

PREPARED FOR:

Town of New Milford, CT
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TOWN-WIDE MARKET ANALYSIS

TOWN OF NEW MILFORD, CT

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ABOUT CAMOIN 310

Camoin 310 has provided economic development consulting services to municipalities, economic development agencies, and private enterprises since 1999. Through the services offered, Camoin 310 has had the opportunity to serve EDOs and local and state governments from Maine to California; corporations and organizations that include Lowes Home Improvement, FedEx, Amazon, Volvo (Nova Bus), Pfizer, and the New York Islanders; as well as private developers proposing projects in excess of \$6 billion. Our reputation for detailed, place-specific, and accurate analysis has led to projects in 40 states and garnered attention from national media outlets including Marketplace (NPR), Forbes magazine, The New York Times and The Wall Street Journal. Additionally, our marketing strategies have helped our clients gain both national and local media coverage for their projects in order to build public support and leverage additional funding. We are based in Saratoga Springs, NY, with regional offices in Portland, ME; Boston, MA; Richmond, VA and Brattleboro, VT. To learn more about our experience and projects in all of our service lines, please visit our website at www.camoinassociates.com. You can also find us on Twitter @camoin310 and on Facebook.

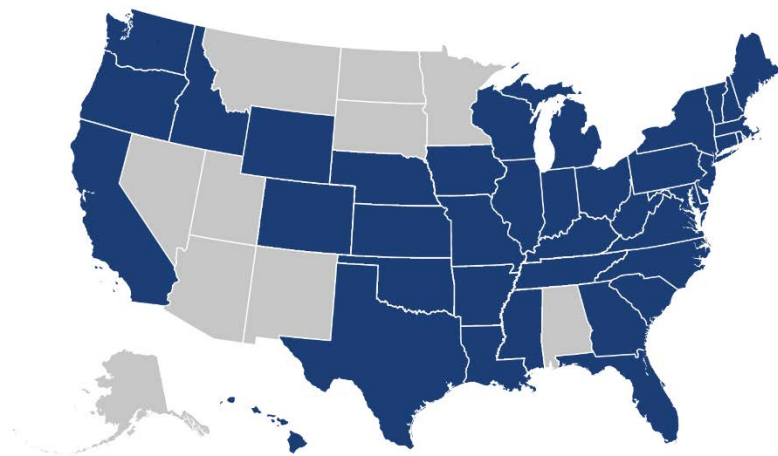
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EXECUTIVE SUMMARY

This market analysis was developed to provide the New Milford community and its partners information and recommendations needed to inform the Town's ongoing Plan of Conservation and Development (POCD) Update, Riverfront Master Plan, and other planning and economic development efforts. Key takeaways from the analysis of the economy and real estate market in New Milford and western Connecticut include:

General Findings

- ◆ New Milford's extraordinary quality of life is its best-kept secret. This is an outstanding asset for business and residential attraction that needs stronger marketing and communications.
- ◆ The town's population is declining, which will affect the ability to grow New Milford's economy and strengthen the tax base. Actions are needed to reverse this trend in order to remain competitive economically.
- ◆ The makeup of the population will shift as well, with older adults (60+) growing both in absolute number and as a share of total residents. The aging population is causing a shift in demand for the type of housing, services and consumer goods.
- ◆ The Green is an important asset to build on. While it serves as a community-hub, it is relatively small and lacks a critical mass of businesses and residents to create the synergies and activity of a walkable vibrant downtown that attracts people to work, recreate, and live.

Business Profile

- ◆ New Milford added jobs at a faster rate than the region from 2013-2018. However, both the town and region underperformed Connecticut job growth and national job growth.
- ◆ New Milford has relatively lower paying jobs compared to the region. Many of the town's skilled workforce commute out of town for employment.
- ◆ Industry sectors that offer growth opportunities for New Milford include computer systems design and assembly, life sciences research and development, hospitality, and wholesalers that supply the construction industry.
- ◆ While the retail, goods, and services market is well-served with the current mix of businesses throughout the community, there are some opportunities for growth to meet existing market demand by the aging resident population and to provide greater accommodations for visitors. The types of goods and services include restaurants, grocery, specialty clothing, health and personal care, sporting goods, and crafts.

Real Estate Market

- ◆ The strongest real estate market opportunity for New Milford is in the existing demand for additional small-scale industrial and flex space, blocks of 2,500 to 25,000 SF. Current demand is estimated at 100,000 to 250,000 SF of new space.
- ◆ The housing market is a 'seller's market' with low housing vacancy rates for market-rate rentals and smaller single-family homes or starter homes. It is worth noting that the lack of housing options is making it difficult to attract new residents and employees as well as retain older residents as they age. Senior housing and aging-in-place options are in the greatest demand and present a development opportunity, as well as job growth in healthcare.

- ◆ Additional medical office space will be needed in the coming years to accommodate the growth in the senior population. Employment growth in the healthcare sector will require 31,600 SF of medical office space in New Milford and 249,800 SF in the greater region. While some of this demand could be accommodated by existing space, medical offices often necessitate new, Class A and custom spaces to accommodate cutting edge technology. As the national healthcare industry shifts, and the local population ages, New Milford Hospital is adapting its services to better serve the resident population.
- ◆ New Milford currently has enough vacant office space to accommodate projected future growth in office-utilizing businesses; however, most of this space is low-quality, Class C space. Regionally, there is a surplus of nearly 1 million SF of office space, so it is unlikely that any new office space development will occur in the market unless it is for a highly specialized user.

Going Forward

Approaches that the Town of New Milford can act on to position the community in strengthening its tax base and providing a diversity of jobs for the future include:

- ◆ Develop and Communicate a Consistent Message and Shared Identity for New Milford
- ◆ Grow the Supply of Commercial and Industrial-Flex Space
- ◆ Grow and Diversify the Housing Market
- ◆ Grow Downtown and Activate the Riverfront

This report provides the Town of New Milford with the current state of the market and data showing a continuing trend of declining population and stagnant tax base if actions are not taken.

However, due to its foresight, the Town is well positioned to take advantage of market opportunities both in the short and long term.

New Milford has taken important first steps, beginning with the hiring of a dedicated Economic Development Director. The local Corporation for Economic Development has been designated as the Town's development agency. The Town's Riverfront Revitalization Committee is in the midst of developing a master plan for the downtown and riverfront. The 2010 Plan of Conservation and Development is being updated for 2020-30. Important studies for adaptive reuse of town-owned property and an analysis of the potential for a hotel to locate in town are underway and completed, respectively.

New Milford is addressing infrastructure improvements including local roads, downtown walkability, passenger rail feasibility, extension of its multi-purpose river trail, and partnering with local business and educational institutions to provide opportunities for job force training.

Armed with the information of this report and by acting on current planning initiatives, New Milford residents can be confident that the Town will change the current trajectory and strengthen its economy, broaden its tax base, reverse population decline and ensure the continuation of its strongest asset – its remarkable quality of life.

INTRODUCTION

New Milford is a community committed to preserving its rural, small-town character while also seeking new opportunities to strengthen its tax base and provide family-wage earning jobs for the future. It seeks to bring new economic activity to support existing business, strengthen the extraordinary appeal of the town, and actively move forward with appropriate residential development to support economic development and job growth.

To advance these objectives, the Town of New Milford retained the team of Camoin 310 and Milone & MacBroom to conduct a town-wide market analysis and develop economic strategies that will enable the Town and supporting committees to make well-supported decisions around land-use planning and economic development. This report presents the findings of this work, which includes:

- ◆ Business Profile that addresses top employment sectors, growth potential, and recommendations on how the Town can capitalize on regional trends.
- ◆ Market Analysis of commercial, industrial, and residential trends in the town and region.
- ◆ Land use analysis that will identify physical, environmental, and transportation conditions.

The objective is to provide the New Milford community and its partners information and recommendations needed to inform the Town's ongoing Plan of Conservation and Development (POCD) Update, Riverfront Master Plan, and other planning and economic development efforts.

SUMMARY OF FINDINGS AND OBSERVATIONS

Extraordinary quality of life is an outstanding asset. New Milford's differentiating factor is its high quality of life that comes from its location as an exurb of New York City, yet at the doorstep of the Litchfield Hills. On the periphery of the New York metro area, not only do New Milford residents have access to employment, shopping, and cultural amenities that come with living near a metropolitan area, but they also have the outdoor recreational opportunities and natural beauty that come with a rural lifestyle. Moreover, unlike many exurban communities, New Milford has a true downtown.

The downtown's challenge, however, is that it is relatively small and lacks a critical mass of businesses and residents to create the synergies and activity of a walkable vibrant downtown that attracts people to work, recreate, and live. To take advantage of New Milford's downtown as a differentiating factor in supporting economic growth, it needs to increase the number of businesses, services, activities, and residential units so there are options that keep people coming back and interested.

New Milford's declining population trajectory impacts the ability to grow its economy and strengthen its tax base. To support new businesses as well as sustain existing operations, employers need a stable workforce and customer base. The population of New Milford is aging and declining, which means a shrinking workforce and customer base. This trend has implications for businesses of all sizes and sectors. Workforce attraction and retention is among the top challenges New Milford's larger employers face. The community's retail and service businesses are seeing their consumer base erode. To sustain itself, New Milford will need to stem population loss and attract new residents.

Families have historically been the backbone of the community; yet, an aging population, declining school enrollment, and projected losses of families with school-age children paints a challenging demographic future for the town. Not only does the town's tax base rely on a steady flow of families to occupy the large stock of single-

family homes, but the vitality of the community relies on civic involvement and spending at local businesses by these families. To grow its family population, New Milford needs housing that will allow younger adults, both those who have grown up in New Milford and those from elsewhere, to live in the community.

Housing is critical. Fortunately, housing prices in New Milford are relatively lower when compared to other communities in the region, a key selling point for the town. However, a pipeline of new homeowners is needed to take advantage of these lower prices. Therefore, the supply of housing needs to be expanded with a portfolio of housing options.

As the only population segment projected to see substantial growth, seniors will have an outsized impact on demand for housing and services in the town. Demand for senior housing will continue to grow, with peak demand for independent and active living expected to occur by 2030 and peak demand for assisted living by 2040, as the baby boom generation moves through the age cohorts. Demand for medical space, particularly outpatient and ambulatory services, will occur in tandem.

After accounting for market-rate housing units already in the development pipeline (including those under construction and those approved but undeveloped), if current trends persist, there will be net demand for 122 units under the status quo. If the Town's economic development and marketing efforts are able to attract a greater share of the regional population, 20% instead of the 10% status quo, there could be a net demand for 567 units under this growth scenario.

Under the status quo scenario, demand for market-rate rental units (including senior units) is likely to be more or less satisfied if all units in the pipeline are constructed over the next five years. A growth scenario could potentially support up to 135 more rental units. Successful rental projects will ensure that units appeal to seniors as well as a more general demographic. New for-sale demand will come primarily from seniors. There are few senior-oriented developments in the pipeline, and there will be significant demand for additional construction of these kinds of units. We forecast that demand from seniors in the next five years would support at least 100 new for-sale units, and up to 350 units.

While the needs of the growing senior population should certainly be addressed, emphasis should be placed on making the town attractive to young adults and families. Beyond the most critical, which is providing housing options, this means continue to invest in and grow the town's recreational, entertainment, and arts amenities that contribute to quality of place and provide "things to do" for residents, as well as maintaining and improving the quality of the school system.

Retail uses rely on a critical mass of customers, both residents and visitors, to sustain healthy sales revenues.

With flat to declining population change, the town and broader retail trade area have reached a retail equilibrium, with supply largely in line with demand. It is unlikely that the town will be able to attract additional large, national retailers given this fact. However, a retail leakage analysis shows there is some opportunity to recapture some retail spending leakage occurring outside the trade area. Categories showing potential for new businesses include clothing stores and restaurants. There is also potential for a small grocery store (20,000 SF or less), as well as various small specialty stores selling items such as jewelry, gifts, hobby/craft supplies, and other miscellaneous items.

Attracting and supporting new retail will depend on the ability to capture not only trade area resident spending, but also visitor spending. Unique specialty stores and boutique retailers, as well as experience-oriented retail such as dining and entertainment, within New Milford's attractive downtown have been successful in drawing customers from considerable distances. Expanding the offerings downtown helps both existing and new businesses by making it enough of a destination for visitors to spend the day shopping and dining to justify the travel time.

Geography is a challenge and an opportunity. Historically, industry in New Milford could rely on rail access, but in the modern era, highway access is critical for industries that bring wealth and employment into a community, such as manufacturing and distribution/logistics. New Milford's location 10 miles off a major highway (I-84) makes it difficult to compete within the state and immediate region with communities with direct highway access. Access to the Route 7 expressway at the Town line, locally known as "Super 7", allows trucks to get up to highway speeds while they are in-route to I-84, however, congestion along Route 202/Route 7 over the town line in New Milford can leave trucks sitting in traffic at certain times of the day and, once they reach Super 7, it is another 6-10 minutes until they are on I-84. While this additional 10+ minutes may not seem like a lot of time, every minute, and every mile, counts for companies shipping products. The closer a facility is to an interstate, the faster the products are delivered, which means good highway connections support operating costs, shipping time, and overall customer service. The general rule of thumb is a maximum of 5-minutes to get up to 55 MPH.¹ The Annual Corporate survey by Area Development found that highway accessibility is the number three location-factor for site selectors in 2018 and it was the top issue in 2017.²

As a result, any growth in industry will come primarily from within the town and immediate region, rather than from outside attraction. Fostering and supporting business retention, expansion, and innovation will be key to economic and employment growth. There is existing demand within the town and region for additional small-scale industrial and flex space (blocks of 2,500 to 25,000 SF) that, if built, could support the expansion and attraction of industry. Current demand is estimated at 100,000 to 250,000 SF of new space.

The reasons that New Milford's geography can be a challenge for attracting businesses who need highway access are the same reasons that give it high ratings on quality of life by its residents and local business leaders.³ In the same corporate survey noted above, quality of life was ranked as the sixth most important factor in 2018 and fourth most important in the 2017 survey.⁴ New Milford's rural, small-town setting with superb natural environment that includes both forests and farmlands, anchored by the Town Green with its 'Main Street' charm, draws in people and businesses who make an emotional connection with the town, as a place.

Most entrepreneurs do not start their businesses in New Milford because it makes sense on paper; they choose to do business here because they want to spend their time here, in this place, as a part of this community. When asked why their businesses are here, local business owners note a personal connection to the community. This is a trend seen throughout the Northeast—the people who have ties to a community are those most likely to invest in that community. Strengthening connections between New Milford as a place and attracting regional residents, especially young people, must be an integral element of the Town's economic development program.

Connecticut challenges are New Milford challenges. Connecticut has not been competitive nationally across many sectors, due to high costs of living and doing business, poor infrastructure, perceptions of business unfriendliness, and fiscal troubles. This will continue to make it difficult for New Milford to attract new businesses from outside the

¹ *Critical Location Decision Factor #2: The Road to Profitability*, AreaDevelopment, <https://www.areadevelopment.com/logisticsInfrastructure/Q4-2013/highway-access-site-selection-factors-36282652.shtml>.

² *33rd Annual Corporate Survey & the 15th Annual Consultants Survey*, AreaDevelopment, <https://www.areadevelopment.com/Corporate-Consultants-Survey-Results/Q1-2019/33nd-annual-corporate-survey-15th-annual-consultants-survey.shtml>.

³ As noted during public workshops and stakeholder interviews.

⁴ *33rd Annual Corporate Survey & the 15th Annual Consultants Survey*, AreaDevelopment, <https://www.areadevelopment.com/Corporate-Consultants-Survey-Results/Q1-2019/33nd-annual-corporate-survey-15th-annual-consultants-survey.shtml>.

state as well as to retain its current economic base. Camoin 310 has been told by national retailers that they ‘want nothing to do with Connecticut’ right now, and southern states like Florida, South Carolina, and Texas are relentlessly targeting Connecticut’s industries. Many of New Milford’s businesses receive weekly marketing calls from southern states promoting lower costs and access to greater talent pools.

Like New Milford, higher-income suburban communities throughout Connecticut and the Northeast are dealing with similar demographic challenges, which means New Milford has a lot of competition when it comes to attracting new residents. Population growth in Connecticut over the next 10 to 20 years is projected to be slow and highly concentrated in the state’s more urban communities, with declines projected for most suburbs. Within the New Milford region, Danbury is the only community projected to grow in population. Other growing cities in the vicinity include Torrington and Waterbury. It is in these places where young adults and families are settling, and they are the primary market from which to attract new residents to New Milford.

Currently, the type of housing that appeals to younger adults—rental units that are affordable—are in very short supply in many suburban communities, which explains why projections are for younger residents to continue to remain concentrated in the state’s cities. This presents an opportunity to attract these young people to New Milford, where they might eventually choose to stay, put down roots, purchase homes, start businesses, and participate in the community.

TYPES OF BUSINESSES TO ATTRACT & GROW

Based on the analysis of the economic and real estate market in the Town of New Milford, the following development opportunities have been identified.

RETAIL & SERVICE BUSINESSES

Several retail and service business categories are experiencing sales ‘leakage’, which means residents of the New Milford trade area are leaving the area to make purchases somewhere else, either at another physical location outside of the area or online. This sales leakage presents an opportunity to re-capture a portion of these sales locally by attracting new businesses or expanding existing businesses.

Restaurants/Other Eating Places (15 businesses or up to 26,000 SF) – Restaurants and eating places represent a significant opportunity for New Milford to re-capture existing sales. Restaurants that offer locally-sourced, high-quality meals are in demand in this market, both fast-casual and full-service restaurants. A brewery, cidery, distillery, or winery combined with full or limited service food would help to diversify the existing restaurant offerings. Adding to the options for daytime meals will be important for attracting other businesses to the green. Seek opportunities that are unique to New Milford and connect patrons to the community through food and the experience. Use storytelling to make the farm-to-table connections. The Community Culinary School is an important asset that can support the growth in this sector with a well-trained workforce.

An interesting model worth exploring is The Cooking Company, with locations in Middletown, Killingworth, and Haddam (thecookingco.com). This business offers both high-quality, fast-casual dining and prepared food to-go.

Grocery Stores (2 stores, or up to 21,000 SF) – The need for another small grocery store was a recurring theme during the stakeholder interviews and public workshops and the data validates these comments. The supportable sales leakage for grocery stores of about 21,000 SF is about the size of a Fresh Market, a national grocery store chain offering produce in a market-style experience for the shopper. New Milford’s population density and residential density does not meet the standard criteria for Fresh Market within 3-5 miles; however, the regional trade area meets or exceeds the criteria. This means that while it may not be out of the question to attract The Fresh Market

to New Milford, it would take a targeted effort to inform and educate the company about the town's regional trade area demographics and local consumer trends. An alternative option to meet this demand might be a smaller, locally owned grocery store that offers specialty products, similar to Northville Market.

A different model that could tie-in well with New Milford's agricultural heritage as well as the identified need to increase access to the arts is the model employed by Random Harvest in nearby Craryville, NY. This is a worker-owned neighborhood market, café and community space that sources from local producers. (www.randomharvestmarket.com).

Clothing Stores (7 stores or up to 30,000 SF) – Clothing stores in general are increasingly in-competition with online retailers and home-delivery services, however, boutique clothing stores that offer specialty lines or a unique shopping experience as part of a destination can compete in this space and be a draw for a community. The degree of leakage in this category from New Milford presents an opportunity to expand the offering of clothing stores in New Milford, particularly downtown. Focus on mid-price retailers whose target market is women aged 50+. Additionally, offering specialty lines of shoes within a clothing-focused boutique, instead of a stand-alone shoe store, would be a way to grow product offerings and capture additional sales. Small, boutique retailers that offer online sales as well as a retail storefront within one space are seeing success in the region. One example of this type of business is Hello Boutique in Hamden, CT (www.helloboutique.com).

There is also a trend toward re-use and re-purposing by environmentally conscious consumers, which represents a core segment of New Milford's population as found in the Tapestry Segmentation Guide.

Health & Personal Care Stores (3 stores or up to 19,000 SF) – There is a small cluster of health and personal care businesses on Bank Street, just off the green, that draw people to downtown. The sales leakage analysis suggests that there is an opportunity to further expand these services, either by growing the existing businesses by attracting more customers or by attracting new businesses to diversity the offerings (salon, spa, nail, fitness training, etc.).

Sporting Goods & Hobby/Craft Stores (2 stores or up to 12,000 SF) – While the demand is lower in the sporting goods and hobby category compared to the others identified above, the data does suggest there is an opportunity to grow this business segment, particularly as it relates to the Town's overall goal of growing its recreational offerings. New or expanded businesses that offer recreational equipment goods, rentals, and repair for bikes, kayaks, hiking, etc. to support local hobbyists and tourists are an opportunity.⁵ Other opportunities include businesses that offer products and services as well as classes and guided tours.

INDUSTRY SECTORS

The following industry sectors offer growth opportunities for New Milford:

Merchant Wholesalers, Durable Goods – Businesses in this sector are engaged in wholesaling products. New Milford has a cluster of wholesalers that supply the construction industry with hardware, plumbing, machinery, lumber, and a variety of other products (about 200 jobs). These types of businesses occupy industrial/flex space. As these local companies look to grow and expand, New Milford could lose these businesses to other communities because of the lack of available space in-town.

Health Care – This sector includes both health care and social assistance because it is sometimes difficult to distinguish between the boundaries of these two activities. The industries in this sector are arranged on a continuum starting with those establishments providing medical care exclusively, continuing with those providing health care and social assistance, and finally finishing with those providing only social assistance. The services provided by

⁵ Note: While there is a bike shop in New Milford, bike rentals are not offered.

establishments in this sector are delivered by trained professionals. All industries in the sector share this commonality of process, namely, labor inputs of health practitioners or social workers with the requisite expertise. Many of the industries in the sector are defined based on the educational degree held by the practitioners included in the industry.⁶ This sector is growing locally and regionally, creating demand for medical offices, senior living options such as assisted living, long-term health care, and other health-related services.

Professional, Scientific, & Technical Services⁷ - Businesses within this sector contribute to the regional business environment by offering services to support the business operations of the region's major employers – essentially selling knowledge and expertise. New Milford has about 700 jobs within this sector, which is projected to grow at about 2% annually. Within this sector, the following sub-sectors are showing strength and may be opportunities for New Milford.

- ◆ **Computer Systems Design and Related Services & Computer and Electronic Product Manufacturing** – Together these two-computer system service and manufacturing sectors make up about 230 jobs in New Milford and are projected to grow in the coming years at a rate of 4% annually. These businesses operate out of traditional office spaces, home offices, and flex spaces. Access to broadband internet access is a critical locational decision factor.
- ◆ **Research and Development in Life Sciences** – New Milford has about 50 jobs in this industry sector currently, with an annual projected growth rate of 12%. This is an emerging opportunity for the town as there is a plan to redevelop the former Nestle lab building into modern lab space that can house up to five bioscience firms.⁸

⁶ Health Care Industry definition provided by U.S. Bureau of Labor Statistics (data.bls.gov).

⁷ The Professional, Scientific, and Technical Services sector activities performed include: legal advice and representation; accounting, bookkeeping, and payroll services; architectural, engineering, and specialized design services; computer services; consulting services; research services; advertising services; photographic services; translation and interpretation services; veterinary services; and other professional, scientific, and technical services. (Source: U.S. Department of Labor)

⁸ <https://reader.mediawiremobile.com/NEREJ/issues/205044/viewer?page=59>.

STRATEGIES & RECOMMENDATIONS

Investments in quality of place and housing options, combined with efforts to support entrepreneurship and expansion of local businesses, as well as a focus on strengthening community connections and brand-identity, will be critical to future economic and social vitality in the town.

DEVELOP AND COMMUNICATE A CONSISTENT MESSAGE AND SHARED IDENTITY FOR NEW MILFORD

There is a feeling that New Milford, and specifically the downtown and Riverfront area, is experiencing an 'identity crisis.' Past marketing and branding initiatives have started and stopped, lacking the resources and will to sustain a continued effort. Individual organizations and entities within New Milford have their own unique brands, messaging, and marketing; but there is not one organization or entity responsible for marketing New Milford as a whole. New Milford is not speaking with one voice, its message is not clear, and is not being heard internally or externally (existing and potential residents, businesses, and visitors).

Initiative: Launch a co-branding effort.

Rationale: As nearby communities like Danbury and Waterbury revitalize their downtowns as interesting places to visit, work, and live, New Milford is losing its foothold in the region. To be heard, New Milford needs to send a unified message. Workforce attraction. Tourism marketing. Small business and entrepreneur attraction. Communications to developers.

Challenges: Aligning the community's many brands. Prioritize financial resources to this effort.

Recommendations:

- ◆ Identify New Milford's brand partners, which may include local businesses, major employers, educational institutions, Chamber of Commerce, local and regional economic development organizations, community organizations, etc. Engage in honest discussions about what this effort should look like. Be inclusive and take the time to build trust among partners before moving forward.
- ◆ Hire a professional consulting firm specializing in community branding for economic development and tourism. This will require allocated funding from the Town.
- ◆ As part of the branding effort, develop and invest in a way-finding and signage program that includes directions to public parking and other local landmarks of interest to visitors. Parking signage should include estimates of how many minutes it will take to walk from the Green.

GROW THE SUPPLY OF INDUSTRIAL & COMMERCIAL-FLEX SPACE

The strongest real estate market opportunity for New Milford is the existing demand for additional small-scale industrial and commercial flex space, in blocks of 2,500 to 25,000 SF. Industrial uses in New Milford are concentrated along Route 7/202 and parallel Pickett District Road, but there are very few existing buildings available. Pent-up market demand is coming from a variety of industry sectors like wholesalers that supply the construction industry and other smaller startup businesses who are ready to 'move out of the garage.' Technology-companies also often like the adaptability of this type of space.

Initiative: Work with the development community to increase the supply of industrial flex buildings in New Milford.

Rationale: Local businesses looking to grow are rather limited and may need to look elsewhere for expansion. Additionally, any business looking to move into New Milford has limited options. Grow the tax base. Job growth. Estimated 100,000 to 250,000 SF of unmet demand in the market today.

Challenge: Overall the regional market is soft, which means that speculative development is unlikely. Yet, businesses are looking for move-in-ready industrial/flex buildings locally and regionally, not a construction project. Public-private partnerships might be necessary to identify and advance projects to meet this demand.

Recommendations:

- ◆ Identify strategic sites for development.
- ◆ Feed the inventory of strategic sites to regional partners.
- ◆ Utilize incentives including Tax Increment Financing (TIF), infrastructure improvements, leasing town property, to catalyze development.

GROW AND DIVERSIFY THE HOUSING MARKET

The booming housing market in New Milford of the late 80s to early 90s came to a screeching halt when the housing bubble popped in 2008. While new home construction waited for the economy to climb out of recession, housing preferences changed. New Milford has not yet adapted to the shift in housing preferences toward modern, market-rate, smaller units in walkable, vibrant communities with direct access to assets and amenities. Baby Boomers are specifically seeking low-maintenance living arrangements with access to aging assistance and the ability to customize the space to suit their needs. Due to changes in the economy and socioeconomic trends, many lean toward rentals – either by choice or out of financial necessity.

Today, New Milford's housing prices are lower than in other communities in the surrounding region, making it an attractive location; however, the inventory of market-rate housing units on the market, especially rentals and smaller single-family homes, is very limited and the quality of most is poor. There are several projects in the pipeline that have been approved; however, in speaking with some property owners, they are having a difficult time attracting developers to build these projects because of the tight lending environment in Connecticut.

Initiative: Diversify New Milford's housing market with rental units, starter homes, and housing for seniors. Attract developers for approved projects.

Rationale: Offering attractive housing options will support workforce attraction and retention. Attracting new residents today will create a pipeline of residents who will be interested in the town's single-family homes in the future. Create a built-in consumer base for local business. Retaining existing residents as they go through life stages.

Challenges: Attracting the development community, both from a financial perspective as well as a community brand-identity. New Milford residents are generally comfortable with the amount of development in town, and most are not feeling the urgency to change. Parking and traffic congestion concerns.

Recommendations:

- ◆ Through the POCD process, identify strategic areas in town for new rental housing development.
- ◆ Consider modifying the zoning in the strategic areas identified, to enable the development of desirable housing projects.
- ◆ Create and market tax incentives, including TIF and tax abatements, to the development community.
- ◆ Share the findings of this market research to demonstrate the opportunity.
- ◆ Work with local real estate agents to market available properties.

GROW DOWNTOWN AND ACTIVATE THE RIVERFRONT

New Milford's differentiating factor is, and has always been, a great quality of place in a relatively affordable community. However, preferences are shifting, even in rural and suburban communities, from car-centric, single-use places to more connected, walkable places with direct access to assets and amenities. New Milford needs to adapt to this shift in preferences.

New Milford's Riverfront offers a unique opportunity for the community to embark on transformative change. This market analysis is being conducted in parallel with a master planning effort for the Riverfront and downtown.

Initiative: Complete and implement the Riverfront Revitalization Master Plan.

Rationale: Economic growth and diversification of New Milford's hospitality, retail and commercial, recreational, and entertainment amenities will grow the tourism sector by extending visitor stays and increasing repeat visitors, as well as attract new residents to new housing options.

Challenges: Concern over capacity of infrastructure to accommodate growth (parking and roadways). Appetite for implementation. Consistency of vision and implementation through town leadership.

Recommendations:

- ◆ Communicate and build support for the vision and the implementation of the Master Plan.
- ◆ Modify the zoning regulations to align with the Master Plan.

GEOGRAPHIC DEFINITIONS

The market analysis considers several different geographical areas to compare local and regional trends, as well as to align with the available data sources. The following geographies are considered:

Town of New Milford

The Town of New Milford is the primary geography for this market analysis. The New Milford ZIP codes (06776, 06755) were used to obtain the industry and occupation trends for the Town of New Milford.

Greater New Milford Region

The Greater New Milford Region is comprised of the 12 towns that comprise the Town of New Milford's labor shed (i.e. where most New Milford residents and workers commute to and from). The 12 towns include New Milford as well as Bethel, Bridgewater, Brookfield, Danbury, Kent, New Fairfield, Newtown, Roxbury, Sherman, Warren, and Washington.

Connecticut

The State of Connecticut is used to examine the regional socioeconomic and industry trends.

United States

National trends provide further context for socioeconomic trends and help to identify unique attributes of the Town of New Milford.

Figure 1: Map of the Town of New Milford (green) within the Greater New Milford Region

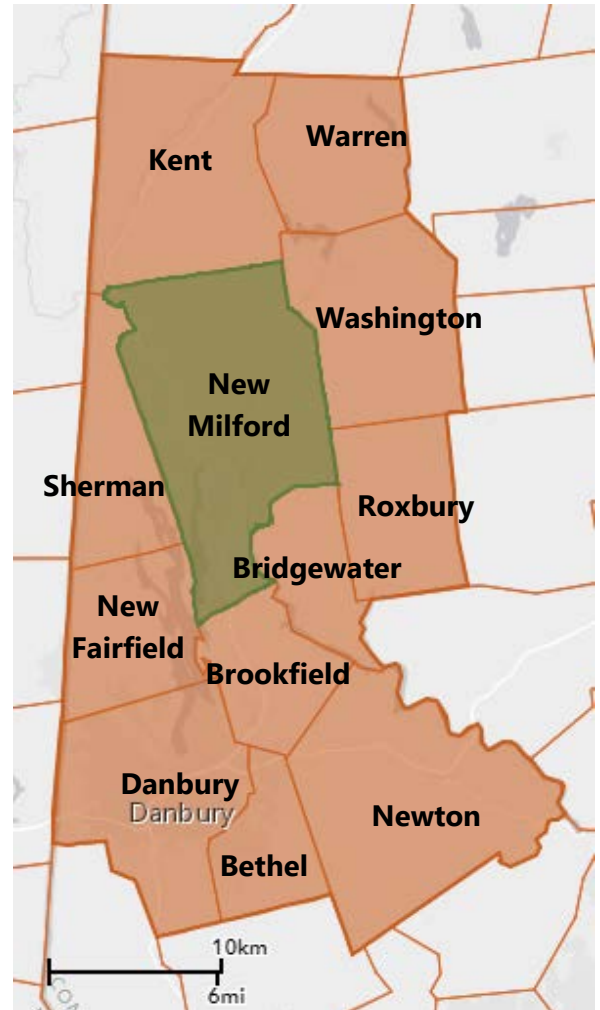
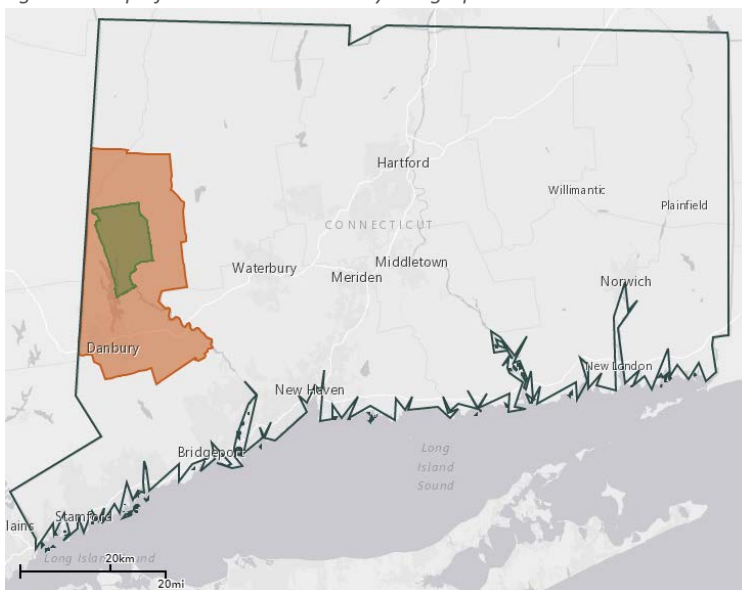


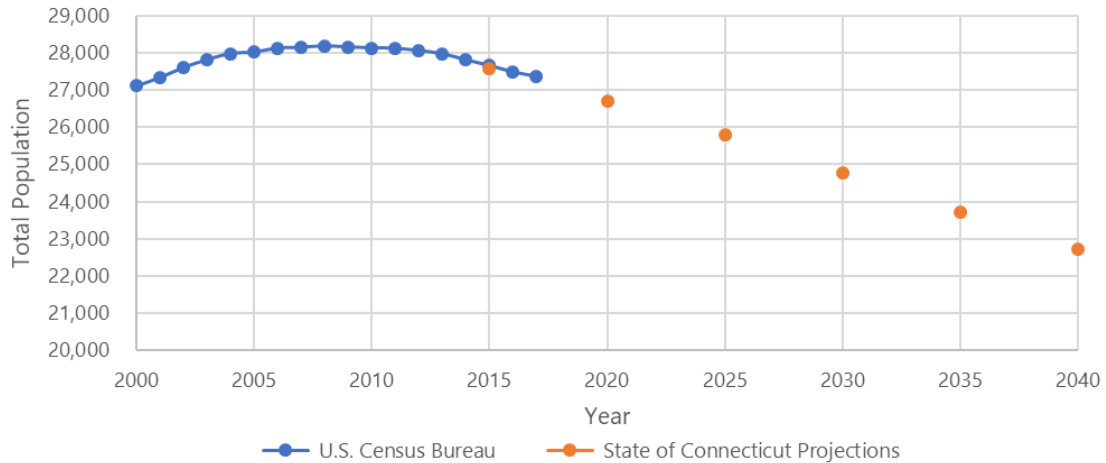
Figure 2: Map of Connecticut and Study Geographies



SOCIOECONOMIC CHARACTERIZATION

New Milford is experiencing a demographic shift that will have wide-reaching impacts across the local economy and affect the demand for real estate development. After rising continuously for decades, the town's population peaked in 2008, and has slowly begun to decline. The 2020 Census is likely to be the first to show a decline over the previous decade, since 1930. The town's current population is estimated at 27,380, dropping by 813 residents since 2008, and expected to drop by another 10%, or about 2,600 residents, by 2030.

Figure 3: Town of New Milford Population, 2000 - 2040



Source: U.S. Census Bureau, State of Connecticut

The makeup of the population will shift as well, with older adults (60+) growing both in absolute number and as a share of total residents. New Milford will have 1,400 new seniors by 2030, as the youngest of the Baby Boom generation age into the senior cohort. In 2015, seniors made up 21% of the town's population, and by 2030 they will account for 29%.

Meanwhile, a declining school-age population (ages 5-19) will neutralize growth added by seniors. The town will have nearly 1,400 fewer residents in this age group by 2030, falling from 19% of the overall population to 16%. Another shrinking age group is middle-age adults (40-59), which will decrease in number by 2,500. The decline in these groups suggests that parents are leaving the community once their children finish school, but they are not being replaced at the same rate by younger families. This is evidenced by declining school enrollment. According to the Connecticut State Department of Education, enrollment in the New Milford School district decreased from 4,600 in 2012 to 4,133 students in 2017, a 10% decrease over a 5-year period.

The drop in the town's average household is indicative of these trends. It has dropped by half a person since 2010, from 3.13 to 2.62 in 2018. As children grow up and leave their empty-nester parents behind, and new, younger families do not come in to replace them, the number of people in the town's households continues to fall.

Figure 4: Town of New Milford Age Projections, 2015 - 2030

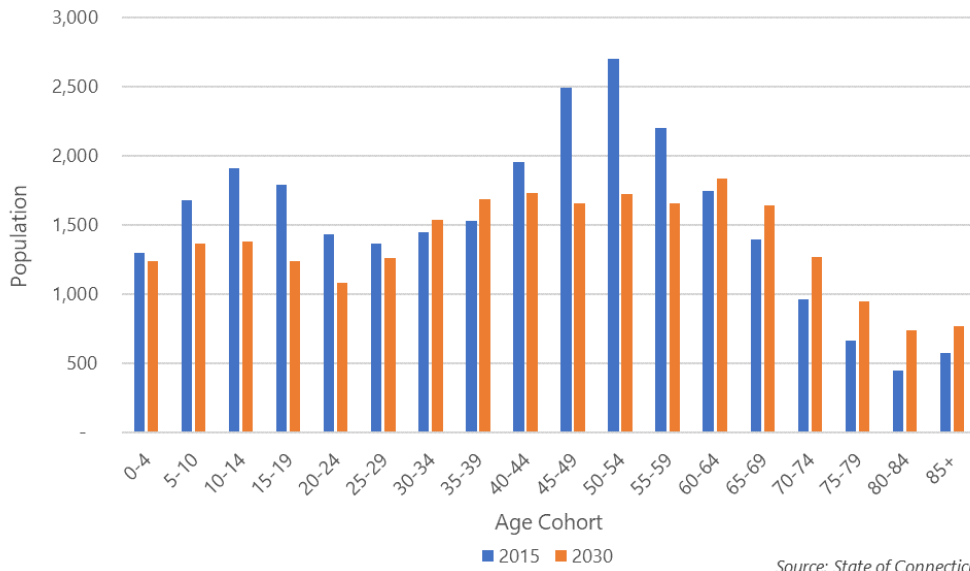


Figure 5: Town of New Milford Age Projections, 2015 - 2030

	2015	2030	Change, 2015 - 2030	% Change, 2015 - 2030
Infants (Aged 0-4)	1,299	1,240	(59)	(4.5%)
School-Age Children (Aged 5-19)	5,380	3,986	(1,394)	(25.9%)
Younger Adults (Aged 20-39)	5,773	5,568	(205)	(3.6%)
Middle-Age Adults (Aged 40-59)	9,346	6,765	(2,581)	(27.6%)
Seniors (Aged 60+)	5,796	7,200	1,404	24.2%
Total	27,594	24,759	(2,835)	(10.3%)

Source: State of Connecticut

Figure 6: Greater New Milford Region Age Projections, 2015 - 2030

	2015	2030	Change, 2015 - 2030	% Change, 2015 - 2030
Infants (Aged 0-4)	10,133	11,065	932	9.2%
School-Age Children (Aged 5-19)	39,176	33,105	(6,071)	(15.5%)
Younger Adults (Aged 20-39)	47,325	50,718	3,393	7.2%
Middle-Age Adults (Aged 40-59)	63,843	51,903	(11,940)	(18.7%)
Seniors (Aged 60+)	40,651	47,972	7,321	18.0%
Total	201,128	194,763	(6,365)	(3.2%)

Source: State of Connecticut

Figure 7: Average Household Size, 2010 - 2023

	2010	2018	2023	% Change 2010 - 2018	% Change 2018 - 2023
Town of New Milford	3.13	2.62	2.61	(16.3%)	(0.4%)
Greater New Milford Region	3.16	2.70	2.71	(14.6%)	0.4%
Connecticut	3.08	2.54	2.55	(17.5%)	0.4%
United States	3.14	2.59	2.60	(17.5%)	0.4%

Source: Esri

New Milford's population trajectory is not unique among Connecticut's communities. Of the state's 169 communities, 99 are expected to lose population by 2030 (nearly 60%). As a whole, this state of over 3.5 million people will grow by only 41,000 residents over that period. Growth in many of the state's more urban communities will be largely negated by losses in suburban and exurban communities like New Milford.

