

Fundamentals of Municipal Economic Development

A Transformational Approach

Presented to the Town of New Milford
September 14, 2017



Connecticut
Economic
Resource Center



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

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

Connecticut Town Profiles

Welcome to the Connecticut Town Profiles, a project in partnership with the Connecticut Economic Resource Center, Inc.

Here you can find both the PDFs of the CERC Town Profiles and an interactive map of indicators.

The town profiles were updated with 2011-2015 Census ACS data on December 1, 2017. The data was updated with the latest data during Winter 2017.

To get started, [choose a location](#).

CTData.org is a Project of the Connecticut Data Collaborative

SHOW/HIDE TOPICS

- Demographics
- Fiscal
- Economic
- Education
- Housing
- Labor
- Other

ADD/REMOVE TOWN

- New London
- New Milford
- Newington
- Newtown
- Norfolk
- North Branford
- North Canaan
- North Haven

DOWNLOAD CERC PDF

Connecticut Town Profiles

Demographic Indicators

Population Trends

	New Milford	Litchfield County	Connecticut
Projected Population, 2020	26,718	193,116	3,604,591
Population, 2000	27,121	182,193	3,405,565
Population, 2010	28,142	189,927	3,574,097
Population, 2011-2015	27,670	186,304	3,593,222

About these indicators:

- View Counties

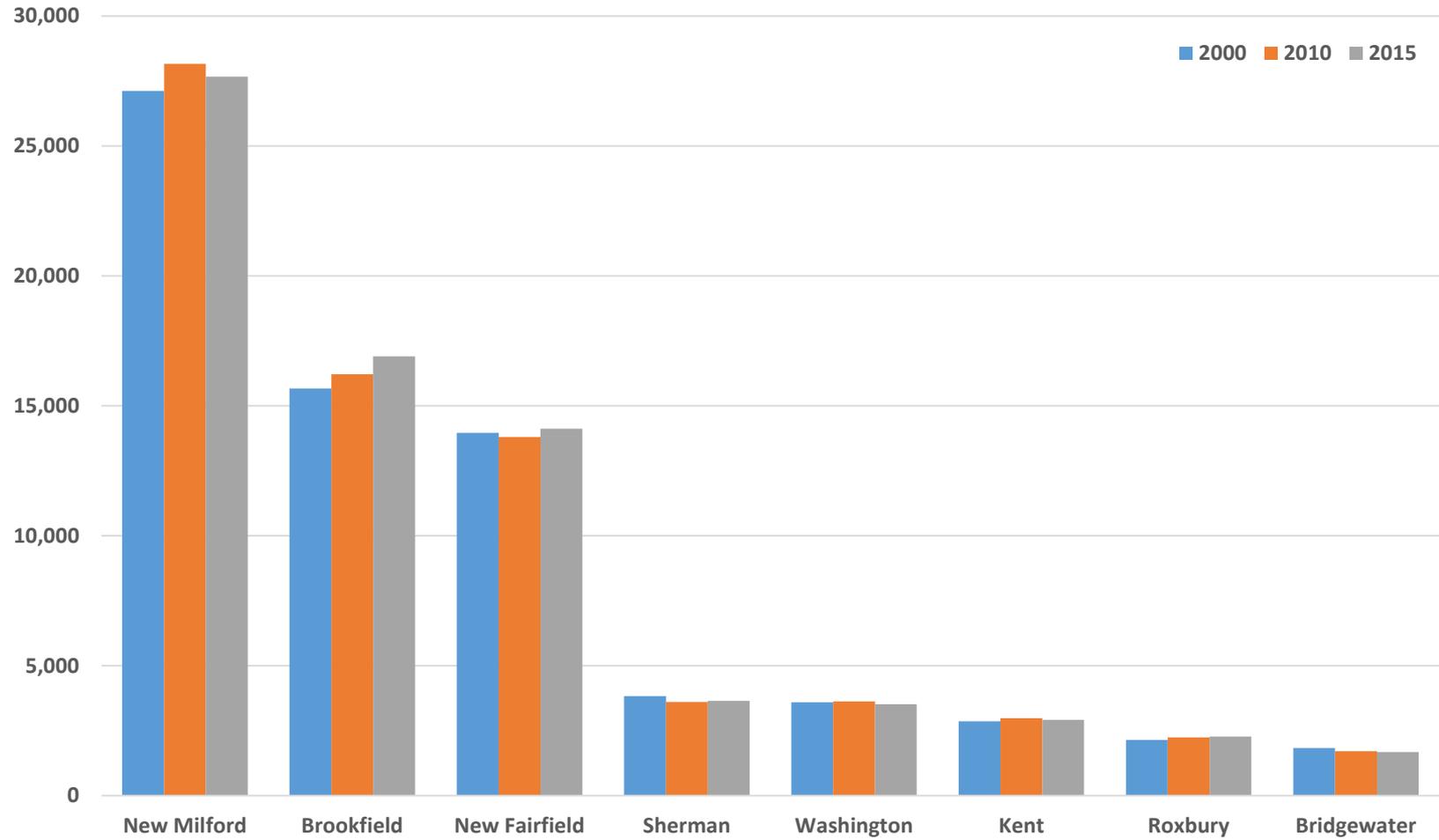
Other Demographic Characteristics

	New Milford	Litchfield County	Connecticut
Land Area	61.57 sq. mi.	920.56 sq. mi.	4842.33 sq. mi.
Population Density	449.41 pop/sq. mi.	202.38 pop/sq. mi.	742.04 pop/sq. mi.
Poverty Status	5.7% ±1.3%	7.0% ±0.5%	10.5% ±0.2%
Total Households	10,494 ±269	74,518 ±800	1,352,583 ±3,661
Median Household Income	\$78,343 ±\$3,082	\$72,061 ±\$1,357	\$70,331 ±\$409
Median Age	42.7 ±1.1	46 ±0.2	40.4 ±0.1

About these indicators:

