

Stone Bridge Crossing – Cheshire, Connecticut

Proposed 140 Unit Multi-Family Development

Municipal Fiscal Impact and Economic Impact Analysis:

Prepared for EG Home LLC

And for Presentation to the

Cheshire Planning and Zoning Commission



June 16, 2021

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Municipal Fiscal Impact and Economic Analysis

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June 16, 2021

Earl Kurtz III, Chair
Town of Cheshire
Town Planning and Zoning Commission
84 South Main Street
Cheshire, CT 06410

RE: Multi-Family Residential Development – Stone Bridge Crossing (Lot 7)

Dear Chairman Kurtz:

I submit this report as expert testimony for the proposed Stone Bridge Crossing application (Lot 7 of the North End Parcel – Mixed Use Development). The application seeks to allow a 140-unit multi-family development consisting of 84 semi-attached single-family homes and 56 townhouses on approximately 26.793 acres.

As I am sure you are aware, the housing market has shifted and changed dramatically since the market crash in 2008. The market crash unleashed the pent-up demand for multi-family residential development that is being driven by changes in our demographic structure. The primary shift from a land use perspective, has been from conventional single-family large lot residential development to a variety of multi-family development styles and densities. Stone Bridge Crossing, while a multi-family development by land use definition, is a semi-attached single-family residential community with a mixed of two- and four-unit structures that provides a hybrid development of moderate density ownership units. In short, Stone Bridge Crossing strikes a balance between the benefits of both single and multi-family housing. The development targets a segment—young professionals and empty nesters—of home buyers who seek lower maintenance homeownership, in a picturesque setting.

This report, focused on municipal fiscal impacts, will explore, and explain the changes in demographics and the demographic structure of society that are driving these shifts and changes in the housing market. This understanding of demographics will create the foundation to understanding the market research we conducted that reveals this Stone Bridge Cross as feasible and municipal fiscal impact findings that show Stone Bridge Cross will be a net fiscal positive to the Town of Cheshire.

I thank you for your time and consideration, and I look forward to discussing the findings of this report with you and the Commission at the public hearing.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "Donald J. Poland".

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Planning Consultant

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Summary of Findings
Municipal Fiscal Impacts**Revenues: Real Property Taxes & User Fees**

Residential Real Property Taxes (140 Units @ \$8,166/unit)	=	\$1,143,353
Personal Property Taxes (280 Motor Vehicles at \$307.28/vehicle)	=	\$86,039
Estimated Projection – Total Revenues	=	\$1,229,392

Expenditures: School Enrollment Projections & Cost¹

Enrollment Expenditures (53 Allocated NTD Enrollments @ \$9,774/Pupil) ²	=	(\$518,022)
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Expenditures: Municipal Government³

General Government Services – Residential (22.5% of taxes paid)	=	(\$276,613)
Estimated Projection – Total Expenditures	=	(\$794,635)

Fiscal Impact Summary

Total Revenue (Property Taxes & Fees)	=	\$1,229,392
Total Expenditures – (Education & General Government)	=	(\$794,635)
Estimated Positive Fiscal Impact/Year	=	\$434,757⁴

One-Time Development Fees

Land Use Permitting Fees	=	\$4,120
Building Permitting Fees	=	\$432,435
Estimated One-Time Development Fees	=	\$436,555

Economic Impact

Job Creation		Discretionary & Consumer Spending	
Construction Jobs Total	127	Total Discretionary Spending:	\$5,035,800
		Local Consumer Spending:	\$1,510,740

¹ Cheshire's housing stock consists of 10,958 total housing units. Of those units, 10,169 are occupied units, 87.8% of the units are owner-occupied, 83.3% are single-family, and 73.7% have 3+ bedrooms. With 4,122 student enrollments in the school district, Cheshire's housing stock generates 0.41 enrollments per occupied housing unit. Our analysis projects that the 140 proposed units will produce 0.95 enrollments per unit—that equals 133 total enrollments and 67 new-to-district enrollments.

² Per pupil enrollment costs are adjusted for non-property tax revenue, expenses are allocated to account for fixed cost not impacted by enrollments, and New-To-District enrollments.

³ General Government expenditures estimate the percent of municipal services used by the residential use (not including education expenditures accounted for above).

⁴ We estimate a net positive fiscal impact of \$434,757 per year. Based on our experience in conducting these studies and testing our findings against existing and completed developments, it is our expert opinion that this is very conservative estimate and we anticipate the positive fiscal impact will be more than what is estimated.



I. Introduction

The proposed multi-family development consists of 140 semi-attached residential homeownership units. The site is part of the North End Parcel mixed-use development located near the I-691 interchange. The overall character of the area is well suited for this form of development and the proposed housing style will add diversity to Cheshire's housing stock,

The aim of this report is to provide the Cheshire Planning and Zoning Commission with an analysis of the municipal fiscal impacts and economic impacts that are anticipated to result from the proposed mixed-use development. The report will show that the proposed development will have a positive fiscal impact of approximately \$434,757 in net-positive tax revenue to the Town of Cheshire each year—ensuring the new housing does not create a fiscal burden on municipal services. In addition, the development will create and/or sustain 127 construction jobs and generate \$1,510,740 in new consumer spending in local businesses.

While the positive fiscal and economic impact are important, understanding the demographic, social, economic, and generational changes that are underlying this multi-family development application are even more important to understand. Therefore, to best understand the forces of change driving this application and the positive fiscal impact, the report provides a detailed discussion of changes in demographics and the demographic structure of household. This includes the need to understand communities (cities, towns, suburbs, and metropolitan areas) as complex adaptive systems⁵—socio-economic ecosystems—that are constantly shifting, changing, and reorganizing around new social, behavioral, economic, and technological forces.

II. Housing as a Commodity

To best understand housing and housing markets, we need to understand that housing is unique and different than other commodities. Understanding housing as a unique and different commodity helps to inform us about shifts and changes in the housing market. Housing is fixed in locations, durable, temporal, and subject to creative destruction. The following are brief discussions and explanations of each of these unique characteristics:

- **Fixed Location:** Real estate, parcels, buildings, and specifically, housing units are fixed in locations—they are non-moveable. Therefore, the utility and value of housing are tied to their location and neighborhood conditions. Most important, location and conditions are subject to change. What was a desirable location or a well-maintained neighborhood yesterday, today may

⁵ For a detailed account of urban ecology, changes in suburban communities, and the need to embrace and manage change, see Poland, Donald; (2016) *Urban Resilience - Evolution, Co-Creation, and the Remaking of Space*. Doctoral Thesis, UCL (University College London).



not be as desirable or well-maintained. As a result of this, the value of housing is influenced by investment behaviors in each community and neighborhood.

- **Durable:** Housing is long lasting and expensive to construct. Housing requires continuous investment to maintain quality and value. In addition, housing is highly susceptible to changes in investment behavior, the location of investment, and *consumer preferences*. Unlike other commodities, housing remains on the landscape for long periods of time, while investor behaviors and consumer preferences change over time. What was desirable housing product in 1950 or 2000, may not be as desirable in 2021.
- **Temporal:** Housing is constructed at specific moments in time (and space/location), often in large numbers (i.e., large developments, subdivisions, or neighborhoods), and designed to meet the consumer preferences at that moment in time. This means that the moment a housing unit is completed, it is competing with newer housing product that has a competitive advantage at better serving the changing preferences of consumers (homebuyers).
- **Creative Destruction:** Is the phenomenon of innovation (i.e., new methods, materials, techniques, designs, and amenities of housing) that destroy the housing product that was previously provided. Housing is continually being creatively destroyed by newer/modern product. For example, the 1950s 1,000 square foot ranch, on a quarter acre lot, with one bathroom, three bedrooms, small closets, and a one car garage has been creatively destroyed by 2,500 square foot Colonials on half-acre (or more) lots, with two and a half baths (one en-suite with the master bedroom), three or more-bedrooms, large closets, open floor plans, and two car garages.

