

Economic Development in Guilford

An Action Plan for Guilford's Future

April 2004



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Over the past 16 months, the Town of Guilford, through its Economic Development Commission, and with the assistance of Garnet Consulting Services, Inc., has worked to craft a strategy that will promote economic development for the Town in a way that will be supported and embraced by the members of the community.

This document presents the results of that process, and includes three interrelated elements:

Part 1 – An Economic Development Supplement to the Guilford Plan of Conservation and Development

Part 2 – An Economic Development Action Agenda

Part 3 – An Economic Development Strategic Marketing Plan

Economic development is a team sport that works best when everyone considers themselves members of the team and recognizes their importance to that team, and when the team is guided by a common playbook.

The Plan that follows is intended to guide Guilford's economic development team into the future.

Part 1

Economic Development Supplement

To the

**Guilford Plan of
Conservation and Development**

An Action Plan for Guilford's Future

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Table of Contents

<u>Section</u>	<u>Page</u>
Why Does Guilford Have an Economic Development Program?	1
Understanding Guilford's Tax Base and Budget	3
Essential Factors Shaping Guilford's Economic Development Future	5
Reaching Consensus about Economic Development	6
Guilford's Definition of Economic Development	7
Housing Breakeven Calculation	8
Competitive Realities Shaping Guilford's Economic Development Future	10
Strengths and Weaknesses of Guilford as a Location for Business	16
Business Development Opportunities	16
Locations for Economic Development	17
Primary Directions for Guilford's Economic Development Efforts	24
Relationship with Guilford's Smart Growth Planning	24
A Vision for Guilford	25
5 Keys to Success	25

Economic Development Supplement

To the

Guilford Plan of Conservation and Development

An Action Plan for Guilford's Future

In 2002, the Town of Guilford adopted an updated Plan of Conservation and Development to guide the growth and development of the Town.

Included in Section 2.6 of Guilford's Plan of Conservation and Development is:

Policy C: Promote Compatible and Sustainable Economic Development

This Policy recognizes that **"Developing and maintaining a strong local economy is essential to enhance the community's resources, foster its way of life, provide employment opportunities, and support the provision of the broad amenities and services desired by Guilford's growing population."**

Why Does Guilford Have an Economic Development Program?

There are many possible purposes for an economic development program. Every community has differing needs, challenges and opportunities. The most common purposes of local economic development programs are:

- Providing adequate employment opportunities for community residents.
- Providing local availability of the products and services desired by residents.
- Reducing the tax burden on residential taxpayers by broadening the tax base.

In Guilford's case, job creation is not currently a primary consideration. Guilford's unemployment rate is consistently less than the New Haven Labor Market Area (LMA), State of Connecticut and United States. (As an example, Guilford's September 2003 unemployment rate was 2.6% compared with the New Haven LMA's rate of 4.6% and the seasonally adjusted rates of 5.0% for Connecticut and 6.1% for the United States.)

While many Guilford residents out-commute each day to their jobs, there is no strong feeling in the community that this is a major burden, due to employment opportunities across the broad region surrounding Guilford and nearby employment centers in New Haven, Wallingford/Meriden, New London and Middletown, among others.

To a certain extent, part of the purpose of Guilford's economic development program is assuring that desired products and services are conveniently available for local residents. As with employment opportunities, however, Guilford's shopping and service needs are currently met regionally as well as locally. As residential development continues in Guilford, however, the demand for locally available goods and services is likely to increase.

The primary purpose of Guilford's economic development program is to broaden the Town's tax base so that the community continues to receive exemplary services while remaining affordable for all income levels. This has become of increasing importance due to the impact of several factors:

- Guilford's popularity as a residential community has led to an influx of more affluent residents occupying more expensive houses. These new residents are often much less sensitive to increasing taxes in Guilford, because many have moved from even more expensive areas. The impact of increasing taxes is much more noticeable to those who have been in Guilford for a longer time, particularly younger residents, those of all ages with lower earning power, and older residents on fixed incomes.
- The projections of continuing population growth in Guilford, including many families with school age children, requires that the Town think ahead to how it will continue to provide services, in particular, education, at reasonable cost to its residents.
- The continuing sluggish economy at the time this document was written has negatively impacted both local and state revenues. However, community residents continue to expect the high quality services they are accustomed to receiving. The impacts of the regional, state and national economy on Guilford are cyclical and temporary; nonetheless, they cause economic hardship for the portion of Guilford residents who are unemployed, and make many other residents sensitive to the taxes they must pay to receive municipal services.

Understanding Guilford's Tax Base and Budget

Guilford has a much lower business portion of its Grand List than most of its neighbors. Stated differently, **Guilford is much more dependent on taxes on residences than most of its neighboring communities.** The Regional Growth Partnership's database for the 15 communities in the South Central Connecticut region shows the following commercial portion of the Grand List of communities in the region (shown in declining order).

Community	Commercial Portion of Municipal Grand List
New Haven	35.1
Orange	24.7
Wallingford	24.5
North Haven	23.4
West Haven	20.4
Hamden	19.1
Meriden	18.6
Milford	18.6
Branford	17.2
Regional Average	17.02
East Haven	14.9
North Branford	12.4
Guilford	7.4
Woodbridge	6.9
Bethany	6.7
Madison	5.4

(Source: October 2000 data provided by the Connecticut Office of Policy and Management)

Tax revenues pay for the majority of services provided by the Town of Guilford. Although the following data is several years old, it is the most recently available from the Connecticut Policy and Expenditure Council, and is illustrative of how certain aspects of Guilford's budget – and the residential and business taxes that pay for that budget – compare with Guilford's neighboring communities.

Community	Per Capita Municipal Spending FY 1999	Per Capita Indebtedness FY 1999	Per Capita Police & Fire Spending FY 1999	Per Capita Education Spending FY 1999	Per Capita Debt Service Spending FY 1999	Property Taxes as % of Total Revenue FY 1999
Bethany	\$2349	\$2710	\$48	\$1682	\$148	75.3%
Branford	\$2083	\$1709	\$233	\$1106	\$208	80.6%
Clinton	\$2271	\$1170	\$187	\$1566	\$173	71.1%
Durham	\$2318	\$1158	\$32	\$1636	\$0	65.0%
East Haven	\$2134	\$2696	\$253	\$1089	\$285	63.8%
Guilford	\$2415	\$1763	\$204	\$1487	\$228	83.4%
Hamden	\$2134	\$1217	\$277	\$1140	\$129	75.4%
Madison	\$2313	\$558	\$206	\$1574	\$42	89.0%
Meriden	\$2173	\$1451	\$225	\$1080	\$301	57.1%
Milford	\$2291	\$1144	\$305	\$1201	\$142	80.8%
New Haven	\$2581	\$1629	\$412	\$1242	\$235	40.3%
North Branford	\$2187	\$2108	\$153	\$1295	\$204	60.4%
North Haven	\$2590	\$1913	\$255	\$1310	\$269	76.4%
Orange	\$2667	\$1968	\$267	\$1638	\$96	86.6%
Wallingford	\$2271	\$748	\$288	\$1311	\$125	61.6%
West Haven	\$2023	\$1265	\$178	\$1154	\$211	56.8%
Woodbridge	\$3014	\$2715	\$312	\$1769	\$157	89.9%
Region	\$2260	\$1545	\$250	\$1242	\$196	63.1%

(Source: Connecticut Policy and Expenditure Council)

The data in the chart above clearly shows that Guilford is a more costly community compared to the regional average in terms of per capita municipal spending, including spending on education. While the per capita cost of police and fire services is less than the regional average, Guilford is still more expensive than 12 of its neighbors for these services. Per capita indebtedness is also above the regional average.

Perhaps most importantly to the residents of Guilford, the Town is 32% more dependent on property taxes to fund the municipal budget than the region as a whole. Within the region, only Madison, Orange and Woodbridge are more dependent on property taxes as a percent of the total community budget than Guilford. With only 7.4% of the Grand List comprised of commercial property, this puts the burden of paying the cost of Town government and services squarely on the backs of homeowners.

Essential Factors Shaping Guilford's Economic Development Future

The 2002 Plan of Conservation and Development articulates the following criteria to be used in determining the appropriateness of future commercial and industrial development:

Economic development should:

- contribute to the Town's long-term quality of life
- have a net positive fiscal impact, generating more in taxes than it costs in infrastructure and services
- utilize architectural and landscape design that is in scale with surroundings, and be compatible with the Town's cultural history, rural character, and unique topography
- arrange site plans to preserve existing topography, woodlands and/or fields to the maximum extent possible
- have a minimal negative impact on local wildlife habitats
- minimize pollution and produce byproducts that are recyclable
- produce neither substantial traffic congestion nor excessive traffic within the Town
- be sensitive to neighboring residential areas, if any

The first consideration listed – Guilford's long-term quality of life – is the common denominator for all other shaping forces. That charming, essentially rural, New England Village appearance and lifestyle is the attribute long-term residents cherish the most and wish to protect. At the same time, it is a major factor in enticing newer residents to move to the Town.

For most people, the definition of a good quality of life includes receiving desired services at a reasonable cost. The essential role of economic development in Guilford is to provide a balance between residential and non-residential uses to ensure that the cost of services does not become a large burden on homeowners.

There is some concern within the community that the cost of municipal services has already become a burden, particularly for older residents on fixed incomes, younger residents who have grown up in Guilford but have not yet achieved a high standard of living, and residents whose jobs are not highly paid, including many who provide the government and other services desired by the community. This is not a universally perceived problem. Deciding what to do about it requires dialogue within the community.

Reaching Consensus about Economic Development

Future development in Guilford will be weighed against four benchmarks: Character, Scale, Quality and Fiscal Impact. The residents of Guilford must work together to define those kinds of development that will meet their expectations for these benchmarks.

In communities like Guilford that put a premium on protecting and enhancing an existing quality of life, economic development (or noticeable development of any sort) can easily become a cause of community polarization. Development causes visible changes in a community's character. This can be uncomfortable for community members.

Guilford's residents must recognize that different sectors of the community will define desirable – or acceptable – character, scale and quality in differing ways. These differences of opinion must not be allowed to become a source of divisiveness. Rather, community members must amicably discuss and debate differences of opinion to reach a consensus on future development directions. This requires looking at a wide range of issues. Not just environmental protection; not just minimizing changes in the community; not just increasing the tax base – but all of these complex issues and many more.

Guilford has the reputation, both within the community and in the surrounding region, of having a significant and unresolved difference of opinion about future economic development. **An essential element of the town's future economic development efforts must be to develop a process to reach consensus about economic development issues in a community-wide exploration of and decision making process about those issues.**

Community members must recognize three important facts:

1. **Change is inevitable, but it can be planned and managed.** The issue is not one of creating or prohibiting change, but rather of effectively managing it. The primary purpose of Guilford's Plan of Conservation and Development is to provide an important management tool for the Town's future. Economic development is recognized as an important part of the equation.
2. **Consensus is not necessarily unanimity.** Differences of opinion require dispassionate discussion and debate for a reasonable time. But at some point decisions must be reached and if unanimity is not possible, the majority opinion must be allowed to prevail without continual attempts to overturn it.

3. **Achieving consensus about the proper level and type of economic development in Guilford should occur outside the process of considering any individual project.** Intra-community arguments about specific projects will both exacerbate the community's existing reputation as a difficult place to locate a business and discourage desirable projects from considering Guilford.

Guilford's Definition of Economic Development

There are many definitions of economic development, most of which revolve around the production of marketable goods and services. The common definition of economic development for most communities can be summarized in three words: Jobs and Taxes. However, when the focus on job creation or retention is a secondary consideration, as is currently the case for Guilford, economic development can extend beyond commercial and industrial businesses.

Guilford's plan of Conservation and Development recognizes this by stating "When one thinks of economic development, one generally thinks of commercial and industrial activities, but residential development (real estate and building industries) is an important part of economic development as well." Certainly, the positive relationship between business development and the generation of tax revenues in excess of service costs is well documented. Research conducted by Dr. Robert Burchell at the Center for Urban Policy Research at Rutgers University has found the following hierarchy (shown in declining order) of types of development in terms of a declining benefit – cost comparison:

➤ Office Parks	➤ Smaller Single Family Configurations
➤ Office Buildings	➤ Common Single Family Homes
➤ Industry and Retail	➤ Mobile Homes & Affordable Housing
➤ Vacation & Retirement Homes	

Guilford has recognized that other forms of development can meet its primary tax base expansion needs and has defined economic development as any development activity that will generate more in taxes to the Town than it costs in services provided by the town. Development activity that meets this primary test must also be weighed in terms of character, scale and quality.

Housing Breakeven Calculation

The breakeven point for residential structures (that is, the value of the unit at which the cost of services equals the tax revenues produced) varies dramatically from community to community. In smaller communities with limited school facilities and police protection, volunteer fire departments, limited road maintenance and similar limitations on community facilities and services, housing units of fairly low value can be a net tax generator, particularly if the mill rate is high. The table on the following page provides a simple approach to estimating a breakeven point.

Calculations such as this are not entirely accurate. Depending on the data that is available, it is usually necessary to make a number of assumptions (such as what portion of non-commercial motor vehicle taxable value is owned by businesses). Nonetheless, it is important for Guilford residents to understand, at least in approximate terms, what the impact of housing development is on the cost of running the government and providing necessary and desired services.

The table on the following page shows that housing construction that costs less than \$336,000 is probably not paying as much in taxes as it is costing the Town in services.

However, this breakeven point must be weighed in terms of the type of housing involved. Sixty-four percent (64%) of Guilford's 2003-2004 expenditures are for running the Town's educational system; or conversely, 36% of the Town's budget is for general government services exclusive of education.

Age restricted housing, which generally does not add school age children to the community, would not be contributing to the Town's educational expenses. This would mean that age restricted housing valued at more than \$121,000 per dwelling unit would be covering its share of general government expenses.

Because of factors and considerations such as this, Guilford's broader than normal definition of economic development shown above makes sense.

Breakeven Calculation Methodology and Calculation for Guilford

Data Item or Calculation	Guilford FY 2003-2004 Budget
Total Town Expenditures for the Fiscal Year	\$59,435,865
Less Grants and Transfer Payments	} - \$8,536,078
Less Fees and Charges	
Less Interest Income	
Less Taxes Paid by Businesses (includes Real Property Tax, Personal Property Tax and Tax on Business Motor Vehicles)	- \$4,086,691 (1)
= Portion Budgeted Expenditures paid for by Residences	\$46,813,076
Divided by the number of Housing Units	8,628 (2)
= Average Cost of Municipal Services per Housing Unit	\$5,427
Divided by Mill Rate	÷ 21.17
= Assessment (in 1000s) required to Average Housing Unit Service Cost	\$256.35
Times 1000 = Assessed Value	\$256,350
Divided by .7 assessment ratio	÷ .7
= Market Value of Housing Unit needed to Pay Taxes Equal to per Housing Unit Service Costs	\$336,214

Notes: (1) Taxes paid by business includes Commercial and Industrial Real Property, all taxable personal property except non-registered motor vehicles and mobile manufactured homes, motor vehicles registered as commercial and farm, and a 7.4% allocation of other motor vehicles. The 7.4% represents the calculated business portion of Guilford's total Grand List.

(2) 8,836 is the total number of residential accounts included in Guilford's Assessors records. Given construction activity, this is considered a fair approximation of actual total housing units when compared with the 1999 figure of 8,628.

Competitive Realities Shaping Guilford's Economic Development Future

As part of identifying the economic development potentials and needs of Guilford, and carrying out a program that capitalizes on the potentials and meets the needs, it is necessary to understand the broader context in which modern economic development occurs. Economic development is a continually evolving process and discipline. How it occurs today is much different than how it occurred as recently as five years ago. It is important to understand some of the key philosophies and trends upon which modern economic development is dependent. The next several pages provide a discussion of the major competitive realities that Guilford residents must be aware of as they think about their community's economic development future.

Economic Development Is Extremely Competitive

According to The Wadley-Donovan Group, Ltd., one of the nation's most active site location consultants (based in Edison, New Jersey), each year there are only 2200 to 2400 manufacturing and office facilities employing 20 or more announced in the US. These projects represent both new facilities and relocations. There are 11,000 or more economic development agencies in the United States alone, competing for these projects (source: Growth Strategies Organization, Vail, Colorado). Worldwide, there are approximately 10,000 existing business and industrial parks (of which about half are in the United States), complete with all infrastructure, being used as a primary tool to win these projects (source: Conway Data, Atlanta, Georgia). In other words, in the United States alone, there are about 5 times as many economic development agencies as there are projects of substantial size announced annually, and nearly twice the number of business and industrial parks as the number of larger projects. **The competition to attract and retain the capital investment and job creation brought by business locations is fierce.**

Avoiding Elimination and the Importance of a Strong Region

Due to the abundance of locational opportunities, the site selection process relies on an initial phase that emphasizes rapid elimination of regions and communities so as to reduce to a workable number the areas to be studied in detail. Companies in a search mode begin by evaluating regions; if they like a region, they will consider the individual communities in it. Even the smallest regional or community flaw can result in elimination. Critical regional and community attributes currently are:

- Essential community data and the ability to quickly produce customized reports
- Adequate labor supplies and skills
- An inventory of available, fully serviced sites and buildings

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- Expedited permit and approval procedures
 - Incentives and assistance programs
 - A business climate that shows the community is seriously interested in the project.

There are many other variables evaluated, and different industry sectors and companies will have their own set of priorities, but those listed above are currently the most important to most companies. **Guilford's economic development planning must include the identification of impediments to economic growth and the Town's efforts must aim at eliminating those impediments.**

Companies already in a community, but in need of new space, will also consider these and other factors, and compare their current community with alternative locations.

Guilford's economic development future is also entwined with that of the Greater New Haven Region. **It is in Guilford's best interests to support a strong, regional economic development effort.**

Speed Has Become Essential

The duration of the typical site location process has been cut in half from only 5 years ago. The Wadley-Donovan Group reports that the typical time frame for larger projects now allows 6 to 8 weeks from the beginning of the process to the selection of the "preferred" community, and another 6 to 8 weeks to have a site under control. These companies would like to receive all local permits and approvals within a 14 day time frame (with 7 days preferred) and all state permits and approvals within a 45 day period (30 days is preferred). Smaller companies may have longer time frames, but delay is still a project killer. **While the timeframes suggested above may not be achievable in Guilford and the community will want to continue to give adequate attention to proposed projects to make sure they are in the Town's best interests, expediting the permit and approval process as much as possible is highly desirable.**

Staff Empowerment to Expedite Projects

Due to this need for expeditious project processing, an increasing number of communities are responding by creating clear land use regulations and empowering staff to issue necessary permits and approvals when projects are found to be in full compliance with regulations after careful review. Competitive communities are constantly evaluating their project approval procedures in order to streamline them. **Guilford should think about how it can better use its professional staff to review and approve appropriate projects.**

Available Sites and Buildings are Essential

Between 65% and 75% of all prospects conducting a site search begin looking for an existing building into which they can move quickly – this includes both companies from out of the area and those already in a community who have found their current location to be undesirable. In most states, about 50% of projects that actually occur use existing buildings. Again, this is a function of the need for speed. This puts a premium on having available both vacant space and fully serviced sites on which construction can begin immediately and be completed in a short time frame. The majority of companies are unwilling to wait for a community to debate whether to help make a site ready, prepare designs, commit financing and undertake infrastructure construction. There are too many other communities already fully prepared. If you are not ready, you lose. **Guilford has a very small inventory of available sites and buildings and should consider how it can improve this situation.**

You Must Be Aggressive

We are in an era, expected to continue for a long time, of a “global jobs auction”. Companies have jobs to offer (and the capital investment and tax revenues that comes with them) and can put them in a variety of locations. Guilford competes not only with Branford, Madison and the Greater New Haven area, but with locations in Rhode Island, New York and Massachusetts, and places such as Barbados, Ireland and India as well. This competition is reflected both in the process of trying to recruit new businesses to town as well as in the contacting of companies already in Guilford by other states and countries in an attempt to convince them to move or put branch locations somewhere other than Guilford. It is a buyers' market, and communities like Guilford are both the sellers and the commodity being sold. Having an adequate inventory of available buildings and sites is one common community response. Increasingly, communities are also creating aggressive incentive and assistance packages and comprehensive informational databases in order to increase community competitiveness. The work is being done before the prospect arrives—not after. **Guilford must become more proactive in identifying the types of economic growth it wants and working to make it happen, rather than waiting for it to happen.**

Home Occupations Have Become More Important

For the past several years, there has been an entrepreneurial explosion occurring. Annually more than 1million new businesses are created in the US (source: Dun & Bradstreet), and in 1997 for the first time, more than half were home-based. In 2000, there were 1,573,256 companies started, of which 910,361 (57.9%) were home-based (source: New Business USA as reported in *Inc.* Magazine). While the past few years of recession and economic sluggishness have somewhat curtailed new business formations, this entrepreneurial trend is expected to continue. **Guilford must make**

sure its regulations concerning home occupations support their formation.

Regulations should include a registration process to assure that Guilford receives applicable tax revenues. More important however, is showing that the community is interested in incubating new, small businesses that will want to remain in the community when they have outgrown their home offices.

The Changing Nature of Retailing

Retailing as we have known it continues to change. Many communities are experiencing a decline in the vitality of older shopping areas. Communities are being impacted by the following regional and national trends:

- Overbuilding of retail space (from 13.1 square feet per capita in 1980 to 20.2 square feet per capita in 2003) has resulted in increased retail competition, retailer bankruptcies and increased vacancy rates.
- Department store consolidations have caused store closures in commercial centers where sales were below par and where similar merchandise was offered.
- Big box and category killer stores have caused closures and bankruptcies among local stores and smaller store chains that cannot match their prices and promotional budgets. This has resulted in fewer tenants for shopping centers and more competition for those fewer tenants.
- Big box developers such as Home Depot, Wal-Mart and Best Buy are already developing smaller stores (40,000 – 50,000 square feet) for smaller population centers. Other chains such as Target, Kohl's and Toys "R" Us are expected to follow this trend. (*Newsweek*, June 3, 2002)
- Retail establishments are seeking to cluster in larger, master-planned and coordinated environments to draw larger numbers of shoppers and then pass them among multiple stores.
- Catalogue and Internet shopping are reducing sales in traditional retail establishments.
- Entertainment retailing is intended to give shoppers an experience beyond just the purchase of goods. Usually this requires larger amounts of space. The DestiNY USA project in Syracuse will be over 5 million square feet, have more than 400 stores, restaurants and entertainment venues, and contain a 100,000 square foot tourism exposition center.
- Grocery stores are expanding in size (Wal-Mart is experimenting with freestanding 40,000 square foot grocery stores) and drugstores are moving toward larger freestanding stores.
- Chain restaurants are proliferating, causing more competition for local restaurants.

It is likely, due to employment commuting patterns, that Guilford has significant retail leakage, with substantial amounts of money spent by Guilford residents outside the

community. **Guilford must give careful thought as to where retail fits in the community's future and take action to support retail merchants already in Town.**

E-Commerce is Changing the Need for Space

A common fear is that the expansion of electronic commerce will cause a significant reduction in the demand for space. While this may be true at the retail end of the chain as more people buy more goods without visiting a store, the opposite is occurring at the distribution end. More e-commerce vendors are requiring increasing amounts of order fulfillment space, scattered in a variety of locations. Many of these facilities do not need high bay space for racking systems—rather, they need large footprint space with sophisticated conveyor, sorting and shipping systems. Many older, low ceiling manufacturing or retail buildings are ideal for conversion into this type of use. E-commerce fulfillment facilities also frequently employ more workers than traditional distribution warehouses. The current state of e-commerce is one of rapid change, and perhaps turmoil. **At present, business-to-business e-commerce appears stronger than business-to-consumer transactions, but the impact of e-commerce on retailing is still indisputable and Guilford should think about how it is impacted by and can take advantage of this trend.**

Education to Overcome Community Concerns

Modern business facilities are vastly different from their predecessors. Architectural design, building code requirements and performance standards all aim at making business buildings and operations more attractive and better neighbors. Frequently, community hesitation to committing to more economic development is a reflection of a deserved dissatisfaction with the negative consequences of older projects.

Community education is often a necessity to demonstrate that these kinds of negatives are no longer likely under the community's current regulations, policies and procedures. Guilford's economic development efforts must include a significant community education element.

