

Fundamentals of Municipal Economic Development

A Transformational Approach

Presented to the Town of Middlebury
October 10, 2017



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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

Created by The Connecticut Data Collaborative

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 PDF's of the CERC Town Profiles and an interactive 1 indicator.

The town profiles were updated with 2011-2015 Census ACS data on December 1, 2016. The profiles were 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

- Madison
- Manchester
- Mansfield
- Marlborough
- Meriden
- Middlebury
- Middlefield
- Middletown

DOWNLOAD CERC PDF

Connecticut Town Profiles

Demographic Indicators

Population Trends

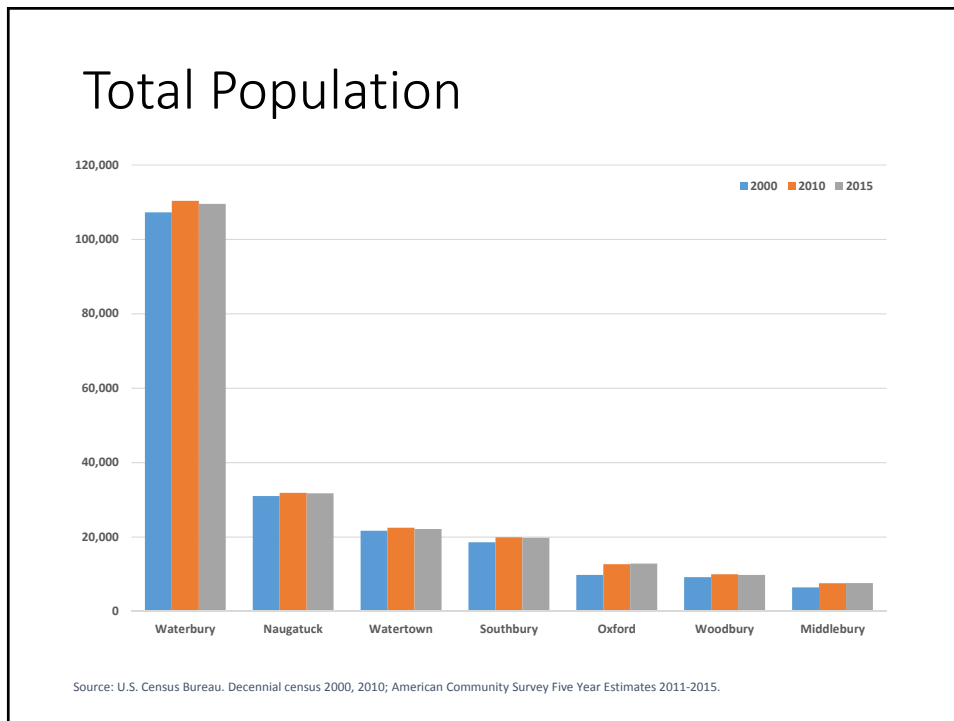
	Middlebury	New Haven County	Connecticut
Projected Population, 2020	8,233	898,514	3,604,591
Population, 2000	6,451	824,008	3,405,565
Population, 2010	7,575	862,477	3,574,097
Population, 2011-2015	7,597	862,224	3,593,222