Most commodities are not fixed in location or as durable as housing. However, other commodities are temporal and susceptible to creative destruction. For example, when the Sony Walkman is creatively destroyed by the MP3 player, the Walkman goes away, while the 1950s house remain as part of the landscape and housing market, competing with newer housing product.

III. Demographics, Housing, and School District Enrollments

Connecticut has been a slow-to-no-growth state for three decades. Job growth has been mostly stagnant and population growth has been anemic. This lack of statewide economic and population growth has resulted in changes to Connecticut's demographics and demographic structure. Unfortunately, these changes are for the worse. It is often said that *demographics are destiny*. In the case of Connecticut and its communities (including, Cheshire), the primary outcome of our *demographic destiny* is that we are aging—growing older. Older populations require more government services, spend less in consumer spending, need to be supported by the taxes of a contracting labor force, and result in fewer young families with fewer children—further reducing the next generation of our labor force.



One of the most notable community concerns related to any proposal for new housing development is the impact of housing on municipal budgets resulting from new public-school age children generated by new housing units and enrolled in the local school district. This fiscal concern results from the fact that the largest portion of any municipal budget is the Board of Education budget—typically between 50% and 70% of the total municipal budget. In Cheshire, the Board of Education (2021) budget represents 64.3% of the total municipal budget. Unfortunately, assumptions related to the number of public school-age children generated by new housing units are often higher than the actual number of school district enrollments that result from new housing. For example, it is not uncommon for residents or commissions to assume that each new housing unit produces one, two, or even more school district enrollments. These assumptions result from past experiences, memories of prior generations, and failure to understand that the same social-cultural forces that are contributing to the disruption of housing markets are also disrupting our communities, government services, and school district enrollments.

Changes in demographics and generational changes to lifestyle are resulting in fewer traditional households and fewer school age children (school district enrollments). For example, some simple calculations can dispel the myth of one or more school enrollments per housing unit. Statewide, Connecticut has 527,829 children enrolled in public schools⁶ and 1,377,166 households.⁷ Divide statewide enrollments (527,829) by households (1,377,166) and number of public-school district enrollments equals 0.38 enrollments per household. The same calculation can be applied to Cheshire. Cheshire has 10,169 households (occupied housing units) and 4,122⁸ school enrollments (4,122 / 10,169) or 0.41 school district enrollments per household. Enrollments of 0.38 per household statewide and 0.41 per household in Cheshire are well below the one or more enrollments per new housing units that is commonly assumed.

Statewide, and in most Connecticut communities, school district enrollments have been declining for over a decade. For example, in 2008 statewide enrollments were 574,848 compared to 527,829 in 2020 (a loss of 47,019 statewide school district enrollments).⁹ Cheshire's school district enrollments were 5,144 in 2008, compared to 4,122 in 2020 (a loss of 1,022 school district enrollments or a 19.9% decline).¹⁰

The disconnect between perceived enrollments from new housing and actual enrollments, and the decade (plus) of declining enrollments, should cause us to pause, think, and ask questions. For example, why are actual enrollments per household so low? Or why have school enrollments been

⁶ Connecticut State Department of Education, [www.http://edsight.ct.gov](http://edsight.ct.gov) (2020).

⁷ United States Census, [www. https://data.census.gov](https://data.census.gov) (2019).

⁸ Advance-CT Cheshire Town Profile and EdSight CT (2020).

⁹ Connecticut State Department of Education, [www.http://edsight.ct.gov](http://edsight.ct.gov) (2020).

¹⁰ Connecticut State Department of Education, [www.http://edsight.ct.gov](http://edsight.ct.gov) (2020).



declining over the past decade or more? The answers to these questions are found in our demographics, specifically the changes in the demographic structure of our population.

Demographics and Demographic Structure

Before discussing the specifics of demographics, it needs to be stated that the total number of housing units in a community (and proposed new housing units) do play a role in public school enrollments. That is to say, the more housing units a community has, the more capacity a community will have for school-age children and school district enrollments. However, *the total number of housing units, existing or proposed, are not a primary driver of school district enrollments.* School district enrollments are driven mostly by demographics and the demographic structure (i.e., age, persons per household, married couples/families, etc.) of the population. What this means is that housing units (and the number of bedrooms within housing units) are simply vessels that can and may house school-age children, but there is no guarantee they will house children or generate school district enrollments. More important, demographics as the driver, for example, means that as a population grows older, the number of births (the total fertility rate) and resultant number of children decrease. Decreasing number of children overall typically results in declining school enrollments. Declining fertility rates are the primary driver of low and declining school district enrollments.¹¹

The total fertility rate is the average number of children that would be born by a woman if all women lived to the end of their childbearing years. Since only women have children, and since all women do not live to the end of their childbearing years, the replacement level of the fertility rate is between 2.1 and 2.3 (births per women) to maintain a stable population—higher rates result in population growth and lower rates result in population decline. Another way of understanding this is to understand how the fertility rate relates to the death rate. The equation for population growth (not including immigration and migration) is births minus deaths equals growth. If births are higher than deaths, the population grows. If births are lower than deaths, the population declines. Table 1. below shows how the fertility rate translates deaths to births. Note that the United States fertility rate is 1.73 and Connecticut's fertility rate is 1.57—both are well below replace levels. That means, in Connecticut, 27 fewer persons are born for every 100 persons who die. Excluding immigration and migration, given enough time at a 1.57 fertility rate, Connecticut's population will decline to zero.

¹¹ PEW Research Center, 2018. The US Total Fertility Rate has declined from 3.6 in 1960 to 1.73 in 2018.

Table 1. Fertility Rates and Population Replacement

	Fertility Rate	Deaths	Births	Replacement Rate
Above Replacement	2.4	100	120	+5 Births = Growth
Replacement	2.3	100	115	Stable
Replacement	2.2	100	110	Stable
Replacement – USA	2.1	100	105	Stable
Below Replacement	2.0	100	100	Decline
United States	1.73	100	82	-18 Births = Decline
Connecticut ¹²	1.57	100	73	-27 Births = Decline

Declining fertility rates, nationally and in Connecticut, are not simply the result of an aging population. Declining fertility rates are also tied to increased economic opportunity (wealth), greater education, and the associated changes in social-cultural behaviors that come with wealth and education.¹³ Most important, these structural changes in our demographics can be traced across generations. For example, if you are of the Baby-Boom generation (born between 1946 and 1964),¹⁴ it is likely that you have more siblings than you have children. It is also more likely, as a Baby Boomer, you moved out of your parent's home, got married, and had your first child at a younger age than those in Generation X (born between 1965 and 1980) and the Millennial Generation (born between 1981 and 1996). These slow-moving changes in the way-we-live and behave are often hard to notice in real time. However, by studying demographics and social behaviors over time (generation by generation), the changes become noticeable and their collective impacts can be profound. These changes (and other demographic and social changes) are why school district enrollments have been declining statewide for over a decade and why Cheshire's enrollments declined by 19.9% from 5,144 in 2008 to 4,122 in 2020.

Cheshire is an aging community. In 2000, Cheshire's median age was 41.7, increasing to 42.2 in 2010, and in 2019 the median age increased to 46.2—well above the national and state median age (Table 2).¹⁵ In short, older populations have fewer children, resulting in fewer school district enrollments.

