

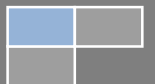
2011

Central Connecticut CEDS: 2012 Annual Performance Report

A plan for sustainable economic development

Submitted: January 31, 2013

Covering: January, 2012 to December, 2013



Acknowledgements

This Comprehensive Economic Development Strategy was prepared by the Central Connecticut Economic Development Alliance. Production of this plan would not have been possible without funding from the Economic Development Administration, the City of Bristol, the City of New Britain, the Town of Plainville and the Town of Plymouth, as well as the support of the towns of Berlin, Burlington, and Southington. We wish to acknowledge the many volunteers that worked together for the betterment of the region and to the Central Connecticut Regional Planning Agency (CCRPA) for joining together to initiate the creation of this Comprehensive Economic Development Strategy for the Central Connecticut Region.

The Central Connecticut Economic Development Alliance

Thanks are extended to the members of the Central Connecticut Economic Development Alliance, who are listed below. Thanks are also extended to former members: Jack Driscoll (finance), Tom Lorenzetti (CCSU/ITBD), and Sarah Kowaleski (agriculture).

Municipal Representatives		Non-municipal Representatives	
Berlin	Jim Mahoney – Economic Development	Un/underemployed	Julie Geyer – Capital Workforce Partners
Bristol	Art Ward – Mayor	Organized Labor	Bruce Lydem – The Carpenter’s Union
	Jonathan Rosenthal (Chair) – Economic Development	Finance	Byron Treado – New England Bank
	Mike Nicastro – Chamber of Commerce	Tourism; women	Janet Serra – Western Connecticut Convention & Visitors Bureau
Burlington	Tod Kallenbach – Economic Development	Utilities	John O’Toole – Northeast Utilities
	Mike Scheidel – Greater Bristol Chambers of Commerce	People with Disabilities	Vacant
New Britain	CEO Appointee – Vacant	Health	Lynn Abrahamson – Bristol/Burlington Public Health District
	Bill Millerick – New Britain Chamber of Commerce	Aged; women	Peggy Sokol – Bristol Senior Center
	Steve Schiller – Economic Development	Professionals; women; & minorities	Rosita Forte-Dobson – CT Small Business Center
Plainville	Robert E. Lee – Town Manager	Education	Richard Mullins – CCSU
	Mark DeVoe (Vice Chair) – Economic Development	Education	Victor Mitchell – Tunxis Community College
Plymouth	Khara Dodds – Economic Development	Agriculture	Dwight Harris – Johnny Cake Mountain Farm
Southington	Louis Perillo – Economic Development	CT DECD	Ned Moore

The Central Connecticut Regional Planning Agency Board

	Chief Elected Official Rep.	Planning Commission Rep.	Council Rep. (Municipalities >50,000)
Berlin	Bart Bovee	Dennis Kern, Vice Chair	~
Bristol	John Pompei, Chair	Donald Padlo	Rosie O'Brien Vojtek
Burlington	Peter McBrien	Paul Rachielles	~
New Britain	Donald Naples, Secretary	Steven P. Schiller	Marie Lausch
Plainville	James Cassidy	Jennifer Bartiss-Earley	~
Plymouth	Stephen Mindera	Carl Johnson	~
Southington	John Barry	Rudy Cabata, Treasurer	James "Rusty" Haigh

Agency Staff

Carl J. Stephani	Executive Director
Francis R. Pickering	Deputy Director
Timothy Malone	Associate Planner/CEDS Project Manager
Kristin Thomas	Associate Planner
Abigail St. Peter	Assistant Planner
Jason Zhang	Assistant Planner
Cheri Bouchard-Duquette	Office Manager/Bookkeeper
Greg Martin	Paratransit Coordinator/Emergency Planner
Jessica Haerter	Intern
Ryan Ensling	Planning Aide
Kristin Hadjstylianos	Planning Aide

Contact Information

Mailing address 225 North Main Street, Suite 304, Bristol, CT 06010-4993

Telephone/fax (860) 589-7820

Internet <http://ccrpa.org>

Introduction

This document recaps the major accomplishments achieved by the Central Connecticut Economic Development Alliance in implementing its CEDS. This report covers the period from January 1st, 2012 through December 31st, 2012. The CEDS was approved by the EDA on January 17th, 2012. This also serves as an update to the 2011 5-year CEDS for the region. It adds new projects, deletes completed projects, and modifies other projects. It is being made available for public comment for a 30 day period.

General Overview

The Region made considerable progress in implementing its CEDS. Attendance at committee meetings was good, with a quorum achieved at every meeting. Attendance did decline after the CEDS was completed, but has picked up again. Attendance by municipal staff was above 70% while attendance by non-governmental members was more sporadic.

