

Metro Hartford Future

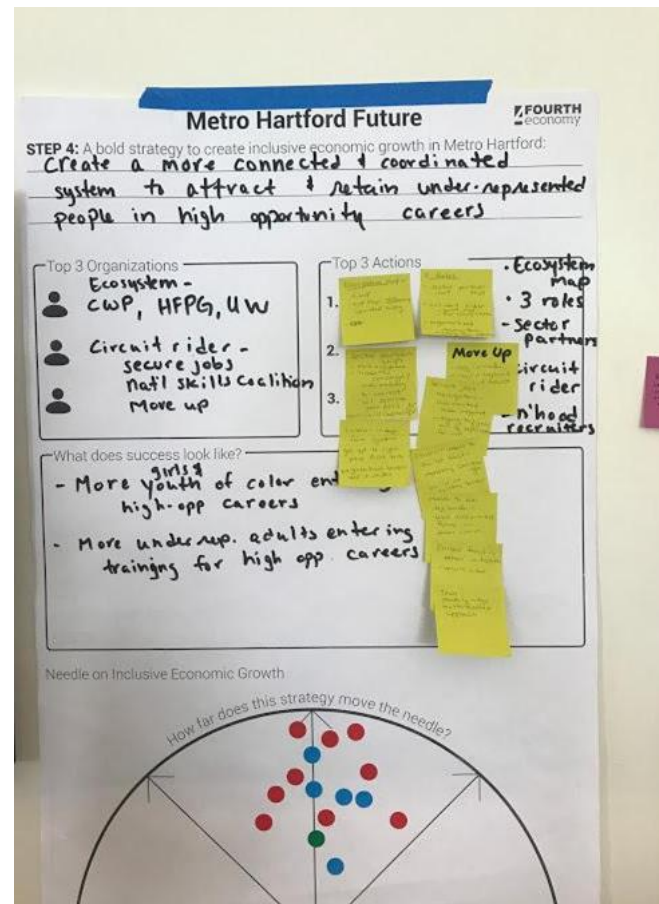
Advisory Committee Meeting
November 13, 2018

Agenda

- Review of process/ where we are
- Review of overarching vision & goals
- Discuss strategies
- Next steps on implementation

Where We've Been

- May - Last Advisory Committee Meeting
 - Determined a portfolio of potential strategies to address our three goals
- June/ July - Strategy Group Sessions
 - ~ 85 stakeholders helped us refine and prioritize those strategies
- Aug/ Sept - Vacations!
 - Cont. to “meet” with COG, MHA, and HFPG to clarify direction on strategies
- Oct - Key Stakeholder Meetings
 - Met with “owners” of strategies we’ll be discussing today



Vision

Defining Success →



Inclusivity
Improve Economic
Equality



People
Grow
Population



Prosperity
Increase Economic
Productivity



Goals

Talent:

Develop talent—with a focus on underserved and underrepresented populations— to meet the needs of employers.



Invest:

Invest in quality of place amenities throughout our region in order to retain and attract talent.



Brand:

Brand and promote our industry strengths to increase investment.



