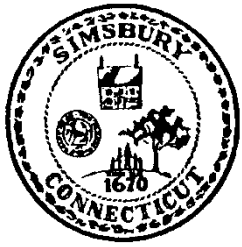


Economic Development Implementation and Strategic Activities Report





Town of Simsbury

933 HOPMEADOW STREET ~ SIMSBURY, CONNECTICUT 06070

Lisa L. Heavner - First Selectwoman

February 27, 2017

Dear Friends, Neighbors, Board Members and Commissioners,

We have prepared this Economic Development Implementation and Strategic Activities Report as an update on current and anticipated actions to promote economic development. Our goal is to support and spur *Smart Growth* economic activity which will keep Simsbury affordable for families, businesses and retirees and to preserve Simsbury's unique character. This plan builds upon the work of the many commissions and boards that have come before us. Feedback was sought from residents and businesses through the 2015 Town Survey, the Economic Development Task Force and the Marketing Study focus groups. I want to particularly thank and recognize the Board of Selectmen for their work in setting priorities for sensible growth. In creating this plan we have utilized the framework recommended by the EPA: *Framework for Creating a Smart Growth Economic Development Strategy: A Tool for Small Cities and Towns (January 2016)*.

Simsbury has long taken a *Smart Growth* place-based approach to economic development to improve the quality of life for our residents, keep Simsbury affordable to businesses and families, to attract new businesses and to overcome some of the challenges economic growth is experiencing in the State of Connecticut. *Smart Growth*, as referenced by the EPA framework, "builds upon existing assets, takes incremental actions to strengthen our community, and builds long-term value to attract a range of investments."

Simsbury will find success in cultivating a competitive advantage by using our unique assets to attract new investment and support existing businesses. The place-based assets include, strong schools, open space access, a historical town center, a vibrant library and senior center, the Performing Arts Center, recreational opportunities including Simsbury Farms, hiking and biking trails and river access. Simsbury's unique location within two hours of New York City, Boston and Providence and within 15 minutes of Bradley International Airport makes Simsbury an ideal central location on the East Coast.

Simsbury has focused on the three core components to *Smart Growth* economic development identified in the EPA framework: supporting businesses, supporting workers and supporting quality of life.

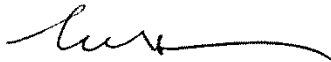
Supporting Businesses. Supporting and expanding businesses and attracting new businesses contribute to economic development through job creation, encouraging entrepreneurship, enhancing fiscal sustainability, and expanding the tax base.

Supporting Workers. Workforce development ensures our residents can successfully compete for employment opportunities.

Supporting Quality of Life. Residents and businesses value living and working in a community with a good quality of life, which includes a thriving downtown, great schools, access to recreation and open space and community spaces like the Performing Arts Center and Simsbury Farms.

This document serves as a work in progress that we will add to and enhance to further our economic goals. We hope the plan will spur additional ideas and suggestions and we welcome and invite your input.

Sincerely,



Lisa L. Heavner
First Selectwoman
Town of Simsbury

Goals

To further sensible *Smart Growth* economic development in Simsbury, this report identifies sixteen major goals which promote the key concepts of *Supporting Businesses*, *Supporting Workers*, and *Supporting Quality of Life*. The major goals are:

Supporting Businesses

- Retain Existing Businesses
- Attract New Businesses and Growth
- Promote Entrepreneurship

Supporting Workers

- Improve Access to Local Employment Opportunities
- Increase Access to Advanced Education, Workforce Development, Job Training
- Support Quality Education

Supporting Quality of Life

- Promote a Vibrant Community
- Ensure a Wide Range of Housing Types Affordable to Different Income and Age Levels
- Improve Walking and Biking Options and Open Space Stewardship
- Support Mix of Land Uses in Appropriate Locations
- Enhance Existing Public Assets
- Incorporate Climate Change Considerations into Land Use Policies and Plans
- Maintain Character and Distinctive Community Assets
- Attract Stores and Services for Daily Needs
- Advocate for State Resources
- Communicate Economic Development Initiatives and Opportunities

NOTE: In the following pages we outline specific steps being taken or anticipated to be taken, the administrator(s) for each step and the current status. Those items highlighted in yellow indicate steps to which significant staff time is being devoted, steps recently completed and steps that are priorities “to do.” The ones not highlighted are ongoing or completed, but no less important.

Key to Administrator:

BC – Building Committee
BDC – Business Development Committee
BOF – Board of Finance
BOS – Board of Selectmen
BPAC – Bicycle Pedestrian Advisory Committee
BRC – Business Resource Center
CC – Conservation Commission
CPD – Community Planning & Development
CETF – Clean Energy Task Force
COC – Chamber of Commerce
CPR – Culture, Parks & Recreation
EDC – Economic Development Commission
EDTF – Economic Development Task Force
ENG – Engineering
F - Finance
FSO – First Selectman’s Office
FVC – Farmington Valley Collaborative
IT – Information Technology
LD – Legislative Delegate
MSP – Main Street Partnership
OS – Open Space
PAC – Performing Arts Center
PC – Planning Commission
PD – Police Department
PS – Public Safety
PW – Public Works
SC – Senior Center
SPL – Simsbury Public Library
SS – Social Services
STEM – BOE Science, Technology, Engineering, Math Curriculum
T – Tourism
WPC – Water Pollution Control
ZC – Zoning Commission

Key to Phase: (P) In Progress; (TD) To Do; (C) Completed (A/O) Active & Ongoing

Supporting Businesses

Supporting and expanding businesses and attracting new businesses contribute to economic development through job creation, encouraging entrepreneurship, enhancing fiscal sustainability, and expanding the tax base.

