use In Simsbury

In 2016, the Town had the following land use map prepared based on the assessor's database. Based on this analysis, about 88 percent of the land in town is:

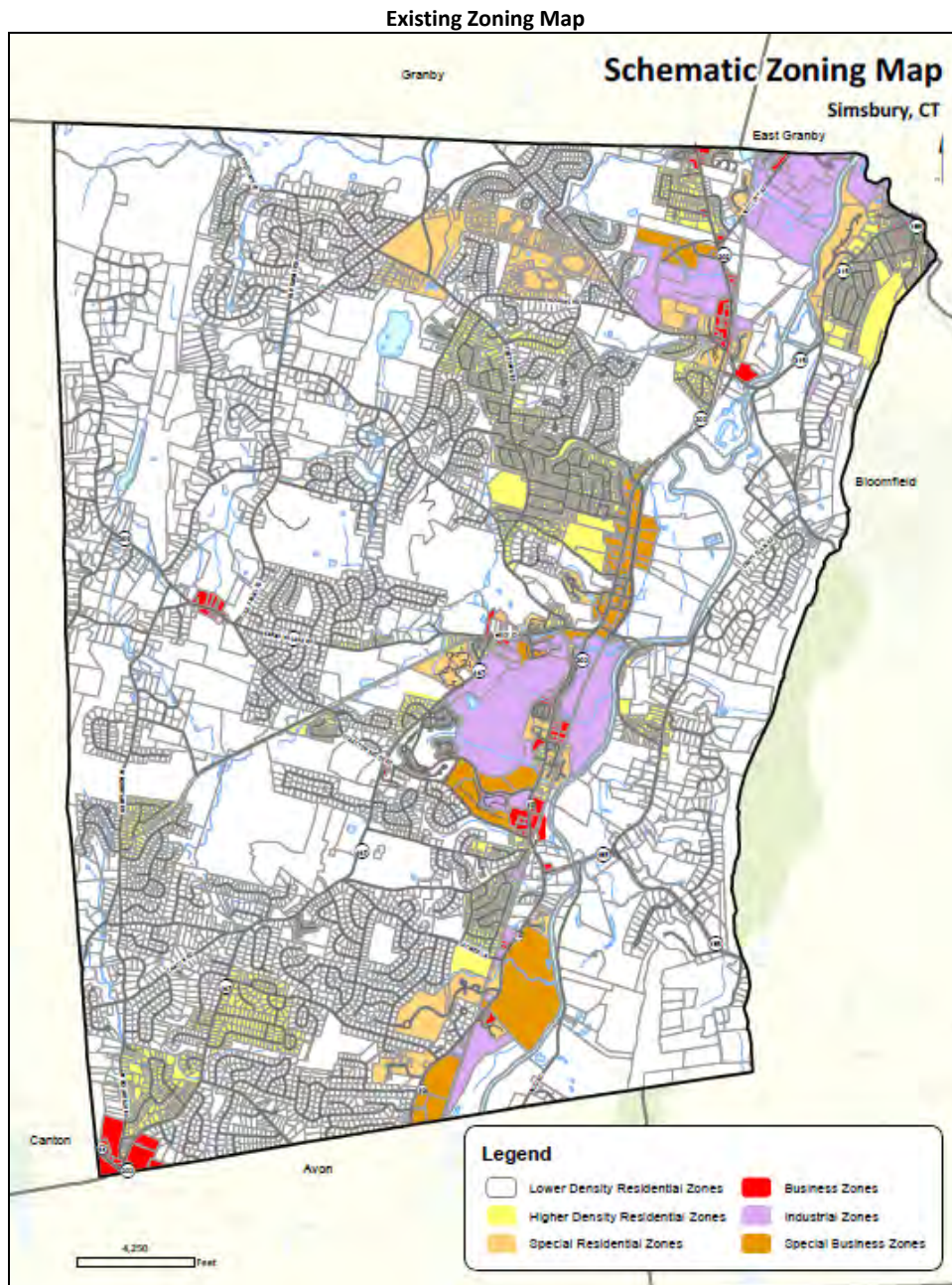
- developed for residential, business, institutional, or other uses, or
- committed to open space or other non-structural purposes.



Existing Zoning

Based on analysis of the zoning map,:

- about 91 percent of the land in town is zoned for residential use, and
- about 9 percent is zoned for business or industrial uses or for mixed use development.



Per Capita Tax Base (ENGL)

Avon	\$195,638
East Granby	\$154,279
Canton	\$148,941
Bloomfield	\$134,635
Simsbury	\$133,168
Granby	\$120,521

CERC, 2014

Per Capita Expenditures

Avon	\$4,427
Bloomfield	\$3,968
Granby	\$3,834
East Granby	\$3,794
Simsbury	\$3,683
Canton	\$3,537

CERC, 2014

Per Capita Tax

Avon	\$3,864
Simsbury	\$3,474
Bloomfield	\$3,414
East Granby	\$3,207
Canton	\$2,958
Granby	\$2,923

CERC, 2014

Effective Tax Rate

Bloomfield	34.85
Simsbury	26.09
East Granby	20.79
Canton	19.86
Avon	19.75
Granby	24.26

CERC, 2014

Fiscal Conditions

Fiscal conditions for Connecticut municipalities are going through a major change as the State seeks to reduce state payments and push state costs to municipalities. This issue is likely to continue during the planning period and will place greater importance on communities growing their tax base and refining services to what residents are willing to pay.

In terms of tax base, Simsbury's overall grand list (the value of all taxable property in the community) was almost \$2.3 billion in 2014. On a per capita basis, Simsbury's tax base is less robust than some adjacent communities.

In terms of expenditures, Simsbury's overall budget was \$98 million in 2014 for schools (about \$74 million) and general government (about \$25 million). On a per capita basis, Simsbury's expenditures are not as high as some adjacent communities.

Due to the tax base, Simsbury's revenue raised from taxes is higher than some surrounding communities. With the potential reductions in state aid, many Connecticut communities will need to adjust spending to tax revenue or raise local property taxes. This is why tax base growth may be a greater consideration in the future.

Finally, Simsbury's effective tax rate (property taxes as a percent of estimated market value) are higher than a number of surrounding communities.

COMMUNITY ISSUES & CONCERNS

4

Overview

This section summarizes issues and concerns which were identified as part of the POCD update. These issues and concerns were identified through:

- working sessions of the Planning Commission,
- input from a community meeting devoted to hearing from Simsbury residents,
- responses to a survey of members of local boards and commissions,
- responses to a survey of Town department heads,
- listening sessions dedicated to hearing from residents and agencies about planning issues,
- a joint meeting with the Planning Commission and the Zoning Commission,
- field trips around Simsbury,
- responses to an on-line survey, and
- responses to a telephone survey.

Community Meetings



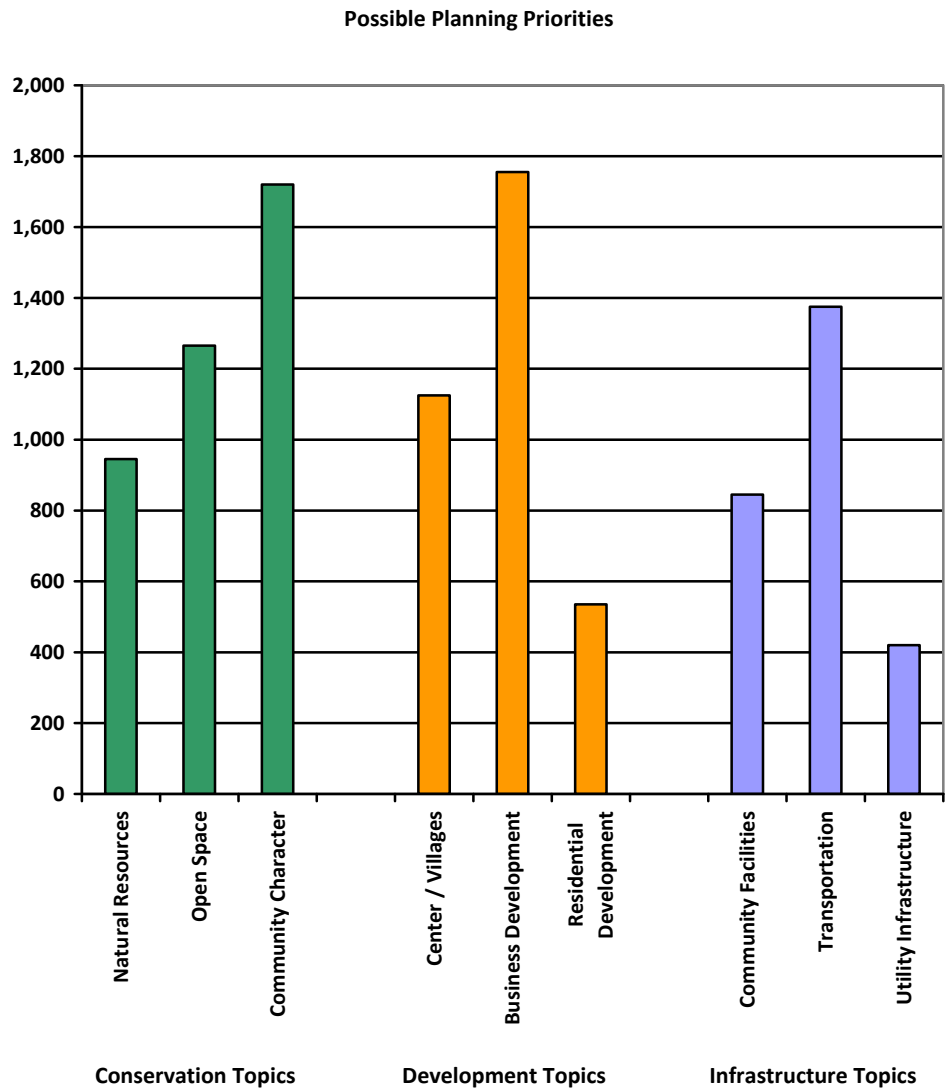
Community Surveys



Key Issues and Topics

As part of the community meeting (November 2016) and the on-line survey, participants were asked to identify the issues most important to them as part of the POCD update. If the results of these separate exercises are combined (300 participants), the following priorities emerged among the various elements typically addressed in a POCD.

