

Town of Simsbury

933 HOPMEADOW STREET

SIMSBURY, CONNECTICUT 06070

Watch Economic Development Commission meetings LIVE and rebroadcast on Comcast Channels 96, 1090, Frontier Channel 6071 and LIVE streamed or ondemand at <u>www.simsburyty.org</u>

Economic Development Commission Wednesday, October 27, 2021 5:30pm <u>Virtual Format Only</u>

REGULAR MEETING AGENDA

Call to Order

- 1) Development Update (Mike Glidden)
- 2) Housekeeping Items
 - a. Selection of Chair for November 2021 October 2022 (current: Bob)
 - b. Selection of Vice Chair for November 2021 October 2022 (current: Tom)
 - c. Liaison/Committee Appointments for November 2021 October 2022
 - i. Zoning (current: Ron)
 - ii. Design Review (current: Bob)
 - iii. Sustainability Team Representative (current: Bob)
 - iv. SPIRIT (current: Tom)
 - v. Development Projects (current: Tom)
 - vi. Business Development Incentive Committee (current: Peter)
 - d. 2022 Regular Meeting Schedule
 - e. Status of Filling EDC Vacancy
 - f. Minutes September 22, 2021
- 3) Finalization of EDC 2020-2021 Annual Report
- 4) EDC 2021-2022 Work Plan Ideas
- 5) 2020-2021 EDC Work Plan Updates a. Marketing Project Update



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- b. Other
- 6) Stakeholder and Liaison Updates
 - a. Main Street Partnership
 - b. Chamber of Commerce
 - c. Business and Career Center
 - d. Zoning
 - e. Design Review
 - f. Sustainability
 - g. SPIRIT
 - h. Development Projects
 - i. Other

Adjournment

Development Update October 2021



Mike Glidden CFM CZEO Director of Planning and Community Development

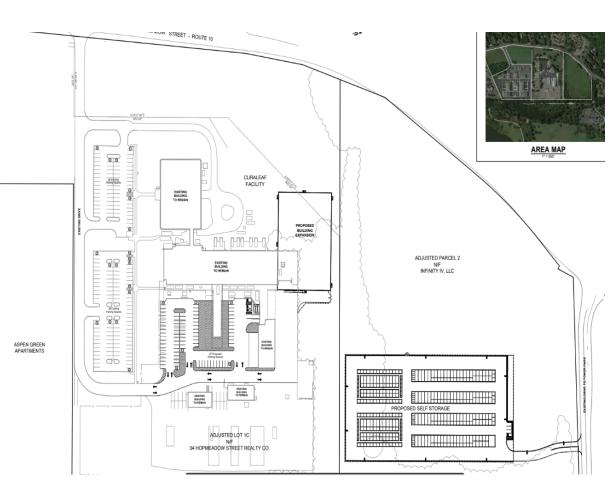
32 Iron Horse Boulevard

- Multi Family housing development approved by the Zoning Commission
- The applicant is currently working with state agencies for traffic and stormwater permits



34 Hopmeadow Street

• The Zoning Commission approved for a 40,000 square ft addition to the Curaleaf facility located at 34 Hopmeadow Street



34 Hopmeadow Street

- The addition will result in an increase of the total area which is devoted to growing of plants.
- The company plans to hire more workers in order to handle the expanded grow facilities.





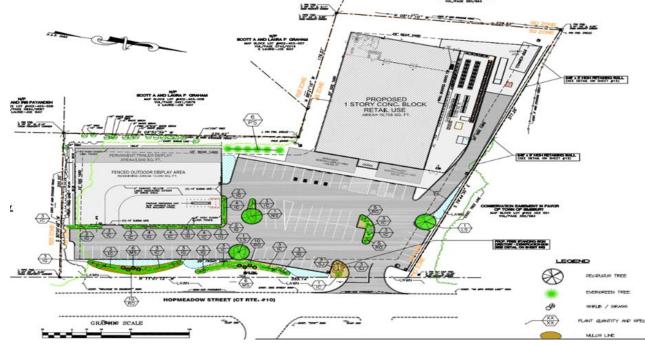
Mdean Expansion

The project's start was delayed however they are making progress. The contractor is trying to complete exterior improvements to the structure in order to move activities to within the building.

