



# **Kickoff Meeting**

Capitol Region COG  
CEDS Working Group  
February 15, 2018

# AGENDA

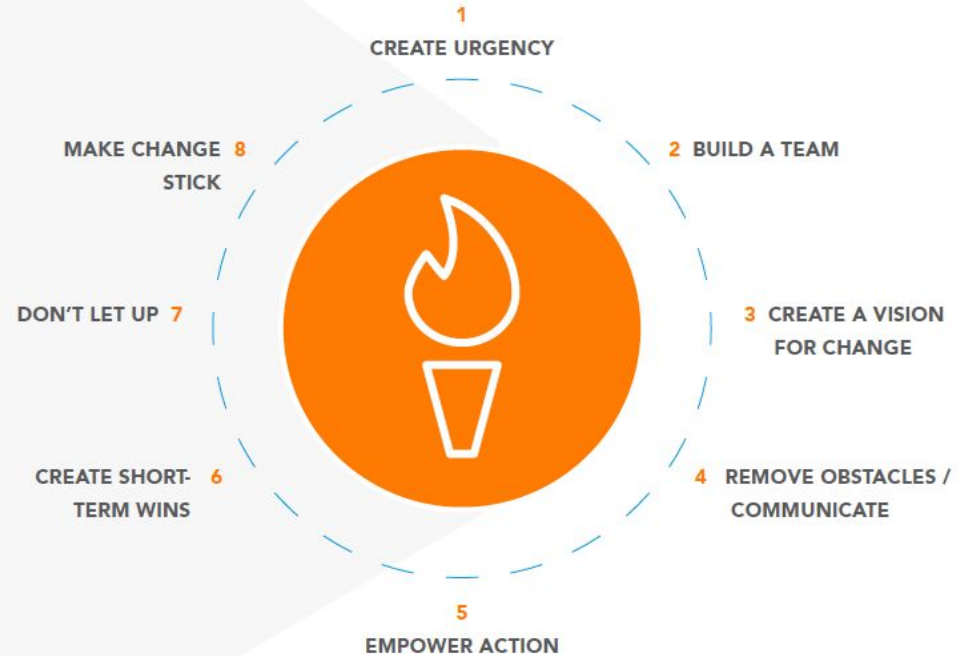
1. Introductions
2. Review the **scope**
3. Explore **resilience** survey exercise findings
4. Review key takeaways from **planning document review** & solicit feedback

# Project Scope

- **Kick-Off:** What has already been done? What direction do key stakeholders think we should head?
- **Analysis:** What does that data say Metro Hartford's opportunities?
- **Advisory Committee:** What is the guiding vision and goals of the CEDS?
- **Research & Engagement:** What do stakeholders and national best practices suggest game-changer strategies would be to achieve our goals?
- **Advisory Committee:** What are the top game-changer strategies that should be implemented?
- **Investment Prospectus:** What actions, partners, are resources are needed to implement those strategies?
- **Capacity Building:** How do we build the capacity and partnerships required to sustain implementation?
- **Evaluation Framework:** How will we measure success?
- **Roll-out:** How do we communicate about our plan and next steps?

# Creating and sustaining transformational change is the bold goal

MODEL FOR TRANSFORMATIONAL CHANGE\*



*\*Adapted from Kotter, John P., "Leading Change: Why transformation efforts fail," Harvard Business Review, 2007*

# Resilience Strengths

- Regionally and globally integrated local economy
- Strong social networks providing support at individual, household, and community levels
- Effective security and rule of law, including systems to deter crime with competent policing, fair and accessible criminal and civil justice, and proactive corruption prevention
- Safeguards to health and human life, including access to quality healthcare and emergency services

# Resilience Weaknesses

- Effective collaboration and communication between city, state, and national government
- Private sector participation in community and economic leadership and governance
- Transparent, inclusive, and integrated government decision-making and leadership
- Inclusive and constructive collaboration between all actors involved in community and regional decision-making
- Adequate public financing and fiscal management
- Regular monitoring and analysis of data to inform community and regional planning and strategies
- Safe and affordable housing for all

# Planning Document Review

What have we looked at?

What did we find?

What did we miss?

## What have we done?

- Reviewed **existing planning documents** in consultation with CRCOG and MHA
- Organized around five **areas of interest**
- Synthesized themes and recurring **key ideas**

## What haven't we done?

- Captured all of the possible areas of interest and key ideas - there are a lot! We tried to capture the ones that occurred most frequently, but we likely **missed some**.
- Catalogued all of the **organizations and programs already making progress** on these areas and ideas.