Goal 1: Retain Existing Businesses

<i>Tools and Actions</i>	<i>Administrator</i>	<i>Phase</i>
<ul style="list-style-type: none"> Business Visitation Program, as recommended by the Marketing Study 	FSO/MSP	A/O
<ul style="list-style-type: none"> Infrastructure Improvement in town center including brick sidewalks, decorative street lamps, and ADA accessible ramps 	ENG/CPD/PW/MSP/BOS	P
<ul style="list-style-type: none"> Bike/Trails Improvements to bring people downtown 	ENG/PW/CPR/BOS	P
<ul style="list-style-type: none"> Create Quick Reference Zoning handout 	CPD	TD
<ul style="list-style-type: none"> Economic Development coordinated by First Selectwoman's office and Community Planning and Development, as recommended by the EDTF 	FSO/CPD/MSP	A/O
<ul style="list-style-type: none"> Simsbury Business Incentive Program to incentivize business improvements, as recommended by the EDTF 	BOS/CPD/FSO/BDC	C
<ul style="list-style-type: none"> Continue to create "event packages" for niche interests, as recommended by the Marketing Study 	MSP	A/O
<ul style="list-style-type: none"> Economic Development Website, as recommended by EDTF and EDC 	EDC/MSP/CPD/FSO	C
<ul style="list-style-type: none"> Updated Town website, as recommended by the EDTF 	IT/FSO/Department Heads	C
<ul style="list-style-type: none"> Develop a streamlined permitting process, as recommended by the Marketing Study 	CPD/PW/ENG/WPCA	P
<ul style="list-style-type: none"> Education and training program for land use boards, as recommended by the EDTF 	CPD/Town Counsel	A/O
<ul style="list-style-type: none"> Recommend structure and goals for new EDC, as required by Charter change 	EDC/BOS	A/O
<ul style="list-style-type: none"> Town partnership with local businesses for energy efficiency upgrades through Eversource program 	CETF/BOS/COC	A/O
<ul style="list-style-type: none"> Advertising opportunities at the Simsbury Farms Rink, Golf Course or website (database of 7,000 families) 	CPR	A/O
<ul style="list-style-type: none"> Chamber Ambassador Program 	COC	A/O
<ul style="list-style-type: none"> Create Unified Community Events calendar 	COC/MSP/EDC	TD
<ul style="list-style-type: none"> Corporate outing opportunities utilizing the Simsbury Farms Golf Course, Pools, Rink or Ropes/Challenge course. Meeting and banquet areas available 	CPR	A/O
<ul style="list-style-type: none"> Site Selection assistance 	MSP/CPD/FSO	A/O

Goal 1: Retain Existing Businesses		
<i>Tools and Actions</i>	<i>Administrator</i>	<i>Phase</i>
<ul style="list-style-type: none"> • Business Programs/Trainings/Learning Opportunities 	BRC/SPL/COC	A/O
<ul style="list-style-type: none"> • Small Meeting/Work Spaces 	BRC/SPL	C
<ul style="list-style-type: none"> • Large Event Spaces Equipped with Projection Equipment 	BRC/SPL	C
<ul style="list-style-type: none"> • 20 PC Technology Learning Lab 	BRC/SPL	C
<ul style="list-style-type: none"> • Volunteer Opportunities to Highlight Business Services 	BRC/SPL	A/O
<ul style="list-style-type: none"> • Hands-on Technology Training <ul style="list-style-type: none"> ▪ Microsoft Office Products ▪ Mac & iOS ▪ WordPress ▪ LinkedIn ▪ Facebook for Business 	BRC/SPL	A/O
<ul style="list-style-type: none"> • Networking Opportunities 	BRC/SPL/COC	A/O
<ul style="list-style-type: none"> • Business Buzz 	BRC/SPL	A/O
<ul style="list-style-type: none"> • Business Newsletter 	BRC/SPL	A/O
<ul style="list-style-type: none"> • Career Resources & Support 	BRC/SPL	A/O
<ul style="list-style-type: none"> • Job Board 	BRC/SPL	C
<ul style="list-style-type: none"> • Business Resources <ul style="list-style-type: none"> ▪ Books/eBooks/Audios ▪ Foundation Center ▪ Reference USA ▪ Plunkett Research 	BRC/SPL	C
<ul style="list-style-type: none"> • One-on-One Research Assistance & Support <ul style="list-style-type: none"> ▪ Industry & Market ▪ Grants ▪ Marketing ▪ Social Media ▪ Growth Planning 	BRC/SPL/COC/MSP	A/O
<ul style="list-style-type: none"> • Online Learning/Training Tools <ul style="list-style-type: none"> ▪ Lynda.com ▪ Universal Class 	BRC/SPL	C
<ul style="list-style-type: none"> • Notary Service 	BRC/SPL	C
<ul style="list-style-type: none"> • Office Equipment/Technology 	BRC/SPL	C