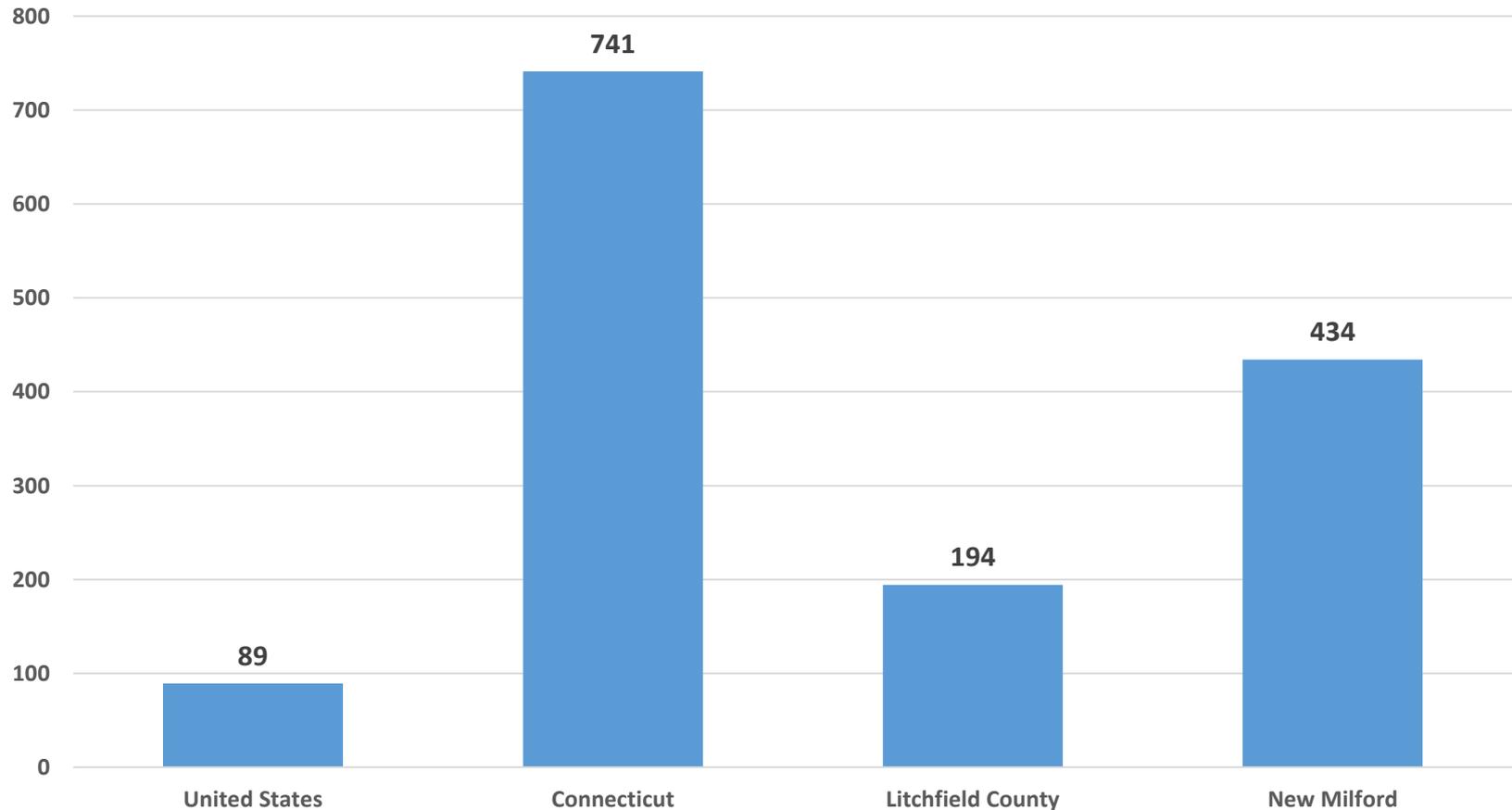
- View Margins of Error
- View Counties

Total Population



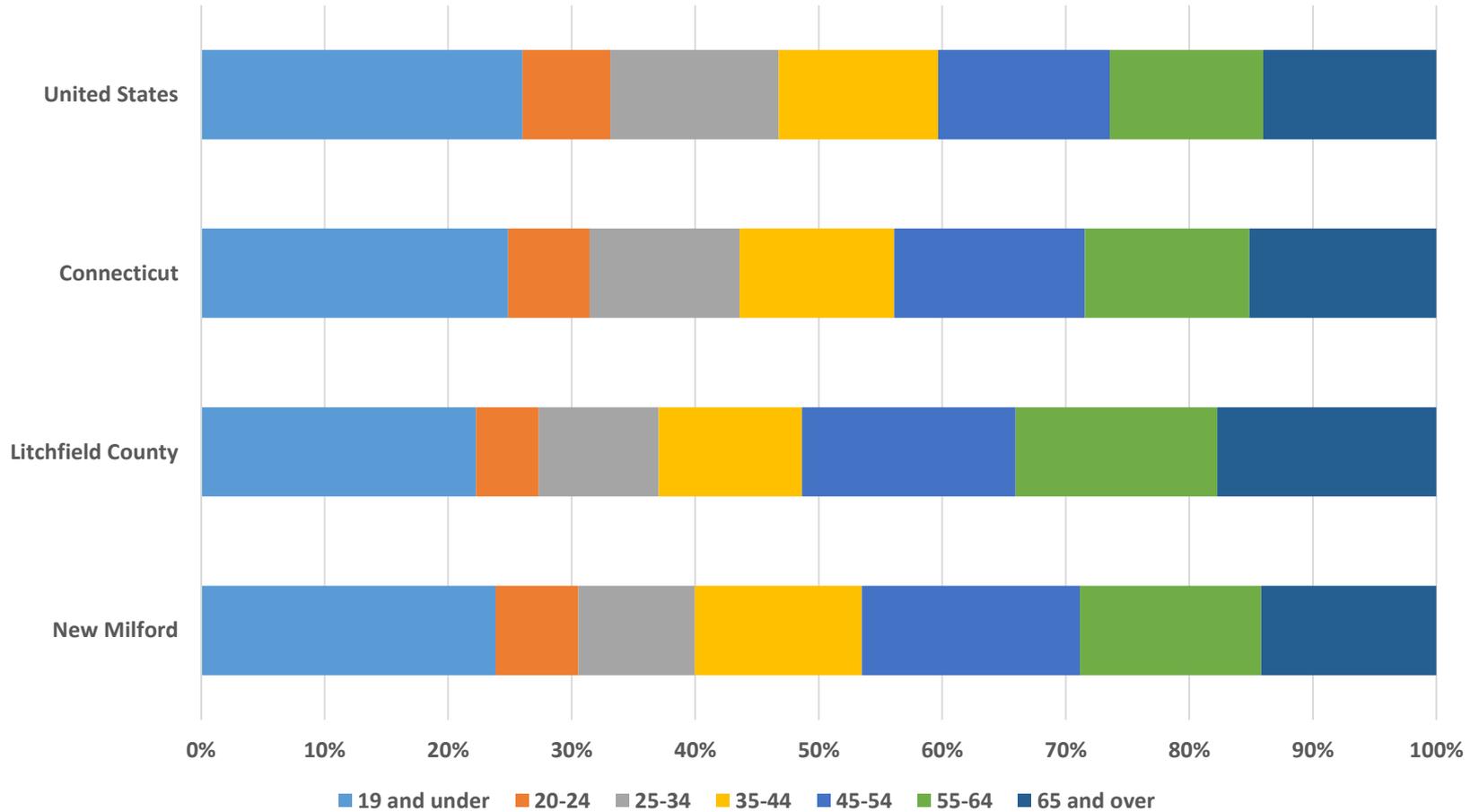
Source: U.S. Census Bureau. Decennial census 2000, 2010; American Community Survey Five Year Estimates 2011-2015.

Density (Residents per Sq. Mile)



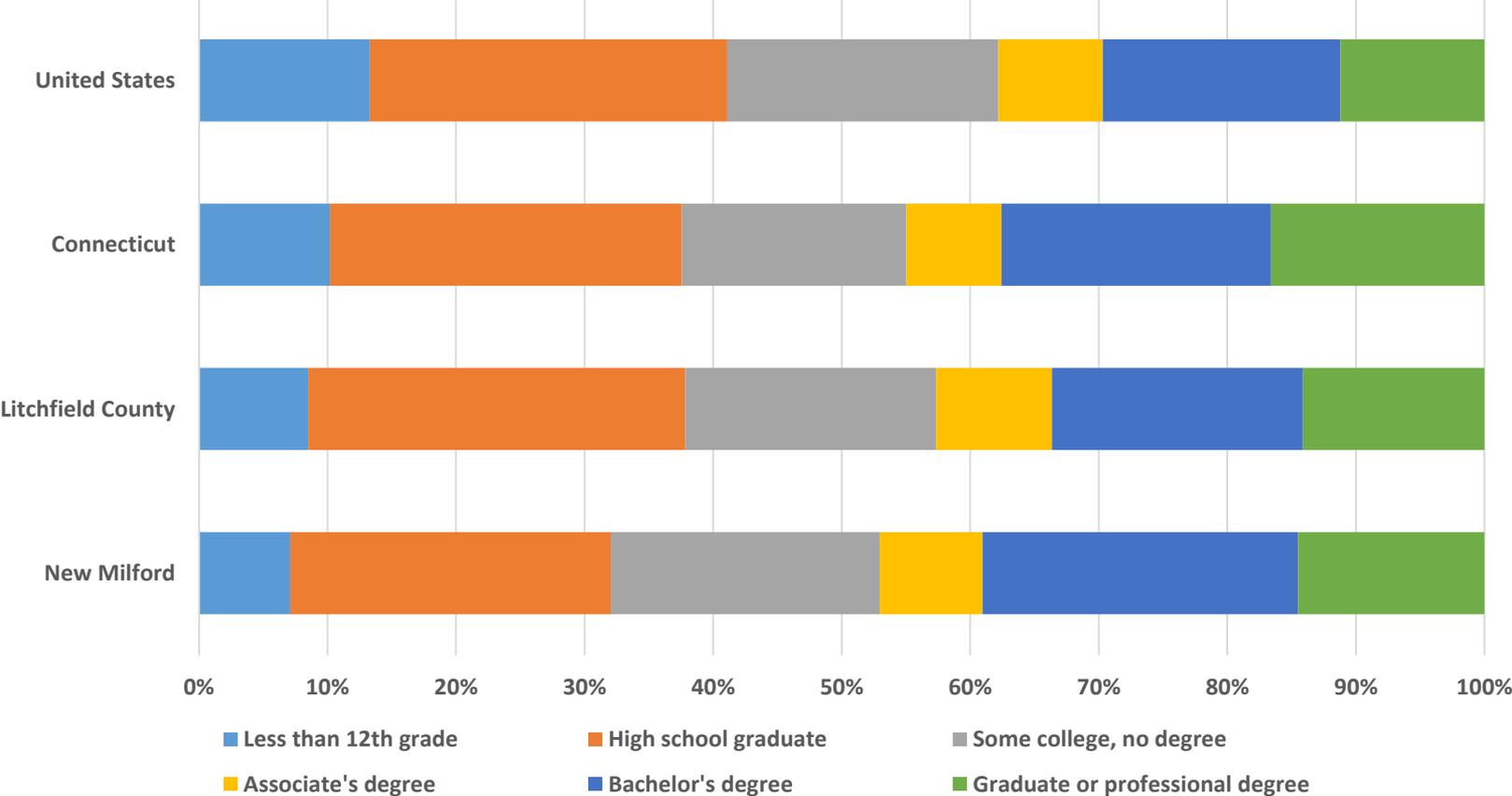
Source: CT Department of Public Health Population Estimates, 2015. CT Department of Economic Development Population, Land Area, and Density by Location.

Population by Age



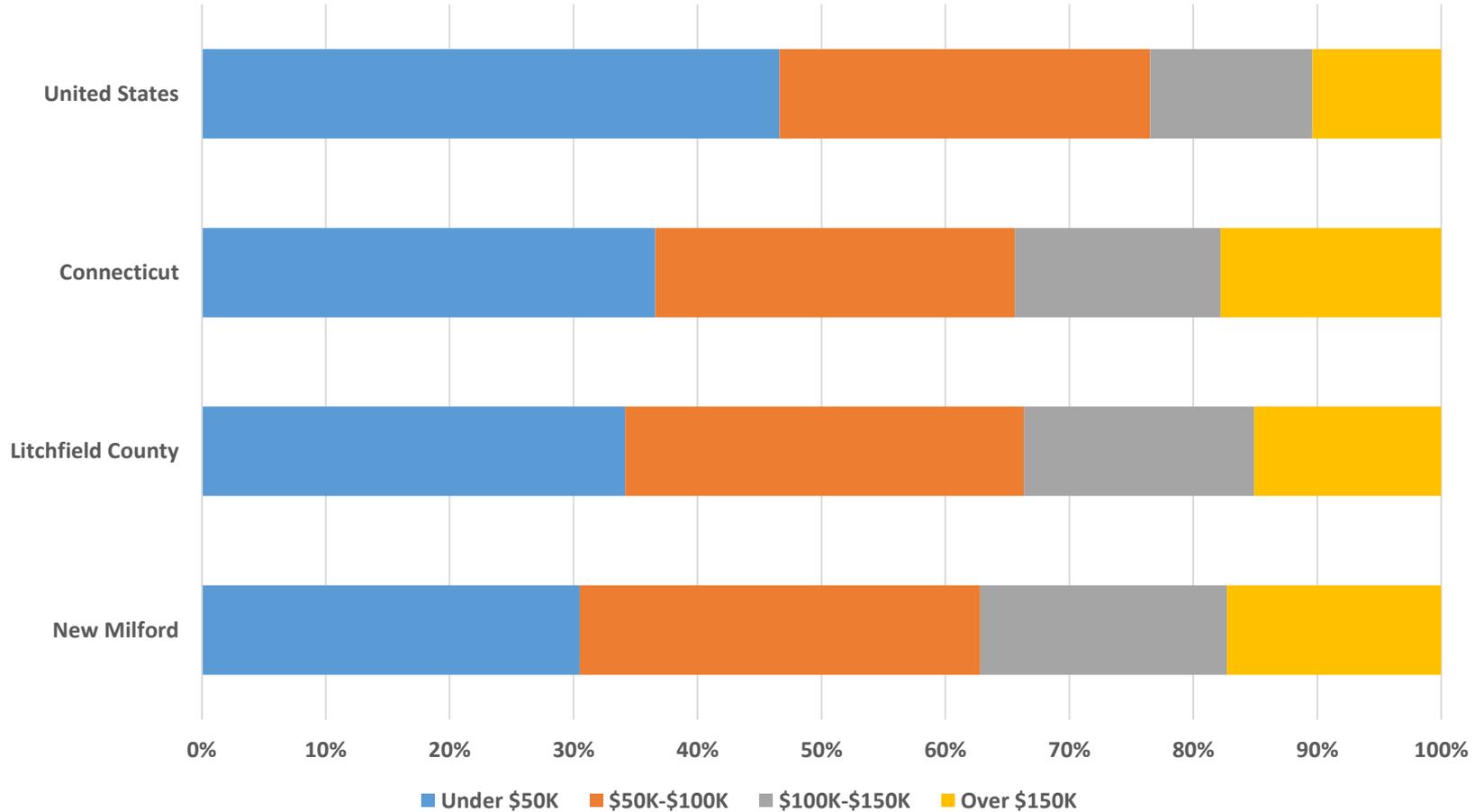
Source: U.S. Census Bureau. American Community Survey Five Year Estimates 2011-2015.

