



Town of Simsbury

933 HOPMEADOW STREET

SIMSBURY, CONNECTICUT 06070

Economic Development Work Group

Tuesday, October 2, 2018

5:00 pm

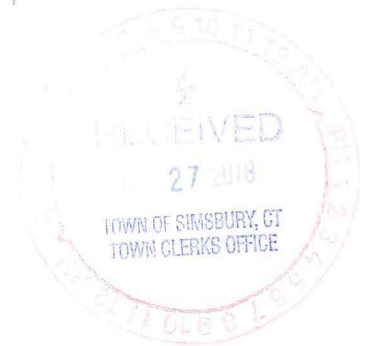
Main Meeting Room, Town Hall, 933 Hopmeadow Street

REGULAR MEETING AGENDA

Call to Order

- 1) Interview and Discussion of EDC Applicants
- 2) CERC Workshop Debrief
- 3) Draft EDC Work Plan
- 4) Minutes
 - a) September 10, 2018
 - b) September 18, 2018

Adjournment



Fundamentals of Municipal Economic Development

A Transformational Approach

Presented to the Town of Simsbury
September 13, 2018



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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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Taking A Pulse

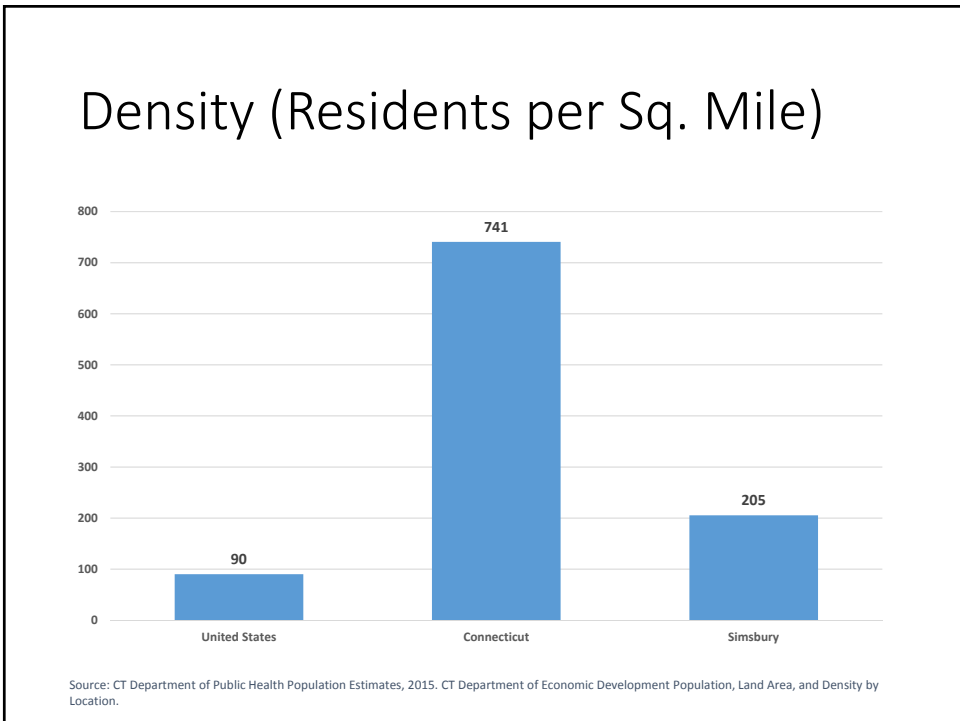
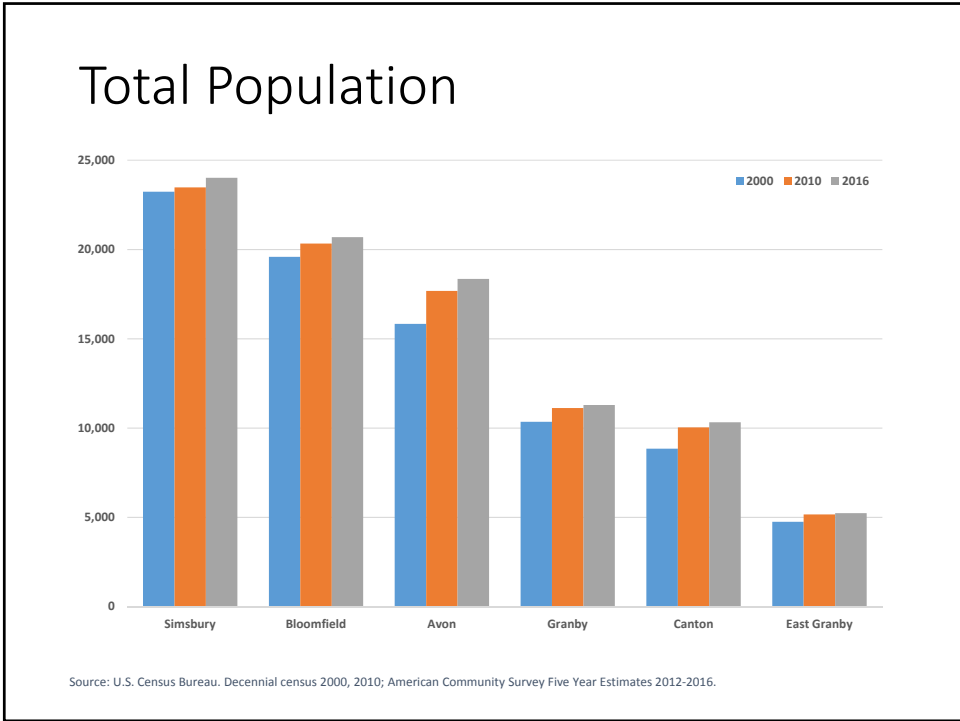
What are your primary assets?

