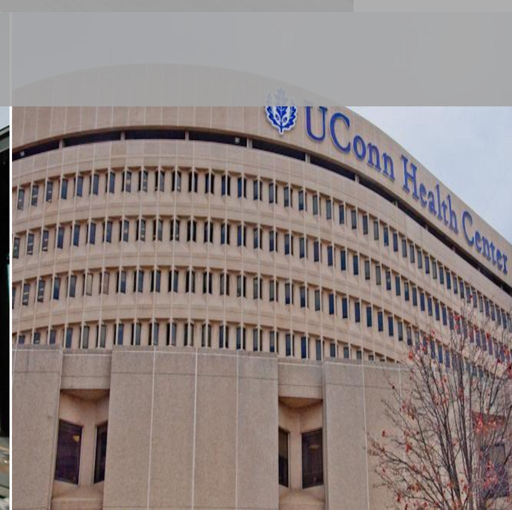
The Metro Hartford Region

Moving the Region Forward



A Comprehensive Economic Development Strategy: Part II - Trend Analyses
prepared by Connecticut Economic Resource Center, Inc. - October, 2012

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The Metro Hartford Region

The region used for this analysis is the metro Hartford region – a set of thirty-one municipalities located in north central Connecticut. Below are the individual municipalities that make up the region:

1. Andover
2. Avon
3. Bloomfield
4. Bolton
5. Canton
6. Cromwell
7. East Granby
8. East Hartford
9. East Windsor
10. Ellington
11. Enfield
12. Farmington
13. Glastonbury
14. Granby
15. Hartford
16. Hebron
17. Manchester
18. Marlborough
19. Newington
20. Rocky Hill
21. Simsbury
22. Somers
23. South Windsor
24. Stafford
25. Suffield
26. Tolland
27. Vernon
28. West Hartford
29. Wethersfield
30. Windsor
31. Windsor Locks

The metro Hartford region not only includes Hartford, the capital of Connecticut, but also the state's largest airport, Bradley International Airport, rail lines and highways. Figure 1 shows the major transportation attributes for the region.

Figure 1: Metro Hartford Region Transportation Attributes

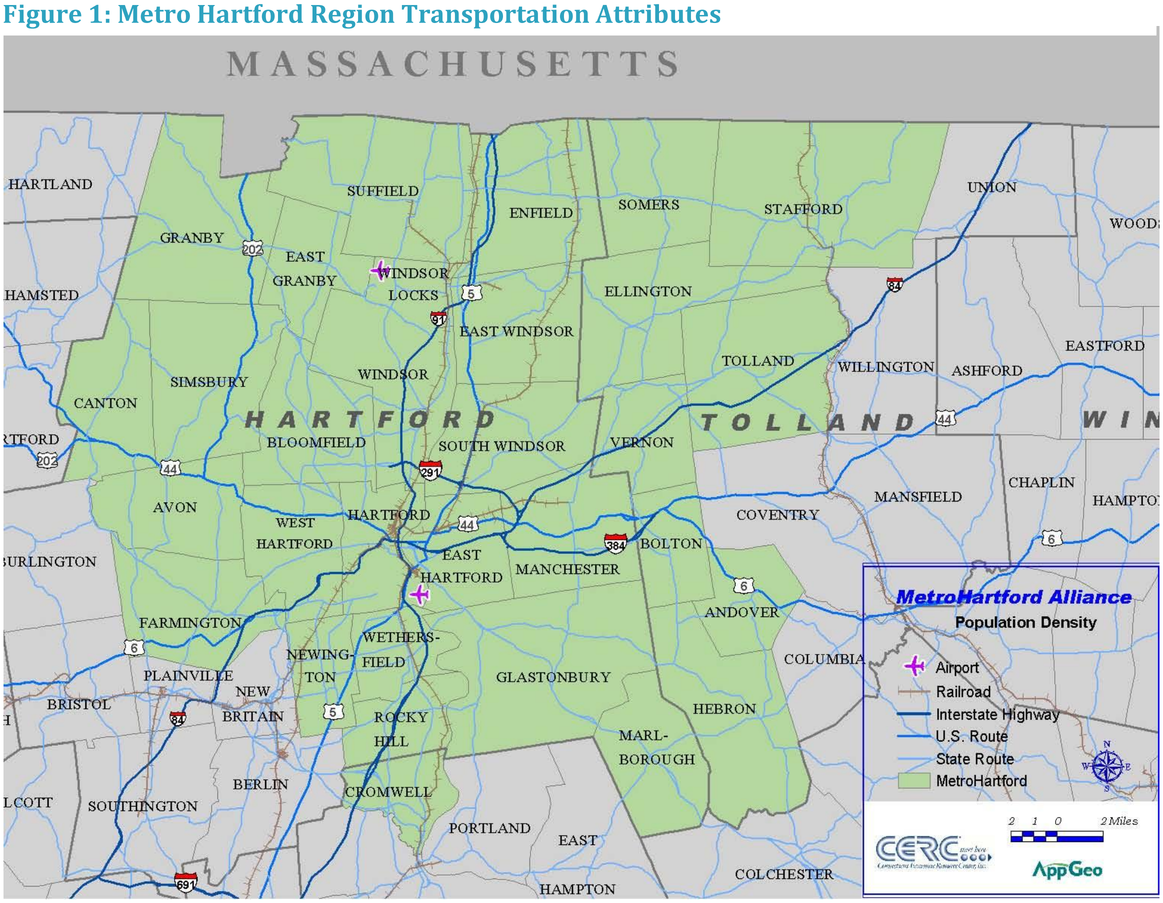


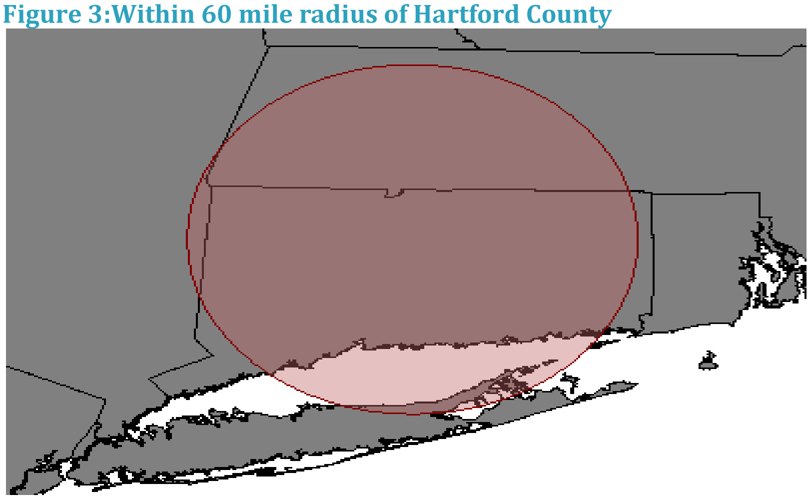
Figure 2: Quick Facts About the Region

	Hartford County	Rank in U.S.	Tolland County	Rank in U.S.
Population (2011)	894,705	57	152,507	414
Households (2010)	350,854	49	54,477	437
Labor Force (2010)	465,733	49	86,567	359
Per Capita Personal Income (2009)	$51,234	87	$45,424	187
Median HH Income	$60,028	217	$74,868	61
Poverty Rate (2010)	11.3	2,558	6.4	3,087
H.S Diploma or More*	87.1	1,108	92.2	194
Bachelor's or More*	33.3	228	36.8	158

*2010 ACS 5 year
Source: STATS America

The metro Hartford region is uniquely positioned between two major metropolitan areas – Boston and New York. Within a 60 mile radius of Hartford County you can reach almost all of Connecticut and most of Western Massachusetts. Within 150 miles of Hartford County, you can reach Boston, New York, Northern New Jersey, and Southern Vermont and New Hampshire, encompassing 11% of the U.S. population.

Figure 3:Within 60 mile radius of Hartford County

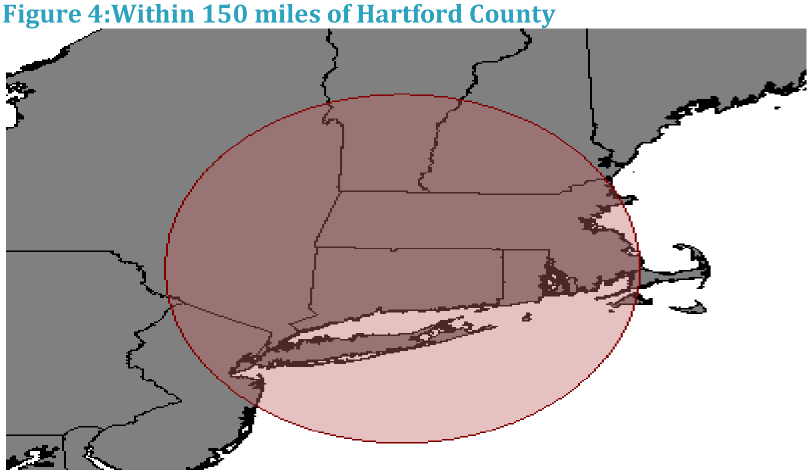


Source: STATS America

Within 60 miles of Hartford County you find:

- 7,153,801 people
- 611.6 people/sq mile
- 3,748,931 in the labor force

Figure 4:Within 150 miles of Hartford County

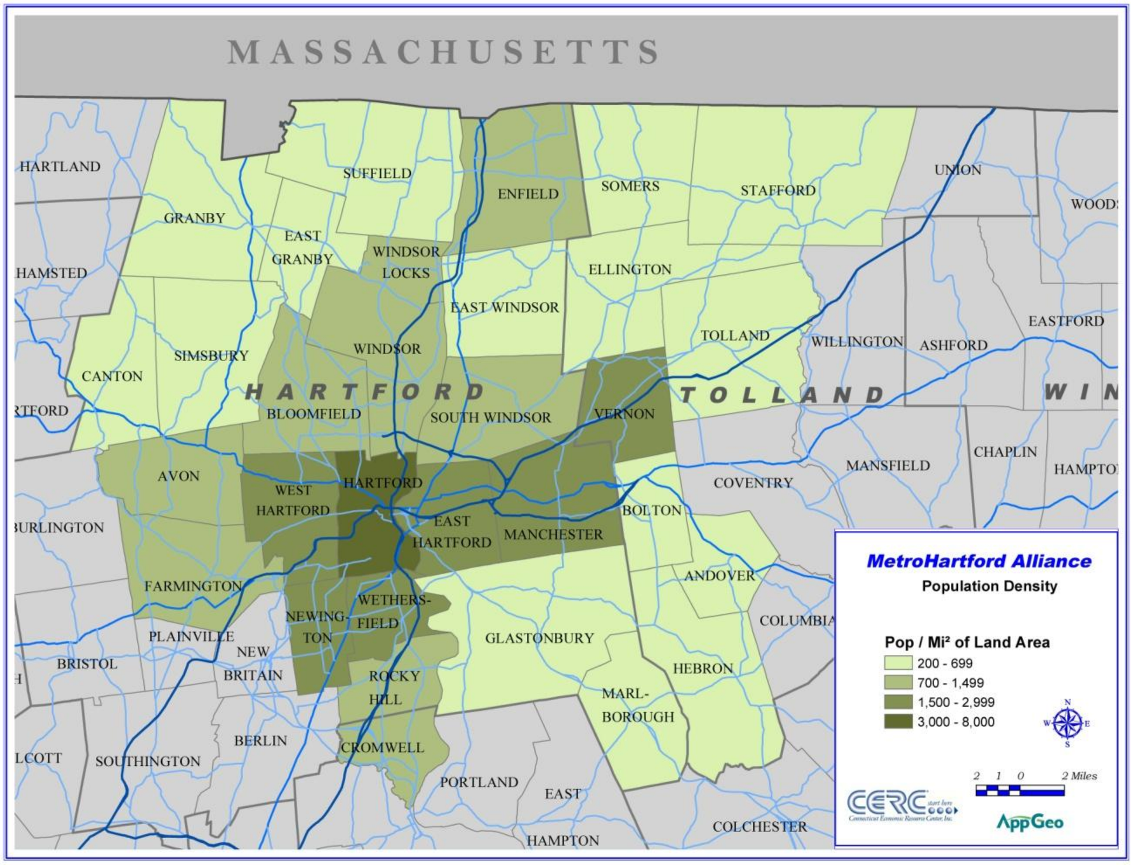


Source: STATS America

Within 150 miles of Hartford County you find:

- 33,769,52 people reside
- 17,356,799 in the labor force and
- you have 11% of the U.S. population

Figure 5: Population density of the metro Hartford region



This figure shows that the highest population density in the region centers around the capital city. Hartford has the highest in the region followed by the adjacent cities of West Hartford, Newington, Wethersfield, and East Hartford. Manchester and Vernon also have relatively high population densities in the region.

Utility services, not surprisingly, are loosely correlated with population density patterns. Most of the larger municipalities and urban areas in the metro Hartford region enjoy water and sewer services. Nearly all of the municipalities, except for Stafford, have at least portions covered with gas service. And electric service is available universally.

Figure 6: Utility service in the metro Hartford region

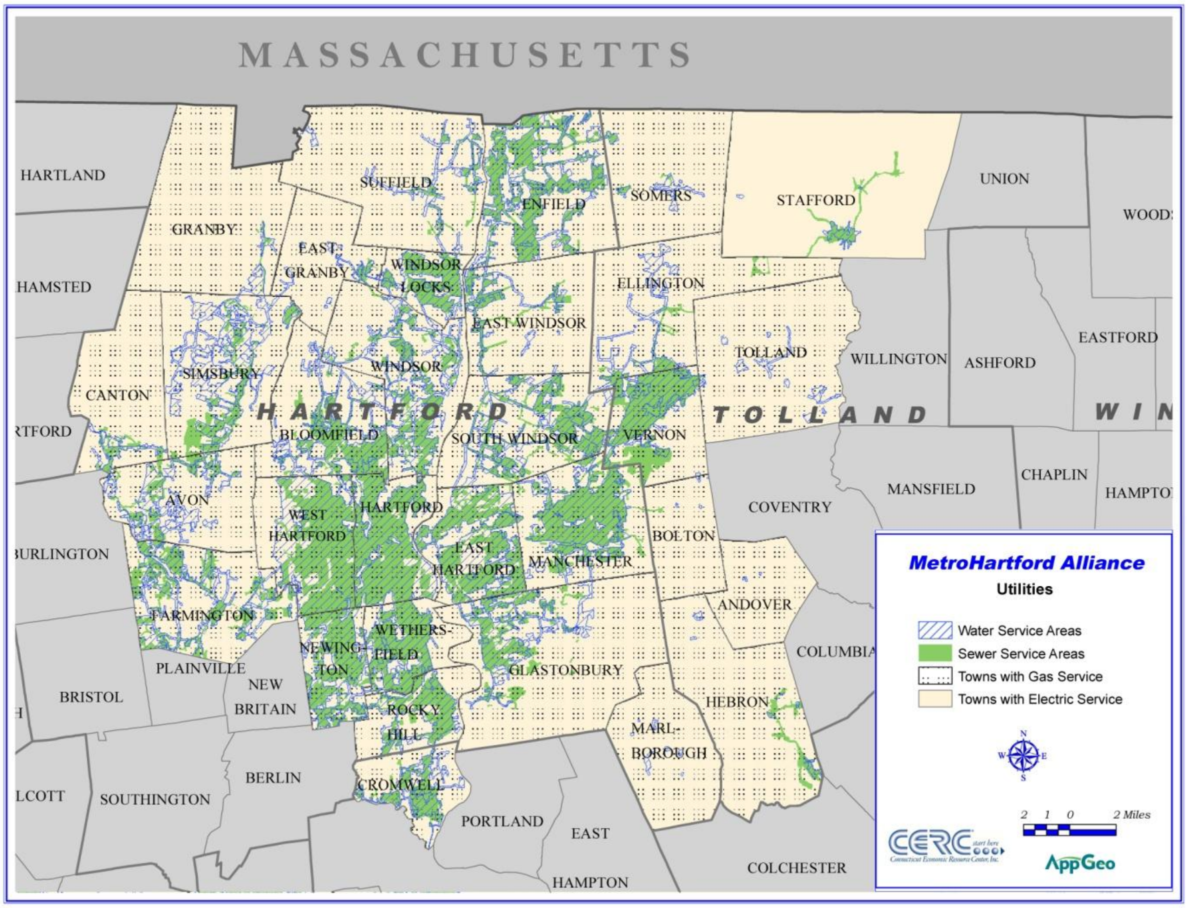


Figure 7: Land cover metro Hartford region, 2002

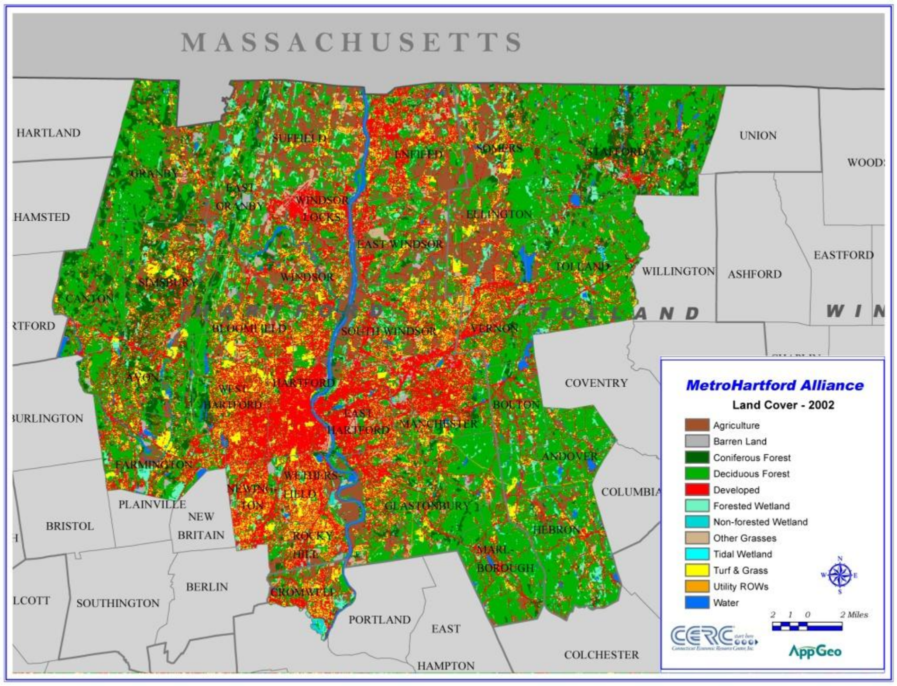
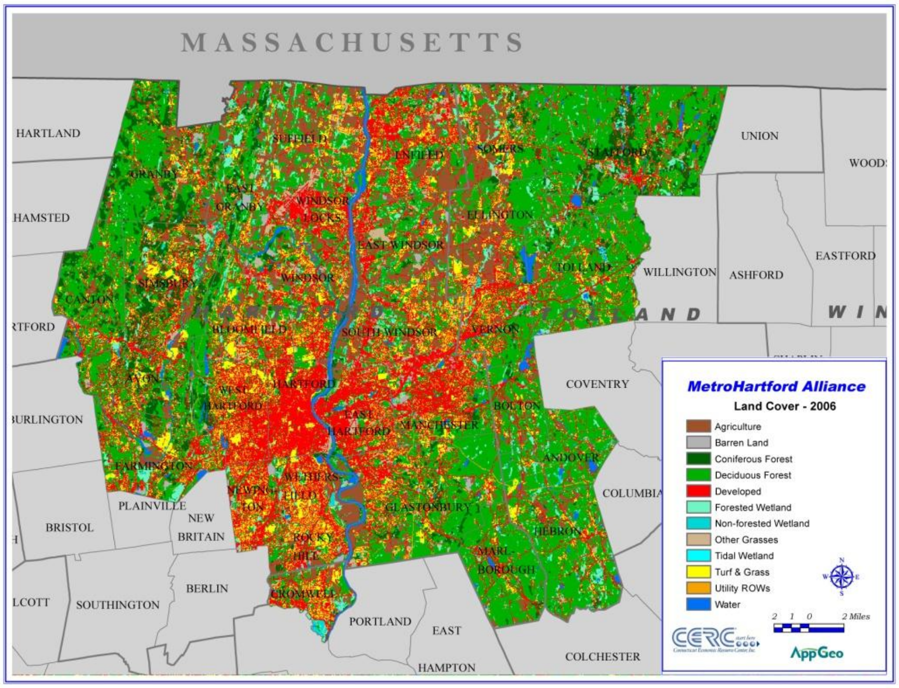


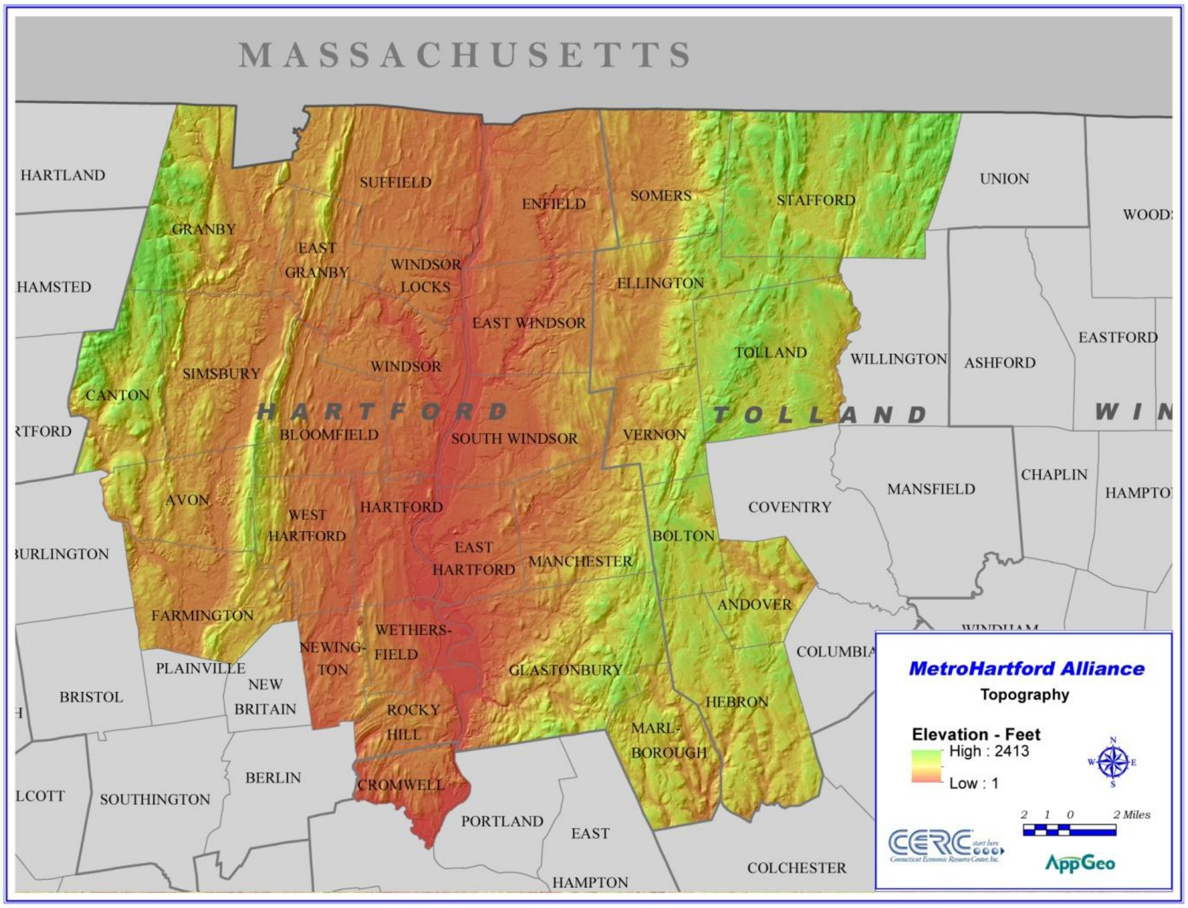
Figure 8: Land cover metro Hartford region, 2006



Land cover has remained fairly constant through the 2000s – the urban areas are very developed with forests and greenspace remaining along the corridors to the east and west of the I-91 corridor.

The topography map below shows the elevation variance in the metro Hartford region. The center of the region, of course, is dominated by the Connecticut River, and there are low-lying areas around this large body of water. Higher elevation runs north-south on both the eastern and western sides of the region.

Figure 9: Topography of metro Hartford region



The figure below provides an overvie w of the key statistics from the demographic, economic, and industry analyses that follow.

Figure 10: Key Regional Statistics

EDUCATIONAL ATTAINMENT	•36% of population have Bachelor's degree or more •41% of 25-34 year olds have bachelor's degree or more
POPULATION	•2005-2010 population growth slower than the nation •Gained 38,105 people between 2000 and 2010
MIGRATION	•Almost 40% of in-migration from another county in state
FOREIGN BORN	•More than 10%of population in 4 towns is foreign born •Hartford, East Hartford, West Hartford, and Manchester have largest number of foreign born
AGE DISTRIBUTION OF POPULATION	•The largest population groups by age in the region are: less than 19 years and between 45 and 59 years of age. •45 and 69 increased in share while the 30-44 age cohort decreased in share of the total population
SPECIAL POPULATIONS	•In 2010, 14,625 TFA recipients – 47% live in Hartford •53% of probationers live in Hartford and East Hartford
POVERTY	•All towns have a poverty rate less than 10% except Hartford (32%) and East Hartford (15%)
HOUSEHOLD INCOME	•Per capita income is 1.2 times higher than U.S.
EMPLOYMENT	•Hartford MSA has recovered a greater percentage of jobs that were lost due to the recession than CT and the U.S.
SELF EMPLOYED	•12% of workers in the region are self-employed
UNEMPLOYED	•All towns have lower unemployment rates (March '11 to '12) •Almost one-quarter in region are from Hartford
OCCUPATIONAL PROJECTIONS	•Highest annual growth 2008-2018: Education, Healthcare, and Math/Computer •Math/Computer occupations projected to grow at faster rate than state
PATENT ACTIVITY	•Almost one-quarter of patents in state originate in Hartford or Tolland counties.

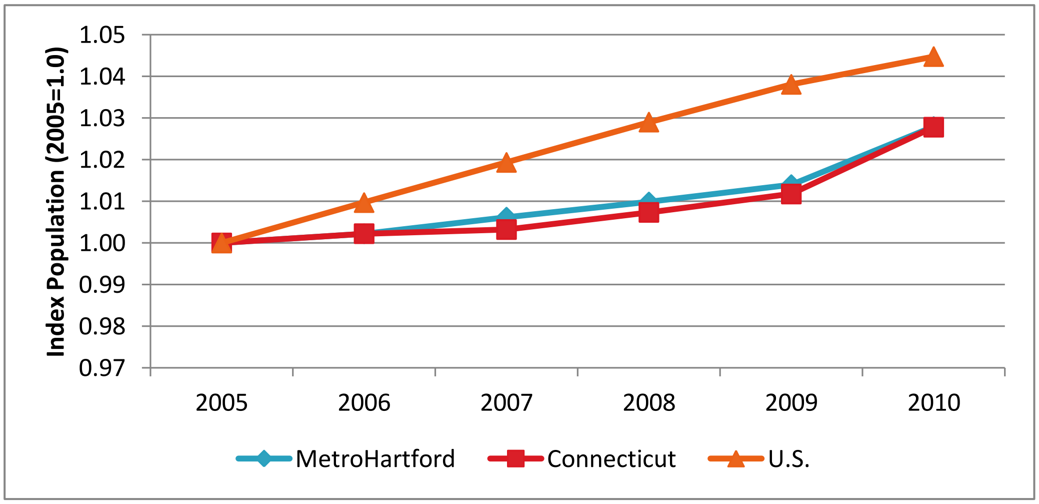
Demographic Analysis

This section of the report looks at the demographic trends occurring in the region. In particular, the analysis includes information on the following topics: general population growth, population by age, educational attainment of the population, poverty, foreign born, special populations, housing statistics, household income, and migration into and out of the region. The analysis uses the most recent data available. In terms of looking specifically at data for the region, when town level data was not available, either county level information or the North Central Workforce Investment Area (NC WIA) data was used for comparison.

Population

As shown in Figure 11, the population growth of the metro Hartford region over the past six years has been slower than the nation but equal to Connecticut.

Figure 11: Population growth for the U.S., Connecticut, and metro Hartford region – 2005-2010



Source: U.S. Census

Between 2000 and 2010, the region's net population gain was 38,105 people. **Only three towns in the metro Hartford region lost population while the remaining 28 municipalities gained population**. Figure 12 shows the three towns that lost population and also the towns with the highest absolute gains.

Figure 12: Population change by town – 2000 to 2010

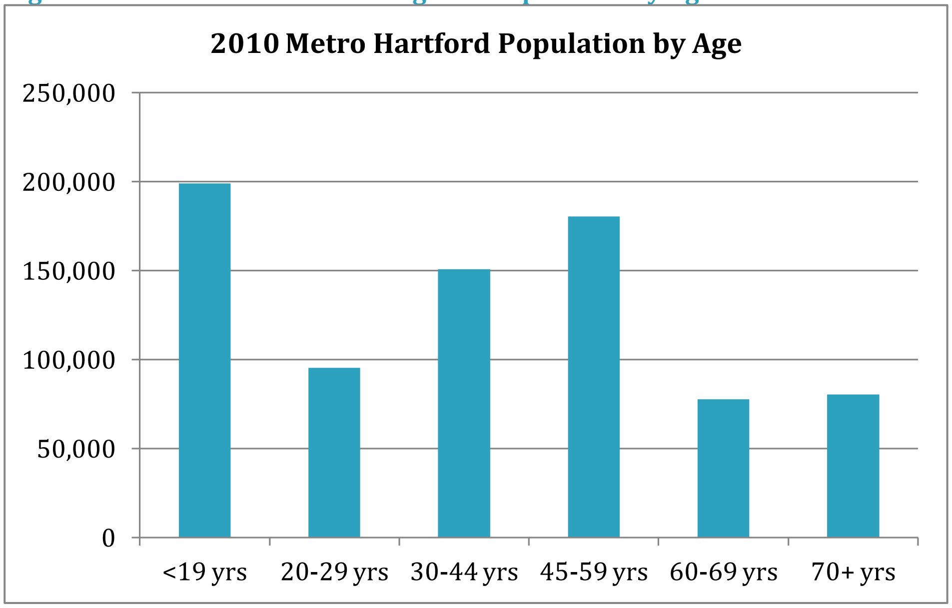
Town	2000 Pop	2010 Pop	# Diff	% Diff
Enfield	45,212	44,654	(558)	(1%)
West Hartford	63,589	63,268	(321)	(1%)
Bolton	5,017	4,980	(37)	(1%)
Manchester	54,740	58,241	3,501	6%
Hartford	121,578	124,775	3,197	3%
Ellington	12,921	15,602	2,681	21%
Glastonbury	31,876	34,427	2,551	8%
Avon	15,832	18,098	2,266	14%
Suffield	13,552	15,735	2,183	16%
metro Hartford	745,498	783,603	38,105	5%

Source: U.S. Census

Age Distribution of Population

As shown in the figure to the right, in 2010, the two largest population groups by age in the region are those less than 19 years and those between 45 and 59 years of age.

Figure 13: The Metro Hartford Region's Population by Age – 2010 Census



Source: U.S. Census

When looking at the distribution of the population by age between the 2000 Census and the 2010 Census, those between the ages of 45 and 69 increased in share while the 30-44 age cohort decreased in share of the total population.

The net gain in population between 2000 and 2010 was 38,105 people. However, the age group of 30-44 years decreased by almost 30,000 people; a 16.5% loss.

However, it could also be that rather than losing those people, they aged into the next cohort (45-59) and there wasn't a similar replacement from the 20-29 cohort into the 30-44 cohort.

Figure 14: Population changes by age 2000 to 2010

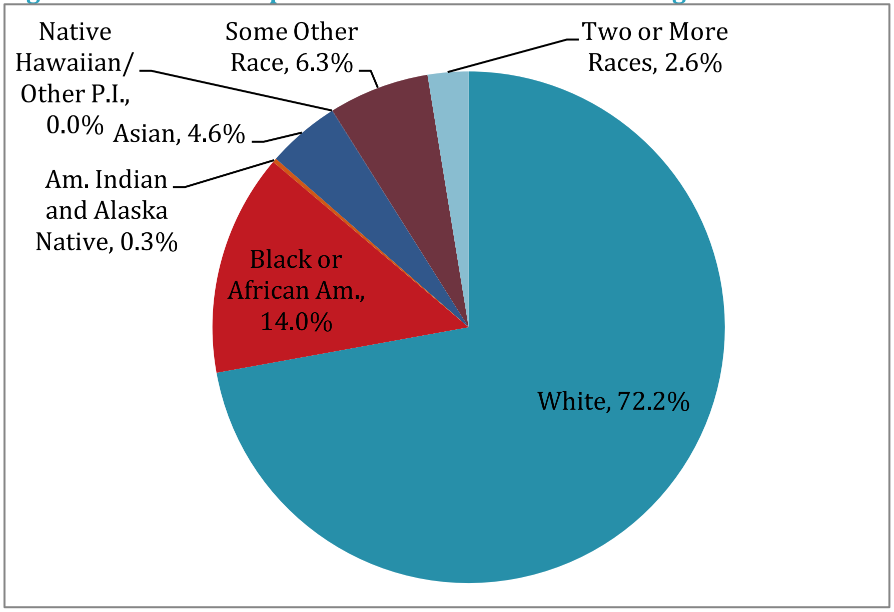
	2000	% of pop	2010	% of pop	Diff '00-'10
< 19 years	202,084	27%	198,963	25%	(3,121)
20-29 years	81,923	11%	95,309	12%	13,386
30-44 years	180,494	24%	150,736	19%	(29,758)
45-59	146,215	20%	180,412	23%	34,197
60-69	55,780	7%	77,758	10%	21,978
70-79	47,835	6%	43,788	6%	(4,047)
80+	31,167	4%	36,637	5%	5,470
Total	745,498		783,603		38,105

Source: U.S. Census

Racial Composition

The majority of the population in the metro Hartford region is Caucasian. However, 28 percent are of a racial minority.

Figure 15: Racial Composition of the metro Hartford region

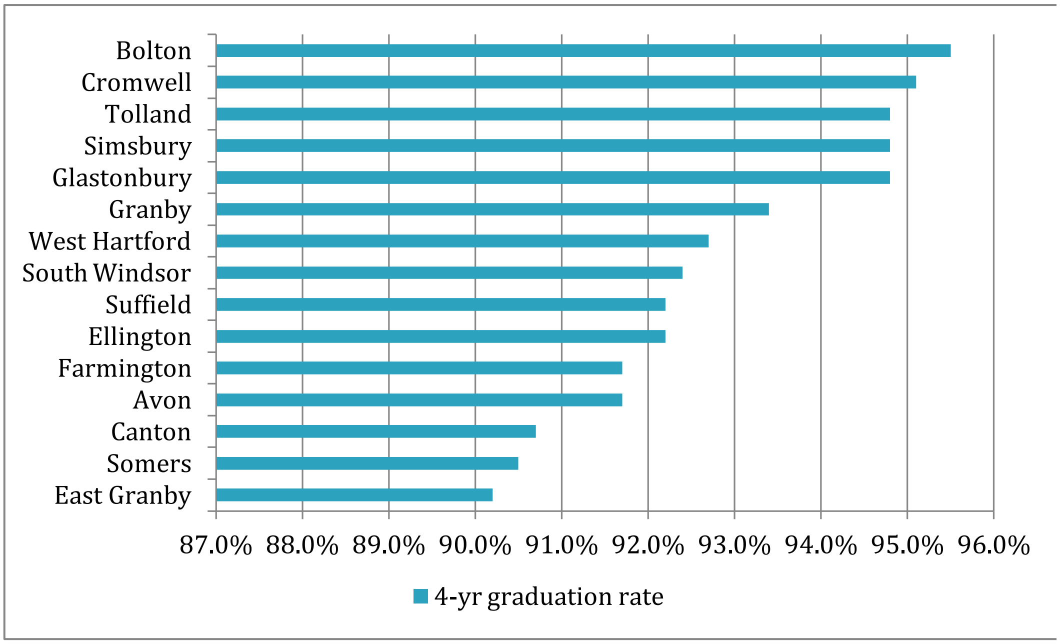


Source: U.S. Census

Educational Attainment

For the class of 2010, 15 towns in the metro Hartford region had a 4-year high school graduation rate of greater than 90 percent. (The new graduation rate calculation tracks a group of students from their initial entrance into ninth grade through to graduation with student-level data from a longitudinal data set.)

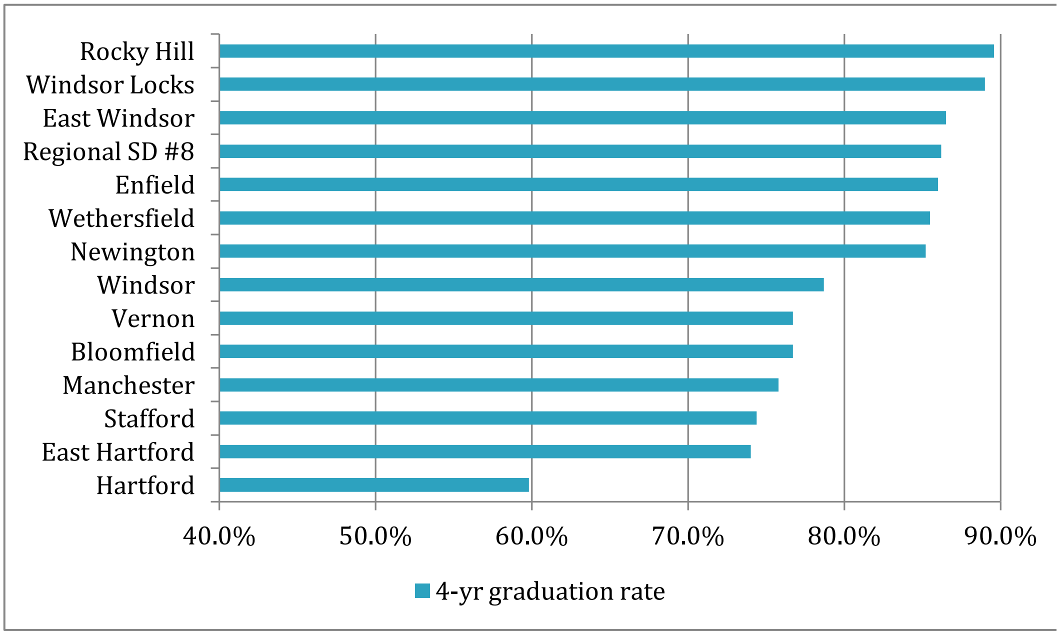
Figure 16: 4-year high school graduation rates of more than 90% by town – class of 2010



Source: Connecticut State Department of Education

However, for the class of 2010, 14 towns in the region had 4-year high school graduation rates of less than 90 percent. Hartford had the lowest 4-year graduation rate of 59.8 percent.

Figure 17: 4-year high school graduation rates of less than 90% by town – class of 2010

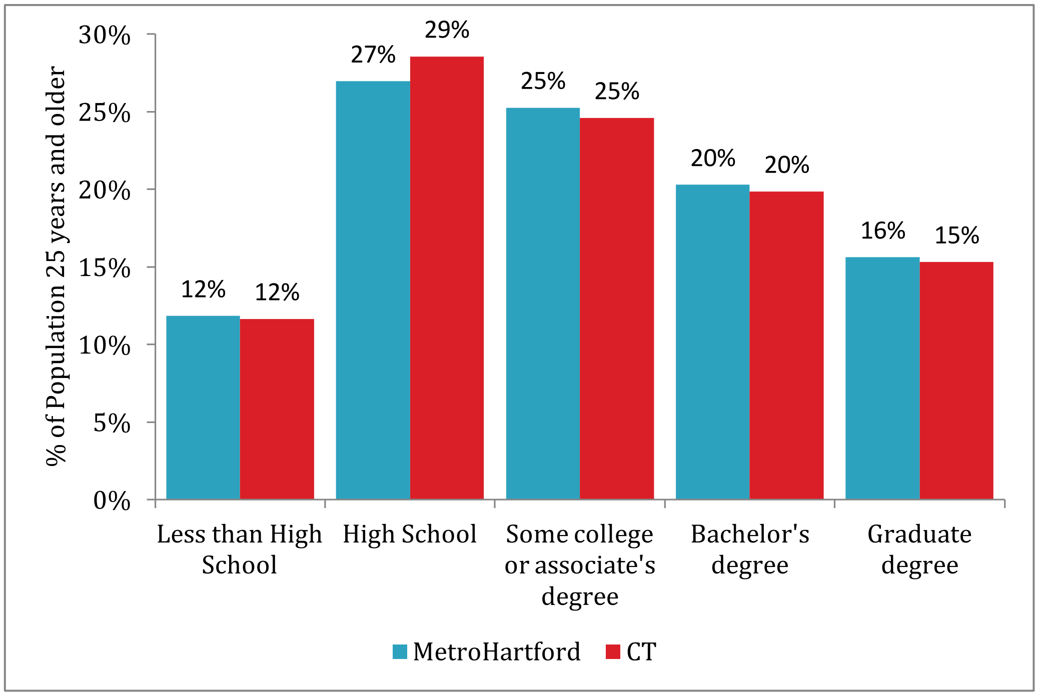


Source: Connecticut State Department of Education

Young, well-educated workers are among the most mobile people in our nation. Their mobility makes them an important indicator of trends in workforce education and availability. Places with lots of well educated young workers today are likely to have lots of well-educated workers in the years ahead. (City Vitals, CEOs for Cities)

The educational attainment of the metro Hartford region mirrors that of the state. More than a third of the population in the region that is 25 years and older (36%) has a bachelor's degree or more.

Figure 18: Educational attainment metro Hartford region compared to CT, 2006-2010



Source: U.S. Census American Community Survey 5-year estimates, 2006-2010

Unfortunately, in general the **percentage of people who recently moved to the metro Hartford region are less educated when compared to the percentage moving to other parts of the state.** However, the metro Hartford region had a higher percentage of those moving in with a bachelor's degree when compared to the state as a whole.

Figure 19: Educational Attainment of people moving into the metro Hartford region compared to Connecticut

Educational attainment for population over 25 years	% Moved from different state one year ago		% Moved from abroad one year ago	
	Metro Hartford	CT	Metro Hartford	CT
Less than high school	**10%**	8%	**29%**	21%
High school	16%	**18%**	**18%**	17%
Some college or associate's	18%	**21%**	12%	**18%**
Bachelor's degree	**34%**	29%	**27%**	25%
Graduate or professional degree	21%	**24%**	15%	**20%**

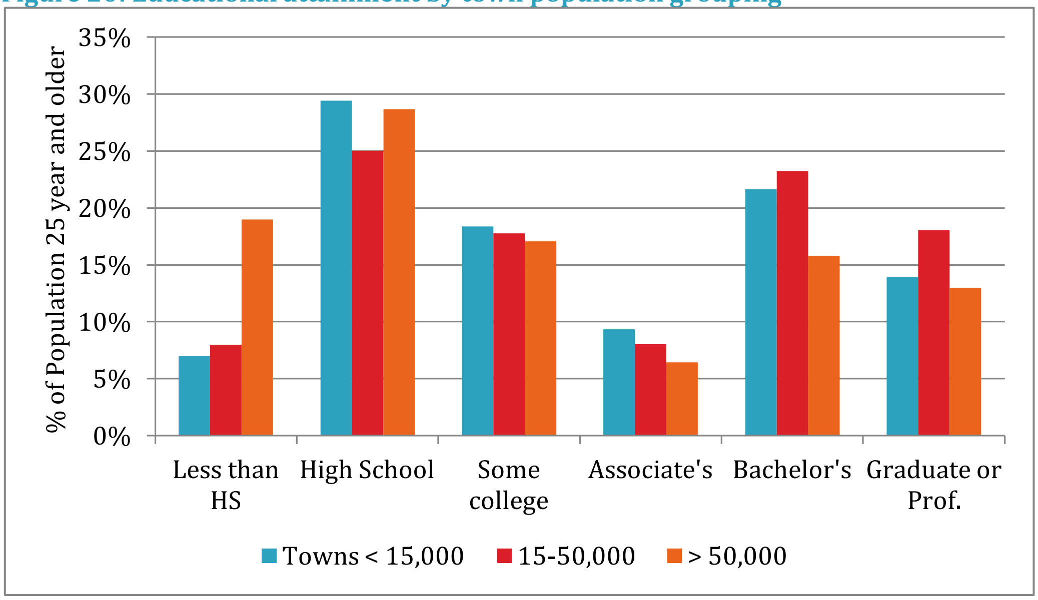
Source: U.S. Census American Community Survey 5-year estimates, 2006-2010

The metro Hartford region has 37,412 people ages 25 to 34 years old with at least a bachelor's degree – 41% of that age cohort. Within the city of Hartford itself, 18% of residents ages 25 to 34 have a bachelor's degree or more.

The figure to the right shows the educational attainment of the population over the age of 25 in the metro Hartford region by town size.

The figure shows that the mid-size towns have populations with more bachelor's and advanced degrees where the larger towns have a higher percentage of the population with a high school degree or less.(For a list of the towns in each population grouping see Appendix A)

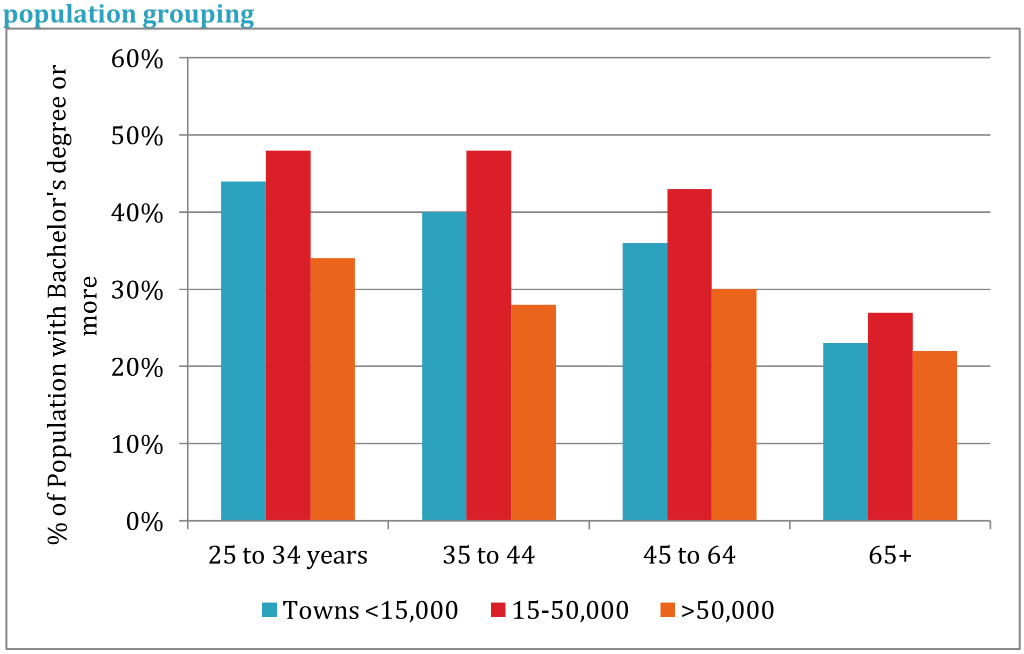
Figure 20: Educational attainment by town population grouping



Source: U.S. Census American Community Survey 5-year estimates, 2006-2010

This figure shows educational attainment by age. It shows that those ages 25 to 24 years have a higher percentage with a bachelor's degree or more than those in the older age groups. This positions the region well for the future supply of the workforce for the knowledge economy. However, the young and well-educated are the most mobile so retaining this workforce will be important for the region.

Figure 21: % of population with bachelor's degree or more by age and town population grouping



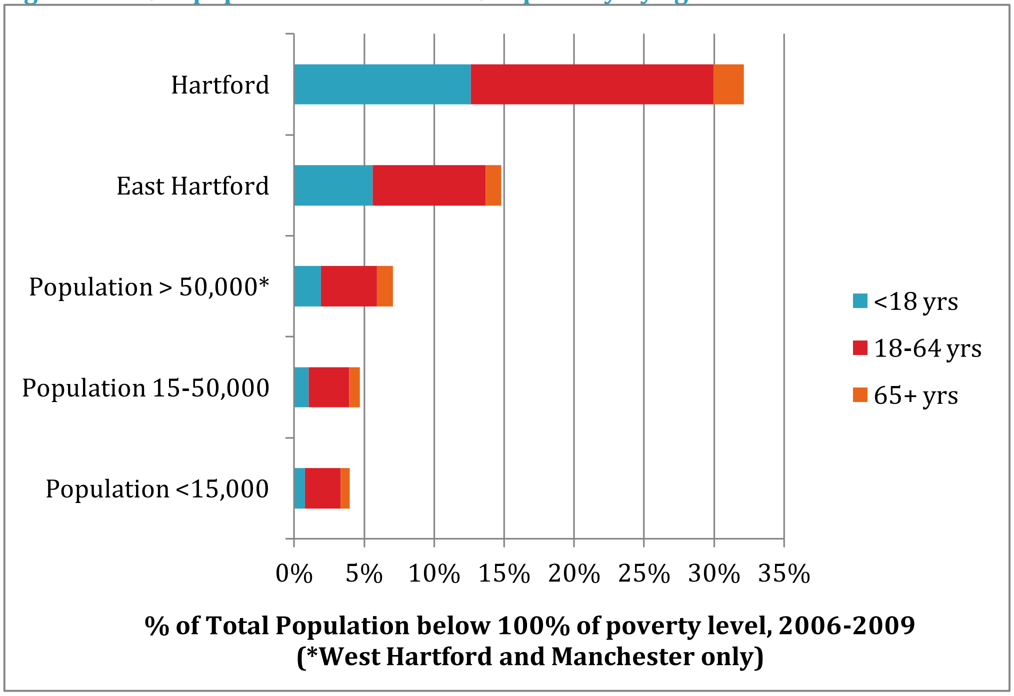
Source: U.S. Census American Community Survey 5-year estimates, 2006-2010

Poverty

All towns in the metro Hartford region had poverty rates of less than 10 percent except Hartford (32%) and East Hartford (15%).