Goal 1: Retain Existing Businesses

<i>Tools and Actions</i>	<i>Administrator</i>	<i>Phase</i>
<ul style="list-style-type: none"> ▪ Scanner ▪ Fax ▪ Printing/Copying ▪ PCs ▪ WiFi ▪ 3D Printer 		
<ul style="list-style-type: none"> • Library Programs held at Local Businesses <ul style="list-style-type: none"> ▪ Gen Y Book Club @ Pubs & Restaurants ▪ Paint Night @ Pubs 	BRC/SPL	A/O
<ul style="list-style-type: none"> • Community Policing to create a safe environment for businesses 	PD	A/O
<ul style="list-style-type: none"> • Pavement management program to maintain infrastructure 	PW	A/O

Goal 2: Attract New Businesses and Growth

<i>Tools and Actions</i>	<i>Administrator</i>	<i>Phase</i>
• Create Quick Reference Zoning handout	CPD	TD
• Create a Doing Business in Simsbury handout	BRC	P
• Develop a streamlined permitting process, as recommended by the Marketing Study	CPD/PW/ENG/WPCA	P
• Charrette Form Based Code in Center	CPD/ZC/PC/BOS	C
• Charrette for North Village, as recommended by the Marketing Study	CPD/ZC/PC/BOS	TD
• Evaluate mixed use development in hamlets including Weatogue, Tariffville, West Simsbury and other areas	ZC/PC/CPD/EDC	TD
• Coordinate and advocate with communications networks to improve cell service in downtown and other areas	FSO/ENG/CPD/PW/COC/MSP	P
• Economic Development website, as recommended by EDTF and EDC	FSO/EDC/MSP/CPD	A/O
• Updated Town website, as recommended by EDTF	FSO/IT/Department Heads	C
• Simsbury Business Incentive Program to incentivize business improvements, as recommended by the EDTF	BOS/CPD/FSO/BDC/F	C
• Review, clarify and communicate sewer allocation process	WPC/PW	P
• Infrastructure improvements in trails/sidewalks	PW/ENG/CPD/BOS/CPR	P
• Fiber buildout	FSO/IT/CPD/ENG/BOS	P
• Evaluate and recommend parking and enhancements	PW/MSP/CPD/ENG	P
• First Selectwoman's Report	FSO/MSP/COC	A/O
• Visitors Center	COC/T/BOS	C
• Creation of new Doing Business in Simsbury handout	BRC	P
• Education and training program for land use boards, as recommended by the EDTF	CPD/Town Counsel	A/O
• Recommend structure and goals for new EDC, as required by the Charter changes	EDC/BOS	P
• Promoting golf course to businesses and highlighting it as a top facility in the area as a registered as a Certified Audubon Cooperative Sanctuary	CPR	A/O
• Real Estate/Broker Outreach	FSO/MSP	A/O
• Outstanding park, recreational facilities and open space areas	CPR	A/O

Goal 2: Attract New Businesses and Growth

<i>Tools and Actions</i>	<i>Administrator</i>	<i>Phase</i>
• Community Policing to create a safe environment for businesses	PD	A/O
• Pavement management program to maintain infrastructure	PW	A/O
• Site Selection Assistance	FSO/CPD/MSP/COC	A/O
• Social Media Assistance	BRC/COC/MSP	A/O
• Career Resource Center – Career Fair	BRC	TD
• Developer’s reception	MSP/CPD/PW/ENG	TD
• Business Programs/Training/Learning Opportunities	BRC/SPL/COC	A/O
• Small Meeting/Work Spaces	BRC/SPL	C
• Large Event Spaces Equipped with Projection Equipment	BRC/SPL	C
• 20 PC Technology Learning Lab	BRC/SPL	C
• Volunteer Opportunities to Highlight Business Services	BRC/SPL	A/O
• Assist with funding resources	BRC/SMP/COC/ FSO/EDC	A/O
• Hands-on Technology Training <ul style="list-style-type: none"> ▪ Microsoft Office Products ▪ Mac & iOS ▪ WordPress ▪ LinkedIn ▪ Facebook for Business 	BRC/SPL	C
• Networking Opportunities	BRC/SPL/COC	A/O
• Business Buzz	BRC/SPL	A/O
• Business Newsletter	BRC/SPL	A/O
• First Selectwoman’s Report	FSO/MSP/COC	A/O
• Career Resources & Support	BRC/SPL	A/O
• Job Board	BRC/SPL	C
• Business Resources <ul style="list-style-type: none"> ▪ Books/eBooks/Audios ▪ Foundation Center ▪ Reference USA ▪ Plunkett Research 	BRC/SPL	C
• One-on-One Research Assistance & Support <ul style="list-style-type: none"> ▪ Industry & Market ▪ Grants 	BRC/SPL/MSP/COC	A/O

Goal 2: Attract New Businesses and Growth

<i>Tools and Actions</i>	<i>Administrator</i>	<i>Phase</i>
<ul style="list-style-type: none"> ▪ Marketing ▪ Social Media ▪ Growth Planning 		
<ul style="list-style-type: none"> • Online Learning/Training Tools <ul style="list-style-type: none"> ▪ Lynda.com ▪ Universal Class 	BRC/SPL	C
<ul style="list-style-type: none"> • Notary Service 	BRC/SPL	C
<ul style="list-style-type: none"> • Office Equipment/Technology <ul style="list-style-type: none"> ▪ Scanner ▪ Fax ▪ Printing/Copying ▪ PCs ▪ WiFi ▪ 3D Printer 	BRC/SPL	C
<ul style="list-style-type: none"> • Library Programs held at Local Businesses <ul style="list-style-type: none"> ▪ Gen Y Book Club @ Pubs & Restaurants ▪ Paint Night @ Pubs 	BRC/SPL	A/O

