I. CALL TO ORDER:

II. PUBLIC COMMENTS (on non-agenda items):

III. ACTIVE BUSINESS:
1. Report: Tolland County Chamber of Commerce

2. Report: Agricultural Initiatives
   a. Discussion: Invitation to Participate, April 19, 2022, Town-wide Farm Day, Saturday, September 17, 2022, 10AM - 3PM.

   b. Discussion: Program for Municipal Accreditation List of Potential Action Items

4. Report: Tax Incentive/Abatement Programs

5. Report: Current Economic Activity

IV. ADMINISTRATIVE BUSINESS:
1. Fiscal Year 2021-2022 Budget & Expenditures update.

2. Approval of the April 13, 2022 and May 11, 2022 regular meeting minutes.

3. Correspondence:

V. ADJOURNMENT:

Next regular meeting is scheduled for July 13, 2022

Instructions to attend remotely via Zoom Meeting listed below. The agenda is posted on the Town’s webpage (www.ellington-ct.gov) under Agenda & Minutes, Economic Development Commission.

Join Zoom Meeting via link:
Link: https://us06web.zoom.us/j/85000315035
Meeting ID: 850 0031 5035
Passcode: 020451

Join Zoom Meeting by phone:
1-646-558-8656 US (New York)
Meeting ID: 850 0031 5035
Passcode: 020451

COMMISSIONERS: TO ASSIST IN ESTABLISHING QUORUMS REQUIRED TO CONDUCT MEETINGS, PLEASE CONTACT THE PLANNING DEPARTMENT IF YOU ARE UNABLE TO ATTEND A SCHEDULED MEETING.
April 19, 2022

NAME
ADDRESS
ADDRESS

RE: INVITATION TO PARTICIPATE - 1st Annual Ellington Farm Day
    September 17, 2022, 10:00 AM – 3:00 PM

Dear

I write on behalf of the Ellington Economic Development Commission. For the past two years, the Commission sponsored a buy local promotion during the winter holiday shopping season to help bolster consumer activity for local retailers. The two events prompted more than 160 customer visits for over 40 Ellington businesses. The Commission wants to expand buy local efforts and highlight Ellington agriculture businesses and programs. After polling a sampling of local farms, the Commission is pleased to promote the 1st Annual Ellington Farm Day on Saturday, September 17, 2022, from 10:00 AM to 3:00 PM; AND, WE ARE HOPEFUL YOU’LL PARTICIPATE.

Through the Ellington Planning Department, the Commission will advertise the event and participating locations in the Ellington Newsletter, via Press Release, ads in local newspapers, posts on town-sanctioned social media, etc. The level of activity during the event is up to you...keep it simple and merely open for business, or dig-in and hold an open house, offer special sales, conduct tours, host educational sessions, etc.

Advertising the event will start early summer, we’d love to include your farm/farm-related program in advertisements. If you are interested in participating, save the date and sign-up by contacting the Ellington Planning Department in the coming weeks by phone at 860-870-3120, email at planner@ellington-ct.gov, or visit the Ellington Town Hall Annex at 57 Main Street. On behalf of the Commission and the Planning Department, thank you for your time and consideration.

Very truly yours,

Lisa M. Houlihan, AICP
Ellington Town Planner
CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good afternoon Lisa-

On behalf of the Connecticut Economic Development Association (CEDAS) I am pleased to inform you that the Town of Ellington has been selected as a 2022 Silver Level Certified Community in Best Practices in Economic Development & Land Use. Congratulations!

This is an immense achievement, which is a tribute to your municipality’s dedication to reviewing existing strategies, determining areas where your community excels, recognizing areas of improvement, and actively focusing on advancing economic vitality.

CEDAS will publicly announce our 2022 Best Practices Certified Communities this week. Our Best Practices Committee will be in touch shortly thereafter to provide you with feedback relative to your application.

We are working to finalize details of the Awards Ceremony, which is being planned for the first week of June. A notice of this event is forthcoming.

We look forward to celebrating your success!

Sincerely,
Kristen Gorski, President
Connecticut Economic Development Association

Best Regards,
1. Community has a plan for communicating effectively across language barriers.

2. Works collaboratively with a diverse group of partners, reflecting the diversity of your community (race, ethnicity, gender, unique perspectives, etc.) that informs inclusive growth and equitable economic development. (Description of organizations town is partnered with or members of and an example of collaboration in no more than one paragraph.)

3. Publishes a check list or flow chart demonstrating required permit submittals and it is sent to applicants with steps that must be completed in order to proceed. (Please provide a description or URL of checklist or flow chart and evidence of dissemination (e.g. website or sample communications).

   **BP Strategy: See attached draft “General Application Review Flowchart”**

4. Asks applicants to provide feedback on the application process and uses feedback to make process improvements (customer satisfaction survey). (Provide URL link to survey tool, short narrative description of process and how results are being used.)

5. Engages women and minority-owned businesses to determine specific needs and direct them to specialized resources. (Provide URL or narrative description of evidence, no more than one paragraph.)
Ellington, CT
Planning Department
57 Main Street, PO Box 187, Ellington, CT 06029
Phone: 860-870-3120 / General Email: planner@ellington-ct.gov

Monday: 8:30AM - 6:00PM, Tuesday - Thursday: 8:30AM - 4:00PM, Friday: 8:30AM - 1:30PM
(excluding holidays and emergency closings)

GENERAL APPLICATION REVIEW FLOWCHART
Regulatory Land Use Commission
Inland Wetland Agency / Planning and Zoning Commission / Zoning Board of Appeals
Ellington Regulatory Land Use Commission General Application Process (Public Hearing)

1. Applicant submits application, fee, & supportive docs to Planning Department
2. Planning Department distributes application materials for interdepartmental staff review
3. Planning Department forwards Town Staff comments to Applicant
4. Applicant responds to comments
5. Planning Department makes public notice in newspaper & forwards public notice to applicant to send to abutters
6. Applicant mails public notice to abutters via Certificate of Mailing
7. Planning Department adds application to public hearing meeting agenda & forwards agenda to applicant
8. Applicant processes post approval actions as needed
9. Public hearing opened and application presented / commission renders decision
10. Planning Department publishes notice of decision in newspaper & generates approval letter

Inland Wetland Agency / Planning & Zoning Commission / Zoning Board of Appeals
Ellington Regulatory Land Use Commission General Application Process (No Public Hearing)

1. Applicant submits application, fee, & supportive docs to Planning Department.
2. Planning Department distributes application materials for interdepartmental staff review.
3. Planning Department forwards Town Staff comments to Applicant.
4. Applicant responds to comments.
5. Planning Department adds application to meeting agenda and forwards agenda to applicant.
6. Applicant processes post approval actions as needed.
7. Planning Department publishes notices of decision in newspaper and generates approval letter.
8. Applicant presents app / commission renders decision.