CCRPA staff and members of the committee had meetings with numerous stakeholders throughout the state and region. The agency coordinated its actions with the Hartford-Springfield Economic Partnership (a bi-state organization affiliated with a HUD-

DOT-EPA Sustainable Communities Initiative project). CCRPA staff attended their monthly meetings, contributed to their business surveys, and attended their events. Members of the committee also met with DECD staff to discuss projects, as well as members of the Connecticut General Assembly.

Meetings with the private sector were frequent. Members of the committee, and staff at CCRPA, attended numerous chamber of commerce meetings. Staff and committee members also interfaced with real estate professionals and other economic development professionals on a regular basis.

Funding

The region redoubled its efforts to obtain grant funding for projects related to economic development. Final approval of funding for the CT Fastrak (a bus rapid transit project) was secured and construction began. This project will provide fast access to Hartford. It will also create thousands of construction jobs. New Britain also obtained funding for a transit oriented development pilot project.

CCRPA applied for and obtained a grant to support agriculture through the expansion of farmers markets. A grant was obtained

to enhance GIS data, allowing for more accurate site and real estate information.

As discussed in more detail later in this report, Central Connecticut State University's Institute for Training and Business Development obtained private funding to expand its business assistance programs on a "University Center" model. This program has already helped numerous businesses access LEAN process improvements and write better business plans.

CCRPA also applied for and obtained a grant to fund a disaster resiliency planning effort. This grant, from the Economic Development Administration, will help the region better understand its vulnerabilities and work to overcome them. Hurricane Irene caused significant damage to businesses and the region's transportation network. Through this planning process, a plan will be put in place to mitigate future impacts.

Project Updates

Following the completion of the 2011 5-year CEDS update, the Region got to work on implementing the plan. The following is a progress update on projects listed in the CEDS. Projects without an update listed have not experienced significant progress.

Economic Development District Application

Bringing the Region close to fulfilling a long-time goal, CCRPA submitted an application to become an Economic Development District. The Region received a letter of concurrence from Connecticut's Governor Malloy in June, 2012 and submitted an application to the EDA in July. It is still waiting to hear back from the EDA.

CCSU University Center Project

ITBD has been actively engaging family owned, woman owned, minority owned and disadvantaged businesses and incubator companies with the services of the University Center at Central Connecticut State University (CCSU). While CCSU was unsuccessful in attaining Federal funding for this project to help small businesses, the staff sought private and state funding with great

success. Private and state donors contributed \$28,000 to this initiative.

Since beginning the project, ITBD has engaged 13 clients. Eleven clients have been fully engaged with services to support process, productivity and business growth\expansion. They have engaged clients from partner referrals and supported the Connecticut Department of Economic and Community Development (DECD) Express activities. This is year one of a 3 year planned effort. A little over half of the funds have been committed.

Hospital of Central Connecticut Cancer Treatment Center

The planned cancer treatment center (of the Hospital of Central Connecticut) and medical office complex broke ground this year on the Plainville-New Britain town line. This project will bring hundreds of jobs in medical fields to the region. The two municipalities involved are also actively pursuing a unique tax and service sharing agreement. It is being funded with private sector dollars, though supportive grants for infrastructure improvements are being considered.

Southeast Bristol Business Park

This EDA funded project (from a previous CEDS) has been very successful. A three story addition is in planning stages. It is adjacent to a facility owned by ESPN, which is undergoing its own expansion.

Pinnacle Heights

This former public housing complex in New Britain has been torn down and is primed for redevelopment. Two tenants have been signed. The first will be the Capitol Region Education Council, who will construct a magnet school for the medical arts. The second is Polymer Manufacturing, who will bring 75-100 manufacturing jobs to the city. EDA funding (from 2009) was instrumental in moving this project forward.

Plymouth Route 6 Streetscape Project

The streetscape area extends from Benedict Street (Near the Waterwheel), easterly to Allen Street. This project will serve to beautify the heavily traveled Main Street area. A new streetscape will create a more pedestrian-friendly environment that will help develop a sense of place for the main downtown area. Improvements will include new 5 foot wide sidewalks with 3 ft wide brick ribbons, granite curbing, pedestrian crossings, street trees, and pedestrian lighting and signage.

Phase one of the project is now complete and funding for phase two is being sought. The town has also started a fund to encourage façade improvements.

Plymouth Industrial Park

This EDA-funded industrial park (from a previous CEDS) has seen a flurry of activity. Two new companies are breaking ground this year. Upgrades to the park's electrical infrastructure are also planned to improve reliability.

