CEDS Advisory Committee – DRAFT Minutes

05/22/2018 at 9:00am

Travelers

1 Tower Square

Hartford, CT

Advisory Committee Members and Alternates in Attendance

Jim Scannell (co-chair) – Travelers

Michelle Allinson – Aerospace Alloys

Chip Beckett – Town of Glastonbury

Jim Boucher – Capital Workforce Partners

Mayor Luke Bronin – City of Hartford

Bruce Carlson – Connecticut Technology Council

Ted Carroll – Leadership Greater Hartford

Jorge Casasnovas – Casasnovas Consulting

Adrienne Cochrane – YWCA Hartford Region

Thomas Dudeck – Barings

Mike Freimuth – Capital Region Development Authority

Paula Gilberto – United Way

David Griggs – MetroHartford Alliance

Eric Knight – Remarkable Technologies

Mayor Marcia Leclerc – Town of East Hartford

Lou Manzione – University of Hartford

Mark Overmeyer-Velazquez – UConn Downtown Hartford

Alice Pritchard – Connecticut State Colleges and Universities

Mark Scheinberg – Goodwin College

Robin Sharp – YWCA of New Britain

Peter Souza – Town of Windsor

David Whitehead – Hartford Healthcare

Additional Attendees

Todd Andrews – Goodwin College

Jack Antonich – Member of the Public

Hedy Ayers – CRCOG

Chelsea Burket – Fourth Economy

Supriyo B. Chatterjee – Member of the Public

Michele Cote – Innovate Hartford

Scott Gaul – Hartford Foundation for Public Giving

Emily Hultquist – CRCOG

Mary Ellen Kowalewski – CRCOG

Peter Lisi – University of Hartford

Tim Malone – CRCOG

Rebecca Nolan – MetroHartford Alliance

Rich Overmoyer – Fourth Economy

John Shemo – MetroHartford Alliance

Lyle Wray – CRCOG

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Glastonbury / Granby / Hartford / Hebron / Manchester / Mansfield / Marlborough / New Britain / Newington / Plainville / Rocky Hill / Simsbury / Somers
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A voluntary Council of Governments formed to initiate and implement regional programs of benefit to the towns and the region

1) Introductions

Lyle Wray provided an introduction to the meeting, going over the purpose of the CEDS.

Tim Malone asked if everyone had a chance to review the minutes. No edits were suggested.

2) Public Comment

Tim Malone asked if any members of the public wanted to make a statement. One member of the public, Jack Antonich of Glastonbury, spoke. He asked if there was a requirement to have neighborhood-level strategies for the plan. He also requested that the final plan include a glossary of terms, that it identify the best indicators for measuring success, and that the goals and strategies follow the S.M.A.R.T framework.

Tim noted that these were all good points and that this plan was envisioned as being fairly big picture and would likely leave neighborhood-level strategies to other planning efforts.

3) Update on Schedule/Progress

Prior to Fourth Economy giving their update Lyle Wray invited David Griggs, the President and CEO of the MetroHartford Alliance, to provide an introduction. Mr. Griggs noted that fundamental to the process will be strong corporate engagement. The Alliance has set aside time during the June 13 board meeting to introduce the CEDS to the board and provide an opportunity for more corporate engagement. He noted that getting corporate engagement will truly make the process a public private partnership moving forward.

Fourth Economy provided an overview of recent progress, including a number of stakeholder interviews, the situational assessment for the region, and a meeting with the MetroHartford Alliance and the Hartford Foundation for Public Giving.

4) Discussion of Strategies

- The Fourth Economy team explained that the project is trying to identify key indicators that will help to focus the discussion on potential game changer strategies. The draft list of indicators included: Population growth; Gross Metro Product growth; and the % of jobs paying a family-sustaining wage. They asked the committee for feedback.
- A summary of comments is below:
- Chip Beckett: I don't think population growth belongs. I think the problem is the stagnation as far as GDP dropping. Should focus purely on economic indicators and let population fall where it lies.
- Thomas Dudeck: We need to measure private sector job growth.
- Mark Scheinberg: one problem is that we have a structurally unemployed group
  - We have a resource misallocation
- Mayor Bronin: We need to pay attention to the level of socioeconomic integration. Progress should be measured in reducing the level of disparity that we have.

