



COMPREHENSIVE ECONOMIC DEVELOPMENT
STRATEGY
Volume 2
APPENDICES

SEPTEMBER 2009

One Coast, One Future
Comprehensive Economic Development Strategy
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Appendix A: Potential Capital Project List

As per the *Federal Register Vol.71, No. 187, subsection 303.7 Requirements for Comprehensive Economic Development Strategies*, this appendix includes a list of potential capital projects that would best enhance the One Coast Region's economic competitiveness.

A sub-committee was created to oversee and implement the development of this list. Members of the sub-committee include representatives of the five major regional business, economic development and transportation planning organizations in the One Coast Region: The Bridgeport Regional Business Council, The Business Council of Fairfield County, The Greater Norwalk Chamber of Commerce, The South Western Regional Planning Agency, and The Greater Bridgeport Regional Planning Agency.

Steering committee members were asked to submit projects to the sub-committee, for review in conjunction with EDA project funding guidelines, and evaluation documents developed by the consultant. More than 60 projects were submitted for review. The list that follows (in random order) represents the projects that passed the initial review process of the sub-committee. Detailed project submissions are provided in the following pages. It is expected that the sub-committee's work will continue as part of the CEDS implementation program, and that the list will be further defined over the next five years.

1. Bruce Museum Centennial Project
2. Norwalk Community College Career Center
3. Stamford/Bridgeport High Speed Ferry Demonstration
4. Noroton Heights Redevelopment
5. Waypoint Development
6. Combined Sewer Project Downtown Bridgeport
7. Remington Woods Lake Success, Seaview Avenue Corridor Extension
8. SteelPoint Harbor Development Site – Bridgeport Landing Development
9. Seaview Avenue Corridor Project – Route 130- US 1
10. Stratford Railroad Station Parking Garage Expansion
11. South Norwalk Railroad Station Intermodal Facility

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Economic Measures and Categories for Capital Projects

A key part of the CEDS process is to translate good ideas into specific tangible projects. While many projects may be possible or desirable, only a limited number will be funded given the resources available for capital projects. This evaluation process is designed to help determine which projects are likely to realistically achieve the largest number of goals outlined in the CEDS.

I. Direct Economic Impact (20 points)

This category of measures assesses the direct economic yield produced by each project: job creation, business formation, tax base increases and tourism development. Only those impacts which are directly attributable to each project are included; only longer-term, permanent impacts are counted; and only net increases in employment, tax revenues, tourist visitation, etc. are weighed. Short-term construction jobs, for example, are not included. Retail sales which are generated at the expense of other centers in the region are not given points in this scoring class either.

- A. Job Retention and Creation** – This measure refers to direct job retention and creation attributable to the project. Points are awarded in this category on a capital cost-per-job basis, so as to place projects on an equal footing. Higher scores go to projects that forecast a higher employment\investment ratio. Five (5) points are awarded to projects which have a development cost-per-job ratio of up to \$50,000 per job; 4 points for a ratio of \$50,000 to \$100,000 per job; 3 points for a ratio of \$100,000 to \$150,000; 2 points for a ratio of \$150,000 to \$200,000; 1 point for a ratio of \$200,000 to \$250,000; and no points if the cost-per-job exceeds \$250,000. Where the projects costs or number of jobs are not known, a general understanding of the project cost to jobs relationship is employed. Construction and related jobs are not included in any scoring indices, for two reasons. First, they are short-term and may or may not be local (in-migrating construction jobs produce far less for the local economy than locally-sourced ones). Second, construction cost-per-job figures are generally stable and do not vary considerably from project to project. Thus, it can be assumed that all of the projects being considered will have short-term construction cost-per-job values which will be roughly comparable. (5 points)
- B. Import Substitution-Export Development** – This measure gives points to projects which attract new income and wealth to the area by permanently altering the flow of cash and income into the region. Import substitution occurs when money which presently leaves the region to purchase goods or services outside the area is recaptured by local sources. If, for example, area families leave the vicinity to spend their money at out-of-region family theme parks, the creation of a new theme park in the region would recapture funds which are presently leaking out of the local marketplace. Export development also brings fresh capital to the region, for example when local businesses export products out of the region by selling through a catalog. Tourism, of course, imports disposable income from outside the region; but a tourism project which competes with other local tourism projects for the same consumer dollar is clearly less desirable than a project which attracts new consumers from outside the area. (5 points)

- C. Private Capital Leverage** – This and the next measure relate to net capital inflows to the region – with points awarded based on the portion of total revenue generated by the project attributable to private capital or out-of-region capital inflows. Higher points in this specific measure are given to projects which have the highest proportion of private capitalization. Of the total points available, 3 are given to projects which are 75% or more privately capitalized, 2 points if 50% to 75%, and 1 point if 25% to 50%. (3 points)
- D. Government Capital Leverage** – Projects which are capitalized with new sources of federal government funds are also given extra points. If a project is wholly financed from public funds, points are still awarded in this category if the funding is from a non-local and non-State of Connecticut source. New federal funds bring fresh capital to the region without depriving other projects of local and State government funds. So an industrial park project which brings HUD investment to the region scores above one which relies entirely on State funds. (2 points)
- E. Tax Base Increase/Stabilization** – This measure awards up to 3 points when projects make a direct net combination to property taxes or other broader tax base changes which boost government revenues, beyond sales and payroll tax increases tied to employment, business, and tourism gains (which are reflected in other measures). Property tax (grand list) increases are the most important variable here. Beyond local property tax increases, tax base integrations which enhance regional stability are also given points here. The development of moderate- or middle-income housing in an otherwise low-income neighborhood contributes to a tax base and income stratification and stabilization which benefits the region's tax base, for example. This measure awards up to 2 points for these direct but non-quantifiable tax benefits. (5 points)

II. Economic Infrastructure Development (20 points)

Direct job creation and business activity are clearly all-important evaluative yardsticks. But so are indirect job and spending spin-offs, job training, entrepreneurship development, improved market efficiencies, and streamlined regulatory compliance reporting – all of which may contribute to the internal strength of the economy, without producing immediate and directly measurable impacts. Transportation improvements are perhaps the most striking example of market efficiency builders, reducing the time and expense associated with the movement of labor and materials. Downtown and riverfront projects that create a new synergy and economic dynamic are also examples of economic infrastructure development.

- A. Job\Business Spin-offs** – Some projects generate secondary economic growth, such as business spin-offs and sales multipliers. For example, a convention center can create additional business opportunities in hotel, personal and business service and retail sectors. These secondary growth characteristics are weighed in this section, with higher points going to projects which leverage greater indirect growth on a dollar-for-dollar basis. Secondary growth effects are difficult to measure, but certain types of industries, manufacturing for example, generally carry a higher secondary growth multiplier effect than jobs in personal and business services. Wherever possible, these distinctions are considered in this measure. (5 points)

- B. Local\Regional\National Visibility** – Points are awarded here when a project is visible to businesses, residents, visitors and others outside of the project's immediate vicinity. Up to two points are awarded to projects which have local visibility. Up to another three points are awarded to projects that have broader regional and national visibility. A renovation project could impact neighborhood perceptions, for instance. A large museum could impact regional perceptions. A large theme park could impact national perceptions. (5 points)
- C. Sustainable Community Development** – Projects which sustain and maintain viable mixed-use communities receive points in this measure. Commercial strip preservation and revitalization programs, for example, are given points here, as are community health centers, schools, cultural programs and other ventures which help neighborhoods. Crime prevention efforts and beautification campaigns are relevant, too. The inclusion of this scoring category is intended to acknowledge the importance of neighborhood-based preservation projects which often go unnoticed in a portfolio of high-impact large-scale initiatives. (5 points)
- D. Synergistic Investments** – Certain types of projects increase the benefits of other projects. For example, one tourism project may generate additional visitors to the area, or generate a changed perception of the area, that positively impacts other tourism projects. As another example, several downtown projects may add to a synergy in which the sum of the benefits is greater than the parts, i.e., the cumulative impact is greater than the individual project impact. (5 points)

III. Responsible Growth (10 points)

This category of measures examines the extent to which a new project reflects the principals of Responsible Growth. For the purposes of this document, the definition of Responsible Growth used is taken from The Report of the Responsible Growth Task Force to Governor M. Jodi Rell, submitted February 4, 2008. *Responsible growth is economic, social, and environmental development that uses land and resources in ways that enhance the long-term quality of life for Connecticut's current and future generations. Responsible growth supports a vibrant and resilient economy and preserves the natural resources upon both of which that quality of life depends. Responsible growth maximizes previous investments in existing infrastructure while preserving distinctive landscapes, historic structures, landmarks, and villages. Responsible growth requires leadership and governance of the highest caliber to prioritize public decisions in a manner that maximizes the long-term benefits to the state's residents and communities. It demands a collaborative approach to analysis, decision-making, and evaluation between and among all levels of government to ensure consistency with integrated local, regional, and state-wide vision, plans, and strategies.*

- A. Reuse and Rehabilitation of Existing Infrastructure** – Projects that, where possible, encourage reuse and rehabilitation of existing infrastructure rather than the construction of new infrastructure in undeveloped areas receive full points. (2 points)
- B. Reuse and Rehabilitation of a Brownfield Property** - Projects that, where possible, encourage reuse and rehabilitation/remediation of contaminated properties receive full points. (2 points)
- C. "Crowd-In" Investments** – Certain types of investment beget other investment. For example, a landlocked tract of land which is made

- D. Concentrated Development** – Development that is compact, conserves land, integrates uses, fosters a sense of place and concentrates development around transportation nodes and along major transportation corridors receive full points. (2 points).
- E. Conservation of Natural Resources** – Points are awarded to the extent that projects meet the following criteria:
- Reduce waste of water, energy, greenhouse gases, and materials, and increase our supply of renewable energy. Example: by implementing LEED design principles and engaging conservation incentive programs.
 - Contribute to an improved energy protocol by implementing on-site generation.
 - Expand land conservation efforts in appropriate areas.
 - Protect water resources.
 - Protect and restore biodiversity, environmentally sensitive lands, natural resources, food security, wildlife habitats, and cultural and historic landscapes.
 - Increase the quantity, quality, and accessibility of open space. (2 points)

IV. Regional Planning and Impacts (20 points)

This category of measures looks at whether a new project in one part of the region would create undesirable competition or conflict with projects elsewhere in the area – not so much from a feasibility point of view, as from a policy point of view. This category also considers whether a project complies with the region's overall economic development strategy (as defined by the CEDS), whether it complies with other regionally significant plans and whether it contributes to the region's quality of life (parks, education, amenities).

- A. Compliance with CEDS** – Particular emphasis is placed on each project's compliance with the overall economic development growth strategy for the region. To the extent that each project supports or does not support furtherance of the CEDS' targeted sectors and strategies, it is given more or less points accordingly. (4 points)
- B. Compliance with Regional Land-Use Plan** – Akin to, but distinct from the former measure, this measure assesses the degree to which the project fits into and supports the region's desired land use scheme, as articulated in the CEDS document. (4 points)
- C. Relationship to Other Regional Plans** – Akin to, but distinct from the "Crowd-In Investments" and "Synergistic Investments" measures, this measure assesses compliance with spirit or letter of other regionally significant plans. These plans include but are not restricted to the Plans of Conservation and Development of the South Western Regional Planning Agency (SWRPA) and the Greater Bridgeport Regional Planning Agency (GBRPA) and the South Western Connecticut WIRED project. (3 points)

- D. Relationship to Regional Competition** – Projects which do not compete with other developments in the region are awarded extra points. Normal market competition is, of course, encouraged. This section, however, deals with regional projects such as museums, commercial real estate, parks, etc. which detrimentally compete with other attractions and centers in the region, either for patronage or for subsidies. The less the project competes, the higher the score. (3 points)
- E. Quality of Life** – Many projects have public benefits which are not economic in the strictest sense. Expanded open space, new park lands, a healthier environment and a vital cultural milieu are all important accomplishments, though they are not included in conventional measures of economic growth. They improve the quality of life of the community and sometimes the region, hence the area's attractiveness as a place for workers, professionals, managers and business owners alike. (3 points)
- F. Congruent Political Support** – Congruency in political support here refers to two general conditions. The first is that political support exists throughout the area impacted by the projects in rough proportion to the intensity of the project's impact. In other words, the strongest political support should come from the areas most affected by the project. The second consideration is consistency. If there is consistent political support from the entire area affected by the project, then points are awarded here too. (3 points)

V. Feasibility (30 points)

The last category evaluates the feasibility of each project. The variables considered include funding and the sponsor's experience and capacity. The variables also consider project risks and uncertainty

- A. Site Support/Control** – Project sponsors which have support from the site owner receive one point. Sponsors which have formal site control (option, contract, lease, license or deed) are awarded full points. (2 points)
- B. Time Horizon** – Projects which have a one- to two-year time horizon for completion receive 2 points and those with a three- to four-year completion date receive 1 point. Projects with longer time horizons receive no points, the assumption being that longer term projects will always be more uncertain. (2 points)
- C. Committed Funds** – Projects with 75% or more of their funds committed receive full points. Those with 50% to 75% of their funds committed received 3 points; those with 25% to 50% received 2 points; and those with up to 25% received 1 point. Projects with no committed funds received no points. (4 points)
- D. Existing vs. Projected Demand** – Projects which cater to an existing market are usually less risky than ones which rely on uncharted demand for their success. For example, a commercial real estate venture which relies on changing shopping patterns, traffic habits and attracting customers from outside of the neighborhood's existing area is more risky than a project which relies on existing consumer spending patterns and current demographics. So, projects which rely entirely on existing demand or on well documented consumer demand receive full points; projects which rely on wholly speculative or unlikely sources of demand receive no points. (4 points)
- E. Dependence on Other Projects** – Some projects depend, in whole or in part, on companion projects. A stadium, for example, may rely on a

- F. Legal, Zoning or Legislative Actions** – If a project has already received, or will not require any zoning modifications, statutory changes or other approvals from public agencies, then the project's feasibility is obviously much greater than a project which has yet to surmount these obstacles. So projects which are already approved or are "as-of-right" receive full points here. Projects which are confident of approvals receive 1 point. (2 points)
- G. Local Political Support** – Projects that have received, or do not require, local political support either for funding or for legal\zoning\legislative actions are more feasible than ones that do. As this affects project feasibility, political support is included in the feasibility category. (2 points)
- H. Organizational Capacity** – Regardless of any project's virtues, the capacity of the project sponsor is paramount in determining feasibility. The sponsor's experience in successfully developing similar projects of a comparable scale gives the project a far greater degree of feasibility. Highly experienced sponsors receive full points here. Those with no relevant experience receive no additional points in this measure. (4 points)
- I. Long-Term Self Sufficiency** – Projects which generate revenues which are adequate to cover post-construction operations are clearly more feasible in the long term than ones which do not. When additional private or public funds are required to subsidize an annual operating deficit, long-term stability is uncertain, regardless of the project's desirability. That is why this measure awards additional points to projects which can stand alone financially in the long run. Funding reliability is also referenced in this category because some projects which run annual operating deficits, such as museums, may, depending on the sponsor, be reliable fund raisers and therefore able to cover annual shortfalls. In these circumstances, projects are not penalized for running deficits if subsidies can confidently be presumed to be forthcoming. (4 points)
- J. Long-Term Indirect Subsidies** – Indirect subsidies refer to regular government outlays which are required to support a project. A sports complex, for example, may be financially self-sustaining, but may require regular government outlays to support infrastructure, security, fire and sanitation services and traffic management. These additional government outlays indirectly raise the operating costs and risks of each project and are reflected in this scoring category. Projects which do not require additional government support for their long-term survival are given full points. (2 points)
- K. Reasonableness of Projected Costs** – Projects with development, construction and operating costs which significantly deviate from industry standards are generally more risky than ones which conform with industry precedents. A theater construction project which is projected to cost twice the industry average may bear special development risks. Full points are awarded if the project is relatively inexpensive for its kind. No points are awarded if the project is unusually expensive for its kind. (2 points)

ONE COAST – ONE FUTURE CAPITAL PROJECTS EVALUATION WORKSHEET

Project Names:							
Direct Economic Impact:							
Job Retention and Creation (5)							
Import Substitution / Export Development (5)							
Private Capital Leverage (3)							
Government Capital Leverage (2)							
Tax Base Increase\Stabilization (5)							
Subtotal (20)							
Economic Infrastructure Development:							
Job\Business Spin-Offs (5)							
Local\Regional\National Visibility (5)							
Sustainable Community Development (5)							
Synergistic Investments (5)							
Subtotal (20)							
Responsible Growth:							
Reuse and Rehabilitation of Existing Infrastructure (2)							
Reuse and Rehabilitation of a Brownfield Property (2)							
"Crowd-In" Investments (2)							
Concentrated Development (2)							
Conservation of Natural Resources (2)							
Subtotal (10)							
Regional Variables:							
Compliance with CEDS Themes (4)							
Compliance with Regional Land-Use Plan (4)							
Relationship to Other Regional Plans (3)							
Relationship to Regional Competition (3)							
Quality of Life (3)							
Congruent Political Support (3)							
Subtotal (20)							
Feasibility:							
Site Support\Control (2)							
Time Horizon (2)							
Committed Funds (4)							
Existing vs. Projected Demand (4)							
Dependence on other Projects (2)							
Legal, Zoning or Legislative Actions (2)							
Local Political Support (2)							
Organizational Capacity (4)							
Long-Term Self Sufficiency (4)							
Long-Term Indirect Subsidies (2)							
Reasonableness of Projected Costs (2)							
Subtotal (30)							
Total (Out of 100 Points):							
Ranking:							

One Coast One Future
Regional Project Questionnaire/Submission

Project Name: Bruce Museum Centennial Project

Lead Contact: Deborah Good - (203) 413 6745 direct or dgood@brucemuseum.org

Organization: Bruce Museum, One Museum Drive, Greenwich, CT 06830
(203) 869-6786 main number! www.brucemuseum.org

Municipalities involved:

Greenwich and outreach primarily to Stamford and Norwalk in Connecticut, and Port Chester, White Plains and other towns in Westchester, New York.

Type of Initiative:

Education, infrastructure with positive environmental impact, and cultural and economic impact.

Description of project:

The Bruce Museum plans to renovate and expand its facility in the next four years, broadening and deepening its cultural and economic impact on the region. The Bruce is dedicated to presenting works that draw on diverse cultural traditions, media, and content, recognizing that its audiences in the wider region reflect many different cultures and look to the Bruce as a source of new ideas and discoveries.

Growing audiences led to the Bruce's renovation and the addition of new galleries in 1992. The Museum's facility now has nearly 8,000 square feet of exhibition space, comprised of one main gallery, three smaller galleries, and a lecture hall. As its exhibitions and educational programs have flourished, progress has been restricted by limited exhibition, preparation and storage space (mostly in the basement of the 1853 structure), as well as by its single teaching classroom and lack of visitor amenities. The architectural Master Plan is being finalized and the Centennial Campaign, now in its quiet planning phase, has yet to be publicly launched.

Funding request for the Centennial Project: \$5,000,000

The project is important to regional development: Economic Impact, Collaborations, and Education. As an economic engine to the State, a recognized educational innovator, a collaborator and a convener of diverse perspectives, the Bruce is central to the future cultural and economic vitality of the region. In the last year, the Museum welcomed nearly 100,000 visitors, including 22,350 children and youth. Its educational programs, including school visits to the Bruce and outreach to school classes via the Brucemobile, served about 15,000 students, 25% of whom are residents of Greenwich and 75% who live in Stamford, Norwalk, and other towns. Major exhibitions draw about 75% of visitors from out of town. The railroad station is conveniently located across the street from the Museum which has the potential to increasingly facilitate out-of-town visits.

Economic Impact on the Region:

The Bruce's project when completed will directly create permanent new jobs and attract visitors from out of state who bring dollars to retail, restaurant and hotels in the region. This will also create indirect and induced economic benefits and will have a ripple effect on the region and the state economy. In Bruce Museum Centennial Project Proposal January 2009 the Connecticut Commission on Culture and Tourism reported the economic impact of the arts on the state, creating 40,000 Jobs in Connecticut; 9,520 arts-related businesses in Connecticut employing 38,000 people; and found that \$1 of state funds leverages \$11 in private Investment. Culture and tourism activities account for over \$14 billion In Connecticut economic activity (in direct, indirect and induced spending) each year and:

- 170,000 jobs -10% of the Connecticut labor force
- \$9.4 billion of personal income
- \$1.7 billion (6.9%) of state and local revenues depend on culture and tourism.
- Quality of life in Connecticut is rated among the best in the United States. Quality of life based on our cultural, historic and entertainment opportunities attracts people and businesses who select Connecticut above other states. Preserving our quality of life through our investment in culture and tourism is a key to rebuilding our economic future.

The Bruce's visitor surveys tell a similar story of high economic impact and suggest its importance to the region as an economic driver. (The indirect and induced impacts, as well as the ripple effect on the region, were not measured in our surveys.) Love Letters: Dutch Genre Paintings in the Age of Vermeer (January 31, 2004 - May 2, 2004) directly generated more than \$1.2 million of economic activity, attracting 23,000 visitors over 13 weeks to the Bruce and benefiting local retail, restaurants, lodging, transportation and entertainment. The benefit to Greenwich alone included approximately \$440,000 in spending on food, entertainment, transportation, retail purchases, and lodging. The exhibition consisted of 34 Dutch masterpiece paintings including the first-ever public showing of a painting by Johannes Vermeer in Connecticut and the only showing of these works in the United States. It helped raise the profile of the Museum as a world-class cultural institution. Impressionism: The Beauty of Work (Fall 2005) directly generated about \$305,000 on food and \$115,000 on additional shopping in Greenwich. The Bruce attracts about 20,000 visitors per major exhibition; 34% combine their Museum visits with a dining experience and 10% combine their visit with shopping. Visitors to a more family-focused exhibition Ben Franklin's Curious Mind (Spring 2006) spent \$241,000 on food and \$333,000 on additional shopping in Greenwich. During this period, 8% of our visitors combined a visit with a dining experience, but the amount spent increased to \$131 per visitor. Similarly, about 8 % combined their Museum visit with shopping in Greenwich, spending an average of \$207 per person. This may reflect an increase of visitors attending the Museum with families.

Regional and global reach: Collaborations, Visitors, Education and Volunteers

Regional and global collaborations Include:

- Presenting twelve to fourteen changing exhibitions annually, developed by drawing on its collection and through securing loans from leading institutions across the globe as well as from local private collections;
- Joining the Connecticut Art Trail, in partnership with other museums that generate cultural tourism in the state;

- Exploring with three other museums - the Neuberger and the Katonah Museums in New York and the Aldrich Museum in Connecticut - the possibility of joint admission and membership;
- Planning for a new Natural History Museum in collaboration with Greenwich Audubon at its sanctuary.
- Highlighting diversity through music and culture with programs such as our Martin Luther King Day Family Day featuring a Bridgeport gospel choir and attracting visitors from the Bronx to Bridgeport; and
- Regularly collaborating with many schools and curriculum coordinators in the region to find new ways to enhance the Museum's educational offerings.

Regional pre-K -12 educational programming:

One of the Museum's most successful education programs, the Neighborhood Collaborative, brings underserved Pre-K -12 students from 25 Head Start, extended-day, and neighborhood center programs to the Bruce for a series of inquiry-based classes. The program, which serves approximately 700 students each year, is free of charge to participating organizations (roughly 85% of Neighborhood Collaborative students live in Connecticut and the remainder in Westchester towns). Junior Educators, high school students who are trained and paid to teach elementary school classes in the Neighborhood Collaborative, come from diverse backgrounds, including many who are minorities or come from low income families. The Bruce's Pre-K -12 education programs reach students in all Greenwich schools as well as many schools in other towns, from Port Chester to Norwalk. The Bruce also strives to make its Pre-K -12 education programs available to all who wish to participate through a need-based scholarship program that is funded by corporate contributions. Last year, the education department provided 141 subsidized programs to 2,739 students, representing 13.3% of total programming. Teachers within a 30-mile radius are invited to free educator previews of the Museum's exhibitions and the Bruce is a state approved Continuing Education Unit provider for its teacher development workshops.

Volunteer outreach:

The Bruce also has expanded its outreach through its volunteer programs over the past year. Youth volunteers are actively involved in the Bruce's Family Day events and as student docents. The Bruce registered with President Obama's Presidential Inaugural Committee marking the Martin Luther King, Jr. Day of Service. The Bruce is now a certified organization authorized to award Presidential Service Awards to our volunteers on behalf of the United States President's Council. Over the last year, 283 volunteers dedicated over 9,000 hours of service to the Museum and substantially magnify our outreach in the region.

Budget and source of funds: A Working Plan

Building hard and soft costs are approximately \$50 million. Sources of funds primarily will be private individuals, with significant foundation, corporate and government support. Last fall the State recognized the Bruce as a major asset to the state's economic and cultural vitality with a grant-in-aid of \$750,000 for the project. Over the next four years the Museum expects to launch its Centennial Campaign, which is now in its "quiet" planning stages. The Campaign plans to add \$20 million to existing Endowment to generate an anticipated \$2 million, or 20 percent of annual post-expansion operating budget. The 2004 Campaign for the Endowment more than tripled endowment from \$5 million to \$19 million with pledges.

More About the Bruce Museum:

The Bruce Museum promotes the understanding and appreciation of art and science to enrich the lives of all people. The Museum was built originally as a private home in 1853, and was purchased five years later by Robert Moffat Bruce (1822-1908), a textile merchant and philanthropist. In 1908, Mr. Bruce bequeathed his home to the Town of Greenwich, stipulating its use as a museum. The Town continues to own the property and its collections, but through a management agreement, Bruce Museum, Inc., a 501 (c) (3) organization formed in 1992, governs the Museum independently. Since 2005 the governance structure has included two entities, a museum of art and a museum of science, operating under the aegis of the Bruce Museum. The Bruce is dedicated to presenting works that draw on diverse cultural traditions, media, and content, recognizing that its audiences in the wider region reflect many different cultures and look to the Bruce as a source of new ideas and discoveries. It has achieved accreditation by the American Association of Museums and is a member of the Association of Science-Technology Centers.

In the continuous effort to reach new audiences, the Bruce operates a wide array of programs, including public viewing, tours led by trained docents, lectures and discussion forums, exhibition-based special events, Pre-K -12 educational programs that serve students within a 30-mile radius of the Bruce, a traveling Brucemobile that brings the Bruce to schools and community centers, and internships for high school students and recent college graduates. The Bruce holds eight annual Family Day events each year, including an annual celebration of the life of Dr. Martin Luther King, Jr. It also operates vacation workshops for school students, which over the past year included, for example, a five-day program on American printmaking, and two public art festivals. In addition to its changing exhibitions, the Bruce Museum maintains a permanent science exhibition, *Changes in Our Land*, which presents the geological and cultural history of the Long Island Sound from 700 million years ago to today, complemented by a permanent display of rocks and mineral specimens.

There are at present approximately 2,900 active Bruce Museum members, who are admitted free to the Museum and receive a subscription to its bimonthly newsletter. The Museum's hours of operation are Tuesday - Saturday, 10:00 a.m.-5:00 p.m. and Sunday, 1:00 p.m.-5:00 p.m. Free admission to all is offered every Tuesday.

Today's economy poses great challenges to all nonprofit organizations that depend largely on the private sector for support. Like most museums impacted by the financial downturn, the Bruce is facing declines in funding, particularly from the corporate sector, but also from individuals. The Town of Greenwich, which normally provides about 13% of the Museum's operating budget, will cut 10% from all funded town programs this year, including the Bruce's subvention. Despite these setbacks, the Bruce continues to be in solid financial health. Its endowment at June 30, 2008, stood at \$17 million and its FY08 Annual Fund raised contributions totaling nearly \$418,000. Its annual operating revenue is approximately \$5.1 million. In FY08, approximately 2.6 million of its revenue came from individual contributions. Approximately 220 foundations and corporations contributed to the Bruce in FY08. The Bruce has put in place many economizing measures to streamline costs, including "green" initiatives.

**One Coast One Future
Regional Project Questionnaire/Submission**

1. Project Name: Norwalk Community College Career Center at 110 Richards Avenue

2. Lead Contact: Rose Ellis, Dean of Administration

Organization: Norwalk Community College

Address: 188 Richards Avenue, Norwalk, Connecticut

Phone (203) 857-7202 Fax: (203) 857-7157 Email: rellis@ncc.commnet.edu

3. Municipalities and/or Organizations involved: City of Norwalk, Greater Norwalk Chamber of Commerce, State of Connecticut Department of Economic and Community Development (DECD), Department of Labor, Office of Workforce Competitiveness Women's Business Development Center, Fairfield County Foundation, Family & Children's Agency, NEON, Early Childhood Education Council

4. Type of Initiative:

Business Development ☐ Education/Workforce ☒ Energy ☐

Planning ☐ Real Estate/Infrastructure ☐ Transportation ☐

5. Please provide a description of the project.

Norwalk Community College, (NCC) is dedicated to serving the people of southwestern Fairfield County, CT (pop. 400,000). Our service area includes three cities and seven towns which reflect remarkable diversity of race, ethnicity, income levels and educational attainment. Each year the college enrolls more than 8,000 credit seeking students and over 7,000 students taking non-credit business, workforce development, and lifestyle courses. NCC offers 47 career and technical programs leading to an Associate degree and 26 Certificate programs. We provide comprehensive, accessible, innovative and affordable learning opportunities to diverse populations.

The College is situated on 30 acres in suburban West Norwalk. It features two 140,000 square foot complexes (known as East and West campuses) located across the street from one another on Richards Avenue. The East Campus includes administrative and faculty/staff offices, general classrooms, the library, nursing and computer laboratories, art classrooms, a 298 seat theater, a broadcast TV studio, the Child Development Lab School, an art gallery and the UBS Student Success Center.

The West Campus contains the William H. Schwab Center for Information Technology, science labs, general classrooms, the Culinary Arts lab & dining Room, engineering technology labs, faculty/staff offices, the Academic Center, the Developmental Studies Center, a gymnasium, fitness center and cafeteria.

The campus has no opportunity to expand as it is landlocked by street and wetlands. With a student population that is steadily increasing each year, there is a critical need for additional space. The College seeks funding to support the purchase of a building that is ¼ mile from campus; 110 Richards Avenue, a commercial building previously used by the Trans-Lux Corporation, a manufacturer of electronic information displays used in

multiple industries. The building is 105,000 square feet on 5.25 acres in a light industrial zone. If acquired, 45,000 square feet could be used immediately and 60,000 square feet could be renovated on an as-needed basis. It will cost \$7 million to purchase and \$3.7 million to renovate at \$50 per square foot.

6. Why is this project important to the region?

The Connecticut Department of Labor reported in its March 2009 Economic Digest that as of January of this year, total nonfarm employment had fallen by 38,300 and the unemployment rate had shot up to 7.3% from 5.0% a year earlier. The recession in Connecticut started in March 2008, three months later than the nation, with over half of the State's job decline occurring in the last three months. The Digest stated that the credit market debacle has impacted all segments and levels of businesses and consumers in Connecticut. Job losses have been across all major industry sectors.

While enrollment at NCC has been climbing steadily each semester there was a dramatic increase of 9.7% for the spring 2009 semester compared to last year's spring enrollment.

Hit hard by the precipitous decline in the financial industry, all sectors of the economy and population in southwestern Fairfield County are feeling the effects of the economic downturn. They are coming to learn new skills, earn a degree or retool for a new career. "It is reassuring to see that our students---who range in age from 16 to 90---are united in the belief that now more than ever, a community college education can be the saving grace and gateway to better times," notes NCC President David L. Levinson, Ph.D.

While welcoming the influx of new students, the College has nevertheless felt the strain on its resources. Classrooms, offices, labs and meeting rooms are scheduled round the clock and filled to capacity. The acquisition of 110 Richards Avenue will enable the College to expand its programs, better utilize space at its current campus and launch the NCC Career Center. This will be a multi-service facility offering affordable educational programs and services designed to meet the local workforce and economic needs of our students. Unfettered by constraints of a traditional semester, the Career Center will offer programs in relevant employment sectors and support small business development as well as financial literacy, career planning and life coaching. These services and programs will ensure that our students have the tools and resources they need to compete in a changing economic landscape.

Green collar jobs

On February 3, 2009 Governor M. Jodi Rell issued Executive Order No. 23 establishing a Blueprint for Green Collar Job Creation coordinated by the Department of Economic and Community Development, Department of Labor and the Office of Workforce Competitiveness. Pursuant to this order the Community Colleges and the Energy Workforce Development Consortium as well as public and private partners have been charged with developing 8 certificate credit programs within the next two years with funds from a U. S. Department of Labor grant entitled: "Sustainable Operations: Alternative and Renewable Energy" (SOAR) Initiative.

NCC is well positioned to develop these certificate programs because it is committed to a culture of environmental sustainability both in its college operations and curricula. It has already begun incorporating green technologies into a variety of disciplines and

courses to help our students become environmentally literate, socially responsible and prepared for professions which increase the use of renewable and sustainable energy. At a time when job losses are mounting and the unemployment rate is at a 60 year high, green jobs are one of the only sectors of the economy expected to grow.

According to a U.S. Metro Economies Report released October, 2008, the potential growth in green jobs could be “the fastest- growing segment of the United States economy over the next several decades and dramatically increase its share of total employment.” Currently, there are 750,000 people who work in green jobs which amount to less than one-half of a percent of total jobs. A shift to renewable energy could result in 4.2 million new jobs over the next 30 years. The table below demonstrates the current and potential green jobs for Connecticut’s Metropolitan Areas:

Connecticut	Existing 2006	New Through 2038
Bridgeport-Stamford-Norwalk	803	6,354
Hartford-W.Hartford-E.Hartford	8,019	63,448
New Haven-Milford	1,348	10,668
Norwich-New London	485	3,841
Total	10,655	84,311

The College has begun to incorporate environmental sustainability components into a selection of NCC curricula, most notably Architecture, Construction Technology, Interior Design, and Environmental Science. These courses would benefit greatly from the large assembly line space that is located in the rear of the Trans-Lux building. NCC is committed to preparing its students for the green collar jobs that will emerge over the next 30 years.

Film production/set design

Connecticut has a vibrant film production industry for local and regional commercials, corporate and education films, and digital media productions. According to the Connecticut Production Coalition (CPC) which represents more than 1,000 companies and individuals in the industry, over the past two years 91 film, TV and digital media productions have brought \$600 million in direct investment to Connecticut.

To encourage further growth in this industry the State legislature passed a production tax incentive program, providing a 30% corporate tax credit for motion picture, commercial and digital media projects produced in Connecticut.

On January 22, 2009 Governor M. Jodi Rell attended an opening for Blue Sky Studios, a digital animation studio located in Greenwich, CT. The move brings 300 jobs from Blue Sky’s previous headquarters in White Plains and is expected to bring additional jobs to the area. Following that event the Governor announced in February that NBC Universal is in negotiations with the State to locate a large television production studio at the Rich Forum in Stamford, bringing approximately 150 – 200 jobs and an initial infrastructure investment in excess of \$3 million to the State.

Although the tax credits increase the number of film productions and studios in Connecticut, there is a corresponding need for locally trained workers to be trained for positions in the industry. To address this issue the State Office for Workforce

Competitiveness created a Feature Film Industry Training Grant Program (FFIT). In the summer of 2008 NCC partnered with Connecticut Film Center to launch an FFIT Program on campus and at multiple studio locations in Fairfield County. The program was designed in three distinct phases to introduce workers to the varied careers in the movie industry; Phase 1. Overview of the Industry; Phase II. Specialized Classes in the Industry; and Phase III. Mentorships. This program was tremendously popular and will be expanded to serve more students if 110 Richards Avenue becomes available as the back portion of the building is especially well suited for film production and set design classes.

Entrepreneurial Activities

Four years ago representatives from the insurance, banking and financial service industry (IFS) met with then Connecticut Governor John Rowland to ask for help with a shortage of qualified employees. In response, the Governor asked the Connecticut Community Colleges to develop a non-credit, tuition-free, multi-faceted program to train entry level candidates and those who already employed in the IFS industry. We were also asked to develop an IFS Associate Degree. Since then, NCC's IFS program has grown to include business math, accounting, finance, business writing, banking courses, business analysis, project management, customer service and sales techniques. There is also a highly innovative ESL course titled "Basic Language Skills for Bankers."

With the meltdown of Wall Street's banks and related financial institutions, what had been a labor shortage quickly became an over-supply. Without missing a beat, the College's IFS program has become a key source for retraining Fairfield County's displaced bankers and financial service professionals. Today, 71% of the 107 current students enrolled in the IFS program are dislocated workers. Young and old, inexperienced and experienced students are sitting in the same classroom. Senior bankers, familiar with all the key financial formulas are learning, with the help of their younger classmates, how to calculate these ratios in Excel. In another classroom, seasoned project managers with 20 years experience are preparing to sit for the Project Managers Certification Exam, demonstrating to potential employers that their experience is transferable. The list of companies represented by these ex-executives includes Aetna, Citi Home Equity, GE Financial, IBM, Liberty Mutual, Pitney Bowes, Port Authority of NY/NJ, Time Warner, UBS and Virgin Atlantic. The following quote from a student in the IFS program is illustrative its success:

"As a dislocated worker, I spend my days focused on my job search. Going to the classes has given me something positive to look forward to at the end of my day. At the classes, I am with other adults and peers who are going through the same experience and we are able to share information and support each other. In addition to learning new skills, it helps to feel engaged in and connected to the business world."

The Career Center at 110 Richards Avenue will build upon the success of the IFS program. Recognizing the valuable talent and experience of the students in IFS, the Career Center will offer another avenue for students to develop entrepreneurship skills. Building on a long standing strategic partnership with the Women's Business Development Center and the Greater Norwalk Chamber of Commerce, the Career Center will become the locus of small business creation and incubation in Norwalk.

Working Families Network

Recognizing that an economic downturn has the most dramatic impact on moderate to low income families, NCC has embarked on a long-term initiative to help support students and others in Fairfield County who balance work, family, and studies. The Family Economic Security Program, launched in 2009, is specifically designed to provide the social and financial support that students who head families need to achieve their life goals. One essential component of this initiative is to increase their financial literacy. NCC is in a unique position to do this by preparing a cadre of individuals to provide instruction on this critical life skill. In 2009, the College was identified as a VITA site and has begun to offer on campus tax preparation services for low and moderate income families. The Career Center will house a Working Families Network modeled after the highly successful approach developed and supported by the Annie E. Casey Foundation. The Network will also provide students with career & life coaching and social networking. The College will collaborate with local organizations such as the Family & Children's Agency of Norwalk, NEON, and the Early Childhood Education Council to provide students with the support they need to complete and benefit from their education.

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

As stated above Norwalk Community College serves the people of southwestern Fairfield County which includes three cities and seven towns. The Career Center resources and services will be readily available to all the students and residents we serve. The programs described above necessarily involve cooperation throughout the greater Norwalk region.

One example of collaboration will be taking place this coming March 26, 2009. The College and NEON (Norwalk's anti-poverty agency) are co-hosting a Community Conversation event to learn firsthand what residents need to survive and thrive during the economic crisis. This event should help the College identify and respond to urgent needs with current information and short-term programs. It should also promote existing College programs through flexible schedules and off-campus classes. And, it may result in community-based training projects with various stakeholders using creative curriculum and teaching techniques. The Career Center will be a wonderful facility in which to offer additional programs and services by the greater Norwalk community.

8. Which one (or more) of EDA's funding priorities does this project accomplish? How?

The Career Center will support several priorities of the EDA. The first is regional cooperation. The College has cultivated and nurtured many partnerships with business and industry, governmental agencies, social service providers, K-12 educational institutions and 4-year universities. According to President Levinson, "Reaching out to the community is a large part of our mission." NCC is a learning center for more than 11,000 students---and a resource center for the community." The Career Center will also support both innovation and entrepreneurship through an expansion of the IFS program and the development of small businesses. And, the Career Center will impact green jobs as we prepare our students to be environmentally literate socially responsible and prepared for professions which increase the use of renewable and sustainable energy. An investment in the Trans-Lux Building at 110 Richards Avenue will capitalize on the

College's capability to provide higher-skilled, higher wage workers for the jobs that exist even during this downturn in the economy.

9. How does this project make use of existing infrastructure to make the greatest use of regional assets, minimize the need for public investment and minimize the development of previously undeveloped lands?

The building at 110 Richards Avenue has been vacant for four years. It supports no jobs nor does it contribute to the economic infrastructure of the region. Turning that building into an educational facility to provide relevant job training, entrepreneurship and social services will provide a huge return for the region. An article in the New Britain, CT Herald Newspaper dated November 2, 2008, entitled: State Getting Return of Community College Investment cites an Economic Impact Study by Economic Modeling Specialists Inc.

"The state's economy is significantly strengthened through investment in the Connecticut Community Colleges...Connecticut's Community Colleges add more money to the state treasury than they take out," the study reports. "The Connecticut economy receives roughly \$5 billion in income each year due to the colleges and their students. This figure amounts to roughly 2.3 percent of the state's total annual income."

"State government receives returns from its community college support in the form of increased tax revenue and savings associated with avoided social costs. Every \$1 in taxes invested today in the Connecticut Community Colleges returns a cumulative \$16.40 over the course of the students' working careers. Social benefits that result from support of the community colleges include reductions in unemployment, welfare costs, health care costs, incarceration rates, and criminal justice costs, according to the report...The economic downturn has meant that more students are looking for affordable ways to gain a competitive edge in today's economy."

10. Project Budget

The Trans-Lux building is 105,000 square feet on 5.25 acres in a light industrial zone. If acquired, 45,000 square feet could be used immediately and 60,000 square feet could be renovated on an as-needed basis. It will cost \$7 million to purchase and \$3.7 million to renovate at \$50 per square foot.

Local Investment	\$50,000	Amount Secured	\$50,000
State Investment	\$0	Amount Secured	\$0
Federal Investment	\$0	Amount Secured	\$0
Private Investment	\$0	Amount Secured	\$0
Total Budget	\$10,700,000	Amount Secured	\$50,000

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

As a state agency Norwalk Community College receives General Funds from the State on a yearly basis and Operating Funds from tuition, student fees and income generating activities: non-credit programs, book store, facility rental fees etc. The College also pursues state and federal grant funding and private funding to support specific programs and initiatives.

11. Economic Benefits

It is difficult to quantify the number of new permanent jobs to be anticipated or retained as a result of the Career Center. That is because we are still losing jobs more than we are gaining them due to where we are in the economic cycle.

The potential growth in green jobs could be the fastest growing segment of the U.S. economy. And a shift to renewable energy could result in 4.2 million new jobs over the next 30 years. The Bridgeport-Stamford-Norwalk MPA could result in 6,354 new jobs through 2038.

As to the film, TV and digital media industry, the Connecticut Commission on Culture and Tourism has reported that 2,174 jobs have been created by 43 productions resulting in more than \$3.8 million in payroll taxes. And while the film, TV and digital media industry are not treated as a major industry sector by the CT Department of Labor, it does fall partly within the Leisure and Hospitality sector which has been one of three industry sectors experiencing an increase (along with Education and Health Services and Government).

In the IFS program there are 30-50 students who have jobs in the banking field who are in jeopardy of losing them because of their English language skills. Thus, 30-50 jobs in the banking sector are being retained each year.

Students using the Career Center will be monitored during their course of studies, they will receive job search career services and a follow-up survey will be completed on their progress 6 months after their separation from NCC.

Number of new permanent jobs anticipated: 6,354 Green Jobs By when? 2038

Number of construction jobs anticipated These are within Green Jobs

Number of jobs retained 30-50 each year in IFS industry

New local taxes anticipated (if applicable) N/A

12. Land Use Issues (if applicable)

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

No.

Is the land appropriately zoned for project?

The building is zoned light industrial

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

The College may need a Special Permit to switch from a light industrial use to an educational facility. The College will work with the State DPW and the City of Norwalk Planning & Zoning staff to determine exactly what permits will be required.

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

This is an just an estimated schedule which is of course dependent upon standard bidding procedures and regulations of the State of Connecticut Department of Public Works and the Connecticut Community College System.

Fall 2009:	Meetings with State DPW, City of Norwalk, Conduct Building Inspection, Draft Contracts for Purchase of 110 Richards Avenue
Winter 2009:	Enter into Contract for Purchase
Spring 2010:	Purchase property, move into front offices, bid renovation contracts for rear of building
Summer 2010:	State award renovation contract, begin rear section renovations
Fall 2011:	Move classes into back section of 110 Richards Avenue
Spring 2012:	The NCC Career Center is completed

One Coast One Future
Regional Project Submission

1. Project Name: Noroton Heights Redevelopment

2. Lead Contact: Karl Kilduff Organization: Town of Darien

Address: 2 Renshaw Road, Darien, CT 06820

Phone #: (203) 656-7378 Fax: (203) 656-7389 Email: kkilduff@darienct.gov

3. Municipalities and/or Organizations involved: Town of Darien, SWRPA

4. Type of Initiative

Business Development ☒ Education/Workforce ☐ Energy ☐

Planning ☐ Real Estate/Infrastructure ☒ Transportation ☐

5. Please provide a description of the project.

The Noroton Heights Commercial District encompasses 20+/- acres prominently featuring 1970's style shopping centers where the parking is the primary visual component. The Town is aware of private developer interests to redevelopment this district with updated retail and a transit-oriented, mixed use component to connect to the abutting Noroton Heights Train Station of the Metro North New Haven Line. The project would also build a village district with improved vehicular and pedestrian circulation.

The housing element of the proposed redevelopment would include both market rate and affordable units, which are generally lacking in the region and in Darien specifically. The proposed number of units is 100, but the final mix remains undetermined. The development would also create 124,000+ square feet of retail space.

As a unique feature to Darien, the developer has suggested new "green" approaches to development including a green roof system to aid in stormwater detention of the site which would advance local goals for low-impact development by translating residential solutions into a commercial environment.

The project would benefit from EDA infrastructure funding to support storm sewers to convey stormwater offsite and connect to a Town flood mitigation project.

6. Why is this project important to the region?

The project advances SWRPA and Darien Smart Growth planning goals with another transit oriented development. It redirects growth to existing neighborhood, rather than building on vacant land. Further, the creation of new,

affordable housing stock is important to workforce development and retention in the One Coast region. The creation of renovated and new retail space preserves existing jobs and creates new employment opportunities.

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

Indirectly, this project would help fulfill the need for affordable housing in the region and its associated benefits to the regions workforce. Without a project of this nature, the region will have fewer housing opportunities and not meet one of the goals of the CEDS. Construction in Darien will deliver a benefit to all lower Fairfield County communities.

8. Which one (or more) of EDA's funding priorities does this project accomplish? How?

- Results driven project – Leverage private sector investment and increase taxbase.
- Environmentally Sustainable – Re-use of existing site which is a commercial gray-field and incorporating new best practices

9. How does this project make use of existing infrastructure to make the greatest use of regional assets, minimize the need for public investment and minimize the development of previously undeveloped lands?

By redeveloping a pre-existing commercial area, the project would alleviate pressure within the region for new retail areas that come at the expense of green fields. It would continue to keep development within a pre-existing high density corridor and have synergy with the existing mass transit connection of the Metro North Noroton Heights Station.

Much of the existing public utility infrastructure is adequate to support the new project. As the site has some potential for flooding, stormwater infrastructure would need to be enhanced. Thankfully, the Town is in the process of permitting a stormwater detention system in nearby Baker Park which would receive flood waters from this area. Added infrastructure to convey or retain stormwater would complement the Town's current plans.

10. Project Budget

As of this date, the project budget remains undefined as the developer not only needs to get local land use approvals, but is also in the process of securing options to assemble additional sites to result in a more conducive redevelopment project area.

Local Investment	_____	Amount Secured	_____
State Investment	_____	Amount Secured	_____
Federal Investment	_____	Amount Secured	_____
Private Investment	_____	Amount Secured	_____
Total Budget	_____	Amount Secured	_____

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

11. Economic Benefits

As the project is in the early phases these aspects are difficult to quantify. A TIF would not be utilized, so the Town would gain all new tax dollars.

Number of new permanent jobs anticipated _____ By when? _____

Number of construction jobs anticipated _____

Number of jobs retained _____

New local taxes anticipated (if applicable) _____

12. Land Use Issues (if applicable)

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

Property acquisition is on-going. The majority of the site is under the control of the developer.

Is the land appropriately zoned for project?

Yes, however, it is the Town intention to have the project model a new zone as a catalyst for further redevelopment and infill development.

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

All land use approvals would be required. As a new zone would be proposed as part of the redevelopment plan, a public hearing of the Planning & Zoning Commission would be required. The new zone designation would be a "friendly" application and therefore should be better received.

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

**One Coast One Future
Regional Project Submission**

1. Project Name: Waypointe

2. Lead Contact: Douglas Adams Organization: Stanley M. Seligson Properties

Address: 605 West Avenue (2nd Floor) Norwalk, CT. 06850

Phone #: 203.857.5600 Fax: 203.857.5607 Email: dadams@seligsonproperties.com

Website: <http://www.waypointe-norwalk.com/WaypoineBrochure.pdf>

3. Municipalities and/or Organizations involved: City of Norwalk, CT: Redevelopment Agency, Department of Public Works and Planning & Zoning Department; CT. Department of Economic & Community Development, Norwalk Transit District, CT. Department of Transportation

4. Type of Initiative: Public – Private partnership

Business Development ☒ Education/Workforce ☐ Energy ☐

Planning ☒ Real Estate/Infrastructure ☒ Transportation ☐

5. Please provide a description of the project.

Waypointe promises to provide a vibrant new live-work destination just north of Interstate 95 along the West Avenue corridor in Norwalk Center. This exciting mixed use development will provide 535,000 sq ft of retail space along with 350 housing units and 75,000 sq ft of office space; creating a new retail focal point in downtown Norwalk. The addition of housing units will enhance the Norwalk Center area with new residents and activity.