Goal 3: Promote Entrepreneurship

<i>Tools and Actions</i>	<i>Administrator</i>	<i>Phase</i>
<ul style="list-style-type: none"> • Create Quick Reference Zoning handout 	CPD	TD
<ul style="list-style-type: none"> • Develop a streamlined permitting process, as recommended by the Marketing Study 	CPD/PW/ENG/WPCA	P
<ul style="list-style-type: none"> • Create a Doing Business in Simsbury handout 	BRC	P
<ul style="list-style-type: none"> • First Selectwoman's report 	FSO/MSP/COC	A/O
<ul style="list-style-type: none"> • Technical/financial assistance 	BRC/MSP/COC	A/O
<ul style="list-style-type: none"> • <i>Innovators' Workshop</i> Makerspace, consistent with Marketing Study <ul style="list-style-type: none"> ▪ 3D Printer ▪ 3D Digitizer ▪ Sewing Machines ▪ Digital Embroidery Machine ▪ Cricut 	BRC/SPL	C
<ul style="list-style-type: none"> • Business Visitation Program, as recommended by the Marketing Study 	FSO/MSP	A/O
<ul style="list-style-type: none"> • State of Connecticut Small Business Certification Program 	FSO/MSP/COC/SPL	C
<ul style="list-style-type: none"> • Tailored Job Training <ul style="list-style-type: none"> ▪ Chamber job shadow assistance 	STEM/Project Lead the Way/COC	P/TD
<ul style="list-style-type: none"> • Evaluate partnerships with universities 	BRC/CPD/FSO/SPL	TD
<ul style="list-style-type: none"> • One-on-One Research Assistance & Support <ul style="list-style-type: none"> ▪ Industry & Market ▪ Business Plan ▪ Financing ▪ Grants ▪ Marketing ▪ Social Media 	BRC/SPL	A/O
<ul style="list-style-type: none"> • Office Equipment <ul style="list-style-type: none"> ▪ Scanner ▪ Fax ▪ Printing/Copying ▪ PCs ▪ WiFi 	BRC/SPL	C
<ul style="list-style-type: none"> • Business Programs/Trainings/Learning Opportunities 	BRC/SPL/COC	A/O

Goal 3: Promote Entrepreneurship

<i>Tools and Actions</i>	<i>Administrator</i>	<i>Phase</i>
<ul style="list-style-type: none"> • Small Meeting/Work Spaces 	BRC/SPL	C
<ul style="list-style-type: none"> • Large Event Spaces Equipped with Projection Equipment 	BRC/SPL	C
<ul style="list-style-type: none"> • 20 PC Technology Learning Lab 	BRC/SPL	C
<ul style="list-style-type: none"> • Access to University Resources through Partnerships 	BRC/SPL	A/O
<ul style="list-style-type: none"> • Volunteer Opportunities to Highlight Business Services 	BRC/SPL	A/O
<ul style="list-style-type: none"> • Exhibit Spaces 	BRC/SPL	C
<ul style="list-style-type: none"> • Hands-on Technology Training <ul style="list-style-type: none"> ▪ Microsoft Office Products ▪ Mac & iOS ▪ WordPress ▪ LinkedIn ▪ Facebook for Business 	BRC/SPL	A/O
<ul style="list-style-type: none"> • Networking Opportunities 	BRC/SPL/COC	A/O
<ul style="list-style-type: none"> • Business Buzz 	BRC/SPL	A/O
<ul style="list-style-type: none"> • Business Newsletter 	BRC/SPL	A/O
<ul style="list-style-type: none"> • Career Resources & Support 	BRC/SPL	A/O
<ul style="list-style-type: none"> • Business Resources <ul style="list-style-type: none"> ▪ Books/eBooks/Audios ▪ Foundation Center ▪ Reference USA ▪ Plunkett Research 	BRC/SPL	C
<ul style="list-style-type: none"> • Online Learning/Training Tools <ul style="list-style-type: none"> ▪ Lynda.com ▪ Universal Class 	BRC/SPL	C
<ul style="list-style-type: none"> • Notary Service 	BRC/SPL	C
<ul style="list-style-type: none"> • Creation of new Doing Business in Simsbury handout 	BRC	C
<ul style="list-style-type: none"> • Partner with community groups on innovation fair 	SPL/SMSP/Historical Society/BOE	A/O

Supporting Workers

Workforce development ensures our residents can successfully compete for employment opportunities.

Goal 4: Improve Access to Local Employment Opportunities		
<i>Tools and Actions</i>	<i>Administrator</i>	<i>Phase</i>
<ul style="list-style-type: none"> • Multimodal transportation plan for access to employment 	PW/CPD/CPR/ENG/BPAC/COC/MSP	P
<ul style="list-style-type: none"> • Technical/financial/grant assistance 	BRC/MSP	A/O
<ul style="list-style-type: none"> • Business Resource Center 	BRC	A/O
<ul style="list-style-type: none"> • Tailored job training assistance 	BOE/COC/BRC	TD
<ul style="list-style-type: none"> • Career Resource Center 	BRC	A/O
<ul style="list-style-type: none"> • Career Resources & Support <ul style="list-style-type: none"> ▪ Resume Assistance ▪ Interview Skills & Preparation ▪ JobNow Online ▪ Glassdoor 	BRC/SPL	A/O
<ul style="list-style-type: none"> • Job Board 	BRC/SPL	C
<ul style="list-style-type: none"> • 16 Public PCs 	BRC/SPL	C
<ul style="list-style-type: none"> • WiFi 	BRC/SPL	C
<ul style="list-style-type: none"> • Networking Opportunities 	BRC/SPL/COC	A/O
<ul style="list-style-type: none"> • One-on-One Research Assistance & Support <ul style="list-style-type: none"> ▪ Industry & Market ▪ Business Plan ▪ Social Media 	BRC/SPL	A/O
<ul style="list-style-type: none"> • Access to University Resources through Partnerships 	BRC/SPL	C
<ul style="list-style-type: none"> • Hands-on Technology Training <ul style="list-style-type: none"> ▪ LinkedIn 	BRC/SPL	C
<ul style="list-style-type: none"> • Teen Job Program 	SPL/MSP	C