Recommended: Pre-application meeting with Planning Department.
Chapter Six: Economic Development – Commercial and Industrial Development

Economic Development Overview

Commercial and industrial development is important to the community and community planning for many reasons. First, it is a source of economic development, both in terms of providing jobs for Ellington residents and tax revenues for local government. Second, commercial and industrial development provide services and amenities for residents and businesses. Last, commercial and industrial development contribute to the overall character of the community.

Ellington has several commercial and industrial areas. These include the Route 83 corridor (from the Vernon town line to the north and the airport to the north); the Town Center Triangle (between Main and Maple Streets and west to Tomoka Avenue); the Five Corners area; the Industrial Park/Windermere area; Crystal Lake area; and Route 140 West (South of Reeves Road). While each of these areas play a role in commercial and industrial development, some of the areas are small, neighborhood scale, and distanced from major arterials. From a macro perspective, Ellington is distanced from the interstate highway system, creating a competitive disadvantage for large-scale commercial and industrial development. However, this does not mean that commercial and industrial development are not important or not possible, but that the locations for such development—in a meaningful scale—is limited mostly to the Route 83 corridor and the Town Center Triangle. Therefore, this Plan recommends focusing on these two areas as the primary opportunities for commercial and industrial development.

The Route 83 corridor, being the primary arterial in Ellington—providing access to south to I-84—with high traffic counts and being mostly included in the sewer service area, is the area most suitable and likely for commercial development. While wetland and floodplain constraints exist to the west, the frontage acreage along Route 83 are suitable for development. In addition, the existing lower density development with large setbacks on the eastside of Route 83 provide opportunity for additional commercial development in the form of pad sites/in-fill development.

The Town Center Triangle, with approximately 230 acres of land and approximately 80 acres of under or un-developed land, and for commercial uses, provides a real opportunity for future development. In addition, the area is within the sewer service area, providing the opportunity for higher density, mixed-use, and walkable development. Most important, the public outreach program as part of the POCD planning process revealed that Ellington residents want a more distinct, compact, and walkable (bikeable) town center.

Ellington airport is a unique asset to Ellington and could provide economic development benefits to the community, if it were strategically planned for and positioned to create economic opportunity. Recognizing the outcome of the Feasibility Study for Analysis of Municipal...
Purchase of the Ellington Airport by the Town of Ellington, this Chapter/Plan does not recommend the Town to own the airport. This Chapter/Plan recommends the Town consider being a strategic partner in encouraging and facilitating the repositioning of the airport to become a more robust facility and economic asset to the community.

In addition to the conventional commercial and industrial sectors that are the focus of economic development, it is important to understand and recognize that Ellington has a meaningful agricultural sector with many working farms and over 5,000 acres of active agricultural land—approximately 25% of the total land area of Ellington. Therefore, agriculture needs to be included in the Plan of Conservation and Development, not simply in terms of open space and farmland conservation, but as meaningful and viable means of economic development. Changes in consumer behavior and preferences and the shift toward experiential activities has given rise to local and organic products, farm-fresh products, farmers markets, and agricultural tourism. This provides Ellington with a real opportunity to capitalize on these emerging markets and position itself and its local farms to reap the benefits of attracting visitors and consumers to local farms (see Chapter 5 discussion to amend the Zoning Regulations to allow additional commercial activities on farms).

The last area of focus regarding commercial and industrial development is site design. Site design is not simply about parking, stormwater management, landscaping, and lighting. Site design, collectively, is also about the aesthetic qualities and visual appeal of development. In the context of economic development, site design contributes to community character and the image of a community. Therefore, through site design, Ellington should seek to convey an image of pride, confidence, and investment—a place where individuals and businesses are willing to invest their time, energy, and money.

This chapter will focus on these key areas and the overall need and strategies to create an environment conducive to economic development. For a more detail discussion of economic development, see the two reports prepared for the Plan of Conservation and Development Steering Committee (included in the Appendix) titled ‘The Work of Economic Development and The Practice of Economic Development.

The Route 83 Corridor

The Route 83 corridor is the most significant economic development area in Ellington. The corridor stretches approximately three miles from the Vernon town line north to Ellington Airport. Most of the corridor, especially the western side is already zoned for commercial and industrial development. With strong traffic counts, the availability of public water and sewer in much of the corridor, and a meaningful concentration of existing businesses and multi- family development, the Route 83 corridor is the logical and likely location of future commercial and industrial development. While the Route 83 Corridor does have some development
challenges and constraints—most notably are the wetlands and floodplain to the west—there is ample acreage along the western frontage of Route 83 and additional developable land along the eastern frontage that provide development opportunities. Most important, the 2015 Route 83 Corridor Study provides a framework for the implementation of a development strategy for this corridor—no further study is needed or required. The Route 83 Corridor Study should continue to guide the Town in this area.

Since the Route 83 area is mostly served by public water and sewer, it should be designated as a receiving area for the transfer of open space and/or development rights. In doing so, a transfer program and associated zoning provisions can be developed to allow density bonuses for development in the Route 83 Corridor. This would overcome some of the development constraints, by maximizing the density of development on the developable acreage within the Corridor. In doing so, it may also create an economic incentive and economic opportunity for commercial development.