In Hartford, 13% of those living in poverty are children.

Figure 22: % of population below 100% of poverty by age



Source: : U.S. Census, American Community Survey 5-year estimates, 2006-2010

However, when looking at poverty by race in the region, African Americans and minorities of other races or two or more races are disproportionately represented. Approximately 46% of those living in poverty in the metro Hartford region are Caucasian yet they represent 73% of the population. On the other hand, only 13% of the metro Hartford population is African American, yet they make up 25% of those living in poverty.

Figure 23: Poverty by Race in metro Hartford region

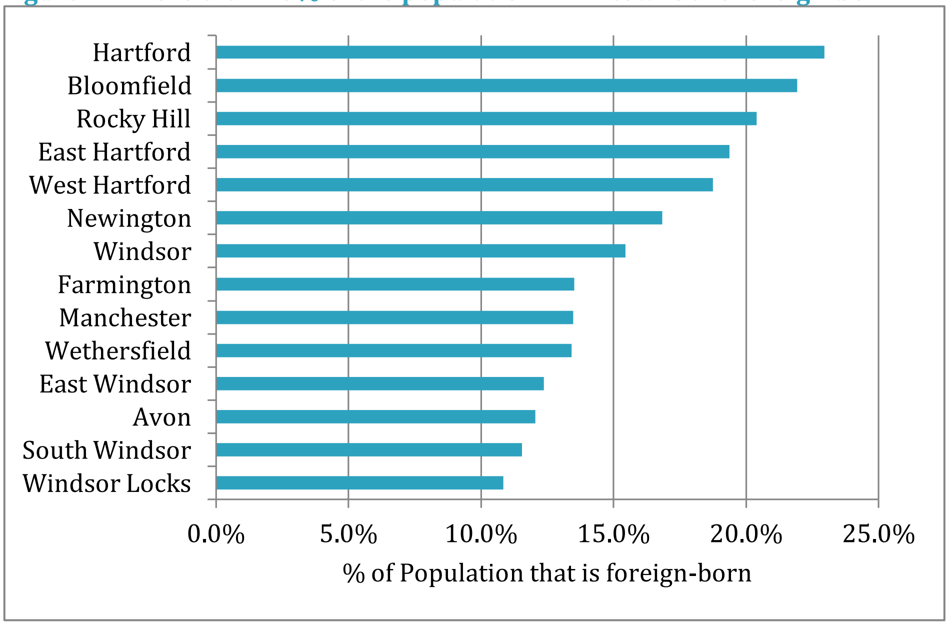
Race	# in poverty	% of poverty population	% of metro Hartford population of this race
Caucasian	34,011	45.7%	73.3%
African American	18,748	25.2%	13.1%
Asian	2,323	3.1%	4.5%
American Indian	369	0.5%	0.2%
Some other race	16,230	21.8%	6.6%
Two or more races	2,795	3.8%	2.4%
Total	**74,476**	**100%**	**100%**

Source: U.S. Census, American Community Survey 5-year estimates, 2006-2010

Foreign Born

Fourteen percent of the metro Hartford region's population is foreign-born (105,321 people). The figure to the right shows the towns with more than 10% of their residents are foreign-born.

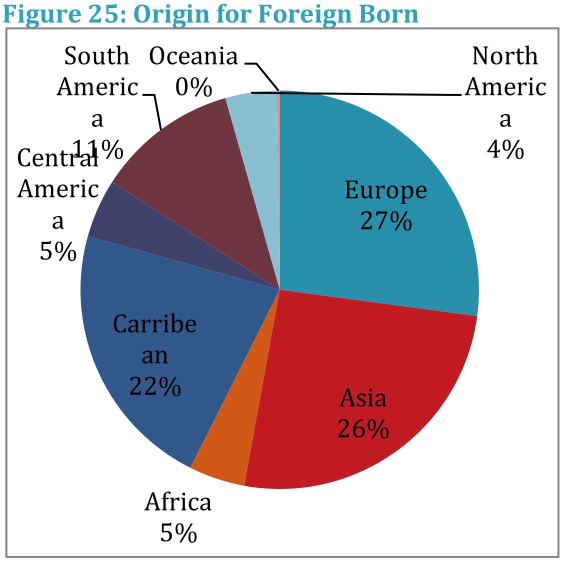
Figure 24: More than 10% of the population in 14 towns are foreign-born



Source: Source: U.S. Census, American Community Survey 5-year estimates, 2006-2010

The pie chart shows the regions of the world where the foreign-born originate and the table lists the cities with the largest absolute number of foreign-born. The table shows the countries of the largest number of residents for each town. The following towns have the highest foreign-born populations: Hartford (26,774); West Hartford (11,372); East Hartford (9,764); and Manchester (7,706).

Figure 25: Origin for Foreign Born



Source: U.S. Census, American Community Survey 5-year estimates, 2006-2010

Figure 26: Country of Origin for towns with highest number of foreign born

Country of origin	Hartford	West Hartford	East Hartford	Manchester
Jamaica	7,774		1,331	477
Peru	1,972			
Dominican Republic	1,605			
Guyana	1,070			
Columbia	1,024			492
India	1,021	731	944	1,627
China		668		
Portugal		601		
Ghana			708	
Vietnam			734	
Total	14,907	2,000		
Total FB	26,774	11,372	9,764	7,706

Special Populations

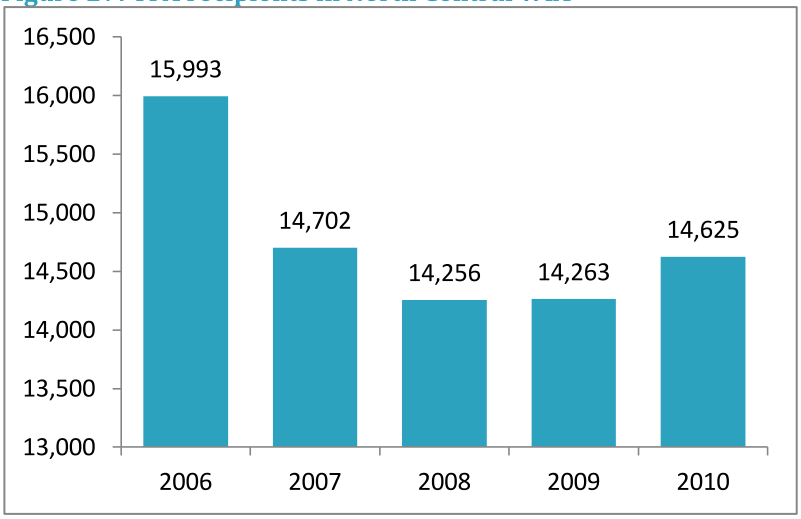
The following information on special populations is published by the CT Department of Labor in a publication called "2011 Information for Workforce Planning." The data are provided by workforce investment area. For this report, the North Central Workforce Investment Area (NC WIA) data is presented since it contains all the towns in the metro Hartford region except Cromwell. The NCWIA also includes seven towns that are not part of the metro Hartford region.

Temporary Family Assistance (TFA) Recipients

Thirty-five percent of Connecticut's total TFA population lived in the North Central WIA (14,625 recipients) in 2010, among which 47 percent lived in Hartford.

The majority of the increase in TFA recipients between 2009 and 2010 occurred in New Britain, Bristol, and Vernon. The towns with the largest decreases were Hartford, Enfield, and Plainville.

Figure 27: TFA recipients in North Central WIA

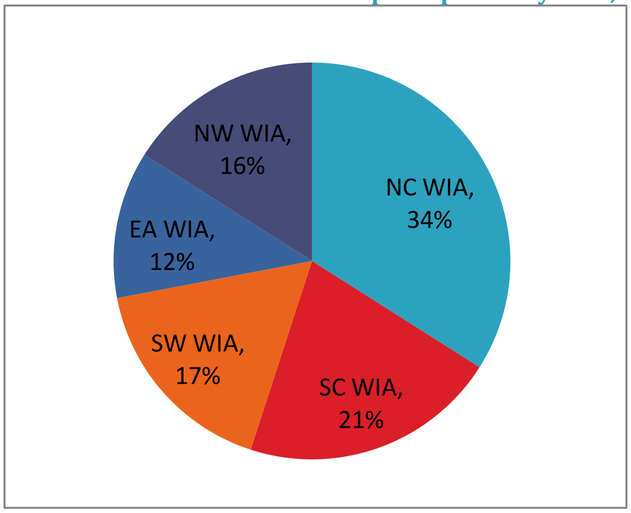


Source: CT DOL "2011 Information for Workforce Planning"

Food Stamp Recipients

As shown in the figure, the NCWIA has the largest percentage of food stamp recipients in the state (100,786 recipients or 34%). In addition, from 2009 to 2010, NCWIA had the largest nominal year-over-year increase (+21,463). Two-thirds of food stamp recipients in the NCWIA live in Hartford, New Britain, and East Hartford.

Figure 28: Connecticut's Food stamp recipients by WIA, 2010

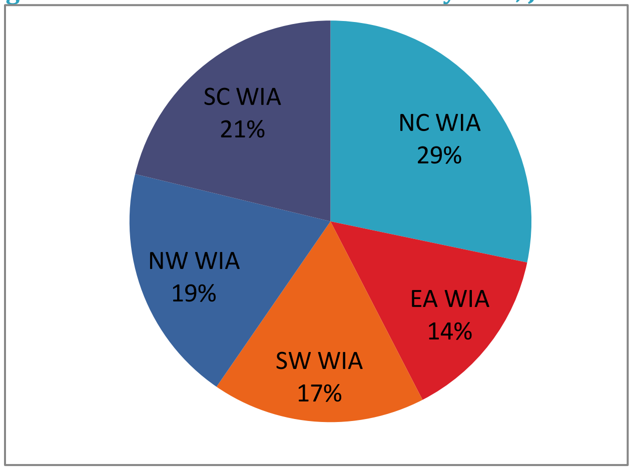


Source: CT DOL "2011 Information for Workforce Planning"

Department of Developmental Services (DDS) clients

In June 2011, the NCWIA had 4,365 consumers of services – 29% of the state population – the largest in the state. Hartford (463) and Manchester (411) had the largest number of consumers.

Figure 29: Connecticut's DDS clients by WIA, June 2011



Source: CT DOL "2011 Information for Workforce Planning"

Adult Probationers

The North Central WIA had 13,926 adult probationers in 2011, down 1,147 from 2010. However, the towns that make up the metro Hartford region had 10,428 probations in 2011.

In the metro Hartford region, Hartford (4,579) and East Hartford (962) accounted for 53% of the region's probationers.

Figure 30: Adult probationers, 2011

Top Ten Towns in Metro Hartford Region	# of Probationers 2011
Hartford	4,579
East Hartford	962
Manchester	788
Enfield	550
Vernon	454
West Hartford	332
Bloomfield	314
Windsor	306
Newington	205
Wethersfield	173
Total for top ten towns	8,663
Total for Metro Hartford Region	10,428

Source: CT DOL "2011 Information for Workforce Planning"

Housing

According to the Greater Hartford Association of Realtors, the housing market did not rebound in 2011 in the greater Hartford area – a 57-town area.

Some experts say the sale of foreclosed properties and short sales — where lenders agree to accept a sales price below what is owed on a mortgage — is a factor pushing down the median.[1]

Many local real estate experts agree, however, that property values have slid an average of 20 percent since the housing downturn began in 2007.

Figure 31: Housing market in Greater Hartford region – 2010 versus 2011

Greater Hartford	2010	2011	% Change
New Listings	16,983	15,998	(6%)
Pending Sales	8,910	8,189	(8%)
Closed Sales	7,861	7,255	(8%)
Dollar volume closed sales	$2.1 billion	$1.9 billion	(9%)
Average Sale Price	$265K	$262k	(1%)
Median Sale Price	$230K	$221K	(4%)
Average days on market	73	83	14%

Source: Greater Hartford Association of Realtors

Although new home construction is struggling in the region due to the housing/mortgage crisis, the region has seen a recent increase in plans for new apartment buildings. There are plans for more than 2,500 apartment units to rent at full market value and will be ready in the next three to five years.[2] The data provided below is from the City of Hartford's Economic Development Department.

Planned Apartment Development:

- Hartford conversion of the Clarion Hotel on Constitution Plaza into 199 apartments
- Simsbury – 88 apartments as part of mixed-use development
- South Windsor – 200 units as part of Evergreen Walk
- Glastonbury – 250 units as part of redevelopment of old mill
- Glastonbury – add residential component to existing office, hotel and retail space in Somerset Square with 155 units
- Other – Manchester (224); Windsor (300-400); Bloomfield (78)

There are additional plans for apartments to be built in Hartford at various stages of development:

1. 286 units at 777 Main Street – seeking developer
2. Estimated 225 units 95-101 & 111 Pearl Street – seeking developer
3. 115 units at Front Street – have developer but seeking funding
4. 300 units at 160 Jewel Street (former YMCA building) – Northland is the developer and has put development on hold until economic conditions improve

[1] Lee, Mara, "Single-Family House Sales Rise in March" Hartford Courant, April 20, 2012.
[2] Gosselin, Kenneth, "Apartment Boom Emerges as House Sales Lag," Hartford Courant, March 31, 2012.

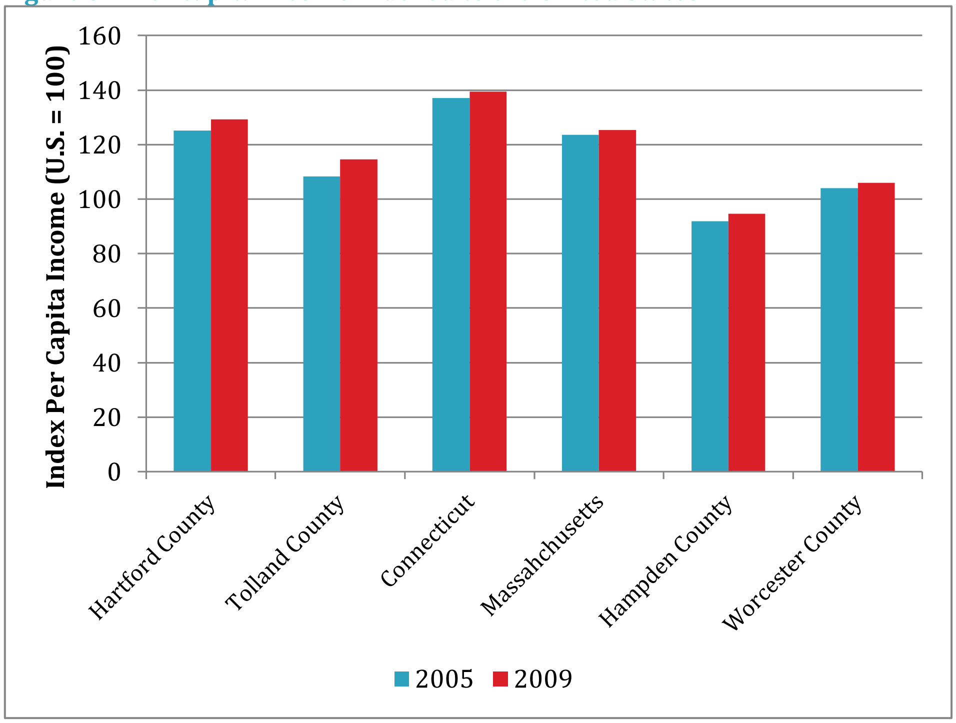
Household Income

Relative to the United States, Hartford and Tolland counties have high per capita incomes. As show in Figure 32, Hartford county has a per capita income approximately 1.2 times higher than the nation.

Below are some additional facts about household income for the region that are not shown in the figure.

- In 2010, median household income was higher than the CT median of $66,347 for 22 towns
- 6 towns had median household income greater than $100,000 in 2010 -
  Avon, Simsbury, Glastonbury, Granby, Tolland, and Hebron
- Hartford had the lowest median household income of $26,117

Figure 32: Per capita income indexed to the United States

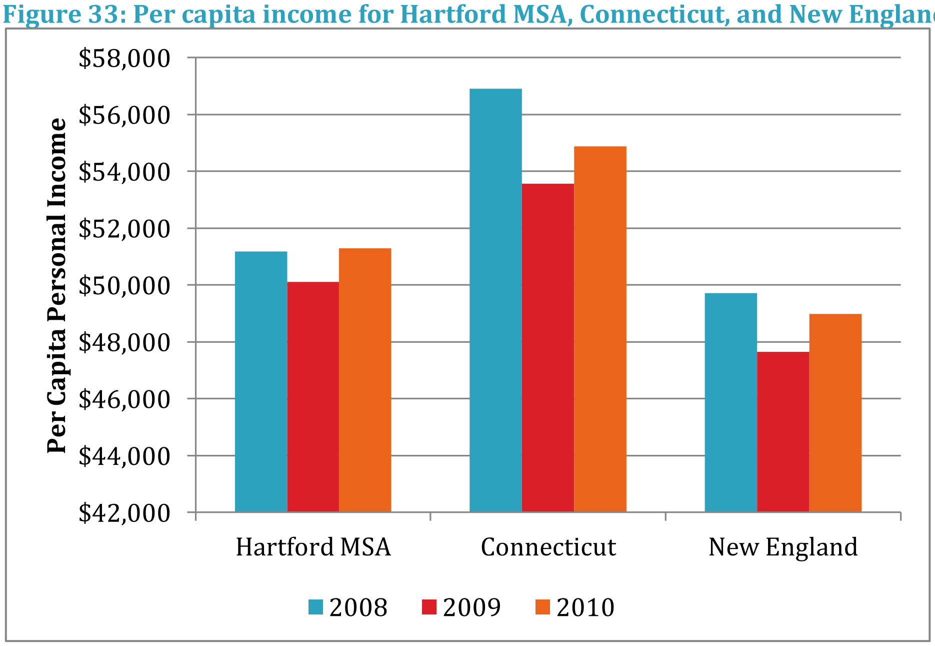


Source: U.S. Bureau of Economic Analysis

From 2008 to 2010, the per capita personal income in the Hartford Metropolitan Statistical Area has consistently been higher than the New England area but lower than Connecticut.

Similar to other regions, the Hartford MSA saw a decrease in per capita income between 2008 and 2009 and then increasing from 2009 to 2010 – this reflects the impact of the economic recession. Although the per capita income for the Hartford MSA in 2010 equaled that of 2008, for the rest of the state, 2010 per capita income did not rebound to the level it was at in 2008.

Figure 33: Per capita income for Hartford MSA, Connecticut, and New England



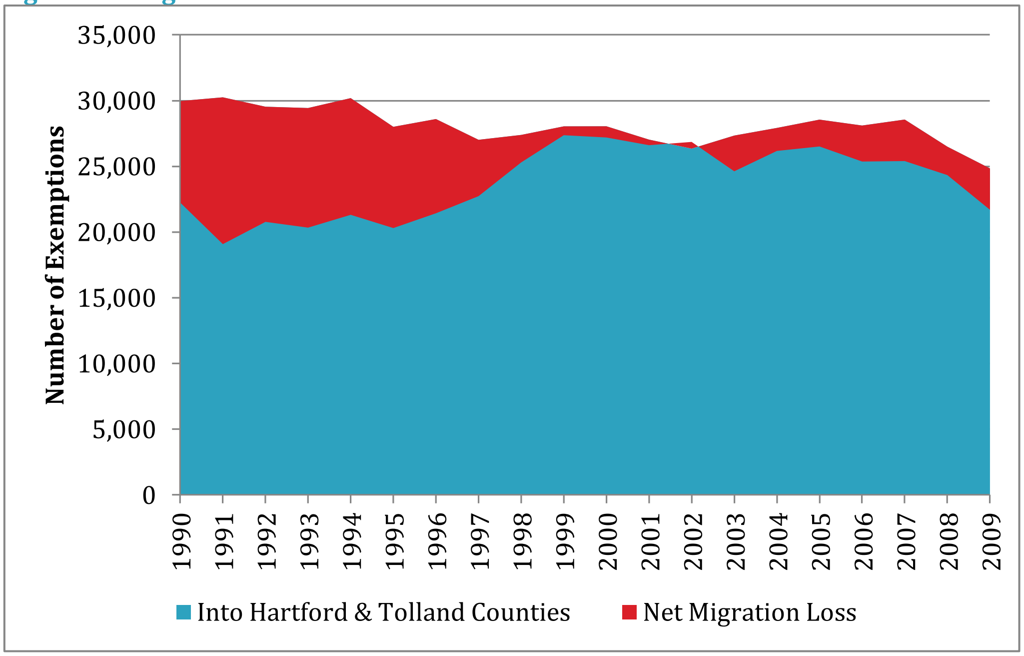
Source: U.S. Bureau of Economic Analysis

Migration

The following county-level information regarding migration patterns is gathered from the Internal Revenue Services. This data tracks the migration of people by the number of exemptions on the federal tax return.

In the 1990s, Hartford & Tolland county lost an average of 7,500 filers per year. Between 1999 and 2001, an average of 650 filers left each year, and since 2003 an average of 2,500 filers are lost every year. 2002 was the only year that had a net gain of filers–509 filers.

Figure 34: Migration of Tax Filers

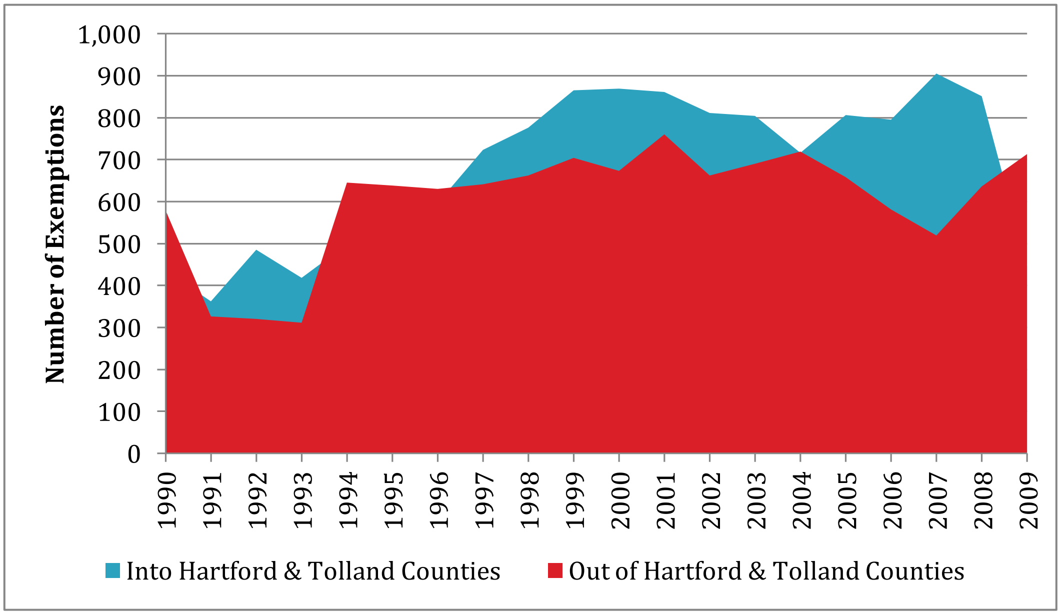


Source: Internal Revenue Service (IRS) based on movements of IRS filers

Foreigners have helped to offset the loss of native filers. **For most years, Hartford and Tolland counties have experienced a net migration gain of foreign filers**.

Only in 1992, 1993, 2000 (11 people) and 2005-2008 did *Hartford County* have a net gain of foreigners. However, in *Tolland county* every year but two there was a net gain in foreigners.

Figure 35: Migration of Foreign Tax Filers



Source: Internal Revenue Service (IRS) based on movements of IRS filers

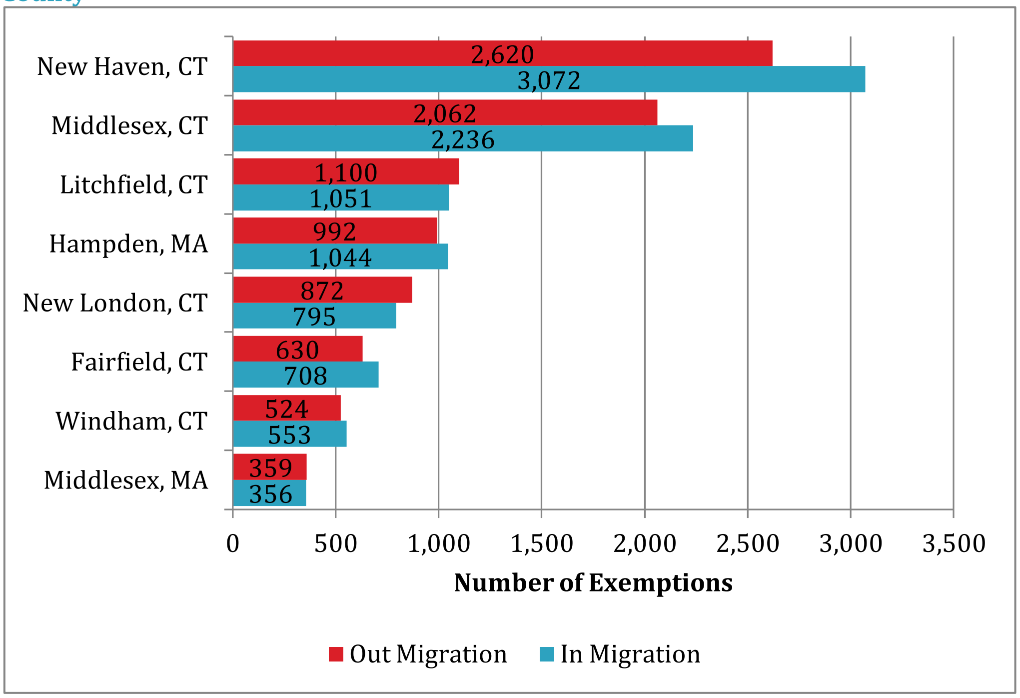
The top counties for in-migration are also the top counties for out-migration.

44% of those moving into Hartford County and 36% of those moving out in 2009 moved from eight U.S. counties; six were in Connecticut.

The population *moving into Hartford County* from these eight counties in 2009 was 9,815. A total of 22,261 people moved into Hartford county in 2009.

The population *moving out of Hartford County* from these eight counties in 2009 was 9,159 out of 25,411 people moving out.

Figure 36: Counties with the highest number of in and out migrants to Hartford County

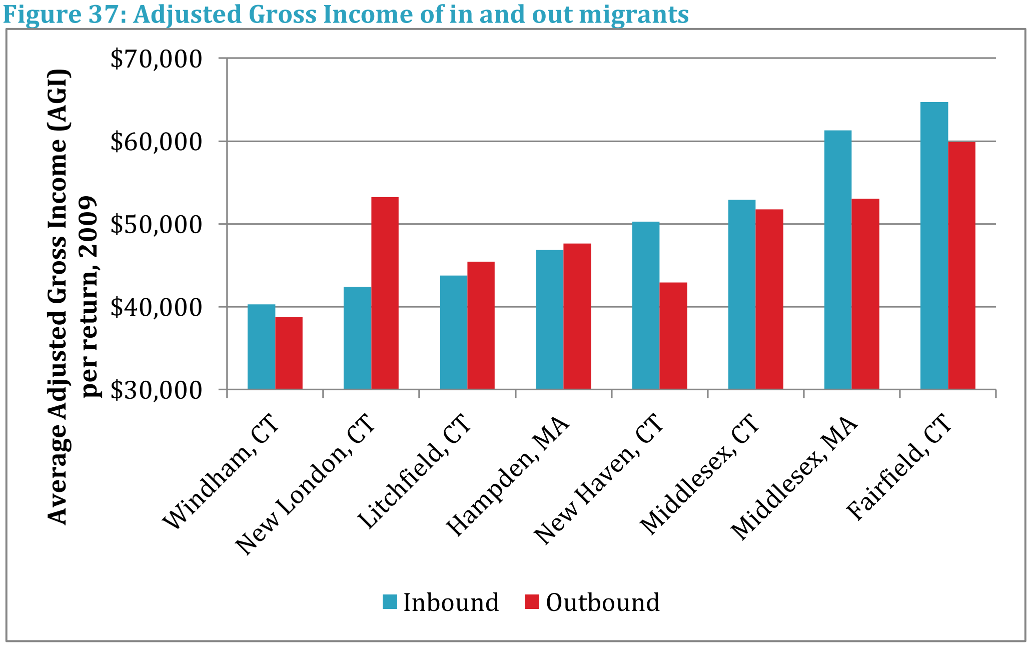


Source: Internal Revenue Service (IRS) based on IRS filers

Approximately 38% of the population moving into Tolland and Hartford County comes from another part of Connecticut.

The average income was higher for the in-migrants than the out-migrants for five of the eight counties that have the highest in/out migration.

Figure 37: Adjusted Gross Income of in and out migrants



Source: Internal Revenue Source (IRS) based on IRS filers

Economic Trends - Recession and Recovery Update

The development of this plan and the analysis is occurring on the heels of the great recession and during a slow economic recovery period. Since most economic data are published with a 3 to 6-month or greater lag time, much of the recent data in this report presents a bleak picture. However, the Connecticut Department of Labor has produced some recent statistics analyzing the recession and recovery period which is presented below and provides a perspective on how the Hartford metropolitan statistical area has fared relative to other areas in the state, and the state and nation as a whole.

The figure to the right shows the recession peak, duration, and recovery length for the U.S., Connecticut, and the metropolitan statistical areas (MSA) in Connecticut.

The Hartford MSA experienced a 23-month recession and a recovery that has lasted 25 months (through March 2012). This was about the average for the state and mirrors the U.S. duration.

Figure 38: Cycle-Phase Durations

Region or metropolitan statistical area	Recession peak	Phase trough	Recession length (months)	Recovery length (months)
U.S.	Jan - 08	Feb - 10	25	25
CT	Mar - 08	Feb – 10	23	25
Bridgeport-Stamford	Mar - 08	Feb – 10	23	25
Danbury	Dec – 07	Jan – 10	25	26
Hartford	Mar – 08	Feb – 10	23	25
New Haven	Mar – 08	Feb – 10	23	25
New London	May – 08	Dec – 11	43	3
Waterbury	Dec – 06	Feb – 10	38	25

*Cycles looking at nonfarm employment
Source: CT DOL, CT Recession/Recovery Update Spring 2012 – Benchmark 2012

Figure 39 shows the number of jobs lost during the recession and the number that have been gained during the recovery. **The Hartford MSA had the lowest percentage loss in jobs during the recession** and now has a **higher percentage of jobs recovered than the U.S. and Connecticut**. In fact it ranks behind Danbury in terms of the percentage of jobs recovered.

Figure 39: Job-Growth Performance-Current Cycle

Region or metropolitan statistical area	Recession Peak (jobs)	Phase trough (jobs)	Jobs Lost	% of Jobs	Jobs Gained	% of Jobs Gained	% of Jobs Recovered
U.S.	138,023	129,244	(8,779)	6.4%	3,577	2.8%	40.7%
CT	1,712	1,595	(118)	6.9%	38	2.4%	31.9%
Bridgeport-Stamford	422	392	(30)	7.1%	8	2.0%	26.7%
Danbury	71	64	(7)	9.4%	4	6.7%	65.2%
Hartford	561	528	(33)	5.9%	16	3.0%	48.2%
New Haven	280	263	(17)	6.2%	4	1.4%	21.3%
New London	138	126	(12)	8.9%	0.5	0.4%	4.1%
Waterbury	69	61	(8)	11.0%	0.5	0.8%	6.6%

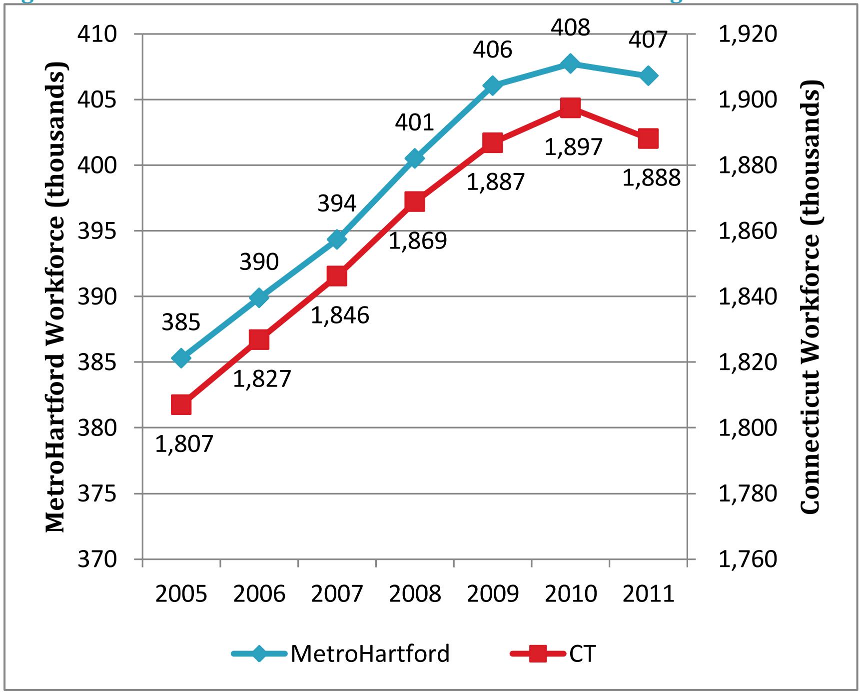
Source: CT DOL, CT Recession/Recovery Update Spring 2012 – Benchmark 2012

Workforce Trends

Labor force measures are based on the civilian non-institutional population 16 years old and over. People with jobs are counted as employed. People who are jobless, looking for jobs, and available for work are regarded as unemployed, and people who are neither employed nor unemployed are considered not in the labor force. The unemployment rate represents the percentage of the labor force that is unemployed. (Source: CT Department of Labor)

- Percent of population age 15-69 that is in the workforce:
  - Town population <15,000: 81%
  - Town population 15-50,000: 79%
  - Town population >50,000: 70%
- Hartford's workforce participation rate for ages 15-69 years is 63%; the lowest in the region (excludes those living in group quarters)

Figure 40: Labor force for Connecticut and metro Hartford region



Source: CT DOL

The growth and decline of the metro Hartford region workforce mirrors that of the state, as seen in the figure.

Unemployment

Similar to the rest of the nation, the metro Hartford region experienced high rates of unemployment during the recession and has seen those rates decrease since. For example, the highest rate of unemployment in the metro Hartford region in March 2011 was 16.3% (Hartford) and in March 2012 it was 14.7% (Hartford). Unfortunately, Hartford continues to experience unemployment rates higher than the national average of 8.2% and the state average of 7.7%.

All towns in the metro Hartford region have seen a decrease in unemployment from March 2011 to March 2012. Canton saw the largest drop of 1.8 percentage points, going from an unemployment rate of 7.3% in March 2011 to 5.5% in March 2012. On the other hand, Windsor Locks saw the smallest decrease, dropping only 0.2 percentage points from 7.9% in March 2011 to 7.7% in March 2012.

Figure 41: Towns with highest unemployment rates in metro Hartford

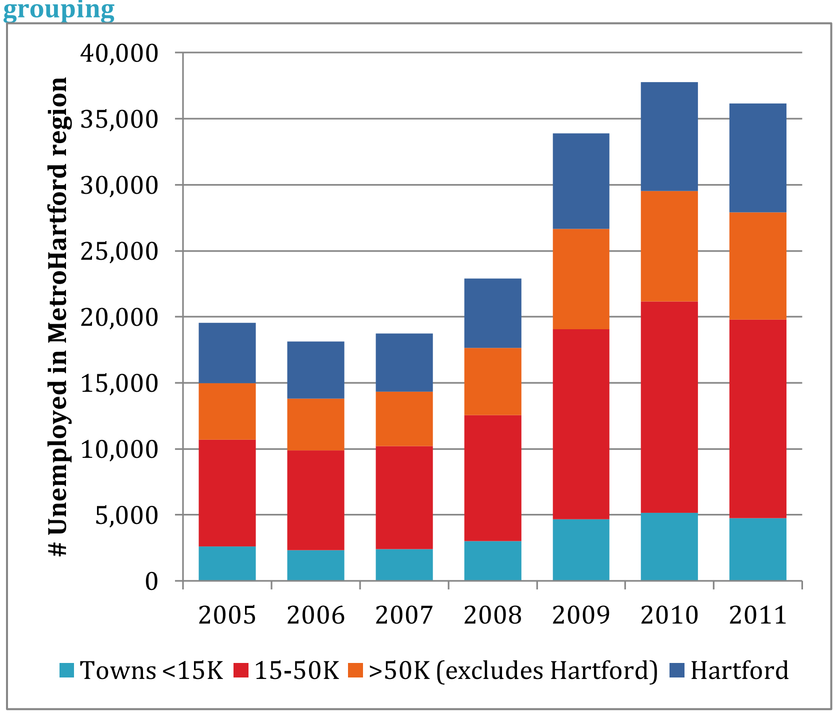
Town	Unemployment Rate	
	Annual Avg 2011	March 2012
Hartford	16.2%	14.7%
East Hartford	11.2%	9.9%
Bloomfield	10.1%	9.2%
East Windsor	9.2%	7.8%
Stafford	8.7%	9.6%
Manchester	8.4%	8.2%

Source: CT DOL

Figure 41 shows the towns with the highest average annual unemployment rates in 2011 in the metro Hartford region. These same towns also had the highest unemployment rates in March 2012.

The city of Hartford represents an area of deep poverty and also high unemployment coupled with low workforce participation rates. These are serious challenges for the region and need to be understood so that they can be remedied. Almost 50% of the labor force that lives below poverty resides in Hartford.

Figure 42: Number of people unemployed by town population grouping



Source: CERC analysis of CT DOL data

Almost one-quarter of the unemployed in the region are from Hartford. However, only 12% of the region's workforce is in Hartford.

Self-Employed

The self-employed are often not included in workforce figures as they are difficult to count. The U.S. Census County Business Patterns does separate out the self-employed but there is a time-lag in release of that data set. The self-employment data includes data for businesses that have no paid employees but are subject to federal income tax; most non-employers are self-employed operating unincorporated businesses (sole proprietorships).

The table below shows the breakout of self-employed individuals versus those employed in private employment for Hartford and Tolland Counties in 2009 (the most recent year of data available). A total of 61,563 people in the two counties are self-employed. Approximately 12% of those working in the two counties in 2009 were self-employed; 85% of the self-employed worked in Hartford County.

Figure 43: Self-Employment in Hartford and Tolland counties compared to Connecticut, 2009

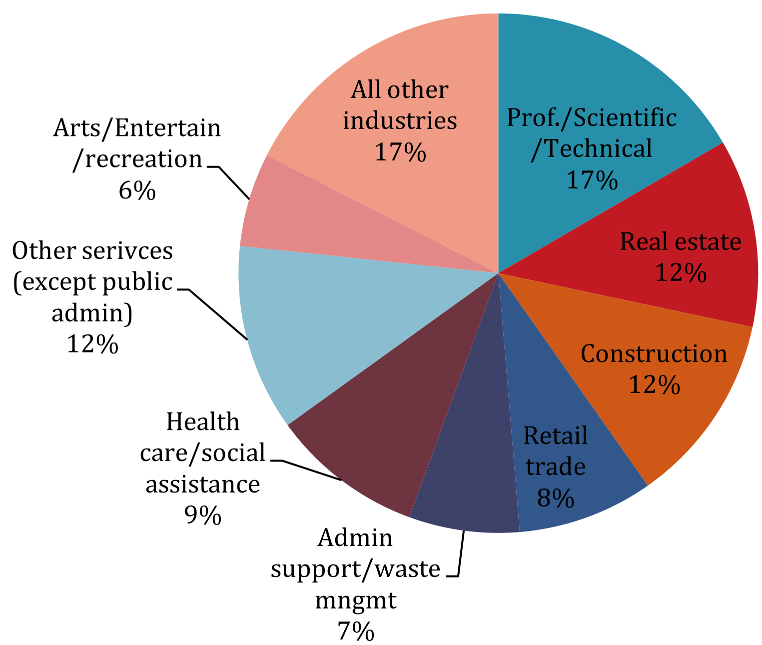
2009	Employed (Private)	Self-Employed	Total	% of total Self-Employed
Hartford & Tolland Counties	442,121	61,563	502,684	12.2%
Connecticut	1,368,940	246,784	1,615,724	15.3%

Source: Private employment from CT DOL QCEW data for 2009; Self-Employment data from U.S. Census County Business Patterns 2009

The figure to the right shows that the self-employed in Hartford and Tolland counties are dispersed throughout multiple industry sectors – no one sector has a majority of the self-employed.

The industry sector with the largest number of self-employed is the professional, scientific and technical industry sector representing 17% of the self-employed.

Figure 44: Percent of self-employed in Hartford & Tolland counties by industry sector



Source: U.S. Census Nonemployer Statistics, 2009 for Hartford & Tolland counties

Seven out of 10 self-employed individuals work in seven industry sectors. The largest categories of employment for Professional and Scientific include: legal; accountants; architectural/engineering; computer systems design; management, scientific & technical consulting services. The largest categories for healthcare include: offices of physicians; offices of mental health practitioners; home health care services; child day care services; individual and family services.

Figure 45: Self-employment by industry sector for Hartford & Tolland Counties and Connecticut

2009	Hartford Cty	Tolland Cty	Connecticut	% of state total
Professional & Scientific	8,659	1,573	44,352	23%
Real Estate	6,363	845	29,625	24%
Construction	5,910	1,420	31,916	23%
Health Care & Social Assistance	5,126	719	21,354	27%
Retail Trade	4,308	896	18,510	28%
Finance & Insurance	2,245	296	10,491	24%
Admin support/waste mngmt	3,633	604	18,451	23%
Total for listed industries	**36,244**	**6,353**	**174,699**	
Total Self Employed in region	**52,402**	**9,161**	**246,784**	**25%**

Source: U.S. Census Nonemployer Statistics, 2009 for Hartford & Tolland counties

Business and Real Estate

Business Expansion and Reduction Announcements

Economic and employment data captured by the Department of Labor provides information on what has happened in the past upon which future trends can be gleaned. However, the news media provides announcements on business expansions and startups which give insight into future business deals and potential growth opportunities for the region.

Figure 46 provides the most recent data on business startups and expansions that were announced in the news media. The figure provides the date of the announced startup or expansion, company name, location, number of workers, and reason.

As shown in the figure, over the past couple years in the metro Hartford region most of the recent announcements are for the service sector – either retail or restaurants. However, there were several expansions or startups outside of service. GKN Aerospace Services, a manufacturing company; LEGO, a children's toy company; and Comcast, a cable company, all announced expansions. CIGNA, an insurance company, announced a relocation of its headquarters from Philadelphia to Bloomfield as part of the Governor's First Five program.

Figure 46: Start-ups and Expansions in the Metro Hartford Region

Startup/Expansion date	Company	Location	# workers	Reason
August 2013	Walmart	East Windsor	100	Super center opening
2012-2014	GKN Aerospace Services	Cromwell	60	Expanding facility
April 2012	Nordstrom Rack	Farmington	70	New store
January 2012	Tilted Kilt	Wethersfield	100	New restaurant
November 2011	Urban Outfitters	Farmington	75	New store
September 2011	Maine Oxy	South Windsor	INA	Opened first CT store
August 2011	Lululemon Athletica	West Hartford	16-20	New store
Summer 2011	Inner Circle Fresh Foods	Rocky Hill	160	New company
May 2011	LEGO	Enfield	25	Expanding headquarters
March 2011	Ted's restaurant	Cromwell	INA	New restaurant
Winter 2011	The Fresh Market	Avon	90	New store
Feb-March 2011	Home Depot	Hartford area	600	Part-time seasonal workers
2011	Comcast	Enfield	100	Adding customer service representatives
2011-2013	CIGNA	Bloomfield	200	Moving headquarters from Philadelphia
2011-2013	TicketNetwork	South Windsor	200	

*INA – information not available or not known
Source: CT Department of Labor as of March 2012

In addition to startups and expansions, there have also been announcements in the media of layoffs and reductions. The figure below lists the announcements that have been made over the past couple of years.

Figure 47: Layoffs and reductions announced in the news media for the metro Hartford region

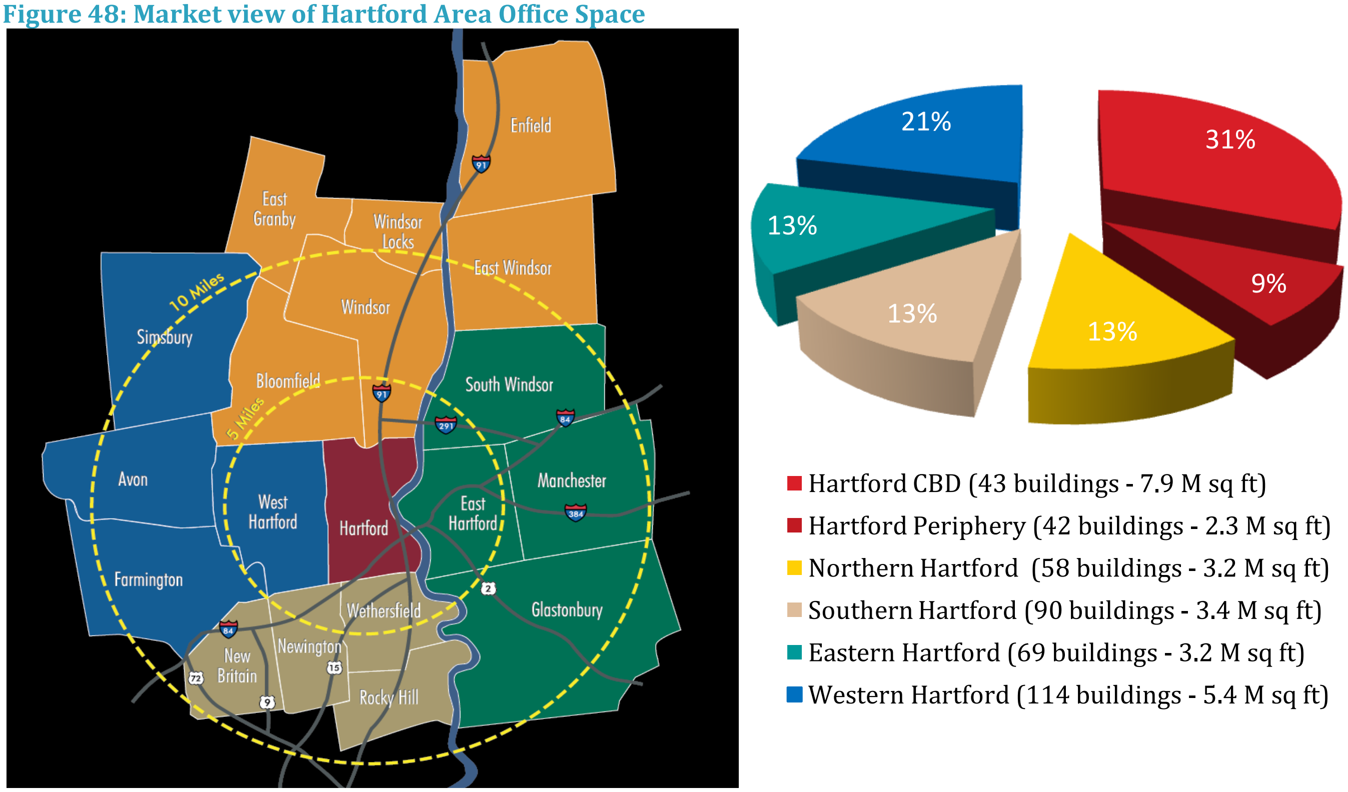
Layoffs/Reductions	Company	Location	# Workers	Reason
March 2012	Pratt & Whitney	East Hartford	-50	Pentagon's decision to slow deliveries of F-35 Joint Striker
March 2012	Wethersfield Health Care Center	Wethersfield	-145	Reduction due to decline in residents
March 2012	RR Donnelley	Windsor	-117	Facility closure
February 2012	Capewell Horsenails	Bloomfield	-26	Consolidate nail production at a facility in Sweden
Oct 2011-May 2012	Aetna	Hartford	-400	Cutting jobs through early retirement incentive
September 2011	J.C. Penney	Manchester	-442	Closing ".com" unit at distribution center
August-Dec 2011	Bank of America	East Hartford	-50	Lock box unit moved to MA
Sept 2011	Bank of America	Hartford	-57	Cash vault unit jobs moved to MA and NY
April 2011	UTC Power	South Windsor	-40	Positions eliminated
2011	Hamilton Sundstrand	Windsor Locks	-200	Jobs moving to Poland & Singapore
2011	J.C. Penney	Manchester	-150	Reconfiguring facility
2011	SS&C Technologies	Windsor	-<50	Moving headquarters out of state
2010-2011	Precision Camera & Video Repair	Enfield	-200 to -400	Shifting work to TX and Mexico

Source: CT Department of Labor as of March 2012

Real Estate

This next section highlights the real estate market in the Hartford region (the area that most closely matches the metro Hartford region) in the fourth quarter of 2011. The figures below show the available commercial real estate in the region.