Goal 5: Increase Access to Advanced Education, Workforce Development, Job Training

<i>Tools and Actions</i>	<i>Administrator</i>	<i>Phase</i>
<ul style="list-style-type: none"> • Business Resource Center 	BRC	A/O
<ul style="list-style-type: none"> • Partner with Community groups on Education Programming 	BRC/COC/MSP	A/O
<ul style="list-style-type: none"> • Seasonal job and volunteer opportunities with recreational programs 	CPR	A/O
<ul style="list-style-type: none"> • Student Internship 	COC/FSO/BOE/MSP	TD
<ul style="list-style-type: none"> • Teen Job Center 	BRC/MSP	C
<ul style="list-style-type: none"> • Test Prep for SAT and ACT – Learning Express Library 	SPL	A/O
<ul style="list-style-type: none"> • Hands-on Technology Training <ul style="list-style-type: none"> ▪ Microsoft Office Products ▪ Mac & iOS ▪ WordPress ▪ LinkedIn ▪ Social Media ▪ 3D Printing ▪ Sewing ▪ Digital Embroidery ▪ Cricut 	BRC/SPL	C
<ul style="list-style-type: none"> • Online Learning/Training Tools <ul style="list-style-type: none"> ▪ Lynda.com ▪ Universal Class ▪ Learning Express 	BRC/SPL	A/O
<ul style="list-style-type: none"> • Access to University Resources through Partnerships 	BRC/SPL	A/O
<ul style="list-style-type: none"> • Volunteer Opportunities to Build Skills 	BRC/SPL	A/O
<ul style="list-style-type: none"> • Partner with Businesses, Community Groups & Organizations on Education Programming 	BRC/SPL	A/O
<ul style="list-style-type: none"> • Teen Leadership Opportunities 	BRC/SPL	A/O
<ul style="list-style-type: none"> • Teen Volunteer Opportunities 	BRC/SPL	A/O
<ul style="list-style-type: none"> • Teen Job Program 	SPL/MSP	A/O

Goal 6: Support Quality K-12 Education

<i>Tools and Actions</i>	<i>Administrator</i>	<i>Phase</i>
<ul style="list-style-type: none"> Regular meetings with Superintendent and First Selectwoman 	FSO/BOE	A/O
<ul style="list-style-type: none"> Social Services support of K-12 programming through grant support 	SS	A/O
<ul style="list-style-type: none"> STEM – Project Lead the Way Internships 	BOE	A/O
<ul style="list-style-type: none"> Library support of STEAM – STEAM ahead program for k-4 	SPL	A/O
<ul style="list-style-type: none"> Library – Lego Engineers 	SPL	A/O
<ul style="list-style-type: none"> Support outstanding public education and private school support 	BOE/BOF/BOS	A/O
<ul style="list-style-type: none"> Early Literacy Support, Material & Programs 	SPL	A/O
<ul style="list-style-type: none"> School Readiness Support & Programs 	SPL	A/O
<ul style="list-style-type: none"> STEAM Programs 	SPL	A/O
<ul style="list-style-type: none"> Sensory Programs for Children and Families with Special Needs 	SPL	A/O
<ul style="list-style-type: none"> Hands-on Technology Training <ul style="list-style-type: none"> Coding Minecraft 3D Design/CAD 	SPL	A/O
<ul style="list-style-type: none"> Innovators’ Workshop Makerspace Classes <ul style="list-style-type: none"> 3D Printing Sewing Knitting 	SPL	C
<ul style="list-style-type: none"> Teen Leadership Opportunities 	SPL	A/O
<ul style="list-style-type: none"> Volunteer Opportunities 	SPL	A/O
<ul style="list-style-type: none"> Curriculum Support 	SPL	A/O
<ul style="list-style-type: none"> Teacher Extended Material Loan Periods to Supplement Classroom and School Libraries 	SPL	A/O
<ul style="list-style-type: none"> Thematic Learning Kits 	SPL	A/O
<ul style="list-style-type: none"> Author Visits 	SPL	A/O
<ul style="list-style-type: none"> Writing Events 	SPL	A/O
<ul style="list-style-type: none"> Foreign Language Learning Material & Programs 	SPL	A/O
<ul style="list-style-type: none"> Homeschooling Support 	SPL	A/O
<ul style="list-style-type: none"> Summer Literacy Support 	SPL	A/O
<ul style="list-style-type: none"> Large Event Spaces Equipped with Projection Equipment for Educator Training/Workshops 	SPL	C

Goal 6: Support Quality K-12 Education

<i>Tools and Actions</i>	<i>Administrator</i>	<i>Phase</i>
• 20 PC Technology Learning Lab for Hands-on Educator Training/Workshops	SPL	C
• Grant support of education programming	SS	A/O

Supporting Quality of Life

Residents and businesses value living and working in a community with a good quality of life, which includes a thriving downtown, great schools, access to recreation and open space and community spaces like the Performing Arts Center, Simsbury Farms, the Senior Center and the Simsbury Public Library.