What are your challenges in the next ten years?

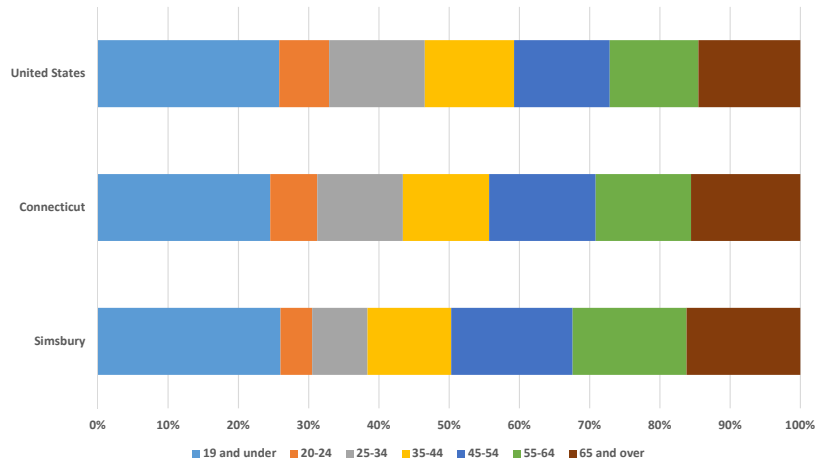
What are your game changers?

Section 1

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

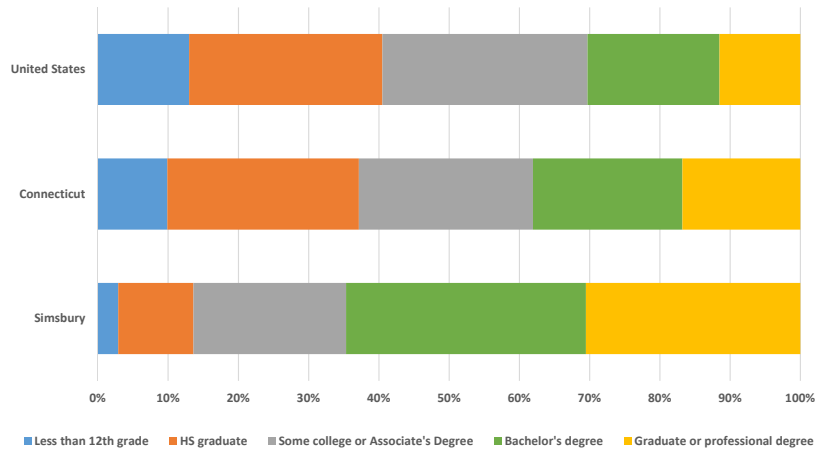


Population by Age



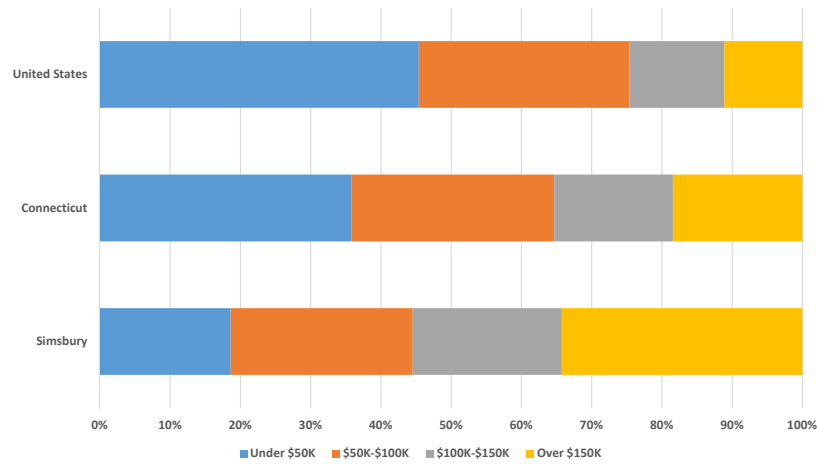
Source: U.S. Census Bureau. American Community Survey Five Year Estimates 2012-2016.

