



Metro Hartford Future Strategy Group Meeting

Capitol Region COG
June 26, 2018

AGENDA

1. Review of Metro Hartford Future
2. Vision and Benchmarks
3. Goals
4. Key Indicators
5. Proposed Strategies
6. Strategy Refinement and Prioritization

What are We Building... More Than a Plan

- Create a **Vision** for the Capitol Region that is rooted in the aspirations of residents with an eye toward the future
- Conduct a **Situational Assessment** that focuses on strengths and opportunities
- Develop **Goals** that will allow the region to realize the vision and build on strengths
- Identify **Game-changer Strategies** - Identify the top three to five opportunities that the region must capture to enhance economic competitiveness
- Develop specific **Actions** to implement the vision and game changers
- Build the ongoing **Capacity** to implement
- **Measure** the impact of these game-changer strategies and adjust to stay on course

The Process

Foundational Discussions Analysis

- Reviewed the significant body of research on the region
- Added fresh data and SWOT analysis
- Engaged Working Group and Advisory Board in exploratory discussions
- Draft Situational Assessment

Building Ideas to Action

- Engaging a range of stakeholders to further define strategies and impacts (end of June)
- Advancing a portfolio of strategies into detailed actions

Capacity and Leadership

- Engage leaders and potential investors in championing the plan
- Rally the community around the opportunity

Advisory Committee – Represents the Region

- Town of East Hartford - Marcia Leclerc
- City of Hartford - Luke Bronin
- City of New Britain - Erin Stewart
- Town of Glastonbury - Chip Beckett
- CRCOG - Lyle Wray
- Capital Workforce Partners - Alex Johnson
- Town of Windsor - Peter Souza
- Hartford Foundation for Public Giving - Jay Williams
- United Way - Paula Gilberto
- Leadership Greater Hartford - Ted Carroll
- Urban League of Greater Hartford - Adrienne Cochrane
- LISC - Andrea Pereira
- Casasnovas Consulting, LLC - Jorge Casasnovas
- Connecticut Technology Council - Bruce Carlson
- CCSU - Zulma Toro
- UCONN - Mark Overmyer-Velazquez
- Goodwin College - Mark Scheinberg
- University of Hartford - Lou Manzione
- Trinity College - Jason Rojas
- Connecticut State Colleges and Universities - Mark Ojakian
- Stanley Black and Decker - Tim Perra
- Travelers Insurance - James Scannell
- Farmington Bank - John J. Patrick, Jr.
- HYPE - Kim Bishop
- Hartford Healthcare - David Whitehead
- YWCA of New Britain - Robin Sharp
- CCAT - Elliot Ginsberg
- Capital Region Development Authority - Mike Freimuth
- Remarkable Technologies - Eric Knight
- Aerospace Alloys - Michelle Allinson
- MetroHartford Alliance - David Griggs
- The Hartford - TBD
- Thomas Dudeck - Barings

Interviews

- Commissioner Catherine Smith- Connecticut Department of Economic and Community Development
- Mark Ojakian- Connecticut State Colleges and Universities
- Alice Pritchard- Connecticut State Colleges and Universities
- Mark Scheinberg and Todd Andrews - Goodwin College
- Mike Freimuth- Capital Region Development Authority
- Andy Bessette- Travelers Insurance
- Kobi Benita- NervoMatrix
- Susan Winkler - Connecticut Insurance and Financial Services
- Matt McCooe- Connecticut Innovations
- Glen Thames- CTNext
- Kevin Dillon- Bradley Development League
- Tim Lescalleet- Griffin Industrial Realty
- Alex Johnson- Capital Workforce Partners
- Patrick McMahon- Connecticut Main Street Center
- Martha Kalen- Innovation Places
- Greg Bondonaro- Hartford Business Journal
- Jason Rojas- Trinity College and State Representative
- Bruce Carlson- Connecticut Technology Council
- Radenka Maric and Rita Zangari-- UCONN UCONN
- Mike Zaleski- Riverfront Recapture
- Adrienne Cochrane- YWCA
- Nancy McPherson- LEGO
- Mike Hyde- Jackson Labs
- Ted Fleming and Kathleen Gioffre- Aetna
- Commissioner Redeker- CTDOT
- Joe Kask- BlumShapiro
- Scott Jellison- MDC
- Kate Farrar- CWEALF
- Jim Kask and John Turgeon- CohnReznik
- Matt Fleury- Science Center
- Mark Maybury- Stanley Black and Decker

Existing Plans

- Progress Points, 2016
- Advanced to Advantageous: The case for New England's Manufacturing Revolution, 2015
- Knowledge Corridor Talent & Workforce Strategy, 2014
- Tomorrow's Framework: Connecticut Technical High School System Strategic Action Plan, 2014-2017
- Connecticut Workforce Assessment, Yale School of Management, 2017
- JumpStart: MetroHartford Alliance Research & Recommendations, 2014
- Commission on Fiscal Stability and Economic Growth, 2018
- Connecticut Economic Competitiveness Diagnostic Summary Results, 2016
- One Region, One Future
- Guidelines for the Development of a Strategic Plan for Accessibility to and Adoption of Broadband Services in Connecticut, 2011
- Broadband in Connecticut - Initiatives and Updates, 2014
- Yale CT Workforce Assessment, 2017
- CBIA Survey of Connecticut Manufacturing Workforce Needs, 2017
- Automation and the CT Job Market, 2017
- Innovation Places Strategic Plan
- Capitol Region Plan of Conservation and Development
- 2014 Capital City Parks Master Plan
- 2012 iQuilt Plan
- Growing Economy, Shrinking Emissions
- Knowledge Corridor Fair Housing and Equity Assessment, 2014

Best Practices



Boise, ID
K-12 &
Secondary
Public Schools



San Antonio, TX
(Alamo Academies)
Apprenticeship
Education



Pittsburgh, PA
Diversity in Tech
Workforce



Denver, CO
Recreational
and Cultural
Infrastructure



**Minneapolis,
Saint Paul, MN**
Transit-Oriented
Development



Akron, Oh
Regional
Ambassadors



Philadelphia, PA
Regional Economic
Development
Collaboration



Nashville, TN
Entrepreneurial
Support
System



Columbus, OH
Smart Cities
Investment

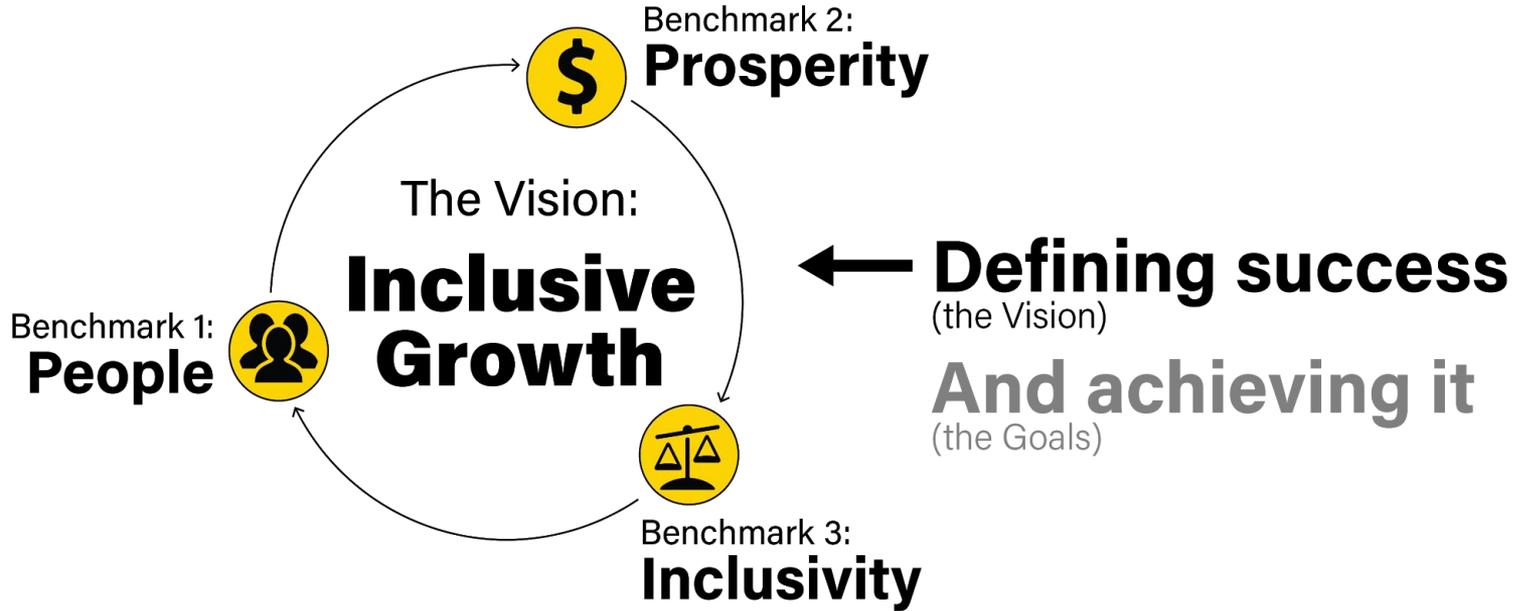


Detroit, MI
Retail Support and
Revitalization

Two Parts:

Defining success
(the Vision)

And achieving it
(the Goals)



Benchmark Analysis:

How is Hartford doing on the three foundational components of *Inclusive Growth*?