This pattern can be observed locally within the 12 communities that comprise the Greater New Milford region. As a whole, the region of 200,000 will lose 6,300 residents by 2030. However, excluding Danbury, the population loss would be more than double that number. Danbury, which currently accounts for about 41% of the region's population, will add over 7,000 residents, expanding to 46% of the regional share.

Such stark differences in growth trajectories for communities within the same small region can be attributed to differences in demographics that are reinforced by the availability of housing options that are affordable. The median age for the region is 42.0, which is slightly older than that of Connecticut (41.3) and somewhat older than that of the US as whole (38.3). Of the 12 communities in the region, only Danbury has a median age below the regional median, while the other 11 communities have high median ages. New Milford's median age is among the youngest (43.6), but still six years older than that of Danbury, which is considerable. The six towns in the region with populations under 5,000 people all have median ages over 50.

Overall New Milford has a lower share of younger adults in the 20-39 age cohort compared to the region, Connecticut, and the US. The region as a whole especially lacks individuals in the 20-29 group compared to the state and nation. It is critical to attract younger adults, as this is the age when they begin to form households, purchase homes, and put down roots in a community. Because of the high share of homeownership versus rental opportunities in New Milford, the town's tax base and overall economic health relies on households choosing to purchase homes within the community. About 78% of New Milford's housing units are owner-occupied, compared to 72% in the region overall, and 64% in Connecticut. Residential properties account for 80% of the value of real property in the town.

Figure 8: Greater New Milford Region Projected Population Change, 2015 - 2030

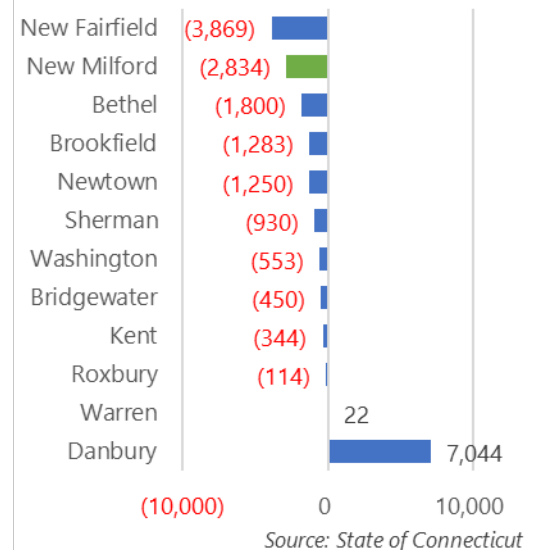


Figure 9: Median Age, 2018

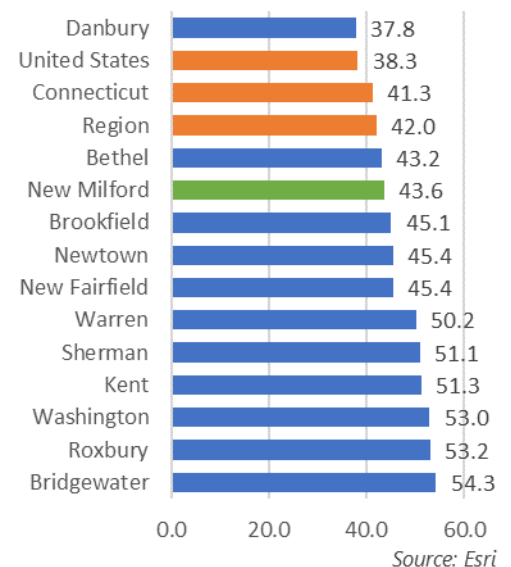


Figure 10: Population by Age, 2018

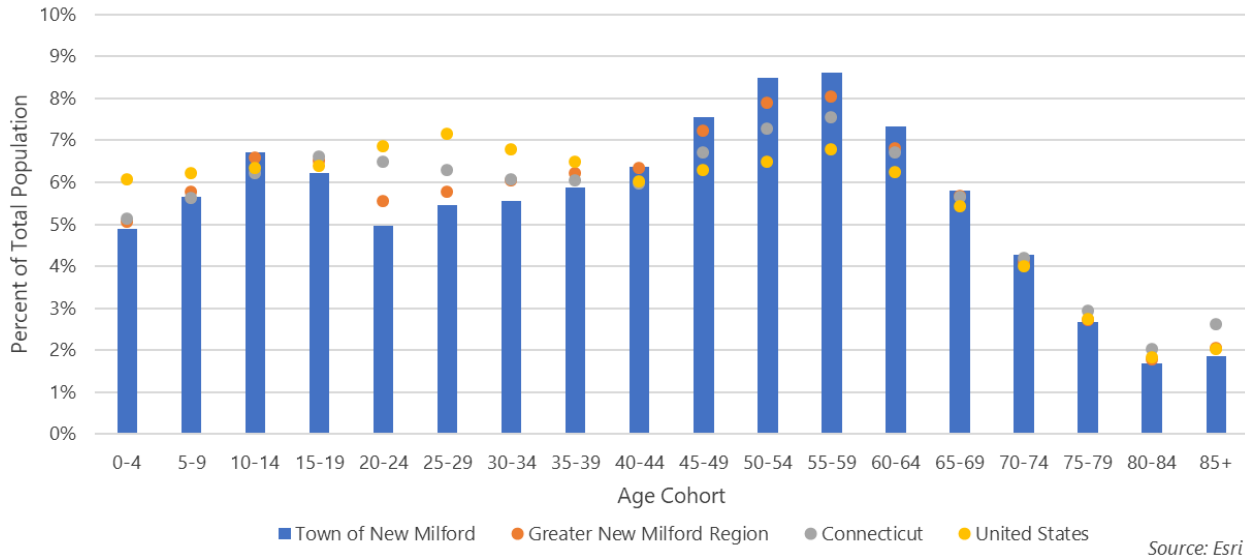


Figure 11: Age Cohort Share of Population, 2018

	New Milford	Region	Connecticut	US
Infants (Aged 0-4)	5%	5%	5%	6%
School-Age Children (Aged 5-19)	19%	19%	18%	19%
Younger Adults (Aged 20-39)	22%	24%	25%	27%
Middle-Age Adults (Aged 40-59)	31%	29%	27%	26%
Seniors (Aged 60+)	24%	23%	24%	22%

Source: Esri

Median household income in New Milford is about \$91,000, on par with the regional median of \$89,000. Compared to the region, New Milford has a slightly higher share of upper middle-class households (incomes in the \$100,000 to \$200,000 range), but comparatively fewer \$200,000+ households. Income levels are critical for understanding the demand for housing within the region. In order to stem the decline in population, the town will need to attract new households with housing, particularly rental housing, at a variety of price points.

Figure 12: Median Household Income, 2018

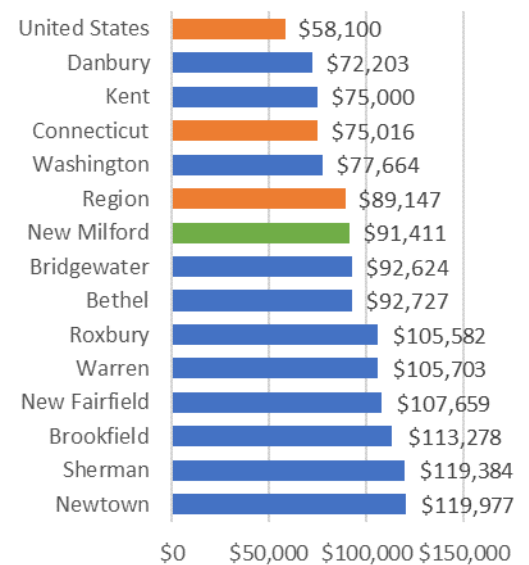
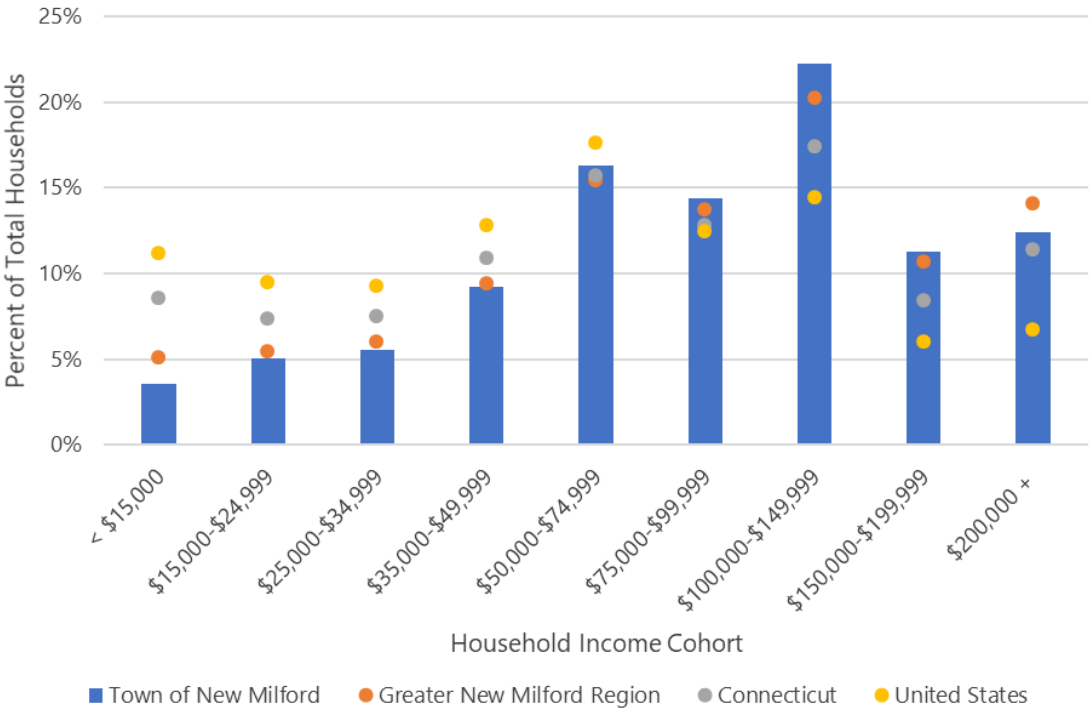


Figure 13: Income Distribution by Households, 2018



Source: Esri

REGIONAL BUSINESS PROFILE

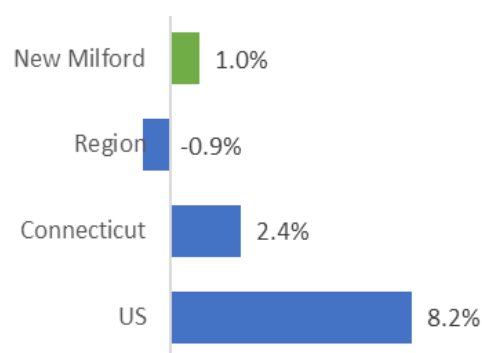
The regional business profile examines the Town of New Milford's economic landscape in comparison to the Greater New Milford Region and Connecticut to understand opportunities and constraints surrounding the Town's industries and occupations. For detailed data tables, please refer to Attachment A: Industry and Occupation Data.

New Milford has a total of about 9,450 jobs, about 10.4% of all jobs in the region. The town's share of regional employment is slightly less than its 13.4% share of population.

Overall, local and regional employment growth has been fairly flat over the last five years. New Milford's job change was positive, adding about 100 jobs over this period, and growing by about 1%, while the region as a whole lost nearly 900 jobs, a decline of just under 1%. Both the town and region underperformed Connecticut job growth of 2.4% and national job growth of 8.2%. Industries that drove growth in New Milford included Food Services (+90 jobs), Professional, Scientific and Technical Services (+51 jobs), and Services to Buildings and Dwellings (e.g. landscaping and janitorial services (+48 jobs). Regionally, employment gains were concentrated in Food Services, Health Care and Social Assistance, Services to Buildings and Dwellings, and Professional, Scientific and Technical Services. However, losses in the Manufacturing sector essentially cancelled out gains in other sectors.

Looking forward to 2023, New Milford is expected to expand by an additional 220 jobs, or about 44 jobs per year, for a growth rate of 2.3%. This growth will outpace the region, which is expected to expand by 1.4%; however, New Milford's growth is projected to fall short of growth at the state level of 2.7%. From 2018 to 2023, New Milford can expect to see the largest job gains in Health Care and Social Assistance; Professional, Scientific, and Technical Services; and Food Services, mirroring regional projections.

Figure 14: Job Change, 2013 - 2018



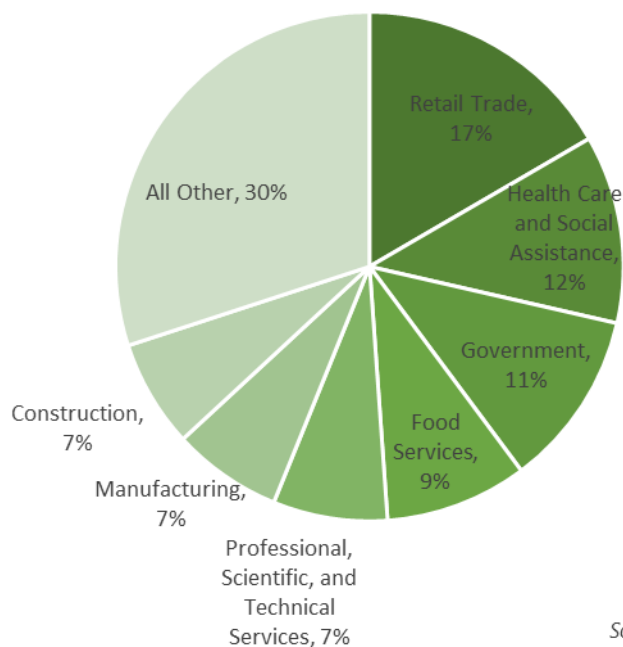
Source: EMSI

New Milford's top employment sectors include Retail (17% of all jobs), Health Care and Social Assistance (12%), Government, including local public schools (11%), and Food Services (9%). These industries primarily serve local and regional residents ("non-traded" sectors), meaning they do not export goods or services outside of the region or bring in significant spending from beyond the region ("traded" sectors).

Major employers in New Milford include:

- ◆ Kimberly-Clark – sanitary paper products manufacturer
- ◆ Candlewood Valley Health & Rehabilitation – rehabilitation services
- ◆ Big Y World Class Market – supermarket
- ◆ Town of New Milford – local government including schools
- ◆ Village Crest Center for Health – rehabilitation services
- ◆ Walmart – department store
- ◆ Home Depot – home center retailer
- ◆ Super Stop and Shop – supermarket
- ◆ Kohl's – clothing retailer
- ◆ Canterbury School – private school
- ◆ New Milford Hospital
- ◆ All Star Transportation – buses
- ◆ Neeltran – transformer manufacturer

Figure 15: Top Employment Sectors in New Milford



Source: EMSI

Employment Concentration

In addition to being the largest employment sector, retail is also highly concentrated in New Milford compared to the nation, with a location quotient of 1.64.⁹ The town also has a high concentration of related consumer-serving sectors, including Personal Care Services such as hair, nail, and skin care salons (2.00), Food Service (1.23), and Recreation Industries such as fitness centers, (2.66). The strong presence of these industries underscores New Milford's role as a retail and services center for surrounding rural communities to the north and east.

Other Sectors with a significant employment presence and higher than average concentration include Construction (LQ of 1.23) and Professional, Scientific, and Technical Services (LQ of 1.12). The town is home to over 600 Construction sector jobs, including specialty trade contractors and building construction. Related businesses include wholesalers of hardware, plumbing, and heating equipment, and lumber and other construction materials.

The Professional, Scientific, and Technical Services sector accounts for nearly 700 jobs, of which Computer Systems Design and Related Services makes up about 170 jobs and Legal Services makes up 110 jobs. Other well represented sub-industries include Accounting, Veterinary Services, Consulting Services, and Specialized Design Services.

The Manufacturing sector as whole accounts for a lower share of employment in New Milford than it does nationally (LQ of 0.83), but the town has a higher than average concentration of several subsectors, including Paper Manufacturing (driven by Kimberly-Clark) and Fabricated Metal Product Manufacturing.

Competitiveness

The competitiveness of a geographic area can be measured using shift share analysis. Shift share analysis is a standard economic analysis method that attempts to determine how much of local job growth can be attributed to national trends and how much is due to unique local factors. The "competitive effect" component of shift share is the difference between the expected employment growth in a particular industry within a local area, based on national growth in that industry and overall national economic growth, and actual employment growth experienced by that locality's industry. If competitive effect is positive, this means the locality is relatively competitive compared to other metros. A negative competitive effect means it is less competitive.

Competitive effect provides further insight beyond simply looking at overall growth or decline of an industry. An industry might show growth in a given geography but still have a negative competitive effect, indicating it has not grown as much as it has in other parts of the country.

Looking at the economy as a whole, if employment in New Milford grew at the same pace as it did nationally, the town would have added 764 new jobs between 2013 and 2018 (Column A in the table below). Adjusting for mix of industries present in town, an additional 38 jobs would have been added if individual industries grew at the same rate as they did nationally (Column B). The total expected change for New Milford is therefore 802 jobs (Column C). In reality, the town added only 92 jobs, just 11% of the expected number. Examining individual sectors, virtually all industries have a negative or neutral competitive effect. This indicates that the town is considerably less competitive than (and is losing job share to) other places nationally.

⁹ Location quotient (LQ) is a method of quantifying how concentrated a particular industry is in a region as compared to the nation. It can reveal what makes a particular region "unique" in comparison to the national average. An LQ of 1 indicates that a particular industry represents the same share of jobs locally as it does nationally, i.e. is equally concentrated. An LQ greater than 1 indicates a higher-than-average level of concentration, while an LQ less than 1 indicates a lower-than-average level of concentration.

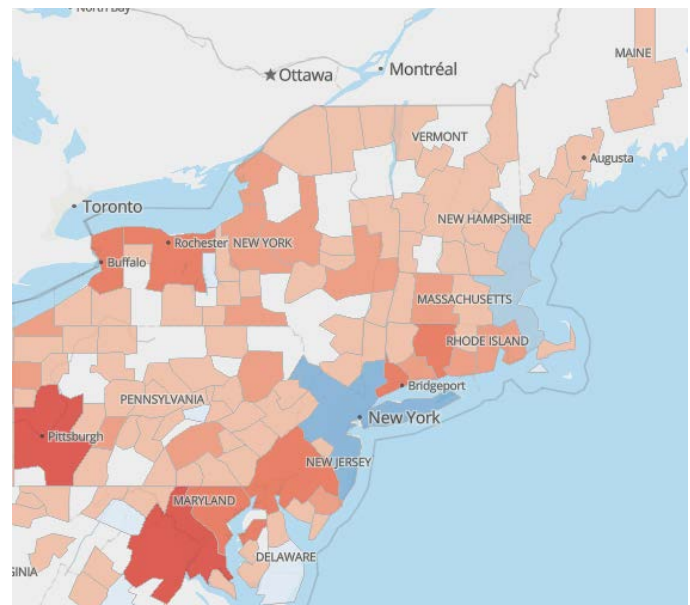
Figure 16: New Milford (06776, 06755) Shift Share Analysis, 2013 – 2018

NAICS	Description	A	B	C	D	E
		Nat'l Growth Effect	Ind. Mix Effect	Expected Change (A + B)	Actual Change	Competitive Effect (D - C)
11	Agriculture, Forestry, Fishing and Hunting	0	0	0	0	0
21	Mining, Quarrying, and Oil and Gas Extraction	0	(1)	(1)	Insf. Data	1
22	Utilities	3	(3)	0	(6)	(7)
23	Construction	52	63	115	8	(106)
31	Manufacturing	56	(22)	34	(23)	(57)
42	Wholesale Trade	23	(18)	5	(5)	(10)
44	Retail Trade	129	(54)	75	(5)	(80)
48	Transportation and Warehousing	18	28	46	(4)	(50)
51	Information	4	(2)	2	(9)	(12)
52	Finance and Insurance	19	(3)	16	(39)	(56)
53	Real Estate and Rental and Leasing	8	3	11	6	(6)
54	Professional, Scientific, and Technical Services	52	27	79	51	(28)
55	Management of Companies and Enterprises	0	0	0	0	0
56	Administrative and Support and Waste Management and Remediation Services	50	15	65	47	(18)
61	Educational Services	20	2	22	(17)	(39)
62	Health Care and Social Assistance	91	29	120	14	(106)
71	Arts, Entertainment, and Recreation	22	18	40	9	(31)
72	Accommodation and Food Services	63	38	101	89	(12)
81	Other Services (except Public Administration)	59	(12)	47	58	12
90	Government	93	(71)	22	(83)	(105)
99	Unclassified Industry	0	0	0	Insf. Data	0
Total		764	38	802	92	(710)

Source: EMSI

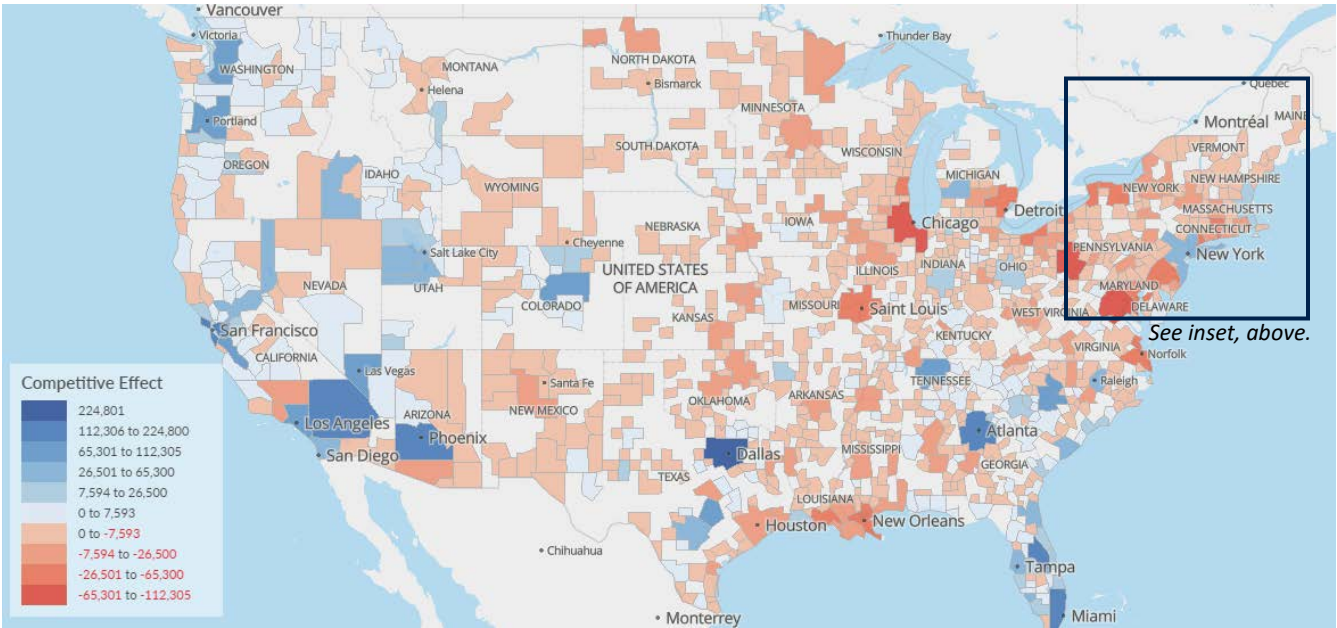
It is important to note, however, that this trend is not unique to New Milford; the Northeast as a whole, and particularly Connecticut, continues to lose employment share to the Southeast and the West. In Figure 17 and Figure 18, metro areas shown in blue are gaining national employment share, while those in red are losing share. Within the Northeast, only the New York and Boston metros increased their share of jobs, with all others, including all Connecticut metros, on the losing side. Connecticut as a whole realized only 29% of expected jobs, and the Greater New Milford region actually lost nearly 900 jobs, compared to an expected change of positive 7,600 jobs if it mirrored the nation. Competitiveness differs by industry sector, but on the whole, the state's lack of competitiveness has critical implications for New Milford's ability to attract businesses from other regions.

Figure 17: Northeast Change in National Employment Share, 2013 - 2018



Source: EMSI

Figure 18: Change in National Employment Share, 2013-2018 (“Competitive Effect” component of Shift Share Analysis)

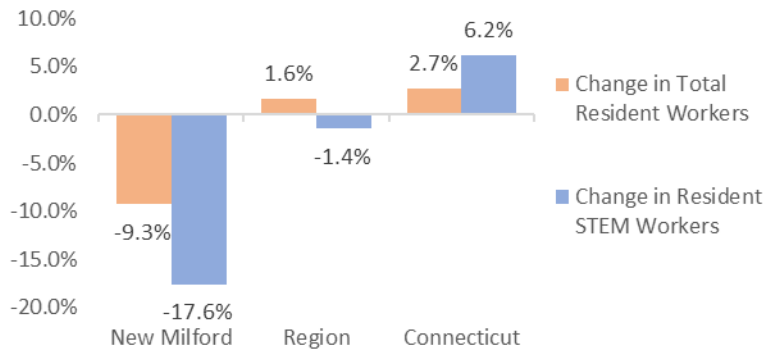


Source: EMSI

Resident Workers

While the number of jobs in New Milford has remained steady over the last five years, growing by about 1%, the number of resident workers (i.e. people who live in New Milford and work either in town or elsewhere) has dropped by over 9%. By comparison, regionally the pool of workers has increased slightly (+1.6%). This means that New Milford businesses are increasingly having to import workers from other communities, potentially making it more difficult to fill positions. Some companies interviewed for this analysis expressed concerns about workforce availability, an issue that is likely to worsen into the future. The decline in resident workers parallels the overall population decline in town and the growth in residents who have aged out of the workforce and entered retirement, which is having a measurable impact on the size of the labor pool. Without a steady pipeline of younger residents to replace retirees, it will be increasingly difficult for existing and future businesses to find workers.

Figure 19: Change in Resident Workers, 2013 - 2018



EMSI

This challenge is amplified when it comes to STEM (science, technology, and engineering and math) workers. There are about 300 STEM jobs in New Milford, roughly 7% of all STEM jobs in the region. The town is home to about 690 residents who are employed in STEM fields, however, this number has decreased nearly 18% in the past five years as these workers continue to age out of the workforce and are not being replaced with younger residents. Businesses that employ STEM workers are beginning to feel this impact and may be challenged to continue operations in town if trends continue.

Earnings

Across occupations, New Milford jobs pay a median hourly equivalent of about \$20, compared to \$24 in the region as a whole, or \$0.83 on the dollar. The occupations with the highest pay differential are Computer and Mathematical Occupations (\$0.70 on the dollar), Management Occupations (\$0.76 on the dollar), and Architecture and Engineering Occupations (\$0.82 on the dollar). These occupations are also among the highest paying, indicating that highly skilled individuals may be less likely to find employment in New Milford that meets their salary requirements, and that highly skilled New Milford residents are likely to commute outside of town to higher-paying jobs elsewhere in the region.

RESIDENTIAL MARKET ANALYSIS

Demand for new housing in New Milford will be driven by two groups, seniors and younger adults. The number of individuals over the age of 65 will continue to rise and drive demand for senior housing across the continuum of care spectrum, from independent living to assisted living to memory care and hospice. This growth will occur locally and regionally, with the number of senior households projected to increase over the next five years by 400 in New Milford, and 3,000 in the region.

While younger adult households are not projected to increase significantly in New Milford over the next five years, regionally there will be an increase in this population. Declines in the 45-64 population as the baby boomers continue to age and transition into senior housing will open up housing units for younger adults and largely accommodate demand for single-family homes. However, the price points of these homes will need to align with the income levels of these younger adults.

Home prices are comparatively affordable in New Milford, with a median value of \$308,000 compared to \$364,000 in the region. However, the availability of for-sale units at or near the median value is limited. While higher-end homes have tended to sit on the market for a while, more modest homes are harder to come by and move quickly off the market.

Without a significant shift in the town's ability to attract new employers from outside the region, new residents to New Milford will primarily be from elsewhere within the twelve communities of the New Milford labor shed. Less than a quarter (22%) of New Milford residents who moved within the last year came from outside of Connecticut, and 38% moved from within Litchfield County.

Currently, about 40% of workers at New Milford places of employment commute from within the town, and another 25% commute from elsewhere in the labor shed. These workers, who may be likely to consider relocating to the town where they work, are a primary target market for new housing demand in New Milford. Danbury (8.7%) and Brookfield (3.7%) are the most frequent places of residence for New Milford workers after New Milford itself. Torrington and Waterbury are communities outside the labor shed but home to a number of New Milford workers, 2.7% and 1.7%, respectively.

Danbury, Torrington, and Waterbury are also among the few communities within the broader region expected to gain population into the future, presenting New Milford with an opportunity to draw future residents from these cities who may be attracted by New Milford's rural feel, village center, recreational assets, schools, and other offerings.

COMMUTE PATTERNS

Figure 20 and Figure 21 display the locations where New Milford residents work based on 2015 US Census data. Nearly 23% of New Milford residents both live and work within New Milford. Approximately 20% commute to Danbury, 5% to Brookfield, and 3% to Bethel. Over a third of residents commute less than 10 miles and 72% travel less than 25 miles. Fewer than 200 residents (1.5%) make the commute to Manhattan for work, a 78-mile commute one-way.

Locations of Work for New Milford Residents

Figure 21: Where New Milford Residents Work, 2015

	Number	Percent
New Milford (Litchfield, CT)	2,895	22.6%
Danbury (Fairfield, CT)	2570	20.1%
Brookfield (Fairfield, CT)	696	5.4%
Bethel (Fairfield, CT)	394	3.1%
Ridgefield (Fairfield, CT)	329	2.6%
Newtown (Fairfield, CT)	319	2.5%
Waterbury (New Haven, CT)	254	2.0%
Hartford (Hartford, CT)	214	1.7%
Manhattan Borough (New York, NY)	198	1.5%
Washington (Litchfield, CT)	187	1.5%
All Other Locations	4,758	37.1%
Total	12,814	100.0%

Source: U.S. Census OnTheMap 2015

Similarly, Figure 23 and Figure 22 display the locations of where New Milford workers live. Approximately 40% of New Milford workers both live and work within the town. Danbury ranks as the second most common residency with 9% of workers. The majority of New Milford workers live within Litchfield and Fairfield Counties, with less than half of workers (47%) commuting more than 10 miles.

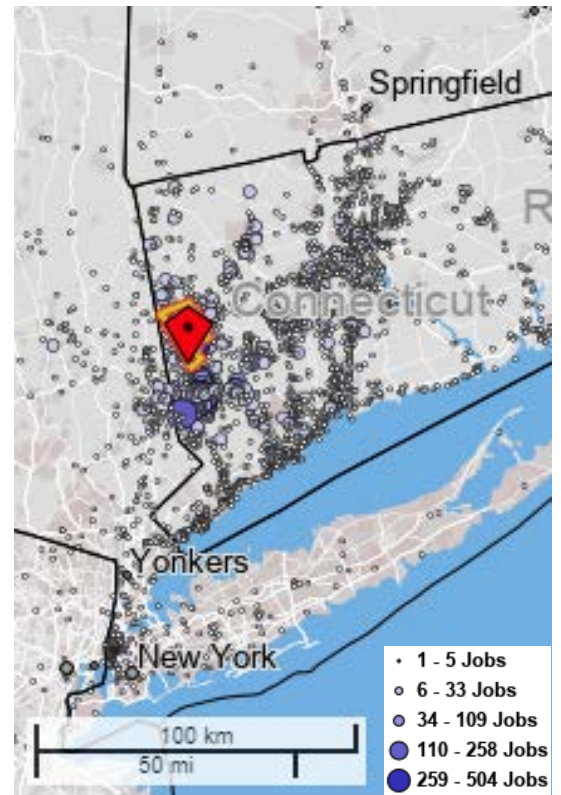
Locations of Residence for New Milford Workers

Figure 23: Where New Milford Workers Live, 2015

New Milford (Litchfield, CT)	2,895	39.5%
Danbury (Fairfield, CT)	640	8.7%
Brookfield (Fairfield, CT)	271	3.7%
Torrington (Litchfield, CT)	198	2.7%
Washington (Litchfield, CT)	160	2.2%
Bethel (Fairfield, CT)	132	1.8%
Newtown (Fairfield, CT)	132	1.8%
New Fairfield (Fairfield, CT)	131	1.8%
Sherman (Fairfield, CT)	125	1.7%
Waterbury (New Haven, CT)	123	1.7%
All Other Locations	2,530	34.5%
Total	7,337	100.0%

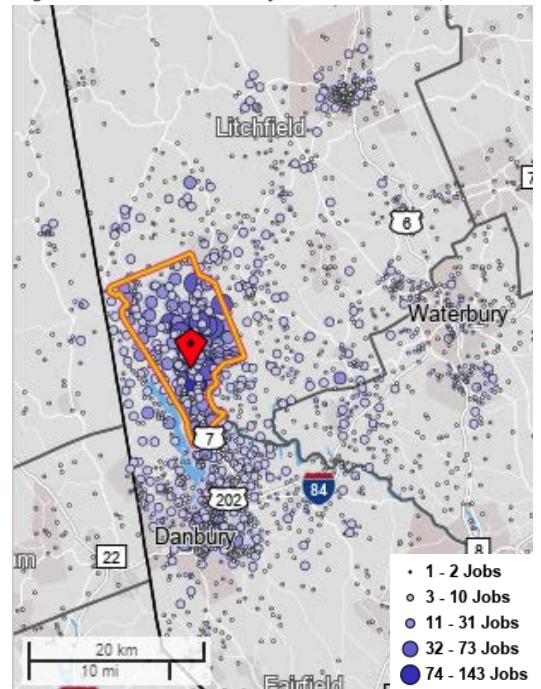
Source: U.S. Census OnTheMap 2015

Figure 20: Where New Milford Residents Work, 2015



Source: U.S. Census OnTheMap 2015

Figure 22: Where New Milford Workers Live, 2015



Source: U.S. Census OnTheMap 2015

HOUSING SUPPLY

Nearly three-quarters (74.0%) of the Town of New Milford's housing stock is single family homes. The multi-family stock in New Milford is comprised of buildings ranging from 2 to over 50 units. Multi-family properties are more prevalent in the Greater New Milford Region at 26.5% compared to 21.9% in New Milford. Smaller scale multi-family properties with 2 to 4 units are the most common in the region.

Figure 24: Housing Units by Units in Structure, 2016

Housing Units by units in Structure, 2016				
	Town of New Milford		Greater New Milford Region	
	Units	% Total	Units	% Total
1, detached	8,558	73.4%	54,688	66.3%
1, attached	440	3.8%	5,323	6.5%
2	522	4.5%	5,325	6.5%
3 or 4	540	4.6%	5,115	6.2%
5 to 9	529	4.5%	3,987	4.8%
10 to 19	534	4.6%	2,930	3.6%
20 to 49	232	2.0%	1,887	2.3%
50 or more	193	1.7%	2,582	3.1%
Mobile home*	115	1.0%	642	0.8%
Boat, RV, van, etc.	-	0.0%	-	0.0%
Total	11,663	100.0%	82,479	100.0%

*Mobile home count adjusted to reflect figure provided by the Town of New Milford

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates

Overall the housing stock in New Milford is slightly newer than the region with a median year built of 1974 and 1971, respectively. Despite a younger median year built, housing development in the Town of New Milford has slowed in recent years with 1.5% of all housing units being built after 2010.

Figure 25: Housing Units by Year Structure Built, 2016

	Town of New Milford		Greater New Milford Region	
	Units	% Total	Units	% Total
Built 2014 or later	17	0.1%	241	0.3%
Built 2010 to 2013	60	0.5%	1,060	1.3%
Built 2000 to 2009	1,137	9.8%	8,114	9.8%
Built 1990 to 1999	1,352	11.7%	7,281	8.8%
Built 1980 to 1989	1,804	15.6%	11,722	14.2%
Built 1970 to 1979	2,170	18.8%	14,143	17.1%
Built 1960 to 1969	1,660	14.4%	11,464	13.9%
Built 1950 to 1959	1,171	10.1%	10,400	12.6%
Built 1940 to 1949	357	3.1%	3,718	4.5%
Built 1939 or earlier	1,833	15.9%	14,336	17.4%
Total	11,561	100.0%	82,479	100.0%
Median Year Built	1974		1971	

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates

As shown in Figure 26, about 22% of housing units in New Milford are renter-occupied, compared to 29% in the region, 36% in Connecticut, and 37% in the United States. Many of the communities in the region have a significantly smaller rental housing stock. Danbury is the only community in the region to exceed state and national levels, with 45% of its housing stock being rented. About 11% of all rental units in the region are located in New Milford, while the town is home to about 14% of the region's households.

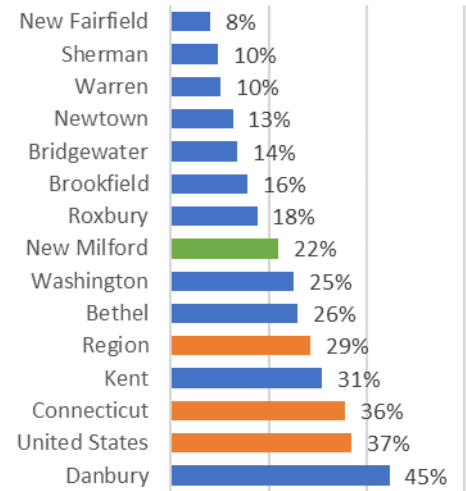
The median owner-occupied home value in New Milford is approximately \$308,000, which is below the median value in the region (\$356,000). Of the two geographies, New Milford has a larger portion of households valued below \$150,000 at 21.1% compared to 9.8%.

Figure 27: Median and Average Home Values, 2018

	Median Home Value	Average Home Value
Town of New Milford	\$ 307,790	\$ 355,597
Greater New Milford Region	\$ 364,340	\$ 419,389

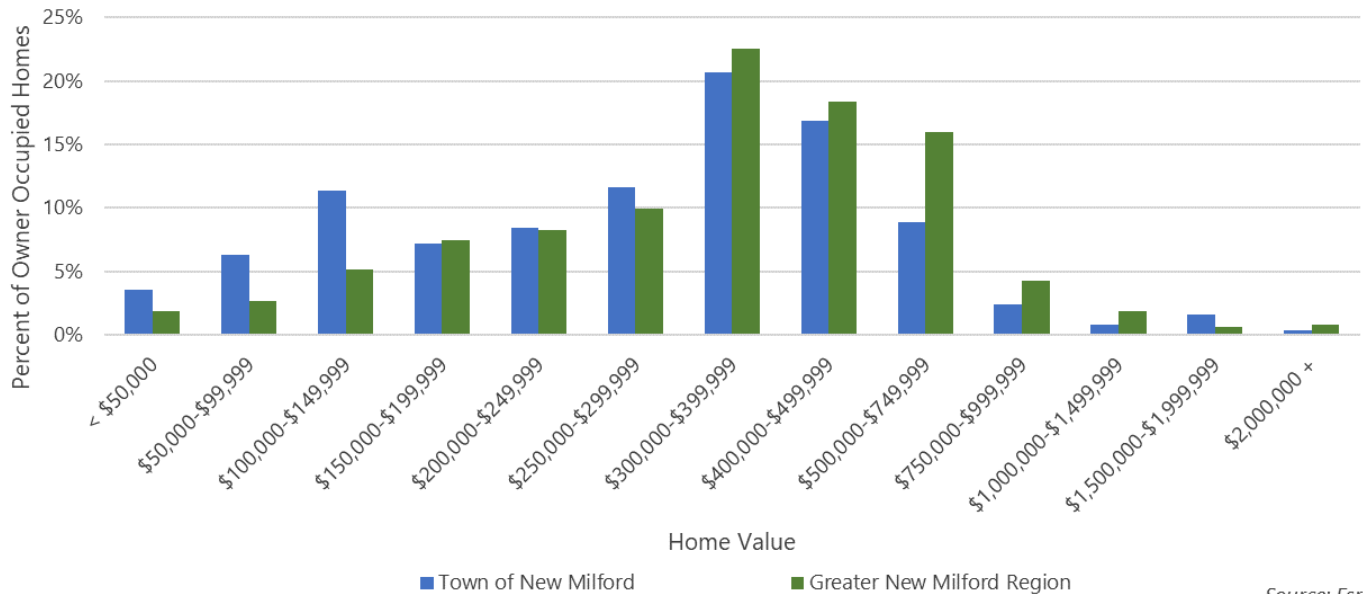
Source: Esri

Figure 26: Housing Tenure by Percent Renter Occupied, 2018



Source: Esri

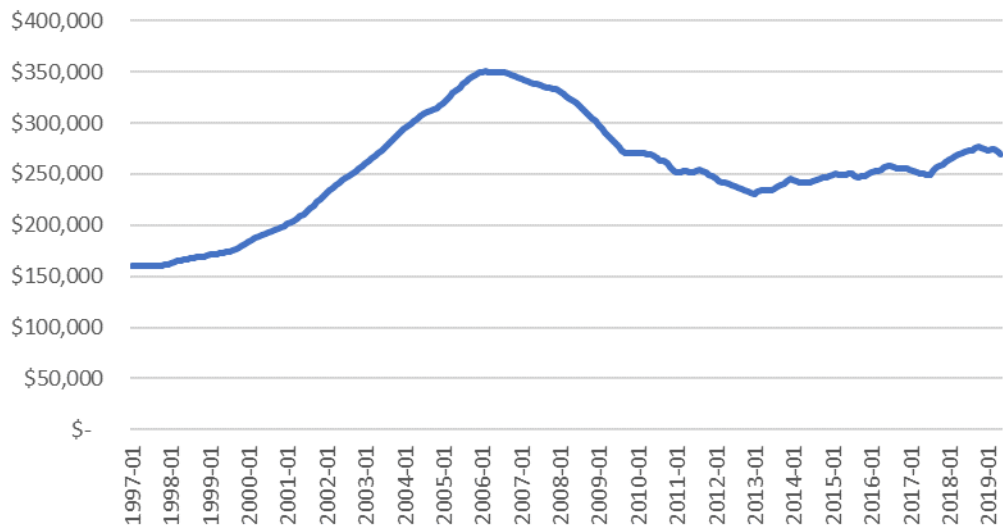
Figure 28: Owner Occupied Home Values, 2018



Source: Esri

Home values in the town peaked during the 2006 housing bubble and have yet to return to those levels. As shown in the chart below, values rose quickly from the late 1990s until 2006, when they began to fall until about 2013. Since then, they have risen very gradually. According to the Zillow Home Value Index,¹⁰ the median home value in 2006 was \$350,000, about 30% higher than the current value of \$270,000. Home values today are essentially equivalent to what they were in 2003. Homeowners who purchased their homes between 2003 and 2010 have yet to realize an increase in value. New Milford is not unique in this regard, with suburban areas throughout Connecticut, New York's Hudson Valley, New Jersey, and Rhode Island experiencing similar trends. The vast majority of homes in these areas, with the exception of locations in very close proximity to New York City and Boston, have yet to fully recover to pre-recession peak values.

