

Central Connecticut Corridor Comprehensive Economic Development Strategy

June 7, 2005

Table of Contents

EXECUTIVE SUMMARY	1
ORGANIZATION AND MANAGEMENT	3
ANALYSIS OF THE CORRIDOR	6
Corridor History	6
Geographic and Climatic Profile	6
Population	6
Labor Force and Unemployment	10
Income	12
Poverty	13
Economic Distress	14
Employment	16
Retail Sales	23
Financial Resources	26
Zoning	27
Infrastructure	27
Highways	27
Rail	28
Bus	28
Air	29
Utilities	29
Water	30
Telecommunications	30
Land and Buildings	30
State Plan of Conservation and Development	31
Political Framework	31
Housing	31
Education	32
Historic Preservation	36
Smart Growth	38
Brownfields and Grayfields	39
Related Activities of Local, State, Federal and Private Agencies	41
Corridor Weaknesses and Strengths	44
Growth Sectors and Clusters	51
Metal Manufacturing	56
Tourism	57
Telecommunications	58
Aging & Gerontological Services and Facilities	58
Medical & Health Care	58
External Trends and Forces	59
Partners and Resources for Economic Development	61
Conclusion	67

VISIONING	67
COMPETITIVE ADVANTAGES	68
EDA INVESTMENT POLICY GUIDELINES	69
CRITERIA FOR PROJECT EVALUATION	70
ACTION PLAN- GOALS AND OBJECTIVES	72
Potential Economic Development Projects	76
Highest Priority Projects	82
IMPLEMENTATION, EVALUATION, AND MONITORING	84

EXECUTIVE SUMMARY

In March 2002 the Central Connecticut Regional Planning Agency (CCRPA) applied to the Economic Development Administration (EDA) of the US Department of Commerce for a grant to develop a Comprehensive Economic Development Strategy (CEDs). Four of the seven communities in the CCRPA were interested in participating and began working together. The Cities of Bristol and New Britain, and the Towns of Plainville and Plymouth became the Central Connecticut Corridor in the fall of 2002.

Representation from all major interests in the Corridor was drawn from these communities to participate in the process of developing a Comprehensive Economic Development Strategy (CEDs) that would meet the guidelines established by the EDA. A mechanism was established by which a continuous planning process could take place in subsequent years with the creation of the Central Connecticut Corridor CEDs Committee (CCCCEDSC) which has a membership representing a broad cross section of the Corridor, and includes people that are committed to improving the economic standing of the Corridor.

In addition, a staff Technical Committee, which meets on a quarterly basis, as needed, was established to help facilitate the work of the Committee.

The document which that organization produced became the FY2003-2004 Central Connecticut Corridor CEDs. That document was approved by the EDA on May 14, 2004, and provided the foundation upon which this Update was developed. This Update is presented in several sections as described below:

Organization and Management

Representation from all major interests in the Corridor has continued from the four communities which participated in the process of developing the Corridor's original CEDs. The CEDs Committee maintains the Corridor's continuous planning process.

Administrative functions such as distribution of agendas to the Committee, and the Technical Committee, posting of meeting notices and agendas with the Town Clerks in the four communities, distribution of minutes and documentation are all part of the Central Connecticut Regional Planning Agency's management of the CEDs process.

Analysis of the Corridor

The analysis of the economy of the Corridor was initiated with the gathering of data using the 2000 Census from the U.S. Department of Commerce, federal and state departments of labor, and other sources. Not only were data on the four communities reviewed, but corresponding data on the Corridor, state and nation were addressed for comparison.

Current and past labor force characteristics have been analyzed. There has been a significant decline in manufacturing employment over a twenty-year period (1979-1999). This loss of 14,640 manufacturing jobs is a 52.38 percent decrease. In spite of this decline manufacturing continues as an important sector of the local economy.

Community Grand Lists were reviewed to understand the Corridor's tax base. The top taxpayers and employers were identified to see how they fit into the overall picture. Infrastructure, including land and buildings, was evaluated in terms of how it can support economic development. Historic preservation, brownfield redevelopment and smart growth were also considered.

Strengths and weaknesses, issues and opportunities were identified. A matrix was developed as part of the participatory process. Some of the more important of these were ranked. Targets of opportunity were identified, as were resources, and partners and programs to help build on the strengths of the Corridor.

Vision

Nine areas were identified with competitive advantages for the Corridor, and each of these was discussed at workshop sessions during the preparation of the original CEDS Vision Statement.

The following four (4) broad framework goals of equal priority were established:

- To build a more effective Corridor approach to economic development.

- To build the physical, financial and human capital capacity in the corridor necessary to support economic development.

- To achieve an effective transition of the corridor's economic base through business retention, expansion, attraction, creation and transition.

- To improve the economic prosperity of the corridor's residents and increase the profitability of its businesses.

The following project timeframes for categorizing potential economic development projects as to when they would be able to be initiated were agreed upon and established for the original CEDS: Short-term 1-2 years; mid-term 3-4 years; and long term 5+ years. In addition, twenty-four (24) objectives were developed to help implement the four (4) goals.

A municipal survey was developed and sent to the Chief Executive Officers of the four communities to identify economic development related projects either on the drawing board or in the planning phase. EDA's Investment Policy Guidelines were also provided to these CEO's so that they would know from the outset how potential projects requiring EDA funding would be evaluated. Municipal representatives were asked to submit no more than five (5) projects, to rank them in order of priority, to include a narrative about each project, and to provide the CEDS Committee with reasons the project is important to the community and to the Corridor.

Action Plan Goals and Objectives

The four goals that were developed to carry out the vision have twenty-four objectives associated with them. The objectives, in turn, have multiple strategies, programs and activities related to them. A comprehensive table identifies the organization which will have the lead responsibility for carrying out the objective, the resources needed, and the priority/time frame for each. The CEDS is a multi-year strategy which will continue to be updated annually.

Evaluation

The Implementation Plan outlines an approach for understanding changes in the area’s economy, and how the organization can monitor and evaluate program implementation. The evaluation process involves comparing the strategy to be implemented against the CEDS goals, performance measures and evaluation criteria. The criteria are measurable indicators used to place a value on the progress of each strategy proposed for implementation and evaluation in relation to several quantitative short-term benchmarks.

Documentation

The CEDS includes a section containing newspaper articles, letters of support, agendas and minutes of the CEDS Committee and Technical Committee meetings.

All four communities meet the threshold requirements of the Connecticut Department of Economic Development to be considered “distressed”. While this designation is not desirable to have, it is an advantage when applying for funding assistance. It is anticipated that the program set forth in this document will help the Corridor create higher-skill, higher-wage jobs, raise income levels, diversify the economy, and improve the quality of life while protecting the Corridor’s environment.

ORGANIZATION AND MANAGEMENT

As part of the required in-kind service contribution to the funding for the original CEDS project, the CCRPA has accepted responsibility for administering the project by performing such functions as distributing agendas, posting of notices and agendas with the Town Clerks in the four communities, distributing minutes, compiling data, and maintaining participant contact information. The CCRPA, supported by cash contributions from the four participating towns, has funded the preparation of this Update.

This CEDS Update is intended to be used to promote sustainable economic development and opportunity, foster effective transportation systems, enhance and protect the environment, and balance resources through sound management of development.

Over a six-month period the CEDS Committee, and its Technical Committee, has met to discuss issues and projects and to make decisions regarding what to do to modify the original CEDS to create this Update.

Technical Committee

The purpose of the Technical Committee has been to seek support for municipal and federal funding, to guide the CEDS Committee, and to help complete the process in the intended the timeframe. The entire process has been handled in compliance with State Freedom of Information Guidelines and with the support of the following government employee members of the Central Connecticut Corridor *Comprehensive Economic Development Strategy* Technical Committee:

Name/Title	Affiliation
Richard Corliss, Economic Development Director	Town of Plainville

Bill Kuehn, Director of Planning/Economic Development	Town of Plymouth
Kenneth A. Malinowski; Director of Municipal Development (Alternate for Steve Schiller)	City of New Britain
Jonathan Rosenthal, AICP, CecD; Executive Director	Bristol Development Authority; City of Bristol
Steve Schiller, Planner	City of New Britain
Leonard K. Tundermann, AICP Town Planner (Alternate for Richard Corliss)	Town of Plainville
Carl J. Stephani, ICMA-CM; Executive Director	Central Connecticut Regional Planning Agency

CEDS Committee

The role of the CEDS Committee has been:

- Overall management of the Process;
- Establishment of the vision;
- Exploitation of the knowledge base;
- Establishment of goals, objectives and strategies;
- Satisfaction of the EDA requirement for broad representation;
- Development and maintenance of the CEDS; and,
- Demonstration of a commitment to continue the process through annual updates.

The following are members of the Central Connecticut Corridor Comprehensive Economic Development Strategy Committee. These individuals represent the major interests of the Corridor and ensure that viewpoints of all elements of the community are considered. These individuals also enable the Committee to utilize its many local skills and resources in program formulation and implementation. The CEDS Committee includes representatives from government, business, industry, finance, agriculture, the professions, organized labor, utilities, education, community organizations, public health agencies, the aged, disabled, the unemployed, underemployed, racial and ethnic minorities and women.

Name/Title	Affiliation	Interest or Community represented
Elizabeth A. Boukus Board Member & State Representative	United Way State of Connecticut	Community Organization Government; Disabled; Women
Lisa M. Bumbera Business Development Manager	Northeast Utilities	Utilities Women
Lisa Carver	City of New Britain	Women, local government
Patricia J. Checko, Ph. D Director of Health	Burlington/Bristol Health District	Public Health Agencies Women
David Crandall President & CEO	Hospital for Special Care	Public Health Agencies Business
Gerard Couture Mayor	City of Bristol	Local Government
Cary M. Dupont President & CFO	Bristol United Way	Community Organizations
Samuel C. Hamilton Executive Director	Hartford Economic Devel. Corporation	Finance Racial or ethnic minorities

Patrick Herzing Owner	Maple Meadows Greenhouse	Agriculture Business
Gregory B. Howey President	Okay Industries	Industry
Alex B. Johnson Chief Operating Officer	Capital Workforce Partners	Racial or ethnic minorities Un- & Under-employed
William M. Kuehn, Jr. Director of Planning/Econ Dev.	Town of Plymouth	Local Government
Victor Mitchell, Director of Business and Industry Services	Tunxis Community College	Education
John J. Leone, Jr. Executive Director	Bristol Chamber of Commerce	Business Professions
Robert F. Longfield Manager, Planning & Construction	ESPN	Business
Thomas A. Lorenzetti	Institute for Technical and Business Devel.	Education
Susan A. Macdonald Executive Director	Cook Willow Health Center	Elderly Women
William F. Millerick Executive Director	New Britain Chamber of Commerce	Business Professions
John O'Toole, Manager, Economic and Community Development	Northeast Utilities	Utilities
Michael L. Petosa President	Bristol Labor Council AFL-CIO	Organized Labor
Jonathan Rosenthal, AICP, CEcD Executive Director	Bristol Devel. Authl City of Bristol	Local Government
Janet L. Serra Executive Director	NW CT Convention & Visitors Bureau	Community Organizations Women
Steven P. Schiller, Planner (Alternate for Ken Malinowski)	City of New Britain	Local Government
Maria R. Simao Assistant Director	Central Connecticut State University	Education Women
Timothy Stewart, Mayor	City of New Britain	Local Government
Leonard K. Tundermann, AICP Town Planner	Town of Plainville	Local Government

ANALYSIS OF THE CORRIDOR

The municipalities of Bristol, New Britain, Plainville and Plymouth are included in Region covered by the Central Connecticut Regional Planning Agency (CCRPA) along with Berlin, Burlington and Southington. Bristol, New Britain and Plainville are located in Hartford County and Plymouth is located in Litchfield County. These communities lie slightly to the west of the geographic center of the State of Connecticut. Hartford is approximately 9-19 miles to the east, Providence is 72-84 miles, Boston is 102-113 miles, and New York City is 84-90 miles to the southwest.

Corridor History

Bristol, the 17th community established in Connecticut, was incorporated from Farmington in May 1785 and named after Bristol, England, formerly New Cambridge.

New Britain, the 147th community to be established in Connecticut, was named from a parish in Great Britain in 1754, and incorporated from Berlin in May 1850.

Plainville - named in 1831, formerly known as Great Plain - was the 164th community established in Connecticut, and was incorporated from Farmington in July 1869.

Plymouth, the 22nd community established in Connecticut, was incorporated from Watertown in May 1795 and named after Plymouth, Massachusetts, by H. Cook, whose Grandfather had been an early settler. Plymouth was previously known as Northbury.

These four communities range in size from 9.74 square miles (Plainville) to 26.51 square miles (Bristol). Collectively the four towns cover 71.31 square miles and currently have a combined population of 160,562 with a population density of 2,252 per square mile.

Geographic and Climatic Profile

The Central Connecticut Corridor is located in the central portion of Connecticut which has an area of 5,006 square miles. The state's elevation varies from sea level to its highest point of 2,380 feet at Mount Frissel in Salisbury. The state has 253 miles of shoreline, 19,591 lakes and ponds, 12,148 miles of rivers and streams, 91 state parks and 30 state forests. There are four seasons with the following average temperature highs and lows in degrees Fahrenheit:

January: 35/18 - February: 36/19 - March: 46/28 - April: 59/38 - May: 72/48 - June: 79/57
July: 84/63 - August: 81/61 - September: 74/53 - October: 64/42 - November: 51/33
December : 38/23

The state has an average annual rainfall of 44.14 inches and a snowfall of 47.5 inches. It has 127 days with precipitation (either rain or snow).

Population

The 2000 population of the Central Connecticut Corridor was 160,562, a decrease of 2.89

percent, or 4,783 people, from the 1990 Census. This population decrease for the decade is well below the State's population growth of 3.6 percent, and the nation's growth rate of 13.15 percent. The City of New Britain had the highest percentage decrease (-6.0%) followed by Plymouth (-2.0%), Bristol (-1.0%) and Plainville (0%). All four communities lost population over the last decade. Even though Plainville's percentage rate calculated at 0, it still experienced a loss of 64 people.

Table 1 - Population Change: 1990-2000

Area	1990 Population	2000 Population	% Change Population 1990-2000
Bristol	60,640	60,062	-1%
New Britain	75,491	71,538	-6%
Plainville	17,392	17,328	0%
Plymouth	11,822	11,634	-2%
CCC	165,345	160,562	-2.89%
Connecticut	3,287,116	3,405,565	3.60%
United States	248,709,873	281,421,906	13.15%

Source: U.S. Bureau of Census, Census 2000

Population density varies greatly throughout the Corridor from a low of 537 people per square mile in Plymouth to a high of 5,363 in New Britain. The population per square mile for the Central Connecticut Corridor is 2,252, which is well above the 702.9 for the State of Connecticut and 79.6 for the nation.

Table 2 - Population Density: 1990-2000

Area	Land Area (Sq. Mi.)	1990 Population	1990 Population per sq. mi.	2000 Population	2000 Population per sq. mi.
Bristol	26.51	60,640	2,287	60,062	2,266
New Britain	13.34	75,491	5,659	71,538	5,363
Plainville	9.74	17,392	1,786	17,328	1,779
Plymouth	21.72	11,822	544	11,634	537
CCC	71.31	165,345	2,319	160,562	2,252
Connecticut	4,844.80	3,287,116	678	3,405,565	702.9
United States	103,599,330	248,709,873	70.3	281,421,906	79.6

Source: U.S. Bureau of Census, Census 2000, compiled by Cosgrove Development Services

Population by Age

The percentage of the population under 5 years old (6.28%) in the Corridor mirrors that of the State (6.56%), and the nation (6.81%). The percentage 5-19 years old (20%) mirrors that of the State (20.62%), and is slightly below that of the nation (21.8%). The percentage 20-64 years old (58.6%) is well below that of the State (72.2%), but mirrors that of the nation (59%). Finally, the percentage over 65 years old (15.4%) exceeds that of the State (13.8%) and that of the nation (12.4%).

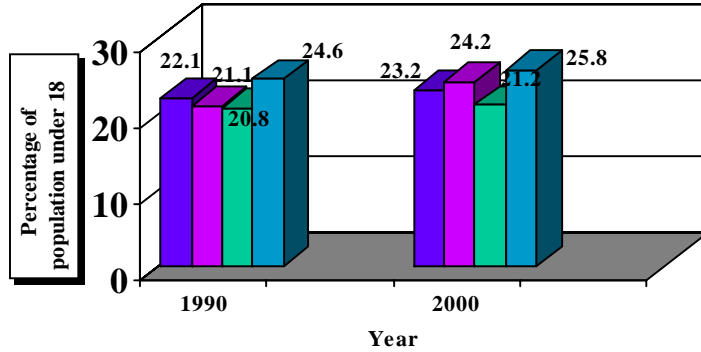


Table 3 - Age Distribution - 2000

Area	2000 Population	Total Under 5 (%)	Total 5-19. (%)	total 20-64 (%)	Total 65 + (%)
Bristol	60,062	3,761(6.3)	11,313 (18.8)	36,063 (60.04)	8,925 (19.9)
New Britain	71,538	4,754 (6.6)	15,116 (21.1)	40,386 (56.5)	11,282 (15.8)
Plainville	17,328	852 (4.9)	3,176 (18.3)	10,665 (61.5)	2,635 (15.2)
Plymouth	11,634	710 (6.1)	2,505 (21.5)	6,946 (59.7)	1,473 (12.7)
CCC	160,562	10,077 (6.28)	32,110 (20)	94,060 (58.6)	24,315 (15.4)
Connecticut	3,405,565	223,344 (6.56)	702,358 (20.62)	2,459,077 (72.2)	470,183 (13.8)
United States	281,421,906	19,175,798 (6.81)	61,297,467 (21.8)	165,956,888 (59)	34,991,753 (12.4)

Source: U.S. Bureau of Census, Census 2000, compiled by Cosgrove Development Services

Table 4 - Short Range Population Projection

Area	2002	2007	2002-2007 Growth
Bristol	59,598	58,581	-1.7%
New Britain	70,460	68,102	-3.3%
Plainville	17,214	16,966	-1.4%
Plymouth	11,550	11,377	-1.5%
CCC	158,822	155,026	-2.39%
Connecticut	3,416,172	3,454,708	1.13%
United States	286,999,830	302,000,077	5.2%

Source: CERC DataFinder

The Corridor's projected population decrease in the short term, and slight increase in the long term promises to be one of the Corridor's challenges.

Population by Race

Eighty-two point three percent of the total population categorizing itself as white in the 2000 Census, which is slightly higher than the state average of 81.6 percent, and higher than the national average of 75.1 percent. The next highest percentage (14.4%) is for individuals in the “other” category of Hispanic or Latino heritage, which is higher than both the state’s average of 9.4, and the national average of 12.5 percent.

The third highest percentage (6.9%) is for individuals using the “other” category of one race, which is above the state’s average of 4.3 percent, and the nation’s average of 5.5 percent. The fourth is for blacks at 6.16% percent, which is below the state’s average of 9.1 percent, and the nation’s average of 12.3 percent.

Table 5 - Population by Racial and Ethnic Characteristics - 2000

Area	Total Population	Population of One Race								
		Population 1 race	White		Black		American Indian/Dative Alaskan		Asian	
Bristol	60,062	59,103	55,014	91.6%	1,612	2.7%	132	0.2%	884	1.5%
New Britain	71,538	68,810	49,634	69.4%	7,794	10.9%	264	0.4%	1,687	2.4%
Plainville	17,328	17,121	16,205	93.5%	390	2.3%	29	0.2%	289	1.7%
Plymouth	11,634	11,521	11,325	97.3%	91	0.8%	18	0.2%	49	0.4%
CCC	160,562	156,555	132,178	82.3%	9,887	6.16%	443	.28%	2,909	1.81%
Connecticut	3,405,565	3,330,717	2,780,355	81.6%	309,843	9.1%	9,639	0.3%	82,313	2.4%
United States	281,421,906	274,595,678	211,460,626	75.1%	34,658,190	12.3%	2,475,956	0.9%	10,242,998	3.6%

Area	Total Population	Population of One Race				Other				
		Population-1 race	Native Hawaiian/Pacific Islander		Other		Two or More Races		Hispanic or Latino	
Bristol	60,062	59,103	18	-	1,443	2.4%	959	1.6%	3,166	5.3%
New Britain	71,538	68,810	43	0.1%	9,388	13.1%	2,728	3.8%	19,138	26.8%
Plainville	17,328	17,121	2	-	206	1.2%	207	1.2%	618	3.6%

Plymouth	11,634	11,521	1	-	54	0.5%	113	1.0	147	1.3%
CCC	160,562	156,555	64	0.04	11,091	6.9%	4,007	2.5%	23,069	14.4%
Connecticut	3,405,565	3,330,717	1,366	0.0%	147,201	4.3%	74,848	2.2%	320,323	9.4%
United States	281,421,906	274,595,678	398,835	0.1%	15,359,073	5.5%	6,826,228	2.4%	35,305,818	12.5%

Source: U.S. Bureau of Census, Census 2000

Labor Force and Unemployment

The 2000 population of the Corridor was 160,562, a decrease of 4,783 people from 1990. This represents a population decrease of 2.89 percent for the decade, which is below the State's rate of change which was a positive 3.6 percent. Projections for the period 2002-2007 indicate a slight decline in population, followed by slow growth between 2010 and 2025.

Table 6 - Labor Force Data: December 2004 (Not Seasonally Adjusted)

Area	Labor Force	Employed	Unemployed	Unemployment Rate
Bristol	31,270	29,749	1,521	4.9
New Britain	33,751	31,303	2,448	7.3
Plainville	9,228	8,829	399	4.3
Plymouth	6,109	5,812	297	4.9
CCC	80,358	75,693	4,665	5.3
Hartford Labor Market	598,781	572,766	26,015	4.3
Connecticut	1,782,700	1,712,700	70,000	3.9
United States	147,877,000	140,278,000	7,599,000	5.1

Source: Connecticut Department of Labor

The unemployment rate for the Corridor (5.3%) as a whole is above that of the State of Connecticut (3.9%) and of the nation (5.1%).

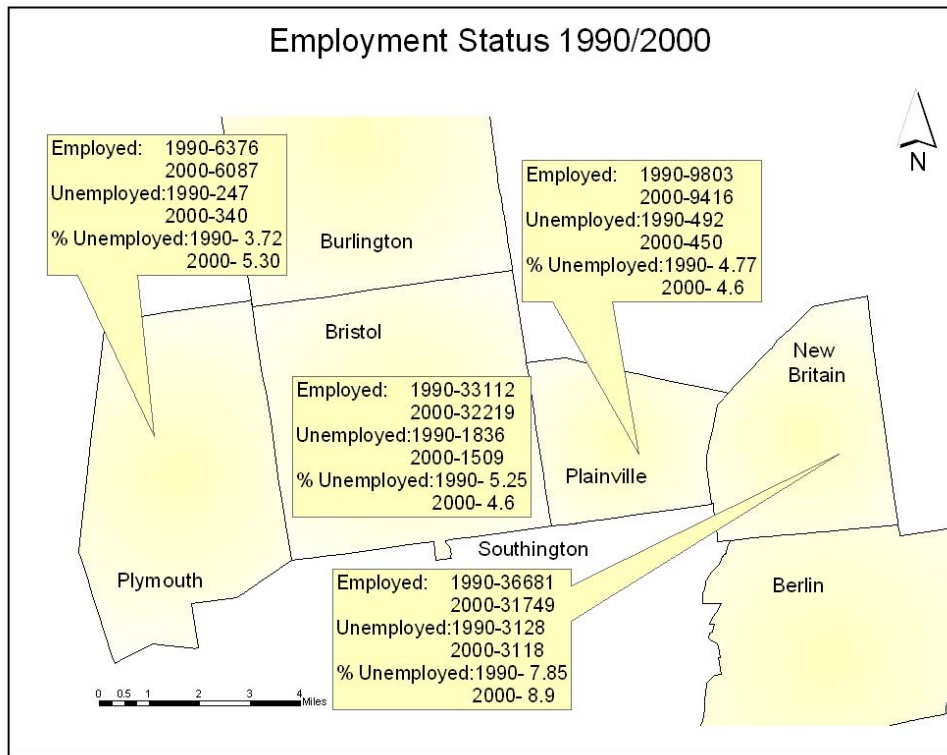
Table 7 - Labor Participation Rate: 2000

Area	Population 2000	Population 16 and over	Civilian Labor Force	Unemployment Rate %
Bristol	60,062	47,736	32,728	68.6
New Britain	71,538	56,041	34,867	62.2
Plainville	17,328	13,935	9,866	70.8
Plymouth	11,634	8,963	6,427	71.7
CCC	160,562	126,675	83,888	66.2
Connecticut	3,405,565	2,652,316	1,757,108	66.2
United States	281,421,906	217,168,077	137,668,798	63.4

Source: U.S. Bureau of Census, Census 2000

Labor force participation rate is the percent of the population 16 years and older who are either employed, or unemployed and actively seeking work. In 2000, the Corridor had a labor force participation rate of 66.2 percent, which is the same as the state's, but above the nation's rate of 63.4 percent. The individual municipalities' rates range from a low of 62.2% in New Britain to 71.7% in Plymouth.