Population by Educational Attainment



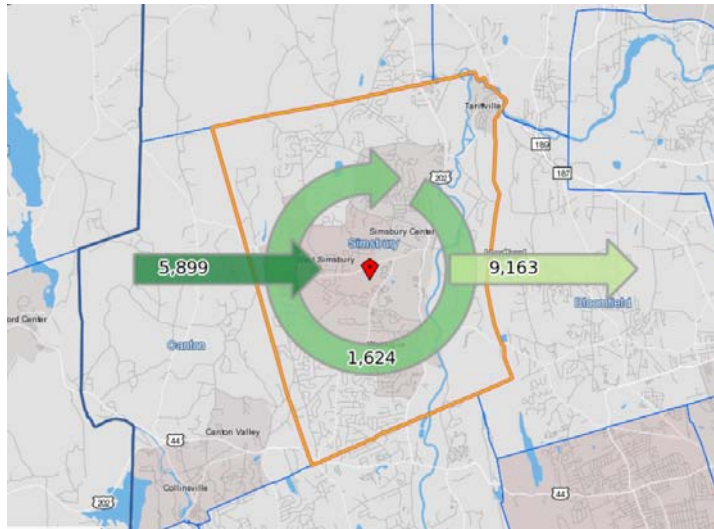
Source: U.S. Census Bureau. American Community Survey Five Year Estimates 2012-2016.
 Note: For population 25 years and older.

Population by Household Income



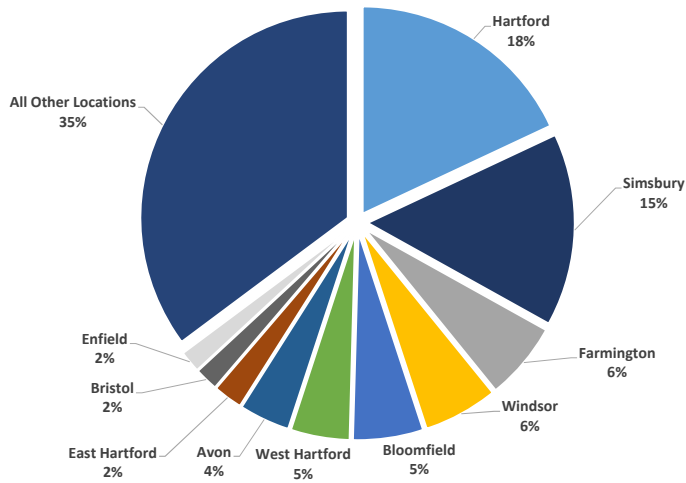
Source: U.S. Census Bureau, American Community Survey Five Year Estimates 2012-2016.

Commuting Patterns



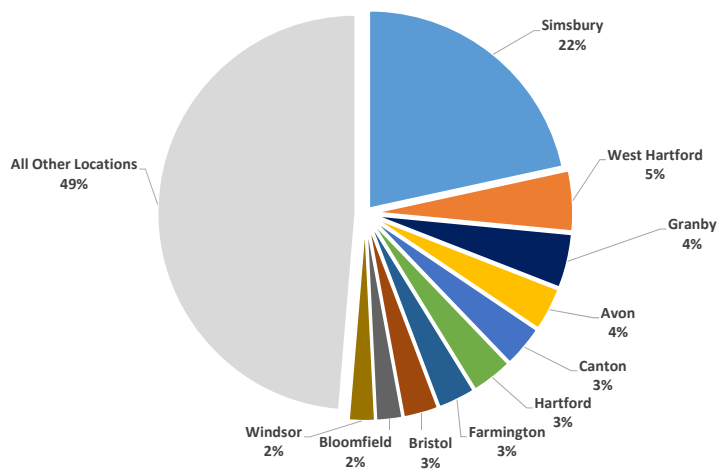
Source: U.S. Census Bureau, LEHD Origin Destination Employment Statistics, 2015.

Where Residents Work (Top 10)