Think—and Behave—Entrepreneurially

Economic development is one of the few areas of community expenditure where a return-on-investment can—and should—be expected. Across the country, communities are increasingly thinking and behaving entrepreneurially. They are willing to make strategic investments in projects or the community infrastructure necessary to obtain and support company expansions and locations, with the calculated expectation that this investment will reap the jobs, tax base and quality of life improvements the community desires. Increasingly, communities are investing in projects located outside their boundaries and being compensated like private

developers. Often these projects are joint ventures by multiple governmental units. **Guilford's economic development effort must focus on assuring that projects that are supported have a good return-on-investment. Not every project is right for every community.**

Community Preparation is Paramount

In the world of economic development, communities (or regions) are commodities. Companies select locations based on how well the location meets the company's needs—not based on how aggressive and sophisticated the area's marketing program is. **While an aspect of Guilford's economic development program is an improved marketing program, the Town must constantly strive to make necessary improvements in itself as an economic development product in a highly competitive marketplace.** Some of these improvements will be physical in nature; some will be procedural; and some will require additional planning.

Community Image and Attitude Can Make or Break You

Every resident of Guilford is a member of the community's marketing team—but business executives rely on other sources of information in forming their opinions of an area's business climate. A 2002 survey by Development Counsellors International (New York, NY) reported that corporate executives use articles in newspapers and magazines followed by dialogue with industry peers as the leading sources of information influencing their perception of a state's and region's business climate. (In prior DCI surveys, these two factors had been in the reverse order, but were still the two most important.) A positive image and attitude can be an important marketing tool—a negative image and attitude can be a huge obstacle. **Understanding how Guilford businesspeople feel about the Town as a location for business is an essential – and ongoing – element of the community's economic development preparation and marketing efforts.**

Strengths and Weaknesses of Guilford as a Location for Business

During the course of the preparation of this Plan of Conservation and Development Economic Development Supplement, many Guilford businesspeople and residents were asked to identify what they considered to be the Town's strengths and weaknesses as a business location. The responses were extensive and wide-ranging, but the topics below were cited by multiple sources as Guilford's primary economic development attributes.

Strengths and Weaknesses of Guilford as a Location for Business

<u>Strengths</u>	<u>Weaknesses</u>
1. Quality of life	1. Perceived "No Growth" attitude
2. Location and access	2. Limited site and building availability
3. Highly educated and skilled population	3. Lack of sewers
4. Local school system	4. Lack of entry level and unskilled workers
5. Quality of public services and facilities	5. I-95 and U.S. 1 congestion
	6. Cost of labor
	7. Lack of available, affordable housing

Quality of life is a term that means different things to different people. For some, it included other aspects of the list of strengths, including a high quality public education system and good quality public services and facilities. Many others commented on the low crime rate, attractiveness of the Town, and recreational opportunities.

Guilford, like every other community, must work to capitalize on its strengths in its marketing and correct its weaknesses in its operational and physical planning.

Business Development Opportunities

Research undertaken during the preparation of this Plan of Conservation and Development Economic Development Supplement also asked residents and businesspeople to suggest types of development that would fit with the community's character and be able to take advantage of Guilford's positive attributes. While nearly 70 suggestions were received, the types of uses with the most support were:

- Technology businesses of many kinds, in particular, biotechnology and electronics
- Research & development and all kinds of scientific research
- Light, small manufacturing and assembly

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- High end corporate offices
 - Restaurants and high end retail
 - A hotel and conference center
 - Additional tourism events and venues
 - Additional home occupations
 - A for-profit recreational center
 - A performing arts center

This list provides a starting point for Guilford's product improvement and marketing efforts. It will also be essential to remember that the businesses recruited to or established in town must be financially viable and profitable.

Locations for Economic Development

The 2002 Plan of Conservation and Development discusses the location of future economic development in the context of where land is already zoned for commercial and industrial development. In general, these areas are located along or in close proximity to the Boston Post Road corridor. In the future, however, it may make sense to rezone other portions of the community to allow appropriate business uses.

One example discussed in the Plan of Conservation and Development is the possible creation of neighborhood commercial centers to meet the needs of growing population centers north of I-95. Such neighborhood commercial centers would be "...limited in scope of permitted uses, limited in size, and tightly controlled in design to be compatible in scale and nature with a residential neighborhood. At the present time, there is limited support for such development and this Economic Development Supplement does not recommend it in the foreseeable future. However, such development must be responsive to the needs and desires of the residents of the impacted neighborhoods, and Guilford's Plan of Conservation and Development must allow for the increased demand for such neighborhood centers in the future.

While current land development opportunities for economic development are very limited, they are also very obvious. Guilford's primary Opportunity Areas for economic growth are the following (see the map on the following page):

1-A. Sullivan Property – South

This is a 113 acre tract of which 106 are in Guilford and 7 are in Branford. The site fronts on U.S. 1 and has substantial depth to the south. While the site has some topographic and wetlands restraints, it also has good development potential. Public water is available, but the site would have to be served by a package treatment plant

Guilford Economic Development Opportunity Areas



Legend

- 1-A. Sullivan Property - South
- 1-B. Sullivan Property - North
- 2. Waldo - Russo Site
- 3. Russo Site (Parkview Plaza)
- 4. Hubbard Road
- 5. I-1/I-2 Area between State Street and Goose Lane
- 6. Town Green Area
- 7. Whitfield South Area
- 8. Soundview Road Industrial Area

Map produced by the
Guilford GIS Staff
for EDC Study, 2004

unless sewers are extended from Branford. The site is zoned Mixed Use/Conservation 1 (MU/C1), a mixed use zone that allows both senior housing and a variety business uses including office, financial services, research, lodging, health care facilities, educational and recreational facilities and limited retail and restaurants. Additional undeveloped acreage is adjacent. The Sullivan – South property is actively on the market and has been considered by several developers. The Town of Guilford must continue to work with the Sullivan family and buyers of the site or any part of it to assure that proposed development meets the Town's definition of economic development as a net tax generator. A significant limitation on development of this site is a maximum allowable floor area of 15% (that is, total square footage of buildings allowed on the site is limited to 15% of the site size. This is extremely restrictive, particularly where buildings may be multi-story. The Town should consider amending this portion of its Zoning Regulations to allow greater density – a 25% land to building footprint ratio would allow better use of the site and still provide adequate greenspace.

1-B. Sullivan Property – North

The Sullivan property also owns a substantial tract (210± acres) of which 90± are in Guilford and 120± are in North Branford. This site is not currently on the market and is zoned R-7, a residential district that requires a minimum of 80,000 square foot lots. Because of the site's frontage on U.S. 1, proximity to I-95 and location across from what may become a mixed use area on the Sullivan – South property, Guilford should consider rezoning some of the Sullivan – North property to a similar MU/C1 mixed use zone.

2. Waldo-Russo Site

This site is slightly less than 100 acres and is zoned Mixed Use/Conservation District 2 (MU/C2), a mixed use zone very similar to the MU/C1 zone, with the additional allowable uses of printing and publishing establishments and manufacturing, processing, assembling or packaging of products or goods excluding petroleum products, chemicals and hazardous materials. This tract has limited frontage on U.S. 1 through a small area zoned Commercial Design (C-D) District. The site has 1300± feet of frontage along I-95. This site has been considered for the development of an age-restricted housing development with some ancillary commercial uses. Development on this site must be done carefully due to the proximity of existing residential neighborhoods (e.g., Catullo Road, Copper Hill road). The MU/C2 district has the same highly restrictive 15% maximum floor area as the MU/C1 and should be reviewed to allow a somewhat higher amount of land coverage. The Town should continue to work with the land owners and any buyers or developers to assure that development is a net tax generator.

3. Russo Site (also called the Parkview Plaza site or the Rockpile)

This site is 24 acres in size and is zoned Service Center West District (SCW). This is a commercial district intended for larger (up to 150,000 square feet by right, 200,000 square feet by special permit) retail, service, office, entertainment, restaurant and similar uses. The existing Parkview Plaza complex is at the east end, and a mini-storage warehouse complex has been cut out of the western end. While there are residential neighborhoods nearby, the general character of the area is commercial, with both a large cellphone tower and the Town's transfer station highly visible. This site fronts on U.S. 1, but is elevated from it. Development will be along the crest of the property, which will provide visual screening from surrounding areas. Although there are development limitations from visible rock outcroppings and the lack of sewer service, because of its immediate proximity to I-95, this site lends itself to development of a cluster of small footprint, slab-on-grade business buildings. Analysis is necessary to determine whether on-site septic systems will work in the site's soil conditions or whether a package treatment plant is feasible. The SCW zone does not allow small industrial buildings which are a potential use, and would fit well into the mix of business operations allowed in this district. The Town should consider amending the SCW district to allow small industrial uses. Marketability of the site is currently hurt by its appearance; the area is littered with an abandoned old truck, countertops, construction materials and other debris. The appearance of the mini-storage area should also be improved or adequate visual screening provided. The existing access road is inadequate for future use, but could serve as the road bed for an improved street.

4. Hubbard Road

This is a small industrial (I-2) zone that accessible from Long Hill Road via Hubbard Road. There are 4 lots with development potential in the area totaling 37 acres:

- An 11± acre site behind the Arkwright plant and north of Hubbard Road owned by the Town and used for school bus storage. Development of this lot would require relocation of the school bus operation.
- A long, relatively narrow 9± acre site owned by the Fonicello family with frontage on Long Hill Road, and running the entire length of Hubbard Road. The easternmost portion of this property is contiguous to the Town property.
- 2 lots owned by John and Agnes Landon totaling 17± acres south of the Fonicello property. This area has a small frontage on Long Hill Road. It also has a significant area of ponding caused by past gravel excavation. However, small buildings could be effectively located around this water feature in an attractive environment.

The I-2 district allows a mix of manufacturing, office and similar uses typically found in an industrial park on lots of a minimum of 120,000 square feet (2.75 acres), with a maximum of a 35% lot coverage by buildings or other structures and a maximum .6 FAR.

5. I-1/I-2 Area Between State Street and Goose Lane

This area is comprised of the following properties:

I-1 District (South of I-95)		I-2 District (North of I-95)	
Property	Acres	Property	Acres
Fonicello	8±	Pinchbeck	21± (2)
Anderson	7±	Pinchbeck	11±
Fonicello	16±	Pinchbeck	6±
Pinchbeck	38± (1)	Fonicello	13±
		Pinchbeck	37±
Total	69±	Total	88± (2)
Total = 157 acres (3)			

Notes:

(1) A portion of the 38 acre Pinchbeck property south of I-95 fronting on U.S. 1 is in the Post Road Village (PV) District. The actual amount of land in the I-2 district is not known at this time.

(2) Not all of the 21± acre Pinchbeck property is in the I-2 zone. It appears from mapping that the I-2 portion may only be about 5 acres, resulting in 72± acres available for business development north of I-95. The remainder is in a residential zone and appears to have access from Tupelo Lane (presuming that maximum cul-de-sac length is not an issue).

(3) Because of the split zones discussed in Notes (1) and (2), the actual total amount of acreage in the I-1 and I-2 districts is not known.

This is an existing industrial area with a mix of existing uses and vacant acreage. The primary differences between the I-1 and I-2 districts are that the I-1 District allows a variety of trade shops (machine shops, sheet metal shops, welding, woodworking, etc.), wholesale businesses, and retail sales and/or storage of coal, fuel oil, building materials and heavy equipment; has a minimum lot size of 40,000 square feet; and maximum lot coverage of 30%. The area is bisected by I-95, with an access ramp to I-95 in the southeast corner of the area. A major portion (30± acres) of the I-1 district south of I-95 is the Pinchbeck Rose Farm. The Fonicello family has an additional 24± acres south of I-95 which requires access through the Pinchbeck property. North of I-95, the Pinchbecks have 75± acres (largely used as a Christmas tree farm) and the Fonicellos have 13± acres. This area is not actively on the market. However, the existing business development in the area and Interstate access and exposure make this one of Guilford's few premier sites for economic development. There are some wetlands

limitations on the site, and access to State Street is impeded by existing housing. It may be possible to loop Carter Drive within the north site to have two points of access on Goose Lane. This may require elimination or relocation of the mini-storage complex at the northeast corner of this area. Adequate site analysis and planning should be undertaken without a specific business prospect involved to devise a conceptual development plan that maximizes the value for both the property owners and the Town.

6. Town Green Area

Although the area around the Town Green is fully developed or nearly so, it is a critical area for both the character and economic development of Guilford because of its visibility and high use. Adequate attention must be paid to maintaining the appearance and quality of this area. The following deficiencies existed at the time this Economic Development Supplement was written:

- Litter on sidewalks
- Weeds growing in tree grates and in planting areas
- Kiosk with menus next to Lighthouse Café in need of repair
- Buildings need exterior maintenance
- Parking areas are unsightly and appear as a sea of asphalt with dumpsters, crates and outside storage. Beautification is needed. It may be possible to link some parking areas to facilitate better traffic movement behind stores.
- Sidewalks are in need of repair or replacement

7. Whitfield South Area

This area runs from the Fairgrounds on the north, across the Train Station Area in the middle, to the Marina Area on the south. These three areas, although somewhat geographically spread, are linked by their use potential as a tourism area. Because of the existing residential areas surrounding and interspersed with the three components of this Opportunity Area, care must be taken to maintain the quality and character of the area. Nonetheless, terrific economic development potential exists. Additional events can occur at the Fairgrounds. Although this is an R-3 residential zone, small agricultural or environmental research operations might use current or new buildings on the Fairgrounds. Better walking linkage may be possible between the Whitfield Museum and the Fairgrounds. Additional visitors may come to the Whitfield Museum and other historic sites in the area. This may be stimulated by better service to and accommodations at the Guilford train station area. There is a natural and convenient walking or biking linkage between the train station and the marina area. This area has tremendous potential, but requires adequate planning. The Town's Public Works complex is a detriment to effective use of the train station area and should be relocated. The existing buildings may have some utility for reuse. The train station

area is the least developed portion of this Opportunity Area. A Task Force focused on the planning of the train station area is needed; in the future, the focus of this Task Force should be increased to include the entire Fairgrounds to marina corridor.

8. Soundview Road Industrial Area

This is a largely developed area zoned I-2 (with a small I-1 area) that needs continuing attention to maintain its economic vitality and quality. There are a few vacant buildings that can be reoccupied. The quality of the area is mixed, with some properties in need of exterior improvements to the buildings and/or grounds. Substantial areas of marsh and wetlands curtail development in many parts of this Opportunity Area. The inclusion of undevelopable land such as this in the Town's "inventory" of industrial acreage sends a misleading and inflated message to residents as to how much of Guilford is intended for industrial use. Consideration should be given to rezoning the marsh and wetlands to R-3 where this district is contiguous to the marsh or wetlands. There may be additional development potential between the existing street and the rail line; additional analysis is required. The southern portion of this area includes 30 to 40 acres with good development potential but no road access. This is the type of area that, in many communities, has been forgotten about because little more can happen there, with the result that the quality of the area declines significantly. Guilford must make sure this does not happen in this Opportunity Area.

Primary Directions for Guilford's Economic Development Efforts

The 2002 Plan of Conservation and Development contained one primary assignment for the Town's Economic Development Commission – the development of a detailed Economic Development Plan. That effort was completed simultaneously with the preparation of this Economic Development Supplement, and identifies the following five primary issues around which Guilford's future economic development efforts should focus:

1. The need for a community spirit of collaboration.
2. Business climate improvements.
3. Proactive development planning and implementation.
4. Heightened attention to Guilford's existing businesses.
5. The need for community education about economic development.

More detailed discussion and recommended action items are provided in the Guilford Economic Development Action Plan – 2003.

Relationship with Guilford's Smart Growth Planning

As this Economic Development Supplement was being prepared, Guilford had also begun a Smart Growth planning project. A consistent component of Smart Growth Planning in any community is achieving a balance between land uses and community needs and revenues. While the primary focus of this document is on Guilford's economic development, and the primary focus of the Smart Growth project is on residential development, the two projects are closely linked by their intention to help the residents of Guilford plan the future of the community effectively and assure that both current and future residents have the quality of life and standard of living they desire.

A Vision for Guilford

Guilford's 2002 Plan of Conservation and Development articulates the following vision of the community for the future:

In an atmosphere of managed overall growth, continue to maintain and enhance the unique historic character of the Town and provide a high degree of protection for the Town's natural resources, while providing for a safe, healthy environment and a broad spectrum of opportunities for a population with a diversity of backgrounds and economic means.

While this vision is consistent with the community's desire to protect its character, scale and charm, it is not explicit in recognizing the importance of economic development. At best, economic development is alluded to within the context of providing opportunities for a population from different income strata.

5 Keys to Success

In order for Guilford to have economic development success in the future, the following factors are critical:

1. The community must work together to incorporate in its vision for the future a suitable, meaningful and realistic economic development component.
2. Guilford must provide adequate sites on which businesses or other capital investment that will generate net tax revenue to the Town can locate.
3. Those sites must have reasonable zoning and necessary infrastructure.
4. Guilford's permit and approval process must be reasonable, fair, uniformly applied and rapid.
5. Both the community's marketing and behavior must convey the message that quality businesses of an appropriate scale wishing to locate in Guilford will be welcomed and assisted.

Part 2

**Guilford, Connecticut
Economic Development Action Agenda**

An Action Plan for Guilford's Future

April 2004

Part 2
Guilford, Connecticut
Economic Development Action Agenda
An Action Plan for Guilford's Future

Table of Contents

<u>Section</u>	<u>Page</u>
Introduction	28
Strengths and Weaknesses of Guilford as a Location for Business	29
Issues Impacting Guilford's Economic Development Future	31
General Framework	31
Primary Elements of the Guilford Economic Development Action Plan	32
Guilford Economic Development Action Agenda	39
Goal 1: Develop a Common Understanding of Economic Development and its Role in Guilford	39
Goal 2: Business Climate Improvements	45
Goal 3: Get Aggressive About Economic Development	52
Goal 4: Take Better Care of Businesses Already in Guilford	55
Goal 5: Community Economic Development Education	60
Summary of Economic Development Action Agenda Budget Items	63
Stimulating Development in Guilford's Opportunity Areas	64
Appendices:	
1: Strengths and Weaknesses of Guilford as a Location for Business	84
2: Issues Impacting Guilford's Economic Development Future	90

Guilford, Connecticut

Economic Development Action Agenda

An Action Plan for Guilford's Future

Introduction

The Economic Development Supplement to Guilford's Plan of Conservation and Development discusses the following purposes for the Town's economic development program:

1. Reducing the tax burden on residential taxpayers by broadening the tax base.
2. Providing local availability of the products and services desired by residents.
3. Providing adequate employment opportunities for community residents.

While all three purposes are important, in Guilford's case, at this point in time, the strong emphasis is on reducing the community's reliance on homeowners to pay the vast majority of the costs of services provided by Town government.

As a community, Guilford has mixed emotions about business development. While many residents recognize that the capital investment created by businesses when they locate in a community is the fastest way to broaden the tax base, they are also uncomfortable with a major shift in Guilford's character and appearance that such business influx is envisioned to cause.

For that reason, Guilford has adopted a broader definition of economic development than is used in most communities – **any development activity that will generate more in taxes to the Town than it costs in services provided by the town.** Activities such as the development of age-restricted housing of a value that pays more in taxes than it requires in service costs is a logical economic development target that can have minimal impact on the Town's essentially rural character.

This is not to say that business development will be ignored. Rather, high quality and attractive business development, effectively planned and located in appropriate areas, and of the scale and visual quality that will fit comfortably in the community will be aggressively pursued.

Economic development strategies are, by definition, short-term in nature. Most commonly, they provide a blueprint for action over the next 3 to 5 year period. The Action Agenda for Guilford provided in this document is intended to provide guidance for the community's development activity for that timeframe.

Guilford's past economic development efforts have been hampered by a lack of community consensus about the necessity of such efforts and a fear that large scale development – both for individual projects and cumulatively – will wreak havoc on the character of the community which its residents treasure. Because of past community disagreement on the suitability of development projects in the Town, Guilford has the reputation of being a difficult place in which to locate businesses. This reputation minimizes Guilford's opportunity to attract even those businesses that residents would find desirable. **A major element of the Action Agenda for the next 3 – 5 year period is to reach community consensus on the type, scale and required contribution to community life that will define development projects acceptable to community members.**

Guilford's past economic development efforts have also been hampered by a lack of staff capacity dedicated to this purpose. While this Action Agenda concentrates the community's efforts on a limited agenda over a relatively short timeframe, Guilford cannot rely on a totally volunteer effort to implement the initiatives listed in this Agenda. **If Guilford is to have an effective economic development program in the future, it must have professional staff assigned to this task on a full-time basis or nearly so.**

It is the intent of this Action Agenda to move Guilford from a reactive approach to a well thought out effort focused on initiatives that will meet the primary goal of broadening the tax base by stimulating investment by projects that pay more in taxes than they consume in municipal services. This will require an investment by the community. **Conducting an economic development program costs money. However, economic development is one of the few areas of municipal expenditure that can – and should – have a significant return on investment.**

Strengths and Weaknesses of Guilford as a Location for Business

During the preparation of this Action Agenda, a significant amount of research was conducted to evaluate the primary strengths and weaknesses of the community as a location for business. Nearly 30 one-on-one interviews were conducted with businesspersons, landowners, developers, real estate brokers, governmental officials and residents of the community. Nearly an additional 30 people participated in a series of focus groups comprised of representatives of four major sectors of the community: Town staff; conservation and preservation interests; retail businesses; and general

businesses. Appendix A provides the detailed listing of the characteristics identified during these interviews and focus groups as defining Guilford's strengths and weaknesses as a location for business.

The following topics are those identified most frequently as Guilford's primary strengths and weaknesses:

<u>Strengths</u>	<u>Weaknesses</u>
6. Quality of life	8. Perceived "No Growth" attitude
7. Location and access	9. Limited site and building availability
8. Highly educated and skilled population	10. Lack of sewers
9. Local school system	11. Lack of entry level and unskilled workers
10. Quality of public services and facilities	12. I-95 and U.S. 1 congestion
	13. Cost of labor
	14. Lack of available, affordable housing

The purpose of any economic development strategy is to identify ways in which to capitalize on marketable strengths and opportunities while taking actions to correct deficiencies and weaknesses.

As discussed in the Economic Development Supplement to Guilford's Plan of Conservation and Development, the most frequently identified development opportunities during the research for this strategy were:

- Technology businesses of many kinds, in particular, biotechnology and electronics
- Research & development and all kinds of scientific research
- Light, small manufacturing and assembly
- High end corporate offices
- Restaurants and high end retail
- A hotel and conference center
- Additional tourism events and venues
- Additional home occupations
- A for-profit recreational center
- A performing arts center

In addition to these, and in accordance with the definition of economic development adopted by the Town (development activity that will generate more in taxes than it will cost in services provided by the Town), other projects such as age restricted housing may also be viable and important targets.

Issues Impacting Guilford's Economic Development Future

During the research for this Action Agenda, a list of 35 relevant issues was compiled; these are presented in Appendix 2.

The most frequently cited issues were:

- A concern about property taxes and assessment increases.
- A cluster of interrelated concerns about attitude toward growth and development, growth issues and the need to better educate the community about these issues.
- The lack of good locations for economic development with appropriate zoning and necessary infrastructure.

The Action Agenda that follows is intended to begin the process of dealing with these issues.

General Framework

Based on an analysis of the strengths, opportunities, weaknesses and issues listed above, this Economic Development Action Agenda for the next 3 – 5 year period is built on the framework of the following five major elements:

6. The need for a community spirit of collaboration.
7. Business climate improvements.
8. Proactive development planning and implementation.
9. Heightened attention to Guilford's existing businesses.
10. The need for community education about economic development.

Primary Elements of the Guilford Economic Development Action Plan

During the next 3 to 5 year period, Guilford's economic development efforts should be focused in the following areas. This section provides a general discussion of the elements of the Action Agenda and why they are important. The following section provides details on carrying out these initiatives.

1. The Need to Develop a Common Understanding of Economic Development and its Role in Guilford

The residents of Guilford lack a good, shared understanding of what economic development is in general and have conflicting opinions on what quality economic development is. People's view of economic development is subjective. Some people have moved from a community or area where economic development was of lower quality and they do not want Guilford to have the same. There is little likelihood of making progress until the community as a whole is "on the same page" about economic development. Many of the recommendations below relate to resolving this issue.

1-A. Community Development Summit

There are many sectors of the community concerned with aspects of future development, who appear to spend a lot of time talking about other sectors, but who have not spent much time talking with each other about the topic. This creates a more polarized situation than is healthy. Many communities (Los Cruces, NM is a good example) have created a regular community forum process that brings together a broadly representative mix of people in a highly structured format to explore specific issues and identify paths that the community will be comfortable with. The process identifies specific topics of concern (both problems/issues and opportunities) to be discussed at the next summit ahead of time. A broad cross section of community members are specifically invited to participate. The agenda usually includes a large group discussion of topics of general relevance, small group workshops on specific topics assigned to each group, and small group reports to the reconvened group on recommendations. Such a Community Summit is necessary for Guilford. Without a common vision and shared sense of purpose, all other economic development efforts in Guilford will be at risk of significant opposition.