6. Why is this project important to the region?

The region is actively promoting the rebirth of downtowns and reducing sprawl. This compact new urban development will ensure that Norwalk Center continues to function as a regional destination for

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

The project is located within the City of Norwalk however its positive economic development impacts will benefit the entire region.

8. Which one (or more) of EDA's funding priorities does this project accomplish? How?

9. How does this project make use of existing infrastructure to make the greatest use of regional assets, minimize the need for public investment and minimize the development of previously undeveloped lands?

10. Project Budget

Local Investment	_____	Amount Secured	_____
State Investment	_____	Amount Secured	_____
Federal Investment	_____	Amount Secured	_____
Private Investment	_____	Amount Secured	_____
Total Budget	_____	Amount Secured	_____

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

11. Economic Benefits

Number of new permanent jobs anticipated	_____	By when?	_____
Number of construction jobs anticipated	_____		
Number of jobs retained	_____		
New local taxes anticipated (if applicable)	_____		

12. Land Use Issues (if applicable)

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

Is the land appropriately zoned for project?

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

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

**One Coast One Future
Regional Project Questionnaire/Submission**

1. Project Name: Downtown Combined Sewer Separation Project

2. Lead Contact: __WPCA__ Organization: _____

Address: _____

Phone #: _____ Fax: _____ Email _____

3. Municipalities and/or Organizations involved: __Bridgeport__

4. Type of Initiative

Business Development _____ Education/Workforce _____ Energy _____

Planning _____ Real Estate/Infrastructure __X__ Transportation _____

5. Please provide a description of the project.

Separate sanitary and storm water sewer systems in the Downtown area. The combined sewer system becomes overburdened during heavy rains and results in the discharge of moderately treated effluent. The city has implemented a program to separate the sewer systems throughout the city.

6. Why is this project important to the region?

The downtown area has been undergoing an economic revitalization with the several redevelopment projects completed or underway in recent years. However, the combined sewer system constrains the City's ability to continue the redevelopment efforts because of the increase in wastewater flows that result from the redevelopment. The separation of the sanitary and storm water sewers will greatly increase the City's ability to collect and treat wastewater generated in the Downtown area and prevent untreated releases into Long Island Sound during heavy rain events.

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

Currently, the Town of Trumbull is tied into the Bridgeport sewer system and has an agreement with the City on how much sewage can flow from the town. Capacity of the wastewater treatment plants in Bridgeport is sufficient to meet the demands of the Town of Trumbull, except during heavy rain events when storm water runoff is added to the system where sewer lines convey both sewage and runoff. In addition,

economic development in the Town of Monroe is limited because sanitary sewers are not in-place. There are efforts underway to connect several areas of Monroe to the Trumbull sewer lines and to eventually feed into the Bridgeport treatment plants. Separating the sewers in Bridgeport will provide the excess capacity needed to allow and encourage economic development to occur in all three municipalities.

8. Which one (or more) of EDA's funding priorities does this project accomplish? How?

Entrepreneurship: This project will allow the city to separate storm water flows from its sanitary sewage system in Downtown area and provide addition capacity at its wastewater treatment plants. This will allow greater development, both commercial and housing, to take place in the Downtown, and provide opportunities for remediation of existing under-use buildings. The project will also support the creation of both construction and permanent jobs in both the public and private sectors over the life of the project and will result in new development that will be major generators of local and state tax revenue.

Regional Cooperation: The project is located in a distressed community, with the lowest income of all the city's and towns in Fairfield County. It will allow the city to correct a potentially harmful discharge of minimally treated wastewater into Long Island Sound. The expanded sewage treatment capacity will be better able to accommodate the needs of both Trumbull, which is already connected to the Bridgeport system, and Monroe, which needs to tie in to allow economic development to occur.

9. How does this project make use of existing infrastructure to make the greatest use of regional assets, minimize the need for public investment and minimize the development of previously undeveloped lands?

The project to separate the downtown sewer system will increase the efficiency and expand the capacity of the existing wastewater treatment plants.

10. Project Budget

Local Investment	_____TBD_____	Amount Secured _____
State Investment	_____TBD_____	Amount Secured _____
Federal Investment	_____TBD_____	Amount Secured _____
Private Investment	_____	Amount Secured _____
Total Budget	_____TBD_____	Amount Secured _____

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

11. Economic Benefits

Number of new permanent jobs anticipated _____ By when? _____

Number of construction jobs anticipated _____

Number of jobs retained _____

New local taxes anticipated (if applicable) _____

12. Land Use Issues (if applicable)

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

Is the land appropriately zoned for project? NA

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

NA

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

The Bridgeport Water Pollution Control Authority will complete sewer separation projects on the East Side before starting the work in the Downtown.

One Coast One Future
Regional Project Questionnaire/Submission

1. Project Name: Lake Success Business Park (a.k.a. Remington Woods) and Seaview Avenue Corridor Extension Project
2. Lead Contact: Mike Nidoh Organization: City of Bridgeport: OPED
Address: City Hall Annex – 2nd Floor, 999 Broad Street, Bridgeport, CT 06604
Phone #: 203.576-7191 Fax: 203.576-3979
E-mail: michael.nidoh@bridgeportct.gov
3. Municipalities and/or Organizations involved: City of Bridgeport and the Greater Bridgeport Regional Planning Agency

4. Type of Initiative:

Business Development ☒ Education/Workforce Energy
Planning Real Estate/Infrastructure Transportation X

5. Please provide a description of the project:

The Lake Success Business Park Project is a development effort of Sporting Goods Properties, Inc., a subsidiary of the E.I. du Pont Company that seeks to return a 335-acre former ammunition manufacturing and storage complex within the city of Bridgeport to productive use. There is an additional 88-acres in the Town of Stratford that are contiguous but, slated to be redeveloped separately.

The company is currently conducting a multi-year, multi-phased environmental clean-up of the site under an agreement with the Federal EPA and the CT DEP. This environmental action is designed to locate, identify, and remove any remaining unexploded ordinance and manufacturing contamination remaining from its historical use. An environmental deed restriction on the site prevents residential uses on the site without additional clean-up activity.

The redevelopment plan for the 335-acres calls for a campus office park whereby building footprints will be given out as long-term leases and all roadways, parking lots, green spaces, etc. will be operated under a condominium-type arrangement.

To realize the economic redevelopment opportunities of the Lake Success Business Park, it will be necessary to construct a new access artery. The Seaview Avenue Corridor Project is a phased transportation improvement project to improve roadway linkage between I-95 and U.S. Route 1. The extension project will construct a new access arterial from US Route 1 into Lake Success Business Park to provide better the access and make the business park accessible to the interstate highway system and the world's markets, through the

Port of Bridgeport.

6. Why is this project important to the region?

The redevelopment plans for the project encompass in excess of 1.4 million square feet of new hi-tech/R&D office space on this Brownfield's site. This acreage is envisioned to meet the corporate sector's need for campus office sites for a number of years. At full build out, the project is expected to host 4,350 jobs. The project's advantage is its suburban landscape setting within the urban environment. The transportation linkages offered by the proposed Seaview Avenue Corridor Project to rail, surface transit, airport, and waterborne systems combined with access to shopping, housing, and entertainment opportunities afforded by the city and the region.

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

Smart Growth practices dictate that the redevelopment of inner-city sites rather than promoting the development of suburban sprawl in to pristine open space is preferable. While the project is entirely located within the Bridgeport city limits, the Bridgeport Regional Business Council, the Greater Bridgeport Regional Planning Agency, and the Metropolitan Planning Organization have all endorsed this project and its job creation opportunities for the region – a region that is currently approaching double-digit unemployment rates.

8. Which one (or more) of EDA's funding priorities does this project accomplish? How?

Entrepreneurship: This project involves a Brownfield site that is being remediated by the private sector without government dollars; will create both construction and permanent jobs over the life of the project; and at full build out, will be a major generator of local and state tax revenue.

Regional Cooperation: It is located in a distressed community, with the lowest income of all the city's and towns in Fairfield County. Once known as the Arsenal of Democracy, Bridgeport's' legacy is now abandoned and distressed manufacturing sites that are environmentally contaminated and blighting influences in our community. This project will help to reverse the trend and provide jobs in a low income community while cleaning environmentally challenged properties and increasing the local tax base necessary to continue to provide services to the region. Bridgeport is the regional center of affordable housing, regional hospitals, colleges and universities, electric generating facilities. The city is the home to a network of not for profit organizations that provide supportive services to the region. These services / types of land use are not allowed in all communities due to land use restrictions. Nearly 50% of all land in Bridgeport is tax exempt.

Increasing Exports: The project will be located at the north end of the Seaview Avenue Corridor Project (extension) which will provide a high quality and critical link between the planned development and the Port of Bridgeport. This will

provide enhanced access to the global market and will position the Port of Bridgeport as a point of entry for imports.

9. How does this project make use of existing infrastructure to make the greatest use of regional assets, minimize the need for public investment and minimize the development of previously undeveloped lands?

The Lake Success Business Park Project needs to link up with U.S. Route #1, the Seaview Avenue Corridor Project, I-95, and the Metro-North/AMTRAK rail system. To accomplish this linkage, an approx. 0.6-mile roadway connection is needed from the project to the intersection of Route #1 and the Seaview Avenue Corridor Project. The region's major transportation assets are within short distances from the project site however; this short route will need to be constructed along a former railroad spur line in order to complete this linkage.

Previously developed land will be re-used limiting the need for suburban sprawl into pristine woodlands. Travel distances between suppliers and manufacturers; offices and their markets; and between residences and work places will be able to use mass transit and reduce vehicular miles driven.

10. Project Budget:

While the Lake Success Business Park Project is expected to be totally a private sector initiative, without this 0.6-mile connector roadway from the southern boundary of the project site to U.S. Route #1 and the Seaview Avenue Corridor Project, the redevelopment of the project's 335-acres is not likely to happen.

The roadway segment has not as yet had a set of preliminary engineering and environmental assessment studies conducted on it however; an engineering firm, utilizing the data from the proposed Seaview Avenue Corridor Project, estimated the connector roadway's construction costs to be in the range of \$16 million.

Surveying, environmental assessment, and design studies and permitting are estimated to be in the \$4 million range.

Land assembly is limited to one property owner and discussions with this owner regarding a contribution of the required connector roadway's right-of-way has been made however; no commitments have been obtained at this time. This property owner is currently engaged in a redevelopment effort of his property therefore; the opportunity to negotiate some aspect of this concept appears to be timely.

This connector roadway is viewed by the Bridgeport Regional Business Council as a continuation of the Seaview Avenue Corridor Project and is listed by them as one of its highest priorities for the region.

If this will be an ongoing project, identify sources of operating revenue: There is the potential for this connector roadway to be a private roadway associated with the redevelopment of the Lake Success Business Park or it could be an extension of the Seaview Avenue Corridor Project however; in lieu of any commitments in this regard at this time, the roadway's maintenance is envisioned

11. Economic Benefits:

of new permanent jobs anticipated 4,350 When: At full build out

of construction jobs anticipated: 1,100 jobs needed for construction

of jobs retained: There are currently no jobs that would be retained

New local taxes anticipated: While the roadway itself will not generate any local tax revenue, the anticipated build out of the project's 335-acres is estimated to return approx. \$8.2 million annually in real estate taxes; \$1.5 million in personal property taxes; and \$8.9 million in State taxes. This is a conservative estimate and would change subject to the intensity of any development resulting from the diversified product mix of uses eventually sited within the 335-acres of the project.

Source: Lake Success Business Park: Bridgeport, CT Report by North American Realty Advisory Services, Inc. of New York City – November 1999

12. Land Use Issues (If applicable)

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

The 335-acres of the Lake Success Business Park do not require any acquisition activity however; the proposed connector roadway's right-of-way will need to be acquired. The approx. 3-acres needed for this right-of-way are owned by an entity that is currently in the process of redeveloping his 29-acre site and the City has had very preliminary discussions with this owner regarding the possibility of a land contribution towards this project.

Is the land appropriately zoned for the project?

As the project involves the creation of a new transportation artery, zoning would not be a factor.

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

No zoning variances will be needed.

13. Please provide a brief timeline for this project including start, finish, duration, and major Milestones, as appropriate for the project.

It is impossible to project a starting and ending date at this point for this project. It is anticipated that local public procurement policies will add approx. 6 months to each tasks requiring bid activity.

The following assumes that all funding required is in place or at least, phased in relation to the tasks identified.

The various studies leading up to the Final Design phase will require approx. 30 months with another 12 months needed for all Federal, State, and local reviews and approvals.

All aspects of the land assembly process are expected to take 12 months to complete however; site preparation work could commence as soon as an agreement is reached.

Actual roadway construction is estimated to require a 2 year timeline.

Scheduling various tasks concurrently would result in an estimated 4 year project time line under the best case scenario.

One Coast One Future
Regional Project Questionnaire/Submission

1. Project Name: SteelPoint Development

2. Lead Contact: Edward Lavernoich Organization: City of Bridgeport OPED

Address: 999 Broad St Bridgeport Ct 06605

Phone #: 203.576.7221 Fax: 203.332.5611

Email Edward.Lavernoich@ BridgeportCT.gov

3. Municipalities and/or Organizations involved: __City of Bridgeport, CT Department of Economic & Community Development, Bridgeport Regional Business Council, Greater Bridgeport Regional Planning Agency, Bridgeport Landing Development, (Private Developer)

4. Type of Initiative

Business Development ☒ Education/Workforce ☐ Energy ☐

Planning ☐ Real Estate/Infrastructure ☒ Transportation ☐

5. Please provide a description of the project.

Redevelopment of a 50 + acres of cleared land that was once a combination of industrial and residential properties located adjacent to Bridgeport Harbor and I-95 and the Downtown Central Business District. The development will include, new construction of residential, retail and office space, including the development of new public waterfront and marinas.

6. Why is this project important to the region?

Growth of the economy in the Fairfield County Region is being stymied by the gridlock of its major transit asset, I -95. There is also a shortage of publicly owner waterfront, and access to the water. Future growth is dependent upon live / work development and housing with easy access to mass transit. This project will provide an alternative to higher priced downstate living, shopping and entertainment and can reduce highway congestion and improve air quality. Additionally, this project will require the cleanup of an environmentally contaminated site on the Long Island Sound. This prime site located in close proximity to the Downtown Transit Hub will provide the region with a site for mixed use waterfront growth that no other locations in the County can match..

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

Yes. This location is easily accessible to the adjoining towns of Stratford, Trumbull and Monroe, as well as other towns north of the City. The development of this site for retail, recreation and entertainment will provide regional residents with easy access to this site adjacent to the highway and mass transit systems positioning this

development as a regional attraction. It is located just east of the Bridgeport Regional Sports and Entertainment Complex at Harbor Yard.

8. Which one (or more) of EDA's funding priorities does this project accomplish? How?

Entrepreneurship: This project will: provide increased construction and permanent jobs. The project will also provide additional tax revenue from new construction as well as remediate an environmentally challenged site. It is being designed as a regional asset that promotes the use of the regional transportation assets available nearby, supported by the waterfront.

Regional Cooperation: It is located in a distressed community, with the lowest income of all the city's and towns in Fairfield County. Once known as the Arsenal of Democracy, Bridgeport's legacy is now abandoned and distressed manufacturing sites that are environmentally contaminated and blighting influences in our community. This project will help to reverse the trend and provide jobs in a low income community while cleaning environmentally challenged properties and increasing the local tax base necessary to continue to provide services to the region. Bridgeport is the regional center of affordable housing, regional hospitals, colleges and universities, state and federal courts and penal facilities, sewage treatment, trash to energy plants and electric generating facilities. The city is the home to a network of not for profit organizations that provide supportive services to the region. These services / types of land use are not allowed in all communities due to land use restrictions. Nearly 50% of all land in Bridgeport is tax exempt.

9. How does this project make use of existing infrastructure to make the greatest use of regional assets, minimize the need for public investment and minimize the development of previously undeveloped lands?

This site is a waterfront parcel owned by the City that has been cleared of all structures. In its current state, it provides no economic benefit to the City or the region. Located adjacent to I-95 and ¼ mile from Rt 8/25, this site is easily accessible from those highways via Seaview Ave and SR 130. Situated on Bridgeport Harbor it is located between the deepwater port and the Downtown Central Business District. This site is designed to provide an economic benefit to regional users. Due to its urban setting, a mix of commercial, retail and residential use of this site will lessen the cost of new infrastructure and environmental cleanup, while providing the region with much needed living, shopping and recreational space in close proximity to transit and workforce.

10. Project Budget

The budget for this project has not yet to be developed. Estimated costs for the environmental remediation, new infrastructure, and construction of new commercial / residential facilities, marinas, waterfront recreation and parking could reach \$1 billion dollars on complete build out.

If this will be an ongoing project, identify sources of operating revenue: Not applicable

11. Economic Benefits – 5 year projection

Number of new permanent jobs anticipated ___tbd___ By when? ___tbd___

Number of construction jobs anticipated ___tbd___

Number of jobs retained ___n/a

New local taxes anticipated (if applicable) ___tbd___

12. Land Use Issues (if applicable)

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

The City has title to this property.

Is the land appropriately zoned for project?

This site is zoned Office, Retail Regional which allows multiple mixed use needed for this project.

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

This project will require approvals by the Planning & Zoning Commission. A State Traffic Commission Certificate may also be required.

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

Infrastructure design and construction can begin immediately upon receipt of funding.

Milestones:

- RFP – Awards for Planning Service
- RFP/ RFQ - Awards for Design Services
- RFP / RFQ – Award for Environmental Service
- RFP – Awards for Construction Services
- Construction Start
- Construction End

As a phased project, certain phases can begin within 12 months. Complete Construction of infrastructure is estimated to take up to 36 months.

One Coast One Future
Regional Project Questionnaire/Submission

1. Project Name: Seaview Avenue Corridor Project

2. Lead Contact: Mike Nidoh Organization: City of Bridgeport: OPED

Address: City Hall Annex – 2nd Floor, 999 Broad Street, Bridgeport, CT 06604

Phone #: 203.576-7191 Fax: 203.576-3979

E-mail: michael.nidoh@bridgeportct.gov

3. Municipalities and/or Organizations involved: City of Bridgeport and the Greater Bridgeport Regional Planning Agency

4. Type of Initiative:

Business Development ☒ Education/Workforce Energy

Planning Real Estate/Infrastructure X Transportation X

5. Please provide a description of the project:

The Seaview Avenue Corridor Project is a phased transportation improvement project to: (a) improve roadway linkage between I-95 and U.S. Route #1; (b) upgrade safety and traffic circulation; (c) preserve existing neighborhoods; (d) help retain existing businesses along the corridor; and (e) provide better access for future economic development opportunities. By the creation of a new, limited access transportation artery with modern viaduct clearances, dedicated turning lanes, and modern roadway geometry, almost 1,000-acres of vacant or under-utilized industrial land will be enhanced and made accessible to the interstate highway system and the world's markets.

6. Why is this project important to the region?

While the vacant or under-utilized acres along the corridor remained constrained by an antiquated transportation system including elevated railroad tracks with their 8-foot travel lanes and 10.5 foot clearances, there is no real incentive for the private sector to take on the reclamation of these Brownfield sites. With modern transportation access to the interstate system comes development opportunities; with development opportunities comes new investment in the city, job opportunities, and tax generation not only for the City but for the region.

Bridgeport's labor force is a regional one with many workers commuting to the city from suburban locations. Where people come to spend their dollars in the many retail, health care, restaurant, entertainment, and recreational opportunities afforded by the city.

It is widely envisioned that much of these former industrial sites will become

modern office, research & development, retail, and residential development sites that would utilize the mass transit component of the proposed artery. The City is planning a second railroad station to be located at the approx. mid-point of this north-south artery. Rubber-tire trolleys and buses would connect the major employment and residential centers along the corridor to this transit hub.

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

Smart Growth practices dictate the redevelopment of inner-city sites rather than the development of suburban sprawl in to pristine open space. While the project is entirely located within the Bridgeport city limits, the Bridgeport Regional Business Council, the Greater Bridgeport Regional Planning Agency, and the Metropolitan Planning Organization have all endorsed this project and its job creation opportunities for the region – a region that is currently approaching double-digit unemployment rates.

8. Which one (or more) of EDA's funding priorities does this project accomplish? How?

Entrepreneurship: This project will involve opportunities for Brownfield remediation of numerous sites along the Corridor; will create both construction and permanent jobs in both the public and private sectors over the life of the project; and at full build out, will result in significant new development that will be major generators of local and state tax revenue.

Regional Cooperation: It is located in a distressed community, with the lowest income of all the city's and towns in Fairfield County. Once known as the Arsenal of Democracy, Bridgeport's' legacy is now abandoned and distressed manufacturing sites that are environmentally contaminated and blighting influences in our community. This project will help to reverse the trend and provide jobs in a low income community while cleaning environmentally challenged properties and increasing the local tax base necessary to continue to provide services to the region. Bridgeport is the regional center of affordable housing, regional hospitals, colleges and universities, electric generating facilities. The city is the home to a network of not for profit organizations that provide supportive services to the region. These services/types of land use are not allowed in all communities due to land use restrictions. Nearly 50% of all land in Bridgeport is tax exempt.

Increasing Exports: The project will create a high quality and critical link between the existing businesses and planned redevelopment projects along the corridor and the Port of Bridgeport that provides access to the global market and will position the Port of Bridgeport as a point of entry for imports.

9. How does this project make use of existing infrastructure to make the greatest use of regional assets, minimize the need for public investment and minimize the development of previously undeveloped lands?

The Seaview Avenue Corridor Project route will encapsulate several Brownfield sites and travel along a former railroad spur line for approx. half its proposed

length.

This north-south transportation artery will connect the heavily travelled U.S. Route #1 (Boston Avenue) with Interstate 95 at Interchange #29 (Stratford Avenue). Traffic currently traversing this Route #1 retail and commercial artery to access the CT Route #8/25 Connector and its southerly connection to I-95 will use the Corridor roadway as a “relief value” to merge into the interstate’s travel lanes in advance of the congestion that occurs where the I-95 and Route #8/25 highways intersect.

The new underground utilities associated with the Corridor’s development will serve as a new utility spine serving the surrounding neighborhoods. Separating the sanitary sewerage from the storm water drainage to the City’s East Side Treatment Plant will assist in reducing the amount of affluent requiring treatment at this plant thus, opening up additional capacity for the city and the region without a significant outlay of public funds for treatment plant expansion.

The elevated train tracks that cross over this proposed transportation artery is envisioned by the City to be the site for this second train station serving Bridgeport. The mass transit connections associated with this transit hub along with the new roadway will allow the Corridor’s labor force to have the option to leave their personal vehicles at home and utilize rail and rubber-tire mass transit to and from their homes and jobs.

The premise behind the Seaview Avenue Corridor Project is to create the means to efficiently move people, goods, and services throughout the area and beyond the approx. 1,000-acres of vacant or under-utilized parcels within the Corridor. The development of this transportation artery will enhance the redevelopment opportunities and justify the private sector’s investment in the City’s Brownfield Reclamation efforts. Reclaiming and redeveloping this acreage will result in new job opportunities; growth in the City’s tax base; and new disposable income throughout the region.

Previously developed land will be re-used limiting the need for suburban sprawl into pristine suburban woodlands. Travel distances between suppliers and manufacturers; offices and their markets; and between residences and work places will be able to use mass transit to reduce vehicular miles driven.

10. Project Budget:

A July 2006 Cost Estimate for the Seaview Avenue Corridor Project by the Greater Bridgeport Regional Planning Agency, that was reviewed by the Federal Highway Administration, estimated a project cost at \$216,500,000 consisting of construction costs of \$157,900,000; right-of-way acquisition costs of \$50,000,000; and engineering costs of \$8,600,000.

Thus far, a feasibility study of the project has been completed as well as preliminary engineering and environmental assessment studies. The later two have been reviewed and accepted by the Federal Highway Administration and the State of Connecticut’s Department of Transportation in 2007.

The Congress of the United States, through the efforts of former Congressman Christopher Shays, has allocated approx. \$10.5 million towards the completion of the final design of the project and the land assembly phase of the project.

The Greater Bridgeport Regional Planning Agency, through the Metropolitan Planning Organization, has included approx. \$1.0 million in the local Surface Transportation Program plan for this project.

The City of Bridgeport has expended approx. \$830,000 on the prior studies and has another approx. \$900,000 allocated within its Capital Plan for the matching funds component of the Final Design work. It anticipates using property foreclosures and land donations to assist it in the assembly of the parcels needed for this transportation and economic development project.

Bridgeport Hospital and several Corridor businesses and manufacturing companies who support the project have formed the Seaview Avenue Business Alliance. This group has acquired "opportunity properties" along the Corridor's planned route, have cleared these sites, and have been maintaining them in anticipation of assisting the City's efforts to assemble the necessary parcels for the roadway. The hospital's emergency room is 1/3 of a mile from I-95's Interchange #29 however; its ambulances are forced to use a longer route to the emergency room because of the constrained existing roadway and railroad viaduct. The businesses and manufacturers are unable to efficiently move people, goods, and services to and from their facilities and market places due to these same constraints. This group has joined together to support the project that is integral to all of their futures.

The Bridgeport Regional Business Council has adopted the Seaview Avenue Corridor Project as one of its highest priorities for the region.

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

Since the project will connect I-95 and U.S. Route #1, there is the potential for this roadway to become a State road however; in lieu of any commitments from the State, the roadways maintenance is envisioned to become a part of the City's Public Works Department's roadway operating budget and would be operated as any typical city street would be in terms of snow plowing, roadway maintenance, traffic and Police enforcement. During the roadway's construction, all operating expenses would be a part of the project's expenses.

11. Economic Benefits:

of new permanent jobs anticipated 7,965 When: At full build out

of construction jobs anticipated: 2,160 jobs needed for roadway construction

of jobs retained: approx. 2,000 existing jobs would be retained

New local taxes anticipated:

While the roadway itself will not generate any local tax revenue, the anticipated build out of the vacant and under-utilized acreage served by this project is

estimated to return approx. \$14 million annually in real estate and personal property taxes. This is a conservative estimate and could change subject to the intensity of any development resulting from the diversified product mix of uses eventually sited along the Corridor.

Source: Seaview Avenue Corridor Feasibility Study by North American Realty Advisory Services, Inc. of New York City – January 1993

12. Land Use Issues (If applicable)

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

There are approx. 16 total acquisitions and another 6 or so partial takings required to assemble the recommended project's route between I-95 and U.S. Route #1. None have been acquired as yet by the City although as previously stated, the Seaview Avenue Business Alliance has acquired several of these 16 parcels and they are holding them in anticipation of the project going forward. There is also the \$10.5 million from the Congress which is managed through the State and thus far; the City has not been able to access these funds as they are requiring a firm budget for the entire project with commitments from funding sources needed to cover the entire project's expenses. While the City has discussed private sector participation in the project; we have only the preliminary engineering plans completed and have not been able to convince potential contributors that the project is viable at this stage. Potential funding sources such as the Economic Development Administration (EDA) have been identified but not accepted by the State at this point.

Is the land appropriately zoned for the project?

As the project involves the creation of a new transportation artery, zoning would not be a factor. Abutting parcels have been re-zoned within the City's recently adopted 2008 Master Plan of Conservation and Development and have been addressed within the City's new 2009 Zoning Regulations slated for formal adoption in May 2009.

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

No zoning variances will be needed.

The City anticipates creating a "municipal development plan" utilizing existing CT General Statute's enabling legislation to assemble the required right-of-way of the roadway. This will require actions by the Bridgeport Redevelopment Agency, the Bridgeport Planning & Zoning Commission, and the Bridgeport City Council. The Greater Bridgeport Regional Planning Agency Board and the Metropolitan Planning organization would also be expected to be a factor in this project.

State approvals will also be needed from the CT Departments of Transportation and Environmental Protection and possibly the Department of Economic & Community Development.

13. Please provide a brief timeline for this project including start, finish, duration, and major Milestones, as appropriate for the project.

It is impossible to project a starting and ending date at this point for this project. It is anticipated that local public procurement policies will add approx. 6 months to each tasks requiring bid activity.

The following assumes that all funding required is in place or at least, phased in relation to the tasks identified.

The Final Design phase is an approx. 18-24 month exercise with another 12 months needed for all Federal, State, and local reviews and approvals.

All aspects of the land assembly process are expected to take 18 months to complete however; site preparation work could commence as parcels are acquired.

Work on the railroad viaduct is an unknown as the CT Department of Transportation will probably require their agency to handle this work. Based upon similar projects, a 3 year time period appears reasonable.

Actual roadway construction is estimated to require a 3 year timeline.

Scheduling various tasks concurrently would result in an estimated 8 year project time line under the best case scenario. This is the time line proposed by the Greater Bridgeport Regional Planning Agency and concurred with by the Federal Highway Administration's CT Division in 2006.

**One Coast One Future
Regional Project Questionnaire/Submission**

1. Project Name: Stratford Railroad Station Parking Expansion

2. Lead Contact: Scott Hill

Organization: _____

Address: _____

Phone #: 860-594-3298 _____ Fax: _____ Email _____

3. Municipalities and/or Organizations involved: Town of Stratford and DOT

4. Type of Initiative

Business Development _____ Education/Workforce _____ Energy _____

Planning _____ Real Estate/Infrastructure ___X___ Transportation ___X___

5. Please provide a description of the project.

Please see attached document

6. Why is this project important to the region?

The parking garage will expand parking capacity in Stratford thus encouraging more commuters to take the train which will reduce congestion on the thruway.

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

This project involves Stratford but does promote regional cooperation by allowing commuters from other communities to park and commute from Stratford.

8. Which one (or more) of EDA's funding priorities does this project accomplish? How?
Transit Centered Development-enabling more commuters to take the train and limit highway congestion.

9. How does this project make use of existing infrastructure to make the greatest use of regional assets, minimize the need for public investment and minimize the development of previously undeveloped lands?

The project will convert parking lot surface and nearby land to a multilevel parking garage that will enhance capacity to handle more vehicles.

10. Project Budget

Local Investment	_____	Amount Secured	_____
State Investment	___see attached___	Amount Secured	_____
Federal Investment	___Possible___	Amount Secured	_____
Private Investment	_____	Amount Secured	_____
Total Budget	_____	Amount Secured	_____

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

11. Economic Benefits

Number of new permanent jobs anticipated ___5-10___ By when? _____2012___

Number of construction jobs anticipated _____436_____

Number of jobs retained _____2-5_____

New local taxes anticipated (if applicable) _____not applicable_____

12. Land Use Issues (if applicable)

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

See attached document

Is the land appropriately zoned for project?

See attached document

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

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

Current Status of Stratford Railroad Station Parking Expansion

Project No. 138-226

As of March 10, 2009

- Description: The Stratford parking garage proposal is for the construction of a 693 space four-story open air garage at the Stratford Railroad Station that would result in a net increase of approximately 417 spaces. Also included in the proposal are roadway and pedestrian circulation improvements and retail space. As proposed, the project would require the acquisition of three privately owned parcels to be combined with the existing state owned parcel on the north side of the tracks.

•	Schedule:	Original Date	Current Date
-	Final Design Plans Completed (FDP):	Feb 2010	August 2010
-	Advertising Date:	April 2010	October 2010
-	Notice To Proceed:	August 2010	March 2011
-	Construction Completion Date:	Sept 2011	June 2012

Schedule may need to be adjusted due to current time required to get a NEPA (National Environmental Protection Act) document approved by the Federal Transit Administration (FTA), as well as due to the length of the right-of-way (ROW) process. The ROW process can take up to 2 years when it includes the relocation of a business.

- Status/Issues:
- Site compliance with 2004 Stormwater Quality Manual will be a challenge during design due to existing site constraints.
- ROW Cost Estimate was updated on 10/24/07. New estimated cost is \$2.5M.
- ROW acquisition - 3 parcels using State funds (Prajnatree LLC, O'Meally, Kenilworth Properties LLC).
- ROW acquisition is proceeding now that a preferred design alternate has been confirmed with all stakeholders.
- Letters sent to property owners at the end of January 2009 to notify them of proposed project and property take.
- Letters sent to property owners at the end of February 2009 to notify them that appraisals will be prepared and invitation to meet with the Department if they desire.
- Department ROW unit meets with Mr. Prajnatree on March 5, 2009. Only property owner to request meeting.
- Property Appraisals are anticipated to be completed by early June 09.
- ROW acquisition could take up to two years with relocation process.
- Title Search is complete.
- Initial Survey is complete. Additional Survey requested on March 9, 2009
- Final Agreement between the Design Consultant and the Department was signed by all parties and released on 2/27/08. A kick off meeting was held on 3/27/08 for the Consultant to begin the Preliminary Design Phase and NEPA Document.
- Archaeological Assessment Survey Report recommends monitoring during construction of the project. It was decided to perform a more detailed Archaeological Assessment Survey which will include test pits and ground penetrating radar in the areas of concern in lieu of monitoring during construction. The extra work proposals for this work have been submitted by both parties.
- The Conceptual Design Report was presented to the Town in October 2008. The Mayor of Stratford, Mayor Miron, agreed with the Department's recommended option, Design Alternate 3. However, the Mayor requested, in order for him to support the project, that all work at the station be coordinated as one project, including adding two additional parking levels on the parking garage (six levels versus four levels). This work includes a new westbound platform canopy, extending the eastbound platform, and a town proposed 374 space surface lot that could potentially be constructed south of the tracks.
- The Department met with Mayor Miron and other elected officials again in November 2008 and the results of that meeting are as follows:
 - Parking Garage: It was agreed to by all parties at the meeting that the Department would proceed with the four level Parking Garage Design Alternate 3 option, but would design the facility to accept one or two additional levels in the future.
 - Surface Lot: There are wetlands and a flood plain located in the center of the property proposed for the surface parking expansion. The Department proposed pursuing jointly with the Town the potential to build a scaled down version of the parking lot that would end before the flood plain and wetland area, with the intention of investigating the feasibility of building the rest of the lot if the required permitting could be obtained. (Note: Subsequent to the meeting, wetland flagging was completed and indicated that the wetlands were located in the floodplain only. This would allow for the construction of approximately a 120 car parking lot. The Office of Rail informed Facilities Design on December 22, 2008 that Rail is taking the lead on this issue and will have the Town pursue survey utilizing parking revenue funds).

- Eastbound Platform: The Town has \$700,000 available for design and will pursue the design for the platform extension.
- Westbound Platform Canopy: The Department's Office of Rail will pursue completing the design of the canopy.
- The traffic study associated with the alternate selected, Design Alternate 3, is under review by the Department. The CEPA document will be finalized and public hearing on the document will be held. The consultant, Urbitran, is also currently preparing the scope for next design phase. Final Design will not be able to proceed until the CEPA document is federally approved.
- Total Program Cost:
 - Department of Transportation's Bureau of Public Transportation needs to program approximately \$17M of additional funding (up to a level \$29M total) by October 2010.

**One Coast One Future
Regional Project Questionnaire/Submission**

1. Project Name: South Norwalk Railroad Station Intermodal Facility

2. Lead Contact: Louis Schulman Organization: Norwalk Transit District

Address: 275 Wilson Avenue, Norwalk CT 06854

Phone #: (203) 299-5163 Fax: (203) 299-5166 Email lschulman@norwalktransit.com

Website: <http://www.norwalktransit.com/>

3. Municipalities and/or Organizations involved:

Norwalk Transit District, City of Norwalk, CT: Redevelopment Agency, Department of Public Works and Planning & Zoning Department; CT. Department of Transportation; South Western Regional Planning Agency

4. Type of Initiative

Business Development ☒ Education/Workforce ☐ Energy ☐

Planning ☒ Real Estate/Infrastructure ☒ Transportation ☒

5. Please provide a description of the project.

The proposed intermodal facility will be located at the South Norwalk Railroad station on Monroe Street. This station is one of the primary stops along the MetroNorth rail corridor between New York City and New Haven, Connecticut. The proposed project is at 12% concept design. It will establish the station as an inter-modal transportation facility designed to provide optimal, seamless connections for passengers among and between a variety of transportation modes including rail, automobile, bus, public and private shuttle, airport limousine, taxi, bicycle and pedestrian access.

Specifically: This application seeks to advance this project from its current 12% concept design to completion of the design phase of the project. We have \$990,000 in Federal Transit Administration funds available to us right now. However, in order to access those funds the project requires matching funds of \$247,500.

6. Why is this project important to the region?

Regional goals to increase intermodal transit are imbedded in economic, environmental and quality of life in initiatives. The inter-modal facility will:

- Reduce reliance on the private automobile, providing convenient seamless connectivity between local and regional transportation carriers.
 - Reduce the number of automobiles on regional highways.
 - Facilitate a robust system of public and private shuttles that seamlessly carry passengers from the rail station to places of employment, recreation and residential communities.

- Advance prospects of transit-oriented-development in the area immediately surrounding the rail road station, and connecting it to other regional transportation hubs.
 - The Rail Station is within an established redevelopment zone, surrounded by an area currently under study for combined residential, retail and office development.
 - The Rail Station is two miles from the regional bus hub. The inter-modal South Norwalk station facility will, through shuttles and regular bus lines, conveniently link commuters to the bus hub, becoming a state-wide model for integrating regional transportation facilities. The bus hub will be undergoing a \$3,000,000 upgrade starting later this spring.
 - The neighborhoods between the rail station and bus hub are in the final stages of planning more than 2.5 million square feet of residential, office and retail redevelopment. The inter-modal facility will provide a smooth flow of buses, public/private transportation shuttles, pedestrian and bicycle links throughout the transit oriented development corridor.

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

The Norwalk Transit District is working with the South Western Regional Planning Agency (SWRPA) as this project will provide benefits to commuters throughout the greater Norwalk area, including Stamford, Darien, Westport, Wilton, Weston, Danbury, Fairfield, Bridgeport, Stratford and Milford.

8. Which one (or more) of EDA's funding priorities does this project accomplish? How?

- This plan advances a central strategic mission of the Comprehensive Economic Development initiative by advancing the use of mass transportation in its macro and micro sense; making the South Norwalk Rail Station more accessible and convenient for travelers throughout the metropolitan region, and providing ease of access to local transportation facilities to access offices and neighborhoods in Norwalk and its immediate surrounding municipalities.
- This project provides direct economic impact to the immediate neighborhood and the region surrounding it. It will enhance entrepreneurial endeavors including taxis, airport limousine services and private shuttles serving office parks in Norwalk, Westport, Wilton and Darien. It will further advance spin off plans to re-enliven the region immediately surrounding the rail station with transit oriented residential, business and retail projects. This project will further advance stabilization of the neighborhood, ensuring a sustainable and stable tax base.
- This project advances the EDA funding priority of regional collaboration. The work is a priority of the South West Regional Planning Organization; it advances use of public transportation in communities stretching from Greenwich to Milford along the coast and from Norwalk to Danbury along the north/south corridor; it will enhance shuttle effectiveness in the four towns currently served by the Transit District's shuttle services.
- This project advances development in Southwestern Connecticut's distressed neighborhoods, working collaboratively with other plans that will advance transit oriented development in neighborhoods surrounding the South Norwalk Rail Station.

9. How does this project make use of existing infrastructure to make the greatest use of regional assets, minimize the need for public investment and minimize the development of previously undeveloped lands?

- This project will be built on existing, city owned rail infrastructure, utilize existing parking facilities, and enhance existing programs designed to connect the South Norwalk Rail Station to the region's other transportation hubs and businesses
- The project will support and increase use of regional rail service by more efficiently connecting the rail station with office and residential communities.
- Improvement of the intermodal facility will advance expansion of intensive transit oriented development in the established residential and commercial zone in the areas immediately surrounding the rail station.
- The facility will encourage the use of existing forms of public transportation emanating from the rail station.

10. Project Budget

It is envisioned that construction of the intermodal facility will cost approximately \$28 million; development associated with the transit hub will be substantially private. This application seeks to complete the design of the facility. Total investment in this design project will be approximately \$1,235, 500, of which \$990,000 has been secured. Thus, this application seeks the necessary \$247,500 matching portion of the design project.

Local Investment	_____	Amount Secured	_____
State Investment	_____	Amount Secured	_____
Federal Investment	<u>\$1,237,500</u>	Amount Secured	<u>\$990,000</u>
Private Investment	_____	Amount Secured	_____
Total Budget	<u>\$1,237,500</u>	Amount Secured	<u>\$990,000</u>

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

Operational expenses associated with this project, upon completion, will become the responsibility of the City of Norwalk and the Transit District.

11. Economic Benefits

Economic benefit from this project will be significant following completion of the Intermodal Facility itself. This application seeks to complete the design phase of the project and is, therefore, temporary in nature. Furthermore, much of the long term economic benefit associated with this project will come as a result not of the project itself but from private investment and development resultant of the project.

Number of new permanent jobs anticipated	_____	By when?	_____
Number of construction jobs anticipated	_____		
Number of jobs retained	_____		
New local taxes anticipated (if applicable)	_____		

12. Land Use Issues (if applicable)

The property has been acquired, and the land is appropriately zoned to accommodate the project without regulatory variances. Ultimately the project and transit oriented development in its immediate vicinity will require approval from zoning and Economic Development authorities.

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

Completion of the 12 per-cent concept design is anticipated in Q2, 2009. Request for proposals of complete design depend on funding and could follow immediately thereafter.

Appendix B: Regional Benchmarking

Purpose & Methodology

The goal of this exercise was to identify a set of metropolitan statistical areas (MSA) against which the One Coast region could compare its recent economic performance. CERC worked with the benchmarks subcommittee to identify both the MSAs and the variables comprising the benchmark metrics. Following final review and approval by the CEDS advisory committee work began on data acquisition and analysis for the following set of MSAs as identified by the largest city in the MSA:

Akron, OH	Manchester, NH
Albany, NY	Minneapolis, MN
Austin, TX	New Haven, CT
Baltimore, MD	New York, NY
Boston, MA	Providence, RI
Bridgeport, CT	Raleigh, NC
Buffalo, NY	Salt Lake City, UT
Chicago, IL	San Jose, CA
Denver, CO	Seattle, WA
Des Moines, IA	Trenton, NJ
Hartford, CT	Virginia Beach, VA
Jacksonville, FL	Washington, DC
	Winston-Salem, NC

This set of MSAs represents a diversity of market size and structure. In all MSAs the borders of the regions are defined by the Census Bureau and are contiguous with county boundaries. The Bridgeport MSA is usually referred to as the Bridgeport-Stamford MSA in data sources and is bounded by Fairfield County. In this report this region will be referred to as the One Coast region. Some of the MSAs were selected because they are comparable to the One Coast region. Others were chosen to capture qualities that contributed to the recent significant economic growth observed in the region.

A set of 34 variables were agreed upon with the Benchmarks Subcommittee as benchmarks to compare the One Coast region with the other regions. These variables were grouped into seven categories as follows:

Quality of Life

- *Climate*
- *Arts and Culture*
- *Leisure*
- *Health care*
- *Environment & Health*
- *Crime*
- *Transportation*

Demographics

- *Population Growth (10 year)*
- *Racial Diversity*
- *Younger Workforce*
- *Workforce Dependency Ratio*

Education

- *Population with Associates Degree*
- *Population with Graduate Degree*
- *Population growth, Associates and Higher*
- *Knowledge Jobs*

Costs & Income

- *Cost of Living*
- *2007 per capita income*
- *Growth in per capita income*
- *Low income households*
- *Income distribution*

Housing

- *Housing Cost Index*
- *New Home Construction*
- *Housing Affordability*
- *Home ownership rate*
- *Rental affordability*

Economic Vitality

- *Labor force growth*
- *Unemployment rate*
- *Labor force participation*
- *Net Business growth*
- *Industrial Diversity*

Industry Competitiveness

- *Manufacturing*
- *Finance & Insurance*
- *Professional & Scientific*
- *Management of Companies*

Table A at the end of this report provides a brief description of the data and methodology. The benchmarks for all regions are presented in Table B.

Overview

Table 1 shows the summary rankings for the seven categories for the One Coast region.

Table 2 presents detailed metrics for the region. The summary rankings are the ranks of the averages for each of the benchmarks within a given category.

Table 1: Category Rankings for The One Coast Region

Benchmark	Ranking
Summary: Quality of Life	13
Summary: Demographics	18
Summary: Education	7
Summary: Costs and Income	9
Summary: Housing	13
Summary: Basic Economics	24
Summary: Industrial Competitiveness	1

The region performed very well in the industry competitiveness benchmark, getting the highest rank of all 25 regions. This metric focused on the economic activities of four industries.

These industries were manufacturing; finance and insurance; professional, scientific and technical and services; and management of companies and enterprises. The specific metrics used for this measure included employment and production growth, productivity and employee compensation. The choice of the industries was based on industries of particular interest to the region. The metrics were balanced between industry growth measures using both employment and productivity and measures associated with value added. (Employee compensation is a component of value added.) The high costs are in part a result of the high value added industries in the region and the selected industries are undoubtedly the highest for those measures.

The region was in the second quintile of the 25 MSAs for education (7th) and for Costs and Income (9th). The good educational attainment of the population was primarily responsible for the relatively high ranking observed for the summary metric for education. The high incomes in the region apparently compensate for the high costs in the region.

The One Coast region was in the third quintile for quality of life (13th) and for housing (13th). Low measures for environment and health and for transportation in the region were partially offset by a strong ranking for low crime rates and for climate.

Table 2: Comparative Benchmark Rankings for One Coast Region Among 25 Metro Areas (Rank of 1 Highest)

Category	Benchmark	Ranking
Quality Of Life	Climate	4
	Arts and Culture	12
	Leisure	12
	Health Care	15
	Environment, Health	24
	Crime	1
	Transportation	24
	Summary: Quality of Life	13
Demographics	Population Growth (10 yr)	16
	Racial Diversity	13
	Younger Workforce	23
	Dependency Ratio	25
	Summary: Demographics	18
Education	Population with associate degree	4
	Population with graduate degree	4
	Population growth (at least associate degree)	17
	Knowledge jobs	8
	Summary: Education	7
Costs and Income	Cost of living index	23
	2007 per capita income	1
	10 yr growth in PCI	1
	Low income families	5
	Income distribution	24
	Summary: Costs and Income	9
Housing	Housing costs Index	24
	New home construction	15
	Housing affordability	20
	Home ownership	2
	Rental affordability	2
	Summary: Housing	13
Basic Economics	10 yr growth in labor force	22
	Unemployment rate	13
	Labor force participation rate	16
	Business growth	22
	Economic diversity	15
	Summary: Basic Economics	24
Industrial Competitiveness	Manufacturing	6
	Finance and Insurance	1
	Professional, Scientific, and Technical Services	12
	Management of Companies and Enterprises	2
	Summary: Industrial Competitiveness	1

For housing, strong home ownership rates and rental affordability were offset by marginal housing construction rates and low measures for housing affordability based on the costs of housing and incomes in the region.

None of the demographic metrics proved to be very strong in the region and resulted in the One Coast region being ranked 18th. The population is relatively old, has not grown, and has a dependency ratio (the ratio of those in the workforce as to those who are not) that should be a concern given the general demographic trends in the U.S. as well as in the region.

The region's weakest category was the category associated with the basic economic measures in the region. The summary ranking of 24th was driven by a low growth in the number of businesses and in the labor force. Also contributing to the region's weak performance was the labor force participation rate and an economic diversity measure that captured a high concentration of employment in relatively few industries. The low economic diversity measure exposes a risk to the region that has been clearly felt during the recent financially driven economic downturn.

Strengths and Weaknesses

One way of looking at these data is to identify those variables in which One Coast region performed well or weakly. Accordingly we identified all metrics in which the One Coast region scored in the top six (competitive strengths) or bottom six (competitive weaknesses) as shown in Table 3 below:

Table 3: Best and Worst Benchmarks for One Coast Region, 2008

Best	Rank		Worst	Rank
Crime	1		10 yr growth in labor force	22
2007 Income	1		Business growth	22
10 yr growth in PCI	1		General cost of living index	23
Finance and Insurance	1		Younger Workforce	23
Home ownership	2		Distribution of income	24
Rental affordability	2		Environment, Health	24
Management of Companies and Enterprises	2		Housing costs Index	24
Climate	4		Transportation	24
Population with associate degree	4		Workforce Dependency Ratio	25
Population with graduate degree	4			
Low income households	5			

Competitive Strengths

Compared to the other 24 MSAs, the One Coast region, the Bridgeport-Stamford MSA, has competitive advantages which should be leveraged on a going forward basis to market the region's strengths.

Crime Rate

Among the group of 25 MSAs selected, the One Coast region has the lowest violent crime rate, as reported by Cities Rated. Among all 372 MSAs in the country, the region ranks 40th. Although there are undoubtedly wide extremes within the Region, overall the data show that this area is very safe. Actual and perceived threats to public safety have a great influence on residential and business location decisions and this fact can and should be a key part of the One Coast's marketing message.

Per Capita Income

Not surprisingly, this Region rises to the top of the list with respect to per capita income both among this small set of regions as well as across the U.S. At \$72, 281 the Region is more than 35% higher than San Jose the second highest region with a value of \$55,020. Although high income is generally seen as a positive attribute, in some cases it can have an adverse impact as it may signal to certain types of businesses and mid-level managers that it is a high cost region, which is obviously true in this case.

Growth in Per Capita Income

Among the comparison metros, the Region ranked first in per capita income growth over a 10-year period. Between 1998 and 2007 income grew by 67 percent, a somewhat remarkable feat considering the Region already had the highest income. The Boston metro came in second with income growth of 60 percent over the same period. Winston-Salem had the lowest growth rate at 36.2 percent, not quite half of the One Coast region.

Industrial Competitiveness in Finance and Insurance Competitiveness

A composite score based on employment, wages and GDP shows that this Region is the most competitive in this sector among this set of MSAs. This is not a surprise given the Region's historic reliance on New York City for high paying jobs in the financial services sector. This however is a two-edged sword given the current global financial collapse and the fact that this region is highly dependent on the vitality of this sector and thus at much greater risk should this prove to be a permanent change in the industry.