Figure 1 - Employment Status 1990-2000



Occupations

Connecticut is ranked 4th nationally in the percentage (39.3%) of professional and managerial jobs. It also ranks 3rd in the share of bachelors and advanced degrees (33.3%). Usually there is a correlation between the two.

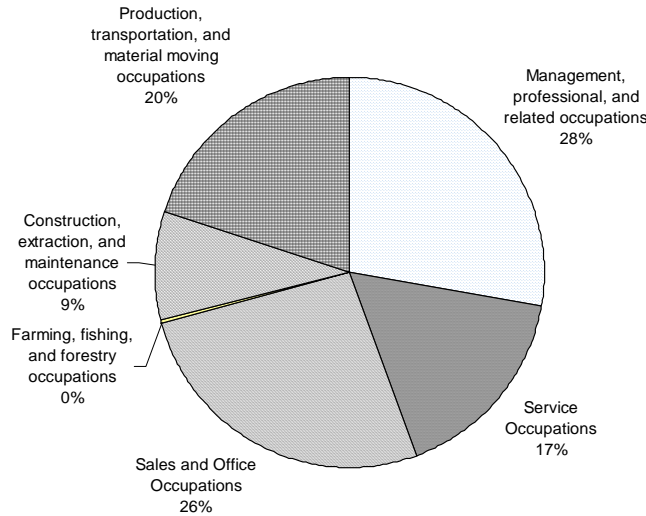
Table 8 - Occupations: 2000

Community	Management, Professional & Related	Service	Sales & Office	Farming, Ranching & Forestry	Construction, Extraction, & Maint.	Production, Transport., & Material Moving	Total
Bristol	8,916	4,560	8,753	32	3,088	5,870	30,798
(Percentage)	(28)	(14.8)	(2.77)	(.10)	(10.03)	(19.06)	
New Britain	8,089	6,268	7,994	65	2,413	6,920	31,749
(Percentage)	(25.5)	(19.7)	(25.2)	(.2)	(7.6)	(21.8)	
Plainville	2,941	1,391	2,638	27	834	1,585	9,416
(Percentage)	(31.23)	(14.8)	(28)	(.29)	(8.86)	(16.83)	
Plymouth	1,757	907	1,379	-	647	1,397	6,087
(Percentage)	(28.9)	(14.9)	(22.7)	(0)	(10.6)	(23)	
CCC	21,703	13,126	20,764	124	6,982	15,772	78,471
(Percentage)	(27.7)	(16.73)	(26.46)	(.16)	(8.9)	(20.1)	
Connecticut	651,385	237,406	440,288	3,446	132,878	199,037	1,664,440

(Percentage)	(39.13)	(14.63)	(26.45)	(.20)	(7.98)	(11.95)	
United States	43,380,155	19,672,918	34,735,733	960,317	12,355,807	19,132,137	130,237,067
(Percentage)	(33.3)	(15.1)	(26.67)	(.73)	(9.48)	(14.69)	

Source: U.S. Bureau of Census, Census 2000

Figure 2 - Occupations: 2000



Graph prepared by Cosgrove Development Services

There has been an 8.72 percent decrease in the number of workers in the Corridor in the last decade; compared to a 1.67 percent decrease in the state, and a 12.58 percent increase nationally.

Table 9 - Class of Worker: 2000

Community	Private Wage & Salary	Government	Self-employed in own unincorporated business	Unpaid Family Worker
Bristol	26,525	3,235	1,407	52
New Britain	26,523	3,988	1,209	29
Plainville	7,850	1,188	362	16
Plymouth	5,192	674	213	8
CCC	66,090	9,085	3,191	105
Connecticut	1,330,368	221,412	108,945	3,715
United States	103,599,330	18,376,263	7,278,574	982,900

Source: U.S. Bureau of Census, Census 2000

Income

The per capita income for each Corridor community, as well as for the Central Connecticut Corridor as a whole, is below the state average (\$28,766). New Britain has the lowest per capita income (\$18,404) which is 64 percent of the state's average of \$28,766 and 85% of the nation's

average. Bristol has the highest (\$23,362) which is still only 81.2% percent of the state's average and 107.7% of the nation's.

Table 10 - Income Data for Corridor: 2000

Community	Median Household Income \$	Median Family Income \$	Per Capita Income \$
Bristol	47,422	58,259	23,362
New Britain	34,185	41,056	18,404
Plainville	48,136	60,586	23,257
Plymouth	53,750	62,610	23,244
CCC	N/A	N/A	21,133
Connecticut	53,935	65,521	28,766
United States	41,433	49,600	21,690

Source: U.S. Bureau of Census, Census 2000

Table 11 - Total Per Capita Personal Income - 2000

Community	Population	Per Capita Income	Total Per Capita Income
Bristol	60,062	\$23,362	\$1,403,168,444
New Britain	71,538	\$18,404	\$1,316,585,352
Plainville	17,328	\$23,257	\$402,997,296
Plymouth	11,634	\$23,244	\$270,420,696
CCC	160,562	\$21,133	\$3,393,171,788
Connecticut	3,405,565	\$28,766	\$97,964,482,790
United States	281,421,906	\$21,690	\$6,104,041,141,140

Note: Per Capita Income for the Central Connecticut Corridor is calculated as weighted average

Source: U.S. Bureau of Census, Census 2000

The Corridor only represents 3.32 percent of the State of Connecticut's total per capital income.

Poverty

According to the Bureau of Census, poverty is measured by using 48 thresholds that vary by family size and number of children within the family and age of the householder. To determine whether a person is poor, one compares the total income of that person's family with the threshold appropriate for that family. If the total family income is less than the threshold, then the person is considered poor, together with every member of his or her family.

Not every person is included in the poverty universe: institutionalized people, people in military group quarters, people living in college dormitories, and unrelated individuals under 15 years old are considered neither as "poor" nor as "nonpoor", and are excluded from both the numerator and denominator when calculating poverty rates.

In the Corridor, New Britain has the most families (2,271) and individuals (11,278) below

poverty level; Plymouth has the fewest families (87) and individuals (470) below poverty level, but it is also the least populated community.

New Britain, which has the highest percentage below poverty level (16.4%) in the Corridor (10.5%), exceeds that of the State of Connecticut (7.9%) and the nation (12.1%).

Table 12 - Poverty Status: 2000

Community	Number of families below poverty	Total number of families	Percent Below Poverty	Individuals below poverty	total population	Percent below poverty
Bristol	780	16,179	4.8%	3,921	60,062	6.6%
New Britain	2,271	16,942	13.3%	11,278	71,538	16.4%
Plainville	198	4,646	4.2%	874	17,328	5.1%
Plymouth	87	3,227	2.7%	470	11,634	4.1%
CCC	3,336	40,994	8.14	16,543	160,562	10.5%
Connecticut	49,983	885,747	5.6	259,514	3,405,565	7.9
United States	6,976,950	72,457,708	9.6	34,077,004	281,421,906	12.1

Source: U.S. Bureau of Census, Census 2000

Economic Distress

All four communities are considered distressed by the Connecticut Department of Economic Development (DECD). The higher the number, the higher the ranking. According to the Connecticut General Statutes Section 32-9p, the definition of a distressed municipality should be based on high unemployment and poverty, aging housing stock, and low or declining rates of growth in job creation, population, and per capita income. DECD additionally uses per capita income, percentage of population with high school degree and higher, and per capita adjusted equalized net grand list (AENGL) to arrive at its ranking.

Under DECD's methodology weighted components are summed to measure the rank of the 169 towns. For each component, every town is ranked from 1 to 169, with the best town scoring 1 and the worst 169. The 25 towns with the highest total scores are designated "distressed."

Table 13 - Distressed Municipality Ranking: 2004

Community	Ranking
Bristol	16
New Britain	2
Plainville	18
Plymouth	20

Source: Connecticut Department of Economic and Community Development

Figure 3 - People Employed in Their Town of Residence

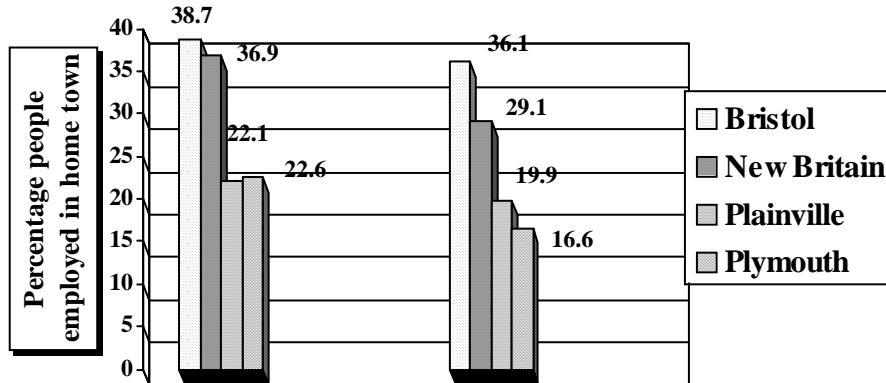


Table 14 - Journey to Work

Commuters into Bristol From		Bristol Residents Commuting to		Commuters into New Britain from		New Britain Residents Commuting to	
Bristol	11,111	Bristol	11,111	New Britain	9,052	New Britain	9,052
Plymouth	1,146	Farmington	2,584	Bristol	1,433	Hartford	3,088
Southington	1,086	Hartford	2,006	Berlin	1,361	Berlin	2,287
Plainville	785	Southington	1,888	Southington	1,181	Farmington	2,218
New Britain	764	Plainville	1,441	Newington	1,052	Newington	1,868
Burlington	581	New Britain	1,433	Hartford	973	West Hartford	1,459
Farmington	522	West Hartford	783	Plainville	906	Plainville	972
Hartford	496	Berlin	764	West Hartford	815	Southington	790
Waterbury	476	Middletown	625	Farmington	643	Bristol	764
West Hartford	413	Waterbury	502	Manchester	404	Middletown	728

Commuters into Plainville from		Plainville Residents Commuting to		Commuters into Plymouth from		Plymouth Residents Commuting to	
Plainville	1,847	Plainville	1,847	Plymouth	990	Bristol	1,146
Bristol	1,441	New Britain	906	Bristol	473	Plymouth	990
New Britain	972	Bristol	785	Waterbury	162	Waterbury	379
Southington	780	Farmington	780	Thomaston	145	Hartford	327
Farmington	364	Hartford	709	Torrington	71	Farmington	301
Hartford	226	Southington	665	Watertown	61	Southington	261
West Hartford	153	Newington	382	Wolcott	59	Watertown	176
Burlington	143	Berlin	340	Burlington	53	Thomaston	174
Plymouth	141	Middletown	258	Southington	47	Torrington	158
Berlin	122	West Hartford	218	Avon	43	Plainville	141

Source: U.S. Bureau of Census, Census 2000, compiled by Cosgrove Development Services

Table 15 - Mean Travel Time to Work

Community	Minutes
Bristol	22.2
New Britain	20.3

Plainville	19.9
Plymouth	25.7
State of Connecticut	24.4
United States	25.5

Source: U.S. Bureau of Census, Census 2000

Employment

The Corridor has a rich manufacturing heritage built upon the creation of businesses by entrepreneurs in the late 19th century. It is home to The Stanley Works and The Barnes Group, two Fortune 500 companies. There have been great changes in the numbers of firms, and in employment, in the Corridor because of the closing of firms that have relocated, ceased operating, or have been removed by urban renewal projects, or destroyed by fire. Factors cited for the closings, and/or relocations, include adversarial union relationships, changes in the locations of markets, shifts in defense spending, foreign/domestic competition, and the high cost of doing business. Major manufacturing businesses that have closed or left the Corridor include Fafnir Bearing, Emhart (American Hardware), Tuttle and Bailey, and North and Judd from New Britain. Bristol manufacturers lost include Acme Rivet, Bussman (Ingraham) and GM Delco Chassis. In the Town of Plymouth, OZ Gedney and NADCO, which were the community's largest industrial employers, also closed operations; the former moved to Mexico and the latter just closed down. In the neighboring community of Southington, both divisions of Pratt & Whitney Aircraft closed in 1995.

According to the Connecticut Economic Resource Center, the Corridor has a total of 5,508 businesses employing 57,859 people. The top three types of businesses by number of establishments are: Services (38.7%); Trade (24.09%); and Construction & Mining (15.9%)

In terms of employment, the top three types of business that employ the most people are: Services (33.7%); Manufacturing (30.9); and Trade (17.13%).

Table 16 - Business Establishments by Type by Town: 2001

Type of Business	Bristol		New Britain		Plainville		Plymouth	
	Firms % of Total	Emp. % of Total	Firms % of Total	Emp. % of Total	Firms % of Total	Emp. % of Total	Firms % of Total	Emp. % of Total
Agriculture	48 2.3%	179 1.0%	31 1.5%	73 0.3%	21 2.2%	51 0.5%	18 4.4%	32 1.1%
Construction & Mining	362 17.5%	1,173 6.5%	249 11.9%	1,521 6.8%	166 17.6%	918 9.4%	100 24.9%	329 11.3%
Manufacturing	212 10.2%	4,715 26.1%	162 7.8%	4,093 18.2%	106 11.3%	3,001 30.7%	48 11.8%	1,356 46.6%
Transportation & Utilities	43 2.1%	731 4.1%	68 3.3%	982 4.4%	23 2.4%	305 3.1%	9 2.2%	62 2.1%
Trade	494 23.8%	3,889 21.6%	511 24.5%	3,649 16.3%	237 25.2%	1,958 20.1%	85 20.9%	418 14.4%

Finance, Insurance & Real Estate (FIRE)	134 6.5%	719 4.0%	139 6.7%	1,170 5.2%	48 5.1%	190 1.9%	15 3.7%	58 2.0%
Services	761 36.7%	5,642 31.3%	905 43.4%	9,992 44.5%	337 35.8%	3,247 33.3%	130 31.9%	593 20.4%
Government	19 0.9%	991 5.5%	22 1.1%	949 4.2%	3 0.3%	95 1.0%	2 0.5%	63 2.2%
Total Businesses in Community	2,073 100.0%	18,039 100.0%	2,087 100.0%	22,429 100.0%	941 100.0%	9,965 100.0%	407 100.0%	2,911 100.0%

Source: Connecticut Economic Resource Center

Table 17 - Business Establishments by Type for the Corridor: 2001

Type of Business	Firms' Percentage of Total	Employees' Percentage of Total
Agriculture	118 - 2.14%	335 - .58%
Construction & Mining	877 - 15.9%	3,941 - 6.81%
Manufacturing	528 - 9.6%	17,880 - 30.9%
Transportation & Utilities	143 - 2.6%	2,080 - 3.59%
Trade	1,327 - 24.09%	9,914 - 17.13%
Finance, Insurance & Real Estate (FIRE)	336 - 6.1%	2,137 - 3.69%
Services	2,133 - 38.7%	19,474 - 33.7%
Government	46 - .84%	2,098 - 3.63%
Total in Central Connecticut Corridor	5,508	57,859

Source: Connecticut Economic Resource Center

Table 18 - Manufacturing Employment: 1999-2004

Community	1999	2004
Bristol	4,520	3,800
New Britain	5,450	4,069
Plainville	2,590	2,010
Plymouth	750	444
Central Connecticut Corridor	13,310	10323

Source: Connecticut Department of Labor

The greatest decline has been in the manufacturing sector although manufacturing does still play a big role in the Corridor.

Table 19 - Top Taxpayers

City of Bristol			
E.S.P.N.	Cable television & radio networks	\$114,687,790	3.9
Ogden Martin	Trash to energy production	38,095,290	1.3
Connecticut Light & Power Co.	Utility	21,027,920	0.7
Theis Precision Steel	Specialty steel	18,422,650	0.6
Webster Bank	Retail Banking/ Computer Operations	15,461,170	0.5
Barnes Group	Spring manufacturer, aerospace technology, distribution	14,488,500	0.5
Otis Elevator	Elevator manufacturer	11,977,840	0.4
Carpenter Realty Company	Real estate management and development services	11,844,930	0.4

Federal Realty Company	Real estate management and development services	11,324,220	0.4
S F Bristol LLC	Not available	9,257,500	0.3
Total		\$2,935,848,380	9.1

Based on a 10/1/02 Net Taxable Grand List of \$2,392,009,590; source: Assessor's Office

City of New Britain			
The Stanley Works	Tool Manufacturer	\$35,285,861	1.72%
Connecticut Light & Power	Electric Utility Company	25,185,011	1.23%
Brittany Farms Assoc.	Apartment Complex	17,910,690	0.87%
CPS Properties	Residential Property	13,604,640	0.66%
Creed Monarch	Manufacturer	12,448,746	0.61%
Inland SE New Britain LLC	Retail Property	11,824,680	0.58%
NB-BTMC, LLC	Commercial Property	11,459,070	0.56%
Connecticut Natural Gas	Public Utility	11,325,450	0.55%
Investment Associates	Medical Facilities	8,778,000	0.42%
HSC Community Services, Inc	Nursing Home	8,332,590	0.41%
Total		\$2,052,798,370	7.61%

Based on a 10/1/04 Net Taxable Grand List of \$ 2,052,798,370; source: Assessor's Office

Town of Plainville			
Plainville Development Ltd.	Investor	42,571,950	4.28%
General Electric Company	Manufacturer	20,678,520	2.08%
Carlingswitch Company	Contractor	13,552,900	1.37%
Tilcon Connecticut, Inc.	Contractor	13,191,420	1.33%
Valley Water Systems	Utility	7,954,100	.80%
Manafort Brothers	Contractor	5,598,750	.56%
Mott Metalurgical Co.	Manufacturer	5,426,010	.55%
Tomasso Brothers	Investor	4,729,640	.48%
Gem Sensors	Manufacturer	4,531,300	.46%
Connecticut Light & Power Co.	Public Utility	4,362,530	.44%
Total		\$114,421,120	11.53%

Based on a 10/1/02 Net Taxable Grand List of \$992,747,047; source: Assessor's Office

Town of Plymouth			
Connecticut Water Company	Public Utility	4,992,713	.93%
Connecticut Light & Power Co.	Public Utility	4,295,046	.66%
Iseli Swiss Screw Machine Co.	Manufacturer	3,120,654	.49%
Cook Willow Realty Partnership	Private Investor	2,148,020	.41%
City of Bristol-Water-Company	Public Utility	2,103,430	.40%
Plymouth Commons Realty corp.	Developer	1,681,120	.32%
Senior Housing at Quail Hollow	Developer	1,611,260	.32%
LeBoff Jay	Manufacturer	1,343,156	.26%
Yankee Gas Service	Public Utility	1,289,332	.24%
Haase Enterprises, LLC	Manufacturer	1,213,905	.22%
Total		\$22,329,510	4.25%

Based on a 10/1/04 Net Taxable Grand List; source: Assessor's Office

Table 20 - Corridor Top Employers: 2003

City of Bristol			
1	ESPN	Sports Broadcast Licensing	2,500
2	City of Bristol	Municipal Government/School	1,250
3	CIGNA	Health Insurance Processing	950
4	Bristol Hospital	Health Services	850

5	Associated Spring	Spring manufacturing	275
6	Theis Precision Steel	Specialty Steels	175
7	Yarde Metals	Metal sales	175
8	Otis Elevator	Research facility	175
9	BW Manufacturing	Manufacturing	175
10	Eastern Plastics	Plastics manufacturing	175
10	Webster Bank	Banking/ Computer Operation	175

Source: Bristol Development Authority

City of New Britain - 2004			
1	City of New Britain	Public	1,912
2	New Britain General Hospital	Medical	1,700
3	Central CT State University	Education	1,540
4	Hospital for Special Care	Medical	1,370
5	Tilcon Connecticut	Construction	1,000
6	State of Connecticut	Gov't	900
7	The Stanley Works	Manufacturing	700
8	Grove Hill Medical Center	Medical	440
9	Dattco	Trans./Service	385
10	Webster Bank	Financial	375

Source: New Britain Chamber of Commerce, Mar. 2005

Town of Plainville - June 2003			
1	GE Industrial Systems	Engineering	750
2	Manafort Brothers, Inc.	Construction	700
3	Wheeler Clinic, Inc.	Health	510
4	Plainville Board of Education	Education	414
5	Tilcon Connecticut, Inc.	Mining & Processing	250
6	Gems Sensors	Manufacturing	250
7	Plainville Health Care Center	Medical	231
8	Carling Technologies, Inc.	Manufacturing	196
9	Lowe's Home Centers	Retail	182
10	Ferguson Electric Co.	Construction	181

Source: Plainville Planning Department, Chamber of Commerce

Town of Plymouth - June 2003			
1	Town of Plymouth	Public/Municipality	429
2	Cook-Willow Health Center	Convalescent Home	119
3	Coldform, Inc.	Manufacturing	67
4	Richards Corporation	Construction	60
5	Iseli Company	Manufacturing	56
6	Doctor's Research Group	Research & Development	50
7	Laurentano Sign Group	Manufacturing/Installation	38
8	Al Simmons Company, Inc.	Assembly/Distribution	37
9	Advanced Micro Controls, Inc.	Manufacturing	34
10	American Modular Corp. LLC	Manufacturing	32
11	NAPCO Inc. Division of Thermo Electron	Manufacturing	30
12	Bomag, Inc.	Manufacturing	23

Source: Plymouth Land Use Department

Table 21 - Labor Force Data: 1993-2002

City of Bristol					Area Unemployment Rate %		
Year	Labor Force	Employed	Unemployed	Unemployment Rate	Hartford Labor Market	State	US
1993	34,558	31,975	2,583	7.5	6.7	6.3	6.9
1994	33,312	31,105	2,207	6.6	5.9	5.6	6.1
1995	32,465	30,345	2,120	6.5	6.0	5.5	5.6
1996	32,122	30,046	2,076	6.5	6.1	5.7	5.4
1997	31,769	30,037	1,732	5.5	5.4	5.1	4.9
1998	31,078	30,010	1,068	3.4	3.4	3.4	4.5
1999	31,141	30,012	1,129	3.6	3.3	3.2	4.2
2000	31,826	31,062	764	2.4	2.4	2.2	4.0
2001	31,492	30,273	1,219	3.9	3.3	3.3	4.8
2002	32,406	30,753	1,653	5.1	4.5	4.3	5.8

City of New Britain					Area Unemployment Rate %		
Year	Labor Force	Employed	Unemployed	Unemployment Rate	Hartford Labor Market	State	US
1993	36,595	33,280	3,315	9.1	6.7	6.3	6.9
1994	34,704	31,896	2,808	8.1	5.9	5.6	6.1
1995	33,888	31,116	2,772	8.2	6.0	5.5	5.6
1996	34,996	32,071	2,925	8.4	6.1	5.7	5.4
1997	34,726	32,061	2,665	7.7	5.4	5.1	4.9
1998	33,491	31,726	1,765	5.3	3.4	3.4	4.5
1999	33,448	31,612	1,836	5.5	3.3	3.2	4.2
2000	34,049	32,719	1,330	3.9	2.4	2.2	4.0
2001	33,728	31,887	1,841	5.5	3.3	3.3	4.8
2002	34,735	32,393	2,342	6.7	4.5	4.3	5.8

Town of Plainville					Area Unemployment Rate %		
Year	Labor Force	Employed	Unemployed	Unemployment Rate	Hartford Labor Market	State	US
1993	10,109	9,356	753	7.4	6.7	6.3	6.9
1994	9,839	9,208	631	6.4	5.9	5.6	6.1
1995	9,562	8,983	579	6.1	6.0	5.5	5.6
1996	9,407	8,797	610	6.5	6.1	5.7	5.4
1997	9,326	8,794	532	5.7	5.4	5.1	4.9
1998	9,098	8,784	314	3.5	3.4	3.4	4.5
1999	9,129	8,804	325	3.6	3.3	3.2	4.2
2000	9,333	9,112	221	2.4	2.4	2.2	4.0
2001	9,210	8,881	329	3.6	3.3	3.3	4.8
2002	9,457	9,021	436	4.6	4.5	4.3	5.8

Town of Plymouth					Area Unemployment Rate %		
Year	Labor Force	Employed	Unemployed	Unemployment Rate	Hartford Labor Market	State	US
1993	6,663	6,140	523	7.8	6.7	6.3	6.9

1994	6,437	6,000	437	6.8	5.9	5.6	6.1
1995	6,278	5,854	524	6.8	6.0	5.5	5.6
1996	6,397	5,982	415	6.5	6.1	5.7	5.4
1997	6,337	5,980	357	5.6	5.4	5.1	4.9
1998	6,250	6,024	226	3.6	3.4	3.4	4.5
1999	6,293	6,051	242	3.8	3.3	3.2	4.2
2000	6,430	6,262	168	2.6	2.4	2.2	4.0
2001	6,364	6,103	261	4.1	3.3	3.3	4.8
2002	6,541	6,200	341	5.2	4.5	4.3	5.8

Source: Connecticut Department of Labor, compiled by Cosgrove Development Services

Note: Due to the expansion of the Current Population Survey (CPS), data for January 2001 and later is not fully comparable with those of earlier periods.

