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THE METROHARTFORD MILLENNIUM PROJECT

EXECUTIVE SUMMARY

The MetroHartford Millennium Project is One of Firsts

- *It is the first time that inclusiveness -- of MetroHartford's cities and suburbs, its businesses, educational, governmental, and cultural diversity -- has been a guiding principle.*
- *It is the first comprehensive economic development plan to ever develop core strategies for the entire MetroHartford region.*
- *It is the first economic development plan for MetroHartford that includes specific Action Steps to implement the core strategies.*
- *It is the first economic development plan for MetroHartford that taps existing public, private, and nonprofit organizations to sign Memoranda of Understanding to implement the specific Action Steps.*
- *It is the first economic development plan that will be acted upon rather than gather dust on the region's shelves. Funding for the Action Steps is included in Strategic Agenda.*

The project is spearheaded by Karl Krapek, president of Pratt & Whitney. He and 28 corporate, business, and civic leaders form the MetroHartford Millennium Steering Committee. Robert Santy of the Connecticut Capitol Region Growth Council, Inc., serves as project manager. The consultant on the project is Mt. Auburn Associates, Inc., an economic development firm with extensive experience. MetroHartford Millennium has been funded by a grant from the U.S. Department of Commerce, Economic Development Administration, and by matching grants from the Hartford Foundation for Public Giving, the Hartford Downtown Council, the Greater Hartford Chamber of Commerce, and the Growth Council.

The Steering Committee identified several key clusters on which to focus: financial services, information technology, health services and management, distribution, precision manufacturing, and arts and tourism. Five Millennium task forces and two cluster working groups, again, comprised of people from public, private, and nonprofit arenas, have addressed a broad spectrum of issues that are critical to the region's future: workforce development; fiscal issues and public policy; land use, transportation, and infrastructure; small business and entrepreneurship; urban neighborhoods; arts and tourism; and precision machining.

Overview

The cities and towns in MetroHartford are not entities unto themselves. Each relies on others for certain basics -- employment sources and employee bases -- in short, for a degree of economic strength. The infrastructure in place allows people and goods to flow from one town to another to support those economies. At the same time, each city and town in the region is unique. Each has its own form of government, political parties, and tax structure.

The first goal of the MetroHartford Millennium Project is to develop an inclusive economic plan that affects not simply specific cities and towns, but each and every municipality in the region, and all the neighborhoods and the people in them. The plan must be creative enough and inclusive enough to cause the municipalities to start to feel ownership in regional outcomes and in the regional economic synergy those outcomes will create. The second goal of the Millennium Project is to develop a Strategic Action Agenda complete with specific Action Steps to achieve those goals while at the same time protecting the uniqueness of the cities and towns it aims to include.

Extensive research and outreach determined four elements that form the basis of the MetroHartford Millennium plan:

- *Vision* -- where the region wants to go;
- *Imperative* -- why we have to act now;
- *Principles* -- the thinking that underlies the strategic directions; and

- *Barriers and opportunities* -- the competitive strengths and weaknesses that formed the basis for the strategic initiatives.

From these four elements came the five strategic directions of MetroHartford Millennium:

1. Support and strengthen a renewed civic infrastructure to create and sustain economic development at the neighborhood, city, and regional levels.
2. Forge a globally competitive regional economic base that generates quality jobs for all residents.
3. Challenge the region to build a world-class workforce and educational system -- one that prepares all of its residents with the skills needed to succeed in the global economy.
4. Create a vibrant and culturally rich city -- with a vital downtown that serves as a regional arts and entertainment center and strong neighborhoods that provide residents with an improved quality of life.
5. Support regional land use and infrastructure policies and efficient uses of regional resources by promoting cooperative service delivery and reduced reliance on the property tax.

A Commitment to Action

The major shortfall of all the economic development plans that preceded the MetroHartford Millennium Project was that they made no provision for their implementation. One of the main tenets of the Millennium Project is that implementation needed to begin immediately, even before the strategic planning process was completed. To achieve this end, several steps were taken.

- *The entire Millennium Project was organized around implementation from the start.*
- *Detailed actions plans with clear responsibilities and accountability in the form of Memoranda of Understanding are being developed.*

- *Some implementation activities were started during the planning process.*

By reaching early consensus on certain key initiatives, implementation has already begun on these activities:

- *assisting in the design of the Downtown Higher Education Center;*
- *designing and organizing entry-level training programs to meet the needs of the region's precision-manufacturing firms;*
- *reorganizing the economic development capacity within the City of Hartford;*
- *organizing an oversight group and developing a request for proposals (RFP) for a downtown urban design plan;*
- *helping to improve the state's efforts to market economic development resources to the small-business community; and*
- *developing principles and guidelines for improving the operation of the region's welfare-reform efforts.*

Underlying Principles

The following principles will define our own image of MetroHartford in the future, and guide the development of the Strategic Action Agenda and the work of the Steering Committee:

- *An individual municipality cannot compete successfully for economic activity in a global environment built upon economic regions.*
- *The economic well-being of residents of any community is ultimately linked to the ability of the private sector in that region to thrive and compete successfully in a global arena.*
- *Any regional economic development effort in Connecticut must conform to and adapt to an environment in which each individual municipality retains its unique character and its powers to shape its own development future.*

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- *A successful regional economy cannot be sustained with a core city that is not succeeding.*
- *If the city fails, so will the suburbs. As the mayor of Louisville noted: "You can't be a suburb of nowhere."*
- *The City of Hartford and its neighborhoods cannot be revitalized without increased attention to their linkages with the regional economy.*
- *A Strategic Action Agenda must be comprehensive; economic issues are increasingly interrelated, and it is no longer possible to separate economic development, workforce development, and community development activities.*
- *Most of the employment growth and business development will be generated by businesses and entrepreneurs already located in the region. It is more likely for the region to see the addition of 1,000 new jobs from having 100 companies adding 10 workers than from attracting one new company with 1,000 employees.*
- *Build on real competitive advantages -- do not try to be something you are not. The strategic agenda must build on Hartford's strong areas of competitive advantage rather than focus on factors in which the region will never truly achieve competitive advantage in the global economy.*
- *The availability of appropriately skilled labor will be the most important competitive factor in the next five years.*
- *Building new collaborative relationships, trust, and a sense of shared responsibility throughout the region is fundamental to the success of any strategic plan. Cooperative partnerships between business and labor, contiguous town governments, neighborhood and regional organizations, and the public and private sectors, will increase the effectiveness of any economic development strategy.*

Key Competitive Advantages

One challenge in any undertaking as comprehensive as MetroHartford Millennium is to identify the region's strengths and to build upon them. Identifying strengths also requires rigorous testing of assumptions and comparisons to other regions. Each regional asset needs to be evaluated in terms of market realities and compared to similar assets in other locations. Surveys, interviews, and research undertaken as part of the Millennium Project, including comparison of MetroHartford with 29 comparable cities, revealed that the Hartford region has a set of strategic assets that could provide a basis for building a more vibrant economic base. These include:

- *highly educated and skilled workforce;*
- *rich cultural and artistic amenities;*
- *institutions of higher education;*
- *attractive quality of life for young families; and*
- *racial, ethnic, and cultural diversity.*

Barriers to Global Competitiveness

To be truly competitive globally, it is critical that the region address the many barriers that have constrained economic development, including:

- *fiscal and political structures that inhibit cooperative activity;*
- *a decline in corporate engagement and commitment;*
- *limited capacity for economic development;*
- *a growing mismatch between the skills of the residents and the workforce needs of businesses;*
- *the difficulty in recruiting young professionals to the region;*
- *poor perceptions about the overall cost environment and business climate; and*
- *an education and training system that is not meeting the expectations of employers.*

THE STRATEGIC ACTION AGENDA

The MetroHartford Millennium Strategic Action Agenda was developed around a set of guidelines, among which are:

- *balance long-term vision with short-term, achievable steps;*
- *understand that economic development is a long-term process;*
- *engagement and sustained commitment from a broad set of leaders will be the key to successful implementation;*
- *an inclusive process that reflects the diversity of the region is critical to successful implementation;*
- *all players involved must be more accountable for their ability to implement changes and achieve desired outcomes.*

STRATEGIC DIRECTION #1

SUPPORT AND STRENGTHEN A RENEWED CIVIC INFRASTRUCTURE TO CREATE AND SUSTAIN ECONOMIC DEVELOPMENT AT THE NEIGHBORHOOD, CITY, AND REGIONAL LEVELS

The days of the Bishops are long gone. The void left in corporate and business civic leadership must be filled. Moreover, racial and ethnic divisions within the region have further constrained the effectiveness of the "civic infrastructure." It is critical that action be taken to create new, committed leadership in the region that is inclusive of the various constituencies in the region and accountable for their actions. To that end, the MetroHartford Millennium has formulated several Action Steps to create a new era in effective governance.

- Create a Millennium Management Group, structured as a standing committee of the Growth Council, to oversee the implementation of the Millennium Action Agenda and establish an informal Advisory Committee to this*

group to ensure representation and accountability among a variety of interest groups within MetroHartford.

The Millennium Management Group will be a facilitator of action. Its role will be to encourage existing organizations that have the capacity to take on new responsibilities and to expand the scale of existing, successful efforts in the region. The Millennium Management Group will enter into Memoranda of Understanding with a wide variety of intermediary organizations within MetroHartford that will be responsible for implementing various components of the Action Agenda.

Other Action Steps under this direction include:

- ☑ *Reorganize city economic development management -- include broad-based governance, strong neighborhood representation, and mechanisms to ensure objective, fair, consistent, and timely review of development proposals.*
- ☑ *Begin the process of eradicating racial and ethnic prejudice within the region by sponsoring internal, regional and local "Conversations on Race, Ethnicity, and Culture" in partnership with the national work being undertaken and sponsored by Aetna.*
- ☑ *Enhance regional economic development capacity through the establishment of a Growth Council subsidiary designed to undertake public purpose real estate development projects that are regional or multi-jurisdictional in scope.*
- ☑ *Increase resources and capacity for neighborhood economic development in Hartford by establishing and strengthening collaborative organizations.*
- ☑ *Rebuild the region's image, both internally and externally, through an aggressive education, media, and public-relations campaign.*

STRATEGIC DIRECTION #2

FORGE A GLOBALLY COMPETITIVE ECONOMIC BASE THAT GENERATES QUALITY JOBS FOR ALL RESIDENTS OF THE REGION

Ultimately, the success of the Millennium Project lies in its ability to strengthen the region's employment base and to create a more vibrant, stable, and sustainable economy. To accomplish these goals, the Millennium Project has focused on two approaches. First, support and promote key industry clusters, and, second, create a more positive business environment that is conducive to small business growth, entrepreneurial development, and business investment. A major Action Step to be taken is to

- Create the Connecticut River Valley Precision Machining Network (Network), designed to strengthen the region's machining and aerospace industry.*

Research found that precision machining remains one of the most significant economic engines in the regional economy, accounting for close to 10 percent of the jobs in the region. This sector's strength will be a key determinant of the region's economic activity. Several initiatives form the backbone of the Network:

- *entry-level training programs to attract new workers to the industry;*
- *a multi-year apprenticeship program to develop skilled machinists for jobs in manufacturing;*
- *a comprehensive campaign to enhance the image of the industry in the region;*
- *retraining and upgrading for incumbent workers;*
- *a program to encourage and support interfirm collaboration;*
- *technology and management assistance for small- and medium-sized companies; and*
- *a modernization program that will help get companies on a track of continuous improvement.*

Progress has already been made on this Action Step. The Network will start as an informal association under the leadership of industry and the Capitol Region Growth Council. Area business leaders, community-technical college presidents, members of regional boards and associations, government officials, representatives from the state Department of Labor and Department of Community and Economic Development, and the president and staff of the Growth Council have already planned two to three entry-level programs to be offered in early 1998. Several sites have been identified for training, a curriculum is being prepared, a marketing and outreach campaign is being planned and several funding sources have been identified. Low-income residents from Hartford will be recruited to participate in training programs.

Other Action Steps include:

- ☑ *Establish an Information Technology Research and Development Center in downtown Hartford.*
- ☑ *Strategically attract distribution-oriented companies to appropriate sites in the region and strengthen existing distribution companies through an industry-led, targeted assistance program.*
- ☑ *Increase the number of tourists coming to MetroHartford -- through more targeted and coordinated marketing that focuses on the arts and entertainment, strategic investments, and a more tourist-friendly environment.*
- ☑ *Strengthen the existing entrepreneurial and small business base in the region through increasing access to existing services and filling gaps where services are needed.*
- ☑ *Support the governor's financial services, technology and healthcare cluster groups and efforts to improve the state's business climate.*

STRATEGIC DIRECTION #3
CHALLENGE THE REGION TO BUILD A WORLD-CLASS WORKFORCE AND
EDUCATIONAL SYSTEM -- ONE THAT PREPARES ALL OF ITS RESIDENTS
WITH THE SKILLS NEEDED TO SUCCEED IN THE GLOBAL ECONOMY

Fierce domestic and global competition in the last 10 years has forced companies to adopt a number of changes in the way they do business. The result is a dramatically different work environment, one that requires high performance from employees: team work, problem solving, critical thinking, understanding systems, and effective written and oral communication. Employers feel, however, that many employees lack the skills and training needed to perform at higher levels. The three most important systems that prepare individuals for work and careers -- the K-12 public education system, the higher education system, and the employment and training system -- need to do a more effective job at equipping people with higher level skills and tools and with the specific skills needed by MetroHartford employers. To this end, MetroHartford Millennium has formulated the following Action Steps:

- Initiate a process aimed at building an integrated education and training system.*

Building a truly integrated education and training system is a very formidable and long-term undertaking. The current system has been evolving and defining itself for decades. It has its own operating strategies and principles, its own incentives, power bases, and sources of funding. An integrated system does not require a new bureaucratic organization that will complicate an already crowded education and training landscape. The new system can build upon the initiatives and structures in place, but it needs to do that in a more coordinated and deliberate fashion. The first step in the process is to convene a working group under the direction of the Millennium Steering Committee that would prepare a report on system integration that provides a framework for discussion throughout the region.

Other Action Steps to build the region's workforce include:

- ☑ *Support the efforts of the new trustees of the Hartford public school system through new and more coordinated linkages between the business community and the schools.*
- ☑ *Develop workforce skills of youth through effective work-experience programs between small businesses and students.*
- ☑ *Attract young professionals to the region through cooperative recruitment and marketing, as well as by creating an urban environment more attractive to the target market.*
- ☑ *Make the proposed Downtown Higher Education Center a centerpiece of urban learning and corporate training.*
- ☑ *Develop a targeted welfare-to-work system to secure employment for the "hardest to serve" welfare population and enhance the current system for the general welfare population through focusing on job-retention issues.*

STRATEGIC DIRECTION #4
CREATE A VIBRANT AND CULTURALLY RICH CITY -- WITH A VITAL DOWNTOWN THAT SERVES AS A REGIONAL ARTS AND ENTERTAINMENT CENTER AND STRONG NEIGHBORHOODS THAT PROVIDE RESIDENTS WITH AN IMPROVED QUALITY OF LIFE

The City of Hartford effectively defines the MetroHartford region. The communities in the region are largely identified with their central city -- Hartford. The image of the city affects how the entire MetroHartford region is perceived. While Hartford is a city rich in arts and cultural and recreational assets, with strong community organizations working hard to improve conditions, the city has not yet turned around.

In seeking to strengthen the region's core city, the Millennium Project has been guided by three fundamental principles:

1. Creating a healthier city is critical to the success of any regional economic development effort.
2. Turning the downtown around is not sufficient. Attention also needs to be paid to the neighborhoods.
3. On the other hand, the neighborhoods cannot be revitalized without strengthening the city as a whole -- attracting middle-income residents back to live in the city and to spend their money in the city.

The Millennium Project has developed two specific Action Steps to address these needs.

- Implement a strategic and comprehensive approach to strengthening downtown Hartford.*

Research has found that certain efforts to promote downtown activity -- Connect the Dots, for example -- have been effective. However, they have not achieved the scale necessary to make the city a vibrant place on week nights and weekends. The number of proposed projects that could be instrumental in turning the downtown around have no system for setting priorities for which capital projects have the greatest potential for implementation and for economic impacts. The efforts of various organizations that have proposed plans for downtown lack coordination among the groups, and no single, focused plan has been developed.

To address these issues, the Millennium Project proposes to sponsor a Downtown Urban Design and Action Plan that develops new and specific urban-design elements and identifies appropriate zoning and land uses. This plan would create a more cohesive downtown in terms of pedestrian experience and image, emphasizing arts and entertainment and promoting downtown housing.

- Develop initiatives to stimulate greater housing investment and home ownership in Hartford's neighborhoods.*

Organizations involved in housing development should form a public-private Hartford Housing Partnership to

comprehensively address housing redevelopment needs in the city's neighborhoods. The Growth Council's proposed development subsidiary should form a development venture to finance, develop, and provide incentives for downtown middle-income housing development, targeted particularly to young professionals. The City of Hartford should streamline the management of its housing programs.

STRATEGIC DIRECTION #5
SUPPORT REGIONAL LAND USE AND INFRASTRUCTURE POLICIES AND EFFICIENT USE OF REGIONAL RESOURCES BY PROMOTING COOPERATIVE SERVICE DELIVERY AND REDUCED RELIANCE ON THE PROPERTY TAX

Land-use policy and infrastructure investments within the MetroHartford region need to conform to the overall thrust of the initiatives developed as part of the Millennium Project, among them the need to reestablish the city of Hartford as the region's economic, cultural, entertainment, and sports center. However, making any change in the current system is not possible unless the overall fiscal structure that drives the existing system is addressed. Thus, to move forward, the region needs to address both the cost and revenues that are driving development within the region, as well as the large policy issues. The recommended Action Steps to meet these goals include the following:

- Promote increased collaboration amongst municipalities at the regional level while preserving the unique character of Metro Hartford communities.*

Enhance regional economic development capacity through more cooperative actions among communities. Convene a group of public- and private-sector leaders to review current issues that create barriers to regional economic development and prepare more in-depth recommendations for change to help align municipal, state, and regional initiatives, identify areas of service delivery in which municipalities can attain cost advantages from operating cooperatively, and promote actions to decrease reliance on property tax at the municipal level.

Other Action Steps include:

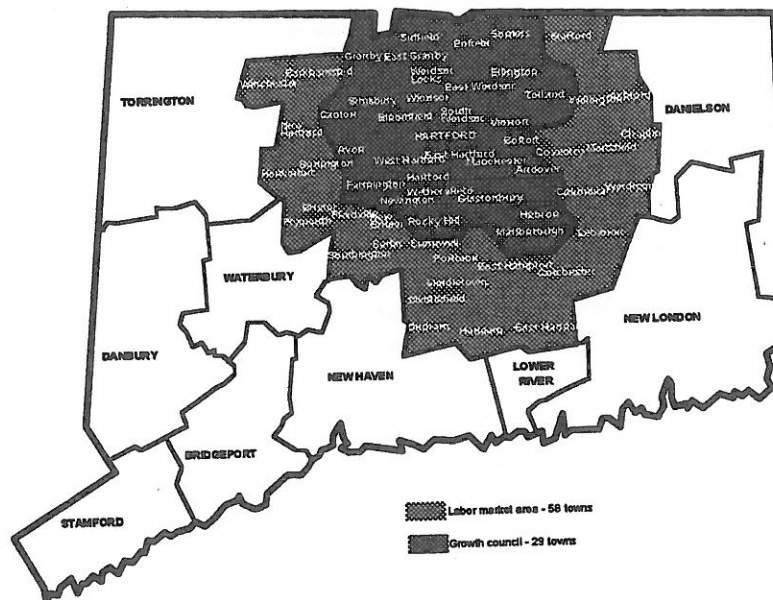
- ☑ *Develop a Regional Asset District to provide financial support of priority projects in MetroHartford and to provide property-tax relief and equalization in the entire region.*
- ☑ *Encourage high-density development in the core areas of the region, particularly Hartford, along developing corridors and along corridors that lend themselves to growth to maximize energy conservation, provide public services most cost effectively, minimize sprawl, and balance the region's environmental and economic needs.*
- ☑ *Encourage the development of a regional transportation system that provides for the efficient movement of goods and people and conforms to the land-use patterns being promoted.*
- ☑ *Aggressively support and facilitate more extensive and comprehensive public transportation systems in MetroHartford.*
- ☑ *Support major investments in the region's infrastructure.*

PREFACE

Building A New Collaborative: The MetroHartford Millennium

The MetroHartford region is at a critical juncture in its economic history. While the region has gone through many ups and downs in its past, few periods have presented the region with the challenges and opportunities it now faces. The industries that have shaped the regional economy for decades have undergone fundamental changes. And the region has yet to "restructure" -- to build a new economic base to take the place of those industries and companies that have defined the region.

The MetroHartford Millennium Project was initiated to respond strategically and decisively to these economic conditions. The Connecticut Capitol Region Growth Council, an organization incorporated in 1991 to create and retain jobs within the region, recognized that no community has successfully turned itself around without knowing where it wanted to go and how it was going to get there. *This meant a strategic action plan.* To support such a plan, the Growth Council applied for and received a planning grant from the U.S. Economic Development Administration, matched by funds from the Greater Hartford Foundation for Public Giving, the Greater Hartford Chamber of Commerce, The Downtown Council, and the Growth Council. A project manager and consultant were chosen to manage the development of what was now to be called *MetroHartford Millennium: An Economic Development Action Agenda.*



The Foundation Of The Strategic Process

While the geographic scope of the Connecticut Capitol Region Growth Council included 29 cities and towns, the Millennium Project, recognizing that the regional economy extended beyond those borders, encompasses the 58 towns of the Hartford Labor Market Area.

A good strategic plan cannot be built upon perceptions, hopes, and assumptions. It must involve rigorous testing of long-held myths about the regional economy. The consulting team undertook the following research to support the planning process (the findings of which are included in the Appendices to this report):

- analysis of the economy;
- survey of major employers;
- identification, research, and analysis of key economic clusters;
- analysis of key economic resources;
- analysis of data on 30 comparable regions;
- rigorous assessment of proposed capital projects; and
- analysis of models and experience in other communities.

The culmination of the research and outreach was the development of the following key elements that defined the MetroHartford Millennium Project process and laid the foundation for the development of the Economic Development Action Agenda:

- *the vision* -- where we want to go;
- *the imperative* -- how this effort differed from those of the past;
- *the principles* -- what thinking underlies the strategic directions; and
- *the barriers and opportunities* -- what competitive strengths and weaknesses formed the basis for strategic initiatives.

