Economic Development

Statement of Purpose

The cities and towns of the Capitol Region and beyond constitute a tightly interconnected regional economy. Each community relies heavily on others to provide jobs, workers, commercial opportunities, and many other types of economic support. The infrastructure and settlement patterns developed over the last several decades as well as those currently being implemented have and will reinforce these connections. In order to remain competitive in an increasingly global economy, the municipalities of the Capitol Region will need to combine resources to support growth throughout the region and help develop the concept of metro Hartford as an important and vital entity in the global market.

An individual municipality, even an individual metro region, simply cannot compete successfully in a global environment built upon continually expanding economic areas. Yet, as we pursue regional economic growth, the uniqueness and traditions of each community must be respected and protected. Regional economic growth should occur in a manner that enhances, rather than harms, the Capitol Region’s high quality of life that is valued by citizens and businesses alike.
Current Conditions

The last several years of the 2000 to 2010 decade and first few years of the 2010 to 2020 decade have seen one of the worst financial recessions in our country’s history and the economy of the region is currently involved in a slow recovery process. Between December 2007 and March 2008 in Connecticut, the recession resulted in a loss of over 4,000 jobs in the combined Hartford and Tolland Counties; however, according to the recent report, *Moving the Region Forward: A Comprehensive Economic Development Strategy (CEDS) for the Metro Hartford Region*, the Hartford Metropolitan Statistical Area had the lowest percentage loss in jobs during the recession – 5.9 percent – and now has a higher percentage of jobs recovered than the U.S. and Connecticut – 48.2 percent. The Connecticut Department of Labor projects that overall employment growth in North Central Connecticut between 2008 and 2018 will be 4.6 percent, bringing the total number of jobs to almost 619,000.

Despite the economic setbacks due to the recession, several recent region-wide investments are likely to have significant positive impacts on the region’s economy. The region is receiving over $1.5 billion in transportation investments that have the potential to spur economic development in the form of transit-oriented development at bus rapid transit and rail stations along the New Haven – Hartford – Springfield Commuter Rail Corridor and CTfastrak busway. These new transit lines are set to open as soon as 2015 and 2016.

Transit-oriented development (TOD) is the development of housing and commercial opportunities within ¼ – ½ mile of transit stations. This type of development is promising for our region, not only as an economic driver, but also because it is attractive to young professionals – a key group that the region hopes to attract to the workforce. The report, *Together We Can Grow Better: Smart Growth for a Sustainable Connecticut Capitol Region*, states that millennials – those born between the 1980s and early 2000s – are looking for compact, walkable communities that provide an array of shops, restaurants and cultural amenities. This type of development is often what characterizes transit-oriented development. The land use, economic development and transportation policies that we put into place in the coming decade and beyond will need to be closely coordinated to set the stage and continue to foster TOD.71

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71 http://bit.ly/1n6toyk
Fortunately, the region also continues to have a highly educated, highly skilled workforce. More than one third of the region’s population that is 25 years or older has a bachelor’s degree or more. This high level of knowledge has undoubtedly contributed to the region’s success to date in developing its unique industry clusters such as financial services, health sciences and services, advanced manufacturing and headquarters and the complementary clusters of insurance and chemical and biomedical device manufacturing. Further strengthening these complementary clusters will bring our region’s vision for economic vibrancy to fruition.

Although the region is fortunate to have such a well educated workforce, there are still many neighborhoods and citizens whose access to jobs, opportunities and education is limited. High school graduation rates are a key determinant of how well prepared young people will be to enter the workforce – particularly many of the specialized fields that the region hopes to foster. While over half of the towns in the region have high school graduation rates above 90 percent, fourteen towns have lower graduation rates with the City of Hartford’s 2010 rate only 59.7 percent. Particularly given the region’s aging workforce – most workers are between the ages of 45 – 69 – an emphasis going forward will need to be on connecting the next generation of workers to educational opportunities and job readiness programs that prepare them for jobs in the region. Strategies discussed in the CEDS have been aimed at training and educational programs that foster a broad range of skills and abilities – especially those that could directly feed into or support the region’s key industry clusters.

In addition to formulating the right training opportunities, it will be important to locate training opportunities and jobs where there are a range of transportation options to access them. This effort will be further helped by bringing about TOD. The Capitol Region has recently completed Making it Happen, Opportunities and Strategies for Transit-Oriented Development in the Knowledge Corridor, a market analysis of the Knowledge Corridor Region’s rail and bus rapid transit corridors. This analysis indicates that the educational services, and health care and social assistance, are the two sectors that are most often located near transit in the U.S. In the Hartford and Springfield regions, these two sectors happen to be fastest growing of the larger sectors in our economy. The development and placement of these industries will be important to keep in mind when working on coordinating transit opportunities and job training.