According to discussions during the pre-construction phase, the project was envisioned as a 18 month duration.



The former bowling alley has been demolished. Building permits have been issued. The project is proceeding on schedule.



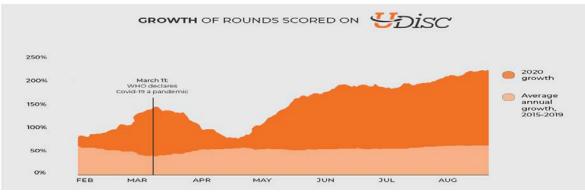
Tower Ridge

The ownership group has elected to use the former golf course as a disc golf course.

The restaurant will be operated by individuals associated with City Steam Brewery and Healing Meals.

Talcott Ridge Disc Golf Course Layout







Iron Horse Inn

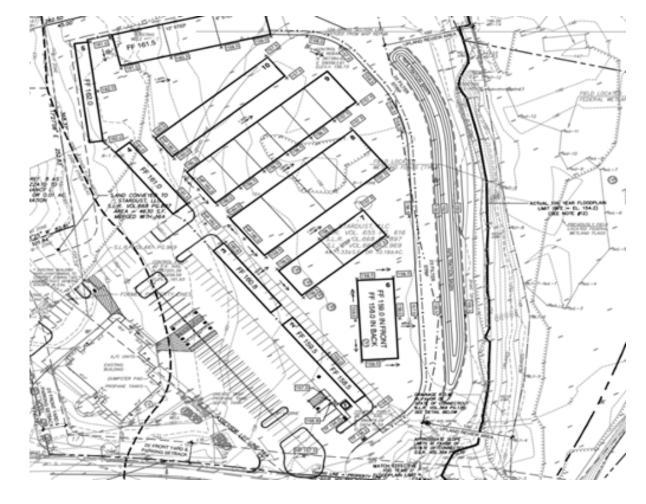
A new group is purchasing the current motel. They are planning on renovating the structure and converting the hotel to apartments.

Approvals have been granted by the Zoning Board of Appeals

The Zoning Commission is expected to review the application at the 11/15/2021 meeting.

20 Tariffville Road

Self Storage facility was approved by the zoning commission for the area east of the Old Well Tavern.



Welcome to Smebury

Welcome to the following new businesses:

- Signature Wines and Spirits new owner former Artie's Liquor Store
- Bell and Raven at Simsbury Town Shops
- La Joya Fresh Mexican Restaurant - Andy's Plaza
- Anna's Kitchen relocated to West Simsbury Plaza
- Clean Juice Antonios Plaza









Bansheethe Film

Simsbury was chosen as the location for the filming of the film titled Banshee. The film is directed by Jon Keyes.

Scenes were filmed at the Old Well Tavern and Simsbury Public Works.

The group was pleased with Simsbury and is interested in returning for future features.



Permit Activity for Fiscal Year 2020-2021

		Building	St Educ	Ret Ck I	Planning	Zoning	ZBA	Wetlands	Engineer	LU State	TOT: 20-21	TOT '19-'20	TOT '18-'19
2020	JULY	56,707.00	1,052.39	0,00	0.00	1,325.00	728.00	264.00	0.00	348.00	60,424.39	54,897.28	Construction of the second sec
	AUGUST	119,257.00	2,219.62	0,00	0.00	1,150.00	494.00	0.00	0,00	116.00	123,278.22	56,525.16	and an and an a second s
	SEPT	110,685.00	2,058.30	0.00	0.00	2,281.00	182.00	528,00	0.00	464.00	116,198,30	46,818.44	Alarman Antonio and a second s
Subtotal		286,649.00	5,330.31	0.00	0.00	4,756.00	1,404.00	792.00	0.00	928.00	299,900.91	158,240.88	201,043.87