Figure 29: New Milford Median Home Value, 1997 - 2019



Source: Zillow

¹⁰ The Zillow Home Value Index differs from the methodology used by the American Community Survey and Esri and shows a somewhat lower median value for New Milford homes.

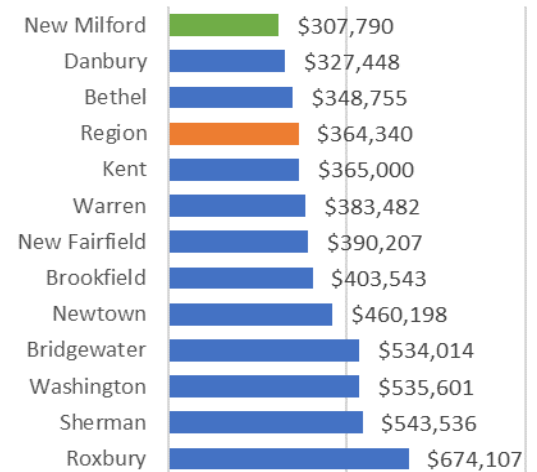
Affordability

According to Figure 30, New Milford has the most affordable median home value of any community in the region. However, the availability of for-sale units at or near the median value is limited. While higher-end homes have tended to sit on the market for a while, more modest starter homes are harder to come by and move quickly off the market.

According to Zillow, the median price for homes sold over the last three years has hovered between \$200,000 and \$300,000, dipping below \$200,000 this year. This indicates that sales of more inexpensive homes sales are making up the bulk of recent transactions and speaks to general demand for relatively affordable housing.

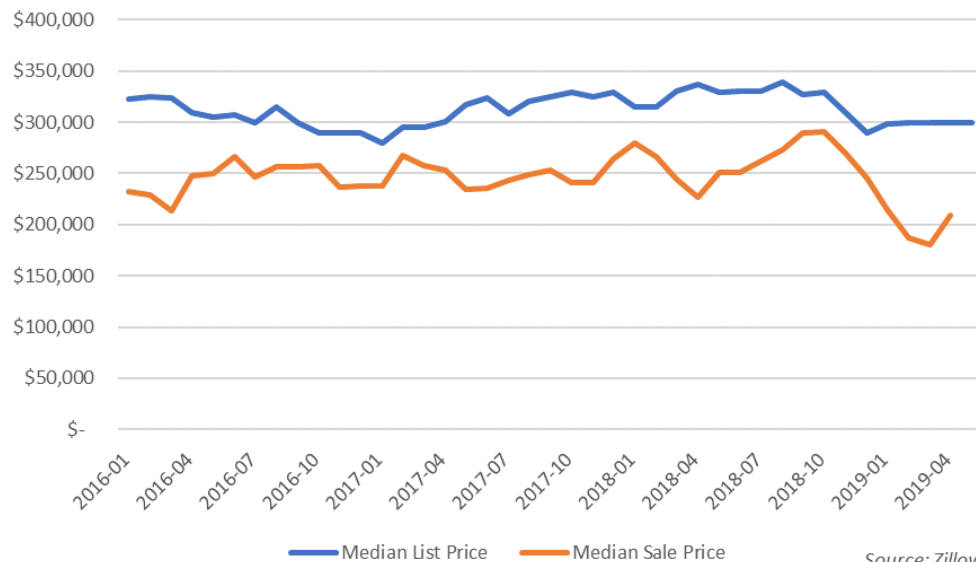
In general, the median home value in New Milford is in line with what the typical household locally and regionally can afford. The minimum income needed to afford a home valued at \$308,000 is about \$80,000,¹¹ which is below the town median household income of \$91,000 and region median household income of \$89,000.

Figure 30: Median Home Value, 2018



Source: Esri

Figure 31: New Milford Home Sale Price vs List Price, 2016 - 2019



Source: Zillow

The short supply of rental units in town creates challenges for existing and prospective residents who are inclined to rent. Renter households in the town and region have a median income of approximately \$45,000,¹² which translates to a maximum rental price point of \$1,125 per month. This is in line with contract rents in the town and

¹¹ Assumes no more than 30% of income goes toward monthly mortgage payments, insurance, and taxes. Based on a 10% down payment and a mortgage interest rate of 4%.

¹² ACS 2012-2017

region (i.e. what existing renters report they are actually paying), but finding rental units that are available for rent was cited in stakeholder interviews as a significant challenge. According to the 2016 American Community Survey, median rents in the New Milford and the Greater New Milford Region were \$1,007 and \$1,117, respectively in 2016.

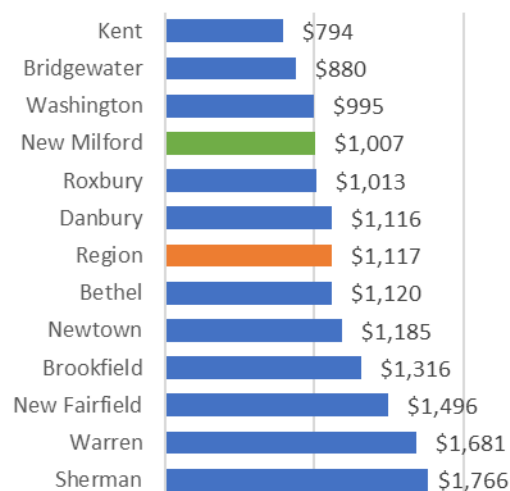
A review of online apartment listings shows one-bedroom apartments renting for between \$850 and \$1,200 monthly, and two-bedrooms renting for \$975 to \$1,650. According to CoStar, rental vacancy rates in New Milford are at 1.8%, which is extremely low.

In general, the older age of the rental housing stock keeps rents relatively affordable, but the lack of new supply limits options for traditional renters (lower income populations, including young adults and seniors) as well as renters by choice, who can afford higher rents but find few high-quality options in town.

Barton Commons at 34 East Street is one of the few new apartment developments built in recent years. It is a 38-unit mixed-income development with some units rented at market rates and others aimed at residents earning less than 80% of Area Median Income, which is set at \$64,640 for a 2-person household for Litchfield County. Units range from studios up to two-bedrooms. This complex had a waiting list of several hundred once it began accepting applications, indicating a very high pent-up demand for affordable rental units.

Other communities in the Greater New Milford region have undertaken new multifamily development projects. In Brookfield, the town's initiative to transform the Four Corners area into a Town Center district has spurred the 72-unit Brookfield Village complex at 800 Federal Road, which includes retail space on the ground level.¹³ 48 of the units are designated as affordable. This is in addition to several other multifamily complexes that have been built along the Federal Road/Rt. 202 corridor in recent years. According to the 2016 American Community Survey, median gross rents in the New Milford and the Greater New Milford Region were \$1,007 and \$1,117 respectively in 2016. The majority of rentals in New Milford range from \$1,000 to \$1,249 per month. The Greater New Milford Region shows a greater diversity in rental prices with units achieving rents of \$3,500 or more per month.

Figure 32: Median Contract Rent, 2016



Source: ACS 2012-2016

¹³ <https://www.newstimes.com/local/article/Brookfield-s-downtown-takes-shape-13726604.php>

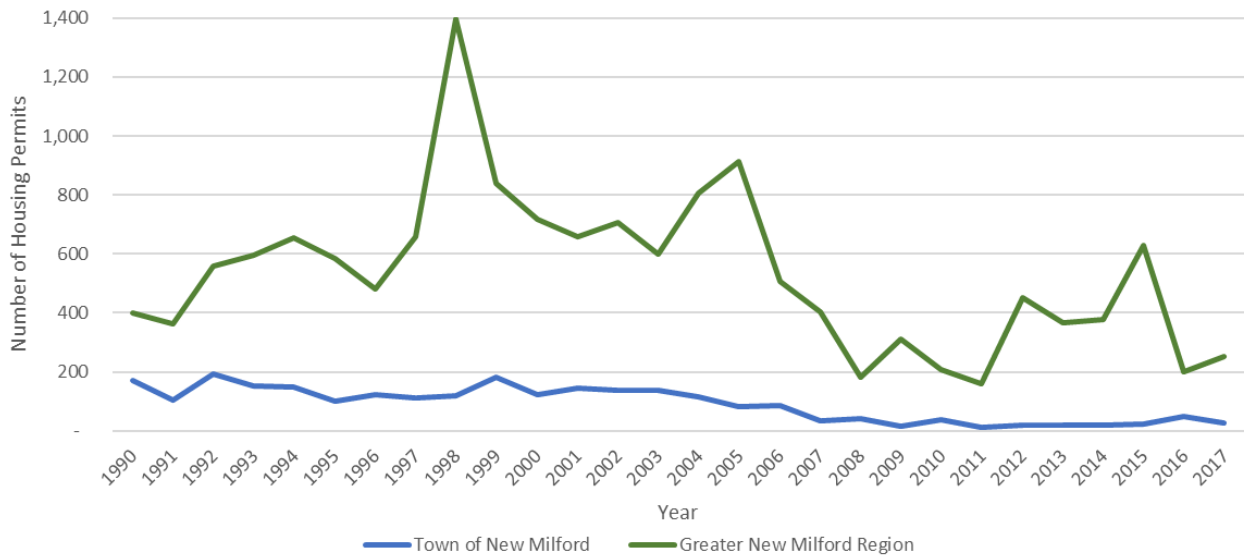
Figure 33: Rent Paid, 2016

	Town of New Milford		Greater New Milford Region	
	Units	% Total	Units	% Total
Less than \$500	115	5.3%	1,852	9.9%
\$500 to \$749	326	14.8%	1,815	9.7%
\$750 to \$999	594	26.9%	3,695	19.7%
\$1,000 to \$1,249	661	29.9%	4,330	23.1%
\$1,250 to \$1,499	189	8.6%	3,283	17.5%
\$1,500 to \$1,999	183	8.3%	2,744	14.6%
\$2,000 to \$2,499	41	1.9%	778	4.1%
\$2,500 to \$2,999	-	0.0%	123	0.7%
\$3,000 to \$3,499	-	0.0%	119	0.6%
\$3,500 or more	-	0.0%	37	0.2%
No cash rent	100	4.5%	1,010	5.4%
Total	2,209	100.0%	18,776	100.0%
Median Contract Rent	\$ 1,007		\$ 1,117	
Average Contract Rent	\$ 1,008		\$ 1,130	

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates

Figure 34, below, displays the annual number of residential building permits obtained for New Milford and the Greater New Milford Region. From 1990 to 2017, both geographies have fluctuated in number of permits obtained but have overall declined since their 1990 figures. In 1990, New Milford obtained 169 permits or 42.3% of all permits obtained in the region. As of 2017, there were 25 permits obtained constituting 10.0% of the region's total permits. Development peaked in the region in 1998 when 1,398 building permits were obtained.

Figure 34: Annual Residential Building Permits, 1990 - 2017



Source: CT Department of Economic and Community Development

Multifamily Inventory

The map to the right displays the multifamily inventory of commercial for-profit multifamily developments in New Milford. There are 346 multi-family units across 18 commercial properties in New Milford, as tracked by CoStar.

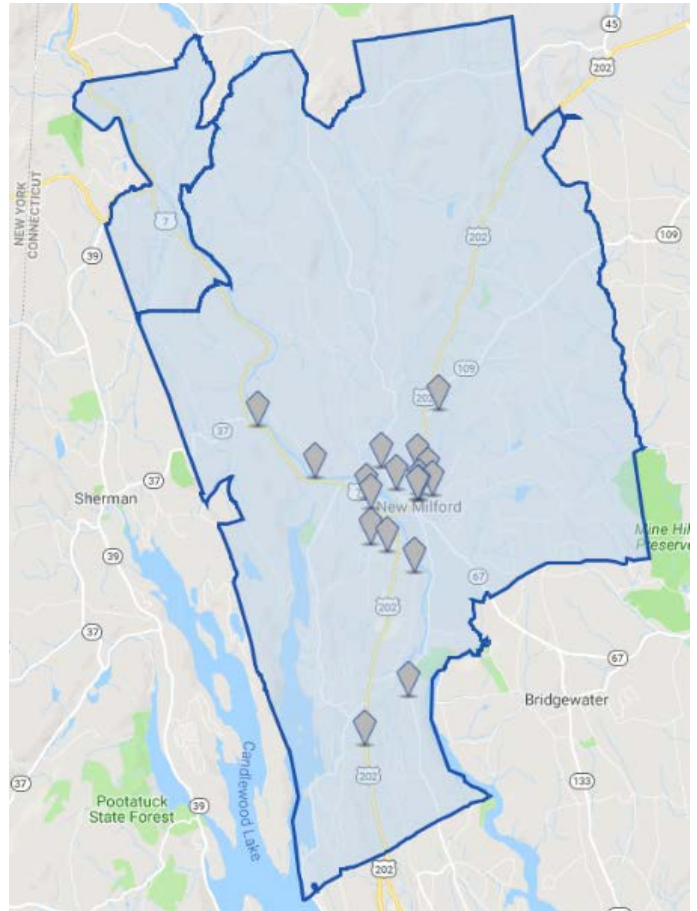
As of 2019, the vacancy rate for these units was a mere 1.8% in New Milford compared to 2.7% in Litchfield County. CoStar data, as of 2019, indicates there are no units under construction in New Milford or Litchfield County to combat this low vacancy rate.¹⁴ Market rent per unit is similar in both geographies at \$1,070 for New Milford and \$1,005 for the county.

Figure 36: Multi-Family Market Comparison, 2019

	New Milford (06776, 06755)	Litchfield County
Inventory Units	346	3,628
Under Construction SF	0	0
Vacancy Rate	1.8%	2.7%
Market Rent/Unit	\$ 1,070	\$ 1,005
Market Sale Price/Unit	\$ 102,000	\$ 104,000
Market Cap Rate	7.0%	6.8%

Source: CoStar

Figure 35: Multi-Family Residential Inventory in New Milford



Source: CoStar, 2019

Development Pipeline

Despite the very low multifamily vacancy rate in New Milford, the town has seen minimal new construction of multifamily units. There are currently 101 housing units approved in the town. Of those, 47 are within active adult (age-restricted) communities, 33 are part of a housing subdivision, 12 are supportive housing, and 9 are multifamily units.

Though a number of multifamily projects have been approved in recent years (most as 8-30g projects with an affordable housing component), they remain unbuilt and are seeking developers. There are a total of 164 multifamily units that have been approved yet remain undeveloped. The largest of these is at 143 West Street (adjacent to the Belachery), which is approved for about 100 units. An additional 56 multifamily units across 3 projects had approvals that have since expired, and a 150-unit multifamily project at 189 Danbury Road (just south of Litchfield Crossings retail plaza) has recently been approved.

Overall there are 421 units in the residential development pipeline, either under construction, approved but undeveloped, or pending approval. However, just 9 of these are multifamily units actually being built.

¹⁴ Small multifamily properties are generally not tracked by CoStar. Small properties under construction are discussed in the Development Pipeline section.

Figure 37: New Milford Residential Development Pipeline (As of Summer 2019)

Residential Development Pipeline					
Property	Description	Total Units	Market-Rate Units	Affordable Units	Status
35 Old Park Lane Road	Multifamily	6	4	2	Under Construction
177 Wellsville Avenue	Multifamily	3	2	1	Under Construction
Riverwalk by the Housatonic, Kent Road	Housing subdivision	33	23	10	Under Construction
7 Thomas Lane	Supportive Housing	12	0	12	Under Construction
Laurel Ridge, Kent Road	Active adult	28	28	0	Under Construction
Tall Oaks Dr	Active adult	19	19	0	Under Construction
Total, Under Construction		101	76	25	
143 West Street	Multifamily	99	99	0	Approved, Undeveloped
64 Boardman Rd	Multifamily	12	8	4	Approved, Undeveloped
38-46 Lanesville Road	Multifamily	23	16	7	Approved, Undeveloped
69 Lanesville Road	Multifamily	30	21	9	Approved, Undeveloped
Sunny Valley Estates, Sunny Valley Road	Housing subdivision	6	4	2	Approved, Undeveloped
Total, Approved and Undeveloped		170	148	22	
189 Danbury Road	Multifamily with retail	150	105	45	Application Pending
Total, Development Pipeline		421	329	92	

Source: Town of New Milford

HOUSING DEMAND

The tables below analyze the change in households by income and age of householder for the New Milford and the Greater New Milford Region. Esri projects that the Town of New Milford will have a net decrease of 200 households between 2018 and 2023. *Please note that these figures are projections based on historical trends for the areas and are not reflective of any transformative projects that might occur.*

The Town of New Milford is projected to see the largest declines in households with householders between the ages of 45 and 54 years old. This age cohort is expected to decline across all income cohorts for a total decline of 423 households. Additionally, New Milford is expected to decline in households in all income cohorts earning less than \$100,000. Conversely, New Milford can expect to see increases in households earning between \$100,000 and \$149,000 as well as \$200,000+. Most of the net increase is in households with householders aged 65+, with an additional minimal increase in households with householders aged 35 to 44. While similar income trends are projected to occur in the Greater New Milford Region, the region is projected to experience a net increase of 871 households.

Figure 38: Town of New Milford Projected Change in Households by Income and Age of Householder, 2018 – 2023

	<25	25-34	35-44	45-54	55-64	65-74	75+	Total
<\$25,000	(8)	(13)	(20)	(49)	(54)	(26)	(7)	(177)
\$25,000-\$49,999	(9)	(12)	(22)	(70)	(36)	41	65	(43)
\$50,000-\$74,999	(7)	(34)	(36)	(90)	(60)	10	26	(191)
\$75,000-\$99,999	(1)	(8)	(4)	(60)	(21)	39	25	(30)
\$100,000-\$149,999	(1)	16	41	(65)	28	72	45	136
\$150,000-\$199,999	0	(3)	9	(58)	(10)	26	15	(21)
\$200,000+	0	7	41	(31)	28	55	26	126
Total	(26)	(47)	9	(423)	(125)	217	195	(200)

Source: Esri

Figure 39: Greater New Milford Region Projected Change in Households by Income and Age of Householder, 2018 – 2023

	<25	25-34	35-44	45-54	55-64	65-74	75+	Total
< \$25,000	(55)	(222)	(311)	(436)	(553)	(309)	(212)	(2,098)
\$25,000-\$49,999	(46)	(202)	(263)	(465)	(328)	84	326	(894)
\$50,000-\$74,999	(15)	(128)	(149)	(434)	(246)	104	282	(586)
\$75,000-\$99,999	17	48	67	(234)	(32)	257	263	386
\$100,000-\$149,999	10	223	347	(253)	241	567	430	1,565
\$150,000-\$199,999	2	66	162	(286)	37	245	146	372
\$200,000+	8	188	566	(12)	508	610	258	2,126
Total	(79)	(27)	419	(2,120)	(373)	1,558	1,493	871

Source: Esri

The greatest demand for housing regionally will be among households with incomes of \$75,000 and higher, driven by young families and seniors. Conversely, Most of New Milford's household declines will be driven by households earning less than \$75,000, meaning that the quality of housing stock that will become available over the next five years may not be aligned with future regional housing demand.

To estimate future housing demand in the greater region and New Milford, we project the type of housing that the growing age/income cohorts are likely to seek out. Since growth will be driven by higher-earning households (\$75,000+), we focus on this demand. Regionally, there will be nearly 4,500 new households making over \$75,000

annually. Seniors will account for 62% of this growth (nearly 2,800 new senior households). Of the remaining 1,700 new households, the majority will be under 45. We assume that the breakdown in future demand between rentals and ownership will be similar to the existing split for current residents of the region, adjusted by age. Overall, we estimate 27% of demand for new units will be for rentals and 73% will be for ownership options. This translates to total regional demand of 1,200 new rental units and 3,200 new for-sale units.

Figure 40: New Regional Housing Demand for Households Earnings 2018-2023

New Regional Housing Demand for Households Earning At Least \$75,000					
Age	Households	Rental Demand	Ownership Demand	Rental Demand	Ownership Demand
<25	37	70%	30%	26	11
25-34	525	55%	45%	286	239
35-44	1,142	32%	68%	370	772
45-54	(785)	23%	77%	(184)	(601)
55-64	754	20%	80%	154	600
65-74	1,679	18%	82%	298	1,381
75+	1,097	24%	76%	268	829
Total	4,449	27%	73%	1,218	3,231
Under 65	1,673	39%	61%	653	1,020
65 and over	2,776	20%	80%	566	2,210

Source: ACS, Esri, Camoin 310

New household demand was allocated to the various housing types (i.e. rental units, senior rentals, starter homes, family homes, and senior homes) based on age cohort. New Milford's share of demand was then projected under two scenarios, status quo and growth. Under the status quo, 10% of regional housing demand is allocated to New Milford, which is somewhat below the town's current share of the housing stock (14%), accounting for projected population declines. Under the growth scenario, we assume the town will undertake projects that expand the job base, diversify its housing, and therefore attract residents to the Town, capturing 20% of future regional housing demand. After adjusting for homes that are likely to become vacant due to demographic changes, we project a need for between 346 (status quo) and 791 (growth) new homes in New Milford by 2023. More than half of the need will be for for-sale options that can accommodate seniors. Senior rentals and general non-age-restricted rentals will also be in demand, with more limited demand for homeownership options for starter and family homes.

Price points for those earning at least \$75,000 should start at about \$275,000 for for-sale options and at about \$1,600 for monthly rentals.

Figure 41: New Milford Projected Market-Rate Housing Demand, 2023

New Milford Projected Market-Rate Housing Demand, 2023						
Housing Type	Regional Demand	New Milford Share of Regional Demand		Net Available in New Milford	New Milford Future Demand	
		Status Quo (10%)	Growth (20%)		Status Quo (10%)	Growth (20%)
Rental Units	653	65	131	(4)	61	127
Senior Rentals	566	57	113	-	57	113
Starter Homes (For-Sale)	250	25	50	-	25	50
Family Homes (For-Sale)	771	77	154	(95)	(17)	60
Senior Homes (For-Sale)	2,210	221	442	-	221	442
Total	4,449	445	890	(99)	346	791

Source: Camoin 310, Esri, ACS

After accounting for market-rate housing units already in the development pipeline (including those under construction and those approved but undeveloped), there will be net demand for 122 units under the status quo, and 567 units under the growth scenario. Under the status quo scenario, demand for market-rate rental units (including senior units) is likely to be more or less satisfied if all units in the pipeline are constructed over the next five years. A growth scenario could potentially support up to 135 more rental units. Successful rental projects will ensure that units appeal to seniors as well as a more general demographic. New for-sale demand will come primarily from seniors. There are few senior-oriented developments in the pipeline, and there will be significant demand for additional construction of these kinds of units. We forecast that demand from seniors in the next five years would support at least 100 new for-sale units, and up to 350 units.

Figure 42: New Milford Net Market-Rate Housing Demand, 2023

New Milford Net Market-Rate Housing Demand, 2023							
Housing Type	New Milford Future		Pipeline (Market Rate)			Net Demand	
	Status Quo (10%)	Growth (20%)	Under Construction	Approved, Undeveloped	Total	Status Quo (10%)	Growth (20%)
Rental Units	61	127	6	99	105	(44)	22
Senior Rentals	57	113	-	-	-	57	113
Starter Homes (For-Sale)	25	50	23	49	72	(47)	(22)
Family Homes (For-Sale)	(17)	60	-	-	-	(17)	60
Senior Homes (For-Sale)	221	442	47	-	47	174	395
Total	346	791	76	148	224	122	567

Source: Camoin 310, Esri, ACS

Note: Pipeline data was provided by the Town and was current as of summer 2019. It does not include the 150 units subsequently approved along Route 7.

Senior Housing

With the number of 65+ households projected to grow by 412 in the next 5 years alone, and as the only age segment with significant growth, housing for seniors will become a growing concern as their mobility and care needs change. The combination of aging Baby Boomers and continuous technological advancements in the medical field is causing a shift in national demographics towards a dominating senior population, and New Milford is no exception. Medical improvements have increased the national life expectancy; however, the senior and elderly care industries are seeing an increase in dementia and memory loss cases as a result. With this shift comes a need for a plethora of care options for the elderly at every stage of the aging process, including the following:

- ◆ Independent Living
- ◆ Assisted Living Facilities
- ◆ Nursing Care
- ◆ Continuing Care Retirement Communities

Currently, the largest age cohort in New Milford are 55-59-year-olds, followed closely by 50-54-year-olds. These groups are just beginning to consider where they might want to live as they approach retirement, and may begin to contemplate independent living options for seniors. Peak demand for senior active/independent living is likely to occur in the next five to ten years (2025 to 2030) as this group enters their sixties.

Most people make the move to assisted living between the ages of 75 and 84, meaning peak demand for assisted living will occur in 15 to 20 years (2035 to 2040). Note that housing demand projections above only consider households, i.e. people living in housing units. Once individuals move from a housing unit to a nursing care facility, they are no longer considered to live in a household.

Affordable Housing Rates

Under Connecticut's 8-30g affordable housing statute, 30% of units in an 8-30g must be affordable. Of those, half (15% of all units) must be affordable to households with an annual income of 80% or less of the median income for the housing market area (Litchfield County in the case of New Milford) or the state, whichever is less. The remaining affordable units (another 15% of all units) must be affordable to households with an annual income of 60% or less of the median. Connecticut's median income is slightly less than that of Litchfield County, so the state-wide income is used for 8-30g developments in New Milford. Income is then adjusted for family size.

The most current median income for Connecticut used for the purposes of calculating 8-30g housing unit price points is \$91,600 for a three-person household. 80% of that income is \$73,280, and 60% is \$54,960. The corresponding affordable price points for rental housing for households at 80% of median income are estimated at \$1,400 per month for a studio apartment, \$1,600 for a one-bedroom, and \$1,800 for a two-bedroom. It should be noted that while these are technically "affordable" units, rents at the 80% income level are more or less in line with new-build market-rate units.

For households at 60% of median income, affordable rents are estimated \$1,050 for a studio, \$1,200 for a one-bedroom, and \$1,400 for a two-bedroom.

For for-sale units, units affordable at 80% of median income would generally be priced between \$250,000 (one-bedroom condo) to \$325,000 (three-bedroom home). At 60% affordability, prices are estimated to range from \$190,000 (one-bedroom condo) to \$250,000 (three-bedroom home).

While the number of households earning 80% of median income and below is projected to decrease both locally and regionally, it should be noted that there is considerable pent-up demand for housing at lower price points, and

any new units at below market rates are likely to be absorbed quickly. New Milford currently has 25 affordable units under construction and 22 approved and not yet built. These units are likely to allow for new household formations for existing local and regional residents who have not been able to afford their own homes.

OTHER FACTORS INFLUENCING HOUSING DEMAND

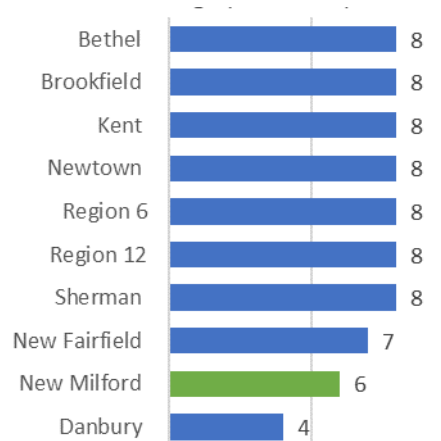
Other than housing prices and access to employment, quality of schools and property taxes are among the most commonly mentioned factors that influence where people decide to live. This is especially true for suburban communities where quality of life for families is a major selling point.

School Quality

According to stakeholder interviewers, the general perception of the New Milford School District is that the schools are generally high quality, but not necessarily the best in the region. This perception is confirmed by the district's rating on Connecticut's School Accountability Index, which considers a series of indicators that measure a school district's performance including indicators focused on English Language Acquisition (ELA), science, math, and science performance; chronic absences; preparation for College and Career Readiness (CRR); on-track high school graduation; postsecondary entrance of the graduating class, access to arts, and physical fitness. New Milford's rating is 76.8%, slightly above the state average of 74.9%, and ranking 95th out of 205 districts.¹⁵

The New Milford School District also rates just above average (6 out of 10) based on the GreatSchools national ranking, which factors in test scores, student progress, college readiness, equity, and availability of advanced courses.¹⁶ Compared to other districts in the immediate region, however, New Milford's rating is below almost all other districts, except for Danbury. Seven of the districts have scores of 8. While school ratings can be flawed, they are a consideration for parents when deciding where to live and can put a comparatively lower scoring community at a disadvantage when it comes to attracting new families.

Figure 43: GreatSchools School District Ratings



Note: Region 6 includes Warren, Morris, and Goshen. Region 12 includes Bridgewater, Roxbury, and Washington.

Source: GreatSchools

¹⁵ CT State Department of Education. <http://edsight.ct.gov/SASPortal/main.do>

¹⁶ GreatSchools. <https://www.greatschools.org/gk/ratings/>

Property Taxes

Property taxes are a key concern for prospective homebuyers in a community. As in most communities, the perception in New Milford is that taxes are high. New Milford's equalized mill rate for 2016 (most recent year available at the time of this study) was 18.67 per \$1.00 of market value, which puts it in the middle of the pack compared to other communities in the region, and on the low end when excluding the more rural communities to New Milford's north and east.¹⁷

Another perception that was voiced during stakeholder interviews is that property taxes are lower across the border in New York State. However, when considered together, equalized tax rates for county, town, school district, and other special districts in the towns of Dover and Pawling are considerably higher than those in Connecticut communities, which typically have a single tax rate for all services.

Because of New Milford's comparatively lower home values, the tax bill for the median home in the town is about \$5,800 as indicated in Figure 45. This is lower than all but three other communities in the region, which are all considerably more rural (Warren, Kent, and Washington).

Figure 46: Greater New Milford Region Mill Rates, 2016

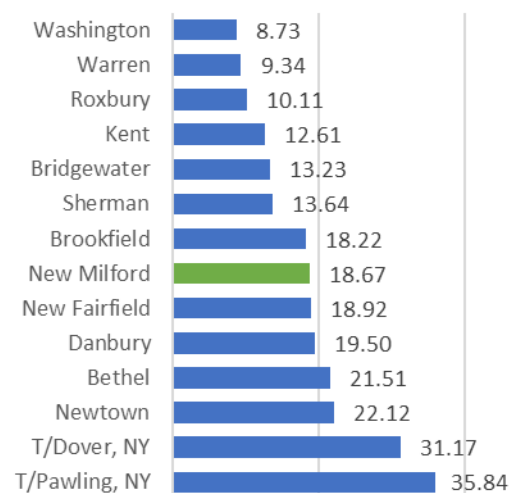
Town	Equalized Mill Rate FY 2016	Median Home Value	Tax Bill for Median Value Home
Pawling, NY*	35.84	\$ 386,014	\$ 13,835
Dover, NY**	31.17	\$ 290,000	\$ 9,039
Newtown	22.12	\$ 460,198	\$ 10,180
Bethel	21.51	\$ 348,755	\$ 7,502
Danbury	19.50	\$ 327,448	\$ 6,385
New Fairfield	18.92	\$ 390,207	\$ 7,383
New Milford	18.67	\$ 307,790	\$ 5,746
Brookfield	18.22	\$ 403,543	\$ 7,353
Sherman	13.64	\$ 543,536	\$ 7,414
Bridgewater	13.23	\$ 534,014	\$ 7,065
Kent	12.61	\$ 365,000	\$ 4,603
Roxbury	10.11	\$ 674,107	\$ 6,815
Warren	9.34	\$ 383,482	\$ 3,582
Washington	8.73	\$ 535,601	\$ 4,676

*Combined rate for Dutchess County, Town outside Village, Fire District, Library District, and Pawling Central School District

**Combined rate for Dutchess County, Town, Fire District, Library District, and Dover Unified School District

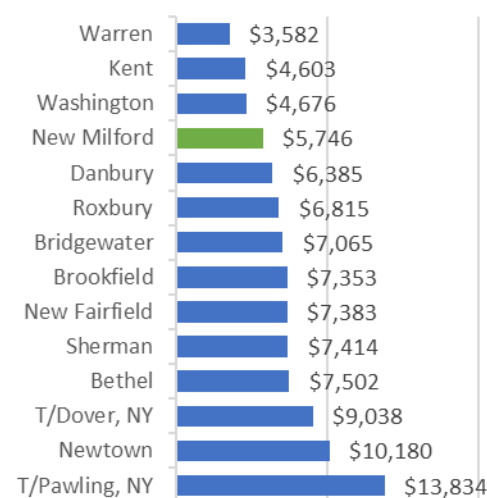
Source: State of CT Office of Policy and Management; Dutchess County, NY

Figure 44: Equalized Mill Rate, 2016



Source: State of CT OPM; Dutchess County, NY

Figure 45: Tax Bill for Median Value Home



Source: Calculated by Camoin 310

¹⁷ Mill rates are equal to \$1.00 of tax for each \$1,000 of assessment. The equalized mill rate is derived from the grand levy of a municipality divided by the equalized net grand list, which adjusts for different valuation schedules and allows for comparison between municipalities.

OFFICE MARKET ANALYSIS

Demand for employment-generating use types in New Milford is somewhat constrained by the town's geographic location. Employers who rely on a steady supply of workers prefer to locate in areas with sufficient population density from which to draw. Compared to other employment centers in the broader Western Connecticut/NY Hudson Valley region, there are fewer potential employees within a 25-minute drive time.¹⁸ Communities in the Greater Danbury area in general have access to a significantly smaller labor force than Norwalk, Shelton, or Waterbury.

However, it is interesting to note that the difference in labor force size between New Milford and Danbury is minimal. Danbury has access to only 12% more workers compared to New Milford within a 25-minute drive. Perceptions of this difference are considerably higher given the geographic location of New Milford at the extreme northern periphery of the New York City region at the transition from suburban to rural, as well as its distance from I-84. Real estate brokers interviewed for this analysis echoed this challenge of overcoming the perception that New Milford is "too far away." In light to moderate traffic, it is a 15-to-20-minute drive from the I-84 interchange to the bridge at the Rt. 7/Rt. 202 split.

New Milford has about 400,000 SF of office space inventory, about 14% of the total for Litchfield County (2.9 million SF). There is another 3.1 million SF of office space in the northern Fairfield County/Greater Danbury area. Vacancies in the Greater Danbury submarket are high, at 30.7% as of Q1 2019, in line with Fairfield County vacancies overall of 27.1%. New Milford vacancies, however, are at a relatively healthy 9.5%, with Litchfield County vacancies at 11.5%. The only significant office space under construction in either county is located in Stamford.

Office space in New Milford is primarily located in standalone buildings spread out along Route 7/202 from the Brookfield border northward to roughly its intersection with Route 109. There is also a significant cluster of office space downtown.

Asking rents are about \$17/SF in New Milford, slightly higher than the Litchfield County average of \$16/SF, but lower than rates in Greater Danbury (\$18-20/SF) and other locales in Lower Fairfield County (upwards of \$30/SF).¹⁹

Figure 47: Labor Force within a 25-Minute Commute, 2019

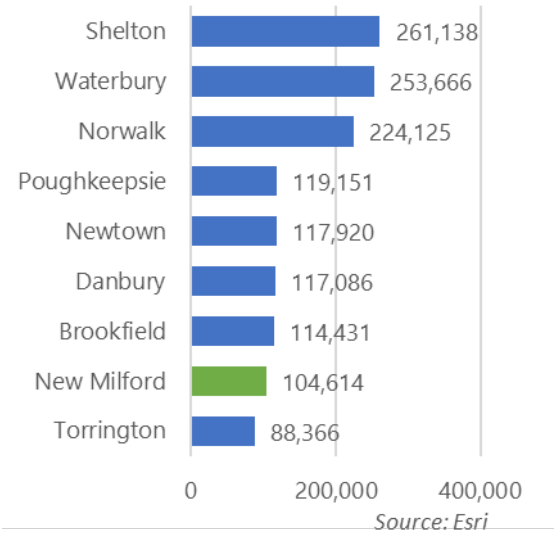
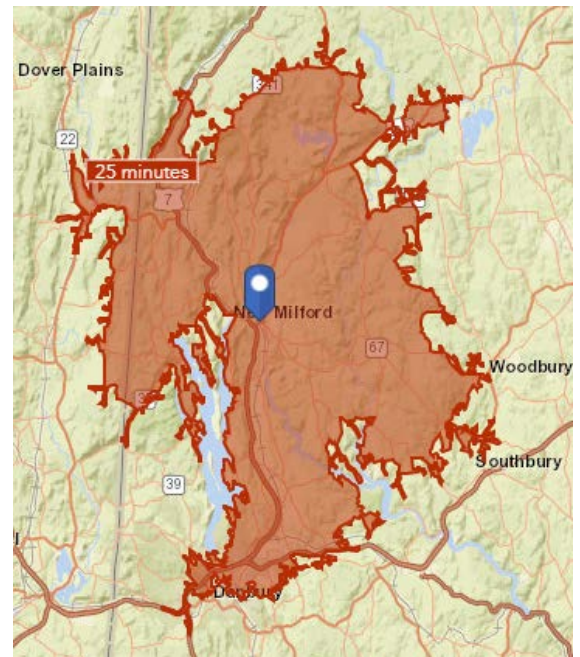


Figure 48: 25-Minute Drive Time from Downtown New Milford, 2019

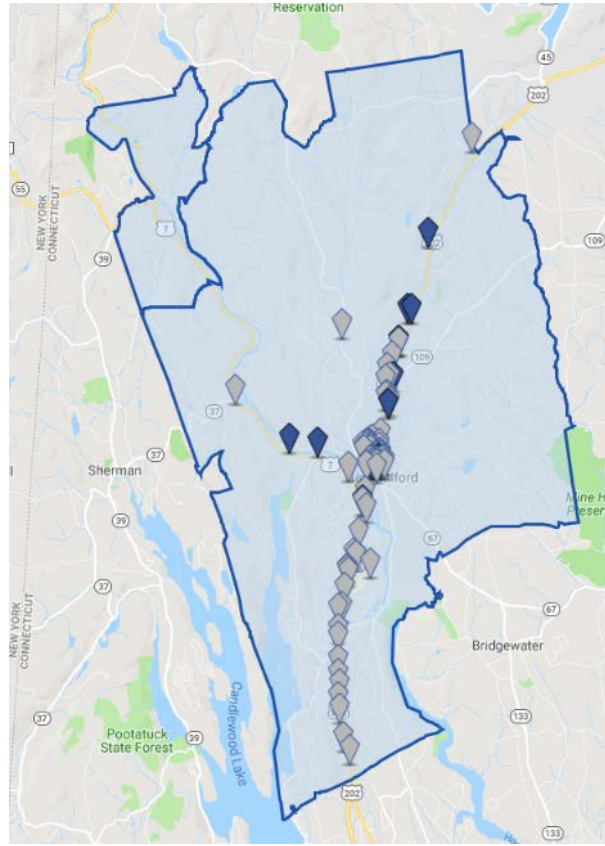


¹⁸ 25 minutes is an average commute time for Connecticut

¹⁹ Newmark Knight Frank, Fairfield County Office Market report, 4Q 2018

As of May 2019, there were 86 office properties in New Milford according to CoStar. The figure below displays the properties with blue indicating available space and grey representing occupied space.