The potential planning priorities identified were business development, community character, transportation, open space, and Simsbury Center / villages.



Telephone Survey

In order to further learn about issues important to Simsbury residents, a random sample telephone survey of residents was conducted in March 2017. A total of 400 surveys were completed by a professional survey firm using landlines and cellular phones.

Quality Of Life

When asked how they would rate the overall quality of life in Simsbury, participants indicated the following:

Responses	Percent
Very good	77%
Good	23%
Poor / Very poor / Not sure	0%

When asked what was the ***one thing*** the Town of Simsbury could be doing to improve the quality of life, responses included:

Theme	Responses	Percent
Don't Know	Don't know	26%
Develop More	Increase the amount of businesses / jobs, develop downtown / town center, more shopping / restaurants, more affordable housing, redevelop empty buildings / existing buildings	16%
Fiscal	Lowering taxes / increasing tax base	13%
Nothing	Nothing, none, fine as is	10%
Enrichment	More entertainment / activities / events, more arts / culture	7%
Walk / Bike	Make town more walkable / more sidewalks, become more bicycle friendly	5%
Develop Less	Stop building / limit additional development, less apartment buildings / less housing development	4%
Traffic	Better roads, improve traffic flow, better transportation options	3%
Other		16%

Survey Participants

Careful attention was paid as part of the telephone survey to getting a representative response from different age groups and neighborhoods in Simsbury.

About 10 percent of participants were aged 20 to 34, about 69 percent were age 35 to 64, and about 21 percent of participants were age 65 or older.

About 30 percent of participants had lived in Simsbury for 10 years or less, about 28 percent had lived in Simsbury for 10-20 years, and about 42 percent of participants had lived in Simsbury 20 years or more.

When asked for the main reason why they moved to Simsbury, participants indicated the following:

Theme	Percent
Location (Close to work / family / highway)	41%
Amenities (Education system / recreation facilities)	25%
Legacy (Born here / parents moved here)	14%
Character (Character of town / neighborhood)	14%
Other	7%

Introduction – Community Issues



This icon is used throughout the Plan to direct attention to the results of the telephone survey.

Survey responses directly related to Plan topics are generally located in the relevant chapter.

A complete summary of the telephone survey results is on file at Town Hall.

Due to the random sampling and number of responses, the survey results are expected to be representative of the community with a margin of error of about 3.5 percent.

Key Issues

In terms of the most important issue facing Simsbury, participants indicated the following:

Theme	Responses	Percent
Fiscal	High taxes, Town budget, Town finances, loss of state funding, decreasing tax base	46%
Development	Overdevelopment of town, Town growth, Town zoning, preserving town character	11%
Education	Quality of the school system	9%
Other	Cost of living, traffic, etc.	21%
No Response	Not sure	13%

When asked what **one thing** they might want to change in Simsbury, responses included:

Theme	Responses	Percent
Nothing	Nothing / no improvements needed	25%
Fiscal	Lower taxes	16%
Don't Know	Don't know / refused	14%
Develop More	Encourage development / more business, more housing options, fill building vacancies / improve outdated buildings, improve downtown/town center	13%
Town	Improve town government, improve school systems, improve parks / recreation / activities, senior options / amenities, improve town services / amenities	12%
Transportation	More sidewalks / walkable areas, access to highways, bike friendly, less traffic, public transit	9%
Develop Less	Less development, less apartments	4%
Other		7%

These responses to these questions differ from the on-line survey / community meeting since the question was asked open-ended rather than from a list of pre-selected items normally addressed in a POCD.

POCD Approach

Following the introductory exercises, the Planning Commission decided to organize the 2017 POCD around the main thematic elements:



- **What We Want To Protect (Conservation-Related Strategies)** - Things Simsbury wants to protect or preserve in the future.



- **How We Want To Grow (Development-Related Strategies)** - How Simsbury wants to guide future growth and change.



- **What We Want To Provide (Infrastructure-Related Strategies)** - Facilities Simsbury wants to support the overall vision.



- **Looking Ahead (Implementation-Related Strategies)** - How Simsbury intends to accomplish the overall vision.

Additional POCD Guidance

In addition to following the general organization of the 2007 POCD, the Planning Commission expressed a desire to improve upon the user-friendliness of the 2007 POCD by:

1. Crafting a shorter, well-illustrated POCD.
2. Providing an executive summary to summarize the main principles and recommendations.
3. Using a logical numbering system to be able to refer to policies and programs.
4. Adding an overall “mission statement.”
5. Reducing repetition by placing strategies in one logical place and providing cross-references where needed.
6. Coordinating and prioritizing the recommendations to avoid the appearance of a “laundry list” of items.
7. Providing guidance in the event of conflicts between recommendations.
8. Identifying who will be responsible for implementation of a specific recommendation.

POCD Recommendations

In the chapters that follow, the POCD identifies four types of recommendations:

- **Goal** – the overall purpose or outcome desired with regard to that topic.
- **Strategy** – a plan of action for accomplishing the goal.
- **Policy** – an *on-going* approach or position to help implement the strategy.
- **Action Step** – a *specific discrete task* which can be identified, initiated, managed, monitored, and completed to help implement the policy and/or strategy. The action steps are highlighted in red text to draw attention to the specific pro-active things that can be done to implement the POCD. The checkboxes are to highlight when they have been completed.

In addition, each policy and action step identifies leaders and partners. The top listed acronym is the “leader” and this is the organization with primary responsibility for implementation. The other acronyms are “partners” and these are other organizations involved in implementation. A legend for the acronyms used to identify leaders and partners is contained in the inside back cover.

The diagram illustrates the relationship between the four types of POCD recommendations and their corresponding text in a sample document. Red arrows point from labels on the left to specific elements in a sample document snippet on the right.

- Goal:** Points to the **GOAL** section: *Maintain an appropriate balance between the use of land and the conservation of natural resources.*
- Strategy:** Points to the **5.1 Protect surface and groundwater quality.** section.
- Policy:** Points to the **A. WATER QUALITY - Simsbury will:** section.
- Action Step (red text):** Points to the red text action step: *a. Review map boundaries and text related to locally defined aquifer areas.*
- Leader / Partners:** Points to the **Leader** and **Partners** columns in the tables.

Sample Document Snippet:

GOAL
Maintain an appropriate balance between the use of land and the conservation of natural resources.

5.1 Protect surface and groundwater quality.

A. WATER QUALITY - Simsbury will:

	Leader	Partners
1. Continue to protect water quality.	Town	FVHD DEEP
2. Administer and enforce regulations intended to protect: • existing public water supply wells, and • aquifers and associated recharge areas. <input type="checkbox"/> a. <i>Review map boundaries and text related to locally defined aquifer areas.</i>	Town ZC	CWC DEEP
3. Consider impacts on water quality and public health as part of land use decisions.	FVHD	Town
4. Coordinate with other organizations to protect water quality and remediate threats to water quality or public health.	Town	FVHD DEEP

*Outgoing and Ingoing
media based on user*

B. UD (Water Quality) - Simsbury will:

	Leader	Partners
1. Promote the use of "low impact development" (LID) strategies, where appropriate, to help protect water quality.	Town	
<input type="checkbox"/> a. <i>Review Town regulations for opportunities to minimize impervious surface as part of new development.</i>	ZC	
<input type="checkbox"/> b. <i>Update engineering standards to incorporate "best management practices" for LID.</i>	PW	
2. Where LID strategies for protecting water quality are appropriate, utilize other mechanisms (such as particle separator chambers and bio-remediation filters) to minimize degradation of water quality.	PW	

*Outgoing and Ingoing
media based on user*



Town of Simsbury

933 HOPMEADOW STREET

SIMSBURY, CONNECTICUT 06070

BOARD OF SELECTMEN AGENDA SUBMISSION FORM

1. **Title of Submission:** Discussion of Economic Development Commission Work Plan
2. **Date of Board Meeting:** September 29, 2018
3. **Individual or Entity Making the Submission:**
Maria E. Capriola, Town Manager *Maria E. Capriola*
4. **Action Requested of the Board of Selectmen:**
No action is needed this morning. This agenda item is for discussion purposes. It is anticipated that based on the discussion this morning, a draft work plan for the Economic Development Commission (EDC) will be presented to the Board of Selectmen at your October 10, 2018 meeting. The Economic Development work group will assist in preparing the draft action plan presented to the full Board.
5. **Summary of Submission:**
At its August 13, 2018 meeting, the Board of Selectmen adopted the Economic Development Commission Ordinance. The Ordinance requires the Board of Selectmen to provide direction and goals to the Commission on an annual basis on or before the thirtieth day of November each year.