	OCT	431,902.00	8,127.20	0.00	0.00	1,307.00	0.00	264.00	0.00	174,00	441,774.20	Comment of the state of the second se	30,525.87
	NOV	73,506.00	1,463.97	0.00	0.00	2,071.00	0.00	132.00	0.00	232.00	77,404.97	96,771.94	121,790.42
	DEC	30,447.00	572.37	0.00	0.00	926.00	0.00	0.00	0.00	0.00	31,945,37	44,714.21	30,838.28
Subtotal		535,855.00	10,163.64	0.00	0.00	4,304.00	0.00	396.00	0.00	406.00	551,124.54	193,520.79	183,154.57
	e minimum et t		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,								*****		
2021	JAN	78,304.00	1,453.66	0.00	0.00	1,239.00	364.00	0.00	0.00	232.00	A rest in the second se	second state of the second	the second s
ana ana ana kata kata mara ana ana	FEB	46,719.00	898.10	0.00	672.00	600.00	182.00	232.00	0.00	174.00	49,477.10	54,180.41	
auderunnendundenden eren derbeden	MARCH	128,027.00	2,453.62	0.00	0.00	2,871.00	384.00	454.00	0.00	406.00	134,595.62	39,419,86	and the second
Subtotal		253,050.00	4,805.38	0.00	672.00	4,710.00	930.00	686.00	0.00	812.00	265,665.38	186,039.16	64,837.57
and the advectation of the second													
	APRIL	60,332.00	1,612.22	0.00	362.00	2,676.00	0.00	848.00	0.00	464,00	66,294.22	And berreren and a second s	anararana das arreitentedermenterreterreterreterreterreterreterre
6.e	MAY	94,057.00	1,805,96	0.00	0.00	2,891.00	364.00	421.00	0.00	406.00	99,944.96	54,610.36	and address of the forth of the
	JUNE	52,407.00	974.48	0,00	0.00	3,601.00	0.00	132.00	0.00	290.00	57,404.48	and the second sec	
Subtotal		206,796.00	4,392.66	0.00	362.00	9,168.00	364.00	1,401.00	0.00	1,160.00	223,643.66	215,926.86	829,922.33
		0.)											
TOTALS		1,282,350.00	24,691.89	0.00	1,034.00	22,938.00	2,698.00	3,275.00	0.00	3,306.00	1,340,334.49	753,727.69	1,278,958.34

How's the first Quarter Activity for Fiscal Year 2021-2022?

FISCAL QTR TOTALS

		B	uilding	Mec	hanical			Totals		
							Total All	Total		
		Permits	Construction	Permits	Construction	Total All	Construction	Actual	Total	Total Zoning
2021-	2022	Issued	Value	Issued	Value	Permits	Value	Receipts	Inspections	Compliance
Qtr 1 2021	Commercial	21	\$774,127	30	\$861,541	51	\$1,635,668			
7/21-9/21	Residential	273	\$7,099,890	393	\$2,172,307	666	\$9,272,197			
	Totals	294	\$7,874,017	423	\$3,033,848	717	\$10,907,865	\$197,006	706	155
Qtr 2 2021	Commercial	0	\$0	0	\$0	0	\$0			
10/21-12/21	Residential	O O	\$0	0	\$0	0	\$0			
	Totals	0	\$0	0	\$0	0	\$0	\$0	0	0
Qtr 3 2022	Commencial		* 0		¢0		¢0.			
	Commercial	0	\$0	0	\$0	0	\$0			
1/22-3/22	Residential Totals	0	\$0 \$0	0	\$0 \$0	0	\$0 \$0	\$0	0	0
	Totals	U U	\$ 0	U U	4 0	U U	\$ 0	4 0	U U	U U
Qtr 4 2022	Commercial	0	\$0	0	\$0	0	\$0			
4/22-6/22	Residential	0	\$0	0	\$0	0	\$0			
	Totals	0	\$0	0	\$0	0	\$0	\$0	0	0
Fiscal YTD	Commercial	21	\$774,127	30	\$861,541	51	\$1,635,668			
	Residential	273	\$7,099,890	393	\$2,172,307	666	\$9,272,197			
	Totals	294	\$7,874,017	423	\$3,033,848	717	\$10,907,865	\$197,006	706	155

		Building	St Educ	Ret Ck F	Planning	Zoning	ZBA	Wetlands	Engineer	LU State	TOT '21-'22	TOT '20-'21	TOT '19-'20
2021	JULY	60,038.00	1,120.86	0.00	0.00	10,034.00	806.00	452.00	0.00	348.00	72,798,86	60,424,39	54,897.28
	AUGUST	91,598.00	1,703.28	0.00	0.00	1,657,00	0.00	132.00	0.00	116.00	95,206.28	123,278,22	56,525,16
	SEPT	45,370.00	841.94	0.00	0.00	1,632.00	0.00	42.00	0.00	116,00	48,001,94	116,198.30	46,818,44
Subtotal		197,006.00	3,666.08	0.00	0.00	13,323.00	806.00	626.00	0.00	580.00	216,007.08	299,900.91	158,240.88
	0.07												