Figure 12.1. Key Industry Clusters and Complementary Industries

The City and the Region

The long-term success of the Capitol Region in part remains dependent on the revitalization and growth of its core city, Hartford. Several recent initiatives will aid in this process. Hartford’s 2010 to 2020 Plan of Conservation and Development – One City, One Plan outlines strategies that range from enhancing neighborhood businesses to creating vibrant public spaces and green space. Projects such as the iQuilt Plan, downtown Hartford’s exciting urban design strategy for walkability and creative placemaking, and the Greening America’s Capitals project, an initiative to demonstrate green infrastructure techniques at the highly visible State Capitol building, are just two examples of Hartford’s commitment to becoming a more vibrant core city, attractive to people and businesses. The City has been able to secure a significant mix of federal funding to carry out some of the initiatives in both One City, One Plan and iQuilt which promise to help enhance life and vitality downtown.

In 2012, the Connecticut State Legislature created the Capital Region Development Authority (CRDA) which has the responsibility for coordinating new and diverse development opportunities in and around Hartford. The CRDA will focus on relocating state agencies in Hartford and expanding the presence of colleges and universities in the capital city. The

Regional Strengths

- Advanced manufacturing and insurance clusters have attracted major corporate headquarters
- Highly Educated Workforce
- Strength of community design and small village centers
- Downtown urban core is compact and walkable with many natural amenities close to major financial institutions and a high concentration of public employees
- Outstanding recreational opportunities

State has allocated $60 million to CRDA for housing initiatives which will be implemented in partnership with the City of Hartford.

A singular focus on Hartford, however, ignores the ways in which the region’s economy has developed over the last several decades. The rapid growth of retail areas such as Buckland Hills in Manchester/South Windsor, Westfarms in West Hartford/Farmington, and the Berlin Turnpike in Wethersfield/Newington, have provided the region with several ‘sub-centers’ of major regional significance.

Even in the midst of the recession, towns such as West Hartford have experienced economic development in their town center. Blueback Square, a major mixed use development which brought 305,000 square feet of commercial space, 171,887 square feet of office space and 107 new housing units to West Hartford center, has revitalized a section of town that had contained underutilized commercial space for years.

In 2011, Governor Malloy announced that Connecticut will welcome a major new biomedical research facility – Jackson Labs – in the Town of Farmington as an addition to the UConn Health Center. This new addition to the bio-science industry in the region will add 300 new jobs over a ten year period and is hoped to create synergy with the existing concentration of health care services in the region to create even more opportunities. Windsor, Enfield, and Windsor Locks, among other towns, are home to regional-scale employment centers. Further, several other areas, such as Bradley International Airport, are primed to become major development areas.

A clear indication of this fundamental interconnectedness of all of the region’s municipalities is found in U.S. Census data concerning commuting patterns in Hartford County. The 2007 to 2011 U.S. Census Bureau’s American Community Survey reports 15.5 percent of Hartford County’s workers work in the same town that they live in and that 44 percent of workers work outside of their town of residence. Regional economic development efforts must build on Hartford, which is still our largest employment center and the location of a large portion of our high-end jobs, and must encompass the region in a comprehensive manner.

Strengths and Weaknesses

The Metro Hartford CEDS includes a detailed analysis of the strengths, weaknesses, opportunities, and threats to the region’s economy. Much of the analysis provided in this chapter is based upon and guided by the CEDS, which draws on key input from the MetroHartford Alliance and many of the region’s economic development officials.

Ultimately, our success depends on building upon our strategic assets and overcoming the factors that diminish our competitiveness. The accompanying boxes list our key strengths, weaknesses and key initiatives in working toward a highly competitive regional economy.

The region’s location is one of its key competitive advantages. Located roughly halfway between the two major economic centers of New York City and Boston and at the crossroads of two interstate highways, the Capitol Region is positioned to be a factor in interregional, interstate, and international commerce. To maximize economic growth based upon our advantageous location, we must maintain infrastructure which connects us to world markets and which allows efficient movement of people, goods, and information.