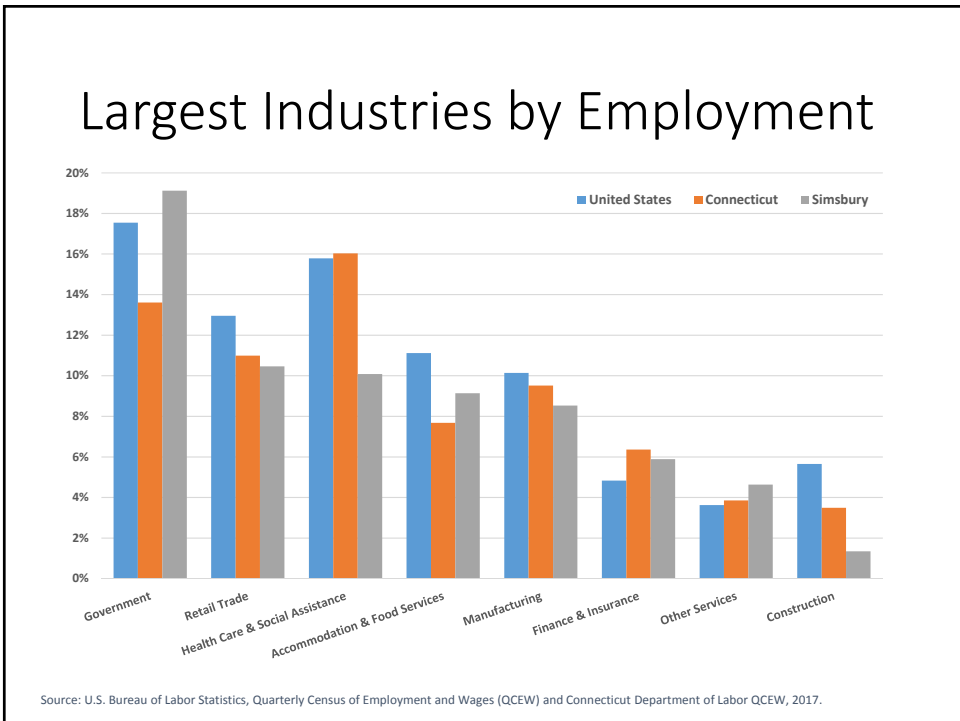
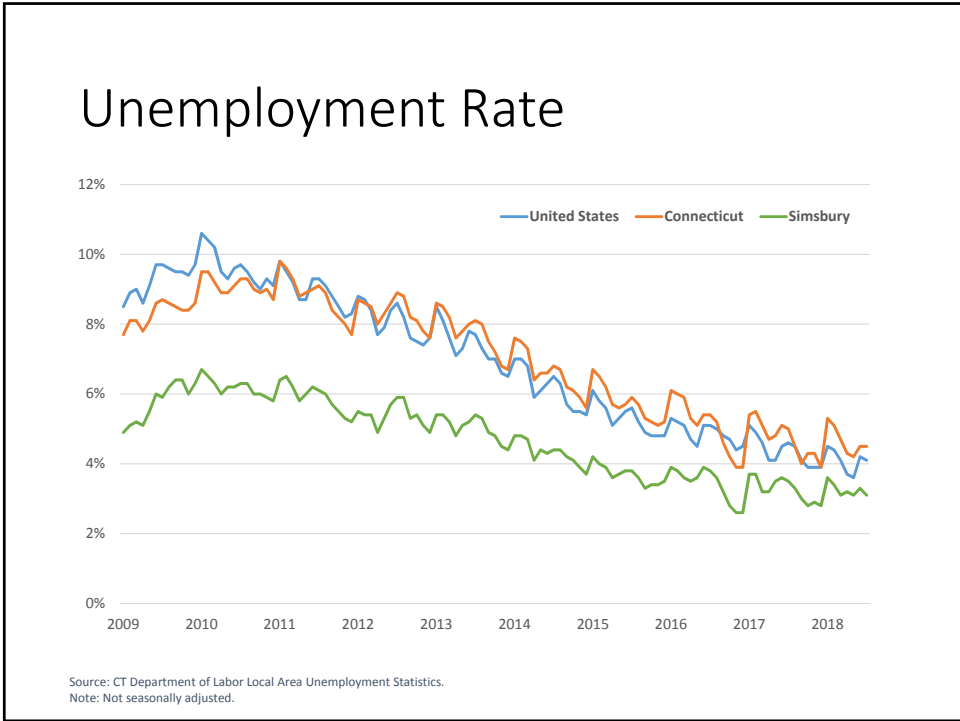


Source: U.S. Census Bureau, LEHD Origin Destination Employment Statistics, 2015.

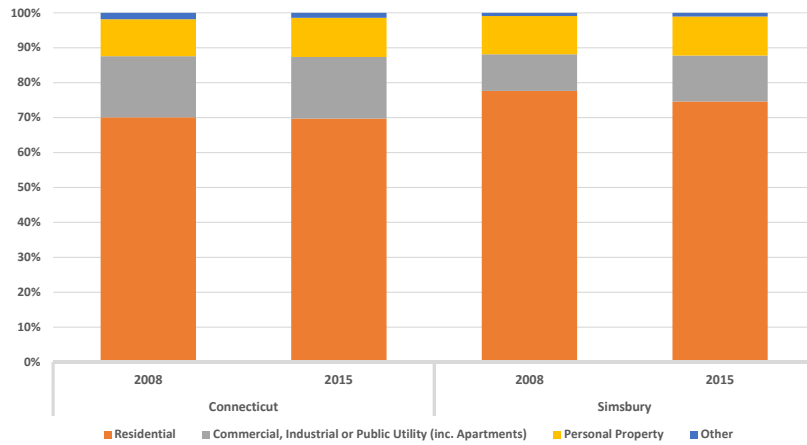
Where Workers Live (Top 10)