Town of Simsbury

933 HOPMEADOW STREET ~ SIMSBURY, CONNECTICUT 06070

Maria E. Capriola - Town Manager

To:	Trish	Munroe,	Town	Clerk
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	Cc:	Economic	Development	Commission
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From: Maria E. Capriola, Town Manager

Date: _____, 2021

Re: Economic Development Commission -2022 Regular Meeting Schedule

At their meeting on ______, 2021 the Economic Development Commission adopted its regular meeting schedule for 2022. Meetings will be held monthly on the fourth Wednesday at 5:30pm unless otherwise noted below.

Meeting dates are as follows:

January 26, 2022 February 23, 2022 March 23, 2022 April 27, 2022 May 25, 2022 June 22, 2022 July 27, 2022 August 24, 2022 September 28, 2022 October 26, 2022 November 16, 2022 (third Wednesday due to proximity to the Thanksgiving holiday) December 15, 2022 (third Wednesday due to proximity to the Christmas holiday)

The meetings will be held virtually or in a location to be determined. Meetings will be properly noticed in accordance with FOIA requirements.



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Economic Development Commission <u>Regular Meeting</u> <u>Minutes - Draft</u>

Wednesday, September 22, 2021 at 5:30pm Held Virtually via Zoom

Call to Order

The meeting was called to order by Chairman Bob Crowther at 5:32pm. Commission members Ron Jodice, Peter Van Loon, and Brooke Freeman were present. Ex officio members Bill Rice (Planning Commission), Jackie Battos (Board of Selectmen) were also present. Staff members in attendance included Melissa Appleby, Deputy Town Manager, Tom Fitzgerald, Management Specialist, and Andrew "Sherm" Sherman, Business & Career Center Coordinator. Also in attendance was Morgan Hilyard, Executive Director of Simsbury Chamber of Commerce.

1) EDC 2020 – 2021 Annual Report Preparation

Mr. Crowther led the group through the revisions to the draft Annual Report of the Economic Development Commission. Mr. Crowther solicited feedback after reviewing the report slide by slide. Sherm stated that the Library and the SPIRIT Council have a strong relationship and to potentially include that in the report.

2) 2020-2021 EDC Work Plan Updates

a) Marketing Project Update

Ms. Freeman reported that there is no update at this time.

b) Business Outreach

Mr. Crowther said that they are working to have more meetings set up and that the full group will be notified when the next one is so they can participate if they would like to.

c) Other

Mr. Crowther asked about the timeline for potentially funding the co-working website. Ms. Appleby gave a status report that included how the ARPA Work Group is approaching their work and how funds will be distributed. She said that a potential funding source for this item is to be determined. Ms. Hilyard stated the Chamber has finalized a few project proposals, including the co-working website, and once funding is received they can start to move forward.

3) Stakeholder and Liaison Updates

a) Main Street Partnership

Mr. Crowther read an update from Ms. Nielsen into the record.

b) Chamber of Commerce

Ms. Hilyard said the Chamber is very busy. They recently had their Health Expo, hosted at Septemberfeast, and they are planning for upcoming events in October on top of their normal business networking events. She mentioned the Chamber is still hearing that there is a lack of employees in the market and this is affecting businesses.

c) Business & Career Center

Sherm said the Library continues to receive large amounts of requests for outside groups to use the large meeting rooms and those rooms are now open to be used.

d) Zoning

Mr. Jodice said Zoning was quiet during the summer. Ms. Battos mentioned the Curaleaf expansion approved on Monday night.

e) Design Review

None

f) Sustainability

It was mentioned Sustainability and Clean Energy Task Force have been working together lately, and that there will be a proposal to the Board of Selectmen regarding a resolution declaring a climate emergency.

g) SPIRIT

Mr. Crowther stated that Mr. Tom Earl will be the SPIRIT liaison.

h) Development Projects No update.

i) Other

None

4) Minutes August 25, 2021

Mr. Jodice made a motion to approve the minutes for the August 25, 2021 meeting as presented. Ms. Freeman seconded the motion. All were in favor and the motion passed unanimously.