Regional Weaknesses

• Focus on large-scale businesses has taken attention away from attracting small business entrepreneurs
• Lack of development and retention of needed skills for the region’s labor force due to the achievement gap in 3rd – 8th grade and low graduation rates in urban areas
• Inadequate transportation infrastructure
• Downtown Hartford lacks population, colleges and universities and a feeling of safety

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75 U.S. Census Bureau, American Community Survey, http://t.usa.gov/1yq217w
The region’s cultural, historical, and recreational resources provide another valuable economic advantage, as well as being a key factor in our quality of life. The region’s natural features and beauty provide opportunities for outdoor recreational resources and related tourism. These in turn attract both potential workers and tourists and provide small business opportunities. Examples include popular restaurants along trails and riverfronts, trail and river-based recreation enterprises, and events such as the Hartford Marathon, and bike and boat races, all of which enhance the vitality and attractiveness of the Capitol Region. Our parks, museums, and festivals need to be supported, and our natural areas and historic treasures need to be protected to allow continued opportunities for tourism.

Finally, to better compete in a global economic marketplace built upon regions, efforts have been set in place to combine the resources of the Greater Hartford and Springfield areas. When these two areas are taken together, they comprise a critical mass of population, economic, educational and cultural resources. The Hartford and Springfield metropolitan areas are in effect one large labor market with approximately 30,000 commuters crossing the state border daily.

The concept of New England’s Knowledge Corridor – an area that stretches from New Haven to Northampton/Amherst along the Connecticut River and I-91 – has been the focus of regional economic development efforts over the past two decades. Through the Hartford Springfield Economic Partnership, an interstate collaboration of regional economic development, planning, business, tourism and educational institutions, the bi-state Knowledge Corridor region has taken even greater shape in the past several years aided by federal investments in transportation and sustainable development. The Knowledge Corridor region continues to refine goals and policies for developing this larger regional economy.

One key area of regional focus must be new business development, particularly the fostering of smaller scale entrepreneurs who would otherwise be attracted to the Boston and New York metro areas. The CEDS proposes the establishment of a regional investment fund of $20 to 25 million to support early stage and stage two entrepreneurs which would provide both debt and equity financing. This regional effort would aid in attracting smaller businesses to support growing industry clusters.77

A significant portion of economic development planning lies in forecasting the location and type of potential economic growth. The trends over the last four decades show that the regional economy is shifting away from manufacturing-based industry toward service-based industry, with many other changes and cycles affecting employment and business growth. The graph on the next page identifies key industry types that will be pivotal to the regional economy over the next few decades. The pie chart

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77 Ibid.
shows the make-up of companies by their number of employees. As shown in the chart, small firms play a significant role in our regional economy, however the CEDS indicates that it is important to keep fostering small entrepreneurs and not focus solely on larger firm development. The Economic Development Areas of Regional Significance Map located at the back of this Plan, illustrates areas of focus for current and future economic growth. Areas of regional economic significance are identified (large commercial areas, key employment centers, etc.). Areas of projected growth are also highlighted to provide guidance for future planning efforts.

Overall nonfarm employment grew about 37 percent between 1970 and 2008, but growth has not been consistent over the years or across all industries. The five sectors of manufacturing, retail, finance and insurance, government, and other services account for nearly 90 percent of all nonfarm employment in the region. The manufacturing sector, which in 1970 accounted for nearly 30 percent of all jobs locally, now accounts for 11.7 percent of all jobs in 2013.

Offsetting the loss in manufacturing jobs, there has been significant growth in the health care industry. The educational services; securities and investments; arts, entertainment and recreation; and accommodations and food services sectors have also grown significantly in the past decades. Finance and precision manufacturing remain important to the region, but are not growing in employment at the same fast pace. Appropriate economic development strategies based on these trends would include policies designed to support the expansion and development of new businesses in growth sectors, and especially link them with new transportation infrastructure, as well as an examination of the causes of potential contraction in other key clusters, such as manufacturing, and the implications of these contractions for the regional economy. The Goals and Policies section of this chapter addresses some of these strategies, and the Economic Areas of Regional Significance Map sketches out key existing and potential areas for regionally significant economic development activity. The policies section also focuses on education and training for populations lacking needed skills.
Education and Job Training

One of the five regional initiatives of the current CEDS is its Workforce and Education Initiative which focuses on improving the workforce today while educating, training and recruiting the workers to fill the jobs pipeline for tomorrow. The key goals associated with that initiative are to increase the college and career readiness of the region’s workforce, to develop and retain an educated workforce pipeline, and to attract and retain a well-educated workforce for the region’s key industry clusters. These goals will be important to economic development in the Capitol Region moving forward, as the region faces a shrinking number of young professionals and low graduation rates as well as a 3rd to 8th grade achievement gap in our urban schools.