The Five Strategic Directions

The following five strategic directions emerged from this foundation:

1. SUPPORT AND STRENGTHEN A RENEWED CIVIC INFRASTRUCTURE TO CREATE AND SUSTAIN ECONOMIC DEVELOPMENT AT THE NEIGHBORHOOD, CITY, AND REGIONAL LEVELS.
2. FORGE A GLOBALLY COMPETITIVE ECONOMIC BASE THAT GENERATES QUALITY JOBS FOR ALL RESIDENTS OF THE REGION.
3. CHALLENGE THE REGION TO BUILD A WORLD-CLASS WORKFORCE AND EDUCATIONAL SYSTEM -- ONE THAT PREPARES ALL OF ITS RESIDENTS WITH THE SKILLS NEEDED TO SUCCEED IN THE GLOBAL ECONOMY.
4. CREATE A VIBRANT AND CULTURALLY RICH CITY -- WITH A VITAL DOWNTOWN THAT SERVES AS A REGIONAL ARTS AND ENTERTAINMENT CENTER AND STRONG NEIGHBORHOODS THAT PROVIDE RESIDENTS WITH AN IMPROVED QUALITY OF LIFE.
5. SUPPORT REGIONAL LAND USE AND INFRASTRUCTURE POLICIES AND EFFICIENT USE OF REGIONAL RESOURCES BY PROMOTING COOPERATIVE SERVICE DELIVERY AND REDUCED RELIANCE ON THE PROPERTY TAX.

The report that follows describes the key elements of the plan's foundation -- the vision, imperative, principles, and barriers and opportunities. The strategic directions are then described in detail. The background research can be found in the numerous appendices to the report.

THE VISION

Rather than focusing on the past, residents of the towns in the MetroHartford region have begun to articulate a vision for the future. This vision focuses on creating a more vibrant economy, while preserving the unique quality of life that the communities now enjoy. Looking ten years from now, most residents would like to see:

- a region that is identified as having a great quality of life;
- a region that is able to act cooperatively as necessary to meet the growing global challenges, while

maintaining the right of each individual community to shape its own future;

- a region known for its entrepreneurial energy and inventiveness;
- a region, which while still the home to large corporations, now has a more diverse base of growing small- and mid-sized businesses;
- a region with businesses that are committed to a high performance workplace and a labor force prepared to compete in the high performance workplace;
- a region with a vibrant city that is viewed as a cultural center for the entire region;
- a region that is a destination location for tourists and conventions and has the facilities to meet this demand;
- a region known as one of the national centers of the financial service, managed care, and information industries;
- a region that celebrates its diversity and provides economic opportunities to residents of all races and ethnic backgrounds;
- a region where youth have the option of remaining after completing their education, and young professionals from outside of the region see it as an attractive place to live;
- a region with first-rate educational institutions at all levels -- primary, secondary, and higher education; and
- and a region with strong community institutions that collaborate effectively.

While the vision has been relatively clear, the path to get there has never been clearly laid out. Many myths have governed how residents and businesses in the Hartford region perceive themselves and their potential to achieve this shared vision of the region. These myths or perceptions begin to take on a life of their own -- shaping and determining the reality.

MYTHS AND REALITIES

MYTHS

REALITIES

<p>MetroHartford will find it very difficult to recover from the loss of the Whalers since the team was a key driver of the regional economy.</p>	<p>➤ Many comparably sized cities do just fine without any major league sports teams. And, many regions have lost major teams without experiencing many significant impacts.</p>
<p>There are few good jobs available in the region.</p>	<p>➤ Many companies are hiring and are struggling to find workers with appropriate skills.</p>
<p>There is nothing to do in the City of Hartford.</p>	<p>➤ When compared to 30 comparable cities, Hartford is one of the richest in terms of arts and cultural amenities. The Place Rated Almanac ranked Hartford as number 21 out of 400 in terms of metro areas.</p>
<p>The suburbs are doing just fine. What happens in the City of Hartford is irrelevant.</p>	<p>➤ The economic downturn has affected everyone and study after study has shown that you cannot have a strong economy in the suburbs when its core city is mired in urban problems.</p>
<p>Neighborhood revitalization can be achieved through focused work on housing and commercial revitalization. What happens in the region is irrelevant to community-based organizations in the city.</p>	<p>➤ A neighborhood cannot be revitalized unless residents have increased income. And, that means jobs. Many of the good jobs are located not only outside of the neighborhood, but outside of the city. Strengthening job growth in the region can open up employment opportunities for neighborhood residents and provide them with the money they need to buy a home and buy more goods and services locally.</p>
<p>Manufacturing is dead in the region.</p>	<p>➤ Manufacturing remains one of the most vital sectors of the region's economy providing over 60,000 well paying jobs to area residents.</p>
<p>High business costs are the major cause of the economic problems in the region. If we only provided deep incentives to compensate for these high costs, or lowered taxes, we could attract new companies to the region.</p>	<p>➤ Connecticut will never be a low-cost location for business and, thus, cannot compete solely on that basis. One has simply to look at Boston to see that companies can compete in a high-cost environment if there are other strategic advantages. Moreover, most of the job growth in the economy will come not from recruiting new businesses, but through the growth of the companies already located in MetroHartford.</p>
<p>Crime has gotten so bad that you can no longer go to downtown Hartford at night without risking being a victim of crime.</p>	<p>➤ Crime in the City of Hartford is at a 10-year low and crime in the downtown is very limited.</p>
<p>Now that the Bishops are gone there is no corporate leadership to take their place.</p>	<p>➤ Within the region, a group of leaders from neighborhood-based organizations to the top corporations is emerging who are committed to making a difference and working collaboratively on efforts to rebuild the Hartford region.</p>

The time has come for those concerned about the region's future to separate the myths from the realities and lay out the path towards achieving its vision. Rather than the myths, this "Economic Development Action Agenda" seeks to focus on the realities. It seeks to step out of the box and assume change is possible. MetroHartford, a region once noted for invention, can again become a region known for its ingenuity, adaptability, and initiative of its people.

THE IMPERATIVE TO ACT

Many similar visioning and planning processes have failed in the Hartford region. Clearly, reaching consensus on a vision and separating myths and realities was not sufficient. Both skepticism and cynicism in the community about such a plan were very high. Bookshelves in offices throughout the region are lined with the products of past efforts; regret runs deep for the many hours of lost time spent in meetings that resulted in so little action; and patience was very short. The most common question that the Millennium Project has had to deal with from its first day is: "*We have been through this all before and nothing ever happens. Why is this project any different?*"

The answer to this question is that:

- *the times are different -- the economic imperative is clearer;*
- *the process is different -- broadbased leadership is engaged;*
- *the commitment is to action -- organizing took place to ensure implementation; and*
- *many organizations have been assigned responsibilities and will be held accountable.*

The Economic Imperative

While the cities and towns of the MetroHartford region each have their own distinct characteristics, their economic futures will be shaped by the same forces. All

Employment Growth
Percent of Employment Change
1990-1997 (MSA)

1	Raleigh/Durham, NC	24.8
2	Salt Lake City, UT	23.8
3	Sioux Falls, SD	23.2
4	Baton Rouge, LA	18.1
5	Fort Lauderdale, FL	18.1
6	Tampa, FL	16.0
7	Fort Worth, TX	15.2
8	Fort Wayne, IN	14.2
9	Louisville, KY	13.8
10	Charlotte, NC	13.7
11	Chattanooga, TN	13.6
12	Jacksonville, FL	13.2
13	Columbus, OH	13.0
14	Indianapolis, IN	11.5
15	Des Moines, IA	11.4
16	Omaha, NE	9.8
17	Cincinnati, OH	9.8
18	Richmond, VA	9.5
19	Milwaukee, WI	9.0
20	Wichita, KS	7.6
21	St. Louis, MO	7.4
22	Harrisburg, PA	6.9
23	Sacramento, CA	6.0
24	Rochester, NY	5.8
25	Wilmington, DE	5.5
26	Albany, NY	5.2
27	Trenton, NJ	4.5
28	Pittsburgh, PA	4.2
29	Providence, RI	(1.0)
30	Hartford, CT	(0.4)

Source: Places Rated Almanac, 1997
 Economic Forecast from Woods & Poole Economics, Inc.

Projected Employment Growth
Percent of Projected Employment
Growth, 1997-2000 (MSA)

1	Raleigh/Durham, NC	6.7
2	Sacramento, CA	6.3
3	Tampa, FL	5.8
4	Salt Lake City, UT	5.7
5	Fort Worth, TX	5.6
6	Ft. Lauderdale, FL	4.8
7	Des Moines, IA	4.0
8	Columbus, OH	3.9
9	Charlotte, NC	3.8
10	Baton Rouge, LA	3.4
11	Sioux Falls, SD	3.4
12	Harrisburg, PA	3.2
13	Fort Wayne, IN	3.2
14	Richmond, VA	3.2
15	Indianapolis, IN	3.1
16	Wichita, KS	3.1
17	Cincinnati, OH	3.1
18	Louisville, KY	3.0
19	Albany, NY	2.8
20	Rochester, NY	2.8
21	Chattanooga, TN	2.7
22	Milwaukee, WI	2.2
23	Wilmington, DE	2.2
24	Jacksonville, FL	2.1
25	St. Louis, MO	2.0
26	Omaha, NE	2.0
27	Providence, RI	1.7
28	Trenton, NJ	1.7
29	Pittsburgh, PA	1.5
30	Hartford, CT	1.3

Source: Places Rated Almanac, 1997
 Economic Forecast from Woods & Poole Economics, Inc.

of its residents face increasing economic uncertainty. The emergence of the global economy, shifting federal priorities such as defense cutbacks, and rapid technological changes have resulted in dramatic economic and social transformations. For many residents there is a growing perception of economic insecurity and a need to reaffirm the importance of a sense of community in uncertain times.

While communities throughout the U.S. are being affected by these forces, the communities in the Hartford region have been buffeted by a series of forces -- some cyclical and some structural -- that create more urgency to addressing their economic future. *The region experienced the last recession earlier and deeper.* The real estate "bust" earlier in the decade, along with the downsizing of its two core industries -- insurance and aerospace -- hit the region hard and its urban center -- the City of Hartford -- even harder. *More importantly, while the rest of the country, as well as most of New England, is experiencing a period of unprecedented growth, the recovery in the Hartford region is just beginning -- having seriously lagged the nation and the state.* Between 1994 and 1996, 1,000 jobs have been added in MetroHartford. During this same period, Boston added 84,000 jobs; Providence 9,600 jobs; Springfield 6,300 jobs; Waterbury 3,200 jobs; and Portland, Maine 6,500 jobs. Between 1990 and 1997, the Hartford region experienced the lowest level of employment growth of any of the 30 comparable regions.

Of greater concern, the Hartford region is fast becoming a national symbol of urban problems and economic disparities. The economic disparities between the city and suburbs of MetroHartford are extreme when compared to 30 comparable cities. While the percentage of persons living below the poverty level in the Hartford region was the lowest of any comparable region, the poverty rate in the city was the highest. Similarly, while average household income was the second to highest in the Hartford region, the average household income in the city was in the bottom percentile. Rarely is Hartford mentioned by the national press without a comment noting its status as one of the nation's poorest cities. These articles do not note that the City of Hartford is a

very small component of the region -- both in terms of geography and population. If East Hartford, Bloomfield, and West Hartford were within the municipal boundaries of the City of Hartford (as comparable communities are in most other cities) the oft quoted statistics that rank Hartford low on most measures of urban distress would look very different. While in reality, this unique structure affects its ranking, it is the perceptions, based on article after article that focuses on the city's poverty, with which people are left.

In this environment, complacency about the region's economic future was no longer possible. It was clearly the time to bring the entire community together around a plan that would not only jump start the economy, but lay the groundwork for a greatly improved quality of life for all residents of the region.

A Different Process

Experience in other regions has shown conclusively that good ideas do not lead to successful strategic plans. *In many ways, the process is as important as the substance.* And, it was in the process that the Millennium Project differentiated itself from the past. To ensure that this effort was different, the project team undertook a nine-month process that incorporated the following elements:

➤ *Re-engagement of civic leadership -- building a post-bishops civic infrastructure.*

After many years of downsizing, restructuring, and societal and economic changes, the Bishops were gone; the corporate leadership that remained was focusing upon survival; and a new generation of leadership had not yet emerged. The void was felt throughout the region -- from arts institutions, political leadership, educational institutions, and other service providers. The first step of the Growth Council was to build a Steering Committee composed of the new civic leaders to guide the development of the strategic plan. Chaired by Karl Krapek, the President of Pratt and Whitney, individuals from the public, private, and nonprofit sectors were brought together to oversee the effort.

➤ *An inclusive process with broadbased outreach and involvement.*

The MetroHartford Millennium Project was deeply committed to developing an action agenda that represented

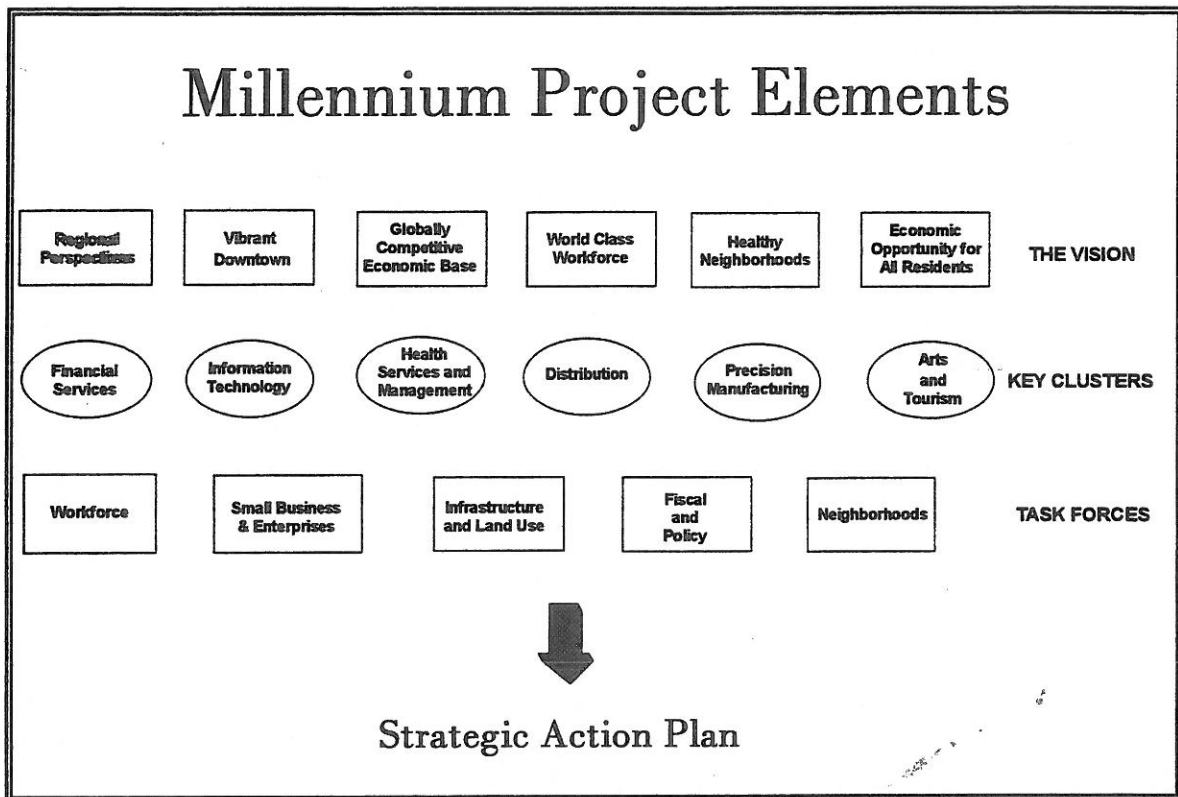
Steering Committee Members

<i>Karl J. Krápek, Chairman President Pratt & Whitney</i>	<i>Tony March President Tony March Buick/GMC</i>
<i>Marilda Alfonso Vice President Aetna Foundation</i>	<i>Richard Meduski President Savings Bank of Manchester</i>
<i>Ramani Ayer President The Hartford</i>	<i>John Meehan President & CEO Hartford Hospital</i>
<i>Michael Bangser Executive Director Hartford Foundation for Public Giving</i>	<i>Daniel I. Papermaster, Esq. Partner Bingham, Dana & Gould LLP</i>
<i>James Boucher Executive Director H.A.R.T.</i>	<i>Michael P. Peters Mayor City of Hartford</i>
<i>Arthur Byrne President The Wiremold Company</i>	<i>Richard Porth Executive Director CT Capitol Region Council of Governments</i>
<i>Steve Cassano Mayor Town of Manchester</i>	<i>Sister Maureen Reardon Executive Vice President Saint Joseph College</i>
<i>William J. Gibes, Jr. Chancellor CT State University System</i>	<i>Chris Rohrs Vice President & General Manager WFSB-TV-3</i>
<i>David D'Eramo President & CEO St. Francis Hospital & Medical Center</i>	<i>Richard Rosenthal President Max Restaurant Group</i>
<i>Robert Fiondella President & CEO Phoenix</i>	<i>Michael E. Waller Publisher & CEO The Hartford Courant</i>
<i>Roger Gelfenbien Managing Partner Andersen Consulting, LLP</i>	<i>Richard Weaver-Bey President Greater Hartford Realty Management Corporation</i>
<i>P. Anthony Giorgio, Ph.D. President & CEO CT Capitol Region Growth Council, Inc.</i>	<i>Philip A. Wheeler Director, Region 9A United Auto Workers</i>
<i>Mary Glassman First Selectman Town of Simsbury</i>	
<i>R. Nelson Griebel President Bank of Boston Connecticut</i>	<i>Regional Representatives: Hugh Curley Vice President Middlesex Chamber of Commerce</i>
<i>Richard Higginbotham President & CEO Fleet Bank Connecticut</i>	<i>Melvin Schneidermeyer Executive Director Central CT Regional Planning Agency</i>
<i>Hugh C. MacKenzie President, Retail Business Group Northeast Utilities</i>	

the diversity within the community. This has meant extensive outreach efforts. Early in the process, 11 community meetings were held throughout the Greater Hartford region where hundreds of citizens were in attendance. More recently, 1,400 individuals were invited to four community meetings to get feedback from residents on preliminary directions. In addition, numerous meetings have been held with community-based organizations, civic associations, business organizations, and political leadership from throughout the region.

Five task forces were also convened. Task Force members met to identify and discuss key issues and have developed specific recommendations that have been incorporated into this Action Agenda. (See Appendix for complete Task Force Reports.) Most of these Task Forces have found that these meetings have already led to direct results -- promoting new networks and helping to build relationships within the region.

Finally, two "cluster" groups have been meeting. The first group includes business leaders in the *precision manufacturing industry*. This group has convened to develop strategies for that industry, starting with solutions for the critical and growing shortage of trained employees. Second, a group of organizations involved in the tourism, arts, and entertainment "cluster" has met four times to develop a series of recommendations aimed at bringing more visitors to the region. The recommendations of these groups are incorporated into the Action Agenda.



The Commitment To Action

The greatest challenge facing communities that have committed to undertaking a rigorous strategic planning effort is not in the development of good ideas, but in building the capacity and momentum necessary to ensure that the good ideas get implemented. Often, all resources are spent on the planning phase without sufficient consideration to the resources needed to begin implementation. The result is often a long gap in time between when a strategic plan is completed and when resources are found to begin implementation. Those involved in the process get impatient for results. As a result, one of the fundamental foundations of the MetroHartford Millennium Project was an acknowledgment that *implementation needed to start immediately, it could not wait until the strategic planning process was completed.* Three approaches were used to ensure that momentum would be achieved:

Early Millennium Implementation Projects

- *assisting in the design of the Downtown Higher Education Center;*
- *designing and organizing of entry-level training programs to meet the needs of the region's precision manufacturing firms;*
- *reorganizing economic development capacity within the City of Hartford;*
- *organizing an oversight group and developing a RFP for a downtown urban design plan;*
- *helping to improve the state's efforts to market economic development resources to the small business community; and*
- *developing principles and guidelines for improving the operation of the region's welfare reform efforts.*

1. *Organizing around implementation from the start of the project.* Thinking about how a plan will be implemented cannot wait until it is completed. Part of the process has involved building the capacity of local entities to undertake implementation activities; building new relationships amongst various stakeholders; and getting commitments around implementation from key actors early in the process.
2. *Developing detailed action plans with clear responsibilities and accountability.* To ensure implementation, it is critical that the Action Agenda is clear about which organizations are responsible for implementing an identified initiative. In addition to assigning responsibility, a Memoranda of Understanding will be signed with each organization agreeing to take responsibility for a specific initiative. Finally, benchmarks and outcome measures will be developed to ensure that the responsible parties are held accountable for their activities.
3. *Starting some implementation activities during the planning process.* The Millennium Project reached early consensus on a few key initiatives and undertook action on these projects during the course of the planning.

THE UNDERLYING PRINCIPLES

The following principles have guided the development of the Economic Development Action Agenda and the work of the Steering Committee:

- *Building new collaborative relationships, trust, and a sense of shared responsibility throughout the region is fundamental to the success of any strategic plan.*

All actors in the region's economy should benefit from a good strategic economic plan. However, unless the

various businesses, organizations, and institutions are willing to work together, many of these benefits will not be realized. Whether between business and labor, contiguous town governments, neighborhood and regional organizations, or the public and private sectors, cooperative partnerships will increase the effectiveness of any economic development strategy. An important element of the strategic planning process is to build these relationships.

- *An individual municipality cannot compete successfully for economic activity in a global environment built upon economic regions.*

A previous Hartford planning effort in the early 1990s concluded:

Our economic and social reality calls us to state as clearly as we can that Hartford and its suburbs are inextricably linked. One ignores the other at its peril. We must think and act as a cohesive metropolitan area -- MetroHartford.

This conclusion is more true today than it was even four years ago. The economic well-being of residents of any community is ultimately linked to the ability of the private sector in that region to thrive and compete successfully in a global arena. The reality today is that the governance system -- based on the federal, state, and municipal levels -- does not match the economic system, which moves from global, to national, to regional markets. (Barnes and Ledebur 1991.) Business interests are not limited by municipal boundaries. The labor they seek lives throughout the region; the infrastructure they need is regional in nature; and their markets are increasingly global. Any single municipality in the Hartford region can do little to change the conditions affecting the competitiveness of private employers and they clearly cannot compete efficiently with other locations that have achieved a level of scale and efficiency through regional, multi-jurisdictional action. The town of Avon is not competing with Simsbury for economic development; it is the greater Hartford region that is competing with such areas as the "Research Triangle" in North Carolina, the Silicon Valley in California, or the Hudson Valley in New York.

- *Any regional economic development effort in Connecticut must conform to and adapt to an environment in which each individual municipality retains its unique character and its powers to shape its own development future.*

In 1886, Governor Harrison told the people of Hamden that their town was "a little indestructible republic, having great powers of local government which can never be taken away from you." (Allison, 1996.) This firm belief in the importance of local control has dominated the Connecticut political environment for hundreds of years. We must be clear that while regional action in certain areas is imperative, the political culture of Connecticut requires sensitivity to the needs and desires of each individual municipality.