Bristol, Plainville and Plymouth have exceeded the state's average unemployment rate, and that of the nation, for the period 1993-1997; New Britain has exceeded the state's average unemployment rate for all of the 1990s, and that of the nation for all but the year 2000.

Table 22 - Grand Lists and Related Data

City of Bristol: Non-Commercial & Industrial Portion of Grand List 1998-2002					
Town Year Grand List Date	2003-2004 10/1/02	2002-2003 10/1/01	2001-2002 10/1/00	2000-2001 10/1/99	1999-2000 10/1/98
Grand List Total	2,934,401,850	2,497,532,520	2,448,977,270	2,399,413,360	2,343,823,720
Net Grand List	2,845,205,790	2,392,009,590	2,346,737,530	2,300,394,980	2,245,229,070
Percentage Increase From Previous Year (Net Taxable Grand List)	18.95%	1.93%	2.01%	2.46%	-16.0%
Mill Rate	32.25	30.5	29.55	28.9	26.5
Bond Rating (S&P)	AA	AA	AA	AA-	AA-
Tax Rate Collection	N/A	96.97	98.13	98.6	96.99

Source: City of Bristol Tax Assessor; Date of Revaluation 10/1/2001

City of Bristol: Commercial & Industrial Portion of Grand List 1998-2002					
Town Year Grand List Date	2003-2004 10/1/02	2002-2003 10/1/01	2001-2002 10/1/00	2000-2001 10/1/99	1999-2000 10/1/98
Net Grand List	2,845,205,790	2,392,009,590	2,346,737,530	2,300,394,980	2,245,229,070
Business Contribution to Grand List (Real Estate, Personal Property & Utilities)*	735,979,534	736,738,954	694,634,309	674,015,729	581,514,329
Percentage of Grand List (Business)	26.5%	30.80%	29.60%	29.30%	25.90%

Source: City of Bristol Tax Assessor; * Motor vehicles were not included

City of New Britain: Non-Commercial & Industrial Portion of Grand List 1998-2002					
Town Year Grand List Date	2003-2004 10/1/02	2002-2003 10/1/01	2001-2002 10/1/00	2000-2001 10/1/99	1999-2000 10/1/98
Grand List Total	2,119,136,902	1,581,821,755	1,581,788,817	1,541,337,366	1,521,854,452
Net Grand List	2,054,305,113	1,518,115,151	1,507,860,844	1,484,294,781	1,466,744,601
Percentage Increase From Previous Year (Net Taxable Grand List)	35.3	0.7	1.6	1.2	0.9
Mill Rate	46.93	54.76	50.88	49.98	49.42
Bond Rating (S&P)	A-	A-	A-	AAA	AAA
Tax Rate Collection	96.6 projected	96.4	96.4	96.5	96.4

Source: City of New Britain Tax Assessor; Date of Revaluation 10/1/2001

City of New Britain: Commercial & Industrial Portion of Grand List 1998-2002					
Town Year	2003-2004	2002-2003	2001-2002	2000-2001	1999-2000
Grand List Date	10/1/02	10/1/01	10/1/00	10/1/99	10/1/98
Net Grand List	2,054,305,113	1,518,115,151	1,507,860,844	1,484,294,781	1,466,744,601
Business Contribution to Grand List (Real Estate, Personal Property & Utilities)*	477,259,462	378,483,861	372,762,234	359,151,019	354,857,010
Percentage of Grand List (Business)	23.2%	24.9%	24.7%	24.2%	24.1%

Source: City of New Britain Tax Assessor; *Motor vehicles were not included in calculations

Town of Plainville: Non-Commercial & Industrial Portion of Grand List 1998-2002					
Town Year	2003-2004	2002-2003	2001-2002	2000-2001	1999-2000
Grand List Date	10/1/02	10/1/01	10/1/00	10/1/99	10/1/98
Grand List Total	951,976,120	937,260,219	914,742,840	926,831,660	883,288,531
Net Grand List	917,960,867	898,874,926	883,618,807	897,762,755	857,074,987
Percentage Increase From Previous Year (Net Taxable Grand List)	2.05%	1.73%	-1.56%	4.72%	1.93
Mill Rate	33.55	32.06	30.38	29.39	29.39
Bond Rating (M)	A1	A1	A1	A1	A1
Tax Rate Collection	N/A	97.13	97.1	97.5	97.0

Source: Town of Plainville Tax Assessor; Date of Revaluation 10/1/2000

Town of Plainville: Commercial & Industrial Portion of Grand List 1998-2002					
Town Year	2003-2004	2002-2003	2001-2002	2000-2001	1999-2000
Grand List Date	10/1/02	10/1/01	10/1/00	10/1/99	10/1/98
Net Grand List	917,960,867	898,874,926	883,618,807	897,762,755	857,074,987
Business Contribution to Grand List (Real Estate, Personal Property & Utilities)*	296,435,750	284,458,519	268,199,680	295,806,410	262,771,357
Percentage of Grand List (Business)	32%	32%	30%	33%	31%

Source: Town of Plainville Tax Assessor; *Motor vehicles were not included in calculations

Town of Plymouth: Non-Commercial & Industrial Portion of Grand List 1998-2002					
Town Year	2003-2004	2002-2003	2001-2002	2000-2001	1999-2000
Grand List Date	10/1/02	10/1/01	10/1/00	10/1/99	10/1/98
Grand List Total	565,748,807	565,632,480	508,586,576	498,310,375	487,724,179
Net Grand List	524,636,471	523,412,721	457,827,441	448,186,335	437,668,649
Percentage Increase From Previous Year (Net Taxable Grand List)	+0.3%	+1.4%	+2.2%	+2.3%	+2.0%
Mill Rate	35.7	33.6	36.3	36.3	34.5
Bond Rating (M)	A2	A2	A2	A2	A2
Tax Rate Collection	97.5% budgeted	95.5% projected	96%	96%	96%

Sources: Town of Plymouth Tax Assessor & Comptroller; Date of Revaluation 10/1/2001

Town of Plymouth: Commercial & Industrial Portion of Grand List 1998-2002					
Town Year	2003-2004	2002-2003	2001-2002	2000-2001	1999-2000
Grand List Date	10/1/02	10/1/01	10/1/00	10/1/99	10/1/98
Net Grand List	524,636,471	523,412,721	457,827,441	448,186,335	437,668,649
Business Contribution to Grand List (Real Estate, Personal Property & Utilities)*	296,435,750	284,458,519	268,199,680	295,806,410	262,771,357
Percentage of Grand List (Business)	32%	32%	30%	33%	31%

Net Grand List	524,636,471	523,412,721	457,827,441	448,186,335	437,668,649
Business Contribution to Grand List (Real Estate, Personal Property & Utilities)*	66,453,704	74,601,540	68,693,991	66,756,650	65,187,100
Percentage of Grand List (Business)	12.7	14.3%	15.1%	14.9	14.9%

Source: Town of Plymouth Tax Assessor; *Motor vehicles were not included in calculations.

Retail Sales

The retail markets of an area are a measure of its economic vitality and also represents job growth and consumer confidence.

Data provided by the Connecticut Department of Revenue Services indicates that retail plays a role in the economy, although significant retail dollars are being lost to shopping malls outside the Corridor. There is a total of approximately 3,060,000 square feet of mall space in Farmington, Meriden and Waterbury. In spite of leakage to other areas, sales generated in the Corridor in 2002 were \$927,772,067; and for all other outlets were \$910,421,555; for a combined total of \$1,838,193,622, which was 1.75% of the state's total sales.

Overall retail sales have increased from 1997 until 2001; however, the 2002 sales resemble those of 1996. The following charts show the trend in retail sales for the past seven years in the Corridor, and for the specific type of retail for the last three years. According to the State of Connecticut Department of Revenue Services, large retailers with more than one establishment usually report all their sales and taxes from their primary location, therefore the figures for various towns may not reflect actual business activity. The top three types of businesses generating the most in retail sales in 2002 were: Automotive products; miscellaneous shopping goods stores; eating & drinking places.

Table 23 - Retail Sales & All Other Outlets 1996-2002 in dollars

Central Connecticut Corridor							
Retail Stores	1996	1997	1998	1999	2000	2001	2002
Bristol	442,392,013	437,134,949	433,117,457	402,560,109	434,078,430	360,521,769	360,085,816
New Britain	393,169,281	397,062,667	396,275,850	413,523,514	435,414,551	432,566,291	425,975,997
Plainville	121,249,876	117,133,995	134,213,337	135,315,135	133,156,577	235,220,865	92,488,917
Plymouth	35,495,114	36,268,199	38,457,346	44,236,385	49,677,026	47,750,505	49,221,337
CCC Total	992,306,284	987,599,810	1,002,063,990	995,635,143	1,052,326,584	1,076,059,430	927,772,067
Other Outlets	1996	1997	1998	1999	2000	2001	2002
Bristol	344,788,663	379,492,330	366,391,169	350,487,637	423,682,535	418,111,592	378,854,494
New Britain	335,012,017	398,665,336	440,485,055	435,540,926	476,282,030	461,125,293	442,371,355
Plainville	115,251,450	173,781,449	178,248,502	177,352,275	245,667,911	168,179,146	56,770,026
Plymouth	38,436,917	44,126,753	35,633,858	50,104,780	47,114,208	42,771,044	32,425,680
CCC Total	833,489,047	996,065,868	1,020,758,584	1,013,485,618	1,192,746,684	1,090,187,075	910,421,555
All Outlets	1996	1997	1998	1999	2000	2001	2002
Bristol	787,180,676	816,627,279	799,508,626	753,047,746	857,760,965	778,633,361	738,940,310
New Britain	728,181,298	795,728,003	836,760,905	849,064,440	911,696,581	893,691,584	868,347,352
Plainville	236,501,326	290,915,444	312,461,839	312,667,410	378,824,488	403,400,011	149,258,943
Plymouth	73,932,031	80,394,952	74,091,204	94,341,165	96,791,234	90,521,549	81,647,017
CCC Total	1,825,795,331	1,983,665,678	2,022,822,574	2,009,120,761	2,245,073,268	2,166,246,505	1,838,193,622

Source: State of Connecticut Department of Revenue Services, compiled by Cosgrove Development Services

Corridor as Percentage of State Total All Outlets			
Area	2000	2002	
CCC	2,245,073,268	2,166,246,505	1,838,193,622
Connecticut	106,289,188,217	102,229,922,869	105,014,859,887
% CCC to State	2.11%	2.12%	1.75%

Source: State of Connecticut Department of Revenue Services, compiled by Cosgrove Development Services

Summary of Retail Sales & All Other Outlets 1996-2002 in dollars								
RETAIL STORES	1996	1997	1998	1999	2000	2001	2002	% 1996-2002
Retail Stores Total	992,306,284	987,599,810	1,002,063,990	995,635,143	1,052,326,584	1,076,059,430	927,772,067	-6.5%
All Other Outlets	833,489,047	996,065,868	1,020,758,584	1,013,485,618	1,192,746,684	1,090,187,075	910,421,555	9.23%
Total All Outlets	1,825,795,331	1,983,665,678	2,022,822,574	2,009,120,761	2,245,073,268	2,166,246,505	1,838,193,622	.68%

Source: State of Connecticut Department of Revenue Services, compiled by Cosgrove Development Services

City of Bristol - Retail Sales & All Other Outlets by Type of Business 2000-2002 in dollars						
Type of Business	2000		2001		2002	
RETAIL STORES	# Tax-payers	Retail Sales	# Tax-payers	Retail Sales	# Tax-payers	Retail Sales
HARDWARE (SIC 52)	13	3,092,925	15	4,031,287	12	3,234,430
GENERAL MERCHANDISE (SIC 53)	9	2,316,861	10	1,524,991	8	1,692,088
FOOD PRODUCTS (SIC 54)	47	20,947,075	58	28,908,000	53	32,047,571
AUTOMOTIVE PRODUCTS (SIC 55)	51	192,114,372	47	200,875,216	48	200,539,715
APPAREL & ACCESSORY STORES (SIC 56)	15	4,228,544	13	6,304,364	11	5,337,448
HOME FURNISH & APPLIANCES (SIC 57)	44	4,522,831	46	4,467,888	40	4,320,062
EATING & DRINKING PLACES (SIC 58)	86	82,426,626	76	65,023,531	78	58,255,923
MISC. SHOPPING GOODS STORES (SIC 59)	373	124,429,196	316	49,386,492	333	54,658,579
RETAIL STORES TOTALS	638	434,078,430	581	360,521,769	583	360,085,816
ALL OTHER OUTLETS	1,557	423,682,535	1,424	418,111,592	1,442	378,854,494
TOTAL ALL OUTLETS	2,195	857,760,965	2,005	778,633,361	2,025	738,940,310

Source: State of Connecticut Department of Revenue Services, compiled by Cosgrove Development Services

City of New Britain - Retail Sales & All Other Outlets by Type of Business 2000-2002 in dollars						
Type of Business	2000		2001		2002	
RETAIL STORES	# Tax-payers	Retail Sales	# Tax-payers	Retail Sales	# Tax-payers	Retail Sales
HARDWARE (SIC 52)	9	9,962,907	10	6,716,979	9	7,615,177
GENERAL MERCHANDISE (SIC 53)	U	42,461	5	490,361	8	1,681,042
FOOD PRODUCTS (SIC 54)	66	30,388,733	75	47,058,513	69	53,311,812
AUTOMOTIVE PRODUCTS (SIC 55)	54	172,046,665	41	178,607,164	43	159,794,976
APPAREL & ACCESS. STORES (SIC 56)	23	11,711,582	20	14,159,840	17	13,312,542
HOME FURNISH & APPLIAN (SIC 57)	32	84,471,825	27	90,803,312	25	93,586,884
EATING & DRNKNG (SIC 58)	99	71,990,207	79	41,092,636	87	31,645,472

MISC. SHOPPING (SIC 59)	317	54,800,171	276	53,637,486	263	65,028,092
RETAIL STORES TOTALS	U	435,414,551	533	432,566,291	521	425,975,997
ALL OTHER OUTLETS	1,221	476,282,030	1,130	461,125,293	1,138	442,371,355
TOTAL ALL OUTLETS	U	911,696,581	1,663	893,691,584	1,659	868,347,352

Source: State of Connecticut Department of Revenue Services, compiled by Cosgrove Development Services

Town of Plainville - Retail Sales & All Other Outlets by Type of Business 2000-2002 in dollars						
Type of Business	2000		2001		2002	
RETAIL STORES	# Tax-payers	Retail Sales	# Tax-payers	Retail Sales	# Tax-payers	Retail Sales
HARDWARE (SIC 52)	10	18,265,838	10	19,206,740	4	2,243,548
GENERAL MERCHANDISE(SIC 53)	U	2,179	U	253,160	U	170,670
FOOD PRODUCTS(SIC 54)	19	19,674,617	22	22,483,956	17	11,792,335
AUTOMOTIVE PRODUCTS(SIC 55)	28	40,159,318	20	43,508,513	12	40,442,653
APPAREL & ACCESS. STORES (SIC 56)	U	151,734	U	143,379	U	74,230
HOME FURNISH & APPLIAN (SIC 57)	17	13,773,026	16	16,939,367	8	1,211,566
EATING & DRINKING (SIC 58)	36	12,078,006	36	13,270,449	24	8,106,719
MISC. SHOPPING GOODS (SIC 59)	164	29,051,859	143	119,415,301	73	28,447,196
RETAIL STORES TOTALS	279	133,156,577	251	235,220,865	140	92,488,917
ALL OTHER OUTLETS	621	245,667,911	550	168,179,146	370	56,770,026
TOTAL ALL OUTLETS	900	378,824,488	801	403,400,011	510	149,258,943

Source: State of Connecticut Department of Revenue Services, compiled by Cosgrove Development Services

Town of Plymouth - Retail Sales & All Other Outlets by Type of Business 2000-2002 in dollars						
Type of Business	2000		2001		2002	
RETAIL STORES	# Tax-Payers	Retail Sales	# Tax-payers	Retail Sales	# Tax-payers	Retail Sales
HARDWARE (SIC 52)	7	5,350,941	4	980,691	5	878,893
GENERAL MERCHNDISE (SIC 53)	U	292,916	U	317,797	U	273,024
FOOD PRODUCTS(SIC 54)	8	8,733,730	10	9,022,605	10	8,512,677
AUTOMOTIVE PRODUCTS(SIC 55)	15	21,523,227	14	26,773,327	18	28,862,195
APPAREL & ACCESS (SIC 56)	0	0	0	0	0	0
HOME FURN & APPLIAN (SIC 57)	4	54,972	4	49,863	6	58,158
EATING & DRINKING (SIC 58)	12	3,990,476	12	3,449,317	12	3,499,001
MISC. SHOPPING GOODS (SIC 59)	84	9,730,764	64	7,156,905	56	7,137,389
RETAIL STORES TOTALS	U	49,677,026	U	47,750,505	U	49,221,337
ALL OTHER OUTLETS	326	47,114,208	285	42,771,044	330	32,425,680
TOTAL ALL OUTLETS	U	96,791,234	U	90,521,549	U	81,647,017

Source: State of Connecticut Department of Revenue Services, compiled by Cosgrove Development Services

Returns through 1997 were calculated by adding the total number of returns, many of which were filed quarterly, giving an inflated impression of the number of business establishments. Beginning in 1998, the method of calculation was for the number of businesses (taxpayers) filing returns.

Northeastern Economic Development Partnership in the Northeast Region of the United States
Connecticut is one of the 13 original colonies and has many preserved Early American and Colonial structures and sites. The state, strategically situated between Boston and New York City, came to prominence during the 19th century, which has given it a legacy of Victorian architecture, military firearms, Industrial Revolution manufacturing, literature and theater, and American Impressionist art. It has world-class theater, music and art museums.

The Corridor is located in the central area of Connecticut with less than two-hour automobile access to Boston and New York. To put this in perspective, it is located within a 500 mile radius of a population of 106,813,600, an effective buying income of \$1.8 trillion, retail sales of nearly \$1 trillion, and food sales of \$171 billion.

Financial Resources

In addition to the regular banking institutions, and state business development resources, the communities of the Central Connecticut Region have established the Central Connecticut Revolving Loan Fund. This fund is a financing source for start up and expansion cost for small businesses for the communities of Berlin, Bristol, Burlington, New Britain, Plainville, Plymouth and Southington. The fund was initially capitalized in the amount of \$1 million by the Connecticut Department of Economic Development. Eleven banks in the area, the City of New Britain and the Greater Bristol Development Foundation also contributed \$220,000. This fund is administered by the Hartford Economic Development Corporation and will play an essential role in the future growth of the Corridor. Other available financing sources include the Connecticut Development Authority, Connecticut Innovations, and the Connecticut Business Development Corporation.

The State of Connecticut has given special designations to three of the communities in the Central Connecticut Corridor: New Britain has been designated a Targeted Investment Community (a municipality which contains an enterprise zone), with a Qualified Manufacturing Plant (a designation that is applied to any Targeted Investment Community with a manufacturing plant having an area of at least 500,000 square feet which is located outside of their Enterprise Zone); Bristol is Targeted Investment Community; and Plainville is a Contiguous Municipality Zone (a municipality which is contiguous to an Enterprise Zone located in another community).

The Targeted Investment Community designation provides a 5-year state reimbursement of a portion of the property tax loss towns experience as a result of exemptions granted to qualified manufacturing facilities located in designated municipalities. Manufacturing companies may receive a tax reduction equal to 80% of the local property tax on their real estate and personal property. On December 1st of each year, if these companies and the real and personal property they own, are certified by the Commissioner of the Department of Economic Development, the State of Connecticut reimburses the municipality for 50% of the revenue loss due to this exemption.

The City of Bristol also has a program for tax-exempt financing under the City and Town Development Act. Plainville has authorized tax increment financing for off-site improvements which support the Plainville Mall. The Town of Plymouth has provided small working capital loans to commercial businesses using recycled grant funds. Other programs are identified in the Resource, Partners & Programs section of this report.

Zoning

Zoning is a key tool in the protection and preservation of the Corridor's character and resources. All four of the Corridor's communities have zoning regulations. The municipal zoning and subdivision regulations are essentially conventional in approach with the standard soil, sedimentation, and flood control provisions, buffer areas adjoining certain waterways, open space set-asides for subdivisions, and some aquifer protection sections.

Infrastructure

Infrastructure includes those foundation items that support economic development such as transportation systems, including highways, roads, railroads and airports, other systems such as utilities, communications, gas and water and sewer.

On a state level, transportation is a cornerstone of the state's economic vitality and overall quality of life. It is linked to other key policies that deal with the state's future, including land use planning, environmental quality, urban vitality, access to quality jobs and services for the state's residents, connectivity to the Northeast, continental, and international economies, and the mobility of people and goods to promote sustainable economic growth.

Highways

Bristol is located between the towns of Plymouth and Plainville. The major thoroughfares through Bristol, are Route 72 and Route 6. Both of these roads are oriented east-west and provide access to the majority of Bristol's economic centers. North-south movement is provided by route 69 in the west, and 229 in the east. A network of local roads provides access to the remainder of the Town.

Plainville is located between the Cities of Bristol and New Britain. Plainville's east-west access is provided by routes 72 and 372; north-south access by routes 10 and 177. Interstate 84 provides the following access to/from the Town:

- Route 10 at the Route 372 I-84 on ramp
- Route 72 at the Plainville line (in Forestville) direct access to I-84
- Route 177 on ramp to Route 72 to I-84
- Woodford Avenue on ramp to I-84 West
- Crooked Street on ramp to I-84 East

A network of local roads provides access to the remainder of the Town.

Three major thoroughfares exist in the City of New Britain; Route 9, Route 72 and Interstate 84. I-84 serves as the main access to Routes 72 and 9. Route 72 joins I-84 on the western edge of the City and provides east-west access, while Route 9 joins I-84 to the north and provides north-south access. These two Routes join at the City center and are the major access routes for the City. A network of local roads provides access to the remainder of the City.

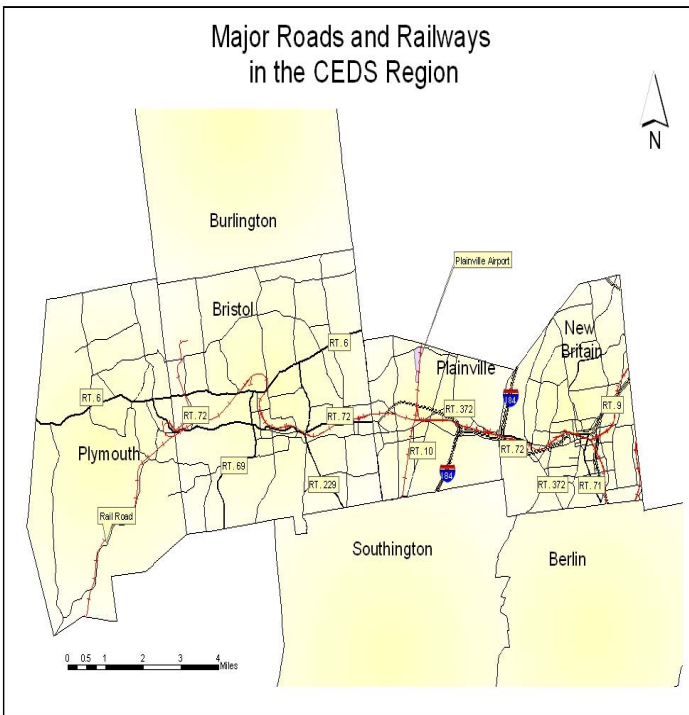
Plymouth is located east of the Naugatuck River and State Routes 8 and 262 provide north-south access through the Town; Route 6 provides east-west access and access to the majority of the town's economic centers. A network of local roads provides access to the remainder of the town.

Rail

There is no commuter rail service for any of the communities discussed in this CEDS. Amtrak does provide commuter rail service between the Cities of Hartford and New Haven which passes through the City of New Britain, however, there are no New Britain stops along this route.

Bus

Commuter Bus service for the Town of Plainville and the Cities of Bristol and New Britain is provided by the New Britain Transportation Company, a division of Connecticut Transit. This bus service provides access to the economic centers of these communities. Bus service does not extend to the town of Plymouth.



A key project in the planning stage and slated for future development is the creation of a dedicated Bus Rapid Transit facility, the New Britain/Hartford Busway, along a 10 mile long corridor between downtown Hartford and downtown New Britain with 12 stations along the line. This busway will provide service to the Hartford and New Britain metropolitan areas with connections to outlying towns. The project is scheduled to be operational by 2011.

The south end of the proposed corridor follows an abandoned rail line; the north end runs within active Amtrak right-of-way. Buses using the busway would have very competitive travel times because with their dedicated right-of-way they would bypass congestion on arterial streets and I-84. The facility would permit bus access at intermediate points, so express bus routes could readily serve surrounding neighborhoods without the need for separate feeder buses (as would be needed with rail transit).