1-B. Scenario Analysis

There are many directions that long-term development in Guilford can take. Each has its own different set of impacts on the community. Many people automatically envision

the worst-case scenario for potential development, which then sets the stage for opposition based on gut feel rather than objective analysis. Guilford should undertake a program that carefully analyzes the most realistic outcomes of taking – or failing to take – a variety of approaches to the long-range development of the Town. The previously completed Build-out Analysis is one step, but does not address many of the results of a variety of long-range development alternatives.

1-C. Economic Development Team Building for Guilford's Boards, Commissions and Staff

The boards, commissions and professional staff of any community are essential parts of the community's economic development team – but often have never thought of themselves in that fashion. Guilford's economic development team is comprised of excellent people with the best interests of the community in mind. However, the team requires work to maximize its performance in carrying out this Action Agenda. The following team-building efforts are necessary:

1) Team-Building Workshop – Economic development efforts will be strengthened if the members of the various Boards and Commissions and the professional staff that comes into contact with the economic development process participate in a team-building workshop that focuses on their role in that process. This would be a variation on a very successful program called "Economic Development for Public Officials" that has been run by the Metro Hartford Alliance (previously the Capitol Region Growth Council) in most of the communities in the Greater Hartford region.

2) Development Team Meetings – A periodic (at least quarterly) joint meeting should be held of all Boards and Commissions (or at least the Chairs of the groups), along with the individuals staffing those groups, involved in the economic development process. The purpose of such a meeting would be to assure broad familiarity with what is going on in all Boards, Commissions and Town Departments that affects the development process.

3) Economic Development Policy Statements – All Boards and Commissions in Guilford should develop a specific policy statement describing how each group views its role in the economic development process.

2. Business Climate Improvements

Guilford is perceived by many, particularly those in various aspects of the development profession, as being a difficult community in which to carry out development. Efforts to streamline the community's permit and approval process are necessary. This is not

intended to suggest that Guilford should reduce its commitment to quality development. Rather, it means that once a consensus has been reached about the community's vision of itself in the future, the role economic development plays in that vision, and the characteristics desirable projects will demonstrate, the process of making those projects reality is as rapid and painless as possible.

2-A. Combined Planning & Development Department

Many communities across the country (Manchester is a good example in Connecticut) have consolidated separate planning, zoning and development functions into a single office. This results in staff and the Boards and Commissions they work with thinking in terms of how they can contribute to and help manage the development process rather than just regulating it.

2-B. Make the Design Review Process More Helpful

1) Written Design Guidelines – An unacceptable number of people feel that Guilford's Design Review process is based more on a subjective, case-by-case reaction to proposals rather than on a readily available, understandable set of criteria. Committing more of the community's expectations to writing will help. The Town of Simsbury is an example of a community that has developed a successful handbook with design review standards. Guilford has been working in this direction, but the process should be expedited.

2) Design Review Consultation Service – Many prospective developers are not aware of what sort of informal design review assistance they can receive from Guilford's Design Review Commission before they submit official plans for review. A more specific policy about this sort of consultation service should be developed and effectively communicated.

3) New England Residential Design Model for Commercial Clusters – Several places (a project in East Windsor is a good example) have created clusters of commercial structures that are somewhat oversized versions of typical New England style residential homes. The scale is still small, and because there are no other true homes immediately adjacent, it is difficult to tell that the commercial structures are larger than homes. This style and scale would be acceptable to those in Guilford who are concerned about maintaining the character of the community.

2-C. Permit and Approval Process Task Force

There is an unhealthy level of complaint about the regulations and procedures that comprise Guilford's permit and approval process. Other communities (Raleigh, NC is a good example) dealing with this situation have had good success by creating a working

group comprised of key staff, representatives of Boards and Commissions, and representatives of the real estate development community, architects and engineers, who meet together to get specific problems about the development process onto the table, explore all sides of the issue in a non-hostile environment, and jointly identify the most effective way to make the system work more effectively.

2-D. Digitized Data Requirement

The Town should establish a policy requiring developers of proposed subdivisions to provide all design data in digitized form so that it can be captured efficiently in the Town's GIS system. This will assist in the effort to streamline the development permit and approval system, as well as reduce the Town's out-of-pocket costs for modernizing its record-keeping system.

3. Get Aggressive About Economic Development

3-A. Opportunity Areas Conceptual Design

The Town should fund a program that would share with private property owners the costs of creating a conceptual plan showing how primary commercial and industrial Opportunity Areas could be developed most effectively. For a small funding level, this would allow the Town to participate directly in the identification of desirable development scenarios, and would stimulate the thinking of property owners about converting underutilized land into economic development. Recommendations on what needs to happen in Guilford's primary Opportunity Areas are provided in another section of this Action Plan.

3-B. Train Station Area Task Force

The development of the area around the train station will be a complex and long-term endeavor that will require the participation of a wide range of community sectors. A Task Force specifically focused on this portion of the Whitfield South Opportunity Area and comprised of the right people who can make things happen should be created as a study and implementation body. While developing broadly acceptable recommendations on what should be done in the area is one essential part of the process, it will take the concerted efforts of a group such as this to actually make it happen.

3-C. Speculative Building Development

One of Guilford's weaknesses for attracting new business is its lack of available space in existing buildings. An obvious way to rectify this situation is to develop speculative

space. Some of the private sector development community is avoiding Guilford because they see easier opportunities in other communities. The Economic Development Commission (EDC) or a not-for-profit development entity can prime the pump by constructing one or more speculative buildings. A less costly approach being used by more communities is the creation of a "virtual building" that is fully designed in the computer, with construction permits and approvals already obtained and financing committed. Construction does not occur until a user has committed to occupying the building.

4. Take Better Care of the Businesses Already in Guilford

A fairly widely held view in Guilford is that the EDC is primarily interested in attracting new businesses and that the Chamber of Commerce has been interested mostly in retail businesses and running festivals and events. Existing, non-retail businesses feel neglected. The EDC and Chamber should work cooperatively to assure that Guilford's economic development program pays adequate attention to meeting the needs of all companies already in Town.

4-A. Existing Business Contact and Assistance Program

The Town should explore the utilization of interactive listening technology via the Internet as an efficient means of maintaining regular contact with all local businesses. This would serve as a means of identifying problems or issues impacting groups of companies that the EDC and/or its allies could address. Rather than a time-consuming visitation and paper survey approach that requires many months before widespread patterns can be observed, or before a company with a problem may be scheduled for a visit, the internet based approach maintains regular contact with all businesses in Town and requires a minimum of their time on a periodic basis, to answer a very limited number of questions. The short time required results in a higher response rate, and the ability to receive answers to the same question from many businesses at the same time, allows the identification of areas of concern immediately.

4-B. "Buy Local" Program

Guilford suffers from a large amount of retail leakage. The EDC and Chamber should create a program that encourages Guilford residents to patronize local establishments. There are many variations on this approach being used across the country. Most of the successful approaches utilize a cooperative marketing program whereby all establishments are promoting the other establishments in the system.

4-C. Annual Design and Development Awards

The EDC should demonstrate its commitment to attractive, high quality project design, and at the same time recognize exemplary investment by existing or new companies, by creating an annual awards program that commends those firms who have contributed to the quality appearance of the community through attractive construction or renovation. These award can initially be made at an Annual Chamber of Commerce dinner or similar event.

4-D. Heritage and Cultural Trail

The EDC should support ongoing tourism efforts to establish and promote a trail that links the numerous historical and cultural locations in Guilford. This effort will relate both to improving support of existing businesses in Town and promoting tourism, which is a form of economic development that meets the community's test of contributing to the tax base (by supporting tax paying businesses) while have small service costs.

4-E. Handcraft Center Directional Signs

The Guilford Handcraft Center is a unique asset that links the Town's small business base and tourism programs. While traveling on I-95, there is good signage announcing which exit to use for the Handcraft Center. However, at the bottom of the exit ramp, there is no signage telling the driver which direction to turn to reach the Center. This should be rectified by working with the State Department of Transportation and/or appropriate local agency to install necessary signage.

5. Community Economic Development Education

An important tool in achieving initial and continuing consensus on and support for economic development efforts is an improved understanding within the community of the issues related to the topic. Achieving this consensus requires a focus on educating the community through the following efforts:

5-A. Organizing to Promote Effective Community Development

The segment of the Guilford community that is most sensitive to development issues (variously described as no-growth, anti-growth or anti-change) is much better organized than the segment that supports economic development. This results in numerous individuals testifying at hearings against projects, but very few testifying in favor. The EDC has been criticized as not testifying at many of these hearings. If economic development is to stand a chance in these debates, the pro-economic

development segment of the community must be organized as effectively and be willing to participate as aggressively as the opposite side of the debates.

5-B. Economic Development Speakers Bureau

The EDC should create a small group of good speakers who are willing to make presentations to community service groups, on public access television, and in other appropriate venues to inform community members and others about the “myths and realities” of economic development in Guilford. The EDC should prepare a set of talking points for these speakers and hold “rehearsals” to assure that the message conveyed is the most effective possible.

5-C. Strategic Marketing Plan

A companion document to this Action Plan is a Strategic Marketing Plan. For the 3 – 5 year period of this Action Agenda, a significant focus of the Marketing Strategy must be focused internally within Guilford. In part this is necessary to build the broad community consensus required to overcome the past image and behavior that is perceived as anti-development. Another essential part of the internal marketing program is to promote Guilford more aggressively to businesses or prospective entrepreneurs already located in Town so as to maximize the chances of being where they remain, expand or start-up. Research several years ago by Arthur D. Little, Inc. for the American Economic Development Council substantiated the long held opinion that 65 – 75 percent of capital investment and job creation comes from existing businesses in the immediate area.

A major component of any economic development strategy is a matter of prioritization of the hundreds of possible initiatives and the selection of a limited number that will have the most positive impact. Selecting the final list of action items requires sensitivity to resource realities. The 18 items discussed above and amplified upon in the next section are those that meet the test of significantly improving Guilford's economic development efforts within the next 3 to 5 years while being sensitive to budget and other resource needs.

GUILFORD ECONOMIC DEVELOPMENT ACTION AGENDA

Goal 1: Develop a Common Understanding of Economic Development and its Role in Guilford

Initiative 1-A: Community Development Summit

Plan and conduct the first Guilford Community Summit to discuss and make recommendations about issues important to the future of Guilford.

Action Steps

- Obtain information on successful Community Summit programs such as Las Cruces, NM, Asheville, NC and Cherokee County, Alabama.
- Contact the Study Circles Resource Center (860-928-2616) for recommendations on conducting Community Summits and possible facilitators.
- Review this information and extract guidance for Guilford.
- Appoint a 13 person, broadly representative Community Summit Steering Committee.
- Hold a Steering Committee work session to prepare a list of potential topics for discussion at the initial Community Summit.
- Conduct a prioritization exercise by the Steering Committee (and others if necessary) to prioritize the list of Summit topics and identify no more than 6 for detailed consideration at the Summit.
- Prepare a broadly representative invitation list of 150± Guilford residents and businesspeople whose participation in the Summit is important. Use the nominal group technique or similar method to assure good participation by community groups.
- Prepare the overall agenda for a 1½ day Community Summit.
- Select dates and arrange a suitable location with a large meeting room and enough breakout rooms (for individual topic discussions) for the Summit.
- Design and carry out an effective invitation process using as much personal contact (rather than mail) as possible.
- Prepare a logistics plan for the Summit.
- Prepare Summit notebooks and other necessary handouts for Summit participants.
- Conduct the Summit.
- During the Summit, begin to identify topics for discussion at a second Summit.
- Assure that the results of the Summit are effectively communicated to Guilford residents within 1 week of the Summit.
- Begin planning for the next Community Summit.

Responsibility

Primary:

- EDC to request Board of Selectman to start the process.
- Board of Selectman to endorse holding a Community Summit and appoint Steering Committee.
- Steering Committee to plan and hold the Summit.

Support:

- Many Boards, Commissions and community groups to show willingness to participate.

Goal 1: Develop a Common Understanding of Economic Development and its Role in Guilford		
Initiative 1-A: Community Development Summit - continued		
Resources Needed		
Funding:	Notebook and other materials Food and refreshments Consumable supplies & postage EDC staff time	\$1500 \$1500 \$ 500 Total - \$3500 In Salary
Other:	<ul style="list-style-type: none"> ▪ Summit facilitator ▪ Appropriate location & equipment ▪ Logistical assistance for Summit set-up and operations ▪ Other Town staff assistance 	
Performance Measures		
<ul style="list-style-type: none"> ▪ Commitment by June 2004 to hold a Community Summit ▪ Scheduling of Community Summit to occur in fall 2004 ▪ Active participation by all key segments of the community in planning and holding the Summit ▪ Identification of major community issues requiring collaborative discussion and resolution ▪ Progress made on resolving major community issues ▪ High participant satisfaction with the process ▪ Participant desire to hold a second Community Summit 		

GUILFORD ECONOMIC DEVELOPMENT ACTION AGENDA

Goal 1: Develop a Common Understanding of Economic Development and its Role in Guilford

Initiative 1-B: Scenario Analysis

Amplify the recently completed Build-out Analysis by identifying and analyzing the realistic outcomes of taking or failing to take a variety of directions and approaches to the long-range development of Guilford.

Action Steps

- Create a committee of the Planning & Zoning Commission or other appropriate working group to oversee this project.
- Identify 4 – 6 “development paths” that Guilford may take in the future (e.g., no additional business development; doubling of business development from historical levels; significant increase in the level of single-family development; etc.).
- Identify the conditions and resources required for these development paths to occur and evaluate the likelihood of these conditions and resources.
- Evaluate the short and long range impacts (physical change, service demands, revenues and costs to Town Government, etc.) of these development paths on Guilford’s future.
- Evaluate Guilford’s Plan of Conservation and Development in light of the results of this analysis and identify any changes required.

Responsibility

Primary:

- Planning & Zoning Commission and staff

Support:

- Board of Selectman to endorse the need for such analysis
- EDC to provide accurate information on economic development potentials and impacts
- Other Boards, Commissions and community groups as necessary

Resources Needed

Funding:	EDC staff time	In Salary
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Other:	<ul style="list-style-type: none"> ▪ Available time of Town Planning staff to manage process ▪ Information resources from Economic Development and other staff
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Performance Measures

- Commitment to conduct a series of scenario analyses by June 2004
- Identification of process management group by August 2004
- Identification of scenarios to be evaluated by October 2004
- Completion of scenario analyses and report to the community by June 2005

GUILFORD ECONOMIC DEVELOPMENT ACTION AGENDA

Goal 1: Develop a Common Understanding of Economic Development and its Role in Guilford

Initiative 1-C: Economic Development Team Building for Guilford's Boards, Commissions and Staff

(1) Team Building Workshop: Conduct a workshop for all Town Boards, Commissions and staff who come in contact with the economic development process to create a more effective Guilford economic development team.

Action Steps

- Contact the MetroHartford Alliance to obtain information on their current version of "Economic Development for Public Officials" (EDPO) and obtain permission to use it.
- Identify all Boards, Commissions and Staff that should be invited to participate.
- Select a date and arrange a location. Most frequently, this is a 2½ - 3 hour evening session.
- First Selectman invites all desired participants.
- Tailor EDPO curriculum to Guilford.
- Identify presenters.
- Prepare presentation materials and handouts.
- Make other logistical arrangements.
- Conduct the session.

Responsibility

Primary:

- Economic Development Commission

Support:

- First Selectman

Resources Needed

Funding:	Purchase of use rights from MetroHartford Alliance	???
	Coordinator and Speakers Fees	\$900
	Session food & beverage	\$500
	Consumable supplies and printing	<u>\$200</u>
		\$1600+

Other:

- Support by First Selectman's office
- Participation by necessary Boards, Commissions and staff

Performance Measures

- Workshop scheduled by February 1, 2004
- Workshop held by April 15, 2004
- High satisfaction by Workshop participants
- Improved satisfaction by those seeking to undertake economic development projects in Guilford

GUILFORD ECONOMIC DEVELOPMENT ACTION AGENDA

Goal 1: Develop a Common Understanding of Economic Development and its Role in Guilford

Initiative 1-C: Economic Development Team Building for Guilford's Boards, Commissions and Staff

(2) Development Team Meetings: Convene regularly scheduled joint meetings of Boards and Commissions (or at least their Chairs) and staff to those groups to ensure familiarity with issues and actions that affect the economic development process.

Action Steps

- Identify those Boards, Commissions and staff members who comprise Guilford's Economic Development Team.
- Convene the first meeting of the group The Team-Building Workshop discussed in item 1-C (1) might serve as the topic of the first meeting.
- At the first meeting, establish a schedule of quarterly or other regular meetings of the group.
- At the first meeting, the EDC should explain how important the other groups are to the economic development process in Guilford.
- At each meeting, prepare summary notes for distribution to all participants, Town Departments, and the community in general.
- Assure that meetings are held as scheduled.

Responsibility

Primary: Economic Development Commission to request that First Selectman convene the first meeting

Support: First Selectman to convene first meeting
 All relevant Boards, Commissions and staff must be willing to participate

Resources Needed

Funding:	EDC Staff Time	In Salary
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Other:	<ul style="list-style-type: none"> ▪ Meeting room ▪ Staff or volunteer to record and produce meeting notes for distribution
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Performance Measures

- First meeting scheduled by February 1, 2004
- First session held by April 15, 2004
- Additional sessions held at least quarterly

GUILFORD ECONOMIC DEVELOPMENT ACTION AGENDA

Goal 1: Develop a Common Understanding of Economic Development and its Role in Guilford

Initiative 1-C: Economic Development Team Building for Guilford's Boards, Commissions and Staff

(3) Economic Development Policy Statements: All Boards, Commissions and Departments should prepare Policy Statements describing how each group views its role in the economic development process in Guilford.

Action Steps

- First Selectman requests that all Boards, Commissions and Departments prepare a draft policy statement describing how they view their role in the economic development process.
- Policy Statements should be presented and discussed at a Development Team meeting.
- After discussion and as necessary, Boards, Commission and Departments should revise and publish a final Economic Development Policy Statement.
- Department Policy Statements should be displayed in Department Offices and in meeting rooms used by Boards and Commissions.
- All staff and members of Boards and Commissions should be given a copy of the Policy Statement applicable to them; each new hire, appointed or elected Board and Commission member should be given a copy. Selectman should have a copy of all Policy Statements.
- An overall Policy Statement should be prepared for the Town describing the Town's view of economic development and its commitment to facilitating it.

Responsibility

Primary: Economic Development Commission requests that First Selectman begin the process First Selectman to make official request for Policy Statements from Departments, Boards and Commissions

Support: All Boards, Commissions and Departments must participate

Resources Needed

Funding:	EDC staff time	In salary
Other:		

Performance Measures

- By April 1, 2004 EDC asks First Selectman to request Policy Statements
- First Selectman asks for Board, Commission and Department Policy Statements by May 1, 2004
- Draft Policy Statements are prepared by August 1, 2004
- Development Team discusses Policy Statements by October 1, 2004
- Final Policy Statements are prepared and in use by all Boards, Commissions and Departments by January 1, 2005

GUILFORD ECONOMIC DEVELOPMENT ACTION AGENDA

Goal 2: Business Climate Improvements	
Initiative 2-A: Combined Planning & Development Department Create a Guilford Planning & Development Department by merging or modifying existing departments as appropriate.	
Action Steps	
<ul style="list-style-type: none"> <input type="checkbox"/> Appoint a work group to study this issue and make specific recommendations. <input type="checkbox"/> Identify and research communities such as Manchester and Groton, CT that have created a combined Planning & Development Department to identify challenges in the process, the method those communities took to creating the combined department and an evaluation of how effective the new approach is compared to the previous setup. Such evaluation must consider both performance and cost-effectiveness. <input type="checkbox"/> Prepare a recommended Planning & Development reorganization plan for Guilford. <input type="checkbox"/> Convene one or more meetings as necessary to discuss the recommended Planning & Development reorganization plan. <input type="checkbox"/> As necessary, make modifications to the Planning & Development reorganization plan based on discussions. <input type="checkbox"/> Take Charter Revision or other necessary action to implement the reorganization plan and create a Department of Planning and Development in Guilford. 	
Responsibility	
<p>Primary: EDC to request that the Board of Selectman begin the process Board of Selectman to appoint work group to study the issue and make Recommendations Work group to carry out its responsibilities</p> <p>Support: Planning & Zoning Commission, EDC and relevant Town Staff to provide information and assistance as required</p>	
Resources Needed	
Funding:	
Other:	<ul style="list-style-type: none"> ▪ Information needed from other communities with combined Planning & Development Departments ▪ Cooperation by existing, relevant Boards, Commissions and Staff
Performance Measures	
<ul style="list-style-type: none"> ▪ By April 1, 2004, request by EDC to Board of Selectmen to start study of this issue. ▪ Work group to study the issue appointed by Selectmen by June 1, 2004 ▪ Research of other communities completed by September 1, 2004 ▪ Draft Planning & Development reorganization plan prepared by December 1, 2004 ▪ Final Planning & Development reorganization plan prepared by March 1, 2005 ▪ Combined Planning & Development Department in place by December 1, 2005 	

GUILFORD ECONOMIC DEVELOPMENT ACTION AGENDA

Goal 2: Business Climate Improvements		
Initiative 2-B: Make the Design Review Process More Helpful		
(1) Written Design Guidelines: Prepare and publish additional written design guidelines to assist developers, architects and contractors in designing buildings and site plans so that they meet with the approval of the Guilford Design Review Committee.		
Action Steps		
<ul style="list-style-type: none"> <input type="checkbox"/> Identify and research communities such as Simsbury, CT that have developed a local handbook of design review standards. <input type="checkbox"/> Prepare detailed written guidelines describing the intent and expectations of Guilford's design review process. <input type="checkbox"/> Prepare a Guilford Design Review Handbook using desktop publishing technology. <input type="checkbox"/> Distribute the Design Review Handbook to developers, architects and contractors who frequently work in Guildford. <input type="checkbox"/> Make the Design Review Handbook available to other developers, architects, contractors and others as appropriate on an as needed basis. 		
Responsibility		
Primary: Design Review Committee		
Support: Town Planner and staff		
Resources Needed		
Funding:	Printing of Design Review Handbook EDC staff time	\$1000 In salary
Other:	<ul style="list-style-type: none"> ▪ Copies of design review handbooks or similar material from other communities ▪ Staff assistance on research on such handbooks ▪ EDC and staff review of example handbooks for "economic development friendliness" ▪ Desktop publishing software for preparation of Handbook ▪ Staff or volunteer work in creating the Handbook 	
Performance Measures		
<ul style="list-style-type: none"> ▪ By February 1, 2004, the Design Review Committee should state its commitment to prepare a Design Review Handbook ▪ Research on examples from other communities completed by May 1, 2004 ▪ Draft of Guilford Design Review Handbook prepared by November 1, 2004 ▪ Final Guilford Design Review Handbook prepared and adopted by February 1, 2005 ▪ Guilford Design Review Handbook distributed to developers, architects, contractors and others as appropriate by March 1, 2005 		

GUILFORD ECONOMIC DEVELOPMENT ACTION AGENDA

Goal 2: Business Climate Improvements

Initiative 2-B: Make the Design Review Process More Helpful

(2) Design Review Consultation Service: Develop and communicate a Design Review Board Policy that explains the Board's informal consultation and assistance program. Use the policy to assist developers, architects and contractors in meeting design expectations.

Action Steps

- EDC asks Design Review Board to write this policy.
- Design Review Board drafts policy statement.
- Design Review Board receives input on the draft policy from the EDC, P&Z and other groups as appropriate.
- Design Review Board writes final policy statement.
- Design Review Board sends a copy of the policy statement to developers, architects, contractors and others who frequently are involved in construction in Guilford.