Figure 49: Office Inventory in New Milford (06776, 06755), 2019



Source: CoStar

The majority of office space in New Milford is Class C space with some Class B properties and no Class A space.²⁰ Approximately 177,000 SF of office space is located within Downtown New Milford. The majority of the space downtown is Class C property. Market rent is slightly lower in the downtown area at \$16.92 per SF compared to \$17.18 throughout the Town. Rental rates have declined in New Milford, down nearly \$10 per square foot from \$27.05 per square foot in 2006 to \$16.84 per square foot in 2019.

Downtown New Milford has little to no vacancy compared to 9.5% throughout New Milford and 11.5% in the county. Due to lack of available space, absorption in the downtown area has been minimal at 61 SF across the 12-month period spanning from May 2018 to May 2019. Conversely, New Milford displayed a negative absorption of 1,300 SF indicating extra space was made available and not occupied.

²⁰ Office building standards vary by market but can generally be described as: Class A: Newest and highest quality buildings in prime locations. Class B: Little older, but still have high-quality management and tenants. Class C: Lowest classification, older buildings, less desirable areas.

Future demand for office space is dependent on growth in office-utilizing industry sectors. New Milford is projected to add just under 100 office jobs in the next five years on net, and the region as a whole is expected to add about 350 jobs. Assuming a factor of 175 rentable SF of office space per worker, demand for space will be about 17,000 SF locally and 62,000 SF regionally. New Milford currently has enough vacancies (42,000 SF) to accommodate future local demand; however, much of this space is lower-quality Class C space. Regionally, there is a surplus of nearly 1 million SF of office space, so it is unlikely that any new office space development will occur in the market unless it is for a highly specialized user.

Figure 50: New Milford (06776, 06755) Projected Growth in Office-Utilizing Industries, 2018 - 2023

NAICS	Description	2018 Jobs	2023 Jobs	2018 - 2023 Change	2018 - 2023 % Change
51	Information	40	41	1	3.0%
52	Finance and Insurance	200	203	3	2.0%
54	Professional, Scientific, and Technical Services	689	757	68	10.0%
55	Management of Companies and Enterprises	0	0	0	0.0%
56	Administrative and Support and Waste Management and Remediation Services	655	673	18	3.0%
81	Other Services (except Public Administration)	778	834	56	7.0%
90	Government	1,061	1,012	(49)	(5.0%)
Office-Utilizing Industries		3,423	3,520	97	2.8%

Source: EMSI

Figure 51: Greater New Milford Region Projected Growth in Office-Utilizing Industries, 2018 - 2023

NAICS	Description	2018 Jobs	2023 Jobs	2018 - 2023 Change	2018 - 2023 % Change
51	Information	1,431	1,268	(163)	(11.4%)
52	Finance and Insurance	2,697	2,565	(132)	(4.9%)
54	Professional, Scientific, and Technical Services	5,683	5,953	270	4.8%
55	Management of Companies and Enterprises	1,160	1,112	(48)	(4.1%)
56	Administrative and Support and Waste Management and Remediation Services	5,447	5,732	285	5.2%
81	Other Services (except Public Administration)	5,310	5,578	268	5.0%
90	Government	10,153	10,024	(129)	(1.3%)
Office-Utilizing Industries		31,880	32,232	352	1.1%

Source: EMSI

Figure 52: Projected New Demand for Office Space by 2023

	2018 Office-Utilizing Jobs	New Office-Utilizing Jobs 2018 - 2023	Rentable SF per Worker	New Demand for Office Space (RSF)
New Milford (06776,06755)	3,423	97	175	16,975
Greater New Milford Region	31,880	352	175	61,686

Source: EMSI, Camoin 310

Nationally there has been strong and growing demand for medical office space, driven by two primary factors: the rising aging population and the rising insured population. Across the healthcare sector, there has been a push toward lower-cost healthcare delivery locations, such as outpatient centers, which has contributed to the demand for this sort of space.

To estimate the future demand for medical office in New Milford, we examined employment for ambulatory care or outpatient care services within the town and region. Looking forward over the next five years, employment in this sector is projected to grow by 23% in New Milford, an increase of 158 jobs. In the region overall, growth of 22% is projected, or 1,249 employees. A standard assumption of 200 rentable square feet is used to calculate the amount of medical office space needed per worker. Using this assumption, employment growth in this sector will require 31,600 SF of medical office space in New Milford and 249,800 SF in the greater region. Some of this demand could be accommodated in existing vacant general office space, though certain medical tenants will require specialized facilities not currently available in the market, necessitating some level of new construction.

Figure 53: Projected New Demand for Medical Office Space by 2023

	2018 Medical Office-Utilizing Jobs	New Office- Utilizing Jobs 2018 - 2023	Rentable SF per Worker	New Demand for Medical Office Space (RSF)
New Milford (06776,06755)	678	158	200	31,600
Greater New Milford Region	5,559	1,249	200	249,800

Source: EMSI, Camoin 310

INDUSTRIAL MARKET ANALYSIS

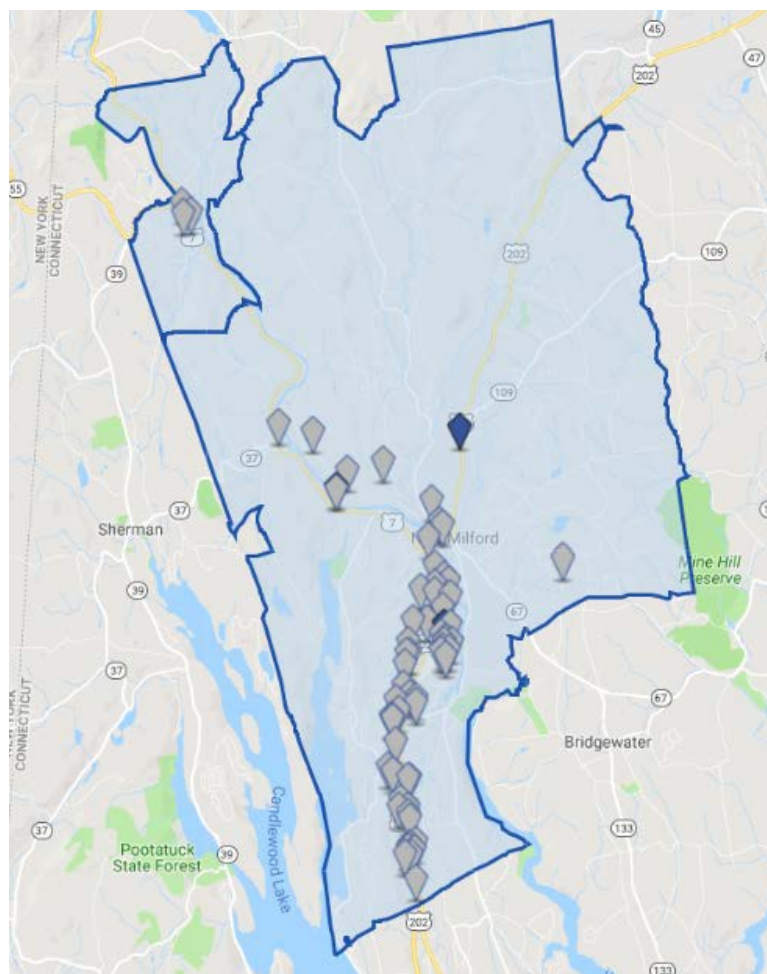
Industrial uses in New Milford are concentrated along Route 7/202 and parallel Pickett District Road. Of all market-rate use types, industrial space is among those with highest demand, typically for smaller spaces between 2,500 and 25,000 SF. According to brokers, typical users searching for space include contractors, plumbers, electricians, construction, landscape businesses, etc. These users tend to have a somewhat local client base and therefore do not require optimal highway access. Entrepreneurs also tend to look for smaller flex-industrial/office spaces for their startup businesses as they grow and begin to hire employees – the agile spaces and flexible lease terms are ideal for these tenants.

Unlike some other communities in the region, New Milford does not have a formal business/industrial park, though Pickett District Road essentially functions as one. Parks in the region include Brookfield Commerce Corporate Park on Commerce Road in Brookfield, Berkshire Corporate Park straddling the border of Brookfield, Bethel, and Danbury, Commerce Park near I-84 Exit 8 in Danbury, and Clarke Business Park off Route 53 south of downtown Bethel.

As of July 2019, there were 96 industrial and flex properties totaling 3.4 million SF in New Milford according to CoStar, with most properties either warehouse, manufacturing, or general industrial, as shown in Figure 55. (Kimberly Clark comprises approximately 1.3 million SF.) The town's inventory is somewhat dated, with a median year built of 1986. There are no Class A buildings in town. Only 31% of buildings are Class B, and the remaining 69% are classified as Class C.

Figure 54 displays the properties with blue indicating available space and grey representing occupied space. Vacancies are very low, at 2.4%. Rents regionally have been increasing as supply continues to be tight, and according to brokers, are approaching levels in New Milford that would incent speculative new construction of industrial/flex space.

Figure 54: Industrial Inventory in New Milford (06776, 06755), 2019



Source: CoStar

Figure 55: Industrial and Flex Space Inventory

Flex and Industrial Space Inventory in New Milford (06776, 06755) by Secondary Use		
Secondary Use	Number of Buildings	Rentable Building Area (SF)
Distribution	1	73,600
Light Distribution	2	32,472
Light Manufacturing	5	252,010
Manufacturing	19	2,037,795
R&D	1	17,416
Service	7	103,143
Warehouse	35	470,521
Showroom	4	48,770
General Industrial	22	353,302
Total	96	3,389,029

Source: CoStar, July 2019

About two thirds (68%) of properties are 20,000 SF or less. This is the size range most in demand according to discussions with brokers.

Figure 56: Industrial and Flex Space by Size Range

Flex and Industrial Space Inventory in New Milford (06776, 06755) by Size Range		
Size Range (Rentable Building Area SF)	Number of Buildings	Rentable Building Area (SF)
<5,000	22	77,475
5,000 - 9,999	21	151,778
10,000 - 19,999	22	311,747
20,000 - 29,999	12	281,255
30,000 - 39,999	6	203,381
40,000 - 49,000	3	127,580
50,000 - 59,999	3	164,713
60,000 - 69,999	3	187,500
70,000 - 79,999	1	73,600
80,000 - 89,999	0	-
90,000 - 99,999	0	-
100,000 - 999,999	2	450,000
1,000,000+	1	1,360,000
Total	96	3,389,029

Source: CoStar, July 2019

According to CoStar, as of July 2019, there are just three properties with space listed as available for lease in the town. This means that when a prospective tenant comes to New Milford seeking space, or an existing business needs to expand into larger space, they currently have only three options. One of these properties is the Bleachery building at 143 West Street, which has a total of 58,000 SF available. The largest available block of space within the building is 20,000 SF, with much of the remaining space carved up into smaller office suites. The other properties include 458 Danbury Road, which has 10,000 SF of industrial space available, and 80 Pickett District Road (Edelman Leather Company), which has 61,000 SF of space that is divisible into 7,500 SF blocks. The Edelman Leather property is not available until January 2020.

Supportable Demand

A healthy vacancy rate is generally considered to fall within the 5%-10%. For smaller markets with a limited inventory, a vacancy rate on the higher end of this range ensures that prospective tenants have a range of options to consider when seeking space. To reach a vacancy rate of 5%, about 94,000 SF of industrial space would need to be added to the town's inventory. To achieve 10% vacancy, 290,000 SF would need to be added. Therefore, we recommend that the Town seek to add somewhere between 100,000 to 250,000 SF of industrial space throughout the town. The space should be divisible into blocks between 2,500 and 25,000 SF.

Figure 58: Supportable Industrial Demand

Supportable Industrial Demand		
	Low	High
Existing Inventory	3,389,029	3,389,030
Current Vacancy Rate	2.4%	2.4%
Ideal Vacancy Rate	5.0%	10.0%
New Inventory Supportable	93,862	287,272

Source: CoStar, Camoin310

Site Selection Priorities

Businesses searching for a site to locate their operations consider a wide range of factors in their decision. Figure 57 summarizes the responses from a 2018 national survey conducted of corporations by AreaDevelopment on their top priorities for site selection.²¹ Though many of these factors may be outside the Town's immediate control, New Milford should be conscious of how it is perceived by site selectors for any business attraction campaign.

The top three considerations were availability of skilled labor, labor costs, and highway accessibility.

Figure 57: Area Development 2018 Site Selection Survey Results

Combined Ratings* CORPORATE SURVEY		
Site Selection Factors	2018	2017
Ranking		
1. Availability of skilled labor	90.5	88.8 (3) **
2. Labor costs	89.1	91.1 (2)
3. Highway accessibility	87.2	91.3 (1)
4. Corporate tax rate	86.7	83.2 (8)
5. Tax exemptions	83.0	85.9 (5)
6. Quality of life	82.8	87.2 (4)
7. State and local incentives	82.5	81.3 (9)
8. Energy availability and costs	77.8	76.0 (13)
9. Available buildings	76.7	75.9 (14)
10. Occupancy or construction costs	76.1	85.9 (51)
11. Available land	75.6	76.9 (10)
12. Low union profile	74.4	71.4 (18)
13. Proximity to suppliers	72.8	76.4 (12)
14. Proximity to major markets	71.8	84.6 (7)
15. Right-to-work state	70.2	74.7 (15)
16. Training programs/technical colleges	69.9	72.8 (16)
16T. Environmental regulations	69.9	70.2 (19)
18. Inbound/outbound shipping costs	69.2	71.8 (17)
19. Expedited or "fast-track" permitting	64.9	76.7 (11)
20. Accessibility to major airport	62.7	56.4 (21)
21. Availability of long-term financing	60.5	64.6 (20)
22. Availability of unskilled labor	59.4	52.0 (24)
23. Raw materials availability	55.6	56.0 (22)
24. Water availability	51.6	55.3 (23)
25. Availability of advanced ICT services	50.0	42.7 (26)
26. Railroad service	46.6	29.9 (28)
27. Proximity to innovation commercialization/R&D centers	41.5	44.7 (25)
28. Waterway or oceanport accessibility	34.1	31.2 (27)

*All figures are percentages and are the total of the "very important" and "important" ratings of the Area Development Corporate Survey and are rounded to the nearest tenth of a percent.

** 2017 ranking

²¹ <https://www.areadevelopment.com/Corporate-Consultants-Survey-Results/Q1-2019/33nd-annual-corporate-survey-15th-annual-consultants-survey.shtml>

RETAIL MARKET ANALYSIS

A retail market analysis examines the supply and demand for goods and services within a particular region to help identify opportunities, characteristics, and amenities that can be expanded upon to grow the retail market. Retail in New Milford is primarily located in two key areas: along Route 7/202 south of the bridge, and in the downtown area. Secondary areas with small retail uses include Route 7 in Gaylordsville, and Route 202 north of downtown into Northville.

Large retail centers on Route 7/202 include Litchfield Crossings and New Milford Plaza. Litchfield Crossings, includes stores such as Kohl's, HomeGoods, TJMaxx, Petco, Panera, and Big Lots. Despite being constructed at the beginning of the recession, Litchfield Crossings had success attracting tenants from 2008-2015, prior to the contemporary disruption in the retail industry. The center currently has about 150,000 SF of space, of which about 20,000 SF is vacant. The center has approvals to build 100,000 SF of additional space as demand occurs.²²

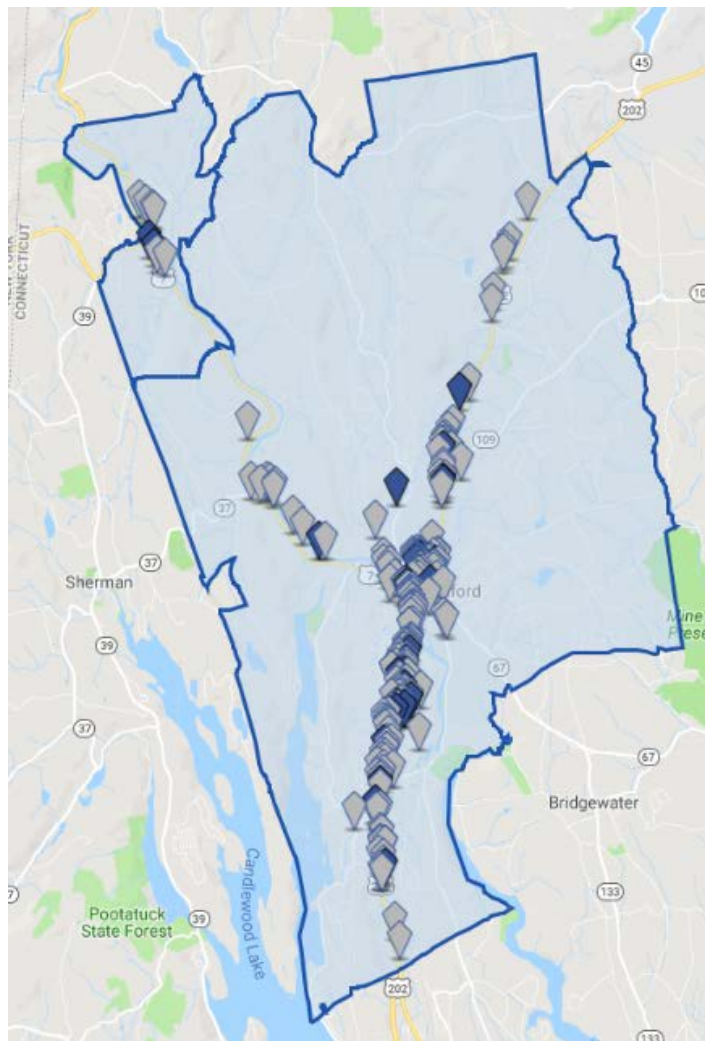
New Milford Plaza is a 235,000 SF retail center with major tenants including Walmart, Stop & Shop, Dollar Tree, and GameStop.

Other major stores along Route 7/202 include Home Depot, Big Y supermarket, Staples, ALDI, and numerous casual and quick-service restaurants.

Downtown merchants are mostly independently owned and include various full-service and quick-service restaurants, salons and spas, boutique and specialty retailers, and an independent movie theater.

The map above displays the retail inventory across New Milford, with the blue points indicating available retail properties as of May 2019 and grey indicating occupied space. There is approximately 2.5 million SF of retail space in New Milford. The availability rate for retail space in town (i.e. space that is on the market for lease) is 7.6%, or about 190,000 SF. The vacancy rate (i.e. space that is currently unoccupied), is substantially lower at 2.5%, about 62,500 SF. Absorption over the last year has been slightly negative, with an additional 6,200 SF coming on the market.

Figure 59: Retail Inventory in New Milford (06776, 06755)



Source: CoStar, May 2019

²² https://litchfieldcrossings.com/wp-content/uploads/2017/08/Site-Plan_8-21-2017.jpg

Discussions with real estate brokers suggest that small retail spaces are most in demand, though overall the market is somewhat soft. An example of new small space being developed is at 1 Executive Center Drive (next to Stop and Shop on Rt. 7/202), a 14,000 SF building divisible into storefronts of 600 to 4,240 SF.

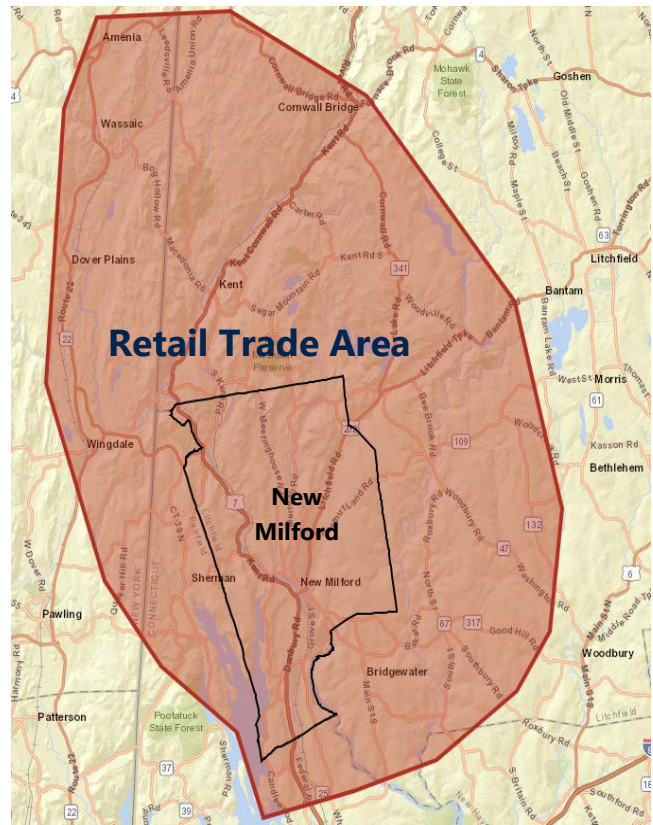
Average asking rents in New Milford are about \$15.80/SF, slightly higher than the Litchfield County average of \$13.50/SF. As with all real estate types, prices increase as one travels farther south into Fairfield County toward the coast. Downtown rents in New Milford are very affordable compared to downtown areas in Fairfield County, with rents in New Milford as low as \$8-10/SF compared to rents that are often \$30+/SF in Ridgefield and \$40+/SF in New Canaan, for example. Asking rents in the new Brookfield Village retail space are \$18-26/SF. Rates in downtown Bethel and Newtown average in the \$15-20/SF range, with higher rates for newer buildings.

For this retail market analysis, we defined a retail trade area within which to analyze the buying patterns of residents. A retail trade area is the geographic area from which the majority of retail customers are drawn. The trade area was drawn by analyzing the locations of competing retail establishments within the broader region. The closest competing retail node is to the south, including Federal Road on either side of the Brookfield/Danbury line and other locations in eastern Danbury. Offerings in this area truncate the reach of New Milford retailers, with relatively few shoppers coming from farther south than Brookfield.

To the north, west, and east, New Milford pulls from a larger area since these areas are rural with limited retail offerings of their own. The trade area encompasses the towns of Bridgewater, Roxbury, Washington, Warren, Kent, and Sherman, as well as much of Cornwall and Sharon, and into Dover, Wingdale, Pawling and Amenia in New York State. Residents in these communities are closer to New Milford than they are to other surrounding retail hubs like Waterbury, Torrington, and Poughkeepsie. New Milford also serves as a sort of “adopted” downtown for many of these communities who have small or nonexistent downtowns of their own.

The figure on the following page shows the retail supply and demand by residents within the Retail Trade Area. Retail categories with sales leakage are in green, and those with sales surplus are in red. There is a mix of retail sectors showing leakage, thus indicating a possible opportunity to open or expand new businesses in New Milford. A sales surplus might exist for several reasons. The geography might be a popular shopping destination for tourists and other out-of-town visitors, or a cluster of competing businesses offering a similar product/service may be located within the trade area. Alternatively, a sales surplus could be an indication of market saturation.

Figure 60: Retail Trade Area



Source: Esri

Trade Area Demographics

Population: 66,966

Households: 25,877

Median Age: 46.7

Median Household Income:
\$90,309

5-year Projected Population
Change: -463 residents, -178
households

Source: Esri

Figure 61: Retail Gap, New Milford Trade Area

NAICS	Description	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap	Number of Businesses
441	Motor Vehicle & Parts Dealers	\$254,090,006	\$67,481,889	\$186,608,117	36
4411	Automobile Dealers	\$209,011,823	\$34,067,610	\$174,944,213	12
4412	Other Motor Vehicle Dealers	\$26,028,550	\$18,828,297	\$7,200,253	7
4413	Auto Parts, Accessories & Tire Stores	\$19,049,632	\$14,585,981	\$4,463,651	17
442	Furniture & Home Furnishings Stores	\$49,482,079	\$60,246,069	(\$10,763,990)	24
4421	Furniture Stores	\$24,991,895	\$33,915,066	(\$8,923,171)	8
4422	Home Furnishings Stores	\$24,490,184	\$26,331,003	(\$1,840,819)	17
443	Electronics & Appliance Stores	\$46,488,050	\$20,309,160	\$26,178,890	18
444	Bldg Materials, Garden Equip. & Supply Stores	\$82,808,292	\$86,834,504	(\$4,026,212)	53
4441	Bldg Material & Supplies Dealers	\$74,397,806	\$76,534,311	(\$2,136,505)	32
4442	Lawn & Garden Equip & Supply Stores	\$8,410,486	\$10,300,194	(\$1,889,708)	22
445	Food & Beverage Stores	\$225,618,690	\$144,396,060	\$81,222,630	59
4451	Grocery Stores	\$192,299,275	\$121,124,568	\$71,174,707	27
4452	Specialty Food Stores	\$9,777,632	\$5,250,463	\$4,527,169	13
4453	Beer, Wine & Liquor Stores	\$23,541,783	\$18,021,029	\$5,520,754	19
446,4461	Health & Personal Care Stores	\$82,718,129	\$31,285,207	\$51,432,922	21
447,4471	Gasoline Stations	\$107,263,482	\$95,304,823	\$11,958,659	28
448	Clothing & Clothing Accessories Stores	\$94,250,411	\$10,052,727	\$84,197,684	27
4481	Clothing Stores	\$66,666,698	\$4,930,223	\$61,736,475	16
4482	Shoe Stores	\$10,475,744	\$2,626,116	\$7,849,628	4
4483	Jewelry, Luggage & Leather Goods Stores	\$17,107,969	\$2,496,388	\$14,611,581	7
451	Sporting Goods, Hobby, Book & Music Stores	\$43,535,507	\$21,218,916	\$22,316,591	41
4511	Sporting Goods/Hobby/Musical Instr Stores	\$38,437,388	\$18,443,591	\$19,993,797	37
4512	Book, Periodical & Music Stores	\$5,098,118	\$2,775,325	\$2,322,793	4
452	General Merchandise Stores	\$174,518,837	\$66,299,872	\$108,218,965	19
4521	Department Stores Excluding Leased Depts.	\$116,897,033	\$54,944,224	\$61,952,809	3
4529	Other General Merchandise Stores	\$57,621,805	\$11,355,648	\$46,266,157	16
453	Miscellaneous Store Retailers	\$47,261,428	\$33,556,713	\$13,704,715	99
4531	Florists	\$4,116,369	\$2,662,274	\$1,454,095	9
4532	Office Supplies, Stationery & Gift Stores	\$13,093,577	\$5,182,861	\$7,910,716	17
4533	Used Merchandise Stores	\$4,805,168	\$8,103,428	(\$3,298,260)	31
4539	Other Miscellaneous Store Retailers	\$25,246,314	\$17,608,151	\$7,638,163	43
454	Nonstore Retailers	\$21,293,446	\$2,133,536	\$19,159,910	3
4541	Electronic Shopping & Mail-Order Houses	\$14,936,585	\$1,522,645	\$13,413,940	1
4542	Vending Machine Operators	\$654,157	\$0	\$654,157	0
4543	Direct Selling Establishments	\$5,702,703	\$610,891	\$5,091,812	2
722	Food Services & Drinking Places	\$131,402,758	\$67,444,770	\$63,957,988	143
7223	Special Food Services	\$3,973,770	\$1,889,859	\$2,083,911	4
7224	Drinking Places - Alcoholic Beverages	\$2,779,795	\$770,572	\$2,009,223	4
7225	Restaurants/Other Eating Places	\$124,649,193	\$64,784,339	\$59,864,854	135

Data Note: Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Retail Gap represents the difference between Retail Potential and Retail Sales. Esri uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.□

Source: Esri

Sales leakage does not necessarily indicate that a new business or expansion of an existing business will be successful within a region. The figure below compares the retail spending gap in the Trade Area compared to retail categories that have sales leakage to the average sales of similar businesses in Connecticut. This allows us to identify which of the industries with sales leakage in each of the trade areas may have enough unmet demand to support opening a new store or expanding existing stores. The figure below identifies the number of new businesses that, theoretically, could be supported in each respective trade area assuming:

1. 15% of the sales leakage is recaptured (this is typical among various retail categories), and
2. New businesses have sales comparable to the average sales of all Connecticut businesses in the same retail category.

Figure 62, below, displays the retail categories that could support one or more businesses within the New Milford Trade Area. There are 11 retail categories that indicate pent-up demand for additional businesses. Of the supportable retail categories, Restaurants/Other Eating Places has the strongest potential of 15 supportable businesses followed by Clothing Stores with 7. Overall, about 150,000 SF of new retail could potentially be supported within the trade area as a whole, including areas outside of the town itself.

Figure 62: Supportable Retail, New Milford Trade Area

A	B	C	D	E	F	G	H
NAICS	Retail Category	Retail Gap	15% Leakage Recapture	Average Sales per Business	Supportable Businesses (D / E)	Average Sales per SF	Supportable SF (D / G)
4481	Clothing Stores	\$61,736,475	\$ 9,260,471	\$1,305,525	7.1	\$ 300	30,868
7225	Restaurants/Other Eating Places	\$59,864,854	\$ 8,979,728	\$ 588,824	15.3	\$ 350	25,656
4451	Grocery Stores	\$71,174,707	\$10,676,206	\$5,176,050	2.1	\$ 500	21,352
4461	Health & Personal Care Stores	\$51,432,922	\$ 7,714,938	\$2,637,560	2.9	\$ 400	19,287
4529	Other General Merchandise Stores	\$46,266,157	\$ 6,939,924	\$4,061,148	1.7	\$ 500	13,880
4511	Sporting Goods & Hobby Stores	\$19,993,797	\$ 2,999,070	\$1,428,124	2.1	\$ 250	11,996
4431	Electronics & Appliance Stores	\$26,178,890	\$ 3,926,834	\$2,052,544	1.9	\$ 500	7,854
4483	Jewelry, Luggage & Leather Goods Stores	\$14,611,581	\$ 2,191,737	\$ 917,944	2.4	\$ 500	4,383
4532	Office Supplies, Stationery & Gift Stores	\$ 7,910,716	\$ 1,186,607	\$ 691,776	1.7	\$ 300	3,955
4482	Shoe Stores	\$ 7,849,628	\$ 1,177,444	\$1,136,078	1.0	\$ 300	3,925
4539	Other Miscellaneous Store Retailers	\$ 7,638,163	\$ 1,145,724	\$ 786,340	1.5	\$ 300	3,819

Source: Esri, Camoin 310

National Chain Grocery Store Criteria

The supportable sales leakage for grocery stores of about 21,000 SF is about the size of a Fresh Market, which is a national grocery store chain that offers produce in a market-style experience for the shopper. The company's real estate criteria for site selection is listed below. As shown, New Milford's population density and residential density within the ideal 3-mile and 5-mile trade does not meet the standard criteria for Fresh Market; however, the regional trade area meets or exceeds these criteria. The Fresh Market website notes that the company's growth plan through 2020 is to focus on Florida, with some targets in Virginia and North Carolina. This means that while it may not be out of the question to attract The Fresh Market to New Milford, it would take a targeted effort to inform and educate the company about the regional trade area.

Figure 63: The Fresh Market Grocery Store – Criteria Evaluation

Criteria	Fresh Market Desired Minimums	Town of New Milford	Evaluation
Total Population			
Within 3 Miles	65,000	15,045	Below
Within 5 Miles	150,000	32,021	Below
Within Trade Area	--	66,966	Exceeds 3 Mile
Median Age			
Within 3 Miles	40.0	43.4	Meets or Exceeds
Within 5 Miles	40.0	45.4	Meets or Exceeds
Within Trade Area	--	46.7	Meets or Exceeds
Total Households			
Within 3 Miles	25,000	6,050	Below
Within 5 Miles	65,000	12,266	Below
Within Trade Area	--	25,877	Exceeds 3 Mile
Median Household Income			
Within 3 Miles	\$65,000	81,090	Meets or Exceeds
Within 5 Miles	\$60,000	92,827	Meets or Exceeds
Within Trade Area	--	\$90,309	Meets or Exceeds
Number of Households with Income above \$100,000			
Within 3 Miles	10,000	2,390	Below
Within 5 Miles	20,000	5,728	Below
Within Trade Area	--	17,841	Exceeds 3 Mile

Source: The Fresh Market Website, Camoin 310, Esri

Market Segments

Market segmentation is a tool used by retail site selectors to determine the characteristics of a trade area. Market segmentation classifies consumers according to demographic, socioeconomic, housing and lifestyle characteristics. Retailers and site selectors use market segmentation to compare consumer trends across trade areas when considering many site locations.

Market segmentation is based on the concept that people with similar demographic characteristics, purchasing habits, and media preferences naturally gravitate toward each other and into the same neighborhoods. Businesses utilize market segmentation to understand their customers' lifestyle choices, purchasing preferences, and how they spend their free time. Market segmentation data for the New Milford Trade Area were obtained from Esri's Tapestry Segmentation model. Additional information about this Esri model can be found here: <http://www.esri.com/landing-pages/tapestry>.

Figure 64: Trade Area Tapestry Segments, 2018

Rank	Tapestry Segment	Percent of Households
1	Exurbanites	21.4%
2	Savvy Suburbanites	20.7%
3	Parks and Rec	8.6%
4	Green Acres	7.9%
5	City Lights	7.0%
	Other Segments	34.4%
	Total	100.0%

Source: Esri

The following is an overview of the top 5 tapestry segments in the Trade Area:

Exurbanites

- Average Household Size: 2.50
- Median Age: 51.0
- Median Household Income: \$103,400

Ten years later, Exurbanites residents are now approaching retirement but showing few signs of slowing down. They are active in their communities, generous in their donations, and seasoned travelers. They take advantage of their proximity to large metropolitan centers to support the arts, but prefer a more expansive home style in less crowded neighborhoods. They have cultivated a lifestyle that is both affluent and urbane. Their housing budget index indicates significant spending on health care, entertainment and recreation, and housing.

Savvy Suburbanites

- Average Household Size: 2.85
- Median Age: 45.1
- Median Household Income: \$108,700

Savvy Suburbanites residents are well educated, well read, and well capitalized. Families include empty nesters and empty nester wannabes, who still have adult children at home. Located in older neighborhoods outside the urban core, their suburban lifestyle includes home remodeling and gardening plus the active pursuit of sports and exercise. They enjoy good food and wine, plus the amenities of the city's cultural events. They spend more than the average consumer, particularly in the areas of recreation and entertainment, health care, and education.

Parks and Rec

- Average Household Size: 2.51
- Median Age: 40.9
- Median Household Income: \$60,000

These practical suburbanites have achieved the dream of home ownership. They have purchased homes that are within their means. Their homes are older, and town homes and duplexes are not uncommon. Many of these families are two-income married couples approaching retirement age; they are comfortable in their jobs and their homes, budget wisely, but do not plan on retiring anytime soon or moving. Neighborhoods are well established, as are the amenities and programs that supported their now independent children through school and college. The appeal of these kid-friendly neighborhoods is now attracting a new generation of young couples.

Green Acres

- Average Household Size: 2.78
- Median Age: 43.9
- Median Household Income: \$76,800

The Green Acres lifestyle features country living and self-reliance. They are avid do-it-yourselfers, maintaining and remodeling their homes, with all the necessary power tools to accomplish the jobs. Gardening, especially growing vegetables, is also a priority, again with the right tools, tillers, tractors, and riding mowers. Outdoor living also features a variety of sports: hunting and fishing, motorcycling, hiking and camping, and even golf. Self-described conservatives, residents of Green Acres remain pessimistic about the near future yet are heavily invested in it.

City Lights

- Average Household Size: 2.59
- Median Age: 39.3
- Median Household Income: \$69,200

City Lights, a densely populated urban market, is the epitome of equality. The wide-ranging demographic characteristics of residents mirror their passion for social welfare and equal opportunity. Household types range from single person to married-couple families, with and without children. A blend of owners and renters, single family homes and town homes, midrise and high-rise apartments, these neighborhoods are both racially and ethnically diverse. Many residents have completed some college or a degree, and they earn a good income in professional and service occupations. Willing to commute to their jobs, they work hard and budget well to support their urban lifestyles, laying the foundation for stable financial futures. Top consumer expenditures for the City Lights tapestry include apparel and services and housing.

COMPETITIVE MARKET ANALYSIS

As part of the Town of New Milford Market Analysis, Camoin 310 completed a Competitive Market Analysis that benchmarks socioeconomic characteristics of New Milford against six other communities including Bethel, CT; Brookfield, CT; Danbury, CT; Oxford, CT; Southbury, CT; and White Plains, NY. For each community, we examined demographic, economic, and real estate trends as well as identified key projects and initiatives that contributed to their economic development success.

COMMUNITY BENCHMARKING DATA SUMMARY

Sociodemographic, housing, and business data for the Town of New Milford and the other communities is provided in the following table. Comparing data across the geographies shows areas that New Milford performs strongly in and those in which the town has room to improve.

Of all the geographies, the Town of New Milford is the only geography projected to decline in population. The nearby Towns of Oxford and Danbury are projected to increase minimally by 0.5% and 1.3%, respectively.²³

As of 2019, average earnings per job in New Milford is \$55,237, nearly \$35,000 lower than the average in the nearby Town of Bethel and the lowest of all the comparison regions.

Median household income in New Milford is on par with the Town of Southbury at \$89,484 and \$88,853 respectively. However, Southbury is projected to increase its median household income by 7.5% compared to New Milford's 2.5%. New Milford only outranks the City of Danbury in both 2019 median household income and projected growth. The rapid rise in household income in these communities is likely due to their projected ability to attract higher-income earners.

Housing development is projected to be minimal across all geographies with the Town of Brookfield expanding by the highest percent at 2.7%.

The median home value in the City of White Plains far exceeds the median home value in the other communities at nearly \$620,000. The communities of New Milford and Danbury rank the lowest in value.

Minimal job growth (1.0%) in the Town of New Milford from 2013 to 2018 was not uncharacteristic of the area. Communities such as Bethel and Brookfield lost jobs while Danbury and White Plains experienced flat growth of less than one percent.

²³ While population projections provided by the State of Connecticut were used in the Socioeconomic Analysis, the inclusion of White Plains, NY in the Competitive Analysis necessitated the use of a model that was consistent between different states. Therefore, Emsi's population projections were analyzed in the competitive analysis, which account for discrepancy in the data trends for Bethel, CT and Brookfield, CT.