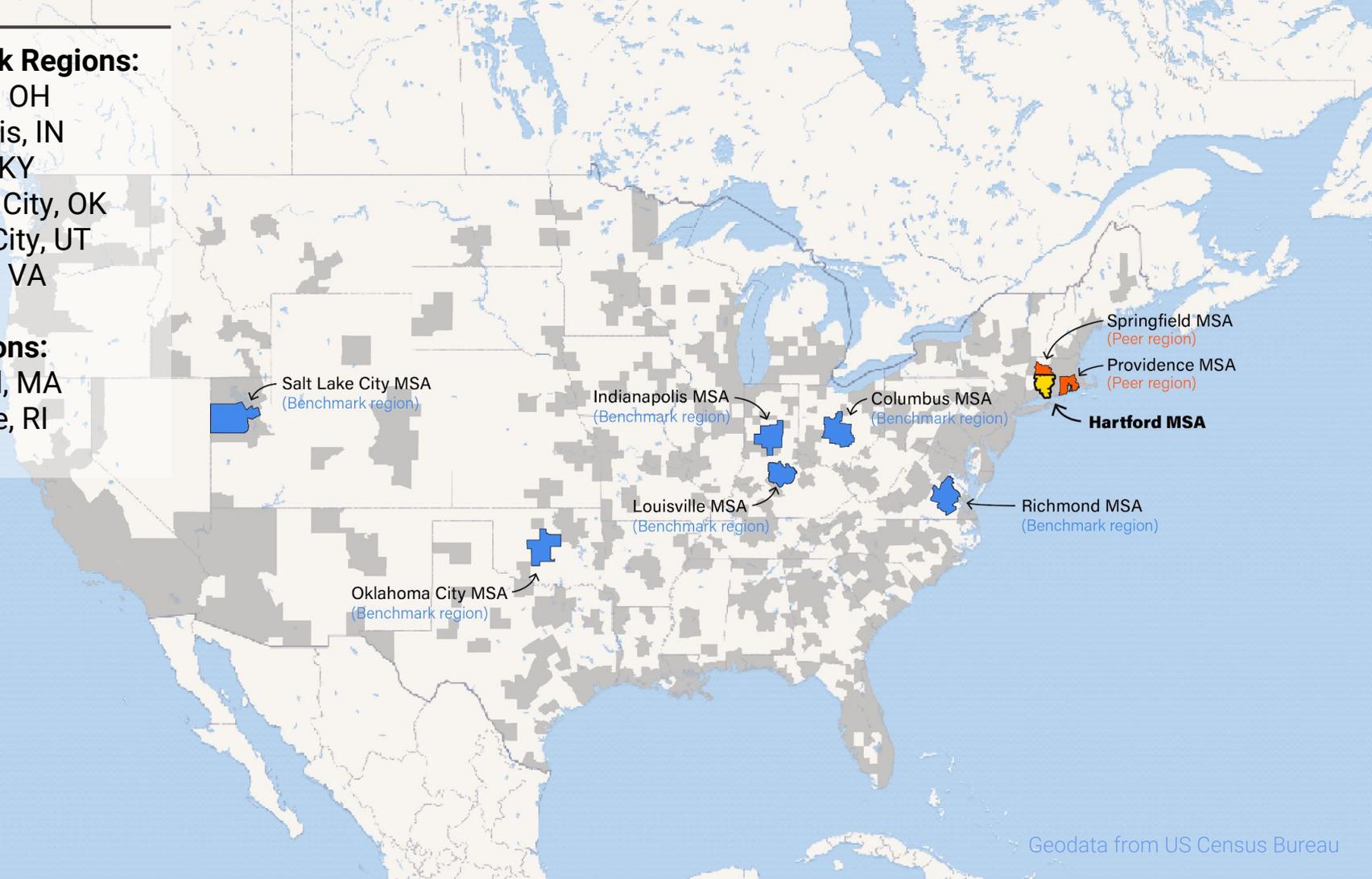
...and how does it compare to others?
(Benchmark Regions)

Benchmark Regions:

Columbus, OH
Indianapolis, IN
Louisville, KY
Oklahoma City, OK
Salt Lake City, UT
Richmond, VA

Peer Regions:

Springfield, MA
Providence, RI

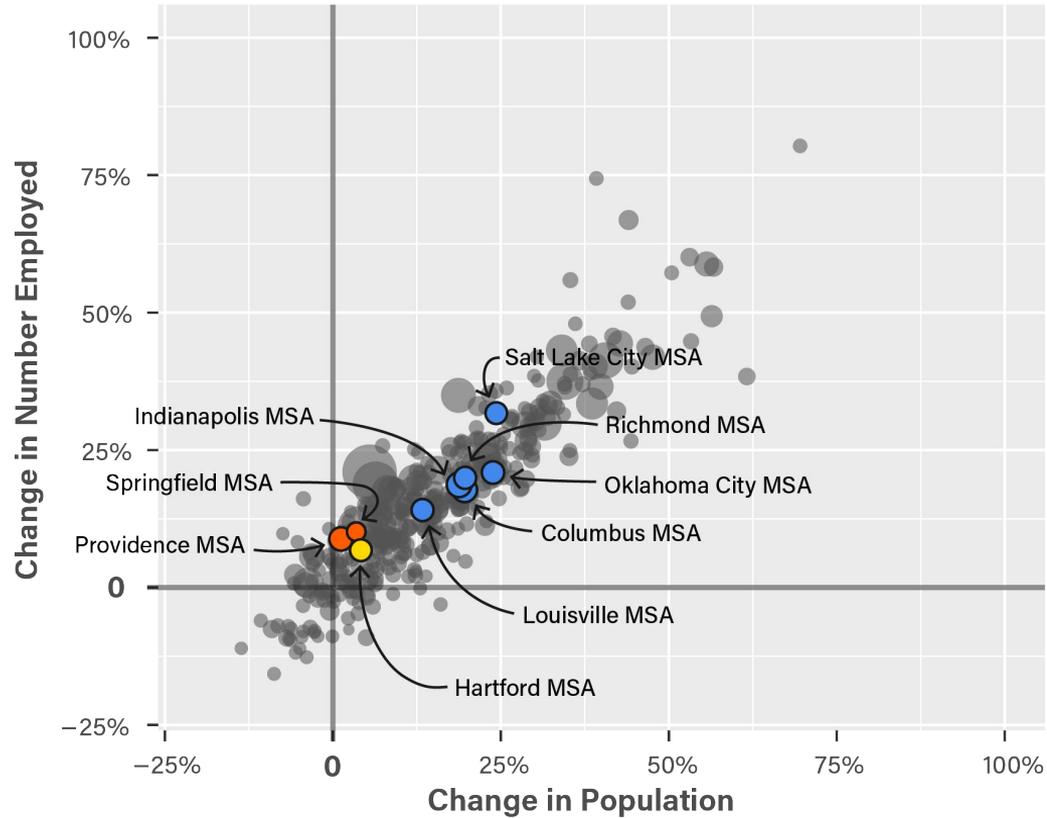




Benchmark 1
People

Population & Employment Change, 2001-2016

All MSAs Shown; Sized by Population



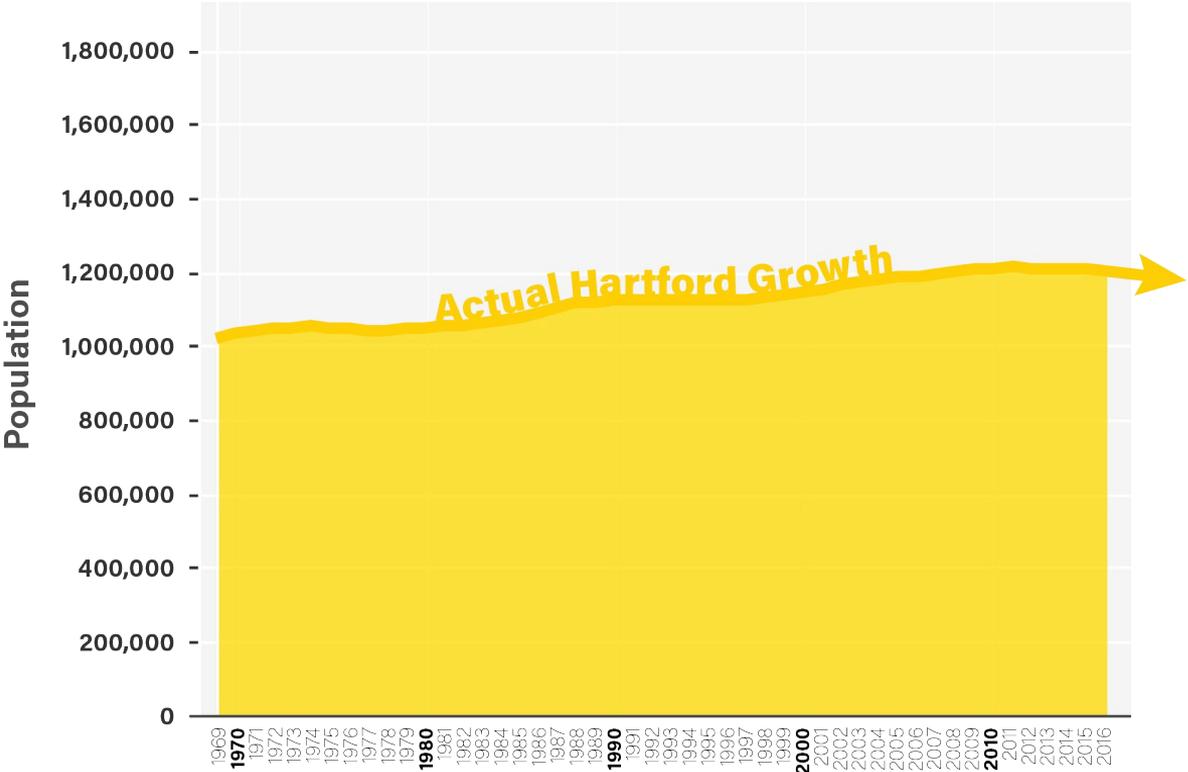
WHAT IF...