Figure 48: Market view of Hartford Area Office Space

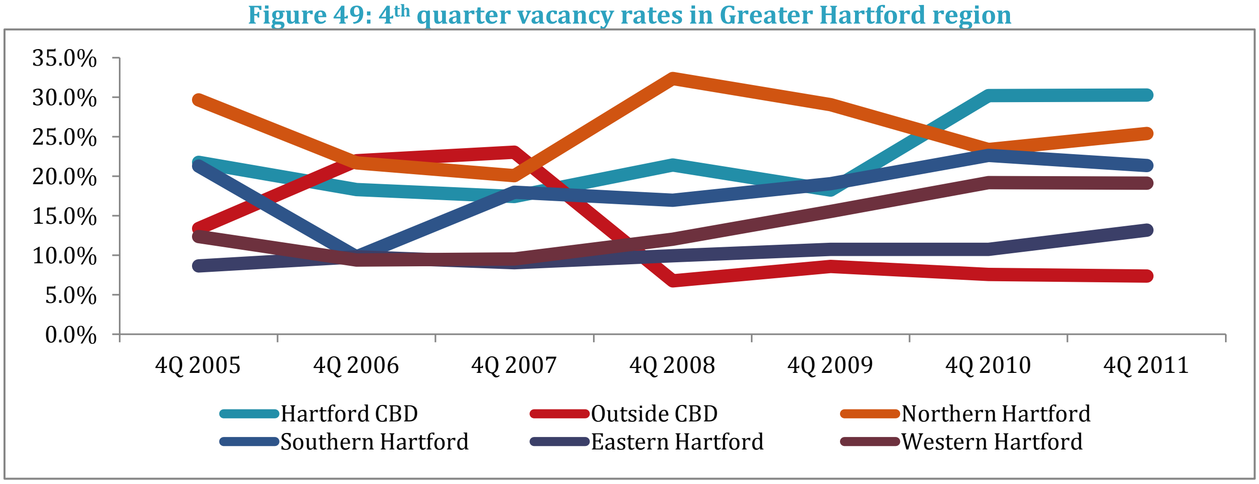


Source: CBRE Market View Hartford Office Snapshot, 4th quarter 2011

In the fourth quarter of 2011, thirty percent of the office space in the Hartford Central Business District (CBD) was vacant or approximately 2.4 million square feet of space (CBRE Market View Office Snapshot).

The region directly outside Hartford's central business district has seen the largest decrease in vacancy rates when comparing fourth quarter results from the previous seven years. In general, vacancy rates did not change between the fourth quarter of 2010 and 2011.

Figure 49: 4th quarter vacancy rates in Greater Hartford region



Source: CBRE Market View Hartford Office Snapshot, various years

CERC, Inc. maintains a database called CERC SiteFinder® that displays available commercial and industrial facilities and property in the state. The table below provides a point-in-time assessment of available buildings (including total square feet) and sites (including available acres) for each of the municipalities in the metro Hartford region. On a square feet per building basis, Windsor Locks has the largest ratios, followed by Enfield and East Hartford. On an acre per site basis, Enfield and Suffield have the largest ratios.

Figure 50: Available Commercial and Industrial Facilities and Property in Metro Hartford Region as of May 1, 2012

	SQFT	Acres	# of Buildings	# of Sites
Andover	72,867	2	5	1
Avon	233,198	10	26	1
Bloomfield	591,210	135	26	6
Bolton	-	19	0	1
Canton	39,275	0	12	0
Cromwell	165,318	14	15	1
East Granby	95,675	3	5	1
East Hartford	1,335,256	40	31	5
East Windsor	145,336	34	8	3
Ellington	8,106	0	3	0
Enfield	1,367,323	405	19	8
Farmington	514,926	42	28	3
Glastonbury	289,764	14	21	3
Granby	15,000	3	6	1
Hartford	2,829,310	298	143	14
Hebron	2,538	4	1	1
Manchester	698,563	1	27	1
Marlborough	-	0	0	0
Newington	1,174,608	8	32	2
Rocky Hill	418,865	89	38	6
Simsbury	307,797	20	26	3
Somers	-	0	0	0
South Windsor	1,038,846	109	27	12
Stafford	24,253	7	2	1
Suffield	50,160	402	2	9
Tolland	2,100	22	1	1
Vernon	52,786	58	3	4
West Hartford	202,618	0	22	0
Wethersfield	257,808	2	15	1
Windsor	1,383,309	170	81	19
Windsor Locks	813,101	7	6	1
Total	**14,129,916**	**1,918**	**631**	**109**

Between January 1 and April 24, 2012, almost 17,000 searches were made for properties in the metro Hartford region. More than 7,300 were for industrial properties, almost 5,400 were for retail properties, and almost 4,200 were for office properties.

Patent Activity

As shown in Figure 51, **almost one quarter of all patents in the state originate in either Hartford or Tolland counties**, with the majority of that activity in Hartford county. However, patent activity is generally recorded at the company's headquarters location and not necessarily where the research occurred.

Although not shown in the table, the Hartford-West Hartford-East Hartford Metropolitan Statistical Area ranked #34 in total number of patents produced between 2006 and 2010 (there were 374 Metropolitan Statistical Areas that produced patents).

Figure 52 shows the companies with the most patents between 2006 and 2010. United Technologies is a major creator of patents for the region, however, a large number of individually owned patents were issued over this time period.

Figure 51: Patent activity by Connecticut county

County	2006-2010 Patents	% of State Total
Fairfield County	2,781	36%
New Haven County	1,629	21%
Hartford County	1,462	19%
New London County	509	7%
Middlesex County	476	6%
Litchfield County	405	5%
Tolland County	348	5%
Windham County	77	1%
Total	7,686	100%

Source: U.S. Patent and Trademark Office

Figure 52: Patent activity by company

Hartford/West Hartford/ East Hartford MSA	2006-2010 Total # of Patents
United Technologies	494
Individually Owned Patent	213
Hamilton Sundstrand	77
University of Connecticut	76
Bristol-Meyers Squibb	74
Otis Elevator	73
Zygo Corp	66
Carrier Corp	57
Cidra Corp	54
Henkel	39
UTC Fuel Cells	34

Source: U.S. Patent and Trademark Office (MSA includes Hartford, Tolland, and Middlesex Counties)

Figure 53 below lists the technology class with the most patents in the region. Power plants top the list but several technology classes related to the medical device industry and bioscience industry also top the list.

Figure 53: Patent activity by technology class

2006-2010 Patents by Technology Class for Hartford/West Hartford/East Hartford MSA			
Technology	**# Patents**	**Technology**	**# Patents**
Power Plants	120	Elevator, Industrial Lift Truck, or Stationary Lift for Vehicle	49
Drug, Bio-Affecting and Body Treating Compositions (includes Class 514)	118	Optical Waveguides	48
Fluid Reaction Surfaces (i.e., Impellers)	94	DP: Measuring, Calibrating, or Testing (Data Processing)	47
Measuring and Testing	90	Refrigeration	42
Optics: Measuring and Testing	82	Organic Compounds (includes Classes 532-570)	35
Chemistry: Electrical Current Producing Apparatus, Product, and Process	79	Stock Material or Miscellaneous Articles	34
Rotary Kinetic Fluid Motors or Pumps	72	Communications: Electrical	31
DP: Financial, Business Practice, Management, or Cost/Price Determination (Data Processing)	57	Metal Founding	30
Synthetic Resins or Natural Rubbers (includes Classes 520-528)	50	Metal Working	29

Source: U.S. Patent and Trademark Office

Occupational Projections 2008-2018

The Connecticut Department of Labor every two years publishes ten-year occupational projections. The most recent projections for the North Central Workforce Investment Area (NC WIA) region are from 2008-2018. However, developing accurate projections ten years out is quite difficult so these figures should be viewed with some precaution.

The Connecticut Department of Labor projects that overall employment growth in North Central Connecticut between 2008 and 2018 will be 4.6% (27,334 jobs), bringing the region's employment to 618,856.

The top ten occupational groups by projected growth from 2008 to 2018 are shown in Figure 54. Education related occupations are projected to have the highest annual growth from 2008-2018. Two healthcare related occupations are also in the top ten for projected growth. Ranking third in projected growth are computer and mathematical occupations. These occupations cut across many industries including insurance, manufacturing, and health sciences.

Figure 54: Top Ten Occupations by Projected Growth (2008-2018)

Occupational Group	Projected Growth 2008-2018
Education, Training, and Library	478
Healthcare Practitioners and Technical	396
Computer and Mathematical	354
Healthcare Support	333
Office and Admin Support	323
Business and Financial Operations	285
Personal Care and Service	278
Food Preparation and Serving Related	207
Management Occupations	175
Sales and Related	120

Source: CT Department of Labor

Figure 55 shows the three occupational groups with the **highest expected employment levels in 2018** for the NC WIA. It also shows within the occupational groups the particular occupations that will have the highest employment levels.

The occupations that are expected to have the highest levels of employment by 2018 are Office and Administrative Support Occupations, Sales and Related Occupations, and Management Occupations.

Figure 55: Occupational Groups with Highest Projected Employment Levels in 2018

Occupational Group	Occupation Title	Projected Employment 2018
Office and Administrative Support		**94,832**
	Information & Record Clerks	22,701
	Office & Admin Support	18,448
	Secretaries & Admin Asst.	17,529
	Financial Clerks	14,312
	Material recording, scheduling, dispatching, & distributing workers	13,849
Sales and Related Occupations		**57,163**
	Retail Salespersons	17,781
	Cashiers	12,593
Management Occupations		**48,261**
	Top executives	11,730
	Advertising, Marketing, Promotions, Public Relations, and sales managers	5,962
	Financial Managers	5,781
	Computer and Information Systems Managers	3,978

Source: CT Department of Labor

However, the occupations in Figure 55 are the occupations with the highest number of people, but not the occupations with the highest projected absolute growth. Figure 56 shows the top five out of 22 major occupational categories with the **largest projected net employment growth.** Interestingly, the Computer and Mathematical occupational category is projected to grow at a faster rate than the state (13.5% for the state versus 16% for the NC WIA) indicating a continued concentration and need for these occupations in the region.

Although not shown in the table, three of the 22 major occupational categories are projected to decline: Production, Protective Service, and Farming, Fishing, and Forestry occupations.

Figure 56: Occupational Groups with Highest Projected Net Employment Growth

Occupational Group	2008	2018	Net	%	Annual Openings
Education, Training, and Library	35,592	40,362	4,770	13%	1,257
Healthcare Practitioners and Technical	31,127	35,078	3,951	13%	1,021
Computer and Mathematical	21,030	24,384	3,354	16%	719
Healthcare Support	19,349	22,625	3,276	17%	546
Business and Financial Operations	36,734	39,580	2,846	8%	1,044
Total All Occupations	**591,522**	**618,856**	**27,334**	**5%**	**17,040**

Source: CT Department of Labor Occupational Projections for NC WIA

Figure 57 takes the occupational groups from Figure 56 (with highest projected net employment growth) and looks at the occupations within each occupational group that are projected to have the highest annual openings. Further, the figure shows the education and training requirements for each of the occupations.

Half of the occupations require a Bachelor's degree, one requires an Associate's, three require postsecondary vocational training, and three require on-the-job-training.

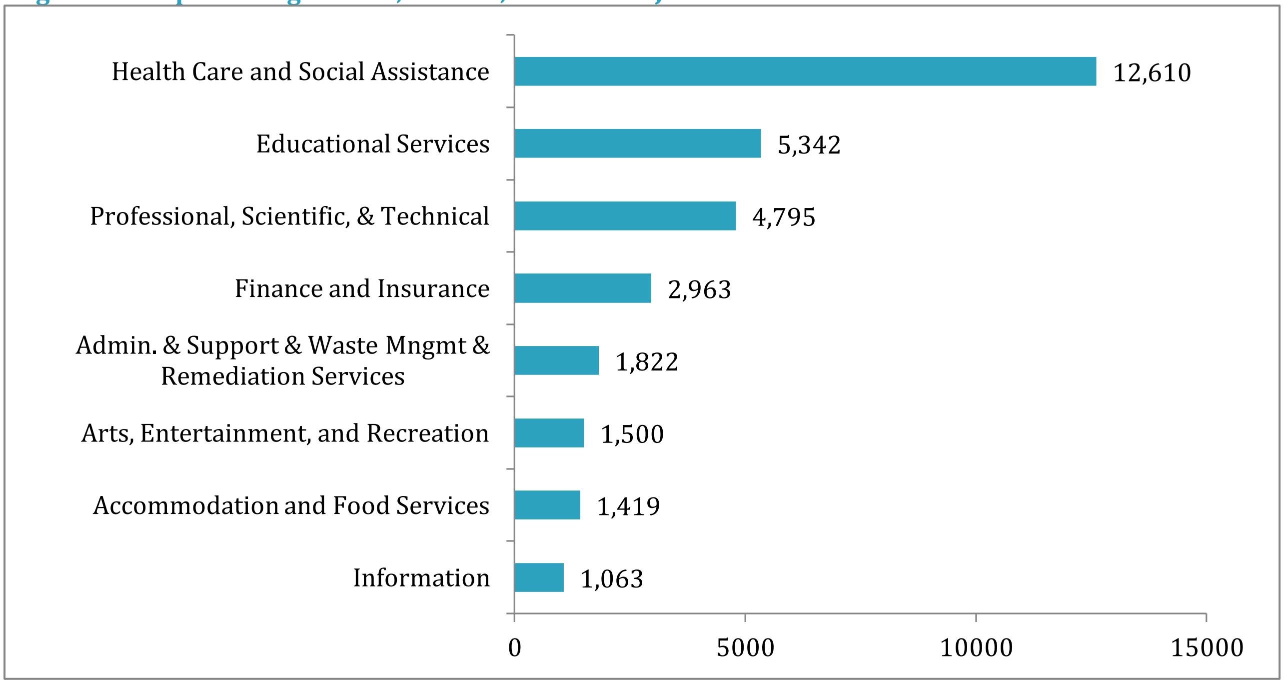
Figure 57: Education and Training Requirements of Occupations with highest Annual Openings in each Occupational Group

Occupation Group	Occupation Title	Annual Openings	Education Requirement
Education, Training, and Library			
	Teacher Assts	260	Short-term OJT*
	Elementary teachers	197	Bachelor's
	Secondary teachers	148	Bachelor's
	Preschool teachers	108	Postsecondary vocational
Healthcare Practitioners			
	Registered nurses	377	Associate's
	Licensed practical and licensed vocational nurses	108	Postsecondary vocational
Computer and Mathematical			
	Computer software engineers, applications	172	Bachelor's
	Computer systems analysts	143	Bachelor's
	Network systems and data communications analysts	93	Bachelor's
Healthcare Support			
	Home health aides	195	Short-term OJT*
	Nursing aides, orderlies, attendants	141	Postsecondary vocational
Business and Financial Operations			
	Accountants/Auditors	180	Bachelor's
	Claims adjusters, examiners, investigators	107	Long-term OJT*
	Financial analysts	87	Bachelor's

*OJT: on-the-job-training
Source: CT Department of Labor Occupational Projections

Figure 58 shows the sectors with highest projected employment growth between 2008 and 2018. The Healthcare and Education sectors top the list which coincides with the occupational projections. Also in the top two for growth are Professional, Scientific, and Technical, and Finance and Insurance sectors. These two sectors would employ people with computer and mathematical skills which are also why that occupation is projected to grow.

Figure 58: Top Growing Sectors, NC WIA, 2008-2018 Job Growth



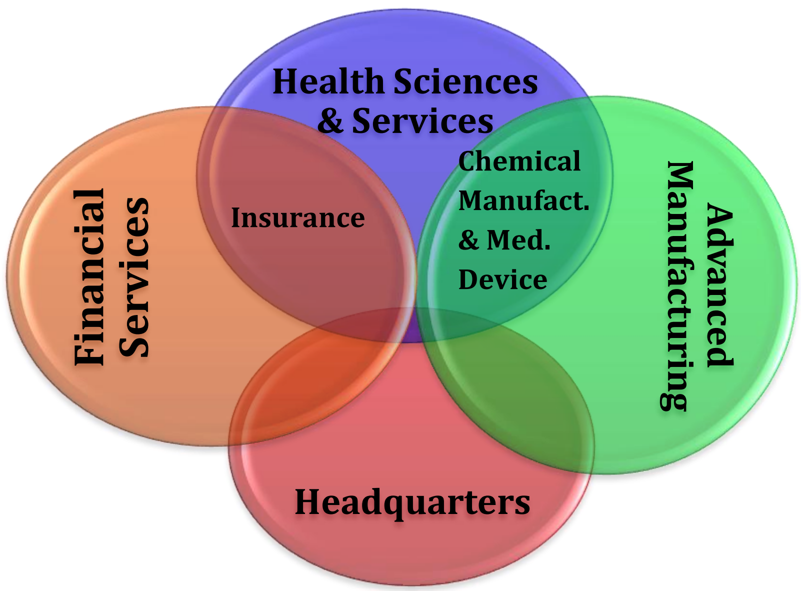
Source: CT Department of Labor Occupational Projections for NC WIA

Industry Analysis

Figure 60 shows the major clusters for the metro Hartford region. As shown in the figure, there exists overlap between the clusters. For example, Insurance is part of the Financial Services cluster but is also an important component of the Health Sciences and Services cluster and the two have important linkages in the region. Furthermore, Chemical Manufacturing is part of the Advanced Manufacturing cluster but in the region most of the companies are supporting bioscience and medical device companies. Finally, Headquarters (NAICS 55: Management of Companies) has linkages with all the clusters in the region and is shown as connecting to each of the other three clusters in the region.

For more detail and the complete analysis, see the supplemental section, "IN-DEPTH CLUSTER ANALYSIS FOR THE METRO HARTFORD REGION."

Figure 60: Metro Hartford Region Industry Clusters, 2012



Municipal Fiscal Analysis Summary

When looking at the metro Hartford region, it is important to look at the fiscal indicators of the individual towns in order to understand the fiscal health of the region. This part of the analysis pulls together the individual town fiscal data and creates a comprehensive view of the region's fiscal health. However, there is not one single measure that can create the whole story of a town or region's fiscal health, but rather it is a collection of indicators that create the story.

The following are a list of all the indicators used in this analysis and why they are important when looking at town fiscal health.

- *Budget surpluses and deficits* – Indication of whether the town is able to provide services based on the revenue collected.
- *Undesignated fund balance* – This indicator represents the town's money available for activities that are not directly reserved for other uses. Annual changes in the undesignated fund balance reflect the requirements associated with maintaining town services, covering unexpected costs and budget surpluses not spent.
- *Debt measures* – Overall indication of the amount of debt a town carries and the revenue requirements for the future.
- *Taxable assets* – A municipality's grand list or the overall measure of the assets in a town provides a critical dimension in the understanding of the capacity to carry a given level of debt and shows the town's base from which it can raise revenue.
- *Debt to Grand List Ratio* –Provides an indication of the amount of debt a town owes relative to its property wealth. This ratio indicates a town's capacity to repay its debt without affecting services. However, the indicator should be used cautiously because a town's debt could temporarily increase when it issues bonds for major capital improvements.
- *Commercial and Industrial Share of Grand list* – This indicator shows the percentage of assets in a town that are non-residential. As towns have increased their reliance on property taxes, this provides a relative measure of the burden tax increases place on non-residents versus residents.
- *Moody's Bond Rating* – Reflects the rating agency's view of the town's relative credit risk.

Figure 61 provides a comprehensive summary of all the metrics used in this municipal fiscal analysis except for the Moody's bond ratings (see Appendix B, Figure 100). The municipalities in the metro Hartford region approach their financial challenges in a variety of ways. Although some of the approaches taken appear to be associated with the population size of the municipality many of the metrics appear to be independent of their overall population size, especially when including the other 138 Connecticut municipalities in the analysis.

Figure 61: Municipal Fiscal Indicators – MetroHartford and the Rest of the State

Measure	Region Filter	Average Metrics		Share of Towns Above State Average	
		MetroHartford Region	Rest of State	MetroHartford Region	Rest of State
Budget Surplus, 2008-2010	All Municipalities	2.3%	1.8%	55%	41%
	Population < 15,000	1.5%	2.2%	50%	53%
	Population 15-50K	3.2%	1.0%	67%	24%
	Population greater than 50,000	1.8%	2.2%	25%	27%
Change in Undesignated Fund Balance, 2007-2008 to 2009-2010	All Municipalities	2.9%	1.0%	58%	46%
	Population < 15,000	3.8%	3.1%	58%	47%
	Population 15-50K	4.7%	-3.2%	67%	45%
	Population greater than 50,000	-6.8%	1.0%	25%	40%
Debt Service Per Capita, 2008-2010	All Municipalities	$222	$267	32%	35%
	Population < 15,000	$215	$260	25%	23%
	Population 15-50K	$210	$274	33%	50%
	Population greater than 50,000	$287	$289	50%	53%
Total Debt per Capita, 2008-2010	All Municipalities	$1,701	$1,842	45%	43%
	Population < 15,000	$1,777	$1,605	50%	36%
	Population 15-50K	$1,598	$2,112	40%	50%
	Population greater than 50,000	$1,858	$2,363	50%	60%
Grand List per Capita, 2008-2010	All Municipalities	$85,252	$121,878	6%	36%
	Population < 15,000	$86,700	$123,398	0%	36%
	Population 15-50K	$91,655	$121,507	13%	40%
	Population greater than 50,000	$56,898	$114,713	0%	27%
Change in Grand List per capita less Change in Total Debt per capita, 2001 - 2010	All Municipalities	31.8%	73.5%	45%	70%*
	Population < 15,000	60.3%	81.7%	67%	73%
	Population 15-50K	20.5%	60.4%	40%	69%*
	Population greater than 50,000	-47.3%	81.0%	0%	60%
Total Debt per Grand List, 2010	All Municipalities	2.1%	1.7%	52%	38%
	Population < 15,000	2.0%	1.3%	58%	31%
	Population 15-50K	1.7%	1.8%	33%	43%
	Population greater than 50,000	3.9%	3.9%	100%	67%
Commercial and industrial Share of Total Grand List, 2010	All Municipalities	14.5%	9.6%	65%	42%
	Population < 15,000	10.3%	6.5%	42%	20%
	Population 15-50K	15.3%	12.8%	73%	67%
	Population greater than 50,000	23.8%	17.8%	100%	93%

Source: Data are from Connecticut Office of Policy and Management. Calculations by CERC.
* Rest of state averages does not include Waterford (a significant outlier that distorts the metrics of this methodology).

Seventeen of the 31, or 55 percent, of municipalities in the metro Hartford region had higher budget surpluses over the last three years than the average for the state. Across the rest of the state, 57 of the 169 municipalities, or 41 percent, had budget surpluses (measured as total revenues less total expenditures divided by total expenditures) above the 1.93 percent observed for the state. The highest share of municipalities among the groups based on population size were for the midsized population towns in the metro Hartford region in which 10 of the 15 towns were above the state average. The average budget surplus as a share of the total expenditures for the 15 towns in the metro Hartford region with this set was 3.19 percent, much higher than the 1.00 percent observed for the 42 municipalities in the rest of the state.

The municipalities in the metro Hartford region also averaged a higher change in the undesignated fund balance in the three time periods of change between 2007-2008 and 2009-2010. The midsized municipalities in the metro Hartford region again seem to have performed significantly better (4.7 percent increase) than the midsized municipalities across the rest of the state (3.2 percent decrease).

These midsized municipalities in the metro Hartford region also tended to have lower debt service on a per capita basis, $210 compared to $274 for the rest of the state and lower total debt per capita at $1,598 when compared with $2,112 for the municipalities of that size range in the rest of the state. However, those towns also had lower grand lists per capita by nearly $30,000. Overall the debt and grand list measures compared favorably for the midsized municipalities in the metro Hartford region with the ratio of 1.7 percent being very close to the 1.8 percent observed for the rest of the state. The midsized municipalities in the metro Hartford region also averaged a slightly higher share of their grand lists in commercial and industrial properties – 15.3 percent compared to the rest of the state at 12.8. For this measure, 11 of the 15 midsized municipalities were above the state average while for the rest of the state a slightly smaller percent (67 percent) indicated that 28 of the 42 midsized Connecticut municipalities not in the metro Hartford region were above the state average.

All four of the largest municipalities in the metro Hartford region were above the state's average for the share of the grand list accounted for in commercial and industrial properties. In the rest of the state, 14 of the 15 largest municipalities had more than 10.4 percent of their total grand list accounted for in their commercial and industrial properties. Similar shares of the large municipalities in the metro Hartford region ran budget surpluses, had debt service per capita above the state average and had ratios of debt levels to grand lists as did the large municipalities in the rest of the state. The differences for the large municipalities in the metro Hartford region from similar municipalities in the rest of the state showed up in the much lower change in undesignated fund balances, lower grand lists per capita, and more negative differences in the change between 2001 and 2010 between the grand lists per capita and debt per capita.

The metrics shown in Figure 83 for the small towns appear in general to be fairly similar between those in the metro Hartford region and those in the rest of the state. As observed for the other population sizes the smallest municipalities in the metro Hartford region had an average grand list that is only 70 percent of those of similar size in the rest of the state and had a higher debt per capita by 11 percent. Overall, these two metrics result in a slightly higher debt to grand list ratio (2.0 percent compared to 1.3 percent). The small towns in the metro Hartford region however, also had a slightly higher share of their grand list accounted for in commercial and industrial property which may suggest that they may have a broader and more robust tax base to work from than the small towns across the rest of the state.

One additional summary perspective is presented in Figure 62 which shows the rankings among all the 169 municipalities in Connecticut for the 31 municipalities in the metro Hartford Alliance.

Figure 62: Ranking based on all 169 municipalities in Connecticut

	Budget Items		Debt Items		Grand List Items		Debt and Grand list
	Budget Surplus	Change in Undesignated Fund Balance	Debt Service per Capita	Debt per Capita	Commercial Industrial Share	Debt to Grand List Ratio	Grand List per Capita
Connecticut Total	85	85	85	85	85	85	85
MetroHartford Alliance	73	79	92	86	62	99	103
Small Population Towns	85	79	92	89	90	102	99
Andover	23	3	22	100	156	117	111
Bolton	88	81	87	25	118	37	108
Canton	36	41	104	83	64	86	77
Cromwell	98	69	111	121	34	134	89
East Granby	50	12	49	7	42	9	70
East Windsor	163	155	80	39	6	47	98
Granby	74	133	146	147	136	151	99
Hebron	93	36	74	136	149	146	95
Marlborough	129	88	128	153	123	157	73
Somers	59	47	122	92	140	136	142
Stafford	159	163	106	108	99	149	146
Windsor Locks	46	116	69	57	10	57	83
Midsized Population Towns	60	67	88	80	50	88	95
Avon	64	31	120	59	75	38	41
Bloomfield	33	8	46	97	14	111	109
Ellington	114	30	71	50	102	67	117
Enfield	38	124	39	28	19	46	132
Farmington	91	93	145	142	15	109	38
Glastonbury	83	58	137	133	57	122	59
Newington	17	48	31	19	27	29	100
Rocky Hill	128	125	58	46	12	52	82
Simsbury	71	54	136	123	72	119	67
South Windsor	69	114	85	63	28	62	74
Suffield	13	50	86	58	100	81	124
Tolland	84	44	135	148	109	158	114
Vernon	47	80	77	101	36	152	157
Wethersfield	37	87	60	64	81	90	118
Windsor	7	60	92	74	5	83	87
Large Population Towns	91	122	107	97	22	134	149
East Hartford	135	127	82	55	18	103	154
Hartford	14	156	129	127	1	167	169
Manchester	101	131	56	78	9	114	144
West Hartford	113	75	160	128	60	150	127
A rank of 1 is the highest or could be considered the strongest measure observed for the specific variable.	More of a surplus reduces the rank number	A larger positive change in the undesignated fund balance reduces the rank number	A smaller debt service per capita reduces the rank number	A smaller debt per capita reduces the rank number	A larger commercial and industrial share reduces the rank number	A smaller ratio of debt to grand list reduces the rank number	A higher commercial and industrial share of total grand list per capita reduces the rank number

Themes from Stakeholder Interviews

During the course of the metro Hartford CEDS process, in addition to analyzing quantitative demographic, economic and fiscal data, CERC conducted 21 interviews and one focus group to ascertain additional qualitative findings. General themes emerged from the interviews and focus groups, which are outlined below. A list of the stakeholders interviewed is presented in Appendix E.

- **Do small and medium size things**. Weave the urban fabric that makes for a dynamic city. Ken Greenberg's work in 1998 and Doug Suisman's work on the iQuilt are connected in tactics and strategies to create a vibrant urban center for the region. The iQuilt deals with connectivity and creates the fabric while the Greenberg plan adds the other elements – housing, commercial and office development that needs to be placed within the new urban concept. Tie the neighborhoods to downtown by implementing the Hartford 2010 plan.
- **Coordinate civic investments with larger capital projects.** Something must be done with the XL Center, but recognize that it is only one piece of creating a vibrant city, and don't let a huge investment crowd out the other smaller and medium size investments that are actually more critical to creating the vibrant urban center we desire.
- **Build capacity for Hartford to manage its own development.** The City needs support from the state in order to accomplish the goal of creating a vibrant region center. However, the state has, in effect, removed many of the development decisions from the city. There needs to be more of a partnership in order to prioritize investments.
- **Address public safety concerns.** Almost all of the corporate leaders interviewed mentioned public safety as a key issue. These responses were somewhat driven by the timing of the interviews – close to the date of a severe beating of a Trinity college student right near the campus. Nonetheless this is a critical issue.
- **Take advantage of Hartford's role as our Capital city.** Since Hartford is the Capital, it draws in visitors from across the state, country, and world. It is also a center of activity during the legislative session. The City should seek ways to capitalize on the influx of tourists, visitors, and workers by having amenities – such as restaurants, cafes, and retail - near the Capital that will draw the visitors from the property to the areas nearby and beyond. This requires making the area surrounding the state buildings more walkable and adding more retail establishments in the area that will draw visitors out of the building.
- **Develop the education presence.** Take greater advantage of the presence of institutions of higher education – strategically look at the opportunities for growth at these institutions and support them with necessary infrastructure. Connect the campuses to downtown with transportation options. Develop assets downtown of interest to the college and university students. Encourage a greater presence by UCONN downtown – Resolve the expensive parking issue that limits class scheduling to evenings.
- **Look at the p-20 approaches to education that have developed at the University of Hartford and Goodwin College as models for others.** These approaches address many of the issues of remediation faced by students entering our community college and state university systems.
- **Address workforce training.** Workforce training is important to smaller companies, and to those with less formal education. The companies with national and international presence

recruit in those markets, so the quality of local and regional workforce is not as critical. Consider that many of our workforce issues are not solved through education and training locally, but by creating vibrant places where people with skills want to be. Further, there is a real manufacturing strength in the region and the region needs to seek ways to retrain workers to fill the positions that are available.

- **Seize the Jackson Lab opportunity.** We need a robust strategy of collaboration to take best advantage of this great opportunity. The collaboration is between Jackson Laboratory, UCONN, Hartford-based hospitals and even our insurance companies. We can create a laboratory for modeling the best practices of delivering health care services, and paying for them, for the future.
- **Increase Downtown Hartford housing opportunities.** Particularly affordable rental housing and the stock of entry level housing for recent college graduates – is key to Hartford's success
- **Coordinate resources.** The future for Hartford and the other towns in the region is intertwined. The suburbs have an asset in the city of Hartford that drives their own economic success. Suburban residents need to recognize the importance of Hartford as a regional asset. Working regionally is very difficult – people want to be local – but to compete globally it is time to act regionally. The region needs a system of shared revenue, for example, implement the regional asset tax, where museums are treated as community assets but managed as one. Another idea is to do assessments regionally.
- **Increase transportation options**. High speed rail in the region would be a game changer for the region. If you could be to Boston for dinner and back or make it to New York City in an hour, the region would be transformed. There is also an immediate need to link the communities in the region.

Summary:

Many of the interviewees focused on the need to make Hartford a vibrant urban center noting that the future of Hartford and the other towns in the region is intertwined. The City needs support from the state in order to accomplish the goal of creating a vibrant region center. Almost all of the corporate leaders interviewed mentioned public safety and housing as key issues for Hartford that must be addressed in order to make Hartford liveable. In addition, interviewees mentioned taking greater advantage of the presence of institutions of higher education – strategically look at the opportunities for growth at these institutions and support them with necessary infrastructure.

APPENDIX A: Town Groupings by Population Size

Part of the analysis that was provided in the report grouped towns according to their population from the 2010 Census. The following chart shows which towns were in each group.

Population < 15,000		Population 15-50,000		Population > 50,000	
Town	2010 Pop	Town	2010 Pop	Town	2010 Pop
Andover	3,303	Avon	18,098	Hartford*	124,775
Bolton	4,980	Bloomfield	20,486	West Hartford	63,268
Canton	10,292	Ellington	15,602	Manchester	58,241
Cromwell	14,005	Enfield*	44,654	East Hartford	51,252
East Granby	5,148	Farmington	25,340		
East Windsor	11,162	Glastonbury	34,427		
Granby	11,282	Newington	30,562		
Hebron	9,686	Rocky Hill	19,709		
Marlborough	6,404	Simsbury	23,511		
Somers*	11,444	South Windsor	25,709		
Stafford	12,087	Suffield*	15,735		
Windsor Locks	12,498	Tolland	15,052		
		Vernon	29,179		
		Wethersfield	26,668		
		Windsor	29,044		

*includes those living in group quarters

APPENDIX B: Municipal Fiscal Analysis

Municipalities address specific challenges and restrictions associated with the fiscal aspects of managing budgets by using different strategies. These different strategies result from the unique geographies, traditions and demographic characteristics of each municipality's political, fiscal and economic histories. As a result there is no single measure that is capable of capturing the comprehensive fiscal health of a municipal government. Therefore this analysis includes a number of different measures derived from different aspects of a local government's budget and revenue sources. The following measures are from the Municipal Fiscal Indicators database developed by the Connecticut Office of Policy and Management:

- Budget and accounting measures
    - Budget surplus or deficit
    - Undesignated fund balance
- Debt measures
    - Debt per capita or debt per total revenues
    - Annual debt service
- Taxable assets
    - Grand list per capita or per total revenues
    - Commercial and industrial share of total grand list
- Municipal vulnerability
    - Intergovernmental revenues
    - Tax collection rates
- Summary measures
    - Moody's bond rating

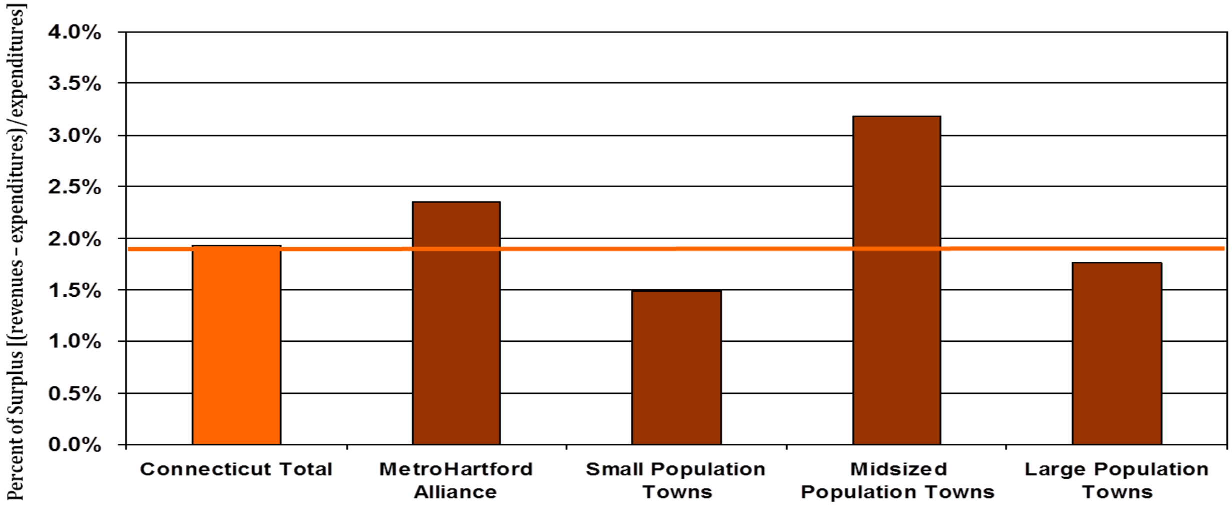
In addition to including the above measures this analysis will often benchmark the municipalities in the metro Hartford region with all 169 Connecticut municipalities.

Budget and Accounting Measures - Revenues Less Expenditures

From 2008 through 2010[3] the 31 towns in the metro Hartford region had a budget surplus on average of 2.3 percent of total revenues. At 2.3 percent the metro Hartford region municipalities were slightly higher (0.4 percentage points) than the 169 towns in the state. As Figure 85 shows there was some variation in the towns based on their population size.

[3] A three year average is used because year to year changes can have a relatively significant impact and for some towns the 2010 data appears to be more of an anomaly when compared to earlier years.

Figure 59: Three year average of budget surplus in Connecticut towns, 2008-2010



Source: CT Office of Policy and Management

The 12 towns with the smallest populations in the metro Hartford region tended to have the smallest surpluses relative to their total revenues. The 15 midsized towns had a three year average surplus of 3.2 percent, more than twice that of the small population towns. The four towns with the largest population had on average a surplus of 1.8 percent above their revenues for the most recent three years of fiscal data.[4] Hartford however, which averaged a surplus between 2008 and 2010 of six percent, had a significant impact on the average. In fact, without Hartford the average was 0.3 percent for the other three towns. The six percent average surplus for Hartford over the last three years reflects the City's longer term trend of maintaining a budget surplus. Over the last five years Hartford averaged 5.9 percent and over the last 10 it has averaged 4.4 percent. Ranked among the 169 towns in the state, Hartford's surplus was the 14th highest over the last three years; over the last ten years the city ranked 31st.

Among the larger towns, East Hartford ran a slight deficit, averaging 0.4 percent over the last three years. Looking back over the previous five years however, the City of East Hartford's budget balanced slightly to the positive with an average surplus of 0.3 percent of its total revenues. Although the negative over the last three years likely indicates the city faced some challenges, there were still 34 municipalities in the state with a larger relative deficit. Two of those municipalities with relative deficits higher than East Hartford over the last three years, also in the metro Hartford region, included East Windsor (2.9%) and Stafford (2.4%). Among the 169 towns in Connecticut, East Windsor ranked 163rd and Stafford ranked 159th in the measure of their relative surplus or deficit. Stafford also was the only town to run a deficit six or more times during the last 10 years among the municipalities of the metro Hartford region. For a perspective on this impact on the region, Stafford with slightly more than 12,000 people accounts for 1.6 percent of the total population and 1.3 percent of the total municipal revenues in the metro Hartford region.

[4] See Appendix A for list of municipalities by population size.

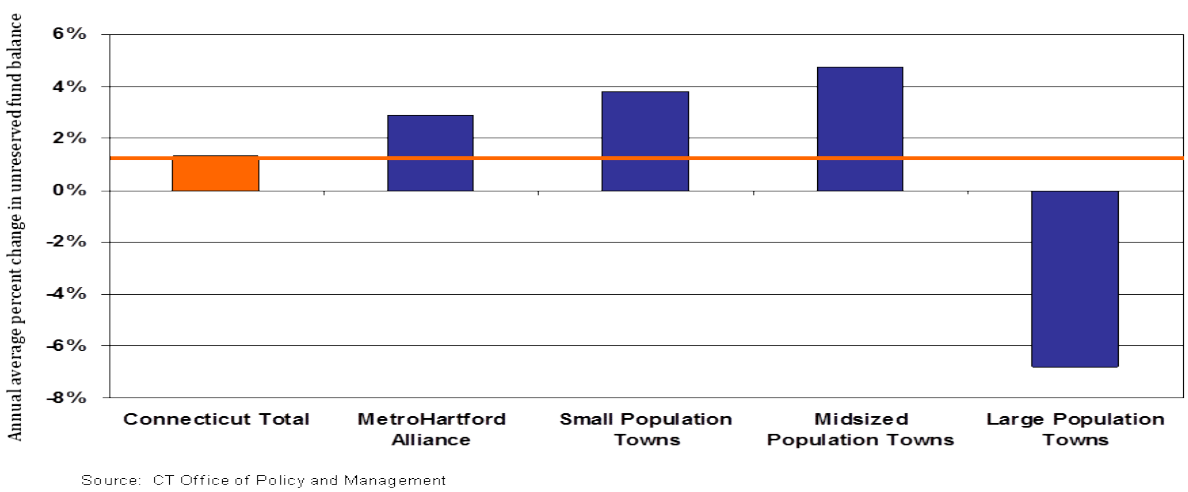
Other towns in the metro Hartford region that had relative surpluses, on average greater than four percent over the last three years, included Bloomfield (4.03%), Andover (4.8%), Newington (5.3%), Suffield (7.1%) and Windsor (9.2%). When examined over the last five years, these towns again had an average surplus greater than four percent. This extension of the time frame back to include the two years prior to the start of the recent economic crisis, so that the entire time frame runs from 2006 through 2010, results in including the towns of Canton, Enfield, Wethersfield, and Windsor Locks to the group of towns with average surpluses greater than 4 percent of their revenues. Going back to the average over the last ten years adds East Granby, which had an average surplus of 9.3 percent from 2001 through 2005, and drops Bloomfield out of the set that averaged a surplus greater than 4.0 percent from 2001 through 2010. Bloomfield's average relative surplus for the first half of the decade (from 2001 through 2005) was only 2.2 percent.

Budget and Accounting Measures – Change in the Undesignated Fund Balance

An important line item within a municipality's general fund is the undesignated fund balance. This value reports a government's money available for activities that are not directly reserved for other uses. Annual changes in the undesignated fund balance reflect the requirements associated with maintaining town services, covering unexpected costs and budget surpluses not spent.

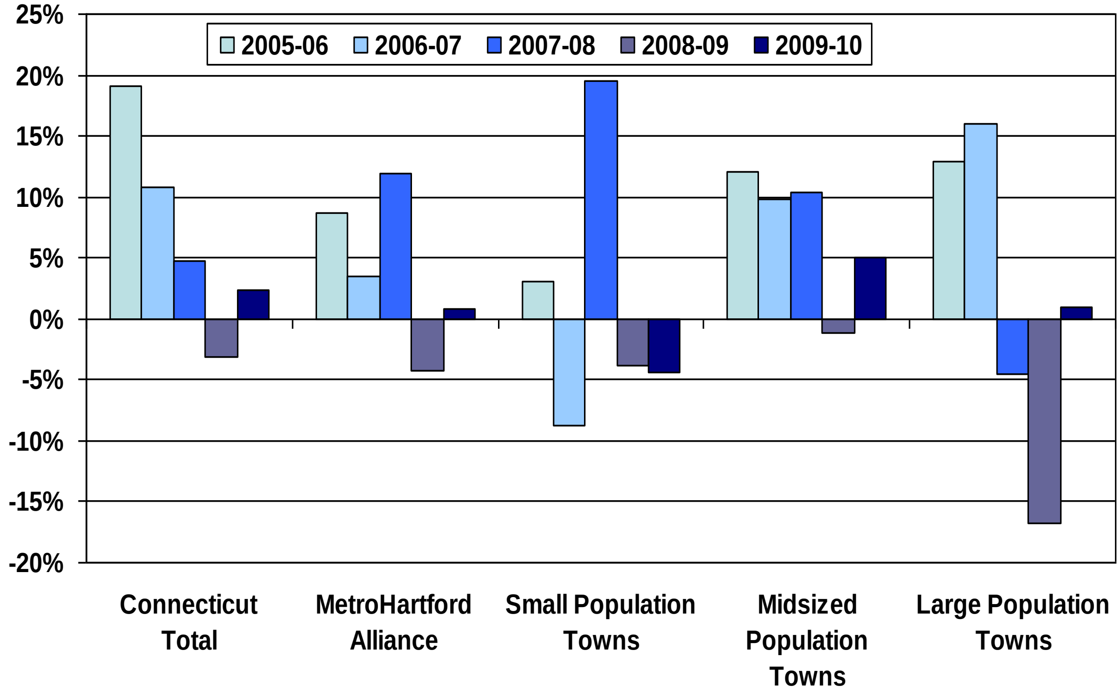
Over the last three years of change (2007-2008 to 2009-2010), the 31 towns in the metro Hartford region averaged an increase in their undesignated fund balance of 2.9 percent while all 169 of Connecticut's municipalities averaged an increase of 1.3 percent. Figure 86 shows these averages for the five aggregate geographic groups primarily used for this study.

Figure 60: Average of Year to Year Change in the Undesignated Fund Balance, 2007-08 to 2009-2010



This average over time, however, hides important annual changes. Within the region, and population size groups, the annual changes (averaged in Figure 86) are shown in Figure 87. To provide additional context the changes between 2005-06 and 2006-07 are also included in Figure 87.

Figure 61: Average of the year-to-year change in the Undesignated Fund Balance



Source: CT Office of Policy and Management

While on average all the towns in the various regional groups presented in Figure 87 had declines in undesignated fund balances from the 2008 to 2009 time frame, the larger population towns also averaged a decrease from 2007 to 2008 but then averaged a slight increase between 2009 and 2010. Even within the four large population towns, Hartford and East Hartford showed increases in undesignated fund balances between 2009 and 2010 while East Hartford and Manchester drew down their undesignated fund balances again during those years.

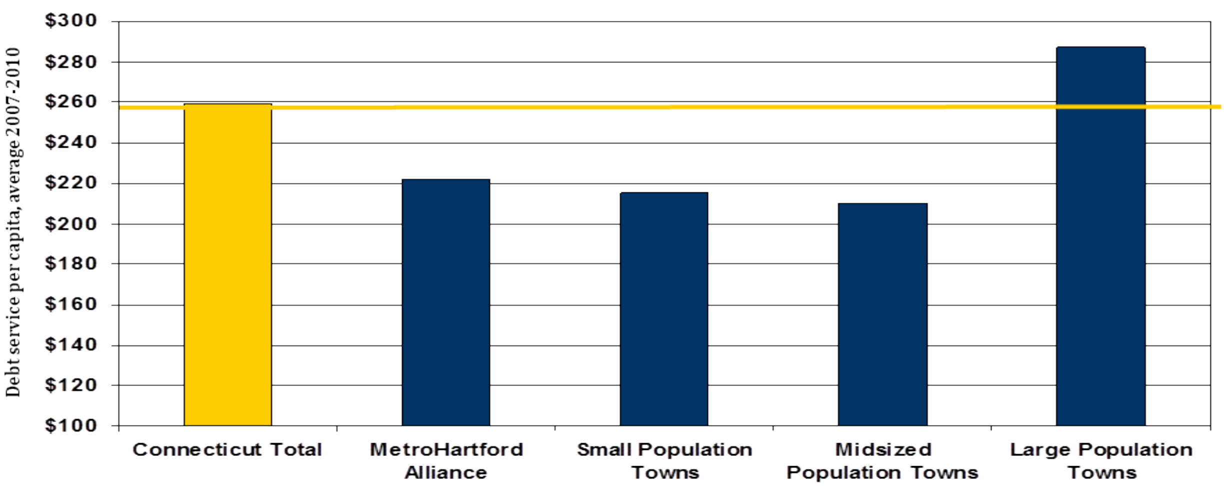
Although all four of the largest towns reduced their undesignated fund balances between 2008 and 2009 in response to the financial and economic crises during that time, only nine of the 12 towns with the smallest populations drew down their undesignated fund balance and only six of the fifteen midsized population towns decreased. Overall, between 2008 and 2009, 19 towns in the metro Hartford region drew down their fund balance accounting for 61 percent of all the municipalities in the region while across the state 55 percent (93 municipalities) decreased their undesignated fund balance.

Debt Measures - Debt Service per Capita

On average, over the 2008 through 2010 fiscal years, the 31 towns in the metro Hartford region spent $37 less in servicing their debt on a per capita[5] level than the $259 observed for the 169 municipalities in the entire state. Figure 88 shows that, on average, small and midsized towns had lower debt service per capita than the state ($215 and $210 respectively) while the average of the four larger population municipalities had a three year average debt service per capita of $287, $28 dollars per person above the state average.

Among all 31 metro Hartford region municipalities nine of the 12 small population towns had debt servicing measures below the state's average. The three small towns with three year averages higher than the average for all the towns in the state include Granby at $367, Marlborough at $287, and Somers at $276. Andover had the lowest debt servicing measure with an average debt per person expenditure of only $68 over the last three years—this was the lowest measure of all the 31 towns in the metro Hartford region and 22nd lowest of all the 169 municipalities in the state.

Figure 62: Debt Service as a Share of Total Expenditures in Connecticut towns, 2007-2010



Source: CT Office of Policy and Management

Among the midsized towns, five exceeded the state average including Avon ($275), Farmington ($365), Glastonbury ($317), Simsbury ($314), and Tolland ($311). Newington, with an annual average of debt service per capita of $91 was the midsized population town with the lowest metric in debt service.

Two of the four large population towns exceeded the state average for debt service per capita. Hartford's three year average of $290 was a modest $31 higher than the state's average while West Hartford's $531 was $272 higher than the state. The higher debt service, observed in Figure 83 in the Municipal Fiscal Analysis section of the report, for the municipalities in the metro Hartford

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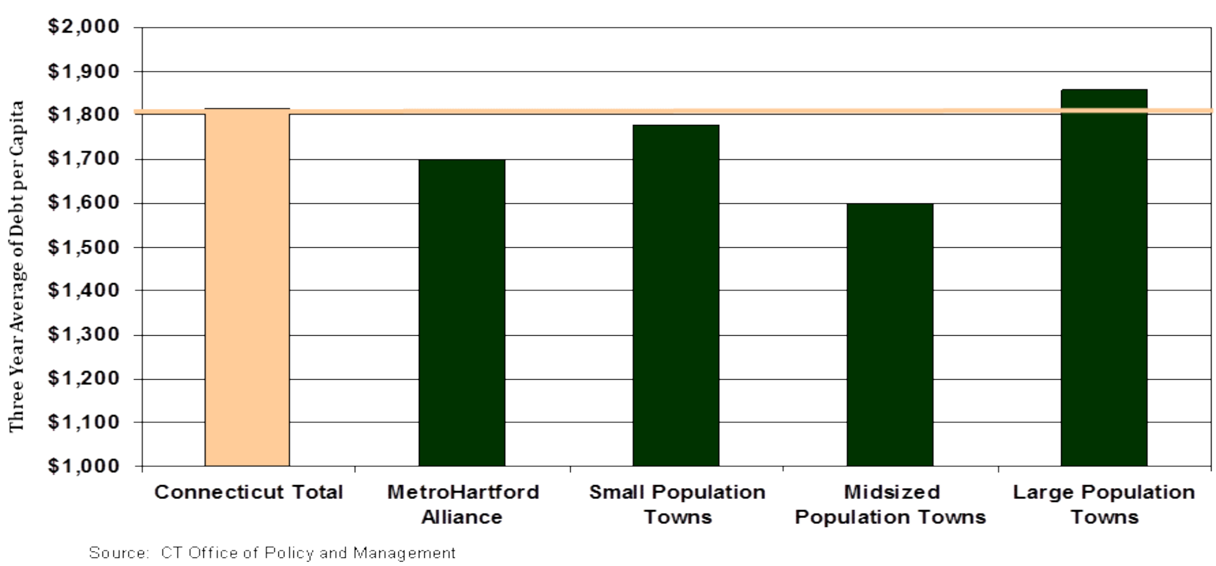
[5] Because of the impact on the debt service per capita measure from unexplainable estimates in population changes between 2009 and 2010 CERC used population estimates (the denominator in the metric) based on liner interpolation of the population estimates from the 2000 and 2010 Census.

region with the largest populations results from only the 2010 fiscal year data. A three year average from 2007 through 2009 results in the average for the four towns in the region with the highest population being $248 while the average for all 169 towns in the state was $252. For these years Hartford was only 4 percent higher than the all town average. Even the measure of West Hartford during 2007 through 2009 was only 69 percent above the state average, much lower than the 105 percent above the state average observed for 2008 through 2010.

