2011

Central Connecticut Comprehensive Economic Development Strategy

A plan for sustainable economic development

The Central Connecticut Regional Planning Agency &
The Central Connecticut Economic Development Alliance

Acknowledgements

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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).

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Berlin	Jim Mahoney – Economic Development	Un/underemployed	Julie Geyer – Capital Workforce Partners
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	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	Rich Stocker – Economic Development	Utilities	John O'Toole – Northeast Utilities
	Mike Scheidel – Greater Bristol Chambers of Commerce	People with Disabilities	John Tricarico – CCRPA Paratransit
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	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
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Southington	(vacant)	Rudy Cabata, Treasurer	James Haigh

Project Manager

Timothy Malone, *Regional Planner*, Central Connecticut Regional Planning Agency

Agency Staff

Carl Stephani	Executive Director
Francis R. Pickering	Senior Planner
Ethan Abeles	Transportation Planner
Kristin Thomas	Regional Planner
John Tricarico	Transit Programs Manager
Abigail St. Peter	Assistant Planner
Cheri Bouchard-Duquette	Office Manager/Bookkeeper
Patrick Gallagher	GIS Analyst/Intern

Contact Information

Mailing address	225 North Main Street, Suite 304, Bristol, CT 06010-4993
Telephone/fax	(860) 589-7820
Internet	http://ccrpa.org

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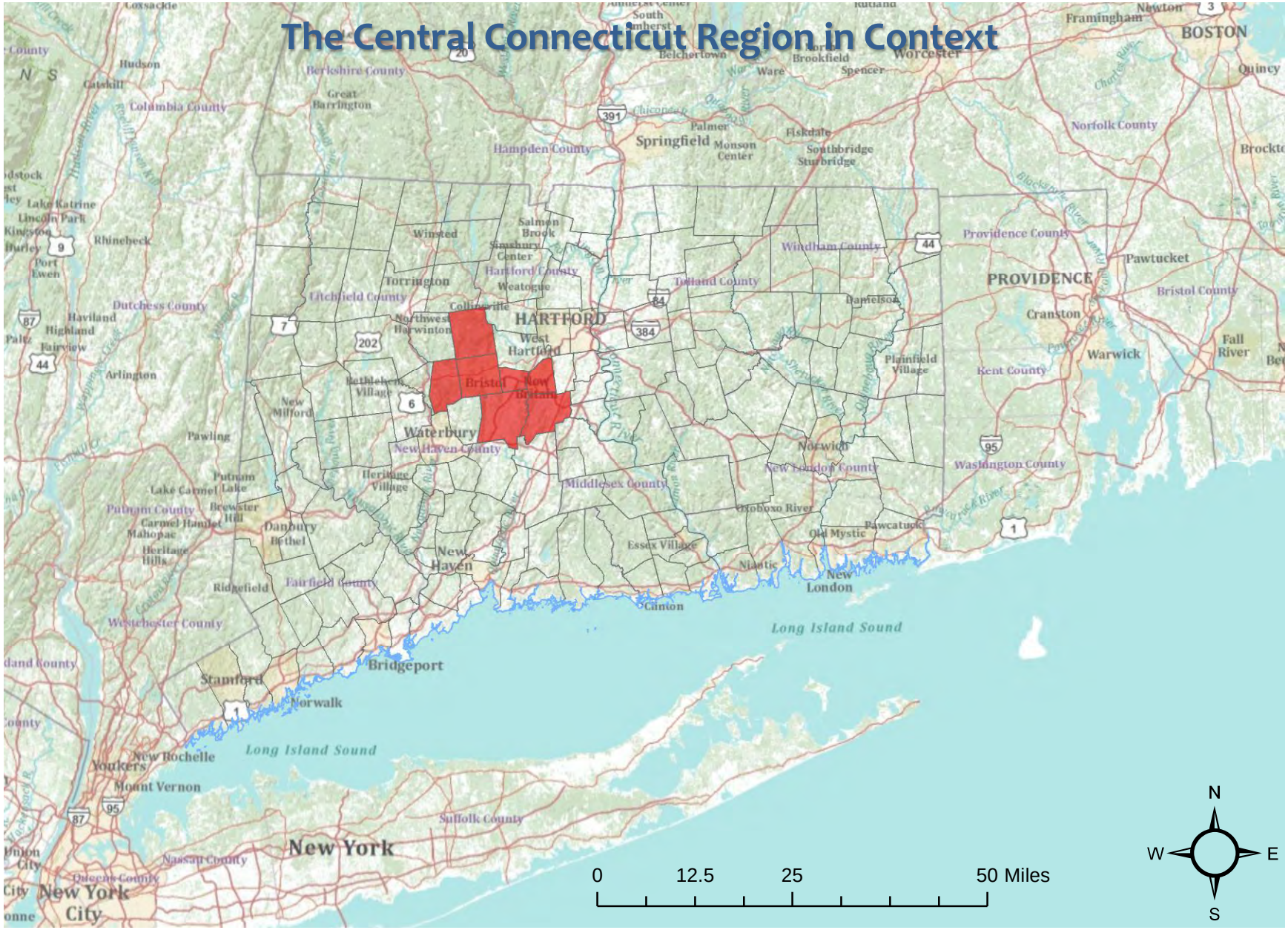
The Central Connecticut Region in Context



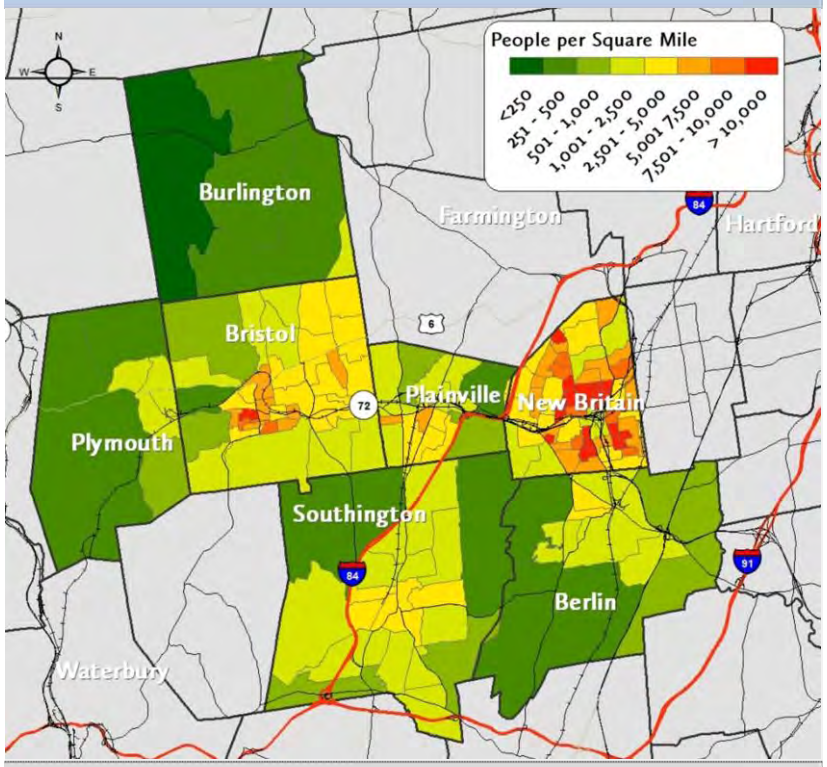
Introduction

In 2004 the Central Connecticut Corridor, an alliance of four municipalities from the Central Connecticut Region, developed and approved its first Comprehensive Economic Development Strategy (CEDS). This document updates that plan by taking a renewed look at demographic and economic conditions in central Connecticut, and expands it to encompass the entire 235,000-person Central Connecticut Region. It also makes the region eligible for funding from the Economic Development Administration and allows the region to pursue designation as an Economic Development District.

The region, country, and, indeed, world as a whole have experienced significant economic developments since passage of the last CEDS. These include a real estate and financial bubble, followed by the deepest financial crisis since the Great Depression. Since 2007, the economy has suffered from high unemployment rising costs, falling home values, and economic stagnation. While these developments may grab headlines, they also conceal longer-term structural challenges in the economy that must be addressed if prosperity and well-being are to be sustained.

While this plan focuses on these longer-term challenges, it will be implemented in the context of the current economic crisis. While government spending can dampen economic downturns, the length and severity of the ongoing recession has strained

Figure 1. Central Connecticut Population Distribution



Source: Map by CCRPA using U.S. Census Bureau, 2010 data.

public finances to capacity. As a consequence, fewer resources are available to implement the economic development strategies and projects that are needed to stimulate and sustain growth. These constraints make smart, well thought-out, and realistic planning all the more vital. Given limited resources, if the problems of economic development are to be successfully addressed, every cent must not just count; it must count many times over.

This plan takes a critical and strategic approach to these issues in central Connecticut. It is based on a thorough analysis of economic, demographic, and other pertinent data. Numerous industry, government, and research reports informed the analysis and eventual project and strategy selection. At the same time, participants in this process were cognizant of the limited ability this plan will have to address some of the more pressing issues. Therefore, emphasis has been placed on issues that this plan can most directly impact, while acknowledging those that it can only affect indirectly. Projects and strategies have been designed in a similar manner.

The Region and its Context

The Central Connecticut Region comprises the cities of New Britain and Bristol and the towns of Berlin, Burlington, Plainville, Plymouth, and Southington. As its name suggests, the region sits at the center of Connecticut and is equidistant to the New York City, Boston, and Albany (NY) metropolitan areas. The region borders or lies within a relatively short distance of several major urban areas in Connecticut. These include Hartford and New Haven, as well as Waterbury, Middletown, and Torrington. A mature (if uneven) transportation network connects the region to these areas; the limited access expressways Interstates 84 and 691 and State Routes 8 and 9 serve as the primary interregional routes.

According to the most recent counts available, the region houses 235,878 residents. This constitutes 6.6 % of the state population of 3,574,097. The region presents a broad range of population densities and development patterns. These range from dense urban centers and suburbs to rural lands (see *Figure 1* on page 1). New Britain represents the largest population, with 73,206 residents in a high-density, historic city environment; Burlington, in contrast, is home to 9,301 residents who enjoy its agricultural landscapes and small-town feel.

Physical and Natural Features

The Central Connecticut Region covers 166.3 square miles. The south of the region consists of plains with fertile soil sandwiched between dramatic, steep traprock and amphibolite ridges (the Metacomet Ridge and South Mountain). While most of the plains agriculture in the region has been lost to suburban sprawl, challenging terrain has spared the ridges the depredations of major development.

The foothills of the Appalachian Mountains begin in the middle of the region and rise to the north and west. These areas have witnessed an explosion in exurban development in recent years

but, for the time being, by and large are ecologically unimpaired, with tracts of unfragmented forest the dominant landscape.

Ragged Mountain, which rests atop the Metacomet Ridge in the towns of Southington and Berlin, is the region's highest point, at 761 feet. Due north along the ridge in Plainville is Pinnacle Rock, another popular spot for enjoying scenic vistas. These and many other peaks, ridges, valleys, and kettle holes can be accessed through an extensive, semi-connected network of hiking trails. These include the New England Trail, the newest of eleven federally-designated National Scenic Trails.

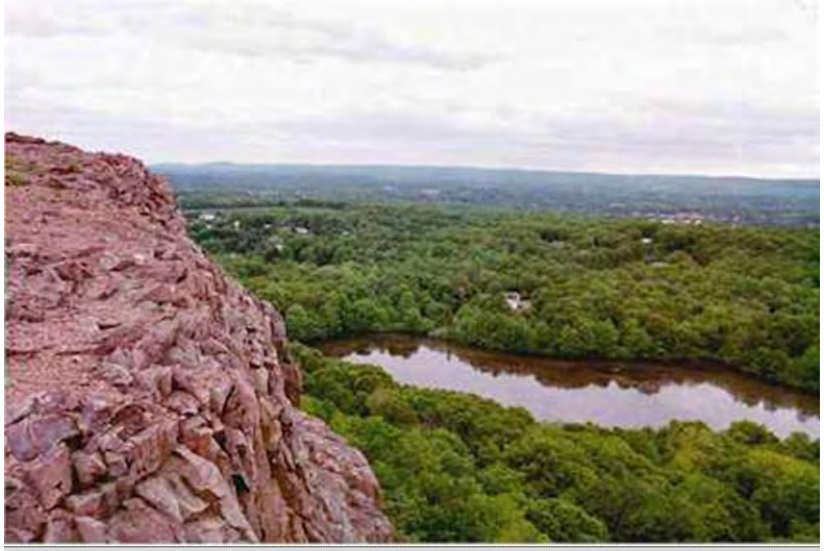
The region is rich in water features, albeit of varying quality. The Farmington, Pequabuck, and Quinnipiac Rivers flow through the region. The Farmington, which is immensely popular with kayakers and anglers, as well as with walkers, joggers, cyclists, and roller-skaters (on its riverfront trail) is under consideration for addition to the National Wild and Scenic Rivers System. The Quinnipiac, while supportive of motorless boating, in contrast is chronically polluted. Lakes and ponds can be found in every part of the region. These include several pristine reservoirs as well as several private community lakes. (There are no public swimming holes in the region.)

New Britain and Bristol offer generous, well-maintained, historic urban parks, with opportunities for passive and active recreation. However, in recent years municipal open space protection in the region has lagged. The State of Connecticut has preserved large volumes of land, its properties are not evenly distributed: while some towns enjoy thousands of acres of State open space, others have fewer than twenty.

History

While each community in the Central Connecticut Region has its own history, the region as a whole was settled relatively late. Initially, agriculture dominated the region's economy. With the advent of the Industrial Revolution, that soon changed. Thanks to its favorable location, plentiful resources (including rivers and streams for power), and some old-fashioned Yankee ingenuity, the region quickly burgeoned into a manufacturing powerhouse of national renown.

Figure 2. Scenic view from Ragged Mountain



Source: Photo by Paul W. Gagnon

Bristol and New Britain in particular boast long and storied traditions of manufacturing. This history is still evident today in the countless remnants of mills and factories, many of which are still in use. Bristol, known as the "Clock City," pioneered clock making. In the mid-19th century, its manufacturing industry diversified beyond timepieces to span fabrics, springs, bearings, and brass.[i] New Britain, known as "Hardware City", had similar beginnings. The city continues to be home to several notable manufacturers, including Stanley Black & Decker.

The establishment of the Farmington Canal in 1828 and the arrival of the railroad shortly thereafter also put many communities on the map, including Plainville, aptly named for the large, flat stretch of land that the town was established on.[ii] Together with Berlin, Plymouth, and Southington, Plainville transitioned from agriculture to manufacturing during the Industrial Revolution. Manufacturers produced a diverse variety of goods, from cutlery and hardware to clocks and plows. At the same time, milling operations, including gristmills and sawmills, sprang up along the region's rivers and streams.

While agriculture has declined in much of the region, it is still a large part of Burlington's community identity. Early in the town's history, the common farmer also made his living through additional trades and was often found to be a blacksmith, tinsmith, miller, wood maker or minister.[iii] Today, farmers are less likely make their own tools; however, as the most rural town in the region, Burlington and its landscape continue to be defined, at least in part, by its agricultural heritage.

Following the nation's economic trajectory, the region began another series of transitions in the mid twentieth century. Deindustrialization led to a loss of both manufacturing employment and capacity. Formerly bustling factories now lie abandoned throughout the region, many of them leaking harmful chemicals into the soil. The accompanying loss of tax revenue has left the cities that house these derelict factories less able to deal with resultant social problems. Cities like New Britain, and to a lesser extent Bristol, now face high unemployment rates and growing poverty.

At the same time, new development patterns emerged. The rise of the automobile permitted development of heretofore undeveloped areas of the region. Sprawling suburban development exploded throughout the region, eating up formerly productive agricultural land, leveling forests, and draining population from traditional population centers. While such developments have allowed formerly sparsely developed areas of Berlin, Burlington, and Southington to prosper, other parts of the region have suffered.

The region is now at a cross-road. It is in the midst of an economic transition from its formerly manufacturing based economy to one that relies more heavily on services. At the same time, development patterns have shifted the region's distribution of resources. Quality of life in the region is threatened by persistent poverty, failing schools (in some parts), loss of environmental resources, and stagnant employment growth.

Overview of the 2004 CEDS

In 2002 the four municipalities of the Central Connecticut Corridor (Bristol, New Britain, Plainville, and Plymouth) created the region's first CEDS, which was adopted in 2004. This document offered an analysis of available data regarding demographics, employment trends, the housing stock, education, the economy, and land availability. The picture that emerged from this analysis was that of a region experiencing lagging growth with changing demographics that would present new concerns for economic sustainability. The top regional issues identified were:

1. Need to retain existing businesses and attract new ones
2. Need to revitalize downtowns
3. Need for, and cost of, improving infrastructure
4. Difficulty funding necessary improvements
5. A weak regional structure

To address these issues the 2004 CEDS identified the following goals:

1. To build a more effective regional approach to economic development.
2. To build the physical, financial and human capital capacity in the region necessary to support economic development.
3. To achieve an effective transition of the region's economic base through business retention, expansion, attraction, creation and transition.
4. To improve the economic prosperity of the region's residents and increase the profitability of its businesses.

Significant Developments

Since adoption of the 2004 CEDS, the region has been hard at work implementing it. The region was able to leverage EDA grants for three major regional development projects and has continued to build upon projects funded by past EDA grants:

- In Bristol, $1.2 million in EDA funding was used to develop the initial phase of the Southeast Bristol Business Park. This was followed up with a recently-completed second phase. Both phases have attracted numerous tenants.
- In New Britain, the EDA provided an $875,000 grant for the Phase 1 SMART Park project. The project was completed in 2008 and is now home to Celebration Foods, employing 300 workers.
- In Plymouth, $1.1 million in EDA funds enabled construction of Phase III of the Plymouth Industrial Park. The project was quite successful, and State funds have now been used to start Phase IV of the park.

The region has also successfully leveraged other funding sources to implement the CEDS.

- Plainville completed two phases of its downtown revitalization project (using State funds) and completed an addition to its Strawberry Fields Industrial Park.
- New Britain drew on EPA brownfield clean-up funds for its SMART Park.

- New Britain has also used a number of grant sources to begin work on its Pinnacle Heights redevelopment project *and* its new downtown police station.

Berlin, Burlington, and Southington were not part of the 2004 CEDS, but have been hard at work implementing their own development plans. Berlin, which has the only passenger train service in the region, was recently awarded a grant to renovate its Kensington train station. This will enable the town and the region to take advantage of opportunities that will be brought by the soon to be upgraded Springfield to New Haven Amtrak line. Burlington has also been preparing for future growth by applying for and receiving state funding to extend water lines into the town center. This will permit a greater level of development to serve the growing population of the town. Southington's population continues to grow, as does its economy, though it has experienced some setbacks. In 2009 The Hartford insurance company relocated over 1,000 workers from Southington to other offices, leaving behind a significant amount of empty office space. The retail sector, however, continues to thrive. The town's downtown revitalization efforts (soon to be expanded to the Plantsville section of town) have been highly successful at brining shoppers and diners to downtown.

Other recent economic development trends are discussed throughout *Appendix 2: Economic Analysis*.

The Planning Process

Regional economic development planning in Central Connecticut is undertaken by the Central Connecticut Economic Development Alliance (referred to as the Alliance throughout this plan). This organization represents all seven towns that make up the Central Connecticut Region and includes representatives from each of them. Representatives are also included from various special interest groups, such as higher education and the unemployed (see page *i* at the beginning of this document for a complete list). The Alliance normally meets on a quarterly basis.

In 2009 the work to update Central Connecticut's CEDS began. After discussions with regional leaders and representatives from the State, the decision was made to regionalize the CEDS process so that this plan would incorporate all seven municipalities of the Central Connecticut Regional Planning Agency (CCRPA). Unexpected funding cuts and position eliminations brought on by the recession temporarily slowed work on the CEDS; however, beginning in November 2010, the project resumed at full bore.

The first planning meeting after that point was held in December 2010. CCRPA staff presented a work plan and gave updates on progress already achieved. On February 15th the results of an analysis of demographic data was presented, leading to a discussion of regional issues and trends. On March 21st the Alliance discussed the results of the first of a series of public meetings, an initial analysis of industry trends, and data on transportation issues. At the April 25th special meeting, the results of the second public meeting were discussed; those in attendance discussed

goals and objectives for the next five years. The May 23rd meeting focused on reviewing project proposals and ranking them. In June, a draft was presented and project rankings were finalized.

Following the February 15th meeting, a coordinating committee was formed to guide CCRPA staff in completion of the project. This committee was composed of economic development officials from each town. They met three times during the process. One of their primary tasks was to create a project solicitation survey and identify opportunities to publicize the CEDS process and solicit feedback from stakeholders. The project survey was distributed to municipal representatives in March 2011. In addition, numerous presentations were given to municipal economic development agencies and other organizations regarding the CEDS as a result of suggestions by the committee.

Figure 3. Participants at the first public CEDS meeting

Source: CCRPA

Meeting minutes, agendas, and other materials can be found in *Appendix 4: Meeting Schedules & Materials*.

Public Participation

Broad public participation was, and will continue to be, integral to the success of this effort. Input from members of the general public, issue oriented non-profits, representatives from area businesses, business organizations, and public sector employees all helped direct this process. These stakeholders were involved with every aspect of the planning process, from collecting and analyzing data to formulating goals and objectives. Many insightful comments and observations came out of the public participation process and helped shape the final content of this document.

Early in the process it was determined that a targeted outreach effort should be undertaken to supplement the already diverse membership of the Alliance. A list of over one hundred organizations and individuals whose work was identified as being particularly relevant to the CEDS was compiled. These organizations and individuals were contacted in January and February of 2011 and invited to a public meeting on March 8th.

In addition to the targeted list of stakeholders that was compiled, a broader outreach effort was also undertaken. The re-

gion's chambers of commerce sent notices to their members, informing them of the ongoing process and inviting them to public meetings. Presentations were also given at numerous public meetings held by other organizations, including the Plymouth Economic Development Commission, the Plainville Economic Development Agency, and Bristol Rising (over 40 people attended), a group formed in support of Bristol's downtown revitalization process. Newspaper articles have also been written about the CEDS, which has helped to get the word out, copies of which can be found at the end of this document.

On March 8th an evening public meeting was held in CCRPA's office. Normally the Alliance meets during the day, so an evening time was chosen to provide an opportunity to those who cannot attend daytime meetings. A total of 18 people attended, representing a broad array of the public. Members of arts organizations, business owners, state representatives, workforce representatives, and many others attended. At the meeting, CCRPA staff introduced the CEDS process to attendees, presented some initial data findings, and led the group in an initial strengths, weaknesses, opportunities, and threats (SWOT) analysis. Two breakout groups were formed and each developed lists of the region's strengths and weaknesses.

The meeting was so successful that a handful of attendees requested that its running time be extended so that they could continue to discuss the future of Central Connecticut. CCRPA staff was happy to oblige and the meeting went on for another hour of thoughtful and productive discussion. In addition to ideas regarding the CEDS that were generated, numerous attendees met each other for the first time and discovered that they had common interests.

To follow up on this successful event, a survey was sent to participants, as well as to others who had expressed interest but were unable to attend. The survey asked people to rank the strengths and weaknesses that the group had come up with at the meeting. Another survey, replicating the questions that were asked at the public meeting, was sent out to the entire list of stakeholders and to the distribution lists of the chambers of commerce.

A second evening public meeting was held on April 14th in the Town of Plainville Public Library. This meeting drew a smaller but very enthusiastic crowd. Ten people attended, mostly representing the towns of Burlington and Plainville. Additionally, a reporter from a local paper was in attendance. Following a presentation by CCRPA staff, a discussion of the region's strengths and weaknesses ensued. Participants provided a wealth of feedback and several new ideas.

Final Approval

A draft of the CEDS was completed in June 2011 and sent to the Alliance for review. CCRPA staff incorporated suggestions into a revised draft. A 30-day public comment period began July 12th, 2011 and ended on August 12th, 2011. A final public hearing was held on August 4th, 2011. On September 1st, 2011, the final version of the CEDS was presented to CCRPA's governing board, which

unanimously approved it. On September 19th it will be presented to the Alliance for final approval before being sent to the EDA.

Implementation

While many of the larger projects contained in this CEDS will take years to implement, work has already begun on others. The Central Connecticut State University entered into a partnership with the University of Connecticut to pursue funding from the EDA for a University Center. CCRPA staff began attending meetings of the Hartford-Springfield Economic Partnership to better coordinate economic development planning efforts. CCRPA is also with agricultural groups and farmers to pursue grants that will help bolster the region's agricultural sector. These efforts are discussed in more detail later in this document.

Relation to Other Planning Processes

While this plan is comprehensive in nature, it exists within a wider planning context. Plans at the local, regional, and state levels all affect its implementation. The following is a brief description of how this plan was shaped by other plans. A more complete description of the plans and studies that were consulted for this document can be found in *Appendix 3: Plans & Studies*.

Local (municipal) plans were primarily consulted to gain insight into what has been occurring within the region. Projects, goals, and objects from Plans of Conservation and Development (POCD) were examined for relevance to the CEDS. Issues that were identified by these plans helped inform the data collection and analysis phase of this planning process as well.

Regional plans were consulted to ensure coordination and cross-sectoral integration of planning efforts. For example, land use patterns were a major issue brought up by participants in the CEDS process. Rather than go into depth on land use, this document refers to the region's Plan of Conservation and Development, which is the authoritative plan for land use in the region and is scheduled for revision after the completion of the CEDS. It is intended that lessons from the CEDS be incorporated into the region's new POCD. Similarly, transportation was repeatedly cited as a major concern by CEDS participants. The region's Long Range Transportation Plan (LRTP) addresses and governs future investments in the region's transportation system. So that economic and transportation plans dovetail, the region's LRTP was revised concurrently with the CEDS; rather than duplicate the LRTP here, this document accordingly refers to it directly.

State Economic Development Strategy and Plan of Conservation and Development

In 2009 the Department of Economic and Community Development completed its Economic Strategic Plan (ESP) for the state. This plan lays out a 20-year strategy in three areas of policy: talent and technology; cultivating competitiveness; and responsible growth. To ensure that the strategies put forth in Central Connecticut's strategic plan will support and benefit from state led initiatives, the analysis and policy proposals in the ESP were reviewed carefully. The state's emphasis on environmental-

ly, socially, and economically sustainable growth is echoed in this CEDS, as is its concern for training a highly productive workforce and lowering the cost of doing business.

Connecticut's 2005 to 2010 Plan of Conservation and Development was also reviewed in preparation of this CEDS. The state POCD contains two parts. The first is the plan text, which lays out policies to help guide state agencies. The second is the locational guide map which visually shows where different sets of policies (conservation, preservation, development, etc.) should be implemented. In the plan text there are six growth management principles that were consulted throughout the development of this CEDS and are reflected in its goals and objectives. They are:

- *Redevelop and Revitalize Regional Centers and Areas with Existing or Currently Planned Physical Infrastructure*
- *Expand Housing Opportunities and Design Choices to Accommodate a Variety of Household Types and Needs*
- *Concentrate Development Around Transportation Nodes and Along Major Transportation Corridors to Support the Viability of Transportation Options*
- *Conserve and Restore the Natural Environment, Cultural and Historical Resources, and Traditional Rural Lands*
- *Protect and Ensure the Integrity of Environmental Assets Critical to Public Health and Safety*
- *Promote Integrated Planning Across all Levels of Government to Address Issues on a Statewide, Regional and Local Basis*

Responsible Growth

In 2006 Governor Rell signed Executive Order 15 establishing a Responsible Growth Taskforce. In 2008 that taskforce released a report outlining principles of responsible growth. The Department of Economic and Community Development then released a list of eight responsible growth criteria. These eight criteria were used to guide the process of creating this CEDS. They influenced every aspect of the process, from data collection and analysis to the creation of criteria that were used to evaluate proposed projects. DECD's Responsible Growth Criteria are listed below:

1. *Project activities should be in conformance with the Conservation and Development Policies Plan for Connecticut.*
2. *Locate Projects within existing developed areas and promote infill development.*
3. *Locate projects within existing public utilities service areas (water, sewer, etc.).*
4. *Projects outside of public utility services areas should be scaled to use on-site systems, where practicable, to manage unplanned development of adjacent land.*
5. *Promote transit-oriented development.*
6. *Promote energy/water conservation, energy efficiency and "green" building design.*
7. *Avoid impacts to natural and cultural resources and open space.*
8. *Promote mixed-use development and compatible land uses (pedestrian-friendly with access to multiple destinations within close proximity of each other).*

Vision, Goals, & Objectives

Central Connecticut, while endowed with many assets and competitive advantages, also faces a number of challenges. Demographic shifts, structural changes to the economy, environmental constraints, infrastructure deficiencies, and pockets of disadvantaged populations all limit the region's ability to build upon its strengths. The goals and objectives that are enumerated in this section are designed to overcome the region's challenges by leveraging its assets. They are based on a thorough analysis of trends within and outside of the region. They also represent a realistic and achievable plan of action.

Strengths, Weaknesses, Opportunities, and Threats

Based on a synthesis of available information, an analysis of regional strengths, weaknesses, opportunities, and threats was completed. This analysis drew on economic and demographic data, stakeholder input, and a review of relevant plans, studies, and recent developments. Information from each of these sources is included throughout this plan, but a summary of major findings is compiled here for easy reference.

Strengths

- **Strong manufacturing sector**: Manufacturing still makes up a large portion of regional employment. While manufacturing employment continues to decline in the region, it is declining at a rate that is slower than the national average.
- **Good public schools**: In most of the region's towns the schools perform better than the state average.
- **Nationally-known large employers**: The region is home to the headquarters or branches of many large employers. ESPN, General Electric, Stanley Black & Decker, the Barnes Group, and other high profile companies have a presence in the region. This brings stability and recognition to the region.
- **Affordability**: While Connecticut and the Northeast are high cost areas, the region is relatively affordable. Housing in the region is more affordable and unduly burdens a smaller percentage of residents than is average for Connecticut and the DC-New York-Boston corridor.
- **Higher education institutions**: The region is home to a large state university (Central Connecticut State University, CCSU) as well as smaller colleges and a branch of a community college. Additionally, the University of Connecticut's

(UConn) medical school and Tunxis Community College are in adjacent Farmington. UConn's other campuses, Yale University, Trinity College, and the University of Hartford, are less than an hour away.

- **Strong health care sector**: Health care is the largest sector of the region's economy, employing tens of thousands of people. In recent years, despite the downturn in the economy, this sector has grown. The large number of health care institutions in the region also provides its residents with easy access to quality health care.
- **Highway and rail access**: The highway and rail system was noted as both a strength and a weakness as it varies throughout the region. Places like New Britain and Southington enjoy excellent highway access while Bristol, Plymouth, and Burlington have fewer access points. The region also has a freight rail line that connects to a class 1 rail road and Berlin has an Amtrak station providing passenger rail service.
- **Partnering institutions**: A tradition of public and private sector cooperation bolsters the region's economy. Northeast Utilities, which has a major facility in Berlin, has been a major partner in economic development projects and helps market Connecticut to businesses. Other examples include the Institute of Technology and Business Development (which provides business incubation, development, and training services), CW Resources (providing job placement and business incubation services), and dozens of others.

Weaknesses

- **Loss of manufacturing employment**: While still strong, employment in manufacturing continues to decline.
- **Demographic shifts**: The region is losing younger residents. Age groups between 25 and 44 have been declining in population over the past nine years while older age groups have been growing. This will mean a smaller labor pool in the future and an increased burden on social services.
- **Lack of vibrant town/city centers**: Many of the region's centers have suffered from years of neglect. Participants in public meetings cited low levels of activity, few retail options, and a lack of attractive affordable downtown housing.
- **Educational attainment**: Residents of the region, on average, have lower educational attainment than the rest of Connecticut. A much larger proportion of the population (compared to the state and the nation) has a high school diploma or less.
- **Declining pool of skilled workers**: While the region has a large pool of skilled workers, it is not meeting employer demands. Fewer students are choosing skilled trades as a career path, choosing instead to attend college. Those who do not attend college are not meeting the needs of employers.
- **Few existing strong clusters**: As one stakeholder put it: "the region has lots of small pieces of industries". Companies in the region engage in a wide variety of industries, but few strong clusters exist. It has pieces of aerospace, bioscience, and broadcasting, but lacks a critical mass.

- **Lack of transportation options**: Few people in the region use modes of transportation other than driving alone. It is difficult or impossible to get to work, school, and other services by foot, bicycle, or transit in much of the region. The result is a reduction of employment opportunities for those without cars, high household costs (spent on gas, insurance, etc.), air pollution, and reduced quality of life.
- **Loss of open space and agricultural land**: Sprawling development patterns have claimed open space and agricultural land more quickly than the population has grown. Unchecked, these patterns will increase the need for expensive utilities and municipal services, lower the region's quality of life and threaten the livelihoods of farmers.
- **Pockets of economic distress**: Economic conditions are uneven throughout the region. Burlington, for example, has high-achieving schools, high incomes, and high property values. New Britain, on the other hand, has high unemployment (13.0% in New Britain versus 9.1% nationwide as of May 2011), low-performing schools, and a high rate of poverty. Uneven levels of prosperity lead to a significant loss of investment in human and physical capital. Economic distress extends beyond the traditional urban centers to more rural towns such as Plymouth, where unemployment was 10.9% in May 2011.

Opportunities

- **Investments in bioscience**: Connecticut is investing heavily in bioscience research. Fortunately for Central Connecticut, much of that investment is being funneled to the nearby UConn Health Center. This opens up an opportunity for the region to attract companies in this growing field.
- **Growth of exports**: Businesses in the U.S. are exporting more, and both state and national leaders are supporting them. In Connecticut, manufacturers have successfully tapped into external markets, helping them grow.
- **Growing need for "middle skill" workers**: The Federal Reserve of Boston forecasts a growing need for workers with associate's degrees or some college education. While regional higher education attainment lags comparison regions, the pool of "middle-skill" workers compares favorably with the national average.
- **Return to cities**: For a few years now, people have been returning to cities. This trend presents an opportunity to attract new life into the region's downtowns.
- **Resurgence of manufacturing**: Early trends coming out of the recession point to a resurgence of manufacturing. Output is up and profitability is increasing. This is in part due to the weak U.S. dollar, leading to the above cited growth in exports. Central Connecticut's highly skilled and productive manufacturing sector stands to benefit from this trend.
- **Transportation investments**: The state recently approved construction of the Hartford-New Britain Busway, providing rapid bus service to the region. The state is also investing heavily in rail service along the Springfield-Hartford-New Haven line, which will connect Central Connecticut to the broader New York-Boston region. By improving connections, these investments will open new markets to the region's

businesses, expand the region's labor pool, and create new jobs for its residents.

Threats

- **Energy costs**: Connecticut is one of the most expensive energy markets in the country. While this fact affects the entire state (and most of the Northeast), it also makes Central Connecticut a more difficult place to do business.
- **Reductions in defense spending**: Two of Connecticut's largest manufacturing industries are aerospace and defense. Cuts in defense spending threaten this important piece of the state economy. This also threatens the region's aerospace and defense companies.
- **Global shifts**: China's ascendance as a manufacturing powerhouse threatens the state and regional economies. While off-shoring has been occurring for decades, products involving significant investments in intellectual property and high quality control standards have remained in domestic facilities. Higher quality manufacturing overseas and the growth of products both designed and manufactured overseas are serious threats.
- **High cost of doing business**: Connecticut is repeatedly cited as a high cost location for businesses, ranking between 3rd and 5th highest in the nation.

Vision

The vision established for the 2004 CEDS was reviewed by the Alliance following the identification of regional strengths and weaknesses. It was determined that, with a few exceptions, that statement was still expressive of the region's vision. The new vision is as follows:

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

Organization

The goals and objectives of the Central Connecticut Economic Development Alliance (CCEDA) are based on a thorough review of relevant data, studies, and planning documents. To reflect this fact they are accompanied by the most relevant findings from the demographic and economic data analysis, input from stakeholders, and information from other studies and plans. Other findings from the analysis can be found in the appendices. This section begins with an overview of the goals and objectives, including an implementation time frame and a list of key partners.

A more detailed description of each goal, objective, and strategy is provided in the next section.

The schedule on the following pages includes time frames for implementation. Some strategies may be immediately implementable, but have a continuous or recurring component; multiple timeframes are listed for these strategies. Definitions of the time frames are as follows:

- Short term (S): 1 to 2 years
- Medium term (M): 3 to 4 years
- Long term (L): 5 years+

Implementation Schedule

Goal 1. Regional Planning and Cooperation

Build a stronger regional economic development program that achieves closer coordination among municipalities and between Central Connecticut, the state, and other surrounding regions.

Objectives-Actions	Implementation Partners	Time Frame
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.		S-L
1-1.b: Become a designated Economic Development District.		S
1-1.c: Continue to involve the public in economic development planning and project implementation.		M
1-1.d: Encourage municipal officials to take advantage of economic development training opportunities from outside organizations.		M
1-1.e: Pending EDD designation, encourage municipalities to form tax-base sharing agreements under Public Act 09-231.		M
1-1.f: Continue to create and update a comprehensive "asset map" for the region.		M
1-2: Achieve better coordination between Central Connecticut and inter-	CCRPA, HSEP, CWP, CT Farm Bureau,	

regional planning efforts.	Regional Tourism Councils, CRCOG, PVPC	
1-2.a: Develop a regional sustainability plan with CRCOG, PVPC, and HSEP.		L
1-2.b: Coordinate strategies with partners identified in other goals, such as Capital Workforce Partners, regional tourism councils, and the Connecticut Farm Bureau.		S
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.		S
1-3.b: Periodically meet with statewide cluster organizations.		M
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.		S
1-4.b: Encourage municipalities to use Northeast Utility's E-Pulse software to manage economic development activities.		S
1-4.c: Further develop and update a regional economic development website.		S

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	Partners	Time Frame
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.		L
2-1.b: Prioritize projects that support village, town, and city center redevelopment.		S
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,		S

and preserve critical environmental resources.		
2-2.b: Support the adoption of land conservation policies in the region's POCD.		M
2-2.c: Support locally appropriate policies to conserve land and avoid development in environmentally sensitive areas.		L
2-2.d: Protect and extend hiking and multi-use trails		M
2-2.e: Develop a tourism marketing strategy for regional recreation and cultural facilities.		M
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.		L
2-3.b: Continue to prioritize economic development projects at the regional level that make use of existing infrastructure.		S
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.		M
2-4.b: Advocate local policies that encourage adaptive reuse instead of demolition.		
2-4.c: Investigate the possibility of developing an analysis of impediments to historic preservation and building rehabilitation.		S
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.		S
2-5.b: Consider establishing a standing region-wide agricultural advisory committee.		M
2-5.c: Help coordinate regional tourism and agricultural plans to better tap into the growing "agri-tourism" market.		L
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.		M-L
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**	**Time Frame**
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.		M
3-1.b: Meet with industry cluster representatives on a regular basis to assess how well their workforce needs are being met.		S
3-1.c: Where appropriate, work with educational institutions to develop new programs that respond to industry needs.		L
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.		S
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.		M
3-2.c: Work with key partners to provide career readiness services to high school students in the region		M
3-2.d: Work with CCSU and Tunxis Community College to provide local high school students with the opportunity to take college classes.		L
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.		M
3-3.b: Work with area companies to list internship opportunities on the Hartford-Springfield Economic Partnership's Interhere.com website.		L
3-3.c: Study the dynamics of college student migration and employment in the region.		M
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.		M
3-4.b: (See also Objective 2-4)		M

Goal 4. Business Attraction and Retention

Foster an environment that is conducive to the creation of new firms and industry clusters, while helping to strengthen existing firms and clusters.

Objectives-Actions	Partners	Time Frame
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.		S
4-1.b: Coordinate with region/state led marketing efforts.		M
4-1.c: Periodically hold regional meetings with commercial and industrial real estate brokers and site selectors.		L
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.		M
4-2.b: Study the demand for incubator space focused on specific clusters and industries.		M
4-2.c: Work with staff at existing incubators to study the needs of "graduating" incubator firms.		L
4-2.d: Improve access to, and awareness of, business start-up counseling and mentoring services.		S-L
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.		L
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.		L

4-4.b: Analyze existing ties between firms and identify gaps in the cluster.		L
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).		M
4-5.b: Assist firms with accessing export assistance programs.		M
4-5.c: Connect businesses with resources to help them reduce energy usage and associated costs.		M
Goal 5. Physical Infrastructure *Maintain, improve, and develop the region's infrastructure so that it meets the needs of existing and growing industries and clusters.*		
Objectives-Actions	**Partners**	**Time Frame**
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.		L
5-1.b: Identify land located near existing or potential freight rail spurs and preserve it for industrial uses.		S
5-1.c: Advocate a more coordinated and streamlined approach to land use/development regulations.		L
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.		M
5-2.b: Develop cluster specific strategies for increasing site availability.		L
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.		M

5-3.b: Continue to prioritize projects that will remediate and reuse brownfield sites.		L
5-3.c: Support statewide efforts to limit liability for brownfields projects.		L
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.		L
5-4.b: Expand bus service in existing service areas and rational bus routes to minimize travel times.		L
5-4.c: Extend bus service to Plymouth via the Bristol shuttle		L
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.		L
5-4.e: Coordinate site development projects with transportation improvement plans contained in the region's Long-Range Transportation Plan.		M

Goal 1: Planning and Cooperation

Build a stronger regional economic development program that achieves closer coordination among municipalities and between Central Connecticut, the state, and other surrounding regions.

Objective 1-1: Increase intra-regional cooperation and continue to plan on a regional level for the development of Central Connecticut's economy.

Successfully developing the economy of Central Connecticut will require a cooperative planning effort. As a recent report from the Connecticut Office of Policy Management stated: "There is broad consensus that Connecticut's 169 cities and towns cannot individually compete effectively against other more highly-coordinated metropolitan areas in other states."[iv] Stakeholders at public meetings echoed this concern, identifying regional cooperation as a frequently missing ingredient in economic development plans.

Rapidly changing economic conditions require that economic development planning also be a continuous activity. The activities undertaken as a result of this plan must be measured against updated data and adjusted where necessary. The Alliance must also work to secure continued support from the citizenry and elected officials of the region's municipalities. Considerable interest in regional economic development planning was elicited through this process. Continued outreach will help sustain that interest and transfer it to implementation.

Action 1-1a: *Complete and continue to update CEDS.*

On an annual basis the Alliance will evaluate its progress in implementing the CEDS. Newly available data will be analyzed, completed projects will be examined, and new projects will be evaluated.

Action 1-1b: *Become a designated Economic Development District.*

The region will pursue designation as an Economic Development District to continue Central Connecticut's history of cooperating on economic development planning. Even before the 2004 CEDS was completed, other initiatives, such as the Capital District Revolving Loan fund, were undertaken by regional economic leaders. Designation as an EDD will help to formalize the cooperative relationships among the region's towns.

EDD designation may also open up new streams of funding. The Economic Development Administration currently provides annual funding to designated EDDs. Various bills have also been proposed in Connecticut that would dedicate funding streams to designated EDDs. Having access to these funds would allow the Alliance to more effectively implement this plan. It will also allow member municipalities to pursue *Action 1-1e*.

Action 1-1c: *Continue to communicate with the public and solicit feedback on economic development related activities.*

Public participation was an important part of the preparation of this plan and should continue throughout the implementation phase. The Alliance will continue to report on activities and seek feedback and participation from a diverse group of stakeholders.

Action 1-1d: *Encourage municipal officials to take advantage of economic development training opportunities.*

Ultimately, decision making power regarding many economic development projects rests with municipal officials. Ensuring that they have the tools and knowledge to make informed decisions should be a priority. Northeast Utility's *Community Builders Institute* offers a number of workshops and classes on economic development topics. To increase involvement and understanding from municipal leaders, the Alliance and its members should encourage them to take advantage of these resources.

Action 1-1e: *Pending EDD designation, encourage municipalities to form tax-base sharing agreements.*

Recognizing that development projects rarely affect just one municipality, the Connecticut General Assembly enacted Public Act 09-231. This act (Section 7-148kk of the Connecticut General Statues) enables municipalities that are located within a single designated EDD to enter into tax sharing agreements. These agreements allow municipalities to share revenues generated by economic development projects. Municipalities entering into such agreements must agree not to compete for economic development and the agreementsmust also include a number of terms related to infrastructure development and other cooperative programs.

The Alliance will encourage and support the formation of such agreements. Plainville and New Britain have already begun discussion on such an agreement (see the Hospital of Central Connecticut Cancer Center project in the *Regional Capital Projects* section). A necessary prerequisite, however, is that the region obtain EDD status.

Action 1-1f: *Continue to create and update a comprehensive "asset map" for the region.*

Central Connecticut boasts a plethora of community groups, business associations, institutions, individual businesses, and private citizens who are dedicated to the improvement of the region. This was evidenced by the enthusiastic response that this planning process received and the work that was done to identify potential stakeholders.

The data analysis and outreach that went into this plan provides a base of information for a comprehensive asset map. The region should continue, in conjunction with the region's new Plan of Conservation and Development, to expand upon this work by identifying a more complete list of stakeholders, interviewing key partners, analyzing data, and identifying linkages.

Objective 1-2: Achieve better coordination between Central Connecticut and inter-regional planning efforts.

As shown in *The Transportation System* section on page 80, residents of Central Connecticut find employment in a variety of locations, including Hartford, New Haven, and New York City. While the region cannot control what happens outside of its borders, it can better coordinate and cooperate with other regional and local planning agencies.

Action 1-2a: *Develop a regional sustainability plan with CRCOG, PVPC, and HSEP.*

The larger Hartford-Springfield region was recently awarded a Sustainable Communities Initiative Grant from HUD. CCRPA is included in this regional effort and will be collaborating with the Capitol Region Council of Governments (CRCOG), the Hartford-Springfield Economic Partnership (HSEP), and the Pioneer Valley Planning Commission (PVPC) to create and implement the sustainability plan. Economic development is an essential part of sustainability. CCRPA and CCEDA will work with PVPC, CRCOG, HSEP, and the MetroHartford Alliance to ensure that economic development priorities are coordinated across regions.

Action 1-2b: *Coordinate strategies with partners identified in other goals, such as Capital Workforce Partners and regional tourism districts.*

As partnerships are formed with organizations throughout the region and state, the Alliance should update the goals, objectives, and strategies of this plan so that they are better coordinated with partner organizations. This will not always be possible, but to the extent that it is, effort should be made to ensure that strategies advanced through this plan support those of partner organizations, and vice-versa.

The region is already cooperating with outside organizations on a number of projects. Central Connecticut is a member of the Hartford-Springfield Economic Partnership, a cross-state partnership between governmental, non-profit, and business groups in the "Knowledge Corridor". The Central Connecticut Region is also part of the same workforce investment board as the Hartford region. That board, Capital Workforce Partners (CWP), administers programs targeted at youth, adult workers, and employers in targeted industries.

Objective 1-3: Continue to ensure that the needs and priorities of existing and growing clusters are included in regional planning efforts.

An analysis of recent economic data was completed to identify potential target industry clusters (see page 97 for more information). This analysis identified bioscience, health services, and printing and publishing as targets for future job growth. Metal manufacturing, aerospace and defense, and agriculture were identified as important regional clusters that should be supported.

To effectively support and encourage these clusters, the region must ensure that their voices are part of the ongoing planning process. Outreach to cluster organizations and representatives from companies operating in cluster related industries has already begun as part of the process of creating this plan. These activities should continue and the Alliance should explore other ways to ensure that the needs of industry clusters are being addressed.

Action 1-3a: *Periodically meet with statewide cluster organizations.*

On a regular basis, representatives from the Alliance should meet with representatives from the state's industry cluster organizations, such as METAL, Aerospace Components Manufac-

turers, and CURE, as well as statewide agricultural organizations such as the Connecticut Farm Bureau. Meetings with representatives from local health services providers should also be held. These meetings will keep the Alliance informed of industry trends and allow it to collect important feedback on plans and activities.

Action 1-3b: *Consider amending Alliance bylaws to include representation from each targeted cluster.*

The membership structure of the Central Connecticut Economic Development Alliance is currently organized around sectors. These include workforce, education, agriculture, and others. While it is essential that these voices contribute to future planning processes, it is also important to ensure that representatives from targeted clusters are included. The Alliance will be better equipped to respond to the changing needs of dynamic and growing clusters if they are regular contributors to our planning and implementation processes.

Objective 1-4: Continue to utilize existing economic development and marketing tools.

The 2004 CEDS for Central Connecticut called for the creation of a number of online economic development resources. During subsequent years, other organizations largely addressed these needs. To avoid duplicative efforts, the region should use these existing resources. Where tools are not provided by other organizations, however, the region should endeavor to create them.

Action 1-4a: *Increase and maintain regional listings in CERC's Site-Finder database.*

The Connecticut Economic Resource Center hosts a database of available sites and buildings throughout Connecticut, alleviating the need for the region to create one. Furthermore, it allows the region to reach a broader audience. An analysis of currently available sites and buildings is included in the *Developable Sites and Buildings* section on page 89.

Action 1-4b: *Encourage municipalities to use Northeast Utilities' E-Pulse software to support local business retention programs.*

Northeast Utilities also maintains a service called *E-Pulse*, which helps municipal economic development professionals track site visits and referrals. This service can be an integral part of a municipality's business retention program.

Action 1-4c: *Further develop and update a regional economic development website.*

A centralized online repository of information about the region would help market it to new firms. This repository could also contain information that is useful to existing regional firms, such as grant opportunities and links to important statewide and regional advocacy groups. Such a site could also contain information that is useful to expanding or relocating companies and site selectors, such as demographic and economic information.

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.

Objective 2-1: Encourage the revitalization of village, town, and city centers.

Throughout the planning process a persistent message was that our city and town centers lack the level of activity and vitality that is being sought by an increasingly large portion of the population. Participants cited the lack of cafes, restaurants, retail shops, and cultural/arts activities. They also noted that most of the region's town and city centers lack a night life.

Retail development in the region has tended to cluster along highways outside of city and town centers. In Bristol, considerable commercial space has been developed along Route 6; in Southington development is now clustered around freeway on-ramps. While development along these corridors contributes to the municipality's tax base and provides services to residents, the style of development is not conducive to non-automobile modes of transportation, excluding a large segment of the population (the young, the old, people with disabilities, and the carless) from full participation in community life, and making the rest of the population dependent on driving. It has also contributed to the decline of retail in, and thus the vibrancy of, city and town centers.

Action 2-1a: *Pursue municipal led village, town, and city center revitalization projects*

Existing town and city center redevelopment projects should be continued at the municipal level, and supported whenever possible, especially projects involving mixed-uses and support for the arts. Bristol has chosen a master developer for Depot Square, the site of a former mall in the heart of the city's downtown. Bristol also recently finished work on streetscape improvements along North Main Street. Work is underway on a new downtown police headquarters in New Britain that will improve public safety and open up new sites for commercial development. Berlin has identified portions of Farmington Avenue (between Massirio Drive and Porters Pass) as a likely location for a "high intensity, mixed-use" town center. Plainville has already completed some work on its downtown redevelopment plans. Plymouth recently received a STEAP grant to complete streetscaping work in the Terryville section of town. Southington has completed numerous projects to revitalize its downtown and has recently begun exploring ways to revitalize the Plantsville section of town. Finally, Burlington's recently adopted municipal plan identified the development of a town center as the "greatest opportunity for development".

Action 2-1b: *Prioritize projects that support village, town, and city center redevelopment.*

One simple and quickly implementable strategy to encourage town and city center revitalization is to consider proximity to these locations when evaluating projects. While not every project will be suited to locations in village, town, and city centers,

by considering proximity and transportation links, they can support revitalization efforts.

Objective 2-2: Encourage policies that minimize the amount of newly developed land, especially in environmentally sensitive areas or near critical environmental resources.

A major concern of stakeholders throughout this process was the sprawling development patterns occurring in some parts of the region. This concern is supported by data from the University of Connecticut's Center for Land Use Education and Research (CLEAR). According to CLEAR, in 1990 there was one acre of developed land for every 7.58 residents. Between 1990 and 2006, however, land was developed at a rate of one acre for every 1.77 new residents. The total population density (people per developed acre) decreased from 7.58 to 7.15 people per acre.

Data from the U.S. Census Bureau's American Community Survey also confirms that most new housing development is occurring outside of the traditional population centers. Over 31% of housing built in the region since 1990 is located in Southington while just 17% of the region's total housing is there. Almost 9% of post-1990 housing is in Burlington while just 3.1% of total housing is. Conversely, New Britain contains over 32% of the region's housing units but just 8.1% of its post-1990 units.

Such development puts enormous pressures on the region's open space, including natural, recreational, and farm lands, as well as lakes, rivers, and streams. Continuing impairment to and loss of these places will undermine the region's quality of life, a key asset in an economy where workers are mobile and frequently move for outdoors amenities. The total effect will be to make the region a less desirable place to live and thus make it harder for companies to attract and retain high quality employees.

Action 2-2a: *Prioritize projects that reuse previously-developed sites, have compact foot-prints, and preserve critical environmental resources.*

The Alliance will continue to consider environmental impacts when proposing projects for the CEDS. Considerations include the reuse of existing structures or sites, the compactness of the development, and its proximity to critical environmental resources.

Action 2-2b: *Support the adoption of land conservation policies in the region's POCD.*

CCRPA will soon begin the process of updating the regional Plan of Conservation and Development (POCD). This document will identify areas that are appropriate for new development, and those that should be preserved to protect important environmental resources, such as wetlands and habitats. It is also required to consider locations that are appropriate for compact and transit-oriented development.

The Alliance should advocate for the inclusion of policies in the region's POCD that will conserve land and protect environmental resources. To facilitate this, members of the Alliance should be encouraged to participate in the process by providing data, feedback, and by acting as advocates within their organizations and municipalities.

Action 2-2c: *Support locally appropriate policies to conserve land and avoid development in environmentally sensitive areas.*

Even though development patterns were repeatedly cited as major indirect economic development factors, they are mostly beyond the Alliance's control. As an organization that includes many stakeholders, and as a stakeholder itself, the Alliance should participate in municipal land use planning processes.

The Alliance should support the adoption of policies in municipal plans that protect environmental resources and support more compact development.

Action 2-2d: *Protect and extend hiking and multi-use trails.*

An effective way to build support for open space/environmental preservation is to build and maintain facilities that can be used for recreation, transportation, and economic development. Hiking and multi-use trails have been shown to attract tourists and economic development. The region has numerous hiking and multi-use trails, but they need to be protected, enhanced, and, in some cases, extended so that they can continue to attract tourists and economic development.