Recognizing that Ellington’s location—primarily distance from and access to the interstate highway system—creates limits on type and quantity of commercial and industrial development, it would be advantageous to allow mixed-use residential and commercial development within the Corridor. The residential development could subsidize the commercial development cost and would provide greater market demand for the subsequent commercial development. In addition, through the transfer of open space and/or development rights, allowing mixed-use residential development within the Corridor would most likely drive the preservation of prime agricultural and open space land outside of the receiving area, furthering the conservation goals of this Plan. To accomplish this, the Plan recommends the following strategies for the Route 83 Corridor.

**Considerations/Strategies**

- Adopted the 2015 Route 83 Corridor study and its recommendations as an appendix to this Plan. By inclusion of the Route 83 Corridor study as part of this Plan, the recommendations of the Corridor Study are included as part of these recommendations.
- Review and update of the Planned Commercial Zone to create a flexible Master Plan development approach and process that creates flexibility and focus more on quality of design (site design and architecture) than on the bulk, area, and density of development.
- The Commission may want to consider allowing the Planned Commercial Zone (as modified in the above recommendation) to also be applicable or applied to other areas of the Route 83 Corridor, since this zone appears to best accommodate the commercial development Ellington wants.
- Create a transfer of open space and/or development rights programs (as discussed in Chapter Three and Chapter Four) to incentivize higher density development within the Corridor. In doing so, designate the areas in the Corridor that are within the sewer service area as receiving areas for the transfer of open space and/or development rights from more rural areas of town. The greater density and residential uses may overcome some of the
challenges of financing commercial development, creating an incentive and greater economic opportunity for commercial development.

- In the process of creating a transfer of open space and/or development rights program, the Commission should explore the utilization of such transfers for commercial density, not just residential. This may include incentives regarding lot coverage, setback, building height, and other bulk and area requirements.
- Improve upon and create more robust site design standards within the Zoning Regulations. Such standards should include robust provisions for low impact development, landscaping, parking, architecture, consolidated parcels, and access management provisions. By improving the site design standards with the aim of improving the quality of development/design within the Route 83 Corridor, such provision will also apply to and improve the quality of development and design in other commercial and industrial areas.

The Town Center Triangle Area

Throughout the public outreach process for this Plan, the residents of Ellington made it clear that they want a more robust, vibrant, distinctive, and accessible Town Center. In addition, it was evident that the community does not want to change or disrupt the historic character and development pattern along Main Street and near the Town Green. The Town Center Triangle Area (the area bounded by Main Street, Maple Street, and Route 83) provide a unique and meaningful opportunity for future development—specifically, the creation of town or village center. The area is approximately 230 acres, with approximately 80 acres of undeveloped or under-developed land. In addition, the areas most suitable or potentially available for future development within this area are already zoned for commercial development. In addition, the natural features and area that would typically be viewed as development constraints (specifically wetland) in the area can be master planned into any development concept as opportunities for public spaces and place-making amenities.

As conceptualized in the sketches in Exhibits 6-1 and 6-2, this area is suitable for higher density, village style, mix-use development that is walkable. In addition, the area provides opportunities for public spaces: parklands, walking and bike trails, and functional spaces for public gatherings. In short, the Town Center Triangle could become a focal point, a functional village center, for the Town. To accomplish this, the Plan recommends the following considerations and strategies.
Considerations/Strategies

*The creation of an Ellington Center Village Plan.*

Such a plan should include an extensive community outreach program, market analysis, and conceptual designs. The aim and outcome should be to create an economically viable conceptual plan to shop/market to the development community to secure a capable developer.

The Village Plan should also explore and consider:

- The creation of a Village District Zone that would provide a flexible masterplan approach to development. Such an approach would focus more on site-design, public spaces, and architecture rather than bulk, area, and density.
- That any development in the Village District Zone be a mixed-use commercial (office, retail, service) and residential development. The Plan should include recommendations for the distribution uses: ground floor retail, service, and office; upper floor(s) office and residential; and stand-alone residential buildings and/or town houses.
- Requiring the inclusion of well-designed public spaces: parklands, trails, and community gathering spaces.
- Designating the area as a receiving area for the transfer of open space and/or development rights, providing density bonuses for residential development.
- The inclusion of affordable housing, in accordance with 8-30g and the housing needs assessment in Chapter 6.
Ellington Airport

Ellington airport is a unique asset to Ellington and could provide economic development benefits to the community, if the airport were strategically planned for and positioned to create economic opportunity. To begin, it must be recognized that once an airport closes, a new airport will never open. The number of general aviation airports throughout the country is in decline. Not all communities have general aviation airports. This makes such airports unique and provides host communities with an asset and amenity that distinguishes them from other communities in the competitive world of economic development. Ellington airport is an asset and amenity to Ellington. However, its small size (1800-foot runway) limit its capabilities and restrict its potential. While the decision has been made that it does not make economic sense for Ellington to own and/or operate the airport, the Town is still a stakeholder and has a role to play in the future of airport and its role in the community. A review of the previous airport studies and preliminary look at the airport and surrounding properties revealed that possible opportunities may exist to expand the airport, its runways, and its facilities. In addition, such improvements may free-up additional land for industrial development (see the conceptual sketches below). Therefore, this Plan recommends further exploration of the airport’s potential. To accomplish this, the Town should consider the following strategies.

Considerations/Strategies

Create an Airport Advisory Committee.

The committee should be made up of key stakeholders: The Town, airport owners, airport tenants, the Economic Development Commission, Planning and Zoning Commission, Board of Education, and community residents.

- The Airport Advisory Committee should be charged with studying the airport, its potential, and its role in the community and economic development.
- It should provide studies, reports, and other information to Town departments, boards, and commissions.
- It should be an advocate for the airport.

Conduct an Airport Expansion Feasibility Study.

This study should explore:

- The potential for expanding and reorientation of the runway.
- The need and potential for land acquisition for expanding the runway.
- The potential for an instrument approach to an expanded runway.
- The market potential for increased general aviation use and activities.
- The reconfiguration of land and buildings and the potential for new industrial development.
- The creation of an aviation program at the high school and possible partnership with the airport in the creation of such a program.
Agriculture as an Economic Sector

Agriculture is a meaningful and viable economic sector in Ellington. With many working farms and over 5,000 acres of active agricultural land—approximately 25% of the total land area of Ellington—the agricultural sector must be considered and nurtured as viable means of economic development. In addition, the best way to preserve farmland is to preserve farming and the farmer. Most important, Ellington has some very enthusiastic, creative, and hard-working young farmers—a unique and advantageous circumstance that is not often the case for most communities. Therefore, it is imperative that Ellington work with its agricultural sector to ensure that it remains viable, has the support it needs, and can possibly even grow.