Goal 7: Promote Vibrant Community		
<i>Tools and Actions</i>	<i>Administrator</i>	<i>Phase</i>
<ul style="list-style-type: none"> Charrette Mixed use Design standards 	CPD/ZO/PC/BOS	C
<ul style="list-style-type: none"> Charrette North Village, as recommended by the Marketing Study 	CPD/ZO/PC/BOS	TD
<ul style="list-style-type: none"> Evaluate mixed use development in hamlets including Weatogue, Tariffville, West Simsbury or other areas 	ZC/PC/CPD/EDC	TD
<ul style="list-style-type: none"> POCD update 	CPD/PC	P
<ul style="list-style-type: none"> Create Quick Reference Zoning handout 	CPD	TD
<ul style="list-style-type: none"> Adopt a “Complete Streets” resolution to support multimodal transportation 	BOS/PW/ENG/CPD/BPAC	C
<ul style="list-style-type: none"> Adopt amended sidewalk ordinance to make Simsbury more walkable 	BOS/PW	C
<ul style="list-style-type: none"> Adopt amended Open Space Disposition ordinance 	BOS/OS/PW/CPR/ENG/CPD	C
<ul style="list-style-type: none"> Brand Management, as recommended by EDTF and Marketing study and coordinated with MSP, COC, Tourism and other community groups <ul style="list-style-type: none"> State and national reputation Website Advertising and media 	FSO/BOS/MSP/EDC/T/CPR	A/O
<ul style="list-style-type: none"> Innovators’ Workshop Makerspace Collaborative Learning & Creating, consistent with Marketing Study 	SPL	A/O
<ul style="list-style-type: none"> Multimodal transportation plan 	PW/CPD/CPR/ENG/BPAC/COC/MSP	P
<ul style="list-style-type: none"> Coordinated Infrastructure investments – streetscapes, lighting, etc. 	ENG/FSO/MSP/CPD/PW/BOS	P
<ul style="list-style-type: none"> Community Blight Enforcement 	CPD	A/O
<ul style="list-style-type: none"> Unified Community Calendar 	COC/MSP/EDC	TD
<ul style="list-style-type: none"> Coordinated Business Hours 	COC/MSP/EDC	P
<ul style="list-style-type: none"> Outreach to owners of vacant or underused properties 	FSO/MSP/CPD/COC	A/O
<ul style="list-style-type: none"> Wayfinding signage 	PW/MSP/CPD/BPAC	P
<ul style="list-style-type: none"> Evaluate Tax Increment Financing 	FSO/EDC/MSP/CPD/F	TD
<ul style="list-style-type: none"> Meeting and Gathering Spaces, including a Café 	SPL	C
<ul style="list-style-type: none"> Open Evenings & Weekends 	SPL	C
<ul style="list-style-type: none"> Programs for All Ages 	SPL/CPR/SC	A/O

Goal 7: Promote Vibrant Community		
<i>Tools and Actions</i>	<i>Administrator</i>	<i>Phase</i>
<ul style="list-style-type: none"> • Wide Variety of Entertainment Programs for All Ages 	SPL	A/O
<ul style="list-style-type: none"> • Intergenerational Programs 	SPL/SC/CPR	A/O
<ul style="list-style-type: none"> • Rotating Exhibits and Art Installations 	SPL	A/O
<ul style="list-style-type: none"> • Volunteer Opportunities 	SPL	A/O
<ul style="list-style-type: none"> • Community Partnerships <ul style="list-style-type: none"> ▪ Newcomers ▪ Junior Woman's Club ▪ Camera Club ▪ Historical Society ▪ Land Trust ▪ Tourism Committee ▪ Support <i>Simsbury Celebrates</i> ▪ Support Simsbury events/parades ▪ Boy and Girl Scouts ▪ Simsbury Free Library 	BOS/SPL/FSO/MSP/CPR/EDC/COC/T/CPR	A/O
<ul style="list-style-type: none"> • Support cultural and musical events to encourage tourism 	Performing Arts Center/SPL/PW/CPR	A/O
<ul style="list-style-type: none"> • Support vibrant senior activities 	SC/SS/SPL/CPR/Performing Arts Center	A/O
<ul style="list-style-type: none"> • Outstanding recreational programing, parks and open space access 	CPR	A/O
<ul style="list-style-type: none"> • Newly renovated championship level golf course with special weekday rates for residents and seniors. Private course conditions at affordable prices 	CPR	A/O

Goal 8: Ensure a Wide Range of Housing Types Affordable to Different Income and Age Levels