Debt Measures - Debt per Capita

Annual payments of debt service are closely associated with the overall level of debt carried by a municipality. In 2010 this correlation averaged out to an increase of $0.11 in debt service for each additional dollar of debt per capita among all Connecticut municipalities. Figure 89 shows that Connecticut's municipalities averaged slightly over $1,800 in debt per person over the three years 2008, 2009 and 2010. The average debt for each resident for the 31 municipalities in the metro Hartford region during the same time was about $1,700 or approximately $100 less than the average for the state.

Figure 63: Debt per capita 2008-2010

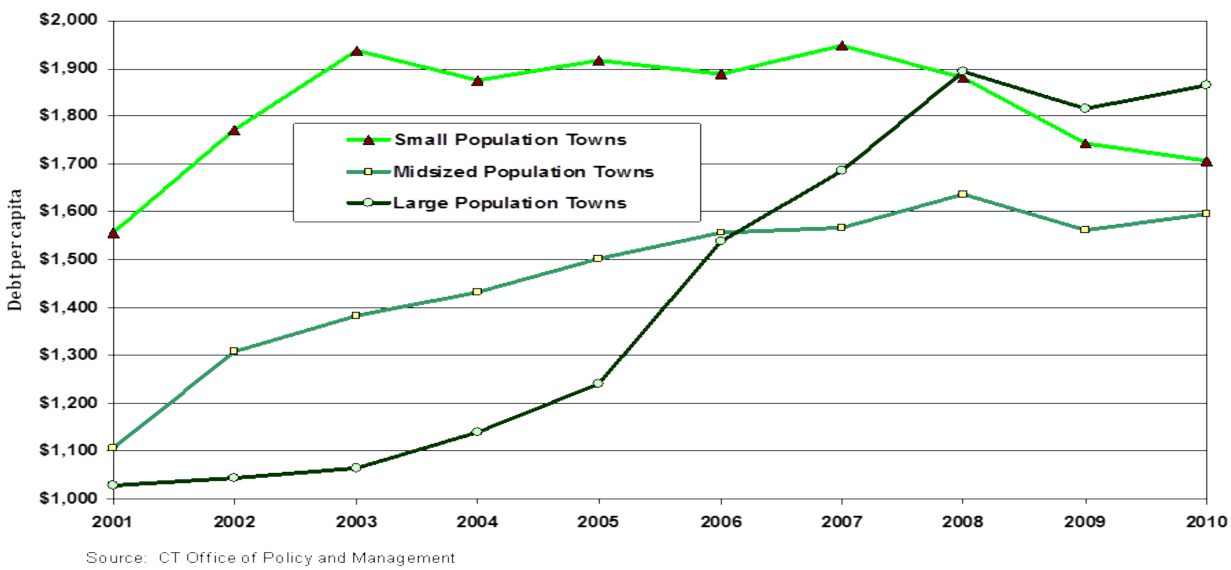


As was seen in Figure 88 the municipalities with the smaller populations had slightly higher measures of debt service relative to the midsized municipalities. As would be expected, Figure 89 shows that the smaller towns also carried a higher level of debt relative to their population than the midsized towns. These observations may suggest that there are efficiencies that can be gained by relatively larger populations. However, as figures 88 and 89 indicate there is an upper boundary on those efficiencies on issues related to debt as the municipalities with the largest populations appear to be more burdened. The municipalities with the largest populations had higher debt measures than the state's average--$1,858 compared to the state average of $1,816.

Among the individual towns in the metro Hartford region, the town with the highest three year average is Marlborough with a debt per capita of $3,388. Even at this level there were 16 municipalities in the state with higher measures. Within the metro Hartford region Tolland had the second highest debt per capita average over the three years from 2008 through 2010 at $2,848. Granby was third highest at $2,845. The towns with the lowest debt per capita rates included East Granby ($272), Newington ($570), Bolton ($710) and Enfield ($774).

The increase in debt service that was observed for the four municipalities with the largest populations in 2010 is explained in part in the change in debt per capita observed over the last 10 years (Figure 90). The four municipalities with the largest populations started out in 2001 with the lowest debt per capita rate of slightly over $1,000 while the midsized population towns started with around $1,100 and the small population towns started significantly higher at more than $1,550.

Figure 64: Debt per capita for Towns in the Metro Hartford Region, 2001-2010



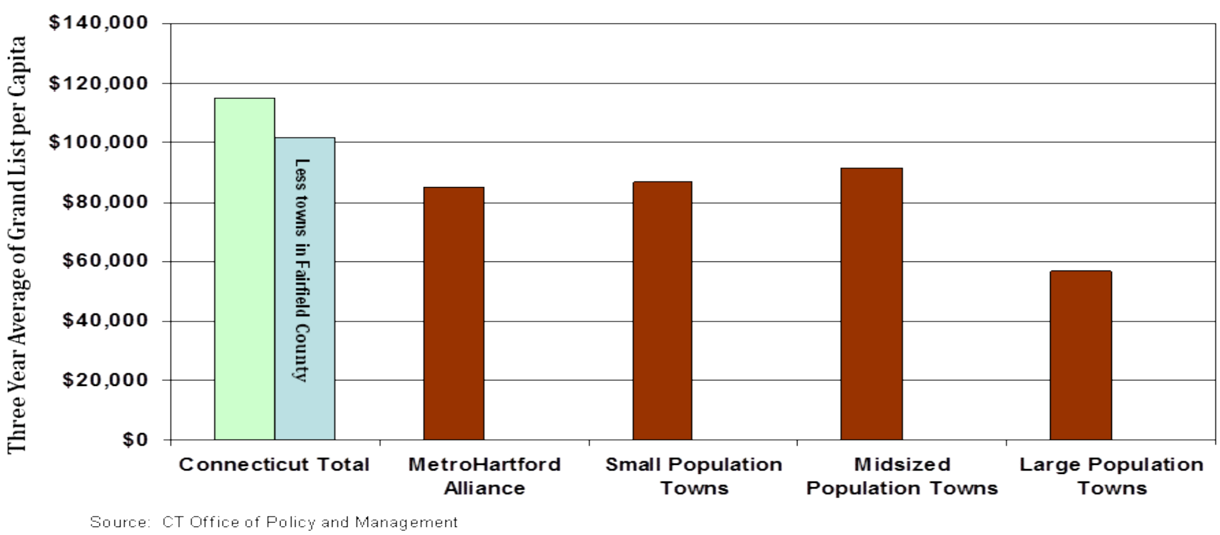
Over the ten years from 2001 to 2010, the small towns increased some and then in recent years decreased in the debt per capita so that over the full decade their overall increase was $149 or about 9.5 percent. The midsized population towns grew more rapidly between 2001 and 2008 increasing their debt per capita by 2008 to $1,637. After 2008 they decreased slightly so that over the 10 years between 2001 and 2010 they had an increase of $490 (44 percent). The municipalities with the largest populations increased their debt per capita by $838 or 82 percent over the ten years from 2001 to 2010. Among these towns, West Hartford had the largest increase in value at $1,100 with Hartford slightly behind at $964. In percentage terms, Manchester's debt per capita increased by 131 percent, the highest of the four largest municipalities in the metro Hartford region.

Overall among the 31 towns in the metro Hartford region, Bloomfield increased its debt per capita the most from $186 in 2001 to $2,372 by 2010. Cromwell had the second highest increase going from $472 to $2,421.

Taxable Assets - Grand List per Capita

Although annual payments in debt service and overall measures of debt are important measures, a municipality's grand list or the overall measure of the assets in a town provides a critical dimension in the understanding of the capacity to carry a given level of debt. Figure 91 shows that, on average, the towns in the metro Hartford region had lower grand list per capita (average 2008-2010) measures than the towns in Connecticut. Because this is a measure of assets and many of the towns in Fairfield County have relatively high value assets, Figure 91 also includes a bar for the average for the 146 towns in the state that are not in Fairfield County. However, even with a decline in the average grand list per capita from more than $115,000 to nearly $101,850 for the municipalities not in Fairfield County, the grand list per capita for the municipalities in the remaining seven counties in the state is still nearly $16,600 higher than the average of the 31 towns in the metro Hartford region. Among all 169 municipalities in the state, 65 had lower measures of average grand list per capita than the metro Hartford region average.

Figure 65: Grand List per capita, average 2008 through 2010



As observed in the other graphics that have compared the towns based on population sizes, the 15 midsized towns on average had slightly stronger measures than towns with small populations and the large population towns on average had weaker measures. In this case, the four municipalities with the largest populations had the lowest grand list per capita average of the three groups of towns.

Only the two towns of Avon ($132,000) and Farmington ($132,900) in the metro Hartford region had higher grand list per capita measures than the average for the state as a whole. Although not an outlier in the statistical sense, Hartford's grand list per capita average of $27,500 was only 24 percent of the state as a whole. In fact, Hartford's three year, five year and ten year averages in its grand list per capita measure were the lowest for each time period of all 169 municipalities in the state. Among the metro Hartford region, Vernon with a three year average grand list per capita of $57,100, was more than twice as large as the average for Hartford.

Over the ten years from 2001 through 2010, metro Hartford municipalities averaged an increase in their grand lists per capita of nearly $35,200 from $55,300 to $90,500 (64 percent). However, when compared to all towns in Connecticut their growth was 26 percentage points less. Since the metro Hartford municipalities started in 2001 with an average grand list per capita of nearly $8,800 less and had slower growth, the overall trend is that the metro Hartford region is diverging from the state in this important measure of wealth.

The small and medium population towns within the metro Hartford region increased their grand list per capita by $37,500 and $38,600 respectively while the four towns with the largest populations increased their average grand list per capita by about $15,300. Figure 92 shows these increases and also reveals that the growth in grand lists per capita for the largest population towns had only been in the last three years.

Figure 66: Growth in Grand List per capita, 2001-2010

Source: CT Office of Policy and Management

Within the set of four municipalities of the metro Hartford region with the largest populations, Hartford's grand list per capita actually declined from $29,130 in 2001 to $27,829 in 2010, a decline of slightly over $1,300. Of the remaining three, East Hartford grew the least in absolute terms, from $41,630 to $60,550. However, this increase was the largest in percentage growth of the four (45 percent). The grand list per capita in Manchester grew by nearly $21,350 to $73,140 by 2010 (41 percent) while the grand list in West Harford grew by nearly $22,200 (40 percent) to $78,190 by 2010.

The ability of a municipality to carry debt can be shown to be statistically related to a municipality's grand list. The average grand list for all 169 municipalities in the state of Connecticut was $2,291.6

million while the average debt was $46.3 million in 2010. For the 31 municipalities in the metro Hartford region the average grand list was $2,007 million ($284m less than the state) and the average debt was $44.6 million ($1.8 million less than the state). Thus, the average municipality in the metro Hartford region had approximately 12 percent less in grand lists and nearly 4 percent less debt in 2010. Hartford, with a grand list valued at $3,471.5 million and debt of $303.1 million strongly impacts the grand list and debt averages for the metro Hartford region. Thus, when the region is considered without Hartford, the remaining 30 municipalities still had an average debt of $35.9 million (77 percent of the state average) and a grand list average of $1,959.0 million (85 percent of the state average).

Change in Debt and Grand List per Capita

As has been noted the ability of a municipality to carry debt is dependent in part on the grand list. Figure 93 presents the 2000 and 2010 average of these measures on a per capita basis for all the municipalities in Connecticut and the 31 municipalities in the metro Hartford region. Connecticut shows an increased debt per capita measure from $1,456 in 2001 to $1,797 in 2010, an increase of $341 or 23 percent. During the same years, the grand list per capita for the municipalities in Connecticut grew from $64,125 to $121,999 an increase of $57,874 or 90 percent. The difference between the increase in debt per capita and grand list per capita on average was 67 percentage points as shown in data column 9 in Figure 93.

Figure 67: Change in debt and grand list averages for municipalities in regions of Connecticut, 2001 and 2010

Region	Debt per Capita				Grand List Per Capita				Difference in Percent Changes
	2000	2010	Change	Percent Change	2000	2010	Change	Percent Change	
Column #	1	2	3	4	5	6	7	8	9 (8 - 4)
Connecticut Total	$1,456	$1,797	$341	23%	$64,125	$121,999	$57,874	90%	67%
MetroHartford Alliance	$1,270	$1,674	$403	32%	$55,329	$90,500	$35,170	64%	32%
Small Population Towns	$1,558	$1,707	$149	10%	$53,664	$91,167	$37,503	70%	60%
Midsized Population Towns	$1,105	$1,596	$491	44%	$59,513	$98,119	$38,606	65%	20%
Large Population Towns	$1,028	$1,865	$838	82%	$44,637	$59,925	$15,288	34%	-47%

Source: CT Office of Policy and Management, U.S. Census Bureau. CERC calculations

The average of the 31 municipalities in the metro Hartford region had a smaller debt per capita measure in both 2001 and in 2010 than the average of all the towns in Connecticut. However, they had higher increases in both total ($403) and in percent (32%) than the average of the 169 towns. Consistent with the lower levels of debt per capita the municipalities in the metro Hartford region had lower grand list per capita measures in both 2000 and 2010 and an increase in the measure that was $22,703 per person less ($35,170 less $57,874) resulting an increase of 64 percent—26 percent less than the average for the 90 percent increase observed for all municipalities in the state over that time.

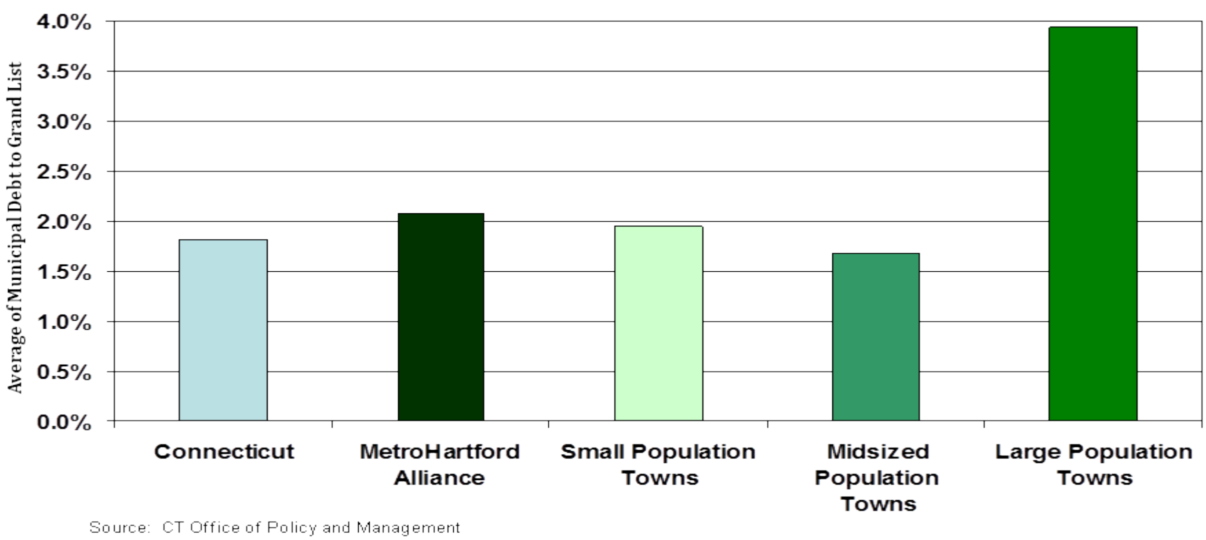
Within the metro Hartford region the 12 towns with the smallest populations had the smallest increase in debt per capita over the 10 years at only $149 or 10 percent while the municipalities with the largest populations increased the average of their debt per person by $838 or 82 percent. This increase in debt per capita for these towns was offset with an increase in grand lists of

$15,288. When considered on a mill rate basis these increases suggest the mill rate (tax per thousand) for the ratio of the new debt to the new grand would be a relatively high 54.42 and that would be just for the debt expenditures rather than total government expenditures.

Debt to Grand List Ratio

The ratio of total debt to total grand list provides an additional perspective on the fiscal health of a municipality. The average debt to grand list ratio for all the municipalities in Connecticut in 2010 was 1.81 percent—shown in Figure 94. This means that for every $1,000,000 in grand list the average municipality in the state will have $18,100 in debt. The 31 towns in the metro Hartford region had a debt to grand list ratio in 2010, on average, of 2.07 percent. Thus, for every $1 million in grand list they had $20,700 in debt. However, removing Hartford which had a debt to grand list ratio of 8.73 percent reduces the ratio for the remaining 30 municipalities in the metro Hartford region to 1.85 percent, bringing the average for the remainder of the region to being on par with the state average.

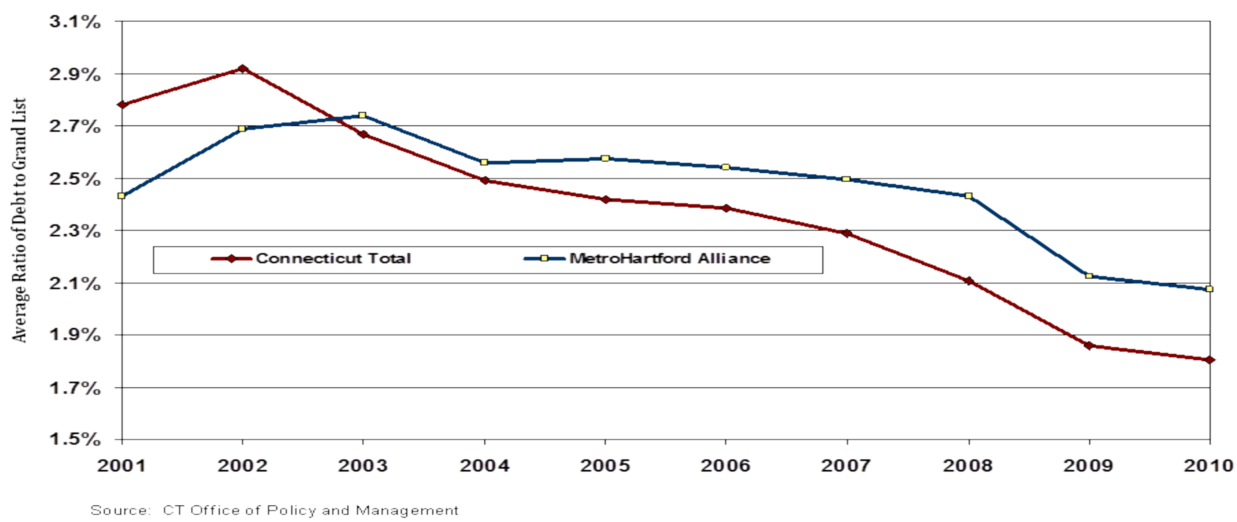
Figure 68: Average Ratio of Debt to Grand List for Municipalities in Regions, 2010



The 12 municipalities in the metro Hartford region with the smallest populations had a ratio of debt to grand list of 1.95 percent on average, resulting in an average of nearly $1,500 more debt per $1 million in their grand list than the average for all municipalities in the state. Within this set of towns, the ratio varies from a low of 0.16 percent for East Granby and 0.59 percent for Bolton to a high of 3.32 percent for Stafford and 3.43 percent for Marlborough. The 15 midsized towns had a lower average ratio of just 1.67 and slightly less variance. Within this set, the towns of Newington with a 0.60 percent debt to grand list ratio, Rocky Hill with 0.83 percent, and Enfield with 0.96 percent, were the towns with the lowest debt to grand list ratio; while Tolland and Vernon both had ratios of 3.26 percent to make them the highest ratios. The average debt per grand list for the large population towns was 3.94 percent with the average dominated by Hartford. Without Hartford the three remaining towns in that group would each still have higher debt to grand list ratios than the state but with ratios of 1.99 percent for East Hartford, 1.97 percent for Manchester and 3.05 percent for West Hartford their average debt to grand list ratio would be 2.34 percent.

The trend in the debt per grand list ratio over the last ten years is presented in Figure 95 for the average of all towns in Connecticut and for the towns in the metro Hartford region. For all the municipalities in Connecticut and the metro Hartford region the overall trend has been a reduction in the ratio over the 10 years.

Figure 69: Trend in the Ratio of Debt per Grand List, 2001-2010



The average for all municipalities in Connecticut started with a ratio of nearly 2.8 percent, higher than the 2.4 percent for those in the metro Hartford region. However, over the decade, the average for the municipalities in Connecticut fell by nearly a percentage point while those of the metro Hartford region fell by only 0.36 percent during that time.

The decline in the trend for the ratio in the metro Hartford region is shown in Figure 96 to be the result of the decline observed on average for the municipalities with small populations. Ten of the 12 municipalities with small populations had declining ratios during the 2000 through 2010 time period. On average, as shown in Figure 96, the decline in the ratio was 1.1 percent.

Figure 70: Trend in Ratio of Debt per Grand List within Metro Hartford Region, 20001-2010

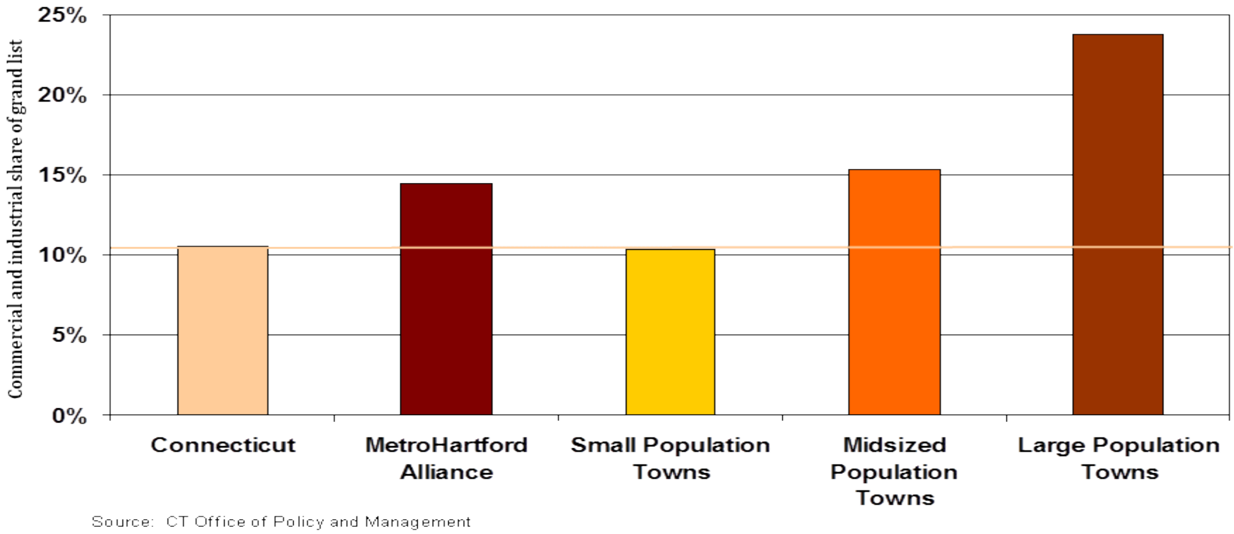
Among the midsized population municipalities in the metro Hartford region, nine of the 15 had declines in the ratios of debt to grand list with the average of those 15 being around 0.2 percent. The four large population municipalities in the metro Hartford region all increased the ratio of debt to grand list over the 2001 to 2010 time period. Hartford with an increase of 3.7 percent was the largest. Both Manchester and West Hartford had increases of 0.76 percent while East Hartford had the smallest increase at 0.22 percent.

Commercial and Industrial Share of Total Grand List

The share of the grand list that is accounted for by commercial and industrial properties provides a general indication of the rural or urban nature of the municipality identified by the level of business presence. For all municipalities in Connecticut in 2010, about 40 percent of the variation in the share of the grand list that was accounted for by commercial and industrial properties was explained by the population in the municipality. On average, an increase in the population size by 10,000 results in nearly a 2 percent increase in the commercial and industrial share of the grand list.

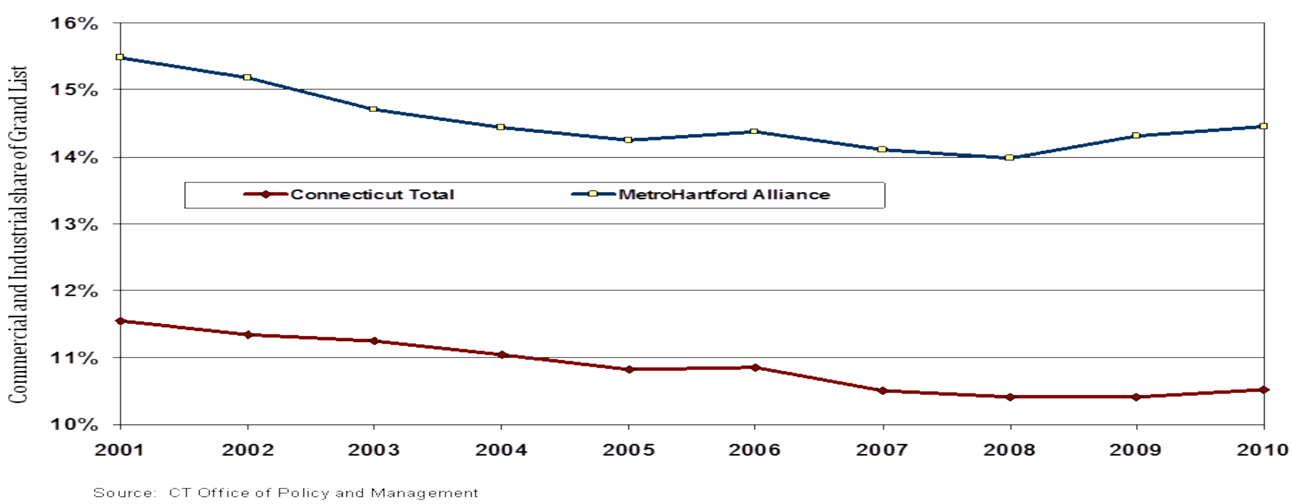
Figure 97 reflects these statistics with the small population towns having commercial and industrial properties accounting for slightly more than 10 percent of the total properties on the grand list, the midsized population towns accounting for slightly more than 15 percent, and the large population towns account for nearly 24 percent. The average commercial and industrial grand list share for the 31 municipalities in the metro Hartford region was slightly less than 15 percent and about 4 percent higher than the average for all municipalities in Connecticut.

Figure 71: Average Share of Commercial and Industrial Properties in Total Grand List, 2010



Increasing the commercial and industrial share of the grand list for a municipality is commonly perceived as an important strategy for economic development. Municipalities that increase non-residential aspects of their grand lists should be able to reduce the relative taxes paid by the residents of the town. The challenge against expanding commercial and industrial properties in a municipality however will often come from residents who are concerned with the impact the new properties could have. Figure 98 reveals that the trend has been toward a reduction in the share of the value of the averages for the commercial and industrial properties for both the average municipality in the state and for those in the metro Hartford region.

Figure 72: Trend in Commercial and Industrial Share of Total Grand List, 2001-2010



The slight increase seen since 2008 for the municipalities in the metro Hartford region was a result of increases in 11 of the 15 midsized population towns with the most significant increases (4.5 percentage points) being observed for both Rocky Hill and Windsor. South Windsor was the next largest of the midsized towns with a one percentage point increase. Half of the 12 smaller towns had increases in their shares of grand lists accounted for by commercial and industrial properties. Among the largest population towns only East Hartford had an increase in the commercial and industrial share between 2008 and 2010; however, over the ten year period Hartford was the only large population town with an increase, moving from 36 percent to 39 percent. In fact, during the 10 year period from 2001 through 2010, Hartford had the highest commercial and industrial share of the grand list of all 169 municipalities in the state of Connecticut.

Moody's Bond Ratings

In the metro Hartford region, 29 of the 31 municipalities received Moody's bond ratings as of July 2010. As shown in Figure 99, five of the metro Hartford region municipalities were rated at Aaa, the highest rating. Since among all 169 towns in Connecticut only 18 received a Aaa rating in 2010, the metro Hartford region had a higher share of municipalities than the state with the highest rating—17 percent for the metro Hartford region and 13 percent for the state.

Figure 73: Count of Municipalities by Rating Level from Moody's Bond Rating Analysis, 2010

Region	Total	Aaa	Aa1	Aa2	Aa3	A1	A2	A3	Baa1	Baa2
Connecticut	140	18	16	63	19	22	0	1	1	0
MetroHartford Alliance	29	5	3	17	3	1	0	0	0	0
Small Population Towns	10	0	1	7	1	1	0	0	0	0
Midsized Population Towns	15	4	1	9	1	0	0	0	0	0
Large Population Towns	4	1	1	1	1	0	0	0	0	0

Source: CT Office of Policy and Management

Both Connecticut and the metro Hartford region had the largest number of municipalities rated as Aa2 – with 59 percent of the 29 municipalities in the metro Hartford region and 45 percent statewide receiving the third highest rating. Both the small and midsized population municipalities within the metro Hartford region also had the largest numbers of towns rated Aa2. The four large municipalities in the region were spread evenly out among the four highest ratings.

The individual Moody's bond ratings for the municipalities in the metro Hartford region are presented in Figure 100.

Figure 74: Moody's Bond Ratings for Towns in the Metro Hartford Region

Region	Moody's Bond Rating
Small Population Towns	
Andover	A3 (2009)
Bolton	Aa3
Canton	Aa2
Cromwell	A1 (2008)
East Granby	Aa2
East Windsor	Aa2
Granby	Aa2
Hebron	Aa2
Marlborough	Aa2
Somers	Aa2
Stafford	A1
Windsor Locks	Aa1
Midsized Population Towns	
Avon	Aaa
Bloomfield	Aa2
Ellington	Aa3
Enfield	Aa2
Farmington	Aaa
Glastonbury	Aaa
Newington	Aa2
Rocky Hill	Aa2
Simsbury	Aaa
South Windsor	Aa2
Suffield	Aa2
Tolland	Aa2
Vernon	Aa2
Wethersfield	Aa2
Windsor	Aa1
Large Population Towns	
East Hartford	Aa2
Hartford	Aa3
Manchester	Aa1
West Hartford	Aaa

Source: CT Office of Policy and Management
Date: July 2010 unless otherwise specified

The five municipalities with the highest rating Aaa included Avon, Farmington, Glastonbury, Simsbury and West Hartford. The three municipalities with the second highest rating in the region included Windsor Locks, Windsor and Manchester. Nearly all the other municipalities that received rankings in 2010 were classified as Aa2 or Aa3, a classification that specifies them as “high quality and very low credit risk” for long-term debt and among the “best ability to repay short-term debt.” Andover and Cromwell were not rated in 2010 and although they received lower ratings, the ratings are still classified as Prime 1/Prime 2 “best ability to repay short-term debt” and rated as “upper-medium grade and low credit risk” for long-term debt.

The overall impression from the Moody’s bond ratings suggests a high to extremely high level of confidence on the part of the rating agency in relation to the ability of the municipalities in the metro Hartford region to repay the debt.

Municipal Fiscal Analysis Summary

The municipalities in the metro Hartford region approach their financial challenges in a variety of ways. Although some of the approaches taken appear to be associated with the population size of the municipality many of the metrics appear to be independent of their overall population size, especially when including the other 138 Connecticut municipalities in the analysis. Figure 101 provides a comprehensive summary of all the metrics used in this municipal fiscal analysis except for the Moody’s bond ratings which are summarized in Figure 100.

Figure 75: Municipal Fiscal Indicators Summary – Metro Hartford Region and Rest of State

Measure	Region Filter	Average Metrics		Share of Towns Above State Average	
		MetroHartford Region	Rest of State	MetroHartford Region	Rest of State
Budget Surplus, 2008-2010	All Municipalities	2.3%	1.8%	55%	41%
	Population < 15,000	1.5%	2.2%	50%	53%
	Population 15-50K	3.2%	1.0%	67%	24%
	Population greater than 50,000	1.8%	2.2%	25%	27%
Change in Undesignated Fund Balance, 2007-2008 to 2009-2010	All Municipalities	2.9%	1.0%	58%	46%
	Population < 15,000	3.8%	3.1%	58%	47%
	Population 15-50K	4.7%	-3.2%	67%	45%
	Population greater than 50,000	-6.8%	1.0%	25%	40%
Debt Service Per Capita, 2008-2010	All Municipalities	$222	$267	32%	35%
	Population < 15,000	$215	$260	25%	23%
	Population 15-50K	$210	$274	33%	50%
	Population greater than 50,000	$287	$289	50%	53%
Total Debt per Capita, 2008-2010	All Municipalities	$1,701	$1,842	45%	43%
	Population < 15,000	$1,777	$1,605	50%	36%
	Population 15-50K	$1,598	$2,112	40%	50%
	Population greater than 50,000	$1,858	$2,363	50%	60%
Grand List per Capita, 2008-2010	All Municipalities	$85,252	$121,878	6%	36%
	Population < 15,000	$86,700	$123,398	0%	36%
	Population 15-50K	$91,655	$121,507	13%	40%
	Population greater than 50,000	$56,898	$114,713	0%	27%
Change in Grand List per capita less Change in Total Debt per capita, 2001 - 2010	All Municipalities	31.8%	73.5%	45%	70%*
	Population < 15,000	60.3%	81.7%	67%	73%
	Population 15-50K	20.5%	60.4%	40%	69%*
	Population greater than 50,000	-47.3%	81.0%	0%	60%
Total Debt per Grand List, 2010	All Municipalities	2.1%	1.7%	52%	38%
	Population < 15,000	2.0%	1.3%	58%	31%
	Population 15-50K	1.7%	1.8%	33%	43%
	Population greater than 50,000	3.9%	3.9%	100%	67%
Commercial and industrial Share of Total Grand List, 2010	All Municipalities	14.5%	9.6%	65%	42%
	Population < 15,000	10.3%	6.5%	42%	20%
	Population 15-50K	15.3%	12.8%	73%	67%
	Population greater than 50,000	23.8%	17.8%	100%	93%

Source: Data are from Connecticut Office of Policy and Management. Calculations by CERC.
* Rest of state averages does not include Waterford (a significant outlier that distorts the metrics of this methodology).

Seventeen of the 31, or 55 percent, of municipalities in the metro Hartford region had higher budget surpluses over the last three years than the average for the state. Across the rest of the state, 57 of the 169 municipalities, or 41 percent, had budget surpluses (measured as total revenues less total expenditures divided by total expenditures) above the 1.93 percent observed for the state. The highest share of municipalities among the groups based on population size were for the midsized population towns in the metro Hartford region in which 10 of the 15 towns were above the state average. The average budget surplus as a share of the total expenditures for the 15 towns in the metro Hartford region with this set was 3.19 percent, much higher than the 1.00 percent observed for the 42 municipalities in the rest of the state.

The municipalities in the metro Hartford region also averaged a higher change in the undesignated fund balance in the three time periods of change between 2007-2008 and 2009-2010. The midsized municipalities in the metro Hartford region again seem to have performed significantly better (4.7 percent increase) than the midsized municipalities across the rest of the state (3.2 percent decrease).

These midsized municipalities in the metro Hartford region also tended to have lower debt service on a per capita basis, $210 compared to $274 for the rest of the state and lower total debt per capita at $1,598 when compared with $2,112 for the municipalities of that size range in the rest of the state. However, those towns also had lower grand lists per capita by nearly $30,000. Overall the debt and grand list measures compared favorably for the midsized municipalities in the metro Hartford region with the ratio of 1.7 percent being very close to the 1.8 percent observed for the rest of the state. The midsized municipalities in the metro Hartford region also averaged a slightly higher share of their grand lists in commercial and industrial properties – 15.3 percent compared to the rest of the state at 12.8. For this measure, 11 of the 15 midsized municipalities were above the state average while for the rest of the state a slightly smaller percent (67 percent) indicated that 28 of the 42 midsized Connecticut municipalities not in the metro Hartford region were above the state average.

All four of the largest municipalities in the metro Hartford region were above the state's average for the share of the grand list accounted for in commercial and industrial properties. In the rest of the state, 14 of the 15 largest municipalities had more than 10.4 percent of their total grand list accounted for in their commercial and industrial properties. Similar shares of the large municipalities in the metro Hartford region ran budget surpluses, had debt service per capita above the state average and had ratios of debt levels to grand lists as did the large municipalities in the rest of the state. The differences for the large municipalities in the metro Hartford region from similar municipalities in the rest of the state showed up in the much lower change in undesignated fund balances, lower grand lists per capita, and more negative differences in the change between 2001 and 2010 between the grand lists per capita and debt per capita.

The metrics shown in Figure 101 for the small towns appear in general to be fairly similar between those in the metro Hartford region and those in the rest of the state. As observed for the other population sizes the smallest municipalities in the metro Hartford region had an average grand list that is only 70 percent of those of similar size in the rest of the state and had a higher debt per capita by 11 percent. Overall, these two metrics result in a slightly higher debt to grand list ratio (2.0 percent compared to 1.3 percent). The small towns in the metro Hartford region however, also had a slightly higher share of their grand list accounted for in commercial and industrial property which may suggest that they may have a broader and more robust tax base to work from than the small towns across the rest of the state.

One additional summary perspective is presented in Figure 102 which shows the rankings among all the 169 municipalities in Connecticut for the 31 municipalities in the metro Hartford region.

Figure 76: Ranking based on all 169 Municipalities in Connecticut

	Budget Items		Debt Items		Grand List Items		Debt and Grand list
	Budget Surplus	Change in Undesignated Fund Balance	Debt Service per Capita	Debt per Capita	Commercial Industrial Share	Debt to Grand List Ratio	Grand List per Capita
Connecticut Total	85	85	85	85	85	85	85
MetroHartford Alliance	73	79	92	86	62	99	103
Small Population Towns	85	79	92	89	90	102	99
Andover	23	3	22	100	156	117	111
Bolton	88	81	87	25	118	37	108
Canton	36	41	104	83	64	86	77
Cromwell	98	69	111	121	34	134	89
East Granby	50	12	49	7	42	9	70
East Windsor	163	155	80	39	6	47	98
Granby	74	133	146	147	136	151	99
Hebron	93	36	74	136	149	146	95
Marlborough	129	88	128	153	123	157	73
Somers	59	47	122	92	140	136	142
Stafford	159	163	106	108	99	149	146
Windsor Locks	46	116	69	57	10	57	83
Midsized Population Towns	60	67	88	80	50	88	95
Avon	64	31	120	59	75	38	41
Bloomfield	33	8	46	97	14	111	109
Ellington	114	30	71	50	102	67	117
Enfield	38	124	39	28	19	46	132
Farmington	91	93	145	142	15	109	38
Glastonbury	83	58	137	133	57	122	59
Newington	17	48	31	19	27	29	100
Rocky Hill	128	125	58	46	12	52	82
Simsbury	71	54	136	123	72	119	67
South Windsor	69	114	85	63	28	62	74
Suffield	13	50	86	58	100	81	124
Tolland	84	44	135	148	109	158	114
Vernon	47	80	77	101	36	152	157
Wethersfield	37	87	60	64	81	90	118
Windsor	7	60	92	74	5	83	87
Large Population Towns	91	122	107	97	22	134	149
East Hartford	135	127	82	55	18	103	154
Hartford	14	156	129	127	1	167	169
Manchester	101	131	56	78	9	114	144
West Hartford	113	75	160	128	60	150	127
A rank of 1 is the highest or could be considered the strongest measure observed for the specific variable.	More of a surplus reduces the rank number	A larger positive change in the undesignated fund balance reduces the rank number	A smaller debt service per capita reduces the rank number	A smaller debt per capita reduces the rank number	A larger commercial and industrial share reduces the rank number	A smaller ratio of debt to grand list reduces the rank number	A higher commercial and industrial share of total grand list per capita reduces the rank number

APPENDIX C: Strategic Projects

Metro Hartford Millennium Project: An Economic Development Action Agenda, January 1998

The goal of this project is to develop an inclusive and creative economic plan for the region that will inspire municipalities to start to feel ownership in regional outcomes and in the regional economic synergy those outcomes will create. The second goal is to develop a Strategic Action Agenda with specific steps to achieve the goals.

Key recommendations:

1. Support and strengthen a renewed civic infrastructure to create and sustain economic development at the neighborhood, city, and regional level.
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 suited to a global economy.
4. Create a vibrant and culturally rich city with a vital downtown serving as a regional arts and entertainment center with strong neighborhoods providing 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 property tax.

Economic and Urban Design Action Strategy – December 1998

The Action Strategy springs from the Millennium Project which identified that a vibrant downtown is a significant element in a healthy regional economy. The Action Strategy outlines actions to be implemented in downtown Hartford over the short, medium, and long term. The actions are broadly grouped into: Urban Structure, Land Use and Transportation.

The plan proposed action strategies to reinforce a more complex pattern of land use – have people come into the city to live, work, shop, and for entertainment The plan developed a series of high priority initiatives for implementation over the next 3-5 years that it called the Circuit Line.

The Circuit Line is a band of rejuvenation and also a transit line. The strategy includes: streetscape improvements, restoration of green spaces, building more residential units, expanding retail space, and consolidating parking lots into garages and building residential units on old parking lots.

In order to implement the strategies, the plan calls for:

1. Creating a design center made up of professionals representing urban design, architecture, transportation and landscape architecture to review projects and recommend those that will have the greatest benefit.
2. Creating a Downtown Development Corporation to spearhead and serve as a public-private catalyst for downtown investment decisions.
3. Consolidate downtown parking resources under a common management and marketing umbrella.
4. Refine and calibrate land use regulations in support of the plan, in particular, preserving key sites for resident use and to require development to respond to urban design guidelines.
5. Define a capital budget that includes public improvements and infrastructure investments in downtown.

Hartford 2010 – June 2007

After looking at the City's recent and ongoing economic development initiatives, a set of recommendations were developed to attract more private investment to Hartford. This report focuses on revitalizing Hartford and more effectively linking the City's major streets and avenues to create a more dynamic region. Several key objectives of the report include:

1. Leveraging the investment of over $1billion in public and private funds that occurred over five years to strengthen Downtown and all of the City's neighborhoods;

2. Enhance the ability of the Region to market itself as a dynamic, growing economy; and
3. Ensure that economic opportunities reach all Hartford residents.

The iQuilt Plan – 2012)
http://theiquiltplan.org/storage/iQ2%20Overview%20Jan.27.pdf

The iQuilt is a culture based urban design plan for Downtown Hartford. The goal is to make Connecticut's capital city more culturally vibrant, environmentally sustainable, and economically prosperous.; the central gathering place for the neighborhoods of the city and the towns in the region.

The iQuilt Plan lays out a strategy and design for making Downtown's public spaces more enjoyable and walkable, by linking Hartford's arts and cultural assets and by showcasing the Region's strengths in cultural and industrial innovation. The plan leverages existing investments and assets such as the Riverfront redevelopment and The Bushnell; integrates funded capital improvements; and focuses on projects that are both achievable and transformative.

The iQuilt is an integrated suite of projects, both large and small, that can be implemented by different entities in different phases. Examples of some of the projects include: making the city more walkable by widening sidewalks, improving lighting and street signage, and including favorable signal timing; linking the cultural assets by creating walking trails linking major cultural destinations; developing a visual language through coordinated signs; and making it easy to bike, run, and exercise by creating a bike station in Bushnell Gardens and the creation of bike lanes.

One City, One Plan – Adopted in 2010, reissued in 2011
One City, One Plan is Hartford's Plan of Conservation and Development (POCD). The plan contains five main themes that serve as the organizing structure for the goals and implementation strategies. The five broad planning themes are:

1. Promote liveable and sustainable neighborhoods
2. Protect the City's natural and built environment
3. Enhance mobility through transit, pedestrian, and bike systems city-wide
4. Advance Downtown's role as the region's center for commerce, culture and city living
5. Promote and encourage the integration of sustainable practices

HARTFORD 360: The Capital City's Near Term Development Agenda, April 5, 2011
http://development.hartford.gov/Documents/Copy%20of%20Hartford%20360%20-%20FINAL_040511.pdf

Hartford 360: The Capital City's Three-Year Development Agenda ("Hartford 360"), constitutes a framework for moving forward aggressively with strategic implementation of the development strategy set forth within One City, One Plan – Hartford's Plan of Conservation and Development 2020, ("One City, One Plan"). Prepared in mid-2010, One City, One Plan is the overall guide to the growth and development of the City as required by Connecticut state statute. The overarching goal of Hartford 360 is to achieve long-term economic health for the City of Hartford and its residents.

Hartford 360 is based on the five goals of One City, One Plan and adds a single new goal, that of achieving citywide economic development and workforce readiness. Thus, the goals of Hartford 360 are as follows:
Goal 1. Promote livable and sustainable neighborhoods.
Goal 2. Protect the City's natural and built environment.
Goal 3. Enhance mobility through transit, pedestrian, and bike systems citywide .

Goal 4. Advance the City's role as the region's center for commerce, culture, sports, and entertainment.
Goal 5. Promote and encourage the integration of sustainable practices.
Goal 6. Expand the City's economic base and align with future workforce readiness efforts.

Key Recommendations:
The successful implementation of Hartford 360 will require the following:

- The focused allocation of scarce human and financial resources to these initiatives in advance of other competing projects
- A sustained focus and a commitment to the long-term success of this strategy.

Systematic monitoring of progress will be essential to the effectiveness of Hartford 360 as a vehicle for focusing municipal energy and resources at a strategic level. The mayor should meet monthly with a "Development Cabinet" to be chaired by the Director of Development Services, to review progress and to determine appropriate mid-course corrections. Updates would be provided by the municipal officials with lead responsibilities for the various Priority Areas and Action Steps.

Hartford 360 is intended as a dynamic management tool and should be adapted to changing circumstances and opportunities as appropriate over time.

Finally, Hartford 360 represents an opportunity to capitalize on the huge investment of the City and others in the multiple plans and studies prepared in the past. This is the acid test. This is an opportunity for the City to clearly articulate its priorities, to embark on a strategic implementation process, and to manage its resources with the goal of achieving a Hartford renaissance.

New Britain-Hartford Busway

The New Britain-Hartford Busway is a dedicated Bus Rapid Transit (BRT) facility running 9.4 miles between downtown New Britain and downtown Hartford. The busway corridor follows an abandoned railroad right-of-way from New Britain to Newington Junction for about 4.4 miles. From that point north for approximately 5 miles, the corridor lies within active Amtrak railroad right-of-way and will end at Asylum Street and Spruce Street adjacent to Hartford's Union Station. Construction of the busway will start in the spring of 2012 and is expected to be operational by 2014. The busway will serve 11 transit stations and operate between 5am and 1am, approximately. There will also be extension lines serving the UConn Health Center and Eastern Connecticut State University. The total project cost was anticipated to be $567 million.

Metro Hartford Strategic Plan 2012-2015

http://www.metrohartford.com/initiatives/strategic-plan

The MetroHartford Alliance serves as economic development leader for the Hartford region and as the City's Chamber of Commerce. The Alliance's mission is to ensure that the region competes aggressively and successfully for jobs, capital, and talent. To achieve this mission ,the Alliance set for the following priorities:

1. Foster a climate for job creation and infrastructure investment
2. Retain, develop, recruit, and engage a diverse and talented pool of employees and entrepreneurs
3. Market the region and attract people, jobs and capital
4. Promote the stability and expansion of specific industry sectors with a link to support small business growth
5. Market the region's assets to retain and attract businesses
6. Ensure that the Capital City is the dynamic urban core of the Region

HUD Livability Principles

CRCOG and the Pioneer Valley Planning Corporation (PVPC) heading up HUD project.

1. *Provide more transportation choices*
2. Promote equitable, affordable housing.
3. Enhance economic competitiveness
4. Support existing communities
5. Coordinate and leverage federal policies and investment
6. Value communities and neighborhoods

Lessons From Resurgent Cities

http://www.bostonfed.org/about/ar/ar2009/lessons-from-resurgent-cities.pdf

In 2008, the Federal Reserve Bank began a project to help reinvigorate Springfield, MA – a struggling mid-sized older industrial New England city. Based on their research, they developed a set of lessons that could be applied to other cities facing similar economic conditions –economic performance over the past fifty years has not been as strong as the national economy; deep changes in racial and ethnic composition; and an economy that transitioned away from being manufacturing-oriented economy.

A total of 25 cities were identified – ten cities were found to have done substantially better than the others and were identified as 'resurgent cities' – Hartford was not one of them but was identified as a 'peer city' to Springfield.