In the context of growing Ellington’s agricultural sector, changes in consumers behaviors, preferences for locally sourced products, and shifts in consumption toward experiential activities has given rise to new opportunities in agriculture, most notably the growth in agritourism. While Ellington have a more robust agricultural sector than most farming communities, it has little in the way of agritourism. The rise of agritourism and Ellington’s lack of agritourism presents an opportunity that should be explored, and if possible, exploit the opportunity. To accomplish this, Ellington should consider the following strategies.

Considerations/Strategies

- The creation of an Agriculture Advisory Commission. The committee should be made up of key stakeholders, including local farmers.
- Review all Town regulations and ordinances with the aim of removing barriers to farming to ensure that the Town is not closing-down opportunities.
- Amend the Zoning Regulations to allow agritourism and specific agritourism uses. This may include banquet spaces or functions, farm-to-table dinners, tasting rooms and restaurants, vineyard, breweries, tours, outdoor activities, bakeries, etc.
- Amend the Zoning Regulations to allow small country inns, and/or other forms of hospitality that may be reasonably associated with farms.
- Create and/or organize harvest events, fairs, and festivals that highlight local farms, their work and products, and draw positive attention to Ellington’s agricultural community.

Site Design Standards

The last area of focus regarding commercial and industrial development is site design. Site design is not simply about parking, stormwater management, landscaping, and lighting. Site design, collectively, is also about the aesthetic qualities and visual appeal of development. In the context of economic development, site design contributes to community character and the image
of a community. Quality site design conveys a message of community pride, confidence, and investment. It tells local residence, visitors, and investors that this community is a place where individuals and businesses are willing to invest their time, energy, and money.

Therefore, Ellington should complete a comprehensive update of the Zoning Regulation’s site design provisions. Such an update should focus on providing modern site design standards that follow best practices. In addition, the Commission should seek to provide flexibility in standards that allow for better design, rather than simple compliance with standards and requirements. Such updated provisions should focus on sustainable practices such as a low impact design, shared parking, energy efficient lighting, consolidated parcels, access management, and high-quality landscaping. The Commission should seek to raise the standards and expectations for the quality of design—both site design and architectural design—and insist that land use applications incorporate higher quality designs and materials.

Economic Development

The work of economic development, simply stated, is the process and practice of creating wealth and attracting investment to a community. In fact, creating wealth and attracting investment is not only the work of economic development, it is the work of community development, community planning, and place-making.

Wealth can be created, and investment can be attracted in many ways and forms that are not simply about providing jobs, marketable goods, and services. For example, wealth can be created through property improvement, infrastructure investment, and increasing homeownership—especially when investments are strategically aimed at increasing property value. In this regard attracting investment in housing—ensuring that a community’s housing stock (also a marketable good) remains competitive. Therefore, the work of economic development is about creating a culture of investment by managing the processes of governance and nurturing the economic-ecosystem of the community. What is most important in the work of economic development is that community embrace economic development. A community must want and be committed to economic development and work toward constant improvement.

The practice of economic development recognizes the work of economic development as a system, a complex adaptive ecosystem. Therefore, the practice of economic development focuses on the activities and tools that a community can create and utilized to engage in the work of creating wealth and attracting investment. While Ellington is already engaged in and utilizing some economic development practices, programs, tools, and strategies, it should seek to be more proactive in efforts.

The key to economic development—cultivating an environment and economic-ecosystem aimed at creating wealth and investment—for a smaller community such as Ellington, is to raise the level of public awareness around economic development—to embrace economic development.
and continuously work towards improving economic development. To accomplish this, there are many small, inexpensive, and incremental things Ellington can do to build upon existing practices and grow its economic development capacity.

The following recommendations are organized into short and long terms strategies that Ellington can implement to improve its economic development efforts. The short-term recommendations are low-cost and easy to implement practices that elevate the work and importance of economic development. The long-term recommendations are more formal and more costly practices that will build upon the short-term recommendations and build greater capacity (resiliency) to create wealth and investment.

**Considerations/Strategies**

In the **short-term**, implement the following:

- **Economic Development Training:**
  Economic development is everyone’s job. Economic development starts with customer service. Therefore, Ellington should implement a training program for all Town Hall staff, boards, and commissions.

- **Encouraging What Ellington Most Wants:**
  Investment flows to the location of least resistance. Therefore, if Ellington wants certain kinds of economic development and investment, it should encourage such uses and investments. This can be accomplished by conducting a comprehensive review of the permitted and special permitted uses contained in the Zoning Regulations with the aim of allowing the economic development activities/uses the Town most wants by staff approvals and Commission site plan, not the more subjective, time consuming, and costly special permit process.

- **Business Outreach and Engagement:**
  Too often local government spends very little effort cultivating relationships with the business community. Ellington should proactively work to engage the business community. Some simple and time effective ways to do this are to host quarterly meet & greet sessions at town hall with specific businesses sectors, conduct monthly business visitations (even just one business a month), and work with the Chamber of Commerce to host business after-hours networking events.

- **Celebrate Ellington Businesses:**
  The Economic Development Commission, in association with Board of Selectmen, should seek to celebrate Ellington businesses and their investment in Ellington. Some simple ways of doing this include the implementation a ‘ribbon cutting’ program for new businesses and existing business expansions. Another activity would be to implement a yearly ‘Business Investment’ award program. Three award categories could be: Business Expansion, New Business, and Property Maintenance.
Community Information Packet:
Many small and some large businesses don’t have access to good demographic and socio-economic data—data that can be important to their business planning activities and investment decisions. Providing such information is a simple way to assist and inform businesses—to help educate them about your community. Therefore, the Ellington Economic Development Commission should create and maintain a Community Information Packet that can be made available on the Town’s website as a downloadable PDF. The CERC Town profile is a good starting point for demographic, socio-economic, and other community-based information. The Town Profile can be supplemented with detailed and robust community data and real estate market information.