## Plans that we reviewed:

2012 MetroHartford CEDS

2011 Central Connecticut CEDS

One Region, One Future: An Action  
Agenda for a Connected,  
Competitive, Vibrant, Green  
Knowledge Corridor, 2014

Metro Hartford Progress Points  
(2014, 2015, and 2016)

Commission on Fiscal Stability  
slides

Baseline Assessment of CT's Innovation  
and Entrepreneurship Ecosystem, 2017

Innovation Places Summary, 2017

Automation and the CT Job Market, 2017

CT Workforce Assessment, 2017

Boosting Metro Hartford's Economic  
Performance in the New Millennium, 2008

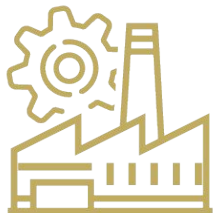
Jumpstart Research & Recommendations,  
2014

## Purpose of our discussion:

- Begin to **establish goals** for the CEDS
  - Goals will represent the key opportunities on which we will focus
  - Goals should related to opportunities that require collective and new/renewed focus to address
- Discover any **big misses** in our review
- **NOT** to tell you what you already know

# Key Areas of Interest

- 1 Industry-Specific Growth Opportunities
- 2 Education & Workforce
- 3 Innovation & Small Business
- 4 Quality of Life
- 5 Transportation

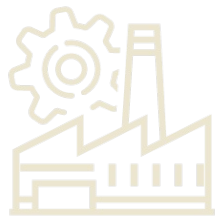


## **Industry-Specific Growth Opportunities**

Strengthening business climate must underpin growth.

Several industries are particularly well positioned.

Recent growth has been in low-wage jobs.



# Theme 1.

**A strong “business climate” must underpin any economic growth.**

## We have some great strengths...

**US News Rankings**

- #4** Education
- #8** Crime & Corrections
- #12** Healthcare

**Beacon Hill Institute**

- #5** Technology
- #9** Openness
- #10** Security
- #14** Human Resources

**CNBC**

- #3** Education
- #7** Workforce
- #13** Technology & Innov.

**Forbes**

- #5** Quality Of Life

Safe state with high quality of life, talented workforce and excellent healthcare/education

## ...which are overpowered by glaring deficiencies

**US News Rankings**

- #38** Economy

**Beacon Hill Institute**

- #50** Infrastructure
- #50** Business Incubation
- #47** Fiscal Policy

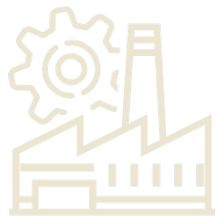
**CNBC**

- #47** Infrastructure
- #43** Cost of Doing Bus.

**Forbes**

- #46** Reg. Environment
- #45** Business Costs
- #43** Economic Climate

Weak economy with slow growth, a precarious fiscal situation and challenged cities and infrastructure



## Theme 2.

There are several industries that stand out as particularly well-positioned.

Growth initiatives...with a more stable fiscal roadmap,  
targeted growth initiatives should be pursued

**Growth workstream will produce recommendations for...**

- **A laser focus on 3-4 sectors that will be more productive than a “peanut butter spread” approach**
  - Leverage Connecticut’s strengths
  - Possible targets
    - Healthcare
    - FinTech
    - Advanced manufacturing
    - Other TBD
- **Targeted sectors to be cross-referenced to cities initiative**
  - Healthcare -> New Haven
  - FinTech -> Hartford/Stamford
  - Advanced manufacturing -> Hartford
- **Public investment methodologies and allocations**
- **Business incubation strategies**
- **Opportunities to foster greater public/private collaboration and joint growth initiatives**



# Innovation Places (2017)

## **InsurTech**

### Goals:

- Establish Hartford as a globally-recognized center of InsurTech activity
- Attract new technology startups to Hartford
- Create strong pipelines of talent needed to drive process and product improvements with new technology
- Increase innovation activity within Hartford's anchor insurance companies

### Initiatives:

- Hartford InsurTech Hub, powered by Startupbootcamp

## **MedTech**

### Goals:

- Shorten the path from bench to business for budding biomedical device, therapeutic, and diagnostic companies in the region
- Link biotechnology and digital healthcare entrepreneurs with experts in clinical practice, healthcare administration, and regulatory approval
- Encourage healthcare professionals and medical researchers to evaluate the commercial potential of their technology

### Initiatives:

- Hartford Biomedical Innovation Institute
- MedTech Hub
- Digital Health Technology Program

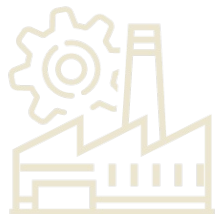
## **Aerospace/Advanced Manufacturing**

### Goals:

- Help manufacturing firms experiment with automation and advanced technology to keep and grow business in an increasingly competitive marketplace
- Raise awareness of the career opportunities available in the local aerospace supply chain for local high school students.