- *A successful regional economy cannot be sustained with a core city that has become mired in urban problems and large-scale disparities based upon race and income.*

Racial divisions and the economic disparities between the urban core and the suburbs are *economic* issues that affect the economic well-being and quality of life of all residents living in the region. Study after study has provided strong evidence that real estate values and income of suburban residents are directly tied to the economic performance of their core city. It is not possible to sustain a strong regional economy with a large concentration of poverty and fiscal distress in the City of Hartford. If the city fails, so will the suburbs. As the Mayor of Louisville noted: "*You cannot be a suburb of nowhere.*" Moreover, racial divisions within the region have become a barrier to economic development -- constraining downtown development, educational progress, and workforce capacity. And, poverty and economic distress are found not only in the City of Hartford, but in communities throughout MetroHartford. These divisions have created a "lose-lose" phenomenon for all residents of MetroHartford.

- *The City of Hartford and its neighborhoods cannot be revitalized without increased attention to their linkages with the regional economy.*

The best means of addressing the problems of Hartford's neighborhoods -- abandoned housing, poor schools, and blighted commercial districts -- is to increase the income of their residents by providing them with quality employment opportunities. New jobs mean more money to spend on housing and retail activities, as well as an increased tax base for the city. These new employment opportunities are available both inside the city, as well as throughout the MetroHartford region. Linking city residents to these jobs is critical to the revitalization of the city and its neighborhoods.

- *A strategic action plan must be comprehensive; economic issues are increasingly interrelated and it is no longer possible to separate economic development, workforce development, and community development activities.*

Throughout the country, three distinct paradigms have traditionally defined efforts to improve the economic conditions in a community. Economic development has been concerned primarily with the attraction, expansion, retention, and startup of businesses; community development focuses on efforts to revitalize a defined geographic area -- often emphasizing real estate development projects; and education and training focuses on providing residents with the skills needed to access jobs in the community. The Millennium Project has assumed that these three areas are interrelated and can no longer be pursued along parallel tracks. While the primary mission involves economic development -- creating good quality jobs for all residents of the region -- there is an assumption that this cannot be achieved without considerable attention to workforce development issues, as well as community development/neighborhood revitalization.

- *A strategic action plan must focus on shared and sustainable economic growth.*

Addressing the economic needs of the region's low-income residents should be a key "lens" by which the Action Agenda's success is judged.

It is not sufficient to develop strategies that simply promote job creation and investment. The Millennium Project's focus is on improving the economic well-being of all residents of the region. This requires attention to the *quality of jobs* being created and concern with *who is getting those jobs*. Further, the nature of development activity should not be such that future well-being is threatened -- all elements of the plan should be undertaken in a manner that retains or enhances the region's environmental quality.

- *Most of the employment growth and business development will be generated by businesses and entrepreneurs already located in the region.*

The region is in a turnaround mode. Companies are adding workers (if they can find them) and expanding their facilities. A number of small companies are being started and entrepreneurial energy is growing. Nurturing this growth and development is critical. And most research confirms that much of the employment growth in any regional economy comes from companies that are already located in the region. The survey of businesses in MetroHartford confirmed this finding. In the next three years, 49.5 percent of the companies in the survey expect to expand. Of these companies, most anticipate that the expansion will occur at their current site, or at another site in MetroHartford. It is more likely for the region to see the addition of 1,000 new jobs from having 100 companies adding 10 workers than from attracting one new company with 1,000 employees.

- *It is important to focus on real competitive advantages and not try to be something you are not.*

The Hartford region has some very strong areas of competitive advantage that could be further

strengthened. The plan must build upon these advantages rather than focus on factors in which the region will never truly achieve competitive advantage in the global economy. While we should continue the trend of reducing the costs to business, we need at the same time to recognize that the Hartford region will never be able to compete nationally or globally solely on a cost basis. It must focus on where it can compete.

➤ *The availability of appropriately skilled labor will be the most important competitive factor in the next five years.*

Interviews and surveys of businesses in the Hartford region confirm that jobs are available in the region. The problem is the mismatch between the needs of employers and the skills of the residents. This issue is compounded by overall demographic trends and the barriers to attracting new labor to the region. Unlike other parts of the country, the labor force in the Hartford region is not experiencing significant growth. Moreover, efforts to recruit highly-skilled labor to the region have been negatively impacted by the perception that the region is not an attractive location for young professionals without families. This shortage of skilled labor is a major constraint to employment growth and development in the region.

THE BARRIERS AND OPPORTUNITIES

The economic and political environment that the region faces is very different from what it has been in the past. The region must be poised to respond effectively to challenges posed by external factors that it cannot control. These factors are now well-known -- the globalization of the economy, rapid changes in telecommunication and information technologies, and changed federal priorities and policies that have shifted spending away from defense and turned responsibilities for more and more programs over to the states. A key word affecting the period we are in is *convergence*. Markets are converging; technologies are converging; and institutions are converging. Within the communications and media industry the term refers to the blurring of

MetroHartford Has Many Key Competitive Advantages

College Graduates
Percent of College Graduates,
25 and Older
1990 (MSA)

1	Raleigh/Durham, NC	31.7
2	Trenton, NJ	29.5
3	Hartford, CT	26.5
4	Richmond, VA	23.8
5	Albany, NY	23.6
6	Wilmington, DE	23.4
7	Columbus, OH	23.3
8	Rochester, NY	22.9
9	Salt Lake City, UT	22.9
10	Sacramento, CA	22.7
11	Des Moines, IA	22.6
12	Omaha, NE	22.5
13	Fort Worth, TX	22.4
14	Baton Rouge, LA	22.4
15	Wichita, KS	21.5
16	Milwaukee, WI	21.3
17	Sioux Falls, SD	20.7
18	St. Louis, MO	20.5
19	Providence, RI	20.4
20	Indianapolis, IN	20.2
21	Cincinnati, OH	19.9
22	Charlotte, NC	19.6
23	Fort Lauderdale, FL	18.8
24	Pittsburgh, PA	18.7
25	Jacksonville, FL	18.6
26	Harrisburg, PA	18.0
27	Tampa, FL	17.3
28	Louisville, KY	17.2
29	Fort Wayne, IN	16.2
30	Chattanooga, TN	15.9

Source: 1990 U.S. Census

distinctions amongst various technologies. Within the financial services industry -- of direct relevance to the Hartford region -- convergence means the blurring of distinctions among various types of financial institutions. *In an environment of convergence, every region, just as every company, needs to realign itself and position itself for a future that is less and less predictable.* This means understanding its strategic strengths and building upon them. It also requires being realistic about the barriers that the region faces, and designing strategies to overcome them.

Every region is unique, having evolved its own set of strategic strengths that provide it with the capacity to compete successfully in the global economy. The challenge is to identify and build upon these strengths -- and not be diverted towards activities that are based more upon dreams and perceptions than upon reality. Identifying strengths also requires rigorous testing of assumptions and comparisons with other regions. For example, not every community with a large, high quality medical center is poised to become a center of the biotechnology industry. And, having an airport does not necessarily mean that a region can become a major intermodal transportation center. Each asset needs to be evaluated in terms of market realities and compared to similar assets in other locations.

Survey, interviews, and research undertaken as part of the Millennium Project revealed that the Hartford region does have a set of strategic assets that could provide a basis for building a more vibrant economic base. These include:

➤ *A highly educated and skilled workforce.*

The Hartford region is the home of many highly-educated residents with a diverse set of scientific, managerial, and technical skills.

- The region surpasses the national average on almost all levels of educational attainment. For example, as of 1990, 26 percent of the residents over the age of 25 had graduated from college, as compared to the national average of 20

percent. The region also has a higher percentage of residents attaining associates degrees. More importantly, as compared to 30 comparable regions, the Hartford region ranked third in the percentage of residents who were college graduates.

- In 1990, only two regions had a higher percentage of workers in professional, managerial, and technical jobs.
- As a result of the dominance of the insurance industry in the city, the region has a large pool of skilled information technology workers.
- Fifty-eight percent of the employers surveyed noted that the availability of skilled labor was a very important reason for their location in the greater Hartford region.

➤ *A strategic location in the Northeast Megalopolis.*

MetroHartford is in many ways the crossroads of the Northeastern United States. Strategically located in the middle of the North-South Interstate 91 and the East-West Interstate 84, the region provides ready access to the New England states, the Mid Atlantic states, and Eastern Canada. As a midway point between two major metropolitan areas -- Boston and New York -- the region could service an incredibly large market within a two-hour radius. Existing employers recognize the advantages of the region's location and transportation infrastructure. Employers in the survey ranked highway access as the most favorable factor affecting business and access to air transportation ranked third.

➤ *Rich cultural and artistic amenities.*

MetroHartford, most notably the City of Hartford, has a very rich and diverse set of cultural and artistic activities and facilities. This is one of the region's greatest resources, and yet is not fully recognized by most residents of MetroHartford. The city's amenities compare very favorably with other urban centers. *In fact, in 1997 the Place Rated Almanac, an often used resource for business locational specialists, ranked the*

Hartford region 21st out of nearly 400 metropolitan areas in the U.S. in terms of the Arts. In terms of the 30 comparable regions identified as part of the Millennium Project, the Hartford region ranked seventh in the number of museums and art galleries per capita; first in touring artist bookings per capita; fifth in resident ensembles per capita; and second in resident ensemble play dates per capita. A more qualitative assessment of the region's offerings found a unique mix of cultural activities and special events and festivals that compares very favorably with cities considerably larger than Hartford. The city and region also have a number of community-based arts and cultural centers and arts events representing the diversity of cultures within the region.

Why is this an important economic development asset one might ask? When most people think of the arts and cultural activities, they think of spiritual, intellectual, and aesthetic values. However, there is growing evidence that a prominent arts and cultural community brings substantial economic value to a community -- attracting residents who want to live in a city and attracting businesses seeking a high quality of life. Arts and cultural activities also provide a very real and substantial source of economic impact through their employment base, their local purchases, and the money spent by those engaged in their activities. While Hartford has spent much energy bemoaning the loss of the Whalers, it has spent relatively little effort promoting and building the many arts and cultural events that have the potential to bring considerably more money and jobs into the region.

**Average Household Income
1990 (MSA)**

1	Trenton, NJ	\$90,500
2	Hartford, CT	\$73,600
3	Wilmington, DE	\$70,100
4	Milwaukee, WI	\$69,300
5	St. Louis, MO	\$67,100
6	Richmond, VA	\$66,900
7	Fort Lauderdale, FL	\$65,500
8	Sioux Falls, SD	\$64,600
9	Rochester, NY	\$64,100
10	Omaha, NE	\$64,000
11	Des Moines, IA	\$63,800
12	Fort Wayne, IN	\$63,000
13	Salt Lake City, UT	\$62,900
14	Fort Worth, TX	\$62,800
15	Sacramento, CA	\$62,700
16	Indianapolis, IN	\$62,600
17	Raleigh/Durham, NC	\$62,300
18	Louisville, KY	\$61,900
19	Charlotte, NC	\$61,600
20	Albany, NY	\$61,500
21	Harrisburg, PA	\$61,100
22	Pittsburgh, PA	\$61,000
23	Providence, RI	\$60,300
24	Jacksonville, FL	\$59,200
25	Columbus, OH	\$59,000
26	Baton Rouge, LA	\$56,900
27	Wichita, KS	\$55,800
28	Tampa, FL	\$55,600
29	Chattanooga, TN	\$55,200
30	Cincinnati, OH	\$46,600

Source: *Places Rated Almanac, 1997*

➤ *Relatively high income base.*

Even after sustaining one of the longest and deepest recessions in its history, MetroHartford remains one of the wealthiest metropolitan areas in the U.S. As of 1994, the per capita income in the metropolitan area of Hartford was \$26,842. Only one comparable region had higher per capita income. Average household income also ranked second of comparable metropolitan areas and considerably above the U.S. average.

➤ *Available and affordable industrial and office space.*

The poor economic conditions in the region and the city have resulted in extremely high industrial and commercial vacancy rates and, consequently, relatively low costs for the Northeast. In terms of industrial space outside of the central business district, about 13.6 percent of the industrial space in MetroHartford was reported to be vacant in a 1997 study by the Society of Industrial and Office Realtors and only a handful of comparable regions had lower average lease prices. While businesses always look to North Carolina, it is interesting to note that the average industrial lease price in Raleigh/Durham was \$4.00 per square foot as compared to \$3.25 in the Hartford region. The situation in terms of office space is even more dramatic. The Central Business District in Hartford had, by far, the highest inventory of Class A office space and the second highest inventory of Class B space of any of the 30 comparable cities. Rental rates were relatively competitive in terms of comparable cities (for example, Class A space in Charlotte, North Carolina averaged \$25.00 a square foot as compared to \$20.00 in Hartford) and is very competitive in terms of other locations in the Northeast -- most notably, New York and Boston. In short, Hartford is currently a "bargain" and has readily available commercial and industrial space in a market that is increasingly tight in other locations.

➤ *Quality higher education institutions.*

While MetroHartford does not have an MIT or Harvard, as compared to comparable regions, MetroHartford has a large number of colleges and universities. In fact, the

region ranked fourth in terms of the number of institutions when compared to comparable regions. In addition to the institutions located within the region, there are also a large number of high quality colleges and universities within one hour of Hartford. From the highly regarded medical and law schools at UConn, to the engineering expertise at Rensselaer Polytechnic Institute (RPI) Hartford, Trinity College, Central Connecticut State University, and the business school at the University of Hartford -- MetroHartford has considerable academic resources upon which to draw and a pool of highly-skilled students.

➤ *Status as the State's Capital.*

As the capital of Connecticut, Hartford retains a special status within the state. The city remains the focal point of state political and legislative activities. As a state capital, Hartford benefits from many relatively stable jobs in government and in organizations located in the city and region due to the need for proximity to state government. Moreover, as the capital, the city is the state's most visible urban center.

➤ *Intermodal transportation potential.*

Bradley Airport remains one of the region's most underutilized resources. With ready access to air transportation an increasingly important asset for both cargo and business travelers, Bradley provides good linkages with major interstate highways and has the potential for better linkages with seaports and trains.

In addition, Bradley has the potential to become an important transportation "gateway" into New England -- thus providing the region with a focal point for tourists visiting the region.

➤ *Attractive quality of life for young families.*

MetroHartford is increasingly attractive to young professionals with families. While the high cost of housing was a serious deterrent in the region in the past, the economic conditions have made housing relatively more affordable -- particularly when compared to such competing areas as Fairfield County, Westchester, and the Boston suburbs. Moreover, the suburban communities offer very highly regarded public schools and significant recreational and cultural amenities.

➤ *Racial, ethnic, and cultural diversity.*

MetroHartford has become a surprisingly diverse region through various waves of immigration. As compared to 30 comparable metropolitan areas, the Hartford region has a relatively large percentage of Asian residents, African-American residents, and Hispanic residents (with close to one in three residents, the City of Hartford has the highest concentration of Hispanic residents of any of the 30 comparable cities). According to the 1990 Census, close to 9 percent of the region's population are foreign -- only three comparable regions are more diverse. Certain groups -- most notably the West Indian community -- is particularly concentrated in Hartford.

This diversity is a major and increasingly important asset for a number of reasons. First, in an increasingly global environment, a diverse workforce is a potential benefit. Second, the waves of immigration provide the region's businesses with a source of entry-level workers. Finally, and most importantly, the rich cultural and artistic attributes associated with this diversity add to the quality of life in the city and region. From the growing ethnic restaurants in the city's neighborhoods to the unique art and cultural events, this diversity adds to the strength of the region.

**The Region Also Has
Many Barriers To
Global
Competitiveness**

In order to take full advantage of the region's assets, it is critical that the region address the many barriers that have constrained economic development.

➤ *A fiscal and political structure that inhibits cooperative activity.*

As noted, in a global economy, it is MetroHartford, not the individual municipalities that comprise it, that is the primary unit of economic competition. Yet, MetroHartford is very different from most of its competitors. Unlike other cities, Hartford has been unable to grow and add to its tax base through annexation. Unlike other regions, MetroHartford does not have any form of county government that is able to take on some of the municipal services. And unlike many other regions, each municipality in MetroHartford is highly dependent upon the property tax -- leading to significant intraregional competition for economic investment and the development of costly new infrastructure in outlying communities at the expense of investments in existing infrastructure. This structure leaves MetroHartford in a non-competitive position vis a vis most other economic regions in the U.S. and, increasingly, in the world.

➤ *A decline in corporate engagement and commitment.*

Civic leadership and commitment is very difficult to measure. Yet, it is clear that what leadership and commitment there was in the Hartford region for many, many years had eroded significantly in the past decade. There are a large number of corporate leaders involved in civic organizations throughout the metropolitan area. However, a core of leaders that have been willing to take on the difficult tasks and make a long-term commitment -- both professionally and financially -- had not stepped up to the plate.

➤ *Limited capacity for economic development.*

While each of the communities has some economic development capacity, as compared to many other communities across the nation, the region's capacity to undertake economic development activities is relatively limited. As a result, while there are considerable state and regional resources available for economic

development (for example, in the areas of finance, technical assistance, and labor force training), many of the residents and businesses of the Greater Hartford region are unaware of these resources and are, thus, unable to access them.

- *A growing mismatch between the skills of the residents and the workforce needs of businesses.*

Even though unemployment remains relatively high, employers throughout MetroHartford are struggling to locate employees who have the skills that they require. The survey of employers in the region found a large level of businesses are reporting increasing difficulty in recruiting qualified employees. Sixty-two percent of the respondents to the business survey reported difficulty in recruiting skilled production workers. Over one-third of the respondents also noted difficulties in attracting technical and semi-skilled production workers. Many companies are reporting extreme difficulties in recruiting skilled information technology employees. The existing base of these employees, while relatively large in the region, has been tapped, primarily as a result of demand related to the Millennium problem. Entry-level workers with appropriate skills are also difficult to recruit. Many residents lack the basic requirements wanted by business. Forty-two percent of the employers in the survey reported that work attitudes were a significant barrier in the recruitment process and another 26 percent reported that the lack of basic education was a problem.

- *Difficulty in recruiting young professionals to the region.*

Every community exports some proportion of its young people. They go to college and move away or find good jobs in other locations. What separates a truly vibrant economic region from one in decline is the ability to attract young people from other communities to the region. During a period of growing skill shortages, particularly at the higher end, the ease with which a company can fill professional slots is important to its competitiveness in a particular location as well as to its interest in expanding or investing in a particular location. Unfortunately, interview after interview

provided evidence that companies are having a hard time, and spending a lot of money, trying to interest young professionals in moving to the Hartford region. Hartford, as indeed the whole state of Connecticut, has become a net exporter of students. And, many of those students that do graduate from colleges and universities in the region are not staying on here. MetroHartford will face many hurdles in turning its economy around, unless it is able to reverse this situation.

➤ *Poor perceptions about the overall cost environment and business climate.*

Businesses in the MetroHartford region have a very negative attitude about the overall business climate both in the state and in the region. Part of this attitude is driven by a history of relatively poor relationships between state government and local government and the business community. A large number of the companies responding to the business survey have the perception that the state had a very high cost environment for doing business and did not pay sufficient attention to the needs of the business community. Comparison of the business tax environment in Connecticut and the surrounding states found that while Connecticut had high business taxes in several areas, the state has already taken action to address several uncompetitive areas. For example, after the phased reduction in the corporate income tax, Connecticut's corporate tax rate will be the lowest of three major competing states -- Massachusetts, New York, and New Jersey. Within the region, however, certain communities, most notably the City of Hartford, suffer from competitive disadvantages related to their tax levels. Whatever the reality about costs, it is the perceptions of a public sector that is not "friendly" to businesses that continue to drive corporate location and expansion decisions.

➤ *An education and training system that is not meeting the expectations of employers.*

George David, the CEO of UTC, talking about the implication of the global economy on Connecticut recently noted, "There is only one way to go to prepare ourselves and that is more education at higher and higher levels for our existing workforce." Currently, the

institutions in the Hartford region have not successfully met this challenge. A large percentage of businesses responding to the Mt. Auburn survey reported that the public high schools did a poor job of preparing students. Forty percent noted that the vocational curriculum did a poor job, and 47 percent noted that the general curriculum was poor. It is important to remember that most of these employers were not located in the City of Hartford and, thus, their comments go beyond the city's public school system. Interviews with individual businesses also found that the existing training system -- from vocational education to higher education -- was not responsive to the needs of employers. Relationships between the private sector and the education and training institutions were not as strong as they should be in a competitive environment that will increasingly be defined by the skills of the workforce.

TAKING ACTION

The Economic Development Action Agenda that follows is but the first step in the strategic planning process initiated by the Growth Council, not the culmination of that process. *The plan should be viewed as a flexible document, one that will evolve as conditions warrant.* Its aim is to lead MetroHartford on the path to becoming a successful competitor in the global area. As noted journalist Neal Pierce has said:

Great metropolises and their allied communities, not cities, not states, and increasingly not even nation states, have become the central competitors in the world marketplace.

THE ECONOMIC DEVELOPMENT ACTION AGENDA

Guidelines

A set of guidelines formed the basis for the development of the Economic Development Action Agenda. The guidelines are as follows:

1. *Balance long-term vision with short-term, achievable steps.* The strategic action agenda has to set a long-term agenda that includes a far reaching and bold vision of where the Hartford region will be in 20 years. Although it is critical to keep our eyes on that vision, we must also identify the incremental actions that can lead us in the appropriate direction.
2. *There is no quick fix -- economic development is a long-term process.* A region's economic strength is linked to a complex set of factors. The economic downturn in Hartford cannot be tied to one factor, and its rebirth will not come from any one or two major capital investments. The Steering Committee did not focus on or expect one major solution.
3. *The engagement and sustained commitment from a broad set of leaders will be the key to successful implementation.* The transition from planning to implementation requires leadership, commitment, coordinated action, and risk-taking. The current "system" is not adequately prepared to meet this challenge. While it has a large number of existing organizations working on relevant economic issues, there is no clarity about roles and a lot of duplicative activity. The process was as important as the substance in the design of the plan.
4. *An inclusive process that reflects the diversity of the region will be important to successful implementation.* Strong leadership does not reside solely at the corporate level. Much innovation emerges from the bottom-up and from the synergies created through building trust and dialogue amongst groups that often do not sit at the same

table. A real commitment to bringing to the table a broad set of actors representing the various interests and diversity in the region is important.

5. *The drive to reduce costs in Connecticut should not be done at the expense of investing in our future.* While there is clear room for efficiencies in the provision of public services, there is also an enormous need for investment in the state's human and physical capital. Investments in transportation, education, the arts, and the physical environment will be critical to the region's long-term vitality.
6. *All actors must be more accountable for their ability to implement changes and achieve desired outcomes.* To overcome some of the key barriers of the past, it is important to identify clear outcomes and expectations, and to hold public and private sector institutions accountable for achieving these outcomes. Resources in the region can no longer be squandered on efforts that do not achieve results.
7. *While financial resources are always an issue, money follows good ideas and a performance-based strategic plan.* The Hartford region is not "capital" poor. There is a significant amount of private capital managed by institutions in the city; there is significant wealth amongst its residents; and there is a significant amount of state and local funds already being expended on services related to economic development. Moreover, there is a great deal of interest at the federal level and amongst local and national foundations to channel additional resources to address the economic problems of Hartford. The challenge of the Millennium Project is to direct these resources effectively and efficiently.