The Economic Development work group is currently recruiting for and interviewing potential EDC members. It is anticipated that the work group will bring recommended candidates for consideration to the full Board at your October 10, 2018 meeting.

In order to provide direction to the Commission, the Board will engage in a discussion regarding potential activities for the EDC to work on. To prepare for this discussion, please think about the following in advance of the meeting:
 - What is your vision for economic development in Simsbury?
 - What are our community's assets?
 - What are our community's challenges?
 - What are our community's opportunities or game changers?
 - What would you like the EDC to focus on? What activities would you like the EDC to engage in?
 - Business retention
 - Business expansion
 - Business recruitment
 - Business creation
 - Activities that contribute to the character of our community
 - Activities that contribute to our community's quality of life

- Activities that contribute to our community's infrastructure
- Other activities

6. Financial Impact:

None

7. Description of Documents Included with Submission:

- a) Economic Development Commission Ordinance, adopted August 13, 2018
- b) Connecticut Economic Resource Center (CERC) Workshop Presentation, dated September 13, 2018
- c) 2017 Plan of Conservation and Development Excerpt, Chapter 9, Promote Economic Development
- d) Summary of Current and Planned Economic Development Related Activities, dated September 20, 2018
- e) [Link to Economic Development Implementation and Strategic Activities Report, dated February 27, 2017](#)

TOWN OF SIMSBURY
ECONOMIC DEVELOPMENT COMMISSION ORDINANCE
Adopted by the Board of Selectmen on August 13, 2018

Section ____. Establishment

Pursuant to the provisions of section 7-136 of the Connecticut General Statutes and Chapter VI, Section 609 of the Town Charter, the Board of Selectmen hereby creates, by ordinance, an Economic Development Commission. Pursuant to Section 609 of the Town Charter, the membership, terms, duties and responsibilities, not inconsistent with the Town Charter or state law are hereby established. Hereinafter, the Simsbury Economic Development Commission will be referred to as the "Commission."

Section ____. Purpose of Commission

The Commission shall serve as an advisory board to the Board of Selectmen. 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 Selectmen. The Commission shall be empowered to conduct research into economic conditions and trends, and to collaborate with community organizations which promote economic development.

Section ____. Appointment of Members

a) **Voting Members.**

1. The Economic Development Commission shall consist of seven (7) voting members who shall be Electors of the Town as defined in the Charter and appointed by the Board of Selectmen. Each member shall be appointed to three year terms.

At the time of establishment of the Commission three (3) members shall be appointed to two (2) year terms and four (4) members shall be appointed to three (3) year terms. Thereafter, all terms shall be for three (3) years.

No member shall serve more than two full three-year terms, regardless of whether those terms are consecutive.

2. Any vacancy on said Commission shall be filled by appointment of an elector of the Town by the Board of Selectmen for the unexpired portion of the term. No member shall be appointed to fill a partial term caused by a vacancy on more than one occasion. A member may fill one partial term in addition to the two full three-year terms referenced above.
3. Member appointments are intended to be non-partisan and based on qualifications and experience as it relates to economic development. Member qualifications and experience may be further defined by a separate resolution of the Board of Selectmen.

Voting members shall not be elected officials of the Town, nor active full-time or part-time employees of the Town who work the minimum number of hours to be considered benefits-eligible.

- b) **Non-Voting Members.** The Town Manager shall be an ex-officio member of the Commission with full participation rights, but will not have the ability to vote on Commission matters. Other ex-officio members may be added by a separate resolution of the Board of Selectmen.

Section ____ . Organization

- a) **Chair and Vice Chair.** On or before the thirty-first day of October each year, the members of the Commission shall meet and elect from among the appointed members a Chair and Vice Chair.
- b) **Administrative Support.** The Town Manager's Office will provide administrative and technical support to the Commission. The Town Manager in his or her discretion may assign other staff persons as needed to provide administrative and technical support as needed.
- c) **Meeting Schedule.** Regular meeting schedules shall be established annually and filed in accordance with Connecticut General Statutes.
- d) **Quorum.** The presence of four (4) members of the Commission shall constitute a quorum to take action. No action shall become valid unless authorized by a vote of the majority of the total membership present and voting.

Section ____ . Reports

- a) On or before the thirty-first day of October each year, the Commission shall prepare and submit to the Board of Selectmen an annual report of its activities and, if applicable, recommendations for improving the economic condition and development of the Town. The Commission may be asked from time to time to present more frequent reports of its activities and to appear before the Board of Selectmen to report on those activities.
- b) The Board of Selectmen will provide direction and goals to the Commission on an annual basis on or before the thirtieth day of November each year.

Section ____ . Expenses

- a) **No Compensation, Reimbursement of Expenses.** Members of the Commission shall receive no compensation for their services. However, members shall be reimbursed for necessary expenses incurred in the performance of their official duties, when such funds are available in the Town's approved budget and authorized in advance by the Town Manager.

- b) **Commitment of Town Funds.** In the performance of its duties, the Commission shall not incur any expense, or obligate the Town to pay any expense, unless funds have been appropriated by the Town specifically for the use of the Commission and authorized in advance by the Town Manager.

Section ____ . Removal of Members

- a) **Removal for Cause.** Any member of the Commission may be removed by the Board of Selectmen, upon the recommendation of the Town Manager, for cause. Such member will be afforded an opportunity for a public meeting with the Board of Selectmen prior to a final decision being made regarding their status for removal. The purpose of the public meeting is to give the member an opportunity to be heard in person before the Board of Selectmen prior to a final decision being made.
- b) **Removal for Absences.** Any Commission member who is absent from more than fifty (50) percent of Commission meetings during any twelve (12) month period may be removed from the Commission, and the vacancy shall be filled by the Board of Selectmen. An exception may be granted by and at the discretion of the Town Manager due to a member's illness or other exigent circumstances.

Section ____ . Invalidity

If any part, subsection, sentence, clause, phrase or other portion of this Chapter is, for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed to be a separate, distinct and independent provision and such holding shall not affect the validity of the remaining portions hereof.

Effective Date: _____

Public Hearing: _____

Adopted: _____

Published: _____

Town Clerk Attest: _____

Fundamentals of Municipal Economic Development

A Transformational Approach

Presented to the Town of Simsbury
September 13, 2018



©CERC2018

Curriculum

1. Your Town: municipal economic indicators in a regional and state context
2. Economic Development: what is it and why is it important
3. On the Ground: roles and responsibilities of the town's economic development team

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2

Taking A Pulse

What are your primary assets?

What are your challenges in the next ten years?

What are your game changers?