The New England Trail, for example, is in need of safer and more scenic road crossings, especially in Cook's Gap, where the trail crosses Interstate 84 and Routes 72 and 372. The Farmington Canal Heritage Trail, which will eventually provide a continuous multi-use trail from New Haven to Northampton, Massachusetts, has critical missing pieces in Central Connecticut. The trail is slated to run through both Plainville and Southington. Southington is working on its final segment, but land-use and other obstacles are stalling efforts in Plainville.

Action 2-2e: *Develop a tourism marketing strategy for regional recreational and cultural facilities.*

Central Connecticut is blessed with numerous trails, parks, museums, historic sites, and other cultural attractions. The New England Trail, the Farmington Canal Heritage Trail, and other outdoor recreational sites could be better marketed to attract both visitors and compatible development (such as visitor's services). Cultural attractions such as the Clock Museum in Bristol, the Museum of American Art in New Britain, also attract visitors from throughout the state and nation. A coordinated strategy could help stitch these attractions, and the many others that dot the region, together. Greater recognition and usage of the region's cultural and recreational assets would increase support for preserving them, while also providing entrepreneurs with the opportunity to develop businesses catering to visitors.

Objective 2-3: Minimize the amount of new infrastructure that must be developed for economic development projects.

As with residential development, industrial and commercial development that is far from existing services places a strain on resources. While development in already-developed areas frequently can piggyback off existing infrastructure with excess capacity at minimal cost, isolated development requires costly extensions to roads, sidewalks, and transit routes, as well as sewer, water, electricity, and telecommunications lines. The high costs

of installing and maintaining these extensions can stress municipal finances over the long-term and result in higher tax burdens for residents and businesses.

Action 2-3a: *Coordinate with municipal and regional conservation and development planning processes to identify growth and infill areas.*

As state, regional, and municipal POCDs are updated, the Alliance should work to ensure that projects detailed in this plan are taken into consideration. If conflicts between regional or municipal land-use policies arise, effort should be made to resolve them before plans are adopted or projects started.

Action 2-3b: *Continue to prioritize economic development projects at the regional level that make use of existing infrastructure.*

Projects that are proposed for inclusion in the CEDS are asked whether the development will be located near existing infrastructure. While a hard distance limit is not included, utilization of existing infrastructure is, and should remain, a consideration that it is taken seriously when prioritizing projects.

Objective 2-4: Increase the effectiveness of, and regional support for, historic preservation policies and incentives.

One of Central Connecticut's most valuable assets is its rich history. The region is dotted with historic homes, factories, and other buildings. Many of these structures are in states of disrepair or are in danger of being demolished. Historic homes, sites, and downtown districts have become popular destinations throughout the country. Not only do they draw tourists from outside the region, but they contribute to the character of an area, making it a more desirable place to live and do business.

Action 2-4a: *Encourage towns to create/update historic resource inventories and encourage the creation of a regional historic resource inventory.*

As towns and the region update their POCDs, historic resource inventories should be created or updated. Such an inventory can help a town prioritize preservation efforts and develop more effective land use policies. They may also help increase support for historic preservation by demonstrating to the public just how much there is to lose.

At least one inventory has already been created. In 2007, following a recommendation in their POCD, the Town of Plymouth conducted such an inventory.

Action 2-4b: *Advocate local policies that encourage adaptive reuse instead of demolition.*

With a comprehensive inventory of historic sites in place, effective policies can be drafted to encourage adaptive reuse or rehabilitation. Such policies can include rehabilitation codes, tax credits, low cost loans, or preservation ordinances. It is essential, however, that such policies not be overly burdensome or restrictive. Without support from property and land owners, historic preservation efforts will falter.

Towns should also consider becoming Certified Local Governments. This program provides grant funds and technical assistance to communities that take an active role in preserving his-

toric properties and sites. Plymouth is currently the only town in the region to have received this designation.

Action 2-4c: *Investigate the possibility of completing an analysis of impediments to historic preservation and building rehabilitation.*

While participants at public meetings were supportive of rehabilitating existing structures and preserving historic properties, some expressed concerns regarding local, state, and federal regulations. Complying with energy efficiency, safety, and accessibility requirements can be difficult for historic properties. The Alliance should investigate these impediments and consider holding a regional, or statewide, forum on these issues, depending on the level of interest expressed by stakeholders.

Objective 2-5: Provide greater support to the region's agricultural cluster.

According to the UConn's CLEAR project, agricultural land is being lost at an alarming rate. From 1990 to 2006, the amount of agricultural land in the region declined by 17.4%. That represented a total loss of 977 acres. During that same period, just 9.5% of agricultural land was lost to development statewide. Not only does agricultural land provide food and economic benefits ($866 million annually in Hartford County), but it also performs important ecological functions, such as permitting rainwater to recharge aquifers and providing habitat for animals. Multiple attendees at public forums held for this plan cited the loss of agricultural land as a major cause for concern.

Despite these losses, agriculture is still strong in Central Connecticut. According to the 2007 USDA Agricultural Census, the region is home to 154 farms. There are also nearly 1,300 people employed in agricultural related industries. Farm operations range from small farms focusing on vegetable farming to larger operations that draw tourists from around the state (such as Roger's Orchards). Central Connecticut is home to the state's largest maple syrup producer (Lamothe's Sugar House in Burlington) and New England's largest urban organic farm (Urban Oaks in New Britain). Companies processing agricultural products include Celebration Foods and Guida's Milk and Ice Cream (both in New Britain).

Action 2-5a: *Investigate opportunities to create an updated regional agriculture plan.*

Although individual municipalities have elements that focus on agriculture in their Plans of Conservation and Development, there is no up to date regional agriculture plan. In 2007 the region produced a study titled *Agriculture Preservation and Enhancement Strategies for the Central Connecticut Region*, which compiled a list of issues facing the region's farms and offered a series of recommendations for addressing them. The plan recommended that towns reform their zoning codes, adopt transfer of development rights policies, and establish agricultural committees. CCRPA plans to update the region's Plan of Conservation and Development in 2011/2012. An updated agriculture plan should be included in this effort.

Action 2-5b: *Consider establishing a standing region-wide agricultural advisory committee.*

The region's 2007 *Agriculture Preservation and Enhancement Strategies for the Central Connecticut Region* plan recommended establishing town-based agriculture commissions. None of the towns have acted on this yet. An initial step toward greater representation would be to establish a regional advisory committee. This body would not have decision-making authority, but could serve to advise other regional and municipal bodies on agricultural matters. They could also serve as a point of contact for coordinating with other regional and statewide organizations.

Action 2-5c: *Coordinate regional tourism and agricultural plans to better tap into the growing "agri-tourism" market.*

The Alliance should work with organizations such as King's Mark Resource Conservation and Development District, the Connecticut Farm Bureau, and regional tourism boards, to promote "agri-tourism" activities. Nationwide, there is growing interest in locally sourced and organic food. People are becoming more concerned with where and how their food is produced. Increasingly, people are also taking trips to see where food is produced. This trend represents an opportunity to promote agricultural operations as tourism destinations.

A regional example is King's Mark's *Tour des Farms*. This is an organized bicycle tour of regional farms where riders get to experience the beautiful scenery of Western Connecticut, learn about farm operations, and purchase farm-produced goods. Not only do farmers gain sales, but visitors also gain a greater awareness of the benefits that agriculture provides to the state. Current funding challenges threaten this event's future. New funding streams should be sought to continue and expand this event to serve both agricultural and tourism goals.

Action 2-5d: *Support the creation and expansion of regional farmer's markets by pursuing funding opportunities and advocating policy changes to streamline the permitting and licensing process for farmers and farmer's market operators.*

Farmer's markets provide benefits for farmers and consumers. They offer farmers the opportunity to sell directly to consumers, generating higher profit margins. Farmer's markets also allow farmers to experiment with value-added agricultural products without having to commit to large production runs. Consumers gain access to fresh produce as well as less common agricultural products that may not be available in standard grocery stores. Farmer's markets may also serve as a draw for tourists.

There are two large obstacles to expanding farmer's markets in the region. One is finding funding to start and maintain them. Some grant sources have become available for such purposes and should be pursued. Funding is not the only road block to expanding farmer's markets though. Licensing, permitting, and liability issues restrict the range of farmer's markets that an individual farmer may participate in. The Alliance will work with farmers and statewide groups to advocate policy changes that will address these issues. The Alliance will also work with state and local agricultural groups to seek funding to start and maintain regional farmer's markets.

Goal 3: Workforce Development

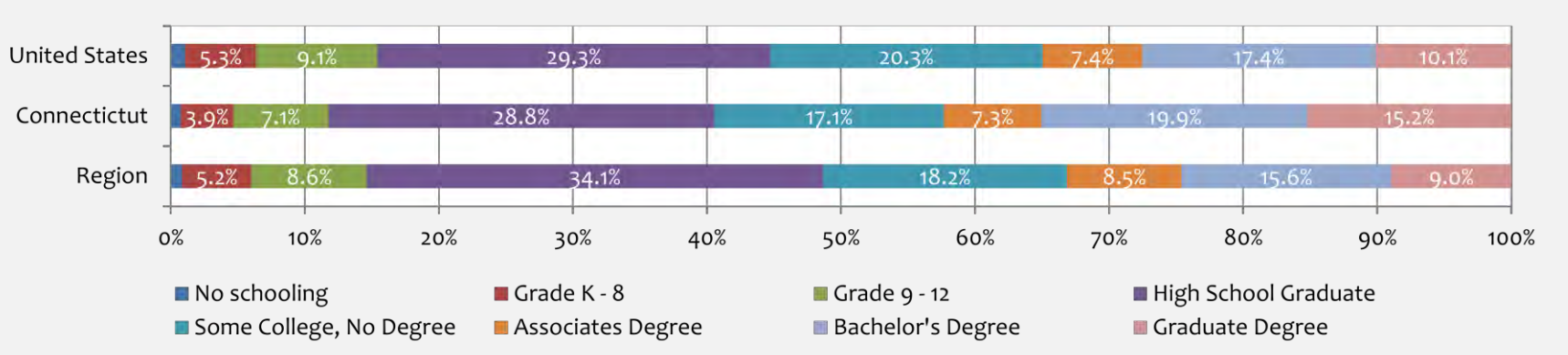
Attract, retain, and develop a skilled and diverse workforce that meets the needs of existing employers and is attractive to new firms providing high quality, high paying jobs.

Objective 3-1: Improve the availability, and responsiveness to the needs of industry, of workforce training and education programs.

Central Connecticut has been less successful than other areas at retaining and attracting the kind of highly skilled, highly educated, diverse workforce that is increasingly in demand by employers. As shown in *Figure 4*, a much smaller proportion of the population has advanced degrees than either the nation or the state, and a significantly larger proportion only has a high school diploma or less. The region does have a relatively healthy cohort of "middle skill" workers, those who have some college education or an associate's degree, but the overabundance of residents with low educational attainment, and the relative dearth of residents with high educational attainment, makes the region less competitive.

This gap in educational attainment was cited by participants at public meetings, and by representatives of government and business. Participants in this process noted that businesses which demand employees with high levels of education are unable to find them locally and must recruit from outside the region. Others noted that industries with lower educational requirements, but high *skill* requirements, find it equally difficult to find qualified employees. A high school education is no longer sufficient to prepare a worker for the increasingly high-tech jobs in manufacturing and other trades.

Figure 4. Educational attainment in the region, the state, and the nation (2009)



Source: U.S. Census Bureau, 2010

Action 3-1a: *Reach out to area businesses to assess how well their training needs are being met.*

Where possible the Alliance will work through the existing efforts of partner organizations to study the training needs of the region's companies. The primary point of contact on workforce training issues is Capital Workforce Partners. Through their many job training and placement programs, they are in constant contact with businesses throughout the greater Hartford region.

Other organizations in the region are also involved in workforce training issues. The Greater Bristol Chamber of Commerce, for example, recently held a forum with manufacturers in the region where a number of workforce training issues were identified. Tunxis Community College also regularly communicates with companies in the region to discuss their workforce training needs.

Action 3-1b: *Meet with industry cluster representatives to assess how well their workforce needs are being met.*

In addition to the general workforce training needs of the region, the specific needs of targeted clusters should also be considered. As the Alliance continues to reach out to industry cluster representatives, effort should be made to specifically address workforce training.

Action 3-1c: *Work with educational institutions to develop or expand training programs that respond to industry needs.*

Numerous organizations throughout the state and region are already providing workforce training programs. Where gaps are found, the Alliance will work with educational institutions, industry representatives, and key partners such as Capital Workforce Partners, to develop programs that respond to industry needs.

Objective 3-2: Prepare high school students to become the region's next generation of skilled and educated workers.

An issue that generated considerable discussion during the public outreach process was that students are eschewing skilled professions such as manufacturing. Without a steady supply of new skilled workers, the region's manufacturers cannot hope to remain competitive. The result would be an exodus of manufacturers and manufacturing jobs.

Connecticut maintains a system of technical high schools that provide education and training in a variety of fields. A more detailed description of these institutions is provided on page 69. These schools provide students with the opportunity to learn a skilled trade, but fewer students are taking advantage of that opportunity. From the 2001-2002 school year to the 2009-2010 school year, enrollment declined by over 4%. At the same time, statewide public school enrollment only decreased by 1%.

Action 3-2a: *Work through existing partnerships and programs to promote education and training in skilled professions to the region's high school students.*

The region is not alone in decrying the trend of students eschewing skilled trades such as manufacturing. The Connecticut Business & Industry Association partners with Achieve Hartford,

Capital Workforce Partners, the Connecticut Technical High School system, Next Generation Manufacturing, and others to promote vocational education to high school students. Some of the programs include instructional materials for educators, the *Manufacture Your Future* expo, and informational materials for manufacturers looking to forge partnerships with schools.

The Alliance will work with CBIA, CWP, and local chambers of commerce to ensure that educators have access to these materials. The Alliance will ensure that local firms are aware of these programs and encourage them to participate.

Action 3-2b: *Encourage the region's manufacturers to partner with high schools to increase awareness among students of the benefits of employment in skilled trades.*

Students should be provided with opportunities to experience careers in manufacturing and the skilled trades first hand. Representatives from local manufacturers could partner with schools to make these careers more visible through in-class presentations and fieldtrips. This would help encourage students to pursue these careers by counteracting the negative image that such careers have.

Action 3-2c: *Work with key partners to provide career readiness services to high school students in the region.*

Capital Workforce Partners provides a number of youth oriented services under its Future Workforce Services program. They provide participants with exposure to various careers, job shadowing, internships, job readiness workshops, and employment mentoring services. These programs were started with major funding from the City of Hartford and currently target students in Hartford schools. The Alliance should work with CWP to investigate ways of bringing these programs to the region.

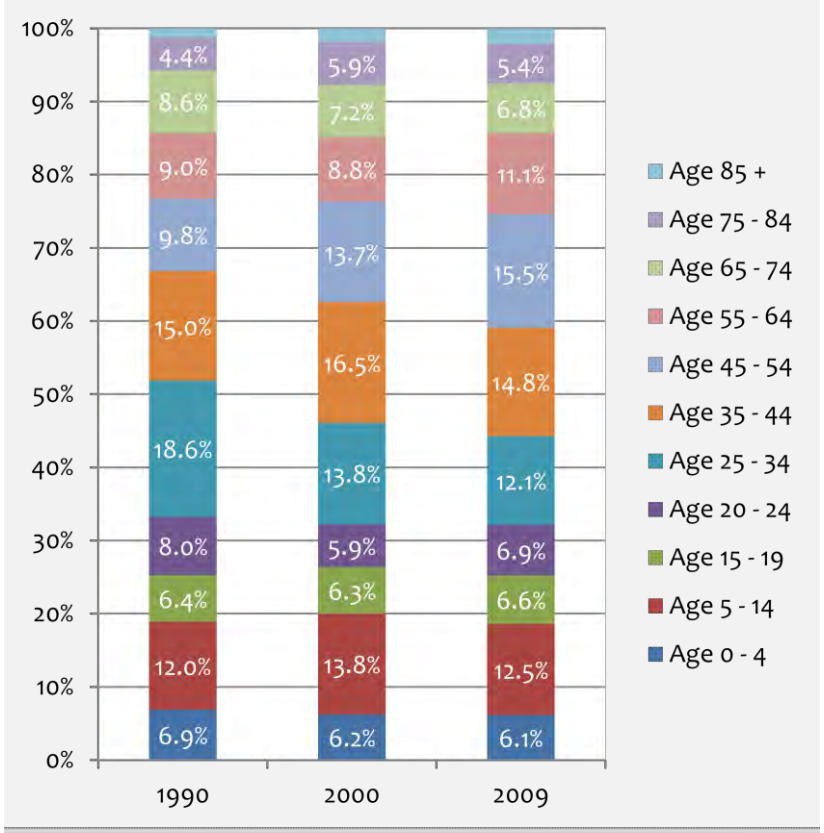
Action 3-2d: *Work with CCSU and Tunxis Community College to provide local high school students with the opportunity to take college classes.*

While most of the region's public schools perform well, urban districts such as New Britain have struggled. Not only does this situation reduce the opportunities afforded to an already disadvantaged population, but it makes areas served by such districts less desirable as places to live and do business. New Britain is also home to CCSU and is in close proximity to Tunxis Community College. Allowing motivated students the opportunity to attend college classes on the college's campus would reward their determination, give them a head start on their college education, help them forge relationships with local institutions, and provide them with new and enriching experiences. While there is successful precedent for such an arrangement in Connecticut, it would be unique in the region, and may also make the district more desirable.

Objective 3-3: Encourage the adoption of policies which would support an increase in the number of young professionals working and living in the region.

A demographic shift is underway in Central Connecticut. The data show that over the past few decades, the age distribution of Central Connecticut has skewed dramatically toward older age groups (see *Figure* 5). People between the ages of 25 and 34

Figure 5. Change in Regional Age Distribution (1990-2009)



Source: U.S. Census Bureau, 1990; U.S. Census Bureau, 2000; U.S. Census Bureau, 2010; CERC, 2010

made up 18.6% of the population in 1990, but only make up 12% of it now. Conversely, just 9.8% was between 45 and 54 in 1990, but as of 2009 that group represented nearly 16% of the population. Since 2000 the region has lost over 3,000 25-34 year olds and nearly 6,000 35-44 year olds.

While definitive data is not available regarding the dynamics of the demographic shift being experienced, circumstantial evidence suggests that college students are not remaining in the region after they graduate. As noted, the population of people under 25 increased while the population between 25 and 34 decreased dramatically. This indicates that students leave the region soon after graduation (some of these are likely students who maintain the region as their home address even though they attend school outside of the region).

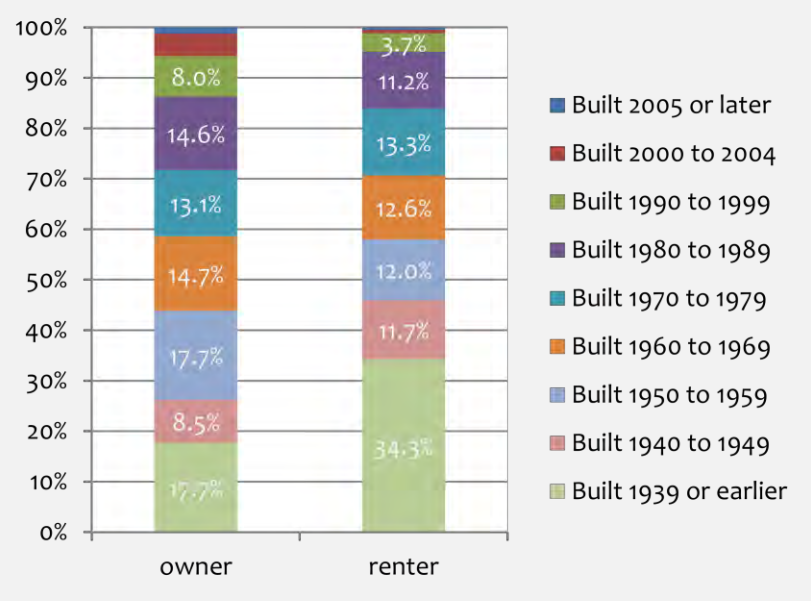
This dynamic leaves the region with a gap in its workforce. As workers retire there will be fewer skilled and educated young people to take their places. A shrinking labor pool will make the region and its companies less competitive.

Action 3-3a: *Work with public and private employers to establish and maintain annual/seasonal internships programs.*

The loss of young adults following college graduation can start to be combatted by providing ample internship opportunities. Internships provide students with the opportunity to "get their foot in the door", increasing the likelihood of them getting hired. This will help the region retain graduating college students. Having ample opportunities will also help attract out of state students to Connecticut. Once they are here and have made inroads into their industry of choice, they may be more likely to seek permanent employment in the state.

Action 3-3b: *Work with area companies to list internship opportunities on the Hartford-Springfield Economic Partnership's Interhere.com website.*

Figure 6. Regional occupied housing units by year built



Source: U.S. Census Bureau, 2010

A recent search on internhere.com resulted in just nine available internships in the region. Just three companies were responsible for these internships. It is of course possible that other firms use it throughout the year, or have used in the past. Regardless, it would seem that there is room for enhancement. The Alliance should partner with chambers of commerce and schools to increase awareness of this valuable resource.

Action 3-3c: *Conduct a comprehensive study of available higher educational resources, employer/higher education dynamics, and student outcomes.*

While a general inventory of higher educational institutions available to the region's residents and businesses is included in this document, a comprehensive study would be valuable. This would include an assessment of available programs, employer needs, student success rates, and student migration trends. It would give regional leaders a solid understanding of how well existing educational resources are meeting the needs of businesses and the future workforce. It would also allow regional leaders to assess how well the region is meeting the needs and desires of students.

Conducting such a study could also give area businesses a chance to connect with schools and students throughout the state. Opportunities to increase community-university interaction could be explored and eventually implemented. Opportunities to establish work study and internship programs with area businesses could also be explored.

Objective 3-4: Provide a full range of high quality, attractive housing, from single-family homes to studio apartments.

A likely contributor to shifting age and workforce demographics, according to studies reviewed for this plan and comments from participants, is the region's housing stock. According to a survey by CBIA, 56% of businesses say that the state's lack of affordable housing is a key problem[v]. While Connecticut in general is an expensive housing market, data presented in the Housing section of this strategy on page 75 indicate that Central Connecticut is actually relatively affordable.

A key observation made during the public outreach process was that, while the region has enough housing, and enough housing that is affordable, it does not necessarily meet the needs and desires of young professionals. Stakeholders noted that while there are apartments in Bristol and New Britain, many are old, outdated, or in poor repair. Indeed, much of the housing that has been built in recent years has been single-family homes in suburban neighborhoods. For example, from 2005 to 2009, 82% of all housing units constructed in the region were single family homes. Also, as shown in Figure 6, rental housing units in the region tend to be much older than owner occupied units.

The housing concerns noted above were echoed in the *Connecticut Housing Program for Economic Growth* report of 2007, which noted that housing construction in Connecticut ranked 48th out of 50 states. It also noted that Connecticut had lost more 25-34 years olds than any other state. In that report's view, the exodus of young people was directly linked to the state's failure to provide an adequate supply of affordable worker housing. Data from the American Community Survey confirm that Connecticut's housing growth rate between 2000 and 2009 lagged the nation considerably: 3.7% versus 10.2%. Central Connecticut's rate was 3.6%.

(See also *Objective 2-4:* above).

Action 3-4a: *Support town-led Incentive Housing Zone programs that encourage the construction of affordable workforce housing.*

The solution provided by the above cited report was to use Incentive Housing Zones (IHZ). The IHZ program provides incentives to towns that adopt ordinances encouraging affordable housing development in appropriate designated areas. Three municipalities in the region have already undertaken studies in support of IHZ: New Britain, Plainville, and Plymouth. Bristol is currently in the process and Berlin has just begun it.

Goal 4: Business Creation, Attraction, & Retention

Foster an environment that is conducive to the creation and attraction of new firms and industry clusters, while helping to strengthen existing firms and clusters.

Objective 4-1: Develop a regional marketing strategy focused on key industry clusters.

A common issue identified by participants in the planning process was Central Connecticut's lack of name recognition. Some also pointed out that Connecticut in general has either no image, or a negative one. Overcoming this deficit will require a concerted effort on the part of the towns, the region, and the state.

Action 4-1a: *Research and create industry cluster marketing strategies to highlight regional assets.*

Strengthening key clusters in the region will require a targeted, cooperative marketing effort. In addition to the statewide and larger marketing efforts listed above, targeted regional approaches should also be pursued. For each target cluster, a multi-town marketing strategy should be developed.

During the process of creating this plan, one such effort got off the ground. The cities of New Britain and Bristol are partnering with the town of Farmington to create marketing materials targeted at bioscience companies.

Action 4-1b: *Coordinate with region/state led marketing efforts.*

While individual towns have marketing and attraction strategies, marketing to industry clusters is more effectively done through an inter-regional approach that can build on resources located in disparate municipalities. The bioscience cluster, for example, relies on resources located outside of the region, such as UConn's Health Center in Farmington, and CURE in New Haven (an organization that promotes bioscience in Connecticut). For the region's marketing and attraction efforts to be successful, we must stay informed of larger cluster trends and marketing activities.

Other statewide organizations are already wooing the same clusters that the region has identified as targets. Northeast Utilities sends a delegation of representatives to medical device trade shows throughout the world. The cost for the region to be present at these shows on its own would be prohibitive. By working through Northeast Utilities, the region can gain access at a much lower cost. Talks with representatives of NU have already occurred and numerous low-cost options were presented to regional representatives, such as paying for a spot in the larger New England delegation, or renting space in a booth at trade shows. This effort should be continued and expanded to include other targeted clusters.

Action 4-1c: *Periodically hold regional meetings with commercial and industrial real estate brokers and site selectors.*

Equally important to having a presence at trade shows is getting real estate agents and site selectors familiar with the region. Firms looking to expand or relocate often use site selection services to help them find the best location. Developing relation-

ships with, and gaining the attention of, these professionals is essential in this increasingly competitive environment.

The region's chambers of commerce and municipalities already hold such events. The possibility of combining efforts, or periodically holding combined events should be investigated.

Objective 4-2: Provide and enhance resources that support entrepreneurs and startups in the region.

Statewide studies, and local data, indicate that the region lags others in entrepreneurial activity and dynamism. Connecticut has been cited in numerous studies as lacking the sort of dynamism found in nearby regions such as Boston and New York City. Within Central Connecticut specifically, most indicators show that the business climate has cooled since the 2004 CEDS was completed. Vacancies have increased, retail sales have decreased, and volume of trade filings has slowed (by 9% since 2003). The number of firms in the region did grow (from 2004 to 2009 by 2.9%), but at a slower pace than the national average (7.1%).

Action 4-2a: *Study the need for additional incubators in the region, especially in larger towns such as Bristol and Southington.*

Business incubators have been shown to be effective ways of nurturing entrepreneurs. A recent EDA funded study showed that business incubators create more jobs than any other type of construction project funded by the EDA. That study also noted that 84% of graduates from incubators stay within 20 miles of the incubator facility.[vi] Other studies have found that total public subsidies per job created are relatively low, ranging from $3,000 to $12,000.[vii]

The region is currently home to two incubators, both located in New Britain. One is operated out of CCSU's Institute of Technology and Business Development; the other is operated by CW Resources. Both of these facilities have shown considerable success. As they are both located in New Britain, there may be demand for incubator facilities in other parts of the region. For example, Southington's Plan of Conservation and Development, adopted in 2006, contains a recommendation to study the possibility of developing an incubator.

Action 4-2b: *Study the demand for incubator space focused on specific clusters and industries.*

The Alliance should study existing incubator space and assess how well it is meeting the needs of targeted clusters and industries. For example, cities throughout the country have developed bioscience and technology incubator spaces (San Jose, Denver, and others). The UConn Health Center has a Technology Incubation program that provides wet lab space for bioscience startups. This facility has been very successful and there may be sufficient demand to justify a similar facility in the region. Potential locations would include Bristol, New Britain, and Plainville (pending legislation would expand the bioscience zone into portions of Plainville).

Action 4-2c: *Work with staff at existing incubators to study the needs of "graduating" incubator firms.*

While business incubators have been shown to be effective at helping businesses get started, eventually a business must make it on its own. Firms graduating from incubators may face problems finding affordable space outside of the incubator and accessing the services that were available to them. It is also essential that regional leaders reach out to these firms to ensure that when they leave the incubator they stay in the region.

The Alliance should work with staff at the region's existing incubators to explore ways that the region can provide greater support to graduating companies. Potential projects might include: connecting firms to real estate professionals; providing inexpensive "virtual incubator" services to newly graduating firms; and helping graduating firms connect with financial resources to fund their relocation.

Action 4-2d: *Improve access to, and awareness of, business start-up counseling and mentoring services.*
A wide array of business start-up services is available to entrepreneurs in the region. Brief descriptions of these service providers are included in the *Business Resources* section on page 85. The Alliance will work with local SCORE affiliates (a business mentoring service), the Institute of Technology and Business Development in New Britain, and the Connecticut Economic Resource Center (CERC) to improve access to counseling and mentoring services. The Alliance will also work with local chambers of commerce to improve awareness of these services.

Objective 4-3: Increase the amount of financial assistance available to the region's businesses.

A key issue for entrepreneurs is accessing capital to either start or expand a business. The great recession severely curtailed capital availability, making it difficult for companies to thrive. This is especially true of entrepreneurs with new, untested products that are typically avoided by traditional banking institutions. While a great deal of venture capital is managed in Connecticut, a relatively small proportion of that money goes to Connecticut companies.[viii]

Action 4-3a: *Advocate for annual funding for CT Innovations.*
Connecticut Innovations provides early stage startup capital for high-tech, bioscience, and clean energy firms in Connecticut. Since an initial round of funding in 1989, CT Innovations has been self-funded (relying on interest from repaid loans). Providing a continuous stream of new funding would allow this important resource to expand its reach and help more companies launch in Connecticut. The Alliance should advocate for an annual funding stream.

Objective 4-4: Investigate the possibility of building a strong regional cluster around Central Connecticut's information and broadcasting sector.

Central Connecticut's economic base has changed dramatically in the past few decades. Manufacturing employment continues to decline and is no longer the largest sector of the economy. In its place, other sectors such as health services have grown, but

have not offered the same level of wages that manufacturing once did.

One very bright spot for the region has been the information sector. As explained in more detail in the Regional Employment section on page 99, regional employment in the information sector was 1.3 times as concentrated in 2004 as would be predicted by national trends. By 2009 that had changed to being nearly twice as concentrated. Overall, the sector accounted for nearly 5% of the region's employment. Growth from 2004 to 2005 was an astounding 42%, adding 1,155 jobs. Wages in the Printing & Publishing cluster (which includes many information sector companies, such as ESPN) are also high, with an average wage among Hartford area businesses of over $70,000 a year (the average wage of all industries in the region is just $48,000).

Action 4-4a: *Study supplier relationships and employment dynamics among existing information companies.*

The prominence of ESPN makes the region a draw for industry talent. Despite that prominence, however, ESPN is just one company. While a few related businesses are present in the region, the extent of interconnectedness between these companies is currently unknown. Without further study, the existence of a cluster cannot be determined.

The Alliance should investigate ways to better understand the relationships between companies involved in printing, publishing, and broadcasting.

Action 4-4b: *Analyze existing ties between firms and identify gaps in the cluster.*

Connecticut does not currently recognize any industry clusters that include broadcasters such as ESPN. A broader Printing & Publishing cluster has been defined nationally, and 70 companies in the region participate in activities that are included in that cluster definition.

If it is determined that firms are clustering in the region, the Alliance should study the linkages that are being formed to determine where gaps still remain. With this knowledge in hand, strategies can be formulated to recruit firms supplying necessary materials or services.

Objective 4-5: Help existing businesses stay competitive by lowering costs and increasing profitability.

Despite significant losses of employment, the manufacturing sector is still one of the largest sources of employment in the region. Nearly 15% of jobs in the region were in this sector in 2009 (down from 18% in 2004). The number of jobs had declined, by 2,300 between 2004 and 2009. While this loss was considerable (15% of manufacturing employment), the region performed better than the nation, which lost 17% of its manufacturing jobs. This indicates that the sector is still strong locally.

Discussions with stakeholders throughout the region revealed a number of challenges for manufacturers. In addition to workforce issues discussed in Goal 3, the cost of doing business was consistently cited by participants and in the literature. For ex-

ample, in 2009, 72% of manufacturers in a statewide survey cited "cost of doing business" as their greatest concern.[ix] Most cost of doing business issues are beyond the control of the region such as labor laws, electricity rates (excluding Alaska and Hawaii, Connecticut has the highest electricity rates in the nation), health care costs, and environmental regulations. While we cannot necessarily reduce those costs, we can work with the region's firms to support measures which would increase profitability and efficiency, mitigating the impact of those costs.

Action 4-5a: *Assist and encourage businesses to take advantage of process improvement consultation services.*

Many of the region's manufacturers are also small businesses, or grew out of small businesses that may not have access to state-of-the-art business process services. While these firms are staffed by highly skilled and productive workers, considerable money can be saved through process improvements such as lean manufacturing. A report from 2005 on the Metal Product Manufacturing cluster noted that innovation in products and production processes was a top challenge for firms to remain competitive.[x] The challenge is educating firms about the benefits and helping them to afford the up-front costs.

The Alliance will work with ITBD, chambers of commerce, and other organizations, to help businesses access these services.

Action 4-5b: *Help firms access export assistance programs.*

Emerging markets are fast becoming the greatest opportunities for growth, but significant barriers exist. From 2003 to 2008, the value of Connecticut's exports nearly doubled from $8.1 billion to $15.3 billion. Even during the recession years of 2007 to 2008, exports increased by 11%.[xi] By exporting products overseas, companies can diversify their markets and increase the stability of demand. While many Connecticut companies do export overseas, almost half do not. There are many reasons for this, including a general lack of knowledge about export regulations and foreign markets, the belief that a company's products are not suited to exporting, and logistics problems. A report from the Connecticut Business and Industry Association (CBIA) noted that "training, consulting, and other assistance could go a long way toward boosting business intelligence and increasing Connecticut's reach and presence in the global marketplace."[xii]

The Alliance will work with CBIA, the DECD, the EDA, and other organizations to help firms begin or expand export activities.

Action 4-5c: *Connect businesses with resources to help them reduce energy usage and associated costs.*

While regional and municipal authorities have little control over energy costs, we can assist firms in the region with using less energy, thus lowering their costs. The Connecticut Clean Energy Fund has loan programs to help firms reduce their dependence on traditional energy sources and reduce their overall consumption of energy. Connecticut Light & Power offers services to its business customers to help lower energy use in new and existing facilities. They also run the Connecticut Energy Efficiency fund, which offers rebates for energy efficient products. Yankee Gas customers can also access financial incentives through this fund.

Goal 5: Physical Infrastructure

Maintain, improve, and develop the region's infrastructure so that it meets the needs of existing and growing industries and clusters.

Objective 5-1: Ensure that an adequate supply of sites and buildings is available for (re)development.

As an older industrial region, Central Connecticut contains a large inventory of industrial sites, which do not necessarily meet the needs of modern industry. Modern manufacturers tend to prefer open layouts and single story buildings, as opposed to the traditional multi-story factories that dot the region. Modern firms also tend to prefer sites that are "shovel-ready" to speed up the development process.

A predicament for the region is that there is little developable land in its existing population centers. In New Britain, for example, nearly 85% of the land is either developed or covered in turf. Nearly 60% of Bristol's land falls into these categories. (These figures do not include development constraints such as steep terrain and wetlands). Most of the available space is located in places like Burlington, leading to concerns over losing forest and agricultural land.

Action 5-1a: *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.*

In formulating the projects included in this CEDS, key development and redevelopment sites were identified. As projects are completed, and new ones are proposed, the Alliance should continue to consider the impact that chosen sites will have on the region. Considerations will include transit accessibility, environmental impacts, and reuse of existing infrastructure, buildings, and sites.

Action 5-1b: *Identify land located near existing or potential freight rail spurs and preserve it for industrial uses.*

Central Connecticut is blessed with a branch of the Pan Am operated Patriot Corridor Class 1 Railroad. This regional resource is expected to increase in importance as fuel prices increase and logistics become an increasingly important business concern. Ensuring that available land along existing rail spurs, or in areas that would lend themselves to the construction of spurs, is reserved for industrial uses will help the region to prepare for these logistical changes.

Action 5-1c: *Advocate a more coordinated and streamlined approach to land use/development regulations.*

Developers must deal with multiple layers of regulation and with multiple levels of government for every project they pursue. Most of these regulations serve a public purpose, but methods of streamlining and coordinating review processes should be investigated.

At the local and regional level, plans of conservation and development should be carefully crafted to ensure a smooth permitting process. Targeted growth areas should be chosen carefully

so that potential constraints to development are avoided. Local regulations should also be revisited to ensure that they support these targeted areas.

Objective 5-2: Ensure that the site and building needs of targeted clusters are being met within the region.

As part of the region's overall cluster strategy, the spatial needs of targeted clusters must be considered. As noted under *Objective 5-1:1*, preferences for building and site characteristics have changed since much of the region's building stock was constructed. Some prefer large flexible spaces, while others only need smaller but well equipped lab space. Some also rely on robust high tech communications infrastructure, while others may need direct access to rail lines.

Action 5-2a: *Continue to study the site and building needs of targeted clusters.*

Concurrently with strategies aimed at assessing the workforce training needs of targeted clusters (see *Action 3-1b:*) site and building needs should be assessed as well. As noted above, the needs of firms engaging in bioscience research may differ from those that manufacture airplane parts.

Action 5-2b: *Develop cluster specific strategies for increasing site availability.*

The region's focus on the bioscience cluster may necessitate a new approach to site and building development. Many of the small companies coming out of the UConn Health Center and other nearby R&D facilities have specific space needs. They require inexpensive wet-lab space to conduct research and refine products. These companies, being small, often do not have the resources to prepare their own lab space. If the region is to capture some of this entrepreneurial activity, it will need to have ready to use wet lab facilities offered at competitive rates. Currently the UConn Health Center charges $23/square foot.

Objective 5-3: Return underutilized brownfield sites to productive use.

Like most of the Northeastern United States, Central Connecticut has numerous contaminated brownfield sites. A review of Department of Environmental Protection files showed more than 700 contaminated or potentially contaminated sites in the region and 28 registered brownfields. The largest concentrations of these were in Bristol and New Britain. Eighteen of them were listed as having been remediated and another eight of them have had Environmental Land Use Restrictions enacted.

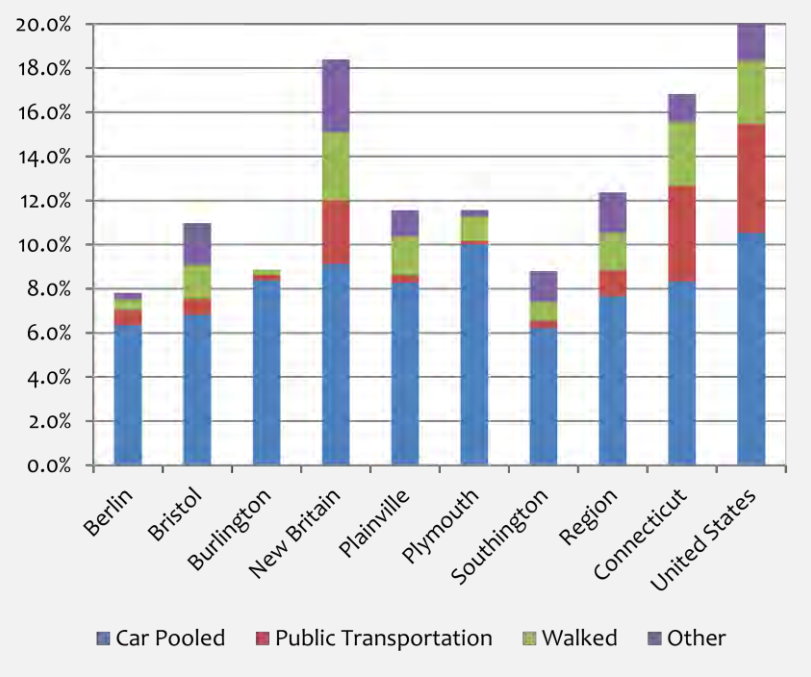
Action 5-3a: *Create and maintain a prioritized inventory of brownfield sites.*

While brownfield sites carry with them a number of liabilities and challenges, they are also an opportunity. Grant, loan, and bond funding opportunities are available from state and federal sources to remediate brownfield sites. An inventory of these sites will help municipal and regional leaders quickly identify properties that are ready to be developed. This inventory can be consulted when formulating new development projects. In addition to remediation of the contaminated site, the project will have new sources of funding available to it.

Assessment grants up to $200,000 are available from the EPA. They can be used to: "inventory, characterize, assess, and conduct planning and community involvement related to brownfield sites." The city of New Britain received such a grant in 2003 and has completed a number of successful remediation projects. The city of Bristol also received an assessment grant in 2001 and performed assessments on four properties.

Grants are also available from state and regional sources. The Office of Brownfield Remediation and Development administers a number of grant and loan programs for assessments. The Regional Brownfield Partnership of West Central CT, of which Central Connecticut is a member, also administers site assessment grant and assistance programs.

Figure 7. Popularity of Modes of Transportation (2009)



Source: U.S. Census Bureau, 2010

Work has already begun on preparing this site inventory. Data from the Office of Brownfield Remediation and Development and the Department of Environmental Protection has been collected. This data has also been geocoded and mapped to provide a visual representation (see *Figure 18* on page 91). The database will continue to be updated as new data becomes available.

Action 5-3b: *Continue to prioritize projects that will remediate and reuse brownfield sites.*

As noted under Strategy *5-3.a:*, projects that involve brownfield remediation can access special sources of funding. Federal and state budgets will likely contract in the coming years, making it necessary that Central Connecticut use as many sources of funding as possible for its economic development projects.

Numerous funding sources are available for assessing and cleaning up brownfield sites. The EPA makes grants up to $200,000 available for both assessment and clean-up (sites must be assessed before clean-up funds can be sought). At the regional level, Valley Council of Governments administers the Regional Brownfield Partnership of West Central CT, which has a revolving loan program for site assessment and clean-up. At the state level, the Office of Brownfield Remediation and Development has a number of funding sources available, including grants,

Figure 8. Inflow/Outflow of jobs in 2009

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2009)

loans, and tax increment financing. A complete list is available at:

http://www.ctbrownfields.gov/ctbrownfields/cwp/view.asp?a=2620&q=319736

Action 5-3c: *Support statewide efforts to limit liability for brownfields projects.*

For many brownfields projects the primary obstacle is not finding a user or obtaining clean up funds, but is instead concern regarding liability. The Alliance will work with businesses, land owners, and statewide groups to support efforts to secure additional liability relief for non-responsible parties involved in brownfield remediation projects. Providing limited liability for such parties will greatly speed up the process of remediating and reusing these sites, as well as make them more attractive properties.

Objective 5-4: Improve and maintain the region's transportation infrastructure to enable the safe and efficient movement of goods and people.

Throughout this planning process the issue of transportation access, especially alternative modes of transportation, repeatedly came up. Much more than either the state or the nation, Central Connecticut is dependent on automobiles (see *Figure 7*). In 2009, 85.4% of workers residing in the region drove to work alone; this compares to 79.4% of the state's and 75.9% of the nation's. While 7.7% of workers did car pool, they did so at a rate well below the national average of 10.5%. Public transportation's regional mode-share is also below the national average: just 1.2%, versus 5% of the nation.

The region's commuting dynamics exacerbate congestion. As of 2009, the majority of workers living in the region were employed outside of it (see *Figure 8*). Over 65% of workers living in the region worked outside of it (69,322), leaving just 35% of workers both living in and working in the region (37,129 people). This percentage has been decreasing, indicating a trend of decentralization. Since 2002, the percentage of workers living in the region who also work there has dropped from 39% to 34.9%. This represents more than 3,000 people who no longer live and work in the same region.

Data gathered for the region's *Long-Range Transportation Plan*, opinions solicited from business representatives, comments from the public, and discussions with government officials, all pointed to a transportation system that was not meeting the region's needs. By 2030 all state routes in the region but 69, 71, 72, 179, 364, and 571 will be near, at, or above capacity. This includes much of the region's expressway mileage. Given the current commuting dynamics of the region, this increased congestion will cost workers and business owners' time and money, making the region less competitive.

Action 5-4a: *Prioritize projects near existing and proposed transportation nodes, especially public transit stops.*
It is not enough to provide transit. People also need to be able to use it. If jobs and housing are not located on transit lines, people will continue to be dependent on automobiles for transportation. Recently, the New Britain-Hartford Busway was approved by the state. This project will provide bus rapid transit to and from the region, along with feeder bus service within the region. Projects located near busway stations, or along feeder routes, should be prioritized.

Concurrently, the state is funding a study of improvements to rail lines between the region and Waterbury, which would provide rail access to Southern Connecticut and New York. As more becomes known about future rail plans, projects should be designed to take advantage of these infrastructure investments.

Action 5-4b: *Expand bus service in existing service areas and rationalize regional bus routes to minimize travel time.*

While the major population centers of the region currently enjoy bus service, that service is often limited and difficult to navigate. The region's *Long-Range Transportation Plan* recommends rationalizing the routes to provide faster and more comprehensive access to jobs, homes, and shopping centers.

Service should also be expanded in key areas of the region. In Bristol, for example, service stops at 6 pm, making certain commutes impossible. Service is also not provided on Sundays throughout the region. Funding should be sought to rectify this situation.

Action 5-4c: *Extend bus service to Plymouth via the Bristol Shuttle.*
Bus service is currently unavailable in Plymouth. Service should be provided to the town's Terryville section at a minimum. This would provide much needed access to job centers in the region and beyond. As plans go forward to construct the New Britain–Hartford Busway, which will include reconfiguring existing routes, the existing Bristol Shuttle should be extended to provide service to Terryville.

Action 5-4d: *Connect the region to major job and population centers throughout the state (such as Hartford, Waterbury, Stamford, and Bridgeport) and beyond (New York City) via high speed rail.*
Providing fast, efficient, and frequent rail service to job and population centers throughout the state and beyond should be a top priority for the region. High speed rail service from the region (through Berlin's Kensington station) to New Haven and Springfield should be pursued (funding has already been allocated for this project and work will begin soon). A connection

from the region (possibly through Bristol and Plainville) to New York City should also be pursued. These are long range projects that will require coordination with numerous regional, state, and federal partners.

Action 5-4e: *Coordinate site development projects with transportation improvement projects contained in the region's Long-Range Transportation Plan.*

The Region's updated Long Range Transportation Plan was adopted on May 5, 2011. It contains a thorough analysis of transportation issues and proposes a program of improvements for the next 30 years. Since the CEDS and the LRTP were being developed concurrently, it makes the most sense to defer to the latter on transportation issues. The Alliance should continue to support transportation projects of regional importance. The LRTP includes the following regional goals, policies, and projects that will contribute to economic development by alleviating congestion, improving access, providing transportation options, and improving quality of life:

Table 1. Priority projects from the Long Range Transportation Plan

GENERAL	Addressees
Give priority to maintenance over expansion. Do not construct new facilities at the expense of critical, existing infrastructure. Instead, seek to wring more efficiency from what is already built.	DOT, towns, CCRPA
Review all projects for environmental impact. Do not pursue projects that impair the environment.	DOT, towns, CCRPA
Design roads and streets to enhance the built environment. Use transportation to make safe, livable communities, in particular in areas with density or potential for redevelopment at density.	DOT, towns, CCRPA
Improve data collection. Collect region-wide traffic data. Work with police to routinely geocode accident reports and traffic violations and submit them electronically to a statewide database for system-wide analysis.	State police, towns, DOT
Develop high-speed communication networks. Connect workers and employers in the region to the information superhighway to give alternatives to physical travel (e.g., telecommuting).	Federal govt., State, towns, telecoms
PEDESTRIANS AND CYCLISTS	
Implement the State's 'complete streets' law. All projects must provide for pedestrians and cyclists.	DOT, towns
Adopt a network of on- and off-road pedestrian and cyclist routes. Routes should connect to the Farmington Canal Heritage Trail and CRCOG's multi-use network.	CCRPA, towns
Complete the Farmington Canal Heritage Trail. Plug the gaps between Red Oak Hill Road in Farmington and Hart Street in Southington.	Towns, DOT, DEP
Add connecting side trails to the New Britain-Hartford Busway trail. Link the busway trail to CCSU and	Towns, CCRPA, DOT,

Westfarms Mall with spurs.	DEP
Protect and extend hiking trails. Preserve, maintain, and, where possible, expand the region's trail system, including the New England Trail.	Towns, DEP
PUBLIC TRANSIT	
Connect the region to the New York City, Stamford, Bridgeport, Waterbury, and Hartford areas. Transit should be interregional. Extend the successful Bridgeport-Waterbury transit corridor through Bristol, Plainville, and New Britain to Hartford. Reconfigure local bus routes to fit service.	Metro-North, CTTRANSIT
Run commuter rail along the New Haven-Hartford-Springfield corridor. Reconfigure local bus routes to fit service.	Amtrak, DOT
Rationalize local bus routes. Eliminate detours and transfers where possible to improve system performance.	CTTRANSIT, NBT, DATTCO
Use Internet trip planning to improve usability. Submit all transit routes in the region for inclusion and update.	CTTRANSIT
Add signage to heighten visibility. Post maps and schedules at time points or bus stops.	CTTRANSIT
PRIVATE VEHICLES	
Add electronic highway signs to indicate alternate routes to avoid congestion or incidents. Supplement existing notification systems with signs that direct drivers onto alternate routes.	DOT
Explore connecting local streets to serve as alternate routes for congested corridors. Relieve traffic on arterials by knitting together and dispersing traffic onto the street grid.	CCRPA, towns
Replace intersections with roundabouts where appropriate. Eliminate unnecessary stops to improve safety and traffic flow.	Towns
Implement access management and/or signal coordination where appropriate. Better time traffic lights and consolidate driveways on congested roads, especially on busy through routes, to improve safety and traffic flow.	Towns, DOT
Add red light and/or speed cameras at dangerous locations.	DOT, towns
Construct a charging network to support electric vehicles.	Federal govt., State, towns
FREIGHT	
Maintain and upgrade the region's rail system to handle freight traffic. Shift as much freight as feasible from busy highways and roads to rail.	Pan Am, DOT

Regional Capital Projects

In addition to the strategic action plan described above, this CEDS also proposes specific economic development projects that invest in the region's infrastructure. These projects are designed to leverage available federal, state, local, and private funds to improve and maintain the physical and human capital of the region. Projects range from cleaning up brownfield sites to assembling a critical mass of entrepreneurial and business assistance resources. They are each intended to address specific goals and objectives of this plan and have been proposed, evaluated, and prioritized in a cooperative manner.

Process

In March, a project survey was distributed to members of the steering committee. In total, 22 project surveys were returned, representing five towns and one institution. Representatives of several of the region's towns indicated a desire to prepare a project for the next annual update. Returned surveys were compiled by CCRPA staff and distributed, along with a scoring matrix, for review by the committee.

Criteria

To ensure that projects are implemented in an orderly and logical manner that is supportive of the goals of this plan, a series of ranking criteria were developed. The following is a list of the criteria used to evaluate the projects:

- Project is ready-to-go
  - Property is in conformance with applicable municipal, regional, and state plans of conservation and development
  - Property is under control by 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
- Strategic value to the Region
  - Benefits economically distressed area
  - Expands existing or potential regional cluster
  - Creates jobs consistent with the project vicinity
  - Improves the Region's quality of life
  - Supports the goals and objectives of the CEDS

- Jobs created or retained
  - Creates or retains permanent jobs in substantial number
  - Quality of jobs (wages, benefits, etc…)
  - Substantially benefits disadvantaged populations
  - Provides workforce training in key sectors/industries
- Leverage
  - Ratio of private sector investment to public funds
  - Takes advantage of existing regional assets
- Sustainability
  - In conformance with the State's Principles of Responsible Growth
  - Supports the goals and objectives of the Connecticut Economic Strategic Plan
  - Utilizes existing infrastructure
  - Promotes redevelopment of brownfields and grayfields
  - Promotes transit oriented development

Project Matrix

A listing of each submitted project is found below. The list is divided into two sections: vital projects, which are top priorities for the coming years based on the above listed criteria, and suggested projects, which may need to be developed further before being implemented. The matrix below provides the basic details and ranking of each project. A more detailed description of each project is found in the next section.

Table 2. Vital Projects (top priorities)

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
Central Connecticut University Center	CCSU/ITBD	$250,000	EDA (potential) - $25,000	TBD	TBD	1, 3, 4
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	November 15th, 2011 start	1, 3, 4
Industrial Park- Infrastructure	Town of Plymouth	$2 million	EDA-Potential	TBD	12-1-09 to 12-1-12	5
Pinnacle Business Park	City of New Britain	$1.5 million	TBD	Perm.: 450 to 500	TBD	2, 5

Project Name	Responsibility	Est. Cost	Funding Sources	Jobs	Time Frame	Goals met
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

Table 3. 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
West End Streetscape	City of Bristol	$2.25 million	TBD	Const.: 5	7-1-17 to 6-30-19	2, 3, 5
Plainville						
Downtown Beautification -	Town of Plain-	$1.91 million	US EDA: $750,000;	Const.: 20-	04/01/12 (con-	2, 3

Project Name	Responsibility	Est. Cost	Funding Sources	Jobs	Time Frame	Goals met
Streetscape Project - Phase III	ville, Plainville Chamber of Commerce		Town of Plainville: $60,000; State of CT: $1.1 million	30	struction) to 11-30-13	
New Britain Avenue Brownfield Remediation	Town of Plainville, 311 New Britain Avenue, LLC	$800,000	US EDA and 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 & 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
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
Region-wide						
Transit signal prioritization	CCRPA, CT Transit	TBD	TBD	TBD	TBD	5

Project Name	Responsibility	Est. Cost	Funding Sources	Jobs	Time Frame	Goals met
High Speed Internet	CCRPA	TBD	TBD	TBD	TBD	4
Farmington Canal Heritage corridor	CCRPA	TBD	TBD	TBD	TBD	1, 2, 5
Priority projects from the Central Connecticut Long Range Transportation Plan (see page 48)						

Project Descriptions

Bristol: Brownfields Site Remediation 3

A site adjoining a linear city park would be added to the city's Memorial Boulevard Park. This former trucking site is located on Route 72 on the Pequabuck River. The property adjoins the park, Veterans Memorial Drive and the historic Downes Street Cemetery. It is in an important gateway that could contribute to the revitalization of the downtown area if it were made more attractive. Based upon zoning, the property would be used for recreational purposes, possibly a linear multi-use trail and enhanced river access for anglers and handicapped persons; the property would be added to the existing park.