Strategic Directions

The following five strategic directions emerged from this foundation:

1. SUPPORT AND STRENGTHEN A RENEWED CIVIC INFRASTRUCTURE TO CREATE AND SUSTAIN ECONOMIC DEVELOPMENT AT THE NEIGHBORHOOD, CITY, AND REGIONAL LEVELS.
2. FORGE A GLOBALLY COMPETITIVE ECONOMIC BASE THAT GENERATES QUALITY JOBS FOR ALL RESIDENTS OF THE REGION.

3. CHALLENGE THE REGION TO BUILD A WORLD-CLASS WORKFORCE AND EDUCATIONAL SYSTEM -- ONE THAT PREPARES ALL OF ITS RESIDENTS WITH THE SKILLS NEEDED TO SUCCEED IN THE GLOBAL ECONOMY.
4. CREATE A VIBRANT AND CULTURALLY RICH CITY -- WITH A VITAL DOWNTOWN THAT SERVES AS A REGIONAL ARTS AND ENTERTAINMENT CENTER AND STRONG NEIGHBORHOODS THAT PROVIDE RESIDENTS WITH AN IMPROVED QUALITY OF LIFE.
5. SUPPORT REGIONAL LAND USE AND INFRASTRUCTURE POLICIES AND EFFICIENT USE OF REGIONAL RESOURCES BY PROMOTING COOPERATIVE SERVICE DELIVERY AND REDUCED RELIANCE ON THE PROPERTY TAX.

STRATEGIC DIRECTION #1

SUPPORT AND STRENGTHEN A RENEWED CIVIC INFRASTRUCTURE TO CREATE AND SUSTAIN ECONOMIC DEVELOPMENT AT THE NEIGHBORHOOD, CITY, AND REGIONAL LEVELS

While every region is unique, there are some commonalities that differentiate those regions that have a resilient economy or those that have successfully turned themselves around. The one factor that turns up over and over again is effective governance. Governance in this context goes beyond traditional political structures to include the formal and informal intermediaries developed between both private and public sector actors throughout a region to deliver services, and design and implement strategies focused on public improvements. William Dodge, the Director of the National Association of Regional Councils, and the second speaker at a Millennium Steering Committee meetings, said: *"By regional governance, I mean how we bring community leaders and citizens together to address challenges that cut across municipalities."*

Studies of communities such as Indianapolis, Cleveland, Pittsburgh, and Chattanooga point to the importance of involved corporate leadership, positive relationships between the public and private sectors, and, according to a recent study of Cleveland, *"A broad and deep civic infrastructure located outside of formal government that can see projects through to completion."* (Hill, 1997.) This strategic initiative focuses on creating such a "civic infrastructure" in MetroHartford to work collaboratively with the public sector to see projects through to completion.

It is very difficult to build the "civic infrastructure" necessary to sustain economic development where there are deep divisions based upon race and ethnicity. Discussions amongst members of the Steering Committee have concluded that eradicating these racial and ethnic divisions in MetroHartford is an economic imperative and a critical component to strengthening the region's "civic infrastructure."

Action Step

Create a Millennium Management Group, structured as a standing committee of the Growth Council, to oversee the implementation of the Millennium Project Action Agenda and establish an informal "Advisory Committee" to this group to ensure representation and accountability amongst a variety of interest groups within MetroHartford.

Relevant Findings

- *The Hartford region has a strong history of visioning and strategic thinking, but has been weak in the area of implementation. A leadership group with clear responsibility for monitoring implementation is required to ensure that progress is made on the initiatives outlined in this plan.*
- *Since the focus of the action agenda is economic development, the Millennium Management Group should be housed within the Growth Council, the institution set up as the lead economic development organization in MetroHartford.*
- *The region has a plethora of intermediaries involved in various efforts to improve the region's economy and quality of life, with limited coordination and collaboration and no accountability.*

*Role of the
Millennium
Management Group
and Millennium
Advisory Committee*

The Millennium Management Group will be a facilitator of action -- not a service provider. Its role will be to encourage existing organizations that have the capacity to take on new responsibilities, and to expand the scale of existing, successful efforts in the region. Specifically, the Group will be responsible for:

1. *monitoring the implementation of the Action Agenda;*
2. *managing a "Regional Implementation Fund" created to support the implementation of the Millennium Project Action Agenda;*
3. *setting regional priorities for economic development resource allocation;*
4. *serving as a forum for discussions on new regional economic development initiatives;*
5. *facilitating and coordinating communications with the Governor and state legislature on regional economic development issues; and*

6. *executing the following two types of benchmarking activities:*

- *Tracking community progress:* Using the data on the regional economy and on comparable cities prepared for this project, the Millennium Management Group will release on an annual basis a report of its progress.
- *Developing performance measures for Millennium Project Initiatives:* The group will set annual measurable objectives for the Millennium Project and for affiliates. Memoranda of Understanding will explicitly set out measurable objectives for implementation. The focus will be on tangible outcomes not "process outcomes."

The Growth Council has been the lead organization on the Millennium Project and is the lead economic development organization in the region. As a result, the Millennium Management Group should be housed as a standing committee of the Growth Council Board, with a shared Chairman.

The Millennium Management Group will enter into "Memoranda of Understanding" with a wide variety of intermediary organizations within MetroHartford that will be responsible for implementing various components of the Action Agenda. Its purpose is not to diminish the importance of these organizations, but to enhance their capacity and ensure accountability. These intermediaries will include, but not be limited to:

- the Capitol Region Partnership and its member organizations;
- the Greater Hartford Chamber of Commerce;
- the Capitol Region Council of Governments;
- the Downtown Council;
- Business for Downtown;
- the Capital Region Workforce Development Board;
- the Greater Hartford Consortium for Higher Education;
- neighborhood groups;
- the United Way;

- the Greater Hartford Arts Council;
- the Convention and Visitors Bureau;
- the Tourism Districts;
- community technical colleges;
- Leadership Greater Hartford; and
- Connecticut Economic Resource Center.

The Millennium Advisory Committee will be designed to provide continued involvement in the implementation process amongst the many individuals who have taken part in the Millennium Project. The Committee will be an informal group including, but not limited to, individuals who have participated in the Millennium Project Steering Committee, Task Forces, Cluster Groups, and Outreach Groups. In addition, political leaders from the state and the region's municipalities will be invited to participate. The Committee will meet twice a year to hear about progress on implementation and to provide feedback on barriers and opportunities requiring further attention.

*Principles in Design of
the Leadership Group*

1. *The Millennium Management Group will be action oriented.* While there might be a need within the region for additional planning and policy analysis work, the focus of this group will be on implementation.
2. *The Millennium Management Group must involve corporate leadership in the region.* A recent study of civic leadership cited one corporate leader in Cleveland who noted: "You have to involve me, because involvement leads to understanding. Understanding leads to commitment. Unless I'm involved, I can't be committed, and if I'm not committed, I'm never going to give you any money."
3. *The Millennium Management Group must be broadbased and represent the diversity within the region.* In the past, Hartford has been negatively impacted by a sense that decisions about the region's future were being made without sufficient attention to representation from the various interest groups within the region. While the Group cannot include every single interest, it is important that it include individuals of color, individuals that represent the needs and aspirations

of the region's low-income residents, and representatives of small business and organized labor.

4. *The Millennium Management Group must be large enough to ensure adequate representation, yet small enough to ensure the ability to take quick and decisive actions.* While there needs to be some flexibility in its composition, the Group should not exceed 20 members.
5. *Those agreeing to be part of the Millennium Management Group must make a three-year commitment to the effort and guarantee participation in 75 percent of the meetings held during the year.*
6. *The Millennium Management Group cannot become a staff driven organization nor a new "bureaucracy."* While staff of the Growth Council can support the activities of the Group, all decisions will be made at the Board level.
7. *A sunset policy should be established to ensure accountability.* After five years, if significant progress on implementation is not made, the Group should be eliminated.

The President and CEO of the Growth Council, along with the Chair of the Millennium Project Steering Committee, will be responsible for inviting members to the Millennium Management Group and convening meetings. Initial staff work for the Group will be provided by the existing Growth Council staff and relevant consultants.

Implementation steps include:

1. *The Millennium Management Group will be appointed and hold its first meeting by November 30, 1997.*
2. *The Millennium Management Group should sponsor a major regional event in November to unveil the Millennium Project Action Agenda and garner widespread support for its implementation.*
3. *The Millennium Management Group should establish a Regional Implementation Fund to provide financial resources for implementation activities.* This fund should be initially capitalized with support from local foundations, national foundations (for specific initiatives), and state and local governments. In addition, each

*Implementation
Responsibilities and
Steps*

corporate member of the Millennium Management Group should provide some base support for the Fund. Over time, additional sources of funding should be pursued.

4. *The Millennium Management Group will negotiate an initial set of Memoranda of Understanding by January 1, 1998.*
5. *The Millennium Management Group members will individually, and as a group, solicit support for their efforts among the political leaders in the municipalities in the region. Each community will be asked to officially endorse the effort.*
6. *The Millennium Management Group will release six-month progress reports on each "Strategic Initiative" it is supporting.*
7. *The Millennium Management Group will host semi-annual meetings of an "Advisory Group," composed of all of the individuals invited to be involved in the Millennium Project.*

Benchmarks

The primary performance measure for this initiative involves the successful implementation of the other initiatives in this Action Plan. Other more general outcomes that this initiative seeks to achieve are:

- *increased corporate commitment:* Attendance of members at meetings, sustained commitment over a three-year period, and financial commitments of key corporations to implementation; and
- *increased effectiveness of collaboration between all regional intermediaries.*

Action Step

Reorganize city economic development management -- include broadbased governance, strong neighborhood representation, and mechanisms to ensure objective, fair, consistent, and timely review of development proposals.

Relevant Findings

- *The City of Hartford's Economic Development Office has been operating without leadership in the Director's Office since March of this year. Because previous efforts to reorganize and energize this office have been less than successful, it is important to evaluate its structure, functions, and interrelationships with other public and private organizations before moving forward.*
- *Through the Neighborhood Task Force, we have learned that the city's process of reviewing, approving, and supporting neighborhood development projects can be administratively burdensome, time-consuming, and inconsistent. This has often hindered potentially beneficial development projects proposed by both community-based and private developers. There is also a lack of communication and coordination among city, regional, and state economic development organizations.*
- *This spring's efforts to secure Urban Act funding from the State of Connecticut provides a good example of how these disconnects in communications thwart action in the neighborhoods.*
- *A nationally known, outside consultant brought in by the city to review its operations recommended that the economic development function be reorganized.*

Program/Project Elements

1. *A public/private board should be appointed to oversee implementation of economic development activity within the city. Board representation should include elected representatives, city management, neighborhood organizations, business representatives, and one representative each from the regional partnership and from the state. Among the Board's functions should be establishing strategic objectives, shaping programmatic initiatives, recommending management reforms, and*

prioritizing neighborhood capital projects for state, local, and private funding.

2. *The position of Director of Economic Development should be immediately filled with a seasoned, experienced professional. The Director should be given adequate authority over related economic development functions to carry out his job effectively.*
3. *To ensure more timely review of project plans, as well as more effective management of development projects, the city should establish an independent Planning and Zoning Board and provide funds for additional planning staff.*
4. *Coordination between the city and state economic development activities should be strengthened to make the city a more attractive option for developers and businesses.*
5. *In addition to funding individual neighborhood projects, the city should support multi-neighborhood organizations as a means to increase resources and capacity for neighborhood-based efforts.*

*Implementation
Responsibilities and
Steps*

Implementation requires the following steps:

1. *The City of Hartford will engage an experienced economic development organization to manage economic development activities and the transformation to a new city partnership for economic development.*
2. *Working with the Mayor, the Council, and the City Manager, the engaged organization will establish goals and objectives for the City's economic development and redevelopment functions and establish a structure and proposed bylaws for the Hartford Development Partnership.*
3. *The Mayor and the City Manager should establish and convene the Hartford Development Partnership by January 1, 1998.*
4. *The Partnership will establish and implement a new organizational structure for economic development that will provide for neighborhood input through the*

Neighborhood Development Council. (See later recommendation.)

5. *At the end of the contract period, the city should recruit a competent economic development professional to serve as director of the new organization responsible for economic development and redevelopment for the City of Hartford.*

Benchmarks

The new Economic Development Board should establish performance benchmarks for the Economic Development Department. These should be tied to the strategic objectives established by the Board and should also include measures of efficiency. A system should be put in place for collecting and analyzing relevant performance data.

Action Step

Begin the process of aggressively eradicating the racial and ethnic divisions in MetroHartford through sponsoring internal, regional, and local "Conversations on Race, Ethnicity, and Culture."

Relevant Findings

- *Racial and ethnic divisions within the MetroHartford region were found to be an economic issue as well as a social issue. Such issues were having a serious impact on suburban/urban relationships, on education, and on employment.*
- *Building trust and promoting increased exposure is a critical component of bridging racial and ethnic divisions.*
- *Businesses within MetroHartford can benefit from capitalizing on the vast potential of diverse residents who live in the communities where their business is conducted. Given the changing demographics, attracting, developing, and retaining a diverse, skilled employee pool is requisite to sustained economic growth in the short- and long-term.*
- *The Millennium Management Group can build upon the national event, "Aetna's National Conversation on Race, Ethnicity, and Culture,"*

that will take place on Dr. Martin Luther King's birthday in Hartford.

*Program/Project
Elements*

- 1. A Diversity Task Force of the Millennium Management Group would be established; its members would help organize and facilitate regional discussions. Members of this Task Force do not have to be sitting members of the Millennium Management Group.*
- 2. The Diversity Task Force will sponsor a regional event that is linked to Aetna's national event.*
- 3. Millennium Management Group members would also commit to host/sponsor similar "conversations" in their various cities and towns with the objective of creating a regional consensus around issues of diversity and a strategy to utilize MetroHartford's diversity as an asset for growth.*
- 4. MetroHartford companies interested in co-sponsoring the Conversation would contribute funds at pre-set amounts that would be used to support the programmatic and related work of the Diversity Task Force.*

*Implementation
Responsibilities and
Steps*

A subcommittee of the Millennium Project Steering Committee will be invited to take leadership of this initiative and form the core of the Diversity Task Force. In partnership with the Growth Council, they would be responsible for organizing the initial retreat of the Millennium Management Group as well as follow-up events in the region.

Implementation requires the following steps:

- 1. Seek funding from the Millennium Regional Implementation Fund.*
- 2. Hire a facilitator and organize the retreats and other regional conversations.*
- 3. Organize a regional event to coincide with the national event on January 15, 1998.*

Benchmarks

Progress measures on this initiative would include the completion of the internal, regional, and local conversations by June 30th, 1998.

Performance measures to evaluate the results of the programs would be developed. They might include sponsoring an annual public opinion survey that focuses on race and reducing the unemployment rate amongst minorities in the region.

Action Step

Enhance regional economic development capacity through the establishment of a Growth Council subsidiary designed to undertake public purpose real estate development projects that are regional or multi-jurisdictional in scope.

Relevant Findings

- *While there are local and regional organizations involved in such economic development activities as recruitment, retention, and small business development, there is no regional nonprofit organization that has the capacity to actually undertake a major development project.*
- *Many public purpose real estate development projects are too complex, or do not provide the profits required by private developers. A good example of such projects is the numerous, large "brownfield" sites throughout MetroHartford. Environmental remediation on these sites makes private development very risky. Public funding is often critical to moving these projects forward. Models in other communities have shown that nonprofit developers often play an important role in taking on critical economic development projects that are not immediately attractive to the private sector. Often, they work in partnership with private sector actors, or as a conduit for public sector funding.*
- *Development projects that cross municipal lines are particularly difficult to develop. Moreover, developing a model for a development project that involves two municipalities could move the region towards more cooperative development activity.*
- *Many small, neighborhood-based organizations are interested in pursuing development projects, but have very limited capacity to undertake such activity. And, it is inefficient to develop this*

capacity within every small organization interested in economic development in the MetroHartford region.

- *Nonprofit development corporations in other communities have, over time, developed an asset base and revenue stream that is able to support other economic development activities within the community.*

*Program/Project
Elements*

1. *The development corporation should have staff or consultants with private sector real estate experience and an Advisory Committee of real estate professionals. To be successful, the staff of the development corporation must have expertise that at least matches that found in the private sector. With limited resources, it may be difficult to fully staff the corporation initially. To augment staff resources, the Growth Council should appoint an Advisory Committee made up of the many skilled real estate professionals found within the region's financial services industry.*
2. *The development corporation, in conjunction with the Hartford Neighborhood Development Support Collaborative, should provide technical assistance to neighborhood-based and local groups involved in real estate development projects. Both the staff and advisory committee of the development corporation could become a regional resource for public purpose commercial and industrial real estate projects within the city and the region. They could help assist in early feasibility analysis and provide the development expertise needed in partnership projects.*
3. *The development corporation should develop an inventory of all major brownfield sites within the region and identify priority sites for development. The development corporation should work with the Council of Governments to identify priority brownfield sites within the region.*

*Implementation
Responsibilities and
Steps*

The Growth Council is fully responsible for creating the subsidiary corporation.

Benchmarks

Measures of progress on this initiative would include:

- *the incorporation of a new development company;*
- *the identification of priority brownfield sites; and*
- *the successful completion of a development project that spans two municipalities and involves some level of cost and revenue sharing.*

The key performance measures would include overall cost savings on economic development at the municipal level and the creation of new jobs associated with commercial and development projects.

Action Step

Rebuild the region's image, both internally and externally, through an aggressive education, media, and public relations campaign.

Relevant Findings

- *MetroHartford is suffering from an increasingly negative national image.* It is consistently rated at the very bottom of national rankings -- most recently ranked at the bottom of the "*Money Magazine's Best Places to Live.*" It is also often used as an example of racial and income disparities. And, it received a lot of bad press related to the state takeover of the public schools. The positive aspects of the region, such as its rich arts and culture, rarely get the national exposure they deserve. This negative publicity has critical economic development implications. First, it is difficult to recruit companies to a region that has such a poor image. Second, it is difficult to recruit employees to live in a region that has a poor image.
- *The region suffers just as much from a poor self-image.* Residents of the region often focus on the negative. Local media also tend to focus attention on the problems of the region. This negative internal image also affects economic development. "Boosterism" goes a long way in efforts to recruit investment.
- *Efforts to develop a more cooperative regional approach to economic development also depend upon a positive "regional consciousness" amongst*

local municipal leaders, residents, and businesses, and a deeper understanding of the linkages amongst the many municipalities that comprise the region.

*Program/Project
Elements*

1. *The Millennium Management Group should work closely with the Metro Hartford News Bureau to develop positive stories about the Hartford region.*
2. *Increased attention by local newspapers and other media on regional issues and events should be promoted.* For example, the Hartford Courant could have a weekly column on issues of regional importance.
3. *The Capitol Region Partnership, in conjunction with the Statewide Institute on Regional Economic Growth, should launch a Regional Prominence Campaign modeled after a similar effort in Philadelphia.* This effort included editorials and radio shows on regional issues; public forums co-sponsored by the League of Women Voters and chambers of commerce that began the dialogue between suburbs and the city; a municipal conference; and a legislators conference. According to Ted Hershberg, a designer of the strategy and speaker at a Millennium Project Steering Committee meeting, such an effort must include broadbased and sustained levels of coverage from local media as well as active involvement of a large number of individuals and organizations. This effort would include the development of a common theme to represent pride in the region. The event kicking off the implementation of this Action Agenda could be the starting point of the campaign.

*Implementation
Responsibilities and
Steps*

The Capitol Region Partnership will be invited to lead this initiative and to develop a more detailed implementation process.

Benchmarks

In Philadelphia, a public opinion survey has been designed to gauge the success of the effort at building regional consciousness and a positive regional image. The primary performance measure involved increasing the percentage of residents within the region who think positively about the region and are more open to increased regional cooperation.

Action Step

Increase resources and capacity for neighborhood economic development in Hartford by establishing and strengthening collaborative organizations.

Relevant Findings

- *Neighborhood-based development organizations have been hindered in their efforts by limited resources, technical capacity, and clout with local and state governments.*
- *These organizations have already recognized the importance of forming alliances, as evidenced by the establishment of HART, the South Hartford Initiative, the North Hartford Initiative, the Triangle Coalition in Asylum Hill/West End, and Hartford 2000, which submitted a joint proposal by 14 Neighborhood Revitalization Zones for state Urban Act funding.*
- *Members of the Neighborhood Task Force have expressed strong interest in establishing a formal organization that will bring all neighborhoods in the city together to advance the agenda developed by the Task Force (including the reorganization of city economic development) and to more effectively pursue other common interests.*

Program/Project Elements

1. *Neighborhood-based organizations should form a citywide Neighborhood Development Council to undertake advocacy, capacity-building, and networking activities. Among the council's function could be:*
 - *advocating for state approval of Hartford's Urban Act proposal and other state urban initiatives;*
 - *advocating for reform of city economic development management and other local government reforms to increase the city's responsiveness to neighborhood concerns;*
 - *representing the interests of the city's neighborhoods to MetroHartford Millennium and other regional organizations;*
 - *developing citywide programs and initiatives;*
 - *information dissemination; and*

- creating venues for information sharing and collaboration among organizations.
2. *In addition to funding the activities of individual neighborhood-based developers, public and private development funders should recognize the important role played by neighborhood collaboratives by involving them in development decision-making and supporting their operations.*

*Implementation
Responsibilities and
Steps*

Neighborhood-based organizations must work together to implement this initiative. We recommend that the MetroHartford Millennium Neighborhood Task Force invite representatives of each of the multi-neighborhood collaboratives to form an organizing committee. The committee should develop an organizational structure and initial agenda for the Council, determine staffing needs, and develop a fundraising plan.

Measures of progress on this initiative include:

Benchmarks

1. *Getting the council organized.* As MetroHartford Millennium moves forward, it is important that a strong voice for the neighborhoods is established to be at the table.
2. *Gaining widespread support and participation among neighborhood organizations.*
3. *Obtaining sufficient financial support to carry out its agenda.*

In the long run, the council must be judged on its ability to add value to the activities of its member organizations. This includes improving the development environment, bringing resources to the neighborhoods, and increasing the technical capacity of its member organizations. While this is difficult to measure, the council should conduct an assessment of its activities annually, including obtaining systematic feedback from its membership. If it does not maintain strong support from its membership, the council should either reorganize or reorient itself, or disband.

STRATEGIC DIRECTION #2

FORGE A GLOBALLY COMPETITIVE ECONOMIC BASE THAT GENERATES QUALITY JOBS FOR ALL RESIDENTS OF THE REGION

Ultimately, the success of the Millennium Project lies in its ability to strengthen the region's employment base and create a more vibrant, stable, and sustainable economy. To accomplish this goal, the Millennium Project has focused on two approaches. First, support and promote key industry clusters -- "concentrations of competing, complementary, and interdependent firms and industries that create wealth in regions through export" (Henton, Melville, Walesh, 1997); and, second, create a more positive business environment that is conducive to small business growth, entrepreneurial development, and business investment.