Waterwheel Park Redevelopment

This redevelopment site is in the center of the Town of Plymouth's Main Street and Downtown area. The redevelopment of this site will transform an underutilized contaminated site into a historic and recreational Waterwheel Park, which will be a focal point of the Downtown area and the community. There has been a lot of community support and activism behind the redevelopment of the site. In recent years, the Town has made several strides toward achieving the goals of the Plan for the Waterwheel Park. Recently, the town began construction on the first phase of this project.

Middle Street Dam Removal

Plans for the removal of a defunct dam along the flood-prone Pequabuck River in Bristol are moving forward. Final plans have been submitted to ConnDOT for approval. Funding is being sought for the final phase of the project.

New Projects

The Region has developed new projects during the past year. Many of these projects respond to the impacts of Hurricanes Irene and Sandy, and the major winter storm of October, 2011. These projects seek to mitigate future impacts and create a more resilient region.

These projects are being amended to the CEDS. A thirty day comment period will begin following approval of these prioritized projects by the steering committee.

Disaster Resiliency Planning

Following Hurricane Irene, much of the Region's transportation infrastructure was disabled or severely damaged. To help the Region recover, and mitigate future impacts from storms, CCRPA applied for an EDA grant to create a disaster resiliency/recovery plan. This plan will help the Region better prepare for, and recover from, severe weather events.

Pequabuck River Flooding Study

Complementing the Region's disaster resiliency planning effort, is a study being undertaken by Bristol, Plainville, and Plymouth to assess the causes of flooding along the Pequabuck river. Flooding

along this river during Hurricane Irene caused major disruptions to businesses, commuters, and residents. It also caused extensive property damage and loss of life. This plan will look at the causes of flooding (which has occurred frequently over the decades) and develop projects to mitigate flooding impacts.

Farmstead Flood Mitigation Improvement Project

This project will involve excavating a portion of 25 acres of town owned land to provide for flood storage, north of the Southington Downtown Business District, to lessen the impact of flooding to the business area and allow for redevelopment. Additionally, it will add significant landscape improvements to enhance forage for wildlife and passive recreation.

This project will assist with the mitigation of potential disastrous flooding events that limit central business district development, cause significant business interruption and damage. Existing flooding conditions cause roadblocks which limit emergency vehicular traffic, which may cause timely delays during fire and police emergencies. This project will aid in the redevelopment and density of the downtown business district while preserving green

space (25 acres), valuable sensitive wetland areas and simultaneously providing passive recreation for the periphery.

Bristol Tech/Bioscience Incubator

In 2012, the Central Connecticut Chambers of Commerce submitted a proposal to start a business accelerator. Unlike many of the State's incubators, this business accelerator would target companies in specific industries. First, it will target companies that are involved in the research and development of media technology. With a goal of attracting and creating off-shoot businesses that are tangential to the environment created by ESPN, a company that is developing a new method compression for video transmission or data encryption to protect media content would

be an example of a primary target. ESPN, the region's largest private employer, has continued to expand, creating a unique opportunity to support compatible companies.

Second, the accelerator will make use of the bio-science enterprise zone that was designated for the city center area as well as the presence of Bristol Hospital to target bio-science and biomechanical start-ups. This not only leverages the specific enterprise zone definition but also takes into account the traditional manufacturing base this city and region have had for many years.

Lastly, the accelerator will be open to any and all developers of new information technology. Whether their efforts are on software, hardware or some new form of social media or the use of the Internet to further electronic commerce, these firms that are in a stage one status will be potential clients for the BACC.

Vital Projects

Project Name	Responsibility	Est. Cost	Funding Sources	Jobs	Time Frame	Goals met
Berlin Train Station Redevelopment Project	Town of Berlin	\$1.5 million	Town of Berlin, Other sources TBD,	TBD	10-1-11 to 6-30-14	1, 2, 3, 5
Bristol Information/Tech Industry Incubator	City of Bristol, Central Connecticut Chambers of Commerce	\$1.5 million	Private financing, EDA	TBD	11-2012 to 10-2013	1, 3, 4
Industrial Park- Infrastructure	Town of Plymouth	\$2 million	EDA-Potential	TBD	12-1-09 to 12-1-12	5

New Projects | Proposed Regional Projects by Town

Project Name	Responsibility	Est. Cost	Funding Sources	Jobs	Time Frame	Goals met
Pinnacle Business Park	City of New Britain	\$1.5 million	TBD	Perm.: 450 to 500	TBD	2, 5
Plymouth Business Park/Phase IV	Town of Plymouth	\$1.4 million	EDA-potential, DECD, Town	75-100	1-1-05 to 12-31-14	5
Strawberry Fields Industrial Park	Town of Plainville, D'Amico Construction Company	\$500,000	EDA, D'Amico Construction Company,	Const.: 15-20 Perm.: TBD	9-1-13 to 6-1-14	2, 5