Key components to a resurgent city:

1. *Leadership* – The more successful cities typically have a private, nonprofit organization heading economic development. Economic resurgence has only been weakly linked to geography. For example, New Haven was identified as a resurgent city whereas Hartford was not. This suggests that although statewide policies may have been a factor in easing economic adjustment, the cities themselves ultimately played an important role in determining their own fates. The following are a few examples from resurgent cities that involved public sector, nongovernmental, and private development leadership:
    a. Providence, RI the "Renaissance City"- relocated railroad tracks that ran through downtown; removed a bridge that obscured the two rivers; established tax incentives to allure artists to live downtown; and created a loan program to help in launching restaurants.
    b. The 'medical mile' in Grand Rapids, MI – created a healthcare industry
    c. Jersey City's redevelopment of the waterfront
2. *Universities make a difference* – Institutions of higher education have played a role in invigorating cities' economies as major employers and educators.
    a. Greensboro Community College, NC – redesigned job-training curriculum to help area businesses
    b. Worcester, MA – the educational institutions formed the UniverCity Partnership to adopt strategies allowing higher education to participate in economic growth by improving local purchasing, employment, real estate development, business incubation, and workforce development.
3. *Planning and re-evaluating are critical*-Leadership and collaboration facilitated long-term planning that allowed resurgent cities to develop more dynamic economies.
    a. Worcester, MA – Working with the Chamber of Commerce, UMass, Worcester established the MA Biotechnology Research Institute to attract biotech companies. However, it had to readapt its approach because biotech companies employ a small number of people and take a long time to achieve profitability so it changed its name to MA Biomedical Initiatives and now focus on attracting biomedical device companies.
4. *Infrastructure Improvements and industry modernization matter* – The resurgent cities have focused on modernizing their transportation and communication infrastructures by expanding regional airports,

improving roads, and building high-speed communication networks. Resurgent cities have also recognized the importance of revitalizing downtown as a way to create employment and attract residents. Several cities rely exclusively on nonprofit organizations to create, develop, and implement revitalization strategies.

   a. Peoria, IL – a new airport terminal improved manufacturers' and distributors' access to transportation
   b. Worcester, MA – establishment of frequent commuter rail to Boston and direct access to the Turnpike encouraged new investments in the city
   c. Greensboro, NC – Downtown Greensboro, Inc. focuses entirely on downtown; part of the plan includes the Restaurant Row Program to help finance new eateries.

5. *Disadvantaged neighborhoods require specific focus* – Resurgent cities continue to struggle with extending prosperity to all residents. Direct involvement and collaboration with the community in shaping planning efforts has proved to be important in creating long-term strategies.
   a. Jersey City, NJ – residents of one of the poorest neighborhoods participated in writing their neighborhood development plan and also controlled its implementation through a neighborhood development corporation.

CAPITOL REGION TRANSPORTATION PLAN: A Guide for Transportation Investments through the Year 2040, published May 4, 2011

http://www.crcog.org/publications/TransportationDocs/RTP2011/2011-RTPFinal.pdf

The Capitol Region Transportation Plan outlines a comprehensive program for improving the transportation system to meet travel needs through the year 2040 for the towns in the MetroHartford region. For the most part, it is a systems level plan that provides general policy guidance. It defines the Region's greatest needs, identifies which problems are the Region's highest priority, and outlines how the Region should spend its limited capital funds.

It reaffirms the Council's commitment to developing a transportation system that offers more and better travel choices, and continues its emphasis on developing a good regional transit system as an alternative to the automobile. It also reaffirms and strengthens our commitment to developing a bicycle and pedestrian system. This Plan also includes a strong commitment to linking land use and transportation planning, aimed at creating a sustainable transportation system. A continued support for Bradley International Airport, the beginning of a freight planning program, and a commitment to environmental justice are also included.

The Contribution of Bradley International Airport to Connecticut's Economy: Economic Impact Analysis, May 27, 2005

http://www.ct.gov/ecd/lib/ecd/bradley_airport_study_5.27.05_final_.pdf

The purpose of this study is to illustrate the importance and interconnectedness of Bradley to Connecticut's economy and future economic development. To show the effects of the airport on the level of economic activity in the state of Connecticut, the broadly defined economic impact measures of jobs (employment), value added (gross regional product), and personal income (including wages) is used.

The RIMS II analysis estimates the economic impacts of Bradley at 22,140 jobs, which produces $2.0 billion in output, which helps create $618 million in income for Connecticut residents. This is directly comparable to the *Airport Operations* scenario in the REMI analysis, which estimates Bradley's impacts at 17,700 jobs, $1.8 billion in output, and $578 million in income.

The next two sets of results include dynamic projections of Bradley's impact over a 20-year horizon. The *Tourism Effect* scenario shows the double-edged sword of traveler impacts, relative to the first REMI scenario, in that employment impacts decrease to 8,251, and output and income decrease to $1.1 billion and $480 million respectively. Finally, the *Airport Contribution* scenario shows the real value of Bradley as a facilitator of air travel for passenger and cargo purposes. Here the long-term contribution of the airport sustains over 140,000 jobs, more than $34 billion in output, and over $11 billion in income for residents.

These analyses show the critical role that Bradley plays in the local and regional economies as both an active employer and driver of economic impacts, but more so, as an invaluable transportation asset that propels Connecticut's people and businesses forward in an increasingly integrated and competitive international economy.

Opportunities Hartford: A Progress Report on the Citywide Effort to Enhance and Expand Existing Educational, Job and Income Opportunities in Hartford, 2011

http://opportunities.hartford.gov/about.aspx

The long-term goal is to bring existing opportunities to a scale large enough to significantly, measurably and sustainably improve the quality of life in Hartford and increase the ability of low-income Hartford families to improve their economic status. The study developed the following key findings:

1) Downtown Hartford needs to continue its transformation from primarily a business locale to a 24/7 multi-dimensional center connected to people in the neighborhoods—with opportunities for shopping, entertainment, learning, cultural enrichment, and housing. The downtown move of Capital Community College was cited by many as a positive step.
2) Improving educational outcomes in the City was widely recognized as both a critical need and opportunity. The Hartford Public Library is seen as a model for success in terms of its accessibility and emphasis on family education: ELL, financial literacy, and early child care and education.
3) Partnerships and collaborations that create efficiencies among agencies and funders are considered essential to the ongoing success in the effective delivery of support services in Hartford.

Comprehensive Economic Development Strategy for MetroHartford: A Call for a Sustained Regional Team Effort, 2006

The purpose of this Comprehensive Economic Development Strategy is to call to action political, business, and civic leaders in Metro Hartford.

Key findings: This plan presents 40 recommendations in five functional areas. However, there are six recommendations or sets of recommendations that should be considered the highest priority, and those recommendations should be given the greatest level of attention to help put the Metro Hartford region on the right economic track.

1. Influence public policy to change factors affecting the cost and ease of doing business in Connecticut.
2. Build a stronger support system for entrepreneurs and small businesses.
3. Establish innovative programs to improve the performance of public K-12 education systems to make the City of Hartford and the Metro Hartford region globally competitive.
4. Develop housing policies and programs that promote affordable housing throughout the region.
5. Continue to enhance and build a positive image for the Metro Hartford region.
6. Establish a collective compact agreement to implement the recommendations in this report.

Central Connecticut Comprehensive Economic Development Strategy: A plan for sustainable economic development, 2011

http://www.ccrpa.org/CEDS/2011-CEDS-final.pdf

The Central Connecticut Region comprises the cities of New Britain and Bristol and the towns of Berlin, Burlington, Plainville, Plymouth, and Southington.

In the year 2030 the Central Connecticut Region will be a vibrant industrial, commercial and technological region that supports a thriving educational community, successfully embraces diversity, and recognizes the value of its rich spectrum of popular, cultural and natural environments. It will be the home of an energized technological cluster of industries, and will have a fully employed, multi-skilled, effectively educated work force upon which the region's strong public institutions and its participatory democracy will be built. The region will be addressing its challenges on a regional basis with strong inter-community cooperation and with institutions capable of dealing satisfactorily with the needs of its disadvantaged citizens. The region's success will be founded upon an integrated fabric of well-designed, constructed, and maintained community infrastructure facilities. It will host a series of community events and programs that will demonstrate the effectiveness of its cooperative spirit, and will capitalize on the region's valued historic heritage. It will be a place that is perceived as successful and desirable, as well as one which its residents and business-people will speak of with great pride.

Goal 1: Planning and Cooperation
Build a stronger regional economic development program that achieves closer coordination among municipalities and between Central Connecticut, the state, and other surrounding regions.
Goal 2: Responsible Growth
Promote responsible development patterns that improve the region's quality of life, provide recreational amenities, use resources wisely, promote sustainability, and contribute to economic development.
Goal 3: Workforce Development
Attract, retain, and develop a skilled and diverse workforce that meets the needs of existing employers and is attractive to new firms providing high quality, high paying jobs.
Goal 4: Business Creation, Attraction, & Retention
Foster an environment that is conducive to the creation and at-traction of new firms and industry clusters, while helping to strengthen existing firms and clusters.
Goal 5: Physical Infrastructure
Maintain, improve, and develop the region's infrastructure so that it meets the needs of existing and growing industries and clusters.

ANNUAL CEDS REPORT: Signs of Sustainability, The Pioneer Valley Plan for Progress, The Region's Comprehensive Economic Development Strategy, August 2011

http://www.pvpc.org/resources/ecdev/CEDS-2011-final-web.pdf

Geography: 43 cities and towns comprising the Hampshire and Hampden county areas in western Massachusetts

Overall goals or mission

- Strengthen and expand the region's economic base
- Foster means of regional competitiveness
- Supply the region with an educated, skilled, and adequately sized pool of workers
- Foster the region's business climate and prospects for sustainable economic growth

Key recommendations

The Plan includes seven cross-cutting themes that strategy teams must consider in their action plans in order to meet the region's goals: cross-border collaboration (with the greater Hartford region), diversity, education, industry clusters, sustainability, technology, and urban investment.

ACHIEVING THE BALANCE: A Plan of Conservation and Development for the Capitol Region (adopted 2003, updated October 2009)

http://www.crcog.org/community_dev/regional_plan.html

Geography: Connecticut's Capitol Region encompasses the City of Hartford and the 28 surrounding suburban and rural communities.

Overall goal or mission: Plan is primarily used to guide the Capital Region Council of Government's (CCROG) planning and review activities

Following is a summary of the goals designed to implement CCROG's vision for the region's future:

Conservation Goals

Natural Resource Conservation

- Protect air, water, and soil quality in the region
- Grow and develop in harmony with natural resources
- Promote active natural resource stewardship

Watersheds and Water Quality

- Improve and maintain water quality
- Protect water supply and increase water conservation efforts
- Reduce nonpoint source pollution
- Continue combined sewer overflow and point-source pollution discharge reductions
- Use innovative wastewater treatment techniques for new developments

Open Space and Farmland Preservation

- Support protection of more open space in the region
- Encourage preservation of farmland in the region
- Encourage preservation of declassified water company land as open space
- Coordinate and prioritize open space preservation throughout the region
- Expand and protect open space along major rivers

Food System

- Preserve the Capitol Region's working lands
- Improve regional residents' access to food resources
- Improve the health and nutrition of the region's population
- Reduce environmental impacts of the food system

Development Goals

Land Use and Zoning

• Guide growth to regional centers and areas of established infrastructure
• Increase redevelopment and infill development efforts
• Revise zoning and subdivision regulations to address local and regional land use concerns

Public Water and Sewer Service

• Ensure an adequate and high quality water supply
• Reduce environmental impacts of sewage discharge
• Use existing water and sewer infrastructure to guide future growth
• Balance water supply and ecosystem considerations

Transportation

• Provide a range of viable transportation options within the region
• Improve interregional and interstate transportation
• Coordinate land use, environmental, and transportation efforts
• Anticipate and plan for future transportation needs

Housing

• Increase the range of choice in housing for people of all incomes and all ages, but especially for those who have the least choice in achieving their locational preference
• Enforce Federal and State fair housing laws
• Encourage and support the maintenance of viable residential neighborhoods
• Support preservation of the region's rental housing stock, and the expansion of housing opportunities for renters throughout the region.
• Continue to improve the Capitol Region transportation system in order to better link housing, jobs and services, thus expanding individuals' housing choices

Economic Development

• Revitalize Hartford as the economic, residential, entertainment, and cultural center of the Capitol Region
• Coordinate and promote regional land use, infrastructure, and fiscal policies for economic development
• Increase the recognition of a regional identity
• Maintain a focus on workforce development
• Support and improve regional business development strategies and efforts

New England's Knowledge Corridor: The Hartford-Springfield Economic (HSEP) Partnership, September 2000

http://www.hartfordspringfield.com/about_us/overview

It comprises the Hartford and Springfield metropolitan areas and is centered on six counties—three in each state—linked by a shared economy, history and culture and by features including Bradley International Airport, rail lines, Interstate 91 and the Connecticut River.

HSEP markets the region as "New England's Knowledge Corridor," emphasizing the area's rich history of innovation, invention and world-class educational assets.

HSEP promotes the region through a variety of initiatives focused on business development, talent retention, advocacy and research. HSEP has advanced projects with regional implications and furthered the economic progress of the interstate region by capitalizing on historic economic, natural and cultural ties. For marketing purposes, the region has been branded, "New England's Knowledge Corridor: Gateway to Innovation," underscoring the area's rich tradition of inventions, research and higher education.

CAPITAL WORKFORCE PARTNERS BUSINESS PLAN SUMMARY 2011-2012

http://www.capitalworkforce.org/documents/BPES-11-web.pdf

The Capital Workforce Partners provides workforce development programs and services to 37 municipalities in North Central Connecticut. The Business Plan provides a framework from which Capital Workforce Partners will operate. The Plan integrates all elements of Capital Workforce Partners' budget, programs, and initiatives.

Key recommendations

Capital Workforce Partners Strategies

Sector-driven business strategy - Need for market intelligence to focus training efforts on developing skills for occupations in demand in sectors with the most job growth, i.e., Green Construction/Technology, Advanced Manufacturing, Allied Health, emerging sectors.

Business support and employer engagement - CWP activities need to be consistent with and meet the needs of business, while developing partnerships with employers and economic development entities to create more focused training opportunities to support job creation.

Career development and advancement strategies, including the work and learn model - It is not enough to place people in jobs. Instead, there should be a focus on skill development and helping people find career pathways that will lead to better wages and self sufficiency. The work and learn model is one approach to developing skills while obtaining work experience.

Career competencies - Career competencies are employer identified competencies that workers need. The system for developing these competencies (basic skills, prevocational, and vocational) provides businesses with workers who have work readiness skills.

Linkage with 8th-12th grade school system - Developing a career focus in youth at an earlier age helps youth stay motivated. Involvement in youth programming (aligning school/career competency and summer/year round) outside of school helps youth stay in school and gain workplace skills. CWP's mutually supportive services enable increased numbers of youth to graduate from high school with full a full set of career competencies.

Community Outreach/Partnership - Workforce development requires attention at the policy level and adequate resources for effective outcomes. This can only be accomplished through diligent local, state and federal outreach. Recognition of and support for employer needs, partnership for efficiencies and maximized results, workforce development system success and its intrinsic relationship with economic development, require continuous education of key stakeholders. It also requires collaboration and partnership development to maximize limited resources.

2012-2016Connecticut DRAFT State Rail Plan (SRP)

http://www.ct.gov/dot/lib/dot/documents/dplansprojectsstudies/plans/state_rail_plan/State_Rail_Plan_Final_Draft_2-8-12.pdf

The purpose of the SRP is to set forth state policy involving passenger and freight rail in the state, to present strategies and priorities to enhance rail service that benefits the public, and to serve as the basis for federal and state rail investments within the state.

The vision for rail transportation in Connecticut is a system that provides high-speed, intercity, regional commuter and freight services that will be a catalyst for smart growth, encourage greater mobility, promote the state and regional competitive advantage in the global economy, decrease highway and aviation congestion, reduce energy use, and improve air quality. The SRP presents strategies and programs aimed at carrying out its vision by first ensuring that the existing passenger and freight rail infrastructure is maintained in a state of good repair and then maximizing the potential of current rail services.

APPENDIX D: MetroHartford Regional Goals and Action Steps Matrix

APPENDIX E: Stakeholder Interview List

Name	Title	Organization
Kip Bergstrom	Deputy Commissioner	DECD
Andy Bissette	Senior Vice President and Chief Administrative Officer	Travelers
Julio Concepcion	Vice President of Hartford Partnerships	MetroHartford Alliance
Ed Deak	Chairman, Economics Department	Fairfield University
Doug Elliot	President of Commercial Markets	The Hartford
Scott Franz	CT State Senator	BDL Chair (former)
Ken Greenberg	Principal	Greenberg Consultants, Inc.
Walter Harrison	President	University of Hartford
Peter Holland	Director of State Government Affairs	UTC
Mary Holz-Clause	Vice President, Economic Development	UConn
Mike Hyde	Vice President for Advancement and External Relations	Jackson Laboratories
Elliot Joseph	President of Commercial Markets	Hartford Hospital
Liddy Karter	Executive Director	CT Venture Group
Yolanda Kodrzycki	Vice President	Boston Fed
David Panagore	Chief Operating Officer	City of Hartford
Mark Scheinberg	President	Goodwin College
Martin Seifert	President	Nufern
Doug Suisman	President	Suisman Urban Design - iQuilt
Chris Steele	Site Selector	CWS Consulting Group LLC
Scott Shanley	Manager	Town of Manchester
David Winstanley	President	David Winstanley Construction Ltd
REDF Representatives		Various towns

APPENDIX F: Meetings

MetroHartford CEDS Planning Meeting

September 28, 2011

2:00 p.m.

Conference Call

AGENDA

- Timeline
- Strategy Committee
    - membership
    - division of labor
- Public Outreach
- Communications with EDA
    - scope
    - submission and approval
- Previous CEDS
    - what worked well
    - challenges
- Consideration of non-EDA funded CEDS – 303.7(c)
- Other Plans to be Considered – 303.7(b)(2)(i)
    - workforce
    - TIP
    - regional plan of C&D
- Idea of past, present and future projects
- Level of specificity in action plan – 303.7(b)(8)
- Incorporating the state's economic development priorities
- Does graphic in proposal meet needs for EDA/HUD integration?
- Other discussion items

PARTICIPANTS

Alissa DeJonge, Connecticut Economic Resource Center

Bob Santy, Connecticut Economic Resource Center

John Shemo, MetroHartford Alliance

MetroHartford CEDS Planning Meeting

November 3, 2011

9:30 a.m.

at Capital Region Council of Governments Office

Hartford, CT

AGENDA

1. EDA CEDS Requirements
2. Integration with HUD Livability Principles
3. Review of CEDS Timeline

PARTICIPANTS

Alissa DeJonge, Connecticut Economic Resource Center

MaryEllen Kowalewski, Capital Region Council of Governments

Bob Santy, Connecticut Economic Resource Center

John Shemo, MetroHartford Alliance

Lyle Wray, Capital Region Council of Government

MEETING NOTES

Need to integrate with Springfield and Knowledge Corridor. do the analysis of the MetroHartford region, but tie in critical recommendations based on cooperative activities

Nothing is too big to address. We need to push on the issues which are really game changers, like Property tax reform. Look at the language on property tax reform in the Millennium report.

Look at the CCRPA Ceds and the Pioneer Valley Plan for Progress

Big idea: What is the right relationship between the state and the region? How do we avoid the disconnects like the $39 million state investment in the CT-21 project as opposed to recommendations in the Greenberg Report?

Approaches to development are changing, and are more integrated. This is reflected by the federal Sustainable Communities approach across agencies. Communities and regions naturally take a more integrated approach. However, the state structures do not reflect this new approach. Initial efforts (like the TSB) to work across disciplines have not worked. The current administration is already operating in an integrated fashion on some issues. How do we institutionalize this to make it worked, with the goal being the development of successful communities?

We need to do something on energy reliability and redundancy and cost.

Are their major infrastructure issues that are holding us back as a region? Are we addressing the broadband issues?

Do we want to update the Regional index? Is there and opportunity to apply the index to the HSEP region? Is there the possibility of funding from NU for this?

We need to monitor state DECD's approach to EDDs. Will that still be a organizational priority for them? This will lead to a decision on whether MetroHartford pursues EDD status

Need to have Steve meet with Maryellen and maybe "Gang of Five" to review the project criteria, moving them in a more "sustainable" direction.

Maybe we need a rural development component, particularly if we are asking certain communities that are not part of the Hub and spoke to forego certain development.

MetroHartford CEDS Subcommittee Meeting

November 21, 2011

1:00 p.m.

at MetroHartford Alliance Office

Hartford, CT

AGENDA

1. Vision of MetroHartford CEDS

2. Potential Stakeholder Interviews

3. Interview Questions

4. Timeline

5. MetroHartford Towns in Analysis

6. Next Steps

PARTICIPANTS

Alissa DeJonge, Connecticut Economic Resource Center

Elliot Ginsberg, Connecticut Center for Advanced Technology

Patrick McMahon, Town of Suffield

Mark Pellegrini, Town of Manchester

Bob Santy, Connecticut Economic Resource Center

John Shemo, MetroHartford Alliance

Lyle Wray, Capital Region Council of Governments

MEETING NOTES

- What has changed since last CEDS?
  - $1.5B transportation infrastructure investment
  - Innovation around transit
  - Sustainable Knowledge Corridor (focus on green/sustainability)
  - $900M Farmington
- What is working for and against the region?
- We have a list of assets, but is it robust enough for businesses? What investments do we need?
- Where is growth potential for region? Emerging industries?
- What economic opportunities do we want? How do we get there?
  - Where do we find the opportunities?
- How do we repurpose Hartford's role?
  - There is currently a 40% vacancy rate for office space in the city
  - Consider Howard Baldwin's project for downtown Hartford
  - Day Hill Road, Windsor has a large development being completed – how does that affect the region and Hartford?
- What are strategic investment areas/projects to support the opportunities we want?
- Who is looking at this area (SiteFinder searches)?
  - What are the perception barriers?
- How do other areas (like Portland, ME and Charlotte, NC) leverage opportunities?
- Average age of workers + High school completion rate by race + Population trends by race = workforce crisis

Regional Economic Development Forum

MetroHartford CEDS Focus Group

December 15, 2011

2:00 p.m.

at MetroHartford Alliance Office

Hartford, CT

AGENDA

Background and Overview:

1. Principles for this CEDS Process: fewer, well-defined goals, recommendations and capital projects
2. Timeline – Highlight Dates for Towns

Initial Questions:

1. What is the role of your town in the MetroHartford region (not necessarily what is currently happening)
2. A challenge in economic development is choosing among many competing priorities and activities. What do you see as the priorities for this region?
3. What infrastructure projects are most important in the region?
4. Can you think of past economic development projects that were a success? Why were they successful? Can you think of ones that didn't work and why didn't they work?
5. If the region had geographically targeted investments, how could nearby towns benefit from them?
6. How do you think your chief elected officials may react to property tax reform?

Additional Questions:

1. What are the skills of your workforce, and are they sufficient to meet the needs of business?
2. Is the local and regional housing stock diverse enough to provide for a wide range of housing needs?
3. When you talk about the Hartford region, which industry clusters come to mind as strengths or ones that have potential to evolve, or perhaps a cluster of the past?
4. What industries in your community and region are growing or struggling?
5. What barriers and support services exist for local entrepreneurs and small businesses?
6. What are three strengths of the region? What are three weaknesses?
7. How can we capitalize on the resources we have?

PARTICIPANTS

Representative	Town/Org
Steve Kushner (Planner)	Avon
Jim Mahoney (ED)	Berlin
Alissa DeJonge (Research)	CERC
Kristi Sullivan (Mkting)	CERC
Wayne Benjamin (ED)	City of Hartford
Mary Ellen Kowalewski (Planner)	CRCOG
LindyLee Gold (Str & Policy)	DECD
Lisa Houlihan	Ellington
Robert Phillips (Planner)	Ellington
Ray Warren (ED)	Enfield
Courtney Hendricson (ED)	Farmington
Ken Leslie (ED)	Glastonbury
Mark Pelligrini (ED)	Manchester
Sandra Johnson	MetroHartford
Becky Nolan	MetroHartford
John Shemo	MetroHartford
Tom Marano (ED)	Northeast Utilities
John O'Toole (ED)	Northeast Utilities
Matt Galligan (Twn Mgr)	South Windsor
Patrick McMahon (ED)	Suffield
Shaun Gately	Vernon
Jim Burke (ED)	Windsor
Steve Wawruck (1 Select)	Windsor Locks
Jim Fuda (Alliance Investor)	Purcell Associates
Dan Kennedy	Vernon - EDC

MEETING NOTES

1 New Center of the region/universe

Manchester/South Windsor – G. Buckland Area

A bus way, interstate, N-S Rail System

Housing, retail opportunity

Subregional Center

Healthy, residential neighborhoods

Rail the emphasis, Enfield has stop

If not this decade, some day

Redevelopment opportunities

Small region for both states

25 K jobs, 3 mil, SF retail, Biz Center

Smaller region

CEDS priority 1-2 + Rail is high w/_________

Demographic analysis showed Hartford was major

What could influence that

Aware of keeping a strong Hartford

Improve transp. connections, travel between suburbs & city

Mega Region - How does Hartford fit with New England & North East – trans.

Connections with bus systems & roadways

Easier to get to other Ed Opps

Windsor – Long term – NE to Boston – place Hartford in b/t

Place you get off welcome mat for region interconnect of train stop guide

Comfortable place to work/live

Employment center – 23K ees , 16 in town

Trans patterns – spread out, rationalize

Hartford roads, others raw bad

Supply opp for distribution – big trucks to Suburb instead of city

Airport – Tras Opp – To the world (not rail)

International flights, Convient Conn to rest of area

Maintaining healthy neighborhoods, good access, affordable

Focus on neighborhoods not past jobs

Recognition of strategies for regions – who plays what role

Reinforce principles of sustainability – i.e. foot at zoning, types of housing, no

__________ (not allowed to build apts in area)

Affordability of housing

Start discussion tran CEDS

Interconnectedness – Support ideas for sustain.

Cultural assets, XL, Bushnell, H. Stage

Center for it all

Restaurants, social life

Q of Life factors

Hartford has certain type, not in other centers

Impt to building characters

Depends on which town get invest

Count/ agree that $ + Strength = challenge made

What are the location, labor, assets at each town – match to cetain bizs – What do you need to attract certain investment may not belong

which comm. match. What they need growth instead of moving around

more likely for support.

Walgreen – don't have land in city, employment for region however

Glastonbury, East of River – Rentsler Field, not sure what vision is these days (_____)

CT as whole - Culture to real estate

Opposed to close airport b/c future permit impossible

Still incredible __ piece

More interest from region how to grow

P&W – pp is smaller – Space on campus

Larger distressed retail – adapted reuse at showcase cinemas E. Windsor &

other retail prospects

Manchester paleademodel – many other call center, Enfield mall, dedicated area

Studio update – Create new tiff property of pay bonds, solar deal leasing/power

Play shell game

12/23 – extend Tiff districts, new process, w/ change in plans

South Windsor – Biz get thru process guidelines

Certain towns are limited

Within 18 days get building permit

Issue in other areas – educational

Transport is by

NY has fast system, no Cars

UConn is strong to create same environment

Not selling it for some reason

Build body of people living in downtown

Could be 55 + older, came downtown, __ cool

SW + March doing grant

We're capitalized off some of it

ICMA Caf – Buses 5-10 always to conv. Center

Better job

Don't want to build more in SW

City is here – advertise Hartford

Do better & educate @ transp/housing

Not sure state is on top of things @ intercity

_______ Wall

New leadership, break down & get things done

That used to be in s capital of world

Legislator voting against – stakeholders, voted

Rep people not just party

Focus on people to work

ED. to legislator to more city along

Virtual workforce, other empty space

How it impacts communities

Use libraries differently

Action _ down space – Wake at home

Transp – star to shuttle to circulate people

Shuttle from airport to conv. Center for $1

How can trains work together?

Referals to others, Tell CERC

Use Alliance as coord. (Sandra)

Regulations: Through, state building code, fire code

Variations in code official

Being Transactional, cultural thing

More standardized would be great – sustainability plan

No two are alike – definitions

Training – What control – more discretion, more $

Risk adverse, Wasn't waste of time

Educational

Succum w/ redevelopment @ _____

Stand zoning imp w/ cross town border

1 imp w/ Bradley (Sandra)

Opportunity is there (Mark) & shore revenue

Bradley Master planning

mandatory standization

Acquire P&Z combined to agency

Shorter time

That is poised to be great

Providence has charisma

Affluent suburbs spent $ in city

Asset to Hartford, Take advantated of city

Sports & Culture

As the cusp – advance in litter more

Public perception

Workforce that com in – stay to spend$

Suburbians good coming in, not going to sustain city

Downtown OK – neighborhoods curbside dragging image down

More people to live in, build rep as great place to live

Hartford in hand that those who play will live?

City in transition – offers amenities, brings more rev to city, More people

Conv Centers follow hotels vs build center & then people go there

People first – spend $ & local biz – keystore projects vs cornerstores

Stuck market goes up – value of co goes up

Same w/ health & perception of city – feed off each othere

Newberg – distressed – changed in 2 years

We change image by leadership – more caps

Cleaned up city

Dupoint plan also, build riverfront

Hartford – Bad Rap

Mayor – Leadership – clean up, educate, motivate, & coordinate

Change background

Support Mayor's tough decisions

DECD does not have unlimited resources

State wants to spend money to increase jobs, not just clean up an area (brownfields)

What is role of Hartford?

TIF financing is a cumbersome process (lots of legal fees)

Create TIF district, public hearings, legal fees – need to streamline bond process

Studies, assessments

CT's enabling legislation is not clear

Vacant mill buildings – state won't finance residential conversion list of projects – central city strategic plan

Financial market is difficult right now.

EB5 program – federal program; if company puts in $1m & create jobs through regional center; can get green card for themselves & immediate family

Manchester/South Windsor Greater Buckland Area

Enfield – Real line – impact

With actual stops

Smaller regional area for two states.

Concentration among rail area

Is Hartford still the major employer?

Improve trans connections

How fit in with New England & Northeast Region?

Long term for Hartford – get off NY-Boston

Welcome mat for region

How design interconnectedness

If not enough parking come Windsor – distribution spread out commuters

Airport (world) – Bus – Rail (east coast)

Maintain healthy neighborhoods – challenge

Can't focus on jobs

We can't all be the same thing

Strategy for region

Sustainability – zoning, what types of housing is allowed

Feeder trans network

Hartford culture assets

Every community cannot be everything

What are location & labor assets for each town?

What do you need to attract something?

Rentschler Field – What is vision? potential; how tied in Pratt & Whitney space available

Showcase Cinemas reuse (along I-84); larger retail reuse

12/23 South Windsor – Solar deal, TIF financing

get through process quickly to get biz usually within 45days have their permits

transportation is the key & housing

Hartford has tourism amenities

Need to build up body of people

City is Core

Don't use car

Educate legislators

Shifting of industries – virtual workforce – adaptive reuse

Star Shuttle

Shuttle Fly - convention center to airport for $1

Code Officials

> Municipalities have transactional
>
> More standardized zoning would be great but long way off

Most P&Z want control – educational

> Important when crosses town borders i.e. Bradley
>
> Would want revenue sharing too.

State could mandate:

> P&Z Combine to one agency (municipalities)

Hartford is poised to be great

> Affluent suburbs – poised to take advantage of Hartford, but just on the cusp
>
> Maybe just public perception
>
> Outlining neighborhoods drag it down.
>
> Need reputation – Hartford is a great place to live.

People first

> Keystone projects rather than cornerstone projects

Changed image by leadership

> More cops
>
> More detectives
>
> Leadership needs to clean up image & educate

MetroHartford CEDS Planning Meeting

January 17, 2012

3:00 p.m.

Conference Call

AGENDA

1. EDA CEDS Requirements
2. Integration with HUD Livability Principles
3. Review of CEDS Timeline

PARTICIPANTS

Alissa DeJonge, Connecticut Economic Resource Center

Bob Santy, Connecticut Economic Resource Center

John Shemo, MetroHartford Alliance

MetroHartford CEDS Planning Meeting

February 14, 2012

2:30 p.m.

Conference Call

AGENDA

1. EDA CEDS Requirements
2. Review of CEDS Timeline
3. Interview Process
4. Preparation for Strategy Committee Meeting

PARTICIPANTS

Alissa DeJonge, Connecticut Economic Resource Center

Steve MacKenzie, Connecticut Economic Resource Center

Michelle Riordan-Nold, Connecticut Economic Resource Center

Bob Santy, Connecticut Economic Resource Center

John Shemo, MetroHartford Alliance

MetroHartford CEDS Strategy Committee Meeting

March 6, 2012

2:00 p.m.

at MetroHartford Alliance Office

Hartford, CT

AGENDA

1. Introductions
2. EDA CEDS Requirements
3. Review of CEDS Workplan
4. Review of Demographic Key Findings
5. Review of Outreach Activities
   - CEDS Subcommittee Meeting
   - Stakeholder Interviews
6. Capital Projects Process
7. Discussion of Key Concepts
   - Vision of MetroHartford Region
   - Hartford's Role in the Region
   - Issues Within the Region's Control
   - Potential for Property Tax Modifications

PARTICIPANTS

Todd Andrews, Goodwin College

Wayne Benjamin, City of Hartford

David Bonney, Lux, Bond & Green

John Choquette, Town of East Hartford

Alissa DeJonge, Connecticut Economic Resource Center

Julie Geyer, Capital Workforce Partners

Steve MacKenzie, Connecticut Economic Resource Center

Patrick McMahon, Town of Suffield

Mark Pellegrini, Town of Manchester

John Shemo, MetroHartford Alliance

MetroHartford CEDS Subcommittee Meeting

March 27, 2012

10:00 a.m.

at MetroHartford Alliance Office

Hartford, CT

AGENDA

1. Review of CEDS Workplan
2. Review of Stakeholder Interviews
3. Review of Industry Analysis
4. Capital Projects Process
5. Discussion of Key Concepts
6. Additional Research

PARTICIPANTS

Alissa DeJonge, Connecticut Economic Resource Center

MaryEllen Kowalewski, Capital Region Council of Governments

Steve MacKenzie, Connecticut Economic Resource Center

Patrick McMahon, Town of Suffield

Mark Pellegrini, Town of Manchester

John Shemo, MetroHartford Alliance

MetroHartford CEDS Planning Meeting

April 19, 2012

1:00 p.m.

Conference Call

AGENDA

1. review CEDS timeline (currently editing report, developing goals & action steps, capital projects status, etc.)

2. direction regarding goals and action steps

3. EDA communications

4. occupational analysis

5. other

PARTICIPANTS

Alissa DeJonge, Connecticut Economic Resource Center

Steve MacKenzie, Connecticut Economic Resource Center

Michelle Riordan-Nold, Connecticut Economic Resource Center

Bob Santy, Connecticut Economic Resource Center

John Shemo, MetroHartford Alliance

MetroHartford CEDS Planning Meeting

May 16, 2012

10:00 a.m.

Conference Call

AGENDA

1. Review Draft Report
2. Prepare for Subcommittee Meeting
3. Other

PARTICIPANTS

Alissa DeJonge, Connecticut Economic Resource Center

Steve MacKenzie, Connecticut Economic Resource Center

Michelle Riordan-Nold, Connecticut Economic Resource Center

Bob Santy, Connecticut Economic Resource Center

John Shemo, MetroHartford Alliance

MetroHartford CEDS Subcommittee Meeting

May 24, 2012

12:00 p.m.

at MetroHartford Alliance Office

Hartford, CT

AGENDA

1. Review of CEDS Workplan
2. Review of Draft Report
3. Discuss Key Themes
4. Discuss Matrix of Goals and Action Steps
5. Capital Projects Process
6. Additional Research

MetroHartford CEDS Planning Meeting

August 6, 2012

3:00 p.m.

Conference Call

AGENDA

1. Review Draft Report

PARTICIPANTS

Alissa DeJonge, Connecticut Economic Resource Center

Michelle Riordan-Nold, Connecticut Economic Resource Center

Bob Santy, Connecticut Economic Resource Center

John Shemo, MetroHartford Alliance

MetroHartford CEDS Planning Meeting

September 18, 2012

3:00 p.m.

Conference Call

AGENDA

1. Review Draft Report
2. Review Capital Projects Process

PARTICIPANTS

Alissa DeJonge, Connecticut Economic Resource Center

Steve MacKenzie, Senior Vice President

Michelle Riordan-Nold, Connecticut Economic Resource Center

Bob Santy, Connecticut Economic Resource Center

John Shemo, MetroHartford Alliance

MetroHartford CEDS Strategy Committee Meeting

October 24, 2012

8:30 a.m.

at South Congregational Church

Hartford, CT

AGENDA

1. Introductions
2. Review of Key Findings, Initiatives and Action Steps
3. Discussion of Capital Projects
4. **VOTE: Whether to accept the CEDS document**
5. Next Steps: EDA Approval

Regarding the vote, Lyle Wray made the motion to accept the CEDS document and finalize for EDA approval, with Wayne Benjamin seconding the motion. The vote was unanimous to accept the CEDS document and finalize for EDA approval.

PARTICIPANTS

Wayne Benjamin, City of Hartford
John Choquette, Town of East Hartford
Alissa DeJonge, Connecticut Economic Resource Center
Martin D'Eramo, United Technologies Corporation
Julie Geyer, Capital Workforce Partners
Peter Grok, Connecticut Business & Industry Association
MaryEllen Kowalewski, Capital Region Council of Governments
Steve MacKenzie, Senior Vice President
Patrick McMahon, Town of Suffield
Sean Meehan, United Way
Rebecca Nolan, MetroHartford Alliance
Mark Pellegrini, Town of Manchester
Bob Santy, Connecticut Economic Resource Center
Nancy Scirocco, Webster Bank
John Shemo, MetroHartford Alliance
Lyle Wray, Capital Region Council of Governments

APPENDIX G: Capital Projects

This Capital Projects section has been divided into two parts. **Part A** is the list of Capital Projects that have been reviewed by the Steering Committee, and approved for inclusion in the CEDS. **Part B** is a summary of additional major projects that are being planned or implemented in the region that will have significant impact on issues identified in the CEDS, and on the economic health of the region as a whole. These have also been reviewed by the steering committee.

Part A

I. Hartford, CT

Swift Factory Project

370 Asylum Street Project

Downtown North Redevelopment Plan

Parkville Municipal Development Plan

II. Bolton, CT

Bolton Crossroads Industrial/Office Park

III. Rocky Hill, CT

Rocky Hill Business park Phase II Infrastructure Project

IV. University of Connecticut

UCONN Technology Park

UCONN Health Center – Bioscience Connecticut Initiative

Detailed overviews for each project listed above are as follows:

2012 Metro Hartford Alliance CEDS

Regional Project Questionnaire/Submission

1. Project Name: Swift Factory Project

2. Lead Contact: Sweta Patel, Project Manager Organization: Northeast Neighborhood Partners, Inc.

Address: 410 Asylum Street, Hartford Connecticut 06103

Phone #: 212-461-0872 Fax: Email spatel@cmtysolutions.org

3. Municipalities and/or Organizations involved: City of Hartford

4. Type of Initiative: Multi-use, "Green" Economic Engine and Village Center

Business/Economic Development X Education/Workforce ____ Energy ____

Planning ____ Real Estate/Infrastructure X Transportation ____ Technical

Assistance X Other ____

If other, please provide details.

5. **Please provide a description of the project.**

To create jobs and anchor the revitalization of the Northeast neighborhood, Community Solutions (CS) and its development partner, Northeast Neighborhood Partners, Inc. (NNPI), are rebuilding the historic Swift Factory complex, which consists of a 65,000 square feet former gold leaf manufacturing factory and vacant land. The site is located at 10 to 50 Love Lane and 60 Love Lane in Northeast. The Swift Factory complex consists of three vacant buildings on two tax lots totaling approximately 2.6 acres on the eastern side of Love Lane and the western side of Garden Street.

The re-development of the Swift Factory, formerly the neighborhood's largest employer, will provide an entrepreneurial engine for Northeast, which is one of Connecticut's poorest neighborhoods. The main Swift Factory building will offer environmentally sustainable and affordable workspaces for occupancy by arts-related and small manufacturing enterprises focused on artisan crafts or "green" products and services, and will create at least 50 permanent jobs. The facility will be modeled on similar projects in New York City and Toronto. The private and cooperative business enterprises will employ Northeast residents to produce goods and services to meet local demand.

The Swift Factory initiative includes Five Corners Farm, a two-acre farm employing and teaching local adults and youth farming skills while producing healthy, fresh food for Northeast residents. The Swift Factory property also serves as the hub for a neighborhood urban farm network to reclaim and repurpose empty lots in the neighborhood, which will both create jobs and improve residents' access to affordable, healthy food. The third component of the Swift Factory initiative is to develop new units of affordable housing. The two historic homes on the property, once the homes of the Swift family, will be renovated to become energy efficient affordable housing.

6. **Why is this project important to the region?**

The Northeast neighborhood of Hartford is one of the poorest in the state of Connecticut and meets EDA's economic distress criteria, defined by the neighborhood's unemployment rate and per capita income compared with national averages. According to the U.S. Census, the Northeast neighborhood's unemployment rate was 20.7%[6] in 2005-2009 compared with 4.7%[7], the national unemployment rate during the same period.

During the past year, the Northeast's potential has been fully explored and a Community Asset Map that catalogues all neighborhood resources except housing has been developed. Critical challenges have also been identified, including problem locations, such as vacant lots, and underutilized neighborhood assets, including parks and stable institutions. Through this detailed local assessment, we have documented 22 churches, a library, two community centers, a senior center, 20 corner stores, five food pantries, three soup kitchens, three mental health service providers, a job training program, four elementary/middle schools, four Head Start programs, a Salvation Army multi-service center, a branch of The Catholic Worker focused on outreach to children and youth, a small grocery store, and nine neighborhood restaurants. Strikingly, also found were few connections between these institutions and services, little coordination, and no shared vision for the neighborhood's future.

Despite its assets, the Northeast neighborhood faces significant infrastructure, environmental, and physical development challenges. The neighborhood contains crumbling sidewalks, broken

[6] U.S. Census, American Community Survey 2005-2009
[7] U.S. Census, 2005-2009

streetlights, and numerous vacant lots. Two- and three-family homes line the streets, many in a state of disrepair, with only 24%[8] occupied by their owners, one of the lowest rates of homeownership of any Hartford neighborhood. Keney Park is an extraordinary neighborhood asset, but because it is poorly maintained and offers little programming, security concerns keep residents from regularly using it. Residents tend to cluster along ethnicities, and so the Northeast neighborhood is comprised of West Indian niches, Latino areas, and Black American neighborhoods.

Analysis of Northeast and ongoing meetings with neighborhood residents, public, non-profit, institutional, and other stakeholders have informed the three components of the Swift Factory initiative: 1) the redevelopment of Swift Factory; 2) the creation of a Green Neighborhood Plan; and 3) a community-based care coordination program to better manage residents' health care needs and reduce hospital emergency department services.

The Swift Factory initiative capitalizes on the Northeast neighborhood's competitive assets and strengths, such as Keney Park and the Factory's central location, and will bring substantial benefits to the distressed neighborhood in which Swift Factory is located.

7. **Does this project involve more than one town and/or promote greater regional cooperation?**

Yes

8. Please explain how the proposed project fits one or more of the EDA Investment Guideline criteria outlined below.

EDA will select applications competitively based on the investment policy guidelines funding priority considerations identified below. EDA will evaluate the extent to which a project embodies the maximum number of investment policy guidelines and funding priorities possible and strongly exemplifies at least one of each. All applications will be competitively evaluated on their ability to satisfy the following investment policy guidelines, each of equivalent weight.

A. Be market-based and results driven.

> An EDA investment will capitalize on a region's competitive strengths and will positively move a regional economic indicator, such as: an increased number of higher-skill, higher-wage jobs; increased tax revenue; or increased private sector investment resulting from the EDA investment.

This market-based, results-driven project will generate quantifiable outcomes in neighborhood health, safety, and economic indicators such as increased numbers of higher-skill, higher-wage jobs; increased tax revenue; and increased private sector investment. When completed, the Swift Factory project will serve as a central, unifying force in the neighborhood. Additionally, the project will spur economic growth in the Northeast neighborhood through the redevelopment of vacant lots as part

[8] U.S. Census, 2000

of an urban farm network and the expansion of health-related services. These initiatives will also create jobs for residents of Northeast.

After Swift Factory's redevelopment, this work will leverage the working Factory's presence to stabilize Northeast's housing conditions and increase the home ownership rate, support neighborhood schools, and develop other neighborhood assets, which will help make Northeast even more economically resilient.

B. Have strong organizational leadership.

> An EDA investment will have strong leadership, relevant project management experience, and a significant commitment of human resources talent to ensure a project's successful execution.

Community Solutions' founder and Board president, Rosanne Haggerty, is an internationally recognized social entrepreneur and Ashoka Fellow who has developed innovative strategies to end homelessness and strengthen neighborhoods. Her strong leadership and relevant project management experience is supported by city and state elected officials and business community leaders, and will ensure the successful implementation of the Swift Factory initiative.

C. Advance productivity, innovation and entrepreneurship.

> An EDA investment will enable entrepreneurship; enhance regional industry clusters, and leverage and link technology innovators and local universities to the private sector to create the conditions for greater productivity, innovation, and job creation.

Restoring the Swift Factory creates significant benefits for both Hartford and the Northeast neighborhood. In addition to fulfilling the specific Hartford CEDS goals discussed below, redeveloping the Swift Factory preserves an important neighborhood landmark, improves access to healthy food, creates a positive ripple effect of neighborhood pride, and anchors a safety/health/job creation partnership. The Swift Factory initiative will establish a foundation for sustainable job growth and the building of a durable economy in an economically challenged neighborhood.

In addition to the economic benefits of the Swift Factory redevelopment, the project will provide quality of life benefits to the Northeast neighborhood by improving residents' health and economic outcomes, creating a replicable neighborhood economic development and health improvement model for other Hartford neighborhoods, and strengthening connections between Northeast's physical and health assets through the creation of a Green Neighborhood Plan.

D. Look beyond the immediate economic horizon, anticipate economic changes, and diversify the local and regional economy.

> An EDA investment will be part of an overarching, long-term comprehensive economic development strategy that enhances a region's success in achieving a rising standard of living by supporting existing industry clusters, developing emerging new clusters or attracting new regional economic drivers. (Please refer to the attached CEDS recommendations)

The Swift Factory initiative will contribute to the City of Hartford's overall economic development goals by serving as a catalyst for other needed investments in Northeast, increasing the value of neighboring properties, and stimulating other neighborhood investments. These improvements will result in the creation of additional indirect jobs to benefit Northeast residents.

By building upon two key economic drivers -- innovation and collaboration -- the redevelopment of the Swift Factory will establish a foundation for sustainable job growth and a durable economy in Northeast.

E. Demonstrate a high degree of local commitment by exhibiting:

High levels of local government or non-profit matching share funds and private sector leverage;

Clear and unified leadership and support by local elected officials; and

Strong cooperation among the business sector, relevant regional partners and local, State and federal governments.

CS and NNPI are adept at attracting and leveraging private sector investments. To date, they have raised $3,160,000 in project funding, including environmental assessment and remediation grants and loans administered by the State of Connecticut DECD, Office of Brownfield Remediation, grants from the Connecticut State Historic Trust supporting the design and planning of the Swift Factory, Newman's Own Foundation for the urban farm at the site, and the Langeloth Foundation for the community health care initiative.

They are aggressively seeking additional private and public sector funding to complete this project, and have submitted proposals to several local foundations. They are currently exploring the use of New Markets and Historic Rehabilitation Tax credits to attract private equity to the Swift Factory redevelopment.

9. **Please explain how the proposed project fits one or more of the Funding Priorities outlined below.**

Within the parameters of a competitive grant process, all projects are evaluated to determine if they advance global competitiveness, create jobs, leverage public and private resources, can demonstrate readiness and ability to use funds quickly and effectively, and link to specific and measurable outcomes. To facilitate evaluation, EDA has established the following investment priorities:

A. Collaborative Regional Information:

Initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths. Initiatives must engage stakeholders; facilitate collaboration among urban, suburban, and rural (including tribal) areas; provide stability for economic development through long term intergovernmental and public/private collaboration; and support the growth of existing and emerging industries.

CS and NNPI understand that the key to project success is collaboration with private citizens, business leaders, government officials, similarly-focused civic organizations, and other stakeholders. For more than a year, CS and NNPI have worked to foster partnerships with several nonprofits, the business sector, universities, a hospital, local government agencies, and state and federal agencies. We have convened large stakeholder meetings to share the Community Asset Map we developed, review local data trends, and gather suggested neighborhood priorities.

As CS and NNPI move through the development process, each phase of the Swift Factory initiative will continue to be informed by the needs of local institutions and community residents. They are partnering with residents, city agencies, and local service providers in order to create more and better jobs and a durable Northeast economy. Working with their network of health care, social service, business sector, and municipal agency partners, they will respond to residents' articulated needs and target physical infrastructure improvements and service delivery to build economic prosperity for all.

Intervention areas include: roads, sidewalks, lamps, parks, housing quality, employment opportunities, community safety, quality of life amenities, and access to healthy food to encourage a resilient neighborhood economy. It is only through long-term governmental and public and private collaboration that these improvements can be made, all of which will provide the necessary stability to fuel economic development.

B. Public/Private Partnerships:

> Investments that use both public and private sector resources and leverage complementary investments by other government/public entities and/or nonprofits.

The re-development of Swift Factory is a true public/private partnership. Creating a safer, healthier, more prosperous Northeast requires connecting residents, not-for-profits, businesses, and government organizations around a common vision: fostering job creation and supporting the growth of existing and emerging industries. Collaboration and cooperation among the business sector, regional partners, and federal, state and local governments also allows CS, NNPI, and our partners to use our collective strengths to overcome weaknesses.

Current project partners are:

- Governance: City of Hartford, City of Hartford COO Office, State of Connecticut, University of Hartford, St. Francis Hospital/Burgdorf Health Center, University of Connecticut, Department of Health and Human Services, Capital Workforce Partners
- Infrastructure improvements: Hartford Food System, City of Hartford, Swift Factory
- Community Organizing: Department of Health and Human Services, NAACP, University of Connecticut, St. Francis Hospital
- Community-based Care Coordination: Department of Health and Human Services, St. Francis Hospital/Burgdorf Health Center, University of Hartford

These partners and stakeholders allow us to leverage complementary government and public investments to advance the project and encourage increased investment by the private sector.