About these indicators:
 View Counties

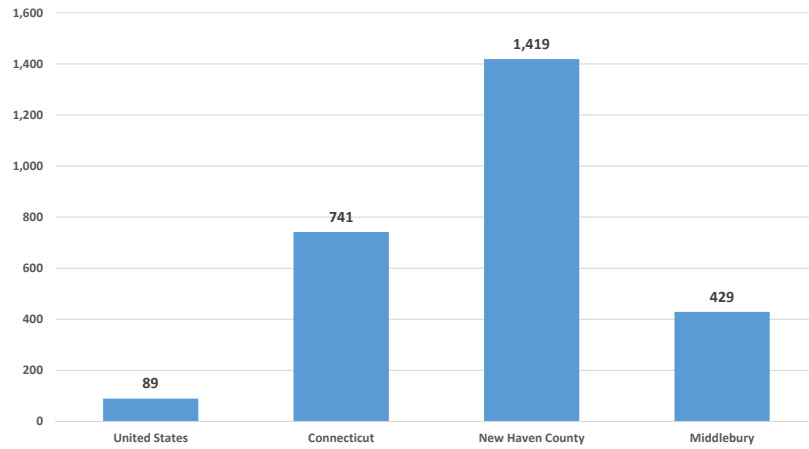
Other Demographic Characteristics

	Middlebury	New Haven County	Connecticut
Land Area	17.75 sq. mi.	604.5 sq. mi.	4842.33 sq. mi.
Population Density	428 pop./sq. mi.	1426.34 pop./sq. mi.	742.04 pop./sq. mi.
Poverty Status	4.0% vs 9%	13.0% vs 4%	10.5% vs 7%
Total Households	2,722 (vs)	324,028 (vs 143)	1,352,583 (vs 143)
Median Household Income	\$97,756 (vs 82)	\$61,645 (vs 88)	\$70,331 (vs 83)
Median Age	45.6 (vs 3)	39.8 (vs 2)	40.4 (vs 1)

About these indicators:
 View Margins of Error
 View Counties

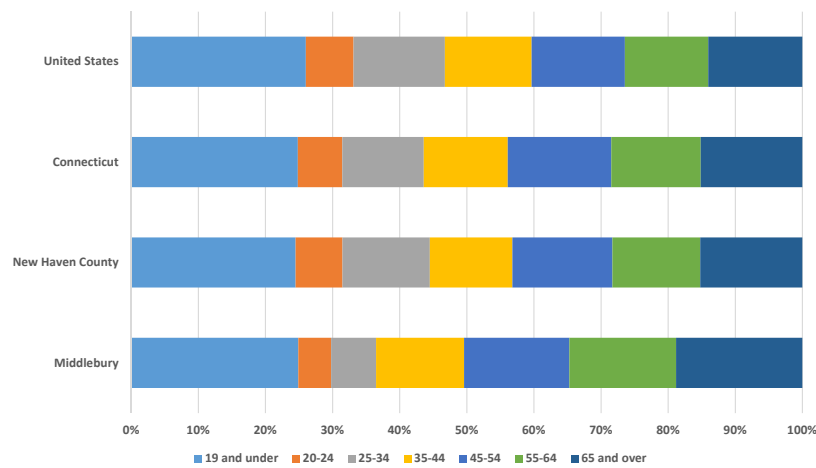


Density (Residents per Sq. Mile)



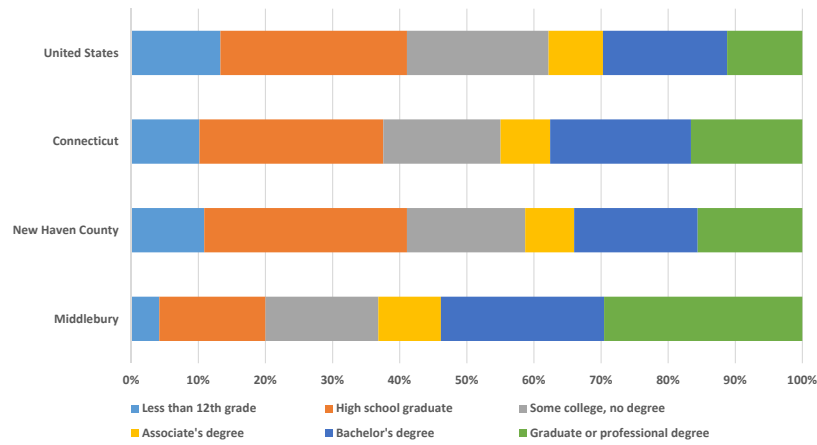
Source: CT Department of Public Health Population Estimates, 2015. CT Department of Economic Development Population, Land Area, and Density by Location.

Population by Age



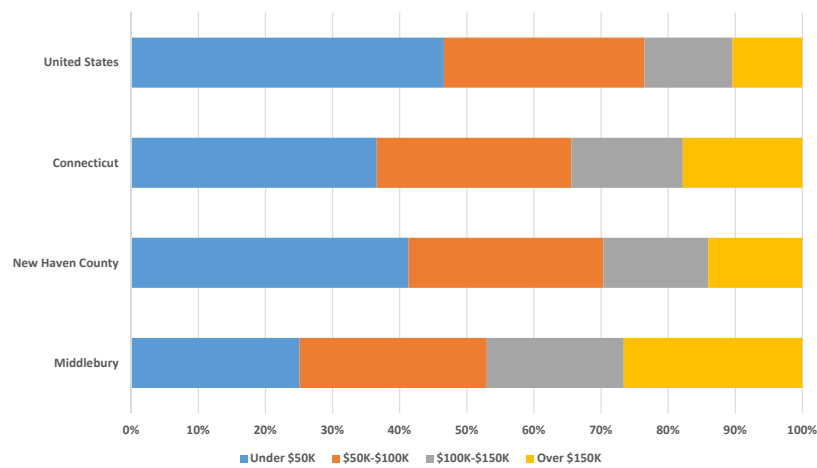
Source: U.S. Census Bureau. American Community Survey Five Year Estimates 2011-2015.