Proposed Regional Projects by Town

Project Name	Responsibility	Est. Cost	Funding Sources	Jobs	Time Frame	Goals met
Bristol						
Brownfield Site Remediation 1	City of Bristol	TBD	TBD	Const.: 5 Perm.: TBD	7-1-15 to 6-30-17	2, 5
Brownfield Site Remediation 2	City of Bristol	TBD	TBD	Const.: 5 Perm.: 20	7-1-15 to 6-30-17	2, 5
Brownfields Site Remediation 3	City of Bristol	TBD	TBD	Const.: 5 Perm.: 0	7-1-15 to 6-30-15	2, 5
Downtown Intermodal Transportation Center	City of Bristol	\$2.4 million	TBD	Const.: 20 Perm.: 10	7-1-15 to 6-30-17	2, 3, 5
Downtown Street Grid	City of Bristol	\$3 million	TBD	Const.: 30 Perm.: 5	7-1-15 to 6-30-17	2, 3, 5
Downtown Streetscapes	City of Bristol	\$6 million	TBD	Const.: 5	7-1-15 to 6-30-17	2, 3, 5
Downtown Structured Parking	City of Bristol	\$6.05 million	TBD	Const.: 30 Perm.: 5	7-1-15 to 6-30-17	5
Middle Street Dam Removal	CCRPA	\$165,000	TBD	Const.: 20	TBD	2

Project Name	Responsibility	Est. Cost	Funding Sources	Jobs	Time Frame	Goals met
West End Streetscape	City of Bristol	\$2.25 million	TBD	Const.: 5	7-1-17 to 6-30-19	2, 3, 5
New Britain						
Central Connecticut University Center	CCSU/ITBD	\$250,000	EDA (potential) - \$25,000	TBD	TBD	1, 3, 4
Plainville						
Downtown Beautification - Streetscape Project - Phase III	Town of Plainville, Plainville Chamber of Commerce	\$1.91 million	US EDA: \$1.91 million; Town of Plainville: \$60,000; State of CT: \$1.1 million	Const.: 20-30	04/01/12 (construction) to 11-30-13	2, 3
New Britain Avenue Brownfield Remediation	Town of Plainville, 311 New Britain Avenue, LLC	\$800,000	US EDA: \$800,000; State of Connecticut: \$800,000; Private developer (construction costs)	Const.: 35-45 Perm.: 45+	11-1-2011 to 12-1-13	2, 5
West Main Street Mixed Use Development Project	Town of Plainville, White Oak Corporation or successor	\$15 million	US EDA: \$15 million; State of CT (unknown), Town of Plainville (Tax Incentives), White Oak Corp or Successor (unknown)	TBD	6-1-13 to 12-1-16	2, 3, 5
Plymouth						
Route 6 Streetscape Project	Town of Plymouth	\$2.6 million	DECD, Town of Plymouth-Anticipated Bond Proposal approval	TBD	10-9-11 to 12-1-15	2, 3, 5
Terryville Business District/Downtown Revitalization	Town of Plymouth	\$3.5 million	EDA-potential, DECD, CT Tourism, Town, Private Investment	35+	1-1-06 to 12-31-15	2, 5

New Projects | Proposed Regional Projects by Town

Project Name	Responsibility	Est. Cost	Funding Sources	Jobs	Time Frame	Goals met
Terryville Trust Site	Town of Plymouth	\$600,000	EDA-potential , DECD and Town , Private funds	10	7-1-11 to 11-1-12	2, 5
Waterwheel Park Redevelopment Project	Town of Plymouth	\$2.5 million	EDA-Potential; CT Commission of Culture and Tourism, DECD, US EPA/ V-COG Regional Brownfields Agency	TBD	1-1-00 to 12-31-15	2, 5
Southington						
Farmstead Flood Mitigation Improvement Project	Town of Southington	\$75,000	EDA, FEMA, DEEP	TBD	Start: 4/1/13	4, 2, 5
Region-wide						
Hospital of Central Connecticut Cancer Center and Medical Arts Building	City of New Britain, Hospital of Central Ct., North Mountain Rd. Land LLC, Town of Plainville	\$1.5 million	State, Private party	Perm.: 150-200	In Progress	1, 3, 4
Transit signal prioritization	CCRPA, CT Transit	TBD	TBD	TBD	TBD	5
High Speed Internet	CCRPA	TBD	TBD	TBD	TBD	4
Farmington Canal Heritage corridor	CCRPA	TBD	TBD	TBD	TBD	1, 2, 5
Pequabuck flood mitigation plan	Bristol, Plainville, Plymouth, CCRPA	TBD	TBD	TBD	TBD	5
Regional Disaster Resiliency Planning	CCRPA	213,428.00	EDA, local	2	In Progress	1, 2, 5
Priority projects from the Central Connecticut Long Range Transportation Plan (see page Error! Bookmark not defined.)						