Based upon an analysis of the competitive strengths of the region, the Millennium Project has developed recommendations related to the precision manufacturing cluster, the arts and tourism cluster, the distribution cluster, and information technology. It is important to note that this does not imply that these are the "winners" and other industries are "losers." Some important clusters were not specifically addressed since there is active and effective work already ongoing at both the state and regional levels to address and promote their development (i.e., health services and financial services). In addition, there is considerable state and regional attention on such technology-based industries such as medical/biotechnology, environmental technology, and photonics that also offer potential for growth in MetroHartford. The Millennium Project will generate support for these ongoing efforts.

Action Step

Create the Connecticut River Valley Precision Machining Network (Network) designed to strengthen the region's machining and aerospace industry.

Relevant Findings

- *Precision machining -- a cluster of activities that involves metalworking and aerospace companies in the region -- remains one of the most significant economic engines in the regional economy, accounting for close to 10 percent of the jobs in the region. With over 800 companies providing about 56,000 relatively well paid jobs, this sector's strength will be a key determinant of the region's economic vitality.*
- *Business surveys and focus groups with companies indicated that companies are in desperate need of entry-level and skilled workers. Companies are not able to add second and third shifts, nor are some able to introduce new product lines.*
- *The business survey found that many of these companies are expanding and expect to add jobs in the next three years. However, they need assistance in a number of areas from training, to export sales development, to assistance in the production process. Many companies reported interest in increasing interfirm collaboration.*
- *The region has a number of programs that are designed to meet the training and technology needs of regional metalworking companies. However, many of these efforts have not been coordinated and have not reached the scale required to really make a difference in the industry.*

Program/Project Elements

1. *The Network will start as an informal association under the leadership of industry and the Capitol Region Growth Council. It will eventually be a private, nonprofit organization overseen by a board of industry executives, with an advisory board representing the region's community colleges, the Capitol Region Workforce Development Board, Central Connecticut State University's Institute of Industrial Engineering Technology, CONN/STEP, local economic development officials, labor, community-based organizations, and the*

state's Department of Labor. Staff support, presently provided by the Growth Council, will be a necessary part of the Network's operation.

2. *In the short-term, a program that will provide training for entry-level workers is planned for early 1998.* The program will respond to the immediate needs of industry for machine operators and other entry-level workers. The intent is to use this initiative as a means of establishing a strong relationship with industry and as a means of laying a foundation for the programs noted above.
3. *Low-income residents from Hartford will be recruited to participate in training programs.* Although the training programs will be recruiting underemployed and unemployed people in the region, a key component of the program will be its focus on low-income residents in the city's neighborhoods. Community-based organizations, like HART for example, have a strong interest in securing good-paying jobs for neighborhood residents. HART, as well as other CBOs, are developing the capacity to provide their constituents with the basic skills and support systems needed for higher-level training and employment. And, HART is currently working with the Mott Foundation on a sector initiative that will bring greater education and training support for people in low-income neighborhoods.
4. *Programmatically, there will be several initiatives that form the backbone of the Network:*
 - entry-level training programs to attract new workers to the industry;
 - a multi-year apprenticeship program to develop skilled machinists;
 - a comprehensive campaign to enhance the image of the industry in the region;
 - retraining and upgrading for incumbent workers;
 - a program to encourage and support interfirm collaboration;
 - technology and management assistance for small- and medium-sized companies; and
 - a modernization program that will help get companies on a track of "continuous improvement."

Implementation Responsibilities and Steps

A great deal of work has already taken place in the last four months. Several discussions and planning meetings have occurred. They included executives from eight to ten companies, the president and staff from the Growth Council, the presidents of the region's four community colleges, the director of the Capital Region Workforce Development Board, leaders from the Connecticut Tooling and Machining Association, a representative from the Governor's cluster initiative, staff from the Western Massachusetts Precision Machining Institute, the Town of Enfield's Economic Development Director, area vocational school directors, area chambers of commerce, the Connecticut Department of Community and Economic Development, and the Connecticut Department of Labor. Members of this informal working group have already planned two to three entry-level programs for early next year. Several potential sites have been identified for the training, a curriculum is being prepared, a marketing and outreach campaign is being planned, and several funding sources have been identified.

The Capitol Region Growth Council has taken principal responsibility for organizing this effort. The Growth Council will continue to provide organizational support and it should appoint/hire an industry organizer to oversee the ongoing development of this early-stage program. The Growth Council should also take responsibility for raising and distributing funds for this training program -- it clearly has the confidence of industry and the institutions and organizations that have been participating thus far. The Growth Council Board of Directors should formally agree to take on this responsibility. Industry leadership is critically important to this initiative and every effort should be taken to ensure that CEOs and managers from industry are in the forefront. The active involvement of the organizations noted above is also essential to making sure this program can be successfully undertaken.

In this context, the following steps should be taken over the next four to six months:

1. *Continue to build a core leadership group within the industry that will provide direction and guidance for all programmatic initiatives.* The leadership group will provide a sense of "ownership" among companies in the industry and ensure that all programs are industry-driven.

2. *Use the industry leadership group as a vehicle for establishing broader contacts with companies in the industry -- begin to create a loose network of several hundred companies within the industry. These industry contacts will be important for graduates of the entry-level training program*
3. *Continue the planning process for commencing the entry-level training programs in 1998. Planning to date has been very effective but an extensive amount of work is still needed to meet the goal of a 1998 program.*
4. *Under the direction of the Growth Council, secure funding for the training program. A budget of several hundred thousand dollars will be required. The Growth Council will also need to appoint or hire an industry organizer to oversee the logistics of putting the training program in place.*
5. *Preliminary discussions with labor have occurred. These discussions should become a priority over the next several weeks. Labor's involvement in this initiative is very important.*
6. *Once the system has been created for delivering entry-level training programs, a similar initiative should be organized to address the skills upgrading needs of incumbent workers. Helping to build "high performance" workplaces is the goal. The community colleges and the Institute of Industrial and Engineering Technology at Central Connecticut State University have programs that can be built upon and expanded.*
7. *Initiate, in cooperation with the Governor's Cluster Initiative, an intensive and creative public education campaign to enhance the image of the industry among guidance counselors, teachers, parents, students in K-12, and other business people. The campaign should be ongoing and make creative use of print and electronic media.*
8. *Under the leadership of the Growth Council, begin the process of building the Connecticut River Valley Precision Machining Network. The Growth Council Board should take principal responsibility for "incubating" the Network both organizationally and programmatically.*

Benchmarks

The most immediate indicator of progress on this initiative will be the completion of successful entry-level training programs that successfully place graduates by the beginning of 1998. The second indicator of progress will be the formation of the Network.

Specific quantitative outcome measures will be developed in conjunction with the industry group.

Action Step

Establish an Information and Technology Research and Development Center in Downtown Hartford.

Relevant Findings

- *Information technology represents an area of considerable opportunity in the Hartford region.*
- *A focal point for the industry in the city can provide increased awareness of the level of competency in this industry cluster as well as in the state, city, and region's interest in promoting investment in the industry.*
- *Specialized services and infrastructure located within a research and development center can help support small and growing companies within the industry.*

Program/Project Elements

1. *Companies that are bidding on the state's privatization contract for information technology, should be strongly encouraged to locate a facility in downtown Hartford to serve as the "anchor" to the proposed research and development center.*
2. *The Hartford Consortium for Higher Education, in conjunction with industry, should develop a strategy for increasing the number of graduates with the skills relevant to information technology; identify the academic capabilities of the region for serving the needs of this industry; and develop and support research activities that are relevant to information technology.*
3. *Efforts by the University of Connecticut and the Hartford Consortium for Higher Education to develop a downtown presence should be coupled with the*

concept of the Information Technology Research and Development Center. Co-location should be considered.

- 4. The research and development center should include facilities and equipment that would allow entrepreneurs and small businesses to test new products and services and low-cost space for business startups in the industry.*
- 5. The research and development center should include the provision of services related to market development and support collaborative activity in the industry.*

***Implementation
Responsibilities and
Steps***

The Millennium Management Group and Growth Council staff will be responsible for this initiative. The following steps need to take place:

1. Growth Council staff has already met with the state official responsible for the information technology contract. The RFP includes components to measure the potential public benefits to citizens of the state. The Preliminary Millennium Strategic Directions has been shared with those vendors requesting the information. As efforts proceed, the Millennium Management Group should work with the state and the bidders to further the concept of an Information Technology Research and Development Center.
2. Meetings should continue with the Hartford Consortium for Higher Education, as well as individual members of the Consortium, about potential roles that they could play.
3. A preliminary list of sites for the Center should be identified.
4. Meetings should be held with owners and developers to solicit interest in the concept.
5. Funding for a formal feasibility and project design effort should be pursued.

Benchmarks

The major indicator of progress on this initiative will be the location of the state's information technology contractor in a regional office building preferably in downtown Hartford. The second indicator would be the developing of this site, or

another site, as a research and development focal point for the industry with relationships with area colleges and universities.

Action Step

Strategically attract distribution-oriented companies to appropriate sites in the region and strengthen existing distribution companies through an industry-led, targeted assistance program.

Relevant Findings

- *Wholesaling and distribution activity is very strong in the Hartford region.* The wholesale trade sector represents roughly 5 percent of total employment in the Hartford LMA. In addition, the region employs a significant number of people in transportation and related industries, which support the distribution industry. Several towns in the metropolitan area have a large base of export-oriented distribution activity including Windsor, South Windsor, Suffield, Tolland, Rocky Hill, Enfield, and Glastonbury,
- *There are more than 500 firms directly involved in wholesale trade and/or the transportation of manufactured goods in the Hartford region.* Many local distribution companies serve the regional consumer goods market. Other companies in the region, such as JC Penney's catalogue sales center in Manchester, serve larger regional and national markets, and thus are considered export-oriented.
- *Hartford's wholesale/distribution cluster's competitive advantage lies in a combination of location and infrastructure.* Hartford's location is the key to developing the distribution cluster in the region. The region is strategically located between two major metropolitan areas -- Boston and New York. This location is enhanced by tremendous infrastructure resources. The region's highway capacity is excellent, with two major U.S. Interstates, 91 and 84. As advances in communication and inventory management technology have led a major industry shift away from warehousing toward just-in-time delivery and "rolling warehouses," Hartford's prime location and strong transportation infrastructure are becoming even more valuable.

- *The Hartford region also has an abundance of land and buildings that are well-suited for use by the wholesale/distribution cluster. Specifically, there are large tracts of vacant land and a number of underutilized facilities adjacent to the region's two major airport facilities -- Bradley International Airport and Brainard Airport. The recent location of the UPS regional package sorting facility at Bradley and the expansion of the LEGO distribution facility is evidence of the region's locational advantage for distribution-oriented activities.*
- *Wholesaling and distribution firms provide an array of job opportunities, from entry-level jobs (about 72 percent), to semi-skilled (about 20 percent), to supervisory and professional jobs (about 3 percent). While pay is lower than in skilled manufacturing, it is higher than comparable jobs in the service industry. As in other industries, technology is becoming a more important factor in competitiveness. As a result, there is a need to develop programs that ensure that even entry-level workers have the skill requirements of the industry.*

*Program/Project
Elements*

1. *Create a "Distribution Cluster Group" composed of leaders in the industry to articulate the needs of the industry and develop an action agenda to strengthen the industry.*
2. *Develop promotional materials that are specifically targeted to firms in the industry and use a mix of channels to reach firms in the industry.*
3. *Pursue the concept of an industrial park development in association with the Bradley Development League that would provide specialized services and infrastructure for small distribution companies.*
4. *Pursue the development of the International Perishable Center which is a centerpiece of a plan to position Bradley International Airport as a primary port of entry for perishables into the Northeast United States.*

*Implementation
Responsibilities and
Steps*

The Growth Council will lead the efforts to organize the distribution cluster and be responsible for helping to staff the distribution initiatives. In its efforts, it will work very closely

with the Bradley Development League (BDL). The BDL will be invited to develop specific distribution-oriented activities in conjunction with the Growth Council and the Millennium Leadership Council.

Benchmarks

Indicators of progress on this initiative will be the successful organizing of industry leaders. It is through this effort that a more detailed effort could be designed to respond to business needs. The key performance measure will be the expansion or location of new distribution-oriented activity in the MetroHartford region.

Action Step

Increase the number of tourists coming to the Greater Hartford Region -- through more targeted and coordinated marketing that focuses on the arts and entertainment, strategic investments, and a more "friendly" environment.

Relevant Findings

- *Any effort to expand tourism in the MetroHartford region -- whether defined in terms of business travelers, conventions, or day visitors -- must focus on increasing the vitality of the City of Hartford. This vitality depends upon strengthening its role as the arts and entertainment center of the region.*
- *Cultural assets in the region are underappreciated and undermarketed, both within the region and outside of the region. Individuals within the MetroHartford region need to be the subject of tourism marketing efforts, just like those outside of the region. A more coordinated and efficient approach to marketing the region will enhance the overall tourism market in the region.*
- *There is a wide variety of organizations involved in promoting tourism/arts/and cultural activities in the region. However, these organizations do not coordinate their efforts, nor meet regularly to develop cooperative approaches. Currently, individual arts venues market their own programs and the Arts Council plays a major role in promoting art-related organizations. In addition, the region has two tourism districts and the Hartford Convention and Visitors Bureau. While the region has*

significant resources available for promotion, these funds are not spent as efficiently as possible.

- *The ability of the region to capture a greater share of convention business and other large events is constrained by the lack of a large convention facility and downtown hotels.* Currently, many local hotels report that they are filled during the week, but have difficulty filling rooms on the weekend.

*Program/Project
Elements*

1. *Elevate the importance of the economic potential of tourism/arts/culture and entertainment cluster through placing a representative of this group on the Millennium Management Group and supporting capital projects that enhance this type of economic activity.*
2. *Endorse and support the recommendations of Culture 2000.* Culture 2000 is a regional arts and entertainment strategy recently completed by the Greater Hartford Arts Council. This strategy sets out an image for the region; recommends the establishment of a new marketing service and coordinated marketing effort; improvements in the design and infrastructure downtown; better use of existing facilities and the creation of a shared service network to link similar facilities; and increasing funding for the arts. The detailed recommendations of Culture 2000 are attached.
3. *Create an ongoing Collaborative Working Group on Tourism/Arts/and Culture that brings together tourism officials, those in the arts community, the Convention and Visitors Bureau, and businesses involved in the hospitality industry.* This Collaborative would develop regional actions around the following issues:
 - more efficient and coordinated approach to promoting tourism/arts/culture in the region;
 - increasing weekend overnight stays;
 - creating a more hospitable environment for visitors, particularly at gateways to the region, like Bradley;

- exploring new potential sources of revenue to support their marketing and product enhancement strategies; and
 - enhancing the "product" through investments in projects, such as a convention center or major hotel, that could create more "destination" potential in the region.
4. *Establish a committee on ethnic arts and culture within the working group.* This committee can serve as a platform for integrating cultural organizations and activities among the city's various ethnic communities into larger cultural initiatives. This might include developing marketing and funding strategies for ethnic cultural events and performances, supporting the development of appropriate performance and exhibition facilities, promoting ethnic restaurants, and linking ethnic cultural activities with the city's mainstream cultural institutions.
 5. *Make the arts industry a true force for economic revitalization by increasing the level of base operating dollars coming from individuals, foundations, corporations, and government.*

*Implementation
Responsibilities and
Steps*

The newly convened Collaborative Working Group on Tourism/Arts/and Culture will be invited to oversee the development and implementation of the tourism-related strategies. The existing Task Force that has been meeting as part of the Millennium Project will be invited to continue to work as members of the Collaborative Working Group. Additional participants, such as those representing the hospitality businesses, will be added.

The Greater Hartford Arts Council will be invited to continue leadership of this group. The Growth Council will be invited to take a role in convening and staffing the new collaborative.

Specific implementation steps include:

1. *The Growth Council will formally invite participants to be members of the new Working Group.* The Growth Council will staff the meetings -- providing agendas, minutes, follow-up, etc.

2. *The group will focus on outcomes and develop very specific performance measures to ensure that the efforts get to concrete actions.*
3. *The group will focus on both longer-term "product enhancement" type issues as well as very immediate actions such as increasing visibility in the Boston and New York Press, the development of an image library, and the development of a mutually agreed upon and enhanced events calendar.*

Benchmarks

Indicators of progress on this initiative will be the active involvement of key arts and tourism leaders in the Working Group. This group would then be responsible for setting out clear outcome measures as part of its Memoranda of Understanding with the Millennium Management Group.

Action Step

Strengthen the existing entrepreneurial and small business base in the region through increasing access to existing services and filling gaps where services are needed.

Relevant Findings

- *An analysis of risk capital sources in the Hartford region found that while there were sources of traditional venture capital available for many larger amounts and for the types of high growth industries that are attractive to major venture capitalists, there is a shortage of smaller risk capital available -- most significantly in the \$1 million to \$1.5 million range and for non-technology companies.*
- *While there are many state and local resources available for assisting small businesses, these resources are not as "user friendly" as possible. Rather than creating a new vehicle for reaching the small business community in MetroHartford, the existing efforts by the Connecticut Economic Resource Center (CERC), in particular its Web Site, could be an effective vehicle for linking small businesses to available resources and highlighting the region's strengths to a national audience.*

*Program/Project
Elements*

1. *Lobby the state to establish a risk capital fund for non-technology emerging companies, through Connecticut Innovations, Inc. and to support and expand CDA's Entrepreneurial Loan Program, or pursue the development of a regional entity to meet this need.*
2. *Develop an entrepreneurial mentoring program in which entrepreneurs form informal networks of mutual support tied to financing.*
3. *Better promote existing local loan funds and state small business support programs through formal and informal business networks.*
4. *Improve the CERC web site through implementing the many recommendations of the Millennium Project's Small Business and Entrepreneurship Task Force. (See enclosed Task Force Report.)*

*Implementation
Responsibilities and
Steps*

The MetroHartford Millennium Small Business and Entrepreneurship Task Force has been actively involved in both the development of recommendations and the implementation of some of their strategies. This group will be invited to continue its work -- moving its agenda towards implementation. The existing Task Force group would be augmented with some additional members representing the state, risk capital community, and other professionals that provide services to small businesses and entrepreneurs in the region.

Benchmarks

The indicator of progress on this initiative will be the implementation of an enhanced web site by CERC; the development of new risk capital mechanisms in the region; and the implementation of a new mentoring program.

Quantitative performance measures will be developed in conjunction with the Task Force.

Action Step

Support the activities of the Governor's financial services, technology, and healthcare clusters groups and statewide efforts to continue the efforts to improve the state's business climate.

*Program/Project
Elements*

- *Industry leaders throughout Connecticut have been meeting to develop a policy agenda to support the development of key clusters in the*

state. While most of the clusters have some relevance to Hartford, the financial services, technology, and healthcare clusters have been specifically targeted as focal points within this region.

- *Efforts to improve the relationship between government and business in Connecticut are critical.* While improving somewhat, the state is still not perceived as being as effective as it could be in creating a positive environment for business growth.
- *Liaison with cluster efforts has been ongoing.* Members of the Millennium Management Group served as members of the Cluster Group and will continue to participate as appropriate. The Millennium Project Manager serves as a member of the Connecticut Economic Conference Board (CECB), created by the State Legislature to monitor state cluster activity.
- *The Millennium Management Group will seek to develop a more effective relationship with state government and identify regulatory and tax policies that inhibit economic development progress in MetroHartford.* The Growth Council will work with state agencies to resolve specific tax and regulatory issues faced by companies in the region, as well as companies interested in investing in the region.

Implementation Responsibility and Steps

The Millennium Project should support this state activity and encourage implementation activities within the region. Through the Millennium Management Group members who serve on Cluster Groups and the CECB, the Millennium Project will be able to monitor implementation of cluster initiatives. The initiatives will be analyzed to determine their impact on cluster members within MetroHartford, and supported and enhanced as appropriate.

Benchmarks

Indicators of progress will be introduction of the Governor's Economic Competitiveness Package in the next legislative session and enactment of those initiatives; private sector commitment to continuing each of the cluster initiatives; and successful organization of the clusters.

STRATEGIC DIRECTION #3
CHALLENGE THE REGION TO BUILD A WORLD
CLASS WORKFORCE AND EDUCATIONAL SYSTEM --
ONE THAT PREPARES ALL OF ITS RESIDENTS
WITH THE SKILLS NEEDED TO SUCCEED IN THE
GLOBAL ECONOMY

Profound changes in the corporate and industrial workplace have occurred over the last ten years. Fierce domestic and global competition has forced companies to adopt a number of changes in the way they do business. The result is a dramatically different work environment, one that requires "high performance" from employees: team work, problem-solving, critical thinking, understanding systems, and effective written and oral communication. Employers feel, however, that many employees lack the skills and training needed to perform at higher levels. The results of the Millennium Project's Business Survey and interviews and focus groups with employers in the Capital Region found that poor math skills, an inability to engage in teamwork, difficulties with verbal and written communication, and inadequate technical training are what employers say they are seeing among a significant percentage of their workforce. The two most important systems that prepare individuals for work and careers -- the K-12 public education system and the employment and training system (including institutions of higher education) -- need to do a more effective job at equipping people with higher-level skills and tools and with the specific skills needed by MetroHartford employers.

Action Step

Initiate a process aimed at building an integrated education and training system.

Relevant Findings

- *In simple terms, the K-12 system is intended to provide individuals with the fundamentals of a good education and a mastery of "basic" skills, while the employment and training system is designed to give people the opportunity to strengthen and build upon the "basic" skills.* The employment and training system also offers people the chance to gain new and advanced skills. The higher education system is designed to offer higher level skills, and is increasingly an important part of the overall training system. The process should be one in which individuals move progressively up the ladder from lower to higher skills and abilities. But the systems are not in sync. Currently, they act independently of each other and have little substantive or institutional interaction (the one recent exception is the school-to-work initiative -- see below). In order for the systems to produce a high-quality product (i.e., an individual with high performance skills), there needs to more coordination and integration.
- *While there is some coordination within the systems, there is little substantive connection.* The systems operate independently from each other. They have different teaching philosophies, different timeframes, different assumptions about the workplace and the labor market, and different performance standards. And, rather than creating a clearly-defined and sequenced path in which individuals can progress from a set of basic and fundamental skills to increasingly higher levels, the two systems act in isolation. The consequence is fragmentation and often confusion among individuals and employers.

- *Different states and regional economies are adopting the principle of integration.* They are trying to build a system that has an internal logic and a sequencing of knowledge and skills. Also, the literature on education and training is underscoring this notion. To collaborate, educators and training providers

"must view themselves as parts of a system (non-competing parts) and view their mission as preparing individuals both for employment at certain levels and for continuation in the education and training system later. The trick to creating an overall education and job training system from the two currently disjointed systems is to fashion these links systematically, in 'ladders' of education and training opportunities that can move individuals from their existing levels of accomplishment to higher levels at which they prepare for jobs of increasing skill, earnings, and stability."