Table 2. Median Age

	USA	CT	Cheshire
2019	38.1	41.2	46.2
2010	37.2	40.0	42.2
2000	35.3	37.4	41.7

¹² [www. https://en.wikipedia.org/wiki/List_of_U.S._states_and_territories_by_fertility_rate](https://en.wikipedia.org/wiki/List_of_U.S._states_and_territories_by_fertility_rate)

¹³ For example, prioritizing career over childrearing.

¹⁴ PEW Research Center, 2018.

¹⁵ All housing, demographic, and socio-economic data provided in this report are sourced from U.S. Census, (2017 or 2019) or the U.S. Census 2000 and 2010 (historical), unless otherwise noted.



Cheshire's demographic structure over the past three decades has been transformed by the increasing age of the population. In addition, changes in demographics and socioeconomics have transformed household structure. For example, in 1960 only 13.0% of housing units in the United States were occupied by 1-person households. Today, 28% of our nation's housing stock are occupied by 1-person households.¹⁶ As of 2019, 21.4% of Cheshire's occupied housing stock were 1-person households.¹⁷ This high percentage of 1-person rental households is important to understand and provides meaningful context to this application that is proposing 140 multi-family rental housing units with three-bedrooms each. For example, we could assume that 21% or 29 units in Stone Bridge Crossing will have no school age children or generate school district enrollments.

Another important change can be seen in married-couple households with children (under the age 18). In the United States, from 1970 to 2012, the percent of married-couple households with children declined from 40.3% to 19.6%. Cheshire is similar. The total family-households with children (under the age of 18) in Cheshire account for only 28.3% of total households.¹⁸ Therefore, in Cheshire, only 28.3% of households (occupied housing units) are generating potential school enrollments.

These changes in household structure result from both an aging population, declining fertility rates, and other social-cultural trends. Today, compared to the decades and generations before, we marry later, marry less, and have fewer children. This helps to explain and answers the question as to why Cheshire's enrollments have declined from 2008 to 2020.

Housing Characteristics

The hard to notice slow-moving changes in demographics and demographic structure also impact housing and the housing market. Cheshire has 10,958 housing units, of which 10,169 (92.8%) are occupied.¹⁹ Cheshire's housing stock is 87.8% owner-occupied, 83.3% single-family (detached units equal 78.3% and attached units equal 5.0%), and 73.7% of the housing stock has 3- or more-bedrooms per units (Table 3).²⁰

It is important to understand, detached housing and the housing units with 3+ bedrooms per unit are the housing stock that is most appealing to families with children—most likely to generate school district enrollments. Cheshire's existing housing stock with 73.7% of the units having three or more bedrooms—the housing most favorable to families with children—is only producing 0.41 school district enrollments per housing unit. Therefore, I could argue that it would be reasonable to assume that the

¹⁶ United States Census, [www.https://data.census.gov](https://data.census.gov) (2019).

¹⁷ United States Census, [www.https://data.census.gov](https://data.census.gov) (2019).

¹⁸ United States Census, [www.https://data.census.gov](https://data.census.gov) (2019).

¹⁹ United States Census, [www. https://data.census.gov](https://data.census.gov) (2019).

²⁰ United States Census, [www. https://data.census.gov](https://data.census.gov) (2019).



140 proposed residential units will generate approximately 0.41 to 0.50 school district enrollments based on the actual enrollments from the existing housing stock.

Table 3. Number of Bedrooms

	Cheshire	
	Estimate	Percent
Total housing units	10,958	100%
No bedroom	53	0.5%
1 bedroom	806	7.4%
2 bedrooms	2,024	18.5%
3 bedrooms	4,195	38.3%
4 bedrooms	3,402	31.0%
5 or more bedrooms	478	4.4%

However, it is important to repeat what was discussed above, changes in demographic structure are resulting in fewer married couples, fewer family households, and fewer children. That means the primary market consideration for providing housing is to appeal to singles and non-traditional households. This is the very reason why approximately 50% of new housing being constructed in Connecticut today is multi-family, compared to less than 20% of new housing constructed pre-2008.²¹ If Cheshire wants to maintain a robust and competitive housing market, then it must adapt to the changing marketplace and diversify its housing stock. Otherwise, Cheshire runs the risk of its existing housing stock becoming less appealing to the overall housing consumer.

School District Enrollments

The structural changes to Cheshire's demographics are further evidenced when comparing Cheshire's recent new housing development and declines in school enrollments since 2008. *For example, from 2008 to 2017 Cheshire gained 265 new housing units²² and school district enrollments declined by 786 or 15.2% (see Table 4.).²³* To put it another way, for every new housing unit added from 2008 to 2017, Cheshire's school district lost 2.96 enrollments.

²¹ Connecticut, State of, Department of Economic and Community Development, *New Housing Permits*.

²² Connecticut State Department of Community and Economic Development:
[www.https://portal.ct.gov/DECD/Content/About_DECD/Research-and-Publications/01_Access-Research/Exports-and-Housing-and-Income-Data](https://portal.ct.gov/DECD/Content/About_DECD/Research-and-Publications/01_Access-Research/Exports-and-Housing-and-Income-Data).

²³ Connecticut State Department of Education, EdSight (www.edsight.ct.gov), Cheshire School District, Enrollments.

**Table 4. Cheshire New Housing Permits by Year Vs Enrollments**

Units Added	Permits	Total Units	1-Unit	2-Units	3 & 4 Units	5 Units or More	Demo	Net Gain	S.W. Enrollment	Gain & Loss
+265	2017	22	22	0	0	0	7	15	4,358	-786
	2016	4	4	0	0	0	1	3	4,413	
	2015	41	41	0	0	0	2	39	4,551	
	2014	41	41	0	0	0	3	8	4,620	
	2013	48	34	0	14	0	4	46	4,674	
	2012	24	24	0	0	0	8	16	4,809	
	2011	58	17	0	0	41	2	56	4,825	
	2010	39	39	0	0	0	3	36	4,971	
	2009	17	14	0	3	0	6	11	5,032	
	2008	41	41	0	0	0	6	35	5,144	

This simple comparison of new housing construction to school district enrollments highlights the power of demographic change—the force of demographic structure over housing production. It also demonstrates that new housing development and new housing units are not a primary driver of school district enrollments. It is also important, now, to return to the earlier statement that *the total number of housing units in a community (including the proposed new housing units as part of this application) do play a role in public school enrollments by adding capacity to the community to house school age children and the potential for new enrollments*. It is reasonable, based on this statement, to assume residents or the Town Planning and Zoning Commission will raise questions or be concerned that by adding more housing, Cheshire is increasing its capacity for school age children, and opening the door to future increases in school district enrollments.

To put this concern and the data above in context, at Cheshire's current rate of 0.41 enrollments per housing unit, and approximately 320 home-sales per year (2017), Cheshire will likely experience more school district enrollments ($320 \times 0.41 = 131$) from the natural turnover in the existing housing stock—a housing stock that is dominated by large single-family residential homes, with 3 or more bedrooms, and predominantly owner-occupied—than from the 140 proposed multi-family residential units.