Community Benchmarking Matrix								
	Town of New Milford, CT	Town of Bethel, CT	Town of Brookfield, CT	City of Danbury, CT	Town of Oxford, CT	Town of Southbury, CT	City of White Plains, NY	
Sociodemographic	Population, 2019	27,645	19,672	17,431	84,854	13,079	20,235	57,734
	Population Change, 2014 - 2019	(176)	594	657	2,073	248	359	229
	Population % Change 2014 - 2019	(0.6%)	3.1%	3.9%	2.5%	1.9%	1.8%	0.4%
	Population Change, 2019 - 2024	(566)	540	493	2,004	172	225	521
	Population % Change 2019 - 2024	(0.4%)	2.7%	2.8%	0.5%	1.3%	1.1%	0.9%
	Unemployment Rate, 2019	5.0%	4.5%	3.9%	5.6%	5.6%	4.0%	4.0%
	Average Earnings per Job, 2019	\$ 55,237	\$ 90,129	\$ 74,983	\$ 80,438	\$ 75,877	\$ 69,583	\$ 83,944
	% Population with a Bachelors or Higher, 2019	40.5%	44.5%	51.1%	31.1%	37.7%	51.4%	53.0%
	Median Household Income, 2019	\$ 89,484	\$ 99,835	\$ 115,380	\$ 69,861	\$ 104,022	\$ 88,853	\$ 90,073
	Median Household Income Change, 2014 - 2019	\$ 10,456	\$ 14,458	\$ 8,460	\$ 3,880	\$ 5,518	\$ 11,957	\$ 8,330
	Median Household Income % Change, 2014 - 2019	13.2%	16.9%	7.9%	5.9%	5.6%	15.5%	10.2%
	Median Household Income Change, 2019 - 2024	\$ 11,857	\$ 6,959	\$ 11,139	\$ 7,874	\$ 3,286	\$ 6,624	\$ 16,639
	Median Household Income % Change, 2019 - 2024	2.5%	7.0%	9.7%	2.2%	3.2%	7.5%	18.5%
	Median Age, 2019	43.9	43.3	45.3	38.0	46.2	54.8	40.2
	Median Age Change, 2014 - 2019	1.9	1.0	0.7	1.2	2.5	4.7	2.1
	Median Age % Change, 2014 - 2019	4.5%	2.4%	1.6%	3.3%	5.7%	9.4%	5.5%
	Median Age Change, 2019 - 2024	0.9	0.5	0.4	1.3	1.1	2.8	0.5
	Median Age % Change, 2019 - 2024	2.1%	1.2%	0.9%	3.4%	2.4%	5.1%	1.2%
Housing	Housing Units, 2019	11,745	7,625	6,940	32,611	4,819	9,228	25,228
	Housing Units Change, 2014 - 2019	45	237	387	575	138	663	2,088
	Housing Units % Change, 2014 - 2019	0.4%	3.2%	5.9%	1.8%	2.9%	7.7%	9.0%
	Housing Units Change, 2019 - 2024	131	182	184	771	59	103	371
	Housing Units % Change, 2019 - 2024	1.1%	2.4%	2.7%	2.4%	1.2%	1.1%	1.5%
	Median Home Value, 2019	\$ 301,616	\$ 340,556	\$ 374,118	\$ 293,702	\$ 353,444	\$ 322,173	\$ 619,619
	Median Home Value Change, 2014 - 2019	\$ (384)	\$ 3,556	\$ 8,418	\$ (1,898)	\$ (1,656)	\$ 8,173	\$ 111,819
	Median Home Value % Change, 2014 - 2019	(0.1%)	1.1%	2.3%	(0.6%)	(0.5%)	2.6%	22.0%
	Median Home Value Change, 2019 - 2024	\$ 14,403	\$ 21,411	\$ 31,480	\$ 30,083	\$ 21,995	\$ 41,342	\$ 53,206
	Median Home Value % Change, 2019 - 2024	4.8%	6.3%	8.4%	10.2%	6.2%	12.8%	8.6%
Business	Owner Occupied % of Total Units, 2019	70.2%	71.6%	78.8%	52.1%	87.5%	76.3%	45.5%
	Renter Occupied % of Total Units, 2019	19.0%	23.3%	13.6%	40.1%	8.4%	13.6%	46.9%
	Jobs, 2018	9,453	8,191	8,480	48,212	5,297	7,878	42,643
	Jobs Change, 2013 - 2018	92	(118)	149	337	479	286	386
	Jobs % Change, 2013 - 2018	1.0%	(1.4%)	1.0%	0.7%	9.9%	3.6%	0.9%
	Jobs Change, 2018 - 2023	221	(103)	229	567	266	269	545
	Jobs % Change, 2018 - 2023	2.3%	(1.3%)	3.0%	1.2%	5.0%	3.4%	1.3%

Source: Esri, EMSI, 2010-2014 American Community Survey 5-Year Estimates, 2013-2017 American Community Survey 5-Year Estimates

Note: EMSI provides jobs data at the Zip Code level. We used the following Zip Codes to align with the communities: New Milford (06755, 06776), Bethel (06801), Brookfield (06804), Danbury (06810, 06811), Oxford (06478), Southbury (06488), and White Plains (10601, 10605, 10606).

SUMMARY OF RANKINGS

The chart below ranks New Milford's performance on the economic indicators with respect to the six benchmark communities. A rank of 1-2 indicates the community is among the top performers on that indicator, 3-5 is average, and 6-7 means the community is lagging compared to the other regions on the indicator. Overall ranking is shown at the bottom of the chart.

Indicator	Town of New Milford, CT	Town of Bethel, CT	Town of Brookfield, CT	City of Danbury, CT	Town of Oxford, CT	Town of Southbury, CT	City of White Plains, NY
Population % Change 2014 - 2019	7	2	1	3	4	5	6
Unemployment Rate, 2019	5	4	1	7	6	2	2
Average Earnings per Job, 2019	7	1	5	3	4	6	2
% Population with a Bachelors or Higher, 2019	5	4	3	7	6	2	1
Median Household Income, 2019	5	3	1	7	2	6	4
Housing Units % Change, 2014 - 2019	7	4	3	6	5	2	1
Median Home Value, 2019	6	4	2	7	3	5	1
Jobs % Change, 2013 - 2018	3	7	3	6	1	2	5
AVERAGE RANKING	6	4	2	6	4	4	3
OVERALL RANKING	6	3	1	7	5	4	2

Overall, New Milford ranks among the lowest of the benchmark communities for the indicators selected with an overall ranking of 6 out of 7. New Milford ranks in the middle third on unemployment, educational attainment, household income, and job growth, and the bottom third with regards to population growth, earnings per job, housing unit growth, and home values.

The competitive analysis tells us that New Milford is adding jobs at a higher than average rate compared to some of its competitors, but these are primarily lower-wage jobs as the overall average earnings per job in New Milford is among the lowest. The average household income, unemployment, and educational attainment rates suggest that New Milford is exporting its talent to other communities. Said another way, many of New Milford's more educated and higher-wage earners commute out of town to other communities for employment.

COMMUNITY PROFILES

This section outlines key projects and the economic climate of each of the geographies to gain a better understanding of possible initiatives and projects the Town of New Milford could replicate.

Town of Bethel, CT

Top Industries

The table below displays the top 2-digit industries in Bethel (ZIP code 06801) by 2018 job figures. The Bethel economy is largely comprised of the Manufacturing, Government, and Health Care and Social Assistance industries. Historic declines in Manufacturing has had a large impact on the 1% total job decline.

Top 2-Digit Industries in Bethel (06801), 2013 - 2018							
NAICS	Description	2013 Jobs	2018 Jobs	2013 - 2018 Change	2013 - 2018 % Change	Avg. Earnings Per Job	2018 Location Quotient
31	Manufacturing	1,439	1,234	(205)	(14%)	\$103,624	1.91
90	Government	919	906	(13)	(1%)	\$100,042	0.74
62	Health Care and Social Assistance	890	899	9	1%	\$61,261	0.86
44	Retail Trade	944	893	(51)	(5%)	\$49,628	1.08
23	Construction	652	653	1	0%	\$68,498	1.42
54	Professional, Scientific, and Technical Services	470	640	170	36%	\$156,988	1.19
72	Accommodation and Food Services	491	550	59	12%	\$29,852	0.78
81	Other Services (except Public Administration)	428	435	7	2%	\$36,279	1.12
56	Administrative and Support and Waste Management and Remediation Services	438	405	(33)	(8%)	\$116,877	0.79
55	Management of Companies and Enterprises	411	395	(16)	(4%)	\$215,494	3.36
48	Transportation and Warehousing	334	349	15	4%	\$55,399	1.17
52	Finance and Insurance	238	212	(26)	(11%)	\$202,583	0.65
42	Wholesale Trade	212	194	(18)	(8%)	\$105,807	0.65
51	Information	153	122	(31)	(20%)	\$93,689	0.81
11	Agriculture, Forestry, Fishing and Hunting	71	96	25	35%	\$45,465	1.00
53	Real Estate and Rental and Leasing	115	83	(32)	(28%)	\$83,011	0.60
71	Arts, Entertainment, and Recreation	55	79	24	44%	\$29,022	0.56
61	Educational Services	46	44	(2)	(4%)	\$52,990	0.21
21	Mining, Quarrying, and Oil and Gas Extraction	<10	<10	Insf. Data	Insf. Data	Insf. Data	0.03
99	Unclassified Industry	<10	<10	Insf. Data	Insf. Data	Insf. Data	0.35
22	Utilities	0	0	0	0%	\$0	0.00
Total		8,309	8,191	(118)	(1%)	\$90,129	

Source: EMSI

As of 2018, the top 4-digit industries in Bethel (06801) were:

- Restaurants and other Eating Places (457 jobs);
- Education and Hospitals (Local Government) (424 jobs);
- Management of Companies and Enterprises (395 jobs),
- Nursing Care Facilities (Skilled Nursing Facilities (340 jobs); and
- Local Government, Excluding Education and Hospitals (329 jobs).

The top growing 4-digit industries in Bethel (06801) are:

- Scientific Research and Development Services (adding 199 jobs between 2013 and 2018 for a growth of 212%);
- Restaurants and Other Eating Places (49 jobs, 12%);
- Other Chemical Product and Preparation Manufacturing (32 jobs, 110%);
- Other Amusement and Recreation Industries (24 jobs, 51%); and
- Architectural Engineering, and Related Services (22 jobs, 29%).

Economic Development Projects & Initiatives

Website | The Town's economic development website boasts several reasons to locate in Bethel, highlighting its access to highways, railroad, and bus service. In addition to the main landing pages, the Town created a short cut sheet outlining [15 reasons to locate your business in Bethel](#).²⁴ Bethel's Connecticut Economic Resource Center (CERC) Site Finder system allows prospective businesses to search available sites and buildings. Clarke Business Park and Berkshire Corporate Park are highlighted on the website to direct businesses considering professional office, light industrial, or warehousing space. Additionally, Bethel provides guidance on partners that offer programs and services in Bethel as well as business incentives such as deferral assessment. Information on opening a business in Bethel can also be found at the [Discover Bethel](#)²⁵ website.

Organization | The Town of Bethel Economic Development Commission is comprised of seven appointed members. Meetings for the commission are held monthly and are open to the public. The Commission has spent a great deal of time and effort in promoting the Francis J. Clarke Industrial Park. Future projects include development of Route 6, Greenwood Avenue, and the Stony Hill area.

Planning | The Town of Bethel has an Economic Development Strategy dated 2017, which outlines ten goals the Commission will pursue over a 5-year period for business retention, expansion, and growing the Town's grand list.²⁶ While there is no formal economic development strategy for the Town of Bethel, their Plan of Conservation and Development (POCD) outlines factors that affect economic development in Bethel as physical infrastructure, public transit, public utilities, sites with regional economic development potential and the corporate parks.

Projects | Recent projects within the Town of Bethel include a proposed [26 unit apartment development on Grand Street](#)²⁷ and [a \\$950,000 expansion of Clarke Park](#).²⁸ The Grand Street apartments are an expansion of an existing complex that has successfully reached full occupancy. According to the building owner, the first building has attracted residents within Bethel that are looking to downsize from their homes as a majority of them are 55 and older. Both developments would increase the Town's tax base by bringing in additional residents and jobs. The Clarke Park expansion is estimated to bring \$132,000 in tax revenue to the town.²⁹

24 <https://www.bethel-ct.gov/content/117/8612/8616.aspx>

25 <http://www.discoverbethelct.com/>

26 https://www.bethel-ct.gov/filestorage/1190/136/8405/Economic_Development_Plan_51917.pdf

27 <https://www.newstimes.com/local/article/The-Grand-in-Bethel-proposes-second-building-13697603.php>

28 <https://www.newstimes.com/local/article/Bethel-s-Clarke-Park-to-expand-Terre-Haute-13524042.php>

29 <https://www.newstimes.com/local/article/Bethel-s-Clarke-Park-to-expand-Terre-Haute-13524042.php>

Town of Brookfield, CT

Top Industries

The top 2-digit industries in Brookfield (ZIP code 06804) in terms of 2018 job figures is Retail Trade, Manufacturing, and Health Care and Social Assistance. A sharp decline in Manufacturing of 356 jobs (27%) has driven overall job decline in Brookfield.

Top 2-Digit Industries in Brookfield (06804), 2013 - 2023							
NAICS	Description	2013 Jobs	2018 Jobs	2013 - 2018 Change	2013 - 2018 % Change	Avg. Earnings Per Job	2018 Location Quotient
44	Retail Trade	1,572	1,575	3	0%	\$49,459	1.85
31	Manufacturing*	1,295	939	(356)	(27%)	\$159,581	1.40
62	Health Care and Social Assistance	865	934	69	8%	\$69,473	0.87
23	Construction	758	817	59	8%	\$67,003	1.71
90	Government	790	781	(9)	(1%)	\$100,509	0.61
81	Other Services (except Public Administration)	644	733	89	14%	\$38,332	1.83
72	Accommodation and Food Services	474	549	75	16%	\$27,987	0.75
56	Administrative and Support and Waste Management and Remediation Services	473	488	15	3%	\$51,411	0.92
54	Professional, Scientific, and Technical Services	361	430	69	19%	\$119,732	0.77
42	Wholesale Trade	269	340	71	26%	\$100,642	1.09
48	Transportation and Warehousing	263	298	35	13%	\$60,374	0.96
71	Arts, Entertainment, and Recreation	270	295	25	9%	\$29,435	2.01
52	Finance and Insurance	121	117	(4)	(3%)	\$130,504	0.34
61	Educational Services	83	92	9	11%	\$29,530	0.42
53	Real Estate and Rental and Leasing	47	41	(6)	(13%)	\$86,941	0.29
51	Information	32	37	5	16%	\$128,300	0.24
55	Management of Companies and Enterprises	12	12	0	0%	\$214,198	0.10
99	Unclassified Industry	<10	<10	Insf. Data	Insf. Data	Insf. Data	0.33
21	Mining, Quarrying, and Oil and Gas Extraction	0	0	0	0	0	0.00
22	Utilities	0	0	0	0	0	0.00
11	Agriculture, Forestry, Fishing and Hunting	0	0	0	0%	\$0	0.00
Total		8,330	8,477	149	2%	\$73,171	

Source: EMSI

*Adjusted based on known trends.

As of 2018, the top 4-digit industries in Brookfield based on number of jobs were:

- Restaurants and Other Eating Places (449 jobs);
- Education and Hospitals (local Government) (407 jobs);
- General Merchandise Stores, including Warehouse Clubs and Supercenters (357 jobs);
- Other Amusement and Recreation Industries (265 jobs); and
- Semiconductor and Other Electronic Component Manufacturing (257 jobs).

Looking forward, we can expect to see an increase in industries surrounding welding, assembly, and cleaning technologies centered around Emerson's new headquarters in Brookfield. From 2013 to 2018, the top growing 4-digit industries in Brookfield were:

- Personal Care Services growing by 50% (78 jobs);
- Restaurants and Other Eating Places (54 jobs, 14%);
- Architectural, Engineering, and Related services (38 jobs, 33%);
- Services to Buildings and Dwellings (28 jobs, 13%); and
- Household Appliances and Electrical and Electronic Goods Merchant Wholesales (26 jobs, 173%).

Industry growth surrounding construction and building development is expected to continue to grow, aligning with recent commercial developments within the Town such as the Village mixed-use development and Emerson headquarters.

Economic Development Projects & Initiatives

Organization | The Town of Brookfield's Economic Development Commission works to "help to individuals and businesses and to aggressively advance the coordinated commercial development in the Town of Brookfield." Commission work has resulted in the Town receiving Small Towns Economic Assistance Program (STEAP) and Small Cities and Towns grants.

Residential Improvements | Recently, the Town of Brookfield obtained a \$400,000 Small Cities grant from Connecticut Department of Housing to support low to moderate income residents in making health and safety improvements to their homes. Application and related information can be found on the Town's website [here](#).³⁰ The Town's website also provides information on affordable and incentive housing within the community, giving prospective residents contact information to reach out to the specific properties. Brookfield's Incentive Housing zoning overlay district directs affordable housing development into targeted areas within the town, promoting the revitalization of commercial districts and fostering housing opportunities for town employees and moderate-income residents.

Website | The Economic Development Commission's website provides a listing of commercial properties for sale on their Brookfield Site Finder and offers hands-on site selection services through their Economic and Community Development Manager. The slogan "Brookfield is open for business" is combined with testimonials from local businesses and why they chose the town. There are links to state, federal, and regional resources to guide prospective business owners through several processes including licensing, financing, partnerships, brownfield redevelopment, training expense reimbursement, etc. Additionally, Brookfield offers an Investment Incentive Program that defers tax liability to businesses expanding or locating within the town. The program targets office, retail, manufacturing, warehouse, storage or distribution, information technology use, and mixed-use development.

³⁰ <https://www.brookfieldct.gov/economic-community-development/pages/home-improvement-loan-program>

Projects | Recent economic developments within the town includes development of Emerson's [\\$49 million global headquarters](#),³¹ [Brookfield Village mixed-use development](#),³² and the [opening of the Hummus & Pita Company](#).³³ The Town of Brookfield is currently undergoing its [Streetscape Phase II](#)³⁴ which includes new sidewalks, light posts, and cross walks to the greenway and downtown area.

City of Danbury, CT

Top Industries

The Danbury (ZIP codes 06810, 06811) economy is driven by Health and Social Assistance, Retail Trade, and Manufacturing. Between 2013 and 2018, growth in the Health Care and Social Assistance and Accommodation and Food Service industries added approximately 607 and 415 jobs, respectively. Similar to other communities, a large decline in Manufacturing jobs negated overall job growth within Danbury.

Top 2-Digit Industries in Danbury (06810, 06811), 2013 - 2018							
NAICS	Description	2013 Jobs	2018 Jobs	2013 - 2018 Change	2013 - 2018 % Change	Avg. Earnings Per Job	2018 Location Quotient
62	Health Care and Social Assistance	8,112	8,719	607	7%	\$78,611	1.42
44	Retail Trade	8,058	8,024	(34)	0%	\$48,332	1.66
31	Manufacturing	6,160	5,289	(871)	(14%)	\$123,052	1.39
90	Government	5,099	4,847	(252)	(5%)	\$87,545	0.67
72	Accommodation and Food Services	3,358	3,773	415	12%	\$30,565	0.91
54	Professional, Scientific, and Technical Services	2,878	3,022	144	5%	\$133,142	0.96
23	Construction	2,667	2,891	224	8%	\$65,489	1.07
56	Administrative and Support and Waste Management and Remediation Services	2,493	2,858	365	15%	\$43,707	0.95
81	Other Services (except Public Administration)	1,814	1,814	0	0%	\$41,018	0.80
42	Wholesale Trade	1,295	1,423	128	10%	\$104,303	0.81
52	Finance and Insurance	1,705	1,329	(376)	(22%)	\$169,712	0.69
53	Real Estate and Rental and Leasing	1,070	1,067	(3)	0%	\$100,665	1.31
55	Management of Companies and Enterprises	749	700	(49)	(7%)	\$221,371	1.01
48	Transportation and Warehousing	648	689	41	6%	\$79,009	0.39
61	Educational Services	560	584	24	4%	\$54,607	0.47
51	Information	618	560	(58)	(9%)	\$109,979	0.64
71	Arts, Entertainment, and Recreation	513	519	6	1%	\$51,632	0.62
22	Utilities	40	70	30	75%	\$131,187	0.43
99	Unclassified Industry	13	17	4	31%	\$110,086	0.35
21	Mining, Quarrying, and Oil and Gas Extraction	19	13	-6	(32%)	\$85,832	0.06
11	Agriculture, Forestry, Fishing and Hunting	<10	<10	Insf. Data	Insf. Data	Insf. Data	0.01
Total		47,875	48,212	337	1%	\$80,438	

Source: EMSI

31 <https://brookfieldedc.org/brookfield-welcomes-emersons-globally-recognized-branson-technologies/>

32 <https://www.newstimes.com/business/article/With-advent-of-spring-a-dozen-green-shoots-in-CT-13617560.php>

33 <https://patch.com/connecticut/brookfield/new-restaurant-hummus-pita-company-opens-brookfield>

34 <https://brookfieldedc.org/streetscape-phase-ii-begins-in-brookfield/>

As of 2018, the top 4-digit industries in Danbury (06810, 06811) were:

- Restaurants and Other Eating Places (2,975 jobs);
- General Medical and Surgical Hospitals (2,650 jobs);
- Offices of Physicians (1,882 jobs);
- Education Hospitals (Local Government) (1,838 jobs); and
- Services to Buildings and Dwellings (1,628 jobs).

Within Danbury (06810, 06811) the top growing 4-digit industries between 2013 and 2018 were:

- Individual and Family Services (adding 341 jobs for a growth of 49%);
- Restaurant and Other Eating Places (334 jobs, 12%);
- Services to Building and Dwellings (208 jobs, 15%);
- Offices of Physicians (170 jobs, 10%); and
- Business Support Services (153 jobs, 113%).

Growth in these industries supported the strong growth in the Health Care and Social Assistance, Accommodation and Food Services, and Administrative and Support and Waste Management and Remediation Services which showed as the top three growing industries at the 2-digit level.

Economic Development Projects & Initiatives

Overview | The City of Danbury is viewed as a competitor to New Milford based on several stakeholder interviews. Danbury is projected to see growth in terms of population and jobs. Danbury also has an active green, though it is in a more urban setting than New Milford's. The activity and vibrancy in and around Danbury's green is an attractive asset for residents and visitors to the area.

Organization | There are agencies that promote economic development surrounding planning, redevelopment, and business advocacy. The Office of Business Advocacy oversee all economic development efforts throughout the city and acts as a bridge between city government and small to medium sized businesses as well as Danbury's existing large corporate base. The redevelopment agency is made up of nine members who are responsible for the acquisition, clearance and assembly of the land for redevelopment in the City. There is limited information on the City's website which could pose a challenge for businesses looking to expand or locate within the city.

Website | The City of Danbury utilizes the Connecticut Economic Resource Center for business site searches. Danbury's website links directly to the CERC site which then requires a user to manual search for Danbury to find locations. The CERC site displays feature locations of sites throughout Connecticut on the home page rather than sites specific to Danbury. Danbury's website targets community feel and quality of life aspects with parks and arts and culture as items on the main page. Additionally, unlike the other communities, Danbury's website markets the town as a recovery friendly community and provides several links to mental health services and recovery and treatment options. Danbury is marketed as a great place to live, which may play a role in attracting families and individuals.

Projects | The City of Danbury showcases its new business development and success on their Business Wednesday newsletter.³⁵ Recent business developments include the Fresh Juice Bar which opened in May of 2019, Lunastry crystal shop (March 2019), Hustle Hard Nutrition Co. (February 2019), and Juddy's Place Sports Bar & Café (October 2018). Upcoming economic developments include The Ridge at Danbury³⁶ a conversion of the Matrix Corporate Center into offices, residences, and retail. Once completed, The Ridge is expected to build off the synergy of a live, work, play environment.

Planning | In January 2019, the Downtown Danbury Transit-Oriented Development Study was completed which detailed strategies to encourage transit-oriented development within a 10-minute walk of the Danbury Train Station. The study highlighted mixed-use development in walkable settings. The City was recently awarded a \$1M grant by the New York Metropolitan Transportation Council, as a first step in a plan to connect the City to Metro-North's Harlem Rail Line in Southeast.

³⁵ <https://www.danbury-ct.gov/category/business-wednesdays/>

³⁶ <https://theridgeatdanbury.com/about/>

Town of Oxford, CT

Top Industries

Oxford (ZIP code 06578) displayed the strongest historical job growth of the seven communities, expanding by 10%. Strong growth in Administrative Support and Waste Management and Remediation Services largely contributed to overall growth. Unlike the other communities, Oxford's growth was led in part by a growth in Manufacturing of 8%.

Top 2-Digit Industries in Oxford (06478), 2013 - 2023							
NAICS	Description	2013 Jobs	2018 Jobs	2013 - 2018 Change	2013 - 2018 % Change	Avg. Earnings Per Job	2018 Location Quotient
31	Manufacturing	1,071	1,155	84	8%	\$93,539	2.76
56	Administrative and Support and Waste Management and Remediation Services	477	685	208	44%	\$86,092	2.07
90	Government	690	672	(18)	(3%)	\$95,121	0.84
23	Construction	399	439	40	10%	\$71,100	1.47
72	Accommodation and Food Services	362	371	9	2%	\$29,374	0.81
48	Transportation and Warehousing	312	357	45	14%	\$95,101	1.85
62	Health Care and Social Assistance	329	343	14	4%	\$39,835	0.51
11	Agriculture, Forestry, Fishing and Hunting	277	293	16	6%	\$38,667	4.75
81	Other Services (except Public Administration)	196	232	36	18%	\$27,849	0.93
54	Professional, Scientific, and Technical Services	179	188	9	5%	\$85,893	0.54
42	Wholesale Trade	152	171	19	13%	\$79,466	0.88
44	Retail Trade	116	129	13	11%	\$39,775	0.24
52	Finance and Insurance	113	103	(10)	(9%)	\$170,388	0.48
71	Arts, Entertainment, and Recreation	54	56	2	4%	\$39,943	0.61
61	Educational Services	37	47	10	27%	\$23,861	0.35
55	Management of Companies and Enterprises	34	36	2	6%	\$157,955	0.48
53	Real Estate and Rental and Leasing	<10	<10	Insf. Data	Insf. Data	Insf. Data	0.05
22	Utilities	<10	<10	Insf. Data	Insf. Data	Insf. Data	0.24
51	Information	12	<10	Insf. Data	Insf. Data	Insf. Data	0.10
99	Unclassified Industry	<10	<10	Insf. Data	Insf. Data	Insf. Data	0.15
21	Mining, Quarrying, and Oil and Gas Extraction	0	0	0	0%	\$0	0.00
Total		4,809	5,278	479	10%	\$73,372	

Source: EMSI

As of 2018, the top 4-digit industries in Oxford (06578) were:

- Office Administrative Services (446 jobs);
- Education and Hospitals (Local Government) (294 jobs);
- Paint, Coating, and Adhesive Manufacturing (278 jobs);
- Crop Production (230 jobs); and
- Services to Buildings and Dwellings (230 jobs).

From 2013 to 2018 the top growing 4-digit industries were:

- Office Administrative Services (adding 193 jobs for a growth of 76%);
- Paint Coating, and Adhesive Manufacturing (81 jobs, 41%);
- Commercial and Service Industry Machinery Manufacturing (59 jobs, 36%);
- Crop Production (27 jobs, 30%); and
- Private Households (25 jobs, which previously had 0 jobs).

Economic Development Projects & Initiatives

Organization | Economic development efforts are overseen by the Town of Oxford's Economic Development Commission. The Commission is comprised of seven appointed professionals who collectively focus on maintaining and fostering business growth within the town.

Incentives & Promotion | The Town of Oxford has several initiatives in place to promote and entice development within the town. In June 2019, the Town of Oxford hosted a private event to tour the community with the First Selectman. This opportunity gave participants a chance to tour the town and become informed about the Town's fiscal benefits and incentives. These include Economic Development Zone (EDZ) tax abatements surrounding the Oxford Airport and the Town's low mill rate.

Website | Oxford's economic development webpage is targeted towards corporate opportunities within the Town highlighting the Fox Hollow and Woodruff Hill industrial parks, Patriot business park, Technology Park, and the Commerce Park. A review of the town website concluded that an inventory of sites is not available. The CERC site finder used in other local communities can be used to search for available properties in Oxford. Currently, CERC indicates that there is only one available space in the town open for medical office and commercial space – the Quarry Walk.

Projects | The largest development underway within Oxford is the 30-acre [Quarry Walk](https://www.quarrywalk.com/)³⁷, a village-like creation within the town that will include places to shop, dine, live, work, and play. In 2018, Valley Orthopedics and Griffin Health opened in Quarry Walk, providing medical services to the community. According to Quarry Walk representatives, residences will be available for lease and purchase in February 2020. Price points start at \$1,700 for lease and \$225,000 for purchase. The development is anchored by Market 32 by Price Chopper. Rydzik, Window Treatments Unlimited, Sitting Duck, Shake This, Griffin Imaging, and Griffin PCP are among businesses that opened in 2019. Tea with Tracy is expected to join the community in 2020.

³⁷ <https://www.quarrywalk.com/>

Town of Southbury, CT

Top Industries

The top 2-digit industries in Southbury (ZIP Code 06488) by 2018 jobs are Health Care and Social Assistance, Management of Companies and Enterprises, and Other Services (except public Administration). All three of these industries have grown between 2013 to 2018, ranging from 6% to 12%.

Top 2-Digit Industries in Southbury (06488), 2013 - 2018							
NAICS	Description	2013 Jobs	2018 Jobs	2013 - 2018 Change	2013 - 2018 % Change	Avg. Earnings Per Job	2018 Location Quotient
62	Health Care and Social Assistance	1,265	1,360	95	8%	\$55,640	1.36
55	Management of Companies and Enterprises	965	1,021	56	6%	\$157,955	9.01
81	Other Services (except Public Administration)	834	936	102	12%	\$28,769	2.51
44	Retail Trade	967	918	(49)	(5%)	\$33,606	1.16
72	Accommodation and Food Services	726	747	21	3%	\$25,366	1.10
56	Administrative and Support and Waste Management and Remediation Services	468	551	83	18%	\$71,673	1.12
90	Government	433	412	(21)	(5%)	\$102,761	0.35
54	Professional, Scientific, and Technical Services	358	366	8	2%	\$85,125	0.71
23	Construction	310	358	48	15%	\$66,547	0.81
42	Wholesale Trade	216	185	(31)	(14%)	\$128,012	0.64
71	Arts, Entertainment, and Recreation	185	177	(8)	(4%)	\$29,220	1.29
53	Real Estate and Rental and Leasing	144	167	23	16%	\$78,114	1.25
52	Finance and Insurance	205	165	(40)	(20%)	\$108,072	0.52
48	Transportation and Warehousing	152	150	(2)	(1%)	\$76,194	0.52
31	Manufacturing	123	128	5	4%	\$74,274	0.21
61	Educational Services	70	82	12	17%	\$30,989	0.41
21	Mining, Quarrying, and Oil and Gas Extraction	56	59	3	5%	\$121,203	1.80
51	Information	92	57	(35)	(38%)	\$65,057	0.40
22	Utilities	22	37	15	68%	\$92,530	1.36
99	Unclassified Industry	<10	<10	Insf. Data	Insf. Data	Insf. Data	0.24
11	Agriculture, Forestry, Fishing and Hunting	0	0	0	0%	\$0	0.00
Total		7,592	7,878	286	4%	\$69,583	

Source: EMSI

The top 4-digit industries in Southbury (06488), according to 2018 job counts, were:

- Management of Companies and Enterprises (1,021 jobs);
- Restaurants and Other Eating Places (500 jobs);
- Grocery Stores (418 jobs);
- Personal Care Services (353 jobs); and
- Nursing Care Facilities (Skilled Nursing Facilities) (339 jobs).

Historically the fastest growing 4-digit industries in Southbury (06488) in terms of jobs were:

- Office Administrative Services (adding 103 jobs between 2013 and 2018 for a growth of 76%);
- Continuing Care Treatment Communities and Assisted Living Facilities for the Elderly (71 jobs, 55%);
- Private Households (58 jobs, 31%);
- Management of Companies and Enterprises (56 jobs, 6%); and
- Personal Care Services (45 jobs, 15%).

Economic Development Projects & Initiatives

Organization | The Town of Southbury Economic Development Commission has seven members, three alternates, and two non-voting members. As listed on their website, “the Southbury Economic Development Commission supports and fosters a strong local economy for the Town of Southbury by attracting, promoting, retaining and engaging businesses. We are committed to expanding financial well-being through strategic economic development that enhances our community.”³⁸

Website | The Commission directs users to a [Commercial Properties Finder](#)³⁹ via CERC zoom prospector. Additionally, the Commission maintains a [business database](#)⁴⁰ to inform business owners of local events, business opportunities and projects. There are several business resources on the Economic Development Commission page including those at the national, state, and local levels. Users are quickly navigated to free business advising through Connecticut Small Business Development Center and workshops and events held by SCORE to help small businesses.

Planning & Projects | While the Town of Southbury does not have an economic development strategy, there are Plan of Conservation and Development, Streetscape, and future land use plans that guide development within the town. Recent economic development projects include a 14-unit affordable housing complex called [The Meadows](#),⁴¹ a planned development district, including Riverview Cinema, [Mercato Italian Kitchen and Bar](#),⁴² and a [\\$8 million renovation of the Heritage Hotel](#).⁴³

38 <https://www.southbury-ct.org/EDC>

39 <http://southburycerc.zoomprospector.com/>

40 <https://www.southbury-ct.org/content/20556/20610/20630/22516.aspx>

41 <https://patch.com/connecticut/southbury/southbury-approves-affordable-housing-proposal-report>

42 <https://patch.com/connecticut/southbury/new-southbury-restaurant-opens-business>

43 https://www.primepublishers.com/voicesnews/business/local_business/recent-renovation-upgrades-amenities-at-heritage-hotel/article_2c3a5e72-1105-11e8-8c87-b39f592d3dac.html

City of White Plains, NY

Top Industries

The Health Care and Social Assistance industry led job growth in White Plains (ZIP codes 10601, 10605, 10606) growing by 737 jobs, a 9% increase since 2013.

Top 2-Digit Industries in White Plains (10601, 10605, 10606), 2013 - 2018							
NAICS	Description	2013 Jobs	2018 Jobs	2013 - 2018 Change	2013 - 2018 % Change	Avg. Earnings Per Job	2018 Location Quotient
62	Health Care and Social Assistance	8,547	9,284	737	9%	\$66,076	1.71
44	Retail Trade	6,276	5,880	(396)	(6%)	\$39,014	1.37
54	Professional, Scientific, and Technical Services	5,042	4,984	(58)	(1%)	\$114,506	1.79
52	Finance and Insurance	3,681	3,547	(134)	(4%)	\$196,508	2.07
72	Accommodation and Food Services	3,189	3,349	160	5%	\$34,718	0.91
56	Administrative and Support and Waste Management and Remediation Services	2,936	3,300	364	12%	\$50,904	1.24
90	Government	3,134	3,194	60	2%	\$123,054	0.50
81	Other Services (except Public Administration)	2,200	2,034	(166)	(8%)	\$39,688	1.01
42	Wholesale Trade	1,334	1,382	48	4%	\$124,660	0.88
61	Educational Services	1,055	1,078	23	2%	\$54,174	0.99
53	Real Estate and Rental and Leasing	989	1,046	57	6%	\$82,589	1.45
51	Information	1,194	798	(396)	(33%)	\$117,106	1.02
23	Construction	538	697	159	30%	\$73,357	0.29
55	Management of Companies and Enterprises	645	615	(30)	(5%)	\$211,030	1.00
31	Manufacturing	459	535	76	17%	\$119,712	0.16
71	Arts, Entertainment, and Recreation	444	512	68	15%	\$38,101	0.69
48	Transportation and Warehousing	192	204	12	6%	\$67,246	0.13
99	Unclassified Industry	137	93	(44)	(32%)	\$66,064	2.20
22	Utilities	221	78	(143)	(65%)	\$191,577	0.54
11	Agriculture, Forestry, Fishing and Hunting	43	35	(8)	(19%)	\$40,554	0.07
21	Mining, Quarrying, and Oil and Gas Extraction	0	0	0	0%	\$0	0.00
Total		42,257	42,643	386	1%	\$83,944	

Source: EMSI

As of 2018, the top 4-digit industries in terms of jobs in White Plains (10601, 10605, 10606) were:

- Legal Services (2,825 jobs);
- Home Health Care Services (2,537 jobs);
- Restaurants and Other Eating Places (2,446 jobs);
- General Medical and Surgical Hospitals (1,957 jobs); and
- Department Stores (1,672 jobs).

The top growing industries in White Plains between 2013 and 2018 were:

- General Medical and Surgical Hospitals (adding 485 jobs for a growth of 33%);
- Employment Services (340 jobs, 34%);
- Restaurants and Other Eating Places (143 jobs, 6%);
- Individual and family Services (128 jobs, 13%); and
- Beer, Wine, and Distilled Alcohol Beverage Merchant Wholesalers (122 jobs, 131%).

Economic Development Projects & Initiatives

Plans | The City of White Plains has several strategic action plans in place to guide development and decision making within the community. These include the Analysis of Impediments to Fair Housing Choice 2015 – 2019, Annual Action Plan 2018 – 2019, Consolidated Plan 2015 – 2019, Comprehensive Annual Performance and Evaluation Report 2017 – 2018, and Citizen Participation Plan 2014. The majority of these plans are focused around housing within White Plains with actions to provide adequate housing across all income levels and increase access to quality amenities in the community.

Residential Improvements | The Community Development Program is current funding several public service programs in White Plains with the goal of providing adequate affordable housing options and expanding economic opportunities. The City has [Neighborhood Rehab Programs](#) in place that provide free smoke and carbon dioxide detectors, low interest and deferred loans for home repair for qualified households including single family and three or more unit multi-family housing, and repairs for community and historic buildings. The City also maintains a list of pre-qualified contractors to perform home repairs as part of the Neighbor Housing Rehabilitation Program. According to the city website, the program has provided \$14 million in federal funds and helped over 4,600 housing units in the City of White Plains since 1974.⁴⁴

Organization | The City of White Plains is located in Westchester County, NY. Economic development for the city is overseen by a county level agency that is focused on offering business resources, financial assistances, services and incentives to help attract and retain business in the county. Westchester County offers financing and tax incentives through their Industrial Development Agency for private sector businesses and organizations and Local Development Corporation for non-for profit organizations. Both agencies offer tax exemptions for eligible property owners. The City has a Business Improvement District (BID) in place to promote economic, social and cultural assets within the district. The BID is led by 9 executive board members and 22 board members. The BID supports local and prospective businesses through a business resource guide, an [inventory of available retail space](#),⁴⁵ city beautification efforts, business marketing and promotion, and education trainings and workshops.

⁴⁴ <https://www.cityofwhiteplains.com/375/For-Contractors>

⁴⁵ <https://wpbid.com/available-retail-space>

Projects | The City of White Plains is booming with developments. In 2018, the City approved nearly 1,700 apartment units.⁴⁶ [Hamilton Green](#), a mixed use development estimated to cost \$585.2 million, is currently underway. Once complete the development will add 860 apartment units (90 of which would be affordable), 85,4000 square feet of retail and dining space, 27,000 square feet of co-working space, and a 67,000 square foot park. Another mixed-use apartment complex with an affordable component is expected to begin construction in 2020. Located at 60 South Broadway the development is anticipated to add 814 units of which 50 will be affordable. A \$115 million development on Bloomingdale Road proposed to add 132-units for senior citizens.⁴⁷ Furthermore the [renovation of the Westchester Financial Center](#)⁴⁸ will add a mix of residential, office, retail, and restaurant space to downtown White Plains. White Plains Hospital recently began construction of a 252,000- square foot Outpatient Care Center estimated to cost approximately \$272 million.

46 <http://www.westchestermagazine.com/Westchester-Magazine/April-2019/Why-Own-When-You-Can-Rent/>

47 <https://newyorkyimby.com/2019/04/westchester-ida-announces-three-forthcoming-residential-developments-in-downtown-white-plains.html>

48 <https://dailyvoiceplus.com/westchester/westchester-business-journal/real-estate/white-plains-approves-plans-for-financial-center-remake/771344/>

PUBLIC INPUT PROCESS

As part of this process, two public meetings were held to inform the community about the project and get input on findings and preliminary recommendations.

PUBLIC WORKSHOP 1 – MAY 9, 2019

The public kickoff for this work occurred in May 2019. During this presentation, the consultant team provided an overview of the goals and objectives for this work, and then gave a brief overview of trends occurring in real estate markets and economic development in the northeast.

Following the presentation, the consultant team facilitated a discussion with the group about market trends that the participants are seeing locally in their own communities.



What market trends are you seeing locally?

This was followed by a group exercise, where each participant was provided two sheets of paper and asked to:

Group-Think Exercise

Describe
New Milford's
Economy Today

(picture or a few words)

Write a
New York Times
Headline about
New Milford's
Success in 2025

PUBLIC WORKSHOP 2 - JULY 17, 2019

During the second workshop in July, the community was presented with initial findings from the market research and analysis and then asked to provide input on a series of worksheets that were collected at the end of the meeting. A summary of the community input provided is provided below.