Bristol: Brownfield Site Remediation 2

This property is located on State Route 229 across from ESPN at the entrance to the 229 Technology Park. It is on an important gateway to the City. Based upon zoning, it could be used for light industry or office use. Some substantial contamination is assumed due to the nature of the work performed on the site with electrical transformers and car batteries and salvage but it has not been characterized. There is a possible re-user for the site. Other environmental concerns include wetlands and high voltage line rights-of-way.

Bristol: Brownfield Site Remediation 1

This historic multistory "Mill" building is located on Route 72, Riverside Avenue. It is near the Pequabuck River and can be combined with the former Hubbard Florist/Hostess Outlet Site if the combination improves the usability/marketability of the site. It is located in an important gateway that could contribute to the revitalization of the downtown area if it were made more attractive to private investment. Based upon zoning, the property could support multiple uses including housing development as well as retail and office development. The building may offer business incubator potential.

Bristol: Downtown Street Grid

This project would provide 2,300 linear feet of road and associated infrastructure. Streets are needed to reestablish the street grid pattern for redevelopment of storefronts and a downtown neighborhood. It will also support housing development. The infrastructure will also consider including geothermal and steam interconnections (piping) for high energy efficiency and sustainability.

All of the downtown Bristol CEDS projects may be seen as interrelated. Bristol's downtown is located at the junction of State Routes 6, 72 and 69 joining east and west and north and south through the Central Connecticut region. These projects are located in an enterprise zone and will thus positively impact a disadvantaged community. They will also leverage private investment by improving conditions surrounding an important 17 acre site being redeveloped by Renaissance Downtowns.

Bristol: Downtown Streetscapes

Sidewalks will contribute to the revitalization of the downtown area by making it more pedestrian friendly and encouraging private investment. It will support housing development as well as retail and office development. Traffic calming measures will be implemented as well as pedestrian friendly design.

Bristol: Downtown Structured Parking

The project will construct structured parking facilities for 1,541 cars on three sites to allow for high density development of housing and transportation. It will also accommodate City Hall, retail, library and other users. Structured parking will contribute to the revitalization of the downtown area by making this area more pedestrian-friendly and encouraging private investment. "Park and walk" behavior will be encouraged. Structured parking will be required for public transit, especially a transit center (train station). It will also support housing development as well as retail and office development.

Bristol: West End Streetscape

This is a neighborhood revitalization project close to downtown and the junction of State Routes 6, 72 and 69. Sidewalks and crosswalks will contribute to the revitalization of the area by making it more pedestrian friendly and encouraging private investment. Public investment will support redevelopment. The project will involve the installation of 2,250 linear feet of streetscape to include granite curbing, crosswalks, pedestrian lighting, planting, brick banding, new concrete, handicapped access, and street furniture. Traffic calming measures and pedestrian-friendly design features are planned.

Bristol: Downtown Intermodal Transportation Center

A building is planned to allow train and bus users to interchange and get out of weather waiting for service. Train and intercity and interstate buses will contribute to the revitalization of the downtown area by increasing access and encouraging private investment. Transit will support housing as well as retail and office development.

This project will be part of larger transportation network that will likely include Plainville and Plymouth and have connections in Waterbury through to Metro-North's Waterbury Branch. It will likely have transit connections to Hartford, New Britain and Berlin as well.

Bristol: Middle Street Dam Removal

This project would remove the Middle Street Dam, which is located along the Pequabuck River in Bristol. The dam impedes

the migration of aquatic species. The structure serves no useful purpose and has negatively impacted the riverine habitat of the Pequabuck River by preventing upstream passage of all fish species other than American eels. Programs to reintroduce Atlantic Salmon upstream of this area are hindered by the dam since those fish cannot return. Movement of American Shad, River Herring, and Sea Lamprey into the Pequabuck River is severely hampered by the existence of the dam. All non-anadromous species will benefit from an uninterrupted habitat. Additionally, enhancement of this area for fish passage through dam removal will allow for the reintroduction of streamside vegetative buffers, as well establishment of environmentally sensitive river access.

New Britain: Central Connecticut University Center

This project would coordinate existing resources at CCSU and CCSU's Institute of Technology and Business Development to provide support services to businesses and entrepreneurs throughout the region. It would focus resources to help the region grapple with changing economic and demographic conditions by supporting women and minority-owned businesses, and targeting growing sectors of the economy such as health care, advanced manufacturing (including biomedical), banking and finance, and entertainment.

UPDATE: As this plan was being finalized, ITBD and the University of Connecticut formed a partnership to apply for an EDA University Center grant.

New Britain and Plainville: Hospital of Central Connecticut Cancer Center and Medical Arts Building

This development would take place on a 28 acre, abandoned quarry site that is situated on the New Britain - Plainville town line. It would entail the development of a regional cancer treatment center under the auspices of the Hospital of Central Connecticut on the New Britain portion of the site with a three-story 70,000 square foot medical office building on the Plainville portion. The municipalities involved are in discussion regarding an innovative tax revenue sharing agreement that would benefit the region as a whole.

This project fulfills a growing regional need for accessible, modern, high-quality cancer treatment and medical office space. It makes use of an abandoned quarry that is centrally located within the state, with good access and visibility from I-84. New Britain is designated as a "regional center' in the State Plan of Conservation and Development and is an economically distressed municipality with chronically high unemployment. In addition to serving a growing medical service need for the region, the jobs created would be within one of our identified industry clusters and would be higher quality, higher wage jobs. The project is consistent with "smart growth" policies, since the site is previously developed, situated with good access to both the interstate highway system and to city bus routes, and has direct access to nearby utility systems.

New Britain: Pinnacle Business Park

Development of a 63 acre business park on this excessed housing authority property has been a priority project for the City of New Britain for the past several years. The City acquired the property from the state in 2006, formulated and adopted appropriate technology park zoning in 2007, and demolished the vacated buildings in 2008 and 2009. Project plans for the subdivision and development of infrastructure were developed; the subdivision plan was approved in late 2010. Current planning for infrastructure is now underway. The City has begun discussions with at least one prospective buyer for purchase and development later in 2011-2012.

This project has numerous benefits for the city. It is a brownfield site that is currently underutilized. It is situated on a municipal arterial with good access to the both interstate highway system and to city bus routes, and has direct access to existing utility systems. The office, technology and ancillary jobs that are anticipated are higher quality, higher wage jobs than the current city median, and the opportunity to achieve an increase in tax base is important, given the city's lack of developable land and the percentage land currently state-owned or otherwise tax-exempt.

Berlin: Berlin Train Station Redevelopment Project

There are four major projects in process in the immediate vicinity of the Berlin Train Station. Funds are requested for the environmental clean-up of 889 Farmington Avenue to prepare it for redevelopment as a mixed use, pedestrian friendly transit oriented development. EPA has funded investigations of 889 Farmington Avenue, most recently a supplemental phase III and RAP through CRCOG's brownfields assessment grant, so the site is ready to move forward to the remediation phase. The Town has two adjacent properties to the east (903 and 913 Farmington Avenue) under contract to purchase. The plan entails replacement of the existing buildings with a new Police Department headquarters. The Town also has a grant under the Enhancement Component of the Surface Transportation Program and matching STEAP grants to renovate the Berlin Train Station and parking lot. Project consultant Michael Baker Engineering is preparing plans and specifications to bid the project. The construction budget is approximately $1.8 million. The fourth major project underway is station and parking area improvements related to the New Haven Springfield high-speed/intercity rail project. This project will include raised platforms, an up and over to accommodate new double tracking and expansion to the train station parking lot. DOT is in the environmental assessment process for the commuter rail project. It is expected that their parking lot expansion will be done primarily to the east of the station and that it will connect to the Towns 889, 903 and 913 Farmington Avenue projects, and remove some existing incompatible or blighted properties.

Plainville: New Britain Avenue Brownfield Remediation

The project entails remediation of a brownfield site on New Britain Avenue in Plainville, CT. Eventual use of the site will be retail developed by a private party. The property is approximately 9.5 acres and may be combined with adjacent vacant parcels to total as much as 22.98 acres. This will complement existing adjacent

retail/commercial centers. For the purposes of this project, jobs created are for remediation only, and not actual site construction or eventual tenant fit out; permanent full time jobs created will be significantly higher. The property owner is currently seeking State and/or Federal assistance to help with brownfield remediation.

The project involves the re-use of badly degraded land. Removal of contamination is only the first benefit realized. Quality site design will create a sense of place that has never existed on this site. In fact, the site has been an eyesore for several decades. Removal of contamination in such close proximity to both the headwaters of the heavily-impaired Quinnipiac River (.4 miles) and the Level "A" ground water drinking wells (1.2miles) represents substantial benefits to the community. Utilization of a brownfield site in such close proximity to existing goods and services serves to reduce vehicle trips and gas expenditure.

Plainville: Downtown Beautification/Streetscape - Phase III

Plainville is a small community (less than 10 square miles) with a well-defined downtown area. The central business district is a focal point that is an economic driver for the entire community. Recent improvements have added economic vitality to sections of the district, but more work needs to be done. The downtown is seen as key to the function and character of the community as a whole. The wellbeing of the community, both economic and social, is tied to its downtown. As other cities in the region enjoy the benefits of downtown improvement, so too should smaller, non-entitlement towns whose contribution to the overall economic health of the region cannot be discounted.

Phase III of Plainville's Downtown Beautification is estimated at $750,000.00 and will complete this project. Approximately $1,850,000.00 has been expended thus far. The project involves the completion of sidewalk treatments including pavers, planters and street furniture along portions of East Main Street and West Main Street. Wayfinding, signage and definition of public spaces are all elements of the plan. Plainville's demographic makeup does not allow for the utilization of CDBG funds for this project so State and Federal funds are fundamental to its success and completion.

Plainville: Strawberry Fields Industrial Park

Extending streets within this existing industrial park will result in access to new industrial land designated as a Contiguous Municipality Zone (Enterprise Zone). Assistance is sought to provide needed infrastructure to open up small to medium size lots over a 35 acre site. Water and sewer are available and would be extended from an existing industrial cul-de-sac. The Town of Plainville will offer tax abatements to qualifying manufacturing firms through the State Contiguous Municipality Program, while non-manufacturing firms will be offered standard tax abatements based on economic benefit. The US EDA will be asked to provide 50% of costs associated with the provision of infrastructure including road, water and sewer extensions.

The development will take advantage of numerous regional assets. It is located in a contiguous municipality zone (enterprise zone). The development will be required to use low-impact development techniques to minimize environmental degradation. The Town will also ask the developer to segregate required open space in a manner that benefits an approved multi-use trail plan.

Plainville: West Main Street Mixed Use Development

The West Main Street Mixed Use Development project is envisioned on a 15 acre parcel located directly within downtown Plainville. The property would be rezoned to allow for mixed use development including residential, retail, restaurant and office and parking. The site will support many combinations of uses, but for the purpose of planning, we have estimated 50 residential units, 30,000 square feet of office space and 20,000 square feet of retail space with as much as 10,000 square feet being devoted to a restaurant. More density is possible.

Plymouth: Industrial Park- Infrastructure

For the past several years, Phases 1 and 2 of the Industrial Park in the Town of Plymouth have experienced major problems with existing utility wiring for cable, phone, and electricity. Underground conduit problems have caused many service interruptions, creating severe difficulties for business owners in the industrial park. In many cases, power has gone out in the middle of manufacturing processes. Many piecemeal repairs have occurred, but a total upgrade of the entire wiring system is needed to fix the problem.

Plymouth: Terryville Trust Site

This significant property is within the Terryville downtown area and is the former location of the Terryville Trust Company. The building is one of the defining structures in the downtown area but currently sits vacant, unutilized and in a state of deterioration due to the lack of maintenance over the years. Its successful reuse as commercial and/or office space would represent a signal of economic resurgence in the downtown area. It would be one of the main contributors to the revitalization of the downtown area.

Plymouth: 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.

When complete, the Waterwheel Park will feature a historic museum with walking trails, picnic areas and the Eli Terry, Jr. Waterwheel as the centerpiece. Recognized on the National Register of Historic Properties, the Eli Terry, Jr. Waterwheel exemplifies the heritage of this community. Not only will this cultural park present a passive recreational opportunity for the residents of Plymouth, but it will also create a tourist destination where peo-

ple from the region can come to visit the museum, see the waterwheel and enjoy the park-like settings and tranquil surroundings.

Plymouth: Terryville Business District/Downtown Revitalization

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 and Terryville continues to decline. The problem has only exacerbated with the decline in the state and national economy. The goal is to reinvigorate the downtown area and encourage private investment dollars to come back to Terryville. This project is linked to the Route 6 Streetscape Project described at right.

Plymouth: Plymouth Business Park/Phase IV

This project is for the final phase of the Plymouth Business Park. The parcel has the highest elevation within the industrial area. Its visibility calls for a high-end business/office park use. Project development would include road linkage with Phase III, utilities, engineering, permits and inspection services. This project would be a public/private partnership with the use of local, state, and national funds, in addition to private investment by a developer.

This project would bring more business into the region. A high end business/office park would support other businesses in the region and provide jobs for the residents of neighboring towns. This would help to make the region more economically viable and competitive.

Plymouth: Route 6 Streetscape

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.

Grant funding has enabled the Town to reach several milestones with this project to date. Existing Conditions mapping was produced, which identifies project needs. A concept design plan has been created for the entire 3100 linear feet of project area. The Town had several public informational meetings to encourage involvement from the residents and business owners of the project area and the community at large, including a Mayor's Breakfast and Site Walk for the business owners and residents included in Phase 1 of the project area. A Development Design Plan and construction documents for Phase 1 of the project area have already been created.

Region-wide: Transit Signal Prioritization

When new bus route configurations are put into place, traffic signals should be modified to provide priority for buses. As bus-

es near strategic corridors (such as the new Route 72 extension), a signal would be sent to traffic lights so that the bus receives a coordinated series of green lights. The project would involve the installation of receiver stations along corridors and transmittal devices on buses.

Region-wide: High Speed Internet

State-of-the-art, internationally competitive Internet access is an essential ingredient for the emergence and growth of a high-tech sector. This project would identify priority areas to extend next-generation (high-speed, low-latency, and high-reliability) network connections. Locations would be chosen to support emerging high tech clusters, such as bioscience, broadcasting, medical technology, and information technology. Existing users of such services may include ESPN, the region's hospitals (for both data transmission and robotic surgery), and bioscience startups.

Region-wide: Farmington Canal Heritage Corridor

This project will develop an action plan to transform the Farmington Canal Trail into a heritage corridor. The trail, which runs from New Haven to Northampton, Massachusetts, has a storied past and passes by numerous historic and cultural assets but fails to emphasize or fully utilize these assets. As a result, the trail's potential to revitalize our towns to blossom into a linear historic community has not been realized.

All towns and cities along the route will be stakeholders in the project. In addition to the Towns of Plainville and Southington, the City of New Haven and the Towns of Hamden, Cheshire, Farmington, Avon, Canton, Simsbury, East Granby, Granby, and Suffield will be invited to take part as stakeholders. Local historic districts in these municipalities as well as the Farmington Canal Rail-to-Trail Association, the Plainville Greenway Alliance, the Farmington Valley Trails Council, the State Historic Preservation Office, the State Archeologist, and the Department of Transportation Archeologist will also be invited.

Measurement & 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 demonstrate that the regional economy is moving in the desired direction. These data will inform ongoing implementation of, and future updates to, this plan.

Direct Outcomes

Goal 1: Regional Planning and Coordination		
Indicator	**Data Source**	**Desired Result**
Participation at quarterly meetings	Attendance records	At least 50%
# of meetings with strategic partners	Staff records	At least 1 per quarter
# of meetings with cluster reps.	Staff records	At least 2 per year
Frequency of website updates	Staff records	At least once per quarter
Goal 2: Responsible Growth		
Indicator	**Data Source**	**Desired Result**
% 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
Goal 3: Workforce Development		
Indicator	**Data Source**	**Desired Result**
# of internships offered by regional companies	Internhere.com search	Increase (from 3)
# of companies offering internships	Internhere.com search	At least 10 within 5 years
Goal 4: Business Attraction and Retention		
Indicator	**Data Source**	**Desired Result**
Frequency of website updates	Staff records	At least once per quarter
# of firms using energy efficiency consulting	Survey	Increase year over year
# of firms using process improvement consulting	Survey	Increase year over year
Goal 5: Physical Infrastructure		

Goal 1: Regional Planning and Coordination

Indicator	Data Source	Desired Result
# of brownfield sites remediated	Project records	At least one in 5 years
# of sites developed	Project records	Five in five years
Ratio of dollars of private investment leveraged by projects to public dollars invested	Project records/municipal economic development departments	At least 2 to 1

Indirect Outcomes

Indicator	Data Source	Desired Result
Rate of land development	UConn's CLEAR	Decrease from 2.4% (2002-2006 rate)
Rate of decrease in agricultural land	UConn's CLEAR	Decrease from 3.5% (2002-2006 rate)
# of employers	CT DOL	Increase
# of trade name filings	Town clerks	Increase
Employment in targeted clusters	ReferenceUSA.com	Increase
# and % change in total employment	CT DOL	Increase
% change in median regional wage	CT DOL	Increase
% of population in poverty	ACS/Census	Decrease
Change in the unemployment rate	CT DOL	Decrease
% of residents walking, biking, or taking transit	ACS/Census	Increase
% of residents driving alone	ACS/Census	Decrease
% of the population with a high school diploma or less	Census (ACS)	Decrease
% of students proficient in math and reading	CT. Dept. of Education	Increase
% of the population in the 25-34 and 35-44 year old age groups	Census (ACS)	Increase
Enrollment in regional technical high schools	CT Dept. of Education	Increase
# of multi-family housing units built or renovated per year	Municipalities	Increase

Appendix 1: Regional Profile

This section provides an analysis of relevant demographic, housing, education, and transportation data. It gives an overview of the human and physical resources in the region. Economic data is found in the next section.

Demographics

In 2010 the Central Connecticut region had an estimated population of 235,878 people (see *Table 4*), a 4.1% increase over 2000. This represents a reversal of the trend seen from 1990 to 2000, when the population fell 0.4%. During the same period, the state and national populations grew by 4.1% and 9.7% respectively.

Geographic distribution of population continues to change in the region. The greatest concentrations of people remain in the region's two cities, New Britain, with 73,206 people, and Bristol, with 60,477 people. While both of these cities reversed the population losses they saw from 1990 to 2000 (5.2% and 0.9% re-

Table 4. Population Change (1990-2010)

	1990	2000	% Change (1990-2000)	2010	% Change (2000-2010)	Total % Change
Berlin	16,787	18,215	8.5%	19,866	9.1%	18.3%
Bristol	60,629	60,062	-0.9%	60,477	0.7%	-0.3%
Burlington	7,026	8,190	16.6%	9,301	13.6%	32.4%
New Britain	75,491	71,538	-5.2%	73,206	2.3%	-3.0%
Plainville	17,392	17,328	-0.4%	17,716	2.2%	1.9%
Plymouth	11,822	11,634	-1.6%	12,243	5.2%	3.6%
Southington	38,518	39,728	3.1%	43,069	8.4%	11.8%
Region	**227,665**	**226,695**	**-0.4%**	**235,878**	**4.1%**	**3.6%**
Hartford MSA	1,085,837	1,183,110	9.0%	1,212,383	2.5%	11.7%
Connecticut	3,287,116	3,405,565	3.6%	3,574,097	4.9%	8.7%
United States	258,709,873	291,421,906	12.6%	308,745,538	9.7%	24.1%

Source: U.S. Census Bureau, 1990; U.S. Census Bureau, 2000; U.S. Census Bureau, 2010

Table 5. Population and density (2010)

	Population	Area (miles²)	Density
Berlin	19,866	27.0	736
Bristol	60,477	26.8	2,257
Burlington	9,301	30.4	306
New Britain	73,206	13.4	5,463
Plainville	17,716	9.8	1,808
Plymouth	12,243	22.3	549
Southington	43,069	36.6	1,177
Region	**235,878**	**166.3**	**1,418**
Hartford MSA	1,212,383	1,565.9	774
Connecticut	3,574,097	5,009.0	714

Source: U.S. Census Bureau, 2010

spectively), it was some of the smaller towns that saw the greatest growth. From 2000 to 2010 Burlington saw the greatest growth (13.6%), followed by Berlin (9.1%) and Southington (8.4%). Of note is that only Burlington exceeded the national growth rate.

While population growth has shifted to the smaller towns, the region has retained a relatively high population density at 1,418 people per mile². This makes the region nearly twice as dense as the Hartford MSA. As expected, the region's largest city, New Britain, is the most densely populated at 5,463 people per mile² (see *Table* 5). With the exception of Plainville (which is the third densest municipality but the fifth most populous), the smaller the municipality the less densely populated it is.

Race and Ethnicity

The region's population predominantly and more frequently self-identifies as white. Region-wide, 86.6% of the population

Table 6. Racial Make-up of municipalities, the region, the MSA, and the state (2009)

	White alone	Black or African American	American Indian and Alaska Native	Asian or Pacific Islander	Other	Multiracial
Berlin	94.0%	0.4%	0.0%	2.3%	2.2%	1.1%
Bristol	87.6%	3.6%	0.3%	1.8%	3.9%	2.8%
Burlington	98.0%	0.2%	0.1%	1.2%	0.0%	0.6%
New Britain	73.4%	11.5%	0.2%	2.3%	9.9%	2.8%
Plainville	93.1%	2.5%	0.3%	1.3%	0.6%	2.2%
Plymouth	96.7%	0.5%	0.3%	0.7%	0.7%	1.2%
Southington	96.0%	0.8%	0.0%	1.7%	0.8%	0.6%
CC Region	86.6%	4.8%	0.2%	1.9%	4.5%	2.0%
Hartford MSA	79.1%	10.1%	0.2%	3.3%	5.3%	2.0%
Connecticut	79.9%	9.4%	0.2%	3.4%	5.0%	2.0%
United States	74.5%	12.4%	0.8%	4.5%	5.6%	2.2%

Source: U.S. Census Bureau, 2010

reported being white in 2009 (see *Table 6*). This compares with national and state rates of 74.5% and 79.9% respectively. Only New Britain had a lower reported percentage of whites than the nation, with 73.4% white and 11.5% Black or African American.

Since 2000, the racial and ethnic profile of the region has changed somewhat. In 2000, just 10.8% of the population reported Hispanic or Latino ancestry while 12.5% of the nation did. That changed to 13.0% of the region and 15.1% of the nation in 2009; the Hispanic or Latino portion of the region's population was larger than that of the state (11.6%) and the MSA (11.0%). Significant Hispanic or Latino populations are found in New Britain (31.9%) and Bristol (8.1%).

Age

In general, in 2009, the residents of the region's municipalities were slightly older than the nation as a whole (see *Table 7*). Every municipality except for New Britain had a median age that exceeded the national average. Every town, except for New Britain, also saw an increase in median age from 1990 to 2009 that exceeded the national average.

Distribution

The region's age distribution was on par with the state's, but diverged significantly from national trends (see *Figure 10*). The region has a smaller percentage of children and teenagers than the Hartford MSA, the state, and the nation. The region does have a higher percentage of young adults (20 to 34 year olds), which make up 19% of the population, than the state or the MSA, but lags behind the national average of 20.4%. Similarly, the percentage of mature workers (35 to 54) is on par with state and MSA trends, but is much higher than the national average.

Conversely, the region has a relatively larger proportion of peo-

Table 7. Median Ages

	1990	2000	2009	% Change (1990-2009)
Berlin	37.5	41	42.6	13.60%
Bristol	33.4	37.6	39.6	18.60%
Burlington	34.5	38.1	40.4	17.10%
New Britain	32.4	33.9	33.8	4.30%
Plainville	35.2	39.6	41.4	17.60%
Plymouth	33.9	37.7	39.9	17.70%
Southington	35.7	39.7	42.2	18.20%
U.S.	32.8	35.3	36.5	11.30%

Source: U.S. Census Bureau, 1990; U.S. Census Bureau, 2000; U.S. Census Bureau, 2010

Table 8. Gains and losses of population by age group

Age Group	2000-2009
Under 20	-2304
20-24	2968
25-34	-3041
35-44	-5808
45-54	4099
55-64	7447
65-74	613
75+	-472

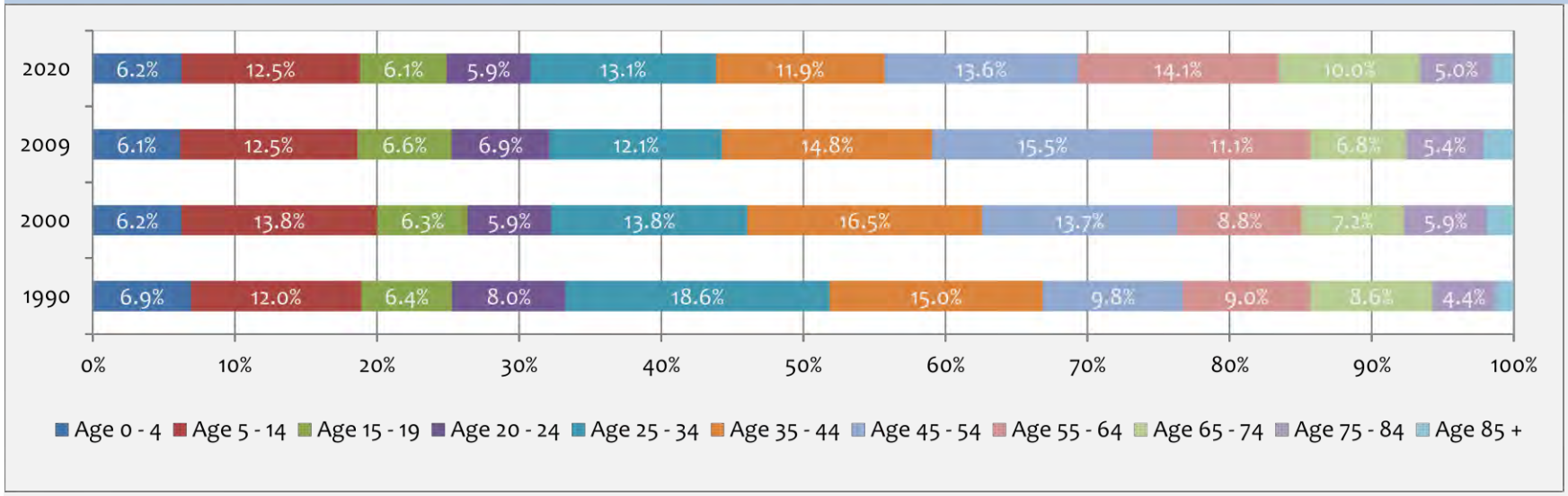
Source: U.S. Census Bureau, 1990; U.S. Census Bureau, 2000; U.S. Census Bureau, 2010

ple who are at or near retirement age. In Central Connecticut 17.8% of the population is between 55 and 74, while 17.3% of the nation is; both the state, at 18.1%, and the MSA, at 18.8%, have larger proportions. The region also has a much higher percentage of people over the age of 75 (7.6% of the population) than the state, MSA, and nation.

Over time, as was suggested by the increasing median age, the region's age distribution has shifted toward the older cohorts, with some interesting exceptions (see *Figure 9*). The 65-74 cohort shrank from 7.2% in 2000 to 6.8% in 2009. The 75-84 cohort increased from 1990 to 2000 (4.4% to 5.9%), then decreased again in 2009 to 5.4%. Ages 85 and over have shown a steady but small increase (1.3% to 2.2%). People aged 55 to 64 grew from 8.8% to 11.1% of the population (2000 to 2009). The increase in older populations was mirrored by a decrease in the population share of younger age cohorts. Young children fell as a proportion of the population from 6.9% to 6.1%. Teenagers lost some share as well. Most dramatically, the share of 25 to 34 year olds has dropped significantly, from 18.6% to 13.8%. This was an absolute decline of over 14,000 people. The 35 to 44 year old cohort also saw a small decrease, from 15.0% to 14.8%.

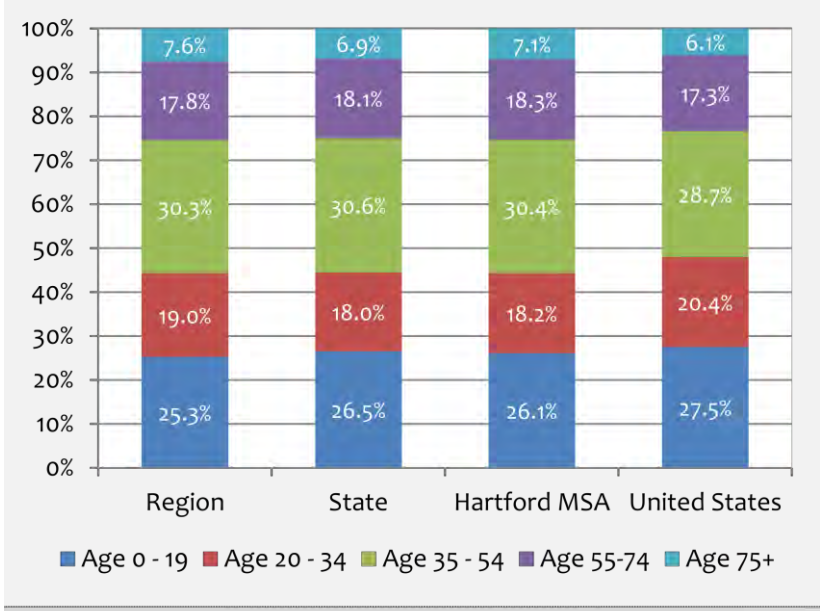
Projections indicate slight changes in the trend. Residents between 20 and 24 are expected to decline as a percentage of the population, while 25 to 34 year olds are expected to increase. The

Figure 9. Change in Regional Age Distribution (1990-2014)



Source: U.S. Census Bureau, 1990; U.S. Census Bureau, 2000; U.S. Census Bureau, 2010; CERC, 2010

Figure 10. Age Distribution (2009)



Source: U.S. Census Bureau, 2010

35 to 44 year old cohort is projected to decline significantly (from 14.8% to 11.9%). A large increase is projected to occur in the 55 to 64 and 65 to 74 year old cohorts. It should be noted that these projections are based on Census 2000 data and will need to be revised when 2010 data is available.

These shifting percentages represent significant gains and losses (see *Table 8*). In absolute terms, the population of 45-54 year olds increased by over 4,000 and the 55-64 population grew by nearly 7,500 (2000 to 2009). Meanwhile, the region lost over 3,000 25 to 34 year olds and nearly 6,000 35 to 44 year olds.

Migration

Recent migration data is only available at the county level, so Hartford County migration patterns will be analyzed as the closest approximation of the region's migration patterns. IRS tax filing data shows that around 28,278 people moved from Hartford County in 2008. In that same year, 24,650 moved into the county (a net loss of nearly 4,000 people). The four most popular destination counties were in Connecticut (Tolland, New Haven, Middlesex, and Litchfield). These same four counties were also the most popular sources of new residents.

Outside of Connecticut, the largest draw for Hartford County residents was the south. There was a net outflow of 1,036 people to Florida in 2008. This was followed by a net outflow of 409 residents to North Carolina. The fifth most popular destination was South Carolina with a net outflow of 227. Other popular southern states included Texas, Virginia, and Georgia.

The county also experienced an imbalance with other Northeastern and Mid-Atlantic states. Hartford County lost 248 more people to Massachusetts than it gained. Pennsylvania picked up 209 people and there was a net outflow of 165 people to Maine.

Hartford County came out ahead of a few states as well. New York lost 196 people to Hartford and New Jersey lost 16 people. Two rust-belt states, Ohio and Michigan, were also net exporters of people (67 and 46 people respectively).

Findings

- Population growth was slower than the national average
- The 2000s saw a reversal of 1990s population losses
- The highest population growth was in Berlin, Burlington, and Southington
- The region is less racially diverse than the state and the Nation.
- The region has a higher percentage of Hispanic and Latino people than either the state or the MSA.
- The Hispanic/Latino population has grown, from 10.8% to 13% of the region.
- The region's population is older than the nation's, as is its workforce.
- The population of working age adults is skewing significantly toward older adults.
- The 45 to 54 cohort has grown dramatically while both the 35-44 and 25-34 cohorts have declined.
- Demographic shifts indicate that the labor force will shrink and increased pressure may be placed on senior services.

Education

Throughout the public participation process, educational resources were cited as a major strength of the region. The region is home to numerous secondary and post-secondary institutions, providing a wide variety of educational and training opportunities. The region's central location allows easy access to institutions in surrounding regions.

K-12 Education

For the past few years school enrollment has been declining in

Table 9. Changes in School Enrollment

	% Change in Public School Enrollment (2004 to 2008)	%Change in Private School Enrollment (2004 to 2006)	Total Change in School Enrollment (2004 to 2006)
Berlin	-4.0%	-21.9%	-4.1%
Bristol	-2.5%	-12.9%	-2.9%
Burlington	4.6%	n/a	3.8%
New Britain	-5.9%	-18.9%	-3.0%
Plainville	-4.5%	18.1%	0.9%
Plymouth	11.5%	0%	-2.0%
Southington	-4.4%	2.6%	1.8%
Region	**-2.9%**	**-11.7%**	**-1.4%**

Source: U.S. Department of Education, National Center for Education Statistics, 2010; Connecticut Department of Education 2010; U.S. Department of Education, National Center for Education Statistics, 2009

Central Connecticut (See *Table 9*). Between 2004 and 2008, public schools lost 2.9% of their students. Between 2004 and 2007 (the last year that complete data was available for) private schools lost 2.9% of their students throughout the region. Combined, between 2004 and 2006, the region lost 0.8% of its total enrollment.

School enrollment did not change uniformly. Plymouth's public schools grew by 11.5% and Burlington's grew by 4.6%. Overall, between 2004 and 2007, Burlington gained 3.8% more students in public and private schools. The largest public school enrollment decline occurred in New Britain, which lost 5.9% of its students.

Starting at the high school level, students in the region have the opportunity to take advantage of vocational training. The Connecticut Technical High School System includes 16 degree-granting technical high schools throughout the state. Two of these schools are located in the region: Bristol Technical Education Center and Goodwin Technical High School in New Britain. In addition to general academic courses, these schools provide training in automotive technologies, carpentry, computer-aided design, culinary arts, electrical, hairdressing, manufacturing, plumbing, welding, and others. Nearby schools in Hartford, Waterbury, Middletown, and Torrington expand the range of options to include airplane maintenance and health technology.

Table 10. Higher Educational Enrollment

School	Type of School	Enrollment (2008)
Brandford Hall Career Institute	2-year	575
Briarwood College	4-year +	702
Central Connecticut State University	4-year +	12,461
Charter Oak State College	4-year +	1,988
Lincoln Technical Institute	2-year	709

Source: U.S. Department of Education, 2010

Public School Performance

In general the public schools in the region perform well, as do most of the students. In 2009, 88% of the 2,767 eligible public school students in the region graduated. While this was below the state average of 91%, all but two towns (New Britain and Plymouth) exceeded the state rate. Every town in the region either maintained their graduation rate or increased it from 2002. Region-wide the rate went up 3% from 2002 to 2009.

Proficiency scores in the region also lag state results. In 2009, only 72% of the students who took the Connecticut Academic Performance Test were proficient in math; 75% of them were proficient in reading. Statewide, 75% of students were proficient in math and 78% were proficient in reading. The region's performance worsened in 2009 compared with 2002. Math proficiency decreased by 5% and Reading proficiency decreased by 4%. In large part the region's results can be attributed to a sharp decline in proficiency scores in New Britain, where math proficiency declined by 27% and reading proficiency declined by 19%. State results also showed a decrease or stagnation.

Higher Education

The region has higher education opportunities in New Britain and Southington. Central Connecticut State University in New Britain provides a full range of academic programs at the undergraduate and graduate level, including programs that prepare students for careers in health care, the life sciences, manufacturing, business management, and communications. The Lincoln College of New England's Southington campus (formerly Briarwood College) offers three bachelor degree programs, a range of associate degrees, and three certificate programs.

Further opportunities are available in nearby towns. Tunxis Community College in Farmington has a full range of associate degree programs and certificates in a variety of fields. The University of Hartford and Saint Joseph's College in West Hartford offer a range of undergraduate, graduate, and continuing education programs. They range from the arts to the sciences. The University of Connecticut maintains four nearby campuses in Hartford, West Hartford, Farmington, and Torrington. The Farmington campus is home to the UConn Health Center and the university's many healthcare programs. The Hartford campus is home to UConn's law school. The Torrington and Greater Hartford (West Hartford) campuses offer a number of four-year degrees. The Hartford Campus of the Rensselaer Polytechnic Institute offers numerous two-year degree and certificate programs, primarily in business administration. Trinity College, also in Hartford, offers a full range of four-year programs.

Table 11. Advanced Degree Attainment (2009)

	Bachelor's Degree	Graduate Degree	Bachelor's or greater
Berlin	25.0%	14.9%	40.0%
Bristol	12.6%	7.0%	19.6%
Burlington	25.0%	18.1%	43.1%
New Britain	11.4%	6.8%	18.2%
Plainville	14.2%	4.6%	18.7%
Plymouth	13.6%	6.5%	20.1%
Southington	21.1%	12.9%	34.0%
Region	**15.6%**	**9.0%**	**24.6%**
Hartford MSA	19.3%	14.4%	33.7%
Connecticut	19.9%	15.2%	35.1%
United States	17.4%	10.1%	27.5%

Source: U.S. Census Bureau, 2010

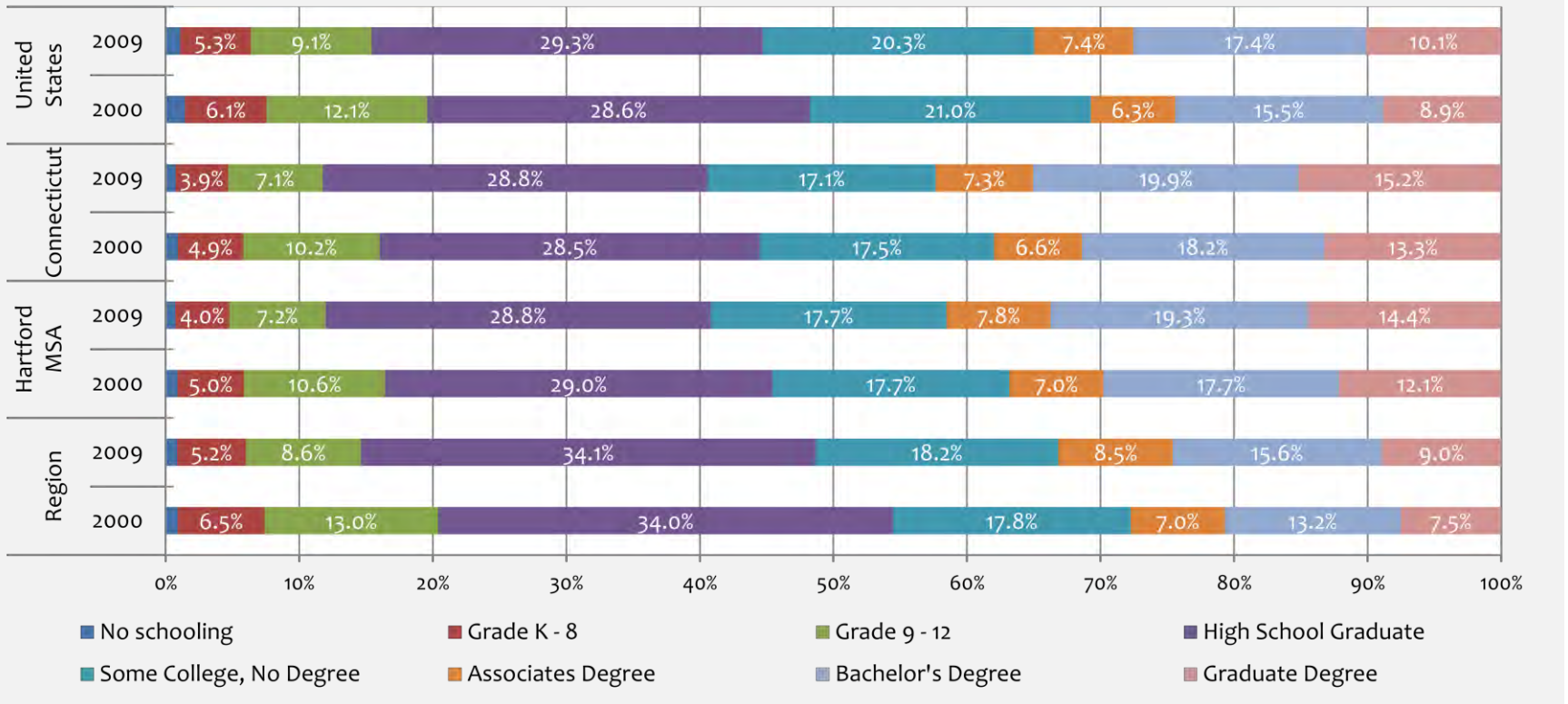
Continuing education and workforce training opportunities are also prevalent in and around the region. Tunxis Community College maintains a Bristol campus that provides customized workforce training programs for area businesses, including nonprofits, manufacturers, and healthcare providers. Branford Hall Career Institute in Southington has a number of certificate programs, such as health claims, medical assisting, paralegal, computer networking, and massage therapy. Manchester Community College, Capitol Community College, and Northwest Community College offer a full range of continuing education and workforce training services. Further afield, in Enfield Connecticut, Asnuntuck Community College has developed a number of innovative programs with the private sector. Their Manufacturing Technology Center offers certificates and associate's degrees in a range of manufacturing technologies and processes. The school

also offers other programs, such as computer programming, accounting, and early childhood education.

Enrollment

College enrollment grew between 2004 and 2008. In 2004, there were 15,127 students, which grew to 16,425 students in 2008. Total growth was 8.6%. Much of this impressive growth can be attributed to Lincoln Technical Institute, which grew by 163.6%. This school was purchased by a larger organization in 2004, which is a possible cause of its growth. The largest college in the region is Central Connecticut State University, which saw modest growth following a period of declining enrollment. It had 12,320 students in 2004 and 12,461 in 2008 (see Table 10 for current enrollment numbers).

Figure 11. Change in Educational Attainment (2000-2009)



Source: U.S. Census Bureau, 2000; U.S. Census Bureau, 2010

Despite Connecticut's financial challenges, the state has continued to fund higher education. In 2010 it appropriated $8,450 per full time equivalent student. This was the fifth highest level in the country. It was also one of the few states that did not cut funding. In fact, funding increased by 0.2% in Connecticut between 2009 and 2010.[xiii] This is expected to change in the near future, though how much funding will be cut is not known.[xiv]

It should be noted, however, that Connecticut's public universities are among the most expensive in the country. Significant subsidies are required to enable all of the region's (and state's) young people the chance to receive a college education.

Educational Attainment

In the past decade the region has shown dramatic improvements in educational attainment, but still lags behind the nation, the state, and the MSA. People who only completed 9-12 grades have fallen from 13.0% to 8.6% of the population (see *Figure 4*). A smaller drop occurred in in the population of people completing K-8. All higher education categories have increased though most categories lag national, state, and MSA results.

The region still lags behind in advanced degree attainment (graduate degrees). Just 9% of residents region-wide have a graduate degree but 10% nationwide have one. That discrepancy becomes even greater when the region is compared to the state and the metropolitan area. 15.4% of the state and 14.4% of the MSA have graduate degrees.

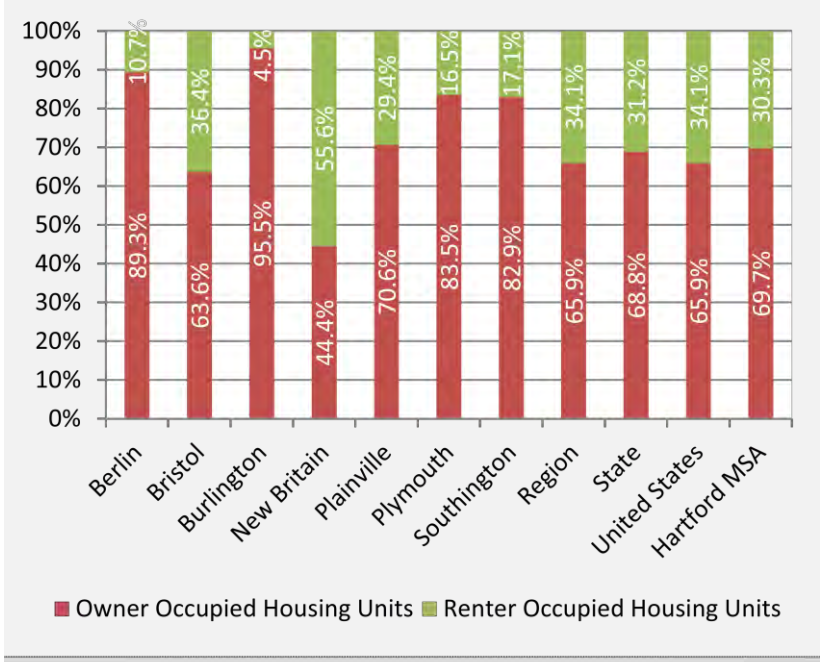
While the region lags the nation, the state, and the MSA in higher educational attainment ("high skill" workers), it does have a significant advantage with "middle skill" workers. People with an Associate's degree make up 8.5% of the population while people with some college, but no degree, make up 18.2%. The national average for *Associate's degrees* is lower at 7.4% but is higher for *some college* (which includes people who have either taken some college classes, but did not finish a degree, or who have received a certificate in a specific subject). The region's percentages of both of these categories exceed the state and MSA averages.

There is significant variation between the municipalities (see Table 11). In both Burlington and Berlin at least 40% of the population has at least a bachelor's degree. This exceeds the state, nation, and MSA percentages. On the other hand, in New Britain, Bristol, and Plainville, less than 20% of the population has at least a bachelor's degree.

Findings

- K-12 enrollment is down throughout most of the region.
- Higher education enrollment increased by 8.6% between 2004 and 2008.
- Despite financial troubles, the state has so far maintained funding levels, though they are expected to decrease.
- Educational attainment has increased.
- Educational attainment lags comparison regions.
- Compared to the state and the MSA, the region has a high percentage of "middle skill" workers.

Figure 12. Housing Tenure by Town (2009)



Source: U.S. Census Bureau, 2010

Housing

Central Connecticut contains a diversity of housing, which is important for maintaining a diverse and robust labor force. While some of the individual municipalities struggle to supply adequate housing to all income levels, the region as a whole is able to accommodate a variety of economic and living situations.

Tenure

Home ownership is often used as an indicator of both economic and community health; equity in owner-occupied housing is the primary source of wealth for most Americans, and home ownership is also associated with community and neighborhood stability because people who own their home are thought to be more attached to their community. It can also indicated an over-reliance on certain kinds of housing (either rental or owner-occupied), and thus a latent demand for others.

Most households in the Central Connecticut region are owner-occupied. Overall 65.9% of occupied housing is owner-occupied while 34.1% is renter-occupied. This is the exact same ratio as that of the United States. The region is, however, more heavily skewed towards renters than either the state or the MSA; 68.8% of the state's housing units, and 69.7% of the MSA's, are owner-occupied.

Within the region, there is a great amount of diversity. Over 95% of Burlington's housing is owner-occupied, while only 44.4% of New Britain's is. In Bristol, the ownership rate is just 63.5% while in Berlin it is 89.3%.

In all of the municipalities, the rate of homeownership increased from 2000 to 2009. The greatest increase was seen in Plymouth, which went from 78.6% to 83.5%. The smallest increase was seen in Burlington, in which 94.8% of housing units were owner-occupied. This increased to 95.5% in 2009. The regional rate increased 2.3%, a larger increase than the state, which increased

Table 12. Residential Vacancy Rates

	2007	2010	Change
Berlin	0.48%	1.24%	158.33%
Bristol	1.72%	2.20%	27.91%
Burlington	0.30%	0.47%	56.67%
New Britain	5.49%	5.41%	-1.46%
Plainville	1.55%	2.01%	29.68%
Plymouth	1.94%	3.50%	80.41%
Southington	0.83%	1.64%	97.59%
Region	**2.57%**	**2.91%**	**13.23%**
Nation	2.92%	3.66%	25.34%

Source: U.S. Department of Housing and Urban Development, 2010; U.S. Department of Housing and Urban Development, 2007

2.0%, and the nation, which actually decreased 0.3%. The MSA exceeded the regional rate by increasing 3.7%.

Vacancy

According to USPS data (which is collected in a different manner than Census data, and thus is not comparable), the region as a whole has experienced fewer vacancies than the nation as a whole. In 2010, Central Connecticut's vacancy rate was 2.91% while the nation's was 3.66% (See *Table 12*). Within the region, rates varied from a low of 0.47% in Burlington to a high of 5.41% in New Britain.

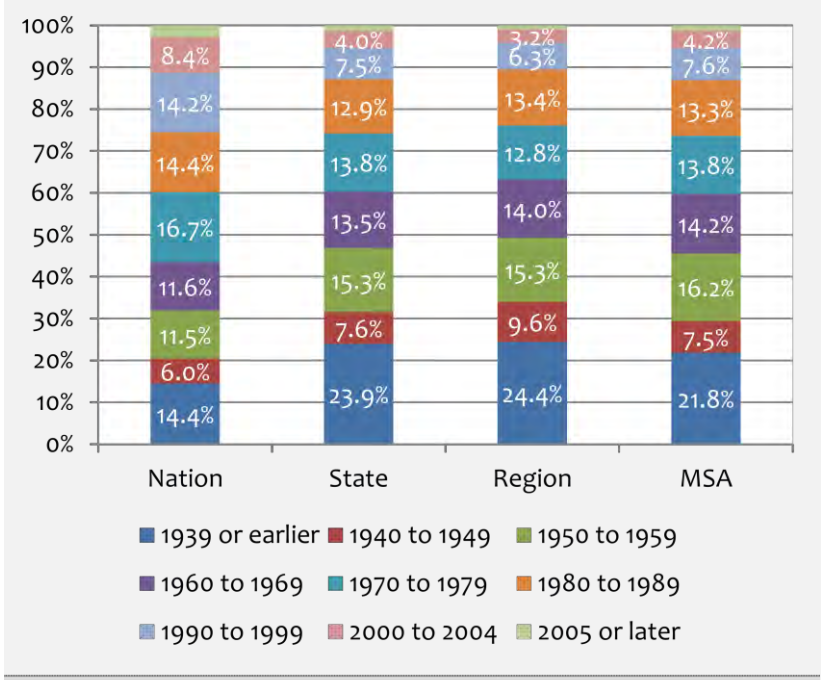
In 2007, residential vacancy was almost universally lower. The entire region had just a 2.57% vacancy rate. Every municipality except for New Britain had rates lower than 2%. Three of them were below 1%. One oddity was that New Britain's vacancy rate actually decreased between 2007 and 2010. It went from 5.49% to 5.14%. This is probably attributable to population growth and demolitions, particularly in formerly high vacancy rate census tracts. In one tract, the housing stock decreased by over 400 units (not shown above); the number of vacancies fell by the same amount.

Physical Characteristics

The physical characteristics of housing in the region have changed dramatically. Data from the ACS show that housing units are getting larger throughout the region, following national trends. From 2000 to 2009 the total number of housing units increased by 3.6% in the region. The number of units with nine or more rooms, however, increased by 31.8%. The number of two room units declined by over 30%. While these numbers follow national trends, intra-regional trends diverge. Berlin, for example added 11.3% more housing units, but added nearly 61% more nine room plus units.

The age of the region's housing also differs significantly from national patterns. Over 24% of the region's units were built before 1940, while just over 14% of the nation's were. The region's average was higher than the Hartford MSA as well, where just under 22% of units were built before 1940. This pattern continues with other age groups of housing units, until the 1970s, when regional percentages begin to lag national ones. Most notable is that the region lags the nation, the state, and the MSA in the 2000 to 2004 and 2005 and later groups.

Figure 13. Housing unit age distribution



Source: U.S. Census Bureau, 2010

It should be noted, however, that regional housing construction has more than kept up with population growth. From 2000 to 2009, housing units in the region increased by 4%, while population only increased by 2.3%. Housing unit growth was 1.58 times faster than population growth. Nationwide, it was 1.43 times faster. Construction did lag significantly in Burlington, however, where population increased by 11% but housing units increased by just 5%.

Geographic Distribution

Most the housing units in the region remain in traditional population centers, such as Bristol and New Britain, but that is changing. As shown in Figure 14, the vast majority of housing units are located in Bristol and New Britain (around 60%). Recent construction, however, has favored the other towns. Southington, for example has a greater percentage of units constructed since 2005 than Bristol and New Britain combined. In fact, Bristol and New Britain only contain a plurality of housing constructed prior to the 1908s.

Growth in the five towns has been (relatively) explosive (see Table 13). Region wide, from 2000 to 2009 the number of housing units increased by just 3.6%, well below the national average of 10.2%, but on par with Connecticut which added 3.7% more units. Berlin showed the highest growth at 11.3%, with Burlington, Southington, and Plymouth all showing greater than aver-

Table 13. Percent growth in housing units from 2000 to 2009 by town

	Percent growth
United States	10.2%
Connecticut	3.7%
Berlin	11.3%
Burlington	5.5%
Plainville	-0.7%
Southington	8.4%
Plymouth	6.0%
Bristol	0.9%
New Britain	2.4%
Region	3.6%

Source: U.S. Census Bureau, 2000; U.S. Census Bureau, 2010

age growth. Bristol and New Britain lagged the regional and state average while Plainville lost units.