The demographic trends (discussed above) are working against a return to past enrollment levels for Cheshire (and Connecticut). For the near term, the next ten years, the demographic structure of the Millennial Generation is working against younger families producing large numbers of school age children (and enrollments), as once was expected. In fact, more than half the Millennials are already over the age 29, the peak age for births. In addition, Millennial births peaked at 11% of women at age 29 compared to Generation X with 12% of women at age of 29. Furthermore, and at same time, Millennial births at age 22 were 9.2% of women compared to 11.3% of Generation X.²⁴ This shows that Millennials are not, and more than likely will not, produce a large cohort of children that will

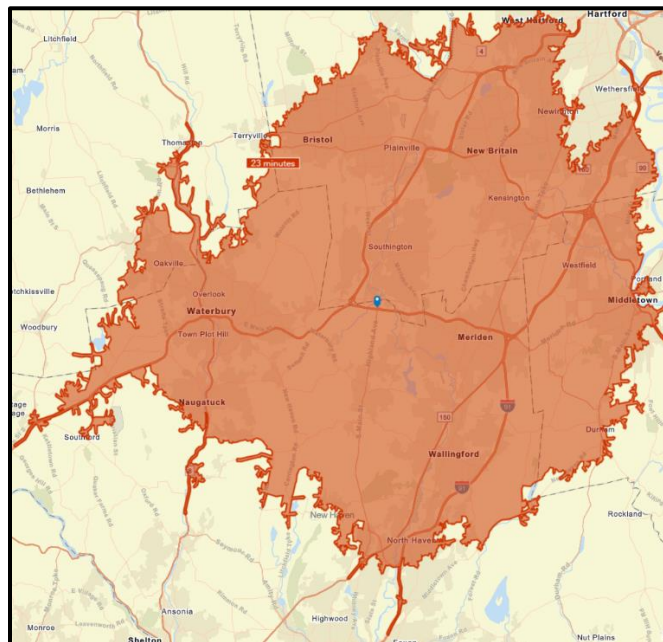
²⁴ Millennial and Generation X comparisons based on United States Census analysis by the PEW Research Center, 2018.

substantially increase school enrollments. Add to this the fact that the youngest Baby-Boomers are now 56 years old, the population structure should continue aging for the next decade. Last, and possibly most important, it appears that the COVID-19 pandemic is causing further declines in the fertility rates (births) and will likely cause a baby bust in 2020 (and 2021) with approximately 300,000 fewer births²⁵ in United States—with the potential for longer-term declines in fertility rates.

IV. Housing Market Analysis and Property Valuation

To determine the market trade area for the proposed Stone Bridge Crossing development, we analyzed housing data within a 23-minute drivetime from the site.²⁶ In addition, we also analyzed the Cheshire housing market. Cheshire's housing market is stronger than the 23-minute drivetime market and stronger than the neighboring community markets.

Map 1. 23-Minute Drivetime



The proposed Stone Bridge Crossing site is located proximate to I-691 on-off ramp, providing great accessibility to both the I-84 & I-91 corridors. Using the average commute time of 23 minutes, the site

²⁵ Brookings Institute, 'Half a million fewer children? The coming COVID baby bust.' (June 2020) and "The Coming COVID baby bust Update' <https://www.brookings.edu/blog/up-front/2020/12/17/the-coming-covid-19-baby-bust-update/> (December 2020).

²⁶ The 23-minute drivetime is based on average commute times as a means of defining a functional space of daily activity.



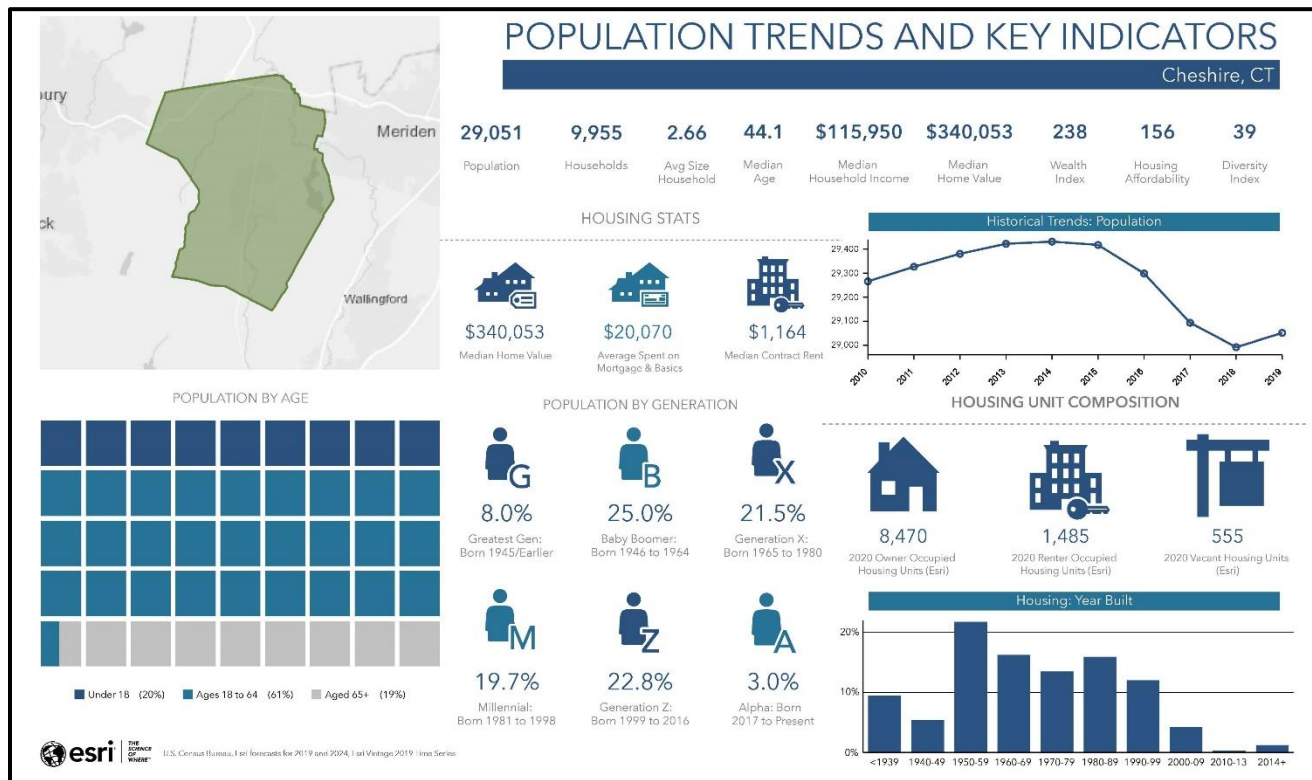
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is accessible from many employment centers in Central Connecticut, including job centers in Waterbury, Middletown, and Bristol. Expanding the market area to 30 minutes draws in the major centers of Hartford & New Haven. Therefore, based on accessibility, we view this site as a superior location.

Chart 1. Demographic Summary



To determine the market value of the proposed housing units, we utilized a construction cost approach (hard construction cost-to-build) and a sales comparison approach (cost-to-buy comparable property). In addition, we compared sales to tax assessments to ensure that our property assessed value and taxes estimates are reasonable, and not overestimating the revenue side of the municipal fiscal impact.

The single-family housing market in Cheshire has been moderately strong over the past three years, with Cheshire consistently outpacing the CT MLS median sale prices. In addition, the available data shows that the Cheshire market outperforms the overall CT MLS market in the number of days on the market before a sale and the supply of homes for sale.