*Projects highlighted in green are in progress or funding has been obtained.

Measurement and Evaluation

The Central Connecticut Economic Development Alliance recognizes that for a plan to be implemented effectively, it must be monitored and evaluated. This section lays out specific measures of program outcomes and general indicators of success, including variables that help us evaluate whether or not the economy of the region is moving in the desired direction.

This section also includes a detailed evaluation of progress toward the region's goals and objectives. Each action proposed in the 2011 CEDS is discussed, and updates on progress are given. Some of the actions have not seen significant progress, but for the vast majority, steps have been taken to implement them.

Progress on Goals and Objectives

Goal 1. Regional Planning and Cooperation	
<i>Build a stronger regional economic development program that achieves closer coordination among municipalities and between Central Connecticut, the state, and other surrounding regions.</i>	
Objectives-Actions	Implementers/Actions taken
1-1: Increase intra-regional cooperation and continue to plan on a regional level for the development of Central Connecticut's economy.	CCRPA, Municipalities
1-1.a: Complete and continue to update CEDS.	CEDS completed and approved by EDA, Connecticut DECD, and Connecticut OPM.

1-1.b: Become a designated Economic Development District.	Letter of concurrence obtained from Governor Malloy; application submitted to EDA (July 2012).
1-1.c: Continue to involve the public in economic development planning and project implementation.	Meetings are open to the public; updated CEDS is available for public comment for 30 days.
1-1.d: Encourage municipal officials to take advantage of economic development training opportunities from outside organizations.	Economic development officials are actively involved with courses offered by the Community Builders Institute.
1-1.e: Pending EDD designation, encourage municipalities to form tax-base sharing agreements under Public Act 09-231.	New Britain and Plainville have applied for a grant to study the costs/benefits of forming such an agreement.
1-1.f: Continue to create and update a comprehensive “asset map” for the region.	No progress to report.
1-2: Achieve better coordination between Central Connecticut and inter-regional planning efforts.	CCRPA, HSEP, CWP, CT Farm Bureau, Regional Tourism Councils, CRCOG, PVPC
1-2.a: Develop a regional sustainability plan with CRCOG, PVPC, and HSEP.	Draft plan in progress
1-2.b: Coordinate strategies with partners identified in other goals, such as Capital Workforce Partners, regional tourism councils, and the Connecticut Farm Bureau.	Ongoing progress; meetings have been held with Capital Workforce Partners and with the regional tourism council.
1-3: Continue to ensure that the needs and priorities of existing and growing clusters are included in regional planning efforts.	State cluster organizations (CURE, METAL, etc..)
1-3.a: Consider amending Alliance bylaws to include representation from each targeted cluster.	No action has been taken
1-3.b: Periodically meet with statewide cluster organizations.	Central Connecticut Chambers of Commerce held a focus group with local manufacturers; Bristol is pursuing an “information cluster” incubator.
1-4: Continue to utilize existing economic development and marketing tools.	Municipalities, CERC, NU

1-4.a: Increase and maintain regional listings in CERC’s SiteFinder database.	Economic developers from each town have been encouraged to add sites to sitefinder.
1-4.b: Encourage municipalities to use Northeast Utility’s E-Pulse software to manage economic development activities.	Information about the product was distributed.
1-4.c: Further develop and update a regional economic development website.	First revision of website completed; data being collected for further revisions.

Goal 2. Responsible Growth

Promote responsible development patterns that improve the region’s quality of life, provide recreational amenities, use resources wisely, promote sustainability, and contribute to economic development.