These conditions present a significant worker pipeline challenge ahead, especially given that 25 to 30 percent of the region’s workforce is projected to come from urban areas within the next decade. Efforts must be made to train students and workers currently in the region for the types of jobs that currently exist here and are developing here. These efforts must include cooperation amongst a range of partners such as schools, businesses and training support agencies. For example, an initiative currently exists between Capitol Workforce Partners, Connecticut Business and Industry Association, Asnuntuck Community College and the Learning Academy in Hartford that is increasing coordination between employers’ needs for workers.

The region should continue to work with groups like Capitol Workforce Partners, the community college network and other educational institutions to not only develop workers with varied skills, but also to ensure that the future workforce and training opportunities are well connected to future jobs.

Municipal Tax Issues and Zoning Connections

A major challenge to a regional approach to economic development is fiscal zoning. This is a by-product of Connecticut’s state and local tax structure, under which local governments are constantly pressured to grow their grand lists. Municipal zoning powers are often used to guide development decisions toward those uses that will generate more, rather than less, net tax revenue, regardless of the community’s development goals and vision for its future. Major fiscal factors at work affecting local land use decisions include the following:

- Residential development is becoming less attractive to municipalities because it appears to generate less in tax revenues than it requires in service costs (especially education). This tends to foster a “pull-up-the-drawbridge” attitude that may restrict access for new residents. It also discourages higher-density housing, thus making it more difficult for a community to provide a full range of housing opportunities to meet the needs of diverse households.
Commercial and industrial developments are seen as economically desirable regardless of their unquantifiable costs – traffic congestion, loss of open space or habitat, and community character.

Competition for new commercial and industrial developments to generate local tax revenues pits one community against another, consuming staff and financial resources (grants and tax abatements).

Coordinated regional economic development is thus made much more difficult. The local drive for property taxes discourages thinking about where development is appropriate from the perspective of regional infrastructure and regional land use planning in general. In addition, development frequently has impacts beyond one municipality’s border, but these impacts are seldom factored into local decisions.

Recent state legislation will allow for the creation of regional economic development districts. Such economic development districts would enable municipalities throughout the region to access federal funds for infrastructure, strategic planning and workforce training and allow municipalities to share in the tax revenues generated by economic development projects.

Alternative Municipal Budget Sources

The pressures on municipal budgets in Connecticut influence land use decision-making more than in many other states. Most states provide some local services at the county level, but Connecticut has no county government. Many other states have independent school districts, but in Connecticut public education is funded primarily through municipal budgets.

Some states have local option sales and/or local option income taxes. Municipalities in Connecticut have access to neither of these options, and must therefore rely heavily on property taxes. This is a tax system that began in colonial days, when property (including personal property) was a significant measure of wealth. The State should review what is working well in other states and consider alternatives.
A. Revitalize Hartford as the Economic, Residential, Entertainment, and Cultural Center of the Capital Region

As the largest municipality, the largest employment center and in many ways the "brand name" that defines the region to the rest of the world, Hartford’s success or failure greatly impacts the rest of the region’s towns. Several ongoing initiatives are endeavoring to improve and expand Hartford’s appeal to new businesses, residents, visitors, and tourists. In the downtown, the new development of entertainment and restaurants at Front Street and the implementation of iQuilt will foster the creation of a thriving downtown area in Hartford. Further strengthening this area is the University of Connecticut’s relocation of the UConn Hartford campus to downtown. UConn has committed to developing a neighborhood campus concept, in which they would have a main building of modest size and utilize space in buildings throughout the downtown for faculty and students. This will mean an additional 2,500 people actively moving about in the downtown increasing the vibrancy, foot traffic, and economic activity throughout the downtown. The City’s DONO project is a $325 million vision for the Downtown North/North Park area that has the potential of creating an additional 1,300 apartments and 160,000 of retail and commercial space. These undertakings are pivotal to regional efforts, as is the promotion of homeownership for Hartford residents, and the creation of more neighborhood choices for middle-income households. The current emphasis on developing housing downtown will add to the diversity of housing options in the region’s core city.