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

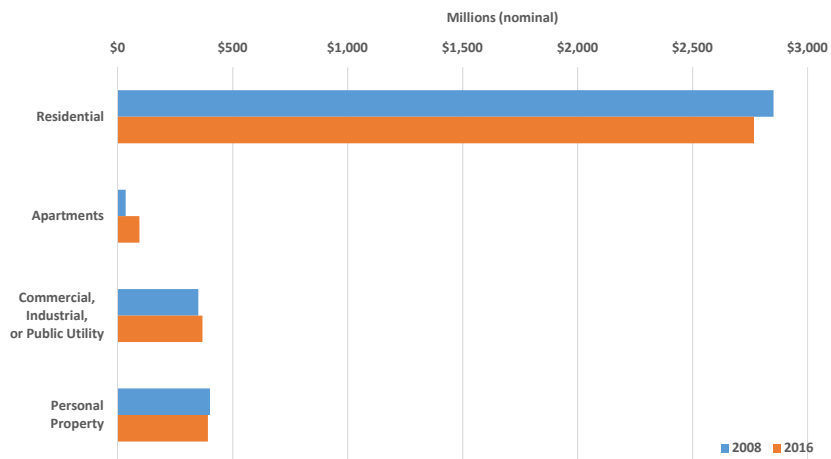


Equalized Net Grand List by Share



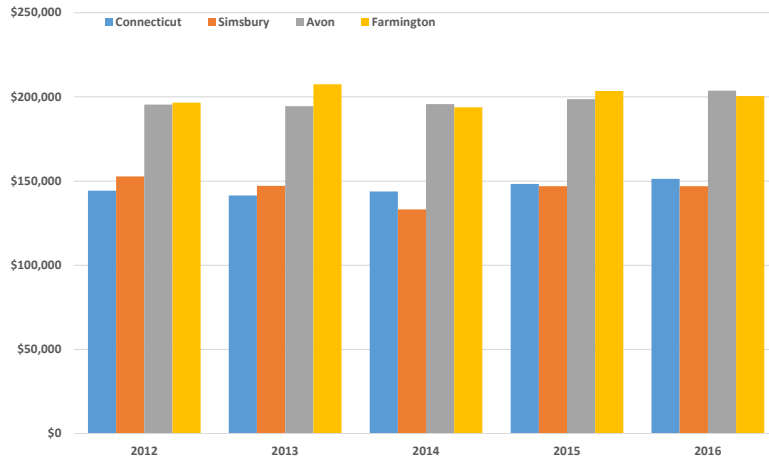
Source: Municipal Fiscal Indicators. CT Office of Policy and Management. 2016.
 Note: Data is for State Fiscal Years 2008 and 2016.

Equalized Net Grand List by Value in Simsbury



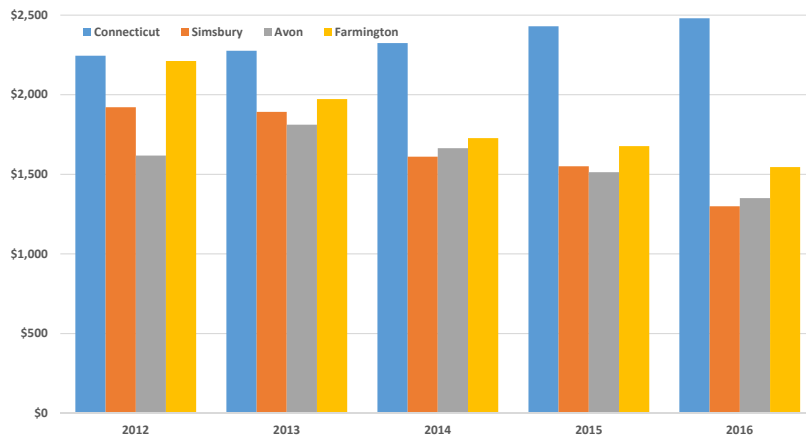
Source: Municipal Fiscal Indicators. CT Office of Policy and Management. 2016.
 Note: Data is for State Fiscal Years 2008 and 2016.