Cost and Sales

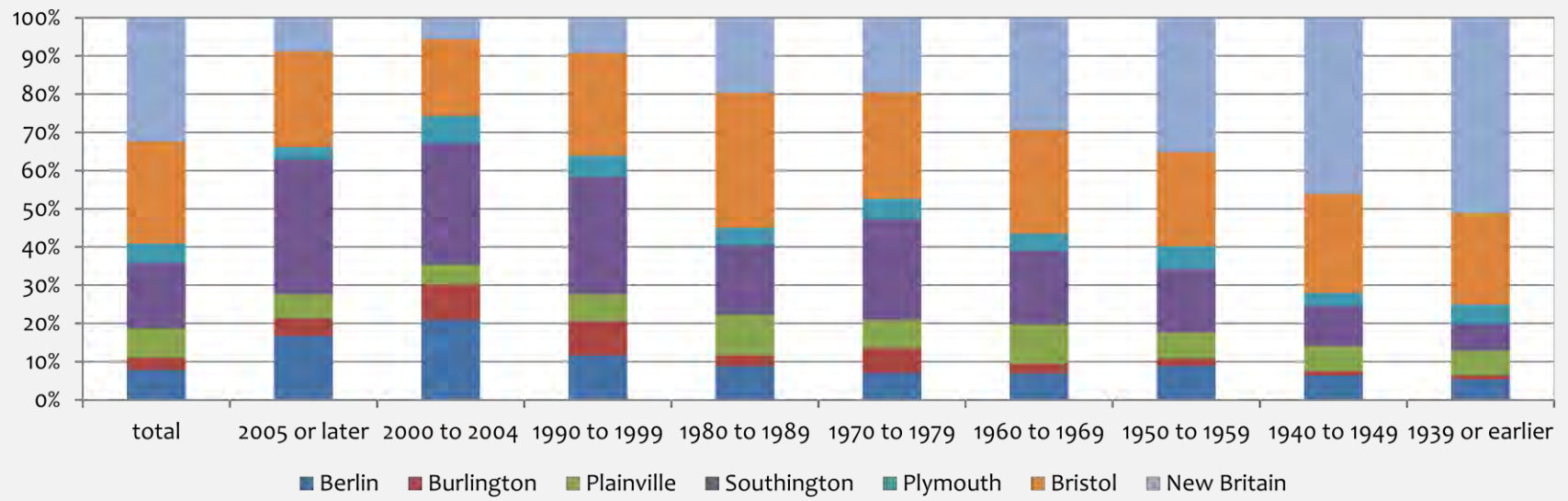
In most of the region, housing is more expensive than the national average, but less expensive than the state. As of August 2010, only New Britain and Bristol had lower median home sale prices (existing and new) than the U.S. Every municipality in the region had a lower median, however, than the state of Connecticut. As shown in Figure 19 (page 93), housing prices have fallen since their peak in 2007, but have since recovered in most of the region. The exceptions are Bristol and New Britain, where prices have remained relatively low.

Since 2006, sales of homes have fallen dramatically. In 2006 5,990 homes were sold in the region, but just 4,418 were sold in 2010 (a decrease of 26%). Berlin, Burlington, Plainville, and Southington have begun to rebound. Sales increased in those municipalities by 6%, 10%, 11%, and 5% respectively.

Affordability

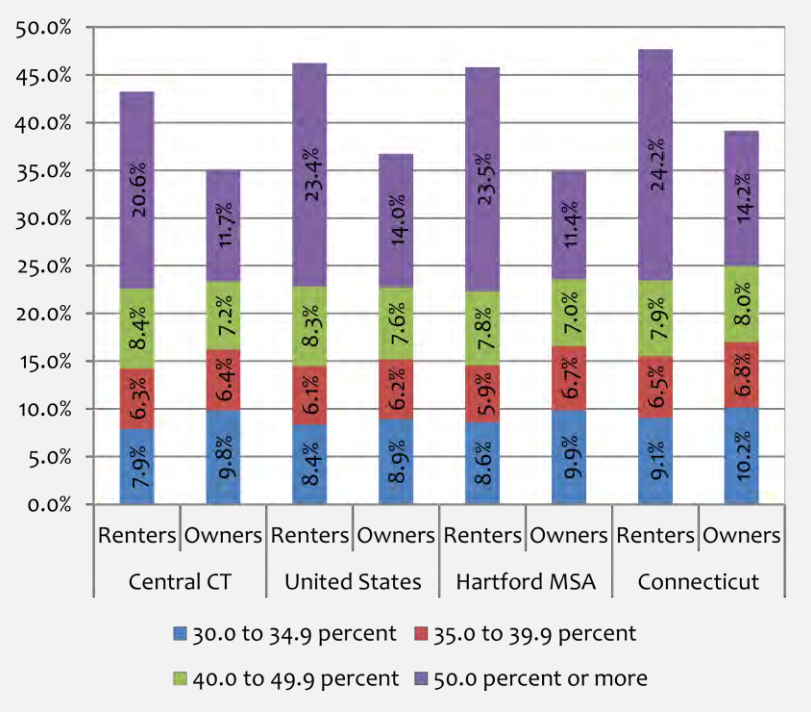
Compared to the rest of Connecticut, the seven municipalities in Central Connecticut are relatively affordable. A recent study (using 2009 data) by the Partnership for Strong Communities[xv] compared the state's median income to the income needed to

Figure 14. Percent of housing units built in a given time frame located in each town



Source: U.S. Census Bureau, 2010

Figure 15. Percent of cost burdened households (2009)



Source: U.S. Census Bureau, 2010

afford a mortgage on the median priced home in each Connecticut municipality. Bristol, New Britain, Plainville, and Plymouth were all considered affordable while Berlin, Burlington, and Southington were unaffordable. All seven municipalities had median home prices that were affordable to people earning the median income for that municipality.

The above data only considers medians, but the affordability is more complex than that. For a household to be able to afford to own a house, they need to be able to cover expenses with less than 30% of their income. Households that pay more than 30% are considered "cost burdened". Nationally, 36.7% of homeowners with a mortgage are cost-burdened. In Central Connecticut just 35.1% of households are cost-burdened. The state of Connecticut fares worse than the nation with 39.1% of homeowners being burdened.

All households are not burdened to the same degree however (see *Figure 15*). In Central Connecticut, 11.7% of homeowners pay 50% or more of their income in housing costs. Nationally, the percentage is 14.0%. A slightly lower percentage of Central Connecticut homeowners pay between 40% and 49% income for housing costs. A slightly larger percentage pays between 34% and 39% or 30% and 34%. The state showed higher percentages in every category.

A much larger percentage of Central Connecticut renters are cost burdened, though the situation is still better than the national average. 43.2% of renters in the region are in unaffordable housing, versus 46.2% nationwide. Statewide, 47.7% of renters are burdened. As with owner costs, the region tends to have smaller, or very similar, percentages of cost burdened renters for each of the individual categories. It should be pointed out, however, that nearly 21% of renters in the region pay more than 50% of their income on housing. Cost-burden rates vary within the region. For example, 25.1% of New Britain renters pay more than 50% of their incomes on housing (see Figure 20 on page 94) while just 3.9% of Burlington renters are burdened to that degree.

Permits

Across the region, housing permits are down from 2004 (see *Table 14*). The total decrease from 2004 to 2010 was 14%. Throughout that period, housing activity had fluctuated considerably. Housing permits did increase from 2006-2007, by 2%, and from 2009 to 2010, by 5%.

The most recent year of activity (2010) indicates that housing construction is on the rebound in much of the region. Every municipality except for New Britain experienced an increase in housing permits from 2009 to 2010. In Berlin, for example, permit activity was 137% greater in 2010 than in 2009.

Findings

- Home ownership is on par with state and national trends.
- Construction has shifted away from traditional population centers.
- Housing remains relatively affordable in the region.
- There are some signs of recovery from the housing crisis.
- Compared to the state and the MSA, a relatively small percentage of Central Connecticut residents feel a cost burden.
- Renters are more likely than owners to feel cost-burden.

The Transportation System

The region's transportation infrastructure and commuting patterns provide valuable insights into the region's economy. An efficient transportation system can either increase or decrease job accessibility, the size of the labor pool, and the ability of businesses to import and export their goods. This section provides a description of the region's transportation system and analyzes commuting patterns.

Table 14. Percentage change in housing permits issued by town (2004-2010)

Year	Berlin	Bristol	Burlington	New Britain	Plainville	Plymouth	Southington	CC Region
2004-2005	238%	-58%	-35%	147%	-49%	-61%	-11%	-1%
2005-2006	-57%	-38%	-34%	-36%	0%	-9%	-44%	-11%
2006-2007	-33%	46%	22%	23%	132%	-14%	20%	2%
2007-2008	-32%	-71%	-61%	-69%	-36%	-67%	-8%	-8%
2008-2009	-2%	-34%	91%	33%	-25%	0%	-35%	-2%
2009-2010	137%	95%	19%	-42%	5%	83%	36%	5%
2004-2009	**53%**	**-86%**	**-54%**	**-53%**	**-41%**	**-81%**	**-52%**	**-14%**

Source: Department of Economic and Community Development, 2010

Infrastructure

Road Network

The municipalities of Central Connecticut have relatively good expressway access, with a few exceptions. Interstate 84, Route 72, and Interstate 91 provide easy access to New Britain, Berlin, Plainville, Southington, and Bristol. These routes connect the region to Hartford, Waterbury, New Haven, and points beyond. Access to Plymouth Center is possible from State Route 8, an expressway linking Waterbury with Torrington and Bridgeport. Burlington, being a relatively rural town, is much less accessible, though connections to major roads can be made through Bristol or Farmington.

Connections to other regions are not uniformly good. Soon after reaching Bristol, Route 72 ceases to be a limited access highway, dropping in speed considerably. Recent upgrades have improved the situation. Other important, open-access routes through the region, such as Route 6 and Route 10 suffer from high levels of congestion. While some capacity improvements have been made, they have not kept pace with the growing demand caused by sprawling residential and commercial development patterns.

Although traffic jams do back up the region's limited-access expressways from time to time, congestion is not a recurring problem for them. Choke points, however, are found along routes often traveled by the region's residents, such as I-84 through Hartford, Waterbury, and Cheshire, as well as I-91 between Windsor and Wethersfield, and Route 9 in Middletown. State projections suggest the situation will deteriorate. By 2030 it is projected that all state routes in the region but 69, 71, 72, 179, 364, and 571 will be near, at, or above capacity. This includes much of the region's expressway mileage. Congestion will increase, costing workers money and time. As described in the next section, worsening congestion will also impact the movement of goods into and out of Central Connecticut.

Transit

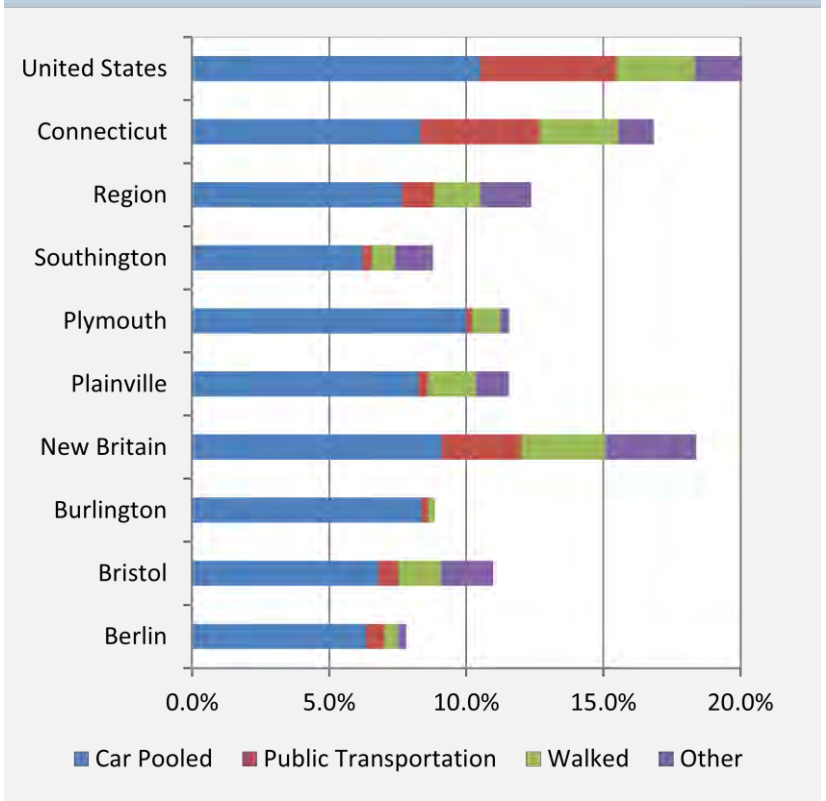
The region's local bus system serves parts of Berlin, Bristol, Hartford, Farmington, Meriden, New Britain, Newington, and Plainville. Service is not offered in Burlington, Plymouth (including Terryville), or Southington. Buses run Monday through Friday from about 6 AM to 6 PM, with extended service to 9:30 PM in parts of Berlin, New Britain, and Plainville. There is no Sunday or holiday service.

Transfers are possible, but often time-sensitive to Hartford- and Middletown-region buses. Due to service gaps, no direct transfers are possible to transit operations in and around Waterbury (including CT TRANSIT's Waterbury division and Metro-North's Waterbury branch line) and Torrington (namely the Northwestern Connecticut Transit District local buses). The lack of through-routing and the predominantly local nature of the bus service make interregional trips lengthy to nigh impossible.

Although there have been repeated calls over the years for restoration of passenger rail to central Connecticut, no commuter or express trains serve the region. The sole community with passenger rail is Berlin, at whose Kensington station Amtrak's Ver-

monter and some of its Northeast Regional trains stop. Due to the Vermonter's leisurely speed and awkward schedule, which partly result from track removal and deterioration, the service is unable to satisfy the commuter or high-speed rail market. The New Haven-Springield Shuttle, which began after electrification of the Northeast Corridor, complements this service and provides an alternative to commuters from Hartford to New Haven.

Figure 16. Popularity of Modes of Transportation (2009)



Source: U.S. Census Bureau, 2010

Freight

Over 200 million tons of freight travels through the Hartford Metropolitan region every year. Of that, 98% travels by truck, well above the national average of 79%. This disproportionately large amount of truck traffic contributes to congestion, increased maintenance needs, safety problems, and air quality deterioration. Trucking is also a less efficient method of transportation, so in many cases, the overreliance on trucking leads to higher costs for regional businesses.

Most of the freight that travels through the region travels along Interstate 84. Of the freight on I-84, a higher percentage is inbound (deliveries) than outbound (pickups). Within the Central Connecticut region, Route 72 is also an important route. Unlike I-84, it is used more for pickups than deliveries; the route's pickup bias is probably a reflection of the region's strong manufacturing base.

CCRPA, together with CRCOG and MRPA, contracted with a consultant to study freight movement in the Hartford metropolitan area. According to this report:

> *[t]raffic in the [regional] freight rail system... is shaped by the position [of the region] in the eastern and national rail network, and by the structure of the network itself. Ownership, connection, and distance combine to influence the pattern and character of current and prospective freight volume. While [the region] is a crossroads for*

highway traffic, it is poorly accessible from a freight rail standpoint. As such, the ability of rail to relieve the highway, and to act as a mitigant to deficient air quality and growing congestion, is constrained by network position, vertical clearances, facility capacity, and institutional factors.

Mode-shares

Central Connecticut is dependent on automobiles to a greater degree than either then the nation or the state (see Figure 16). In 2009, 85.4% of the region drove to work alone, compared to 79.4% of workers in the state and 75.9% workers in the nation. While 7.7% of workers did car pool, they did so at a rate well below the national average of 10.5%. Public transportation's share of commuting was also below the national average: just 1.2% of people chose that mode, versus 5% of the nation.

The region is also becoming increasingly reliant on single-occupancy vehicles. In 2000, just 84.1% of workers drove alone, which increased to 85.4% in 2009. Conversely, public transportation ridership and walking both decreased: they were 1.4% and 2.5% respectively. Carpooling also saw a large drop in mode-share, from 9.6% to 7.7%. Both the state and the nation saw small decreases in the percentage of workers driving alone.

Public transit and non-automotive modes of transportation achieve relatively high mode-shares in some parts of the region. For example, in New Britain, 2.9% of workers chose public transportation and 3.1% walked to work. While only 0.7% of workers in Bristol used public transportation, 1.5% of them did walk to work. In Plainville, 1.8% walked. The Region's most frequent car poolers were found in Plymouth, where 10% of workers participated in a car pool; this was higher than the state average and nearly as high as the national average.

Commuting Flows

The region's commuting patterns suggest that increased congestion will have significant negative economic consequences. As of 2009, the vast majority of workers living in the region were employed outside of it. Over 65% of the region's employed residents worked elsewhere (69,322), while just 35% of them both lived and worked here (37,129 people). In 2002 over 39% of them lived and worked in the region; during that seven year period more than 3,000 people had their employment and residence geographically decoupled. This indicates a trend of decentralization.

In fact, the region has not created enough jobs to employ its residents. Central Connecticut's municipalities lagged the rest of the State in jobs per member of the labor force. Berlin had the best performance for the region by providing 1.03 jobs for every member of its labor force. New Britain was next with 0.69 jobs per labor force member and Bristol followed close behind with 0.58. The top result statewide was posted by Farmington, which had 2.38 jobs per labor force member. Hartford was a close second at 2.13 jobs per labor force member. The region as a whole scored just 0.65 jobs per labor force member, indicating that it is not currently capable of employing all of its working citizens, necessitating significant commuting.

The largest individual employment centers for regional residents remain in the region, though they have declined in importance. The largest employment centers were Bristol (10,786 workers) and New Britain (10,590 workers). Combined they represented 19.5% of the workforce. Both have declined in importance since 2002, when they employed 22% of the region's working residents. Southington (6,595), Plainville (4,152), and Berlin (3,540) also attracted large numbers of workers

The 65% of Central Connecticut workers who leave the region for employment find jobs in a large number of towns (see Table 15), but a few major employment centers are identifiable. Almost 10% of the workforce commuted to Hartford (10,206 people) and 7% commuted to Farmington (7,469 people). Hartford's share was an increase from 2002 when just 8.7% of the region worked there. Many of the region's workers have found long commutes a fact of working life (see *Figure 21* on page 95). In 2009, 1,273 residents of the region worked in New Haven and 714 worked in Stamford. 370 even worked in Manhattan.

The decentralization trend is again evident. New Haven attracted 19% more workers from Central Connecticut in 2009 than it did in 2002. Stamford only increased by 4% but Manhattan picked up an extra 171 workers from the region, an increase of over 82%. It should be noted that some of these workers may be telecommuting and not actually driving or taking the train.

Surprisingly, despite exporting a large number of workers, a plurality of the region's jobs are held by people living outside it. In 2009 over 54% of the region's jobs were held by people living outside the region, representing an inflow of 44,452 people. The top places for the region's employees to live (other than municipalities in the region) were West Hartford (2,623), Waterbury (2,363), Meriden (2,118), and Hartford (2,060). Newington, Farmington, Middletown, Torrington, and Wolcott were other popular origins.

Table 15. Number of Workers from Central Connecticut Municipalities

Municipality	2009		2002	
	Count	Share	Count	Share
Bristol	10,786	10.1%	11,842	11.3%
New Britain	10,590	9.9%	11,252	10.7%
Hartford	10,206	9.6%	9,118	8.7%
Farmington	7,469	7.0%	7,398	7.0%
Southington	6,595	6.2%	7,413	7.1%
Plainville	4,152	3.9%	4,749	4.5%
Berlin	3,540	3.3%	4,181	4.0%
Newington	3,367	3.2%	3,187	3.0%
West Hartford	2,971	2.8%	2,829	2.7%
Waterbury	2,908	2.7%	2,534	2.4%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2009)

The percentage of local jobs being held by people living outside the region has also been increasing. Between 2002 and 2009 the number of workers commuting from outside the region increased by 12% (4,705 workers). During the same period the total number of workers in the region increased by just 1%. The greatest increase in workers coming into the region came from West Hartford, though large increases also came from Hartford, Wethersfield, Wallingford, Torrington, and Wolcott.

At the same time the number of jobs held by workers from the region's towns has decreased substantially. The largest decrease came from Southington, where 1,137 fewer residents found employment in the region. The number of Bristol residents working in the region decreased by 985 people while the number of New Britain residents decreased by 755. Only Plymouth showed an increase: just eight people.

Regional Ties

A significant result of this analysis is that, while the region has strong ties to Hartford, it is also bound to towns outside of the Hartford MSA. Of the top 20 employment centers for the region's residents, five are in New Haven County and one is in Middlesex County. Big draws in New Haven County include Waterbury (2,908 people), Meriden (2,344 people), Cheshire (2,085 people), and Wallingford (2,048 people). In Middlesex County, 2,751 of the region's residents work in Middletown.

The region also draws workers from a diversity of locations. While some of the top origins for the region's employees are in Hartford County, a significant number of workers come from other counties. Waterbury, Meriden, and Wolcott are in New Haven County; Middletown is in Middlesex County and Torrington is in Litchfield County. Each of these towns house over 1,000 of the region's employees.

Findings

- Traffic predictions show many of the region's highways being at or above capacity by 2030.
- Public transit service is limited in the region.
- The region is more heavily dependent upon single occupancy vehicles than the rest of the country.
- Connecticut's freight movement system is much more reliant on trucking than the nation as a whole.
- Rail freight is significantly underutilized
- Employment in Central Connecticut is becoming less concentrated.
- A significant amount of cross-commuting is occurring.
- The region has strong ties to Hartford, but also to areas of New Haven and Middlesex Counties.

Business Resources

Beyond educational and workforce training, resources are available to help people start businesses, or improve the profitability of existing ones. Most of these resources are available statewide, but are worth mentioning as potential implementation partners for the projects and strategies in this plan.

Starting a Business

CCSU Institute of Technology and Business Development

Located in New Britain, the Institute of Technology and Business Development provides a wide range of business services to companies throughout the region. For startups, ITBD offers low-cost business incubator space. Entrepreneurs can rent office space, access shared office services, take advantage of educational programs, and receive business counseling services. New firms are able to take advantage of these reduced-cost services for up

to five years before moving on. Individuals outside of the incubator space can also take advantage of training and counseling services related to starting a business.

Training programs are also available for established firms. The Training Center (within ITBD) can assist firms with workforce training programs, including delivering and developing the curriculum. These programs can be held at ITBD or on-site in the businesses' facilities. ITBD also offers training in management, leadership, and "lean" process improvements.

CW Resources

CW Resources is an organization that works to provide training to disadvantaged populations throughout the region. In addition to their workforce training programs, they also run the Connecticut Enterprise Center in New Britain. This facility is a small business incubator that provides low-cost space, business planning assistance, shared office equipment, meeting rooms, a receptionist, and shipping and receiving services. They are also located in an Enterprise Zone, so companies located in the incubator have access to tax and wage incentives.

Connecticut Economic Resource Center

Located in Rocky Hill, the Connecticut Economic Resource Center (CERC) provides a plethora of information to businesses located in, or considering relocating to, Connecticut. *SiteFinder* provides a searchable database of available sites throughout Connecticut. *ProgramFinder* is a database of federal, state, and local incentive programs. *DataFinder* provides demographic and economic data about every town in Connecticut. CERC's *Smart Start* program assists new, expanding, or relocating firms with licensing and registration processes. Firms can also access information on training, education, recruiting, real estate, exporting, and other topics through CERC's Business Response Center.

SCORE

Two chapters of SCORE (a non-profit business mentoring organization that partners with the U.S. Small Business Administration) serve the region. The Northwest Connecticut chapter (based out of Torrington) works through the Greater Bristol Chamber of Commerce and the Greater Hartford Chapter works through the New Britain Chamber of Commerce. These groups connect entrepreneurs with veteran business owners who provide mentoring. They also host workshops and other events.

Central Connecticut Revolving Loan Fund

The Central Connecticut Revolving Loan Fund provides loans at low rates to firms in the seven municipality region. Funds can be used for the acquisition or renovation of property, the purchase of machinery or equipment, and short term working capital. Loans are generally capped at $200,000 for manufacturers and at $25,000 for retail outlets.

Workforce Training

In addition to the region's secondary schools, vocational high schools, community colleges, and universities, it has a number of other workforce training resources. These resources are targeted primarily at retraining and upgrading the workforce's skills.

Capital Workforce Partners (CWP)

Capital Workforce Partners coordinate regional workforce development activities to ensure that the needs of employers and job seekers are being met. They cover the North Central Region of Connecticut (including the entirety of Central Connecticut, as well as Hartford), serving a population of 990,000 people and a labor force of 530,000.

CWP has three strategic focuses: adult services, future workforce services (youth), and incumbent worker services. The latter focuses on three specific sectors: green construction/technology, allied health, and advanced manufacturing. They run and fund a number of programs that provide training, retraining, advisement, mentoring, and career development.

CT Works

CT Works is the network of "one-stop career centers" operated throughout Connecticut. In the Central Connecticut Region, a one-stop center is operated by Capital Workforce Partners in New Britain. This center provides services for job-seekers, including training and job placement. They also help employers setup job fairs, recruit employees, start apprenticeship programs, access tax credits, and comply with safety and health regulations.

CW Resources

CW Resources works with persons with disabilities and the socioeconomically disadvantaged. They provide vocational assessments, assistance with finding training and schooling options, and other services to those in need. Not only do they help individuals with finding work, but they offer a number of direct services to businesses, such as janitorial services, grounds maintenance, packaging, and production.

Municipal Resources

The potential financial resources available to a municipality can be gleaned from its equalized net grand list, which is the estimated market value of all property in a municipality.[xvi] Generally, to give this number context, it is divided by the population. The ENGLs per capita for all seven towns are in Table 16. The region as a whole has a per capita ENGL of just $105,555.10 while the state's is $168,655.78. None of the towns in the region have higher per capita ENGLs than the state. Part of the reason for this poor showing is that the state total is heavily influenced by towns in the New York Metropolitan Region. For example, Greenwich has a per capita ENGL of $842,001 (not shown).

Table 16. Equalized net grand lists per capita and mill rates by town

	2009 ENGL/pc	Mill Rate (2009)
Berlin	$ 161,014.37	22.69
Bristol	$ 102,388.69	25.99
Burlington	$ 149,210.62	29.32
New Britain	$ 60,479.57	34.98
Plainville	$ 128,757.84	26.24
Plymouth	$ 100,340.14	30.1
Southington	$ 141,844.42	23.02
Region	**$105,555.10**	n/a
state	$168,655.78	n/a

Source: Office of Policy and Management, 2010

Table 17. Cost of living

Municipality	% higher than the U.S.
Berlin	18.3%
Bristol	4.4%
Burlington	30.0%
New Britain	-2.4%
Plainville	4.7%
Plymouth	7.3%
Southington	18.0%

Source: Sperling's 2010

There are some interesting results within the region. As is seen in many of the other statistics, Berlin and Burlington have the highest numbers. Berlin, however, takes the lead this time. Southington is close behind Burlington, falling short by less than $8,000. Again, New Britain has the lowest value at just $60,479.62.

While this is not surprising, it is interesting when compared with mill rates (the rate of taxation levied on property). The lowest mill rate is found in Berlin (with the highest per capita grand list). The highest mill rate, by far, is in New Britain (34.98). Interestingly, despite having the second highest per capita grand list, Burlington also has the third highest mill rate (29.32). With the exception of Burlington, the towns with low property values are being forced to raise property tax rates. This can serve as a disincentive or drain on tax-sensitive businesses.

Grand list growth in the region lagged the state. Between 2005 and 2000, the total grand list for the region grew by 18.8%. Statewide growth was 20.2%. Only two municipalities beat the state growth rate: Burlington (34.2%) and Plymouth (20.5%).

Distressed Municipalities

Connecticut state law requires that at least one municipality in a CEDS region be considered "distressed" under EDA guidelines. The two main ways that a municipality can qualify are by having an unemployment rate that is one percent higher than the national average, or by having a per capita income that is less than 80% of the national average. New Britain's unemployment rate for the last 24 months (May 2009 to May 2011) averaged 12.8% and Plymouth's averaged 10.8% while the country's averaged 9.5%. Under this criterion, New Britain and Plymouth, and thus the region, qualify.

Every year, the State of Connecticut releases a ranking of municipalities based on a number of indicators of "distress". The top 25 of them are considered "distressed municipalities". As of 2010, three of the region's municipalities had this designation: Bristol, New Britain, and Plymouth.

Findings

- The region's combined grand list per capita is roughly two-thirds of the state average.
- With a few exceptions, small grand lists are associated with relatively high tax burdens for the region's residents.
- Grand list growth was 18.8% from 2005 to 2009.

- The region qualifies as a distressed region.
- Three municipalities are considered distressed by the state.

Cost of Living

Municipalities in the Central Connecticut region have a higher than average cost of living, though again, it varies considerably (See *Table 17*). The highest cost of living—based on housing, food, transportation, utilities, healthcare, and miscellaneous expenses (and not including state or local taxes)—is found in Burlington, which is 30% higher than the national average. At the opposite side is New Britain, which is 2.4% *less expensive* than the national average.

Energy Costs

Excluding Alaska and Hawaii, Connecticut has the highest electricity costs in the nation (see *Table 18*). In August 2010, the average cost of electricity for all users in the United States was ¢10.45 per Kilowatt-hour; in Connecticut it was 17.18¢. The New England region had a rate of 15.35¢. Different users pay different amounts, and Connecticut does not lead the nation in all categories, but it is near the top. Residential users pay ¢18.98 in Connecticut, which is lower than New York's rate (not shown) of ¢19.03. Commercial users pay ¢16.3, lower than both Massachusetts (¢18.44) and New York (¢16.83) (not shown). Industrial users pay ¢14.1 in Connecticut, but pay ¢16.06 in Rhode Island (not shown). In all cases Connecticut's rates are higher than both the regional and national average. These rates have fallen slightly from 2009 rates.

Findings

- A wide variety of costs of living exist in the region, from much higher, to slightly lower than the national average.
- Three municipalities are within 5% of the national average while one is below the national average.
- The state of Connecticut is one of the most expensive energy markets in the county by nearly every measure.

Developable Sites and Buildings

An analysis of sites and buildings available for purchase or lease was performed using CERC's SiteFinder website. This search revealed a total of 2.6 million square feet of available commercial and industrial building space. There were also at least 320 acres of sites available for development, representing roughly 0.3% of the region's total area. The median acreage of sites was just two acres, though the average was higher at seven acres. The median square footage of buildings was 7,500 and the average was 23,212.

Sites and buildings are available for a variety of purposes (see Figure 17). The largest percentage, 38%, of sites and buildings are

Table 18. Electricity Rates for End-users (August 2010)

	Connecticut	New England	United States
Residential	18.98	16.68	12.02
Commercial	16.3	16.17	10.69
Industrial	14.1	11.65	7.21
All Sectors	17.18	15.35	10.45

Source: U.S. Energy Information Administration, 2010

available for retail. This is followed closely by industrial at 35%. Retail and special use are available on 23% and 4% of sties and buildings respectively. Looking at industry subsectors, the greatest availability is for heavy manufacturing with 46 available sites and buildings. Wholesale/distribution, light manufacturing, flex space, and mixed use were also prevalent.

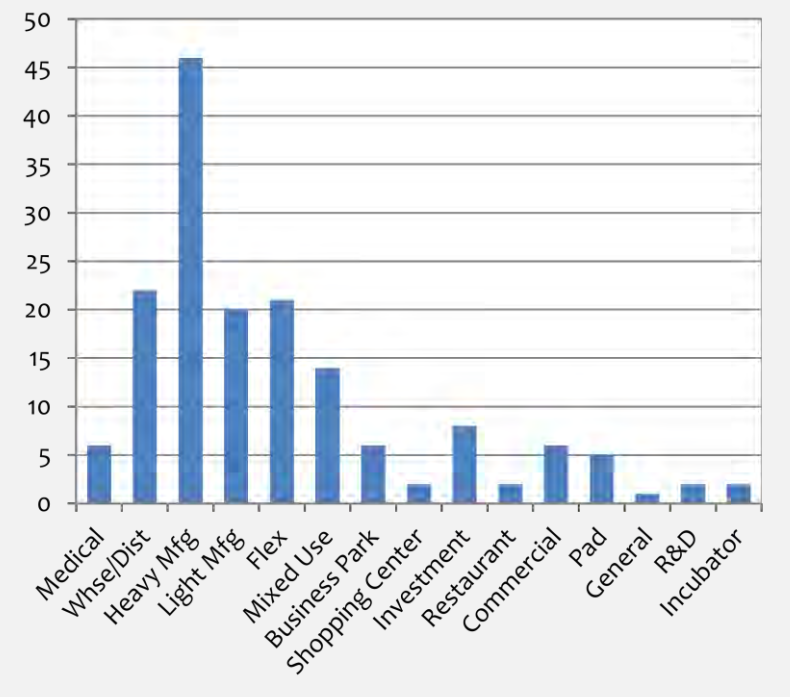
As is expected, most of the available sites and buildings are located in areas that have not previously been as heavily developed. Over half of the site acreage is found in Southington, as is 27% of the building square footage. Berlin contains the next greatest proportion of the region's available space with 15% of the acreage and 26% of the square footage. These two municipalities also contain the greatest number of sites and buildings, with 40 in Berlin and 36 in Southington. A large number of buildings are also available in New Britain (28).

It should be noted that the SiteFinder database does not necessarily list every available site or building in a municipality. Listings in the database must be maintained by property owners or other interested parties. A full assessment of available commercial and industrial space would require on-the-ground surveys and in-depth analysis of municipal records.

Brownfields and Contaminated Sites

As an older industrial area, the region contains numerous brownfield sites. According to data compiled for the UConn Brownfield Mapping Project (published in March 2011), there are 28 confirmed brownfield sites in the region. Bristol and New

Figure 17. Available sites and buildings by industry subsector



Source: Site Selector, Connecticut Economic Resource Center

Britain have the most (nine each) with Berlin following close behind (seven sites). Every town, however, except for Burlington, has at least one site.

The extent of contamination in the region is much greater than the above would suggest. The Connecticut Department of Environmental Protection, Remediation Division, maintains an inventory of contaminated or potentially contaminated sites. This inventory includes sites where activities known to involve haz-

ardous materials were being performed. There are over 750 sites in the region that are potentially or known to be contaminated. Environmental assessments have only been done on a handful of these sites, and even fewer have been remediated (see *Figure 18*).

These sites are problematic for a number of reasons. Such sites contain harmful contaminants that limit potential reuse until remediation can be performed. As they sit unused they are not contributing to economic activity. Potential developers may be deterred by lengthy investigation and remediation processes, as well as potential liability concerns. Financing may also prove troublesome.

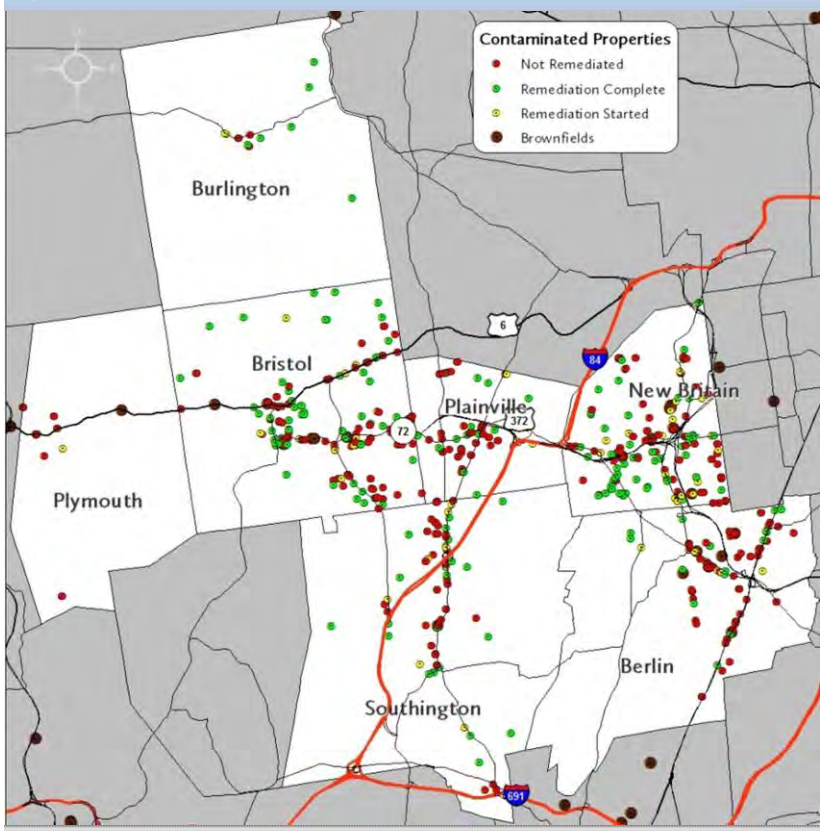
These sites are, however, potential sites of development with existing infrastructure. Redeveloping these sites avoids the development of virgin land and reduces the need for new infrastructure. Grants for assessing the level of contamination and cleanup costs are also available from state and federal sources.

A key stumbling block to bringing these sites back into a useful state is information. A comprehensive inventory of the region's brownfields and contaminated sites is not available in an easy to use format. Developing a geocoded inventory of these sites would greatly aid in redevelopment. It could be used to quickly locate clusters of sites and identify potential investment opportunities that could enhance their marketability.

The Environment

Generally speaking, population growth and economic development result in greater development of land. This issue was raised in the region's 2007 to 2017 Plan of Conservation and Development. That plan noted that land was being converted for development at a rate that far outpaced population growth. This sec-

Figure 18. Locations of contaminated sites in Central Connecticut



Source: Map by CCRPA; Data from Connecticut Office of Brownfield Remediation and Development and the Department of Environmental Protection.

tion provides an update to that finding.

Based on data from the University of Connecticut's Center for Land Use Education and Research, land is being converted at a very fast rate. Between 1990 and 2006 (the last year for which data is available) the amount of developed land in the region increased by 8.7%. During the same period the amount of agricultural land decreased by 17.4%. Deciduous forestland decreased by 5.6%, coniferous forestland decreased by 3.8%, and forested wetland decreased by 2.6%. As of 2006, 30.4% of the region's land was developed, versus 28.2% in 1990.

The rate of land conversion far outpaces the rate of population growth experienced by the region. Between 1990 and 2009 (data was not available for the region in 2006), the population only increased by 1.9%. In 1990 there was about one acre of developed land for every 7.5 people. Since then, land has been developed at a rate of one acre for every 1.77 people.

The region's rate of land conversion was slower than the state's, but the state's rate of land conversion was more in line with population growth. The state converted 51,072 acres (or 79.8 square miles) between 1990 and 2006. This increased the amount of developed land by 10%. During that same period, the state's population grew by 6.3%.

Impervious Surface Cover

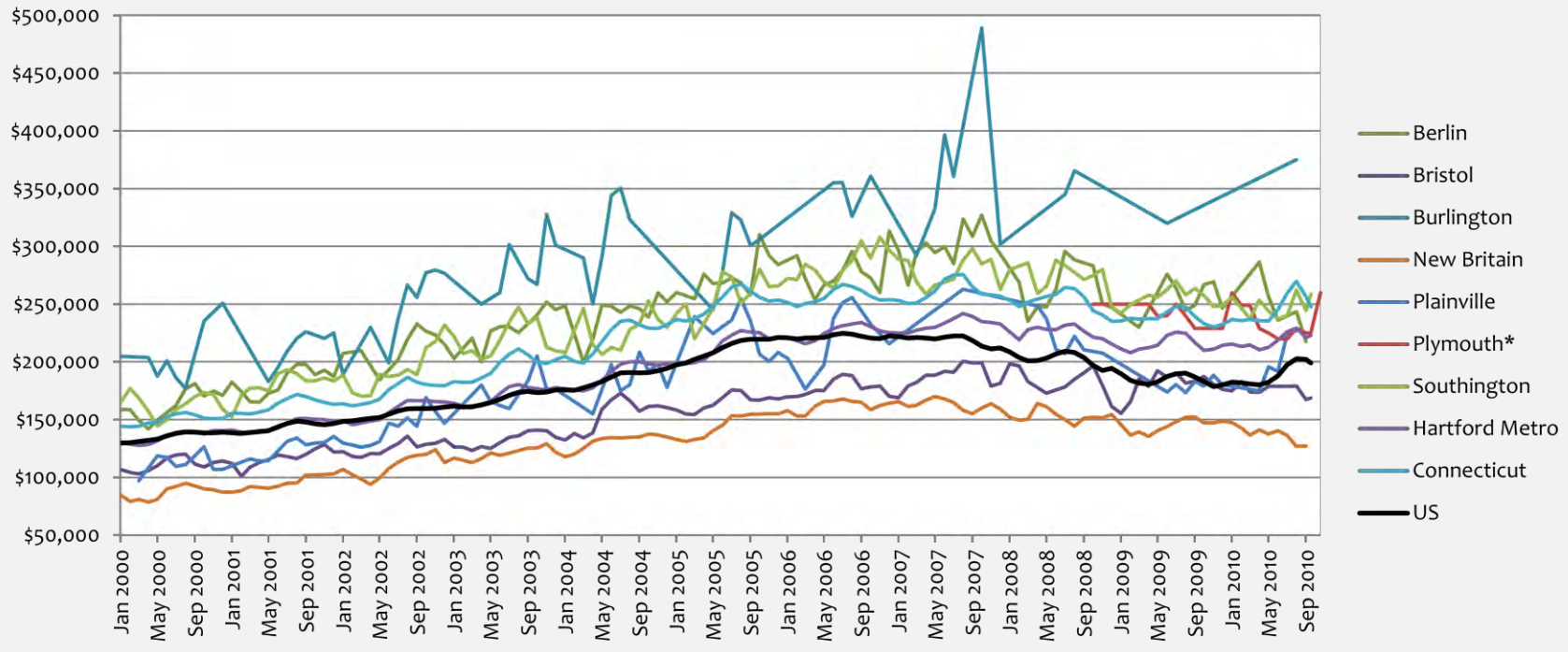
As noted in the region's Plan of Conservation and Development (POCD), increased development results in an increase of impervious surface cover. This will negatively impact water supplies and adversely affect regional watersheds. The Build-Out Analysis performed for the region indicates that the following subregional basins will become degraded in the "70 percent build-out" scenario: Misery Brook, Pequabuck River, and Willow Brook. Degradation to these basins will reduce the supply of clean water and negatively impact recreation in the region.

Findings

- Many of the sites and buildings in the region are small.
- Most available sites and buildings are for manufacturing.
- Berlin and Southington have the most available space.
- The region has a plethora of brownfield and contaminated sites.
- Continued land development threatens critical environmental and economic resources.

Data Tables

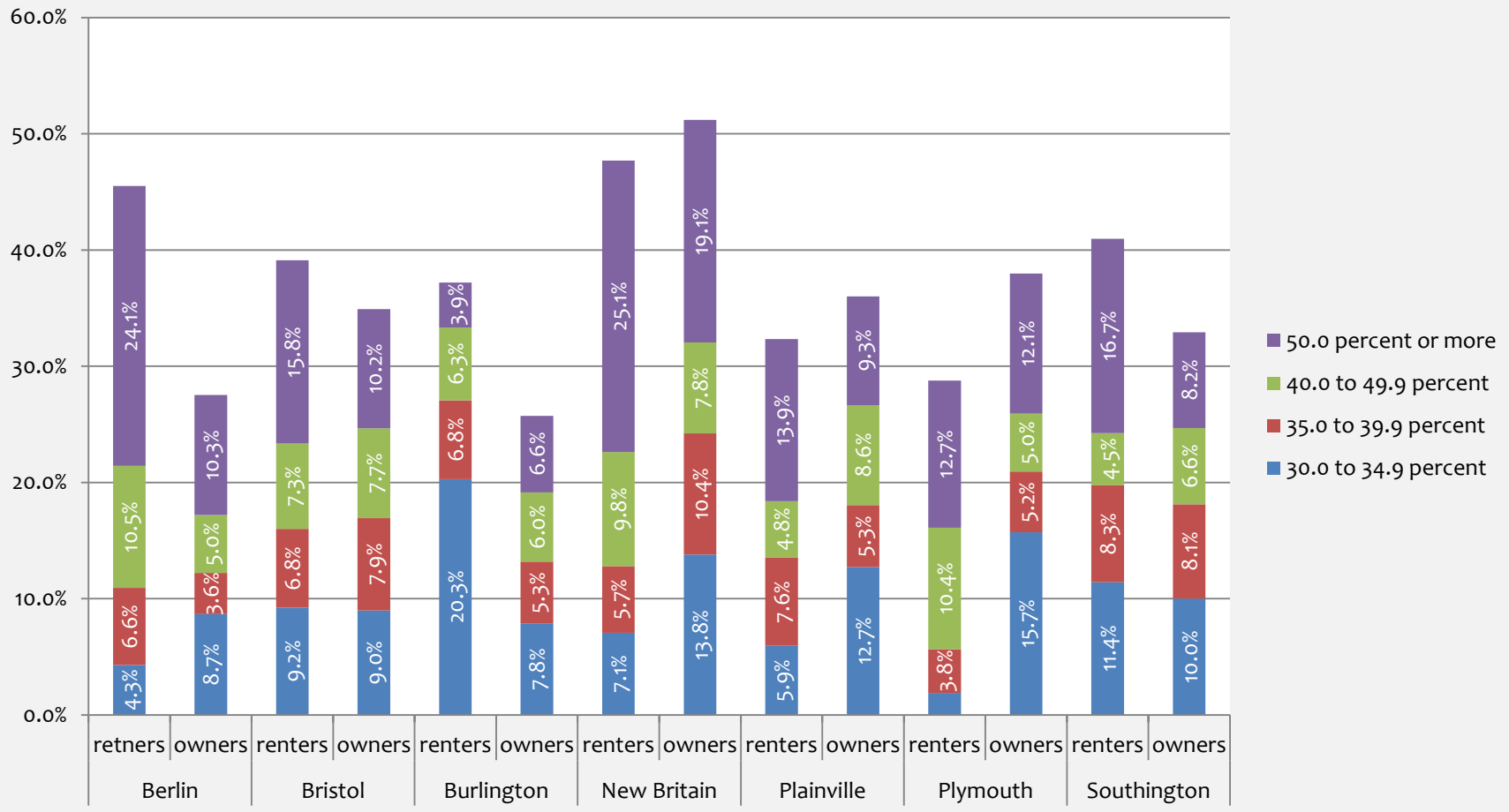
Figure 19. Change in home prices



Source: Zillow.com

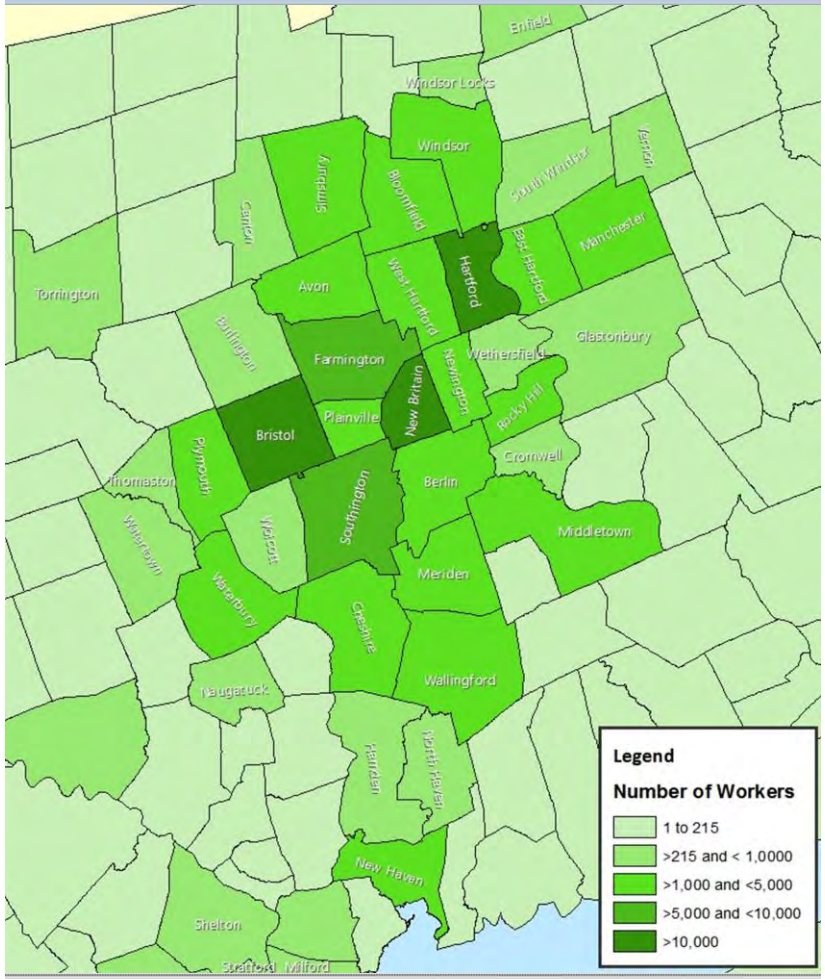
* Available data for Plymouth was incomplete.

Figure 20. Percent of households cost-burdened by town (2009)



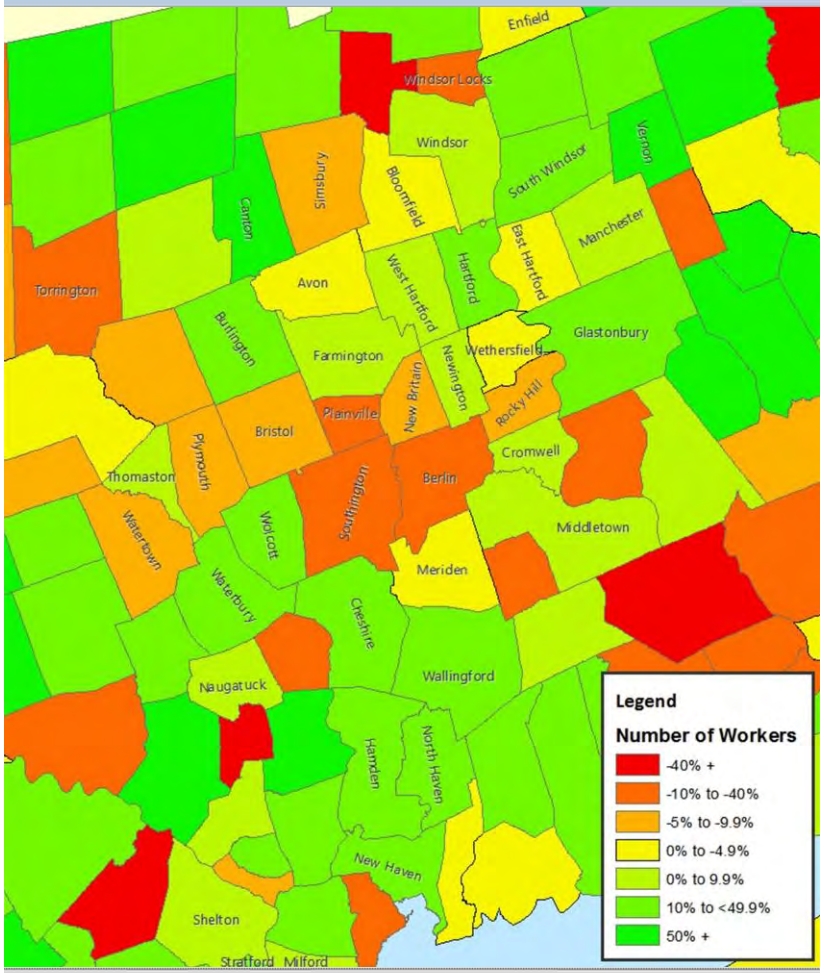
Source: U.S. Census Bureau, 2010

Figure 21. Number of Central Connecticut residents who work in various Connecticut towns (2009)



Source: Map by CCRPA using data from: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2009)

Figure 22. Percent Change in the Number of Jobs Held by Central Connecticut Residents (2002-2009)



Source: Map by CCRPA using data from: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2009)

Appendix 2: Economic Analysis

This section collects and analyzes available economic data to provide a firm basis for the actions proposed by this plan. The first section examines the overall economic situation in the Central Connecticut Region. It looks at broad sectors of the economy to determine which ones are creating jobs and which ones are losing them. The next section examines the industry cluster based efforts being deployed in adjacent regions and throughout the state. The final section examines the available data and literature to identify the region's best cluster prospects.

Two sets of clusters are then identified. The first set includes three clusters that are targeted for future growth in the region. These are clusters that have strong national or regional prospects. The second set includes three clusters that are important to the region, either because of their existing presence, or because of important benefits they provide. The goals and objectives of the CEDS include strategies designed to improve the prospects of each of these clusters.

Guiding Principles of the Analysis

Initial stakeholder discussions and a review of pertinent plans and guidelines suggested a few guiding principles for the analysis. First, this report should **not be construed as "picking winners"**. The intent is not to choose which firms or industries will be supported and which will be ignored, but is instead to help the region's leaders more fully evaluate their capital projects and workforce solutions. By better understanding the needs of clusters and how companies within them are interrelated, investments can be deployed in a strategic manner that improves conditions for a broad assortment of firms.

A second and related principle is that investments and targets should be **based on existing strengths and assets**. We have an existing workforce, an existing economic base, an existing infrastructure-base, and an existing set of buildings and sites. It would be imprudent to jettison them in the vain hope of chasing the latest fad. The purpose of our investments should be to expand the reach and depth of our existing assets, to help them grow into new industries and take on new activities.

A third principle is that, despite the need to build on the region's existing businesses and workforce, **we should be targeting emerging clusters** for growth. Established clusters are the backbone of the region's economy, but recent evidence strongly suggests that young companies are the greatest creators of jobs.

For example, a recent paper from the Kauffman Foundation, using a relatively new database from the U.S. Census Bureau, shows that nearly all net job growth in the U.S. from 1980 to 2005 came from firms that were less than five years old[xvii]. While established firms do represent the lion's share of total jobs in the economy, they do not tend to create a large number of *new* jobs.

Economic Conditions in Central Connecticut

Since the region's 2004 CEDS was completed, the economic development climate has changed dramatically. The following is a review of current economic conditions.

Business Activity

Despite the impact that the Great Recession has had on business activity, Department of Labor data show an increase in the number of private employers in the region. Between 2004 and 2009, the number of employers increased by 2.9%. During the same period, the number of private employers grew by 7.1% nationwide, over three times the regional rate. On the other hand, Connecticut only added 2.5% more employers.

At the same time, commercial property vacancy rates have also been increasing. According to USPS vacancy data, (based on the number of properties, not square feet) the region's business vacancy rate has increased since 2007 (the earliest year for which data is available), though only from 10.7% to 10.8%. The national rate was slightly higher at 11%, and also grew faster from its 2007 rate of 8.9%. Burlington had the lowest rate, 3.1% in the region. Only New Britain and Plainville had rates higher than the national average: 14.1% and 12.2% respectively. Every town and city experienced an increase in their rate, except for New Britain, which dropped from 15.1% to 14.1% and Burlington, which was at 11.1% in 2007 and 3.1% in 2010. It should be noted that the total number of businesses listed for Burlington is very low, so small numeric changes translate to large percentage changes.