Policy Recommendations
1. Support and help to coordinate existing initiatives for Hartford’s revitalization.
2. Support increased resources for neighborhood-based community renewal and stabilization efforts.
3. Support expanded public transportation, transit-oriented development, mixed use development, and a range of attractive housing opportunities in Hartford.
4. Support public relations and media campaigns to promote tourism and industry in Hartford and the Capitol Region.
5. Focus regional efforts on assisting initiatives to expand Hartford’s housing and entertainment offerings, as well as its appeal to young professionals and empty nesters, drawing upon the recommendations of relevant studies.
6. Continue to improve downtown Hartford’s connection with the Connecticut River through projects like iQuilt, DONO, and the Hartford Parks Master Plan.
7. Connect Hartford residents to good jobs throughout the region.

B. Coordinate and Promote Regional Land Use, Infrastructure and Fiscal Policies for Economic Development

For regional economic success, each of the Capitol Region’s 30 municipalities must acknowledge the fundamental interconnectedness of our regional economy and work together to support it. An unprecedented level of regional cooperation will be required to maintain the
Capitol Region’s competitiveness in an economy built upon large, intermunicipal regions. This cooperation will need to involve the coordination and linking of land use, infrastructure, and fiscal policy across municipal boundaries, and must involve state as well as local officials. Efforts that focus primarily on the generation of quality jobs will contribute more to our region’s long-term economic vitality than those that focus primarily on grand list growth. We need to strive to build resiliency among our businesses and public agencies so that we can respond nimbly to changes in global and regional economies, new innovations, new norms in doing business, and even to vulnerabilities to loss of business function due to natural disasters.

**Policy Recommendations**

1. Work with state and local officials to decrease reliance on the property tax for funding local public services, particularly public education.
2. Encourage higher-density development in core areas of the region and along corridors with infrastructure adequate to support such development.
3. Encourage intermunicipal and regional review and coordination of major development proposals.
4. Increase municipal, regional, and state cooperation on major infrastructure and transit investment, as well as access to transportation and telecommunications infrastructure.
5. Support policies that provide financial support and incentives for priority projects in the Capitol Region.
6. Consider and coordinate community development, environmental protection, natural disaster mitigation, and transportation concerns in making economic development decisions.
7. Encourage tax-base sharing among municipalities so as to reduce competition for grand list growth between neighboring towns.
8. Support local efforts to identify, remediate, and redevelop brownfield sites.
9. Assist efforts to provide quality, cost-effective public services through intermunicipal cooperation.
10. Provide leadership in identifying key areas of regional economic significance and growth potential.
11. Work to develop intermunicipal cooperation in planning for the development of key economic development areas, as shown on Economic Development Areas of Regional Significance Map found at the back of this Plan.

**C. Increase the Recognition of a Regional Identity**

In places such as the “Silicon Valley” or the “Research Triangle,” many diverse municipalities have been united by a regional identity. Not only does such an identity provide instant recognition of the region’s area of expertise or specialization to outsiders, it can also serve as a unifying force for residents and businesses within the region. The Metro-Hartford Alliance continues to promote the region’s assets to encourage business development.

With Bradley International Airport as its transportation and geographic center, the corridor
between New Haven, Connecticut, and Amherst, Massachusetts, can be a more tightly-connected economic, educational, cultural, and institutional region. The interstate region including the cities of New Haven, Hartford and Springfield must work closely to compete successfully with larger regions in the Northeast and the nation. In an attempt to focus on this area’s high quality of life, well-educated workforce, and abundance of top colleges and universities, the Hartford-Springfield Economic Partnership developed “New England’s Knowledge Corridor” as an interstate regional identity. Subsequently CRCOG led a successful bi-state application for federal funding in the amount of $4.2 million in federal sustainable communities funding for implementing a range of projects to foster a more Sustainable Knowledge Corridor. It is believed that this identity and the partnership across the Connecticut-Massachusetts border is fostering a region that is economically competitive on a national and global scale.

Policy Recommendations

1. Find ways to continue coordinating efforts with the Pioneer Valley Planning Commission, the Central Connecticut Regional Planning Agency, and others to assist the Hartford-Springfield Economic Partnership and Sustainable Knowledge Corridor Action Plan goals.

2. Support efforts to improve regional self-image, a sense of regional community, and understanding of the importance of interregional and interstate cooperation.

3. Encourage continued efforts to improve Bradley International Airport as a transportation and economic driver.

4. Work with government and business leaders to strengthen connections and share resources between the region and its institutions of higher education.

5. Support increased international business development efforts and efforts to raise the region’s profile among corporate site selection specialists and foreign companies.