Population by Educational Attainment



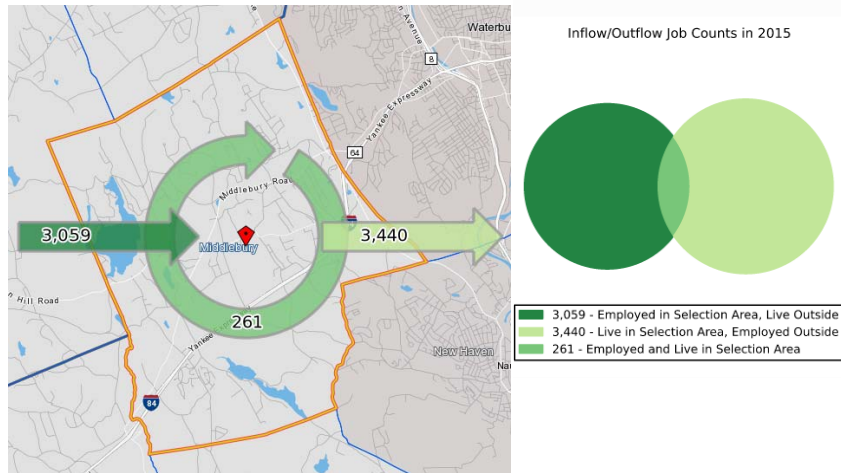
Source: U.S. Census Bureau. American Community Survey Five Year Estimates 2011-2015.

Population by Household Income



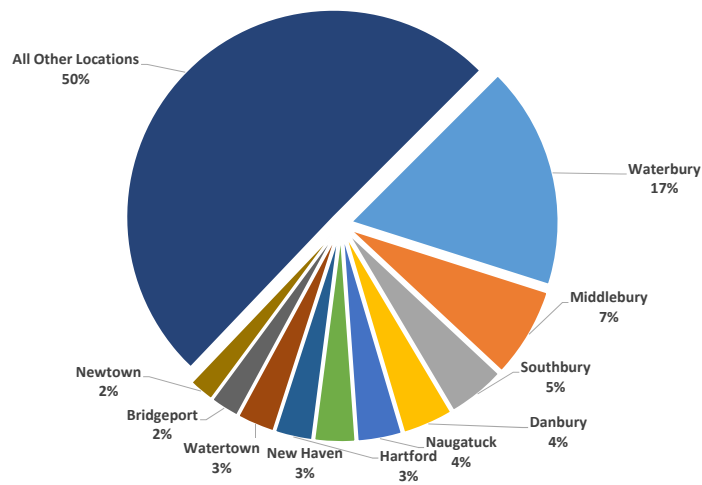
Source: U.S. Census Bureau. American Community Survey Five Year Estimates 2011-2015.

Commuting Patterns



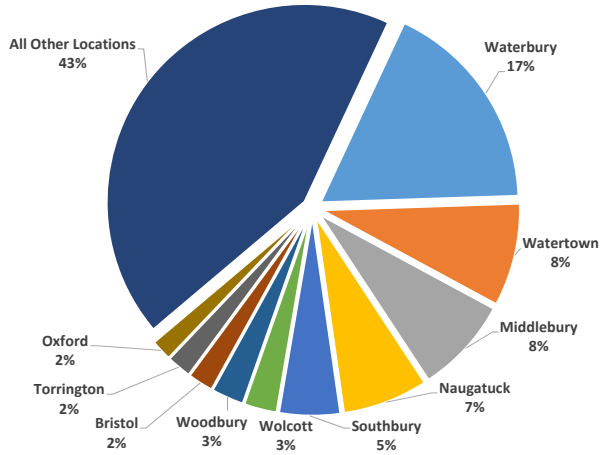
Source: U.S. Census Bureau, LEHD Origin Destination Employment Statistics, 2014.