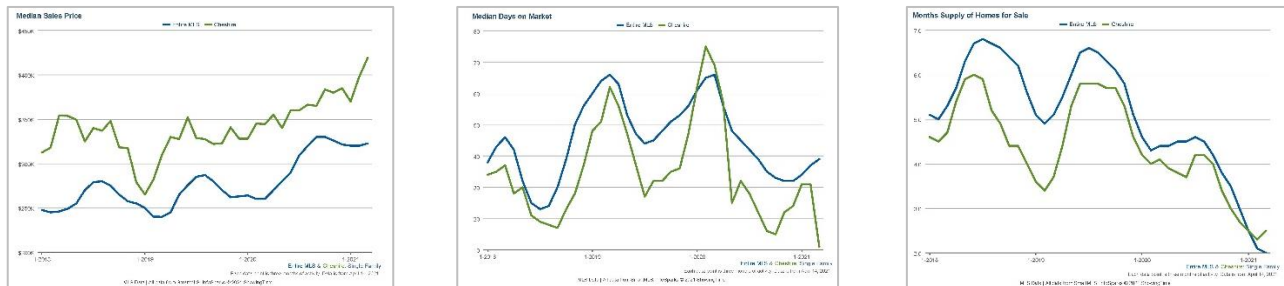


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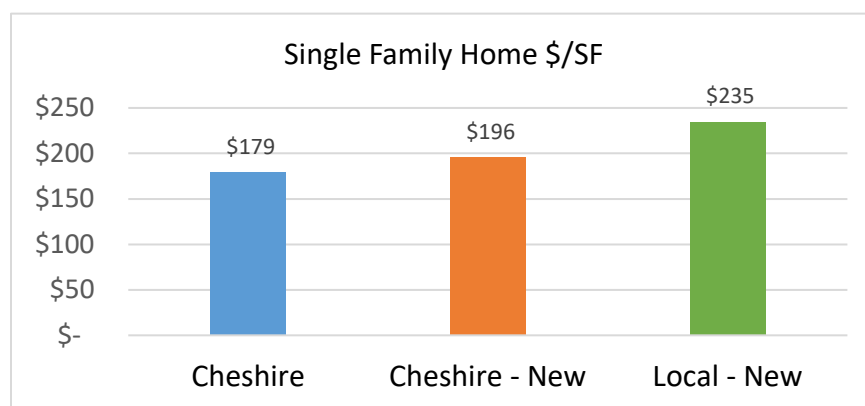
Graph 1. Cheshire CT MLS Comparison



The median sales price for all homes in Cheshire in 2020 was \$366,000, costing approximately \$179 per square foot (\$/sf), an increase from \$325,000 and \$168/sf in 2018. The median size home sold was 2,132 square feet—comparable to 2,200 square foot units proposed.

Like most of Connecticut, the median home in Cheshire is relatively old, built in 1968. Only 5.7% of homes in Cheshire have been built since 2000 and only 1.2% built since 2014. Newly constructed homes (built since 2000) in Cheshire outperform the overall market, with median home sales price increasing to \$529,150 at \$196/sf and a median size of 2,695 square feet. Narrowing the market to just new construction within 1-mile of the site shows a median sales price of \$536,000 at \$235/sf and a median size of 2,281 square feet.

Chart 2. Residential Value Per Square Foot



These market value findings, especially the newly constructed homes outperforming the overall market, is consistent with our earlier discussion of *housing as commodity*. The newest housing in the market has a competitive advantage over the existing market as homebuyers will pay a premium for the newest product.



Based on the market conditions and findings above (and our review of conceptual designs and floor plans), we find that the target average sales value of \$439,000 per unit is in line with market conditions. Assuming similar sized homes to the neighborhood median (2,281 sf) size home, this represents a \$200/sf cost-to-purchase sales price. This is consistent with Cheshire's market and Goman+York believes this price point to be achievable.

V. Proposed Housing Enrollment Projections

Understanding, at the macro-scale of Cheshire, how demographics and demographics structure are impacting households and school district enrollments (discussed above) allows us to shift to the micro-scale of the proposed 140-unit multi-family residential development. To accomplish this, we utilize a comprehensive study performed by Rutgers University, Center for Urban Policy Research to estimate the projected school district enrollments from the proposed 140 residential units. In addition, we compare and test the Rutgers demographic multipliers to actual school district enrollments from newly constructed multi-family housing in Metropolitan Hartford and Connecticut.

Residential Demographic Multipliers

The Rutgers "*Residential Demographic Multipliers - Connecticut*"²⁷ are utilized to project enrollments from the proposed new housing units. The *Multipliers* are derived from the 2000 U.S. Census and the demographic fields, differentiated by housing type, housing size, housing price, and housing tenure, have been found by Rutgers to be associated with *statistically significant* differences in Household Size, School-Age Children, and Public School-Age Children. The multipliers are calculated for new housing, defined as units enumerated in the 2000 Census and built from 1990-2000. It is important to note, while the "*Residential Demographic Multipliers*" are derived from the 2000 U.S. Census and based on new housing built from 1990-2000, the data is still relevant and meaningful today since demographic trends related to age, fertility rates, and household structure continue to slowly trend in the same direction they were in the 1990s. Therefore, if there is a time-related error in the *Multipliers*, they are over, not under, estimating enrollments.

An analysis of the *Residential Demographic Multipliers for Connecticut* reveals that new housing units, regardless of type and tenure, generate fewer total persons, school-age children, and public school-age children (enrollments) per housing unit than is commonly assumed. This is consistent with the calculations and discussion above that showed statewide, Connecticut's housing/households produce

²⁷ Rutgers University, Center for Urban Policy Research, *Residential Demographic Multipliers—Connecticut — Estimates of the Occupants of New Housing: Residents, School-Age Children, Public School-Age Children by State, Housing Type, Housing Size, and Housing Price*. 2006.



0.38 enrollments per household (occupied housing unit) and Cheshire’s housing/households produce 0.41 enrollments household.

The proposed housing development consists of 140 multi-family ownership units, with a mix of two- three- and four-bedroom units. Based on the mix of units by number of bedrooms and the Rutgers Multipliers for each type of unit, the 140-units are projected to generate 102 total enrollments into the Cheshire School District (see Table 6). That equals 0.73 enrollments per unit.

The 0.73 enrollments per unit is consistent with our findings in other developments. For example, recent studies by the South Windsor Board of Education have found enrollments between 0.14 and 0.19 for new multi-family rental development.²⁸ The same study found single-family subdivisions with enrollments between 0.86 and 1.06, while multi-family condominiums were approximately 0.62 enrollments per unit—the development type most like Stone Bridge Crossing. A study of Ellington’s multi-family housing and school enrollments by Goman+York in 2018 found 0.159 enrollments per unit.²⁹ In fact, to be conservative we utilized a higher 3-bedroom multiplier (0.95/unit) from *Residential Demographic Multipliers*.³⁰ We could have used a 0.59 multiplier for this development. However, based on our experience, conservative approach, and specific characteristics of the proposed development, we opted for a high ratio used for conventional single-family detached development. Table 5 provides our calculations for school district enrollments.

Table 5. School District Enrollment Projections

Unit Mix – Bedrooms	Units	Multiplier	PSAC	N-T-D	NTD-E	NTD -Enrollment
Two-Bedroom (36%)	50	0.25	12.5	50%	6.25	7
Three-Bedroom (56%)	78	0.95	74.1	50%	37.05	38
Four-Bedroom (8%)	12	1.21	14.5	50%	7.25	8
Total	140	0.73	102	50%	50.55	53
Notes: <ul style="list-style-type: none">• Multipliers: Derived from the Rutgers University, Center for Urban Policy Research “Residential Demographic Multipliers – Connecticut (2006).”• PSAC = Public School Age Children: Another way of saying school enrollments.• N-T-D = New-To-District: Represents the percent (and number) of student enrollments who are projected to be new to the Cheshire School District—most enrollments from new residential development are associated with students already enrolled in the District. This consideration is derived from the South Windsor Public Schools Enrollment Projections reports commissioned by the South Windsor Board of Education (2018, 2019, and 2020) that have shown New-to-District						

²⁸ South Windsor Board of Education, *Public Schools Enrollment Projections*, 2018, 2019, and 2020.

²⁹ Ellington, Town of, *Plan of Conservation and Development*, (2019).