Population by Educational Attainment



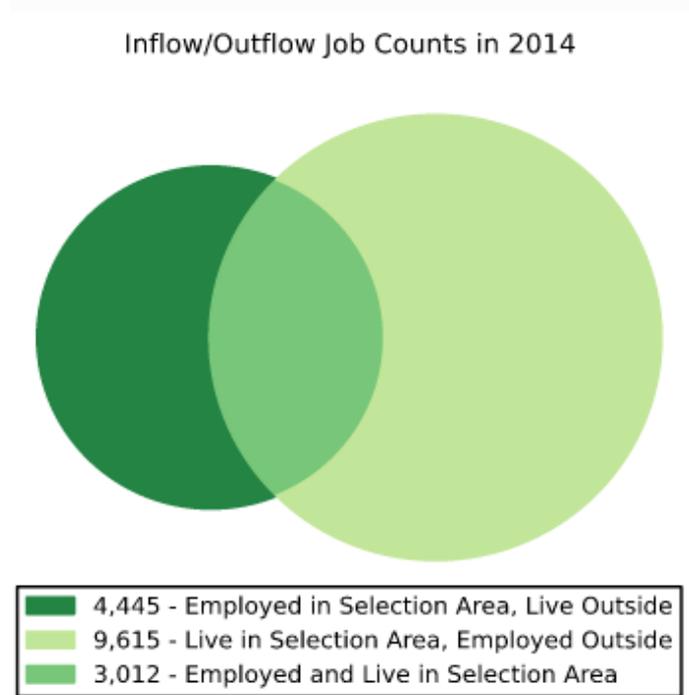
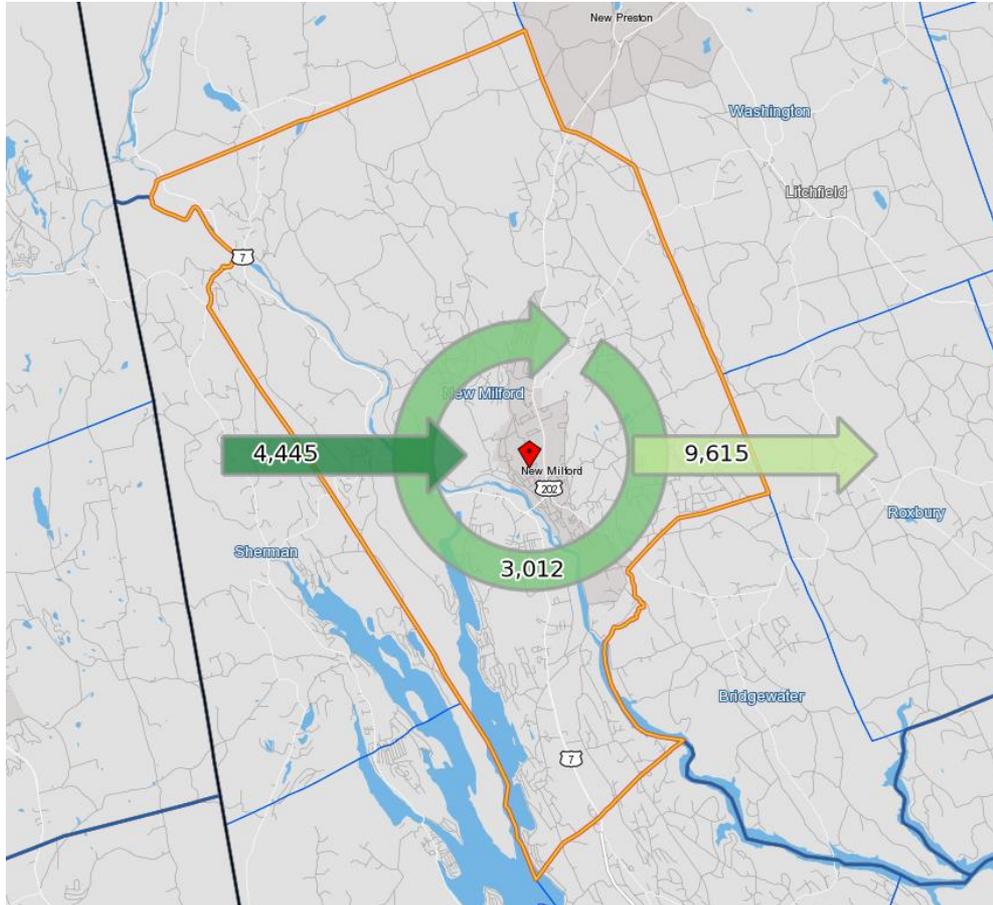
Source: U.S. Census Bureau. American Community Survey Five Year Estimates 2011-2015.

Population by Household Income

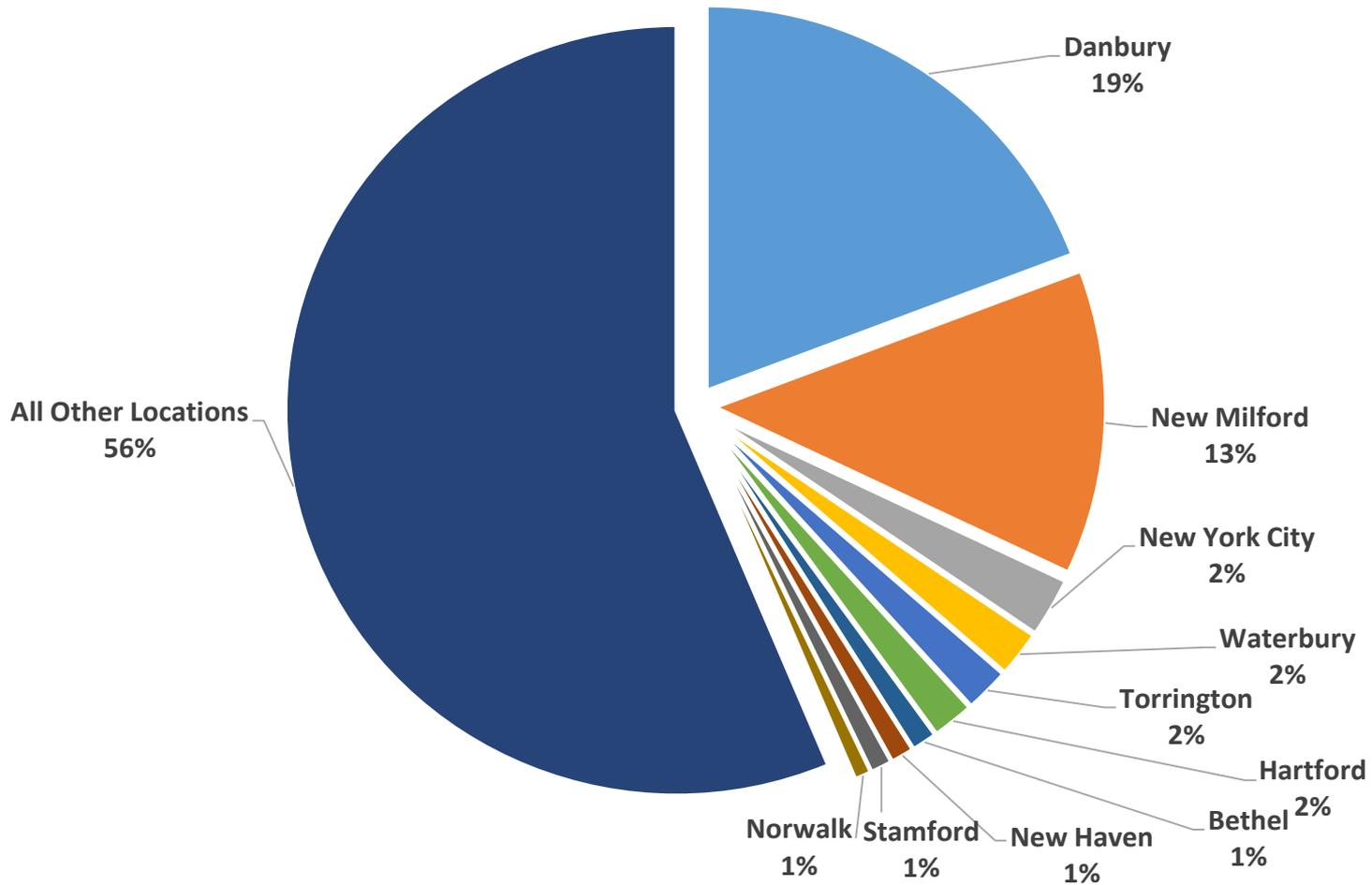


Source: U.S. Census Bureau. American Community Survey Five Year Estimates 2011-2015.