### Initiatives:

- Innovation Technology Labs
- Industry-focused Robotics Competitions
- High School Outreach Programming



## Theme 3.

**Since the recession, growth has been limited, and has primarily occurred among low-wage jobs.**

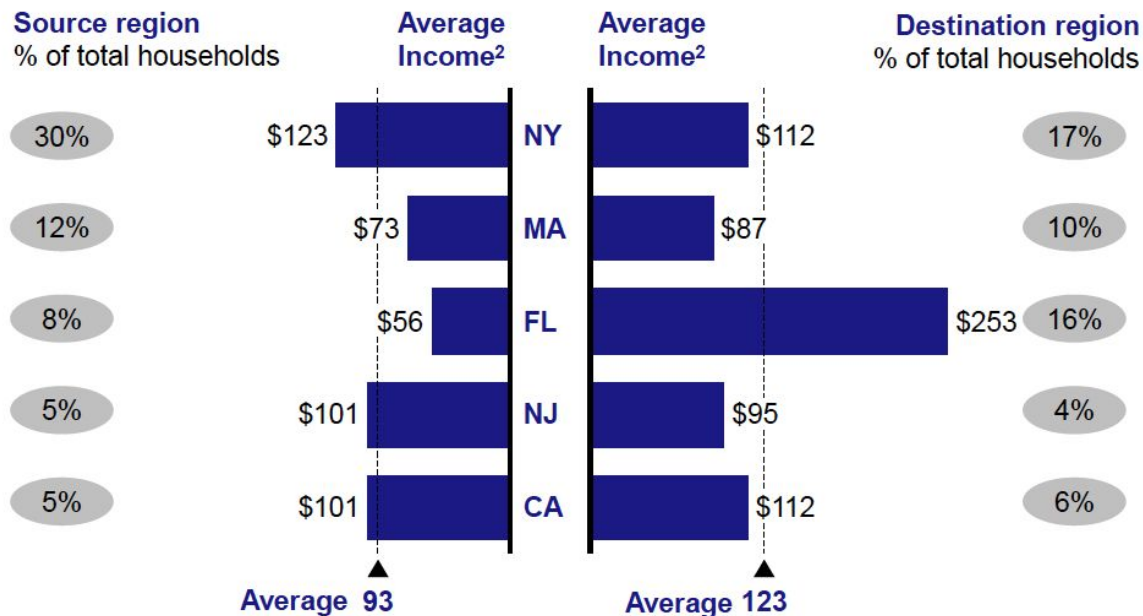
# Increase med- to high-skilled jobs

Family economic security: Attracting “employers who understand the importance of providing well structured jobs would make a difference for ALICE households” and the **“biggest impact on income opportunity would be made through a substantial increase in the number of medium- and high-skilled jobs** in both the public and private sectors.” This “would enable ALICE households to afford to live near their work, build assets, and become financially independent.” [Source: 5]

## Migrants to CT earn less than those who leave CT

Households<sup>1</sup> moving to Connecticut earn \$93,000/year...

...while CT residents moving away earn more – averaging \$123,000/year





## **Education & Workforce**

The primary workforce issue is skill/education gap.

Departure of talent and lack of high-wage job growth are self reinforcing.

There is a significant mismatch of skills between workforce and employers.



## Theme 1.

**The region is getting older, but the primary workforce challenge is the socio-economic/opportunity gap.**

# The Opportunity Gap poses a threat to competitiveness

- **Educational Attainment Gap.** There is a need to reduce the educational attainment gap in low income and minority communities to improve their access to job vacancies and new jobs. It is estimated that by 2020, nearly half of Connecticut and Massachusetts' 25-29 year-old population will be comprised of people of color.

- **Unequal Access to Economic Opportunity.** The region's largest cities of Hartford, Springfield, Holyoke and New Britain continue to experience deep poverty and high unemployment, coupled with low workforce participation rates. Also, the core cities have lost jobs over the last decade, while new jobs have increasingly located in suburban locations, which are often not easily accessible to city residents. Lack of affordable housing in the suburbs, and lack of a fully-developed transit system further limits the opportunity of low-income workers to move closer to jobs or access them easily through transit. There is a need to improve access to economic opportunity by providing affordable housing and by improving transit access to the region's suburban areas.