The goals of the project are:

- To provide unique opportunities to serve currently underserved transit needs, such as the needs of reverse commuters (individuals who live in, or close to, downtown Hartford and need to commute to jobs in outlying areas);
- To improve access to educational institutions, such as Central Connecticut State University, UCONN Medical Center, and Trinity College;
- To reduce congestion on major highways, by providing an attractive, efficient alternative for automobile commuters; and
- To provide a catalyst for sustainable development along the corridor as improved access increases the attractiveness of the corridor for transit-oriented residential, commercial and office development.

Related project goals are to coordinate transportation and land use planning, to enhance development around transit stations, and to maximize the benefits of the busway investment. The busway should encourage the re-development of underutilized property into vibrant and walkable districts with easy access to regional transit. Conceptual land use and development plans will be created to help steer development towards higher density mixed-use projects that will provide economic development opportunities and support transit.

Air

Bradley International Airport is located in Windsor Locks, Connecticut which is within 1 to 1 ½ hours drive of the Corridor. Bradley provides commercial service for both passengers and cargo. Robertson Airport in Plainville is a small airport that is managed by a fixed base operator which provides maintenance, flight instruction, aircraft rental and fuel for the based and itinerant aircraft.

Utilities

Electricity to all of the communities in the Corridor is provided by Connecticut Light and Power (CL&P) which serves nearly all of the State. CL&P is a subsidiary of Northeast Utilities. Gas services with the City of Bristol and the Towns of Plymouth and Plainville is provided by Yankee

Gas. The natural gas provider for the City of New Britain is the CNG Corporation.

Water and Wastewater

Wastewater services (sanitary and storm) for the Cities of Bristol and New Britain and the town of Plymouth are provided by each Community's Public Works Department, Water Pollution Control Authority/Division. The Town of Plainville Municipal Services Department is responsible for wastewater services in the town of Plainville through its Technical and Physical Services Division. Municipal water services within the Cities of Bristol and New Britain are provided by the City's Department Public Works, Water Divisions. Municipal water services for the towns of Plainville and Plymouth are provided by the Valley Water Company and the Connecticut Water Company, respectively.

Telecommunications

The dominant telephone service provider for these communities is SBC, however, other providers do extend services to the Corridor, including Connecticut Telephone and Verizon. Cable television services within the Cities of Bristol and New Britain, and the Town of Plainville, are provided by TCI cable of Central CT. Cable television in Plymouth is provided by the Tele-Media Company of Waterbury.

Land and Buildings

A 2003 search on CERC's SiteFinder identified 38 parcels - totaling 117.91 acres - of commercial and industrial land for sale in the Corridor (CERC - Connecticut's most comprehensive source of available commercial and industrial real estate properties - is a nonprofit corporation specializing in the economic development and marketing of local, regional, state and utility economic development entities). A second search, specifically for buildings, identified 50 properties with an availability of 3,015,029 square feet with space ranging from 1,000 to 865,000 square feet. These properties are either for sale or for lease. While this may not be the full actual inventory of commercial and industrial sites and buildings for sale or lease in the Corridor, it is a good indicator of activity. Many of these buildings are old industrial buildings which have constraints involving environmental conditions, configuration, building codes and other issues.

According to real estate brokers in the area, although there is a large amount of space available in the Corridor, it is not necessarily the type of space that is in demand.

Table 24 - Parcels of Land For Sale: 2nd Quarter 2003

Community	Number of Parcels	Acreage
Bristol	8	42.26
New Britain	5	14.9
Plainville	2	8.26
Plymouth	23	52.49
Total	38	117.91

Source: CERC SiteFinder

Table 25 - Available Properties in the Corridor: 2nd Quarter 2003

Community	# of Buildings	Available Sq. Ft.	Range of Available Sq. Ft.
Bristol	12	702,858	2,000 – 435,000
New Britain	24	1,992,890	1,493 – 865,000
Plainville	9	120,281	1,260 – 45,000
Plymouth	5	199,000	1,000 – 95,000
Total	50	3,015,029	1,000 – 865,000

Source: CERC SiteFinder

State Plan of Conservation and Development

The State Plan of Conservation and Development map depicts the Corridor as a mix of urban areas including regional centers, neighborhood conservation areas, and growth areas. Growth will only be encouraged by the State in designated areas. Priority projects in the CEDS process will be reviewed for conformance with the State of Connecticut Conservation and Development Policies Plan 1998-2003, and its revision. The proposed Conservation and Development Policies Plan for Connecticut 2005-2010 is under Legislative consideration and proposed for adoption in 2005.

Political Framework

Connecticut has 169 municipalities; each incorporated with no county government. Bristol is located in the 1st Congressional District, while New Britain, Plainville and Plymouth are in the 5th. New Britain is in the 6th State Senatorial District, while the three other communities are in the 31st.

Table 26 - Corridor Political Representation

Community	Congressional District	Senate District	Assembly District
Bristol	1	31	22, 77-79
New Britain	5	6	22, 24-26
Plainville	5	31	22
Plymouth	5	31	78

Source: State of Connecticut General Assembly web site

Housing

The 160,562 residents of the Corridor live in a variety of housing types. Housing densities vary and reflect the Corridor's historical development. The highest density housing is found in Bristol and New Britain. In these communities, a variety of housing types is available: single-family, multi-family, apartments, condominiums, senior citizen housing, and public housing.

The 2000 Census identified 69,642 housing units in the Corridor, of which 36,230 were occupied, and 4.4 (6.3%) were vacant. This 6.3 percent vacancy rate was below the national vacancy rate of 9.0 percent, and just two tenths of a percentage above the state's average of 6.1 percent.

Of the occupied housing units, 36,230 or 52 percent, were owner-occupied and 29,052, or 41.7 percent were renter-occupied. Plymouth has the highest percentage of people owning their own

home, New Britain has the lowest. For the period 1993-2003, the four communities in the Corridor issued 2,226 permits, an average of 202 per year. For this period Bristol had the highest number of permits (183) in 1994, followed by Plainville (82) in 1993. Plymouth's highest number of permits for this period was 59 in 2001 and New Britain issued 53 new permits in 2002.

Figure 4 - Sales Price for Single Family Homes in the Corridor

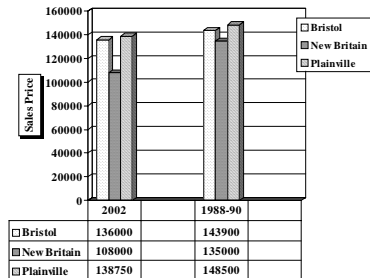


Table 27 - New Housing Permits: 1993-2004

Year	Number of Permits Issued				
	Bristol	New Britain	Plainville	Plymouth	CCC
1993	120	11	82	39	252
1994	183	12	23	34	252
1995	87	20	29	23	159
1996	99	23	4	36	162
1997	88	10	29	24	151
1998	93	6	41	35	175
1999	92	10	38	56	196
2000	77	9	22	53	161
2001	117	19	10	59	205
2002	122	53	36	49	260
2003	140	39	46	28	253
2004	114	25	27	45	211
Total	1,332	237	387	481	2,437
Average over 12-year period	111.0	19.75	32.25	40.08	203.08

Sources: Connecticut Department of Economic and Community Development

Education

Providing education for their youth is the largest financial cost effort the Corridor's towns undertake. The costs of education continue to rise, while the towns' tax bases remain disproportionately skewed toward residences.

Over a 5-year period, Bristol, Plainville and Plymouth experienced a decrease in their total number of elementary students, while New Britain's elementary student population grew. All

these communities have had an increase in the number of middle and high school students. This increase is significant and is reflected in the community budgets.

Table 28 - School Enrollment: 2000

Area	Nursery School/ Preschool	Kindergarten	Elementary School (Grades 1-8)	High School (Grades 9-12)	College or Graduate School	Total School Enrollment
Bristol	978	784	6,437	3,259	2,550	14,008
New Britain	991	891	8,800	3,869	5,882	20,433
Plainville	220	197	1,900	849	846	4,012
Plymouth	235	182	1,439	668	495	3,019
CCC	2,424	2,054	18,576	8,645	9,773	41,472
Connecticut	66,689	49,197	401,109	189,662	204,212	910,869
United States	4,957,582	4,157,491	33,653,641	16,380,951	17,483,262	76,632,927

Source: U.S. Bureau of Census, Census 2000 compiled by Cosgrove Development Services; note: Population 3 years and over

Higher Education

Central Connecticut State University (CCSU), located in new Britain, is the oldest public institution of higher education in Connecticut. Founded in 1849 as a Normal School to train teachers, it was moved to its current campus in 1922. In 1933, the School became the Teachers College of Connecticut granting four-year baccalaureate degrees.

In 1959, when the curriculum had grown to include degrees in the liberal arts, the School became Central Connecticut State College. In 1983 it became the Central Connecticut State University and offered undergraduate and graduate degrees. CCSU hopes to build on its traditional strengths, progress toward greater diversity in its student body and faculty, and become increasingly international. From 1998 to 2002 school enrollment both at the undergraduate and graduate levels increased but there was a decline in enrollment in 2003.

CCSU's impact on both gross Corridor product and employment are significant. Its benefits include jobs and payroll, student and visitor spending in the bookstores, on tickets, meals and lodging, the purchases of goods and services by CCSU, the supply of skilled labor by the students, the attraction of grants, and the multiplier effect.

Making Progress for Connecticut and New Britain: Economic and Social Impact 2002-2003, a report prepared by Joseph H. Harper, Jr., Vice President for External Affairs, and Armand J. Zottola, Ph.D., Professor of Economics, notes that:

“The estimated economic impact of total University annual operating expenditures in fiscal year 2002 was \$244.67 million as determined by the standard and customary multiplier coefficient of 2.13; in the 2001-2002 academic year renovations contributed \$60.34 million to Connecticut's construction industry, thereby creating numerous jobs that produced millions in wages; total capital expenditures over the next 10 years are estimated to be about \$200 million, which will have a similar effect as those funds cycle through the state's economy; in 2003 \$2.6 million was paid to the City of New Britain under a Payment in Lieu of Taxes (PILOT) grant, and that will rise to \$2.68 million in the next fiscal year; more than 7,400 full-

time students are on campus on a daily basis and their estimated annual spending other than tuition, fees, and room and board, generates \$45.5 million in the Corridor's economy; in 2002, 306 CCSU students worked 302,640 hours for 130 employers and earned \$3,631,680; CCSU students contributed 701,684 hours through internships providing an estimated \$11.7million in "free labor" to area businesses, schools, agencies and industries; CCSU provided jobs for 2, 272 full-time, part-time, and student employees who earned \$65.8 million, which produced \$2.2 million in withheld state income taxes and \$9.5 million in withheld federal income taxes. The University's estimated total economic impact on Connecticut's economy exceeds \$362 million; estimated economic impact of total university annual operating expenditures is \$244.67 million (includes payroll benefits, equipment, library, and other expenses); The estimated economic impact of University Capital Expenditures on Connecticut's Construction Industry over the last five years was \$141.6 million and is projected to be \$200 million over the next ten years; the annual State and Federal revenue impact of 2,272 full-time, part-time, and student employees who paid \$2.2 million in state income taxes and \$9.5 million in federal income taxes in calendar year 2001 is significant."

The area also benefits from by the existence of the University's Institute for Industrial Technology and Business Development (ITBD) , which provides services to small and medium sized businesses through its various centers, including: Procurement Technical Assistance Center; Technical Training Center; the Manufacturing Applications Center.

Since 1993 the Institute has offered 51 courses & seminars for 46 companies, serving 709 students, including an award-winning EMS instructor training session conducted at the Technical Training Center. In addition, the Institute has sponsored over 500 events, serving over 30,000 people hosted at the Conference Center, hosted 20 incubator companies in 2002 alone; and, served over 30 companies at the Manufacturing Applications Center (MAC).

Following is a list and description of key centers/offices at the University:

Center for Public Policy and Social Research - The Center helps to improve life in Connecticut's communities by working with a variety of non-profit citizen-based, and governmental groups to conduct needs assessment surveys, public opinion/audience analysis surveys, program evaluations, training workshops and communications campaigns/projects involving 48 faculty and about the same number of students which were funded by some \$482,000 from grants and contracts.

Institute for Municipal and Regional Policy (IMRP)

Housed within the Center for Public Policy and Social Research, the Institute for Municipal and Regional Policy (IMRP) has the potential for significant economic impact by encouraging cities and towns to consider regional, cost-effective approaches to problems, projects, and planning. Drawing on CCSU's academic and outreach resources, the IMRP offers positive help in relation to the public policy issues facing Connecticut by facilitating discussion and collaboration among large and small municipalities, as well as other possible partners within the public, non-profit, and private sectors.

CCSU is also considering establishing Hispanic Business Support Groups to promote mutually beneficial trade relationships between businesses in Connecticut and the Caribbean and Latin America. The groups could be co-located with the Spanish American Merchants Association (SAMA) in the ITBD, making the Institute's business development resources accessible to new and existing businesses within Connecticut's Latino community.

In 2003, CCSU facilities hosted 2,173 events for nearly 80 corporations and government and non-profit organizations; and over 200 CCSU faculty and administrators volunteer valuable service to the community outside of their campus duties.

Tunxis Community College

Tunxis is one of 12 community and technical colleges in the State. Tunxis grants A.S. degrees and also offers credit-level certificates and Continuing Education Units to enhance job skills dependent upon the program, length of time, and depth. The mission of the Board of Directors is to ensure access and academic success for students seeking the opportunity offered by higher education and required by the high demand workplace of the 21st century. The system offers:

- Occupational, vocational, technical career programs to provide training for immediate employment, job retraining or upgrading of skills;
- Programs of general study for continuing education to meet individual goals and acquisition of basic skills;
- Program of study for transfer to the baccalaureate level;
- Remedial and developmental programs for personal or professional development;
- Educational programs which center on addressing community and lifelong learning needs; and
- Student services that support personal development and academic success.

Statewide Network of Training & Education Specialists

The Business & Industry Services Network (BISN) is a collaborative effort of Connecticut's twelve Community Colleges. Utilizing the resources of the Community Colleges, including an expert faculty, state of the art facilities and equipment, and extensive libraries, the BISN links business, industry, state government, and education. Specifically designed to meet the needs of Connecticut's business and industry, the BISN provides a full range of educational and training services. Partially supported by tax dollars, the BISN maintains a cost-effective fee schedule. The critical programs that are offered relate to workforce development both to those currently employed and those seeking employment. Programs such as Lean, the Allied Health fields (CNA, Phlebotomy, Pharmacy Tech, EMT, EKG, Dental Hygiene, Dental Assisting), Computer and Office Skills, Management and Supervision, Real Estate, Customer Service and a host of those that facilitate advancement or securing of employment. The BISN's goals are:

- To assist with the development and retention of business and industry in Connecticut;
- To help provide a supply of workers through training and education to meet current and future job demands; and
- To contribute to Connecticut's economic development by providing an educated work force.

Table 29 Educational Attainment Levels: 2000

Community	Percentage of Population over 25 with attainment level				
	No High School Diploma	High School Graduate	Some College	Associate Degree	Bachelor's Degree or Higher
Bristol	19.2%	37.9%	19.4%	7.4%	16.2%
New Britain	31%	32.9%	14.5%	5.1%	16.6%
Plainville	15.9%	35.8%	19.4%	8.7%	20.2%
Plymouth	18.6%	41.0%	18.1%	8.3%	13.9%
CCC	23.7%	35.8%	17.2%	6.6%	16.6%
Connecticut	16.0%	28.5%	17.5%	6.6%	31.4%
United States	19.6%	28.6%	21.0%	6.3%	24.4%

Source: U.S. Bureau of Census, Census 2000

A review of the population over 25 years of age indicates:

- 23% of the population in the Corridor does not have a high school diploma; a rate which exceeds that of the state (16%) and the nation (19.6%).
- A little more than 1/3 (35.8%) of the population has a high school diploma and no higher formal education; this exceeds both the state (28.5%) and the nation (28.6%).
- Less than 1/5 of the population has some college education (17.2%), which is about the same as the state (17.5%), but less than the nation (21.0%).
- The Corridor has a similar rate for having Associate Degrees (6.6%) as the state (6.6%) and the nation (6.3%).
- The Corridor has a lower rate for having Bachelor/Higher Degrees (16.6%) than both the state (31.4%) and the nation (24.4%).

Historic Preservation

One of the assets of both the Corridor, and of the State, is the number of traditional New England villages and early homes and buildings from previous centuries. Communities are taking a more active role in preserving these resources, but there is a constant need for education to do so. Much adaptive reuse has not been sympathetic to historic and old structures. In spite of this, there are a number of properties in each of the communities that have been placed on the National Register of Historic Places. This also means that they are listed on the State Register of Historic Places. There are other properties in each of the communities that are just listed on the State Register of Historic Places. Table 30 contains a list of properties in the four communities that have been identified as significant, but there may be others that have not been included.

As a whole the Corridor is not known for its preservation efforts, although a number of projects have been carefully restored. Over a period of time the City of New Britain has restored many of the buildings in the downtown area. Properties have been restored to make a significant visual difference. The following table lists properties included on both the National and State Registers of Historic Places, except where otherwise noted:

Table 30 Sites on Registers of Historic Places

PROPERTY NAME	ADDRESS IF LISTED	YR LISTED
Bristol		
Beleden House	50 Bellevue Ave.	03/15/82
Bristol Girls' Club	47 Upson St.	06/03/87
Ernest R. Burwell House	161 Grove St	08/18/92
Cooper Ledges and Chimney Crest	Along Founders Dr. between Bradley and Woodland Streets	08/21/92
Endee Manor Historic District	Along Sherman, Mills and Putnam Streets	02/29/96
Federal Hill Historic District	Bounded by Summer, Maple, Woodland, Goodwin, and High Streets	08/28/86
Forestville Passenger Station	171 Central St.	04/19/78
William I. Jerome House	367 Jerome Ave.	06/02/87
Main Street Historic District	Main St. from School St. to Summer St. and adjacent areas of Prospect St.	08/15/95
Marlborough House	226 Grove St.	09/02/93
Rockwell Park	Dutton Ave. and Jacobs St.	05/21/87
South End Historic District	Bounded by East Rd., Willis St., George St., and South St.	01/19/01
Terry-Hayden House	125 Middle St.	03/25/82
Townsend G. Treadway	100 Oakland St.	12/19/91
Bristol Properties listed on State Register of Historic Places Only		
Bartholomew Homestead	1865	1975
Brightwood Mansion & Caretakers Cottage	1893	1975
William B. Carpenter House	1845	1975
Dunbar Winthrop House	1880	1975
Miles Lewis House	1801	1975
Peck Burdette	1878	1975
W. E. Session House	1880	1975
Shepard Homestead	1800	1975
Stewart Homestead	1800	1975
Terry Homestead (Plantation)	54 Middle Street	1975
Williams House	1745	1975
Bugryn-Terry-Ball Farm	299 Middle Street 1869-1890	1975
New Britain		
Burritt Hotel	67 West Main St.	07/28/83
Belden Ezra House	530 East Street 1746	1975
Erwin Home Worthy & Indigent Women	140 Bassett St.	04/12/02
City Hall Monument District	13-35 West Main St., Central Park	02/28/73
Francis H. Holmes House	349 Rocky Hill Ave.	06/28/84
Masonic Temple (Historic Synagogues of CT Mps)	265 West Main St.	07/21/95
Wesoly Sloper House	27 Grove St.	01/07/00
South Congregational Church	90 Main St.	04/06/90
St. Mary's Parochial School	Beaver St. South of Broad St.	04/03/91
Tephereth Israel Synagogue (Historic Synagogues of CT Mps)	76 Winter St.	05/11/95
Walnut Hill District	Irregular pattern in area of Winthrop, Arch and Lake Sts.	09/02/75
Walnut Hill Park	West Main St.	11/30/82
Washington School	High and Carmody Sts.	07/19/84
West End Historic District	Roughly along Park Place, Vine, forest, Lincoln, Liberty, Sunnylegde, Hart, Lexington Murray and Woodbine Sts.	12/24/98

New Britain Properties listed on State Register of Historic Places Only			
George Francis House	1939 North Staley St.	1750	1975
Deacon Elijah Hart House	61-65 Kensington Ave	1757-9	1975
Elisha Hart House	639 Arch Street	c1840	1975
Gad Stanley I House	2134 North Stanley St.	c 1767	1975
Gad Stanley II House	2162 North Stanley House-late	19th century	1975
Plainville			
Farmington Canal (New Haven and Northampton Canal)	Runs roughly south through town along the Boston and Maine Railway		09/12/85
New Haven District Campground	Off CT 177		05/19/80
Charles H. Norton House	132 Redstone Hill		05/11/76NHL
Plainville Properties listed on State Register of Historic Places Only			
Congregational Church	West Main Street	1840	1975
John Cooke Tavern	Cooke Road	1750	1975
Nelson House	Roberts St.	c 1800	1975
Luther Shephard House	167 New Britain Ave.	c 1820	1975
Governor Trumbull House	39 Farmington Ave.	c 1920	1975
Residence	28 Canal St.	c 1830	1975
Residence	171 New Britain Ave.	1771	1975
Residence	175 New Britain Ave.	c 1780	1975
Residence	Roberts St.	c 1800	1975
Residence	Washington St.	c 1790	1975
Commercial Block	West Main S.	1888	1975
Plymouth			
East Plymouth Historic District	E. Plymouth and Marsh Rds.		02/21/85
Plymouth Center Historic District	Roughly along Main, North, South Sts., Carter, Hillside Ave., Ives Crossing and Maple St.		07/22/99
Plymouth Center Historic District (Boundary Increase)	50 North St., 16 & 20 South St.		12/15/00
Terryville Water Wheel	262 Main Street		01/02/02
Plymouth Properties listed on State Register of Historic Places Only			
Blakeslee Joel	9 Maple Street; c. 1775		1975
Congregational Church	6 Park Street; 1838		1975
Stoughton Building (a.k.a. Plymouth Hill Schoolhouse)	6 Park Street; 1840		1975
St. Matthew's Church	170 East Plymouth Road; 1791		1975
Augustus G. Shelton House	663 Main St.; 1850		1975
Eli Terry, Jr. House	275 Main Street - 1825		1998

Sources: CCRPA, Municipalities, Connecticut Historical Commission

Smart Growth

Smart Growth has become the topic of interest around the country and conferences are being held on the topic. It means a lot of things to a lot of people. It is generally contrasted with SPRAWL because it encourages a use of land that encourages growth in existing areas such as:

Main Street Redevelopment Mill Re-use

"About Smart Growth" on the web site [www:smartgrowth.org](http://www.smartgrowth.org) states:

"In communities across the nation, there is a growing concern that current development patterns -- dominated by what some call 'sprawl' -- are no longer in the long-term interest

of our cities, existing suburbs, small towns, rural communities, or wilderness areas. Though supportive of growth, communities are questioning the economic costs of abandoning infrastructure in the city, only to rebuild it further out. Spurring the smart growth movement are demographic shifts, a strong environmental ethic, increased fiscal concerns, and more nuanced views of growth. The result is both a new demand and a new opportunity for smart growth."

Smart Growth Principles:

- Create range of housing opportunities and choices
- Create walkable neighborhoods
- Encourage community and stakeholder collaboration
- Foster distinctive, attractive places with a strong sense of place
- Make development decisions predictable, fair and cost effective
- Mix land uses
- Preserve open space, farmland, natural beauty and critical environmental areas
- Provide a variety of transportation choices
- Strengthen and direct development toward existing communities
- Take advantage of compact building design

In October 1994, the American Planning Association (APA) launched Growing Smart SM; a major initiative aimed at helping states modernize statutes affecting planning and the management of change. The project will establish a long-term capacity within APA to assist states with statutory reform. The Connecticut’s Chapter of APA has taken an active role and has set the stage for additional planning reforms and smart growth measures to be adopted in the state. The issue has been of interest to the communities in the Corridor.

Brownfields and Grayfields

The following properties have been listed on the Connecticut Brownfields Redevelopment Authority (CBRA) website with the following disclaimer:

"The Brownfields Inventory and related information has been compiled by the Connecticut Brownfields Redevelopment Authority (CBRA) for the convenience of interested parties, but has not been verified by the CBRA. Neither the CBRA, the Connecticut Development Authority, nor the State of Connecticut, make any representation or warranty with respect to the accuracy, completeness, suitability or timeliness of the inventory or such information. Parties making use of such information do so entirely at their own risk.