WORKSHEET #1: COMMUNITY FEASIBILITY

The following uses/development had the HIGHEST ratings:

- ◆ Breweries/cideries/wineries
- ◆ Full service and casual restaurant
- ◆ Small grocery store

The following uses/development had the LOWEST ratings from survey takers:

- ◆ Boutique clothing stores
- ◆ Luxury apartments
- ◆ Coffee shop

Some examples of other possible uses/development that were written in by multiple survey takers that they believe WOULD be a good fit for New Milford were:

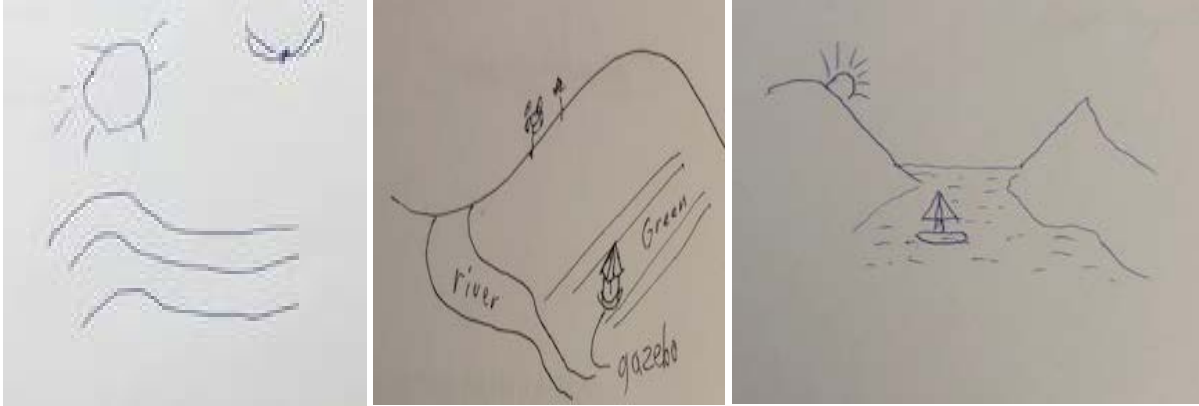
- ◆ Medical laboratory facilities
- ◆ Arts district
- ◆ Permanent farmers market
- ◆ Satellite facility for colleges and trade schools

Some examples of other possible uses/development that were written in by multiple survey takers that they DO NOT believe would be a good fit for New Milford were:

- ◆ Strip malls and big box stores
- ◆ Natural gas facilities and operations
- ◆ Heavy industry

WORKSHEET #2: COMMUNICATIONS, MARKETING, & BRANDING

The following were examples of logos drawn by survey takers:



The following were ideas provided by survey takers who did not include an associated drawing:

- ◆ "Incorporate the bridge, valley, and mountains."
- ◆ "A logo that highlights the bridge and river along with outdoor amenities."
- ◆ "Incorporate the bandstand and natural elements."
- ◆ "Incorporate farms, bridge, hills."

The following were examples of taglines for New Milford as written by survey takers:

- ◆ "New Milford - Closer to nature"
- ◆ "New Milford proud"
- ◆ "New Milford - Gateway to the Berkshires"
- ◆ "New Milford - Come for the beauty, stay for the lifestyle"
- ◆ "New Milford - Gateway to adventure"
- ◆ "New Milford - Gateway to the hills"
- ◆ "New Milford - New opportunities"

WORKSHEET #3: PUT YOUR INVESTOR HAT ON

After reviewing and consolidating data from worksheet #3, many similar themes were identified when it came to areas of desired investment, the intended outcomes of that investment, and who survey takers believed would/should benefit from any areas of investment. Those common themes and investment areas are identified below:

- ◆ The most common area of investment noted was investment in the **redevelopment of the riverfront** in town. Generally, survey takers believe that this investment would give the town more of an identity, contribute to a higher quality of life for residents, and be beneficial for a broad group of stakeholders including residents, businesses, and tourists. Specific areas of investment included housing, walking paths, and/or spaces for businesses and restaurants.
- ◆ Another common area of investment that survey takers identified was the need for **light industrial and other mixed-use space** that small businesses could operate in. Specific industries that were most often called out as those that survey takers would like to see occupy that space focused on medical research and alternative energy research and development. Survey takers believed that this type of investment could help bring high paying jobs to the area, help attract young people, and help broaden the town's tax base.
- ◆ Another common area of investment that survey takers identified was a **venue for arts and music activity** such as a performing arts center. Survey takers believed that this space could act as a community gathering place while also attracting tourists to the town. They also believed that it could help act as a catalyst to bring young people and families into town while also benefiting all residents.
- ◆ Another common area of investment that survey takers identified was investment in a building that could house **university satellite campuses and/or trade schools**. They believe that this could help attract young people to the town while also potentially leading to new businesses and/or jobs in the area.
- ◆ Another common area of investment that survey takers identified was investment in an **integrated trail system**. They believed that this would help improve the health and quality of life in the town while also being beneficial to a large group of stakeholders.
- ◆ Another common area of investment that survey takers identified was investment in **mixed use development near the town center**. They believe that the space could be used to house businesses and include housing for residents while also encouraging new restaurants to open in mixed use spaces.

WORKSHEET #4: QUALITY OF PLACE

The following were common examples of what brought survey takers to New Milford:

- Quality of life
- Affordable housing prices
- Quality schools
- A job in New Milford

The following were common examples of what keeps survey takers in New Milford:

- Personal connections in the community (friends and family)
- Outdoor recreation options
- The town center and walkability to restaurants and stores

The following were common examples of what might make survey takers leave New Milford:

- Rising cost of living
- Rising rental and housing prices
- Politics in town

The following were common examples of what survey takers believe make New Milford a great place to be:

- The people in the community
- The natural amenities and associated recreation options
- The quality of housing they can get for an affordable price

The following were common examples of what survey takers believe make New Milford a great place to live:

- The natural beauty and recreation opportunities
- Affordability of housing and overall cost of living
- The people in the community

The following were common examples of what survey takers believe make New Milford a great place to work:

- Proximity of workplace to home and town
- Accessibility to major metropolitan areas
- Business amenities in the town

The following were common examples of what survey takers believe make New Milford a great place to recreate:

- Variety of recreation options
- The beauty and recreation surrounding the river
- The amount of open space and camping options

WORKSHEET #5: IMPRESSIONS OF MARKET TRENDS

The following were common examples of what surprised survey takers about the information presented at the community meeting they attended before completing the survey:

- The sudden drop in population
- The rise in median age of the town's population
- The need for more rental housing options in town
- The lack of office and industrial space
- The demographic trends

The following were common examples of what survey takers believed was not a surprise about the information presented at the community meeting they attended before completing the survey which may have re-affirmed their feelings about current opportunities and challenges:

- Stagnant job growth
- The aging population
- Lack of STEM jobs
- Real estate trends related to price of housing
- The demographic trends

The following were common themes identified by survey takers related to what concerned them about the market information presented:

- The aging population
- Stagnant rate of housing prices
- The declining population
- The crumbling infrastructure in town

The following were common themes identified by survey takers related to what excited them about the market information presented:

- Benefit of recreation amenities in regard to attracting new residents
- Low vacancy rate of rental units in town
- Low housing prices
- Ability to utilize natural amenities (riverfront) through additional investment

WORKSHEET #6: PRIORITIZE RECOMMENDATIONS

After reviewing and consolidating the prioritization from survey takers, the following reflects the general prioritization on the group (1-highest priority, 7 lowest-priority):

1. Grow downtown and activate the riverfront with business attraction, recreation, arts and culture, and housing
2. Create every opportunity for New Milford's small businesses to succeed
3. Continue to focus on business retention and expansion
4. Grow the supply of industrial flex-space
5. Diversity New Milford's housing market with affordable rentals
6. Develop and communicate a consistent message and shared identity for New Milford
7. Utilize Connecticut's tax increment financing (TIF) tool.

LAND USE, ZONING, AND INFRASTRUCTURE ASSESSMENT & ZONING RECOMMENDATIONS



Town of New Milford

Land Use, Zoning, and Infrastructure Assessment

Revised September 20, 2019



Market Opportunities

The following market opportunities were identified in Camoin 310's *Town of New Milford Market Analysis*:

Commercial:

- Restaurants
- Grocery Stores
- Clothing Stores
- Health & Personal Care Stores
- Sporting Goods & Hobby Stores
- Medical Offices

Industrial/Flex:

- Merchant Wholesalers, Durable Goods
- Professional, Scientific, and Technical Services
- Contractors/Trades

Housing:

- Rental housing
- Senior housing (both own and rent)

The existing land use, zoning, and infrastructure analysis is intended to assess the Town's capacity to take advantage of these market opportunities and inform the zoning recommendations.

Route 7/202 South: Vacant and Underutilized Land

Parcel ID	Address	Zoning	Area (Acres)
448	548 Danbury Rd	IC/R80	90.1
746*	490 Danbury Rd	I-C/R40	51.5
747	Old Aldrich Rd	R40	1.6
894	527 Danbury Rd	I-C	1.9
897	537 Danbury Rd	I/I-C	12.4
898	Danbury Rd	I-C	61.4
1160	442 Danbury Rd	I-C	1.1
1274	352 Danbury Rd	I-C	2.9
1965	10 Sullivan Court	B2	0.4
2038	Danbury Rd	I-C	1.6
2057	324 Danbury Rd	I-C	2.3
100117	1 Justin Lane	I	5.3

* The Elephant Trunk, while underutilized, is an important tourist draw within the Town.

Buildable land area is lower on many properties due to the presence of environmental constraints

NEW FAIRFIELD

NEW MILFORD

BRIDGEWATER

BROOKFIELD

Source: Town of New Milford Assessor

- Vacant Land/Underutilized Property
- Environmental Constraints: Floodways, 100-Year Flood Zone, Hydric Soils, Waterbodies, and Steep Slopes > 15%

0 1,000 2,000 Feet



Route 7/202 South: Brookfield to Lanesville Road

Zoning:

- Primarily in the Industrial/Commercial (IC) Zone.
 - Very permissive zone that allows a wide range of commercial and industrial uses with site plan approval.
 - Residential uses are prohibited.

Land Use:

- Mix of land uses – light industry, agriculture, retail, office, multi-family, and single-family residences.
- **Ideal location for commercial or industrial flex development.**
- ~232 acres of vacant or underdeveloped land in the corridor, mostly within the I-C Zone.
 - **However, buildable acreage is much lower due to presence of environmental constraints such as wetlands, flood zones, and steep slopes.**
 - Generally, frontage along Route 7 is free of environmental constraints.
- Zoning changes are needed if mixed-use or multi-family projects are desired by the Town.



Light industrial uses



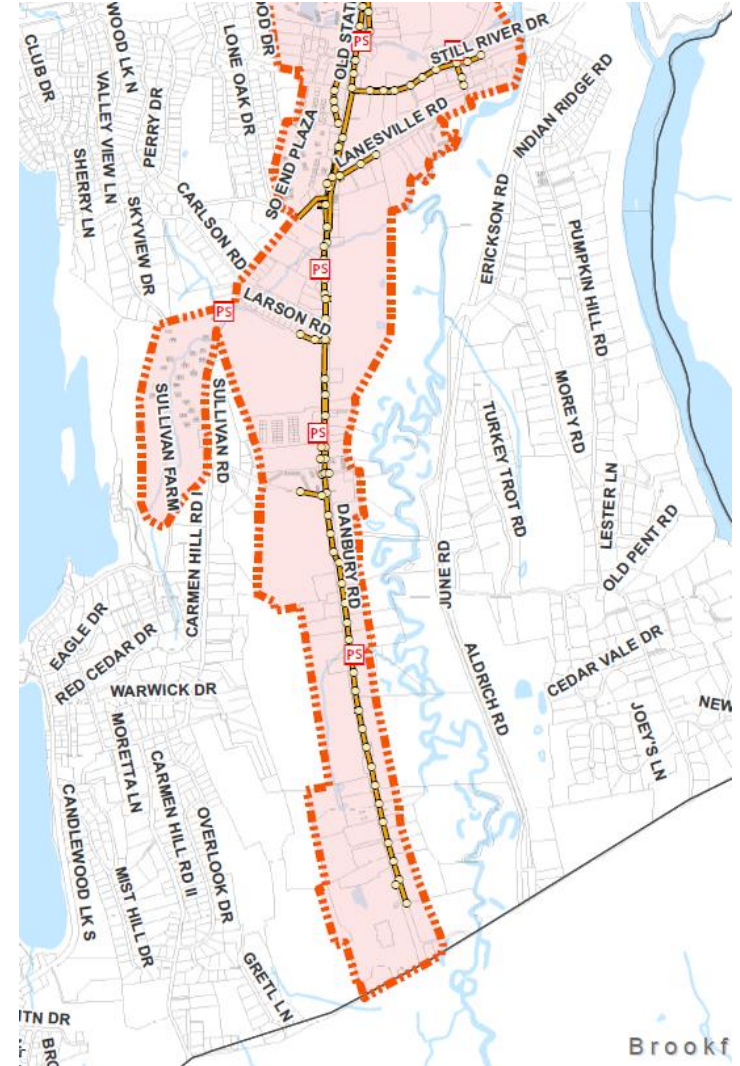
Agricultural land on the east side of Route 7/202

Route 7/202 South: Brookfield to Lanesville Road

Utilities:

- **No infrastructure barriers to development in this area.**
- Sewer service recently extended south on Route 7 to the Brookfield line. All of the corridor is now served by sewer.
- Not all properties are connected to the sewer system, however, properties are required to connect to system once septic systems need replacement.
- Pump stations, mains, and water pollution control facility all have adequate capacity to support additional development in this area.
- Most of corridor is served by Aquarion Water. Some gaps in service area on Route 7 between the High School and Still River Road.

Sewer Service Area






Route 7/202 North & Pickett District: Vacant and Underutilized Land

Parcel ID	Address	Zoning	Area (Acres)
2590	231 Danbury Rd	I	0.7
2914	200 Danbury Rd	I	0.6
2939	189 Danbury Rd	B1	12.3
3552	112 Danbury Rd	B2	2.0
3689	70 Danbury Rd	B1	3.3
3690	66 Danbury Rd	B1	1.1
3706	Summit Dr	R40/MR	7.8
3708	55 Danbury Rd	B2	5.6
4630	Danbury Rd	B2/R20	21.7
4631	32 Danbury Rd	B2	2.6
4639	29 Danbury Rd	B2	2.0
4801	Danbury Rd	B2	0.5
5054	Danbury Rd	B2	1.1
105447	Danbury Rd	R20	0.5
2029	21 Still River Dr	R-I	1.9
2030	48 Still River Dr	RI	1.9
2032	18 Still River Dr	RI	2.6
2045	38 Lanesville Rd	MR	0.9
2103	46 Lanesville Rd	MR	1.0
2597	Danbury Rd	RI	26.2
2618	266 Pickett Dist Rd	RI	2.4
2620	260 Pickett Dist Rd	RI	12.4
3007	199 Pickett Dist Rd	RI	9.0
3085	Dodd Rd	RI	3.1
3571 *	44 Pickett Dist Rd	RI	1.6
3572 *	46 Pickett Dist Rd	RI/I	6.3
3573*	51 Pickett Dist Rd	RI	0.5
3712	Pickett Dist Rd	I	2.2
3714	Pickett Dist Rd	I	0.3
3715	Pickett Dist Rd	I	1.1
3734 *	Pickett Dist Rd	I	2.3
3736 *	40 Pickett Dist Rd	I	0.9
3738 *	26 Pickett Dist Rd	I	0.3
12380	40 Still River Dr	RI	2.5
12579	192 Pickett Dist Rd	RI	3.8
12784	Dodd Rd	I/RI	3.4

*Properties owned Kimberly Clark may be used as a security buffer or for underground utilities

Buildable land area is lower on many properties due to the presence of environmental constraints

-  Vacant Land/Underutilized Property
-  Environmental Constraints: Floodways, 100-Year Flood Zone, Hydric Soils, Waterbodies, and Steep Slopes > 15%
-  Aquifer Protection Area

Source: Town of New Milford Assessor

Route 7/202 Central: Lanesville Road to Bridge Street

Zoning:

- (B-1, B-2), and Residential zones (R-20, R-40, R-80, R-8, MR)
Mix of zoning districts including Industrial zones (I-C, I, RI),
Commercial zones.

Land Use:

- Regional retail centers (big box) on Route 7 includes a mix of regional and national chain stores.
- Many new developments in recent years include Goodwill Donation Center, AutoZone Auto Parts, Five Guys, TJ Maxx (new location), 1 Executive Center and Aldi's addition. Also many notable redevelopments such as Wendy's, Danbury Automotive Group, and J&J Auto.
- Pickett District contains larger industrial tenants. Also high concentration of industrial condominiums on Route 7.
- Several apartment/condominium developments on or near Route 7.



Big box retail uses are concentrated on Route 7 between Cedar Knolls Drive and Pickett District Road



Kimberly Clark is the largest industrial user in the Pickett District

Route 7/202 Central: Lanesville Road to Bridge Street

Land Use:

- **Ideal area for commercial or industrial/flex development.**
 - About 63 acres of vacant or underdeveloped land in the B-1, B-2, I-C, or I zone – could support either commercial, or industrial flex development.
 - About 78 acres of vacant land in the Restricted Industrial (R-I) zone in the Pickett District – could support industrial users. Access to rail line and proximity to Route 7 expressway and I-84 make this an ideal area for true industrial uses.
 - Potential redevelopment opportunities such former Family Dollar site.
- Potential for mixed-use development in the B-1 and B-2 zones and for multi-family residential development in MR zone on Lanesville Road (1.9 acres).



Vacant commercial land on Route 7, just north of Pickett District Road



One of four vacant properties in the Restricted Industrial (R-I) zone along Still River Drive in the Pickett District

Route 7/202 Central: Lanesville Road to Bridge Street

Utilities:

- All of the Route 7 Central corridor is served by sewer. Ample capacity to support additional development.
- **Sewer extensions may help encourage infill development on remaining vacant land on Pickett District Road.**
- Most of corridor is served by Aquarion Water. Some gaps in service area on Route 7 between Old State Road and Lanesville Road.
- Natural gas service available.

Sewer Service Area



Downtown New Milford

Century
Brass

Riverfront Revitalization Area




202 Downtown
Periphery

Downtown
Core

NEW MILFORD

Downtown
Periphery

Buildable land area is lower on many properties due to the presence of environmental constraints

-  Vacant Land/Underutilized Properties
-  Environmental Constraints: Floodways, 100-Year Flood Zone, Hydric Soils, Waterbodies, and Steep Slopes > 15%
-  Aquifer Protection Area

0 600 1,200 Feet



Downtown New Milford

Vacant Land and Underutilized Properties

Commercial/Industrial Zones

Parcel ID	Address	Zoning	Area (Acres)
6134	8 Youngs Field Rd	B1	0.8
5051	4 Spring St	B2	0.5
5043	5 Spring St	B2	0.1
5049	Spring St	B2	0.3
4959	West St	B2	0.1
4813	Railroad St	VC	0.1
6388	88 Railroad St	VC	0.1
6390	76 Railroad St	VC	0.1
6391	72 Railroad St	VC	0.2
6360	26 Bennitt St	VC	0.2
6371	102 Railroad St	VC	0.2
6386	Railroad St	VC	0.2
4848	59 Bridge St	VC	0.2
6338	East St	VC	0.4
4846	49 Bridge St	VC	0.1
4847	55 Bridge St	VC	0.1
4824	30 Bank St	VC	0.1
101004	Scovill St	I	3.2
107597	West St	I	3.7
6067	12 Scovill St	I	52.7
6068	2 Scovill St	I	12.4

Source: Town of New Milford Assessor

Residential Zones

Parcel ID	Address	Zoning	Area (Acres)
4870	Grove St	B1/R20	13.3
5384	Fordyce Rd	R20	2.4
6114	Housatonic Ave	R20	1.8
5395	19 Prospect Hill Rd	R20	0.4
5353	82 Prospect Hill Rd	R20	5.7
5153	Grove St	R20	0.3
105242	1 Buczek Ln	R20	0.5
105522	2 Buczek Ln	R20	0.5
5402	Mallett Ln	R20	9.0
5403	Mallett Ln	R20	2.2
6309	50 East St (School)	R20	4.7
5151	Grove St	R20	0.3
6814	Poplar St	R20	0.6
101804	West St	R20	0.7
6201	Aspetuck Ave	R40	0.9
6202	Aspetuck Ave	R40	1.0
6764	Aspetuck Ave	R40	1.2
6199	19 Summit St	R40	1.0
6065	Scovill St	R40	0.2

Parcel ID	Address	Zoning	Area (Acres)
6118	Housatonic Ave	R40	0.9
6119	72 Housatonic Ave	R40	0.5
5133	Bostwick Pl	R5	0.1
4065	Fordyce Court	R60	1.6
4066	Fordyce Court	R60	1.9
5375	Prospect Hill Rd	R60	0.4
13084	Marwick Mnr	R8	0.3
6251	Summit St	R8	0.3
4731	South Ave	R8	0.5
5476	Prospect Hill Rd	R8	0.3
6948	Thomas Ln	R8	0.5
12533	Aspetuck Ave (Rear)	R8	0.2
12780	27 Hillside Ave	R8	0.2
101297	1 Brook Hollow Dr	R8	0.8
101298	5 Brook Hollow Dr	R8	1.2
101299	3 Brook Hollow Dr	R8	0.8
4938	Middle St	R8	0.0
3767	Grove St	R80/20	8.9

Buildable land area is lower on many properties due to the presence of environmental constraints

Downtown New Milford

Zoning:

- Commercial core Village Center District (VCD) surrounded by Commercial (B-1, B-2), and Residential (R-20, R-40, R-80, R-8, R-8-2, R-5, MR), zones.
- Century Brass site and surrounding properties are in the industrial (I) zone.
- Existing zoning permits a range of commercial uses and small-scale mixed-use projects within the Downtown Core.
- No vacant land zoned for multi-family residential uses. Restrictive zoning for multi-family housing within the VCD and B-1 zones.
- Mixed-use projects also permitted along riverfront in special Housatonic Riverfront Zone (HRZ) – overlay must be applied for on a site-by-site basis.



Barton Commons on East Street is the only multi-family development built in the Downtown over the last decade



143 West Street is an approved 99-unit project within the Housatonic Riverfront Zone (HRZ)

Downtown New Milford

Land Use:

- Mix of uses – retail, office, institutional, and housing at a range of densities. Some light industrial uses along the riverfront.
- Home to Local, State, and National Historic Districts, as well as numerous historic properties.
- Multi-family housing development in recent years:
 - Barton Commons (38 units) – was enabled by State Affordable Housing Appeals Procedure rather than zoning.
 - 99 units approved at the Bleachery at 143 West Street – enabled by the Housatonic Riverfront Zone.
- **Limited development opportunities in commercial zones – less than 4 acres of vacant or underutilized land in the B-1, B-2, or VC zone, including many surface parking lots.**
 - **Potential for smaller-scale retail or mixed-use projects, however, parking impacts need to be assessed.**
- Larger tracts of land outside of Downtown Core may be more conducive to multi-family housing, mixed-use development, or senior housing – would require a zone change for non-mixed-use projects.



Many vacant lots in the Downtown core are used for surface parking. Alternative parking areas would need to be identified in order for these lots to be developed so as to not create a parking shortage.



Vacant land adjacent to the Town-owned East Street School is a potential opportunity site for housing.

Downtown New Milford

Land Use:

- Many town-owned properties, including public works facility and Century Brass site.
- **65 acre Century Brass provides the greatest opportunity for development in the riverfront area.**
 - Large site proximate the river and Downtown.
 - **Desired future uses should be determined as part of Riverfront Revitalization Plan and zoning regulations for this property should be changed accordingly.**
 - Located within Aquifer Protection Area – may impact future reuse of property.



Century Brass Site

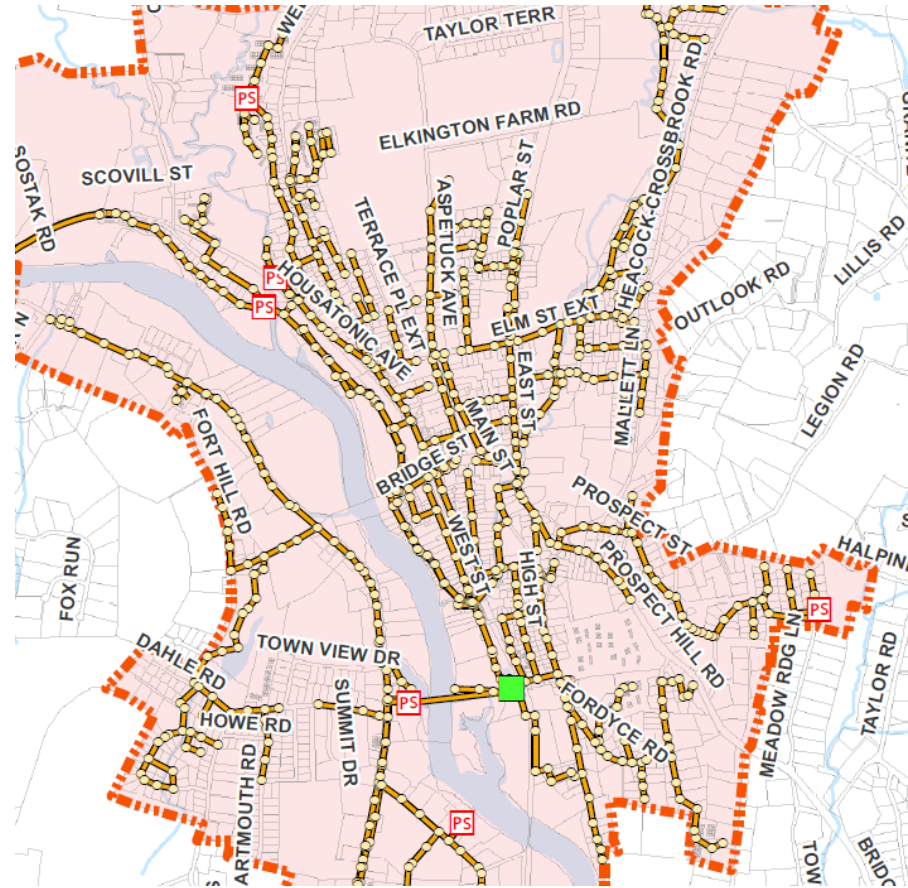


Town public works facility on Young's Field Road

Sewer Service Area

Utilities:




- The Downtown is well served by public utility infrastructure. **There are no infrastructure hurdles that are inhibiting development in this area.**
- **However, limited availability of parking within the Downtown is a known issue and may make development challenging on certain sites, especially within the VCD.**
- All of downtown area is served by sewer.
- All of the downtown area is serviced by Aquarion Water Company.
- Natural gas service available in parts of downtown.
- Robust sidewalk network within Downtown core.



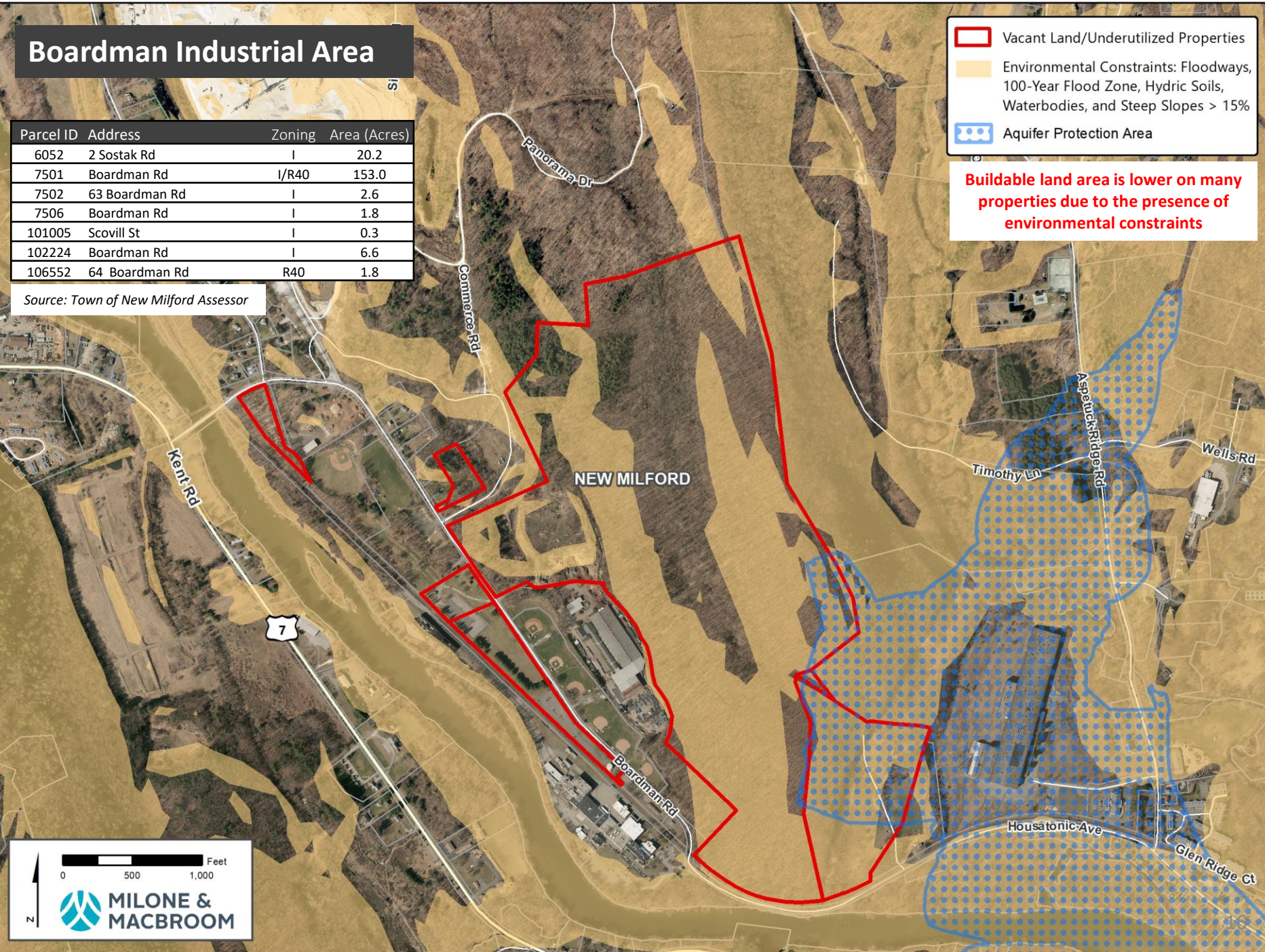
Boardman Industrial Area

Parcel ID	Address	Zoning	Area (Acres)
6052	2 Sostak Rd	I	20.2
7501	Boardman Rd	I/R40	153.0
7502	63 Boardman Rd	I	2.6
7506	Boardman Rd	I	1.8
101005	Scovill St	I	0.3
102224	Boardman Rd	I	6.6
106552	64 Boardman Rd	R40	1.8

Source: Town of New Milford Assessor

-  Vacant Land/Underutilized Properties
-  Environmental Constraints: Floodways, 100-Year Flood Zone, Hydric Soils, Waterbodies, and Steep Slopes > 15%
-  Aquifer Protection Area

Buildable land area is lower on many properties due to the presence of environmental constraints



Boardman Industrial Area

Zoning:

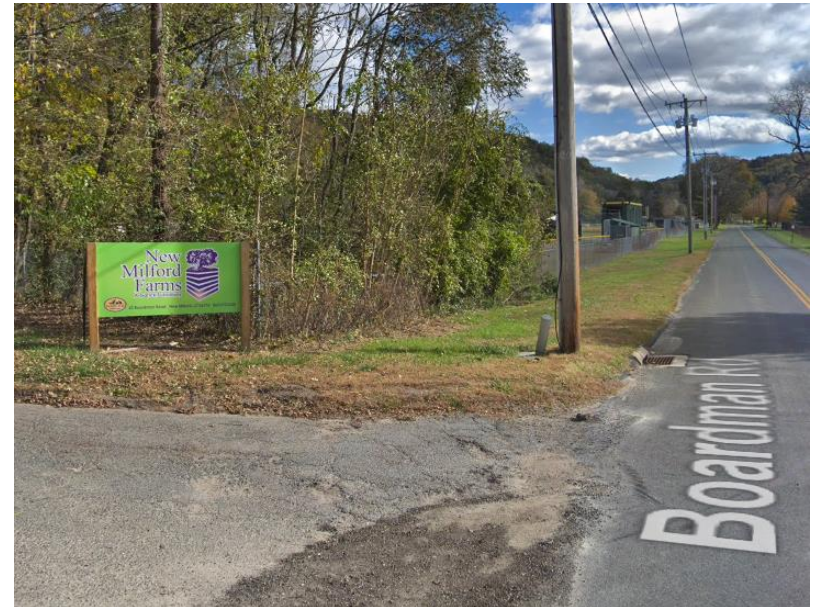
- Primarily in the Industrial (I) Zone – permits a range of industrial and commercial uses.

Land Use:

- Mix of uses – primarily industrial, with some single-family residences.
- Lack of sewer/water service north of rail overpass limits opportunities to lower intensity industrial uses.
- Approximately 186 acres of vacant or underdeveloped land, mostly in Industrial (I) zones
- **Environmental constraints such as flood zones and steep slopes limit buildable acreage on many properties.**



MEDInstill property



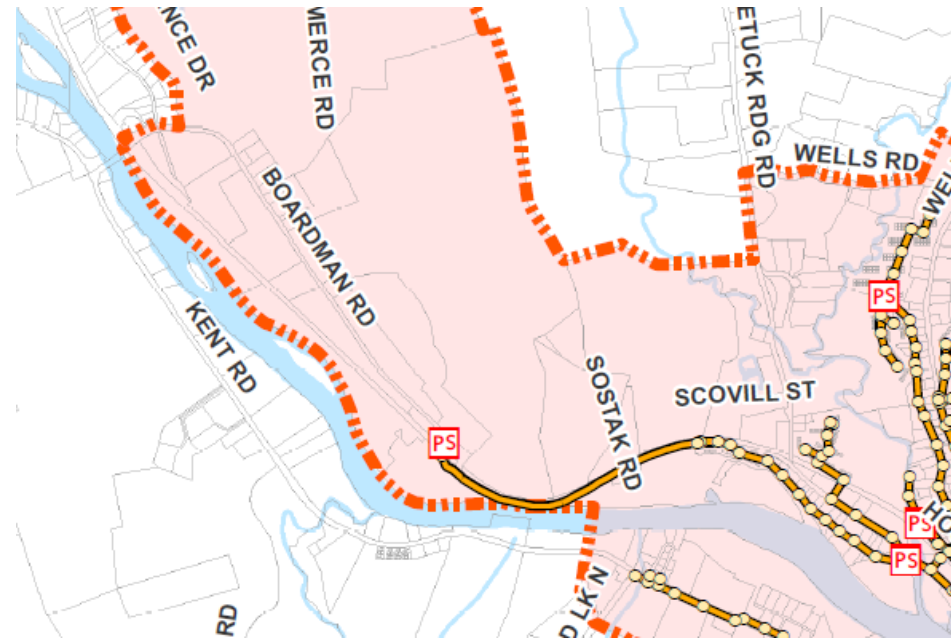
Industrial Use – New Milford Farms (Mulch Supplier) with athletic fields in background

Boardman Industrial Area

Utilities:

- **Sewer service currently extends to railroad bridge.**
- About half of Boardman Industrial Area is serviced by Aquarion Water Company. Roughly follows current sewer service area.
- **Lack of sewer and service north of railroad bridge limits development potential to lower intensity uses.**
- Once the O&G quarry reaches the end of its life, Town may wish to consider a sewer and water extensions to spur the redevelopment of that property.
- Natural gas service available.
- Freight rail access.

Sewer Service Area



Route 7 North

Parcel ID	Address	Zoning	Area (Acres)
7281	324 Kent Rd	B1	0.5
100119	Rocky River Rd	I	28.6
105123	Kent Rd	B-2	1.3
102446	Kent Rd	B2	1.9
102444	Kent Rd	B2	1.6
104680	252 Kent Rd	B1	5.4
101296	Kent Rd	B2	1.4
6030	Kent Rd	B1/R80	176.2
7275	360 Kent Rd	R80	11.5
107535	399 Kent Rd	R80/40	46.2
8215	Squash Hollow Rd	R40	1.1
103320	1 Everwood Dr	R40	4.1
106550	Squash Hollow Rd	R40	3.5
8295	Kent Rd	R40	3.6
7246	Sherman Rd	R60	1.9
103324	111 Kent Rd	B1	1.5
4792	Kent Rd	B1	4.2
4789	16 Peagler Hill Rd	B1	0.4
4784	Fort Hill Rd	B1	1.3
12960	Fort Hill Rd	B1	0.6
6106	Kent Rd	B1	3.0
6069	Kent Rd	R40	5.9
7277	Kent Rd	R60	5.2
6028	Rocky River Rd	I	120.4
101068	309 Kent Rd	AAC	5.3
6036	248 Kent Rd	B1	2.0
105124	Kent Rd	B-2	1.5
7276	350 Kent Rd	R60/R80	5.0
(34 lots)	0-32 River Walk Dr.	R80	13.9

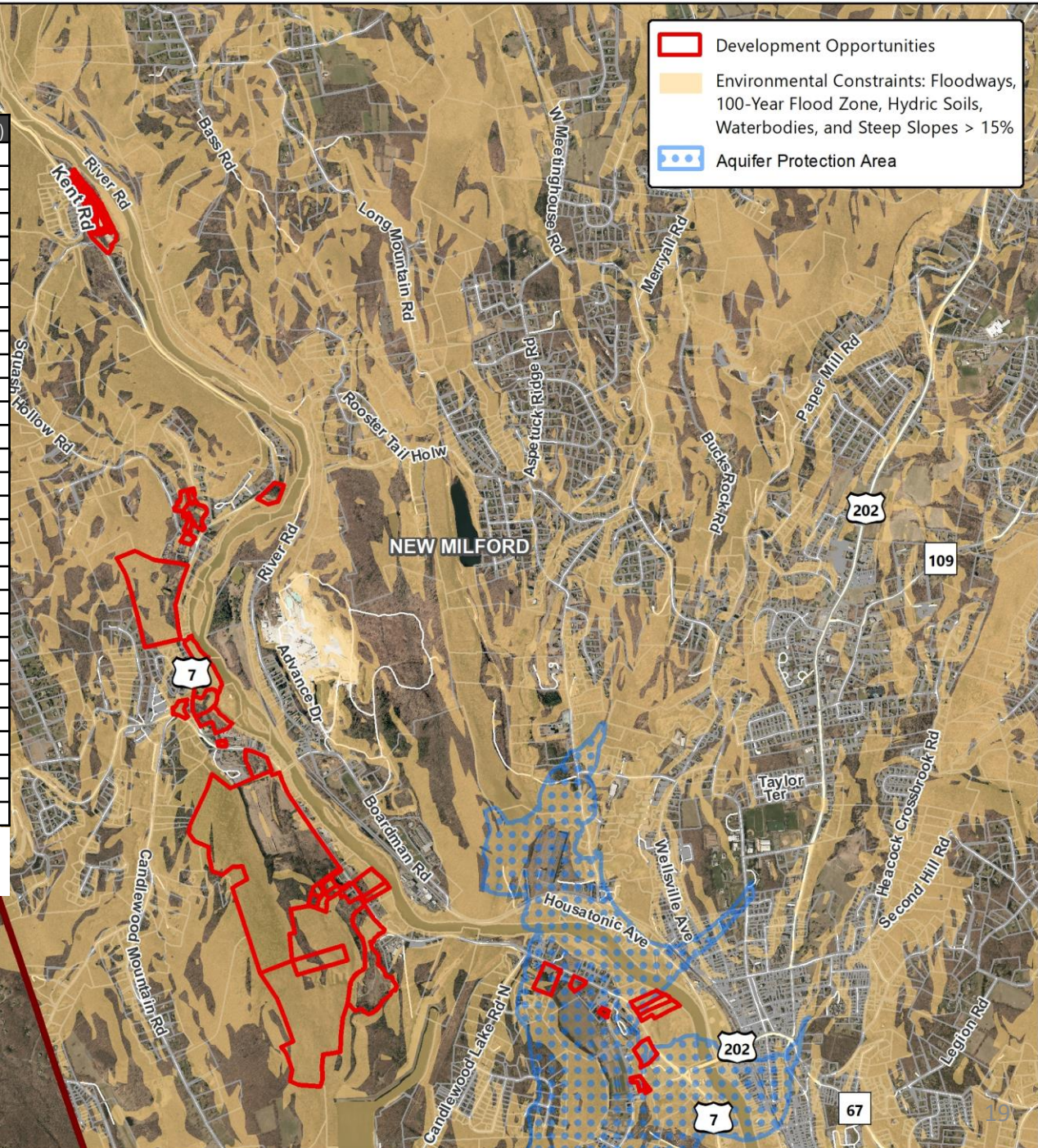
Buildable land area is lower on many properties due to the presence of environmental constraints

Source: Town of New Milford Assessor

0 1,000 2,000 Feet



- Development Opportunities
- Environmental Constraints: Floodways, 100-Year Flood Zone, Hydric Soils, Waterbodies, and Steep Slopes > 15%
- Aquifer Protection Area



Route 7 North

Zoning:

- Primarily commercial/industrial south of Route 37 (mix of B-1, B-2, B-4, I) with some residentially zoned properties (R-20, R-40, MR, R-MH, AAC).
- Between Route 37 and Gaylordsville, primarily residential (R-40, R-60, R-80) with a handful of I and MV properties.
- Over the last 5 years, at least a half dozen properties have been rezoned to the B-2 and I zones.