<i>Tools and Actions</i>	<i>Administrator</i>	<i>Phase</i>
<ul style="list-style-type: none"> • Re-evaluate WHOZ 	ZO/CPD/PC	P
<ul style="list-style-type: none"> • Negotiate affordable housing percentages in new developments 	ZO/CPD/PC	P
<ul style="list-style-type: none"> • Charrette <ul style="list-style-type: none"> ▪ Town Center ▪ North Village 	CPD/ZO/PC	C TD
<ul style="list-style-type: none"> • Landlord Education 	BRC/COC/SPL	TD
<ul style="list-style-type: none"> • Green Building incentive programs 	PW/CETF/COC/FSO/CPD	P
<ul style="list-style-type: none"> • Consumer Education for Home Buyers 	BRC/SPL	A/O
<ul style="list-style-type: none"> • Financial Planning Programs & Resources 	BRC/SPL/MSP/COC	A/O
<ul style="list-style-type: none"> • Social Services support – energy, food, medical, rental rebate programs 	SS	A/O
<ul style="list-style-type: none"> • Dial-A-Ride services 	SS	A/O

Goal 9: Improve Walking and Biking Options and Open Space Stewardship

<i>Tools and Actions</i>	<i>Administrator</i>	<i>Phase</i>
<ul style="list-style-type: none"> • Create Bicycle Master Plan 	PW/BPAC/ENG/CPD/CPR	P
<ul style="list-style-type: none"> • Create Open Space Master Plan <ul style="list-style-type: none"> ▪ Consider forming regional conservation program 	CPR/OS/CC/REGIONAL GROUPS/ENG/PW	TD
<ul style="list-style-type: none"> • Coordinated infrastructure improvements <ul style="list-style-type: none"> ▪ Betty Hudson Property development ▪ Greenway improvements ▪ Simsbury Farms improvements ▪ Senior/Community center improvements ▪ Ethel Walker Wood entrance and parking enhancements on Town Forest Road 	ENG/PW/CDP/CPR	P
<ul style="list-style-type: none"> • Infrastructure Improvement in town center including brick sidewalks, decorative street lamps, and ADA accessible ramps 	ENG/CPD/PW/MSP/BOS	P
<ul style="list-style-type: none"> • Create volunteer Corps 	CPR/ BPAC/CC	TD
<ul style="list-style-type: none"> • Little Free Libraries 	SPL/CPR	A/O
<ul style="list-style-type: none"> • Educational Programs <ul style="list-style-type: none"> ▪ Open Space ▪ Conservation 	SPL/OS	A/O
<ul style="list-style-type: none"> • Partner with Simsbury Land Trust and FVRA <ul style="list-style-type: none"> ▪ Programming ▪ Displays ▪ Stewardship 	SPL/FSO/CPR/CC/OS/BOS	A/O & TD

Goal 10: Mix of Land Uses in Appropriate Locations

<i>Tools and Actions</i>	<i>Administrator</i>	<i>Phase</i>
<ul style="list-style-type: none"> • Charrette <ul style="list-style-type: none"> ▪ Town Center ▪ North Village, as recommended by the Marking Study ▪ South End 	CPD/ZC/PC/MSP/BOS	C TD C
<ul style="list-style-type: none"> • Evaluate mixed use development in hamlets including Weatogue, Tariffville, West Simsbury and other areas 	ZC/PC/CPD/EDC	TD
<ul style="list-style-type: none"> • POCD update 	CPD/PC	P

Goal 11: Enhance Existing Public Assets

<i>Tools and Actions</i>	<i>Administrator</i>	<i>Phase</i>
<ul style="list-style-type: none"> • Simsbury Farms improvements in tennis, pool, rink 	CPR/ENG/BOS	P
<ul style="list-style-type: none"> • Golf Course Site Evaluation by USGA, ASGCA golf experts to improve course and attract out of town golfers 	CPR	C
<ul style="list-style-type: none"> • Simsbury Farms Golf green improvements 	CPR/BOS	C
<ul style="list-style-type: none"> • Library improvements in maker space 	SPL/PW/ENG/BOS	C
<ul style="list-style-type: none"> • Senior Center ADA, space configurations 	SC/BC/SS/PW/ENG/BOS	P
<ul style="list-style-type: none"> • Tri-Board evaluation of financing of Golf facility through Special Revenue Fund 	CPR/BOS/BOF/F	P
<ul style="list-style-type: none"> • Greenway improvements 	PW/CPR/ENG/BPAC/BOS	P
<ul style="list-style-type: none"> • Betty Hudson river access part and improvements 	ENG/OS/CC/PC/ZC/CPR/BOS	P
<ul style="list-style-type: none"> • Library Improvements in <ul style="list-style-type: none"> ▪ Programming Space ▪ Parking ▪ Outdoor Gathering Spaces 	SPL/PW/ENG/BOS	TD
<ul style="list-style-type: none"> • PAC support evaluation 	FSO/BOS/PAC/MSP/COC	A/O

Goal 12: Incorporate Climate Change Considerations into Land Use Policies and Plans and Environmental Sustainability		
<i>Tools and Actions</i>	<i>Administrator</i>	<i>Phase</i>
<ul style="list-style-type: none"> • Incorporate environmental sustainability into POCD 	CPD/PW/ENG/PC/CETF	P
<ul style="list-style-type: none"> • Education training for staff on sustainability – Envision training 	CPD/PW/ENG	C
<ul style="list-style-type: none"> • Complete Street Light Replacement project 	PW/BOS	P
<ul style="list-style-type: none"> • Install solar panels on Simsbury High School 	PW/BOE	P
<ul style="list-style-type: none"> • Energy upgrades in Town building 	PW/ENG/BOS	P
<ul style="list-style-type: none"> • Helioscope evaluation of major buildings in town for solar capacity energy generation 	CETF/PW	P
<ul style="list-style-type: none"> • Town partnership with local businesses for energy efficiency upgrades through Eversource program 	CETF/BOS/COC	A/O
<ul style="list-style-type: none"> • Adopt a resolution for 100percent CT – Clean Energy Concept Program 	CETF/BOS/PW	C
<ul style="list-style-type: none"> • Incorporate climate change considerations into hazard mitigation plan 	CPD/PS	TD
<ul style="list-style-type: none"> • Informational Programs/Community Conversations for Residents to Understand the Key Issues and Importance of Planning <ul style="list-style-type: none"> ▪ Climate Change ▪ Sustainability 	SPL	A/O