Defining Success →
← And Achieving it

Vision



Inclusivity

Improve Economic Equality



People

Grow Population



Prosperity

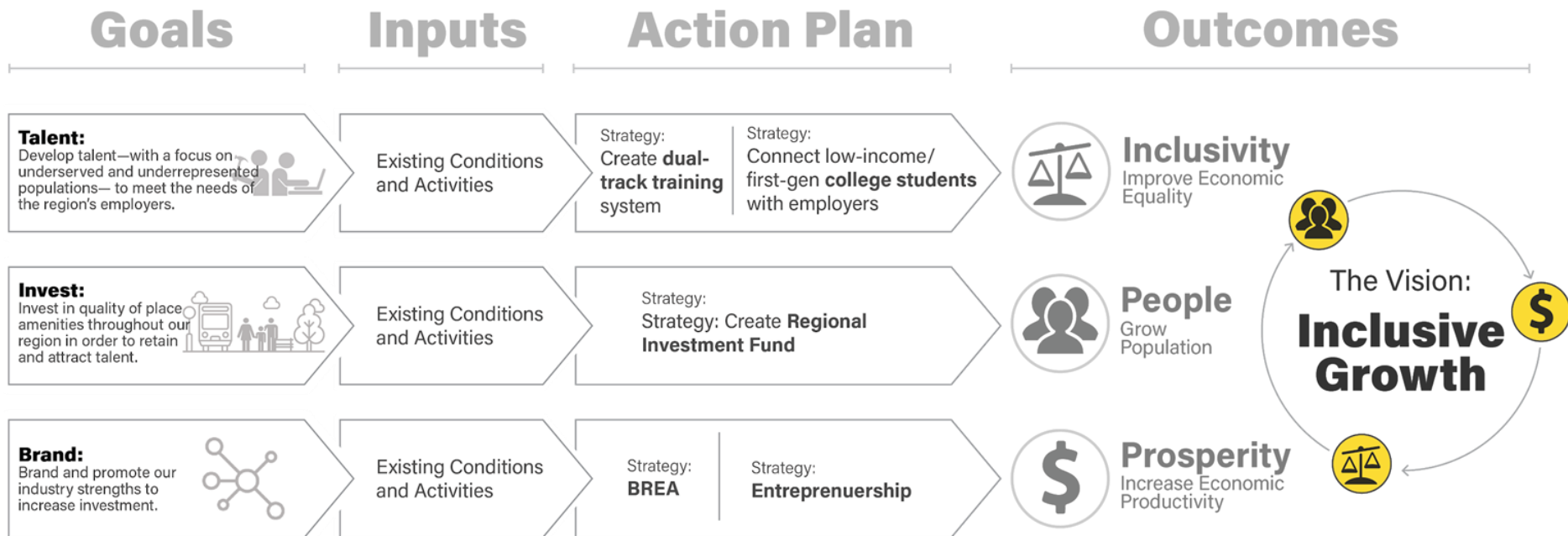
Increase Economic Productivity



Inclusive Growth



CEDS Logic Model



Why These Strategies?

1. Robust engagement process - stakeholders should see their input reflected in these strategies
2. Support our logic model - strategies can directly impact vision and goals
3. Momentum to implement - lead agencies raised their hand

However, this is just the start... other strategies can be identified during the implementation phase, as we will discuss.

Your Guidance is Needed

- What is missing to ensure that these strategies truly move the needles?
 - Other stakeholders
 - Other implementation steps
 - Possible funding sources
 - Specific outcomes

Talent: The Challenge

- High-opportunity employers are in need of qualified talent - a recent CWP survey found a current/near-term **need for over 2,500 manufacturing workers!**
- However, the “supply” of potential workers is not keeping pace:
 - The population has remained relatively stagnant since 2010 and working-age **population is projected to stagnate or decline** due to an aging workforce.
 - Over **37,000 unemployed people** in the region are opportunity youth, or adults who are vets, not English language proficient, disabled, or foreign-born ('14).
 - **51%** of CT 2010 grads have **not completed a college degree** (either didn't attend or complete)
 - According to Brookings, the MSA has a combined 2- and 4-year college graduate **retention rate of 40%** (driven largely by UConn).
- The region has a lot of great programs designed to address these needs, but they are lacking coordination and scale.

Talent: The Solutions

Significantly Increase the Supply of Talent for High-Opportunity Industries through the Use of a Dual-Track Model

- Industry-specific, employer-driven training for in-demand, “middle skill” jobs.
- 50/50 split between classroom learning and paid work-based learning.
- Industry-validated credentials and/or college credit + opportunities for full-time work upon completion.
- Initial focus on recent high-school graduates (3,000+ in the region not in school/unemployed); decreasing economic disparities, esp. Latinxs and women
 - Conversations underway with three school districts
- Initial focus on advanced manufacturing, but expanding to other industries, supported by industry/employer partnerships.
- CWP as backbone to coordinate among education, industry, and training partners.