Retail Sales

Between 2004 and 2009 both the number of retail establishments and the value of retail sales declined. The number of establishments declined 10.7% between 2007 and 2010 (see *Table 19*). This was a slightly larger decline than was experienced by Connecticut: 10.12%. Overall, retail sales in the region declined 6% while increasing 17% statewide.

The amount of sales and use tax due also decreased in the region, but at a slower rate than it did statewide. The region's taxes due declined by 2.5% while the state declined by 2.8%. Both Berlin and Southington saw taxes due increase, by 3.7% and 3.1% respectively.

Trade Names

Trade name filings (when a company begins doing business in a municipality they file with the town/city clerk to register their name) have fallen considerably since the last CEDS was completed. While not a perfect indicator, trade name filings are a proxy for business start-up activity. In 2004 there were 774 filings region-wide, growing to a high of 986 in 2005. The growth rate (from the previous year) was 9.3% in 2004 and 23.5% in 2005.

The most recently available data show just 643 filings in 2010, for an overall decrease in volume of 16.9% between 2004 and 2010.

Regional Employment

Despite the economic downturn, the region has actually gained private sector jobs since 2004. Total private sector employment grew by 1.4% between 2004 and 2009, an addition of 1,141 jobs. During that same period national employment declined by 0.5% and State employment declined by 2.1%.

Regional employment was concentrated in three sectors (see *Table 20*): *Manufacturing*; *Retail Trade*; and *Health Care and Social Assistance*. In 2009 *Manufacturing* accounted for 14.9% of employment, *Health Care and Social Assistance* accounted for 17.2%, and *Retail Trade* accounted for 11.1%. These three sectors were also the largest sectors for the state, though the region's employment base was more dependent on *Manufacturing* (12.5% for the state) and *Health Care and Social Assistance* (just 17.8% for the state). Regional employment was much less concentrated in *Finance and Insurance employment*: 8.6% of state employment was concentrated in this sector versus 2.7% of regional employment. Other regional concentrations included *Information*, *Construction*, and *Accommodation and Food Services*.

Economic Base

The economic base of a region is made up of industries that are more heavily concentrated in that region than they are in some other reference area, such as the state or the nation. Those industries that employ a disproportionately large number of employees are assumed to be producing more than is required for local consumption, and are thus exporting the excess. The theory is that it is the economic (or export) base of a region that drives growth by bringing in outside money.

Table 19. Change in Retail Sales (2004 to 2009)

	Central Connecticut	Connecticut
2004 to 20005		
Number of Taxpayers	-4.8%	-4.3%
Retail Sales of Goods	-17.5%	-0.4%
Sales and Use Tax Due	-11.7%	-9.0%
2005 to 2006		
Number of Taxpayers	-0.8%	-0.2%
Retail Sales of Goods	-3.0%	-1.6%
Sales and Use Tax Due	-4.9%	-1.8%
2006 to 2007		
Number of Taxpayers	-0.2%	0.2%
Retail Sales of Goods	-15.5%	3.8%
Sales and Use Tax Due	-2.5%	2.4%
2007 to 2008		
Number of Taxpayers	-2.8%	-3.0%
Retail Sales of Goods	29.3%	5.4%
Sales and Use Tax Due	10.6%	3.1%
2008 to 2009		
Number of Taxpayers	-2.3%	-3.2%
Retail Sales of Goods	7.5%	9.1%
Sales and Use Tax Due	7.7%	3.1%
Total Change		
Number of Taxpayers	-10.4%	-10.1%
Retail Sales of Goods	-6.0%	17%
Sales and Use Tax Due	-2.5%	-2.8%

Source: Connecticut Department of Revenue Services, 2009

A crude way of determining which industries are in the base is to calculate location quotients (LQ). The LQ is determined by comparing the percentage of an area's total employment that is made up by a particular industry, to the percentage of total employment in a reference area (usually the state or nation) that is made up by a particular industry. If the LQ is below 1.0, the region is assumed to be a net importer of that industry's goods. If it is around 1.0, the industry is assumed to be producing just enough for local consumption (that is, the region and the reference region have roughly equal employment in the industry). Values much greater than 1.0 (usually at least 1.10) indicate that

Table 20. Industries as a Percentage of Total Employment (2009)

	Region	National	State	Hartford LMA
Agric., Forestry, Fishing and Hunting	0.0%	0.9%	0.3%	0%
Mining	0.0%	0.5%	0.0%	0%
Utilities	0.3%	0.0%	0.5%	0%
Construction	4.9%	4.8%	4.0%	4%
Manufacturing	14.9%	9.2%	12.5%	13%
Wholesale Trade	3.2%	4.3%	4.7%	4%
Retail Trade	11.1%	11.4%	13.0%	12%
Transportation and Warehousing	1.2%	3.9%	2.9%	3%
Information	4.6%	2.3%	2.6%	3%
Finance and Insurance	2.7%	4.4%	8.6%	13%
Real Estate and Rental and Leasing	0.7%	1.6%	1.4%	1%
Professional, Scientific, and Technical Services	2.5%	5.9%	6.4%	6%
Management of Companies and Enterprises	0.3%	1.4%	2.0%	2%
Administrative and Waste Management	3.7%	5.6%	5.5%	5%
Educational Services	0.4%	9.5%	3.8%	3%
Health Care and Social Assistance	17.2%	13.8%	17.8%	18%
Arts, Entertainment, and Recreation	0.6%	1.8%	1.7%	1%
Accommodation and Food Services	6.1%	8.7%	8.0%	8%
Other Services (except Public Administration)	3.5%	3.4%	4.1%	4%
Unclassifiable/unknown industry	0.0%	0.1%	0.0%	0%

Source: Connecticut Department of Labor, 2010

the region is exporting the product of that industry.

Based on 2009 data (see *Table 21*), in Central Connecticut, the economic base was made of the following industries: *Construction, Manufacturing, Retail Trade, Information, Health Care and Social Assistance,* and *Other Services*. In general, the economic base of Central Connecticut has been stable since the last CEDS was completed. A major exception is the *Information* sector. This sector showed an LQ of 1.3 against the nation in 2004, but jumped to 1.99 in 2009. This result is almost entirely attributable to the presence of ESPN in Bristol, which accounted for more than 90% of the region's employment in this sector. Bristol's LQ for this sector was 7.63 (not shown).

LQs can also reveal industries that are underrepresented, indicating that certain needs are being met outside of the region. For example, *Arts, Entertainment, and Recreation* only had an LQ of 0.33. *Management of Companies and Enterprises* was very low as well, at just 0.23, indicating a dearth of corporate offices. Finally, *Transportation and Warehousing* was only 0.30; against the state it was 0.41 and against the Hartford LMA it was 0.47. All of these were decreases from 2004.

Subsector Analysis

The data reported above was only available for broad industry sectors (2-digit level NAICS). To really get a feel for a region's economy, more fine grained data is needed. Unfortunately, the most recent data available at a finer grain is from the 2007 Economic Census, and even then most of the data was suppressed. A few concentrations could be identified though. For example, nearly half of all manufacturing employment in the region was in the *Fabricated Metal Product Manufacturing* subsector. In fact, it was 6.47 times as concentrated in the regional economy as it was nationally. Within the *Health Care and Social Assistance* sector, both *Hospitals* and *Nursing and residential care facilities* showed high concentrations: 3.1 and 2.6 respectively.

As would be expected, another large concentration was found in the *Broadcasting* subsector of *Information*. That industry had an LQ of 14.6 against the nation. Only one employer, however, was reported in that subsector (ESPN).

Within the *Retail Trade* sector, some interesting results were found. The region performed well in *Food and beverage stores* (1.7), *Health and personal care stores* (1.8), and *Motor vehicle and parts dealers* (1.4). On the other hand, *Electronics and appliance stores* were poorly represented at 0.5, as were *Clothing and clothing accessories* stores (0.6). *Sporting goods, hobby, book, and music stores* came in at just 0.7, which was the same as *General merchandise stores*.

Shift-Share

Shift-share looks at employment in various industry sectors during two points in time. It compares the changes that occur on a regional scale to those that are happening nationwide and industry wide. This allows us to determine how much of a given industry's growth or decline, in a given region, is attributable to general national trends, specific industry trends, and the character of the local economy.

While manufacturing was still a relatively important sector in Central Connecticut in 2009, employment continued to fall (see **Table 22**). Between 2004 and 2009 employment in manufacturing fell 15%, from 14,926 to 12,658. Nationally, employment in this sector fell by 17%. This indicates that Central Connecticut's manufacturers have remained relatively strong. In fact, the region was able to hold on to 285 more jobs than would be predicted by national and industry trends.

The region also made significant gains in the *Finance and Insurance* sector. Over 700 jobs were added in this sector, at a time when the industry was contracting nationally. Between 2004 and 2009, Central Connecticut's *Finance and Insurance* sector grew by 50%. The region also saw its *Real Estate and Rental and Leas-*

Table 21. LQs for Central Connecticut vs the nation, state, and Hartford Labor Market Area (2009)

Industry Sector	vs National		vs State		vs Hartford LMA	
	2004	2009	2004	2009	2004	2009
Utilities	n/a	n/a	0.00	0.55	0.00	0.83
Construction	1.06	1.03	1.24	1.24	1.25	1.22
Manufacturing	**1.61**	**1.62**	**1.27**	**1.19**	**1.26**	**1.15**
Wholesale Trade	0.77	0.74	0.72	0.68	0.80	0.77
Retail Trade	1.02	0.98	0.87	0.85	0.96	0.95
Transportation and Warehousing	0.40	0.30	0.58	0.41	0.68	0.47
Information	**1.30**	**1.99**	**1.17**	**1.79**	**1.30**	**1.76**
Finance and Insurance	0.40	0.61	0.21	0.31	0.13	0.21
Real Estate and Rental and Leasing	0.36	0.43	0.41	0.48	0.49	0.52
Professional, Scientific, and Technical Services	0.54	0.42	0.46	0.39	0.48	0.40
Management of Companies and Enterprises	0.40	0.23	0.29	0.16	0.41	0.16
Administrative and Waste Management	0.65	0.65	0.66	0.66	0.73	0.70
Educational Services	0.04	0.04	0.12	0.09	0.17	0.14
Health Care and Social Assistance	**1.31**	**1.24**	**1.02**	**0.97**	**0.99**	**0.94**
Arts, Entertainment, and Recreation	0.33	0.33	0.32	0.34	0.36	0.41
Accommodation and Food Services	0.71	0.70	0.79	0.75	0.86	0.81
Other Services (except Public Administration)	1.01	1.02	0.85	0.84	0.90	0.93

Source: Connecticut Department of Labor, 2010; U.S. Bureau of Labor 2010

ing sector grow by 16.7%; nationally this sector shrank by 5.3%.

The *Information* sector has also grown considerably since 2004. Employment was up 42%, a gain of 1,155 jobs. Nationally, this sector contracted by 8.8%; taking national contraction into consideration, the region gained or saved a total of 1,394 jobs in this sector.

The shift-share also revealed a number of weaknesses in the region's economy. A major loss of *Professional, Scientific, and Technical Services* jobs was experienced. Employment in this sector fell 12.5% regionally, but it grew 10.2% nationally. Not only did the region experience decline, but it also missed out on growth. Those two forces combined to deprive the region of 546 jobs in this sector. Regional growth in *Health Care and Social Assistance,* which was 9.4%, lagged the nation, which grew by 12.7%. If the region had followed national trends, sectoral employment would have grown by another 444 jobs.

Finally, possibly a result of the challenges facing our transportation system, *Transportation and Warehousing* employment fell by 25%. Nationally it only fell by 1.9%. The result was a loss of 308 jobs beyond what national or industry trends would suggest.

Most of these trends are mirrored when the region is compared to the state and the Hartford LMA. The region was weak in *Health Care, Management of Companies and Enterprises, Professional, Scientific, and Technical Services,* and *Transportation and Warehousing*. A notable exception is *Manufacturing*, which was a strength for the region when compared to the nation, but was a weakness when compared to the state and LMA. Employment in this sector dropped by 15.2% in the region, but only by 8.4% in the LMA, and 13.1% in the state.

Establishment Sizes

In 2009, most of the employers in the region had few employees (see *Figure 23* on page 105); 50.6% of employers had fewer than five employees. This is comparable to the national average of 54%. Over 90% had fewer than 50 employees. Nationally, 94.6% had fewer than 50 employees. Only 9 employers had more than 500 employees. It should be noted that many of these employers are branch offices of larger companies, so they are not necessarily "small businesses" (The definition of a small business used by the U.S. Small Business Association varies by industry, but generally includes businesses with fewer than 500 employees).

The sizes of employers varied depending on the sector that the business was in. *Real Estate and Rental Leasing* employers tended to be smaller than average. Over 66% of them had fewer than five employees. In fact, no business in the real estate sector was larger than 50 employees. Similarly, nearly 67% of *Professional, Scientific, and Technical Services* businesses had fewer than five employees.

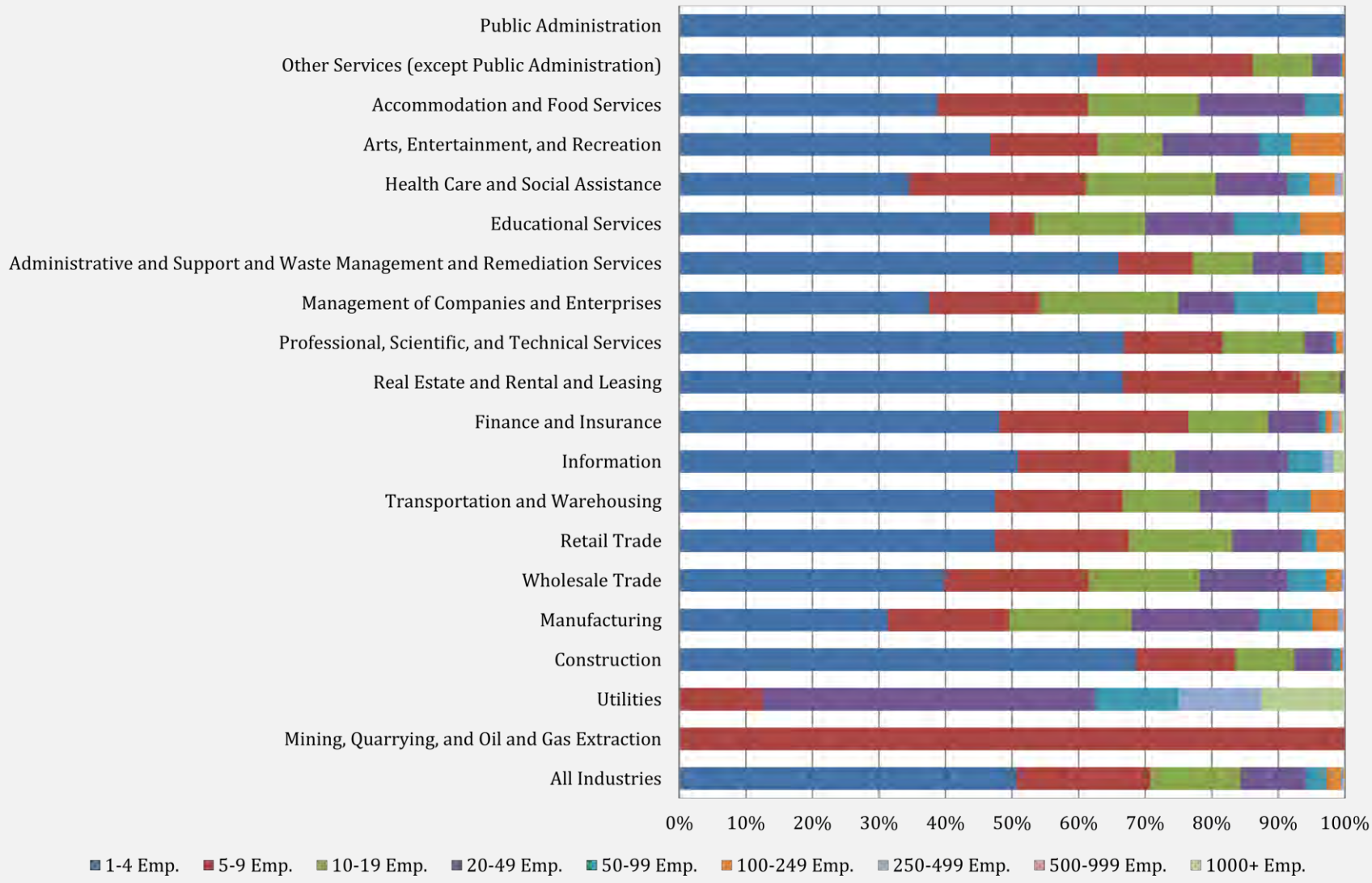
Table 22. Shift-share analysis (2004 to 2009)

	Regional Employment				National Employment	Share Shift Analysis		
	2004	2009	Change	% Change	% Change	National Growth	Industrial Mix	Comparative Share
Total - All Industries	83,570	84,711	1,141	1.4%	-0.9%	-9,113.79	8546.68	-192.40
Construction	4852	4,178	-674	-13.9%	-13.7%	-68.65	-595.29	-10.06
Manufacturing	14,926	12,658	-2,268	-15.2%	-17.1%	-211.18	-2342.12	284.89
Wholesale Trade	2809	2,723	-86	-3.1%	-1.4%	-39.74	0.00	-46.51
Retail Trade	9,976	9,389	-587	-5.9%	-3.4%	-141.15	-195.48	-250.46
Transportation and Warehousing	1340	1,006	-335	-25.0%	-1.9%	-18.96	-6.98	-308.56
Information	2726	3,881	1,155	42.4%	-8.8%	-38.57	-200.95	1394.85
Finance and Insurance	1519	2,266	747	49.2%	-3.3%	-21.49	-28.71	797.04
Real Estate and Rental and Leasing	489	571	82	16.7%	-5.3%	-6.92	-18.89	107.56
Professional, Scientific, and Technical Services	2405	2,103	-302	-12.5%	10.2%	-34.03	278.58	-546.14
Management of Companies and Enterprises	440	279	-161	-36.6%	9.4%	-6.23	47.49	-202.52
Administrative and Waste Management	3302	3,098	-204	-6.2%	-8.5%	-46.72	-234.06	76.53
Educational Services	322	299	-23	-7.0%	6.6%	-4.56	25.95	-43.98
Health Care and Social Assistance	13306	14,558	1,251	9.4%	12.7%	-188.26	1884.74	-444.98
Arts, Entertainment, and Recreation	473	501	28	5.9%	4.2%	-6.69	26.59	8.18
Accommodation and Food Services	4885	5,145	260	5.3%	4.6%	-69.12	291.59	37.19
Other Services (except Public Administration)	2833	2,965	132	4.7%	1.9%	-40.08	93.85	78.15

Note: Red rows represent sectors that performed much worse in the region than in the nation; green rows are sectors that performed much better.

Source: U.S. Bureau of Labor, Quarterly Census of Employment and Wages (Washington, D.C.: U.S. Bureau of Labor)

Figure 23. Establishment size by industry (2009)



Source: County Business Patterns

Table 23. Top 10 Employers in the Region by Number of Employees

Company	Municipality	Industry	Employee Range
ESPN Inc.	Bristol	Television Stations & Broadcasting	1,000-4,999
Hospital of Central Connecticut	New Britain	Hospitals	1,000-4,999
Lake Compounce	Bristol	Amusement & Theme Parks	1,000-4,999
Bristol Hospital	Bristol	Hospitals	1,000-4,999
Central Connecticut State University	New Britain	Schools-Universities & Colleges	500-999
Hospital for Special Care	New Britain	Hospitals	500-999
Nicard Enterprises	Plymouth	Bolts, Nuts, Screws, Rivets/Washers (Mfrs)	500-999
GE Consumer and Industrial	Plainville	Electric Equipment & Supplies-Wholesale	500-999
Manafort Brothers Inc.	Plainville	Demolition Contractors	500-999
The Hartford	Southington	Insurance	500-999

Source: Connecticut Department of Labor

A few sectors tended to have larger employers. Only 31.4% of manufacturers had fewer than five employees but 13% had more than 50 employees; Just 5.9% of all employers were larger than 50 employees. Almost 17% of businesses in *Management of Companies and Enterprises* and *Educational Services* had more than 50 employees.

The 10 largest employers (excluding municipal government) in the region can be found in Table 23. The employers in this list come from an interesting array of industries. There are three hospitals (led by the Hospital of Central Connecticut), a cable broadcasting company (ESPN), an amusement park (Lake Compounce), a manufacturer, a wholesaler of electric equipment, a demolition company, and an insurance company. This list also represents a wide geographic area, spanning five of the seven municipalities in the region.

Wages

Wages have been increasingly steadily, though only by enough to keep pace with inflation. The average wage was $42,217 in 2004 and rose to $48,129 in 2009. This was an increase of 14.0%, nearly identical to the national increase of 14.2%. When adjusted for inflation (using the Consumer Price Index), the 2004 wage was the equivalent of $47,947 in 2009 dollars. So, the inflation-adjusted increase in the average wage was just 0.4%.

As the regional economy transitions from being concentrated in production to being concentrated in services, it will result in a change in regional wealth. For example, the average manufacturing job in the region paid over $58,000 in 2009. This was good news for the nearly 15% of the workforce in that industry. The largest industry in 2009, however, was *Health Care and Social Assistance*, which only paid an average of $45,000 per employee.

Another large concentration, though one that is shrinking, is *Retail Trade*, where the average employee made just $27,000.

Other high paying sectors showed mixed results for the region. A bright spot for wage growth is the *Information* sector, which showed impressive growth in the region and paid an average of almost $90,000 a year. Another growing sector with high wages is *Finance and Insurance*, which paid over $60,000 per employee and makes up 3.4% of employment. On the other hand, the region is losing employment in *Professional, Scientific, and Technical Services*, which is also a high-paying industry at over $60,000 per employee.

Findings

- The business environment has cooled considerably.
- The number of business filings decreased by 16.9% since 2004.
- One positive indicator is that the number of private employers increased between 2004 and 2009 by 2.9%.
- The region is losing high paying manufacturing jobs and gaining lower paying health care services jobs.
- *Information* and *Finance and Insurance* provide high paying jobs and are growing in the region.
- Wages increases have followed national trends, but when adjusted for inflation, wages have been essentially flat.
- The regional economy lost jobs at a slightly faster rate (0.2%) than the national economy.
- Retail of food and health care products was strong in the region, but most other retail operations are underrepresented, such as clothing, books, sporting goods, electronics, and other general merchandise.
- Manufacturing is no longer the largest employment sector in the region, though it remains large and relatively strong.

Labor Force and Employment Trends

The quality, quantity, and composition of the region's labor force are essential factors in future economic prosperity. This section examines trends that have occurred in the region's labor force, including employment rates and occupations.

Labor Force Participation

The region's labor force grew, as did the labor force participation rate. As of October 2010, there were 130,308 people in the regional labor force (the population over the age of 16 that is either employed or looking for work), an increase of 8,254 workers since 2003. The region's labor force participation rate (the percentage of people over the age of 16 who are in the labor force) in 2009 was also higher than it was nationally. In the region, 70% of people over 16 were part of the labor force, while just 65.4% were nationally. In the same year, just 68.2% of Connecticut's potential labor force was active. The region's above average participation rate extends to every municipality except New Britain, whose rate (63.4%) was 2% lower than the national average.

Not only was the participation rate higher, but it also represented an increase over the 2000 rate. All seven municipalities increased their participation rates, as did the state, while the na-

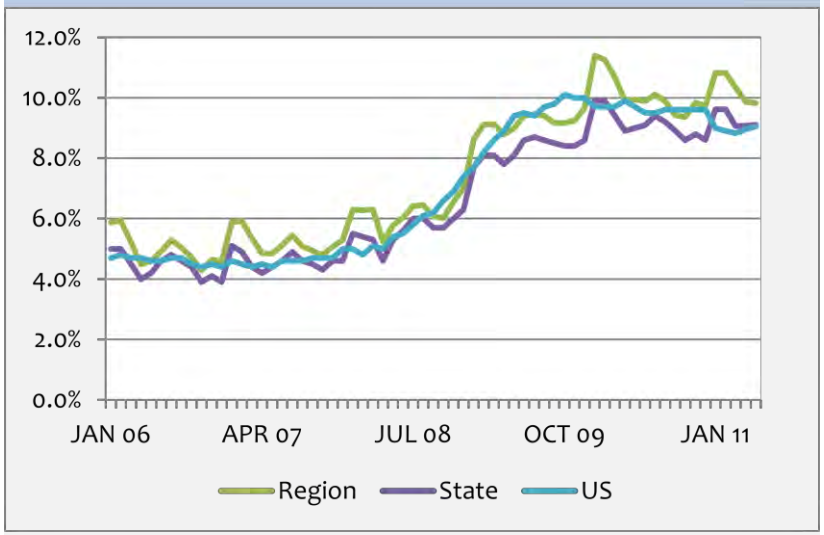
tional rate declined slightly from 65.7% to 65.4%. The regional rate was 66.8% in 2000.

Unemployment

Like the rest of the country, the recent recession resulted in a large increase in unemployment for the region (see Figure 24). In January of 2007 the unemployment rate was 5.9% but had dropped to 4.8% by October of that year, just 0.1% higher than the national rate. One year later the rate was 6.0% and a year after that it was 9.2%. The unemployment rate hit a peak in January of 2010 when it went as high as 11.4%. The national rate peaked as well, but at a lower rate of 10.6% (The northeast is much more susceptible to seasonal employment variations due to winter weather). Up until December of 2010, the regional rate and the national rate were similar. In November the region's rate was 9.8% and the nation's was 9.6%. Once again, winter negatively affected the region, causing the unemployment rate to rise to 10.8% in February 2011 while the national rate declined to 9.5% (not seasonally adjusted and 8.9% seasonally adjusted). As of May 2011, the region's unemployment rate was 9.8% while both the state and the country were at 9.1%.

Connecticut has seem similar trends, but at an overall lower rate of unemployment. Back in November the state's rate was one point lower than the region's, at 8.8%. Currently, the state's rate is 9.6%. The Hartford Labor Market Area has followed the state trend.

Figure 24. Unemployment Rates from 2006 to May 2011



Source: Connecticut Department of Labor, 2010

Income

Per capita incomes in the region are high in comparison to the nation, but lag considerably behind the state. The region's per capita income was $32,745 in 2009 (see Table 24), while the nation's was $27,041 and the state's was $36,468. The region was more in line with the MSA, which had a slightly higher average at $33,311.

Income growth in the region was relatively high. The region's per capita income grew by 30% between 2000 and 2009, while the nation's grew by just 25%. The highest growth was recorded in Berlin, with 42%. All but two towns, New Britain and Burlington, had higher rates of per capita income growth than the nation.

Table 24. Change Per Capita Incomes (2000-2009)

	2000	Inflation adjusted	2009	% Change	% Change (Inflation adjusted)
Berlin	$27,630	$34,427	$39,162	42%	14%
Bristol	$23,067	$28,741	$29,090	26%	1%
Burlington	$36,098	$44,978	$44,900	24%	0%
New Britain	$17,952	$22,368	$21,243	18%	-5%
Plainville	$23,002	$28,660	$29,526	28%	3%
Plymouth	$22,910	$28,546	$29,337	28%	3%
Southington	$26,047	$32,455	$35,956	38%	11%
Region	**$25,244**	**$31,454**	**$32,745**	**30%**	**4%**
Hartford MSA	$25,874	$32,239	$33,311	29%	3%
State	$28,766	$35,842	$36,468	27%	2%
United States	$21,587	$26,897	$27,041	25%	1%

Source: U.S. Census Bureau, 2000; U.S. Census Bureau, 2010

The region's income growth is less impressive when one takes the effects of inflation into account. From 2000 to 2009, the total rate of inflation was 24.6% (it fluctuated between 1.6% and 3.85%). Considering inflation, per capita income only increased by 1% nationally. The region, however, surpassed the state, the nation, and the MSA in income growth with a rate of 4%. Two towns stand out in the region, Berlin with a 14% rate of growth, and Southington, with an 11% rate of growth. Per-capita income in New Britain, on the other hand, declined by 5%.

Poverty

As with the rest of the nation, the region's poverty rate increased from 2000 to 2009. In 2009, 9.6% of residents were below the poverty line. While this is much lower than the national average (13.5%), it is higher than the state and MSA averages (8.7% and 9.1% respectively). The region's poverty rate increased from 8.3% in 2000; every municipality saw an increase as well, with the exception of Plainville, which saw a slight decrease from 5.1% to 5.0%. The highest poverty rates were seen in the cities New Britain (18.7%) and Bristol (7.7%).

Occupations

Despite shifts in occupational trends, the population of the region continues to be more heavily concentrated in production occupations than the rest of the country or the state (see *Table 25*). 14.4% of the region is employed in *Production, transportation, and material moving occupations* while only 12.5% of the nation is and 10.3% of the state is. Conversely, just 32.3% of the region was employed in *Management, professional, and related occupations*, while 34.8% of the nation was employed in that

Table 25. Occupational Characteristics

	Central Connecticut		United States		Connecticut	
	2000	2009	2000	2009	2000	2009
Management, professional, and related occupations	31.6%	32.3%	33.3%	34.8%	39.13%	39.6%
Service Occupations	15.1%	17.0%	15.1%	16.9%	14.63%	16.4%
Sales and Office Occupations	26.8%	26.6%	26.67%	25.6%	26.45%	25.4%
Farming, fishing, and forestry occupations	0.2%	0.1%	0.73%	0.7%	0.20%	0.2%
Construction, extraction, maintenance, and repair occupations	8.6%	9.5%	9.48%	9.5%	7.98%	8.1%
Production, transportation, and material moving occupations	17.6%	14.4%	14.69%	12.5%	11.95%	10.3%

Source: U.S. Census Bureau, 2010; U.S. Census Bureau, 2000

category and 39.6% of the state was. *Sales and Office Occupations* make up 26.6% of the workforce, which is close to the national average of 25.6%, as well as the state average of 25.4%.

There are some interesting results in sub-categories of occupations as well. Within *Production, transportation, and material moving occupations*, 9.5% of the region's workforce is in *Production Occupations* while just 6.5% of the United States' and 5.9% of Connecticut's are. A weakness of the region is in *Education, training, and library occupations* (a sub-category of *Management, professional, and related occupations*), of which just 5.1% of the population finds employment in. Nationwide, 5.8% of workers are in this field; 6.7% of the workers in the state are in this field.

Shift-Share

A shift-share analysis was performed on occupational data to look at trends over time. Very few occupational categories showed a positive trend between 2000 and 2009. In fact, the total number of workers in the region grew at less than half the national rate (4.3% versus 8.9%). Because of this, one would expect that almost all occupational categories would also be growing at a slower rate.

A few categories, however, stood out as growing faster in Central Connecticut than would be predicted by national trends. *Installation, maintenance, and repair occupations*, a sub-category of *Construction, extraction, and maintenance occupations*, grew by 13.4% regionally and declined by 4.7% nationally. In fact, that larger category of construction workers also grew faster at a regional level than at a national level (15.8% versus 9.2%). The

Table 26. Job growth by educational and training requirements (U.S. & North Central Workforce Investment Area)

	WIA (2006-2016)		United States (2008-2018)	
	Growth	% Growth	Growth (thousands)	% Growth
Total Growth	**47,546**	**8.3%**	**15,724**	**10.1%**
No College	**25,163**	**52.9%**	**8,145**	**53.3%**
Related Work Exp.	4,066	8.6%	1,180	7.7%
OJT* (long-term)	2,532	5.3%	806	5.3%
OJT (moderate-term)	6,574	13.8%	1,963	12.9%
OJT (short-term)	11,991	25.2%	4,197	27.5%
Some College	**6,758**	**14.2%**	**2,332**	**15.3%**
Associate's degree	3,569	7.5%	1,168	7.6%
Vocational award	3,189	6.7%	1,164	7.6%
Bachelor's and above	**12,508**	**26.3%**	**3,634**	**23.8%**
Bachelor's	10,741	22.6%	3,085	20.2%
Bachelor's & Exp.	1,767	3.7%	549	3.6%
Graduate degree	**3,117**	**6.6%**	**1,162**	**7.6%**
Master's	1619	3.4%	464	3.0%
Doctoral	513	1.1%	346	2.3%
Professional	985	2.1%	353	2.3%

Source: U.S. Department of Labor & Connecticut Department of Labor

* OJT refers to on the job training.

Management occupations category was another regional strength. While national growth was brisk at 13.7%, regional growth outpaced it at 19.8%.

The news was less positive for *Professional and related occupations*, which experienced 5.5% growth on a regional level, but grew 12.3% nationally. If national trends played out locally, the region would have 1,480 more people in this category. One bright spot was found in a sub-category of this occupation: *Arts, design, entertainment, sports, and media occupations*. This sub-category grew by 20.2% in the region and just 7.9% nationally. This is probably due to ESPN's presence.

The region's production workers did poorly between 2000 and 2009. *Production occupations* fell 24.9% regionally, outpacing the national contraction of 17%. The results indicate that Central Connecticut lost 1,190 more jobs in this category than national trends account for.

Transportation and material moving occupations grew significantly in the region. Growth was 13.8% regionally (8% national-

ly), with most of the growth coming from *Motor vehicle operators*, which grew 29.6% (national growth was just 7.5%). Fewer people, however, found themselves in supervisory positions (1.1% decline).

Location Quotients

To determine the occupational categories the region specializes in, location quotients were calculated and analyzed. The Central Connecticut region has few occupational concentrations or deficiencies. The largest concentration is *Healthcare support occupations*, which is 1.53 times more concentrated in the region than it is in the nation. The second largest concentration is found in *Production occupations*, which is 1.46 times as concentrated locally as it is nationally.

A few occupations do stand out as regional deficiencies. *Life, physical, and social science occupations* only had an LQ of 0.61 (though it was 1.79 in Burlington).There is also a dearth of people in *legal occupations* (0.67).

Projections

The Connecticut Department of Labor projects that the North Central Workforce Investment Area (which covers the entire region except for Plymouth) will grow at a moderate pace (see Table 26). From 2006 to 2016, total job growth is projected to be just 8.3%, nearly two points lower than the national rate of 10.1%. The largest sources of new jobs will come from service industries (see Table 27). Customer service representatives, retail salespersons, and food preparation workers are all in the top five occupations. Other big gains will be seen in health care. Registered nurses, home health aides, and nursing aides are all in the top 20 occupations. Other occupations with high numbers of new openings include accountants, bookkeepers, computer systems analysts, and business operations specialists.

Production occupations are projected to continue to decline. Overall, production jobs are expected to decrease by 434 jobs. A few occupations, such as computer-controlled machine setters, machinists, and welders are projected to post sizable increases in employment.

The educational and training needs of growing occupations in the North Central WIA will be fairly close to national needs (see *Table 26*). Just under half of new jobs will require at least some post-secondary education. Nearly a quarter of new jobs will require at least a Bachelor's degree. Just over 10% will require greater than a Bachelor's degree. The North Central WIA skews somewhat more heavily towards advanced degrees; nationwide, just 8% of new jobs will require an advanced degree.

Based on current educational attainment (see the *Educational Attainment* section on page 74), the region may only be fully prepared to meet the needs of the lower-end jobs. Around 53% of new jobs in the North Central WIA will require no college education and just under 49% of the region's residents (age 25 and above) have no college education. Some of those jobs will be absorbed by people with higher levels of education. Just 14% of new jobs will require some college or an associate's degree but almost 27% of the region's workforce is in this education category. The largest mismatch, however, is in higher education needs.

Approximately 33% of new jobs in the larger region will require a Bachelor's degree or above; less than 25% of the workforce in the region currently possesses that level of education.

Findings

- The region's labor force participation rate was higher than average and has been growing.
- The regional unemployment rate is higher than average.
- The region's unemployment has fluctuated to a greater degree than the national rate.
- Per capita income in the region lags the state.
- Per capita income growth has been higher than average, even when taking inflation into account.
- The region's poverty rate was well below the national rate, but higher than the state and the Hartford MSA.
- Though still heavily concentrated in production occupations, the region's workforce is transitioning toward service sector jobs.
- Large concentrations exist in health care professions, but significant deficiencies were found in higher level, professional

Table 27. Top 20 projected occupations from 2006 to 1016 in the North Central WIA

Occupational Group Title/Job Title	2006 Employment	2016 Employment	Growth	Annual Openings
Customer Service Representatives	12,378	14,682	2304	579.00
Retail Salespersons	15,502	17,658	2156	679.00
Registered Nurses	10,472	12,228	1756	354.00
Combined Food Preparation and Serving Workers, Including Fast Food	5,668	6,803	1135	220.00
Accountants and Auditors	7,416	8,527	1111	237.00
Computer Software Engineers, Applications	2,675	3,708	1033	137.00
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	9,850	10,879	1029	288.00
Waiters and Waitresses	8,050	9,006	956	534.00
Bookkeeping, Accounting, and Auditing Clerks	8,769	9,710	941	228.00
Office Clerks, General	11,104	11,966	862	290.00
Home Health Aides	3,134	3,995	861	109.00
Nursing Aides, Orderlies, and Attendants	7,702	8,546	844	160.00
Computer Systems Analysts	4,016	4,840	824	188.00
Personal and Home Care Aides	2,017	2,819	802	104.00
Landscaping and Groundskeeping Workers	4,578	5,324	746	130.00
Executive Secretaries and Administrative Assistants	7,583	8,298	715	196.00
Food Preparation Workers	4,259	4,947	688	216.00
Business Operations Specialists, All Other	3,844	4,456	612	104.00

Source: Connecticut Department of Labor

occupations.

- New job growth is expected to demand high levels of education and training.

Recent and Current Investments

While much of the economic data paints a negative picture of the region's recent economic development, it has largely been a result of broader economic trends. Despite the unfortunate economic condition of the country, the region has made significant progress on its economic development strategy. In addition to developments at the regional level, numerous inter-regional and statewide investments have been made, or are being made, that promise to positively impact the region.

Since adoption of the 2004 CEDS, the region has been hard at work implementing it. The region was able to leverage EDA grants for three major regional development projects. In Bristol $1.2 million in EDA funding was used to develop phase 1 of the Southeast Bristol Business Park. This was followed up with a second phase that was recently completed. Both phases have attracted numerous companies. In New Britain the EDA funded Phase 1 SMART Park project was completed in 2008 and is now home to Celebration Foods, employing 300 workers. In Plymouth $1.1 million in EDA grants were used to complete Phase III of the Plymouth Business Park. Plainville completed two phases of its downtown revitalization project and completed an addition to its Strawberry Fields Industrial Park.

The region is also embarking on infrastructure investments with state and interregional partners. The State recently approved the long-planned New Britain-Hartford Busway, which will provide bus rapid transit service from Central Connecticut to Hartford, connecting the region's residents with important job centers. The state is also in the process of upgrading the New Haven-Hartford-Springfield Amtrak line to handle new intercity and high-speed trains. Funds have also been approved to study the possibility of creating a commuter rail link between Central Connecticut and locations throughout southern Connecticut and New York. Such links would provide an expanded labor pool for the region's businesses and greater employment opportunities for its residents.

Cluster Analysis

Rather than focusing on specific companies or industries, the EDA encourages regions to identify and support industry clusters. This concept, most recently championed through the work of Michael Porter, looks at firms that are interconnected, whose work either feeds off of, or supports, the work of other firms. Porter defines a cluster as: "geographic concentrations of interconnected companies, specialized suppliers, service providers, and associated institutions in a particular field that are present in a nation or region." A cluster is more than just a geographical concentration of companies that produce the same product. It also includes suppliers to those companies, research institutions that operate in the same field, and companies that produce related goods or services.

There are a number of advantages for firms in clusters. When groups of firms that use common inputs cluster together, the price of buying those inputs may decrease due to economies of scale. Firms are also able to take advantage of a common labor pool. Even if two firms are not producing the exact same product, just similar products, or products within the same field, their labor needs are likely to be closely aligned. Members of clusters can also take advantage of common institutions, such as universities that produce new knowledge and innovation in the field. Finally, firms in clusters, as well as supporting institutions, can take advantage of so-called "tacit knowledge". Knowledge flows more freely in a confined geographical area when there is a critical mass of related firms. A common business culture can develop which may reduce costs and hassles for firms in the cluster. This benefit is less tangible, but nonetheless important.

To determine which clusters show the most promising prospects for growth, five sources of information were consulted. First, a broad analysis of generic nationally-identified clusters was performed on Hartford County (the smallest area that such an analysis could be performed on). A list of clusters previously identified in Connecticut was also consulted and compared to the Hartford County analysis. Similarly, a list of clusters identified by the Metro Hartford Alliance was also consulted. To the extent possible, an analysis of regional employment data retrieved from *ReferenceUSA* was also analyzed. These four sources were supplemented with industry research and a final list of target clusters was developed.

National Clusters

Using data from Purdue University's Purdue Center for Regional Development, a cluster analysis of Hartford County was performed. The clusters used in this analysis use national definitions. The purpose is to get an updated picture of which clusters are growing and which are declining in the broader region.

Hartford County has employment concentrations in 10 clusters, though a few of them overlap. The location quotients for each cluster are listed in Figure 25. The largest concentration was found in *Transportation Manufacturing* (a LQ of 3.5), which overlaps with the *Defense and Security* cluster (LQ of 1.75). Also in the manufacturing "supercluster" is *Fabricated Metal Product Manufacturing*, which scored a LQ of 2.4. Non-manufacturing clusters included *Biomedical/Biotech* at 1.59, *Business & Financial Services* at 1.75, and *Printing and Publishing* at 1.26.

A strong regional advantage was only detected in some of the clusters using shift-share techniques (see *Table 29* on page 118). *Printing & Publishing*, while experiencing a slight decline in employment, performed much better at the county level than at the national level (-0.9% versus -10.9%). *Transportation Equipment Manufacturing* was a similar story, losing 4.9% of its employment countywide but losing nearly 23% nationwide. Hartford County performed much closer to the national average in *Fabricated Metal Products* (-7.5% and -12.2% respectively). The only cluster to have both a regional advantage and positive employment growth was *Defense and Security*, which grew by 7.2% in the county and 1.6% nationwide.

Two clusters had positive employment growth in the county but lagged the nation. *Biomedical/Biotechnology* grew by 9.7% countywide but grew by 13.5% nationwide. *Business & Financial Services* grew by just 0.5% countywide and 2.4% nationwide.

Connecticut's Clusters

Connecticut has supported the cluster concept since at least 1998 when a task force of business leaders endeavored to identify an initial list of six industry clusters. The Industry Cluster Initiative was soon started and provided seed money to support identified clusters. There are now nine clusters in the state. They are: *aerospace, agriculture, bioscience, insurance and financial services, maritime, metal manufacturing, plastics, software and information technology,* and *tourism*[xviii].

To support these clusters, the State has made considerable investments over the years. Since 1997 the Department of Economic and Community Development has invested $17 million in the State's Industry Cluster Initiative, leveraging $23 million in federal funds and $8 million in private money. Connecticut Innovations also invested money into the bioscience cluster to the tune of $33 million, leveraging $40 million in private investment[xix].

Hartford's Clusters

In 2005 the Metro Hartford Alliance completed their CEDS, and in the process identified a number of target industry clusters.

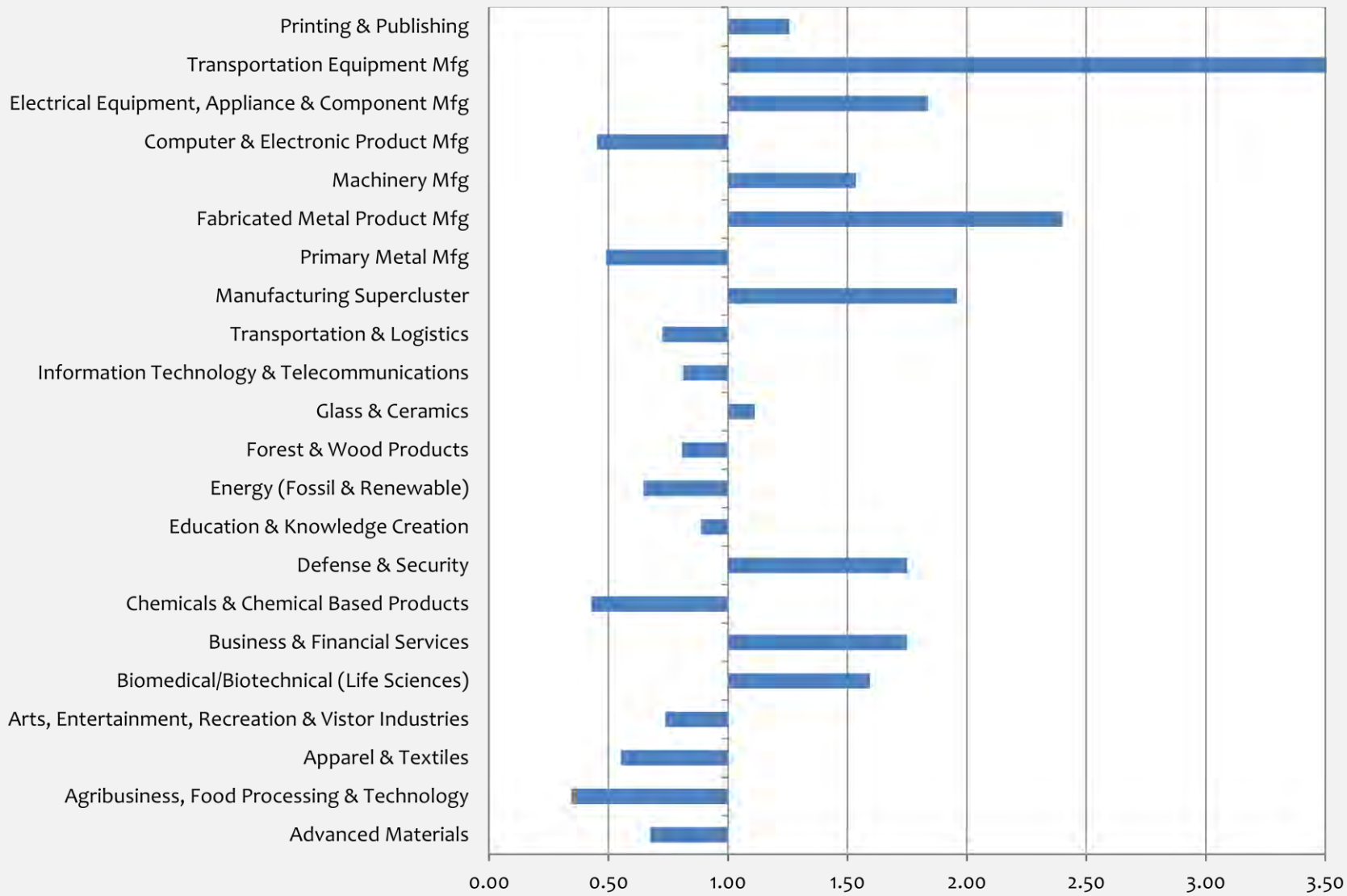
Table 28. Proposed Target Clusters

High Growth Clusters
Biomedical/Biotechnical
Health Services
Printing & Publishing (Broadcasting)
Clusters With Regional Importance
Aerospace & Defense Manufacturing
Fabricated Metal Product Manufacturing
Agriculture

Given Central Connecticut's close proximity to Hartford, and the numerous ties between the two areas, it makes sense to coordinate with their efforts to some degree.

The Metro Hartford CEDS identified five industry clusters that were already strong in the region. They were: *Financial Services, Aerospace and Defense, Transportation Services, Industrial Supplies,* and *Health Services*. Moving beyond what is already established, the researchers looked at national trends, to identify which clusters are growing and which are declining. Based on this analysis, they determined that *Material Supplies*, *Chemicals & Plastics*, *Higher Education & Research*, *Mass Media*, and *Wholesale* clusters were "dislocating", meaning that they are undergoing fundamental changes in their factors of growth.

Figure 25. Hartford County Location Quotients for all National clusters



Source: Purdue University's Purdue Center for Regional Development

Table 29. Shift-share analysis of national clusters in the Hartford region

	Regional Employment				National Emp.	Share Shift Analysis		
	2004	2009	Change	% Change	% Change	National Growth	Industrial Mix	Comparative Share
Total - All Industries	479,234	486,187	6,953	1.5%	-0.5%	-2,485	0	9438
Advanced Materials	12,800	11,981	-819	-6.4%	-11.5%	-66	-1400	1467
Agribusiness, Food Processing & Technology	3,688	4,051	363	9.8%	-1.8%	-19	-47	429
Arts, Entertainment, Recreation & Visitor Industries	13,000	14,245	1,245	9.6%	-0.5%	-67	3	1310
Biomedical/Biotechnical (Life Sciences)	25,751	28,237	2,486	9.7%	13.5%	-134	3622	-1002
Business & Financial Services	73,730	74,088	358	0.5%	2.4%	-382	2143	-1402
Chemicals & Chemical Based Products	3,798	3,299	-499	-13.1%	-15.7%	-20	-575	95
Defense & Security	40,508	43,415	2,907	7.2%	1.6%	-210	848	2269
Education & Knowledge Creation	40,226	43,386	3,160	7.9%	5.7%	-209	2504	865
Energy (Fossil & Renewable)	18,819	18,361	-458	-2.4%	2.5%	-98	565	-925
Forest & Wood Products	7,460	6,339	-1,121	-15.0%	-26.1%	-39	-1906	824
Information Technology & Telecommunications	16,986	18,307	1,321	7.8%	-0.5%	-88	2	1407
Transportation & Logistics	11,103	10,117	-986	-8.9%	-1.9%	-58	-154	-774
Manufacturing Supercluster	44,389	41,350	-3,039	-6.8%	-16.0%	-230	-6877	4069
Primary Metal Mfg	809	674	-135	-16.7%	-21.9%	-4	-173	43
Fabricated Metal Product Mfg	12,860	11,892	-968	-7.5%	-12.2%	-67	-1508	607
Machinery Mfg	6,164	5,928	-236	-3.8%	-10.2%	-32	-596	392
Computer & Electronic Product Mfg	2,175	1,935	-240	-11.0%	-13.9%	-11	-291	62
Electrical Equipment, Appliance & Component Mfg	3,090	2,582	-508	-16.4%	-16.3%	-16	-486	-6
Transportation Equipment Mfg	19,291	18,340	-951	-4.9%	-22.8%	-100	-4300	3449
Printing & Publishing	11,243	11,137	-106	-0.9%	-10.9%	-58	-1162	1114

Note: Green rows are clusters that show a high regional concentration (LQ).

Source: U.S. Bureau of Labor, Quarterly Census of Employment and Wages (Washington, D.C.: U.S. Bureau of Labor)

The Metro Hartford Alliance then looked at the region's strengths and weaknesses. Strengths included: strategic location, access to major interstates, access to an international airport, a high quality of life, a well-educated workforce, an abundance of nearby colleges and universities, and strong corporate presence. Weaknesses included: high cost of doing business (the Hartford MSA, which most of Central Connecticut is part of, was ranked 119th out of 150 metro areas (higher ranks are worse) based on the cost of doing business), poor image of the City of Hartford, lack of coordinated entrepreneurial support, lack of state incentives, lack of young professional workforce, and inadequate rail access.

Based on their analysis, they identified six target industry niches within larger clusters. They were: Advanced Security & Defense Manufacturing, Financial Services, Biotechnology, Logistics & Distribution, Clean Energy, and Health Services.

Cluster Prospects

Based on the data analysis presented above, and a review of relevant literature, six clusters were identified as targets. The two biggest opportunities for growth in Central Connecticut would appear to be *Bioscience/Biotechnology* and *Health Services*; the *Printing & Publishing (Broadcasting)* cluster was also identified as a potential for growth that should be studied further. A second set of three clusters was also identified. These three clusters already have a significant presence (*Metal Manufacturing*), are linked to important statewide clusters (*Aerospace & Defense*) or provide essential regional benefits (*Agriculture*). The clusters in the second set may not represent an opportunity for significant overall job growth, but they do represent opportunities for developing and strengthening the region's economy and quality of life.

The following sections give a brief overview of each identified cluster. The region's presence in each cluster is analyzed to the extent allowed by available data. The region's strengths and weaknesses are discussed, and finally, an explanation of findings is provided.

Bioscience

Bioscience can range from the genetic engineering of animals and agriculture, to the creation of new drugs, and to the construction of medical devices. It involves basic research at institutions such as universities, product research by firms, the manufacture of devices or chemicals, and crafting pieces of devices (See *Table 31*). Workforce requirements range from highly skilled laborers to highly educated researchers.

The bioscience sector is growing quickly at the national level. In 2008 there were 1.42 million people working in the sector. Since 2001 employment has grown 15.8%, a rate that was nearly five times the national average. The fastest growth was seen in *Research, Testing, & Medical Laboratories*, which added 46.1% more employees between 2001 and 2008. More moderate growth was seen in other parts of the sector, such as *Medical Devices* (2% growth), *Drugs & Pharmaceuticals* (2.3% growth) and *Agricultural Feedstock & Chemicals* (1.9% growth). Even during the

Table 30. Central Connecticut presence in selected industry clusters

Industry Cluster	Number of Companies (2004)	Number of Companies (2009)	Estimated Employment†
Metal Manufacturing	336	321	6,908
Health Services	480	527	14,558*
Printing & Publishing	79	70	4,049
Insurance & Finance	301	328	4,068
Bioscience & Biotechnology	26	36	605
Aerospace &Defense	29	30	899
Logistics & Distribution	46	56	521
Tourism	107	97	4,580
Clean Energy	12	10	186
Agriculture	35	33	1,290

†*Estimated Employment* data comes from an analysis of *ReferenceUSA* listings. It is not comparable to other employment statistics used throughout this report nor do all data points come from a given year. The number of companies in a given cluster is derived from County Business Patterns Zip Code level data.

* Health Services employment estimates are based on the health and social services sector.

recession the sector grew by 1.4% (2007 to 2008). That growth is projected to continue through 2016, growing by 1.5% per year[xx].

Not only were jobs growing, but they also provided high wages. In 2008 the average wage sector-wide was $77,600. Jobs in *Medical devices & equipment* earned an average of over $63,000 a year in 2008. Pharmaceuticals production paid the highest wage at an average of $93,000[xxi].

Regional Presence

Central Connecticut has been targeting this cluster for many years, and those efforts are beginning to pay off. The region's *bioscience* cluster, medical devices in particular, grew considerably between 2004 and 2009 (see Table 30). In 2004 there were just 26 companies in this cluster. That number grew to 36 in 2009. Current direct employment is estimated at 605 employees. The average size of those companies also grew, though most were still very small, with none of the companies in the cluster having more than 250 employees.