Hartford had grown like our benchmark regions?

(Let's look back.)

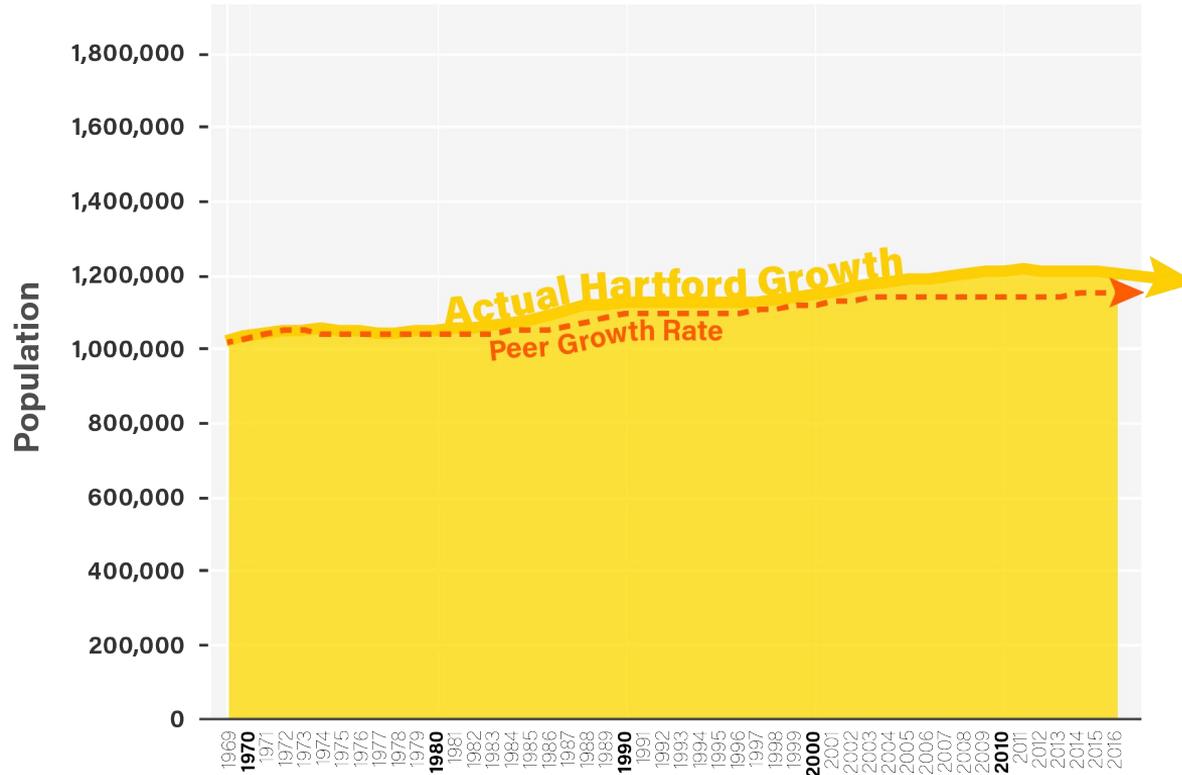
Population Change, 1969-2016

Actual Hartford Population shown



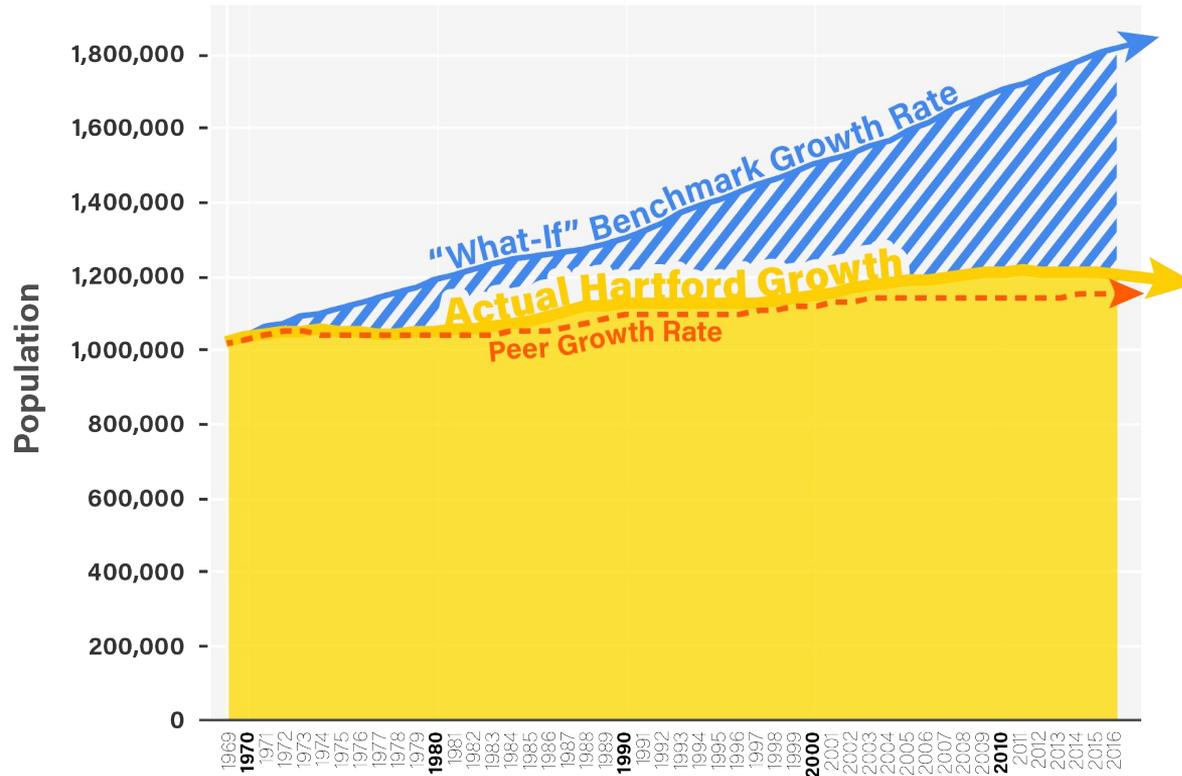
Population Change, 1969-2016

Hartford Population & "What If" for peer regions



Population Change, 1969-2016

Hartford Population % "What-If" Analysis for benchmark regions

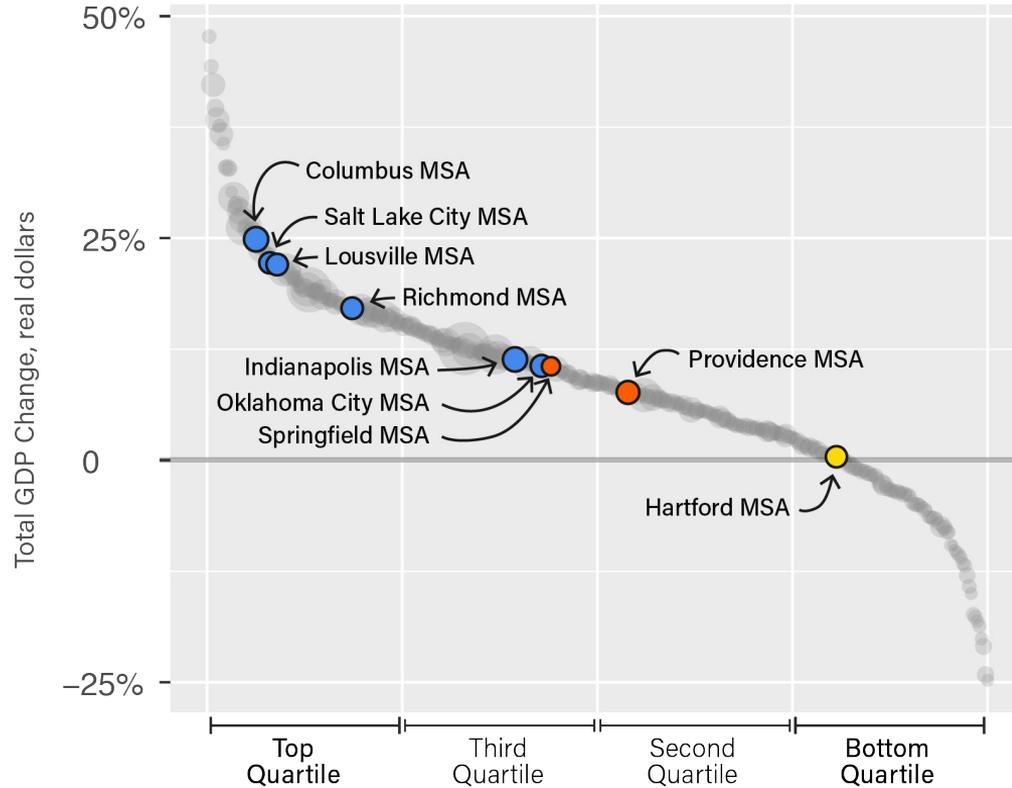




Benchmark 2
Prosperity

Post-Recession Real GDP Change 2010-2016 Total Change

All MSAs Shown



But there *are* positives
to take away.