Land Use:

- Diverse mix of uses – retail, industrial, offices, hotels, mixed-use, institutions, apartments, condominiums, mobile homes, and single-family residences.
- Primarily reuse applications in recent years (for example, Housatonic Brewery)
- About 459 acres of vacant or underutilized land. **However, buildable acreage is much lower due to environmental constraints.**
- **Opportunity area for small-scale commercial and industrial/flex uses, especially in the south of Candlewood Lake Road (served by water/sewer).**



The newly renovated Housatonic Brewery

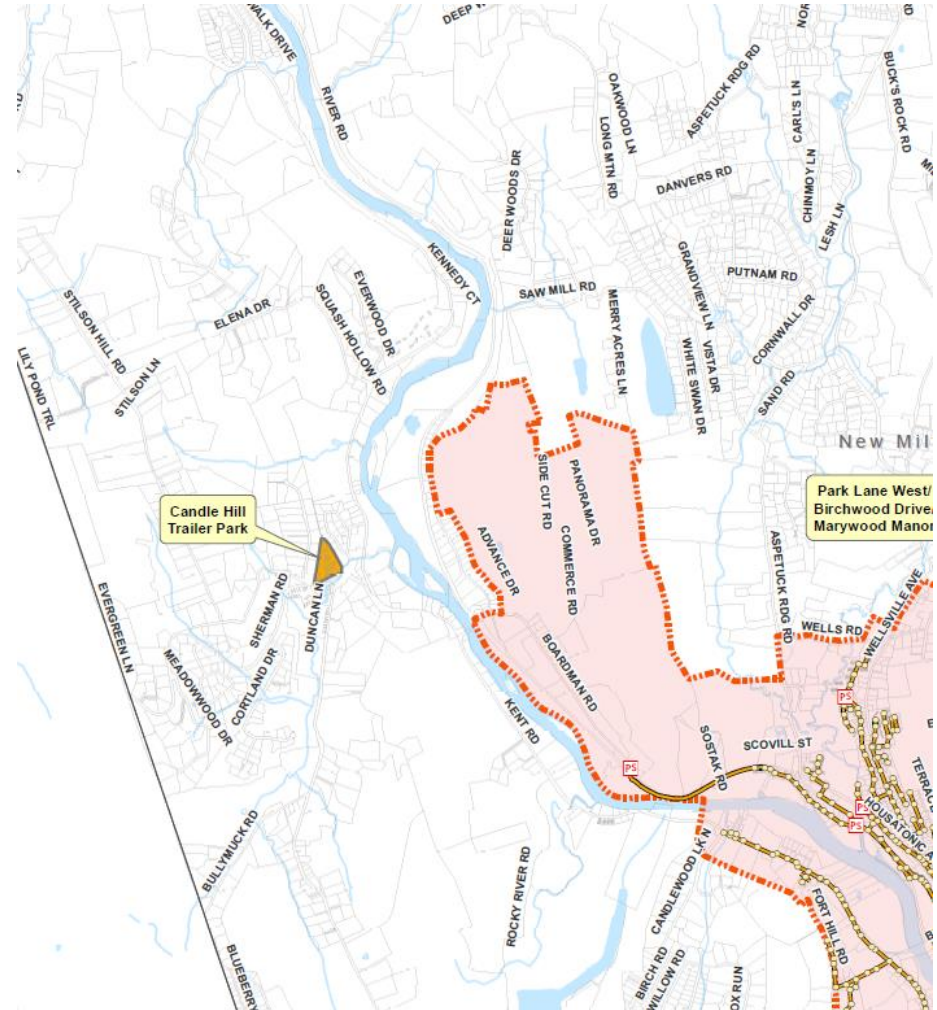


Vacant land along Route 202 just south of Candlewood Lake Road. This property is within the R-40 zone and may need a zone change if commercial development is desired.

Utilities:

- **Sewer and water service in the southern portion of corridor between Veterans Bridge and Candlewood Lake Road North.**
- Candle Hill Trailer Park identified as an areas of sewer need. However, outside of proposed sewer service area.
- **Lack of sewer and service in northern portion of corridor limits development to lower intensity uses that can be served by septic and well.**

Sewer Service Area



Route 202/Northville:

Parcel ID	Address	Zoning	Area (Acres)
12361	Litchfield Rd	R40	2.7
103107	269 Litchfield Rd	R40	1.6
103104	275 Litchfield Rd	R40	1.3
10376	279 Litchfield Rd	R40	1.2
10405	Buckingham Rd	R40	1.0
10401	Litchfield Rd	R40	1.0
10403	Litchfield Rd	R40	3.8
11463	449 Litchfield Rd	B2	0.6
11472	19 Wheaton Rd	R40	15.6
11544	477 Litchfield Rd	R40	2.0
11566	Litchfield Rd	R40	1.0
100165	Hipp Rd	R40	1.4
103106	273 Litchfield Rd	R40	1.6
107115	17 Edsands Farm Ln	R40	9.2
8851	Chestnut Land Rd	R40	7.4
13104	Park Ln Rd	R80/R40	10.7
13061	145 Park Ln Rd	R40	1.6
9785	Mtn View Dr	R8	0.4
100563	147 Litchfield Rd	R80	1.9
7936	36 Park Ln Rd	B1	2.1
8062	Howland Rd	B1/R40	3.8
8972	33 Chestnut Land Rd	R40/B1	6.5
8839	Park Ln Rd	R40	8.8

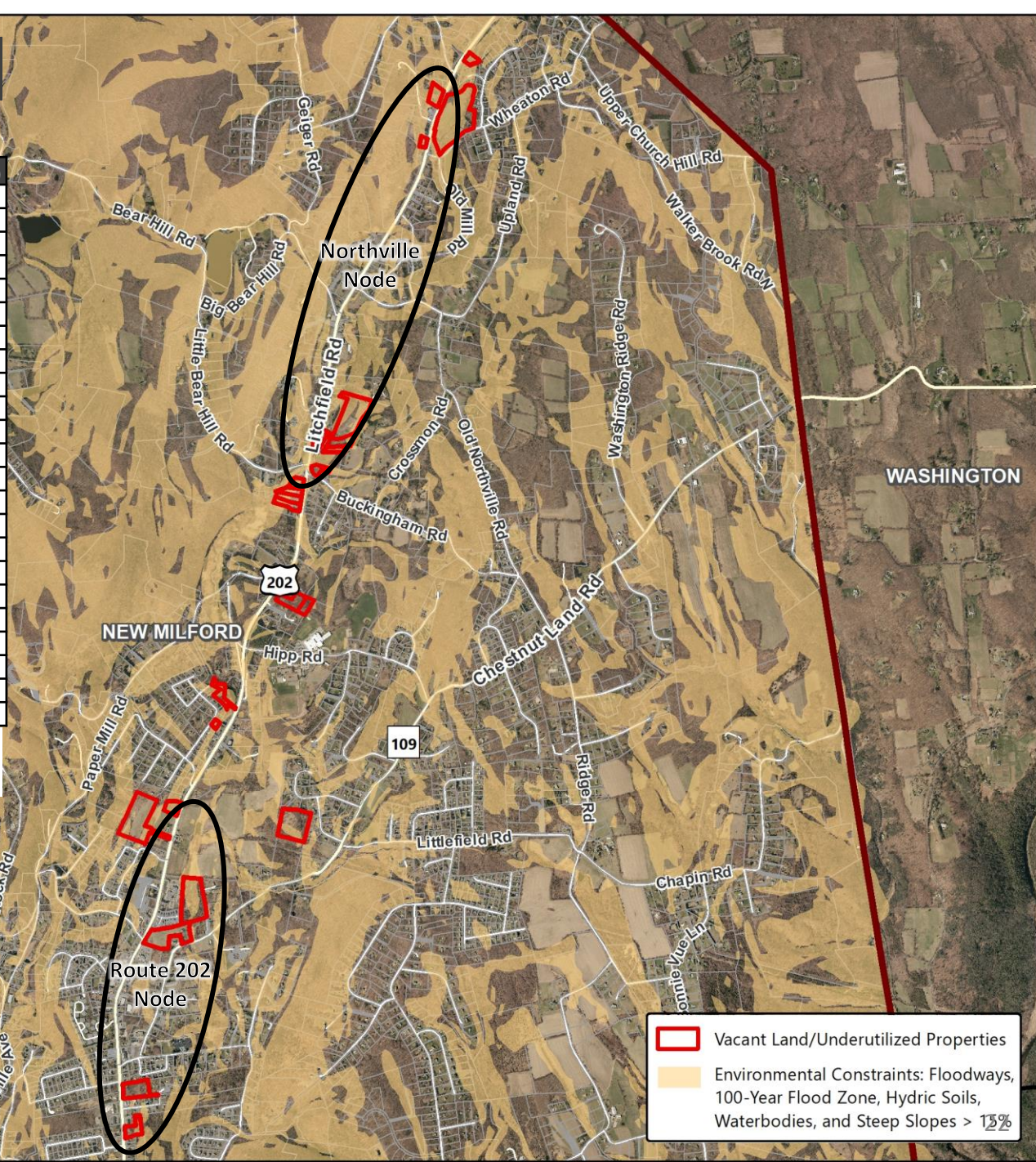
Buildable land area is lower on many properties due to the presence of environmental constraints

Source: Town of New Milford Assessor

0 750 1,500

Feet

MILONE & MACBROOM



Vacant Land/Underutilized Properties

Environmental Constraints: Floodways, 100-Year Flood Zone, Hydric Soils, Waterbodies, and Steep Slopes > 15%

Route 202/Northville:

Zoning:

- Primarily Residential (R-20, R-40, R-80) zones, with two commercial (B-1/B-2) nodes:
 - Route 202 (Elkington Farm Road to Russeling Ridge). Mostly zoned for commercial uses (B-1), but a few properties are zoned B-2, which also permits light industry.
 - Northville (Little Bear Hill Road to Day Lane). Mix of B-1 and B-2 zones.
 - All properties fronting Route 202 north of Route 109 are in the Litchfield Road Corridor District (LRCD). LRCD encourages small scale development that is compatible with the area's rural character.



Commercial development within the B-1 zone along Route 202



The Northville Market is one of several properties within the B-1 zone in Northville

Route 202/Northville:

Land Use:

- Mix of uses –single-family residences, multi-family developments, offices, retail, mixed-use and small industrial uses – generally smaller scale development compared to Route 7.
- Land uses become rural north of Hipp Road. Many properties are used for agriculture.
- About 87 acres of vacant or underutilized land, mostly zoned for low density residential uses. Only 13 acres of vacant or underutilized land within commercial zones. Remaining land zoned for single-family residences.
- Low traffic volumes on Route 202 compared to Downtown and Route 7 corridor make it less desirable to prospective commercial developers.
 - **May have limited potential for small-scale neighborhood-oriented commercial uses.**
- Vacant land in Route 202 node may be conducive to multifamily residential or senior housing due to proximity to Downtown and availability of sewer/water service.



The vacant CL&P building on Route 202 presents an opportunity for reuse or redevelopment.



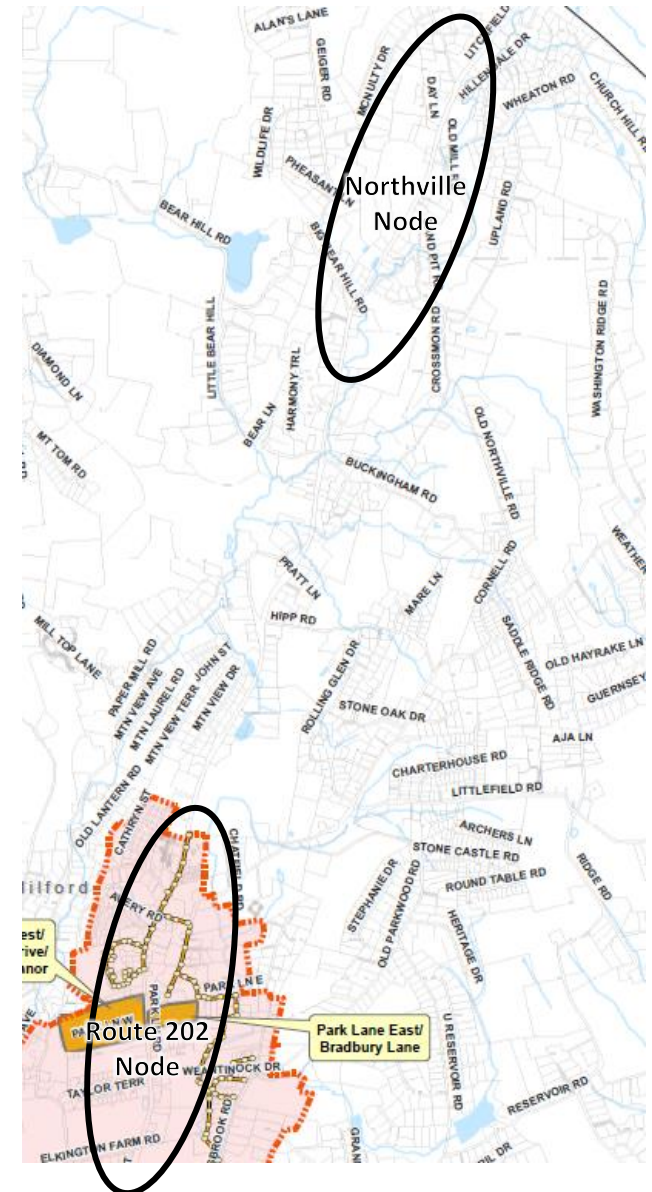
North of Hipp Road, land uses become more rural in nature.

Route 202/Northville:

Utilities:

- Northern portion of Route 202 node is served by sanitary sewer infrastructure.
- No sanitary sewer service in Northville or on Route 202 between Elkington Farm Road and Carlson Ridge Road.
- Water service extends north to Hipp Road to serve school buildings. No water service in Northville.
- **Small sewer extensions in the Route 202 node may facilitate the redevelopment of vacant or underutilized properties such as the CL&P building.**
- Lack of sewer in water infrastructure in Northville limits development opportunities to low-density projects that can be served by septic and well.

Sewer Service Area

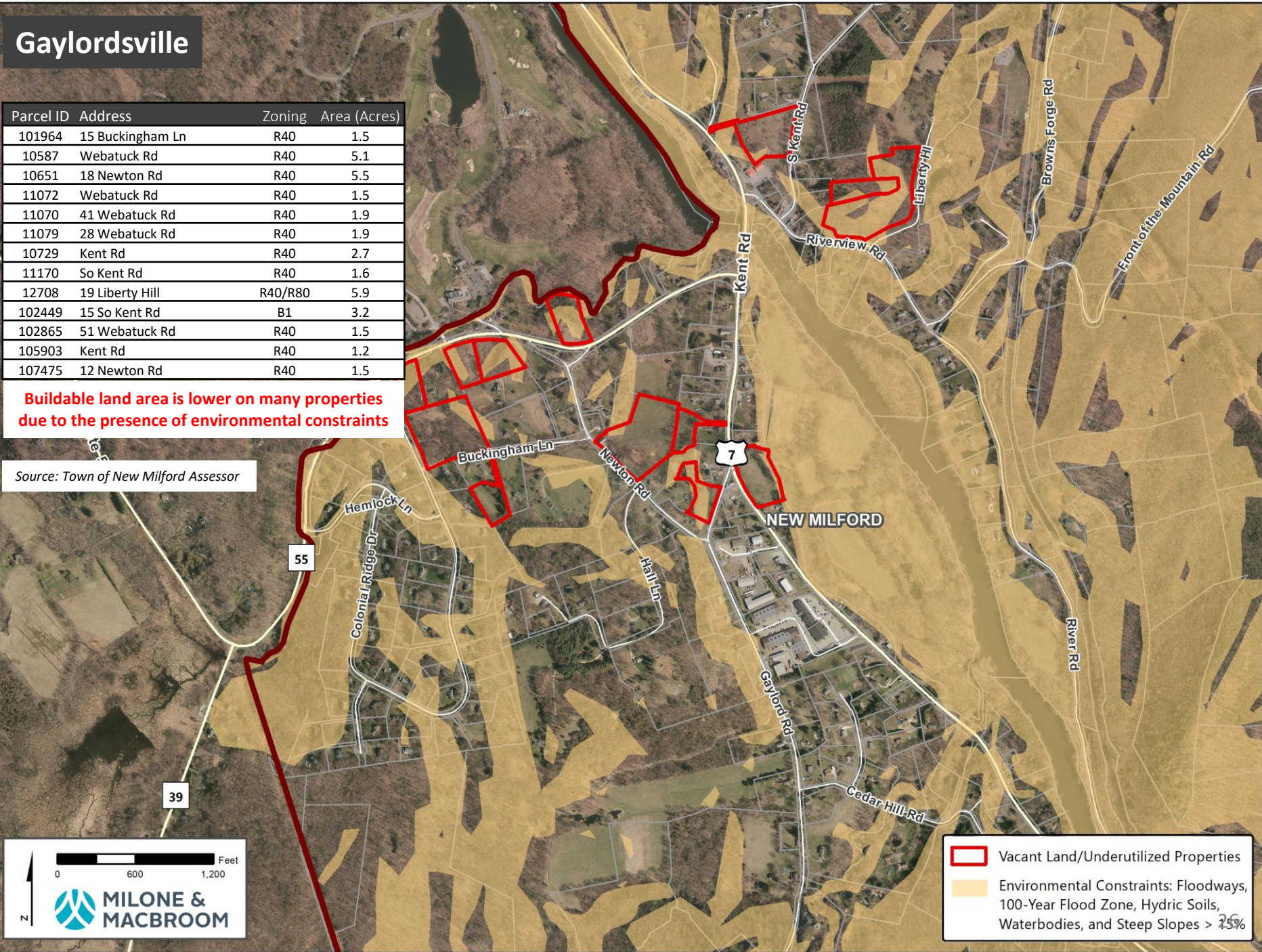


Gaylordsville

Parcel ID	Address	Zoning	Area (Acres)
101964	15 Buckingham Ln	R40	1.5
10587	Webatuck Rd	R40	5.1
10651	18 Newton Rd	R40	5.5
11072	Webatuck Rd	R40	1.5
11070	41 Webatuck Rd	R40	1.9
11079	28 Webatuck Rd	R40	1.9
10729	Kent Rd	R40	2.7
11170	So Kent Rd	R40	1.6
12708	19 Liberty Hill	R40/R80	5.9
102449	15 So Kent Rd	B1	3.2
102865	51 Webatuck Rd	R40	1.5
105903	Kent Rd	R40	1.2
107475	12 Newton Rd	R40	1.5

Buildable land area is lower on many properties due to the presence of environmental constraints

Source: Town of New Milford Assessor



Gaylordsville

Zoning:

- Mostly residential zones (R-40, R-80) with two small commercial nodes.
 - North side of Gaylordsville bridge (B-1) – permits commercial uses.
 - South side of Gaylordsville bridge (B-2/B-4) – permits commercial and some light industry.

Land Use:

- Commercial node south of Gaylordsville bridge contains a mix of commercial and industrial uses. North of the bridge is all commercial.
- About 35 acres of vacant or underdeveloped land.
- **Only one vacant commercially zoned property** – owned by fire department and may not be appropriate for development. However, there are also redevelopment opportunities at properties such as 703 Kent Road.
- **Small expansion of commercial zones may be needed to facilitate additional commercial development in this area, if desired by Town.**



The B-2 zone south of the bridge contains a mix of commercial and industrial land uses.

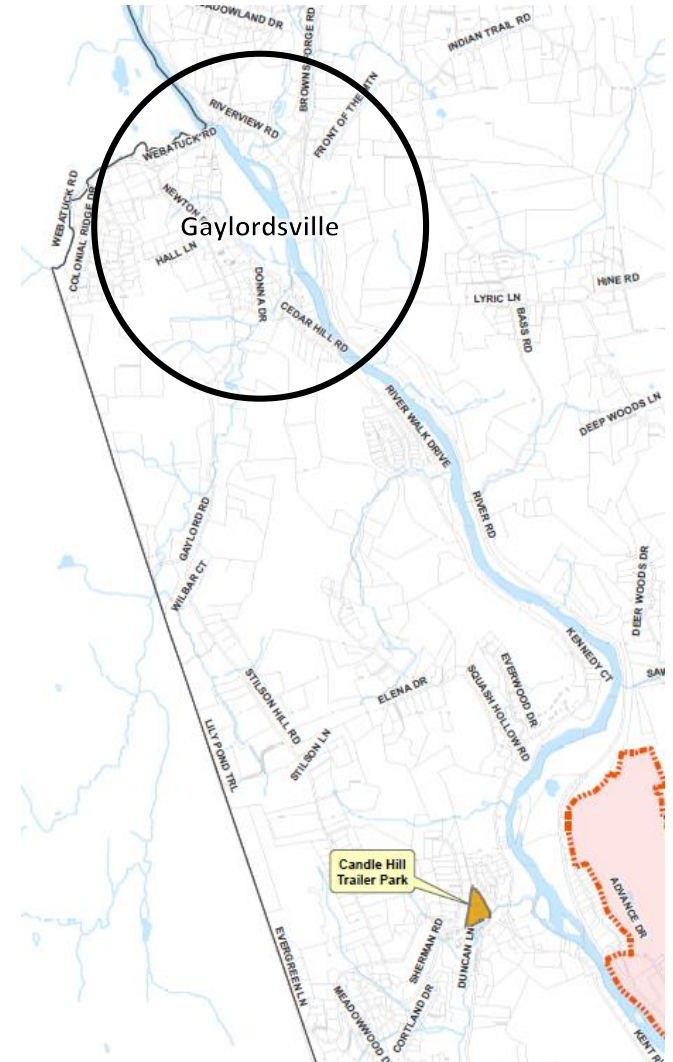


Vacant land on Newton Road

Utilities:

- No sewer and water infrastructure in Gaylordsville. Hamlet is far removed from existing sewer and water service areas.
- **Lack of sewer in water infrastructure in Gaylordsville limits development opportunities to low-density projects that can be served by septic and well.**
- If a small community water system is developed in the future, this may allow for more dense development projects, although still at a lower density than sewered areas of Town.
 - Costs and potential benefits of this investment need to be evaluated further.

Sewer Service Area



Zoning Recommendations Summary

Housing Recommendations	Areas Potentially Impacted
Establish more flexible zoning requirements for multi-family residential uses regarding density, parking, living area, lot size, and tenant age	Route 7 (North, Central), Route 202, Downtown, Riverfront
Consider a housing overlay zone for the Route 7 corridor	Route 7 (South, Central)

Commercial/Industrial Recommendations	Areas Potentially Impacted
Expand the use of “flexible zones” such as the I-C, I, and B-2	Route 7 (North, Central, South), Route 202, Pickett District
Reduce the use of special permits	All Areas
Create flexible “hamlet commercial/ mixed-use zones” in rural areas (similar to LRCD).	Gaylordsville, Northville
Use a Planned Development District Framework (PDD) for riverfront properties and the Century Brass to give developers maximum flexibility on unique or challenging sites	Riverfront, Downtown

More detailed recommendations are found in the Zoning Recommendations Memo

TO: BAR Committee and New Milford Zoning Commission
FROM: Rebecca Augur, AICP, Associate and Principal Planner
RE: New Milford Market Study Zoning Recommendations
DATE: September 20, 2019
MMI #: 6241-01

ZONING RECOMMENDATIONS

Milone & MacBroom, Inc. (MMI) reviewed the findings of Camoin 310 Associates' *Town Wide Market Analysis* report. The following zoning recommendations identify ways that the Town of New Milford can best position itself to leverage market opportunities in the residential, commercial, and industrial sectors. These recommendations are intended to provide the Zoning Commission with a perspective that reflects current drivers in private development. It is expected that the Zoning Commission will balance these recommendations with other considerations including the community's long-range planning goals (from its Plan of Conservation and Development), impacts to town services, preferred administrative and approval process, and the desires of private property owners and the public. The *Market Analysis* notes the Town's greatest strength is its unique community character and quality of life, which blends rural small-town charm with a vibrant Downtown. Balancing market drivers with community character and quality of life considerations will be critical to ensuring that the Town can thoughtfully grow and change while preserving its unique assets.

Grow the Residential Base:

Additional multi-family housing within the Village Center District (VCD) and the village periphery provides an opportunity to support and grow the commercial base, provide downsizing opportunities for seniors, and more diverse housing options for younger working adults looking to move into the community. The current regulations limit market opportunities for multi-family development through the traditional zoning process. The following recommendations are intended to establish a less restrictive regulatory process for multi-family housing in the Village Center and periphery.

- Replace the 4-unit cap for non-mixed-use projects on certain streets within the VCD zone with a residential density provision to allow greater flexibility for a range of lot sizes. In order to maintain ground floor commercial uses along the Green, the Town should consider this provision on certain streets within the VCD such as Boardman Terrace, Whittlesey Avenue, or Elm Street. A residential density of 10 dwelling units per acre should be considered as a base, as this is a similar density to the Multiple Residence (MR) zone as well as the recently completed Barton House project on East Street. The Town should also evaluate recent multi-family projects in surrounding towns (Brookfield, Bethel, Newtown) to determine the most appropriate density for housing in the village center.
- Allow the conversion of upper floor space to residential uses in the VCD zone, even if it was formerly used for business, commercial, or industrial use. Continue to restrict the conversion of ground floor commercial space to residential uses. This could help lower commercial vacancy rates and provide property owners with greater flexibility in re-using and leasing their upper floors.

- Remove the restriction that multi-family housing (without any commercial uses) must be developed by the Town or a not-for-profit organization.
- Allow parking requirements for multi-family residences in the VCD to be met off-site through agreements or covenants with nearby property owners who have excess parking. While parking reductions should be considered in the VCD, additional information on parking supply, demand, and opportunities for centralized shared parking areas need to be evaluated further.
- Downtown New Milford is home to the New Milford Center National Historic District. Zoning regulations that put greater emphasis on building form can help ensure that future development consistent with the Downtown's unique historic character. Two potential options for form-based regulations in the VCD are summarized below.
 - o Explore opportunities for form-based zoning in the VCD. In order to maintain flexibility for developers, it is recommended that form-based approaches regulate basic building form (height, density, setbacks, etc.) while maintaining developer flexibility on use, architectural design, and building materials. Projects that meet these form-based requirements could receive site plan approval. While stricter regulations around architectural design and building materials may meet other community goals, they are generally less friendly to the business community and may restrict market opportunities.
 - o The Town currently allows the Zoning Commission to waive any building requirements it deems necessary to meet the purpose of the VCD, which provide developers flexibility on building form so long as it is compatible with surrounding properties. As an alternative to the recommendation above, the Zoning Commission could elaborate on and clarify this process in the existing regulations so that expectations are clearer to the development community.

There are opportunities to grow the residential base in other areas of Town, particularly in the B-1 zone on the village periphery and Route 7 corridor.

- Replace the residential unit cap in the B-1 (currently 3 units) zone with a residential density provision to allow greater flexibility for a range of lot sizes. The residential density provision should be lower than that found in the village center. The Town should evaluate recent multi-family projects in New Milford and surrounding towns (Brookfield, Bethel, Newtown) to determine the most appropriate density for housing in the B-1 zone.
- Allow ground floor residential uses within the B-1 zone on the rear portions of sites while reserving the roadway frontage for commercial uses. This would allow large sites to develop a mix of uses with commercial uses on the roadway frontage and residential uses tucked away in the rear portion of the site. This could be done by implementing a larger front-yard setback for residential uses in mixed-use developments. The current mixed-use requirements, which requires at least 50% of the lot's building area be devoted to commercial uses, could be maintained.

Case Study: [Route 6 Mixed-Use Zone, Town of Bethel](#)

- Lower the minimum lot size requirement for the B-1 and Multiple Residence District zones to enable smaller-scale multi-family projects within the village center periphery.

- Explore opportunities for housing in the Route 7 corridor on a site-by-site basis. Rather than permit pure multi-family residential uses in existing zones (potentially the B-1, I-C or I), the Town should establish a mixed-use or multi-family overlay zone, with a similar framework to an Incentive Housing Zone (IHZ). This could include a required set-aside of affordable or workforce units. An overlay zone would signal to developers that the Town is open to considering residential projects in that area, but would also give the Zoning Commission the flexibility to decide whether to land the overlay zone on a project-by-project basis.

Case study: [Simsbury Workforce Housing Overlay Zone](#)

- While New Milford's current regulations permit accessory apartments, they require that a resident of either the apartment or the main dwelling unit be a senior. In order to open up the potential for these small housing units which not only offer affordable rental options, but also support ownership by providing incomes for homeowners, the Town should consider whether the age requirement is necessary. Provided adequate protection to neighborhood character through design and parking requirements, the age of occupants may no longer serve the Town's housing objectives.

Position the Town to Take Advantage of Business Opportunities

The Town's zoning regulations are generally supportive of a range of commercial and industrial uses, and no major barriers to development were observed in our review of the regulations. We commend the Zoning Commission for establishing a permissive and streamlined process for commercial and industrial development. We offer some minor modifications that, if implemented, could help the Town better take advantage of market opportunities, but all-in-all, believe the Town's existing zoning framework helps achieve commercial and industrial land use goals.

The Industrial-Commercial (I-C), Industrial (I) zones are the most permissive zones and require a site plan and landscaping plan approval for most commercial and industrial uses – these zones position the Town well to take advantage of market opportunities in the commercial and industrial/flex sectors. The Business 2 (B-2) and Restricted Industrial (R-I) are moderately permissive, while there are greater restrictions in the Business 1 (B-1) zone, Business 4 (B-4) zone, and the Village Center District (VCD).

More restrictive zones generally have a greater use of special permits. Special permits are seen as greater risks for the development community since they require a lengthier public hearing process and approval is ultimately in the discretion of the Zoning Commission. However, special permits also provide the public and neighboring properties with an opportunity to provide input on the zoning process and gives the Zoning Commission greater discretion in assessing applications that may only be appropriate in certain cases. We do not recommend eliminating special permits altogether, but rather eliminating them in a few specific instances as stated below:

- Consider allowing convalescent homes and assisted living facilities with site plan approval in business zones (the B-1 and B-2, zones) rather than special permit approval. Continue to require special permit approval in single-family residential zones.
- Permit industrial/flex uses in the B-2 zone with site plan approval (rather than special permit), including assembly, warehousing, contractor and tradesman shops/storage areas up to a certain square footage. Continue to require a special permit approval for uses that have associated outdoor storage and for large buildings.

- Permit additional uses in the Restricted Industrial (R-I) zone via zoning permit or site plan approval rather than a special permit, specifically:
 - o Permit retail sales of goods that are manufactured or assembled on premises
 - o Permit the sales of new and used motor equipment, and boats, jet skis and other watercraft with or without outside storage
- Continue to promote the use of the Development Services Team (DST) process to prospective developers. The DST meets twice a month to review new projects with business owners, investors and developers to prepare the way for a smooth approval process.
- Continue the on-site shared-use parking provision, which allows lower parking requirements for properties that have a mix of uses on the same site with different peak hour parking demands (for example, professional office and restaurant), thus lowering the total demand for parking. Reductions in parking requirements may allow for the densification of larger sites that have excess parking. Consider adding a shared parking calculation table to the regulations to help simplify the process.

Case Study: [MAPC Example Shared Parking Calculation City of Waterbury \(Page 92\)](#)

- Implement a density bonus to incentivize the consolidation of adjacent undersized lots (< 2 acres) under common ownership, particularly in the B-1, B-2, I, and I-C zones. A density bonus could be given in the form of an increase in maximum building coverage from 30% to 40%. Consolidation of small lots can help create larger, more marketable development sites and can facilitate access management improvements in the Route 7 corridor.
- Consider rezoning properties on Route 202 corridor between Elkington Farm Road and Chestnut Land Road from B-1 to the B-2 zone, if desired by property owners. The B-2 zones allows for a greater variety of business uses, which could open up additional reuse options at properties such as the Connecticut Light and Power site.
- Consider the development of flexible "hamlet commercial/mixed-use zones" for Gaylordsville and Northville that enable a variety of commercial and residential uses subject to site plan approval. The zone should be at a density that is appropriate for an area served by private septic and well. Enhanced design standards should be incorporated as part of the site plan approval process to ensure that development is compatible with historic development patterns. As part of the POCD update process, the Town should determine the most appropriate location and extent of these hamlet nodes.

Provide Flexibility for Redevelopment Sites and the Riverfront

The Town is conducting a master planning process for development sites along the Housatonic River. The Town should consider using a Planned Development District (PDD) framework to facilitate the redevelopment of the riverfront and key sites, such as Century Brass. This process could also be applied to other brownfield sites within the Town. A PDD framework would give developers maximum flexibility on unique or challenging sites.

- A PDD zoning framework allows the municipality and developer to negotiate standards for a development that might not fit into the Town's conventional zoning categories.

PDDs are typical for large sites that are owned by a single property owner. A Master Plan is approved as a first phase of the project. The Master Plan allows the Town and developer to establish an overall vision for the site, prior to the developer having to go through an expensive site engineering and site development process. Site plans would be submitted in subsequent phases, as the developer brings forward specific development projects, in conformance with the approved Master Plan. The requirements of this zone should be informed by the findings and vision of the forthcoming Riverfront Revitalization Plan, including:

- Desired future land use and mix of uses
- Density
- Open space, recreation, and amenities
- Site design and landscaping
- Environmental constraints (aquifer protection areas, flood zones, etc.)

Case Study: [Derby Planned Development District \(195-24\)](#)

ATTACHMENT A: ADDITIONAL DATA

INDUSTRY AND OCCUPATION DATA

Data by Industry

Figure 65: New Milford (06776, 06755) Jobs by 2-Digit Industry, 2013 - 2023

NAICS	Description	2013 Jobs	2018 Jobs	2023 Jobs	2013 - 2018 Change	2013 - 2018 % Change	2018 - 2023 Change	2018 - 2023 % Change	Avg. Earnings Per Job	2018 Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	0	0	0	0	0.0%	0	0.0%	\$ -	0.00
21	Mining, Quarrying, and Oil and Gas Extraction	<10	<10	<10	Insf. Data	Insf. Data	Insf. Data	Insf. Data	Insf. Data	0.13
22	Utilities	42	36	39	(6)	(14.3%)	3	8.3%	\$ 204,471	1.21
23	Construction	637	645	625	8	1.3%	(20)	(3.1%)	\$ 50,989	1.15
31	Manufacturing	684	661	602	(23)	(3.4%)	(59)	(8.9%)	\$ 83,146	0.83
42	Wholesale Trade	288	283	291	(5)	(1.7%)	8	2.8%	\$ 70,130	0.84
44	Retail Trade	1,577	1,572	1,589	(5)	(0.3%)	17	1.1%	\$ 34,881	1.68
48	Transportation and Warehousing	226	222	230	(4)	(1.8%)	8	3.6%	\$ 46,348	0.64
51	Information	49	40	41	(9)	(18.4%)	1	2.5%	\$ 48,629	0.24
52	Finance and Insurance	239	200	203	(39)	(16.3%)	3	1.5%	\$ 81,048	0.53
53	Real Estate and Rental and Leasing	100	106	110	6	6.0%	4	3.8%	\$ 47,564	0.68
54	Professional, Scientific, and Technical Services	638	689	757	51	8.0%	68	9.9%	\$ 67,694	1.17
55	Management of Companies and Enterprises	0	0	0	0	0.0%	0	0.0%	\$ -	0.00
56	Administrative and Support and Waste Management and Remediation Services	608	655	673	47	7.7%	18	2.7%	\$ 32,279	1.10
61	Educational Services	243	226	226	(17)	(7.0%)	0	0.0%	\$ 48,558	0.88
62	Health Care and Social Assistance	1,116	1,130	1,217	14	1.3%	87	7.7%	\$ 64,242	0.94
71	Arts, Entertainment, and Recreation	266	275	286	9	3.4%	11	4.0%	\$ 24,660	1.67
72	Accommodation and Food Services	778	867	929	89	11.4%	62	7.2%	\$ 22,565	1.10
81	Other Services (except Public Administration)	720	778	834	58	8.1%	56	7.2%	\$ 27,858	1.82
90	Government	1,144	1,061	1,012	(83)	(7.3%)	(49)	(4.6%)	\$ 84,368	0.72
99	Unclassified Industry	<10	<10	<10	Insf. Data	Insf. Data	Insf. Data	Insf. Data	Insf. Data	0.29
	Total	9,361	9,453	9,674	92	1.0%	221	2.3%	\$ 52,167	

Source: EMSI

Figure 66: Greater New Milford Region Jobs by 2-Digit Industry, 2013 - 2023

NAICS	Description	2013 Jobs	2018 Jobs	2023 Jobs	2013 - 2018 Change	2013 - 2018 % Change	2018 - 2023 Change	2018 - 2023 % Change	Avg. Earnings Per Job	2018 Location Quotient
11	Agriculture, Forestry, Fishing and Hunting	194	254	294	60	30.9%	40	15.7%	\$ 39,522	0.24
21	Mining, Quarrying, and Oil and Gas Extraction	26	19	15	(7)	(26.9%)	(4)	(21.1%)	\$ 90,546	0.05
22	Utilities	201	232	225	31	15.4%	(7)	(3.0%)	\$ 175,831	0.74
23	Construction	6,122	6,503	6,459	381	6.2%	(44)	(0.7%)	\$ 59,666	1.28
31	Manufacturing	12,575	9,262	8,255	(3,313)	(26.3%)	(1,007)	(10.9%)	\$ 117,993	1.29
42	Wholesale Trade	2,464	2,630	2,684	166	6.7%	54	2.1%	\$ 99,240	0.78
44	Retail Trade	13,633	13,681	13,713	48	0.4%	32	0.2%	\$ 46,262	1.48
48	Transportation and Warehousing	1,749	1,871	1,868	122	7.0%	(3)	(0.2%)	\$ 62,841	0.57
51	Information	1,540	1,431	1,268	(109)	(7.1%)	(163)	(11.4%)	\$ 108,450	0.85
52	Finance and Insurance	3,092	2,697	2,565	(395)	(12.8%)	(132)	(4.9%)	\$ 157,101	0.73
53	Real Estate and Rental and Leasing	1,469	1,419	1,397	(50)	(3.4%)	(22)	(1.6%)	\$ 82,729	0.92
54	Professional, Scientific, and Technical Services	5,236	5,683	5,953	447	8.5%	270	4.8%	\$ 117,800	0.96
55	Management of Companies and Enterprises	1,216	1,160	1,112	(56)	(4.6%)	(48)	(4.1%)	\$ 219,868	0.89
56	Administrative and Support and Waste Management and Remediation Services	4,940	5,447	5,732	507	10.3%	285	5.2%	\$ 48,820	0.95
61	Educational Services	1,839	1,911	1,998	72	3.9%	87	4.6%	\$ 52,921	0.82
62	Health Care and Social Assistance	12,141	12,706	13,803	565	4.7%	1,097	8.6%	\$ 71,668	1.10
71	Arts, Entertainment, and Recreation	1,611	1,660	1,706	49	3.0%	46	2.8%	\$ 37,737	1.05
72	Accommodation and Food Services	6,531	7,260	7,884	729	11.2%	624	8.6%	\$ 28,451	0.92
81	Other Services (except Public Administration)	5,008	5,310	5,578	302	6.0%	268	5.0%	\$ 35,848	1.22
90	Government	10,576	10,153	10,024	(423)	(4.0%)	(129)	(1.3%)	\$ 91,487	0.74
99	Unclassified Industry	20	27	35	7	35.0%	8	29.6%	\$ 110,040	0.22
Total		92,183	91,314	92,568	(869)	(0.9%)	1,254	1.4%	\$ 74,846	