Equalized Net Grand List Per Capita

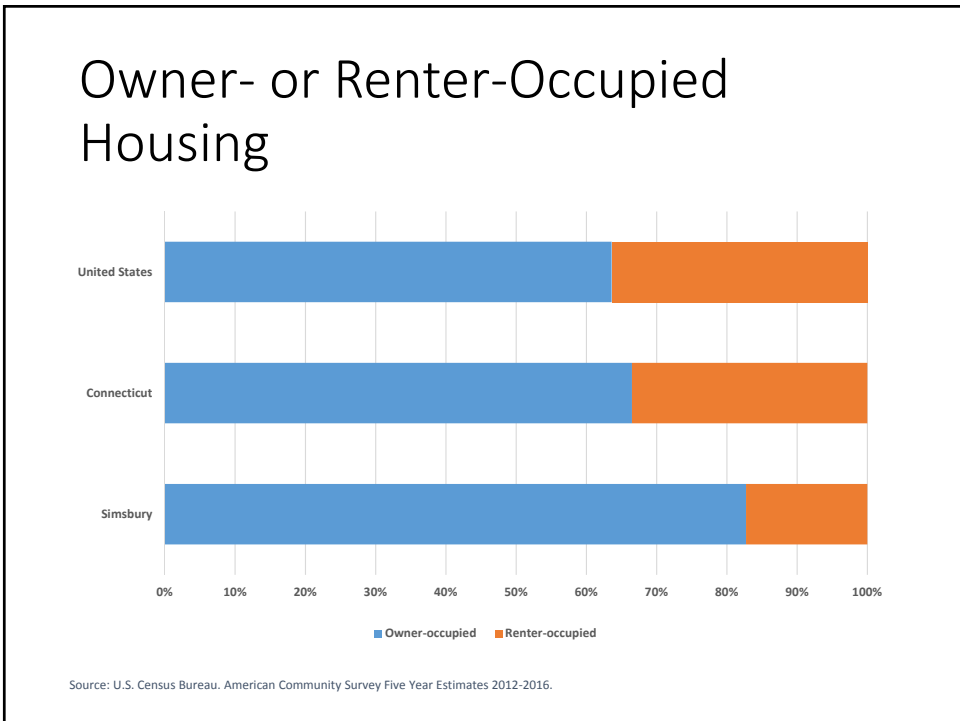
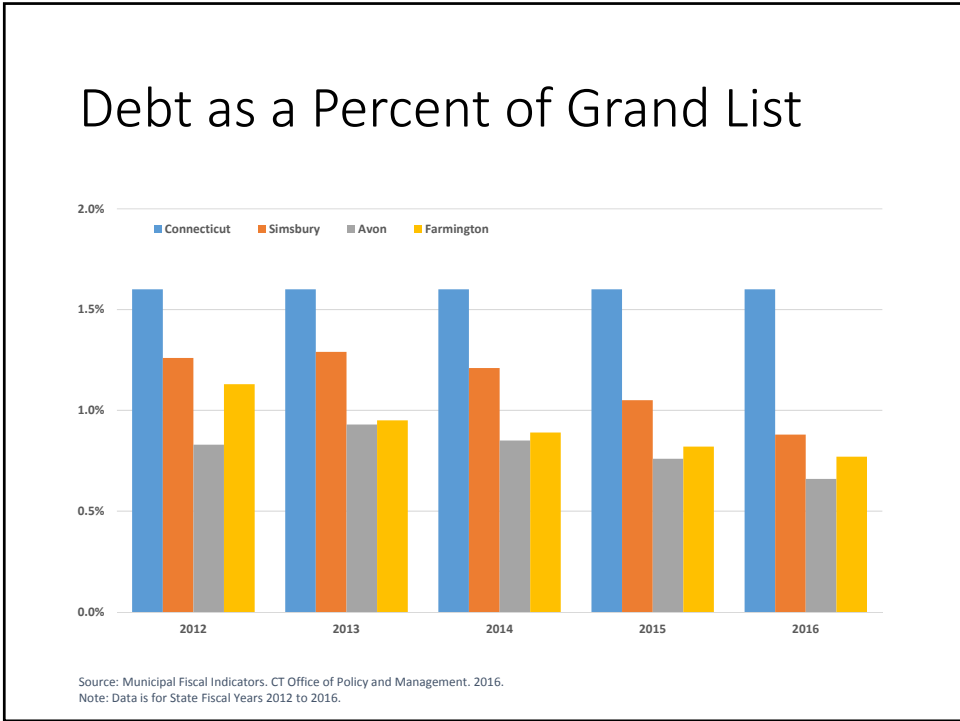


Source: Municipal Fiscal Indicators. CT Office of Policy and Management. 2016.
 Note: Data is for State Fiscal Years 2012 to 2016.