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3

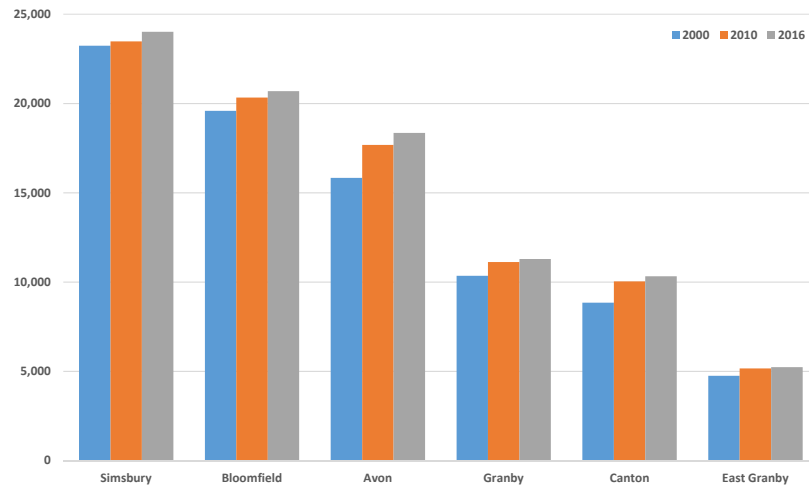
Section 1

YOUR TOWN: MUNICIPAL ECONOMIC INDICATORS
IN A REGIONAL AND STATE CONTEXT

4

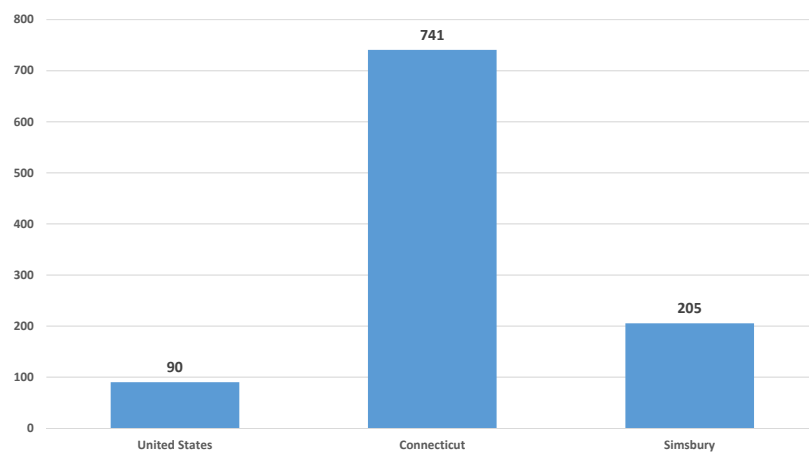
3

Total Population



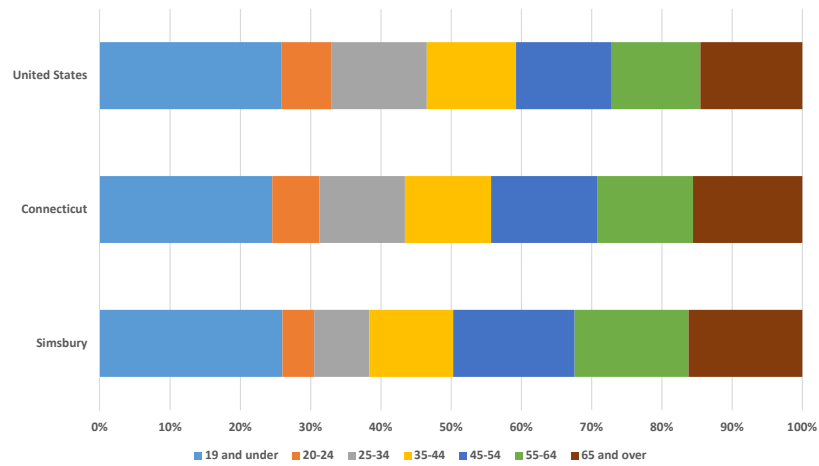
Source: U.S. Census Bureau. Decennial census 2000, 2010; American Community Survey Five Year Estimates 2012-2016.

Density (Residents per Sq. Mile)



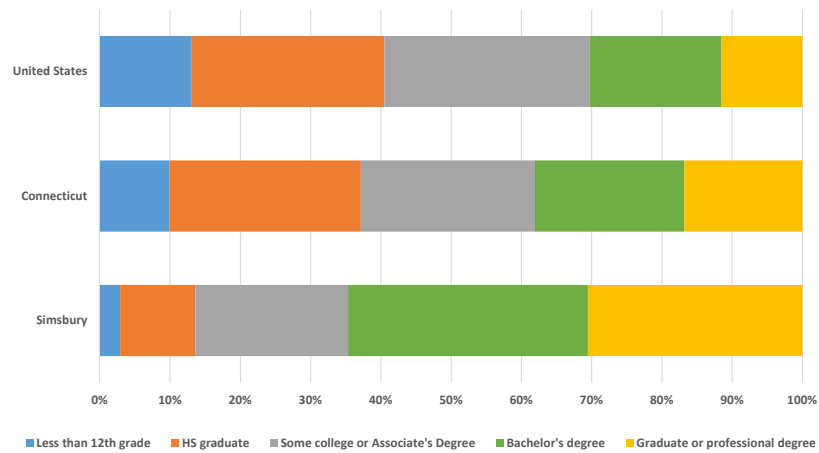
Source: CT Department of Public Health Population Estimates, 2015. CT Department of Economic Development Population, Land Area, and Density by Location.

Population by Age



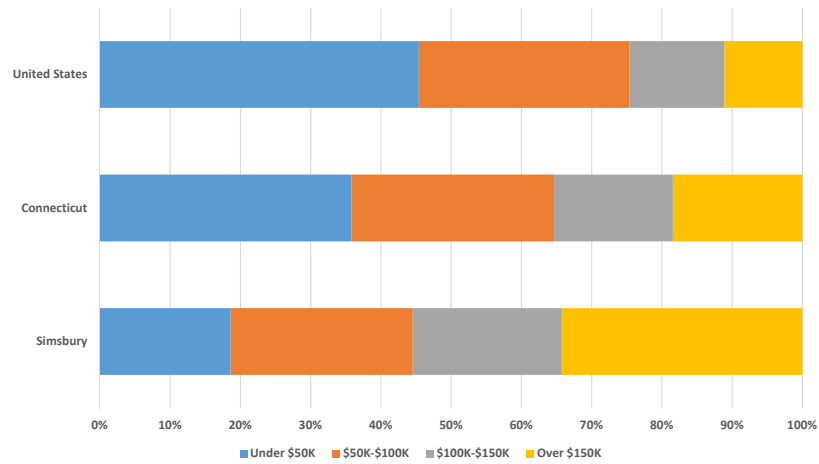
Source: U.S. Census Bureau. American Community Survey Five Year Estimates 2012-2016.

Population by Educational Attainment



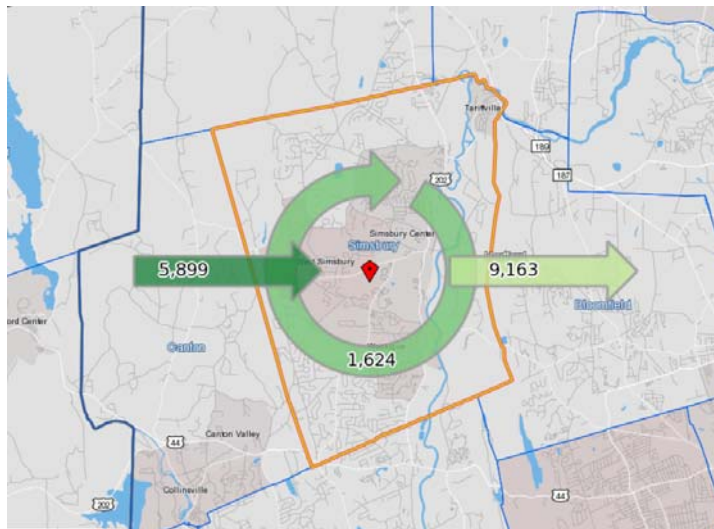
Source: U.S. Census Bureau. American Community Survey Five Year Estimates 2012-2016.
Note: For population 25 years and older.

Population by Household Income



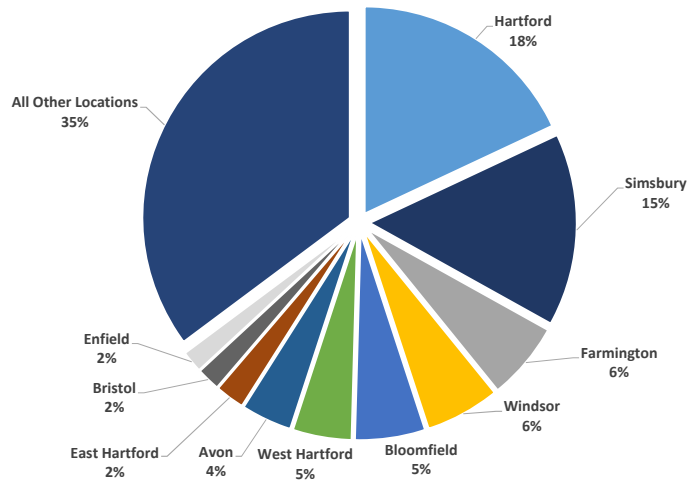
Source: U.S. Census Bureau, American Community Survey Five Year Estimates 2012-2016.

Commuting Patterns



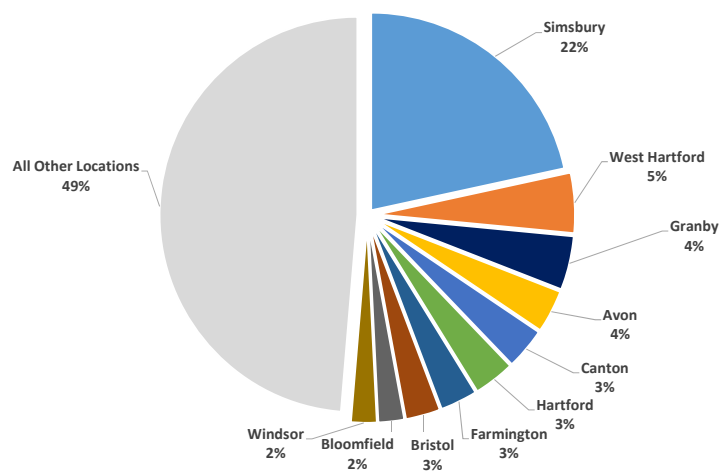
Source: U.S. Census Bureau, LEHD Origin Destination Employment Statistics, 2015.

Where Residents Work (Top 10)



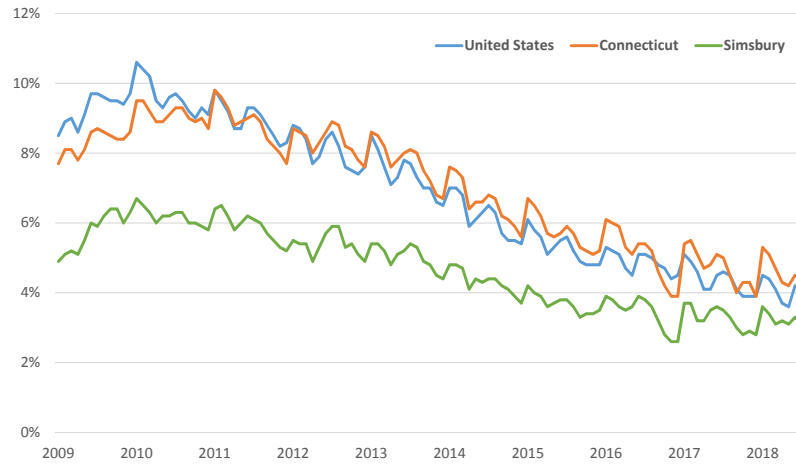
Source: U.S. Census Bureau, LEHD Origin Destination Employment Statistics, 2015.