**Lower skilled workers are also more susceptible to industry shocks**

Summary of Automation Risk Scores by Occupation Group (Ranked from Highest to Lowest Risk)					
Rank	Occupation Group	Risk Score	Rank	Occupation Group	Risk Score
1	Food Preparation and Serving	84.5	12	Personal Care and Service	41.0
2	Transportation and Material Moving	74.0	13	Healthcare Support	30.8
3	Production	72.3	14	Life, Physical and Social Science	26.0
4	Office and Administrative Support	71.5	15	Architecture and Engineering	24.0
5	Building and Grounds Cleaning & Maintenance	69.8	16	Education, Training and Library	23.8
6	Sales and Related Occupations	68.3	17	Arts, Design, Entertainment, Sports and Media	21.8
7	Construction and Extraction	57.5	18	Healthcare Practitioners and Technical	21.3
8	Installation, Maintenance and Repair	56.3	19	Farming, Fishing and Forestry	19.5
9	Business and Financial Operations	49.5	20	Management	16.5
10	Protective Services	45.8	21	Computer and Mathematical	15.5
11	Legal	43.5	22	Community and Social Science	12.5
Source: Fry and Osborne, The Future of Employment (2013), Connecticut Department of Labor's, Occupational Employment and Wages (Q1 2016), and authors' calculations					



## Theme 2.

The exodus of educated talent and the slow growth of key industries and high-wage employment (e.g., technology, advanced manufacturing), represent a tricky “chicken and egg” issue.

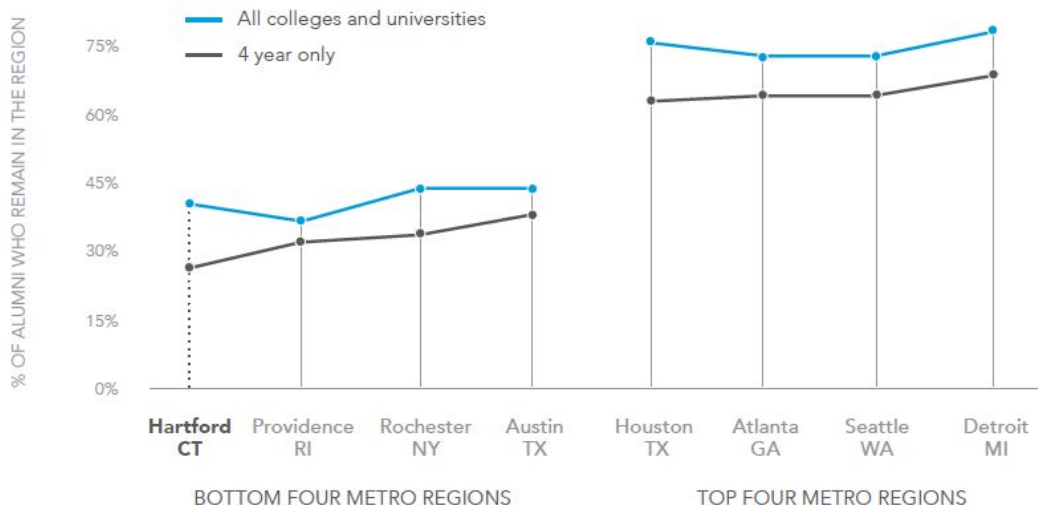


# Increase retention of graduates

- “As a way to increase the retention of college graduates in the region, the MetroHartford Alliance, with assistance from Capital Workforce Partners and CCAT (for manufacturing), should establish new partnerships between area higher education institutions and employers so that recent graduates know about internships, apprenticeships and job opportunities.”

(Source: 2012 CRCOG CEDS)

**The Metro Hartford region retains the fewest four-year graduates of any metro region in the country with 60% of recent graduates citing 'jobs' as their primary reason for leaving.**



Source: Brookings Institution, Metropolitan Policy Program, 2014.



## Theme 3.

**There is a significant mismatch of skills between workforce and employers.**

# Increase & align degrees

Talent: The State should target “at least 70% of the working age population having a postsecondary credential by 2025,” **prioritizing attainment for minorities**, city residents, adults and credentials that “reflect ...deeper learning.” “Degree production” should be aligned “with the workforce needs of the state’s employers...[and] the fields identified as state priorities (e.g., STEM, health, digital media, advanced manufacturing).” Achieving this requires “mov[ing] from ‘pilots and projects’ to system-wide implementation.”