In the long-term, implement the following:

- Economic Development Planning:
  Create a comprehensive Economic Development Strategy. This should include a focus on Ellington’s image, community brand, and marketing.

- Strategic Community Investment:
  When developing budgets, especially the Capital Improvements Plan (CIP), Ellington should conceptualize government budgets and projects as an opportunity and means of making strategic investments in economic development—investing in Ellington’s future. CIP investments aimed at place-making and quality of life, such as walking trails, sidewalks, bike lanes and trails, public/community space can go a long way to creating the economic development ecosystem that businesses and residents seek—providing quality of amenities.

- Intentional Development:
  Most communities are reactive to development—allowing the market to propose developments that are then reviewed, debated, and approved or denied. Being intentional about the development Ellington wants, is about investing (time, energy, and money) in planning for development. In the Town Center Triangle and along the Route 83 corridor, Ellington should consider creating conceptual designs for future development and market those designs to the development community. This could also be done in association with an expedited permitting process—if a developer strives to develop the communities conceptualized plan, then a simplified approval process (site plan) is provided to the developer.

The above short- and long-term recommendations are not all an all-inclusive list of activities and strategies, more could be done to further engage in the work and practice of economic development. However, they are a starting point for creating an economic-ecosystem, continuous improvement, and building economic development capacity.
## Town of Ellington Town Planner Expenditure

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| Department: Econ Dev Commission - 00220
IN-PERSON ATTENDANCE: TOWN HALL ANNEX, 57 MAIN STREET, ELLINGTON, CT
REMOTE ATTENDANCE: VIA ZOOM MEETING, INSTRUCTIONS PROVIDED BELOW

PRESENT: In Person: Chairman Sean Kelly
Remote Attendance: Vice Chairman Donna Resutek and Regular Members
David Hurley and Jim Fay

ABSENT: Regular Member Chris Todd, and Alternates Sam Chang, Bryan Platt and
Amos Smith

STAFF
PRESENT: Lisa M. Houlihan, Town Planner (In Person) and Nathaniel Trask, Recording
Clerk (Remote)

I. CALL TO ORDER: Chairman Sean Kelly called the Economic Development Commission
meeting to order at 7:00 PM.

II. PUBLIC COMMENTS (on non-agenda items): None

III. ACTIVE BUSINESS:

1. Report: Tolland County Chamber of Commerce

Ms. Houlihan went to a meeting with the Board of Directors of the Tolland County
Chamber of Commerce. The Board talked about past and upcoming events the chamber
is working on. The business showcase that was held last week was well attended. There
will be a Facebook training for businesses on April 19, 2022, from 8 AM to 10 AM in
Tolland. Participants can register on the chamber’s website and there is a $25 admission
fee to attend. The Tag Sale Trail event will be held on April 30, 2022. This is open to all
thirteen towns and participants can register with the chamber as individuals or
businesses.

2. Report: Agricultural Initiatives

a. Discussion: Town-wide Farm Day (September 2022, tentative)

Ms. Houlihan wrote a letter-of-interest to introduce the Town-wide Farm Day to the local
farms that will be sent out on April 14. The tentative date for the event is September 17,
2022, from 10 AM to 3 PM. Chairman Kelly noted that the event is for farms and farm-
related businesses. Commissioner Hurley said that the event could be advertised in local
print publications and local television. Commissioner Fay said the event would be great
for smaller farms in town. Chairman Kelly said that a lot of farms also offer retail on their farms.

   a. 2022 Best Practices Application

      At the last meeting, some commissioners asked to take a closer look at the 2022 Connecticut Economic Development Association (CEDAS) Best Practices Application. Chairman Kelly noted that there are around 30 best practice questions on the application, and that applicants must be implementing a certain number of those to receive Best Practices recognition. Ms. Houlihan reminded the commission that the association has adopted bronze, silver, and gold point thresholds that applicants can qualify for depending on the number of best practices they satisfy. She also identified areas that the commission can improve on.

      Chairman Kelly said that CEDAS notified applicants that they are running behind on making decisions for the Best Practices awards. A decision should be received by the next meeting.

   b. Sample/Draft Application Flow Chart

      Ms. Houlihan presented a draft flow chart of the Zoning Board of Appeals Application Process, noting the workflow is similar for other regulatory boards like the Planning and Zoning Commission and Inland Wetlands and Watercourses Agency.

   c. CEDAS Membership Renewal

      Chairman Kelly said that by keeping the CEDAS best practices application as an agenda item, the commission can discuss the progress it is making to improve the practices it has already implemented and the ones they want to implement.

      MOVED (HURLEY) SECONDED (FAY) AND PASSED UNANIMOUSLY TO APPROVE MEMBERSHIP RENEWAL FOR THE CONNECTICUT ECONOMIC DEVELOPMENT ASSOCIATION.

4. Report: Tax Incentive/Abatement Programs

      There is nothing new to report currently.

5. Report: Current Economic Activity

      Chairman Kelly said Big Y Express Car Wash is now open. Phase 2 is a multi-purpose building that will be constructed to the west of the car wash. Ms. Houlihan said JRego’s Gathering Place will be adding approximately 400 sq. ft. to their patio space in the front of the building, and Ellington Center Animal Clinic will be adding about 300 sq. ft. of office space to their building. Commissioner Hurley asked why JRego’s Gathering Place is allowed to expand their outdoor dining space, but the previous occupant could not. Ms. Houlihan said the previous occupant could have expanded but chose not to pursue it on
their own accord, and Chairman Kelly added that they looked to expand their indoor dining instead.

IV. ADMINISTRATIVE BUSINESS:

1. Fiscal Year 2021-2022 Budget & Expenditures update.

Chairman Kelly said there was a slight decrease in the fiscal budget. He said the commission has only spent 78.64% of the budget. Ms. Houlihan said the $25 listed on the budget from earlier this fiscal year for professional development will be corrected.