Source: EMSI

Figure 67: Connecticut Jobs by 2-Digit Industry, 2013 - 2023

NAICS	Description	2013 Jobs	2018 Jobs	2023 Jobs	2013 - 2018 Change	2013 - 2018 % Change	2018 - 2023 Change	2018 - 2023 % Change	Avg. Earnings Per Job	2018 Location Quotient	2018 Number of Businesses
11	Agriculture, Forestry, Fishing and Hunting	7,211	6,760	6,821	(451)	(6.3%)	61	0.9%	\$ 39,641	0.31	385
21	Mining, Quarrying, and Oil and Gas Extraction	619	534	484	(85)	(13.7%)	(50)	(9.4%)	\$ 96,797	0.07	53
22	Utilities	6,041	5,301	5,045	(740)	(12.2%)	(256)	(4.8%)	\$ 173,277	0.83	148
23	Construction	81,365	86,948	87,394	5,583	6.9%	446	0.5%	\$ 65,801	0.84	9,361
31	Manufacturing	166,611	162,981	159,393	(3,630)	(2.2%)	(3,588)	(2.2%)	\$ 102,683	1.11	4,412
42	Wholesale Trade	64,646	63,151	62,486	(1,495)	(2.3%)	(665)	(1.1%)	\$ 108,376	0.92	10,118
44	Retail Trade	190,129	188,418	187,837	(1,711)	(0.9%)	(581)	(0.3%)	\$ 40,918	1.00	12,622
48	Transportation and Warehousing	45,605	53,763	57,924	8,158	17.9%	4,161	7.7%	\$ 58,739	0.80	2,040
51	Information	33,553	33,751	33,596	198	0.6%	(155)	(0.5%)	\$ 120,940	0.99	2,264
52	Finance and Insurance	118,266	111,804	108,955	(6,462)	(5.5%)	(2,849)	(2.5%)	\$ 189,514	1.49	7,225
53	Real Estate and Rental and Leasing	25,580	26,511	26,973	931	3.6%	462	1.7%	\$ 70,274	0.84	3,624
54	Professional, Scientific, and Technical Services	110,661	117,579	122,503	6,918	6.3%	4,924	4.2%	\$ 107,322	0.97	14,023
55	Management of Companies and Enterprises	30,649	33,413	34,990	2,764	9.0%	1,577	4.7%	\$ 176,565	1.25	1,264
56	Administrative and Support and Waste Management and Remediation Services	96,472	103,189	108,921	6,717	7.0%	5,732	5.6%	\$ 51,044	0.88	7,841
61	Educational Services	71,158	82,934	91,356	11,776	16.5%	8,422	10.2%	\$ 59,904	1.73	1,920
62	Health Care and Social Assistance	273,343	281,113	302,941	7,770	2.8%	21,828	7.8%	\$ 63,148	1.19	11,058
71	Arts, Entertainment, and Recreation	31,791	34,819	37,033	3,028	9.5%	2,214	6.4%	\$ 32,853	1.07	1,875
72	Accommodation and Food Services	124,330	132,268	139,894	7,938	6.4%	7,626	5.8%	\$ 25,920	0.82	8,719
81	Other Services (except Public Administration)	89,718	97,403	104,392	7,685	8.6%	6,989	7.2%	\$ 32,721	1.10	17,255
90	Government	255,495	244,125	238,812	(11,370)	(4.5%)	(5,313)	(2.2%)	\$ 87,896	0.87	3,364
99	Unclassified Industry	443	501	638	58	13.1%	137	27.3%	\$ 109,691	0.20	686
Total		1,823,686	1,867,266	1,918,389	43,580	2.4%	51,123	2.7%	\$ 77,288		120,254

Source: EMSI

Figure 68: New Milford (06776, 06755) Shift Share Analysis, 2018 – 2023

NAICS	Description	Ind. Mix Effect	Nat'l Growth Effect	Expected Change	Competitive Effect
11	Agriculture, Forestry, Fishing and Hunting	0	0	0	0
21	Mining, Quarrying, and Oil and Gas Extraction	0	0	0	(1)
22	Utilities	(1)	2	1	2
23	Construction	7	37	44	(64)
31	Manufacturing	(32)	37	5	(64)
42	Wholesale Trade	(8)	16	8	(0)
44	Retail Trade	(50)	89	39	(22)
48	Transportation and Warehousing	6	13	19	(11)
51	Information	(1)	2	1	0
52	Finance and Insurance	(2)	11	9	(6)
53	Real Estate and Rental and Leasing	(0)	6	6	(1)
54	Professional, Scientific, and Technical Services	21	39	60	7
55	Management of Companies and Enterprises	0	0	0	0
56	Administrative and Support and Waste Management and Remediation Services	9	37	46	(28)
61	Educational Services	9	13	22	(22)
62	Health Care and Social Assistance	69	64	133	(46)
71	Arts, Entertainment, and Recreation	6	16	22	(10)
72	Accommodation and Food Services	11	49	60	1
81	Other Services (except Public Administration)	(5)	44	39	17
90	Government	(36)	60	24	(73)
99	Unclassified Industry	0	0	0	1
Total		3	536	539	(318)

Source: Esri

Figure 69: Greater New Milford Region Shift Share Analysis, 2018 - 2023

NAICS	Description	Ind. Mix Effect	Nat'l Growth Effect	Expected Change	Competitive Effect
11	Agriculture, Forestry, Fishing and Hunting	(11)	14	3	37
21	Mining, Quarrying, and Oil and Gas Extraction	0	1	1	(5)
22	Utilities	(4)	13	9	(16)
23	Construction	75	369	444	(487)
31	Manufacturing	(454)	525	71	(1,078)
42	Wholesale Trade	(78)	149	71	(18)
44	Retail Trade	(437)	776	339	(306)
48	Transportation and Warehousing	54	106	160	(163)
51	Information	(31)	81	50	(213)
52	Finance and Insurance	(26)	153	127	(258)
53	Real Estate and Rental and Leasing	(6)	80	74	(96)
54	Professional, Scientific, and Technical Services	176	322	498	(229)
55	Management of Companies and Enterprises	9	66	75	(122)
56	Administrative and Support and Waste Management and Remediation Services	71	309	380	(95)
61	Educational Services	76	108	184	(98)
62	Health Care and Social Assistance	777	720	1,497	(400)
71	Arts, Entertainment, and Recreation	36	94	130	(85)
72	Accommodation and Food Services	95	412	507	119
81	Other Services (except Public Administration)	(37)	301	264	4
90	Government	(341)	576	235	(364)
99	Unclassified Industry	0	2	2	6
Total		(55)	5,177	5,122	(3,868)

Source: Esri

Figure 70: New Milford (06776, 06755) Top 4-Digit Industries by 2018 Job Count, 2013 - 2023

NAICS	Description	2013 Jobs	2018 Jobs	2023 Jobs	2013 - 2018 Change	2013 - 2018 % Change	2018 - 2023 Change	2018 - 2023 % Change	Avg. Earnings Per Job	2018 Location Quotient
7225	Restaurants and Other Eating Places	737	812	865	75	10.2%	53	6.5%	\$ 22,048	1.30
9036	Education and Hospitals (Local Government)	741	669	631	(72)	(9.7%)	(38)	(5.7%)	\$ 86,665	1.34
5617	Services to Buildings and Dwellings	402	450	457	48	11.9%	7	1.6%	\$ 25,352	2.68
6211	Offices of Physicians	431	398	419	(33)	(7.7%)	21	5.3%	\$ 105,203	2.58
4451	Grocery Stores	345	356	359	11	3.2%	3	0.8%	\$ 32,351	2.25
3221	Pulp, Paper, and Paperboard Mills	318	328	291	10	3.1%	(37)	(11.3%)	\$ 93,593	59.43
4522	Department Stores	309	273	280	(36)	(11.7%)	7	2.6%	\$ 25,305	4.07
9039	Local Government, Excluding Education and Hospitals	228	232	233	4	1.8%	1	0.4%	\$ 68,336	0.70
7139	Other Amusement and Recreation Industries	214	224	232	10	4.7%	8	3.6%	\$ 22,210	2.66
8141	Private Households	177	206	232	29	16.4%	26	12.6%	\$ 21,076	4.04
4441	Building Material and Supplies Dealers	189	200	206	11	5.8%	6	3.0%	\$ 43,947	2.94
6231	Nursing Care Facilities (Skilled Nursing Facilities)	220	184	164	(36)	(16.4%)	(20)	(10.9%)	\$ 44,333	1.97
5415	Computer Systems Design and Related Services	131	168	193	37	28.2%	25	14.9%	\$ 87,094	1.28
6244	Child Day Care Services	173	167	157	(6)	(3.5%)	(10)	(6.0%)	\$ 23,006	2.31
2382	Building Equipment Contractors	150	157	165	7	4.7%	8	5.1%	\$ 62,269	1.12
6111	Elementary and Secondary Schools	148	155	155	7	4.7%	0	0.0%	\$ 61,275	2.31
8111	Automotive Repair and Maintenance	153	154	160	1	0.7%	6	3.9%	\$ 40,573	2.27
2383	Building Finishing Contractors	161	152	137	(9)	(5.6%)	(15)	(9.9%)	\$ 36,010	2.03
8121	Personal Care Services	119	150	170	31	26.1%	20	13.3%	\$ 22,148	2.00
2361	Residential Building Construction	150	147	130	(3)	(2.0%)	(17)	(11.6%)	\$ 40,235	2.05

Source: EMSI

Figure 71: Greater New Milford Region Top 4-Digit Industries by 2018 Job Count, 2013 – 2023

NAICS	Description	2013 Jobs	2018 Jobs	2023 Jobs	2013 - 2018 Change	2013 - 2018 % Change	2018 - 2023 Change	2018 - 2023 % Change	Avg. Earnings Per Job	2018 Location Quotient
7225	Restaurants and Other Eating Places	5,236	5,871	6,438	635	12.1%	567	9.7%	\$ 26,885	0.97
9036	Education and Hospitals (Local Government)	4,856	4,746	4,728	(110)	(2.3%)	(18)	(0.4%)	\$ 96,274	0.98
5617	Services to Buildings and Dwellings	2,778	3,192	3,501	414	14.9%	309	9.7%	\$ 32,004	1.97
6211	Offices of Physicians	2,616	2,746	3,048	130	5.0%	302	11.0%	\$ 122,305	1.84
6221	General Medical and Surgical Hospitals	2,648	2,550	2,528	(98)	(3.7%)	(22)	(0.9%)	\$ 91,117	0.97
9039	Local Government, Excluding Education and Hospitals	2,567	2,539	2,572	(28)	(1.1%)	33	1.3%	\$ 95,899	0.79
4451	Grocery Stores	2,417	2,467	2,519	50	2.1%	52	2.1%	\$ 36,929	1.61
2382	Building Equipment Contractors	1,589	1,741	1,778	152	9.6%	37	2.1%	\$ 70,473	1.29
4522	Department Stores	1,669	1,569	1,586	(100)	(6.0%)	17	1.1%	\$ 27,921	2.42
6231	Nursing Care Facilities (Skilled Nursing Facilities)	1,612	1,489	1,464	(123)	(7.6%)	(25)	(1.7%)	\$ 47,018	1.65
9026	Education and Hospitals (State Government)	1,626	1,415	1,355	(211)	(13.0%)	(60)	(4.2%)	\$ 62,385	0.81
5221	Depository Credit Intermediation	1,517	1,354	1,260	(163)	(10.7%)	(94)	(6.9%)	\$ 109,963	1.40
6111	Elementary and Secondary Schools	1,276	1,293	1,317	17	1.3%	24	1.9%	\$ 65,427	1.99
3364	Aerospace Product and Parts Manufacturing	1,467	1,252	1,139	(215)	(14.7%)	(113)	(9.0%)	\$ 152,094	4.48
8121	Personal Care Services	985	1,209	1,369	224	22.7%	160	13.2%	\$ 27,776	1.67
8141	Private Households	1,109	1,207	1,308	98	8.8%	101	8.4%	\$ 24,279	2.44
2383	Building Finishing Contractors	1,167	1,194	1,146	27	2.3%	(48)	(4.0%)	\$ 38,021	1.65
5416	Management, Scientific, and Technical Consulting Services	1,209	1,190	1,224	(19)	(1.6%)	34	2.9%	\$ 161,713	1.18
5511	Management of Companies and Enterprises	1,216	1,160	1,112	(56)	(4.6%)	(48)	(4.1%)	\$ 219,868	0.89
6241	Individual and Family Services	804	1,153	1,463	349	43.4%	310	26.9%	\$ 31,914	0.79

Source: EMSI

Figure 72: Connecticut Top 4-Digit Industries by 2018 Job Count, 2013 - 2023

NAICS	Description	2013 Jobs	2018 Jobs	2023 Jobs	2013 - 2018 Change	2013 - 2018 % Change	2018 - 2023 Change	2018 - 2023 % Change	Avg. Earnings Per Job	2018 Location Quotient
7225	Restaurants and Other Eating Places	98,326	105,251	112,356	6,925	7.0%	7,105	6.8%	\$ 24,059	0.85
9036	Education and Hospitals (Local Government)	90,182	88,755	89,651	(1,427)	(1.6%)	896	1.0%	\$ 87,311	0.90
9039	Local Government, Excluding Education and Hospitals	60,784	57,651	55,680	(3,133)	(5.2%)	(1,971)	(3.4%)	\$ 84,568	0.88
6221	General Medical and Surgical Hospitals	58,508	54,565	54,343	(3,943)	(6.7%)	(222)	(0.4%)	\$ 83,195	1.01
6113	Colleges, Universities, and Professional Schools	39,048	50,147	57,109	11,099	28.4%	6,962	13.9%	\$ 64,939	2.20
5241	Insurance Carriers	46,828	45,083	44,030	(1,745)	(3.7%)	(1,053)	(2.3%)	\$ 167,826	3.12
5617	Services to Buildings and Dwellings	37,039	41,712	45,248	4,673	12.6%	3,536	8.5%	\$ 32,703	1.26
4451	Grocery Stores	38,792	37,903	37,430	(889)	(2.3%)	(473)	(1.2%)	\$ 34,023	1.21
6211	Offices of Physicians	34,137	35,737	39,875	1,600	4.7%	4,138	11.6%	\$ 119,681	1.17
9029	State Government, Excluding Education and Hospitals	39,666	35,182	32,699	(4,484)	(11.3%)	(2,483)	(7.1%)	\$ 111,454	1.35
6241	Individual and Family Services	28,990	35,089	42,115	6,099	21.0%	7,026	20.0%	\$ 32,740	1.17
6231	Nursing Care Facilities (Skilled Nursing Facilities)	37,056	34,315	32,969	(2,741)	(7.4%)	(1,346)	(3.9%)	\$ 47,901	1.85
5511	Management of Companies and Enterprises	30,649	33,413	34,990	2,764	9.0%	1,577	4.7%	\$ 176,565	1.25
9026	Education and Hospitals (State Government)	32,830	30,964	29,970	(1,866)	(5.7%)	(994)	(3.2%)	\$ 80,278	0.87
3364	Aerospace Product and Parts Manufacturing	28,965	30,356	31,214	1,391	4.8%	858	2.8%	\$ 140,938	5.31
5613	Employment Services	28,945	29,365	29,704	420	1.5%	339	1.2%	\$ 50,811	0.70
5415	Computer Systems Design and Related Services	24,874	27,545	28,880	2,671	10.7%	1,335	4.8%	\$ 131,174	1.06
2382	Building Equipment Contractors	21,945	24,694	25,510	2,749	12.5%	816	3.3%	\$ 74,954	0.89
8141	Private Households	18,353	22,838	26,794	4,485	24.4%	3,956	17.3%	\$ 18,804	2.26
7139	Other Amusement and Recreation Industries	19,662	22,060	23,683	2,398	12.2%	1,623	7.4%	\$ 29,935	1.33

Source: EMSI

Data by Occupation

Figure 73: New Milford (06776, 06755) 2-Digit Occupations, 2013 - 2023

SOC	Description	2013 Jobs	2018 Jobs	2023 Jobs	2013 - 2018 Change	2013 - 2018 % Change	2018 - 2023 Change	2018 - 2023 % Change	Avg. Hourly Earnings	2018 Resident Workers	2018 Net Commuters	2018 Location Quotient	Automation Index
11-0000	Management Occupations	495	536	553	41	8.3%	17	3.2%	\$ 49	948	(412)	1.01	85.3
13-0000	Business and Financial Operations Occupations	281	286	296	5	1.8%	10	3.5%	\$ 34	595	(309)	0.59	89.8
15-0000	Computer and Mathematical Occupations	145	164	184	19	13.1%	20	12.2%	\$ 34	332	(168)	0.60	83.6
17-0000	Architecture and Engineering Occupations	110	107	110	(3)	(2.7%)	3	2.8%	\$ 37	277	(170)	0.66	87.0
19-0000	Life, Physical, and Social Science Occupations	48	44	51	(4)	(8.3%)	7	15.9%	\$ 37	101	(57)	0.56	84.7
21-0000	Community and Social Service Occupations	118	129	140	11	9.3%	11	8.5%	\$ 26	253	(124)	0.83	82.3
23-0000	Legal Occupations	94	93	89	(1)	(1.1%)	(4)	(4.3%)	\$ 46	128	(35)	1.19	84.3
25-0000	Education, Training, and Library Occupations	769	729	707	(40)	(5.2%)	(22)	(3.0%)	\$ 28	964	(235)	1.36	85.8
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	181	179	182	(2)	(1.1%)	3	1.7%	\$ 22	270	(91)	1.03	89.7
29-0000	Healthcare Practitioners and Technical Occupations	446	455	486	9	2.0%	31	6.8%	\$ 48	855	(400)	0.87	88.4
31-0000	Healthcare Support Occupations	257	248	271	(9)	(3.5%)	23	9.3%	\$ 16	424	(176)	0.97	95.5
33-0000	Protective Service Occupations	143	128	126	(15)	(10.5%)	(2)	(1.6%)	\$ 24	251	(123)	0.60	99.1
35-0000	Food Preparation and Serving Related Occupations	871	939	998	68	7.8%	59	6.3%	\$ 13	1,422	(483)	1.19	126.1
37-0000	Building and Grounds Cleaning and Maintenance Occupations	603	634	651	31	5.1%	17	2.7%	\$ 15	801	(167)	1.83	122.7
39-0000	Personal Care and Service Occupations	509	584	647	75	14.7%	63	10.8%	\$ 14	867	(283)	1.44	95.8
41-0000	Sales and Related Occupations	1,187	1,157	1,171	(30)	(2.5%)	14	1.2%	\$ 18	1,740	(583)	1.24	94.9
43-0000	Office and Administrative Support Occupations	1,208	1,181	1,188	(27)	(2.2%)	7	0.6%	\$ 19	2,024	(843)	0.86	99.0
45-0000	Farming, Fishing, and Forestry Occupations	18	18	18	0	0.0%	0	0.0%	\$ 14	33	(15)	0.26	110.0
47-0000	Construction and Extraction Occupations	521	512	495	(9)	(1.7%)	(17)	(3.3%)	\$ 21	709	(197)	1.18	123.4
49-0000	Installation, Maintenance, and Repair Occupations	359	355	357	(4)	(1.1%)	2	0.6%	\$ 23	537	(182)	0.96	108.9
51-0000	Production Occupations	475	451	411	(24)	(5.1%)	(40)	(8.9%)	\$ 20	807	(356)	0.81	114.0
53-0000	Transportation and Material Moving Occupations	523	524	542	1	0.2%	18	3.4%	\$ 17	793	(269)	0.81	110.6
55-0000	Military-only occupations	-	-	-	0	0.0%	0	0.0%	\$ -	18	(18)	-	N/A
99-0000	Unclassified Occupation	-	-	-	0	0.0%	0	0.0%	\$ -	0	0	-	N/A
		9,361	9,453	9,674	92	1.0%	221	2.3%	\$ 23	15,147	(5,696)		

Source: EMSI

Figure 74: Greater New Milford Region 2-Digit Occupations, 2013 - 2023

SOC	Description	2013 Jobs	2018 Jobs	2023 Jobs	2013 - 2018 Change	2013 - 2018 % Change	2018 - 2023 Change	2018 - 2023 % Change	Avg. Hourly Earnings	2018 Resident Workers	2018 Net Commuters	2018 Location Quotient	Automation Index
11-0000	Management Occupations	6,069	6,159	6,186	90	1.5%	27	0.4%	\$ 62	7,141	(982)	1.20	85.3
13-0000	Business and Financial Operations Occupations	3,859	3,708	3,674	(151)	(3.9%)	(34)	(0.9%)	\$ 41	4,956	(1,248)	0.79	89.8
15-0000	Computer and Mathematical Occupations	1,781	1,736	1,718	(45)	(2.5%)	(18)	(1.0%)	\$ 46	2,506	(770)	0.66	83.6
17-0000	Architecture and Engineering Occupations	2,075	1,931	1,873	(144)	(6.9%)	(58)	(3.0%)	\$ 44	1,982	(51)	1.25	87.0
19-0000	Life, Physical, and Social Science Occupations	1,060	729	776	(331)	(31.2%)	47	6.4%	\$ 42	850	(121)	0.97	84.7
21-0000	Community and Social Service Occupations	1,229	1,319	1,419	90	7.3%	100	7.6%	\$ 28	1,724	(405)	0.87	82.3
23-0000	Legal Occupations	594	597	591	3	0.5%	(6)	(1.0%)	\$ 54	831	(234)	0.79	84.3
25-0000	Education, Training, and Library Occupations	5,810	5,839	5,921	29	0.5%	82	1.4%	\$ 31	6,768	(929)	1.13	85.8
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	1,783	1,735	1,709	(48)	(2.7%)	(26)	(1.5%)	\$ 26	2,112	(377)	1.03	89.7
29-0000	Healthcare Practitioners and Technical Occupations	5,143	5,308	5,616	165	3.2%	308	5.8%	\$ 50	5,941	(633)	1.05	88.4
31-0000	Healthcare Support Occupations	2,456	2,441	2,673	(15)	(0.6%)	232	9.5%	\$ 18	2,921	(480)	0.99	95.5
33-0000	Protective Service Occupations	1,519	1,508	1,504	(11)	(0.7%)	(4)	(0.3%)	\$ 27	1,882	(374)	0.74	99.1
35-0000	Food Preparation and Serving Related Occupations	6,941	7,551	8,163	610	8.8%	612	8.1%	\$ 14	8,575	(1,024)	0.99	126.1
37-0000	Building and Grounds Cleaning and Maintenance Occupations	4,546	4,749	5,076	203	4.5%	327	6.9%	\$ 16	5,137	(388)	1.42	122.7
39-0000	Personal Care and Service Occupations	4,006	4,627	5,122	621	15.5%	495	10.7%	\$ 15	5,607	(980)	1.18	95.8
41-0000	Sales and Related Occupations	11,024	10,726	10,635	(298)	(2.7%)	(91)	(0.8%)	\$ 22	11,290	(564)	1.19	94.9
43-0000	Office and Administrative Support Occupations	13,080	12,332	12,082	(748)	(5.7%)	(250)	(2.0%)	\$ 22	14,511	(2,179)	0.93	99.0
45-0000	Farming, Fishing, and Forestry Occupations	179	219	247	40	22.3%	28	12.8%	\$ 16	226	(7)	0.32	110.0
47-0000	Construction and Extraction Occupations	4,882	5,049	5,009	167	3.4%	(40)	(0.8%)	\$ 23	5,249	(200)	1.21	123.4
49-0000	Installation, Maintenance, and Repair Occupations	3,272	3,282	3,295	10	0.3%	13	0.4%	\$ 26	3,466	(184)	0.92	108.9
51-0000	Production Occupations	6,460	5,244	4,725	(1,216)	(18.8%)	(519)	(9.9%)	\$ 22	5,126	118	0.98	114.0
53-0000	Transportation and Material Moving Occupations	4,351	4,462	4,490	111	2.6%	28	0.6%	\$ 20	5,011	(549)	0.72	110.6
55-0000	Military-only occupations	64	63	64	(1)	(1.6%)	1	1.6%	\$ 18	147	(84)	0.11	N/A
99-0000	Unclassified Occupation	-	-	-	0	0.0%	0	0.0%	\$ -	0	0	-	N/A
		92,183	91,314	92,568	(869)	(0.9%)	1,254	1.4%	\$ 28	103,960	(12,645)		

Source: EMSI

Figure 75: Connecticut 2-Digit Occupations, 2013 - 2023

SOC	Description	2013 Jobs	2018 Jobs	2023 Jobs	2013 - 2018 Change	2013 - 2018 % Change	2018 - 2023 Change	2018 - 2023 % Change	Avg. Hourly Earnings	2018 Resident Workers	2018 Net Commuters	2018 Location Quotient	Automation Index
11-0000	Management Occupations	124,166	133,878	137,334	9,712	7.8%	3,456	2.6%	\$ 61	134,178	(300)	1.27	85.3
13-0000	Business and Financial Operations Occupations	98,256	101,120	102,397	2,864	2.9%	1,277	1.3%	\$ 40	105,758	(4,638)	1.05	89.8
15-0000	Computer and Mathematical Occupations	50,283	54,045	56,204	3,762	7.5%	2,159	4.0%	\$ 43	55,706	(1,661)	1.00	83.6
17-0000	Architecture and Engineering Occupations	34,645	37,045	37,946	2,400	6.9%	901	2.4%	\$ 43	37,094	(49)	1.17	87.0
19-0000	Life, Physical, and Social Science Occupations	14,086	13,621	14,311	(465)	(3.3%)	690	5.1%	\$ 39	13,764	(143)	0.89	84.7
21-0000	Community and Social Service Occupations	38,809	39,481	41,460	672	1.7%	1,979	5.0%	\$ 27	40,040	(559)	1.28	82.3
23-0000	Legal Occupations	17,323	17,291	17,325	(32)	(0.2%)	34	0.2%	\$ 52	18,324	(1,033)	1.12	84.3
25-0000	Education, Training, and Library Occupations	119,224	121,148	125,373	1,924	1.6%	4,225	3.5%	\$ 31	123,653	(2,505)	1.14	85.8
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	33,957	35,167	36,297	1,210	3.6%	1,130	3.2%	\$ 26	36,267	(1,100)	1.02	89.7
29-0000	Healthcare Practitioners and Technical Occupations	106,622	109,437	115,662	2,815	2.6%	6,225	5.7%	\$ 45	110,214	(777)	1.06	88.4
31-0000	Healthcare Support Occupations	54,935	52,955	57,234	(1,980)	(3.6%)	4,279	8.1%	\$ 17	54,372	(1,417)	1.04	95.5
33-0000	Protective Service Occupations	39,485	38,708	38,295	(777)	(2.0%)	(413)	(1.1%)	\$ 26	40,277	(1,569)	0.93	99.1
35-0000	Food Preparation and Serving Related Occupations	134,963	141,447	149,470	6,484	4.8%	8,023	5.7%	\$ 13	141,412	35	0.91	126.1
37-0000	Building and Grounds Cleaning and Maintenance Occupations	76,493	80,013	85,677	3,520	4.6%	5,664	7.1%	\$ 16	80,552	(539)	1.17	122.7
39-0000	Personal Care and Service Occupations	80,998	96,929	108,507	15,931	19.7%	11,578	11.9%	\$ 14	98,048	(1,119)	1.21	95.8
41-0000	Sales and Related Occupations	183,877	177,840	176,653	(6,037)	(3.3%)	(1,187)	(0.7%)	\$ 23	180,901	(3,061)	0.96	94.9
43-0000	Office and Administrative Support Occupations	281,224	274,795	273,667	(6,429)	(2.3%)	(1,128)	(0.4%)	\$ 21	281,634	(6,839)	1.01	99.0
45-0000	Farming, Fishing, and Forestry Occupations	5,074	4,846	4,841	(228)	(4.5%)	(5)	(0.1%)	\$ 16	4,326	520	0.35	110.0
47-0000	Construction and Extraction Occupations	70,009	72,873	73,161	2,864	4.1%	288	0.4%	\$ 24	72,266	607	0.85	123.4
49-0000	Installation, Maintenance, and Repair Occupations	59,125	60,375	61,281	1,250	2.1%	906	1.5%	\$ 26	60,567	(192)	0.83	108.9
51-0000	Production Occupations	101,343	98,402	95,443	(2,941)	(2.9%)	(2,959)	(3.0%)	\$ 21	96,871	1,531	0.90	114.0
53-0000	Transportation and Material Moving Occupations	91,060	98,974	103,306	7,914	8.7%	4,332	4.4%	\$ 19	99,173	(199)	0.78	110.6
55-0000	Military-only occupations	7,729	6,876	6,543	(853)	(11.0%)	(333)	(4.8%)	\$ 19	7,290	(414)	0.60	N/A
99-0000	Unclassified Occupation	-	-	-	0	0.0%	0	0.0%	\$ -	0	0	-	N/A
		1,823,686	1,867,266	1,918,389	43,580	2.4%	51,123	2.7%	\$ 28	1,892,687	(25,421)		

Source: EMSI

Figure 76: New Milford (06776, 06755) Top 4-Digit Occupations by 2018 Job Count, 2013 - 2023

SOC	Description	2013 Jobs	2018 Jobs	2023 Jobs	2013 - 2018 Change	2013 - 2018 % Change	2018 - 2023 Change	2018 - 2023 % Change	Avg. Hourly Earnings	2018 Resident Workers	2018 Net Commuters	2018 Location Quotient	Automation Index
37-2010	Building Cleaning Workers	382	393	393	11	2.9%	0	0.0%	\$ 14	499	(106)	1.64	123.3
41-2010	Cashiers	357	358	362	1	0.3%	4	1.1%	\$ 12	474	(116)	1.73	105.6
41-2030	Retail Salespersons	366	345	352	(21)	(5.7%)	7	2.0%	\$ 15	560	(215)	1.32	93.4
35-3020	Fast Food and Counter Workers	228	241	254	13	5.7%	13	5.4%	\$ 12	343	(102)	1.00	130.8
35-3030	Waiters and Waitresses	194	214	232	20	10.3%	18	8.4%	\$ 12	327	(113)	1.40	129.8
25-2020	Elementary and Middle School Teachers	213	201	194	(12)	(5.6%)	(7)	(3.5%)	\$ 36	236	(35)	1.68	83.0
37-3010	Grounds Maintenance Workers	178	196	211	18	10.1%	15	7.7%	\$ 15	241	(45)	2.38	128.6
43-6010	Secretaries and Administrative Assistants	214	196	189	(18)	(8.4%)	(7)	(3.6%)	\$ 21	349	(153)	0.83	92.1
41-1010	First-Line Supervisors of Sales Workers	189	182	182	(7)	(3.7%)	0	0.0%	\$ 21	248	(66)	1.77	85.8
43-5080	Stock Clerks and Order Fillers	159	176	183	17	10.7%	7	4.0%	\$ 14	244	(68)	1.46	112.3
35-2010	Cooks	159	174	184	15	9.4%	10	5.7%	\$ 14	256	(82)	1.20	124.2
53-7060	Laborers and Material Movers, Hand	165	169	174	4	2.4%	5	3.0%	\$ 15	293	(124)	0.72	119.0
39-9010	Childcare Workers	171	163	165	(8)	(4.7%)	2	1.2%	\$ 12	192	(29)	2.34	88.0
25-9040	Teacher Assistants	158	159	153	1	0.6%	(6)	(3.8%)	\$ 15	193	(34)	2.00	89.7
53-3030	Driver/Sales Workers and Truck Drivers	135	156	161	21	15.6%	5	3.2%	\$ 19	241	(85)	0.78	110.7
11-1020	General and Operations Managers	133	141	144	8	6.0%	3	2.1%	\$ 63	249	(108)	1.05	82.2
43-9060	Office Clerks, General	131	129	127	(2)	(1.5%)	(2)	(1.6%)	\$ 17	239	(110)	0.66	102.0
51-9190	Miscellaneous Production Workers	107	122	109	15	14.0%	(13)	(10.7%)	\$ 18	79	43	2.23	121.5
39-9020	Personal Care Aides	75	120	156	45	60.0%	36	30.0%	\$ 14	230	(110)	0.88	94.2
25-2030	Secondary School Teachers	123	120	115	(3)	(2.4%)	(5)	(4.2%)	\$ 37	141	(21)	1.85	84.8

Source: EMSI

Figure 77: Greater New Milford Region Top 4-Digit Occupations by 2018 Job Count, 2013 - 2023

SOC	Description	2013 Jobs	2018 Jobs	2023 Jobs	2013 - 2018 Change	2013 - 2018 % Change	2018 - 2023 Change	2018 - 2023 % Change	Avg. Hourly Earnings	2018 Resident Workers	2018 Net Commuters	2018 Location Quotient	Automation Index
41-2030	Retail Salespersons	3,796	3,552	3,510	(244)	(6.4%)	(42)	(1.2%)	\$ 17	3,483	69	1.40	93.4
37-2010	Building Cleaning Workers	2,814	2,882	3,075	68	2.4%	193	6.7%	\$ 15	3,175	(293)	1.25	123.3
41-2010	Cashiers	2,708	2,730	2,735	22	0.8%	5	0.2%	\$ 13	2,785	(55)	1.36	105.6
43-6010	Secretaries and Administrative Assistants	2,219	2,012	1,924	(207)	(9.3%)	(88)	(4.4%)	\$ 25	2,585	(573)	0.88	92.1
35-3030	Waiters and Waitresses	1,631	1,755	1,887	124	7.6%	132	7.5%	\$ 13	1,936	(181)	1.19	129.8
35-3020	Fast Food and Counter Workers	1,537	1,749	1,956	212	13.8%	207	11.8%	\$ 13	2,053	(304)	0.75	130.8
53-7060	Laborers and Material Movers, Hand	1,624	1,618	1,602	(6)	(0.4%)	(16)	(1.0%)	\$ 17	1,882	(264)	0.71	119.0
11-1020	General and Operations Managers	1,486	1,530	1,531	44	3.0%	1	0.1%	\$ 76	1,765	(235)	1.19	82.2
37-3010	Grounds Maintenance Workers	1,406	1,526	1,634	120	8.5%	108	7.1%	\$ 17	1,589	(63)	1.92	128.6
29-1140	Registered Nurses	1,457	1,501	1,562	44	3.0%	61	4.1%	\$ 41	1,698	(197)	0.90	85.3
41-1010	First-Line Supervisors of Sales Workers	1,536	1,479	1,473	(57)	(3.7%)	(6)	(0.4%)	\$ 25	1,471	8	1.48	85.8
25-2020	Elementary and Middle School Teachers	1,474	1,475	1,486	1	0.1%	11	0.7%	\$ 40	1,616	(141)	1.28	83.0
43-5080	Stock Clerks and Order Fillers	1,332	1,415	1,435	83	6.2%	20	1.4%	\$ 16	1,463	(48)	1.22	112.3
43-9060	Office Clerks, General	1,469	1,403	1,360	(66)	(4.5%)	(43)	(3.1%)	\$ 20	1,762	(359)	0.74	102.0
35-2010	Cooks	1,252	1,385	1,492	133	10.6%	107	7.7%	\$ 15	1,532	(147)	0.99	124.2
53-3030	Driver/Sales Workers and Truck Drivers	1,225	1,366	1,385	141	11.5%	19	1.4%	\$ 22	1,502	(136)	0.71	110.7
43-4050	Customer Service Representatives	1,251	1,358	1,348	107	8.6%	(10)	(0.7%)	\$ 21	1,590	(232)	0.86	96.4
31-1010	Nursing, Psychiatric, and Home Health Aides	1,368	1,257	1,345	(111)	(8.1%)	88	7.0%	\$ 16	1,651	(394)	0.89	95.3
39-9020	Personal Care Aides	817	1,203	1,472	386	47.2%	269	22.4%	\$ 14	1,551	(348)	0.91	94.2
25-9040	Teacher Assistants	1,115	1,169	1,184	54	4.8%	15	1.3%	\$ 17	1,337	(168)	1.53	89.7

Source: EMSI

Figure 78: Connecticut Top 4-Digit Occupations by 2018 Job Count, 2013 - 2023

SOC	Description	2013 Jobs	2018 Jobs	2023 Jobs	2013 - 2018 Change	2013 - 2018 % Change	2018 - 2023 Change	2018 - 2023 % Change	Avg. Hourly Earnings	2018 Resident Workers	2018 Net Commuters	2018 Location Quotient	Automation Index
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43-5080	Stock Clerks and Order Fillers	1,332	1,415	1,435	83	6.2%	20	1.4%	\$ 16	1,463	(48)	1.22	112.3
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25-9040	Teacher Assistants	1,115	1,169	1,184	54	4.8%	15	1.3%	\$ 17	1,337	(168)	1.53	89.7

Source: EMSI

ATTACHMENT B: DATA SOURCES

Economic Modeling Specialists International (Emsi)

To analyze the industrial makeup of a study area, industry data organized by the North American Industrial Classification System (NAICS) is assessed. Camoin 310 subscribes to Economic Modeling Specialists Intl. (EMSI), a proprietary data provider that aggregates economic data from approximately 90 sources. EMSI industry data, in our experience, is more complete than most or perhaps all local data sources (for more information on EMSI, please see www.economicmodeling.com). This is because local data sources typically miss significant employment counts by industry because data on sole proprietorships and contractual employment (i.e. 1099 contractor positions) is not included and because certain employment counts are suppressed from BLS/BEA figures for confidentiality reasons when too few establishments exist within a single NAICS code.

Esri Business Analyst Online (BAO)

ESRI is the leading provider of location-driven market insights. It combines demographic, lifestyle, and spending data with map-based analytics to provide market intelligence for strategic decision-making. ESRI uses proprietary statistical models and data from the U.S. Census Bureau, the U.S. Postal Service, and various other sources to present current conditions and project future trends. Esri data are used by developers to maximize their portfolio, retailers to understand growth opportunities, and by economic developers to attract business that fits their community. For more information, visit www.esri.com.

CoStar

CoStar is the leading source of commercial real estate intelligence in the U.S. It provides a full market inventory of properties and spaces—available as well as fully leased—by market and submarket. Details on vacancy, absorption, lease rates, inventory, and other real estate market data are provided, as well as property-specific information including photos and floor plans. CoStar covers office, retail, industrial, and multifamily markets. CoStar data is researched and verified by the industry's largest professional research team. With 1,200 researchers and 130 field research vehicles, CoStar's team makes calls to property managers; reviews court filings, tax assessor records and deeds; visits construction sites; and scans the web to uncover nearly real-time market changes. More at www.costar.com.

American Community Survey (ACS), U.S. Census

The American Community Survey (ACS) is an ongoing statistical survey by the U.S. Census Bureau that gathers demographic and socioeconomic information on age, sex, race, family and relationships, income and benefits, health insurance, education, veteran status, disabilities, commute patterns, and other topics. The survey is mandatory to fill out, but the survey is only sent to a small sample of the population on a rotating basis. The survey is crucial to major planning decisions, like vital services and infrastructure investments, made by municipalities and cities. The questions on the ACS are different than those asked on the decennial census and provide ongoing demographic updates of the nation down to the block group level. For more information on the ACS, visit <http://www.census.gov/programs-surveys/acs/>.

OnTheMap, U.S. Census

OnTheMap is a tool developed through the U.S. Census Longitudinal Employer-Household Dynamics (LEHD) program that helps to visualize Local Employment Dynamics (LED) data about where workers are employed and where they live. There are also visual mapping capabilities for data on age, earnings, industry distributions, race,

ethnicity, educational attainment, and sex. The OnTheMap tool can be found here, along with links to documentation: <http://onthemap.ces.census.gov/>.

ATTACHMENT C: INDIVIDUALS INTERVIEWED

Thank you to the following individuals for donating your time and offering insight to this project:

- ◆ Antonio Capanna Jr., Neeltran Inc. President
- ◆ Bill Donohue, Teton Capital (Assisted Living Developer) Managing Partner
- ◆ Carolyn Haglund, New Milford Senior Center Director
- ◆ Dave Littlefield, Housatonic River Brewing Owner
- ◆ Dr. Daniel Py, MEDInstill Technologies CEO and Chairman
- ◆ Dr. Thomas Koobatian, New Milford Hospital
- ◆ Garrett Palmer, Coldwell Banker Commercial Associate
- ◆ Gary Wright, Kimberly Clark Mill Manager
- ◆ Hal Fischel, Fischel Properties
- ◆ Hal Kurfes, Coldwell Banker Realty
- ◆ Joe Wrinn, Coldwell Banker SIOR
- ◆ Karen Pollard, Town of New Milford Director of Economic Development
- ◆ Kathleen Torresco, New Milford Sewer Commission
- ◆ Kathy Castagnetta, AICP, Town of New Milford Community Investment Officer
- ◆ Kristen Gizzi, Litchfield Crossing, LLC Executive Director
- ◆ Laura Regan, New Milford Town Planner/ZEO
- ◆ Lisa Agee, Goatboy Soaps Owner
- ◆ Michael Gold, New Milford Town Council member
- ◆ Michael Nahom, New Milford Town Council member and local business owner
- ◆ Mick Consalvo, Tower Realty Senior Vice President
- ◆ Mike Zarba, Town of New Milford Director of Public Works
- ◆ Mir Sabbir Ahmed, Anz Petroleum Inc. President and local property owner and developer
- ◆ Oley Carpp, The Corporation for New Milford Economic Development Chairman
- ◆ Pete Cotier, Canterbury School Associate Head of School for Operations
- ◆ Peter Schmitt, Textile Development Associates Textile Engineer
- ◆ Raymond Oneglia, O&G Industries Vice Chairman
- ◆ Rick Moreau, Ring's End Inc. General Manager
- ◆ Roy Young, Elephant's Trunk Flea Market Owner
- ◆ Rufus DeRham, Northwest Connecticut Arts Council Executive Director
- ◆ Stephen Carleton, Canterbury School Business Manager
- ◆ Steven Kleppin, AICP, Norwalk Planning and Zoning Department Director and New Milford Forest and Farmland Preservation Committee Chairman
- ◆ Tom Esposito, New Milford Town Council member
- ◆ Walter Bayer, New Milford Town Council member



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