Talent: Solutions

Retain Talent by Connecting College Graduates to Employers

- Create a suite of tools and programs to help employers connect with the talent they need - scale and systematize current efforts
 - E.g. Point of contact for hiring, industry treks, career fairs, young professional events, etc.
- Focus on small- to mid-sized employers and low-income/first-gen students
- Enhance collaboration and common data-tracking/sharing among higher ed
- MHA to lead, with HCHE & CCIC as primary supporting organizations

Talent: Long Term Solutions

Develop a Portfolio of Coordinated & Scaled Options to Ensure that All Students Have a Pathway to a Family Living Wage Career

- Employer-driven / career-connected opportunities at each level: career exploration, career preparation, and career launch
- Focus on high-demand career opportunities - requires continuous, real-time data and employer engagement
- Career exploration - job shadowing/ tours, career counseling, etc.
- Career preparation - internships, dual enrollment, CTE credentials
- Career launch - dual-track, college persistence, CTC/4-yr programs w work-based learning

Invest in Quality of Place Assets: The Challenge

- The population has remained relatively stagnant since 2010 and working-age **population is projected to stagnate or decline** due to an aging workforce. While the Talent strategies will better prepare our existing workforce, we still need to attract new talent to the region.
- Among 25- to 34-year-olds with college degrees, two-thirds look for a job after they choose the community **where they want to live**. A survey of 500 companies that **moved downtown** indicated that retaining and attracting talent was a primary reason. A diversity of **housing and transportation** options and access to **recreational and cultural** amenities are key characteristics. (IEDC)
- The region has many assets/ made strong progress, but the **lack of scaled, sustainable funding** hampers progress seen in benchmark regions.

Invest: Solutions

Create a Regional Investment Fund to Drive Investment in Quality of Place Assets

- Scope: Better define the range of investments that would be supported by this funding stream.
- Geography: Should the proposed solution be statewide in nature?
- Funding mechanism: Are there existing funding mechanisms that could be adapted or would this require an entirely new funding mechanism?
- Regional connectivity: What tools are needed to help build support for a regional approach?
- Administration: What body is best situated to administer a new regional investment fund?
- CRCOG will lead initial research and modeling.

Invest: Long Term Solutions

Expand Connectivity Within and Outside of the Region

- Advocate for Boston rail connect - MA currently studying Springfield Boston route
- Provide five high performing bus corridors to provide higher level of service
- Support growth of Bradley Airport - new strategic plan

Support Investments in the Region's Downtowns

- Expand and leverage transit-oriented development throughout the region
- Support implementation of iQuilt 2.0

Brand: The Challenge

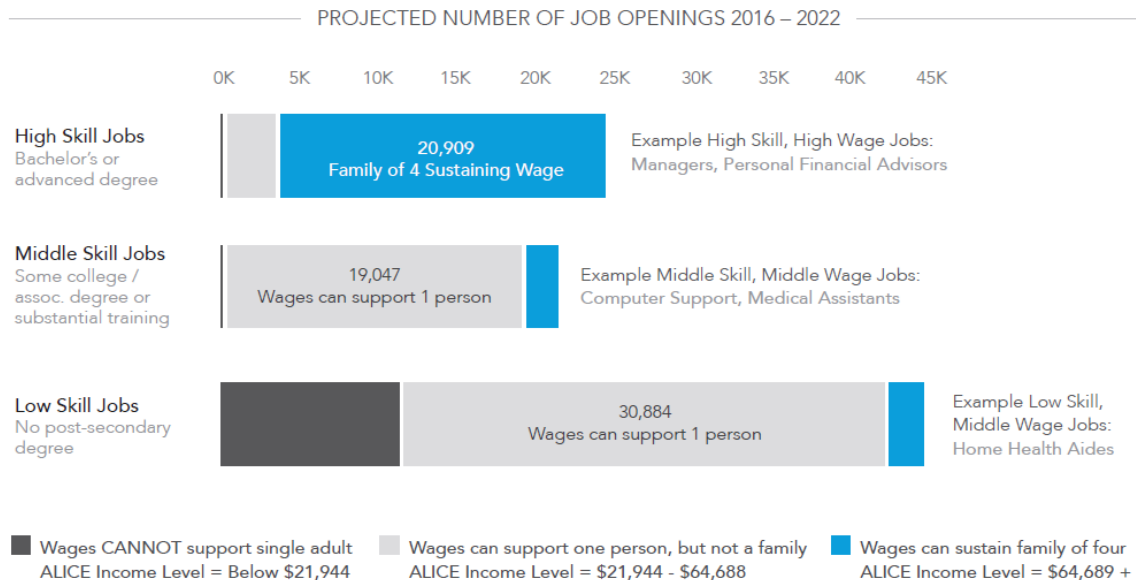
- The region has big opportunities to leverage its strengths in insurance and finance, advanced manufacturing and aerospace, and biomedical devices.
- The State's fiscal challenges limit its ability to increase economic competitiveness.
- The region lacks a clear brand and a formal business retention, expansion, and attraction program.
- Entrepreneurship and innovation are critical to strengthening the region's industries, but absent scale and coordination, the region's ecosystem is still in the early stages.