Half of the region's companies in this cluster are in the production sector. In 2009 there were 18 companies in this region manufacturing goods related to bioscience. This represents a significant increase from 2004 when just 14 firms were in this sector.

Strengths

A recent report suggests that medical device manufacturing is the strongest target for Central Connecticut. That report listed the State of Connecticut as one of 14 states that specialize in

medical device manufacturing[xxii]. It is particularly fitting for Central Connecticut because it builds on the region's traditional strength in the manufacturing sector. As mentioned elsewhere, between 2004 and 2009, manufacturing jobs declined in the U.S. by 17%; in Central Connecticut they only declined by 15%, indicating that the region enjoys an advantage. This is probably in part due to Connecticut's higher than average productivity rates.

Medical device manufacturing also builds on the regional labor pool's existing skill-sets. While manufacturing jobs in general are declining, those skills are still with us. Finding new outlets for them is an important way to build on our assets while expanding economic opportunity. Anecdotal evidence and an examination of firm profiles in the *ReferenceUSA* database show that many machine shops in the region are already producing parts for medical devices. It may not be their primary economic activity, but it is an important source of income.

Weaknesses

While the medical devices sector of the bioscience cluster is a good target, there are some challenges. The first is that, while the region enjoys proximity to the UConn Health Center in Farmington, there are some indications that this facility could do a better job at meeting industry needs. A recent survey of industry R&D managers revealed that, while being located near high quality research personnel was important, it was equally important to be located near universities that provide easy collaboration[xxiii]. Another recent survey of CEO's of Connecticut companies revealed that Connecticut universities may not be meeting this need[xxiv]. In that survey, 62% of respondents mentioned that it was "hard to connect" with university faculty, students, and labs, or that they "do better with other state's universities". They stated that in many cases a professor's enthusiasm and accessibility were more important than their prestige. They cited three main obstacles:

> *1) the lack of incentives for university researchers to work with technology companies; 2) the dearth of bridge programs between academia and industry; and 3) occasional deficiency of expertise in the relevant field.*

The Central Connecticut Region has little control over this, but could be an advocate for greater university-industry partnering.

Table 31. Bioscience Cluster Composition

NAICS	Description
3254	Pharmaceutical and Medicine Manufacturing
334510	Electro-medical and Electro-therapeutic Apparatus Manufacturing
334516	Analytical Laboratory Instrument Manufacturing
334517	Irradiation Apparatus Manufacturing
3391	Medical Equipment and Supplies Manufacturing
54138	Testing Laboratories (includes labs not involved in bioscience)
54171	Research and Development in the Physical, Engineering and Life Sciences
6215	Medical and Diagnostic Laboratories

Source: Connecticut Department of Labor, "Connecticut's Industry Clusters (2005)

Opportunities

The region has a lot of opportunity to grow its bioscience cluster, medical devices in particular, because of the efforts of surround-

ing regions. Since the 2004 CEDS, a new bioscience zone was established in areas of New Britain and Bristol that abut the town of Farmington, home of the University of Connecticut Medical Center (in the Metro Hartford Region); parts of Plainville may soon be added. While primary research functions will initially be focused in Farmington, significant spill-over effects may occur as innovative research is spun-off into new products and companies. Governor Malloy also announced in 2011 that the state would help focus nearly $1 billion of investment on the UConn Health Center.

Threats

It has become a cliché to say that a region should target biotech or bioscience. A Brooking's Institute survey found that 83% of the local and state economic development agencies surveyed had chosen biotechnology as a target[xxv]. This will results in intense competition for new firms. The good news is that the cluster is actively growing, which means that competition does not necessarily have to result in a "zero-sum game". That is, since new firms are starting up and existing firms are actively expanding, economic development efforts do not have to involve "poaching" from other areas.

According to a recent study of CEOs in Connecticut (including some who recently left the state), Connecticut does not yet offer good value for fast growing companies. The transportation network is not up to par. It is difficult to work with Universities (the study notes that both Yale and UConn receive a much smaller proportion of their research funding from industry than do other universities). It is also not the sort of place that currently attracts the sort of bright young workforce that fast growing companies rely upon. Many of these issues are internal to Central Connecticut as well, but they stem in large part from the external environment of the State. The overall message from the survey was that a high cost environment such as Connecticut can be perfectly conducive to high growth companies, but that Connecticut is not offering enough value relative to its costs.[xxvi]

The State of Connecticut's record with the bioscience cluster has not been entirely positive, which threatens the region's prospects with this cluster. As with the State's economy as a whole, the biopharmaceutical industry has shown minimal growth (1% from 1993 to 2003) and the *bioscience* cluster has shown slightly negative growth (measured by employment). A 2005 analysis of the cluster found that the cluster enjoys good diversity in the State, is highly concentrated, has a solid intellectual property pipeline (patent development) but was small relative to other states, showed limited growth, and had limited availability of venture capital[xxvii]. Also, while Connecticut is a highly educated state, it ranks low on bioscience related higher education degrees, ranking 31st of 50 states[xxviii]. Connecticut did rank in the top 20 for venture capital in the bioscience cluster, but the only category of venture capital it ranked highly in was in information technology for medical and health services[xxix].

Findings

While it is a cliché in economic development to target bioscience, the recent establishment of the bioscience zone surround-

ing UConn's Farmington Health Center is a great opportunity for the region. This facility provides incubator space and other resources to help UConn researchers develop their ideas into marketable products. After three years in the incubator, these new firms must "graduate" and move on. Incentives in the bioscience zone (parts of Bristol, New Britain, and, soon, Plainville) make it an attractive place for these firms to land.

Another advantage is that the region's traditional economic base, manufacturing, may be an asset to these companies. Some of the research that comes out of UConn will result in drugs and other products that the region does not excel in, but others will need to be manufactured. Many, including innovative dental products and surgical instruments, must be manufactured out of metal. Information obtained through the *ReferenceUSA* database shows that some metal manufacturing firms in the region are already engaged in such activities. Biomedical devices represent an opportunity to both grow new companies, and help existing companies expand into new products.

The space needs of bioscience startups are also much more in-line with the existing resources of the region. The trend among larger manufacturers and warehousing companies is to create ever larger structures with ever greater freeway access. Many municipalities in the region are largely built out or constrained by environmental impediments. The spatial requirements for developing new biomedical devices or conducting research are much more modest. The wet lab space at UConn's Farmington campus is relatively small; most rooms are roughly the size of high school science lab. Such facilities could easily be created in the some of the region's unused factories and warehouses.

Health Services

Companies in the health services cluster include hospitals, physicians' offices, dentists, and nursing homes (see Table 32). Generally, since these are services that are provided, they require the physical presence of the customer and thus tend to serve local needs. For all but the most complex procedures, customers seek out such services locally. So, to a certain extent, all regions of the country will support a certain number of health services firms.

While it is true that almost every region in the country contains such services, a large enough grouping of them—one that attracts outside money—may still be considered a cluster. Urban centers near largely rural areas will attract outsiders for complicated surgeries. Services such as nursing homes may also cluster and serve a greater than local market.

The Bureau of Labor Statistics forecasts that the healthcare industry will generate more than 3.2 million jobs nationwide between 2008 and 2018. This is projected to be the largest increase of any industry. Every occupation within the healthcare industry is projected to increase in employment. The greatest growth is projected to occur for *Physician Assistants* (41.3% growth) and *Secretaries and Administrative Assistants* (26.5%)[xxx]. Both of these would be categorized as middle to high-skill occupations.

Table 32. Health Services

NAICS	Description
62	Health Care and Social Assistance
6211	Office of Physicians
6213	Office of Other Health Practitioners
6214	Outpatient Care Centers
6216	Home Health Care Services
623	Nursing and Residential Facilities

Source: Connecticut Department of Labor, "Connecticut's Industry Clusters (2005)
NAICS codes in *italics* are subsets of the code above them

Regional Presence

Central Connecticut has a very strong health services cluster. According to the 2007 Economic Census, the region's employment in *Nursing and residential care facilities* is 2.6 times the national average. Employment in *hospitals* is 3.1 times the national average. As of 2009, the *Health Care and Social Assistance* sector was the largest source of employment in the region, accounting for over 17% of employment.

The region's disproportionately high concentration of employment in this cluster, and disproportionately high number of facilities, implies that it serves more than local needs. Two of the region's largest employers are hospitals (Bristol Hospital and the Hospital of Central Connecticut); the Midstate Medical Center in Southington is also a major employer. These large institutions, while they do not export a product, do import people and money from surrounding towns.

Strengths

As mentioned above, the region has numerous assets in this cluster. Three large hospitals and large concentrations of employment draw people from around the region. Large elderly care facilities are also regional draws. These institutions provide employment to a wide variety of people in the region, from those with just high school diplomas to physicians and dentists with advanced degrees.

Weaknesses

Overall wages in this cluster are not as high as some other clusters. For example, the average manufacturing job in the region paid over $58,000 in 2009. The *Health Care and Social Assistance* sector only paid an average of $45,000 per employee.

An oft reported fact is that as people retire, they are moving back to inner city areas in great numbers, in search of easier-to-manage housing and environments that are conducive to staying active. The region's deficiencies in public transit will make its amenity-poor downtowns less desirable to mobility challenged people looking to maintain a more active lifestyle in their retirement.

Opportunities

The United States, Connecticut in particular, is aging. This trend is increasing the market for health services dramatically. By 2016 employment in Health Care and Social Assistance in the Hartford Labor Market Area is projected to increase by 18% over its 2006 level. Employment in Ambulatory Health Care Services is projected to increase by over 19% during the same period. These

are expected to be some of the highest growth rates in the labor market area.

New advances in bioscience (See above) are also increasing the supply of services available. This increased supply may have an effect on the demand for such services. New treatments, procedures, and devices are being developed all the time, opening new markets and employment opportunities.

Threats

A major threat is cost and the overall economy. To a certain extent, the growth in health services was made possible by generous retirement packages and health care benefits. Changes in the labor relations (the decline of unions for example) are altering this dynamic. Future retirees and residents in general may have fewer resources with which to pay for health services. Without such benefits, and with fewer finances in general due to national economic trends, we may see a decrease in health care spending[xxxi].

Findings

The Health Services cluster is already very large, but there is still potential for growth. This sector grew by 9.4% between 2004 and 2009, a rate that was slower than the national average, but still impressive. The region still enjoys a very high concentration of employment in this sector compared to the nation. The numerous hospitals in the region are a draw to surrounding regions (hospital employment is three times more concentrated in the region than in the nation).

There is also some overlap with the biosciences cluster. Many of the laboratory technician skills that are necessary for hospital employees are also in demand from bioscience companies. There is also ample opportunity for partnerships between area hospitals and bioscience firms.

Average wages in this cluster are relatively low, but it does provide employment for residents with a range of education levels. Entry level jobs are available for those with just high school diplomas while technician jobs may be filled by those with Associate's degrees or certificates. A strong health services cluster also draws individuals with high levels of educational attainment, such as doctors and nurses.

Printing & Publishing

The 2004 CCC CEDS identified a telecommunications cluster in the region. It consisted of firms operating cable and other pay television services and direct mail advertising companies. NAICS based definitions were not included in the CEDS, but at the national level a Printing and Publishing cluster has been identified, encompassing many of the same industries (see Table 33).

Jobs in the broadcasting industry tend to be well paying but are facing increased competition. The jobs in this industry also tend to require high levels of education such as a college degree in a field of study related to broadcasting (journalism for example)[xxxii].

The industries within this cluster grew at a very high rate between 2004 and 2008. At the national level, they added 8.2%

more jobs than they had in 2004. Growth is projected to increase in the coming years, growing by 7.4% between 2008 and 2018[xxxiii]. In Connecticut, growth in *Broadcasting* is projected to increase by nearly 15% while *Motion Picture and Sound Recording* employment is projected to increase by nearly 30% (from 2006 to 2016). The *Telecommunications* industry is projected to increase by 5%[xxxiv].

Regional Presence

The region's greatest asset in this cluster is ESPN, who is both a producer and broadcaster of sports news content, which reportedly increased its presence in the region significantly (now employing around 4,000 people). The total number of regional businesses in this cluster actually declined, however, from 79 in 2004 to 70 in 2009 (see Table 30). Overall, employment is estimated at 4,049 employees. This estimate is low, however, as the database it comes from (*ReferenceUSA*) places ESPN's employment at just 3,000, while recent reports suggest it is closer to 4,000 (after moving some of its non-Connecticut offices to Bristol). If this is the case, then, total cluster employment is probably closer to 5,000.

Strengths

As noted above, the region's greatest strength is the presence of its largest employer: ESPN. This company, a worldwide leader in sports broadcasting, has a long history in Bristol and has recently expanded its presence there. It provides a certain amount of name recognition for the city of Bristol (if not for the region) and is a major source of employment and wealth creation.

Weaknesses

One major broadcaster (regardless of its size and notoriety) is not a cluster. A broader cluster would include suppliers of equipment and content, as well as services utilized by the broadcasting industry. While 15 companies manage the telecommunications infrastructure in the region, and one large employer broadcasts to a worldwide audience, few are engaged in supplying the equipment these companies use. In both 2004 and 2009 there were just three companies producing communications equipment in the region. There has also been a lack of internet companies, information retrieval companies, and radio broadcasters. Anecdotal evidence suggests that a few companies also provide services and content to ESPN. Further study is nec-

Table 33. Printing & Publishing Cluster

NAICS	Description
323	Printing and related support activities
325910	Printing ink manufacturing
339950	Sign manufacturing
511	Publishing industries (except Internet)
51511	Radio broadcasting
51521	Cable and other subscription programming
516	Internet publishing and broadcasting
51911	News syndicates
51919	All other information services
54143	Graphic design services
541613	Marketing consulting services
5418	Advertising and related services
54191	Marketing research and public opinion polling
541922	Commercial photography

Source: Center for Regional Development, Indiana Business Research Center, and , Inc., "Unlocking rural competitiveness: The role of regional clusters" (Purdue University, 2007).

essary to assess the strength and extent of the linkages within this cluster.

Without a critical mass of companies, the potential labor pool for this cluster is quite shallow. Unlike Hollywood, where people are constantly leaving, joining, and starting companies, there is just one major employer in Central Connecticut. An employee leaving ESPN has few options for employment in the field. Similarly, when looking for new employees, it is likely that ESPN has to recruit from outside of the region.

Opportunities

New communications technology is expanding the reach of broadcasters and forcing companies to purchase new equipment. For example, the switch to high-definition television and radio required new equipment and increased emphasis on Internet content required both new equipment and new talent. Much of this transition has already been achieved (ESPN already broadcasts in HD) but the possibility of moving to 3D broadcasts could cause new activity in supportive industries such as content production and distribution.

Threats

The Bureau of Labor Statistics forecasts mediocre growth in the broadcasting industry. The new technology that was cited above as an opportunity is also a liability. New competition is from new media sources (podcasts, blogs, YouTube, etc...) is threatening the industry. The BLS also notes that the industry is experiencing a round of consolidations. They estimate that employment growth will trail other industries.

Demand for telecommunications services and products is expected to increase, but the BLS projects decreased employment. The rate of expansion for the industry has slowed and will continue to slow. While new technologies will be deployed, greater productivity, and the existing infrastructure, will require fewer employers.

Findings

Printing and publishing, with an emphasis on broadcasting, is not yet recognized as a cluster in Connecticut, but it has considerable potential. ESPN employs somewhere around 4,000 people at its Bristol facility and recently relocated another facility to the region. Nearly 70 other companies in the region also participate in printing and publishing activities.

Not only are there a lot of jobs in this cluster, but they are growing and pay well. The Information sector (which encompasses most of this cluster) grew by 42% between 2004 and 2009, far outpacing most other sectors of the economy. The average wage in that sector was also $90,000, over twice the average regional wage of all sectors combined. Throughout Hartford County, the Printing & Publishing cluster paid an average of nearly $71,000 per year, far above the region's average wage of $48,000.

The extent of interconnectedness between these companies is currently unknown. Data limitations prevented a full cluster analysis. Moreover, determining input and output flows between non-production firms is a difficult task. More needs to be known about the potential for this cluster, but it represents one of the

region's brightest prospects for growing high-paying jobs for highly educated individuals.

Metal Manufacturing

Businesses in the metal manufacturing cluster include companies that work with metal in many forms. Firms in the *Primary Metal Manufacturing* sector work with metal ore and refine it. Those in *Fabricated Metal Manufacturing* turn that refined metal into basic metal products such as wire or sheets. Other firms in the cluster go a step further and construct actual products out of the metal such as machines, silverware, or jewelry. Firms servicing these companies, such as warehouse operations are also included (see Table 34).

While the economic recession has hurt the manufacturing sector, signs point to near-term improvement. In 2011 16 manufacturing industries are expected to show improvement over 2010, including *Primary Metals* and *Fabricated Metal Products*. Overall, the manufacturing sector is expected to grow by 5.6% (measured by revenue)[xxxv].

Employment, on the other hand, is projected to continue to decline nationwide. *Primary Metal Manufacturing* was projected to decline by 1% annually between 2008 and 2018. *Fabricated Metal Product Manufacturing* was projected to decline by 0.9% annually during the same period. *Machinery Manufacturing* employment was projected to decline by 0.8%[xxxvi].

Employment in nearly every occupation in this cluster is projected to decline nationally (through 2018)[xxxvii]. Welding occupations are projected to decline by 2%; Tool and die makers by 8%; Machinists by 5%; and Machine setter, operators, and tenders by 13%. Computer control programmers and operators are the only occupation that is projected to increase in employment: by 4%. These trends are largely due to increasing use of technology resulting in productivity increases (i.e., replacing human workers).

Regional Presence

Some encouraging results came of the Central Connecticut Corridor's focus the metal manufacturing cluster. *Manufacturing* in general lost employment from 2004 to 2009 (see above), but performed better than the national *manufacturing* sector. On the other hand, the number of metal manufacturing firms in the region declined, from 336 in 2004 to 321 in 2009 (see Table 30 on page 120). The cluster lost 12 *Primary Metal Manufacturing* firms, but gained seven *Fabricated Metal Manufacturers*. Estimates put regional employment in this cluster at 6,908.

At the same time, the average size of those companies grew. For

Table 34. The Metal Manufacturing Cluster

NAICS	Description
331	Primary Metal Manufacturing
332	Fabricated Metal Product Manufacturing
333	Machinery Manufacturing
337124	Metal Household Furniture Manufacturing
33991	Jewelry and Silverware Manufacturing
423510	Metal Service Centers and other Metal Merchant Wholesalers

Source: Connecticut Department of Labor, "Connecticut's Industry Clusters (2005)

example, only two companies in the entire cluster had more than 250 employees in 2004, but three of them did in 2009. In fact, every range of employment above the 10-19 range grew. This indicates that, while employment in the production trades in general is declining, the companies in this cluster are actually growing. The reasons for this should be investigated further.

Strengths

The region currently enjoys large concentrations of firms and employees in this cluster. This is especially true of *Fabricated Metal Product Manufacturing*, which is nearly 6.5 times as concentrated in the region as it is nationally. As noted above, between 2004 and 2009, the number of companies in that sector grew even while the cluster as a whole was contracting.

The region also enjoys a relative advantage in the so-called "middle-skill" cohort of workers. A recent report argued that New England will soon be facing a shortage of workers with an associate's degree or some college education, and a glut of workers with higher degrees (That is, workers with the higher degrees will no longer enjoy the wage premium they once did)[xxxviii]. Central Connecticut's educational attainment is much less skewed to higher education than the rest of Connecticut.

Weaknesses

While the region's growth in *Fabricated metal product manufacturing* is positive, it may be a sign of a worsening situation. The Department of Labor projects employment in that sector to decline by 0.3% by 2016 in the Hartford Labor Market Area. On the other hand, employment in *Primary Metal Manufacturing* is projected to increase by nearly 10%. Between 2004 and 2009 the region lost employers in this sector. The region may be falling behind national trends.

The region also currently lacks good transportation infrastructure in many areas, making it difficult to distribute products efficiently. Highway access to Bristol and Plymouth has repeatedly been cited as a problem. Currently, railroad access is also less than optimal.

As will also be discussed below in *Threats*, labor issues are becoming a big concern for this industry. Finding workers who already possess the skills necessary for modern manufacturing processes is difficult. At least one manufacturer that we spoke with reported having troubles filling positions, even with unemployment as high as it is. The workers who apply just do not possess the right skills.

Opportunities

As is often reported, production processes that are labor intensive have moved off-shore to take advantage of lower cost labor markets[xxxix]. While this would seem to spell absolute doom for the sector in the United States, and Connecticut in particular, the situation is more complex than that. A recent survey of manufacturers showed that cost is their primary concern (including energy costs) when making location decisions, but quality came in at a close second[xl]. Survey participants also reported being increasingly concerned about lax intellectual property laws in developing countries, China in particular. For this reason

many companies are looking to the U.S. and Europe for production processes that rely extensively on intellectual property.

Threats

A report by ICF Consulting listed labor force issues as a primary concern of the Metal Manufacturing cluster[xli]. That report noted that, while employment is down overall, there is still a critical need to find and train the next generation of workers in the cluster. Part of this is marketing the field to high school students, to encourage them to pursue further training. This issue was brought up during public outreach efforts. It was argued that the region's schools, and schools in general, are not doing enough to encourage students to enter this field.

Another aspect of labor force concerns is with helping employers upgrade their employee's skills. Many of the job losses are not due to a lack of profitability in the cluster, but rather, to an increase of productivity. This increased productivity has come from advanced manufacturing techniques that are largely computer-driven, requiring workers with different skill-sets. This trend of requiring higher-tech skills could leave the region's labor force unprepared for the future.

Findings

The Manufacturing sector, while shrinking in terms of employment, is still a large part of the regional economy. Nearly 15% of the region's workforce is in this sector, and for the most part they earn high wages (the average annual wage in Hartford County for this cluster was $59,000 versus $48,000 for all industries in Central Connecticut). Continued productivity increases and offshoring trends, however, limit the potential for employment growth.

Despite the negative trends, manufacturing can still play a positive role in the economy. Forecasts of doom have been premature, as manufacturing output has actually grown in the United States. While jobs have declined, the ones that do remain are high paying and require high levels of education and training. In fact, some recent trends show manufacturing employment rebounding from the recession.[xlii] By focusing on providing a highly trained manufacturing workforce, the region can retain many of the jobs that have been its traditional base. Employers can no longer rely on workers with high school diplomas to run their high tech machinery. Instead, they need people with Associate's degrees or college certificates. If Central Connecticut does not provide these workers, other places will.

Aerospace & Defense

The State of Connecticut defines the Aerospace cluster fairly narrowly, but Metro Hartford uses a broader definition that expands it to include defense and advanced security companies. Using the broader definition, it encompasses aerospace companies that are involved in making parts for airplanes and helicopters, assembling those vehicles, aircraft restoration, prototype design, and making major modifications to aircraft. Other defense manufacturing is included by Metro Hartford, as well as the manufacture of security devices such as monitoring equipment and security systems (see Table 35).

According to a recent report from Deloitte, the Aerospace and Defense industry should be heading out of the recession[xliii]. Industry analysts see 2009 as the "trough in the current economic cycle" for this industry. New orders from commercial airlines are expected to increase. On the other hand, the defense budget in the United States has been cut and numerous weapons programs have been canceled. Most military contractors can expect lean times, but see below (under *Opportunities*) for a discussion of recent events in Connecticut.

The Bureau of Labor Statistics forecasts stable employment in *Aerospace Product and Parts Manufacturing* occupations[xliv]. Although new orders in the commercial sector are expected to increase, productivity increases and off-shoring of production jobs will absorb much of the new demand. The BLS forecasts that engineering professions will be much more stable than production jobs. In the North Central Workforce Investment Area, projections show a moderate decline in employment (through 2016) for the *Transportation Equipment Manufacturing* industry (2%).[xlv]

Regional Presence

In 2009 there were 30 companies in the broader Defense & Advanced Security cluster (see Table 30 on page 120). Eight of them were in the smaller Aerospace cluster. The overall cluster did not grow from 2004, but the Aerospace sub-cluster grew by two companies. Employment in the cluster is still very significant at 899 employees (estimated).

Table 35. Aerospace/Defense Cluster

NAICS	Description
336	Transportation Equipment Manufacturing
33612	*Heavy Duty Truck Manufacturing*
3364	*Aerospace product and parts manufacturing*
336992	*Military Armored Vehicle Tank Manufacturing*
332993	Ammunition Manufacturing
332995	Ordnance and Accessories Manufacturing
	Advanced Security
334119	Biometrics system input device
3355999	Electrical Equipment Manufacturing
541380	Testing Laboratories
5417	Scientific Research and Development
56162	Security Systems Services
561612	Security Patrol Services

Source: Connecticut Department of Labor, "Connecticut's Industry Clusters (2005)
NAICS codes in *italics* are subsets of the code above them

While few of the region's companies participated in this cluster, the broader Hartford Defense & Advanced Security cluster was quite large. As discussed earlier, Hartford County's Defense and Security cluster was 1.75 times as concentrated as the nation's.

Strengths

The region's close proximity to the Hartford Metro Region allows its companies to participate in a very strong aerospace cluster. Companies like the Barnes Group and CT Tool provide parts that are used by larger firms. Smaller machine shops in the area also provide parts on an order basis from time to time. While Central Connecticut may not meet every need of this cluster, nearby locations do, allowing the region to benefit from proximity. Hart-

ford's existing defense contractors are a great asset, as is its history of manufacturing.

Weaknesses

There are few companies in the region participating in Connecticut's aerospace cluster. This gives them little power to control the direction of the cluster. Since they rely on larger firms, their positions may also be more tenuous. Since none of the major players in the cluster are in this region, the region has little ability to affect the cluster, leaving it vulnerable to external decision makers.

Opportunities

Recently, United Technologies (and subsidiary Pratt & Whitney) won a large defense contract. This contract will keep thousands of high paying manufacturing and design jobs in the larger Metro Hartford Region. None of those jobs will be in Central Connecticut, but they are in numerous nearby locations such as East Hartford and Middletown. This development strengthens the cluster statewide as it guarantees a certain level of activity for many years.

Threats

With few firms involved in aerospace actually located in the region, little decision making is done locally. Decisions made outside of the region can have a profound effect on the few firms in this cluster that call Central Connecticut home.

Similarly, statewide trends and issues have a big impact on this cluster. Connecticut is perceived as being a state with a high cost of doing business. A report by ICF Consulting listed overcoming this perception as a key task to be completed.[xlvi]

One other factor is the country's fiscal situation. Cut-backs are being made at all levels of government, and in all departments, including defense. Future rounds of budget negotiations could adversely impact the State's aerospace cluster, and thus those firms in Central Connecticut that are a part of it.

Findings

While direct cluster employment in the region was relatively low (just 899 employees), this cluster shows signs of improvement. A recent deal struck by United Technologies should ensure a considerable aerospace presence in the broader region for decades to come. UTC is manufacturing engines for a new jet in nearby Middletown, and other engineering activities are taking place throughout Hartford County. The uncertain situation regarding the national budget may jeopardize future defense spending, but for now, long-term deals should ensure this cluster's presence in Connecticut. Connecticut's reputation as a high cost location may also prove detrimental to growth.

Regional companies already take advantage of this clusters presence, and may find new opportunities in the future. The region's successful metal product manufacturers can be tapped to craft precision parts for aircraft and other defense or security equipment. As with the biotech cluster, some firms are already doing this.

Agriculture

The agriculture cluster is very diverse, including companies ranging from purely agricultural to manufacturers and wholesalers. Also included are firms that brew beer, make wine, manufacture pesticides, and sell farm equipment. Employment in the cluster ranges from management and supervisory positions, requiring some training or advanced education (beyond high school), to entry level positions that pay little and require no advanced education (some positions do not even require a high school diploma).

The Bureau of Labor Statistics projects that farm employment will remain steady. Overall employment may decline due to efficiencies and technology but low wages and the physical demands of the work will result in a steady stream of openings due to turnover[xlvii]. The State of Connecticut projects an overall decline in employment of five percent in this industry through 2016.

Food processing and manufacturing on the other hand is expected to grow. In the North Central Workforce Investment Area, employment is projected to grow by 11% from 2006 to 2016[xlviii]. Nationally, growth is projected to be just under four percent[xlix]. While growth is projected to be positive, the Bureau of Labor Statistics also predicts that skill levels will decrease as food processing employment shifts from points of sale to processing facilities.

Regional Presence

Farm employment data is not available on a regional level, but at the county level the cluster has performed well. From 2004 to 2009, Hartford County added nearly 10% more jobs in the cluster. This was at a time when it shrank by nearly 2% nationally (see Table 29 on page 118). According to a recent study, the agricultural industry generated approximately 20,000 jobs statewide, with direct employment of nearly 12,000 jobs. The industry was also responsible for between $2.72 billion and $3.51 billion in economic activity in 2007; $866 million of that was in Hartford County[l].

The data that is available for the region shows considerable impact as well. There were 33 firms in industries related to the cluster in 2009, down slightly from 2004 when there were 35. Employment is estimated at more than 1,200 people (see *Table 30* on page 120). According to the USDA Agricultural Census there were 152 farms in the region in 2007[li]. Direct year to year employment was not available.

Strengths

The region contains many successful farm operations, many of which are, or could be, tourist destinations. Roger's Orchards operates large farm stands in Southington and neighboring Wolcott, attracting people from throughout the region. Lamothe's Sugar House is the state's largest maple syrup producer, and sells products to a wide area. The region is also located near (and in the case of Plymouth, in) Litchfield County, a popular tourist destination with a growing wine trail.

Other, less traditional agricultural assets exist as well. In New Britain, for example, Urban Oaks operates a successful organic urban farm. They sell to restaurants and farmer's markets throughout the state. The region is also home to food processing facilities, such as the recently opened Celebration Foods in New Britain (in an EDA funded project from the region's 2004 CEDS).

Weaknesses

The region continues to lose valuable farm land to development. Between 1990 and 2006 the amount of agricultural land in the region declined by 17.4%. Deciduous forestland decreased by 5.6%, coniferous forestland decreased by 3.8%, and forested wetland decreased by 2.6%. As of 2006, 30.4% of the region's land was developed, versus 28.2% in 1990.[lii]

The rate of land conversion far outpaces the rate of population growth experienced by the region. Between 1990 and 2009 (data was not available for the region in 2006), the population only increased by 1.9%. In 1990 there was about one acre of developed land for every 7.5 people. Since then, land has been developed at a rate of one acre for every 1.77 people.

Opportunities

The local food movement and the growth of agritourism are changing the face of the industry. Across the country people are shopping local and buying from farmer's markets. They are also increasingly including food destinations as part of their travel plans. Attractions such as breweries, wineries, and working farms draw large crowds. The region's proximity to successful food destinations like the Connecticut Wine Trail should be examined to see if they can be duplicated or built upon.

Urban agriculture is also becoming a more popular option for underutilized urban space. Urban Oaks has been operating successfully in New Britain, and community facilities such as the community garden in Farmington have become important local amenities. Americans are increasingly interested in food systems and this interest presents an opportunity to strengthen the region's remaining farms.

Gourmet and value-added foods are also becoming more popular. The market for such foods is growing along with the popula-

Table 36. Agriculture Cluster

NAICS	Description
11	Agriculture, Forestry, Fishing, and Hunting
311	Food Manufacturing
312120	Breweries
312130	Wineries
312140	Distilleries
3122	Tobacco Manufacturing
3253	Pesticide, Fertilizer, and other Agricultural Chemical Manufacturing
4244	Grocery and Related Product Wholesalers
4245	Farm Product Raw Material Merchant Wholesalers
4248	Beer, Wine, and Distilled Alcoholic Beverage Merchant Wholesalers
424910	Farm Supplies Merchant Wholesalers
424930	Nursery and Florist Merchant Wholesalers
424940	Tobacco and Tobacco Product Merchant Wholesalers

Source: Center for Regional Development, Indiana Business Research Center, and , Inc., "Unlocking rural competitiveness: The role of regional clusters" (Purdue University, 2007).

tion, both nationally and worldwide[liii]. A recent report, however, suggested that the state's farms (and the region's) have not been particularly successful at reaching outside markets[liv]. Through cooperative marketing and product development initiatives, the region's farms and food processors could tap into new markets.

Threats

Rising energy prices will negatively impact food production operations. Farm equipment that runs on fossil fuels will cost more money to run, increasing the cost of food. More expensive food, and more expensive transportation, may negatively impact the region's ability to export its products.

Findings

Following statewide trends, the region's agricultural sector is currently small and not export oriented. Statewide reports have indicated that efforts to increase exports and better market the state's products are needed[lv]. The market for food products is growing worldwide, increasing opportunities for the region's agricultural cluster to thrive. Domestic consumption patterns, including agritourism and the local food movement, should fit with the region's current stock of agricultural production firms.

Projections of employment are a mixed bag for this cluster. Farm employment is projected to decline slightly, but offer ample openings due to turnover. Food processing is projected to grow at a relatively fast rate, but will mostly employ lower-wage workers. As noted by a recent report, the agricultural industry's impacts extend beyond direct employment, supporting employment in other sectors such as tourism and food services[lvi].

Agricultural activities also indirectly impact the economics of the region. They contribute intangible impacts like preserving undeveloped land that improves quality of life. This in turn makes the region a more attractive place to visit and thus increases tourism revenue. Farmland also provides numerous ecosystem benefits, such as animal habitat and flood control.

Appendix 3: Plans & Studies

The following is a review of studies, plans, and reports that were consulted for this plan. A brief summary of important regional, local, and state plans is provided below. A complete list of plans and studies consulted follows.

Regional Plan of Conservation and Development (2007-2017)

Adopted in 2007, this plan sets out goals and objectives the next 10 years of development in all seven municipalities. General themes of the plan included sustainability and finding a balance between priorities.

Some important themes from the plan's recommendations include:

Compact development: Direct development toward areas with existing infrastructure; develop on infill and brownfield sites instead of greenfields; promote mixed-use developments; and cluster housing to preserve open space.

Preserve existing assets: Support the redevelopment of city centers; retain existing industries; develop market niches that capitalize on existing assets; build on the region's cultural and historic heritage; consider the context and scale of places when constructing transportation projects; promote adaptive reuse projects; and stabilize residential neighborhoods.

Strive for balance: Consider agricultural viability as a part of economic development; promote projects that consider all users of a transportation facility; support and enhance transit corridors; support a wide range of housing types to provide housing for all income levels; and control greenhouse gases.

Regional cooperation: Encourage inter-municipal facility sharing agreements; assist municipalities with forecasting needs; support regional greenways through municipal open space acquisitions; and develop plans for emergency preparedness.

Municipal Plans of Conservation and Development

In addition to the regional plan of conservation and development (POCD), each municipality's POCD was also reviewed. Because these plans contain many common and overlapping themes, their commonalities will be discussed first, followed by the themes and issues specific to a single municipality.

Common concerns:

- Changing demographics

- Changing structure of the economy, from production to services
- Revitalization of downtown/town centers
- Preserving open space
- Preserving the historic and cultural resources of the region's towns and cities
- Concentrating development in areas with existing services, to both enhance livability and lower municipal costs
- Underutilized public transportation system

Berlin

In addition to many of the themes listed above, a major component of Berlin's POCD is the creation of a viable town center. This goal had appeared in numerous previous plans and has shown up on every survey conducted by the town. The current plan recommends that a town center be established in the Farmington Avenue/Kensington Center area.

Bristol

Despite Bristol's large size and traditional role as a manufacturing center, it suffers from a lack of transportation access. The city's POCD cites the circuitous route drivers (and transit riders) must take to reach the interstate as a roadblock to future development.

The POCD also notes that many of the industrial sites in the city are considered "outmoded" by modern standards. The older, multi-story buildings do not meet current trends which favor "flexible space".

The city has also lost ground to regional retail centers, such as Westfarms Mall. Studies have shown that the city generates significant retail demand, but considerable leakage to other towns is occurring.

Burlington

The Town of Burlington's POCD calls for the protection of the characteristics that contribute to the town's high quality of life. Specifically, it recommends the exploration of design standards, historic protection laws, and the protection of scenic views.

As a town that has grown at a very fast rate in the recent past (it nearly doubled in population from 1980 to 2000), Burlington's needs regarding municipal staff have altered. The plan calls for the creation of a professional economic development position to help plan for the town's future growth.

New Britain

The city of New Britain has been shifting from an employment center for the region, to a net exporter of workers. Just 18% of New Britain's workers find employment in that city. The city hopes to improve its connections with the surrounding region (through transportation improvements such as the busway to Hartford) and improve the desirability of its housing stock to attract new residents.

Another concern is that one of the city's most vibrant neighborhoods (the Broad Street neighborhood) is physically cut-off from the downtown. The Route 72 expressway separates these two areas of the city. This separation makes it difficult for revitalization

efforts in either area to have spill-over effects. A separate downtown plan was also created.

Plainville

In Plainville, the supply and variety of housing is a concern. The plan notes that senior housing is currently limited. It is also points out that the lack of housing within the downtown area is a missed opportunity to create a more walkable neighborhood.

The plan also notes that there is no active land trust in the region. The plan recommends creating an accurate and thorough assessment of the current status of open space lands in the community.

Plymouth

The Town of Plymouth's plan seeks a number of changes to the town's zoning regulations. These are focused primarily on industrial lands, which were uniformly zoned. The plan recommends altering the industrial zones where appropriate to better serve the needs of industry.

The plan also notes that recent development has occurred in a sprawling pattern. Residential development increased while population growth was stagnant. Concerns over loss of agricultural land and environmental impacts were expressed.

Southington

The Town of Southington has undergone considerable change. Currently, an issue is that the relative prominence of its various retail areas is shifting. The concern is with keeping the various retail districts in good repair, both to sustain the tax base and present a good face to incoming visitors.

Another concern stems from the area's industrial heritage. Many former industrial sites are no longer productive; many are also contaminated and in need of clean-up (brownfield sites). Costs can be quite high and represent a barrier to redevelopment. Projects such as the Gateway Commons, a mixed-use former brownfields site, are seen as major priorities for the town.

Regional Long Range Transportation Plan (2011)

Recently updated, this plan sets out transportation goals and projects to be completed over the next 28 years. Some major areas of concern identified in the plan include:

- Ensuring that existing infrastructure is maintained.
- Reviewing projects for environmental impact.
- Designing roads and streets to enhance the built environment, so that communities are safe, livable places.
- Improving data collection.
- Implementing the state's "complete streets" law.
- Adopting a network of on- and off-road pedestrian and bicycle routes.
- Completing the Farmington Canal Heritage Trail.
- Connecting the region to the New York City, Stamford, Bridgeport, Waterbury, and Hartford areas.
- Running commuter rail along the New Haven-Hartford-Springfield corridor.
- Rationalizing local bus routes.

- Adding transit routes to online systems such as Google Transit.
- Improving signage for the public transit system.
- Adding electronic highway signs to indicate alternative routes to avoid congestion.
- Making improvements to traffic control systems to decrease congestion.
- Maintaining and upgrading the rail system to handle freight traffic.

Agriculture Preservation and Enhancement Strategies for the Central Connecticut Region

Completed in 2007, this plan examines issues affecting the region's farms and provides recommendations for dealing with them. After soliciting feedback through a survey and an advisory committee, the following issues were identified:

- Farmers experience pressure from multiple sources to develop their land.
- More regulatory enforcement is needed from towns to support agricultural uses.
- Towns need more education regarding farmland preservation and the benefits that it brings, as well as the needs and issues of farmers.
- Farmers need greater representation in town government, and greater resources for getting their concerns heard.
- Better regulations regarding the environmental impacts of development are needed.
- Towns and regions need more assistance to fund agricultural preservation programs.

The following were some of the plan's recommendations:

- Address town-farmer issues through regulations, ordinances, zoning and plans of conservation and development
- Including strategies such as: transfer of development rights, purchase of development rights, tax relief programs, utilization of the Federal Farmland Assistance Programs, using farmer's markets to gather support for farmers, and establishing zoning regulations that protect agricultural land.
- Address education, training and outreach needs for the community and town officials
- Address and/or support farmers need for agricultural resources and town representation
- A possible action that could be taken is the establishment of an agricultural commission
- Address and/or support town's need to provide assistance to farmers

Mismatch in the Labor Market: Measuring the Supply of and Demand for Skilled Labor in New England

This report, put out by the Boston Federal Reserve, examines the labor market in New England states. The author's group workers into three categories based on their educational attainment: low skill, middle skill, and high skill. The main finding of the report is that New England states have an abundance of high skill workers, but lack middle skill workers. They forecast that a large

proportion of future job growth will be in the middle skill category (those with some college or an associate's degree).

Their analysis also indicates that high skill labor is too prevalent in New England. By looking at the premium that employers are willing to pay for high skill workers (that is, the difference between what a worker in the high skill category makes and what a worker with just a high school diploma makes) throughout the country, they were able to determine which labor markets are oversaturated and which are not. In New England, high skill workers are unable to demand as large of premium as high skill workers in other areas.

Table 37. Other plans and studies consulted

Title of Plan/Study	Area Covered	Authors/Agency
Plan of Conservation and Development For the Central Connecticut Region 2007-2017 (2007)	Central Connecticut Region	CCRPA
Agriculture Preservation and Enhancement Strategies for the Central Connecticut Region (2007)	Central Connecticut Region	CCRPA
Central Connecticut Plan for Alternative Transportation and Health (2005)	Central Connecticut Region	CCRPA
Comprehensive Economic Development Strategy (2005)	Bristol, New Britain, Plainville, and Plymouth	CCRPA, Cosgrove Consulting
Long Range Transportation Plan (2011)	Central Connecticut Region	CCRPA
Capital Workforce Partners: Annual Report (2009-2010)	North Central Connecticut Workforce Investment Area	Capital Workforce Partners
Capital Workforce Partners Integrated Budget and Business Plan (2011-2012)	North Central Connecticut Workforce Investment Area	Capital Workforce Partners
King's Mark Resource and Development Area, Inc.: Area Plan 2009-2014	King's Mark RC&D Area (Western Connecticut)	King's Mark RC&D
Conservation and Development: Policies Plan for Connecticut 2005-2010 (2005)	Connecticut	OPM
Connecticut Economic Strategic Plan (2009)	Connecticut	DECD
State of Connecticut Long Range State Housing Plan (2005)	Connecticut	DECD
The Connecticut Competitiveness Agenda Project (2011)	Connecticut	Connecticut Technology council

Title of Plan/Study	Area Covered	Authors/Agency
Connecticut's Economic Competitiveness in Selected Areas (2009)	Connecticut	The Legislative Program Review and Investigations Committee, Connecticut General Assembly
Economic Impacts of Connecticut's Agricultural Industry (2010)	Connecticut	Department of Agricultural and Resource Economics, University of Connecticut
2009 Survey of International Trade	Connecticut	CBIA, J.H. Cohn LLP.
Town of Berlin: Plan of Conservation and Development (2003)	Berlin	Berlin Department of Development Services
Berlin Market Assessment	Berlin	AMS Advisory Services
Bristol Plan of conservation and Development (2000)	Bristol	Bristol Planning Commission, Buckhurst Fish and Jacqemart Inc.
Route 72 Corridor Land Use and Transportation Master Plan	Bristol	Fitzgerald & Halliday, Inc.
Town of Burlington Plan of Conservation and Development (2009)	Burlington	AECOM Planning Consultants
Plan of Conservation and Development 2010-2020, New Britain (2010)	New Britain	New Britain City Plan Commission, Harrall-Michalowski Associates
Review Draft, Downtown Plan and Strategy (2007)	New Britain	Harrall-Michalowski Associates, Yale Urban Design Workshop, Community Initiatives Development Corporation, The Maguire Group
Town of Plainville, 2009 Plan of Conservation and Development (2009)	Plainville	Plainville Planning and Zoning Commission, Urbitran
Town of Plainville, Connecticut: Community Resource Inventory Report (2007)	Plainville	Community Resource Inventory Committee
Plainville Incentive Housing Zone Study (2009)	Plainville	CCRPA
Town of Plymouth Plan of Conservation and Development (2004)	Plymouth	Town of Plymouth Planning and Zoning Commission
Town of Southington Plan of Conservation and Development (2006)	Southington	Town of Southington Planning and Zoning Commission, TPA Design Group
Metro Hartford Comprehensive Economic Development Strategy	The Metro Hartford Region	The MetroHartford Alliance, Angelou Economics

Appendix 4: Meeting Schedules & Materials

Steering Committee Agendas and Minutes

Alliance meetings are generally held quarterly, on the third Monday of the month. They happen in December, March, June, and September. For the purposes of completing the CEDS extra meetings were scheduled for February, April, and May. The schedule was as follows:

Table 38. Schedule of meetings	
September 14th, 2008	September 13th, 2010
December 8th, 2008	December 20th, 2010
March 9th, 2009	February 7th, 2011
April 9th, 2009	March 21st, 2011
June 8th, 2009	April 25th, 2011
December 14th, 2009	May 23rd, 2011
March 4th, 2009	June 20th, 2011
June 14th, 2009	September 19th, 2011

The agendas and minutes are on the following pages.

TO: Municipal Clerks (Please Post)

NOTICE AND AGENDA FOR THE MEETING OF THE CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE

Meeting Time/Day/Date: Noon; Monday; September 14, 2009
Location: CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT

NOTE TO PERSONS WITH SPECIAL NEEDS: We do not discriminate on the basis of disability. Individuals who need auxiliary aids are invited to make their needs known by calling one of the numbers listed above as soon as possible.

AGENDA

1. Call to order, introductions; determination of quorum (representatives from 4 different municipalities)
   a. Municipality Representatives

Berlin	Jim Mahoney - Econ. Dev		Bill Millerick - Chamber
Bristol	Art Ward - Mayor		Steven Schiller - Ec. Dev.
	Jonathan Rosenthal (Chair) - Ec. Dev.	Plainville -	Robert E. Lee - Manager
	Mike Nicastro - Chamber (com. org's.)		Mark DeVoe - Ec. Dev.
Burlington	Neil Beup - Ec. Dev.	Plymouth -	Khara Dodds - Ec. Dev.
	Mike Scheidel - Chamber	Southington -	Louis Perillo - Ec. Dev.
New Britain	Tim Stewart (V. Chair)		

   b. Non-municipal Representatives

Angelo D'Alfonso - CWP (Un/underemployed)	Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities)
Bruce Lydem (Organized Labor)	Tom Lorenzetti - CCSU ITBD
Jack Driscoll (Finance)	Victor Mitchell - Tunxis CC
Janet Serra - NW CT CVB	Vacant, Cent. Reg. Tourism
John O'Toole - Northeast Utilities	CERC - N.A.
Peggy Sokol - Bristol Senior Center (aged)	

2. Approval of June 8, 2009, minutes
3. CEDS - Status report - Tonelli
4. Connecticut Economic Development Strategy - Stan McMillen, Ph.D., Managing Economist, CT Department of Economic & Community Development (DECD) - Invited
5. Consideration of candidates to be seated on the Alliance from US EDA required interest sectors (one per group):
   a. Agriculture
   b. Public health agencies
   c. Disabled
6. Other matters
7. Adjournment

Attachment: June 8, 2009, minutes

cc: Town Clerks

Alliance meetings are held quarterly starting on the second Monday in March at noon in the CCRPA Offices. Please mark your calendars for the next meeting on December 14, 2009.

TO: Municipal Clerks (Please Post)

NOTICE AND AGENDA FOR THE MEETING OF THE CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE

MEETING TIME/Day/Date: **NOON; MONDAY December 8, 2008**
LOCATION: **CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT**

NOTE TO PERSONS WITH SPECIAL NEEDS: We do not discriminate on the basis of disability. Individuals who need auxiliary aids are invited to make their needs known by calling one of the numbers listed above as soon as possible.

AGENDA

1. Call to order, introductions; determination of quorum (4 municipality representatives)
   a. Municipal Representatives

Jim Mahoney - Berlin Econ. Dev	Mayor Art Ward - Bristol
Jonathan Rosenthal - Bristol Econ. Dev. (Chair)	Mayor Tim Stewart - NB (V. Chair)
Khara Dodds - Plymouth, Econ. Dev	Neil Beup - Burl. Econ. Dev
Louis Perillo - Southington Econ. Dev	Robert E. Lee - Plainville CEO
Mark DeVoe - Plainville Econ. Dev.	

   b. Non-municipal Representatives

Angelo D'Alfonso - CWP (Un/underemployed)	Peggy Sokol - Bristol Senior Center (aged)
Bill Millerick - NB Chamber	Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities)
Bruce Lydem (Organized Labor)	Tom Lorenzetti - CCSU ITBD
Jack Driscoll (Finance)	Victor Mitchell - Tunxis CC
Janet Serra - NW CT CVB	Vacant, Cent. Reg. Tourism
John Leone - Bristol Chamber (community org's.)	CERC - n.a.
John O'Toole - Northeast Utilities	
Mike Scheidel - Burlington Chamber	

2. Approval of September 10, 2007, minutes
3. Approval of Central Connecticut Corridor CEDS 2008-2009 Update
4. Elimination of the Personal Property Exemption for Manufacturing Facilities -OPM (invited) (Municipal Tax Collectors of the Region may wish to join us for this discussion)
5. New CEDS due US EDA June 2009 - Status report
6. Consideration of candidates to be seated on the Alliance from special interest sectors (one per group):
   a. Agriculture (Whit Betts, Green Acre Farms - John Leone will invite)
   b. Public health agencies - (Curt Bauers, Bristol Hospital - John Leone will seek representative)
   c. Disabled - (Bill Millerick seeking representative)
7. Other matters
8. Adjournment

Attachment: September 10, 2007 minutes

cc: Town Clerks

Alliance meetings are held quarterly starting on the second Monday in March at noon in the CCRPA Offices. Please mark your calendars for the next meeting on March 9, 2009.

TO: Municipal Clerks (Please Post)

NOTICE AND AGENDA FOR THE MEETING OF THE CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE

Meeting Time/Day/Date: Noon; Monday; March 9, 2009
Location: CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT

NOTE TO PERSONS WITH SPECIAL NEEDS: We do not discriminate on the basis of disability. Individuals who need auxiliary aids are invited to make their needs known by calling one of the numbers listed above as soon as possible.

AGENDA

1. Call to order, introductions; determination of quorum (4 municipality representatives)
   a. Municipal Representatives
   Jim Mahoney - Berlin Econ. Dev
   Jonathan Rosenthal - Bristol Econ. Dev. (Chair)
   Khara Dodds - Plymouth, Econ. Dev
   Louis Perillo - Southington Econ. Dev
   Mark DeVoe - Plainville Econ. Dev.
   Mayor Art Ward - Bristol
   Mayor Tim Stewart - NB (V. Chair)
   Neil Beup - Burl. Econ. Dev
   Robert E. Lee - Plainville CEO

   b. Non-municipal Representatives
   Angelo D'Alfonso - CWP (Un/underemployed)
   Bill Millerick - NB Chamber
   Bruce Lydem (Organized Labor)
   Jack Driscoll (Finance)
   Janet Serra - NW CT CVB
   John O'Toole - Northeast Utilities
   Mike Scheidel - Burlington Chamber
   Mike Nicastro - Bristol Chamber (community org's.)
   Peggy Sokol - Bristol Senior Center (aged)
   Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities)
   Tom Lorenzetti - CCSU ITBD
   Victor Mitchell - Tunxis CC
   Vacant, Cent. Reg. Tourism
   CERC - n.a.
2. Approval of December 8, 2008, minutes
3. Connecticut Economic Development Strategy - Stan McMillen, Ph.D., Managing Economist, CT Department of Economic & Community Development
4. Elimination of the Personal Property Exemption for Manufacturing Facilities
5. New CEDS - Status report
6. Federal Stimulus Discussion
7. Consideration of candidates to be seated on the Alliance from US EDA required interest sectors (one per group):
   a. Agriculture (Whit Betts,Green Acre Farms? Others?)
   b. Public health agencies - (Curt Barwis, Bristol Hospital? Others?)
   c. Disabled - (Bill Millerick seeking representative)
8. Other matters
9. Adjournment

Attachment: December 8, 2008, minutes

cc: Town Clerks

Alliance meetings are held quarterly starting on the second Monday in March at noon in the CCRPA Offices. Please mark your calendars for the next meeting on June 8, 2009.

TO: Municipal Clerks (Please Post)

NOTICE AND AGENDA FOR THE MEETING OF THE CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE

Meeting Time/Day/Date: Noon; Thursday; April 9, 2009
Location: CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT

NOTE TO PERSONS WITH SPECIAL NEEDS: We do not discriminate on the basis of disability. Individuals who need auxiliary aids are invited to make their needs known by calling one of the numbers listed above as soon as possible.

AGENDA

1. Call to order, introductions; determination of quorum (4 municipal representatives from different municipalities)
   a. Municipal Representatives
   Jim Mahoney - Berlin Econ. Dev
   Jonathan Rosenthal - Bristol Econ. Dev. (Chair)
   Khara Dodds - Plymouth, Econ. Dev
   Louis Perillo - Southington Econ. Dev
   Mark DeVoe - Plainville Econ. Dev.
   Mayor Art Ward - Bristol
   Mayor Tim Stewart - NB (V. Chair)
   Neil Beup - Burl. Econ. Dev
   Robert E. Lee - Plainville CEO

   b. Non-municipal Representatives
   Angelo D'Alfonso - CWP (Un/underemployed)
   Bill Millerick - NB Chamber
   Bruce Lydem (Organized Labor)
   Jack Driscoll (Finance)
   Janet Serra - NW CT CVB
   John O'Toole - Northeast Utilities
   Mike Scheidel - Burlington Chamber
   Mike Nicastro - Bristol Chamber (community org's.)
   Peggy Sokol - Bristol Senior Center (aged)
   Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities)
   Tom Lorenzetti - CCSU ITBD
   Victor Mitchell - Tunxis CC
   Vacant, Cent. Reg. Tourism
   CERC - n.a.
2. CEDS Amendments
   a. Bristol Main Street Streetscape Project
   A new portion of Bristol's downtown streetscape is to be installed on Main Street from Center Street to Memorial Boulevard. Utilizing the design vocabulary already established on upper North Main Street, the design includes traffic calming measures and pedestrian amenities such as brick sidewalk banding, ornamental pedestrian lighting, crosswalks and benches. The city has added to its main public library and assisted with several façade improvements on this section of road. The streetscape will benefit the businesses that took advantage of the façade improvement program, and will help attract new businesses to the area. This project will also facilitate marketing of the 17-acre Depot-Square site for redevelopment.
   The Depot Square property (formerly known as the Bristol Centre Mall) is omitted on the western side of the area, because re-use of this property should be determined before a finished design is put in place.
   Project total budget: $2.3 million 50% match: $1.15 million.
   CEDS goal #2 would be met

   b. Plainville Downtown Revitalization Program, Phase III
   The Downtown Revitalization is an ongoing project to improve the streetscape downtown. Improvements include granite curbs, new concrete sidewalks with pavers, period street lights, street furniture (including planters, benches, waste receptacles, etc.), landscaping and signage. Phase I of the project was completed in June 2008, and Phase II is 45% complete. Phase III will extend improvements to East and West Main Street, between Pierce Street and Neal Court.
   Areas encompassed by the Downtown Revitalization project may be eligible in the future for participation in a façade improvement program. Phase III of the Revitalization Program, along with the future façade improvement program and possible parking reconfigurations, will serve to benefit existing businesses and attract new businesses to the area.
   CEDS goal #2 would be met.
3. Other business
4. Adjournment

cc: Town Clerks

TO: Municipal Clerks (Please Post)

NOTICE AND AGENDA FOR THE MEETING OF THE CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE

Meeting Time/Day/Date: Noon; Monday; June 8, 2009
Location: CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT

NOTE TO PERSONS WITH SPECIAL NEEDS: We do not discriminate on the basis of disability. Individuals who need auxiliary aids are invited to make their needs known by calling one of the numbers listed above as soon as possible.