*Program/Project
Elements*

1. *The goals of an integrated education and training system.* Driving the new integrated system should be skills and behaviors that individuals need for good jobs and a viable career, and the needs that employers have for a high performance workforce. The results of the business survey, interviews with employers, and discussions with community-based organizations in the Capital Region provide a good picture of what skills individuals should have. These include:
 - knowledge of systems and how systems work -- simply knowing facts or isolated bits of information is not sufficient;
 - an ability to solve problems;
 - the ability to think critically;
 - the capacity to communicate effectively verbally and in writing;
 - the ability to work in teams, functioning at different times as team players and team leaders;

- knowledge of how to set priorities among a diverse set of tasks;
- proficiency in mathematics;
- computer literacy; and
- an ability to access, organize, interpret, evaluate, and communicate information.

2. *Principles of developing an integrated system.*

Attempts to build an integrated system of education and training are occurring throughout the country. Some efforts are further along than others. Nonetheless, most have identified a common set of principles that should be at the core of building an integrated system. To develop this list of principles, several initiatives were reviewed: Guilford Technical Community College's Workforce Investment Council in North Carolina, Oregon's Workforce Quality Council, Tulsa's Workforce Development Compact, and Richmond's Workforce Readiness Initiative (WIRE). Additionally, some of the literature on education and training system reform was used. The principles most commonly identified are the following.

- *Develop a common, articulated, and agreed upon vision* for the new integrated system, one that focuses intensively on the skills outlined above. The vision is critical in outlining what the system is intended to do. It allows for all individuals who work within the system to understand, and presumably buy into, a bold and creative approach to higher skills and performance.
- *Market the concept to parents and educators that higher education is not the only valid path for career development and advancement.* Many parents and guidance counselors continue to advise young people that college is the only path to developing a career. In fact, not all students should necessarily go on to college. Quality vocational and technical education is a valid career path offering long-term opportunity for many youth.

- *Use existing vehicles and organizations to create the integrated system rather than create another organization.* The school-to-work program provides a good vehicle for developing the integrated system for two reasons. First, most of the key constituencies and stakeholders in education, training, and industry are involved in this program. Secondly, the school-to-work program's strong emphasis on work and careers as the essential context of programs and instruction is very consistent with the integrated system's focus. The key elements include: vocational skills training integrated with academic instruction; school-based instruction coordinated with work-based education; a hierarchy of education and training from lower to higher levels; and, applied teaching methods and team-teaching strategies.
- *The new integrated system should have a coherent, articulated, and sequenced program of education and training in which individuals climb a "ladder" of instruction and skills acquisition.* Each component of the system should be designed to move individuals from lower to higher levels of skills. Each step of the ladder is required to specify the programs that precede it and those that follow. (The relationship between the community college system and four-year higher education institutions, in effect, contains the key elements of this approach. Students are well informed of the requirements needed to enter the community college system and the requirements needed to transition to a four-year college or university. This approach can and should be used as a model for creating the new integrated system.)
- *Involve CEOs from local businesses and key nonprofit organizations, as well as CEOs from the major education and training institutions, in the conceptualization of the integrated system.* This kind of executive-level involvement is essential to

creating the vision and successfully designing the new system.

- *Develop the financial and support resources that will be needed to help public school teachers adapt to the new system.* Each model that was examined and virtually all of the literature that was reviewed on this subject underscored the importance of teacher training and development. Teachers will need help in understanding the changes that have occurred in the workplace and the marketplace. They will need support in developing new curricula and new methods of teaching that are consistent with higher level skills and thinking. Providing the resources for teacher support systems is crucial.
- *Create a mechanism that tracks individuals as they move through the system, so that they do not become lost or confused.* Many employment and training programs have a case management system that makes sure clients are progressing. Such a program could be used in the new integrated system.
- *Create incentives for vertical coordination and integration and abolish programs that are inconsistent with the system's vision or that operate independently from the system.* In effect, this approach provides a vehicle for holding programs, organizations, and individuals accountable.
- *Community colleges should be used for their strengths -- offering higher level education, advanced training, certificates, and credentialing in specific occupational areas and degree programs.*
- *Integrate support services (e.g., remedial programs, job readiness, literacy), with other elements of education and training rather than treat them in isolation.* Support services should also be experienced-based, continuous, and developmental.

- *Maintain and share employer-related and current labor market information among all educational and training institutions.* Similar to the vision outlined above, the labor market information will give all components within the system a common framework to work within. Such sharing of information will keep specific career and occupational programs on track and up-to-date. It will also provide some assurance for individuals moving through the education and training system that they are being prepared for jobs and careers that are based in reality.

Implementation Responsibilities and Steps

Building a truly integrated education and training system that follows the vision and principles outlined above is a very formidable and long-term undertaking. The current system has been evolving and defining itself for decades. It has its own operating strategies and principles, its own incentives, power bases, and sources of funding. There are other challenges. The schools in the region are not part of a school "system" as such -- they are 34 independent districts. And, many of the districts are concerned about graduating their students and getting them into four-year higher educational institutions, not work.

It is important to stress, however, that an integrated system does not require a new bureaucratic organization that will complicate an already crowded education and training landscape. The new system can build upon the initiatives and structures in place, but it needs to do that in a more coordinated and deliberate fashion.

Richmond's WIRE program offers a good case in point. Employers and business organizations in the city decided to review and analyze the existing education and training system before creating a new one. What they found was a system that had sound educational programs and moderately successful employment and training programs. What was missing was the coordination, cooperation, and integration needed to produce highly-skilled and progressively trained individuals. Richmond felt strongly it was much more appropriate to improve and strengthen what existed and make the system more integrated. Fundamentally, the Richmond program was centered on *process first* and then substance. In this context,

the following recommendations are offered for the Capital Region.

1. *Convene a working group under the direction of the Millennium Management Group.* The working group should include individual representatives from the following organizations and institutions: CREC (representing area superintendents and principals), the Hartford Public Schools, the Greater Hartford Chamber of Commerce, the Capital Region Workforce Development Board, the Hartford Foundation for Public Giving, CBIA, the region's four community colleges, and other higher educational institutions. Given that workforce development boards are supposed to play a coordinating role by statute, this organization could play a key leadership role in the design and implementation of this effort. Individuals from the Millennium Management Group should share the results of this report with the group and then raise the issue of creating an integrated education and training system. The discussion should not be viewed as a "hard sell" of the idea of an integrated system, rather it should be seen as an effort to talk about the logic and benefits of such a system. Several meetings, in fact, may need to take place before a solid airing of issues and concerns has occurred. Assuming there is consensus among the group, it then should become the major policy and support group for systems integration.
2. *Identify two to three staff from existing organizations and institutions, as well as a senior manager from the corporate sector, to assume primary responsibility for moving this initiative forward. Again, the Capital Region Workforce Development Board staff could provide leadership in this effort.* The working group will need staff assistance for moving the initiative forward. Discussions will need to take place with personnel within the two systems -- their feedback and input will be essential for gaining support for the integrated systems notion. Process is very labor-intensive and staff should assume much of the groundwork rather than CEOs.
3. *Complete the work of the System Integration Subcommittee of the Workforce Development Task Force.* This subcommittee's work laid the framework for

this analysis and recommendations. It was, however, under time and staff constraints and was not able to completely finish its work. For example, a full mapping of the current employment and training system is incomplete and models of employer-based training programs need further refinement. Also, the state and regional models that were used for the "Principles" section above could be more fully developed.

4. *Consolidate employer, skills, and labor market data.* Within this report is information on key clusters in the Capital Region, a description of the region's workforce, and the results of the employer survey and focus groups. Also, there is very useful information that CBIA has collected on skills requirements. It is also developing curriculum materials for manufacturing, and the organization has also recently completed two pilot training programs. This and other information in the region that addresses employer needs and highlights labor market trends should be consolidated into one document. This could then initiate the process of sharing labor market data among key education and training institutions within the region.
5. *Prepare a white paper on system integration that provides a framework for discussion throughout the region.* Once a series of meetings has occurred within the working group and once additional relevant information has been collected, a white paper should be developed that provides an outline of how systems integration can work and how it will benefit the region. A document of this kind is important to provide visibility and credibility to systems integration. It also gives the issue a sense of permanence.
6. *Convene a one-day conference on an integrated education and training system in the spring of 1998.* This activity would offer individuals from all constituencies an opportunity to be better informed about the issue of integration and it would give them the chance to participate in shaping the form that systems will take over time. Key issues and problems that emerge from the conference then become a major part of the workplan for the Millennium working group and its staff.

Benchmarks

The successful implementation of a more integrated education and training system will not occur overnight. This is an example of an initiative that will require substantial additional work. However, as noted, the process in this case is as important as the substance. The building of relationships will be very important. The immediate indicators of progress on this initiative will be the successful formation of the Working Group, the completion of the system mapping process initiated through the Millennium Project, the completion of a white paper, and the holding of the conference by the spring of 1998. An important component of the Working Group will be to develop system-wide metrics that would provide all participants in the system with a set of expectations about their performance.

Action Step

Support the efforts of the new Trustees of the Hartford public school system through new and more coordinated linkages between the business community and the schools.

Relevant Findings

- *The future of the Hartford public school system was found to be a fundamental concern of neighborhood residents, businesses, both in the city and outside of the city, as well as residents of surrounding communities. The successful turnaround of the system is key to the region's future.*
- *A lot of work is going into improving the system. This work has involved a lot of corporate commitments. The role of the Millennium Project will be to support and enhance existing efforts, rather than seek to develop any totally new initiatives.*

Program/Project Elements

1. *Make students, parents, businesses, teachers, and counselors aware of the academic and occupational preparation required in today's workplace through increased career awareness, internships, and the seamless transition between secondary schools and college, and secondary schools and careers.*

2. *Work with the recently appointed Trustees of the Hartford Public Schools to develop "premier" public schools in the city by coordinating and broadening the corporate involvement and resource commitment to public education in the city; establishing incentives to celebrate youth academic achievement; organizing "real" scholarship initiatives; and designing scholarship initiatives to ensure that recipients generate a return on contribution in the form of residency/employment in the City of Hartford.*
3. *Sponsor a pilot network of urban and suburban schools that focuses on educational excellence. The pilot would help break down barriers between the two systems and it would use teams of principals, teachers, parents, and business people as the principal means of learning/teaching.*
4. *Develop standards and performance measures for the system.*

*Implementation
Responsibilities and
Steps*

The Greater Hartford Chamber of Commerce has already initiated an effort to coordinate business involvement in the schools. The Millennium Management Group will invite the Chamber to continue this effort with its support. The above recommendations for specific program elements would be incorporated into the Memoranda of Understanding with the Chamber of Commerce.

Benchmarks

As part of its Memoranda of Understanding, the Chamber should develop specific benchmarks and outcomes anticipated through its involvement. These benchmarks should include measures related to corporate involvement. The outcomes should be specific in terms of dropout rates, competencies of graduates, etc.

Action Step

Develop workforce skills of youth through effective work experience programs between small businesses and students.

Relevant Findings

- *Small businesses in the region have increasingly found it difficult to find workers with the*

appropriate skills. Unlike larger companies, smaller businesses also do not have sufficient resources to support extensive training or the time to provide internships to students.

- *Work experience helps define a student's interest and provides invaluable training for future full-time work.*
- *Students should be career bound rather than only college bound.*

*Program/Project
Elements*

1. *Look into the potential of developing a state tax credit for small businesses that accept and oversee student interns.*
2. *Small businesses should work with local schools to design a model for small business and entrepreneurship curriculum.*
3. *Schools should provide for "job shadowing" -- allowing students to spend time with small business people to see exactly what their job responsibilities are.*
4. *Organize an effort to have small business people speak in school classrooms in conjunction with school to career programs or Junior Achievement.*
5. *Organize an effort to have small businesses in the region to have "externships" -- hosting teachers at their workplace during the summer. Provide continuing education units to the teachers for this experience.*
6. *Put Junior Achievement into each school in the region and have small businesses become an active participant in the program.*
7. *Create a "training Course for Mentors" that trains employers as to their responsibilities when hiring interns.*

8. *Work with the School-to-Career Partnership of the Capital Region to develop initiatives linked to the small business community.*

*Implementation
Responsibilities and
Steps*

The Small Business and Entrepreneurship Task Force will be invited to manage the implementation of this effort.

Benchmarks

Indicators of progress on this initiative include evidence of increased small business involvement in the schools. Outcome measures include successful placement of 100 interns in small businesses in MetroHartford by the fall of 1998.

Action Step

Attract young professionals to the region through cooperative recruitment and marketing, as well as creating an urban environment more attractive to the target market.

Relevant Findings

- *Human resource managers in companies throughout MetroHartford have reported that it has become very difficult to recruit young, unmarried professionals to jobs in the region. They are spending a considerable amount of money on efforts to recruit graduating students who have the skills their companies needs. Their lack of success in these efforts affects the likelihood that these companies will decide to expand their operations in the region. Moreover, in an era where the availability of skilled labor is one of the most important location factors for business, the difficulty in recruiting young professionals becomes a serious economic development barrier.*
- *The difficulty in attracting young professionals is tied to the image of the City of Hartford and to the region as a whole. There is a general lack of awareness of the rich art and cultural environment in the city. Moreover, there is no downtown housing and no neighborhood that has immediate appeal to young professionals. In turn, the lack of this*

population in the city affects efforts to further strengthen and revitalize downtown Hartford.

*Program/Project
Elements*

1. *Organize a working group of human resource managers at companies in the region who are interested in participating in a cooperative recruitment and marketing campaign.*
2. *Develop joint promotional materials that are oriented towards young professionals and that highlight career paths in Hartford and the region's quality of life.*
3. *Run briefing sessions for corporate recruiters and human resource professionals in the region that focus on the strengths of the city.*
4. *Develop amenities packages with local arts and entertainment venues to offer recruits.*
5. *Develop new recruit "welcome wagon" program.*
6. *Develop incentives to encourage the development of the S. Main Street area and the West End for retail, art, and entertainment uses appealing to young professionals.*
7. *Design a housing initiative, involving corporate support, that provides incentives for renovating housing in these neighborhoods. (See housing recommendation related to Direction #4.)*

*Implementation
Responsibilities and
Steps*

Key members of the Millennium Project Steering Committee along with existing organizations will be invited to lead and implement this initiative and to organize a small working group that will solicit interest in a cooperative corporate effort. Specific implementation steps include:

1. *Develop a working paper that makes the case to local companies that cooperative marketing and recruitment efforts could save them money in the long run.*

2. *Meet individually with corporate leaders and human resource professionals to market the concept.*
3. *Develop a budget and seek funding from the Millennium Regional Implementation Fund.*
4. *Hire a local advertising or public relations firm to design the program. This might include additional research such as focus groups with the target audience.*
5. *Hold seminars for human resource professionals in the region about how to market the city and region to the target audience.*
6. *Undertake a joint recruitment trip.*
7. *Ensure that the current downtown design project (see Strategic Direction #4) includes a focus on creating an environment in the downtown and some of the neighborhoods that are attractive to young professionals.*

Benchmarks

The immediate indicator of progress on this initiative will be the successful organization of a core group of employers willing to participate and fund a joint marketing and recruitment effort. The group itself would develop specific outcome measures that focus on the number of young professionals living in the city; the proportion of job offers that are accepted by this target audience; and a reduction in the corporate cost of personnel recruiting.

Action Step

Make the proposed Downtown Higher Education Center a centerpiece of urban learning and corporate training.

Relevant Findings

- *The Presidents of all of the major institutions of higher education in the Hartford region, including the University of Connecticut, the University of Hartford, RPI, the Connecticut State University system, Trinity College, and St. Joseph College, have all agreed to participate in the new Center and develop a range of innovative new*

programming to meet the needs of Hartford residents and businesses. This collaboration offers significant potential in terms of the economic future of the region. Through the creation of a "focal point" for higher education in the city, the visibility of all of the institutions in the region's economic life will be enhanced. In addition, through the development of joint facilities and programming, significant economies of scale can be achieved.

- *A "demand driven" Higher Education Center will improve the responsiveness of higher education institutions in the region to the needs of the business community as it adjusts to the changing requirements of the global marketplace.* Being competitive requires that companies be able to manage change in a number of different dimensions -- technology, advanced management practices and techniques, market research and marketing, work organization, skills enhancement, and inter-firm cooperation. Through innovative programming, the Hartford Higher Education Center can assist firms as they seek to improve their competitiveness.
- *The Hartford Higher Education Consortium is proposing new, innovative collaborative programming in three areas that have direct connection to the needs in the private market.* Through the development of specific programming related to health care, the tourism/cultural industry, and the information technology and the financial services industry, the Center will be responding directly to the needs of the three most important "clusters" in the Hartford regional economy.
- *The Higher Education Center will create some efficiencies in service delivery amongst institutions.* Amongst the services being proposed at the Hartford Higher Education Center are facilities that could serve the needs of the academic partners as well as other businesses that are located downtown. The two most notable of these services

are the proposed magnet pre-school and a shared distance learning center.

- *The creation of a highly visible higher education center will improve the regional business climate and make the region more attractive to industry.* The Center will provide strong evidence of a new cooperative spirit not only amongst the higher educational institutions, but between academia and the business community, the business community and government, and academia and government. Businesses seeking to make a new investment in a community are attracted by those locations able to demonstrate such relationships.
- *The Center could also help to provide an atmosphere within the city that is more appealing to young professionals.* The development of innovative programming will not only help individual institutions, but could serve as an attraction to young professionals interested in potentially moving to Hartford.
- *Collaborative activities amongst the institutions of higher education can help to create improved linkages with the community.* The downtown center could have a very profound impact on the quality of the city's neighborhoods, its community-based organizations, and its public schools. Cross-disciplinary faculty expertise could help address neighborhood problems and quality of life issues; student projects and volunteers could add capacity to the work of community organizations; and faculty and administrative staff could provide organizational and research support to some of the activities already underway in the city.
- *Innovative programming tied to the region's cultural and arts institutions will strengthen the role of downtown as a regional cultural center.* In addition to the specific training projects being proposed to help support the arts organizations in

the city, the Center is considering other collaborative efforts with the Hartford arts community.

*Program/Project
Elements*

A Higher Education Center Task Force has recently been convened to develop a revised proposal for the Downtown Higher Education Center. This Task Force is developing more details about the potential programs that will be established through the Center. The programming will be guided by the following principles:

1. *Support life-long learning.* The education and training system in a community must respond to the different education and training needs residents have throughout their lives. The HHEC, as a collaborative effort involving numerous institutions of higher education, can best meet the continuum of transitions that residents will face in their lifetime.
2. *Demand driven.* The role of the community college and other institutions of higher education in workforce development has been slowly evolving. Through much of the 1980s, the approach to meeting the workforce needs of businesses was often "if we build it, they will come." This led to significant investments in advanced technology training centers, some of which have not lived up to their potential. Institutions need to be more responsive to their customers' base -- both businesses and students.
3. *Outcome-oriented.* A common evaluation framework will be developed to measure the success of the collaborative programming developed at the Higher Education Center. This framework will go beyond traditional measures and consider whether the learning achieved through the courses and training offered through the Center are able to be successfully applied to the workplace.
4. *Flexible.* Labor market conditions are changing at a rapid pace due to changing economic factors as well as technological changes. It is critical that programs are designed to be flexible and respond to the changing requirements of the marketplace.

*Implementation
Responsibilities and
Steps*

The Hartford Higher Education Consortium is invited to serve as the organization responsible for the implementation of the recommendation -- moving the Higher Education Center concept to a reality. To ensure that these principles guide program development at the new Center, a team of employers (representing each of the "clusters"), public sector officials, representatives of community-based organizations, and representatives of each of the institutions should be convened to guide the programming of the Center and to ensure that the principles continue to be followed. Currently, a Higher Education Center Task Force has been organized to develop a very specific proposal for the new Center. It has divided its activities into three committees -- distance learning, delivery and distribution, and virtual environment. This group can form the base for a longer-term Advisory Group. The existing Higher Education Center Task Force could serve as the beginning of this group.

The following implementation steps are suggested:

1. *The Millennium Management Group will enter into a Memoranda of Understanding outlining its support for the effort, but including the adherence to the principles laid out above and assurances that the Center remain driven by the needs of the Hartford business community and residents, not solely the interests of the institutions.*
2. *The proposed programming for the Center will be presented at the Greater Hartford Chamber of Commerce Retreat in October.*
3. *If the final concept is accepted, the Millennium Management Group will provide continued support in efforts to implement the project and to integrate the effort with others being undertaken through the Millennium Project.*

Benchmarks

The first indicator of progress on this effort would be development of programming for the Center that meets the needs identified by the business community. The primary indicator of progress will be state support for the effort and

the development of a downtown site. Outcome measures will be developed by the Greater Hartford Consortium on Higher Education.

Action Step

Develop a targeted welfare to work system to secure employment for the "hardest to serve" welfare population and enhance the current system for the general welfare population through focusing on job retention issues.

Relevant Findings

- *The Capital Region's current welfare to work system is relatively successful in placing welfare recipients with higher levels of education (high school diplomas and more) into jobs. There has been reduction in welfare caseloads overall and an increase in the number of recipients with earnings in the region. The system is not as effective, however, in moving residents with lower levels of education out of the welfare system. In particular, those recipients with a 6th grade and under educational equivalency are not being adequately targeted with programs tailored to their specialized needs. As is everywhere across the country, the current system essentially "creams the crop" from the more educated recipients and leaves behind those hardest to serve.*
- *Attention to this issue is critical as additional federal funds are becoming available in the spring of 1998 to target the "hardest to serve" welfare population. The Capital Region stands to gain a substantial portion of the state's \$11.7 million in funds targeting welfare to work programs that address this issue.*
- *Further analysis of the system found that while there were many strengths in the current welfare to work system that serve the general welfare population, job retention is an issue neglected in past welfare reform measures across the country as well as in the Hartford region. Almost all organizations in the region are struggling with how to provide job retention support for placed trainees.*

Job retention efforts include mentoring, employee support groups, visitation programs, education of employers, crisis intervention services, continued personal support, and career enhancement opportunities.

- *The region needs to pay particular attention to retention efforts that include industry ladders and career enhancement.* Only a few providers have connections to industry that are cemented and established on an ongoing basis or have career enhancement opportunities for trainees as part of their regular programming. These strategies are effective tools in moving recipients from low paying, entry-level jobs to higher wages and better career opportunities.
- *There is a growing labor shortage in the region that is affecting the operations of businesses throughout MetroHartford.* Entry-level workers are particularly difficult to recruit in the current environment. An effective welfare to work system can be a win-win situation for all involved -- providing job opportunities to low-income residents and needed employees for regional businesses.

*Program/Project
Elements*

1. *Establish an integrated and mixed strategy of education and training that targets the "hardest to serve" welfare population.* The basis for a successful welfare to work system with a 6th grade and under welfare target population is an integrated and mixed system. The advent of such a model has come about with the reported success of San Jose's Center for Employment and Training -- an approach that combines work and educational materials. The key to the success of this model is a tightening of all activities leading an individual to the path of sustained employment. The approach mixes job search activities with industry career possibilities, motivational curriculum with industry familiarity, skills training with basic education, and on-the-job training with workplace learning. Programs that previously offered these activities in isolation now offer them concurrently -- creating an integrated and seamless system of welfare to

work. The integrated part of the system also links partners in the region's education and training system, such as providers, employers, community-based organizations, and public agencies, to perform complementary functions.