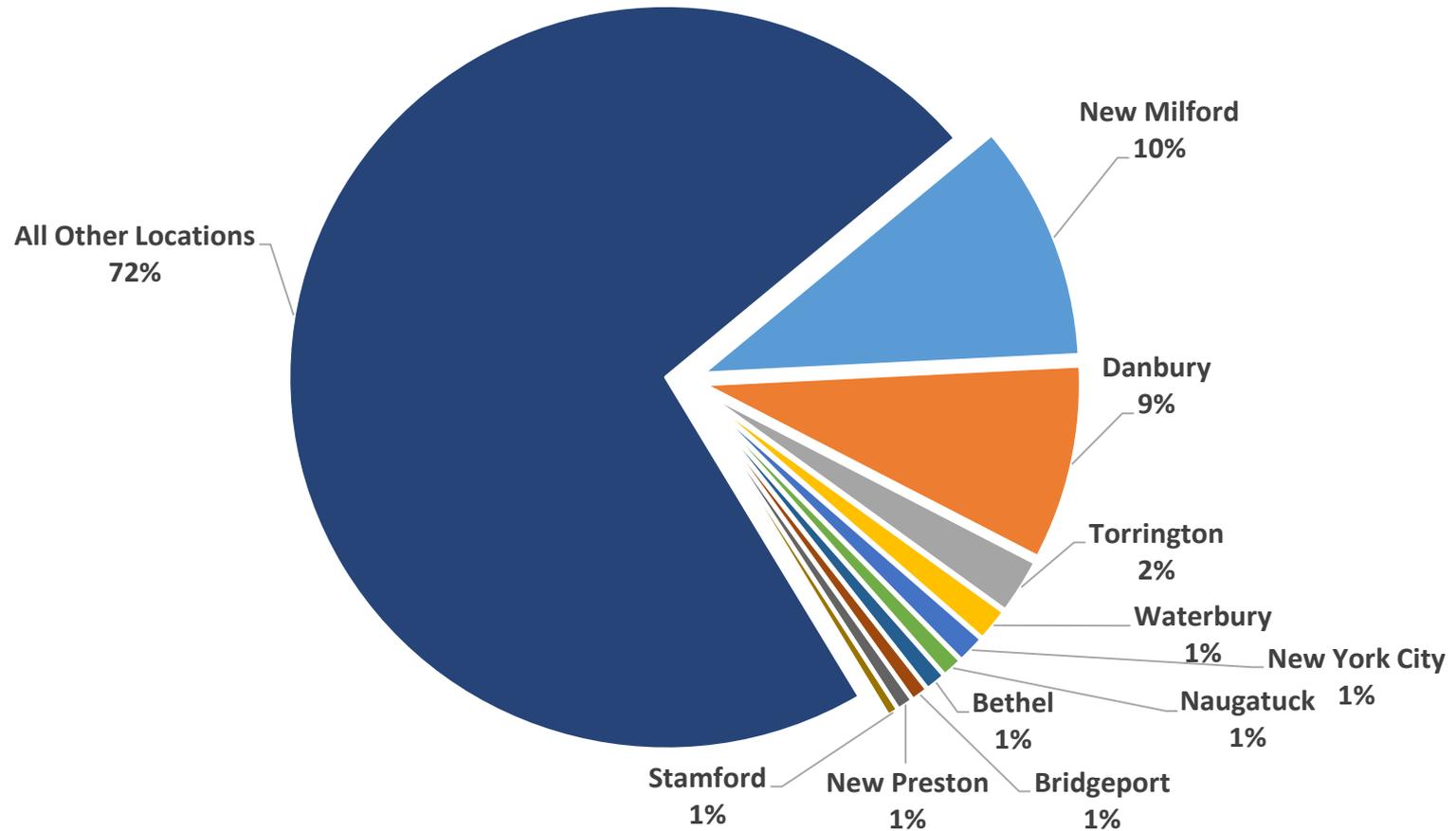
Commuting Patterns (2014)



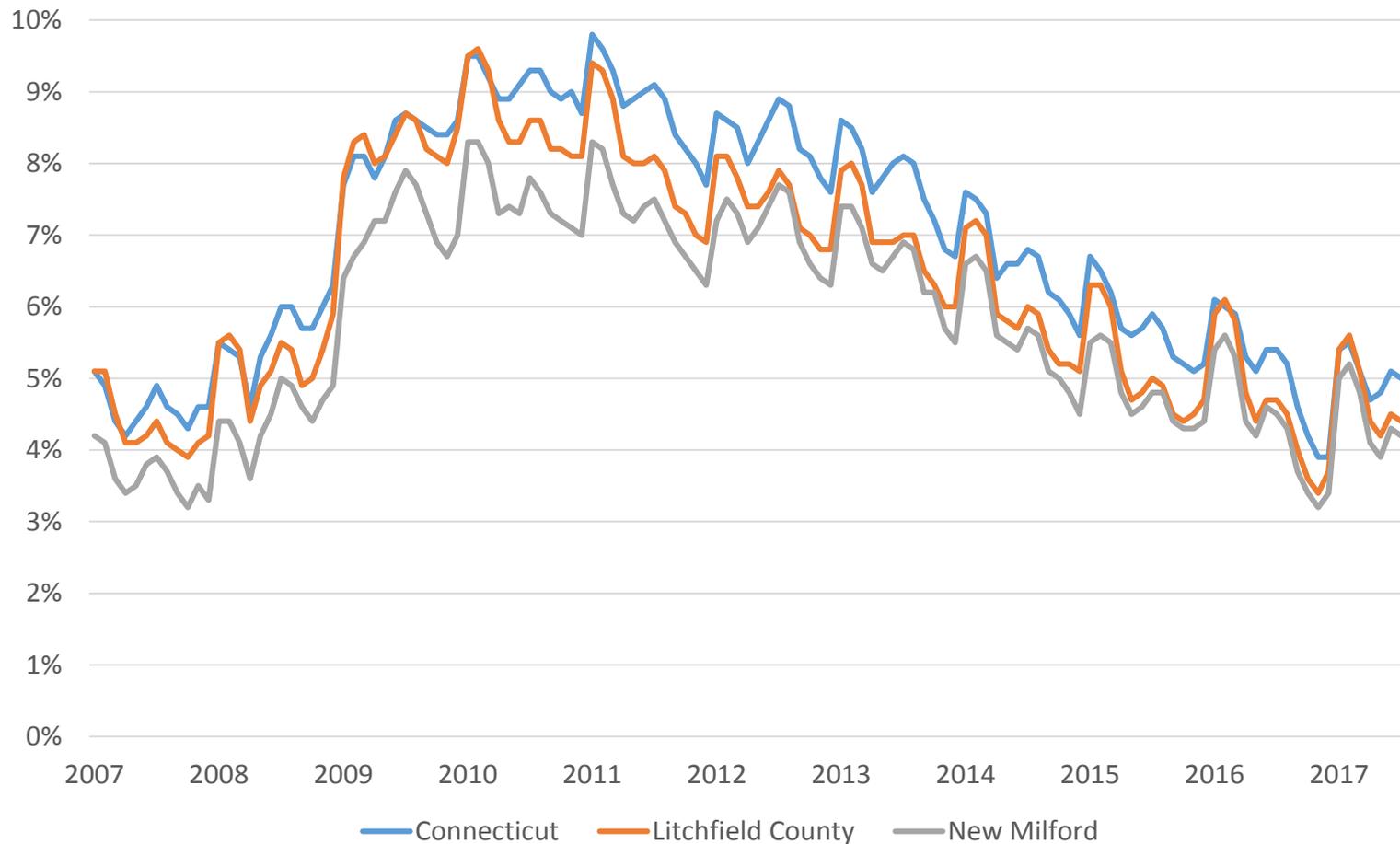
Where Residents Work (Top 10)



Where Workers Live (Top 10)