(Source: Progress Points Access to Jobs Brief)

## Workforce development: Potential initiatives under consideration

**Strategically expand and align degrees** from higher education institutions with high-need skills of the regional business community

- Tighten connectivity between all state-funded institutions and business leaders

**Establish a new tech campus in Connecticut** through a competitive bidding process among top-tier universities

- Target N.Y.C Roosevelt Island model in a major CT urban center

Create a joint task force of educators and business executives that use a **data-driven approach to determine the most in-demand skills**

Create tax incentive to **attract early career STEM talent**

- For STEM graduates living and working in CT within 10 years of graduation, credit 100% of CT income tax due on up to first \$100k of AGI, if funds utilized to pay student loans

**Public/private cooperation essential to make these initiatives successful**



Table 3. Knowledge Corridor Talent and Workforce Strategies by Timeframe for Implementation.

Short-Term (1-2 Years)	Mid-Term (3-5 years)	Long-Term (6-10 years)
<b>Promote Business Community Engagement in Workforce and Talent Initiatives</b> Increase the Regional Investment in Talent, Workforce and Education Create Wide-Reaching Essential ("Soft") Skills Programming		
<ul style="list-style-type: none"> <li>Develop Training Academy and Coaching for Administrators and Teacher Leaders in K-12 Schools Serving Disadvantaged Populations</li> <li>Strengthen Vocational and High School Links/Pathways to Employers and Education</li> <li>Support and Expand Adult Basic Education</li> <li>Expand Industry Engagement in Target Sectors</li> <li>Increase Access and Opportunities to State-funded Workforce Training Grants</li> </ul>	<ul style="list-style-type: none"> <li>Implement Universal Early Education Intake Pilot Programs in Distressed Cities</li> <li>Create Targeted Urban Teacher Education Curriculum at Area Colleges</li> <li>Widen Middle and High School Career Awareness for the Region's Target Industries</li> <li>Improve Vocational School and Community College Recruiting for Instructors</li> <li>Expand Innovative Middle Skills Transition Initiatives</li> <li>Promote Entrepreneurship Opportunities and Education</li> <li>Implement Pilot Employer-Driven Customized Training Programs with Employer Funding Matches</li> </ul>	<ul style="list-style-type: none"> <li>Advocate and Fundraise for Universal Birth Through Five Programs</li> <li>Reform Funding for Community Colleges</li> <li>Attract and Retain Younger, Talented Workers</li> </ul>

Source: Knowledge Corridor Talent and Workforce Strategy, UMass Donahue Institute Economic and Public Policy Research (2014)

## Engage employers

- CT's vocational programs currently require significant proactivity by participants and **lack integration** across the value chain
- Across every industry, companies identified **basic professional skills** as their most pressing skills gap
- Successful **sector partnership programs** help participants develop these key workforce skills and have contributed to outperformance in job growth in several states

(Source: CT Workforce Assessment, Yale School of Management, 2017)



## **Innovation & Small Business**

Strong, but disconnected assets.

Small-scale innovation is comparatively weak.



## Theme 1.

**The region has an increasing number of assets, but they are often disconnected and difficult to identify.**

# Connect the ecosystem

**Social Capabilities:** Activating Networks and Facilitating Progress in Commercialization

- Asset Mapping & Navigation
- Engaging Students
- Mentor Networks
- Startup Corporate Connections
- Marketing – Awareness Raising

(Source: Innovation Places, 2017)

Hartford needs a **champion for entrepreneurship** to lead the following efforts on behalf of the ecosystem:

## 1. FACILITATE COLLABORATION AMONG SERVICE PROVIDERS AND USERS TO SHARE AND LEVERAGE RESOURCES:

- Develop a centralized resource to inform the network of the full range of services available to entrepreneurs
- Direct entrepreneurs to the appropriate resource by making warm hand-offs and referrals
- Share data and information that can be used to advance the network as a whole

## 2. ADVOCATE FOR IMPROVEMENTS TO THE ECOSYSTEM:

- Establish a shared, data driven mechanism for understanding the needs of entrepreneurs in the ecosystem
- Engage corporate and business community to support entrepreneurs and the ecosystem
- Use data to understand and adapt to current perspectives on working and starting a business in the Hartford region

## 3. SUPPORT GRASSROOTS EFFORTS TO BUILD COMMUNITY

- Market and promote diverse participation in the entrepreneurial ecosystem including young and disengaged populations
- Promote entrepreneurial events, activities and wins through local media

(Source: Jumpstart, 2014)



## Theme 2.

**Corporate-scale innovation—i.e., R&D, patents—is strong in the region/state, but there are barriers to smaller-scale entrepreneurship, like venture/seed capital.**



# Increase and grow startups

## Snapshot of Connecticut's small and medium enterprises



### Numbers = CT's Rank among states

- VC funding as a % of GDP<sup>3</sup> **24**
- PE investments as % of GDP<sup>6</sup> **26**
- Percent of adults per month starting a business<sup>4</sup> **31**
- Survival rate of new establishments after 10 years<sup>2</sup> **32**
- 0-5 year firms as % of total<sup>5</sup> **37**
- Small business lending per employee<sup>7</sup> **37**