AGENDA

1. Call to order, introductions; determination of quorum (representatives from 4 different municipalities)
   a. Municipality Representatives
   Berlin Jim Mahoney - Econ. Dev
   Bristol Art Ward - Mayor
   Jonathan Rosenthal (Chair) - Ec. Dev.
   Mike Nicastro - Chamber (com. org's.)
   Burlington Neil Beup - Ec. Dev.
   Mike Scheidel - Chamber
   New Britain Tim Stewart (V. Chair)
   Bill Millerick - Chamber
   Steven Schiller - Ec. Dev.
   Plainville - Robert E. Lee - Manager
   Mark DeVoe - Ec. Dev.
   Plymouth - Khara Dodds - Ec. Dev.
   Southington - Louis Perillo - Ec. Dev.

   b. Non-municipal Representatives
   Angelo D'Alfonso - CWP (Un/underemployed)
   Bruce Lydem (Organized Labor)
   Jack Driscoll (Finance)
   Janet Serra - NW CT CVB
   John O'Toole - Northeast Utilities
   Peggy Sokol - Bristol Senior Center (aged)
   Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities)
   Tom Lorenzetti - CCSU ITBD
   Victor Mitchell - Tunxis CC
   Vacant, Cent. Reg. Tourism
   CERC - n.a.
2. Approval of March 9 and April 9, 2009, minutes
3. CEDS - Status report (should Agency invoice towns before July 1, or ...?) - Tonelli
4. Consideration of candidates to be seated on the Alliance from US EDA required interest sectors (one per group):
   a. Agriculture (Whit Betts,Green Acre Farms? Others?)
   b. Public health agencies - (Curt Barwis, Bristol Hospital? Others?)
   c. Disabled - (Bill Millerick seeking representative)
5. Elimination of the Personal Property Exemption for Manufacturing Facilities - Rosenthal
6. ARRA/EDA Funding Opportunities
7. Commuter Transportation - Rosenthal
8. Other matters
9. Adjournment

Attachment: March 9 and April 9, 2009, minutes

cc: Town Clerks

Alliance meetings are held quarterly starting on the second Monday in March at noon in the CCRPA Offices. Please mark your calendars for the next meeting on September 14, 2009.

CENTRAL CONNECTICUT REGIONAL PLANNING AGENCY

Serving Berlin, Bristol, Burlington, New Britain, Plainville, Plymouth, and Southington

225 North Main Street, Suite 304
Bristol, CT 06010-4993
Internet: http://ccrpa.org
Fax/TDD: (860) 589-6950
Tel: (860) 589-7820
or (860) 224-9888

TO: Municipal Clerks (Please Post)

NOTICE AND AGENDA FOR THE MEETING OF THE CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE

Meeting Time/Day/Date: Noon; Monday; December 14, 2009
Location: CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT

NOTE TO PERSONS WITH SPECIAL NEEDS: We do not discriminate on the basis of disability. Individuals who need auxiliary aids are invited to make their needs known by calling one of the numbers listed above as soon as possible.

AGENDA

1. Call to order, introductions; determination of quorum (representatives from 4 different municipalities)
   a. Municipality Representatives
   Berlin Jim Mahoney - Econ. Dev
   Bristol Art Ward - Mayor
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   Mike Nicastro - Chamber (com. org's.)
   Burlington Neil Beup - Ec. Dev.
   Mike Scheidel - Chamber
   New Britain Tim Stewart (V. Chair)
   Bill Millerick - Chamber
   Steven Schiller - Ec. Dev.
   Plainville - Robert E. Lee - Manager
   Mark DeVoe - Ec. Dev.
   Plymouth - Khara Dodds - Ec. Dev.
   Southington - Louis Perillo - Ec. Dev.

   b. Non-municipal Representatives
   Angelo D'Alfonso - CWP (Un/underemployed)
   Bruce Lydem (Organized Labor)
   Jack Driscoll (Finance)
   Janet Serra - NW CT CVB (tourism/women)
   John O'Toole - Northeast Utilities (utilities)
   Vacant - (Disabilities)
   Vacant - (Health)
   Peggy Sokol - Bristol Senior Center (aged/women)
   Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities)
   Tom Lorenzetti - CCSU ITBD
   Victor Mitchell - Tunxis CC
   Vacant - (Agricultural)
   CERC - N.A.
2. Approval of June 8, 2009, minutes
3. Connecticut Economic Development Strategy - Commissioner Joan McDonald, CT Department of Economic & Community Development (DECD)
4. Appointment of vacant Non-municipal Representatives - Tonelli
5. CEDS - Status report - Tonelli
6. Other matters
7. Adjournment

Attachment: June 8, 2009, minutes

cc: Town Clerks

Alliance meetings are held quarterly starting on the second Monday in March at noon in the CCRPA Offices. Please mark your calendars for the next meeting on March 8, 2010.

Central Connecticut Regional planning Agency
225 North Main Street, Suite 304; Bristol, CT 06010
860 589 7820, 224 9888 FAX 860 589 6950 www.ccrpa.org

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TO: Municipal Clerks (Please Post)

NOTICE AND AGENDA FOR THE MEETING OF THE CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE

Meeting Time/Day/Date: Noon; Monday; March 8, 2010
Location: CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT

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AGENDA

1. Call to order, introductions; determination of quorum (representatives from 4 different municipalities)
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Bristol	Art Ward - Mayor	Steven Schiller - Ec. Dev.
	Jonathan Rosenthal (Chair) - Ec. Dev.	Plainville - Robert E. Lee - Manager
	Mike Nicastro - Chamber (com. org's.)	Mark DeVoe - Ec. Dev.
Burlington	Neil Beup - Ec. Dev.	Plymouth - Khara Dodds - Ec. Dev.
	Mike Scheidel - Chamber	Southington - Louis Perillo - Ec. Dev.
New Britain	Tim Stewart (V. Chair)	

   b. Non-municipal Representatives

Angelo D'Alfonso - CWP (Un/underemployed)
Bruce Lydem (Organized Labor)
Jack Driscoll (Finance)
Janet Serra - NW CT CVB (tourism/women)
John O'Toole - Northeast Utilities (utilities)
John Tricario - (Disabilities)
Lynn Abrahamson - (Health)
Peggy Sokol - Bristol Senior Center (aged/women)
Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities)
Tom Lorenzetti - CCSU ITBD
Victor Mitchell - Tunxis CC
Sarah Kowaleski - (Agricultural)
CERC - N.A.

2. Approval of December 14, 2009, minutes
3. CEDS - Status report - Tonelli
4. Other matters
5. Adjournment

Attachment: December 14, 2009, minutes

cc: Town Clerks

Alliance meetings are held quarterly starting on the second Monday in March at noon in the CCRPA Offices. Please mark your calendars for the next meeting on June 14, 2010.

Central Connecticut Regional planning Agency
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CENTRAL CONNECTICUT REGIONAL PLANNING AGENCY
225 N MAIN STREET, SUITE 304, BRISTOL CT 06010 • WWW.CCRPA.ORG • 860.589.7820(t) • 860.589.6950(f)

TO: Municipal Clerks (Please Post)

NOTICE AND AGENDA FOR THE MEETING OF THE CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE

Meeting Time/Day/Date: Noon; Monday; June 14, 2010
Location: CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT

BOARD MEMBERS: Please email/call if you will be late or absent
SPECIAL NEEDS: We do not discriminate on the basis of disability - Please call in advance if you need auxiliary aids

AGENDA

1. Call to order, introductions; determination of quorum (representatives from 4 different municipalities)
   a. Municipality Representatives

Berlin	Jim Mahoney - Econ. Dev	Bill Millerick - Chamber
Bristol	Art Ward - Mayor	Steven Schiller - Ec. Dev.
	Jonathan Rosenthal (Chair) - Ec. Dev.	Plainville Robert E. Lee - Manager
	Mike Nicastro - Chamber (com. org's.)	Mark DeVoe - Ec. Dev.
Burlington	Neil Beup - Ec. Dev.	Plymouth - Khara Dodds - Ec. Dev.
	Mike Scheidel - Chamber	Southington - Louis Perillo - Ec. Dev.
New Britain	Tim Stewart (V. Chair)	

   b. Non-municipal Representatives

Angelo D'Alfonso - CWP (Un/underemployed)
Bruce Lydem (Organized Labor)
Jack Driscoll (Finance)
Janet Serra - NW CT CVB (tourism/women)
John O'Toole - Northeast Utilities (utilities)
John Tricarico - CCRPA Paratransit (Disabilities)
Lynn Abrahamson - Bristol/Burlington Public Health District (Health)
Peggy Sokol - Bristol Senior Center (aged/women)
Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities)
Tom Lorenzetti - CCSU ITBD
Victor Mitchell - Tunxis CC
Sarah Kowaleski - Urban Oaks (Agricultural)
CERC - N.A.

2. Approval of March 8, 2010, minutes
3. CEDS
   a. Update on current process
   b. Review of Commissioner McDonald letters: EDDs, Infrastructure funding
4. Other matters
5. Adjournment

Attachment: March 8, 2010 minutes
cc: Town Clerks

Alliance meetings are held quarterly starting on the second Monday in March at noon in the CCRPA Offices. Please mark your calendars for the next meeting on September 13, 2010.

Alliance meetings are held quarterly starting on the second Monday in March at noon in the CCRPA Offices. Please mark your calendars for the next meeting on June 14, 2010.

CENTRAL CONNECTICUT REGIONAL PLANNING AGENCY
225 N MAIN STREET, SUITE 304, BRISTOL CT 06010 • WWW.CCRPA.ORG • 860.589.7820(t) • 860.589.6950(f)

TO: Municipal Clerks (Please Post)
NOTICE AND AGENDA FOR THE MEETING OF THE
CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE
Meeting Time/Day/Date: Noon; Monday; September 13, 2010
Location: CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT

BOARD MEMBERS - Please email/call if you will be late or absent
SPECIAL NEEDS
We do not discriminate on the basis of disability - Please call in advance if you need auxiliary aids

AGENDA

1. Call to order, introductions; determination of quorum (representatives from 4 different municipalities)
   a. Municipality Representatives

Berlin	Jim Mahoney - Econ. Dev		Bill Millerick - Chamber
Bristol	Art Ward - Mayor		Steven Schiller - Ec. Dev.
	Jonathan Rosenthal (Chair) - Ec. Dev.	Plainville -	Robert E. Lee - Manager
	Mike Nicastro - Chamber (com. org's.)		Mark DeVoe - Ec. Dev.
Burlington	Neil Beup - Ec. Dev.	Plymouth -	Khara Dodds - Ec. Dev.
	Mike Scheidel - Chamber	Southington -	Louis Perillo - Ec. Dev.
New Britain	Tim Stewart (V. Chair)		

   b. Non-municipal Representatives

Julie Geyer - CWP (Un/underemployed)	Peggy Sokol - Bristol Senior Center (aged/women)
Bruce Lydem (Organized Labor)	Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities)
Jack Driscoll (Finance)	Tom Lorenzetti - CCSU ITBD
Janet Serra - NW CT CVB (tourism/women)	Victor Mitchell - Tunxis CC
John O'Toole - Northeast Utilities (utilities)	Sarah Kowaleski - Urban Oaks (Agricultural)
John Tricarico - CCRPA Paratransit (Disabilities)	CERC - N.A.
Lynn Abrahamson - Bristol/Burlington Pub. Hlth. Dist. (Health)	

2. Comments from the public
3. Approval of June 14, 2010, minutes
4. Permanently change regular meeting day to 1st or 3rd Monday of the month?
5. Future of Regional CEDS
6. Other matters
7. Adjournment

Attachment: June 14, 2010 minutes
cc: Town Clerks

Alliance meetings are held quarterly starting on the second Monday in March at noon in the CCRPA Offices. Please mark your calendars for the next meeting on December 13, 2010.

CENTRAL CONNECTICUT REGIONAL PLANNING AGENCY
225 N MAIN STREET, SUITE 304, BRISTOL CT 06010 • WWW.CCRPA.ORG • 860.589.7820(t) • 860.589.6950(f)

REVISED

TO: Municipal Clerks (Please Post)
NOTICE AND AGENDA FOR THE MEETING OF THE
CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE
Meeting Time/Day/Date: Noon; Monday; December 20, 2010
Location: CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT

BOARD MEMBERS: Please email/call if you will be late or absent
SPECIAL NEEDS: We do not discriminate on the basis of disability - Please call in advance if you need auxiliary aids

AGENDA

I. Call to order, introductions; determination of quorum (representatives from 4 different municipalities)
   A. Municipality Representatives

Berlin	Jim Mahoney - Econ. Dev		Bill Millerick - Chamber
Bristol	Art Ward - Mayor		Steven Schiller - Ec. Dev.
	Jonathan Rosenthal (Chair) - Ec. Dev.	Plainville	Robert E. Lee - Manager
	Mike Nicastro - Chamber (com. org's.)		Mark DeVoe - Ec. Dev.
Burlington	Rich Stocker – Econ. Dev	Plymouth	Khara Dodds - Ec. Dev.
	Mike Scheidel – Chamber	Southington	Louis Perillo - Ec. Dev.
New Britain	Tim Stewart (V. Chair)		

   B. Non-municipal Representatives

Julie Geyer - CWP (Un/underemployed)	Peggy Sokol - Bristol Senior Center (aged/women)
Bruce Lydem (Organized Labor)	Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities)
Jack Driscoll (Finance)	Tom Lorenzetti - CCSU ITBD
Janet Serra - NW CT CVB (tourism/women)	Victor Mitchell - Tunxis CC
John O'Toole - Northeast Utilities (utilities)	Sarah Kowaleski - Urban Oaks (Agricultural)
John Tricarico - CCRPA Paratransit (Disabilities)	CERC – N.A.
Lynn Abrahamson - Bristol/Burlington Public Health District (Health)	

II. Approval of June 14, 2010, minutes
III. CEDS
   A. Review overview of previous CEDS and updates to date
   B. Update on current process
   C. Discuss and approve work plan – public involvement
IV. Regional Marketing - e.g. Bristol Bio-Tech Zone
V. A region-wide base industry retention program
VI. Regional affordable housing forum
VII. Other matters
VIII. Adjournment

Attachments: June 14, 2010 minutes
Proposed work plan
Previous CEDS Overview

cc: Town Clerks

Alliance meetings are held quarterly starting on the second Monday in March at noon in the CCRPA Offices. Please mark your calendars for the next meeting on March 21, 2010.

CENTRAL CONNECTICUT REGIONAL PLANNING AGENCY
225 N MAIN STREET, SUITE 304, BRISTOL CT 06010 • WWW.CCRPA.ORG • 860.589.7820(t) • 860.589.6850(f)

TO: Municipal Clerks (Please Post)

NOTICE AND AGENDA FOR THE MEETING OF THE CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE

Meeting Time/Day/Date: Noon; Monday; February 7th, 2011

Location: CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT

BOARD MEMBERS: Please email/call if you will be late or absent

SPECIAL NEEDS: We do not discriminate on the basis of disability - Please call in advance if you need auxiliary aids

AGENDA

I. Call to order, introductions; determination of quorum (representatives from 4 different municipalities)

A. Municipality Representatives

Berlin	Jim Mahoney - Econ. Dev		Bill Millerick - Chamber
Bristol	Art Ward - Mayor		Steven Schiller - Ec. Dev.
	Jonathan Rosenthal (Chair) - Ec. Dev.	Plainville	Robert E. Lee - Manager
	Mike Nicastro - Chamber (com. org's.)		Mark DeVoe - Ec. Dev.
Burlington	Rich Stocker – Econ. Dev	Plymouth	Khara Dodds - Ec. Dev.
	Mike Scheidel – Chamber	Southington	Louis Perillo - Ec. Dev.
New Britain	Tim Stewart (V. Chair)		

B. Non-municipal Representatives

Julie Geyer - CWP (Un/underemployed)
Bruce Lydem (Organized Labor)
Jack Driscoll (Finance)
Janet Serra - NW CT CVB (tourism/women)
John O'Toole - Northeast Utilities (utilities)
John Tricarico - CCRPA Paratransit (Disabilities)
Lynn Abrahamson - Bristol/Burlington Public Health District (Health)
Peggy Sokol - Bristol Senior Center (aged/women)
Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities)
Tom Lorenzetti - CCSU ITBD
Victor Mitchell - Tunxis CC
Agriculture - vacant
CERC – N.A.

II. Approval of December 20th, 2010 minutes
III. Update on Regional Marketing - e.g. Bristol Bio-Tech Zone
IV. CEDS
  A. Update on progress
  B. Discuss formation of coordinating committee
  C. Discuss project solicitation form
V. Initial SWOT Analysis
  A. Discuss findings from regional profile
  B. Brainstorm regional issues
VI. Other matters
VII. Adjournment

Attachments: December 20, 2010 minutes
Regional Profile Executive Summary

cc: Town Clerks

Alliance meetings are held quarterly starting on the second Monday in March at noon in the CCRPA Offices. Please mark your calendars for the next meeting on March 21, 2010.

CENTRAL CONNECTICUT REGIONAL PLANNING AGENCY
225 N MAIN STREET, SUITE 304, BRISTOL CT 06010 • WWW.CCRPA.ORG • 860.589.7820(t) • 860.589.6850(f)

TO: Municipal Clerks (Please Post)

NOTICE AND AGENDA FOR THE MEETING OF THE CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE

Meeting Time/Day/Date: Noon; Monday; March 21st, 2011

Location: CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT

BOARD MEMBERS: Please email/call if you will be late or absent

SPECIAL NEEDS: We do not discriminate on the basis of disability - Please call in advance if you need auxiliary aids

AGENDA

I. Call to order, introductions; determination of quorum (representatives from 4 different municipalities)

A. Municipality Representatives

Berlin	Jim Mahoney - Econ. Dev		Bill Millerick - Chamber
Bristol	Art Ward - Mayor		Steven Schiller - Ec. Dev.
	Jonathan Rosenthal (Chair) - Ec. Dev.	Plainville	Robert E. Lee - Manager
	Mike Nicastro - Chamber (com. org's.)		Mark DeVoe - Ec. Dev.
Burlington	Rich Stocker – Econ. Dev	Plymouth	Khara Dodds - Ec. Dev.
	Mike Scheidel – Chamber	Southington	Louis Perillo - Ec. Dev.
New Britain	Tim Stewart (V. Chair)		

B. Non-municipal Representatives

Julie Geyer - CWP (Un/underemployed)
Bruce Lydem (Organized Labor)
Jack Driscoll (Finance)
Janet Serra - NW CT CVB (tourism/women)
John O'Toole - Northeast Utilities (utilities)
John Tricarico - CCRPA Paratransit (Disabilities)
Lynn Abrahamson - Bristol/Burlington Public Health District (Health)
Peggy Sokol - Bristol Senior Center (aged/women)
Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities)
CCSU – Vacant
Victor Mitchell - Tunxis CC
Agriculture - vacant
CERC – N.A.

II. Approval of February 7th, 2011 minutes
III. CEDS
  A. Discuss results of March 8th public meeting
  B. Discuss project solicitation form
  C. Brief presentation of new commute pattern data
  D. Brief presentation of *Target Industry* findings
  E. SWOT Analysis/breakout groups
IV. Other matters
V. Schedule meetings for April and/or May
VI. Adjournment

Attachments: February 7th, 2011 minutes
Draft *Commute Pattern* report
Project Solicitation survey
Strengths/Weaknesses from Public Meeting

cc: Town Clerks

Alliance meetings are held quarterly starting on the third Monday of the month at noon in the CCRPA Offices. Please mark your calendars for the next meeting on June 20th, 2010.

CENTRAL CONNECTICUT REGIONAL PLANNING AGENCY
225 N MAIN STREET, SUITE 304, BRISTOL, CT 06010 • WWW.CCRPA.ORG • 860.589.7820(t) • 860.589.6950(f)

TO: Municipal Clerks (Please Post)

NOTICE AND AGENDA FOR THE MEETING OF THE CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE

Meeting Time/Day/Date: Noon; Monday; April 25th, 2011

Location: CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT

BOARD MEMBERS: Please email/call if you will be late or absent

SPECIAL NEEDS: We do not discriminate on the basis of disability - Please call in advance if you need auxiliary aids

AGENDA

I. Call to order, introductions; determination of quorum (representatives from 4 different municipalities)

A. Municipality Representatives

Berlin	Jim Mahoney - Econ. Dev		Bill Millerick - Chamber
Bristol	Art Ward - Mayor		Steven Schiller - Ec. Dev.
	Jonathan Rosenthal (Chair) - Ec. Dev.	Plainville	Robert E. Lee - Manager
	Mike Nicastro - Chamber (com. org's.)		Mark DeVoe - Ec. Dev.
Burlington	Rich Stocker – Econ. Dev	Plymouth	Khara Dodds - Ec. Dev.
	Mike Scheidel – Chamber	Southington	Louis Perillo - Ec. Dev.
New Britain	Tim Stewart (V. Chair)		

B. Non-municipal Representatives

Julie Geyer - CWP (Un/underemployed)
Bruce Lydem (Organized Labor)
Jack Driscoll (Finance)
Janet Serra - NW CT CVB (tourism/women)
John O'Toole - Northeast Utilities (utilities)
John Tricarico - CCRPA Paratransit (Disabilities)
Lynn Abrahamson - Bristol/Burlington Public Health District (Health)
Peggy Sokol - Bristol Senior Center (aged/women)
Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities)
CCSU – Richard Mullins
Victor Mitchell - Tunxis CC
Agriculture - vacant
CERC – N.A.

II. Approval of March 21st, 2011 minutes

III. CEDS

A. Discuss results of April 14th public meeting
B. Review goals and objectives from 2004 CEDS
C. Discuss goals and objectives for current CEDS

IV. Other matters

V. Adjournment

Attachments: March 21st, 2011 minutes
Draft Target Industry Report
2004 Goals and Objectives
Draft Proposed Goals and Objectives

cc: Town Clerks

Alliance meetings are held quarterly starting on the third Monday of the month at noon in the CCRPA Offices. Please mark your calendars for the next meeting on May 23rd, 2011.

CENTRAL CONNECTICUT REGIONAL PLANNING AGENCY
225 N MAIN STREET, SUITE 304, BRISTOL, CT 06010 • WWW.CCRPA.ORG • 860.589.7820(t) • 860.589.6950(f)

TO: Municipal Clerks (Please Post)

NOTICE AND AGENDA FOR THE MEETING OF THE CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE

Meeting Time/Day/Date: Noon; Monday; May 23rd, 2011

Location: CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT

BOARD MEMBERS: Please email/call if you will be late or absent

SPECIAL NEEDS: We do not discriminate on the basis of disability - Please call in advance if you need auxiliary aids

AGENDA

I. Call to order, introductions; determination of quorum (representatives from 4 different municipalities)

A. Municipality Representatives

Berlin	Jim Mahoney - Econ. Dev		Bill Millerick - Chamber
Bristol	Art Ward - Mayor		Steven Schiller - Ec. Dev.
	Jonathan Rosenthal (Chair) - Ec. Dev.	Plainville	Robert E. Lee - Manager
	Mike Nicastro - Chamber (com. org's.)		Mark DeVoe - Ec. Dev.
Burlington	Rich Stocker – Econ. Dev	Plymouth	Khara Dodds - Ec. Dev.
	Mike Scheidel – Chamber	Southington	Louis Perillo - Ec. Dev.
New Britain	Tim Stewart (V. Chair)		

B. Non-municipal Representatives

Julie Geyer - CWP (Un/underemployed)
Bruce Lydem (Organized Labor)
Jack Driscoll (Finance)
Janet Serra - NW CT CVB (tourism/women)
John O'Toole - Northeast Utilities (utilities)
John Tricarico - CCRPA Paratransit (Disabilities)
Lynn Abrahamson - Bristol/Burlington Public Health District (Health)
Peggy Sokol - Bristol Senior Center (aged/women)
Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities)
CCSU – Richard Mullins
Victor Mitchell - Tunxis CC
Agriculture - vacant
CERC – N.A.

II. Approval of April 25th, 2011 minutes

III. CEDS

A. Finalize goals, objectives, and strategies.
B. Discuss prioritization criteria
C. Discuss CEDS projects

- A full list of proposed projects will be distributed prior to the meeting.

D. Discuss June meeting/public forum

IV. Other matters

V. Adjournment

Attachments: April 25th, 2011 minutes
Draft Proposed Goals and Objectives

cc: Town Clerks

Alliance meetings are held quarterly starting on the third Monday of the month at noon in the CCRPA Offices. Please mark your calendars for the next meeting on June 20th, 2011.

CENTRAL CONNECTICUT REGIONAL PLANNING AGENCY
225 N MAIN STREET, SUITE 304, BRISTOL, CT 06010 • WWW.CCRPA.ORG • 860.589.7030(f) • 860.589.0050(t)

TO: Municipal Clerks (Please Post)

NOTICE AND AGENDA FOR THE MEETING OF THE
CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE

Meeting Time/Day/Date: Noon; Monday; June 20th, 2011
Location: CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT

BOARD MEMBERS: Please email/call if you will be late or absent

SPECIAL NEEDS: We do not discriminate on the basis of disability - Please call in advance if you need auxiliary aids

AGENDA

I. Call to order, introductions; determination of quorum (representatives from 4 different municipalities)

A. Municipality Representatives

Berlin	Jim Mahoney - Econ. Dev		Bill Millerick - Chamber
Bristol	Art Ward – Mayor		Steven Schiller - Ec. Dev.
	Jonathan Rosenthal (Chair) - Ec. Dev.	Plainville	Robert E. Lee - Manager
	Mike Nicastro - Chamber (com. org's.)		Mark DeVoe - Ec. Dev.
Burlington	Rich Stocker – Econ. Dev	Plymouth	Khara Dodds - Ec. Dev.
	Mike Scheidel – Chamber	Southington	Louis Perillo - Ec. Dev.
New Britain	Tim Stewart (V. Chair)		

B. Non-municipal Representatives

Julie Geyer - CWP (Un/underemployed)	Peggy Sokol - Bristol Senior Center (aged/women)
Bruce Lydem (Organized Labor)	Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities)
Byron Treado (Finance)	CCSU – Richard Mullins
Janet Serra - NW CT CVB (tourism/women)	Victor Mitchell - Tunxis CC
John O'Toole - Northeast Utilities (utilities)	Agriculture - vacant
John Tricarico - CCRPA Paratransit (Disabilities)	CERC – N.A.
Lynn Abrahamson - Bristol/Burlington Public Health District (Health)	

II. Approval of May 23rd, 2011 minutes

III. CEDS

A. Finalize vision, goals, objectives, and strategies.
B. Vote on project rankings
C. Discuss/approve CEDS Draft
D. Discuss public forum/hearing

IV. Other matters

V. Adjournment

Attachments: Mary 23rd, 2011 minutes
Draft 2011 CEDS
Proposed Project Rankings

cc: Town Clerks

Alliance meetings are held quarterly starting on the third Monday of the month at noon in the CCRPA Offices. Please mark your calendars for the next meeting on June 20th, 2011.

DRAFT

CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE
MEETING MINUTES

MEETING TIME/Day/Date: **Noon; MONDAY December 8, 2008**
LOCATION: **CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT**

AGENDA

1. Call to order, introductions; determination of quorum (4 municipality representatives) - the meeting was called to order at approximately 12:15 PM with the following members in attendance except as otherwise noted:

a. Municipal Representatives

Jim Mahoney - Berlin Econ. Dev	Mayor Art Ward - Bristol - ABSENT
Jonathan Rosenthal - Bristol Econ. Dev. (Chair)	Mayor Tim Stewart - NB (V. Chair) - ABSENT
Khara Dodds - Plymouth, Econ. Dev - ABSENT	Neil Beup - Burl. Econ. Dev - ABSENT
Louis Perillo - Southington Econ. Dev	Robert E. Lee - Plainville CEO
Mark DeVoe - Plainville Econ. Dev	

b. Non-municipal Representatives

Angelo D'Alfonso - CWP (Un/underemployed) ABSENT	Mike Nicastro - Bristol Chamber (community org's.)
Bill Millerick - NB Chamber - ABSENT	Peggy Sokol - Bristol Senior Center (aged) - ABSENT
Bruce Lydem (Organized Labor)	Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities)
Jack Driscoll (Finance)	Tom Lorenzetti - CCSU ITBD - ABSENT
Janet Serra - NW CT CVB - ABSENT	Victor Mitchell - Tunxis CC
John O'Toole - Northeast Utilities - ABSENT	Vacant, Cent. Reg. Tourism
Mike Scheidel - Burlington Chamber - ABSENT	CERC - n.a.

2. Approval of September 10, 2007, minutes

MOTION: Louis Perillo moved approval of the minutes as presented; seconded by Jim Mahoney; passed unanimously.

3. Approval of Central Connecticut Corridor CEDS 2008-2009 Update

The Executive Director briefly described the CEDS adoption and update process and noted that this was the last update permitted by US EDA before a completely new CEDS must be prepared. This update will qualify the four towns in the Central Connecticut Corridor for US EDA funding thru June 30, 2009. The Update was prepared by CCRPA staff and approved by the Agency Board on June 5, 2008.

MOTION: John Leone moved approval of the 2008 CEDS Update; seconded by Mark DeVoe; passed unanimously.

4. Elimination of the Personal Property Exemption for Manufacturing Facilities -OPM (invited)

The Executive Director advised that he had been unable to secure a commitment from the CT OPM to provide someone to discuss this subject at this meeting. Chairman Rosenthal briefly described the manner by which this exemption is currently administered and the changes that will occur in response to Legislature's elimination of this exemption. He introduced Tom DeNoto, the Bristol Assessor, who elucidated the situation further and provided copies of the related statutes. It was agreed that further discussion of this matter would be continued at the next meeting when a representative of the CT OPM could be present to review the procedures the state will use to continue to provide municipalities with funds due to them under the statues.

5. New CEDS due US EDA June 2009 - Status report

The Executive Director advised that the Agency prepared its first CEDS in 2004 at a cost of $80,000. Of that amount $40,000 came from the US Economic Development Administration, and the other $40,000 came from local municipal contributions from the four towns involved in the program - the Towns of Plainville and Plymouth and the Cities of Bristol and New Britain - the "Central Connecticut Corridor." He advised that the Agency is preparing application materials for another $40,000 grant from the US EDA to do the new CEDS, now that the current CEDS will expire in June of 2009. The 2004 CEDS was prepared by a consultant; the Central Connecticut Regional Planning Agency intends to do the 2009 CEDS with staff employed by the Agency. The grant application process involves: (1) informal discussions with EDA Region I staff in Philadelphia; (2) submission of a preliminary application; and, (3) submission of a final application. CCRPA staff has already met with EDA staff for informal discussions and has been advised that the next CEDS will be required by EDA to involve all 7 towns in the Central Connecticut Region. The seven towns have been contacted and the four towns most likely to receive EDA funding in the future have agreed to divide the $40,000 required local match among themselves. EDA requires documentation from

each of these towns certifying that funds are available to make their contribution as soon as the EDS approves the grant application. The Town of Plymouth is the only town that has submitted a letter as of this date. The other three towns (Berlin, Burlington, and Southington) have agreed to participate in the program in terms of providing information and individuals to serve on the committee to review proposed drafts of the CEDS and its annual updates, but not to contribute direct cash toward the project. The Cities of Bristol and New Britain, and the Town of Plainville were encouraged to submit their letters promptly so that the CEDS PreApplication could be submitted.

6. Consideration of candidates to be seated on the Alliance from EDA identified CEDS representative interest sectors (one per group):
   a. Agriculture (Whit Betts, Green Acre Farms? Others?)
   b. Public health agencies - (Curt Barwis, Bristol Hospital? Others?)
   c. Disabled - (Bill Millerick seeking representative)

It was noted that, because this Central Connecticut Economic Development Alliance will also serve as the CEDS Committee for the Region, it must provide for participation by several segments of the Region's population, as noted in the CEDS Guidelines. The three segments for which a Committee representative has yet to be identified are the ones noted above. Continuing efforts will be made to secure representation from those population groups.

7. Other matters - John Rossi, Congressman John Larson's Connecticut Chief of Staff, was invited to speak to the group about the "Second Stimulus Package" being considered by the Congress and what steps should be taken to prepare for it in the Region. He encouraged the Region to identify infrastructure projects that are "shovel ready" that would either facilitate economic development, or improve traffic flow or safety.

8. Adjournment was declared at approximately 1:15 PM.

Respectfully Submitted:

Carl J. Stephani

CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE

MEETING MINUTES

MEETING TIME/Day/Date: **Noon; MONDAY March 9, 2008**

LOCATION: **CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT**

AGENDA

1. Call to order, introductions; determination of quorum (4 municipality representatives) - the meeting was called to order at approximately 12:20 PM with the following members in attendance except as otherwise noted:

a. Municipal Representatives

Jim Mahoney - Berlin Econ. Dev.
Jonathan Rosenthal - Bristol Econ. Dev. (Chair)
Khara Dodds - Plymouth, Econ. Dev.
Louis Perillo - Southington Econ. Dev.
Mark DeVoe - Plainville Econ. Dev.
Mayor Art Ward - Bristol - ABSENT
Mayor Tim Stewart - NB (V. Chair) - ABSENT
Neil Bump - Burl. Econ. Dev. - ABSENT
Robert E. Lee - Plainville CEO - ABSENT

b. Non-municipal Representatives

Angelo O Alfonso - CWF (Un/underemployed) ABSENT
Bill Millerick - NB Chamber - ABSENT
Bruce Lydem (Organized Labor) - ABSENT
Jack Driscoll (Finance)
Janet Sarra - NW CT CVB - ABSENT
John O'Toole - Northeast Utilities - ABSENT
Mike Schedel - Burlington Chamber - ABSENT
e Nicastro - Bristol Chamber (community org's) - ABSENT
Peggy Sokol - Bristol Senior Center (aged) - ABSENT
Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities)
Tom Lovenzetti - CCSU/TBD - ABSENT
Victor Mitchell - Tunxis CC - ABSENT
Vacant, Cent. Reg. Tourism
CDBG - n.a.

Mtk

2. Approval of December 8, 2008, minutes

MOTION: Mark DeVoe moved approval of the minutes as presented; seconded by Jim Mahoney; passed unanimously.

3. Connecticut Economic Development Strategy, presentation by Stan McMillen from DECD

Mr. McMillen spoke about the state Strategic Plan, which was begun on July 1, 2007 and will be completed by July 1, 2009. Currently the vision part of the document is complete. No part of the draft will be made publicly available; the product will be delivered to the Governor on July 1, 2009, at which point she will determine what is to be done with it.

4. Elimination of the Personal Property Exemption for Manufacturing Facilities -OPM (invited)

The Executive Director advised that he had been unable to secure a commitment from the CT OPM to provide someone to discuss this subject at this meeting. Chairman Rosenthal briefly described the manner by which this exemption is currently administered and the changes that will occur in response to Legislature's elimination of this exemption. It was agreed that a workshop at the state level, perhaps provided by CEDAS, would be helpful, particularly regarding the reimbursement process and localities' potential loss of revenue.

ACTION ITEM: The Executive Director will follow up with CEDAS.

5. New CEDS - Status report

Since the last update, the Agency has received letters of financial commitment to the CEDS process from the towns of Plainville, Bristol, and New Britain. All components of the preapplication are now accounted for; the preapplication should be submitted within the next week.

6. Federal Stimulus Discussion

Chairman Rosenthal briefly discussed the federal stimulus aid offered recently through DECD; unfortunately, the 50% match required made it difficult to take advantage of this funding.

7. Consideration of candidates to be seated on the Alliance from EDA identified CEDS representative interest sectors (one per group):

a. Agriculture (Whit Betts, Green Acre Farms? Others?)
b. Public health agencies - (Curt Barwis, Bristol Hospital? Others?)
c. Disabled - (Bill Millerick seeking representative)

Mark DeVoe suggested contacting someone from Wheeler Clinic to serve as representative of a public health agency; after discussion, it was agreed that this choice might be possible. It was decided that committee members are free to contact individuals about their willingness to sit on the committee, but ought not offer them seats until their appointment is approved by the Committee. It was further decided not to vote to offer seats to Whit Betts and Curt Barwis before securing verbal confirmation of interest from them. Melon Wedick will speak to both of them before the next meeting, at which time a motion to offer them seats will be considered.

8. Other matters - No other matters were raised.

9. Adjournment was declared at approximately 1:40 PM.

Respectfully Submitted:

Melon Wedick,
Regional Planner

CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE
MEETING MINUTES

MEETING TIME/Day/Date: **Noon; THURSDAY April 9, 2009**
LOCATION: **CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT**

A G E N D A

1. Call to order, introductions; determination of quorum (4 municipality representatives) - the meeting was called to order at approximately 12:15 PM with the following members in attendance except as otherwise noted:

a. Municipal Representatives

Jim Mahoney - Berlin Econ. Dev - ABSENT
Jonathan Rosenthal - Bristol Econ. Dev. (Chair)
Khara Dodds - Plymouth, Econ. Dev - ABSENT
Louis Perillo - Southington Econ. Dev
Mark DeVoe - Plainville Econ. Dev.
Mayor Tim Stewart - NB (V. Chair) - ABSENT
Neil Beup - Burl. Econ. Dev - ABSENT
Robert E. Lee - Plainville CEO - ABSENT
Steve Schiller - New Britain Econ. Dev
Mayor Art Ward - Bristol - ABSENT

b. Non-municipal Representatives

Angelo D'Alfonso - CWP (Un/underemploy) ABSENT
Bill Millerick - NB Chamber - ABSENT
Bruce Lydem (Organized Labor) - ABSENT
Jack Driscoll (Finance)
Janet Serra - NW CT CVB - ABSENT
John O'Toole - Northeast Utilities
Mike Scheidel - Burlington Chamber - ABSENT
Mike Nicastro - Bristol Chamber (community org's.)
Peggy Sokol - Bristol Senior Center (aged) - ABSENT
Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities) - ABSENT
Tom Lorenzetti - CCSU ITBD
Victor Mitchell - Tunxis CC - ABSENT
Vacant, Cent. Reg. Tourism
CERC - n.a.

2. Approval of CEDS amendments

Jonathan Rosenthal and Mark DeVoe spoke about adding the Bristol Main Street Streetscape Project and Phase III of Plainville's Downtown Revitalization Project to the regional CEDS as a 2009 update.
MOTION: Steve Schiller moved approval of the amendments; seconded by Tom Lorenzetti; passed unanimously.

3. Other business - No other business was raised.

4. Adjournment was declared at approximately 12:21 PM.

Respectfully Submitted:

Melon Wedick,
Regional Planner

CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE
MEETING MINUTES

MEETING TIME/Day/Date: **Noon; MONDAY June 8, 2009**
LOCATION: **CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT**

AGENDA

1. Call to order, introductions; determination of quorum (4 municipality representatives) - the meeting was called to order at approximately 12:30 PM with the following members in attendance except as otherwise noted:

a. Municipal Representatives

Jim Mahoney - Berlin Econ. Dev
Jonathan Rosenthal - Bristol Econ. Dev. (Chair)- ABSENT
Khara Dodds - Plymouth, Econ. Dev
Louis Perillo - Southington Econ. Dev
Mark DeVoe - Plainville Econ. Dev. - ABSENT
Mayor Art Ward - Bristol - ABSENT
Mayor Tim Stewart - NB (V. Chair) - ABSENT
Neil Beup - Burl. Econ. Dev - ABSENT
Robert E. Lee - Plainville CEO - ABSENT
Steve Schiller - New Britain Econ. Dev

b. Non-municipal Representatives

Angelo D'Alfonso - CWP (Un/underemploy) ABSENT
Bill Millerick - NB Chamber - ABSENT
Bruce Lydem (Organized Labor) - ABSENT
Jack Driscoll (Finance) - ABSENT
Janet Serra - NW CT CVB - ABSENT
John O'Toole - Northeast Utilities - ABSENT
Mike Scheidel - Burlington Chamber - ABSENT
Mike Nicastro - Bristol Chamber (community org's.) - ABSENT
Peggy Sokol - Bristol Senior Center (aged) - ABSENT
Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities)
Tom Lorenzetti - CCSU ITBD. - ABSENT
Victor Mitchell - Tunxis CC - ABSENT
Vacant, Cent. Reg. Tourism
CERC - n.a.

2. Approval of March 9 and April 9, 2009 minutes
MOTION: Louis Perillo moved approval of the amendments; seconded by Steven Schiller; passed unanimously.

3. CEDS - Status report
Michael Tonelli reported that the CEDS application has been submitted to the EDA and is in the verification process. He also reported that he has spoken with Jarret Jackson, who is the EDA contact person for our region, and that Jarret Jackson said that we should know by the end of June if the CEDS application is accepted for review.
MOTION: Steven Schiller moved that the Agency should invoice the towns prior to July 1, 2009; seconded by Khara Dodds; passed unanimously.

4. Report on consideration of candidates to be seated on the Alliance from US EDA required interest sectors (one per group):
   a. Agriculture - Whit Betts is unable to join the Alliance because of a busy schedule, but did thank the Alliance for considering him.
   b. Public health agencies - Curt Barwis is unable to join the Alliance because of a busy schedule, but did thank the Alliance for considering him.
   c. Disabled - Bill Millerick is seeking a representative.

Since none of the nominees were able to join the Alliance, it was agreed to remove their names and to continue searching for other possible members to represent these sectors in the future.

5. Elimination of the Personal Property Exemption for Manufacturing Facilities
Louis Perillo briefly reviewed the current situation regarding the Personal Property Exemption for Manufacturing Facilities and no further action will be taken regarding this issue.

6. ARRA/EDA Funding Opportunities
Carl Stephani explained that it had been anticipated that ARRA funds would come down with fewer EDA restrictions, but that is not the case, so there is no more to report.

7. Commuter Transportation
Carl Stephani briefly reviewed the Alliance on the 3 projects that are currently happening in regards to commuter transportation, which are the Hartford - New Britain Busway, New Haven - Springfield Commuter Rail, and Freight Rail improvements from Waterbury to Bristol. It was stated that continuing efforts are being made to assure region wide support for these projects.

8. Other business
Louis Perillo asked for information on attaining SBA loans for small businesses, Rosita Forte was able to assist him with contact information.

9. Adjournment was declared at approximately 1:00 PM.

Respectfully Submitted:

Michael Tonelli,
Regional Planner

CENTRAL CONNECTICUT REGIONAL PLANNING AGENCY
Serving Berlin, Bristol, Burlington, New Britain, Plainville, Plymouth, and Southington
225 North Main Street, Suite 304 Bristol, CT 06010-4993 | Internet: http://ccrpa.org Fax/TDD: (860) 589-6950 | Tel: (860) 589-7820 or (860) 224-9888

CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE
MEETING MINUTES
Noon; MONDAY December 14, 2009; CCRPA Offices, Suite 304; 225 North Main Street; Bristol, CT

1. Call to order, introductions; determination of quorum (4 municipality representatives) - the meeting was called to order at approximately 12:30 PM with the following members in attendance except as otherwise noted:

   a. Municipal Representatives

   Jim Mahoney - Berlin Econ. Dev
   Jonathan Rosenthal - Bristol Econ. Dev. (Chair)
   Khara Dodds - Plymouth, Econ. Dev
   Louis Perillo - Southington Econ. Dev
   Mark DeVoe - Plainville Econ. Dev.
   Mayor Art Ward - Bristol - absent
   Mayor Tim Stewart - NB (V. Chair) - absent
   Neil Beup - Burl. Econ. Dev - absent
   Robert E. Lee - Plainville CEO
   Steve Schiller - New Britain Econ. Dev

   b. Non-municipal Representatives

   Angelo D'Alfonso - CWP (Un/underemploy) absent
   Bill Millerick - NB Chamber - absent
   Bruce Lydem (Organized Labor) - absent
   Jack Driscoll (Finance)
   Janet Serra - NW CT CVB - absent
   John O'Toole - Northeast Utilities
   Mike Scheidel - Burlington Chamber - absent
   Mike Nicastro - Bristol Chamber (community org's.)
   Peggy Sokol - Bristol Senior Center (aged) - absent
   Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities)
   Tom Lorenzetti - CCSU ITBD
   Victor Mitchell - Tunxis CC
   CERC - n.a.

   Also in attendance: CCRPA staff members Michael Tonelli, Carl Stephani, John Tricarico, and Francis Pickering; and Mike Rivers, Don Cassin, Peter McBrien, and Sarah Kowaleski

2. Approval of June 8, 2009 minutes
   MOTION: Louis Perillo moved approval of the minutes; seconded by Steven Schiller; passed unanimously.

3. Connecticut Economic Development Strategy
   Commissioner Joan McDonald of the Connecticut Department of Economic & Community Development (DECD) spoke about the new Connecticut Economic Development Strategy.

4. Appointment of vacant Non-municipal Representatives
   MOTION: Mark DeVoe moved to appoint the three candidates presented (John Tricarico - Central Connecticut Paratransit [Disabled]; Lynn Abrahamson - Bristol/Burlington Public Health District [Public Health Agencies]; Sarah Kowaleski - Urban Oaks [Agriculture]), to fill the vacant non-municipal representatives positions; seconded by Louis Perillo; passed unanimously.

5. CEDS - Status report
   Michael Tonelli reported that the CEDS update will consist of adding Berlin, Burlington, and Southington. The update will also update the background information for each town and review the goals and objectives to find out which ones are working and which ones are not. The update will also consist of finding new goals and objectives and projects to be added to the CEDS. Steven schiller raised the question of a time line for the project and it was answered that the final CEDS is to be done in July, but because of the amount of work the time line will most likely be pushed back.

6. Adjournment was declared at approximately 2:30 PM.

Respectfully Submitted: Michael Tonelli, Regional Planner

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DRAFT

CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE
MEETING MINUTES
Noon; MONDAY March 8, 2010
CCRPA Offices, Suite 304; 225 North Main Street; Bristol, CT

1. Call to order, introductions; determination of quorum (4 municipality representatives) - the meeting was called to order at approximately 12:03 PM with the following members in attendance except as otherwise noted:

   a. Municipal Representatives

   Jim Mahoney - Berlin Econ. Dev
   Jonathan Rosenthal - Bristol Econ. Dev. (Chair)
   Khara Dodds - Plymouth, Econ. Dev
   Louis Perillo - Southington Econ. Dev - absent
   Mark DeVoe - Plainville Econ. Dev.
   Mayor Art Ward - Bristol absent
   Mayor Tim Stewart - NB (V. Chair) - absent
   Neil Beup - Burl. Econ. Dev - absent
   Robert E. Lee - Plainville CEO - absent
   Steve Schiller - New Britain Econ. Dev

   b. Non-municipal Representatives

   Angelo D'Alfonso - CWP (Un/underemploy) - absent
   Bill Millerick - NB Chamber - absent
   Bruce Lydem (Organized Labor) - absent
   Jack Driscoll (Finance) - absent
   Janet Serra - NW CT CVB - absent
   John O'Toole - Northeast Utilities - absent
   John Tricario - (Disabilities)
   Lynn Abrahamson - (Health) - absent
   Mike Scheidel - Burlington Chamber - absent
   Mike Nicastro - Bristol Chamber (community org's.)
   Peggy Sokol - Bristol Senior Center (aged) - absent
   Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities)
   Tom Lorenzetti - CCSU ITBD - absent
   Victor Mitchell - Tunxis CC - absent
   Sarah Kowaleski - (Agricultural) - absent
   CERC - n.a.

   Also in attendance: CCRPA staff members Michael Tonelli, Carl Stephani, and Francis Pickering.

2. Approval of December 14, 2009 minutes
   MOTION: Jim Mahoney moved approval of the minutes; seconded by Mark DeVoe; passed unanimously.

3. CEDS - Status report
   Michael Tonelli reported that the CEDS schedule has been set back because of personnel changes in the CCRPA. The CEDS update is anticipated to conclude around March of 2011. He also stated that Melon Wedick will be the lead on the CEDS update.

   There was discussion of Economic Development Districts (EDD). Ned Moore spoke on the status of the eight different CEDS for the rest of Connecticut. He also stated that Windham Region Council of Governments (WINCOG) has begun the process of filing to become an EDD, and that the CT OPM and DECD are now supporting the formation of EDDs.
   MOTION: Mark DeVoe moved to have the Alliance file to become an EDD; seconded by Steven Schiller; passed unanimously.

   MOTION: Jim Mahoney moved to ask staff to seek to have each member Town and City include at least one project in the CEDS 5 year update, and in any annual CEDS update; seconded by Mark DeVoe; passed unanimously.

4. Other Matters
   Update on Small Starts funding for $1,000,000.00 - Francis Pickering reported that the funding request was submitted in February and is for a study of the potential for the provision of additional commuter service in the corridor from Waterbury through Bristol and New Britain to Hartford. The corridor study would involve thirteen municipalities.

5. Adjournment was declared at approximately 12:45 PM.

Respectfully Submitted: Michael Tonelli, Regional Planner

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CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE MEETING MINUTES

Noon; Monday; June 14, 2010; CCRPA Offices, Suite 304; 225 N. Main Street, Bristol, CT

1. Call to order, introductions; determination of quorum (representatives from 4 different municipalities)the meeting was called to order at approximately 12:05 PM with the following members in attendance except as noted:

   a. Municipality Representatives

   Berlin — Jim Mahoney - Econ. Dev - AB
   Bristol — Art Ward - Mayor - AB; Jonathan Rosenthal (Chair) - Ec. Dev.; Mike Nicastro - Chamber (com. org's.) - (represented by Cindy Scoville)
   Burlington — Neil Beup - Ec. Dev. - AB; Mike Scheidel - Chamber - AB
   New Britain — Tim Stewart (V. Chair) - AB; Bill Millerick - Chamber - AB; Steven Schiller - Ec. Dev.
   Plainville - Robert E. Lee - Manager - AB; Mark DeVoe - Ec. Dev.
   Plymouth - Khara Dodds - Ec. Dev.
   Southington - Louis Perillo - Ec. Dev.

   b. Non-municipal Representatives

   Angelo D'Alfonso - CWP (Un/underemployed) - AB
   Bruce Lydem (Organized Labor) - AB
   Jack Driscoll (Finance) - AB
   Janet Serra - NW CT CVB (tourism/women) - AB
   John O'Toole - Northeast Utilities (utilities) - AB
   John Tricarico - CCRPA Paratransit (Disabilities)
   Lynn Abrahamson - Bristol/Burlington Public Health District (Health) - AB
   Peggy Sokol - Bristol Senior Center (aged/women) - AB
   Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities)
   Tom Lorenzetti - CCSU ITBD - AB
   Victor Mitchell - Tunxis CC - AB
   Sarah Kowaleski - Urban Oaks (Agricultural) - AB
   CERC - N.A

   Also present were Carl Stephani, Francis Pickering, Ethan Abeles, and Krystal Oldread, CCRPA Staff.

2. Approval of March 8, 2010, minutes
   MOTION: Louis Perillo moved approval as presented; seconded Mark DeVoe; passed unanimously.
3. CEDS
   Carl Stephani reported on the Thursday June 10th meeting with Peter Simmons of DECD regarding the two letters sent out by the Commissioner relating to the establishment of Economic Development Districts (EDDs) and the Comprehensive Economic Development Strategy (CEDS) process. DECD is seeking to have all areas of the state covered by a CEDS and the statutes limit the number of EDDs to 8. By simple math that would require approximately 20 towns in each EDD. The DECD letters indicated that DECD was inclined to require at least 20 towns in any EDD and that no towns participate in more than one CEDS. If those rules hold, there would be no way for the Central Connecticut Region's CEDS area to be recognized as an EDD. If the area is not recognized as an EDD, it would not qualify for US EDA funding; although it is not clear whether there would be any federal funding for EDDs, or whether all towns in an EDD would qualify for EDA infrastructure project support. Those two questions have been asked of the Philadelphia EDA office. At the DECD meeting the CCM, COST, CARPO and DECD all agreed to participate in a committee to review the two CEDS letters and to jointly develop a refined set of guidelines for transitioning from the current situation to something that would cover the entire state with EDDs; and to prepare a recommendation for the Commissioner in approximately 90 days. Mr. Stephani advised the Committee that he has ceased all work on the Central Connecticut CEDS pending the results of that Committee's work and the concurrence of the Commissioner. Ultimately, if the Region is required to become combined with other towns to meet the minimal requirements for an EDD, we will want to have our funding available to use to prepare the CEDS for the entire new EDD region. Mr. Stephani advised that his advocacy at the DECD meeting was to allow the existing 8 CEDS regions to become the initial EDD regions, and to have a transition plan over the next several years for these regions to expand to cover the entire state. The Committee members concurred with that approach.
4. Other matters - none raised.
5. Adjournment was declared at approximately 1 PM.

Respectfully submitted, Carl Stephani

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Central Connecticut Economic Development Alliance Meeting Minutes

Noon; Monday; December 20, 2010; CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT

I. Call to order, introductions; determination of quorum (representatives from 4 different municipalities) the meeting was called to order at 12:10pm with the following members in attendance, except as noted:

A. Municipality Representatives

Berlin — Jim Mahoney - Econ. Dev
Bristol — Art Ward – Mayor – AB; Jonathan Rosenthal (Chair) - Ec. Dev.; Mike Nicastro - Chamber (com. org's.)
Burlington — Rich Stocker – Econ. Dev – AB; Mike Scheidel – Chamber – AB
New Britain — Tim Stewart (V. Chair); Bill Millerick – Chamber – AB; Steven Schiller - Ec. Dev. – AB
Plainville — Robert E. Lee – Manager – AB; Mark DeVoe - Ec. Dev.
Plymouth — Khara Dodds - Ec. Dev.
Southington — Louis Perillo - Ec. Dev.