6. Support the devotion of more resources to branding, defining, and marketing the region in the national and global marketplace.
D. Maintain a Focus on Workforce Development

A 2009 Forbes.com report on the best places for business and careers ranks the Hartford metropolitan area 35th out of 200 in terms of educational attainment. In part this ranking is due to efforts that have been made to build an educated workforce including creating Hartford Inc., enhancing the magnet school program and developing an associate’s degree in insurance at Capital Community College. But, the Hartford metro area also ranked 182nd in the same report for job growth projected. Additionally, the Hartford metro area is ranked 64 out of 100 on the best cities to get a job list. Continued efforts must be placed on attracting businesses to Hartford, providing the educational opportunities to produce a range of needed skill sets and new entrepreneurs to ultimately keep this educated, skilled workforce in the region.

Our skilled workforce is aging, and surveys of employers in the region highlight the increasing difficulty of recruiting qualified employees, particularly for technical, skilled, and semi-skilled production positions. Our future workforce needs adequate education and training to continue the region’s impressive record of productivity.

Because the Capitol Region’s economic success is so closely tied to the high quality of our products and services, the ability to train, attract, and retain a skilled and educated workforce must be a central goal. This goal must be shared by the state, local school systems, the region’s colleges and universities, and private businesses.

Policy Recommendations

1. Work to strengthen cooperation and participation between the region’s schools and the business community to develop demand driven, integrated education and job-training systems, including an expansion of vocational education and increased cooperation with community and technical colleges.
2. Work with local business and government officials to attract more “high end” jobs and to market the region to young professionals, by supporting programs such as MetroHartford Alliance’s HYPE and The Partnership for Strong Communities’ Young Energetic Solutions, and continuing to develop Hartford as an attractive urban environment.
3. Support programs that seek to train unskilled persons, retrain unemployed or dislocated workers, and secure employment for the welfare-to-work population.
4. Encourage both public and private sector employers to be proactive in equal employment opportunity practices.
5. Focus significant education and job training efforts on technology and green jobs training.
6. Increase educational options for all students and support improvements of public schools in the City and the region – including the continued development of magnet and technical schools – in an effort to close the achievement gap and reverse low graduation rates in our more urban schools.

7. Assist in the inventory, assessment, and development of job training and graduate and young-professional retention programs in an effort to improve success in these areas.
8. Ensure transportation alternatives to support multiple shift jobs in cities and suburbs.
9. Support the development of internship programs such as Intern Here to retain college graduates from the region’s higher educational institutions.
E. Support and Improve Regional Business Development Strategies and Efforts

The Capitol Region and “New England’s Knowledge Corridor” benefit from a healthy mix of municipality types, geographies, and strengths. These strengths can create synergies if all municipalities recognize the importance of cooperation and participate fully and equally. Additionally, business development must involve not only the expansion of existing, established companies, but also the nurturing of the region’s entrepreneurs and small-business community. Finally, energy must be focused on maintaining and growing business in several key industry clusters as well as cross-cutting fields including financial services, insurance, information technology, aerospace manufacturing and precision machining, health services and management, distribution and logistics, and arts and tourism. The MetroHartford Alliance’s health care task force is developing strategies to increase the prominence of our regional health care industry nationally and internationally. This effort will focus on highlighting regional wellness resources as a competitive advantage, developing the capability for an electronic health information network and positioning the region as a clinical trials super site.

Policy Recommendations

1. Encourage job training and retraining programs in both private and academic sectors to attract and retain workers in key industry clusters such as financial services, health sciences and services, advanced manufacturing and headquarters and the complementary clusters of insurance and chemical and biomedical device manufacturing.

2. Support regional efforts to attract, retain and expand business particularly within the following targeted industry clusters: financial services, health sciences and services, advanced manufacturing, and headquarters and the complementary clusters of insurance and chemical and biomedical device manufacturing.

3. Assist in efforts to cultivate close ties between business leaders, academic leaders, and government officials to support commercialization of technology developed at both academic institutions and private research labs.

4. Support efforts to strengthen the entrepreneurial and small-business environments in the Capitol Region as well as efforts to develop new businesses by encouraging measures such as enterprise zones.

5. Support regional efforts to attract and locate regional-scale businesses – such as the new Jackson Laboratories – for the benefit of the entire region.

6. Improve the quality and quantity of data available on the region to assist in marketing the region to prospective businesses.

7. Support continued marketing of the region’s arts and tourism opportunities.

8. Support transit-oriented development and the development of key industries, institutions and job opportunities near future transit stations.

9. Support and encourage the protection of natural resources as a means of fostering recreational tourism in the region.