Home Ownership

Among the 25 MSAs, this Region ranked second highest in terms of home ownership rate. Home ownership is an important dimension of well-being. It protects owners from fluctuations in rents and ensures families a stable and secure shelter. In addition, the value of a property represents a major source of wealth for households. Differences in the rate of home ownership across these MSAs depend significantly on several factors, including rental subsidies, the existence of high-quality housing and a regional economy sufficiently vital to support high ownership levels.

Rental Affordability

Like home ownership the One Coast region ranked second among all 25 metro areas in Rental Affordability. This measure is defined as the ratio of median rental costs of a two bedroom apartment to median household income, this metric speaks to the overall availability and quality of rental housing. This is a competitive strength because it allows younger families the opportunity to set up housekeeping and begin their careers in the area. Because the measure is an affordability measure it includes the relatively high incomes in the region which undoubtedly contribute to region's high ranking.

Industrial Competitiveness in Management of Companies and Enterprises

The One Coast region ranked 2nd among the 25 MSAs in its competitiveness in this industry. This industry includes corporate headquarters, a regional specialty. With

corporate giants such as GE and Pitney-Bowes, among others, this marks the region as a competitive location for other headquarter locations as well as those companies that service such enterprises.

Climate

The One Coast region ranked 4th among the comparative metros for this metric.

Obviously state and local public policy has little, if any, influence in this area, but it certainly can provide a marketing advantage. This index is based upon heating and cooling burden as well as exposure to hazardous weather conditions.

Educated Populace

The Region ranked 4th in two metrics related to educational attainment: percent of adult population with an associate degree and percent of adult population with a graduate degree. An educated workforce is a key competitive strength for any region. Although this reflects the Region's current status it does not speak to future supply of educated workforce, which is threatened, and that is an issue that needs to be recognized and dealt with, both for the Region and the state.

Low income households

Although the One Coast region ranked 5th among this group of metro areas in terms of relative concentration of low income households this specific metric did not take into account the relatively high cost of living in the region. In addition, while the metric undoubtedly does capture the relatively high share of households across the entire region with high income levels, there are a number of local geographic areas with very low income levels even before the costs are factored in. This metric however was not designed to capture those areas and in general the statistics for those areas are difficult to compile in a way that could capture their impact on the region. Specifically Bridgeport, one of the poorest cities in the country, represents the biggest economic

development challenges facing the region. Needless to say, the region would be a much more economically vital if there were better jobs and opportunities for higher incomes for the households in Bridgeport and some of the other localities within the larger region.

Competitive Weaknesses

In this section we look at those areas where the Region scored in the bottom quintile among this group of metros.

Long-term (10 year) Labor Force Growth

As with the rest of the northeast, population and labor force growth in the Region represents a challenge. With a rank of 22nd, it is clear that this is an issue that the Region needs to deal with, sooner rather than later.

Business Growth

Although there was growth in the number of business establishments between 1997 and 2006, it was fairly negligible. New business formation is absolutely critical for regional economic growth. With an increase in the number of businesses of only 2.4 percent the region ranked 22nd during this time. This is one area that could benefit from increased focus and resources from the state and the region.

Cost of Living

This is a high cost region in a high cost state, a fact that should not be a surprise for anyone and rates the One Coast region a ranking of 23rd. Although high incomes can, and do, mitigate high costs these costs impact the businesses in the region and undoubtedly contributed to the low growth rate observed above. The high costs in the region are unlikely to improve any time soon but an awareness of this disadvantage could encourage a focus on developing marketing messages that could accentuate the region's positive.

Workforce Median Age

The One Coast region has the 3rd highest median age among this group of MSAs.

Although this speaks to a mature and experienced workforce, it also signifies a bigger problem over the next ten years or so. As in Connecticut as a whole, the Region has a relatively small share of population between the ages of 18 and 34. Of these, an increasing amount will be drawn from Bridgeport where even those students who may complete high school lack basic skills required by employers and colleges and universities.

Income Distribution

The Income Distribution benchmark is the ratio of share of households with incomes in the top income quintile to the share of households with incomes in the bottom income quintile. In an area of economic extremes it is not unexpected that one would see a wide gap between those at the top of the income spectrum and those at the bottom. Connecticut has one of the widest gaps in the country and the Region has an even larger gap, ranking it 24th out of 25 metros. Research has shown that regions with high income disparity tend to grow slower than regions with less disparity.

Environment and Health

This metric looks at air and water conditions as well as chronic health problems of residents. The air quality is particularly weak and helps place the region 24th among the selected MSAs. The environmental issues that the region can control and have an impact on such as air and water quality will make a difference to the population and some of the costs in the long term and the region should concentrate efforts in these areas.

Housing Costs (not affordability)

Housing Costs index as compiled by *Place Rated Almanac* ranked the One Coast region 24th out of the 25 regions. The index included the prices for 3 home types (starters,

“move-up”, and elite); energy requirements (heating and cooling days); monthly costs of mortgages, utilities and taxes, and rental options and costs. The high costs for nearly all aspects of housing pushed the region to nearly the worst measure for all 372 metros evaluated in the *Places Rated Almanac*.

Transportation

The transportation index ranked the One Coast region 24th. This index used a broad range of transportation related measures compiled by *Places Rated Almanac*. These measures include: Daily commute times; peak freeway traffic; public transit services as measured by number of buses and miles traveled daily, commuter rail and light rail services; interstate highway systems through the region; and nearest airport with number of carriers, flights and markets. For the Bridgeport-Stamford MSA the nearest airport was identified as White Plains.

Dependency Ratio

The Dependency ratio focuses on the share of the population that is in the working age range of 16 to 65. Among the 25 metro's The One Coast region ranked 25th in this measure. This measure is important since it provides an indication of the potential costs required by the upbringing and pensions of traditionally economically dependent age groups by on the population in the age range generally required to be providing the productivity of the society.

Sidebar: One Coast & Financial Services

The data used for the benchmarking analysis is current through 2007 and, therefore, does not reflect the recent meltdown in the financial services sector. To gain a better understanding of the potential impact and risk we looked at each of the 25 MSAs to gauge the extent to which each is reliant on financial services. The results, shown in the table, reveal that the One Coast region has the greatest exposure to the collapse in financial services of any of the 25 MSAs in this exercise. The One Coast region has double the dependency on employment; almost three times the dependency of GDP (value—added); and three and a half times the reliance on wages of any of these regions, including New York City. Depending on how this financial services debacle plays out, this region is extremely vulnerable to any downsizing in the financial services sector.

One Coast Exposure to the Finance and Insurance Sector

Geography Description	Absolutes 2007				Selected Metrics						Employee wages relative to US
	Emp	GDP2k	Wages	Wage/Emp	Emp	GDP2k	Wages	Emp	GDP2k	Wages	
United States	6,147	\$961	\$526,226	\$85,604	4%	8%	8%				
					Ind. Share in Region			Ind. Concentration			
Akron, OH	10	\$1,577	\$552	\$52,651	3.1%	6.7%	4.1%	0.71	0.80	0.49	62%
Albany area, NY	21	\$4,472	\$1,406	\$67,777	4.6%	11.5%	7.0%	1.06	1.38	0.85	79%
Austin-Round Rock, TX	31	\$3,414	\$2,087	\$66,492	4.1%	5.1%	5.5%	0.95	0.61	0.67	78%
Baltimore-Towson, MD	59	\$7,306	\$5,010	\$85,323	4.3%	6.8%	7.5%	1.01	0.82	0.91	100%
Boston area, MA-NH	153	\$29,904	\$19,792	\$129,287	6.2%	12.5%	13.1%	1.44	1.50	1.59	151%
Bridgeport-Stamford	41	\$14,000	\$10,410	\$255,042	9.1%	24.9%	29.0%	2.12	2.99	3.50	298%
Buffalo-Niagara Falls, NY	27	\$6,548	\$1,654	\$62,146	4.8%	13.4%	7.5%	1.12	1.60	0.90	73%
Chicago area, IL-IN-WI	257	\$40,449	\$25,702	\$100,003	5.6%	10.3%	10.7%	1.30	1.23	1.30	117%
Denver-Aurora, CO	72	\$8,026	\$5,699	\$78,931	5.7%	7.3%	8.7%	1.34	0.87	1.05	92%
Des Moines area, IA	47	\$5,811	\$3,092	\$65,513	14.3%	24.2%	21.8%	3.33	2.90	2.63	77%
Hartford-area, CT	65	\$13,368	\$7,006	\$107,745	10.2%	20.0%	19.7%	2.39	2.40	2.38	126%
Jacksonville, FL	49	\$5,770	\$3,337	\$68,040	7.4%	12.6%	11.8%	1.73	1.51	1.43	79%
Manchester-Nashua, NH	13	\$1,797	\$1,014	\$78,876	6.1%	10.1%	9.9%	1.43	1.22	1.19	92%
Minneapolis-St. Paul area, MN-WI	110	\$15,942	\$9,791	\$88,944	6.0%	10.9%	10.6%	1.40	1.30	1.28	104%
New Haven-Milford, CT	14	\$2,854	\$917	\$65,818	3.6%	7.4%	4.8%	0.85	0.89	0.58	77%
New York City area, NY-NJ-PA	601	\$191,107	\$126,816	\$211,010	6.9%	19.6%	22.1%	1.62	2.35	2.67	246%
Providence area, RI-MA	34	\$5,485	\$1,964	\$57,590	4.6%	9.7%	6.4%	1.08	1.16	0.78	67%
Raleigh-Cary, NC	17	\$4,350	\$1,103	\$63,952	3.3%	10.3%	4.8%	0.77	1.23	0.58	75%
Salt Lake City, UT	41	\$5,724	\$2,251	\$55,529	6.2%	12.1%	8.4%	1.46	1.46	1.01	65%
San Jose area, CA	22	\$3,640	\$2,317	\$106,254	2.3%	3.3%	3.0%	0.55	0.39	0.37	124%
Seattle-Tacoma-Bellevue, WA	70	\$9,484	\$5,828	\$83,840	3.8%	5.8%	5.9%	0.90	0.69	0.72	98%
Trenton-Ewing, NJ	15	\$2,944	\$1,208	\$80,221	6.3%	13.7%	9.2%	1.47	1.65	1.12	94%
Virginia Beach area, VA-NC	25	\$3,835	\$1,485	\$59,592	2.8%	5.8%	4.1%	0.65	0.69	0.50	70%
Washington DC area, DC-VA-MD-WV	104	\$16,376	\$9,328	\$89,658	3.4%	5.6%	4.9%	0.79	0.67	0.59	105%
Winston-Salem, NC	11	\$3,108	\$866	\$77,922	4.9%	16.7%	9.6%	1.15	2.00	1.16	91%

Source: Moody's Economy.com

Table A: Metrics for One Coast Benchmarks (MSA Level)

Variable Name	Brief Description	Data Year(s)	Source
Quality of Life			
Climate	Moderate weather, weather hazards, rain sun days	2007	Cities Rated
Arts and Culture	Classical art entertainment	2007	Cities Rated
Leisure	Retail Dining Entertainment	2007	Cities Rated
Health Care	Service quality	2007	Places Rated
Environment and Health	Environmental factors service quality and cost	2007	Cities Rated
Crime	Violent crime index	2007	Cities Rated
Transportation	Transportation index from publication	2007	Places Rated
Demographics			
10 year population growth	Mid-term growth (10 yr)	1996-2006	BEA
Percent non white	Percent non-white	2007	DataFinder
General Ethnic/Racial diversity	Sum of shares squared	2008	DataFinder
Median Age	Age of workforce	2007	DataFinder
Dependency ratio	Share 16-64 to total pop	2007	DataFinder
Education			
Educational attainment, Associates degree or more	% pop 16+ with at least associates degree	2007	DataFinder
Educational attainment, Advanced Degree (post BA)	% pop 16+ with Graduate degree	2007	DataFinder
Growth in Educational Attainment.	% Growth in pop share with at least Associates Degree	2000-2007	DataFinder
Knowledge jobs	Occupations requiring "knowledge skill sets"		BLS
Costs and Income			
Cost of living	CoL, income buying Power, Income, sales, property tax rates	2007	Cities Rated
Total personal income per capita	Current Year Income	2006	BEA
10 year change in personal income per capita	Mid-term growth (10 yr)	1996-2006	BEA
Low Income households	Share of all households below \$25,000	2007	DataFinder
Income Diffusion	Income Diffusion using income of bottom 1/5 to income in top 1/5	2007	DataFinder
Housing			
Housing	Index of housing costs	2007	Place Rated
New Housing starts	Change in new housing (per household)	2007	Census
House price affordability	Median House Sales Price per median HH Income	2007	NAS & DataFinder
Share of home ownership	Owner occupied housing share of total housing	2007	DataFinder
Cost of rental housing relative to income	Relative rental cost (per income)	2007	HUD (Cities Rated)
Employment			
Labor Force Growth (Resident based)	Labor force growth	1997-2007	BLS
Unemployment rate	Unemployment rate	2005,06,07	BLS
Labor force share of working age population	Share of labor force to population age 16 to 65.	2007	BLS & DataFinder
Change in businesses	Business growth (percent)	1996-2006	CBP Census
Industry structure (concentration risk)	Economic Structure (Similarity with U.S.)	1990, 2000, 2006	Moody's Economy.com
Industry Competitiveness			
Manufacturing Competitiveness	Summary of 4 industry measures using emp. earnings & production	1990, 2000, 2006	Moody's Economy.com
Finance & Insurance Industry Competitiveness	Summary of 4 industry measures using emp. earnings & production	1990, 2000, 2006	Moody's Economy.com
Management of Companies Competitiveness	Summary of 4 industry measures using emp. earnings & production	1990, 2000, 2006	Moody's Economy.com
Professional and Technical Services Competitiveness	Summary of 4 industry measures using emp. earnings & production	1990, 2000, 2006	Moody's Economy.com

Table B: Benchmarks for all Metro Areas

		Akron, OH	Albany area, NY	Austin-Round Rock, TX	Baltimore-Towson, MD	Boston area, MA-NH	Bridgeport-Stamford	Buffalo-Niagara Falls, NY	Chicago area, IL-IN-WI	Denver-Aurora, CO	Des Moines area, IA	Hartford-area, CT	Jacksonville, FL	Manchester-Nashua, NH	Minneapolis-St. Paul area, MN-WI	New Haven-Milford, CT	New York City area, NY-NJ-PA	Providence area, RI-MA	Raleigh-Cary, NC	Salt Lake City, UT	San Jose area, CA	Seattle-Tacoma-Bellevue, WA	Trenton-Ewing, NJ	Virginia Beach area, VA-NC	Washington DC area, DC-VA-MD-WV	
Quality Of Life	Climate	20	24	2	13	16	4	21	18	11	19	25	6	23	22	5	12	15	7	17	1	3	9	8	14	10
	Arts and Culture	20	13	21	6	1	12	19	3	7	24	8	25	22	4	17	2	9	15	18	16	11	10	14	5	23
	Leisure	19	18	24	5	4	12	20	3	9	25	22	14	17	7	10	1	13	21	11	8	2	15	16	6	23
	Health	25	11	24	4	3	15	10	13	12	22	17	14	23	7	9	5	20	21	19	8	2	6	16	18	1
	Environment, Health & Healthcare	17	6	12	4	14	24	9	22	16	5	7	21	10	18	13	23	19	11	2	25	20	8	1	15	3
	Crime	10	3	24	23	14	1	8	20	17	9	19	25	4	12	5	11	6	7	22	2	13	18	21	16	15
	Transportation	21	14	5	10	11	24	7	1	6	12	9	19	22	2	23	3	15	20	8	16	13	25	17	4	18
Summary: Quality of Life		25	11	21	4	2	13	16	9	7	22	20	24	23	5	10	1	17	19	17	6	3	12	14	7	14
Demographics	Population Growth (10 yr)	21	24	2	17	14	16	25	13	3	12	23	5	9	10	22	15	19	1	4	7	6	18	20	11	8
	Racial Diversity	21	23	10	7	17	13	19	4	16	24	15	9	25	18	14	2	20	8	22	1	11	5	6	3	12
	Younger Workforce	19	21	2	16	17	23	25	6	5	8	24	11	22	7	20	15	18	3	1	10	13	12	4	9	14
	Dependency Ratio	18	7	3	14	11	25	23	19	10	13	17	8	9	6	20	22	15	4	21	16	2	12	1	5	24
Summary: Demographics		24	23	2	12	16	18	25	8	9	17	22	6	18	13	18	11	21	1	15	4	7	10	4	3	14
Education	Population with associate degree	20	14	7	17	5	4	21	16	9	15	13	23	11	6	18	12	24	3	19	2	8	10	22	1	25
	Population with graduate degree	20	9	13	8	3	4	18	16	12	23	11	25	14	17	6	7	19	10	22	2	15	5	21	1	24
	Population growth (at least associate degree)	2	24	18	9	15	17	22	5	19	7	21	6	20	1	14	3	16	4	25	11	12	13	8	10	23
	Knowledge jobs	22	13	6	12	4	8	25	17	10	15	5	24	14	7	18	16	21	9	20	1	11	3	23	2	19
Summary: Education		19	17	9	10	4	7	23	14	12	17	12	21	16	5	15	8	22	3	23	2	10	5	20	1	25
Costs and Income	Cost of living index	5	18	3	11	19	23	10	15	12	8	13	1	2	17	21	24	20	9	7	25	14	16	6	22	4
	2007 per capita income	21	16	20	11	4	1	25	12	9	15	8	17	14	10	13	6	19	18	22	2	7	5	23	3	24
	10 yr growth in PCI	23	13	15	3	4	1	19	22	12	18	16	8	21	17	20	14	11	24	10	2	9	7	6	5	25
	Low income families	21	20	11	16	15	5	25	13	4	12	14	18	6	3	19	22	24	8	7	1	9	10	17	2	23
	Income distribution	15	13	11	16	19	24	21	17	5	3	18	9	7	2	22	25	23	10	1	14	8	20	6	4	12
	Summary: Costs and Income	20	19	14	11	15	9	25	18	2	10	16	8	7	6	23	22	24	16	4	3	4	12	12	1	21
Housing	Housing costs Index	3	6	8	16	21	24	1	14	10	4	13	9	17	12	15	23	18	5	7	25	20	19	11	22	2
	New home construction	21	14	2	20	17	15	24	11	8	6	19	3	18	13	25	12	23	1	7	16	5	22	10	9	4
	Housing affordability	1	9	4	14	19	20	2	12	8	3	11	7	N/A	5	16	22	18	6	10	23	21	13	15	17	N/A
	Home ownership	5	14	23	10	19	2	15	9	13	3	7	12	4	1	18	25	21	17	11	24	22	8	20	16	6
	Rental affordability	10	7	16	18	24	2	3	13	8	1	15	11	23	5	20	20	25	14	9	17	4	12	19	22	6
	Summary: Housing	4	10	11	19	22	13	8	12	9	1	14	5	18	3	21	23	24	6	7	24	15	16	17	20	2
Basic Economics	10 yr growth in labor force	16	21	1	19	23	22	24	18	6	9	14	3	7	12	20	17	15	2	4	25	8	10	11	5	13
	Unemployment rate	1	18	14	15	12	13	4	3	9	21	7	20	22	17	6	8	2	19	24	5	11	16	23	25	10
	Labor force participation rate	10	15	14	17	8	16	19	18	5	1	6	20	2	3	12	25	13	9	7	21	23	4	24	22	11
	Business growth	21	16	2	11	20	22	25	13	5	10	23	3	19	6	24	15	18	1	4	17	9	12	8	7	14
	Economic diversity	13	14	18	8	16	15	2	1	5	22	21	6	20	3	19	11	9	10	7	25	12	23	4	24	17
	Summary: Basic Economics	9	23	5	14	20	24	18	7	1	10	17	6	14	2	21	19	8	2	4	25	10	12	14	22	12
Industrial Competativeness	Manufacturing	25	21	1	16	4	6	19	16	22	15	8	22	9	11	7	12	24	3	16	2	9	20	13	5	14
	Finance and Insurance	22	9	20	22	4	1	10	13	15	22	11	18	12	13	17	3	25	6	18	7	21	5	16	8	2
	Professional, Scientific, and Technical Services	23	20	6	16	1	12	24	11	5	24	19	17	9	12	15	14	20	9	20	4	7	2	8	3	18
	Management of Companies and Enterprises	12	16	4	1	20	2	10	8	9	22	6	19	22	11	3	7	21	14	25	16	24	4	15	12	18
	Summary: Industrial Competativeness	23	20	5	17	3	1	19	12	13	24	10	21	14	11	9	8	25	7	22	3	18	5	14	2	14

Industrial Competitiveness Metro Rankings and Data, 1990-2007

Region	Emp (Thousands)		GDP (M\$2000)		Wages (Mil\$)			Rank						Metrics			
	1990	2007	1990	2007	1990	2007		Total Ranking	Emp Gr 90-07	Emp Wages '07	Labor Prod '07	GR Labor Prod. 90-'07		EmpGr 1990 to '07	Earns per emp '07	Productivity (VA per Emp) '07	GR in productivity 1990 - '07
Finance and Insurance																	
United States (Billions\$)	4,976.49	6,147.24	\$483	\$961	\$176,527	\$526,226		16	12	9	15	19		24%	85,604	156,317	61%
Akron, OH	8.58	10.48	\$784	\$1,577	\$225	\$552		22	13	25	16	17		22%	52,651	150,588	65%
Albany area, NY	18.53	20.74	\$1,909	\$4,472	\$576	\$1,406		9	18	16	6	8		12%	67,777	215,632	109%
Austin-Round Rock, TX	16.67	31.39	\$1,297	\$3,414	\$503	\$2,087		20	2	17	25	23		88%	66,492	108,762	40%
Baltimore-Towson, MD	54.19	58.72	\$4,218	\$7,306	\$1,825	\$5,010		22	21	9	21	20		8%	85,323	124,419	60%
Boston area, MA-NH	132.04	153.09	\$12,133	\$29,904	\$5,937	\$19,792		4	17	3	10	7		16%	129,287	195,338	113%
Bridgeport-Stamford	26.80	40.82	\$2,984	\$14,000	\$1,768	\$10,410		1	6	1	1	4		52%	255,042	343,007	208%
Buffalo-Niagara Falls, NY	23.91	26.61	\$2,593	\$6,548	\$693	\$1,654		10	19	21	5	5		11%	62,146	246,085	127%
Chicago area, IL-IN-WI	237.06	257.02	\$21,574	\$40,449	\$8,821	\$25,702		13	20	6	14	13		8%	100,003	157,376	73%
Denver-Aurora, CO	47.55	72.20	\$3,003	\$8,026	\$1,376	\$5,699		15	7	12	24	11		52%	78,931	111,159	76%
Des Moines area, IA	31.88	47.19	\$2,488	\$5,811	\$751	\$3,092		22	9	19	22	21		48%	65,513	123,123	58%
Hartford-area, CT	80.85	65.02	\$9,898	\$13,368	\$3,540	\$7,006		11	24	4	7	16		-20%	107,745	205,598	68%
Jacksonville, FL	33.00	49.05	\$2,413	\$5,770	\$901	\$3,337		18	8	15	23	19		49%	68,040	117,631	61%
Manchester-Nashua, NH	9.32	12.86	\$662	\$1,797	\$247	\$1,014		12	11	13	19	9		38%	78,876	139,694	96%
Minneapolis-St. Paul area, MN-WI	76.91	110.08	\$6,875	\$15,942	\$2,752	\$9,791		13	10	8	17	18		43%	88,944	144,822	62%
New Haven-Milford, CT	19.89	13.93	\$2,355	\$2,854	\$716	\$917		17	25	18	8	12		-30%	65,818	204,872	73%
New York City area, NY-NJ-PA	675.25	601.00	\$61,392	\$191,107	\$36,085	\$126,816		3	23	2	2	1		-11%	211,010	317,983	250%
Providence area, RI-MA	28.28	34.10	\$3,527	\$5,485	\$845	\$1,964		25	14	23	12	25		21%	57,590	160,837	29%
Raleigh-Cary, NC	14.08	17.25	\$1,131	\$4,350	\$285	\$1,103		6	12	20	4	3		22%	63,952	252,179	214%
Salt Lake City, UT	19.03	40.54	\$1,722	\$5,724	\$501	\$2,251		18	1	24	18	22		113%	55,529	141,189	56%
San Jose area, CA	20.44	21.81	\$1,591	\$3,640	\$849	\$2,317		7	22	5	11	6		7%	106,254	166,896	114%
Seattle-Tacoma-Bellevue, WA	57.72	69.51	\$5,927	\$9,484	\$1,921	\$5,828		21	15	10	20	24		20%	83,840	136,441	33%
Trenton-Ewing, NJ	9.49	15.06	\$1,078	\$2,944	\$343	\$1,208		5	4	11	9	14		59%	80,221	195,550	72%
Virginia Beach area,, VA-NC	15.86	24.92	\$1,452	\$3,835	\$528	\$1,485		16	5	22	15	15		57%	59,592	153,901	68%
Washington DC area, DC-VA-MD-WV	87.65	104.04	\$7,642	\$16,376	\$2,999	\$9,328		8	16	7	13	10		19%	89,658	157,407	81%
Winston-Salem, NC	6.22	11.11	\$536	\$3,108	\$205	\$866		2	3	14	3	2		79%	77,922	279,756	225%
Professional, Scientific, and Technical Services																	
United States (Billions\$)	4,538.58	7,663.68	\$466	\$875	\$182,332	\$579,961								69%	75,677	114,168	11%
Akron, OH	10.07	14.72	\$679	\$1,363	\$252	\$783		23	16	25	22	15		46%	53,191	92,634	37%
Albany area, NY	20.93	28.11	\$2,419	\$3,926	\$777	\$2,078		20	20	17	5	24		34%	73,908	139,659	21%
Austin-Round Rock, TX	20.02	54.88	\$1,652	\$6,367	\$788	\$4,402		6	2	14	15	7		174%	80,218	116,021	41%
Baltimore-Towson, MD	60.24	104.45	\$4,831	\$11,527	\$2,262	\$8,434		16	10	13	19	14		73%	80,745	110,360	38%
Boston area, MA-NH	139.92	220.12	\$12,868	\$30,902	\$6,710	\$22,243		1	13	2	4	4		57%	101,048	140,388	53%
Bridgeport-Stamford	25.06	32.87	\$3,056	\$4,935	\$1,479	\$3,237		12	22	3	3	23		31%	98,492	150,156	23%
Buffalo-Niagara Falls, NY	21.44	26.17	\$2,479	\$3,319	\$715	\$1,450		24	24	24	9	25		22%	55,409	126,854	10%
Chicago area, IL-IN-WI	229.48	317.35	\$20,655	\$40,001	\$10,109	\$27,243		11	18	7	11	9		38%	85,846	126,048	40%
Denver-Aurora, CO	62.88	98.17	\$4,862	\$11,805	\$2,252	\$8,361		5	14	8	12	3		56%	85,164	120,247	55%
Des Moines area, IA	9.47	13.10	\$616	\$1,136	\$225	\$797		24	17	23	25	17		38%	60,841	86,678	33%
Hartford-area, CT	27.22	32.57	\$3,297	\$5,126	\$1,251	\$2,535		19	25	15	2	21		20%	77,831	157,396	30%
Jacksonville, FL	17.43	33.67	\$1,152	\$3,095	\$571	\$2,234		17	5	19	23	12		93%	66,353	91,940	39%
Manchester-Nashua, NH	7.31	12.13	\$623	\$1,441	\$293	\$1,019		9	11	9	13	11		66%	84,019	118,757	39%
Minneapolis-St. Paul area, MN-WI	70.10	105.56	\$5,511	\$11,693	\$2,633	\$8,668		12	15	12	18	6		51%	82,116	110,776	41%
New Haven-Milford, CT	14.23	17.54	\$1,725	\$2,778	\$657	\$1,449		15	23	11	1	20		23%	82,603	158,355	31%
New York City area, NY-NJ-PA	497.19	664.20	\$53,269	\$89,237	\$25,017	\$64,014		14	21	5	6	22		34%	96,378	134,353	25%
Providence area, RI-MA	20.60	27.87	\$1,627	\$3,089	\$674	\$1,753		20	19	22	17	8		35%	62,895	110,856	40%
Raleigh-Cary, NC	13.73	38.80	\$983	\$3,947	\$415	\$2,749		9	1	18	20	5		183%	70,844	101,726	42%
Salt Lake City, UT	18.52	38.56	\$1,245	\$3,448	\$589	\$2,524		20	4	20	24	18		108%	65,455	89,417	33%
San Jose area, CA	61.60	112.04	\$5,966	\$14,301	\$3,018	\$14,306		4	8	1	8	19		82%	127,682	127,638	32%
Seattle-Tacoma-Bellevue, WA	69.05	110.50	\$4,668	\$12,815	\$2,021	\$9,173		7	12	10	16	1		60%	83,014	115,972	72%
Trenton-Ewing, NJ	11.82	22.15	\$1,098	\$2,870	\$484	\$2,014		2	6	6	7	10		87%	90,926	129,564	40%
Virginia Beach area,, VA-NC	25.64	45.63	\$1,848	\$5,406	\$1,007	\$3,435		8	9	16	14	2		78%	75,294	118,487	64%
Washington DC area, DC-VA-MD-WV	238.85	445.04	\$21,729	\$56,273	\$11,044	\$42,966		3	7	4	10	13		86%	96,543	126,444	39%
Winston-Salem, NC	3.71	8.14	\$266	\$793	\$142	\$514		18	3	21	21	16		119%	63,167	97,488	36%

Industrial Competitiveness Metro Rankings and Data, 1990-2007

Region	Emp (Thousands)		GDP (M\$2000)		Wages (Mil\$)			Rank						Metrics			
	1990	2007	1990	2007	1990	2007		Total Ranking	Emp Gr 90-07	Emp Wages '07	Labor Prod '07	GR Labor Prod. 90-'07		EmpGr 1990 to '07	Earns per emp '07	Productivity (VA per Emp) '07	GR in productivity 1990 - '07
Management of Companies and Enterprises																	
United States (Billions\$)	1,667.46	1,844.91	\$169	\$179	\$74,085	\$176,375								11%	95,601	97,102	-4%
Akron, OH	1.49	13.91	\$181	\$1,286	\$223	\$1,256		12	1	15	14	21		836%	90,284	92,439	-24%
Albany area, NY	7.10	7.04	\$980	\$1,008	\$211	\$441		16	23	22	6	7		-1%	62,642	143,249	4%
Austin-Round Rock, TX	1.71	4.42	\$125	\$725	\$33	\$239		4	4	25	4	2		158%	54,195	164,119	126%
Baltimore-Towson, MD	3.43	6.68	\$93	\$550	\$102	\$1,036		1	8	2	19	1		95%	155,132	82,370	205%
Boston area, MA-NH	46.01	49.96	\$4,381	\$4,167	\$1,997	\$5,259		20	22	12	18	14		9%	105,268	83,406	-12%
Bridgeport-Stamford	14.54	13.10	\$2,117	\$2,384	\$910	\$2,793		2	24	1	2	4		-10%	213,248	182,002	25%
Buffalo-Niagara Falls, NY	7.07	9.82	\$976	\$1,421	\$243	\$636		10	15	21	5	6		39%	64,802	144,650	5%
Chicago area, IL-IN-WI	67.69	80.46	\$7,686	\$9,083	\$4,587	\$9,862		8	20	7	9	9		19%	122,566	112,882	-1%
Denver-Aurora, CO	11.51	22.66	\$1,146	\$1,959	\$569	\$2,625		9	7	8	16	15		97%	115,864	86,479	-13%
Des Moines area, IA	2.27	5.90	\$110	\$235	\$74	\$366		22	3	23	25	18		160%	62,029	39,884	-18%
Hartford-area, CT	6.66	8.23	\$996	\$1,472	\$299	\$893		6	18	10	3	5		24%	108,554	178,887	20%
Jacksonville, FL	4.23	7.30	\$584	\$643	\$310	\$732		19	10	13	15	24		73%	100,322	88,087	-36%
Manchester-Nashua, NH	1.75	2.29	\$303	\$232	\$170	\$205		22	17	17	10	25		31%	89,366	101,288	-42%
Minneapolis-St. Paul area, MN-WI	50.61	59.70	\$5,068	\$5,958	\$2,610	\$6,588		11	21	9	11	8		18%	110,364	99,809	0%
New Haven-Milford, CT	3.69	2.98	\$533	\$596	\$187	\$427		3	25	4	1	3		-19%	143,162	199,896	38%
New York City area, NY-NJ-PA	121.08	145.28	\$17,334	\$19,964	\$9,477	\$22,177		7	19	3	7	10		20%	152,645	137,417	-4%
Providence area, RI-MA	8.14	13.61	\$823	\$1,084	\$373	\$1,225		21	12	16	21	19		67%	90,038	79,661	-21%
Raleigh-Cary, NC	4.50	10.62	\$419	\$907	\$133	\$722		14	5	19	17	12		136%	67,981	85,353	-8%
Salt Lake City, UT	9.12	16.24	\$724	\$943	\$364	\$945		25	9	24	24	22		78%	58,164	58,042	-27%
San Jose area, CA	5.17	8.58	\$474	\$659	\$745	\$1,124		16	13	6	22	17		66%	131,077	76,806	-16%
Seattle-Tacoma-Bellevue, WA	16.59	27.50	\$1,933	\$2,089	\$861	\$2,611		24	14	14	23	23		66%	94,947	75,965	-35%
Trenton-Ewing, NJ	1.12	3.05	\$169	\$354	\$46	\$412		4	2	5	8	20		172%	135,297	116,154	-23%
Virginia Beach area,, VA-NC	6.73	9.28	\$687	\$888	\$417	\$751		15	16	18	12	11		38%	80,998	95,723	-6%
Washington DC area, DC-VA-MD-WV	23.34	40.05	\$2,572	\$3,735	\$1,079	\$4,274		12	11	11	13	16		72%	106,706	93,249	-15%
Winston-Salem, NC	2.10	4.65	\$195	\$383	\$174	\$305		18	6	20	20	13		122%	65,640	82,250	-11%
Manufacturing																	
United States (Billions\$)	17,695.08	13,882.58	\$917	\$1,572	\$500,965	\$746,941								-22%	53,804	113,212	118%
Akron, OH	59.17	46.82	\$4,227	\$4,602	\$2,102	\$2,397		25	11	23	18	25		-21%	51,204	98,300	38%
Albany area, NY	35.61	22.95	\$2,670	\$2,605	\$1,027	\$1,230		21	19	20	12	21		-36%	53,569	113,490	51%
Austin-Round Rock, TX	47.46	60.04	\$2,386	\$14,263	\$1,553	\$4,769		1	1	3	1	2		26%	79,439	237,563	373%
Baltimore-Towson, MD	128.39	70.88	\$8,267	\$7,777	\$4,039	\$4,391		16	22	12	13	16		-45%	61,947	109,726	70%
Boston area, MA-NH	327.47	204.32	\$16,102	\$31,158	\$11,246	\$15,680		4	20	4	5	3		-38%	76,741	152,491	210%
Bridgeport-Stamford	79.31	42.54	\$5,449	\$6,152	\$3,217	\$3,620		6	23	2	6	5		-46%	85,093	144,612	110%
Buffalo-Niagara Falls, NY	93.35	60.79	\$6,479	\$6,982	\$3,013	\$3,443		19	18	16	11	19		-35%	56,634	114,864	65%
Chicago area, IL-IN-WI	689.97	483.43	\$42,289	\$49,252	\$20,811	\$28,666		16	15	14	16	18		-30%	59,297	101,879	66%
Denver-Aurora, CO	84.76	71.32	\$5,350	\$6,816	\$2,509	\$3,773		22	10	22	21	20		-16%	52,900	95,561	51%
Des Moines area, IA	20.55	19.55	\$1,525	\$2,011	\$700	\$1,060		15	3	19	15	24		-5%	54,212	102,859	39%
Hartford-area, CT	110.05	75.31	\$7,372	\$8,830	\$3,887	\$5,177		8	16	7	9	14		-32%	68,733	117,237	75%
Jacksonville, FL	35.83	32.24	\$2,391	\$2,987	\$1,029	\$1,719		22	5	21	24	23		-10%	53,335	92,654	39%
Manchester-Nashua, NH	40.91	32.28	\$1,945	\$3,169	\$1,365	\$2,023		9	12	11	19	6		-21%	62,692	98,176	106%
Minneapolis-St. Paul area, MN-WI	216.07	201.35	\$12,724	\$20,406	\$7,316	\$12,172		11	4	13	17	15		-7%	60,454	101,344	72%
New Haven-Milford, CT	58.70	41.42	\$3,959	\$5,409	\$1,826	\$2,678		7	14	10	7	9		-29%	64,669	130,591	94%
New York City area, NY-NJ-PA	868.35	451.30	\$56,079	\$54,164	\$25,601	\$30,699		12	24	9	8	10		-48%	68,023	120,018	86%
Providence area, RI-MA	145.75	80.78	\$6,718	\$7,514	\$3,677	\$3,980		24	21	24	23	7		-45%	49,268	93,011	102%
Raleigh-Cary, NC	36.78	32.69	\$2,351	\$5,314	\$845	\$1,905		3	6	15	3	4		-11%	58,267	162,566	154%
Salt Lake City, UT	50.35	57.93	\$2,393	\$4,944	\$1,250	\$2,668		16	2	25	25	11		15%	46,058	85,347	80%
San Jose area, CA	254.16	166.04	\$9,906	\$36,964	\$10,470	\$21,366		2	17	1	2	1		-35%	128,682	222,630	471%
Seattle-Tacoma-Bellevue, WA	222.27	187.58	\$11,739	\$17,680	\$8,323	\$12,999		9	9	5	22	12		-16%	69,299	94,250	78%
Trenton-Ewing, NJ	20.90	7.98	\$1,203	\$769	\$578	\$552		20	25	6	20	17		-62%	69,141	96,447	67%
Virginia Beach area,, VA-NC	66.28	57.41	\$4,026	\$6,110	\$2,106	\$3,128		13	7	18	14	13		-13%	54,480	106,424	75%
Washington DC area, DC-VA-MD-WV	73.41	62.28	\$4,255	\$7,176	\$2,415	\$4,263		5	8	8	10	8		-15%	68,441	115,214	99%
Winston-Salem, NC	39.71	29.15	\$4,197	\$4,575	\$1,184	\$1,593		14	13	17	4	22		-27%	54,658	156,949	48%

Appendix C: One Coast CEDS Steering Committee

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Appendix D: Meeting Materials

Dates
Attendance
Notes

One Coast CEDS Steering Committee Meeting

Meeting Notes
January 10, 2008
3:00 p.m.
at Bridgeport Regional Business Council

Present: Ken Oppedisano, Bruce Wettenstein, Al Lutz, Kevin Denshak, Claudmiro Falcon, Joshua Grant, Howard Gardner, Craig Kelly, Mayor Bill Finch, Mike Freimuth, Karl Kilduff, Mark Barnhart, Rob Morris, Paul Timpanelli, Joe McGee, Lisa Mercurio, Ed Musante, Floyd Lapp, Tom Drew, Jack Hennessy, Joe Riccio, Garrett Sheehan **CERC Staff:** Robert Santy, Jeff Blodgett, Alissa DeJonge

1. Introduction

Paul Timpanelli of the Bridgeport Regional Business Council opened the meeting giving an overview of the work to develop a One Coast One Future Comprehensive Economic Development Strategy (CEDS). He announced that the Connecticut Economic Resource Center (CERC) was hired to assist in the development of the CEDS. Then those present were asked to introduce themselves and the organizations they represent.

2. EDA CEDS Requirements

Robert Santy of CERC reviewed a handout of PowerPoint slides detailing what a CEDS is and the Economic Development Authority's requirements for CEDS submitted to it.

3. Review of Draft CEDS Work Plan

Jeff Blodgett of CERC reviewed the work plan to complete the CEDS over the next year.

4. Review of prior CEDS Work

Alissa DeJonge reviewed CERC research previously completed on the One Coast Region.

5. Logistics for future Steering Committee Meetings and Outreach Meetings

Attendees next discussed composition and subject matter for outreach meetings with identified target groups including who should be invited to the initial session for regional economic development representatives. Additions and modifications to the Steering Committee membership were also discussed. Potential meeting times and locations were also considered.

6. Discussion:

CERC consultants then solicited from attendees what they need to know about what's going on in the region to successfully complete the CEDS.



One Coast CEDS Strategy Committee Meeting

Meeting Notes

February 14, 2008

1:00 p.m.

at South Western Regional Planning Agency

Present: Kris Lorch, Ken Oppedisano, Gail Solis, Mary Dean, Karen DelVecchio, Gregg Dancho, Al Lutz, Kevin Demshak, Anita Gliniecki, Barbara Drotman, Susan McNamara, Joshua Grant, Mike Freimuth, Karl Kilduff, Andrea Sangrey, Mark Barnhart, Deborah Cox, Paul Timpanelli, David Kooris, Floyd Lapp, Paul Settlemeyer, Dan Wilder, Tom Drew, Joe Riccio, John O'Toole, Garrett Sheehan **CERC Staff:** Robert Santy, Jeff Blodgett, Alissa DeJonge

1. Introduction

A brief overview of the CEDS summary was mentioned. Then those present were asked to introduce themselves and the organizations they represent.

2. E.D.D.I. – Description and Overview

Economic Development Data & Information (EDDI) is a web based data tool used to house statistical and qualitative information in order to support queries from site selectors and other interested parties. Currently none of the communities in the One Stop region avail themselves of this free tool. CERC will schedule training sessions for all communities in the summer to encourage their participation.

3. Northeastern University's Community Indicator Assessment Tool -

This is a self-assessment and benchmarking tool developed by NU to assist communities with their permitting and regulatory processes. Subscription to this service allows towns to measure time lapse for local permits and to benchmark their time against other similar communities.

4. Strategy/Steering Committee Composition – Who else should participate?

After a short discussion it was generally agreed that the make up of the advisory committee is satisfactory and in accordance with EDA guidelines.

5. Benchmarking Subcommittee – Purpose and Participation?

The purpose of this subcommittee is to work with CERC staff to identify comparative metros and economic and demographic variables to be measured. Volunteers included: Lisa Mercurio; John O'Toole; Karl Kilduff, and Joshua Grant.

6. Outreach Meetings

i. Who to invite including ED officials and other target groups

Boards of Directors from the three chambers, the two planning agencies and the editorial boards of the Connecticut Post, the Norwalk Hour and the Stamford advocate

ii. Review of potential questions

Deferred to a future meeting.

7. One-on-one Interviewees – Who should be contacted?

Municipal leaders, especially those from the smaller, more affluent towns in the region where there has been minimal engagement in the CEDS process.



One Coast CEDS Strategy Committee Meeting

Meeting Notes

March 13, 2008

3:00 p.m.

Norwalk Community College

Present: Kris Lorch, Ken Oppedisano, Gail Solis, Mary Dean, Anita Gliniecki, Barbara Drotman, Leigh Shemitz, Tad Diesel, Karl Kilduff, Andrea Sangrey, Bruce Alessie, Deborah Cox, Alex Knopp, Paul Timpanelli, Joe McGee, Lisa Mercurio, Paul Settelmeyer, Tom Drew, Joe Riccio, John O'Toole, Garrett Sheehan **CERC Staff:** Robert Santy, Alissa DeJonge

Attendees introduced themselves and were then given an update on progress made since the February meeting.

The group wants the CEDS to create a regional climate in One Coast partly based on clusters both traditional and emerging. Federal funding could be used to address infrastructure needs (I-95 improvements), other transportation issues and the need for affordable housing.

The impacts of the inequality of income within the region, the role of immigration, and meeting health care needs all need to be addressed in the strategy. The organizing concept should be investment in people. The region needs to stop operating in silos.

Attendees identified potential champions for the region as: public/private CEOs, educators, labor, coalitions, legislators, town legislative bodies, chambers of commerce, philanthropy, state agencies, and the media.

A major issue to be addressed in the CEDS is that there is no overarching structure, formal or informal, that reflects the 14 towns that comprise One Coast.

CERC's research staff reviewed new data that it has developed since January with the committee. CERC also reminded the group of the focus group for economic development professionals scheduled for March 19th.

The session concluded with an initial brainstorming of potential themes the CEDS should address. The following is a summary of those identified.

- **Systematic transit and infrastructure investment**
 - Upgrading all trains instead of individuals
 - Connectivity among initiatives
 - Integrate bus system into plan
 - Research on light transit in Stamford
 - Parking
 - Bicycle access
 - Shuttle services in cities
 - Energy use
- **Workforce development and education investment**
 - Connect workforce development with education achievement gaps
 - Attraction and retention of young professionals
 - Regional approach and resources
 - Stamford Achieves, Norwalk Acts – programs underway
 - Engage business community
 - Healthcare
 - Immigration effects on region
- **Environment quality and sustainability**
 - Connection to coast
 - Cultural attractions
- **Business environment**
 - Cooperative government approach to business development
 - Database of brownfields in region
- **Government modernization/reform**
 - Predictable zoning

While the region does not have a history of significant regional cooperation (outside of transportation planning required to qualify for funding) even this effort, to be commended, does not get the region to the appropriate scale for most activities necessary to grow the region's economy.



One Coast CEDS Strategy Committee Meeting

Meeting Notes

April 10, 2008

1:00 p.m.

Training Room

Fairfield Police Station

Present: Kris Lorch, Mary Ann Morrison, Mary Dean, Karen DelVecchio, Paul Ho, Kevin Demshak, Howard Gardner, Karl Kilduff, Bruce Alessie, Deborah Cox, Alex Knopp, Joe McGee, Lisa Mercurio, Mark Nielsen, David Kooris, Floyd Lapp, Tom Drew, Joe Riccio, John O'Toole **CERC Staff:** Robert Santy, Alissa DeJonge

Communication/Outreach

- How engage the absent municipalities?
 - 4/14 focus group in Darien will include municipalities that have not yet been represented
- How can the steering committee add clout to what planners have already analyzed?
- Subject matter focus groups is a good way to organize – the steering committee needs to provide input on who to invite
 - HR company executives
 - Booz Allen type global consultants do pro bono work
 - CEOs of large companies
 - Financiers who decide where money is invested
 - Site locators
- Communication plan is needed for the project
 - Hear from businesses that region is losing competitiveness, taxes outpacing wage increases, worry about tax burden over time, worker housing, finding skilled/educated workers, business costs, not right industry mix
 - Not aware of educational resources in region
 - Start a young professionals organization?
 - Utilize myspace, youtube, blogs for input from younger populations
 - Perhaps turn focus group questions into internet survey

Turning Findings into Strategies

- A challenge is to translate focus group themes into strategies
 - A goal of CERC will be to give tools to the region
- Regional construct depends on what is to be accomplished – match construct with policies

Environmental Issues

- Looking beyond the shoreline – analyzing the impact of Long Island Sound on the region
 - Map of shellfish licenses
- Advocacy for the role of ports
 - Issue is up in the air – would Bridgeport ever re-zone?
 - Coastal zoning
- Recent presentation from the Conference of Concerned Scientists presented some striking data about what the region will look like in 2050 because of climate change

Benchmarking

- Benchmarking – where does this region fit globally? How does it compare with domestic competitors? What are best practices so this area can be successful?
 - Plan for success (best practices) and explain status of region
 - There are (federal) municipal infrastructure performance measures but no CT municipalities participate
 - What is the proper level of infrastructure investment?

Review of Summary Themes

- Themes from March meeting
 - Systematic transit and infrastructure investment
 - Workforce development and education investment
 - Also include attraction and retention of young professionals
 - Environment quality and sustainability
 - Business environment
 - What about government modernization/reform? Predictable zoning?



One Coast CEDS Strategy Committee Meeting

Meeting Notes

May 8, 2008

3:00 p.m.

Community Room

Norwalk City Hall

Present: Kris Lorch, Bruce Wettenstein, Mary Dean, Karen DeVecchio, Rina Bakalar, Al Lutz, Moira Lyons, Joshua Grant, Karl Kilduff, Andrea Sangrey, Bruce Alessie, Paul Timpanelli, Joe McGee, Lisa Mercurio, Ed Musante, Floyd Lapp, Joe Riccio **CERC Staff:** Robert Santy, Alissa DeJonge

1. Introduction/Update

All attendees introduced themselves and there was a brief summary of the CEDS process.

2. Report on Municipal Focus Group

There was general agreement that transportation, land use and economic development should be linked. There is no current construct for this region to measure successful communities. Cross-border initiatives would be important in strengthening regional activities. Towns gather for a common goal when it is in their best interests.

3. Government Structures

One region may not be appropriate for all activities such as tax sharing, expenditure sharing, purchasing cooperatives, transportation and infrastructure planning. Various regions can serve functional purposes.

4. Progress on Employment Data

Data were presented on employment trends that will be incorporated into the data section of the report.

5. Benchmark Metros

A listing of possible comparison metropolitan statistical areas (MSAs) was identified according to similarities with the Bridgeport MSA, along with leading metro areas. There was discussion about which metros should be removed from this list so that ideally, there would be approximately 25 comparison regions.

6. Outreach/Target Groups

What are other target groups? One-on-one interviews – Who should be contacted? Please provide feedback to these questions.



One Coast CEDS Strategy Committee Meeting

Meeting Notes
June 12, 2008
1:00 p.m.
Community Room
Trumbull Public Library

Present: Al Lutz, Tad Diesel, Mike Freimuth, Andrea Sangrey, Mark Barnhart, Bruce Alessie, Deborah Cox, Paul Timpanelli, Mark Nielsen, Paul Settlemeyer, Tom Drew, Richard LoPresti, Garrett Sheehan **CERC Staff:** Jeff Blodgett, Gretchen Deans

Public Outreach & Communication

Meetings

CERC will meet with executive committee of BRBC on July 11. CERC staff is available to meet with other chambers and groups.

SWRPA Board on Monday, July 7th at 7:30 p.m.
Associated MPO on Monday, September 22 possibly.

Mark Nielsen is putting One Coast on the agenda of the June 25th meeting of the Greater Bridgeport Regional Planning Agency board. DEP is also on the agenda for that meeting.