#### Larger, older companies

Large companies (500+ employees) **make up 51% of employment** and old firms (21+ years) **make up 45% of employment**



#### Trailing entrepreneurship

The state is a **leader in innovation** (7th most patents per capita), and has a reasonable supply of funding (14th in venture deal volume per capita), however **ranks 37th in share of firms younger than 5 years**



#### Low business survival rate

Connecticut **ranks 32nd among states for company survival of 5+ and 10+ years**, and many of its small businesses **have not recovered the jobs lost in the recession**



#### Small business challenges

**High cost of living, uncertainty of legislation and high state business taxes are hampering growth** says the small and medium businesses recently surveyed



## Quality of Life

Quality of life must consider all people.

Fortunately, the region has many assets to build upon.

Diverse and affordable housing supports talent retention and attraction.

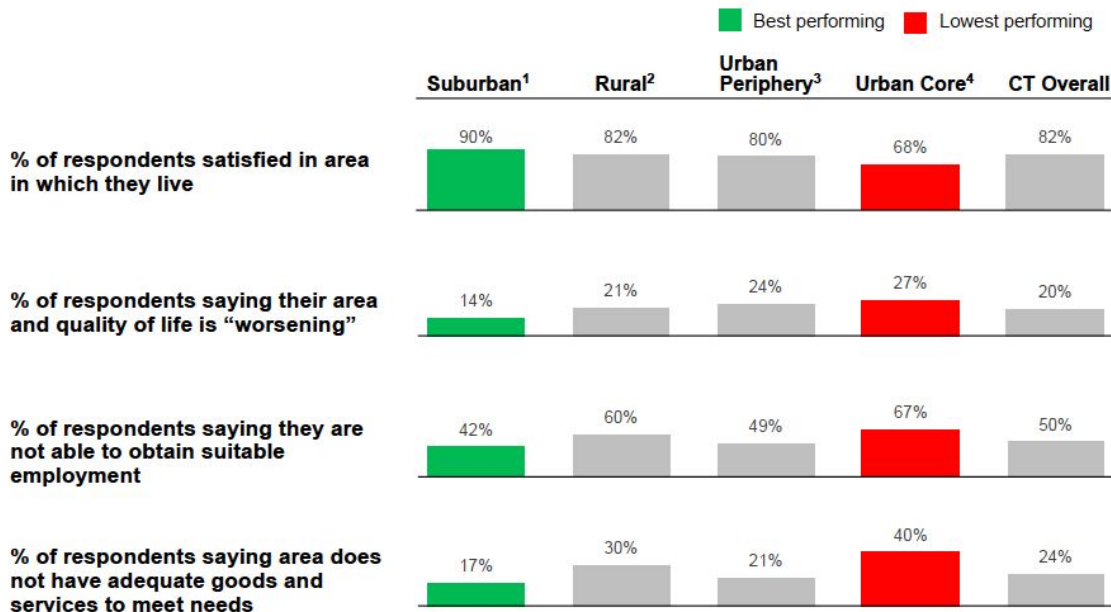


# Theme 1.

**Quality of life in the region must mean quality of life for all,  
including different ages and backgrounds.  
(Equity matters.)**

# Planning and place-making enhance livability

## Connecticut's urban cores underperform rest of state in livability



Note: Survey based on 16,219 responses- 28% suburban, 13% rural residents, 38% urban periphery, 17% urban core residents, 5% "wealthy". 1 includes locations such as North Haven and Granby located near larger urban centers. 2 includes locations such as Putnam and Sharon located farther from an urban core. 3 includes locations such as Norwalk and East Haven located around urban cores.

Source: CT Data Haven, Apr-Oct 2015

# Quality of Life is important to innovators...

**Placemaking:** Making Hartford and East Hartford a Magnet for Top Talent

Goals:

- Create a work/live/play environment
- Increase density and vibrancy of commercial activity
- Attract new energy and talent to the area

Initiatives:

- Small Business Grants
- Retail Space Matching Program
- Food Park

(Source: Innovation Places, 2017)

## INTERVIEW PERSPECTIVES

- “It’s hard for students to **afford to stay** here”
- “Young people are leaving because of a **lack of events and activities**”
- “Hartford has a **problem** with the environment being able to **attract entrepreneurs**. The only ones who want to stay are those who want to be close to home”
- “There is a good talent pool here but most **young workers move out**”
- “Not enough for **young people**, they **want to live in cities that have ‘buzz’** like Boston and New York.”