- - number of jobs paying family-sustaining wage is more important than percentage
  - Jack Antonich: I keep coming back to median household income
  - David Griggs: we need to be mindful of what we're measuring. What we measure needs to be tied to economic development. We can't forget that we need engineers making lots of money to generate the family-sustaining wage jobs.
  - Jorge Casasnovas: Each strategy will have its own unique measures.
  - Mayor Leclerc: this is a CEDS process about the greater Hartford region. Hartford is 18 square miles which is much smaller than other metropolitan regions.

5) Input on Strategy Groups

- Fourth Economy gave a summary of the process of putting together strategy groups. Groups will be formed around the three main goals of the project: regionalism; vibrant places, and workforce. A fourth group focusing on transportation infrastructure will also be formed.
- Eric Knight asked what the strategy to mine the right stakeholders for each group would be.
- Chelsea answered that each group would have co-hosts and that the committee would be asked for input on attendees.
- Fourth Economy gave an overview of each goal area and asked for input:

Regionalism
- David Griggs: I'm not sure how broadband fits into this category.
  - Lou Manzione: this state has one of the highest fractions of dark fiber.
  - It was also suggested that most efforts at expanding broadband would take place on a regional scale.
- Chip Beckett: I'd like to see strategies 2, 3, and 5 featured prominently. There will always be a tension about where a businesses locate, which is difficult.
- Mark Scheinberg: when you're creating a regional business attraction strategy it's got to be to attract them from outside of the region, not within it.
- Mayor Bronin: how constrained are we going to be in the process if we decide what is politically feasible? I would propose that we be a little bit bolder. When there is new business, some of the taxes should go to a regional fund.
- Jorge Casasnovas: as you benchmark other cities, one of the big differentiators is that we have a great location.
- Lyle Wray: as we wrap this project up, the level of ambition is one of those aspects. If it's too far ahead of the curve, then we don't have actionable strategies. On the other hand, we definitely need stretch goals.
  - Chelsea: will also be important to have the private sector behind it.
- Mike Freimuth: there was a pretty big effort by the business community recently (Fiscal Stability Commission). It was somewhat ambitious but it fell into the blackhole of another study by the legislature.
- Michelle Cote: one question that I have immediately is what role does having or developing an economic identity, or an aspirational economic identity? What are we promoting? How do we create an identity for the region? In Innovation Places, we're looking at the three pillar industries. When we took a look at the three industries there are cross-cutting technologies between them.
- Lou Manzione: I wanted to speak to the business attraction strategy, we have some really strong sectors in the area (aerospace). I think we need to reach out to some of the other regions around us to attract companies.
- Jorge Casasnovas: how do we identify ourselves?

- Eric Knight: as we look at three or five iconic cities on the screen. what would those two or three words be that we would use to brand ourselves?
- Supriyo B. Chatterjee: We have a lack of young companies. Many leave this region for other places.
  - Chelsea: hadn't previously prioritized entrepreneurship but did include it under strategy number five.
  - Eric Knight: the lifeblood of any community is entrepreneurial activity
  - Paula Gilberto: maybe it needs to be more fine-tuned and integrated into the industries that are pillars of the economy.
  - Chip: don't we want variety? Connecticut never came out of the S&L crisis. I think we need startups so we have the next big thing.
- Mayor Bronin: I think the single most important thing is creating a sense of identity and then promoting it. We all saw in the amazon HQ2 process that we don't have it. Strategies 1 and 2 should be together and make sure 2 doesn't become a plan to make a plan.
  - We don't have anything here about identifying the obstacles to creating and retaining entrepreneurial companies here.