These partnerships will be leveraged to create new jobs and train workers in order to create the conditions for greater productivity, innovation, and job creation in the Northeast neighborhood.

C. National Strategic Priorities:

> Initiatives that encourage job growth and business expansion in clean energy; green technologies; sustainable manufacturing; information technology (e.g. broadband, smart grid) infrastructure; communities severely impacted by automotive industry restricting; urban waters; natural disaster mitigation and resiliency; access to capital for small, medium sized, and ethnically diverse enterprises; and innovations in science, health care, and alternative fuel technologies.

The Swift Factory redevelopment project embraces the principles of, and encourages, innovation and entrepreneurship, and is consistent with economic goals and strategies outlined in the Hartford CEDS. The Swift Factory redevelopment will encourage job growth and business expansion by providing support to small, ethnically diverse enterprises, including guidance on how to access capital.

D. Global Competitiveness:

> Investments that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets.

The Swift Factory development will support high-growth businesses and entrepreneurs to strengthen Northeast residents' ability to be innovative and advance regional and potentially global competitiveness. The project will also strengthen critical infrastructure by providing specialized training to prepare residents to compete in the current economy and support strategies that link Hartford's economy with the global marketplace. Through the Swift Factory initiative, local adults and youth will gain the concrete skills they need to prepare them for success in work, school, and life.

E. Environmentally-Sustainable Development:

> Investments that encompass best practices in "environmentally sustainable development", broadly defined to include projects that enhance environmental quality and develop and implement green products, processes, places, and buildings as part of the green economy.

The Swift Factory initiative will promote job creation and economic prosperity through businesses that develop and produce green products and support energy-efficient green technologies.

F. Economically Distressed and Underserved Communities:

> Investments that strengthen diverse communities that have suffered disproportionate economic job losses and/or are rebuilding to become more competitive in the global economy.

Redeveloping the Swift Factory will strengthen the Northeast neighborhood, which has suffered disproportionate job losses, by becoming a catalyst to improving the Northeast neighborhood's economic health.

10. Please explain how this project supports the overall CEDS' regional strategic initiatives outlined below?

A. Cluster Initiative: Foster and grow the industry clusters with a strong presence in the region but also seek cross-regional synergies of growth and opportunity.

The critical regional clusters identified are:

- Advanced Manufacturing
- Financial Services
- Health Sciences and Services
- Management of Companies

One of the CEDS's goals is to create a business climate that supports entrepreneurs and small businesses, fosters diverse job opportunities, and attracts companies in the target industries identified by the CEDS (one of which is healthcare) that provide quality jobs.

The Swift Factory initiative addresses the goal of supporting innovation and entrepreneurs by:

- Establishing a network of employee-owned and other small businesses that are based locally and hire locally
- Providing entrepreneurial individuals and groups with enhanced access to space, labor, and capital
- Cultivating a favorable climate and support system for entrepreneurs, particularly minority entrepreneurs
- Providing tax revenues to the City of Hartford
- Encouraging neighborhood revitalization
- Leveraging local partnerships and partnerships with other State and Federal programs, e.g. Centers of Innovation (DECD) and Healthy Food Financing Initiative (HHS)
- Geographically concentrate firms, suppliers, support services, producers of related products
- Pursue innovation through small companies and entrepreneurs
- Linking development planning to support supply chain requirements of local businesses and institutions

B. Workforce & Education Initiative: Focus on improving the workforce today, while educating, training and recruiting the pipeline for tomorrow.

Goal: Education and Workforce Development

One of the strategies of Workforce Development is to support education programs that train workers in skills most demanded by target industries, such as healthcare. This initiative focuses on improving the workforce today while educating, training, and recruiting the pipeline for tomorrow.

The Hartford CEDS states that, in order to meet future demand, a productive and innovative workforce is the most important factor in industry and cluster success.

The CEDS discusses a crisis occurring in Connecticut where low-income students are approximately three grade levels behind higher-income students and that the underperformance of urban schools is a critical issue. The CEDS cites existing demographic trends that show younger, less educated, low-income workers replacing older, more educated, high-income workers in Connecticut, a problem reflected in the Northeast neighborhood's poorly educated workforce.

The Swift Factory initiative addresses this goal by:

- Providing jobs that will train the region's high school students at risk for dropping out and instead present clear career opportunities that include filling the vacancies in the middle skill workforce
- Addressing immediate skill challenges among low-income students by providing internships and training opportunities to raise Northeast residents' skill levels
- Creating jobs in construction and at least 50 permanent jobs for local residents
- Hiring and training Community-based Healthcare Coordinators
- Hiring and training community organizers (Community Planning Partners)

C. Infrastructure Initiative: Support infrastructure investments tied to business and job growth.

> Since creating private sector jobs is the first CEDS priority, any infrastructure investment should be measured by its contribution to and support of that job creation. Transportation is critical to supporting a competitive economy. The MetroHartford region will benefit from critical investments that can be transformative for its targeted industry clusters, as well as many other industries.

When redeveloped, the 2.6 acre historic Swift Factory complex will become a multi-use, "green" economic engine and community center, and will include:

- New space for private and cooperative business enterprises that will employ residents to produce goods and services to meet local demand
- New units of affordable housing in two historic homes
- A new, two acre community run farm and greenhouse employing and teaching local adults and youth while producing healthy, fresh food for residents year round
- A network of care providers to connect residents who frequently use Emergency Department services to primary care

Additionally, working with our network of health care, social service, business sector, and municipal agency partners, we will respond to residents' articulated needs and target physical infrastructure improvements and service delivery to build economic prosperity for all. Intervention areas include: roads, sidewalks, lamps, parks, housing quality, employment opportunities, community safety, quality of life amenities, and access to healthy food to encourage a resilient neighborhood economy. It is only through long-term governmental and public and private collaboration that these improvements can be made, all of which will provide the necessary stability to fuel economic development.

D. Downtown Hartford Initiative: Transform Downtown Hartford into a dynamic urban environment that is the epicenter of culture, entertainment, and innovation.

EDA funding stipulates that economic development programs should be designed to have positive economic development impacts within economically distressed regions. MetroHartford qualifies because the City of Hartford meets the EDA's distress criteria.

Not applicable because Swift Factory is not located in downtown Hartford.

11. Project Budget

Local Investment	____________	Amount Secured	_________
State Investment	see below	Amount Secured	
Federal Investment	____________	Amount Secured	_________
Private Investment	see below	Amount Secured	
Total Budget	$11,066,409	Amount Secured	$3,160,000

<u>Swift Factory site (building related)</u>

Connecticut Remediation Award	$600,000
Connecticut DECD- SCPRIF	$45,000
Connecticut Trust - Vibrant Communities Award	$50,000
Connecticut Construction Envt. BRDA Loan	$1,000,000
NNPI Contribution	<u>$650,000</u>
Total	$2,345,000

Programming

Bank of America	$15,000
Newman's Own Foundation	$250,000
Langeloth Foundation	$350,000
Annie E. Casey Foundation	$50,000
MetLife Foundation	$150,000
Total	$815,000

If this will be an ongoing project, identify sources of operating revenue:

The Swift Factory project will be sustained through a combination of rental revenues from business tenants, rental payments from residential tenants, available housing subsidies, and programmatic grants.

12. Economic Benefits

Number of new permanent jobs anticipated 50+* By when? Spring 2015

Number of construction jobs anticipated _______

Number of jobs retained _______

New local taxes anticipated (if applicable) _______________

*A tangible aspect of the Swift Factory initiative's direct impact on the revitalization of the Northeast neighborhood will be the number of jobs created and retained. In addition to creating dozens of construction jobs by restoring the Swift Factory, the Swift Factory initiative will create more than 100 permanent jobs, some of which will be part-time, as follows:

- Swift Factory will create at least 50 permanent jobs (many of which will be green) by providing affordable space and business support services to green business and small manufacturers, at the digital learning center on site, and through the development of a year-round hydroponic farm on the roof of the Factory.
- The neighborhood urban farm network will create at least five additional permanent jobs.
- CS will hire and train 40 part-time Community-based Care Coordinators from the Northeast neighborhood and will also hire one Public Health Nurse; one Managing Director; one Health Policy and Practice Associate; one Director, Health Integration; and one Director of Operations. The last five positions will be fulltime.
- CS will create 18 part-time jobs in community organizing (Community Planning Partners), all to be filled by residents of the Northeast neighborhood.

13. Land Use Issues (if applicable)

Has the property been acquired yet? The Swift Factory property was donated to NNPI in 2010.

If not, please explain circumstances.

Is the land appropriately zoned for project? YES

Are any zoning variances or other public approvals needed? (Please explain.)

Local Political Support?

14. Please provide a brief timeframe for this project including start, finish, duration, and major milestones, as appropriate for the project.

The project began Oct. 5, 2010 when NNPI took possession of the vacant Swift Factory property. During summer 2011, Community Solutions, NNPI, and our local partners Hartford Food System and Knox Park Foundation began the work of transforming open space with clean soil on the Swift Factory site into an urban farm called 5 Corners Farm. 5 Corners Farm not only created jobs, but established a presence for CS and NNPI on the site.

NNPI, CS's development partner, selected the architects and planners Winter 2012

Planning for the creation of a neighborhood greenbelt to transform Fall 2012

vacant and brownfield sites into a network of neighborhood farms begins Winter 2012
NNPI will invite general contractors to competitively bid Winter 2013

Restoration of the Swift Factory building begins Spring 2013
Swift Factory restoration is complete Spring 2015

Develop a rooftop hydroponic farm on the Factory building itself Spring 2015

Community kitchen for nutrition education and training classes opens	Summer 2015
Lease space to entrepreneurs	Fall 2015

2012 Metro Hartford Alliance CEDS

Regional Project Questionnaire/Submission

1. Project Name: 370 Asylum Street Project

2. Lead Contact: Sweta Patel, Project Manager Organization: Northeast Neighborhood Partners, Inc.

Address: 410 Asylum Street, Hartford Connecticut 06103

Phone #: 212-461-0872 Fax: Email spatel@cmtysolutions.org

3. Municipalities and/or Organizations involved: City of Hartford

4. Type of Initiative: Multi-use, "Green" Economic Engine and Village Center

Business/Economic Development X Education/Workforce ____ Energy ____

Planning ____ Real Estate/Infrastructure X Transportation______ Technical Assistance X Other ____

If other, please provide details.

5. Please provide a description of the project.

370 Asylum Street is a vacant office building in downtown Hartford that will be converted into a mixed use property to include affordable housing for two underserved groups: those working in the arts and adults with disabilities. The 53-unit project will include 16 supportive units for adults with disabilities with 14 studio, 25 one-bedroom, and 8 three-bedroom apartments to be constructed, providing a mix of housing for artists and adults with disabilities.

The building will also include an arts and innovation center on the second floor with a shared work setting modeled on other centers (e.g. General Assembly in New York City, a campus for technology, design, and entrepreneurship) that have recently been developed to facilitate start-up businesses in arts and technology as well as social enterprise. The first floor will include a cafe, gallery, and small conference center.

The arts and innovation center will be managed by Social Enterprise Trust (reSET), an organization that helps entrepreneurs leverage the free market to create public good. The arts and innovation incubator will facilitate start-up businesses by providing common meeting space, equipment, display space, business support services, marketing, and other shared services that offer innovative businesses a creative, affordable environment in which to develop products and services.

6. **Why is this project important to the region?**

Restoring 370 Asylum to active use will create significant benefits for Hartford including: increasing the number of downtown residents to support economic development investments downtown; supporting Hartford's arts community by providing affordable, well-located housing; creating attractive options for individuals with special needs wishing to live in a vibrant mixed income environment; adding street level commercial and arts uses to increase pedestrian traffic on the north side of Hartford's Bushnell Park as well as adding jobs in construction, building operations, retail and the arts.

Additionally, reSET's presence will help in promoting the development of social enterprise ventures that are designed to address key social challenges facing Connecticut, including:

- health and access to healthcare
- women and children
- homelessness
- returning veterans
- environmental conservation
- income disparity
- educational achievement gap

7. Does this project involve more than one town and/or promote greater regional cooperation?

Yes

8**. Please explain how the proposed project fits one or more of the EDA Investment Guideline crteria outlined below.**

EDA will select applications competitively based on the investment policy guidelines funding priority considerations identified below. EDA will evaluate the extent to which a project embodies the maximum number of investment policy guidelines and funding priorities possible and strongly exemplifies at least one of each. All applications will be competitively evaluated on their ability to satisfy the following investment policy guidelines, each of equivalent weight.

A. Be market-based and results driven.

An EDA investment will capitalize on a region's competitive strengths and will positively move a regional economic indicator, such as: an increased number of higher-skill, higher-

> wage jobs; increased tax revenue; or increased private sector investment resulting from the EDA investment.

The 370 Asylum Street project will have a direct impact on the revitalization of downtown Hartford by increasing the number of social enterprises that will be incentivized and supported over the immediate and long-term life of the project.

By building upon two key economic drivers -- innovation and collaboration -- the redevelopment of 370 Asylum Street will establish a foundation for sustainable job growth and a durable economy based on the principals of social enterprise. Providing social enterprise trailblazers in Connecticut with support in business model development and planning, investment strategies, social impact measurement, and developing public/private partnerships will all be critical to the formation of a successful social enterprise community.

B. Have strong organizational leadership.

> An EDA investment will have strong leadership, relevant project management experience, and a significant commitment of human resources talent to ensure a project's successful execution.

Northeast Neighborhood Partners, Inc., the project sponsor, will also be the owner and operator of the property. Community Solutions helped to establish Northeast Neighborhood Partners, Inc. (NNPI) in 2010. NNPI's work helps to create employment, health, and housing options for residents while simultaneously transforming the blighted physical environment of the neighborhood to promote economic revitalization, housing stability, and all dimensions of neighborhood health.

Community Solutions (CS) partners with community leaders, public agencies, not-for-profits, property developers, and health and human service organizations to create practical, scalable, cost effective solutions to homelessness. CS focuses on the people and places facing the most complex challenges, where effective solutions can have the widest impact on health and housing outcomes and financial stability and on practices and policies within the field. Their three areas of work include creating new housing options for those not served by the mainstream housing market, building models of homelessness prevention in high-poverty neighborhoods where large numbers of households are vulnerable to homelessness, and spreading solutions that work to end homelessness through our national 100,000 Homes Campaign network of more than 130 communities.

CS's integrated, solution-oriented approach to homelessness evolved over 20 years of creating mixed income housing serving formerly homeless individuals, artists, low wage workers, and others. CS combined affordable housing with clinical services for those with health and mental health needs and created and operated businesses to provide jobs at their predecessor organization, Common Ground. In building and operating nearly 3,000 units of affordable housing, principally in New York City, they learned that without working to *prevent* homelessness, they could never fully gain ground on this issue. That led them to identify locations in cities such as Hartford to develop comprehensive homelessness prevention strategies that connect the most vulnerable families and individuals in these stressed communities to effective assistance. By investing in community assets such as 370 Asylum Street, they address the housing and economic conditions that produce homelessness.

Jonathan Rose Companies, the project co-developer, is a leading green real estate policy, planning, development, civic development and investment firm currently managing more than $1.5 billion of work. The goal of Jonathan Rose Companies is to help metropolitan regions become more resilient, competitive and equitable. Founded in 1989 by Jonathan F.P. Rose as a mission-based practice, the firm is recognized for its ability to achieve visionary goals through practical strategies and affordable green urban solutions.

CS's founder and Board president, Rosanne Haggerty, is an internationally recognized social entrepreneur and Ashoka Fellow who has developed innovative strategies to end homelessness and strengthen neighborhoods. Her strong leadership and relevant project management experience is supported by city and state elected officials and business community leaders, and will ensure the successful implementation of the 370 Asylum Street project.

C. Advance productivity, innovation and entrepreneurship.

> An EDA investment will enable entrepreneurship; enhance regional industry clusters, and leverage and link technology innovators and local universities to the private sector to create the conditions for greater productivity, innovation, and job creation.

reSET is committed to promoting, preserving, and protecting the concept of social enterprise, and helping entrepreneurs leverage the power of the free market to create public good. reSet's goal is to make Harford a hub of social enterprise by creating a community of individuals and organizations who are committed to the ongoing economic and social development of Connecticut.

Social enterprise is a new hybrid business model that will help Hartford and Connecticut as a whole develop a business community committed to addressing social challenges, and help entrepreneurs and business owners participate as allies with government agencies and robust nonprofit sector in the process of making our communities, safer, healthier, and more prosperous places to live for all of our citizens.

reSET will develop an ongoing Social Enterprise Incubator at 370 Asylum Street that will help house emerging social enterprises, and also serve as a hub of activity and programming for Connecticut's growing social enterprise community. reSET seeks to develop a vibrant, collaborative space where social entrepreneurs can come together, and share ideas, inspiration, and resources.

In addition, the Asylum Street incubator will host reSET's accelerator program, which will follow the model of several other successful accelerator programs nationwide by opening up a highly-selective application process, and selecting only the applicants with the right team and the right idea for success. Possible candidates would be encouraged to participate in the Social Enterprise Design Lab process, and open up their ideas for vetting, critique, and feedback, and then document the lessons and insights that they have gained through that process.

D. Look beyond the immediate economic horizon, anticipate economic changes, and diversify the local and regional economy.

An EDA investment will be part of an overarching, long-term comprehensive economic development strategy that enhances a region's success in achieving a rising standard of living by supporting existing industry clusters, developing emerging new clusters or attracting new regional economic drivers. (Please refer to the attached CEDS recommendations)

The 370 Asylum Street redevelopment project embraces the principles of, and encourages, innovation and entrepreneurship, and is consistent with economic goals and strategies outlined in the Hartford CEDS. The project will encourage job growth and business expansion by providing support to small, diverse social enterprises, including guidance on how to access capital. reSET will assist in drafting and introducing new legislation that will help businesses legally incorporate as social enterprises and work with elected officials and public policy makers to create a business environment that is welcoming and friendly to social entrepreneurs.

E. Demonstrate a high degree of local commitment by exhibiting:

High levels of local government or non-profit matching share funds and private sector leverage;

Clear and unified leadership and support by local elected officials; and

Strong cooperation among the business sector, relevant regional partners and local, State and federal governments**.**

CS is aggressively seeking additional private and public sector funding for the project, and have submitted proposals to state agencies and foundations interested in revitalizing Hartford. Anticipated sources of funding are $1 million from the U.S. Economic Development Administration, Connecticut Department of Economic and Community Development, tax-exempt bonds, private investors, and philanthropic sources.

Federal and state resources are also being sought for arts initiatives and social enterprise business development and grants from philanthropic organizations, corporations, and private individuals for program-related investments. The use of 4% Low Income Housing Tax Credits are also currently being explored.

9. Please explain how the proposed project fits one or more of the Funding Priorities outlined below.

Within the parameters of a competitive grant process, all projects are evaluated to determine if they advance global competitiveness, create jobs, leverage public and private resources, can demonstrate readiness and ability to use funds quickly and effectively, and link to specific and measurable outcomes. To facilitate evaluation, EDA has established the following investment priorities:

A. Collaborative Regional Information:

> Initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths. Initiatives must engage stakeholders; facilitate collaboration among urban, suburban, and rural (including tribal) areas; provide stability for economic development through long term intergovernmental and public/private collaboration; and support the growth of existing and emerging industries.

The key to success is collaboration with private citizens, business leaders, government officials, similarly-focused civic organizations, and other stakeholders. Each phase of the 370 Asylum Street project will continue to be informed by the needs of local institutions and community residents. Partnerships with residents, city agencies, and local service providers will be established in order to create sustainable, quality jobs and an improved downtown economy.

B. Public/Private Partnerships:

> Investments that use both public and private sector resources and leverage complementary investments by other government/public entities and/or nonprofits.

reSET is Connecticut's largest support organization for social entrepreneurs. Its goal is not only to support and grow the social enterprise movement within the state of Connecticut, but also to connect social entrepreneurs with other sectors who will support ongoing economic development and growth. Mainstream entrepreneurs, investors, educators, and policy makers are key members of a healthy innovation ecosystem that will help social entrepreneurs thrive. As a result, in addition to developing key business development support services and resources designed specifically for social entrepreneurs, reSET will form working relationships with other business development support organizations and agencies, as well as key organizations and agencies in the nonprofit sector.

This strategy includes finding ways that the social enterprise support materials developed by reSET could be used by local Chambers of Commerce, organizations such as the Small Business Development Council and other public and private agencies, as well as opportunities for social entrepreneurs to make use of basic business skills development and networking opportunities through these same types of groups. In addition, reSET intends to build in opportunities for social entrepreneurs to interact, learn from, and collaborate with other types of organizations including mainstream for-profit companies and non-profit organizations. reSET believes best practices, and inspiration for innovation are best fostered when people with many different viewpoints and approaches to problem solving have the opportunity to learn from one another. As a result, reSET hopes that mainstream businesses that can provide synergistic energy will take up residence alongside members of the Social Enterprise Incubator at 370 Asylum Avenue. These entities will be able to work with the leaders of Connecticut's Innovation Ecosystem Hartford Hub to find ways to support each other's efforts to create a new wave of entrepreneurship within Hartford, and throughout the state.

C. National Strategic Priorities:

Initiatives that encourage job growth and business expansion in clean energy; green technologies; sustainable manufacturing; information technology (e.g. broadband, smart grid) infrastructure; communities severely impacted by automotive industry restricting; urban waters; natural disaster mitigation and resiliency; access to capital for small, medium sized, and ethnically diverse enterprises; and innovations in science, health care, and alternative fuel technologies.

The 370 Asylum Street incubator will also serve as reSET's operational headquarters within the state, and house many of the other programs such as the Social Enterprise Investment Fund, which encourages and enables the development of viable, scalable social enterprise in Connecticut. Unlike traditional venture capital, this pool of money (which can be used for grants or low interest loans) is earmarked for social entrepreneurs. reSET has interest from the investment community in these special types of funds, and would like to set it up to enable impact investors to earmark funds for specific issues or populations, while leaving the selection of specific investments to reSET, and its dedicated group of financial and investment advisors.

D. Global Competitiveness:

Investments that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets.

The 370 Asylum Street development will support high-growth businesses and entrepreneurs to strengthen downtown Hartford's residents' ability to be innovative and advance regional and potentially global competitiveness. Becoming an innovative leader in social entrepreneurship will put Hartford and Connecticut in the position to spread the knowledge that the pursuit of profits and purpose can be united for the public good. Additionally, this leadership will help social entrepreneurs gain public recognition for the benefits that they create for neighborhoods, municipalities, and regions.

E. Environmentally-Sustainable Development:

Investments that encompass best practices in "environmentally sustainable development", broadly defined to include projects that enhance environmental quality and develop and implement green products, processes, places, and buildings as part of the green economy.

370 Asylum Street was originally constructed in 1982 as a commercial office building. The redeveloped arts and business innovation center will be constructed using environmentally sustainable materials and technologies, including highly efficient building systems. The building is in excellent condition and some temporary programming on the lower floors might be initiated during the planning and development of the full program.

F. ***Economically Distressed and Underserved Communities:***

Investments that strengthen diverse communities that have suffered disproportionate economic job losses and/or are rebuilding to become more competitive in the global economy.

Redeveloping the 370 Asylum Street will strengthen downtown Hartford, which has suffered disproportionate job losses and increased residential expenses, by becoming a catalyst to improving the neighborhood's economic vitality and capitalize on its various cultural and commercial assets.

10. **Please explain how this project supports the overall CEDS' regional strategic initiatives outlined below?**

A. Cluster Initiative: Foster and grow the industry clusters with a strong presence in the region but also seek cross-regional synergies of growth and opportunity.

The critical regional clusters identified are:

- Advanced Manufacturing
- Financial Services
- Health Sciences and Services
- Management of Companies

The 370 Asylum Street project will create jobs in construction and at least 15 permanent jobs.

B. Workforce & Education Initiative: Focus on improving the workforce today, while educating, training and recruiting the pipeline for tomorrow.

Industry growth will require new workers prepared to fill the jobs that will be created. In order to meet future demand, the region will need to retain and train the talented individuals currently here and attract new talented individuals to become the future leaders and entrepreneurs of the region.

One of the CEDS's goals is to create a business climate that supports entrepreneurs and small businesses, fosters diverse job opportunities, and attracts companies in the target industries identified by the CEDS that provide quality jobs.

The 370 Asylum Street project addresses the goal of supporting innovation and entrepreneurs by:

- Establishing a network of employee-owned and other small businesses that are based locally and hire locally
- Providing entrepreneurial individuals and groups with enhanced access to space, labor, and capital
- Cultivating a favorable climate and support system for entrepreneurs minority entrepreneurs
- Encouraging neighborhood revitalization

- Pursue innovation through small companies and entrepreneurs

C. Infrastructure Initiative: Support infrastructure investments tied to business and job growth.

Since creating private sector jobs is the first CEDS priority, any infrastructure investment should be measured by its contribution to and support of that job creation. Transportation is critical to supporting a competitive economy. The MetroHartford region will benefit from critical investments that can be transformative for its targeted industry clusters, as well as many other industries.

Located across the street from Bushnell Park in downtown Hartford's entertainment district, just steps from Union Station, 370 Asylum Street is a collaboration with arts organizations and social entrepreneurs that will provide a mix of housing for artists, performers, and disabled adults; spaces for display, education and performance arts; and a collective work space offering affordable space, shared services, and a creative community for innovative small businesses and artists. The 370 Asylum Street project will integrate the energies of many partners and be a catalyst for involving Hartford's creative community in the transformation of downtown Hartford.

D. Downtown Hartford Initiative: Transform Downtown Hartford into a dynamic urban environment that is the epicenter of culture, entertainment, and innovation.

EDA funding stipulates that economic development programs should be designed to have positive economic development impacts within economically distressed regions. MetroHartford qualifies because the City of Hartford meets the EDA's distress criteria.

370 Asylum Street plays a crucial role in the portfolio of powerful strategies to transform downtown Hartford. One of the four goals identified in the 2012 Metro Hartford Region's Comprehensive Economic Strategy (CEDS) is "Transform Downtown Hartford into a dynamic urban environment that is the epicenter of culture, entertainment, and innovation". The CEDS noted Downtown Hartford's assets (compact, walkable downtown; abundant public green space; and many cultural amenities) and its primary weakness -- lack of population.

The CEDS's first recommendation to build downtown Hartford's vibrancy is to increase housing stock and it recommends converting vacant office buildings into residential buildings. It also recommends capitalizing on Bushnell Park, Downtown's natural center, by knitting assets together around the Park. 370 Asylum's proximity to Bushnell Park and fit with the iQuilt plan, which links Hartford's more than 45 cultural assets with a pedestrian walkway, fulfills this recommendation.

11. **Project Budget**

Local Investment ______________ Amount Secured __________

State Investment ______________ Amount Secured __________

Federal Investment ______________ Amount Secured __________

Private Investment ______________ Amount Secured __________

Total Budget $10,913,915 Amount Secured $215,000

If this will be an ongoing project, identify sources of operating revenue:

The 370 Asylum Street project will be sustained through a combination of rental revenues from business tenants, rental payments from residential tenants, available housing subsidies, and programmatic grants.

12. **Economic Benefits**

Number of new permanent jobs anticipated 15+ By when? 2014

The 370 Asylum Street project will create an estimated 15 permanent jobs at the arts and innovation center, conference center, gallery, and café that will be developed and in property maintenance.

Number of construction jobs anticipated _______

Number of jobs retained _______

New local taxes anticipated (if applicable) _______________

13. Land Use Issues (if applicable)

Has the property been acquired yet? The property was donated to NNPI.

If not, please explain circumstances.

Is the land appropriately zoned for project?

Are any zoning variances or other public approvals needed? (Please explain.)

Local Political Support?

14. **Please provide a brief timeframe for this project including start, finish, duration, and major milestones, as appropriate for the project.**

The renovation of 370 Asylum Street will require several construction components to alter the previous commercial office use to a mixed use facility based on current acceptable interior design standards and efficient and sustainable utilities. Approximately 8,000 square feet on the first floor could be occupied immediately, with little to no construction. We have invited reSET to find a way to use this space as soon as possible while the renovations on the rest of the building are being executed.

Restoration of 370 Asylum Street is projected to begin winter 2013 with the commercial component of the project to be completed within three to four months. NNPI, CS's development partner, has selected the architects and planners and will competitively bid the construction work this winter.

2012 Metro Hartford Alliance CEDS

Regional Project Questionnaire/Submission

1. Project Name: Downtown North Redevelopment Plan

2. Lead Contact: Wayne Benjamin, Director of Economic Development

Organization: City of Hartford

Address: 250 Constitution Plaza, 4th Floor, Hartford, CT 06103

Phone #: 860-757-9077 Fax: 860-722-6074 Email: wbenjamin@hartford.gov

3. Municipalities and/or Organizations involved: City of Hartford acting by and through the Hartford Redevelopment Agency

4. Type of Initiative

Business/Economic Development X Education/Workforce ____ Energy ____

Planning ____ Real Estate/Infrastructure X Transportation X Technical

Assistance ____ Other ____

If other, please provide details.

5. Please provide a description of the project.

The Downtown North Project consists of 81 properties in an area generally located to the north of Downtown Hartford along the northern side of I-84. The Project is approximately 123.1 acres consisting of vacant land mixed with an educational facility, two financial sector data centers, a hotel and a small national historic district. Approximately 15.5% of the area is currently classified as vacant land, and many of the occupied properties contain surface parking that are under-utilized.

The Redevelopment Plan provides for development of a mixed-use district with strong connections to the Downtown core. The Project Area itself is subdivided into five sub-areas, each with varying redevelopment visions and objectives.

The Primary goal of the Downtown North Project is to remove obsolete and blighted buildings from a critical perimeter area of the Downtown; conduct site assemblage, and create a development opportunity for mixed use development; rehabilitation of historic structures, and educational and commercial development that will strengthen the development patterns of the Project Area. An additional goal of the Downtown North Project is to create a pattern of development that provides a strong and effective linkage between the core Downtown area south of Interstate 84 and the residential neighborhoods north of the Project Area.

6. Why is this project important to the region?

The initiatives in the plan will improve public safety and the image of Downtown as a secure environment for visitors and tourists. It will also create linkages between Downtown and other Hartford neighborhoods and surrounding communities through the implementation of efficient and convenient mass transportation, vehicular circulation and pedestrian movement systems.

The excellent location of the Project Area north of the central Downtown area which is adjacent to both Interstate 91 and Interstate 84, as well as the substantial presence of vacant and underutilized land, has the potential to achieve large-scale redevelopment goals which will have a substantial impact on the surrounding areas north of Downtown Hartford.

In addition, the plan area is part of a larger regional and intergovernmental approach to planning and creating sustainable and livable communities in the Knowledge Corridor that has evolved over the last 10 years. The Knowledge Corridor includes three MPO planning regions: the Pioneer Valley Planning Commission of Springfield, MA, the Capitol Region Council of Governments of Hartford, CT, and the Central Connecticut Regional Planning Agency of Bristol, CT. The growth, vitality and long term sustainability of the Knowledge Corridor is tied to how well the region, their constituent municipalities, and a wide range of public and private sector stakeholders are able to implement development, conservation, and economic growth strategies that are sustainable in the long-term.

7. Does this project involve more than one town and/or promote greater regional cooperation?

Yes. The Downtown North Redevelopment effort is funded, in part, by a HUD Sustainable Communities Regional Planning Grant, whose purpose is to support metropolitan and multi-jurisdictional planning that integrates housing, land use, economic and workforce development, transportation, and infrastructure investments.

8. Please explain how the proposed project fits one or more of the EDA Investment Guideline criteria outlined below.

EDA will select applications competitively based on the investment policy guidelines funding priority considerations identified below. EDA will evaluate the extent to which a project embodies the maximum number of investment policy guidelines and funding priorities possible and strongly exemplifies at least one of each. All applications will be competitively evaluated on their ability to satisfy the following investment policy guidelines, each of equivalent weight.

A. Be market-based and results driven.

An EDA investment will capitalize on a region's competitive strengths and will positively move a regional economic indicator, such as: an increased number of higher-skill, higher-wage jobs; increased tax revenue; or increased private sector investment resulting from the EDA investment.

B. Have Strong organizational leadership.

An EDA investment will have strong leadership, relevant project management experience, and a significant commitment of human resources talent to ensure a project's successful execution.

C. Advance productivity, innovation and entrepreneurship.

An EDA investment will enable entrepreneurship; enhance regional industry clusters, and leverage and link technology innovators and local universities to the private sector to create the conditions for greater productivity, innovation, and job creation.

D. Look beyond the immediate economic horizon, anticipate economic changes, and diversify the local and regional economy.

An EDA investment will be part of an overarching, long-term comprehensive economic development strategy that enhances a region's success in achieving a rising standard of living by supporting existing industry clusters, developing emerging new clusters or attracting new regional economic drivers. (Please refer to the attached CEDS recommendations)

E. Demonstrate a high degree of local commitment by exhibiting:

High levels of local government or non-profit matching share funds and private sector leverage;

Clear and unified leadership and support by local elected officials; and strong cooperation among the business sector, relevant regional partners and local, State and federal governments.

Response:

The Downtown North Plan includes development projects that seek to support and strengthen the medical, financial, and insurance industries, which play a prominent role in the region's economy.

The Rensselaer at Hartford Graduate Center and the Travelers Insurance Company data center are two of the most prominent properties in the Downtown North Plan. A portion of the plan area is envisioned as a research and development/hi-tech industry office park. It is anticipated that the combined education/technology campus could include both office and laboratory space, as well as limited hi-tech manufacturing uses ancillary to the office and laboratory space, with the technology-related and educational uses building capitalizing on one another. The development of medical offices (both administrative offices and patient-care offices) located along one of the central arteries in the Downtown North Plan could easily serve the region's population due to easy access to the highway system.

The afore-mentioned development projects would act to strengthen the existing industry clusters enabling them to experience even higher growth and in turn promote job creation.

9. Please explain how the proposed project fits one or more of the Funding Priorities outlined below.

Within the parameters of a competitive grant process, all projects are evaluated to determine if they advance global competitiveness, create jobs, leverage public and private resources, can demonstrate readiness and ability to use funds quickly and effectively, and link to specific and measurable outcomes. To facilitate evaluation, EDA has established the following investment priorities:

A. Collaborative Regional Information:

Initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths. Initiatives must engage stakeholders; facilitate collaboration among urban, suburban, and rural (including tribal) areas; provide stability for economic development through long term intergovernmental and public/private collaboration; and support the growth of existing and emerging industries.

B. Public/Private Partnerships:

Investments that use both public and private sector resources and leverage complementary investments by other government/public entities and/or nonprofits.

C. National Strategic Priorities:

Initiatives that encourage job growth and business expansion in clean energy; green technologies; sustainable manufacturing; information technology (e.g. broadband, smart grid) infrastructure; communities severely impacted by automotive industry restricting; urban waters; natural disaster mitigation and resiliency; access to capital for small, medium sized, and ethnically diverse enterprises; and innovations in science, health care, and alternative fuel technologies.

D. Global Competitiveness:

Investments that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets.

E. Environmentally-Sustainable Development:

Investments that encompass best practices in "environmentally sustainable development", broadly defined to include projects that enhance environmental quality and develop and implement green products, processes, places, and buildings as part of the green economy.

***F. Economically Distressed and Underserved Communities*:**

Investments that strengthen diverse communities that have suffered disproportionate economic job losses and/or are rebuilding to become more competitive in the global economy.

RESPONSE:

The Redevelopment Plan is based on Smart Growth principles with a focus on Transit-Oriented Development. Downtown Hartford will soon have enhanced commuter capability as the New Haven-Springfield commuter rail initiative and the New Britain-Hartford Busway become operational. These transportation initiatives will support investment in the Downtown as a mixed-use urban environment.

As previously discussed, the Downtown North Technology Campus includes the Rensselaer at Hartford Graduate Center and the Travelers Insurance Company data center. In further developing this combined education/technology campus, a strong emphasis will be placed on the landscaping and green design at the campus as well as limiting impervious surface areas, to present an attractive image to the surrounding residential and mixed use neighborhood

In addition, a small triangular area formed by Main Street, Trumbull Street and North Chapel Street may be utilized as a public art and sculpture park to help connect the neighborhood with the platform across Interstate 84 into the core Downtown area. This linkage would tie into other pedestrian and "greenway" elements throughout the Project Area to form a continuous greenway connection between Downtown, a new magnet school at the former Barnard-Brown site, and existing park space along the Connecticut River.

10. Please explain how this project supports the overall CEDS' regional strategic initiatives outlined below?

A. Cluster Initiative: Foster and grow the industry clusters with a strong presence in the region but also seek cross-regional synergies of growth and opportunity.

The critical regional clusters identified are:

- Advanced Manufacturing
- Financial Services
- Health Sciences and Services
- Management of Companies

B. Workforce & Education Initiative: Focus on improving the workforce today, while educating, training and recruiting the pipeline for tomorrow.

Industry growth will require new workers prepared to fill the jobs that will be created. In order to meet future demand, the region will need to retain and train the talented individuals currently here and attract new talented individuals to become the future leaders and entrepreneurs of the region.

C. Infrastructure Initiative: Support infrastructure investments tied to business and job growth.

Since creating private sector jobs is the first CEDS priority, any infrastructure investment should be measured by its contribution to and support of that job creation. Transportation is critical to supporting a competitive economy. The MetroHartford region will benefit from critical investments that can be transformative for its targeted industry clusters, as well as many other industries.

D. Downtown Hartford Initiative: Transform Downtown Hartford into a dynamic urban environment that is the epicenter of culture, entertainment, and innovation.

EDA funding stipulates that economic development programs should be designed to have positive economic development impacts within economically distressed regions. MetroHartford qualifies because the City of Hartford meets the EDA's distress criteria.

RESPONSE:

The Downtown North Project Area is divided into five sub-areas: The Ann Street Historic Corridor, Trumbull Street Village, Downtown North Technology Campus, Market Street Service Corridor, and the New Magnet School at Barnard-Brown.

The *Ann Street Historic Corridor Sub-Area* is bounded by Main Street, Pleasant Street, Chapel Street North and High Street; Ann Uccello Street itself cuts through this two-block area from north to south. Proposed used include rehabilitating the existing historic structures in this area and supplementing them with in-fill development on vacant lots or surface parking lot in the area. The reconfiguration of the six-way intersection on Main Street at the north end of this area, possibly as a roundabout with a water feature, may occur as part of the redevelopment effort. Ann Uccello Street could possibly be closed to vehicular traffic and converted into a pedestrian street. Both existing buildings that currently face onto Ann Uccello Street and newly constructed buildings along Ann Uccello Street would have access along the street. Three story walk-up townhomes and small professional offices and stores are envisioned for a pedestrianized Ann Ucello Street. Portions of this sub-area that front on Main Street and Pleasant Street are envisioned for ground floor commercial space with apartments located on the upper floors.

The *Trumbull-Main Village Sub-Area* is bounded by Pleasant Street to the north and west, Chapel Street North and Morgan Street North to the South, and Market Street to the east. This sub-area also includes the platform that extends over interstate 84 between Trumbull Street and Main Street. Trumbull Street and Main Street are the key traffic routes through this neighborhood, forming a prominent focal point for the neighborhood at their intersection point at the former location of 1161-1179 Main Street. The Crowne Plaza Hotel is envisioned to remain. The two blocks along Pleasant Street and Trumbull Street between Windsor Street and North Chapel Street are envisioned to be developed as higher density residential, which would provide a substantial customer base for existing retail and commercial space along Trumbull Street on the southern side of I-84, only three to four blocks away. The undeveloped area between the Crowne Plaza Hotel and Main Street is planned for a mix of retail stores, restaurants, entertainment venues and upper floor residential units.

The *Downtown North Technology Campus* includes the Rensselaer at Hartford Graduate Center and the Travelers Insurance Company data centers as its most prominent properties. A portion of the plan area is envisioned as a research and development/hi-tech industry office park. It is anticipated that the combined education/technology campus could include both office and laboratory space, as well as limited hi-tech manufacturing uses ancillary to the office and laboratory space, with the technology-related and educational uses building capitalizing on one another. A strong emphasis will be placed on the landscaping and green design at the campus as well as limiting impervious surface areas, to present an attractive image to the surrounding residential and mixed-use neighborhood.

The *Market Street Service Corridor* is envisioned as a mix of service establishments, hospitality businesses and health care sector offices. An 11-story Best Western Hotel has been proposed in this area and would form a suitable anchor for the remainder of the sub-area. Other hotels, should they be proposed, would be suitable additions to this area. Service establishments servicing the newly created residential developments elsewhere in the Downtown North Redevelopment Area would help strengthen activity levels. Medical offices (both administrative offices and patient-care offices) planned for this area could easily serve the region's population due to easy access to the highway system. Pedestrian-oriented urban design improvements beginning at the easterly terminus of Pleasant Street and connecting with the existing pedestrian overpass over I-91 would provide better connectivity to Riverside Park for the entire Project Area.

The former *Magnet School at Barnard-Brown* is now the site of the new Capitol Prep Magnet School, which is now the top performing school in the nation. The opening of this new magnet school will provide a strong public investment presence in the Project Area and another critical connection point between the Project Area and the surrounding residential neighborhoods. The current space surrounding Keeney Tower will also be enhanced.

This plan serves as a mechanism to achieve the above goals and incorporates several policy recommendations of the City of Hartford's Comprehensive Plan of Development. These goals and recommendations include:

- Expansion of Hartford's property tax base
- Improvement of public safety and the image of Downtown as a secure environment
- The creation of linkages between Downtown and other Hartford neighborhoods
- The implementation of efficient and convenient mass transportation, vehicular circulation and pedestrian movement systems
- Improve conditions by removing blight

11. Project Budget

The Downtown North Project execution activities will be financed, in part, by City appropriations. Additional sources of financing will be pursued to implement the anticipated activities. $4.25 million in CIP funds have been allocated to this project to date.

Local Investment	$4.25 million	Amount Secured	$4.25 million
State Investment	___________	Amount Secured	___________
Federal Investment	$387,600	Amount Secured	$387,600
Private Investment	TBD	Amount Secured	$0
Total Budget	$4,637,600	Amount Secured	$4,637,600

If this will be an ongoing project, identify sources of operating revenue: City and CIP funds

____

12. Economic Benefits

Number of new permanent jobs anticipated: 750 By when? 2015

Number of construction jobs anticipated: 300

Number of jobs retained: 750

New local taxes anticipated (if applicable) $2,000,000

13. Land Use Issues (if applicable)

Has the property been acquired yet? If not, please explain circumstances.

The plan provides for the eventual acquisition of a total of three (3) parcels that are privately owned. Two of the three properties are owned by Rensselaer at Hartford, with the stipulation that if Rensselaer does not develop the two properties within a defined period of time, ownership of the properties will revert to the City of Hartford. The third privately-owned property has been demolished.

Is the land appropriately zoned for project?

The Project Area is presently zoned B-1, B-2, C-1, I-2 and P (Park). The plan proposes to maintain the existing zoning designations in the Project Area, with the possible exception of the C-1 zone.

Are any zoning variances or other public approvals needed? (Please explain.)

The C-1 zone is under study and review for a possible change to a design district. Public approval will be needed.

Local Political Support?

Yes. There is tremendous local support for the project given its visibility and potential for job retention, creation and transit-oriented development.

14. Please provide a brief timeframe for this project including start, finish, duration, and major milestones, as appropriate for the project.

In the winter of 2009, the City of Hartford Court of Common Council approved the Downtown North Redevelopment Plan. By the summer of 2010, The City had acquired two properties in the plan area-1161 Main Street and 40 Chapel Street, and demolished 1161 Main Street later in the fall. In the winter of 2010 the City was awarded the Sustainable Grant to further the initiatives in the Downtown North Redevelopment Plan. By the fall of 2011, implementation of the Plan began. This past spring, the Court of Common Council approved the acquisition of 58 Chapel Street with the closing on the property being imminent.

2012 Metro Hartford Alliance CEDS

Regional Project Questionnaire/Submission

1. Project Name: Parkville Municipal Development Plan

2. Lead Contact: Wayne Benjamin, Director of Economic Development

Organization: City of Hartford

Address: 250 Constitution Plaza, 4th Floor, Hartford, CT 06103

Phone #: 860-757-9077 Fax: 860-722-6074 Email: wbenjamin@hartford.gov

3. Municipalities and/or Organizations involved: City of Hartford

4. Type of Initiative

Business/Economic Development X Education/Workforce ____ Energy ____

Planning ____ Real Estate/Infrastructure__X_ Transportation __X_ Technical

Assistance ____ Other ____

If other, please provide details.

5. Please provide a description of the project.

The approximately 300-acre Parkville Municipal Development Plan (MDP) Project Area is located in a neighborhood to the western part of the City that is a mix of small businesses, industry, offices and residences. The Parkville MDP is aimed at accomplishing three major goals: 1) supporting existing businesses; 2) attracting additional private investment; and 3) providing the necessary infrastructure. Specific action items are identified in the plan to meet these three goals.

The projects presented in the plan will expand private and public parking facilities and will visually unify a major corridor where the critical mass of businesses exists. The anticipated improvements will also help to convey a safe, secure and inviting environment to those who visit and work in the area. The Plan will encourage private revitalization of buildings or redevelopment of properties for mixed use through the acquisition of specific parcels and/or by partnering with private property owners. An additional focus of the Plan will be to build the appropriate infrastructure that will support the new businesses that are expected to locate in the Project area. These improvements, while enhancing the function of operations and services, will achieve a higher level of aesthetic appearance and will improve environmental sustainability.

6. Why is this project important to the region?

The implementation of the proposed activities is expected to generate new jobs. Approximately 500 jobs are expected to be filled primarily by Hartford residents and residents from the region. It is estimated that a total of 494 permanent jobs may be created as a result of this Project. The projected cost included land acquisitions. Using the 493,665 SF anticipated for acquisition, and assuming a 50% coverage ratio and three (3) story buildings, a total of 740,496 SF of flex space could potentially result from the implementation of this Plan. Assuming 1 job per 1,500 SF, a total of 494 permanent jobs could be created. For construction-related jobs, it is anticipated that between the 493,000 SF of new construction, and the anticipated streetscape, roadway and utility work necessary for Plan implementation, there may be a range of 500 to 650 construction-related jobs created.

In addition, the anticipated infrastructure improvements, remediation and blight removal will enhance the viability of existing businesses and create new economic development opportunities, increasing the market value of the land within the MDP area. Also, given these anticipated improvements, the standard of living of all the City residents, particularly in the Parkville neighborhood, will be enhanced.

Lastly, development within the Project Area is anticipated to expand the city's tax base. Based on the approximately 493,665 SF of new construction, the City anticipates that $1,118,854.60 in new taxes will be generated.

7. Does this project involve more than one town and/or promote greater regional cooperation?

Yes. The New Britain-Hartford Busway project is intended to enhance the vitality in the city and Region.

8. Please explain how the proposed project fits one or more of the EDA Investment Guideline criteria outlined below.

EDA will select applications competitively based on the investment policy guidelines funding priority considerations identified below. EDA will evaluate the extent to which a project embodies the maximum number of investment policy guidelines and funding priorities possible and strongly exemplifies at least one of each. All applications will be competitively evaluated on their ability to satisfy the following investment policy guidelines, each of equivalent weight.

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B. Have Strong organizational leadership.

An EDA investment will have strong leadership, relevant project management experience, and a significant commitment of human resources talent to ensure a project's successful execution.

C. Advance productivity, innovation and entrepreneurship.

An EDA investment will enable entrepreneurship; enhance regional industry clusters, and leverage and link technology innovators and local universities to the private sector to create the conditions for greater productivity, innovation, and job creation.

D. Look beyond the immediate economic horizon, anticipate economic changes, and diversify the local and regional economy.

An EDA investment will be part of an overarching, long-term comprehensive economic development strategy that enhances a region's success in achieving a rising standard of living by supporting existing industry clusters, developing emerging new clusters or attracting new regional economic drivers. (Please refer to the attached CEDS recommendations)

E. Demonstrate a high degree of local commitment by exhibiting:

High levels of local government or non-profit matching share funds and private sector leverage;

Clear and unified leadership and support by local elected officials; and

Strong cooperation among the business sector, relevant regional partners and local, State and federal governments.

Response:

The initiatives presented in the Parkville Municipal Development Plan were the result of the collaborative effort of a number of public and private entities, and incorporates the extensive research and market studies performed by the City, key stakeholders, and industry professionals commissioned specifically for the project.

Since the completion of a Neighborhood Revitalization Plan in 1998, the City and the Parkville Neighborhood Revitalization Association (PNRA) have worked proactively to improve the area economically as well as aesthetically. The neighborhood provided the primary impetus for a study of the industrial sector "Shifting Gears: Parkville Industrial Corridor" which studied the industrial sector and "Picture it Better Together" directed toward physical improvements and enhancing pedestrian and bicycling connections.

In 2002, the Parkville Economic Opportunities Report was commissioned by the Parkville Neighborhood Revitalization Association to focus more intently on revitalization and economic development. This report analyzed market and real estate conditions and assessed the redevelopment potential of the Project area. A series of recommended actions set the course for implementation.

In addition, City of Hartford Planning staff researched various approaches to allow housing in older industrial buildings. As a result, the City adopted Industrial Reuse Overlay District regulations which allowed for the redevelopment of two parcels in the Project area.

Finally, the City of Hartford issued a Request for Proposal to retain the assistance of a consultant to prepare the Municipal Development Plan. The consultant identified potential MDP actions together with an Advisory Committee consisting of members of the Parkville Revitalization Association, residents, local businesses and property owners. Through a series of meetings and a site walk, needs and issues were identified. The Advisory Committee independently met and prioritized the actions and provided feedback to the City.

The result was a municipal development plan prepared to accomplish three major goals: 1) support existing businesses; 2) attract additional private investment; and 3) provide the necessary infrastructure. Specific action items are identified in the plan to meet these three goals.