Source: Jumpstart, 2014)

# But investments in Quality of Life be equitable to create a quality of life for all

Metro Hartford had the largest increase in poverty in the state.



**14,000** more people experience poverty in Hartford neighborhoods with **concentrated poverty** than 10 years ago.

AND



**20,000** more people experience poverty in **low- to mid-poverty neighborhoods** in suburban towns than 10 years ago.

*Source: Brookings Institution analysis of U.S. Census data.*



## Theme 2.

The region already has many assets that it is well-poised to build upon.



# Hartford Capital City Parks Master Plan, 2014

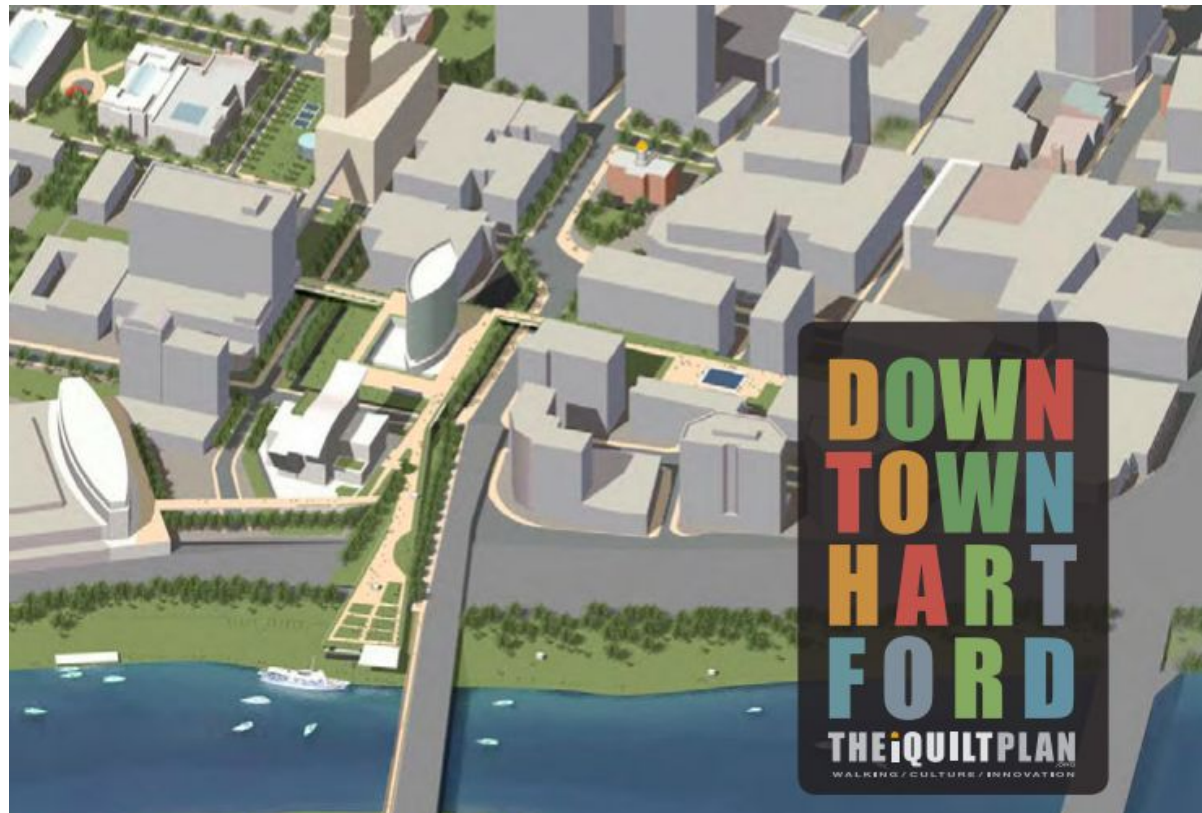
The City of Hartford's park system has all the ingredients to become world class... The 2014 Capital City Parks Master Plan seeks to reposition the parks system as the connected network of high-quality, diverse parks that it was originally envisioned, seeking ways to connect the parks and city, prioritize investments, and reduce maintenance.





# iQuilt Plan, 2012

In its nearly 400 year history, Hartford has built and cared for an extraordinary collection of cultural assets, ranked 14th in the nation. Now it's time to connect them.





## Theme 3.

**Diverse and affordable housing options are required to retain and attract talent.**

## **Increase diverse options for housing, particularly near transit**

Within 30 years, the region expects demand for  
**9,000–12,000**  
more housing units near transit

(Source: One Region, One Future)

“Affordable housing is still being created — in low-opportunity areas. Of the 4,000 affordable housing units added to the region over the past 5 years, 47% have been in Hartford and New Britain — almost as many as were added in all other 36 towns in the region combined.”