Create the workforce of tomorrow:
- Ted Carroll, one area we seem to be missing is retaining college graduates. A strategy would be engaging college graduates while they're here. Add a specific strategy about connecting college graduates.
- Peter Lisi: it's not waiting until they're college graduates, but engaging them as students.
- Paula Gilberto: I think one of the things that would be interesting to explore is what is it that is keeping exemplary programs from getting to scale? What are the roadblocks? Employers are weighing whether they should be investing in exemplary programs or middle and high school students. This is happening right here, right now. We have a disproportionate number of adults out of work and we're not meeting employer needs.
  - If we're going to delve into the k-12 system, we need a whole other level of people at the table.
- Mark Scheinberg: the majority of our students are not going to and finishing college. What do you do to credential students in high school so they are exposed are to key industries?
- Michelle Cote.: when you're looking at higher ed, there is an opportunity to bring it in earlier. Opportunities to have experiential learning.
- Thomas Dudeck: a challenge is finding a place when you're a college student. There are competitiveness issues at the state level that are going to make it hard to change the trendline. The report talks about moderate GDP growth, but it's actually awful. Employment growth is awful.
- Jorge Casasnovas: when you graduate from college, you leave. When we get a commitment from local companies to have internships in the area, it motivates them to stay.
- Mayor Bronin: focusing on the specific issue of the workforce of tomorrow, there is a lot of job growth projected in aerospace that is coming. There is a model that works in other countries. I think that has to be the sole focus of this section. That alignment between the talent we're producing and the talent that we're needing.
  - Are we creating the talent that is prepared for these jobs and they're leaving, or are we not creating the talent?
  - Jim Boucher: right now we're seeing exemplary programs on the ground. It will require a very robust data-driven process to pull together the institutions and employers.
- Mayor Leclerc: this is multi-tiered and multi-faceted. How do we ready our colleges to be good enough and perceived to be good enough to attract students? We need to make sure there are opportunities for when young people want to come home.

- Michelle Allinson: getting quality people in is a challenge. All the engineers coming out of school are getting picked up by Amazon and Google. How do we get them to think that manufacturing is as cool as amazon and google?
- Chip Beckett: companies don't want to hire people without 5-7 years of experience. Need to modify the strategies to talk about all three cohorts.
- Eric Knight: there are a lot of jobs here but the industry does a poor job of recruiting them. Kids haven't been connected to Connecticut in any way.
- Jorge Casasnovas: how do we create incentives for corporations to stay around?
- Mark Scheinberg: it takes stickiness. Relative stickiness. The problem is if we educate people for jobs that we don't have going on here, we do it at our peril. Summer internships don't work for 86% of the people. There are answers but they aren't the ones we've used in the past.
- Mayor Bronin: we have more stickiness when we look at our community colleges. We need to focus on them for the underserved population.

Quality of life
- Ted Carroll: a couple of thoughts on people to invite. Kathy Malloy of the Greater Hartford Arts Council. Also, there are other nodes we would want to pay attention to.
- Pete Souza: are the strategy groups going to include focus groups. Specifically, different demographic groups.
- Michelle Cote. it would be worth expanding the discussion of quality of place beyond the 20 somethings. There is a mix of the people who live here and what makes other places a draw.
- Chip Beckett: I would change number 3 to be all the regional centers (not just Downtown Hartford).
  - The core city is never going to be good if you can't get there.
- Mayor Bronin: I think that one of our strengths as a region is that we have so many great town centers. But, if you don't have a strategic effort to enhance downtown Hartford you won't have a draw to the region.
- Thomas Dudeck: the aspiration would be that you have enough growth in the region that you don't have a zero sum game.
- Mayor Bronin: if we can create a vibrant, populated center then that starts to attract to people to the region.
- Thomas Dudeck: at what point in time does that become viable without a significant amount of investment by the public sector?
- Mayor Leclerc: those are the metrics that need to be tracked so we can communicate it to people.
- Mayor Leclerc: you're not giving us what you're looking at within the benchmark regions. I was wondering what the drivers were for their growth

6) Identifying Benchmarks & Indicators

The team gave another brief overview of the benchmarking and indicator aspect of the project.

7) Next Steps

The team explained that they will be forming strategy groups and have them meet in June. They will be looking for input from the committee on who should attend. A draft list will be sent out.

The Meeting Adjourned at 11:00 AM