Where Residents Work (Top 10)



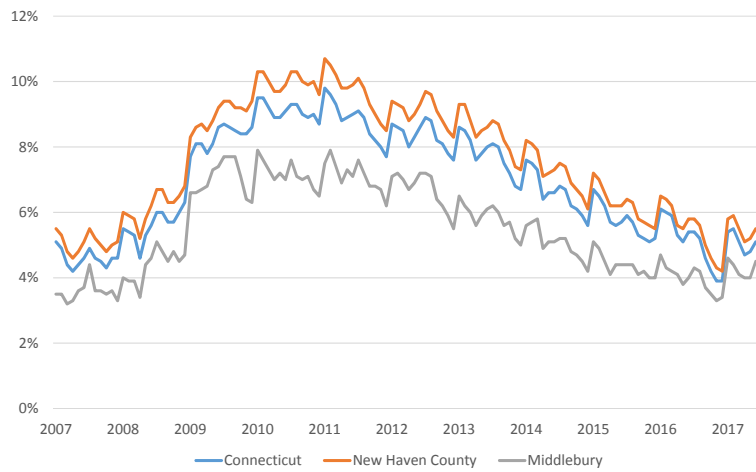
Source: U.S. Census Bureau, LEHD Origin Destination Employment Statistics, 2015.

Where Workers Live (Top 10)



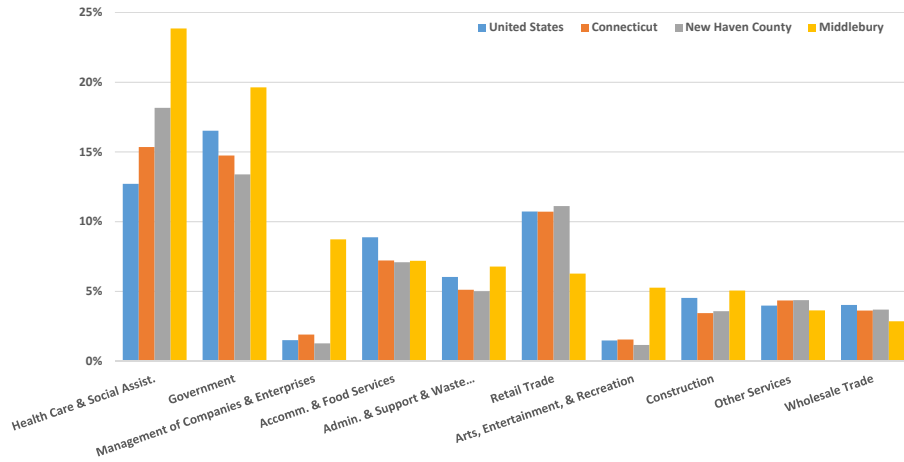
Source: U.S. Census Bureau, LEHD Origin Destination Employment Statistics, 2015.

Unemployment Rate



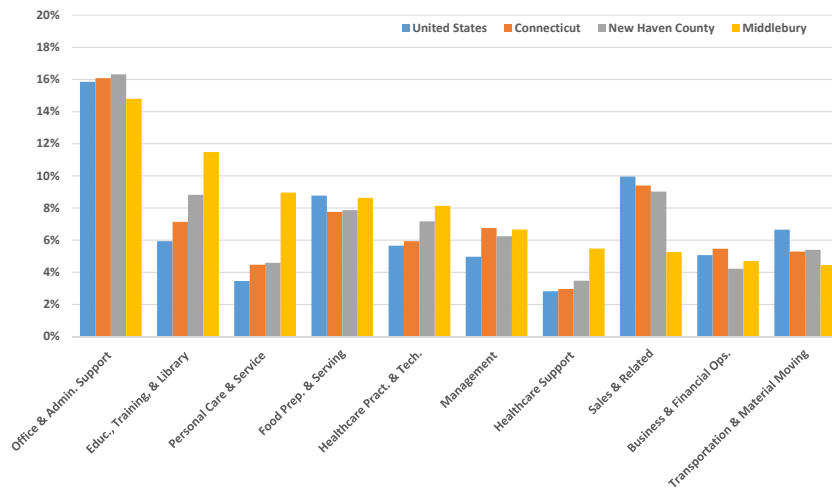
Source: CT Department of Labor Local Area Unemployment Statistics.
Note: Not seasonally adjusted.