Table 31 Brownfields

City of Bristol				
Parcel Name	Location	Acreage	Past Use	Road Access
Sessions Property	273 Riverside Ave.	3.54	Manufacturing	I-84/Rte. 72
Former Western Auto Supply	360 Riverside Ave.	.61	Retail	I-84/Rte. 72
Gavlick Property	Terryville Ave.	3.56	Vacant Land	I-84/Rte. 6
Gavlick Property	51 Franklin St.	13.0	Warehousing	I-84/Rte. 6
Former Bristol Brass Plant	550 Broad St.	8.30	Manufacturing	I-84/Rte. 72

Old Ingraham Clock Site	Emmett St.	3.00	Manufacturing	I-84/Rte. 229
J & S Metals Site	95 Wooster Court	1.52	Manufacturing	I-84/Rte. 72

Source: Connecticut Brownfields Redevelopment Authority

City of New Britain; May 2003	
Parcel Name	Location
Former New Britain Machine property	South Street
Former Harris property	Ellis Street
Former Fafnir properties	Myrtle and Booth Streets
Former ITT Sealectro property	East Main Street
Present and former Stanley Works properties	Myrtle Street and various locations
Former Tuttle and Bailey property	Hartford Square
Northeast Utilities property	Curtis Street
Cold Metal Products property (former Stanley)	Burritt Street
Viking Aluminum property	John Street
Pape Electro Plating	John Downey Drive
Other potential John Downey Drive properties	John Downey Drive
Former Russell Erwin property (redev. Walgreens)	Washington Street
Other small locations of former gasoline stations, auto repairers or dry cleaners.	
Former Weiner's Auto parts	Arch Street
Former Szymanski garage	Oak Street
Pete's Garage	Oak Street
Hank's Garage	Farmington Ave.
Howards Cleaners	Corner West Main and Lincoln Streets

Source: New Britain Municipal Development Office

The City of New Britain became the recipient of an EPA Brownfields Demonstration Pilot Grant in 1997. The grant funds were used to overcome environmental barriers and to attract developers to certain sites. Since there is limited vacant land in the community, economic development, and the success of the City, is largely dependent upon the City's ability to reclaim brownfield sites. The City of New Britain, through its Department of Municipal Development, has prepared fact sheets to assist their marketing efforts.

"Grayfield" is a relatively new term and is used to describe shopping centers and retail outlets that have become completely or partially vacant. According to a 2001 study by PriceWaterhouseCoopers, 19 percent of existing shopping centers are at risk of becoming grayfields. Across the country, larger regional superstores have displaced smaller businesses, but interestingly enough, some of these larger regional stores have themselves become grayfields. It is an issue that is becoming more talked about in the field of economic development. While vacant retail space is a concern in the Corridor, it was not cited either as an area weaknesses, nor as a major issue.

Related Activities of Local, State, Federal and Private Agencies

The following is a list of planning and economic development activities of local, state, Federal and private agencies, which provides a solid framework for economic development to take place in the Corridor.

Table 32 - Planning and Economic Development Activities of Local, State, Federal and Private

Agencies

City of Bristol				
Name of Study/Grant	Year	Agency Responsible & local, state, federal or private initiative	Description	Cost
Bristol Business Park	2004	Bristol Development Authority	Creation of a 30-acre business park	\$3.4 million \$1.2 million EDA
Bristol Paideia/Bristol Cultural and Arts Center	2002	Bristol Cultural and Arts Center Grant from State Bond Commission	Renovations of 7,500 square feet of space to host cultural events, host visitors from Greece and to serve as a location for various forums.	\$225,000 State bond
Brownfields Site Characterizations	2001-2004	City of Bristol, Bristol Development Authority – local w/Federal funds	Phase I, II & II Environmental Site Assessment of five downtown properties	\$200,000
Downtown Bristol Revitalization Plan	2000	City of Bristol, Bristol Development Authority – local	Strategic plan and current condition study of downtown	\$50,000
Plan of Conservation and Development	2000	City of Bristol, Planning Commission – local	City-wide development plan	\$115,000
Route 72 Corridor Reuse Study	2004	City of Bristol, Planning Commission – local	Economic and land use study of improved highway corridor	\$50,000
City of New Britain				
Arch Area Neighborhood Revitalization Zone Strategic Plan	1999	Arch Area Neighborhood Revitalization Zone Executive Committee (local)	Strategic Plan focusing on public safety, economic development, housing and home ownership and quality of life in the Arch Area Neighborhood Revitalization Zone.	N/A
Broad Street Neighborhood Revitalization Zone Strategic Plan	1996	Broad Street Neighborhood Revitalization Zone Committee (local)	Strategic Plan capitalizing on economic empowerment, physical improvements, improved security and more effective delivery of human services for the Broad Street area.	\$8,000
Central Connecticut State University HUD COPC Program	2002	CCSU's Industrial and Engineering Technology (IET), (local)	New Directions Grant to enable CCSU to assist with neighborhood economic development	\$312,603 \$150,000 grant
City of New Britain Consolidated Plan (2005-2009)	2005	Department of Municipal Development (local)	5 year housing and community development strategy prepared with HUD guidelines	\$15,000

City of New Britain Connecticut Inner City Business Strategy Initiative	1999	Mayor's Office & Department of Municipal Development (local), state initiative	Strategic plan initiated by the State of Connecticut to assist key urban communities.	\$40,000 half cash half in-kind
East Side Neighborhood Revitalization Zone Strategic Plan	2004 In process	East Side Community Action Group/ Neighborhood Revitalization Zone	Strategic Plan initiated by local residents from the East Side of the community.	\$15,000
Economic Redevelopment Feasibility Study of the Routes 9 & 72 Corridors and the Downtown Area	2004	Mayor's Office & Department of Municipal Development	Feasibility study to identify industries and businesses which could locate in vacant and/or underutilized properties within the highway corridors of Route 72 and 9. Also included are a labor force analysis, trends and condition report, target profile report and a preferred redevelopment plan.	\$350,000
New Britain Museum of American Art	2003/ 2004	Expansion of museum	Construction of new building for gallery, collection storage, expansion of library and gift shop, café, auditorium and studio space for artists.	\$25.5 million \$5 million/ state \$880,000/ HUD
North-Oak Streets Neighborhood Revitalization Zone Plan	2001	North-Oak Streets Neighborhood Revitalization Zone Planning Committee (local)	Strategic Plan to implement 6 goals to create a unique neighborhood than enhances the lives of its residents and the character of the city.	\$15,000
Economic Redevelopment Plan for Pinnacle Heights Housing Area	2005			
Town of Plainville				
Name of Study/Grant/Project	Year	Agency Responsible & local, state, federal or private initiative	Description	Cost
Strawberry Fields Industrial Park – Phase II	2001	Plainville Economic Development Agency	Phase II expansion of road and utilities within the Strawberry Fields Industrial Park and Enterprise Zone and undertaking of CEPA study requirements	\$500,000 DECD grant; \$350,000 Town; \$500,000 private

Downtown Needs Assessment Study	2003	Plainville Downtown Beautification Committee (local)	Inventory of demographics, physical characteristics, policy & economic factors; analysis of assets & liabilities; & recommendations for downtown revitalization	-
Brownfield site remediation and redevelopment at 311-349 New Britain Avenue	2004	Economic Development Office (local)	Remediation of environmental contamination and commercial redevelopment of site	\$1.25 million CBRA bond repaid by TIF
Town of Plymouth				
Strategic Plan	1997	Plymouth Economic Development Task Force	Establishment of mission statement, goals and planning objectives. Identification of constituencies in economic development process.	\$1,000 (in house)
Economic Needs Study	1997	Plymouth Economic Development Task Force	Identification of opportunities, impediments and recommendations for improving the mix of retail and commercial use within town.	\$10,000
Statutory Framework	1998	Plymouth Mayor's Office	Analysis of statutory and local ordinances in order to strengthen and facilitate the economic development process. Led to re-organization of E.D. T.F. and Industrial & Development Commission into E.D.C.	\$3,000
Project Plan – Phase III	1999	Plymouth Economic Development Commission	Statutory requirements for submitting funding application to DECD for Phase III of Plymouth Business Park	\$87,500
Route 72 and Route 6 Studies	1999	CCRPA	Recommendations to improve operations and safety with special attention to downtown Terryville and with anticipated growth in Plymouth Business Park	\$300,000

Plan of Conservation and Development	2003-2004	Plymouth Planning & Zoning Commission	Municipal plan for guiding the conservation and development of the community	\$55,000
Other				
Name of Study/Grant/Project	Year	Agency Responsible & local, state, federal or private initiative	Description	Cost
Central Connecticut Economic Development Alliance Marketing Plan	1997	Central Connecticut Economic Development Alliance/CCRPA (regional)	Marketing Plan that plans and promotes regional policies, programs and projects to enhance economic development vitality, accessibility and quality of life in the 7 CCRPA communities	\$7,500
Central Connecticut Regional Economic Development Action Agenda	1997	Central Connecticut Economic Development Alliance/CCRPA (regional)	Strategic plan for the region.	\$27,000

Source: Compiled by Cosgrove Development Services

Corridor Weaknesses and Strengths

At the September 12, 2002 CEDS Committee meeting, each attendee was handed a form on which they wrote their thoughts on the strengths, weaknesses, opportunities and threats. Each attendee then was asked to speak on the subject matter. The forms were collected and the responses were tabulated. The responses would be used for further discussion on economic development in the region.

Strengths

Out of all the strengths the group listed, the top 10 (unprioritized) are:

- Colleges-especially community college & CCSU
- Major attractions (ESPN, sports, museums, Lake Compounce)
- Location-Boston & New York
- Health care institutions (cluster)
- Chamber of Commerce
- Network of service providers to support local manufacturing
- Tourism relationship with towns
- Reasonable housing prices compared to state
- "Central" name identifier-position in market
- Quality of life

At the March 18, 2003 Committee meeting, the process that led to the preparation of the draft SWOT Report was reviewed. The Technical Committee then met to discuss the SWOT and requested that a matrix be developed to identify those strengths, weaknesses, opportunities and threats that apply to all the communities and those that just apply to individual communities. The matrix was then distributed to all members of the CEDS Committee for comment. After some

discussion, those present were asked to break into groups to refine and prioritize the items listed.

The CEDS Committee identified Corridor weaknesses and issues confronting. A survey was sent asking members to rank both the weaknesses and issues. The following are the top ones identified:

Corridor Weaknesses

- Corridor transportation infrastructure and services
- Negative image of the Corridor
- Lack of suitable sites for economic growth
- Changes in the Corridor's economic
- Pockets of poverty
- Retail leakage

Community Weaknesses

- Transportation needed - especially for the disabled
- Need for more cultural opportunities
- More user friendly transportation
- Lack of public policy on transportation
- Lack of currency exchange
- Negative self image
- Poor directional signage
- Limited access to larger retail stores
- Residents shop outside area
- Lack of Corridor government
- Local government is parochial
- State not friendly to Corridor approaches
- Ad hoc approach to doing things
- Housing-too expensive for many workers
- Affordable housing for disadvantaged
- Urban flight to suburbs/Enterprise Zones in suburbs
- Living in shadow of Hartford
- Lack of people going into technical schools
- Loss of manufacturing
- High cost of living i.e. housing and goods
- Energy costs
- Pockets of poverty
- Older housing stock and cost to renovate/lead paint issues
- Aging workforce
- Need for activities for young adults
- Lack of highway extensions to some towns
- Transportation especially movement of goods
- Impacts of NAFTA
- Lost opportunity-State promoting strong regions
- Limited industrial land
- Lack of space for economic development

Space utilized by low occupancy public housing
 Hotel availability
 Integration of tourism awareness with local residents

Both the weaknesses and issues were identified as problems, many of which are being addressed by various agencies. Other government sponsored or supported plans have been reviewed for the identification of corridor strength and weaknesses.

Table 33 - Weaknesses and Issues Survey

Corridor WEAKNESSES ITEM & ELEMENTS	Does This Item Impact the Entire Corridor Equally?		If this item does not impact the entire Corridor equally, rate the degree that it impacts the individual communities below. 10 = Very Strong Impact 1 = Very Weak Impact 0 = Does Not Apply				RANK Please Rank the Items in this Table from 1 (Most Important) to 6 (Least Important)
	YES	NO	BRI	NBRI	PLN	PLY	
Corridor TRANSPORTATION INFRASTRUCTURE AND SERVICES Businesses, workers, students and families in the Corridor are being negative impacted by inadequate transportation facilities and services. Elements of this problem include: -Lack of highway extensions into some towns -The need to rely on private vehicles -Inadequate services for the handicapped Lack of user-friendly transportation- Lack of a public policy on transportation -Impediments to efficient movement of goods	1	4	9.6	6.0	4.4	8.2	2 Tie
NEGATIVE IMAGE OF THE Corridor The Corridor suffers from a poor image, both as perceived by those outside the Corridor as well as a poor self-image from those in the Corridor. Elements of this problem include: - The Corridor is overshadowed by its larger neighbor Hartford and its affluent suburbs. -Poor directional signage makes it difficult to navigate	3	2	8.4	10.0	7.6	7.6	5

<p>LACK OF SUITABLE SITES FOR ECONOMIC GROWTH Economic development in the Corridor is curtailed by a lack of attractive, fully served sites for businesses. Elements of this problem include: -Much business land is considered to be brownfields. -Industrial land is limited.</p>	0	5	5.8	9.6	5.4	4.0	1
<p>CHANGES IN THE Corridor'S ECONOMIC BASE The historic economic base of the Corridor is changing and being impacted by a variety of forces. Elements of this problem included: -Loss of manufacturing. -Impacts of NAFTA -Lack of people going into technical skills training. -Aging workforce.</p>	3	2	9.2	9.6	8.4	8.0	2 Tie
<p>POCKETS OF POVERTY The Corridor suffers from significant income disparities and neighborhoods of low income and declining quality. Elements of this problem include: -Older/deteriorating housing stock that is expensive to renovate -Lead based paint issues -Valuable space utilized by low-income housing. -High cost of living, especially housing, energy & goods. -Urban flight to suburbs. -Lack of affordable housing for the disadvantaged.</p>	1	4	9.0	9.8	6.2	5.0	4
<p>RETAIL LEAKAGE The Corridor loses much of its disposable income through expenditures made outside the Corridor. Elements of this problem include: -Limited access to larger retail stores within the Corridor. -Nearby major malls.</p>	1	4	6.0	8.6	4.6	7.4	6

<p>NEED TO RETAIN BUSINESSES ALREADY HERE AND ATTRACT MORE</p> <p>A healthy Corridor economy is dependent on both retaining and growing the companies already here and attracting new ones. Elements of this issue include:</p> <ul style="list-style-type: none"> -Actual or possible move of industries offshore. -How to deal with declining manufacturing. -How to position the Corridor for economic growth in a slow growth time or recession. -Retaining existing employers and attracting new ones. -Need for true incentives by state. -Cluster approach vs. economic diversity. -Service approach vs. producing goods and services for export. - -Cost of doing business including taxes, labor, health care and other insurance. 	3	2	8.8	9.4	7.8	8.0	1
<p>THE NEED FOR THE REVITALIZATION OF THE Corridor'S DOWNTOWNS</p> <p>Downtowns are the heart of their communities. Many of the Corridor's hearts are not healthy. Elements of this issue include:</p> <ul style="list-style-type: none"> -Aging housing stock in town centers. -Threats to older, historic portions of communities. -Demolition of historic properties. -Need to encourage reuse of buildings. 	1	4	8.8	8.4	7.0	6.4	2
<p>THE NEEDS AND COSTS OF IMPROVING THE Corridor'S INFRASTRUCTURE</p> <p>A critical element in economic development is infrastructure. The Corridor has many infrastructure needs – and the problem of how to pay for necessary improvements. Elements of this issue include:</p> <ul style="list-style-type: none"> -Need to make Bristol more accessible. -Need to update community colleges and technical high schools at faster pace. -Lack of sewers and water in some areas/towns. -Crowded roads – too many cars on roads. 	1	4	9.0	5.8	5.8	7.8	3
<p>HOW TO PAY FOR NECESSARY IMPROVEMENTS</p> <p>Both meeting the Corridor's needs and capitalizing on its opportunities will cost money. How will we pay these costs? Elements of this issue include:</p> <ul style="list-style-type: none"> -Disparity of property tax/distribution of funding. -Unpredictable revenues from state. -Lack of resources resulting in missed opportunities. 	3	2	9.6	10.0	8.8	8.8	4

<p>A WEAK CORRIDOR STRUCTURE The Corridor's communities must work together effectively in order to make to most progress. There are many forces that have resulted in an ad hoc and parochial approach to things. Elements of this issue include: -Intra-Corridor competition/lack of inter-town cooperation. -Lack of willingness to work together. -Need to learn to get along. -Lack of Corridor government. -Statistical gaps and disparities among towns. -State meddling in Corridor workforce. -Need better mix of urban and nonUrban focus. -Broadband internet access. -Need for improved public transportation. -Negative perceptions about the area.</p>	4	1	7.2	7.2	7.6	7.6	5
---	---	---	-----	-----	-----	-----	---

Table 34 - Related Reports Addressing Corridor Issues

Item	Agency	Plan/Suggestion
Lack of suitable sites for economic growth	Bristol Development Authority Bristol Development Authority New Britain Department of Municipal Development Plainville Economic Development Agency Plainville Economic Development Office Plymouth Economic Development Commission Central Connecticut Regional Economic Development Alliance	Creation of 30 lot Bristol Business Park Brownfields Site Characterizations -Phase I, II & II Environmental Site Assessment of five downtown properties Economic Redevelopment Feasibility Study of Routes 9 & 72 and downtown area Strawberry Field Industrial Park Phase II Brownfield Site Remediation at 311-349 New Britain Ave. Plymouth Business Park Phase III Central Connecticut Regional Economic Development Action Agenda
Corridor transportation infrastructure and services	CCRPA DOT Bristol Planning Commission CCRPA	Transportation Investment Area representation Creation of New Britain-Hartford busway Route 72 Corridor Reuse Study Route 72 and Route 6 Studies
Changes in the Corridor's economic base	DECD CCSU City of New Britain Department of Municipal Development City of New Britain Department of Municipal Development Plymouth Economic Development Task Force Central Connecticut Economic Development Alliance/CCRPA Central Connecticut Economic Development Alliance/CCRPA	Strategic Plan HUD Community Outreach Partnership Centers Program City of New Britain-Connecticut Inner City Business Strategy Initiative City of New Britain Consolidated Plan 2000-2004 Plymouth Strategic Plan Economic Needs Study Central Connecticut Economic Development Alliance Marketing Plan Central Connecticut Regional Economic Development Action Agenda
Pockets of poverty	Arch Area Neighborhood Revitalization Zone Plan Executive Committee Broad Street Neighborhood Revitalization Zone Committee City of New Britain Consolidated Plan North-Oak Streets Neighborhood Revitalization Zone Planning Committee	Arch Area Neighborhood Revitalization Zone Strategic Plan Broad Street Neighborhood Revitalization Zone Committee City of New Britain Department of Municipal Development North-Oak Streets Neighborhood Revitalization Zone Plan
Negative image of the Corridor	DECD, tourism districts Bristol Paideia/Bristol Cultural and Arts Center New Britain Museum of American Art	Strategic Plans Renovations Plan Expansion Program
Retail leakage	Bristol Chamber of Commerce New Britain Chamber of Commerce New Britain Downtown District	Purpose & Program Purpose & Program New Britain Downtown District Mission Statement
Business	DECD, EDC's, Chambers of Commerce	Related Programs

retention & attraction	<p>Bristol Development Authority Bristol Development Authority</p> <p>Bristol Development Authority Bristol Paideia/Bristol Cultural and Arts Center staff Bristol Planning Commission Bristol Planning Commission Arch Area Neighborhood Revitalization Zone Executive Committee Broad Street Neighborhood Revitalization Zone Committee Central Connecticut State University City of New Britain Department of Municipal Development City of New Britain Mayor's Office & Department of Municipal Development City of New Britain Mayor's Office & Department of Municipal Development New Britain Downtown District New Britain Museum of American Art staff North-Oak Streets Neighborhood Revitalization Zone Planning Committee Plainville Economic Development Agency Plainville Downtown Beautification Committee Plainville Economic Development Office Plymouth Economic Development Task Force Plymouth Economic Development Task Force Plymouth Mayor's Office Plymouth Economic Development Commission CCRPA Plymouth Planning & Zoning Commission Central Connecticut Economic Development Alliance/CCRPA Central Connecticut Economic Development Alliance/CCRPA</p>	<p>Bristol Business Park-30 lot expansion Brownfield Site Characterizations-Phase I, II & II Environmental Site Assessment Downtown Bristol Revitalization Plan Bristol Paideia/Bristol Cultural and Arts Center Renovations Bristol Plan of Conservation & Development Route 72 Corridor Reuse Study Arch Area Neighborhood Revitalization Zone Strategic Plan Broad Street Neighborhood Revitalization Zone Strategic Plan HUD Community Outreach Partnership Centers Program City of New Britain Consolidated Plan</p> <p>City of New Britain-Connecticut Inner City Business Strategy Initiative New Britain Economic Redevelopment Feasibility Study of Route 9 & 72 Corridor & Downtown Area New Britain Downtown District Program New Britain Museum of American Art</p> <p>North-Oak Streets neighborhood Revitalization Zone Plan</p> <p>Strawberry Fields Industrial Park-Phase II</p> <p>Downtown Needs Assessment Study</p> <p>Brownfield Site Remediation & Redevelopment at 311-349 New Britain Avenue Plymouth Strategic Plan</p> <p>Plymouth Economic Needs Study</p> <p>Plymouth Statuary Framework Plymouth Business Park-Phase III Project Plan</p> <p>Route 72 & Route 6 Studies Plymouth Plan of Conservation & Development</p> <p>Central Connecticut Economic Development Alliance Marketing Plan Central Connecticut Regional Economic Development Action Agenda</p>
Downtown Revitalization	<p>Bristol Development Authority Bristol Paideia/Bristol Cultural and Arts Center staff Bristol Planning Commission Bristol Planning Commission Arch Area Neighborhood Revitalization Executive Committee Broad Street Neighborhood Revitalization Zone Committee Central Connecticut State University City of New Britain Department of Municipal Development City of New Britain Mayor's Office & Department of Municipal Development City of New Britain Mayor's Office & Department of Municipal Development New Britain Downtown District New Britain Museum of American Art staff Plainville Downtown Beautification Committee Plainville Economic Development Office Plymouth Economic Development Task Force Plymouth Economic Development Task Force Plymouth Mayor's Office CCRPA Plymouth Planning & Zoning Commission Central Connecticut Economic Development</p>	<p>Downtown Bristol Revitalization Plan Bristol Paideia/Bristol Cultural and Arts Center Renovations Bristol Plan of Conservation & Development Route 72 Corridor Reuse Study Arch Area Neighborhood Revitalization Strategic Plan</p> <p>Broad Street Neighborhood Revitalization Zone Strategic Plan HUD Community Outreach Partnership Centers Program City of New Britain Consolidated Plan</p> <p>City of New Britain-Connecticut Inner City Business Strategy Initiative New Britain Economic Redevelopment Feasibility Study of Route 9 & 72 Corridor & Downtown Area New Britain Downtown District Program New Britain Museum of American Art</p> <p>Downtown Needs Assessment Study</p> <p>Brownfield Site Remediation & Redevelopment at 311-349 New Britain Avenue Plymouth Strategic Plan</p> <p>Plymouth Economic Needs Study</p> <p>Plymouth Statuary Framework Route 72 & Route 6 Studies</p>

	Alliance/CCRPA Connecticut Main Street Connecticut Historical Commission	Plymouth Plan of Conservation & Development Central Connecticut Regional Economic Development Action Agenda Program Program
Needs and costs of improving the Corridor's infrastructure	DOT, DECD, CCRPA, EDA, HUD (See Business Retention & Attraction)	(See Business Retention & Attraction)
How to pay for necessary improvements	DOT, DECD, CCRPA, EDA, HUD, State Legislature, Finance Boards, Special Taxing Districts	Grants, revenue sharing, pilot programs, taxes, State bonds
A weak Corridor structure	State Legislature, CCRPA	No specific report identified at this time.

Source: Compiled by Cosgrove Development Services

Growth Sectors and Clusters

An indicator of business growth is the filing of trade names. The Town Clerks in the Central Connecticut Corridor provided the following information on business filings of trade names:

Table 35 - Number of Trade Certificates Issued

Year*	Bristol	New Britain	Plainville	Plymouth	Total
1995	213	224	84	48	569
1996	170	198	96	36	500
1997	200	195	66	45	506
1998	174	195	86	46	501
1999	172	189	85	29	475
2000	136	228	94	42	500
2001	193	172	55	21	441
2002	139	160	71	35	405
2003		194		32	
2004				34	
Total 1995-04		1933		368	

Source: Central Connecticut Corridor Town Clerks; *indicate calendar years

The number of trade names filed usually undercounts business formations in most communities because many small businesses do not register with the local government. Based on national data that indicates an annual business startup rate of 1 business per 200 - 250 people, the Corridor's 2000 population of 160,562 would yield 642 to 803 new businesses per year. This data indicates a "hidden" corridor business community that could generate demand for additional space in Central Connecticut in the future as they grow.

Michael Porter has studied, fostered and made known the cluster concept. Clusters affect competition in three broad ways by:

- Increasing the productivity of companies based in the area;
- Driving the direction and pace of innovation, which underpins future productivity growth; and
- Stimulating the formation of new businesses, which expands and strengthens the cluster itself.