2. Approval of the February 9, 2022 regular meeting minutes.

MOVED (HURLEY) SECONDED (FAY) AND PASSED UNANIMOUSLY TO APPROVE THE FEBRUARY 9, 2022 MEETING MINUTES AS WRITTEN.

3. Correspondence:

   Chairman Kelly said he would like to talk about this agenda item at the next meeting when Commissioner Chang can be present. Commissioner Hurley talked about the different population types in Ellington, and luxury homes that are affordable for young professionals. Commissioner Fay said that affordable housing in Ellington is lacking. Ms. Houlihan said that providing different housing types is supported by the Plan of Conservation and Development. Vice Chairman Resutek said she was looking for the data to inform the commission of what kinds of businesses to bring into town, but she was not sure if the data communicates that information.

   b. Plan of Conservation and Development, Chapter Six - Economic Development

   Chairman Kelly said that real estate development in Ellington has outpaced other towns in the local area. He also said he was not sure if there was enough demand for more housing developments like Windmere Village, and that land near the intersection with Route 83, Main Street and Snipsic Lake Road would be hard to develop due to the traffic there.

V. ADJOURNMENT:

MOVED (RESUTEK) SECONDED (FAY) AND PASSED UNANIMOUSLY TO ADJOURN THE ECONOMIC DEVELOPMENT COMMISSION MEETING AT 7:52 PM.

Respectfully submitted,

Nathaniel Trask, Recording Clerk
ECONOMIC DEVELOPMENT COMMISSION
REGULAR MEETING MINUTES
WEDNESDAY, MAY 11, 2022, 7:00 PM

IN-PERSON ATTENDANCE: TOWN HALL ANNEX,
57 MAIN STREET, ELLINGTON, CT
REMOTE ATTENDANCE: VIA ZOOM MEETING

PRESENT: Remote Attendance: Vice Chairman Donna Resutek and Alternate Sam Chang

ABSENT: Chairman Sean Kelly, Regular Members David Hurley, Jim Fay and Chris Todd, and Alternates Bryan Platt and Amos Smith

STAFF PRESENT: In-Person: Lisa M. Houlihan, Town Planner and Remote Attendance: Nathaniel Trask, Recording Clerk

OTHERS PRESENT: In-Person: David Stavens, Ellington Board of Selectman Liaison

Acting Chairman Donna Resutek cancelled the meeting due to lack of quorum.

Respectfully submitted,

Nathaniel Trask, Recording Clerk
Connecticut’s Shifting Demographics: The Dynamics of Demographics and Economic Development

December 9, 2021
The Dynamics of Demographics and Economic Development

Introduction
- This presentation is about demographics—the 2020 Census and Connecticut’s shifting demographics.
- Connecticut’s demographics shifts are about economic stagnation and our lack of job growth over the past 30 years.
- Most important, Connecticut’s demographic shifts have real implications for economic development.

Some things to understand
- When jobs stagnate or decline, the population ages.
- When a population ages, population growth slows.
- When population growth slows, household formations slow.
- When jobs, population, and household formations slow, demand contracts because jobs, population, and household formations are the primary drivers of real estate market demand.
Demographic Trends
A National Perspective
The Dynamics of Demographics and Economic Development

The demographic transition in 5 stages

The World's Changing Demographic Profile

1950 2010 2050

2.5 Billion 6.9 Billion 9.1 Billion

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The Dynamics of Demographics and Economic Development

Demographic trends and the changing demographic structure of our population and households.

What do these changes in household structures mean for the way we:
- Live
- Work
- Play/Socialize
- Consume
- and the Homes we rent/buy?

Figure 1.
Households by Type, 1970 to 2012: CPS
(In percent)

The Dynamics of Demographics and Economic Development

Figure 3.
Households by Size, 1970 to 2012: CPS
(In percent)

Demographic Change

- The number of parents with children under age 18 and living at home declined by about 3 million over the past decade, dropping from about 66.1 million parents in 2010 to 63.1 million in 2020.

- There are 36.2 million one-person households, which is 28% of all households. In 1960, single-person households represented only 13% of all households.

- In 2020, 33% of adults ages 15 and over had never been married, up from 23% in 1950.

- The estimated median age to marry for the first time is 30.5 for men and 28.1 for women, up from ages 23.7 and 20.5, respectively, in 1947.

- More than half (58%) of adults ages 18 to 24 lived in their parental home, up from 55% in 2019.

The Dynamics of Demographics and Economic Development

U.S. fertility hit all-time low in 2018 ... and 2006

Fertility indicators

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<th>GENERAL FERTILITY RATE</th>
<th>TOTAL FERTILITY RATE</th>
<th>COMPLETED FERTILITY</th>
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<td>LIFETIME BIRTHS PER</td>
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<td>AGES 15-44</td>
<td>BIRTHS PER WOMAN</td>
<td>WOMAN AGES 40-44</td>
</tr>
</tbody>
</table>

- **2018:** 59.0
- **2018:** 1.73
- **2006:** 1.86

Note: 2018 data are preliminary. Where necessary, TFR and completed fertility values are interpolated. Completed fertility data available from 1976 to 2016 only. All values based upon live births.

Source: Data for GFR obtained from National Center for Health Statistics and Heuser (1976); for completed fertility, U.S. Census Bureau, Current Population Survey; for TFR, National Center for Health Statistics.

PEW RESEARCH CENTER
The United States will continue to age, and Connecticut is older and aging faster than the United States.

Estimates of the U.S. Population, by Age, 1950 to 2050

Thousands

- Younger than 15
- 15 to 64
- 65 and older

http://esa.un.org/unpd/wpp/index.htm
PEW RESEARCH CENTER
The Dynamics of Demographics and Economic Development

Since 2010, household growth has trailed population growth

Growth in number of households and population per decade (%)

Note: Data labels are for 1880 and 2018. Population growth refers to the population residing in households.
Pew Research Center

Percent of women giving birth, by birth cohort and age

Year born
- 1965-1979 ("Gen X")
- 1980-1994 ("Millennial")

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CEDAS

GOMAN+YORK
PLANNING AND DESIGN
Micro Demographic Trends
A Connecticut Perspective
The Dynamics of Demographics and Economic Development

If demographics are density, Connecticut should be concerned.