Where Workers Live (Top 10)



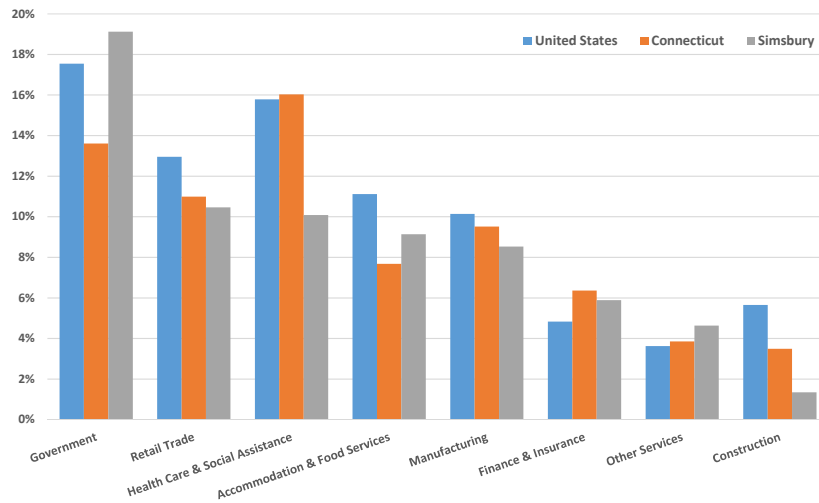
Source: U.S. Census Bureau, LEHD Origin Destination Employment Statistics, 2015.

Unemployment Rate



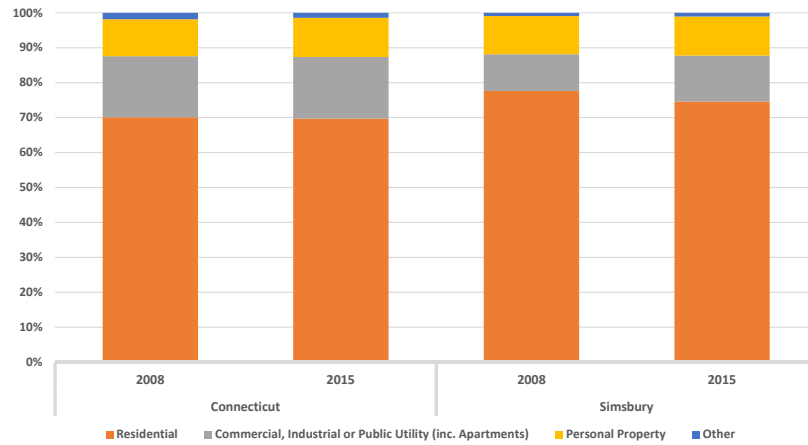
Source: CT Department of Labor Local Area Unemployment Statistics.
Note: Not seasonally adjusted.

Largest Industries by Employment



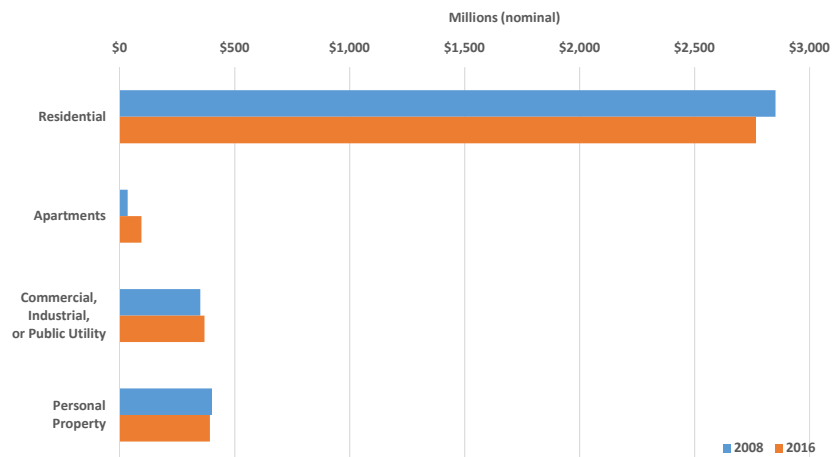
Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW) and Connecticut Department of Labor QCEW, 2017.

Equalized Net Grand List by Share



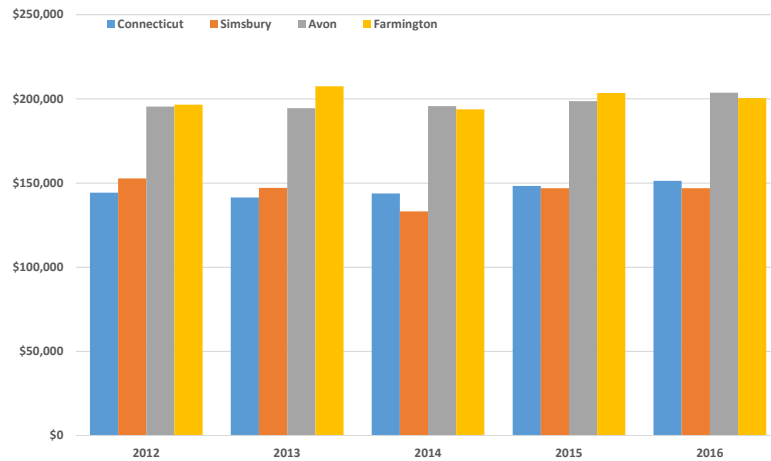
Source: Municipal Fiscal Indicators. CT Office of Policy and Management. 2016.
Note: Data is for State Fiscal Years 2008 and 2016.

Equalized Net Grand List by Value in Simsbury



Source: Municipal Fiscal Indicators. CT Office of Policy and Management. 2016.
Note: Data is for State Fiscal Years 2008 and 2016.

Equalized Net Grand List Per Capita



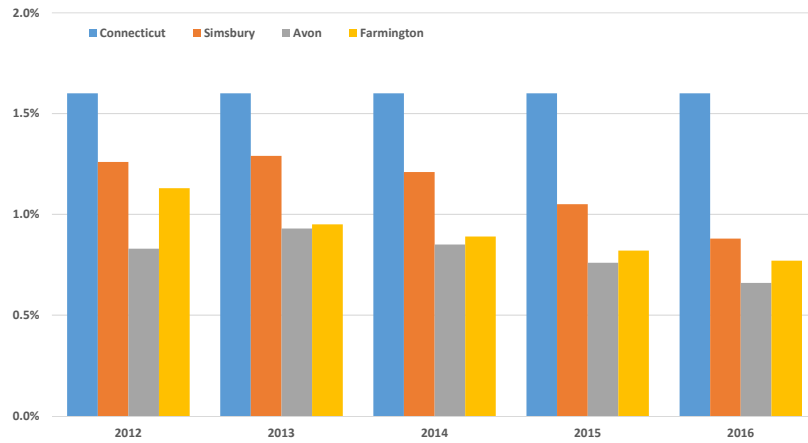
Source: Municipal Fiscal Indicators, CT Office of Policy and Management, 2016.
Note: Data is for State Fiscal Years 2012 to 2016.

Bonded Long-Term Debt Per Capita



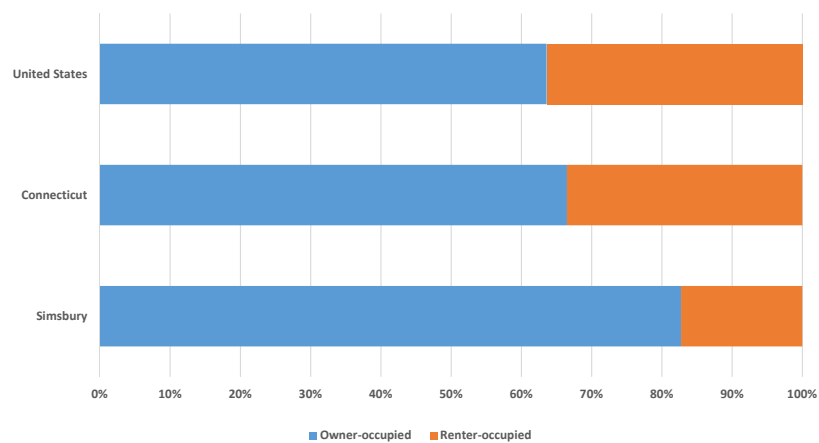
Source: Municipal Fiscal Indicators, CT Office of Policy and Management, 2016.
Note: Data is for State Fiscal Years 2012 to 2016.