Responsibility

Primary: EDC to request Design Review Board to create this policy statement
 Design Review Board to prepare and communicate policy statement

Support: EDC, P&Z and others to review draft policy statement

Resources Needed

Funding:

Other:

Performance Measures

- By March 1, 2004, EDC requests Design Review Board to take action
- Draft Design Review Consultation Service Policy Statement completed by June 1, 2004
- Review of draft policy statement completed by July 15, 2004
- Final policy statement written by September 1, 2004
- Policy statement communicated to developers, architects, contractors and others as appropriate by October 1, 2004

GUILFORD ECONOMIC DEVELOPMENT ACTION AGENDA

Goal 2: Business Climate Improvements		
Initiative 2-B: Make the Design Review Process More Helpful (3) New England Residential Design Model for Commercial Clusters: Create a handbook providing written/graphic description of a commercial cluster that has the exterior design of New England residential structures.		
Action Steps		
<input type="checkbox"/> Visit, photograph and research Pasco Commons in East Windsor and other existing examples of this approach to creating commercial clusters. <input type="checkbox"/> Prepare a handbook with example photographs or drawings illustrating exterior and site design of such a cluster. <input type="checkbox"/> Provide a copy of this handbook to developers, architects and landowners who are most likely to have an interest in commercial development in Guilford.		
Responsibility		
Primary: Planning & Zoning Board and Town Planner		
Support: EDC/staff to research existing examples of this concept		
Resources Needed		
Funding:	Preparation of illustrative drawings Printing of Handbook EDC staff time	\$4000 <u>\$1500</u> \$5500 In Salary
Other:	<ul style="list-style-type: none"> ▪ Planning staff time 	
Performance Measures		
<ul style="list-style-type: none"> ▪ Research by EDC staff on existing examples started by August 1, 2004 and completed by December 1, 2004 ▪ Draft text for handbook completed by March 1, 2005 ▪ Illustrative drawings completed by June 1, 2005 ▪ Draft text and graphics reviewed for necessary modifications by August 1, 2005 ▪ Handbook published by September 15, 2005 		

GUILFORD ECONOMIC DEVELOPMENT ACTION AGENDA

Goal 2: Business Climate Improvements

Initiative 2-C: Permit and Approval Process Task Force

Establish a standing Task Force representative of key staff, Boards and Commissions involved in the development permit and approval process and representatives of the development community (developers, architects, engineers, commercial real estate brokers) that meets regularly to identify areas of Guilford's permit and approval process that can be improved, and to make specific recommendations for improvement.

Action Steps

- EDC requests that the Board of Selectman establish this Task Force.
- Contact the City of Raleigh, NC and other locations that have a similar Task Force to research their setup and operations.
- Identify Town departments, Boards and Commissions that should be involved.
- Prepare a list of developers, architects, engineers and commercial real estate brokers who might be involved.
- Select 5± representatives to be invited to be part of the initial Task Force. (While Town staff and Board and Commissions will have permanent slots on the Task Force, representatives of the development community should be rotated annually to assure fresh thoughts and allow a reasonable time commitment.
- At the initial meeting of the Task Force, discuss procedural matters for the functioning of the Task Force.
- At the second meeting of the Task Force, prepare a list of issues related to regulations and permit and approval procedures for future discussion. Identify top priority issues.
- At the next meeting of the Task Force, begin consideration of priority issues; make recommendations for improvements expeditiously.
- Communicate recommended changes in regulations and permit and approval process to appropriate agencies and departments.
- Task Force members should testify as needed at any meetings or hearings called to consider the Task Force recommendations.

Responsibility

Primary: EDC to request that Selectmen establish this Task Force
 Selectmen to appoint Task Force
 All appropriate Boards, Commissions and Town staff to participate

Support: EDC/staff to prepare list of potential development community representatives

Resources Needed

Funding:	EDC staff time	In salary
Other:	▪ Staff assistance with meeting notes and typing of recommendations	

Goal 2: Business Climate Improvements

Initiative 2-C: Permit and Approval Process Task Force - continued

Performance Measures

- By March 1, 2004 EDC requests establishment of this Permit and Approval Task Force
- Board of Selectman establish the Task Force in concept by May 1, 2004
- Development community representatives appointed to the Task Force by July 1, 2004
- Initial Task Force meeting held by August 1, 2004
- Task Force continues to meet on a regular schedule (frequency to be determined by the Task Force)

GUILFORD ECONOMIC DEVELOPMENT ACTION AGENDA

Goal 2: Business Climate Improvements	
Initiative 2-D: Digitized Data Requirement	
Establish a policy requiring developers of proposed subdivisions to provide all design data in digitized form for inclusion in the Town's GIS system.	
Action Steps	
<input type="checkbox"/> Draft a Digitized Data Requirement Policy Statement. <input type="checkbox"/> Review the Draft policy statement with the Permit & Approval Task Force (see Initiative 2-C) and/or other entities as appropriate. <input type="checkbox"/> Make any necessary amendments to the policy statement. <input type="checkbox"/> Communicate the policy to developers, architects, engineers, real estate brokers and others who should be aware of the policy.	
Responsibility	
Primary: Planning & Zoning Commission to initiate the process Town Planner to write draft policy statement	
Support: EDC to support P&Z by communicating the necessity of this policy to Guilford's development community	
Resources Needed	
Funding:	
Other:	Planning staff time
Performance Measures	
<ul style="list-style-type: none"> ▪ Process of policy development begun by May 1, 2004 ▪ Draft Digitized Data Requirement Policy Statement written by July 1, 2004 ▪ Draft policy statement reviewed by Permit and Approval Process Task Force and/or other appropriate groups by October 1, 2004 ▪ Necessary modifications to policy statement made by December 1, 2004 ▪ Policy enacted by January 1, 2005 	

GUILFORD ECONOMIC DEVELOPMENT ACTION AGENDA

Goal 3: Get Aggressive About Economic Development

Initiative 3-A: Opportunity Areas Conceptual Design and Impact Analysis

Work with property owners to prepare conceptual plans and impact analyses of selected areas identified as economic development Opportunity Areas.

Action Steps

- Select the first property for conceptual planning as a demonstration project.
- Negotiate a cost sharing of the preparation of the conceptual plan with the property owner of the selected property.
- Develop a description of one or more likely and desirable forms of development for the property.
- Hire a landscape architect to prepare a simple site plan of the property showing the proposed development in accordance with appropriate land use regulations.
- Prepare an analysis of primary impacts (tax revenue, traffic, waste generation, etc.) for each development concept.
- Come to agreement with the property owner on a preferred development concept.
- Encourage and assist the property owner in beginning development.
- Continue the process with other properties annually.

Responsibility

Primary: EDC to select first property and landscape architect; participate in concept development

EDC staff to work with property owners on concept development

Support:

Resources Needed

Funding:	Landscape architect assistance (estimated \$1500 per development concept) EDC staff time	\$3000 In Salary
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Other:

Performance Measures

- First property selected by April 1, 2004
- Property owner participation obtained by June 1, 2004
- Concept plan(s) identified by September 1, 2004
- Landscape architect work completed by November 1, 2004
- Development impact analysis completed by January 1, 2005
- Preferred development concept selected by March 1, 2005
- Property development planning process started by property owner January 1, 2006

GUILFORD ECONOMIC DEVELOPMENT ACTION AGENDA

Goal 3: Get Aggressive About Economic Development

Initiative 3-B: Train Station Area Task Force

Establish a Task Force to conduct a comprehensive study of development options (including both benefits and costs) at and around the Guilford train station and to evaluate the role of this area in the broader Whitfield South or Town Center South Areas.

Action Steps

- Define the area to be studied
- Appoint and empower an effective Task Force
- Develop a work agenda and schedule for the Task Force
- Carry out the work agenda
- Report Task Force findings and preliminary recommendations to the community
- Make decisions on final recommendations
- Take actions necessary to implement recommendations

Responsibility

Primary: Planning & Zoning Commission, Board of Selectmen or other appropriate body to create the Task Force
 Task Force to carry out all work

Support: EDC and other groups to participate and provide assistance as necessary

Resources Needed

Funding:	EDC financial support of Task Force	\$3000 per year
Other:	Funding from other Town departments and agencies	

Performance Measures

- Task Force established by July 1, 2004
- Task Force research completed by April 1, 2005
- Recommended Train Station Area conceptual development plan created by September 1, 2005
- Impact analysis of recommended Development Plan completed by January 1, 2006
- Recommended Train Station Area Development Plan and impact analysis presented to community by April 1, 2006

GUILFORD ECONOMIC DEVELOPMENT ACTION AGENDA

Goal 3: Get Aggressive About Economic Development

Initiative 3-C: Speculative Building Development

Develop a speculative building to provide desirable space in Guilford as a means of enhancing Guilford's marketability and correcting a deficient inventory of available space.

Action Steps

- Prepare a market analysis to justify development of a speculative building and identify design features (e.g., size, type of building, ceiling height, etc.) to be incorporated.
- If market justification is found for development of a speculative building, select a site for its development and obtain the site owner's approval for design of a building on the site.
- Create building plans to meet market needs.
- Establish a not-for-profit or other development entity.
- Arrange construction financing.
- Obtain permits and approvals.
- Begin building construction.
- Begin building marketing.

Responsibility

Primary: EDC

Support:

Resources Needed

Funding:	Architect fee	\$ 50,000
	Construction equity	\$200,000
	Marketing	<u>\$ 10,000</u>
		\$260,000
	EDC staff time	In Salary

Other:

- Land owner participation

Performance Measures

- By June 1, 2005, EDC makes decision to research development of a speculative building
- Market research completed by September 1, 2005
- Decision to move forward or terminate effort made by October 1, 2005
- Budget request to Town by December 1, 2005
- Development entity created by March 1, 2006
- Architect hired by July 1, 2006
- Building plans completed by October 1, 2006
- Permits and approvals obtained by January 1, 2007
- Construction start by April 1, 2007
- Marketing started by May 1, 2007

GUILFORD ECONOMIC DEVELOPMENT ACTION AGENDA

Goal 4: Take Better Care of Businesses Already in Guilford

Initiative 4-A: Existing Business Contact and Assistance Program

Design and implement an improved program of contact and assistance for existing Guilford businesses using internet based, interactive listening technology.

Action Steps

- Prepare and maintain a contact list of Guilford businesses, including e-mail addresses.
- Develop a meaningful questionnaire to elicit important information from Guilford businesses that will allow the EDC to provide assistance as necessary.
- Research various methods of internet-based, interactive surveying (e.g., i-Op, Synchronist Business Information System)
- Purchase desired internet-based surveying software or survey assistance.
- Select initial questions to be sent to Guilford businesses.
- Implement the business survey system.
- Collect and analyze responses.
- Take action to meet business needs or capitalize on Town opportunities as appropriate.
- Continue the contact and surveying on an ongoing basis.

Responsibility

Primary: EDC and staff

Support:

Resources Needed

Funding:	Purchase of internet surveying software or assistance	\$10,000 1 st year \$3000/year thereafter
	EDC staff time	In salary

Other:

Performance Measures

- Contact list of Guilford businesses completed by September 1, 2004 and maintained thereafter
- Research on internet-based surveying system options completed by November 1, 2004
- Budget item for purchase of surveying system software or assistance submitted by December 1, 2004
- Internet-based surveying system in place and operational by August 1, 2005
- Initial contact of Guilford businesses using new system made by September 1, 2005; regular contact with new survey questions maintained with Guilford businesses thereafter
- Actions taken based on survey results by October 1, 2005 and ongoing thereafter

GUILFORD ECONOMIC DEVELOPMENT ACTION AGENDA

Goal 4: Take Better Care of Businesses Already in Guilford

Initiative 4-B: "Buy Local" Program

Develop an aggressive program to encourage Guilford residents and businesses to make all possible purchases from Guilford businesses and to encourage cooperative marketing and cross-business promotions.

Action Steps

- Create a joint EDC – Chamber of Commerce work group to enhance existing efforts that encourage patronizing Guilford businesses.
- Develop and maintain a database of Guilford businesses and the products or services they provide.
- Notify Guilford residents and businesses of the availability of this database and the means for accessing it to locate locally available goods and services.
- Monitor database inquiries that do not find locally available products or services to identify potential business opportunities in Guilford.
- Develop advertising and promotional ideas that promote Guilford businesses to households and other businesses.
- Create a cooperative marketing fund from participating businesses to support advertising and promotions of Guilford businesses.
- Implement advertising and promotional activities on an ongoing basis.

Responsibility

Primary: EDC staff to contact Chamber about joint "Buy Local" initiative

Support:

Resources Needed

Funding:	EDC staff time	In Salary
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Other:	Support by Guilford businesses
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Performance Measures

- EDC – Chamber work group established by July 1, 2004
- Business database developed by September 1, 2004 and maintained thereafter
- Beta testing and necessary modifications of database completed by November 1, 2004
- Notification of community of database availability by January 1, 2005
- Development of 2 "Buy Local" advertising and promotional efforts by March 1, 2005
- Development of business funding for "Buy Local" initiatives by June 1, 2005
- Implementation of advertising/promotional efforts by July 1, 2005
- Continued funding by Guilford businesses as indication of satisfaction with "Buy Local" advertising and promotions

GUILFORD ECONOMIC DEVELOPMENT ACTION AGENDA

Goal 4: Take Better Care of Businesses Already in Guilford

Initiative 4-C: Annual Design and Development Awards

Create an annual awards program that recognizes new construction or renovation projects of exemplary design and construction that contribute to the quality appearance of Guilford.

Action Steps

- Research other communities for similar programs
- Define the categories of awards to be recognized (e.g., new construction vs. renovation; large vs. small projects (by budget); commercial vs. industrial vs. other; etc.)
- Develop evaluation criteria
- Select a venue for presentation of the inaugural awards
- Create a Design and Development Awards Committee (if the full EDC will not function in this capacity)
- Solicit nominations
- Evaluate nominations against selection criteria and select award recipients
- Prepare suitable awards that convey prestige and the importance of the award
- Present inaugural awards

Responsibility

Primary: EDC and staff

Support:

Resources Needed

Funding:	Plaques or other suitable awards EDC staff	\$150 In Salary
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Other: Cooperation of another group if awards presented at their event

Performance Measures

- Research on similar programs completed by September 1, 2004
- Award program categories and evaluation criteria defined by October 1, 2004
- Venue for award presentation selected by November 1, 2004
- Nominations solicited 90 days prior to award presentation date
- Nominations received 60 days prior to award presentation date
- Award recipients selected 30 days prior to award presentation date
- Minimum of 3 inaugural Design and Development Awards presented

GUILFORD ECONOMIC DEVELOPMENT ACTION AGENDA

Goal 4: Take Better Care of Businesses Already in Guilford

Initiative 4-D: Heritage and Cultural Trail

Support Tourism Committee efforts to establish and promote a trail that links Guilford's historical and cultural locations and supports related businesses (e.g., antiques dealers, orchards and farm stands, etc.) as a way to increase tourism in Guilford and increase traffic to locations and businesses on the trail.

Action Steps

- Maintain contact with the Tourism Committee in creation and promotion of this Heritage and Cultural Trail.
- Identify other businesses that should be included for promotion as part of the trail; notify the Tourism Committee of these groups.
- Assist the Tourism Committee in soliciting funding support from historical and cultural locations and businesses listed on the trail.

Responsibility

Primary: Tourism Committee

Support: EDC and staff

Resources Needed

Funding:	Financial support of Heritage & Cultural Trail brochure printing & distribution EDC staff time	\$3,000 per year In Salary
Other:		

Performance Measures

- Heritage & Cultural Trail defined by March 1, 2004
- Businesses to be included on the Heritage Trail identified by April 1, 2004
- Draft Heritage & Cultural Trail Brochure prepared by May 1, 2004
- Business funding for brochure printing and distribution solicited by May 15, 2004 and received by June 1, 2004
- Brochure printed by July 1, 2004 and into distribution immediately thereafter

GUILFORD ECONOMIC DEVELOPMENT ACTION AGENDA

Goal 4: Take Better Care of Businesses Already in Guilford	
Initiative 4-E: Handcraft Center Directional Signs	
Install directional signage at the end of the I-95 exit ramps to Route 77 to show the direction to the Guilford Handcraft Center.	
Action Steps	
<ul style="list-style-type: none"> <input type="checkbox"/> Identify appropriate state and local agencies that must be contacted to have signs installed in the Route 77 right-of-way. <input type="checkbox"/> Contact these agencies to officially request the installation of the signs (one at the bottom of each exit ramp). <input type="checkbox"/> Monitor and assist in the process until signs are installed. <input type="checkbox"/> Issue press release on the EDC's role in obtaining these signs and stating the EDC's availability to help other Guilford businesses with problems and issues. 	
Responsibility	
<p>Primary: EDC to make contact and monitor progress Appropriate state and local agencies to approve, prepare and install signs</p> <p>Support: First Selectman Tourism Committee</p>	
Resources Needed	
Funding:	
Other:	<ul style="list-style-type: none"> ▪ Fabrication and installation of signs
Performance Measures	
<ul style="list-style-type: none"> ▪ Agencies to be contacted identified by March 1, 2004 ▪ Request for signs made to these agencies by April 1, 2004 ▪ Approval of signs by these agencies made by June 1, 2004 ▪ Signs installed by July 1, 2004 	

GUILFORD ECONOMIC DEVELOPMENT ACTION AGENDA

Goal 5: Community Economic Development Education

Initiative 5-A: Organizing to Promote Effective Community Development

Develop an effective, community-wide approach to support economic development in Guilford.

Action Steps

- EDC to adopt this Strategic Plan and seek endorsement from other Boards and Commissions.
- Adopt the Economic Development Supplement to the Guilford Plan of Conservation and Development.
- Discuss the importance of economic development during the initial Community Development Summit (see Initiative 1-A).
- Prepare a contact list of those who support economic development in Guilford.
- Use this contact list to develop a Guilford Quality Growth Coalition.
- Use the contact list and Internal Marketing Program (see Initiative 5-C) to maintain regular contact with the Guilford Quality Growth Coalition to keep members informed of issues of importance.
- Assure that EDC and Guilford Quality Growth Coalition members participate in meetings and testify at hearings when appropriate.

Responsibility

Primary: EDC, Board of Selectmen and Planning & Zoning Commission

Support: Other Town Boards, Commissions and groups as appropriate

Resources Needed

Funding:	EDC staff time	In Salary
Other:	<ul style="list-style-type: none"> ▪ Action by appropriate Boards and Commissions to endorse this Strategic Plan and adopt the Economic Development Supplement to the Guilford Plan of Conservation and Development. 	

Performance Measures

- Strategic Plan and Economic Development Supplement to the Guilford Plan of Conservation and Development adopted by the EDC by March 1, 2004
- Strategic Plan endorsed by the Board of Selectmen by May 1, 2004
- Economic Development Supplement to the Guilford Plan of Conservation and Development adopted by the Planning & Zoning Commission by May 1, 2004
- Contact list for Guilford Quality Growth Coalition developed by October 1, 2004
- Community Summit held in fall 2004
- Guilford Quality Growth Coalition meeting held in spring 2005

GUILFORD ECONOMIC DEVELOPMENT ACTION AGENDA

Goal 5: Community Economic Development Education

Initiative 5-B: Economic Development Speakers Bureau
 Create a group of speakers knowledgeable about economic development issues in Guilford and arrange speaking engagements for them at community service groups, on public access television and other appropriate venues.

Action Steps

- Create a PowerPoint (or other appropriate form of) presentation discussing the importance of economic development to Guilford, and the role of economic development in the broader context of community development and smart growth.
- Identify a cadre of good, potential speakers.
- Enlist participants for the Speakers Bureau.
- Familiarize speakers with the presentation content and discuss possible questions and accurate answers.
- Contact service groups, public access television and other appropriate opportunities to arrange speaking engagements.
- Assign Speakers Bureau participants to speaking engagements.

Responsibility

Primary: EDC and staff

Support:

Resources Needed

Funding:	EDC staff time	In Salary
Other:	<ul style="list-style-type: none"> ▪ Individuals willing to be speakers 	

Performance Measures

- Draft presentation developed by October 1, 2004
- Potential Speakers Bureau participants enlisted by November 1, 2004
- Potential Speakers Bureau participants familiarized with presentation content by January 1, 2005
- Solicitation of speaking opportunities begun by January 1, 2005
- First speaking engagement completed by March 1, 2005
- Additional speaking engagements arranged on an ongoing basis.

GUILFORD ECONOMIC DEVELOPMENT ACTION AGENDA

Goal 5: Community Economic Development Education		
Initiative 5-C: Strategic Marketing Plan		
Design and implement an effective Marketing Plan aimed both internally and externally. Internal marketing will be aimed at Guilford residents and businesses to better familiarize the community with the importance of economic development and to promote Guilford more aggressively to businesses already located in the Town as part of a retention and expansion effort. External marketing will be aimed at businesses that may be interested in establishing a facility in Guilford.		
Action Steps		
<input type="checkbox"/> Implement the Strategic Marketing Plan that is a companion to this Action Agenda		
Responsibility		
Primary: EDC and staff		
Support: Guilford Quality Growth Coalition		
Resources Needed		
Funding:	Marketing Programs EDC staff time	\$45,000 - \$70,450 In Salary
Other:		
Performance Measures		
<ul style="list-style-type: none"> ▪ Strategic Marketing Plan adopted by the EDC by March 1, 2004 ▪ Implementation of Strategic Marketing Plan commenced by July 1, 2004 ▪ Marketing efforts funded and implemented on an ongoing basis 		

Summary of Economic Development Action Agenda Budget Items

Initiative		Budget		
#	Description	FY 2004 – 05	FY 2005 – 06	FY 2006 – 07
1-A	Community Development Summit	\$3500 (*)	(*)	(*)
1-B	Scenario Analysis	(*)		
1-C (1)	Team-Building Workshop	\$1600 - \$2000		
1-C (2)	Development Team Meetings	(*)	(*)	(*)
1-C (3)	Economic Development Policy Statements	(*)		
2-A	Combined Planning & Development Department			
2-B (1)	Written Design Guidelines	\$1000 (*)		
2-B (2)	Design Review Consultation Service			
2-B (3)	New England Residential Design Model for Commercial Clusters	\$4000 (*)	\$1500 (*)	
2-C	Permit and Approval Process Task Force	(*)	(*)	(*)
2-D	Digitized Data Requirement			
3-A	Opportunity Areas Conceptual Design	\$3000 (*)	\$3000 (*)	\$3000 (*)
3-B	Train Station Area Task Force	\$3000	\$3000	
3-C	Speculative Building Development	(*)	(*)	\$60,000 - \$260,000 (*)
4-A	Existing Business Contact and Assistance Program	\$10,000 (*)	\$3000 (*)	\$3000 (*)
4-B	"Buy Local" Program	(*)	(*)	(*)
4-C	Annual Design and Development Awards	\$150 (*)	\$150 (*)	\$150 (*)
4-D	Heritage and Cultural Trail	\$3000 (*)	\$3000 (*)	\$3000 (*)
4-E	Handcraft Center Directional Signs			
5-A	Organizing to Promote Effective Community Development	(*)	(*)	(*)
5-B	Economic Development Speakers Bureau	(*)	(*)	(*)
5-C	Strategic Marketing Plan	\$45,450 - \$70,450 (*)	\$17,450 - \$26,250 (*)	\$17,450 - \$26,250 (*)
Total Budget		\$74,250 - \$99,650	\$31,000 - \$39,900	\$86,600 - \$295,400

(*) Indicates an initiative that will require EDC staff time

Stimulating Development in Guilford's Opportunity Areas

As noted elsewhere in this Action Plan, one of the most serious limitations for economic development in Guilford is a lack of suitable sites. While there is ample undeveloped land in the Town, most is earmarked for types of development (or non-development) that will not be a net tax generator (that is, the generation of tax revenues in excess of municipal service costs to the property).

From a development perspective, suitability is primarily a matter of having proper zoning, access roads and utilities in place or available, and surroundings that are compatible with the development being contemplated. Because of the current minimal inventory of sites suitable for economic development, Guilford must take great care in planning and stimulating development that will generate the best return for the Town.

Several primary Opportunity Areas have been identified in the Economic Development Supplement to the Guilford Plan of Conservation and Development. These areas are:

- 1-A. Sullivan Property – South
- 1-B. Sullivan Property – North
2. Waldo – Russo Site
3. Russo Site (Parkview Plaza)
4. Hubbard Road
5. I-1/I-2 Area between State Street and Goose Lane
6. Town Green Area
7. Whitfield South Area
8. Soundview Road Industrial Area

As these are almost entirely privately owned, the Town has the option of either waiting for the land owners to decide to do something, or in accordance with Action Item 3 discussed above, to aggressively seek to stimulate development. Action Item 3-A calls for the development of Opportunity Area conceptual designs and impact analyses. The recommendations that follow are intended to begin that process.

These recommendations are based on limited familiarity with the physical features of the site, generally limited to physical observation from the roadside and review of Town maps. However, the intent here is to begin the thinking about what can – and should – happen on these sites and the potential benefits to the community.

A map showing these Opportunity Areas is provided on the following page.

Guilford Economic Development Opportunity Areas



Legend

- 1-A. Sullivan Property - South
- 1-B. Sullivan Property - North
- 2. Waldo - Russo Site
- 3. Russo Site (Parkview Plaza)
- 4. Hubbard Road
- 5. I-1/I-2 Area between State Street and Goose Lane
- 6. Town Green Area
- 7. Whitfield South Area
- 8. Soundview Road Industrial Area

Map produced by the
Guilford GIS Staff
for EDC Study, 2004

1-A. Sullivan Property – South

Opportunities and Limitations

This is a 113 acre site of which 106 are in Guilford, with the remaining 7 in Branford. Because of its topography, this site lends itself best to a cluster of small footprint buildings. There are some areas, in particular some of the U.S. 1 frontage and the crest of the site, that could be developed for mid-sized footprint buildings; if this is done, care must be taken to assure that these larger buildings are compatible with the more predominant smaller buildings that will use the site.