Per Capita GDP

All MSAs Shown; sized by population

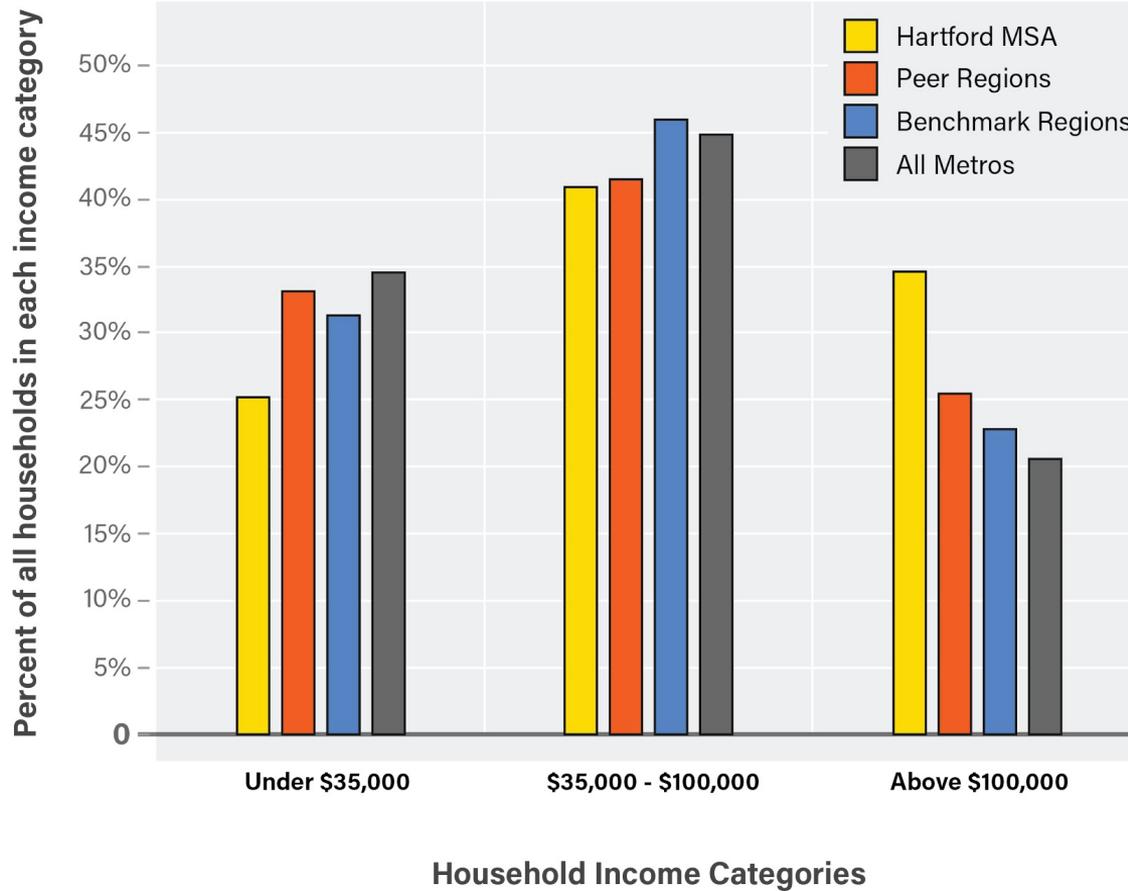




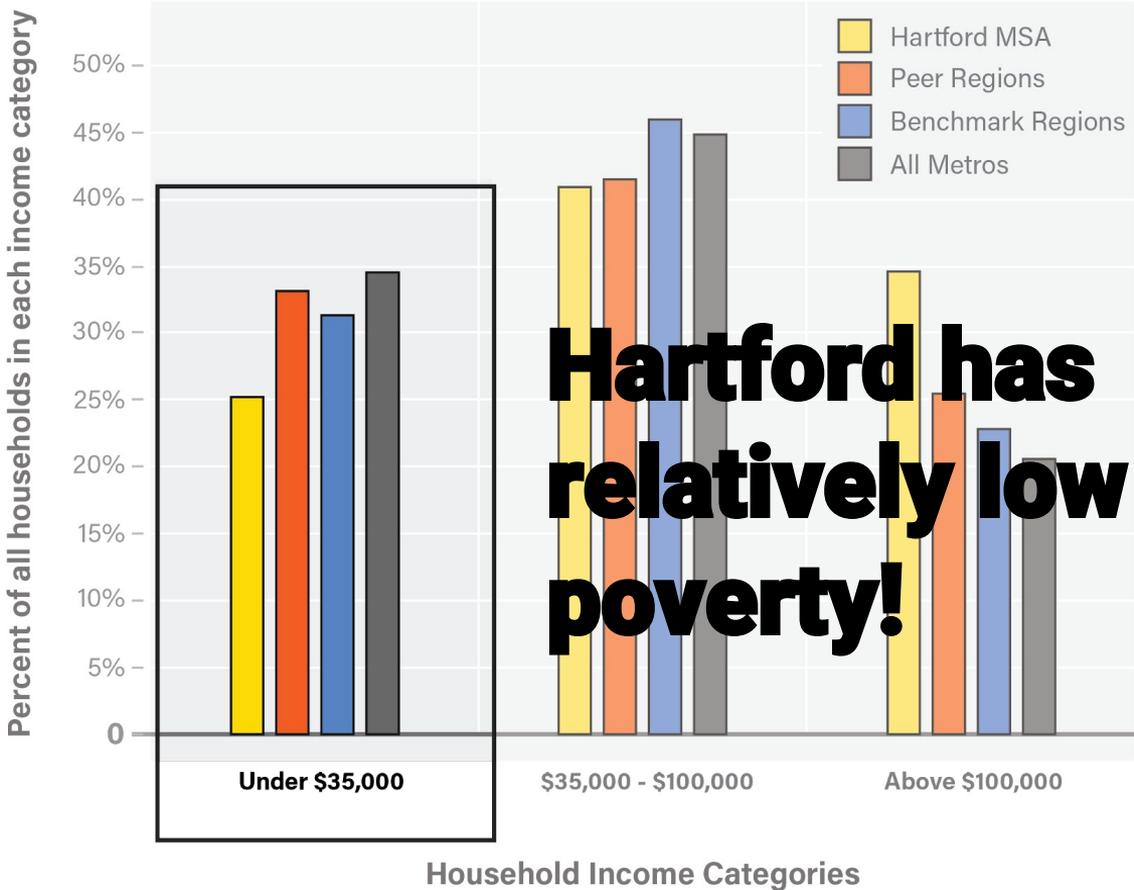
Benchmark 3

Inclusivity

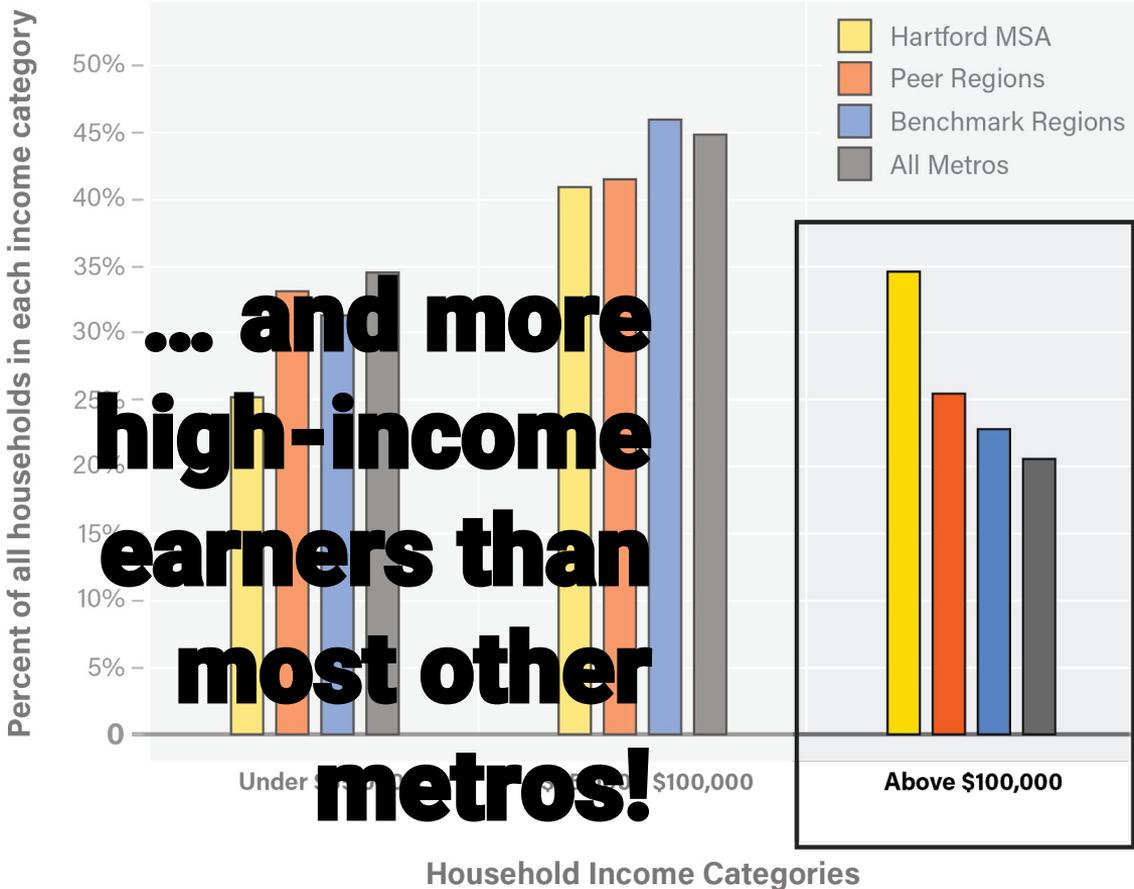
Income Distribution