Objectives-Actions	Implementers/Actions taken
2-1: Encourage the revitalization of village, town, and city centers.	CCRPA, CT Main Street, Municipalities
2-1.a: Pursue municipal led village, town, and city center revitalization projects.	Burlington completed a plan for a village center and has applied for supportive grants; Plainville has nearly completed their streetscape project; Plymouth started construction on their streetscape project; New Britain is pursuing streetscape projects, a mass transit project, and a major building project in downtown; Bristol’s renaissance project obtained necessary approvals and is seeking funding; Berlin completed a major housing renovation in downtown; Southington revised plans for their Plantsville redevelopment.
2-1.b: Prioritize projects that support village, town, and city center redevelopment.	Ranking criteria consider this.
2-2: Encourage policies that minimize the amount of newly developed land, especially in environmentally sensitive areas or near critical environmental resources.	CCRPA, Municipalities, OPM, DEP, Regional Tourism Councils

2-2.a: Prioritize projects that reuse previously developed sites, have compact footprints, and preserve critical environmental resources.	Ranking criteria consider this.
2-2.b: Support the adoption of land conservation policies in the region's POCD.	In progress.
2-2.c: Support locally appropriate policies to conserve land and avoid development in environmentally sensitive areas.	In progress through POCD revision.
2-2.d: Protect and extend hiking and multi-use trails	The Burlington multi-use trail received a major funding award for improvements.
2-2.e: Develop a tourism marketing strategy for regional recreation and cultural facilities.	Coordinating with newly launched statewide tourism initiative.
2-3: Minimize the amount of new infrastructure that must be developed for economic development projects.	CCRPA, Municipalities
2-3.a: Coordinate with municipal and regional conservation and development planning processes to identify growth and infill areas.	In progress through POCD revision and State POCD update.
2-3.b: Continue to prioritize economic development projects at the regional level that make use of existing infrastructure.	Ranking criteria consider this.
2-4: Increase the effectiveness of, and regional support for, historic preservation policies and incentives.	Municipalities, CT Trust for Historic Preservation
2-4.a: Encourage towns to create/update historic resource inventories.	Assisted Bristol with information about available grants.
2-4.b: Advocate local policies that encourage adaptive reuse instead of demolition.	In progress through POCD revision
2-4.c: Investigate the possibility of developing an analysis of impediments to historic preservation and building rehabilitation.	Will begin after POCD revision is completed.
2-5: Provide greater support to the region's agricultural cluster.	CT Farm Bureau Association, CCRPA
2-5.a: Investigate opportunities to create an updated regional agriculture plan.	Supportive grants are being sought.

2-5.b: Consider establishing a standing region-wide agricultural advisory committee.	CCRPA applied for a grant to do so, but was unsuccessful.
2-5.c: Help coordinate regional tourism and agricultural plans to better tap into the growing “agri-tourism” market.	CCRPA is coordinating with statewide tourism initiatives.
2-5.d: Support the creation and expansion of regional farmers markets by pursuing funding opportunities and advocating policy changes to streamline the permitting and licensing process for farmers and farmer’s market operators.	CCRPA applied for and obtained a grant from the USDA to support a local urban farmers market in New Britain.

Goal 3. Workforce Development

Attract, retain, and develop a skilled and diverse workforce that meets the needs of existing employers and is attractive to new firms providing high quality, high paying jobs.

Objectives-Actions	Partners
3-1: Improve the availability, and responsiveness to the needs of industry, of workforce training and education programs.	CWP, Chambers of Commerce, CCSU, Tunxis
3-1.a: Reach out to area businesses to assess how well their training needs are being met.	Meetings have been held with local community colleges; CWP completed a strategic planning session that addresses this need.
3-1.b: Meet with industry cluster representatives on a regular basis to assess how well their workforce needs are being met.	No progress.
3-1.c: Where appropriate, work with educational institutions to develop new programs that respond to industry needs.	CWP is working with industry and educational institutions on this.
3-2: Prepare high school students to become the next generation of skilled workers in the region.	CWP, Chambers of Commerce, School districts, Community Colleges, CBIA.
3-2.a: Work through existing partnerships and programs to promote education and training in skilled professions to the region’s high school students.	Committee members advocated on behalf of regional technical schools.

3-2.b: Encourage the region's manufacturers to partner with high schools to increase awareness among students of the benefits of employment in skilled trades.	Will begin in 2013
3-2.c: Work with key partners to provide career readiness services to high school students in the region	Will begin in 2013
3-2.d: Work with CCSU and Tunxis Community College to provide local high school students with the opportunity to take college classes.	Investigating potential
3-3: Encourage the adoption of policies which would support an increase in the number of young professionals working and living in the region.	CWP, HSEP, Chambers of Commerce, Nearby Colleges
3-3.a: Work with public and private employers to establish and maintain annual/seasonal internship programs.	No progress/ Will begin in 2013
3-3.b: Work with area companies to list internship opportunities on the Hartford-Springfield Economic Partnership's Interhere.com website.	Information distributed through chambers
3-3.c: Study the dynamics of college student migration and employment in the region.	No progress/ Will begin in 2013
3-4: Provide a full range of high quality, attractive housing options, from single-family homes to studio apartments.	Municipalities; Partnership for Strong Communities
3-4.a: Support town-led Incentive Housing Zone programs that encourage the construction of affordable workforce housing.	Berlin completed an IHZ plan.
3-4.b: (See also Objective 2-4)	
Goal 4. Business Attraction and Retention <i>Foster an environment that is conducive to the creation of new firms and industry clusters, while helping to strengthen existing firms and clusters.</i>	
Objectives-Actions	Partners
4-1: Develop a regional marketing strategy focused on key industry clusters.	Cluster Organizations, NU, DECD
4-1.a: Research and create industry cluster marketing strategies to highlight regional assets.	No progress/ Will begin in 2013
4-1.b: Coordinate with region/state led marketing efforts.	In progress