Debt as a Percent of Grand List



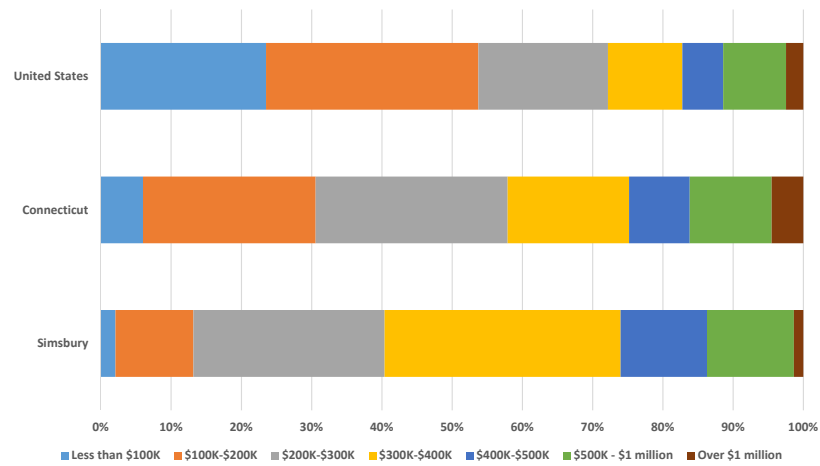
Source: Municipal Fiscal Indicators, CT Office of Policy and Management, 2016.
Note: Data is for State Fiscal Years 2012 to 2016.

Owner- or Renter-Occupied Housing



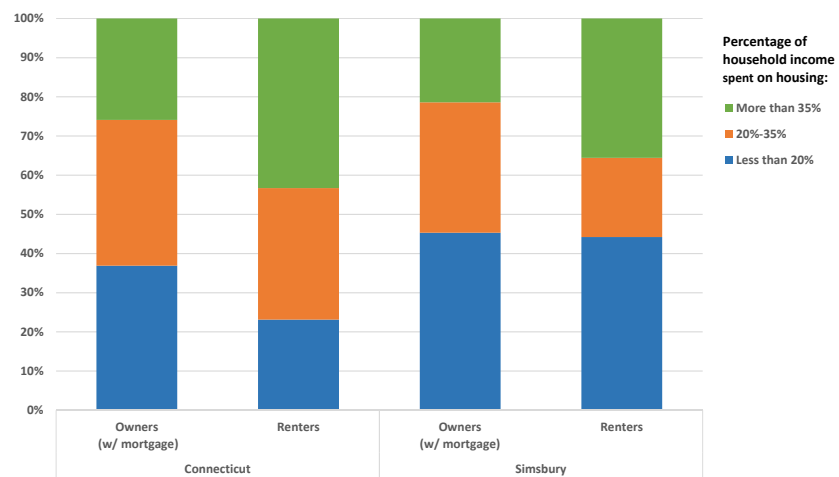
Source: U.S. Census Bureau, American Community Survey Five Year Estimates 2012-2016.

Value of Owner-Occupied Housing



Source: U.S. Census Bureau. American Community Survey Five Year Estimates 2012-2016.

Housing Affordability



Source: U.S. Census Bureau. American Community Survey Five Year Estimates 2012-2016.

Note: Affordability for owner-occupied housing is only for households with a mortgage.

Section 2

ECONOMIC DEVELOPMENT: WHAT IS IT AND WHY IS IT IMPORTANT?

25

What is Economic Development? Why should you care?

- **Conscious** activity designed to change the economic direction and outcomes in a community
- In the State of Connecticut, on average, revenue from property tax accounts for 70% of total revenue.
- Fiscal Health of your community
 - Increased pressures because of state fiscal woes
 - Lack of full recovery in values of the Residential component of grand list
 - Is your bonded indebtedness under control?
- Character of your community

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What is the difference between Growth and Development?

Growth is:

- An increase in the value of everything produced (GNP)
- An “automatic” process

Development is:

- An increase in wealth of an area for the welfare of residents
- Outcome of planning and Results Oriented Activity

Growth is an essential element of Development, but **Development** encompasses lots of CONSCIOUS activities.

Example: Business Cycle – Cyclical and structural elements of downturns

Structural elements growing over past 30-40 years

What is your reputation in the Economic Development Marketplace?

- What is the Marketplace?
- What is the Product?
- Who is the Customer?
- In the absence of a clear brand, who is determining our Reputation?

Business Perspective on Local Government

"We want to locate where we are wanted, where government appreciates our contribution to the economy, and values local ownership, where people understand that it is a good thing for the community if we make money. We want to work with officials who are focused on growing the economic pie, and who value our business activity because we export goods and services out of the Pioneer Valley, yet the profits stay in the valley. We want local government to create a favorable playing field for all business activity, and to be active in keeping track of the "customer satisfaction level" of its businesses. We want to be in a town where government is strategically focused on providing a business-friendly place."

– *The Holman Doctrine*

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How do different audiences view Economic Development?

- Universally positive
- Great in the right place
- Healthy skepticism
- Don't change the character of our community
- NIMBY

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Is there a difference between economic development, community development and real estate development?

Transactional → Transformational

Real Estate Development →

Economic Development →

Community Development

- **Real estate development** is the development on a parcel of real estate.
- **Economic Development** is the sustained, concerted actions of policymakers and communities that promote the standard of living and economic health of a specific area...Top Down approach.
- **Community Development** is a process with community members come together to take collective action and generate solutions to common problems...Bottom Up approach.

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Transactional vs. Transformational

Transactional

Do the deal
Make the numbers work
Get building permit and other approvals
Not much community input
Focused on specific property
Looking for financial incentives
Fiscal impact
Cost/benefit

Transformational

Interdisciplinary approaches
Creating attractive and inviting places
More complex and comprehensive ways of measuring success
Measure real community-wide benefits and outcomes, not just activity
Consistent with community vision

Be self aware enough through planning, strategy development to know what transactions fit with your community vision.

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What defines your economic future...What are your choices?

What do you control locally?

- Land use regulations
- Property taxes
- Creating great places
- Relationship with local businesses

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10 Placemaking Principles

1. Community is the expert
2. Create a place, not a design
3. Partners
4. Observe
5. Vision
6. Short term improvements
7. Triangulate
8. "It can be done"
9. Form supports function
10. You are never finished

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Source: Project for Public Spaces.

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What is Your Place in a Regional and Global Economy

- Local success linked to regional/global success
- Know your role - How do you define your economic region?
 - What regional assets can help sell your community?
 - Unique asset – connections to large metros (NYC)
- Polycentric nodal regions
- Changing world of economic development: the playing field = the world
- Regions are units of economic competition
- Changing roles of urban centers, suburbs and rural areas (seniors and millennials)

Local Choice:
Different Development Options

Local Choice:
Different Development Options



Local Choice:
Different Development Options



Economic Development Choices: Density

We have nothing to fear but fear itself... courtesy of CT Main Street Center

Wilcox Street



Urban Advantage

Economic Development Choices: Big Box vs. Main Street Development



Costco

Land Consumed (acres)	19.0
Total Prop. Taxes /Year	\$366,477
Total Prop. Taxes /Acre	\$19,288
Residents/Acre	0
Jobs /Acre	5.2



Downtown Cornerstone

Land Consumed (acres)	0.18
Total Prop. Taxes /Year	\$71,680
Total Prop. Taxes /Acre	\$398,222
Residents/Acre	44
Jobs /Acre	22

Enfield Big Box vs. Downtown Mixed-Use Development

Section 3

ON THE GROUND: ROLES AND RESPONSIBILITIES
OF THE TOWN'S ECONOMIC DEVELOPMENT TEAM

Who is on the team?

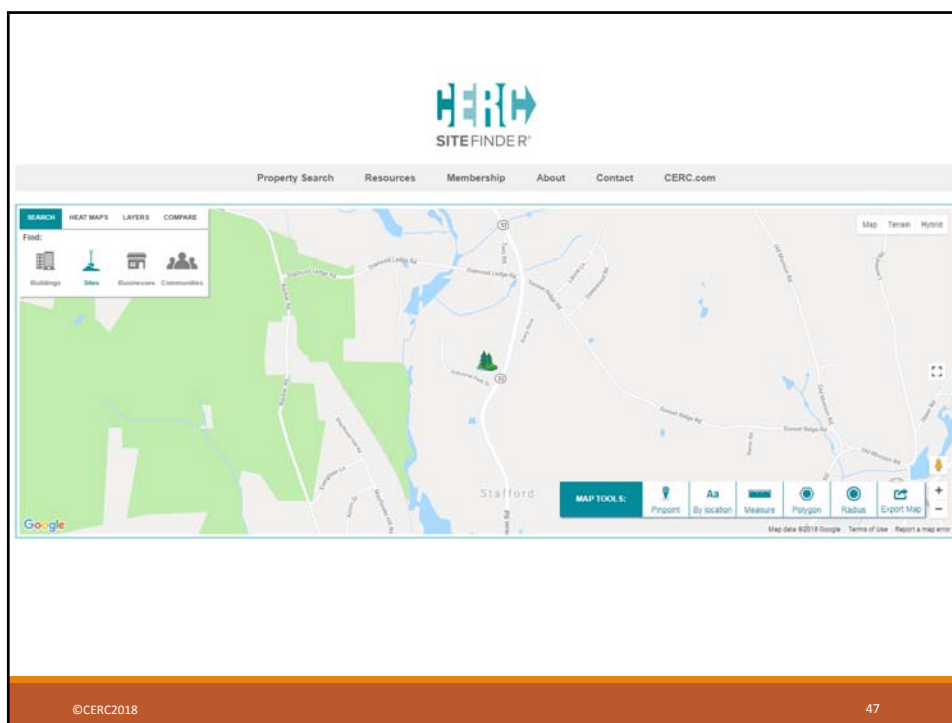
- Elected officials/municipal offices
- Boards and commissions (P&Z, conservation, etc.)
- Business community and citizens
- Schools and universities
- Chambers, nonprofits and regional ED organizations
- Advocates: housing, transportation, preservationists, environmentalists
- Commercial real estate industry: brokers, developers and site selectors
- Government: state and federal