³⁰ Rutgers University, Center for Urban Policy Research, *Residential Demographic Multipliers—Connecticut — Estimates of the Occupants of New Housing: Residents, School-Age Children, Public School-Age Children by State, Housing Type, Housing Size, and Housing Price*. 2006.



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enrollments fluctuate between 13% to 30% of enrollments from newly constructed multi-family housing. We conservatively utilize 50% for estimating new-to-district enrollments.

The New-To-District enrollment is estimated at 53 pupils or approximately 50% of total enrollments. The New-To-District enrollments are calculated and presented to highlight the point that every enrollment associated with new housing developments/units do not equal a new enrollment into the school district. Households with school-age children typically move less than those without children. In addition, parents often seek not to disrupt their child's education by moving districts. Therefore, most enrollments from new housing units are existing enrollments that result from rental shifts within the community.

The new-to-district calculation often raises concerns about the potential or likelihood of backfill enrollments in the existing units vacated by the occupants/enrollments associated with the new housing units. While there is the potential for backfill and it is likely that some backfill enrollments occur into the existing units, it is unlikely that such backfill would occur at the same or even similar rate as the shift in enrollments into the new housing units. The most notable reason for this not occurring is, as discussed earlier, the change in demographics, demographic structure, and declining size of household in rental housing. In addition, by assuming 50% new-to-district enrollments—well above the established new-to-district rate of 13% to 30%—we have provided breathing room to account for backfill enrollments.

VI. Municipal Fiscal Impact Analysis

Understanding that the proposed 140 multi-family housing units will generate 102 total school district enrollments, of which 53 are estimated to be new-to-the-district, provides the starting point for thinking through and calculating the municipal fiscal impacts that will result from the 140-unit multi-family development. To accomplish this, this section calculates (and presents) the municipal revenues and expenditures relevant to the site and proposed development. For revenues, the analysis considers real property taxes and personal property taxes (motor vehicles). For expenditures, the analysis considers the education costs associated with the 102 total and 53 new-to-district enrollments from the 140 housing units and the cost of general government services associated with the housing units.

Revenues

To estimate the initial property value for the 140 multi-family housing units in Stone Bridge Crossing, we utilized the market research and valuation analysis in Section IV above. Our assumptions, calculations, and estimates for the appraised, assessed, and tax per year for 140 multi-family units provided in Table 6 below.

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Table 6. Real Property Value and Taxes

Project Lots	Unit Size	Factor	Market Value	Appraised Value	Assessed Value	Taxes/Year
Semi-Attached Residential	140	\$439,000	\$61,460,000	\$49,168,0008	\$34,417,600	\$1,143,353
Note: <ul style="list-style-type: none">- Mill Rate: 33.22 (or 0.03322)- Market Value: Market value was determined based on the market research and valuation discussion in Section IV.- Appraised Value: Appraised value is our estimate the <i>market value</i> for tax purposes. To establish this value, we use a construction cost approach, reducing the Market Value by 20% for soft costs.- Assessed Value: Assessed value is 70% of Appraised Value.- *Per Unit Value: Market Value = \$439,000, Appraised Value = \$351,200, Assessed Value = \$245,840. Taxes per unit equal \$8,166.						

The new property value created by the proposed Stone Bridge Crossing is substantial. We estimate the appraised value of the property will be \$49,168,000 and the assessed value be \$34,417,600. Based on the current mill rate, we estimate the real property taxes will total \$1,143,353 (or \$8,166 per unit).

In addition to the real property taxes to be paid by the 140 multi-family housing units, the Town of Cheshire will also receive personal property tax revenue from the motor vehicles owned by the occupants of the housing units. For taxable property purposes, we conservatively estimate a total of 280 motor vehicles associated with the 140 residential units (or 2.0 vehicles per unit). Table 7 provides the assumptions, calculations, and estimates for the appraised, assessed, and tax value of the 280 motor vehicles. Based on our assumptions, we conservatively estimate \$86,039 per year in personal property taxes to be paid to the Town of Cheshire for motor vehicles.

Table 7. Personal Property Tax (Motor Vehicles)

Housing Units	Motor Vehicles Per Unit	Total Motor Vehicles	Assessed Value	Mill Rate	Total Taxes	Taxes Per Vehicle
140	2.0	280	\$2,590,000	33.22	\$86,039	\$307.28
Notes: <ul style="list-style-type: none">- To calculate the total number of motor vehicles (for tax purposes) associated with the residential units, we utilize a per unit ratio of 2 vehicles multiplied by the number of units.- Per the Cheshire Budget (2021), the average appraised motor vehicle value is \$13,214. Assessed value is calculated at 70% of appraised value (or \$9,250). The assessed value is then multiplied by the number of vehicles and multiplied by the mill rate to estimated taxes to be paid.						



The proposed Stone Bridge Crossing is projected to generate approximately \$1,143,353 in real property tax revenues and approximately \$86,039 in personal property tax revenue. Combined, the real and personal property taxes will contribute an estimated \$1,229,392 in property tax revenue to the Town of Cheshire.

Expenditures - Education

The Cheshire Board of Education Operating budget totaled \$74,593,926 for the 2020 – 2021 budget year.³¹ To estimate the cost of enrollments resulting from the proposed 140 multi-family units, we make four calculations aimed at estimating and finetuning the actual cost of new per-pupil enrollments, rather than simply using the misleading calculation of total per-pupil spending that is often used.³² Table 8 provides a summary of these calculations with detailed notes explaining the specifics of the calculations.

Table 8. Projected Enrollments & Education Expenditures

BOE Expenditures	Per Pupil	Total PSE	Total Cost	N-T-D	N-T-D Cost
Total Expenditures	\$18,097	102	\$1,845,894	53	\$959,141
Local-Share Expenditures	\$15,037	102	\$1,533,774	53	\$796,961
Allocated Expenditures	\$9,774	102	\$996,948	53	\$518,022

Calculation Notes:

- **Total Expenditures:** is the BOE budget divided by the total enrollment. BOE Operating budget 2020-21 = \$74,593,926 / October 1, 2020 enrollment of 4,122 = \$18,097 per pupil.
- **Local-Share Expenditures:** is the per pupil expenditures less non-local tax revenues (federal, state, and other revenue sources). Cheshire's total 2020-21 budget is \$116,263,417. However, only 83.09% (\$96,603,273) of the budget is funded from local property taxes. Therefore, to calculate the fiscal impact to local property taxes, the Local-Share Expenditures for education cost per pupil are reduced to 83.09% of the Total Expenditures (\$18,097) or \$15,037 per pupil.
- **Allocated Expenditures:** is based on a general analysis of the BOE budget that isolates approximately 35% of the budget that is unlikely to be impacted by changes in enrollment. For example, district office expenditures, school administrative offices, utilities, building operations and maintenance, prorated staffing, etc. Therefore, the Local-Share Expenditure (\$15,823) is reduced by 35% to provide for the Allocated Expenditure (\$9,774). The \$9,774 is higher, yet consistent, with a recent finding by the Avon School District that their actual cost per new enrollment is \$8,800.
- **N-T-D (New-To-District):** represents the portion or percent of student enrollments who are anticipated to be new to the Cheshire School District. This consideration is derived from the *South Windsor Public Schools Enrollment Projections* reports commissioned by the South Windsor Board of Education (2018, 2019, and 2020) that have

³¹ Town of Cheshire *Adopted Budget, 2020-2021*.

³² The reason the total expenditures per-pupil spending is misleading, is that it assumes each new enrollment will include an increase in all costs associated with the school district. This is not the case; many educational costs are fixed and do not change because of changes in school district enrollments.