2. *Create an employer-based and focused system.* The success of any large-scale welfare to work system is dependent on securing well-paying and stable jobs. Therefore, the practical needs of business become the linchpin from which the system should operate. The system should be created to fulfill a business need, thus creating a demand for qualified, well-trained employees exiting the welfare system. For example, the content of education and training should link to the needs of industry sector employment. There is a wide range of models within the region that already practices elements of this approach. A more in-depth integration of business needs to be developed.
3. *Focus intensely on job retention efforts across the system.* Meaningful employment moves beyond just "attachment" to the labor force. It involves securing stable employment over a sustained period of time. Job retention efforts, often neglected among past welfare to work initiatives, are critical to a successful movement from welfare to long-term work. Welfare recipients with little or no job experience rely on job retention efforts more than others. One method to change the system's orientation is to restructure the current performance based formula and give increasing financial rewards to providers that succeed with long-term placement -- not just initial attachment to the labor force.
4. *Create opportunities for career enhancement and credentialing.* Develop a system of career ladders that boosts an entry-level job to higher earnings and professional responsibility. Career ladders also provide incentive and motivation for retention. Each industry focused strategy needs to have these opportunities available to participants; even after he/she secures employment. In addition, opportunities for welfare recipients to pursue further education and credentialing while employed (on the job or at after hours training sites) need to be developed. Most trainees are expected to

upgrade their skills on their own -- not as a continuation of their programming -- and, therefore, remain in entry-level jobs with low wages. Only a few providers have career enhancement opportunities for their trainees as part of their regular programming. Credentialing of continuing education and professional work experience is a method used in models elsewhere.

5. *Create a seamless continuum of communication and support services.* For successful implementation of education and training programs, support services must be closely linked throughout the process -- with flexible on-site and at-home visits and a full continuum of care (mental health, substance abuse, domestic violence counseling, etc.). Many model programs offer ongoing support through group work or individual case management for people after they are placed in jobs. Most desirable is an integrated family self-sufficiency system that moves the client along a pathway to independence and addresses barriers to independence such as education, skill deficits, limited work experience, child care needs, and problems with physical as well as mental health.

*Implementation
Responsibilities and
Steps*

The Welfare to Work Subcommittee of the Millennium Project's Workforce Development Task Force could form the core of the group charged with implementing the recommendations. A representative from the Millennium Project Steering Committee will be invited to continue chairing this Task Force. This group could focus on "scaling up" successful programs to have a larger impact, begin with a pilot project, or take on a broader programmatic focus. The challenge is to continue the momentum already established and reach a set of achievable next steps. These steps should include:

1. *Form an Alliance of Training Providers committed to an integrated and mixed strategy of welfare to work targeting the needs of the "hardest to serve" welfare population.* The Welfare to Work Subcommittee of the Millennium Project's Workforce Development Task Force should form the core of an Alliance of Training Providers. This alliance should expand to include relevant training providers in the region to carry forth the

recommendations. The Alliance will bring leaders together to share strategies that work, to problem solve together, and to adapt to the changes in the system through cooperation. Formation of the system to conform to the requirements of public policy is critical. One of the issues of prominence in creating any welfare to work system is the components of education, skills training, internships, etc. that are allowable under new welfare reform policy. It is crucial, therefore, that participation include officials from the Department of Social Services, Capital Region Workforce Development Board, Department of Labor, and Department of Higher Education.

2. *Work collaboratively to respond to the \$3 billion welfare to work program recently enacted by Congress.* Use the membership of the Alliance of Training Providers to respond as a region to a state-based formula to appropriate the funds for use over the next three to five years. The program is well suited for the focus on the Capital Region's welfare recipients with less than a 6th grade education. The federal program is focused on the hardest to serve welfare recipients, those who have had a difficult time finding, qualifying for, or retaining employment in spite of the low unemployment rate in most communities. This criteria also allows the funds to focus on job retention and career enhancement opportunities in the region.
3. *Convene an employer-based Welfare to Work Advisory Committee to work in consultation with the Alliance of Training Providers.* To enable employers to be involved in tracking information on industry and occupational trends, as well as in curriculum formation and teaching, a Welfare to Work Advisory Committee should be established as an adjunct to the existing Employer Relations Committee of the Capital Region Workforce Development Center. In addition to the mandate of private-sector membership, the Employer Relations Committee is responsible for linking industry with the Capital Region's overall employment and training activities. The Welfare to Work Advisory Committee should serve to ensure that special attention is given on the employer front to the unique programs and needs of the "hardest to serve" welfare population.

4. *Identify key industry sectors to target for the mixed, integrated system.* One of the first tasks of both the Alliance of Training Providers and employer Welfare to Work Advisory Committee should be to research and identify the best industries to target. Included in the criteria for choosing industries should be current and future employment demand, wage rates, career opportunities, established relationships, and other industry trends and competitive issues. Mt. Auburn Associates' appendix industry studies can serve as initial research for the health care, distribution, aerospace, precision machining, financial services, and tourism and hospitality industries.

5. *Identify staff from existing organizations or hire a Curriculum and Training Consultant to develop the system.* As with any new model, there is a gap of knowledge and capacity among some providers to make appropriate curriculum changes to a mixed and integrated strategy. Not only do many providers lack the resources to spend additional time and money on curriculum development, many do not have the in-house knowledge of curriculum that is workplace focused. It is critical that curriculum be consistent and reflect workplace and industry needs. A consultant should be identified to dedicate time to developing a system to integrate world of work and vocational basics into each education and training activity in the welfare to work system. A consultant shared by all alliance providers will reduce unnecessary duplication and overhead costs for already stretched nonprofit programs. One consultant for the system will also ensure consistent methods of teaching -- enabling quality assurance across the system.

6. *Use Mt. Auburn Associates' Welfare to Work document as a framework for developing and enhancing a welfare to work system that targets the hardest to serve.* The document was undertaken as part of the Millennium Project's Welfare to Work Subcommittee to provide a common framework for those involved in welfare to work with a particular emphasis on recipients with less than a 6th grade educational equivalency. It includes specific suggestions and principles to guide a mixed and integrated welfare to work strategy. The major thrust of the research process included interviews, meetings, and

focus groups with many of the principal players in the Hartford region's welfare reform and welfare to work system. These conversations included relevant state and regional officials, employers and industry leaders, education and training providers, community-based organizations, and welfare recipients. In addition to these conversations, current welfare to work models and studies were analyzed to learn from best practices across the country and to keep up with the rapid changes occurring in the system. The document is an appendix to the Millennium Project's report.

Benchmarks

This effort could involve the implementation of some short-term pilot projects, as well as the agreement by all relevant parties to accept the principles and guidelines that have been developed as part of the Millennium Project. Specific performance measures that focus on outcomes other than job placement will be developed.

STRATEGIC DIRECTION #4

CREATE A VIBRANT AND CULTURALLY RICH CITY -- WITH A VITAL DOWNTOWN THAT SERVES AS A REGIONAL ARTS AND ENTERTAINMENT CENTER AND STRONG NEIGHBORHOODS THAT PROVIDE RESIDENTS WITH AN IMPROVED QUALITY OF LIFE.

The City of Hartford in effect defines the MetroHartford region. When traveling nationally or internationally, Bloomfield or Simsbury would elicit very limited recognition. These communities are largely identified with their central city -- Hartford. It is the image of that city that affects how the entire MetroHartford region is perceived. Both within the region, and increasingly outside of the region, Hartford is not thought of as a strong and vital city. Downtown Hartford is perceived as closing down by 6:00 p.m. when employees leave; much of the middle-class have left the city, leaving a very high concentration of poor residents; and many of the neighborhoods have been affected by abandoned buildings and vacant lots. In short, while Hartford is a city rich in arts, cultural, and recreational assets, with strong community organizations working hard at improving conditions, it has not yet turned around.

In seeking to strengthen the region's core city, the Millennium Project has been guided by three fundamental principles:

1. *Creating a healthier city is critical to the success of any regional economic development effort.* As noted many times in this report, the Millennium Project Steering Committee has found that the economic well-being of all residents and businesses of MetroHartford is inexorably linked to the image and vitality of its central city. The region cannot effectively compete in the global arena without addressing the range of issues that have left its central city weak.

2. *Turning around the downtown is not sufficient. Attention needs to be paid to the neighborhoods.* The experience in many other cities that have received substantial publicity for their "come back" provides strong evidence that while a nice downtown and the development of urban entertainment districts improve a city's image and have positive economic impacts, unless concerted effort is made, many of these benefits do not accrue to the low-income residents who live in the city's neighborhoods. For example, a recent Wall Street Journal article noted that even with the substantial turnaround in the city of Cleveland, its public schools have further deteriorated and few of the benefits have been felt at the neighborhood level.
3. *On the other hand, the neighborhoods cannot be revitalized without strengthening the city as a whole -- attracting middle income residents back to live in the city and to spend their money in the city.* Community development activities are critically important to strengthening the city. However, neighborhood-based development alone cannot solve the myriad urban problems and barriers that community-based organizations face in their efforts. The overall fiscal condition of the city needs to be improved and this means increasing investment in its downtown.

Action Step

Implement a strategic and comprehensive approach to strengthening downtown Hartford.

Relevant Findings

- *Connect the Dots and other efforts to promote activity downtown have been successful. However, they have not achieved the scale required to change the overall perception that the city offers limited entertainment opportunities after 5:00 on weekdays and on weekends.*
- *There are a number of proposed projects that could be instrumental to turning the downtown area around. However, there has been no systematic effort to set priorities around which capital projects have the greatest potential for implementation and for economic impacts.*

- *While there are a number of organizations that have been involved in efforts to turn around the downtown, and a number of plans, these efforts have suffered from the lack of coordination and strategic alliances amongst the group and the failure to develop a single focused plan.*
- *The real estate market is rebounding -- the challenge now is to manage real estate activity so that it fits the region's vision and enhances the quality of life for all residents.* Both office and industrial vacancy rates in the city and suburbs are going down. A number of major real estate deals have been struck in the past few months as outside investors seek "bargains" in one of the slowest to recover markets. It is imperative that in this changing environment the region be clear about what type of development it wants to see and where.
- *A recent focus group on the key issues facing the downtown noted the following:*
 - lack of cohesion and walkability;
 - disconnect between Trumbull Street and the railroad station;
 - limited retail and restaurants and too many blank walls at street level;
 - limited opportunity for housing for young professionals and empty nesters;
 - lack of connection between downtown and neighborhoods; and
 - not enough anchors.

*Program/Project
Elements*

1. *Sponsor a Downtown Urban Design and Action Plan that develops new and specific urban design elements and identifies appropriate zoning and land uses.* This effort should be overseen by a coalition of organizations and agencies that includes public and private sector actors as well as neighborhood representatives. The objective of the plan will be to create a more cohesive downtown in terms of pedestrian experience and image; to emphasize arts and entertainment; and to promote downtown housing.

2. *Create an "amenities fund," through the use of a special downtown district that would support the urban design investments associated with new development projects.*
3. *Create incentives for downtown residential development.*
4. *Work with the Connecticut Convention Center Authority in developing site recommendations and determining the feasibility of a new, major hotel/conference center downtown.*
5. *Develop incentives for the enhancement of youth-oriented arts/housing/entertainment districts -- South Main Street and the West End.*
6. *Aggressively support priority capital projects that have ranked highly in the Capitol Project Matrix (see Appendix).*

*Implementation
Responsibilities and
Steps*

Primary responsibility for this initiative lies with the Downtown Council, in conjunction with a Plan Oversight Group that includes representatives from the Growth Council, the Arts Council, the City of Hartford, the proposed Hartford Neighborhood Council and other neighborhood organizations, and Business for Downtown. The Plan Oversight Group has already met to discuss the plan, and the consultants to the Millennium Project, as part of the implementation process, have already drafted an RFP for urban design consultants. In this initiative, time is of the essence. *The entire effort should be completed by mid-1998.* Further implementation steps include:

1. *Secure \$300,000 in funding for the Plan.*
2. *Hold a meeting of the Oversight Group to finalize the RFP and the list of consultants to whom it will be sent.*
3. *Review proposals, interview finalists, and select the consultant.*

The Millennium Management Group will develop a Memoranda of Understanding with the Downtown Council.

The Memoranda will outline in detail the participants in the process and the timing of the effort.

Benchmarks

The Downtown Action Plan should include measurable performance benchmarks tied to the plan's overall objectives and a mechanism for measuring achievement. Measures should include both "outcome" measures, which gauge interim progress toward long-term objectives (e.g., number of priority capital projects completed, number of square footage leased), and "impact" measures, which gauge actual accomplishment of objectives (e.g., number of people living downtown, number of visitors to downtown, number visiting on evening and weekends, dollars spent in downtown businesses, etc.).

Action Step

Develop initiatives to stimulate greater housing investment and home ownership in downtown Hartford and its neighborhoods.

Relevant Findings

- *Hartford has an oversupply of housing and, as a result, a very high vacancy rate.* Vacancy rates vary from 10 percent to 26 percent based on type of structure and location in the city. More than 700 residential buildings are listed as vacant in city documents. The city's population loss has contributed to the high vacancy rate. The most serious abandonment is concentrated in a few neighborhoods such as Frog Hollow, Northwest, Barry Square, and Clay Arsenal. These areas have in common a high fraction of multi-family housing and/or renters, very poor families, a high fraction of public or assisted housing, and weak commercial areas. Plans to substantially reduce the stock of public housing will help to reduce the surplus of housing units. However, further declines in the city's population are projected.
- *Hartford's rate of home ownership is very low -- about 25 percent.* This is considerably lower than most American cities and lower than the national rate of 65 percent. The Hartford rate, however, is not out of line with major cities that have a large fraction of the stock in multifamily buildings. In Hartford, 50 percent of the units are in buildings with more than

five units (which absent a sharp increase in owner-occupied condos, assures a high incidence of rental tenure as a permanent condition). The considerable financial and other resources needed to support low-income home ownership are not presently available.

- *While the city's housing stock is generally old and poorly maintained, the housing in the most serious disrepair and subject to the most vacancy is the multifamily stock.* To the extent that these can be removed from the stock and conservation and redevelopment can occur in the low density and single family units, there are prospects for a modest rise in this low rate of home ownership in select areas.
- *There are both opportunities and considerable barriers to developing downtown residential areas.* There are several buildings in Hartford's downtown area and some open land that could be acquired for housing development, including vacant office space. However, downtown housing development is deterred by such factors of perceptions about safety and a lack of neighborhood commercial activity that appeals to a young upscale population.
- *Hartford has substantial organizational capacity and resources to address its housing problems.* This includes the city's Department of Housing and Community Development, the Hartford Housing Authority, and community-based, church-based, and other nonprofit housing developers. In addition, a great deal of planning around housing revitalization has already been done. This includes the 1996 plan for development adopted by the Hartford City Commission on the City Plan, the Hartford 2000 Urban Act proposal and the numerous NRZ plans on which it is based, and the housing components of the SINA plan.
- *Unlike some cities that have made considerable progress in stabilizing, and even revitalizing their neighborhoods, Hartford has yet to organize its resources, develop a vision, and build an active capacity to undertake necessary actions.* Key stakeholders within the city, including local housing

agencies, developers, and community organizations, are not so much lacking in ideas, resources, or expertise, as in a common vision, mutual trust, and vehicles for acting.

*Program/Project
Elements*

1. *Organizations involved in housing development should form a public-private Hartford Housing Partnership to comprehensively address housing redevelopment needs in Hartford's neighborhoods.* The Partnership would bring local government, local funders and intermediaries, corporations, and public and private developers together to raise additional funds and design strategies and initiatives to deal comprehensively with such issues as abandoned properties, conversion of the housing stock, and promotion of home ownership.

Such partnerships have been established in more than two dozen cities around the country. Their principal feature is that a number of key players come together, use their clout to attract funds for equity, debt, and operating funds that are applied to hundreds, sometimes thousands of units, to be developed or rehabilitated. This approach is particularly helpful in giving some capacity to Community Development Corporations that, with the help of intermediaries, are then able to do many times more units than otherwise possible. Among the activities of the partnership could be the following:

- *A multi-family housing initiative that would engage owners, lenders, tenants, and the city government in various roles to protect multifamily housing.* By developing a coordinated approach, such an initiative could counter the downward spiral often created when uncoordinated, often counterproductive measures are taken by individual actors in response to a problem property.
- *Home ownership programs for low-income families.* Home ownership programs such as lease/purchase programs require collaboration among local government, housing developers, neighborhood groups and lenders, and generally involve a combination of subsidies and credit enhancements, careful screening and training, and creating a housing supply and neighborhood

environment that are attractive to prospective buyers.

- *An initiative to de-densify the city's housing stock through such means as increasing the size and reducing the number of units in existing multi-family buildings, and selective demolition and lower-density redevelopment.*
- *An initiative to address the negative-equity situation now facing many homeowners who bought in the 1980s that is contributing to foreclosures, vacancies, and declining property values.*
- *A targeted campaign to market the city to home buyers in the region.*

2. *The Growth Council's proposed development subsidiary should form a development venture to finance, develop, and provide incentives for downtown middle-income housing development, targeted particularly to young professionals.* While there is a compelling need to attract middle-class residents back to the city and there are assets in and near downtown that could appeal to certain populations, there are considerable risks involved in such development and a need to combine housing development with other amenities and improvements. Actors with a strong interest in the future of downtown, including major corporate and institutional employers, commercial property owners, financial institutions, and state and local governments, should combine their financial resources and expertise in a development venture that would spread the financial risks of development and enable a coordinated approach to stimulating related investments. There are a number of successful examples of coordinated initiatives to promote downtown housing development, even in cities typically viewed as distressed:

- *Cities such as Detroit, Houston, Cleveland, Baltimore, Newark, and Des Moines are seeing an increased demand for new houses in inner-city neighborhoods for the first time in decades.* In these cases, and in the literature, several features were common in broadbased housing initiatives.

There were promotional efforts to sell the city. There were incentive programs to woo buyers and engage lenders and insurance companies. In some cases, there were beautification and other public initiatives to make the area attractive. Cities initially targeted middle and upper income households, and, in some cases, took affirmative actions to make the effort work for low-income families as well. In most cases, there were complementary efforts to boost downtown development or commercial development.

- *Baltimore plans to start a cooperative program between the city, state, and employers called "Live Near Your Work Program."* This program would encourage employees of large companies to buy a house near their work place. Eligible employees will be offered \$1,000 to \$3,000 each for closing costs and downpayments. The city alone budgets \$2 million for the program.
 - *Employers such as hospitals, insurance companies, and city government have shown interest in promoting employee home ownership as a benefit or as part of a community development strategy.* A common way to stimulate home ownership among those on the edge of being able to afford it is to offer \$1,000 to \$4,000 in assistance with downpayment and closing costs. These programs usually do not require repayment if a minimum number of years of occupancy is met. Other programs include matching grants for downpayments, mortgage guarantee insurance, mortgage interest-rate buydowns, lease/purchase programs, and subsidized loans. Some employers see this as a mechanism to increase the longevity of their staff and to recruit new staff.
3. *The City of Hartford should streamline the management of its housing programs.* Efforts to increase capacity in Hartford will require establishing a focal point for housing development within city government. Presently, power and responsibility are spread over several agencies. The city will need to articulate a comprehensive housing strategy and orchestrate the resources to ensure implementation. An

executive leader is needed who is both a manager and a planner. There also needs to be the capacity to envision residential development as part of a downtown plan, as well as a plan that is responsive to and incorporates specific neighborhood interests. There are a number of ways this could be organized.

- *Baltimore created a single agency when it moved into a similar stage as Hartford in the 1970s. All of the housing and community development activities were put in a single agency with a powerful director. The Mayor hired a development assistant ("czar") whose job it was to make sure that political work was done and the intergovernmental work with the state and federal governments complemented city efforts.*
- *Another approach was used by Washington, D.C. in its efforts several years ago to revitalize the Pennsylvania Avenue corridor. In order to get around the lack of confidence in political staff in the mayor's office and to give greater confidence to key stakeholders, a quasi-public corporation was set up and given resources, bonding authority, eminent domain and other powers in order to focus development experience and power on the corridor.*

*Implementation
Responsibilities and
Steps*

1. *The primary responsibility for establishing the Housing Partnership rests with the various organizations that are currently involved or have an interest in undertaking and supporting housing development. The Growth Council can play a role in convening these parties in a working group to consider the proposal. If sufficient interest and leadership emerge, this group can proceed to the design and implementation stage.*
2. *The Millennium Management Group should entertain a proposal to enter into a memoranda of understanding with the Housing Partnership that would provide seed funding to support its initial projects.*
3. *The proposed development subsidiary of the Growth Council should solicit interest among potential partners in a real estate partnership to develop housing*

adjacent to downtown. If sufficient investment commitments can be obtained, the partnership should proceed with the planning of an initial project.

4. *The City Manager should appoint a panel of housing and management experts to recommend administrative reforms in the city's housing agencies.*

Benchmarks

Initial indicators of progress on these initiatives will be the establishment of the proposed or alternative organizational mechanisms. Once established, each of these organizations should establish production goals reflecting their organizational objectives. In the long-run, these and other organizations involved in housing activities should develop broad measures to monitor their impact, such as housing occupancy and home ownership rates, housing conditions, and the availability of housing options for various demographic and economic groups.

STRATEGIC DIRECTION # 5

SUPPORT REGIONAL LAND USE AND INFRASTRUCTURE POLICIES AND EFFICIENT USE OF REGIONAL RESOURCES BY PROMOTING COOPERATIVE SERVICE DELIVERY AND REDUCED RELIANCE ON THE PROPERTY TAX

The MetroHartford region has grown more or less ad hoc, without regard for the impact that one town's development has on the economic viability of the others. The current tax structure, transportation infrastructure, and land use regulations promote the development of suburbs and exurbs and erode the tax base of the city. The consequence of this structure is underutilized public and private assets, reduced city services, and high local property taxes. A "lose-lose" phenomenon results. Suburbs and rural communities that would prefer to limit growth are faced with managing rapid development. While residents would prefer to maintain their open space, they are pursuing commercial and industrial development solely to increase their "grand list" and keep taxes down.

While the image of the Capital Region may be of a metropolitan, urbanized area, there is a number of communities that are rural in character, where agriculture is an important part of the local economy and character of the town.

Many of the rural communities, because of their proximity to Hartford, attractive land values, and property tax rates, are vulnerable to development pressures of subdivisions and large-scale retail stores, etc. -- in short, to the dangers of urban and suburban sprawl. On average, 80 percent of farmland in the agricultural communities of the Connecticut River Valley is classified as prime and important farmland soils (i.e., the most suitable for producing food and fiber agricultural crops).

Economic growth in the cities and towns within the region that want it need not be at the expense of agricultural, forested, and open land, or wetlands. We need to create incentives to develop in areas that have infrastructure in

place, incentives to rural communities to provide infrastructure for appropriately scaled centers of economic activity away from prime agricultural areas, and incentives to avoid conversion of farmland and other rural open areas.