June 23rd is the annual meeting of the Business Council of Fairfield Business Council – “celebrating the One Coast, One Future initiative’s accomplishments . . .” CEDS should be represented there.

The Workplace needs to be engaged in the CEDS work. Their next meeting is 8:30 a.m. Friday, June 20th at the Bridgeport Holiday Inn.

Editorial Boards

Paul Timpanelli is reaching out to *The Connecticut Post* editorial board on behalf of One Coast. (It was mentioned that *The Advocate* and *The Post* largely run the same articles.)

Tad Diesel will make an outreach to *The Hour* on behalf of One Coast.

Hersham Acorn papers might also be approached as they publish a few local papers in the area.

Local Access Channels

Channel 79 in Darien

Soundview – operates in Fairfield, Stratford, Bridgeport and Milford

Tad Diesel offered to get an intro to News 12s editorial board.

Frank Borris's name was also mentioned.

Tom Drew knows the president of Soundview and could help connect there

Radio

WICC Bridgeport – Jim Buchanan

WNLK – Lisa Wexler

Young Professional Group

Cool T (not sure of spelling)

Regional Gathering

Paul described a function in Michigan used in planning and suggested that using such a model might be good work for the region. All forms of leadership in the region would be convened to discuss strategic planning (elected officials, civic leaders, business leaders). The model is a group think session. Sponsorships could be secured to fund the event. A more intense event like this might get better attendance/participation than the monthly committee meetings. One Coast should consider scheduling for fall. Paul will spearhead this and Deborah Cox offered to work with him. When, what and how of this needs to be formulated. Clarity of purpose needs to be defined for this event . . . make the case for regional future.

EDDI

Jeff Blodgett of CERC reintroduced EDDI to the group and suggested that a plenary session for the 14 towns in the region be convened on this topic in late June or the last half of July.

Web Site

Jeff also mentioned a web page for the initiative is being researched and the intent is to include a blog on it. The towns will be informed on how to link to this when it is in place.

Governance

Floyd suggested that governance of the work recommended by the CEDS might lie with a group that represents the two Business Councils and the two Regional Planning Authorities in the region. He felt you can't approach these organizations on this until you have a product for them to buy into. You need to name it, package it and give it substance.

Time line needs to be updated for discussion with Paul including calendar of meetings and communication plans.

Turn the negatives of the cost of home rule into a positive spin on what is being done to improve the region. Encourage municipal cooperation in targeted areas.

It was stated that there is a lack of business leadership in the region.

CEDS should target regional matters towns can rally behind such as transportation, housing, workforce/training/education, health care, and energy and this is what the CEDS should target for action.

Statistics on beneficial fiscal impact of regional cooperation might foster buy in.

Kooris/Freimuth A subcommittee on sustainability including David Kooris and Michael Freimuth was mentioned as was a smaller subcommittee to meet more often to keep things on track comprised of SWRPA, GBRPA, Regional Chambers and Mike Freimuth.



One Coast CEDS Strategy Executive Committee Meeting

Meeting Notes

July 10, 2008

3:00 p.m.

Bridgeport Regional Business Council

Present: Mike Freimuth, Paul Timpanelli, Ed Musante, Mark Nielsen, Floyd Lapp, Richard LoPresti

1. Project Update

- *Revised timetable*
- *Site consultant survey*
- *E.D.D.I.*
- *Regional projects*
- *Benchmarking*

2. Outreach Efforts

- *Review of completed outreach meetings*
- *Future schedule*
- *Media/Web site*

3. Strategy Development

- *Proposed process*
- *Working groups*

4. Testing Draft Recommendations with Stakeholders

- *Regional summit/regional events*
- *Final report production/approval/distribution*



One Coast CEDS Strategy Committee Meeting

Meeting Notes
September 11, 2008
1:00 p.m.

South Western Regional Planning Agency

Present: Kris Lorch, Bob Hartt, Gail Solis, Mary Dean, Al Lutz, Anita Gliniecki, Kip Bergstrom, Andrea Sangrey, Mark Barnhart, Deborah Cox, Lisa Mercurio, Mark Nielsen, Floyd Lapp, Garrett Sheehan, Jason Chapin **CERC Staff:** Robert Santy, Stephen MacKenzie

1. Discussion of Goals and Objectives in Identified Theme Areas

- *Transportation*
- *Workforce*
- *Sustainability*
- *Governance*
- *Business Climate*

Meeting materials distributed prior to the meeting provided the Strategy Committee with the first iteration of proposed goals and objectives within the five major strategic thrusts. The Committee reviewed the goals and objective and provided CERC with guidance on adjusting the goals and integrating them into a draft CEDS document.



One Coast CEDS Strategy Committee Meeting

Meeting Notes
October 21, 2008

2:00 p.m.

Founders Conference Room
Norwalk Community College

Present: Kris Lorch, Patricia Ritchie, Mary Dean, Karen DeVecchio, Al Lutz, Anita Gliniecki, Moira Lyons, Tad Diesel, Karl Kilduff, Mark Barnhart, Deborah Cox, Alex Knopp, Ed Musante, Mark Nielsen, David Kooris, Floyd Lapp, Paul Settelmeier, Tom Drew, Richard LoPresti, Jason Chapin **CERC Staff:** Robert Santy, Jeff Blodgett, Alissa DeJonge

1. Impact of current economy on CEDS work

- *Housing*
- *Earnings*
- *Industry Mix*
- *Revenues*
- *Other*

The current economic conditions have certainly taken a toll on the region in terms of housing prices, and earnings and revenues, especially in financial companies. The implications of these issues should be addressed in the CEDS document, even if solutions are not yet known.

2. Comments on Draft Document

There was discussion about the CEDS document and edits were suggested to strengthen the executive summary and key findings.

3. Discussion of Goals, Objectives and Action Steps

Edits were suggested to strengthen the action steps and next steps that the CEDS Implementation Committee would discuss and carry forward.

4. Presentation of completed CEDS

Once the CEDS document is completed, there will have to be a rollout strategy for spreading the word to key stakeholders. This will take place in the coming months.

5. Capital Projects

Only a few of the municipalities have submitted projects so far. Please send any appropriate projects to CERC for consideration in the CEDS document.



One Coast CEDS Strategy Committee Meeting

Meeting Notes

November 17, 2008

9:00 a.m.

Housatonic Community College

Present: Kris Lorch, Patricia Ritchie, Mary Dean, Anita Gliniecki, Moira Lyons, Tad Diesel, Karl Kilduff, Paul Timpanelli, Lisa Mercurio, David Kooris, Floyd Lapp, Paul Settelmeyer, Richard LoPresti, Joe Riccio **CERC**
Staff: Robert Santy

1. **Vision and Mission of CEDS Region** A draft vision and mission statement were provided to Strategic Committee members for review. Discussion centered on creating a concise vision and a mission statement that reflects the five broad strategic areas that have already been identified.
2. **Comments on Draft Documents** Considerable discussion centered on the governance sections of the draft strategy. There is a desire to ensure consistency with other regional planning documents, while not duplicating efforts.
3. **Discussion of Goals, Objectives and Action Steps** The Strategy Committee continued their review of the goals and objectives and action steps contained in the draft strategy. The consultant was asked to incorporate comments in a revised draft for distribution to the committee prior to the next meeting.
4. **Next Steps**



One Coast CEDS Strategy Committee Meeting

Meeting Notes

December 16, 2008

1:00 PM

Bridgeport Regional Business Council

Present: Al Lutz, Anita Gliniecki, Donald Eversly, Steve Tylicszak, Mark Barnhart, Andrea Sangrey, Deborah Cox, Alex Knopp, Paul Timpanelli, Lisa Mercurio, Mark Nielsen, David Kooris, Floyd Lapp, Paul Settlemeyer, Tom Drew, Richard LoPresti, Joe Riccio **CERC Staff:** Robert Santy, Jeff Blodgett, Alissa DeJonge

1. Roll out strategy for the CEDS

The roll-out strategy needs broad-based public and private support. It would make sense to receive endorsement from the three business councils first; the MPOs need approval from the chief elected officials; and the Steering Committee needs to approve. The timing of this strategy may be beneficial in receiving federal stimulus opportunities. March 2009 would be the time for the business council leaders to approval, by May the other stakeholders can approve.

2. Vision for the Region, Mission for the CEDS

The vision and mission for the CEDS, as now stated in the document, are fine with a few minor edits.

3. Projects and Project Screen

Projects have been submitted from Bridgeport, Norwalk, Stratford and Fairfield. Projects are needed from other municipalities that have a regional benefit. It is important to add responsible growth and brownfields reuse to the evaluation worksheet. The prioritization of these projects will be included as an appendix to the overall CEDS report.

4. Discussion of Outstanding Issues

- **Consolidation of RPOs:** another meeting will be called to discuss governance issues further.
- **Long Island Sound:** Text needs to be added to the report; the Business Council of Fairfield County will offer text for consideration.
- **Benchmarks:** The final calculations are being performed and the report will be included as an appendix to the overall CEDS report.
- **High Speed Ferry:** studies are currently underway; the text in the report will be further refined.
- **Regional Economic Development Council/Implementation Committee/Steering Committee:** After the CEDS report is issued, the CEDS Steering Committee can reform to the CEDS Implementation Committee to work on next steps and how to address the action steps suggested in the CEDS report. It will be important to coordinate transportation, economic development and land use issues.
- **Airport:** the text referring to the airport needs to be more specific; Paul Timpanelli will provide additional text.



One Coast CEDS Strategy Committee Meeting

Meeting Notes

February 3, 2009

2:00 p.m.

Founders Conference Room

Norwalk Community College

Present: Al Lutz, Moira Lyons, Steve Tyliszczak, Tad Diesel, Karl Kilduff, Andrea Sangrey, Deborah Cox, Alex Knopp, Paul Timpanelli, Mark Nielsen, David Kooris, Floyd Lapp, Paul Settelmeyer, Tom Drew, Joe Riccio, John O'Toole, Diana Napier **CERC Staff:** Robert Santy, Steve MacKenzie

1. Introduction/Update

2. Capital Projects

Steve MacKenzie from CERC reviewed the proposed Capital Projects Scorecard with the Strategy Committee. Suggestions were made about changes to the Scorecard, particularly to incorporate more smart growth criteria. Discussion about what types of projects should be submitted for inclusion followed. A subcommittee of the Strategy Committee will work with Steve to get towns to submit more projects and then rate project priorities.

3. Benchmarks

The complete Benchmarks project was presented to the Strategy Committee for information only.

4. Discussion of Current Draft

The Committee continued its editing efforts on the most recent draft of the strategy. A final draft will be circulated for any final comments in March.

Appendix E: One Coast Region Goals, Objectives and Action Steps - Matrix for Next Steps

	Timeframe	Responsibility	Resources	Timing	Measurements
GOAL 1 - GOVERNANCE - Develop strategic partnerships possessing the appropriate authority, at the right scale, to affect change and ensure accountability.					
Objective 1: Develop a public private collaborative organization and provide it with the authority to implement a regional economic development strategy.					
Action Step 1: Convene a representative group to design, build and fund a public-private partnership to implement the CEDS – the CEDS Implementation Committee. The organization should have a Board including representatives appointed by the three sponsoring business organizations and the two regional planning organizations. The three largest cities should have additional representation on the Board.	<i>short-term</i>				
Action Step 2: Pursue state and federal funding options for the One Coast Region including federal stimulus opportunities.	<i>short-term</i>				
Action Step 3: Create, as necessary, collaborative efforts within the Region with specific assignments for implementation of each action item in the CEDS. Examples include workforce [Workforce Innovation in Regional Economic Development (WIRED) and One Coast regions], transportation (multi-state region), business development (statewide structure), marketing (One Coast Region).	<i>long-term</i>				
Action Step 4: Create, as necessary, subject matter task groups between the region and other groups with specific assignments (see transportation recommendations for example).	<i>long-term</i>				
Action Step 5: Implement other recommendations in the business climate section regarding a regional economic development council and regional level economic development activities.	<i>short-term</i>				
Objective 2: Provide coordination and consistency between the transportation, land use and economic development strategic planning efforts among the 14 municipalities and the existing planning agencies.					

	Timeframe	Responsibility	Resources	Timing	Measurements
Action Step 1: Annually there should be joint meetings between SWRPA and GBRPA with representatives of the CEDS Implementation Committee, business associations, and business and other institutional leaders to review progress in achieving goals and objectives of the CEDS and integration of land use, transportation planning and economic development.	<i>short-term</i>				
Objective 3: Build on the current communications between Chief Elected Officials in the One Coast Region.					
Action Step 1: Implement recommendations of the Legislative PRI Committee as codified in PA 08-182 to have quarterly meetings between the CEOs and RPAs.	<i>short-term</i>				
Action Step 2: The CEDS Implementation Committee should encourage OPM to include economic markets as appropriate metrics in defining planning region boundaries.	<i>mid-term</i>				
Objective 4: Perform public functions at an appropriate scale to most efficiently use public resources.					
Objective 5: Ensure coordination and consistency between regional and state economic development efforts.					
Action Step 1: Review CEDS goals against goals in forthcoming state economic development strategy.	<i>short-term</i>				
Action Step 2: Establish formal linkages between regional and state programs and coordinate allocation of resources.	<i>short-term</i>				
GOAL 2: DEVELOPMENT THAT IS SUSTAINABLE – Achieve appropriate levels of sustainable growth in economic activity while recognizing the importance of key natural resources and appropriate community development.					
Objective 1: Ensure adequate supply and use of energy to accommodate appropriate growth.					

	Timeframe	Responsibility	Resources	Timing	Measurements
Action Step 1: Through the CEDS Implementation Group, create an energy actions working group to coordinate with existing efforts to oversee tasks that may include examining and implementing alternative generation programs, encouraging the use of conservation programs, considering ways that municipalities can support a low carbon footprint lifestyle, and encouraging the development of an integrated statewide energy policy.	<i>long-term</i>				
Objective 2: Develop where adequate infrastructure, particularly transportation investments, are already in place.					
Action Step 1: 1. Review TOD recommendations included in the current plans of conservation and development (C&D) while considering energy improvements in mixed-use downtowns with renewable generation including methane harvesting from wastewater treatment and landfills, wind, solar, fuel cell, geothermal, and combined heat and power.	<i>short-term, mid-term</i>				
Action Step 2: Encourage implementation of town-identified TOD opportunities through joint state and federal funding.	<i>short-term</i>				
Action Step 3: Create a range of housing options to lessen the affordability gap and so to allow young professionals and working-class families to work and live in the same area while older residents enjoy their established quality of life.	<i>mid-term</i>				
Action Step 4: Consider renewable energy power plants for rail stations.	<i>mid-term</i>				
Objective 3: Protect and appropriately use natural and coastal resources.					
Action Step 1: Assess the impact of rising sea levels on properties and infrastructure, and the economic sustainability of the municipalities.	<i>short-term</i>				
Action Step 2: Encourage the State to develop a green port strategy for its three deep water ports (one is being developed for Bridgeport by the Port Authority).	<i>short-term</i>				
Objective 4: Remove emphasis on grand list growth as driver of development.					

	Timeframe	Responsibility	Resources	Timing	Measurements
Action Step 1: Starting with the existing Plans of Conservation and Development, identify target areas for development and conservation that could be subject to incentive programs.	<i>short-term</i>				
Action Step 2: Consider completing a regional build out analysis – Expand work currently being done by the tri-state Regional Plan Association and/or OPM to all 14 communities – the goal of the analysis is to make better-informed land use judgments.	<i>short-term</i>				
Action Step 3: Consider transfer of development rights – the exchange of zoning privileges from areas with low population needs, such as farmland, to areas of high population needs, such as downtown areas – to promote open space and historic places while allowing more densely populated areas to experience growth. Typically, such development includes a mix of uses such as different housing types, and commercial and retail uses to supplement existing downtowns.	<i>long-term</i>				
GOAL 3: HOLISTIC APPROACH TO TRANSPORTATION AND INFRASTRUCTURE INVESTMENT PLAN – Systematically coordinate projects and planning for an integrated transportation system that promotes the efficient movement of people and goods within and through the One Coast Region.					
Objective 1: Facilitate greater communication with New York and New Jersey regarding common interests and cross-state planning and collaborate with various regional entities.					
Action Step 1: Continue efforts of advocating to the commissioner of transportation and to the Governor that the state would benefit from communicating through formal processes, primarily with Connecticut representation on the MTA and Port Authority of New York and New Jersey. Governor Rell and her predecessors have tried to acquire a presence on the MTA or MetroNorth Boards to no avail, for legislative action in Albany would be required. However, the Commuter Council does interact with MetroNorth on a monthly basis.	<i>short-term</i>				

	Timeframe	Responsibility	Resources	Timing	Measurements
Action Step 2: Continue to have the tri-state MPOs work on shared priorities – as a result of a Memorandum of Understanding, an initial meeting was held on 9/24/08 with Connecticut, New York and New Jersey planning organizations, and it is expected that future meetings and collaborations will take place. Shared priorities and interests may include congestion pricing (for freight and overall traffic), MetroNorth, and freight movements.	<i>underway</i>				
Action Step 3: Continue to facilitate planning among a collaborative of MPOs in the Region (already looking at Route 7 improvements and bus rapid transit on Route 1).	<i>underway</i>				
Action Step 4: Study the use of higher speed rail for inter-city commuter options (that is being facilitated through a Regional Plan Association initiative) that would better connect metro agglomerations (Springfield, Hartford, Stamford, etc.).	<i>long-term</i>				
Action Step 5: Explore having a CT-NY operating agreement about MetroNorth to allow Connecticut to make suggestions pertaining to rider options and schedules.	<i>mid-term</i>				
Objective 2: Improve the capacity of traveling options for the efficient movement of commuters.					
Action Step 1: Look at the capacity of I-95 in creative ways (use of breakdown lanes or moveable lanes during rush hours, reduction of interchanges, lane continuity (providing additional lanes between closely spaced interchanges and at bottlenecks), congestion pricing, improved egress and ingress points, incentives for commuters to share a ride to work including employer-based rideshare, truck only toll lanes) by analyzing the costs and impacts of alternate uses.	<i>short-term</i>				
Action Step 2: Look at Route 1, I-95, the Merritt Parkway, rail, and bus as a system. Make improvements to connections between MetroNorth stations to shuttle/bus to employment destinations.	<i>mid-term</i>				

	Timeframe	Responsibility	Resources	Timing	Measurements
Action Step 3: Respond to the changing nature of working situations with increased telecommuting, alternate work weeks and flexible hour options.	<i>short-term</i>				
Action Step 4: Study the possible consolidation of transit districts in a way that local service needs are not diminished or harmed to determine if such action would facilitate regional planning. Note: such an action would have to involve and be approved by the Regional MPOs.	<i>long-term</i>				
Objective 3: Create incentives for freight to move through the Region during off-peak hours, thereby increasing capacity for commuters.					
Action Step 1: Assess the use of differential or congestion pricing (state study of congestion pricing is ongoing) to reduce traffic during rush hours.	<i>short-term</i>				
Action Step 2: Consider creative uses of existing infrastructure to move freight and commuters more efficiently (example: the use of the median of I-95 as a dedicated truck line).	<i>long-term</i>				
Action Step 3: Examine planning examples around the country in terms of freight mobility and intermodal corridor connectivity (how to connect highways with ports, terminals and other transportation avenues) to see what can be applied to the One Coast Region.	<i>short-term</i>				
Action Step 4: Encourage and support the development of a freight tunnel connection under NYC harbor between Brooklyn and Jersey City.	<i>mid-term</i>				
Objective 4: Enhance connections to New Haven and Meriden, and northern connections to Danbury and Waterbury so that people can move more easily between home and work.					
Action Step 1: Consider locations for transit-supporting densities that would increase the number of transportation modes that would be viable.	<i>mid-term</i>				
Action Step 2: Conduct feasibility study of upgrading rail lines (electrification, signalization, tracks to support fast rail) or implementing rapid bus lines and estimate the number of people who would support these transportation modes.	<i>underway</i>				

	Timeframe	Responsibility	Resources	Timing	Measurements
Action Step 3: Improve Routes 7 and 8 so that additional north-south transportation networks would be a more viable option for commuters.	<i>long-term</i>				
Action Step 4: Increase access and capacity, and decrease cost, of parking at rail stations to increase in-state train use because high cost parking at the New Haven line stations is a disincentive for those living and working within the state, especially for those whose employer subsidizes or provides free parking at the job site. New York bound commuters are willing to pay the high parking cost because it is still much cheaper than parking costs in New York.	<i>long-term</i>				
Objective 5: Utilize ports and waterways to ease a percentage of the goods and people moving through the Region on the highways and trains.					
Action Step 1: Operate a Feeder Barge system that initially would move approximately 440 containers of freight per day, per barge (of the 15,000 moved by trucks) that is consistent with the Federal Marine Highway Initiative. The Port of Bridgeport will be a participating port in the Planned Inland Distribution Network developed by the Port Authority of New York/New Jersey.	<i>short-term</i>				
Action Step 2: Continue and improve the Water Street Dock and Terminal to handle a greater percentage of commuters and travelers. The site has a number of advantages including “access, zoning, land use and water transport use consistency, utility service, site potential for expansion, the availability of existing deepwater facilities and proximity to the Bridgeport Harbor Federal Navigation Channel, lack of significant coastal resources in the immediate vicinity, and compatibility with Bridgeport’s rail and bus network and the adjacent intermodal transportation facility.”	<i>short-term</i>				

	Timeframe	Responsibility	Resources	Timing	Measurements
Action Step 3: Implement the recommendations from the recently completed long-term planning study for high speed ferry service between Bridgeport, Stamford and downtown/midtown Manhattan, providing a passenger-only commuter alternative that removes vehicles from Interstate 95 and other traffic arteries. Two feasibility reports were completed recently, and both find that there would be viable service opportunities without a required subsidy. Preliminary service routes will require at least two vessels sailing during peak commuter hours, offering business class amenities and capacity for up to 350 passengers.	<i>long-term</i>				
Action Step 4: Continue to support measures and incentives that will eliminate barriers to short sea shipping, specifically the modification to the Harbor Maintenance Tax.	<i>underway</i>				
Action Step 5: Incorporate green technologies and practices in both waterfront construction activities and in day-to-day operations of port and maritime businesses.	<i>short-term</i>				
Action Step 6: Encourage harbor-dredging activities along the coastal region to improve the economic and recreational use of the harbors.	<i>long-term</i>				
GOAL 4: WORKFORCE DEVELOPMENT & EDUCATION INVESTMENT – Create an environment that fosters educational success and lifelong learning for all students and residents using partnerships between schools and business.					
Objective 1: Connect workforce development with education achievement.					
Action Step 1: Implement training and skills development for existing workers to promote lifelong learning.	<i>mid-term</i>				
Action Step 2: Build on Talent for Growth CT-NY WIRED goals.	<i>ongoing</i>				
Objective 2: Attract and retain young professionals in the Region.					
Action Step 1: Establish partnerships with area higher education institutions and employers so that recent graduates know about job opportunities.	<i>short-term</i>				

	Timeframe	Responsibility	Resources	Timing	Measurements
Action Step 2: Create a young professionals group with opportunities to network, socialize and discuss the strengths and challenges of living in the region.	<i>short-term</i>				
Action Step 3: Explore best practices/programs for connecting students with area internship opportunities, including using the internhere.com web site.	<i>short-term</i>				
Action Step 4: Create a range of housing options and vibrant communities so that young professionals and working-class families can work and live in the same area (also included in sustainability section).	<i>mid-term</i>				
Objective 3: Assess and address the effects of immigration.					
Action Step 1: Create a welcoming atmosphere for immigrants who are supplying the labor needed by area employers.	<i>mid-term</i>				
Action Step 2: Focus on English literacy programs for upward mobility since on average, the immigrants in the Region have lower educational attainment levels than native born residents.	<i>long-term</i>				
Objective 4: Close the education achievement gap.					
Action Step 1: Build upon Stamford Achieves and Norwalk Acts programs.	<i>short-term</i>				
Action Step 2: Create a One Coast Compact for Education that involves a broad segment of the region's leadership in support of efforts to ensure that residents are prepared for and able to transition from each level to the next, from pre-K through four years of college.	<i>mid-term</i>				
Action Step 3: In addition to improving K-12 schools through accountability and testing, connect the importance of the schools with parents, caregivers and its potential role of the community.	<i>mid-term</i>				
Action Step 4: Consider increasing the capacity of the area community colleges, Fairfield University, Sacred Heart University, University of Bridgeport and UCONN Stamford to meet the needs of employers.	<i>mid-term</i>				
GOAL 5 : Improve Business Environment and Economic Development Climate – by coordinating local, regional, state and federal assets.					

	Timeframe	Responsibility	Resources	Timing	Measurements
Objective 1: Create a Regional Economic Development Council of economic development professionals or other representatives from each municipality to establish, implement and oversee Regional programs for marketing efforts and business retention, expansion and attraction, as well as to promote entrepreneurial activity.					
Action Step 1: Find issues of common ground in which the municipalities can collaborate.	<i>short-term</i>				
Action Step 2: Utilize a private-public partnership including DECD representation that has flexibility without strict governance guidelines.	<i>short-term</i>				
Action Step 3: Identify funding for staff and methods for follow-up needed to be pooled together, and perhaps supplement with DECD funds.	<i>short-term</i>				
Objective 2: Create the One Coast Regional Economic Development Profile.					
Action Step 1: Develop a 'Regional Brand' and promotional messages/material based on the results of the CEDS study.	<i>short-term</i>				
Action Step 2: Create a regional web-portal to facilitate information flow.	<i>short-term</i>				
Action Step 3: Identify and link to other economic development resources.	<i>short-term</i>				
Objective 3: Develop and implement a Regional retention and expansion program targeting existing businesses and entrepreneurs.					
Action Step 1: Utilize e-pulse software to consistently spread the message; coordinate with UI and CL&P.	<i>short-term</i>				
Objective 4: Develop and implement a Regional marketing campaign geared toward business recruitment and development.					
Action Step 1: Identify industry / cluster targets (as identified by CERC in CEDS report).	<i>short-term</i>				
Action Step 2: Customize message.	<i>short-term</i>				
Action Step 3: Engage consultant to identify prospects.	<i>short-term</i>				
Action Step 4: Create recruitment team to meet with prospective companies.	<i>short-term</i>				

Appendix F – Economic Development Data and Information (E.D.D.I.)

In today's highly competitive economic development environment, site selection consultants, corporate real estate executives, and end users alike, require extensive information at their fingertips. Everyone uses the Internet to gather the information they need. Communities without the proper tools to satisfy their needs are at a significant disadvantage in today's web-based, global world. CERC's newest product, Economic Development Data and Information (E.D.D.I.), is a tool offered to Connecticut's municipalities. This online database consists of hundreds of data points representing labor force, wages, leading employers, business growth and more. The data contained in E.D.D.I. is compliant with International Economic Development Council (IEDC) guidelines developed by nationally recognized site selection professionals so that the communities can be compared on an apples-to-apples basis. CERC provides demographic data for every town, some of the local information must be added. CERC works with towns and regions to upload information and keep E.D.D.I. current, allowing the community the opportunity to competitively market itself to the world.

Connecticut and Western Massachusetts are the first states on the East Coast to utilize E.D.D.I., which is based on the LocationOne Information System developed by Midwestern utility company Aquila.

CERC adds value to the E.D.D.I. product by maintaining a number of data points, in particular demographic variables. These data points are updated yearly or as new data are available. The data collected by the town spans a variety of categories, including business expansions and relocations, major employers, quality of life indicators, local government information, transportation information and web links.

As an additional, but complementary project outside of the CEDS contract, CERC has been asked to create a regional profile for the One Coast Region and to provide additional custom training for the region's municipalities.

A seminar and group training session was held on August 13, 2008 in Bridgeport. Representatives from Darien, New Canaan and Norwalk attended. In addition to this session, individual training was provided to representatives from Stamford, Wilton, Stratford, Monroe, and Trumbull. Fairfield had already been using E.D.D.I. so was already very familiar with the database.



Training sessions were declined by Greenwich, Weston, and Easton. Despite numerous attempts as of the writing of this report, appointments were not scheduled by Bridgeport and Westport. CERC staff will continue to work with economic development officials in these towns to schedule training sessions. As the implementation of the CEDS begins, CERC will also work with the committee or committees that will have the responsibility of working with websites, databases and marketing in order to insure that the profile is populated and kept up to date.

Appendix G - One Coast Site Selector Survey Results



Site selection consultants play a very important role in the business attraction and expansion realm of the economic development process. Their clients are normally medium to large companies or corporations that solicit expertise in evaluating and selecting the best location for companies to locate new operations or expand an existing presence. Decision factors are numerous and include specific site or existing building specifications, the cost, quality and availability of labor, proximity to markets/clients and quality of life factors. Most of these specialized consultants operate on a national and international basis due to the global nature of today's economy, and thus the One Coast region is in competition with these national and global markets. Therefore the awareness of the opinions of these consultants as to how a region ranks as a desirable location for business expansion and economic growth are important factors to consider for the strategic planning process.

As an additional, but complementary project outside of the Comprehensive Economic Development Strategy (CEDS) contract, CERC has been asked to identify and conduct detailed interviews with seven site selection consultants located throughout the country that have knowledge of or have recently conducted searches in the Northeastern United States. Consultants were polled on their opinions/impressions of the One Coast region's strengths, weaknesses, opportunities and threats, and asked to rank the regions key decision factors compared to the North East region, including New York and New Jersey. Consultants were also asked to provide opinions on which industries the region is presently best suited to pursue. The goal is to identify key issues/challenges that may need to be addressed, as well as to provide insight as to the types of industries that should be the focus of targeted marketing and recruitment efforts. The results are presented on the following pages of this appendix.

1. Have you ever traveled to Connecticut for business or pleasure?

Business		1	14%
Pleasure		0	0%
Both business and pleasure		6	86%
Neither		0	0%

2. Have you or your firm included the Northeastern United States in a location analysis project for one of your clients within the last 3 years?

Yes		6	86%
No		1	14%
Total		7	100%

3. Did the location analysis include the State of Connecticut?

Yes		5	83%
No		1	17%
Total		6	100%

4. Was the project, retention, expansion or relocation sited in Connecticut?

Yes		3	60%
No		2	40%
Total		5	100%

5. What was the major decision factor(s) that resulted in the project being sited in Connecticut?	
#	Response
1	In one case: Client was able to retain existing labor force residing in Stamford/Greenwich/NYC while able to enjoy lower operating costs and access to additional labor pool in Norwalk. Have done several CT projects in past five years; all were EXISTING companies, not relocations into CT from outside.
2	existing smaller facility in the state & proximity to current location
3	Project #1: Access to NE market. Project #2: Service existing B to B customer base Project #3: Replacement of existing aging facility with a modern office/op center.

6. Where did the project end up, and what was the major reason(s) that resulted in Connecticut not being considered?	
#	Response
1	Philadelphia region. Client selected the two states to be considered for that project.

7. Where did the project end up, and what was the major reason(s) that the project did not remain, expand in or relocate to Connecticut?	
#	Response
1	Pennsylvania. High cost.
2	Scranton, PA - Logistics with regards to preferred customers. Cost of operations

8. Please rate the importance of the following list of site selection factors as they pertain to retention, expansion and relocation decisions.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Very Important	Important	Minor Consideration	Of No Importance
State and Local Incentives	2 29%	4 57%	1 14%	0 0%
Labor Costs	5 71%	2 29%	0 0%	0 0%
Availability of Skilled Labor	6 86%	0 0%	1 14%	0 0%
Availability of Un-skilled Labor	1 14%	2 29%	4 57%	0 0%
Highway Accessibility	2 33%	3 50%	1 17%	0 0%
Cost of Land	0 0%	5 71%	2 29%	0 0%
Proximity to Major Markets	2 29%	5 71%	0 0%	0 0%
Occupancy or Construction Costs	2 29%	4 57%	1 14%	0 0%
Tax Exemptions	0 0%	6 86%	1 14%	0 0%
Energy Availability & Costs	4 57%	2 29%	1 14%	0 0%
Low Union Profile	1 14%	5 71%	1 14%	0 0%
Availability of High Speed Internet Access	3 50%	2 33%	0 0%	1 17%
Availability of Telecommunication Services	4 57%	2 29%	0 0%	1 14%
Corporate Tax Rate	1 14%	4 57%	2 29%	0 0%
Proximity to Suppliers	1 14%	4 57%	2 29%	0 0%
Accessibility to Major Airport	1 14%	4 57%	2 29%	0 0%
Training Programs	0 0%	5 71%	1 14%	1 14%
Right to Work State	1 14%	4 57%	2 29%	0 0%
Environmental Regulation	0 0%	5 71%	2 29%	0 0%
Raw Materials Availability	0 0%	5 71%	1 14%	1 14%
Availability of Long-term Financing	0 0%	0 0%	6 86%	1 14%
Proximity to Technical University	0 0%	5 71%	2 29%	0 0%
Railroad Services	0 0%	1 14%	6 86%	0 0%
Waterway or Oceanport Accessibility	0 0%	0 0%	5 71%	2 29%

Question 8: Please rate the importance of the following list of site selection factors as they pertain to retention, expansion and relocation decisions. - 1 = Very Important, 2 = Important, 3 = Minor Consideration, 4 = Of No Importance	Avg	Avg (whole #)
Labor Costs	1.29	1
Availability of Skilled Labor	1.29	1
Energy Availability & Costs	1.57	2
Proximity to Major Markets	1.71	2
Availability of Telecommunication Services	1.71	2
Highway Accessibility	1.83	2
Availability of High Speed Internet Access	1.83	2
State and Local Incentives	1.86	2
Occupancy or Construction Costs	1.86	2
Low Union Profile	2.00	2
Tax Exemptions	2.14	2
Corporate Tax Rate	2.14	2
Proximity to Suppliers	2.14	2
Accessibility to Major Airport	2.14	2
Right to Work State	2.14	2
Cost of Land	2.29	2
Environmental Regulation	2.29	2
Proximity to Technical University	2.29	2
Availability of Un-skilled Labor	2.43	2
Training Programs	2.43	2
Raw Materials Availability	2.43	2
Railroad Services	2.86	3
Availability of Long-term Financing	3.14	3
Waterway or Oceanport Accessibility	3.29	3

9.

Please rate the Connecticut One Coast – One Future Region on the following list of site selection factors as they pertain to retention, expansion and relocation decisions on a scale of 1-6, with 1 being very poor, and 6 being excellent.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	1	2	3	4	5	6	Don't Know
State and Local Incentives	0 0%	3 43%	1 14%	3 43%	0 0%	0 0%	0 0%
Labor Costs	1 14%	3 43%	0 0%	3 43%	0 0%	0 0%	0 0%
Availability of Skilled Labor	0 0%	1 14%	0 0%	1 14%	4 57%	1 14%	0 0%
Availability of Un-skilled Labor	0 0%	0 0%	2 29%	4 57%	1 14%	0 0%	0 0%
Highway Accessibility	0 0%	0 0%	1 14%	1 14%	4 57%	1 14%	0 0%
Cost of Land	2 29%	3 43%	1 14%	1 14%	0 0%	0 0%	0 0%
Proximity to Major Markets	0 0%	2 29%	0 0%	1 14%	2 29%	2 29%	0 0%
Occupancy or Construction Costs	1 17%	2 33%	2 33%	1 17%	0 0%	0 0%	0 0%
Tax Exemptions	0 0%	2 29%	2 29%	3 43%	0 0%	0 0%	0 0%
Energy Availability & Costs	1 14%	2 29%	3 43%	0 0%	0 0%	0 0%	1 14%
Low Union Profile	1 14%	1 14%	2 29%	3 43%	0 0%	0 0%	0 0%
Availability of High Speed Internet Access	0 0%	0 0%	0 0%	2 29%	1 14%	4 57%	0 0%
Availability of Telecommunication Services	0 0%	0 0%	0 0%	2 29%	2 29%	3 43%	0 0%
Corporate Tax Rate	0 0%	1 14%	2 29%	4 57%	0 0%	0 0%	0 0%
Proximity to Suppliers	0 0%	0 0%	2 29%	4 57%	1 14%	0 0%	0 0%
Accessibility to Major Airport	0 0%	0 0%	2 29%	2 29%	2 29%	1 14%	0 0%
Training Programs	1 14%	0 0%	1 14%	4 57%	1 14%	0 0%	0 0%
Right to Work State	4 57%	0 0%	2 29%	1 14%	0 0%	0 0%	0 0%
Environmental Regulation	0 0%	3 43%	2 29%	2 29%	0 0%	0 0%	0 0%
Raw Materials Availability	0 0%	1 14%	1 14%	4 57%	1 14%	0 0%	0 0%
Availability of Long-term Financing	0 0%	1 14%	1 14%	2 29%	0 0%	0 0%	3 43%
Proximity to Technical University	0 0%	0 0%	1 14%	4 57%	2 29%	0 0%	0 0%
Railroad Services	0 0%	0 0%	2 29%	3 43%	1 14%	0 0%	1 14%
Waterway or Oceanport Accessibility	0 0%	1 14%	1 14%	1 14%	3 43%	1 14%	0 0%

Question 9: Please rate the Connecticut One Coast One Future Region on the following list of site selection factors as they pertain to retention, expansion and relocation decisions on a scale of 1-6, with 1 being very poor, and 6 being excellent.	Avg	Avg (whole #)
Availability of High Speed Internet Access	5.29	5
Availability of Telecommunication Services	5.14	5
Highway Accessibility	4.71	5
Availability of Skilled Labor	4.57	5
Proximity to Major Markets	4.29	4
Accessibility to Major Airport	4.29	4
Waterway or Oceanport Accessibility	4.29	4
Proximity to Technical University	4.14	4
Availability of Un-skilled Labor	3.86	4
Proximity to Suppliers	3.86	4
Railroad Services	3.83	4
Raw Materials Availability	3.71	4
Training Programs	3.57	4
Corporate Tax Rate	3.43	3
Availability of Long-term Financing	3.25	4
Tax Exemptions	3.14	3
State and Local Incentives	3.00	3
Low Union Profile	3.00	3
Environmental Regulation	2.86	3
Labor Costs	2.71	3
Occupancy or Construction Costs	2.50	3
Energy Availability & Costs	2.33	2
Cost of Land	2.14	2
Right to Work State	2.00	2

Note: Comparing the results for Questions 8 and 9, it is evident that the One Coast One Future region scores low on some of the key site selection factors considered to be important to business retention, expansion and relocation, including costs of labor, land and electricity. However, the region scores well on the infrastructure categories and the quality and skill of the labor force, as well as access to major markets. This reinforces the strategy of targeting key clusters or industries for which these latter factors are the most important, such as biotech, insurance and financial services, healthcare and corporate headquarters.

10. Please rate the importance of the following list of Quality of Life factors as they pertain to retention, expansion and relocation decisions.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Very Important	Important	Minor Consideration	Of No Importance
Climate	0 0%	5 71%	2 29%	0 0%
Cultural Opportunities	0 0%	6 86%	1 14%	0 0%
Housing Availability	3 43%	4 57%	0 0%	0 0%
Recreational Opportunities	0 0%	5 71%	2 29%	0 0%
Rating of Public Schools	2 29%	5 71%	0 0%	0 0%
Colleges and Universities in Area	0 0%	6 86%	1 14%	0 0%
Low Crime Rate	2 29%	4 57%	1 14%	0 0%
Housing Costs	3 43%	4 57%	0 0%	0 0%
Health Facilities	1 14%	5 71%	1 14%	0 0%

Question 10: Please rate the importance of the following list of Quality of Life factors as they pertain to retention, expansion and relocation decisions. - 1 = Very Important, 2 = Important, 3 = Minor Consideration, 4 = Of No Importance	Avg	Avg (whole #)
Housing Availability	1.57	2
Housing Costs	1.57	2
Rating of Public Schools	1.71	2
Low Crime Rate	1.86	2
Health Facilities	2.00	2
Cultural Opportunities	2.14	2
Colleges and Universities in Area	2.14	2
Climate	2.29	2
Recreational Opportunities	2.29	2

11.

Please rate the Connecticut One Coast – One Future Region on the following list of Quality-of-Life factors as they pertain to retention, expansion and relocation decisions on a scale of 1-6 with 1 being very poor, and 6 being excellent.

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	1	2	3	4	5	6
Climate	0 0%	1 14%	4 57%	2 29%	0 0%	0 0%
Cultural Opportunities	0 0%	0 0%	0 0%	3 43%	4 57%	0 0%
Housing Availability	1 14%	2 29%	2 29%	2 29%	0 0%	0 0%
Recreational Opportunities	0 0%	0 0%	1 14%	4 57%	2 29%	0 0%
Rating of Public Schools	0 0%	0 0%	0 0%	2 29%	5 71%	0 0%
Colleges and Universities in Area	0 0%	1 14%	0 0%	2 29%	3 43%	1 14%
Low Crime Rate	0 0%	3 43%	1 14%	2 29%	1 14%	0 0%
Housing Costs	4 57%	2 29%	0 0%	0 0%	0 0%	1 14%
Health Facilities	0 0%	0 0%	0 0%	5 71%	1 14%	1 14%

Question 11: Please rate the Connecticut One Coast One Future Region on the following list of Quality-of-Life factors as they pertain to retention, expansion and relocation decisions on a scale of 1-6 with 1 being very poor, and 6 being excellent.	Avg	Avg (whole #)
Rating of Public Schools	4.71	5
Cultural Opportunities	4.57	5
Colleges and Universities in Area	4.43	4
Health Facilities	4.43	4
Recreational Opportunities	4.14	4
Climate	3.14	3
Low Crime Rate	3.14	3
Housing Availability	2.71	3
Housing Costs	2.00	2

Note: Comparing results for questions 10 and 11, the One Coast Region received low scores for the categories rated as being the most important; housing costs and availability, but scored well on most of the other categories including then rating of the public schools, cultural opportunities, higher education, health facilities and recreational opportunities. These results will have implications on the issues of sustainability and affordable housing in the region, and identify key attributes which should be reflected in any marketing campaigns that may be planned and implemented.

Question 12: Based on your knowledge/opinions/impressions of the Connecticut One Coast-One Future Region, please list what you believe are the Region's major strengths.

#	Response
1	educational institutions; available, high quality labor; population density and access to NYC and Boston; highway/rail/ocean access
2	Proximity to NYC. The many major airports in the area; intellectual capital, access to professional services, etc
3	Proximity and accessibility to NYC. Proximity to affluent areas
4	Good quality of life, skilled work force, knowledge economy
5	Proximity to NYC
6	Beautiful area, great QOL, accessible to NYC, executive talent, educated workforce
7	Access to major markets, infrastructure, highly skilled labor

Question 13: What are the One Coast-One Future Region's major weaknesses or challenges?

#	Response
1	business costs (real estate, taxes) relative to other regions; housing costs hurt ability to retain talent
2	Cost of living, labor cost,
3	none
4	high cost of living, congestion, lack of developable land, high taxes, regulatory environment, high crime in selected areas,
5	Cost of Living very high
6	High cost, high crime areas,
7	This survey ignores the fact that different projects have different needs - The list of requirements listed earlier is therefore not useful as stated.

Question 14: What are the Region's major opportunities, including which industries or business sectors do you feel the region is suited to pursue?

#	Response
1	financial services, business services; recruit from europe now that dollar is weak
2	Hmmm. Off the cuff with out any research , etc-----Shared Services, R & D, Life Sciences,
3	More financial services companies
4	back office operations,
5	Some HQ and back offices opportunities
6	High priced corporations, industries that need the workforce and can afford to pay
7	High tech, also distribution to the northeast and new england, but worth a study to find out for sure

Question 15: What are the Region's major threats, including other competitive regions/counties/states?

#	Response
1	threats from lower cost regions in southeast that are improving their school systems and developing talent to match their low business costs; CT state level bureaucracy is unwieldy (try getting a sales tax exemption from CDA or dealing with DECD)
2	I would say it would be the nearby cities, but they are also the big opportunity. Also cities like Charlotte, Jacksonville, Nashville, Richmond, Tampa, Orlando.
3	Westchester County; specifically White Plains
4	price yourself out of the market driving companies away (high cost of labor, cost of living, cost of housing, taxes)
5	High cost of area vs other HQ locations
6	Lots of nice areas that are more affordable
7	Worth a study to find out

16.

Please rank the Connecticut One Coast-One Future Region as compared to the following states/regions as a desirable location for business retention, expansion and attraction. (For example, is the One Coast-One Future Region less favorable, comparable, or more favorable than the Albany region?)

Top number is the count of respondents selecting the option. Bottom % is percent of the total respondents selecting the option.	Less Favorable	Comparable	More Favorable
Hartford-West Hartford-East Hartford, CT (MSA)	2 29%	2 29%	3 43%
New Haven-Milford, CT (MSA)	0 0%	2 29%	5 71%
Buffalo-Niagara Falls, NY (MSA)	0 0%	2 29%	5 71%
Trenton-Ewing, NJ (MSA)	0 0%	1 14%	6 86%
Akron, OH (MSA)	1 14%	1 14%	5 71%
Salt Lake City, UT (MSA)	3 43%	1 14%	3 43%
Manchester-Nashua, NH (MSA)	1 14%	1 14%	5 71%
Des Moines-West Des Moines, IA (MSA)	2 29%	2 29%	3 43%
Jacksonville, FL (MSA)	3 43%	3 43%	1 14%
Austin-Round Rock, TX (MSA)	3 43%	3 43%	1 14%
Albany-Schenectady-Troy, NY (MSA)	2 29%	2 29%	3 43%
Winston-Salem, NC (MSA)	1 14%	3 43%	3 43%
Raleigh-Cary, NC (MSA)	3 43%	4 57%	0 0%
Boston-Cambridge-Quincy, MA-NH (MSA)	2 29%	4 57%	1 14%
Providence-New Bedford-Fall River, RI-MA (MSA)	0 0%	5 71%	2 29%

Question 16: Please rank the Connecticut One Coast-One Future Region as compared to the following states/regions as a desirable location for business retention, expansion and attraction. (For example, is the One Coast-One Future Region less favorable, comparable, or more favorable than the Albany region?) - 1 = Less Favorable, 2 = Comparable, 3 = More Favorable	Avg	Avg (whole #)
Trenton-Ewing, NJ (MSA)	2.86	3
New Haven-Milford, CT (MSA)	2.71	3
Buffalo-Niagara Falls, NY (MSA)	2.71	3
Akron, OH (MSA)	2.57	3
Manchester-Nashua, NH (MSA)	2.57	3
Winston-Salem, NC (MSA)	2.29	2
Providence-New Bedford-Fall River, RI-MA (MSA)	2.29	2
Hartford-West Hartford-East Hartford, CT (MSA)	2.14	2
Des Moines-West Des Moines, IA (MSA)	2.14	2
Albany-Schenectady-Troy, NY (MSA)	2.14	2
Salt Lake City, UT (MSA)	2.00	2
Boston-Cambridge-Quincy, MA-NH (MSA)	1.86	2
Jacksonville, FL (MSA)	1.71	2
Austin-Round Rock, TX (MSA)	1.71	2
Raleigh-Cary, NC (MSA)	1.57	2

Note: The results of Question 16 indicate that overall as a desirable location for business retention, expansion and attraction, the One Coast Region is perceived to be comparable or more favorable to all of the regions provided in the survey that are located in the Northeastern United States, and some in the Midwest region, while being perceived as less favorable compared to the Southern regions evaluated. This is primarily due to the issues of business costs, and in some cases climate.

Appendix H: Demographic and Economic Trends

I. Key Findings: Demographic and Economic Trends

- Bridgeport and Stratford have demographic similarities. Bridgeport saw a decrease in population between 1990 and 2000 and Stratford, Bridgeport's neighbor to the east, has been practically flat, especially between 2000 and 2007. Bridgeport and Stratford also had college attainment rates that were lower than the state average and relatively low income (real adjusted gross income per income tax return) levels. Population densities are relatively high in both municipalities, both total and non-white. This means that the trends occurring in Bridgeport are not isolated to that city; there are spillover effects in the neighboring municipalities.
- The One Coast Region is on par with the state in terms of age groups over the age of 35, for these shares are greater than the national average. The One Coast Region has a smaller share of young adults (20-34 years). This age group is critical because they are a supply of new workers. Since the occupations requiring post-secondary education or training need young professionals to fill posts, without these workers businesses may find it difficult to grow in the Region.
- There were four municipalities that stood out as having larger shares of foreign-born populations compared to the rest of the region. Stamford's share of foreign born was 30 percent in 2000; Bridgeport had 21 percent; Norwalk registered 20 percent; and Greenwich had 19 percent. The 2006 data shows that the percentages of foreign born had all increased: Stamford had 32 percent, and Norwalk and Bridgeport had 26 percent each (2006 data for Greenwich were not available). In addition to foreign born populations being substantial shares of municipalities' populations, net international migration is positively affecting the area's population. Net international migration between 2000 and 2007 has been positive, helping to offset the losses of internal migration, which has implications for workforce supply.
- Fairfield County has links to New York and Connecticut in terms of migration and commuter patterns. The counties adjacent to Fairfield, New Haven and Westchester, had the greatest numbers of migrants into Fairfield County between 2004 and 2005. People moving out of Fairfield County had a bit more of a

- Housing affordability is calculated as the ratio of the median sales price (four-quarter moving average) to median income. The state average for 2007 Q4 was 4.2, meaning that the median sales price of a single-family home was more than four times larger than the median income. Monroe's and Stratford's affordability indices matched the state; all of the other One Coast Region municipalities were above the Connecticut average and Greenwich had an index value of 15.5. The occupations with the largest total projected openings require on-the-job training and are relatively lower-paying jobs, creating difficulties to live in Region.
- In terms of absolute changes in average daily traffic (ADT) counts between 2000 and 2006, there were a few decreases along Route 7, two segments of I-95 in Bridgeport and Stratford, and the connector from Route 8 to Route 25. All other segments saw increases with Route 8 having the largest absolute changes. As for percent changes in ADT counts between 2000 and 2006, the largest changes were along segments of Route 8 and Route 15 in Greenwich. These routes and interstate in the Region are among the most traveled in the State, and congestion abounds.
- As is the case in most areas of the U.S., most One Coast residents were in single-occupancy vehicles (SOV) for their journeys to work in 2000. However, all of the municipalities had some shares of commuters traveling with carpools or public transportation. The municipality with the largest share of commuters using public transportation was Darien (26 percent), followed by Westport (19 percent), New Canaan and Greenwich (17 percent each) and Weston (14 percent). These towns with a larger propensity to use public transportation are in the southwestern section of the One Coast Region, and would primarily use the train system.
- The long-term shifts in the spatial distribution of jobs have implications for urban redevelopment, effects of sprawl and transportation. As fewer people work in

- Major industries in the One Coast Region include manufacturing, finance and insurance, and healthcare. Although manufacturing employment has decreased over time, there are still productive industries (related to precision work and research) in the Region. The labor markets for the finance and healthcare industries are relatively tight – the need for people in these occupations is projected to grow over the next ten years.
- The state industry clusters with strong employment presences in Fairfield County included BioSciences, and Insurance and Financial Services. The strength of the Insurance and Financial Services cluster may weaken in the One Coast Region because of the financial crises affecting the national and global markets.
- The industry mix of employment is well-balanced although wages (and tax revenues) can fluctuate. Since the finance industry is so prevalent, wild swings can affect Wall Street bonuses, which can affect property tax revenues: maybe a resident would forgo a home improvement or new car.