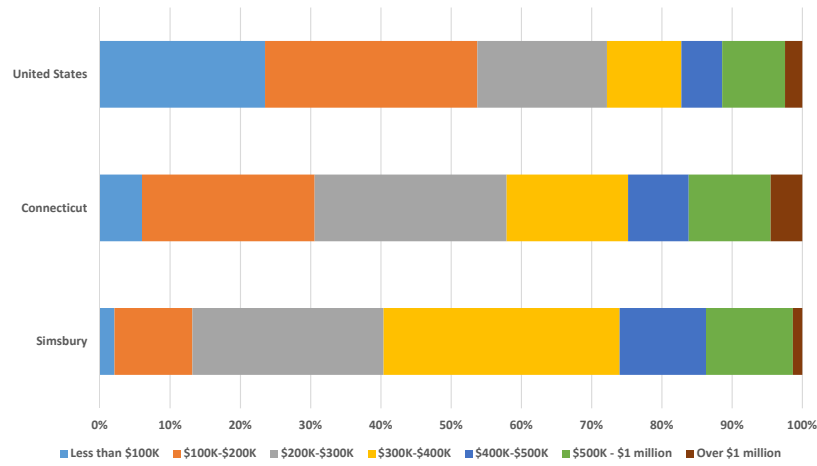
Bonded Long-Term Debt Per Capita



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

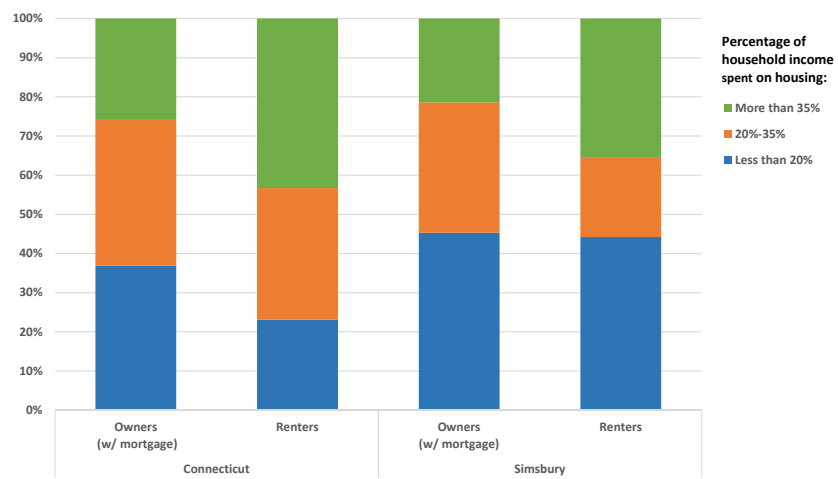


Value of Owner-Occupied Housing



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?

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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*

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

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 wither community members come together to take collective action and generate solutions to common problems...Bottom Up approach.

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.

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

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

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



Economic Development Choices: Big Box vs. Main Street Development



	<u>Costco</u>	<u>Downtown Cornerstone</u>
Land Consumed (acres)	19.0	0.18
Total Prop. Taxes /Year	\$366,477	\$71,680
Total Prop. Taxes /Acre	\$19,288	\$398,222
Residents/Acre	0	44
Jobs /Acre	5.2	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?

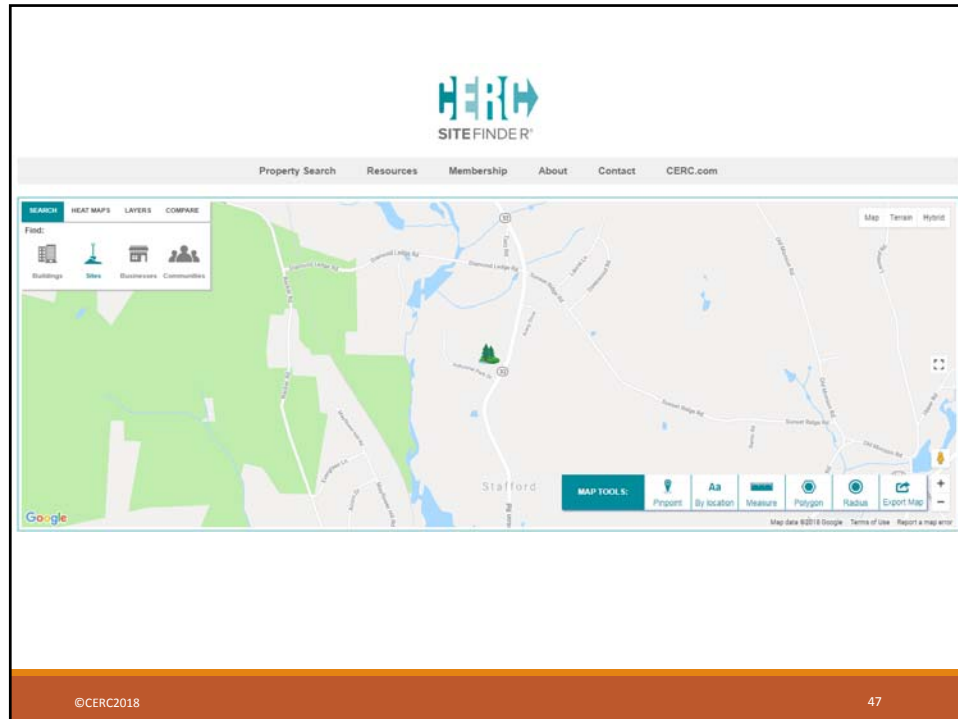
- Elected officials/municipal offices
- Boards and commissions (P&Z, conservation, etc.)
- Business community and citizens
- Schools and universities
- Chambers, nonprofits and regional ED organizations
- Advocates: housing, transportation, preservationists, environmentalists
- Commercial real estate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

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

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



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CEDAS.org, @CTCEDAS

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EDC Workplan Ideas

Reinvest in the infrastructure rebate program fund (provides for partial rebate of infrastructure improvements made in a public right of way). *6 stars*

Develop a response protocol and follow-up when a business has expressed a concern about doing business with the town. *2 stars*

Set maximum time limits for processing land use applications and issuing permits. Identify process improvements to reduce time needed for review and permitting processes. *4 stars*

Consolidate meetings of multiple land use bodies when reviewing an application. *4 stars*

Improve on-street parking and proximity of parking to downtown businesses. *5 stars*

Improve wayfinding signage. *4 stars*

Research opportunities to invest in fiber to improve broadband speeds and reliability. *2 stars*

Create co-working spaces.