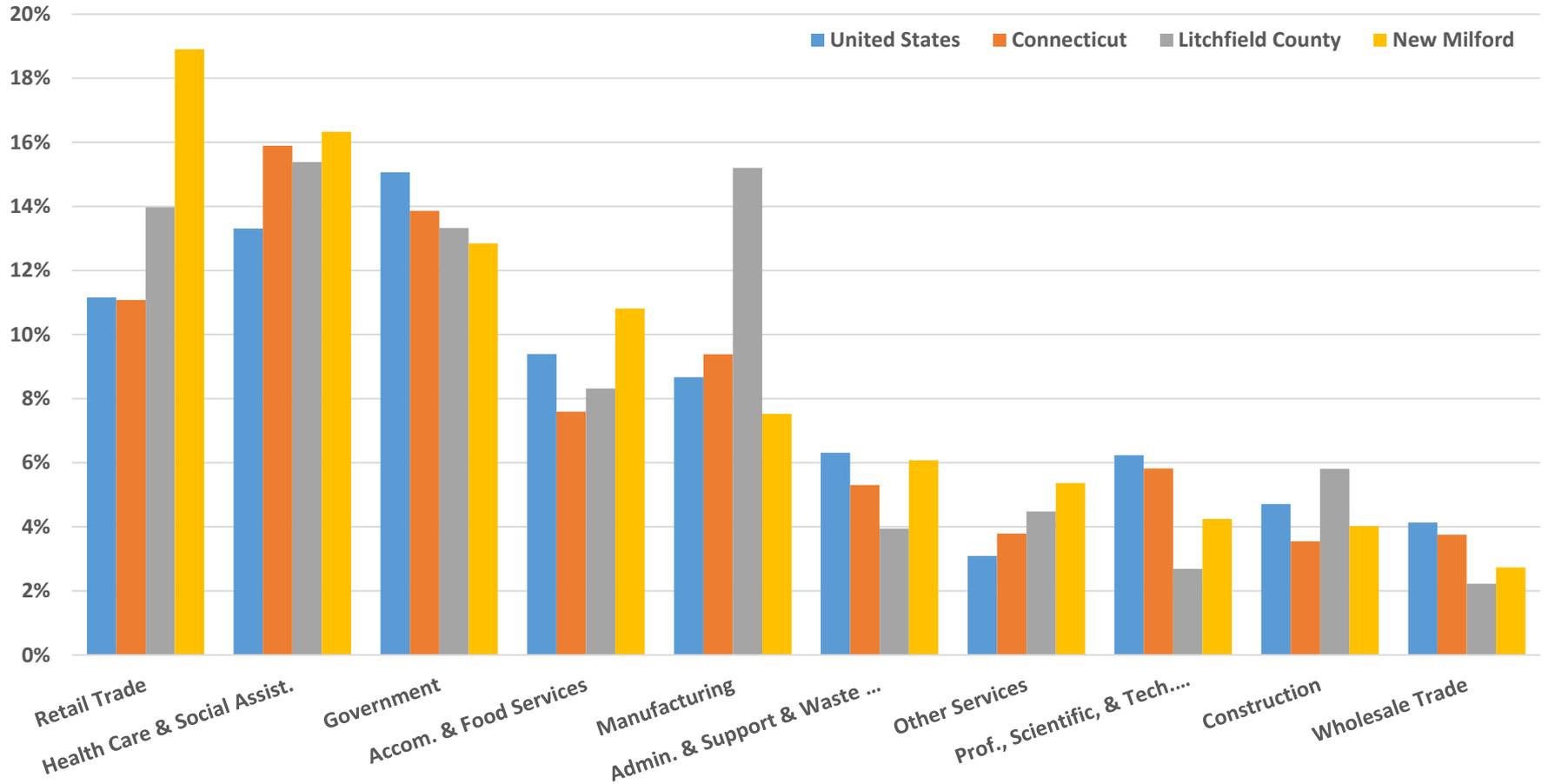


Unemployment Rate



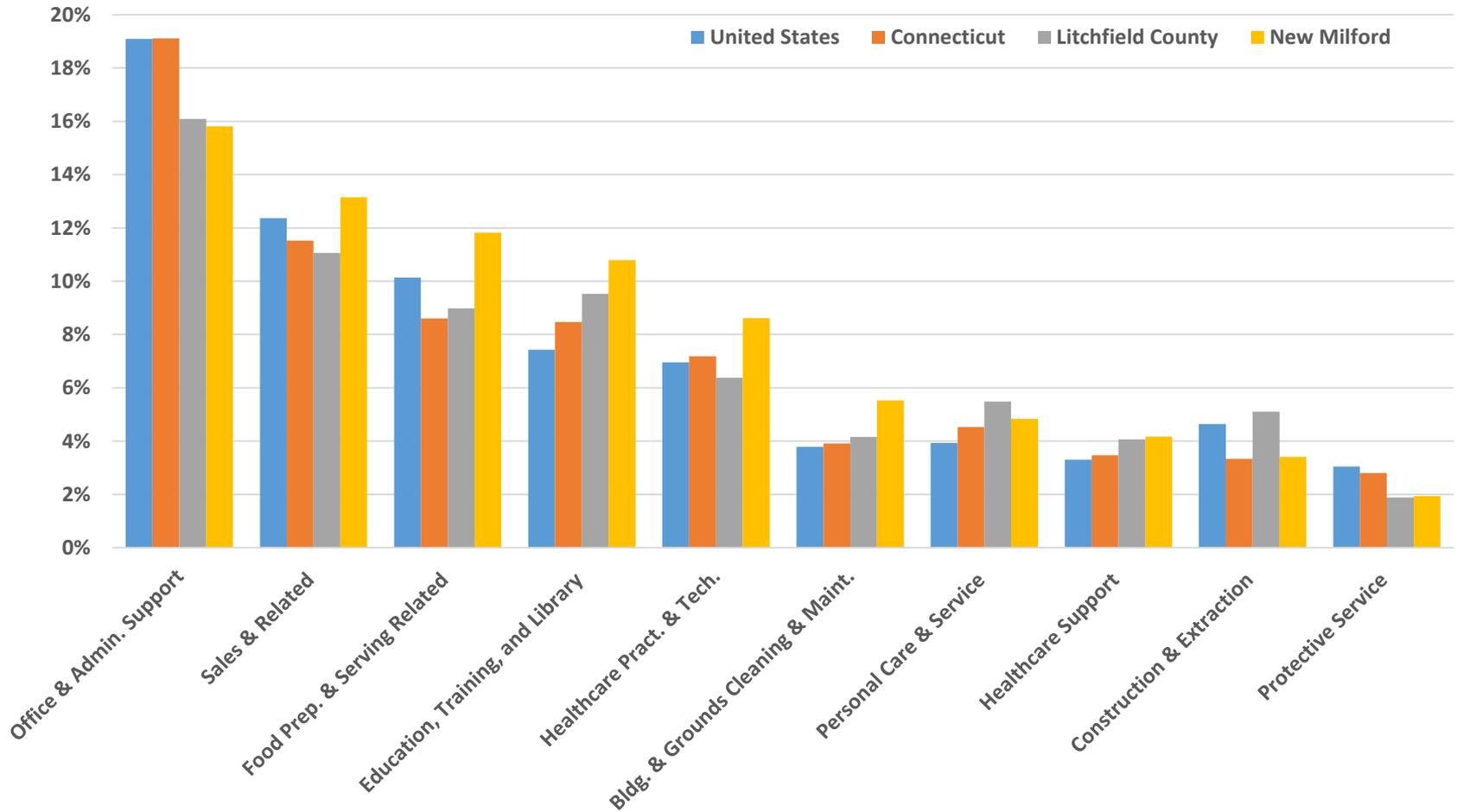
Source: CT Department of Labor Local Area Unemployment Statistics.
Note: Not seasonally adjusted.

Largest Industries by Employment



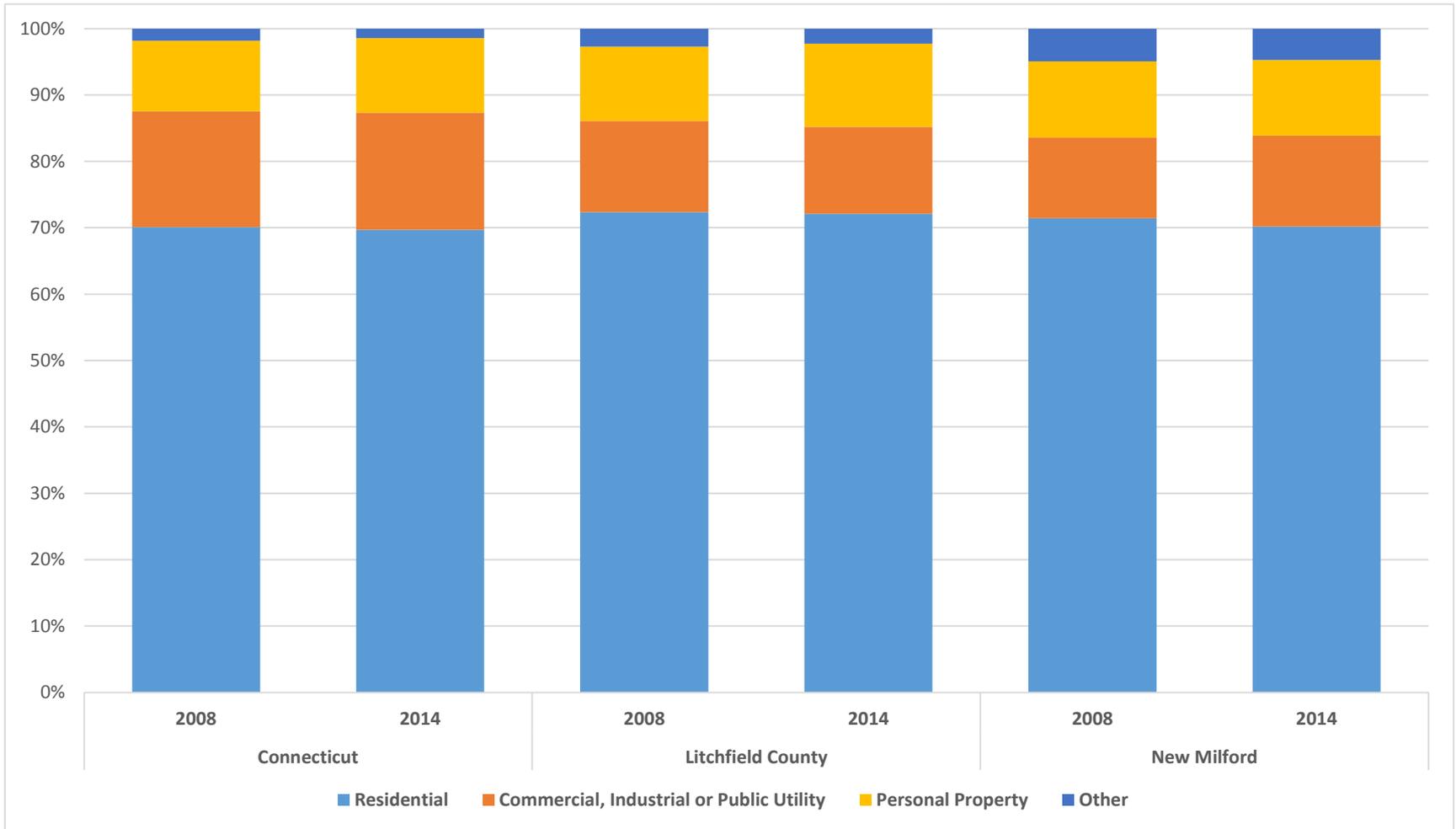
Source: Economic Modeling Specialists, Inc.

Most Common Worker Occupations



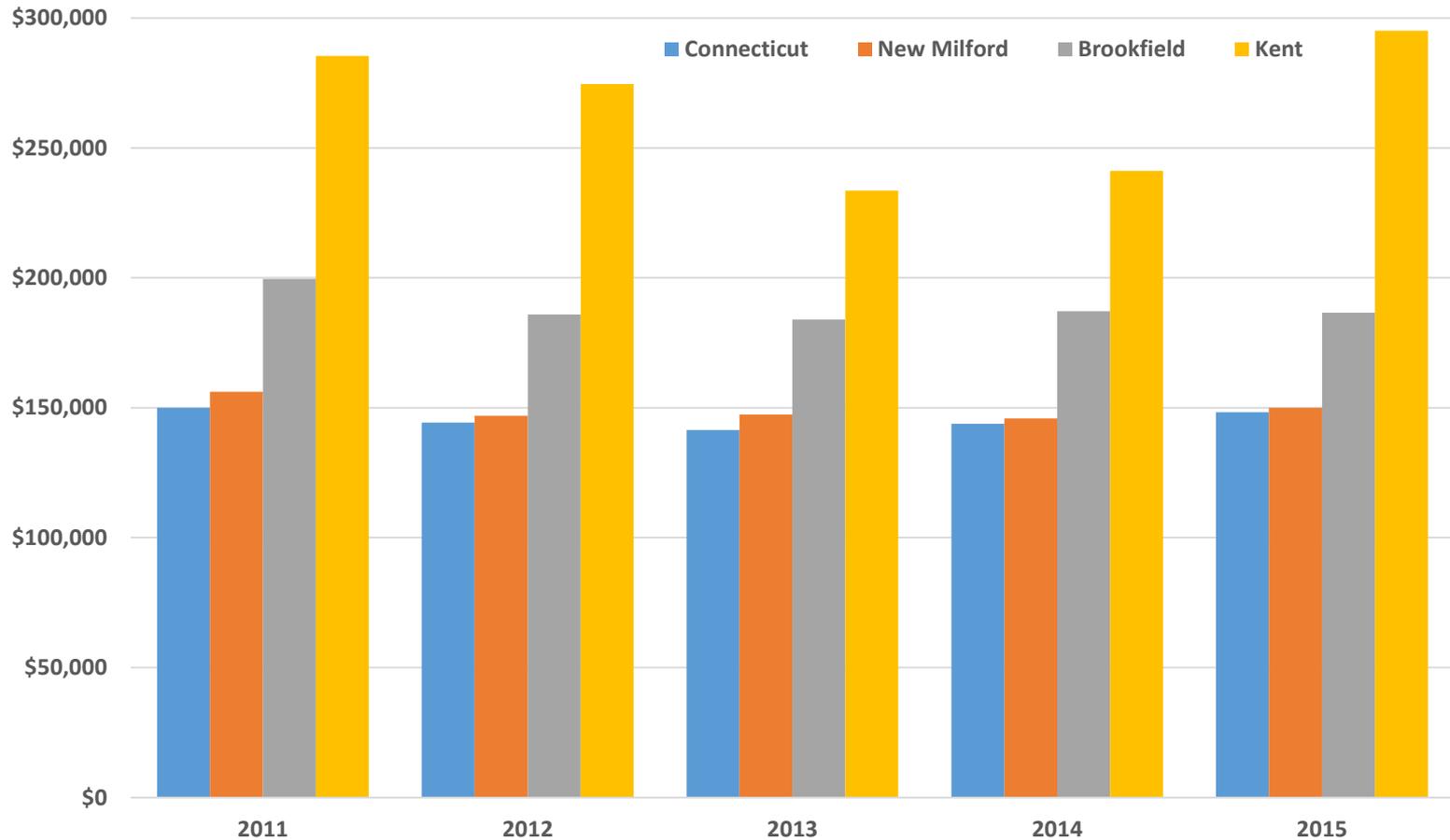
Source: Economic Modeling Specialists, Inc.