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shown New-to-District enrollments fluctuate between 13% to 30% of total enrollments. Therefore, our utilization of 50% new-to-district enrollments is conservatively high.

Based on the calculations above, we estimate the cost of education for the new enrollments from the 140 housing units to be approximately \$518,022 per year.

Expenditures – General Government

To estimate general government expenditures associated with the proposed 140 multi-family housing units, we isolate those portions of the budget that can be attributed to residential uses. For example, we have already accounted for (or isolated) education expenditures (BOE budget), or \$74,593,926 of the \$116,083,417 total Town of Cheshire budget by allocating the education expenditures to fiscal impact of school district enrollments discussed above. That accounts for 64.2% of the total Town of Cheshire budget.

To further isolate portions of the budget, we note that commercial and industrial properties account for approximately 13.3% of the total Grand List.³³ It is commonly understood that commercial and industrial land uses are fiscal positives regarding municipal tax revenue and expenditures. For example, a 2012 study published by the American Farmland Trust and Connecticut Conference of Municipalities³⁴ showed that commercial and industrial land uses require, on average, only \$0.27 in community services for every \$1.00 generated in tax revenue. Therefore, commercial and industrial properties pay-their-own-way. In addition, commercial and industrial properties further subsidize the residential tax burden. As a result of this, we can account for and deduct 13.3% of the Cheshire general government budget that is estimated to be funded by commercial and industrial property tax revenues. Combined, education expenditures (64.2%) and commercial and industrial properties (13.3%), a total of 77.5% of the municipal budget expenditures can be accounted for, leaving 22.5% of Cheshire's budget to be allocated exclusively to the residential share of general government services/expenditures. Therefore, we allocate \$276,613 (22.5%) of the \$1,229,392 in real and personal property tax revenues generated by the proposed 140 multi-family housing units to the cost of general government services (expenditures).

³³ AdvanceCT Town Profile, Cheshire 2019. Data as of 2017.

³⁴ American Farmland Trust and the Connecticut Conference of Municipalities, (2012): *Planning for Agriculture: A Guide for Connecticut Municipalities*. Connecticut.



Municipal Fiscal Impact

The fiscal impact findings, based on the analysis and assessment presented above, are straight forward. The proposed Stone Bridge Crossing will generate approximately \$1,229,392 in real and personal property tax revenue for the Town of Cheshire.

Below, Table 9 (Municipal Fiscal Impact – Revenues & Expenditures), provides the calculation for the fiscal impact of the proposed development. The calculations for revenues include real and personal property taxes. The calculations for expenditures include the cost of education and cost of general government services. The education expenditures utilize the Allocated New-To-District enrollments and costs as calculate in the Table 8 above. The general government services expenditures are estimated at 22.5% of real and personal property tax revenue, as discussed above.

Table 9. Municipal Fiscal Impact – Revenues & Expenditures

140 Multi-Family Residential Housing Units – Revenues & Expenditures		Total
Revenues³⁵		
- Residential Real Property Taxes (140 Units @ \$8,166/unit)		\$1,143,353
- Personal Property Taxes (280 Motor Vehicles @ \$307.28/vehicle)		\$86,039
Total Revenue		\$1,229,392
Expenditures		
- Education Expenditures (Allocated N-T-D @ \$9,774/pupil)		(\$518,022)
- General Government Services – Residential (22.5% of taxes)		(\$276,613)
Total Expenditures		(\$794,635)
(Positive) Municipal Fiscal Impact		\$434,757

Stone Bridge Crossing, based on the calculations above, will be a fiscal positive to the Town of Cheshire. Stone Bridge Crossing will generate approximately \$434,757 in net positive revenues per year.

VII. One Time Municipal Development Fees

In addition to the yearly-recurring revenues from property taxes and user fees, the proposed development will generate (pay) one-time permitting fees. These fees are designed to off-set the cost of government services (i.e., permitting, inspections, and other related municipal expenses) directly related to the development. These fees (revenues) come primarily from land use permit fees and

³⁵ Additional revenues, user fees per year, will be collected by the Water Pollution Control Authority.



building permit fees. We estimate, based on the Town of Chester's land use and building fees, the proposed 140 housing units will generate approximate \$130,000 in one-time development fees.

VIII. Economic Impact

Economic Impact – Multipliers & Calculations

The aim of our economic impact assessment is to provide the Town of Cheshire with a reasonable and conservative estimate of the economic impact of the proposed mixed-use development. To accomplish this, we utilized economic development research studies and industry sources to develop multipliers that allow us to estimate job creation and consumer spending.

Construction Jobs

To calculate the construction jobs created by the construction of the 140 proposed residential housing units, we start by using the findings of a study by the National Association of Home Builders (2012) that found the construction of 100 multi-family units creates 165 construction jobs (or 1.65 jobs per unit). Multiplied by 1.65 jobs per unit, the 140 proposed residential units, and the findings of the NAHB study would estimate 231 construction jobs created. However, the NAHB study utilizes an approach that includes all the jobs in the commodity chain of the building materials and transportation of materials to the site, in addition to the on-site construction jobs. Therefore, and next, we compare the construction jobs estimated by the NAHB findings to the labor hour and construction cost multipliers developed from academic studies of economic impact, and from this we provide an estimate based on our experience.

Per our estimates, the hard costs for the residential construction are \$51,526,944. The calculation, total hard construction costs of \$49,168,000 x 5.2 (labor hour multiplier) = \$255,673,600 / \$1,000 (per \$1,000 of construction cost) = 255,673 hours / 2,000 (1-year full-time employment hours) = 127 full-time equivalent (FTE) construction jobs to be created and/or sustained during the construction period of the residential apartments. Compared to the NAHB estimate of 231 FTE construction jobs—which we believe to be unreasonably high—the 127 FTE construction jobs, based on labor hours and construction costs, is a more reasonable estimate of the construction jobs to be created (and/or sustained) from the construction of the 140 residential units. Being conservative in our approach and never wanting to over promise economic impacts, we project that 127 FTE construction jobs will be created (and/or sustained). It is also worthwhile to mention that the majority of lumber for construction will be purchased locally from County Lumber in Cheshire—this will contribute to the overall economic impact and job creation.



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Disposable Income & Consumer Spending by Residents

To estimate the consumer spending impact of new housing, we utilize assumptions on household income, disposable income (spending power), and disposable income (local share spending). Cheshire's 2019 median household income is approximately \$120,000. Based on the average sales price of \$439,000 for each housing unit, we believe it is reasonable to assume a median household income of \$109,000 for the development. Based on household income of \$109,000, after taxes, housing costs, and other expenses, we assume and estimate 33% of household income or \$35,970 as discretionary. That totals to \$5,035,800 in discretionary spending per year for the 140 households in a single year.

Recognizing that our lives and consumer spending habits stretch across municipal borders, we conservatively assume and estimate that only 30% of household discretionary spending will be spent in the local community (within Cheshire). Therefore, we estimate local discretionary spending will be approximately \$10,791 per household, totaling approximately \$1,510,740 in consumer spending per year at local businesses.



Appendix I.

Methods and Sources

The following provides narrative and sources related to the information and data analysis contained in this report. The following approaches, methods, and sources were utilized in creating this report.