Largest Industries by Employment



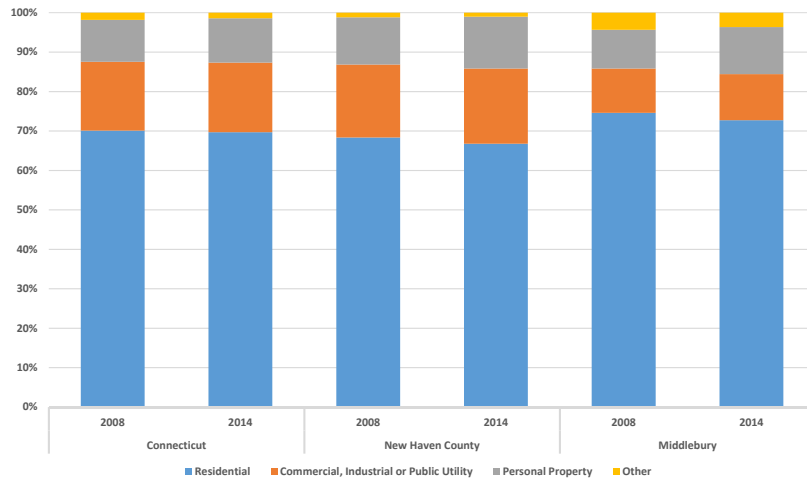
Source: Economic Modeling Specialists, Inc., 2015.

Most Common Worker Occupations



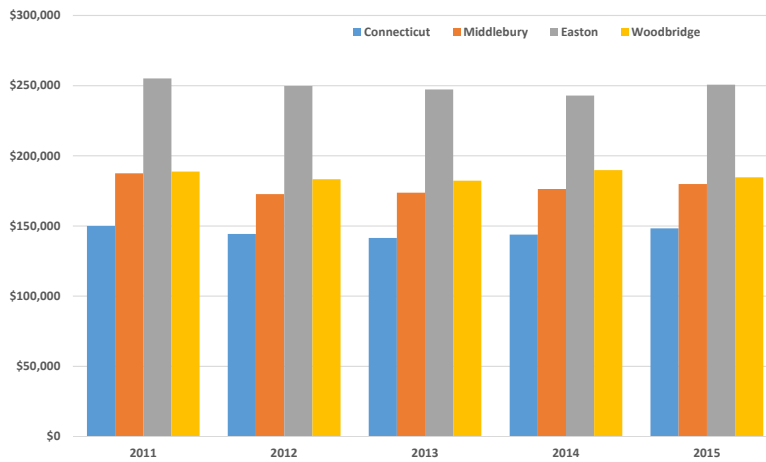
Source: Economic Modeling Specialists, Inc., 2015.

Equalized Net Grand List



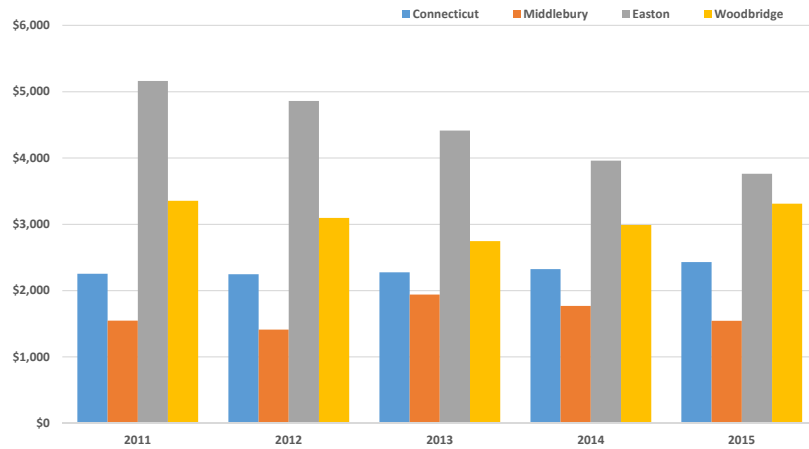
Source: Municipal Fiscal Indicators. CT Office of Policy and Management. 2016.