Equalized Net Grand List



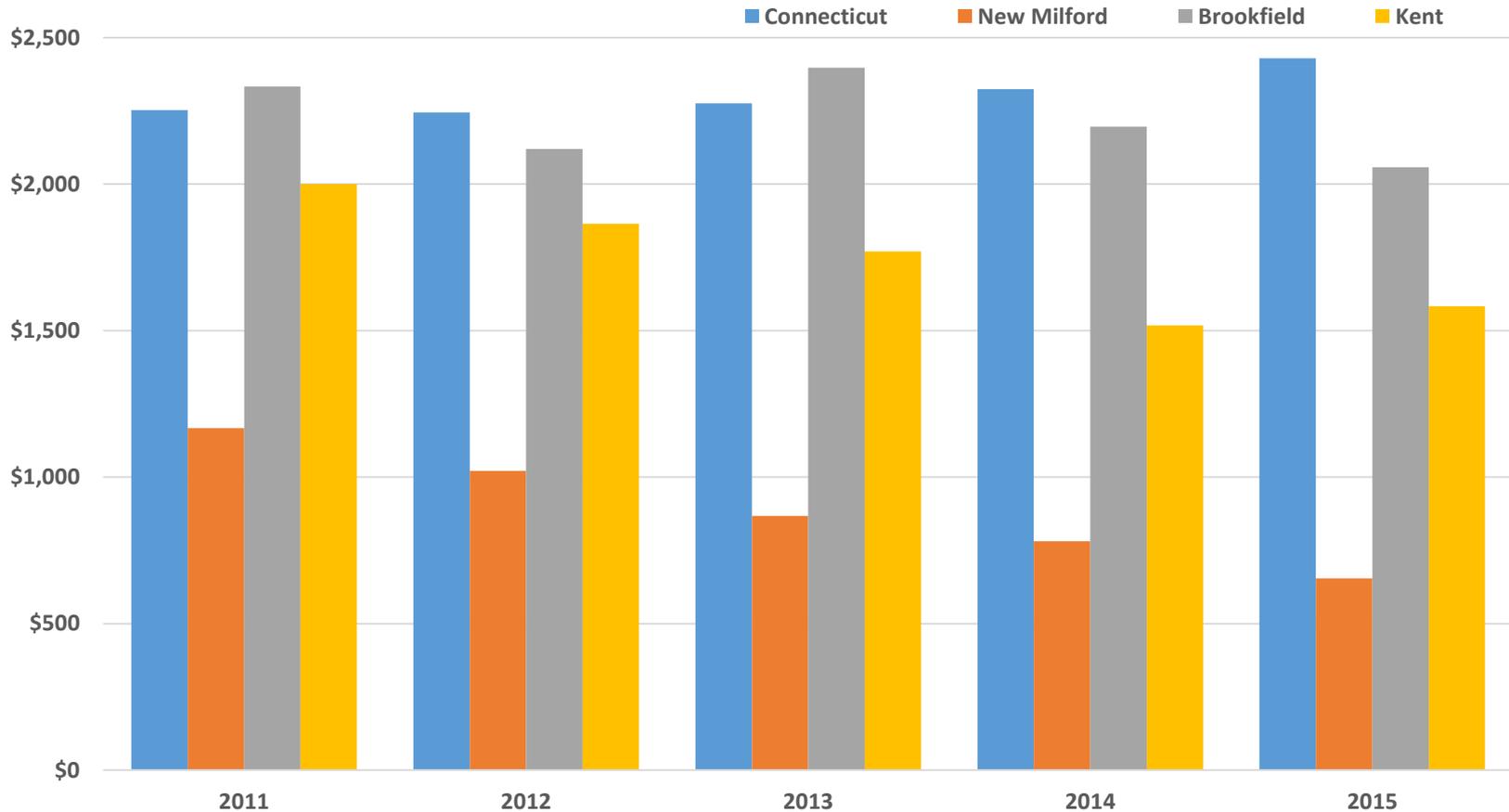
Source: Municipal Fiscal Indicators. CT Office of Policy and Management. 2016.

Equalized Net Grand List Per Capita



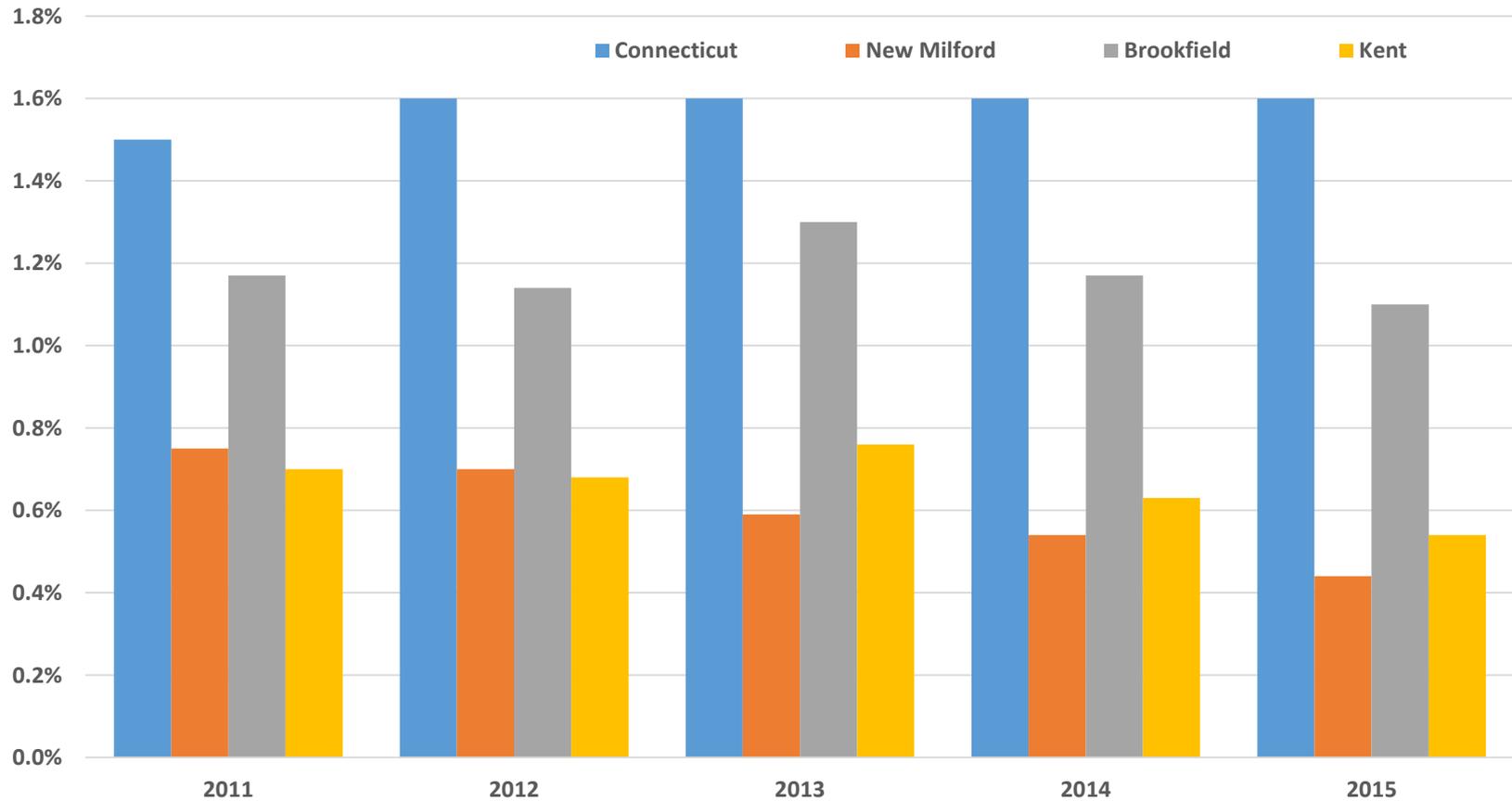
Source: Municipal Fiscal Indicators. CT Office of Policy and Management. 2016.