Responsibilities of Economic Development Commission & Staff

- Adopt strategic plan of economic development
- Promote economic development in town and contribute to plan of conservation & development (POCD)
- Identify areas of town for development
- Make recommendations to voting boards in town
- Initiate an application to change a zoning district, propose an economic development zone, present proposed regulations
- Appear before other land use commissions meeting and present position
- Review all other commissions agendas and minutes to keep abreast of developments and timelines

Definition of Economic Development

- Business retention
- Business expansion
- Business recruitment
- Business creation
- Character of your community



Components of a Successful Economic Development Program

- Business visitation
- Liaison between the business and the town
- Ambassador efforts and partnerships
- Single point of contact for business
- Realistic understanding of your community's current economic situation
 - Know what you control
 - Collect data
- Workforce strategy that includes businesses, colleges and high school
 - Anchor institutions

Components of a Successful Economic Development Program

- Marketing (eNews, social media, CERC SiteFinder®)
 - Common understanding of what the town is (and unique attributes)
 - Elevator speech
- Intergovernmental relations – Know your reps, grants
- Financing solutions – DECD, local banks
- Incentives – Both local and state
- Heritage tourism – Enhances quality of life
- Shovel-ready initiatives – DOT permits, wetlands flagging, utility extensions
- Utility contacts

Increasing Value in Your Community

- Physically
- Socially
- Economically

Great downtowns don't just happen – they are created!

Regulatory Process Needs to Be...

- Predictable
- Clear
- Reliable
- Consistent
- Effective (Does the right thing)
- Efficient (Does things right)

One of the best business incentives is a streamlined regulatory process.

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Economic Development as an Active Choice

“Cities (and read that as great places) are made not born...Nature has never made a city. Only human beings have ever made cities, and only human beings kill cities, or let them die. And human beings do both by the same means: by acts of choice.”

-Former Yale President Bart Giamatti

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Next Steps

What did you learn?

Where do you go from here?

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Contact

Courtney Hendricson

Vice President of Municipal Services

chendricson@cerc.com, 860-571-6219



CERC.com, @CERCInc



CEDAS.org, @CTCEDAS

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PROMOTE ECONOMIC DEVELOPMENT

9

Overview

Economic development in Simsbury enhances the community by adding new jobs, providing for goods and services, and by increasing the grand list. Simsbury encourages and promotes the appropriate economic development of the community.

Shopping



Hospitality



Manufacturing / Technology



Corporate Office



How We Want To Grow – Promote Economic Development



In the telephone survey, participants were asked whether they agreed or disagreed with the following statement:

The Town should try to do more to encourage the redevelopment of [underperforming] buildings.

Strongly agree	53%
Agree	39%
Not sure	2%
Disagree	5%
Strongly disagree	0%

The tax benefit of commercial and industrial property is important. Commercial and industrial uses relieve some of the tax burden on homeowners. In the telephone survey, 46 percent of participants felt that fiscal issues (revenue and spending) were ***the most important issue*** facing the town. Business and industrial development (and some other types of development) can help address this.

At the same time though, we should not just focus exclusively on business or industrial development. There are other uses that can also provide property tax relief for homeowners. Uses (such as assisted living facilities) pay more in taxes than they require in services and have a positive “net fiscal impact” (the revenues generated by a development over time netted against the costs incurred as a result of that development).

But residents have also indicated they don’t want economic development for the sake of taxes if it detracts from or dilutes community character. Simsbury has to attract the right kind of development. Development that fits in with the kinds of things Simsbury has to offer:

- Proximity to customers, suppliers, partners, and investors,
- A highly educated and skilled workforce,
- Unusually high quality of life for both employers and employees,
- Nationally ranked public and private schools, and
- Competitive cost of living when compared to some other regions of the country where these companies may be considering (lower Fairfield County, New York metropolitan area, Greater Boston, California, etc.)

Of course, many other communities are attempting to do the same thing so Simsbury must be aggressive in terms of finding approaches that produce results the community will admire and embrace. Simsbury must be proactive, not simply sit back and hope for things to happen.

Improving local land use regulations and the associated approval processes are ways that Simsbury can “set the stage” for future economic development. If we know what we want, we shouldn’t wait until people are evaluating locations to make modifications to local regulations.

Simsbury should also continue to provide incentives which will enhance Simsbury’s place in the market. Tax abatement and infrastructure reimbursement programs are used by a number of other communities and Simsbury may be at a competitive disadvantage if it does not offer similar tools.

How We Want To Grow – Promote Economic Development

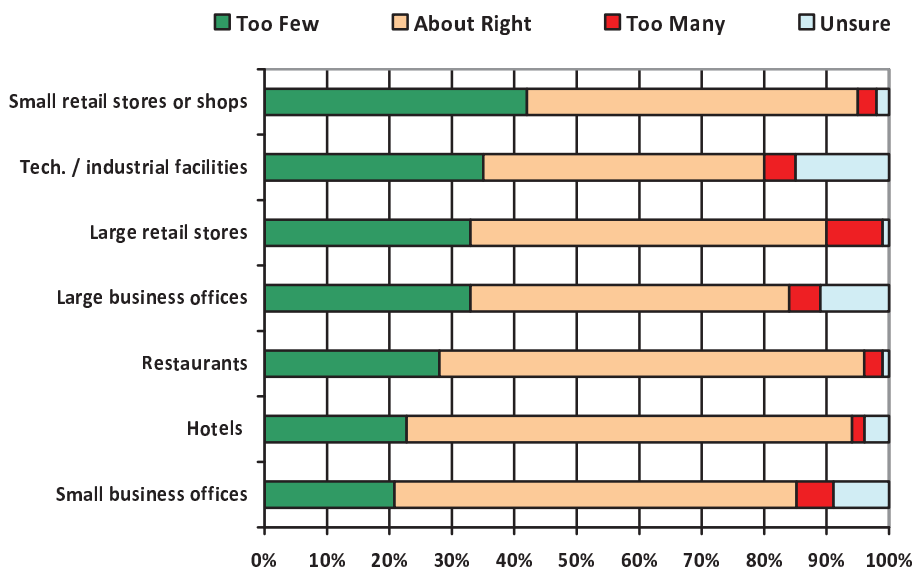
Telephone Survey Results

In the telephone survey, participants were asked whether they felt Simsbury had too many, about the right amount, or too few of different types of businesses. While residents most strongly supported more small retail stores or shops, no use got more than half of the participants saying there were too few such uses.

	Too Few	About Right	Too Many	Unsure
Small retail stores or shops	42%	53%	3%	2%
Technology / industrial facilities	35%	45%	5%	15%
Large retail stores	33%	57%	9%	1%
Large business offices	33%	51%	5%	11%
Restaurants	28%	68%	3%	1%
Hotels	23%	72%	2%	4%
Small business offices	21%	65%	6%	9%



Some of the survey results relating to business development are presented on this page and the following page.



GOAL

Foster a dynamic and prosperous climate for economic development in order to provide for goods and services, employment opportunities, and fiscal benefits to the community.

9.1 Promote economic development in Simsbury in order to provide jobs, goods and services, and net tax revenue.

A. OVERALL–Simsbury will:	Leader	Partners
1. Encourage economic development that is consistent with the POCD and that harmonizes with: <ul style="list-style-type: none"> Simsbury's locational advantages, the natural environment, and surrounding structures and uses. <input type="checkbox"/> a. <i>Implement the comprehensive economic development strategy.</i>	Town	EDC
<input type="checkbox"/> b. <i>Review and maintain the comprehensive economic development strategy so that Simsbury can adapt to changing economic conditions.</i>	Town	EDC
<input type="checkbox"/> c. <i>Periodically review / amend land use regulations to adapt to changes in economic conditions and the marketplace.</i>	EDC	Town
<input type="checkbox"/> d. <i>Consider consolidating the number and types of non-residential zones in order to simplify the zoning regulations and facilitate economic development.</i>	ZC	
	ZC	
2. Celebrate and publicize economic development successes.	Town	EDC
Code legend is on inside back cover		

B. ENTERPRISES –Simsbury will:	Leader	Partners
1. Maintain positive relationships with local businesses.	Town	EDC
2. Retain existing businesses and support their growth and expansion in Simsbury.	Town	EDC
3. Support the start-up of new enterprises in Simsbury.	Town	EDC
4. Seek to attract new businesses to Simsbury.	Town	EDC
Code legend is on inside back cover		

C. LOCATIONS –Simsbury will:	Leader	Partners
1. Consider rezoning land to commercial in the Bushy Hill Lane area (across from Simsbury Commons) contingent upon the submission of a unified master plan that includes all the land this area and demonstrates good access management.	ZC	
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Granby