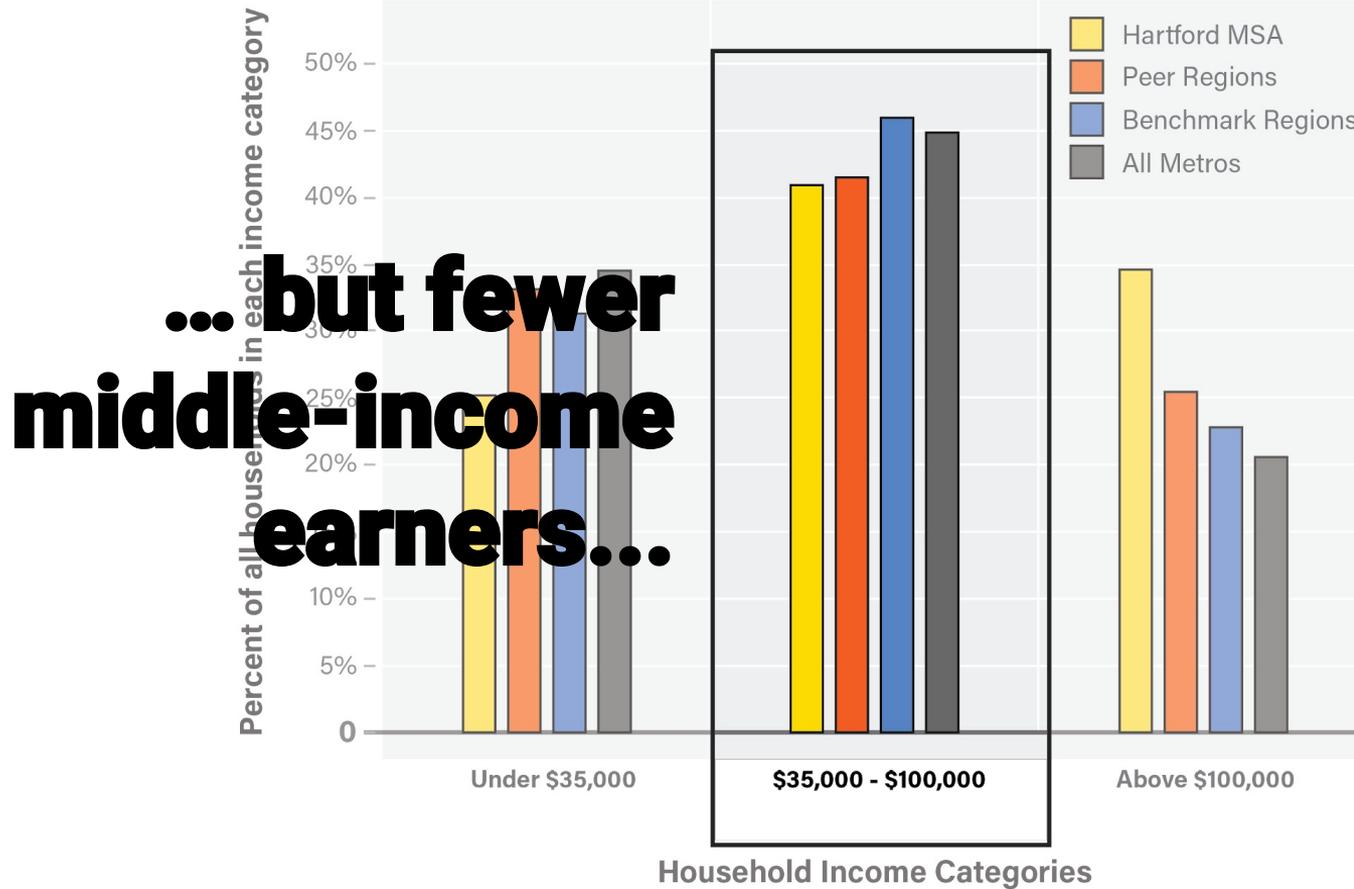
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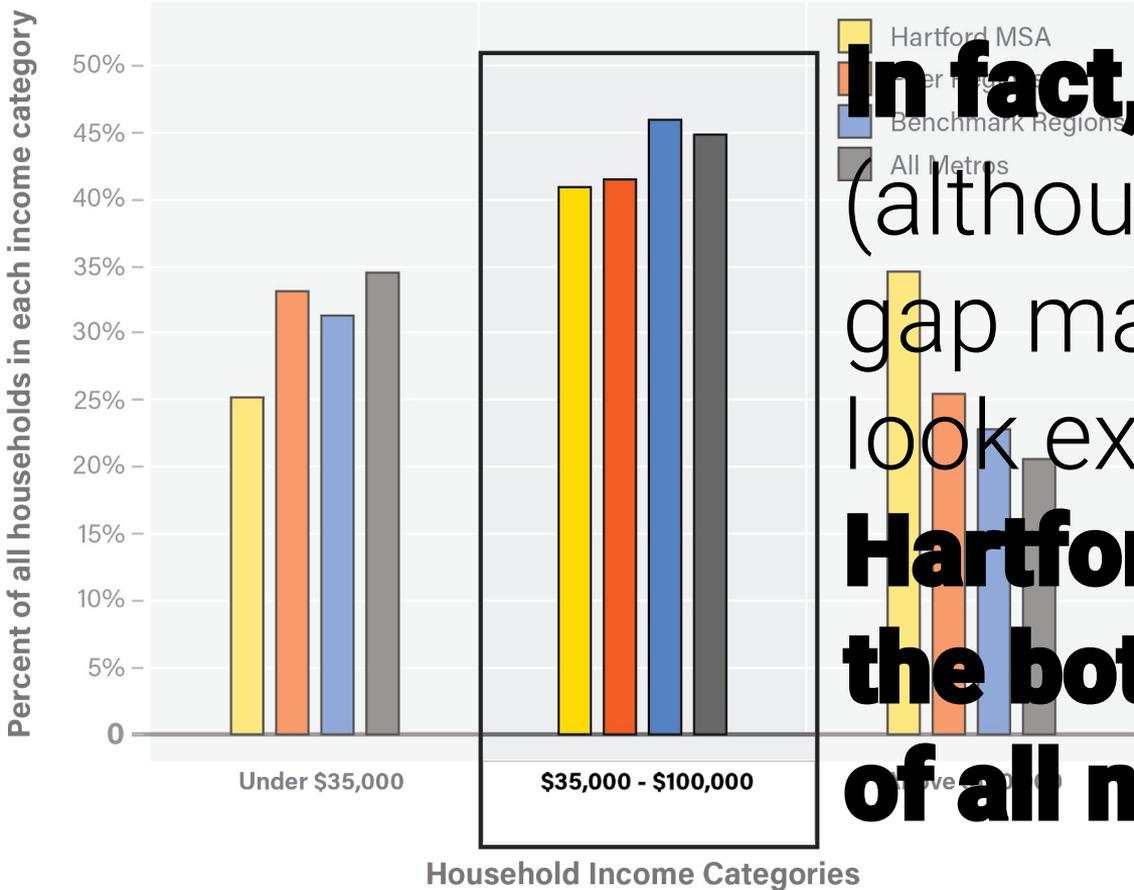
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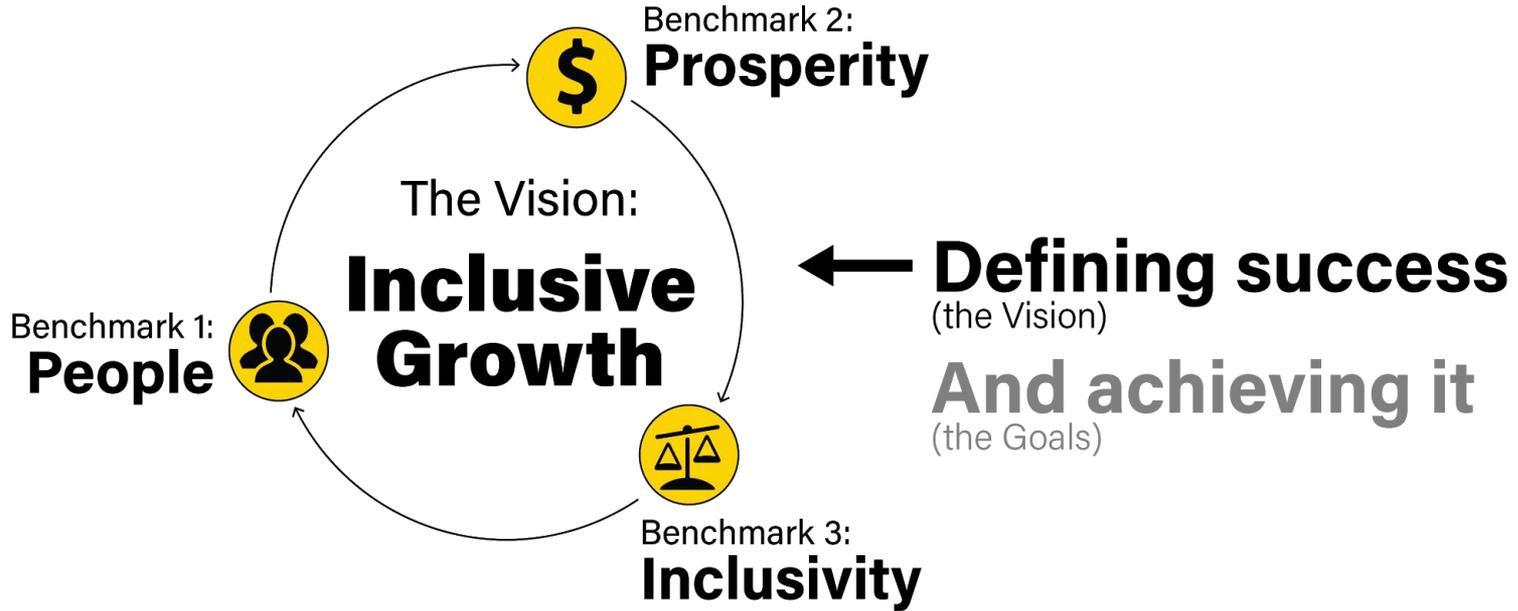
Income Distribution