Bonded Long-Term Debt Per Capita



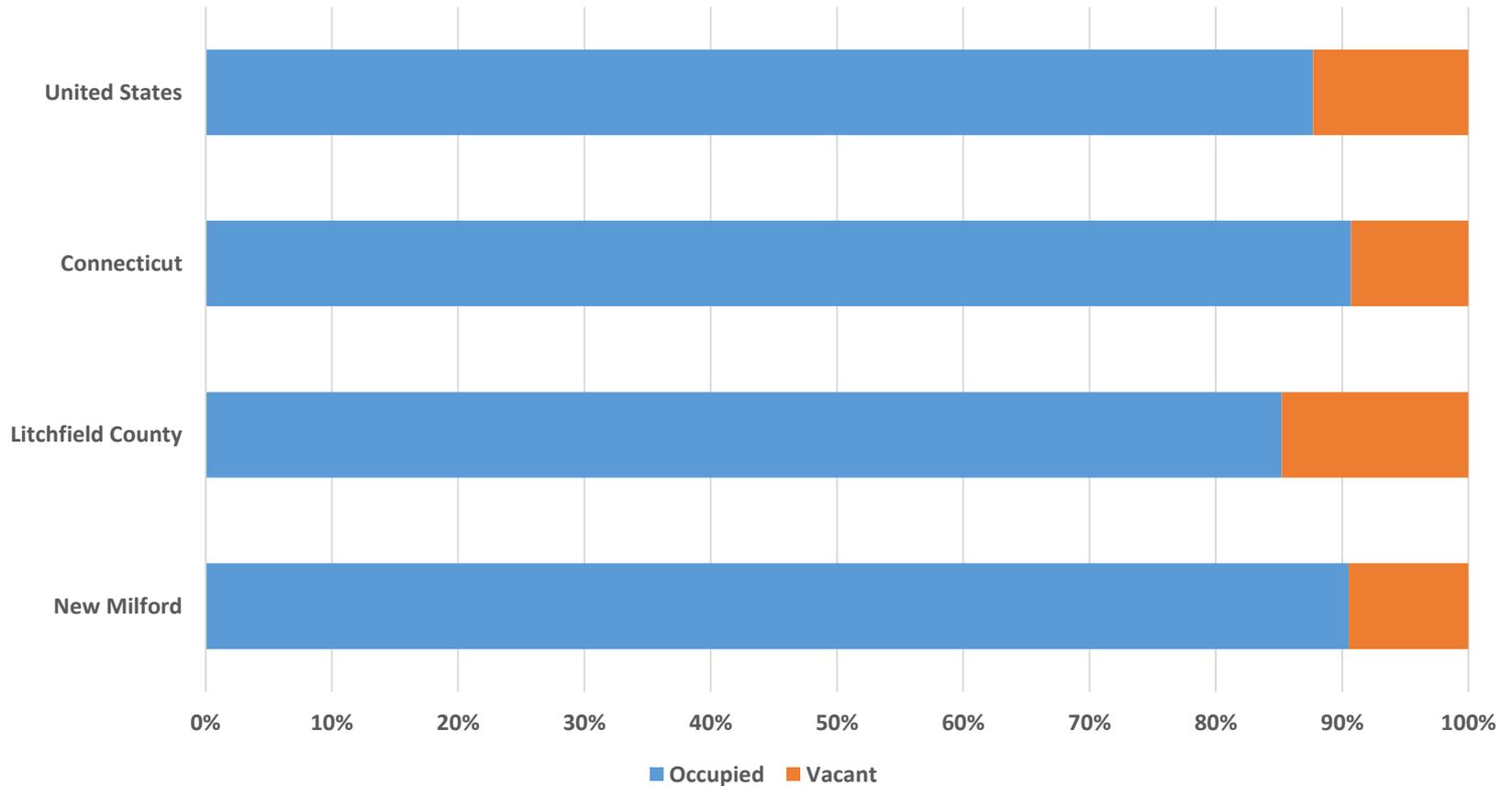
Source: Municipal Fiscal Indicators. CT Office of Policy and Management. 2016.

Debt as a Percent of Grand List



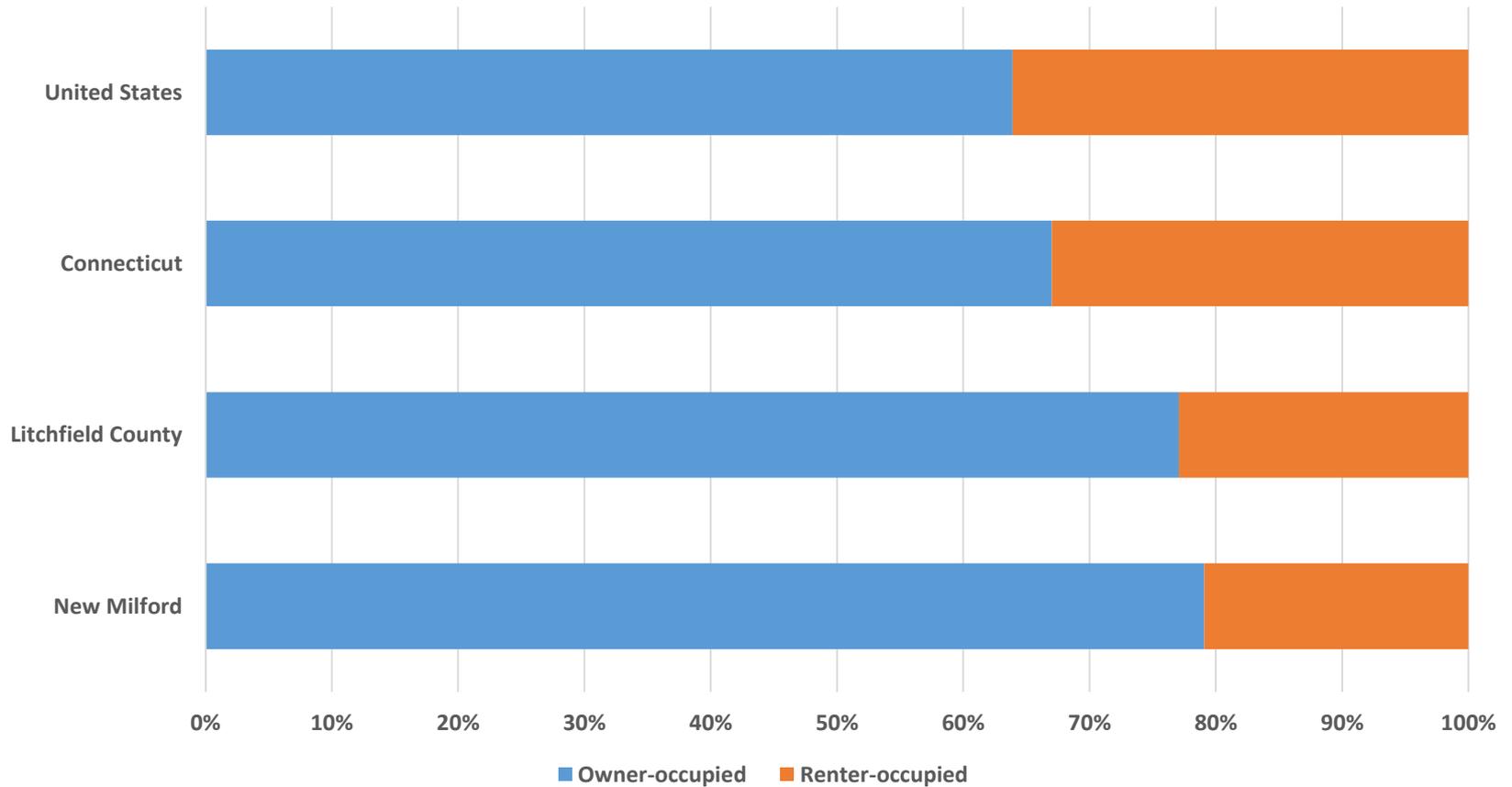
Source: Municipal Fiscal Indicators. CT Office of Policy and Management. 2016.

Occupied or Vacant Housing



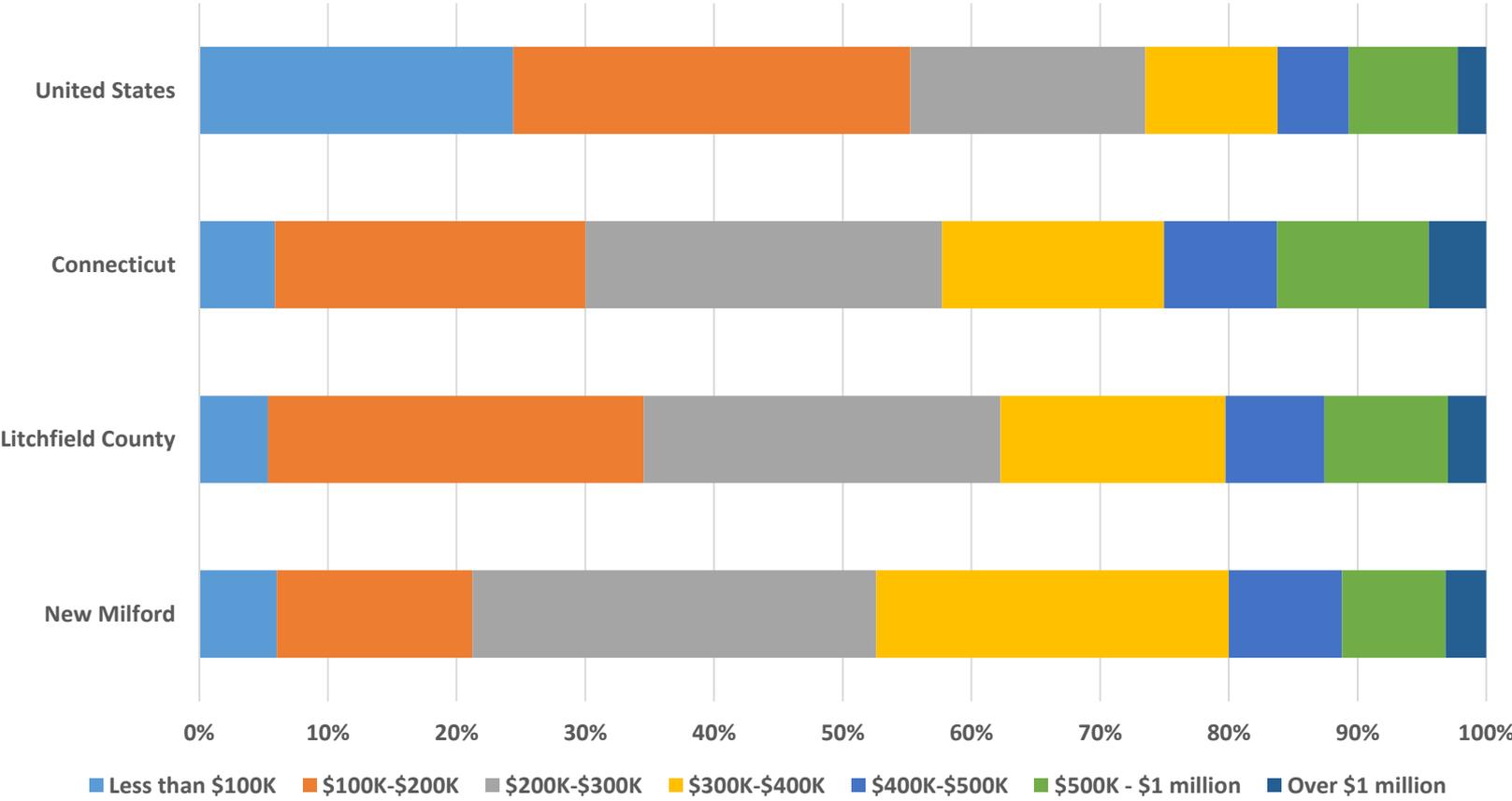
Source: U.S. Census Bureau. American Community Survey Five Year Estimates 2011-2015.