Economic Development Plan

Simsbury, CT



East Granby








Bloomfield

Former Quarry Site To Be Rezoned To Residential

Canton

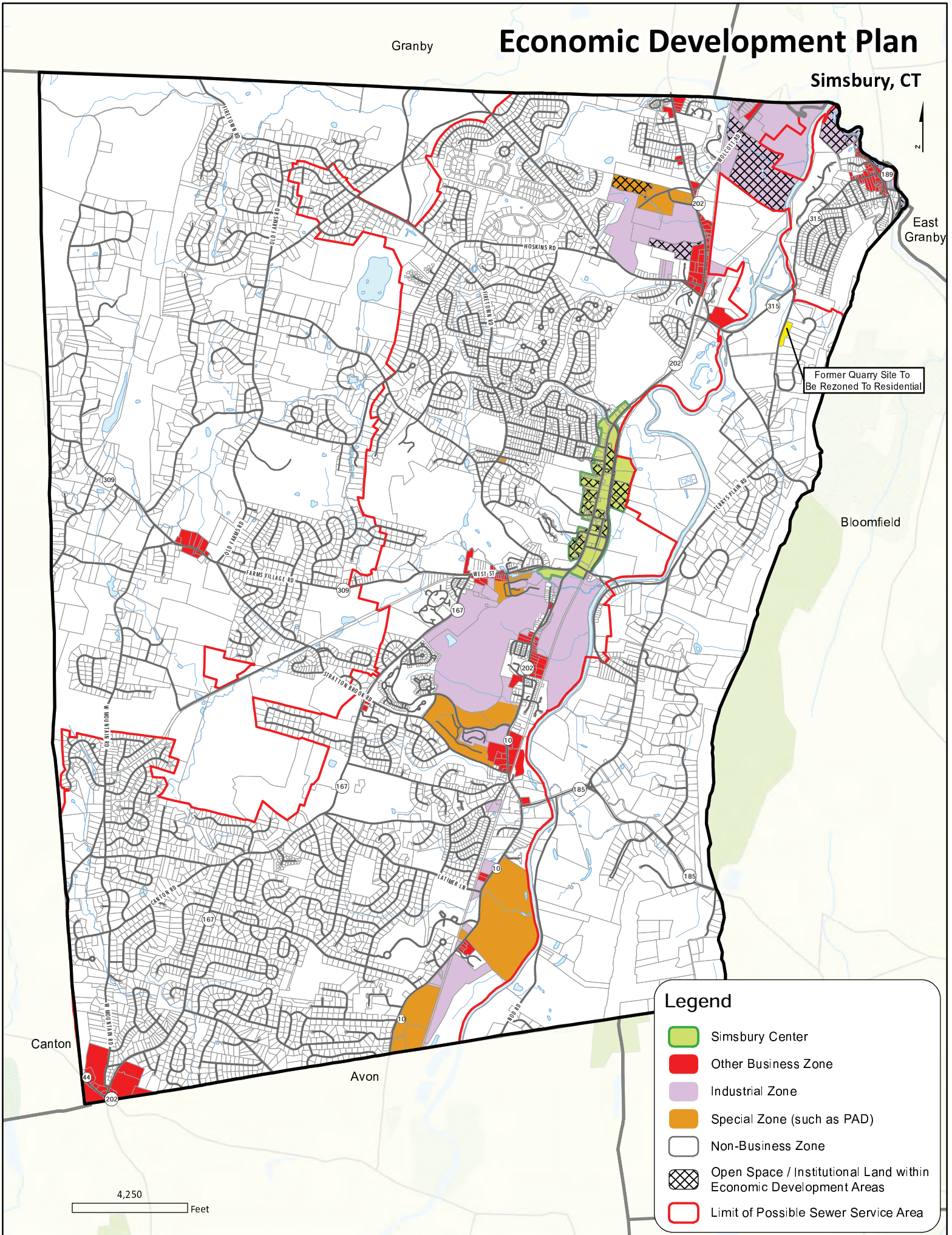
Avon

Legend

-  Simsbury Center
-  Other Business Zone
-  Industrial Zone
-  Special Zone (such as PAD)
-  Non-Business Zone
-  Open Space / Institutional Land within Economic Development Areas
-  Limit of Possible Sewer Service Area

4,250

Feet



How We Want To Grow – Promote Economic Development

D. TOURISM –Simsbury will:		Leader	Partners
1.	Promote Simsbury as a cultural, educational, historic, recreational and tourist destination.	Town	EDC MSP
2.	Support the efforts of the Simsbury Tourism Committee and the Farmington Valley Visitors Association.	Town	
3.	Expand the number and level of tourism resources available to visitors to Simsbury (cultural, recreational, etc.).	Town	EDC MSP
4.	Promote recreational and cultural opportunities such as at the Performing Arts Center.	Town	
		Code legend is on inside back cover	

E. FISCAL –Simsbury will:		Leader	Partners
1.	Strive to maintain Simsbury’s strong financial situation and reduce the tax burden on property owners by continuing to: <ul style="list-style-type: none"> grow the grand list, diversify the tax base, attract uses that pay more in taxes than they require in services. 	Town	BOS BOF
2.	Foster discussion among local boards about how to increase revenues and manage expenses.	Town	BOS BOF
3.	Employ incentives for new and expanding businesses, such as property tax abatements and the infrastructure reimbursement fund.	Town	EDC
		Code legend is on inside back cover	

F. IMPLEMENTATION –Simsbury will:		Leader	Partners
1.	Seek grants that will support economic development efforts.	Town	EDC
2.	Participate with state and regional economic development agencies to foster economic development for the benefit of Simsbury.	Town	EDC
		Code legend is on inside back cover	



Town of Simsbury

933 HOPMEADOW STREET

SIMSBURY, CONNECTICUT 06070

Inter-Office Memorandum

Date: September 20, 2018

To: Maria Capriola MPA, Town Manager

From: Michael Glidden CFM CZEO, Director of Planning

Re: Current Economic Development Initiatives of the Town of Simsbury

The Town of Simsbury supports economic development through various programs, initiatives, and actions.

Programs and Organizations which are financially supported by the Town of Simsbury:

Simsbury Main Street Partnership

Simsbury Main Street Partnership (SMSP) provides economic development resources to the Town of Simsbury. These services are not limited to granting writing for projects, business visitation, marketing public relations, design services, business ambassador for both business and property owners, and business advocacy. SMSP sponsors community events such as "The Taste in Simsbury", "Mini Maker Fair", "350th Committee" and "Simsbury Celebrates". The branding campaign and associated marketing materials were coordinated and paid for by SMSP on behalf of the Town of Simsbury.

Simsbury Public Library

The Simsbury Public Library hosts the Business Resource Center. The Business Resource Center provides a location where individuals can access information related to starting or operating a business in Simsbury. SCORE mentors are available through the Business Resource Center. SCORE mentors provide assistance helping small businesses get off the ground, grow and achieve their goals through education and mentorship.

Telephone (860) 658-3200
Facsimile (860) 658-9467

An Equal Opportunity Employer
www.simsbury-ct.gov

8:30 – 7:00 Monday
8:30 – 4:30 Tuesday through Thursday
8:30 – 1:00 Friday

Chamber of Commerce

The Town of Simsbury provides financial support to the Chamber of Commerce in the capacity of the Visitors Center. The Visitors Center provides individuals coming to Simsbury a guide that highlights businesses and attractions which make the community a destination. The Chamber provides services to member businesses such as networking, advertisement, and advocacy with the intent of helping foster business development in Simsbury.

Tourism Committee

Tourism Committee is an organization that historically received limited financial assistance from the Town of Simsbury. Tourism Committee helps promote Simsbury as a destination and highlights some of the cultural and environmental features which attract visitors.

In addition to programs, the Town of Simsbury is engaged in other activities which help foster economic development:

Business Visitation

Business Visitations are coordinated thru the Town Manager's office. These visits provided both staff and the business community the ability to discuss areas in which the Town excels along with areas which need improvement as it relates to business development or retention.

Doing Business in Simsbury Guide

A guide to doing business in Simsbury was developed by the Business Resource Center as an example of documents that are available to business owners. This document provided list of local and state resources which are available to business and property owners.

Economic Development Training

The Town of Simsbury recently hosted an event provided by CERC and CEDAS that covered the fundamentals of Economic Development. The target audience was members of the various boards and commissions.

Staff regularly attends professional development opportunities relating to economic development. Some of the subjects that the trainings have covered have included: Historical Tax Credits, Tax Increment Financing, and Market Research. Staff attended the 2018 Governors Economic Development Forum.

Plan of Conservation and Development

The Town of Simsbury's Planning Commission updated the Plan of Conservation and Development in 2017. Chapter 9 of this document provided the various land use commissions with guidance as it relating to the specific goals and objectives that the community felt were vital to economic development.

Upcoming Initiatives

As a result of business meetings, attendance at workshops regarding economic development, and other similar activities, staff has identified some changes which will be implemented in the coming year to complement some of the programs and actions that the Town of Simsbury is engages in related to economic development.

- **Permit Guide:** Planning staff will be developing a how to guide to provide individuals with a clear and concise guide to the permitting process
- **Schedule Regular Development Meetings:** Planning staff will be coordinating with various town departments to improve communication and the review process for land-use applications in order prevent undue delays to applicants during the commission or building permit process.
- **Re-Organization and Update of Zoning Regulations:** Planning staff is working on consolidating existing regulations in a more user friendly document. Changes to this document will provide an easier to read and comprehensive regulations which help alleviate the uncertainty that applicants feel when approaching the land use approval process.