Have demographic data and information on available properties readily accessible and current.

Develop a permitting guide. *1 star*

Improve cell service reliability.

Review previous economic development studies and plans; implement ideas and action items when feasible or appropriate. *2 stars*

Develop and formalize a process for elected officials to visit and welcome all new businesses. *2 stars*

Develop and track feedback received from businesses regarding issues, concerns, etc.

Attract entrepreneurs that want to live and work in the same town; develop a marketing package to attract this group of entrepreneurs. *5 stars*

Encourage and support high school students that want to start a business in town.

Promote culture and tourism. Collaboratively work with the Culture, Parks and Recreation Commission, Tourism Committee and non-profit entities in town that support and enhance economic development. *3 stars*

Conduct exit interviews with business that leave town. *1 star*

Identify infrastructure improvements that the town can support to help entrepreneurs be successful.

Market our assets and leverage our proximity to the airport.

Engage in regional economic development initiatives.

Maintain our community character.

EDC WORKPLAN - CONCEPT AREAS

INSTRUCTIONS: Please send Maria, Melissa, and Tom Fitzgerald up to ten items from below that are important to you by Tuesday, October 16th. We will then rank the items by the following categories: High importance (5-6 Selectmen); Medium Importance (3-4 Selectmen); Low Importance (1-2 Selectmen); Not important (no Selectmen).

Infrastructure

Reinvest in the infrastructure rebate program fund (provides for partial rebate of infrastructure improvements made in a public right of way).

Improve cell service reliability.

Research opportunities to invest in fiber to improve broadband speeds and reliability.

Improve on-street parking and proximity of parking to downtown businesses.

Improve wayfinding signage.

Business Recruitment, Retention, and Outreach

Develop a response protocol and follow-up when a business has expressed a concern about doing business with the town.

Develop and formalize a process for elected officials to visit and welcome all new businesses.

Develop and track feedback received from businesses regarding issues, concerns, etc.

Conduct exit interviews with business that leave town.

Have demographic data and information on available properties readily accessible and current.

Market our assets and leverage our proximity to the airport.

Land Use and Permitting Process

Set maximum time limits for processing land use applications and issuing permits. Identify process improvements to reduce time needed for review and permitting processes.

Consolidate meetings of multiple land use bodies when reviewing an application.

Develop a permitting guide.

Support Entrepreneurs

Create co-working spaces.

Attract entrepreneurs that want to live and work in the same town; develop a marketing package to attract this group of entrepreneurs.

Identify infrastructure improvements that the town can support to help entrepreneurs be successful.

Strategic Vision

Review previous economic development studies and plans; implement ideas and action items when feasible or appropriate.

Engage in regional economic development initiatives.

Promote culture and tourism. Collaboratively work with the Culture, Parks and Recreation Commission, Tourism Committee and non-profit entities in town that support and enhance economic development.

Maintain our community character.

Encourage and support high school students that want to start a business in town.



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SIMSBURY, CONNECTICUT 06070

Economic Development Work Group

Monday, September 10, 2018

5:00 p.m.

Main Meeting Room, Town Hall, 933 Hopmeadow Street

SPECIAL MEETING MINUTES - DRAFT

Members Present: Cheryl Cook, Eric Wellman

Staff Present: Maria Capriola, Melissa Appleby, Mike Glidden

The meeting was called to order at 5:06pm.

1) Interview & Discuss Economic Development Commission Applicants

The workgroup interviewed four applicants for the new Economic Development Commission. Applicants were asked about their interest in serving on the commission, their background and experience, their vision for economic development in Simsbury and their availability.

Following the interviews, the workgroup discussed the list of candidates and began evaluating how the seven specific membership slots might be filled. The group decided to hold September 18 for another round of interviews for any new applications that come in.

2) Minutes of September 6, 2018

The minutes of September 6, 2018 were approved as presented by consensus.

Adjourn

The meeting adjourned at 7:05pm.

Respectfully Submitted,

Melissa Appleby
Deputy Town Manager



Town of Simsbury

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SIMSBURY, CONNECTICUT 06070

Economic Development Work Group

Tuesday, September 18, 2018

5:00 p.m.

Main Meeting Room, Town Hall, 933 Hopmeadow Street

SPECIAL MEETING MINUTES - DRAFT

Members Present: Cheryl Cook, Eric Wellman

Staff Present: Maria Capriola, Melissa Appleby

The meeting was called to order at 5:05pm.

1) Interview & Discuss Economic Development Commission Applicants

The workgroup interviewed four applicants for the new Economic Development Commission. Applicants were asked about their interest in serving on the commission, their background and experience, their vision for economic development in Simsbury and their availability.

Following the interviews, the workgroup discussed the list of candidates interviewed to date, and continued discussion around how the seven specific membership slots might be filled.

2) Minutes of September 10, 2018

This item was tabled.

Adjourn

The meeting adjourned at 6:45pm.

Respectfully Submitted,

Melissa Appleby
Deputy Town Manager