(Source: Progress Points)

“Housing stock: Connecticut should increase the “range of choice in housing...especially for those who have the least choice in achieving their locational preference,” particularly through “more multi-family units, cohousing and other paradigms that support affordability and environmental sustainability” and by expanding “housing opportunities for renters,” “the use of rental-housing vouchers” and “mobility counseling.” We should “increase the housing stock to respond to...the increased demand for urban living.”

(Source: Progress Points Housing and Transportation Brief)



# Transportation

Transit oriented development presents quality of life and economic opportunities.  
Strengthen and leverage Bradley.

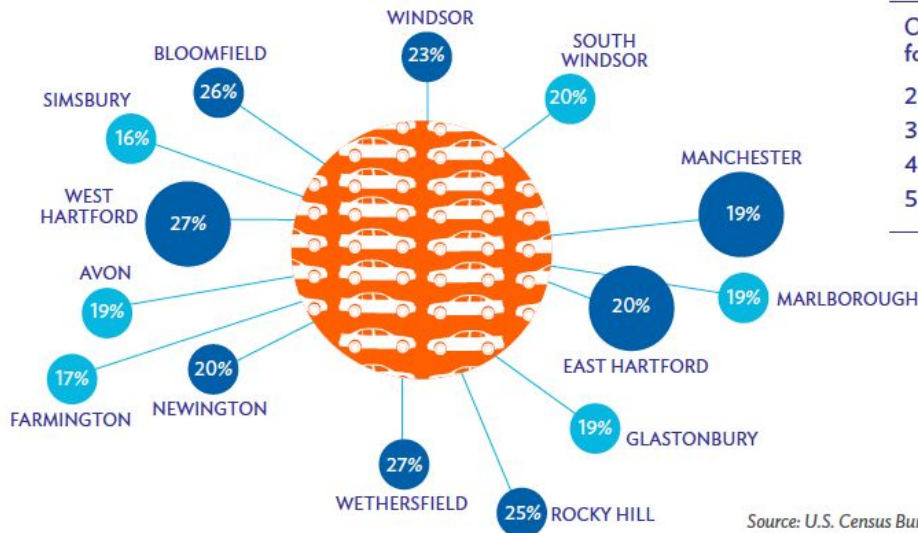


## Theme 1.

**Transit-oriented development is being advanced as a key opportunity to address transportation challenges and economic opportunity.**

# TOD brings many co-benefits

Linking housing and transportation: Connecticut should “promote transit-oriented development in key corridors” and “incentivize and enhance funding for municipalities to engage in transit-oriented development,” especially at “station area locations.” “The Capitol Region transportation system” can “link housing, jobs and services, thus **expanding individuals’ housing choices**” and “**change residents’ and visitors’ perceptions of the city.**” “Regional anchor institutions” including hospitals, universities, and state government should discuss how “future expansion can be transit-oriented.” (Source: Progress Points Housing and Transportation Brief)



Other top destinations for commuters include:

- 2 | East Hartford
- 3 | Manchester
- 4 | Windsor
- 5 | West Hartford

**81%**  
of all Metro Hartford  
workers commute  
alone by car

**83%**  
of the 121,000 jobs in  
Hartford are filled by  
commuters

**65%**  
of Hartford residents with  
jobs are employed  
outside of Hartford

**75%**  
of Hartford workers who  
commute outside of Hartford  
make less than \$40K



## Theme 2.

**Strengthen and leverage Bradley International Airport.**

# Strengthen and leverage BDL

» **Ramp-Up Bradley International Airport (BDL) as Western New England's Airport of Choice.**  
 Support interstate efforts to expand BDL's array of services to include more non-stop flights to the western United States and Canada, regular scheduled transatlantic service, and concierge-level on-ground services in order to create a viable alternative to Boston and New York airports. Assure effective rail and transit links to Bradley.

(Source: One Region, One Future)

- Strengthen the governance and management of what is the **single most important infrastructure asset** in the region: Bradley International Airport. And explore how to engage Western Massachusetts in development of what is pre-eminently a *regional* asset.
- Build Bradley Airport connector to north-south Amtrak rail corridor. Improving connections to Bradley airport for both passengers and, significantly, freight traffic. Bradley is one of the largest handlers of freight among regional airports; the relatively short rail connector needed to give it rail service would dramatically **strengthen its competitive position**.

(Source: Boosting Metro Hartford's Economic Performance in the New Millennium, 2008)