Adjournment

Mr. Jodice made a motion to adjourn the meeting at 6:19pm. Ms. Freeman seconded the motion. All were in favor and the motion passed unanimously.

Respectfully submitted, Tom Fitzgerald Management Specialist

Town of Simsbury Economic Development Commission

Yearly Update October 2020 – September 2021

Agenda

- Review the Economic Development Commission (EDC) Mission & Team Members
- Discuss the Role of the EDC and Economic Development in Simsbury
- Review existing Workstream Projects and Team Assignments
- Review Accomplishments from 10/20 9/21
- Discuss Plans for next 6-12 Months
- Q&A Session

Economic Development Commission (EDC) Mission & Team Members

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

• Current Team Members

- Bob Crowther Chair, Business Outreach, liaison to Sustainability Committee & Design Review Board
- Tom Earl Vice Chair, Business Incentives and Business Outreach, liaison to Planning and Land Use for Development projects & Spirit Council
- Brooke Freeman Marketing, liaison to Simsbury Mainstreet Partnership Program
- Ron Jodice Supporting Entrepreneurs, liaison to Zoning Commission, Short-Term Rental Ordinance Committee member
- Peter Van Loon Business Incentives, Supporting Entrepreneurs, Business Development Incentive Committee member
- Charmaine Seavy Marketing, Business Outreach, liaison to Tourism & Simsbury Mainstreet Partnership Program
- Staff Members, Ex-Officio Members, and Community Partners
 - Maria Capriola Town Manager and ex-officio member
 - Melissa Appleby Deputy Town Manager
 - Mike Glidden Director of Planning & Community Development
 - Tom Fitzgerald Management Specialist
 - Morgan Hilyard Director of Simsbury Chamber of Commerce
 - Sarah Nielsen Executive Director of Main Street Partnership
 - Bill Rice ex officio member from the Planning Commission
 - Diane Madigan ex officio member from the Zoning Commission
 - Andrew Sherman Simsbury Library Business and Career Center Coordinator
 - Jackie Battos Board of Selectmen representative and ex-officio member

EDC Framework

- EDC Ordinance adopted August 2018
- EDC required to report annually to the Board of Selectmen on its activities by October 31st
- Board of Selectmen provides direction and goals to the EDC annually on or before November 30th
- Board of Selectmen adopts an annual work plan for the EDC in November, with EDC feedback
 - Four work streams: business incentives, business outreach, marketing and supporting entrepreneurs

EDC 2020-2021 Adopted Work Plan

Work Stream	Task	Person/People	Status
Business Incentives	Complete research on business incentives. Provide recommendations/update Business Incentive Policy.	Peter Van Loon, Tom Earl Staff: Maria Capriola, Melissa Appleby	Policy adopted by BOS February 2021. Project complete.
Marketing	Complete marketing materials refresh for tourism, real estate, and business recruitment purposes.	Brooke Freeman, Charmaine Seavy Staff: Sarah Nielsen	Survey and focus groups completed. Marketing materials refresh underway.
Business Outreach	Conduct business outreach. Collect and track feedback.	Bob Crowther, Charmaine Seavy, Tom Earl Staff: Maria Capriola, Melissa Appleby, Mike Glidden, Tom Fitzgerald	Ongoing; conducting visits virtually due to the pandemic. Met with non-profits, education, and faith based organizations related to pandemic recovery.
Business Outreach	Implement EDC member shadow program for development projects.	Tom Earl, Peter Van Loon Staff: Mike Glidden	Ongoing
Business Outreach	Assist with gathering feedback on wayfinding signage needs (type, location, etc).	To be Determined (2) Staff: Sarah Nielsen	Funding for wayfinding signage pushed out to FY22/23
Support Entrepreneurs	Support infrastructure for entrepreneurs. Promote access to business resources, information, and infrastructure.	Peter Van Loon, Ron Jodice Staff: Andrew Sherman	Ongoing
Support Entrepreneurs	Develop a plan for co-working space.	Peter Van Loon, Ron Jodice, Tom Earl Staff: Andrew Sherman, Morgan Hilyard	Proposal endorsed by EDC and submitted to Town Manager's Office; awaiting discussion on funding as part of ARPA work group.