4-1.c: Periodically hold regional meetings with commercial and industrial real estate brokers and site selectors.	Currently planning a regional event; events were held at municipal level.
4-2: Provide and enhance resources that support entrepreneurs and startups in the region.	ITBD, Connecticut Enterprise Center, Municipalities
4-2.a: Study the need for additional incubators in the region, especially in larger towns such as Bristol and Southington.	An incubator project is being pursued for Bristol.
4-2.b: Study the demand for incubator space focused on specific clusters and industries.	SEE ABOVE
4-2.c: Work with staff at existing incubators to study the needs of “graduating” incubator firms.	No progress/ Will begin in 2013
4-2.d: Improve access to, and awareness of, business start-up counseling and mentoring services.	Funding obtained by CCSU/ITBD to increase access to these services.
4-3: Increase the amount of financial assistance available to the region’s entrepreneurs.	Chambers of Commerce, CT Innovations, Central Connecticut Revolving Loan Fund
4-3.a: Advocate the expansion of the CT Innovations pre-seed capital fund.	No progress/ Will begin in 2013
4-4: Study the feasibility of forming a regional cluster around Central Connecticut’s growing Information sector.	CCRPA, Bristol Chamber of Commerce
4-4.a: Study supplier relationships and employment dynamics among existing information companies.	No progress/ Will begin in 2013
4-4.b: Analyze existing ties between firms and identify gaps in the cluster.	No progress/ Will begin in 2013
4-5: Help existing businesses stay competitive by lowering costs and increasing profitability.	Chambers of Commerce, ITBD, METAL, SBA
4-5.a: Assist and encourage businesses to take advantage of process improvement consultation services (such as “lean” manufacturing).	Funding obtained by CCSU/ITBD to increase access to these services.
4-5.b: Assist firms with accessing export assistance programs.	Information is being gathered and will be distributed.

4-5.c: Connect businesses with resources to help them reduce energy usage and associated costs.	Information is being gathered and will be distributed.
---	--

Goal 5. Physical Infrastructure	<i>Maintain, improve, and develop the region's infrastructure so that it meets the needs of existing and growing industries and clusters.</i>
--	---

Objectives-Actions	Partners
5-1: Ensure that an adequate supply of sites and buildings is available for (re)development.	Municipalities
5-1.a: Continue to identify key sites in the region for development, focusing on infill sites, sites near transit and transportation nodes, and sites that avoid negative impacts to environmental resources.	Grant applications for Transit Oriented Development projects were submitted; one was successful.
5-1.b: Identify land located near existing or potential freight rail spurs and preserve it for industrial uses.	In progress as part of POCD revision.
5-1.c: Advocate a more coordinated and streamlined approach to land use/development regulations.	No major progress
5-2: Ensure that the site and building needs of targeted clusters are being met within the region.	Municipalities, CCRPA, Statewide cluster organizations
5-2.a: Continue to study the site and building needs of targeted clusters.	The Central Connecticut Chambers of Commerce are pursuing an incubator for information companies.
5-2.b: Develop cluster specific strategies for increasing site availability.	SEE ABOVE; a medical office complex is being constructed in Plainville in a state designated "bioscience zone"
5-3: Return underutilized brownfield sites to productive use.	Municipalities, EDA, CT Brownfields Redevelopment Authority, Regional Brownfields Partnership of West Central CT
5-3.a: Create and maintain a prioritized inventory of brownfield sites.	In progress (as part of a larger statewide effort)