Equalized Net Grand List Per Capita



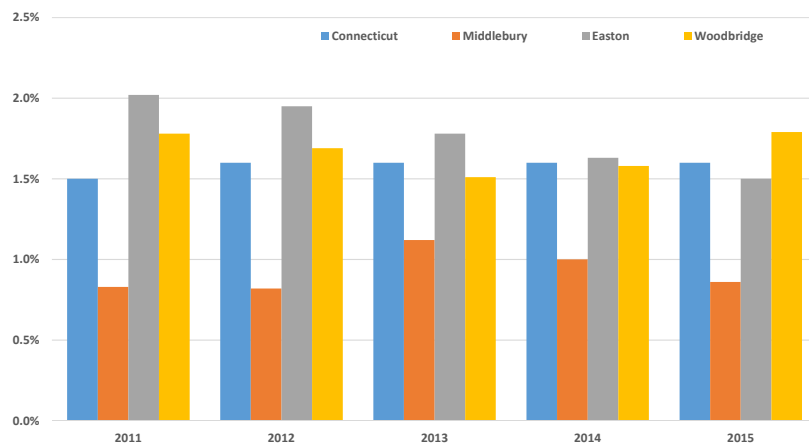
Source: Municipal Fiscal Indicators. CT Office of Policy and Management. 2016.

Bonded Long-Term Debt Per Capita



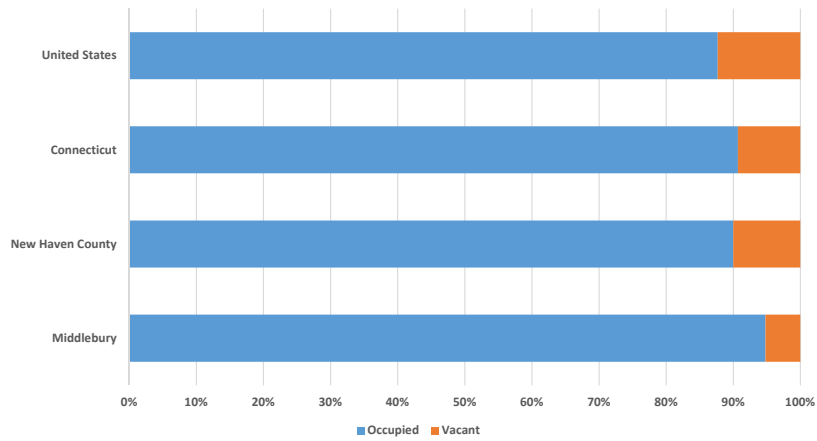
Source: Municipal Fiscal Indicators. CT Office of Policy and Management. 2016.

Debt as a Percent of Grand List



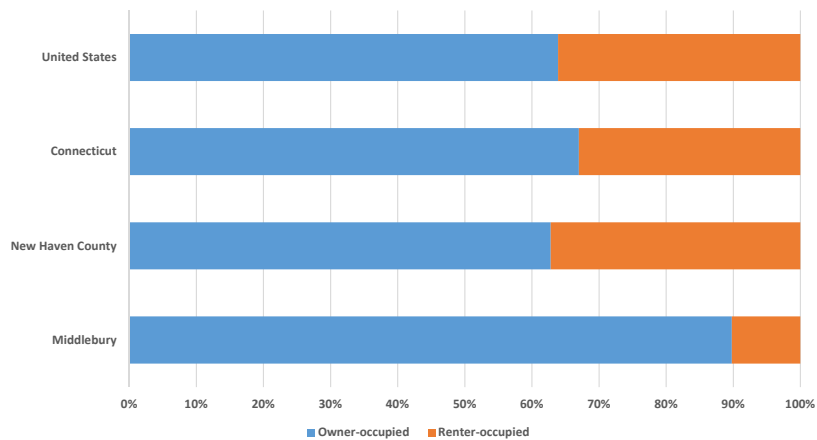
Source: Municipal Fiscal Indicators. CT Office of Policy and Management. 2016.

Occupied or Vacant Housing



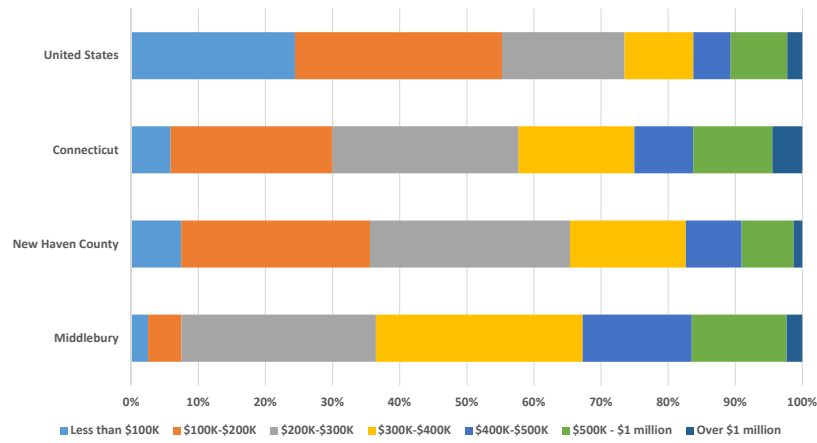
Source: U.S. Census Bureau. American Community Survey Five Year Estimates 2011-2015.