- Loss of employment since 1990, though signs of recovery



Brand: The Challenge

- Majority of jobs projected to be created are low-wage, low-skill, and don't provide a family living wage



Source: Conn. Department of Labor occupational projections, 2012 – 2022. Alice.CTUnitedWay.org.

Brand: The Solutions

Create a Coordinated, Regional Approach to Business Retention, Expansion, and Attraction

- Refine industry and geographic targets, and sales proposition.
- Engage municipalities to define attraction process.
- Create a regional marketing/ branding strategy.
- Create a forum for collaboration and learning.
- Engage municipalities to define a retention and expansion strategy.
- MHA will lead, with CRCOG supporting to engage municipalities, and in collaboration with other economic development organizations.

Brand: The Solutions

Scale Efforts to Support High-Opportunity Sectors through Entrepreneurship.

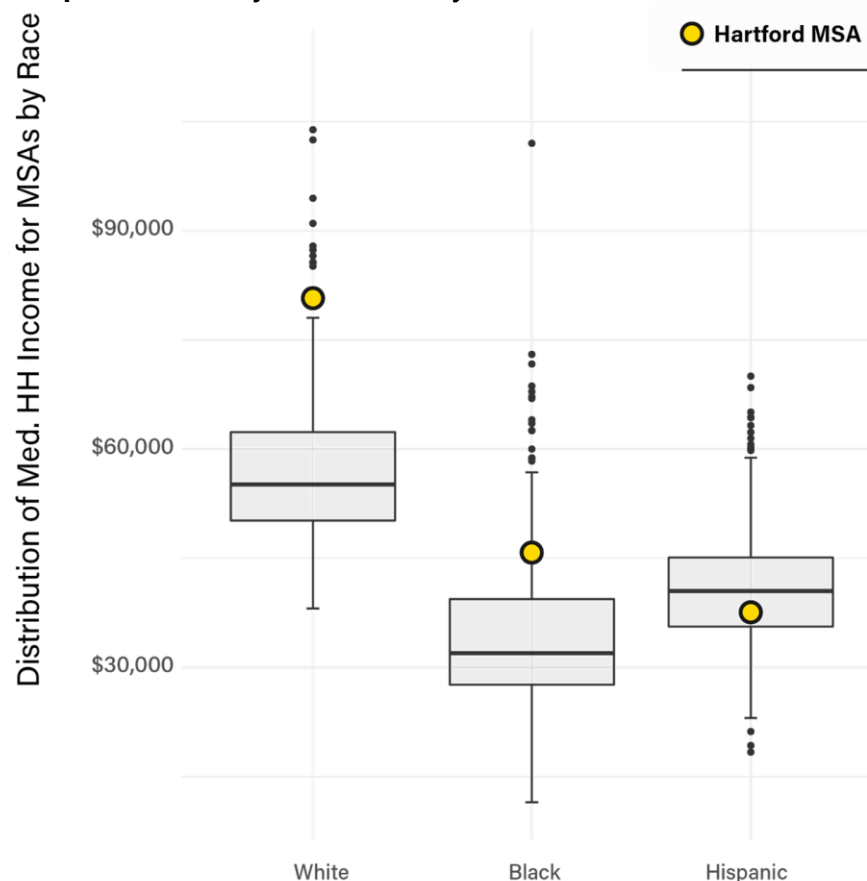
- Increasing the capacity of existing organizations to foster a connected community. Hartford/ East Hartford Innovation Places has had early successes, but needs to be scaled to support regional efforts.
- Increase connections with the region's high-opportunity industries through InsurTech, MedTech/ Digital Health, Stanley + Techstars.
- Explore the development of a central physical hub for entrepreneurship, such as Nashville's Entrepreneur Center or Raleigh Durham's American Underground - Commission a feasibility study.
- Invest in talent development and talent recruitment - Create a task-force.
- Innovation Places will lead this work.

What's Next?