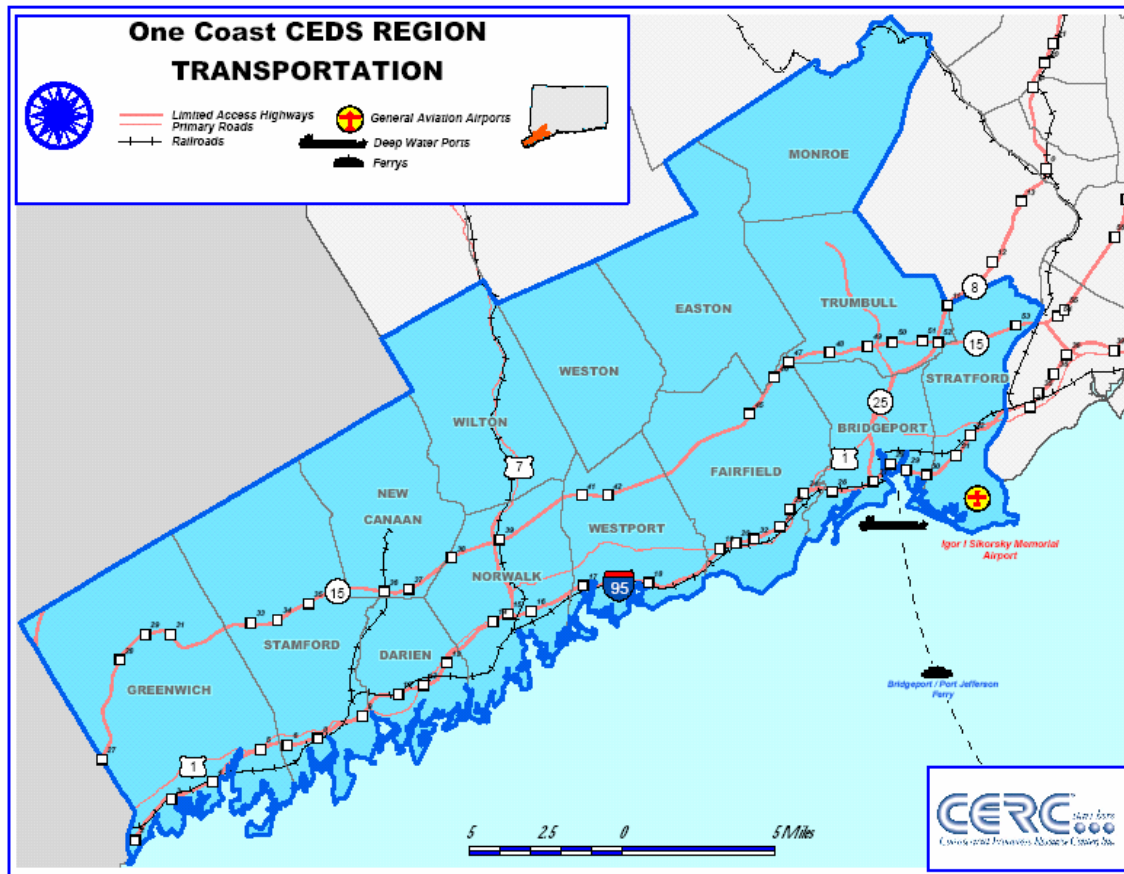
II. The Defined Region

Why study a region? It is interesting to analyze geographical areas to determine where there is homogeneity within the region as well as heterogeneity between other places. Understanding the similarities and differences of a region, including linkages to other regions, aids in understanding the area's identity and steps that can be taken to increase efficiencies and effectiveness.

The region used for this analysis is the One Coast Region – a set of 14 municipalities located in southwestern Connecticut. The municipalities include Bridgeport, Darien, Easton, Fairfield, Greenwich, Monroe, New Canaan, Norwalk, Stamford, Stratford, Trumbull, Weston, Westport and Wilton. New York State comprises the western boundary, the rest of Fairfield County is to the north and New Haven County to the east, and Long Island Sound delineates the southern border.

The One Coast Region houses a deep water port in Bridgeport, and the Bridgeport and Port Jefferson Steamboat Company operates three ferries that shuttle vehicles and people across the Long Island Sound. These transportation attributes, along with the major highways, are depicted in Figure II.1. Routes 7, 8 and 25 run north-south through segments of the One Coast Region while Routes 1 and 15 and Interstate 95 move west-east. The Sikorsky Memorial Airport in Stratford is used for general aviation purposes. In addition, MetroNorth and Amtrak offer rail services along the coastal towns.

Figure II.1: Transportation attributes in the One Coast Region include highways, rail, a general aviation airport, a deep port and a ferry service.



More than 680,000 people live in the One Coast Region with a per capita income of almost \$46,000. Since there are more than 245,000 households in the area, the average household size is 2.7. There are more than 380,000 employees in the One Coast Region and almost 37,500 establishments.¹

Figure II.2 shows that within a 90-mile radius from the center of the One Coast Region, there are almost 24 million people and more than 11 million workers. The center, or the geographic mean, of the One Coast Region is 54 Huckleberry Lane in Weston. Also within the 90-mile radius are more than one million establishments and almost 8.6 millions households.

¹ CERC DataFinder, 2007 data.

Figure II.2: Almost 24 million people live within a 90-mile radius from the center of the One Coast Region.

2007 Data	30 Miles	60 Miles	90 Miles
Total Population	3,277,542	19,071,413	23,854,246
Population Density (per sq. mi.)	1,159.20	1,686.30	937.4
Employees	1,692,456	8,983,395	11,182,371
Establishments	158,555	823,620	1,009,219
Median Household Income	\$80,187	\$58,590	\$60,948
Per Capita Income	\$40,601	\$30,667	\$31,158
Total Households	1,143,128	6,846,254	8,574,187
Average Household Size	2.79	2.72	2.71
Owner Occupied Housing Units	70.50%	49.20%	52.60%
Renter Occupied Housing Units	23.70%	43.20%	39.30%
Vacant Housing Units	5.90%	7.60%	8.10%

Source: CERC DataFinder

A visual representation of the 30-, 60-, and 90-mile radii around the One Coast Region is in Figure II.3.

Figure II.3: A 90-Mile radius around the One Coast Region includes parts of six states.

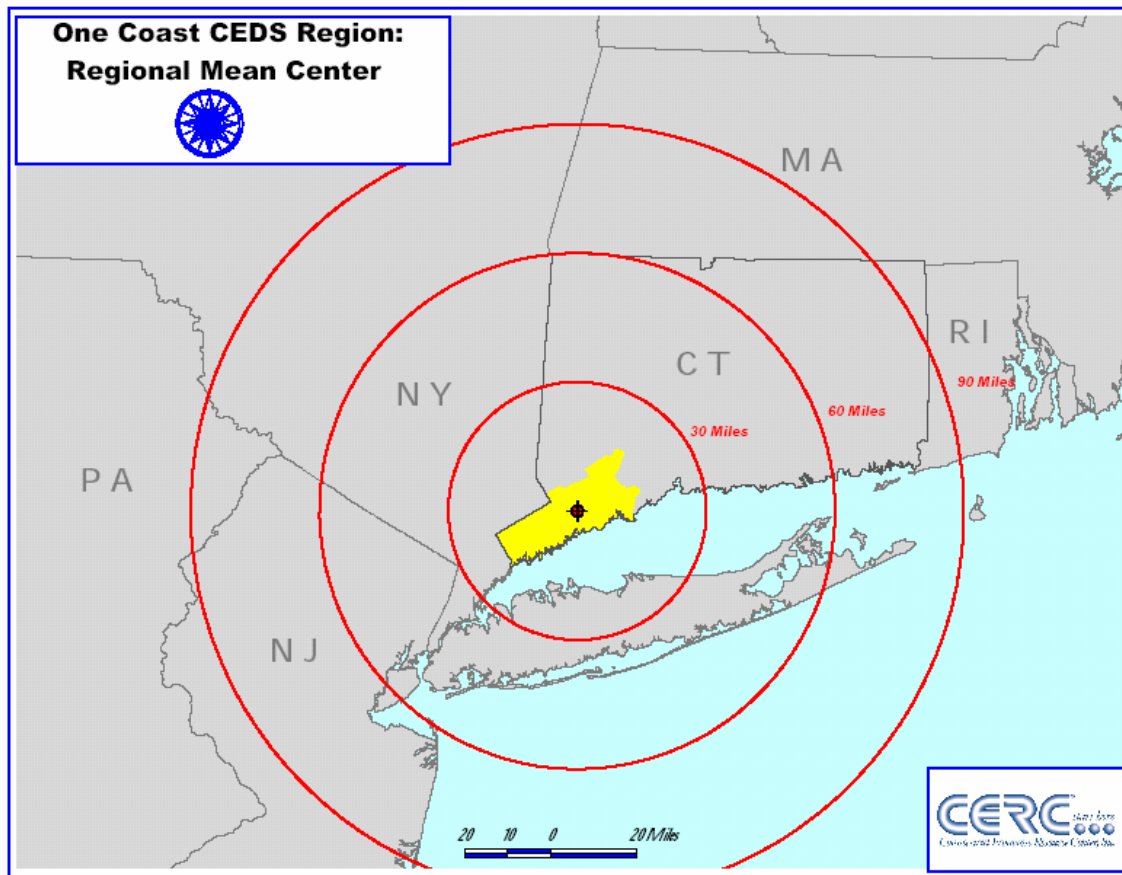


Figure II.4 shows the same demographic data for the 30-, 60-, and 90-minute drive time areas around the center of the One Coast Region. There are more than 17 million people and more than 8 million employees in the 90-minute drive time.

Figure II.4: Almost 17.5 million people live within 90 minutes from the One Coast Region.

2007 Data	30 Minutes	60 Minutes	90 Minutes
Total Population	834,570	5,921,932	17,483,970
Population Density (per sq. mi.)	1,508.00	2,459.80	2,524.40
Employees	469,231	2,274,551	8,346,247
Establishments	45,733	220,739	758,598
Median Household Income	78,136	54,125	56,826
Per Capita Income	45,211	29,942	30,432
Total Households	301,235	2,117,950	6,321,872
Average Household Size	2.72	2.72	2.7
Owner Occupied Housing Units	67.90%	45.40%	46.90%
Renter Occupied Housing Units	25.20%	47.40%	45.70%
Vacant Housing Units	7.00%	7.20%	7.50%

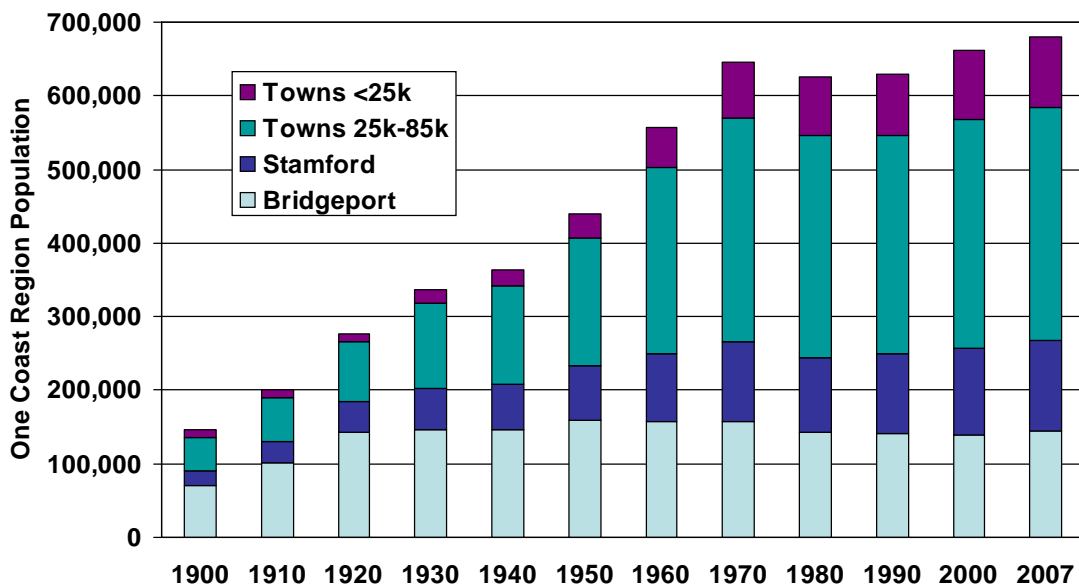
Source: CERC DataFinder

III. Demographic Analysis

Figure III.1 presents a historical view of population in the One Coast Region for Stamford, Bridgeport, and the other smaller and mid-sized municipalities. As a note to the figure, the municipalities in 2007 that had populations between 25,000 and 85,000 include Norwalk, Greenwich, Fairfield, Stratford, Trumbull and Westport. The towns with fewer than 25,000 residents were Darien, Monroe, New Canaan, Wilton, Weston and Easton.

In 1900, Bridgeport comprised almost half of the 146,000 One Coast Region residents. Bridgeport saw increases until 1950, when the city population began to dwindle. There was a more pronounced decline between 1970 and 1980, population remained relatively flat for the next couple of decades, but there have been some gains between 2000 and 2007. Meanwhile, Stamford and the mid-sized (25,000-85,000 people) municipalities have increased substantially, particularly between 1950 and 1960.

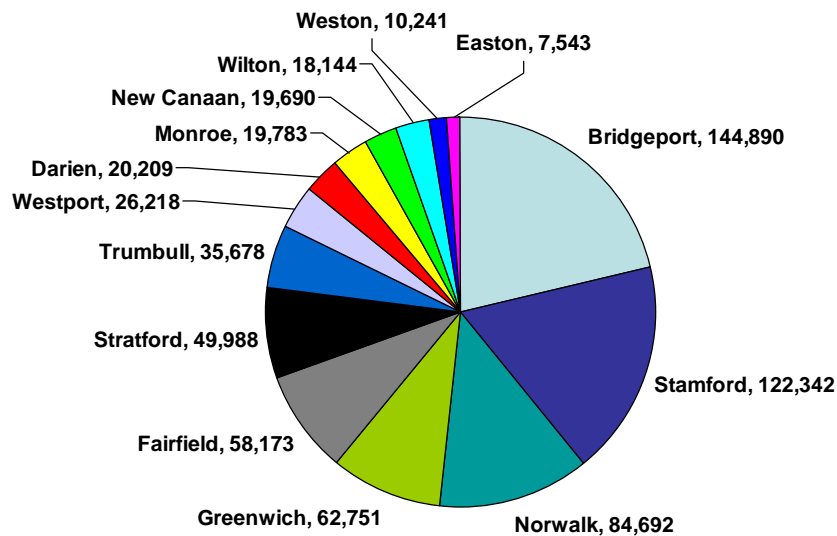
Figure III.1: Stamford and Mid-Sized Municipalities Have Seen Much Population Growth



Sources: U.S. Census, CERC DataFinder

Stamford and Bridgeport's population together was more than 267,000 in 2007 – almost 40 percent of the One Coast Region (Figure III.2).

Figure III.2: Stamford and Bridgeport Comprise Almost 40% of the One Coast Population in 2007.

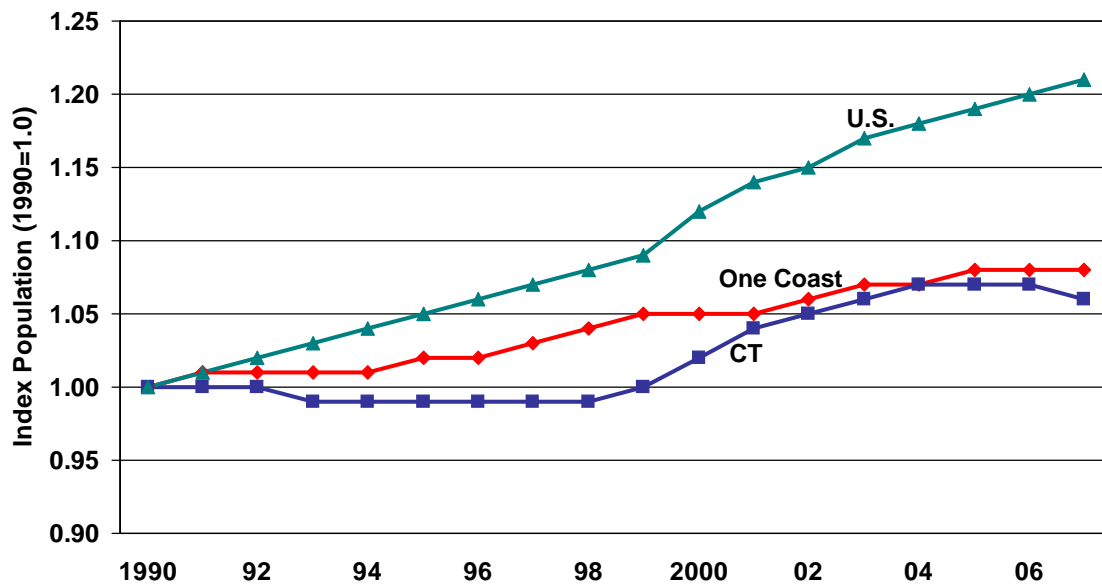


Source: CERC DataFinder

As a percent of the state population, the One Coast Region comprised 16 percent in 1900. The Region continued to gain share, with a maximum of 22 percent in 1960. In 2007, the One Coast Region was approximately 19 percent of the state's population.

Figure III.3 shows an index of population since 1990 for the One Coast Region, Connecticut and the U.S. The One Coast Region did not lose population like Connecticut did at the end of the 1992 recession. The region grew more rapidly than the state during the late 1990s. After 2001, population growth in the One Coast region has been more similar to the state: both the One Coast region and the state have grown more slowly than the nation as a whole.

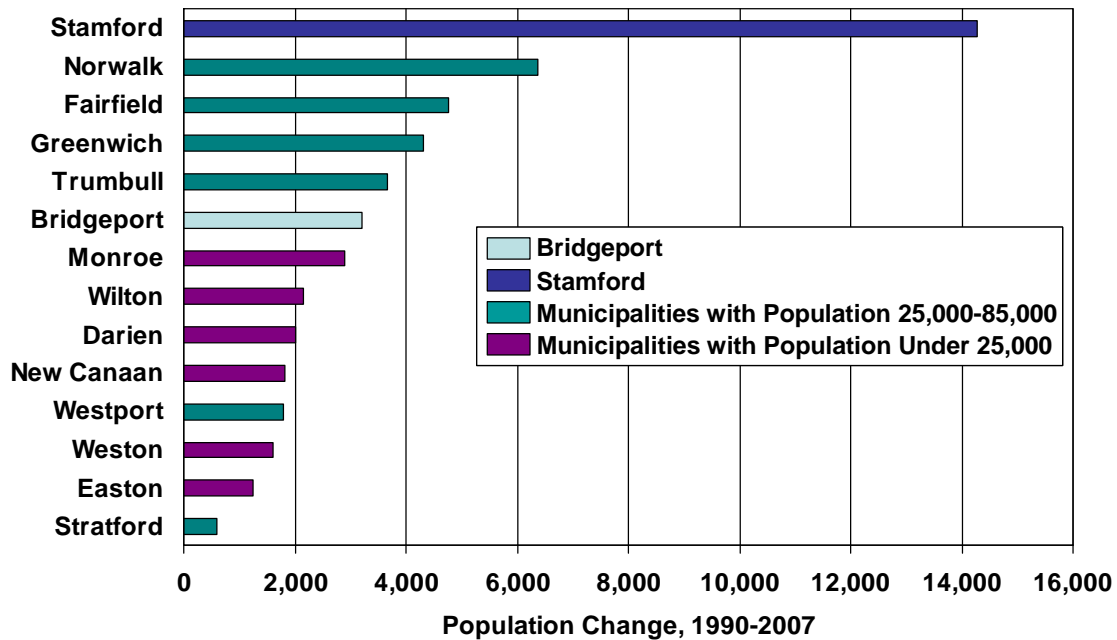
Figure III.3: Population growth in the One Coast Region has been slightly more than the state but less than the nation.



Sources: U.S. Census, CERC DataFinder

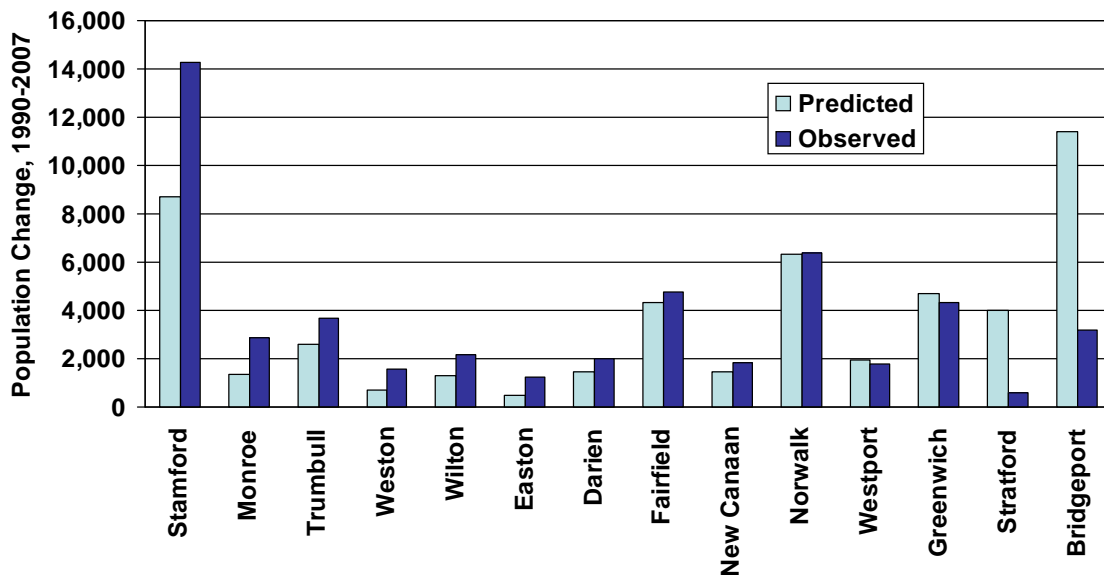
Each municipality's population change between 1990 and 2007 is shown in Figure III.4. In fact, all 14 One Coast Region municipalities saw population growth during this time period. Stamford has seen a large increase between 1990 and 2007: from 108,000 to more than 122,000. Stratford (with a total population of 50,000) has been practically flat, especially between 2000 and 2007. Only Bridgeport saw a decrease between 1990 and 2000 (not shown), but then had a bigger increase between 2000 and 2007 to more than compensate for the loss.

Figure III.4: All One Coast municipalities had population growth between 1990 and 2007.



Sources: U.S. Census, CERC DataFinder

Figure III.5: Stratford and Bridgeport's populations grew slower than the One Coast Region's average of 8 percent.



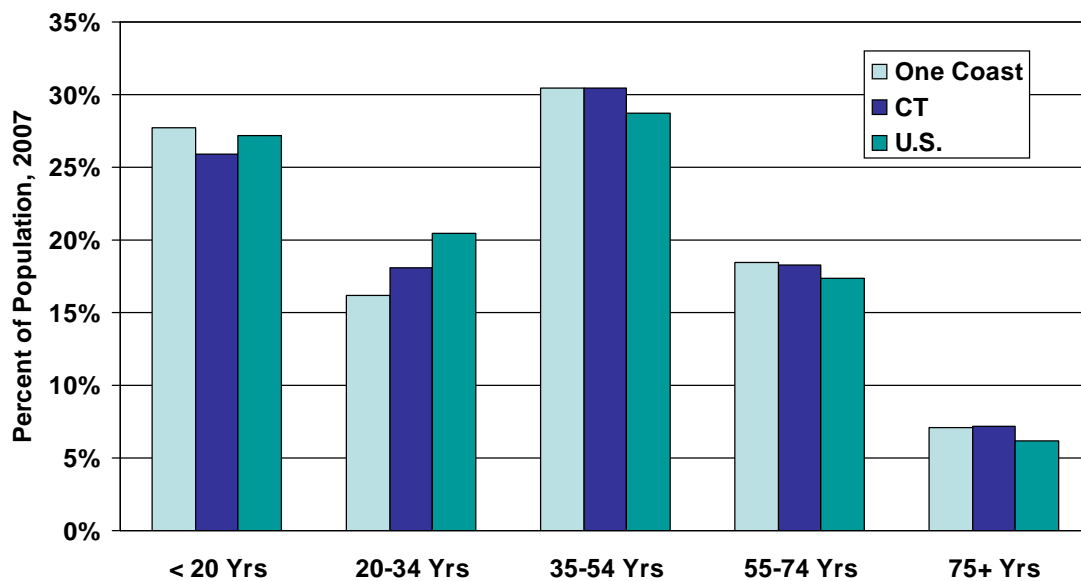
Sources: U.S. Census, CERC DataFinder

Figure III.5 shows the differences between predicted and observed (actual) population changes between 1990 and 2007. The predicted population (light bars) show how many

people a municipality would have gained if it grew by the One Coast Region's average population change of 8 percent between 1990 and 2007. Stamford's predicted population increase would have been slightly over 8,000 – in reality, the city grew by more than 14,000. On the other hand, if Bridgeport had grown at 8 percent, it would have seen an increase of almost 12,000 people. In reality, the observed population change was about 3,000. This means that Stamford gained share of the total One Coast Region population while Bridgeport lost share. Stratford is the other municipality of note because its predicted change (4,000) was much greater than its actual change (600).

The One Coast Region is on par with the state in terms of age groups over the age of 35, for these shares are greater than the national average, as seen in Figure III.6. The One Coast Region has a smaller share of young adults (20-34 years) and a larger share of young people (less than 20 years). Perhaps the current age statistics of the Region will ease once these young people get older, if they choose to remain in the Region.

Figure III.6: The One Coast Region has a smaller relative share of young adults (20-34 years), but a higher share of young (less than 20 years).

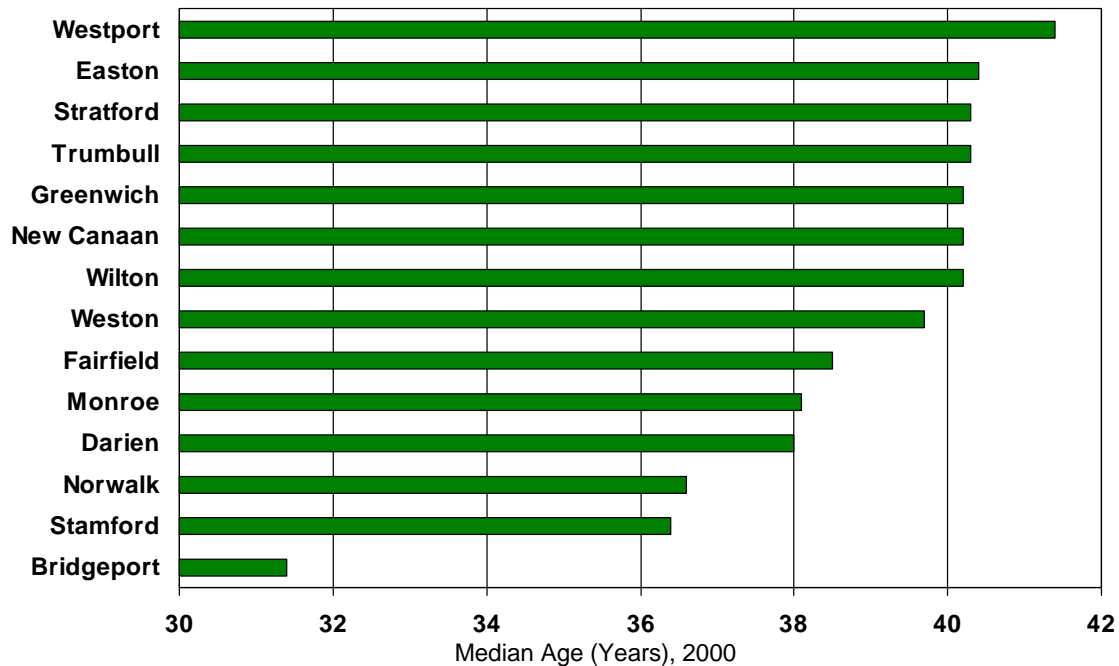


Source: CERC DataFinder

With a median age of 31.4 years, Bridgeport stood out as the municipality with the youngest population (Figure III.7) in 2000. Norwalk and Stamford also had younger

populations and were more urban. The state's median age was 39.5 years – eight municipalities were above the state average.

Figure III.7: Eight municipalities were above the state median age in 2000.

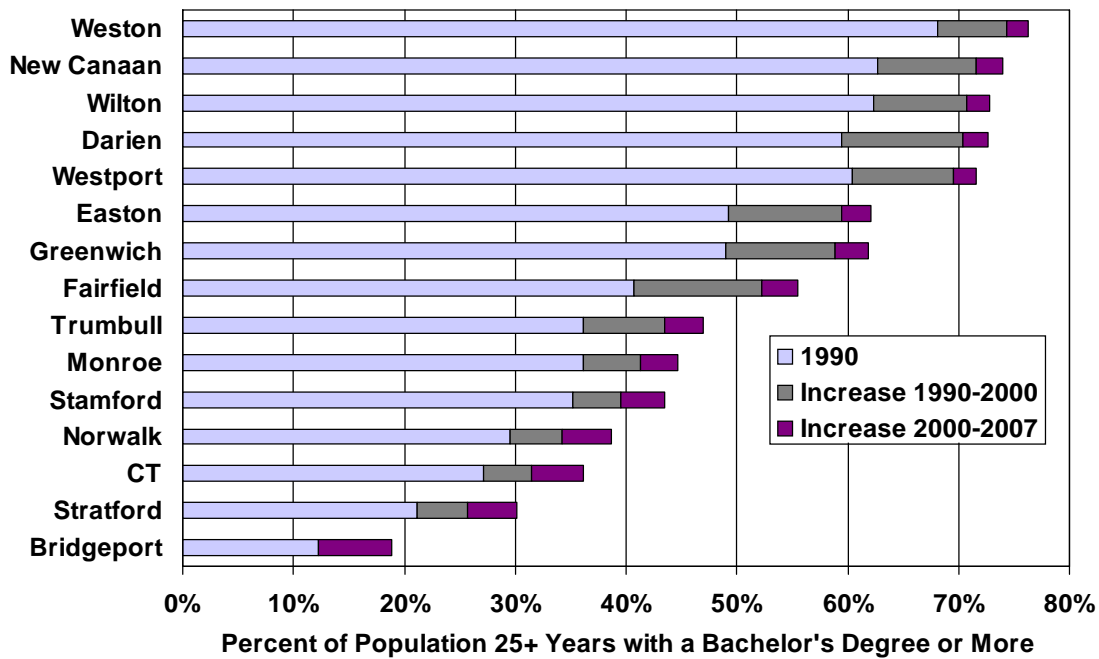


Source: U.S. Census, Census 2000

Figure III.8 shows the share of college graduates at three points in time. The lightest bar shows the 1990 level. Add the light gray bar to the lightest bar for the 2000 value, and add the dark purple bar to see the 2007 value.

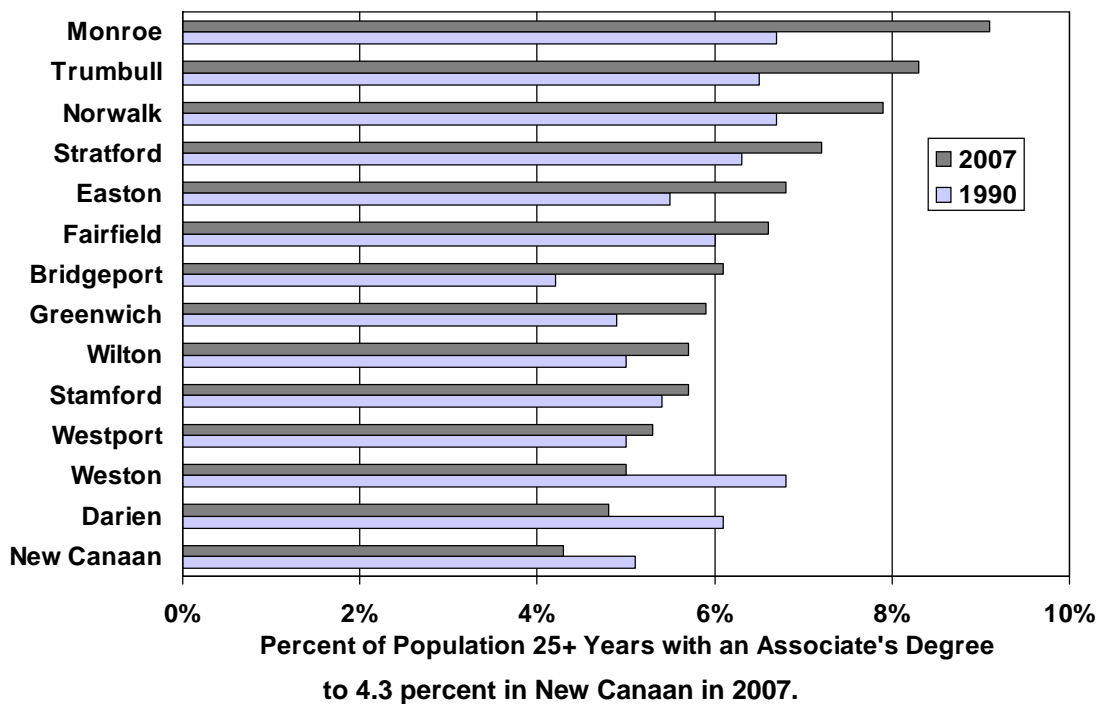
Stratford and Bridgeport, adjacent communities, had lower college attainment than the state average at all three points in time. Bridgeport saw no improvement between 1990 and 2000 and its college attainment was below 20 percent in 2007.

Figure III.8: Stratford and Bridgeport had lower educational attainment than the state.



Source: CERC DataFinder

Figure III.9: Population shares with associate degrees ranged from 9.1 percent in Monroe to 4.3 percent in New Canaan in 2007.



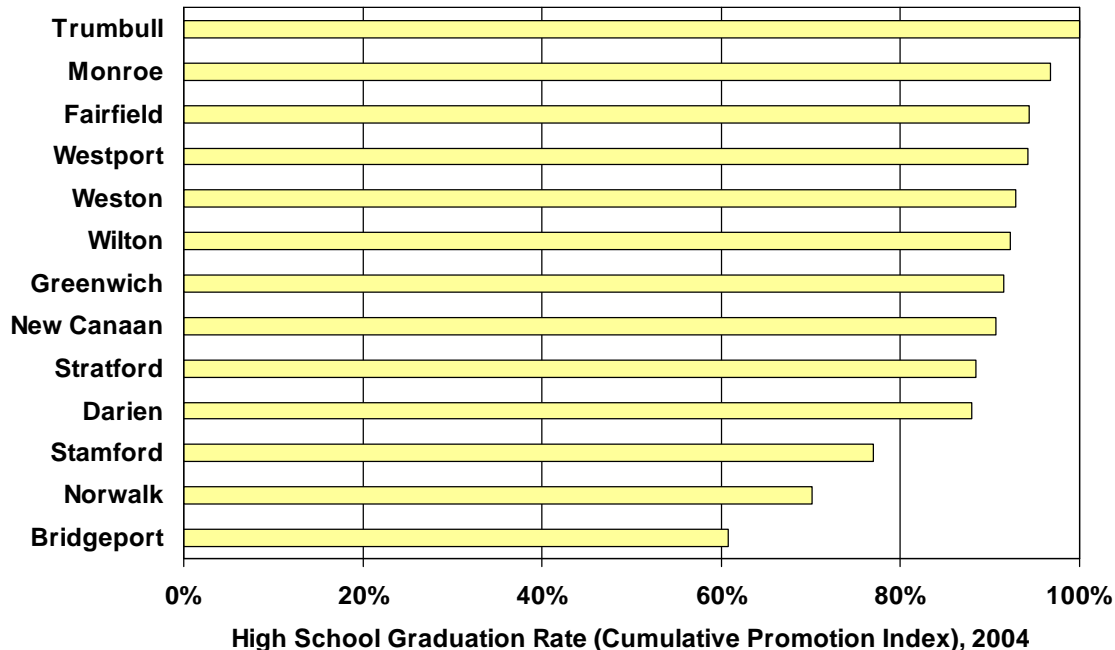
Source: CERC DataFinder

Figure III.9 shows the percentage of the populations above 25 years old with an associate's degree. The share increased in each municipality between 1990 and 2007 except for Weston, Darien and New Canaan. Monroe had the greatest share of people with associate's degrees – 9.1 percent in 2007, while New Canaan had the smallest share at 4.3 percent.

Figure III.10 looks at high school graduation rates by town using the Cumulative Promotion Index (CPI) method. The CPI characterizes graduating from high school as a process rather than a single event. By multiplying grade-specific promotion ratios, the CPI estimates the likelihood that a ninth grader will finish high school on time with a regular diploma.

Eight municipalities had graduation rates that are greater than 90 percent. At the other end of the spectrum, Bridgeport's rate was just above 60 percent.

Figure III.10: High school graduation rates ranged from 100% in Trumbull to about 60% in Bridgeport.

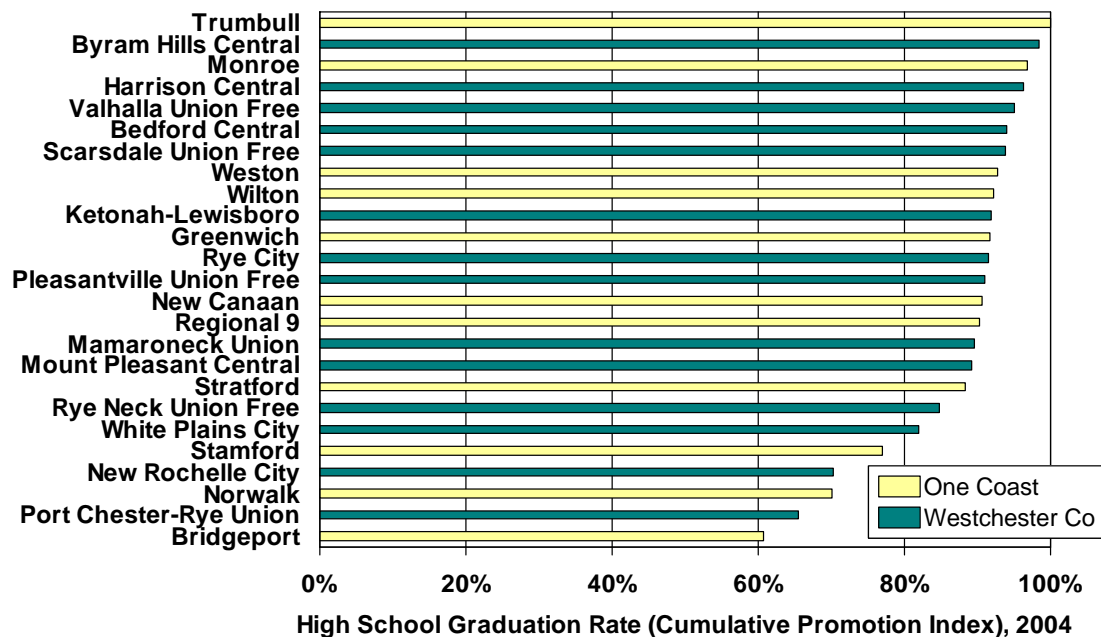


Source: Education Week (Data not available for Easton)

How did the One Coast high school students compare to the nearby Westchester County (NY) students in terms of graduation rates? The rates are compared in Figure

III.11. The patterns in the One Coast Region were quite similar to the proximate Westchester County school districts. Byram Hills Central was the high for the Westchester group, at 98.4 percent. Port Chester-Rye Union school district had the lowest Westchester rate at 65.5 percent.

Figure III.11: The Westchester County school districts near the One Coast Region had similar graduation rates.



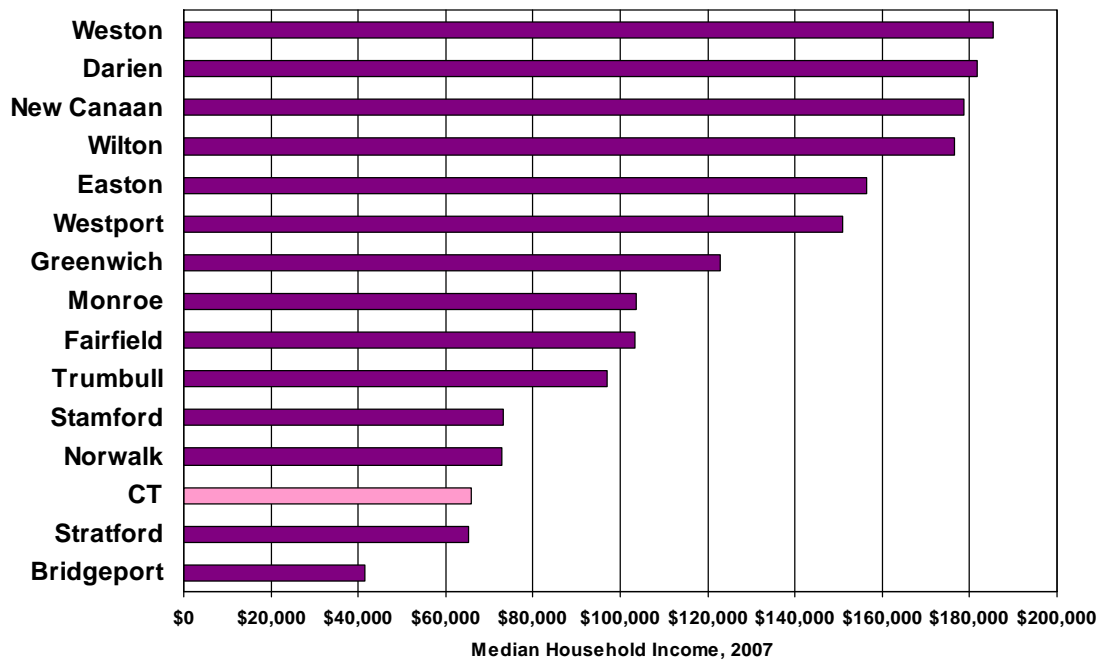
Source: Education Week, Editorial Projects in Education, Research Center (Data not available for Easton)

Figure III.12 shows the median household incomes of the municipalities in the One Coast Region in 2007. The state average, as noted in the figure, was just below \$66,000.

This figure presents a similar story to what was seen with college attainment. Most municipalities were well above the state average. In fact, Weston and Darien had median incomes that were three times more than the state average.

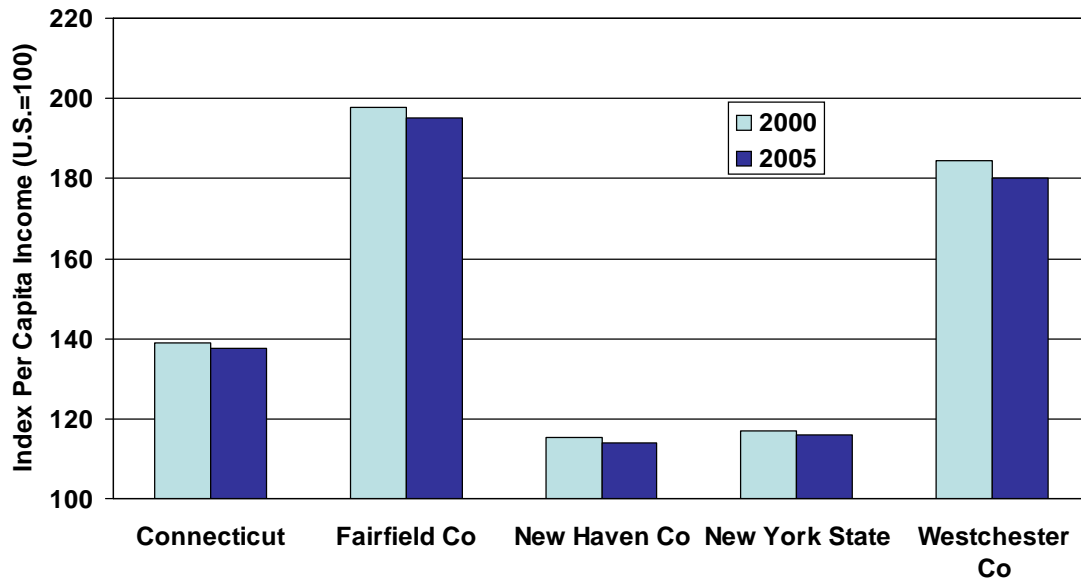
Stamford and Norwalk, two of the cities, were slightly above the state average. Adjacent communities Stratford and Bridgeport were below the state average.

Figure III.12: Two towns had median household incomes three times above the state median while two municipalities were below.



Source: CERC DataFinder

Figure III.13: Although there were decreases in relative per capita income, Fairfield and Westchester counties were higher than neighboring counties and the U.S.

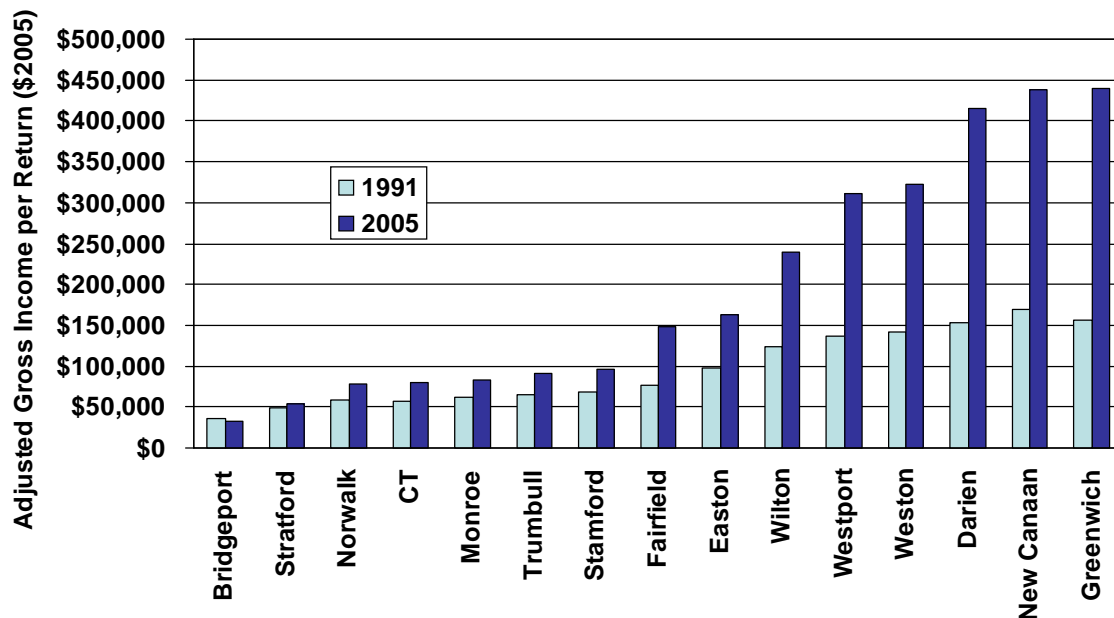


Source: U.S. Bureau of Economic Analysis

Figure III.13 compares five regions (Fairfield County, neighboring New Haven and Westchester counties, and Connecticut and New York averages) with the U.S. in terms of per capita income. A region with an income index of 100 would equal the nation. The counties adjacent to Fairfield County were above the national average, but Fairfield and Westchester counties were well above the average. As a whole, Connecticut and New York were also above, although all of the regions saw relative decreases between 2000 and 2005.

Figure III.14 shows the adjusted gross income per filing return, as recorded by the Internal Revenue Service, for 1991 and 2005. The data are in real terms, meaning that the 1991 income is inflated to 2005 dollars so that standard comparisons can be made. In real terms, Bridgeport's income decreased 11 percent, or by \$4,000, between 1991 and 2005 while Greenwich almost tripled. Bridgeport was the only municipality to see a decrease during this time period. The next lowest relative increase was in Stratford with a nine percent (\$4,300) incline. During the same period, Connecticut increased 40 percent, which was more than \$22,000.