Other communities, often the more urban cities and towns that are the home of many of the region's low-income residents, are actively seeking investors interested in utilizing their existing infrastructure. However, their attempts to efficiently use existing infrastructure are constrained by high costs. As a result, public money is being spent on new roads, water lines, and sewers in communities that would prefer to remain more "rural," while buildings remain vacant and sites fallow in other communities that already have the transportation and physical infrastructure in place. At the core of this "lose-lose" phenomenon is the municipal overdependence on the property tax as a source of revenue.

Contributing to this phenomenon is the state's governance structure. As noted many times in this report, the right of each individual municipality in Connecticut to determine its own future and priorities is a core foundation of the state's political culture. However, there are some costs associated with this structure, the most notable being the inefficiency of delivering all services on a municipal level rather than taking advantage of the economies of scale associated with providing some services on a regional level.

It is not impossible to achieve balanced economic development on a regional level in this environment. The inefficient use of public funds results in higher costs for everyone in the state of Connecticut and puts further pressure on business costs. Moreover, it creates a more difficult regulatory environment for businesses. Companies are actively seeking sites in communities that have ambiguous feelings about their location rather than in communities that would warmly welcome any new investment. Developing new sites and creating the necessary new infrastructure requires significant environmental reviews and adds to the perception that the state is unfriendly towards business. Fundamental changes in the fiscal structure of municipalities in the state, as well as the existing land use policies is, thus, a critical component of any long-term economic development strategy for MetroHartford.

In the long run, the MetroHartford Millennium Project is committed to the following goals:

- increase the efficiency and effectiveness of government services through allocating public resources at the level where they can be expended most efficiently and providing certain public services on a more cooperative basis;
- achieve the appropriate balance of power and responsibility for land use policy that ensures that decisions made by local communities take into account the regional impacts and that regional decisions incorporate the concerns and interests of each municipality;
- develop a transportation system that conforms to efficient land use patterns and supports the needs of residents and businesses;
- reform the fiscal structure to ensure that property taxes do not drive economic and land use decisions in the region; and
- develop innovative mechanisms to support and manage assets of regional significance.

Action Step

Encourage high density development in the core areas of the region, particularly Hartford, along developing corridors and along corridors that lend themselves to growth in order to maximize energy conservation, provide public services most cost effectively, minimize sprawl, and balance the region's environmental and economic needs.

Relevant Findings

There is a considerable cost to urban sprawl. The development of infrastructure in outlying areas often comes at the expense of maintaining existing infrastructure. Such expansion into undeveloped areas also incurs additional energy costs, as well as costs associated with regional and local service delivery.

Land use policy and infrastructure investments within the MetroHartford region need to conform to the overall thrust of the initiatives developed as part of the Millennium Project.

The following framework was developed by a Task Force of the Millennium Project:

1. *Help re-establish the City of Hartford as our economic, cultural, entertainment, and sport center.*
2. *Build on previous infrastructure investments in the established industrial and commercial areas of the inner ring suburbs, around Bradley International Airport, and along the major transportation corridors that the region has previously earmarked for development.* Infrastructure includes roads, public transportation, airports, public water and sewer service, electrical service, natural gas service, and other utilities needed to support residential, commercial, and industrial development.
3. *Encourage future infrastructure investment to be focused in these same areas in order to ensure their continued vitality, support redevelopment efforts, discourage further suburban sprawl, and save tax dollars.*
4. *Encourage the protection of critical natural resources that provide many benefits to the region, including a safe drinking water supply and recreational opportunities for current and future residents.* These natural resources provide contrast to the built environment and are essential elements of the unique character of the Capital Region.

In order for these goals and policies to be supportable and equitable, changes in our tax structure will be necessary. At a minimum, there is a need for some form of revenue sharing so that every community in the region can pursue an economic growth plan consistent with its own goals and those of the region, and not driven by the need for local tax revenues.

*Program/Project
Elements*

1. *Maximize highway, rail, public water, and sewer networks to support existing and future employment centers.*

2. *Encourage concentrated centers of mixed use development in the City of Hartford and along major transportation corridors.*
3. *Encourage land use patterns and transportation systems aimed at revitalization of the City of Hartford, central business districts and town centers, while acknowledging suburbanization that has already occurred.*
4. *Discourage high density land uses in rural areas where existing or proposed infrastructure is not adequate. Promote planning and zoning practices that protect existing and proposed water supply sources, are consistent with existing and planned transportation infrastructure, and do not lead to unplanned extensions of sewer systems, water systems, and roadways.*
5. *Encourage low density land use development patterns in rural areas that are consistent with the natural capacity of the land to provide on-site water and septic systems needed to support growth.*
6. *Encourage compatible land use along town lines.*
7. *Support regional economic development strategies and the coordination of economic development/transportation improvements within specific corridors.*
8. *Minimize adverse effects on environmentally sensitive areas and scarce natural resources. Development in these areas should be restricted or prohibited based on significance of the resource and the ability of the land to support the development without adversely impacting the resource.*

*Implementation
Responsibilities and
Steps*

Continued efforts to develop and promote a regional land use plan that encourages high density development in the region's core areas will be the responsibility of the Capitol Region Council of Governments. This group, working in conjunction with the Land Use and Infrastructure Task Force and the Public Policy and Fiscal Issues Task Force, will develop a more detailed implementation strategy. Clearly, this is a longer-term activity that will require considerable research, analysis, and education work.

Action Step

Promote increased collaboration at the regional level while preserving the unique character of MetroHartford communities.

Relevant Findings

- *Some economic development functions such as commercial redevelopment can only be carried out at the municipal level. However, there are many other functions, including industrial recruitment, that are best performed at the regional level in order to reduce the level of competition among and between towns and to combine the strengths of all towns in attracting and/or retaining businesses.*
- *Some economic development functions that are currently carried out at the state level should be performed at the regional level, coincident with economic activity. Savings could be realized if state, regional, and municipal activities were better aligned.*
- *The current fiscal structure in Connecticut creates certain inefficiencies in terms of the cost of service delivery. Municipal costs can be reduced through cooperative delivery of certain services.*
- *The heavy reliance on the property tax in Connecticut is a constraint to regional collaboration on economic development and leads at times to the inefficient use of scarce resources.*

Program/Project Elements

1. *A group of public and private sector leaders has agreed to meet and review current issues that create barriers to regional development and prepare more in-depth recommendations for change to help align municipal, state, and regional initiatives.*
2. *This group should also oversee an analysis of the current cost of providing economic development in the 29-town MetroHartford area and should identify those activities that could be more efficiently undertaken at the regional level -- saving money for the individual municipalities.*
3. *Encourage the Capitol Region Council of Governments to summarize and share with municipal leaders existing CRCOG best practices regarding such activities as*

information services and planning and zoning regulation. Consider ways in which those successful practices could be applied to such regional sectors as utilities, transportation, and telecommunications.

4. *Review progress towards decreased reliance on property tax revenue and recommend actions to continue the trend.*
5. *Identify additional areas of municipal services where cost savings could be achieved through cooperative actions.*

*Implementation
Responsibilities and
Steps*

Benchmarks

The Growth Council will be responsible for overseeing this action step.

Indicators of progress on this initiative would include the completion of a rigorous analysis of the current expenditures on economic development in the region and the identification of other areas for cost savings. The primary outcome of the effort would be creating a more stable fiscal structure to reduce the costs to individual municipalities while enhancing economic development capacity.

Action Step

Encourage the development of a regional transportation system that provides for the efficient movement of goods and people and conforms to the land use patterns being promoted.

Relevant Findings

- *The tie between transportation policy and land use policy is fundamental.* Transportation policies affect land use decisions and land use policies affect transportation decisions. It is essential as we move into the next century that we recognize this principle and establish processes and support capital investment projects that coordinate land use and transportation decisions.

Program/Project Elements

1. *Do not make major transportation improvements in areas where development is undesirable. Each major alternative should be evaluated subjectively as to its potential development impacts.*
2. *Encourage use of transit, fixed guideway, and non-auto modes in areas where higher density development is desirable and where local land use policies support higher density development.*
3. *In corridors where the region is proposing a light rail system or busway system, major highway improvements should be discouraged.*
4. *Require consideration of land use/transportation issues during the environmental review and design phases of individual projects.* The potential development impacts should be addressed in the phases of individual projects. The potential development impacts should be addressed in the environmental review phase of the project. Adequacy of existing zoning should be assessed to assure that new development does not result in future traffic and driveway problems.
5. *Establish inter-governmental decision processes that encourage local land use decisions to protect and enhance the efficiency of regional transportation investments.*

6. *Roadway investments should be dedicated to areas where we want to encourage development and roadway investments in areas in which development is unwanted should be restricted to necessary safety and structural improvements so as not to stimulate development.*
7. *Focus development along major existing transportation corridors, particularly I-84, I-91, and I-291, and new fixed guideway transit corridors. Further refine this development to concentrate on established industrial and commercial areas such as the City of Hartford, East Hartford, West Hartford, Manchester, Rockville, Thompsonville, etc., where transportation and utility infrastructures are already in place. And finally, encourage towns to work together in the preparation of plans of development to ensure that town boundaries are not the deciding factor in ultimate decision making vis-a-vis development location.*

*Implementation
Responsibilities and
Steps*

The Capitol Region Council of Governments, along with the Greater Hartford Transit District, will be invited to develop a long-term strategy to improve transportation linkages within the region. This strategy will identify specific implementation steps as well as performance measures that could be used to measure progress.

Action Step

Aggressively support and facilitate a more extensive and comprehensive public transportation system in MetroHartford.

Relevant Findings

- *Fixed guideway/rail transit investments can provide access to jobs for both urban and suburban residents, establish points of commerce, provide an infrastructure for sustainable development and rational land use patterns, spur economic development in desired locations, connect existing economic drivers along employment corridors, and reduce highway congestion.*
- *A viable and comprehensive public transportation system is absolutely essential to foster the region's economic development, to ensure access to the region's job and retail markets by city residents dependent on transit, to support livable*

communities throughout the region, and to protect the capacity of the region's existing highway network.

*Program/Project
Elements*

1. *The region should vigorously pursue its long-standing vision to establish fixed guideway transit service. The region's Long Range Transportation Plan identifies three transit ways to be considered: Hartford West (I-84), Hartford South (I-91), and the Griffin Line, which would connect downtown Hartford with Bradley Airport via a light rail line. In addition, a downtown light rail loop should be considered as a part of any recommendation for light rail in the region and it has been suggested that a light rail line emanating from Hartford and serving East Hartford, Manchester, and Vernon be considered.*
2. *The region should identify and implement cost-effective transit investments that would facilitate access to its high density activity centers and would link and support high density activity centers as economic clusters. We should move quickly on any transit project that has been determined to be feasible and for which capital and operating funds have been identified.*
3. *The region should continue to work with ConnDOT and Connecticut Transit to revise and refine existing and future bus service to meet current and changing travel patterns, especially for reverse commuting. This is a particular challenge in light of the dispersed patterns of land use development that have already taken place in the region. The more dispersed the job locations, the more difficult it is to rely on traditional modes of mass transit. We should respond by encouraging the development of new jobs in more concentrated locations along existing transportation corridors and, when necessary, by utilizing smaller vehicles such as mini-buses and vans to transport people to certain job locations.*
4. *Welfare to work transportation access is a specific goal of both the state and federal governments. It is essential that public funds be used to help underwrite the cost of a coordinated transportation system that provides access to suburban and second and third shift jobs for people who*

are moving from welfare into work and for others who rely on public transit.

5. *The region must develop appropriate financing and operating mechanisms to realize comprehensive public transportation goals and policies.*
6. *The region should encourage its municipalities to make land use decisions that facilitate and encourage the use of transit.*

***Implementation
Responsibilities and
Steps***

The Capitol Region Council of Governments, along with the Greater Hartford Transit District, will be invited to take leadership of this initiative.

Benchmarks

The resolution of the region's overall approach to mass transit will be the first indicator of progress.

Action Step

Support major investments in the region's infrastructure.

Relevant Findings

- *The highway network of the region and country is the backbone of the transportation system. Because major expansion of this system is not likely to occur in the near-term, maintenance of the existing system is paramount.*
- *Bradley International Airport (BIA) should remain the focus of the region's air travel system with the following major enhancements.*
- *We must recognize the importance of intermodal connections, both passenger and freight, to the economic vitality of the region and the state.*

***Program/Project
Elements***

1. *In terms of the highways, the Millennium Management Group should lobby federal and state agencies to provide sufficient funds to maintain the existing Interstate and National Highway System, ensure the safety of these systems, and provide sufficient funds to*

maintain and ensure safety on locally-owned and maintained arterial and collector systems. In addition, the region should continue to encourage and fund the development and provision of programs and services that compete with the attraction and convenience of driving alone.

2. *Services at Bradley should be enhanced by: replacing the existing Murphy Terminal with a modern up-to-date facility that accommodates existing and future passenger needs; seeking to add direct service from BIA to major European and Canadian destinations to provide increased economic opportunities to world-wide markets; developing support warehousing and distribution facilities, terminals, customs cargo facilities, etc., geared to building the volume of freight traffic through BIA; continuing to market BIA as a more convenient, less expensive alternative for both passenger and freight, compared to other Northeast airports (i.e., Logan, JFK, Newark, etc.); and providing rail freight connections on the "west side" of BIA to facilitate Intermodal connections. In addition, general aviation airports such as Brainard Airport should be maintained for corporate and private use to complement services provided at Bradley, thereby preserving capacity at Bradley.*
3. *The region should continue to develop a complete system of pedestrian and bicycle facilities as an alternative means of transportation.*
4. *Facilitate development of major communication corridors (i.e., fiber optics) within existing transportation corridors including highway, rail, pipeline, and waterways.*
5. *The following intermodal connections should be supported:*
 - *Continue to develop intermodal centers, such as Union Station in Hartford, where rail, inter-city bus, local bus, taxi service, etc. all focus on a single point to provide a variety of transportation options to system users.*

- Develop intermodal connections at locations such as Bradley International Airport for both passenger and freight interchanges.
- Develop the Hartford rail yards as an important intermodal transfer center between rail, truck, water, etc.

*Implementation
Responsibilities and
Steps*

The Capitol Region Council of Governments will be invited to develop a long-term strategy for transportation infrastructure priorities. In so doing, it will consult with the Greater Hartford Transit District and others. This strategy will identify specific implementation steps as well as performance measures that could be used to measure progress.

Action Step

Develop a Regional Asset District to provide financial support of priority projects in MetroHartford and provide property tax relief and equalization in the entire region.

Relevant Findings

- *During the past legislative session, legislation was proposed by the Capitol Region Council of Governments authorizing the establishment of a Regional Asset District. These Districts dedicate a small portion of a region's sales tax collections, or some other revenue source, for investment in civic, recreational, sports, and cultural facilities that enhance the quality of life for everyone in the region. This legislation did not pass.*
- *The Pittsburgh region faced many of the problems found in MetroHartford today. In 1994, the Allegheny Regional Asset District was developed and charged with disbursing a portion of the county sales tax revenues. Under the 1993 Regional Asset District Law, Allegheny County was empowered to levy a 1 percent local option sales tax, above the 6 percent state sales tax. Half of the funds in the sales tax pool are allocated to the Allegheny Regional Asset District for "the preservation and enhancement of regional assets." A quarter of the funds are distributed to Allegheny County to reduce property taxes and to eliminate the county's personal property tax. The remaining 25*

percent is distributed to municipalities in a manner that favors "distressed communities."

- *Regional Asset Districts are a successful mechanism for supporting the arts and cultural amenities in a region.* The Pittsburgh Cultural Trust, an organization devoted to artistic preservation and downtown redevelopment, is partially funded through the tax sharing program. Denver has a program that supports the arts and other facilities through an assets district. Columbus, Ohio also dedicates a portion of local taxes to fund the arts.

*Program/Project
Elements*

1. *The Millennium Management Group should aggressively lobby for similar legislation in the next legislative session.*
2. *Some asset districts have relied on either a property tax add-on (St. Louis) or a sales tax add-on (Denver and Allegheny County) as a revenue source. Asset districts can also be funded by sharing in the current yield from existing revenue sources.* A small increment could generate significant revenue. Based on state FY1996 sales tax collections of \$2.46 billion (from a 6 percent tax), a .25 percent allocation of sales taxes for a regional assets district would yield \$102 million statewide. Thus, the Capital Region could surely generate at least \$10 to \$20 million annually from this relatively small allocation.
3. *Ensure that the funds going back to municipalities are used for property tax reductions or stabilization.*
4. *The Millennium Management Group can help establish regional priorities for investments by the Asset Fund.* These priorities should coincide with the recommendations of this Strategic Action Agenda. Special emphasis should be put on arts and cultural amenities throughout the region.

*Implementation
Responsibilities and
Steps*

The Millennium Management Group will take an active part in both lobbying for the passage of state legislation and working with the Capitol Region Partnership on the design of the fund and its management structure. The Partnership will be invited to develop a more detailed proposal for the

management and funding formulas of the Asset District to be used as part of the legislative effort.

Benchmarks

The primary benchmark of progress would be the passage of state laws supporting these changes.

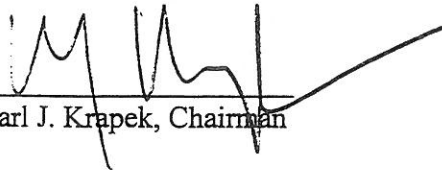
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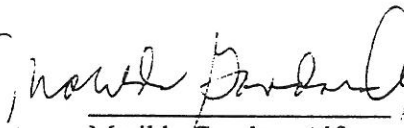
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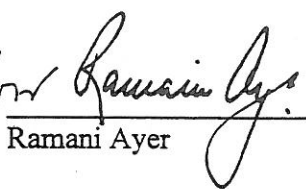
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MetroHartford Millennium Project: An Economic Development Action Agenda

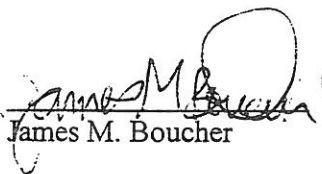
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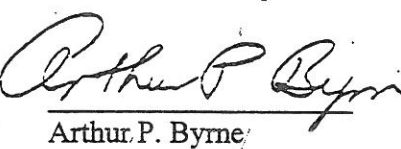

Karl J. Krapek, Chairman

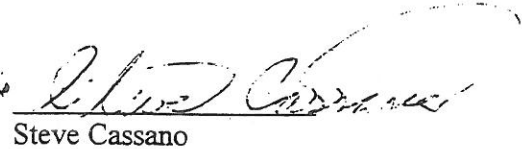

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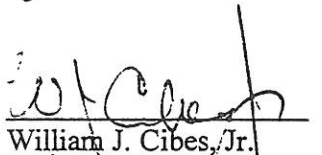

Ramani Ayer

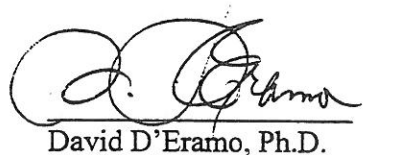

Michael R. Bangser

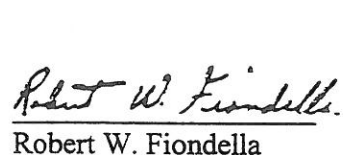

James M. Boucher

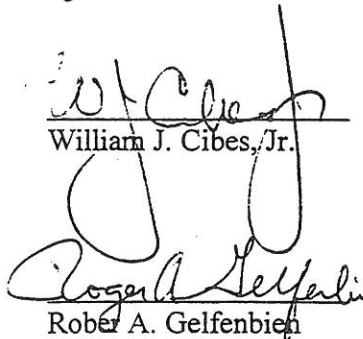

Arthur P. Byrne

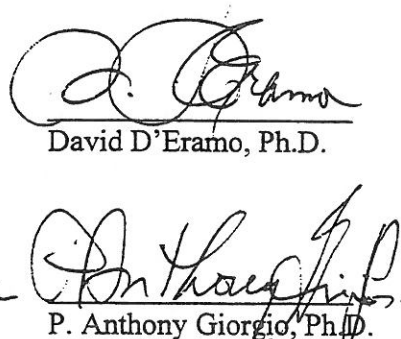

Steve Cassano

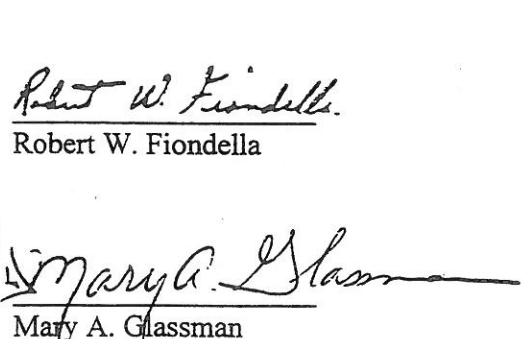

William J. Cibes, Jr.

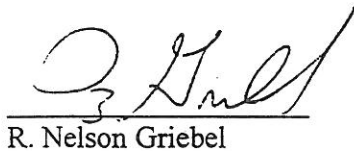

David D'Eramo, Ph.D.

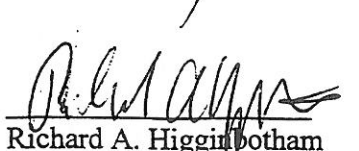

Robert W. Fiondella

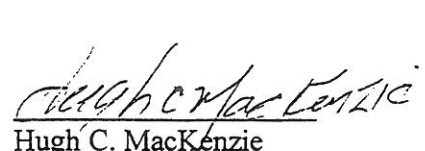

Robert A. Gelfenbien


P. Anthony Giorgio, Ph.D.


Mary A. Glassman


R. Nelson Griebel


Richard A. Higginbotham


Hugh C. MacKenzie

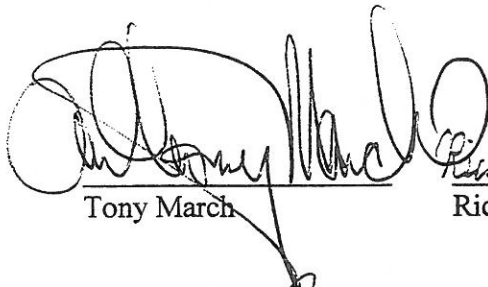
G R O W T H

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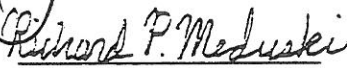
C O U N C I L

**MetroHartford Millennium Project:
An Economic Development Action Agenda**

Adopted by the
METROHARTFORD MILLENNIUM STEERING COMMITTEE



Tony March



Richard P. Meduski



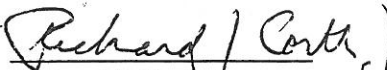
John Meehan




Daniel I. Papermaster



Michael P. Peters



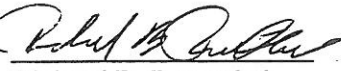
Richard J. Porth



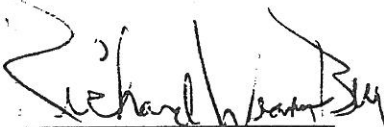
Sister Maureen Reardon



Christopher J. Rohrs



Richard B. Rosenthal



Richard Weaver Bey



Philip A. Wheeler



Robert W. Santy
Project Manager

November 18, 1997
The Old State House
Hartford, Connecticut

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