A cluster allows each member to benefit as if it had greater scale; or, as if it had joined with others formally -- without requiring it to sacrifice its flexibility. Key concepts are:

Clusters and Productivity

- Better access to employees and suppliers
- Access to specialized information
- Complementaries
- Access to institutions and public goods
- Better motivation and measurement

Clusters and Innovation

- Better window on market
- Capacity and flexibility to act rapidly
- Experiment at lower costs
- Competitive pressure, peer pressure, constant comparison

Clusters and Business Formation

- Individuals more easily perceive gaps in products and services
- Needed assets, skills, inputs and staff readily available for new enterprises
- Formation of new business is part of a positive feedback loop.

More and more regions and states are embracing this concept and have implemented programs around it. The State of Connecticut's clusters were reviewed as part of the analysis of the corridor to see what synergies could be gained by working collaboratively. To assure that the readers of this report more fully understand clusters, a description of each of the clusters is included. It is hoped that present and future clusters in the Corridor will emerge in the future.

According to the Connecticut Department of Economic Development, "Cluster economic development focuses primarily on longer-term, strategic actions that impact large numbers of firms and workers and creates a high level of commitment among Connecticut's business leaders, educational institutions and government agencies. This deep-rooted spirit of collaboration has made it possible to have candid exchanges that are generating ideas that will reshape some of the state's most significant assets."

Why is it important to strengthen Connecticut's economy by fostering the growth of key industries? Connecticut's economic development strategy is based on fostering the growth of industry clusters. A cluster is a geographic concentration of companies and industries that share common markets, products, and suppliers, trade associations and educational institutions. A cluster is activated when companies come together as a formal organization.

Working with each other and with the public sector, a cluster's member companies become more innovative and productive, and therefore more competitive. Corporate leaders initiate cluster activation and drive its activities. The public sector's role is to support cluster activation with seed funding, organizational guidance and public policies conducive to its growth.

1. BioScience (1998)

This Cluster, which was activated in fall 1998, and comprises Connecticut pharmaceutical companies, biotechnology firms, academic research institutions, hospitals, health care systems, professional societies and more. CURE (Connecticut United for Research Excellence) is the organizational center of the BioScience Cluster.

2. Aerospace Components Manufacturers (ACM) (1999)

Launched by a core group of aerospace components manufacturers the ACM cluster operates in four specific areas: Progressive Manufacturing; Workforce Development; Consolidated Purchasing; and, Special Projects. A team of member-company representatives manages each area. An executive director and a board of directors comprising presidents of member companies guide the organization. ACM's goal is to strengthen Connecticut's aerospace cluster by making the state's component-manufacturing firms more competitive in the global marketplace.³

Software/Information Technology (2000)

eBizCT: A Partnership of Software/IT and Internet Companies (Software/IT Cluster)

eBizCT aims to make Connecticut one of the top 10 nationally recognized locations for growing software and information technology companies and their related support services. The Connecticut Technology Council manages the cluster.

4. Metals Manufacturing (2001)

The Metals Manufacturing Cluster overseen by the Metal Manufacturing Education and Training Alliance (METAL), aims to increase the competitiveness of Connecticut's metal manufacturing companies. Its 11 member companies are working together to prepare workers for a faster-paced, technology-dependent work environment; upgrade their technological capacity and adopt lean manufacturing processes; and network and collaborate to pursue joint contracts with large companies.

5. Maritime (2001)

This cluster is the organizational center for the Connecticut Maritime Coalition (CMC), which represents the five components of the industry - transportation, manufacturing and services, recreation, commercial fishing and environment. It's purpose is to work together to help the maritime companies in Connecticut remain competitive in a fiercely competitive global market. The maritime industry in Connecticut employs nearly 12,225 people and generates revenues in excess of \$2.6 billion annually. CMC currently comprises 21-member business and expects to build industry consensus centered on a broad-based organization.

6. Plastics (2001)

The Connecticut Plastics Cluster (CPC) focuses on workforce development, productivity improvement and collaboration as means of making Connecticut's plastics industry a global leader. The plastics industry is large relative to other manufacturing industries (fourth largest in the US). Connecticut's plastics industry has grown much faster than other sectors (7%-9% growth versus 5.4% decline for other manufacturing sectors) and currently ranks 10th in size per capita relative to other states. It employs more than 23,000 people and generates shipments in excess of \$4 billion annually, 85% of which are exported out of Connecticut. CPC's intent is to build on its current base through productivity gains to attain worldwide recognition within five years for Connecticut as a premier region for delivering specialty/high-technology plastics and comprehensive product support services. CPC presented a plan to grow to 70 companies based on an extensive series of programs in Workforce Development (CPC's focal point), Progressive Manufacturing & Business Practices, Corridor Development and Shared Services. Each program

has been designed to strengthen the competitive position of CPC's members to counter a set of clearly articulated business threats. CPC will measure its success in this endeavor by monitoring growth in its members' revenues, and revenues per employee, the number of people trained, the number of training hours delivered, and a series of company-specific metrics (e.g., cycle time, set-up time reductions, etc.)

7. Tourism (Existing) (1998)

The tourism industry already was recognized as a natural cluster, which operated under the direction of the Connecticut Tourism Council with a strong private-public partnership. The task force's research led to the legislation passed in 1998, effectively launching Connecticut's Industry Cluster Initiative under the Department of Economic and Community Development. In August 2003, the Commission on Arts, Tourism Culture, History & Film was established. The 11 tourism districts were consolidated into 5 with each receiving an appropriation of \$950,000.

8. Agriculture (2002)

Connecticut's Agriculture Business Cluster (CAB) is made up of producers of dairy products, eggs, mushrooms, fruits and vegetables, tobacco, wine and forestry products and includes aquaculture, nurseries, greenhouses and florists. Together they employ nearly 50,000 people, produce more than \$1 billion in annual sales and have an annual impact of an additional \$1 billion. Approximately 74 percent of its products are sold to out-of-state buyers every year. CAB members focus on managing byproducts effectively, promoting Connecticut-grown products, developing the workforce and dealing with forces that threaten the industry, including zoning, environmental regulations and encroaching urbanization. One of the group's goal is to generate a new business model for organizations engaged in agricultural activities-one better to meet 21st century challenges.

9. Insurance and Financial Services (2003)

This cluster is the ninth cluster in the state, ensuring that Connecticut continues to compete as a primary location for insurance, asset management, banks and other financial services companies. DECD is providing \$100,000 in funding, while industry adds more than \$175,000.

Teamwork is the key to making Connecticut competitive in today's global economy. The Industry Cluster Initiative, as this strategy has come to be known, puts Connecticut companies on the fast track; develops the resources needed to compete globally; achieve sustained, measurable growth in jobs, education levels, start-ups and R&D funding; and ensure that positive results extend beyond a single contract, company or city.

At the September 12, 2002, meeting of the Committee, as part of the SWOT exercise, the following were Opportunities identified:

- Growth of existing businesses
- Revitalization of traditional town centers
- Reuse of historic properties
- Cultural heritage-use past to generate healthy economy of future
- Overcome negative image
- Change non-cooperative mindset
- Willingness of people who care to make a difference
- Things can happen!

Use Corridor approach to promote available industrial and commercial sites
 Encourage and use incentives for the reuse of structures
 Shared tax resources
 Shared water
 Smart Growth opportunity
 Pooling of Corridor resources for planning, expertise, marketing, cooperative ventures and exploitation of Corridor strengths educational/training and other related items
 Build on prior Corridor efforts
 Capitalize on vacant space/developable land
 Community College expansion
 Regional Transportation Plan-I-84 Corridor/Enhancing transportation for commuters as “on-time delivery”
 Need to present united front-Hartford & D.C.
 Build even bigger/stronger Chamber of Commerce
 Develop industrial heritage tourism attraction
 Develop sporting attractions leveraging ESPN
 Conference center development
 Expand national and international trade show development with the best of CT
 Opportunity to develop activities and economic activity around CCSU downtown basketball arena
 Major expansion of Museum for American Art
 Southeast Industrial Park completion in Bristol
 Plymouth Business Park (3 phase) marketing
 Work with high tech and biomedical companies ready to move in
 Merging and consolidation of health care institutions
 Consolidation of area chambers of commerce
 Better distribution of low income housing burden to all communities in Corridor
 Shared tax resources to alleviate property tax burden
 New health care collaborative
 Development around Hartford-New Britain bus line
 Support CT small business
 Coops, collaborations, private-public partnerships
 Educate local populace about wealth of assets
 Train/create awareness/develop pride: front line sectors including police, restaurant, retail, hotel municipal, attractions and transportation
 Industrial parks
 Affordable senior housing
 Growth in health care areas
 Growth in education and training

With forty-three (43) opportunities identified during the CEDS process, it was decided to capitalize on the nine (9) competitive strengths of the Corridor and to concentrate on building on existing or potential business clusters. This approach is supportive of the EDA Investment Policy Guidelines which have been modified to recognize the importance of clusters.

Since clusters are important, a review of the following related studies on clusters was done and the key targets of opportunity are listed in Table 36:

State of Connecticut Department of Community and Economic Development Industry Areas
State of Connecticut Department of Community and Economic Development Industry
Clusters

Central Connecticut Economic Development Alliance Marketing Plan, 1997

City of New Britain Connecticut Inner City Business Strategy Initiative 1999

The key clusters/targets of opportunity for the Corridor are: Metal Trades; Tourism; Telecommunications; Aging and Gerontological services and facilities; and, Medical & Health Care

The reports and organizations identified above support these clusters. As part of the process of analyzing the Corridor and utilizing the SWOT Analysis, four areas (of which the last two could be combined) have been identified as offering the Corridor a competitive advantage, which could be targets for economic growth and which already have an impact on the economy of the Corridor:

Metal Manufacturing

Building on the State's formation of the metal manufacturing cluster, links should be explored with the Metal Manufacturer's Educational Training Alliance (METAL) located in Bridgeport. Since the establishment of this cluster in 2001, METAL was the fourth cluster to be launched under the state's Industry Cluster Initiative. It began as a Business Training Network and received a \$1.7 million federal workforce training grant for a two-year project to provide a range of training in new workplace technologies and manufacturing processes. METAL has been established as a not-for-profit corporation that seeks to improve the competitiveness and productivity of Connecticut's metal manufacturers. Its mission is to use collaboration to position metal manufacturers in Connecticut at the forefront of their industry by:

Enhancing productivity through programs that improve operational effectiveness and technology;

Building a high quality workforce through model training programs and partnerships; and
Helping companies assess, understand and succeed in their markets.

According to its web site, "In its four years in operation, the cluster has trained 679 urban incumbent workers and increased overall proficiency by 53 percent. Through a rigorous nine-month Certified Lean Expert Development Program, METAL reduced work in process by 50 percent; reduced set-up times on machines by 50 percent; reduced floor space for shipping and receiving between 20-25 percent; and reduced parts travel distances by 25 percent at select member companies. Overall, METAL companies saved \$1,240,000 through the lean program and transferred best practices across company lines. "

Lean Manufacturing is the process of analyzing the flow of information and materials in a manufacturing environment and making continuous incremental improvements to enhance value. It is a key element of the METAL program. It has expanded outside the area by incorporating 12 Waterbury area companies into its Lean program. The goal of lean is to:

- Operate within ever-improving conditions (internal and external);
- Be free of constraints (can always meet Customer demand);
- Be free of variations and wastes (accurate, repeatable, smooth);
- Get more accomplished with the same resources; and
- Create a more enjoyable and vital work environment.

The following are key functions that the organization has performed and should be of interest to the metal manufacturers in the Corridor:

METAL facilitates the transfer of “best practices” across company lines.

METAL's ability to create and retain jobs is inextricably linked to its ability to position Connecticut metal manufacturers to compete in the global economy.

METAL has increased the willingness of small manufacturers to collaborate with government to improve their competitive position.

METAL has made it possible for smaller firms to access training and consulting services that they would otherwise not be able to afford.

The organization has been recognized both nationally and internationally and has won a number of awards. One of these is the Theodore E. Small Workforce Partnership Award for 2003 presented by the National Association of Workforce Boards (NAWB) Forum. The cluster was recognized for its innovative partnerships and its programs that enhance productivity, improve efficiency and train new and incumbent workers to build a high-quality workforce. Workforce development is a key issue in the State, and is critical to the economic health of the Corridor. While the organization is located in Bridgeport and primarily benefits Bridgeport metal manufactures, 12 Waterbury companies have participated in one of their programs. A discussion with METAL'S Executive Director, Kevin Nunn indicated a willingness to develop a relationship with the Corridor with METAL serving as an administrative agent. It is his recommendation to have a local organization or businesses bring the metal manufacturers together and have a local board drive the agenda. METAL could help to design the programs - building on their knowledge base and track record and provide administrative support. He thought the program could leverage existing knowledge, contractors and vendors. His organization started with workforce development, which at the time was the common thread between the businesses, then it has progressed to the lean manufacturing program, and now they are concentrating on market penetration and technology development. He would like to have as many metal manufacturers in the group to speak with one voice. CCSU has already developed a relationship with the organization since it is one of their vendors.

Tourism

Tourism is a major economic driver for Connecticut and in 2001:

- Produced \$9.89 billion in travel and tourist spending in Connecticut including the multiplier effects;

- Generated \$9.46 billion in new GSP (6% of state total);

- Generated \$10.3 billion in new person income (7% of state total);

- Generated 146,178 new jobs in CT (8.6% of state total);

- Generated \$1.4 billion in new state revenue (11% of state total);

Generated \$951 million in new local revenue (14% of state total);
Employed more workers than in the Manufacturing and FIRE sectors; and
Connecticut's Travel and Tourism industry grew faster than its Manufacturing and FIRE
employment over the past 10 years.

The State's Tourism and Entertainment Cluster has been identified as a cluster that will drive job growth and economic development in the future.

Telecommunications

In 1997 the Connecticut Economic Resource Center (CERC) completed a study of the seven communities which are members of the Central Connecticut Regional Planning Agency, four of which are in the Central Connecticut Corridor. They considered it a cluster analysis using D&B Marketplace and Arcview GIS and applied it to the seven communities plus a 10-mile buffer area. A Location Quotient of 1.0 or greater was considered to be part of the Corridor's economic base, which is vital to the area's economic health and well-being. Such enterprises are considered a primary source of income flowing into the area. At that time there were 30 businesses employing 1,853 people in cable and other pay television services. This gave a Location Quotient of 1.38. In direct mail advertising services there were 44 businesses employing 1,517 people with a Location Quotient of 1.40. ESPN, a major company in this field, located in Bristol since 1979, has grown dramatically and is expected to continue to grow. Several companies that service ESPN which are currently located outside the Corridor are planning to move closer, which should benefit the Corridor.

Aging & Gerontological Services and Facilities

Aging and gerontological products and services were identified as existing or potential business clusters with a competitive advantage for the Corridor. There are 77 million Baby Boomers in the U.S. approaching retirement age and there is an expectation that products and services will be needed to help them maintain an active lifestyle. This trend is expected to have a major influence on U.S. consumer purchases and health needs for the next 50-60 years.

Medical & Health Care

ICIC includes hospitals, medical offices, nursing homes, medical labs, manufacturing companies that produce medical devices as part of the medical devices and health care cluster. The rationale for targeting this cluster is:

- New Britain General Hospital and the Hospital for Special Care are world class
- Presence of several family medical centers
- Cluster employs a significant number of inner-city residents
- Cluster is one of the largest employers in the City of New Britain

ICIC identified a number of opportunities for business growth in this cluster:

- Specific work force training opportunities by taking steps to improve the skills of available workforce capacity
- Develop product development opportunities by linking with key medical device manufacturers
- Create incubators for medical product devices

Tax incentives

ICIC identified the potential results specifically for New Britain:

A niche oriented Medical Training Center, placed in the Inner City to prepare entry level workers, upgrade current workers’ skills, maintain workers’ medical certifications, be supported by CCSU and by local medical facilities for applied research

Growing incubators are a source of employment for inner City residents.

When the Connecticut Economic Resource Center (CERC) performed a study on the clusters only medical and dental laboratories were included. There were 97 businesses employing 765 employees in the medical laboratories and 71 business employing 314 people in dental laboratories. Since the Location Quotient was below the 1.0, this cluster was eliminated. If the uses identified by ICIC were included, a much different result would have been produced. Further study of this potential cluster is recommended.

Table 36 - Targets of Key Organizations

State of Connecticut Department of Economic Development Industry Areas	State of Connecticut Industry Clusters	Central Connecticut Economic Development Alliance Marketing Plan 1997	City of New Britain Connecticut Inner City Business Strategy Initiative 1999	Central Connecticut Corridor CEDS 2003-2004
Manufacturing	Bioscience	Manufacturing	Medical Devices & Health Care	Metal Trades
Financial Services	Aerospace	Computer Sciences	Metal Manufacturing	Tourism
Telecommunications Information	Software Information Technology	Communications	Education & Knowledge Creation	Telecommunications
Health Care Services	Metal Manufacturing	Insurance	Hospitality, Tourism & Leisure	Aging & Gerontological
High Technology	Maritime			Medical & Health Care
Tourism	Plastics			
	Tourism			
	Agricultural			
	Insurance & Financial Services			

Compiled by Cosgrove Development Services

External Trends and Forces

As part of the process to educate the CEDS Committee and the public on the competitiveness of economic development and to fully understand the external trends and forces on a national and global basis, Mark D. Waterhouse, CECD presented Competitive Realities in Economic Development at the CEDS Committee workshop on November 12, 2002.

Modern economic development is a continually evolving process and discipline. How it occurs today is much different from how it occurred as recently as five years ago. It is important to

understand some of the key philosophies and trends upon which modern economic development is dependent.

The key items that were addressed include:

- Economic Development Is Extremely Competitive
- Avoiding Elimination
- Speed Has Become Essential
- Staff Empowerment to Expedite Projects
- Available Sites and Buildings are Essential
- You Must Be Aggressive
- Home Occupations Have Become More Important
- The Changing Nature of Retailing
- E-Commerce is Changing the Need for Space
- Education to Overcome Community Concerns
- Think—and Behave—Entrepreneurially
- Community Preparation is Paramount
- Community Image and Attitude Can Make or Break You

At the same meeting and as part of the SWOT Analysis, the following were identified:

Threats (Issues)

- InterCorridor competition/lack of inter-town cooperation
- Lack of willingness to work together
- Need to learn to get along
- Actual/possible move of industries offshore
- How to deal with declining manufacturing
- How to position ourselves for economic growth in a slow growth recession
- Maintaining existing employers and attracting new ones
- Getting wages to match cost of living or vice versa
- Need to open up Bristol to make it geographically accessible
- Lack of Corridor government
- Distribution of funding/disparity of property tax
- High cost of higher education
- Need to update at a quicker pace the community colleges and technical high schools
- Disparity among towns-statistical gaps
- Negative perception by local residents including undervaluing and underestimating potential of area
- Front line sales ambassadors: police, restaurant, retail, hotel, municipal, attractions and transportation
- Lack of sewers and water in areas in some towns
- Unpredictable revenues from state
- Need for true incentives by state
- State meddling in regional workforce approach
- Need to stop bleeding of manufacturing jobs
- Need better mix of urban/other focus

Preference for greenfields
 Cluster approach versus economic diversity
 Service economy versus an economic base to produce goods and services for export
 Cost of doing business including taxes, labor, health care and other insurances
 Need to diversify the economy
 Cost of infrastructure improvements
 Crowded infrastructure-too many cars on roads
 Lengthy process for getting things done
 Continuing slow growth
 Continual erosion of manufacturing base
 Broadband internet access
 Technology Zone
 Downtown revitalization
 Desire to bring back the past
 Public health impact on workforce
 Making public health available to all
 Literacy in K-12
 Aging housing stock in traditional town centers
 Threats to historic (older) portions of communities/demolition of historic properties
 Need to encourage reuse of buildings
 Need to streamline land use boards so they can move quicker
 Over reliance on personal vehicles
 Public transportation
 Rental cars
 Aging population
 Lack of resources: resources resulting in missed opportunities

At the March 18, 2003 workshop, the CEDS Committee identified Corridor weaknesses and issues and all the members were surveyed to rank them. The following are the top ones identified:

- Corridor Issues
- Need to retain businesses already here and attract more - 1
- Need for the revitalization of the region's downtowns - 2
- Needs and costs of improving the region's infrastructure - 3
- How to pay for necessary improvements - 4
- A weak Corridor structure - 5

Partners and Resources for Economic Development

As part of the CEDS process, partners and resources for economic development were identified.

Table 37 - Current and Potential Resources, Partners & Programs

Resource Name	Acronym	Description & Service Area
Berlin Chamber of Commerce	BCC	Organization serving businesses in the Town of Berlin.

Capital Region Workforce Development Board	CRWDB	Non-profit organization responsible for developing and coordinating a regional workforce development system in the Capital Region including Central Connecticut.
Central Connecticut Chamber of Commerce	CCCC	The umbrella organization for 5 Chambers of Commerce (Bristol, Burlington, Plymouth, Southington and Wolcott) in Central Ct.
Central Connecticut Economic Development Alliance	CCDA	A regional, private, non-profit economic development corporation. Service Area: 7 towns in Central Connecticut.
Central Connecticut Paratransit Service		Located in Bristol, provides ADA transportation services for Bristol, New Britain, Plainville and Kensington.
Central Connecticut Regional Planning Agency	CCRPA	Planning Agency for communities of Berlin, Bristol, Burlington, New Britain, Plainville, Plymouth and Southington.
Central Connecticut State University	CCSU	State University located in New Britain
Central Connecticut Tourism Region	CCTR	One of five tourism districts serving towns in Central Connecticut
Community Health Centers		Service Area: State Wide
Connecticut Academy of Science & Engineering	CASE	Accepts research projects from public and private sectors.
Connecticut Department of Transportation	ConnDOT	State agency responsible for all aspects of transportation planning, engineering and maintenance. Service Area: State of Connecticut
Connecticut Development Authority	CDA	Provides technical and management assistance, direct loans, counseling and education and training programs to start-up and small business owners. Service Area: State of Connecticut
Connecticut Economic Resource Center	CERC	CERC is a non-profit corporation specializing in economic development and marketing for local, regional. State and utility economic development entities. Service Area: State of Connecticut
Connecticut Historical Commission	CHC	State Historic Preservation Office. Established in 1955 to recognize & preserve the state's historical, architectural & archaeological heritage. The goal of the state historic preservation officers is to identify, register and protect the state's cultural resources. Service Area: State of Connecticut.