This is an important site because, along with Site 1 – B, it creates the western gateway into Guilford when traveling on U.S. 1. It is also important because it is one of the few, large blocks of land available in Guilford for business or other forms of economic development.

Under the site's current MU/C1 zoning, maximum development on the site is limited to a .15 (of 15%) floor area ratio (FAR). This equates to a total floor area allowed on the site of 692,604 square feet. This is a highly restrictive land use that should be amended to allow at least a 25% building footprint to land ratio (rather than floor area ratio).

An additional zoning limitation applies to the development of age restricted housing, which can be applied to only 25% of the acreage in the zone, and which allows a maximum of 6 dwelling units per acre. An adjacent, small site that is essentially landlocked is also in this zone, but is unlikely to be developed for age restricted housing because of its size.

Therefore, if all the age restricted housing development potential in this district is captured by the Sullivan – South property, we estimate that approximately 185 units of housing could be developed. If these units averaged 2000 square feet in size, the total square footage devoted to housing would be 370,000 square feet, leaving an additional 320,000+ square feet for other development under the current .15 maximum FAR. It is unlikely that support facilities for the housing development (clubhouse, administrative offices, recreational facilities) would use all this area. Therefore, it is likely that some forms of business development can also be accommodated on this site. This will require care in designing the site so that the uses are good neighbors for each other.

A significant limitation for large scale development on this site is the lack of sanitary sewers. In the past, discussions have occurred between Guilford and Branford about extending Branford's sewers into this part of Guilford. It is unlikely that Branford will be willing to devote some of its treatment capacity for what is primarily a residential

development. If development of the Sullivan – South property includes an age restricted housing development, sanitary waste treatment and disposal will probably require installation of a package treatment plant.

At the time this Economic Development Action Plan was written, the Sullivan – South site was under active negotiation with several potential developers, each of which would develop age restricted housing. It is likely that this would result in a portion of the site remaining available for other types of development.

Steps to Take

1. Begin the process of amending the MU/C1 zoning district regulations to allow a higher maximum coverage than the .15 FAR currently allowed.
2. Continue discussions with the Sullivan family regarding maximizing the development potential of the site by assisting with the effective site planning to allow the most effective and complementary mix of residential and business uses.
3. If the Sullivan family and potential developers of age restricted housing are interested, use the Sullivan – South property as the first example of the Town's participation with a property owner in the preparation of a conceptual site plan (see Initiative 3-A, Opportunity Area Conceptual Design).
4. Conduct research on the current state-of-the-art of package treatment plants to identify desirable technology and be prepared to assure Town residents that such technology is safe and effective.
5. Upon completion of the conceptual development plan, distribute it to commercial developers and real estate brokers to inform them of the development potential of the site.
6. List the business development potential of this site in the Connecticut Economic Resource Center's Site Finder Inventory and with the Regional Growth Partnership.

Potential Benefits

Assumptions:

- Current maximum FAR of .15 allowing a total of 692,000 square feet of space
- Assumed land value of \$6 million
- Development of 150 units of age restricted housing at an average size of 2000 square feet and average value of \$250,000 each (total value of \$37.5 million)
- Ancillary facilities totaling 40,000 square feet with a value of \$2 million

-
- 352,000 square feet of office or other business space at an average value of \$90 per square foot (total value of \$31.68 million)
 - Current mill rate of \$21.17/\$1000 at 70% assessment ratio

The development assumed above would generate:

- Total capital investment of \$77,180,000
- \$1,143,730 in property taxes to the Town annually
- 1200 – 1400 direct jobs
- Additional construction and indirect jobs and payroll

1-B. Sullivan Property – North

Opportunities and Limitations

This is a 210± acre site of which 90 are in Guilford with the bulk of the remainder in North Branford. The site is not currently on the market, but may be at some point in the future. As noted above, in conjunction with the Sullivan – South property, this site comprises an important gateway into Guilford from the west on U.S. 1.

The Guilford portion of the site is currently zoned R-7, a residential district that requires a minimum of 80,000 square foot lots. Guilford should consider rezoning this property to its Mixed Use/Conservation 1 (MU/C1) or other appropriate district to allow light business development (office, financial services, research, lodging, health care facilities, educational and recreational facilities, limited retail and restaurants). Under the MU/C1 district, age restricted housing would also be allowed on a portion, but not all of the land. As noted above, the MU/C1 district regulations should be amended to allow a greater level of development than the .15 FAR currently allowed. (As a point of reference, the current .15 FAR would allow a total of 588,000± square feet of building space to be developed on the site.)

While this site is reported to have streams, wetlands and rock outcroppings, its topography and other physical features appear to make the site suitable for development of business buildings, particularly offices and research & development operations that may need a moderately sized building footprint. A very attractive, mixed-use business campus, with or without age restricted housing, would fit nicely on this property. Development would likely be over an extended period – perhaps 10 to 15 years; pure business development (that is, no age restricted housing) would require a longer development period.

Because more than half of this site is in North Branford, a cooperative venture on preparing a conceptual plan is advisable to assure that both communities have a common understanding and desire about development of the site. North Branford has recently indicated its own interest in additional economic development, which should make them a willing partner. Development will require either the use of a package treatment plant or extension of sewers from Branford.

Steps to Take

1. Officially notify the Sullivan family of the Town's long-term interest in promoting development of this site. Discuss the family's willingness to have the site rezoned from pure residential use at this time.
2. Offer to share the costs with the Sullivan family of preparing a conceptual site plan for creation of a mixed use business campus and age restricted housing development.
3. Contact the Town of North Branford to ascertain their willingness to participate in conceptual planning of the entire Sullivan – North property and their general planning and development priorities for the site.
4. Discuss the potential extension of sewers to this site with the Town of Branford.
5. Prepare a site conditions analysis of the property to better understand the opportunities for and limitations on development from physical features.
6. Prepare a conceptual development plan for the property (just the Guilford portion if North Branford has no interest in be part of the planning at this time).
7. If the Sullivan family is willing, begin the process of rezoning the property to the MU/C1 district or other district selected by the Town. (If the MU/C1 district is to be used, this should occur after modifications to the maximum allowable density are accomplished.)
8. When the Sullivan family is willing, begin sharing the conceptual development plan with developers and real estate brokers, and list the business development potential of this site in the Connecticut Economic Resource Center's Site Finder Inventory and the Regional Growth Partnership.

Potential Benefits

Assumptions:

- Only Guilford land (90 acres) included, of which 60 are developable
- Current maximum FAR of .15 allowing a total of 588,000 square feet of space
- Land value of \$4 million
- No age restricted housing
- 588,000 square feet of office, service, retail and conference center space at an average value of \$75 per square foot (total value of \$44.1 million)
- Current mill rate of \$21.17/\$1000 at 70% assessment ratio

The development assumed above would generate:

- Total capital investment of \$48,100,000
- \$712,861 in property taxes to the Town annually
- 1700 – 2300 direct jobs
- Additional construction and indirect jobs and payroll

2. Waldo – Russo Site

Opportunities and Limitations

This site is not quite 100 acres located just to the north of I-95 and to the south of U.S. 1, just west of their intersection at Exit 57. The site has a small amount of frontage on U.S. 1 in a Commercial Design (C-D) district, but the bulk of the property is not well suited for business development dependent on U.S. 1 exposure. The site has 1300± feet of frontage on I-95 that might be desirable for companies seeking that type of exposure. However, the level of demand for this sort of development in the greater New Haven area is questionable.

The site is zoned Mixed Use/Conservation District 2 (MU/C2), a mixed use district similar to the MU/C1 district discussed under the Sullivan Property – South section above, with additional allowable uses of printing and publishing establishments and manufacturing, processing, assembling or packaging of products or goods (excluding petroleum products, chemicals and hazardous materials). The level of demand for these types of facilities in the Greater New Haven area, or in Connecticut in general, combined with many existing business parks that can accommodate these uses, makes these uses in Guilford a relatively low probability.

As with the MU/C1 district, the current density limitation is a .15 FAR, which is highly restrictive. The MU/C2 district does not have the same limitation on area devoted to age restricted housing of 25% of the land area in the zone district as the MU/C1 district has. This makes development of this site for age restricted housing a stronger likelihood. The property owners have been working on a concept plan for age restricted housing with ancillary commercial development for some time. The combination of zoning, market demand, topographic characteristics of the site and the proximity of existing residential neighborhoods, make development of age restricted housing with support commercial development the most likely and best use of the site.

Steps to Take

1. Continue to monitor development plans by the property owner and support where necessary and appropriate.
2. Discuss with the property owner the desirability of increasing the maximum density on the site from the currently allowable .15 FAR.
3. If an increase density is useful for this site, take action to amend the MU/C2 district regulations to a 25% building footprint to land ratio or other density measure.
4. If the landowners' current development plans do not materialize, offer the Town's assistance in creating an alternative conceptual plan.
5. Prepare a master list of developers and real estate brokers who should be notified about this and similar development opportunities in Guilford.
6. If there is no lead broker involved with this property, notify appropriate developers and real estate brokers on the master list about the availability of this property and the conceptual development plan for it.
7. If the final site design includes significant space for office, industrial or service development, list the business development potential of this site in the Connecticut Economic Resource Center's Site Finder Inventory and with the Regional Growth Partnership.

Potential Benefits

Assumptions:

- Current maximum FAR of .15 allowing a total of 692,000 square feet of space
- Assumed land value of \$4.5 million

-
- Development of 200 units of age restricted housing at an average size of 2000 square feet and average value of \$250,000 each (total value of \$50 million)
 - Development of 100 unit assisted living facility (total value of \$30 million)
 - Ancillary facilities totaling 50,000 square feet with a value of \$4 million
 - 160,000 square feet of office, medical, hotel or other business space at an average value of \$100 per square foot (total value of \$16 million)
 - Current mill rate of \$21.17/\$1000 at 70% assessment ratio

The development assumed above would generate:

- Total capital investment of \$104,500,000
- \$1,481,900 in property taxes to the Town annually
- 480 – 640 direct jobs
- Additional construction and indirect jobs and payroll

3. Russo Site (Parkview Plaza)

Opportunities and Limitations

This is a small site (approximately 24 acres) that is well located at Exit 57 of I-95, with direct access onto U.S. 1. Parkview Plaza at the east end of the site, and a previously developed mini-storage warehouse complex cut out of the site, establish the development character of the property as a mixed use location. The site's topography and obvious rock outcroppings (leading to the common reference to the site as The Rockpile) limit development to small to medium size buildings. Development will be along the site's crest or on graded platforms created in the sideslopes. Because of the site's elevation and visual screening by vegetation in some directions, development on this site will not negatively impact residential neighborhoods, particularly if adequate building design standards are applied.

The site is in the Service Center West (SCW) District, which allows retail, service, office, entertainment and similar uses of up to 150,000 square feet by right and 200,000 square feet by special permit. This district does not allow smaller industrial uses, which may find this location desirable because of its proximity to I-95. However, the current quoted asking price shown in the Connecticut Economic Resource Center's Site Finder Inventory of \$140,000 per acre will significantly limit if not eliminate any interest in this site for industrial uses.

Consideration should be given to amending this district to allow industrial uses similar to those allowed in the MU/C2 district. The SCW district also requires a minimum lot size of 200,000 square feet (nearly 4.6 acres), which will be too large for small plants of 20,000 – 30,000 square feet. However, subsurface geological conditions may require oversized sites if on-site septic systems are necessary. [Note: the current listing of this site in the Connecticut Economic Resource Center's Site Finder Inventory shows the site as having sewer available, which we believe is in error.]

The best use of this property is as a small, mixed use business park that accommodates industrial, office, R&D and service uses in a cluster of small to medium sized buildings.

Steps to Take

1. Investigate the likelihood of utilizing adjacent Land Trust property for sanitary waste disposal after treatment in a package treatment plant.
2. Amend the SCW district regulations to allow industrial uses similar to those in the MU/C2 district.
3. Work with the property owner to prepare a conceptual development plan that reflects the physical features of the site and both the planning and economic development goals of the Town.
4. Upon completion of the concept plan, market the property to potential developers, or if the landowner will be the developer, to commercial and industrial real estate brokers who may have clients for the site.
5. Ensure that this site continues to be listed in the Connecticut Economic Resource Center's Site Finder Inventory, as well as with the Regional Growth Partnership.

Potential Benefits

Assumptions:

- Amendment of zoning to allow industrial uses
- Current maximum .25 FAR (can be increased to .35 by special permit)
- Creation of 24 acre, mixed use business park
- Land value of \$60,000 per acre (not the \$140,000 per acre current asking price)
- Development of 260,000 square feet of space, half industrial at an average value of \$55 per square foot and half office and service at an average value of \$100 per square foot (total value of \$20.15 million)
- Current mill rate of \$21.17/\$1000 at 70% assessment ratio

The development assumed above would generate:

- Total capital investment of \$ 21,590,000
- \$319,942 in property taxes to the Town annually
- 480 – 640 direct jobs
- Additional construction and indirect jobs and payroll

4. Hubbard Road

Opportunities and Limitations

This is a small industrial (I-2) zone that accessible from Long Hill Road via Hubbard Road. The I-2 district allows a mix of manufacturing, office and similar uses typically found in an industrial park on lots of a minimum of 120,000 square feet (2.75 acres), with a maximum of a 35% lot coverage by buildings or other structures and a maximum .6 FAR.

There are 4 lots with development potential in the area totaling 37 acres:

1. An 11± acre site behind the Arkwright plant and north of Hubbard Road owned by the Town and used for school bus storage. Development of this lot would require relocation of the school bus operation.
2. A long, relatively narrow 9± acre site owned by the Fonicello family with frontage on Long Hill Road, and running the entire length of Hubbard Road. The easternmost portion of this property is contiguous to the Town property.
3. 2 lots owned by John and Agnes Landon totaling 17± acres south of the Fonicello property. This area has a small frontage on Long Hill Road. It also has a significant area of ponding caused by past gravel excavation. However, small buildings could be effectively located around this water feature in an attractive environment.

While this area is adjacent to the I-1 district along Route 77, it is unlikely that the two areas could be joined cost effectively due to topography, wetlands and a stream that would need to be bridged.

This area has good potential for development as a mini-business park with a mix of small industrial, office and service uses.

Steps to Take

1. Determine an alternative location for the school bus parking area.
2. Decide whether the Town owned parcel should be included in conceptual planning of the area.
3. Discuss cooperative conceptual planning with the Fonicellos and Landons.
4. Prepare a conceptual plan for a mini-industrial park on the 26 acres (if the Town property is not included) or 37 acre area.
5. When the conceptual planning is completed, obtain the approval of the private property owners to market the property.
6. Notify commercial and industrial real estate brokers and developers about the availability of this development.
7. List the business development potential of this site in the Connecticut Economic Resource Center's Site Finder Inventory and with the Regional Growth Partnership.

Potential Benefits

Assumptions:

- Bus parking operation is relocated and Town land is developed
- Creation of 37 acre industrial park; 30 acres developable
- Land value of \$69,000 per developable acre (total of \$1.8 million)
- Current 35% maximum land coverage
- Development of 450,000 square feet of single story industrial space at average value of \$55 per square foot (total value of \$24.75 million)

The development assumed above would generate:

- Total capital investment of \$26,550,000
- \$393,630 in property taxes to the Town annually
- 800 – 1000 direct jobs
- Additional construction and indirect jobs and payroll

5. I-1/I-2 Area Between State Road and Goose Lane

Opportunities and Limitations

This is an existing industrial area with a mix of existing uses and vacant acreage. The area is bisected by I-95, with an access ramp to I-95 in the southeast corner of the area; the southern portion of the area is in the I-1 zone while the northern portion is in the I-2 zone.

The primary differences between the I-1 and I-2 districts are: the I-1 District allows a variety of trade shops (machine shops, sheet metal shops, welding, woodworking, etc.), wholesale businesses, and retail sales and/or storage of coal, fuel oil, building materials and heavy equipment not allowed in the I-2 zone; has a minimum lot size of 40,000 square feet (compared to 120,000 square feet in the I-2 zone); and has a maximum lot coverage of 30% compared to 35% in the I-2 zone.

The area is comprised of the following properties:

I-1 District (South of I-95)		I-2 District (North of I-95)	
Property	Acres	Property	Acres
Fonicello	8±	Pinchbeck	21± (2)
Anderson	7±	Pinchbeck	11±
Fonicello	16±	Pinchbeck	6±
Pinchbeck	38± (1)	Fonicello	13±
		Pinchbeck	37±
Total	69±	Total	88± (2)
Total = 157 acres (3)			

Notes:

(1) A portion of the 38 acre Pinchbeck property south of I-95 fronting on U.S. 1 is in the Post Road Village (PV) District. The actual amount of land in the I-2 district is not known at this time.

(2) Not all of the 21± acre Pinchbeck property is in the I-2 zone. It appears from mapping that the I-2 portion may only be about 5 acres, resulting in 72± acres available for business development north of I-95. The remainder is in a residential zone and appears to have access from Tupelo Lane (presuming that maximum cul-de-sac length is not an issue).

(3) Because of the split zones discussed in Notes (1) and (2), the actual total amount of acreage in the I-1 and I-2 districts is not known.

The largest parcel in this area (the 38 acre Pinchbeck property south of I-95) is the Pinchbeck Rose Farm. The bulk of the Pinchbeck's 75 acres north of I-95 are used as a Christmas tree farm.

The existing business development in the area and Interstate access and exposure make this one of Guilford's few premier sites for economic development. The 72± acre area north of I-95 has the potential for being developed as an attractive business park; development along Carter Drive has begun this process already. Future development in this area must address both a major wetlands area associated with a stream and existing houses along State Street if this is a location of ingress and egress for the area.

Development of this area north of I-95 may be best accomplished either by extending Carter Drive across the wetlands (which will require both local and Army Corps of Engineers approval) to create a loop that exits back to the extension of Carter Drive, or creating a second access point to Goose Lane, north of Carter Drive. One potential location for this second entrance would be in the vicinity of the existing mini-storage warehouse complex.

The short-term availability of the majority of the I-1 district south of I-95 is more doubtful, due to the use of most of it for the Pinchbeck Rose Farm. Nonetheless, the property owners may wish to study alternative use possibilities to have a better understanding of their options. Access to this area would most likely have to come off U.S. 1; while one of the Fonicello properties has access to State Street, visibility is seriously curtailed by the I-95 overpass abutments.

In keeping with the permitted uses in the PV district and the character of the surrounding area, the U.S. 1 frontage of the area south of I-95 should be developed for retail, office and service establishments. Emphasis should be put on transitioning from these uses to smaller, high quality manufacturing, office and research and development operations as development moves north from U.S. 1. The area with frontage along I-95 lends itself to larger office or other uses that would like visibility from the Interstate.

Steps to Take

1. Contact the property owners to ascertain their interest in a cooperative approach to preparing a conceptual plan for both the I-1 and I-2 areas.
2. Clearly define the boundaries of the areas for which a conceptual plan will be created. Review zoning district lines to make sure they are in the best location.
3. Gather essential information on site conditions, especially wetlands in the I-2 zone north of I-95.

4. Identify the most likely interior road routing and access point to Goose Lane for the I-2 zone north of I-95.
5. Prepare a detailed conceptual plan for the areas.
6. Ascertain the property owners' interests in either selling their land to a developer or participating in the development.
7. Assist in the sale of the land to a developer or in the creation of a development entity for the areas.
8. List the business development potential of these areas in the Connecticut Economic Resource Center's Site Finder Inventory and with the Regional Growth Partnership.

Potential Benefits

Assumptions:

- South of I-95:
 - 10 acres for retail or similar development valued at \$120,000 per acre and 59 acres for business park valued at average of \$75,000 per acre (total value of \$5.625 million)
 - Development of 175,000 square feet of retail and service space at an average value of \$75 per square foot (total value of \$13.125 million)
 - Development of mixed industrial, office and service park with 320,000 square feet of single story industrial space at average value of \$55 per square foot (total value of \$17.6 million) and 530,000 square feet of multi-story office and service space at an average value of \$100 per square foot (total value of \$53 million)
- North of I-95:
 - 72 acres of I-2 land of which 60 is developable, valued at \$60,000 per acre (total value of \$3.6 million)
 - Development of mixed office and industrial park with 450,000 square feet of single story industrial space at average value of \$55 per square foot (total value of \$24.75 million) and 650,000 square feet of multi-story office and service space at an average value of \$100 per square foot (total value of \$65 million)

The development assumed above would generate:

- Total capital investment of \$173.5 million

- \$2,571,000 in property taxes to the Town annually
- 4000 – 5000 direct jobs
- Additional construction and indirect jobs and payroll

6. Town Green Area

Opportunities and Limitations

The Town Green area is a subject of both pride and concern for Guilford. Many consider it to be a key element in defining the character and quality of life of the community. It is Guilford's downtown. However, there are serious symptoms of wear and tear that should be corrected soon before they worsen. The following deficiencies existed during the time research for this Economic Development Action Plan was written:

- Litter on sidewalks
- Weeds growing in tree grates and in planting areas
- Kiosk with menus next to Lighthouse Café in need of repair
- Buildings need exterior maintenance
- Parking areas are unsightly and appear as a sea of asphalt with dumpsters, crates and outside storage. Beautification is needed. It may be possible to link some parking areas to facilitate better traffic movement behind stores.
- Sidewalks are in need of repair or replacement

There is a direct relationship between a community's downtown and its ability to attract new businesses. The downtown is considered to be a community's heart. If it appears to be unhealthy, or deteriorating, there is suspicion that the community as a whole may be in decline as well, and perhaps not a good location in which to make an investment. It is easy for local residents, who visit the downtown regularly, as well as property owners and merchants, to overlook signs of decay because they occur incrementally. Guilford needs to assure that adequate preventive maintenance and investment in improvements are constantly performed on its downtown to assure that it remains a major asset of the community.

Steps to Take

1. The EDC or other appropriate group should regularly inspect the downtown and prepare a list of features requiring attention.

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2. Property owners and occupants of properties requiring work should be notified and asked to take action.
 3. Significant investments in exterior improvements should be considered for a Design and Development Award (see Initiative 4-C).
 4. The Town should work with banks having branches in the downtown on capitalizing a low interest loan pool to fund exterior improvements in the Green Area.

Potential Benefits

- Improved appearance of this critical portion of the community.
- Maintenance of Guilford's status as a high quality community.
- Increased customer traffic to businesses by those visiting the downtown and desiring to stay and explore.
- Increased likelihood of business investment when vacancies or expansion opportunities arise.

7. Whitfield South Area

Opportunities and Limitations

This area runs from the Guilford Fairground to the Marina Area, and includes the train station area in the middle. There is also a linkage to the Town Green area. The unifying theme for the area is its tourist potential, with additional investment potential scattered throughout. The Fairground is an underutilized asset and has the potential for additional events, and perhaps as the site of small agricultural and environmental research operations. The Whitfield Museum is in need of higher visitor traffic and financial support. The Train Station area is underdeveloped in terms of both quality and amount. The Marina Area is an anchor that must be maintained and improved.

The Town's Public Works complex is a topic of concern, both in terms of how its presence impacts the ability to attract investment to the Train Station Area, and also in terms of costs to the Town to relocate it. The existing buildings in this complex may have some reuse potential, thereby offsetting relocation costs.

There are numerous possibilities for this area. The issues and opportunities are complex and in need of significant study. This area requires a level of consideration, discussion and debate, recommendation and investment that will have the same or

greater detail as this Economic Development Acton Agenda. Initiative 3-B of this Action Agenda recommends the creation of a Train Station Area Task Force. The preparation of a "Town Center South Neighborhood Plan" has also been recommended. The two topics are complementary; in fact, the broader Town Center proposal is inclusive of the more limited Train Station area. Whichever geographic area is selected for study, the effort is important to Guilford's economic development and deserves support.

Steps to Take

1. Strongly recommend and support the establishment of a task force inclusive of all necessary community sectors to study and make recommendation on some portion or all of the area ranging from the Town Green to the Marina Area, and including the Train Station Area and Fairground.
2. Include in the annual EDC budget funding to support this project.
3. Assign an EDC representative to participate in this planning project.
4. Identify alternative business uses would be compatible with development around the Train Station that could occupy buildings in the Town Public Works complex if it is relocated.
5. Include information on the planning of this area in the EDC's internal marketing program (see Initiative 5-C and the Marketing Plan submitted separately).

Potential Benefits

- Better use of an underutilized asset.
- Visual improvements throughout the area, in particular, in the Train Station area.
- Increased numbers of visitors who will spend more money in Guilford businesses and tourism venues such as the Whitfield Museum.
- Attraction of additional businesses that want to be located in this area, resulting in additional capital investment, non-residential taxes and job creation.