Business Incentives – Update Business Incentive Policy

- EDC Leads –Tom Earl, Peter van Loon, Maria Capriola, Melissa Appleby, Mike Glidden
- Completed research on business incentives. Provided recommendations to the Board of Selectmen to update the Business Incentive Policy.
- Replacement policy, Fee Waiver and Tax Abatement Program Guidelines, adopted by the Board of Selectmen February 2021.
- Submitted to Board of Selectmen aspirational economic development strategies to attract and retain businesses.
- Project now complete.

Business Outreach – The process continues to be modified to determine a "best fit" approach to reaching our business clients

- EDC Leads Bob Crowther, Tom Earl, Charmaine Seavy, Maria Capriola, Melissa Appleby, Mike Glidden, Tom Fitzgerald
- Business Outreach to top taxpayers
 - Mitchell Auto 10/20
 - Dyno Nobel 10/20
 - Landworks Development 10/20
 - EBAD 11/20
 - McLean 11/20 and 05/21
 - Curaleaf 05/21
 - Andreo Family 09/21
- Due to COVID, needed to shift to virtual visits.
- Staff and EDC members complete follow-ups for businesses

The EDC did a follow up set of interviews in 2021 from the 2020 Long-term Recovery program to see how Non-profit organizations fared through the Pandemic

Interview Findings Summary

- Social Service Organizations (Simsbury Department of Social Services, Gifts of Love)
 - Food insecurity throughout the Pandemic has generated an increased demand for public giving. The people of Simsbury have stepped up!
 - Gifts of Love & DSS saw an increase in demand for services with DSS experiencing a doubling of demand.
 - This demand was meant through the generosity of the community with monetary, clothing and food donations.
 - Gifts of Love volunteer numbers were down, so made adjustments with existing staff to continue to provide necessary services
 - DSS made adjustments to Senior Center activities, moving to more outdoor programming and supporting efforts to vaccinate Seniors
 - Gifts of Love has been able to maintain the "Backpack" food program to 275 needy students in the Farmington Valley
 - Foodshare Mobile Van provides meals to over 100 people every 2 weeks with volunteer help from members of First Church

• Private Schools (Westminster, Ethel Walker)

- Westminster
 - Had a strong year of education through in-class teaching supported by extensive Covid testing
 - Competitive sports were cancelled due to COVID restrictions
 - Applications broke records and student enrollment set a record of over 400 students
 - Annual giving reached record levels through strong alumni and parent support
 - All students and faculty must be vaccinated for this school year
- Ethel Walker
 - Very challenging year, able to stay open all year with no Covid cases until late year cluster
 - Required PPE loan to maintain full employment
 - Teachers and students worked through the challenges difficulties to have a productive year
 - All students and faculty must be vaccinated for this school year
 - Found support through strong community of like schools helping each other sharing ideas and information
- Churches (Methodist Church, Covenant Presbyterian, Farmington Valley Jewish Congregational)
 - All stated it was a challenging year, had to make adjustments (i.e. Zoom services) but were able to work through the issues
 - All used PPE loans and membership financial support to effectively manage operations and budgets through out the year
 - Able to maintain membership numbers
 - Presbyterian Church leveraged outdoor setting and large indoor facility to provide more in-person services. While membership numbers were stable, the mix of member changed.
 - Methodist Church went through a reflection of "what we do, why we dot it". They came out stronger in the end and feeling positive about the future.
 - Jewish Synagogue able to hold larger events with limitations. Feel they are coming out this difficult time stronger.