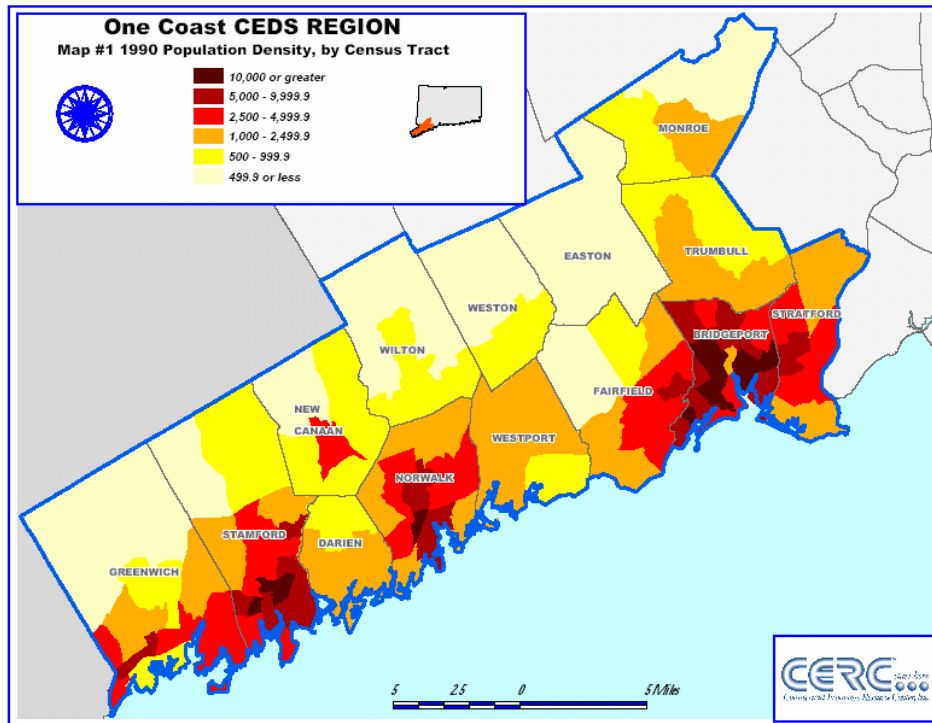
Figure III.14: Bridgeport's real AGI decreased 11 percent between 1991 and 2005 while Greenwich increased 182 percent.



Source: Internal Revenue Service (Zip Code Data)

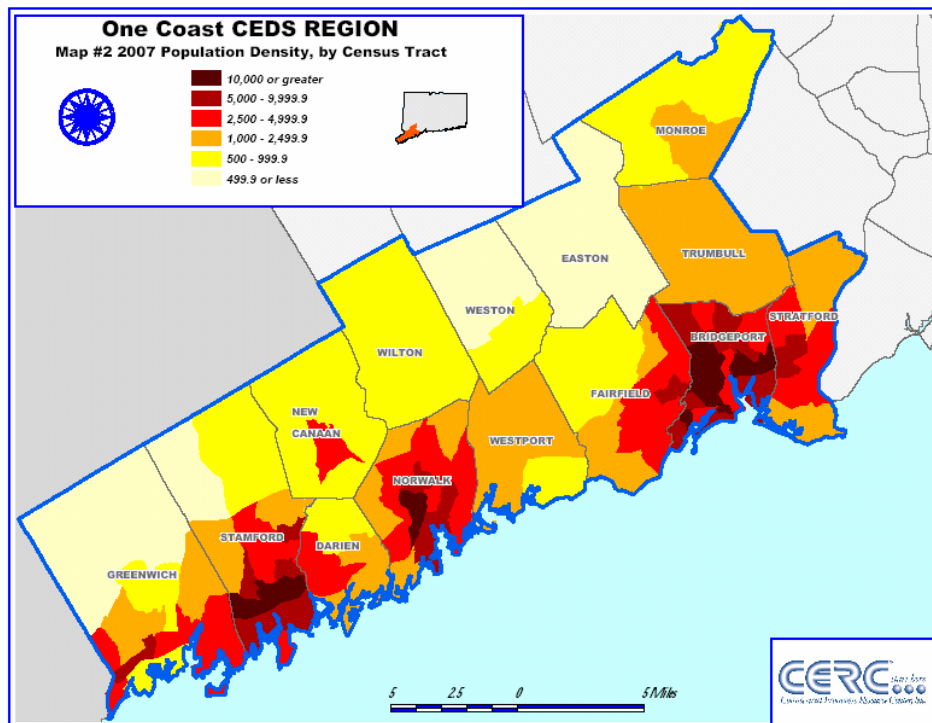
The next series of figures provide glimpses at changes in population densities.

Figure III.15: The coastal towns were very densely populated in 1990.



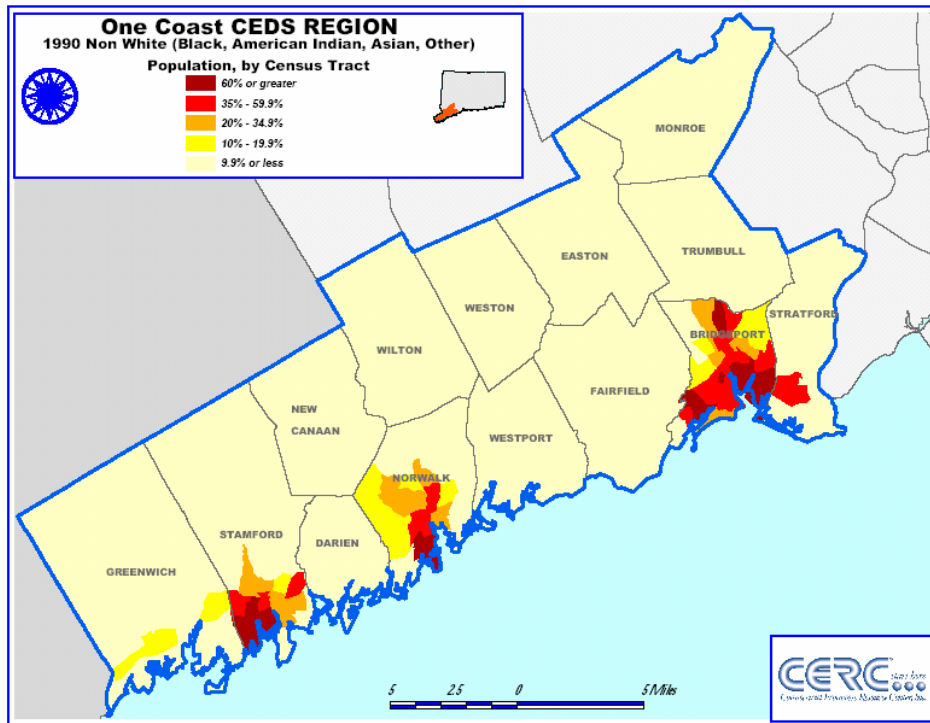
Source: CERC DataFinder

Figure III.16: In 2007 population density increased, although Easton, Weston and northern Greenwich remained the same.



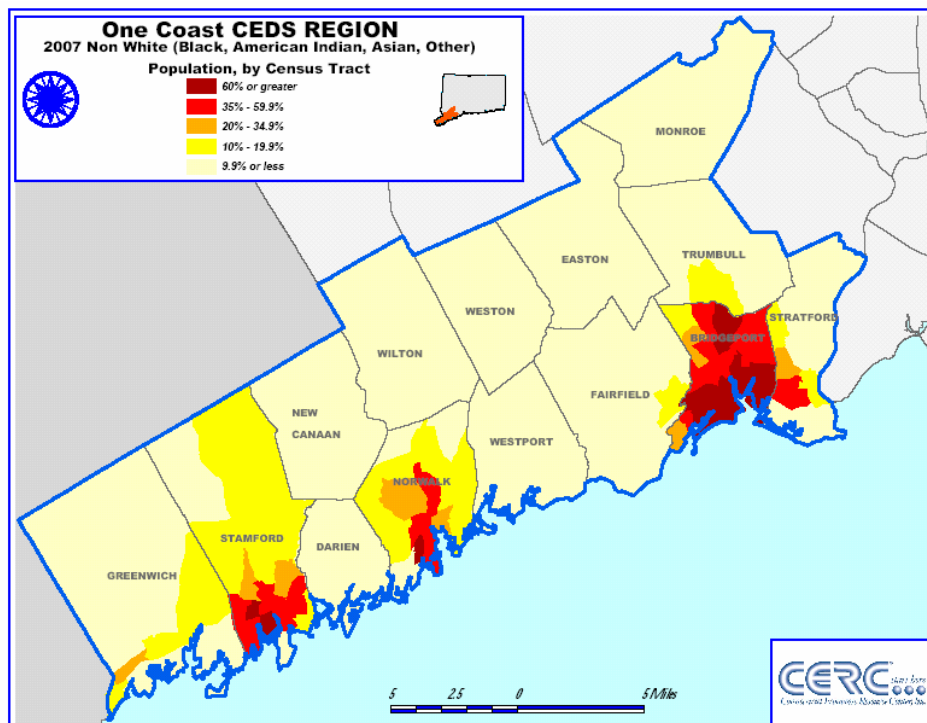
Source: CERC DataFinder

Figure III.17: In 1990, the non-white populations resided primarily in the three cities.



Source: CERC DataFinder

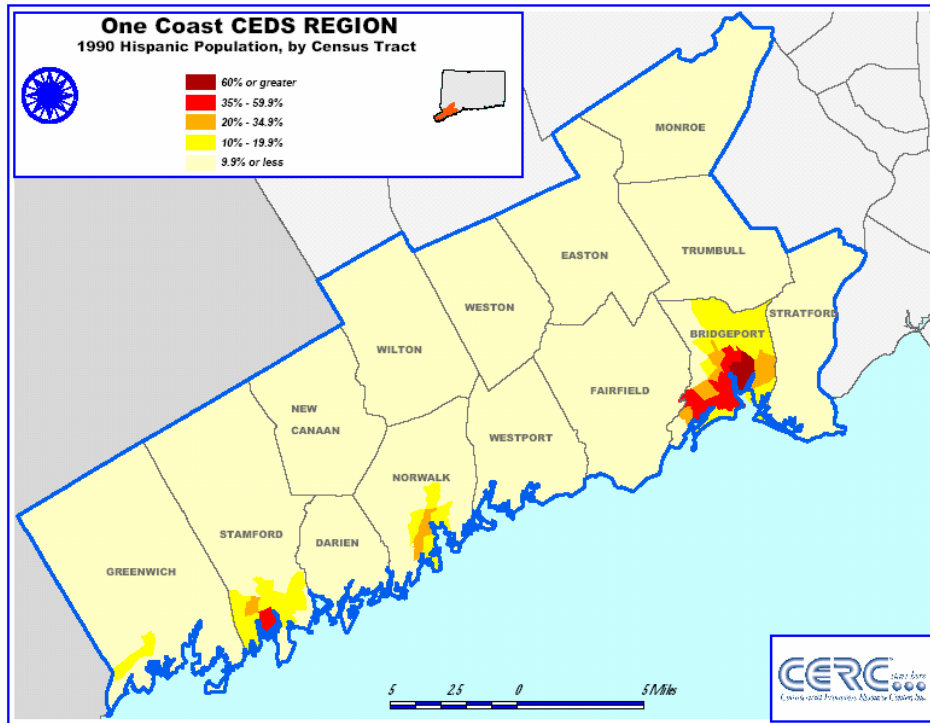
Figure III.18: By 2007, the three cities had heavier concentrations of non-white



populations, and a few bordering census tracts saw increases.

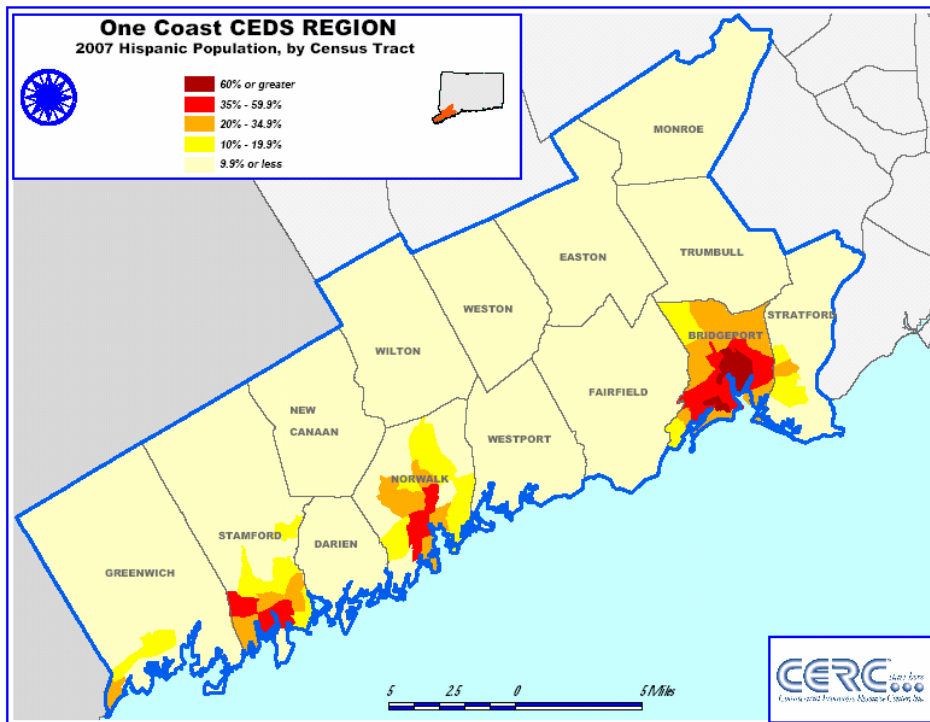
Source: CERC DataFinder

Figure III.19: In 1990, Hispanic populations resided primarily in the three cities.



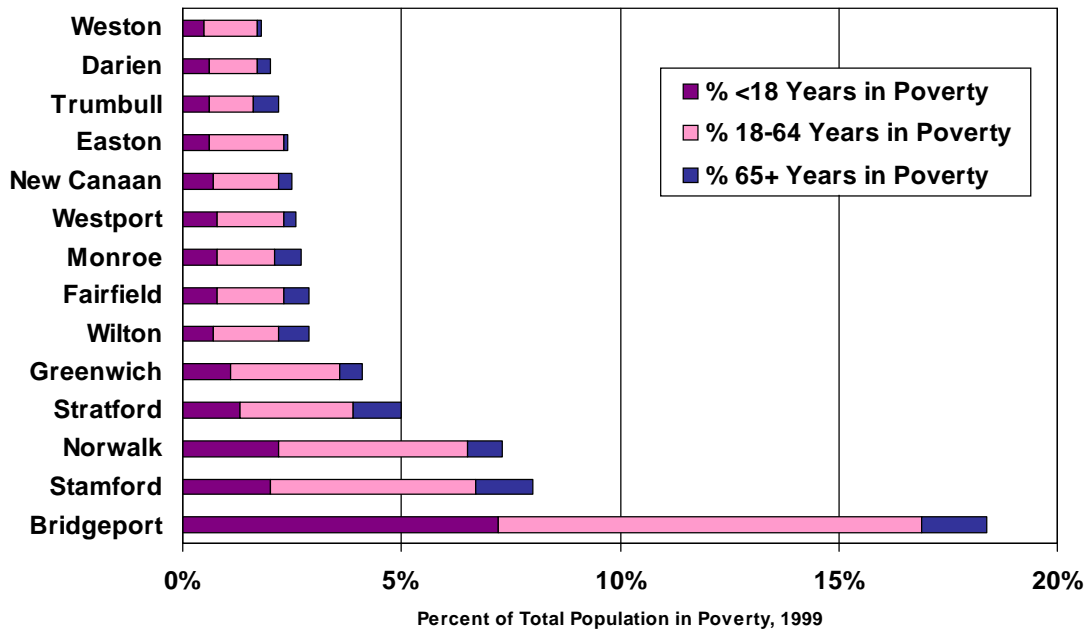
Source: CERC DataFinder

Figure III.20: In 2007, Hispanic populations resided in the three cities, southwest Stratford and southwest Greenwich.



Source: CERC DataFinder

Figure III.21: Nine municipalities had poverty rates that were less than three percent each while Bridgeport's approached 20 percent.

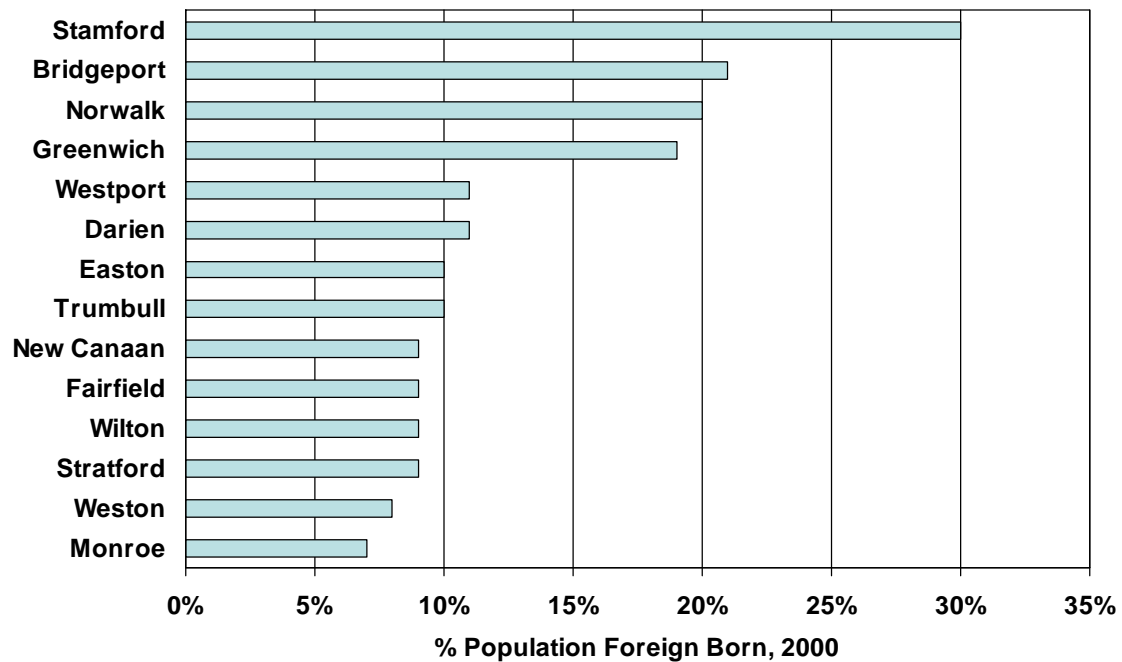


Source: U.S. Census, Census 2000

Figure III.21 shows the percentages of children and adults in poverty. The total length of each line shows the percentage of the total population in poverty. Nine municipalities had poverty rates that were less than three percent each while Bridgeport approached 20 percent. According to this figure, approximately 40 percent of the people in poverty in Bridgeport are under the age of 18.

Figure III.22 depicts the shares of each municipality's total population that were born in other countries. When looking at the percent of the population that was foreign born, there were four municipalities that stood out as having larger shares compared to the rest of the region: Stamford, Bridgeport, Norwalk and Greenwich. Stamford's share of foreign born was 30 percent in 2000; Bridgeport had 21 percent; Norwalk registered 20 percent; and Greenwich had 19 percent.

Figure III.22: Three municipalities had foreign born shares of population at or above 20 percent; Greenwich was 19 percent.



Source: U.S. Census, Census 2000

What are countries of origin of Connecticut's foreign born populations? The U.S. Census has data on relevant data, as shown in Figure III.23 for the four municipalities with relatively large shares.

Figure III.23: Foreign Born Origins, 2000

Stamford, Norwalk and Bridgeport share more similarities with each other than with Greenwich. The three cities all have large shares of foreign born population from Haiti and Jamaica. Colombia is a top country for Stamford, Norwalk and Greenwich. Greenwich tends to have foreign born populations from more industrialized nations.

Stamford	Norwalk
Guatemala	Colombia
Haiti	Mexico
Jamaica	Haiti
Colombia	Jamaica
India	Italy

Bridgeport	Greenwich
Jamaica	Japan
Portugal	United Kingdom
Mexico	Colombia
Brazil	Italy
Haiti	Germany

Source: U.S. Census, Census 2000

Figure III.24: By 2006*, almost one-third of the population in Bridgeport, Norwalk and Stamford was foreign born.

	Bridgeport		Norwalk		Stamford	
Total Population, 2006	136,282	100%	78,141	100%	118,029	100%
Native:	100,456	74%	57,442	74%	80,819	68%
Born in CT	64,456	47%	32,938	42%	43,720	37%
Born in other U.S. state	21,671	16%	22,401	29%	36,212	31%
Northeast	11,211	8%	12,937	17%	24,886	21%
Midwest	836	1%	2,713	3%	3,389	3%
South	8,604	6%	5,142	7%	5,683	5%
West	1,020	1%	1,609	2%	2,254	2%
Born outside U.S.	14,329	11%	2,103	3%	887	1%
Puerto Rico	13,004	10%	1,383	2%	453	0%
U.S. Island Areas	61	0%	0	0%	0	0%
Born abroad of American parent(s)	1,264	1%	720	1%	434	0%
Foreign born:	35,826	26%	20,699	26%	37,210	32%
Naturalized U.S. citizen	13,072	10%	8,514	11%	13,966	12%
Not a U.S. citizen	22,754	17%	12,185	16%	23,244	20%

Source: U.S. Census, American Community Survey 2006

*data available for Bridgeport, Norwalk and Stamford only

More current data are available for three of the One Coast Region's cities in terms of the foreign-born population. As seen in Figure IV.22 with 2000 data, the foreign born comprised 30 percent of Stamford's population, 20 percent of Norwalk's, and 21 percent of Bridgeport's. The 2006 data in Figure III.24 shows that the percentages of foreign born had all increased: Stamford had 32 percent, and Norwalk and Bridgeport had 26 percent each. The foreign born populations comprise large shares in the One Coast Region's cities and have been increasing.

In addition to foreign born populations being substantial shares of municipalities' populations, net international migration is positively affecting the area's population. Figure III.25 presents data on the components of population change in Fairfield County. Since 2000, there has been a natural population increase in the county, as calculated by the difference between births and deaths. Net migration has been negative because internal migration (people leaving Fairfield County for other counties in the U.S.) has been negative. Net international migration has been positive, helping to offset the losses of internal migration.

Figure III.25: Positive net international migration* into Fairfield County helped to offset the net negative internal migration out of the area.

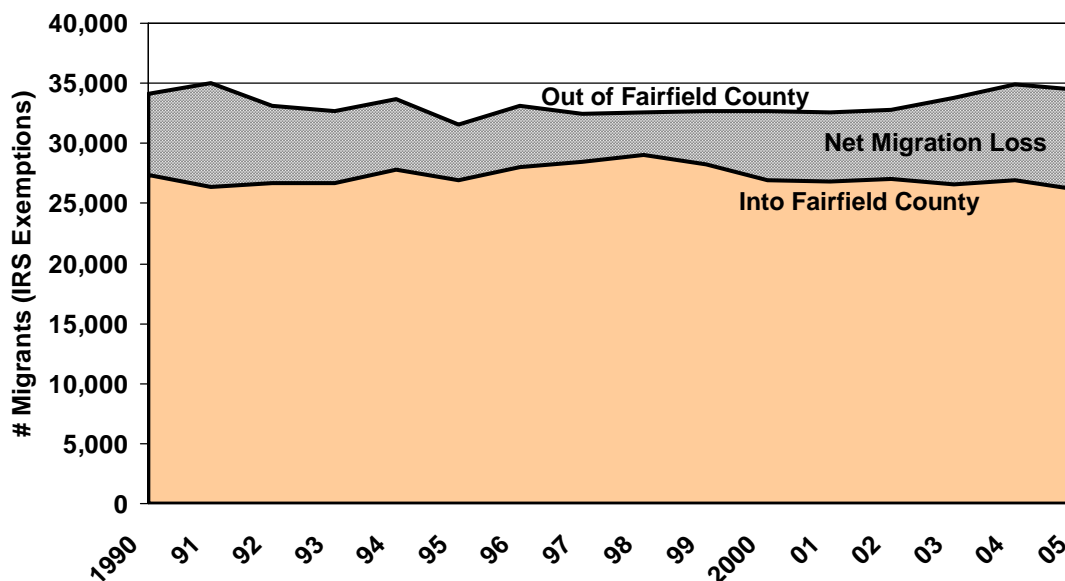
Cumulative Estimates of the Components of Population Change: April 1, 2000 to July 1, 2007							
Geography	Total Population Change	Natural Increase			Net Migration		
		Total	Births	Deaths	Total	Net International Migration	Net Internal Migration
Fairfield County	12,448	36,181	86,025	49,844	-19,938	46,350	-66,288

Estimates of the Components of Population Change: July 1, 2006 to July 1, 2007							
Geography	Total Population Change	Natural Increase			Net Migration		
		Total	Births	Deaths	Total	Net International Migration	Net Internal Migration
Fairfield County	1,028	4,481	11,247	6,766	-3,382	6,029	-9,411

Source: U.S. Census

*Net international migration includes the international migration of native and foreign-born populations including (a) net international migration of foreign born, (b) net migration between the U.S. and Puerto Rico, (c) net migration of natives to and from the U.S., (d) net overseas movement of the Armed Forces population

Figure III.26: Net migration* in Fairfield County has been negative, averaging about 6,000 people per year since 1990.



Source: Internal Revenue Service (IRS)

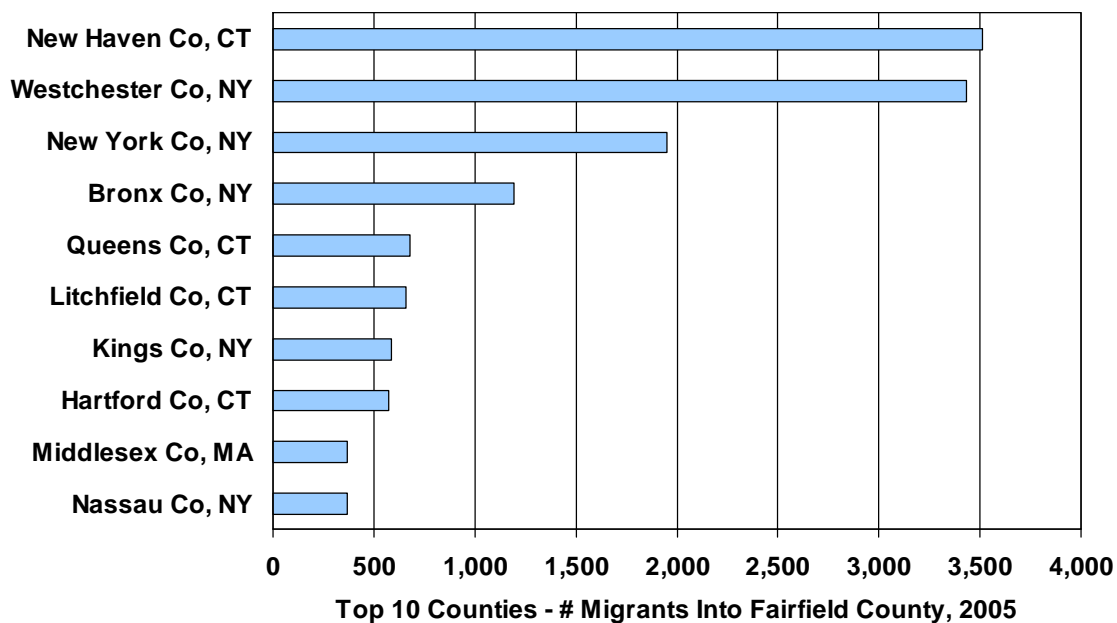
*based on movements of IRS filers

Another source of net migration data is the IRS. This is based on the number of filing exemptions. The data (Figure III.26) show that net migration in Fairfield County has

been negative for more than one decade. This means that more people moved out of Fairfield County than moved in. People who remained in Fairfield County are not included on this chart – only the people who moved.

The counties adjacent to Fairfield, New Haven and Westchester, had the greatest numbers of migrants into Fairfield County between 2004 and 2005, as Figure III.27 shows. Although not shown in the figure, it is interesting to note that 660,080 people stayed in Fairfield County, who are considered non-migrants.

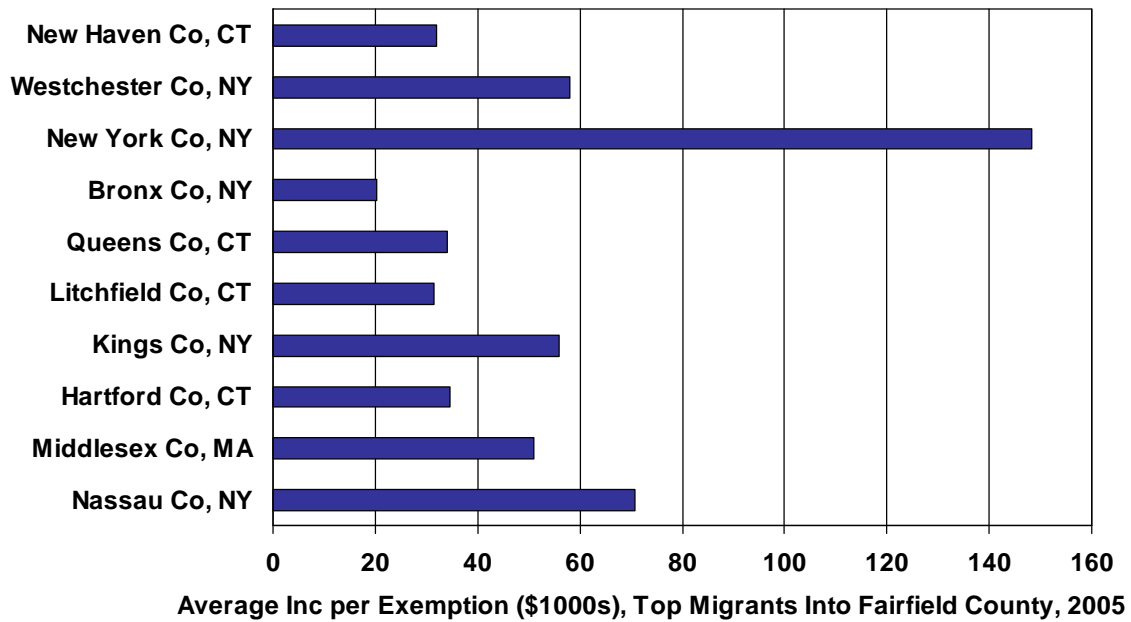
Figure III.27: New Haven and Westchester, the adjacent counties, had the greatest numbers of migrants into Fairfield County in 2005.



Source: Internal Revenue Service (IRS)

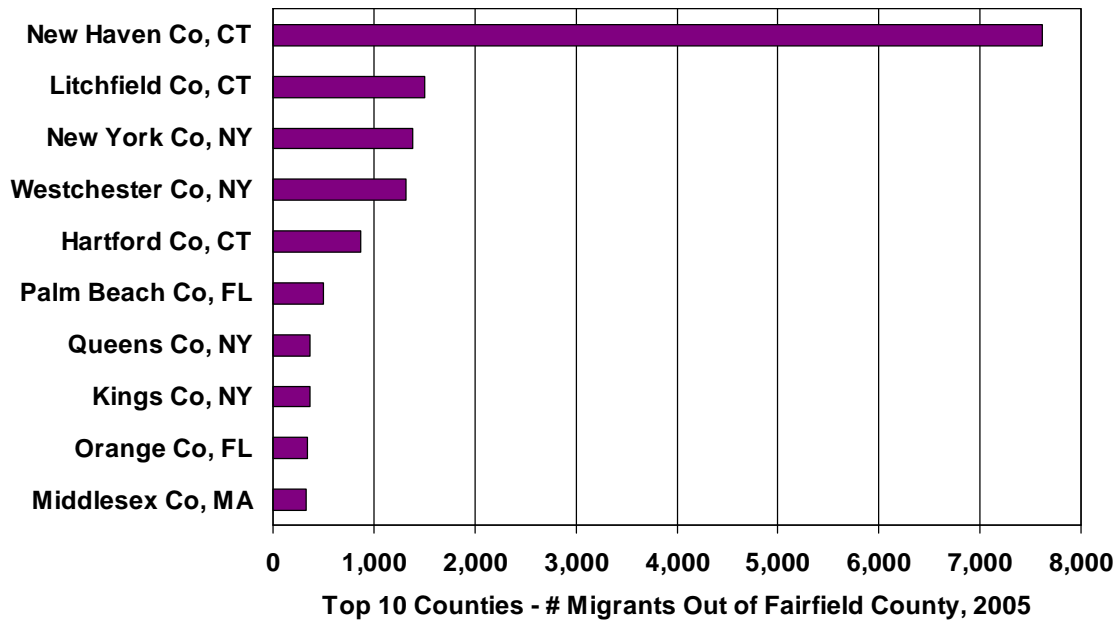
Of the counties with the greatest numbers of migrants into Fairfield County, New York County migrants were the richest, having an average income per exemption of about \$148,000. The second richest migrant county was Nassau, at almost \$71,000. The income data are found in Figure III.28.

Figure III.28: Of the greatest numbers of migrants into Fairfield County in 2005, New York and Nassau counties had the highest incomes.



Source: Internal Revenue Service (IRS)

Figure III.29: Migrants out of Fairfield County tended to move to other parts of the state.

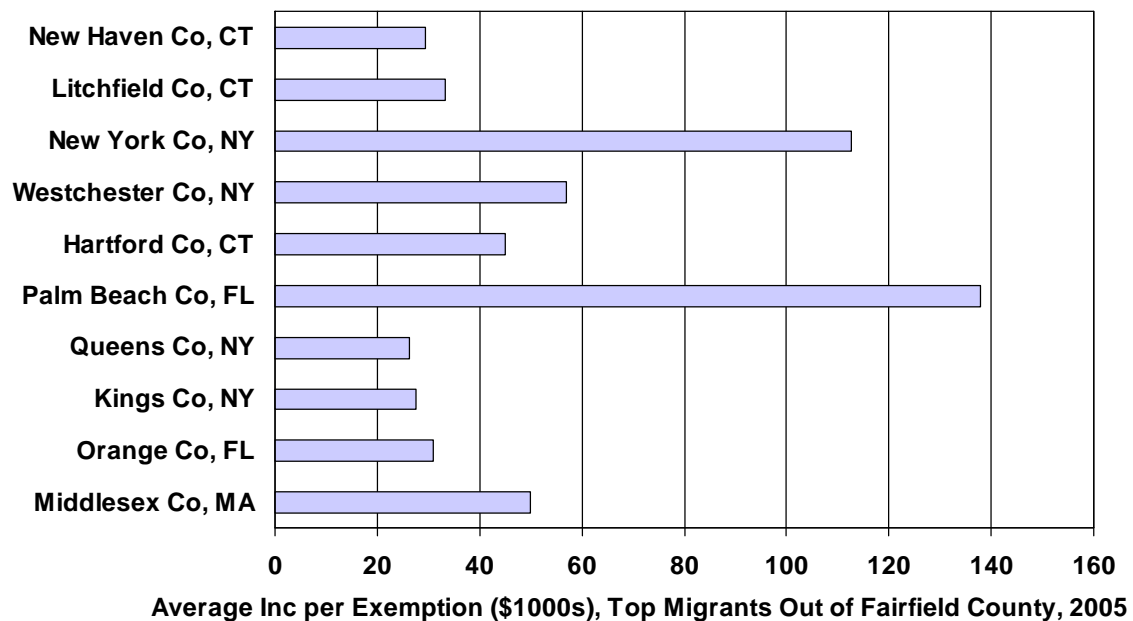


Source: Internal Revenue Service (IRS)

Figure III.29 looks at where migrants move when leaving Fairfield County. People moving out of Fairfield County had a bit more of a tendency to remain in Connecticut – primarily moving to New Haven County.

Focusing on the counties to where Fairfield County migrants move, Palm Beach County, FL and New York County, NY had the highest average incomes, as seen in Figure III.30.

Figure III.30: New York and Palm Beach counties had the highest incomes for migrants out of Fairfield County in 2005.



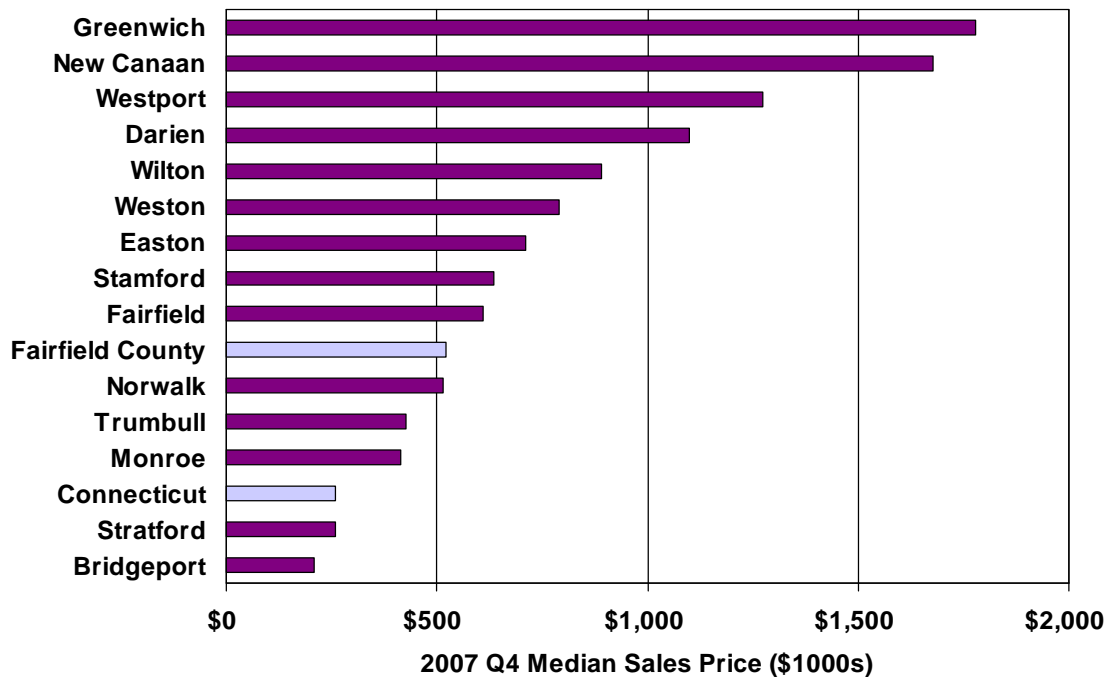
Source: Internal Revenue Service (IRS)

IV. Housing

Housing is an important component of the economy to examine, for housing is typically the largest expense in a family's budget. Housing prices and affordability rates affect the ability of the workforce and population to live in the area that they desire.

Figure IV.1 shows the median sales price for a single-family home for the One Coast Region municipalities, Fairfield County and Connecticut in the fourth quarter of 2007 (2007 Q4). Four municipalities had 2007 Q4 median sales prices for single-family homes above \$1 million while two municipalities were below the state average.

Figure IV.1: \$1 million home sales prices were the norm for a handful of One Coast municipalities.

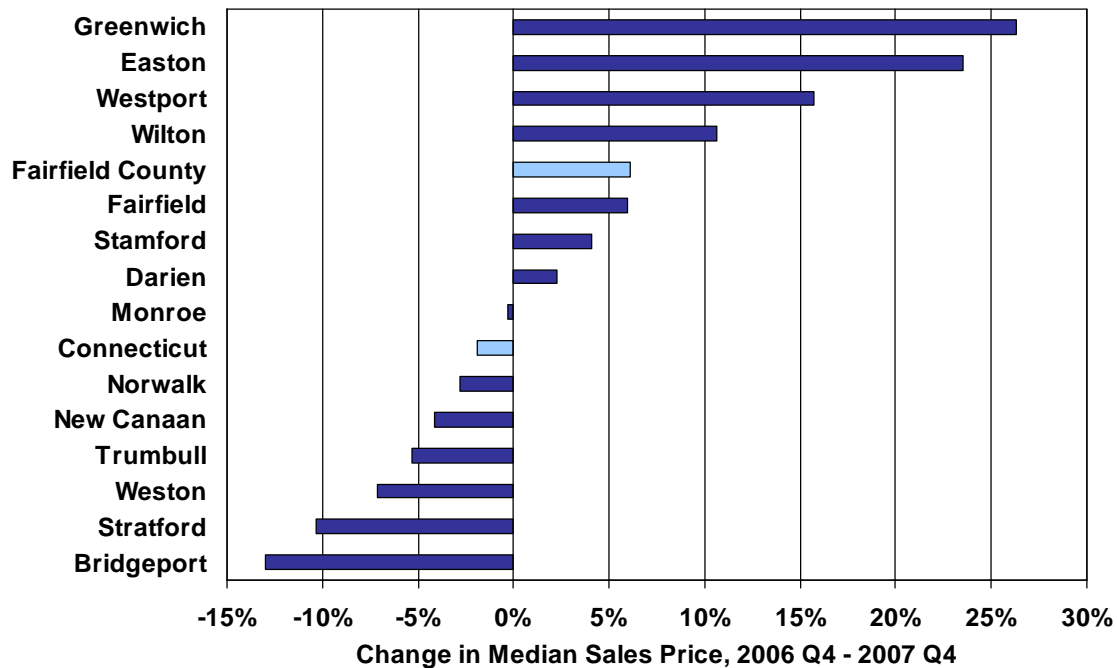


Source: The Warren Group

Figure IV.2 shows the relative change in the median sales price in single-family homes between 2006 Q4 and 2007 Q4. It is interesting to note that Bridgeport and Stratford, the municipalities with the lowest median sales price (see previous figure), also had the largest drop in housing prices during the last year. Meanwhile Greenwich, with the highest median sales price, also had the largest price increase of more than 26 percent

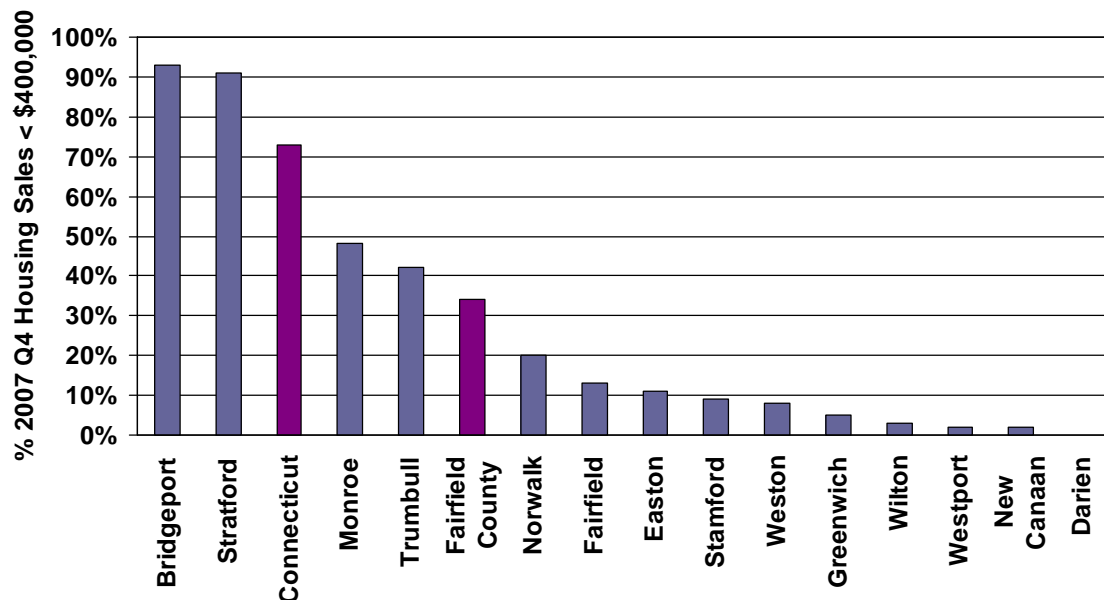
during the past year. Connecticut's median sales price declined about two percent while Fairfield County increased by six percent.

Figure IV.2: Bridgeport and Stratford had the largest decline in median sales prices during the last year while Greenwich climbed the most.



Source: The Warren Group

Figure IV.3: Bridgeport and Stratford's housing was almost all sold for less than \$400,000.



Source: The Warren Group

The share of single-family houses that sold for less than \$400,000 in 2007 Q4 ranged from 93 percent in Bridgeport to zero percent in Darien (Figure IV.3). Stratford's housing was almost exclusively sold for less than \$400,000 as well. The state average was 73 percent and the Fairfield County average was 34 percent. In six municipalities (Weston, Greenwich, Wilton, Westport, New Canaan and Darien), each share was less than 10 percent.

Housing affordability, as calculated in Figure IV.4, is the ratio of the median sales price (four-quarter moving average) to median income. The state average for 2007 Q4 was 4.2, meaning that the median sales price of a single-family home was more than four times larger than the median income. Monroe's and Stratford's affordability indices matched the state; all of the other One Coast Region municipalities were above the Connecticut average. Greenwich had an index value of 15.5 – virtually all of the housing would be too expensive for families earning the median income.

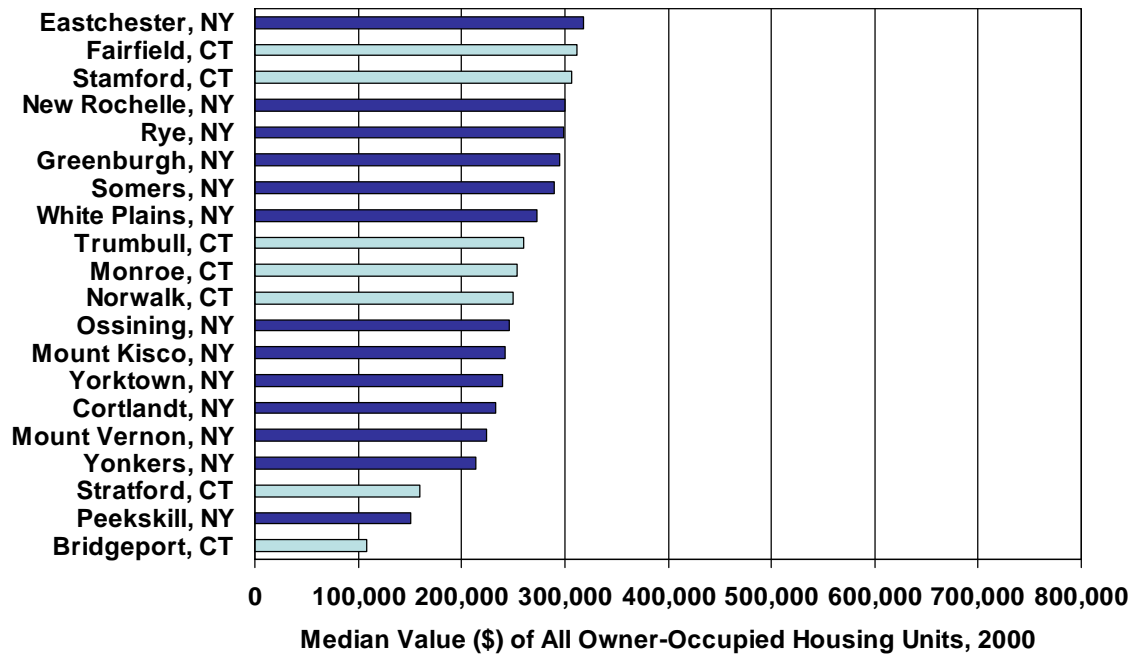
Figure IV.4: Most of the affordability indices were above the state average for 2007 Q4.



Source: The Warren Group

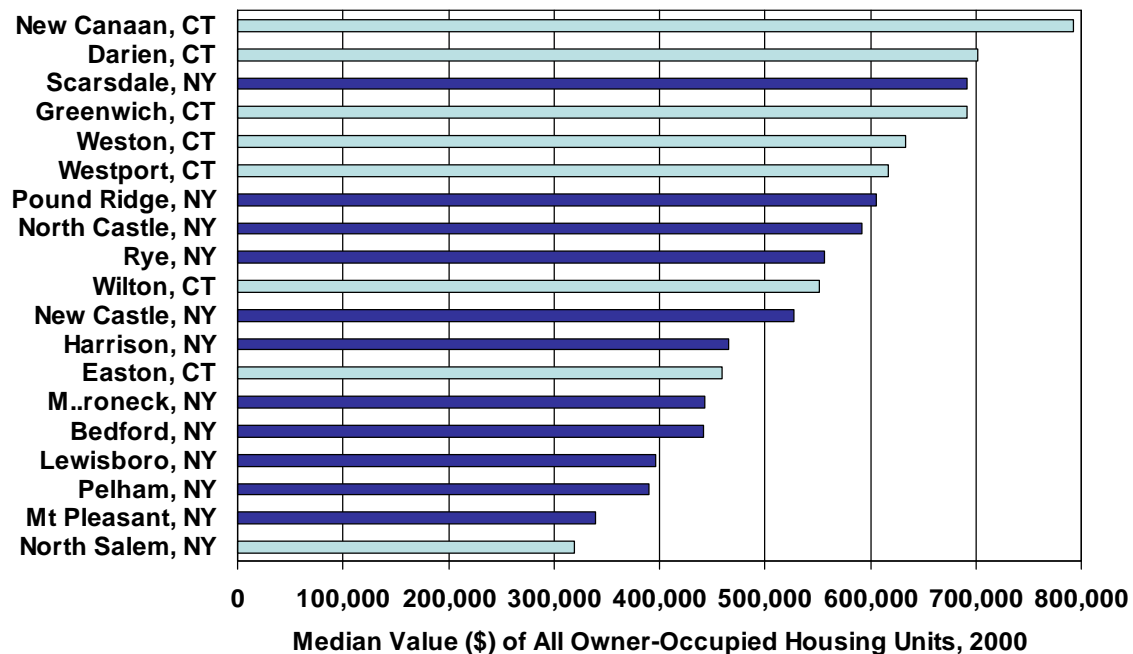
Figure IV.5 and Figure IV.6 presents data on the median value of owner-occupied housing units in the One Coast Region and Westchester County. The values range from moderately priced to quite expensive.

Figure IV.5: The One Coast Region and Westchester County had some municipalities with moderately-priced housing units...



Source: U.S. Census, Census 2000

Figure IV.6: ...and other municipalities with expensive housing options.