8. Soundview Road Industrial Area

Opportunities and Limitations

This is a largely developed area zoned I-2 (with a small I-1 area) that needs continuing attention to maintain its economic vitality and quality. This is the type of area that, in many communities, has been forgotten about because little more can happen there, with the result that the quality of the area declines significantly. Guilford must make sure this does not happen in this Opportunity Area.

There are a few vacant buildings that can be reoccupied; as in any older industrial area, turnover in occupancy can be expected to continue over time. The quality of the area is mixed, with some properties in need of exterior improvements to the buildings and/or grounds. There may be additional development potential between the existing street and the rail line; additional analysis is required. The southern portion of this area includes 30 to 40 acres with good development potential but no road access.

Substantial areas of marsh and wetlands curtail development in many parts of this Opportunity Area. The inclusion of undevelopable land such as this in the Town's "inventory" of industrial acreage sends a misleading and inflated message to residents as to how much of Guilford is intended for industrial use. Consideration should be given to rezoning the marsh and wetlands to R-3 where this district is contiguous to the marsh or wetlands.

Steps to Take

1. The EDC or other appropriate group should regularly conduct an inspection tour the Soundview Road Industrial Area to note areas of concern in building and site maintenance and appearance.
2. Where problems are noted, the EDC or other appropriate group should meet with property/business owners to discuss these problems and potential solutions.
3. The EDC should be prepared to provide information on sources of low cost financing such as the Connecticut Development Authority, Connecticut Community Investment Corporation, and others as appropriate.
4. All vacant buildings in the area should be listed on the Connecticut Economic Resource Center's Site Finder Inventory and with the Regional Growth Partnership.

-
5. Marshland areas that cannot be used as ratio land for building coverage in the Industrial zone should be rezoned to R-3 and removed from the total acreage considered to be industrial.
 6. The undeveloped area between Soundview Road and the railroad tracks should be evaluated to determine if there is additional development potential. If so, this area should be marketed.

Potential Benefits

- Vacant buildings put back into productive use with additional jobs created.
- Visual improvements to industrial properties and grounds will contribute to Guilford's high quality image and reduce potential opposition to additional business development from those who fear more unsightly properties.
- Possible additional development that will add to the non-residential portion of the Grand List.
- Reduction of the number of acres shown as industrial, which will give a more accurate picture of how much of Guilford is devoted to this use and reduce the likelihood of opposition by those who believe that the Town has a substantial amount of undeveloped industrial land.

APPENDIX 1: STRENGTHS AND WEAKNESSES OF GUILFORD AS A LOCATION FOR BUSINESS

Numbers in parentheses indicate the number of responses that were identical or substantially the same.

EVALUATION TOPIC	STRENGTHS	WEAKNESSES
<p>Access to Markets (How easy is it to provide products or services to customers or potential customers from a Guilford location?)</p>	<ul style="list-style-type: none"> ■ Proximity to other major areas (4) – especially NYC & Boston, New Haven & Hartford ■ Interstate and state highways through town – 4 directions (3) ■ Access to I-95 (2) ■ Good access east of New Haven – Providence & Boston ■ On the right side of Q bridge for next 3-5 years ■ Short trip to New Haven markets ■ Lot of local people want to be in business here – not drive to New Haven ■ Proximity to New Haven but not in ■ Dense population with good income ■ Accessibility of businesses on the Green ■ Very good 	<ul style="list-style-type: none"> ■ Q Bridge and traffic disruption for next 10-12 years (2) ■ Lack of transportation ■ Businesses close too early ■ Parking ■ Only have 180 degrees of population due to shoreline – restricts relocation because of demographics
<p>Transportation (Road, rail, airport, waterborne)</p>	<ul style="list-style-type: none"> ■ Highway/rail network (3) ■ Rail, interstate, access to airports all good (2) ■ Easy access (3 exits) to I-95 (2) ■ Passenger rail good (2) – to NYC and Boston ■ As good as they get in the Greater New Haven area ■ Improved commuter service helps residents get to New Haven & NYC ■ I-95/U.S. 1 fair ■ I-95 great for shipping ■ Well maintained roads ■ Roads OK ■ Rail depends on state ■ Small port ■ Reverse commute could be developed 	<ul style="list-style-type: none"> ■ I-95 congestion (3) ■ U.S. 1 congestion (2) ■ Tweed-N.H. needs to be developed/improved (2) ■ Clogging roads ■ Some town roads not wide enough for trucks ■ Q bridge potentially a big problem ■ Highway system – long time to improve ■ Lack of public transportation ■ Poor system for bringing unskilled labor to town. Possible expansion of reverse rail commute from New Haven would help ■ Need to keep pressure on state to maintain highways & rail
<p>Labor Force (Supply, skills, costs, labor relations)</p>	<ul style="list-style-type: none"> ■ Highly educated and skilled (5) ■ Good supply of a professional/white collar/skilled (3) ■ Labor relations not a problem-based on skill of management (2) ■ Good supply ■ Good supply of semi-skilled ■ High tech and education good ■ Generally non-union ■ Retirees are helpful 	<ul style="list-style-type: none"> ■ High school kids do not need to work (4) ■ High cost (3) ■ Lack of common laborers/unskilled labor (3) ■ Service sector jobs need to be filled from out of town – brought in by van (2) ■ Lack of labor force for larger employers ■ Small labor force for service type businesses ■ Production personnel limited ■ Perception that there is not a large blue collar labor pool

APPENDIX 1: STRENGTHS AND WEAKNESSES OF GUILFORD AS A LOCATION FOR BUSINESS

EVALUATION TOPIC	STRENGTHS	WEAKNESSES
Utilities (Electric power, public water and sewer, natural gas, telecommunications)	<ul style="list-style-type: none"> ■ Telecom good (2) ■ Electric power OK ■ CT Water Company has excellent supply and reliability in commercial and industrial zones ■ CNG very accommodating in efforts to provide service ■ Phone, power and gas well maintained ■ Access to all ■ Most utilities readily available ■ More reliable than some places ■ Good 	<ul style="list-style-type: none"> ■ No sewers (8) ■ Public water limited (2) ■ Public gas (2) ■ High speed Internet lines limited ■ Electric power expensive ■ Cost of utilities ■ Residential development is stressing infrastructure
Availability of Supplies, Support Services and Sub-contractors	<ul style="list-style-type: none"> ■ Many local and regional support services for businesses (2) ■ Excellent ■ OK ■ Good ■ Ample sources in New Haven area. Good competition and costs ■ Can get most anything needed ■ In metro/megalopolis corridor, so easy & lots of support ■ High pay area – subcontractors prefer working here 	<ul style="list-style-type: none"> ■ Small merchants do not create enough draw to make Guilford distinct ■ No hotels ■ Travel time to local job sites ■ Only negative may be traffic delay related
Available Sites and Buildings (including construction and occupancy costs)	<ul style="list-style-type: none"> ■ Affordable & available space ■ Close proximity to U.S. 1 ■ Concentration of storefronts on the Green ■ For certain businesses, historic & cultural aspects are important ■ Existing OK ■ Office space 	<ul style="list-style-type: none"> ■ Limited available space (4) – especially for small retail, office & professional ■ Rarely have land for commercial development (2) ■ Many commercial sites old & dysfunctional – ready for demo & rehab ■ Other than 3 larger spaces, almost no light industrial or commercial existing space left ■ Limited development opportunities ■ No industrial parks ■ No suitable space for presenting quality art programming ■ Lack of incubator space ■ Rents are not affordable ■ Most raw land left is of limited development potential & difficult to develop ■ New construction limited

APPENDIX 1: STRENGTHS AND WEAKNESSES OF GUILFORD AS A LOCATION FOR BUSINESS

EVALUATION TOPIC	STRENGTHS	WEAKNESSES
<p>Business Climate (Regulations and procedures, imposed costs by government)</p>	<ul style="list-style-type: none"> ■ Town Hall people helpful (2) ■ Town OK ■ Good for some smaller businesses ■ Good compared to comparable communities ■ Town trying to streamline & organize permit process ■ Building official terrific ■ Town Planner is development friendly ■ Regulations are generally fine but may need review to assure they are not behind the times ■ Town now works OK with developers – not perceived as a difficult process 	<ul style="list-style-type: none"> ■ No growth attitude (2) ■ The Town’s regulations, procedures & the initiatives recently taken by wetlands and zoning all combine to make Guilford look less than friendly to businesses & developers ■ Regulations make it hard to build commercial space that has a high tax value ■ Government not business friendly ■ Town officials can be obstacles – especially Zoning and Engineering ■ Board and Commissions not on the same page ■ Double standards in town-OK for residential but not commercial ■ Impacted by differing definitions of what economic development is ■ Highly restrictive ■ Regulations will restrict some land/business development and should ■ Local zoning & historical restraints <u>initially</u> shy prospective builders away ■ Public sentiment often not based on facts ■ Over-reaction to rumors ■ Community not welcoming to businesses ■ Small, vocal groups say they represent community ■ Change zoning without providing services to homes ■ Overly complex process to get CO ■ State is high cost. What is not taxed there is a fee for ■ State regs are more onerous than other states.
<p>Taxes (State and Local)</p>	<ul style="list-style-type: none"> ■ Town OK ■ Lower than Madison ■ Much less than in the city ■ High but worth it to middle-high income ■ Still reasonable for commercial & industrial properties ■ Probably not many 	<ul style="list-style-type: none"> ■ High – not affordable for low income ■ High compared to national ■ Inadequate tax base ■ Fair ■ Continuing to rise – expensive to live here ■ Getting questionable ■ Forcing fixed income people out ■ Questionable reval numbers – think higher than market ■ State’s tax structure is not attractive when compared to the Carolinas and deep south – but New England is worth it ■ State too high. No one moves a business to CT because they want to do business here

APPENDIX 1: STRENGTHS AND WEAKNESSES OF GUILFORD AS A LOCATION FOR BUSINESS

EVALUATION TOPIC	STRENGTHS	WEAKNESSES
Capital Availability, Incentives and Business Assistance Programs	<ul style="list-style-type: none"> ■ Good ■ Strong banking ■ Tax incentives not necessary 	<ul style="list-style-type: none"> ■ To my knowledge, none of these are offered in Guilford (2) ■ May be fairly competitive ■ State does not have programs available for communities like Guilford
Public Services and Facilities (Police, fire, recreation and other services provided by local government)	<ul style="list-style-type: none"> ■ Excellent (3) – well trained in many aspects; reasonable cost ■ Very good ■ Strong ■ OK ■ Diverse options ■ Many in new facilities ■ Beautiful community center ■ Police Dept. is diverse & prides itself on public service ■ Police, fire recreation, etc. services are very good ■ Many professionals ■ Many long-term, seasoned employees ■ Guilford’s EDC has been effective in the past 	<ul style="list-style-type: none"> ■ High taxes necessary for services ■ Lack of appropriate space for some ■ Lack of public transportation to reach ■ Require more staffing ■ Pool?
Education	<ul style="list-style-type: none"> ■ Good school system (5) ■ Well respected system at cost per pupil less than state average ■ OK ■ High academic standards in relation to property values ■ Majority of students go on the higher education ■ Willingness to consider new & innovative ideas 	<ul style="list-style-type: none"> ■ Fragmentation of services ■ Inconsistent methods ■ Lack of cohesion between schools ■ Territorial issues ■ Schools demands for services exceeds abilities to provide – unrealistic demands ■ Older facilities questioned by some ■ Continued home building could add great costs in the near future

APPENDIX 1: STRENGTHS AND WEAKNESSES OF GUILFORD AS A LOCATION FOR BUSINESS

EVALUATION TOPIC	STRENGTHS	WEAKNESSES
<p>Quality of Life Factors Crime, housing availability and cost, recreational and cultural opportunities, shopping, climate, etc.)</p>	<ul style="list-style-type: none"> ■ Safety/low crime (5) ■ Superb/Excellent/High (3) ■ Nice/attractive community (3) ■ Beautiful Green (3) ■ Hiking trails, parks, golf, boating, open space, shorefront (3) ■ Good (2) ■ A strength (2) ■ Charm & rural quaintness (2) ■ New England living with reasonable commercialization – the best of both worlds (2) ■ Rich in resources, social & cultural opportunities (2) ■ Leisure activities (2) ■ OK ■ Lots of history ■ Rural area to north, shoreline south, shopping around green and RT. 1 ■ Downtown ■ Coffee houses, lunch spots ■ Interesting, educated residents ■ Diverse, talented people ■ Friendly community ■ Small town feeling ■ Strong sense of community ■ Historical homes (more than 100) ■ Museums ■ Support for arts ■ Shoreline location ■ Active town for seniors ■ Availability of specialty stores ■ Excellent shopping & restaurants ■ Good, old-fashioned New England climate 	<ul style="list-style-type: none"> ■ Lack of available, affordable housing (3) including mid-income or rentals ■ Not much for youth to do (2) ■ Town growing fast ■ Sleepy town ■ Shortage of consumer services (grocery store, department store) ■ Impacts of strip zoning ■ Overbuilding residentially ■ McMansions ■ Expensive housing ■ Socio-economic disparity ■ Cost of living for some ■ Limited shopping ■ No pool (but 2 beaches) ■ Tough winter

APPENDIX 1: STRENGTHS AND WEAKNESSES OF GUILFORD AS A LOCATION FOR BUSINESS

EVALUATION TOPIC	STRENGTHS	WEAKNESSES
<i>Other Topics</i>		
Image	<ul style="list-style-type: none"> ■ Good address 	<ul style="list-style-type: none"> ■ Not as good as Madison (2) ■ Charm being diminished by look-alike development ■ West side of green getting rundown
PACs & NIMBYs		<ul style="list-style-type: none"> ■ Because many special interest groups are very well organized and outspoken, many excellent opportunities for the entire community have been lost. We need to develop a voice for the overall good of the community.

APPENDIX 2

ISSUES IMPACTING GUILFORD'S ECONOMIC DEVELOPMENT FUTURE

1. Property tax and major assessment increases (4)
2. Attitude toward growth – no growth attitude – no change attitude (4)
3. Availability of land for development (3) – especially clean commercial office environments
4. Making Guilford a destination (2). Several locations are already a destination. Do Guilford residents want it to be a destination?
5. Growth issues – vocal groups against growth that have more influence than they should (2)
6. Need to educate the community on the myths & realities of development (2)
7. Democrats seen as less business friendly than Republicans (2)
8. Some people think manufacturers will draw “undesirables” into town (2)
9. New train station / high speed train in New Haven makes Guilford a more desirable location (2)
10. Old residents vs. newcomers
11. Need to help local people be able to afford to stay here
12. Need more housing that the non-wealthy can afford
13. Changing from a bedroom town to a place to both live and work
14. Finding balance between residential development and community character
15. Defining Guilford's relationship with other shoreline communities
16. Inequities
17. Appropriate signage regulations – must be attractive but support merchants
18. Sidewalks on U.S. 1 lead to nowhere
19. Better use of Fairgrounds. Permanent building could also be used as Youth Center
20. Better use of Marina/dock area
21. Need for regional tax sharing
22. Turn-down of funding for schools
23. Willingness to seek and welcome businesses
24. Seems like a lot of government fat that means higher cost than necessary
25. Guilford worse than most towns in permit & approval process. Gone way too far (vernal pool debate, anything big). Regs are biggest problem (40-45%); Boards are 30-35% of the problem; staff is 15-20% of problem.
26. Perception that door is shut to new commercial projects – takes 2-3 years to get anything done
27. Image as unfriendly/uninterested in manufacturing
28. Should be more mixed use zoning – not big blocks of limited use
29. Staff does bare minimum to help you comply with the rules
30. Can't compete with other Towns
31. People don't like controversy – vote on issues “at the machine”
32. Attitude that anything big is not good for the town
33. Guilford perceived by some developers as a bad location for anything other than residential
34. Must address U.S. 1 congestion
35. Development of on-site sewers for large volume water users is very costly. Connection to Branford sewer system would enhance development potential along Route 1 West.

Part 3

Town of Guilford, Connecticut

Strategic Marketing Plan

An Action Plan for Guilford's Future

April 2004



"There is a new global social order in that performance in a fast-changing environment is the dominant factor for success and survival for individuals, companies and governments: Survival of the fittest is an old concept that now has a new meaning. The fittest are those who can adapt to globalization and technological advances quickly and easily. As never before, those who cannot or will not adapt to change will fall by the wayside."

Site Selection, January 2000

Part 3

TOWN OF GUILFORD, CONNECTICUT

ECONOMIC DEVELOPMENT STRATEGIC MARKETING PLAN

TABLE OF CONTENTS

SECTION	PAGE
ACKNOWLEDGEMENTS	94
SUMMARY AND OVERVIEW	94
GUILFORD VISION STATEMENT	96
GUILFORD POLICY STATEMENT ON ECONOMIC DEVELOPMENT	96
DEFINITION OF ECONOMIC DEVELOPMENT	97
PRIMARY ISSUES AROUND WHICH TO FOCUS	97
RELEVANT MARKET DATA	99
UNDERSTANDING ECONOMIC DEVELOPMENT	102
TAKING BETTER CARE OF EXISTING BUSINESS	103
COMMUNITY ECONOMIC DEVELOPMENT EDUCATION	106
GUILFORD MARKETING RECOMMENDATIONS	107
MEDIA CONTACT INFORMATION	119
SUGGESTED TARGET MARKETS	123
TOURISM	125
STRATEGIC MARKETING PLAN IMPLEMENTATION	128
COORDINATION AND PARTICIPATION OF ORGANIZATIONS	130
EVALUATION AND PERFORMANCE MONITORING	131
MARKETING BUDGET	133
APPENDIX	134

GUILFORD ECONOMIC DEVELOPMENT STRATEGIC MARKETING PLAN

ACKNOWLEDGMENTS

We wish to acknowledge the many people who participated in the creation of the *Action Plan for Guilford's Future* which includes:

- *Economic Development Supplement to the Plan of Conservation and Development;*
- *Economic Development Action Agenda; and*
- *Economic Development Strategic Marketing Plan.*

The *Economic Development Strategic Marketing Plan* is the companion piece to the other documents and addresses the marketing aspects.

SUMMARY AND OVERVIEW

In 2002 the Town of Guilford adopted an updated Plan of Conservation and Development to guide the growth and development of the Town. Subsequently, it developed an ***Economic Development Supplement***, an ***Economic Development Action Agenda*** and an ***Economic Development Strategic Marketing Plan***.

The following are the purposes for the Town's economic development program:

1. To reduce the tax burden on residential taxpayers by broadening the tax base.
2. To provide local availability of the products and services residents desire.
3. To provide adequate employment opportunities for community residents.

The strong emphasis is on reducing the community's reliance on homeowners to pay the vast majority of the costs of services provided by Town government.

Based on an analysis of the strengths, opportunities, weaknesses and issues, the **Economic Development Supplement** for the next 3 – 5 year period is built on the framework of the following five major elements:

11. The need for a community spirit of collaboration.
12. Business climate improvements.
13. Proactive development planning and implementation.
14. Heightened attention to Guilford's existing businesses.
15. The need for community education about economic development.

This **Economic Development Strategic Marketing Plan** has been designed to be cost-effective by using current resources and developing new ones. Guilford has a tremendous resource in its people who will play an important role in the implementation phase. Communities need to look continually for better and more effective ways of operating. The quality of education and infrastructure are both factors in the site selection process and important in the economic development equation.

Boards of Education need to find out where their school systems rank internationally rather than how they are doing compared with other communities in the state. Communities with excellent school systems have an economic development advantage. Guilford can capitalize on competitive advantages such as this, particularly in an external marketing program.

On the other hand, Guilford lacks some critical infrastructure (in particular, sewers) needed to support economic development. The identification of weaknesses such as this is the first step in developing a "product improvement plan". Making such improvements usually costs money. Convincing the community to spend this money frequently requires an internal marketing program.

This **Strategic Marketing Plan** addresses both internal and external marketing efforts. It was developed with substantial community input and the participants stand ready to begin implementation. The Plan has been designed to create momentum and combines both easy tasks that can be accomplished quickly, with more demanding tasks that will require a longer timeframe and greater budget.

GUILFORD'S VISION STATEMENT

This Vision Statement was developed as part of the process of creating the **2002 Plan of Conservation and Development**. A long-term vision was developed around which eight broad policies were formed. The following is the Vision Statement: ***"In an atmosphere of managed overall growth, continue to maintain and enhance the unique historic character of the Town and provide a high degree of protection for the Town's natural resources while providing for a safe, healthy environment and a broad spectrum of opportunities for a population with a diversity of backgrounds and economic means."***

GUILFORD POLICY STATEMENT ON ECONOMIC DEVELOPMENT

As part of the process, the Town of Guilford developed a Policy Statement for Economic Development, ***"Promote Compatible and Sustainable Economic Development."*** The Policy recognizes that ***"Developing and maintaining a strong local economy is essential to enhance the community's resources, foster its way of life, provide employment opportunities, and support the provision of the broad amenities and services desired by Guilford's growing population."***

DEFINITION OF ECONOMIC DEVELOPMENT

Economic development is first an ongoing process and second a professional practice whereby economic developers influence the process. The practice of economic development is not just marketing harder, but it is a companion to product improvement, where the Town of Guilford is both the seller and the product being sold. The general definition of economic development is:

“The process of creating wealth through the mobilization of human, financial, capital, physical and natural resources to generate marketable goods and services.”

Guilford has adopted a broader definition of economic development than is used in most communities – **any development activity that will generate more in taxes to the Town than it costs in services provided by the town.** Activities such as the development of age-restricted housing of a value that pays more in taxes than it requires in service costs is a logical economic development target that can have minimal impact on the Town’s essentially rural character.

PRIMARY ISSUES AROUND WHICH TO FOCUS

There are five (5) major elements that form the framework around which Guilford’s future economic development efforts should focus. These five (5) elements are also issues for Guilford’s economic development program.

1. The need for a community spirit of collaboration;
2. Business climate improvements;
3. Proactive development planning and implementation;
4. Heightened attention to Guilford’s existing businesses; and
5. The need for community education about economic development.

Of the twenty-two (22) initiatives identified in the ***Economic Development Action Agenda***, eleven (11) are considered to be marketing related or have an important marketing component. These are:

Initiative Number	Description
1-A	Community Development Summit
1-C (1)	Team-Building Workshop
1-C (2)	Development Team Meetings
4-A	Existing Business Contact and Assistance Program
4-B	“Buy Local” Program
4-C	Annual Design and Awards
4-D	Heritage and Cultural Trail
4-E	Handcraft Center Directional Signs
5-A	Organizing to Promote Effective Community Development
5-B	Economic Development Speakers Bureau
5-C	Marketing Program



Specific marketing recommendations related to these Initiatives are presented later in this report.


The next section highlights the attributes of the Town of Guilford and is helpful in understanding the community’s assets upon which this marketing strategy is based.


RELEVANT MARKET DATA

Setting the stage for the marketing aspect of the economic development program, it is helpful to understand the community. This chart summarizes some of the key attributes of Guilford. Much of this information is needed for a database that provides information required by prospects.

GUILFORD AT A GLANCE

County	New Haven	
Labor Market Area	New Haven	
Size	47.2 square miles	
Guilford Population	1980 17,375 US Bureau of Census 1990 19,848 US Bureau of Census 2000 21,398 US Bureau of Census 2002 21,601 US Bureau of Census	
Composition of 2000 Population 	White 20,550 Black 200 Asian 352 Multirace 88 Hispanic 455 Native American 10	
2000 Guilford Population Distribution	Under 5 1,287 5-9 1,514 10-14 1,628 15-19 1,377 20-24 566 25-34 3,782 35-44 3,782 45-54 4,156 55-59 1,528 60-64 982 65-74 1,474 Over 75 1,274	
2000 Median Age	Guilford 41.8 Connecticut 37.4 United States 35.3	
2000 Number of Housing Units 	8,151	

GUILFORD AT A GLANCE – continued									
2000 Per Capita Income	<table border="0"> <tr> <td>Guilford</td> <td>\$37,161</td> </tr> <tr> <td>County</td> <td>\$24,439</td> </tr> <tr> <td>State</td> <td>\$28,766</td> </tr> <tr> <td>United States</td> <td>\$21,690</td> </tr> </table>	Guilford	\$37,161	County	\$24,439	State	\$28,766	United States	\$21,690
Guilford	\$37,161								
County	\$24,439								
State	\$28,766								
United States	\$21,690								
2000 Educational Attainment									
High School Graduate or Higher	94.9%								
Bachelor's Degree or Higher	50.0%								
Labor Force (September 2003)	11,976								
Employed	11,675								
Unemployed	301								
Unemployment Rate	2.5%								
New Haven LMA Unemployment Rate (September 2003)	3.0%								
Connecticut Unemployment Rate (September 2003)	3.2% Seasonally Adjusted 5.0%								
U.S. Unemployment Rate (September 2003)	5.4% Seasonally Adjusted								
Housing Starts									
1996	103								
1997	124								
1998	139								
1999	112								
2000	88								
2001	64								
2002	73								
2003	82								
2000 Commuters into Town from									
									
Guilford	3,007								
Branford	704								
Madison	603								
New Haven	514								
East Haven	356								
Clinton	297								
West Haven	256								
Hamden	230								
North Branford	218								
Wallingford	176								
2000 Town Residents Commuting to									
Guilford	3,007								
New Haven	2,213								
Branford	1,035								
Madison	448								
Hamden	371								
North Haven	355								
North Branford	334								

West Haven	314
Wallingford	298
Milford	222
Mean Travel Time to Work (minutes)	
	
	Guilford 27.3
	Connecticut 24.4
	United States 25.5

UNDERSTANDING ECONOMIC DEVELOPMENT

Having the community understand Economic Development is paramount in developing an effective program to promote economic development. Economic development readiness is critical as part of the process in preparing a community for quality economic development to take place. The first initiative is to have a Community Development Summit.