Marketing – Working with Dornenburg & Kallenbach Advertising, the team has completed the initial "fact-gathering" process to refresh the Marketing Brand message for the Town of Simsbury

- EDC Leads Sarah Nielson from SMSP with support from Brooke Freeman, Charmaine Seavy
- The goal of the initiative is to grow interest and awareness of Simsbury as an attractive place to visit, live, work and own a business

Key Findings presented to the Board of Selectmen on 08/09/21

- People appreciate Simsbury for the following characteristics
 - Small Town Vibe, Beauty, Public Schools, Outdoor activities, Safety
- Residence and visitors are able to take advantage of investments already made by the Town, i.e.
 - Hiking trails, Bike trail, Simsbury Farms, The Flower Bridge, the Library, the Simsbury Performing Arts Center
- Next Steps
 - Build out the marketing materials and messaging to support Realtors, Town Hall and Tourism
 - Provide consistent messaging across all media platforms, i.e. Website, brochures
 - Met with SPIRIT to determine if synergies between their marketing project and EDC project can be achieved

Supporting Entrepreneurs - The COVID crisis has created the opportunity to work with local businesses, the Chamber and the Library Business Resource Center to develop a Town approach to Co-working Space

- EDC Leads Morgan Hilyard (Chamber), Peter Van Loon, Ron Jodice, Andrew Sherman
- <u>Definition</u>. A co-working space has some combination of individual office space, open office space, conference rooms and shared services (e.g. internet, scheduling, printing).
- <u>Background</u>: Co-working spaces have become popular in the last few years for entrepreneurs and occasional or permanent spaces for corporate work-at-home employees. The COVID crisis has only increased the demand for such spaces as individual and small business owners work at home.
- The Public Library Business Resource Center is actively expanding to serve startups and other businesses. The success of the library's efforts will require space outside that building.
- <u>Proposal</u>: Working jointly with the Chamber, a website can be developed that will promote available office space in Simsbury for co-working. The concept is that through proper promotion, potential buyers will be able to view and negotiate for space with suitable Property Owner Sellers.
- <u>Proposal</u>: In addition to the co-working website, we could partner with the Chamber on an update to our "Doing Business in Simsbury" resource, our development guide, and potentially a tourism map with local attractions that can be updated annually.

Other Efforts

- Other efforts
 - Assisted with Golf Course restaurant RFQ (Bob Crowther)
 - Participated in short-term rental work group (Ron Jodice)
 - Participated as a committee member in Chamber Government Affairs Committee (Bob, Staff)
 - Speaker Series
 - Mike Glidden Development Update 03/21
 - Maria Capriola 2021/22 Budget Update 04/21
 - Steve Antonio Design Review Board Update 06/21
 - Dave Ryan Zoning Commission Update & Discussion 07/21
 - Sarah Nielsen Marketing Refresh Update & Discussion 11/21
 - Followed development projects (Tom Earl)

Looking Ahead

- New opportunities/21-22 Work Plan
 - What initiatives can be identified in working with the Spirit Council?
 - How can the EDC help with the Affordable Housing planning that has generated such interest town-wide?
 - How can we continue to identify creative ways to interact with our Business Leaders to maintain communications with Town Hall?
 - How can we continue to look for improvements in Town-wide processes that continue to make Simsbury a Town that is "Easy to Do Business"?
- EDC and Board of Selectmen to discuss 21-22 Work Plan ideas in October and November

Work Stream	Task	Person/People
Marketing	Complete marketing materials refresh for	Brooke Freeman,
	tourism, real estate, and business recruitment purposes.	Charmaine Seavy
		Staff: Sarah Nielsen
Business Outreach	Continue to conduct business outreach with	Bob Crowther,
	large businesses.	Charmaine Seavy, Tom Earl
	Implement visitation program for EDC	
	members with smaller and medium sized	Staff: Maria Capriola,
	businesses. <mark>NEW</mark>	Melissa Appleby, Mike
		Glidden, Tom Fitzgerald
	Collect and track feedback.	
Business Outreach	Create welcome letter and/or packet for new	To be Determined
NEW	businesses, collaborating with key	
	stakeholders. Reach out to new businesses	Staff: Town Manager's
	monthly.	Office, Sarah Nielsen,
		Morgan Hilyard
Business Outreach	Continue EDC member shadow program for	Tom Earl, Peter Van Loor
	development projects.	
		Staff: Mike Glidden
Support	Create updates to the economic	To be Determined
Entrepreneurs	development portions of the Town's official	
NEW	website. Once complete, conduct quarterly	Staff: Melissa Appleby,
	audit of information for relevance and	Andrew Sherman
	accuracy.	
Support	Support infrastructure for entrepreneurs.	Peter Van Loon, Ron
Entrepreneurs	Promote access to business resources,	Jodice
	information, and infrastructure.	