In fact,
(although that gap may not look extreme)
Hartford is in the bottom 10% of all metros.

Defining success
(the Vision)

And achieving it
(the Goals)



Goal 1:

**Enhance
regional
collaboration.**



Goal 2:

**Create the
workforce of
tomorrow.**



Defining success
(the Vision)

← **And achieving it**
(the Goals)

Goal 3:

**Create a vibrant
quality of place
to attract and
retain talent.**





**Enhance Regional
Collaboration to Promote
& Grow the Region.**

What are Metro Hartford's high-potential sectors?

- **Business Services**
 - Large Legacy Legal Services sector
 - Business services supports and enhances growth in other sectors – Finance, Insurance.
 - Health Care benefits from region's cost advantages, proximity to large NE US market
- **Insurance and other Financial**
 - Region still has a competitive advantage for this sector – critical to maintain it
 - Insurance services creates demand for a variety of business services, and workers in financial occupations

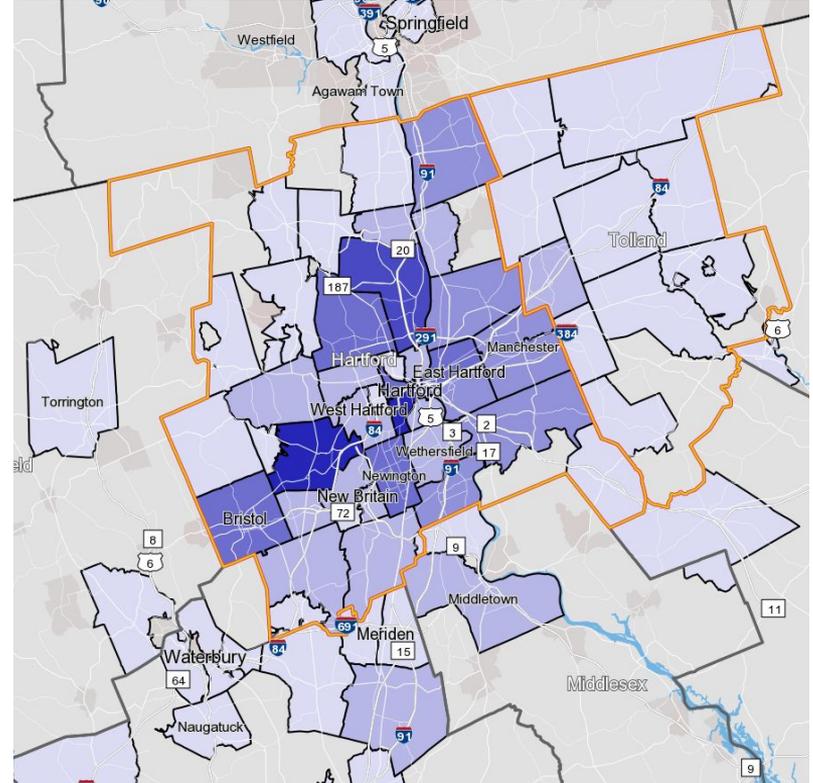
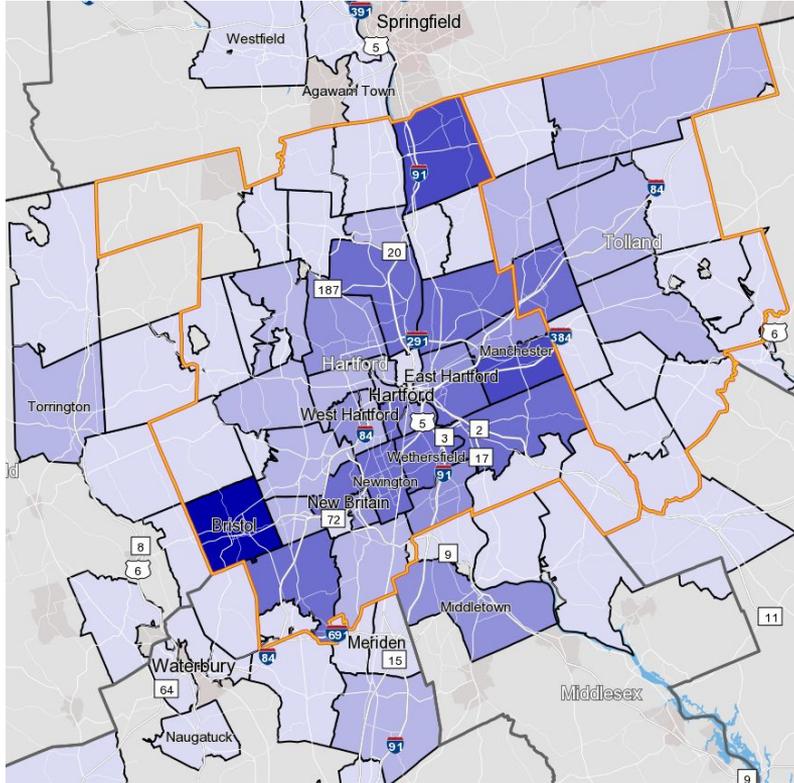
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- **Metal Working and Metal Products**
 - Upstream and downstream - e.g. architectural and structural metals vs. cutlery and hand tools
 - Large laggard Wholesale trade sectors – hardware, electrical goods, and Misc. Durable goods
- **Production Technology Machinery and Equipment**
 - Electronic Instruments (3345) Large laggard sector – demand from Aerospace
 - Legacy of Region's aerospace history, major supplier to it
- **Aerospace**
 - Source of demand for machinery and metals products
 - Challenge will be supply of skilled workers
- **Medical Devices**
 - Serve large NE US health care sector, health insurance providers.
 - Region has small Pharmaceutical sector (3254), could benefit from other, but located to major pharma clusters in other NE metros