Source: U.S. Census, Census 2000

The subject of mortgage delinquencies and housing foreclosures has been discussed at length recently as a result of the sub-prime market crisis and tighter mortgage lending practices. Figure IV.7 lists the number of mortgage delinquency filings in each of the One Coast municipalities, filings per 1,000 households, and a rank (of the 169 municipalities in Connecticut) of the filings per 1,000 households. Bridgeport and Stratford had relatively high rates in Connecticut, and Weston was in the top third of municipalities with the highest rates. However, a number of municipalities in the One Coast Region had filings per 1,000 households that were relatively low.

Figure IV.7: Bridgeport and Stratford had relatively high mortgage delinquency rates during the beginning of 2008.

	Total Filings	Filings per 1,000 HH	Rank: Filings per 1,000 HH
Bridgeport	1,661	32.7	3
Stratford	436	22.6	22
Weston	55	16.8	56
Norwalk	488	15.1	75
Stamford	683	14.7	81
Monroe	93	14.3	87
Trumbull	147	12.2	106
Easton	28	11.3	112
Fairfield	178	8.9	145
Wilton	48	8.1	153
Westport	69	7.3	158
Darien	47	7.1	160
Greenwich	163	7.0	162
New Canaan	44	6.5	164

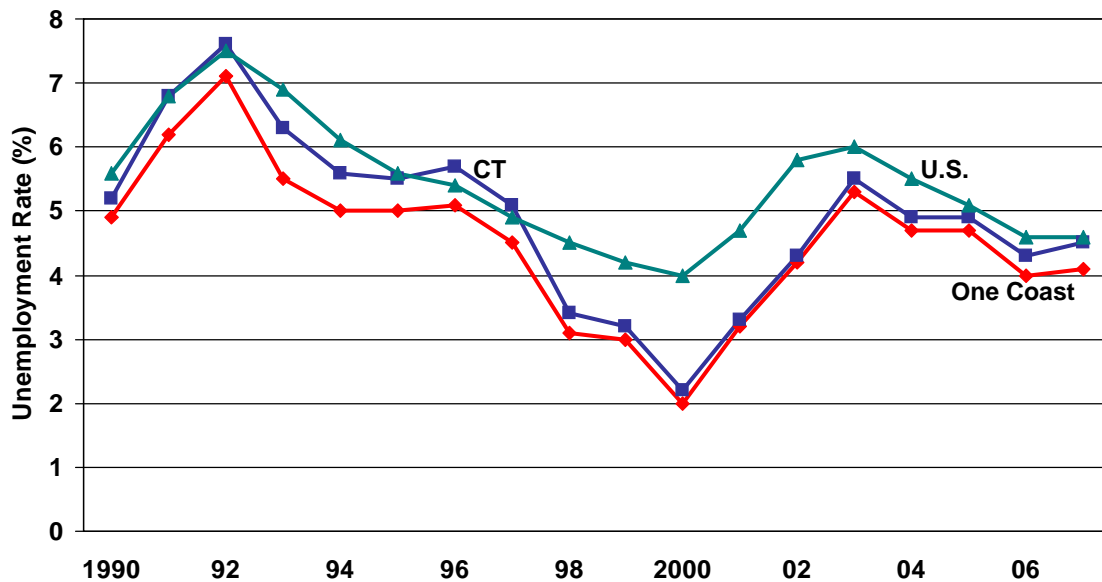
Source: The Warren Group, January-April 2008

V. Labor Force

The labor force includes the population who are employed, and unemployed and looking for work. Labor force statistics are important to analyze in order to gauge the employment success of its residents.

Figure V.1 tracks the unemployment rates for the One Coast Region, Connecticut and the U.S. on an annual basis since 1990. The One Coast Region has consistently had lower unemployment rates than both of the larger comparison regions, although since 2000 has tracked quite closely to the state average.

Figure V.1: The One Coast Region has had lower unemployment rates than the state and nation since 1990.

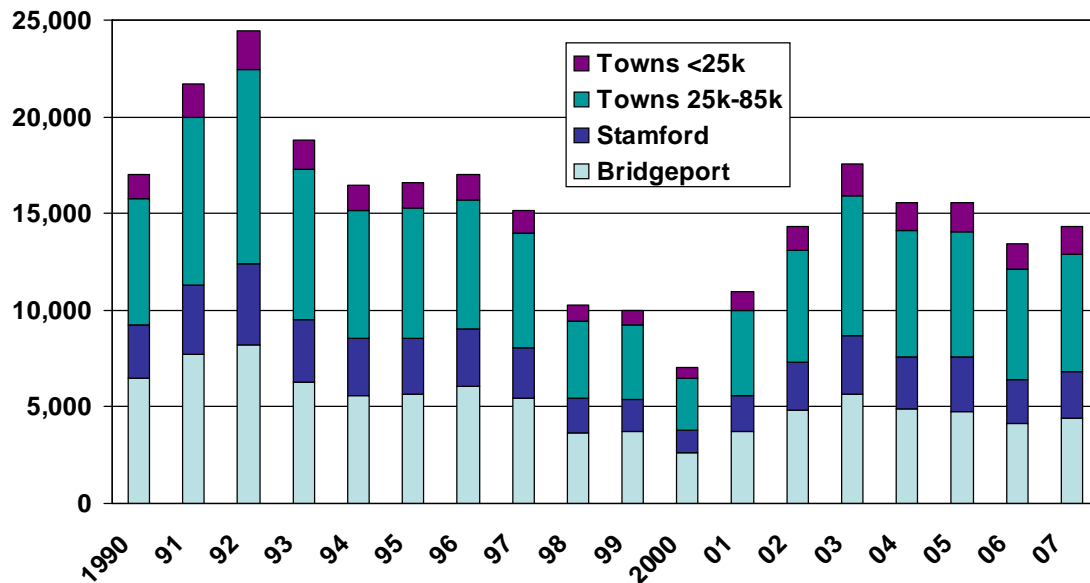


Sources: U.S. Bureau of Labor Statistics; CT Department of Labor

Figure V.2 shows the number of unemployed residents in the One Coast Region since 1990. The greatest number of unemployed, almost 25,000, occurred in 1992, with the fewest unemployed in 2000. These findings are consistent with the business cycles that occurred – Connecticut felt the effects of the early 1990s recession in 1992 especially, and the economy was booming in 2000.

More than half (almost 51 percent) of the unemployed in the One Coast Region resided in Bridgeport or Stamford in 1992. In 2007, the share was 49 percent.

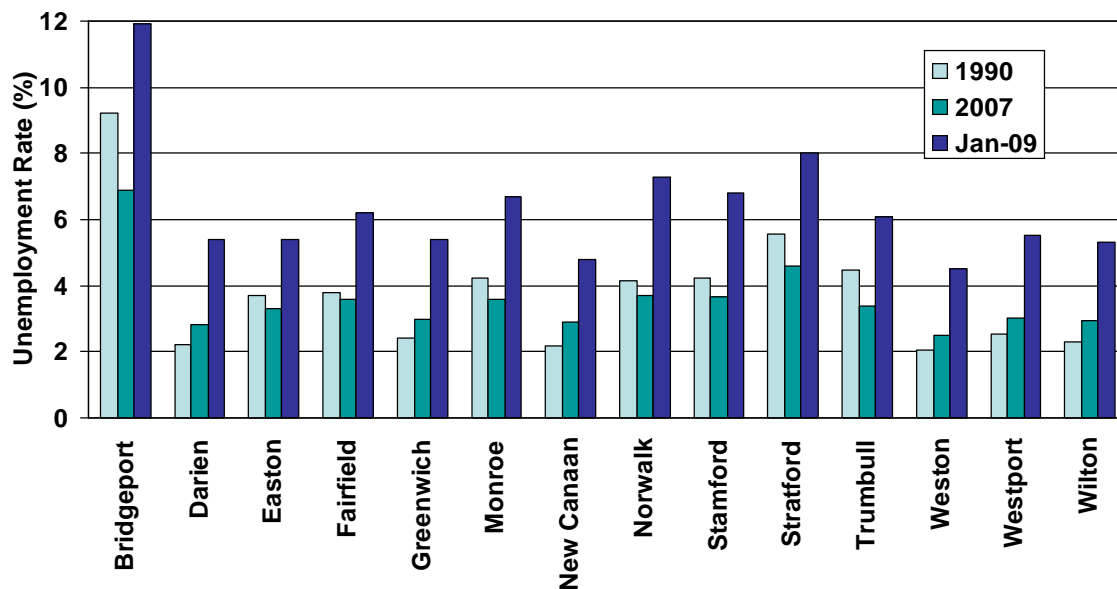
Figure V.2: Almost half of the unemployed residents of the One Coast Region were in Bridgeport or Stamford in 2007.



Source: CT Department of Labor

Figure V.3 presents annual averages of unemployment rates for the One Coast Region municipalities in 1990 and 2007, and a more recent monthly average from January 2009.

Figure V.3: The current recession is affecting all One Coast towns in terms of unemployment rates being higher.



Source: CT Department of Labor

Bridgeport's unemployment rate in 2007 of 6.7 percent was considerably lower than its 1990 level of 9.2 percent. Neighboring Stratford had the second highest rate in 2007 of 4.6 percent, down from 5.5 percent in 1990. The municipality with the lowest unemployment rate in the One Coast Region in 2007 was Weston, at 2.5 percent, which was slightly higher than its 1990 level of 2.1 percent. However, the recession that began in December 2007 has taken a toll on all of the One Coast municipalities: all of the unemployment rates were higher in January 2009 than their 1990 or 2007 averages.

Labor force participation rates, which are the shares of the population 18-64 years in the labor force, are found in V.4 for each municipality in the One Coast Region. Norwalk and Stratford had rates above 90 percent and all other municipalities were above 80 percent except for Bridgeport at 72 percent. It is interesting to note that Wilton and New Canaan have relatively low labor force participation rates. They are both smaller municipalities in terms of population, and as seen in previous sections, their income levels are quite high. Perhaps in these towns more families have the opportunity to opt out of the labor force for some time while raising children.

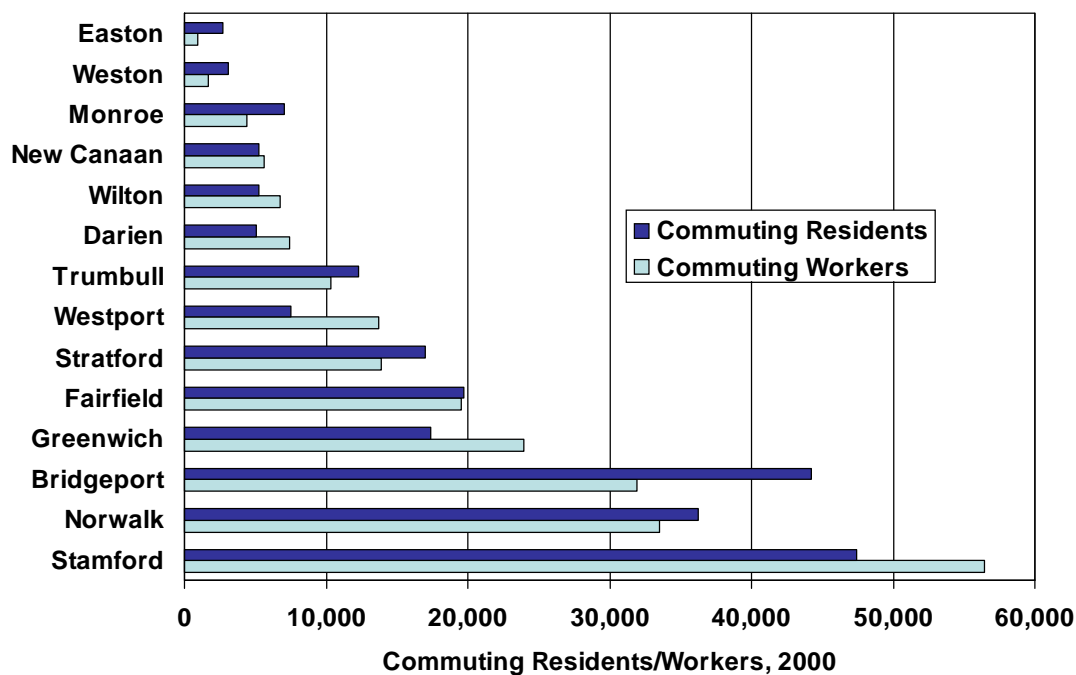
Figure V.4: All municipalities had labor force participation rates above 80 percent in 2007 except Bridgeport.



Figure V.5 focuses on the number of residents commuting to another municipality for work, as well as the number of workers commuting into the municipality. Please note that the figure looks at residents and workers that are commuting, not total residents and workers. The figure shows the flow of commuters out of and into a municipality.

New Canaan, Wilton, Darien, Westport, Greenwich and Stamford had more commuters working in the municipality than residents commuting out. Easton, Weston, Monroe, Trumbull, Stratford, Fairfield, Bridgeport and Norwalk had more residents commuting out than workers commuting in.

Figure V.5: Stamford had 9,042 more commuting workers than commuting residents in

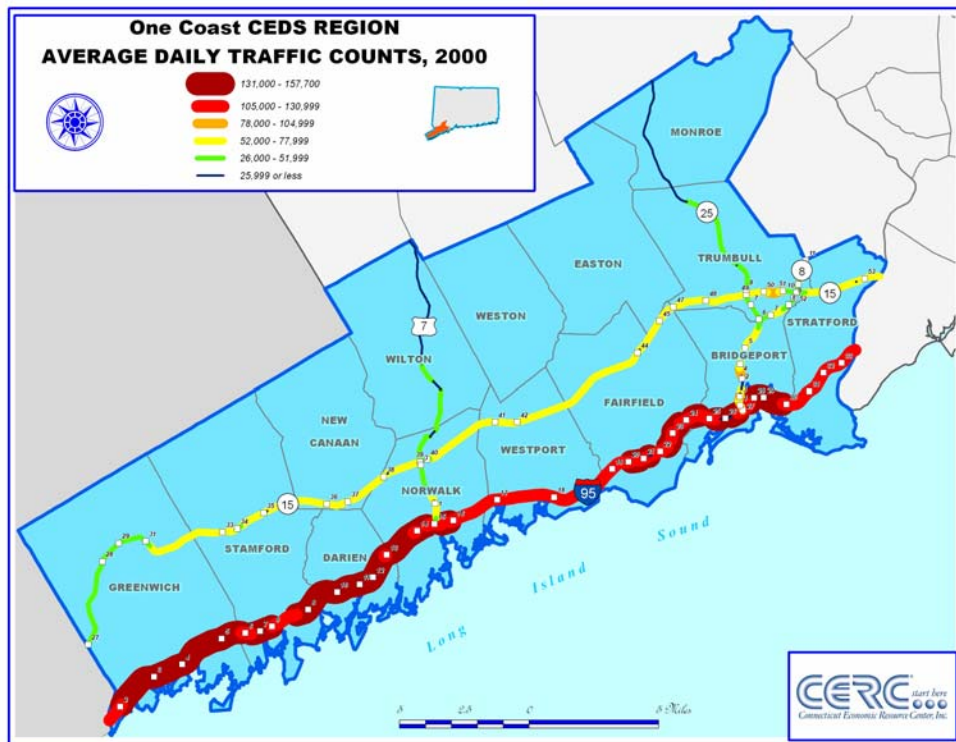


2000; Bridgeport had 12,275 fewer workers than residents.

Source: U.S. Census

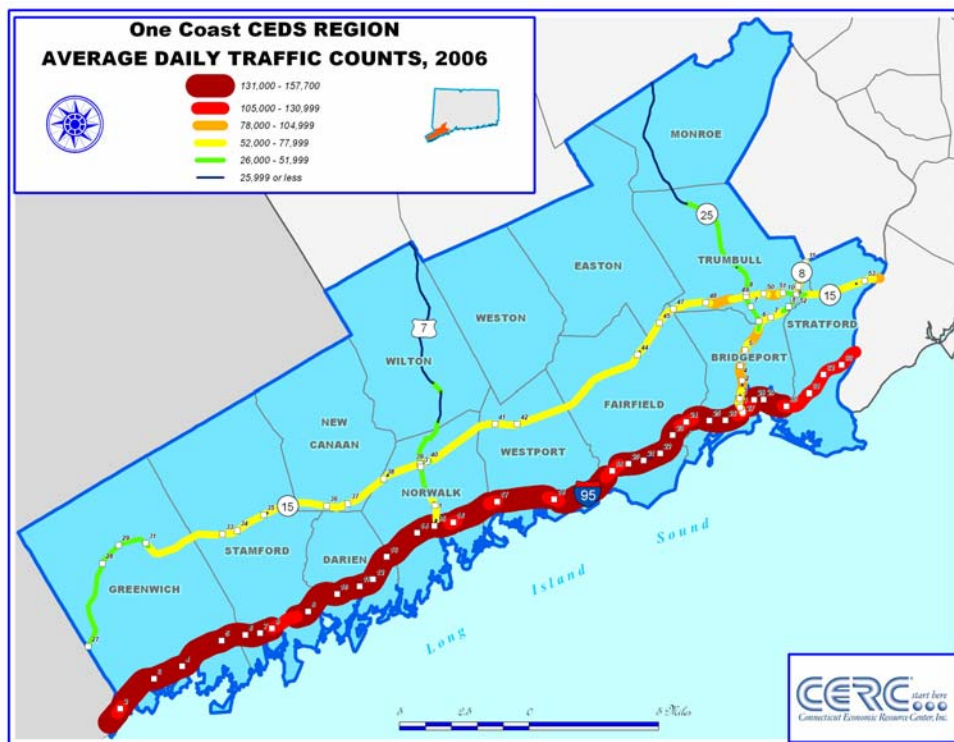
The next four figures display information about average daily traffic (ADT) counts in the region. ADT counts take into account a commute both ways in one day. Figure V.6 shows traffic counts in 2000 and Figure V.7 provides the data for 2006. Figure V.8 shows the absolute changes in traffic counts between 2000 and 2006 and Figure V.9 presents the percentage changes.

Figure V.6: I-95 had extremely high ADT counts in 2000.



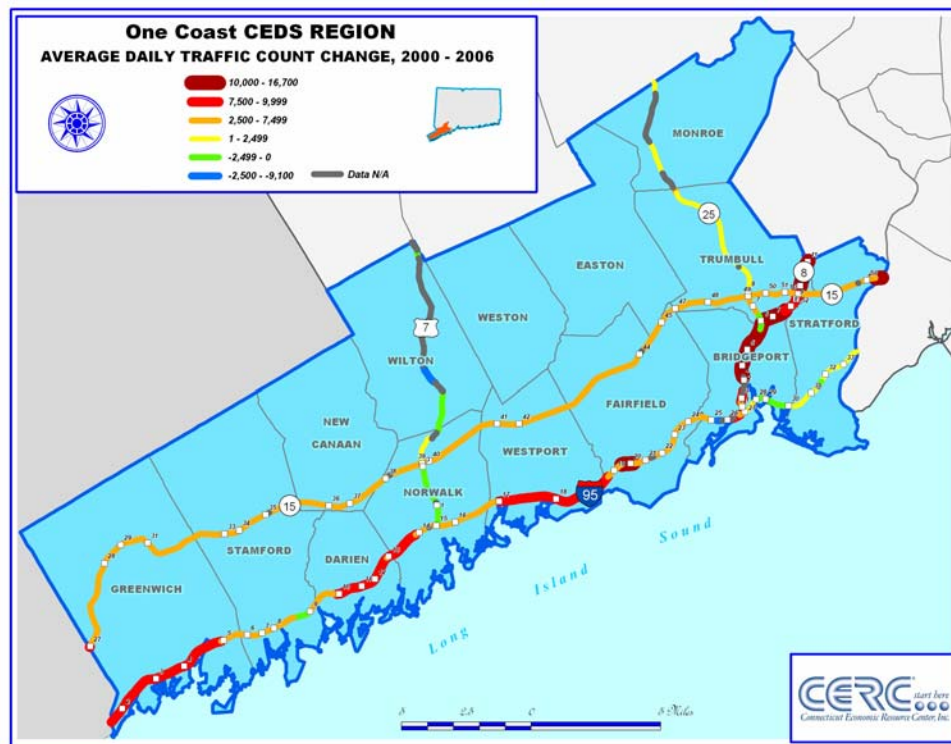
Source: CT Department of Transportation

Figure V.7: Traffic on I-95 noticeably increased in many road segments.



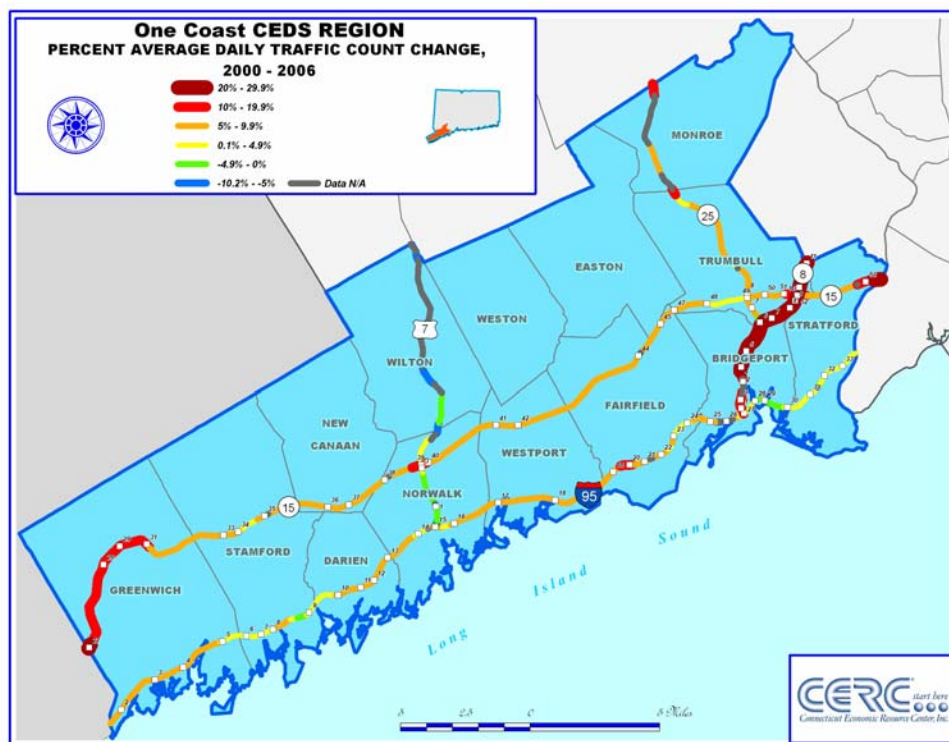
Source: CT Department of Transportation

Figure V.8: Route 8 had the largest absolute changes in traffic counts from 2000 to 2006.



Source: CT Department of Transportation

Figure V.9: The largest relative changes were on Route 8 and Route 15 in Greenwich.



Source: CT Department of Transportation

As commuters in the One Coast Region already know, Interstate 95 (I-95) had a high ADT count, although it let up somewhat in Westport and then was heavy again in Fairfield and Bridgeport, according to the 2000 traffic data. Routes 8 and 15 were heavily traveled, with Routes 7 and 25 less so. The pattern was the same in 2006, as Figure V.7 displayed. In terms of absolute changes in ADT counts between 2000 and 2006, there were a few decreases along Route 7, two segments of I-95 in Bridgeport and Stratford, and the connector from Route 8 to Route 25. All other segments saw increases with Route 8 having the largest absolute changes (Figure V.8). As for percent changes in ADT counts between 2000 and 2006, the largest changes were along Route 8 and Route 15 in Greenwich (Figure V.9).

Figure V.10 shows destinations for some of Fairfield County's out-going commuters. The figure shows linkages among the One Coast municipalities in terms of where workers reside. Almost every municipality in the One Coast Region pulled workers from all One Coast Region municipalities.

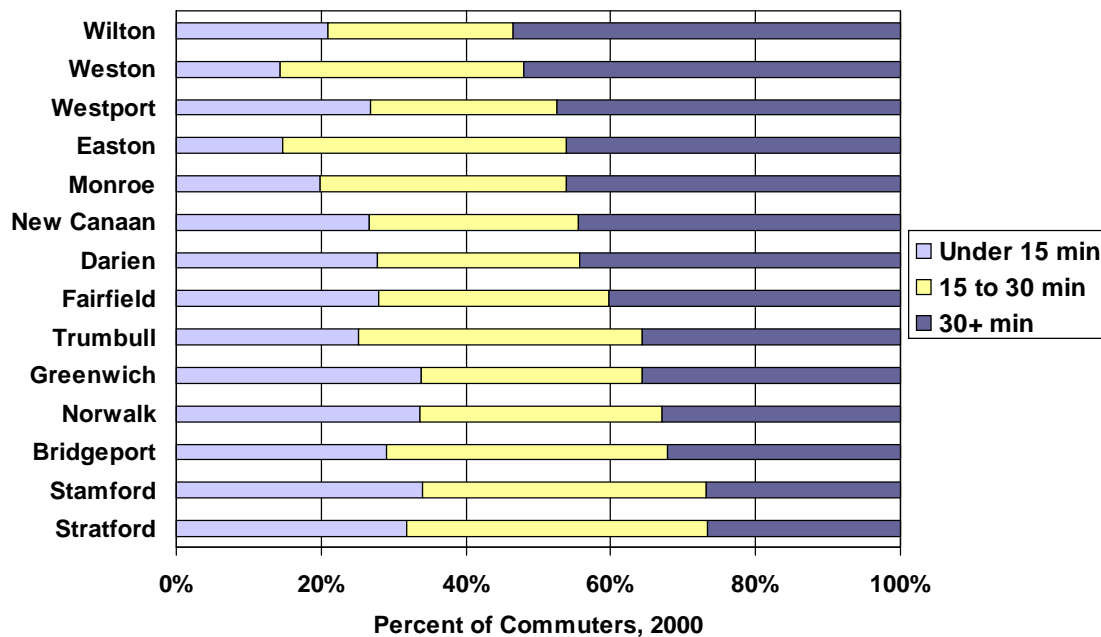
Figure V.10: Almost every municipality brought in workers from all the other One Coast Region municipalities.

Resident Town	Work Town (2000)													
	Bridge- port	Dar- ien	East- on	Fair- field	Green- wich	Mon- roe	NewCa- naan	Nor- walk	Stam- ford	Strat- ford	Trum- bull	West- on	West- port	Wil- ton
Bridgeport	19,089	404	127	4,940	970	735	333	3,523	3,767	4,419	3,083	76	2,034	716
Darien	53	2,002	7	72	532	5	127	530	1,472	12	62	5	146	62
Easton	395	30	503	405	133	137	32	235	343	146	88	45	160	32
Fairfield	2,244	274	77	7,925	790	253	128	1,749	2,397	633	667	127	1,951	514
Greenwich	271	300	0	198	11,359	39	102	732	3,678	116	72	27	276	157
Monroe	1,180	48	76	589	216	2,112	33	574	619	435	756	21	251	145
New Canaan	84	233	0	46	421	5	2,454	446	1,207	43	37	0	121	117
Norwalk	795	1,640	54	1,015	2,368	142	989	17,865	7,213	474	465	121	1,774	1,320
Stamford	995	1,811	17	754	5,600	195	1,017	3,377	31,212	518	361	52	871	633
Stratford	3,997	174	54	1,581	437	233	103	1,149	1,050	5,958	1,281	42	705	249
Trumbull	2,288	193	55	1,372	347	492	88	1,086	1,192	911	3,289	38	668	255
Weston	115	37	0	138	84	20	26	417	406	37	24	1,053	630	144
Westport	292	129	5	408	296	7	87	1,027	940	93	98	67	3,858	186
Wilton	143	96	0	72	344	15	145	833	959	55	59	49	252	2,212

Source: U.S. Census, Census 2000

Many residents in the One Coast Region had commutes that were more than 30 minutes, as shown by Figure V.11. The municipality with the largest share of commuters with longer trips was Wilton, with almost 54 percent. Eight of the municipalities had shares that were at least 40 percent. The smallest shares were in Stamford and Stratford with 27 percent each.

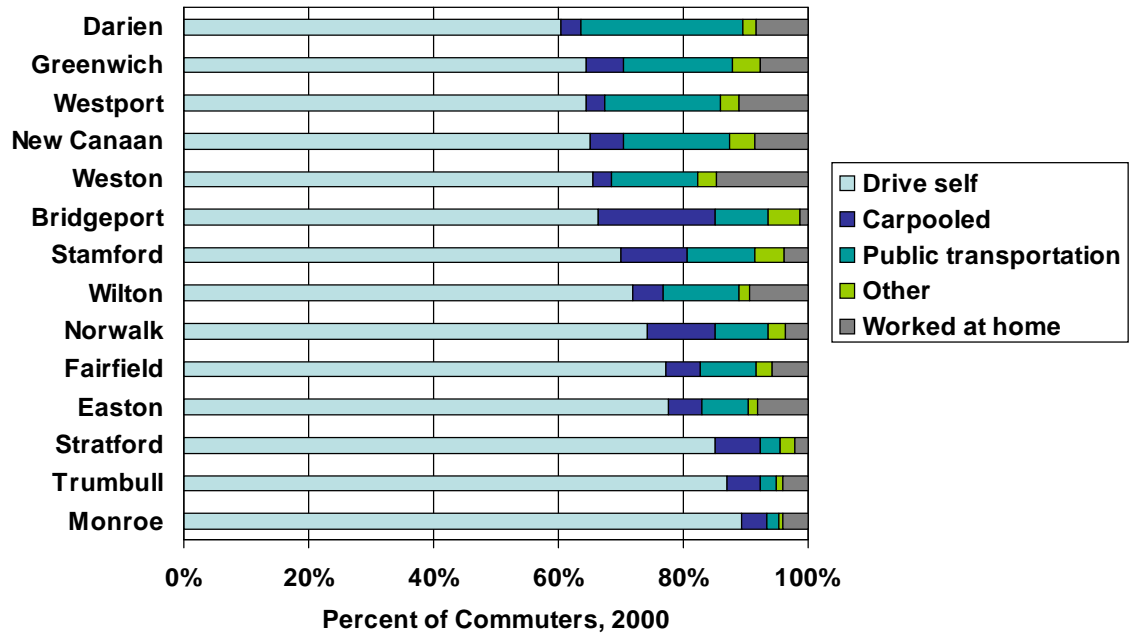
Figure V.11: Many residents in the One Coast Region had commutes that were more than 30 minutes.



Source: U.S. Census, Census 2000

As is the case in most areas of the U.S., most One Coast residents drove themselves to work in 2000 (Figure V.12). All municipalities had some shares of commuters traveling with carpools or public transportation. The municipality with the largest share of commuters using public transportation was Darien (26 percent), followed by Westport (19 percent), New Canaan and Greenwich (17 percent each) and Weston (14 percent). These towns with a larger propensity to use public transportation are in the southwestern section of the One Coast Region, and would primarily use the train system.

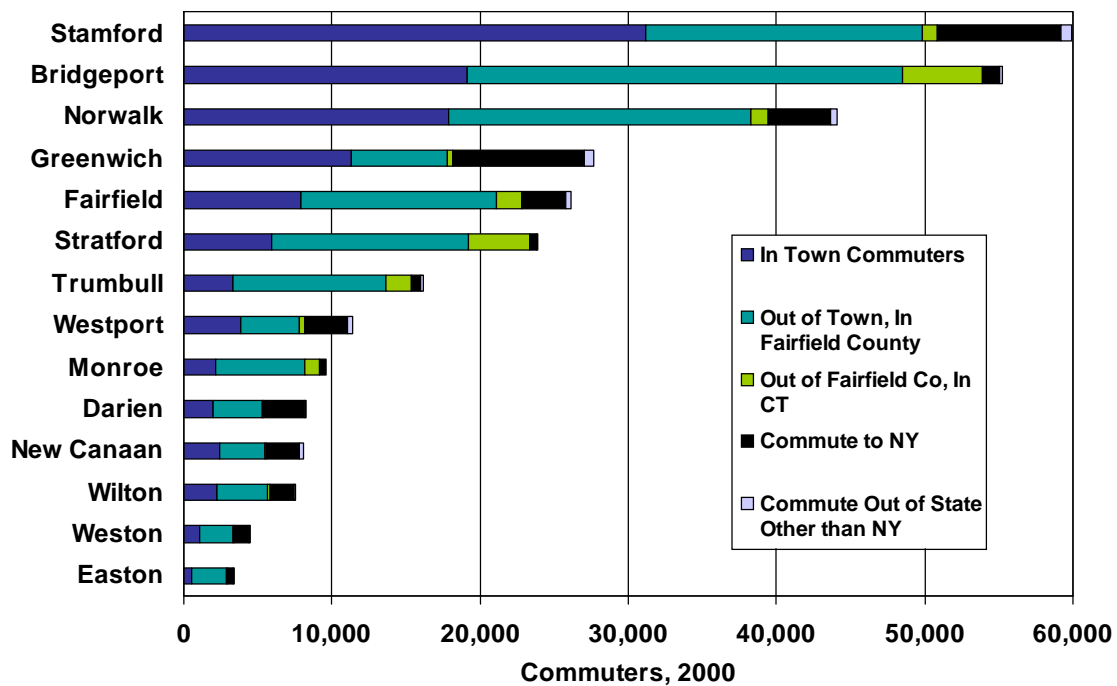
Figure V.12: Most commuters drove or carpooled; more than one-quarter of Darien residents used public transportation.



Source: U.S. Census, Census 2000

Figure V.13 shows where all of the commuters worked, not just within the One Coast region. Stamford and Greenwich have the greatest numbers of commuters to New York. Other than New York State, where about 38,000 One Coast Region commuters worked, the next most popular state was New Jersey, with approximately 1,500. Commuters to New Jersey, as well as any other state other than New York and Connecticut, would be included in the “Commute Out of State Other than NY” category in the figure below.

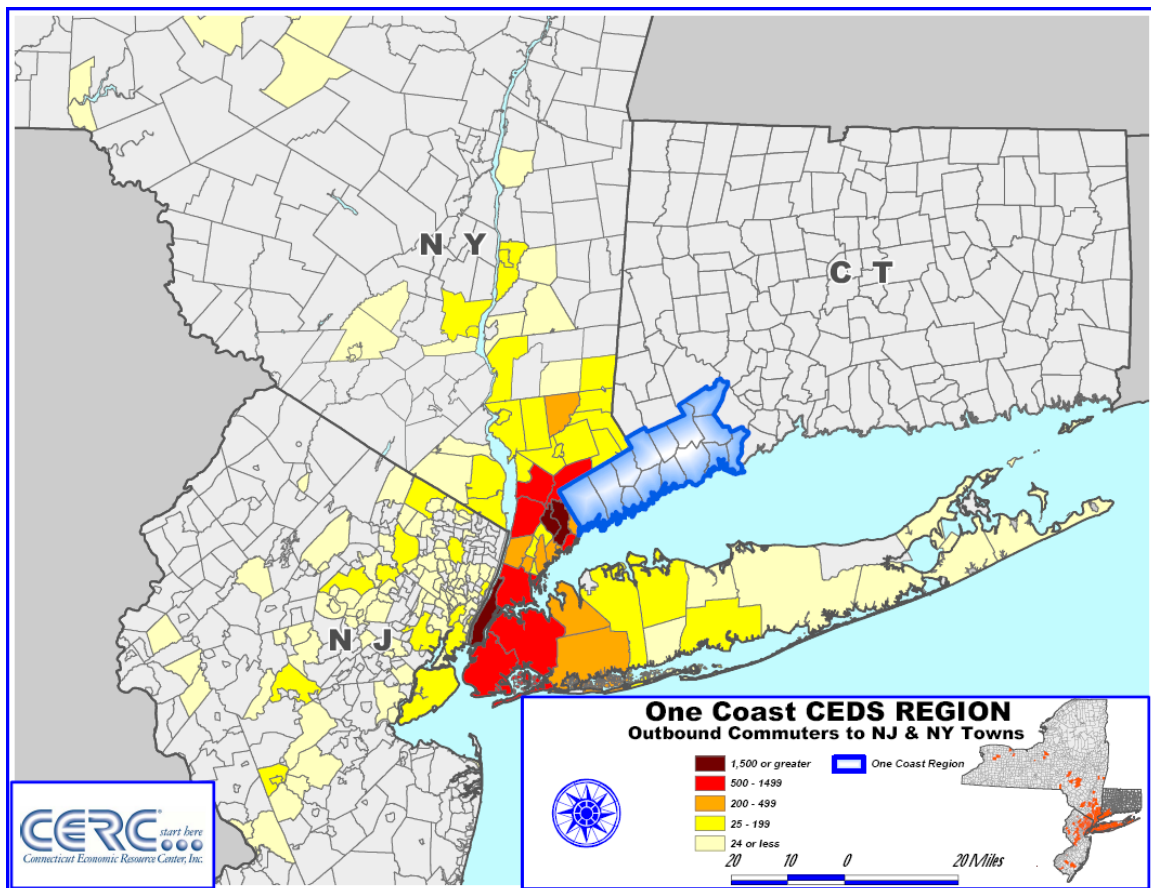
Figure V.13: Stamford and Greenwich have the greatest numbers of commuters to New York.



Source: U.S. Census, Census 2000

Of the One Coast Region residents who commuted to either New York or New Jersey, the majority were drawn to jobs that were close or in New York City. Figure V.14 provides a map of the New York and New Jersey destination municipalities of One Coast Region residents. There was a concentration of commuters in Putnam and Westchester counties as well as the New York City area.

Figure V.14: One Coast Region Commuters to New York or New Jersey Worked Primarily in the Greater New York Metropolitan Area.



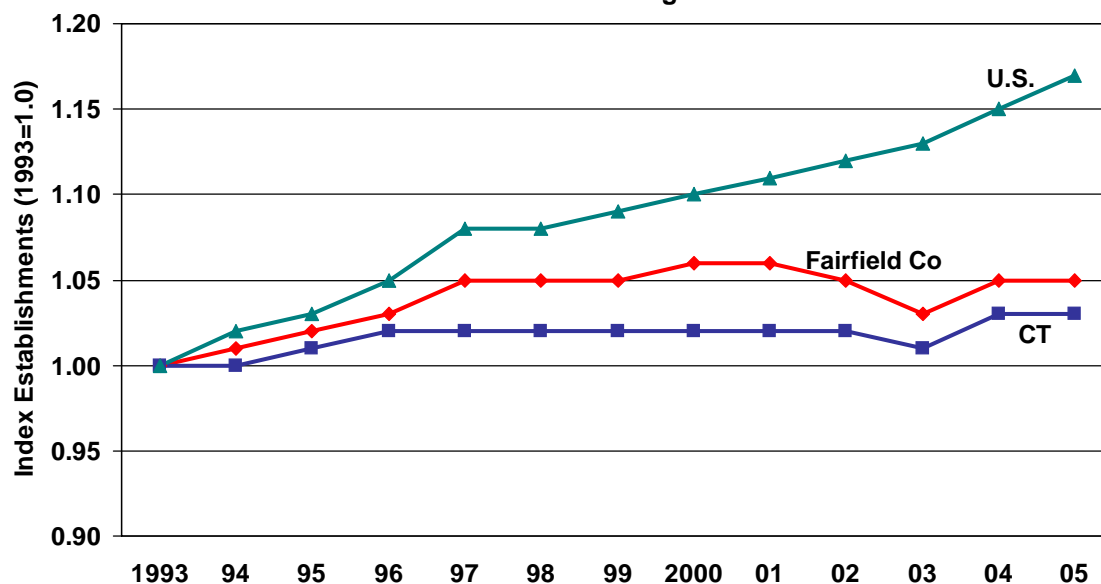
Source: U.S. Census, Census 2000

VI. Business Profile and Commercial/Industrial Real Estate Overview

There were more than 21,700 establishments in the One Coast Region in 2005, which accounted for more than three-quarters of the almost 28,600 establishments in Fairfield County.² Even though One Coast Region establishment data cannot be obtained over a longer historical period, county data can be used as an approximation.

Figure VI.1 presents an overview of establishment growth in Fairfield County, Connecticut and the U.S. Fairfield County has seen growth that was slightly above the Connecticut trend while the nation as a whole increased consistently. The 2005 level, compared with the 1993 level, was five percent higher in Fairfield County, three percent higher in Connecticut, and 17 percent higher in the U.S.

Figure VI.1: Fairfield County had some growth in establishments since the mid-1990s, but the U.S. had consistent growth.



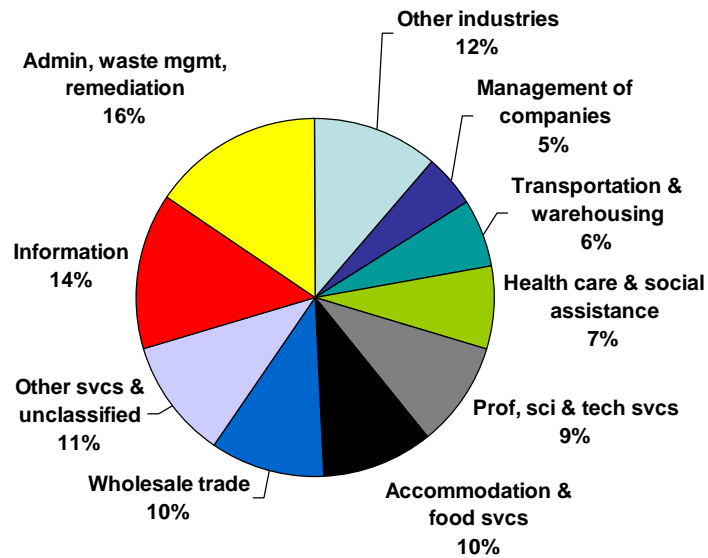
Source: U.S. Census, County Business Patterns

As noted earlier, historical establishment data for the One Coast Region is difficult to obtain. However, the following figures have information about 2005, which presents a snapshot of the establishments in the area.

² U.S. Census, Zip Code and County Business Patterns

Establishments involved in Administration, Support, Waste Management and Remediation Services comprised 16 percent of the One Coast Region establishments in 2005, which was the largest share. Information also had a larger share with 14 percent of establishments. Figure VI.2 is a snapshot of establishments by industry for 2005.

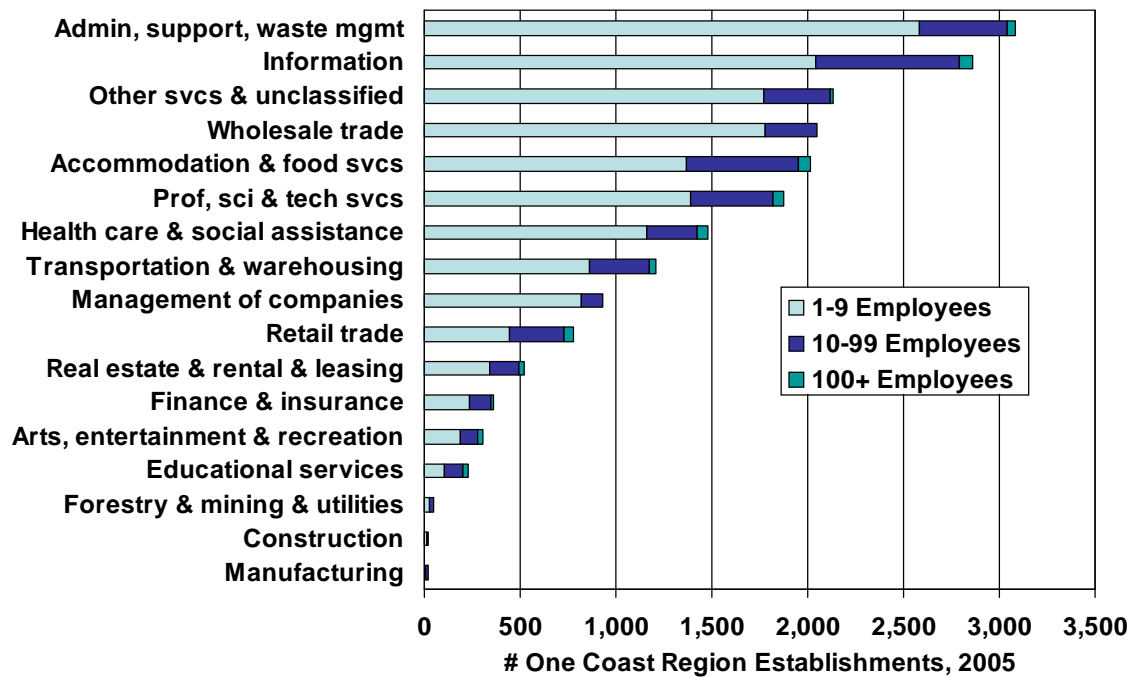
Figure VI.2: Sixteen percent of the establishments in the One Coast Region were involved in Administration, Support, and Waste Management.



Source: U.S. Census, Zip Code Business Patterns

Figure VI.3 shows the numbers of establishments for each industry in the One Coast Region, including the sizes of the establishments. The Information industry has the largest number of larger (100+ employees) firms – 74. Only two percent of the One Coast establishments employ more than 100 workers. On a relative basis, Manufacturing has the greatest share of larger firms with four, or 18 percent, of the 22 establishments.

Figure VI.3: Information has the greatest number of large (100+ employees) establishments.



Source: U.S. Census, Zip Code Business Patterns

Figure VI.4 lists the startups and expansions that were recently announced for municipalities in the One Coast Region. Of the seven that were documented by the Connecticut Department of Labor, five are planned to occur in Stamford.

Figure VI.4: Recently announced startups and expansions were primarily in Stamford.

Startup/ Expansion Date	Company	One Coast Town	Product	# Workers Involved	Comments
2009	Swiss Army Brands	Monroe	Knives	20-25	New company headquarters will lead to increase in employment
2008	Walgreens	Stamford	Drugstore	35	New store will be built at Suburban Cadillac-Pontiac site
2008	Royal Bank of Scotland	Stamford	Global Finance	800-1,200	New jobs when new building completed
2008	Design2Launch Inc.	Stamford	Software	30	Company will expand after acquisition by Eastman Kodak
February-08	Big Y	Stratford	Supermarket	200	New stores have opened
2008	NBC Universal	Stamford	Filmmaking & digital media	75	Tax credit will allow for expansion
Fall 2008	Fairfield County Bank	Stamford	Banking Services	12	Bank will open branch on East Main Street

Source: CT DOL, *Business and Employment Changes Announced in the News Media*, Feb and Apr 2008

Figure VI.5: The most recently announced layoffs or reductions were primarily in the three One Coast cities.

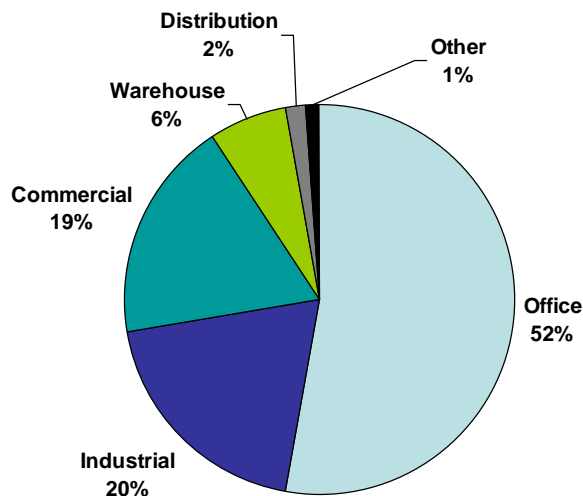
Layoff/ Reduction Date	Company	One Coast Town	Product	# Workers Involved	Comments
SUMMER 2008	People's United	Bridgeport	Financial	170	Bank will close 20 branches to cut costs
June-08	City of Bridgeport	Bridgeport	Municipality	90	Budget deficit
SPRING 2009	Gibbs School	Norwalk	College	35	Private two-year school is closing
2008	Ross & Roberts Inc.	Stratford	Vinyl coverings	60	High price of electricity is forcing plant to close
January-08	Norden Systems	Norwalk	Military radar systems	48	Lack of demand
WINTER 2008	Bear Naked Inc.	Stamford, Norwalk	Granola and cereal	100	Operations are ceasing due to being purchased by Kellogg Co.
WINTER 2010	Clairol	Stamford	Hair-coloring products	235	Plant is closing as operations are being shifted to Mexico

Source: CT DOL, *Business and Employment Changes Announced in the News Media*, Feb and Apr 2008

There were seven companies that recently announced layoffs or employee reductions in the One Coast Region, as documented by the Connecticut Department of Labor. The decreases were primarily located in either Bridgeport, Norwalk or Stamford, the three largest cities. One, Ross & Roberts Inc., is located in Stratford.

Now that the One Coast Region's business trends have been analyzed, it is time to look at the supply of available commercial space. CERC SiteFinder® is an online database of available commercial properties. Brokers, economic developers and others can post and search for retail, office, industrial, investment, and specialty real estate by visiting www.CTSiteFinder.com. According to a May 2008 search of SiteFinder, almost 400 buildings were either for lease or sale in the One Coast Region, with 52 percent specified as office space (Figure VI.6).

Figure VI.6: More than half of the 393 buildings for lease or sale in the One Coast Region are designed as office space.



Source: CERC SiteFinder, May 2008

The 393 buildings for sale or lease in the One Coast Region totaled almost 8 million available square feet, as seen in Figure VI.7. Stamford had the most space available at more than 2.2 million square feet; Bridgeport was next with just over 1.6 million square feet. Greenwich, Wilton and Monroe had nothing available for sale but some space was

available for lease. Easton and Weston had no properties available for lease or sale as seen through the SiteFinder database.

Figure VI.7: Almost 8 million square feet was available for either lease or sale in the One Coast Region.