Owner- or Renter-Occupied Housing



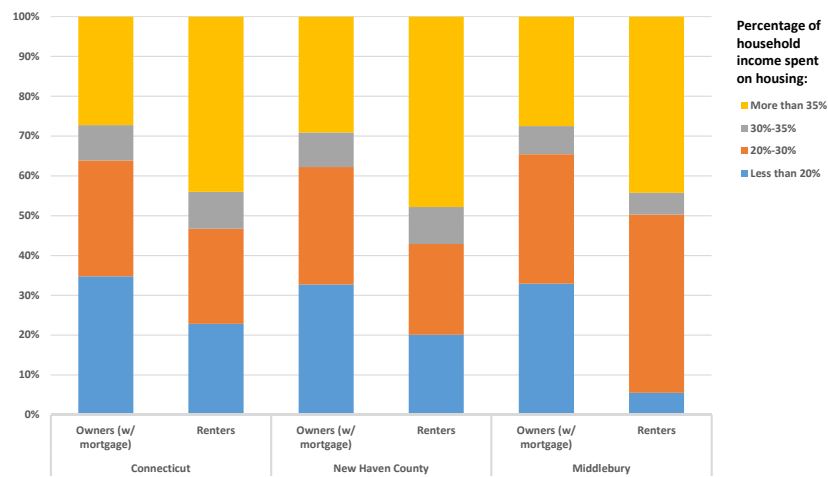
Source: U.S. Census Bureau. American Community Survey Five Year Estimates 2011-2015.

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?

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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?

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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





Local Choice:
Different Development Options





Economic Development Choices: Density

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

Wilcox Street



Economic Development Choices: Big Box vs. Main Street Development



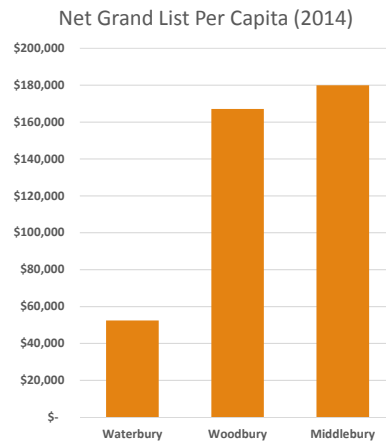
	<u>Costco</u>	<u>Downtown Cornerstone</u>
Land Consumed (acres)	19.0	0.18
Total Prop. Taxes /Year	\$366,477	\$71,680
Total Prop. Taxes /Acre	\$19,288	\$398,222
Residents/Acre	0	44
Jobs /Acre	5.2	22

Enfield Big Box vs. Downtown Mixed-Use Development

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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



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

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Section 3

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

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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

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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

The screenshot displays the SITEFINDER web application interface. At the top, there is a navigation bar with links for Property Search, Resources, Membership, About, Contact, and CERC.com. Below this is a search bar and a map of the Waterbury, Vermont area. The map shows several commercial properties marked with icons. Below the map, there is a 'Results' section with a table of search results. The table includes columns for 'Price', 'Sort by', 'Export', and 'Advanced'. Two results are visible:

Address	Type	Total of sqft	Page
488 Middlebury Road City: Waterbury County: New Haven Zip Code: 05752	Type: Office Min Sq/Chk'd: 2,000 sqft Available: 20,000 sqft	Total: 20,000 sqft For Lease: yes Lease Rate: \$10.00/sqft Lease Term: 5.0-10.00 yrs for... Number Floors: 2 Height Ceiling: 12.0'	1 of 22
900 Straits Turnpike City: Waterbury County: New Haven Zip Code: 05752	Type: Office, Retail, Re... Min Sq/Chk'd: 2,000 sqft Available: 1,000 sqft	Total of sqft For Lease: yes Lease Rate: \$10.00/sqft Lease Term: 5.00 yrs	2 of 22

At the bottom of the screenshot, there is a footer with the text '©CERC2017' on the left and the number '43' on the right.

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

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