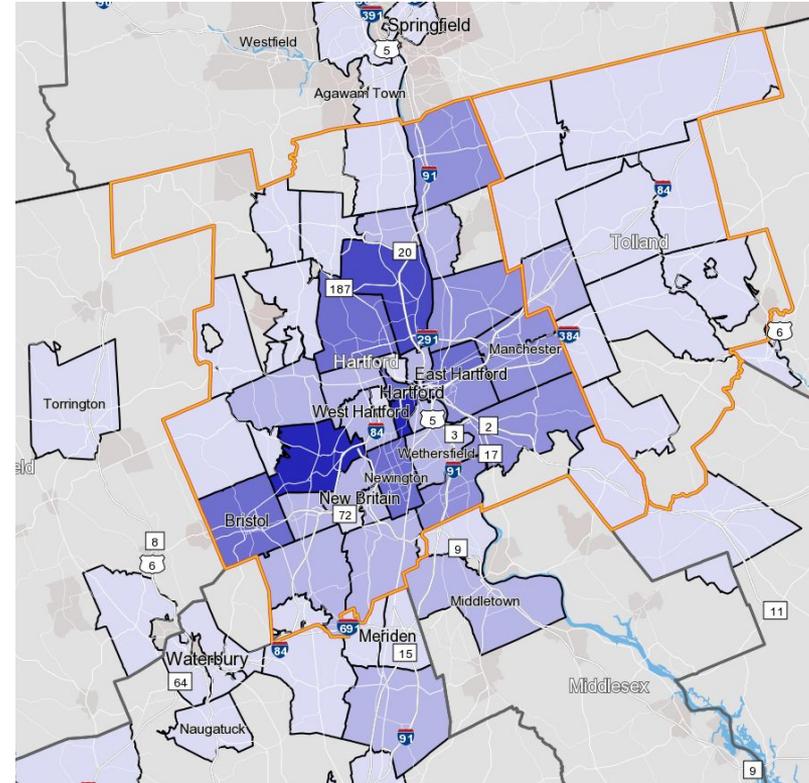
SWOT Highlights

- Economic Strengths/ Opportunities
 - Above-average shares of economic activity in all advanced sectors
 - Above average share of foreign exports
 - 86 foreign-owned companies - well suited to attract foreign-owned companies
 - Large corporate headquarters to participate or fund economic development activities
 - Relatively lower cost of doing business
 - Excellent highway and rail access
 - University of Connecticut is classified Highest Research Activity - better leverage
- Economic Weaknesses/ Threats
 - Moderate economic growth
 - Above-average shares of economic activity in low performing sectors
 - New businesses make up just 2% of employment
 - Heavy reliance on the real property tax as a revenue source
 - The State's challenging fiscal situation

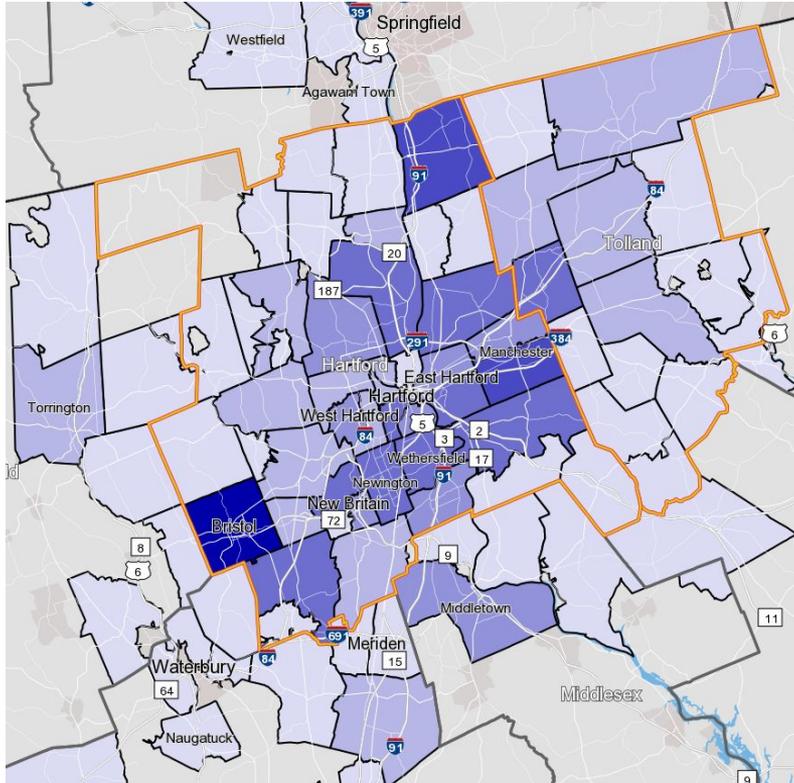
Employment Inflow and Outflow Analysis



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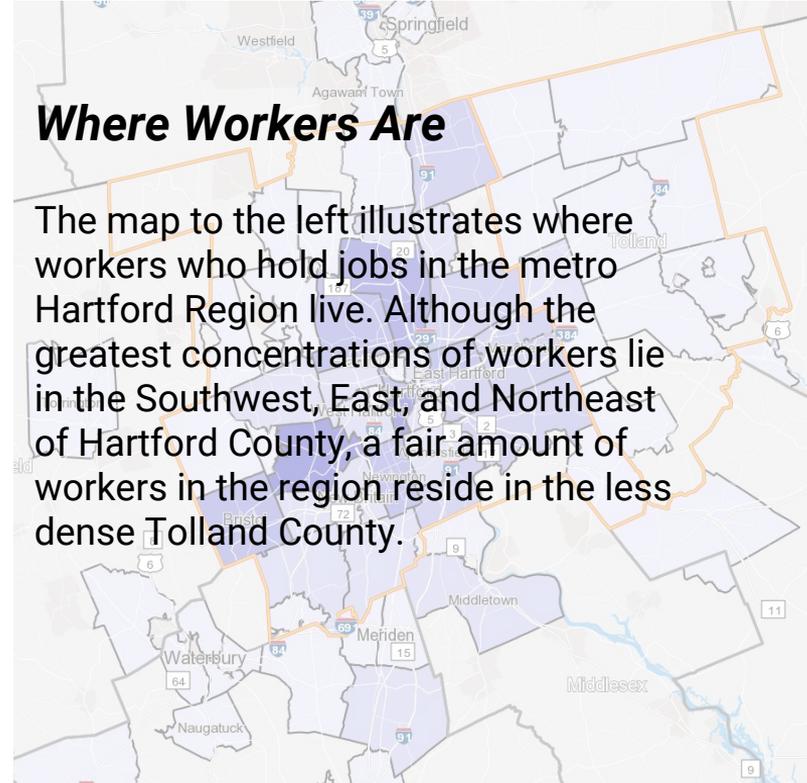


Employment Inflow and Outflow Analysis

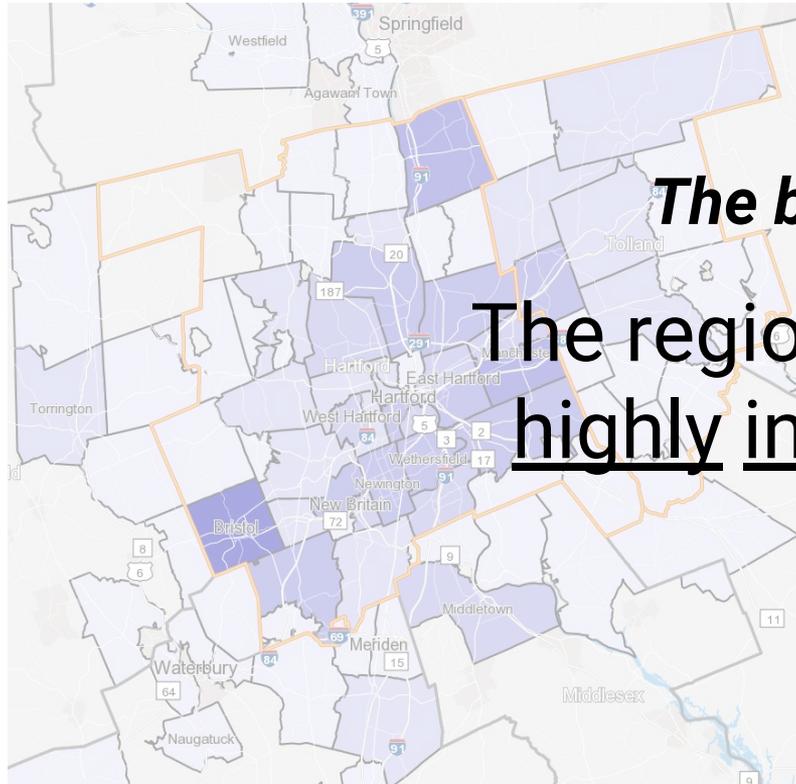


Where Workers Are

The map to the left illustrates where workers who hold jobs in the metro Hartford Region live. Although the greatest concentrations of workers lie in the Southwest, East, and Northeast of Hartford County, a fair amount of workers in the region reside in the less dense Tolland County.