Connecticut Innovations	CII	State organization provides financing for technology-based firms needing risk capital for loans for product development or marketing of high-tech products. Service Area: State of Connecticut
Connecticut Light and Power Company	CL & P (NEU)	Electric utility offers a number of flexible rate programs to qualifying companies to promote business recovery, retention, expansion and relocation and has conservation and load management programs to reduce electric consumption and costs. NU Service Area: Connecticut, Massachusetts and New Hampshire.
Department of Economic and Community Development	DECD	State agency works to improve the business environment in CT and building better communities through sound economic development. Service Area: State of Connecticut.
Department of Environmental Protection	DEP	State agency conserves and protects natural resources to enhance health, safety and welfare of residents. Service Area: State of Connecticut
Department of Higher Education	DOH	State policy and planning agency for CT colleges and universities. Service Area: State of Connecticut
Department of Labor	DOL	State agency helps residents train for and find jobs and helps businesses build and upgrade their work force. Service Area: State of Connecticut
E.C. Goodwin Technical School	Goodwin Tech	Vocational Technical School in New Britain.
Hospital for Special Care	HSC	Acute care, community hospital with inpatient and outpatient services located in New Britain. Service Area: Central Connecticut
Hospitals		Hospitals providing inpatient and outpatient services. Service Area: Central Connecticut
Land Trust Alliance	LTA	Land trusts are nonprofit, voluntary organizations that protect critical areas threatened by development. Open spaces enhance the quality of life, preserves heritage, benefits people of all beliefs & income levels. Service Area: United States
Northwest Connecticut	NCCVB	One of 5 tourism districts in state representing

Convention & Visitors Bureau		communities in northwest Connecticut.
Robertson Airport		Small airport with services such as tie-downs, charter service, flight instruction, asphalt runway located in Plainville. Service Area: Central Connecticut
Southern New England Telephone Company	SBC SNET	Provides local and long distance phone service since 1878. Service Area: Connecticut
Tunxis Community College	TCC	One of 12 community colleges with campuses in Farmington and Bristol
University of Connecticut	UCONN	State University with 8 campuses with the main campus located in Storrs offering both undergraduate and graduate degree programs with enrollment by students from all over the world.
University of Connecticut Advanced Technology Center for Precision Manufacturing	UConn ATC	Conducts research for new processes including laser machining, diamond wheel grinding, ion beam milling and CAD/CAM technology.
US Army Corp of Engineers		Federal agency that provides quality, responsive engineering services. Service Area: US, Asia and Europe.
US Department of Agriculture Rural Development Administration	USDA RDA	Federal agency with mission to enhance the ability of rural communities to develop, grow & improve their quality of life targeting financial & technical resources. To improve the quality of life for rural Americans by building water & wastewater systems, financing decent, affordable housing, supporting electrical power & supporting community development. Service Area: US
US Department of Commerce, Economic Development Administration	US DOC EDA	Federal agency established in 1965 that enhances community success in attracting private capital investment and lucrative job opportunities. Distressed communities are empowered to develop and implement their own economic development and revitalization strategies. Service Area: US, Puerto Rico, US territories and associated states.
US Department of Housing	US HUD	Federal agency whose mission is a decent, safe, sanitary and suitable living environment for every American. Service Area: US.
US Department of the Interior	USDO I	Federal agency which has 8 bureaus that protect

		and provides access to the nation's natural and cultural heritage & honor its responsibilities to Native American tribes and island communities. It restores and maintains the health of federally managed lands, waters & renewable resources. Service Area: US, Puerto Rico, US territories and associated states.
US Department of Transportation	US DOT	Federal agency with mission to ensure a fast, safe, efficient, accessible & convenient transportation system to meet the quality of life of the American people. Service Area: United States
US Environmental Protection Agency	US EPA	Federal agency that protects human health & health & safeguard the natural environment, air, water & land. EPA provides leadership in environmental science, research, education and assessment efforts. Service Area: United States
US Small Business Administration	US SBA	Federal agency offers programs for management, federal procurement and minority businesses. SBA is the nation's largest, single financial backer of small businesses. Service Area: every state, the District of Columbia, Virgin Islands and Puerto Rico.
Yankee Gas		Utility that is the state's largest natural gas distribution company and is part of the Northeast Utilities system and provides natural gas to 187,000 homes And businesses in 70 cities and towns.
Apprenticeship Assistance		DOL provides help in recruiting apprentices, implementing programs and taking advantage of Connecticut business tax credits. Service Area: State-wide
Central Connecticut Revolving Loan Fund	CCR CCRLF	Financing source for start up and expansion cost for small businesses. Service Area: Seven towns in Central Connecticut.
Connecticut Manufacturing Program for Energy Technology		Assists manufacturers address energy and utility issues by helping companies save on utility rates and participate in energy conservation programs.
Connecticut Small Business Innovation Research	SBIR	Bridge grants to small technology-oriented firms that are active in the federal SBIR program to promote development and

		commercialization of new technology-oriented products.
Connecticut Works Fund		CDA has \$1 billion loan guarantee program to fund business development.
Customized Job Training Program		A DOL Worker Training Program assists in the design and implementation of custom training programs for new, expanding and relocating businesses.
Defense Diversification Financing		Network helps with contract procurement, provides consulting services, conducts seminars, and furnishes information on emerging technologies.
Higher Education Assistance Grants		CII offers Yankee ingenuity initiative grants to public and private universities for high-tech research, development and instruction in collaboration with private-sector businesses. Service area: State-wide
Industrial Parks Program		DECD offers planning and development services to help renovate or demolish vacant industrial buildings and help to extend the utility infrastructure to existing businesses. Targets manufacturing and other economic based industries.
Job Training		Job and specialized skill training are offered at 12 state community and technical colleges.
Manufacturing Assistance Act	MAA	Program for business retention or expansion includes loans and loan guarantees, financing for defense diversification, funding and tax credits for new machinery and equipment.
Recruitment and Placement Services		Free recruitment and placement, specialized employment and training programs are offered by 18 CTWorks Centers
Service Corps of Retired Executives	SCORE	Retired business executives and owners volunteer their services to advise small businesses.
Set Aside Programs for Women, Small Businesses and Minority-owned Businesses		DECD offers program for eligible companies to participate in awards for state purchasing and construction contracts.
Training, Education and Information		Business and Industry services Network (BISN) offers job-training programs, support services and job retraining consultation services.
Turn around Services		DECD accesses sources of funds in various private, state and federal financial programs and many also intercede with private lenders and

		arrange employee buyouts.
Urban Jobs		Included tax incentives for manufacturers and certain service sector firms locating in or expanding in targeted investment communities.
University/Business Research Grants		Included tax incentives for manufacturers and certain service sector firms locating in or expanding in targeted investment communities.

Conclusion

A coordinated, collaborative, public/private effort is needed to maximize resources and solve problems effectively and efficiently. Clearly EDA funding is needed both for the priority projects listed for the Corridor as well as to help build capacity in the region in the future.

VISIONING

To create a vision statement for the region, a number of questions were asked:

- Where do we want to be in the next ten to twenty years?
- Where are the goals?
- What are the areas in which the corridor can build competitive advantage?
- How can the corridor’s strengths and opportunities be maximized and its weaknesses and threats mitigated?

The Vision for the Corridor was developed through a process of a series of workshops and discussions. At the first meeting of the Central Connecticut Corridor Committee on November 12, 2002, a PowerPoint presentation described the process of establishing a Vision Statement. Members were asked to identify those things about the Corridor that they would like to preserve and protect for the future. They were also asked to identify those things that they would like to change about the Corridor.

At the Special Meeting and Workshop of the Comprehensive Economic Development Strategy Committee held on March 18, 2003, the draft vision statement was reviewed and commented upon. Other Vision Statements were researched. Carl Stephani worked with the consultants to integrate comments from the meeting into the text and then forwarded the revised Vision Statement to all the members. Members were then asked for comments well in advance of the next meeting. The statement was modified. The Comprehensive Economic Development Strategy Technical Committee then prepared the following draft for review at the April 29, 2003, Special Meeting and Workshop of the Committee.

In the year 2020 the Central Connecticut Corridor 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 Corridor’s strong public institutions and its participatory democracy will be built. The Corridor will be addressing its challenges on a Corridor basis with strong

inter-community cooperation and with institutions capable of dealing satisfactorily with the needs of its disadvantaged citizens. The Corridor's success will be founded upon an integrated fabric of well-designed, constructed, and maintained community infrastructure facilities. It will host an exciting and innovative series of community events and programs that will demonstrate the effectiveness of its cooperative spirit, and will capitalize on the Corridor's valued historic heritage. It will be a place that is perceived as successful and desirable, as well as one which its residents and businesspeople will speak of with great pride.

It was the consensus of the group that the preceding version of the vision statement reflects the Central Connecticut Corridor in the future and it was unanimously approved.

COMPETITIVE ADVANTAGES

The following were identified as competitive advantages for the Central Connecticut Corridor and discussed at the workshop sessions:

- Location – important elements include
 - Between New York City and Boston
 - Good highway access
 - Centrality in Connecticut and the broader region (the NYC/Boston/Albany “New Atlantic Triangle)
 - Access to educational services
 - Mixture/blend of suburban and rural feel
 - Reverse commuting location
- Labor Force
- Availability
- Good training programs
- Reverse commuting
- Educational System
- Provides good workforce
- Important quality of life issue
- Affordability of the area – a great place to live because it is affordable
- Housing
- Commuting and transportation
- Education
- Existing or potential business clusters
- Metal trades (existing)
- Telecommunications (e.g. ESPN and suppliers – existing)
- Aging and Gerontological (to serve baby boomers)
- Medical and Healthcare (have 4 hospitals)
- Strong Business Support System
- Existing industrial and manufacturing base
- Existing services base
- Business Climate – ease of doing business

Compare very favorably with other states

Infrastructure

Have a great deal of most everything (e.g., ample water in New Britain)

Upgrading continuing on old and in need of maintenance

Quality of Life - especially

Safe area – low crime rate

Housing

Education

Sites and Buildings

Lots of zoned land

Large available sites

Brownfield sites available for remediation

Understanding competitive advantage is important in knowing the region and for targeting industries that would be able to take advantage of these factors. Focusing in on the strengths, opportunities and the competitive advantages of the Central Connecticut Corridor will provide a defined direction. The marketing plan and its implementation will be more cost effective and successful if these factors are taken into consideration and used.

One of the underlying principles in the Central Connecticut Action Agenda 1997 is to build on real competitive advantages rather than focus on factors in which the region will never truly achieve competitive advantage in the global economy.

EDA INVESTMENT POLICY GUIDELINES

The Economic Development Administration has developed Investment Policy Guidelines, which it will use to evaluate projects. These guidelines were reviewed and discussed at the workshops at the time when the objective criteria for evaluating projects were developed in order to understand which projects would have the greatest chance to receive EDA funding. EDA will fund projects where the proposed investments are:

Market based;

Proactive in nature and scope;

Look beyond the immediate economic horizon, anticipate economic changes and diversify the local and Corridor economy;

Maximize the amount of private sector investment that would not otherwise come to fruition absent EDA's investment;

Have a high probability of success;

Have Level of local, state and private matching funds;

Have a high degree of commitment of local political "capital" by elected officials;

Have a commitment of human resources talent to project outcomes;

Result in an environment where high skill, high wage jobs are created;

Maximize return on taxpayer investment; and

Support development of a cluster.

CRITERIA FOR PROJECT EVALUATION

The following criteria were developed to evaluate proposed projects and formally approved at the July 9, 2003 meeting of the CEDS Committee:

- Project is ready to go
- Property is within a designated Growth Area that is shown on appropriate maps
- Property is under control of the town, appropriate party or proposed developer
- Preliminary engineering has been completed to confirm project feasibility
- Proper zoning is in place
- All approvals in place
- Project has a strategic value to region
- Utilizes existing infrastructure
- Benefits economically distressed area
- Expands existing or potential Corridor cluster
- Creates jobs consistent with the project vicinity
- Promotes redevelopment of brownfields and grayfields
- Supports the goals and objectives of the CEDS
- Builds a more effective Corridor approach to economic development.
- Builds the physical, financial or human capital capacity in the region necessary to support economic development.
- Achieves an effective transition of the region's economic base through business retention, expansion, attraction, creation and transition.
- Improves the economic prosperity of the region's residents or increases the profitability of its businesses.
- Creates or retains an appropriate number of jobs
- Creates permanent jobs in substantial number
- Retains permanent jobs in substantial number
- Creates or retains high quality jobs
- Provides substantial benefits to disadvantaged population
- Has an appropriate ratio of private sector investment to public funds
- Takes advantage of existing Corridor assets

ACTION PLAN- GOALS AND OBJECTIVES

At the March 18, 2003, meeting of the Comprehensive Economic Development Strategy Committee, the process for establishing the framework goals was discussed. The goals would be based on the SWOT analysis just completed. Four framework goals were discussed and approved at the April 29, 2003, meeting of the same group. Each one was discussed at length and it was felt that all the objectives and strategies would be developed around them.

The CEDS was approved by the Committee at its July 9, 2003, meeting.

The following four broad framework goals with equal priority were developed:

To build a more effective Corridor approach to economic development.

To build the physical, financial and human capital capacity in the region necessary to support economic development.

To achieve an effective transition of the region's economic base through business retention, expansion, attraction, creation and transition.

To improve the economic prosperity of the region's residents and increase the profitability of its businesses.

Timeframes

The time frames established for completion of objectives and strategies (activities) are:

Term	Number of Years	Abbreviation
Short term	1-2 years	S
Mid term	3-4 years	M
Long term	5+	L

The Committee's 24 objectives were organized under the 4 goals. Of these, 11 are short term, 1 is short to mid term, 8 are mid term, 2 are mid to long term and 2 are long term, as noted below:

Table 38 - Goals, Objectives & Strategies

GOAL 1: To build a more effective Corridor approach to economic development.				
ID	Objective/Strategy	Lead Agency	Resources	Priority
1-1	To create and submit a CEDS to EDA. Maintain a CEDS Committee with Corridor representation. Establish and document process. Develop mechanisms for ongoing process.	CCRPA/CCCCSC	CCRPA/Central Connecticut Corridor municipalities, EDA	S
1-2	To build support within the region for implementation of the CEDS. Identify strategic partners. Hold an informational session to gather input. Hold a Corridor forum to unveil the plan. Present the CEDS at a staff meeting of the participating municipalities. Ask CEDS members to presents key CEDS items to their own organization and to civic organizations	CCRPA/CCCCSC	CCEDA/EDA TA Grant	S

1-3	To develop an economic development program for the region's municipalities. To develop a program to provide periodic training and team-building program for city and town elected and appointed officials and board and commission members, municipal employees and residents regarding their roles in economic development.	CCRPA/CCCSC	CCEDA/EDA TA Grant	S
1-4	To continue to foster an effective working relationship with key allies and resources. Identify capabilities/programs of key allies and resources such as SCORE and to take better advantage of services. Further develop the list of programs, resources and programs in CEDS and list contact name, address, fax, e-mail and web site. Post on web site. To host a Corridor forum with representatives from the region's institutions of higher learning/training to forge relationships and to promote collaboration for mutual benefit. To hold an Economic Development Summit.	CCRPA/CCCSC	CCEDA/EDA TA Grant	S
1-5	To hold a Corridor forum with human service providers to discuss the region's key human service issues and to create a strategy for improvement. Identify key participants. Quantify daycare, preschool, school readiness and related programs as it relates to economic development.	CCRPA/United Way, Others to be determined	TBD	M
1-6	To develop an internal and external marketing strategy for the Corridor. Identify appropriate participants. Use information developed in the cluster research to identify those types of businesses desirable to attract, and to take advantage of the Corridor's competitive advantages. Hold quarterly meetings with commercial and industrial real estate brokers.	CCEDA	CCEDA/NU EDA TA Grant	M
1-7	To further develop a web site, with appropriate links to tell the story of the Corridor. Research data to be added to site. Ask for feedback from users. Make site interactive. Update site monthly at a minimum. Register on major search engines. Add hot links to appropriate sources.	CCRPA	CCRPA in house	S
GOAL 2: To build the physical, financial and human capital capacity in the region necessary to support economic development.				
ID	Objective/Strategy	Lead Responsibility	Resources	Priority
2-1	To develop/expand essential tools needed to promote economic development	CCRPA	DECD, CERC. IEDC	S

2-2	To improve infrastructure & services in the region. Alleviate congestion and improve traffic access. Construct a key segment of Route 72. Construct the New Britain Hartford busway. Enhance accessibility to future busway.	CCRPA	DOT, FTA, FHWA	M-L
2-3	To increase site availability. Identify key sites in region for development. Enhance economic development opportunities along New Britain Hartford busway. Encourage redevelopment and adaptive reuse in brownfields and grayfields sites.	CCRPA, P & Z, EDC	DOT, DEP, DECD	M-L
2-4	To create better linkages for incubating, nesting and growing/retaining the fledgling businesses in the region. Explore need for additional incubators. Research successful incubators. Hold meeting with Connecticut Innovations.	CCRPA, CCEDA, P & Z, EDC	DECD, CI, National Association of Incubators	M
2-5	To increase awareness of the value of historic preservation. Review historic resource inventories and add new data if necessary. Take an active role in encouraging properties to be listed to state and national register of historic places. Encourage adaptive reuse instead of demolition. Obtain good and bad examples to educate population. List on web site. Hold Corridor forum on historic preservation and invite CT Main Street and new CEO of newly combined historic preservation office.	CCRPA	CT Main Street EDA TA Grant	S
2-6	To improve the capacity, and develop support for improving downtowns in the region. Hold forum and invite CT Main Street to share best practices, principles and techniques. Organize bus trip to successful downtowns. Investigate façade improvement programs and ask municipalities to incorporate into work program.	CCRPA	CT Main Street EDA TA Grant	S
2-8	To Increase program effectiveness in the region through the pooling of resources for planning, expertise, marketing, cooperative ventures and exploitation of Corridor strengths, educational/training and other related items. Identify key organizations and hold a meeting of their leaders to help implement CEDS recommendations.	CCRPA, CCEDA	Area organizations	S
2-9	To effectively educate the workforce to meet the challenges of the new millennium. Develop a program to offer seminars/workshops or other opportunities for students to learn and understand the importance of desirable work habits, attitudes, and communication and reasoning skills. Implement strategic directions and supporting initiatives identified in the Central Connecticut Regional Economic Development Action Agenda	TCC, CC, & ITBD CCEDA	TCC, CC, & ITBD	M

	1997.			
2-10	To train/create awareness/develop pride in people working in the front line sectors including police, restaurant, retail, hotel, municipal, attractions and transportation industries. To train/create awareness/develop pride in people working in the front line sectors including police, restaurant, retail, hotel, municipal, attractions and transportation industries.	Tourism Districts, CC	Tourism Districts, CC	M
GOAL 3: To achieve an effective transition of the region's economic base through business retention, expansion, attraction, creation and transition.				
ID	Objective/Strategy	Lead Responsibility	Resources	Priority
3-1	To foster the growth of industry clusters. Identify and study other industry clusters most appropriate in the Corridor, which would help to diversify the Corridor's economy if expanded. Develop awareness of Corridor's clusters and meet with Department of Economic and Community Development to coordinate. Build a larger medical and health care cluster.	CCRPA, CCEDA	DECD, CERC	S
3-2	To expand tourism capacity and programs. Develop an educational program about the benefits of tourism in the Corridor. Support the increase in the capacity and visibility of the Central Connecticut Tourism Region and the Northwest Connecticut Convention & Visitors Bureau. Develop an industrial heritage tourism attraction. Create a major cultural attraction in the Corridor.	Tourism Districts	Tourism Districts	M
3-3	To reduce retail leakage in the region. Create a program to buy locally and shop in the Corridor. Encourage an increase in downtown shopping opportunities.	CC	CC	M
GOAL 4: To improve the economic prosperity of the region's residents and increase the profitability of its businesses.				
ID	Objective/Strategy	Lead Responsibility	Resources	Priority
4-1	To raise the standard of living of the region's residents. Continue to support job training programs especially Bristol Technical School and workforce development. Retain high quality jobs.	CCEDA	DOEd, DOL. DECD	L
4-2	To increase job opportunities for all the Region's residents. Meet with Capital Workforce Partners and develop a strategy for cooperation.	Regional Workforce Development Boards	Regional Workforce Development Boards	S
4-3	To encourage the development of women and minority owned businesses as a source of total community involvement. Support the towns' review of municipal Affirmative	CCRPA	CC, HRO, Status of Women	M

	Action Programs and appropriate updating.			
4-4	To ensure implementation of the region's priority projects. Track projects on an annual basis and include in CEDS update.	CCRPA, CCCSC	CCRPA, CCCSC	S-M

Potential Economic Development Projects

A municipal survey was developed and sent to the Chief Executive Officers of the four Corridor towns on February 7, 2003, to request input from the municipalities and to identify economic development related projects either on the drawing board or in the planning phase. EDA's Investment Policy Guidelines were also included so that the municipal representatives would know from the outset that projects would be evaluated against the guidelines. The municipal representatives were asked to submit no more than five (5) projects and to rank them in order of priority along with a narrative about each project submitted which will address EDA's investment policy guidelines, as well as the reasons the project is important to the community and to the Corridor. This process was repeated in the Spring of 2005

The following is a compilation of the results of these surveys:

CITY OF BRISTOL

SOUTHEAST BRISTOL BUSINESS PARK

Phase I of the Southeast Bristol Business Park (a.k.a. Southeast Bristol Mini-Industrial Park Plan) is the City's top priority development project. The City needs shovel ready industrial sites and the first phase of this industrial park will provide infrastructure to quality sites on 30.4 acres. The sites will serve light industrial, distribution and office uses. All users are subject to development regulations, which insure high quality design and construction and guarantees proper maintenance.

DOWNTOWN REDEVELOPMENT PROJECT(S)

The downtown redevelopment project(s) is the City's second priority for funding. Each City needs a center for municipal government, public services, retail, high-density housing, transportation and offices. Bristol's downtown needs considerable infrastructure improvements to provide for a better mix of pedestrian use with automotive use. Parking is in short supply, under grounding overhead utilities can allow for better use of the surface landscape. Bristol's long term health as a City depends on the quality of this location.

CITY OF NEW BRITAIN

NEW BRITAIN SMART PARK I MANUFACTURING CENTER

Location: Myrtle Street, New Britain

This project would meet a known market demand for affordable, modern manufacturing space for small and medium-sized business growth and retention. This demand is demonstrated by the current level of inquiries and requests made to the New Britain Chamber of Commerce and the Municipal Economic Development Agency for business space in the range of between 5,000 to 10,000 square feet to as much as 20,000 square feet. Manufacturing space in this range is not readily available or is available only as upper floor tenant space in some of the City's older mill buildings, which does not lend well towards modern manufacturing processes.

This business condominium concept has been successful in surrounding towns and would allow the retention and growth of companies within established business clusters, primarily metal manufacturing and IT and technology based businesses. It would also serve to free up incubator space in the ITBD and other sites in the City, which would in turn allow the formation of new businesses in the community. This project serves to leverage private investment for the purchase (or lease) of the new space and for new equipment and helps to optimize the return on the previous public investments made in reclaiming this brownfields site and creating the SMART Park I industrial park. The jobs created and or retained are anticipated to be good quality manufacturing and IT or similar jobs, paying above market average salaries and benefits. It is located in the City's Enterprise Zone, affording tax advantages to prospective businesses locating in the facility. City officials have tentatively discussed this proposal with and received favorable reception from Federal EDA and State DECD representatives. Several local small and mid-sized businesses have expressed interest in the project as an affordable option for relocating and expanding their operations in a modern and more efficient manufacturing facility.

PINNACLE HEIGHTS RE-DEVELOPMENT PROJECT - PHASE I

Location: Corbin and Osgood Avenues and Long Swamp Road

This project serves to address New Britain's greatest obstacle to economic growth, the scarcity of developable land. It is formulated on the basis of the recent Economic Redevelopment Plan for Pinnacle Heights Housing, funded by EDA and prepared by the Maguire Group and completed in January 2005. This site will have many very strong marketing attributes for attracting businesses within three primary target clusters—Financial Services and Insurance; Computer Sciences and Software Development; and Life Sciences/ Biotech Research and Development. The site is in close proximity and readily accessible and visible from I-84. Nearby in New Britain and in neighboring towns, the I-84 corridor is flanked with corporate offices and businesses and facilities related to these three industry clusters.

This investment would result in a prepared site ready for sale and development by companies within these industry clusters, leveraging private investment in the construction of these buildings and in equipping them for their specific business function. Ultimately the businesses would be expected to support as many as 3,200 or more high-skill, high-wage jobs, having a substantial spin-off benefit to the rest of the local economy.

In 2004, state legislation was passed allowing this property to be expropriated and turned over to CHFA for release to the City for economic redevelopment. A feasibility study was performed by the Maguire Group and completed in January 2005. The general concept plan suggests four phase development of four years per phase, beginning with the start of demolition and utility infrastructure planning in the first year. In total, over the 16 year process (2006 thru 2022) estimated construction costs- design, land prep., buildings, roads, parking, etc would be approximately \$150 million. The current request of \$11.5 to 16.5 million is for phase I demolition, land preparation, design and construction of Phase I road and utility infrastructure. The Mayor's office has had tentative discussions with interested large-scale business entities and with state and federal economic development. There have also been discussions and preparations relative to contracting for necessary engineering design services. A formal transfer of the

property to the City will take place in early summer 2005.

NEW BRITAIN SMART PARK II

Location: South Street, New Britain

This is the 2nd project put forward by the City to make more land available for industrial development. The +20 acre site is adjacent to the New Britain Business Center, formerly New Britain Machine Company. Like Smart Park I, it is conveniently located near highways linking Central Connecticut to the rest of the state.

The land has been undeveloped up until now and actually served as softball fields for the former New Britain Machine employees. The City will build a road, install utilities, and make building sites available for industrial use. The sites offer the opportunity for companies currently in incubator or smaller settings in the City to own their own facility with room for growth and expansion.

ASSISTED LIVING CARE FACILITY

Location: Orange and Gold Streets

This project would support and build upon the established Medical and Health Care cluster in the community and would serve to provide quality job opportunities for inner City residents. It is forwarding looking in recognizing the changing demographics of the population and the growing demand for assisted living and continuum of care options. It serves to address a quality of life and regional marketability issue raised in the 2004 CEDS, the ability to assure prospective companies considering relocating or expanding into the area, that there are facilities to meet the needs of their workforces in caring for their aging parents or disabled family members. The project would help to stabilize the neighborhood and would generate a spin-off of economic benefits bolstering the nearby Broad Street business area.

MAJOR NEW BRITAIN ROAD PROJECTS

Broad & Washington Street Reconstruction Project

This is a major effort to revitalize one of New Britain's main commercial corridors. It is being built in 3 phases: (1) Broad/Main/Beaver/North Street intersection reconstruction; (2) Broad and Washington Streets; and (3) Broad Street.

Broad Street is known throughout the State and Corridor as the center of Polish and Eastern-European shops and businesses. In addition, in recent years Latino businesses have started to locate there and flourish, making the area truly international in scope. The reconstruction of Broad and Washington Streets will update old utilities that are inadequate to serve the needs of future development and growth. In addition, the area is part of the Broad Street Neighborhood Revitalization Zone, a comprehensive public-private partnership to reinvigorate commercial and residential buildings and their surroundings. Phase 1 of the project is underway; phase 2 is currently in final design; phase 3 is in preliminary design.