- Public engagement - CRCOG
- Final adoption - Advisory Committee
- Working Groups - Led by lead orgs for each strategy, additional staffing support from CRCOG
 - Advisory Committee members can join
- Implementation Committee
 - Identify co-chairs
 - Solicit cross-sector leadership participation, incl. CEOs and Advisory Committee members
 - Role: Accountability, Funding strategy, Decision-making on other strategies
- Funding
 - Key is to create coordinated ask
 - Ideally can create one fund to support implementation of all strategies
 - CRCOG will support creation of EDA Economic Development District

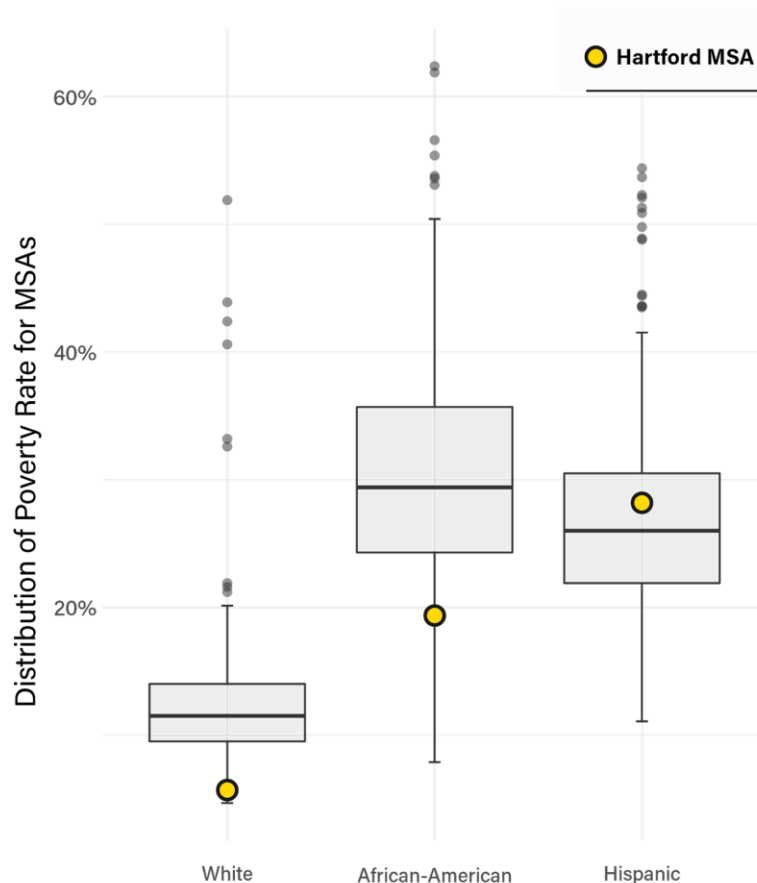
Vision: Increasing Economic Equality

Boxplot: Income by Race/Ethnicity



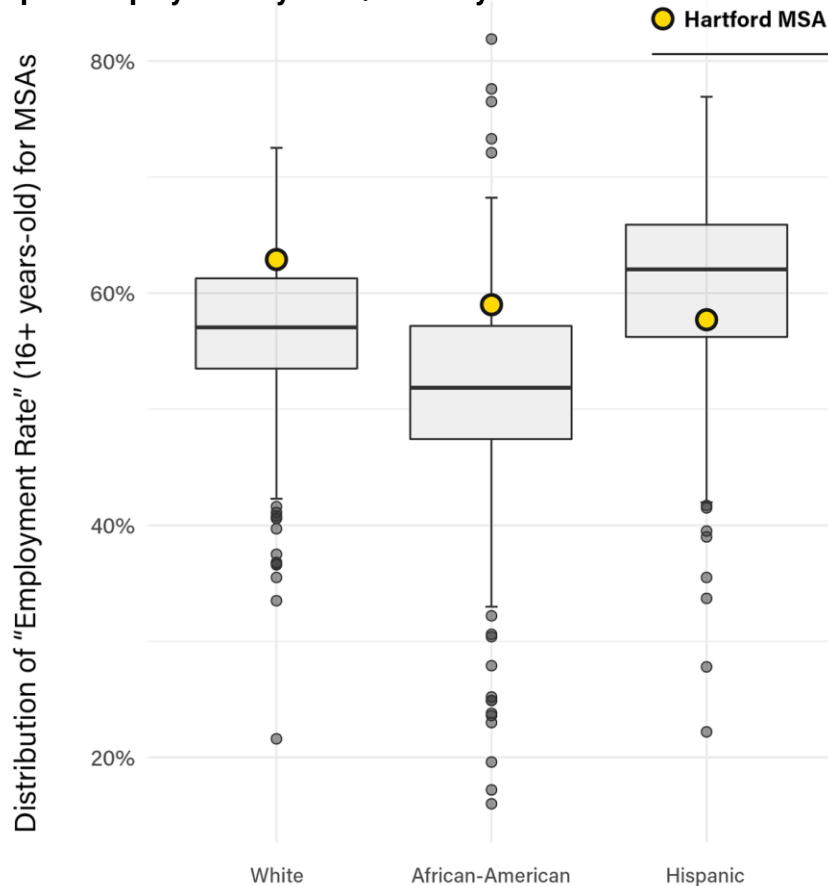
Vision: Increasing Economic Equality

Boxplot: Poverty by Race/Ethnicity

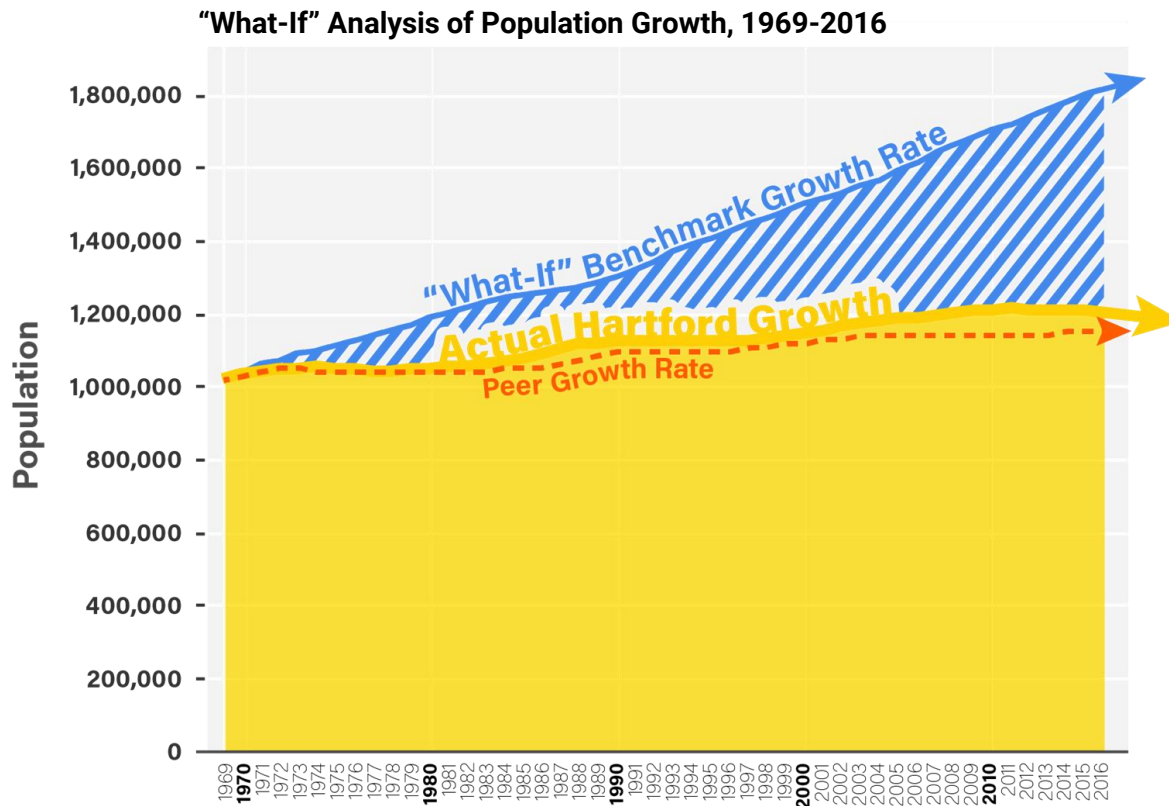


Vision: Increasing Economic Equality

Boxplot: Employment by Race/Ethnicity



Vision: Growing our Population



Vision: Increasing our GDP

Post Recession (2010-2016) GDP Change in
2016 Dollars for MSAs