Community Development Summit

This community forum is designed to bring together a broadly representative mix of people in a highly structured format to explore specific issues and identify paths that the community will be comfortable with. The process identifies specific topics of concern (both problems/issues and opportunities) to be discussed at the next summit ahead of time. A broad cross section of community members are specifically invited to participate. The agenda usually includes a large group discussion of topics of general relevance, small group workshops on specific topics assigned to each group, and small group reports to the reconvened group on recommendations.

Economic Development Team Building/Team Guilford

Create "Team Guilford" which will include all Board of Selectmen, Town staff and Board and Commission Members. The recommendation is to provide all members with some memento signifying their participation on the team (e.g., a pin, paperweight, or tee shirt). Input about the item should be sought from the participants.

Economic Development for Public Officials (EDPO)

Since the boards, commissions and professional staff of any community are essential parts of the community's economic development program, it is essential that they think and act like a team. Economic development efforts will be strengthened if the members of the various Boards and Commissions and the professional staff that comes into contact with the economic development process participate in a team-building workshop that focuses on their role in that process. This would be a variation on a very successful program called "Economic Development for Public Officials" that has been run by the MetroHartford Alliance (previously the Capitol Region Growth Council) in most of the communities in the Greater Hartford region. This has been a successful program for Town elected and appointed officials and board and commission members, Town employees and residents regarding their roles in building and nurturing a visitor-friendly town environment.

A periodic (at least quarterly) joint meeting should be held of all Boards and Commissions (or at least the Chairs of the groups), along with the individuals staffing those groups, involved in the economic development process. The purpose of such a meeting would be to assure broad familiarity with what is going on in all Boards, Commissions and Town Departments that affects the development process.

TAKING BETTER CARE OF EXISTING BUSINESSES

Another initiative is to take better care of existing businesses in Guilford. A fairly widely held view in Guilford is that the EDC is primarily interested in attracting new businesses and that the Chamber of Commerce has been interested mostly in retail businesses and running festivals and events. Existing, non-retail businesses feel neglected. The EDC and Chamber should work cooperatively to assure that Guilford's economic development program pays adequate attention to meeting the needs of all companies already in Town.

Existing Business Contact and Assistance Program

Having an understanding of the businesses presently located in the community is paramount. Dun and Bradstreet reports that Guilford has a total of 1,317 businesses employing 6,780 people. The greatest percentage of business is in services which also employ the largest percentage of people.

Business Establishments in Guilford 2003 2nd Quarter

Type of Business	Number of Establishments	Number of Employees
Agriculture	43	194
Mining	1	1
Construction	188	482
Manufacturing	78	978
Transportation & Utilities	30	206
Wholesale	69	290
Retail	216	1,183
Finance, Insurance & Real Estate (FIRE)	104	460
Services	588	2,986
Total in Guilford	1,317	6,780
Total in Connecticut	165,661	1,493,608

Source: D & B Sales and Marketing Solutions

The **Guilford Business Contact and Assistance Program** is the community's best line of defense against companies leaving the community, and first marketing effort to promote business expansion. Early warning systems are considered the most effective business retention and expansion technique. As a further benefit, company leaders are also sources for leads for potential business to locate in town.

While the Economic Development Action Agenda recommends switching to an Internet based business survey system to collect detailed information, it is still necessary to visit companies periodically to build and maintain a relationship. Teams consisting of two to three people with appropriate representatives from the following categories should be created to visit Guilford businesses:

- Board of Selectmen
- Economic Development Commission
- Staff (Town Planner or Economic Development Coordinator)
- Guilford Chamber of Commerce (Board of Directors)
- Regional Growth Partnership (for businesses with a regional impact)

In any case there should not be so many people that it overwhelms the businessperson. Visits are arranged to communicate by setting a stage for dialogue to take place. Visits begin by thanking the business for having chosen Guilford as a location. It is an opportunity for business leaders to express concerns and needs in a confidential setting. The business is surveyed about its needs, problems and expansion plans; however, more detailed information gathering is done via the Internet. At this time, referrals and recommendations for appropriate resources may be made.

Appropriate information should be left with the business owner including:

- Annual Report/Town Calendar
- EDC Annual Report
- Town of Guilford Brochure
- One sheet summary of **An Action Plan for Guilford's Future**
- Guilford Chamber of Commerce Membership Packet (if not a member)

If it were desired to meet with all 1317 businesses in a year, then it would mean that 25 business visitations would need to be done on a weekly basis. This is an extremely aggressive schedule and not realistic. It would be more realistic to set a three-year time period, which would mean that eight (8) business visitations would have to be conducted on a weekly basis if every business in Guilford is to be visited. It is likely that the 1317 businesses shown above is inflated, in that it may include separately multiple partners in some businesses (such as medical practices).

It is also recommended to schedule the visits in blocks of time for efficiency and not have any one team conduct more than three in a day.

Prior to the business visitation, the following should take place:

- The development of a standardized data collection form for the program and for making referrals to help the business and follow up; and
- Training for the **Guilford Business Contact and Assistance Program** team

Since data collection and follow up is essential to the program, a good reporting system must be in place. The MetroHartford Alliance has purchased software for tracking and collecting data so that the data collected could be then entered into the system. The Regional Growth Partnership may also have such a system.

Another key area is to work with home based businesses as well as working with newly formed entities. An indicator of business growth is the filing of trade names. The number of trade names filed usually undercounts business formations in most communities because many small businesses do not register with the local government. Based on national data that indicates an annual business startup rate of 1 business per 200 - 250 people, Guilford's 2000 population of 21,398 would yield 86 to 107 new businesses per year. This data indicates a "hidden" business community that could generate demand for additional space in the community in the future as these small businesses grow.

Guilford's Town Clerk provided the following information on business filings of trade names:

**Business Formations
Trade Name Filings in Guilford**

Year	Number of Certificates
1999	77
2000	76
2001	62
2002	61
2003	69
2004 (2 months)	22
Total 1999-2004	367

Source: Guilford Town Clerk

Develop a “Buy Local” Program

Encouraging the residents to buy local is a way of supporting the producers of products grown or produced locally. Farming played an important part of Guilford’s heritage and if the present farms, orchards and related businesses are to remain viable, they must be supported by Guilford residents as well as by people living outside the community. Some of the products produced locally include flowers, fruits, hay, honey, livestock, maple syrup, poultry, Christmas trees, vegetables and wool. The buildings and settings on these farms, often with stone walls, are part of the cultural landscape and should be preserved. The best way to preserve them is through continuing to keep them used and viable. Some of these operations are also destination places.

Guilford suffers from a large amount of retail leakage. The EDC and Chamber should create a program that encourages Guilford residents to patronize local establishments – a **Buy Local** Program. There are many variations on this approach being used across the country. Most of the successful approaches utilize a cooperative marketing program whereby all establishments are promoting the other establishments in the system. As part of this effort, a program should be developed for Public Access Television to be aired on a regular basis. Although listed as a separate initiative in the Action Agenda, the placement of signs for the Handcraft Center at the end of I-95 Exit ramps and the creation and promotion of the Heritage and Cultural Trail are portions of the **Buy Local** Program.

Annual Design and Development Awards

The EDC should demonstrate its commitment to attractive, high quality project design, and at the same time recognize exemplary investment by existing or new companies, by creating an annual awards program that commends those firms who have contributed to the quality appearance of the community through attractive construction or renovation. These awards can initially be made at an Annual Chamber of Commerce dinner or similar event. This is an opportunity to showcase local businesses and there are many publications that would publish the information and photographs.

COMMUNITY ECONOMIC DEVELOPMENT EDUCATION

A key initiative is community economic development education. An important tool in achieving initial and continuing consensus on and support for economic development efforts is an improved understanding within the community of the issues related to the topic. Achieving this consensus requires a focus on educating the community through the following efforts:

Organizing to Promote Effective Community Development

The segment of the Guilford community that is most sensitive to development issues (variously described as no-growth, anti-growth or anti-change) is much better organized than the segment that supports economic development. This results in numerous individuals testifying at hearings against projects, but very few testifying in favor. The EDC has been criticized as not testifying at many of these hearings. If economic development is to stand a chance in these debates, the pro-economic development segment of the community must be organized as effectively and be willing to participate as aggressively as the opposite side of the debates.

Economic Development Speakers Bureau

The EDC should create a small group of good speakers who are willing to make presentations to community service groups, on public access television, and in other appropriate venues to inform community members and others about the “myths and realities” of economic development in Guilford. The EDC should prepare a set of talking points for these speakers and hold “rehearsals” to assure that the message conveyed is the most effective possible.

GUILFORD MARKETING RECOMMENDATIONS

A companion document to the Action Agenda is this Strategic Marketing Plan. The following two elements are essential precursors to a marketing plan:

- Product improvement efforts needed to make Guilford more competitive as a business location; and
- Improvements in organizational structure, efficiency and service delivery.

Many communities make the mistake of marketing aggressively before they are ready. “Ready” means having a marketable product and a prospect servicing system in place to handle inquires from businesses that may be interested in locating in Guilford. Without adequate economic development staff capacity, Guilford will not be ready. The community must continue to become better organized to make the necessary tools, materials and services available. The systems required to support marketing must be in place to create a solid foundation for the marketing effort.

Internal Marketing

For the 3 – 5 year period of the Action Agenda, a significant effort must be focused within Guilford. In part, this is necessary to build the broad community consensus required to overcome the past image and behavior that is perceived as anti-development. Another essential part of the internal marketing program is to promote Guilford more aggressively to businesses or prospective entrepreneurs already located in Town so as to maximize the chances of being the place they remain, expand or start-up. Research several years ago by Arthur D. Little, Inc. for the American Economic Development Council substantiated the long held opinion that 65 – 75 percent of capital investment and job creation comes from existing businesses in the immediate area.

Internal marketing is needed to build consensus, support and organizational strength. It also stimulates retention and expansion of the existing business. Internal audiences include: Board of Selectmen, boards and commissions, investors (public and private), existing employers, opinion leaders, critics and the public.

Entity Targeted	Action	Timeframe
Strategic Marketing Plan Implementation Members	Meet to collaborate, provide quarterly status reports, and discuss future plans for next quarter.	Quarterly Begin 1 st Quarter 2004
Boards & Commissions	Meet to exchange ideas	Semi-Annually
Land Use Commissions	Meet to exchange ideas and update on projects.	Quarterly
Town Officials & Residents	Hold Economic Development for Public Officials (EDPO) training session	2nd Quarter 2004
Town Officials, Employees and Others	Prepare program for "Team Guilford"	2nd Quarter 2004
Citizens and Businesses	Municipal Government & Board of Education should collaborate and produce Town newsletter.	Quarterly
Citizens and Businesses	Continue to produce the Annual Report in form of Annual Report & Town Calendar with information on town services, contacts and meeting dates.	Annually
Guilford Businesses	Town representative should participate by providing articles and other pertinent information for the Guilford Chamber of Commerce newsletter.	Quarterly or as often as the newsletter is published.
Citizens and Top Taxpayers	Produce one-sheet summary of An Action Plan for Guilford's Future . Put on web site.	3rd Quarter 2004

Entity Targeted	Action	Timeframe
Citizens	Establish a calendar of events and designate an employee to have responsibility. Distribute to news media and update monthly on web site.	Update monthly.
Guilford Top Taxpayers (25)	Guilford Existing Business Contact & Assistance Program Meet to express appreciation to top taxpayers & begin dialogue. Ask about needs & expansion plans.	Begin 2 nd Quarter 2004 & visit one per week.
Guilford Businesses (1,317)	Guilford Existing Business Contact & Assistance Program Ask about needs & expansion plans. Implement Internet survey system.	Develop list by 3 rd Quarter 2004, internet-based surveying system by 3 rd Quarter 2005. Visit 8 per week in teams over 3-year period.
Businesses & Community Leaders	Economic Development Summit Invite top taxpayers, manufacturers, real estate brokers and key business leaders. Discuss An Action Plan for Guilford's Future and collaborate on how to make Guilford competitive in the global marketplace.	3 rd Quarter 2004
Guilford Top Taxpayers (25)	Invite the Top 25 Taxpayers to a presentation on the town budget and ask for input at Top Taxpayers' Breakfast.	Every 3 years
Citizens	Keep the citizens informed about the community and issues on cable television with the development of the program, <i>State of the Town</i> . First Selectman is a regular monthly participant. Boards and Commissions as well as key department heads would participate as needed to address issues. A program, Selectmen's Corner is presently being organized which could be this vehicle. (This vehicle is not to be used as a political forum.)	Monthly Create Team <ul style="list-style-type: none"> • Commissioners • Town Employees • Student • Volunteers
Citizens	Present the Action Agenda for Guilford's Future and its three parts in a public forum televised on cable television.	Periodic
Entity Targeted	Action	Timeframe

Citizens	Discuss economic development issues and present products on public access television. Incorporate Buy Locally and Shop Guilford . Could be done jointly with Guilford Chamber of Commerce and the Economic Development Commission.	Monthly
Businesses & Citizens	Issue News Releases on announcements of new companies, expansions, success stories of local companies, awards, and An Action Plan for Guilford's Future implementation.	Weekly

Community Network Marketing

A new marketing approach that would be effective in Guilford is called Community Network Marketing (CNM). It is a process whereby the resources of an area's entire community are utilized in marketing. The established networks of local businesses, residents, organizations and associations become the channels used to reach decision-makers at companies throughout the world. This creates a direct and familiar connection with the prospective company from the start.

Marketing a community is "not a single act but a process of decisions over time". If a local person is aware and a part of an on-going network marketing program, he/she can pursue the contact on the community's behalf for years to come. The key is to let the local contact be an integral part of an organized process to market the community instead of being used to collect contact names. Tapping into a community's networks that extend beyond the locality creates an exponential increase in the reach of a marketing program.

CNM utilizes the resources of the entire community in marketing the area to other businesspeople and investors. Tapping into existing groups, programs or organizations allows for quicker implementation and less of a time and resource commitment from the economic development organization.

The starting point for building a CNM strategy should be through an existing business retention and expansion program. This provides an extant, on-going base in which to operate the strategy. Through an existing business program, an economic developer can inform and demonstrate to industrial leaders the benefits of being in a community. If the program is successful, the industry leaders will recommend the community to their peers.

Existing business retention and expansion programs are key to developing not only a CNM program, but also the economic prosperity of any community. It's generally agreed that 65 to 75% of all new jobs come from existing business expansions. Therefore, regardless of its size, a community will want to focus on creating jobs from its existing

base. Once the CNM foundation is laid, additional building blocks are needed to develop a successful program.

The Town of Lincoln, North Carolina is implementing a CNM program using “the CNM pocket promoter”, which is a deliverable in the CNM program, as part of a broader marketing program. All aspects of the program must be incorporated to achieve results. The CNM relies on hand-to-hand distribution. This is different than most brochures that are just “stacked out” or mailed out. The best distributors in Lincoln have been existing industry and key business people in the community.

Lincoln’s cost for the concept, design, copy writing, production and related expenses for the brochure was \$10,000. Since the community needed specific photos, that cost another \$5,000. If Guilford already has a good photo library of key attractions and facilities, it can save this expense.

Lincoln printed 20,000 copies for \$9,971. The brochure is 2.5” by 27”, folded to 2.5” x 4.5” final folder size, 6 color on 80# stock. This makes the total cost \$20,000 without photos (\$1 apiece) or \$25,000 with photos (\$1.25 apiece).

Community Network Marketing Pyramid

Source: Barry I. Matherly

External Marketing

External marketing is needed to generate new business and to create employment opportunities in the community. External marketing builds awareness and cultivates interest. The primary external audience includes suspects, prospects, business opinion leaders, networks (media and experts) and strategic allies.

Entity Targeted	Action	Timeframe
State Senator and Representatives	Meet with officials to update them on the 3 pieces of Guilford's Action Plan implementation and to discuss issues of mutual concern.	Semi Annual or as necessary
Department of Economic & Community Development Including Office of Tourism	Meet with officials to invite them to the table as a partner and to ask to help implement the Guilford's Action Plan . Investigate how Guilford's tourism efforts can tie in with the State's strategic marketing plan and tourism campaign.	Quarterly
Connecticut Economic Resource Center	Meet with officials and invite them to the table as a partner to help implement the Guilford's Action Plan .	Annual
Regional Growth Partnership	Meet with officials from the Regional Growth Partnership to continue a working relationship and to review the Guilford's Action Plan implementation and coordination. In particular, concentrate on marketing Guilford's Opportunity Areas.	Quarterly
Editors & Reporters of Newspapers	Meet to keep open lines of communication.	Quarterly
New Businesses	Welcome business and place welcome flag for a one-month period or as permitted per town regulations.	As businesses open.

Press releases and stories should be submitted on a weekly basis or according to the publication schedule to newspapers listed in the chart below. These articles should describe:

- **Guilford's Action Plan** implementation and expected outcomes;
- Real estate opportunities within the community;
- Present investment being made in the community;
- The rich heritage of the community;
- Historic preservation and the architectural treasures in Guilford;
- Groundbreaking ceremonies and ribbon cuttings;

- Success stories of Guilford businesses, the products they produce or services they provide, and the markets they serve;
- Testimonials from the Guilford Business community;
- The quality of life in the community; and
- The special people that make Guilford their home.

List of Publications

Local Newspapers	Other Business Publications
<i>Guilford Courier</i>	<i>Area Development</i>
<i>The Day</i>	<i>Business Facilities</i>
<i>The Hartford Courant</i>	<i>Business Xpansion Journal</i>
<i>New Haven Register</i>	<i>Connecticut Magazine</i>
Other Newspapers	<i>CT Business</i>
<i>The New York Times</i>	<i>Corporate Connecticut</i>
<i>USA Today</i>	<i>Expansion Management</i>
<i>The Wall Street Journal</i>	<i>National Real Estate Investor</i>
	<i>New England Real Estate Journal</i>
	<i>New Haven Advocate</i>
	<i>Plants Sites & Parks</i>
	<i>Real Estate Forum</i>
	<i>Site Selection</i>

The Other Business Publications listed in the chart above should receive press releases on special events and when a significant new business has expanded or relocated to Guilford. Maintain contact with staff at all of the newspapers and publications. Consider them an ally.

The following are a list of collateral materials that should be part of the **Guilford Strategic Marketing Plan** implementation effort. Concentration has been placed on the internal marketing audiences but these materials will help market to the external audiences as well.

Collateral Materials
Brochure with themeline & logo/Pocket Promoter
Calendar of Events
Guilford's Action Agenda Summary/Brochure
Incentives Brochure
Mementos
Newsletter

Be Proactive With Local Media

Guilford is a close-knit community and its officials should not assume that the media is aware of its economic development program. While quarterly is ideal, meet at least twice a year with representatives from the local newspapers, radio and television stations. Always return telephone calls immediately. Establishing a good working relationship with the media is essential.

Web Site

The World Wide Web is becoming more important as a tool in site selection. This is clearly shown in Development Counsellors International's surveys (1996, 1999, 2002) of corporate executives on the importance and effectiveness of various marketing techniques (see the Appendix to this report).

Web Site Development & Promotions should include:

- Web site map
- Information on available incentives
- Demographic information
- Directory of available buildings & sites
- Current comparisons to competitor locations
- List of leading local employers
- Information on the community's target industries
- Information on quality of life including the local school system
- Photos/maps of the community
- News articles that describe current developments
- Testimonials from local companies

Specific to Guilford's Action Plan, the web site should also include:

- Calendar of events
- Database/Community Profile
- Departments' Mission & Annual Reports with links to Departments with ability to receive e-mail
- Economic Development Happenings
- Hot links
- Page on Festivals

The web site should also be set up to:

- Ensure that the home page is fast-loading and eye-catching
- Ask for feedback from users
- Make the site interactive
- Update site monthly at a minimum
- Register on major search engines

General Purpose Brochure

After detailed information on the community is gathered, consider producing a general-purpose brochure with a long shelf life. Information that changes could be included on slip-sheets. The publication should include information on:

- Market Access
- Work Force
- Business Costs & Incentives
- Business Climate
- Infrastructure
- Lifestyle/Quality of Life.

Increasingly, this information is included on a CD rather than in print.

Guilford Action Plan Summary

Produce a simple brochure with a summary of the **Guilford Action Plan** for widespread dissemination and post it on the Town's web site.

Data on Available Sites and Buildings

At the present time only some of the information on available sites and buildings is readily available in the Town Planner's office. This data should be in an appropriate form and be readily available to fax or e-mail upon demand.

Site selection consultants, CEOs and CFOs want to know who they can go to as a single source for a complete, unbiased inventory of sites and buildings available in a community. All available sites and buildings should be listed with CERC's SiteFinder Inventory. At the present time there are only two (2) parcels of land and seven (7) buildings in Guilford listed on CERC's SiteFinder. Any Town-owned site or property listed exclusively with a broker can be included for free. The Town can also list other properties at a cost of \$450 for approximately 15 sites since it is a member of the Regional Growth Partnership. The Town can charge property owners a pro rata share of this expense if desired.

Database

Guilford is lacking the database and support information companies or site search consultants expect to find when looking for a location. A priority effort must be to create and maintain the database; an essential tool for responding to contacts generated by the marketing program. It is critical to have information readily available in today's highly competitive environment for company relocations and expansions. The Town of Guilford must have a complete database of information and the ability to quickly produce customized reports for prospects. Guilford's economic development program should also be a primary source of information for the Regional Growth Partnership's regional database.

As much as possible, marketing information should be available in an electronic format that can be manipulated easily and e-mailed to prospects within a few hours, if not more quickly.

A Standardized Database system has been developed through the collaboration of several major economic development organizations and site location consultants and is found on line at www.iedconline.org. An Excel format has been set up which includes 25 tables in 36 pages of information. It is recommended that the Town of Guilford utilize this system and have it available on its web site or have a link to it. Since much of this data will be regional in nature, it is recommended that the Town of Guilford officials work with the Connecticut Economic Resource Center (CERC) and the Regional Growth Partnership (RGP) to obtain this data at a cost savings.

Brokers and Agents

Develop a working relationship with area real estate brokers and agents. Supply them with information on available sites and buildings. Contact them on a regular basis to include their listings in your database. Confidentiality about potential businesses is essential and all involved must respect this. Many a deal has been lost to premature disclosure of the prospect's name. Invite real estate brokers to a tour of the town and host other programs for them.

Advertising

Space advertising is expensive. A full-page advertisement in the publications listed in the Site Selection and Other Publications section above range between \$2,300 and \$7,500 depending on colors and frequency. The benefits of this marketing technique are that the advertiser has the control and is able to get out the desired message in a visual and graphic way which produces a maximum impact.

However, in Development Counsellors International's surveys of corporate executives, advertising rated second or third least effective as a marketing technique, with only 20% of those surveyed citing it as the most effective. If space advertising is purchased in economic development trade magazines, it should be in the Annual Directory issue most magazines publish. This issue has the longest shelf life with business prospects and site location consultants.

The town does not have the resources at this time to engage in this technique. In the future, should resources become available, a database must be put in place and collateral materials developed. A system must be put in place to respond in a timely manner from leads generated by advertising. Similarly, a performance measurement system should be used to evaluate the quantity and quality of responses to various marketing methods.

The next two recommendations are projects that are broader in scope than just economic development and the entire cost should not be borne by the Economic

Development Commission; a portion could be attributed to each board and commission or included in the Town budget as a general government expense.

Produce an Annual Report/Town Calendar

Produce an Annual Report and Town Calendar with information on town services, contacts and meeting dates. Boards, Commissions, Departments and organizations should list their area of responsibility, accomplishments for the year and major goals and objectives for the coming year. Include staff fax numbers and e-mail addresses. Celebrate the volunteers and include photographs of Town Officials and staff. Include old photographs, emphasize historic buildings and sites and include Guilford's Vision Statement. Have it available at Town Hall, the library and other selected areas. Distribute to businesses during visitations and seek out other cost effective ways of distributing it.