Owner- or Renter-Occupied Housing



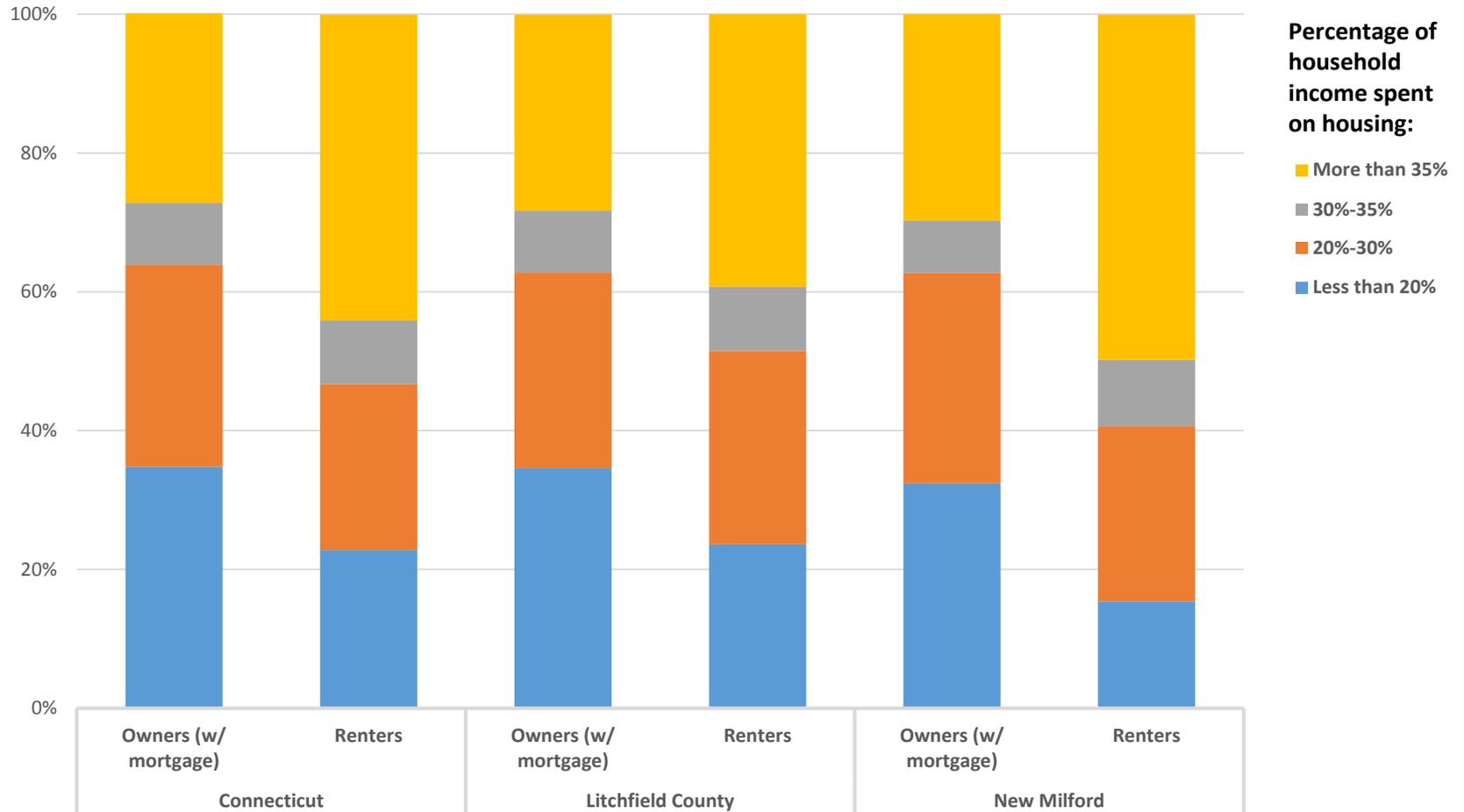
Source: U.S. Census Bureau. American Community Survey Five Year Estimates 2011-2015.

Value of Owner-Occupied Housing



Source: U.S. Census Bureau. American Community Survey Five Year Estimates 2011-2015.

Housing Affordability



Source: U.S. Census Bureau. American Community Survey Five Year Estimates 2011-2015.
 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?

Framing Our Discussion: Illustrative Questions About Economic Development Activities

- What is economic development?
Why should you care?
- What is the difference between growth and development?
- Is there a difference between economic development, community development, and real estate development?
- How does your town fit into the broader regional & global economy?
- What defines the economic future (vision and goals) of the region/town?
- What are your choices in the community?
- How do you create great places?
- What are your strengths and weaknesses?
- How do different audiences perceive development and how do you communicate?
- What is your reputation in the economic development market?
- What are the threats to the fiscal health of your community? Can you afford the things you want?
- What are the needs of local businesses?
- Who are the stakeholders and partners?

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)

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

Economic Development Approaches

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.

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*

Local Choice: Different Development Options

Local Choice: Different Development Options





HOBBY LOBBY

CVS/pharmacy

CVS

pharmacy

Local Choice: Different Development Options





CVS/pharmacy
24 HOURS

OPEN
24
HOURS

156 NDJ

618 YCJ

206 NTR

708 JKA

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

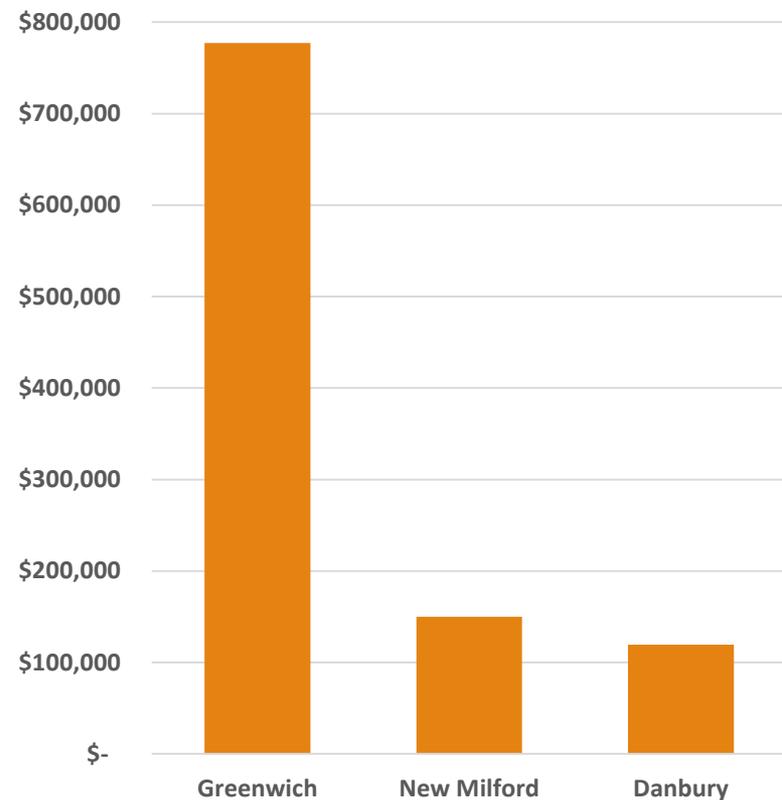
Land Consumed (acres)	0.18
Total Prop. Taxes /Year	\$71,680
Total Prop. Taxes /Acre	\$398,222
Residents/Acre	44
Jobs /Acre	22

Enfield Big Box vs. Downtown Mixed-Use Development

Drivers of Local Economic Development

- Impact on grand list growth
- Change in the quality of the town's assets
- Balance of commercial/residential development
- Housing - largest component of the grand list
 - Housing stock, age and type
 - Diversity of housing choices

Net Grand List Per Capita (2014)



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

SEARCH [HEAT MAPS](#) [LAYERS](#) [COMPARE](#)

Find:

Buildings

Sites

Businesses

Communities

Square Feet

MIN SIZE - MAX SIZE

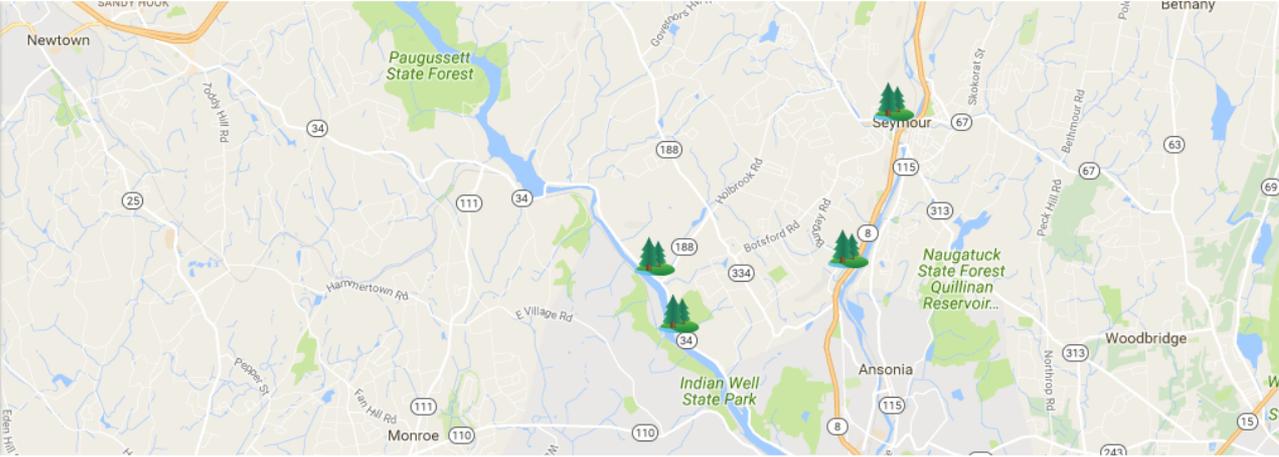
For Sale For Lease

Select Type

Office Industrial Retail Special

[MORE FILTERS](#) [SEARCH](#)

[Reset](#) [Minimize](#)



Results [Refine Search](#)

[Print](#) [Sort by](#) [Export](#) [Advanced](#)

	<p>706 Derby Ave</p> <p>Address: 706 Derby Ave City: Seymour County: New Haven Zip Code: 06483</p>	<p>Type: Office, Industrial, ... Min SubDivide: 63 acres Available: 63 acres</p>	<p>Total: 63 acres For Sale: yes Sale Price: \$2,800,000.00</p>	1 of 4
	<p>85-101 Bank Street</p> <p>Address: 85-101 Bank Street City: Seymour County: New Haven Zip Code: 06483</p>	<p>Type: Retail Min SubDivide: 1.06 acres Available: 10.6 acres</p>	<p>Total: 1.06 acres For Sale: yes Sale Price: \$800,000.00</p>	2 of 4

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?

Contact

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