Employment Inflow and Outflow Analysis



The big takeaway:

The regional economy is highly interdependent!



Proposed Strategies

1. Create a Regional Brand and Platforms for Promotion
2. Create a Coordinated, Regional Approach to Business Attraction
3. Create a Shared Annual Funding and Policy Agenda among regional leaders to Support Business Growth and Economic Development
4. Ensure that Entrepreneurship and Small Business Resources are Connected Across the Region



Establish a Vibrant Quality of Place to Retain & Attract Talent.

Vibrant Quality of Place

- **Grow your population...**
 - The share of total population for persons between the ages of 25 and 44 has steadily declined for years, **falling from 33.4% in 1990 to the current level of 23.8%**, with an absolute decline of 87,200 persons.
- **By creating vibrant places**
 - While many residents live in a suburb where most people drive to most places, very few residents indicate that they would like to live in such a place in the future. On the contrary, **more than 40% of residents aged 21-65 would like to live in walkable areas** with shops and restaurants.

Current Location and Preferences by Age, 2018

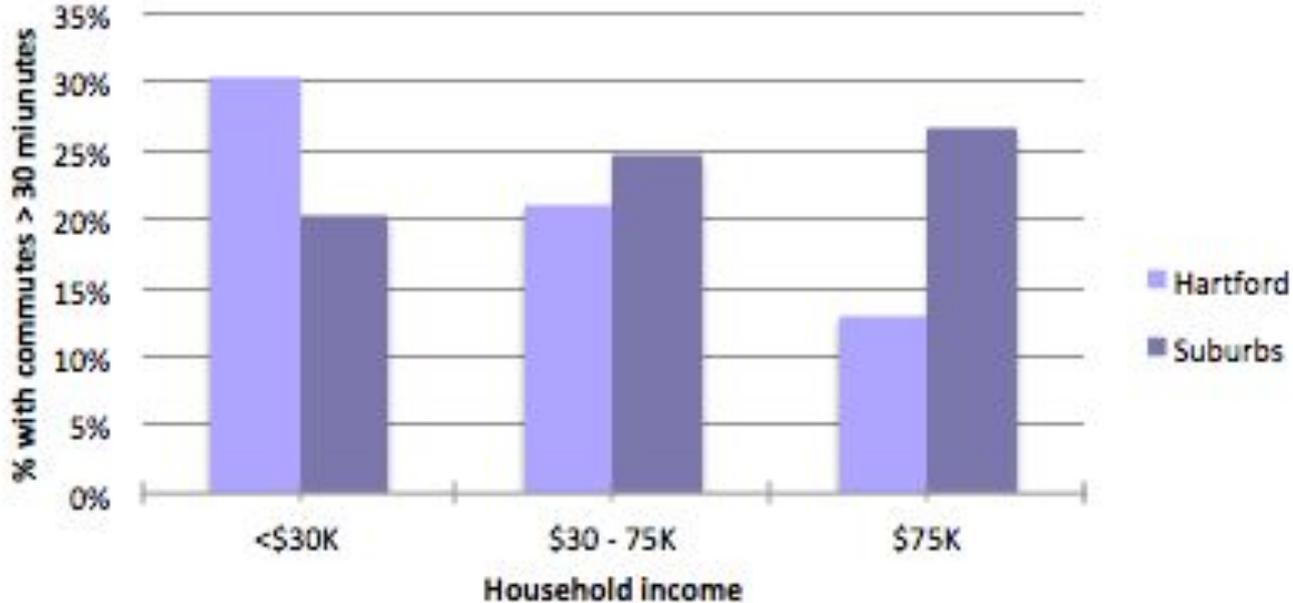
	Age				
	18 - 20	21 - 34	35 - 49	50 - 65	66+
Now live in a suburb where most people drive to most places	35%	41%	51%	51%	53%
Would like to someday live in a suburb where most people drive to most places	4%	8%	3%	9%	13%
Now live in a walkable area with shops and restaurants	47%	40%	25%	25%	32%
Would like to someday live in a walkable area with shops and restaurants	59%	44%	41%	45%	39%

Source: Housing Policy Brief, Legislative Commission on Aging, CRCOG and CCAPA

Cost of Living and Affordability

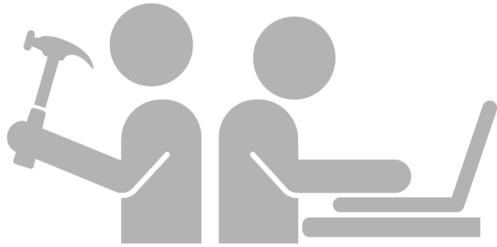
- The metro Hartford region's relatively low **cost of living is an asset**, especially in its strategic location between Boston and New York. The regional purchasing parity index, a cost of living measure, was only 102 in Hartford MSA (roughly average for the nation), vs. 111 in New Haven, 122 in New York, and 111 in Boston.
- Similarly, the **housing affordability** index in 2017 reveals that a median-income family in the Hartford MSA can afford a house costing \$186,900, compared to in the state at large where a median-income family can afford a house costing \$173,000.

Low-income Hartford Residents have the Longest Commutes, Followed by Higher-income Suburban Residents



Proposed Strategies

1. Support Talent Retention & Attraction, as well as Workforce Participation, Through Integrating Housing and Transit Development
2. Enhance Quality of Place Throughout the Region Through Developing Recreational, Historic, and Cultural Assets
3. Leverage Increased Downtown Residential by Expanding Retail/ Restaurants/ Amenities in Hartford
4. Extend Rail Service to Connect the Knowledge Corridor
5. Enhance Existing Bus Networks and Extend CTfastrak to Storrs



**Create the
workforce of
tomorrow**

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Workforce of Tomorrow

- **Build on your existing untapped workforce**
 - More than 37,000 unemployed: youth not working or in school, low-skill adult workers, limited english proficiency, veterans, and those with disabilities.
 - Stable labor market, but racial concentration in low-paying sectors.
- **Prepare your future workforce**
 - A majority of job openings expected in the metro Hartford region from 2016-2022 (51%) will be middle- and high-skill jobs.
- **Retain college graduates**
 - The current workforce is aging out: by 2030, you will have 19% more 65+ residents.
 - Compared to the benchmark metro areas, the Hartford MSA performs below average in 2- and 4-year institution retention and has the lowest rate of all benchmarks for 4-year retention alone.

The Region is Growing Older

Population by age	2016	2030 (e)	% Change
Ages 0 to 4 (Preschool)	54,781	49,891	-9%
Ages 5 to 17 (School Age)	167,889	144,690	-14%
Ages 18 to 24 (College Age)	110,211	115,912	+5%
Ages 25 to 44 (Young Adult)	258,738	248,452	-4%
Ages 45 to 64 (Older Adult)	295,012	279,313	-5%
Ages 65 and older (Older)	161,385	191,630	+19%

Untapped Workforce

	Total Un-employed	Limited English Proficiency	Veterans	People with Disabilities	Foreign-born
Opportunity Youth (not at work, not in school, 16 - 24)	8,489	307	-	1,454	452
Low-skill adults (25 - 64)	14,657	2,784	551	2,107	4,411
Middle-skill adults (25 - 64)	8,059	334	1,684	1,759	951
High-skill adults (25 - 64)	6,554	767	226	806	997
Total	37,759	4,192	2,461	6,126	6,811

Proposed Strategies

1. Promote High-Opportunity Careers to Middle and High School Students through Branding and Exposure Opportunities
2. Engage/ Create Industry Consortiums to Inform Curriculum and Provide Internship Opportunities for High School and College Students in a Coordinated and Scaled Approach
3. Develop an Industry-Driven Credential/Training System, with a Dual Track for Youth and Adults (Focus on Out-of-School Youth and Un/ Under-employed Adults), Based on the German Model
4. Increase Funding to Support Culturally-Relevant Outreach and Supportive Services to Engage More Minorities, Women, and Immigrants in High-Opportunity Careers

Today's Goal

- Engage experts in workforce and related fields to refine and prioritize strategies to advance inclusive economic growth in the region.
 - Refine: While the heart/intent of the strategies should remain similar, the specifics of what it looks like to implement the strategy in a bold and impactful way is what we'd like your help with.
 - Prioritize: Your input on which strategies would be most impactful will be used by the Advisory Committee to determine where to focus.

Today's Process

1. Split into strategy groups
2. Review existing plan recommendations, interview findings, and best practices
3. Identify what is already happening related to this strategy
4. Recommend ways that existing programs could be scaled to increase impact
5. Brainstorm new ideas for how to implement the strategy
6. Revise strategy statement; identify top organizations required to move forward; identify top three actions necessary for impactful implementation
7. Rank each revised strategy on its ability to impact inclusive economic growth