B. Non-municipal Representatives

Julie Geyer - CWP (Un/underemployed)
Bruce Lydem (Organized Labor) – AB
Jack Driscoll (Finance) – AB
Janet Serra - NW CT CVB (tourism/women) – AB
John O'Toole - Northeast Utilities (utilities)
John Tricarico - CCRPA Paratransit (Disabilities)
Lynn Abrahamson - Bristol/Burlington Public Health District (Health) – AB
Peggy Sokol - Bristol Senior Center (aged/women) –AB
Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities)
Tom Lorenzetti - CCSU ITBD – AB
Victor Mitchell - Tunxis CC – AB
Agricultural – Vacant
CERC – N.A.

Also present were Carl Stephani (CCRPA), Timothy Malone (CCRPA), and Ned Moore (DECD)

II. Approval of June 14, 2010, minutes
MOTION: Jim Mahoney moved approval as presented; seconded by Tim Stewart

III. CEDS

A. Review overview of previous CEDS and updates to date

Tim Malone provided a report with a brief overview of the previous CEDS.

B. Update on current process

Tim Malone provided an update on the current CEDS process. He reported that most of the data collection was complete and that analysis was beginning.

C. Discuss and approve work plan – public involvement

The proposed work plan for the new CEDS was presented. The goal is to have the final draft submitted to the state by June 30th, followed by final approval in September 2011. Some concern was expressed about having two meetings in June and the consensus was that a joint committee/public hearing to discuss the draft would be sufficient, rather than two separate meetings.

The Committee discussed public outreach efforts and Jonathan Rosenthal brought up the point that it was important to have as broad of participation as possible. The Committee agreed that this was important. Tim Malone will work on a public participation plan and keep the Committee informed.

MOTION: Jim Mahoney moved approval of work plan as amended (with a single June meeting); seconded by Steve Shiller

IV. Regional Marketing - e.g. Bristol Bio-Science Zone
Jonathan Rosenthal proposed making a greater effort to market the region to industries. This was inspired by the recently created Bio-Science Zone which touches many of the towns. Jim O'Toole stated that Northeast Industries could help by underwriting some of the costs of regional marketing and also mentioned that his organization has an extra booth that could be used for regional marketing efforts. Ideas included medical device manufacturing trade shows in New Jersey and Germany.

Alliance meetings are held quarterly starting on the second Monday in March at noon in the CCRPA Offices. Please mark your calendars for the next meeting on March 21, 2011.

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Members of the committee were interested but wanted more details regarding costs and the focus of the effort. It was decided that Jonathan Rosenthal, Jim Mahoney, and Timothy Malone would meet soon to flesh things out further.

V. A region-wide base industry retention program

Jonathan Rosenthal brought up the region-wide anti-poaching pact that was signed by municipal leaders years ago. The committee also discussed the need for economic development personnel in each municipality to work on retaining existing businesses. John O'Toole mentioned that Northeast Industries maintains a database called E-Pulse that helps economic development professionals to track visits and referrals. Anyone interested in trying this service may contact John O'Toole (otoolja AT nu.com).

VI. Regional affordable housing forum

Carl Stephani relayed an email from David Fink at the Partnership for Strong Communities. Mr. Fink was requesting help with organizing a regional forum on affordable housing. The idea was discussed amongst the committee, but concern was expressed regarding recent experiences with the Incentive Housing Zone program. The consensus was that this forum was not a good fit for the region at this time.

VII. Other matters

Timothy Malone reported that Sarah Kowaleski, the agricultural representative on the committee, has moved out of state, leaving a vacancy. Ideas for replacements are welcome.

VIII. Adjournment was declared at approximately 1:25pm.

Alliance meetings are held quarterly starting on the second Monday in March at noon in the CCRPA Offices. Please mark your calendars for the next meeting on March 21, 2011.

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Central Connecticut Economic Development Alliance Coordinating Committee Meeting Minutes

Noon; Monday; February 15th, 2010; New Britain City Hall, New Britain, CT

I. Call to order, introductions; determination of quorum (representatives from 4 different municipalities) the meeting was called to order at 12:15pm with the following members in attendance, except as noted:

A. Municipality Representatives

Berlin	Jim Mahoney - Econ. Dev	Plainville	Mark DeVoe - Ec. Dev.
Bristol	Jonathan Rosenthal - Ec. Dev.	Plymouth	Khara Dodds - Ec. Dev.
Burlington	Rich Stocker – Econ. Dev -AB	Southington	Louis Perillo - Ec. Dev. - AB
New Britain	Steven Schiller - Ec. Dev.		

Also present was Timothy Malone (CCRPA).

II. Approval of December 20th, 2010, minutes

MOTION: Jim Mahoney moved approval as presented; seconded by Jack Driscoll

III. Update on Regional Marketing – e.g. Bristol Bio-Tech Zone

Jonathan Rosenthal reported on a meeting between him, Jim Mahoney, Tim Malone, and Dave Driver at Northeast Utilities. Dave Driver mentioned numerous opportunities for the seven towns to begin marketing the region to site selection professionals and corporations. Jonathan reported that the impression from the meeting was that each town going it alone would be not productive or cost effective. Some interesting opportunities are available to participate in marketing efforts that are already being undertaken by Northeast Utilities. The region could buy into these efforts for a few thousand dollars.

Jonathan agreed to send out a short write-up on the meeting.

There was also discussion of the bio-tech zone that currently includes portions of Bristol and New Britain. Mark DeVoe mentioned that a bill has been proposed in the State Senate and Legislature to include portions of Plainville. Senator Bye reported that it has been received.

IV. CEDS

A. Update on progress

Tim Malone provided a brief update on work that has been accomplished thus far on the CEDS. Most of the data collection and analysis is complete. Work is proceeding on stakeholder outreach. Over 100 invites were sent to various stakeholder groups in the region and around the state. An email is also being sent out by the Central Connecticut Chamber of Commerce. Mike Nicastro reported that it would also be sent other chambers of commerce.

V. Initial SWOT analysis

A. Discuss findings from regional profile

Following the presentation of the regional profile, discussion moved to brainstorming region issues. Mark DeVoe asked what implications the state's policy on EDD formation would have on the work currently being done. He expressed concerns regarding the possibility of the region being reassigned to the Metro Hartford region.

Jonathan Rosenthal reiterated the reasons that the region wants to remain as is. Of specific concern for the region is its potential connection to the New York City area through its proximity to Waterbury.

Ned Moore brought up the fact that before the region can even be considered for EDD status, it needs to have a CEDS in place. The region is currently out of compliance. He stated that "it behooves you to get a CEDS in place." Timothy Malone added that being out of compliance also affects the region's ability to pursue EDA funding for projects. It was agreed that it was important to continue work toward the new CEDS, regardless of uncertainty surrounding EDD status.

Alliance meetings are held quarterly on the third Monday of the month at noon in the CCRPA Offices. Please mark your calendars for the next meeting on March 21, 2011.

B. Brainstorm region issues

Mark DeVoe started by saying that he would like to see a discussion in the CEDS relating to Public Act 09-231, which allows towns that are in the same EDD to enter into an agreement to share property tax revenue from new economic development activity. New Britain and Plainville are investigating how this could be done.

Jonathan Rosenthal brought up public transportation and the potential for strengthening the region's ties to New York City, while also improving the region's quality of life. This lead into a discussion of the proposed New Britain-Hartford busway. Carl Stephani reiterated CCRPA's support of mass transit projects.

Mike Nicastro brought up other transportation related issues, such as mode share and commuting patterns. It was determined that more data needs to be collected to better understand commuting patterns in the region. This issue is an important part of quality of life and could be perceived as a weak spot by site selectors.

It was also noted that other quality of life issues, such as entertainment venues, are a weak spot for the region.

David Fink's work with the Partnership for Stronger Communities was mentioned. His work has focused in part on the aging work force and supplying housing for future workers. Many agreed that the region was not supplying the kind of housing that young people are looking for. This not only effects younger generations, but also current residents who may see a decrease in the value of their homes.

Open space was brought up as an issue for the region. Jonathan Rosenthal mentioned that Bristol has been acquiring open space, but that it tended to be "left-over" land from new developments. Timothy Malone added that land is being developed at a faster rate than the population is growing, which brought up concerns about sprawl. Ned Moore added that EDA funding priorities favor "green" projects, especially those that provide "new economy" jobs. Responsible growth is also a state priority.

Open space issues lead into a discussion of agriculture in the region. Joan Nichols from the Connecticut Farm Bureau Association gave an overview of the changes affecting farms in Connecticut. She stated that farms are getting smaller and occupying smaller tracts of land. She has seen a growth in hydroponic facilities as well. She stressed that the region may not be well suited to large agricultural operations, but different kinds of smaller agricultural operations may be ideal for the area. She also stressed that while agriculture is often overlooked in the region, it is still present.

C. Formation of coordinating committee

Timothy Malone proposed that a smaller coordinating committee be formed to help advance public outreach and project solicitation efforts. Jonathan Rosenthal suggested that one representative from each town be involved and that economic development personnel made the most sense.

MOTION: Jim Mahoney moved approval of the formation of a coordinating committee with one representative from each town; seconded by Mark DeVoe

VI. Adjournment was declared at approximately 1:51pm.

Alliance meetings are held quarterly on the third Monday of the month at noon in the CCRPA Offices. Please mark your calendars for the next meeting on March 21, 2011.

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Central Connecticut Economic Development Alliance Meeting Minutes

Noon; Monday; March 21st, 2011; CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT

I. Call to order, introductions; determination of quorum (representatives from 4 different municipalities) the meeting was called to order at 12:15pm with the following members in attendance, except as noted:

A. Municipality Representatives

Berlin	Jim Mahoney - Econ. Dev		Bill Millerick – Chamber – AB
Bristol	Art Ward – Mayor – AB		Steven Schiller - Ec. Dev.
	Jonathan Rosenthal (Chair) - Ec. Dev.	Plainville	Robert E. Lee – Manager
	Mike Nicastro - Chamber (com. org's.)		Mark DeVoe - Ec. Dev.
Burlington	Rich Stocker – Econ. Dev – AB	Plymouth	Khara Dodds - Ec. Dev.
	Mike Scheidel – Chamber – AB	Southington	Louis Perillo - Ec. Dev.
New Britain	Tim Stewart (V, Chair) – AB		

B. Non-municipal Representatives

Julie Geyer - CWP (Un/underemployed)
Bruce Lydem (Organized Labor) – AB

Jack Driscoll (Finance)
Janet Serra - NW CT CVB (tourism/women) – AB
John O'Toole - Northeast Utilities (utilities) – AB
John Tricarico - CCRPA Paratransit (Disabilities) – AB
Lynn Abrahamson - Bristol/Burlington Public Health District (Health) – AB

Peggy Sokol - Bristol Senior Center (aged/women) –AB
Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities) – AB
Tom Lorenzetti - CCSU ITBD – AB
Victor Mitchell - Tunxis CC – AB
Agricultural – Vacant
CERC – N.A.

Also present were Donna Osuch (United Way West Central Connecticut), Brian Jud (United Way West Central Connecticut), Kristin Thomas (CCRPA), Francis Pickering (CCRPA), Timothy Malone (CCRPA)

II. Approval of February 15th, 2010, minutes

MOTION: Jim Mahoney moved approval as presented; seconded by Mark DeVoe

III. CEDS

A. Discuss results of March 8th public meeting

Tim Malone reported on the first regional public meeting which was held on March 8th in CCRPA's offices. He reported that 15 people attended the meeting, representing many of the towns and a variety of different sectors. At the meeting the group was introduced to the CEDS process and given a chance to review that demographic and economic data that had already been collected. Attendees were also asked to introduce themselves and tell the group why they were interested in the CEDS.

Following the presentation, the group at the public meeting broke up into two smaller groups. They each discussed the strengths of the region. Following this, they discussed the weaknesses that they see in the region. They then reconvened to share what they came up with. After one hour, when the meeting was scheduled to end, a group of attendees requested that more time be spent brainstorming ideas. CCRPA staff gladly consented and the group continued discussing the strengths and weaknesses of the region for another half hour.

B. Discuss project solicitation form

Work that was done on the new project solicitation form by the newly formed working group (composed of the municipal economic developers) was presented. The group briefly discussed some of the project considerations that were included on the form, such as environmental constraints and responsible development principles. Tim stated that if there were no objections, he would circulate the project surveys without any further changes.

MOTION: Mark DeVoe moved to approve the project form as presented; seconded by Jim Mahoney.

Alliance meetings are held quarterly on the third Monday of the month at noon in the CCRPA Offices. Please mark your calendars for the next meeting on April 25th, 2011.

Tim Malone suggested that, in the interest of time, it may make the most sense for him to meet with the seven economic development professionals in the region to perform an initial evaluation of submitted projects, then present the results to the full Alliance at a later meeting, where a final prioritization of the projects would occur. The group would have no decision making authority but would merely sort through the proposals and determine which projects would advance which regional priorities. Final authority to prioritize projects would rest with the Alliance.

C. Brief presentation of new commute pattern data

Tim Malone presented the results of a new analysis he performed on commuting patterns in the region. Using data from the Census Bureau's Longitudinal Employee Household Dynamics Survey, he was able to provide updated statistics on which towns residents of the region are commuting to. He reported that the majority of the region's residents work outside of the region. A great number of people also commute into the region for work. It was also noted that employment in the region is becoming less concentrated. Tim Malone also reported that it appears that strong ties exist with Hartford, as well as Middlesex and New Haven Counties.

D. Brief presentation of *Target Industry* findings

Tim Malone presented initial findings from the *Target Industries* research. He reported that data collection has been difficult at the municipal and regional level but was able to provide a few stats regarding the change in the number of companies in each cluster in the region between 2004 and 2009. Metal Trades was still strong, bioscience grew, insurance grew, health services grew considerably, and both tourism and software/IT declined. Aerospace had not moved appreciably.

Data on national growth trends for various clusters was also shown. Every cluster in the Metro Hartford Region, except for Plastics and Clean energy grew between 2004 and 2008. Large nation-wide growth was found in Logistics, Health Services, and Software.

E. SWOT analysis/breakout groups

To lead off the discussion, Tim Malone presented to the Alliance the list of strengths and weaknesses brought up at the March 8th public meeting. Following this presentation, Tim asked the group whether they agreed with this list, had additions, or had subtractions. Some of the comments regarding strengths included:

- Some strengths do not apply to the whole region
- The transportation situation is improving and the region actually has decent access to many modes (regional airport, good access in some towns)
- Relatively affordable area
- Utility companies are actively involved in economic development
- Large employers, such as GE and ESPN; value-added manufacturing companies
- Great skilled workforce
- Ethnic diversity
- Old factory buildings can be an asset
- Good training programs for workers

Some comments regarding regional weaknesses included:

- Older industrial sites can be a liability (contamination)
- Weak public schools in some areas
- Pockets of urban problems (crime, poverty, etc…)
- Tough access to recreation
- Tourism resources are not well marketed
- Outsourcing of employment to other regions/countries
- Too little knowledge of available training programs
- Employers need to start apprenticeship programs
- We do a disservice to children by pushing them into college without giving them other options, such as learning a trade

IV. Other matters

No other matters were brought up.

V. Schedule meetings for April and/or May

It was determined that the tight scheduling of the CEDS would require two extra meetings, one in April and one in May. After a brief discussion of vacations and holidays, it was determined that April 25th and May 23rd would be the best times.

VI. Adjournment was declared at approximately 1:24pm.

Alliance meetings are held quarterly starting on the second Monday in March at noon in the CCRPA Offices. Please mark your calendars for the next meeting on April 25th, 2011.

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Central Connecticut Economic Development Alliance Meeting Minutes

Noon; Monday; April 25th, 2011; CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT

I. **Call to order, introductions; determination of quorum** (representatives from 4 different municipalities) the meeting was called to order at 12:15pm with the following members in attendance, except as noted:

A. Municipality Representatives

Berlin	Jim Mahoney - Econ. Dev		Bill Millerick – Chamber
Bristol	Art Ward – Mayor – AB		Steven Schiller - Ec. Dev. – AB
	Jonathan Rosenthal (Chair) - Ec. Dev.	Plainville	Robert E. Lee – Manager – AB
	Mike Nicastro - Chamber (com. org's.)- AB		Mark DeVoe - Ec. Dev.
Burlington	Rich Stocker – Econ. Dev – AB	Plymouth	Khara Dodds - Ec. Dev. – AB
	Mike Scheidel – Chamber – AB	Southington	Louis Perillo - Ec. Dev. – AB
New Britain	Tim Stewart (V. Chair) – AB		

B. Non-municipal Representatives

Julie Geyer - CWP (Un/underemployed) – AB
Bruce Lydem (Organized Labor) – AB
Jack Driscoll (Finance) – AB
Janet Serra - NW CT CVB (tourism/women) – AB
John O'Toole - Northeast Utilities (utilities) – AB
John Tricarico - CCRPA Paratransit (Disabilities) – AB
Lynn Abrahamson - Bristol/Burlington Public Health District (Health) – AB
Peggy Sokol - Bristol Senior Center (aged/women) -AB
Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities) – AB
Tom Lorenzetti - CCSU ITBD – AB
Victor Mitchell - Tunxis CC – AB
Agricultural – Vacant
CERC – N.A.

Also present were Kristin Thomas (CCRPA), Francis Pickering (CCRPA), and Timothy Malone (CCRPA)

II. **Approval of March 21st, 2010, minutes**

MOTION: Mark DeVoe; seconded by Jim Mahoney

III. **CEDS**

A. Discuss results of April 14th public meeting

Tim Malone reported on the second regional public meeting which was held on April 14th in CCRPA's offices. He reported that 12 people attended the meeting, representing the towns of Burlington and Plainville. Attendees ranged from members of economic development commissions to local farmers. At the meeting the group was introduced to the CEDS process and given a chance to review that demographic and economic data that had already been collected.

Tim reported that two major topics of concern that were brought up at the meeting were land conservation and workforce development. Specifically, people were concerned about the loss of agricultural land. People were also concerned about the loss of manufacturing employment in the region. They pointed out that

Alliance meetings are held quarterly on the third Monday of the month at noon in the CCRPA Offices. Please mark your calendars for the next meeting on May 23rd, 2011.

fewer students are choosing to pursue manufacturing as a career, making it difficult for firms to find new employees.

Tim also reported that participants at the public meeting were excited about a more regional focus, and the role that regional cooperation could play. They noted that there are numerous grants and agencies out there, but that a centralized resource would be helpful to point businesses in the right direction. They also noted that the region does not have much of a shared identity and that regional assets and successes are not well publicized.

Mark DeVoe commented that it was a good opportunity to introduce the public to a more cooperative economic development strategy. It was an opportunity to show them how towns are working together on projects and not just competing with each other.

B. Review goals and objectives from 2004 CEDS

The goals and objectives from the 2004 were sent out prior to the meeting. Based on comments received a reworking of them was drafted. No further comments were made and discussion moved to the current draft.

C. Discuss goals and objectives for current CEDS

The group reviewed the proposed reworking of the goals and objectives. Francis Pickering suggested that some of the objectives and strategies could be consolidated, to make the list shorter and easier to understand. Others agreed with this assessment and suggested a few places where that could be accomplished.

Jim Mahoney suggested that adding language about green construction and green site design could be useful. This could encompass energy efficiency, water conservation, and land use. Others added that this should include reusing existing buildings as well.

Issues of state and local regulations that may hamper the region's ability to pursue some of its goals and objectives were brought up by Jonathan Rosenthal. In discussing objectives related to historic preservation, he noted that state and local fire codes are often impediments to adaptive reuse and historic preservation. He suggested that region hold a forum on the issue and research examples of reforms that could be enacted. Francis noted that New Jersey has had great success in their efforts to reform building codes.

A somewhat related topic was brownfield redevelopment. Jim Mahoney mentioned that he had been involved in advocating for changes to laws relating to brownfield financing. He agreed to send a note to Tim Malone so that these concerns could be noted in the CEDS.

Discussion turned to getting targeted industry clusters more involved. Bill Millerick suggested that site visits by municipal representatives could accomplish this goal. He also noted that ensuring that region priorities meet the needs of industry should be accomplished through chambers of commerce. He also pointed

out that New Britain, Bristol, and Farmington are cooperating on marketing efforts related to the bioscience zone.

Tim Malone agreed to draft new goals and objectives based on the comments and send them out over email so that people could make further comments before the next meeting.

IV. Adjournment was declared at approximately 1:45pm.

Alliance meetings are held quarterly starting on the second Monday in March at noon in the CCRPA Offices. Please mark your calendars for the next meeting on May 23rd, 2011.

Central Connecticut Regional Planning Agency
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Central Connecticut Economic Development Alliance Meeting Minutes
Noon; Monday; May 23rd, 2011; CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT

I. **Call to order, introductions; determination of quorum** (representatives from 4 different municipalities) the meeting was called to order at 12:15pm with the following members in attendance, except as noted:

A. Municipality Representatives

Berlin	Jim Mahoney - Econ. Dev – AB		Bill Millerick - Chamber – AB
Bristol	Art Ward – Mayor – AB		Steven Schiller - Ec. Dev.
	Jonathan Rosenthal (Chair) - Ec. Dev.	Plainville	Robert E. Lee – Manager – AB
	Mike Nicastro - Chamber (com. org's.)		Mark DeVoe - Ec. Dev.
Burlington	Rich Stocker – Econ. Dev – AB	Plymouth	Khara Dodds - Ec. Dev. – AB
	Mike Scheidel – Chamber – AB	Southington	Louis Perillo - Ec. Dev.
New Britain	Tim Stewart (V. Chair) – AB		

B. Non-municipal Representatives

Julie Geyer - CWP (Un/underemployed)
Bruce Lydem (Organized Labor) - AB

Jack Driscoll (Finance) – AB
Janet Serra - NW CT CVB (tourism/women) – AB
John O'Toole - Northeast Utilities (utilities) – AB
John Tricarico - CCRPA Paratransit (Disabilities)
Lynn Abrahamson - Bristol/Burlington Public Health District (Health)

Peggy Sokol - Bristol Senior Center (aged/women) –AB
Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities) – AB
Rick Mullins - CCSU ITBD
Victor Mitchell - Tunxis CC – AB
Agricultural – Vacant
CERC – N.A.

Also present were Kristin Thomas (CCRPA), Francis Pickering (CCRPA), Timothy Malone (CCRPA), and Ethan Abeles (CCRPA)

II. **Approval of April 25th, 2010, minutes**
MOTION: Mark DeVoe; seconded by Khara Dodds

III. **CEDS**

A. Finalize goals, objectives, and strategies

No new changes were proposed to the goals, objectives, and strategies.

B. Discuss prioritization criteria

Mike Nicastro mentioned that the "leverage" category will become increasingly important in the future. Jonathan Rosenthal suggested that the Alliance should focus on projects that are as close to ready to go as possible. Khara Dodds noted that it was not clear on the project survey form how to indicate whether or not "proper zoning" is in place. No other concerns were voiced.

C. Discuss CEDS projects

Discussion began by asking which projects were ready to go and which were further off. Mark DeVoe stated that the New Britain Avenue Brownfield

Alliance meetings are held quarterly on the third Monday of the month at noon in the CCRPA Offices. Please mark your calendars for the next meeting on June 20th, 2011.

Remediation project is very close, as is the streetscape project. Khara Dodds stated that the Plymouth Waterwheel project was in progress and ready to go. She reported that a museum is being considered for an adjacent site (the former BJ Tool site), which would provide future opportunities for synergistic marketing with the region's other museums, such as the clock museum in Bristol. Steve Schiller said that the Pinnacle Heights project is also ready to go.

Jonathan Rosenthal began discussing Bristol's projects, going through the prioritization matrix provided by Timothy Malone. He mentioned that Bristol's sites were in an enterprise zone and they supported the redevelopment of downtown, as well as pedestrian and transit friendly development.

After going through the prioritization matrix on a few of the projects, it was decided that due to time constraints, the number of projects, and some currently missing projects that more time would be needed. The group agreed to have all projects submitted to Timothy Malone by Friday the 27th. He will then send them out with an updated prioritization matrix so that members can rank each project on their own. Due to time constraints it was decided that these rankings should be returned by June 3rd.

Each municipal representative of the Alliance with proposed projects then gave a rundown of their projects, including the status of each of project and its history. Mike Nicastro remarked that Plainville's downtown projects could take on new importance if the Waterbury train line is extended, as the easiest method of accomplishing this extension would be to use the train yard in Plainville, making it the terminus of the line.

Rick Mullins of CCSU/ITBD, who is taking Tom Lorenzetti's place on the Alliance, gave an overview of his "University Center" project. Timothy Malone mentioned that this project would not be seeking the same sources of funding as other projects as it falls under a different EDA grant category. The project would provide entrepreneurial assistance, impact a disadvantage community, and build on the region's educational resources. The group decided that the project should be considered independently of the other projects and would provide numerous benefits to the region.

D. Discuss June meeting/public forum

The next meeting will be on June 20th and discussion of a public forum to unveil the plan was put on hold.

IV. **Other Matters**
Rick Mullins briefly discussed a statewide student business plan competition being held by CCSU and ITBD. The winner of the competition will be given a year incubator space/services for free.

Mike Nicastro mentioned that the Greater Bristol Chamber of Commerce is considering a new "business concierge" service to be located at the chamber's offices.

V. **Adjournment was declared at approximately 1:59pm.**

Alliance meetings are held quarterly starting on the second Monday in March at noon in the CCRPA Offices. Please mark your calendars for the next meeting on June 20th, 2011.

CENTRAL CONNECTICUT REGIONAL PLANNING AGENCY

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Central Connecticut Economic Development Alliance Meeting Minutes

Noon; Monday; June 20th, 2011; CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT

I. **Call to order, introductions; determination of quorum** (representatives from 4 different municipalities) the meeting was called to order at 12:15pm with the following members in attendance, except as noted:

A. Municipality Representatives

Berlin	Jim Mahoney - Econ. Dev – AB		Bill Millerick – Chamber – AB
Bristol	Art Ward – Mayor – AB		Steven Schiller - Ec. Dev.
	Jonathan Rosenthal (Chair) - Ec. Dev.	Plainville	Robert E. Lee – Manager
	Mike Nicastro - Chamber (com. org's.) - AB		Mark DeVoe - Ec. Dev.
Burlington	Rich Stocker – Econ. Dev – AB	Plymouth	Khara Dodds - Ec. Dev.
	Mike Scheidel – Chamber – AB	Southington	Louis Perillo - Ec. Dev.
New Britain	Tim Stewart (V. Chair) – AB		

B. Non-municipal Representatives

Julie Geyer - CWP (Un/underemployed)
Bruce Lydem (Organized Labor) – AB

Byron Treado (Finance)
Janet Serra - NW CT CVB (tourism/women) – AB
John O'Toole - Northeast Utilities (utilities) – AB
John Tricarico - CCRPA Paratransit (Disabilities)
Lynn Abrahamson - Bristol/Burlington Public Health District (Health)

Peggy Sokol - Bristol Senior Center (aged/women) –AB
Rosita Forte-Dobson - CT Small Business Center (Professionals/women/minorities) – AB
Rick Mullins - CCSU ITBD – AB
Victor Mitchell - Tunxis CC – AB
Dwight Harris – Agriculture
CERC – N.A.

Also present were Kristin Thomas (CCRPA), Francis Pickering (CCRPA), Timothy Malone (CCRPA), Patrick Gallagher, and Ethan Abeles (CCRPA)

II. **Approval of May 23rd, 2011, minutes**

MOTION: Mark DeVoe; seconded by Lou Perillo; unanimously passed

III. **CEDS**

A. Finalize vision, goals, objectives, and strategies

Tim Malone read the proposed vision, which is based on the vision from the 2004 CEDS. The group agreed that it accurately represented the vision they wanted to put forth in the current plan.

The floor was opened up for discussion on the goals, objectives, and strategies of the CEDS. Tim suggested that adding a strategy in support of developing or enhancing farmer's markets in the region would be useful. Dwight Harris agreed, noting that farmers tend to get higher prices at farmer's markets than through other distribution channels.

Lou Perillo asked about pending legislation regarding farmer's markets and permitting. He noted that it is difficult for farmers to get permits so that they can

Alliance meetings are held quarterly on the third Monday of the month at noon in the CCRPA Offices. Please mark your calendars for the next meeting on September 19th, 2011.

sell their goods at markets in various towns. Mark DeVoe suggested that language be placed in the CEDS supporting farmer's markets and statewide reforms to make it easier for farmers to take advantage of them.

Lou Perillo also asked about strategies related to brownfields. While supportive of the language already in the CEDS, he expressed concern that the real issues were not being tackled, such as liability. Jonathan Rosenthal questioned whether such an issue could really be addressed within this plan, as it is statewide issue. Mark DeVoe concurred but noted that getting permits in general was difficult and that we should try to work towards getting a more streamlined process from DEP. He suggested that we add language supporting "efforts to limit liability on brownfield projects".

MOTION – to accept the vision, goals, objectives, and strategies with addendums regarding brownfields liability and farmer's market support: Mark DeVoe, seconded by Steve Schiller

B. Vote on project rankings

Discussion moved to the project rankings, which had been sent out a few weeks prior. Tim Malone reported two sets of scores for each project, one in which project sponsors were allowed to rank their own projects, and one in which they're scores were excluded. He also stated that in his opinion, the scores should be used only as a guide and that final project selection should be based on other factors as well. Jonathan Rosenthal asked those in attendance about which projects were actually ready to go. Tim added that the group should also consider, for this exercise, which ones were likely to get EDA funding. He noted that other projects should still be kept in the CEDS as other funding sources may be sought in the future (and other funding sources may start looking at projects included in CEDS documents).

The group went down the list and marked each project that was both "ready to go" and in-line with EDA funding priorities. A final list of projects was chosen: Hospital of Central CT Cancer Center; Plymouth Business Park Phase IV; Pinnacle Business Park; Berlin Train Station; Plymouth Industrial Park Infrastructure; and the Strawberry Fields Industrial Park.

Tim Malone also reported that Rick Mullins at ITBD/CCSU was going ahead with the University Center project and that they will be partnering with UConn to broaden its scope.

MOTION – to accept the list of "vital projects": Mark DeVoe, seconded by Khara Dodds.

C. Discuss/approve CEDS draft

It was determined that the previous two motions combined had approved the draft CEDS and that no further action was necessary.

D. Discuss public forum/hearing

Alliance meetings are held quarterly starting on the second Monday in March at noon in the CCRPA Offices. Please mark your calendars for the next meeting on September 19th, 2011.

Tim Malone asked the members how they wanted to proceed with presenting the draft plan to the public. After some discussion of the difficulty of getting people to come out during the summer, it was determined that the best way to proceed would be to circulate the new draft of the CEDS, allow members to make any final comments, then send a draft to the public. A forum will be held at the end of the 30 day comment period.

IV. Proposed new members

Two new members of the Alliance were proposed. Byron Treado of New England Bank, and resident of Plainville, was nominated as the new finance industry representative, replacing Jack Driscoll. He gave a brief overview of his background, highlighting his work with various community organizations such as the Main Street Foundation, United Way, and the Central Connecticut Revolving Loan Fund.

Dwight Harris, owner of Johnny Cake Mountain Farm in Burlington was nominated as the new agriculture representative. He told the group about his experience as a developer in both Burlington and in Fairfield County. Part of his development in Burlington is also a 30 acre working farm.

MOTION – to accept Byron Treado and Dwight Harris as members of the Alliance: Lou Perillo, seconded by Mark DeVoe

V. Other Matters

VI. Adjournment was declared at approximately 1:59pm.

Alliance meetings are held quarterly starting on the second Monday in March at noon in the CCRPA Offices. Please mark your calendars for the next meeting on September 19th, 2011.

Coordinating Committee Agendas and Minutes

To facilitate the creation of this plan, a coordinating committee was also formed. It met between Alliance meetings starting in February. The coordinating committee met on the following dates: February 15th, 2011, March 7th, 2011, and April 4th, 2011. The agendas and minutes are on the following pages.

CENTRAL CONNECTICUT REGIONAL PLANNING AGENCY
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NOTICE AND AGENDA FOR THE MEETING OF THE
CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE COORDINATING COMMITTEE

Meeting Time/Day/Date: 9am; Tuesday; February 15th, 2011
Location: CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT

BOARD MEMBERS: Please email/call if you will be late or absent
SPECIAL NEEDS: We do not discriminate on the basis of disability - Please call in advance if you need auxiliary aids

A G E N D A

I. Call to order, introductions; determination of quorum (representatives from 4 different municipalities)

A. Municipality Representatives

Berlin	Jim Mahoney - Econ. Dev	Plainville	Mark DeVoe - Ec. Dev.
Bristol	Jonathan Rosenthal - Ec. Dev.	Plymouth	Khara Dodds - Ec. Dev.
Burlington	Rich Stocker – Econ. Dev	Southington	Louis Perillo - Ec. Dev.
New Britain	Steven Schiller - Ec. Dev.		

II. Plan date, time, and location of first public meeting
III. Review, edit, and approve project solicitation form
IV. Discuss target industry report format
V. Adjournment

Attachments:

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NOTICE AND AGENDA FOR THE MEETING OF THE
CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE COORDINATING COMMITTEE

Meeting Time/Day/Date: 9am; Monday; March 7th, 2011
Location: CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT

BOARD MEMBERS: Please email/call if you will be late or absent
SPECIAL NEEDS: We do not discriminate on the basis of disability - Please call in advance if you need auxiliary aids

A G E N D A

I. Call to order, introductions; determination of quorum

A. Municipality Representatives

Berlin	Jim Mahoney - Econ. Dev	Plainville	Mark DeVoe - Ec. Dev.
Bristol	Jonathan Rosenthal - Ec. Dev.	Plymouth	Khara Dodds - Ec. Dev.
Burlington	Rich Stocker – Econ. Dev	Southington	Louis Perillo - Ec. Dev.
New Britain	Steven Schiller - Ec. Dev.		

II. Review, edit, and approve project solicitation form
III. Discuss project prioritization criteria
IV. Discuss target industry report format
V. Adjournment

Attachments: February 15th, 2011 Minutes
Project solicitation survey
2004 Criteria for Project Evaluation

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NOTICE AND AGENDA FOR THE MEETING OF THE
CENTRAL CONNECTICUT ECONOMIC DEVELOPMENT ALLIANCE COORDINATING COMMITTEE

Meeting Time/Day/Date: 9am; Monday; April 4th, 2011
Location: CCRPA Offices, Suite 304; 225 North Main Street, Bristol, CT

BOARD MEMBERS: Please email/call if you will be late or absent
SPECIAL NEEDS: We do not discriminate on the basis of disability - Please call in advance if you need auxiliary aids

AGENDA

I. Call to order, introductions; determination of quorum

A. Municipality Representatives

Berlin	Jim Mahoney - Econ. Dev	Plainville	Mark DeVoe - Ec. Dev.
Bristol	Jonathan Rosenthal - Ec. Dev.	Plymouth	Khara Dodds - Ec. Dev.
Burlington	Rich Stocker – Econ. Dev	Southington	Louis Perillo - Ec. Dev.
New Britain	Steven Schiller - Ec. Dev.		

II. Discuss Goals & Objectives from 2004 CEDS
III. Discuss strategies and projects for the coming five years
IV. Brief discussion of Draft Industry Prospects Report
V. Adjournment

Attachments: March 7th, 2011 Minutes
2004 Goals and Objectives
Draft Industry Prospects Report

CENTRAL CONNECTICUT REGIONAL PLANNING AGENCY
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Central Connecticut Economic Development Alliance Coordinating Committee Meeting Minutes
Noon; Monday; February 15th, 2010; New Britain City Hall, New Britain, CT

I. Call to order, introductions; determination of quorum (representatives from 4 different municipalities) the meeting was called to order at 12:15pm with the following members in attendance, except as noted:

A. Municipality Representatives

Berlin	Jim Mahoney - Econ. Dev	Plainville	Mark DeVoe - Ec. Dev.
Bristol	Jonathan Rosenthal - Ec. Dev.	Plymouth	Khara Dodds - Ec. Dev.
Burlington	Rich Stocker – Econ. Dev -AB	Southington	Louis Perillo - Ec. Dev. - AB
New Britain	Steven Schiller - Ec. Dev.		

Also present was Timothy Malone (CCRPA).

II. Approval of December 20th, 2010, minutes
MOTION: Jim Mahoney moved approval as presented; seconded by Jack Driscoll

III. Update on Regional Marketing – e.g. Bristol Bio-Tech Zone
Jonathan Rosenthal reported on a meeting between him, Jim Mahoney, Tim Malone, and Dave Driver at Northeast Utilities. Dave Driver mentioned numerous opportunities for the seven towns to begin marketing the region to site selection professionals and corporations. Jonathan reported that the impression from the meeting was that each town going it alone would be not productive or cost effective. Some interesting opportunities are available to participate in marketing efforts that are already being undertaken by Northeast Utilities. The region could buy into these efforts for a few thousand dollars.

Jonathan agreed to send out a short write-up on the meeting.

There was also discussion of the bio-tech zone that currently includes portions of Bristol and New Britain. Mark DeVoe mentioned that a bill has been proposed in the State Senate and Legislature to include portions of Plainville. Senator Bye reported that it has been received.

IV. CEDS

A. Update on progress

Tim Malone provided a brief update on work that has been accomplished thus far on the CEDS. Most of the data collection and analysis is complete. Work is proceeding on stakeholder outreach. Over 100 invites were sent to various stakeholder groups in the region and around the state. An email is also being sent out by the Central Connecticut Chamber of Commerce. Mike Nicastro reported that it would also be sent other chambers of commerce.

V. Initial SWOT analysis

A. Discuss findings from regional profile

Following the presentation of the regional profile, discussion moved to brainstorming region issues. Mark DeVoe asked what implications the state's policy on EDD formation would have on the work currently being done. He expressed concerns regarding the possibility of the region being reassigned to the Metro Hartford region.

Jonathan Rosenthal reiterated the reasons that the region wants to remain as is. Of specific concern for the region is its potential connection to the New York City area through its proximity to Waterbury.

Ned Moore brought up the fact that before the region can even be considered for EDD status, it needs to have a CEDS in place. The region is currently out of compliance. He stated that "it behooves you to get a CEDS in place." Timothy Malone added that being out of compliance also affects the region's ability to pursue EDA funding for projects. It was agreed that it was important to continue work toward the new CEDS, regardless of uncertainty surrounding EDD status.

B. Brainstorm region issues

Mark DeVoe started by saying that he would like to see a discussion in the CEDS relating to Public Act 09-231, which allows towns that are in the same EDD to enter into an agreement to share property tax revenue from new economic development activity. New Britain and Plainville are investigating how this could be done.

Jonathan Rosenthal brought up public transportation and the potential for strengthening the region's ties to New York City, while also improving the region's quality of life. This lead into a discussion of the proposed New Britain-Hartford busway. Carl Stephani reiterated CCRPA's support of mass transit projects.

Mike Nicastro brought up other transportation related issues, such as mode share and commuting patterns. It was determined that more data needs to be collected to better understand commuting patterns in the region. This issue is an important part of quality of life and could be perceived as a weak spot by site selectors.

It was also noted that other quality of life issues, such as entertainment venues, are a weak spot for the region.

David Fink's work with the Partnership for Stronger Communities was mentioned. His work has focused in part on the aging work force and supplying housing for future workers. Many agreed that the region was not supplying the kind of housing that young people are looking for. This not only effects younger generations, but also current residents who may see a decrease in the value of their homes.

Open space was brought up as an issue for the region. Jonathan Rosenthal mentioned that Bristol has been acquiring open space, but that it tended to be "left-over" land from new developments. Timothy Malone added that land is being developed at a faster rate than the population is growing, which brought up concerns about sprawl. Ned Moore added that EDA funding priorities favor "green" projects, especially those that provide "new economy" jobs. Responsible growth is also a state priority.

Open space issues lead into a discussion of agriculture in the region. Joan Nichols from the Connecticut Farm Bureau Association gave an overview of the changes affecting farms in Connecticut. She stated that farms are getting smaller and occupying smaller tracts of land. She has seen a growth in hydroponic facilities as well. She stressed that the region may not be well suited to large agricultural operations, but different kinds of smaller agricultural operations may be ideal for the area. She also stressed that while agriculture is often overlooked in the region, it is still present.

C. Formation of coordinating committee

Timothy Malone proposed that a smaller coordinating committee be formed to help advance public outreach and project solicitation efforts. Jonathan Rosenthal suggested that one representative from each town be involved and that economic development personnel made the most sense.

MOTION: Jim Mahoney moved approval of the formation of a coordinating committee with one representative from each town; seconded by Mark DeVoe

VI. Adjournment was declared at approximately 1:51pm.

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Central Connecticut Economic Development Alliance Coordinating Committee Meeting Minutes
9:00am; Monday; March 7th, 2010; CCRPA Offices, Bristol, CT

I. Call to order, introductions; determination of quorum (representatives from 4 different municipalities) the meeting was called to order at 9:05am with the following members in attendance, except as noted:

A. Municipality Representatives

Berlin	Jim Mahoney - Econ. Dev	Plainville	Mark DeVoe - Ec. Dev.
Bristol	Jonathan Rosenthal - Ec. Dev. – AB	Plymouth	Khara Dodds - Ec. Dev.
Burlington	Rich Stocker – Econ. Dev -AB	Southington	Louis Perillo - Ec. Dev. - AB
New Britain	Steven Schiller - Ec. Dev.		

Also present was Timothy Malone (CCRPA).

II. Review, edit, and approve project solicitation form
We reviewed the second draft of the project solicitation form. The committee agreed that the new draft reflected the recommended changes and that it should be presented to the steering committee for final approval.

III. Discuss project prioritization criteria
The group reviewed the project prioritization criteria that were used for the 2004 CEDS. It was decided that language should be added to include sustainability criteria; specifically, the group decided to add language in support of Connecticut's Responsible Growth Principles. It was also decided that language regarding "growth areas" should be replaced with language stating that projects should be in conformance with applicable plans of conservation and development, to allow for more flexibility. This was considered especially important given that the State is Updating its POCD.

Confusing language regarding the transition of the Region's economic base was replaced with language supporting "high growth industries". Language was also added to provide priority for projects that improve entrepreneurship. Finally, language prioritizing projects that enhance access to transportation and support transit oriented development was suggested.

Tim said that he would draft new criteria for evaluation.

IV. Discuss target industry report format
Tim asked the group what their opinions were regarding the proposed Target Industry report. This report was to be modeled in part on one conducted for MetroHartford. Due to data limitations, it was determined that such a report would not be feasible for the region. Jim Mahoney had previously suggested that placing too much emphasis on certain clusters could place unnecessary constraints on economic development activity. It was determined that the most logical way to proceed would be to focus the report on clusters identified at the state level and the broader regional level (Hartford and Springfield).

V. Other business
Mark DeVoe offered to speak to the Plainville Economic Development Administration to get the CEDS placed on the agenda for the next EDA meeting. Tim will give a short presentation at the meeting.

VI. Adjournment was declared at approximately 10:15am.

Central Connecticut Economic Development Alliance Coordinating Committee Meeting Minutes
9:00am; Monday; March 7th, 2010; CCRPA Offices, Bristol, CT

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V. Other business
Mark DeVoe offered to speak to the Plainville Economic Development Administration to get the CEDS placed on the agenda for the next EDA meeting. Tim will give a short presentation at the meeting.

VI. Adjournment was declared at approximately 10:15am.

Regional Public Meetings

Three regional public meetings were held during the planning process. These meetings were designed to elicit feedback and keep interested stakeholders informed about progress. Alliance meetings were also open to the public, but they are held at noon when many people are unable to attend. The three meetings were held on:

- March 8th, 2011
- April 14th, 2011
- August 4th, 2011

March 8th at 5:30pm

Planning for Central Connecticut's Economic Future

Learn about and help shape the process of updating the economic development strategy of the Central Connecticut Region. Voice your concerns and help develop a strategy for strengthening the regional economy at this one hour meeting. The Central Connecticut Economic Development Alliance invites everybody who cares about the towns and cities of Berlin, Burlington, Bristol, New Britain, Plainville, Plymouth, and Southington to join in this effort.

Light refreshments will be provided.

Central Connecticut Regional Planning Agency
225 N Main St, Suite 304
Bristol, CT 06010
Phone: (860) 589-7820
E-mail: ceds@ccrpa.org

Location: CCRPA's offices at 225 N Main St, Suite 304, in downtown Bristol.

Contact: Tim Malone at (860) 589-7820 ext. 154 or ceds@ccrpa.org for more information

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News

New economic strategy aims to boost area economy

Sunday, March 20, 2011 10:56 PM EDT

By Diane Church
Staff Writer

PLAINVILLE — Area towns are working to create a new plan in an effort to boost economic development in the region.

The plan, called the Comprehensive Economic Development Strategy, is expected to establish a set of goals and projects to enhance the economies of Berlin, Bristol, Burlington, New Britain, Plainville, Plymouth, and Southington. It's also required so the municipalities can remain eligible for grants, such as those from the Public Works and Economic Development Program and the Economic Adjustment Assistance Program. Projects that could be eligible for those grants include infrastructure improvement at certain sites, revolving loans, building projects, and workforce development.

Tim Malone of the Central Connecticut Regional Planning Agency, which is creating the plan, discussed it at Plainville's economic development agency meeting Thursday. It's still in its early stages.

"The region has a strong community and strong manufacturing sector," Malone said. "The impediments are there is little public transportation, and manufacturing is declining, mostly because of more efficient production. The recession also caused some unemployment."

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The U.S. Economic Development Administration said developing a CEDS will "bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies." It encourages considering the issues and developments of individual towns in a wider context.

Plainville Director of Planning and Economic Development Mark DeVoe said participating in the plan will make Plainville eligible for grants from the federal Economic Development Administration.

"Not every project will be accepted," he said. "But we could make sure that when the opportunity presents itself, we're ready."

Malone said Plainville, Plymouth and New Britain have received grants from the EDA for industrial zones. To be eligible for future funds, projects must be consistent with the approved CEDS and be designed to overcome an obstacle identified in the strategy.

The plan must be finished by the end of June and would go into effect at the end of September. A public information session about the CEDS will be held April 14 at 5:30 p.m. in the Plainville Public Library.

Strengths & Weaknesses (3/8/2011)

Strengths

- Nearby higher educational institutions
- Strong public schools
- Location between Boston and New York City
- Strong manufacturing presence
- Presence of ESPN
- Recreational and entertainment amenities
- Strong civic involvement (volunteerism, philanthropy, sense of community)
- Quality and availability of health care
- Freight rail infrastructure
- Diverse region (urban, suburban, and rural) has lent some stability
- Strong support for the arts in some municipalities (New Britain in particular)
- Smaller towns lend themselves to word of mouth business marketing
- Old factory buildings are a source of affordable business space

Weaknesses

- Not enough support for the arts
- Lack of transportation options (public transportation, walkability)
- High cost of living
- Pockets of low homeownership where people are not vested in their community
- Lack of shopping and dining options compared to surrounding region
- Self-image problem (at least in Bristol)
- The Region is fragmented (no core or multiple cores)
- Low activity after 5pm (no "eyes on the streets")
- Safety is a problem in the urban centers
- Location can be a curse (Gravitational pull for young people to Boston and New York)
- Lack of desirable housing for young professionals
- Loss of manufacturing jobs to lower cost regions
- Labor force skillsets do not match employer needs
- Lack of robust business diversity (small pieces of lots of industries)
- Not enough focus on/support for vocational schools
- Students are not encouraged to enter production occupations
- Worker training resources have too little exposure among workers and employers
- Towns lack identifiable centers
- Social networks are weak

April 14th at 5:30pm

Planning for Central Connecticut's Economic Future

Come join us for the second round of a series of meetings exploring the future of Central Connecticut's Economy. At the first meeting we discussed the strengths and weaknesses of this Region (Berlin, Bristol, Burlington, New Britain, Plainville, Plymouth, and Southington). At this meeting we will:

- Learn about the process of creating a Comprehensive Economic Development Strategy
- Discuss the Region's strengths and weaknesses that were identified on March 8th
- Explore ways to capitalize on the Region's strengths and overcome its weaknesses
- Meet with other concerned residents of Central Connecticut
- Enjoy light refreshments!

Location:
The Plainville Public Library
56 East Main Street, Plainville, CT
06062

Contact:
Tim Malone
(860) 589-7820 ext. 154 or
ceds@ccrpa.org for more information

Central Connecticut Regional Planning Agency, 225 N Main St, Suite 304, Bristol, CT 06010 | Phone: (860) 589-7820 | E-mail: ceds@ccrpa.org

The Bristol Press: Bristol, Conn., and surrounding areas (BristolPres... http://www.bristolpress.com/articles/2011/04/11/news/doc4da3c09...

The Bristol Press

BP TV Your Local TV Connection CONNECT HERE! Live Local Sports Entertainment and News

News

Spurring area economic growth subject of forum

Monday, April 11, 2011 11:03 PM EDT

By Diane Church
Staff Writer

PLAINVILLE — Residents on Thursday can learn details of an effort to spur economic development by using a regional approach.

The Comprehensive Economic Development Strategy public forum is scheduled to start at 5:30 p.m. in the Plainville Public Library. This is the second round of a series of meetings exploring the future of central Connecticut's economy. The region includes Berlin, Bristol, Burlington, New Britain, Plainville, Plymouth and Southington.

The forum will explore ways to capitalize on the region's strengths and overcome its weaknesses. Those who attend will also have the opportunity to meet with other concerned residents in the region.

The Central Connecticut Economic Development Alliance has asked for the plan. The alliance is a group of municipal leaders and others from area towns who want to work together to increase economic development in the region.

FUEL OIL, UNDERGROUND TANK REMOVAL & REPLACEMENT

The plan is expected to establish a set of goals and projects to enhance the economies of the seven towns. It's also required so the municipalities can remain eligible for grants from the federal Economic Development Administration, including money for infrastructure improvement, revolving loans, building projects and work-force development.

Tim Malone of the Central Connecticut Regional Planning Agency, which is creating the plan, said recently that, "The region has a strong community and strong manufacturing sector. The impediments are there's little public transportation and manufacturing is declining, mostly because of more efficient production. The recession also caused some unemployment."

The plan must be finished by the end of June and would go into effect at the end of September.

CRI Community Residences, Inc. Therapeutic Foster Care and Adoption Therapeutic Foster Care & Adoption

Comments

Submit a Comment

1 of 2 4/13/2011 4:29 PM

Thursday, April 7, 2011 — The Plainville Citizen

Plainville Briefs

Planning for the future

A meeting to explore the future of Central Connecticut's economy will be held Thursday, April 14, 5:30 p.m., at the Plainville Public Library, 56 E. Main St. Topics will include: learning about the process to create a Comprehensive Economic Development Strategy; the region's strengths and weaknesses that were identified at the first meeting; exploring ways to capitalize on the region's strengths and overcome the weaknesses; and provide the opportunity to meet other concerned residents of the area. Refreshments will be served.

For more information, call Tim Malone, (860) 589-7820, ext. 154 or e-mail ceds@ccrpa.org .

Public comment

The Central Connecticut Regional Planning Agency is seeking public comment for the 2012-16 updates to the Long-Range Transportation Plan and Public Participation Plan for central Connecticut. Updates can be viewed at http://ccrpa.org/notices.htm. Printed copies are available.

A meeting will be held Friday, April 15, at noon, and a hearing on Thursday, April 21, at 6:30 p.m., to discuss the updates. Both events are open to the public and will take place at 225 N. Main St., Suite 304, Bristol, CT. Questions and comments can be directed to Francis Pickering by e-mail to LRTP@ccrpa.org, fax to (860) 589-7820, or post to the address above.

April 14th Meeting

The meeting opened with a brief presentation about the CEDS project, progress already made, and some data that has been collected and analyzed. Following this presentation, CCRPA staff asked participants what they thought the goals of the region should be. The following is a summary of comments:

- There is a lot of grant money for different projects, but finding out about funders is hard.
  - Need 1 office to go to get assistance
  - Need to increase awareness of different grants and agencies
- Regional planning is a great resource that should be advertised
  - Helping to create links between businesses and resources in the region
- Economic development is more than just brining in businesses, it's about quality of life issues.
- A more vibrant region with vibrant centers and easy to access transportation
- "god isn't making more land" local food is important to every region. If you can promote farms and local ag, people will shop locally. If people can't make average income farming, then they'll sell the land
- So much of AG land has been lost (Plainville)
  - Food security for the region is important. There is only enough food on Hartford area store shelves to last four days.
- The community garden in Farmington is a great example of local ag. Food and water will continue to be of great importance.
- These meetings are really good ways to raise awareness of region-wide issues. They should happen more often than every five years.
- Should Burlington (or other areas) be compensate for preserving valuable land?
- Burlington has one of the best fish hatcheries in the state because of water quality
  - Only two left in the state
- We need a stronger, more frequent regional participation process.
- "Our region doesn't know it's part of a region"
- Quality of life:
  - We need highly skilled laborers – trade schools should be enhanced
  - Workers need to be aware of job opportunities in the region
  - People need to be aware of what's going on in the region (promoting our successes and assets better)
  - Better PR for the region
  - Better PR for manufacturing jobs
    - Connect with high school students to raise awareness of the quality jobs that are available.
- Even if certain issues cannot be solved by the CEDS, it is important to get them in there to increase awareness.

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PUBLIC NOTICE

The Central Connecticut Regional Planning Agency (CCRPA) and the Central Connecticut Economic Development Alliance (CCEDA) are seeking public comment for the 2011-2016 updates to the Comprehensive Economic Development Strategy for Central Connecticut (covering Berlin, Burlington, Bristol, New Britain, Plainville, Plymouth, and Southington). Drafts of the update can be viewed at http://ccrpa.org/notices.htm. Printed copies are available on request. CCRPA and CCEDA will hold an informational meeting on August 4, 2011 at 6:00 PM. This event is open to the public and will take place at 225 N Main St, Ste 304, Bristol, CT 06010. Interested parties may also direct questions and comments to Mr. Timothy Malone by e-mail to CEDS@ccrpa.org, fax to 860-589-7820, or post to the address above. All comments must be received by August 12, 2010 at 5:00 PM.

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