It may also be used a marketing tool given to prospects so that the Annual Report and Town Calendar would be used in both internal and external marketing. Wethersfield has an excellent example of this tool. Since the production of an Annual Report is required by State Statute, the form of a Town Calendar would give it a longer shelf life.

Produce Quarterly Newsletter

Produce a Quarterly Newsletter in conjunction with the Board of Education. Send this publication to residents, business owners, state and regional economic development officials and college and hospital administrators in the area. In addition to information on various departments and programs, it should contain a letter from the First Selectman. The newsletter should contain articles about the Guilford Existing Business Contact and Assistance Program, new developments, Guilford's Action Agenda implementation, Community Schedule and Calendar of Events. It should also contain any information the Economic Development Commission needs to distribute to the business community.

One cost-effective way to distribute is by saturation/drop delivery by the U.S. Postal Service. A rate of 9.5¢ -11¢ for 3.362 ounces which would be adequate for a 10 page newsletter (five 11 X 17 inch sheets) was quoted. The newsletter would be distributed to businesses and households and with a proper merging of the two lists, the total number used in this estimate would decrease. There would be adequate copies to send to the officials listed above and for prospects contacted.

Another way to distribute the newsletter is to send it out with the *Guilford Courier*. Representatives estimate the circulation for businesses and households to be just under 10,000. The *Guilford Courier* is able to print the quarterly newsletter and distribute it for a cost of \$2,900 for each issue or just distribute it for \$900 per issue. It should also be placed on the Town's web site and as more of the population uses the Internet, the printing in hard copy and distribution could be eliminated. The *Courier* could also

prepare a 16 page, bound, full-color special issue for \$1,800 for printing and \$700 for distribution.

Direct Mail

A direct mail campaign is not recommended at this time until target industries have been further identified and a database of target companies is created. Chief Executive Officers and site selection consultants receive numerous solicitations and the competition is fierce. Mailing lists are available, but it is very costly to undertake a marketing campaign that would produce results.

Trade Shows

Exhibiting at trade shows is not recommended at this time until further research is done on targeted industry sectors. Attending specific trade shows is recommended such as the Medical Design and Manufacturing Trade Show (www.mdmeast.com) held at the Jacob K. Javits Convention Center (www.javitscenter.com) in New York City each June. Attendance at other trade shows related to target industry sectors (discussed below) may also be advisable if the trade show can be reached within a reasonable travel budget. To maximize the value of attending a trade show, contact prospects/suspects that may be in attendance prior to the show, meet with them at the show, meet new contacts at the show, and follow-up with all contacts after the show.

Not Recommended

We do not recommend videotapes, CD-ROMs, interactive discs or other multi-media materials for economic development marketing purposes at this time. Videotapes are obsolete. Initial preparation of CD-ROMs is too expensive for Guilford's budget, although once prepared, can now be duplicated at low cost.

MEDIA CONTACT INFORMATION

LOCAL NEWSPAPERS

Guilford Courier
Shore Publishing LLC
724 Boston Post Road
P.O. Box 1010
Madison, CT 06443
Ph: (203) 245-1877
Fax: (203) 245-9773
Web address: www.guilford.shorepublishing.com
E-mail: News@shorepublishing.com

New Haven Register
40 Sargeant Drive
New Haven, CT 06511
Ph: (203) 789-5601
Web address:
www.newhavenregister.com
E-mail: newhavenregister.com

The Hartford Courant
285 Broad Street
Hartford, CT 06115-2510
Ph: (800) 524-4242, (860) 241-6200
Fax: (860) 241-3865
Web address: www.hartfordcourant.com

The Hartford Courant
373 East Main Street
Middletown, CT 06456
Ph: (860) 343-5252
Fax: (860) 343-5220
E-mail: middtown@courant.com

OTHER NEWSPAPERS

The New York Times
229 West 43rd Street
New York, NY 10036
Ph: (212) 556-7787
Fax: (212) 556-4188
Web address: www.nytimes.com

USA Today
1000 Wilson Boulevard, 22nd Floor
Arlington, VA 22229
Ph: 1 (800) 872-3433
Fax: (703) 558-3981
Web address: www.USATODAY.com

Wall Street Journal
200 Liberty Street
New York, NY 10281
Ph: 800-568-7625
Fax: (413) 598-2183
Web address: www.wsj.com

SITE SELECTION & OTHER PUBLICATIONS

Area Development

400 Post Ave.
Westbury, NY 11590-2267
Ph: (516) 338-0900
Fax: (516) 338-0100
Web address: www.area-development.com
E-mail: areadev@areadevelopment.com

Expansion Management

1300 East 9th Street
Cleveland, Ohio 44114
Ph: (216) 931-9860
Web address:
www.expansionmanagement.com

Business Facilities

44 Apple Street, Suite 3
Tinton Falls, NJ 07724
Ph: (732) 842-7433 or (800) 524-0337
FAX: (732) 758-6634
Web address: www.busfac.com

National Real Estate Investor

PRIMEMEDIA Business Magazines & Media
9800 Metcalf Avenue
Overland Park, KS 66212
Ph: (913) 341-1300
Web address: www.NREIonline.com

Business Xpansion Journal

33 Inverness Center Parkway, Suite 120
Birmingham, AL 35242
Editorial Office Ph & Fax: (785) 312-9315
Web address: www.bxjonline.com

New England Real Estate Journal

P.O. Box 55
Accord, MA 02018
Ph: (781) 878-4540
Fax: (781) 871-1853
Web address: www.rejournal.com

Connecticut Magazine

35 Nutmeg Drive
Trumbull, CT 06611
Ph: (203-380-6600
Fax: (203) 380-6610
Web address: www.connecticutmag.com

New Haven Advocate

900 Chapel Street, Suite 1100
New Haven, CT 06510
Ph: (203) 789-0010
Fax: (203) 787-1418
Web address:
www.newhavenadvocate.com

CT Business

615 Main Street
Cromwell, CT 06416
Ph: (860) 635-1819
Fax: (860) 632-7203
Web address: www.ctbizmag.com
E-mail: info@ctbizmag.com

Plants, Sites & Parks

7025 Albert Pick Road, Suite 200
Greensboro, N.C. 27409. ©
Ph: (615) 321-1500
Fax: (615) 321-1525
Web address: www.bizsites.com

Corporate Connecticut Magazine

P.O. Box 290726
912 Silas Deane Highway
Wethersfield, CT 06109
Ph: (860) 257-0500
Fax: (860) 257-0525
Web address: www.corpct.com

Real Estate Forum

520 Eighth Avenue, Floor 17
New York, NY 10018
Ph: (212) 929-6900
Fax: (212) 929-7124
Web address: www.reforum.com

Site Selection

35 Technology Parkway South, Suite150
Norcross, GA 30092-2928
Ph: (770) 446-6996
Fax: (770) 263-8825
Web address: www.conway.com
E-mail: editor@conway.com

OTHER CONTACTS

Television

Guilford Community Television
(Channels 18-20 GCTV)
P.O. Box 275
Guilford, CT 06437109
Ph: (203) 453-8453
Fax: (203) 453-8454

WSFB-TV (Channel 3 CBS)
3 Constitution Plaza
Hartford, CT 06103-1821
Ph: (860) 728-3333
Fax: (860) 247-8940

WTIC-TV (Channel 61 Fox)
1 Corporate Center
Hartford, CT 06102-3290
Ph: (860) 527-6161
Fax: (860) 727-0158

Connecticut Public Television & Radio
240 New Britain Ave.
Hartford, CT 06106
Ph: (860) 278-5310
Fax: (860) 278-2157

WTNH-TV (Channel 8 ABC)
8 Elm Street
New Haven, CT 06510
Ph: (203) 784-8888

WRDM-TV (Channel 13 Ind.)
886 Maple Avenue
Hartford, CT 06114
Ph: (860) 956-1303

WTXX-TV (Channel 20 WB)
One Corporate Center
Hartford, CT 06103
Ph: (860) 527-6161

WVIT-TV (Channel 30 NBC)
1422 New Britain Avenue
West Hartford, CT 06110-1632
Ph: (860) 521-3030
Fax: (860) 521-3110

Radio Stations

ESPN Radio Network
Ph: (860) 585-2000
Fax: (860) 589-5523

W.C.C.C. AM
Ph: (860) 525-1069
Fax: (860) 246-9084

W.C.C.C. FM
Ph: (860) 525-1069
Fax: (860) 246-9084

W.D.R.C.-AM
Ph: (860) 243-1115
Fax: (860) 286-8257

W.E.R.B.-FB
Ph: (860) 828-0606
Fax: (860)

W.J.M.J.-FM
Ph: (860) 242-8800

W.K.N.D.
Ph: (860) 688-6221
Fax: (860) 688-0711

W.K.S.S.-FM
Ph: (860) 723-6160
Fax: (860) 723-6198

W.L.A.T. AM
Ph: (860) 524-0001
Fax: (860) 548-1922

W.M.M.W. AM
Ph: (860) 243-1115
Fax: (860) 286-8257

W.M.R.Q.-FM
Ph: (860) 723-6040
Fax: (860) 723-6079

W.N.E.Z.-FM
Ph: (860) 524-0001
Fax: (860) 548-1922

W.N.P.R. -FM
Ph: (860) 278-5310
Fax: (860) 244-9624

W.P.K.T. -FM
Ph: (860) 278-5310
Fax: (860) 244-9624

W.P.O.P. -AM
Ph: (860) 723-6160
Fax: (860) 723-6195

W.P.R.X.- AM
Ph: (860) 826-4996
Fax: (860) 826-4999

W.R.CH.- FM
Ph: (860) 677-6700
Fax: (860) 678-7053

W.R.L.I. -FM
Ph: (860) 278-5310
Fax: (860) 244-9624

W.P.R.X.-AM
Ph: (860) 826-4996
Fax: (860) 826-4999

W.R.Y.M.-AM
Ph: (860) 666-5646
Fax: (860) 666-5647

W.T.I.C. -AM
Ph: (860) 677-6700
Fax: (860) 284-9842

W.T.I.C. -FM
Ph: (860) 677-6700
Fax: (860) 677-8264

W.X.T.V.
Ph: (860) 657-8058

W.Z.B.G.
Ph: (860) 567-3697
Fax: (860) 567-3292

W.W.UH-FM
Ph: (860) 768-4703
Fax: (860) 768-5701

W.W.Y.Z.-FM
Ph: (860) 723-6300
Fax: (860) 723-6159

W.Z.M.X.-FM
Ph: (860) 677-6700
Fax: (860) 674-8427

SUGGESTED TARGET MARKETS

The purpose of any economic development program is to identify ways in which to capitalize on marketable strengths and opportunities while taking actions to correct deficiencies and weaknesses.

As discussed in the *Economic Development Supplement* to Guilford's *Plan of Conservation and Development*, the most frequently identified development opportunities during the research for this strategy were:

- Technology businesses of many kinds, in particular, biotechnology and electronics
- Research & development and all kinds of scientific research
- Light, small manufacturing and assembly
- High end corporate offices
- Restaurants and high end retail
- A hotel and conference center
- Additional tourism events and venues
- Additional home occupations
- A for-profit recreational center
- A performing arts center

In addition to these, and in accordance with the definition of economic development adopted by the Town (development activity that will generate more in taxes than it will cost in services provided by the Town), other projects such as age restricted housing may also be viable and important targets.

The following targets are suggested for Guilford's short-term marketing efforts:

Suggested Target Markets to Research

Target Market	Industry Definition
Arts, Entertainment and Recreation	The sector includes a wide range of establishments that operate facilities or provide services to meet varied cultural, entertainment and recreational interests of their patrons. Subsector groups must be researched.
Health and Medical Services, Life Sciences R&D	The health care industry consists of public, private, and nonprofit institutions. Institutions include hospitals, offices and clinics of medical doctors, nursing homes, and home health care facilities; other specialized health care facilities;

Information Services	and managed care organizations consisting of prepaid plans such as health maintenance organizations (HMOs), preferred provider organizations (PPOs), and independent practice associations (IPAs). Beyond the service providers, there is a broad range of medically related research and development operations. Information services are defined primarily as professional computer services, data processing and network services, and electronic information services.
Insurance	Insurance provides financial protection for individuals, commercial businesses, and others against illness, death, loss of property, or losses by a third party for which the insured is liable. Insurance companies are classified under life insurance, accident, and health, and property/casualty.
Professional Business Services	The professional business services industry includes accounting, auditing, and bookkeeping services, advertising services; legal services; and management consulting and public relations services
Retailing (Specialty)	Retailers generally sell merchandise primarily for personal or household consumption. In some instances, retailers may further process goods before sales, but such processing is relatively minor.
Travel and Tourism	Tourism includes the activities of persons traveling to and staying in places outside their usual environment for not more than one continuous year for leisure, business, or other purposes

Definitions established in *U.S. Industry & Trade Outlook 2000, North American Industry Classification System, 1997 and Standard Industrial Classification Manual, 1987.*

Other more general categories of marketing targets include:

- Businesses located in multi-tenant buildings
- Guilford residents with businesses in other communities (particularly those having to traverse the Quinnipiac Bridge)
- Existing businesses in Guilford that may expand
- Home-based businesses that may need to move into larger space
- Small manufacturing firms in the electronics and other clean industries

TOURISM



Tourism is one component of economic development and the Town of Guilford is fortunate to have a Tourism Committee devoted specifically to this purpose. Tourism adds to the vibrancy of the area and its impact on Guilford is chiefly through direct impacts with employment and indirect economic impacts associated with it. It does not add to the Town's Grand List unless it is profit-making with taxable property.

However, travel and tourism can enhance economic development in Guilford through increased exposure to visitors, and will provide customers for existing businesses. It will introduce Guilford to people who may later move to the community and/or bring new businesses that increase the tax base. It will help position the town as a tourism attraction. The tourism and entertainment cluster has been identified as one of the industries that will drive job growth and economic development in the future. According to the Connecticut Department of Economic and Community Development, travel and tourism is a major driver for Connecticut and in 2001 had the following results:

Travel and Tourism Highlights

- Produced \$9.89 billion in travel and tourist spending in Connecticut including the multiplier effects;
- Generated \$9.46 billion in new GSP (6% of state total);
- Generated \$10.3 billion in new person income (7% of state total);
- Generated 146,178 new jobs in CT (8.6% of state total);
- Generated \$1.4 billion in new state revenue (11% of state total);
- Generated \$951 million in new local revenue (14% of state total);
- Employed more workers than in the Manufacturing and FIRE sectors; and
- Connecticut's Travel and Tourism industry grew faster than its Manufacturing and FIRE employment over the past 10 years.

Connecticut's heritage institutions are a critical component of the state's tourism industry. The desire for "heritage experiences" is the second highest motivator for the more than 15 million tourists visiting the state each year. Guilford possesses many of the characteristics for the heritage tourism experience and will need to capitalize on this opportunity.



Recommendations for Guilford include:

- Create and promote Guilford as a “fun place to be” because of its tourism activities and events.
- Develop a hospitality training program for merchants and workers in establishments frequented by tourists.
- Create a walking weekend that exposes visitors to Guilford’s tourist attractions.

“Effective marketing is proactive, not reactive; it’s creative, not argumentative; it’s not a matter of arm-twisting, but of building trusting relationships.”

Eric Canada
Blane, Canada, LTD.

STRATEGIC MARKETING PLAN IMPLEMENTATION



The implementation process will require both cooperative and collaborative efforts among a large number of people, organizations, and institutions. As public and private sectors continue to work together for mutual benefit, improved working relationships will develop leading to further cooperation. The ideas and recommendations from the economic development strategic marketing plan process will help the community develop a common vision of the future.

Recommended Implementation Steps

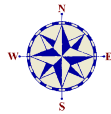
A number of steps will be needed to ensure implementation:

- The Board of Selectmen and the Economic Development Commission should list the ***Guilford Action Plan*** implementation as an agenda item at their regular meetings and devote some time to celebrating the successes and to monitor the progress achieved.
- In a public venue, recognize the participants in the economic development strategic planning process to thank them for their time and input.
- A number of programs should take place on public access television informing the public about the process and the intended outcomes.
- A summary of the Economic Development Strategic Marketing Plan should be prepared in appropriate form and distributed. It also should be included on the Town's web page.
- Present the ***Guilford Action Plan*** to civic organizations and ask for input and invite organizations to participate in implementation.
- Each organization involved in carrying out some aspect of the ***Guilford Action Plan*** should review their work plan depending on their fiscal year and include the responsibilities assigned to it.
- Organization representatives should meet on a quarterly basis to:

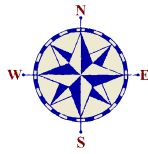
-
- Continue to foster a working relationship
 - Discuss successes for the past quarter
 - Discuss plans for the next quarter
 - Coordinate with each other
 - Provide a brief, written quarterly status reports for other members of the group (bullet points sufficient)
- Each organization should designate a representative and designate an alternate to the quarterly meetings.
 - Each organization would take turns hosting quarterly meetings.



COORDINATION AND PARTICIPATION OF ORGANIZATIONS



EVALUATION AND PERFORMANCE MONITORING



Evaluation

Evaluation provides a systematic basis for assessing where the organization is in relation to where it wants to be and provides periodic monitoring so that adjustments can be made where necessary.

The evaluation of the economic development effort has three dimensions:

1. To monitor progress;
2. To assess performance; and
3. To determine the level of impact.

Monitoring Progress

The purpose of monitoring is to determine whether specific actions and activities were achieved. Each project should be monitored according to time and expenditures.

Assessing Performance

Periodic evaluation of those individuals and organizations carrying out the work program is necessary.

Measuring Level of Impact

The ability to measure the impact of an economic development program is dependent upon the ability to measure change in the community and to relate that change to specific actions that have been undertaken. This change can be measured in the number of new companies attracted, new business formations, the increase or decrease of jobs, the increase in real income levels, or the unemployment rate.

This change should be more than just quantitative. Qualitative change should be measured as well. This could be done through surveys, documented case studies, and specific examples of success. Impact and accomplishment is different from activity.

Gathering this type of information involves a cost in time and staff, but this type of information is necessary during the course of evaluation.

A tracking system for measurement is recommended. Since investing in economic development should generate a return on investment, results are expected. Realistic goals should be established and progress should be benchmarked on an annual basis. The following table is an example of a summary sheet that can be used to collect and communicate performance measurement information.

Measurement	Annual Goal	This Month	Year-to-Date
Web Site Inquiry Responses			
Other Inquiries Made			
Follow-up Calls Made			
Number of New Companies			
Number of Companies Lost			
New Jobs Created			
Jobs Retained			
Capital Investment			
Annual Increase in Grand List			
New Tax Revenues Generated			
Reduction in Unemployment Rate			
Number of New Jobs Above Median Wage			

Reporting is critical in this process and must be done on a regular basis. Additional information is found in the implementation section.

MARKETING BUDGET

Budget estimates for elements of the internal marketing program are presented in the budget included in the Economic Development Action Agenda. In addition to those items, this Strategic Marketing Plan discusses the following marketing approaches with the budget estimated shown:

Marketing Item	Estimated Annual Budget
Community Network Marketing Brochure	\$15,000 - \$20,000
General Purpose Marketing Brochure	\$10,000 - \$20,000
SiteFinder Site Listings	\$450 per year
Quarterly Newsletter	\$10,000 - \$15,000 per year
Annual Report & Community Calendar	\$5,000 - \$8,000 per year
Trade Show Attendance	\$2,000 - \$3,000 per year
Mementos	\$1,000 - \$1,500
Database Development	\$2,000 - \$2,500
Total	\$45,450 – \$70,450

As the table above clearly demonstrates, economic development marketing is expensive. Its effectiveness is dependent on repetitive contact over an extended period. Companies are interested first in the region as a possible location. If the region meets their needs, then individual communities in the region receive serious consideration. It is at that point that available sites and buildings become important.

Wherever possible, Guilford should take advantage of marketing programs and budgets of other organizations such as the Connecticut Economic Resource Center and the Regional Growth Partnership.

APPENDIX

“Winning Strategies in the Economic Development Marketing Game”

Survey of U.S. Corporate Executives
Comparative Information Sources
1996, 1999 and 2002

Information Sources Influencing Perceptions of an Area's Business Climate

Strategy	2002	1999	1996
Article in newspapers & magazines	62%	61%	60%
Dialogue with industry peers	56%	71%	68%
Business travel	47%	45%	52%
Word of mouth	29%	21%	24%
National surveys	23%	31%	34%
Meeting with economic development organizations	21%	27%	24%
TV/Radio newscasts/shows	14%	7%	4%
Personal Travel	14%	8%	21%
Other	14%	8%	15%
On-line sources	9%	9%	-
Print advertising	4%	3%	4%
Direct mail	2%	3%	1%
TV/Radio advertising	0%	1%	0%

Most Effective Marketing Techniques (Percentage Rating 4 or 5 on a 5-point scale)

Technique	2002	1999	1996
Planned visits to corporate executives	53%	46%	53%
Public relations/publicity	40%	38%	39%
Hosting special events	37%	42%	39%
Internet/web site	34%	37%	18%
Direct mail	33%	25%	25%
Trade shows	32%	45%	39%
Advertising	21%	19%	19%
Telemarketing	4%	6%	7%

Source: Development Counsellors International, 2002.

Most Useful Features of an Economic Development Organization's Website
2002 Survey

(Percentage of respondents who selected each feature)

Feature	
Information on available incentives	78%
Demographic information	75%
Directory of available building & sites	61%
Current comparisons to competitor locations	45%
List of leading local employers	44%
Information on the community's target industries	30%
Information on quality of life	28%
Information on local schools	25%
Photos/maps of the community	21%
News sections that describes current developments	17%
Testimonials from local companies	16%
Website sitemap	9%

Source: Development Counsellors International, 2002.

AREA DEVELOPMENT MAGAZINE
“2003 Annual Corporate Survey” and Prior Years
(Combined Ratings* of Factors)

Site Selection Factors	2003		2002		2001		2000
	Rating	Rank	Rating	Rank	Rating	Rank	Rank
State and local incentives	92.7	1	88.0	4	81.4	8	5
Labor costs	89.7	2	89.9	2	91.5	2	2
Availability of skilled labor	89.0	3	90.9	1	91.6	1	3
Highway Accessibility	88.9	4	86.6	5	87.9	3	1
Occupancy or construction costs	86.3	5	82.4	8	82.3	7	6
Tax exemptions	86.2	6	88.2	3	82.7	6	7
Corporate Tax Rate	85.1	7	84.6	6	79.0	11	4
Energy availability and costs	80.8	8	80.9	9	86.4	4	10
Proximity to major markets	80.0	9	83.7	7	80.2	9	12
Availability of land	78.1	10	75.2	12	79.7	10	14
Availability of telecommunications services	77.9	11	76.1	11	83.3	5	11
Cost of land	77.3	12	74.0	13	77.3	14	13
Environmental regulations	72.9	13	76.7	10	78.8	12	8
Low union profile	71.6	14	69.4	14	78.0	13	9
Availability of broadband telecom services	67.4	15	66.7	15	61.3	18	19
Right-to-work state	60.8	16	58.0	18	67.6	15	15
Proximity to suppliers	58.5	17	61.8	16	67.1	16	17
Availability of long-term financing	57.5	18	60.0	17	48.7	22	18
Raw materials availability	55.8	19T	56.0	19	64.6	17	21
Availability of unskilled labor	55.5	19T	55.1	20	59.5	19	16
Accessibility to major airport	53.1	21	54.0	21	55.4	20	22
Training programs	47.3	22	44.7	22	55.4	21	20
Proximity to technical university	34.0	23	33.4	23	34.6	23	23
Railroad service	27.9	24	22.6	24	27.8	24	23
Waterway or ocean port accessibility	18.5	25	19.3	25	18.8	25	25
Quality of Life Factors	Rating	Rank	Rating	Rank	Rating	Rank	Rank
Low crime rate	69.8	1	75.9	1	74.4	1	1
Health facilities	64.2	2	67.2	2	65.3	2	2
Housing availability	59.0	3	64.2	4	57.3	4	4
Ratings of public schools	57.3	4	65.7	3	57.2	5	5
Housing costs	56.3	5	63.0	5	60.6	3	3
Climate	49.5	6	43.5	9	47.4	6	7
Colleges and universities in area	49.0	7	48.1	6	44.8	7	8
Recreational opportunities	47.9	8	45.9	8	39.2	9	6
Cultural opportunities	46.3	9	46.3	7	40.3	8	9

*All ratings figures are percentages and are the total of “very important” and “important” ratings of the *Area Development* Corporate site selection survey.