Demographics do not have to be Connecticut’s destiny; we can change what we are doing and influence our demographic trends.
Connecticut’s demand drivers are weak.  
Job growth, the primary demand driver, has been mostly stagnant since 1990.

- From 1985 to 1990 (5 years) total employment increased by 105,700 and nonfarm employment increased by 103,400.
- From 1990 to 2020 (30 years) total employment increased by 130,400 and nonfarm employment increased by only 44,800.

From 1990 to 2020, Connecticut’s population grew by only 318,828 persons or approximately 126,019 households (at 2.53 person per household).

During the same period, Connecticut’s net gain in housing (after demolitions) was 194,365 units (or 1.64 persons per household).
### Total Population

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### Non-Hispanic White Population

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### Hispanic Population

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The Dynamics of Demographics and Economic Development
The Dynamics of Demographics and Economic Development

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<td>-11</td>
<td>-0%</td>
</tr>
<tr>
<td>Deep River</td>
<td>389</td>
<td>218</td>
<td>-171</td>
<td>-46%</td>
</tr>
<tr>
<td>Durham (R-13)</td>
<td>2,156</td>
<td>1,440</td>
<td>-716</td>
<td>-33.2%</td>
</tr>
<tr>
<td>East Haddam</td>
<td>1,433</td>
<td>935</td>
<td>-498</td>
<td>-34.3%</td>
</tr>
<tr>
<td>East Hampton</td>
<td>2,087</td>
<td>1,624</td>
<td>-463</td>
<td>-22.0%</td>
</tr>
<tr>
<td>Essex</td>
<td>551</td>
<td>313</td>
<td>-238</td>
<td>-42.8%</td>
</tr>
<tr>
<td>Haddam (R-17)</td>
<td>2,562</td>
<td>1,849</td>
<td>-713</td>
<td>-27.8%</td>
</tr>
<tr>
<td>Killingworth (R-17)</td>
<td>2,562</td>
<td>1,849</td>
<td>-713</td>
<td>-27.8%</td>
</tr>
<tr>
<td>Lyme (R-18)</td>
<td>1,538</td>
<td>1,286</td>
<td>-252</td>
<td>-16.1%</td>
</tr>
<tr>
<td>Middlefield (R-13)</td>
<td>2,156</td>
<td>1,440</td>
<td>-716</td>
<td>-33.2%</td>
</tr>
<tr>
<td>Middletown</td>
<td>5,088</td>
<td>4,409</td>
<td>-679</td>
<td>-13.4%</td>
</tr>
<tr>
<td>Old Lyme (R-18)</td>
<td>1,538</td>
<td>1,286</td>
<td>-252</td>
<td>-16.1%</td>
</tr>
<tr>
<td>Old Saybrook</td>
<td>1,621</td>
<td>1,074</td>
<td>-547</td>
<td>-33.7%</td>
</tr>
<tr>
<td>Portland</td>
<td>1,433</td>
<td>1,279</td>
<td>-154</td>
<td>-10.7%</td>
</tr>
<tr>
<td>Westbrook</td>
<td>985</td>
<td>650</td>
<td>-335</td>
<td>-34%</td>
</tr>
<tr>
<td>LCTRVCOG</td>
<td>30,557</td>
<td>23,606</td>
<td>-6,947</td>
<td>-22.8%</td>
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</table>

<table>
<thead>
<tr>
<th>MEDIAN POPULATION AGE</th>
<th></th>
<th></th>
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<tbody>
<tr>
<td>United States</td>
<td>38.0</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Connecticut</td>
<td>41.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Chester</td>
<td>50.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clinton</td>
<td>46.6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cromwell</td>
<td>43.7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Deep River</td>
<td>47.1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Durham</td>
<td>47.1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>East Haddam</td>
<td>48.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>East Hampton</td>
<td>45.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Essex</td>
<td>54.6</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Haddam</td>
<td>48.3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Killingworth</td>
<td>48.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Lyme</td>
<td>51.7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Middlefield</td>
<td>48.4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Middletown</td>
<td>37.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Old Lyme</td>
<td>52.7</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Old Saybrook</td>
<td>51.8</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Portland</td>
<td>46.4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Westbrook</td>
<td>54.2</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LCTRVR</td>
<td>46.6*</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Education Costs**

- Increasing education costs are not driven by enrollments.
- Increased cost are primarily driven by healthcare, transportation, salaries, mandates, and utilities.
- Per pupil cost increases are a factor of both the above-mentioned cost increases and declining enrollments—fixed costs spread across fewer pupils.
- New housing is not the driver of enrollments or education costs.
The Dynamics of Demographics and Economic Development

Hartford Region – Historic Case Study

- In 1970 the Capitol Region (Hartford & 28 surrounding towns) had 249,229 persons between age 0-19 (school age population) or 37.2% of the region’s population.

- In 2000, the 0-19 age cohort declined to 195,943 persons or 27.1% of the region’s population.
  - That is a 21.5% decline in the 0-19 age cohort—equals a loss of 53,286 school-age children.

- From 1970 to 2000 the Capitol Region added 81,802 new housing units to the housing stock (while school age children declined by 53,286 persons).

- If new housing was the driver of school age children, the Region should have gained school age children, not lost 0.65 school age children for every new housing unit added.