Hart Street Extension

This project will add a major cross-town arterial route, which is sorely needed. In addition, it will

provide a gateway to Arch Street; one of New Britain's other commercial areas. This area is predominantly Latino, and the road was recently reconstructed to add to neighborhood revitalization efforts in that area as well. Decorative lighting, ornamental fencing and façade improvements have created an opportunity for real economic advancement. The Hart Street Extension project will supplement those efforts. In addition, it will create improved access to the New Britain General Hospital and nearby medical offices, allowing a new medical zone to grow and expand.

TOWN OF PLAINVILLE

PLAINVILLE BUSINESS DISTRICT

Plainville's downtown business district, like that of many small towns, has experienced economic decline as the result of competition from strip commercial development and malls. Plainville's downtown business district is characterized by underutilized storefronts, the introduction of inappropriate building façades, absence of a cohesive marketing theme, traffic patterns that disrupt pedestrian enjoyment, and an overall lack of "image" as a place conducive to business and as the heart of the community.

In the winter of 2003, the Town contracted with Ferrandino & Associates, a planning and development consultant, to undertake a downtown needs assessment. The draft needs assessment was submitted to Town officials in March 2003; it highlights area demographics, physical environment, policy environment, and local/regional economy; it presents an analysis of assets and liabilities; it overviews lessons from other communities; and it offers downtown needs/recommendations. The final needs assessment study, once published and distributed, will lead to formulation of a comprehensive strategic plan encompassing preparation of (a) a niche market study, (b) design guidelines, (c) traffic and parking analysis, and (d) a funding/capital improvement budget. The process is envisioned to lead to creation of a downtown management structure to oversee the short-term implementation of the strategic plan and long-term updates of the plan, and to the programming of events that market or brand the "new downtown."

STRAWBERRY FIELDS BUSINESS PARK

Plainville's Strawberry Fields Business Park was created in early 1999. It received designation as a contiguous Enterprise Zone to that established in the neighboring town of Southington. In 2002 the Plainville Planning and Zoning Commission approved resubdivision of the business park for layout and construction of a cul-de-sac providing access to the interior of the park, and the Town entered into a cost-sharing agreement with the Carpenter Construction Company for construction of the road.

Phase II of the park's development consists of extension of the cul-de-sac to its juncture with South Washington Street (CT 177). Construction of the road extension will open up additional parcels within the business park for development.

TOWN OF PLYMOUTH

PLYMOUTH BUSINESS PARK PHASE IV

The final phase of the Plymouth Business Park consists of 8.2 acres on the southeast corner of

Preston Road and North Harwinton Avenue. The parcel is zoned industrial and is consistent with the current plan of conservation and development. The town has an option on the property until 11/30/2009. With few trees and no known environmental issues, this choice parcel commands the highest elevation within the industrial area. Its visibility calls for a high-end business/ office park use as recommended by EDA staff during a site inspection in 1998. The preliminary budget is \$1,000,000 which will provide site acquisition, internal road linkage with Phase III, water pump (booster) station, all other utilities, engineering, permits and inspection services. Based upon the desired re-use for the parcel, 75 to 100 new jobs is not an unreasonable expectation.

TERRYVILLE BUSINESS DISTRICT/DOWNTOWN RENEWAL

Over the years, downtown Terryville has lost much of its identity as the mercantile center of Plymouth while still retaining many of its historical resources. Terryville has been the subject of land use studies, historic preservation studies, traffic studies and economic development studies. Unfortunately, the resources for implementation have not yet been marshaled. Both the Planning & Zoning Commission and the Economic Development Commission have identified the renewal of Terryville as a high priority project for incorporating new urbanism concepts to enhance the mixed-use development potential.

While much of the historic fabric remains, the area suffers from inefficient traffic patterns, overhead utility blight, and a lack of streetscape/pedestrian amenities. The area will be considered in the context of the CT Village District Act during the plan of conservation and development update this calendar year. The goal is a reinvigorated, reconcentrated commercial/residential core with new design standards and increased property values. Financial support from all levels of government plus the private sector is required. The project will be under the auspices of the Plymouth Economic Development Commission.

33 SOUTH MAIN STREET

One of the last vestiges of the Eagle Lock Co. complex, this six (6) level 90,000 sq. ft. building has potential for a second productive life. Typical of older industrial spaces, this structurally solid facility is brick and internally supported by massive columns which are not conducive to today's manufacturing requirements. Rather, the facility offers solid potential for multiple smaller users if upgraded with repairs to the mechanical, electrical and communications systems and repairs to the elevator.

The subject property was recently purchased for its first floor availability only. The owner has neither the resources nor desire to retrofit the entire structure. Four years ago, another potential buyer evaluated the building for incubator use and, in fact, had the building 2/3 pre-leased but could not come to terms with the former owners. Hence, the deal fell through, but knowledge was gained of the building's potential. The property maintains its industrial zoning and has sufficient space to meet the off-street parking needs of the indicated 50± employees. Without external financial assistance, this project doesn't happen.

4 WILLIAM STREET

This 1 ¼ acre industrially zoned parcel in the Pequabuck section of Plymouth occupies a highly

visible area along Route 72. Once functioning as a resource removal operation, it is now home to apparent derelict construction equipment only generating \$2,400 annually in taxes. Its potential is much higher if only after environmental amelioration, regrading and installation of utilities. The estimated \$300K cost includes land acquisition. Under current zoning regulations, the property can easily accommodate a building footprint of 15,000—20,000 sq. ft. for industrial or business office uses while allowing sufficient areas for parking and landscaping.

The Pequabuck section of Plymouth was once a railroad depot for all local manufacturers. Recently, one property owner has cleaned up several older industrial properties in an effort to improve not only the visual image, but also for his own businesses. The subject property at 4 William Street lies outside his scope of interest. Therefore, other resources need to be brought to the table for positive action.

100 SOUTH RIVERSIDE AVENUE

Begun in 1853 as the Andrew Terry Company, this site was, until several years ago, the O/Z Gedney complex with 250+ employees. The production of electrical components was moved to Mexico.

The O/Z Gedney site consists of 17 acres primarily between South Riverside Avenue (Route 72) and the Pequabuck River, and one acre on the east side of South Riverside Avenue, the latter formerly used for employee parking. Now owned by SPX Corporation, the site was subject to an extensive environmental amelioration from late 2003 to Spring 2004. The cost was unofficially in the \$3 million range and involved the removal of contaminated soils.

All the buildings remain. The total gross area of the forge, office, manufacturing and warehousing space is nearly 222,000 square feet.

The environmental condition of the interior is unknown. However, the manufacturing process involved a forge and plating. SPX has not made known its plans despite overtures from the town. Aside from the jobs lost (250), the removal of machinery and equipment caused an immediate annual tax loss of over \$300,000.

The complex sits along the Pequabuck River and is partially within the flood plain. A rail siding could be re-built into the site from an active adjacent rail line. The goal is to assist SPX in finding a use for this property and then bring sufficient resources to allow an adaptive re-use for industrial purposes.

Public Information Session

A Public Informational Session was held on May 20, 2003, at the Plainville Town Hall to discuss the CEDS process and to present the municipal projects. Press releases were prepared and distributed to the newspapers covering the four communities. The meeting notice and agenda were posted with the four Town Clerks.

Each community was represented and a presentation on fifteen (15) key economic development projects was made. Tom Lorenzetti summarized the significance of these projects to the Corridor in terms of new capital investment and the potential for new job creation, both during construction and long-term. These fifteen (15) projects would be reviewed and only those projects meeting the objective criteria would be included in the list of high priority projects for the Corridor.

Highest Priority Projects

The CEDS Committee evaluated all projects submitted by the participating communities with regard to the goals and objective criteria they developed earlier in the process. The following projects were determined to be “ready to go” and deemed of importance to the economic vitality of the Corridor.

Table 39 - High Priority Projects: “Ready to Go”

Project Name & Location	Project Description	Proposed Project Budget	Ranking/Priority	Is this project a local initiative (funded without federal \$'s?)	Proposed Financing/ Funding Sources/ Status	Time Frame Start Date Completion Date	Estimated Jobs to be Created: During Construction/ Permanent
BRISTOL							
Southeast Bristol Business Park, 299 Middle Street	Infrastructure for second phase of Industrial Park	\$3.2 million	1	No	\$1.7 mill. Municipal \$1.2 mill. EDA TBD State	October 2003 September 2004	14 330
Southeast Bristol Business Park, Redstone Hill Road	Infrastructure for first phase of Industrial Park	\$1.95 million	2	Yes	\$750,000 State \$1.2 million Municipal	August 2003 September 2004	14 160
NEW BRITAIN							
Smart Park I Manufacturing Center Myrtle Street	100,000 sq. ft. industrial condominium, subdividable	\$8.5-10 million	1	No	\$4,856,620 local \$3,518,380 state \$2,625,000 federal (EDA)	2005 2006	50 2-400
Pinnacle Heights re-Development Phase I - Corbin, Osgood,	Demolition of former public housing; land prep. and Phase I road and	\$11.5-16.5 million	2	No			50 1,600-3,200

& Long Swamp road and utilities	utility network						
---------------------------------	-----------------	--	--	--	--	--	--

These four projects were evaluated using the criteria for evaluation and then against EDA Investment Policy Guidelines.

Southeast Bristol Business Park at 229 Middle Street

The project includes design and construction of the loop road through the industrial site. Industry offering high quality employment would be sought to occupy the property and that those jobs could be taken by any of the towns in the corridor. Each acre lot would have about 18,000 square feet of developable land. There was some discussion about the condition of one of the Bristol projects in relation to the City’s acquisition of the property, and it was explained that regardless of the legal case, the majority of the property is already in the city’s ownership and the project could move forward. The project was reviewed and the following was noted:

- Market demand is shown from past activity;
- Project ready to go-new phase of existing project;
- Distressed area;
- Infrastructure planned;
- Strong metal cluster and would likely locate in park;
- Some funding is available, but needs EDA’s assistance;
- Attractive Class A project ready for quality company investment;
- Expansion/retention of local companies;
- Good leverage;
- Good job creation-300 with high benefits, supports Corridor-commuting (100-150);
- Clean site;
- Estimate creation of 350,000 square feet with a capital investment of \$20; and million and would yield \$300,000 a year in taxes.

Conclusion: Goals 2, 3 and 4 would be met.

Southeast Bristol Business Park at Redstone Hill Road

- There is a market demand with 3 potential buyers.
- The project is ready to go and the land is under control.
- The infrastructure is planned and the state has committed to some funding.
- Attractive, Class A park designed to attract quality projects.

Conclusion: Goals 2, 3 and 4 would be met.

New Britain SMART PARK I Manufacturing Center Myrtle Street

- Development started-Tenergy (Tomasso) on 4 acres out of the total of 18 acres;
- Preliminary engineering & conceptual plan have been completed;
- New zoning has been adopted;
- Subdivision plan is in place;
- Will create 300+ jobs;
- Good leverage-4:1;

Marketing study has been done which justifies doing the project;

It is a remediated property;

The City has already turned away marginal operations not meeting the number and quality of jobs;

Technology manufacturing/assembly/research & development/training cluster; and

Capital investment made by companies.

Conclusion: Goals 2, 3 and 4 would be met.

New Britain Pinnacle Heights Re-Development - Phase I

Conclusion: Goals 2, 3 and 4 would be met.

Approach used in analyzing changes in the economy and evaluating program implementation

The CEDS Committee will review measurable progress in achieving its objective benchmarks. A series of benchmarks is proposed for reviewing these areas.

It is important to develop baseline information and to track progress made in each area. The following will be used in analyzing changes in the economy: Number of new companies, new permanent jobs created, jobs retained, new capital investment, amount of funds leveraged, annual Grand List increases, new tax revenues generated, per capita income increases, and CEDS activity/strategy completion.

Raising the standard of living of the Corridor's residents is the first objective under the 4th goal in the CEDS.

IMPLEMENTATION, EVALUATION, AND MONITORING

The EDA CEDS Guidelines require "an evaluation that measures effectiveness in meeting goals of the strategy". It further states that "performance measures should be identified to evaluate the progress of activities". To meet these requirements and to determine success, an evaluation and monitoring process has been established. It was deemed important due to both the capability and the present capacity in the Corridor to keep the evaluation process simple. Short-term objectives will relate to quantitative and qualitative measures.

The CCRPA will hold an annual meeting (or series of meetings, if necessary), to evaluate progress in the past year and to set new priorities for the coming year. The CEDS Committee will review measurable progress in achieving its 24 objective benchmarks. The CEDS update will be reviewed and considered for approval by the CCRPA.

Goals

To build a more effective Corridor approach to economic development.

To build the physical, financial, and human capital capacity, in the Corridor, necessary to support economic development.

To achieve an effective transition of the Corridor's economic base through business retention,

expansion, attraction, creation, and transition.

To improve the economic prosperity of the Corridor's residents and increase the profitability of its businesses.

Goals/Objectives Benchmarks

Listed below are qualitative and quantitative benchmarks, for each of the goals listed above, and their associated objectives with which to determine whether outcomes are achieved. The purpose is to measure how successful the Corridor is achieving its economic goals, and to provide guidance for making adjustments, if necessary.

Goal 1: To build a more effective Corridor approach to economic development.

Short Term Benchmarks

To create and submit a Comprehensive Economic Development Strategy to EDA.-Meet the required date of 6/30, each year, for submission of CEDS Update to EDA. CEDS Update is approved by EDA shortly thereafter submission.

Process Evaluation

Attendance and participation at CEDS meetings is an important part of the CEDS process. Three measurable indicators are:

Excellent	Average of 90% attendance
Satisfactory	Average of 75% attendance
Needs Improvement	Average of 60% or below attendance

Submission of Data & Information from CEDS members is an important part of the process.

Three measurable indicators are:

Excellent	Submission within 1 week of request
Satisfactory	Submission within 2 weeks of request
Needs Improvement	Submission after 2 weeks of request

To build support for implementation of the Comprehensive Economic Development Strategy within the Corridor.

A Regional Forum was held on May 19, 2004, to unveil the CEDS. All four municipalities are considering formally adopting the CEDS as part of their economic development program.

Individual community support is important. Three measurable indicators are:

Excellent	All 4 communities adopt the CEDS
Satisfactory	3 communities adopt the CEDS
Needs Improvement	Fewer than 3 adopt the CEDS

A majority of the Chambers of Commerce are considering adopting the CEDS as a part of their economic development plans/program.

Excellent	At least 90% of organizations adopt the CEDS
Satisfactory	At least 80% of organizations adopt the CEDS
Needs Improvement	Fewer than 80% of organizations adopt the CEDS

To develop an economic development program for the Corridor's municipalities one **training and team-building program was completed on June 4, 2004, for municipal elected and appointed officials, municipal employees, and residents familiarizing them with their roles in economic development, and the importance of economic development to the overall improvement of the community. A follow-up session will be held in FY2005-2006.** Team-building is a successful technique and participation by all the communities is desired.

Excellent	All 4 communities participate
Satisfactory	3 communities participate
Needs Improvement	Fewer than 3 participate

To continue to foster an effective working relationship with key allies and resources **host an Economic Development Summit in the Corridor within the first two years of the implementation of the CEDS, and a regional forum, with representatives of the Corridor's institutions of higher learning/training, to forge relationships and to promote collaboration between skill training entities and economic development groups. Within two years identify capabilities/programs of key allies and resources, such as SCORE, etc., and establish improved working relationships between the various economic development groups.**

To further develop a web site, with appropriate links to tell the story of the Corridor.

A website is up and running which includes the entire CEDS, with all its data, information, plans, priorities, and contact information. This website had hot links to appropriate related sources.

Mid Term Benchmarks

To hold a regional forum with human resource providers to discuss the Corridor's key human service issues and to create a strategy for improvement. Within the first two years of the CEDS, host a regional forum with human resource providers, to both educate them on how they relate to economic development, and to ascertain from them how they may better relate to the economic development community.

To develop and implement a comprehensive internal and external marketing strategy for the Corridor within the next two years, develop and implement a marketing plan, utilizing the existing data developed in the State's cluster research, to attract those types of businesses identified as the Corridor's competitive advantage. Continue to contact commercial and industrial real estate brokers semi-annually and host a meeting one or two times a year if deemed appropriate.

Goal 2: To build the physical, financial, and human capital capacity in the Corridor necessary to support economic development.

Short Term Benchmarks

To increase the awareness of the value of historic preservation within the next two years, host a regional forum on historic preservation, to promote the value of historic sites and to encourage adaptive reuse of property instead of demolition.

To improve the capacity for, and develop support for improving downtowns in the Corridor within the next two years, consider hosting a regional forum on CT Main Street, possibly combined with historic preservation. Within the next two years, consider organizing a bus trip to visit successful downtown programs for regional downtown merchants, bankers, and realtors.

To increase program effectiveness in the Corridor through the pooling of resources for planning, expertise, marketing, cooperative ventures and exploitation of Corridor strengths, educational/training and other related items within a year, host a meeting of key organizations in the Corridor to share information, determine how to better pool resources and work more cooperatively.

Mid Term Benchmarks

To create better linkages for incubating, nesting, and growing/retaining the fledgling businesses in the Corridor within two years, meet with Connecticut Innovations, and explore the need for additional incubators in the Corridor. If a need is perceived, visit with successful incubators to establish “best practices” for such facilities and create new incubators.

To effectively educate the workforce to meet the challenges of the “New Millennium” within the next three years, invite the educational and training institutions, in the Corridor, to develop seminars/ workshops for students to learn and understand the importance of desirable work habits, attitudes, communications, and reasoning skills.

To train/create awareness/develop pride in people working in the front line sectors, including police, restaurant, retail, hotel, municipal, attractions and transportation industries, within the next three years, develop programs thru appropriate industry associations, and/or workforce trainers, to foster pride in work and to understand how each person's role in society contributes to the overall betterment of the community.

Long Term Benchmarks

To improve infrastructure and services in the Corridor within the next 4-6 years, work to assure that the Route 72 Extension project will be constructed, and within the next 4-6 years, the New Britain-Hartford busway will be constructed.

To increase site availability within the next 3-4 years, identify key Corridor sites for development; and, within the next 4-6 years, enhance economic development opportunities along the New Britain-Hartford busway. Within the next five years, encourage redevelopment and adaptive reuse of brownfields and grayfields sites.

Encourage an increase in the number of units of senior housing in the Corridor.

Goal 3: To achieve an effective transition of the Corridor's economic base through business retention, expansion, attraction, creation, and transition.

Short Term Benchmarks

To foster the growth of industry clusters within the next three years, with the assistance of CT Department of Economic and Community Development, develop and implement a plan to enhance the existing Corridor medical and health care industry cluster; and, study and identify other industry clusters most appropriate for the Corridor to diversify its economy.

Mid Term Benchmarks

To expand tourism capacity and programs, within the next three years develop an educational program about the benefits of tourism to the Corridor. Within the next three years increase the capacity and visibility of the Central Region Tourism District and the Northeast Tourism District. Within the next 3-4 years develop an industrial heritage tourism attraction, building upon the Corridor's manufacturing heritage. Within the next 3-4 years create a major cultural attraction.

To reduce retail leakage from the Corridor within the next three years create a program to shop and buy in the Corridor, and increase downtown shopping opportunities.

Goal 4: To improve the economic prosperity of the Corridor's residents and increase the profitability of its businesses.

Short Term Benchmarks

To increase job opportunities for all the Corridor's residents continue to meet with the newly merged Workforce Development Board, to develop a strategy for cooperation, and also, to develop new workforce related recommendations for the CEDS Update.

To ensure implementation of the Corridor's priority projects track priority projects on an annual basis and include in CEDS Update.

SUMMARIZATION AND ANALYSIS OF WHAT HAS BEEN EVALUATED IN REPORTING THE ORGANIZATION'S PROGRESS IN ACHIEVING ITS CEDS GOALS.

Each year in the Annual Report the progress achieved on economic development activities will be documented as well as the changing economic conditions. Adjustments to the strategy may be necessary during the course of the year to take advantage of unforeseen opportunities or address unexpected conditions. Any changes in the composition of the CEDS Committee will be reported.

In addition to the annual review of benchmarks the following tracking system, which may

be modified, if necessary, will be used:

Table 40
Indicator Tracking System

Measurement	This Quarter	Year-to-Date	Annual Goal
Number of New Companies			
Number of Companies Lost			
New Jobs Created			
Jobs Retained			
Capital Investment			
Annual Increase in Grand List			
New Tax Revenues Generated			
Completion of Activities			

Table 41
New Economic Development Projects

Project Location	Name of Firm	Type of Firm	Date Established	Square Footage	Jobs

Table 42
Projects Lost to the Corridor

Project Location	Name of Firm	Kind of Firm	Year of Closing or Relocation	Square Footage	Jobs

Utilizing these tracking systems will help monitor Corridor progress and make adjustments in this strategy, if any, apparent.

Annual Review and Update

Following is the Committee's Report and Update of Action Items resulting from its Annual Review of the existing CEDS:

1. WITHIN ONE YEAR	
a. Host a Corridor forum on historic preservation, to promote the value of historic sites and to encourage adaptive reuse of property instead of demolition.	CCRPA staff will contact Councilmember Ellen Zoppo to facilitate the accomplishment of this objective.

b.	Host a Corridor forum on CT Main Street, possibly combined with historic preservation.	CCRPA staff will host a breakfast meeting to discuss the Downtown Resource Center with its Director John Simone
c.	Organize a bus trip to successful downtown programs for Corridor downtown merchants, bankers, and Realtors.	The Alliance will be asked to sponsor this event during FY2005-2006.
d.	Meet with Connecticut Innovations, and explore the need for additional incubators in the Corridor.	Connecticut Innovations staff will be invited to discuss this subject with the Alliance.
e.	Develop and implement a marketing plan, utilizing the existing data developed in the State's cluster research, to attract those types of businesses identified as the Corridor's competitive advantage.	CCRPA will be responsible for this work during FY2005-2006.
f.	Identify capabilities/programs of key allies and resources, such as SCORE, etc., and establish improved working relationships between the various economic development groups.	CCRPA will be responsible for this work during FY2005-2006.
g.	Host a Corridor forum with representatives of the Corridor's institutions of higher learning/training to forge relationships and to promote collaboration between skill training entities and economic development groups.	CCRPA will be responsible for this work during FY2005-2006.
h.	Host a Corridor forum with human resource providers, to both educate them on how they relate to economic development, and to ascertain from them how they may better relate to the economic development community.	CCRPA will be responsible for this work during FY2005-2006.
I.	Study and identify other industry clusters most appropriate for the Corridor to diversify its economy.	CCRPA will be responsible for this work during FY2005-2006.
2.	WITHIN TWO YEARS	

<p>a. Invite the educational and training institutions in the Corridor to develop seminars and/or workshops for students to learn and understand the importance of desirable work habits, attitudes, communications, and reasoning skills; develop programs thru appropriate industry associations, and/or workforce trainers, to foster pride in work and to understand how each person's role in society contributes to the overall betterment of the community.</p>	<p>Capital Workforce Partners will be invited to discuss the efforts they have made to accomplish these objectives with the CEDS Committee.</p>
<p>b. Identify key Corridor sites for development.</p>	<p>CCRPA will prepare a 3-fold brochure highlighting the corridor's most prime available commercial/industrial sites.</p>
<p>c. Develop an educational program about the benefits of tourism to the Corridor; increase the capacity and visibility of the Central Region Tourism District and the Northeast Tourism District; an industrial heritage tourism attraction, building upon the Corridor's manufacturing heritage; and, create a major cultural attraction.</p>	<p>CCRPA staff will contact the two Tourism Districts to see if they can jointly bring about the accomplishment of this objective.</p>
<p>d. Create a program to shop and buy in the Corridor, and increase downtown shopping opportunities.</p>	<p>Each of the Corridor's four towns has developed programs to enhance the appearance and attractiveness of their downtowns for retail opportunities.</p>
<p>e. Review municipal Affirmative Action Plans, and Request for Proposals/Bids, and recommend improved language, if necessary; encourage participation in set-aside programs.</p>	<p>The Committee will defer to the individual towns to assure that this action, which requires the legal review of all municipal procedures and documentation, will be completed.</p>
<p>3. WITHIN THREE YEARS</p>	
<p>a. Work to assure that the Route 72 Extension and the New Britain-Hartford busway will be constructed.</p>	<p>This on-going effort continues with the coordination of the CCRPA.</p>
<p>b. Enhance economic development opportunities along the New Britain-Hartford busway and encourage redevelopment and adaptive reuse of brownfields and grayfields sites.</p>	<p>The CCRPA recently completed the Busway West project to enhance Busway accessibility; and the station area plans being completed by CRCOG also implement this objective. The Region has also joined the Valley Brownfields Pilot in order to have access to their brownfields/grayfields assessment and cleanup skills.</p>

<p>c. Encourage an increase in the number of units of senior housing in the Corridor.</p>	<p>Each town will conduct an assessment of the sites available for senior housing in their jurisdiction and seek to develop appropriate infrastructure for the development of additional senior housing units in areas accessible to public transportation and health care facilities.</p>
---	--