Market Assessment: While not presented in this report, a general review of existing market conditions was conducted. This market assessment included a review of existing rental property listings/rates and municipal tax assessment data for other rental properties. In addition, we reviewed demographic and socio-economic data. Sources included, US Census, AdvanceCT Town profiles, ESRI Tapestry, STDB (The Site to Do Business), CT MLS and ULI real estate publications. The primary focus of this market assessment was to understand the general characteristics of the local and regional housing market. Sources:

Proposed Multi-Family Housing: This review included the conceptual master plan, site plan, and conceptual design and floor plans. In addition, market data was reviewed to estimate construction costs and anticipated market values/rents—proforma data was also provided by the developer. Furthermore, our professional experience, knowledge, and understanding of Connecticut real estate market was relied on and utilized. Construction cost estimates, market value, and tax assessments are converted to per square foot and/or per unit values to allow us to equalized comparison. To test assumptions and approach we compare our work with best practices and ULI publications. In addition, we rely on the work and publications of Professor Robert Burchell, of Rutgers University, as background sources and methods for our fiscal impact analysis. Sources:

Brett, Deborah L., and Schmitz, Adrienne, (2009): *Real Estate Market Analysis: Methods and Case Studies*. Second Edition. Urban Land Institute. Washington, D.C.

Burchell and Listokin, *The Fiscal Impact Handbook*, New Brunswick, New Jersey, Center For Urban Policy Research, 1978.

Burchell, Listokin, and Dolphin, *The New Practitioners Guide to Fiscal Impact Analysis*, New Brunswick, New Jersey, Center For Urban Policy Research, 1985.

Burchell, Listokin, and Dolphin, *Development Impact Assessment Handbook*, Washington, DC, Urban Land Institute, 1994.

Miles, Mike E., Berens, Gayle L., Eppli, Mark J., and Weiss, Marc A., (2007): *Real Estate Development: Principles and Process*. Fourth Edition. Urban Land Institute. Washington, D.C.

National Association of Home Builders, (2001): "Market Outlook: Confronting the Myths about Apartments with Facts." Washington, D.C.

Fiscal Impact of Public-School Age Children (Enrollments): To conduct the analysis of fiscal impacts related to public school age children, the Rutgers University, Center for Urban Policy Research "Residential Demographic Multipliers for Connecticut" are utilized. These multipliers are a trusted



source of data/multipliers for public school age children generated by new housing development. To ensure the generalized multipliers work for the local municipality, a few calculations are made to cross-check the data. For example, dividing the actual school district enrollment by the number of housing units to establish a baseline for enrollments per unit. In addition, we make further calculations using U.S. Census data on housing occupancy, single-person households, family-households, family-households with children, and age cohort data to calculate the approximate number of enrollments per unit for both owner- and renter-occupied housing. We also continually compare our calculations to previous studies we have conducted to ensure there is no excessive variation and conduct post-development reviews on our calculations and findings—once a project is occupied and stabilized, we test our projected enrollments with the actual enrollments. Other sources used in this process include the State Department of Education District Profiles, the EdSite data sets, local enrollment studies, BOE, and municipal budgets. Sources:

Connecticut, State of, Department of Education, *EdSight*, <http://edsight.ct.gov>, Cheshire 2008-2020.

Connecticut, State of, Department of Economic and Community Development, *Annual Construction Report (Housing Permit Data) 1997-2019*, www.ct.gov/ecd.

Cheshire, Board of Education, *Adopted Budget 2020-2021*.

Cheshire, *Assessment Records, 2021*.

Cheshire, *Adopted Budget 2020-2021*.

Rutgers University, Center for Urban Policy Research, *Residential Demographic Multipliers for Connecticut*, 2006.

Economic Impact: To estimate construction jobs created (and/or sustained) by residential development (construction) we use two methods. First, we use estimates (a multiplier) derived from the National Association of Homebuilders (2015) study on the local economic impact of multi-family housing development. Second, we use a multiplier of 5.2 labor hours per \$1,000 of total construction cost (total project cost less the soft costs). This multiplier is derived from Burchell, et al, 1994, *Development Impact Assessment Handbook*, and the review of other impact assessments. The 1994 data is adjusted for inflation and considerations of the Connecticut Hartford market.

We then evaluate the results of both methods and estimate what we believe to be a reasonable estimate of construction jobs based on the two methods and our experience.

To estimate permanent jobs created (and/or sustained) by residential development we also derived multipliers from the National Association of Homebuilders (2015) study on the local economic impact of multi-family housing development. We compare these findings to our calculations of local consumer spending in the community by the residents and estimate the permanent jobs. Source:

National Association of Home Builders, (2015): *The Economic Impact of Home Building in a Typical Local Area: Income, Jobs, and Taxes Generated*.



Statement of Qualifications

Donald J. Poland, PhD, AICP: I am an urban geographer and professional planner with over twenty-seven years' experience in land use planning, community and economic development, and market and development feasibility. I have worked in public, private, non-profit, and academic sectors as a municipal planning director, zoning enforcement official, planning consultant, executive director/CEO, and as a university lecturer and visiting professor in human geography, urban planning, urban studies, public policy, and tourism.

I earned my PhD in the Department of Geography, *Cities and Urbanization* program at UCL, London, England. My doctoral dissertation explored the remaking of urban space through the utilization of urban-ecological theory and metaphors to better understand how places change. I also earned a Master of Science in Geography, concentrating in urban and regional planning, from Central Connecticut State University (CCSU) and a Bachelor of Arts degree, majoring in both Psychology and Geography, from CCSU.

As a planning professional, I am a member of the American Institute of Certified Planners (AICP) and a Certified Zoning Enforcement Official (CZEO). I have been accepted as an *expert witness* in the areas of *land use planning, neighborhood redevelopment, and community development* in the United States District Court, Eastern District of Louisiana. I have also been accepted as an expert witness in the Circuit Court of St. Louis County, State of Missouri. Over the course of my career, I have held the positions of Zoning Enforcement Official for the Town of East Hartford (1996-1998), Director of Planning and Development for the Town of East Windsor (2000-2004), and Executive Director/CEO for the Neighborhoods of Hartford, Inc.

Since 2008, I have operated a boutique consulting practice and have worked on assignments in 18 states and over 100 local and regional jurisdictions. This work includes post-Katrina planning, zoning, and redevelopment strategies in St. Bernard Parish, Louisiana; an HUD NSP-2 application and reinvestment strategy for Venango County, Pennsylvania; zoning regulation modernization and updates as part of the 2016 Comprehensive Plan for Canton, Ohio, Canton, Ohio; a downtown economic investment strategy for Oswego, New York, and countless municipal planning and zoning assignments in Connecticut. In addition, I have also represented dozens of real estate developers before public agencies for commercial, residential, industrial, and mixed-use development projects—including market research, financial feasibility, project viability, and municipal fiscal impact analysis.

I am a Past-President of the Connecticut Chapter of the American Planning Association (CCAPA) and Past Chairman of the CCAPA Government Relations Committee. I have also served on APA's Chapter Presidents Council, the Executive Committee for the CT Association of Zoning Enforcement Officials, the Board of Trustees for the CT Trust for Historic Preservation, the Board of Trustees for the Bushnell Park Foundation, and was a public member of the State Board of Examiners for Professional Engineers and Land Surveyors. In addition, I have assisted the CT General Assembly's Planning and Development Committee with bill screening and drafting legislation. I also participated in the creation of the American Planning Association's development of a *smart growth policy guide* and was a member of the National Delegates Assembly (for the *Smart Growth Policy Guide*).

As an academic, I have taught over a dozen courses in human geography, urban planning, and tourism at Saint Joseph University, Manchester Community College, Central Connecticut State University, the University of Connecticut, and Trinity College. I hold the position of *Visiting Assistant Professor of Urban Studies*, Graduate Studies Program at Trinity College, Hartford, CT and previously held the position of *Associate Professor, Tourism and Hospitality*, at CCSU. I was awarded the CT Homebuilders 2003 Outstanding Land Use Official Award and am a 2004 alumnus of the Hartford Business Journal's Forty Under Forty leaders.