9. Please explain how the proposed project fits one or more of the Funding Priorities outlined below.

Within the parameters of a competitive grant process, all projects are evaluated to determine if they advance global competitiveness, create jobs, leverage public and private resources, can demonstrate readiness and ability to use funds quickly and effectively, and link to specific and measurable outcomes. To facilitate evaluation, EDA has established the following investment priorities:

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Initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths. Initiatives must engage stakeholders; facilitate collaboration among urban, suburban, and rural (including tribal) areas; provide stability for economic development through long term intergovernmental and public/private collaboration; and support the growth of existing and emerging industries.

B. Public/Private Partnerships:

Investments that use both public and private sector resources and leverage complementary investments by other government/public entities and/or nonprofits.

C. National Strategic Priorities:

Initiatives that encourage job growth and business expansion in clean energy; green technologies; sustainable manufacturing; information technology (e.g. broadband, smart grid) infrastructure; communities severely impacted by automotive industry restricting; urban waters; natural disaster mitigation and resiliency; access to capital for small, medium sized, and ethnically diverse enterprises; and innovations in science, health care, and alternative fuel technologies.

D. Global Competitiveness:

Investments that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets.

E. Environmentally-Sustainable Development:

Investments that encompass best practices in "environmentally sustainable development", broadly defined to include projects that enhance environmental quality and develop and implement green products, processes, places, and buildings as part of the green economy.

***F. Economically Distressed and Underserved Communities*:**

Investments that strengthen diverse communities that have suffered disproportionate economic job losses and/or are rebuilding to become more competitive in the global economy.

RESPONSE:

Parkville's population has remained relatively stable compared to other neighborhoods in Hartford. A continued, albeit moderated rate of growth is projected for Parkville through 2011. Household incomes in Parkville are generally low to moderate (43% earn under $25,000 compared to l7% for the State); its median income is slightly higher than that of the City as a whole but only one-half of the State median, with per capita income remaining stubbornly low. Parkville's housing is primarily rental (72%) and multi-family (84.6%). Most Parkville residents are relatively new to the area, with growing numbers coming from outside the country, adding to the broad ethnic base of the neighborhood.

Although Parkville's residential occupational profile very closely resembles the city there are a number of differences of note. Higher job concentrations are found in retail trade and services, typically lower paying jobs, while less representation is found in insurance and finance and public administration. Meanwhile, a greater percentage of residents report construction jobs compared to the city, indicative of the well established business base in trades located in the Parkville area. One of every three employed Parkville residents are employed in services compared to one of every five in the state. White collar jobs account for 44% of all Parkville resident employment.

A total of 847 businesses are located within a 2 minute drive of Park Street and Bartholomew Avenue in Parkville. This business base supports 9,208 employees, almost 10% of the total employment in the city. Insurance carriers and agents constitute the most sizable employment base in the Parkville area with 25% of total jobs, followed by government with 19%, and retail trade with 15.6% a likely source of jobs for local residents as noted in the previous section on resident occupational profile Construction, manufacturing and wholesale trade are also well represented in the 2 minute trade area with 89 businesses and 646 jobs.

Expanding the drive time to 3 minutes triples the business base to 2,582 companies and 45,479 employees. Major shifts occur in employment share with the increased trade area with service employment jumping to 42% of total jobs as compared to 29% in the 2 minute trade area. The share in retail trade jobs, on the other hand, drops to 6% as compared to 16% in the smaller business base.

Data gathered by the US Department of Labor in its Consumer Expenditure Survey and reported by ESRI to identify sources of retail spending in the area, city and region were reviewed. Data is presented in both terms of average annual dollars spent per household and also compared to the national profile (US Index) as a measure of strength or weakness for a range of consumer goods and services.

Consumer spending patterns were identified for areas within 1 mile, 3 miles and 5 miles of the intersection of Park Street and Bartholomew Avenue. Based on the data presented, retail capacity within a one mile radius incorporating roughly half of Hartford and eastern border of West Hartford is relatively modest as compared to the national index with most spending categories ranking close to half the US index. Some improvement occurs with expansion to the 3 mile radius that takes in Hartford and parts of West Hartford, East Hartford, Bloomfield and Wethersfield. At the 5 mile radius, often used as trade area for larger retailers, the retail consumption reaches near parity with US index.

The presence of a viable retail district in Parkville area located both on Park Street and along New Park Avenue and more recently on Flatbush Avenue, with Charter Oak Marketplace, attests to the capacity of the area to draw from a large trade area. Within the five mile trade area, major retail and service strengths were identified for apparel products and services, entertainment and recreation, financial services, moving and storage services, and food (both at home and away).

Parkville has been the focus of much commercial investment activity even as the market softened with the onset of the 2001-2 recessions. Over a three year period, a total of $16.4 million was recorded in 54 commercial and industrial sales, although not surprisingly, most activity occurred in the first two years. A greater percentage of mixed-use property sales are noted compared to three years ago reflecting the rising interest in housing as an investment. Numerous industrial or mixed-industrial sales are also observed, including many within the Project Area, indicative of the importance of this land use in the neighborhood. Meanwhile, New Park Avenue continues to be the focal point for much of the sale of retail and commercial properties, with the largest transaction occurring at 330 New Park Avenue for $14 million (originally developed as Crown Theatres). More recently, retail growth and pressures have emerged along Flatbush Avenue with the recent opening of Charter Oak Marketplace, a 328,000 SF retail development anchored by Wal-Mart that has spun off other retail, services and dining. The market assessment completed by AMS is designed to serve as a base for review of proposed concepts and any market findings and conclusions prepared by any project developers by determining market capacity and thresholds for proposed concepts. Three market categories were selected for evaluation: industrial, retail-commercial and office.

<u>Industrial Market</u>

- Although some positive trends are emerging, the industrial market within the nation and region has generally experienced moderate growth over the last three years. This has resulted in low turnover. Based on projections, a generally favorable market environment will continue short term although wholesaling and distribution will be the primary beneficiary.

- Much of the inventory in the immediate region is found in larger buildings that are difficult to convert to smaller sub-tenant and multi-lease format. Mid-range 30,000 to 50,000 square feet also exhibiting leasing — sales softness. Core demand in the area is for smaller facilities of under than 10,000 square feet which are in less supply.

- Hartford does not appear to have a great inventory of already zoned, ready to build industrial sites. A recent listing identified only a small number of available sites within the city.
- Although the Project Area has excellent visibility from Interstate 84, its lack of direct or easy access from the highway is a marketing disadvantage made worse by the fact that trucks are not able to pass under the railroad overpass on Park Street. Circulation in and out of the Project area is also hampered to some degree by the rail line which closes access to Hamilton Street when trains pass through and by on-street parking that further narrows already narrow roadways.
- To the extent access and circulation issues are resolved, the Subject Area could expect to capture demand for industrial space primarily from small to mid-size users ranging from 1,000 to 5,000 square feet in size, with expansion options (in existing multi-tenanted facilities). Stand alone facilities are expected to fall within the 10,000 to 15,000 SF range with expansion potential (warehousing and distribution facilities of course much larger). Moreover, it is anticipated that demand will come from an eclectic business mix that is more often than not service- based users looking for low cost but functional space as opposed to traditional industrial users.

Retail Market

- Competitive retail pressures are expected to be intense in the trade area where over 11 million square feet in retail centers currently exist and another 900,000 square feet is in planned or concept stage.
- Areas with the greatest ability to attract retail development at present are suburbs east and west of Hartford. In the case of eastern Hartford retail market, its strength is primarily in South Windsor and Manchester in areas where clustering and or co-location of retail, particularly national chains, can be accomplished.
- Longer term, retail stability and growth is expected to favor expansion east of the river indicative of the shift in population base that is occurring in the Hartford region to this area where population is growing at an annual rate of 0.72% a year versus 0.5% or less a year west of the river.
- An analysis of retail leakage versus supply points to a potentially saturated environment in all three market areas when all retail is considered. Oversupply appears to be acute in the 1 and 3 mile radius which both include all or portions of the major regional centers in the area.
- While the data indicated the presence of a possible over-stored environment in the region, unmet demand for food and drink and food stores retail dollars was evident in all 3 and 5 mile markets. Grocery and food stores ranked highest in potential demand along with food

and beverage establishments and at the southern end of the Project Area likely to benefit from the strategic location to New Park and Flatbush Avenue and 1-84 and the high traffic counts produced in the area.

- Although there are indications of oversupply, an argument can be made for retail in terms of support for convenience based retail and food and drink establishments as well as the potential spin-off success from nearby Charter Oak Marketplace. With respect to the latter, an important maxim in the trade is that retail likes to follow retail and the presence of anchors Wal-Mart and Marshalls at Charter Oak Marketplace immediately opposite of the Project Area to the south along with more than 20 other establishments greatly enhance the retail opportunity for sites nearby. For the southern area of the Project Area off Flatbush, retail opportunities will be defined to large extent by site capacity and access but could potentially support up to 50,000 to 75,000 feet that could include food-related stores, drug store, restaurant or business to business type establishments. Branch banks, which in the 1990s experienced wholesale closings, now rank highest in service-based new construction and are continually seeking locations on heavy traffic corridors. Other possible uses for this area could include facilities for recreation, health and fitness which have seen significant growth, most notably seen in the rapid rise of LA Fitness Center.

- The Bartholomew Project area has already established a strong nexus of household trades/retail outlets and design showroom centers that represents an opportunity for expansion. This base is most recently highlighted by the development of the Design Center at the former Barradon building (1409 Park Street) which houses several different showrooms for various home-related goods and services the largest of which is DesignSource CT featuring luxury home decor. Nearby as well are older establishments that include Lyman Kitchens (moved to area in 1995) and R.L. Fisher Home (linens, bedding, fabrics, and home accessories). With consumers, vendors and distributors often appreciating the convenience of finding resources for home improvements and upgrades in close proximity of each other, a strong potential exists for building on this base and attracting additional businesses that cater to home improvements ranging from tile and flooring centers to plumbing outlets.

Office Market

- It is expected that the region and state will move into a more favorable office market environment with vacancies stabilizing and rents nudging up. Moreover, new construction, thus new inventory, continues to be restrained, particularly in the Hartford area by slow job growth of under 0.7% a year.

- Contributing to the health of the local office market is the conversion of hundreds of thousands of square feet of office to residential or other uses, which has especially decreased the amount of B and C space.

- Despite significant inventory of available office space in the city, the Parkville-Bartholomew location offers a potentially favorable alternative to the downtown and other areas of the city for B and C space based on location and accessibility to major thoroughfares that include Park Street, New Park Street and I- 84. While office properties in the area report some success in capturing a share of the city's office market, this market would be greatly enhanced by improvements to circulation, parking, and streetscape appearance.

- Prospects for new office development would appear to be limited in the Project Area outside of R&D and flex-office potential. Special niche markets that include educational and medical office are unlikely for the Bartholomew area due to marginal access to its constituent market base. The Parkville-Bartholomew area support the level of rents necessary to consider new construction of conventional office space with baseline rents ranging between $10.00 to $15.00 a square foot while new office construction would need $25.00 SF or more.

10. Please explain how this project supports the overall CEDS' regional strategic initiatives outlined below?

A. Cluster Initiative: Foster and grow the industry clusters with a strong presence in the region but also seek cross-regional synergies of growth and opportunity.

The critical regional clusters identified are:

- Advanced Manufacturing
- Financial Services
- Health Sciences and Services
- Management of Companies

B. Workforce & Education Initiative: Focus on improving the workforce today, while educating, training and recruiting the pipeline for tomorrow.

Industry growth will require new workers prepared to fill the jobs that will be created. In order to meet future demand, the region will need to retain and train the talented individuals currently here and attract new talented individuals to become the future leaders and entrepreneurs of the region.

C. Infrastructure Initiative: Support infrastructure investments tied to business and job growth.

Since creating private sector jobs is the first CEDS priority, any infrastructure investment should be measured by its contribution to and support of that job creation. Transportation is critical to supporting a competitive economy. The MetroHartford region will benefit from critical investments that can be transformative for its targeted industry clusters, as well as many other industries.

D. Downtown Hartford Initiative: Transform Downtown Hartford into a dynamic urban environment that is the epicenter of culture, entertainment, and innovation.

EDA funding stipulates that economic development programs should be designed to have positive economic development impacts within economically distressed regions. MetroHartford qualifies because the City of Hartford meets the EDA's distress criteria.

RESPONSE:

Roads, utilities, and site preparation activities play a critical role in the MDP Plan. New or improved infrastructure is intended to support the new businesses expected to locate in the Project Area. One of the primary development goals of the plan is to connect two major arteries leading into the MDP area. The existing city roadway network is fractured in the MDP area. Direct and easy public access between parcels located to the north and south of I-84 is currently unavailable. In addition to the lack of roadway connectivity in the overall MDP area, access to potential redevelopment parcels is also restricted due to the lack of a suitable roadway network. The new city street created as a result of the proposed connection would enhance the viability of the Parkville area for redevelopment.

The MDP also recognizes that the entire heart of the Parkville neighborhood is ripe for transit oriented development. Improvements to surface parking lots, establishment of additional public one-street parking spaces and streetscape improvements are all infrastructure initiatives that form an overall strategic transit oriented plan.

11. Project Budget

Local Investment $1 million Amount Secured: $1 million (CIP funds)

State Investment $ 5 million Amount Secured: applied for

Federal Investment $5 million Amount Secured: $3 million-secured from federal DOT

$2 million-current application to EDA

Private Investment $14 million Amount Secured: $0

Total Budget $25 million Amount Secured: $4 million

If this will be an ongoing project, identify sources of operating revenue: City government and private sources

12. Economic Benefits

Number of new permanent jobs anticipated: 494 By when? 2014

Number of construction jobs anticipated: 500-650

Number of jobs retained: 600

New local taxes anticipated (if applicable) approx $1.1 million

13. Land Use Issues (if applicable)

Has the property been acquired yet? If not, please explain circumstances. No. Some properties are targeted by the City for taking

Is the land appropriately zoned for project? Yes

Are any zoning variances or other public approvals needed? (Please explain.) Yes. A significant amount of properties are zoned industrial and may need to be converted to retail / mixed use. Public approval will be needed.

Local Political Support?

There is tremendous local support for the project given its visibility and potential for job retention, job creation and transit-oriented development.

14. Please provide a brief timeframe for this project including start, finish, duration, and major milestones, as appropriate for the project.

The project was conceived and adopted in 2009. To date there are thirteen distinct projects. The streetscape improvements have been completed. The City has set aside CIP funding and $3 million in federal funding. The next phase is to acquire properties for infrastructure improvements that are critical in order to advance the key initiatives of the municipal development plan.

2012 Metro Hartford Alliance CEDS

Regional Project Questionnaire/Submission

1. Project Name: **Bolton Crossroads Industrial / Office Park**

2. Lead Contact: **Joyce Stille, Administrative Officer** Organization: **Town of Bolton**

Address: **222 Bolton Center Road, Bolton, CT 06043**

Phone #: **860-649-8066** Fax: **860-643-0021** Email: **joyce.stille@boltonct.org**

3. Municipalities and/or Organizations involved: Route 6 Regional Economic Development Council (REDC); Town of Coventry; Town of Andover; Town of Columbia; Capital Region Council of Governments; Windham Region Council of Governments

4. Type of Initiative

Business/Economic Development **X** Education/Workforce ____ Energy ____

Planning **X** Real Estate/Infrastructure **X** Transportation **X** Technical Assistance ____ Other ____

If other, please provide details.

5. Please provide a description of the project.

The project was conceptualized in the *Route 6 Hop River Corridor Economic Development Strategy and Master Plan* ("Master Plan") produced and approved by the REDC in 2010 and further detailed and fine-tuned in the *Route 6 Hop River Corridor Transportation Study* ("Transportation Study") produced by CRCOG in

2012. The REDC"s master Plan envisions 4 development nodes conceptualized based on sustainable principles with development controlled by zoning regulations and design guidelines consistently applied in the four towns. A Committee consisting of PZC members from the four towns is currently reviewing a draft regulation and

guidelines. It is also envisioned that the four towns would eventually share the tax

benefits of any development produced along the Route 6 corridor.

Connecticut Economic Resource Center, Inc.

Bolton Crossroads is located on Route 6 in Bolton immediately east of the Bolton Notch intersection of Routes 384/6/44. It has two components: A mixed use village style development on the south side of the road generally across from the Munson‟s candy factory / retail outlet, and the Bolton Crossroads Industrial and Office Park (unofficial name created in the interim for the purpose of this submission). The latter is proposed in connection with this application. It consists of a new industrial road approximately one mile in length together with and associated utilities and multi-purpose path extending from Route 6 at a point just east of the Munson‟s facility to a point opposite the intersection of Route 44 and Vernon Road. It is anticipated that this road would be developed in phases. The added benefit of this road is that it will provide a much needed connection to Route 44 east close to the Notch, which connection presently does not exist. A plan for the reconstruction of the Route 384/6/66 intersection contained in the Route 6 Transportation Study has been endorsed by the CRCOG Transportation Committee, which plan includes a more comprehensive approach to connectivity, but is designated a long-term project under the Study.

The project is targeting expansion and relocation of existing industry and businesses, new businesses, and perhaps a business incubator. All of this is supported by an Economic Development Study which is a component of the Master Plan which was prepared by Mark Waterhouse.

Please see Appendices A & B, attached, which are excerpts from the respect Master Plan and transportation Study. The complete studies can be found at http://www.route6hoprivercorridor.com/p_description.html and http://www.crcog.org/transportation/current_stud/Route6.html#Top

6. Why is this project important to the region?

This project is important to the two regions because rural small towns such as the four towns along the corridor are highly dependent on residential tax base to provide services, which are generally inadequate to support the community. Municipalities in Connecticut require strong commercial / industrial, high density, or mixed use development to enhance and diversify its tax base. These rural

communities are also at a general disadvantage because needed infrastructure is generally lacking. These communities alone cannot and have no chance of competing with Hartford suburban Office and industrial parks and large-scale commercial development, such as big box retailers – the market is for parks and uses smaller in scale. Working together, the towns would be at a greater competitive advantage.

The Economic Development Action Report (Chapter 16 of the above referenced Economic Development Study and master Plan), prepared by Mark Waterhouse acknowledges the "there is a shared interest in the creation of at least one modestly sized, high quality, mixed use office park in which all the corridor communities can be investors (Chapter 16, p. 7). "Such a joint venture may allow the area to take advantage (and be a leader in the State) of new legislation (Public Act 9-231 which authorizes the chief elected officials of two or more municipalities to enter into an agreement to promote regional economic development and share the real and personal property tax revenue from new economic development". Given the conclusion that 80% of prospects look for an existing buildings, "the 4 towns could develop a flex space building that would be available to meet the space needs of small occupants. Such a building could be part of a business park" discussed above (Chapter 16, p. 8). Based on this analysis, which assumes a rebound form the economic conditions existing at the time of the report (and still existing at this time), Mr. Waterhouse, in Recommendation 7, stated the following (Chapter 16, p. 15):

7. A site should be sought for development of at least one modestly sized, high quality, mixed use business park in which all the corridor communities could be investors under the provisions of Connecticut Public Act 09-231. In order to take advantage of this new legislation, the Route 6 Regional Economic Development Council, in association with the two Councils of Government serving the region should work with their state legislative delegation to begin the process of establishing a federally recognized Economic Development District (EDD) for the region (or a single EDD for the state).

8. The 4 Route 6 Hop River Corridor towns should consider joint development of a speculative flex-space building (or the design of a virtual speculative building) that would be available to meet the space needs of multiple small occupants. Such a building could be part of the business park discussed in item 6 above.

7. Does this project involve more than one town and/or promote greater regional cooperation?

As already stated about, this Office / business park is a joint venture of the REDC, a regional council, and the Towns of Bolton, Coventry, Andover, and Columbia. The regional council‟s territory encapsulates portions of two planning regions: CRCOG and WINCOG. To date, the Route 6 plan is consistent with CRCOG‟s regional POCD. WINCOG‟s inclusion is pending.

8. Please explain how the proposed project fits one or more of the EDA Investment Guideline criteria outlined below.

EDA will select applications competitively based on the investment policy guidelines funding priority considerations identified below. EDA will evaluate the extent to which a project embodies the maximum number of investment policy guidelines and funding priorities possible and strongly exemplifies at least one of each. All applications will be competitively evaluated on their ability to satisfy the following investment policy guidelines, each of equivalent weight.

A. Be market-based and results driven.

An EDA investment will capitalize on a region’s competitive strengths and will positively move a regional economic indicator, such as: an increased number of higher-skill, higher-wage jobs; increased tax revenue; or increased private sector investment resulting from the EDA investment.

Please see the answers to #6, which contains excepts from the Market report prepared by Mark Waterhouse. This report can be found in its entirety at http://www.route6hoprivercorridor.com/p_description.html .

B. Have Strong organizational leadership.

An EDA investment will have strong leadership, relevant project management experience, and a significant commitment of human resources talent to ensure a project's successful execution.

C. Advance productivity, innovation and entrepreneurship.

An EDA investment will enable entrepreneurship; enhance regional industry clusters, and leverage and link technology innovators and local universities to the private sector to create the conditions for greater productivity, innovation, and job creation.

D. Look beyond the immediate economic horizon, anticipate economic changes, and diversify the local and regional economy.

An EDA investment will be part of an overarching, long-term comprehensive economic development strategy that enhances a region's success in achieving a rising standard of living by supporting existing industry clusters, developing emerging new clusters or attracting new regional economic drivers. (Please refer to the attached CEDS recommendations)

From the viewpoint of this economic downturn, we foresee, as Mr. Waterhouse did, a market for the office / business park, which may also contain a flexbusiness

facility. The Market Study also predicts that the 4 town‟s joint venture is feasible, signaling a change from the type of "marginal" development which has occurred along the corridor for years. The abandonment of the "Route 6 Expressway by CTDOT also signals a change – the end to a 40 year period of uncertainty about the market along Route 6. The REDC has capitalized on this event and has carefully planned for a sea change along the Corridor which this newfound stability has brought. . Recent improvements have transformed Route 6 from its image as "Suicide 6", and a recent Transportation Study of this section of Route 6 by the CRCOG has help establish a blueprint for development and multi-modal accommodation was is integral to this vision.

The addition of the first office park along this corridor is a diversification of uses along the corridor, and the incubator facility will be the first that is committed to grow and sustain jobs along the corridor.

E. Demonstrate a high degree of local commitment by exhibiting:

High levels of local government or non-profit matching share funds and private sector leverage;

Clear and unified leadership and support by local elected officials; and

Strong cooperation among the business sector, relevant regional partners and local, State and federal governments.

The implementation of the Master Plan and Transportation Study objectives is in its infancy, and thus no funding has been allocated for government matching share funds. The REDC had applied for and received a STEEP grant for the Master Plan, and significant transportation funds were allocated for the Transportation Study. To date, representatives of the 4

Planning and Zoning Commissions along the corridor have been meeting to develop zoning and design guidelines templates that are intended to be implemented by the 4 towns to establish a consistent regulatory and design framework.

There is strong support on the part of the leadership of the 4 towns for this project, demonstrated by unanimous votes of support for both the Economic and Master Plan, and the Transportation Study. As stated previously, CRCOG recently approved its regional plan in a manner that is consistent with the Route 6 Master Plan. WINCOG‟s inclusion is pending. And, just last week, the REDC submitted changes to the draft State Policies Plan due to be endorsed by the legislature in 2013, consistent with the Route 6 Master Plan. The State legislators representing the 4 towns have been in attendance at Route 6 presentations, and are supportive of the strategy.

9. Please explain how the proposed project fits one or more of the Funding Priorities outlined below.

Within the parameters of a competitive grant process, all projects are evaluated to determine if they advance global competitiveness, create jobs, leverage public and private resources, can demonstrate readiness and ability to use funds quickly and effectively, and link to specific and measurable outcomes. To facilitate evaluation, EDA has established the following investment priorities:

A. Collaborative Regional Information:

Initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths. Initiatives must engage stakeholders; facilitate collaboration among urban, suburban, and rural (including tribal) areas; provide stability for economic development through long term intergovernmental and public/private collaboration; and support the growth of existing and emerging industries.

The planning process to date in connection with the Master Plan and Transportation Study has been a model for regional and intermunicipal cooperation and stakeholder involvement. Both processes involved extensive participation by stakeholders, starting with the composition of the REDC (EDC, PZC, CEOs). The Economic Development Strategy component of the Master Plan analyzed regional strengths in the context of Hartford and adjoining suburban areas.

The business and office park will also target expansion of existing industries. Only this year, Munson Candy Co. approached us in terms of their need to expand. This led to meetings considering the relative location of Munson‟s at the intersection with the new road, and DOT conveying a portion of the former Expressway ROW to facilitate their future expansion. That parcel was planned to complement the construction of the new road. Access to their expanded site is largely dependent on at least the construction of the first phase of the road. CRCOG and its consultant were engaged with Munson‟s, the Town, and DOT in negotiations for acquisition of the parcel.

B. Public/Private Partnerships:

Investments that use both public and private sector resources and leverage complementary investments by other government/public entities and/or nonprofits.

C. National Strategic Priorities:

Initiatives that encourage job growth and business expansion in clean energy; green technologies; sustainable manufacturing; information technology (e.g. broadband, smart grid) infrastructure; communities severely impacted by automotive industry restricting; urban waters; natural disaster mitigation and resiliency; access to capital for small, medium sized, and ethnically diverse enterprises; and innovations in science, health care, and alternative fuel technologies.

D. Global Competitiveness:

Investments that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets.

E. Environmentally-Sustainable Development:

Investments that encompass best practices in "environmentally sustainable development", broadly defined to include projects that enhance environmental quality and develop and implement green products, processes, places, and buildings as part of the green economy.

The design of the Master Plan is based on adherence to the State‟s sustainable principles. The project, located in a corridor with random mixes of Residential, rural, industrial, and commercial development, proposed 4 discrete development nodes – including Bolton Crossroads, designed as village style developments which share parking, access, and utilities, and contain mixed uses. The development which occurs in these nodes will require state health department approval for package treatment plants or community septic systems. The development occurring in the nodes will be required to utilize Low Impact Development techniques, many characterized as green technology based, to treat, manage, and dispose of storm water. The village-type developments will be compact-style developments, pedestrian and bike friendly, with multi-modal interconnections to the adjacent East Coast Greenway.

***F. Economically Distressed and Underserved Communities*:**

Investments that strengthen diverse communities that have suffered disproportionate economic job losses and/or are rebuilding to become more competitive in the global economy.

The 4 communities which are part of this regional effort are not economically distressed or underserved communities. The adjoining Town of Windham is a town meeting Federal Economic Distress Criteria on the basis of income.

10. Please explain how this project supports the overall CEDS' regional strategic initiatives outlined below?

A. Cluster Initiative: Foster and grow the industry clusters with a strong presence in the region but also seek cross-regional synergies of growth and opportunity.

The critical regional clusters identified are:

- Advanced Manufacturing
- Financial Services
- Health Sciences and Services
- Management of Companies

The Office and Business Park may capitalize on its location within the 19-town service area for the Eastern Connecticut Health Network.

B. Workforce & Education Initiative: Focus on improving the workforce today, while educating, training and recruiting the pipeline for tomorrow.

Industry growth will require new workers prepared to fill the jobs that will be created. In order to meet future demand, the region will need to retain and train the talented individuals currently here and attract new talented individuals to become the future leaders and entrepreneurs of the region.

Bolton is within the geographic area served by the Capital Workforce Partners and will therefore benefit from the services, training, and job

placement services it provides.

C. Infrastructure Initiative: Support infrastructure investments tied to business and job growth.

Since creating private sector jobs is the first CEDS priority, any infrastructure investment should be measured by its contribution to and support of that job creation. Transportation is critical to supporting a competitive economy. The MetroHartford region will benefit from critical investments that can be transformative for its targeted industry clusters, as well as many other industries.

The Infrastructure of the proposed Business and Office park will serve two functions: an important transportation connection from Route 6 west to Route 44 east. Built to industrial road standards, this road will provide a needed connection for business traffic from Route 6 to the north and east. The only connection at this time is a system of rural roads which cannot support this type of traffic. The road will also serve as the core of the office and business park. Funding for the road and associated infrastructure and its benefit in terms of jobs generated is thus not calculated solely on the basis of jobs generated by the development proposed as part of the Business and Office Park.

The plans for the road supporting the industrial park are concept only, and therefore costs have not been estimated. The numbers of jobs have been estimated from two sources: The estimate of warehouse, light industry, general office, commercial, and corporate office space allocations for the Business and Office Park in the amount of 860,000 s. f. for the life of the project. These estimates are derived from the Transportation Study, pp. 3-2 and 3-3, based on assumed ratios of 15% Warehouse / Light Industry (70,000 s. f.), 35% General Office / Commercial (560,000 s. f.), and 50% Corporate

Office (230,000 s. f.). We then applied the Employment Assumptions for New Development contained in the Fiscal Impact analysis model (FIAM) by Fishkind and Associates, which yielded a general estimate of 3,027 jobs. Based on the assumption that 55 of the development potential would be built out by 2030, then the park can be expected to generate 151 jobs by 2030.

D. Downtown Hartford Initiative: Transform Downtown Hartford into a dynamic urban environment that is the epicenter of culture, entertainment, and innovation.

EDA funding stipulates that economic development programs should be designed to have positive economic development impacts within economically distressed regions. MetroHartford qualifies because the City of Hartford meets the EDA's distress criteria.

The project is in the Hartford metro Area, and not Hartford.

11. Project Budget

At this very early concept stage, no project budget has yet been established.

Local Investment ________________ Amount Secured ___________

State Investment ________________ Amount Secured ___________

Federal Investment ________________ Amount Secured ___________

Private Investment ________________ Amount Secured ___________

Total Budget ________________ Amount Secured ___________

If this will be an ongoing project, identify sources of operating revenue: ____________

____

12. Economic Benefits

Number of new permanent jobs anticipated **3,027 +/- (life of project); 151 +/- (by 2030)**

By when? **See above**

Number of construction jobs anticipated **Unknown at this time**

Number of jobs retained **Unknown at this time**

New local taxes anticipated (if applicable)

To estimate taxes expected to be generated through a future unnegotiated regional tax sharing agreement would be highly speculative at this time

13. Land Use Issues (if applicable)

Has the property been acquired yet? If not, please explain circumstances.

The property has not been acquired. However there are two property owners – one private, and one the State of Connecticut (consisting of the ROW which had been acquired for the now defunct Route 6 Expressway. CTDOT will not release further pieces of this ROW pending a review of the former corridor, utilizing a prioritization process for its future use and disposition. That process is underway.

Is the land appropriately zoned for project?

The land is currently Zoned Industrial and General Business, and this could be developed for this use. However, the REDC has envisioned consistent Zoning regulations and design guidelines which is under review by a Committee comprised of PZC members from the 4 Corridor Towns. A Corridor Commercial Zone is Planned, but this Office and Industrial Park is unique from the village-style development plans for the rest of the Corridor in that uses will be limited as described herein. A possible Office and Business Park Overlay Zone is possible.

Are any zoning variances or other public approvals needed? (Please explain.)

It is highly unlikely that zoning variances will be needed at this time, since flexible regulations create opportunities for consolidated development (access, utilities, parking, etc.) which can be preplanned as part of the Office

/ Business park Design. It is in the concept stage at this point, and this level of detail has not yet been developed.

Local Political Support?

Both Plans cited herein have been approved by the REDC, and the governing bodies of both communities. The CRCOG Transportation Committee has approved the Transportation Study, and it is pending approval by the CRCOG Policy Board.

The town's respective legislative representatives have been kept abreast of, and have been supportive of, both Plans / Studies.

14. Please provide a brief timeframe for this project including start, finish, duration, and major milestones, as appropriate for the project.

No specific timeframe has been established. The REDC and the Towns first need to have approved SEDS, and received Federal EDA approval before investment can be made towards acquisition and design. The inclusion in the SEDS is an important first step.

2012 Metro Hartford Alliance CEDS

Regional Project Questionnaire/Submission

1. Project Name: **Rocky Hill Business Park Phase II Infrastructure Proj**ect_______

2. Lead Contact: **Ray Carpentino, Eco. Dev. Dir. Organization: Town of Rocky Hill**

Address: **761 Old Main Street, Rocky Hill, CT**_________________________

Phone #: **860-258-7717** Fax:**860-258-7638** Email: **rcarpentino@rockyhillct.gov**

3. Municipalities and/or Organizations involved: Rocky Hill --------------------------------

4. Type of Initiative

Business/Economic Development **X**__ Education/Workforce ____ Energy ____

Planning ____ Real Estate/Infrastructure **X**___ Transportation ____ Technical

Assistance ____ Other ____

If other, please provide details.

5. Please provide a description of the project. **The town of Rocky Hill is requesting funding for the construction of approximately 1,000 linear feet of roadway, a pump station, utilities and span bridge over Dividend Brook to access the site Phase II of the Rocky Hill Business Park. The Town originally purchased this site in 1977 for expansion of the Rocky Hill Industrial Park initiated in the early 1970's. This site, referred to as "BP Phase II", consists of approximately 62 acres. It is a vacant former sand pit located along the Providence-Worchester rail line in the south east corner of Town near the Cromwell town line. Access is provided from Old Forge Road in Rocky Hill. The existing Rocky Hill Industrial Park abuts to the north of Old Forge Road and is generally associated with Hammer Mill and Dividend Roads. This is part of a larger industrial area in the southeastern corner of the Town with a long history of industrial and other business use.**

The proposed expansion would allow the initial development of a 6 to 8 lot industrial park to create approximately 105,000 square feet of manufacturing/R&D/office space OR allow the and development for a single user. The existing Rocky Hill Industrial Park abuts to the north of Old Forge Road. The intent is to have this Phase I be a catalyst for additional road and infrastructure of an additional 2,000 feet of road for the development of an additional 15 or 16 lots potentially providing and additional 300,000 square feet of manufacturing/R&D/office space.

6. Why is this project important to the region? **For over 10 years, the Town has been attempting to function as the "developer" and/or agent of the BP Phase II parcel as they did**

with the original Industrial Park, hoping to sell the land to prospective users, or wholesaling the land "as is" to a land developer who would be responsible for all development activities through the RFP process and by dealing directly with realtors and CERC. However, due to costs associated with a culvert crossing over Dividend Brook and road and utility expansion, these efforts have not been successful. The most recent development losses for this site due to infrastructure costs include:

- **A 600,000 sq.ft. distribution facility**
- **A 21 lot green energy park**
- **A 60,000 sq.ft. whole sale lumber company**
- **An 80,000 sq.ft. indoor recreation facility**

In addition to the above specific business losses, the Town is unable to respond to the increasing requests for properties (and buildings) suitable for the construction of 5000-15,000 sq.ft. Commercial/industrial buildings. Including the subject site, there are only 2 vacant properties in Town available for purchase for manufacturing in Rocky Hill. Construction of the road and related will the potential construction of approximately 105,000 to 420,000 square feet of manufacturing/R&D/office space. Development of the BP Phase II site has the potential to generate and sustain millions of dollars of non-residential tax revenue and provide hundreds of jobs for Town, Regional and State residents.

7. Does this project involve more than one town and/or promote greater regional cooperation?

While the project does not require involvement by other municipalities, the successful completion of the project will have positive regional impact on both temporary and permanent job creation.

8. Please explain how the proposed project fits one or more of the EDA Investment Guideline criteria outlined below.

EDA will select applications competitively based on the investment policy guidelines funding priority considerations identified below. EDA will evaluate the extent to which a project embodies the maximum number of investment policy guidelines and funding priorities possible and strongly exemplifies at least one of each. All applications will be competitively evaluated on their ability to satisfy the following investment policy guidelines, each of equivalent weight.

A. Be market-based and results driven.

An EDA investment will capitalize on a region's competitive strengths and will positively move a regional economic indicator, such as: an increased number of higher-skill, higher-wage jobs; increased tax revenue; or increased private sector investment resulting from the EDA investment. **Installation of the road, bridge crossing and infrastructure will allow the Town to sell the parcel to a private entity for private sector business development, thereby increasing tax revenues locally and on a State level and ultimately providing job growth locally, Regionally and State-wide.**

B. Have Strong organizational leadership.

An EDA investment will have strong leadership, relevant project management experience, and a significant commitment of human resources talent to ensure a project's successful execution.

C. Advance productivity, innovation and entrepreneurship.

An EDA investment will enable entrepreneurship; enhance regional industry clusters, and leverage and link technology innovators and local universities to the private sector to create the conditions for greater productivity, innovation, and job creation.

D. Look beyond the immediate economic horizon, anticipate economic changes, and diversify the local and regional economy.

An EDA investment will be part of an overarching, long-term comprehensive economic development strategy that enhances a region's success in achieving a rising standard of living by supporting existing industry clusters, developing emerging new clusters or attracting new regional economic drivers. (Please refer to the attached CEDS recommendations) **The availability of this parcel will provide the opportunity for long term employment opportunities and provide an opportunity to diversify the business make-up by providing small lot development opportunities for small businesses.**

E. Demonstrate a high degree of local commitment by exhibiting:

High levels of local government or non-profit matching share funds and private sector leverage;

Clear and unified leadership and support by local elected officials; and

Strong cooperation among the business sector, relevant regional partners and local, State and federal governments.

9. Please explain how the proposed project fits one or more of the Funding Priorities outlined below.

Within the parameters of a competitive grant process, all projects are evaluated to determine if they advance global competitiveness, create jobs, leverage public and private resources, can demonstrate readiness and ability to use funds quickly and effectively, and link to specific and measurable outcomes. To facilitate evaluation, EDA has established the following investment priorities:

A. Collaborative Regional Information:

Initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths. Initiatives must engage stakeholders; facilitate collaboration among urban, suburban, and rural (including tribal) areas; provide stability for economic development through long term intergovernmental and public/private collaboration; and support the growth of existing and emerging industries.

B. Public/Private Partnerships:

Investments that use both public and private sector resources and leverage complementary investments by other government/public entities and/or nonprofits.

C. National Strategic Priorities:

Initiatives that encourage job growth and business expansion in clean energy; green technologies; sustainable manufacturing; information technology (e.g. broadband, smart grid) infrastructure; communities severely impacted by automotive industry restricting; urban waters; natural disaster mitigation and resiliency; access to capital for small, medium sized, and ethnically diverse enterprises; and innovations in science, health care, and alternative fuel technologies.

D. Global Competitiveness:

Investments that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets.

E. Environmentally-Sustainable Development:

Investments that encompass best practices in "environmentally sustainable development", broadly defined to include projects that enhance environmental quality and develop and implement green products, processes, places, and buildings as part of the green economy. **The subject parcel was once a candidate for a self contained "green energy park" presented by a prominent CT energy enterprise in responding to a Town initiated RFP. Unfortunately, due the excessive costs of infrastructure, the proposal never came to fruition. This parcel, with the appropriate investment in infrastructure, could once again draw the same (or similar) development proposal, making CT a forerunner in environmentally sustainable development.**

F. Economically Distressed and Underserved Communities:

Investments that strengthen diverse communities that have suffered disproportionate economic job losses and/or are rebuilding to become more competitive in the global economy.

10. Please explain how this project supports the overall CEDS' regional strategic initiatives outlined below?

A. Cluster Initiative: Foster and grow the industry clusters with a strong presence in the region but also seek cross-regional synergies of growth and opportunity.

The critical regional clusters identified are:

- Advanced Manufacturing
- Financial Services
- Health Sciences and Services
- Management of Companies

The development of this parcel will provide opportunities for all the above clusters. The parcel is appropriately zoned.

B. Workforce & Education Initiative: Focus on improving the workforce today, while educating, training and recruiting the pipeline for tomorrow.

Industry growth will require new workers prepared to fill the jobs that will be created. In order to meet future demand, the region will need to retain and train the talented individuals currently here and attract new talented individuals to become the future leaders and entrepreneurs of the region.

C. Infrastructure Initiative: Support infrastructure investments tied to business and job growth.

Since creating private sector jobs is the first CEDS priority, any infrastructure investment should be measured by its contribution to and support of that job creation. Transportation is critical to supporting a competitive economy. The MetroHartford region will benefit from critical investments that can be transformative for its targeted industry clusters, as well as many other industries.

While the proposed infrastructure proposed is not regional in nature, the potential impact to job creation will be on a regional level. The infrastructure proposed is directly proportional to the creation of jobs: Jobs will not be created without investment in the proposed infrastructure.

D. Downtown Hartford Initiative: Transform Downtown Hartford into a dynamic urban environment that is the epicenter of culture, entertainment, and innovation.

EDA funding stipulates that economic development programs should be designed to have positive economic development impacts within economically distressed regions. MetroHartford qualifies because the City of Hartford meets the EDA's distress criteria.

11. Project Budget

Local Investment **Land value: $2.2 million** Amount Secured ___________

State Investment ________________ Amount Secured ___________

Federal Investment **$2.7 million;** Amount Secured __

Private Investment ________________ Amount Secured ___________

Total Budget **$2.7 million** Amount Secured ___________

If this will be an ongoing project, identify sources of operating revenue: ____________

____

12. Economic Benefits

Number of new permanent jobs anticipated **22-400**______By when? **Within 3 years**

Number of construction jobs anticipated **?**_______

Number of jobs retained **NA**_______

New local taxes anticipated (if applicable) **$200,000 - $1.1 million annually (@ build out).**

13. Land Use Issues (if applicable)

Has the property been acquired yet? If not, please explain circumstances.

Property is owned by the Town of Rocky Hill

Is the land appropriately zoned for project? **Yes**

Are any zoning variances or other public approvals needed? (Please explain.) **Typical Inland Wetlands & Planning & Zoning approvals will be required as will Army Corps of Engineers approval.**

Local Political Support?

14. Please provide a brief timeframe for this project including start, finish, duration, and major milestones, as appropriate for the project. **13 months from initiation to completion.**

2012 Metro Hartford Alliance CEDS

Regional Project Questionnaire/Submission

1. Project Name: University of Connecticut, UConn Technology Park

2. Lead Contact: Rita Zangari

Organization: University of Connecticut, Office of Economic Development

Address: 1392 Storrs Road, Unit 4213, Storrs, CT 06269-4213

Phone #: 860-486-3010 Fax: 860- 486-3536 Email: rita.zangari@uconn.edu

3. Municipalities and/or Organizations involved; Mansfield, Tolland

4. Type of Initiative

Business/Economic Development X Education/Workforce _X Energy X

Planning _X Real Estate/Infrastructure X Transportation ____ Technical X

Assistance ____ Other ____

If other, please provide details.

5. Please provide a description of the project.

The UConn Technology Park merges physical space with the latest equipment, talent, technology, and laboratories intended to open avenues of exploration and development for entrepreneurs, existing key state industries and inventive startups. The first new building in the Park is slated for completion by 2015. It will offer 125,000 SF of state of the art R&D space with open labs, specialized equipment and incubator facilities for use by existing industry and startups. The idea is to allow faculty scientists to collaborate with peers in industry thus building new opportunities for products, companies and Connecticut.

The Park has capacity for a total of 900,000 SF on 330 acres planned and in the permitting process for this purpose at the UConn campus in Storrs.

Financial commitment from the State of Connecticut is in place for the road and infrastructure, as well as the first building. Also critical, have been aspirations and support from existing industries and entrepreneurs looking for an open door. The university, already strong in resources to support the entrepreneurial spirit, was the third essential component.

6. Why is this project important to the region?

This project will support the needs of the economy and its employers addressing specific technical and workforce requirements of industry in Connecticut.

Results for the state will be enhanced industrial expansion, business growth, and increased success for startup companies, workforce development, job growth and retention, and hastened movement of new materials and products into the marketplace.

New technologies such as additive manufacturing, computational modeling, bio-nanofabrication, lithography, and thin-film deposition will be combined with UConn's intellectual assets, physical assets and cyber assets to change lives and livelihoods of the region's population and assure the rebuilding of our economy.

7. Does this project involve more than one town and/or promote greater regional cooperation?

It will provide statewide benefits as part of a Connecticut research triangle with points in Storrs, Farmington and New Haven that will create new companies and jobs as a result of investments in innovation, technology and R&D. Results for the state will be enhanced industrial expansion, business growth, and increased success for startup companies, workforce development, job growth and retention. It capitalizes on our location that is between economic/investment centers NYC and Boston.

8. Please explain how the proposed project fits one or more of the EDA Investment Guideline criteria outlined below.

EDA will select applications competitively based on the investment policy guidelines funding priority considerations identified below. EDA will evaluate the extent to which a project embodies the maximum number of investment policy guidelines and funding priorities possible and strongly exemplifies at least one of each. All applications will be competitively evaluated on their ability to satisfy the following investment policy guidelines, each of equivalent weight.

A. Be market-based and results driven.

An EDA investment will capitalize on a region's competitive strengths and will positively move a regional economic indicator, such as: an increased number of higher-skill, higher-wage jobs; increased tax revenue; or increased private sector investment resulting from the EDA investment.

The vision for this effort was created by Connecticut employers and is aimed at leveraging their strengths, while responding to emerging needs of companies and the economy. Key needs include a technically talented workforce and hastened movement of new materials and products into the marketplace. A recent $7 million investment from GE in Plainville in an UConn partnership demonstrates the market value of this effort to private sector stakeholders. This is just one of many conversations in process with key employers.

For the purposes of a feasibility study our tech park consultants estimated the total salary generated by the employment of the Park, not including construction employment. In the first 10-year period, employment in the park will generate $136.5M to $170.7M in salaries.

The second 10-year period will generate an additional $196.4M to $245.5M for a total of $333 to $416 million over the first 20-year period.

B. Have Strong organizational leadership.

An EDA investment will have strong leadership, relevant project management experience, and a significant commitment of human resources talent to ensure a project's successful execution.

UConn manages over $230 million in federal funds annually and is entering its 7th year acting as an EDA University Center. Our new and growing Office of Economic Development was formed to raise the stature of ED at the University and is part of the President's leadership team.

C. Advance productivity, innovation and entrepreneurship.

An EDA investment will enable entrepreneurship; enhance regional industry clusters, and leverage and link technology innovators and local universities to the private sector to create the conditions for greater productivity, innovation, and job creation.

The project will provide specific offerings that support tech based entrepreneurship including access to business and technical services, as well as space and facilities for entrepreneurial companies.

Core needs necessary to sustain and grow companies have been identified by the State of Connecticut, the university and business leaders. They include efforts to retain and replace technically skilled talent lost due to manufacturing and pharmaceutical employment reductions occurring over the past two decades -- each were once a cornerstone of the Connecticut economy. The project offers specific support for advanced product development, biomedical engineering, pharmaceutical processing, and advanced information systems -- all areas that can provide top quality sustainable jobs.

In addition, strategic challenges of business success – continuous improvement, identification of opportunities, product innovation and development, and sustainability in products and processes – will be addressed at the park.

D. Look beyond the immediate economic horizon, anticipate economic changes, and diversify the local and regional economy.

An EDA investment will be part of an overarching, long-term comprehensive economic development strategy that enhances a region's success in achieving a rising standard of living by supporting existing industry clusters, developing emerging new clusters or attracting new regional economic drivers. (Please refer to the attached CEDS recommendations)

The projects was proposed and funded as part of the State's economic development strategy supported by legislative leaders and the executive branch which leverages research, expertise and technology for economic value and is the basis of the research triangle concept put forward by Governor Malloy.

Selected Long Term Benefits of a Technology Park at the University

- Ability of the park to attract research anchor tenants, such as major national laboratories that can rebuild the economy long term
- Help to attract leading research faculty and post-docs able to create economic value through tech commercialization and industry relationships
- Increased sponsored research as a result of the interactions and collaborations of faculty and companies to ensure we are able to compete globally
- Employment for students (internship co-ops, after graduation jobs, graduate assistantship…) resulting in talent retention and addressing trends for population loss
- Opportunities to commercialize university intellectual property offering high potential to translate discovery into application
- Recognition globally as a "go to" place for technology and where for faculty and students to work seamlessly with industry

A focus on entrepreneurship, technology and leveraging university resources is embedded in many CEDS in the state including Metro Hartford, Southeast Connecticut and Northeast Connecticut documents.

E. Demonstrate a high degree of local commitment by exhibiting:

High levels of local government or non-profit matching share funds and private sector leverage; clear and unified leadership and support by local elected officials; and strong cooperation among the business sector, relevant regional partners and local, state and federal governments.

Financial commitment from the State of Connecticut is in place for the road and infrastructure, as well as the first building. The total state investment is nearly $200 Million. There will be a variety of private sector partners at the UConn Technology Park leveraging the state investment, such as a $7 million partnership with GE. State Senate President Donald Williams, Governor Malloy and many state legislators advocated for the park and continue to support the projects going forward.

9. Please explain how the proposed project fits one or more of the Funding Priorities outlined below.

Within the parameters of a competitive grant process, all projects are evaluated to determine if they advance global competitiveness, create jobs, leverage public and private resources, can demonstrate readiness and ability to use funds quickly and effectively, and link to specific and measurable outcomes. To facilitate evaluation, EDA has established the following investment priorities:

A. Collaborative Regional Information:

Initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths. Initiatives must engage stakeholders; facilitate collaboration among urban, suburban, and rural (including tribal) areas; provide stability for economic development through long term intergovernmental and public/private collaboration; and support the growth of existing and emerging industries.

The project has engaged and supported clusters associated with advanced materials and manufacturing such as Energy, Aerospace, Defense and Medical Device sectors statewide; industry has participated in planning for this focus and the aim of the tech park is innovation associated with building companies and industries historically prominent in the region. Our planning also includes consultation with the towns of Mansfield, Tolland, Windham, Hartford and statewide regional and technology organizations.

B. Public/Private Partnerships:

Investments that use both public and private sector resources and leverage complementary investments by other government/public entities and/or nonprofits.

There is significant state investment ($182 million) as well as federal DOT dollars ($6 million) in the project. Building construction, beyond the anchor, will be funded with private investment.

C. National Strategic Priorities:

Initiatives that encourage job growth and business expansion in clean energy; green technologies; sustainable manufacturing; information technology (e.g. broadband, smart grid) infrastructure; communities severely impacted by automotive industry restricting; urban waters; natural disaster mitigation and resiliency; access to capital for small, medium sized, and ethnically diverse enterprises; and innovations in science, health care, and alternative fuel technologies.