5-3.b: Continue to prioritize projects that will remediate and reuse brownfield sites.	Project ranking criteria include this.
5-3.c: Support statewide efforts to limit liability for brownfields projects.	
5-4: Improve and maintain the region's transportation infrastructure to enable the safe and efficient movement of goods and people.	ConnDOT, CCRPA, Amtrak, Municipalities, CT Transit, PanAm Railways
5-4.a: Prioritize projects near transportation nodes, especially public transit stops.	Project ranking criteria include this.
5-4.b: Expand bus service in existing service areas and rationalize bus routes to minimize travel times.	Bus service planning effort will begin in 2013 as part of CT Fastrak plan.
5-4.c: Extend bus service to Plymouth via the Bristol shuttle	A proposal was submitted to CT Transit and ConnDOT.
5-4.d: Connect the region to major job and population centers throughout the state (Hartford, Waterbury, Stamford, and Bridgeport) and beyond (New York City) via rail.	The State funded and began a feasibility study
5-4.e: Coordinate site development projects with transportation improvement plans contained in the region's Long-Range Transportation Plan.	TOD projects are underway; Grants to redevelop sites in Southington near an in-progress multi-use trail project have been obtained.
5-5: Increase resiliency of the region's infrastructure in business zones	ConnDOT, CCRPA, Amtrak, Municipalities, CT Transit, PanAm Railways, Northeast Utilities
5-5.a: Develop a region-wide disaster recovery plan.	Grant funding has been sought.
5-5.b: Study flood mitigation measures in the Pequabuck River Watershed.	Two grants have been submitted.
5-5.c: Harden electrical infrastructure in downtowns and industrial parks.	CCRPA has been in discussions with local utilities.

Direct Outcomes

Goal 1: Regional Planning and Coordination

Indicator	Data Point	Desired Result	Progress
Participation at quarterly meetings	Q1: 86%, Q2: 71%, Q3: 71%	At least 50%	Achieved
# of meetings with strategic partners	Q1: 5, Q2: 11, Q3: 9	At least 1 per quarter	Achieved
# of meetings with cluster reps.	1	At least 2 per year	Partial
Frequency of website updates	Q1: 1, Q2: 1, Q3: 0	At least once per quarter	Partial

Goal 2: Responsible Growth

Indicator	Data Source	Desired Result	Progress
% of projects in CEDS that are infill/reuse	Alliance records	At least 75%	
% of towns with updated historic inventories	Town planning departments	100% within 5 years	Baseline established

Goal 3: Workforce Development

Indicator	Data Source	Desired Result	Progress
# of internships offered by regional companies	6 in New Britain	Increase (from 3)	Achieved
# of companies offering internships	3	At least 10 within 5 years	Partial

Goal 4: Business Attraction and Retention

Indicator	Data Point	Desired Result	Progress
Frequency of website updates	Q1: 1, Q2: 1, Q3: 0	At least once per quarter	Partial
# of firms using energy efficiency consulting		Increase year over year	Baseline established
# of firms using process improvement consulting	13	Increase year over year	Partial

Goal 5: Physical Infrastructure

Indicator	Data Point	Desired Result	Progress
# of brownfield sites remediated	Brownfield grant obtained by Berlin	At least one in 5 years	Partial
# of major projects developed	1 project broke ground	Five in five years	Partial
Ratio of dollars of private investment leveraged by projects to public dollars invested	Project records/municipal economic development departments	At least 2 to 1	Data collection in progress

Indirect Outcomes

Indicator	Data Point	Desired Result	Outcome
Rate of land development	N/A	Decrease from 2.4% (2002-2006 rate)	Unknown (new data not yet available)
Rate of decrease in agricultural land	N/A	Decrease from 3.5% (2002-2006 rate)	Unknown (new data not yet available)
# of employers	-60	Increase (from 2009 base)	Negative
# of trade name filings		Increase	Data collection incomplete
Employment in targeted clusters		Increase	Data collection in progress
# and % change in total employment	-618, -0.7%	Increase (from 2009 base)	Negative
% change in average regional wage	4.5% increase	Increase (from 2009 base)	Positive
% of population in poverty	10.6% (1% increase)	Decrease (from 2009 base)	Negative
Change in the unemployment rate	9% (1.1% decrease)	Decrease (from July 2011)	Positive
% of residents walking, biking, or taking transit	5.1% (increase from 4.7%)	Increase (from 2009 base)	Positive
% of residents driving alone	84% (decrease from 87%)	Decrease (from 2009 base)	Positive
% of the population with a high school diploma or less	14.9% (increase from 14.7%)	Decrease	Negative
% of students proficient in math and reading	CT. Dept. of Education	Increase	Data being collected
% of the population in the 25-34 and 35-44 year old age groups	Census (ACS)	Increase	Data being collected
Enrollment in regional technical high schools	CT Dept. of Education	Increase	Data being collected
# of multi-family housing units built or renovated per year	Municipalities	Increase	Data being collected