Goal 13: Maintain Character and Distinctive Community Assets

<i>Tools and Actions</i>	<i>Administrator</i>	<i>Phase</i>
<ul style="list-style-type: none"> Utilize abatement program to promote rehabilitation of historical buildings, as recommended by the EDTF 	FSO/CPD/BDC/BOS/F	P
<ul style="list-style-type: none"> Green infrastructure initiatives 	PW/CETF/COC/ENG/BOE	P
<ul style="list-style-type: none"> Solar and other technologies 	PW/CETF/CPD/BOE/BOS/CPR	P
<ul style="list-style-type: none"> LED street lights 	PW/CPR/BOS	P
<ul style="list-style-type: none"> Decorative sidewalks and light posts 	PW/ENG/CPD/SMSP/PW/BOS	P
<ul style="list-style-type: none"> Consider art mural program for empty store fronts 	FSO/BOE/CPD/MSP/PW	TD

Goal 14: Attract Stores and Services for Daily Needs

<i>Tools and Actions</i>	<i>Administrator</i>	<i>Phase</i>
<ul style="list-style-type: none"> Charrette Town Center 	CPD/ZO/PC/BOS	C
<ul style="list-style-type: none"> Charrette North Village, as recommended by the Marketing Study 	CPD/ZO/PC/BOS	TD
<ul style="list-style-type: none"> Evaluate mixed use development in hamlets including Weatogue, Tariffville, West Simsbury or other areas 	ZC/PC/CPD/EDC	TD
<ul style="list-style-type: none"> Moved Economic Development to FSO office, as recommended by the EDTF 	FSO/CPD/MSP	A/O
<ul style="list-style-type: none"> Business assistance with marketing, finance, infrastructure 	CPD/MSP/BRC/PW/ENG/FSO	A/O
<ul style="list-style-type: none"> One-on-One Research Assistance & Support <ul style="list-style-type: none"> Industry & Market Grants Marketing Social Media Growth Planning 	BRC/SPL/MSP/COC	A/O
<ul style="list-style-type: none"> Volunteer Opportunities to Highlight Business Services 	BRC/SPL	A/O
<ul style="list-style-type: none"> Business Buzz 	BRC/SPL	A/O
<ul style="list-style-type: none"> Business Newsletter 	BRC/SPL	A/O
<ul style="list-style-type: none"> First Selectwoman's Report 	FSO	A/O
<ul style="list-style-type: none"> Volunteer Opportunities to Highlight Business Services 	BRC/SPL	A/O
<ul style="list-style-type: none"> Business Resources <ul style="list-style-type: none"> Books/eBooks/Audios Foundation Center Reference USA Plunkett Research 	BRC/SPL	C
<ul style="list-style-type: none"> Networking Opportunities 	BRC/SPL/COC	A/O
<ul style="list-style-type: none"> Programming Partnerships with Businesses and Nonprofits 	BRC/SPL	A/O
<ul style="list-style-type: none"> Meeting Spaces both Large and Small located in the Town Center 	BRC/SPL	C

Goal 15: State Resources and Advocacy		
<i>Tools and Actions</i>	<i>Administrator</i>	<i>Phase</i>
<ul style="list-style-type: none"> • Offer educational sessions on State resources available to businesses 	FSO/MSP/COC/BRC/STATE DELEGATION/SPL	TD
<ul style="list-style-type: none"> • Advocate at State for a business friendly regulatory, pro-growth, reasonable and predictable tax environment including <ul style="list-style-type: none"> ▪ Council of Small Towns ▪ Connecticut Council of Municipalities ▪ Capital Region Council of Governments ▪ Farmington Valley Collaborative 	FSO/MSP/COC/STATE DELEGATION/PW/ENG/CPD	P
<ul style="list-style-type: none"> • 20 PC Technology Learning Lab for Hands-on Training <ul style="list-style-type: none"> ▪ Searching State Websites & Databases ▪ Completing Online Forms & Applications 	BRC/SPL	P

Goal 16: Communicate Economic Development Initiatives and Opportunities		
<i>Tools and Actions</i>	<i>Administrator</i>	<i>Phase</i>
<ul style="list-style-type: none"> • First Selectwoman's Report 	FSO/MSP/COC	A/O
<ul style="list-style-type: none"> • Use of Social Media <ul style="list-style-type: none"> ▪ BRC Business Buzz, Facebook, Twitter ▪ BRC Business Newsletter ▪ Library Facebook ▪ Chamber Constant Contact, website ▪ Main Street Facebook ▪ FS Twitter account ▪ Town News and Announcements ▪ Chamber SCTV business highlights ▪ EDC webpage ▪ Tourism Facebook ▪ Tourism website ▪ Tourism brochures ▪ Main Street brochures 	FSO/MSP/COC/ BRC/SPL/EDC/T	A/O