	Square Feet Available			
	Both	Lease	Sale	Total
Stamford	4,600	2,092,334	140,975	2,237,909
Bridgeport	650,228	728,232	235,818	1,614,278
Fairfield	19,731	1,268,183	21,717	1,309,631
Norwalk	68,454	933,107	8,014	1,009,575
Stratford	22,831	498,121	156,918	677,870
Trumbull		311,806	27,690	339,496
Westport	33,285	198,612	15,725	247,622
Greenwich		215,263		215,263
Wilton		137,212		137,212
Monroe		66,707		66,707
Darien		54,888	1,114	56,002
New Canaan		13,455	11,473	24,928
One Coast Region	799,129	6,517,920	619,444	7,936,493

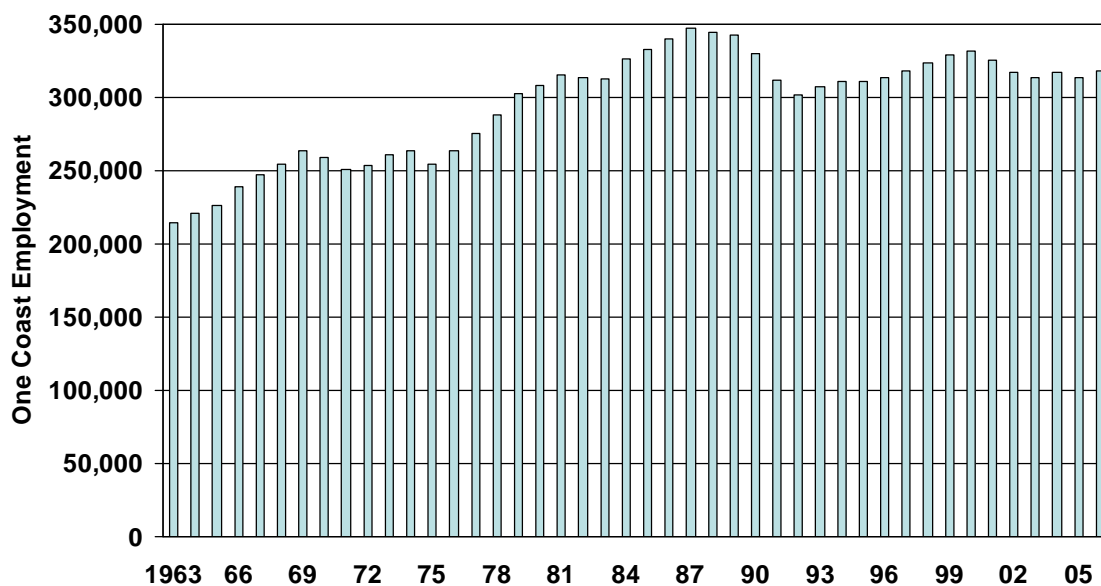
Source: CERC SiteFinder, May 2008 (Note: Easton and Weston had no data)

VII. Employment and Industry Cluster Trends

Employment data focuses on jobs by place of work. The One Coast Region had steady employment gains despite cyclical declines through the 1960s, 1970s and 1980s. As Figure VII.1 shows, employment peaked in 1987 and decreased in the early 1990s.

In 1963 employment was 215,000 in the One Coast Region. The employment peak in 1987 was 347,000 jobs. The Region saw a decrease to 302,000 in 1992 and in 2006 employment was less than 318,000.

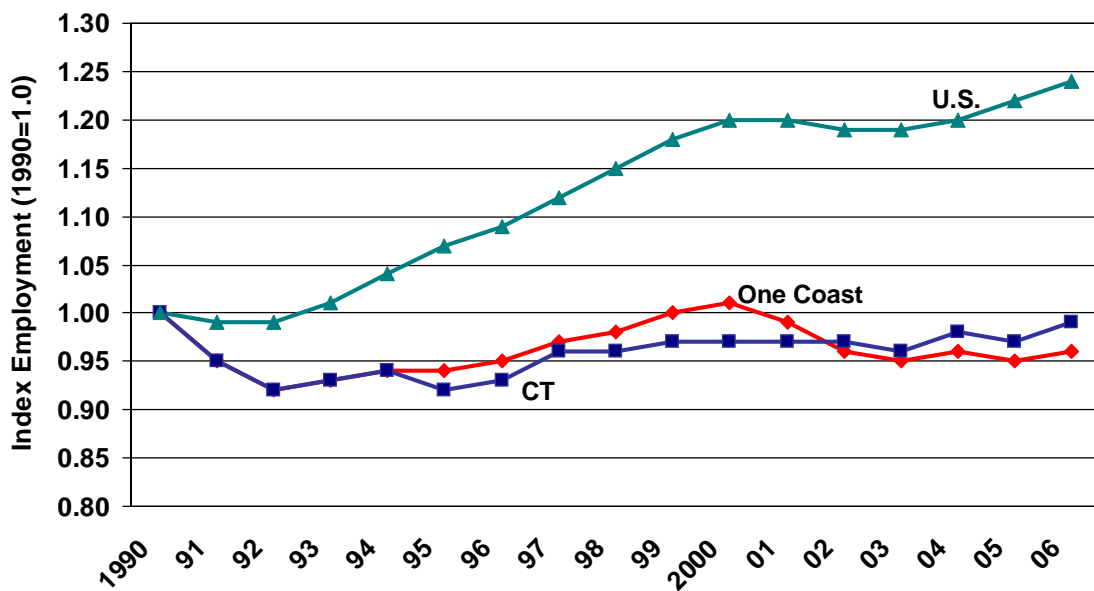
Figure VII.1: Employment in the One Coast Region peaked in 1987.



Source: CT Department of Labor

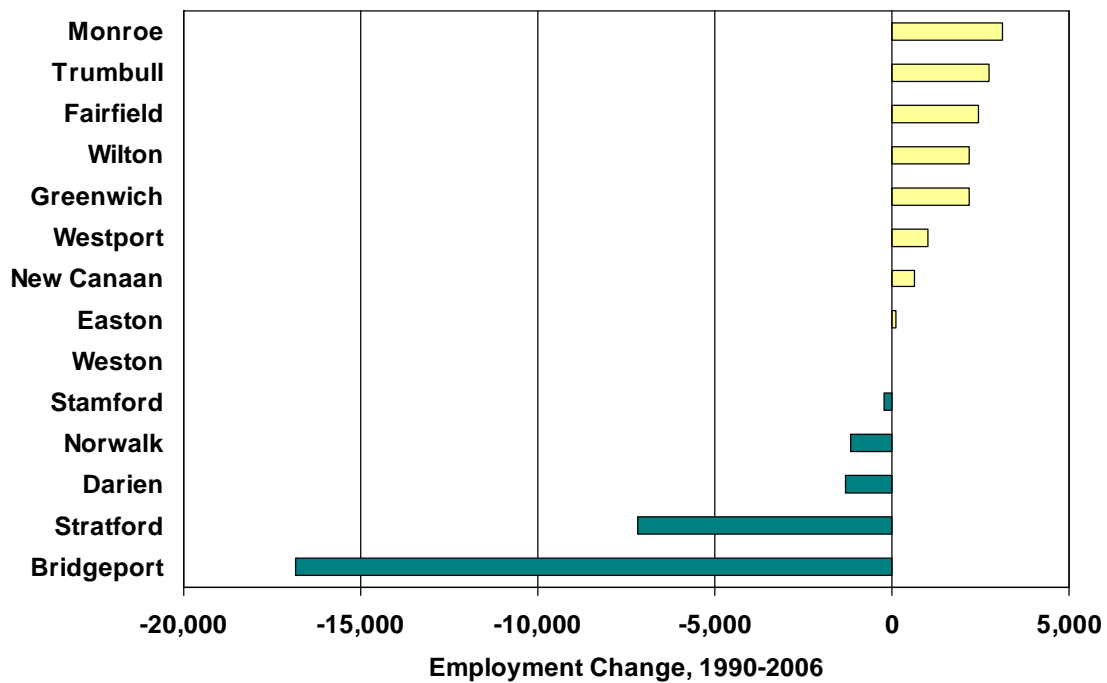
Figure VII.2 shows an index of employment for the One Coast Region, Connecticut and the U.S. since 1990. The One Coast Region and Connecticut had fewer jobs in 2006 than 1990, but in 1990 the One Coast Region was still coming off of its 1987 high. Compared with 1992, the One Coast Region saw some modest growth with a recent high point in 2000.

Figure VII.2: The One Coast Region and Connecticut had fewer jobs in 2006 than 1990 while the U.S. grew by almost 25 percent.



Sources: CT Department of Labor; U.S. Bureau of Labor Statistics

Figure VII.3: Bridgeport and Stratford had the largest employment losses in the One Coast Region between 1990 and 2006.

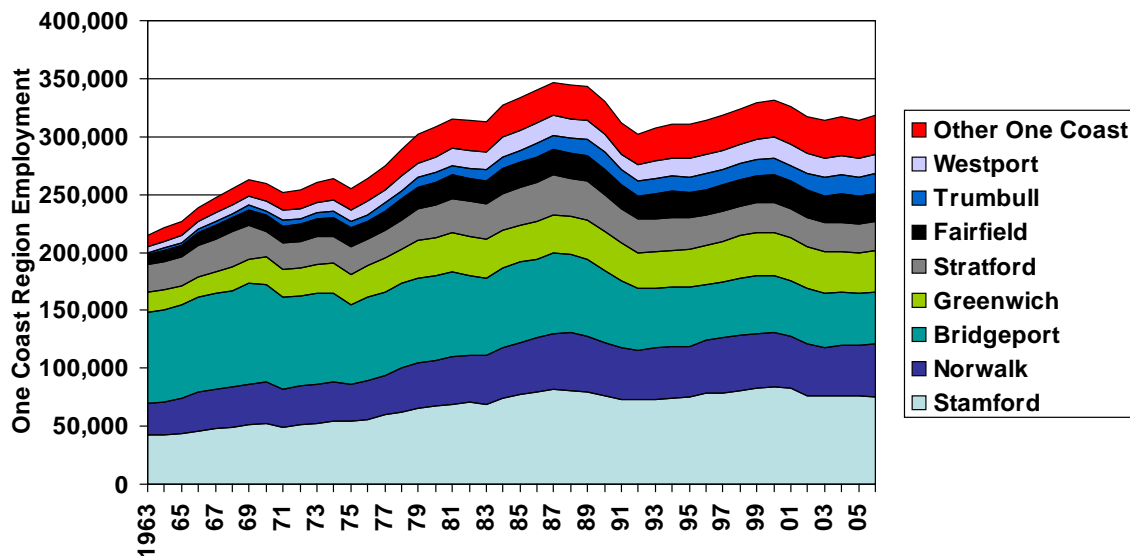


Source: CT Department of Labor

The three largest cities – Bridgeport, Norwalk and Stamford – had employment declines between 1990 and 2006 (Figure VII.3). Bridgeport's loss was substantial of almost 17,000 jobs. Bridgeport's neighboring town Stratford had the second largest decline with almost 7,200.

Figure VII.4 looks at the change in employment by municipality over a longer time period. In 1963, Bridgeport had the greatest number of jobs in the One Coast Region, which accounted for 37 percent. In 2006, Bridgeport's share was 14 percent. As for Stamford, the city held 20 percent of the jobs in 1963 and 24 percent in 2006. Trumbull had a noticeable increase – from one percent in 1963 to five percent in 2006.

Figure VII.4: The largest shift in the spatial distribution of jobs was out of Bridgeport during the 1960s and 1970s.

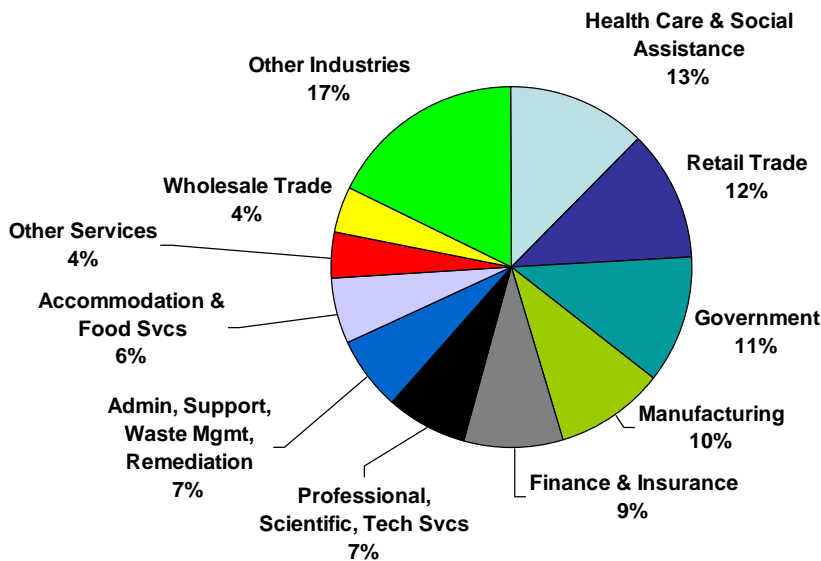


Source: CT Department of Labor

Next, the analysis turns to employment by industry sector. Based on data availability, Fairfield County is the geography analyzed rather than solely the One Coast Region.

Figure VII.5 shows a fairly well-balanced economy in terms of jobs by industry in 2007. Four industries (Health Care & Social Assistance, Retail Trade, Government and Manufacturing) each have shares of total employment that are at least 10 percent.

Figure VII.5: Healthcare, retail trade, government and manufacturing each represented at least 10 percent of Fairfield County's employment in 2007.



Source: Moody's Economy.com

Figure VII.6 looks at the changes in employment by industry for Fairfield County. Not surprisingly, Manufacturing has seen the steepest declines since 1990 – this is common for most regions across the U.S. Wholesale Trade employment is down while Retail employment was essentially flat. Healthcare and Finance and Insurance have seen the greatest employment increases.

According to private estimates, the Bridgeport metropolitan area economy has been healthy in 2007. The area had its share of subprime loan charge-offs and delinquencies but the subprime loan crisis has not had significant effects on the metro's growth rate and job growth remained healthy. Expanding professional and financial services, especially in the securities industry where there is a continuing shift from Manhattan to southwest Connecticut, was supporting the area quite well. Manufacturing employment was stable in 2007 because of strength at Sikorsky Aircraft.³

³ Moody's Economy.com, Précis METRO, January 2008.

Figure VII.6: Seven of the 10 sectors had more employment in Fairfield County in 2007 than in 1990.

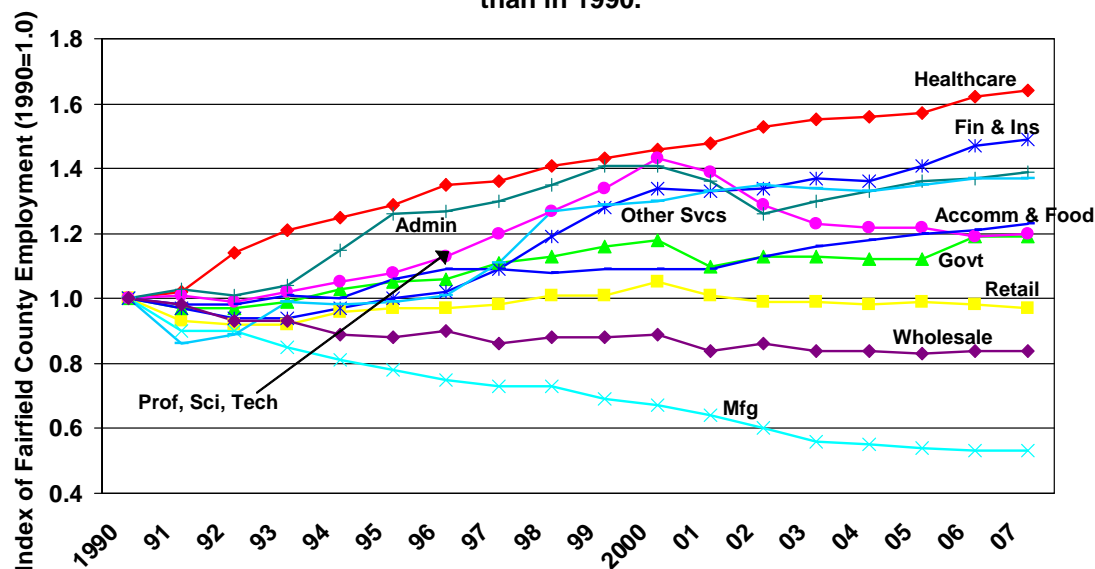


Figure VII.7: In terms of employment in Fairfield County, three of the top 10 industries are related to healthcare, and two are financial.

NAICS	Industry Description	2007 Emp (1000s)	% Total
GVL	Local Government	39.3	9%
541	Professional, Scientific & Technical Services	30.7	7%
561	Administrative & Support Services	27.6	6%
722	Food Services & Drinking Places	22.7	5%
621	Ambulatory Health Care Services	20.3	5%
523	Securities, Commodity Contracts & Other Investments	16.9	4%
551	Management of Companies & Enterprises	13.7	3%
622	Hospitals	13.6	3%
522	Credit Intermediation & Related Activities	12.5	3%
623	Nursing & Residential Care Facilities	11.4	3%
	10 Industries with Largest Employment Shares	208.7	47%

Source: Moody's Economy.com

Figure VII.7 shows the ten industries with the largest shares of employees in Fairfield County. Together these industries comprised almost half of the employment in the County. Local government was at the top, which includes municipal employees in addition to public school teachers and staff (this result is common in many municipalities

and regions). Three of the industries were in healthcare (ambulatory health care services, hospitals, nursing care facilities) and two of the industries were financial (securities, credit intermediation).

How have the top ten industries fared over time? As seen in Figure VII.8, eight saw increases, with securities growing the most (12,400). The three healthcare industries together (ambulatory services, hospitals, nursing facilities) increased by 17,000.

Figure VII.8: Of the ten industries with the largest employment in Fairfield County, Securities saw the greatest growth between 1990 and 2007.

NAICS	Industry Description	Change 1990-2006	
		# (1000s)	%
GVL	Local Government	9.8	33%
541	Professional, Scientific & Technical Services	5.0	20%
561	Administrative & Support Services	7.4	36%
722	Food Services & Drinking Places	5.2	30%
621	Ambulatory Health Care Services	9.2	83%
523	Securities, Commodity Contracts & Other Financial Investments	12.4	280%
551	Management of Companies & Enterprises	-0.7	-5%
622	Hospitals	3.7	37%
522	Credit Intermediation & Related Activities	-1.3	-10%
623	Nursing & Residential Care Facilities	4.1	55%

Source: Moody's Economy.com

Location quotients (LQ) are calculations that look at the ratio of local industry share of total employment to that national industry share of total employment. An area with an LQ that is greater than one is said to have a relative concentration in that industry.

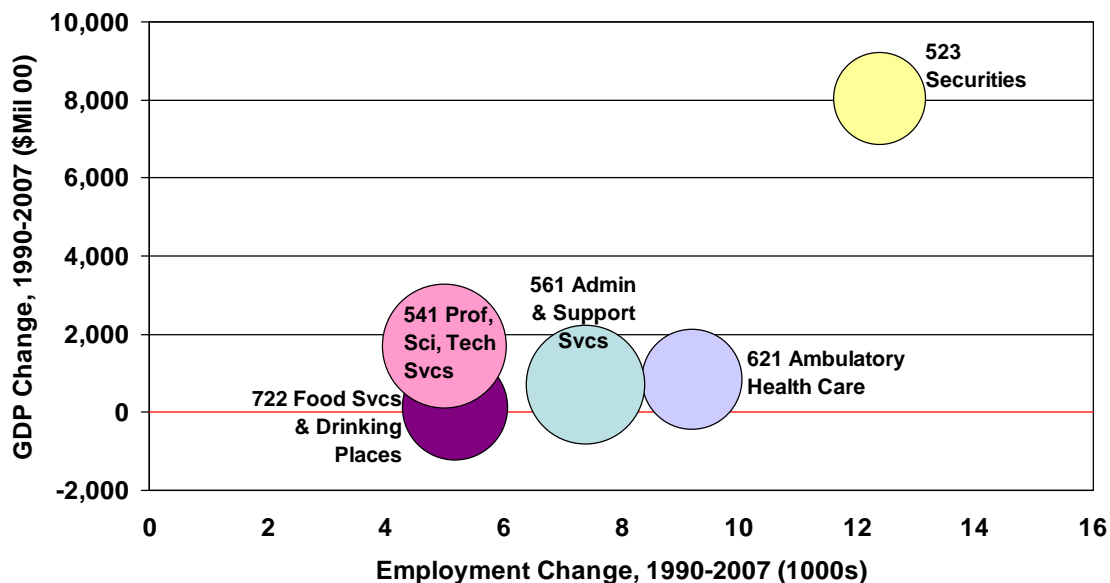
Figure VII.9 looks at the industries in Fairfield County with the largest relative employment concentrations, or LQs, in 2007. Securities topped this list with the largest relative concentration of employment. Another financial industry made the list – Funds, Trusts and Other Financial Vehicles. Two manufacturing industries were on this list, namely, chemical and electric equipment manufacturing.

Figure VII.9: Two of the industries with the largest relative employment concentrations were financial; another two were in manufacturing.

NAICS	Industry Description	Emp LQ* 2007
523	Securities, Commodity Contracts & Other Financial Investments	6.70
454	Nonstore Retailers	2.87
551	Management of Companies & Enterprises	2.45
485	Transit & Ground Passenger Transportation	2.40
525	Funds, Trusts & Other Financial Vehicles	2.15
325	Chemical Manufacturing	2.15
812	Personal & Laundry Services	2.08
335	Electrical Equipment, Appliance & Component Manufacturing	2.07
511	Publishing Industries (except Internet)	1.89
712	Museums, Historical Sites & Similar Institutions	1.67

Source: Moody's Economy.com *Employment LQs of industries with at least 500 employees

Figure VII.10: Of the five industries* with the largest employment gains, all had increases in GDP. Securities had by far the greatest increases.



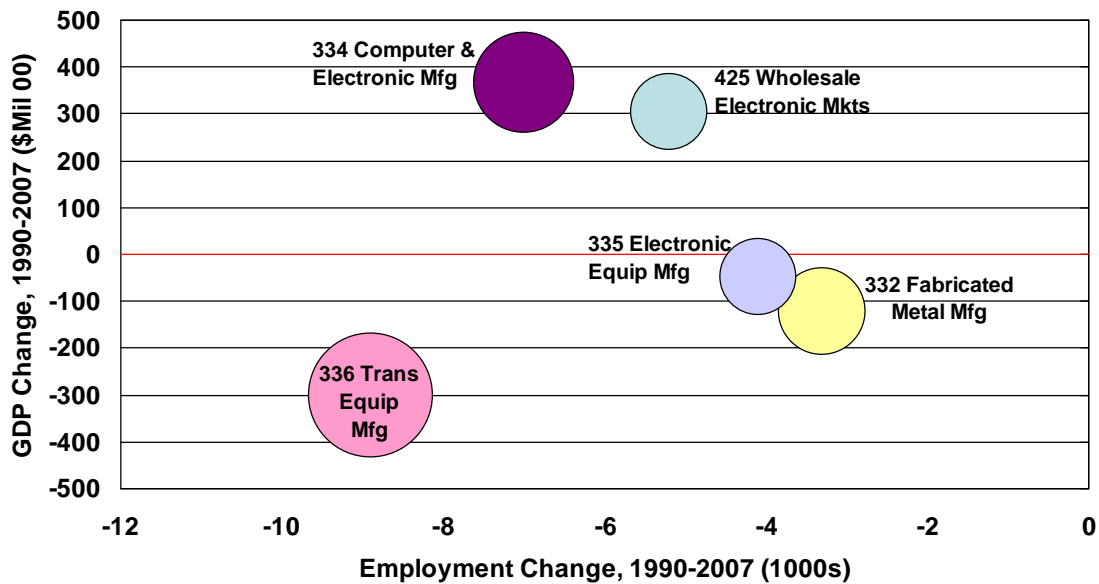
Source: Moody's Economy.com *More than 500 employees and \$100M revenues in 2007

Figure VII.10 plots the five industries with the largest employment gains against their change in gross domestic product (the size of the bubble is relative to their overall

employment levels). All had increases in regional gross domestic product although Securities grew by the greatest amount.

On the other hand, Figure VII.11 shows the industries with the largest employment losses. Two saw regional gross domestic product increases, meaning that their productivity levels would have undoubtedly risen. Transportation equipment, electronic equipment, and fabricated metals had the largest employment losses and also saw regional gross domestic product losses.

Figure VII.11: Of the five industries* with the largest employment losses, four were in manufacturing.

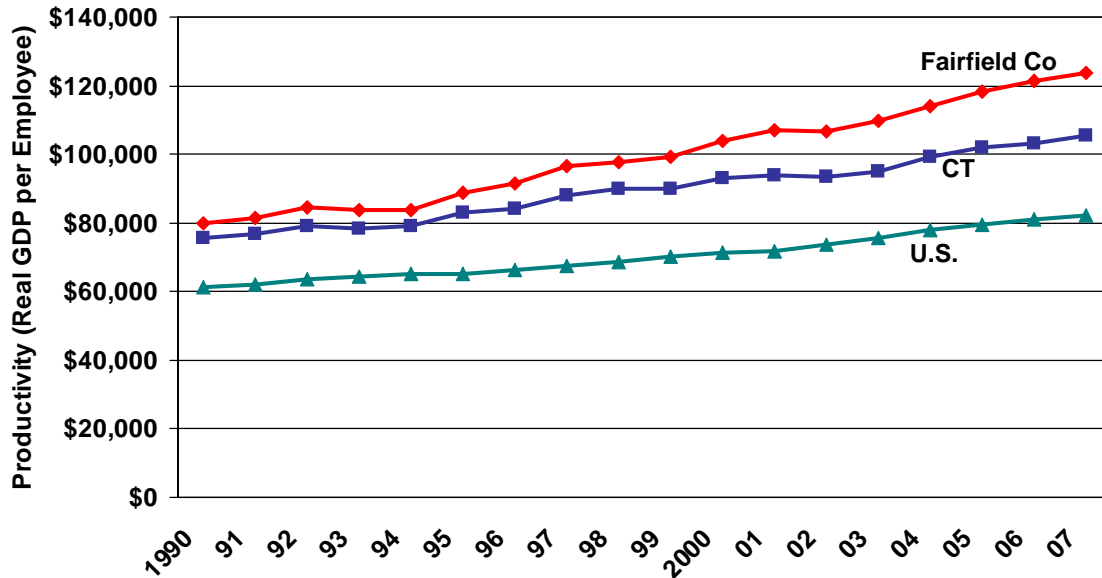


Source: Moody's Economy.com

*More than 500 employees and \$100M revenues in 2007

As a whole, Fairfield County's productivity level was greater than the state and nation (Figure VII.12). The gap widened in Fairfield County's favor after 2000.

Figure VII.12: Fairfield County's productivity was greater than the state and nation.



Source: Moody's Economy.com

Figure VII.13 shows the top southwest (CT) region occupations ranked by total projected openings. Only one of the top ten requires a bachelor's degree and one needs an associate's degree; the other eight involve short or moderate on-the-job training.

Figure VII.13: Many occupations projected to grow require some on the job training.

Southwest CT Region	Employment		Annual	Total	Mid Wage 2007	Training
	2004	2014	Growth	Annual		
			Openings	Openings		
Retail Salespersons	10,810	12,380	156	549	\$24,782	Short-term on-the-job
Cashiers	9,690	10,120	42	514	\$18,957	Short-term on-the-job
Waiters and Waitresses	5,040	5,720	68	327	\$17,657	Short-term on-the-job
Customer Service Representatives	6,940	8,130	120	223	\$37,749	Moderate on-the-job
Janitors & Cleaners, Except Maids	7,110	7,920	81	216	\$22,335	Short-term on-the-job
Registered Nurses	6,310	7,100	78	210	\$63,999	Associate degree
Food Prep, Serving Workers, Fast Food	3,470	3,960	49	200	\$18,504	Short-term on-the-job
Accountants and Auditors	5,380	6,330	94	196	\$70,391	Bachelor's degree
Office Clerks, General	7,420	7,600	17	182	\$27,945	Short-term on-the-job
Executive Secretaries & Assistants	5,480	6,080	60	165	\$45,676	Moderate on-the-job

Source: CT Department of Labor

Twenty-two percent of the total annual openings in region are related to the ten industries listed. The occupations with on-the-job training had median wages that were well below the average in the One Coast Region, thereby making it difficult for the workers to find housing options nearby.

Figure VII.14 presents the occupations with the greatest numbers of projected growth openings in the southwest (CT) region that require postsecondary education or training. The ten occupations comprised ten percent of the openings in the region. Most of these occupations earn median wages that were above the average in the One Coast Region, although the two requiring postsecondary vocational training did not.

Figure VII.14: The fastest growing occupations that need postsecondary education comprised ten percent of the openings in the Southwest CT Region.

Southwest CT Region	Employment		Annual	Total	Mid Wage 2007	Training
	2004	2014	Growth	Annual		
			Openings	Openings		
Securities, Commodity & Financial Sales Agents	3,840	4,940	110	153	>\$145,600	Bachelor's degree
Financial Analysts	2,250	3,210	95	129	\$115,744	Bachelor's degree
Accountants and Auditors	5,380	6,330	94	196	\$70,391	Bachelor's degree
Registered Nurses	6,310	7,100	78	210	\$63,999	Associate degree
General and Operations Managers	4,660	5,250	59	147	\$142,206	Work experience plus bachelor's or higher
Computer Software Engineers, Applications	1,820	2,380	56	74	\$92,587	Bachelor's degree
Computer Systems Analysts	2,070	2,620	55	78	\$82,748	Bachelor's degree
Financial Managers	2,910	3,430	52	93	\$123,663	Work experience plus bachelor's or higher
Nursing Aides, Orderlies, and Attendants	4,360	4,820	46	103	\$28,623	Postsecondary vocational training
Hairdressers, Hairstylists, and Cosmetologists	2,450	2,880	43	90	\$27,095	Postsecondary vocational training

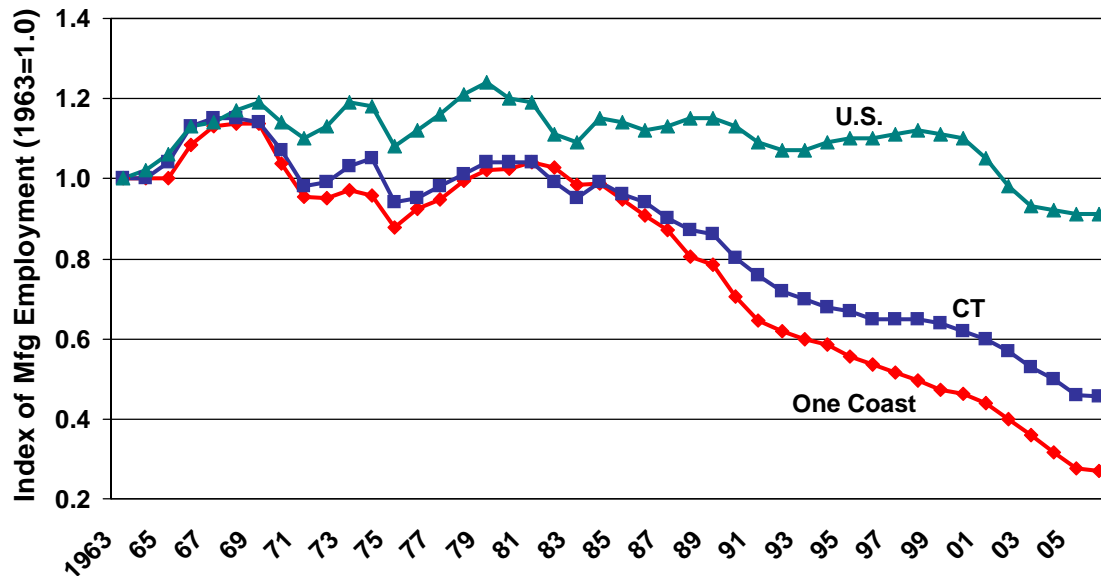
Source: CT Department of Labor

The remainder of this section focuses on selected industries (based on employment in the One Coast Region) and selected industry clusters (as defined by Connecticut's Department of Economic and Community Development) and how they have fared in the One Coast Region.

The first industry sector analyzed is manufacturing. Figure VII.15 provides information on the index of manufacturing employment for the One Coast Region, Connecticut and

the U.S. As is true with the state and nation, the One Coast Region has seen declines in manufacturing employment. Jobs in the One Coast Region followed a cyclical pattern until 1982 when the decline became steady and quite apparent.

Figure VII.15: After 1982, manufacturing employment in the One Coast region began a steady decline.



Sources: CT Department of Labor; U.S. Bureau of Labor Statistics

Figure VII.16 shows the manufacturing industries in Fairfield County and how employment performed between 1990 and 2007. Most every manufacturing industry lost employment. The ones that did not remained flat or saw a very slight gain (and they were quite small industries to begin with).

Although not yet reflected in the data, manufacturing employment, which had declined during the previous decade, stabilized a bit in 2007. In December 2007, Sikorsky signed a five-year contract with the U.S. Army and Navy to deliver 537 H60 helicopters, which should stop major layoffs in the area in the near future. In addition to Sikorsky, major employers in the area include General Electric; Boehringer Ingelheim Pharmaceuticals, Inc; and Northrop Grumman Norden Systems.⁴

⁴ Moody's Economy.com, Précis METRO, January 2008.

Figure VII.16: Most every manufacturing industry in Fairfield County lost employment between 1990 and 2007.

NAICS	Industry Description	Emp (1000s)		Emp Change	
		1990	2007	1990-2007 (1000s)	1990-2007 (%)
311	Food Manufacturing	2.3	1.5	-0.8	-35%
312	Beverage & Tobacco Product Manufacturing	0.5	0.4	-0.1	-21%
313	Textile Mills	0.5	0.0	-0.4	-95%
314	Textile Product Mills	0.3	0.2	0.0	-5%
315	Apparel Manufacturing	0.8	0.1	-0.7	-92%
316	Leather & Allied Product Manufacturing	0.2	0.2	0.0	19%
321	Wood Product Manufacturing	0.3	0.4	0.0	2%
322	Paper Manufacturing	1.5	0.8	-0.7	-45%
323	Printing & Related Support Activities	3.5	1.5	-2.0	-57%
324	Petroleum & Coal Products Manufacturing	0.2	0.3	0.1	50%
325	Chemical Manufacturing	8.8	6.0	-2.8	-32%
326	Plastics & Rubber Products Manufacturing	2.8	1.6	-1.3	-45%
327	Nonmetallic Mineral Product Manufacturing	0.5	0.3	-0.2	-44%
331	Primary Metal Manufacturing	0.7	0.4	-0.3	-46%
332	Fabricated Metal Product Manufacturing	7.1	3.8	-3.3	-47%
333	Machinery Manufacturing	8.7	5.8	-3.0	-34%
334	Computer & Electronic Product Manufacturing	11.9	4.9	-7.0	-59%
335	Elect Equip, Appliance & Component Mfg	6.9	2.8	-4.1	-59%
336	Transportation Equipment Manufacturing	16.4	7.5	-8.9	-54%
337	Furniture & Related Product Manufacturing	0.8	0.9	0.1	17%
339	Miscellaneous Manufacturing	3.9	2.6	-1.3	-34%

Source: Moody's Economy. com

Connecticut has a Bioscience industry cluster, which includes a selection of manufacturing, wholesale, professional and technical services, and medical laboratories. The BioSciences industry cluster employed more than 16,000 people in approximately 450 establishments in Fairfield County in 2006 (Figure VII.17). The BioSciences industry cluster has an employment concentration that is higher than the national average, as evidenced by its location quotient (LQ) of 1.4. In fact, a number of industries within the cluster have LQs greater than one, meaning that Fairfield County has relatively high employment concentrations.

Figure VII.17: The BioSciences cluster had an employment concentration in Fairfield County in 2006.

NAICS	Industry Description	Emp*	Estabs	Emp LQ
3254	Pharmaceutical and Medicine Manufacturing	60	8	0.06
334510	Electromedical and Electrotherapeutic Apparatus Manufacturing	175	1	0.78
334516	Analytical Laboratory Instrument Manufacturing	750	4	5.98
334517	Irradiation Apparatus Manufacturing	200	2	2.80
3391	Medical Equipment and Supplies Manufacturing	1,945	48	1.55
423450	Medical, Dental, and Hospital Equipment & Supplies Merchant Wholesalers	464	23	0.77
423460	Ophthalmic Goods Merchant Wholesalers	100	6	1.08
446110	Pharmacies and Drug Stores	3,333	118	0.98
446130	Optical Goods Stores	245	50	0.93
541710	Research and Development in the Physical, Engineering, and Life Sciences	6,841	66	2.79
541940	Veterinary Services	1,252	93	1.11
6215	Medical and Diagnostic Laboratories	731	32	0.80
	BioSciences	16,096	451	1.40

Source: U.S. Census, County Business Patterns 2006. *Estimates in bold font

In terms of bioscience, there are almost 18,000 persons employed in the sector in Connecticut. The effects of employment and spending by the state's bioscience industry are felt throughout economy. According to an independent analysis, every bioscience job in Connecticut supported a total of 3.03 jobs in the state in 2005. The total impact on the state's economy of employment in the bioscience industry was equivalent to almost 60,000 jobs. The total impact of bioscience payroll and non-payroll spending in the state was over \$10 billion.⁵

There is a nonprofit organization in Connecticut that acts as a forum for bioscience research organizations. Connecticut United for Research Excellence (CURE) has members of bioscience and service organizations in order to build networks and critical mass for the industry, and to help the companies thrive. CURE members located in the One Coast Region include:

- Aon Risk Services, Stamford (insurance);
- BlausenLisi, LP, Fairfield (Medical and Scientific branding);
- Purdue Pharma L.P., Stamford (pharmaceuticals); and
- Town of Trumbull, CT (municipality).⁶

⁵ Connecticut United for Research Excellence; Mark A. Thompson, Ph.D., School of Business at Quinnipiac University, 2005.

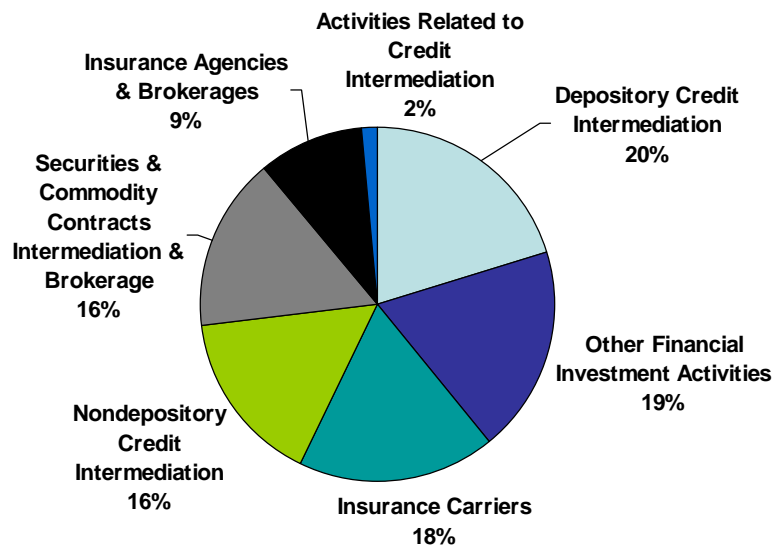
⁶ Connecticut United for Research Excellence

Turning to Finance and Insurance, Figure VII.18 presents the distribution of sector employment in Fairfield County in 2005. Five industries comprised the bulk of the employment:

- Depository Credit Intermediation;
- Other Financial Investment Activities;
- Insurance Carriers;
- Nondepository Credit Intermediation; and
- Securities & Commodity Contracts Intermediation & Brokerage.

All had shares between 16 percent and 20 percent, so the industry is balanced in the area.

Figure VII.18: A number of industries comprised finance and insurance sector employment in Fairfield County in 2005.



Source: U.S. Census, County Business Patterns

A new program offered at Norwalk Community College and Capital Community College in Hartford is Connecticut's Insurance and Finance Services (IFS) Center for Educational Excellence. This workforce initiative was developed by insurance and financial services companies, providing free skills training to incumbent and new workers. By going through the program, workers can be prepared for jobs in the insurance and finance

fields, thereby addressing the short- and long-term labor needs of the IFS sector. The program has been funded by the U.S. Department of Labor since 2006 and collaborators include The Business Council of Fairfield County, The Workplace, Inc., southwestern Connecticut's regional workforce board, the Connecticut IFS Cluster and the Department of Economic and Community Development. Since 2007, 275 workers have been trained.⁷

The IFS Center for Educational Excellence is a program offered as a part of Connecticut's IFS industry cluster. The state includes in its definition of the cluster five three-digit NAICS industries, as seen in Figure VII.19. Fairfield County had almost 77,000 jobs in the IFS cluster in 2006, which was 16 percent of the total employment in the county. By comparison, these five industries comprised 12 percent of Connecticut's total employment, and eight percent of the U.S. total. Four of the five industries within this cluster had relative employment concentrations, meaning that their share of total employment in Fairfield County was larger than the same ratio at the national level. Securities and commodity contracts had an exceptionally large employment LQ, and employed a bulk of the industry cluster's employment. This cluster may be vulnerable to employment decreases because of Wall Street fluctuations, particularly the credit crunch and financial crises being felt throughout the national and global markets.

Figure VII.19: The IFS cluster had a very strong presence in Fairfield County in 2006.

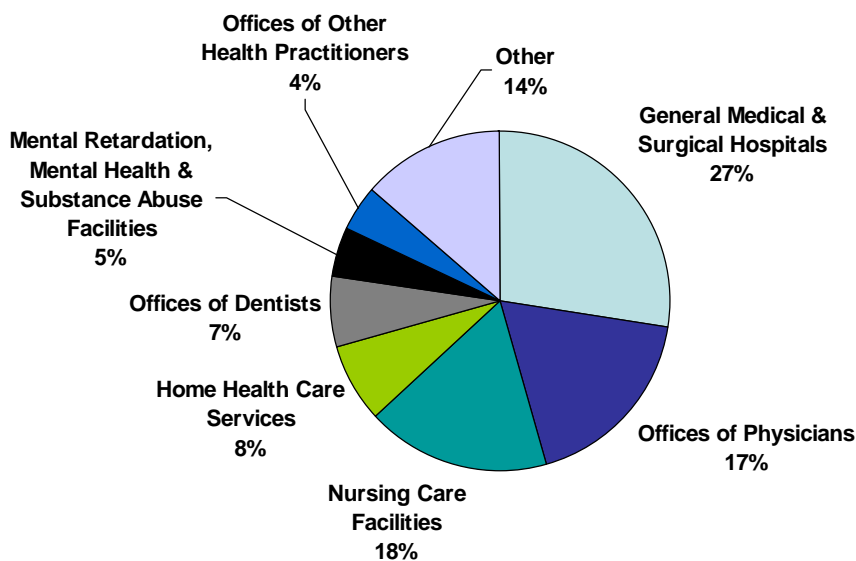
NAICS	Industry Description	Emp	Estabs	Emp LQ
522	Credit Intermediation and Related Activities	17,174	823	1.31
523	Securities, Commodity Contracts & Other Financial Investments	42,907	1,062	11.42
524	Insurance Carriers and Related Activities	10,198	590	1.07
525	Funds, Trusts, and Other Financial Vehicles	100	14	0.95
531	Real Estate	6,241	1,013	1.01
	Insurance and Financial Services	76,620	3,502	2.35

Source: U.S. Census, County Business Patterns 2006.

Now focusing on healthcare, hospitals was the industry with the largest employment share in Fairfield County in 2005 (Figure VIII.20). More than half of the employment in the healthcare industry was involved either in hospital, physicians' offices or nursing care facilities.

⁷ The Business Council of Fairfield County; IFS Cluster

Figure VII.20: More than one-quarter of the healthcare employment in Fairfield County was in hospitals in 2005.



Source: U.S. Census, County Business Patterns

Even though the healthcare industry has a significant presence in the County, there are still components that need to be improved for residents:

- Employer-sponsored health insurance premiums in Connecticut are among the highest in the U.S.
- Approximately 325,000 Connecticut residents lack health insurance.
- Connecticut has one of the highest average medical malpractice claims paid out in the U.S.
- Many Connecticut residents are not getting preventive services indicating gaps in the quality of care.
- Health disparities are prevalent.
- Connecticut's spending on prevention is sub-optimal.
- Providing an adequate health care workforce is a public health service.⁸

Software and Information Technology is another one of the state's industry clusters that had a number of jobs in Fairfield County. With almost 13,400 jobs in the county and more than 1,000 establishments, the industry cluster as a whole had a relative employment concentration that was comparable to the nation (Figure VII.21). However,

⁸ The Business Council of Fairfield County, *Connecticut Health Scorecard*, December 2007.

a few of the industries stood out as having strong concentrations: wholesale electronic markets, and electronic shopping.

Figure VII.21: Software and Information Technology had some specific industry concentrations in Fairfield County in 2006.

NAICS	Industry Description	Emp	Estabs	Emp LQ
3341	Computer and Peripheral Equipment Manufacturing	60	5	0.15
3344	Semiconductor and Other Electronic Component Manufacturing	1,231	25	0.84
3346	Manufacturing and Reproducing Magnetic and Optical Media	60	1	0.46
423430	Computer & Computer Peripheral Equipment & Software Merchant Wholesalers	1,144	60	0.97
425	Wholesale Electronic Markets and Agents and Brokers	2,771	220	2.09
443120	Computer and Software Stores	375	32	0.99
454111	Electronic Shopping	500	29	2.28
454112	Electronic Auctions	10	2	0.42
5112	Software Publishers	1,114	56	0.82
518	Internet Service Providers, Web Search Portals & Data Processing Services	1,453	100	0.78
5415	Computer Systems Design and Related Services	4,615	549	0.95
61142	Computer Training	60	7	0.72
	Software and Information Technology	13,393	1,086	1.01

Source: U.S. Census, County Business Patterns 2006. *Estimates in bold font

Starting as a cluster organization for the Software and Information Technology cluster companies, and evolving into an organization of member companies interested in innovation, the Connecticut Technology Council is comprised of a number of members that are located within the One Coast Region:

- Alliance Technology Partners, Wilton
- Austin Lawrence Group, Stamford
- Blue Ribbon LLC, Stamford
- CiviCom, Inc., Greenwich
- Competitive Technologies, Inc., Fairfield
- Connecticut Venture Group, Fairfield
- Connolly Consulting, Wilton
- Cronus Partners, Norwalk
- Deloitte & Touche LLP, Stamford
- Design2Launch, Stamford
- e-Biz Technologies, Inc., Norwalk
- EDGAR Online, Inc., Norwalk

- Edwards Angell Palmer & Dodge LLP, Stamford
- Fairfield University, Fairfield
- General Electric Company, Fairfield
- Greenfield Online, Inc., Wilton
- Grid Data Security, a division of SyferLock Technology Corp., Fairfield
- iCard Forensics, Inc., Wilton
- Identity Systems Corporation, Old Greenwich
- JANUS Associates, Inc., Stamford
- NASDAQ Stock Market, Trumbull
- Natural State Research Inc., Stamford
- Norwalk Community College, Norwalk
- Oracle Corporation, Stamford
- Passur Aerospace, Greenwich
- Pelham Sloane Inc., Fairfield
- Pitney Bowes Inc., Stamford
- Prescients, LLC, Westport
- Protegrity Corporation, Stamford
- Pullman & Comley, LLC, Stamford
- Raptive Technologies, Inc., Fairfield
- Revonet, New Canaan
- Sacred Heart University, Fairfield
- Sapphire International, Inc., Trumbull
- Signal Lake, Westport
- SkillPROOF Inc., Bridgeport
- SoftWidgets Corporation, Fairfield
- Terra Technology, Norwalk
- The Advanced Marketing & Media Group, LLC, Stamford
- The Business Council of Fairfield County, Stamford
- The Soundview Club, Stamford
- The TNS Group, Stamford
- The WorkPlace, Inc., Bridgeport
- Triple Point Technology, Inc., Westport
- Wiggin & Dana, Stamford
- Worksite Advisors, LLC, Stratford

- Xerox Corporation, Norwalk⁹

Maritime is another industry cluster that formed in the state. The largest employer for the state is Ship and Boat Buildings because of the major employers in New London County. Even though the Maritime industry cluster did not employ a large share of total employment in Fairfield County, nor did it have relative employment concentrations, much of the One Coast Region borders the coast. The impact of the coastline on the Region is still important enough to be considered.

Figure VII.22: The Maritime industry cluster did not have much employment in Fairfield County in 2006.

NAICS	Industry Description	Emp	Estabs	Emp LQ
3366	Ship and Boat Building	10	3	0.02
4831	Deep Sea, Coastal and Great Lakes Water Transportation	175	16	0.92
4832	Inland Water Transportation	10	2	0.12
4883	Support Activities for Water Transportation	97	9	0.26
4885	Freight Transportation Arrangement	684	68	0.86
	Maritime	976	98	0.49

Source: U.S. Census, County Business Patterns 2006. *Estimates in bold font

⁹ Connecticut Technology Council

As a whole, the Tourism industry cluster in Fairfield County did not have an employment concentration. However, a few particular industries stood out in this respect, particularly Tour Operators. It is difficult to fully assess this industry cluster in Fairfield County because much of the data were suppressed and had to be estimated.

Figure VII.23: The Tourism Cluster had employment concentrations in particular industries in Fairfield County in 2006.

NAICS	Industry Description	Emp	Estabs	Emp LQ
71----	Arts, entertainment & recreation	8,341	557	1.06
7211	Traveler Accommodation	3750	80	0.51
7212	RV (Recreational Vehicle) Parks and Recreational Camps	10	1	0.07
481111	Scheduled Passenger Air Transportation	10	1	0.01
481211	Nonscheduled Chartered Passenger Air Transportation	250	15	2.01
487	Scenic and Sightseeing Transportation	10	4	0.09
532111	Passenger Car Rental	175	26	0.36
532292	Recreational Goods Rental	10	4	0.33
561510	Travel Agencies	864	95	1.68
561520	Tour Operators	459	12	3.99
561591	Convention and Visitors Bureaus	10	1	0.25
561599	All Other Travel Arrangement and Reservation Services	350	26	1.03
	Tourism	14,239	822	0.76

Source: U.S. Census, County Business Patterns 2006. *Estimates in bold font