![Bar graph showing Connecticut Public School Enrollment (PK-12) from 2014-15 to 2019-20]
The Dynamics of Demographics and Economic Development

Connecticut Age Structure 2020 (2030)

<table>
<thead>
<tr>
<th>Age</th>
<th>Population</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 5 years</td>
<td>180,598</td>
<td>5.1%</td>
</tr>
<tr>
<td>5 to 9 years</td>
<td>193,466</td>
<td>5.4%</td>
</tr>
<tr>
<td>10 to 14 years</td>
<td>216,194</td>
<td>6.1%</td>
</tr>
<tr>
<td>15 to 19 years</td>
<td>238,670</td>
<td>6.7%</td>
</tr>
<tr>
<td>20 to 24 years</td>
<td>239,939</td>
<td>6.7%</td>
</tr>
<tr>
<td>25 to 34 years</td>
<td>444,509</td>
<td>12.5%</td>
</tr>
<tr>
<td>35 to 44 years</td>
<td>426,967</td>
<td>12.0%</td>
</tr>
<tr>
<td>45 to 54 years</td>
<td>480,565</td>
<td>13.5%</td>
</tr>
<tr>
<td>55 to 59 years</td>
<td>258,972</td>
<td>7.3%</td>
</tr>
<tr>
<td>60 to 64 years</td>
<td>256,375</td>
<td>7.2%</td>
</tr>
<tr>
<td>65 to 74 years</td>
<td>352,559</td>
<td>9.9%</td>
</tr>
<tr>
<td>75 to 84 years</td>
<td>187,950</td>
<td>5.3%</td>
</tr>
<tr>
<td>85 years and over</td>
<td>88,523</td>
<td>2.5%</td>
</tr>
</tbody>
</table>

Median age (years) | 41.2 (X)

The largest group: 2020 Males Age 25-29
The smallest group: 2020 Males Age 80-84

Census 2010 to 2020
- Total Population = -6%
- Total Adult Pop. = -4%
- Total <18 Pop. = -14%

Non-Hispanic White
- Total Population = -14%
- Total Adult Pop. = -10%
- Total <18 Pop. = -29%

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The Dynamics of Demographics and Economic Development

Real Property Market Demand Drivers

Jobs (Employment): Growth in jobs drives demand for residential, commercial, and industrial space.

Connecticut = Stagnant

Population: Growth in population drives demand for residential and commercial space.

Connecticut = Anemic

Household Formations: Growth in the number of households—new household formations—drives demand for residential and commercial space.

Connecticut = Modest Growth

Income, Household and Per Capita: Income growth drives the price point of where demand is realized.

Connecticut = Anemic

Since 2010, household growth has trailed population growth

Growth in number of households and population per decade (%)

Note: Data labels are for 1880 and 2010. Population growth refers to the population residing in households.

PEW RESEARCH CENTER
The Dynamics of Demographics and Economic Development

New Privately-Owned Housing Units by Type in Connecticut

Demand Drivers – Jobs
- 1985 to 1990 (5 years) nonfarm employment increased by 103,400.
- 1990 to 2020 (30 years) nonfarm employment increased by only 44,800.
- 1990 to 2020 (30 years) population grew by only 318,828 persons.

<table>
<thead>
<tr>
<th>Year</th>
<th>Population</th>
<th>Growth Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1950</td>
<td>2,007,280</td>
<td>17.4%</td>
</tr>
<tr>
<td>1960</td>
<td>2,535,234</td>
<td>26.3%</td>
</tr>
<tr>
<td>1970</td>
<td>3,031,709</td>
<td>19.6%</td>
</tr>
<tr>
<td>1980</td>
<td>3,107,576</td>
<td>2.5%</td>
</tr>
<tr>
<td>1990</td>
<td>3,287,576</td>
<td>5.8%</td>
</tr>
<tr>
<td>2000</td>
<td>3,405,565</td>
<td>3.6%</td>
</tr>
<tr>
<td>2010</td>
<td>3,574,097</td>
<td>4.9%</td>
</tr>
<tr>
<td>2020</td>
<td>3,605,944</td>
<td>0.9%</td>
</tr>
</tbody>
</table>
Concluding Thoughts
Connecticut
## The Dynamics of Demographics and Economic Development

### Connecticut
- A slow-to-no-growth state for 30 years—slow moving variables of change are hard to notice in real time.
- Household formations have masked our economic and population stagnation—CT now on the threshold of decline.
- CT cannot sustain continued stagnant job and anemic population growth—2030 demographic forecast is not good.
- Real Estate Market Demand
  - Housing: driven by household formations and changing household structure—now slowing
  - Commercial office: driven by healthcare for an aging population—not job growth
  - Retail: driven by contracting per sq. ft. returns and changes in consumer behaviors
  - Industrial: driven by ecommerce and distribution

### To change our demographic destiny, we must embrace:
- Change—whatever it may be
- Growth—in all its forms
- Development—in all its forms
- Housing—rental, multi-family, and affordable
- Young persons and young households
- Family households with children—regardless of school enrollments
- Immigrants, ethnic, and racial diversity
- Minority businesses
Professional Experience: Dr. Donald Poland, AICP

Dr. Poland is a geographer, planner, and community strategist whose work focuses on assisting communities to compete for wealth and investment through strategic market, land use, and planning interventions that build community confidence, foster pride in place, create governance capacity, and grow market demand. With twenty-four years experience the public, private, non-profit, and academic sectors, Dr. Poland offers a unique perspective and approach to addressing the social, economic, and governance challenges of creating and maintaining resilient, vibrant, and prosperous communities.

Education

• Doctor of Philosophy (PhD), Geography. Cities and Urbanization. University College London (UCL). 2016
• Master of Science (MS), Geography with concentration in city planning. CCSU, Geography Department. 1999
• Bachelor of Arts (BA), Geography & Psychology. CCSU. 1995

University Teaching

• Trinity College, Urban Studies. Visiting Associate Professor (2015-16 and 2020 - present).
• CCSU Geography Department, Lecturer (2009 - present)
• UCONN Urban Studies, Lecturer (2010 - present)

Personal

• A licensed private pilot, he lives in Stafford Springs, and likes to spend time at his second home in the Maine North Woods with his life-partner Alison and their furry kids (Bowie, Skye & Brixton).

Selected Achievements

• Consultancy work spans 18 states and over 100 communities.
• Extensive work on post-Katrina planning, land use, and redevelopment strategies in St. Bernard Parish, Louisiana.
• Accepted as an expert witness in land use planning, neighborhood redevelopment, and community development in the US District Court, Eastern District of Louisiana.
• Prepared an economic investment strategy for the City of Oswego, NY that was instrumental the City receiving a $10 million Downtown Revitalization Grant.

Affiliations

• American Planning Association (Past-President, CT Chapter)
• American Institute of Certified Planners
• American Association of Geographers