The UConn tech park will have a focus on materials and in particular matters that support sustainability. Among our partners is DEEP and we will host the DEEP technology Hub for clean energy. Additionally, the advanced materials focus of the first building was selected based on a desire to support the Federal Materials Genome Project.

D. Global Competitiveness:

Investments that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets.

Core needs for companies to be globally competitive have been identified by the State of Connecticut, the university and business leaders. They include efforts to retain and replace technically skilled talent lost due to manufacturing and pharmaceutical employment reductions occurring over the past two decades -- each were once a cornerstone of the Connecticut economy. In addition, strategic challenges of business success – continuous improvement, identification of opportunities, product innovation and development, and sustainability in products and processes – will be addressed at the park in order to meet challenges presented by global competition.

E. Environmentally-Sustainable Development:

Investments that encompass best practices in "environmentally sustainable development", broadly defined to include projects that enhance environmental quality and develop and implement green products, processes, places, and buildings as part of the green economy.

UConn ranked number 5 in the Sierra Cool Schools rankings for environmental awareness and sustainability. The planned park and building build off this success and will be a minimum of LEED silver certified which is standard for all UConn development. The master plan for the park includes multiple aspect of environmental sensitivity, preserving views, wetlands and recapturing waste water for selected reuse. Additionally, the DEEP clean energy innovation hub will be within the first building adding to our resources that support the sustainability interests of companies.

***F. Economically Distressed and Underserved Communities*:**

Investments that strengthen diverse communities that have suffered disproportionate economic job losses and/or are rebuilding to become more competitive in the global economy.

The park will not only service Greater Hartford where there has been repeated downsizing by leading aerospace firms, but will also reach in to Southeastern Connecticut which is experiencing huge downsizings in the pharmaceutical industry.

10. Please explain how this project supports the overall CEDS' regional strategic initiatives outlined below?

A. Cluster Initiative: Foster and grow the industry clusters with a strong presence in the region but also seek cross-regional synergies of growth and opportunity.

The critical regional clusters identified and supported by this project are:

- Advanced Manufacturing
- Financial Services
- Health Sciences and Services
- Management of Companies

The anchor facility and park will be a resource for advanced manufacturing for multiple sectors and was created with the intent to capitalize on our expertise and resources that support the materials and computational needs across many clusters, such as aerospace and health sciences.

B. Workforce & Education Initiative: Focus on improving the workforce today, while educating, training and recruiting the pipeline for tomorrow.

Industry growth will require new workers prepared to fill the jobs that will be created. In order to meet future demand, the region will need to retain and train the talented individuals currently here and attract new talented individuals to become the future leaders and entrepreneurs of the region.

A key value of this project is retention of UConn graduates for the region, creating employment relationships before graduation and allowing them to develop as entrepreneurs as well as employees.

C. Infrastructure Initiative: Support infrastructure investments tied to business and job growth.

Since creating private sector jobs is the first CEDS priority, any infrastructure investment should be measured by its contribution to and support of that job creation. Transportation is critical to supporting a competitive economy. The MetroHartford region will benefit from critical investments that can be transformative for its targeted industry clusters, as well as many other industries.

- More than 300,000 people work in a university research park in North America
- Every job in a research park generates an average of 2.57 jobs in the economy, which is an additional 414,738 jobs
- Battelle estimates the total employment impact of all research parks in the US and Canada to be more than 750,000 jobs

The UConn Technology Park, based on a feasibility analysis conducted by leading tech park consultants George Henry George Partners and Diks Consulting, estimated employment at 1500 in year ten and 2800 in year 20, not including indirect employment. The multiplier for industries we anticipate supporting at the park range from 3.68 to 5.64 -- well above the 2.57 average noted by Battelle.

D. Downtown Hartford Initiative: Transform Downtown Hartford into a dynamic urban environment that is the epicenter of culture, entertainment, and innovation.

EDA funding stipulates that economic development programs should be designed to have positive economic development impacts within economically distressed regions. MetroHartford qualifies because the City of Hartford meets the EDA's distress criteria.

This project shares unique university resources only attainable at a research institution with local businesses and entrepreneurs to support region-wide employment growth. As in New Haven, where Yale sparked an economic revival through with a network of innovation, entrepreneurial companies and new development to house them, we expect the same result throughout this region. UConn's Business Learning Center in Downtown Hartford will support efforts to assure Hartford is at the center of this region's revival as it is geographically located at the center of the new research triangle with the UConn Health Center and Storrs an easy distance on each side of the city.

11. Project Budget

Local Investment	_______________	Amount Secured	__________
State Investment	$182 M	Amount Secured	$182 M
Federal Investment	$6.2 Million	Amount Secured	$6.2 M
Private Investment	Future Construction -- $1 billion	Amount Secured	-0-

Total Budget $1.2 billion Amount Secured $182 M

If this will be an ongoing project, identify sources of operating revenue: University departments, federal grants and private fundraising specifically for this effort.

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12. Economic Benefits

Number of new permanent jobs anticipated 2800 direct, and at least 414,738 indirect By when? 2035

Number of construction jobs anticipated ________

Number of jobs retained ________

New local taxes anticipated (if applicable) ________________

A study of the economic impact of the Iowa State University Research Park found that the park links directly to almost $88 million in industrial output and businesses that provide services to park customers and generates an additional $46.3 million for a total impact of $1.34 billion.

13. Land Use Issues (if applicable)

Has the property been acquired yet? Yes

If not, please explain circumstances.

Is the land appropriately zoned for project? Yes

Are any zoning variances or other public approvals needed? (Please explain.) DEP permits which are in process

Local Political Support? Yes – support from the legislature, governor, regional and municipal authorities are in place.

14. Please provide a brief timeframe for this project including start, finish, duration, and major milestones, as appropriate for the project.

Construction start - spring 2013 for completion and occupancy in 2015,

2012 Metro Hartford Alliance CEDS

Regional Project Questionnaire/Submission

1. Project Name: University of Connecticut Health Center, Bioscience Connecticut Initiative

2. Lead Contact: Rita Zangari
   Organization: University of Connecticut, Office of Economic Development

   Address: 1392 Storrs Rd Unit 4213, Storrs, CT 06269

   Phone #: 860-486-3010 Fax: 860-486-3536 Email: rita.zangari@uconn.edu

3. Municipalities and/or Organizations involved; State Government, Yale, UConn, the City of Hartford and the Town of Farmington

4. Type of Initiative

Business/Economic Development X Education/Workforce X Energy

Planning _ Real Estate/Infrastructure X Transportation ____ Technical X

Assistance ____ Other health care _________

If other, please provide details.

5. Please provide a description of the project.

This is a forward thinking plan to create thousands of construction and related jobs in the short term and generate long term, sustainable economic growth based on bioscience research, innovation, entrepreneurship and commercialization. It is a multifaceted plan that rebuilds and improves the UConn Health Center and helps to reinvent the state's economy, drawing upon research resources from the University of Connecticut, UConn Health Center, Yale University and points in between The University will play a pivotal role in this economic development and public health initiative. The overarching goals of Bioscience Connecticut are to put Connecticut at the forefront of the bioscience industry; to improve access to state-of-the-art care today; and to help meet the health care needs of Connecticut's future.

6. Why is this project important to the region?

This project will support the needs of the economy and its employers addressing specific technical and workforce requirements of industry in Connecticut as well as health care needs of our citizens.

Results for the state will be a robust expansion of health care opportunities and life science jobs, business growth, successful startup companies, and workforce development to support healthcare needs, job growth and retention. New therapies associated with personalized medicine will result from collaborations with industry, Yale and UConn's changing the lives and livelihoods of the region's population and assure the rebuilding of our economy.

7. Does this project involve more than one town and/or promote greater regional cooperation?

It will provide statewide benefit as part of a Connecticut research triangle with points in Storrs, Farmington and New Haven that will create new companies and jobs as a result of investments in innovation, technology and R&D. Results for the state will be enhanced business growth, increased success for startup companies, workforce development, job growth and retention. It capitalizes on our location that is between economic/investment center NYC and Boston,

8. Please explain how the proposed project fits one or more of the EDA Investment Guideline criteria outlined below.

EDA will select applications competitively based on the investment policy guidelines funding priority considerations identified below. EDA will evaluate the extent to which a project embodies the maximum number of investment policy guidelines and funding priorities possible and strongly exemplifies at least one of each. All applications will be competitively evaluated on their ability to satisfy the following investment policy guidelines, each of equivalent weight.

A. Be market-based and results driven.

An EDA investment will capitalize on a region's competitive strengths and will positively move a regional economic indicator, such as: an increased number of higher-skill, higher-wage jobs; increased tax revenue; or increased private sector investment resulting from the EDA investment.

The vision for this effort was created by Connecticut health care providers and policy advisors and is aimed at leveraging regional strengths, the emergence of a new personalized medicine sector and responding to the economic challenges of the region. Additionally, it will engage the base of insurance providers for which Hartford is well known as we seek opportunities for new health care opportunities with requirements for unique approaches to insurance coverage.

B. Have Strong organizational leadership.

An EDA investment will have strong leadership, relevant project management experience, and a significant commitment of human resources talent to ensure a project's successful execution.

UConn manages over $230 million in federal funds annually and is entering its 7th year acting as an EDA University Center. Our new and growing Office of Economic Development was formed to raise the stature of ED at the University and is part of the President's leadership team.

C. Advance productivity, innovation and entrepreneurship.

An EDA investment will enable entrepreneurship; enhance regional industry clusters, and leverage and link technology innovators and local universities to the private sector to create the conditions for greater productivity, innovation, and job creation.

The project will provide specific offerings that support tech based entrepreneurship including access to business and technical services, space and facilities for entrepreneurial companies. It will double the size of UConn's current technology business incubator. The Bioscience Zone surrounding the site will bolster the current cluster of healthcare related businesses and allow the region to be a healthcare destination supporting additional job creation in travel and retail sectors.

Core needs necessary to sustain and grow life science companies have been identified by the State of Connecticut, the universities and business leaders through the state's Life Science working Group. This will build on the state's stem cell initiative and includes efforts to retain and replace technically skilled talent lost to multiple recessions from which the region never recovered. It will address strategic challenges of business success and identification of new opportunities for product innovation and translational medicine.

D. Look beyond the immediate economic horizon, anticipate economic changes, and diversify the local and regional economy.

An EDA investment will be part of an overarching, long-term comprehensive economic development strategy that enhances a region's success in achieving a rising standard of living by supporting existing industry clusters, developing emerging new clusters or attracting new regional economic drivers. (Please refer to the attached CEDS recommendations)

Bioscience Connecticut was proposed and funded as part of the State's economic development strategy supported by legislative leaders and the executive branch which leverages research, expertise and technology for economic value and is the basis of the research triangle concept put forward by Governor Malloy.

Selected Long Term Benefits

- Ability to attract new genomic and stem cell research funding and national programs that can support this work at a time when NIH funding is being reduced.
- Ability to recruit leading research faculty, and medical students able to support health care needs and create economic opportunities through translational medicine.

- Opportunities to commercialize university intellectual property offering high potential to translate discovery into application and increased industry sponsored research as a result of the interactions and collaborations among multiple institutions.
- Employment for students (internship coops, after graduation jobs, graduate assistantship…) resulting in talent retention and addressing trends for population loss and healthcare needs.
- Recognition globally as a “go to” place for leading edge health care needs utilizing personalized medicine and genomics research.

A focus on entrepreneurship, technology and leveraging University resources is embedded in many CEDS in the state including Metro Hartford, Southeast Connecticut and Northeast Connecticut documents.

E. Demonstrate a high degree of local commitment by exhibiting:

High levels of local government or non-profit matching share funds and private sector leverage; clear and unified leadership and support by local elected officials; and strong cooperation among the business sector, relevant regional partners and local, State and federal governments**.**

Financial commitment from the State of Connecticut is in place and has legislative approval. The total state investment is over $1 Billion. There will be a variety of private sector partners leveraging the state investment such as JAX which will provide $809 million through federal research grants.

9. Please explain how the proposed project fits one or more of the Funding Priorities outlined below.

Within the parameters of a competitive grant process, all projects are evaluated to determine if they advance global competitiveness, create jobs, leverage public and private resources, can demonstrate readiness and ability to use funds quickly and effectively, and link to specific and measurable outcomes. To facilitate evaluation, EDA has established the following investment priorities:

A. Collaborative Regional Information:

Initiatives that support the development and growth of innovation clusters based on existing regional competitive strengths. Initiatives must engage stakeholders; facilitate collaboration among urban, suburban, and rural (including tribal) areas; provide stability for economic development through long term intergovernmental and public/private collaboration; and support the growth of existing and emerging industries.

The project already has engaged and supported the regions life science cluster through a state-led Life Science Working Group. Our planning also includes consultation with the towns of Farmington, CURE and other regional technology organizations.

B. Public/Private Partnerships:

Investments that use both public and private sector resources and leverage complementary investments by other government/public entities and/or nonprofits.

The attraction of The Jackson Laboratory (JAX) to Connecticut is a direct result of the state's investment in Bioscience Connecticut.

The Jackson Lab project will enable Connecticut to assume a position of global leadership in developing new medical treatments tailored to each patient's unique genetic makeup. It will create 661 research-related jobs, as well as 842 construction jobs and an estimated 6,200 spinoff and indirect jobs.

The new institute associated with JAX and BIOCT is projected to be $1.1 billion, with Jackson Laboratory providing $809 million through federal research grants, philanthropy and service income, and the State of Connecticut contributing $291 million ($192 million in a construction loan and $99 million in research partnership participation).

C. National Strategic Priorities:

Initiatives that encourage job growth and business expansion in clean energy; green technologies; sustainable manufacturing; information technology (e.g. broadband, smart grid) infrastructure; communities severely impacted by automotive industry restricting; urban waters; natural disaster mitigation and resiliency; access to capital for small, medium sized, and ethnically diverse enterprises; and innovations in science, health care, and alternative fuel technologies.

HealthCare and Genomic medicine as well as linkages to historical base of insurance.

D. Global Competitiveness:

Investments that support high-growth businesses and innovation-based entrepreneurs to expand and compete in global markets.

Core needs for the region's companies to be globally competitive have been identified by the State of Connecticut, the universities and business leaders involved with this effort. They include retention and replacement of talent lost due to pharmaceutical employment reductions occurring over the past five years with multiple closures at industry research campuses. The limited capacity of our medical school has also been an impediment and is addressed in the initiative by doubling its capacity and funding and recruiting new faculty to fill gaps in expertise identified by the Life Science Working Group and needed in the region.

E. Environmentally-Sustainable Development:

Investments that encompass best practices in "environmentally sustainable development", broadly defined to include projects that enhance environmental quality and develop and implement green products, processes, places, and buildings as part of the green economy.

UConn ranked number 5 in the Sierra Cool Schools rankings for environmental awareness and sustainability. LEED silver certification is standard for all UConn development and will be the minimum standard for this development as well.

***F. Economically Distressed and Underserved Communities*:**

Investments that strengthen diverse communities that have suffered disproportionate economic job losses and/or are rebuilding to become more competitive in the global economy.

BIOCT will not only service Hartford's heath care needs, but has the capacity to create jobs directly for a diverse population with not only healthcare jobs, but with an expected resurgence within the insurance companies located within the city. It will expand inpatient and outpatient clinical services; improve performance and provide 9 new community health initiatives.

10. Please explain how this project supports the overall CEDS' regional strategic initiatives outlined below?

A. Cluster Initiative: Foster and grow the industry clusters with a strong presence in the region but also seek cross-regional synergies of growth and opportunity.

The critical regional clusters identified and supported by this project are:

- Advanced Manufacturing
- Financial Services
- Health Sciences and Services
- Management of Companies

The development will be an anchor for Health Science Service as well as insurance and financial services and was created with the intent to capitalize on our expertise and resources that support local clusters.

B. Workforce & Education Initiative: Focus on improving the workforce today, while educating, training and recruiting the pipeline for tomorrow.

Industry growth will require new workers prepared to fill the jobs that will be created. In order to meet future demand, the region will need to retain and train the talented individuals currently here and attract new talented individuals to become the future leaders and entrepreneurs of the region.

A key value of this project is retention of UConn graduates for the region, creating employment relationships before graduation and allowing them to develop as entrepreneurs as well as employees.

C. Infrastructure Initiative: Support infrastructure investments tied to business and job growth.

Since creating private sector jobs is the first CEDS priority, any infrastructure investment should be measured by its contribution to and support of that job creation. Transportation is critical to supporting a competitive economy. The MetroHartford region will benefit from critical investments that can be transformative for its targeted industry clusters, as well as many other industries.

This initiative will construct/renovate research, clinical and academic facilities. According to estimates from a 2011 study by the Connecticut Center for Economic Analysis, Bioscience Connecticut will help to create:

- 3,000 construction-related jobs annually through 2018.
- 16,400 jobs through 2037
- $4.6 billion increase in personal income by 2037 and the project is expected to double federal and industry research grants to the Region

The Jackson Laboratory for Genomic Medicine is expected to create:

- 842 construction-related jobs
- 661 research-related jobs
- 6,200 spin-off and related jobs

D. Downtown Hartford Initiative: Transform Downtown Hartford into a dynamic urban environment that is the epicenter of culture, entertainment, and innovation.

EDA funding stipulates that economic development programs should be designed to have positive economic development impacts within economically distressed regions. MetroHartford qualifies because the City of Hartford meets the EDA's distress criteria.

This project builds on unique university resources only attainable at a research institution with local businesses and entrepreneurs to support region-wide employment growth. As in New Haven, where Yale sparked an economic revival through a network of innovation, entrepreneurial companies and new development to house them, we expect the same result throughout this region. UConn's link to local hospital such as CCMC and Hartford Hospital, for which we act as the tech transfer office and share faculty appointments, will support efforts to assure Hartford is at the center of this region's revival as it is geographically located at the center of the new research triangle with the UConn Health Center and Storrs an easy distance on each side of the city.

11. Project Budget

Local Investment ___________ Amount Secured ___________

State Investment $864M and 291 M Amount Secured $864 M and $291 M for each of the two developments

Federal Investment Amount Secured

Private Investment -- $809 M Amount Secured $809 M

Total Budget $1.964 billion Amount Secured $ 1.2 billion

If this will be an ongoing project, identify sources of operating revenue: University departments, federal grants and private fundraising specifically for this effort.

____

12. Economic Benefits

Number of new permanent jobs anticipated 2800 direct, and at least 414,738 indirect By when? 2035

Number of construction jobs anticipated _______

Number of jobs retained _______

New local taxes anticipated (if applicable) ________________

A study of the economic impact of the Iowa State University Research Park found that the park links directly to almost $88 million in industrial output and businesses that provide services to park customers and generates an additional $46.3 million for a total impact of $1.34 billion.

13. Land Use Issues (if applicable)

Has the property been acquired yet? Yes

If not, please explain circumstances.

Is the land appropriately zoned for project? Yes

Are any zoning variances or other public approvals needed? (Please explain.) DEP permits which are in process

Local Political Support?

Yes – support from the legislature, governor, regional and municipal authorities are in place.

14. Please provide a brief timeframe for this project including start, finish, duration, and major milestones, as appropriate for the project.

Construction start - spring 2013 for completion and occupancy in 2015

Part B

iQuilt Project

http://theiquiltplan.org/
http://planning.hartford.gov/Oneplan/Transit%20Center/TIGER%20IV/Project%20Narrative.pdf

Who owns/controls the project: collaboration of the City of Hartford, the Greater Hartford Transit District, CT Transit and CTDOT

Timeframe: The planning process for the iQuilt project began in mid-March 2009

Cost: $21,121,000 These costs include survey, design, construction, capital investments and equipment and contingencies. (page 17)

Status: Ongoing/Rolling

Relationship to CEDS: Downtown Hartford Initiative: Transform Hartford into a dynamic urban environment that is the epicenter of culture, entertainment, and innovation.

The iQuilt Plan (which is a major component of the Intermodal Triangle Project) is organized around three themes: Walking, Culture, and Innovation. It capitalizes on two of Hartford's greatest strengths: its extraordinary concentration of arts, cultural and landscape assets and its compact downtown.

The iQuilt projects are a strategic mix of small and large, immediate and long-term, public and private investments. Each initiative is a patch that contributes to downtown's overall pattern or quilt. The "i" in iQuilt stands for innovation, and each project incorporates innovative approaches to walkability and placemaking. The goal is for downtown Hartford to become the central gathering place for the neighborhoods of the city and the towns of the region: a place of streets and sidewalks alive with people; a magnet for residents, visitors, creative workers and cultural innovators; a driver of economic activity and growth; and a model of livable, sustainable urban design.

Funds from the federal TIGER IV (Transportation Investment Generating Economic Recovery) Grant continue to make it possible for projects such as the iQuilt Plan to move forward in an effort to promote job creation and economic revitalization in the City of Hartford.

Recently completed projects include the Winterfest Outdoor Skating Rink in Bushnell Park, and the pedestrian oriented improvements which include ***Wayfinding Signs*** that give distance and direction of nearest civic and cultural landmark/attraction.

The XL Center

http://www.xlcenter.com

Who owns/controls the project: Owner-City of Hartford, **Operator -** Anschutz Entertainment Group (AEG)

Timeframe: Ongoing

Cost:

Status: Complete

Relationship to CEDS: Downtown Hartford Initiative: Transform Hartford into a dynamic urban environment that is the epicenter of culture, entertainment, and innovation.

The XL Center is Connecticut's premier destination for sports & entertainment.

The 16,000+ seat downtown arena is home to the three-time National Champion UConn Men's Basketball team and the seven-time National Champion UConn Women's Basketball team. Led by Hall of Fame basketball Head Coaches (recently retired) Jim Calhoun and (currently active) Geno Auriemma; and proud host of the BIG EAST Women's Basketball Championship - the most highly attended women's conference tournament in the country. The 2013 tournament will mark the Championship's 10 year anniversary in Hartford.

The XL Center is also home to the AHL's Connecticut Whale, the primary developmental affiliate of the New York Rangers. Formerly known as the Hartford Wolf Pack.

The XL Center entertains millions of visitors annually with a variety of concerts, family shows, ice-skating spectaculars, consumer events and trade shows throughout the season. The venue has played host to an extraordinary roster of world-renowned artists, including Taylor Swift, Justin Beiber, Bruce Springsteen, Billy Joel, Miley Cyrus, Black Eyed Peas, Britney Spears, Drake, and many others.

The XL Center will continue to be the center of sports and entertainment for Hartford and the state of Connecticut for years to come.

New Britain Busway

http://www.ctfastrak.com

Who owns/controls the project: DOT

Timeframe: Project construction began in 2012 and will open for service in April 2015.

Cost: $567,053,000

Status: Construction has begun

Relationship to CEDS: Infrastructure Initiative: Support infrastructure investments tied to business and job growth.

CTfastrak is the beginning of a new era of transportation in Connecticut, combining the fast, traffic-free advantages of a train with the frequent, direct-to-your-destination flexibility of a bus. With express and feeder routes that use a new dedicated roadway for bus commuters to avoid traffic congestion on local streets and on I-84, CTfastrak will benefit a large geographic area and provide a one-seat, no transfer ride to regional employment, shopping, cultural, educational and healthcare destinations.

Eleven landscaped transit stations along the way will enhance local communities with increased access and development opportunities. A five mile multi-use trail for pedestrians and cyclists will offer additional transportation choices.

Colt Gateway Project

http://www.coltgateway.com/

Who owns/controls the project: City of Hartford, Homes For America Holdings, Inc.

Timeframe:

Cost: $110M (http://www.aerco.com/Products/Case-Studies/Colt-Gateway) published 7/2005

Status:

Relationship to CEDS: Downtown Hartford Initiative: Transform Hartford into a dynamic urban environment that is the epicenter of culture, entertainment, and innovation. Infrastructure Initiative: Support infrastructure investments tied to business and job growth.

The Colt Gateway Project offers a mix of charming and contemporary office/commercial space in conjunction with brand new apartment homes. For more than 150 years the blue onion dome of the Colt historic landmark had adorned Hartford's southern skyline. Now, that deep historic essence is giving downtown living a dramatic New England flare.

This development has already created significant benefits for the state's economy. The impact on the state of Connecticut due to investments from 2003 to the end of 2011 was estimated to be slightly more than $177 million as measured in sales and slightly more than 1,250 annual jobs. This value included $37.4 million in economic activity due to the new capital investments of nearly $140 million. In addition, if the planned investments between 2012 and 2016 occur, the development can be expected to further stimulate the state's economy with an additional $151 million in sales and slightly more than 1,000 jobs.

Front Street Project

http://www.frontstreetdistrict.com/fsd_brochure.pdf

Who owns/controls the project: The HB Nitken Group

Timeframe: Ongoing

Cost:

Status: 60% commercial space leased/ 1st Phase completed in 2010/ 2nd phase will be construction of residential (http://articles.courant.com/2012-10-07/business/hc-helen-nitkin-qa-20121007_1_bradley-nitkin-hb-nitkin-group-hartford-s-front-street)

Relationship to CEDS: Downtown Hartford Initiative: Transform Hartford into a dynamic urban environment that is the epicenter of culture, entertainment, and innovation. Also impacts workforce and cluster initiatives.

Located at the intersection of Columbus Boulevard and Arch Street in Downtown Hartford, this project consists of more than 60,000 square feet of brand new buildings fully built to shell specifications with ample ceiling heights, new utilities, storefronts, roofs and common areas. Completed in 2010, The HB Nitkin Group constructed the project that forms the cornerstone of the Adriaen's Landing development, providing retail, restaurant and entertainment in downtown Hartford.

The Front Street District completes the final phase of Adriaen's Landing, a state and privately funded master planned development intended to attract activity by way of residents, retail, and other commercial activity. The plan includes the existing Connecticut Convention Center, Connecticut Science Center and the 409 room Marriott Hartford Hotel.

Directly across Columbus Boulevard from the Connecticut Convention Center and the Marriott Hotel, when completed, the project will include 150,000 square feet of building area that will be occupied by restaurant, entertainment and retail spaces as well as over 200 residential units. The

Front Street District will be the centerpiece of the Adriaen's Landing master plan as the capital city's source of energy, entertainment, and excitement.

- Unparalleled access to I-91 & I-84 makes the location super-regional.
- Less than 500 yards from I-91 and 1-mile from I-84
- 1,000,000+ visitors per year within walking distance to the Front Street District
- More than 750,000 people reside within 20 minutes of the site
- Daytime population of more than 64,000 within 1 mile of the site destination

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The New Haven-Hartford-Springfield (NHHS) Rail Project

http://www.nhhsrail.com/

Who owns/controls the project: CT, MA, VT, Amtrak, and the Federal Railroad Administration

Timeframe: 2016 to 2030

Cost: $647M+

Status: Proceeding with detailed engineering and service planning and the preparation of project specific environmental reviews.

Relationship to CEDS: Infrastructure Initiative: Support infrastructure investments tied to business and job growth. Also impacts workforce and cluster initiatives.

Overview

The New Haven-Hartford-Springfield Rail project represents a broad partnership between the State of Connecticut, Amtrak and the Federal Railroad Administration, as well as the states of Massachusetts and Vermont. The goal is to provide those living, working or traveling between New Haven, Hartford and Springfield with high speed rail service equal to the nation's best rail passenger service. The new service will connect with existing Metro-North commuter rail and Amtrak Acela high-speed rail service on the New Haven Line to New York and on the Northeast Corridor to New London and Boston. With this level of direct and connecting service linking the region, towns along the NHHS rail line will become magnets for growth – ideal places to live and to relocate businesses that depend on regional markets and travel.

Benefits

Increased passenger rail service on the NHHS corridor will provide important transportation, economic development and environmental benefits for local communities and the entire region. Most importantly, it will provide travelers with a fast, safe and reliable public transportation alternative to the congestion that plagues our roads during rush hour each day and to the steadily increasing price of gasoline.

The NHHS project will provide the following benefits:

Providing Local and Regional Connections

- Ridership: 1.26 million new annual trips by 2030
- Car trips diverted to rail: 1.15 million by 2030
- Service to both Grand Central Terminal and to Penn Station in New York
- Direct bus connection from the NHHS to Bradley International Airport
- Major connection to the NHHS from the New Britain to Hartford busway corridor
- Connections to regional train service at New Haven to the New Haven Line, Shore Line East and AMTRAK to Boston

New Jobs During Construction

- 4,710 construction-related jobs
- 8,090 total jobs (direct and indirect)

Energy Savings

- Over 100 million fewer vehicle miles driven each year by 2030
- Over 3.5 million gallons/year of fuel saved;
- Over 25,000 metric tons less carbon released per year

Catalyst for Transit-Oriented Development (TOD) Around NHHS Stations

- Encourage compact, mixed use development within ¼ mile of stations that provide places to live, work and play within a convenient walk to transit
- Enhance quality of life while reducing dependence on automobiles
- Develop new opportunities for businesses to access expanded markets

Regional Vision

The New Haven-Hartford-Springfield (NHHS) Rail Project will provide significant new regional passenger rail service options as a key component of a robust and vibrant multi-modal regional transportation system. New train service will connect communities, generate sustainable economic growth, help build energy independence, and provide links to travel corridors and markets within and beyond the region.

In the future, NHHS rail service will operate at speeds up to 110 mph, cutting travel time between Springfield and New Haven to just 73 minutes. Travelers at New Haven, Wallingford, Meriden, Berlin, Hartford, Windsor, Windsor Locks and Springfield will be able to board trains every 30 minutes during the peak morning and evening rush hour and hourly during the rest of day, with direct or connecting service to New York City and multiple frequencies to Boston or Vermont (via Springfield).

The NHHS is a key and necessary component of a broader New England passenger rail vision developed by the Governors in the Northeast.

The vision calls for a significant expansion of intercity passenger rail service across New England and the Northeast linking into the high-speed Northeast Corridor spine. New trains would serve key Northeast markets:

- Washington-New Haven-Springfield-White River Junction-Essex Junction, with future service to Montreal
- Boston-Springfield-Vermont-Montreal
- Boston-Springfield-New Haven along the Inland Route
- New Haven-Hartford-Springfield service expansion
- Boston-Portland-Brunswick, on the Down east corridor
- New service connecting Boston and Concord, NH

Many of these new services operate over the NHHS corridor. As a result, upgrade of the NHHS corridor to accommodate the planned increases in service is a pre-condition to this regional service expansion. Connecticut is working closely with Massachusetts and Vermont to coordinate the planning and funding for the NHHS Rail Project and implementation of the vision for New England.

Rentschler Field

http://www.rentschler-field.com/home.html

Who owns/controls the project: United Technologies Corp./The Matos Group, LLC

Timeframe: 15 year development

Cost: $2B

Status: Phase I completed – Development is ongoing

Relationship to CEDS: Infrastructure Initiative: Support infrastructure investments tied to business and job growth. Also impacts workforce and cluster initiatives

- A $2 billion, 1,000-acre mixed-use community with a 24/7 combination of business, entertainment and residential opportunities.
- Located in East Hartford, Connecticut - midway between New York and Boston - surrounded by Fortune 500 companies.
- Convenient, high-visibility site: approximately 140,000 vehicles pass each day on Interstate 84, and 150,000 on Interstate 91.
- Existing home of Pratt & Whitney, United Technologies Research Center and the 40,000-seat University of Connecticut Football Stadium.
- Expanding to become a major innovation center for technology-based research and development companies.
- Master-planned community with high-tech, 21st-century architecture and lush natural landscaping.
- Sites available for offices, laboratories, manufacturing and retail buildings, totaling up to 7.8 million sq. ft..

- Enlivened by engineering-oriented academic and medical facilities, as well as sports, recreational, restaurant and retail attractions.
- Well-educated and experienced workforce in the immediate area.
- Enterprise Zone advantages
- Phase I completed by 2008; entire Rentschler Field development spanning 15 years

Connecticut Studios

http://ctstudiosllc.com/

Who owns/controls the project: Connecticut Studios, LLC, a partnership between Los Angeles, CA-based Pacifica Ventures, LLC and Providence, RI-based Halden Acquisition Group, LLC

Timeframe: TBD

Cost: $50 million

Status: Delayed

Relationship to CEDS: Cluster Initiative: Foster and grow the industry clusters with a strong presence in the region but also seek cross-regional synergies of growth and opportunity.

Connecticut Studios, LLC is the developer and operator of the proposed full service, state of the art motion picture and television studio, production and post production facility to be located in the town of South Windsor, CT. The proposed site for Connecticut Studios is located at the intersection of I-291 and Route 5 in South Windsor, CT.

This development in South Windsor will include a total of 495,000+/- square feet of newly constructed facilities including:

- Nine sound stages totaling approximately 175,000 square feet of space.
- Approximately 104,000 square feet of executive offices.
- Approximately 75,000 square feet of mill and storage facilities.
- Sufficient space for location shooting.
- Room for expansion as business grows.
- A 125-room, 75,000 square-foot hotel.
- Four restaurants occupying 30,000 square feet of space.
- Retail building with 16,000 square feet of space

Economic Benefits

Motion picture production is a highly desired and welcomed industry in Connecticut. Connecticut Studios is a project that will provide immediate and sustained economic benefits to South Windsor and the state.

Immediate Construction Jobs & Economic Impact:

- $50 million project investment will anchor the film industry in Connecticut
- Immediate creation of 400-500 union construction jobs
- Area businesses will be strengthened and supported during the construction period, and beyond

Sustained Annual Movie Production Jobs & Long-Term Economic Impact:

- 1,650 production related union jobs per year paying an average yearly salary of $68,200 and generating approximately $112.5 million in additional Connecticut payroll
- 40 full time facility studio jobs paying an average yearly salary of $45,000 and generating approximately $1.8 million in additional Connecticut payroll
- Industry statistics show the economic multiplier effect is approximately four times direct production expenditures
- Connecticut Studios will provide a valuable connection to the entertainment industry for Connecticut's regional technical schools, colleges and universities with related academic programs and will provide a strong incentive for graduates of those programs and young professionals to remain in the state

Economic Benefit Studies:

- A February 2009 Ernst & Young study prepared for the New York State Governors Office of Motion Picture and Television Development and the Motion Picture Association of America evaluated the state's 30% production tax credit program and reported:
  - At $940 million of film spending in 2007 the credit created and retained 19,512 jobs
  - The credit also generated New York State and City return-on-investment of $1.90 for every $1.00 invested in tax credits

A January 2009 Ernst & Young study prepared for the New Mexico State Film Office and State Investment Council reported:
- The state's film production tax credits resulted in combined state and local tax collections of $1.50 for each $1.00 of state credits

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Great Pond in Windsor

http://greatpondinwindsor.com

Who owns/controls the project: Winstanley Enterprises / ABB

Timeframe: 14 to 20 year span

Cost: $750M to $1B

Status: clean-up of site complete, residential development begun

Relationship to CEDS: Workforce & Education Initiative: Focus on improving the workforce today, while educating, training and recruiting the pipeline for tomorrow. Housing for young, dynamic regional workforce.

http://windsor.patch.com/articles/great-pond-village-to-add-thousands-of-windsor-residents

http://www.winent.com/

Great Pond in Windsor is a new, sustainable community along the Farmington River. Its neighborhoods are designed to provide residents with direct connections to the great outdoor amenities in Connecticut and Western Massachusetts. This is a place dedicated to meet the needs of a young, creative, and technologically-oriented workforce. Windsor attracts a broad regional base of professional employees with over 60,000 plus technology and financial sector jobs, all within 15 miles of Great Pond.

The design for the new community builds on the regional demand for a broad offering of housing choices and services that will appeal to a young, highly mobile workforce as well as empty-nester households.

The community is designed as a mix of residential apartments, townhouses, condominiums, and houses integrated with neighborhood retail shops, community fitness centers, offices, and education facilities.

The proposed 653-acre development would include:

- 4,010 residential units, including multifamily homes, condos and rental units, and single-family attached and stand alone homes for sale.
- a projected population of 7,847 residents upon completion (including 720 children who could attend Windsor Public Schools).
- 640,000 square feet of small business and corporate office space.
- 85,000 square feet of retail space.
- Connection to the Farmington River and Northwest Park trails
- State of the art technology (broadband wireless access, community intranet and energy efficiency)
- 355 acres of open space, recreational space or natural preserve (including small, neighborhood parks throughout the development).
- A pedestrian-oriented market district with small retailers, restaurants and an active market house (year-round farmer's market).

Jackson Laboratory for Genomic Medicine

Who owns/controls the project: Jackson Labs

Timeframe: Estimated to be fully developed over 20 years

Cost: $1.1B ($291M from CT)

Status: In-process

Relationship to CEDS: Cluster Initiative: Foster and grow the industry clusters with a strong presence in the region but also seek cross-regional synergies of growth and opportunity.

Gov. Press Release http://www.governor.ct.gov/malloy/cwp/view.asp?A=4010&Q=493818

www.jax.org

Jackson Laboratory is an independent, nonprofit organization that focuses on mammalian genetics research to advance human health. Their mission is to discover the genetic basis for preventing, treating and curing human disease, and to enable research and education for the global biomedical community.

Once Jackson Labs Genomic Medicine is fully developed over, the institute will employ 600 scientists and technicians in 250,000 square feet of state-of-the-art lab space. The total 20-year capital and research budget for the institute is projected to be $1.1 billion, of which the State of Connecticut has approved $291 million: $192 million in a secured, forgivable construction loan and $99 million in grants for research and related activities. The Jackson Laboratory will raise the balance of $860 million through federal research grants, philanthropy and service income. The facility is expected to support 6,800 permanent jobs.

Jackson Labs will give preference to Connecticut residents when hiring if they meet all job qualifications. Connecticut vendors will be given preference when cost-effective and scientifically sound. And will enter into a Community Workforce Agreement for construction of the facility.

The Laboratory is currently on track to meet its hiring goal of 27 new employees by the end of 2012.

A great addition to the bioscience industry sector.

New Terminal – Bradley International Airport

Who owns/controls the project: State of Connecticut

Timeframe: Undetermined

Cost: Phase I - $650 million

Status: Planning Stage

Relationship to CEDS: Infrastructure Initiative: Support infrastructure investments tied to business and job growth.

http://articles.courant.com/2012-07-10/business/hc-bradley-airport-expansion-20120710_1_murphy-terminal-new-terminal-parking-garage

An expansion of Bradley International Airport, with an additional terminal and parking garage, would benefit the region's economy while making travel smoother for Connecticut residents and visitors.

The plan — parts of which may not come about until demand materializes, which could take many years — includes a 19-gate terminal at the location of the old Murphy Terminal, which closed in 2010 as the oldest terminal at any major U.S. airport.

A parking garage with consolidated car rental facilities would rise where the surface lot is now located in front of the Murphy Terminal, and the airport would have its own power plant on site.

The project, as laid out in a report for the state Department of Transportation and the Federal Aviation Administration, would nearly double the number of gates now available. The first phase — demolition of Murphy, also known as Terminal B; site preparation; and part of the new terminal, would cost as much as $650 million, using a combination of federal and state funds.

The current plan relies on growth projections of about 5 percent a year from 2009 to 2013. The garage and demolition project are viewed as the more solid parts of the plan for the near term.

The most likely immediate benefit for travelers would be a move of the rental car lots to a new garage at the airport. For the last two years, rental car customers have been paying a $3.50 surcharge, and $10 million has been put into escrow for that project.

Once the garage opens, that fee will be raised so it covers the full cost of the debt service on the bonds that will pay for the construction. An estimate on how much the garage would cost has not been provided. The plan makes it clear that the garage will happen even if the terminal expansion never does.

Implement Recommendations of the Bradley Area Transportation Study

Who owns/controls the project: Capitol Region Council of Governments, the Town of Windsor, and the Connecticut Department of Transportation. The consulting firm, URS Corporation AES, provided technical assistance.

Timeframe: Ongoing

Cost:

Status:

Relationship to CEDS: Infrastructure Initiative: Support infrastructure investments tied to business and job growth.

The Bradley Area Transportation Study includes a comprehensive analysis of current and future traffic conditions and land use in the airport area. The study identifies transportation improvements that are needed to accommodate growth and to develop a strategic plan for maintaining safe and efficient access to the airport area. The project team includes staff from CRCOG, Connecticut Department of Transportation, the four towns surrounding the airport, and the technical consulting firm, URS Corporation. The project team operates under the direction of a project Steering Committee as well as four Local Advisory Committees.

Improvements identified in the study are categorized as regional or local based on the nature of their impacts and/or benefits. Most are classified as local improvements, indicating they are primarily of local neighborhood or town concern. However, the following four (4) improvements are identified as being of regional significance:

1. Northern Bradley Connector Roadway 2. Bradley Park Road, East Granby 3. Route 75 - Bradley Airport Gateway, Windsor Locks and Windsor 4 Improved Transit Service to the Bradley Area.

I-91 Interchange with Route 75 and Day Hill Road, Windsor, Connecticut

Who owns/controls the project: Capitol Region Council of Governments, the Town of Windsor, and the Connecticut Department of Transportation. The consulting firm, URS Corporation AES, provided technical assistance.

Timeframe: TBD

Cost: $20 million

Status: Planning stages

Relationship to CEDS: Infrastructure Initiative: Support infrastructure investments tied to business and job growth.

Goals:

Provide a clearance phase for Route 75 northbound traffic between its intersections with I-91 southbound and Day Hill Road eastbound.

Provide advance-warning measures for eastbound Day Hill Road motorists approaching the Route 75 and Day Hill Road intersection.

Provide a right-turn lane from Route 75 northbound to the I-91 northbound on-ramp and a second left-turn lane from the I-91 northbound off-ramp to Route 75 southbound, along with associated traffic signal timing modifications.

Recommend additional study of a long-term traffic congestion solution involving direct (or more direct) connection for movements from Day Hill Road to I-91 northbound.

Bradley Park Road, East Granby, Connecticut

Who owns/controls the project: East Granby

Timeframe:

Cost: $4.6 million

Status:

Relationship to CEDS: Infrastructure Initiative: Support infrastructure investments tied to business and job growth.

Improvements to Bradley Park Road in East Granby include the addition of center left turn lanes, a landscaped median, and a sidewalk, along with intersection improvements. These improvements are recommended to improve access, safety, and aesthetics, and provide Bradley Park Road with a similar industrial park look of adjacent International Drive. Bradley Park road intersection improvements at Route 20 and Nicholson Road

include provisions for safety and operational improvements and design measures to better accommodate truck traffic.

Sigourney/Homestead Project Redevelopment Plan

Who owns/controls the project: City of Hartford, Redevelopment Agency

Timeframe: TBD

Cost: TBD

Status: Remediation in process; when completed, city will put out RFP for development

Relationship to CEDS: Workforce & Education Initiative: Focus on improving the workforce today, while educating, training and recruiting the pipeline for tomorrow. Downtown Hartford Initiative: Transform Hartford into a dynamic urban environment that is the epicenter of culture, entertainment, and innovation.

Project Description

The Sigourney/Homestead Redevelopment Plan calls for the remediation and redevelopment of a deteriorated, mixed use area in the Upper Albany neighborhood. It is part of a major development initiative by the City of Hartford which includes three city neighborhoods - Upper Albany, Clay Arsenal and Asylum Hill. The Asylum Hill neighborhood boundary is just south of the redevelopment plan area and Clay Arsenal is to the east. The total project area covers 3.6 acres. The project area was recently rezoned from C-1 (commercial) to B-3 (Linear Business District). This is reflective of declining industrial and commercial uses along the homestead corridor.

Recent infrastructure improvements include the MDC Clean Water Project, the realignment of Walnut/Garden and Homestead Streets, a major arterial realignment as well as street widening and bridge repairs on Sigourney Street. The Sigourney/Homestead plan will integrate and showcase these major investments and create new parcels specifically geared to economic development. Commercial enterprises are interspersed with residential units on this major arterial corridor which reaches from the edge of West Hartford on the west and up to the major insurance companies on Asylum Hill to the east. The redevelopment of this area includes the preservation of historic housing units and demolition of units which are unsafe or obsolete. This redevelopment plan will include the creation of 3 parcels for new commercial development.

Benefits of the Project

The primary goal of the Sigourney/Homestead Project is to eliminate blighted conditions which are considered a major disinvestment in the neighborhood. Creation of enhanced commercial uses will bring new dollars spent in the neighborhood, particularly on Homestead Avenue, a major commuter route into downtown. This project will also provide for complementary retail and commercial uses to support the Veeder Place revitalization effort. The Veeder Place development is a major employer for Hartford residents.

Steps taken to further the Project

The Hartford Redevelopment Agency was recently awarded a Brownfield Pilot Site Assessment grant in the amount of $500,000. This Pilot was used to assess vacant or underutilized sites for soil contamination and to prepare sites for redevelopment. The Sigourney/Homestead Corridor is within the target area. The Pilot will be used in the predevelopment phase of project execution.

Streetscape improvements to date include improved lighting, additional tree plantings and a realignment of a critical intersection in the form of an island gateway that is highly visible in the neighborhood. The City included additional amenities into this space, including more elaborate paver finishes to the sidewalk areas, irrigation for the landscaping, ornamental bollards for protection of pedestrians, and a 'Welcome to the Upper Albany Neighborhood" sign.

City Investment

The City's Housing Preservation Loan Program provides low interest loans for the moderate rehabilitation of both 1-4 unit houses and multi-unit buildings occupied by low-moderate income owners and/or tenants. The purpose of the program is to encourage owners to renovate and improve their properties. Six buildings comprising a total of 15 units in the tri-neighborhood were targeted for this program.

Capewell Factory

70 Popieluszko Court, Hartford, Connecticut

Who owns/controls the project: Property is privately held by Charter Oak Land ,LLC; City is attempting to find a developer to acquire the property

Timeframe: TBD

Cost: TBD

Status: Environmental assessments in process; additional funding required to complete this phase

Relationship to CEDS: Workforce & Education Initiative: Focus on improving the workforce today, while educating, training and recruiting the pipeline for tomorrow. Housing. Downtown Hartford Initiative: Transform Hartford into a dynamic urban environment that is the epicenter of culture, entertainment, and innovation.

Property Description: The former factory property located in the Sheldon Charter Oak neighborhood at 70 Popieluszko Court is a 3.028-acre parcel with improvements constructed in 1892 and operated by the Capewell Horseshoe Nail Company. The parcel includes a single structure – the main factory building, which contains approximately 106,000 square feet. The three-story mill factory building's construction type is a steel frame/masonry combination. The factory building, which is listed on the National Register of Historic Places - is in very poor condition and continues to deteriorate.

Environmental Assessment: In years past, the factory site has been evaluated and found to be contaminated with asbestos, PCBs, and lead-based paint. (In 2011, the property was appraised at zero fair market value due to the property's condition and the extent of environmental hazards.) The site needs a current environmental site assessment, fully characterizing the site – ultimately delineating the degree and the extent of contamination – as well as a cost estimate for property remediation. The assessment will include a cost benefit analysis and a structural assessment to determine the building's usefulness. Next steps include the engagement of an environmental engineering firm (licensed environmental professional (LEP)) to work as an environmental consultant to perform a study of the property, and the City of Hartford will apply for Brownfield grant funding to assess, test and/or remediate the factory site.

Future Development Plan: Rehabilitation/conversion of a historic mill factory building to a mixed-use property, with off-street parking. Redevelopment funding may be dependent on Capital Region Development Authority (CRDA) funding. The factory parcel is located within the boundaries of CRDA's recently devised target development area. The City of Hartford's goal is to preserve this historic building, which has a place in the city's industrial history. Development plans to convert the existing structure into a useful, productive property will produce tax revenue for the City, improve the livability of the neighborhood by eliminating blight and enhance the quality of life for the residents of the Sheldon Charter Oak neighborhood.

Major Housing Initiatives – Hartford

Who owns/controls the project: Various

Timeframe: Ongoing

Cost:

Status: Ongoing

Relationship to CEDS: Workforce & Education Initiative: Focus on improving the workforce today, while educating, training and recruiting the pipeline for tomorrow.

There are several large housing projects under consideration in downtown Hartford. The overall effort is to create 2000 additional units downtown over the next 6 years, focused 80% market/20% affordable with $60 million in state money to jump start it all already authorized via Capital Region Development Authority.

Constitution Plaza: Project includes housing, both new construction and conversion of the former hotel to housing.

Front Street Phase 2

Conversion of former Bank of America building at 777 Main Street.

Conversion of former commercial offices around Bushnell Park to housing

Renovation of old downtown small retail/commercial buildings with housing on upper levels.

APPENDIX H: Steering Committee Participants

MetroHartford Comprehensive Economic Development Strategy Steering Committee CEDS - 2011-2012		
Todd	Andrews	Goodwin College
Wayne	Benjamin	City of Hartford, Department of Development Services
David	Bonney	Lux Bond & Green
Larry	Brown	Horton International, LLC
John	Choquette	Town of East Hartford
John	Coleman	Rideshare
Ken	Cook	Peer to Peer Advisors
Martin	D'Eramo	United Technologies Corporation
Ken	Flanagan	Flanagan Brothers
Bob	Flynn	Travelers
Paula	Gilberto	United Way
Elliot	Ginsberg	Connecticut Center for Advanced Technology
Peter	Gioia	Connecticut Business & Industry Association
Peter	Holland	Bartram & Cochran
Rochelle	Kingsley	United Way
Mary Ellen	Kowalewski	Capitol Region Council of Governments (CRCOG)
Sean	Meehan	Willis
Ned	Moore	Department of Economic & Community Develoment
John	O'Toole	Northeast Utilities Service Company
David	Panagore	City of Hartford
John	Patrick	Farmington Bank
Mark	Pellegrini	Town of Manchester
Kinson	Perry	AT&T
Thomas	Phillips	Capital Workforce Partners
Nancy	Scirocco	Webster Bank
Charlie	Smith	J. H. Cohn, LLP
Dan	Tapper	Sullivan & LeShane Public Relations, Inc.
Lyle	Wray	Capitol Region Council of Governments (CRCOG)

APPENDIX I: Integration of EDA Objectives and HUD Livability Principles

The below figure integrates the EDA Objectives and the HUD Livability Principles showing the overlap in both of their missions. These principles and objectives were used as basis for developing the goals and action steps for the MetroHartford region.